



**MINUTES
TOWN OF NAGS HEAD
BOARD OF COMMISSIONERS RETREAT
THURSDAY/FRIDAY, NOVEMBER 16-17, 2023**

The Nags Head Board of Commissioners met in person for a Board Retreat at 2521 S Virginia Dare Trail, Nags Head, North Carolina on Thursday/Friday, November 16-17, 2023.

Thursday, November 16, 2023

Attendees:

Board of Commissioners

Ben Cahoon, Mayor
Michael Siers, Mayor Pro Tem
Kevin Brinkley, Commissioner
Bob Sanders, Commissioner
Renée Cahoon, Commissioner
Megan Lambert, newly elected Commissioner

Staff

Andy Garman, Town Manager
Amy Miller, Deputy Town Manager
Perry Hale, Chief of Police
Nancy Carawan, Director of Public Services
David Ryan, Town Engineer
Kelly Wyatt, Director of Planning and Development
Randy Wells, Fire Chief
Jan Mielke, Director of Human Resources
Roberta Thuman, Public Information Officer
Carolyn Morris, Town Clerk
Shane Hite, Deputy Fire Chief
Chris Montgomery, Deputy Police Chief
Brooke Norris, Deputy Finance Director
Joe Costello, Deputy Planning Director
Michelle Gray, Deputy Town Clerk

CALL TO ORDER

Mayor Cahoon called the Retreat Workshop to order at 8 a.m.

Emily Groo of Zelos facilitated the Retreat:

We started with a clear purpose for the retreat: To align and connect staff and the Board through the creation of a strategic plan including mission, vision, values, goals, objectives, and action items.

An agenda was provided in advance, see **Appendix A**.

We started the day by asking staff and the Board what stood out to them or felt critical from the Community Survey feedback.

Community Survey

Don't become too commercial

What do we permit?

Values system

See how other community's regulations have played out

Keep Nags Head unique but not stagnant

"Keep Nags Head in front"

Beach nourishment, sidewalks, streets, stormwater, other infrastructure, better on equipment

Keep our regulations – Board

Dowdy Park & Farmer's Market

Emphasis on stormwater – Hurricane Matthew

We caught up and are now forward thinking

Communication gap

Housing – theme but contradiction

Need but less support for decisions from public

Housing Density

Need for long-term housing

Restaurant housing – Airbnb's

Want low density but not housing

Open to ADUs

Employees – ocean rescue

Regional discussions

Build back trust

Affordable housing vs. workforce housing

Broad solutions

Positive interactions with town staff – visible staff

Satisfied staff

Traffic and overcrowding at homes

Communicate with property managers

Overall positive

Increased tax wasn't a big concern

Visible action of taxes – beach & streets

Social media – credibility

We reviewed and updated the Town of Nags Head Mission & Vision statements.

Mission

To provide for the well-being of the citizens, property owners, and visitors by providing municipal services in a flexible, cost-effective, customer-friendly manner and to achieve this through an open, consensus-driven process that treats all with respect.

Open, respectful, and responsive

Vision

To thoughtfully preserve our unique coastal environment and character now and for the future.

We reviewed and updated the Goals

Goals

Heritage & Lifestyle: Protect our community's distinctive heritage and unique lifestyle

Environment: Safeguard our critical natural resources and coastal ecosystem

Development: Achieve responsible, adaptive development that aligns with our community vision

Economy: Promote a sustainable economy that supports residents and visitors

Community Services: Maintain an efficient government that provides high-quality and cost-effective services

We then heard short briefings from staff on topics within each goal area. We asked the rest of the participants to take notes on what they heard in terms of "what's been done", "what's the current state", and "what's next"?

Goal #1 – Heritage & Lifestyle Staff Briefing

Topics:

Keeping the character of Nags Head (both in terms of small-town charm, beach access, parks, etc.)

What's been done?

Comprehensive Plan adopted, regulate building size, regulate residential stormwater management, new zoning district adopted

Minimum lot size, etc., architect requirement, residential bus. size, stormwater requirements, C-5 rezoning, continuous work, back and forth with community involvement

Comp plan/LUP, architectural requirements, size of buildings, stormwater, flood regs, UDO corridor/character, C5 zoning district

Establish C-5 zoning district

What's the current state?

Hotel height 60' overall dist., bldg. height 42', short term rental allowed everywhere

C-1 zoning districts vs C-2

C-5 zoning districts, gas stations - no

What's next?

C-2 land use incompatibility (land use incompatibility in general)

C-1 zoning standards and uses

Dream Center? Eliminate residential from C-2?
Accessory Dwelling Units
How to limit short term rentals to encourage long-term housing
Residential lighting
How to address overoccupancy issues
Zoning land use – align with community expectations (ahead of anticipating issues)
Height for residential structures /overlay districts (hotels)
Soundside residential districts?
Residential in commercial outdoor recreation district?
Limit single family uses/new zoning districts

Goal #2 – Environment Staff Briefing

Topics:

Stormwater management

Shoreline management

What's been done?

Focus on updating master plan - ran out of funds, challenges in Hurricane Matthew, morphed into CIP Thirteen (13) project areas.

Complete: Gallery Row, NH Acres, Village @ NH, Soundside Road, S. Ridge – Deering St., Kipper Ct.

Not complete: North Ridge

13 projects, 7 projects done or maintained, working with Old Nags Head Place

Have added employees focused on stormwater maintenance

Have adopted a stormwater project plan

Have focused on obtaining grant funds to augment town funding

Have earmarked funding for stormwater projects (created separate budget)

Have analyzed projects for cost-benefit to determine priority

What is current state?

Old Nags Head Place, waiting on grant funding, finding money to pay for projects, shoreline management plan adopted

Being proactive

What's next?

Update Stormwater Master Plan, Implement PA #12-13, NEW prioritized CIP list, Infrastructure condition assessment, Watershed Restoration Plan

Stormwater work areas, #12, 9, 13, 5; Watershed plan

Stormwater Plan Update, Projects #13 & 14, #13 Fall '24, #14 '25; Watershed restoration plan; additional grant, comparison other coastal communities

Work on easement along Soundside Road for estuarine rehabilitation

Goal #3 – Development Staff Briefing

Topics:

Infrastructure

Traffic and pedestrian safety

What's been done?

Paving in coordination with waterline / stormwater improvements

Stormwater, water, streets connected plan, beach access replacement

Build connected program – streets plan

Connected Program: assessment of streets plan and integrated sewer and water works, old Nags Head community, Barnes street, East Soundside road

What is current state?

Current State Development: second round of streets plan, South memorial corridor, replacing beach accesses and (1) estuarine access, red light monitoring

Controlled mayhem

Back on track with current 20-year plan, grant info coming Dec

2nd round of streets package (next)

What's next?

Hargrove Bathhouse, Albatross, water main replace many streets, Golden leaf grant to support, update applications

Pipe upsizing, need to hit benchmarks to go forward

Current state, new zoning district

Goal #4 – Economy Staff Briefing

Topics:

Housing (keeping low-density housing and finding ways to get workforce housing)

What's been done?

Lots of conversations about housing

Height? Density/ADUs, Duplexes

What is current state?

No "affordable housing", lack of EE (including LG [lifeguard]) housing

Need more housing, ambiguity of public opinion

What's next?

Further discuss lifeguard housing

Investigate financial legality of deed restrictions/incentives, look at CDC building, ADU discussion – density vs housing survey contradictions

Research methods for sustainable housing

Goal #5 – Community Services Staff Briefing

Topics:

Employee Total Rewards

Service delivery/Values

What's been done?

Longevity % to \$, medical 75/25 to 60/40

Base model: comp, dev, benefits, recognition

COLA increase, 401k increase, recognition, career progression

FSA

Longevity changed from % to static #

Career progression to all depts, town wellness events (spring & fall), 401k to 5%

Gives cost of living, increased 401k, host annual Christmas party, gives 12 weeks paid maternity leave without taking vacation or sick

Monthly newsletter to keep employees informed

Offers \$ to quit smoking and lose weight, manager attends individual dept. crew meeting, offers four hours to attend child school events

What is current state?

1. Career progression, 2. Better events for wellness, 3. Communication, 4. Being consistent

Progression communications, targeted approaches towards specific areas of improvement based on engagement survey results -> moving the needle!!

What's next?

Possible lifestyle spending credit, possible performance-based incentive, possible increase to 75%

Improve public safety and infrastructure

Lifestyle spending account for wellness-related purchases

Add holiday?

Consider longevity pay (1% - 5%)

Performance-based incentives

Reconsider the medical premium, build on total rewards program, review of other government plans, implement wellness program

Employee benefit review

Funding CIP

Employee retention

RECESS

Mayor Cahoon recessed the Board Retreat to Friday, November 17th, at 9 a.m. in the same location. The time was 4:50 p.m.

Friday, November 17, 2023

We brainstormed Objectives and Action Items for each Goal.

The Draft Plan document includes mission, vision, values, goals, objectives, and action items.

We reviewed the Core Values and asked "how are the core values currently being used?" We decided to keep the Core Values as they are.

How Core Values are currently being used

Included in internal newsletter

Shoutouts reflect values

Town Manager message reflects values

Manager coaching

Most conversations about are attitude and accountability

Plans to redo-internal evaluation to connect

Employee of the year

We then prioritized the most important action items that are not already in progress.

Action Item Prioritization

Assess the zoning districts including the ADU discussion

Define the Town's position on the housing taskforce

Implementing merit and insurance for staff

Find a model for housing staff

Educate residents on septic health

Purchase light shades

Find non-regulatory approaches to lighting issues

We reviewed next steps so that staff and the Board are clear about what happens next.

Next Steps

- Staff will finalize the draft at the December 13th meeting with Zelos
- Present draft back to Board and share with public, connect back to community survey results
- Goal – to finalize Strategic Plan by February 2024, and present at the town-wide staff meeting with employee engagement results

ADJOURNMENT

The Board adjourned the Board Retreat at 12:10 p.m.

Carolyn F. Morris, Town Clerk

Date Approved: **February 7, 2024**

Mayor: _____
Benjamin Cahoon

Appendix A: Retreat Agenda

Day 1—November 16

Time	Agenda activities
8:00 am – 8:30 am	Welcome and agenda review Introductions and opening activity
8:30 am – 9:15 am	Learn from community survey results to guide the strategic plan discussion
9:15 am – 9:25 am	Break
9:25 am – 11:30 am	Using Zelos strategic planning model, definitions, and means for evaluation: Review existing mission & vision and make any desired updates Review and update existing goals & goal statements <i>Breaks as needed. We can move to the next section sooner, if needed.</i>
11:30 am – 12:00 pm	Lunch
12:00 pm – 4:30 pm	Draft objectives and action items to align with the goals Review goal and goal statement For each updated goal area, together, we will: Hear staff topic briefings on topics that align with the goal areas What's been done? What is the current state? What's next? Write objectives Identify the immediate action(s) to meet objectives and achieve goals <i>*Breaks and energizers, as needed</i>
4:30 pm – 5:00 pm	Review & next steps Closing activity

Day 2—November 17

Time	Agenda activities
8:00 am – 8:30 am	Welcome and agenda review Opening activity – values
8:30 am – 9:30 am	Continue work on strategic plan as described in Day 1
9:30 am – 9:35 am	Break
9:35 am – 10:50 am	Continue work on strategic plan as described in Day 1
10:50 am – 10:55 am	Break
10:55 am – 11:30 am	Review strategic plan as drafted, and prioritize action items
11:30 am – 12:00 pm	Wrap-up, next steps, and closing