

**NORTH CAROLINA
GRANVILLE COUNTY
CITY OF OXFORD**

**OXFORD PUBLIC WORKS ASSEMBLY ROOM,
227 WEST MCCLANAHAN STREET
THURSDAY, FEBRUARY 26, 2009 AT 5:00 P.M.**

The Board of Commissioners of the City of Oxford met for a Board Retreat at the above-mentioned time and place.

Present: Mayor Alvin Woodlief, Jr.
Mayor Pro Tem Howard G. Herring, Sr.
Commissioner Robert Shope
Commissioner Stephen C. Powell
Commissioner Paul F. Kiesow
Commissioner A. Chance Wilkinson
Commissioner Robert B. Williford, Sr.
Commissioner Walter Cantley

Present also was City Manager Mark F. Donham and City Clerk Tanya S. Weary.

All members of the board and local news media were notified of the time, place and purpose of the meeting.

Mayor Al Woodlief, Jr. called the meeting to order.

City Manager Donham gave an overview of the agenda.

DEPARTMENTAL REVIEWS

PowerPoint presentations were presented by the following departments:

Finance - Steve McNally
Parks and Recreation – Mary Caudle
Police and Fire – John Wolford
Facilities and Landscaping – Kenny Manning
Engineering and Public Works – Larry Thomas
Downtown Development – Mark Donham
Planning and Code Enforcement – Cheryl Hart
Human Resources – Carol Dorsey

Mayor Woodlief adjourned the meeting for 30 minutes in order to have dinner.

After the 30-minute dinner break, Mayor Woodlief reconvened the meeting.

STRATEGIC PLANNING

SWOT ANALYSIS

City Manager Donham with the assistance of City Clerk Weary lead the strategic planning portion of the meeting. The Board of Commissioners used a SWOT (strengths, weaknesses, opportunities and threats) to discuss the following departments of the City:

<u>STRENGTHS</u>	<u>WEAKNESSES</u>	<u>OPPORTUNITIES</u>	<u>THREATS</u>
AIRPORT			
airplanes	continuing funding for city	longer runway	industry closing
location	short runway	manager dealt with airports	lack of use
industrial/economic development	additional equipment terminals marketing communication with County	technology marketing federal money Butner/Creedmoor partners	
CEMETERY			
attractiveness	capacity	columbarium	vandalism
image	perpetual maintenance		economy - maintenance costs
EDC			
education	leadership	vision plan	parking
participation of merchants	lack of clear vision interaction with shop owners	expand outside of downtown residential upper story	old buildings
events/tourism		apts.	no expansion in MSD
festivals/parades	marketing/communication	utilize upper story	service threat to retail
clean, wide streets	parking	underground utilities	limited variety of retail stores
visitors	utilities high curbs		Big Box stores
FACILITIES/			

LANDSCAPING

property well manicured	old facilities	fence at Hix field	expansion of facilities
beautiful flowers	Hix field ditch	upgrading gym	vandalism
trees	comprehensive plan	walking trails	
city hall complex			

FINANCE

excellent dept	economic situation	annexation	cross training
good tax base - residential	fund balance	cut expenses	economy
diverse staff/multi- talented			fund balance
good PR/HR skills			health insurance
			employee retirement - OPEB

FIRE

equipment	leadership	cross training	growth
dedication	training	less fires	financial
training	training facility	promotion	terrorism
		chain of command	
volunteers	location	issues	disasters
facility			
location			

**HUMAN
RESOURCES**

leadership	salary	evaluation	pay raise
outlook	evaluation	team building	unions
support		cost reduction	health insurance
		improve training	employee health

LEGAL

ethical	cost	better employee training	federal regulations
image	communication		local rebel rousers
availability	one lawyer		cost - increase

PARKS

good facilities	funds	expansion	expansion
good leadership	non-resident usage	senior citizens	vandalism
good planning	participation		cost of upkeep
source of revenue	location		weather
adequate number			

PLANNING

leadership	manpower/no support staff	nuisance law - drug dealers	bad economic times
junk car removal	slum lords		drugs
house demolition			
restored homes			
safety issues			

POLICE

committee	1/2 doing 90% of work	BLET-training with community college	gangs
leadership	leadership training	nuisance law	gun violence
image	public relations	external contracting	"PCAT" - lack of volunteers
equipment	maintenance of equipment	community outreach	family structure
response time	building	adopt-a-cop	poverty
	too many eating at same restaurant at the same time		
public familiarity			economy
well-dressed			drugs
internal advancement			

RECREATION

top-of-the-line	location	grants	increased maintenance
good programs	quantity	adults/senior programs	hotel accommodations
leadership	county corporation	city/county venture	
advisory council	marketing	in city pool	
city hall complex	crowd control	walking trails	
OAP			

SEWER

new plant	stormwater - I & I	expansion	flooding
capacity	old sewer lines	IBT	less usage = economy
well-supervised	infrastructure	revenue	natural disaster
economic growth		federal funding	
strategic planning			

STORMWATER

utility	gray water	pollution control	capacity
	utility	flood control	state regulation
	runoff		unfunded mandates
	erosion		

STREETS

all paved	maintenance/repair	expansion	obstruction
well-designed layout	1 dirt road	Highway 158	Christmas lights
effective lighting	big crews	loop	flooding
effective drainage	cross training	greenways	state standards
good parade routes	no sidewalks signage pedestrian crosswalks	curb/gutter	

WATER

modern facility	storage	expansion of KLRWS	Raleigh
2 water lines	current lack of water	economic growth	terrorism
Kerr Lake	old water lines	revenue	economy
adequate water supply	infrastructure current arrangement -		
quality water	lesser %		

ZONING

have it and enforce it	1 person dependency	growth	zoning adjustment
competent leadership		signage improvement zoning adjustment annexation corporation with County	County

After completion of the SWOT analysis exercise, the Mayor and Board took a 5-minute break.

After the break, Mayor Woodlief reconvened the meeting. This portion of the meeting was to discuss recommended initiatives of the Mayor and Board. After the Mayor and Board voiced initiatives, they were given ten stickers to place beside their top ten initiatives. Tallies for each item and total votes are listed below. The top five were chosen to be studied for the upcoming year. Committee meetings or Special meetings may be held to discuss the top five initiatives as listed below.

Top 5 Initiatives

cut budget - 2.5 - 7% (efficiency & safety) - 9
increase percentage of water - 9
execute public safety study - 6
expanding/annexation - 5
team building - staff/board - 5

Other recommended initiatives

stabilize and grow fund balance - 2
recycle - 1
marking Oxford to include recreation - 1
land acquisition for pool - 1
greenway: biking/walking - 3
underground utility - downtown - 1
tax, water/sewer rates reasonable - 1
communication: county/city - 3
utilization of upper story buildings - 1
foster economic growth - 4
feedback from departments (state of city address) - 0
emergency plan to include shelter - 1
code red - 1
homeless - 1
business briefing/visitation - 0
some % pay increase for staff - 3
study pay cuts - 0
freeze vacant positions to save money - 3
cross training in all departments - 4
transportation from here to RTP - city transportation, 25% residents have no license - 0
EDC include Shoppes at Oxford - 1
city/county venture - Old Walmart building - 0
evaluation of employee jobs - 1
swimming pool - 1
budget allocation for swimming pool - 4
monthly itinerary from department heads - 1
commissioner training: new orientation and city charter - 0

ANNOUNCEMENT MADE BY COMMISSIONER SHOPE

Commissioner Shope announced that after much consideration and discussions with his wife Sally, they have decided to move to Virginia to be with family; therefore he will not be running for commissioner or mayor in November.

ADJOURNMENT

There being no further business to discuss, Mayor Woodlief adjourned the meeting.