



DRAFT

Town-wide Strategic Planning Session

Covering the Fiscal Years Ending 2016 – 2020

Introduction and Background

The Town of Sunset Beach is a beautiful coastal community with both a mainland section and a beach strand. The Town is governed by a Mayor-Council form of government with a five-member council. The governing body sets policy and annual priorities while the Town Administrator oversees daily operations and Town staff. The Town of Sunset Beach historically experienced longevity in its staff departmental leadership roles. This trend has recently shifted as the Town has experienced key staffing changes within leadership roles such as the Town Administrator, Finance Director and Planning/Inspections Director. The Town is undergoing somewhat of a right-sizing transition wherein visioning, identification of goals and objectives, and potential restructuring can take place to allow for continued improvements in the government operations.

The Plan

This document is intended to serve as a fluid document that can be used for planning and prioritizing Town-wide municipal activities for the coming fiscal year and beyond. After clearly defining the Town's strategic goals, the alignment of resources to meet those goals can begin.

Ideally, the departments will have performance indicators that measure how well they are meeting departmental goals. By working toward the departmental goals, the Town staff can come together in a more efficient manner to help achieve the Town's overall goals and objectives, while also incorporating the urgent items required to meet daily municipal operational needs.

This is only a draft version. Information has been taken from the items that are already on the horizon or focus for the Town and from staff requests for resources. Topics have been grouped by like items and then associated with a goal that fits with the type of activities that are identified. The definition of the goal or the order of priority may be changed to suit the wishes of the Town Council, but this document provides an initial pass in looking at what is important for the Town, based on direction that has previously been given by the governing body. Upon confirming or changing these macro-level goals, the Town can then work downward to identify departmental goals and priorities.

Goals and Objectives

Goal 1. PLAN - Explore plans to address areas of need in order to help Town identify and work toward its overall vision/mission.

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
1.a.	Fiscal Policy	Request policy approval	\$0 – to be developed by staff in-house	Proposed policy (revised version) included for Council consideration. Staff recommends that this document be reviewed annually during the early part of the budget process.
1.b.	Capital Improvement Plan	Request policy approval so that plan can move forward during this year's budget process	\$0 – to be developed by staff in-house	Proposed policy is included for Council consideration. Once policy guidelines are adopted, the Finance Director will create the Capital Improvement Plan with significant input from Town Administrator and all department heads.
1.c.	Financial Forecasts	Initial Presentation at Planning Session; Additional forecasts to be prepared during budget	\$0 – to be developed by staff in-house	Finance Director will review revenue/expenditure patterns and use professional judgment to identify trends and prepare forecasts.
1.d.	Asset Replacement Plan	Presentation at Planning Session; Full plan to be developed over next FY	\$0 – to be developed by staff in-house	Finance Director with significant input from Town Administrator and all department heads
1.e.	Pedestrian/Biking Plan	TBD	TBD	The Town has an existing plan and existing map (that differs from the written plan) that both need to be updated. The Town submitted a grant request in hopes of obtaining financial assist with cost of the plan update.

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
1.f.	Vision Plan & Overlay district	TBD	\$0	Staff needs Town Council direction as to how to proceed. Draft version of Vision Plan was not adopted by Council. Next steps?
1.g.	Space Plan – Public Works; Town Hall – Parking needs	Longer-term issue - FY 15-16 and beyond	TBD	Administrative recommendation is to delay addressing any Town Hall internal space issues as these can be handled through better utilization of existing spaces. More information may be needed to determine longer-term needs for Public Works building. The solution of Town Hall parking issues may need to include land acquisition.
1.h.	Efficiency / Cost Reduction Study	Ongoing	\$0 - Request to remove this from priority list and handle in-house	Administrative request is to allow management analysis of operations to address this on an ongoing basis.

Goal 2. PUBLIC SAFETY - Address needs that have the potential to directly affect the life, health or safety of Town of Sunset Beach residents and visitors.

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
2.a.	39 th Street Emergency Access	Unknown	Unknown	The Town needs to secure easements from adjacent property owners prior to being able to move forward with this project and it is questionable whether or not this will be possible.
2.b.	Beach Signage Updates	On or before April 1, 2015	\$350	The Town put up 5 of the signs, but will now need to replace them based on changes to the Town's ordinances. Administration requests that the remaining sign replacements be postponed for an additional year in case of additional changes.
2.c.	Beach Patrol	On or before April 1, 2015	TBD	Dependent on Council direction
2.d.	Fire Dept. Beach Equipment	TBD	TBD	Dependent on Council direction

Goal 3. INFRASTRUCTURE - Provide improvements and ongoing maintenance to meet the Town's infrastructure needs.

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
3.a.	Road Paving / Crack Sealing	Ongoing	FY 15/16 - \$325k, FY 16/17 - \$250k, TBD thereafter	Public Works Dept. has gotten rough estimates for the street resurfacing projects through FY 17. Actual costs will be determined through RFPs to be released in the noted funding years.
3.b.	Beach Walkway Maintenance	Ongoing	\$65,000 (If work is done in-house; would be higher if contracted out.)	This maintenance and construction work has traditionally been done in-house by the Public Works department; however, competing priorities with other projects may make it necessary to consider outsourcing. These expenses could potentially be funded with 2% Accommodations tax revenues as this work would be considered beach nourishment and protection.
3.c.	Stormwater System Replacement Plan	Assessment needed within next year to determine long-term implementation plan.	TBD	The Town will need an engineering study to determine the stormwater system needs. The Town Council may want to consider a stormwater fee for developed properties to help offset these anticipated future costs.

Goal 4. EFFICIENT & EFFECTIVE GOVERNANCE - Operate the Town's basic governmental services in an efficient and cost-effective manner.

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
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4.a.	Technology Improvements / GIS & CAD	FY 2015/2016	\$93,200 - Comprised of \$17,500 for hardware, \$10,000 for software plus \$65,700 for the staff position (total comp with all benefits included). The staffing change cost would be a net increase of \$9800 over the vacant position.	Planning/Inspections Director is requesting hardware and software for GIS/CAD as well as substituting GIS Analyst position for the existing (vacant) building inspector position.
4.b.	Electronic Records Management System	FY 2015/2016	\$20,000 – \$40,000	This is needed to allow effective and electronic management of documents. This will assist with making information to the public in a timely fashion.
4.c.	Telephone System	FY 2015/2016	\$26,000+	Town Hall phone system is at maximum capacity and can't allow additional phone lines to be added. Administrative staff has to wait for an available line to be able to place calls or access voicemail messages.
4.d.	Staff Development	On-going	Varies with department	Employees attend training specific to their functions, but we would like to further develop staff training programs.
4.e.	Financial System Upgrades	TBD	TBD	The Town's financial system may need expansion to accommodate additional Town services and fees. The need will be determined by the level of services approved by Town Council.
4.f.	A/V Equipment Upgrades – Council Chambers	FY 2015/216	\$5,000	Includes additional screens, TV and projection system
4.g.	PEG Channel / Social Media	FY 2015/2016	TBD	Further development of this would be dependent upon staffing with contractor or employee

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
4.h.	Administrative Assistant position - Public Works department	FY 2015/2106	\$27,253 (total comp with benefits \$42,514.68) With benefits included, this is a net increase of \$3950 over vacant position.	Staff requests consideration of filling the Public Works Department's Maintenance I position vacancy with an Administrative Assistant position (to be split between Public Works and Administration – see also item 4.g.)

Goal 5. QUALITY OF LIFE - Implement projects that improve the aesthetics of the Town or that improve quality-of-life opportunities for Town residents and visitors.

Objective	Action Item	Timeline	Estimated Cost	Comments / Who is Responsible?
5.a.	Town Park – Phase I	May 2015	TBD	Engineer selection must still be done, so the estimated cost is unknown. There may be additional costs associated with issuance of state stormwater permit.
5.b.	Town Park – Phase II	FY 2015/2016	\$300,000 (as identified in PARTF grant budget)	Phase II will require an engineered plan before firmer estimates can be obtained.
5.c.	Main St. – shoulder widening	2016	\$555,000	Partner with NC DOT
5.d.	Multi-Modal Path – Outfitters	2015	\$50,000	Staff have begun discussions with the adjacent property owners regarding the potential for a public-private partnership for this project.
5.e.	Dredging feeder canals	FY 2015/2016 – survey work; fee would not start until FY 2016-2017 (or later, dep. upon info. availability)	\$50,000	This would be for initial survey work but the engineering data is needed to determine cost estimates prior to being able to develop the service district fee.
5.f.	Island Parking	TBD	TBD	RFP has been released and the response deadline is February 25, 2015.