

DRAFT Strategic Plan



2022-2023





Town of Carolina Beach Elected Officials

Mayor, Lynn Barbee

Mayor Pro Tem, Jay Healy

Council Member, Joe Benson

Council Member, Mike Hoffer

Council Member, Deb LeCompte

Bruce Oakley, Town Manager

Ed H. Parvin, Assistant Manager



Executive Summary

The purpose of this strategic plan is to provide a framework, overall direction, and specific guidance to the town staff.

The Town Council of Carolina Beach, with support from staff, held a strategic planning Board Retreat on January 27 and 28, 2022. Chris Aycock, President of The Aycock Group, was engaged to facilitate the strategic planning process and create this strategic planning document.

First, The Town Manager and Assistant Town Manager presented a report on “the state of the town”. Secondly, the department heads presented valuable information. Then The Town Council completed a SWOT (analysis of external opportunities and threats, and internal analysis of strengths and weaknesses).

Based on this foundation, The Town Council established four priorities. Priorities are not listed in order of importance.

Priority 1. Infrastructure

Priority 2. Communication

Priority 3. Quality of Life

Priority 4. Fiscal Responsibility

The Town Council developed specific objectives for each of the four priorities to provide guidance and specific direction on how these priorities should be addressed. These are included in this strategic plan.

The Town Council will formally monitor this strategic plan quarterly at board meetings and update this strategic plan in 2023.

The Town Council of The Town of Carolina Beach values continuous improvement, investing in their staff, and actively listening to their citizens. They proudly seek to serve the needs, opportunities, and desires of the people of their great town.



The Strategic Plan

The priorities are not listed in order of importance.

Priority 1 Infrastructure

Objective 1A: Develop a funding plan with timelines by the end of the fiscal year (June 2023) to address headworks. This funding plan is not limited to but should include permitting, construction, and completion.

The Town Manager will provide The Town Council with quarterly updates on the funding plan to address headworks.

Objective 1B: Develop a funding plan with timelines by the end of the fiscal year (June 2023) to address water storage.

The Town Manager will provide The Town Council with quarterly updates on the funding plan to address water storage.

Objective 1C: The Town Manager will develop an alternative plan regarding the Lake Dredge Project with cost estimates by midsummer (2022).

Objective 1D: “Close the deal” on Freeman Park.

Priority 2. Communication

Objective 2A: The Town Manager will present options and recommendations regarding the Public Information Officer position during the budget process. (February-May 2022).

Objective 2B: The Council will continue to serve as champions and ambassadors for the town.

Objective 2C: The staff will enhance the community room that helps citizens be informed.

Objective 2D: The town’s committees will define their mission and have this mission approved by the board. The members of the committees will implement their overall mission and act as liaisons to the community under the direction of The Town Council.



- The Town Attorney and the Town Manager will educate the committee chairs and members on legal issues relating to committees (February 2022).
- The Town Attorney will lead trainings with committee members on structure (February 2022).
- The Town Clerk will provide an updated document on committees to The Town Council (February 2022).
- The Town Council will evaluate the proposed mission/purpose of each committee and approve as appropriate (April 2022).

Objective 2E: The town staff will continue to update the town's website.

Priority 3. Quality of Life

Objective 3A: The town will complete the following components of the Carolina Beach Pedestrian Plan:

- Spartanburg crossings
- St. Joseph Street
- Hamlet Avenue
- Ocean Boulevard
- Carolina Beach Avenue

Objective 3B: The town will continue to focus on being a family beach for both citizens and tourists and will seek solutions for how to keep people from using illegal fireworks.

Objective 3C: The Town Manager, Attorney, and Planner will present options to The Town Council for ways to address flag concerns by summer 2022.

Objective 3D: The town will discuss the topic of a 10 year parks and recreation plan during the budget process. (February-May 2022).



Priority 4: Fiscal Responsibility

Objective 4A: The Town Council came to consensus on their approach to parking:

1. The current contract regarding parking will be continued.
2. The Town Manager will present a report to The Town Council quarterly with data and staff recommendations regarding the contract. The Town Council will evaluate the success of the contract quarterly.
3. The town will find one hundred or more new parking places.

Objective 4B: The Town of Carolina Beach will continue to increase fund balance as feasible.

Objective 4C: The town staff will continue to research grants and sources of funding for the town's needs and apply as appropriate. Staff and The Town Council will also discuss the feasibility of a potential grant writer position.

