



**MINUTES
TOWN OF NAGS HEAD
BOARD OF COMMISSIONERS**

**RECESSED MEETING - BOARD RETREAT
VILLA DUNES CLUBHOUSE - 500 VILLA DUNES DRIVE
TUESDAY, SEPTEMBER 21, 2021**

The Nags Head Board of Commissioners met in person at the Villas Clubhouse located at 500 Villa Dunes Drive, Nags Head, North Carolina on Tuesday, September 21, 2021 at 8:00 a.m. for a Recessed Meeting - Board Retreat. The Town continues to adhere to COVID state and local guidelines.

Board members Present: Mayor Ben Cahoon; Mayor Pro Tem Michael Siers; Comr. Renée Cahoon; Comr. Webb Fuller; and Comr. Kevin Brinkley

Board members Absent: None

Others present: Town Manager Andy Garman; Kelly Wyatt; Amy Miller; Brooke Norris; David Ryan; Eric Claussen; Phil Webster; Perry Hale; Randy Wells; Shane Hite; Facilitators Richard and Irina Fursman; and Town Clerk Carolyn F. Morris

Call to order

Mayor Cahoon called the Recessed Meeting - Board Retreat - to order at 8 a.m. He welcomed everyone and thanked them for attending.

Purpose

Facilitator Richard Fursman emphasized the purpose of today's Retreat - How do we navigate our changing environment and keep moving forward with our Strategic Plan - which was first developed at the September 2020 Retreat. The agenda was then briefly reviewed with attendees. The agenda focused on department heads working with the Board of Commissioners to establish priorities and ultimately a spreadsheet of actions for the next two years.

Question to each attendee as a strategic thinking warm-up: What was a change and decision made during the past year?

2020/21 Strategic Plan Review – Identify Plan Current State

Reviewed with attendees the pages of last year's Strategic Plan to see where we stand in these processes.

Attendees were then split up into three teams to address each of the goals established during the 2020 Retreat - goals established to achieve the Town's 2025 Vision:

Empowering the delivery of consistent and exemplary public service

Focuses on a high performing team and identifying the process for obtaining results, emphasizing communication. This includes work to create a high performing organization, a well-informed and engaged public and staff, strategic plans for each department, and a process to tie these to the Town's Strategic Plan as well as the Budget and CIP.

Reforming Processes to Tackle Technical Issues

Focuses on working on lingering or threatening issues for the community such as groundwater protection, shoreline management, and sanitation. This includes developing integrated maintenance plans to address infrastructure needs, development of a communications plan for the public and staff, and completing both the Decentralized Wastewater Management and Estuarine Shoreline plans.

Facilitating Collaboration to Address Community-Wide Regional Issues

Focuses on Town and regional issues such as affordable housing, specifically for seasonal workers in local businesses as well as the Town's lifeguard housing. The Town will bring forward these issues for discussion with other local governments and businesses. This includes efforts to work with other communities to address needs that benefit all such as housing, mental health and wellness, public safety, solid waste and recycling, and shoreline management.

Attendees reviewed the following with respect to each topic:

- What things have stalled completion of tasks
- What new environmental factors are impacting the community and strategic plan
- What are the actions that need to take place during the next 12 months

Comr. Fuller would like to see notes in bullet form from internal staff meetings - notes that would help Board members stay informed.

Presentations

Reforming Processes to Tackle Technical Issues

Public Works Director Eric Claussen presented his team's ideas.

Some highlights: It was felt that expectations need to be established for post-season sanitation process. An integrated Public Works Plan needs to be developed; Establish connectivity process, specifically for streets and stormwater.

Empowering the delivery of consistent and exemplary public service

Town Manager Andy Garman presented his team's ideas.

Some highlights: A mid-year budget review is beneficial; Strategic planning framework for integration is needed; Mid-year evaluation of Strategic Plan; Complete and implement a Communications Plan.

Facilitating Collaboration to address community-wide regional issues

Dep Fire Chief Shane Hite presented his team's ideas.

Some highlights: Develop a clear understanding of housing needs; Reinitiate seasonal employees housing conversation; Engage in a quarterly meeting with Dare County re: beach and sanitation; Re-engage with the region on waste/recycle programs; Establish mental health programs; Broaden intergovernmental local agreements for public services.

Prioritization Workshop - Timelines

Attendees reviewed the timelines for each of the three topic areas (Reforming, Empowering, and Collaborating)

Facilitators explained that tomorrow (with only staff members present) staff will be assigned to specific actions - Mayor Cahoon noted that a Board member may need to be added as necessary for a specific task.

Most Pressing Needs

What are the Town's most pressing needs currently? Consensus was:

- Traffic on the beach
- Employee Health and Wellness
- Sustainable Tourism
- Communication
- How to pay for all this and timing
- Pressure from developers to increase density
- Sanitation
- Beach Nourishment

Discussion of needs that may become worse if not addressed soon.

What has stalled?

- Housing (Employee and Seasonal employees)
- Need for strategic plans for all departments
- Need to align priorities
- Career progression (not for all depts yet)
- Board/Dept Head Workshops
- Public Works Needs Study

Some impacts that have affected completion of tasks:

- Changes in housing market
- Change/Loss of staff (HR Manager) and a Rookie Manager
- Need a strategic planning template
- Construction industry
- COVID - Labor force, Virtual work
- Senate Bill 300 (may impact law enforcement)
- Ongoing regulatory constraints
- Grants

What commitments are the Board willing to make to meet these goals? Comr. Fuller said that he feels the Board would be willing to do whatever necessary re: money and higher tax rates in order to get done what needs to be done.

High Performing Organization Review

Discussion concerning what has gone well, what has stalled, and what's next.

An organization that is high performing includes the following components:

- Establish strategic planning framework to integrate departmental plans into overall plan
- Conduct mid-year budget/CIP review
- Cross dept reporting system for issues
- Develop asset mgmt program for equipment, facilities, and infrastructure
- Establish best practices for Board/staff communication
- Establish grant strategy including grant monitoring
- Review comprehensive employee benefits
- Create book of ordinance interpretations to ensure consistency

Closing reflection

Facilitators Richard and Irina Fursman questioned attendees re: takeaways from today – They did feel that the ground rules were met, with each attendee participating.

It was consensus that the day went very well and identified areas that were moving forward and other areas that needed additional effort. Attendees felt that it was beneficial to listen to the issues in other departments and how they were being addressed. It was also consensus that the facilitators were very good in conducting discussions addressing changes from last year to this year and what needs to be done to complete tasks. Staff members left the workshop.

Final reflection

Board members, Town Manager Garman, and the facilitators continued the process with an onboarding discussion to set expectations and operating norms/practices.

Board members would not be attending the second day session (Wednesday, Sep 22nd at 8 am in the Board Room), only staff, to address implementation steps with a specific timeline.

ADJOURNMENT

The September 21st Board Retreat was adjourned at 5 pm.

Carolyn F. Morris, Town Clerk

Date Approved: February 2, 2022

Mayor: Benjamin Cahoon