

**The Town of Manteo**  
Board of Commissioners Retreat

8:30-5:00, Friday, April 30, 2010 -- Dare County Tourist Bureau

**AGENDA**

Prepared by facilitator: Margaret Henderson, UNC School of Government

**Board of Commissioners present:** Jamie Daniels, Darrell Collins, H.A. Creef, David Farrow, Richie Burke, Hannon Fry, and Christine Walker

**Staff present:** Kermit Skinner and Shannon Twiddy

**Objectives of the Retreat:**

1. Develop internal operating principles for the Commissioners.
2. Create a timeline of issues that will impact Manteo in the next 20 years
3. Prioritize the issues of greatest relevance for the Town's attention
4. Decide on next steps

**What I hope to gain from today:**

- Clear goals
- Specific objectives
  - Short-term for the budget year
  - Long-term to begin planning (especially capital planning)
- Understanding of Manteo's past work and successes
- Identify special projects, goals, objectives for draft budget
- Assess our relationship with the Planning Board
- The Big Picture (name it, see it)
- Better communication
- Better understanding of issues, trends, etc.
- To learn what other board members want

**What I have to give to our success today:**

- Willingness to work
- Information about the town
- Good listener
- Knowledge of finances, the nuts and bolts of our town government
- The wrench that turns the nuts and bolts
- Hear and consider what everyone thinks
- Willingness to listen and to give my opinion
- Good team player

- Better talker than listener
- Willing to be honest, responsible, congenial
- Want to hear from citizens

**Developing operational principles for this Board of Commissioners:**

- *If I overheard people talking about the Manteo Board of Commissioners, what I would like to hear them say is \_\_\_\_\_.*

- They are doing a good job of maintaining and updating our infrastructure.
- They are honest and responsible.
- They maintained the character and romance of Manteo and Roanoke Island.
- "I'm proud of my town...and of our history."
- They actually listen to us.
- They support the business community.
- The Board of Commissioners is open to me.
- They are fair and consistent.

**The 20 Year Timeline for Issues Facing Manteo...**

**...events...issues...trends...changes...people...**

Events or issues originating **within** our town:

2010

- Storm water education and beginning infrastructure
- What if we can't fish?
- Establish additional revenues through user fees. Let biggest users or biggest drains fund lion's share of costs.
- Fiscally conservative and (as of now) unknown seizure by NC on shared revenues. Took 2/3 ABC revenue; will take 1/3 Powell bill next year. Other taxes unknown!?
- Cost saving measures by implementing policy to sell surplus assets (vehicles, computers, etc.)
- Provide employee retiree health insurance

2012

- Develop/approve capital improvement plan
- Develop plan for water and sewer fund stability
- Fund water and sewer depreciation into capital improvement fund
- Taxes?
- User fees for solid waste disposal
- Protect shared revenues
- Manteo Department of Cultural Resources?

- Beach issues
- Complete maritime trail to preserve and share local history
- Unfunded mandate impacts

2015

- Plan for water and sewer infrastructure underground overhaul. Probably more than 90% of lines will be over 70-80 years old.
- Storm water department?
- Storm water tax district to fund improvements?
- 5 year management transition plan for retiring staff
- Manteo or Dare County Department of Transportation

2020

- Update capital improvement plan
- Possible plans for water and sewer expansion
- Town boundaries; new annexations

2025

- Clean water issues
- Taxes!
- Public transportation
- Health care facility
- What if our children move out of town?

## The 20 Year Timeline for Issues Facing Manteo...

...events...issues...trends...changes...people...

Events or issues originating **outside** our town but with a local impact:

2010

- Beach nourishment issues
- Economy
- Economic impact of possible beach closures.
- Oil spill impact
- Dare County budget problems.

2021

- Condition of bridges in Dare County
- Less and less federal funding
- Slowly building state funds

2015

- The political influences of the environmental movement.
- Rate of new construction, housing starts, etc.
- D.O.T. Issues
- Baby boomers retire (wealthy)
- WWII veterans are 85
- New technology

2020

- Everybody still wants to live by the water
- National debit, national economic picture.

2025

- Baby boomers are 75

**“Big Picture” issues to consider for long-term or now:**

- Storm water management; infrastructure
- Fishing regulations and heritage
  - How can/should the Town support the industry and history?
  - Should the Town create a more tangible presence?
- Consider additional user fees (equity in service expense to Town)
- Issue directive for staff to identify surplus equipment
- Representing Manteo’s concerns on beach renourishment committee
- By 2012, develop a capital improvement plan
  - The plan would define potential projects, as well as strategies to finance them.
  - The BOC would use the plan as a guide in informing and making their decisions.
- 2013 is the next county tax re-evaluation. How might Manteo want to adjust its tax rate in response to whatever that might be?
- Department of Cultural Resources?
  - What would make this idea so compelling that we would create it?
  - We are good at “bricks and mortar,” but longer-term effort is harder to sustain.
  - Can our partnerships be strengthened?
  - Consider potential innovation by providing more web-based or automated services (such as recorded tour guides), rather than in-person
- Maritime Trail
  - How to encourage progress and focus attention
- Should current staff be redirected to other efforts related to history or tourism?
- Do an inventory of both conceptual and actual projects like these. Identify resources and planning in place and yet to be developed.
- Manteo Planning Board
  - Create more coordination and clarity between BOC and the Planning Board
  - Roles, responsibilities, resources, authority...
- 2015: Will Manteo need a formal storm water department by then? (Facility...unfunded mandates...staffing...)
- Be mindful of upcoming retirements
  - Who is likely to retire when
  - Processes of replacing or documenting knowledge
  - Encourage discussions to plan and cross-train within departments
  - Avoid loss of institutional memory

- Continue considering how best to encourage staff development
- Town density is directed by the BOC. Identify the advantages and disadvantages of any level of density.
- Could Manteo fund part of health insurance coverage for retired employees? Use as an incentive to encourage staff to stay longer.
- Remain open to new technologies and partnerships.
- Consider when/how/whether to begin annexations again.

**Staff can get to work on these issues now:**

- By 2012, develop a Capital Improvement Plan.
- Do inventory of conceptual and actual projects related to education, history, or tourism. Use as guidance to direct staff on how to work on the efforts, where to direct attention or resources.
- Begin staff discussions of upcoming transitions and succession planning.
- Strict enforcement of parking on Old Tom Street.

**Include these projects in the 2010-2011 draft budget:**

- Designate \$10,000 to work on collecting historical stories, interviews, etc., before the opportunity is lost.
- Enforce screening of dumpsters
- Add more bike racks
- Add more benches on Sir Walter Raleigh Street and Davis lot
- Encourage children's programs, such as "clean-the-bay-day"

**Issues to address this year:**

- BOC to issue directive for staff to identify surplus and offer it for sale
- Address user fees
- Address Planning Board roles and responsibilities
- Provide education and incentives for residents to address storm water on their own properties
- Re-visit crosswalks (paint fades within a year)
- Retain status quo of staff benefits and salaries.
- Develop proposal for staggered insurance coverage for retirees of long tenure.
- Do a town newsletter
- Do controlled burn of the marsh
- Figure out how to brighten up Town Hall and make it more welcoming.

**Self-Evaluation: What went well today?**

- Relaxed format
- Could speak freely
- The exercise used to identify our goals
- Informal; time went by quickly
- We were able to think proactively
- Having an outside facilitator

**Self-Evaluation: What might we want to change for next time?**

- Better inform the BOC members about what to expect of the day

Adopted this 30<sup>th</sup> day of April 2010

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Jamie Daniels, Mayor

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Becky Breiholz, Town Clerk