

Town of  
PITTSBORO  
North Carolina

2014  
Board of Commissioners  
Planning Retreat  
*Follow-Up Session*  
*September 29, 2014*

Summary Report  
*October 10, 2014*  
*Draft #1*

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1.0 - INTRODUCTION

The Town of Pittsboro conducted its 2014 Planning Retreat on January 11, 2014 at the Town Hall in Pittsboro. At the conclusion of the retreat, a desire was expressed to conduct a follow-up session to focus on the details of implementation. The follow-up session was held on September 29, 2014 at the Town Hall in Pittsboro. Attending and participating from the Board of Commissioners were Commissioners Pamela Baldwin, Michael Fiocco, J.A. Farrell, Bett Wilson Foley and Beth Turner, with the support of the manager and key staff.

David Long, a planning consultant based in Greensboro with forty years' experience in serving local governments throughout North Carolina, served as facilitator and prepared this summary report.

This summary report includes brief narratives describing selected elements and recaptures the major points emerging from the session.

2.0 - REVISITING of GENERAL STRATEGIC PLAN

At the January 2014 retreat, the Board developed a general strategic plan. The plan appears on pages 5-7 of the retreat summary. As a beginning point for this follow-up session, the general strategic plan was revisited.

Identifier numbers (*in red below*) were assigned to each strategy and a determination was made as to which strategies remained relevant. It was determined that strategies 1.1 and 1.2 were already substantially completed or underway, and need not be a part of the prioritization process.

All other strategies were retained along with two new strategies, identified as 1.6 and 4.7.

## **1. Chatham Park**

- **1.1** Hire a planning consultant (*substantially completed*)
- **1.2** Unified development ordinance; update ordinances (*substantially completed*)
- **1.3** Finalize development agreement
- **1.4** Maintain good relations with developer
- **1.5** Impact analysis
- **1.6** Develop process for review and approval of small area plans in Chatham Park (*added 9.29.14*)

## **2. Budget/finance**

- **2.1** Create a long-term financial plan
- **2.2** Sustain positive fund balance; develop policy
- **2.3** Return enterprise fund to profitability
- **2.4** CIP: strengthen; make it a living document

## **3. Utilities/infrastructure**

- **3.1** Wastewater treatment plant
  - NPDES permit
  - Engineer/design
- **3.2** Establish a list of priorities related to water/sewer so Town can look ahead
- **3.3** Examine redundancies
- **3.4** Water plant – begin examining
- **3.5** Chatham Park as it relates to water/wastewater

## **4. Quality development** (*combined with*)

### **Planning; preparing for and managing development**

- **4.1** Develop UDO
- **4.2** Big-box issues/planning
- **4.3** Engineering/design standards
- **4.4** Collaboration with county and other neighbors
- **4.5** Small area plans; master plans
- **4.6** Planning board training
- **4.7** Planning for growth - impact analysis - stay ahead of the game; be proactive and anticipate growth (*added 9.29.14*)

## **5. Water/environment**

- **5.1** Maps of intermittent and perennial streams
- **5.2** River/stream protection; look at County's plans
- **5.3** Encourage reuse water
- **5.4** Stormwater ordinances - educate and communicate
- **5.5** Consider Triangle Land Conservancy's best practices

## **6. Downtown**

- **6.1** Parking
- **6.2** Downtown master plan

- **6.3** Protection of historic district
- **6.4** Signage/visual clutter
  - DOT
- **6.5** Maintain façade grant program
- **6.6** Pocket park
- **6.7** Walkability/accessibility

## 7. Staff issues

- **7.1** Competitive pay; annual increases
- **7.2** Staff retention
- **7.3** Technology – improve
- **7.4** Space needs assessment

## 8. Facilities

- **8.1** Space needs assessment
- **8.2** Future growth analysis
- **8.3** Land banking; identification of sites
- **8.4** Liquidate surplus real estate to fund site acquisition etc.

## 3.0 - PRIORITIZATION of GENERAL STRATEGIC PLAN

The Board members then prioritized these strategies individually and privately using a system in which a) their top seven priorities were selected and b) these top seven were further refined by assigning seven points to the highest item, six to the next highest and so forth until the seventh item then received one point.

- *Attachment 1* lists the strategies in the order originally generated.
- *Attachment 2* lists the strategies sorted by the Board’s priorities—in descending order by points received. The top items follow (*aggregate points in red and item numbers in black*):

- 22** 1.3 Finalize development agreement
- 15** 1.6 Develop process for review and approval of small area plans in Chatham Park
- 13** 2.1 Create a long-term financial plan
- 13** 2.3 Return enterprise fund to profitability
- 11** 3.1 Wastewater treatment plant; NPDES permit; engineer/design
- 11** 3.2 Establish a list of priorities related to water/sewer so Town can look ahead
- 9** 2.2 Sustain positive fund balance; develop policy
- 9** 4.1 Develop UDO
- 7** 6.2 Downtown master plan
- 6** 4.7 Planning for growth - impact analysis - stay ahead of the game; be proactive and anticipate growth
- 6** 6.1 Parking

- 5 3.4 Water plant – begin examining
- 5 5.2 River/stream protection; look at County’s plans
- 3 7.2 Staff retention
- 2 4.3 Engineering/design standards
- 2 8.1 Space needs assessment
- 1 7.4 Space needs assessment

#### 4.0 - DEVELOPMENT of ACTION PLANS

Based on the prioritization results, the Board then shifted its attention to action planning, a process that essentially defines the essential parameters or ‘nuts and bolts’ of implementation as outlined in the template below.

Action Plan #1 began as a discussion of *finalizing the development agreement* for Chatham Park, as well as *finalizing the additional elements of the master plan*. As the discussion unfolded, it was determined by the Board (after receiving the advice of the Town Attorney) that the more appropriate and relevant course of action lay in *increasing water and wastewater capability* and the focus shifted instead to that goal.

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#### *Action Plan #1*

**Goal** – Increase water and wastewater capability

**Actions** –

- Expand/build wastewater treatment facility
- Address infiltration etc.
- Increase efficiency
- ***SELECTED ACTION: Develop a list of options with pros and cons of each, including costs and long-term feasibility; wastewater is top priority***

**Who Is Involved** – Mr. Gruesbeck, Mr. Royal, Mr. Poteat, Mr. Pickett, Ms. Emslie, Mr. Heard, Sanford City Manager, Chatham County Manager, Jordan Lake Partners, Mayor Terry, consultants, Sanford elected officials, County elected officials, Chatham Park, etc.

**Who Takes Lead** – Mr. Gruesbeck

**Target Date for Completion** – First draft in six months; more complete version in one year

**Resources Needed** – \$100,000

**Obstacles** – \$100,000; participation by stakeholders

**Allies** – County, Chatham Park, other developers, Sanford (perhaps), etc.

**Report Back from Lead** - Monthly

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### *Action Plan #2*

**Goal** – Prepare Town to be able to respond, in a strong and well-informed position, to Chatham Park’s small area plans

**Actions** –

**SELECTED ACTION:** *Develop process for review and approval of small area plans*

**Who Is Involved** – Mr. Bass, Planning Board, Mr. Royal, Mr. Messick, Mr. Gruesbeck, Mr. Poteat, Ms. Emslie, (Fire/Police), consultant, etc.

**Who Takes Lead** – Mr. Bass

**Target Date for Completion** – Three months (end of 2014)

**Resources Needed** – Mr. Bass’s time

**Obstacles** – Mr. Bass’s time

**Allies** –Chatham Park, other developers, public, etc.

**Report Back from Lead** - Monthly

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### *Action Plan #3*

**Goal** – Develop long-term financial plan

**Key Elements** –

- Debt projections
- Quarterly status reports
- Develop policy for positive and sustainable fund balance
- Pay as you go (possibly)
- Examine ways to increase revenue without raising rates
- Unmetered water and reuse water
- Monthly financial review
- Financial policies

- Comprehensive financial policy
  - Fund balance
  - Debt service
  - Fixed assets
  - Investment
  - Cash management
  - Vehicle replacement
  - Travel policy

## 5.0 – CLOSING NOTES

At the outset of the session, the Mr. Long asked the Board if, at the conclusion of the session, action plans had been developed for the Board's top five to seven priorities, would the Board consider the session to be a success. All Board members agreed. The process is, however, inherently fatiguing ("the devil is in the details") and only the top three priorities were addressed before the session was adjourned. An alternative view is that the three action plans actually spanned several more of the Board's priorities.

Mr. Long stated that he would be both willing and happy to continue to work with the Board if requested.

*Summary report prepared by:*

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