



TOWN OF CHAPEL HILL

Town Council Meeting Agenda

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Mayor Pam Hemminger
Mayor pro tem Karen Stegman
Council Member Jessica Anderson
Council Member Camille Berry
Council Member Tai Huynh

Council Member Paris Miller-Foushee
Council Member Michael Parker
Council Member Amy Ryan
Council Member Adam Searing

Monday, November 14, 2022 6:30 PM

Library Meeting Room B

Language Access Statement

For interpretation or translation services, call 919-969-5105.

ဘာသာပြန်ဆိုခြင်းနှင့် စကားပြန်ခြင်းအတွက်၊ (၉၁၉) ၉၆၉-၅၁၀၅ ကိုဖုန်းခေါ်ပါ။

如需口头或
书面翻译服
务，请拨打
919-969-5105.

Para servicios de interpretación o traducción, llame al 919-969-5105.

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In-Person Meeting Notification

The Chapel Hill Town Council will meet in person for the meeting. Public attendance is welcome. The Town of Chapel Hill wants to know more about who participates in its programs and processes, including Town Council meetings. Please participate in a voluntary demographic survey <https://www.townofchapelhill.org/demosurvey>.

We will not live stream the event, but will provide the Post-Meeting Video <https://www.townofchapelhill.org/councilvideo/>

Parking

• *Parking is available at the Library lots. The Library is served by CL Route, D Route, and GoTriangle Routes of Chapel Hill Transit.*

Entry and COVID-19 Protocols

- *Meeting Room B is to the right from the main entrance.*
- *Visitors and employees will self-screen. Do not enter if you have these symptoms: Fever, chills, cough, sore throat, shortness of breath, loss of taste*

or smell, headache, muscle pain

• *Attendees are encouraged to wear masks in the building and may sit physically distanced.*

ROLL CALL

OPENING

ANNOUNCEMENTS BY COUNCIL MEMBERS

AGENDA ITEMS

- 1.** Develop a Master Plan for Design and Rebuild of Chapel Hill Fire Stations and Facilities. [\[22-0843\]](#)

PRESENTER: Vencelin Harris, Jr., Fire Chief
Stacey Graves, Deputy Fire Chief

The purpose of this item is to share information about planning to replace Chapel Hill Fire Department facilities.
- 2.** Update on Five-Year Budget Strategy for FY23-34. [\[22-0844\]](#)

PRESENTER: Maurice Jones, Town Manager

The purpose of this item is to receive this update and share feedback.
- 3.** Shaping Our Future - Stormwater Regulations Review. [\[22-0845\]](#)

PRESENTER: Diedra McEntyre, Principal Planner

The purpose of this item is for the Council receive the presentation and provide feedback.

REQUEST FOR CLOSED SESSION TO DISCUSS ECONOMIC DEVELOPMENT, PROPERTY ACQUISITION, PERSONNEL, AND/OR LITIGATION MATTERS



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 1., **File #:** [22-0843], **Version:** 1

Meeting Date: 11/14/2022

Develop a Master Plan for Design and Rebuild of Chapel Hill Fire Stations and Facilities.

Staff:

Maurice Jones, Town Manager
Vencelin Harris, Jr., Fire Chief
Stacey Graves, Deputy Fire Chief
Kelly Drayton, Asst. Fire Chief/EM Coordinator

Department:

Town Manager
Fire Department

Overview:

Staff will update the Council on a recent evaluation of the Fire Department's facilities and an approach to plan for design and replacement options to meet current and future community public safety needs. Priority replacements are: Fire Station 3, Fire Station 4 and the CHFD Training Center. Decisions about use of current sites, versus sale of those sites and utilization of other Town-owned properties to relocate stations, will impact funding and the schedule for including additional facilities.



Recommendation(s)

That the Council receive this update.

Key Issues:

- Provide input and feedback to Town Management and Fire Department staff as we work together to lay out a master plan for facility design and build.
- Begin discussions with Town Council to identify funding for design phase and construction phase of Fire Department facilities replacement projects.
- Condition & inadequacies of current CHFD facilities
- Funding strategies
- Impact of present & future Town growth and public safety
- Collaborate with Orange County Emergency Services to house Emergency Medical Services response resources at redeveloped fire stations.

Fiscal Impact/Resources:

- Current Property Value & Trade-offs
- Funding Strategies - Funding for fire department facility needs will be coordinated through the 5-year budget strategy and this year's budget development with Council. Total project impact depends upon number of facilities replaced and replacement timeline. We are working with Business Management to provide project cost estimates.
- Orange County has committed to partner with us and house Emergency Medical resources in future fire stations, contributing \$300,000 per project for the design phase and up to \$3.5 million for the construction phase of each project. \$300,000 in design phase funds is already committed for FY23.

**Attachments:**

- Draft Staff Presentation
- Station Location & Resource Deployment Study Executive Summary

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Vencelin Harris, Jr., Fire Chief
Stacey Graves, Deputy Fire Chief

The purpose of this item is to share information about planning to replace Chapel Hill Fire Department facilities.



Town of Chapel Hill

North Carolina

November 2021

Fire Department

Station Location

STUDY



EXECUTIVE SUMMARY

The Chapel Hill Fire Department retained Emergency Services Consulting International (ESCI) to conduct a Fire Station Location Study. ESCI is an international firm providing specialized, high quality, and professional fire, EMS, police, and communications consulting services to organizations throughout the United States and Canada. ESCI, the consulting arm of the International Association of Fire Chiefs (IAFC), has been meeting the needs of emergency services providers since 1976. ESCI consistently provides innovative and sustainable recommendations readily understood by the public and useful to elected officials for setting sound public safety policy. Utilizing over 30 consultants nationwide who are leaders in their respective fields, ESCI provides consulting services to municipalities, districts, non-profit organizations, and the industrial and commercial community.

This document describes the Chapel Hill Fire Department's (CHFD) community risks, response resources, deployment strategies, and service levels. The document identifies and discusses response time objectives and standards for measuring the effectiveness of fire department services and the deployment of its resources. Additionally, recommendations are made to meet current demand, as well as increased services for the future, based on known and anticipated growth in population and needed services.

Station Location Study Methodology

The process involves ESCI consultants developing a work plan after reviewing the approved scope of work. ESCI consultants worked with Chapel Hill Fire Department (CHFD) staff to gain a comprehensive understanding of the organization's past, present, and future plans. Over a period of several months ESCI staff reviewed relevant background information and data about the CHFD service area, service delivery model, capital facilities, staffing models, and the Town's Strategic Goals and Objectives for FY 2020-2022. This information was evaluated against key concepts related to fire departments and national trends to identify best practices. Those identified best practices are aligned with standards and recommendations from the National Fire Protection Association (NFPA), the Insurance Services Office (ISO), the Center for Public Safety Excellence (CPSE), laws and regulations of the State of North Carolina, and other generally accepted practices for emergency services.

ESCI was able to establish a baseline assessment of current community risks and service delivery needs centered around the specialized and technical services provided by the Chapel Hill Fire Department. The purpose of this assessment was to identify risks, hazards, vulnerabilities, and threats in comparison to industry standards and best practices, to determine current and future fire station location needs. ESCI utilizes Geographic Information Systems (GIS) technology and analysis tools to visualize the data and provide additional information in the report.

The performance analysis and development of recommended strategies reviewed the location – allocation of current CHFD fire stations against the geographic road-network and topographical attributes of the community. Based on time intervals identified in the Standards of Response Coverage section of the Self-Assessment Manual published by the Commission on Fire Accreditation International strategies and recommendations were developed for CHFD to improve service.

Organizational Design

The organizational design of an emergency services agency is vitally important to the agency’s ability to deliver services in an efficient and timely manner while providing the necessary level of safety and security to the members of the organization, whether career, part-time, paid-on-call, or volunteer. ESCI finds that the structure and function of the CHFD are consistent with the risk, demand, and services provided but will require enhancement in the near future. Recommendations for additional staffing based on current and future demand and occupancy changes are included.

Capital Facilities and Apparatus

If appropriate capital equipment is not available for the use by responders, a fire department cannot deliver services effectively. Two primary capital assets that are essential to the provision of emergency response are facilities and apparatus (response vehicles). CHFD maintains a balance of three basic resources that are needed to carry out its emergency mission: People, equipment, and facilities. Because firefighting is an extremely physical pursuit, the adequacy of personnel resources is a primary concern; but no matter how competent or numerous the firefighters are, the department will fail to execute its mission if it lacks sufficient fire apparatus distributed efficiently.

Stations 1, 3, and 4 are in poor condition and station 5 is in good condition as it relates to this analysis. Stations 1, 3, and 4 need replacement soon and should be added to the Town capital improvement plan. Station 2 is a newer station and is still in excellent condition. Specific observations from the tour of each facility can be found in the station summaries.

Appropriately designed and maintained facilities are critical to a fire department’s ability to provide services promptly and with the appropriate deployment of assets. ESCI observed and reviewed fire stations operated by CHFD. Many of the buildings are not in compliance with recommendations from the National Fire Protection Association’s (NFPA) standard for life safety initiatives.

The following figure provides an overview of CHFD stations and facilities and is followed by detailed findings for each facility in the *Capital Facilities and Apparatus* section of the study.

| CHFD Station | Age | Rated Condition | Number of Apparatus | No. of Apparatus Bays | Minimum Staffing |
|----------------|----------|-----------------|---------------------|-----------------------|------------------|
| Fire Station 1 | 58 Years | Poor | 2 | 3 Back-in | 4 |
| Fire Station 2 | 3 Years | Excellent | 3 | 3 Back-in | 6 |
| Fire Station 3 | 51 Years | Poor | 2 | 2 Back-in | 3 |
| Fire Station 4 | 39 Years | Poor | 2 | 2 Back-in | 4 |
| Fire Station 5 | 20 Years | Good | 1 | 2 Back-in | 3 |

Fire Station Apparatus/Vehicles

ESCI evaluated the apparatus and vehicles used by CHFD to accomplish their mission and provide necessary services to the community. Fire suppression apparatus, aerial apparatus (commonly called ladder trucks), special operations and support units, and some command vehicles are unique and expensive pieces of equipment customized to operate for a specific community and defined mission. Other than its firefighters, officers, and support staff, emergency apparatus and vehicles are the next most important resource in a fire department that have a direct impact on service delivery.

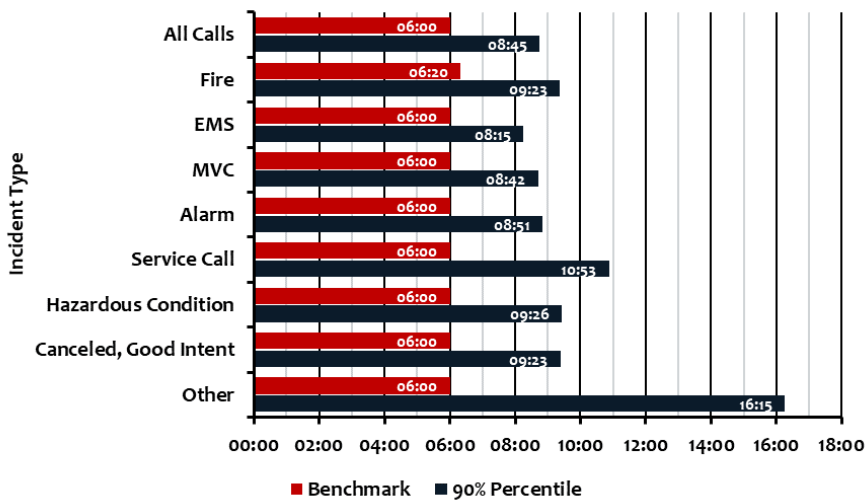
Apparatus must be in good condition, regularly maintained, and configured in a way that ensures reliable, safe, and effective deployment and operations at emergency incidents. As a result, most fire apparatus are very expensive to purchase and maintain and offer little flexibility in use and reassignment to other missions. Additionally, older vehicles tend to increase maintenance costs and can potentially have a negative impact upon response reliability as units experience increased breakdowns and longer out-of-service times. Based on the age and size of the CHFD fleet a necessary funding mechanism to ensure appropriate replacement is recommended. A detailed evaluation of CHFD apparatus is included in the *Capital Facilities and Apparatus* section of the study.

Service Delivery and Response Performance

Response performance criteria and actual service delivery performance are analyzed in detail, providing information with which the department can develop future deployment methodologies and identify desired levels of response performance and staffing.

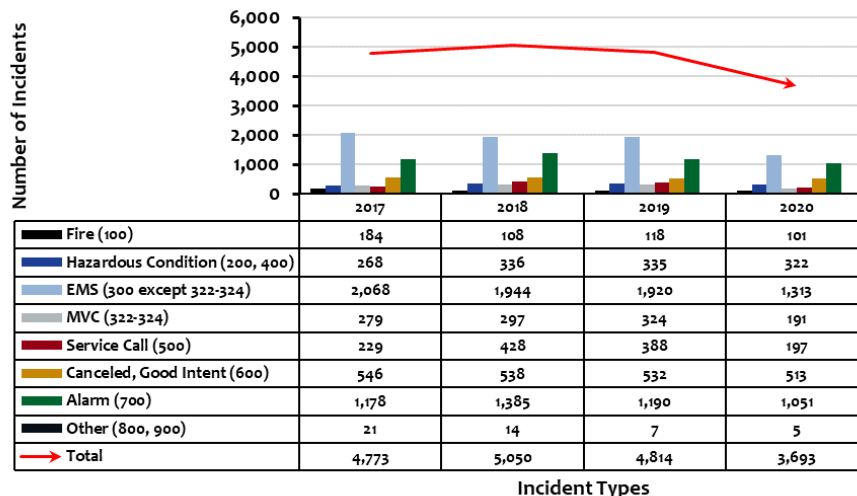
In analyzing response performance, ESCI generates percentile measurements of response time performance. The use of percentile measurement using the components of response time follows the recommendations of industry best practices. The best practices are derived from the Center for Public Safety Excellence (CPSE), Standards of Cover document and NFPA 1710: *Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments*.

The following figure provides the overall total response time performance for CHFD. This combines all components of the response—from 911 call until arrival on the scene. Performance ranged from 8 minutes, 15 seconds for emergency medical incidents to 8 minutes, 42 seconds for motor vehicle collisions. The overall performance was 8 minutes, 45 seconds. The entire performance breakdown according to applicable standards can be found in the Service Delivery and Performance section of the study.



Emergency Response Demand Type and Frequency

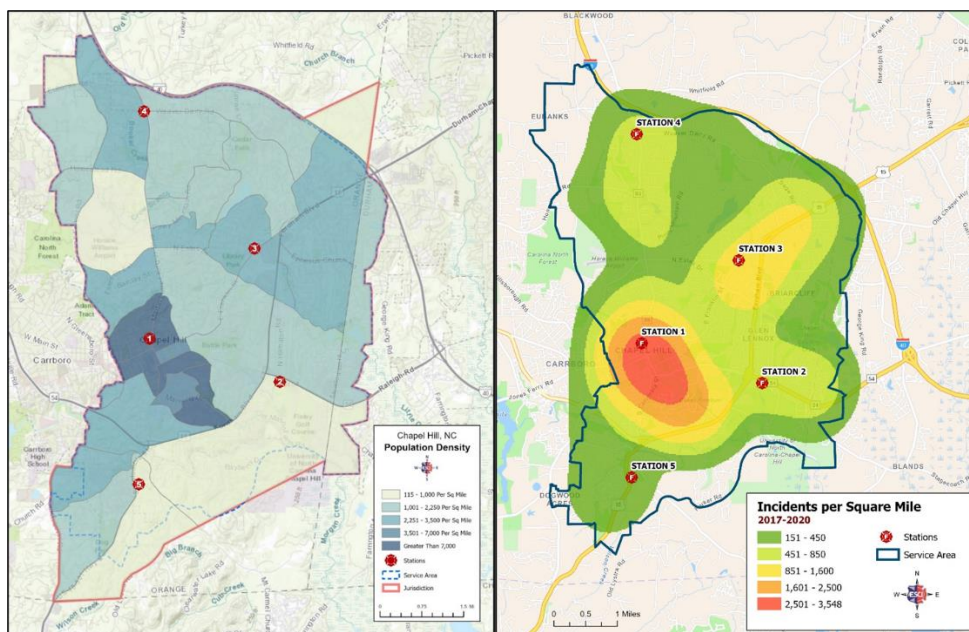
The demand for services is the primary determinant for managing all emergency services organizations. These service demand elements are the key indicators in conducting periodic studies and analysis to make adjustments to resource distribution and concentration. In the Service Demand section of the report, historical demand and the associated trends within the data are presented and examined for further discussion. The following figure displays CHFD’s historical service-demand by year, call-type, and frequency. CHFD is a high performing all-risk fire department that handles multiple types of emergencies and provides services that address identified risk elements within the community. The department responded to 4,773 incidents in 2017, 5,050 in 2018, 4,814 in 2019 and 3,693 incidents in 2020. Calls for service were less in 2020 than previous years due to a decrease in demand because of the COVID 19 pandemic. This significant decrease in 2020 is similar to that found in departments throughout the nation. However, the call load for the current 2021 year is returning back to pre-COVID-19 numbers. As is typically found, a high percentage of incidents are emergency medical calls (39.5% of the total for 2017-2020). The following figure lists CHFD’s emergency calls by incident type and frequency for 2018.



Population Density and Service Demand

The primary driver of service demand is population numbers and density. ESCI looked at historical and three sources of future population projections to establish a range of population increases that should be utilized in a manner that matches the conditions on the ground. For purposes of analyzing population density, ESCI uses the density as recorded by the U.S. Census Bureau for 2020 within each census block—the smallest unit of division within the census data. The population density in some areas of the jurisdiction is as high as 7,000 people per square mile.

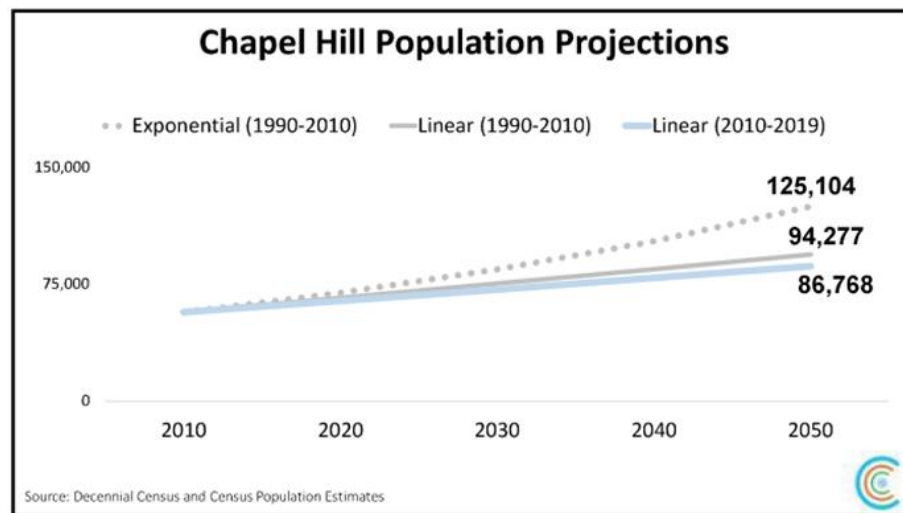
The population density for Chapel Hill is illustrated below, with color changes from lighter to darker coinciding with population density changes from lower to higher. Additionally, the service demand for 2017-2020 discussed above is offered for comparison.



Future Population Projections

ESCI researched the historical and future projections from available comprehensive growth plans and the U.S. Census Bureau to develop an overview of historical population representations and future population expectations to provide decision makers with accurate estimates to aid the planning process. Population projections are estimates of the population for future dates. They are typically based on an estimated population consistent with the most recent decennial census. ESCI considered the population growth projections offered by the 2020 State of the Community Data Book who based projections strictly on previous mathematical growth rates, and do not include adjustments for amount of developable land; economic trends or conditions; current land use policies; and/or other similar factors. Their projections are similar to the U.S. Census Bureau and predict the population could reach roughly 125,104 by 2050. These predictions use 2.0% for exponential growth, 926 people per year for linear from 1990-2010, and 364 people per year for linear growth during 2010-2019. These numbers are then applied for consolidated growth projections through 2050.

The following figure represents the expected growth Chapel Hill can expect and should use for planning purposes.

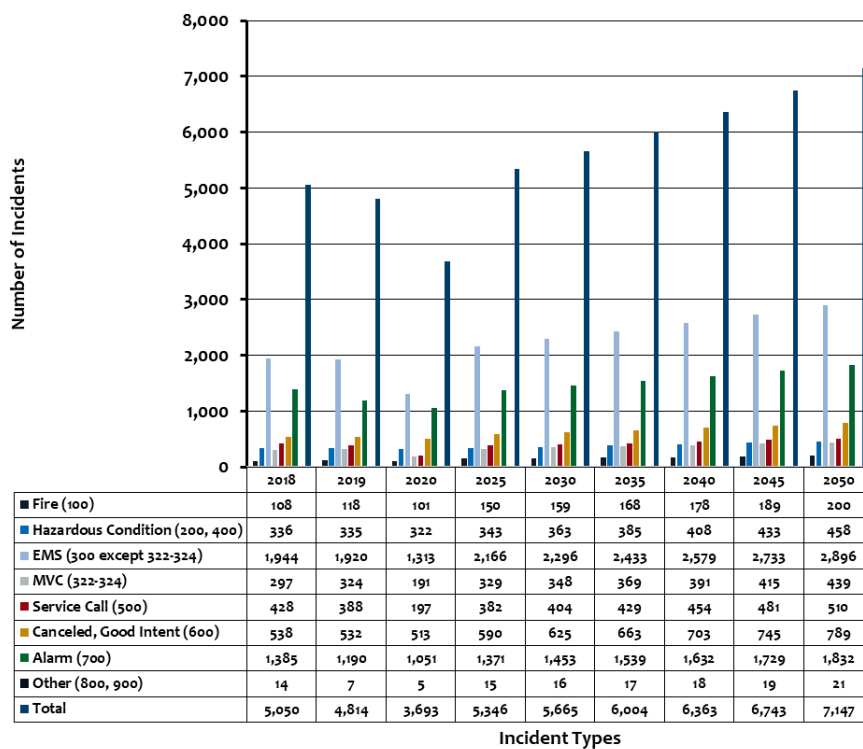


Service Demand Projections

After examining the current conditions and population projections, it is essential to look at future service demand to identify elements of the system that are too far away to respond to anticipated service demand in a timely manner or will be stressed or overutilized. Once these elements are known, data-driven triggers can be established to determine when additional, or reallocated resources are required to meet established response and outcome standards.

Examination of CHFD incident data reveals that service demand decreased from 2017 to 2020. This further suggests that population-based projections are appropriate for these service demand projections, given no major change in the CHFD services provided. Thus, it is anticipated that future CHFD service demands will follow similar patterns. However, if and when the identified future growth takes place, a subsequent increase in service demand will be realized and move the service projections toward the maximum projection.

Based on this assumption, ESCI was able to develop a range of projected increase in service demand—calls for service—from 2018 to 2050. This range was then compared to historical records to determine a projected increase in service demand, based on a comparison of population-based and historically-based service projections, as shown in the following figure. It is important to note that these projections are conservative based on the unknown impact of COVID-19 on calls for service during 2020 and the return demand for service post COVID-19 pandemic as the data is not available yet.



Community Risk Analysis

As part of the Station Location Study, a community risk analysis was conducted that provided an assessment of potential risks present in the service area. Physical, economic, and demographic data is utilized to assess the hazards and risks threatening the community. These risks can include natural hazards associated with climate and topography, population and demographics, technological and human-caused hazards, types of structures and their intended uses, and the type of service and transportation infrastructure. This includes exposure to natural and human-made disasters. Of the potential hazards that pose a risk to the Town of Chapel Hill, the risk assessment included in this report identifies several because of the likelihood of everyday occurrence and/or potential consequences.

Community hazards were divided into broad categories, as follows: Structure Fires, Non-structure Fires, EMS-Medical Assist, Rescue, Hazardous Materials, Natural Hazards, Technological Hazards, and Human Hazards. These categories represent an accurate spectrum of the current and anticipated risks seen within the Town of Chapel Hill. These vulnerabilities drive the services and capabilities that the CHFD must maintain throughout the service area.

Recommendations & Strategies

The analysis has undeniably confirmed that the current fire stations are appropriately located based on population and call demand, and that the greatest need faced by CHFD now and in the foreseeable future is not the addition of another fire station(s). Rather, the greatest need indicated by the evaluation is the construction of new fire stations to replace worn and end of life stations as well as the addition of firefighters and response units in the existing stations. To help the organization navigate through the process, the following discussion further defines the short- and long-term strategies that ESCI has identified.

The recommendations and strategies are listed in the following figure, summarized in the pages that follow, and detailed in the *Recommendations & Strategies* section of this study.

| Short Term Strategies | Adopted | Completed | Target Date |
|---|---------|-----------|-------------|
| Response Performance Reporting | | | |
| Implement processes to reduce call processing times. The single most cause of delay in the CHFD system has been identified as call processing time. (OC911 handles call processing and dispatch for CHFD) Overall call processing performance for CHFD was 3 minutes, 24 seconds. The NFPA 1221 standard for this performance measure is 60 seconds at the 90 th percentile. | | | |

| Short Term Strategies | Adopted | Completed | Target Date |
|---|---------|-----------|-------------|
| Collect accurate and complete response time data for all units assigned to an incident. These times should include call processing and turnout times. This may require working with Orange County 911 Communications to implement Automatic Vehicle Locator (AVL) technology and Mobile Data Terminals (MDT) in the apparatus reporting directly to the Computer Aided Dispatch System (CAD). | | | |
| Conduct regular reporting of turn out times with on-going analyses of turnout time delays. Current CHFD includes turnout time as part of the performance measures. | | | |
| Expand the incident reporting capability to include geographical distribution working with the Town GIS unit. Include graphical data in annual report. | | | |
| Response Deployment | | | |
| Place an additional aerial ladder truck in service at Station 3 to maximize aerial ladder truck capabilities. Address the current risk profile and aerial master stream and rescue capabilities within the Town. (This recommendation needs to take ISO requirements for a reserve ladder truck under consideration.) | | | |
| Determine structures that require additional effective response force personnel and plan for automatic aid to accomplish the adopted ERF. ERF compliance should be monitored and compared against the NFPA 1710 requirement of 28 personnel on scene within eight minutes of travel time. | | | |
| Define fire target hazards and determine what is the necessary ERF for these hazards. This may require conducting a critical task analysis. | | | |
| Long Term Strategies | Adopted | Completed | Target Date |
| Recommendation 1 | | | |
| Develop and fund an appropriate long-range fire station replacement plan. | | | |
| Recommendation 2 | | | |
| Set minimum staffing based on an Emergency Response Force (ERF) of 17 firefighters. | | | |
| Recommendation 3 | | | |
| Place an additional aerial ladder truck in service at Fire Station 3. | | | |

| Short Term Strategies | Adopted | Completed | Target Date |
|---|---------|-----------|-------------|
| Recommendation 4 | | | |
| Develop and fund an appropriate long-range apparatus purchasing and replacement plan. | | | |
| Recommendation 5 | | | |
| Establish Funding to Construct a New Training Facility. | | | |

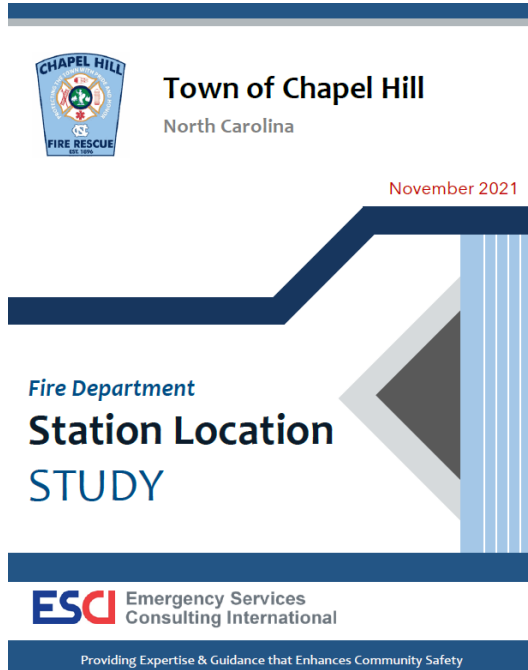
Conclusion

Based on information obtained throughout this process, our assessment is that CHFD has strong leadership and an innovative vision. The department is functioning at a high level commensurate with community expectations. While there is always room for improvement, the department is serving the citizens of Chapel Hill well. The fire department is commended for undertaking this project to initiate a formal plan for future service delivery.

The report referenced in this executive summary provides a considerable amount of technical data, much of which was provided by the Chapel Hill Fire Department and the Town of Chapel Hill and allows the reader to gain a clear understanding of the services provided by CHFD as well as an indication of how those services may be provided in the future. This document is intended to provide department personnel and policymakers with information from which to make informed, data-driven decisions about the future deployment of resources and services in the CHFD service area.

ESCI is confident that the analysis, findings, and recommendations in the report will provide the Town of Chapel Hill and the CHFD with a successful road map for the future. As these goals and enhancements are realized, and the Town continues to grow in size and stature, the citizens of Chapel Hill will continue to receive an exceptional level of service and protection from the dedicated men and women of the Chapel Hill Fire Department.

Chapel Hill Fire Department



The cover of the report features a blue and white color scheme. At the top left is the Chapel Hill Fire Rescue logo, which includes a fire hydrant, a fire truck, and a fire helmet, with the text 'CHapel Hill FIRE RESCUE EST. 1916'. To the right of the logo, the text 'Town of Chapel Hill' and 'North Carolina' is displayed. Below this, the date 'November 2021' is written in red. The central part of the cover has a stylized graphic of a fire station entrance with a dark grey triangle pointing left and a light blue vertical bar on the right. The text 'Fire Department Station Location STUDY' is positioned to the left of this graphic. At the bottom left is the ESCI logo, with 'ESCI' in blue and red and 'Emergency Services Consulting International' in blue. At the bottom right, the tagline 'Providing Expertise & Guidance that Enhances Community Safety' is written in blue.

CHapel Hill
FIRE RESCUE
EST. 1916

Town of Chapel Hill
North Carolina

November 2021

Fire Department
Station Location
STUDY

ESCI Emergency Services
Consulting International

Providing Expertise & Guidance that Enhances Community Safety

Station & Facility Replacement Master Planning Discussion

Draft

Objectives of the Study:

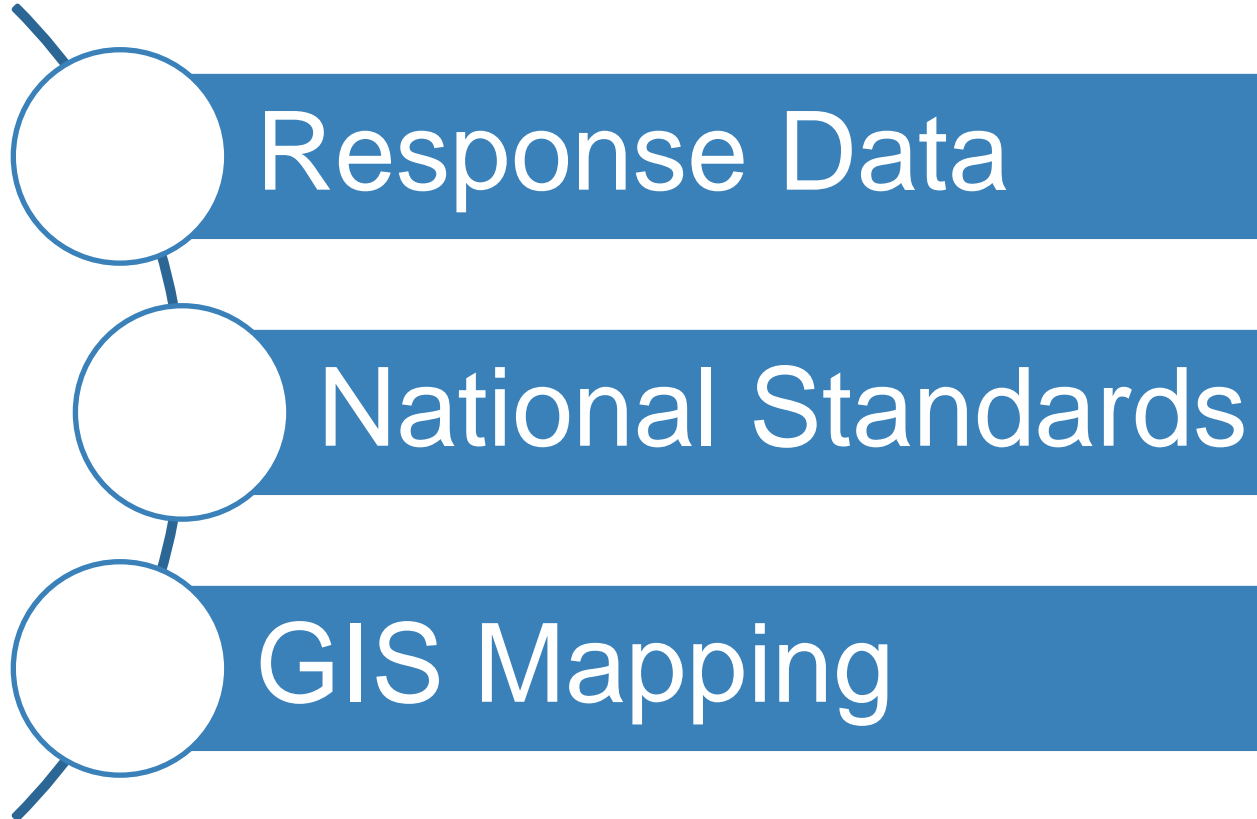
Determine Station, Staffing and Apparatus Needs

Evaluate Placement of Stations

Plan for future growth and development of Chapel Hill

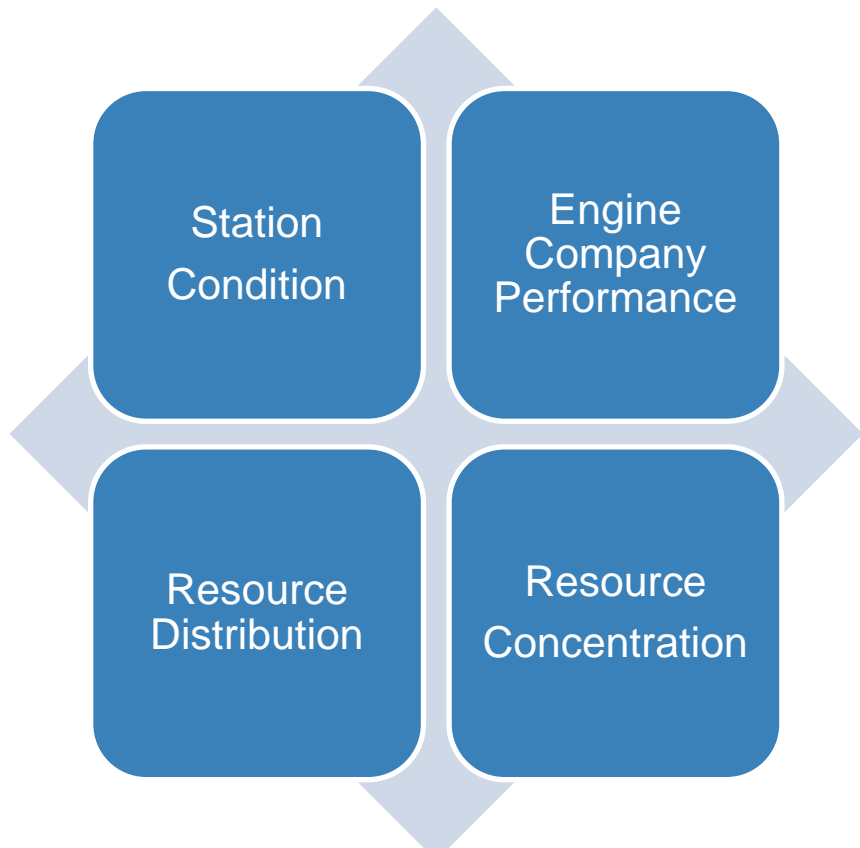
Draft

Methodology



Draft

Findings



Draft

Study Graded Current Facilities on the following criteria:

- **EXCELLENT: “Like New”;** meets current & future needs
- **GOOD: “Minor Wear”;** meets intended purpose relative to current needs
- **FAIR: “Structurally Sound”;** mechanical systems function but may need upgrade; may not meet purpose based on current needs
- **POOR: “Advanced Deterioration”;** problematic age-related maintenance; not well suited for current or future purpose

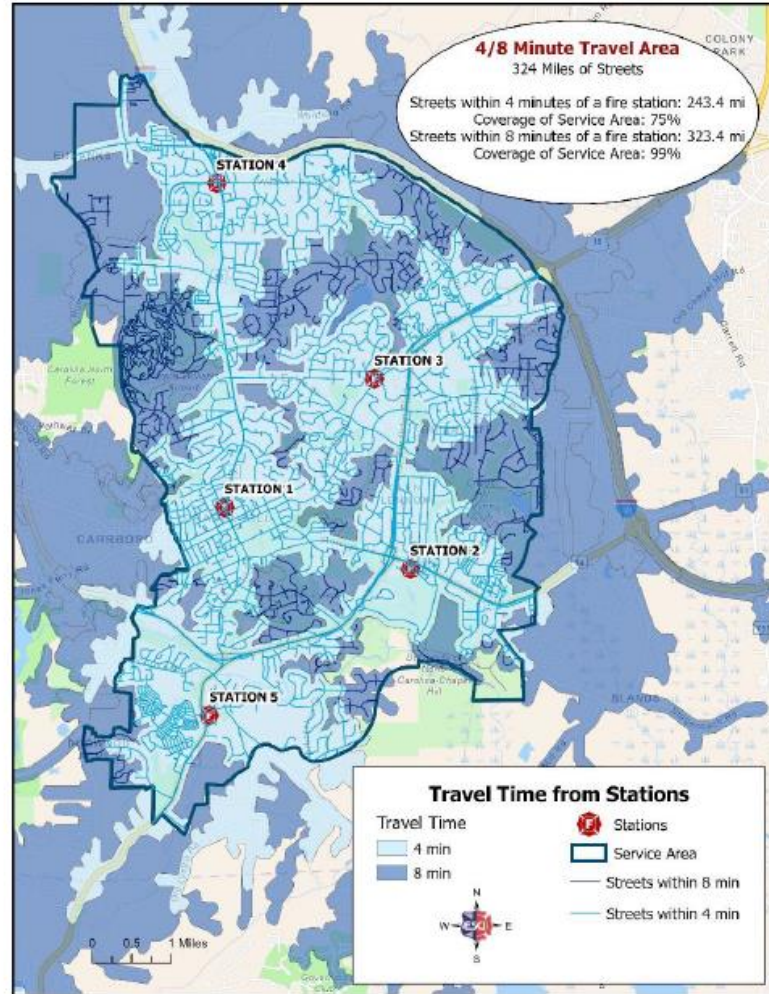
Findings: Station Condition

| CHFD Station | Age | Rated Condition | Number of Apparatus | Minimum Staffing |
|--------------|-----|-----------------|---------------------|------------------|
| 1 | 58 | Poor | 2 | 4 |
| 2 | 3 | Excellent | 3 | 6 |
| 3 | 51 | Poor | 2* | 3 |
| 4 | 39 | Poor | 2 | 4 |
| 5 | 20 | Good | 1 | 3 |

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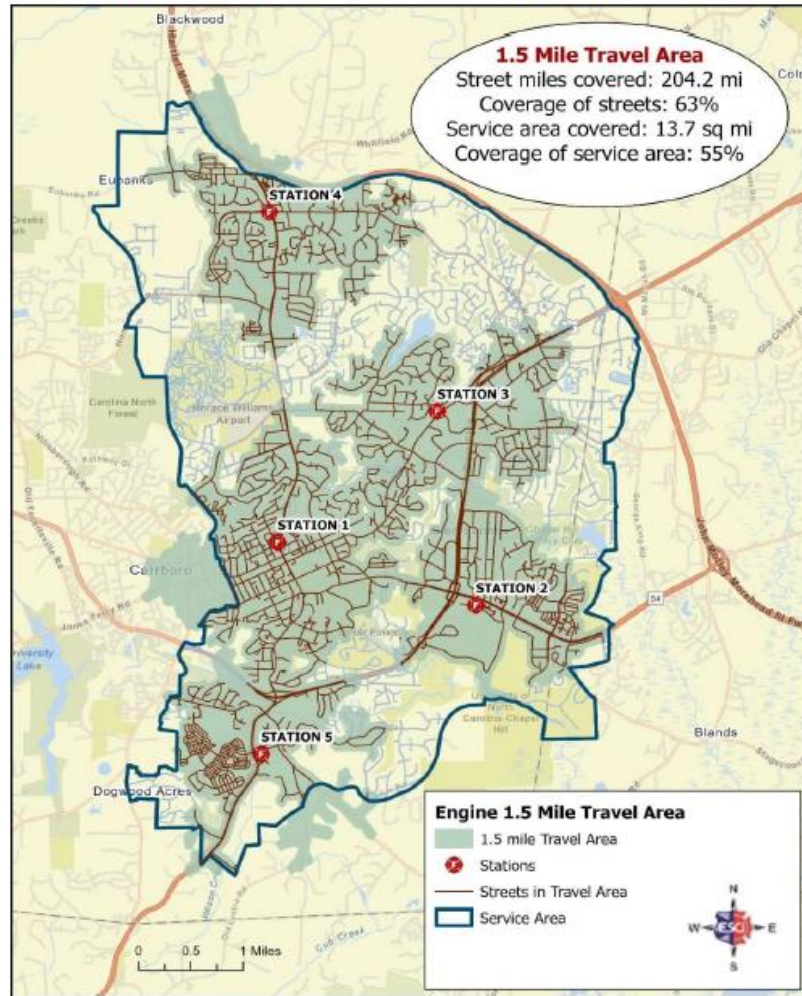
Findings: Resource Distribution

Figure 31: Chapel Hill Predicted 4 and 8-Minute Travel Times, NFPA 1710



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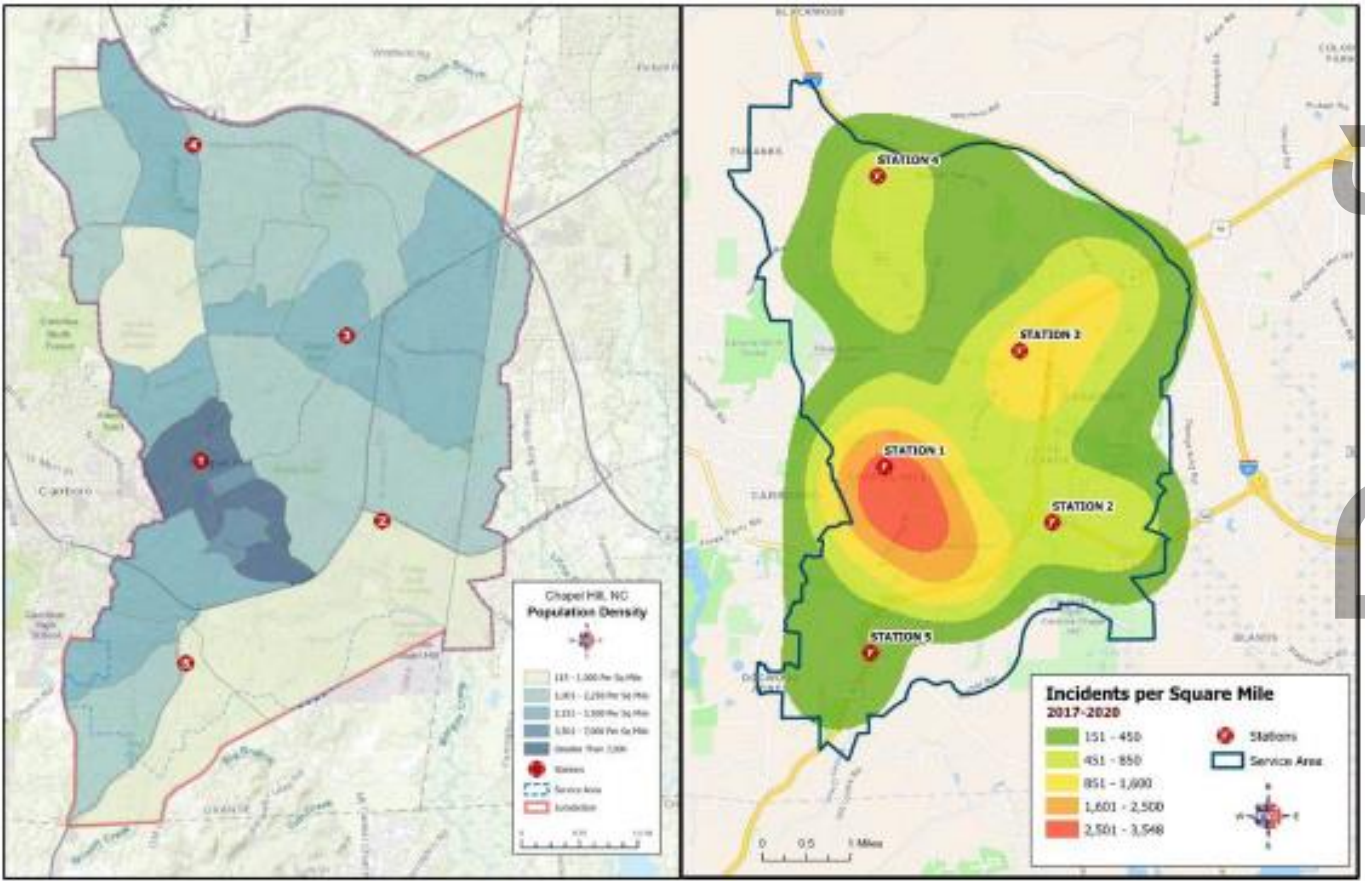
Figure 33: Chapel Hill 1.5-Mile Engine Company Service Areas



Findings: Engine Company Performance

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Findings: Population & Incident Density



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Recommendations

Figure 70: Measuring System Effectiveness



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Recommendations

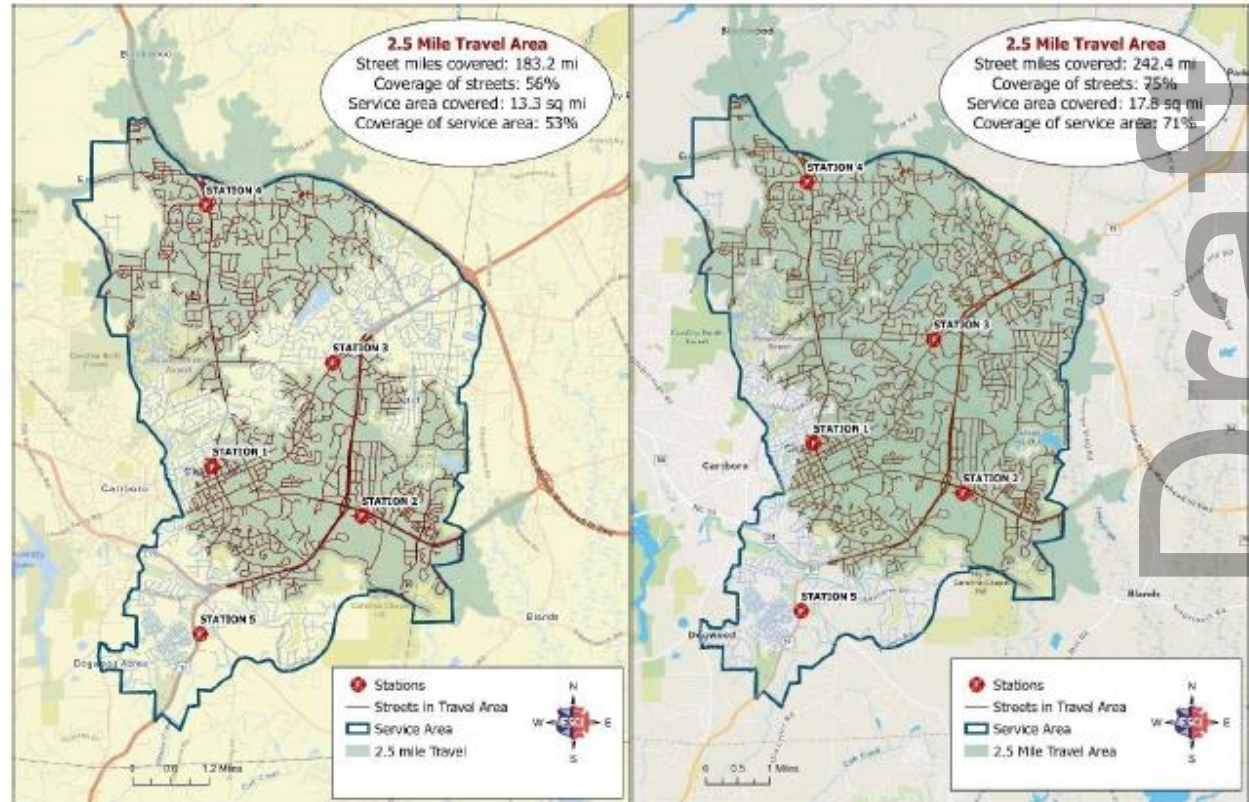
- **Long-Range Station Replacement Plan**
- **Additional Ladder Company**
- **Long-Range Apparatus Replacement Plan**
- **New Training Facility**

Draft

Recommendations

Additional Ladder Company Station 3

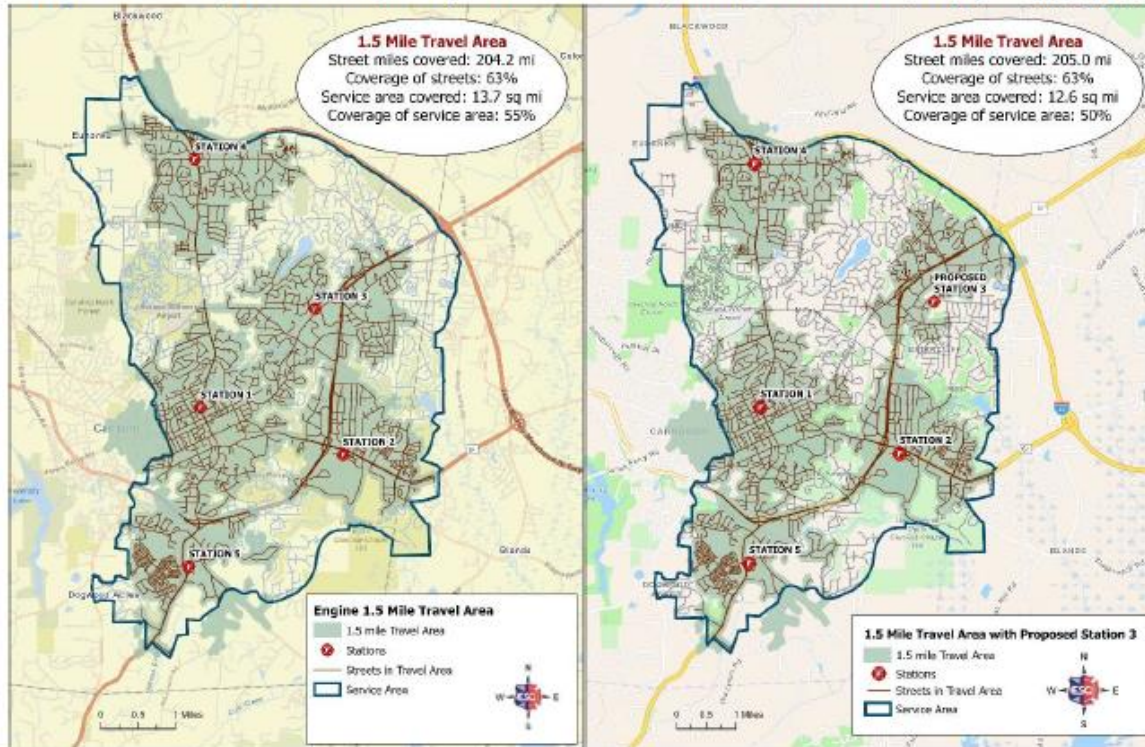
Figure 88: Proposed ISO 2.5 Mile Ladder Company Service Area Coverage Fire Station 3



Recommendations

Replacing Station 3 on Legion Rd

Figure 84: ISO 1.5 Mile Coverage Proposed New Station 3 at Legion Road Property (PIN 979955951)



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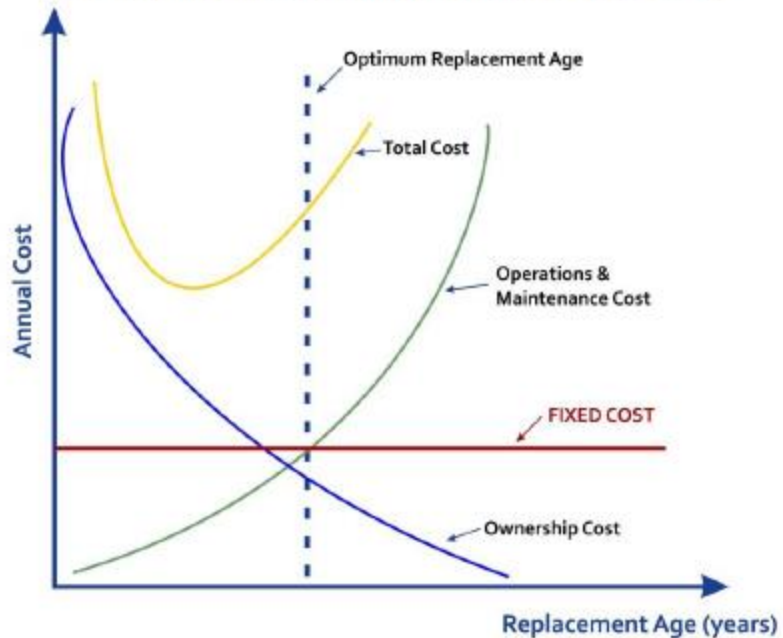
Recommendations

| Apparatus | Life Expectancy | Replacement Year |
|-----------|-----------------|------------------|
| Engine 33 | 15 | On Order |
| Engine 34 | 15 | On Order |
| Engine 39 | 15 | Overdue |
| Squad 61 | 20 | 2024 |
| Truck 64 | 15 | 2023 |
| Engine 31 | 15 | 2031 |
| Engine 32 | 15 | 2024 |
| Engine 35 | 15 | 2023 |

Draft

Recommendations

Figure 76: Economic Theory of Vehicle Replacement



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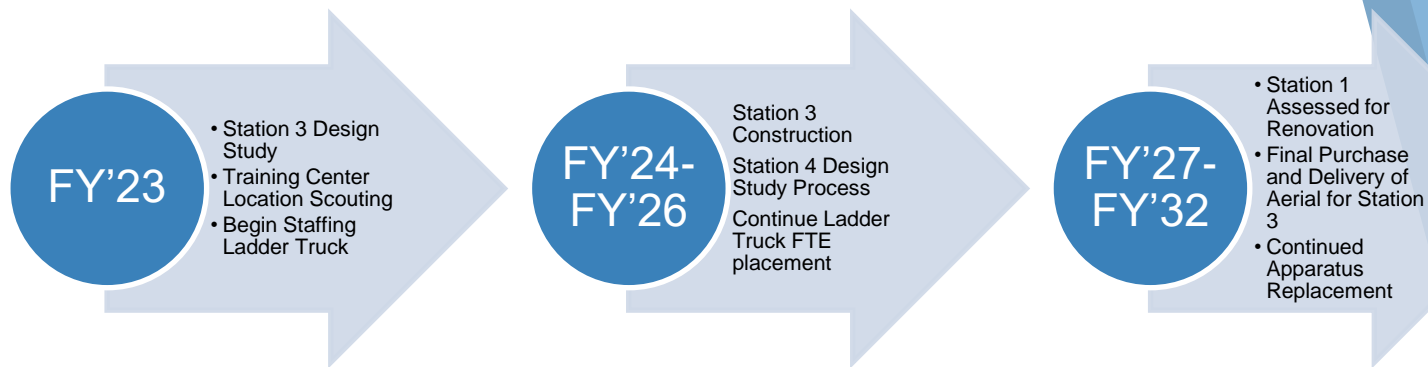
Recommendations

CONSTRUCT NEW TRAINING FACILITY



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What's Next



Draft

Requests of Council:

Support for Town Management, CHFD Administration, and other stakeholders to continue working together to lay out a master plan for Chapel Hill Fire Department facility design and build.

Engage in discussions with Town Management, Fire Department Administration, and Business Management to identify funding for design and construction phases of the overall Fire Department Facilities Replacement Master Plan, beginning with Fire Station 3.

Support ongoing collaboration with Orange County Emergency Services to help with funding and to house Emergency Medical Services response resources at redeveloped fire stations.

Draft

Questions?

- **Have we provided enough information for Council to work for fire facility replacement?**
- **How can we better align our vision with Council's vision of maintaining public safety?**
- **What other information can we provide so that you can make confident budget decisions as we move forward together?**

Draft



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 2., File #: [22-0844], Version: 1

Meeting Date: 11/14/2022

Update on Five-Year Budget Strategy for FY23-34.

Staff:

Maurice Jones, Town Manager
Amy Oland, Director

Department:

Town Manager
Business Management

Overview: Last year, the Council received a Five-Year Budget Strategy Inventory identifying the Town's needs. To provide guidance to this year's budget development, staff will share key considerations for developing scenarios and strategies to address those needs, and seek Council feedback in advance of the budget development process.



Recommendation(s):

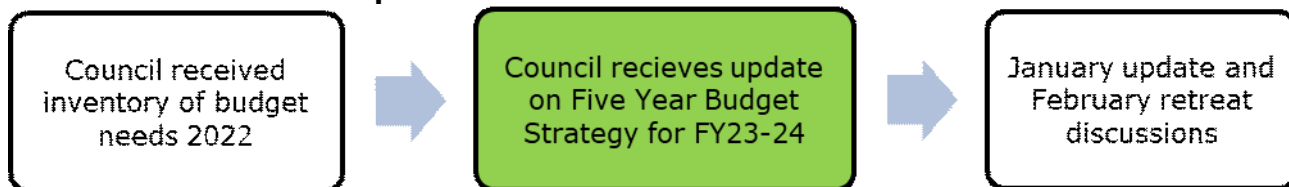
That the Council receive this update and share their feedback on the key considerations.

Key Issues:

- In discussion with all departments, staff has identified three "hard truths" about our Five-Year Strategy and the key themes related to those truths.
- After tonight, staff will work across departments to develop scenarios to share with the Council in January, for further discussion at the Council retreat in 2023 and to inform the budget development.

Fiscal Impact/Resources: None associated with receiving this report.

Where is this item in its process?



Attachments:

- Draft Presentation

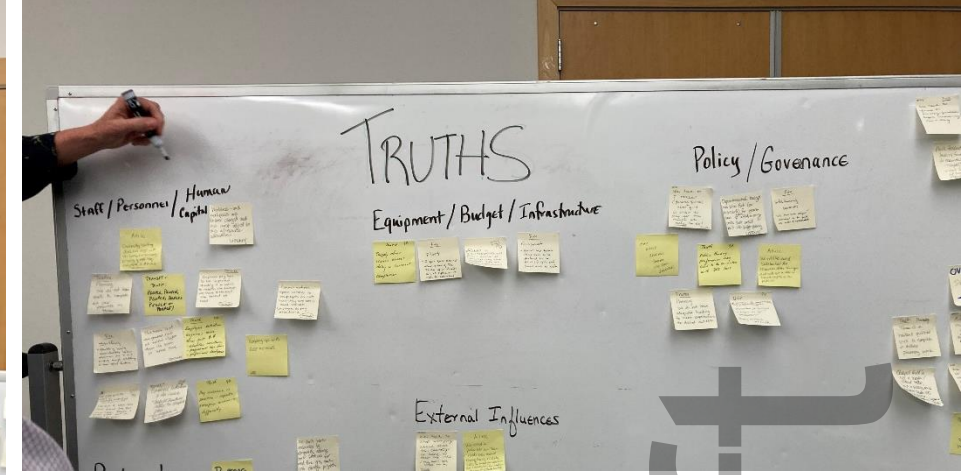
The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Maurice Jones, Town Manager

The purpose of this item is to receive this update and share feedback.

5 Year Budget Plan Update





Developing
a 5 Year
Budget
Strategy

Working across
departments to
prioritize

Chapel Hill is a college town PLUS.

A college town PLUS:



**a great place to raise a family.
a great place to start a business
a great place to learn**

Chapel Hill is a place for all.

Draft

Hard Truths

Our underfunded needs have grown over time and it is time to address them.

We have a long list of deferred needs.



We have bold ideas for Chapel Hill and they need a solid foundation.

Hard Truths

Our employees don't have the tools they need to deliver our long-term vision.

Employees are our number one resource.



They are doing more with less.

Draft

Hard Truths

**Revenue generation is not keeping pace
with our needs.**

It takes a lot to move the needle.

Our core funding has not kept pace with
basic increases in costs.

Draft

Priorities

Fleet

Fleet replacement reduced from \$1.2 million in FY19 to \$355,000 in FY23



Various needs for fleet additions throughout organization

Priorities

\$21.4 million of Public Works backlog

Fully fund Cedar Falls tennis court reconstruction

Upgrade Gov TV chamber need

Physical space needed for TS staff to work onsite

Facilities



Draft

Priorities

Staffing



Salaries need to remain consistent with cost of living to keep up with market

Competitive benefits, including employee training

Concerns about employee workloads to maintain services

Fund program support pay plan

Draft

Truths

Workplaces forever changed by COVID

Town at greatest risk of talent flight than it has seen in some time

Employee retention requires more than just salary (professional development)

Staffing



Truths

Equipment



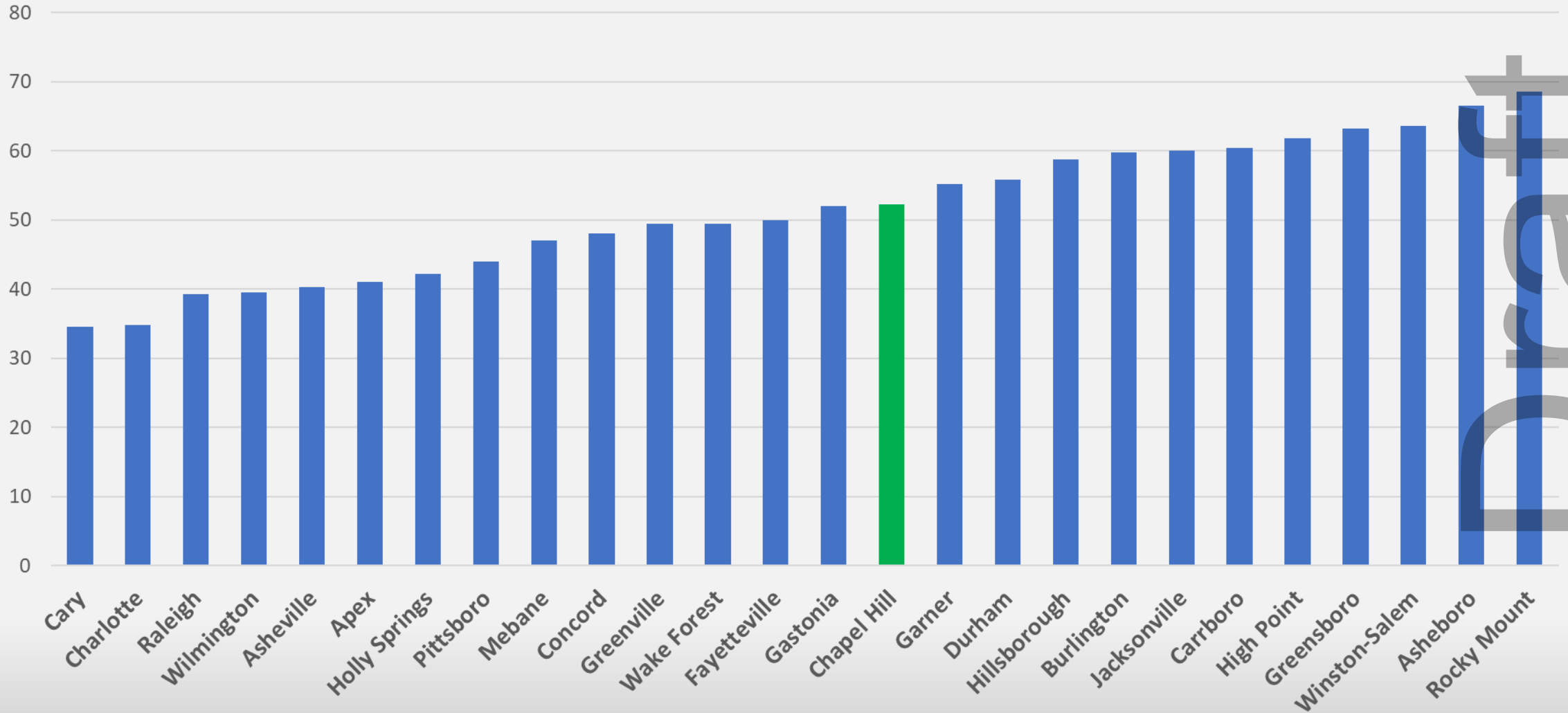
Supply chain issues causing contract delays

2-year turnaround when ordering fire trucks

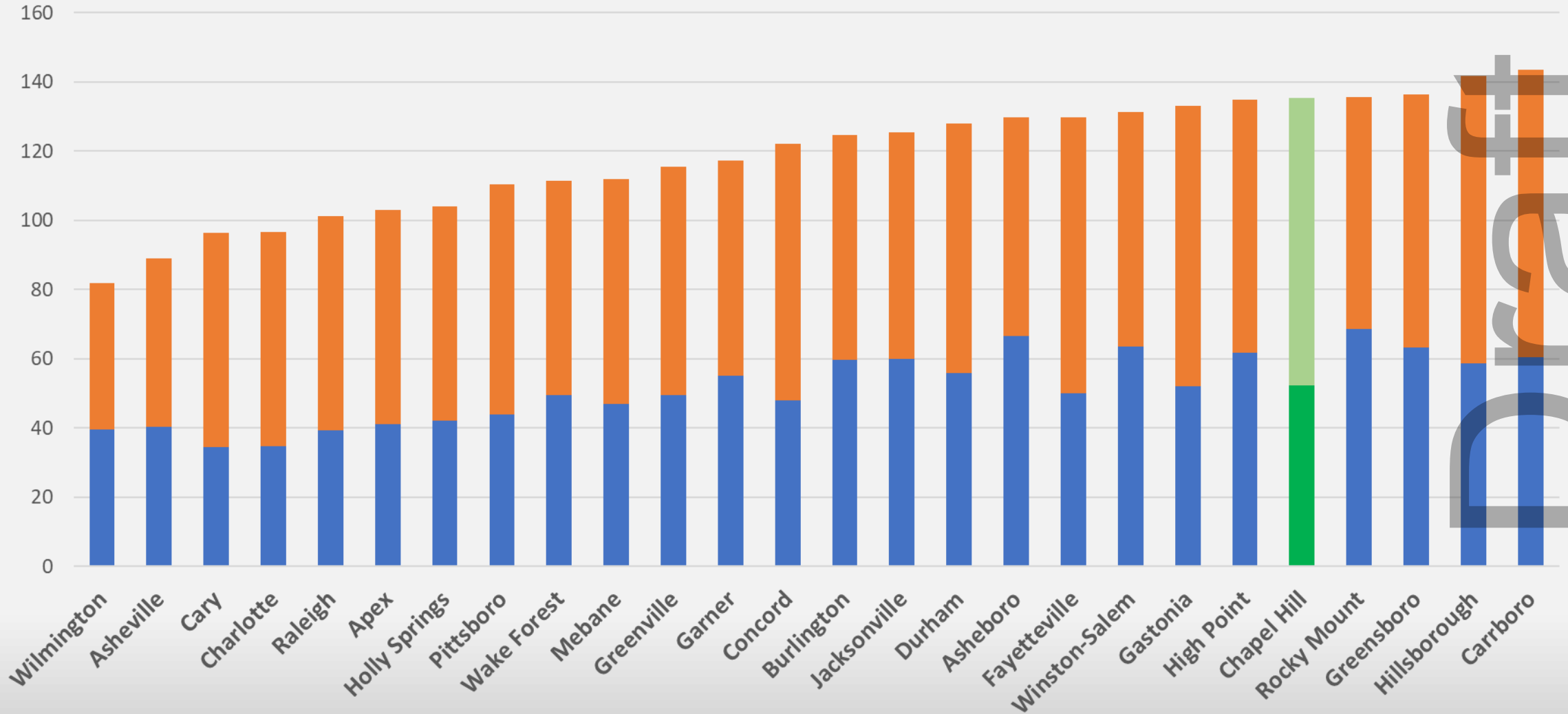
Departments lack resources to address core services for next five years

Draft

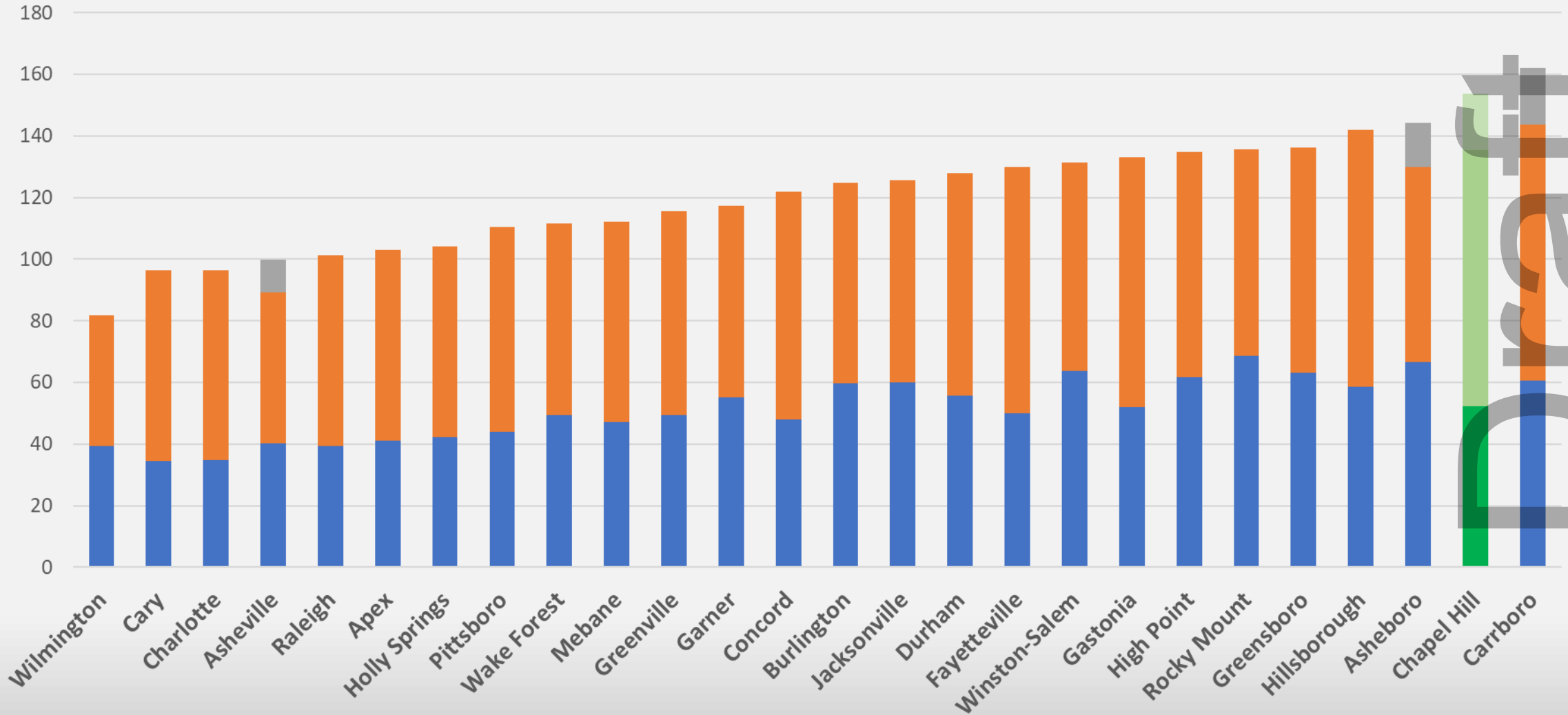
Municipal Tax Rate Comparisons



Municipal & County Tax Rate Comparisons



Municipal, County & School Tax Rate Comparisons



What's Next?

- Take feedback and work with departments on scenarios
- January – share scenarios (spending and revenue sources)
- February – Continue discussion at Council Retreat
- Develop FY23-24 budget



Questions?

Draft



TOWN OF CHAPEL HILL

Town Hall
405 Martin Luther King Jr.
Boulevard
Chapel Hill, NC 27514

Item Overview

Item #: 3., **File #:** [22-0845], **Version:** 1

Meeting Date: 11/14/2022

Shaping Our Future - Stormwater Regulations Review.

Staff:

Diedra McEntyre, Principal Planner
Chris Roberts, Manager of Engineering & Infrastructure
Kevin Bigalke, Consultant

Department:

Planning
Public Works
SRF Consulting Group

Overview: The focus of this item will be to present the approach and schedule for the stormwater management regulatory review component of the overall Land Use Management Ordinance (LUMO) update. Following a brief presentation by Kevin Bigalke, SRF Consulting Group Sr. Project Manager, Town Council will participate in a facilitated discussion to review Council's perspective on the existing stormwater regulations and goals for revisions to the stormwater regulations.

Staff and consultant team would like to gain Council's view and perspective of current regulations.

- As it pertains to the comments you receive as a Councilmember, what is working?
- As it pertains to the comments you receive as a Councilmember, what areas in the stormwater regulations are challenging and need to be addressed?
- What do you see as opportunities for improvement in the stormwater regulations? Are all of Council's concerns addressed in the petition?



Recommendation(s):

That the Council receive the presentation and provide feedback.

Fiscal Impact/Resources: Town General Fund - LUMO & Public Works



Attachments:

- Presentation

The Agenda will reflect the text below and/or the motion text will be used during the meeting.

PRESENTER: Diedra McEntyre, Principal Planner

The purpose of this item is for the Council receive the presentation and provide feedback.



SHAPING OUR FUTURE

STORMWATER REGULATION REVIEW

PublicInput.com/shapingourfuture_stormwater

Draft





Stormwater Regulations Review

- Introduction
- Project Scope, Timeline & Stakeholder Engagement
- Purpose of Today's Discussion

Draft



Timeline and Engagement Process



Town of Chapel Hill Stormwater Regulatory Review Engagement Meeting Summary

| | October 2022 | November 14-15, 2022 | Week of December 5, 2022 | December 2022 | January 2023 |
|-------------------------------|--------------------------|--|---|------------------------------|-------------------------------------|
| Town Staff Engagement | Virtual Kickoff Meetings | In-Person Staff Workshops #1 | In-Person Staff Workshops #2 | In-Person Staff Workshops #3 | |
| Town Council | | In-Person Work Session | | Memo to Council | In-Person Final Report Presentation |
| Community/Public Stakeholders | | In-Person Open House #1 | In-Person Open House #2 | | |
| Professional Stakeholders | | In-Person Stakeholder Consultation Meetings #1 | In-Person Stakeholder Consultation Meeting #2 | | |



Purpose of Today's Discussion

- Council Petition
- Current Stormwater Regulations
- Opportunities & Goals

Draft

Questions



Kevin Bigalke

kbigalke@srfconsulting.com

651.333.4143

Draft

