

Agenda
Town of Duck Council
Paul F. Keller Meeting Hall
November 5, 2025
1:00 p.m.
Regular Meeting

1. Call to Order
 - A. Pledge of Allegiance
 - B. Moment of Silence
2. Public Comments
3. Consent Agenda
 - A. Minutes from the October 1, 2025, Regular Meeting
 - B. Resolution 25-14, a Resolution of the Town Council of the Town of Duck, North Carolina, Declaring Certain Property Surplus and Authorizing the Sale at Auction of Said Property
 - C. Resolution 25-15, a Resolution of the Town Council of the Town of Duck, North Carolina, Supporting Operation Green Light for Veterans
4. Special Presentations
 - A. Employee Recognition Program
 - B. Recognition of Master Police Officer Nathan Mauffray on Obtaining his Advanced Law Enforcement Certificate
 - C. Recognition of Sergeant Timothy Armstrong on Receiving his FBI-LEEDA Trilogy Award
 - D. Discussion/Consideration of Resolution 25-16, a Resolution of the Town Council of the Town of Duck, North Carolina, Honoring Duck Resident Bailey Pappas for His Outstanding Achievement at the 2025 Adaptive Crossfit Games
 - E. Presentation of the Town's Fiscal Year 2024-2025 Audit Report
5. Quasi-Judicial Public Hearings
 - A. None at This Time
6. Legislative Public Hearings
 - A. None at This Time

(continued)

7. Old Business/Items Deferred from Previous Meetings
 - A. Discussion/Consideration of Appointing Seven Individuals to Serve on the Town of Duck Parks & Recreation Committee
8. New Business
 - A. Discussion/Consideration of an Ocean Lifeguard and Rescue Service Contract for Calendar Year 2025-2026
 - B. Discussion/Consideration of Authorizing Staff to Work with the Planning Board on Several Zoning Text Amendments
9. Items Referred to and Presentations from the Town Attorney
10. Items Referred to and Presentations from the Town Manager
 - A. Departmental Updates
 - B. September 2026 Financial Presentation
11. Mayor's Agenda
12. Council Member's Agenda
13. Other Business
 - A. Additional Public Comments
14. Closed Session
15. Adjournment – The Next Meeting will be the Regular Meeting on Wednesday, December 3, 2025 at 1:00 p.m.

AGENDA: November 5, 2025 Regular Meeting

ITEM #3:

Consent Agenda

- A. Minutes from the October 1, 2025, Regular Meeting
- B. Resolution 25-14, a Resolution of the Town Council of the Town of Duck, North Carolina, Declaring Certain Property Surplus and Authorizing the Sale at Auction of Said Property
- C. Resolution 25-15, a Resolution of the Town Council of the Town of Duck, North Carolina, Supporting Operation Green Light for Veterans

RECOMMENDED ACTION:

- Approve the Consent Agenda

(As a reminder, the Consent Agenda is intended to be voted on and approved as one motion. If discussion is required on individual items, a motion must be made to remove that item from the Consent Agenda and add it to the Regular Agenda.)

SUMMARY OF INFORMATION:

The Consent Agenda includes the minutes from the October 1, 2025, Regular Meeting; Resolution 25-14, which declares certain property surplus and authorizes the sale at auction, and Resolution 25-15, which supports Operation Green Light for Veterans. Council is asked to approve the minutes and the resolutions.

ATTACHMENTS:

- October 1, 2025 Minutes
- Resolution 25-14
- Resolution 25-15

**TOWN OF DUCK
TOWN COUNCIL
REGULAR MEETING
October 1, 2025**

The Town Council for the Town of Duck convened at the Paul F. Keller Meeting Hall at 1:00 p.m. on Wednesday, October 1, 2025.

COUNCIL MEMBERS PRESENT: Mayor Don Kingston; Mayor Pro Tempore Monica Thibodeau; Councilor Sandy Whitman; Councilor Brenda Chasen; and Councilor Kevin Lingard.

COUNCIL MEMBERS ABSENT: None.

OTHERS PRESENT: Town Manager Drew Havens; Development and Infrastructure Director/Assistant Town Manager Connor Winstead; Town Attorney Robert Hobbs; Police Chief Jeffrey Ackerman; Fire Chief Matthew Dudek; Public Information and Events Director Kristiana Nickens; Planning and Permits Manager Sandy Cross; Finance Administrator Lauren Creech; and Town Clerk Lori Ackerman.

OTHERS ABSENT: None.

Mayor Kingston called the meeting to order at 1:00 p.m.

Mayor Kingston asked Councilor Kevin Lingard to lead the Pledge of Allegiance. Mayor Kingston led the moment of silence.

PUBLIC COMMENTS

Mayor Kingston opened the floor for public comments. He noted that comments will be limited to three minutes as there was a timer for the time limit. He asked that any comments related to the public hearing be held off. There being no one wishing to speak, Mayor Kingston closed the time for public comments.

CONSENT AGENDA

Minutes from the September 3, 2025, Regular Meeting; Minutes from the September 17, 2025, Mid-Month Meeting; Resolution 25-13, a Resolution of the Town Council of the Town of Duck, North Carolina, Declaring November 20, 2025 as World Pancreatic Cancer Day; and Interlocal Agreement with the Town of Southern Shores in Support of an Application for a Hazard Mitigation Grant for a Stormwater Management Project along NC 12 near West Charles Jenkins Lane and Sea Oats Trail

Councilor Lingard stated that he was happy to see Resolution 25-13 on the Consent Agenda because both of his parents passed away from pancreatic cancer.

Councilor Chasen moved to approve the Consent Agenda as presented.

Motion carried 5-0.

SPECIAL PRESENTATIONS

Employee Recognition Program

Mayor Kingston stated that in December 2011, Council adopted an employee service recognition program that would acknowledge the service of employees of the Town at five-year intervals by providing them with a certificate of recognition as well as a gift certificate to a Duck business of their choosing.

Mayor Kingston, Town Manager Havens, and Fire Chief Matthew Dudek went on to present Fire Captain Jacob Dempsey with his 10-year service recognition and \$100 gift certificate.

QUASI-JUDICIAL PUBLIC HEARING

There were no Quasi-judicial public hearings at this time.

LEGISLATIVE PUBLIC HEARINGS

Public Hearing/Discussion/Consideration of Ordinance 25-05, an Ordinance Amending the Zoning Ordinance of the Town of Duck, Subsection 156.050 – Exemptions Generally, and Subsection 156.128 – Land Disturbing Activities

Mayor Kingston turned the meeting over to Town Attorney Hobbs.

Town Attorney Hobbs opened the public hearing, noting that the Council would be sitting as a legislative body. He stated that Planning & Permits Manager Sandy Cross would give a presentation.

Planning & Permits Manager Sandy Cross was recognized to speak. Manager Cross stated that discussions began at Council's Retreat in February when staff brought up retaining walls and fill. She added that Council agreed that it would be sent to the Planning Board for further review. She stated that discussions with the Planning Board started back in April 2025 and the Board spent five months on the issue, culminating in the Planning Board making a recommendation at their August 2025 meeting to send it to Council.

Manager Cross explained that several sections of the Town Code were considered. She stated that the Planning Board considered Section 156.128, which was land disturbing activities, Section 156.050, which was walls and fences, and Chapter 150, which was flood damage prevention. She noted that what came out of the discussions were some

additional definitions that clarified retaining walls versus bulkheads and fill slopes versus cut slopes. She added that the Planning Board also discussed the maximum fill which was one of the discussion items had at Council's Retreat and the Planning Board agreed to keep it at three feet, which was preferred; however, it did not exclude one from coming to Council for more fill through a special use permit application.

Manager Cross stated that the Planning Board recommended that the Town allow fill to be supported by retaining walls provided the homeowner maintains a five-foot property setback. She noted that this was different from what the Town previously had, adding that Council reviewed a lot of special use permits for fill and containing them with a retaining wall. She pointed out that the Planning Board kept the engineered stormwater plan requirement if a homeowner applies for a special use permit with a request of greater than three feet in height. She added that the Board also recommended maintaining the height limits to six feet for residential and 10 feet for commercial properties. She stated that staff can administratively approve retaining walls supporting fill up to three feet and bulkhead heights were limited to three feet within three feet of the adjacent grade.

Manager Cross stated that the other specific language changes included cleaning up language for land disturbing activities within five feet of property lines; adding staff discretion for land disturbance permits "as deemed necessary"; changing the driveway design requirement from "prevent" to "mitigate" stormwater flow; and allowing filling lot depressions based on percentage of lot size.

Manager Cross explained that, because of the revisions in 156.128 and because of Section 156.050 which speaks to walls and fences, staff had to add language that was as follows: "Unless otherwise noted in Section 156.128, the setback requirements of this chapter shall not prohibit any necessary retaining wall or prohibit any wall or fence...unless otherwise specifically provided under Section 156.128."

Manager Cross stated that the Planning Board found that, consistent with the Town's Comprehensive & Land Use Plan, it minimized negative environmental impacts; protected neighborhood character; improved local flooding and stormwater management; and improved resiliency to sea level rise and changing climate. She added that it also aligned with the Duck 2032 Vision. She stated that the Planning Board was recommending that Council approve Ordinance 25-05.

Town Attorney Hobbs asked Council if they had questions for Manager Cross.

Mayor Pro Tempore Thibodeau clarified that if a homeowner has an existing bulkhead in place and it needs to be repaired and they had a special use permit previously, it would be handled administratively. Manager Cross stated she was correct.

Councilor Lingard thought the idea was to make staff's job more easier and give more flexibility. He asked if that was correct. Manager Cross stated that it was.

Councilor Chasen thanked the Planning Board and staff for getting the ordinance completed because it was a lot of work to go through in order to produce clear and easily understood graphics that help define the definition of some of the terms to make it easier for contractors and homeowners to work through a project together.

Councilor Whitman thanked the Planning Board for their hard work.

Town Attorney Hobbs asked if any members of the public wished to comment on the proposed ordinance. There were none.

There being no one else wishing to speak, Town Attorney Hobbs closed the public hearing and turned the meeting back over to Mayor Kingston.

Councilor Chasen moved to approve Ordinance 25-05 as presented.

Motion carried 5-0.

OLD BUSINESS/ITEMS DEFERRED FROM PREVIOUS MEETINGS

There was no Old Business to discuss at this time.

NEW BUSINESS

Discussion/Consideration of an Appointment to the Dare County Housing Foundation Board

Town Manager Drew Havens was recognized to speak. Town Manager Havens explained that the Dare Community Housing Task Force has been working for nearly two years to address the issue of the lack of housing for the workforce in Dare County. He stated that the Task Force was comprised of representatives from each town, Dare County, and other stakeholder groups with he and Mayor Pro Tempore Thibodeau representing Duck on the Task Force. He added that as the group works towards solutions, one change that was needed was to create a non-profit entity that can work with the private and public sectors to implement long-term solutions. He noted that the non-profit will have a Board of Directors made up of four individuals from the private sector along with the current Chair and Vice Chair of the Task Force, and a representative of each town and two from Dare County. He pointed out that the preference of the Task Force was that the member of this new board be an elected official.

Mayor Kingston stated that he had stepped down from the housing taskforce and had asked Mayor Pro Tempore Thibodeau to serve on it. He thought she was doing an outstanding job.

Mayor Kingston moved to appoint Mayor Pro Tempore Monica Thibodeau to represent the Town of Duck on the Dare County Housing Foundation Board.

Mayor Pro Tempore Thibodeau stated that she appreciated Town Manager Havens' explanation of the board, adding that it will have representation from all of the towns and some other stakeholders. She added that she welcomed the opportunity to serve on the board.

Motion carried 5-0.

Mayor Kingston pointed out that Donna Creef was in the audience, adding that she was the co-chair of the foundation and a member of the housing taskforce. Mayor Pro Tempore Thibodeau added that Ms. Creef has done an amazing job and thanked her for her leadership.

ITEMS REFERRED TO AND PRESENTATIONS FROM THE TOWN ATTORNEY

Town Attorney Hobbs stated he had nothing to report.

ITEMS REFERRED TO AND PRESENTATIONS FROM THE TOWN MANAGER

Departmental Updates

Police Chief Jeffrey Ackerman was recognized to speak. Police Chief Ackerman gave a brief overview of the past month's police activities to Council and the audience.

Fire Chief Matthew Dudek was recognized to speak. Fire Chief Dudek gave a brief overview of the past month's fire activities to Council and the audience.

Manager Cross gave an overview of the past month's permit activities to Council and the audience.

Public Information and Events Director Kristiana Nickens was recognized to speak. Director Nickens gave a brief overview of activities to Council and the audience.

August FY 2026 Financial Presentation

Finance Administrator Lauren Creech was recognized to speak. Administrator Creech gave a short presentation on the August Fiscal Year 2026 financials to Council and the audience.

MAYOR'S AGENDA

Mayor Kingston stated that he has his mayors/chairmen meeting on October 21, 2025 hosted by Dare County. He stated that he was looking forward to the jazz festival. He pointed out that the League of Women Voters will be in Duck for the Candidate Forum

on October 6, 2025 at 7:00 p.m. and that Election Day was November 4, 2025 with early voting coming up later in October. He encouraged everyone to get out and vote.

COUNCIL MEMBER'S AGENDA

Mayor Pro Tempore Thibodeau thanked staff for their work on the jazz festival. She stated that she was looking forward to the weekend of events and thanked Town staff and volunteers for their participation. She thanked Council for their support with her serving on the Dare County Housing Foundation Board.

Councilor Lingard stated that he has an interest in e-bikes and with the unfortunate accident that happened a few weeks ago, he predicted that something like that was going to happen and it did. He stated that he would like, if it was possible, to have the Town join the other towns and meet with their State representatives to put pressure on them. He wasn't sure how it would work, but he thought they could meet with the State representatives to put pressure on them to actually do something about defining e-bikes and giving the police departments a way of controlling them. He pointed out that someone was seriously injured recently, adding that someone will get killed on an e-bike. He understood that the Duck Police Department's hands were tied because of the lack of action by the State. He thought if the four towns got together, it would make it a much more powerful voice than just the individual towns talking. He hoped that he would be re-elected and if so, suggested speaking with Town Manager Havens and Police Chief Ackerman about it then to see what could be done to unite the voice of the towns.

Councilor Whitman stated that Council was looking for a member of the Planning Board to serve on the Parks & Recreation Advisory Committee. He suggested that Council allow the Planning Board members to pick their own representative instead of having to fill out an application and stand before Council. He noted that it would have to be an individual from the current Planning Board. Mayor Kingston and Mayor Pro Tempore Thibodeau thought it was a good suggestion. Town Attorney Hobbs stated that he would need to look into it because he wasn't sure if the Planning Board had the authority to do that. He asked if someone could fill him in on things. Town Manager Havens explained that the Planning Board would be able to vote on the individual that should serve on the Parks & Recreation Advisory Committee, adding that Council would have the final say on it. Town Attorney Hobbs stated that the Town Code has a procedure for appointments, including advertising. He thought the Code should be looked at to see if there was a way to do it the way Councilor Whitman suggested. He thought if it was an appointment that Council must make, then the Code tells Council how it is supposed to be done. Councilor Whitman thanked Director Nickens and Community & Engagement Coordinator Betsy Trimble for all of the work they will be doing with the upcoming jazz festival.

Mayor Kingston asked if Council should formalize it because they want to make the appointments at Council's November 5, 2025 meeting. He added that people would be coming to the meeting for the appointment to the Parks & Recreation Advisory Committee. He asked if Council should formalize it so they could ask the Planning Board to make their recommendation that would be approved by Council. He thought

Council could reject it. Town Attorney Hobbs explained that the Town Code has a procedure for any appointments that Council makes, adding that there was a set procedure on how to do it. He recommended that any appointments Council is asked to do follows the same procedure every time so Council is consistent. He added that the Planning Board could make a recommendation but Council's procedure was pretty clear about things.

Councilor Chasen thanked staff for all the work they do in keeping Council well informed. She stated that she wanted to address an issue in that she was concerned over a recent meeting that was held in the first-floor conference room by the Duck Democrats, who were offering a meet and greet of three of the six candidates running for Duck Town Council. She pointed out that there was no partisan politics in a municipal election. She stated that she wanted to objectively state the facts since she researched it in order to call attention to it because she thought it was a concern that it even happened. She stated that on August 26, 2025, Duck Democrats the Blue Wave in Duck posted on Facebook that they were having a meeting that would be held in the Town Hall building and the commentary about it stated that they were excited to announce the Duck Democrats meeting for September where they will have a meet and greet with three of the Duck Town Council candidates – Monica Thibodeau, Kevin Lingard and Miriam Rollin – on the ballot for the November 4, 2025 election. She stated that the meet and greet of candidates would be held at Town Hall with James Cofield introducing the candidates and facilitating the meeting. She pointed out that there was a note stating that the Duck Town Council races were completely non-partisan, there was no R or D after any of the candidate names on the ballot.

Councilor Chasen stated that on September 29, 2025, the meeting was held with Mayor Pro Tempore Thibodeau and Miriam Rollin attending, but Councilor Lingard was not able to attend. She pointed out that she had no problem with the meeting being held, adding that there was nothing illegal about it, but she thought it was wrong and very unDuck-like to have a population of approximately 600 active residents; there were six Council seats, five were up to be elected and for them not to be able to include everyone was completely wrong in her opinion. She received a telephone call from a Duck Democrats representative, Miriam Rollin, after the meeting had happened stating that she wanted to get all six members together. She felt that it was either an intentional omission to not include all six candidates or it was done as a short-sighted gesture not understanding the parameters that allow the League of Women Voters to do exactly the same thing – have all six candidates available to answer questions and respond to the public. She pointed out that it was her personal comment that Council should not be doing things like that. She added that in full transparency, she wanted everyone to know that she was not okay or happy with the fact that people were excluded from something that represented all of Duck.

Mayor Pro Tempore Thibodeau thanked Councilor Chasen for her comments, adding that she shed a light that affected a lot of people that were concerned about the fact that it was a meeting that was looking for content in terms of what would be put on the agenda. She pointed out that she did not set the agenda or come up with it, but she was a willing

participant, adding that she did raise the concerns about the fact that they were non-partisan and have always been, which she loved about the Town with regard to the elections. She stated that she wished many more of the government elections were non-partisan as she thought it creates division where there doesn't need to be and division has never been in Duck. She stated that she did not want to add a wedge to anything that the Duck Democrats do in the Town in terms of unity.

Mayor Pro Tempore Thibodeau thought, given the fact that there was a worry and an idea, part of it was because of the idea that there cannot be more than two Council members together without creating a meeting. She noted that when she answered the invitation, she knew there would be only two Council members eligible to attend, so she knew they were fine with regard to the open meetings law, but that was when the discussion at that meeting led to what Councilor Chasen had brought up.

Mayor Pro Tempore Thibodeau stated that that was where the idea came as to how it could be done in a much more broad way and where the invitation came from. She explained that it was because, at the meeting of 10-12 people, that was discussed; brought up; and agreed that everyone wanted to be included. She stated that since she was at the meeting, it was where the discussion started about whether or not it was something that the Town could sponsor and be more conversational than what the League of Women Voters put on. She stated that she joked that all Council members would have to be completely separated in order to talk to the constituents so it would not be everyone talking as a Council. She stated that since there were so many Council members running, she joked that it would be like speed dating, with small one-on-one conversations in a room. She stated that that was the intent of trying to figure out a way to do it appropriately and not violating any open meeting laws and being inclusive. She apologized for any feelings that were created by participating in the Duck Democrats meeting.

Councilor Chasen stated that she appreciated the public apology and thanked Mayor Pro Tempore Thibodeau. She stated that she did not feel like anyone on Council has any problem with partisanship because they worked well as a group. She stated that she wanted to bring it up now to make sure that it was her intent that Council continues to be able to do that. Mayor Pro Tempore Thibodeau thanked Councilor Chasen for bringing it up.

Mayor Kingston reminded Council at their last meeting he briefly spoke about the issue because he had heard that things were getting partisan. He knew that in his eight elections running for Town Council, this could have set a precedent that the Town never had over those elections. He added that there was never interference from partisan organizations, adding that they offered support, but he thought most candidates declined it and he hoped that, moving forward, when people run for Town Council, that they will stay non-partisan and avoid partisanship. He agreed with Councilor Chasen's comments, adding that it was unfortunate to bring partisan politics into a non-partisan election.

OTHER BUSINESS

Additional Public Comments

Mayor Kingston opened the floor for public comments. There being no one wishing to comment, Mayor Kingston closed the time for public comments.

Mayor Kingston noted that the next meeting would be the Regular Meeting on Wednesday, November 5, 2025 at 1:00 p.m.

ADJOURNMENT

Councilor Whitman moved to adjourn the meeting.

Motion carried 5-0.

The time was 1:53 p.m.

Lori A. Ackerman, Town Clerk

Approved: _____

Don Kingston, Mayor

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH
CAROLINA, DECLARING CERTAIN PROPERTY SURPLUS AND AUTHORIZING THE
SALE AT AUCTION OF SAID PROPERTY

Resolution #25-14

WHEREAS, the Town of Duck, North Carolina, is regularly in possession of certain personal property deemed to be surplus; and

WHEREAS, the North Carolina General Statutes provide for the methods in which a municipality may dispose of real and personal property; and

WHEREAS, Section 160A-266(c) of the North Carolina General Statutes authorizes a Town Council to adopt regulations for the disposal of personal property valued at less than thirty thousand dollars (\$30,000) provided that the regulations secure fair market value for the disposal of the property and provided that a record of the transactions related to the disposition of the property be retained; and

WHEREAS, the Town Council established regulations authorizing the Town Manager to dispose of personal property as efficiently and economically as possible in the approved Financial Policies; and

WHEREAS, the Financial Policies specify that the Town Manager may declare surplus any motor vehicle valued at less than thirty thousand dollars (\$30,000) and use such vehicle as a trade for the purchase of another vehicle provided that the vehicle being purchased has been approved as part of the Town's approved budget; and

WHEREAS, the Town of Duck has two vehicles, which will not be traded in, with an estimated value in excess of \$1,000 each, but under \$30,000 each for which the Town has no continued use.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH CAROLINA, THIS 5TH DAY OF NOVEMBER, 2025, that the Town Council does hereby authorize the sale, at auction, of the following vehicles:

- 1) 2020 Ford Explorer Police Interceptor Utility, VIN: 1FM5K8AW7LGB12660
- 2) 2020 Ford Explorer Police Interceptor Utility, VIN: 1FM5K8AW9LGB12661

BE IT FURTHER RESOLVED that the Town Manager is hereby authorized to take all actions necessary to transfer the surplus vehicles to the successful bidder.

Adopted this 5th Day of November, 2025.

Mayor

ATTEST:

Town Clerk

RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH CAROLINA,
SUPPORTING OPERATION GREEN LIGHT FOR VETERANS

Resolution 25-15

WHEREAS, the Town of Duck has great respect, admiration, and the utmost gratitude for all the men and women who have selflessly served our country and this community in the Armed Forces; and

WHEREAS, the contributions and sacrifices of those who served in the Armed Forces have been vital in maintaining the freedoms and way of life enjoyed by our citizens; and

WHEREAS, the Town of Duck seeks to honor individuals who have made countless sacrifices for freedom by placing themselves in harm's way for the good of all; and

WHEREAS, veterans continue to serve our community in the American Legion, Veterans of Foreign Wars, religious groups, civil service, and by functioning as County Veterans Service Officers in 29 states to help fellow former service members access more than \$52 billion in Federal health, disability, and compensation benefits each year; and

WHEREAS, approximately 200,000 service members transition to civilian communities annually; and an estimated 20 percent increase of service members will transition to civilian life in the near future; and

WHEREAS, studies indicate that 44-72 percent of service members experience high levels of stress during transition from military to civilian life; and

WHEREAS, active military service members transitioning from military service are at a high risk for suicide during their first year after military service; and

WHEREAS, the National Association of Counties encourages all counties, towns, and cities to recognize Operation Green Light for Veterans; and

WHEREAS, the Town of Duck participated in Operation Green Light for the first time in November 2023, and the second time in November 2024, and illuminated the Duck Town Hall and Paul F. Keller Meeting Hall with green lighting to demonstrate the community's appreciation of and support for local veterans; and

WHEREAS, the Town of Duck appreciates the sacrifices of our United States military personnel and believes specific recognition should be granted.

NOW, THEREFORE, BE IT RESOLVED BY THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH CAROLINA, this 5th day of November, 2025, with the designation as Green Light for Veterans County, the Town of Duck hereby declares from November 4, 2025 through Veterans Day, November 11, 2025 as a time to salute and honor the service and sacrifices of our men and women in uniform transitioning from active service.

BE IT FURTHER RESOLVED, that in observance of Operation Green Light, the Town of Duck encourages its citizens in patriotic tradition to recognize the importance of honoring all those who made immeasurable sacrifices to preserve freedom by displaying green lights in a window of their place of business or residence from November 4 through 11, 2025.

Adopted this 5th Day of November, 2025.

Mayor

ATTEST:

Town Clerk

AGENDA: November 5, 2025

Regular Meeting

ITEM #4A:

Special Presentations

- A. Employee Service Recognition Program Recipient

RECOMMENDED ACTION:

- Present Master Police Officer Jeremy Davis with his 5-year service recognition certificate and \$50 gift certificate

SUMMARY OF INFORMATION:

The Town has an Employee Service Recognition Program whereby employees are recognized for their employment with the Town at 5-year intervals. As a part of the program, employees are recognized at a Council Meeting and receive a certificate and a gift certificate from a Duck business. Master Police Officer Jeremy Davis will be employed with the Town of Duck for 5 years as of November 16th and will be recognized.

ATTACHMENTS:

- None

**RESOLUTION OF THE TOWN COUNCIL OF THE TOWN OF DUCK, NORTH CAROLINA,
HONORING DUCK RESIDENT BAILEY PAPPAS FOR HIS OUTSTANDING ACHIEVEMENT
AT THE 2025 ADAPTIVE CROSSFIT GAMES**

Resolution #25-16

WHEREAS, Duck resident Bailey Pappas has shown exceptional perseverance, strength, and commitment throughout his CrossFit journey; and

WHEREAS, Bailey began CrossFit in 2018 in Kennett Square, Pennsylvania while recovering from a serious arm injury, transforming physical therapy into a meaningful and life-changing pursuit; and

WHEREAS, after moving to the Outer Banks with his family in 2020, Bailey continued training through virtual classes while navigating the challenges of a major transition, demonstrating resilience and dedication; and

WHEREAS, Bailey later trained at CrossFit Outer Banks in Kill Devil Hills, where he was encouraged to pursue his goal of qualifying for the Adaptive CrossFit Games; and

WHEREAS, Bailey continued his training at Momentum Fitness, proceeding to competition in 2025, advancing to the semi-finals, and earning an invitation to the Adaptive CrossFit Games in Las Vegas; and

WHEREAS, from September 12–14, 2025, Bailey represented Duck and the Outer Banks competing among the top adaptive athletes from more than 26 countries, completing seven demanding workouts with the support of his family, friends, and coaches; and

WHEREAS, Bailey achieved his goal by finishing 7th in the world in the “Men with Intellectual without CC” division, inspiring others with his determination, character, and commitment; and

WHEREAS, his coaches have praised his work ethic and spirit, noting that he continues to inspire teammates and community members alike.

NOW, THEREFORE, BE IT RESOLVED that the Town Council of the Town of Duck hereby recognizes and congratulates Bailey Pappas for his remarkable accomplishment at the 2025 Adaptive CrossFit Games and for representing the Town of Duck with pride, dedication, and heart; and

BE IT FURTHER RESOLVED that this Resolution be spread upon the official minutes of the Town Council and that a copy be presented to Bailey with the Town’s appreciation and best wishes for continued success.

Adopted this 5th Day of November, 2025.

Mayor

ATTEST:

Town Clerk

AGENDA: November 5, 2025 Regular Meeting

ITEM #4E:

Special Presentations

E. Presentation of the Town's Fiscal Year 2024-2025 Audit Report

RECOMMENDED ACTION:

- Per Discussion

SUMMARY OF INFORMATION:

Mr. Samuel Potts, the Town's auditor, will present the FY 2024-2025 Audit to the Council.

ATTACHMENTS:

- Town of Duck Audit Presentation
- Town of Duck, North Carolina, Financial Statements for the Year Ended June 30, 2025 will be provided at the meeting

TOWN OF DUCK

AUDIT PRESENTATION

FOR THE YEAR ENDED JUNE 30, 2025



Thompson, Price, Scott, Adams & Co., P.A.
4024 Oleander Drive Suite 103
Wilmington, North Carolina 28403
Telephone (910) 799-4872
Fax (910) 239-8294

TOWN OF DUCK REQUIRED COMMUNICATIONS

Area

Comments

Responsibilities Under Generally Accepted Auditing Standards, Government Auditing Standards, OMB Uniform Guidance, and the State Single Audit Implementation Act.

Design the audit to provide reasonable assurance that the financial statements are free of material error and in compliance with government regulations.

- Accomplished. No material error noted.

Perform all planned procedures and have complete access to both management and required information.

- Completed. Our work was not limited in any way.

Communicate significant deficiencies in the internal control.

- None.

TOWN OF DUCK

REQUIRED COMMUNICATIONS (CONTINUED)

Area

Comments

Adoption or Change in Accounting Policies

Communicate the initial adoption of or a change in an accounting principle which had or is expected to have a significant effect on the financial statements.

- GASB 101 – Sick Leave Payable.

Management Judgment and Accounting Estimates

Assess methodologies used and basis of evidence for matters requiring judgments and estimates.

- Methods used and evidence considered appear to have led to reasonable amounts being included in the financial statements.

Financial statement disclosures

- The financial statement disclosures are neutral, consistent, and clear.

Significant Audit Adjustments or Unrecorded Differences

Communicate significant recorded and unrecorded differences.

- None.

TOWN OF DUCK

REQUIRED COMMUNICATIONS (CONTINUED)

Area

Comments

Disagreements with Management

Communicate any disagreements on financial or reporting matters that, if not satisfactorily resolved, would cause a modification of our report.

- None.

Management Representations

- Management provided a management representation letter.

Consultation with Other Accountants

Communicate consultation that took place with other accountants.

- None to our knowledge.

Prior to Retention Issues

Communicate any major issues that management discussed with the auditor in connection with the retention of the auditor, including the application of accounting principles and auditing standards.

- None.

TOWN OF DUCK

REQUIRED COMMUNICATIONS (CONTINUED)

Area

Comments

Difficulties Encountered Performing the Audit

Any serious difficulties the auditor encountered in dealing with management such as unreasonable delays in providing needed information, unreasonable timetable set by management, or unavailability of client personnel.

- None noted.

Irregularities and Illegal Acts

Communicate the existence of any material irregularities and/or illegal acts determined during the audit.

- None noted.

Other Findings or Issues

- None.

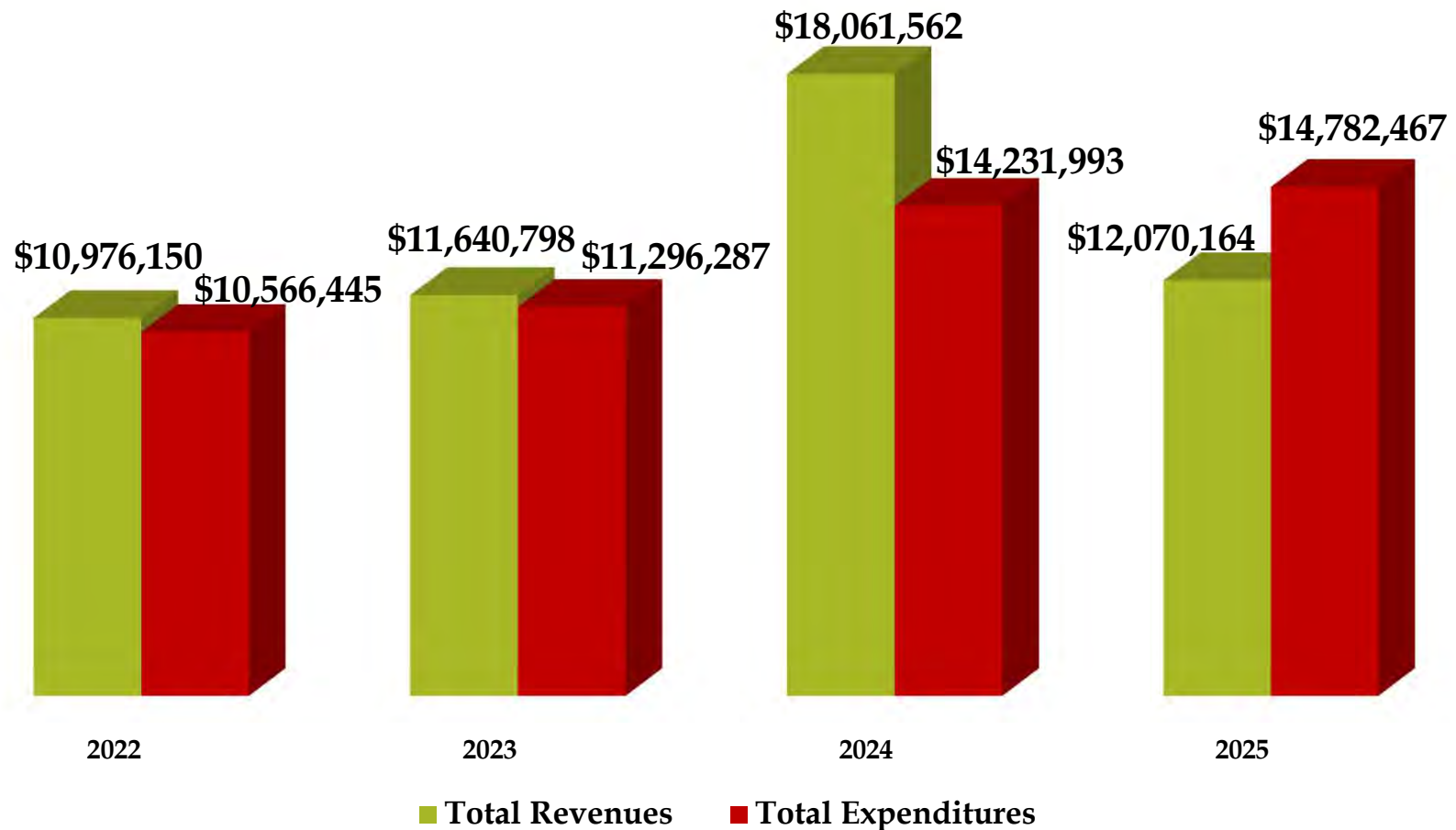
TOWN OF DUCK GENERAL FUND

Dear Board Members:

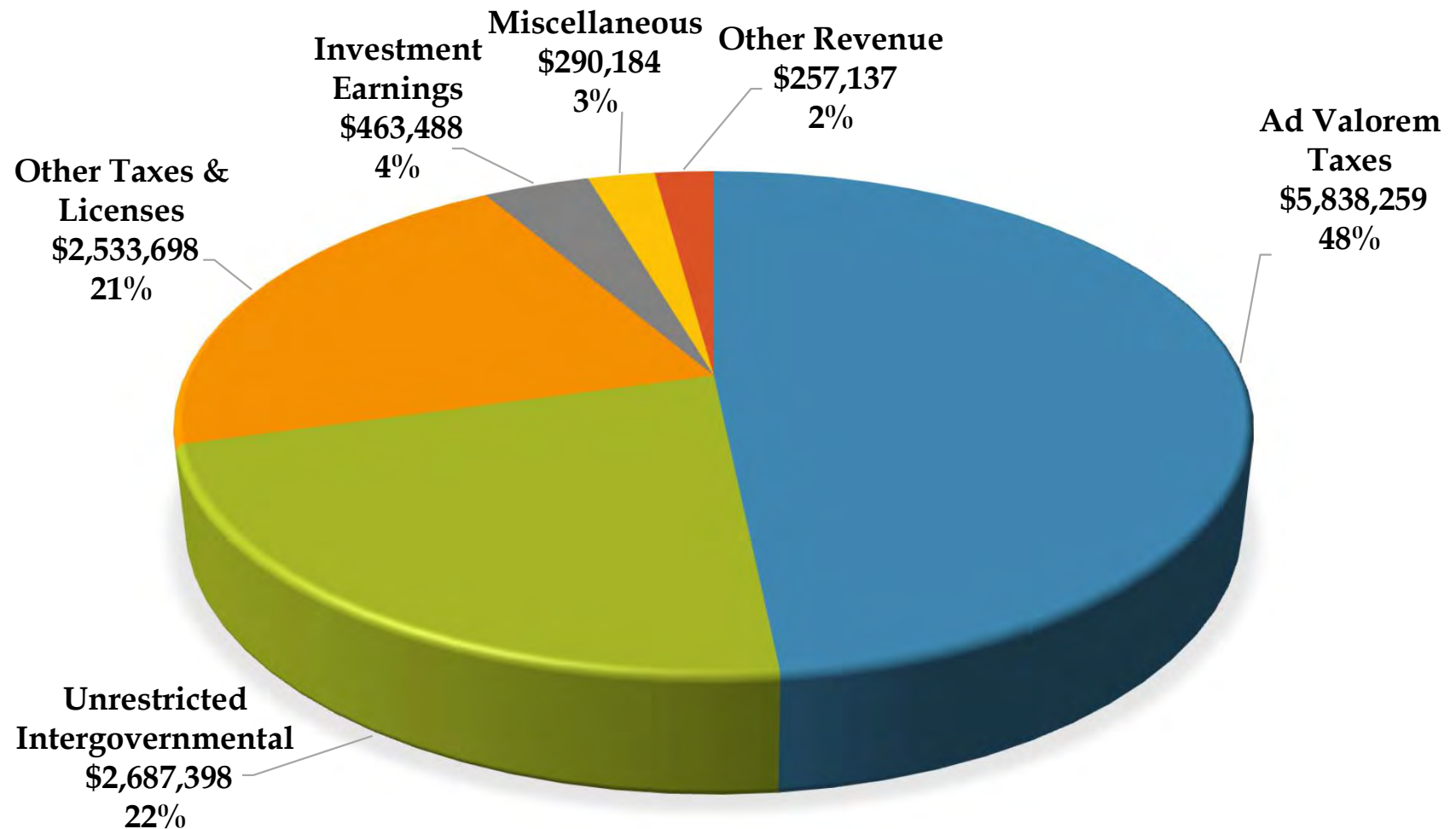
Below is a summarization of some of the key items in the audit report.

		<u>2025</u>
Cash and Cash Equivalents	\$	9,948,169
Restricted Cash and Cash Equivalents	\$	3,214,855
Total Revenues and Other Financing Sources	\$	14,070,164
Total Expenditures and Other Financing Uses	\$	14,782,467
Net Change	\$	(712,303)
Minimum Undesignated Fund Balance as Recommended by the Local Government Commission - (25% of Expenditures)	\$	3,695,617
Unassigned Fund Balance	\$	9,286,798
Fund Balance Available as a Percentage of General Fund Expenditures		100.82%
Tax Collection Rate		99.96%

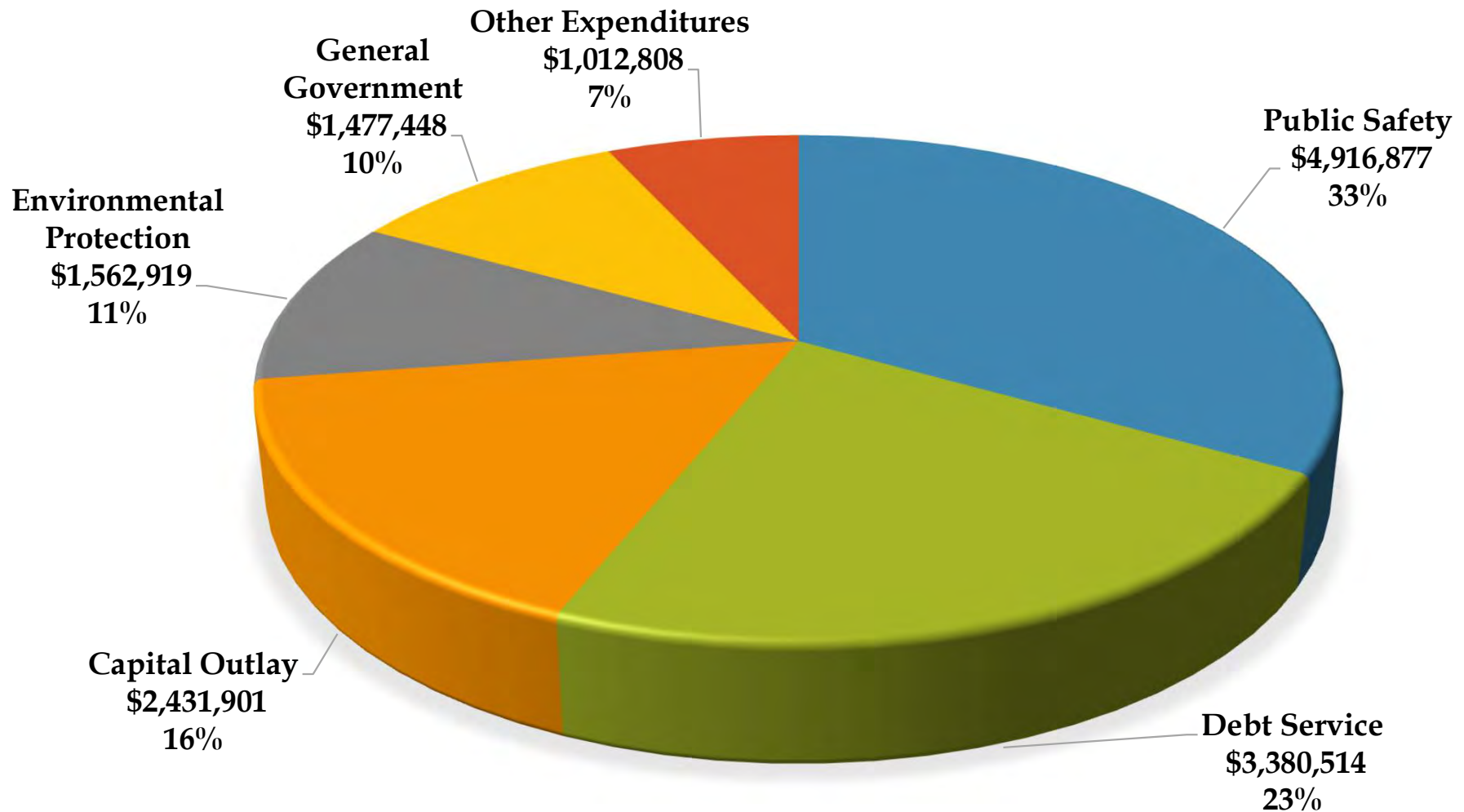
GENERAL FUND OPERATING SUMMARY



TOP 5 REVENUES: GENERAL FUND - OPERATING

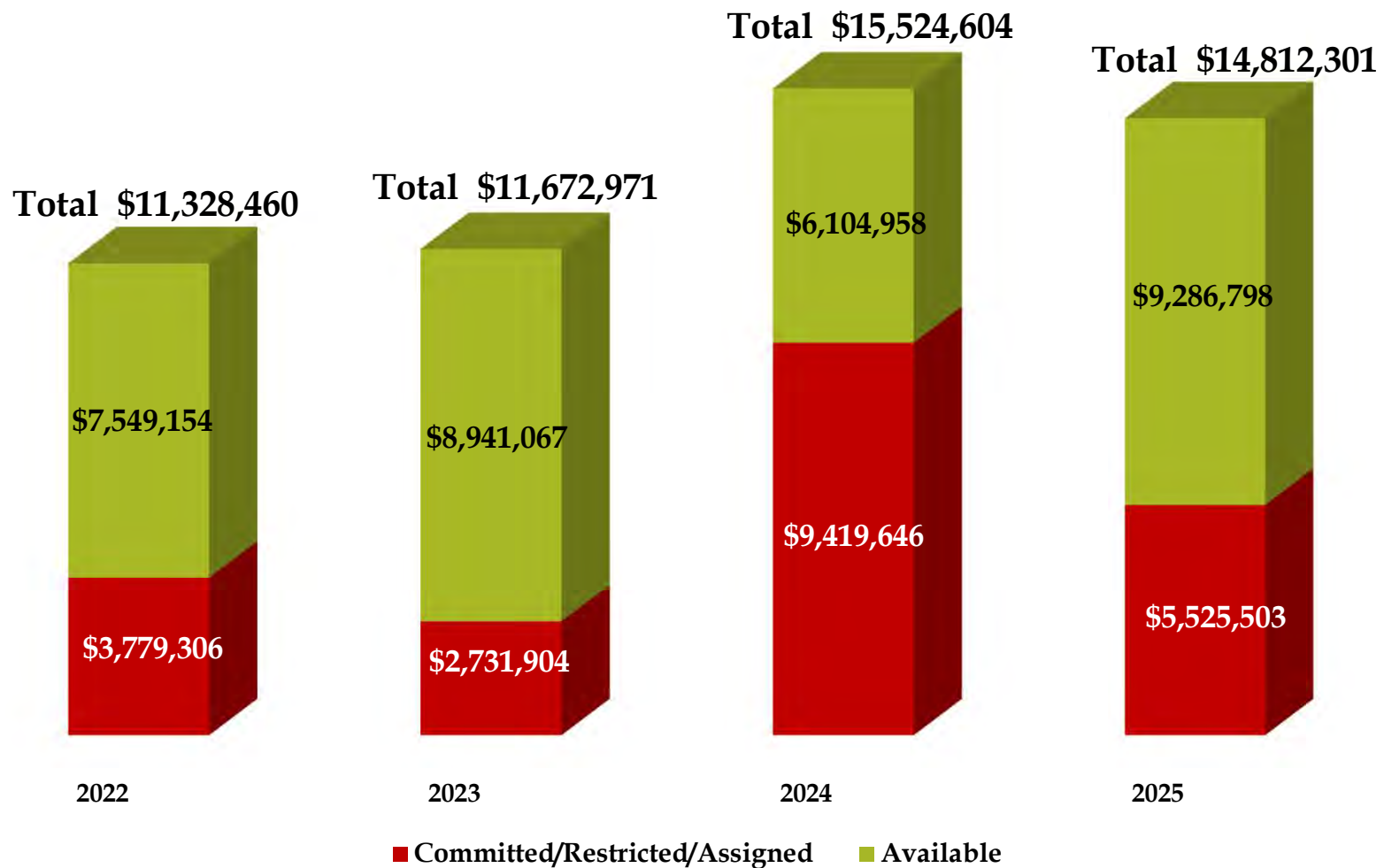


TOP 5 EXPENDITURES: GENERAL FUND - OPERATING



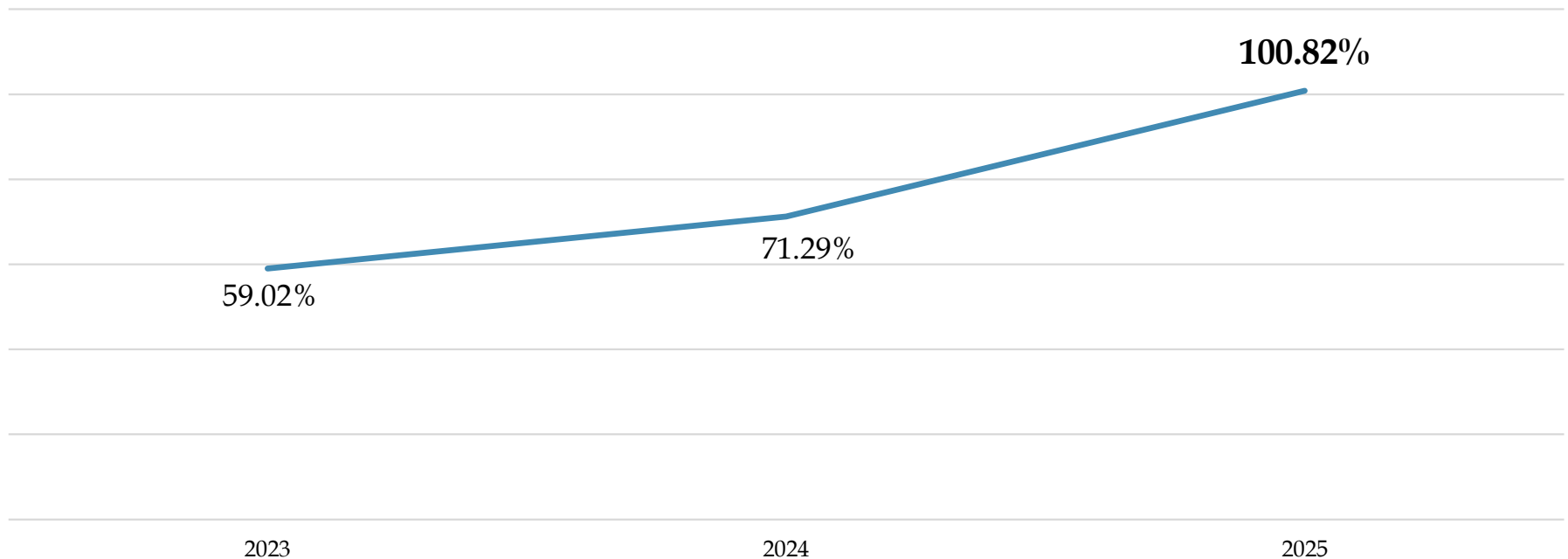
GENERAL FUND


ANALYSIS OF FUND BALANCE



TOWN OF DUCK

Fund Balance Available as a Percentage of General Fund Expenditures





Thank You for the
Opportunity to Work
With You!

AGENDA: November 5, 2025 Regular Meeting

ITEM #7A:

Old Business/Items Deferred from Previous Meetings

- A. Discussion/Consideration of Appointing Seven Individuals to Serve on the Town of Duck Parks & Recreation Committee

RECOMMENDED ACTION:

- Appoint seven individuals to serve on the Parks & Recreation Committee for a term to end on December 31, 2026

SUMMARY OF INFORMATION:

At their September 3, 2025 meeting, Council voted to create a Parks & Recreation Committee that would consist of seven individuals – one representative from the Planning Board; two representatives from the Duck business community; two representatives who are Duck residents; and two at-large members. Staff advertised the positions and received 16 applications from Jamie Anderson, Sara Culpepper, Matt Foreman, Robert Gunther, John Harris, Mary Alice Hayward, Anne Henningfeld; Erin Jewell; Nicki Johnson, Lisa Mann, Melissa Richman, Daniel Snyder, Shannon Tyrrell, Ben Vorndran, Bob Webb, and Dennis Zaenger.

ATTACHMENTS:

- Staff Report
- Guidelines for Town Parks & Recreation Advisory Committee
- Categorized Review Sheet
- Applications Received as listed below:

Jamie Anderson Application
Matt Foreman Application
John Harris Application
Anne Hennigfeld Application
Nicki Johnson Application
Melissa Richman Application
Shannon Tyrrell Application
Bob Webb Application

Sara Culpepper Application
Robert Gunther Application
Mary Alice Hayward Application
Erin Jewell Application
Lisa Mann Application
Daniel Snyder Application
Ben Vorndran Application
Dennis Zaenger Application



Town of Duck, North Carolina
Department of Community Development
Parks and Recreation Advisory Committee

Agenda Item 7a

MEMORANDUM

TO: Mayor Kingston & Members of the Duck Town Council

FROM: Jim Gould, Community Planner

DATE: November 5, 2025

SUBJECT: Discussion/Consideration of Appointing Seven Individuals to Serve on the Town of Duck Parks & Recreation Committee

At its public meeting on September 3, 2025, the Duck Town Council approved the establishment of an ad hoc Town Parks and Recreation Advisory Committee. Town Staff accepted applications between Monday, September 15 and Friday October 24, 2025. During this period, sixteen applications were received. Staff is now requesting Town Council review the applications and appoint committee members consistent with guidelines adopted in Resolution #25-11. Staff has compiled all applications for your review and categorized applicants to allow appointments consistent with membership requirements outlined in the approved guidelines.

Town Council Action

- A. Appoint Town Parks and Recreation Advisory Committee members.
 - 1. Review submitted applications
 - 2. Allow for applicants to briefly introduce themselves to the Town Council and public, with the opportunity for additional questions as needed.
 - 3. Nominate committee members.
 - 4. Appoint a Council member to serve as a liaison to the committee.

Attachments

- A. Guidelines for Town Parks and Recreation Advisory Committee
- B. Categorized Review Sheet
- C. Compilation of Applications



TOWN PARKS AND RECREATION ADVISORY COMMITTEE GUIDELINES

Purpose

Guided by the Town Council in furtherance of their goals as written in Duck's 2032 Vision and Comprehensive/CAMA Land Use Plan, the Parks & Recreation Advisory Committee will be dedicated to promoting environmental stewardship, fostering an active and engaged community, and enhancing access to high-quality recreational spaces and experiences provided by the Town.

Function

The Committee will serve as an advisory body to the Town Council, providing recommendations on park planning and facility improvements. Guided by Council, and coordinated by staff, the committee's function includes identifying needs, gathering public input, supporting long-range planning efforts, and helping ensure that investments in parks and open space align with the core principles as outlined in the Town's 2032 Vision.

Committee Membership

The Town Parks and Recreation Advisory Committee will consist of seven (7) members appointed by Duck Town Council to include:

- One representative from the Duck Planning Board;
- Two representatives from the Duck business community;
- Two representatives who are Duck residents;
- Two at-large members.

Committee members will serve a term that begins upon appointment and expires on December 31, 2026, unless extended by Town Council.

Town Council Liaison

A representative from the Duck Town Council will be appointed to serve as an ex-officio member of the Committee.

Committee Meetings

- Meetings of the Town Parks and Recreation Advisory Committee will be called by Town staff as often as necessary to complete the Committee's work in a timely manner, but generally no more than once a month.

- At the first meeting, Committee members will elect a Chair and Vice-Chair from amongst the membership.
- Meeting dates and agendas will be set by the staff in consultation with the Committee members.
- Staff will assist to facilitate meetings.
- Meeting summaries will be prepared by the staff and made available to the public.

Proposed Committee Goals

- Assist in the development of a Parks and Recreation Master Plan that aligns with Duck's 2032 Vision and Comprehensive/CAMA Land Use Plan.
- Assess existing recreational infrastructure, including Town Park, the boardwalk, multi-use paths, and soundside facilities.
- Collect community feedback through surveys, public meetings, and outreach efforts to understand needs and preferences.
- Identify future recreational infrastructure needs and opportunities for expansion or enhancement of facilities and programs.
- Create site-specific concept plans for improvements to key recreational areas and potential new park spaces.
- Explore public-private partnerships and other collaborations that can expand recreational offerings and improve access to resources.
- Make policy recommendations to the Town Council related to parks operations, recreation funding, and facility use.

Town Parks and Recreation Advisory Committee Categorized Review Sheet

	Category	First	Last	Attending Council	Notes
1	Business	Jamie	Anderson		
2	Business	Sara	Culpepper		
3	Resident	Matt	Foreman		
4	Resident	Mary Alice	Hayward		
5	Resident	Anne	Henningfeld		
6	Resident	Erin	Jewell		
7	Business	Shannon	Tyrrell		
8	Resident	Ben	Vorndran		
9	Planning Board	Bob	Webb		
10	Resident	Dennis	Zaenger		
11	Resident	Robert	Gunther	NO	
12	Business	John	Harris	NO	
13	Resident	Nicki	Johnson	NO	
14	Business	Lisa	Mann	NO	

15

Resident	Melissa	Richman	NO	
----------	---------	---------	----	--

16

Resident	Dan	Snyder	NO	
----------	-----	--------	----	--



RECEIVED

SEP 23 2025

TOWN OF DUCK, NC

**APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS
TOWN OF DUCK**

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Jamie H. Anderson

Home Address 5139 Barlow Lane Kitty Hawk NC 27949

Mailing Address same

Business Address 1240 Duck Road Box 8339 Duck NC 27949

Home Phone 252-599-1074 **Business Phone** 252-261-5510

Email jamie@duckscottage.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
☐ **Zoning Board of Adjustment**
☐ **Wall Décor and Artwork Committee**
☒ **Parks & Recreation Advisory Committee**
☐ **Other (please list)** _____

Education (Including Years of School Completed):

BA degree-Liberal Arts: Dickinson College, Carlisle PA

Current Employer Glass Half Full LLC dba Duck's Cottage Coffee & Books/Downtown Books

Title/Position Owner **Years in Current Position** 13+

Brief Description of Duties:

Oversees operations, hiring, buying, team management, events, social media, marketing and more at two independent bookstores
(one with a cafe) which are both certified NC Destination businesses.

Other Employment History

My tenure with Duck's Cottage goes back to 2002; I started Downtown Books in 2012.

Interests/Skills/Areas of Expertise

Pretty adept at most social media platforms and Canva. Obviously I am passionate about reading and books. Very good organizational and planning skills.

Current Professional Organizations/Civic and/or Activities

Southern Independent Booksellers Alliance (Board member- Secretary- term ends 1/26)

Manteo Business Association

American Booksellers Association

Duck Civic & Business Alliance

Past Professional Organizations/Civic and/or Activities

Manteo Main Street Advisory Board from 2019 to Summer 2025.

Comments

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature 

Date 9/18/25

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Sara Culpepper

Home Address 510, W First Street, Kill Devil Hills NC 27948

Mailing Address 510, W First Street, Kill Devil Hills NC 27948

Business Address 1171 Duck Road, Unit D3, Duck NC 27949

Home Phone +12525480196 **Business Phone** +12525480196

Email thesaltysailorapothecary@gmail.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

Bachelor of Science, AFC Certification (Accredited Financial Counselor), FINRA Series 7, 65, 63

Years of school completed (6)

Current Employer The Salty Sailor Apothecary

Title/Position Owner **Years in Current Position** 6

Brief Description of Duties:

I own & operate the Salty Sailor Apothecary in Duck, NC. I small batch craft all of our products using
only the highest quality, ethically sourced ingredients, ensuring that all products are clean and free of
Synthetic & harmful ingredients. Day to day business operations, finances, growth, and networking.

Other Employment History

Private Wealth Advisor for Wells Fargo (2010-2021)

Interests/Skills/Areas of Expertise

Networking, business planning, financial advising, cosmetic chemistry, community engagement, event
Planning, customer service, public speaking and fundraising

Current Professional Organizations/Civic and/or Activities

OBX Chamber of Commerce member, NC State Chamber member, OBX Made Designation,
Cooldest Thing Made in the OBX 2025 winner, People's Choice 2025 winner for best Family Owned
Business/ Customer Service/ Finalist for Best Boutique

Past Professional Organizations/Civic and/or Activities

Charleston Chamber Of Commerce, Mount Pleasant Chamber Of Commerce, SC Military Spouse
Of The Year, National Ombudsman

Comments _____

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No ☐ Yes (If yes, please attach an explanation of the possible conflict)

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Signature Sara Culpepper

Date 9-18-2025

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Town of Duck
Post Office Box 8369
Duck, NC 27949



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Matt Foreman

Home Address 109 Docks Ct, Duck, NC 27949

Mailing Address SAME AS HOME ADDRESS

Business Address SAME AS HOME ADDRESS

Home Phone 215-840-2234 **Business Phone** _____

Email foremania@gmail.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

Juris Doctor - Widener University Commonwealth Law School (2008)
Bachelor of Arts - University of Pittsburgh (2005)

Current Employer JAGGAER

Title/Position Sr. Legal Counsel **Years in Current Position** 3.5

Brief Description of Duties:

Offer practical legal advice and guidance to help leadership and teams in North America keep things running smoothly day to day.

Support staff and partners across the organization with clear, useful legal insight.

Other Employment History

In-house counsel/corporate attorney in various roles since 2013

US Army Officer (Captain) from 2009 - 2013

Interests/Skills/Areas of Expertise

Sports, coaching, physical fitness, nature, animals

Current Professional Organizations/Civic and/or Activities

Asst. Coach, First Flight High School, Varsity Girls Soccer, Kill Devil Hills, NC, Spring 2025 - Present

Coach, Dare County Parks and Rec Youth Soccer, Nags Head, NC, Fall 2022 - Present

Volunteer, Sound Cleanup and Special Events, Town of Duck, NC, 2020 - Present

Past Professional Organizations/Civic and/or Activities

Board Member, Community Relations Board, Mt. Lebanon, PA, 2016 – 2020; Team Captain, Pittsburgh Sports League (Softball), Pittsburgh, PA, 2014 – 2020

Volunteer, Mel Blount Youth Home, Washington County, PA, 2019

Comments

It would be an honor to serve the town on this advisory board.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ **No**

☐ **Yes (If yes, please attach an explanation of the possible conflict)**

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Signature Matt Foreman

Date 10/20/2025

RETURN COMPLETED FORM TO:

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Town of Duck
Post Office Box 8369
Duck, NC 27949**



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Robert Gunther

Home Address 131 Bayberry Drive, Duck, NC 27949

Mailing Address Post Office Box 8235, Kitty Hawk, NC 27949

Business Address _____

Home Phone 540.241.0312 **Business Phone** _____

Email bob.gunther540@gmail.com

Boards/Committees/Commissions I am most interested in:

- 2 **Planning Board**
- Zoning Board of Adjustment**
- Wall Décor and Artwork Committee**
- 1 **Parks & Recreation Advisory Committee**
- Other (please list)** _____

Education (Including Years of School Completed):

MD at Pennsylvania State University, College of Medicine-4

MPH at Johns Hopkins School of Public Health-2, BS in Biochemistry at Albright College

Current Employer Surf Pediatrics and Medicine (50% position)

Title/Position staff pediatrician **Years in Current Position** 3

Brief Description of Duties:

management of health care for newborns, children, and adolescents in our region

Other Employment History

Past employment with Doctors without Borders, University of Virginia Physicians Group, Childrens Hospital of Kings Daughters and Augusta Health

Interests/Skills/Areas of Expertise

child health, public health

Current Professional Organizations/Civic and/or Activities

Outer Banks Chorus, Messiah Chorus (fundraiser for Dare County Violin School),

Network for Endangered Sea Turtles, Beach Food Pantry, Marine Mammal Stranding Network, North Carolina Pediatric Society

First Class of FLOCK

Past Professional Organizations/Civic and/or Activities

Served in a variety of leadership positions with the state and national American Academy of Pediatrics

Served in the City of Waynesboro Virginia on the School Board and the Waynesboro Parks & Recreation Commission

Comments

I have lived in Duck year round for the past 8 years and am committed to see the town serve its citizens, businesses, and visitors. I have leadership experience and am enthusiastic about serving on the Parks and Recreation Advisory Committee!

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

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Signature Robert G. J. J. J.

Date 9.17.2025

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Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name John Harris

Home Address 53 Deepoth Ln, Southern Shores, NC

Mailing Address _____

Business Address 306 West Lake Dr.

Home Phone 252-202-1923 Business Phone _____

Email ucountry@kittyhawk.com

Boards/Committees/Commissions I am most interested in:

- ☐ Planning Board
- ☐ Zoning Board of Adjustment
- ☐ Wall Décor and Artwork Committee
- ☒ Parks & Recreation Advisory Committee
- ☐ Other (please list) _____

Education (Including Years of School Completed):

B.S. in Geological Eng.

Current Employer Kitty Hawk Kites
Title/Position CEO Years in Current Position 51

Brief Description of Duties:

Supporting team, setting growth
priorities

Other Employment History

Interests/Skills/Areas of Expertise

Outdoor Recreation

Current Professional Organizations/Civic and/or Activities

Rotary, Roanoke Foundation President,
Friends of State Parks Board Member

Past Professional Organizations/Civic and/or Activities

First Flight Society, United States
Hang Gliding & Paragliding Assoc.

Comments

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

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Signature

Date

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APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Anne Henningfeld, MA, CTRS

Home Address 113 Royal Tern Lane, Duck, NC 27949

Mailing Address same

Business Address _____

Home Phone 517-902-6735 **Business Phone** _____

Email ahenningfeld@gmail.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

Alma College, BA, English

University of Toledo, MA, Therapeutic Recreation

Current Employer Beyond Recreation

Title/Position Managing Partner

Years in Current Position 12 years

Brief Description of Duties:

I am the co-owner and managing partner of a small recreation-based consulting company that develops and presents programs for groups and families in specialized communities.

For example, we run family camps for families affected by skeletal dysplasia, teen retreats for the bleeding disorder community affected by skeletal dysplasia, teen retreats for the bleeding disorder community,

summer camp staff training for the Salvation Army. I also speak regularly at conferences on a variety of recreation and child supervision topics.

Other Employment History

Education and Youth Programs Coordinator, Hemophilia Foundation of Michigan

Camp Director, Decatur YMCA

Interests/Skills/Areas of Expertise

Gymnastics coaching, running, pickleball, sailing, developing recreation programming, speaking on health benefits of intentional recreation, child behavior management, and other related topics

Current Professional Organizations/Civic and/or Activities

Certified Therapeutic Recreation Specialist, NCTRC

Past Professional Organizations/Civic and/or Activities

Board Member, Washtenaw Area Council for Children

Comments

I am excited to find this opportunity to match my professional interests with my desire to become more involved in my community.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature Anne Henningfeld

Date 10/1/2025

RETURN COMPLETED FORM TO:

**Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949**



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name _____

Home Address _____

Mailing Address _____

Business Address _____

Home Phone _____ Business Phone _____

Email _____

Boards/Committees/Commissions I am most interested in:

- _____ Planning Board
- _____ Zoning Board of Adjustment
- _____ Wall Décor and Artwork Committee
- _____ Parks & Recreation Advisory Committee
- _____ Other (please list) _____

Education (Including Years of School Completed):

Current Employer _____

Title/Position _____ Years in Current Position _____

Brief Description of Duties:

Other Employment History

Interests/Skills/Areas of Expertise

Current Professional Organizations/Civic and/or Activities

Past Professional Organizations/Civic and/or Activities

Comments _____

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

____ No

____ Yes (If yes, please attach an explanation of the possible conflict)

I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature Erin Jewell

Date _____

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949



**APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS
TOWN OF DUCK**

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Nicki Johnson

Home Address [REDACTED]

Mailing Address Same

Business Address _____

Home Phone [REDACTED] **Business Phone** _____

Email [REDACTED]

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

B.S. and M.A. (18)

Current Employer Retired

Title/Position _____ **Years in Current Position** _____

Brief Description of Duties:

Other Employment History

Director of Human Resources, Latin America. — Levi Strauss & Co.

Organizational Development Consultant. — Levi Strauss & Co.

Interests/Skills/Areas of Expertise

Reading, hiking

English teacher

Current Professional Organizations/Civic and/or Activities

President, HOA, South Snow Geese

Past Professional Organizations/Civic and/or Activities

Volunteer, Interfaith Community Outreach

Volunteer, Big Brothers/Big Sisters

Comments _____

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No ☐ Yes (If yes, please attach an explanation of the possible conflict)

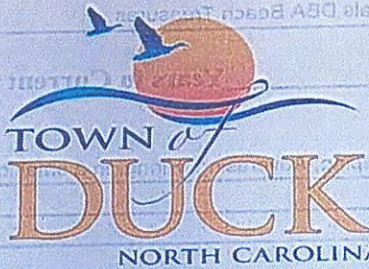
I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature M. Nicki Johnson09/

Date Sept. 23, 2025

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Lisa Mann

Home Address 4185 Tackle Ridge Drive

Mailing Address 1216 Duck Road

Business Address 1216 Duck Road

Home Phone 252-423-0429 cell **Business Phone** 252-261-1250

Email beinduck@aol.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list) _____**

Education (Including Years of School Completed):

High School

Current Employer Beach Essentials DBA Beach Treasures

Title/Position Owner/Manager **Years in Current Position** Owner 2004 Manager 1991

Brief Description of Duties:

Buying, Merchandising, Sales, Book keeping, Advertising, Hiring. In a small business, if it needs doing, you do it :)

Other Employment History

I've been in retail owning a pet shop and a consignments store since the early 80's. I have experience training horses.

Waitressing and managing restaurants as well as working in the kitchen in restaurants.

Interests/Skills/Areas of Expertise

Horse and dog training. Marketing is a passion of mine. If I were not in retail, I would pursue a career in Advertising and marketing.

I am a Grandmother of 4 that now live near us, so extra time is devoted to them and their activities.

Current Professional Organizations/Civic and/or Activities

Past Professional Organizations/Civic and/or Activities

Worked with Town of Duck setting up the signage and lighting ordinances.

Comments

I feel that having a shop on the boardwalk gives me a unique view of the great benefits and the possible improvements to our outdoor areas.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature Risa B. Harris

Date 9/24/25

RETURN COMPLETED FORM TO:

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Duck, NC 27949**



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Melissa Richman

Home Address 1386 Duck Rd, Duck, NC 27949

Mailing Address PO Box 8130, Duck, NC 27949

Business Address N/A

Home Phone 301.452.7646 **Business Phone** _____

Email melissarichman@prodigy.net

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

Bachelor of Science degree in Hearing and Speech Sciences from the University of Maryland, College Park

Master of Science degree in Speech-Language Pathology from James Madison University

Current Employer Melissa S. Richman, M.S. CCC-SLP

Title/Position Owner **Years in Current Position** 19 years

Brief Description of Duties:

Contracted Coordinator for the Virtual Stroke Comeback Center. Plan and implement individual and group treatment for adult survivors of stroke, traumatic brain injury and other degenerative neurological disorders. Supervise a team of 3 other speech-language pathologists. Complete all administrative tasks in addition to designing schedule of over 35 virtual class offerings.

Other Employment History

Contracted Program Director for the Stroke Comeback Center 2006 - 2019. Senior Speech-Language Pathologist for the Medstar National Rehabilitation Hospital 1994 - 2006

Interests/Skills/Areas of Expertise

Pickleball, walking my dog, knitting, reading, riding my bike, working out (YMCA and Duck Village Yoga), SUP, Boating
Areas of Expertise: Supported communication for people with aphasia, dysarthria, apraxia and cognitive-linguistic impairments

Current Professional Organizations/Civic and/or Activities

Professional: Member of American Speech-Language Hearing Association
Civic: President of Northpoint Home Owner Association in Duck

Past Professional Organizations/Civic and/or Activities

Professional: Member of American Speech-Language Hearing Association and Maryland Speech-Language Hearing Association

Comments

Visitors and residents will have improved well-being in all aspects of life by engaging in an active lifestyle in an environment used wisely.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

 X No Yes (If yes, please attach an explanation of the possible conflict)

I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature Melissa S. Richman

Date 9/25/25

RETURN COMPLETED FORM TO:
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Post Office Box 8369
Duck, NC 27949



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Daniel Snyder

Home Address 139A Jaycrest Road Duck NC 27949

Mailing Address same as above

Business Address n/a

Home Phone 7034028652 **Business Phone** n/a

Email snyderds@gmail.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

James Madison University, BBA 2001

Current Employer KCIC

Title/Position KCIC/IT Manager **Years in Current Position** 17

Brief Description of Duties:

Manage and maintain the operations team and network. Provide end-user support. Maintain SOC and ISO audits and operations.

Other Employment History

Interests/Skills/Areas of Expertise

Golf, basketball, music, cybersecurity, technology in general.

Current Professional Organizations/Civic and/or Activities

Planning board member

Past Professional Organizations/Civic and/or Activities

Board of Adjustment, Flock, duck volunteer

Comments

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

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Signature Daniel Digitally signed by Daniel Snyder
Location: _____
Date: 2025.10.01
14:59:26
-04'00'
Date Snyder

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Shannon Tyrrell

Home Address 240 N Dogwood Trail Southern Shores NC 27949

Mailing Address Same

Business Address Duck Toy & Ice Cream 1240 Duck Road Suite 6 & 7 Duck, NC 27949

Home Phone 252 256 4784 **Business Phone** _____

Email bs@ducktoyandicecream.com

Boards/Committees/Commissions I am most interested in:

- ☒ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

Bachelors of Science ~ 4 years

Associates of Applied Science. ~ 2 years Grade School & High School ~ 12 years

Current Employer Business Owner of Duck Toy & Ice Cream, OBX Creamery, OBX Swim Club, and OBX F&F

Title/Position Owner **Years in Current Position** 3 years

Brief Description of Duties:

Oversee all business operations for businesses listed above.

Other Employment History

I semi-retired from corporate America on May 9th, 2025 where I served as Vice President of Sales for a very large, billion dollar, medical manufacturer (Becton Dickinson).

Interests/Skills/Areas of Expertise

I am a highly organized individual who has a lot of experience working in a matrix environment to accomplish complex goals.

I enjoy serving the community and providing products and services that attract and please those who choose to visit Duck.

Current Professional Organizations/Civic and/or Activities

American Society of Clinical Pathologist.

Proud supporter of St. Jude

Past Professional Organizations/Civic and/or Activities

Mentor ~ Big Sisters Program

Chief ~ Professional Women's Network

Comments

Thank you for considering me. I would love the opportunity to serve.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ **No** ☐ **Yes (If yes, please attach an explanation of the possible conflict)**

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Signature Shannon Tyrrell

Date 9/21/25

RETURN COMPLETED FORM TO:

**Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949**



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS TOWN OF DUCK

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Ben Vorndran

Home Address 104 Sea Hawk Drive, W

Mailing Address same as above

Business Address same as above

Home Phone 252 573 9183 **Business Phone** 252 573 9183

Email bvinduck@aol.com

Boards/Committees/Commissions I am most interested in:

- ☐ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

18 years: and counting.... it's never too late to learn something new!

Current Employer Bens Backyard

Title/Position runs/ operates the business **Years in Current Position** 26

Brief Description of Duties:

Planning/ Quoting/ Design/ Money/ Quality Control/ Operations/ Field work/ Mechanic/ Mission statement....etc etc...

Other Employment History

US Navy/ Parker Hannifin / Nor banks Sailing/ local farmer

Interests/Skills/Areas of Expertise

Making this world a better place for all/ woodwork/ metal working/ heavy equipment/ project management and execution.

Current Professional Organizations/Civic and/or Activities

Past Professional Organizations/Civic and/or Activities

SSCA: Senior grounds maintenance / Turkey Trot helper / sailing regatta's

Comments

I have always love going to the parks since I was a child.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

XX No

 Yes (If yes, please attach an explanation of the possible conflict)

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Signature Benjamin J Vorndran

Date 24SEP2025

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949



APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS **TOWN OF DUCK**

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Bob Webb

Home Address 1166 Duck Road, Duck, NC 27949

Mailing Address Same

Business Address _____

Home Phone 615-804-4045 **Business Phone** _____

Email Bobwebb@comcast.net

Boards/Committees/Commissions I am most interested in:

- ☒ **Planning Board**
- ☐ **Zoning Board of Adjustment**
- ☐ **Wall Décor and Artwork Committee**
- ☒ **Parks & Recreation Advisory Committee**
- ☐ **Other (please list)** _____

Education (Including Years of School Completed):

BA Psychology-SUNY Geneseo NY
MBA-Vanderbilt University Total of 18 years of formal education

Current Employer Retired from 37 year career at Ingram Entertainment-Nashville TN

Title/Position Retired as President/CEO **Years in Current Position** _____

Brief Description of Duties:

Managed a workforce of 500 + employees. Interacted with customers and suppliers. Managed Ingram's relationship with the
motion picture studios. Oversight of building projects and site plans for complexes ranging from 10,000 sq ft to 330,000 sq ft,
including buildings and outdoor common areas.

Other Employment History

Prior to Ingram, 3 years at Record Bar/Mid America-Durham, NC Positions ranging from Product Mgr to General Mgr.

Interests/Skills/Areas of Expertise

Work experience with building and site planning, including outdoor common areas.

Current Professional Organizations/Civic and/or Activities

Town of Duck-Planning Board member since January 2024.

Four Seasons in Duck-HOA Board member since November 2018.

Volunteer to pick up trash on a weekly basis, and plant beach grass when available.

Past Professional Organizations/Civic and/or Activities

National Association of Video Distributors-Board member 1994 through 2020. Organization President 2005-2020.

Belcourt Theater Board Member 2012 to 2018-Independent cinema in Nashville.

Comments

I am applying to be the Planning Board member serving on the Parks & Recreation Advisory Comm. I am also interested in being a resident member or an at large member, if not selected as the Planning Board representative

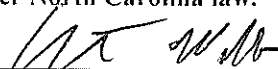
Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

 X No

 Yes (If yes, please attach an explanation of the possible conflict)

I certify that the facts contained in this application are true and correct to the best of my knowledge and belief. I understand that this application will be retained in the Office of the Town Clerk for two (2) years and must be updated after that time. If not updated as requested by the Town Manager, the application will be removed from the active consideration file. I understand if I am to be considered for a position that I will be required to give a presentation to Town Council on my qualifications and why I wish to serve. I further understand that upon submitting this application to the Town of Duck, this application and all information on it is considered a public record under North Carolina law.

Signature



Date

9/22/25

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949

RECEIVED

OCT 24 2025

TOWN OF DUCK, NC



**APPLICATION FOR BOARDS, COMMITTEES, AND COMMISSIONS
TOWN OF DUCK**

FOR OFFICE USE ONLY		
Date Received	Time	Contacted by:
Appointed To	Date Appointed	Application Updated:

Please Complete Each Section (Print or Type)

Name Dennis Zaenger

Home Address 116 Cook Drive, Duck, NC 27949

Mailing Address same

Business Address _____

Home Phone 703-919-7182 Business Phone _____

Email dzaenger@yahoo.com

Boards/Committees/Commissions I am most interested in:

- ☐ Planning Board
☐ Zoning Board of Adjustment
☐ Wall Décor and Artwork Committee
☒ Parks & Recreation Advisory Committee
☐ Other (please list) _____

Education (Including Years of School Completed):

BA, Sociology (4 years)
MPH, Health Admin (2 years)

Current Employer Retired

Title/Position _____ **Years in Current Position** _____

Brief Description of Duties:

Project Manager and Team Lead for implementation of VA Electronic Health Records Management systems.

Managed development of new DOD Disabilities Evaluations quality assurance program.

Conducted field assessments of VA hospital emergency response capability.

Other Employment History

I am a specialist in healthcare quality and performance management.

I have developed programs for measuring and improving overall performance of domestic and international health services.

Interests/Skills/Areas of Expertise

Developing and conducting baseline measurements to assess performance of services and products.

I am active and most interested in outdoor activities, i.e., kayaking, fishing, gardening and beach cleanup.

Current Professional Organizations/Civic and/or Activities

I am active in Friday morning Duck Sweeps.

I ran for Dare Board of Commissioners in 2024 on a platform of maintaining our natural resources, as well as expanding healthcare.

Past Professional Organizations/Civic and/or Activities

Certified PMP (Project Management Professional); Black Belt LSS (Lean Six Sigma) for performance improvement;

Prosci Change Management Training and Certification.

Comments

I'm pleased that Duck is forming this advisory committee and look forward to any opportunity to help our public lands evolve in the near future.

Is there any possible conflict of interest or other matter that would create problems or prevent you from fairly and impartially discharging your duties as an appointee of the Town Council?

☒ No

☐ Yes (If yes, please attach an explanation of the possible conflict)

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Signature Gennis Jaeger

Date 10/24/2025

RETURN COMPLETED FORM TO:

Office of the Town Clerk
Town of Duck
Post Office Box 8369
Duck, NC 27949

DENNIS ZAENGER, MPH, PMP

116 Cook Drive

Duck, North Carolina 27949

703-919-7182

dzaenger@yahoo.com

SUMMARY

Seasoned health care professional with over 20 years of experience in management and consulting positions. Successful problem-solver with extensive experience managing government and health care organization contracts in the United States and overseas. Proven ability to manage multiple tasks and assignments simultaneously to timely completion. Demonstrated technical expertise in:

- Healthcare/disabilities quality assurance and public health emergency preparedness
- Project management and coordination
- Leadership, team-building, and change management
- Planning, measuring, evaluating, and improving health care operations and policy
- Training and technical support

EXPERIENCE

Quality Assurance (QA) and Continuous Quality Improvement (CQI)

Over 15 years of experience in healthcare QA/CQI in a variety of settings, e.g., domestic private-sector hospitals, developing country public health clinics and hospitals, DoD disability evaluation system, VA electronic healthcare record system.

- Conceptualized and briefed VA's Office of Electronic Health Records Modernization (OEHRM) on a quality and performance management framework and developed data collection tools and plans.
- Developed and maintained a Deliverable Requirements Traceability Matrix (DRTM) data set of contractual requirements for tracking and reporting contractor performance and compliance.
- Appointed Booz Allen Hamilton Quality Advisor to serve as a quality consultant to organizational executives to promote quality practices, services and resources and to educate executives and staff on quality initiatives.
- Conceptualized and implemented a quality assurance framework for DoD's Service member disability program and accompanying policies, procedures, and quality performance metrics.
- Developed metrics to report compliance with disability training standards and performance objectives and to link with ongoing Military Department training and performance improvement activities.
- Conceptualized quality assurance and performance management framework for the DoD Special Compensation for Assistance with Activities of Daily Living (SCADDL) program.
- Advised clients on quality assurance approaches for DoD's Recovery Coordination Program.
- Developed quality management plans and quality assurance surveillance plans for a Food and Drug Administration-funded project to carry out third party quality audits of food product recalls.
- Managed hospital QA/CQI programs at Washington Hospital Center, serving as a technical advisor and trainer to the Quality Council and performance improvement teams.
- Developed healthcare QA/CQI programs and provided technical consulting for various health ministries in developing countries in Latin America and East and Southern Africa.
- Trained and supervised field staff to carry out project activities, collect local data and information, and develop project deliverables.
- Developed and managed databases for tracking progress of performance improvement projects.
- Provided technical expertise to measure and improve healthcare performance.
- Authored articles and book chapters on QA/CQI methods and techniques.

Project Management

Have carried out all phases of project management for a variety of private, Federal- and state-funded projects.

- Served as lead for VA OEHRM Quality and Performance Management workstream: developed management plans, SOPs, supervised 6 FTEs on daily basis, developed performance monitoring tools and methods, and instituted performance improvement approaches and solutions.
- Served as lead for the DoD Office of Warrior Care Policy studies and special projects workstream: developed study designs and research questions, established research methodologies, wrote reports and provided in-process reviews and briefings to DoD clients and stakeholders.

- Developed project management portions for domestic and international healthcare proposals for Federal- and state-funded projects.
- Developed budgets and cost models for a variety of projects and contract types, ranging from fixed price contracts to time and materials contracts.
- Planned resources for project initiation and tracked resource utilization throughout all phases of the project life cycle.
- Developed project management plans and have developed all project management, performance monitoring and reporting documentation required by contract specifications.
- Developed and maintained project schedules and Gantt charts to monitor project milestones and changes.
- Developed and delivered project kick-off presentations and periodic reports to present work progress and milestone achievements.
- Used baseline documents and budgets to monitor and control project resources and to maintain targeted cost and resource utilization.

Emergency Preparedness

- Developed quality improvement guides to assist VHA facility emergency preparedness coordinators to improve their processes for responding to all-hazard emergency incidents.
- Conducted emergency management program assessments in Veteran Administration Medical Centers in US locations and develop reports and slide decks on findings and recommendations.
- Completed evaluations of VHA-sponsored emergency preparedness trainings and exercises.
- For an ASPR-funded project, supervised staff teams to provide support to states for implementing volunteer health professional registries in accordance with ASPR requirements.
- Designed and managed the analysis of healthcare workforce surge capacity for the state of Florida.
- Directed an internal research and development project to identify key factors for making shelter-in-place versus evacuation decisions for healthcare facilities.
- Coordinated development of a community planning guide for mass casualty events and a corresponding Expert Meeting.

International Healthcare

Served as director, manager, and technical consultant for USAID and World Bank healthcare projects.

- Country Director for the Improving Quality and Access to Reproductive Health Care in Paraguay Project and oversaw the start-up of the Maternal Health Project in Caaguazu.
- Area Program Manager for East and Southern Africa for the USAID-funded PRIME II Project.
- Responsible for implementation of project technical activities and oversight of financial and administrative processes.
- Developed yearly project work plans to meet USAID requirements.
- Supervised long-term staff and technical consultants.
- Wrote annual country work plans and developed budgets for project technical work.
- Developed technical proposals to provide international healthcare technical assistance for USAID and World Bank.

EMPLOYMENT HISTORY

Booz Allen Hamilton, Washington, DC – Lead Associate, August 2011 – February 2025.

Altarum Institute, Washington, DC – Project Manager, July 2005 – July 2011.

University of North Carolina at Chapel Hill, NC – Project Manager, Research Associate, August 2002 – July 2005

IntraHealth International, Durham, NC – Resident Director (Paraguay), Area Program Manager for East and Southern Africa, November 2000 – May 2002.

JHPIEGO, Baltimore, MD – Performance Improvement Consultant, August – November 2000.

University Research Corporation, Lima, Peru – Performance Improvement Projects Manager, January 1999 – May 2000.

Washington Hospital Center, Washington, DC – Quality Improvement Coordinator, June 1997 – December 1998.

University Research Corporation, Bethesda, MD – Associate Scientist, September 1991 – June 1997.

American Red Cross, Washington, DC – Training and Project Management, September 1985 – August 1991.

U.S. Peace Corps, Dominican Republic – Agriculture Extension Volunteer, December 1979 – December 1981.

EDUCATION

- 1983 B.A., Sociology, University of Michigan
- 1985 M.P.H., Population Planning/Health Planning and Administration, University of Michigan
- 1997 Certificate of Quality Auditing, American Society of Quality, Certificate No. 16407 (expired)
- 1998 Certified Professional in Healthcare Quality, National Association for Healthcare Quality, Certificate No. 8302 (expired)
- 2008 Certified Project Management Professional, Certificate No. 530960, (June 2008-2015)
- 2011 ISO 9001: 2008 Lead Quality Auditor, RABQSA, Certificate No. 7685714-93518 (October 2011)
- 2018 Lean Six Sigma Green Belt, Certificate 27851094, GoLeanSixSigma.com (March 15, 2018)
- 2018 Prosci Change Management Training and Certification, June 2018.
- 2020 Lean Six Sigma Black Belt, Certificate, Certificate 15393970, Six Sigma Global Institute (March 22, 2020)

Other Courses

- 2004 *Health Care in the US: Admin. and Policy Issues (HPAA 220)*. UNC-SPH, Chapel Hill, NC.
- 2004 *Mastering Microsoft Project*. Software Associates, Raleigh, NC.
- 2004 *An Introduction to Survey Management*. RTI/Odum Institute, Chapel Hill, NC.

PUBLICATIONS AND PRESENTATIONS

- 1996 “Quality Assurance Activities”, *Managed Care Quality: a Practical Guide*, San Lucia Press.
- 1996 “Outcomes Management”, *Journal of Quality and Participation*, December 1996.
- 1999 “A Methodology for Setting Practice Criteria in Healthcare”, *Journal of the Royal Society for the Promotion of Health*, June 1999
- 1999 *Implantacion de los Programas de Calidad*, I Congreso Internacional, Universidad de San Marcos, Lima, Peru.
- 2001 *Monitoring and Evaluating Quality Projects*, Curso de Especialización en Gerencia de la Calidad en Salud Reproductiva, MSPyBS, Paraguay.
- 2007 *Mass Medical Care with Scarce Resources: A Community Planning Guide*. AHRQ Publication No. 07-0001, editors S. J. Phillips and A. Knebel.
- 2009 *Shelter-in-Place vs. Evacuation Decision Criteria*, Poster Session,
- 2010 *Shelter-in-Place vs. Evacuation Decision Criteria*, Presentation at the National Evacuation Conference, New Orleans, LA, February 2010.
- 2010 “Shelter-in-Place vs. Evacuation Decision Making: A Systematic Approach for Healthcare Facilities.” *Risk, Hazards, and Crises in Public Policy*, Vol. 1: Iss. 3, Article 3 (2010)

COMPUTER SKILLS

SPSS for Windows, EpiInfo, beginning VBA programming, Microsoft Office applications (Access, Excel, Word, PowerPoint, Project), Dreamweaver, Instant Atlas

LANGUAGES

- Spanish: Professional fluency
- English: Native language

AGENDA: November 5, 2025 Regular Meeting

ITEM #8A:

New Business

- A. Discussion/Consideration of an Ocean Lifeguard and Rescue Service Contract for Calendar Year 2025-2026

RECOMMENDED ACTION:

- Review summary of responses received to a Request for Proposals for Ocean Lifeguard and Rescue Service and possible motion to approve one proposal, as well as directing the Town Manager to negotiate the terms of the contract for an initial five-year period, and execute said contract.

SUMMARY OF INFORMATION:

The attached staff report summarizes the Request for Proposal process, the process for evaluating the responses received, and the recommendation being made in terms of contracting for this important service. Council received, in advance, the full proposals from each responsive contractor to help inform deliberations.

ATTACHMENTS:

- Staff report



October 28, 2025

To: Town Council Members

From: Drew Havens, Town Manager

Re: Ocean Lifeguard Service

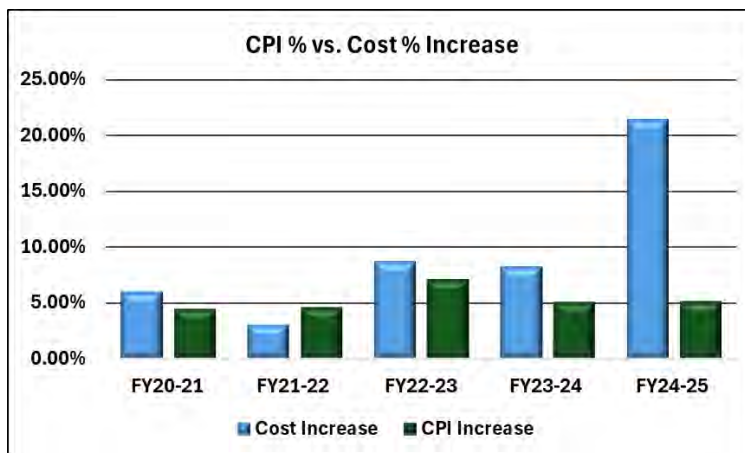
Since Duck became a Town, we have contracted for Ocean Lifeguard Service and have seen an expansion of that service to provide coverage along the entire length of our beach in order to educate, inform, and protect beachgoers. Our long-term contract expired on June 30, 2024 and the Town exercised a full-year (fiscal) renewal option and a second renewal option for the period from July 1, 2025 through December 31, 2025. This change in contract term was to align the contract with the calendar year, rather than the fiscal year, so the full season of service would fall within one contract year. This change was encouraged and supported by our incumbent contractor who also made aware, with the first renewal term, that the Town would be preparing a Request for Proposals for this service as the contract (including renewal terms) was coming to an end. This would mark the first time this service had ever been contracted based upon a Request for Proposals.

Issuing the RFP reflected our desire to be good stewards of the public's money, especially given the high cost associated with this type of service and was not an indication of our relationship with, or performance of, our current contractor.

The charts to the right and below show the actual contract cost for the past five fiscal years and the increase in the cost of this service and the increase in the Consumer Price Index (an indicator of inflationary influences on costs at the time) for the past five years.



From Fiscal Year 2020-21 on there were no changes in the level of service, but there were economic pressures in terms of pay rates for lifeguards and the cost of insurance paid by the contractor that led to an increase in contract costs.



We worked with Cliff Ogburn, Town Manager of Southern Shores, on a coordinated Request for Proposals as our current contractor also serves that community and their contract was also nearing its end date. The RFP was released on August 12, 2025 and was sent directly to our current contractor, the contractor for a neighboring jurisdiction, and to one local government. It was also advertised on our website per our practice.

Responses to the RFP were due by 5:00 p.m. on September 25, 2025. As of that time, three proposals were received and initially reviewed for completeness and a summary of the costs sent to Cliff at Southern Shores. Subsequently the proposals were delivered to him for his review. One of the proposals received was not responsive to the RFP, so it was given only a cursory review. The other two proposals were thoroughly and independently evaluated by Cliff and me.

He and I met to discuss our evaluation of the proposals and we both concluded that both contractors were responsive to the RFP and provided pricing, including a cost escalation cap, and indicated other charges and considerations. With the incumbent contractor being fully known to us in terms of the ability to provide the required services, we agreed to contact the other proposer, who is the lowest responsive bidder, to determine their ability to meet the requirements for providing this service.

This table shows the names of the contractors, their first year base price, and other related information.

Vendor	City/State	Year One Base Price			Other Charges	Other Consideration	Responsive to RFP
		Duck	Southern Shores	Max Escalation			
Sandski, LLC	Kitty Hawk, NC	780,000.00	290,000.00	10.00%	Flags, Flag Poles, Material for Stands, Sign Boards for Stands	Use of property behind Station 11 and Use of property adjacent to Ocean Blvd in S.S.	Yes
Outer Banks Water Safety, LLC	Nags Head, NC	759,750.00	236,995.00	5.00%	None stated	Extended/on-call services can be negotiated	Yes

Because the lowest responsive bidder is not our current vendor, Cliff, Connor, and I met with the principals of the Outer Banks Water Safety (OBWS) for nearly two hours to discuss their proposal, which was extremely detailed and complete, and to ask additional questions not covered in the RFP. The principals are all experienced lifeguards one of whom worked in Duck and Southern Shores, one who has over 10 years of experience in Kill Devil Hills, another who has a few years in KDH, and one who is the current director of the lifeguard program in KDH. All four are certified Emergency Medical Technicians (EMT) with two currently working for Dare County EMS.

References for this organization and the leadership mentioned above were received from well-respected and qualified people familiar with the work of these individuals and the unique challenges presented by the ocean along the Outer Banks. All provided glowing recommendations for Outer Banks Water Safety with one noting that the team represents “a wealth of experience, knowledge/integrity, and dependability that our communities rely upon”. By the end of our meeting, Cliff, Connor, and I achieved a level of comfort with the ability of OBWS to provide a high level of professional service to our communities.

In conclusion, we issued the RFP and thoroughly evaluated the responses, and the lowest bidder was completely responsive to the RFP, and I believe them to be a responsible bidder. The fact that they are the lowest responsive and responsible bidder guides my recommendation that the Town of Duck contract with OBWS for the contract period beginning January 1, 2026, and extending for an initial period of five years.

AGENDA: November 5, 2025

Regular Meeting

ITEM #8B:

New Business

- B. Discussion/Consideration of Authorizing Staff to Work with the Planning Board on Several Text Amendments

RECOMMENDED ACTION:

- Discuss & consider authorizing Town staff to work with the Planning Board on two zoning text amendments

SUMMARY OF INFORMATION:

The Community Development Department has identified two text amendments that can be considered to address issues that have come to staff's attention regarding Section 156.051 – *Building Features Exempt from Setbacks or Minimum Yard Requirements* and 156.002 – *Definition of Lot Coverage*. At this time, staff are asking for the Town Council's authorization to work with the Planning Board and Town Attorney on each of the potential text amendments.

ATTACHMENTS:

- Memorandum from Community Development Department



MEMORANDUM

TO: Mayor Kingston & Members of the Duck Town Council

FROM: Marc Murray, Chairman, Duck Planning Board
Connor Winstead, Assistant Town Manager
Drew Havens, Town Manager

DATE: October 28, 2025

SUBJECT: Authorization to Consider and Propose Potential Ordinance Amendments

After working with different aspects of the Town Code over the past year, the Community Development staff has identified two (2) text amendments that can be considered to correct errors or better address important issues.

Chapter 156.051 Building Features Exempt from Setbacks of Minimum Yard Requirements.

Town Staff is proposing a very narrowly constructed Zoning Text Amendment (ZTA) to allow outdoor showers as exempt from setbacks or minimum yard requirements and would ask Council to refer this matter to the Planning Board for review and consideration.

Section 156.002 Definitions

Staff previously discussed with the Planning Board members an issue and clarification regarding alternative ground cover agreements as noted in the definition of Lot Coverage. The Planning Board agreed it was their consensus that any alternative ground cover that was afforded reduced or no lot coverage consideration should be subject to documentation and recordation of a ground cover agreement stating installation was consistent with manufacturer's specification and that maintenance will be provided accordingly. This is not clearly stated in the current iteration of the definition of Lot Coverage.

Additionally, we no longer count pool water in lot coverage, however the principal definition still includes "pools", so we need to address this inconsistency.

At this time, the Planning Board and staff are asking for the Town Council's authorization to revisit this section of the ordinance.

AGENDA: November 5, 2025

Regular Meeting

ITEM #14:

Closed Session

RECOMMENDED ACTION:

- Make the following motion:
 - To enter a closed session in accordance with Section 143-318.11(a)(1) of the North Carolina General Statutes to prevent the disclosure of information that is privileged or confidential, pursuant to the law of this State or of the United States or not considered a public record within the meaning of Chapter 132 of the General Statutes.

SUMMARY OF INFORMATION:

- None.

ATTACHMENTS:

- None.