



TOWN COUNCIL
Strategic Planning Session
Cape Charles Civic Center
December 10, 2016
9:00 a.m.

At approximately 9:00 a.m., Mayor George Proto, having established a quorum, called to order the Strategic Planning Session of Town Council. In addition to Mayor Proto, present were Vice Mayor Bannon, Councilmen Bennett and Buchholz, and Councilwomen Natali and Sullivan. Councilman Brown was not in attendance. Also present were Town Manager Brent Manuel, Assistant Town Manager Bob Panek, Town Clerk Libby Hume and Ms. Terrie Glass as the facilitator. There were no members of the public in attendance.

INTRODUCTION AND OBJECTIVES:

Ms. Glass introduced herself and provided some background information regarding her career. Ms. Glass went on to explain the objectives of the meeting as follows: i) relationship building exercises; ii) discussion of the role of Council; and iii) discussion of priorities from the Pending Matters listing.

Council participated in several group exercises and discussed the role of Town Council at length. Some of the Council responsibilities listed were as follows: set policy; set vision and direction; always seeking the common good; enact legislation and ordinances; listen/work collaboratively with the town manager and staff; work as a team; pass a reasonable budget; and monitor progress.

DISCUSSION:

There was much discussion as follows: i) Was it the Town Manager's or Mayor's responsibility to run the town? Often times, citizens would approach the Mayor or Council with a complaint or questions. The Mayor and Council were not expected to know everything that went on in the town so the citizens needed to be referred to the town manager; ii) Micromanagers typically didn't realize that they were micromanagers. They felt like they were being helpful while the employees felt like they were being strangled. Employees needed to be given the room to do their jobs. If there continued to be problems with the resolution of complaints, it would then be a staff performance issue, which should be handled by the town manager. As long as Council was involved in the details, there was no way to determine whether the town manager was doing his job because Council was doing it for him; iii) Collaboration was essential; iv) Everyone needed to be aware of their roles and "swim lanes;" and v) The Pending Matters listing was three pages long. It was not a strategy if Council had to focus on 37 different items. A strategy was having four or five items that Council was devoted to accomplishing. After those were completed, Council then needed to move on to identify four or five other items. If Council focused on the minutia, they couldn't focus on the necessary items.

Ms. Glass informed the attendees that she had watched the video of the November Council meeting online. Much discussion followed regarding the amount of time taken to have the individual department heads reporting to Council and the time spent discussing the locations of dumpsters around town. Having the department heads giving their reports at the meetings begged for Council to get involved in the detail. With the amount of time spent on that level of detail during meetings, the pending matters would never get accomplished. Council needed to identify and focus on the important items.

Discussion reverted back to the department reports, which were provided in writing and included in the monthly agenda packets that were distributed a week prior to the meetings. After reviewing the reports, if Council had any questions, they should email their questions to the town manager to obtain the answers. If certain reports repeatedly failed to be included in the agenda packets, it should be dealt with as a performance issue by the town manager. When the Council got too involved with the details, Council was not doing the job they were elected to do.

Councilman Buchholz commented that he had caught himself berating the employees at meetings but was trying to back off. He was new on Council and realized that it was not the Council's job to manage the town staff, especially in public on the record. He agreed that Council needed to spend more time focusing on the important things.

Ms. Glass stated that it took time to figure out the roles and Council needed to function in a way where all were in agreement regarding what they needed to talk about. It would be much easier for new Council members if the norm was set and all members followed it.

The next two hours was spent reviewing the Pending Matters and placing the items into categories. The categories would remain constant but the items within the categories would change showing only the items still needing Town Council discussion. (Please see attached.)

WRAP-UP/COUNCIL COMMENTS:

Councilwoman Sullivan stated that she had a negative view of the meeting at the beginning of the session, but she now felt that it was a very productive morning.

Mayor Proto stated that he had attended quite a few of these meetings and had a few reservations in the beginning, but was impressed with today's session. It was the best or one of the best that he had attended and he felt that something was accomplished. Council had an action list and organization structure.

Vice Mayor Bannon stated that he felt that it was an excellent session.

Councilman Buchholz saw the possibility. A lot of extra time had been gained for meetings if Council could stick to the game plan.

Ms. Glass added that it was up to Council to support each other and hold each other accountable and police each other to stay in your "swim lane."

Motion made by Councilman Bennett, seconded by Vice Mayor Bannon, to adjourn the Town Council Strategic Planning Session. The motion was approved by unanimous vote.

The meeting adjourned at 12:48 p.m.

Mayor Proto

Town Clerk

Pending Matters Categories

Pending Matters - For Town Council Discussion

| Task | Notes | Status |
|--|---|--------------------------------------|
| Harbor Breakwater Project | | Need to re-apply for VPA grant |
| Connection Fees Study | FY 2018 Budget | Need study for FY 18 Budget meetings |
| NH County Town Edge Zoning | | met with County BOS 10-25-16 |
| Tax Structure | FY 2018 Budget | |
| Negotiations with RR on future of property | | |
| Strawberry Street Pedestrian Mall | | |
| Council Committees | investigate need for Committees - i.e., Finance, Harbor, Utilities, etc. | |
| Harbor Management Company | Review options re: contracting out mgmt of harbor to increase marketing, streamline operations & maximize profits | |

Pending Matters - Economic Development

| Task | Notes | Status |
|--|--|--|
| Main Street Program | | In progress - Ad Hoc Committee working on roll-out |
| CC Tourism Committee | | |
| Beautification of Downtown | Part of Main Street | |
| Strawberry Street Pedestrian Mall | Possibly part of Main Street | Between Mason & Randolph |
| Museum becoming official information center for town | Possibly part of CC Trail or Main Street | Work Session; |

Pending Matters - CIP

| Task | Notes | Status |
|---------------|-------|--|
| Jetty Project | | Moving forward with project with current VPA funding |
| | | |

Pending Matters - Follow-Up

| Task | Notes | Status |
|---|---|--|
| Main Street Program | | In progress - Ad Hoc Committee working on roll-out |
| Update of Town Master Plans | Have PC review all plans & make appropriate recommendations re: archiving or updating. If update, may require funding for consultants | PC reviewing all Master Plan documents |
| CC Master Trail Plan - Art Walk & Prioritize Phases | | 10-13-16 Wk Sess Discussion; |
| Finish Town parking lot at RR property | | TC discussed at 9/29/16 Wk Sess; Staff considering options |
| Parking Issues | PC Parking Study of Bay Avenue 2015/2016 | PC recommendation to do study again in FY 2018 |
| Charge for inquiries on outstanding tax/utility bills (mortgage companies mostly) | | Need work session; |
| Community Policing Plan | Actions, dates, responsible persons | |

Pending Matters - Facilities Public Spaces

| Task | Notes | Status |
|--|--|--------|
| 201 Mason Avenue - Future Use | Library Bldg | |
| 201 Mason Avenue Renovation | | |
| Eminent Domain Options - Future Planning | Pathway from Mason Avenue to RR./Harbor | |
| New Municipal Building | Need a new, accessible Municipal Bldg. Land Sale proceeds should go to this account. | |
| Plan to add sidewalk around town | | |
| Boundary Adjustment | | |

Pending Matters - Level of Service

| Task | Notes | Status |
|--|-------|---|
| Continued improvements for the beach | | Wetlands/Dune Board recommendations; Budget \$ annually |
| Ongoing maintenance of town buildings and properties | | |
| Trimming dead branches on trees on town streets | | |

Pending Matters - Master Plans

| Task | Notes | Status |
|------------------------------------|--|--------|
| Harbor Development - Future Phases | Need laundry room, harbor master office, inner harbor bath house, etc. | |

Removed from Pending Matters

| Task | Notes | Status |
|--|--|--|
| Town Communication Improvements | flow between town & citizens; policy re: responding to citizens | BTM working on policy; Provide status reports |
| Comp Plan w/PC | | Joint Pub Hrg held 12/6/16; On 12/15/16 TC agenda for adoption |
| Tourism Zone | | Completed - Adopted 11/17/16 |
| Strategic Planning/Retreat | | Completed - Mtg held 12/10/16 |
| Blighted property strategy | | Enforcement issue |
| Ethics training for TC, PC & all boards | | Schedule every 2 years |
| FOIA training for TC, PC & all boards | | Schedule every 2 years |
| Annexation Overview | | Schedule every 2 years |
| Town Code Modifications | | Do as needed |
| Street sweeper (buy/rent) | | |
| Town manager's weekly report sent to town citizens | | |
| Contract for town assessments | Not sure if can be done by towns | |
| Alley stop signs | purchased & need to be installed | Get it done. |
| Bike Trail | Bike trail is part of new Route 642 | |
| Beach safety - lifeguards | | previously decided against having lifeguards |
| Parking meters, permits | | |
| Library Board Bylaws, policies, etc. | | Original Resolution creating Library Bd found (2/14/1949) |