AGENDA | BOARD OF COMMISSIONERS
REGULAR MEETING

March 10, 2026 at 4:30 PM

Burgaw Town Center
108 E Wilmington St

1. **Call to Order**

2. **Invocation**

3. **Pledge of Allegiance**

4. **Approval of Agenda**

5. **Approval of Consent Agenda**
   *Items under Consent are generally of a routine nature. The Board may take action to approve/disapprove all items in a single vote. Any item may be withheld from a general action, to be discussed and voted upon separately at the discretion of the Board.

   A. Approval of the February 9, 2026 Special Meeting Minutes

   B. Approval of the February 10, 2026 Regular Meeting Minutes

   C. Approval of the February 10, 2026 Closed Session Minutes

   D. Approval of the March 2-3, 2026 Special Meeting Minutes

   E. Approval of FY 2026 Town of Burgaw and Tourism Development Authority Audit Contracts and Engagement Letters

   F. Ordinance 2026-04 Amending the FY 2025-2026 budget to recognize funds from NC Department of Environmental Quality grant for the Stormwater Master Plan project

   G. Ordinance 2026-05 Amending the FY 2025-2026 budget to recognize insurance proceeds related to an accident involving a town vehicle

   H. Ordinance 2026-06 Amending the FY 2025-2026 budget to reflect expenditures appropriated in support of the Burgaw Area Chamber of Commerce

I. Ordinance 2026-07 Amending the FY 2025-2026 budget to recognize funds received from Pender County ABC Board

J. Ordinance 2026-08 Amending the Town of Burgaw Code of Ordinances to reflect amendments to the Beautification Committee

K. Ordinance 2026-09 Amending the Town of Burgaw Code of Ordinances to reflect amendments to the Parks and Recreation Advisory Board

6. Special Requests/Presentations

A. Employee Recognitions

B. Arbor Day Proclamation - *Mayor Dawson*

C. Pender High School Reunion - *Don Rawls*

7. Departmental Items

A. **Building Inspections Department**
Louis Hesse, Building Code Administrator

B. **Finance Department**
Tiffany Byrd, Finance Officer

C. **Fire Department**
Johnathan Prevatte, Fire Chief

D. **Information Technology Department**
Dustin McCullen, IT Director

E. **Parks, Recreation & Tourism Department**
Cody Suggs, Parks & Recreation Director

F. **Planning Department**
Ron Meredith, Planning Director

I. Resolution 2026-06 Adopting a mural request by the Town of Burgaw Parks, Recreation & Tourism Department to be located at Hankins Park, 310 N. Walker Street

G. **Police Department**
James Rowell, Police Chief

H. **Public Services Department**
Chris Medlin, Public Services Director

8. **Public Forum**

9. **Items from Manager**

A. Updates on current projects

10. **Items from Attorney**

11. **Items from Mayor and Board of Commissioners**

A. Resolution 2026-05 Amending the Rules of Procedure for the Town of Burgaw Board of Commissioners

B. Resolution 2026-07 Resolution of Intent to change the governing body name from "Town of Burgaw Board of Commissioners" to "Burgaw Town Council" and update member titles

C. Consideration of appointing one (1) member to the Beautification Committee

D. Traffic Ordinance Discussion

E. Other items to be announced

12. **Closed Session**

A. Pursuant to NC GS 143-318.11(a)(3) Attorney/Client Privilege

13. **Adjournment**

TOWN OF BURGAW BOARD OF COMMISSIONERS
SPECIAL MEETING

DATE:	February 9, 2026
TIME:	4:30 PM
PLACE:	Burgaw Town Center, 108 E. Wilmington Street
BOARD MEMBERS PRESENT:	Mayor Olivia Dawson, Mayor Pro-tem James Malloy, Commissioners Bill George, William Rivenbark, Michael Pearsall and Myra McDuffie

Call to Order

The meeting was called to order at 9:00 AM.

Invocation

An invocation was provided.

Pledge of Allegiance

The Pledge of Allegiance was recited.

Special Presentations

A. Retail Strategies

Lacey Bacchus from Retail Strategies presented via video conference, sharing her screen to demonstrate their retail recruitment process. She explained that Retail Strategies is a 65-person company that has worked for 15 years helping communities attract retail businesses. She outlined their three-step approach: market analysis to identify retail leakage, real estate assessment of available properties, and site-specific marketing to targeted retailers.

Ms. Bacchus presented consumer behavior data and leakage analysis, which shows how much money leaves a community versus staying local. She explained that retailers look at trade areas in 3-5 mile radius circles rather than municipal boundaries, and use criteria like household income, traffic counts, and demographics to make location decisions. Using Burgaw's Food Lion and Walmart as examples, she showed heat maps of where customers travel from to shop in town.

The analysis revealed that Burgaw residents spend approximately $637 million annually on retail, while local businesses capture $444 million, creating a $192 million retail gap. Categories showing significant leakage include furniture ($13 million), building materials ($31 million), and clothing ($15 million). Interestingly, grocery showed retention rather than leakage, though this doesn't preclude additional grocery opportunities.

Mayor Dawson requested clarification on the leakage concept for board members unfamiliar with the term. Ms. Bacchus explained that leakage represents consumer dollars leaving the community for purchases made elsewhere, identified through anonymous cell phone location data that tracks shopping patterns.

Commissioner Michael Pearsall asked several detailed questions about Retail Strategies' experience with small communities. He wanted evidence of successful outcomes in towns similar to Burgaw's size (4,000 population, 4 square miles) and examples of businesses they've successfully recruited. Ms. Bacchus confirmed they work with communities smaller than Burgaw, including towns under 1,000 population like Maysville, Pembroke, and Boiling Springs in North Carolina.

Ms. Bacchus explained their approach adapts to community size, focusing on "first to market" retailers for smaller towns and building up a "retail recruitment ladder" as communities grow. She emphasized their practical, transparent approach, noting that not every community can attract major chains like Chick-fil-A, but they focus on finding the right fit for each town's demographics and available sites.

Commissioner Pearsall stressed the importance of seeing concrete examples of successful projects in similar-sized communities before making any decisions. Ms. Bacchus agreed to provide a detailed comparison chart showing specific businesses recruited and outcomes achieved in comparable towns.

Mayor Pro-tem Malloy asked about drawing customers from the broader region, noting that many residents drive 30 miles away for shopping. Ms. Bacchus confirmed their analysis considers the entire trade area, not just municipal population, focusing on capturing those regional shoppers.

The presentation concluded with Ms. Bacchus explaining their team structure, with Joshua serving as primary contact, and their commitment to monthly and quarterly reporting with full transparency through a client portal. She emphasized their goal of putting the right site in front of the right decision maker with consistent messaging over the multi-year timeline that retail location decisions typically require.

B. Burgaw Area Chamber of Commerce

Ruth Glaser, incoming president of the Burgaw Area Chamber of Commerce, presented the Chamber's request for increased town funding to support a full-time Executive Director position. Several Chamber board members were present during the presentation, including current president Jimmy Smith.

Ms. Glaser provided background on the Chamber, established in 1982 with roots tracing to 1922, noting they have had six Executive Directors in the past 10-plus years, creating instability. The Chamber currently has approximately 86 members generating $18,000 in membership revenue and $11,000 net income from three major events: the annual meeting, shrimp boil, and Christmas parade. The town provides valuable in-kind support worth approximately $18,000 annually through office space, utilities, and internet at the train depot.

The current Executive Director works 16 hours per week as a contractor at $20 per hour with no benefits. The Chamber proposes expanding this to a full-time salaried position (32 hours/week) with health insurance benefits. Their 2026 budget totals approximately $72,000, creating a funding gap of about $42,000 beyond current revenue.

The Chamber requests town funding at 100% of the gap for years one and two, reducing to 75% in year three, and 50% in year four and beyond. Commissioner Pearsall sought clarification on whether the reduced percentages were based on the original amount, which Ms. Glaser confirmed would be half of the original $46,546 request, or about $23,000 annually.

Commissioner Pearsall emphasized the need for detailed job descriptions, performance indicators, and accountability measures. Ms. Glaser confirmed they have developed a comprehensive job description and monthly reporting requirements with specific key performance indicators including business visits and membership growth targets.

Commissioner McDuffie strongly advocated for the position, noting that with no county tourism department, the Chamber serves as the primary business representative. She emphasized the importance of having a stable, accountable Executive Director rather than continuing the revolving door of part-time contractors.

Mayor Dawson stressed the need to identify specific public services the Chamber would provide to comply with nonprofit funding requirements. She emphasized the Chamber's role in business recruitment, tourism support, and economic development, suggesting collaboration with the economic partnership committee and participation in Main Street conferences and TDA meetings.

Commissioner Pearsall raised concerns about accountability, wanting clear guidelines and consequences if performance standards aren't met, given the significant budget impact. He also highlighted opportunities to better promote local manufacturers like Cardinal Metalworks, which produces components for gas pumps and credit card readers nationally, noting residents may not realize the scope of local industry.

The discussion revealed broader strategic thinking about the Chamber's role in supporting the retail recruitment efforts presented earlier. Commissioners saw synergy between having a full-time Chamber director working alongside professional retail recruitment services.

Town Manager Gantt explained the funding would come from the general fund and require entering into a formal agreement with specific requirements for financial reporting and oversight, similar to other nonprofit funding arrangements.

Commissioner Rivenbark asked about facility needs, learning the Chamber office in the train depot is cold and could benefit from a mini-split heating/cooling unit.

After discussion about quarterly rather than annual reporting for better oversight, the following motion was made:

> Motion: Commissioner Rivenbark moved to allocate $20,000 to the Chamber of Commerce to fund the Executive Director position through July 1, with the understanding that full funding would be considered in the upcoming budget process. Commissioner McDuffie seconded. Motion passed unanimously.

The funding will support the position from February through June 30, with full-year funding to be incorporated into the FY 2026-2027 budget beginning July 1.

Work Session - Updates and Discussion

A. Rules of Procedure for the Town of Burgaw Board of Commissioners

Mayor Dawson reviewed proposed changes to the Rules of Procedure, noting they were working toward changing "commissioners" to "council" throughout the document and had previously discussed changing the agenda deadline to 118 hours on page six.

Commissioner Pearsall requested additional time to review highlighted sections, noting potential wording changes from "shall" to "must" for consistency and legal precision.

Mayor Pro-tem Malloy questioned whether they should wait to make changes until the commissioner-to-council transition was complete. Town Manager Gantt indicated that charter change process would take considerable time and shouldn't delay procedural improvements.

The board agreed to defer action until the next regular meeting to allow additional time for review.

B. Current town projects

Mayor Dawson raised urgent concerns about deteriorating cell phone service throughout town, noting her phone showed "emergency calls only" recently and service quality has worsened significantly. She reported poor Verizon coverage from Highway 117 across town, making it difficult for residents and affecting emergency communications.

Commissioner Rivenbark agreed the service was "terrible" and committed to following up that afternoon with his contact in Raleigh and Sarah Fulton with Pender County. He indicated the county was previously working on a contract with Verizon that should have been completed, but the new County Manager transition may have caused delays.

Commissioner Rivenbark noted that his contact had previously committed to having improved service ready before the Blueberry Festival, and he would verify the status of the cell tower installation at the Sheriff's Department.

The board discussed the urgency of resolving cell service issues, particularly with increased construction activity and the upcoming Blueberry Festival bringing more visitors who would need reliable communication services.

Adjournment

Motion: Commissioner McDuffie moved to adjourn the meeting at 10:44 AM. The motion was seconded by Commissioner Pearsall. Motion passed unanimously.

TOWN OF BURGAW BOARD OF COMMISSIONERS
REGULAR MEETING

DATE:	February 10, 2026
TIME:	4:30 PM
PLACE:	Burgaw Town Center, 108 E. Wilmington Street
BOARD MEMBERS PRESENT:	Mayor Olivia Dawson, Mayor Pro-tem James Malloy, Commissioners Bill George, William Rivenbark, Michael Pearsall and Myra McDuffie

Call to Order

The meeting was called to order at 4:30 PM.

Invocation

Commissioner Rivenbark led the invocation.

Pledge of Allegiance

The Pledge of Allegiance was recited.

Approval of Agenda

> Motion: Commissioner Rivenbark moved to approve the agenda. Commissioner Pearsall seconded. Motion carried unanimously.

Approval of Consent Agenda

The consent agenda included approval of January 13, 2026 regular and closed session meeting minutes, Resolution 2026-02 adopting the Southeastern North Carolina Regional Hazard Mitigation Plan, Resolution 2026-03 opposing the expansion of the Chemours Fayetteville Works Facility, Ordinance 2026-01 amending the Traffic Ordinance, and Ordinance 2026-02 amending the Beautification Committee ordinance.

> Motion: Commissioner McDuffie moved to approve the consent agenda. Motion carried unanimously.

Special Requests/Presentations

Employee Recognitions

Building Inspector Ivey English recognized Adela Matthews from the finance and inspections departments for completing a NC Law and Administration course. This required course for building inspectors will help Matthews in her day-to-day work by providing greater understanding of permitting and inspection laws in the state.

2026 Pender County Reappraisal Presentation

Colby Sawyer, Pender County Manager, presented information about the 2026 reappraisal process on behalf of Vincent Valuations. Sawyer explained that North Carolina General Statute 105-286 requires counties to reappraise at least once every eight years to reset property values to current market value as of January 1st of the reappraisal year.

The county has nearly 55,000 parcels of real property, with Vincent Valuations conducting mass appraisals across approximately 250 tax neighborhoods. Sawyer emphasized that the tax department doesn't set market value - the market does - and their job is to calculate what that real market value is by analyzing trends and qualifying sales.

Sawyer presented numerous examples of property value increases since the 2019 reappraisal, showing residential properties with increases ranging from 82% to over 200%. He noted that the 2019 appraisal was conducted right after Hurricane Florence, and the COVID pandemic significantly changed the housing market between 2019 and now.

Key points about the appeals process were outlined:

- Property owners should review their notices carefully when received (expected last week of March)
- A comparison tool will be available to view qualifying sales of similar properties
- Appeals can be made if there are errors in property characteristics or condition
- The Board of Equalization and Review will convene April 13th through May 15th
- Final appeals can be taken to the state Property Tax Commission

Sawyer stressed that appraised value and tax bills are separate concepts - tax rates are set by governing boards based on budget needs, and property value increases don't necessarily mean proportional tax bill increases.

Commissioner Pearsall asked about requirements for Board of Equalization and Review members, noting concerns about geographic representation. Sawyer confirmed applications were received from districts 1, 3, and 5, providing geographic diversity across the county.

Commissioner Rivenbark inquired about how construction permit values are used in assessments. Sawyer explained that while permit values provide starting points, final assessments consider multiple factors including neighborhood characteristics and property conditions.

The county will hold educational clinics at locations where presentations are given to help residents with the appeals process.

Mayor's Proclamation - Supporting the 250th Anniversary of the United States of America

Mayor Dawson read a proclamation expressing support for America's 250th anniversary commemoration in 2026, encouraging community participation in educational and cultural activities celebrating the nation's history and ideals.

Departmental Items

Building Inspections Department

Building Inspector Ivey English reported on several major commercial projects progressing in town, including a new urgent care facility and dentist office at the intersection of NC

Highway 53 and US Highway 117 Bypass. The hospital continues HVAC improvements for the emergency department and exterior renovations. The new Pender County Law Enforcement Center is nearing completion, with the sheriff's office portion approaching final inspections and the jail section close behind. The Pender Health and Human Services building is essentially complete awaiting final inspections.

Finance Department

Finance Officer Tiffany Byrd reported completion of year-end W-2s and 1099s. Budget meetings were held January 14th and 15th with all departments. The department is actively working with various grants and handling busy end-of-year activities.

Fire Department

Fire Chief Johnathan Prevatte reported responding to approximately 70 calls in January and conducting about 420 hours of in-house fire training. Several personnel attended Weekend Fire College at Cape Fear Community College. The Plymovent System from the AFG grant is awaiting contractor completion in the coming weeks.

The new SAFER grant positions have been on shift for approximately a month, proving tremendously beneficial during recent weather events when Pender EMS requested 4-wheel drive apparatus response for all EMS calls. The additional staffing allowed the department to have three 4-wheel drive vehicles available simultaneously.

Chief Prevatte spoke about the department's new station dog, Halligan (nicknamed "Hal"), found by Officer Rossi and officially adopted after the 72-hour hold period with the Pender County Animal Shelter. The dog has received tremendous community support and positive feedback, with other agencies already inquiring about utilizing Hal's services for emotional support.

Information Technology Department

IT Director Dustin McCullen reported completing 65 IT support requests in January. Major projects included replacing the time clock system with new software and hardware that integrates with the town's financial software, providing faster and more user-friendly operation at lower cost.

The department is implementing a new mass notification system allowing notifications to both public and staff, with social media integration for faster deployment. A "click fix" system is being developed for resident service requests through the website.

McCullen noted new federal requirements under the Americans with Disabilities Act requiring municipal websites serving under 50,000 residents to comply with accessibility guidelines by April 2027. The town will work to ensure all current and future website content meets these standards.

Parks, Recreation & Tourism Department

Recreation Supervisor Jayna Augst reported that the annual Daddy-Daughter and Mother-Son dances were sold out, with consideration being given to increasing capacity in the future. March programming includes Arbor Day events and the Mayor's Gala.

The Blueberry Festival pancake breakfast will be held February 21st at the fire department. A mural project is planned for Hankins Park with design presentation at the next meeting.

Westside Trail updates included completion of all encroachments with residents, NCDOT approval of Penderlea Highway and Bridgers Street encroachments, sidewalk work completion, and scheduling of rapid flashing beacon installations. Landscaping concerns on Hayes Street that were spoken about at the last meeting have been resolved with items to be replaced in May, when the plants are seasonally available.

Planning Department

Planning Director Ron Meredith reported ongoing work on the wayfinding project, currently handling challenging NCDOT encroachment agreements. The UDO rewrite continues, with the planning board meeting cancelled this month due to chamber meeting conflicts, allowing more focus on the rewrite project.

Meredith explained the comprehensive UDO rewrite creates a more user-friendly document compared to the current ordinance, which contains difficult statutory language. The new version provides better guidance for property owners and developers while maintaining appropriate development standards.

Town Attorney Norwood Blanchard clarified important legislative constraints affecting local development decisions. He explained that House Bill 765 and Senate Bill 205 prevent municipalities from downzoning properties, meaning the town cannot reduce development density even if desired. These laws, passed in late 2024, tie municipal hands regarding development control, as developers contribute significantly to political campaigns influencing these decisions.

The Board requested that Planning Staff publish information explaining planning and zoning regulations and how, in certain situations, the Town's authority is limited—such as in the recent matter involving the DR Horton project. Ms. Wells will see this information gets published in the town's newsletter and website.

Police Department

Police Chief James Rowell reported sending sergeants to training classes including "weathering the storm" for officer mental health and background investigations training. Chief Rowell noted several staff members worked many consecutive days alongside other town departments during the recent ice and snow storms. He praised the collaborative effort during the town's first major weather event under his leadership.

The Pender County Sheriff's Office will host an urban tracking K-9 training February 23-25 with nearly 50 K-9 teams utilizing Burgaw as a hub for training scenarios involving lost persons and cognitive impairment cases.

Public Services Department

Public Services Director Chris Medlin reported repairing three water leaks, replacing two problematic sewer taps, installing two water taps, and upgrading entrances to the police department and inspections office. Hometown hero banners installation is underway.

The Fremont Street water main project has installed over 1,000 feet of pipe despite weather delays. Courthouse Avenue sidewalk work should resume this week with completion expected by week's end.

Commissioner Pearsall raised concerns about washout issues at West Bridgers and North McCullen Street intersection. Medlin explained that work during trail construction included installing an interference box to address drainage problems where a sewer line crossed the road. The contractor will return to dress up and stabilize the area.

Commissioner Pearsall also commented on the low-hanging utility line along Courthouse Square near the intersection of Wilmington and Walker Streets. Mr. Gantt noted utility companies have been made aware of same, but will reach back out.

Prior to Public Forum, Mayor Dawson declared a break between 5:26 PM and 5:38 PM.

Public Forum

Thomas Brown, 1881 Henry Brown Road, addressed the board expressing concerns about the planning department's failure to protect citizens and agricultural properties. He criticized the town's definition of rural agriculture, arguing it favors development and threatens agricultural properties within Burgaw's zoning district. Brown warned that allowing such development invites predatory developers and could change the community's character and politics, potentially making Burgaw like Leland or Hampstead.

John Westbrook, 410 E. Fremont Street, congratulated the board for working out the DR Horton subdivision issues, stating his initial opposition to the 500-unit proposal but support for the reduced 250-unit version. As a downtown business owner, Westbrook emphasized the importance of growing the tax base to prevent town deterioration. He noted that while his taxes increased 300% in the last reappraisal (reduced to 200% on appeal), maintaining and growing the tax base through new development will help keep tax rates manageable for existing property owners.

Public Hearing

Rezoning Request

Mayor Dawson declared the public hearing open at 5:44 PM.

Planning Director Meredith presented a request to rezone approximately 3.7 acres along NC Highway 53 from R20 Residential District to B2 Highway Business District. The property is owned by Mount Calvary Leadership Development and represented by Henry Nadeau.

The site currently has R20 zoning with conservation preservation overlay, which will remain in place. The B2 district is intended for highway-oriented commercial uses and is consistent with surrounding zoning patterns, being adjacent to existing B2 commercial land including Walmart.

Although slightly under the 4-acre minimum, the parcel is part of a larger contiguous B2 area meeting the ordinance's intent. Development will be subject to flood regulations, UDO standards, technical review, and NCDOT access requirements.

Henry Nadeau, representing Creative Commercial Properties, explained his clients are Mount Calvary Leadership Development Corporation, a local nonprofit providing career training for at-risk youth in western Pender County. The lots have 200 feet of Highway 53 frontage in the area's highest traffic corridor near major retailers.

Commissioner McDuffie inquired about potential commercial candidates, but Mayor Dawson redirected focus to the rezoning decision rather than specific development plans.

There being no further questions or concerns voiced by the board, Mayor Dawson declared the public hearing closed at 5:51 PM.

> Motion: Mayor Pro-tem Malloy moved to approve Resolution 2026-04 adopting a statement of consistency regarding the zoning map amendment. Commissioner Rivenbark seconded. Motion carried unanimously.

> Motion: Mayor Pro-tem Malloy moved to approve Ordinance 2026-03 for the map amendment rezoning the property from R20 to B2. Commissioner Rivenbark seconded. Motion carried unanimously.

Items from Manager

Town Manager James Gantt provided updates on several projects and initiatives:

Storm Response: Town staff performed excellently during recent ice and snow storms, with extensive positive feedback from the community about cleanup efforts.

Speed Limit Reductions: The board's approved recommendations for West Bridgers Street extension and West Bridgers Street have been submitted to NCDOT, which will conduct traffic studies to determine if reductions are warranted.

Stop Sign Intersections: The approved ordinance removing certain 3-way and 4-way stop signs is being implemented, with public works handling removal and education efforts.

Budget Process: The budget retreat is scheduled for March 2-3, beginning the intensive budget development process. March 2nd includes department heads and commissioners, while March 3rd focuses on finance staff and commissioners for goal-setting and prioritization.

Nonprofit Funding: Applications are due March 1st for organizations seeking town funding consideration in the upcoming budget year.

Courthouse Avenue Project: MasTec continues underground utility work, including boring under courthouse grounds and replacing the pole at Wright Street and Wilmington Street. Power line removal will proceed once pole work is complete, followed by final sidewalk installation.

Master Plans: Meetings are scheduled with McKim and Creed regarding the water and sewer master plan progress. The stormwater master plan is nearing completion with the final product expected within weeks, allowing the GIS system to go online.

Items from Attorney

Town Attorney Blanchard stated he only had items for closed session.

Items from Mayor and Board of Commissioners

Resolution 2026-05 Amending the Suggested Rules of Procedure for the Town of Burgaw Board of Commissioners

The board briefly discussed the proposed amendments to the rules of procedure document. Commissioner Pearsall had previously identified changes, and the board agreed to compile all suggested revisions and send them to Town Clerk Wells for preparation to consider adopting at the March meeting. *No action was taken on this item.*

Consideration of appointing two (2) members to the Parks & Recreation Advisory Board

Three applications were received for two openings: Mary Kate Lanier, Shaina Kennedy, and Amy Jones. The board discussed that while one applicant lives outside the ETJ, the rules allow residents of zip code 28425.

Recreation Supervisor Augst noted that staff believes all three applicants would be beneficial additions to the advisory board and requested consideration of expanding the board to eight members. Increasing the board's membership would provide greater flexibility when members are unable to attend meetings and help ensure consistent participation.

> Motion: Commissioner George moved to amend the Parks & Recreation Advisory Board rules to allow eight members. Motion carried unanimously.
>
> Motion: Commissioner George moved to approve all three applicants named above to serve on the Parks & Recreation Advisory Board. Commissioner Rivenbark seconded. Motion carried unanimously.

Consideration of appointing one (1) member to the Beautification Committee

One application was received from Eric Kozen, a resident in zip code 28425 but outside the town limits/ETJ. Current Beautification Committee rules only allow town limits or ETJ residents, unlike the Parks & Recreation Advisory Board which allows the broader zip code area. Mayor Dawson advised there is an additional resident member that has expressed interest in serving as well.

The board discussed expanding both the membership and geographic eligibility to provide consistency and accommodate interested residents.

> Motion: Commissioner Pearsall moved to amend the Beautification Committee rules to allow four resident members and expand eligibility to zip code 28425. Motion carried unanimously.
>
> Motion: Commissioner Rivenbark moved to approve Eric Kozen to serve on the Beautification Committee. Motion carried unanimously.

Other items to be announced

Mayor Dawson and the board thanked town staff for their dedication during recent weather events. Commissioner Rivenbark provided updates on Verizon tower negotiations in reference to poor cellular service in town. He advised that Pender County is in contract negotiations with Verizon for antenna installation on a tower located at the Pender County Sheriff's Department on Fremont Street, with some delays due to required tower reinforcement work.

Closed Session

Motion: Commissioner McDuffie moved to enter closed session at 6:37 PM, pursuant to NC GS 143-318.11(a)(3) Attorney/Client Privilege. Motion carried unanimously.

Motion: Mayor Pro-tem Malloy moved to enter back into open session at 7:25 PM. Motion carried unanimously.

Prior to adjournment, Mayor Dawson stated that the Board needed to reconsider the vote regarding the allocation of funding for the Chamber of Commerce Executive Director position, which had been discussed during the February 9, 2026 Special Board of Commissioners Meeting. It was later recognized that Chamber board member and Town Commissioner Myra McDuffie should have recused herself prior to the motion being made at that meeting. As a result, the Board needed to revisit the motion after Commissioner McDuffie formally recused herself.

Commissioner McDuffie requested the board to recuse her prior to voting due to her currently serving as a member of the Chamber of Commerce Board.

Motion: Commissioner George moved to allow Commissioner McDuffie to recuse herself prior to a motion related to the Chamber of Commerce. Commissioner Rivenbark seconded. Motion carried unanimously.

Mayor Dawson called for a new motion regarding the allocation of the funding for the Chamber of Commerce.

Motion: Commissioner Pearsall moved to approve the allocation of $20,000 towards the funding of the Chamber of Commerce Executive Director position, as discussed during the February 9, 2026 Special Board of Commissioners meeting. Commissioner Rivenbark seconded. Motion carried unanimously.

Adjournment

Motion: Commissioner McDuffie moved to adjourn the meeting at 7:26 PM. Motion carried unanimously.

TOWN OF BURGAW BOARD OF COMMISSIONERS
SPECIAL MEETING – STRATEGIC PLANNING RETREAT - DAY 1

DATE:	March 2, 2026
TIME:	9:00 AM
PLACE:	Burgaw Town Center, 108 E. Wilmington Street
BOARD MEMBERS PRESENT:	Mayor Olivia Dawson, Mayor Pro-tem James Malloy, Commissioners Bill George, William Rivenbark, Michael Pearsall and Myra McDuffie

Call to Order

Mayor Olivia Dawson called the meeting to order at 9:02 AM on Monday morning, March 2, 2026.

Invocation

Mayor Pro-tem James Malloy led the invocation.

Pledge of Allegiance

The Pledge of Allegiance was recited following the invocation.

Manager Comments & Recap of Previous Year

Town Manager James Gantt appreciated everyone for attending and highlighted that the retreat was focused beyond budgeting, emphasizing, "this is also, like the mayor said, talking about the future of Burgaw." Reflecting on the past decade's achievements, he acknowledged, "We have done a whole lot, but now where do we go from here? And, where do we grow from here?" Gantt stated that the retreat aims to "align the operational reality, board priorities, the upcoming budget," tackling the balance of "realities, expectations, and priorities" without delving into specific numbers. Instead, the day concentrated on pinpointing needs and building a comprehensive plan. Gantt shared that he, Mayor Pro-tem Malloy, Mayor Dawson, Commissioner McDuffie, and Brianna Willman had participated in a strategic planning workshop weeks earlier, where they reviewed the town's progress and future priorities, recognizing that among the other jurisdictions, including those with 300 residents, "we were not in a bad place whatsoever."

Gantt explained that the retreat would focus on reviewing and updating strategic goals and objectives, mission and vision statements, and values. He emphasized that department heads would present on their priorities and goals, allowing the board to see how departmental needs align with board priorities for future planning.

The retreat's structure was designed to focus on strategy rather than individual projects, listening for themes, and planning for the future. Gantt outlined six key focus areas: reality, reflection, direction, prioritization, funding, and accountability. He stressed the importance of "govern intentionally and not reactively."

For the reality component, Gantt emphasized understanding the difference between expectations and what can actually be delivered, noting constraints from funding and state law requirements. "The state giveth and the state can take it away. So, they can they they're the ones that give us our power as a town, but they can also they're the ones that can take our power away." He presented a diagram showing "my plan," "real life," and "no plan," emphasizing the goal of avoiding the "no plan" scenario.

The retreat would listen for recurring challenges and operational bottlenecks, emerging risks and vulnerabilities, significant growth trends and market shifts, sustainability concerns, and capacity constraints. Gantt noted recent economic presentations showing Pender County's rapid growth, particularly on the east side, but also highlighting development between Rocky Point and Saint Helena and interest in Burgaw itself.

For reflection, Gantt explained they would conduct a SWOT analysis (strengths, weaknesses, opportunities, and threats), with strengths and weaknesses being internal factors the organization could control, while opportunities and threats were external factors beyond direct control.

The direction component would involve defining mission, vision, and core values to set the organizational course. Gantt compared this to planning a road trip, noting "you have to have a destination to know where you're headed."

Strategic prioritization would focus on identifying the top 5-7 strategic priorities for the organization, concentrating on a clear 2-year horizon while also considering long-term planning. "Unfortunately, term priority is should be self explanatory, but if everything is a priority then it's not really a priority, prioritization."

The budget and funding alignment phase would come after establishing priorities, with Gantt noting they didn't yet have rebound numbers from the county tax office. The final component, accountability, would involve implementing quarterly progress reviews, defining measurable performance indicators, and ensuring transparent reporting through online dashboards and regular updates.

Gantt concluded by outlining what they hoped to accomplish: "a shared understanding of current operational reality, a clear and unified strategic direction for the future, well defined strategic priorities to guide our efforts, budget alignment that effectively supports our strategic goals, and a robust accountability framework for effective implementation."

Departmental Budget Presentations

Parks, Recreation & Tourism Department

Parks, Recreation & Tourism Director Cody Suggs began by noting his department's position as the first to present, joking "As the late great Ricky Bobby once said, if you ain't first, you're last." He introduced his team: Recreation Supervisor Jayna Augst, Recreation Coordinator David Poloway, and two part-time employees, Cindy Fontana and Eli Smith, who primarily assist with summer camp and small programs.

Suggs provided background on the department's qualifications, noting 20 years of combined public service experience, relevant degrees, and various certifications including National Recreation Board certification, certified playground safety inspectors, serve safe manager certificates for the incubator kitchen, and memberships in professional associations. The team had also received AED and basic life support training through the Burgaw Police Department.

Reviewing 2025 accomplishments, Suggs highlighted several major projects: breaking ground on phase 2 of the west side trail, opening the first dog park, resurfacing tennis courts and updating lighting at Harrell's Park through a USTA grant, launching the mural project, completing sidewalk and facade updates at Harold's and Hankins Park as part of the town's culvert project, establishing fitness equipment and parking at Ash Street Park through Eagle Scout collaboration, fundraising approximately $90,000 for the splash pad project, and completing numerous community landscaping projects.

Facility improvements included updating and encapsulating kitchen flooring at the train depot, opening the visitor center, and installing reservation boxes at parks to improve the rental process. For programs, the department brought on the recreation supervisor, hosted their first annual golf tournament, managed over 40 special events, handled 745 park and facility rentals, served 11,400 participants at special events, increased summer camp to 5 weeks, and served 5 active town boards with 36 total members.

Regarding capacity, Suggs reported the department was currently at capacity with 3 staff members. The town's parks system included 10 total parks with over 13 acres of green space, 4 miles of linear greenways, 55 playground and accessory pieces, 5 athletic sport courts, 1 off-leash canine facility, 4 restrooms, 4 entertainment facilities, 3 rental facilities, and 40+ special events annually.

Suggs noted that parks were at capacity for further development and growth, recommending future land acquisition. He explained that most parks either had floodways running through them or were constrained by spacing requirements for playground equipment to avoid congestion. Programs and events were increasing, and while the department recommended additional staffing in the medium to long term, they were currently managing well with part-time employees and volunteers.

All playground and accessory structures were in good condition with ongoing maintenance, and Suggs recommended implementing a medium to long-term replacement program for proactive maintenance rather than reactive replacement. He emphasized that with proper maintenance, playgrounds could last decades, citing examples of communities still using playgrounds from the 1980s and 1990s with regular component replacement.

Addressing emerging risks and challenges, Suggs identified growth as both an opportunity and a strain. "While growth can be a good thing, it can also be a strain on staff to most everything that the parks and rec provides is something that the community has asked for or something that the community wants." He noted that growth would require additional staffing and put strain on facilities maintenance, particularly affecting Chris's department with increased acreage and equipment to maintain.

Land acquisition emerged as a critical challenge. Suggs explained that finding suitable recreational space required careful consideration beyond just open fields, including soil samples and infrastructure connectivity. He noted the competitive environment, stating "Parks and recreation and municipality, we're 1 of the few departments that have a direct competitor. And when I say direct competitor, it's a private organization." He cited examples of private organizations building recreational facilities and the challenge of competing for land against residential developers.

Budget challenges included finding supplemental funds through grants, fundraising, bond executions requiring public votes, park fees in lieu of development requirements, and the ongoing strain on the general fund. Suggs emphasized his understanding of priorities: "I'm an advocate for parks and recreation. I always will be, but I fully understand the need for a fireman or a policeman before my own, right?"

For strategic opportunities, land acquisition remained the top priority, included in the capital improvement plan for the next 10 years. The department requested permission to apply for a dual PARTF grant application covering both pickleball courts and gazebo replacement at Harold Park, potentially saving taxpayer money by using state funding rather than general fund resources.

The splash pad project had various options under development, and Suggs requested a joint meeting between the town board and the parks foundation to discuss execution strategies. The department also proposed implementing a 20% fee increase for nonresidents participating in programs, based on Parks and Recreation Advisory Board research showing significant participation from outside Burgaw. This would address situations where residents were being waitlisted while non-residents accessed services funded by Burgaw taxpayers.

Specific 2026 budget requests included paving at Hankins Park from the concrete apron to the stop sign, addressing broken asphalt and ADA compliance while preparing for the splash pad installation. The department also requested increased operational budget for a part-time employee position, as Recreation Supervisor Jayna would transition to part-time status after maternity leave. The Blueberry Festival proposed paying the town $10,000 annually to reimburse for this shared part-time position.

Additional capital requests included portable stage replacement due to the aging and deteriorating current stage, with discussion of partnering with other organizations to share costs. Train depot bench replacement was also requested, replacing wooden benches affected by carpenter bees and wear with powder-coated steel benches matching the downtown aesthetic.

Commissioner discussion revealed ongoing interest in the former Buccaneer property for parks expansion. Commissioner William Rivenbark emphasized this location's potential: "That would be the best place for us to extend our parks and rec… there's a lot of stuff that can be done over here." Mayor Dawson confirmed previous discussions with the property owner, noting he was open to selling but hadn't provided a price. The property's development restrictions due to wetlands made it more suitable for recreational use.

Town Manager Gantt noted the property's potential for stormwater management, referencing the 2015 stormwater master plan's recommendation for a 5-acre retention pond that could serve dual purposes for stormwater and recreation. The land and water conservation grant program had increased matching funds to $750,000, potentially providing over $1 million in funding for such projects.

Discussion also touched on potential partnerships with Pender High School for gazebo construction and the importance of strategic land acquisition before development pressure increased further.

Public Services Department

Public Services Director Chris Medlin began by outlining his department's mission: "The Town of Burgaw Public Services Department strives to provide a safe, clean, healthy, and inviting environment for both citizens and visitors. The department is committed to provide superior public infrastructure and services to protect and enhance the quality of life for the people of Burgaw."

For water and sewer operations in 2025, the department successfully operated systems with no Notice of Violations (NOVs) or sanitary sewer overflows from the state, completed the lead service line inventory well ahead of state and federal deadlines, replaced approximately 500 linear feet of old clay sewer main with new PVC along South Smith Street, and provided extensive training for staff, including Utility Technician Jeff Coenen receiving his distribution certification.

Streets, drainage, sanitation, and garage operations included replacing multiple downtown sidewalk sections, resurfacing about 4,200 linear feet of town streets, installing a new vehicle lift in the garage, and beginning the stormwater inventory project, which was nearing completion.

Facilities and grounds accomplishments included renovating the town hall lobby and the building inspection office in the old jail, along with numerous other facility projects.

Medlin described increasing service demands across all areas, from yard debris collection to building infrastructure capacity. Aging infrastructure presented ongoing challenges, with water mains containing lead joints beginning to leak more frequently, and storm drainage pipes designed 60 years ago struggling with changing climate conditions. Building infrastructure including HVAC units and roofs required continuous attention, along with ever-changing regulatory requirements including lead service lines, PFAS regulations, and potential fluoride removal requirements.

Growth presented the most imminent challenge, with significant impact expected on both public services and town infrastructure. While new subdivisions would have new internal piping installed by contractors, the existing pipes supplying and receiving the increased usage remained old and stressed.

Regarding staffing sustainability, the department was fully staffed except for a heavy equipment operator position, though an employee was making progress toward filling that role. Current staffing was adequate for day-to-day operations but struggled with proactive maintenance, operating more as a "repair than replace type system" without sufficient staff for implementing new proactive maintenance programs.

For immediate policy and process improvements, Medlin proposed restructuring to develop better work systems with people assigned to specific tasks rather than everyone responding to whatever crisis emerged. A key request involved establishing a yard debris and white goods pickup schedule, noting that current operations ran the grapple truck five days per week, potentially visiting the same streets daily for minimal debris.

Medlin's proposed schedule included debris pickup on Mondays and Fridays to capture weekend and weekday yard work, white goods pickup on Wednesdays aligning with regular trash pickup, and dedicating Tuesdays and Thursdays to street sweeping once the ordered street sweeper arrived. This would also provide time for proper equipment maintenance, as the knuckle boom truck ran constantly without adequate servicing.

Medium-term staffing adjustments would be needed as growth occurred, with infrastructure expansion requirements extending beyond public services to include building needs for growing staff. "They're already busting at the seams" regarding current building capacity.

Capital investments would be continuous, with appropriated funds and upcoming water and wastewater master plans providing detailed roadmaps for water and wastewater infrastructure, though other infrastructure needs would require separate planning.

Budget drivers focused heavily on proactive maintenance programs, including well maintenance and inspection. Wells built in the 1970s had never had documented inspections of downhole components. Medlin showed dramatic before-and-after photos of a 10-year-old well, demonstrating how cleaning significantly improved water quality and quantity. The department requested implementing 5-year well inspection cycles, examining one well annually with periodic breaks in the rotation.

Street assessment inventory was another priority, moving beyond simply identifying streets needing repaving to understanding preventive maintenance options. "In an ideal situation, you don't let your streets get to where they need to be repaved. As technology increases, there's several programs you can do before they reach that level to increase the age of the street."

Building assessment inventory would cover all HVAC units and roofs, with the train depot alone having 10 different HVAC units from 2010 or older, all approaching or exceeding the 15-20 year commercial expectancy. Rather than waiting for emergency replacements, a rotational replacement program could provide better budget management and avoid multiple simultaneous failures.

Continuous pricing increases affected all materials and equipment, with Medlin noting that trucks costing $325,000 five years ago now cost $650,000 for the same specifications.

During discussion, Commissioner Rivenbark expressed concern about the lack of well inspection records, asking "Do we not have regulations from the state on how often that's supposed to be done?" Medlin confirmed no state regulations existed for downhole inspections, though annual surface inspections were required. He emphasized that water quality remained safe, but proactive maintenance would ensure continued reliability and capacity.

Commissioner McDuffie inquired about the heavy equipment operator training progress. Medlin explained that the employee showed initiative, staying after hours to practice on equipment, and that cross-training all staff was a priority given the small department size. He preferred promoting from within, noting it was easier to hire unskilled labor than skilled labor.

Discussion included Mayor Pro-tem Malloy's strong support for internal training and cross-training: "I'm a firm believer that there should be in house training. There should always be the next man up. And everybody in public work should be cross trained." He noted this approach had been lacking previously but was now being implemented effectively.

Commissioner Rivenbark supported Medlin's proposed scheduling approach, suggesting the department establish and communicate the schedule to residents. Medlin outlined his preferred Monday/Friday debris pickup, Wednesday white goods pickup, and Tuesday/Thursday street sweeping schedule, which would also provide needed equipment maintenance time.

Mayor Dawson agreed with the scheduling proposal, noting it would help residents understand service timing rather than expecting daily pickup. Medlin added that the structured approach would reduce inefficient multiple daily trips to the same areas and allow for proper vehicle maintenance.

The discussion confirmed the department's request for valve installation funding, with ongoing efforts to secure grant funding or low-interest loans to accelerate the process. Medlin noted they currently installed about 5 insertion valves annually and were actively pursuing funding to speed implementation.

Building Code Administration Department

Building Code Administrator Louis Hesse provided a brief overview, noting his department's unique position of being economically self-sustaining.

Hesse reviewed the department's evolution from a one-person operation when he arrived, when he and Kim Rivenbark handled diverse responsibilities including purchasing and installing lights for magnolia trees and building a fence for the Christmas tree. The department had grown as the town transitioned from slower development to rapid growth, allowing them to focus more on core building inspection responsibilities.

The department continued handling flood development administration and working with public works on various projects, while maintaining their primary building inspection functions. One significant challenge involved their iWorks software system, which had failed to deliver promised functionality for contractor portals and other features. "A lot of things that were promised us when we purchased the thing did not materialize." The department had abandoned the portal entirely due to problems and was transitioning to new software under Town Manager Gantt's guidance.

Hesse noted they had switched software systems multiple times previously, always accompanied by data loss and operational challenges. The new system provider had acknowledged difficulties extracting data from iWorks, though IT Director Dustin was working to preserve as much information as possible.

For future growth needs, the current team was positioned to handle anticipated development smoothly without requiring additional inspectors. However, if growth exceeded expectations, the increased revenue would support hiring additional staff as needed.

Current major projects demonstrated the department's capacity and revenue generation. The Health and Human Services building, an 87,000 square foot facility with an IBC valuation over $22 million, generated $175,000 in permit fees. The department had invested approximately 1,500 hours across 253 inspections ranging from 30 minutes to 3 hours each.

The Law Enforcement Center, a 99,000 square foot building with a $28 million IBC valuation and $176,000 in permit fees, was about six months from completion with an October target. This project had required approximately 3,500 hours across 581 inspections in just over a year.

The department had processed 424 total permits in the previous year across all categories (mechanical, electrical, gas, building) and conducted 2,200 total inspections including the major projects.

Budget requirements remained stable with no significant increases requested beyond continuation education opportunities for inspectors. The department's operational budget outside of salaries and vehicle leases totaled only $14,000-15,000 for items under their direct control.

The department maintained responsibility for minimum housing enforcement, achieving good success rates while working sensitively with property owners experiencing legitimate hardships. Hesse preferred addressing specific properties in individual discussions rather than public meetings to respect property owners' privacy.

Future reorganization plans included eventually transferring flood development responsibilities to planning for front-end review, and moving water/sewer connection tracking to public works once new software systems facilitated easier group management rather than individual tracking.

During discussion, Commissioner discussion touched on specific minimum housing cases, with Hesse confirming progress on various properties while maintaining his policy of respectful, private communication with property owners. He offered to provide detailed updates in individual meetings with commissioners who had specific concerns.

Town Manager Gantt reminded the board that the large new county buildings generate no property tax revenue for the town, only permit fees and utility connection fees, making the permit revenue particularly important for the municipal budget.

Planning Department

Planning Director Ron Meredith began by noting the department's staffing adjustment, shifting half of Brianna’s position fully to planning as a Planning Technician, allowing the department to focus more effectively on core priorities.

Major 2025 accomplishments included nearing completion of the Unified Development Ordinance (UDO) rewrite, working with consultants on the rain garden grant through the RCCP DEQ grant applied for several years prior, and collaborating with NCDOT on multimodal grants to update the existing sidewalk plan. The NCDOT grant required only a 10% local match and focused on areas where facilities were not equitable.

Planning board participation remained solid, though public attendance at meetings was extremely low. New permitting software was planned for spring 2026, requiring staff updates and application modifications.

Current challenges included lean staffing that limited flexibility during peak development periods or large projects. Development activity was increasing significantly, placing additional demands on staff, while complex state regulations added administrative workload and highlighted the need for modernization and more efficient processes.

The outdated software systems hindered interdepartmental communications, though new software updates were expected to provide significant improvements. The department was monitoring state general statutes to determine optimal timing for bringing the completed UDO to the board for approval.

Key ongoing challenges included managing growth pressure as residential and commercial applications increased, limited staff reducing flexibility during busy periods, outdated technology limiting efficiency, a comprehensive plan that no longer fully reflected current growth trends, UDO modernization needs, and legacy zoning and compliance issues requiring careful review and consistent enforcement.

Immediate priorities focused on finalizing and modernizing the UDO for clarity and legal alignment, implementing modern permitting software to improve efficiency and customer service, and updating the comprehensive land use plan to guide long-term growth infrastructure and policy decisions.

Major cost drivers for fiscal year 2026 included initiating comprehensive plan updates, with costs covering upfront implementation for professional services, plan and ordinance updates, and necessary training and compliance expenses. No new staff were requested for the current year, though continued growth and development activity might require additional support in the future.

Meredith emphasized that delaying modernization could strain operations and staff capacity, noting that these initiatives aligned with the town's strategic goals for responsible growth, operational efficiency, and fiscal stewardship.

The most significant portion of Meredith's presentation revealed the scope of approved development projects. The chart showed 968 approved housing units across various developments, combining single-family homes and condos. This figure did not include a recent 75-unit submittal or discussions regarding another potential 143-unit development.

Comparing this to current population estimates, Meredith noted that while the US Census showed population around 3,000, realistic estimates suggested closer to 3,700 with approximately 1,200-1,400 rooftops. The approved development represented a potential doubling of the town's housing stock, with major percentage increases in both rooftops and population expected over the next 2-5 years.

Meredith warned that some major developers were likely to move quickly, meaning "it could hit hard and fast." Mayor Dawson expressed concern about the rapid growth timeline, suggesting the town could see population increases of 2,000-3,000 people within 2-3 years.

The development map showed concentration along the newer sewer easement and recent approvals, including some projects that had been approved pre-COVID but were now reexamining density and costs due to increased construction prices.

Despite the anticipated workload increase, Meredith felt comfortable with current staffing levels, appreciating the recent position shift into his department. However, he acknowledged uncertainty about future needs as new development applications and departmental adjustments materialized.

The presentation concluded with Meredith noting that the development growth projection would impact budget requests across all departments, as the dramatic growth figures demonstrated the scale of service expansion challenges facing the entire municipal organization.

Information Technology Department

IT Director Dustin McCullen began by emphasizing that "basically, everything that the IT department does and all the technology that we use is to support other departments and their efficiencies. And then that overall supports the goals, and mission of the town."

McCullen outlined technology's importance in local government: improving service delivery, enhancing transparency, improving cost efficiency, supporting citizen engagement and public safety communication, and ensuring security and privacy of municipal data.

For fiscal year 2025 tech support metrics, the IT department had established better tracking systems for technical support activities, providing a repository for past service issues and identifying technology infrastructure shortcomings. From July 2025 through the meeting date, McCullen had worked approximately 330 completed support requests, averaging 41 tickets per month, though he emphasized this represented only a small fraction of the IT department's total responsibilities.

Operational improvements in 2025 included adding equipment to improve network performance, overhauling network design for better office connectivity, upgrading police department laptops as an ongoing annual project, increasing internet speeds by ten times previous capacity, and moving the police department to a cloud-hosted video evidence library. All improvements aimed to "enhance reliability, speed, and security of the town's network infrastructure and ensure that we have a 99.9 percent uptime for those networks."

Significant completed projects included dark fiber installation, which McCullen described as "absolutely wonderful." This project allowed the town to switch internet service providers for increased speeds while, more importantly, connecting town offices with a private fiber connection. Previously, the town relied on VPN connections that were "unstable, unreliable, less secure." The dark fiber provided full control over building connectivity and flexibility for future expansion.

Another major project involved replacing the outdated time tracking system and physical time clocks in collaboration with finance and human resources departments. The previous system and 7-year-old time clocks had been well overdue for replacement, with the new system providing faster, easier functionality for staff managing employee time.

Ongoing projects included continued police department laptop replacements to ensure current technology for equipment that "get banged around a lot" and "are used and abused." Phone system replacement was underway as current systems approached end of service life, with the new system integrating phones, door access control modules, and security cameras for improved safety and security.

Expanded door access controls would add access control to locations currently lacking them while replacing existing controllers with the newer unified system for better integration and expansion capabilities. This system would ensure regulatory compliance and enhance staff safety.

Townwide camera expansion focused on public safety, building on the newer integrated system foundation and expanding capabilities to areas currently lacking coverage. Advanced features included license plate readers and AI technologies to help police locate wanted subjects or vehicles faster than current capabilities allowed.

Service enhancements included mass communication software replacement due to security issues with the previous system. The new system would provide text, email, and phone call capabilities with multiple contact options, enhanced staff communication features, public and employee apps, and geofencing capabilities to send location-specific communications.

SeeClickFix integration with the town website would allow citizen feedback and streamlined issue reporting processes.

Addressing staffing and service levels, McCullen noted operating as a one-person department established less than two years prior. His responsibilities included daily technical support for all departments, after-hours emergency response, project management, departmental administrative tasks, and IT administrative tasks including system maintenance, server updates, and more. While currently manageable, future growth would likely require additional support staff to allow concentration on higher-level administrative and technical tasks.

Service demand trends showed uptick from the typical 35-40 tickets monthly to 60-65 tickets in recent months, which McCullen attributed to aging equipment conditions requiring increased support.

Equipment assessment revealed concerning conditions across multiple categories. Network equipment, while functional, was aging with core switches over 4 years old approaching the 5-6 year replacement threshold. Aging equipment risks included increased failure likelihood causing service outages, staff duty disruptions, communication loss, and potential security risks as manufacturers discontinued security patches and updates.

Phone systems were over 8 years old, exceeding the typical 5-10 year voice over IP service life, carrying similar risks of failure, duty disruption, and communication loss.

Servers were functional but aging, with critical roles in user login capabilities and application operation. Microsoft supported only 10-year lifecycles with 5 years mainstream and 5 years extended support. A particular vulnerability existed with only one domain controller managing network services, user access, and file permissions, when best practices required at least two domain controllers.

Laptop conditions varied from functional to "getting to the point of loss of function" with keyboard failures requiring external keyboards, monitor failures, and frequent battery replacements. McCullen had replaced 8-10 laptop batteries in the past year and a half. Approximately 60 total computers served the town, with almost half reaching 5-6 year end of service life.

Rising costs presented ongoing challenges, with software subscriptions increasing 5-10% annually and component shortages causing equipment price increases, particularly over the past 6-12 months. Dell representative had reported their largest quarter-to-quarter price increase in years, significantly impacting replacement budgets.

Compliance requirements added complexity through PCI compliance governing credit card acceptance, CJIS compliance for criminal justice information systems, National Defense Authorization Act restricting technology brands from certain regions, and ADA compliance for website accessibility.

Security pressures continued mounting with daily new threats. FBI statistics showed government agencies as the third most targeted sector for ransomware attacks, with federal agencies reporting over 32,000 information security incidents in fiscal year 2023. At least 44 US states reported cyber incidents affecting local government systems in the first 10 months of 2025.

Regional impacts included nearly a dozen South Carolina local government offices breached in 2025, local government agencies with ongoing billing system disruptions, and local county and town governments losing over $1 million through cyber incidents in late 2025.

McCullen disclosed that in late 2024, the Department of Homeland Security had notified the town that one of their public IP addresses was a known target in an international campaign. While no evidence suggested successful breach or attack, the vulnerability was specific to old firewall types since replaced, and the public IP address had been changed as a precautionary measure.

Capital improvement opportunities focused on systems maintenance through a rolling CIP addressing core network equipment replacement, adding a second domain controller to reduce risk, adding firewall failover capabilities, expanding network security capabilities including email security, expanding technology services, and maintaining spare equipment for emergency replacements.

Computer replacement planning aimed to establish proactive replacement programs outside the existing police department CIP. With half the town's computers past service life due to previous simultaneous replacement through COVID funding, McCullen requested establishing annual replacement of 5-6 computers to avoid future mass replacement scenarios.

Server infrastructure updates were pushed to the following year pending decisions by other departments that might affect server requirements.

During discussion, Mayor Dawson asked for clarification about domain controllers, with Town Manager Gantt explaining that domain controllers were servers managing user access to all systems, controlling login authentication. McCullen emphasized redundancy importance, noting hardware failure risks with single domain controller operation.

Regarding cybersecurity protection, McCullen confirmed significant security improvements over the past two years including firewall replacements of antiquated 10-year-old systems. He noted countless security policy changes, VLAN expansions, and infrastructure improvements, though emphasized that complete threat elimination was impossible as "threats evolve every single day."

Town Manager Gantt highlighted that "your biggest threat to the security is your people" through employee education needs, citing frequent direct deposit change scam attempts. McCullen confirmed receiving thousands of spam and phishing attempts over six-month periods, with most filtered before reaching staff, but noted this represented only a fraction of total security threats.

Commissioner George inquired about timeline and equipment needs for maintaining safety. McCullen explained this was an ongoing daily process, confirming firewall improvements but noting the need to replace aging computers as they lost manufacturer support. He distinguished between physical component failure affecting staff usability versus security risks, noting that computers running Windows 11 remained relatively secure even with aging hardware.

Discussion covered backup systems, with McCullen confirming nightly incremental server backups to cloud storage across multiple data centers in different regions. Individual computers weren't backed up to the same service, but he configured new computers with Microsoft Office 365 OneDrive integration to automatically sync critical folders to cloud storage.

Commissioner questions about computer replacement revealed the police department's existing $20,000 annual CIP for rolling laptop replacement, which had decreased from 8 computers to 7 computers annually due to rising prices. McCullen estimated approximately 20 non-police computers of the 60 total had reached end of service life, requiring separate replacement planning.

The meeting concluded with light discussion about technological evolution and AI capabilities, with McCullen noting the camera system's AI features would process locally without external data transfer, maintaining network control while providing advanced search and identification capabilities.

Fire Department Presentation

2025 Year in Review

Chief Prevatte reported that the fire department responded to 877 calls in 2025, showing the breakdown of response types. The department added seven new volunteers, including three junior firefighters, and hired six new full-time staff and two part-time staff funded through the SAFR grant. Combined with the AFG grant, these federal grants brought approximately $1 million in funding to address departmental needs.

The department completed installation of the Plymo Vent System, funded through the AFG grant. Community engagement became a major priority, with 138 documented hours of community engagement events during 2025. Chief Prevatte emphasized this didn't include informal interactions when crews encountered children or provided impromptu station tours.

Social media efforts significantly increased engagement, with 2.6 million views during 2025, a 50% increase in conversations with the community, 122% increase in overall engagement, and nearly 50% increase in total followers. Chief Prevatte noted that their social media presence helps with safety messaging, recruitment efforts, and community relationship building, with their "how-to" content being particularly popular.

Training and Development

The department saw exponential increases in volunteer participation and training during 2025. With the seven new volunteers, at least three days per week now have volunteer coverage, with some volunteers pulling 24-hour or even 48-hour duty shifts. Part-time staffing requirements mandate a minimum of four shifts per month.

Major projects included comprehensive hydrant testing requested by the engineering firm working on the water-sewer master plan. Crews tested approximately 500 hydrants throughout the town and Pender Central area. They also completed regular hose testing to return to an annual rotation schedule and conducted an ISO consultation.

Current Capacity and Staffing

The department currently has 12 full-time personnel, 5 part-time staff, and 17 volunteers, including junior firefighters. Chief Prevatte explained that junior firefighters have limited functions on the fire ground per North Carolina regulations but provide valuable community engagement and potential future career development opportunities.

He referenced NFPA standards, noting the transition from NFPA 1720 to the consolidated NFPA 1750 standard. The department has experienced consistent call volume increases over the past four years, which Chief Prevatte expects to continue growing exponentially with anticipated community growth.

Emerging Challenges and Risks

Chief Prevatte identified capital replacement needs as the most significant challenge, acknowledging that fire department equipment typically carries the highest price tags among all departments. He discussed increased service expectations with the planned transition from first responder to basic life support (BLS) agency, which would allow response to more medical calls and provide quicker emergency personnel deployment for medical emergencies.

The department is working toward medium rescue certification, with BLS certification anticipated before the end of the calendar year and medium rescue certification potentially by year-end, though personnel certification requirements may present challenges.

Regarding staffing, the department currently meets minimum NFPA 1750 standards for engine company staffing with four personnel. However, the standard recommends the first arriving resource arrive within four minutes with at least four personnel, and the second arriving resource within six minutes. While mutual aid agreements provide additional resources, the likelihood of meeting the six-minute window is poor due to travel distances.

Chief Prevatte warned that lack of proactive actions could lead to apparatus unavailability. Ladder 15 has required nearly $100,000 in repairs over the past 2-2.5 years due to its age and the complexity of hydraulic systems for outriggers, aerial operations, and pump systems. "That there was no way to get around it, they had to be made, we had to have that truck in service. We actually just got that truck back from the most recent repair this past Thursday."

The department's extrication equipment is becoming obsolete, with service technicians warning that parts may become unavailable within a couple of years. Additionally, Pender EMS and Fire's Rescue 1 is not consistently in service, sometimes operating only one-third to two-thirds of the time, and personnel may be reassigned to tanker operations depending on call type.

Chief Prevatte emphasized the department's philosophy of self-reliance: "Us placing a priority and a focus of being able to stand on our own two feet and take care of our own." He expressed concern that without addressing equipment and facility needs, employee morale could decline, potentially leading to less engaged employees who don't feel adequately equipped to perform to their full capacity.

Strategic Needs and Public Safety Training Center

The most significant request was for a Public Safety Training Center, a joint initiative between the fire and police departments. Chief Prevatte explained that both command staffs had collaborated on this proposal, envisioning it as an investment not just in public safety but in the entire community.

The training center would include a multi-story training building certified to NFPA 1402 standards for fire service training buildings. It would provide forceful entry areas, live fire training capabilities, technical rescue anchors, and spaces for police to practice room clearing and building searches. The police department specifically requested a 100-yard range for rifle training beyond pistols.

A classroom building was also proposed, similar to one recently opened by Duplin County, sourced from Superior Metal Structures to meet needs without being extravagant.

Chief Prevatte emphasized the community investment aspect: "if we had this facility it would open both agencies up to not only do more in house training and development and specifically with the fire department for us to run more of the certification training that were already approved run through the state. We just lack the facilities to be able to do it, but it would also allow us to host regional trainings."

Regional trainings would bring instructors and participants from across the state and country, benefiting local businesses through increased foot traffic, dining, and overnight stays. Participants might return with families for festivals or events, creating ongoing economic impact.

The training facility would also help reduce the town's ISO rating, as referenced by their ISO consultant as necessary for improving training component scores and reducing insurance rates for property owners.

Equipment and Capital Needs

Immediate needs include the Public Safety Training Center and extrication/rescue equipment, both eligible for grant funding and potentially state legislative assistance. A grant opportunity opens April 2nd that could address extrication equipment needs.

Midterm needs include a secondary fire station (estimated $2-2.5 million), Ladder 15 replacement (approximately $1.75-2.5 million), and SCBA and cascade system replacement ($350,000-400,000).

Chief Prevatte explained SCBA (Self-Contained Breathing Apparatus) requirements for IDLH (Immediately Dangerous to Life and Health) environments including structure fires, gas leaks, carbon monoxide alarms, and hazardous materials incidents. The department currently has 21-22 air packs with two cylinders each, allowing firefighters to swap cylinders and continue working.

The SCBA replacement quote requests up to 30 air packs and 60 cylinders to accommodate the new Engine 15, training needs, and repairs without reducing operational capacity. Current SCBAs are approaching 10 years old (MSA recommends 10-15 year replacement), with several already at 10 years and others reaching that age in 2027.

Commissioner McDuffie asked about cylinder refillability, and Chief Prevatte explained the in-house cascade system for refilling 4,500 PSI cylinders, with hydrostatic testing required every five years. The department is considering 5,500 PSI quick-connect cylinders for faster emergency air supply to downed firefighters.

Long-term needs include increasing staffing, apparatus and equipment replacement (brush truck and others), and ongoing turnout gear replacement. Chief Prevatte noted he forgot to mention continued large diameter hose replacement needs for several more years to eliminate failing hose and equipment that doesn't meet current safety requirements.

Budget Summary

Major budget drivers include the approved new Engine 15, the Public Safety Training Center request, and extrication/rescue equipment. Chief Prevatte acknowledged that costs will inevitably increase if projects are delayed, noting he cannot control pricing and these items represent significant investments.

Grant funding will be pursued for extrication/rescue equipment and training center funding, with midterm items like SCBA replacement sought through operational budget and grant combinations. Additional equipment needing replacement includes gas monitors and thermal imaging cameras.

Chief Prevatte concluded by emphasizing the department's commitment to being good stewards of taxpayer funds while ensuring adequate resources to serve citizens and prepare for growth: "We deliver the requests and initiatives. We think that they align with the strategic direction of the town and it will maintain Burgaw as a great place to live, work, and play."

Police Department Presentation

Police Chief James Rowell began his presentation noting the consistent themes of growth challenges across all departments and acknowledging his senior staff's first participation in the budget process. He brought Captain Williams, Sergeant Kennedy, and Sergeant Padgett to observe and learn about the town's decision-making processes.

2025 Accomplishments

The police department navigated significant leadership transitions with both the chief and number-two administrator leaving, requiring internal promotions and advancement. Chief Rowell noted growing pains as staff adapted to new responsibilities and roles they had never experienced.

The department undertook rebranding from red to blue striping, returning to traditional police colors and supporting the town's blueberry theme. When Chief Rowell arrived, nobody could remember the origin of the red stripe design.

Major equipment replacements included new AEDs (Automated External Defibrillators) after more than 10 years of service, and complete taser replacement with Taser 7 technology through a five-year financing program. The department replaced canine Cane with Omen, now certified in narcotics detection, obedience, apprehension, and article searches - marking the first time the agency had an apprehension canine.

Vehicle operations included completing two new vehicles (detective and canine vehicles) while retiring three vehicles. The 23-vehicle fleet drove approximately 250,000 miles total, averaging about 15,000 miles per vehicle annually. The department completed 2,717 incident reports and answered 6,567 total calls with 17 personnel.

Chief Rowell emphasized potential call volume doubling if population growth projections materialize: "if we follow suit just adding 2 or 3 people per household you know if all of these different things go through we're going to be looking at doubling almost doubling the size of the town in the next couple years, population wise."

The department provided equivalent of 34 officers to 13 different mutual aid events including Surf City Fireworks, summer camps, UNCW move-in, Pender High Homecoming, Tops of Autumn Fest, Safe Haven Vigil Walk, career days, and saturation patrols.

Patrol shift restructuring moved to one-month rotations instead of two-week changes, improving officers' circadian rhythms and sleep patterns compared to the previous daily rotation system.

Current Challenges and Staffing

The department operates one position short since Detective Vann's promotion left a patrol vacancy. Despite advertising, recruitment challenges persist partly due to being the county's lowest-paying agency. Chief Rowell emphasized his responsibility to recruit "the best and the brightest talent to the town."

He compared the situation to hurricane preparation: "We're all well aware of dealing with hurricanes and you see that hurricane out 2 or 3 days out, 4 days ahead of time and we're trying to figure out is it going to be a direct hit, is it going be a 3, is it going be a 4, is it going be a 5. That's what we're all doing right now trying to look at this this storm that's on the forefront coming to us with the we know the town's going grow it's just going be to what extent and how fast."

As a small agency lacking specialized units like SWAT or marine divisions, recruitment and retention require creative approaches and competitive benefits. Chief Rowell noted that while young officers initially want patrol experience, interest wanes over time without advancement opportunities.

Current staffing maintains two officers per shift without consistent supervisory presence. Chief Rowell expressed concern about inexperienced officers making decisions that supervisors should handle, potentially developing poor habits. "when you don't know what you don't know, you don't know that you're wrong and so, I don't want young officers doing something unbeknownst that it, you know, a safer better way to do it."

Infrastructure and Technology Limitations

The police department has reached capacity in its current facility, lacking adequate evidence storage separation for drugs, money, and firearms. Chief Rowell noted this was the seventh year the police department improvement project appeared in the Capital Improvement Plan, with approval but no secured funding.

Technology limitations significantly impact operations. Officers cannot access dispatch computer information that other agencies routinely use. "Our records management system is one step better than pen and paper," Chief Rowell explained. Officers must obtain information from dispatch in hard copy, then manually enter it into their separate system.

The county's records management system could integrate with dispatch systems, allowing officers to access information directly and transfer data electronically. This technological gap affects officer safety and efficiency, requiring divided attention between paperwork and surroundings.

Chief Rowell emphasized that officers communicate across agencies and compare available technology, influencing career decisions. "Everybody knows who has what technology at their agencies, and that's why people make decisions on where they go to work."

Growth Impact and Staffing Needs

Currently staffed at 4.2 officers per 1,000 residents, the department exceeds typical rural southeastern averages of 2.8 to 3.0 officers per 1,000. However, anticipated growth threatens this ratio without proactive staffing increases.

Chief Rowell stressed equipment adequacy but emphasized technology improvement needs for recruitment. "If y'all gave me 20 positions and said, chief, go fill them. The positions are no good if I can't get people to come here."

Young officers seek competitive salaries for retirement planning, and small departments face sustainability challenges with limited advancement opportunities. As call volume increases with growth, additional street-level positions become necessary rather than specialized roles.

The chief advocated for adding a third officer position with supervisory capability, noting that ideally "you want to have more good guys than you do bad guys on a scene." With only two officers working and simultaneous calls, officer safety becomes compromised.

Strategic Needs and Policy Changes

Chief Rowell proposed career path development allowing officers to specialize and receive financial rewards for expertise. For example, an officer specializing in traffic enforcement and collision reconstruction could earn additional compensation similar to supervisory pay.

He noted that until recently, Burgaw was the only local agency rewarding education and certification advancement, but Pender County has increased their competitive position with education incentives and SWAT team bonuses. Surf City and Topsail Beach offer higher starting salaries, with Topsail around $54,000.

Budget Drivers and Proposed Initiatives

The department has historically received 1-3 new vehicles annually, maintaining a sustainable fleet with most high-mileage vehicles around 40,000 miles compared to other agencies running vehicles to 150,000+ miles.

Chief Rowell proposed CAD (Computer-Aided Dispatch) improvements, noting officers currently rely on cell phones to verify dispatch information due to radio clarity issues. "this is 2026. We need to have equipment that our folks can go to the job safely and, and do it to the best of their ability."

Additional proposals included gym memberships and PBA (Police Benevolent Association) dues to provide legal protection and benefits that differentiate Burgaw from surrounding agencies.

The department showcased their rebranding with a new blue-striped patrol vehicle featuring black wheels and chrome center caps, representing their return to traditional police aesthetics.

Technology Integration Discussion

Town Manager Gantt confirmed he had already directed Chief Rowell to obtain quotes for CAD system upgrades and full RMS (Records Management System) replacement. Gantt explained the county's transition to Central Square Technology's Zucker system and the town's efforts to integrate virtually with both county dispatch and town hall systems.

Commissioner Pearsall inquired about system compatibility and training requirements. Chief Rowell explained that modern systems include training portals and on-site instruction, noting his ability to adapt from handwritten cards to computer systems throughout his career.

The conversion process would require archiving existing data into the new system, with costs theoretically lower for the smaller agency compared to the county's implementation. Chief Rowell emphasized pursuing wise changes while addressing officer complaints about technological limitations.

Regarding system longevity, Chief Rowell noted Central Square Technology has acquired many smaller competitors and offers cloud-based options potentially saving money compared to server-based systems. The department would participate in future county system decisions if they integrate platforms.

Commissioner George supported moving forward with upgrades, while Commissioner McDuffie emphasized the need to return to the board for funding discussions on major projects.

Police Department Expansion Project

Town Manager Gantt clarified that the police department expansion project remains under consideration, with Chief Rowell's needs assessment differing somewhat from previous Chief Hock's vision. Gantt and Chief Rowell plan to collaborate on RFQ development and design work to establish accurate cost estimates before proceeding.

Mission and Vision Statement Review

Following extensive departmental presentations, Town Manager Gantt transitioned to strategic planning exercises addressing mission and vision statement review, SWOT analysis (Strengths, Weaknesses, Opportunities, and Threats), and core values development.

Mission Statement Discussion

Gantt presented the current mission statement developed around 2019-2020: "Through every action provide exceptional public safety, economic opportunity, and quality public services in a financially responsible manner to meet and exceed the needs of our residents, visitors, and business community while maintaining our unique quality and character."

Commissioner Pearsall suggested adding staff recognition to the mission statement, proposing "to meet and exceed the needs of our staff, residents, visitors and business community." This generated discussion about whether staff inclusion belonged in the mission statement or core values.

Commissioner McDuffie suggested that employee values might better serve in core values rather than the mission statement, which should focus on the town's service purpose. Gantt explained that mission statements represent collective commitments from all town employees and board members, making staff inclusion potentially redundant since they are part of the mission's execution.

Discussion evolved around improving quality of life as the fundamental purpose. One participant suggested: "Through our every action, improve quality of life by providing exceptional public safety, economic opportunity, and quality public services… while preserving the integrity of our small town identity."

The small-town identity theme resonated as commissioners frequently reference maintaining character while managing growth. Commissioner Pearsall emphasized keeping mission statements simple and memorable, noting the current version's wordiness.

Gantt shared examples from other municipalities including Greensboro ("to shape an inclusive future for equitable economic opportunity and sustainable safe neighborhoods through resident focused services and programs"), Raleigh, Monroe, and Jacksonville, demonstrating varying approaches and lengths.

Commissioner George supported the order of "residents, employees, visitors, and business community" while maintaining existing language structure. Gantt agreed to draft sample revisions incorporating discussed concepts for future consideration.

Vision Statement Discussion

Gantt posed the question "what is Burgaw going to look like in 2035?" before presenting the current vision: "Burgaw strives to be an active, vibrant, inclusive, and engaged community focused on planned and structured growth, sustaining quality health care, supporting educational institutions, encouraging employment opportunities, all while maintaining a safe pedestrian friendly town for our diverse population."

Discussion centered on balancing development pressures with character preservation. Finance Officer Tiffany Byrd questioned how to manage extensive development along Highway 117 between Burgaw and Rocky Point while maintaining the town's identity.

Gantt noted that while the town cannot control external development, it must decide whether to grow strategically or risk being bypassed like Saint Helena, which chose not to develop infrastructure to discourage growth.

Commissioners examined examples from other municipalities including Brevard ("a safe, friendly, family oriented city with small town charm, abundant outdoor recreation, art, culture, investment opportunities, environmental conscientiousness, and economic diversity"), Monroe, and Jacksonville.

The discussion emphasized future-focused language while maintaining conciseness and memorability. Gantt agreed to incorporate feedback and provide revised samples for continued discussion.

Core Values Development

Gantt explained that Burgaw had never formally developed core values statements, typically consisting of one-word descriptions like transparency, community character, fiscal responsibility, and service excellence.

Board members suggested values including integrity, stewardship, pride, and transparency. Gantt noted transparency efforts including live-streaming board meetings and accepting written public comments for those unable to attend meetings.

Discussion touched on balancing priorities and maintaining realistic standards rather than rating everything as equally important. The conversation identified approximately five core values as typical, though longer lists were possible.

SWOT Analysis Framework

Gantt introduced the SWOT (Strengths, Weaknesses, Opportunities, and Threats) analysis framework for organizing departmental presentations and strategic planning. Board members used sticky notes to identify strengths (what the town does well), weaknesses (improvement areas), opportunities (external positive factors like growth and film industry), and threats (external challenges).

The exercise aimed to align operational realities with board priorities in budget development, connecting strategic planning with financial decisions.

Strategic Planning Integration

Gantt emphasized connecting all town decisions to mission, vision, strategic plans, and core values. He questioned what services the town might discontinue, though acknowledged most current services remain essential.

The conversation highlighted ongoing policy improvements including technology integration for code enforcement, minimum housing standards, and park maintenance reporting through QR codes for immediate issue notification.

Recessed

Town Manager Gantt concluded the afternoon session noting they would continue discussions at 9:00 AM the following morning. The session would focus on reviewing sticky note feedback, establishing major management goals, strategic objectives, and developing the budget framework connecting strategic planning to specific dollar amounts.

Gantt expressed appreciation for the comprehensive discussions and emphasized the value of reviewing what makes the town great through open dialogue. He noted that department heads were welcome but not required to attend the following day's continuation, which would build upon the extensive foundation established through departmental presentations and initial strategic planning exercises.

The meeting provided substantial groundwork for budget development while highlighting consistent themes of growth management, technology advancement, infrastructure needs, and maintaining community character across all departments. The strategic planning approach aimed to ensure budget decisions align with long-term vision and community values while addressing immediate operational needs. Meeting recessed at 3:00PM.

TOWN OF BURGAW BOARD OF COMMISSIONERS
SPECIAL MEETING – STRATEGIC PLANNING RETREAT - DAY 2

DATE:	March 3, 2026
TIME:	9:00 AM
PLACE:	Burgaw Town Center, 108 E. Wilmington Street
BOARD MEMBERS PRESENT:	Mayor Olivia Dawson, Mayor Pro-tem James Malloy, Commissioners Bill George, William Rivenbark, Michael Pearsall and Myra McDuffie

Call to Order

Mayor Oliva Dawson called the meeting to order at 9:07AM. Town Manager James Gantt opened the meeting by welcoming everyone and acknowledging that the previous day had been productive despite being long, with substantial information covered. He explained that he had worked the evening before to digitize the sticky notes from the SWOT analysis exercise into a more presentable format for the day's discussions. Gantt outlined the day's agenda, explaining they would review the SWOT analysis (strengths, weaknesses, opportunities, and threats) identified by board and staff, discuss mission, vision, and core values, and then delve into strategic planning and how it relates to budget prioritization.

Gantt emphasized the importance of prioritization, stating "everything's a priority" but noting that true prioritization requires ranking items by need, citizen input, and potential impact. He explained that the retreat was designed to establish a vision and roadmap for staff to develop the budget, with specific projects and rankings to be discussed in future budget meetings. He distinguished between projects that require funding and those that can be accomplished through operational changes at minimal cost.

Discussion of the SWAT Analysis

Gantt began by explaining that the SWOT analysis helps guide strategic planning, inform budget priorities, identify policy focus areas, align board and staff understanding, and prepare for future risks. He presented word clouds showing the most frequently mentioned terms from the previous day's exercise, with "town staff," "employees," "technology," and "teamwork" being the most prominent strengths identified.

For weaknesses, "limited," "growth," "infrastructure," "communication," and "lack" appeared most frequently. Gantt noted that growth appeared across multiple categories - as both a weakness and opportunity, and potentially as a threat, illustrating the complex nature of managing growth.

SWOT Analysis Review

Strengths: The comprehensive list included personnel/employees, technology, teamwork, training and development, equality and fairness, strong staff, good team communication, vision, proactive thinking, approachability, desire to improve, leadership management, interdepartmental cooperation, variety of services, staff availability to citizens, first responders, visibility around town, family-oriented activities, care about town, keeping up with technology, culture, and available water/wastewater capacity.

Weaknesses: The identified challenges included aging infrastructure, limited availability for town infrastructure growth, budget constraints, lack of execution, small size, communication issues, reacting without research, community involvement concerns, fast uncontrolled growth, lack of available real property, local political issues, water cutoff policy concerns, contractor debris policy, preparation for large expenditures, white goods convenience site curb appeal, limited tax base, accountability, funding constraints, administrative/employee relationships, staffing needs, lack of strategic plan direction, and water/sewer infrastructure needs.

Commissioner Michael Pearsall expressed interest in understanding the reasoning behind some of the listed weaknesses, stating there would be "good to explain" the thought processes behind items like the contractor debris pickup policy. The board engaged in discussion about debris pickup policies, with clarification that the town doesn't pick up contractor debris from commercial projects but does handle limited amounts from homeowner projects. Gantt explained that while they handle mattresses and white goods, they address dumping issues on a case-by-case basis, prioritizing keeping the town clean while working to identify violators when possible.

Regarding the water cutoff policy, Gantt defended the current approach as standard statewide practice that follows state law, explaining that they work with residents to establish payment arrangements and provide resources for financial assistance when needed. He noted that stricter policies prevent residents from accumulating unmanageable debt.

Pearsall contributed insight about community involvement and reacting without research, referencing ongoing discussions about stop signs and emphasizing the importance of gathering community input before making decisions that affect neighborhoods. He suggested more thorough research and community engagement, stating "getting the community more involved" is crucial since "everything I see up there seems like it was reported by someone from the community too."

Opportunities: The board identified training, private partnerships, population growth, providing better streets and pavement, desired location growth, increased service demands, business development, economic development, filming, tourism, ability to grow, influence change, controlled growth to maintain town identity, business growth, downtown development including second-floor apartments, and the film industry.

Threats: External risks included other employers, overgrowth, greed for tax dollars, civil unrest, NIMBYism (not in my backyard mentality), increased service demands, IT concerns, cybersecurity, laziness, "it will not happen here" mentality, unmanaged growth, lack of citizen involvement, infrastructure challenges, traffic, vandalism, flooding, funding concerns, financial well-being, growth opposition, local county politics, and flooding.

Commissioner Bill George raised specific concerns about traffic and parking, reflecting on how downtown parking has become increasingly scarce compared to earlier decades. He expressed concern about the impact on local businesses, noting that customers might have to "park at Rocky Point to get to Burgaw." The discussion revealed the complexity of potential solutions, including parking decks, timed parking, and paid parking, with Gantt explaining the challenges and costs associated with each option.

Mayor Olivia Dawson emphasized the need for strategic planning around parking, referencing previous discussions about railroad bed parking and the need to "sit down and be more strategic about it." The conversation touched on employee parking policies for downtown businesses and the ongoing courthouse parking coordination efforts.

The board discussed various infrastructure threats, with Commissioner James Malloy noting concerns about sewer capacity limitations affecting neighboring Brunswick County, where development has been halted due to state-required capacity allocations. Gantt explained Burgaw's current sewer capacity of 1.25 million gallons per day with current flow of approximately 400,000 gallons daily, indicating substantial available capacity.

Discussion of the Mission Statement

Gantt presented the existing mission statement: "Through our every action, provide exceptional public safety, economic opportunity, and quality public services in a fiscally responsible manner to meet and exceed the needs of our residents, visitors, and business community, while maintaining our unique quality and character."

He offered three simplified alternatives:

Option 1: "To provide exceptional public safety, quality services and economic opportunity in a fiscally responsible manner while preserving our community's unique character."

Option 2: "To deliver safe, reliable services and economic opportunity while responsibly stewarding public resources and preserving our community's character."

Option 3: "To serve our residents, businesses, and visitors by providing safe, high quality services, supporting economic growth, and protecting the character of our community through responsible governance."

After brief discussion, the board unanimously selected Option 3, with Gantt explaining that this mission statement represents what staff strives to accomplish daily in serving the community.

Discussion of the Vision Statement

Gantt explained that a vision statement describes what the community aspires to become in the future, reflecting long-term goals and aspirations while inspiring officials and the community and guiding strategic planning and policy decisions. He noted that when the original vision was developed, it incorporated considerations of the hospital and healthcare quality, educational institutions, and the community's aging population. The current Vision Statement is that “Burgaw strives to be an active, vibrant, inclusive, and engaged community, focusing on planned and structured growth, sustaining quality healthcare, supporting educational institutions, encouraging employment opportunities, all while maintaining a safe, pedestrian friendly town for our diverse population”.

He presented four vision options:

Option 1: "To be a vibrant, inclusive community that embraces thoughtful growth while remaining safe, walkable, and full of opportunity."

Option 2: "A thriving, inclusive town that grows responsibly while preserving safety, opportunity, and quality of life."

Option 3: "To become a thriving, engaged community that balances responsible growth with a safe, welcoming, and opportunity-rich environment."

Option 4: "To be a safe, walkable, and inclusive town that supports smart growth, strong schools, quality healthcare, and economic opportunity."

Commissioner George reflected on changes over time, remembering when he had to parallel park on Courthouse Avenue when it was two lanes during his driver's license test. The discussion evolved around creating a vision that captures both the town's historic charm and its future aspirations.

Commissioner Myra McDuffie suggested combining elements, with the board agreeing to the final vision statement: "To become a thriving, safe, walkable, inclusive town that supports and balances responsible growth, strong schools, quality healthcare, and economic opportunity."

Discussion of Core Values

Gantt presented a draft list of core values developed from the previous day's discussions, including definitions for each:

Integrity: We act honestly, ethically, and transparently in all decisions and interactions. **Accountability:** We take responsibility for our actions and remain answerable to the public we serve. **Stewardship:** We practice fiscal discipline and long-term planning to responsibly manage public resources and protect the town's future. **Excellence in Infrastructure:** We are committed to maintaining sound infrastructure that supports public safety, service delivery, and sustainable growth. **Community Character:** We preserve Burgaw's unique identity while fostering pride and engagement throughout our community. **Balance**: We make thoughtful, measure decision that balance growth, service demands, and quality of life. **Steadfast Service:** We remain dependable, consistent, and committed in serving our residents, businesses, and visitors. **People and Professionalism:** We value our employees, invest in their development, and foster a respectful workplace that empowers them to serve our community effectively.

The board engaged in detailed discussion about refining these values. Some commissioners expressed concern about terms like "stewardship" and "steadfast service" having religious connotations. George suggested that accountability and good stewardship naturally align, and that professionalism encompasses good service delivery.

Malloy appreciated the comprehensive nature but questioned whether all seven values were necessary, suggesting that some concepts overlapped. The discussion focused on consolidating similar concepts while retaining the essential elements.

Regarding "Excellence in Infrastructure," several board members questioned whether this was achievable given current infrastructure conditions. Gantt suggested "reliability" as an alternative, leading to the revision: "We are committed to maintaining sound, reliable infrastructure that supports public safety, service delivery, and sustainable growth."

The board discussed "Community Character," with Pearsall suggesting the addition of "charm" to capture Burgaw's unique appeal. Mayor Dawson supported this addition, leading to refinement of this value.

After extensive discussion, the board refined the core values to focus on the most essential elements while avoiding redundancy and ensuring achievable standards. The core values agreed upon were: Integrity, Accountability, Excellence, Community Character & Charm, Professionalism, and Unity

Discussion of Strategic Planning

Following a break, Gantt introduced the strategic planning segment, noting that he, Mayor Dawson, Commissioner McDuffie, Commissioner Malloy, and staff member Bri Willman had attended a strategic planning workshop where they learned from other municipalities' approaches.

Strategic Plan Framework

Gantt explained that a strategic plan establishes the board's key priorities and provides a clear roadmap for guiding policy, budgeting, and operations. It aligns daily decision-making with the town's mission and vision to ensure responsible governance, community well-being, economic strength, and reliable public services.

He presented the town's existing five strategic goals that have been used in budget development since approximately 2020:

1. High Performing Government (proposed change to "Organizational Excellence"): We will maintain a commitment to and support an adequate and well-trained staff to serve current and future community needs of the community, to cooperate regionally and with other local governments and, where appropriate, share ideas and resources, and conduct the business of the with complete transparency and integrity.

2. Healthy and Engaged Community: We will promote the overall well-being of our residents and visitors with welcoming public spaces, high-quality recreational facilities, and cultural activities that fulfill a range of our community's needs and to work with advisory boards as a means to encourage citizen participation.

3. Environmental Leadership and Responsible Development: We will be good stewards of the natural environment through planned stormwater and floodplain management efforts and by planning our built environment in a way that respects and preserves natural resources and the small-town character of our community.

4. Safe Community and Reliable Infrastructure: We will provide a safe, dynamic, and attractive community for people of all ages, continue to address the changing demographic composition of the town, we will ensure safe neighborhoods through proactive professional, and engaged public safety services, and we will provide safe drinking water and quality treatment of wastewater through maintenance and expansion of current systems.

5. Economic Vitality: We will employ sound fiscal management practices to ensure long-term financial viability of the town by building partnerships to create a supportive environment for current businesses and form relationships that foster new and continued economic opportunities in Burgaw.

Strategic Planning Workshop Insights

Commissioner McDuffie praised Gantt's work, explaining that attending the New Bern workshop revealed that "James has done a phenomenal job getting a strategic plan in order without any leadership or guidance from the board." She emphasized that the workshop showed Gantt had already implemented what they learned municipalities should be doing, stating "he had already had those things in place."

McDuffie stressed that the board didn't need to "reinvent the wheel" because the foundation was solid, but rather needed to "fill in the blanks" and "narrow it down to those main categories." She noted how her perspective changed from being a resident to serving as an elected official, emphasizing the importance of board unity and speaking with the same informed voice.

Commissioner Pearsall echoed these sentiments, acknowledging the challenge of leading without guidance while facing public criticism. He emphasized the value of the educational opportunities available to commissioners and the importance of maturity in handling differences of opinion while maintaining respect for one another.

Commissioner Malloy reflected on the progress made since he joined the board, emphasizing the importance of unity and commitment to working together for Burgaw's benefit. He stressed that serving requires accountability and doing what's right, not necessarily what individuals want to do.

Budget Integration and Prioritization

Gantt explained how every budget item, especially capital items, must be associated with one of the five strategic goals. If an item cannot be connected to a strategic goal, staff questions whether it's truly needed or should be funded. This system has guided budget development for several years.

He noted that the town's five categories encompassed all ten sample focus areas provided in their strategic planning workshop materials, indicating comprehensive coverage of municipal responsibilities.

Board Priorities and Goals

Gantt solicited specific priorities from board members to guide budget development:

Information Technology and Police Systems: Commissioner Pearsall emphasized IT infrastructure and police department software needs. Gantt explained the current system using Southern Software's police pack RMS (Records Management System) and the planned transition to Zuercher systems used by the county. This upgrade would provide enhanced functionality including CAD systems with mapping capabilities, improved report writing through copy-paste functionality, and better officer safety features. The estimated cost for RMS system transition was $50,000 with annual subscriptions around $15,000-20,000.

Infrastructure Priorities: Commissioner Malloy emphasized infrastructure as a top priority, stating "Infrastructure must be ahead" because of anticipated growth that "we're not gonna be able to stop." He also prioritized personnel retention and competitive compensation, noting competition from surrounding counties and the sheriff's department.

Road Improvements: Commissioner Rivenbark stressed the need for increased road paving funding, acknowledging progress made but emphasizing the need for more resources to address neighborhood streets. He noted the cost escalation from delaying projects and expressed concern to potential tax increases and that residents need to see infrastructure improvements, stating "I'm on the fence again this year because our residents need to see infrastructure taken care of."

Stormwater Management: The board discussed flooding concerns and the nearly complete stormwater master plan. Gantt explained that while Burgaw experiences localized flooding during heavy rains, water typically recedes within 20-30 minutes, indicating the system functions but can be improved. The master plan identifies 18 miles of storm pipes and provides a roadmap for systematic improvements through regular maintenance and strategic upgrades.

Revenue Enhancement Discussion: The conversation expanded to revenue generation. Gantt explained that municipalities cannot independently raise sales tax rates - only counties can increase local sales tax. Pender County currently has 6.75% sales tax compared to New Hanover County's 7%. The town receives approximately $2 million annually in sales tax revenue, nearly matching ad valorem tax receipts.

The board discussed the upcoming property revaluation and its impact on tax policy. Gantt explained the legal requirement to publish a revenue-neutral rate and expressed his opinion that the board should adopt "slightly above" the revenue-neutral rate to maintain service capacity while managing growth-related expenses.

Land Acquisition: The board identified land acquisition as a priority, specifically discussing the golf course property. Gantt suggested focusing on stormwater management benefits rather than purely recreational purposes, as this provides stronger legal authority for property acquisition. He noted potential deed restrictions requiring golf course use and committed to researching these limitations.

Communication and Transparency: Mayor Dawson emphasized organizational excellence priorities including systems, programs, training, resources, personnel compensation, and communication. The board discussed ongoing transparency initiatives including the SeeClickFix system for public requests and project dashboards for tracking funded projects.

Economic Development: The discussion touched on strategic business attraction, with Gantt expressing preference for niche businesses like Burgaw Brewing and Patti's Place over big-box retailers. Mayor Dawson identified hotel development as a priority, noting the need for visitor accommodations. The board emphasized attracting medical facilities and professional services to reduce residents' travel to Wilmington for basic services.

Growth Management: Finance Officer Tiffany Byrd emphasized preparing for anticipated growth, asking about revenue generation strategies and ordinance enforcement, particularly regarding stormwater retention ponds and development requirements.

The board acknowledged the challenges and opportunities presented by growth, with Gantt explaining that while growth brings increased service demands, it also provides expanded tax base that can reduce per-capita costs for municipal services. He used the analogy of sharing a restaurant bill among more people to illustrate how increased population can reduce individual tax burden while maintaining service levels.

The meeting concluded with appreciation expressed by Commissioner George acknowledging the collective efforts of board members and staff in Burgaw's progress and development.

Adjournment

The meeting concluded with expressions of appreciation for the collaborative process and acknowledgment of the progress made in strategic planning discussions, with plans to incorporate the developed framework into upcoming budget deliberations. The meeting adjourned at 12:15PM.

S. Preston Douglas & Associates, LLP

CERTIFIED PUBLIC ACCOUNTANTS

MEMBERS
American Institute of CPAs
N. C. Association of CPAs

February 24, 2026

To the Honorable Mayor and
Members of Board of Commissioners
and the Finance Officer

Town of Burgaw
109 N Walker Street
Burgaw, NC 28425

We are pleased to confirm our understanding of the services we are to provide Town of Burgaw for the year ended June 30, 2026.

Audit Scope and Objectives

We will audit the financial statements of the governmental activities, the business-type activities, each major fund, and the aggregate remaining fund information, including the disclosures, which collectively comprise the basic financial statements, of Town of Burgaw as of and for the year ended June 30, 2026. Accounting standards generally accepted in the United States of America provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement Town of Burgaw's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to Town of Burgaw's RSI in accordance with auditing standards generally accepted in the United States of America. These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient evidence to express an opinion or provide any assurance. The following RSI is required by generally accepted accounting principles and will be subjected to certain limited procedures, but will not be audited:

1) Management's Discussion and Analysis
2) Law Enforcement Officers' Special Separation Allowance
3) Other Postemployment Benefits – Schedule of Funding Progress and Employer Contributions
4) Local Government Employees' Retirement System's Schedules of the Proportionate Share of Net Pension Liability (Asset)
5) Schedule of Contributions - Local Government Employees' Retirement System

We have also been engaged to report on supplementary information other than RSI that accompanies the Town of Burgaw's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole, in a report combined with our auditor's report on the financial statements:

1) Schedule of Revenues, Expenditures, and Changes in Fund Balances – Budget and Actual – General Fund
2) Combining Balance Sheet for Nonmajor Governmental Funds
3) Combining Statement of Revenues, Expenditures, and Changes in Fund Balance for Nonmajor Governmental Funds
4) Schedules of Revenues, Expenditures, and Changes in Fund Balances – Budget and Actual – Home Programs
5) Schedules of Revenues, Expenditures, and Changes in Fund Balances – Budget and Actual – Osgood Canal Greenway Projects Fund
6) Schedules of Revenues, Expenditures, and Changes in Fund Balances – Budget and Actual – Water and Sewer Fund
7) Schedules of Revenues, Expenditures, and Changes in Fund Balances – Budget and Actual – Water and Sewer Capital Projects Fund
8) Schedule of Ad Valorem Taxes Receivable
9) Analysis of Current Tax Ley – Town-Wide Levy

The objectives of our audit are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP; and report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS and *Government Auditing Standards* will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements.

The objectives also include reporting on internal control over financial reporting and compliance with provisions of laws, regulations, contracts, and award agreements, noncompliance with which could have a material effect on the financial statements in accordance with *Government Auditing Standards*.

Auditor's Responsibilities for the Audit of the Financial Statements

We will conduct our audit in accordance with GAAS and the standards for financial audits contained in *Government Auditing Standards*, issued by the Comptroller General of the United States, and will include tests of your accounting records of Town of Burgaw and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS and *Government Auditing Standards*, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government. Because the determination of waste and abuse is subjective, *Government Auditing Standards* do not expect auditors to perform specific procedures to detect waste or abuse in financial audits nor do they expect auditors to provide reasonable assurance of detecting waste or abuse.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS and *Government Auditing Standards*. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected customers, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

We have identified the following significant risks of material misstatement as part of our audit planning:

1) Management override of controls

2) Revenue recognitions

We may, from time to time and depending on the circumstances, use third-party service providers in serving your account. We may share confidential information about you with these service providers but remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures, and safeguards to protect the confidentiality of your personal information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information and we will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others. In the event that we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, we will remain responsible for the work provided by any such third-party service providers.

Our audit of financial statements does not relieve you of your responsibilities.

Audit Procedures—Internal Control

We will obtain an understanding of the government and its environment, including the system of internal control, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. Tests of controls may be performed to test the effectiveness of certain controls that we consider relevant to preventing and detecting errors and fraud that are material to the financial statements and to preventing and detecting misstatements resulting from illegal acts and other noncompliance matters that have a direct and material effect on the financial statements. Our tests, if performed, will be less in scope than would be necessary to render an opinion on internal control and, accordingly, no opinion will be expressed in our report on internal control issued pursuant to *Government Auditing Standards*. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify significant deficiencies or material weaknesses. Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards and *Government Auditing Standards*.

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of Town of Burgaw's compliance with the provisions of applicable laws, regulations, contracts, agreements, and grants. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion in our report on compliance issued pursuant to *Government Auditing Standards*.

Responsibilities of Management for the Financial Statements and Single Audit

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, establishing, and maintaining effective internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, and for evaluating and monitoring ongoing activities to help ensure that appropriate goals and objectives are met; following laws and regulations; and ensuring that management and financial information is reliable and properly reported. Management is also responsible for implementing systems designed to achieve compliance with applicable laws, regulations, contracts, and grant agreements.

You are also responsible for the selection and application of accounting principles, for the preparation and fair presentation of the financial statements and all accompanying information in conformity with accounting principles generally accepted in the United States of America, and for compliance with applicable laws and regulations and the provisions of contracts and grant agreements.

Management is responsible for making drafts of financial statements, all financial records, and related information available to us; for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers); and for the evaluation of whether there are any conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for the 12 months after the financial statements date or shortly thereafter (for example, within an additional three months if currently known). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence.

At the conclusion of our audit, we will require certain written representations from you about your responsibilities for the financial statements; compliance with laws, regulations, contracts, and grant agreements; and other responsibilities required by GAAS and *Government Auditing Standards*.

Your responsibilities include adjusting the financial statements to correct material misstatements and for confirming to us in the written representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements of each opinion unit taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws, regulations, contracts, agreements, and grants and for taking timely and appropriate steps to remedy fraud and noncompliance with provisions of laws, regulations, or contracts or grant agreements that we report.

You are responsible for the preparation of the supplementary information, which we have been engaged to report on, in conformity with accounting principles generally accepted in the United States of America (GAAP). You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to [include the audited financial statements with any presentation of the supplementary information that includes our report thereon OR make the audited financial statements readily available to users of the supplementary information no later than the date the supplementary information is issued with our report thereon]. Your responsibilities include acknowledging to us in the written representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Management is responsible for establishing and maintaining a process for tracking the status of audit findings and recommendations. Management is also responsible for identifying and providing report copies of previous financial audits, attestation engagements, performance audits or other studies related to the objectives discussed in the Audit Scope and Objectives section of this letter. This responsibility includes relaying to us corrective actions taken to address significant findings and recommendations resulting from those audits, attestation engagements, performance audits, or other studies. You are also responsible for providing management's views on our current findings, conclusions, and recommendations, as well as your planned corrective actions, for the report, and for the timing and format for providing that information.

Other Services

We will also assist in preparing the financial statements and related notes of Town of Burgaw in conformity with accounting principles generally accepted in the United States of America based on information provided by you. These nonaudit services do not constitute an audit under *Government Auditing Standards* and such services will not be conducted in accordance with *Government Auditing Standards*. We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statement services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

You agree to assume all management responsibilities relating to the financial statements and related notes and any other nonaudit services we provide. You will be required to acknowledge in the management representation letter our assistance with preparation of the financial statements and related notes and that you have reviewed and approved the financial statements and related notes prior to their issuance and have accepted responsibility for them. Further, you agree to oversee the nonaudit services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of those services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We may from time to time, and depending on the circumstances, use third-party service providers in serving your account. We may share confidential information about you with these service providers, but remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures, and safeguards to protect the confidentiality of your personal information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information and we will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others. In the event that we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, we will remain responsible for the work provided by any such third-party service providers.

We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing.

The audit documentation for this engagement is the property of S. Preston Douglas & Associates, LLP and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to Local Government Commission or its designee. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of S. Preston Douglas & Associates, LLP personnel. Furthermore, upon request, we may provide copies of selected audit documentation to the Local Government Commission or its designee. The Local Government Commission or its designee may intend or decide to distribute the copies or information contained therein to others, including other governmental agencies.

We expect to begin our audit on approximately August 1, 2026 and to issue our reports no later than December 31, 2026. Lee Grissom CPA, CFE, CISA is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it.

Our fee for these services will be at our standard hourly rates plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, etc.) except that we agree that our gross fee, including expenses will not exceed $28,500. Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

We appreciate the opportunity to be of service to the Town of Burgaw and believe this letter accurately summarizes the significant terms of our engagement. If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Respectfully yours,

S. Preston Douglas & Associates, LLP

S. Preston Douglas & Associates, LLP
Ocean Isle Beach, North Carolina

RESPONSE:

This letter correctly sets forth the understanding of Town of Burgaw.

Finance Officer’s signature: ______________________________

Title: ______________________________

Date: ______________________________

Mayor’s signature: ______________________________

Title: ______________________________

Date: ______________________________

The	Governing Board MAYOR AND BOARD OF COMMISSIONERS
of	Primary Government Unit TOWN OF BURGAW
and	Discretely Presented Component Unit (DPCU) (if applicable) N/A

Primary Government Unit, together with DPCU (if applicable), hereinafter referred to as Governmental Unit(s)

and	Auditor Name S. PRESTON DOUGLAS & ASSOCIATES, LLP
	Auditor Address 6649 BEACH DRIVE SW, SUITE 1, OCEAN ISLE BEACH, NC 28468

Hereinafter referred to as Auditor

for	Fiscal Year Ending 06/30/26	Date Audit Will Be Submitted to LGC 12/31/26

Must be within six months of FYE

hereby agree as follows:

1. The Auditor shall audit all statements and disclosures required by "U.S. Auditing Standards – AICPA (Clarified)," referred to as generally accepted auditing standards (GAAS) and additional required legal statements and disclosures of all funds and/or divisions of the Governmental Unit(s). The non-major combining, and individual fund statements and schedules shall be subjected to the auditing procedures applied in the audit of the basic financial statements and an opinion shall be rendered in relation to (as applicable) the governmental activities, the business-type activities, the aggregate DPCUs, each major governmental and enterprise fund, and the aggregate remaining fund information (non-major government and enterprise funds, the internal service fund type, and the fiduciary fund types). Budgetary comparison information shall be prepared in accordance with applicable GASB standards. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented as required supplementary information and shall not be included in the basic financial statements. Any other budgetary comparison information shall be presented only as supplementary information for funds required to be budgeted under NCGS Chapter 159, Article 3.

2. At a minimum, the Auditor shall conduct the audit and render the report in accordance with GAAS. If the Governmental Unit expended $100,000 or more in combined Federal and State financial assistance during the reporting period, the Auditor shall perform the audit in accordance with *Generally Accepted Government Auditing Standards* (GAGAS). The Governmental Unit is subject to federal single audit requirements in accordance with Title 2 US Code of Federal Regulations Part 200 *Uniform Administration Requirements, Cost Principles, and Audit Requirements for Federal Awards*, Subpart F (*Uniform Guidance*) and the State Single Audit Implementation Act. Currently the threshold is $1,000,000 for federal and state single audits, or such other threshold as applicable for the fiscal year under audit. This audit and all associated audit documentation may be subject to review by federal and State agencies in accordance with federal and State laws, including the staff of the Office of State Auditor (OSA) and the Local Government Commission (LGC). If the audit requires a federal single audit in accordance with the Uniform Guidance (§200.501) the Auditor and Governmental Unit(s) should discuss, in advance of the execution of this contract, the responsibility for submission of the audit and the accompanying data collection form (form SF-FAC) to the Federal Audit Clearinghouse as required under the Uniform Guidance (§200.512) to ensure proper submission.

If the audit and Auditor communication are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners (NC State Board).

3. If an entity is determined to be a component of another government as defined by the group audit standards, the entity's auditor shall make a good faith effort to comply in a timely manner with the requests of the group auditor in accordance with AU-6 §600.41 - §600.42.

4. This contract contemplates an unmodified opinion being rendered. If during the process of conducting the audit, the Auditor determines that it will not be possible to render an unmodified opinion on the financial statements of the unit, the Auditor shall contact the LGC Staff to discuss the circumstances leading to that conclusion as soon as is practical and before the final report is issued. The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.

5. If this audit engagement is subject to the standards for audit as defined in *Government Auditing Standards* (2018 revision or subsequent revisions, as applicable) issued by the Comptroller General of the United States, then by accepting this engagement, the Auditor warrants that he or she has met the requirements for a peer review and continuing education as specified in *Government Auditing Standards*. The Auditor agrees to provide a copy of the most recent peer review report to the Governmental Unit(s) and to the Secretary of the LGC prior to the execution of an audit contract. Subsequent submissions of the report are required only upon report expiration or upon the Auditor's receipt of an updated peer review report. If the audit firm receives a peer review rating other than pass, the Auditor shall not contract with the Governmental Unit(s) without first contacting the Secretary of the LGC for a peer review analysis that may result in additional contractual requirements.

If the audit engagement is not subject to *Government Auditing Standards* or if financial statements are not prepared in accordance with U.S. generally accepted accounting principles (GAAP) and fail to include all disclosures required by GAAP, the Auditor shall provide an explanation as to why in an attachment to this contract or in an amendment.

6. It is agreed that time is of the essence in this contract. All audits are to be performed, and the report of audit submitted to LGC Staff, within six months of fiscal year end. At the time of the execution of this contract, if the parties know that the anticipated submission date of the audit exceeds six months after fiscal year end, a written explanation shall be provided to the Secretary of the LGC on this contract form (see the space provided on Page 7). If it becomes necessary to amend the audit fee or the date that the audit report will be submitted to the LGC, an amended contract along with a written explanation of the change shall be submitted to the Secretary of the LGC for approval.

7. It is agreed that GAAS include a review of the Governmental Unit's (Units') systems of internal control and accounting as they relate to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor shall make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth the Auditor's findings, together with his or her recommendations for improvement. That written report shall include all matters determined to be "significant deficiencies and material weaknesses" in accordance with AU-C §265 "Communicating Internal Control Related Matters Identified in an Audit" of GAAS. The Auditor shall file a copy of that report with the Secretary of the LGC.

For GAAS or *Government Auditing Standards* audits, if an Auditor issues an AU-C §260 report, "Auditor's Communication With Those Charged With Governance," commonly referred to as a "Governance Letter," LGC staff does not require the report to be submitted unless the Auditor cites significant findings or issues from the audit, as defined in AU-C §260 paragraphs 12 - 14. This would include issues such as difficulties encountered during the audit, significant or unusual transactions, uncorrected misstatements, matters that are difficult or contentious for which the Auditor consulted outside the engagement team and, in the Auditor's judgment, are significant and relevant to those charged with governance, and other findings or issues that the Auditor believes are significant and relevant. If matters identified during the audit were required to be reported as described in AU-C §260 paragraphs 12 - 14 and were communicated in a method other than an AU-C §260 letter, the written documentation must be submitted.

8. All local government and public authority contracts for audit or audit-related work require the approval of the Secretary of the LGC. This includes annual or special audits, agreed upon procedures related to internal controls, bookkeeping or other assistance necessary to prepare the Governmental Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit- related work in the State of North Carolina. Approval is also required for the Alternative Compliance Examination Engagement for auditing the Coronavirus State and Local Fiscal Recovery Funds expenditures as allowed by US Treasury. Approval is not required on audit contracts and invoices for system improvements and similar services of a non-auditing nature.

9. Invoices for services rendered under these contracts shall not be paid by the Governmental Unit(s) until the invoice has been approved by the Secretary of the LGC. This also includes any progress billings [G.S. 159-34 and 115C-447]. All invoices for audit work shall be submitted in PDF format to the Secretary of the LGC for approval. The invoice marked 'approved' with approval date shall be returned to the Auditor to present to the Governmental Unit(s) for payment. This paragraph is not applicable to contracts for audits of hospitals.

10. In consideration of the satisfactory performance of the provisions of this contract, the Governmental Unit(s) shall pay to the Auditor, upon approval by the Secretary of the LGC if required, the fee, which includes any costs the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (federal and state grantor and oversight agencies or other organizations) as required under the Federal Single Audit Act and the State Single Audit Act. This does not include fees for any pre-issuance reviews that may be required by the North Carolina Association of Certified Public Accountants (NCACPA) Peer Review Committee or North Carolina State Board of CPA Examiners (see Paragraph 13).

11. If the Governmental Unit(s) has/have outstanding revenue bonds, the Auditor shall submit to LGC Staff, either in the notes to the audited financial statements or as a separate report, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the Auditor shall submit to LGC Staff simultaneously with the Governmental Unit's (Units') audited financial statements any other bond compliance statements or additional reports required by the authorizing bond documents, unless otherwise specified in the bond documents.

12. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, but not be limited to, the following information: (a) Management's Discussion and Analysis, (b) the financial statements and notes of the Governmental Unit(s) and all of its component units prepared in accordance with GAAP, (c) supplementary information requested by the Governmental Unit(s) or required for full disclosure under the law, and (d) the Auditor's opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board upon completion.

13. If the audit firm is required by the Secretary of the Local Government Commission to obtain a pre-issuance review or take corrective action as a result of peer review findings or quality control deficiencies, such corrective action shall be consistent with the authority and requirements of the North Carolina State Board of Certified Public Accountant Examiners, the AICPA Peer Review Program, and established Local Government Commission practice, including the use of report addenda or other remedial measures, as appropriate.

14. In accordance with G.S. 159-34, the Finance Officer of the Unit is responsible for filing the audited financial statements with the Secretary of the Local Government Commission.

The Auditor may upload the audit report and related documents through the LGC's electronic submission system; however, submission shall not be deemed complete until the Finance Officer has reviewed and certified the submission.

The Auditor, Finance Officer, other Unit staff member designated by the Finance Officer, or a third party approved by the Unit may enter all Data Input Report information except the information on the "transmittal doc info" tab. The "transmittal doc info" tab must be completed by the Auditor.

The Finance Officer shall review, approve, and certify the accuracy and completeness of the Data Input Report (DIR) in the LGC's LOGOS system prior to LGC review, regardless of whether the DIR is prepared by the Auditor or the Unit.

Finance Officer certification is required for any corrected or revised submissions.

Finance Officer certification of the DIR shall be completed in a timely manner following notification that the DIR is ready for review and within time frames prescribed by the LGC. Failure to complete certification in a timely manner may result in the audit being considered late due to unit action rather than auditor performance

The Auditor shall conduct the audit in accordance with generally accepted auditing standards and shall ensure that the financial statements are prepared in accordance with generally accepted accounting principles as of the fiscal year end. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented in required supplementary information, separate from the basic financial statements, and shall not be included in the audit opinion. The Auditor shall confirm that such information reconciles to the financial statements and is consistent with applicable accounting guidance and any LGC reporting requirements.

The Finance Officer shall certify in a timely manner that all data inputted in LOGOS used for preparation of the financial statements and required supplementary information is complete and accurate.

For audits of units other than hospitals, the audit report should be submitted when (or prior to) submitting the final invoice for services rendered. The report of audit, as filed with the Secretary of the LGC, becomes a matter of public record for inspection, review and copy in the offices of the LGC by any interested parties. Any subsequent revisions to these reports shall be sent to the Secretary of the LGC. These audited financial statements, excluding the Auditors' opinion, may be used in the preparation of official statements for debt offerings by municipal bond rating services to fulfill secondary market disclosure requirements of the Securities and Exchange Commission and for other lawful purposes of the Governmental Unit(s) without requiring consent of the Auditor. If the LGC Staff determines that corrections need to be made to the Governmental Unit's (Units') financial statements and/or the compliance section, those corrections shall be provided within three business days of notification unless another deadline is agreed to by LGC Staff.

15. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the LGC, this contract may be modified or amended to include the increased time, compensation, or both as may be agreed upon by the Governing Board and the Auditor.

16. If an approved contract needs to be modified or amended for any reason, the change shall be made in writing and preaudited if the change includes a change in audit fee (preaudit requirement does not apply to hospitals). This amended contract shall be completed in full, including a written explanation of the change, signed and dated by all original parties to the contract. It shall then be submitted to the Secretary of the LGC for approval. No change to the audit contract shall be effective unless approved by the Secretary of the LGC.

17. A copy of the engagement letter, issued by the Auditor and signed by both the Auditor and the Governmental Unit(s), shall be attached to this contract, and except for fees, work, and terms not related to audit services, shall be incorporated by reference as if fully set forth herein as part of this contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence. Engagement letter terms that conflict with the contract are deemed to be void unless the conflicting terms of this contract are specifically deleted in Paragraph 30 of this contract. Engagement letters containing indemnification clauses shall not be accepted by LGC Staff.

18. Special provisions should be limited. Please list any special provisions in an attachment.

19. A separate contract should not be made for each division to be audited or report to be submitted. If a DPCU is subject to the audit requirements detailed in The Local Government Budget and Fiscal Control Act and a separate audit report is issued, a separate audit contract is required. If a separate report is not to be issued and the DPCU is included in the primary government audit, the DPCU shall be named along with the primary government on this audit contract. DPCU Board approval date, signatures from the DPCU Board chairman and Finance Officer also shall be included on this contract.

20. The contract shall be executed, preaudited (preaudit requirement does not apply to hospitals) and physically signed by all parties including Governmental Unit(s) and the Auditor, then submitted in PDF format to the Secretary of the LGC.

21. The contract is not valid until it is approved by the Secretary of the LGC. The staff of the LGC shall notify the Governmental Unit and Auditor of contract approval by email. The audit should not be started before the contract is approved.

22. Retention of Client Records: Auditors are subject to the NC State Board of CPA Examiners' Retention of Client Records Rule 21 NCAC 08N .0305 as it relates to the provision of audit and other attest services, as well as non-attest services. Clients and former clients should be familiar with the requirements of this rule prior to requesting the return of records.

23. This contract may be terminated at any time by mutual consent and agreement of the Governmental Unit(s) and the Auditor, provided that (a) the consent to terminate is in writing and signed by both parties, (b) the parties have agreed on the fee amount which shall be paid to the Auditor (if applicable), and (c) no termination shall be effective until approved in writing by the Secretary of the LGC.

24. The Governmental Unit's (Units') failure or forbearance to enforce, or waiver of, any right or an event of breach or default on one occasion or instance shall not constitute the waiver of such right, breach or default on any subsequent occasion or instance.

25. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the LGC.

26. E-Verify. The Auditor shall comply with the requirements of NCGS Chapter 64 Article 2. Further, if the Auditor utilizes any subcontractor(s), Auditor shall require such subcontractor(s) to comply with the requirements of NCGS Chapter 64, Article 2.

27. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Government Auditing Standards, 2018 or 2024 Revision* (as applicable). Preparing financial statements in their entirety shall be deemed a "significant threat" requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. If the Auditor cannot reduce the threats to an acceptable level, the Auditor cannot complete the audit. If the Auditor is able to reduce the threats to an acceptable level, the documentation of this determination, including the safeguards applied, must be included in the audit workpapers.

All non-attest service(s) being performed by the Auditor that are necessary to perform the audit must be identified and included in this contract. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the services and accept responsibility for the results of the services performed. If the Auditor is able to identify an individual with the appropriate SKE, the Auditor must document and include in the audit workpapers how the Auditor reached that conclusion. If the Auditor determines that an individual with the appropriate SKE cannot be identified, the Auditor cannot perform both the non-attest service(s) and the audit. See "Fees for Audit Services" page of this contract to disclose the person identified as having the appropriate SKE for the Governmental Unit.

28. **Applicable to audits with fiscal year ends of June 30, 2021 and later.** The Auditor shall present the audited financial statements including any compliance reports to the Government Unit's Governing Board or audit committee in an official meeting in open session as soon as the audited financial statements are available but not later than 45 days after the submission of the audit report to the Secretary of the LGC. The Auditor's presentation to the Governing Board or audit committee shall include:

a) the description of each finding, including all material weaknesses and significant deficiencies, as found by the Auditor, and any other issues related to the internal controls or fiscal health of the Government Unit as disclosed in the management letter, the Single Audit or Yellow Book reports, or any other communications from the Auditor regarding internal controls as required by current auditing standards;

b) the status of the prior year audit findings;

c) the values of Financial Performance Indicators based on information presented in the audited financial statements; and

d) notification to the Governing Board that the Governing Board shall develop a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters," if required under Rule 20 NCAC 03 .0508.

29. Information based on the audited financial statements shall be submitted to the Secretary of the LGC through the LGC's LOGOS system, including completion of the Data Input Report (DIR). Submission is not complete and shall not be accepted by the LGC until the Finance Officer has reviewed and certified the DIR in accordance with Paragraph 14 of this contract.

30. All of the above paragraphs are understood and shall apply to this contract, except the following numbered paragraphs shall be deleted (See Paragraph 17 for clarification).

31. The process for submitting contracts, audit reports and invoices is subject to change. Auditors and Units should use the submission process and instructions in effect at the time of submission. Refer to the N.C. Department of State Treasurer website at https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/submitting-your-audit.

32. All communications regarding audit contract requests for modification or official approvals will be sent to the email addresses provided on the signature pages that follow.

33. **Applicable to audits with fiscal year ends of June 30, 2025, and later.** The Unit authorizes the LGC to grant access to the LGC's LOGOS system, including the Data Input Report (DIR), to employees of the contracted audit firm who are associated with and acting on behalf of the firm for purposes of performing audit and reporting services under this contract. Such access shall be limited to the scope necessary to perform contracted services and shall not relieve the Auditor or the Unit of their respective responsibilities under this contract.

34. Changes or edits to the text of this contract form are not permitted, except for the Secretary's authority to revise or update this contract form pursuant to LGC Rule 20 NCAC 03. 0502.

For contracts with an anticipated audit submission date exceeding six months after fiscal year end, please use this space to explain the reason for the late submission, as required by Paragraph 6 of this contract form:

FEES FOR AUDIT SERVICES

1. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct (as applicable) and *Government Auditing Standards,2018 Revision*. Refer to Paragraph 27 of this contract for specific requirements. The following information must be provided by the Auditor; contracts presented to the LGC without this information will be not be approved.

Financial statements were prepared by: ☑ Auditor ☐ Governmental Unit ☐ Third Party

If applicable: The individual at the Governmental Unit designated to have the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the non-attest services and accept responsibility for the results of these services:

Name:	***Title and Unit / Company:***	***Email Address:***
Tiffany Bryd	Finance Officer	tbyrd@burgaw.gov

OR Not Applicable ☐ ***(****Identification of SKE Individual on the LGC-205 Contract is not applicable for GAAS-only audits or audits with FYEs prior to June 30, 2020.)*

2. Fees may not be included in this contract for work performed on Annual Financial Information Reports (AFIRs), Form 990s, or other services not associated with audit fees and costs. Such fees may be included in the engagement letter but may not be included in this contract or in any invoices requiring approval of the LGC. See Paragraphs 8 and 13 for details on other allowable and excluded fees.

3. The audit fee information included in the table below for both the Primary Government Fees and the DPCU Fees (if applicable) should be reported as a specific dollar amount of audit fees for the year under this contract. If any language other than an amount is included here, the contract will be returned to the audit firm for correction.

4. Prior to the submission of the completed audited financial report and applicable compliance reports subject to this contract, or to an amendment to this contract (if required) the Auditor may submit interim invoices for approval for services rendered under this contract to the Secretary of the LGC, not to exceed 75% of the billings for the Unit's last annual audit that was submitted to the Secretary of the LGC. All invoices for services rendered in an audit engagement as defined in Rule 20 NCAC .0503 shall be submitted to the Secretary of the LGC for approval before any payment is made. Payment before approval is a violation of law. (This paragraph not applicable to contracts and invoices associated with audits of hospitals).

Primary Government Unit	TOWN OF BURGAW
Audit Fee (financial and compliance if applicable)	$ 28,500.00
Fee per Major Program (if not included above)	$
Additional Fees Not Included Above (if applicable):	
Financial Statement Preparation (incl. notes and RSI)	$
All Other Non-Attest Services	$
TOTAL AMOUNT NOT TO EXCEED	$ 28,500

Discretely Presented Component Unit	N/A
Audit Fee (financial and compliance if applicable)	$
Fee per Major Program (if not included above)	$
Additional Fees Not Included Above (if applicable):	
Financial Statement Preparation (incl. notes and RSI)	$
All Other Non-Attest Services	$
TOTAL AMOUNT NOT TO EXCEED	$

SIGNATURE PAGE

AUDIT FIRM

Audit Firm* S. PRESTON DOUGLAS & ASSOCIATES, LLP	
Authorized Firm Representative (typed or printed)* Lee Grissom, CISA, CFE, CPA	Signature*
Date*	Email Address* lgrissom@spdouglas.com

GOVERNMENTAL UNIT

Governmental Unit* TOWN OF BURGAW	
Date Governing Board Approved Audit Contract* **(Enter date in box to right)**	
Mayor/Chairperson (typed or printed)*	Signature*
Date	Email Address*

Chair of Audit Committee (typed or printed, or "NA") N/A	Signature
Date	Email Address

GOVERNMENTAL UNIT – PREAUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1). Not applicable to hospital contracts.

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by The School Budget and Fiscal Control Act.

Sum Obligated by This Transaction:	$ 28,500
Primary Governmental Unit Finance Officer* (typed or printed) Tiffany Byrd	Signature*
Date of Preaudit Certificate*	Email Address* tbyrd@burgaw.gov

S. Preston Douglas & Associates, LLP

CERTIFIED PUBLIC ACCOUNTANTS

MEMBERS
American Institute of CPAs
N. C. Association of CPAs

February 24 2026

To the Honorable Mayor and
Members of Board of Commissioners
and the Finance Officer

Burgaw Tourism Development Authority
109 N Walker Street
Burgaw, NC 28425

We are pleased to confirm our understanding of the services we are to provide Burgaw Tourism Development Authority for the years ended June 30, 2026.

Audit Scope and Objectives

We will audit the financial statements of the governmental activities, the major fund, and the aggregate remaining fund information, and the disclosures, which collectively comprise the basic financial statements of Burgaw Tourism Development Authority as of and for the year ended June 30, 2026. Accounting standards generally accepted in the United States of America (GAAP) provide for certain required supplementary information (RSI), such as management's discussion and analysis (MD&A), to supplement Burgaw Tourism Development Authority's basic financial statements. Such information, although not a part of the basic financial statements, is required by the Governmental Accounting Standards Board who considers it to be an essential part of financial reporting for placing the basic financial statements in an appropriate operational, economic, or historical context. As part of our engagement, we will apply certain limited procedures to Burgaw Tourism Development Authority's RSI in accordance with auditing standards generally accepted in the United States of America (GAAS). These limited procedures will consist of inquiries of management regarding the methods of preparing the information and comparing the information for consistency with management's responses to our inquiries, the basic financial statements, and other knowledge we obtained during our audit of the basic financial statements. We will not express an opinion or provide any assurance on the information because the limited procedures do not provide us with sufficient appropriate evidence to express an opinion or provide any assurance. The following RSI is required by GAAP and will be subjected to certain limited procedures, but will not be audited:

1) Management's Discussion and Analysis

We have also been engaged to report on supplementary information other than RSI that accompanies the Burgaw Tourism Development Authority's financial statements. We will subject the following supplementary information to the auditing procedures applied in our audit of the financial statements and certain additional procedures, including comparing and reconciling such information directly to the underlying accounting and other records used to prepare the financial statements or to the financial statements themselves, and other additional procedures in accordance with auditing standards generally accepted in the United States of America, and we will provide an opinion on it in relation to the financial statements as a whole, in a report combined with our auditor's report on the financial statements:

1) Schedule of Revenues, Expenditures, and Changes in Fund Balances – Budget and Actual – General Fund

The objectives of our audit are to obtain reasonable assurance as to whether the financial statements as a whole are free from material misstatement, whether due to fraud or error; issue an auditor's report that includes our opinion about whether your financial statements are fairly presented, in all material respects, in conformity with GAAP; and report on the fairness of the supplementary information referred to in the second paragraph when considered in relation to the financial statements as a whole.

Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. Misstatements, including omissions, can arise from fraud or error and are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment of a reasonable user made based on the financial statements.

Auditor's Responsibilities for the Audit of the Financial Statements

We will conduct our audit in accordance with GAAS and will include tests of your accounting records and other procedures we consider necessary to enable us to express such opinions. As part of an audit in accordance with GAAS, we exercise professional judgment and maintain professional skepticism throughout the audit.

We will evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management. We will also evaluate the overall presentation of the financial statements, including the disclosures, and determine whether the financial statements represent the underlying transactions and events in a manner that achieves fair presentation. We will plan and perform the audit to obtain reasonable assurance about whether the financial statements are free of material misstatement, whether from (1) errors, (2) fraudulent financial reporting, (3) misappropriation of assets, or (4) violations of laws or governmental regulations that are attributable to the government or to acts by management or employees acting on behalf of the government.

Because of the inherent limitations of an audit, combined with the inherent limitations of internal control, and because we will not perform a detailed examination of all transactions, there is an unavoidable risk that some material misstatements may not be detected by us, even though the audit is properly planned and performed in accordance with GAAS. In addition, an audit is not designed to detect immaterial misstatements or violations of laws or governmental regulations that do not have a direct and material effect on the financial statements. However, we will inform the appropriate level of management of any material errors, fraudulent financial reporting, or misappropriation of assets that comes to our attention. We will also inform the appropriate level of management of any violations of laws or governmental regulations that come to our attention, unless clearly inconsequential. Our responsibility as auditors is limited to the period covered by our audit and does not extend to any later periods for which we are not engaged as auditors.

We will also conclude, based on the audit evidence obtained, whether there are conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for a reasonable period of time.

Our procedures will include tests of documentary evidence supporting the transactions recorded in the accounts, tests of the physical existence of inventories, and direct confirmation of receivables and certain assets and liabilities by correspondence with selected customers, creditors, and financial institutions. We will also request written representations from your attorneys as part of the engagement.

We may, from time to time and depending on the circumstances, use third-party service providers in serving your account. We may share confidential information about you with these service providers but remain committed to maintaining the confidentiality and security of your information. Accordingly, we maintain internal policies, procedures, and safeguards to protect the confidentiality of your personal information. In addition, we will secure confidentiality agreements with all service providers to maintain the confidentiality of your information and we will take reasonable precautions to determine that they have appropriate procedures in place to prevent the unauthorized release of your confidential information to others. In the event that we are unable to secure an appropriate confidentiality agreement, you will be asked to provide your consent prior to the sharing of your confidential information with the third-party service provider. Furthermore, we will remain responsible for the work provided by any such third-party service providers.

Our audit of the financial statements does not relieve you of your responsibilities.

Audit Procedures—Internal Control

We will obtain an understanding of the government and its environment, including the system of internal control, sufficient to identify and assess the risks of material misstatement of the financial statements, whether due to error or fraud, and to design and perform audit procedures responsive to those risks and obtain evidence that is sufficient and appropriate to provide a basis for our opinions. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentation, or the override of internal control. An audit is not designed to provide assurance on internal control or to identify deficiencies in internal control.

Accordingly, we will express no such opinion. However, during the audit, we will communicate to management and those charged with governance internal control related matters that are required to be communicated under AICPA professional standards.

We have identified the following significant risk(s) of material misstatement as part of our audit planning:

1) Management override of controls

2) Revenue recognition

Audit Procedures—Compliance

As part of obtaining reasonable assurance about whether the financial statements are free of material misstatement, we will perform tests of Burgaw Tourism Development Authority's compliance with the provisions of applicable laws, regulations, contracts, and agreements. However, the objective of our audit will not be to provide an opinion on overall compliance and we will not express such an opinion.

Responsibilities of Management for the Financial Statements

Our audit will be conducted on the basis that you acknowledge and understand your responsibility for designing, implementing, and maintaining internal controls relevant to the preparation and fair presentation of financial statements that are free from material misstatement, whether due to fraud or error, including monitoring ongoing activities; for the selection and application of accounting principles; and for the preparation and fair presentation of the financial statements in conformity with accounting principles generally accepted in the United States of America with the oversight of those charged with governance.

Management is responsible for making drafts of financial statements, all financial records, and related information available to us; for the accuracy and completeness of that information (including information from outside of the general and subsidiary ledgers); and for the evaluation of whether there are any conditions or events, considered in the aggregate, that raise substantial doubt about the government's ability to continue as a going concern for the 12 months after the financial statements date or shortly thereafter (for example, within an additional three months if currently known). You are also responsible for providing us with (1) access to all information of which you are aware that is relevant to the preparation and fair presentation of the financial statements, such as records, documentation, identification of all related parties and all related-party relationships and transactions, and other matters; (2) additional information that we may request for the purpose of the audit; and (3) unrestricted access to persons within the government from whom we determine it necessary to obtain audit evidence. At the conclusion of our audit, we will require certain written representations from you about the financial statements and related matters.

Your responsibilities include adjusting the financial statements to correct material misstatements and confirming to us in the management representation letter that the effects of any uncorrected misstatements aggregated by us during the current engagement and pertaining to the latest period presented are immaterial, both individually and in the aggregate, to the financial statements of each opinion unit taken as a whole.

You are responsible for the design and implementation of programs and controls to prevent and detect fraud, and for informing us about all known or suspected fraud affecting the government involving (1) management, (2) employees who have significant roles in internal control, and (3) others where the fraud could have a material effect on the financial statements. Your responsibilities include informing us of your knowledge of any allegations of fraud or suspected fraud affecting the government received in communications from employees, former employees, grantors, regulators, or others. In addition, you are responsible for identifying and ensuring that the government complies with applicable laws and regulations.

You are responsible for the preparation of the supplementary information in conformity with accounting principles generally accepted in the United States of America (GAAP).

You agree to include our report on the supplementary information in any document that contains, and indicates that we have reported on, the supplementary information. You also agree to include the audited financial statements with any presentation of the supplementary information that includes our report thereon. Your responsibilities include acknowledging to us in the representation letter that (1) you are responsible for presentation of the supplementary information in accordance with GAAP; (2) you believe the supplementary information, including its form and content, is fairly presented in accordance with GAAP; (3) the methods of measurement or presentation have not changed from those used in the prior period (or, if they have changed, the reasons for such changes); and (4) you have disclosed to us any significant assumptions or interpretations underlying the measurement or presentation of the supplementary information.

Other Services

We will also prepare the financial statements of Burgaw Tourism Development Authority in conformity with U.S. generally accepted accounting principles based on information provided by you.

We will perform the services in accordance with applicable professional standards. The other services are limited to the financial statement services previously defined. We, in our sole professional judgment, reserve the right to refuse to perform any procedure or take any action that could be construed as assuming management responsibilities.

You agree to assume all management responsibilities for the financial statement preparation services and any other nonattest services we provide; oversee the services by designating an individual, preferably from senior management, with suitable skill, knowledge, or experience; evaluate the adequacy and results of the services; and accept responsibility for them.

Engagement Administration, Fees, and Other

We understand that your employees will prepare all cash, accounts receivable, or other confirmations we request and will locate any documents selected by us for testing.

The audit documentation for this engagement is the property of S. Preston Douglas & Associates, LLP and constitutes confidential information. However, subject to applicable laws and regulations, audit documentation and appropriate individuals will be made available upon request and in a timely manner to Local Government Commission or its designee. We will notify you of any such request. If requested, access to such audit documentation will be provided under the supervision of S. Preston Douglas & Associates, LLP personnel. Furthermore, upon request, we may provide copies of selected audit documentation to Local Government Commission or its designee. The Local Government Commission or its designee may intend or decide to distribute the copies or information contained therein to others, including other governmental agencies.

Lee Grissom, CPA, is the engagement partner and is responsible for supervising the engagement and signing the report or authorizing another individual to sign it. We expect to begin our audit on approximately August 1, 2026 and to issue our reports no later than December 31, 2026.

Our fee for services will be at our standard hourly rates plus out-of-pocket costs (such as report reproduction, word processing, postage, travel, copies, telephone, confirmation service provider fees, etc.) except that we agree that our gross fee, including expenses, will not exceed $3,675 Our standard hourly rates vary according to the degree of responsibility involved and the experience level of the personnel assigned to your audit. Our invoices for these fees will be rendered each month as work progresses and are payable on presentation. If we elect to terminate our services for nonpayment, our engagement will be deemed to have been completed upon written notification of termination, even if we have not completed our report. You will be obligated to compensate us for all time expended and to reimburse us for all out-of-pocket costs through the date of termination. The above fee is based on anticipated cooperation from your personnel and the assumption that unexpected circumstances will not be encountered during the audit. If significant additional time is necessary, we will discuss it with you and arrive at a new fee estimate before we incur the additional costs.

Reporting

We will issue a written report upon completion of our audit of Burgaw Tourism Development Authority's financial statements. Our report will be addressed to Board Chairman and Board of Directors of Burgaw Tourism Development Authority. Circumstances may arise in which our report may differ from its expected form and content based on the results of our audit. Depending on the nature of these circumstances, it may be necessary for us to modify our opinions, add a separate section, or add an emphasis-of-matter or other-matter paragraph to our auditor's report, or if necessary, withdraw from this engagement. If our opinions are other than unmodified, we will discuss the reasons with you in advance. If, for any reason, we are unable to complete the audit or are unable to form or have not formed opinions, we may decline to express opinions or withdraw from this engagement.

We appreciate the opportunity to be of service to the Burgaw Tourism Development Authority and believe this letter accurately summarizes the significant terms of our engagement.

If you have any questions, please let us know. If you agree with the terms of our engagement as described in this letter, please sign the enclosed copy and return it to us.

Respectfully yours,

S. Preston Douglas & Associates, LLP

S. Preston Douglas & Associates, LLP
Ocean Isle Beach, North Carolina

RESPONSE:

This letter correctly sets forth the understanding of Burgaw Tourism Development Authority.

Finance Officer's signature: ______________________________

Title: ______________________________

Date: ______________________________

Mayor's signature: ______________________________

Title: ______________________________

Date: ______________________________

CONTRACT TO AUDIT ACCOUNTS

The	Governing Board MAYOR AND BOARD OF COMMISSIONERS
of	Primary Government Unit BURGAW TOURISM DEVELOPMENT AUTHORITY
and	Discretely Presented Component Unit (DPCU) (if applicable) N/A

Primary Government Unit, together with DPCU (if applicable), hereinafter referred to as Governmental Unit(s)

and	Auditor Name S. PRESTON DOUGLAS & ASSOCIATES, LLP
	Auditor Address 6649 BEACH DRIVE SW, SUITE 1, OCEAN ISLE BEACH, NC 28468

Hereinafter referred to as Auditor

for	Fiscal Year Ending 06/30/26	Date Audit Will Be Submitted to LGC 12/31/26

Must be within six months of FYE

hereby agree as follows:

1. The Auditor shall audit all statements and disclosures required by "U.S. Auditing Standards – AICPA (Clarified)," referred to as generally accepted auditing standards (GAAS) and additional required legal statements and disclosures of all funds and/or divisions of the Governmental Unit(s). The non-major combining, and individual fund statements and schedules shall be subjected to the auditing procedures applied in the audit of the basic financial statements and an opinion shall be rendered in relation to (as applicable) the governmental activities, the business-type activities, the aggregate DPCUs, each major governmental and enterprise fund, and the aggregate remaining fund information (non-major government and enterprise funds, the internal service fund type, and the fiduciary fund types). Budgetary comparison information shall be prepared in accordance with applicable GASB standards. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented as required supplementary information and shall not be included in the basic financial statements. Any other budgetary comparison information shall be presented only as supplementary information for funds required to be budgeted under NCGS Chapter 159, Article 3.

2. At a minimum, the Auditor shall conduct the audit and render the report in accordance with GAAS. If the Governmental Unit expended $100,000 or more in combined Federal and State financial assistance during the reporting period, the Auditor shall perform the audit in accordance with *Generally Accepted Government Auditing Standards* (GAGAS). The Governmental Unit is subject to federal single audit requirements in accordance with Title 2 US Code of Federal Regulations Part 200 *Uniform Administration Requirements, Cost Principles, and Audit Requirements for Federal Awards*, Subpart F (*Uniform Guidance*) and the State Single Audit Implementation Act. Currently the threshold is $1,000,000 for federal and state single audits, or such other threshold as applicable for the fiscal year under audit. This audit and all associated audit documentation may be subject to review by federal and State agencies in accordance with federal and State laws, including the staff of the Office of State Auditor (OSA) and the Local Government Commission (LGC). If the audit requires a federal single audit in accordance with the Uniform Guidance (§200.501) the Auditor and Governmental Unit(s) should discuss, in advance of the execution of this contract, the responsibility for submission of the audit and the accompanying data collection form (form SF-FAC) to the Federal Audit Clearinghouse as required under the Uniform Guidance (§200.512) to ensure proper submission.

If the audit and Auditor communication are found in this review to be substandard, the results of the review may be forwarded to the North Carolina State Board of CPA Examiners (NC State Board).

3. If an entity is determined to be a component of another government as defined by the group audit standards, the entity's auditor shall make a good faith effort to comply in a timely manner with the requests of the group auditor in accordance with AU-6 §600.41 - §600.42.

4. This contract contemplates an unmodified opinion being rendered. If during the process of conducting the audit, the Auditor determines that it will not be possible to render an unmodified opinion on the financial statements of the unit, the Auditor shall contact the LGC Staff to discuss the circumstances leading to that conclusion as soon as is practical and before the final report is issued. The audit shall include such tests of the accounting records and such other auditing procedures as are considered by the Auditor to be necessary in the circumstances. Any limitations or restrictions in scope which would lead to a qualification should be fully explained in an attachment to this contract.

5. If this audit engagement is subject to the standards for audit as defined in *Government Auditing Standards* (2018 revision or subsequent revisions, as applicable) issued by the Comptroller General of the United States, then by accepting this engagement, the Auditor warrants that he or she has met the requirements for a peer review and continuing education as specified in *Government Auditing Standards*. The Auditor agrees to provide a copy of the most recent peer review report to the Governmental Unit(s) and to the Secretary of the LGC prior to the execution of an audit contract. Subsequent submissions of the report are required only upon report expiration or upon the Auditor's receipt of an updated peer review report. If the audit firm receives a peer review rating other than pass, the Auditor shall not contract with the Governmental Unit(s) without first contacting the Secretary of the LGC for a peer review analysis that may result in additional contractual requirements.

If the audit engagement is not subject to *Government Auditing Standards* or if financial statements are not prepared in accordance with U.S. generally accepted accounting principles (GAAP) and fail to include all disclosures required by GAAP, the Auditor shall provide an explanation as to why in an attachment to this contract or in an amendment.

6. It is agreed that time is of the essence in this contract. All audits are to be performed, and the report of audit submitted to LGC Staff, within six months of fiscal year end. At the time of the execution of this contract, if the parties know that the anticipated submission date of the audit exceeds six months after fiscal year end, a written explanation shall be provided to the Secretary of the LGC on this contract form (see the space provided on Page 7). If it becomes necessary to amend the audit fee or the date that the audit report will be submitted to the LGC, an amended contract along with a written explanation of the change shall be submitted to the Secretary of the LGC for approval.

7. It is agreed that GAAS include a review of the Governmental Unit's (Units') systems of internal control and accounting as they relate to accountability of funds and adherence to budget and law requirements applicable thereto; that the Auditor shall make a written report, which may or may not be a part of the written report of audit, to the Governing Board setting forth the Auditor's findings, together with his or her recommendations for improvement. That written report shall include all matters determined to be "significant deficiencies and material weaknesses" in accordance with AU-C §265 "Communicating Internal Control Related Matters Identified in an Audit" of GAAS. The Auditor shall file a copy of that report with the Secretary of the LGC.

For GAAS or *Government Auditing Standards* audits, if an Auditor issues an AU-C §260 report, "Auditor's Communication With Those Charged With Governance," commonly referred to as a "Governance Letter," LGC staff does not require the report to be submitted unless the Auditor cites significant findings or issues from the audit, as defined in AU-C §260 paragraphs 12 - 14. This would include issues such as difficulties encountered during the audit, significant or unusual transactions, uncorrected misstatements, matters that are difficult or contentious for which the Auditor consulted outside the engagement team and, in the Auditor's judgment, are significant and relevant to those charged with governance, and other findings or issues that the Auditor believes are significant and relevant. If matters identified during the audit were required to be reported as described in AU-C §260 paragraphs 12 - 14 and were communicated in a method other than an AU-C §260 letter, the written documentation must be submitted.

8. All local government and public authority contracts for audit or audit-related work require the approval of the Secretary of the LGC. This includes annual or special audits, agreed upon procedures related to internal controls, bookkeeping or other assistance necessary to prepare the Governmental Unit's records for audit, financial statement preparation, any finance-related investigations, or any other audit- related work in the State of North Carolina. Approval is also required for the Alternative Compliance Examination Engagement for auditing the Coronavirus State and Local Fiscal Recovery Funds expenditures as allowed by US Treasury. Approval is not required on audit contracts and invoices for system improvements and similar services of a non-auditing nature.

9. Invoices for services rendered under these contracts shall not be paid by the Governmental Unit(s) until the invoice has been approved by the Secretary of the LGC. This also includes any progress billings [G.S. 159-34 and 115C-447]. All invoices for audit work shall be submitted in PDF format to the Secretary of the LGC for approval. The invoice marked 'approved' with approval date shall be returned to the Auditor to present to the Governmental Unit(s) for payment. This paragraph is not applicable to contracts for audits of hospitals.

10. In consideration of the satisfactory performance of the provisions of this contract, the Governmental Unit(s) shall pay to the Auditor, upon approval by the Secretary of the LGC if required, the fee, which includes any costs the Auditor may incur from work paper or peer reviews or any other quality assurance program required by third parties (federal and state grantor and oversight agencies or other organizations) as required under the Federal Single Audit Act and the State Single Audit Act. This does not include fees for any pre-issuance reviews that may be required by the North Carolina Association of Certified Public Accountants (NCACPA) Peer Review Committee or North Carolina State Board of CPA Examiners (see Paragraph 13).

11. If the Governmental Unit(s) has/have outstanding revenue bonds, the Auditor shall submit to LGC Staff, either in the notes to the audited financial statements or as a separate report, a calculation demonstrating compliance with the revenue bond rate covenant. Additionally, the Auditor shall submit to LGC Staff simultaneously with the Governmental Unit's (Units') audited financial statements any other bond compliance statements or additional reports required by the authorizing bond documents, unless otherwise specified in the bond documents.

12. After completing the audit, the Auditor shall submit to the Governing Board a written report of audit. This report shall include, but not be limited to, the following information: (a) Management's Discussion and Analysis, (b) the financial statements and notes of the Governmental Unit(s) and all of its component units prepared in accordance with GAAP, (c) supplementary information requested by the Governmental Unit(s) or required for full disclosure under the law, and (d) the Auditor's opinion on the material presented. The Auditor shall furnish the required number of copies of the report of audit to the Governing Board upon completion.

13. If the audit firm is required by the Secretary of the Local Government Commission to obtain a pre-issuance review or take corrective action as a result of peer review findings or quality control deficiencies, such corrective action shall be consistent with the authority and requirements of the North Carolina State Board of Certified Public Accountant Examiners, the AICPA Peer Review Program, and established Local Government Commission practice, including the use of report addenda or other remedial measures, as appropriate.

14. In accordance with G.S. 159-34, the Finance Officer of the Unit is responsible for filing the audited financial statements with the Secretary of the Local Government Commission.

The Auditor may upload the audit report and related documents through the LGC's electronic submission system; however, submission shall not be deemed complete until the Finance Officer has reviewed and certified the submission.

The Auditor, Finance Officer, other Unit staff member designated by the Finance Officer, or a third party approved by the Unit may enter all Data Input Report information except the information on the “transmittal doc info” tab. The “transmittal doc info” tab must be completed by the Auditor.

The Finance Officer shall review, approve, and certify the accuracy and completeness of the Data Input Report (DIR) in the LGC's LOGOS system prior to LGC review, regardless of whether the DIR is prepared by the Auditor or the Unit.

Finance Officer certification is required for any corrected or revised submissions.

Finance Officer certification of the DIR shall be completed in a timely manner following notification that the DIR is ready for review and within time frames prescribed by the LGC. Failure to complete certification in a timely manner may result in the audit being considered late due to unit action rather than auditor performance

The Auditor shall conduct the audit in accordance with generally accepted auditing standards and shall ensure that the financial statements are prepared in accordance with generally accepted accounting principles as of the fiscal year end. Budget-to-actual comparisons at the level of the legally adopted budget ordinance shall be presented in required supplementary information, separate from the basic financial statements, and shall not be included in the audit opinion. The Auditor shall confirm that such information reconciles to the financial statements and is consistent with applicable accounting guidance and any LGC reporting requirements.

The Finance Officer shall certify in a timely manner that all data inputted in LOGOS used for preparation of the financial statements and required supplementary information is complete and accurate.

For audits of units other than hospitals, the audit report should be submitted when (or prior to) submitting the final invoice for services rendered. The report of audit, as filed with the Secretary of the LGC, becomes a matter of public record for inspection, review and copy in the offices of the LGC by any interested parties. Any subsequent revisions to these reports shall be sent to the Secretary of the LGC. These audited financial statements, excluding the Auditors' opinion, may be used in the preparation of official statements for debt offerings by municipal bond rating services to fulfill secondary market disclosure requirements of the Securities and Exchange Commission and for other lawful purposes of the Governmental Unit(s) without requiring consent of the Auditor. If the LGC Staff determines that corrections need to be made to the Governmental Unit's (Units') financial statements and/or the compliance section, those corrections shall be provided within three business days of notification unless another deadline is agreed to by LGC Staff.

15. Should circumstances disclosed by the audit call for a more detailed investigation by the Auditor than necessary under ordinary circumstances, the Auditor shall inform the Governing Board in writing of the need for such additional investigation and the additional compensation required therefore. Upon approval by the Secretary of the LGC, this contract may be modified or amended to include the increased time, compensation, or both as may be agreed upon by the Governing Board and the Auditor.

16. If an approved contract needs to be modified or amended for any reason, the change shall be made in writing and preaudited if the change includes a change in audit fee (preaudit requirement does not apply to hospitals). This amended contract shall be completed in full, including a written explanation of the change, signed and dated by all original parties to the contract. It shall then be submitted to the Secretary of the LGC for approval. No change to the audit contract shall be effective unless approved by the Secretary of the LGC.

17. A copy of the engagement letter, issued by the Auditor and signed by both the Auditor and the Governmental Unit(s), shall be attached to this contract, and except for fees, work, and terms not related to audit services, shall be incorporated by reference as if fully set forth herein as part of this contract. In case of conflict between the terms of the engagement letter and the terms of this contract, the terms of this contract shall take precedence. Engagement letter terms that conflict with the contract are deemed to be void unless the conflicting terms of this contract are specifically deleted in Paragraph 30 of this contract. Engagement letters containing indemnification clauses shall not be accepted by LGC Staff.

18. Special provisions should be limited. Please list any special provisions in an attachment.

19. A separate contract should not be made for each division to be audited or report to be submitted. If a DPCU is subject to the audit requirements detailed in The Local Government Budget and Fiscal Control Act and a separate audit report is issued, a separate audit contract is required. If a separate report is not to be issued and the DPCU is included in the primary government audit, the DPCU shall be named along with the primary government on this audit contract. DPCU Board approval date, signatures from the DPCU Board chairman and Finance Officer also shall be included on this contract.

20. The contract shall be executed, preaudited (preaudit requirement does not apply to hospitals) and physically signed by all parties including Governmental Unit(s) and the Auditor, then submitted in PDF format to the Secretary of the LGC.

21. The contract is not valid until it is approved by the Secretary of the LGC. The staff of the LGC shall notify the Governmental Unit and Auditor of contract approval by email. The audit should not be started before the contract is approved.

22. Retention of Client Records: Auditors are subject to the NC State Board of CPA Examiners' Retention of Client Records Rule 21 NCAC 08N .0305 as it relates to the provision of audit and other attest services, as well as non-attest services. Clients and former clients should be familiar with the requirements of this rule prior to requesting the return of records.

23. This contract may be terminated at any time by mutual consent and agreement of the Governmental Unit(s) and the Auditor, provided that (a) the consent to terminate is in writing and signed by both parties, (b) the parties have agreed on the fee amount which shall be paid to the Auditor (if applicable), and (c) no termination shall be effective until approved in writing by the Secretary of the LGC.

24. The Governmental Unit's (Units') failure or forbearance to enforce, or waiver of, any right or an event of breach or default on one occasion or instance shall not constitute the waiver of such right, breach or default on any subsequent occasion or instance.

25. There are no other agreements between the parties hereto and no other agreements relative hereto that shall be enforceable unless entered into in accordance with the procedure set out herein and approved by the Secretary of the LGC.

26. E-Verify. The Auditor shall comply with the requirements of NCGS Chapter 64 Article 2. Further, if the Auditor utilizes any subcontractor(s), Auditor shall require such subcontractor(s) to comply with the requirements of NCGS Chapter 64, Article 2.

27. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct and *Government Auditing Standards, 2018 or 2024 Revision* (as applicable). Preparing financial statements in their entirety shall be deemed a "significant threat" requiring the Auditor to apply safeguards sufficient to reduce the threat to an acceptable level. If the Auditor cannot reduce the threats to an acceptable level, the Auditor cannot complete the audit. If the Auditor is able to reduce the threats to an acceptable level, the documentation of this determination, including the safeguards applied, must be included in the audit workpapers.

All non-attest service(s) being performed by the Auditor that are necessary to perform the audit must be identified and included in this contract. The Governmental Unit shall designate an individual with the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the services and accept responsibility for the results of the services performed. If the Auditor is able to identify an individual with the appropriate SKE, the Auditor must document and include in the audit workpapers how the Auditor reached that conclusion. If the Auditor determines that an individual with the appropriate SKE cannot be identified, the Auditor cannot perform both the non-attest service(s) and the audit. See "Fees for Audit Services" page of this contract to disclose the person identified as having the appropriate SKE for the Governmental Unit.

28. **Applicable to audits with fiscal year ends of June 30, 2021 and later.** The Auditor shall present the audited financial statements including any compliance reports to the Government Unit's Governing Board or audit committee in an official meeting in open session as soon as the audited financial statements are available but not later than 45 days after the submission of the audit report to the Secretary of the LGC. The Auditor's presentation to the Governing Board or audit committee shall include:

a) the description of each finding, including all material weaknesses and significant deficiencies, as found by the Auditor, and any other issues related to the internal controls or fiscal health of the Government Unit as disclosed in the management letter, the Single Audit or Yellow Book reports, or any other communications from the Auditor regarding internal controls as required by current auditing standards;
b) the status of the prior year audit findings;
c) the values of Financial Performance Indicators based on information presented in the audited financial statements; and
d) notification to the Governing Board that the Governing Board shall develop a "Response to the Auditor's Findings, Recommendations, and Fiscal Matters," if required under Rule 20 NCAC 03 .0508.

29. Information based on the audited financial statements shall be submitted to the Secretary of the LGC through the LGC's LOGOS system, including completion of the Data Input Report (DIR). Submission is not complete and shall not be accepted by the LGC until the Finance Officer has reviewed and certified the DIR in accordance with Paragraph 14 of this contract.

30. All of the above paragraphs are understood and shall apply to this contract, except the following numbered paragraphs shall be deleted (See Paragraph 17 for clarification).

31. The process for submitting contracts, audit reports and invoices is subject to change. Auditors and Units should use the submission process and instructions in effect at the time of submission. Refer to the N.C. Department of State Treasurer website at https://www.nctreasurer.com/state-and-local-government-finance-division/local-government-commission/submitting-your-audit.

32. All communications regarding audit contract requests for modification or official approvals will be sent to the email addresses provided on the signature pages that follow.

33. **Applicable to audits with fiscal year ends of June 30, 2025, and later.** The Unit authorizes the LGC to grant access to the LGC's LOGOS system, including the Data Input Report (DIR), to employees of the contracted audit firm who are associated with and acting on behalf of the firm for purposes of performing audit and reporting services under this contract. Such access shall be limited to the scope necessary to perform contracted services and shall not relieve the Auditor or the Unit of their respective responsibilities under this contract.

34. Changes or edits to the text of this contract form are not permitted, except for the Secretary's authority to revise or update this contract form pursuant to LGC Rule 20 NCAC 03. 0502.

For contracts with an anticipated audit submission date exceeding six months after fiscal year end, please use this space to explain the reason for the late submission, as required by Paragraph 6 of this contract form:

FEES FOR AUDIT SERVICES

1. For all non-attest services, the Auditor shall adhere to the independence rules of the AICPA Professional Code of Conduct (as applicable) and *Government Auditing Standards,2018 Revision*. Refer to Paragraph 27 of this contract for specific requirements. The following information must be provided by the Auditor; contracts presented to the LGC without this information will be not be approved.

Financial statements were prepared by: ☑ Auditor ☐ Governmental Unit ☐ Third Party

If applicable: The individual at the Governmental Unit designated to have the suitable skills, knowledge, and/or experience (SKE) necessary to oversee the non-attest services and accept responsibility for the results of these services:

Name:	***Title and Unit / Company:***	***Email Address:***
Tiffany Bryd	Finance Officer	tbyrd@burgaw.gov

OR Not Applicable ☐ ***(****Identification of SKE Individual on the LGC-205 Contract is not applicable for GAAS-only audits or audits with FYEs prior to June 30, 2020.)*

2. Fees may not be included in this contract for work performed on Annual Financial Information Reports (AFIRs), Form 990s, or other services not associated with audit fees and costs. Such fees may be included in the engagement letter but may not be included in this contract or in any invoices requiring approval of the LGC. See Paragraphs 8 and 13 for details on other allowable and excluded fees.

3. The audit fee information included in the table below for both the Primary Government Fees and the DPCU Fees (if applicable) should be reported as a specific dollar amount of audit fees for the year under this contract. If any language other than an amount is included here, the contract will be returned to the audit firm for correction.

4. Prior to the submission of the completed audited financial report and applicable compliance reports subject to this contract, or to an amendment to this contract (if required) the Auditor may submit interim invoices for approval for services rendered under this contract to the Secretary of the LGC, not to exceed 75% of the billings for the Unit's last annual audit that was submitted to the Secretary of the LGC. All invoices for services rendered in an audit engagement as defined in Rule 20 NCAC .0503 shall be submitted to the Secretary of the LGC for approval before any payment is made. Payment before approval is a violation of law. (This paragraph not applicable to contracts and invoices associated with audits of hospitals).

Primary Government Unit	BURGAW TOURISM DEVELOPMENT AUTHORITY
Audit Fee (financial and compliance if applicable)	**$** 3,675
Fee per Major Program (if not included above)	**$**
Additional Fees Not Included Above (if applicable):	
Financial Statement Preparation (incl. notes and RSI)	**$**
All Other Non-Attest Services	**$**
TOTAL AMOUNT NOT TO EXCEED	**$** 3,675

Discretely Presented Component Unit	N/A
Audit Fee (financial and compliance if applicable)	**$**
Fee per Major Program (if not included above)	**$**
Additional Fees Not Included Above (if applicable):	
Financial Statement Preparation (incl. notes and RSI)	**$**
All Other Non-Attest Services	**$**
TOTAL AMOUNT NOT TO EXCEED	**$**

SIGNATURE PAGE

AUDIT FIRM

Audit Firm* S. PRESTON DOUGLAS & ASSOCIATES, LLP	
Authorized Firm Representative (typed or printed)* Lee Grissom, CISA, CFE, CPA	Signature*
Date*	Email Address* lgrissom@spdouglas.com

GOVERNMENTAL UNIT

Governmental Unit* BURGAW TOURISM DEVELOPMENT AUTHORITY	
Date Governing Board Approved Audit Contract* **(Enter date in box to right)**	
Mayor/Chairperson (typed or printed)*	Signature*
Date	Email Address*

Chair of Audit Committee (typed or printed, or "NA") N/A	Signature
Date	Email Address

GOVERNMENTAL UNIT – PREAUDIT CERTIFICATE

Required by G.S. 159-28(a1) or G.S. 115C-441(a1). Not applicable to hospital contracts.

This instrument has been preaudited in the manner required by The Local Government Budget and Fiscal Control Act or by The School Budget and Fiscal Control Act.

Sum Obligated by This Transaction:	$ 3,675
Primary Governmental Unit Finance Officer* (typed or printed) Tiffany Byrd	Signature*
Date of Preaudit Certificate*	Email Address* tbyrd@burgaw.gov

ORDINANCE 2026-04

AMENDING FISCAL YEAR 2025-2026 ANNUAL BUDGET
Increasing Revenues and Expenditures

WHEREAS, the Town of Burgaw Board of Commissioners passed an ordinance adopting a budget for FY 2025-2026 on June 10, 2025; and

WHEREAS, the Board of Commissioners would like to recognize the NC Department of Environmental Quality Grant funding not anticipated in the Stormwater Masterplan Fund's original budget; and

WHEREAS, the Town of Burgaw would like to recognize $273,628.93, therefore, additional revenue and expenditure must be recognized; and

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN BOARD OF COMMISSIONERS OF THE TOWN OF BURGAW, NORTH CAROLINA:

The FY 2025-2026 budget will be altered to reflect the following changes:

INCREASE BUDGETED REVENUE

Account Number	Account Description	Amount
54-3400-10-300	NC DEQ	$273,628.93

INCREASE BUDGETED EXPENDITURE

Account Number	Account Description	Amount
54-5802-30-740	Stormwater Capital Improvements	$273,628.93

Adopted this 10th day of March 2026.

Attest: _______________________________ Signed:________________________
Kristin J. Wells, Town Clerk G. Olivia Dawson, Mayor

ORDINANCE 2026-05

AMENDING FISCAL YEAR 2025-2026 ANNUAL BUDGET
Increasing Revenues and Expenditures

WHEREAS, the Town of Burgaw Board of Commissioners passed an ordinance adopting a budget for FY 2025-2026 on June 10, 2025; and

WHEREAS, there has been an accident involving one of the Town's patrol vehicles; and

WHEREAS, the Town has received $9,939.58 from NCLM Property and Liability insurance to reimburse the Town for our cost of repairs; and

WHEREAS, the Town of Burgaw would like to recognize $9,939.58 of insurance proceeds, therefore additional revenue and expenditure must be recognized.

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN BOARD OF COMMISSIONERS OF THE TOWN OF BURGAW, NORTH CAROLINA:

The FY 2025-2026 budget will be altered to reflect the following changes:

INCREASE BUDGETED REVENUE

Account Number	Account Description	Amount
10-3730-00-800	Insurance Proceeds	$9,939.58

INCREASE BUDGETED EXPENDITURE

Account Number	Account Description	Amount
10-5100-10-170	Police M&R Vehicles	$9,939.58

Adopted this 10th day of March 2026.

Attest: ______________________________ Signed:______________________
Kristin J. Wells, Town Clerk G. Olivia Dawson, Mayor

ORDINANCE 2026-06

AMENDING FISCAL YEAR 2025-2026 ANNUAL BUDGET
Increasing Revenues and Expenditures

WHEREAS, the Town of Burgaw Board of Commissioners passed an ordinance adopting a budget for FY 2025-2026 on June 10, 2025; and

WHEREAS, the Board of Commissioners would like to appropriate $20,000 for the purpose of funding the Chamber of Commerce for economic development services, tourism support and activities that promote the general welfare and economic vitality of the Town; and

WHEREAS, a general fund fund balance appropriation is needed to authorize these expenditures in FY 25-26;

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN BOARD OF COMMISSIONERS OF THE TOWN OF BURGAW, NORTH CAROLINA:

The FY 2025-2026 budget will be altered to reflect the following changes:

INCREASE BUDGETED REVENUE

Account Number	Account Description	Amount
10-3900-00-900	Fund Balance Appropriation	$20,000

INCREASE BUDGETED EXPENDITURE

Account Number	Account Description	Amount
10-4100-00-500	Gov. Board- Community Development	$20,000

Adopted this 10th day of March 2026.

Attest: ______________________________ Signed:_______________________
Kristin J. Wells, Town Clerk G. Olivia Dawson, Mayor

ORDINANCE 2026-07

AMENDING FISCAL YEAR 2025-2026 ANNUAL BUDGET
Increasing Revenues and Expenditures

WHEREAS, the Town of Burgaw Board of Commissioners passed an ordinance adopting a budget for FY 2025-2026 on June 10, 2025; and

WHEREAS, the Board of Commissioners would like to recognize ABC Revenues not anticipated in the General Fund's operational budget; and

WHEREAS, the Town of Burgaw would like to recognize $26,513.77 from Pender County ABC Board, therefore additional revenue and expenditure must be recognized; and

NOW, THEREFORE, BE IT ORDAINED BY THE TOWN BOARD OF COMMISSIONERS OF THE TOWN OF BURGAW, NORTH CAROLINA:

The FY 2025-2026 budget will be altered to reflect the following changes:

INCREASE BUDGETED REVENUE

Account Number	Account Description	Amount
10-3370-00-200	ABC Distribution	$26,513.77

INCREASE BUDGETED EXPENDITURE

Account Number	Account Description	Amount
10-6000-00-590	Non Departmental Reserve	$26,513.77

Adopted this 10th day of March 2026.

Attest: ______________________________ Signed:_______________________
Kristin J. Wells, Town Clerk G. Olivia Dawson, Mayor

ORDINANCE 2026-08

AMENDING THE TOWN OF BURGAW CODE OF ORDINANCES TO REFLECT AMENDMENTS TO THE BEAUTIFICATION COMMITTEE

WHEREAS, the Town approved creation of a Beautification Committee on March 8, 2022; and

WHEREAS, the Beautification Committee shall have the primary responsibility of recommending action on all projects designed to maintain and improve the appearance of public areas within the Town, including but not limited to, public beautification projects, planting plans, streetscape plans and improvements, community appearance programs, and organize town cleanup and adopt-a-block initiatives; and

WHEREAS, the Town of Burgaw Board of Commissioners finds it necessary and appropriate to amend the membership structure of the Beautification Committee to better serve the needs of the Town and ensure effective representation and operation;

NOW THERFORE BE IT ORDAINED BY THE TOWN OF BURGAW BOARD OF COMMISSIONERS THAT:

SECTION 1: The Town of Burgaw Code of Ordinances shall be amended to reflect the amendment of the Beautification Committee as described below:

Membership.
The Committee shall consist of ~~Eight (8)~~ Nine (9) Members as follows:

- *Two (2) members of the Town of Burgaw Board of Commissioners*
- *One (1) member of the Town of Burgaw Tourism Development Authority (TDA)*
- *Two (2) members of Town of Burgaw Staff*
- *~~Three (3)~~ Four (4) residents of the ~~Town of Burgaw corporate limits or planning ETJ~~ Burgaw area with a postal code of 28425*

SECTION 2: This amendment becomes effective immediately upon adoption on this, the 10th day of March 2026.

Attest: ______________________________
Kristin J. Wells, Town Clerk

Signed: ______________________________
G. Olivia Dawson, Mayor

ORDINANCE 2026-09

AMENDING THE TOWN OF BURGAW CODE OF ORDINANCES TO REFLECT AMENDMENTS TO THE PARKS AND RECREATION ADVISORY BOARD

WHEREAS, on April 10, 2018, the Town of Burgaw Board of Commissioners created a Parks and Recreation Advisory Board; and

WHEREAS, the Parks and Recreation Advisory Board shall have the primary responsibility of collaboration with the parks and recreation director for future capital projects as well as special events related to parks and recreation; and

WHEREAS, the Town of Burgaw Board of Commissioners finds it necessary and appropriate to amend the membership structure of the Parks and Recreation Advisory Board to better serve the needs of the Town and ensure effective representation and operation;

NOW THEREFORE BE IT ORDAINED BY THE TOWN OF BURGAW BOARD OF COMMISSIONERS THAT:

SECTION 1. The Town of Burgaw Code of Ordinances shall be amended to reflect the amendment of the Parks and Recreation Advisory Board as described below:

> ***Sec. 2-212. Composition, terms, vacancies, and compensation.***
> *The parks and recreation advisory board shall be composed of an ~~seven~~ eight-member body consisting of residents of the Burgaw area with a postal code of 28425.*

SECTION 2. This amendment becomes effective immediately upon adoption of this ordinance on this, the 10th day of March 2026.

Attest:_____________________________ Signed:_____________________________

Kristin J. Wells, Town Clerk G. Oliva Dawson, Mayor

Arbor Day Proclamation

Whereas. In 1872, J. Sterling Morton proposed to the Nebraska Board of Agriculture that a special day be set aside for the planting of trees, and

Whereas, the holiday, called Arbor Day, was first observed with the planting of more than a million trees in Nebraska, and

Whereas, Arbor Day is now observed throughout the nation and the world, and

Whereas, trees can reduce the erosion of our precious topsoil by wind and water, lower our heating and cooling costs, moderate the temperature, clean the air, produce oxygen and provide habitat for wildlife, and

Whereas, trees are a renewable resource giving us paper, wood for our homes, fuel for our fires and countless other wood products, and

Whereas, trees in our city increase property values, enhance the economic vitality of business areas, and beautify our community, and

Whereas, trees, wherever they are planted, are a source of joy and spiritual renewal,

NOW, THEREFORE, I, Olivia Dawson, Mayor of the Town of Burgaw, do hereby proclaim March 20, 2026 as

Arbor Day

In the Town of Burgaw, and I urge all citizens to celebrate Arbor Day and to support efforts to protect our trees and woodlands, and

Further, I urge all citizens to plant and care for trees to gladden the heart and promote the well-being of this and future generations.

Dated this 10th day of March in the year 2026.

____

Olivia Dawson, Mayor

Town of Burgaw
ITEM REPORT

Item: 6C

DATE OF MEETING: March 10, 2026 **DEPARTMENT OF ORIGIN:** Parks, Recreation, & Tourism	**DATE SUBMITTED:** 03/03/2026 **SUBMITTED BY:** Kristin Wells, Town Clerk
AGENDA ITEM DESCRIPTION: Pender High School Reunion - *Don Rawls*	
SUMMARY STATEMENT: Don Rawls plans to request a fee waiver for the use of the Depot for the upcoming Pender High School Reunion.	
STAFF RECOMMENDATION AND REQUESTED ACTION:	
FINANCIAL IMPACT INCLUDING FUNDING SOURCE:	
FINANCE DIRECTOR COMMENTS:	
ATTACHMENTS (IF ANY): None	

CASE SUMMARY — Proposed Mural

Board of Commissioners — March 10, 2026

Ron Meredith, 910-663-3451, rmeredith@burgawnc.gov

Board of Commissioners	**3/10/2026; Scheduled**

Request

Request	To install a mural on the west-facing side of a building located at 310 N. Walker Street.	
Applicant	The town of Burgaw's Parks, Recreation & Tourism Department	dpoloway@burgawnc.gov 910-663-3445

REQUEST

The proposal is for a wall mural on the west-facing side of the structure located at 310 N. Walker Street. The structure is not identified on the National Register of Historic Places in the Burgaw Historic District as a contributing building. Murals are brought before the Board of Commissioners to provide an opportunity for the public to see and speak on the proposal. With protections in place related to freedom of speech and its relationship to the arts, this item should be approved or denied based on meeting applicable standards of the Unified Development Ordinance (UDO). Below is a table describing whether the proposal and accompanying items meet the standards of applicable code sections, specifically the mural ordinance.

M - Meets Standard	**D** – Does Not Meet Standard	**A** – Not Applicable or Not a Prerequisite for Approval

Code requirement	M / D / A	Does Not Meet Standard
Section 9.26.6.C Illumination		
(2) External lighting directed toward a sign shall be shielded so that it illuminates only the face of the sign and does not shine directly into or cause glare onto a public right-of-way or any adjacent properties. In addition, such lighting shall be shielded to prevent the direct view of the light source from any residence, residential district, or public right-of-way	**M**	Will be required to show fixture types
Section 9.26.6.F Wall Mural Standards		
Murals shall be subject to wall sign requirements if any component of advertisement for the current business is incorporated.	**M**	Proposal does not contain current business advertisement

Murals of any size are permitted on the rear and side facades of a structure. Murals on the primary façade of a structure are limited to 15% of the total façade area, exclusive of other sign area percentages. For the purposes of this section, a primary façade shall be any side of a building facing the street to which it is addressed.	**M**	Mural proposed on side of building
Murals cannot be located on the outward side of a fence facing the street to which the primary structure is addressed but are permitted on all other outward facing sides and all internal sides.	**M**	Proposed Mural faces a street but not the one the building is addressed on
Murals shall not extend beyond the actual face of a façade on which the murals are placed.	**M**	Mural proposed to sit within exterior boundaries of wall face
Any damage or disrepair of materials used for the mounting of murals to a wall will be subject to Section 9.26.6.C Maintenance.	**M**	Upkeep of sign materials will be subject to sign maintenance requirements
Restoration of an historic mural that can be demonstrated to have existed previously shall be permitted, regardless of placement. Murals that have been permitted by a temporary zoning compliance permit may not be restored under the provisions of this section.	**M**	No restoration of an historic mural is proposed.
On buildings listed on the National Register of Historic Places, collectively or individually, sand, high-pressure water blasting, and treatments that cause damage to historic building materials, whether for surface preparation or maintenance purposes, shall not be permitted if the building is listed as a contributing resource.	**M**	Building is a contributing resource. Building owners must comply
Applications for a sign permit for a mural shall be signed by the building owner and shall include a maintenance plan. All sign permits for a mural must be submitted for approval by the Town Board of Commissioners.	**M**	Building owner has signed the application and a maintenance plan is provided.

This proposal meets all applicable or prerequisite requirements of the Town's sign ordinance.

If approved, the approval from the Board of Commissioners is related to the wall mural and the concept. Items such as lighting, materials used, etc., must gain approval from the Planning Department and the Building Inspections Department prior to installing the wall mural and any materials, items, lighting, etc., related to the wall mural.

ACTIONS TO DATE

Board of Commissioners	**3/10/2026; Scheduled**

Town of Burgaw – Planning Department
WALL MURAL APPLICATION
109 N. Walker St. • Burgaw, NC • 28425 • 910.663.3452

APPLICANT INFORMATION

Name: David Poloway with Parks Recreation & Tourism	Phone: 910-661-3101
Address: 106 E. Wilmington St. Burgaw, NC	Email: dpoloway@burgawnc.gov

PROPERTY AND OWNER INFORMATION

Owner Name: Town of Burgaw	Phone: 910 259 2151	
Address: 109 N. Walker St. Burgaw, NC	Email: mail@burgawnc.gov	
PIN: 3229-34-3654-0000	Zoning: R-12	Downtown Fire District: Yes / No

Please fill out the following information for each proposed sign. For sign regulation information refer to Section 9.26 of the Town of Burgaw Unified Development Ordinance or contact the Planning Department at 910-663-3452.

☑ Mural to be placed on rear or side wall
Materials to be Used: Paint

OR

☐ Mural to be placed on front facade		
Total Wall Area (square feet): _____	Total Mural Area: _____	% of front façade _____
Materials to be Used: ____________		

The guideline attached to this application outlines items necessary to include with your application. These items will also provide adequate information for the public and the Town's Commissioners. Board of Commissioner approval of this application is related to the overall concept. Applicants for wall murals must receive documented approval from both the Planning and Building Inspections Department prior to installation.

I attest that all information above and attached plan(s)are accurate and correct to the best of my knowledge.

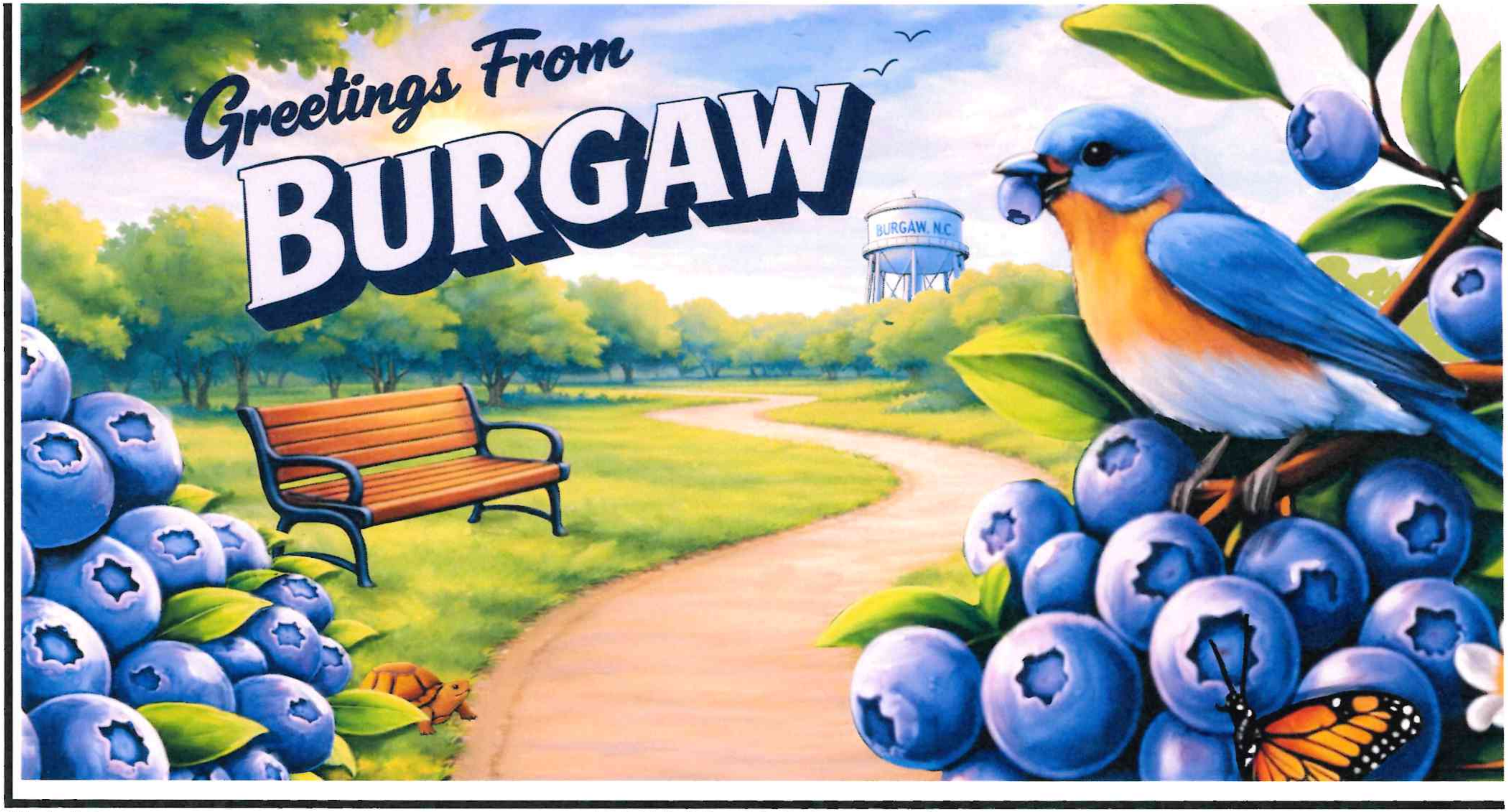
Applicant Signature: ____________ **Date:** 2/27/26

Owner Signature (if not applicant): ____________ **Date:** 2/27/2026

FOR OFFICE USE ONLY

Verified and accepted by: ____________ **Date:** 2-27-26

Rev. 20230731



9' Height

19" Width- 14.25 square ft


Greetings From
BURGAW


Address: 310 N.Walker St
Burgaw, NC 28425
E WALLACE ST
Mural
14.25 Sq Ft
19" W 9' H
BURGAW
19"
24.5"
N WALKER ST
310
N
Road Map


9' Height
9' Height
19" Width
14.25 Sq FT
Mural
54" Width

RESOLUTION 2026-06

RESOLUTION ADOPTING A MURAL REQUEST BY THE TOWN OF BURGAW PARKS, RECREATION & TOURISM DEPARTMENT TO BE LOCATED AT HANKINS PARK, 310 N. WALKER STREET

WHEREAS, the applicant, Town of Burgaw's Parks, Recreation & Tourism Department, has requested the Town of Burgaw approve the proposal for a mural on the west-facing side of a building located at Hankins Park, 310 N. Walker Street.

WHEREAS, Planning Staff has reviewed the proposal for consistency with the Town of Burgaw, Unified Development Ordinance and has presented those findings to the Town of Burgaw Board of Commissioners; and

WHEREAS, the Town of Burgaw Board of Commissioners reviewed the Staff Report at their March 10, 2026, meeting and found the proposal to be consistent with the Town of Burgaw Unified Development Ordinance; and

NOW THEREFORE BE IT RESOLVED BY THE TOWN OF BURGAW BOARD OF COMMISSIONERS THAT the proposed mural is consistent with the Town of Burgaw's Unified Development Ordinance standards for murals that enhance and maintain the community's character.

Adopted this 10th day of March 2026.

Attest: ______________________________ Signed: ______________________________
Kristin J. Wells, Town Clerk G. Olivia Dawson, Mayor

RESOLUTION 2026-05

RESOLUTION AMENDING THE RULES OF PROCEDURE FOR THE TOWN OF BURGAW BOARD OF COMMISSIONERS

WHEREAS, on February 8, 2022, the Board of Commissioners of the Town of Burgaw adopted Rules of Procedure to incorporate general principles of parliamentary procedure and to provide efficient and equitable processes to be followed during public meetings and in the conduct of Board business; and

WHEREAS, the Town of Burgaw Board of Commissioners finds it necessary and desirable to amend its Rules of Procedure in order to ensure clarity, consistency, and the effective conduct of Board meetings and official actions;

NOW, THEREFORE, BE IT RESOLVED by the Town of Burgaw Board of Commissioners that the Board hereby amends the Rules of Procedure as described below:

- **Part V. Types of Meetings, Rule 9. Regular Meetings, (a) Regular Meeting Schedule.** The meeting must be held at the ~~Historic Train Depot, 115 S Dickerson~~ Burgaw Town Center, 108 E. Wilmington St, Burgaw, NC (unless otherwise published) and begin at 4:30 PM.

- **Part VI. Agenda, Rule 13. Agenda, (a) Draft Agenda.** Except in the case of an emergency meeting or special called meeting, the agenda and agenda package must be furnished to each member at least ~~seventy-two (72)~~ 118 hours before the meeting.

- Throughout the document, the word "shall" has been replaced with the word "must" to provide clearer, more direct language and to reflect modern drafting practices.

ADOPTED this 10th day of March, 2026.

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G. Olivia Dawson, Mayor

Attest: ______________________________
Kristin J. Wells, Town Clerk

Rules of Procedure for the Town of Burgaw Board of Commissioners

Part I. Applicability

Rule 1. Applicability of Rules

These rules apply to all meetings of the Town of Burgaw Board of Commissioners.[1] For purposes of these rules, a meeting of the Board of Commissioners occurs whenever a majority of the Board of Commissioners' members gather, whether in person or simultaneously by electronic means, to conduct hearings, deliberate, vote, or otherwise transact public business within the Board of Commissioners' real or apparent jurisdiction. The term "majority" as used here and elsewhere in these rules means, unless otherwise specified, a simple majority, that is, more than half.

Part II. Quorum

Rule 2. Quorum

The presence of a quorum is necessary for the Board of Commissioners to conduct business. A majority of the Board of Commissioners' actual membership plus the mayor, excluding vacant seats, constitutes a quorum. A member who withdraws from a meeting without being excused by majority vote of the remaining members in attendance is deemed present for quorum purposes.

Part III. Open Meetings

Rule 3. Remote Participation in Board of Commissioners Meetings

No member who is not physically present for a Board of Commissioners meeting may participate in the meeting by electronic means except in accordance with a policy adopted by the Board of Commissioners. Although a member who attends a meeting electronically pursuant to such a policy may take part in debate, the member may neither be counted toward a quorum nor vote on any matter before the Board of Commissioners.

Rule 4. Meetings to Be Open to the Public

Except as permitted by Rule 5, all meetings of the Board of Commissioners must be open to the public, and any person may attend its meetings.

Rule 5. Closed Sessions

(a) Motion to Enter Closed Session. The Board of Commissioners may enter a closed session from which

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[1]. In North Carolina, the legal status and authority of a municipality is the same, regardless of whether it is denominated a town, town, or village. *See* G.S. 160A-1(2) (defining the term "town" as used in Chapter 160A to mean "a municipal corporation . . . having the powers, duties, privileges, and immunities conferred by law on cities, towns, and villages"). The same is true of a municipal governing board, which may be known as a Board of Commissioners, board of aldermen, or Board of Commissioners. *See* G.S. 160A-1(3) (noting that the term "Board of Commissioners" as used in Chapter 160A is interchangeable with the terms "board of aldermen" and "Board of Commissioners"). These rules employ the term "Board of Commissioners" for the sake of convenience and in deference to the terminology found in Chapter 160A, the primary statutes governing municipal corporations. Obviously, if the governing board of a town or village is adopting these rules, it will need to modify the terminology used to fit its situation.

the public is excluded only upon a motion duly made and adopted in open session. The motion to enter closed session must cite one (1) or more of the permissible bases for closed session listed in paragraph (b) of this rule. A motion to enter closed session under subparagraph (b)(1) or (b)(2) must contain the additional information specified in those provisions.

(b) Bases for Closed Session. A closed session is permissible under the following circumstances and no others:

(1) To prevent the disclosure of information that is privileged or confidential pursuant to the law of North Carolina or of the United States or that does not constitute a public record within the meaning of Chapter 132 of the General Statutes. The motion to enter closed session must name or cite the law that renders the information confidential or privileged.

(2) To consult with the town attorney or another attorney employed or retained by the town in order to preserve the attorney–client privilege. If the Board of Commissioners expects to discuss a pending lawsuit with its attorney, the motion to enter closed session must include the names of the parties to the lawsuit.

(3) To discuss matters relating to (a) the location or expansion of industries or other businesses in the area served by the town or (b) the closure or realignment of a military installation. The Board of Commissioners may reach agreement in closed session on a tentative list of economic development incentives to be offered in negotiations, but the approval of the signing of any economic development contract or commitment and the authorization of the payment of economic development expenditures must take place in open session.

(4) To establish or instruct staff or agents concerning the town's position in negotiating the price or other material terms of an agreement for the acquisition of real property by purchase, exchange, or lease.

(5) To establish or instruct staff or agents concerning the amount of compensation or other material terms of an employment contract.

(6) To consider the qualifications, competence, performance, character, fitness, or conditions of appointment or employment of a public officer or employee or prospective public officer or employee, except when the individual in question is a member of the Board of Commissioners or other public body or is being considered to fill a vacancy on the Board of Commissioners or other public body. Final action to appoint or employ a public officer or employee must take place in open session.

(7) To hear or investigate a charge or complaint by or against a public officer or employee. Final action discharging an employee or removing an officer must occur in open session.

(8) To plan, conduct, or hear reports concerning investigations of alleged criminal misconduct.

(9) To view a law enforcement recording released pursuant to G.S. 132-1.4A.

(10) On any other basis permitted by law.

(c) Closed Session Participants. Unless the Board of Commissioners directs otherwise, the town manager, town attorney, and town clerk may attend closed sessions of the Board of Commissioners. No other person may attend a closed session unless invited by majority vote of the Board of Commissioners.

(d) Motion to Return to Open Session. Upon completing its closed session business, the Board of Commissioners must end the closed session by adopting a duly made motion to return to open session.

Rule 6. Meeting Minutes

(a) Minutes Required for All Meetings. The Board of Commissioners must keep full and accurate minutes of all of its meetings, including closed sessions. To be "full and accurate," minutes must record all actions taken by the Board of Commissioners. They should set out the precise wording of each motion and make it possible to determine the number of votes cast for and against each motion. The minutes need not record discussions of the Board of Commissioners, though the Board of Commissioners in its discretion may decide to incorporate such details into the minutes.

(b) Record of "Ayes" and "Noes." At the request of any member of the Board of Commissioners, the minutes must list each member by name and record how each member voted on a particular matter.

(c) General Accounts of Closed Sessions. In addition to minutes, the Board of Commissioners must keep a general account of each closed session. The general account must be sufficiently detailed to provide a person not in attendance with a reasonable understanding of what transpired. The Board of Commissioners may combine the minutes and general account of a closed session into one (1) document, so long as the document contains both a complete record of actions taken and the level of detail required for a general account.

(d) Sealing Closed Session Records. Minutes and general accounts of closed sessions must be sealed until unsealed by order of the Board of Commissioners or, if the Board of Commissioners delegates the authority to unseal to one (1) or more staff members, in accordance with guidelines adopted by the Board of Commissioners. The sealed minutes and general account of any closed session may be withheld from public inspection so long as public inspection would frustrate the purpose(s) of the closed session.

Rule 7. Broadcasting and Recording Meetings

(a) Right to Broadcast and Record. Any person may photograph, film, tape-record, or otherwise reproduce any part of a Board of Commissioners meeting that must take place in open session. Except as provided in paragraph (c) of this rule, any radio or television station may broadcast any such part of a Board of Commissioners meeting.

(b) Advance Notice. Any radio or television station that plans to broadcast any portion of a Board of Commissioners meeting must so notify the town clerk no later than twenty-four (24) hours before the meeting. The failure to provide notice is not, by itself, grounds for preventing the broadcast of a Board of Commissioners meeting.

(c) Equipment Placement. The town manager may regulate the placement and use of camera or recording equipment in order to prevent undue interference with a Board of Commissioners meeting, so long as he or she allows the equipment to be placed where it can carry out its intended function. If the town manager determines in good faith that the equipment and personnel necessary to broadcast, photograph, or record the meeting cannot be accommodated without undue interference to the meeting, and an adequate alternative meeting room is not readily available, the town manager may require the pooling of the equipment and the personnel operating it.

(d) Alternative Meeting Site. If the news media request an alternative meeting site to accommodate news coverage, and the Board of Commissioners grants the request, the news media making the request must pay the costs incurred by the town in securing an alternative meeting site.

Part IV. Organization of the Board of Commissioners

Rule 8. Organizational Meeting; Selection of the Mayor Pro Tempore

(a) Scheduling Organizational Meeting. The Board of Commissioners must hold an organizational meeting following each general election in which Board of Commissioners members are elected. The organizational meeting must be held either (1) on the date and at the time of the Board of Commissioners' first regular meeting in December following the election or (2) at an earlier date, if any, set by the incumbent Board of Commissioners. The organizational meeting may not be held before municipal election results are officially determined, certified, and published as required by law.

(b) Oath of Office. As the first order of business at the organizational meeting, all newly elected members of the Board of Commissioners must take and subscribe the oath of office set out in Article VI, Section 7, of the North Carolina Constitution. Each member's oath must be filed with the town clerk. Although a member who is not present for the organizational meeting may take the oath of office at another time, every member must take, subscribe, and file the oath before he or she begins performing any of the duties of the member's office.

(c) Selection of Mayor Pro Tempore. As the second order of business at the organizational meeting, the Board of Commissioners must elect from among its members a mayor pro tempore using the procedures specified in Rule 38. The mayor pro tempore must serve at the pleasure of the Board of Commissioners.

Part V. Types of Meetings

Rule 9. Regular Meetings

(a) Regular Meeting Schedule. The Board of Commissioners must hold a regular meeting on the second (2nd) Tuesday of each month, except that if a regular meeting day is a legal holiday, the meeting must be held on the next business day. The meeting must be held at the ~~Historic Train Depot, 115 S Dickerson~~ Burgaw Town Center, 108 E. Wilmington St, Burgaw, NC (unless otherwise published) and begin at 4:30 PM. The Board of Commissioners must adopt a meeting schedule each year consistent with this rule. A copy of the Board of Commissioners' current meeting schedule must be filed with the town clerk and posted on the town's website.

(b) Change to Meeting Schedule. Notwithstanding paragraph (a) of this rule, the Board of Commissioners may amend its regular meeting schedule to add or delete meetings or to change the date, time, or location of one (1) or more meetings on the schedule. The amended schedule must be filed with the town clerk at least seven (7) calendar days before the day of the first meeting held pursuant to the revised schedule and posted on the town's website.

Rule 10. Special Meetings

(a) Calling Special Meetings. A special meeting of the Board of Commissioners may be called by the mayor, the mayor pro tempore, or any two (2) Board of Commissioners members. A special meeting may also be called by vote of the Board of Commissioners in open session during a regular meeting or another duly called special meeting.

(b) Notice to the Public. At least forty-eight (48) hours before a special meeting of the Board of Commissioners, notice of the date, time, place, and purpose of the meeting must be (1) posted on the Board of Commissioners' principal bulletin board or, if the Board of Commissioners has no such board, at the door of the Board of Commissioners' usual meeting room and (2) delivered, e-mailed, or mailed to each newspaper, wire service, radio station, television station, and person who has filed a written request for notice with the town clerk. Furthermore, if the Board of Commissioners has a website maintained by at least one (1) town employee, notice of the special meeting's date, time, place, and purpose must be posted on the website in advance of the meeting.

(c) Notice to Members.

(1) *Meeting called by the mayor, the mayor pro tempore, or any two (2) Board of Commissioners members*. At least forty-eight (48) hours before a special meeting called by the mayor, the mayor pro tempore, or any two (2) Board of Commissioners members, written notice of the meeting stating its date, time, and place, as well as the subjects to be considered, must be delivered to the mayor and each Board of Commissioners member or left at his or her usual dwelling place.

(2) *Meeting called by vote of the Board of Commissioners in open session*. When a special meeting is called by vote of the Board of Commissioners in open session during a regular meeting or another duly called special meeting, the motion or resolution calling the special meeting must state the meeting's date, time, place, and purpose. Written notice of the special meeting's date, time, place, and purpose must be mailed or delivered at least forty-eight (48) hours before the meeting to each Board of Commissioners member not present for the meeting at which the special meeting was called, and to the mayor if he or she was not present at that meeting.

(d) Transacting Other Business. Unless all members are present or any absent member has signed a written waiver of notice, only those items of business specified in the notice to Board of Commissioners members may be taken up at a special meeting.

Rule 11. Emergency Meetings

(a) Grounds for Emergency Meeting. Emergency meetings of the Board of Commissioners may be called only to address generally unexpected circumstances demanding the Board of Commissioners' immediate attention.

(b) Calling Emergency Meetings. There are two (2) methods by which an emergency meeting of the Board of Commissioners may be called.

(1) The mayor, the mayor pro tempore, or any two (2) members of the Board of Commissioners may at any time call an emergency Board of Commissioners meeting by signing a written notice stating the date, time, and place of the meeting and the subjects to be considered. The notice must be delivered to the mayor and each Board of Commissioners member or left at his or her usual dwelling place at least six (6) hours before the meeting.

(2) An emergency meeting may be held when the mayor and all members of the Board of Commissioners are present and consent thereto, or when any absent member has signed a written waiver of notice.

(c) Notice to Media of Emergency Meetings. Notice of an emergency meeting must be given to each local newspaper, local wire service, local radio station, and local television station that has filed a written request with the town clerk for notice of emergency meetings. To be valid, the request must include the newspaper's, wire service's, or station's telephone number. Notice may be given by telephone, e-mail, or the same method used to notify Board of Commissioners members. Notice must be provided immediately after Board of Commissioners members have been notified and at the expense of the party notified.

(d) Transaction of Other Business Prohibited. Only business connected with the emergency may be considered at an emergency meeting.

Rule 12. Recessed Meetings

(a) Calling Recessed Meetings. When conducting a properly called regular, special, or emergency meeting, the Board of Commissioners may recess the meeting to another date, time, or place by a procedural motion made and adopted, as provided in Rule 31, Motion 3, in open session. The motion must state the time (including the date, if the meeting will resume on a different day) and place at which the meeting will reconvene.

(b) Notice of Recessed Meetings. If the Board of Commissioners has a website maintained by one (1) or more town employees, notice of the recessed meeting's date, time, and place must appear on the webpage prior to the meeting. No further notice of a properly called recessed meeting is required.

Part VI. Agenda

Rule 13. Agenda

(a) Draft Agenda.

(1) *Preparation*. The town clerk must prepare a draft agenda in advance of each meeting of the Board of Commissioners.

(2) *Requesting placement of items on draft agenda*. For a regular meeting, a request to have an item of business placed on the draft agenda must be received by the town clerk at least ten (10) working days before the date of the meeting. The town clerk must place an item on the draft agenda in response to a Board of Commissioners member's timely request.

(3) *Supplemental information/materials*. If the Board of Commissioners is expected to consider a proposed ordinance or ordinance amendment, a copy of the proposed ordinance or amendment must be attached to the draft agenda. An agenda package must be prepared that includes, for each item of business listed on the draft agenda, as much background information on the topic as is available and feasible to provide.

(4) *Delivery to Board of Commissioners members*. Each Board of Commissioners member must receive a hard or electronic copy of the draft agenda and the agenda package. Except in the case of an emergency meeting or special called meeting, the agenda and agenda package must be furnished to each member at least ~~seventy-two (72)~~ 118 hours before the meeting.

(5) *Public inspection*. The draft agenda must be available to the public when the document is ready to be, or has been, circulated.

(b) Adoption of the Agenda.

(1) *Adoption*. As its first order of business at each meeting, the Board of Commissioners must review the draft agenda, make whatever revisions it deems appropriate, and adopt a formal agenda for the meeting.

(2) *Amending the agenda*. Both before and after it adopts the agenda, the Board of Commissioners may add or subtract agenda items by majority vote of the members present and voting, except that

the Board of Commissioners may not add to the items stated in the notice of a special meeting unless the requirements in Rule 10(d) are satisfied and

only business connected with the emergency may be considered at an emergency meeting.

(3) *Designation of items "For Discussion and Possible Action."* The Board of Commissioners may designate an agenda item "for discussion and possible action." The designation signifies that the

Board of Commissioners intends to discuss the item and may, if it so chooses, take action on the item following the discussion.

(c) Consent Agenda. The Board of Commissioners may designate part of an agenda for a regular meeting as the *consent agenda*. Items may be placed on the consent agenda by the person(s) charged with preparing the draft agenda if the items are judged to be noncontroversial and routine. Prior to the Board of Commissioners' adoption of the meeting agenda under subparagraph (b)(1) of this rule, the request of any member to have an item moved from the consent agenda to unfinished business must be honored by the Board of Commissioners. All items on the consent agenda must be voted on and adopted by a single motion, with the minutes reflecting the motion and vote for each item.

(d) Informal Discussion of Agenda Items. The Board of Commissioners may informally discuss an agenda item even when no motion regarding that item is pending.

Rule 14. Acting by Reference to Agenda or Other Document

The Board of Commissioners must not deliberate, vote, or otherwise take action on any matter by reference to the agenda or any other document with the intention of preventing persons in attendance from understanding what action is being considered or undertaken. The Board of Commissioners may deliberate and vote by reference to the agenda or any item on the agenda, including the consent agenda, provided copies of the agenda are available for public inspection at the meeting and are sufficiently worded to enable the public to understand what is being deliberated or acted upon.

Rule 15. Agenda Items from Members of the Public

If a member of the public wishes to request that the Board of Commissioners include an item on its regular meeting agenda, he or she must submit the request to the town clerk by the deadline specified in Rule 13(a)(2). The Board of Commissioners is not obligated to place an item on the agenda merely because such a request has been received.

Rule 16. Order of Business

Items must be placed on a regular meeting agenda according to the order of business. The usual order of business for each regular meeting must be as follows:

- adoption of the agenda,
- approval of the consent agenda,
- approval of the previous meeting minutes,
- special presentations/requests,
- departmental items,
- items from attorney,
- items from manager,
- items from mayor and Board of Commissioners,
- public forum,
- public hearings, and
- closed session (if applicable).

Without objection, the mayor may call agenda items in any order most convenient for the dispatch of business.

Part VII. Role of the Presiding Officer

Rule 17. The Mayor

(a) Presiding Officer. When present, the mayor must preside at meetings of the Board of Commissioners.

(b) Right to Vote. The mayor may vote only when an equal number of affirmative and negative votes have been cast.

(c) Recognition of Members. A member must be recognized by the mayor (or other presiding officer) in order to address the Board of Commissioners, but recognition is not necessary for an appeal pursuant to Rule 31, Motion 1.

(d) Powers as Presiding Officer. As presiding officer, the mayor is to enforce these rules and maintain order and decorum during Board of Commissioners meetings. To that end, the mayor may

(1) rule on points of parliamentary procedure, to include ruling out of order any motion clearly offered for obstructive or dilatory purposes;
(2) determine whether a member or other speaker has gone beyond reasonable standards of courtesy in his or her remarks and entertain and rule on objections from other members on this ground;
(3) entertain and answer questions of parliamentary procedure;
(4) call a brief recess at any time; and
(5) adjourn in an emergency.

(e) Appeals of Procedural Rulings. A member may appeal a decision made or answer given by the mayor under subparagraph (d)(1), (2), or (3) in accordance with Rule 31, Motion 1.

Rule 18. The Mayor Pro Tempore

(a) Presiding in Mayor's Absence. When present, the mayor pro tempore must preside over Board of Commissioners meetings in the mayor's absence with all the powers specified in Rule 17(d).

(b) Delegation of Mayor's Powers/Duties. In the mayor's absence, the Board of Commissioners may confer on the mayor pro tempore any of the mayor's powers and duties. Likewise, if the mayor becomes physically or mentally unable to perform the duties of his or her office, the Board of Commissioners may by unanimous vote declare the mayor incapacitated and confer any of the mayor's powers and duties on the mayor pro tempore. When the mayor announces that he or she is no longer incapacitated, and a majority of the Board of Commissioners concurs, the mayor must resume the exercise of his or her powers and duties.

(c) Duty to Vote. Even when presiding over a Board of Commissioners meeting, the mayor pro tempore has the same duty as other members to vote on all questions unless he or she has been excused from voting on a matter in accordance with Rule 28.

Rule 19. Other Presiding Officer

If both the mayor and mayor pro tempore are absent, the Board of Commissioners may elect from among its members a temporary presiding officer to chair the meeting. While serving as temporary presiding officer, a member has the powers listed in Rule 17(d). Service as a temporary presiding officer does not relieve a member of the duty to vote on all questions unless excused from voting pursuant to Rule 28.

Rule 20. When the Presiding Officer Is Active in Debate

If the mayor becomes active in debate on a particular proposal, he or she may have the mayor pro tempore preside during the Board of Commissioners' consideration of the matter. If the mayor pro tempore is absent or is also actively debating the matter, the mayor may designate another member to preside until the matter is concluded. Similarly, if the mayor pro tempore or a temporary presiding officer is presiding and takes an active part in debating a topic, he or she may designate another Board of Commissioners member to preside temporarily.

Part VIII. Motions and Voting

Rule 21. Action by the Board of Commissioners

Except as otherwise provided in these rules, the Board of Commissioners must act by motion. Any member may make a motion, not including the mayor.

Rule 22. Second Not Required

No second is required on any motion.

Rule 23. One (1) Motion at a Time

A member may make only one (1) motion at a time.

Rule 24. Withdrawal of Motion

The member who introduces a motion may withdraw the motion unless the motion has been amended or the presiding officer has put the motion to a vote.

Rule 25. Debate

The presiding officer must state the motion and then open the floor to debate, presiding over the debate according to the principles listed below.

- The maker of the motion is entitled to speak first.
- A member who has not spoken on the issue must be recognized before a member who has already spoken.
- To the extent practicable, the debate must alternate between proponents and opponents of the measure.

Rule 26. Adoption by Majority Vote

A motion is adopted if supported by a simple majority of the votes cast, a quorum being present, except when a larger majority is required by these rules or state law.

Rule 27. Changing a Vote

A member may change his or her vote on a motion at any time before the presiding officer announces whether the motion has passed or failed. Once the presiding officer announces the result, a member may not change his or her vote without the unanimous consent of the remaining members present. A member's request for unanimous consent to change a vote is not in order unless made immediately following the presiding officer's announcement of the result.

Rule 28. Duty to Vote

(a) Duty to Vote. Every Board of Commissioners member must vote except when excused from voting as provided by this rule.

(b) Grounds for Excusal. A member may be excused from voting on a matter involving the member's own financial interest or official conduct, though not if the proposal in question is one to alter the compensation or allowances paid to Board of Commissioners members. Members may also be excused from voting when prohibited from voting under G.S. 14-234 (contract providing direct benefit to member), G.S. 160A-381(d) (legislative zoning decision likely to have a direct, substantial, and readily identifiable financial impact on member), or G.S. 160A-388(e)(2) (member's participation in quasi-judicial decision would violate affected person's right to an impartial decision maker). Questions about whether a basis for excusal exists should be directed to the town attorney.

(c) Procedure for Excusal.

(1) *At member's request*. Upon being recognized at a duly called meeting of the Board of Commissioners, a member who wishes to be excused from voting must so inform the presiding officer, who must then submit the matter to a vote of the remaining members present. If a majority of the remaining members present vote to excuse the member, the member is excused from voting on the matter.

(2) *On Board of Commissioners' initiative*. Even when a member has not asked to be excused from voting on a matter, a majority of the remaining Board of Commissioners members present may by motion and vote excuse the member from voting if grounds for doing so exist under paragraph (b).

(d) Consequence of Non-Excused Failure to Vote. Except as specified in paragraph (e), if a member who has not been excused from voting fails to vote on a matter, the member's failure to vote must be recorded as an affirmative vote, provided

(1) the member is physically present in the Board of Commissioners chamber or

(2) the member has physically withdrawn from the meeting without being excused by majority vote of the remaining members present.

(e) Failure to Vote on Certain Zoning Matters. A member's unexcused failure to vote must not be recorded as an affirmative vote if the motion concerns a proposal to amend, supplement, or repeal a zoning ordinance. Instead, the member's unexcused failure to vote must be recorded as an abstention.

Rule 29. Voting by Written Ballot

(a) Secret Ballots Prohibited. The Board of Commissioners may not vote by secret ballot.

(b) Rules for Written Ballots. The Board of Commissioners may decide by majority vote or unanimous consent to vote on a motion by written ballot. Each member must sign his or her ballot, and the minutes must record how each member voted by name. The ballots must be made available for public inspection in the town clerk's office immediately following the meeting at which the vote took place and remain there until the minutes of that meeting are approved, at which time the ballots may be destroyed.

Rule 30. Substantive Motions

A substantive motion is not in order if made while another motion is pending. Once the Board of Commissioners disposes of a substantive motion, it may not take up a motion that presents essentially the same issue at the same meeting, unless it first adopts a motion to reconsider pursuant to Rule 31, Motion 14.

Rule 31. Procedural Motions

(a) Certain Motions Allowed. The Board of Commissioners may consider only those procedural motions listed in this rule. Unless otherwise noted, each procedural motion may be debated and amended and requires a majority of votes cast, a quorum being present, for adoption.

(b) Priority of Motions. The procedural motions set out in this paragraph are listed in order of priority.

A procedural motion is not in order so long as another procedural motion of higher priority is pending, except that

- any procedural motion other than an appeal under Motion 1 is subject to amendment as provided in Motion 12, and
- a motion to call the question (end debate) may be made with regard to any procedural motion in accordance with Motion 9.

When several procedural motions are pending, voting must begin with the procedural motion highest in priority, provided that a motion to amend or end debate on the highest priority motion must be voted on first.

Motion 1. To Appeal a Ruling of the Presiding Officer. Any member may appeal the presiding officer's ruling on whether a motion is in order or on whether a speaker has violated reasonable standards of courtesy. The presiding officer's response to a question of parliamentary procedure may also be appealed by any member. An appeal is in order immediately after the disputed ruling or parliamentary response and at no other time. The member who moves to appeal need not be recognized by the presiding officer, and if timely made, the motion may not be ruled out of order.

Motion 2. To Adjourn. This motion may be used to close a meeting. It is not in order if the Board of Commissioners is in closed session.

Motion 3. To Recess to a Time and Place Certain. This motion may be used to call a recessed meeting as permitted under Rule 12. The motion must state the time (including the date, if the meeting will reconvene on a different day) and place at which the meeting will resume. The motion is not in order if the Board of Commissioners is in closed session.

Motion 4. To Take a Brief Recess.

Motion 5. To Follow the Agenda. This motion must be made at the time an item of business that deviates from the agenda is proposed; otherwise, the motion is out of order as to that item.

Motion 6. To Suspend the Rules. To be adopted, a motion to suspend the rules must receive affirmative votes equal to at least two-thirds (2/3) of the Board of Commissioners' actual membership, excluding vacant seats and not counting the mayor if the mayor votes only in case of a tie. The Board of Commissioners may not suspend provisions in these rules that are required under state law.

Motion 7. To Divide a Complex Motion. This motion is in order whenever a member wishes to consider and vote on parts of a complex motion separately. The member who makes this motion must specify how the complex motion will be divided.

Motion 8. To Defer Consideration. The Board of Commissioners may defer its consideration of a substantive motion, and any proposed amendments thereto, to an unspecified time. A motion that has been deferred expires unless the Board of Commissioners votes to revive it pursuant to Motion 13 within one hundred (100) days of deferral. A new motion having the same effect as a deferred motion may not be introduced until the latter has expired.

Motion 9. To End Debate (Call the Previous Question). If adopted, this motion terminates debate on a pending motion, thereby bringing it to an immediate vote. This motion is not in order until every member has had an opportunity to speak once on the pending motion.

Motion 10. To Postpone to a Certain Time. This motion may be employed to delay the Board of Commissioners' consideration of a substantive motion, and any proposed amendments thereto, until a designated day, meeting, or hour. During the period of postponement, the Board of Commissioners may not take up a new motion raising essentially the same issue without first suspending its rules pursuant to Motion 6.

Motion 11. To Refer a Motion to a Committee. The Board of Commissioners may vote to refer a substantive motion to a committee for study and recommendations. While the substantive motion is pending before the committee, the Board of Commissioners may not take up a new motion raising essentially the same issue without first suspending its rules pursuant to Motion 6. If the committee fails to report on the motion within sixty (60) days of the referral date, the Board of Commissioners must take up the motion if asked to do so by the member who introduced it.

Motion 12. To Amend.

(a) Germaneness. A motion to amend must concern the same subject matter as the motion it seeks to alter.

(b) Limit on Number of Motions to Amend. When a motion to amend is under consideration, a motion to amend the amendment may be made; however, no more than one (1) motion to amend and one (1) motion to amend the amendment may be pending at the same time.

(c) Amendments to Ordinances. Any amendment to a proposed ordinance must be reduced to writing before the vote on the amendment.

Motion 13. To Revive Consideration. The Board of Commissioners may vote to revive consideration of any substantive motion that has been deferred pursuant to Motion 8, provided it does so within one hundred (100) days of its vote to defer consideration.

Motion 14. To Reconsider. The Board of Commissioners may vote to reconsider its action on a matter, provided the motion to reconsider is made (a) at the same meeting during which the action to be reconsidered was taken and (b) by a member who voted with the prevailing side. For purposes of this motion, "the same meeting" includes any continuation of a meeting through a motion to recess to a certain time and place (Motion 3). The motion is not in order if it interrupts the Board of Commissioners' deliberation on a pending matter.

Motion 15. To Rescind. The Board of Commissioners may vote to rescind an action taken at a prior meeting provided rescission is not forbidden by law.

Motion 16. To Prevent Reintroduction for Six (6) Months. This motion may be used to prevent the reintroduction of a failed substantive motion for a time, but it is in order only when made immediately following the substantive motion's defeat. To be adopted, this motion must receive votes equal to at least two-thirds (2/3) of the Board of Commissioners' actual membership, excluding vacant seats and not counting the mayor, unless the mayor may vote on all questions. If this motion is adopted, the ban on reintroduction remains in effect for six (6) months or until the Board of Commissioners' next organizational meeting, whichever occurs first.

Part IX. Ordinances and Contracts

Rule 32. Introduction of Ordinances

For purposes of these rules, the "date of introduction" for a proposed ordinance is the date on which the Board of Commissioners first votes on the proposed ordinance's subject matter.

Rule 33. Adoption, Amendment, and Repeal of Ordinances

(a) Adoption of Ordinances.

(1) *Proposed ordinances to be in writing*. No proposed ordinance must be adopted unless it has been reduced to writing and distributed to members before a vote on adoption is taken.

(2) *Adoption on date of introduction.* To be approved on the date of introduction, a proposed ordinance or any action having the effect of an ordinance must receive affirmative votes equal to at least two-thirds (2/3) of the Board of Commissioners' actual membership, excluding vacant seats and not counting the mayor, unless the mayor has the right to vote on all questions before the Board of Commissioners.

(3) *Adoption after date of introduction*. To be approved after the date of introduction, a proposed ordinance or any action having the effect of an ordinance must receive affirmative votes equal to at least a majority of all Board of Commissioners members not excused from voting on the matter. In calculating the number of affirmative votes necessary for approval, the Board of Commissioners must count the mayor if he or she votes on all questions. If the mayor votes only in the case of tie, the mayor's vote counts if there is an equal division.

(b) Amendment and Repeal of Ordinances. The same voting requirements that govern the adoption of proposed ordinances also apply to the amendment or repeal of an ordinance.

Rule 34. Adoption of the Budget Ordinance

(a) Special Rules for the Adoption or Amendment of the Budget Ordinance. Notwithstanding any provision in the town charter, general law, or local act,

(1) the Board of Commissioners may adopt or amend the budget ordinance at a regular or special meeting of the Board of Commissioners by a simple majority of those members present and voting, a quorum being present;

(2) no action taken with respect to the adoption or amendment of the budget ordinance need be published or is subject to any other procedural requirement governing the adoption of ordinances or resolutions by the Board of Commissioners; and

(3) the adoption or amendment of the budget ordinance and the levy of taxes in the budget ordinance are not subject to the provisions of any town charter or local act concerning initiative or referendum.

(b) Notice Requirements for Budget Meetings. During the period beginning with the submission of the budget to the Board of Commissioners and ending with the adoption of the budget ordinance, the Board of Commissioners may hold any special meetings that may be necessary to complete its work on the budget ordinance. Except for the notice requirements of the open meetings law, which continue to apply, no provision of law concerning the call of special meetings applies during that period so long as

- each member of the board has actual notice of each special meeting called for the purpose of considering the budget and
- no business other than consideration of the budget is taken up.

(c) No Authority for Closed Sessions. This rule must not be construed to authorize the Board of Commissioners to hold closed sessions on any basis other than the grounds set out in Rule 5.

Rule 35. Approval of Contracts and Authorization of Expenditures

(a) Contracts to be in Writing. No contract must be approved or ratified by the Board of Commissioners unless it has been reduced to writing at the time of the Board of Commissioners' vote.

(b) Approval of Contracts. To be approved or ratified, a contract must receive affirmative votes equal to at least a majority of all Board of Commissioners members not excused from voting on the contract, including the mayor's vote in the event of a tie.

(c) Authorization of Expenditure of Public Funds. The same vote necessary to approve or ratify a contract is required for the Board of Commissioners to authorize the expenditure of public funds, except when the expenditure is authorized pursuant to Rule 34.

Part X. Public Hearings and Comment Periods

Rule 36. Public Hearings

(a) Calling Public Hearings. In addition to holding public hearings required by law, the Board of Commissioners may hold any public hearings it deems advisable. The Board of Commissioners may schedule hearings or delegate that responsibility to town staff members, as appropriate, except when state law directs the Board of Commissioners itself to call the hearing. If the Board of Commissioners delegates scheduling authority, it must provide adequate guidance to assist staff members in exercising that authority.

(b) Public Hearing Locations. Public hearings may be held anywhere within the town or within the county where the town is located.

(c) Rules for Public Hearings. The Board of Commissioners may adopt reasonable rules for public hearings that, among other things,

- fix the maximum time allotted to each speaker,
- provide for the designation of spokespersons for groups of persons supporting or opposing the same positions,
- provide for the selection of delegates from groups of persons supporting or opposing the same positions when the number of persons wishing to attend the hearing exceeds the capacity of the hall (so long as arrangements are made, in the case of a hearing subject to the open meetings law, for those excluded from the hall to listen to the hearing), and
- provide for the maintenance of order and decorum in the conduct of the hearing.

(d) Notice of Public Hearings. Any public hearing at which a majority of the Board of Commissioners is present must be considered part of a regular or special meeting. Consequently, the relevant notice and related requirements of the open meetings law, as set out in Rules 9 through 12, apply to such hearings. Some statutes mandate additional notice for particular types of hearings, and such notice must be provided together with notice of the meeting during which the hearing will take place.

(e) Continuing Public Hearings. The Board of Commissioners may continue any public hearing without further advertisement to a time and place certain, provided the time (including the date, if the hearing will resume on a different day) and place of the continued hearing are announced in open session. Except for hearings conducted pursuant to paragraph (g), if a quorum of the Board of Commissioners is not present for a properly scheduled public hearing, the hearing must be continued until the Board of Commissioners' next regular meeting without further advertisement.

(f) Conduct of Public Hearings. At the time appointed for the hearing, the mayor must call the hearing to order and proceed to allow public input in accordance with any rules adopted by the Board of Commissioners for the hearing. Unless the Board of Commissioners extends the hearing, when the time allotted for the hearing expires, or when no one wishes to speak who has not done so, the mayor must declare the hearing closed, and the Board of Commissioners must resume the regular order of business.

(g) Public Hearings by Less Than a Majority of Board of Commissioners Members. Nothing in this rule prevents the Board of Commissioners from appointing a member or members to hold a public hearing on the Board of Commissioners' behalf, except when state law requires that the Board of Commissioners itself conduct the hearing.

Rule 37. Public Comment Periods

(a) Frequency of Public Comment Periods. The Board of Commissioners must provide at least one (1) opportunity for public comment each month at a regular meeting, except that the Board of Commissioners need not offer a public comment period during any month in which it does not hold a regular meeting.

(b) Rules for Public Comment Periods. The Board of Commissioners may adopt reasonable rules for public comment periods that, among other things,

- fix the maximum time allotted to each speaker,
- provide for the designation of spokespersons for groups supporting or opposing the same positions,
- provide for the selection of delegates from groups supporting or opposing the same positions when the number of persons wishing to attend the public comment period exceeds the capacity of the hall (so long as arrangements are made for those excluded from the hall to listen to the hearing), and
- provide for the maintenance of order and decorum in the conduct of the hearing.

(c) Content-Based Restrictions Generally Prohibited. The Board of Commissioners may not restrict speakers based on subject matter, as long as their comments pertain to subjects within the Board of Commissioners' real or apparent jurisdiction.

Part XI. Appointments and Appointed Bodies

Rule 38. Appointments

(a) Appointments in Open Session. The Board of Commissioners must consider and make any appointment to another body or, in the event of a vacancy on the Board of Commissioners, to its own membership in open session.

(b) Nomination and Voting Procedure. The Board of Commissioners must use the following procedure to fill a vacancy in the Board of Commissioners itself or in any other body over which it has the power of appointment. The mayor must open the floor for nominations, whereupon Board of Commissioners members may put forward and debate nominees. When debate ends, the mayor must call the roll of the members, and each member must cast a vote for his or her preferred nominee. The voting must continue until a nominee receives a majority of votes cast during a single balloting.

(c) Mayor. The mayor may make nominations but not vote on appointments under this rule, except as provided by Rule 17(b).

(d) Multiple Appointments. If the Board of Commissioners is filling more than one (1) vacancy, each member must have as many votes in each balloting as there are slots to be filled, and the votes of a majority of the total number of members voting must be required for each appointment. No member may cast more than one (1) vote for the same candidate for the same vacancy during a single balloting.

(e) Duty to Vote. It is the duty of each member to vote for as many appointees as there are appointments to be made, but failure to do so must not invalidate a member's ballot.

(f) Vote by Written Ballot. The Board of Commissioners may vote on proposed appointments by written ballot in accordance with Rule 29.

Rule 39. Committees and Boards

(a) Establishment and Appointment. The Board of Commissioners may establish temporary and standing committees, boards, and other bodies to help carry on the work of town government. Unless otherwise provided by law or the Board of Commissioners, the power of appointment to such bodies lies with the Board of Commissioners.

(b) Open Meetings Law. The requirements of the open meetings law apply whenever a majority of an appointed body's members gather in person or simultaneously by electronic means to discuss or conduct official business. They do not apply to meetings solely among the town's professional staff.

(c) Procedural Rules. The Board of Commissioners may prescribe the procedures by which the town's appointed bodies operate, subject to any statutory provisions applicable to particular bodies. In the absence of rules adopted by the Board of Commissioners, an appointed body may promulgate its own procedural rules, so long as they are in keeping with any relevant statutory provisions and generally accepted principles of parliamentary procedure.

Part XII. Miscellaneous

Rule 40. Amendment of the Rules

These rules may be amended at any regular meeting or at any properly called special meeting for which amendment of the rules is one of the meeting's stated purposes. Any amendment to these rules must be consistent with the town charter, any relevant statutes, and generally accepted principles of parliamentary procedure. To be adopted, a motion to amend these rules must be approved by a majority of the Board of Commissioners' members, excluding vacant seats and counting the mayor only if the mayor may vote on all questions.

Rule 41. Reference to Robert's Rules of Order Newly Revised

The Board of Commissioners must refer to *Robert's Rules of Order Newly Revised* for guidance when confronted with a procedural issue not covered by these rules or state law. Having consulted *Robert's*, the mayor must make a ruling on the issue subject to appeal to the Board of Commissioners under Rule 31, Motion 1.

RESOLUTION 2026-07

RESOLUTION OF INTENT TO CHANGE THE GOVERNING BODY NAME FROM "TOWN OF BURGAW BOARD OF COMMISSIONERS" TO "BURGAW TOWN COUNCIL" AND UPDATE MEMBER TITLES

WHEREAS, the Town of Burgaw is a municipal corporation organized and existing under the laws of the State of North Carolina; and

WHEREAS, the Town's governing body is currently designated as the "Town of Burgaw Board of Commissioners," and its elected members are referred to as "Commissioners"; and

WHEREAS, North Carolina General Statutes permit municipalities to designate their governing body as either a "Board of Commissioners" or a "Council"; and

WHEREAS, the Town of Burgaw desires to consider updating the official name of its governing body to the "Burgaw Town Council," and to change the title of its elected members from "Commissioners" to "Council Members," for clarity, consistency with common municipal terminology, and a modernized designation; and

WHEREAS, such changes would be nominal in nature and would not alter the structure, powers, duties, composition, or form of government of the Town, which shall remain a council-manager form of government as provided by law; and

WHEREAS, the governing body finds it appropriate to formally declare its intent to consider these changes and to direct staff to prepare any necessary ordinance amendments, document revisions, and administrative updates required to implement such changes.

NOW, THEREFORE, BE IT RESOLVED by the Town of Burgaw Board of Commissioners that:

1. The Board hereby declares its intent to change the official designation of the Town's governing body from the "Town of Burgaw Board of Commissioners" to the "Burgaw Town Council."
2. The Board further declares its intent to change the official title of elected members from "Commissioners" to "Council Members."
3. The proposed changes shall be implemented through the adoption of any required ordinance amendments and updates to the Town Code, policies, resolutions, meeting minutes templates, signage, letterhead, website content, and all other official documents and communications.
4. These changes are intended solely to modify the governing body's title and member designations and shall not affect the authority, responsibilities, or governance structure of the Town.
5. Town staff are directed to prepare and present any necessary ordinances or amendments for formal consideration at a subsequent meeting.

ADOPTED this, the 10th day of March 2026.

Signed: ______________________________
G. Olivia Dawson, Mayor

Attest: __________________________
Kristin J. Wells, Town Clerk

Town of Burgaw
ITEM REPORT

Item: 11C

DATE OF MEETING: March 10, 2026 **DEPARTMENT OF ORIGIN:** Administration	**DATE SUBMITTED:** 03/05/2026 **SUBMITTED BY:** Kristin Wells, Town Clerk

AGENDA ITEM DESCRIPTION:
Consideration of appointing one (1) member to the Beautification Committee

SUMMARY STATEMENT:
During the February meeting, and as presented by ordinance under the consent agenda of this month's meeting, the board approved increasing the number of residential members from three (3) residents to four (4) residents that reside in the Burgaw area with a postal code of 28425 to serve on the Beautification Committee.

One (1) application has been received since this amendment and is eligible for appointment consideration by the board. A copy of the application is provided for board members only at the end of their agenda packet for review.

STAFF RECOMMENDATION AND REQUESTED ACTION:

FINANCIAL IMPACT INCLUDING FUNDING SOURCE:

FINANCE DIRECTOR COMMENTS:

ATTACHMENTS (IF ANY): None