

MINUTES

The Town of Manteo Board of Commissioners held their November 2, 2016 Recessed Session November 16, 2016 at 4:00 pm at the Manteo Town Hall meeting room.

The following members were present: Mayor Jamie Daniels
Commissioner Christine Walker
Commissioner Nancy Peele
Commissioner Richie Burke
Commissioner Darrell Collins
Commissioner Martha Wickre

The following member(s) were absent: Commissioner Hannon Fry

Also present at the meeting were: Town Manager Kermit Skinner; Assistant Town Manager-Finance Officer Shannon Twiddy; Town Clerk Becky Breiholz, Town Attorney Wyatt Booth and Department Heads: James McCleave; Josh O'Brien; Barry Wickre; and Steve Jozik.

Mayor Daniels called the recessed meeting to order at 4:05 pm and amended the agenda to add presentation by Steve Jozik on security cameras.

MOTION: Commissioner Wickre seconded by Commissioner Peele to approve the agenda as amended was approved by the following vote: Ayes: Commissioners Burke, Collins, Walker, Wickre and Peele. Noes: None. Absent: Fry

SUBJECT: Department Head reports – Instead of going over the department head reports Mayor Daniels asked each department head present to give a brief update on Hurricane Matthew affects to their department; Mayor Daniels also thanked Water and Sewer Superintendent Josh O'Brien on his hard work keeping the system operational. Mr. O'Brien reported about the equalization of the lift stations. James McCleave Public Works Director was thanked for all his hard work and reported that his staff was busy with debris removal. Mr. Skinner commented that the private contractor Dare County hired and all the Town's used were not pleased with their performance on debris removal. Chief Haskett stated that there were no major incidents and thanked Mr. McCleave for putting out the metal barricades on streets leading to downtown that flooded. Barry Wickre Maritime Museum Director reported that they had about 4 inches of flood waters in the shop; some damage to the boardwalk and a wash out behind the boardwalk and that there were 4 or 5 pilings at the marina that were damaged. Mr. Wickre also commented that he attend a grant workshop that he would

like to apply for that would help with some of the damage. Mr. Jozik, IT Director reported that he worked with Bennie Baldwin, videographer and they produced a video of the aftermath and interviewed shop owners about the flooding and the ordinance the Board passed regarding a no wake zone to keep water from being pushed into those shops.

SUBJECT: Presentation from Terry Gray-award to the Manteo Police Department for their assistance with the Dare County Motorcycle charity run. Mr. Gray who is a co-director of the organization stated they put together a toy run for under-privileged kids in Dare County and they had over 100 motorcycles. All areas of Dare County are represented and the two programs they donated to were the Toys for Tots and the Outer Banks Women's Club. Mr. Gray showed a video of the motorcycle charity run. The reason he was here tonight was to show appreciation to the Manteo Police Department and Chief Vance Haskett; the MPD was essential in allowing the run to take place with traffic control. They raised \$1,000 in funds and \$1,500 in toys and also were able to donate to the Outer Banks Women's Club \$7500 who provide help to underprivileged families on the Outer Banks. Mr. Gray presented Chief Haskett with a certificate, plaque and a motorcycle patch.

SUBJECT: Discussion of transfer of the Marshes Light Conditional Use Permit to SAGA. Town Attorney Wyatt Booth reported to the board that the original owner of Marshes Light has contracted with SAGA to sell their property. SAGA is asking that the Board allow transfer of the Conditional Use permit at closing and a current master plan. The current permit holder is Marshes Light Master, LLC. Mr. Booth commented that on approval of assignment a more formal document will be executed.

MOTION: Commissioner Wickre seconded by Commissioner Peele to approve the assignment of the Conditional Use permit to SAGA at closing was approved by the following vote: Ayes: Commissioners Burke, Collins, Walker, Wickre and Peele. Noes: None. Absent: Fry

SUBJECT: Recycling report and request to advertise for bids presented by Intern Tamara Jackson. Town Manager Kermit Skinner introduced Tamara Jackson who is a student at UNC Chapel Hill and our intern. Below is a summary of Tamara's proposal.

Summary: The Town of Manteo currently does not provide a unified recycling service to its residents. The current recycling service is voluntary and costs \$8.95 a month to the resident. It is serviced by Outer Banks Hauling. A proposed unified recycling program

has been developed along with a rough draft of the bid to be put in the paper. The recycling program should be paid for through taxes.

The recycling program should entail:

- Different colored bins (separate from regular trash bins)
- 550 bins
- Monday pick-ups and disposal

The draft of the bid proposal to be put into the newspaper states:

- Bid should include unit cost and total cost for residential recycling collection and disposal.
- Bidder has to comply with Statute 143-129
- Contractor shall provide all labor, equipment, materials, tools, insurance, supervision and all other items necessary to deliver residential curbside recycling service to the incorporated limits of the Town of Manteo
- Each of the containers will be imprinted with a standard recycling logo.
- All containers and lids shall remain the property of the Provider.
- All bid must be sealed and titled "Manteo Residential Recycling Services" sent to the Manteo town hall.

Final bid proposal will be put into the newspaper November 30, 2016 and run for seven days. Closed December 7, 2016 at 12:00 a.m.

Recycling has been discussed by the Board many times. The Board would like to also add commercial recycling to the request for proposals. Mr. Skinner commented that to get a very rough estimate he used the average cost of 3 municipalities that are already doing their own recycling programs and the rough estimate would be \$30,536 annually, this figure does not include commercial pickup.

MOTION: Commissioner Collins seconded by Commissioner Walker to direct staff to advertise for Request for Proposals for residential and commercial recycling was approved by the following vote: Ayes: Commissioners Burke, Collins, Walker, Wickre and Peele. Noes: None. Absent: Fry

SUBJECT: Presentation of Organization Report of the Manteo Police Department by Retired Chief Gregg E. Jarvies. Mr. Skinner introduced Chief Jarvies who is a retired Police Chief of Chapel Hill to the Board. Chief Jarvies stated he did an assessment of the Manteo Police Department and working with

Chief Haskett, Town Manager Mr. Skinner and Town Attorney Wyatt Booth they have developed an action plan for the Police Department and will be made a part of these minutes. Mr. Jarvies stated that the Manteo Police Department work hard but if they don't keep up with technology and training then it becomes a liability. Progress will be slow but should be continuous and for changes to occur the plan cannot be put on the shelf to gather dust. All of MPD is on board with the plan and progress has begun with a strategic plan. Mr. Jarvies stated he would not go over the entire plan but will go over a few specific points that are important. An executive summary is also included in the minutes below. He stated that everyone needs to be re-engaged to become part of a team again, there needs to be open dialogue and they must start from ground zero. The need for communication is important.

Training is an issue and officers need to be prepared. The Board will need to give financial backing and not all training is expensive but the Board will need to make reasonable and moderate allowances for their training and training needs to start soon with the officers and the Chief. MPD is a small force and with the current staffing it is sufficient to handle the workload but does not allow for training. Mr. Jarvies recommends the development of a reserve officers program where the MPD hosts a number of outside agencies to work as part time auxiliary officers. This will require some expense and the auxiliary should consist of at least 10 officers and this could provide 168 hours for training, and this will require significant financial support by the Board. Mayor Daniels asked how do we monitor progress and Chief Jarvies commented that you have to have a plan first and that it would help to have someone from the outside guide the progress. Everything should be done in writing, meeting bench marks and work on step one which is communication, it can't be done overnight. Organizational structure was discussed but does not think that is a high priority; the reporting structure needs to be strengthened but rank should not get in the way of communication. Mayor Daniels asked how we can work with other agencies and Mr. Jarvies stated you have to first let them know you are interested and what you can provide. It is a great outreach, gets officers out of their cars, documenting. For group meetings a facilitator should be used and need someone with good human resources not a cop. Chief Haskett commented that Chief Jarvies gave a lot of good suggestions and he is excited about implementing the plan.

Executive Summary: Between September 1, 2016 and October 20, 2016 the author conducted an organizational assessment of the Manteo Police Department. Written surveys were completed by all police department employees. Interviews were

conducted with all employees and two outside stakeholders. Agency policies and operational and budget documents were reviewed, statistics were collected from the department and compared to data collected from similarly-sized agencies throughout North Carolina, and research was conducted into current and best practices applicable to the Manteo Police Department. Based on the totality of information compiled and reviewed by the author the following observations and conclusions are offered:

The Manteo Police Department accomplishes its mission of providing for the safety and security of residents and visitors. However, it does so within an environment of mistrust, poor communications, a lack of accountability and a focus on day-to-day accomplishments instead of a long-term vision for the achievement of excellence. Unlike many small organizations there is no sense of family or teamwork. During their interviews employees were asked to apply a numerical value to the current morale level of the department (with "1" representing terrible and "10" representing outstanding). The average rating provided was a value of "3". Only one employee gave a rating higher than average and that rating was a "5.5".

Many employees - not all - seem to focus more on their professional needs and career aspirations than on the needs of the agency. Cliques exist, employees are pitted against employees, leadership is lacking and there is a sense of malaise and frustration that is eating away at the camaraderie and esprit-de-corps that is critical to the effective operation of a police department, especially one as small as the Manteo PD.

It is not unusual for any family or professional unit to have its disagreements and its share of good times and bad. There will always be individuals who form tighter bonds with some teammates versus others. The fact that Manteo officers often work as a one-person shift lessens the opportunity to work as a cohesive unit. Despite these factors, the current atmosphere in the police department seems to have reached a point at which every employee (as indicated in their written survey and face-to-face interview) is uncertain whether working relationships and levels of trust can be repaired. While every employee indicated their willingness to be a part of the solution and offered recommendations for improvement most expressed doubt as to whether proposed solutions would prove successful without first overhauling the negative and caustic environment within which they work. There are indeed talented individuals in the agency but their individual contributions are being overshadowed by the conflicts with which they deal on a daily basis.

The principal issue affecting the vitality and effectiveness of the organization is the lack of accountability. Agency leaders often seem willing to avoid conflict by glossing over or ignoring behaviors that violate policies, practices and ethical standards. First-line

employees reported being more concerned with the impact on their professional survival than on documenting and reporting transgressions, preferring instead not to "get involved".

In addition to accountability issues there are other areas of concern that must be addressed. Many department policies have not been updated since 2008. Several are out of date or no longer applicable yet remain in the manual. Training and career development are treated as an afterthought. Because of staffing and budgetary limitations it is often difficult for small police organizations to send officers to extended training courses. However, there has been little effort to bring training to Manteo or to collaborate with neighboring agencies and the local community college to conduct joint training courses that would lessen the impact on Manteo PD's staffing and training budget. Agency leaders and supervisors have had little in the way of advanced technical and leadership training in the past several years. The department does not have a formal training or career development program.

Internal and external communications processes are inadequate. Internally, employees often violate the chain of command. Upwards and downwards information to and from the chief must pass through at least two layers of command, a system that is unnecessary in such a small department. Rank, title and job description often interfere with basic communications between and among employees. Specialization of duties and responsibilities often impedes the ability of all employees to contribute to a successful work product. Externally, communication and coordination between and among Manteo PD management and leaders of neighboring criminal justice agencies is sorely lacking. While first-line officers enjoy productive relationships with their peers in other agencies the same cannot be said about the command level. The Manteo Police Department is too small to keep everything in house. It must learn to collaborate with its neighbors.

The issues noted above along with several others not yet addressed are examined in greater depth in the report. Recommendations are offered that will in the author's professional opinion serve as a roadmap to put the agency and its employees on a path toward organizational excellence. These recommendations will not all have costs associated with them but some will require a financial commitment from town leaders. Recommendations affecting liability exposure and officer safety will be highlighted as high priority. Others will be prioritized in order of importance as determined by the author. Ultimately the implementation of any or all of the recommendations will be determined by town and agency leaders.

The Manteo Police Department is in desperate need of an infusion of energy and vision. This new vitality must start at the top. Chief Haskett must instill in his employees the desire to change, improve and work together as a team. He must model those behaviors and hold all employees accountable to be a part of the change rather than an impediment. In return for this accountability he must ensure he provides opportunities for employees to gain the skills necessary to meet expectations and must ensure that standards are established and maintained equitably. The revitalization and rebuilding of the organization will not be easy nor will the changes occur overnight (though many should occur without unnecessarily delay). Desired changes should remain a priority but their development and implementation should be couched with a modicum of patience.

Finally, the chief and the employees cannot be expected to operate in a vacuum. Though the chief must accept ultimate responsibility for leading the change process the support of town management, elected officials and citizens is critical to the department's ultimate success. It is not enough to look to the chief and demand change. All Manteo stakeholders should support the process, hold the chief and employees accountable for their role in the change process and then share in the accountability for those components of the process not within the purview of the chief.

SUBJECT: Presentation of security camera system-Steve Jozik, IT Administrator commented that the Board had requested he get estimates for security cameras around town. The SoundSide Group, Inc. from Plymouth are here tonight to give a presentation to the Board and to provide a proposal for a camera project at the Town of Manteo. Eric Koss presented a slide show and a proposal for equipment and installation. They went over our system and showed the Board the weakness in the current system. They also went over the location of the cameras we currently have and what needs to be done to improve them and how they will tie in all the cameras to the Police Department. Commissioner Wickre asked that this be placed on the December agenda for more discussion and consideration and for a budget amendment to be prepared for \$35,729.23.

COMMISSIONER'S CONCERNS COMMENTS

Commissioner Burke commented that we need to follow through with Chief Jarvies assessment and that the Police Department put the plan into action.

Commissioner Walker and Peele reiterated what Commissioner Burke stated.

MOTION: Commissioner Burke seconded by Commissioner Wickre to adjourn at 6:10 pm was approved by the following vote: Ayes: Commissioners Walker, Peele, Wickre, Collins and Burke. Noes: Absent: Fry

This the 16th day of November 2016

ATTEST:

Mayor Jamie Daniels

Town Clerk Becky Breiholz