TOWN OF BURGAW BOARD OF COMMISSIONERS
STRATEGIC PLANNING SESSION

DATE:	February 19, 2013
TIME:	8:40 AM
PLACE:	Burgaw Municipal Building
BOARD MEMBERS PRESENT:	Mayor Kenneth T. Cowan
	Mayor Pro-tem Howard Walker
	Commissioners Jan Dawson, Wilfred Robbins, Charles Rooks and Elaine Tyson
STAFF PRESENT:	Chad McEwen, Town Manager
	Sylvia W. Raynor, Town Clerk
	Robert Kenan, Town Attorney
	Rebekah Costin, Planning Administrator
	Bill Fay, Director of Public Works
	Bill George, Fire Administrator
	Louis Hesse, Building Inspector
	Ashley Loftis, Finance Officer
	Bill King, Chief of Police
MEDIA PRESENT:	None
OTHERS PRESENT:	Dr. Tom Barth, Professor of Public Administration, UNCW
INVOCATION:	Howard N. Walker, Mayor Pro-tem

Mayor Cowan introduced Dr. Tom Barth, Professor of Public Administration at the University of North Carolina at Wilmington. Upon completion of introductions the meeting was turned over to Dr. Barth. Dr. Barth advised the purpose of this meeting is to take a fresh look at the Town of Burgaw community and government by conducting a SWOT analysis. This portion of the meeting consisted of lengthy group discussions regarding strengths, weaknesses, opportunities and threats as related to the Town of Burgaw.

Upon completion of Dr. Barth's discussion and presentation, he advised he will type up the results of the discussion and forward those results to the manager (see attachment #1).

The strategic planning portion of the meeting concluded at 12:30 PM. Mayor Cowan thanked Dr. Barth for conducting the meeting today.

Mayor Cowan declared a break for lunch at12:30 PM.

Upon reconvening the meeting at 1:25 PM Chad McEwen, Town Manager reviewed the current Capital Improvement Plan (CIP) list and the goals that are completed or underway (see attachment #2). He also presented a power point presentation regarding the requests for the FY 13-14 budget year (see attachment #3). There was much detailed discussion regarding the future CIP needs.

After much discussion regarding future budget needs, Mr. McEwen advised he would submit the results of today's CIP discussion in the upcoming weekly update (see attachment #4).

There being no further discussion, Mayor Cowan declared the meeting adjourned at 3:40 PM.

_____
Kenneth T. Cowan, Mayor

Attest: _____
Sylvia W. Raynor, Town Clerk

Town of Burgaw

Strategic Planning Session

Summary Notes

February 19, 2013

Priority Strategic Issues

- Recruit and retain businesses throughout town with emphasis on downtown and 117 corridor (six #1 votes; two #2 votes; one #3 vote)
- Maintain fiscal responsibility (six #1 votes; one #2 vote)
- Address drainage/storm water flooding (four #1 votes; seven #2 votes; one #3 vote)

Priority Strategic Issues

- Address street improvements and highway 53 traffic (three #2 votes; five #3 votes)
- Develop plan for addressing manpower needs to meet new demands (four #3 votes)
- Get website up and take full advantage to advertise events, etc. (two # 3 votes)

Priority Strategic Issues

- Address gaps in sewer system (one #1 vote)
- Improve public involvement and public's perception of town government (one #2 vote; one #3 vote)
- Establishing user-friendly business regulations (one #3 vote)

Priority Strategic Issues

Other issues listed but not receiving any top three votes:

- Improve quality of schools
- Improve technology infrastructure to enhance efficiencies
- Increase funding for nuisance abatement
- Continue support of Blueberry Festival

Accomplishments Past 5-10 Years

- Restoration of depot and incubation kitchen
- Improving infrastructure (e.g., sewer projects; rehab work)
- Opening of I-40
- Building sidewalks and walking trails
- Establishing community policing programs (e.g., Cops for Kids; Cram the Cruiser)

Accomplishments Past 5-10 Years

- Quality of town employees (e.g., hiring staff who see work as a career rather than just a job)
- Securing significant grants
- Improvements to courthouse square
- Increased capacity of police and fire departments (e.g., daytime firefighters)

Accomplishments Past 5-10 Years

- Multiple awards (e.g., Tree City USA; Small Town Main Street)
- Town leadership for community events (e.g., Blueberry Festival)
- Performance of Public Works department
- Reorganization of two government staff

Accomplishments Past 5-10 years

- Good relationships with state legislators
- Ability to be future-oriented
- Review of land-use plan with community involvement
- Sustainment of economic well-being despite overall downturn in economy

Strengths

- Good work environment and benefits (helps retain employees)
- Town's financial strength
- Osgood Walking Trail and parks (very pedestrian friendly)
- High quality of life
- Three community schools

Strengths

- Infrastructure capacity for more growth
- Appearance of town (e.g., landmarks, green space, historic character)
- Relationships with contractors and developers.
- Police and fire protection

Strengths

- Relationships with county and other government/nonprofit agencies
- Good cross-section of community represented on Board of Commissioners (and Board is supportive of Town government employees)
- Community comes together when challenges arise

Strengths

- Community pride in small town charm
- Location – crossroads to the region and county seat
- Excellent cooperation between department heads
- Businesses meet basic needs of community
- Access to medical care and social services

Strengths

- Downtown is alive…not a "ghost town"
- Strong athletic teams
- Good leadership in town government
- Strong Boy Scouts organization
- Charitable giving
- Many active churches

Weaknesses

- Drainage
- Traffic flow/truck traffic
- Inadequate connection of Public Works to Town server/systems
- Loss of downtown businesses
- Physical space limitations in Town government buildings

Weaknesses

- Inadequate databases
- Condition of streets and sidewalks
- Overall appearance/trash at I-40 intersection
- Lack of manpower and time for Town staff to meet increasing demands
- Relationship with downtown businesses
- Limitations from wetlands around Town

Weaknesses

- Economic development involving small businesses
- Lack of population to support new business
- Lack of young families moving in
- Poverty levels
- Quality/reputation of schools

Weaknesses

- Confusion among citizens over who is responsible for services (e.g., Town vs. County)
- Involvement of community/volunteerism
- Lack of leaders in community
- Citizen perception of unresponsive government
- Blighted areas

Weaknesses

- Condition of jail and EMS buildings
- Lack of sit-down restaurants
- Loss of Bank of America
- Citizen perception of unresponsive government (too bureaucratic)

Opportunities

- New legislative delegation
- More outreach utilizing history, agritourism, and rivers
- Advertising town on I-40
- Community health initiatives (utilize local fitness center)
- Refresh of Capital Improvement Plan

Opportunities

- Collaboration with county and hospital on trails and facilities
- Service roads to I-40 (tied to drainage and wetlands issue)
- More promotion of core town and its local flavor…
- At same time, attract bigger stores to 117

Opportunities

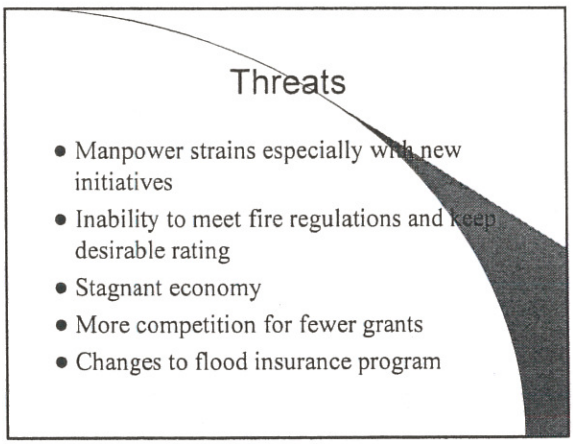
- Utilize town square and depot (e.g., monthly events to draw people and keep stores open)
- Utilize new Town website
- Movie industry
- Available building after county moves
- More activities for seniors that taps into their time and income

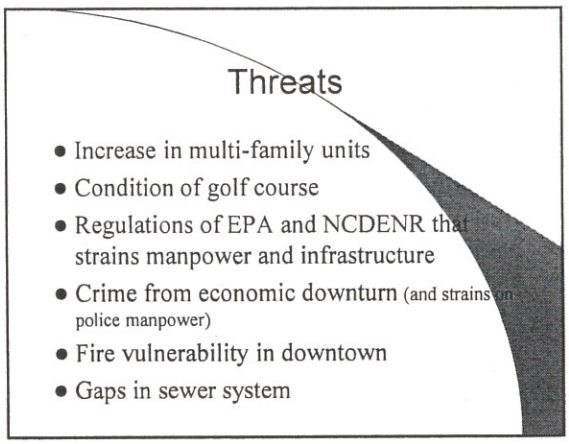
Opportunities

- Growth opportunities (but must prepare community and complete/endorse land-use plan)
- Empty industrial buildings
- Expansion of Greenway Trail
- Additional staff to provide capacity to take advantage of opportunities

Opportunities

- Partnering with county and Wallace to take advantage of 117 corridor
- Partner with Pender Early College to utilize student projects
- Partner with CFCC
- Reconnection of rail line through town
- Market unique local shops/food/antiques


Threats
• Manpower strains especially with new initiatives
• Inability to meet fire regulations and keep desirable rating
• Stagnant economy
• More competition for fewer grants
• Changes to flood insurance program


Threats
• Increase in multi-family units
• Condition of golf course
• Regulations of EPA and NCDENR that strains manpower and infrastructure
• Crime from economic downturn (and strains on police manpower)
• Fire vulnerability in downtown
• Gaps in sewer system

Attachment # 2

Town of Burgaw Capital Improvement Plan (FY 2013-2017)

As Approved February 20, 2012
UPDATED February 15, 2013

GREEN=COMPLETED YELLOW= UNDERWAY

Priorities (FY 12-13)	Action Prior to FY 12-13	Cost	Action Completed Between July 1st and December 11th, 2012
Buildings (M&R)			
Old USO Bldg. (HVAC and Interior Improvements	Repair of rotten wood, painting, and installation of gutters completed	$12,000	Renovations completed December 1st as Community House
Town Hall Exterior Painting	n/a	$3,500	Painting and repairs completed as of November 30th
Town Hall Annex Exterior Repairs, Roof and Painting	Painting of window trim and repair of some mortar cracks completed	$6,000	Bids received for painting and repairs
Depot Exterior Painting	n/a	$8,500	Painting and repairs completed as of November 30th
Depot Plaza	Depot Foundation has ordered bricks for plaza	$8,000	Completed as of August 31st
PW Maintenance Building	Bids received…should be awarded by early march	$340,000	Building on schedule for completion by January 20th without changes orders or issues
EMS Building (Renovation or Demolition)	Purchased from County in 2011	TBD*	Discussion with BOC regarding future use/need for building and possibility of demolition
Infrastructure (Water, Sewer, Drainage, Roads, Utilities)			
Phase 2 of Sewer Rehabilitation Project (I&I)	Scope determined. Contract should be let within 30 days to contractor	$1 Million	NCDOT has issued encroachment and approved means and methods of work within ROW. USDA-Rural Development review almost completed. Bidding projected first of the year.
Continued Public Ditch and Canal Maintenance	Mowing and cutting ditches and canals on private property that provide public	Ongoing*	Regular mowing and cutting of drainage areas for which the Town has easements is ongoing
Preventative Maintenance Program for H20, Sewer, Stormwater	Items Needed for Establishing Program		Program has been established and has been very beneficial in efforts to determine sources of I&I within the sewer system. In addition, program has increased our level of compliance with state regulations
a) Trailer Vac		$55,000	USDA grant received. Vac. ordered with delivery expected in March 2013
b) Sewer Camera		$50,000	Repaired and in use
Equipment (Including Vehicles)			
Cab Tractor (PW)	For existing bat-wing mower	$40,000	Purchased and in use

Bush Hog (PW)	For existing tractor	$5,000	Purchased and in use
Protective Eq.(FD Turnout Gear)	$10K per year, next 5 years	$50,000	Equipment not purchased in FY11-12 or yet in FY12-13
Surveillance Equipment (PD)	For narcotics investigations	$12,000	Equipment not purchased.
2 Police Cars	Every year for next five years	$300-380K	Vehicles not purchased
New Boardroom Chairs	Replace existing chairs	$3,500	
Scheduled Computer Replacement and Software Upgrades	Replacement of 9 computers per schedule along w needed software upgrades	$20,000	

Streets

Powell Bill Street Priority Paving	Done annually; scope determined by Powell Bill allocation	TBD*	Priorities have been reviewed and determined with the assistance of Streets Committee
NC 53 Corridor Improvements	Phase 1Engineering at 25% mark. ROW purchased for roundabout. Seeking construction $	TBD*	Design approved by BOC in October 2012. Submitted to DOT for review and encroachment approval. Efforts are underway to meet with Sen. Rabon, DOT Board Member, and DOT Division Engineer to obtain construction funding required ($910,000)
Street Repairs (Crack Sealing)	Utilizing NCDOT contractor	$10,000	Completed

Parks and Recreation

Continued M&R of Existing Sidewalks	Replacement of sidewalks that are damaged or present a safety hazard	$75,000	Sidewalks around Courthouse and Presbyterian Church completed
Sidewalk from CBD to Senior Center Along South Walker Street	DOT RTAC passed a supporting resolution in 2009, possible DOT $ available. Encroachment design to begin 3/12	$200,000	Design completed and approved by BOC. Construction estimates are being compiled and should be ready by end of the year. Efforts are underway to meet with Sen. Rabon, DOT Board Member, and DOT Division Engineer to obtain construction funding required
Sidewalk Improvements Around Courthouse Perimeter	FY 2012 county budget included replacing interior sidewalks	$75,000	Sidewalks around Courthouse and Presbyterian Church completed
Osgood Canal Greenway Project	PARTF contract ends Nov. 2012	$220,000	90% complete. Extension approved through May 2013. Rotary park Pavilion under construction. Playground equipment ordered. Drainage and site work awarded.

Personnel

Planning/Inspections Intern	Split b/w two departments equally	$13,000	Position filled
Public Works (laborer)	PW has been short one FTE	$30,000	Position filled
Policy, Procedural, and Administrative			
Completion and Adoption of New Personnel Policy	Assisted by CFCOG	$8K	Adopted and Approved by BOC
COLA	Employees received a COLA in FY 11-12 (3%)	2%- $30K* 3%- $45K*	Implemented July 1st
Support Activities for Youth	Donating money to youth sports teams as requested, etc.	TBD*	Ongoing as requested
Continued Funding for Tree Board	Continued funding for tree Board and its projects	$2,500	Funding increased to $5,000 in FY 12-13 budget
Development of Future Land Use Plan	Planning Dept. continuing work on FLUP	No cost, in house	Ongoing
Marketing/Branding CBD	Wayfinding signs, downtown promotions, partnerships with BBFest and Chamber to promote downtown	$10,000	Quotes for signs have been requested. Anticipate replacement of street signs within CBD within current FY

Capital Improvement Plan (CIP)
FY 14-18
February 19, 2013

Planning FY 13-14

Infrastructure Inventory
- Joint Project with PW
- ArcView Formatted
- Map all H20, Sewer, and Stormwater

Estimated Cost: $83,000

Marketing and Branding Campaign
- Public Art, Marketing Brochures, Flyers, Bumper Stickers $5,000

Background

- Departmental Requests for Capital are Down!
- Current Long Term CIP Priorities Coming to an End
- Ex. Wallace Line, Osgood, USO,
  - Greater need for Board Direction and Input on Future Priorities

Police and Fire (FY 13-14)

- PPE (FD)
  - $8,000
- Scheduled Vehicle Replacement (PD)
  - 2 cars
  - $55,000-$60,000
- Pumper/Tanker
  - $350,000

Administration FY 13-14

- Public Notification Efforts
  - "Phone Tree" System-$2,500
  - Scrolling Marquee at Town Hall-$15,000
- CSI Software Upgrades
  - Smart Fusion- $11,000

Public Works FY 13-14

- Lift Station at Village on 18-$20,000-$30,000
- New Employee-$30,000
- Mower-$8,000
- North Smith Street Well Generator/ATS$35,000

Public Works FY 13-14

- Sewer Rehab
  - $2.1M
- Touchless Meter Conversion
  - SRF Funding Available
- Garage Improvements
  - Doors at PW
  - Conversion to natural gas
  - Tire Balancer
  - $17,000

Public Works FY 14-15

- Jetter
  - $65,000
- Valve Exerciser
  - $8,000
- Low Lift Transmission Jack
  - $4,000
- Cemetery Driveways
  - $70,000

Public Works FY 13-14

- Street Paving
  - Fremont Street Mill and Paving
    - $135,000
    - Additional $250,000 to move water line under road
  - Bridgers Street mill and paving(none system portions)
  - $110,000 (Powell Bill Allocation)
  - Powell Bill alone we not be sufficient

Public Works FY 16-17/17-18

- Sewer Camera (FY17)
  - $50,000
- Dump Truck (FY 18)
  - $75,000

Public Works FY 13-14

- Roundabout
  - $910,000
  - Working with local delegation and DOT for funding
- Senior Center Trail
  - $250,000
  - Working with local delegation and DOT for funding

Building Inspections, Community Building, EMS Building, Depot, & Part-time Firefighters

FY 13-14

DEMO OLD EMS BUILDING

- Including all materials removal and leveling / seeding ground graded to drain.
- $50,000.00
- Note: This may be reduced if we can find someone who is willing to relocate the building for repurposing.

FY14-18

OLD JAIL:

Cost of up-fits need to make the first floor of the old jail habitable for use with the second floor being minimally improved for lighting and dehumidifying only.

GC : Wall separating second floor for HVAC separation, 1st floor HVAC, new base molding, repair to door molding, VCT tile throughout as per historic preservation recommendations, new elect and data lines for each area, new accessible restroom and kitchenette, exterior stucco completion, reset windows in treated framing and add missing windows, painting interior, exterior brick and step repairs, dehumidifier for second floor after sealing windows and openings, install new industrial sump-pump with piping to storm water drain and alarm for basement.

TOTAL: $80,000.00

FY 13-14

COMMUNITY BUILDING

- ROOF REPAIRS
- ENCLOSE REAR PORCH FOR ADDITION STORAGE AND MOP SINK AREA
- $11,000.00

FY14-18

REPLACEMENT OF 2ND BUILDING INSPECTOR

- IF the economy were to pick up again and since there was a lot of development that was in the works prior to this recession,
- IF warranted by revenue $'s and work load,
- **THEN**: Replace the inspector that was laid off.
- Level I across the board with probationary Level II

- $42,000 + 40%=$58,800
- Position needs retired vehicle to start.

FY 13-14

Town Hall Annex Repairs

- Annex painting and awning re-fabric
- Clean, prep, point up, prime and 2 coats of quality paint.
- 4,000.00

- Annex re-roofing:
- $8000.00

General Items (FY13-14)

- Scheduled Computer Replacement
  - $8,000
- COLA
  - 1% of FTE and PTE payroll= $13,826
  - CPI Southeast (Dec 2012)-1.9%
  - 2%=$27,651
  - Would include PT Fireman
- Merit
  - Lump Sum Merit Pool
  - 2%=$27,651

Other Possibilities

- Continued Sidewalk Repairs Downtown
  - TBD
  - Generator/ATS at Town Hall
  - Additional Christmas Decorations

Attachment # 7

Town of Burgaw Capital Improvement Plan (FY 2013-2017)

As Approved February 20, 2012

	Recent Action/Status	Estimate Cost	FY 12-13	FY 13-14	FY 14-15	FY 15-16	FY 16-17
Priorities (FY 13-17)							
Buildings (M&R)							
Old Jail Renovation	Parapet repaired and rear deck awning removed, quotes received for renovations	$71,000	Timeline and scope of renovations to be determined by budget constraints, public input from survey results, and County's willingness to allow a "non public purpose" to rent the building				
Old USO Bldg. (HVAC and Interior Improvements	Repair of rotten wood, painting, and installation of gutters completed	$12,000	If not sooner (FY 11-12)				
Town Hall Exterior Painting	n/a	$3,500					
Town Hall Annex Exterior Repairs, Roof and Painting	Painting of window trim and repair of some mortar cracks completed	$6,000					
Depot Exterior Painting	n/a	$8,500					
Depot Plaza	Depot Foundation has ordered bricks for plaza	$8,000					
PW Maintenance Building	Bids received…should be awarded by early march	$340,000					
EMS Building (Renovation or Demolition)	Purchased from County in 2011	TBD*	To be determined by town's needs for additional office space and feasibility and cost effectiveness of renovating as opposed to demoliting				
Infrastructure (Water, Sewer, Drainage, Roads, Utilities)							
Phase 2 of Sewer Rehabilitation Project (I&I)	Scope determined. Contract should be let within 30 days to contractor	$1 Million					
Continued Public Ditch and Canal Maintenance	Mowing and cutting ditches and canals on private property that provide public	Ongoing*					
Preventative Maintenance Program for H20, Sewer, Stormwater	Items Needed for Establishing Program		Established				
a) Trailer Vac		$55,000					
b) Sewer Camera		$50,000					
c) Sewer Jetter		$65,000					
d) Valve Exerciser		$6,000					

Equipment (Including Vehicles)							
Cab Tractor (PW)	For existing bat-wing mower	$40,000					
Bush Hog (PW)	For existing tractor	$5,000					
Pumper/Tanker (FD)		$350,000					
Engine (FD)		$500,000					
Brush Truck Diesel Conversion (FD)	Converting existing gas pump on brush truck to diesel	$13,600					
Protective Eq.(FD Turnout Gear)	$10K per year, next 5 years	$50,000					
Surveillance Equipment (PD)	For narcotics investigations	$12,000					
Town Hall Generator (FD)		$35,800					
2 Police Cars	Every year for next five years	$300-380K					
New Boardroom Chairs	Replace existing chairs	$3,500					
Scheduled Computer Replacement and Software Upgrades	Replacement of 9 computers per schedule along w needed software upgrades	$20,000					
Streets							
Powell Bill Street Priority Paving	Done annually; scope determined by Powell Bill allocation	TBD*					
NC 53 Bypass	Project at standstill, no TIP funding currently	Unknown*					
NC 53 Corridor Improvements	Phase 1Engineering at 25% mark. ROW purchased for roundabout. Seeking construction $	TBD*					
Streetscaping on Courthouse Ave.	Includes lighting, new parking plan, landscaping, sidewalks,etc	$65,000					
Street Centerline Striping	Include white and centerlines	$86,000					
Street Repairs (Crack Sealing)	Utilizing NCDOT contractor	$10,000	If not sooner				
Parks and Recreation							
Continued M&R of Existing Sidewalks	Replacement of sidewalks that are damaged or present a safety hazard	$75,000					
Sidewalk from CBD to Senior	DOT RTAC passed a	$200,000					

Center Along South Walker Street	supporting resolution in 2009, possible DOT $ available. Encroachment design to begin 3/12						
Sidewalk Improvements Around Courthouse Perimeter	FY 2012 county budget included replacing interior sidewalks	$75,000	Check with County and request that they go ahead do sidewalk work they have budgeted				
Osgood Canal Greenway Project	PARTF contract ends Nov. 2012	$220,000					
Partnering with County on Community Center	Land for possible building site obtained near Pender Memorial Park (2011)	TBD*					
Sidewalk to Hospital Along Freemont St from Cowan St		$40,000	Verify budget numbers and discuss with Finance Committee				
Personnel							
FTE Firemen	Assist with Fire Inspections and oversee paid PT firemen	$53,200					
Planning/Inspections Intern	Split b/w two departments equally	$13,000					
Police Drug Officer		$47,000					
Public Works (laborer)	PW has been short one FTE	$30,000					
Community Development Coordinator	In lieu of intern, responsible to both departments and kitchen oversight	$42,000					
Policy, Procedural, and Administrative							
COLA	Employees received a COLA in FY 11-12 (3%)	2%- $30K* 3%- $45K*	To be Discussed by Finance Committee*				
Merit Pay Raise	Last year employees received a Merit was FY 07-08 (up to 2%)	2%- $30K* 3%- $45K*	To be Discussed by Finance Committee*				
Support Activities for Youth	Donating money to youth sports teams as requested, etc.	TBD*					
Continued Funding for Tree Board	Continued funding for tree Board and its projects	$2,500					
Development of Future Land Use Plan	Planning Dept. continuing work on FLUP	No cost, in house					

Marketing/Branding CBD	Wayfinding signs, downtown promotions, partnerships with BBFest and Chamber to promote downtown	$10,000					
Capital Totals by FY			**$2,721,600**	**$475,000**	**$75,500**	**$638,000**	**$73,000**

*Cost not factored into totals for applicable FY.