



TOWN OF NAGS HEAD

Estuarine Shoreline Management: Outreach Plan

In developing the Outreach Plan for the Nags Head Estuarine Shoreline Management Plan, the Consultant Team (comprised of Biohabitats and Moffatt & Nichol) considered the following:

- Nags Head is a vulnerable coastal community who, in 2015, partnered with North Carolina Sea Grant (NCSG) to adopt initial adaptive practices and policies for sea level rise and climate change through the [VCAPS Report](#) and [Comprehensive Plan](#).
- The Consultant Team recognizes efforts to date, inclusive of the Town's previous community engagement efforts, and will develop the Estuarine Shoreline Management Plan in a way that builds off previous work. This will enable the Town to be fully prepared to implement and construct living shoreline projects, accomplishing relevant adaptation actions of the Vulnerability, Consequences, and Adaptation Planning Scenario (VCAPS) Report and Comprehensive Plan.
- This project is consistent with the goals of the Albemarle Pamlico Natural Estuarine Partnership's Comprehensive Conservation and Management Plan. These goals include: a region where human communities are sustained by a functioning ecosystem; a region where aquatic, wetland, and upland habitats support viable populations of native species; and a region where water quantity and quality maintain ecological integrity. Aligned with these goals, the Estuarine Shoreline Management Plan would promote natural and nature-based features for both public and private lands.
- All consultant-led outreach and engagement for this project will be conducted in a mainly virtual realm, with the opportunity for the Public Meeting to be conducted in a hybrid format. All Advisory Committee meetings are intended to be virtual, however Advisory Committee meetings facilitated by Town staff can be conducted in-person.
- Inclusion of stakeholder feedback through the appointed Estuarine Shoreline Advisory Committee and input into the Estuarine Shoreline Management Plan will result in a shared sense of ownership and a robust and comprehensive set of proposed projects, policies, and actions. A variety of stakeholder engagement methods will be used to gain feedback from the advisory group on overall long term goals for estuarine shoreline management, criteria for project prioritization, property owner engagement, identification of other stakeholders that should be engaged, future land use concerns, policy and land use objectives, management of public access, zoning incentives or regulatory changes needed to implement policy objectives, and education and outreach opportunities for each type of stakeholder.
- The Consultant Team is mindful of how key messages and communications appeal to various audiences; key stakeholders, academia, technical members, and the general public will have differing levels of familiarity and interest in this project. It is the Consultant Team's intent to have all digital messaging (inclusive of website, email, social media, press release, etc.) present this project in layman's terms so the general public can



understand the content in a comprehensive manner. The Consultant Team will conduct and present the more technical material to academic and technical groups as an added layer of messaging.

- The Outreach Plan seeks to establish a mutual understanding of the messages, audiences, schedule, materials, and roles for the project. The Outreach Plan will be informed by a remote outreach planning session facilitated by the Consultant Team with Town staff and key partners to review proposed plan elements.

Based on the above foundation, the Consultant Team prepared the following Outreach Plan, which includes a description of the roles and responsibilities of the principal actors in the process, the outreach process, anticipated project schedule, and lastly the outreach tools, techniques, and strategies.

ROLES AND RESPONSIBILITIES

Our Outreach Plan relies on communication and coordination by all represented parties, each supporting the others to ensure a successful project implementation. Participant roles and responsibilities are presented in Table 1.

Table 1. Community Participant Roles and Responsibilities

Community/Organization	Role / Participant(s)	Outreach / Communications Responsibility
Town of Nags Head	Holly White Project Manager (Co-PM) / Kate Jones Senior Environmental Planner (Co-PM)	<ul style="list-style-type: none"> • Approval of Outreach Plan • Assist with schedule and coordinating of three (3) Advisory Committee (AC) meetings • Assist with scheduling, coordinating and advertising of one (1) Public Workshop Meeting • Receive/review project deliverables; delivery of Client comments/ directives • Create and manage project website, email blasts, and social media campaigns • Create and manage Survey #2 • Track and engage stakeholders throughout the planning process



		<ul style="list-style-type: none"> • Push communications across multiple channels, both digitally and in-person; communication to include email campaigns, press releases, posters/flyers, surveys, and others • Implement social media campaign • Format and distribute email campaign • Plan and undertake additional in-person engagement, such as a TONH booth featuring outreach materials or a contest at Artrageous • Coordinate with Consultant Team to receive any website and communications content to be uploaded / maintained on the Town’s webpage and social media channels • Survey awareness; direct survey distribution/collection
Biohabitats	Consultant Team Lead/Jessica Norris (PM)	<ul style="list-style-type: none"> • Co-lead a minimum of three (3) Advisory Committee (AC) meetings, related meeting content and summaries • Co-lead one (1) Public Workshop Meeting, related meeting content and outputs • Provide project updates to M&N to draft email updates for subscribers • Develop storymap
Moffat & Nichol	Outreach Plan Lead/Amanda Zullo	<ul style="list-style-type: none"> • Outreach Plan preparation • Co-lead a minimum of three (3) Advisory Committee (AC) meetings, related meeting content and summaries • Co-lead one (1) virtual Public Workshop Meeting, related meeting content and outputs • Create and manage Survey #1, fact sheet, meeting announcement flyer and other outreach deliverables • Support the creation of a social media campaign by outlining a general content calendar to align with key project milestones, inclusive of text and suggested supporting imagery



		<ul style="list-style-type: none"> • Survey distribution/collection
Advisory Committee (AC)	<p>Advisory Group comprised of ten (10) community volunteers selected by the BOC, and three ex officio land-owner members from the Nature Conservancy, Jockey’s Ridge State Park, Nags Head Golf Links, NCDOT, DCM</p> <p>National Park Service and the Currituck Sound Coalition updated via email</p>	<ul style="list-style-type: none"> • Key, knowledgeable stakeholders to work actively with Town of Nags Head, Biohabitats, and M&N • Convene during the planning process to shape the goals, policies, and recommendations of the plan • Help identify and engage stakeholders • Attend a minimum of five (5) Advisory Committee (AC) meetings • Attend Public Workshop Meeting (optional) • Provide targeted input
Technical Experts	NC Coastal Federation, Coastal Studies Institute	<ul style="list-style-type: none"> • Provide Technical feedback to interim and final planning documents • Share plan updates or news through existing communication networks
Stakeholders & Intended Audiences	Estuarine Shoreline property owners (estimated +200), recreation users, Outer Banks community, NC SeaGrant, Town’s social media followers and email subscribers	<ul style="list-style-type: none"> • Address stakeholders and intended audiences through the virtual public meeting workshop and outreach efforts • Work with key advocates, or “project ambassadors”, to encourage and expand outreach communications, beyond the Town of Nags Head, through their extended networks



OUTREACH PROCESS AND SCHEDULE

The Outreach Plan is integrated into the overall Estuarine Shoreline Management Plan, ensuring engagement milestones support information presented in key project Plan deliverables. Table 2 lists the Outreach Plan & Community Engagement Process. Table 3 defines the anticipated project schedule.

Table 2. Outreach & Community Engagement Process

<p>Tasks 1-5: Project Kick-Off, Visit, Planning <i>October – December 2021</i></p> <p>The project will commence with key outreach material to set the foundation for the project’s engagement process. Task 1-5’s outreach milestones include:</p> <ol style="list-style-type: none">1. Develop the Outreach Plan.2. Develop and Publish Project Webpage.3. Advisory Committee Meeting #1 – Goals and Outreach plan.4. Develop and Publish Project Information Fact Sheet.
<p>Tasks 6 & 7: Engineering, Legal and Land Use Analysis <i>January – March 2022</i></p> <p>During this period, the consultants will be undertaking technical analysis with input from technical members of the Advisory Committee at key decision points such as reviewing the draft typology parameters. An update on Tasks 6 and 7 will be shared with the Committee at the Advisory Committee Meeting #2.</p> <ol style="list-style-type: none">1. Advisory Committee Meeting #2 – Land use findings, spring outreach efforts and survey review
<p>Task 8: Typologies and Project Selection <i>March – June 2022</i></p> <p>The Consultant Team will use the results of Tasks 1-7 to define a suite of shoreline typologies with erosion control guidelines (physical and ecological considerations, selection criteria, policy considerations, types of practices, materials and planting, maintenance and management considerations) for each typology and identify up to ten (10) Potential Project Sites within Areas of Concern. Task 8’s outreach milestones include:</p> <ol style="list-style-type: none">5. Public Survey #1.6. Advisory Committee Meeting #3 – Typology & Selection Criteria review in March/April7. Advisory Committee #4. Project Selection, top 10 review8. Public Survey #2 & Public Meeting
<p>Task 9: Draft Management Plan <i>July – November 2022</i></p> <p>Upon receiving feedback on the typologies and potential projects, the Consultant Team will draft an Estuarine Management Plan with Project Recommendations—the prioritized list of Potential Project Sites, with up to three (3) pilot projects described</p>



in greater detail, including the responsible party for implementation, project considerations, potential project cost, potential partners, and potential funding sources. Task 9's outreach milestones include:

1. Advisory Committee #5. Draft Presentation to Town of Nags Head of three concepts and report.

Final Public Presentation *Late 2022*

The Consultant Team will finalize the Estuarine Shoreline Management Plan, with any remaining feedback from the Advisory Committee.

1. Final Presentation to Nags Head.

Table 3. Project Schedule*

Task Number	Deliverable	Format	Tasks
1-5	Outreach Plan	Deliverable Early-December 2021	<ul style="list-style-type: none"> • Present Outreach Plan to Town
	Website	Launch Mid-December 2021	<ul style="list-style-type: none"> • Launch dedicated project webpage
	Advisory Committee Meeting #1	Virtual Meeting Mid-December 2021	<ul style="list-style-type: none"> • Initial AC engagement • Initial discussion of process and retrieve AC input for progression and next steps • Review background information and data and provide feedback on key points to communicate more widely • Provide initial feedback on Outreach Plan • Finalize project goals
	Project Information Fact Sheet	Deliverable December 2021	<ul style="list-style-type: none"> • Provide basic information on the planning process • Provide project contact information and links for interested parties to engage in the planning effort



6-7	Advisory Committee Meeting #2 (to be led by Town staff)	In Person Meeting February 2021	<ul style="list-style-type: none"> Town staff-led advisory committee meeting to present topics and decision-points from the legal and land use analysis as related to Comprehensive Planning
8	Public Survey #1 (to be created and implemented by Consultant Team)	Survey Monkey & Linked on Website March to April 2022	<ul style="list-style-type: none"> Initial questionnaire to include a series of baseline questions, inclusive of priorities and preferences Identify priorities from the community
	Advisory Committee Meeting #3 (to be led by Consultant Team)	Virtual Meeting April 2022	<ul style="list-style-type: none"> Typology & Project Selection Criteria review
	Advisory Committee Meeting #4 (to be led by Consultant Team)	Hybrid Meeting June 2022	<ul style="list-style-type: none"> Present findings and updates for the Estuarine Shoreline Management Plan Review top 10 projects and discuss top 3 Collect feedback that will help inform the draft Plan
9	Public Survey #2 (to be created and implemented by Town of Nags Head)	Survey Monkey August – September y 2022	<ul style="list-style-type: none"> Target waterfront estuarine shoreline property owners and general public on where they stand on the prioritization of projects and waterfront access Solicit feedback on highly-ranked projects
	Public Workshop	Meeting, Format TBD August – September 2022	<ul style="list-style-type: none"> Overview of project effort Present potential adaptation strategies Request input, comments, and additional ideas for Priority Projects
	Advisory Committee Meeting #5	Hybrid Meeting September 2022	<ul style="list-style-type: none"> Present findings of three (3) concepts, report and gather necessary input for Draft Presentation



	Draft Presentation to Town of Nags Head	Deliverable October 2022	<ul style="list-style-type: none"> Present findings and gather necessary input for final deliverable
	Final Presentation to Town of Nags Head	Virtual Meeting November 2022	<ul style="list-style-type: none"> Present final Estuarine Shoreline Management Plan

*Dates are subject to change based on Town’s schedule. The length of the plan process may vary from 18-24 months depending upon the level of stakeholder engagement. Additional time can be added for more extensive stakeholder and community involvement.

OUTREACH TOOLS, TECHNIQUES & STRATEGIES

The following is a series of tools, techniques, and strategies to be leveraged during the planning process with various action items specified under each category. The Consultant Team will work with Nags Head’s PMs to implement the following tools, techniques, and strategies.

- Advisory Committee (AC).** The AC will actively participate in the project, attend up to five (5) project meetings, provide data, local knowledge, and champion the project’s efforts by serving as project “ambassadors”. AC representatives will distribute approved communication content to existing networks over the course of the planning process.

ACTION ITEM: The AC will meet with the Consultant Team at five (5) times during the planning process. The AC’s input will be requested for meeting availability and timing during the initial kick-off meeting. The second, ToNH staff-led meeting will consider this plan in relation to the Comprehensive Plan and as relates to land use. Consultant Team will lead a typology and technique review after the engineering work is complete, followed by a review of project selection as the project advances to select three (3) specific projects. The final, ToNH-led meeting will accept feedback on the draft Plan.

- Project Webpage.** The Town of Nags Head will create a dedicated webpage on their website to host information pertaining to the project’s planning process. The webpage will function as a storing house of all relevant project information, inclusive of available presentations, downloads, imagery, and GIS resources. The webpage will launch in skeleton form before Advisory Committee Meeting #1 and will be updated over the course of the planning process as new resources are created.

Project Webpage content will be provided in a separate document by M&N to the Town’s PMs.

ACTION ITEM: The Town’s PMs will work with their IT staff to create a dedicated project webpage intended to be a storing house of project information. This webpage will communicate project-related content to the public. The Town’s PMs will coordinate reports, feedback, and comments to the Team in a timely manner. The Consultant Team will support the Town by



providing any web-based content, and coordinate with the Town's PMs to ensure the virtual public meeting link, survey link, and other relevant information will be posted on this site. The Consultant Team will make an internal attempt to provide ADA-compliant materials, such as PPT files, PDFs, etc.

- **Public Workshop Meeting (1).** One public meeting will allow the Nags Head community to engage with the Consultant Team by viewing the presentation, relaying their concerns, and contributing to the Estuarine Shoreline Management planning process.

ACTION ITEM: M&N will create a Public Meeting Announcement Flyer. The Consultant Team will create the meeting presentation and any supporting material. The Town's PMs will upload the virtual meeting link to the project webpage and broadcast meeting information virtually and in-person through email campaign(s), social media, flyers, etc. to solicit engagement. This can be a combination of existing local strategies as well as new ideas presented by the Consultant Team as needed. The Town's PMS can post the flyer in email blasts and on social media. Additionally, the Town's PMS can print and place the flyer at key community centers, such as churches, schools, libraries, employment centers, grocery stores, barber shops, and other suitable locations designated by the PMS. It will be the responsibility of the Town's PMS to obtain approval of said postings and communicate with key community centers to have project information pinned up to bring attention to the public meeting. Additionally, the Consultant Team will provide presentation boards as high-resolution PDFs suitable for website viewing.

- **Project Information Fact Sheet.** A single-sided project information fact sheet will be available online in PDF format for the duration of the project. The fact sheet will be made available to the general public in early 2022. The primary purpose of this document will be to provide basic information on the planning process, as well as project contact information and links for interested parties to engage in the planning effort.

Project Information Fact Sheet will be provided in a separate document by M&N to the Town's PMS.

ACTION ITEM: M&N will create a Project Information Fact Sheet.

- **Public Participation Surveys (2).** Two public surveys will be issued to obtain feedback, concerns and other targeted responses from the Nags Head community. Survey #1 will be an initial questionnaire to get a sense of priorities and preferences. Survey #2 will coincide with the Public Meeting and will be open for a designated period (30 days or longer if the Consultant Team and Town feel necessary for an extension due to participation numbers). The survey will be tailored to appeal to the public but incorporate questions on key topics. The survey will ask a series of baseline questions, including demographic ones, but can use "skip logic" to segment the survey responses, if necessary). Survey results will be shared initially with the Town and Advisory Committee first, then subsequently posted on the project webpage.

Survey information will be provided in a separate document by M&N to the Town's PMS.

ACTION ITEM: The Consultant Team will collaborate on the creation of the Survey #1 questionnaire. M&N will build Survey #1 and monitor the survey analysis on Survey Monkey, providing a survey report to the Town. Survey #2 will be created and implemented by the Town with input and review by the Advisory Committee. Collaboration and input by the Advisory



Committee will be handled by Town staff. The Town's PMs will be responsible for uploading the survey links and information to the project webpage and broadcasting the link out to the Nags Head community through email campaigns, social media, flyers, etc. to solicit engagement. Paper surveys can be printed and posted at various locations around town. Additionally, the Town's PMs can share the survey links with key stakeholders and partners so they may relay the information out to their networks.

- **Social Media and Email Announcements.** The use of social media will support the project efforts to work in tandem with information presented on the project webpage. The Town's Facebook page and Twitter feed are two recommended tools that can be leveraged to expand communication channels out to the Town's follower base. The Town will be tasked with providing updates as they become readily available from the Consultant Team. Additionally, the PMs will share social media blasts to key "project ambassadors" to distribute through their extended networks.

ACTION ITEM: The Consultant Team will work with the Town to develop a suitable social media content calendar and email announcements that aligns with project milestones. The content calendar will provide recommended posting dates, text and supporting imagery. The Town's PMs will be responsible for managing the project related updates to the Town's Facebook page and Twitter feed, establishing hashtags for others to participate, and providing updates as they become readily available, inclusive of updates from the Consultant Team. Email content will be drafted by the Consultant Team for the Town to distribute through their subscriber list. Short updates may include the public meeting announcement, survey link, project updates, upload of new content/documents to project webpage, etc.

- **Local Newspaper, Press Releases, etc.** Newspapers and press releases can advertise the project, public meeting and help build survey awareness by providing links, as well as locations where the public can obtain more information on the public meeting, paper surveys, and other printed material. Cost of publications in the local newspaper are the responsibility of the Town.

ACTION ITEM: The Town's PMs will be responsible for creating, managing, and coordinating delivery of newspaper and press release material to various outlets.

- **Printed Outreach Material.** Flyers, posters, and paper surveys can be printed and posted at various locations around town. These tools are helpful for advertising the public meeting, survey awareness, and overall project information (fact sheet).

ACTION ITEM: If the Town decides to pursue printed outreach material for distribution around Nags Head, the PMs will be responsible for implementing, managing, and coordinating any and all in-person / traditional outreach strategies. Additionally, the Town's PMs is responsible for printing, delivering and retrieving printed material. If printed surveys are filled out, the Town's PMs will need to scan and send to M&N to input into the digital format.

- **In-person Outreach Events.** Opportunities for public engagement include tabling at town festivals and gatherings as they occur in person in 2021-2022. The Town is responsible for manning tabling events.

ACTION ITEM: The Town's PMs will be responsible for printing materials, planning and staffing in-person outreach with support from the project team. Consultant team will provide planning feedback and content.



CONCLUSION

In our public engagement work, we are continually learning about a community and adapting to maximize the amount and value of feedback received. Thus, our presented process is not static; it will evolve and be refined as the project advances through the various phases. Our strategy will adjust as we collect and synthesize information and/or receive feedback about different activities throughout the planning process.