Board of Commissioners Agenda

Town of Swansboro

Tuesday, November 10, 2026

Board Members

William Justice, Mayor | Jeffrey Conaway, Mayor Pro Tem | Douglas Eckendorf, Commissioner
Tamara Pieratti, Commissioner | Wayne Herbert, Commissioner | Timothy Vannoy, Commissioner

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I. Call to Order/Opening Prayer/Pledge

II. Public Comment

Citizens have an opportunity to address the Board for no more than three minutes per speaker regarding items listed on the agenda. There is a second opportunity at the end of the agenda for the public to address the Board on items not listed on the agenda.

III. Adoption of Agenda and Consent Items

The Town Clerk respectfully submits to the Board, the Regular Agenda and the below consent items, which are considered to be of general agreement and little or no controversy. These items may be voted on as a single group without Board discussion "or" if so desired, the Board may request to remove any item(s) from the consent agenda and placed for consideration separately.

III. Consent Items:

a. July 28, 2026, Regular Meeting Minutes

b. August 11, 2026, Regular Meeting Minutes

IV. Appointments/Recognitions/Presentations

a. **Onslow United Transit System Presentation (OUTS) Update**
Presenter: Danny Ferucci – Executive Director of OUTS

b. **Board Appointments**
Presenter: Alissa Fender, MMC – Town Clerk

Due to expiration of terms or ongoing vacancies, board appointments are needed for the Historic Preservation Commission, Tourism Development Authority, and the Parks Board.

Recommended Action:
1. Consider appointments to the Historic Preservation Commission
2. Consider appointments to the TDA
3. Consider appointments to the Parks Board

c. **Fire Department's 2026 – 2031 Strategic Plan**
Presenter: Jacob Randall – Fire Chief

The Swansboro Fire Department's 2026–2031 Strategic Plan in support of the Department's strategic direction and continued accreditation efforts will be presented.

Recommended Action: Receive report.

V. Public Hearing – *NONE*

VI. Business Non-Consent

a. **Fee Schedule Amendment for Certificate of Appropriateness**
Presenter: Michael Tata – Town Planner

The Swansboro Historic Preservation Commission has recommended a reduction to the Major Work Certificate of Appropriateness fee.

Recommended Action: Approve or deny the proposed amendment to the Town Fee Schedule, adjusting the Major Work Certificate of Appropriateness application fee from $200 to $100.

b. **Appearance Recognition Program**
Presenter: Alissa Fender, MMC – Town Clerk

Consideration of an Appearance Recognition Program recommended by the Appearance Commission to recognize residential and commercial properties that contribute positively to the appearance and character of the community.

Recommended Action: Provide direction regarding the proposed Appearance Recognition Program, including approval as presented or referral back to the Appearance Commission for further revisions and considerations.

c. **Appearance Project Program**
Presenter: Alissa Fender, MMC – Town Clerk

Consideration of an Appearance Project Program recommended by the Appearance Commission to support volunteer-led beautification and cleanup projects on public property throughout the community.

Recommended Action: Provide direction regarding the proposed Appearance Project Program, including approval as presented or referral to the Appearance Commission for further revisions and consideration.

d. **Future Agenda Topics**
Presenter: Alissa Fender, MMC – Town Clerk

Future agenda items are shared for visibility and comment. In addition, an opportunity is provided for the Board to introduce items of interest and subsequent direction for placement on future agendas.

Recommended Action: Discuss and provide any guidance.

VII. Items Moved from Consent

VIII. Public Comment

Citizens have an opportunity to address the Board for no more than five minutes regarding items not listed on the Agenda.

IX. Manager's Comments

X. Board Comments

XI. Closed Session

a. *Recommended Action: Motion to enter closed session pursuant to N.C.G.S. 143-318.11 (a) (2) to review 2026 Sam Bland Award nominations.*

XII. Adjournment

Town of Swansboro
Board of Commissioners
July 28, 2026, Regular Meeting Minutes

In attendance: Mayor William Justice, Mayor Pro Tem Jeffrey Conaway, Commissioner Douglas Eckendorf, Commissioner Tamara Pieratti, Commissioner Tim Vannoy, and Commissioner Wayne Herbert.

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Call to Order
The meeting was called to order at 6:00 pm and Mayor Justice led the Pledge of Allegiance.

Public Comment
Citizens were offered an opportunity to address the Board regarding items listed on the agenda. No comments were given.

Adoption of Agenda and Consent Items
Prior to consideration of the agenda, a question was raised regarding carryover funding for playground swings included within the consent agenda. Staff provided clarification regarding the funding and anticipated the purchase of two swings.

On a motion by Mayor Pro Tem Conaway, seconded by Commissioner Eckendorf, the agenda as prepared and the consent items below were approved unanimously.

- May 12, 2026, Regular Meeting Minutes
- Tax Refund Request

  The Onslow County Tax Collector recommends refunds of the below listed taxes totaling $195.84.

  Vehicle Tax

Walters, Christine Carol	$126.65	Tag Surrender
Gaskell, Deborah Elaine	$48.35	Tag Surrender
Santariga, Justin Gregory	$20.84	Tag Surrender

- Budget Ordinance Amendment #2027-1

Public Hearing
UDO Text Amendment to § 152.130-135 Enforcement and Review
Town Planner Rebecca Brehmer presented a proposed amendment to the Unified Development Ordinance related to enforcement procedures and civil penalties. The amendment was developed following identification of inconsistencies between the Town's code provisions and current State statutes governing enforcement procedures. The proposed changes would remove the existing requirement that violations be corrected within forty-eight hours and instead allow a correction period to be established within a Notice of Violation based on the circumstances of each case. Civil penalties

would be assessed at $50 per day following issuance of a formal Notice of Violation, with authority for the administrator to increase penalties to $100 per day when corrective actions are not completed as directed.

Planner Brehmer reviewed concerns expressed by the Planning Board during its consideration of the amendment and clarified that the administrator's authority to settle up to $1,500 in accrued penalties did not establish a cap on penalties. The Planning Board recommended approval of the amendment at its July 7, 2026, meeting.

Board discussion focused on penalty amounts, equitable treatment of violators, enforcement timelines, appeal procedures, and administrative authority. Attorney Francis Rasberry advised that State law now relies primarily on civil penalties for zoning enforcement and noted that the proposed amendment established a progressive enforcement process beginning with informal notification and escalating as necessary. Additional discussion addressed proportionality of penalties, settlement authority, and the importance of maintaining consistency in enforcement actions.

The public hearing was opened at 6:34 pm then closed as no comments were offered.

Following discussion, Commissioner Eckendorf stated that the amendment provided a clearer and more transparent enforcement process and suggested implementation be monitored and revisited in the future if necessary.

On a motion by Commissioner Eckendorf, seconded by Commissioner Herbert, Ordinance 2026-O6 amending §152.130-135 Enforcement and Review was unanimously approved.

Business Non-Consent

Review of Sidewalk Priority List

Town Manager Jon Barlow reviewed the history of the Town's sidewalk improvement initiative. Following reprioritization by the Board in 2024, engineering plans were completed for the five remaining priority sidewalk projects. The proposed improvements total approximately 7,000 linear feet of sidewalk with an estimated construction cost of $1,108,835. Mr. Barlow reported available funding sources totaling approximately $297,645 and noted that implementation of the remaining projects would require pursuit of additional grant funding, legislative appropriations, or other funding sources.

Board discussion focused on school connectivity, public safety, easement acquisition, project readiness, and future funding opportunities. Commissioners emphasized the importance of pursuing easements in all project areas to position the Town for future grant and funding opportunities. Discussion also included potential Safe Routes to School funding, conversations with property owners, and the benefits of having all projects ready for construction when funding becomes available.

Following discussion, the Board agreed with staff's recommendation to begin the easement acquisition process for all five sidewalk priority areas and receive periodic progress updates. No formal action was taken.

Monthly Financial Report as of June 30, 2026

Finance Director Sonia Johnson presented the April 2026 financial report. She highlighted the following points:

- The FY 2025-2026 budget anticipated a deficit of approximately $255,555; however, year-end revenues exceeded expenditures by approximately $275,836. This favorable position was attributed primarily to personnel savings resulting from vacancies in multiple departments.
- The General Fund reflected a positive variance of approximately $361,703 when compared to budget projections, with additional savings potentially available pending closure of outstanding encumbrances.
- The Stormwater Enterprise Fund concluded the fiscal year with revenues exceeding expenditures by approximately $47,949.
- The Solid Waste Enterprise Fund ended the fiscal year with a positive balance of approximately $24,087 and remained financially stable.
- An update was provided regarding the Town's outstanding debt obligations and available cash balances.
- Staff reviewed the status of active grants and identified potential grant opportunities that may be pursued during the upcoming fiscal year.
- Fire Chief Jacob Randall provided an update on several pending grant applications, including requests for funding related to wildfire response equipment, the Emergency Operations Center project, fire prevention education equipment, search and recovery technology, and replacement of a brush truck.

In response to inquiries from the Board, staff clarified the following:

- The Town's positive year-end financial position was largely the result of personnel cost savings generated by vacancies across several departments during the fiscal year.
- Additional positive budget variances may be realized once all year-end encumbrances are reviewed and finalized.
- Several grant applications remain pending review by funding agencies, and staff continues to actively pursue available grant opportunities to support Town projects and equipment needs.
- Current and future grant funding opportunities could assist with a variety of capital and infrastructure projects, reducing the potential need for local funding sources.

- Coordination of legislative priorities would allow the Town to more effectively communicate funding needs and maintain consistency when meeting with state and federal representatives.
- Infrastructure improvements, stormwater projects, sidewalk construction, and public safety equipment needs were identified as areas that may benefit from future grant or legislative funding assistance.

The Board discussed the value of developing a coordinated approach to legislative advocacy and grant funding efforts. Staff recommended bringing a discussion of legislative priorities and strategic funding requests back to the Board at a future meeting, and the Board concurred.

Future Agenda Topics
Future agenda items were shared for visibility and comments. In addition, an opportunity was provided for the board to introduce items of interest and subsequent direction for placement on future agendas. The following items were addressed:

- Discussion about the hiring of a Town Manager
- Sidewalk easement updates
- Possible ordinance revision for lights and signs

Public Comment
Citizens were offered an opportunity to address the Board for no more than five minutes regarding items not listed on the agenda. No comments were made.

Manager's Comments
In response to an inquiry from the board on the Main Street dock replacement project, Manager Barlow reported that the project was currently awaiting receipt of outstanding riparian rights waivers from adjacent property owners. One waiver had been received, while the remaining property owner had not yet responded. As a result, the project remained temporarily delayed.

Board Comments
The Board collectively expressed appreciation to Town staff for their continued service to the community and thanked residents for their attendance and engagement in local government.

Commissioner Herbert emphasized the importance of maintaining unified priorities and continuing efforts that strengthen community resilience, public safety, and quality of life for Swansboro residents.

Commissioner Eckendorf commented on the value of collaboration between the Board, staff, and community members in advancing Town initiatives and achieving long-term goals.

Commissioner Vannoy expressed appreciation for the support extended to him and his family by Town staff and community members during recent personal challenges.

Mayor Justice provided updates regarding transportation initiatives and upcoming meetings with state and federal representatives. He also discussed ongoing historic preservation efforts, progress related to the Veterans Memorial Gardens project, opportunities for regional collaboration on issues affecting the commercial fishing industry and highlighted the positive impact of a local summer literacy program sponsored by Swansboro United Methodist Church.

Adjournment

On a motion by Mayor Pro Tem Conaway, seconded by Commissioner Eckendorf the meeting adjourned at 7:44 pm.

Town of Swansboro
Board of Commissioners
August 11, 2026, Regular Meeting Minutes

In attendance: Mayor William Justice, Mayor Pro Tem Jeffrey Conaway, Commissioner Douglas Eckendorf, Commissioner Tamara Pieratti, Commissioner Tim Vannoy, and Commissioner Wayne Herbert.

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Call to Order
The meeting was called to order at 6:00 pm and Mayor Justice led the Pledge of Allegiance.

Public Comment
Citizens were offered an opportunity to address the Board regarding items listed on the agenda. No comments were given.

Adoption of Agenda and Consent Items
On a motion by Mayor Pro Tem Conaway, seconded by Commissioner Vannoy, the agenda as prepared and the consent items below were approved unanimously.

- May 19, 2026, Special Meeting Minutes
- Support for ONWASA Wastewater Capacity and Resiliency Initiatives

Appointments/Recognitions/Presentations
Recognition of Law Enforcement Cadet Summer Camp Program & Graduates
Police Chief Dwayne Taylor recognized participants in the 2026 Law Enforcement Cadet Summer Camp and thanked Deputy Chief Ben Brim and participating officers for their commitment to the program. Deputy Chief Brim provided an overview of the camp and discussed activities focused on leadership development, teamwork, physical fitness, career readiness, and community engagement. Participants were recognized for successfully completing the program, and a certificate of appreciation was presented to Chief Taylor for his continued support of the Swansboro Police Cadet Program.

Board members commended the program for providing meaningful opportunities for local youth.

In response to questions from the Board, Deputy Chief Brim noted that participants ranged from middle school age through young adults under twenty-one years of age and that seven cadets completed this year's program, which represented the third cadet class offered by the department.

Mayor Justice also recognized volunteer officers Brooke and Josh for receiving positive community recognition following their assistance to a local business owner after a recent downtown event.

Fire Services Update

Fire Chief Jacob Randall presented a mid-year update regarding Fire Department operations and performance measures. Chief Randall reviewed response statistics, service demand trends, emergency response performance, and departmental initiatives intended to improve service delivery and regional coordination. Information reviewed included:

- Incident response statistics through July 1, 2026, compared to the same period in 2025.
- Trends involving in-town responses, mutual aid responses, and overlapping incidents.
- Working fire incidents and common causes.
- Dispatch, turnout, travel, and total response times.
- Water rescue responses and factors affecting rescue operations.
- Regional coordination efforts and training initiatives.
- Development of a navigable waterway response plan and enhancements to multi-agency emergency response procedures.

In response to inquiries from the Board, Chief Randall clarified the following:

- Department leadership receives automatic notifications when EMS response times exceed established thresholds to assist with coordination and performance review.
- The majority of structure fire responses occur outside Town limits through mutual aid and automatic aid agreements.
- Increased response times associated with water rescue incidents are primarily attributable to vessel deployment requirements.
- Future improvements to marine response capabilities may include consideration of a boat lift or similar infrastructure improvements.
- The regional waterway response plan was intended to improve communication, incident location identification, and coordination among responding agencies.

Board members expressed appreciation for the department's continued efforts and regional partnerships. Chief Randall also announced a cancer awareness fundraising campaign benefitting the Kay Yow Foundation and UNC Health.

Public Hearing

Annexation of Certain Real Property

Town Clerk Alissa Fender presented a request to annex approximately 0.54 acres of Town-owned property associated with the future Emergency Operations Center and Public Safety Facility project. The property represents the remaining portion of a previously consolidated parcel located within the Town's extraterritorial jurisdiction. The Board previously adopted Resolution 2026-R8 expressing its intent to annex the property.

Mayor Justice opened the public hearing. No comments were received, and the public hearing was closed.

On a motion by Commissioner Douglas Eckendorf, seconded by Commissioner Tamara Pieratti, the Board unanimously adopted Ordinance 2026-O7 annexing the subject property into the Town of Swansboro corporate limits.

Business Non-Consent

Future Agenda Topics

Future agenda items were shared for visibility and comments. In addition, an opportunity was provided for the board to introduce items of interest and subsequent direction for placement on future agendas. The following items were addressed:

- Review/consider revision to Sam Bland Nomination eligibility
- Schedule presentation from OUTS
- Schedule presentation from JOED
- Considerations for Boat Lift for the Fire Department boat

Public Comment

Amelia Dees-Killette, President of the Swansboro Historical Association, addressed the Board regarding the Association's lease of the Emmerton School facility. Ms. Dees-Killette requested continued consideration of a lease agreement that would allow the museum to reopen and resume operations within the building. She also highlighted ongoing restoration efforts, organizational growth, and community support for the museum.

Manager's Comments

Town Manager Jon Barlow provided updates regarding several ongoing Town projects and initiatives, including:

- Continued review of a proposed lease agreement with the Swansboro Historical Association.
- Remaining improvements associated with the Emmerton School rehabilitation project.
- Preparation of grant applications for the Municipal Park Revitalization Project through the LWCF and PARTF programs.
- Upcoming street resurfacing projects scheduled to begin in September.
- Progress toward acquiring easements needed for priority sidewalk improvement projects.

In response to Board inquiries, staff discussed upcoming grant application deadlines, project funding opportunities, and options for proceeding with sidewalk improvements as funding and easements become available.

Board Comments

The Board collectively expressed appreciation to Town staff, volunteers, public safety personnel, and community partners for their continued dedication to serving Swansboro residents.

Commissioner Vannoy commended the Swansboro Police Cadet Program and thanked the Town's volunteer board and committee members for their service.

Commissioner Eckendorf encouraged residents to prepare for hurricane season and utilize available emergency preparedness resources.

Commissioner Herbert provided updates related to ONWASA initiatives, National Night Out activities, and the success of local library programs.

Commissioner Pieratti highlighted the success of youth-focused programs offered by the Town and local community partners throughout the summer.

Mayor Pro Tem Conaway provided updates regarding transportation initiatives, historic preservation activities, veterans services, and recent recognition received by Major Capers.

Mayor Justice discussed recent meetings concerning infrastructure funding opportunities, regional resiliency initiatives, upcoming community events, and partnerships with state and federal agencies. He also recognized Major Capers for his recent distinction and thanked local organizations for their continued contributions to the community.

Adjournment

On a motion by Mayor Pro Tem Conaway, seconded by Commission Herbert, the meeting adjourned at 6:57 pm.


OUTS
Onslow United Transit System

Mission

To provide safe, reliable and efficient transportation for the citizens of Onslow County.



To provide quality transportation services to the OUTS service area



To operate in an efficient and effective manner while complying with Local, State, and Federal Laws concerning Public Transportation

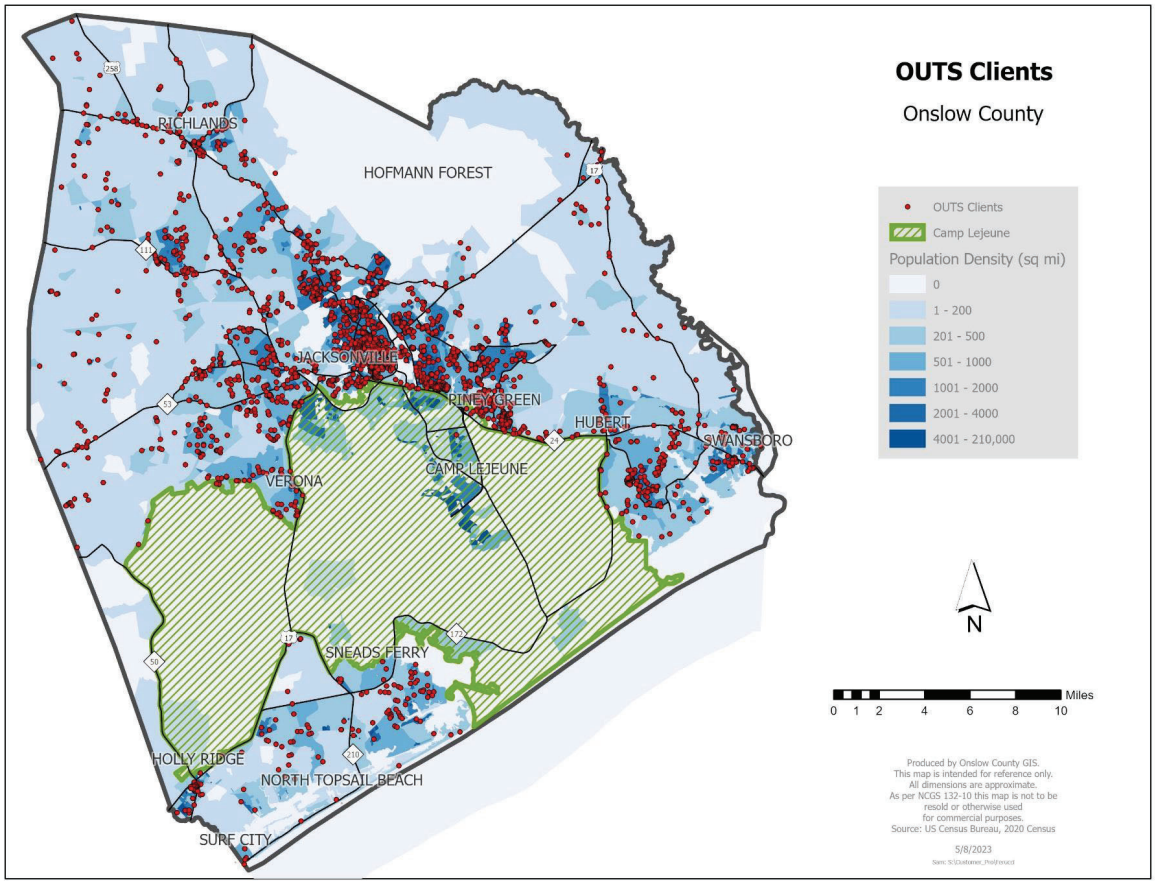


To assist in the maintenance, development, improvement, and use of public transportation in rural areas.



Why? Connect more residents to jobs, health care, wellness, education, retail and entertainment in our communities

Service Area
(763 Land Square miles, Population 207,298)



Corporate Background

Located in Jacksonville, NC

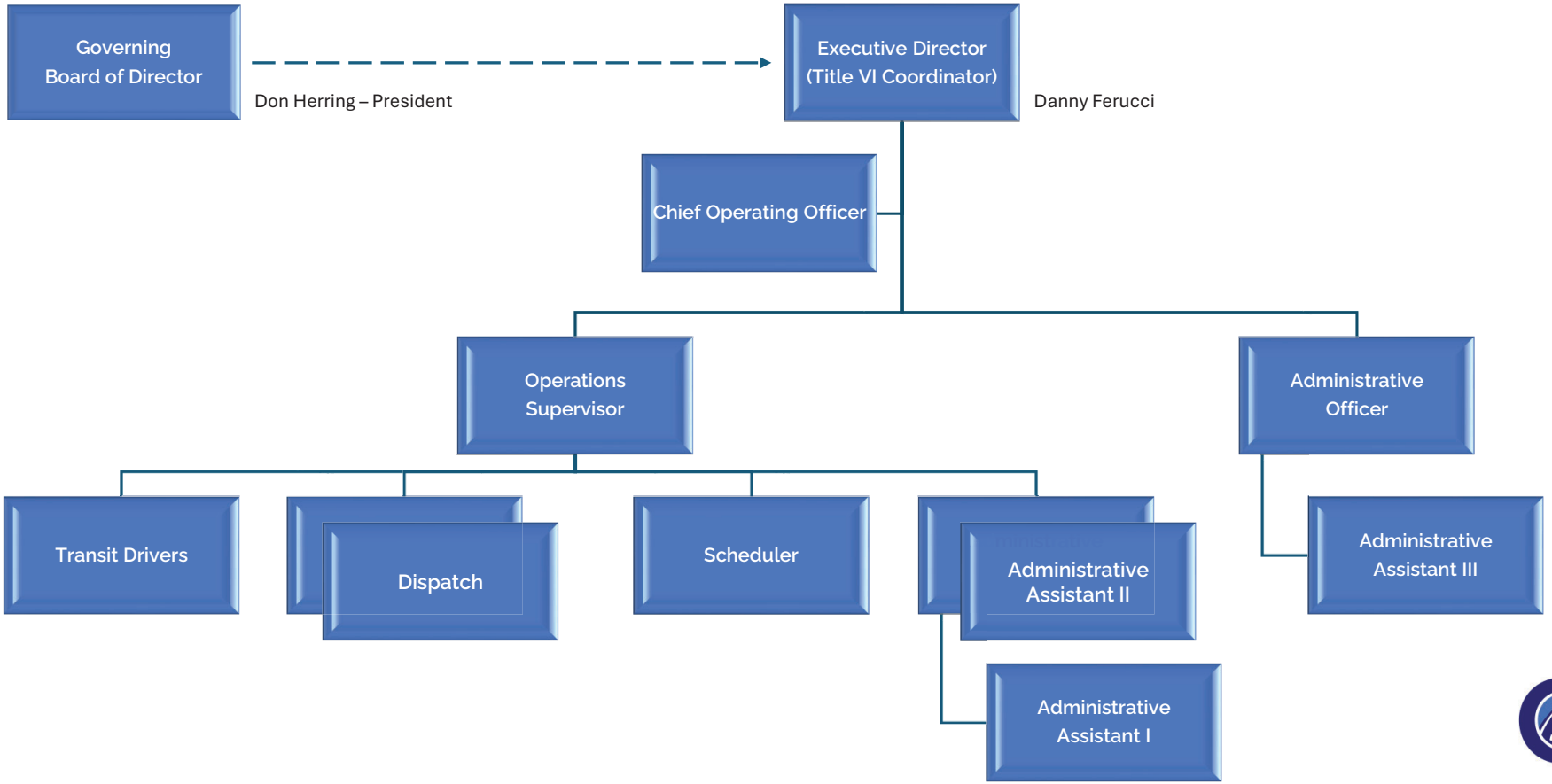
Incorporated in 1979 formed by Onslow County Government

Nonprofit public transit system that assists human service agencies in providing public transportation to the residents of Onslow County.

Operates under G.S. 55A and USC 501c3 (tax exempt)

Governed by Board of Directors

Onslow United Transit System
Organization Chart – FY26



Description of Service

OUTS operates subscription, demand response, general public transportation and ADA Complementary Paratransit Service throughout all of Onslow County.

Who Can Ride

Service is provided to passengers needing transportation to medical appointments, work, daycare, shopping, social and recreation activities, etc. OUTS also contracts with several agencies in Onslow County and provides transportation for their clients.

New Passenger Request Form Link:
https://www.onslowunitedtransit.org/new-passenger-form/

Door to Door As Needed

Service is origin-to-destination. Assistance is provided from the vehicle to the first doorway for passengers who need additional assistance to complete the trip.

Non-Emergency Transportation

OUTS provides non-emergency transportation only. If a passenger is unable to sit up, has severe pain, or other debilitating problems, this agency cannot transport them.

Transit Van Identification





Please visit www.rideOUTS.org for current transit information

Eligible Transportation Programs

ADA Paratransit

($3 fare)

Provides ADA complimentary paratransit services for the City of Jacksonville.

5310 Grant

($2 fare)

Provides operating assistance for the transportation of the county's elderly (65 years of age or older) and disabled citizens.

Traveler's Aid Grant

Intended to aid organizations support to citizens dealing with domestic violence, homelessness, and substance abuse.

A one-time one-way Greyhound ticket to a support system.

Rural Operating Assistance Program (ROAP)

EDTAP

($2 fare)

Provides operating assistance for the transportation of the county's elderly (60 years of age or older) and disabled citizens.

Rural General Public (RGP)

($5 fare)

Intended to provide transportation services for individuals from the county who do NOT have a human service agency or organization that will pay for the transportation service.

WorkFirst

($4 fare inside UZA)

($5 fare outside UZA)

Intended to help the general-public to travel to work, employment training and/or other employment related destinations.

Please visit www.rideOUTS.org for current transit information

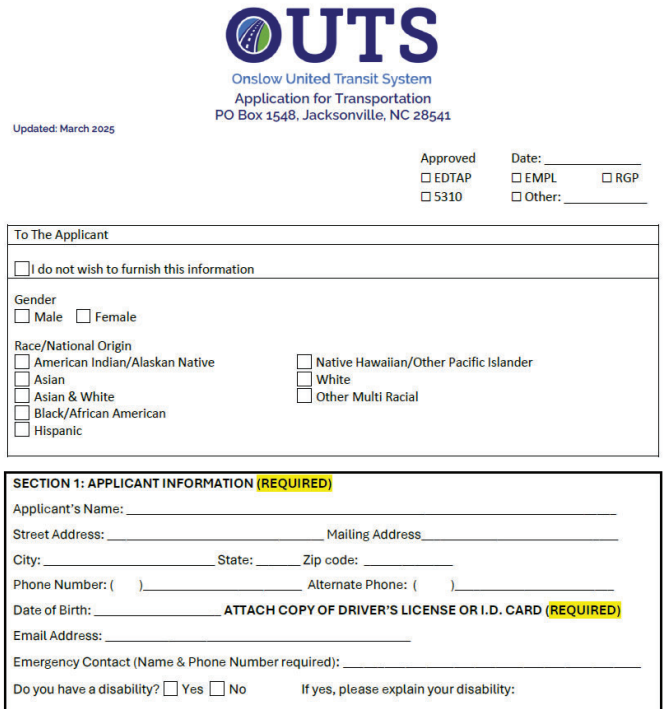
Applying for Services

Pre-Application: Initial Screening

- ❑ Contact the agency by phone, online, or in person.
- ❑ Discuss transportation needs, home address, and requested destinations.
- ❑ Screen for service-area coverage and potential eligibility based on age, disability, or other program criteria.
- ❑ Explain available programs, fares, required documents, and next steps.

Application: Eligibility & Program Determination

- ❑ Complete the application, with staff assistance available.
- ❑ Submit required documentation for the applicable program(s).
- ❑ Determine eligibility for transit services and identify qualifying program(s).
- ❑ Notify the applicant of the decision, approved services, fares, and any appeal options.
- ❑ Provide eligible riders with instructions for scheduling, cancellations, and rider assistance.



OUTS

Onslow United Transit System

Application for Transportation

PO Box 1548, Jacksonville, NC 28541

Updated: March 2025

Approved ☐ EDTAP ☐ 5310 Date: _____ ☐ EMPL ☐ RGP ☐ Other: _____

To The Applicant

☐ I do not wish to furnish this information

Gender

☐ Male ☐ Female

Race/National Origin

☐ American Indian/Alaskan Native
☐ Asian
☐ Asian & White
☐ Black/African American
☐ Hispanic
☐ Native Hawaiian/Other Pacific Islander
☐ White
☐ Other Multi Racial

SECTION 1: APPLICANT INFORMATION (REQUIRED)

Applicant's Name: _____

Street Address: _____ Mailing Address_____

City: _____ State: _____ Zip code: _____

Phone Number: ( ) _____ Alternate Phone: ( ) _____

Date of Birth: _____ **ATTACH COPY OF DRIVER'S LICENSE OR I.D. CARD (REQUIRED)**

Email Address: _____

Emergency Contact (Name & Phone Number required): _____

Do you have a disability? ☐ Yes ☐ No If yes, please explain your disability:

Please visit www.rideOUTS.org for current transit information

Daily Service

Monday – Friday

6:00 AM to 5:00 PM

Saturday – Sunday

10:00 AM to 7:30 PM

ADA Paratransit Service: Follows Jacksonville Transit Schedule

Out of County Transportation (Medical Only):

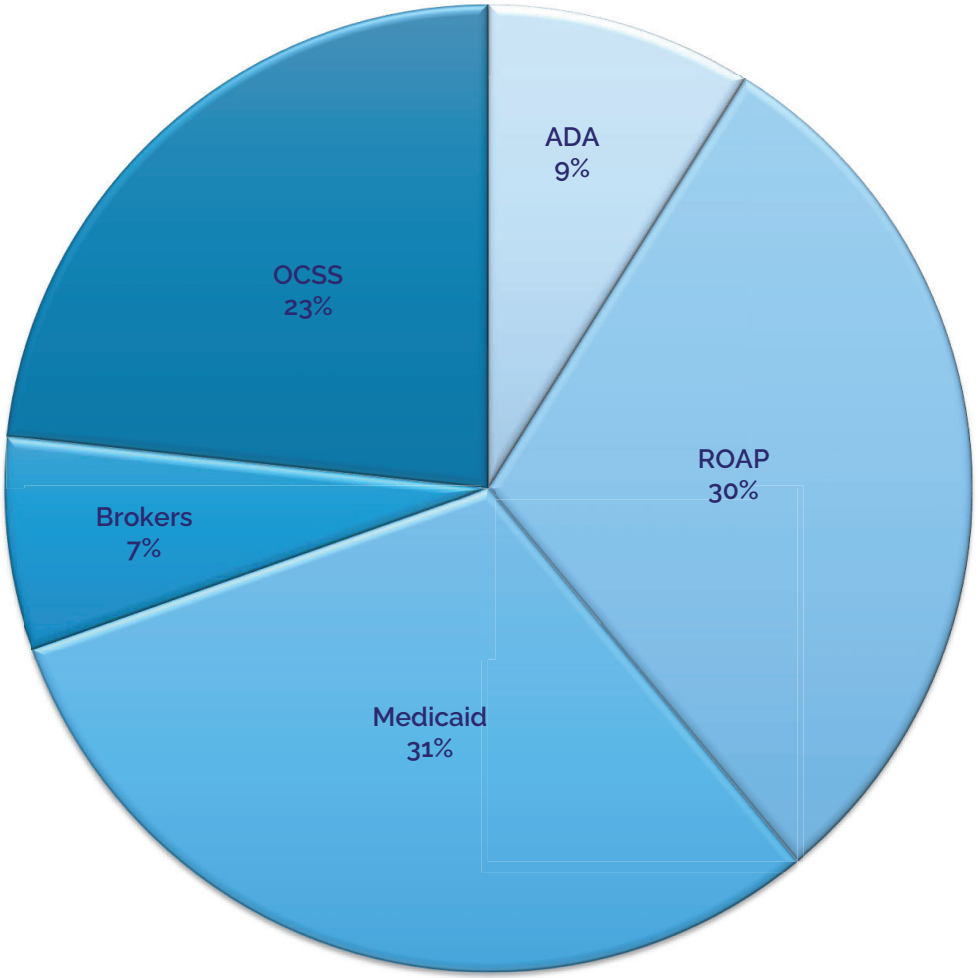
Out of County Destination	1st Tue	1st Thur	2nd Tue	2nd Thur	3rd Tue	3rd Thur	4th Tue	4th Thur	P/U Window	Trip Fare $$
Hampstead Wilmington Leland	X					X			P/U time 2-3 hours prior to scheduled appt.	$15.00
Kinston			X						P/U time 2-3 hours prior to scheduled appt.	$15.00
Pollocksville Newbern	X	X	X	X	X	X	X	X	P/U time 1-2 hours prior to scheduled appt.	$10.00
Cedar Point Carteret Morehead City								X	P/U time 1-2 hours prior to scheduled appt.	$10.00
DownEast Express	**Every Tuesday and Thursday**								P/U time 2-3 hours prior to scheduled appt.	$25.00
Greenville Express										

Please visit www.rideOUTS.org for current transit information

Ride Data Report

Total Trip Count:

- FY22 62,642
- FY23 64,969
- FY24 65,572
- FY25 54,262
- **FY26 54,064**



Board of Commissioners Meeting
Agenda Item Submittal

Item To Be Considered: **Board Appointments**

Board Meeting Date: **November 10**, **2026**

Prepared By: **Alissa Fender, MMC – Town Clerk**

Overview: Due to expiration of terms or ongoing vacancies, board appointments are needed for the Historic Preservation Commission, Tourism Development Authority, and the Parks Board.

A list of expirations is provided below as well as those members who seek re-appointment and the Talent Bank Sheet listing the citizens that are interested in serving on an advisory board.

Historic Preservation Commission

Three (3) In Town seats to consider for appointment/reappointment.
- Elaine Justice – Term expires 12/2026 has interest in re-appointment
- Jonathan McDaniel – Term expires 12/2026 has interest in re-appointment
- Brad Phillips – Term expires 12/2026 has interest in re-appointment

Two (2) Alternate (ALT) seats remain vacant to consider for appointment

There is **1** in-town application on file.

Tourism Development Authority

Three (3) seats to consider for appointment/reappointment.
- Randy Swanson – Term expires 12/2026 has interest in re-appointment
- Leah Evans – Term expires 12/2026 has interest in re-appointment
- Jack Harnatkiewicz – Term expires 12/2026 **not seeking** re-appointment

There are **4** application(s) on file.

Parks Board

Two (2) in town seats to consider for appointment/reappointment.
- Matthew Prane – Term expires 1/2027 **not seeking** re-appointment
- Elana Messenger – Term expires 1/2027 has interest in re-appointment

Two (2) ETJ seats to consider for appointment/reappointment.
- Debra Pylypiw – Term expires 1/2027 has interest in re-appointment
- Currently vacant

There are **0** application(s) on file for in town residents and **0** application(s) on file for ETJ.

Background Attachment(s):
1. NCGS 160A-362 and NCGS 128-1.1
2. Tourism Development Authority Membership Requirements
3. Talent Bank Sheet

Recommended Action:
1. Consider appointments to the Historic Preservation Commission
2. Consider appointments to the TDA
3. Consider appointments to the Parks Board

Action: _____

§ 160A-362. Extraterritorial representation.

When a city elects to exercise extraterritorial zoning or subdivision-regulation powers under G.S. 160A-360, it shall in the ordinance creating or designating its planning board provide a means of proportional representation based on population for residents of the extraterritorial area to be regulated. Representation shall be provided by appointing at least one resident of the entire extraterritorial zoning and subdivision regulation area to the planning board and the board of adjustment that makes recommendations or grants relief in these matters. For purposes of this section, an additional member must be appointed to the planning board or board of adjustment to achieve proportional representation only when the population of the entire extraterritorial zoning and subdivision area constitutes a full fraction of the municipality's population divided by the total membership of the planning board or board of adjustment. Membership of joint municipal county planning agencies or boards of adjustment may be appointed as agreed by counties and municipalities. Any advisory board established prior to July 1, 1983, to provide the required extraterritorial representation shall constitute compliance with this section until the board is abolished by ordinance of the city. The representatives on the planning board and the board of adjustment shall be appointed by the board of county commissioners with jurisdiction over the area. When selecting a new representative to the planning board or to the board of adjustment as a result of an extension of the extraterritorial jurisdiction, the board of county commissioners shall hold a public hearing on the selection. A notice of the hearing shall be given once a week for two successive calendar weeks in a newspaper having general circulation in the area. The board of county commissioners shall select appointees only from those who apply at or before the public hearing. The county shall make the appointments within 45 days following the public hearing. Once a city provides proportional representation, no power available to a city under G.S. 160A-360 shall be ineffective in its extraterritorial area solely because county appointments have not yet been made. If there is an insufficient number of qualified residents of the area to meet membership requirements, the board of county commissioners may appoint as many other residents of the county as necessary to make up the requisite number. When the extraterritorial area extends into two or more counties, each board of county commissioners concerned shall appoint representatives from its portion of the area, as specified in the ordinance. If a board of county commissioners fails to make these appointments within 90 days after receiving a resolution from the city council requesting that they be made, the city council may make them. If the ordinance so provides, the outside representatives may have equal rights, privileges, and duties with the other members of the board to which they are appointed, regardless of whether the matters at issue arise within the city or within the extraterritorial area; otherwise they shall function only with respect to matters within the extraterritorial area. (1959, c. 1204; 1961, c. 103; c. 548, ss. 1, 13/4; c. 1217; 1963, cc. 519, 889, 1076, 1105; 1965, c. 121; c. 348, s. 2; c. 450, s. 1; c. 864, ss. 3-6; 1967, cc. 15, 22, 149; c. 197, s. 2; cc. 246, 685; c. 1208, s. 3; 1969, cc. 11, 53; c. 1010, s. 5; c. 1099; 1971, c. 698, s. 1; 1983, c. 584, ss. 1-4; 1995 (Reg. Sess., 1996), c. 746, s. 2; 2005-418, s. 11.)

§ 128-1.1. Dual-office holding allowed.

(a) Any person who holds an appointive office, place of trust or profit in State or local government is hereby authorized by the General Assembly, pursuant to Article VI, Sec. 9 of the North Carolina Constitution, to hold concurrently one other appointive office, place of trust or profit, or an elective office in either State or local government.

(b) Any person who holds an elective office in State or local government is hereby authorized by the General Assembly, pursuant to Article VI, Sec. 9 of the North Carolina Constitution to hold concurrently one other appointive office, place of trust or profit, in either State or local government.

(c) Any person who holds an office or position in the federal postal system or is commissioned as a special officer or deputy special officer of the United States Bureau of Indian Affairs is hereby authorized to hold concurrently therewith one position in State or local government.

(c1) Where authorized by federal law, any State or local law enforcement agency may authorize its law enforcement officers to also perform the functions of an officer under 8 U.S.C. § 1357(g) if the agency has a Memorandum of Agreement or Memorandum of Understanding for that purpose with a federal agency. State and local law enforcement officers authorized under this provision are authorized to hold any office or position with the applicable federal agency required to perform the described functions.

(c2) Repealed by Session Laws 2015-201, s. 3(b), effective August 5, 2015.

(d) The term "elective office," as used herein, shall mean any office filled by election by the people when the election is conducted by a county board of elections under the supervision of the State Board of Elections. (1971, c. 697, s. 2; 1975, c. 174; 1987, c. 427, s. 10; 2006-259, s. 24(a); 2011-31, s. 13; 2014-100, s. 14.11(b); 2015-201, s. 3(b); 2015-241, s. 14.30(u); 2017-6, s. 3; 2018-146, ss. 3.1(a), (b), 6.1.)

RESOLUTION 2011-R8
A RESOLUTION ESTABLISHING THE
SWANSBORO TOURISM DEVELOPMENT AUTHORITY

Section 2. **Membership**. The Swansboro Tourism Development Authority shall consist of six members, who shall be appointed by the Swansboro Board of Commissioners for a term of two years each that shall coincide with the calendar year; provided, however, that the initial appointments to the authority shall be for a term of 28 months, beginning September 1, 2011. The members shall serve at the pleasure of the Board of Commissioners, and any vacancies on the authority shall be filled by appointment of the Board of Commissioners. At least half of the members of the authority shall be persons who are active in the promotion of travel and tourism in the town, and at least one third of the members shall be persons who are affiliated with businesses that collect the room occupancy tax. Individual members may, if qualified, serve in- and fulfill the representation requirements for more than one category, and the Town officials shall be regarded as being active in the promotion of travel and tourism, so long as the Town appropriates funds in support of these purposes. The remaining member or members of the authority shall be appointed at the sole discretion of the Board of Commissioners and may include members of the town governing board or town administration. The Board of Commissioners shall designate the member of the authority who shall serve – at its pleasure – as the chair of the authority and shall determine the compensation, if any, to be paid to the members of the authority.

THUMBNAIL PROFILES TALENT BANK APPLICANTS

Gary Keroack **Town Limits** **(904)537-7273** (11/2023)
Interested in Planning Board Appearance Commission Other
-Retried, Occasional Math Tutor
-MBA, M.A. Math Education (6-12)
-HOA Design Board Member in Florida and Halls Creek
-Special skills include meteorology, oceanography, and business administration
-Desire to volunteer his free time to become more involved in the community

Kelley Brown **Not in Town Limits** **(910)238-0191** (12/2024)
Interested in Tourism Authority
-Sales Manager Hampton Inn Suites
-Highschool graduate
-Member of the Military Affairs Committee, TAC Committee for Onslow County, Hospitality Committee for Onslow County. Previously recognized as the 2022 Hospitality Person of the Year, and 2021 SACC Businesswoman of the Year.
-Working in the hotel in sales provides a unique insight into what groups are coming to the area for and how to keep them returning. Knowledge includes how to attract other groups and what to do from a town standpoint to keep the area busy.
-The hotel has a special position, they are consistently involved in the community and in the growth of the town, as it advances all interest and desires to provide both to the community through participating on an advisory board.

Bryan Lowe **Town Limits** **(910)978-6498** (12/2023)
Interested in Planning BoardBoard of Adjustment
-Retired/Disabled Veteran
-Master of Science, Logistics Management and Black Belt Lean Six Sigma
-Involved with Veterans Memorial Gardens, Past president of Warrant Officer Association
-Logistics background, developed processes
-Desires to find a good use for free time

Sherrie Hancock **ETJ** **(910)581-4768** (12/2024)
appointed to PB
Interested in Tourism Authority
-Hospitality Service Director Hampton Inn and Suite
-Some College
-Prior TDA/Currently serves on Planning Board
-Has lived in Swansboro for 52 years. 6 generations in this area. As mention, was prior TDA member and would love to continue to serve the community by sharing thoughts and concerns.
-As her home she wants to serve the community and make it as safe and as enjoyable as it has been in the past. The town is called the “Friendly City by the Sea” for a reason and she wishes to keep it that way.

Catherine Madison **Town Limits** **(252)764-1805** (12/2024)
Interested in Tourism Authority
-General Manager Hampton Inn and Suites
-High School Education
-Military Affairs Committee
-Has worked in hospitality for 7 years under Crown Hotel and Travel Management, which has given her good prospective on what is needed to maintain and get new business coming to Swansboro. She has 3 children active in the community with dance and baseball which helps her know the market segment for youth travel.

Historic Preservation Planning Board Board of Adjustment Park Board Tourism Authority Appearance Commission Other

-Having become more involved with the community through the Military Affairs Committee and volunteering at different events she would like to expand her horizon into helping bring more business to the town of Swansboro.

Ryan Swanson **Town Limits** **(862)354-2597** (01/2025)
appointed to Parks Board
Interested in Planning BoardTourism Authority
-COO of DFS Advertising Agency
-Some College
-Previous member of Swansboro Area Events Organization, Swansboro Area Development Foundation, Swansboro Military Affairs Committee, Swansboro Veterans Memorial Committee
-15+ years in business leadership in Swansboro, 10+ years in local property management and season tourism patterns/growth. Proven track record in tourism/local development and event management. Strong marketing and community engagement skills. Currently maintains a network of local business partnerships. Advertising agency is the agency used by the Azalea festival for the past 2 years and for 2025.
-Interested in serving TDA by having direct experience in tourism promotion and management, understands season business patterns in Swansboro. Interested in serving the Planning Board by having a proven track records of business expansion and understands the nature and necessity of careful planning for both commercial and residential. Interested in serving the Parks & Rec Board by having a history of planning large scale community and private events and understands the community needs and interests.
- Overall as a resident of Swansboro since 2007 and having a vested interest in the town growth, he is willing and strongly desires to make a positive change in our community that will benefit most and assisting with positive growth for the Town and make sure that residents and business owners are protected.

Rachelle Lovejoy **Town Limits** **(540)664-7411** (07/2025)
Appointed to Parks Board 10/2026
Interested in Planning Board
-HOTWORX Franchise Owner
-BS Psychology/Military Resilience/Addiction & Recovery, MSW Family-Life-Social Environment Student
-Town of Swansboro Internship – Sidewalk Project, DoDEA Special Education Advisory Board Member, At Risk Youth Development Program, Mental Health Mentor Liaison, ADA Advocacy Outreach
-Strong background in community service and nonprofit work, with a focus on accessibility and integration, and believes their experience and ongoing MSW studies in Accessibility and Inclusivity will support inclusive, compliant planning and zoning efforts that benefit Swansboro residents and visitors
-Passionate about urban development, accessibility, and inclusivity, and seeks to bring a unique perspective to the Planning Board by offering insights on development plans, alternative evaluation methods, and the specific needs of individuals with disabilities who live in or visit the Town.

Jeff Brooks **Town Limits** **(910)581-6490** (11/2025)
Appointed to Board of Adjustment 1/2026
Interested in Planning Board
-MV22 In-service engineer/Dept of Defense (Navy)
-Bachelor of Science in Electrical Engineering
-Prior Parks & Rec board member, coaching/administration for Swansboro Baseball & Softball Association, volunteer coach for Swansboro Soccer Association
-39 year career as civilian engineer for the Navy. Lead engineer for MV22 Flight Simulators. Duties include being site lead at MCAS New River and Subject Matter Expert for lifecycle support and acquisition of new capability for trainers (Contracts, Statements of Work, and Specifications).
-Swansboro native, 3rd of 4 generations to go through the Swansboro school system. Nearing retirement, wants to give back more to the community and help in any way. Recent efforts of Flybridge/Paid Parking/consideration of eminent domain, have energized desire to be involved.

Laurent Meilleur **Town Limits** **(919)619-6752** (11/2025)
Interested in Planning BoardBoard of Adjustment
-VP, Sales DDC-I, transitioning to a part time role in early 2026
-Associates in Electro-Mechanical, 100+ hours of college credits with a mix of engineering, physics, and business
-Prior Swansboro Commissioner and before that Planning Board member. Involved in various community fund raisers
-Strong ability to read and understand legal, business and technical material, and already have working knowledge of the town UDO, Land Use Plan, and overall local government process. Prio record demonstrates that he is not shy about diffing into the details, puts personal experiences aside when making recommendations. Decision are made based on a developers alignment with the current UDO. Ability to help develop terminology for UDO changes and improvement
-Transitioning to a part time role with employment will provide more free time for community service. Believes that Swansboro is a jewel along the Carolina coastline and deserves strong citizen support. Particularly has a passion for the work and character of the Planning Board and Board of Adjustment.

Cynthia LaCorte **Town Limits** **(910)467-3847** (11/2025)
Appointed to Appearance Commission 2/2026
Interested in Historic Preservation
-Realtor/Broker Caldwell Banker Sea Coast Advantage
-Real Estate/College, technical
-Volunteerism in schools, Jacksonville Board of Realtors Legislative Committee, Key volunteer coordinator for Marine Corps Unit/Deserts Storm, Fundraiser chair & 2 term president local political club/national affiliation, local/state/national level political campaign manager/coordinator
-Excels at teamwork – co-owner nationally recognized real estate team & past club president/staging designation, coordinated community open house events, luxury home marketing certified, resides in historic district, gardening skills, wide range of vendor/political contacts
-Swansboro's appearance and history can be enhanced and appreciated more by achieving the objective of the appearance commissioner. With knowledge gained in various fields coupled with providing success through delating & coordinating teamwork, anything is possible

Frank Tursi **Town Limits** **(252)241-3507** (12/2025)
Appointed to Planning Board 1/2026
Interested in Other
-Retired
-Bachelor of Arts in English, Bachelor of Science in Geology
-Prior Commissioner, Mayor Pro Tem (2015-2023), planning board member & chair (2012-2015)
-Understands and values planning concepts, local zoning ordinances, chaired committee to devise Land Use Plan, knows the town's culture and history
-Desires to make Swansboro Better

Sarah Svendsen **Town Limits** **(919)969-1429** (12/2025)
Interested in Appearance Commission
-Patent & Technical Illustrator – Self Employed, Project Coordinator Ikorongo Technology, LLC
-Bachelor of Arts in Business Administration – NC State University
-PTA Executive committee positions, GSA Troop Leader, Northwood High School Booster Executive Committee Positions, AAU Team member
-Self-starter, business owner for 12+ years, experience in developing identify packages(logos, letterhead, business cards)
-Seen how simple architectural or landscape guidelines can positively affect the aesthetics for a town and desires to be good steward to the Town

Historic Preservation Planning Board Board of Adjustment Park Board Tourism Authority Appearance Commission Other

Sandra Conrad **Town Limits** **(336)782-4443** (2/2026)
Interested in Appearance Commission
-Retired flight attendant and former teacher
-Bachelors in Education, Certified to teach the gifted – University of GA
-Prior president of Hampton Shores Subdivision HOA, former Mediation (civil & domestic) for state of GA
-Posses very good people skills as noted in form professions. Special affinity for Swansboro
-Would like to serve to feel useful and meet more people and feels Appearance Commission is needed

Historic Preservation Planning Board Board of Adjustment Park Board Tourism Authority Appearance Commission Other

Board of Commissioners Meeting
Agenda Item Submittal

Item To Be Considered: **Fire Department's 2026 – 2031 Strategic Plan**

Board Meeting Date: **November 10, 2026**

Prepared By: **Jacob Randall – Fire Chief**

Overview: The Swansboro Fire Department's 2026–2031 Strategic Plan in support of the Department's strategic direction and continued accreditation efforts will be presented.

Expanded Overview: The Swansboro Fire Department's inaugural Strategic Plan was developed and adopted in 2023 to establish a clear organizational direction and identify priorities for continued growth and improvement. Since its adoption, the Department, with support from Town leadership and staff, has worked diligently to accomplish the goals and initiatives identified in the plan. With those efforts largely achieved, the need to establish the Department's next chapter of strategic direction led to the development of the 2026–2031 Strategic Plan.

The new plan was developed collaboratively and included numerous community engagement sessions, an online community survey, input from Fire Department personnel, and participation from Town staff. The planning process provided an opportunity to evaluate community expectations, organizational needs, emerging challenges, and opportunities for continued improvement. The resulting 2026–2031 Strategic Plan represents the collective work of the Swansboro Fire Department, the community, and Town staff.

The plan establishes a five-year framework designed to guide organizational priorities, strengthen service delivery, support responsible planning and resource allocation, and ensure the Department continues to evolve alongside the needs of the community it serves. Formally presenting the plan also supports the Department's continued accreditation efforts through the Center for Public Safety Excellence (CPSE) and Commission on Fire Accreditation International (CFAI). Core Competency 3A.1 of the 11th Edition CFAI accreditation model states: "The agency has a current and published strategic plan that has been submitted to the AHJ."

Presenting the plan to the Board of Commissioners fulfills this component while ensuring the Department's governing body is informed of the strategic priorities and direction established for 2026–2031. Ultimately, the plan serves as a roadmap for continuous organizational improvement and reinforces the Department's commitment to providing a level of service that meets and strives to exceed the expectations of the Swansboro community.

Background Attachment(s): 2026 – 2031 Strategic Plan
Recommended Action: Receive report.

Action: _____

TOWN OF SWANSBORO FIRE DEPARTMENT

2026 – 2031 STRATEGIC PLAN

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MESSAGE FROM THE FIRE CHIEF

I am proud to present the Swansboro Fire Department's updated 2026–2031 Strategic Plan. As Fire Chief, I have the privilege of leading an organization with a proud history of service, dedicated personnel, and a community that has continued to support us as we work to improve the services we provide. Over the past three years, we have experienced tremendous growth and made significant progress, and I could not be more proud of what we have accomplished together.

In 2023, we introduced our agency's first five-year strategic plan, establishing goals and objectives intended to strengthen our organization and better prepare us for the future. Through the hard work of our personnel and the continued support of our Town administration, Board of Commissioners, community partners, and, most importantly, the citizens we serve, we have successfully accomplished every objective established in that original plan. Reaching those milestones is something we should all be proud of, but it also presents us with an opportunity to look ahead and determine what comes next.

Over the last three years, we have made tremendous strides in improving our operations, strengthening our emergency response capabilities, investing in our personnel, and expanding the services we provide. Many of these accomplishments would not have been possible without the trust and support of those who believe in our agency and recognize the importance of investing in public safety. I am incredibly grateful for that support and recognize our responsibility to continue making the most of the resources entrusted to us.

As we began developing our updated strategic plan, we took the opportunity to reflect on our accomplishments, evaluate our current capabilities, and, perhaps most importantly, listen. Through community feedback, organizational assessments, and conversations with our personnel and community partners, we have gained a better understanding of what is working well, where opportunities for improvement exist, and what we will need to meet today's demands while preparing for the future. Those conversations and assessments have helped shape the priorities outlined in our November 2026–November 2031 Strategic Plan.

I have always believed that we should strive to be proactive rather than reactive. Waiting until a problem exists to begin searching for a solution does little to prepare us for the challenges ahead. Our community continues to grow, the needs of those we serve are changing, and the expectations placed upon emergency services are greater than ever. We owe it to our residents, visitors, neighboring agencies, and our own personnel to plan ahead, make informed decisions, and ensure we are prepared to meet those challenges.

Over the next five years, we will continue to strengthen our personnel, improve operational readiness, plan for future staffing and infrastructure needs, advance emergency medical services, and expand our community risk reduction efforts. We will

also continue evaluating our performance and holding ourselves accountable to the goals we establish. While these priorities matter to our agency's future, we must never lose sight of the reason behind them, providing the best possible service to the people who depend on us.

Swansboro is a special place, and one of the things I appreciate most about our community is the small-town atmosphere and the relationships that make it feel like home. As our Town continues to grow and evolve, we want to do our part to ensure it remains a safe, welcoming, and enjoyable place to live, work, and visit. Growth will undoubtedly bring new challenges, but it should never mean losing the traditions, community relationships, and friendly-town feel that have made Swansboro what it is today.

Our Agency's success is not measured solely by new equipment, facilities, or the number of goals we accomplish. It is reflected in the way we treat people, the pride we take in our work, the relationships we build, and our willingness to continually improve. Our people remain our greatest asset, and I am fortunate to work alongside individuals who care deeply about this agency and the community we serve.

As we move into the next five years, our strategic plan will remain a working document that guides our decisions, measures our progress, and keeps us focused on what matters. Over the past three years, we have shown what we can accomplish when we set clear expectations and work together toward a common goal. I am confident that, with the same commitment and support, we will continue building upon that success.

To our department personnel, Town administration, Board of Commissioners, neighboring emergency service partners, and the citizens of Swansboro, thank you. Your continued trust, encouragement, and willingness to support our efforts have played an important role in getting us to where we are today. I am grateful for the opportunity to serve as your Fire Chief, and I look forward to seeing what we can accomplish together in the years ahead.

We have come a long way since 2023, but our work is far from finished. I am excited about the opportunities ahead and remain committed to ensuring the Swansboro Fire Department continues to be an organization our personnel, our partners, and our community can be proud of.

Respectfully,

Jacob Randall

Fire Chief

FIRE DEPARTMENT HISTORY

December 26, 1783 – The Swansboro Fire Department was first established with the Town's municipal incorporation.

1942 – The department was officially chartered and established in 1942, relocating the fire station to 6th Street. The Town of Swansboro Public Works Department currently occupies the building today.

1944 – The first "fire truck", a 1943 Dodge Pickup, was acquired. The truck carried firefighting equipment and a small water tank.

April 3, 1946 – During the Town Council meeting, Councilmen Casper and Henry Tolson proposed a resolution to create a fire zone for the Town of Swansboro. The two councilmen and Fire Chief John Bell were tasked with defining the fire zone, known today as the Town of Swansboro's Primary Fire District.

> *"Fire Zone: All buildings and territory beginning at the Waterfront on Water Street, continuing down Water Street to Broad Street, Broad Street to the Waterfront at Casper's store, meandering the Waterfront to Cross Highway Bridge to the beginning of Waterfront at Water Street."*

May 1, 1946 – The sitting Board of Commissioners appointed Fire Chief John Bell as Fire Inspector to enforce the fire ordinances the State of North Carolina adopted.

August 1989 – The current Fire Station at 609 West Corbett Ave was constructed.

1990 – The department transitioned as an entity of the Town of Swansboro, though it remained the Swansboro Volunteer Fire Department.

2009 – The department hired the first paid personnel to provide coverage during normal workday hours and supplement the volunteer staff.

2017 – An addition to the current facility was constructed to provide sleeping quarters for personnel, allowing for 24-hour staffing.

2023 – The Department is a division of the Town of Swansboro, consisting of (3) Full-Time Command, (9) Full-Time Operational, (20) Part-Time, and (7) Volunteer personnel.

2024 – The Swansboro Fire Department was selected to participate in the Center for Public Safety Excellence (CPSE) Community Risk Assessment/Standards of Cover (CRA/SOC) Certificate Program. Swansboro was one of only 12 agencies selected

internationally, marking an important step toward stronger data-driven decision-making, better community risk evaluation, and advancing professional standards.

2025 – The department successfully completed the CPSE Community Risk Assessment/Standards of Cover Certificate Program, further strengthening its approach to community risk assessment, resource deployment, and operational performance.

March 13, 2025 – Swansboro Fire Department became a Registered Agency with CPSE to seek accreditation by the Commission on Fire Accreditation International (CFAI).

December 2025 - The Town of Swansboro also acquired property to develop a new Emergency Operations and Public Safety Facility. The planned facility will replace the existing 1989 fire station and provide a more centralized location within the fire district, improving the department's ability to deploy resources and accommodate future operational needs.

2026 – Design and planning for the new Emergency Operations and Public Safety Facility continued, including facility programming, site evaluations, and preliminary design development.

MISSION STATEMENT

The Compass

A mission statement serves as an organization's compass and foundation, encapsulating its purpose, values, and long-term objectives. It serves as a guiding light, steering decision-making and providing direction for both internal and external stakeholders. A well-crafted mission statement articulates the core identity of the Town of Swansboro Fire Department, fostering a common culture of purpose among personnel and aligning their efforts toward achieving goals. This statement is a crucial strategic tool that defines the purpose and reason for existence, shaping our culture, strategy, and impact on the community.

To protect life & property by delivering progressive, high-quality fire & emergency services grounded in Integrity, Innovation, & Continuous Improvement.

VISION STATEMENT

The Map

A Vision Statement ***charts*** an organization's objectives and long-term goals, illustrating a path to the future it envisions. It goes beyond the immediate objectives outlined in the Mission Statement, ***mapping*** a broader and more inspirational view of what the Town of Swansboro Fire Department hopes to achieve over time. The Vision Statement motivates stakeholders and guides strategic planning. It provides a clear image of success, aligning the Town of Swansboro Fire Department's efforts toward a shared and ambitious destination.

Advance service capabilities through strategic planning, enhanced training, and data-driven performance in partnership with our community.

VALUES

The Helm

Like the helm of a vessel, values represent the fundamental principles and beliefs that guide an organization's behavior, decisions, and culture. These values define the Town of Swansboro Fire Department's character and influence how individuals within our organization interact with each other and the community. Our values shape how personnel approach tasks that contribute to the overarching mission. Each reflects the Town of Swansboro Fire Department's commitment to ethical conduct, integrity, and our stakeholders' interests.

Using the acronym FIRST IN, Town of Swansboro Fire Department members identified the values that drive our passion, commitment, and dedication to excellence for the community, so we can remain first in all aspects.

Fortitude **I**ntegrity **R**eliable **S**elfless **T**actful

Inclusive **N**oble

DEPARTMENT OVERVIEW

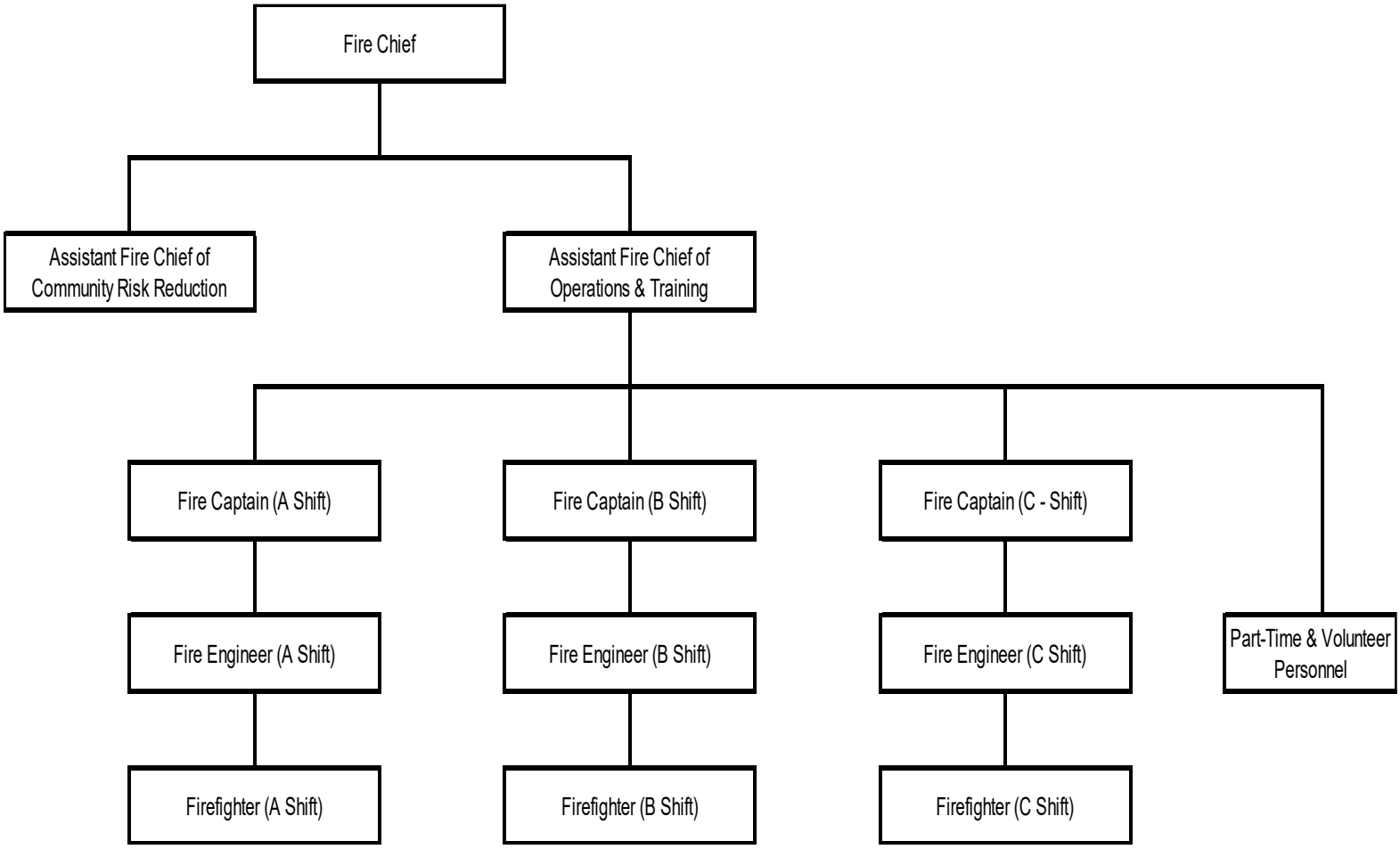
Organizational Background

Founded in 1783, the Town of Swansboro, known as the “Friendly City by the Sea,” is a small community alongside the White Oak River and Intracoastal Waterway in the Northeastern corner of Onslow County, North Carolina. The current incorporated city limits cover approximately 2.421 square miles, with a growing population of 4,273. Swansboro, while growing, retains our quiet appeal, picturesque waterfront, and hometown feel, enriched by historic colonial landmarks and natural resources.

While the original Swansboro Fire Department was established in the original Town Charter in 1783, the agency as defined today was established in 1942. The agency, which was solely volunteer, began transitioning into a town division in 1990 after completing the current fire station at 609 West Corbett Ave. In 2009, the Town hired the first paid personnel to supplement the volunteer members during normal business hours when they were not always available to answer calls. Over time, growth in district size, call volume, training standards, and technological advancements drove the need for more consistent staffing to maintain a standard level of coverage. As a result, the fire station was renovated to accommodate overnight shifts and full-time personnel. In 2017, the Town of Swansboro Fire Department began providing 24-hour, 365-day coverage to the citizens.

Today, the Town of Swansboro Fire Department is committed to refining the quality of life throughout the community by delivering an all-hazards approach. The agency serves a primary response district totaling 9.491 square miles, with a growing population of over 6,000 citizens. The district consists of the incorporated Town Limits of Swansboro (Swansboro Fire District) and the contracted unincorporated district of Onslow County (White Oak River Fire District). The department holds the Insurance Services Office (ISO) Public Protection Class (PPC) rating of 4/9e. With 32 personnel, the department provides numerous services and programs to help keep the community safer for citizens, businesses, and guests.

Organizational Structure



Services

The Town of Swansboro Fire Department is a multi-faceted organization that provides services in the core programs listed below.

Town of Swansboro Fire Department Services		
Fire Suppression	Emergency Medical Services (First Responder – EMT)	Community Risk Reduction (Public Education)
Fire Prevention Inspections	Emergency and Disaster Management	
Fire Investigations	Hazardous Materials (Responder)	Technical Rescuer (Vehicle Extrication)

Strategic Planning

Strengths, Weaknesses, Opportunities, and Challenges (SWOC Analysis)

S STRENGTHS	W WEAKNESSES	O OPPORTUNITIES	C CHALLENGES
❖ Staff Interoperability ❖ Leadership Knowledge ❖ Professionalism ❖ Public Education ❖ Customer Service ❖ Growth ❖ Knowledge Base ❖ Staff Experience ❖ Progressive Mindset ❖ Redefined Culture ❖ Interoperability and Relationships with Mutual Aid ❖ Community Respect ❖ Supportive Town Administration ❖ Defined Plans & Initiatives ❖ Proactive Mindset ❖ Vision ❖ Data-Driven Decisions	❖ Ineffective Response Force ❖ Aging Equipment ❖ Time ❖ Expandability ❖ Resource & Personnel Strain ❖ Accessibility & Proximity to Resources ❖ Industry Requirements & Changes ❖ Services Knowledge & Understanding ❖ Succession Planning and Development ❖ Ability to Address Overlapping Incidents	❖ Growth ❖ Community Partnerships ❖ Agency Partnerships ❖ Proactive and Futuristic Vision ❖ Data-Informed Decisions ❖ Accreditation ❖ Effective Deployment of Resources ❖ Continue Training Partnerships ❖ Regional Partnerships	❖ Staffing Levels ❖ Ability to Catch Up ❖ Competitive Salaries ❖ Current Facility ❖ Aging Equipment ❖ Non-Existent Replacement Schedule ❖ Growth of Community ❖ Budgetary Constraints ❖ Economic Stability / Inflation ❖ Increasing Call Demand ❖ Strained Resources ❖ Increasing Overlapping Incident Percentage ❖ Communication & Response Development ❖ National Delays & Impacts

Critical Service Gaps and Action Items

After reviewing the agency's current status, we identified five (5) critical service gaps. These critical issues are and will remain detrimental to service performance and outcomes if action is not taken. The critical service gaps listed below establish the framework for the five (5) strategic action items supported by goals, objectives, and tasks.



Goals, Objectives, and Tasks

In conclusion, our commitment to the strategic plan is shown through the careful creation of Goals and Objectives, each supported by critical tasks and aligned with the SMART criteria—Specific, Measurable, Achievable, Relevant, and Time-bound. This deliberate approach ensures our organizational efforts align with our Mission Statement, Vision Statement, and core Values, while being clear, quantifiable, realistic, and time-sensitive. By adopting this SMART framework, we affirm our commitment to executing our strategic plan successfully and fostering a culture of accountability, innovation, and continuous improvement. This commitment positions us on a ***course*** for sustained success, where each task and objective contributes meaningfully to our overarching mission and vision.

Goal 1

Strengthening Administrative Leadership, Planning, and Organizational Sustainability

Goal 2

Enhance Operational Effectiveness, Interoperability, and Emergency Response Capabilities

Goal 3

Ensure Sustainable Logistics, Fleet Readiness, and Facility Infrastructure

Goal 4

Advance Training Excellence and Workforce Development

Goal 5

Expand Community Risk Reduction and Fire Prevention Impact

Goal 6

Strengthening Emergency Management, Resilience, and Disaster Preparedness

Goal 1: Strengthen Administrative Leadership, Planning, and Organizational Sustainability

- **Objective 1.1:** Develop and maintain a comprehensive long-range strategic plan aligned with community growth, risk trends, and service demand
- **Objective 1.2:** Implement a formal succession planning framework to ensure continuity of leadership and institutional knowledge across all ranks and divisions.
- **Objective 1.3:** Achieve and maintain successful accreditation through the Commission on Fire Accreditation International (CFAI) by aligning policies, performance measures, and documentation with best practices.
- **Objective 1.4:** Improve the Town's Insurance Services Office (ISO) Public Protection Classification through targeted improvements in training, water supply, communications, and fire suppression capabilities.
- **Objective 1.5:** Enhance fiscal planning and transparency through multi-year budgeting, capital improvement planning, and lifecycle cost analysis.
- **Objective 1.6:** Expand professional development opportunities for all personnel through credentialing, higher education, and leadership development pathways.
- **Objective 1.7:** Increase grant identification, application, and management capacity to support capital projects, staffing, training, and community risk reduction initiatives.

Objective 1.1: Develop and maintain a comprehensive long-range strategic plan aligned with community growth, risk trends, and service demand.

Assigned

Fire Chief / Assistant Fire Chief of CRR

Timeline

Ongoing; quarterly review; annual formal update

Implementation Tasks

i. Maintain the 2026-2031 strategic plan as the Department's implementation roadmap.
ii. Review goals, objectives, tasks, and performance measures quarterly with staff.
iii. Update the CRA/SOC annually and use findings to adjust priorities.
iv. Align departmental priorities with Town budget development and capital planning.

Anticipated Outcome

A current, measurable strategic plan that guides decisions, communicates priorities, and adapts to community risk and service demand.

Objective 1.2: Implement a formal succession planning framework to ensure continuity of leadership and institutional knowledge across all ranks and divisions.

Assigned	Timeline
Assistant Chief of Operations & Training	36 months

Implementation Tasks

i. Assess position requirements, promotional standards, and future leadership needs across all ranks.

ii. Develop succession pathways from firefighter through chief officer and administrative roles.

iii. Conduct at least one company-officer and one chief-officer development program annually.

iv. Establish mentoring and readiness-review processes for identified key positions.

Anticipated Outcome

A structured succession system that develops future leaders, preserves institutional knowledge, and supports organizational continuity.

Objective 1.3: Achieve and maintain successful accreditation through the Commission on Fire Accreditation International (CFAI) by aligning policies, performance measures, and documentation with best practices.

Assigned	Timeline
Fire Chief / Accreditation Manager	48-60 months; continuous thereafter

Implementation Tasks

i. Maintain CRA/SOC registration and complete required self-assessment activities.

ii. Establish an accreditation committee with operational and administrative representation.

iii. Meet at least bi-monthly to address CFAI model requirements and improvement items.

iv. Expand peer assessor participation and accreditation-related professional development.

v. Track compliance, performance measures, and improvement actions in a central system.

Anticipated Outcome

CFAI accreditation supported by a department-wide culture of continuous improvement and measurable performance.

Objective 1.4: Improve the Town's Insurance Services Office (ISO) Public Protection Classification through targeted improvements in training, water supply, communications, and fire suppression capabilities.

Assigned

Fire Chief / All Command Staff

Timeline

36-60 months

Implementation Tasks

i. Complete a detailed review of current ISO credit and identified deficiencies.
ii. Maximize training documentation and eligible training categories.
iii. Coordinate hydrant, water-supply, apparatus, staffing, and communications improvements.
iv. Maintain records in a format that supports future ISO evaluation.

Anticipated Outcome

Improved ISO performance through coordinated, documented improvements across training, water supply, communications, and suppression.

Objective 1.5: Enhance fiscal planning and transparency through multi-year budgeting, capital improvement planning, and lifecycle cost analysis.

Assigned

Fire Chief

Timeline

Continuous

Implementation Tasks

i. Integrate strategic priorities into annual operating and capital budget development.
ii. Maintain multi-year apparatus, facility, equipment, and technology replacement schedules.
iii. Use lifecycle cost and service-demand data to prioritize investments.
iv. Present major needs, funding gaps, and project status to Town leadership during budget planning.

Anticipated Outcome

A transparent, data-informed financial planning process that supports long-term sustainability and predictable capital investment.

Objective 1.6: Expand professional development opportunities for all personnel through credentialing, higher education, and leadership development pathways.

Assigned **Timeline**

Assistant Chief of Operations & Training 36 months; ongoing

Implementation Tasks

i. Identify credentialing, certification, and higher-education pathways by rank and assignment.

ii. Promote CPSE, fire officer, instructor, emergency management, and specialty credentials where applicable.

iii. Incorporate professional development expectations into task books and succession planning.

iv. Track participation and completion annually.

Anticipated Outcome

A workforce with defined professional development pathways that improve leadership capacity, technical competence, and retention.

Objective 1.7: Increase grant identification, application, and management capacity to support capital projects, staffing, training, and community risk reduction initiatives.

Assigned **Timeline**

Fire Chief / Assistant Chief of Operations 12-24 months; ongoing

Implementation Tasks

i. Maintain an annual grant calendar tied to strategic and capital priorities.

ii. Develop reusable project narratives, cost estimates, data, and supporting documentation.

iii. Track applications, awards, match requirements, reporting deadlines, and closeout activities.

iv. Coordinate with Town administration and external partners on state and federal funding opportunities.

Anticipated Outcome

A sustainable grant-management process that expands external funding and reduces pressure on local revenue for strategic priorities.

Goal 2: Enhance Operational Effectiveness, Interoperability, and Emergency Response Capabilities

- **Objective 2.1:** Maintain and advance fire suppression capabilities through staffing, apparatus placement, and deployment strategies aligned with identified community risks.
- **Objective 2.2:** Strengthen rescue and special operations capabilities through equipment readiness, training, and regional coordination.
- **Objective 2.3:** Improve interoperability with neighboring fire, EMS, law enforcement, and military partners through standardized procedures and joint operations.
- **Objective 2.4:** Develop and refine a communications framework that supports clear command, reduced radio congestion, and effective coordination during routine and complex incidents.
- **Objective 2.5:** Improve personnel safety, health, and operational readiness through comprehensive wellness and risk-reduction initiatives, including medical physicals, cancer prevention, exposure reduction, and fit-for-duty processes.

Objective 2.1: Maintain and advance fire suppression capabilities through staffing, apparatus placement, and deployment strategies aligned with identified community risks.

Assigned	**Timeline**
Fire Chief / Assistant Chief of Operations	36-48 months

Implementation Tasks

i. Analyze response data, simultaneous incidents, unit reliability, staffing, and community growth.

ii. Develop a phased staffing plan that improves daily staffing toward Department targets.

iii. Evaluate apparatus placement and move-up/coverage strategies during periods of high demand.

iv. Integrate staffing and deployment recommendations into annual budget development.

Anticipated Outcome

A risk-based deployment model that improves reliability, response effectiveness, and sustained coverage.

Objective 2.2: Strengthen rescue and special operations capabilities through equipment readiness, training, and regional coordination.

Assigned | **Timeline**

Assistant Chief of Operations & Training | 60 months

Implementation Tasks

i. Assess current and future rescue, waterway, technical rescue, wildland, and special-operations needs.
ii. Define equipment, staffing, training, certification, and maintenance requirements.
iii. Develop deployable capabilities that complement regional resources rather than duplicate them unnecessarily.
iv. Pursue funding and formalize response procedures with partner agencies.

Anticipated Outcome

Enhanced specialized response capability for complex, low-frequency/high-risk incidents.

Objective 2.3: Improve interoperability with neighboring fire, EMS, law enforcement, and military partners through standardized procedures and joint operations.

Assigned | **Timeline**

Assistant Chief of Operations | 24 months; ongoing

Implementation Tasks

i. Review automatic-aid and mutual-aid procedures with regional partners.
ii. Develop common command, staging, accountability, communications, and resource-request practices.
iii. Conduct recurring multi-agency exercises and after-action reviews.
iv. Update agreements and operational plans as service conditions change.

Anticipated Outcome

More consistent regional operations with improved coordination, safety, and incident outcomes.

Objective 2.4: Develop and refine a communications framework that supports clear command, reduced radio congestion, and effective coordination during routine and complex incidents.

Assigned	Timeline
Assistant Chief of Operations	18 months

Implementation Tasks

i. Assess operational radio practices and identify recurring communication gaps.
ii. Standardize command-channel, tactical-channel, staging, and resource-request practices.
iii. Train personnel on concise radio reports, command terminology, and communications discipline.
iv. Review communications performance through significant-incident after-action processes.

Anticipated Outcome

Clearer, more disciplined incident communications that support command and reduce unnecessary radio traffic.

Objective 2.5: Improve personnel safety, health, and operational readiness through comprehensive wellness and risk-reduction initiatives, including medical physicals, cancer prevention, exposure reduction, and fit-for-duty processes.

Assigned	Timeline
Fire Chief / Assistant Chief of CRR	18-24 months; ongoing

Implementation Tasks

i. Maintain NFPA-aligned annual medical evaluations and appropriate cancer-screening components.
ii. Strengthen contamination-control, gross-decontamination, PPE cleaning, and exposure documentation practices.
iii. Maintain physical fitness, behavioral health, peer support, and injury-prevention initiatives.
iv. Establish consistent fit-for-duty and return-to-duty processes with Town administration.
v. Track injuries, exposures, near misses, and wellness indicators for trend analysis.

Anticipated Outcome

A healthier and safer workforce with reduced preventable exposures, injuries, and readiness limitations.

Goal 3: Ensure Sustainable Logistics, Fleet Readiness, and Facility Infrastructure

- **Objective 3.1:** Enhance and maintain a comprehensive fleet management and replacement program, including successful integration of apparatus currently on order.
- **Objective 3.2:** Advance fixed-facility planning by completing the design and development of a new fire station and associated training center.
- **Objective 3.3:** Establish a standardized equipment replacement and lifecycle management program to ensure reliability, safety, and fiscal sustainability.
- **Objective 3.4:** Promote equipment longevity and readiness through preventative maintenance, inventory tracking, and timely replacement schedules.

Objective 3.1: Enhance and maintain a comprehensive fleet management and replacement program, including successful integration of apparatus currently on order.

Assigned	**Timeline**
Fire Chief	24-36 months; ongoing

Implementation Tasks

i. Track manufacturer milestones, inspections, delivery, acceptance testing, equipment mounting, training, and in-service dates for ordered apparatus.

ii. Maintain a fleet replacement schedule based on age, condition, maintenance cost, reliability, and operational need.

iii. Document annual maintenance cost and out-of-service time by unit.

iv. Incorporate future replacement needs into the Town CIP.

Anticipated Outcome

Reliable apparatus availability and predictable replacement planning with successful integration of new units.

Objective 3.2: Advance fixed-facility planning by completing the design and development of a new fire station and associated training center.

Assigned

Fire Chief / Town Project Team

Timeline

Through anticipated project completion; approximately 24 months

Implementation Tasks

i. Complete programming, design, cost validation, funding, permitting, and construction milestones for the new Emergency Operations Center.

ii. Ensure station design addresses current and future staffing, apparatus, cancer-reduction, emergency-management, and operational needs.

iii. Develop the associated regional training center with realistic scenario-based props and classroom capability.

iv. Coordinate stakeholder engagement and project oversight through occupancy and commissioning.

Anticipated Outcome

A modern fire/public-safety facility and training center that supports long-term operational readiness, workforce safety, and regional training.

Objective 3.3: Establish a standardized equipment replacement and lifecycle management program to ensure reliability, safety, and fiscal sustainability.

Assigned

Fire Chief / Assistant Chief of Operations

Timeline

18 months

Implementation Tasks

i. Identify major equipment and FF&E that require lifecycle tracking.

ii. Establish replacement intervals using manufacturer guidance, standards, condition, and operational history.

iii. Build a centralized asset register with acquisition date, cost, condition, inspection, and replacement year.

iv. Tie replacement forecasts to the annual budget and CIP.

Anticipated Outcome

A complete lifecycle-management program that reduces unexpected failures and supports predictable budgeting.

Objective 3.4: Promote equipment longevity and readiness through preventative maintenance, inventory tracking, and timely replacement schedules.

Assigned	**Timeline**
Assistant Chief of Operations / Company Officers	12 months; ongoing

Implementation Tasks

i. Standardize routine inspection and preventive-maintenance schedules.
ii. Assign accountability for equipment checks and inventory reconciliation.
iii. Track repairs, failures, warranties, and service intervals.
iv. Review high-cost or high-failure items annually for accelerated replacement.

Anticipated Outcome

Improved equipment reliability, reduced downtime, and better stewardship of Department assets.

Goal 4: Advance Training Excellence and Workforce Development

- **Objective 4.1:** Improve ISO Training Category performance to achieve maximum credit by optimizing documentation, frequency, and training quality.
- **Objective 4.2:** Increase annual contact hours for all personnel to exceed minimum standards and support operational readiness.
- **Objective 4.3:** Continue strengthening the Public Safety Academy (PSA) contract training program with Coastal Carolina Community College.
- **Objective 4.4:** Enhance the task book development and completion process to support position qualification and promotion readiness.
- **Objective 4.5:** Promote regional training initiatives and expand auto-aid training opportunities with partner agencies.
- **Objective 4.6:** Develop structured position-specific training programs to support career progression and leadership readiness.

Objective 4.1: Improve ISO Training Category performance to achieve maximum credit by optimizing documentation, frequency, and training quality.

Assigned	**Timeline**
Assistant Chief of Training/ Company Officers	18 months

Implementation Tasks

i. Audit ISO training requirements against current schedules and documentation.
ii. Build annual training calendars that intentionally capture eligible ISO categories.
iii. Standardize attendance, subject, duration, instructor, and performance documentation.
iv. Review ISO training credit quarterly and correct deficiencies.

Anticipated Outcome

Maximum practical ISO training credit supported by complete and defensible documentation.

Objective 4.2: Increase annual contact hours for all personnel to exceed minimum standards and support operational readiness.

Assigned **Timeline**

Assistant Chief of Training / Company Officers 12-18 months; annual

Implementation Tasks

i. Establish annual contact-hour targets by member type and position.
ii. Balance company-level, department-level, online, specialty, and regional training.
iii. Track individual progress monthly and address deficiencies before year-end.
iv. Use training needs assessments and incident lessons learned to guide content.

Anticipated Outcome

Consistently higher training participation and improved readiness across all personnel.

Objective 4.3: Continue strengthening the Public Safety Academy (PSA) contract training program with Coastal Carolina Community College.

Assigned **Timeline**

Fire Chief / Assistant Chief of Training 24 months; ongoing

Implementation Tasks

i. Review annual PSA scope, course offerings, instructor capacity, and student outcomes.
ii. Coordinate schedules and facilities with Coastal Carolina Community College.
iii. Expand offerings when they support Department and regional workforce needs.
iv. Measure participation, completion, and value to the Department annually.

Anticipated Outcome

A sustainable PSA partnership that expands accessible, high-quality public-safety training.

Objective 4.4: Enhance the task book development and completion process to support position qualification and promotion readiness.

Assigned **Timeline**

Assistant Chief of Training / Company Officers 18 months

Implementation Tasks

i. Review task books for firefighter, relief driver/engineer, officer, and specialty assignments.

ii. Define evaluators, completion standards, documentation, and quality-control expectations.

iii. Track completion status and identify barriers quarterly.

iv. Align task books with promotional eligibility and succession planning.

Anticipated Outcome

A consistent qualification system that improves competency and promotion readiness.

Objective 4.5: Promote regional training initiatives and expand auto-aid training opportunities with partner agencies.

Assigned	**Timeline**
Fire Chief / Assistant Chief of Operations & Training	12 months; ongoing

Implementation Tasks

i. Develop a recurring regional training calendar with automatic-aid partners.

ii. Prioritize common command, water supply, communications, water rescue, high-hazard, and low-frequency/high-risk scenarios.

iii. Conduct multi-agency exercises and document after-action improvements.

iv. Rotate host locations and instructors to broaden participation.

Anticipated Outcome

Stronger interoperability and operational familiarity among regional response partners.

Objective 4.6: Develop structured position-specific training programs to support career progression and leadership readiness.

Assigned	**Timeline**
Fire Chief / Assistant Chief of Training	24-36 months

Implementation Tasks

i. Define annual development tracks for firefighters, engineers, company officers, and chief officers.

ii. Incorporate technical, supervisory, administrative, communications, and decision-making competencies.

iii. Use mentoring, task books, formal courses, and scenario-based evaluation.

iv. Review program effectiveness annually and update based on organizational needs.

Anticipated Outcome

Clear position-specific development pathways that build depth, leadership readiness, and organizational resilience.

Goal 5: Expand Community Risk Reduction and Fire Prevention Impact

- **Objective 5.1:** Advance Wildland-Urban Interface (WUI) code adoption efforts and mitigation strategies to reduce wildfire risk.
- **Objective 5.2:** Increase community outreach and education programs focused on fire safety, preparedness, and risk awareness.
- **Objective 5.3:** Establish a Community and Citizens Fire Academy to enhance public understanding of emergency services and risk reduction; enhance Safety Town and expand regionally.
- **Objective 5.4:** Achieve 100% completion of target hazard and commercial occupancy pre-plans on an annual basis.
- **Objective 5.5:** Partner with occupancies to improve code compliance through education, with measurable reductions in repeat violations.
- **Objective 5.6:** Collaborate with ONWASA to improve fire protection infrastructure through hydrant installation, water line upsizing, and overall system enhancement across the primary response area.

Objective 5.1: Advance Wildland-Urban Interface (WUI) code adoption efforts and mitigation strategies to reduce wildfire risk.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	24-36 months

Implementation Tasks

i. Use local and regional risk data to identify WUI exposure and priority areas.

ii. Evaluate applicable WUI code and mitigation options for Town consideration.

iii. Expand public education on defensible space, access, vegetation, and wildfire preparedness.

iv. Coordinate mitigation and grant opportunities with local, county, and state partners.

Anticipated Outcome

Measurable reduction of WUI risk through policy, mitigation, education, and preparedness.

Objective 5.2: Increase community outreach and education programs focused on fire safety, preparedness, and risk awareness.

Assigned **Timeline**

Assistant Chief of CRR 12 months; ongoing

Implementation Tasks

i. Develop an annual outreach calendar based on identified community risks.
ii. Expand school, senior, business, smoke-alarm, severe-weather, and seasonal safety education.
iii. Use social media and community events to reinforce priority messages.
iv. Track contacts, program participation, and feedback.

Anticipated Outcome

Broader public engagement and improved community awareness of preventable risks and preparedness actions.

Objective 5.3: Establish a Community and Citizens Fire Academy to enhance public understanding of emergency services and risk reduction; enhance Safety Town and expand regionally.

Assigned **Timeline**

Assistant Chief of CRR 24 months

Implementation Tasks

i. Develop curriculum, schedule, application process, safety requirements, and staffing plan for a citizens academy.
ii. Use hands-on demonstrations to explain fire, EMS support, rescue, emergency management, prevention, and Department operations.
iii. Evaluate Safety Town programming and opportunities for regional participation.
iv. Collect participant feedback and refine programs annually.

Anticipated Outcome

Sustained public-engagement programs that build trust, understanding, and community preparedness.

Objective 5.4: Achieve 100% completion of target hazard and commercial occupancy pre-plans on an annual basis.

Assigned	**Timeline**
Assistant Chief of CRR / Company Officers	12 months; annual

Implementation Tasks

i. Inventory occupancies requiring pre-incident planning and assign them using a consistent risk-based method.
ii. Standardize required data, diagrams, hazards, access, utilities, water supply, and tactical considerations.
iii. Establish quality-control review and annual update expectations.
iv. Track completion monthly and report progress quarterly.

Anticipated Outcome

Complete, current, and operationally useful pre-incident plans for identified occupancies.

Objective 5.5: Partner with occupancies to improve code compliance through education, with measurable reductions in repeat violations.

Assigned	**Timeline**
Fire Chief/ Assistant Chief of CRR	24 months; ongoing

Implementation Tasks

i. Track inspection violations and identify repeat or high-risk trends.
ii. Provide clear educational guidance and reasonable compliance pathways during inspections.
iii. Develop targeted outreach for recurring violation categories.
iv. Measure repeat-violation rates and inspection outcomes annually.

Anticipated Outcome

Improved voluntary compliance and fewer recurring fire-code violations.

Objective 5.6: Collaborate with ONWASA to improve fire protection infrastructure through hydrant installation, water line upsizing, and overall system enhancement across the primary response area.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	36-60 months

Implementation Tasks

i. Maintain a current hydrant inventory, inspection record, and water-supply risk map.

ii. Identify priority gaps for new hydrants, replacement, line upsizing, looping, or pressure improvement.

iii. Develop a multi-year hydrant/fire-flow capital improvement plan with ONWASA and Town partners.

iv. Incorporate water-supply improvements into ISO and development planning.

Anticipated Outcome

Improved fire-flow reliability and expanded water-supply coverage in priority areas.

Objective 5.7: Expand high-hazard occupancy training for operational personnel to improve response safety and effectiveness.

Assigned	**Timeline**
Assistant Chief of CRR / Training Division	18 months; ongoing

Implementation Tasks

i. Identify target hazards and develop occupancy-specific familiarization and training.

ii. Integrate preplans, hazardous systems, access, construction, fire protection, and tactical considerations.

iii. Conduct site visits and scenario-based exercises with occupancy representatives when practical.

iv. Update training after significant changes, inspections, or incidents.

Anticipated Outcome

Improved responder familiarity, tactical decision-making, and safety at high-hazard occupancies.

Goal 6: Strengthen Emergency Management, Resilience, and Disaster Preparedness

- **Objective 6.1:** Identify, assess, and mitigate community hazards through data-driven risk analysis and planning.
- **Objective 6.2:** Maintain a comprehensive inventory of high-risk locations and critical infrastructure within the jurisdiction.
- **Objective 6.3:** Achieve alignment and compliance with the 2026-2030 Southeastern Regional Hazard Mitigation Plan tasks and strategies.
- **Objective 6.4:** Build deployable resource capability and improve disaster readiness through planning, training, and interagency coordination.
- **Objective 6.5:** Enhance emergency operations planning and continuity strategies to ensure sustained service delivery during large-scale incidents

Objective 6.1: Identify, assess, and mitigate community hazards through data-driven risk analysis and planning.

Assigned **Timeline**

Fire Chief/ Assistant Fire Chief of CRR 12-24 months; annual

Implementation Tasks

i. Maintain a community hazard and vulnerability profile using incident, infrastructure, weather, growth, and partner data.

ii. Prioritize mitigation, preparedness, response, and recovery actions based on risk.

iii. Integrate findings into CRA/SOC, emergency plans, training, grants, and capital planning.

iv. Review risks annually and after major incidents.

Anticipated Outcome

A current, data-driven risk profile that directs preparedness and mitigation resources to the highest priorities.

Objective 6.2: Maintain a comprehensive inventory of high-risk locations and critical infrastructure within the jurisdiction.

Assigned	**Timeline**
Fire Chief / Assistant Chief of CRR	12 months; ongoing

Implementation Tasks

i. Create and maintain a central inventory of critical facilities, vulnerable populations, lifelines, target hazards, and key infrastructure.
ii. Document contacts, access, utilities, dependencies, backup capabilities, and emergency considerations.
iii. Coordinate data with preplanning and emergency-operations functions.
iv. Review and update at least annually.

Anticipated Outcome

A reliable critical-infrastructure inventory that improves planning, situational awareness, and disaster response.

Objective 6.3: Align and comply with the 2026-2030 Southeastern Regional Hazard Mitigation Plan tasks and strategies.

Assigned	**Timeline**
Fire Chief/ Town Administration	Through 2030

Implementation Tasks

i. Map Town and Department responsibilities to adopted regional mitigation actions.
ii. Track assigned projects, documentation, funding opportunities, and completion status.
iii. Incorporate mitigation priorities into grants, capital planning, and policy recommendations.
iv. Provide periodic status updates to Town leadership and regional partners.

Anticipated Outcome

Documented progress on applicable regional hazard-mitigation actions and stronger eligibility for mitigation funding.

Objective 6.4: Build deployable resource capability and improve disaster readiness through planning, training, and interagency coordination.

Assigned	Timeline
Fire Chief / Assistant Chief of Operations	36 months

Implementation Tasks

i. Define deployable command, communications, logistics, shelter/support, waterway, and response resource needs.

ii. Maintain resource inventories, deployment checklists, and mutual-aid request procedures.

iii. Conduct multi-agency disaster exercises and incorporate corrective actions.

iv. Pursue grants and partnerships to close identified capability gaps.

Anticipated Outcome

A more deployable, interoperable Department capable of sustaining operations during regional disasters.

Objective 6.5: Enhance emergency operations planning and continuity strategies to ensure sustained service delivery during large-scale incidents.

Assigned	Timeline
Fire Chief/Assistant Chief of Operations	24 months; annual review

Implementation Tasks

i. Review and update the Town/Department emergency operations and continuity procedures.

ii. Define essential functions, succession, alternate facilities, communications, staffing, fuel, supply, and IT contingencies.

iii. Exercise EOC and continuity procedures at least annually.

iv. Use after-action findings from exercises and real incidents to update plans.

Anticipated Outcome

Sustained emergency-service and Town-support capability during prolonged or complex incidents.

Continued Support and Success

The Swansboro Fire Department's 2026–2031 Strategic Plan reflects our continued commitment to improving the services we provide and preparing for our community's future needs. Building on the accomplishments of our previous strategic plan, we have established new goals and objectives that will guide our decisions, strengthen our organization, and help us remain proactive in addressing the challenges ahead.

While developing a strategic plan is an important step, its success will ultimately depend on the work we put into achieving the goals we have established. We recognize that meaningful progress requires more than identifying areas for improvement. It takes commitment, accountability, collaboration, and a willingness to continually evaluate how we do business. Our progress over the past three years has demonstrated what we can accomplish when we work together with a common purpose.

As we move forward, we remain committed to building on our successes, supporting our personnel, strengthening relationships with our community and emergency service partners, and making responsible decisions that support Swansboro's long-term needs. We recognize that our work is never truly finished, and opportunities to improve will always exist. With the continued support of our Town leadership, department personnel, and community, we look forward to the next five years and the progress we will make together.

Board of Commissioners Meeting
Agenda Item Submittal

Item To Be Considered: **Fee Schedule Amendment for Certificate of Appropriateness**

Board Meeting Date: November 10, 2026

Prepared By: Michael Tata – Town Planner

Overview: The Swansboro Historic Preservation Commission has recommended a reduction to the Major Work Certificate of Appropriateness fee.

During recent meetings of the Historic Preservation Commission, the commission discussed the current fee structure associated with Certificate of Appropriateness applications. Under direction from the Historic Commission, staff researched regional fee comparisons across nearby coastal jurisdictions (including Beaufort, Edenton, and New Bern) to evaluate our local rate. Following this review and discussion, the Historic Commission formally recommended that the Board of Commissioners consider lowering the Major Work application fee from $200 to $100 to reduce financial barriers for historic property owners undertaking major work in the Historic District.

The town's fee schedule currently sets the application fee for Major Work COAs at $200. Major Work applications require detailed review and quasi-judicial public hearings before the Historic Commission. Adjusting the fee downward could help to encourage proactive historic preservation and alleviate costs for applicants, however may not cover the administrative cost (sometimes legal cost), as well as cost associated with notification requirements and/or property postings.

Background Attachment(s):

1. Fee Comparison Document
2. Fee Schedule Amendment

Recommended Action: Approve or deny the proposed amendment to the Town Fee Schedule, adjusting the Major Work Certificate of Appropriateness application fee from $200 to $100.

Action: _____

Fee Comparison

Jurisdiction	Major wok	Minor work	Staff Approval
Town of Beaufort	$250 No after the fact fee	$50	$0
Town of Edenton	$50 Res/ $100 Com No after the fact fee	$25	$0
City of New Bern	$250 $500 after the fact fee	$75 $250 after the fact fee	$0

PLANNING AND DEVELOPMENT FEES

Land Use Plan Amendments	$400.00
Street Abandonment Request	$300.00
Street Name Change	$100.00
Request for UDO/Ordinance Change	$400.00
Re-zoning Application Fee	$400.00
Appeal of Code Enforcement Interpretation	$400.00
Voluntary Annexation	$350 Waiver Only By BOC (See Incentive Policy)
Special Use Permit Application Fee	$400.00
Analysis Special Use Yearly Inspection	No Charge
Variance Application Fee	$400.00
Subdivision Variance Fee	$400.00
Site Plan Review Each review after 2nd	$300.00/acre or portion thereof $600.00/acre or portion thereof
Revision of Approved Site Plan	$150.00
Existing site plan review	Engineer's charge for services rendered
Traffic Impact Analysis Review Fee	Based on Hourly Contracted Engineering Rate
Historic District COA Application Fee	~~$200.00~~ $100.00
Historic District Minor Work Application Fee	$50.00
COA Extension or Amendment Request	$ 50.00
After the Fact Penalty (Historic District)	$500.00 Major $100.00 Minor $2,000 Demolition
Driveway Permit	$ 55.00
Right-of-Way Excavation and Encroachment	$ 50.00

(Civil penalties apply for failure to obtain permit - Reference Town Code 93.028)

Board of Commissioners Meeting
Agenda Item Submittal

Item To Be Considered: **Appearance Recognition Program**

Board Meeting Date: **November 10, 2026**

Prepared By: **Alissa Fender, MMC – Town Clerk**

Overview: Consideration of an Appearance Recognition Program recommended by the Appearance Commission to recognize residential and commercial properties that contribute positively to the appearance and character of the community.

Expanded Overview: At its September 17, 2026, regular meeting, the Appearance Commission reviewed a draft Appearance Recognition Program proposal to recognize exemplary residential and commercial properties through a community nomination and selection process, and recommended that the draft be presented to the Board of Commissioners for final approval.

The public could nominate properties through a Town-maintained website or email. The Commission would select two properties for recognition based on overall appearance and curb appeal, landscaping and maintenance, cleanliness, compatibility with the character of Swansboro, and contributions to the surrounding neighborhood or business district. Recognition would generally occur monthly from April through September, with seasonal opportunities during the fall and winter holiday periods.

The program is solely a recognition initiative and does not direct, regulate, or fund improvements to private property. Temporary recognition signage and certificates were discussed, and the Commission agreed to remove the specific signage language so the final design and wording can be set later.

Fiscal Impact: The Appearance Commission does not have an independent operating budget. Should the Commission seek funding from the Town for signage, recognition materials, or other program-related expenses, a separate request would be presented to the Board of Commissioners for consideration and any necessary budget amendment. Approval of the program does not include authorization of funding.

Background Attachment(s): Draft Appearance Recognition Program Proposal

Recommended Action: Provide direction regarding the proposed Appearance Recognition Program, including approval as presented or referral back to the Appearance Commission for further revisions and considerations.

Action: _____

Appearance Recognition Program Overview for Consideration

1) Properties may be nominated for recognition on the Town's website and/or a dedicated email address furnished by the Town by submitting a photo of the nominated property along with the property's address. The Program and submission process can be marketed by the Town's social media account(s) and at any local business locations willing to display a flyer detailing the program and submission process.
2) The Appearance Commission will consider all nominations and vote for two properties at the Appearance Commission regular meeting. The criteria to be considered is as follows:
    a. Overall appearance and curb appeal
    b. Landscaping and ground maintenance
    c. Building and exterior maintenance
    d. Cleanliness and orderliness
    e. Creativity and enhancement
    f. Contribution to the surrounding neighborhood/business district
    g. Compatibility with the character and appearance of Swansboro
3) The Program would be in effect monthly April-September with holiday recognition in the months of October (fall/Halloween) and December (winter/Christmas),
4) Within one week of the vote, the town will notify the property owner and signage approved by the Board of Commissioners would be placed on the recipients property for a period of one month. The owners could also be recognized by receiving a Certificate of Recognition by the Appearance Commission and/or the Board of Commissioners, with the owners and property address being announced by the Chairman at the Appearance Commission meeting and/or announced by the Mayor at the Board of Commissioners meeting. Additionally, the Board of Commissioner's recommendations for any other awards associated with the program such as gift cards, swag bags, etc. are appreciated.

The Swansboro Appearance Commission respectfully requests consideration of the Board of Commissioners to approve the establishment of the Property Appearance Recognition Program.

Board of Commissioners Meeting
Agenda Item Submittal

Item To Be Considered: **Appearance Project Program**

Board Meeting Date: **November 10, 2026**

Prepared By: **Alissa Fender, MMC – Town Clerk**

Overview: Consideration of an Appearance Project Program recommended by the Appearance Commission to support volunteer-led beautification and cleanup projects on public property throughout the community.

Expanded Overview: At its September 17, 2026, meeting, the Appearance Commission reviewed a draft Appearance Project Program proposal to provide a structured approach for volunteer-led beautification, cleanup, and enhancement projects on public property throughout the community, and recommended that the draft be presented to the Board of Commissioners for final approval.

Under the program, the Commission would identify and coordinate projects involving cleanup activities, landscaping improvements, seasonal plantings, beautification of public areas, and similar minor aesthetic enhancements. Volunteers, community organizations, businesses, and other partners would participate in these projects to complement existing Town maintenance operations, with the goal of improving the appearance and visual character of the Town while fostering civic pride, volunteerism, and community partnerships.

The program is limited to public property and minor beautification and maintenance activities. It does not include major construction, structural repairs, property rehabilitation, code enforcement activities, or work requiring licensed professional services.

Fiscal Impact: The Appearance Commission does not have an independent operating budget. Should the Commission seek funding for supplies, materials, debris removal, or other program-related expenses, a separate request would be presented to the Board of Commissioners for consideration and any necessary budget amendment. Approval of the program does not include authorization of funding

Background Attachment(s): Draft Appearance Project Program Proposal

Recommended Action: Provide direction regarding the proposed Appearance Project Program, including approval as presented or referral to the Appearance Commission for further revisions and consideration.

Action: _____

Appearance Project Program Overview for Consideration

The purpose of the Appearance Project Program is to identify properties or areas that would benefit from exterior cleanup and beautification and coordinate appropriate improvements through community partnerships and volunteer efforts. The program is intended to complement—not replace—the responsibility and work of the Town's public works and maintenance. The focus will be on positive, visible improvements that enhance both the selected property and the surrounding community.

The primary goals of the program are to:

- **Improve the overall appearance and visual appeal of Swansboro.**
- **Assist with targeted cleanup and beautification projects that provide a noticeable community benefit.**
- **Encourage residents and property owners to maintain and improve their properties.**
- **Promote civic pride and community involvement.**
- **Create opportunities for local businesses, organizations, committees, and volunteers to participate in beautification efforts.**
- **Strengthen partnerships between the Town, residents, businesses, and community organizations.**
- **Preserve and enhance the welcoming, historic, and coastal character of Swansboro.**
- **Use completed projects as positive examples that may encourage additional private-property improvements throughout the community.**

Potential project properties may be identified through recommendations from the Appearance Commission, Town representatives, property owners, residents, or community organizations. Properties should be evaluated based on factors such as visibility, overall need, potential community impact, feasibility of the proposed improvements, available resources, and approval by the Board of Commissioners.

Depending upon the needs of the selected property and available resources, projects may include exterior cleanup; removal of litter, debris, weeds, or overgrowth; trimming and general landscape maintenance; planting flowers, shrubs, or other appropriate landscaping; mulching and enhancement of planting areas, installation or improvement of decorative features, and other reasonable beautification activities approved as part of the project. The program is intended for cleanup, beautification, and minor cosmetic improvements to landscape and is not intended to provide major construction, structural repairs, code remediation, or property rehabilitation. All work will comply with applicable Town ordinances, policies, permitting requirements, and other legal requirements. Projects requiring specialized, licensed, hazardous, structural, electrical, plumbing, or similar professional work will not be performed by The Commission or volunteers.

A central component of the Appearance Project Program will be community involvement. The Appearance Commission may seek participation from Town committees, civic

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organizations, churches, schools, youth groups, local businesses, nonprofit organizations, residents, and other volunteers. Local businesses may also be invited to support projects through sponsorships or donations of plants, landscaping materials, paint, supplies, equipment, professional services, or other appropriate resources. This collaborative approach can expand the impact of the program while helping create a stronger sense of community ownership and pride.

Keeping with the "Small Project, Big Impact" theme, projects will be kept intentionally simple, affordable, visible, and volunteer-friendly and, upon approval, could include: seasonal plantingS and cleanup at signage, plantings at flower boxes/planters and flower beds, cemetery clean-up, town tree prune and mulching, seasonal displays at the pavilion, and other ideas for improvement/enhancement as presented to the Board of Commissioners for approval. Examples of some specific locations that may be of interest for consideration include: Ward Cemetary, Ward Shore Park, Parks & Trails, and the Front Street /Hwy 24 area along the bridge.

Appearance Project Program Proposed Annual Schedule is as follows:

2026

OCTOBER 17, SATURDAY @ TBD

NOVEMBER 14, SATURDAY @ TBD

2027

MARCH 13, SATURDAY @ TBD

APRIL 10, SATURDAY @ TDB

OCTOBER 16, SATURDAY @ TBD

NOVEMBER 13, SATURDAY @ TBD

The Program is designed to have minimal fiscal impact on the budget with minor clean up supplies, products, and debris removal being a potential cost per approved project. The Commission is also open to make efforts to solicit donations that will support the Program's needs. Volunteers will be encouraged to bring their own gloves, tools, etc.

The Swansboro Appearance Commission respectfully requests that the Board of Commissioners approve the establishment of the Appearance Project Program and authorize the Appearance Commission, in coordination with Town staff, to develop and

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implement the program consistent with Town policies, available resources, budgetary requirements, and applicable legal and liability considerations.

Approval of this program will provide the Town with an organized mechanism for bringing residents, businesses, organizations, volunteers, and Town representatives together to make meaningful and visible improvements throughout Swansboro.

The Appearance Project Program represents an opportunity not only to improve properties, but also to strengthen community pride, encourage continued private investment in property appearance, and preserve the beauty and character that make Swansboro a special place to live, work, visit, and do business.

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Board of Commissioners Meeting
Agenda Item Submittal

Item To Be Considered: **Future Agenda Topics**

Board Meeting Date: **November 10, 2026**

Prepared By: **Alissa Fender, MMC – Town Clerk**

Overview:
The purpose of this memo is to provide the Board with matters that staff anticipate/propose for upcoming meetings. It should be noted that these items are tentatively scheduled for the specified monthly agenda but are subject to change due to preparation of materials, public notice requirements, etc.

In providing this memo each month, we hope it will also provide an opportunity for the Board to introduce items of interest and subsequent direction for placement on future agendas, which will allow staff the opportunity to plan accordingly.

November 24th
- Monthly Finance Report

December 8th or 22nd
- Samuel Swann Bland Community Service Award (8th)
- 2026 Board Meeting Schedule Adoption (8th)
- Monthly Finance Report (22nd)

Future Agenda Items
- Community Presentations *(ongoing monthly)*
- EMS Plan *(ongoing)*
- Presentation – Proposal for Heritage Center Museum in Emmerton School Building
- Senate Bill 382 Down Zoning review
- Historic Preservation enforcement
- Skatepark Update
- Town Manager replacement discussion
- Sidewalk Priorities Progress
- Boat Lift for Fire Department considerations
- UDO Text Amendments related to Fire