

May 2017					
<i>Strategic Direction</i>	Goal	Objective	<i>Action</i>	<i>Accomplishments/Status</i>	<i>Future Objectives</i>
<b>E. Environment</b>	<b><i>E.1. Preserve and protect our endangered environment of physical and living natural beauty</i></b>	E1-1. Continue to pursue avenues for obtaining high quality beach sand to support Caswell Beach nourishment.	E1-1-1. Complete the Long-range Beach Preservation Plan	Completed.	1). Town Commissioners have responsibility for beach efforts; beach committee will be activated on an “ad hoc” basis
			E1-1-2. Track appropriate funding entities. programs/projects available for beach nourishment.	Implemented/Ongoing.	1) Continue to track preservation methods, e.g. terminal groins. 2) Continue to participate in organizations associated with the preservation of coastal areas. 3) Continue the Town’s participation in the Regional Sand Management Plan and the Federal 50 Year Beach Re-nourishment Program as long as it is beneficial to the Town..
			E1-1-3. Public reporting system.	Implemented/Ongoing.	Letters to citizens, information inserts newspaper articles.
		1-2. Provide the means for a litter free community.	E1-2-1. Volunteers for litter pickup	1) Initiated annual beach shoreline cleanup. 2) Developed a periodic roadside cleanup program.	Continue litter pickups
			E1-2-2. Promote recycling	1) Instituted twice a year debris pickup and annual white item pickup. 2 ) Initiated 96 gallon curbside recycling via waste pickup contract.	Continue curbside recycling program.

		E1-3. Protect and nurture beach and marsh wild life including nesting sea turtles.	E1-3-1 Enhance wildlife and habitat protection.	Ordinance for wildlife protection; Acquired Oak Island Lighthouse and adjacent park.	1). Provide protection of the Maritime Forest by developing a city-wide ordinance limiting alteration of the forest within the conservation zone as defined in the Caswell Beach Land-use Plan. 2). Develop educational programs to highlight the extent of- and importance of the Maritime Forest within Caswell Beach. 3). Continue to support educational programs for Loggerhead turtles and the wildlife of Caswell Beach.
			E1-3-2. Volunteers for sea turtle program.	Ongoing.	
			E1-3-3. Support Caswell Beach Turtle Watch	Ongoing.	Continue to provide logistical support as needed.
	<b><i>E.2. Protect the environment from the deleterious effects of storm water by putting in place adequate management systems and controls.</i></b>	E2-1. Complete and implement the in-process Storm-water Management Plan for the Town.	E2-1-1. Complete an engineering plan for storm-water management.	Completed.	Continue to address storm-water management projects as necessary and as funds become available.
			E2-1-2. Town ordinance to control storm-water runoff from development and redevelopment sites.	Town Storm-water Ordinances were revised in 2012 to require that all applications for development permits be accompanied by engineered storm-water management plans prepared by licensed professional engineer.  A 35-page document is provided to builders/developers when applying for a permit. This document outlines the Town's requirements and ordinances.	1) Enforce new storm-water ordinances, ensuring that permits are accompanied by engineered plans which meet all ordinance requirements.
		E2-2. Coordinate with Brunswick Co and neighboring communities on storm water issues.	E2-2-1. Appoint representative to attend meetings etc.	Town Administrator and/or staff responsible for interface with appropriate entities.	Ongoing.

	<b><i>E.3. Protect the environment from the deleterious effects of wastewater by developing a pro-active plan that is cost-effective and fair for our citizens and which uses management systems and controls.</i></b>	E3-1 In accordance with governmental regulations, Caswell Beach should continue to implement plans for and construct an effective wastewater collection system.	E3-1-1. Continue to develop and maintain a long-range Wastewater management Plan and appoint a wastewater committee to oversee this task.	Completed with wastewater collection system constructed and operational.  Operation of the wastewater system has been relegated to Brunswick County. Also, the emergency water plan has become their responsibility as a part of the system operation.	No longer Town's responsibility.
			E3-1-2. Benchmark best wastewater management practices of surrounding communities.	Same status as E3-1-1.	Same status as E3-1-1.
	<b><i>E.4. Integrate development and implementation of storm water and wastewater projects to ensure compliance with regulatory requirements and awareness of cost benefits.</i></b>	E4-1. Maximize efficiency and minimize disruption and cost redundancy.	E4-1-1. Review storm water, irrigation and wastewater plans to ensure proper integration.	1) Ongoing. 2) Monitor changing State regulations and requirements. Incorporate as required as part of overall wastewater planning.	Same status as E3-1-1.
			E4-1-2. Develop Town policy for separate metering of all alternative uses of potable water and subsequent ordinances regarding use of potable water for irrigation.	For existing and future dwellings the Town will require a separate meter and rate structure for all alternate uses of potable water  Resolved the restriction distance between irrigation wells and wastewater lines.	Same status as E3-1-1.
		E.5-1. Ensure that Building codes are adequate and comply with CAMA and Corps of Engineers regulations and are enforced.	E5-1-1. Update building codes as needed to meet regulations.	1) Ongoing. 2) Building inspection/inspector function.	Continue to have fully certified Town building inspector.
			E5-1-2 Construction review to ensure that codes are being enforced.	Ongoing.	

	<b><i>E.5. Preserve marshes and woodlands.</i></b>	E.5-2. Monitor and implement changes to the Clean Water Act.	E5-2-1. Appoint a person who continually monitors changes and reports new developments to Town.	1) Ongoing. 2) Town staff-Public Utilities supervisor, Building Inspector, Police Staff.	1) Continue monitoring and reporting activities including periodic groundwater testing. 2) Establish periodic testing to ensure compliance with applicable Federal and State requirements. 3). Develop and implement a Town ordinance prohibiting discharges from private boats and support future State actions regarding these discharges.
	<b><i>E.6. Minimize light and noise pollution.</i></b>	E6-1. Minimize effects of excessive light and noise that are detrimental to the Town's environment and quality of life	E6-1-1. Collect and analyze data on areas that are deemed to be a detriment.	Completed.	Monitor and enforce light and noise pollution ordinance.
			E6-1-2. Develop ordinances that address noise and light pollution.	Completed.	
	<b><i>E.7. Institute a citizen awareness program on environmental issues.</i></b>	E7-1. Continue to report on and to educate Caswell Beach citizens on the issues and costs related to storm water, wastewater, water quality and the natural resources.	E7-1-1. Disseminate information for important issues dealing with the environment.	1) Completed. 2) Developed of a Town Website. 3) Developed a "Notify Me4" email list of town residents and interested parties	Continual website updates and use of information technology to continue to keep people informed.
			E7-1-2. Pursue availability of matching grants in order to reduce costs of Town's services.	1) Ongoing. 2) Grants obtained for storm-water and wastewater programs.	Obtaining grants on an "as needed" basis



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G. Town Government	G.1. Elevate the current governing body from day to day operations to a policy making body with operational oversight.	G1-1.Transform the governing body to a new paradigm	G1-1-1.Commitments from Town officials and citizens to achieve goal G.1.	Council has reviewed each of the Strategic Directions on subsequent monthly meetings. These reviews have provided information on the status of each accomplishment as well as which future direction objectives have been initiated.	The Council will continue its commitment to reviewing and initiating future direction projects outlined in the Town's Strategic Plan.
			G1-1-2. Approve the Strategic Plan for implementation.	Same as G1-1-1.	Same as G1-1-1.
			G1-1-3. Implement the management discipline and processes provided in the Strategic Plan.		Ongoing.
		G1-2. Enable adequate time for Town Council to study complex issues and perform long-range planning and policy making.	G1-2-1. Consider a Chief Operating Officer management model for operations, using a paid professional or qualified retiree.	Hired Town Administrator.	Completed.
			G1-2-2. Develop a staffing plan of sufficient qualified, responsible personnel to conduct daily operations. Remove Town Council from daily operations to that of oversight.	1) Added staff. 2) Reviewed/revised status of Town staffing. 3) Town Council continue to focus on policy development and oversight	Continuing
		G1-3. Ensure that the Town staff is qualified, providing required training, and compensated appropriately.	G1-3-1. Ensure that staff is sufficient in number, expertise, and adequately trained to perform assigned tasks and are crossed trained where needed.	1) Continuing. 2) Provide funding for staff training,	Continuing
			G1-3-2. Ensure that staff compensation is competitive with comparable area positions.	1) Developed job descriptions, 2) Developed competitive compensation system, and 3) Completed personnel policy document.	Continuing.

			G1-3-3. Develop and implement an effective volunteer staffing program that includes position descriptions and performance assessments.	Completed for OI Lighthouse, various boards and Turtle Watch	Continue to implement as required.
			G1-3-4. Contract for required professional services. Consider using resources such as the Institute of Government staff and interns for specific projects.	Have contracted with the Council of Government and private engineering contractors to accomplish required programs and projects.	1) Ongoing 2) Continue adequate funding for required professional services. 3) Investigate using interns from the UNCW School of Public Administration to supplement staff.
	<b>G.2. Create a communications plan.</b>	G2-1. Establish and maintain effective direct and indirect communications with media, local, county, state and national officials and organizations.	G2-1-1. Develop and implement a communications plan that identifies appropriate outside organization and individuals and assigns point of contact responsibility to named Town representatives.	Continue to strive to establish a single point contact for providing information to the public.	Continue
			G2-1-2. Develop and implement a message and “Talking Points” process to enhance clear and consistent communications across the strategic directions.	Need has diminished following the development of the Town website	Ongoing as required.
	<b>G.3. Establish the practice of a Strategic Plan-based review at Town meetings.</b>	G3-1 Establish a review process to be used at each Town meeting for members of the Town Council or delegates to report on areas of responsibility	G3-1-1. Discharge oversight responsibility and enhance the public awareness of current and impending plans/projects/issues.	continuing	1) Initiate a quarterly review by the Town Council of progress toward achieving policy related issues identified in the Strategic Plan, 2) Relate findings, quarterly, to the public in a Town meeting.
	<b>G.4. Maintain sound fiscal policies and effective use of taxpayer money to achieve the Town’s vision using efficient multi-year planning, e.g. cost/benefit analysis, outsourcing, joint ventures and comprehensive project data.</b>	G4-1. Maintain the ad-valorem rate at a level for services requested by the majority of Town residents, and thereby practice “pragmatic independence”. Project multi-year tax rates as part of a long-range planning discipline.	G4-1-1. Create and maintain a multi-year budget cycle to inform citizens of expected out-year financial needs and anticipated future tax increases or assessments to achieve the Town vision.	In general the approach to developing long-range fiscal policy and process systems has been implemented.	Continue
			G4-1-2 Evaluate, prioritize and fund necessary recurring services.		

		G4-2. Investigate alternative methods of major project financing as an integral part of the project review and approval process	G4-2-1. Require a detailed study of all contracted services to determine the best of all possible means of financing.		
			G4-2-2. Utilize professionals to be aware of and make use of grant money when available.		
			G4-2-3. Review the possibility of cost-sharing with other government entities, e.g. combined purchasing of supplies and services.		
		G4-3. Establish multi-year and commitment-based financial tracking.		Ongoing	Ongoing
			G4-3-1. Establish procedures to monitor and report fiscal commitments and spending vs budget/forecast.		
			G4-3-2. Develop and implement procedures to request, authorize, modify, and control expenditures.		
	<b>G.5. Be aware of and proactive toward land acquisition opportunities of benefit to the Town.</b>	E.5-1. Identify and pursue potential land opportunities.	E5-1-1. Develop and implement a land acquisition plan. Continuously investigate, evaluate and pursue all opportunities that would be advantageous to the Town. Include consideration of trusts and conservancies.	Acquired the Oak Island Lighthouse and adjacent lands from the US Government.	Continue to review opportunities.
	<b>G.6. Utilize the latest technology in all aspects of Town government when appropriate and cost-effective.</b>	G6-1. Determine the level of system development that is necessary to achieve required Town operation and service levels.	G6-1-1. Appoint a person(s) to maintain a current and active Town web page.	Completed	Maintain and update Town web page (Section C1-1-2.)
			G6-1-2. Require adequate justification and perform a cost-benefit analysis before buying or developing any technology or software program, e.g. GIS System.		Continue to use other agency resources to accomplished needed tasks related to software.
	<b>G.7. Review the adequacy of the Town Charter in light of the increased complexities facing the governing body.</b>	G7-1. Determine if term limits and schedules of elected officials and the form of Town government, as stated in the Charter, are appropriate for current challenges and opportunities.	G7-1-1. Town Council to study this issue and make a determination.	Review Town operations in light of the Town Charter and determine if actions/revisions are warranted.	Complete as needed.

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H. Health and Public Safety	H.1. Provide effective and timely medical emergency services to the Town's residents.	H1-1. Establish response time standards according to state regulations and provide that capability irrespective of traffic conditions.	H1-1-1. Explore initiatives with both Brunswick County and Oak Island.	Completed. 1) Response time standards identified and deemed acceptable. 2) Established an EMS Station on Oak Island. 3) Established an integrated 911 alarm system.	1) Monitor and track response times. 2) Revise standards as required. 3) Work with agencies such as EMS and YBVFD on a regular basis to ensure familiarity with town. 4) Provide for a smooth transition of Brunswick County EMS Unit to new Public Service Facilities Building.
			H1-1-2. Work with other area governing bodies to seek funding from federal, state and private sources	Ongoing	
			H1-1-3. Ensure that medical helicopter service (currently Airlink) has clearance to land at the Coast Guard pad. Explore other alternatives including water transport	Completed.	Develop procedure for the town and rescue agencies to be notified if this arrangement changes.



			H1-1-4. Continue to reach out to selected citizens to obtain personal medical emergency notification device which is worn around a person's neck and notifies 911 when a button is pushed.	Implemented "early morning" call program.	Continue to urge citizens to obtain a "medical alert".
	H.2. Provide adequate police and safety capability, coverage and visibility throughout the Town. Enhance patrols, including along the beach, during holidays and the high tourist season.	H2-1. Develop a method and provide the means for police personnel to be visible and to patrol the Town.	H2-1-1. Consider the use of ATVs or SUVs during peak seasonal times, e.g. similar to Caswell Beach Turtle Watch.	Obtained appropriate vehicles and developed a system that will provide for a beach patrol during one of the police patrol day shifts.	Continue to maintain and acquire appropriate vehicles for this task as needed
			H2-1-2. Provide patrol visibility that will help maintain the low crime rate as well as enforce the codes and ordinances.	Ongoing	
	H.3. Provide the capability for adequate permit issuance, inspections and code enforcement to ensure timely and effective service and compliance.	H3-1 Benchmark response times, violation compliance and cost benefit for improvements and provide required capability to achieve requirements.	H3-1-1. Survey adjacent towns and determine their current levels and methods and establish requirements.	Completed	
			H3-1-2. Monitor town performance and public compliance with ordinances and record violations. Review enforcement penalties. Consider increasing contractor bonds	1) Retain fully certified building inspector-(see E5-1). 2) Continue monthly reporting and review to highlight potential problem areas and establish positive results.	Ongoing
			H3-1-3. Monitor and report data quarterly at Town meetings and post the data on the Town's web page.	Ongoing.	

			H3-1-4. Determine appropriate means to provide coverage during absence of the inspector.	Completed.	Ongoing.
			H3-1-5. Educate contractors on code requirements and forms.	Completed.	Ongoing.
	H.4. Ensure emergency preparedness during hurricanes, oil spills, fish kills and other emergency situation.	H4-1. Update and maintain the Town's Emergency Preparedness Plan.	H4-1-1. Establish an Emergency Preparedness Planning Committee or other means to ensure that planning is complete, current and available to residents.	1) Completed Emergency Preparedness Plan. 2) Completed a HAZMAT plan.	1) Ensure implementation and perform ongoing reviews/ revisions for existing plans. 2) Promote and participate in emergency preparedness drills.
			H4-1-2. Develop a list of approved contractors to use in preparation for, during and after emergencies. Specialty skills, e.g. doctors and nurses to assist in emergencies should be identified and inventoried.	Entered into debris removal contract	Ongoing
			H4-1-3. Maintain an updated list of Damage Assessment Team members.	Completed.	Periodic training programs.
			H4-1-4. Provide public education and distribution of information, e.g. with information packets available Town Hall.	Completed brochures with appropriate information.	Periodic updates as needed.
			H4-1-5. Encourage the work of water Search and Rescue Teams.	Town provides funding as required.	Ongoing

	H.5. Ensure a safe supply and sufficient volume of water which can be used for drinking and sufficient pressure and volume for a major fire.	H.5-1. Ensure that Building codes are adequate and comply with CAMA regulations and are enforced.	H5-1-1. Ensure that drinking water to acceptable standards is provided to consumers.	Implemented monthly testing program.	Ongoing
			H5-1-2 Ensure that sufficient water volume and pressure exists for use during a fire emergency. Report the status of water pressure at Town Council meetings.	1) Changed metering at pumping station enlarging line from 6" to 10" piping leading to the 8" water line. 2) Resolve remaining issues by additional pressure testing along Caswell Beach Rd. 3) Resolve "looping" issues at Ocean Greens. 4) Identify and address interjurisdictional issues with Bald Head Island.  All Completed	
			H5-1-3. Develop and implement a plan to ensure a supply of emergency water in the event of loss of regular supply failure.	Developed emergency water plan.	Monitor and maintain plan and update as needed in corporation with Brunswick County
	H.6. Ensure seamless, effective emergency communications with and between Town citizens and pertinent parties, i.e. police, EMS, U.S. Coast Guard.	H6-1. Ensure effective emergency communications capability and publicize it.	H6-1-1. Assess current capabilities, identify shortfalls and formulate an Emergency Communications Plan to provide needed capability, including assured communications, time and user-friendliness among the criteria.	Completed interface of Town emergency programs with those in the surrounding communities. (see H1-1-5).	Ongoing.

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<b>C. Cohesive Community</b>	<b>C.1. Know and care about each other, recognizing that we share in common the fact that we have chosen to live in the Town of Caswell Beach.</b>	C1-1. Establish a Communications Committee charged with the responsibility of increasing Town-wide communication between and among Town Hall, property owners, North Carolina Baptist Assembly, the U.S. Coast Guard and visitors.	C1-1-1. The Town will maintain a consolidated Town Directory of residents to the best extent possible.	Developed a partial listing of residents with “notify me” option.	1) Maintain a Town Directory. 2) Encourage all citizens to sign up for and utilize the “notify me” system.
			C1-1-2. Develop and regularly distribute a town newsletter in addition to the current annual report with updates on current projects as well as a schedule of upcoming events.	Developed a Town Website.	Continue to provide updated information on the website.
			C1-1-3. Develop a mechanism for disseminating emergency information that is time-sensitive, e.g. a telephone tree or e-mail blaster to reach every property including Progress Energy, North Carolina Baptist Assembly, Oak Island Golf Club and the U.S. Coast Guard.	E-mail and police notification programs are in-place. Reverse 911 has been implemented in cooperation with Brunswick County	Ensure notification information is kept current
		C.1-2. Promote the sense of Town unity to both residents and non-residents that includes all neighborhoods and property owners such as U.S. Coast Guard, Oak Island Golf Club, Progress Energy, and the NC Baptist Assembly.	C1-2-1. Establish a town “welcoming committee” for newcomers.	Calendar of events is posted on the Town Website	Establish a town “welcoming committee” for newcomers.
			C1-2-2. Develop a calendar of events for permanent residents and non-resident property owners, including social events.		Maintain point-of-contact information for other property owner groups to keep them current on Town activities



			C1-2-3. Establish and maintain a “lifeline” for those residents living alone and/or with health problems and ensure that it is tied into emergency preparedness plans. ( also see Section H1.1.4.)	The Town has developed a list of “special needs” citizens so that, in case of an emergency their needs can be met. This list is now maintained by Brunswick County.	1) Continue to add to the Town’s list of “special needs” individual as they are identified and pass this information to Brunswick County.  2) Rely on other community resources as developed by neighborhood HOAs
			C1-2-4. Develop pro-active relationships, both in terms of formal liaison and social interaction, with Progress Energy, North Carolina Baptist Assembly, Oak Island Golf Club and the U.S. Coast Guard.	Town Administrator put in place.	1) Ongoing.
	<b><i>C.2. Develop a sense of pride in and celebrate the fact that we live in the Town of Caswell Beach.</i></b>	C2-1. Develop a mechanism for recording the history of the Town of Caswell Beach.	C2-1-1. Research and document/publish a history of the Town.		1) Implement and publish a Town history. 2) Develop a link on the Town website to access the Historical publication.
			C2-1-2. Update and maintain current information in an ongoing manner, e.g. reactivate the position of Town Historian		1) Ongoing
		C2-3. Look at possible ways to enhance the overall “look” of the Town of Caswell Beach, from its entrance to and through the various neighborhoods and public areas and the length of Caswell Beach Road.	C2-3-1. Look at signage, street lights, banners, landscaping and other elements of our physical setting as a means of communicating the tone for life in Caswell Beach to and among residents, property owners, rental agents, tourists and others.	Ordinances developed for lighting, signage, and other physical setting items.	1) Ongoing. 2) Promote and encourage Town beautification activities.
			C2-3-2. Continue to selectively participate in area events, festivals, parades and other activities and celebrations as a Town.		Ongoing.

	<b><i>C.3. Demonstrate a “can do” spirit of living, playing and working together as a unified community.</i></b>	C3-1 Encourage citizen involvement.	C3-1-1. Ask current property owners what they would like to see accomplished and how they would like to participate personally, i.e. committee sign-up.	Numerous activities, e.g.display flags, trash pickup, beautification around Town Hall etc. have benefited from volunteer labor to achieve results.	1) Utilize the Town website to list those Town activities that could benefit from the assistance of volunteers. 2) Encourage other Town organizations, FOIL, Turtle Watch to post volunteer needs on the Town website.
			C3-1-2. Identify Town activities that can best be accomplished by volunteers.		1) Send notification on Town Notify Me when website has been updated as a way to generate interest in the website and learn about community activities.