

**Town of Nantucket/Board of Selectmen
Strategic Workshop May 20, 2017
SUMMARY NOTES**

Organizers: Dawn Hill Holdgate, Chair, BOS and Libby Gibson, Town Manager
Facilitator: Janice Kinder, <http://workplacescanwork.com>

The BOS Chair welcomed the participants and opened the meeting.

Retreat overview and objectives

After approving ground rules and agenda, the group approved these objectives for the day.

- * Reach consensus on strategic direction for future (shared vision)
- * Prioritize 3 strategic areas of focus (goals) that are doable and within purview of BOS
- * Identify/agree on critical success factors necessary for each priority
- * Agree on process/framework changes moving forward
 1. Next steps
- * Ensure follow through: mutual accountability, monitoring progress

Grounded Strategic Visioning

In partners, the group interviewed each other asking the following questions:

- * What caused you to choose Nantucket as your home or remain here?
- * Talk about a time you felt most connected to & proud of being a part of town leadership

The nature of this feedback reflects the values held by the group and shapes the vision, strategy work to follow.

Nantucket as home	Most connected and proud TON Leadership
<ul style="list-style-type: none">• Family	<ul style="list-style-type: none">• Feel supported by community
<ul style="list-style-type: none">• Small town/but with amenities	<ul style="list-style-type: none">• Sense of stewardship of something special
<ul style="list-style-type: none">• Shared history of island	<ul style="list-style-type: none">• Recognized by other communities for excellence
<ul style="list-style-type: none">• Lots of open space	<ul style="list-style-type: none">• Problem solving ability

<ul style="list-style-type: none"> • Disconnect from mainland/yet community connections 	<ul style="list-style-type: none"> • Defending common sense
<ul style="list-style-type: none"> • Uniqueness 	<ul style="list-style-type: none"> • Being approachable/accessible
<ul style="list-style-type: none"> • Ocean 	<ul style="list-style-type: none"> • Proud of scope of our work
<ul style="list-style-type: none"> • Holidays 	<ul style="list-style-type: none"> • Perspective of our peers in other towns is that we are ahead of the curve
<ul style="list-style-type: none"> • “It draws you back” 	<ul style="list-style-type: none"> • Island history, what came before; importance of preservation of those values (role Nantucket played in women’s rights, slavery etc.)
<ul style="list-style-type: none"> • Beauty 	

Turning Dreams into Prioritized and Defined Strategic Areas of Focus (the What)

Each individual had the opportunity to read aloud his or her fondest wishes and aspirations. Participants clustered their aspirations by topic and conducted a “star” poll that identified and prioritized the aspirations they found both compelling and doable.

Together the group agreed that, although ALL ideas are valid and should be included in future discussions, the topics of HOUSING, TRANSPORTATION and ENVIRONMENTAL LEADERSHIP would be their top 3 areas of focus over the next year or two.

Recognizing that these are very broad terms, they further defined these 3 strategic priorities.

1. Housing	2. Transportation	3. Environmental Leadership
<ul style="list-style-type: none"> • Available, affordable year round housing for sale and rent • No more “ACK shuffle” • Tiers: various affordable levels • Diversity of stock • HDC approved • Seasonal workforce needs met 	<ul style="list-style-type: none"> • Pedestrian friendly • Year round • Progressive (embrace technology) • Accessible, affordable • Reliable and safe • Intermodal (shuttles, bikes, buses, sidewalks, ride shares, park and rides, etc.) • Respects historical setting 	<ul style="list-style-type: none"> • Closed loop: what comes on the island must go off the island • Energy Self Sufficiency • Culture shift to sustainability • Sense of stewardship and sustainability • Shared responsibility • Lessons from Nantucket’s history

<ul style="list-style-type: none"> • Encourage density within walking distance of goods/services • Successfully integrated with entire island • Well structured (organizationally and financially) 		
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<i>Additional areas of focus</i>		
Sustainable year round Economic development <ul style="list-style-type: none"> • A vibrant, year round downtown area with thriving business/social activity 	Diversity <ul style="list-style-type: none"> • Maximize the value and gifts of an diverse community 	Elder Care <ul style="list-style-type: none"> • Accessible, affordable, valued
Beach Access <ul style="list-style-type: none"> • For all 	Substance Abuse <ul style="list-style-type: none"> • Play a leadership role in ending opiate crisis 	<ul style="list-style-type: none"> • Efficiency of Town Services/Facility Maintenance

Critical Success Factors

Next, the group identified the essential “must haves” or critical success factors necessary to reach these goals.

Housing	Transportation	Environmental Leadership
Lead Housing Specialist with support <ul style="list-style-type: none"> • BOS/TON • Planning Dept. 	Long Term Plan <ul style="list-style-type: none"> • Expanded • Clear roles of authority 	<ul style="list-style-type: none"> • Education • Communication • Assessment (baseline)

<ul style="list-style-type: none"> • AHTF • H Nantucket • FinCom • Public <p>Funding</p> <ul style="list-style-type: none"> • Private, public • Taxes • Incentives • Financial structure profitable <p>Solve TON employer housing issues</p> <ul style="list-style-type: none"> • Legality, preference • Union D work card? 	<ul style="list-style-type: none"> • Shared vision • Collaborative coordination <p>Funding</p> <p>Buy-in</p> <ul style="list-style-type: none"> • BOS • FinCom • Capital • Admin • Public 	<ul style="list-style-type: none"> • Buy-in • Changing consumer behaviors through articulation of benefits
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Process/Framework for forward progress (the How)

- **The group discussed its current process for problem solving and addressing issues. There was consensus that solid plans and public support were assets and supported their progress. The group identified the following process improvements:**
 - Clarity of roles, who's doing what, when; importance of a point person
 - Clear definition of goals
 - Clear lines of authority
 - Resolution of philosophical differences
 - Embrace conflict as constructive
 - Engage public early and often in order to maximize education, communication and diversity of perspectives.
- **The group reviewed/discussed the following suggested problem solving model/framework**
 1. Define the problem. Is everyone defining the problem in the same way?
 2. Understand all root causes
 3. Define what success looks like
 4. Establish criteria for solutions (an acceptable solution is one that... or does not...)
 5. Sort out what is within purview of group's scope of authority and what is not
 6. Who else needs to be involved and when

7. What resources will be needed? (Data, funding, human, etc.)
8. Explore a variety of options and choose the ones that fit criteria
9. Action plans/timelines
10. Roles and responsibilities clear
11. Hold each other accountable for results
12. Process for monitoring progress and communication progress to internal, external audiences

Next Steps

- There was general understanding that today’s work was the foundation to a more fleshed out strategic plan.
- It was suggested that the group consider additional facilitated workshops to continue moving from the broad vision and direction to more specific strategies and action steps. Participants might expand to include other positions, departments, etc. as appropriate.
- Another idea was to hold a workshop that focuses on one specific issue or project the BOS is currently dealing with and to walk through it utilizing the above model. The objective would be to reach solutions and also practice a new approach.
- The group agreed to give each other time to process work done today and discuss where they would like to take this from here.

Evaluation of Retreat– comments were individual

<u>What went well?</u>	<u>What could have been done differently?</u>
<ul style="list-style-type: none"> • Lot of listening • Every voice was heard • Good consensus building; group is aligned • New thinking • Taking a look at the bigger picture • TON participants feeling hopeful • Very positive day • Thanks to DPW folks for attending • Although we were under time constraints I felt I had all the time in the world to think; it exceeded my expectations 	<ul style="list-style-type: none"> • Less ambitious (more realistic) agenda; not enough time to get to everything we would have wanted to