

TOWN OF KIAWAH ISLAND
2018 Council Strategic Planning Retreat
Kiawah Town Hall
Room: Council Chambers
February 1, 2018

MINUTES

Call to Order: *Mayor Weaver called the meeting to order at 1:00 pm*

Present at the meeting: Craig Weaver, Mayor
John R. Wilson
Diana Mezzanotte
Jack Koach
Chris Widuch

Also Present: Stephanie Monroe Tillerson, Town Administrator
Dwayne Green, Town Attorney
Petra Reynolds, Town Clerk

Opening Comments:

Mayor Weaver began by stating that where past retreats have focused on strategy and major issues this year the focus will be more on Ms. Tillerson and her leadership team as they take on more of the day-to-day activities of the Town. The department heads will discuss what they see as priorities and strategies going forward into the future in an open dialog with Town Council.

Overview & Expectation

Ms. Tillerson briefly outlined items to be discussed over the two days of the Retreat, the Town's Vision and Mission Statements, along with the evaluations of both individuals and departments which began this discussion process. She introduced Ms. Joan Ustin, explaining that she would be facilitating today's discussions.

Ms. Ustin started with the Town's Vision Statement which is part of the Town's Comprehensive Plan.

***Our Vision:** The Town of Kiawah Island is a residential community incorporating a world-class resort and a unique, vibrant shopping village within a natural maritime setting that is being preserved and enhanced for current and future generations.*

With an agreement, by staff, that the Vision Statement solid, work began on a mission statement to reflect the work or purpose of the Town. She reviewed the proposed Mission Statement and asked for feedback.

***Our Mission:** To protect and preserve the residential character of the community and the Island's unique natural environment while supporting the economic vitality of the resort and other commercial enterprises.*

Following discussion on the language stating "To protect and preserve the residential character of the community" the suggestion was made to preface the language by adding "Consistent with the Island's Comprehensive Plan and Development Agreements to protect....."

Ms. Ustin gave an in-depth reviewed of several of the overarching themes, issues, or challenges which effect all or some of the departments and/or initiatives they have identified for the coming year.

- ▶ Improving customer service
- ▶ Improving work processes
- ▶ Choosing the right technology solutions
- ▶ Broadening communication/outreach to Island residents, visitors and the greater Charleston community
- ▶ Ensuring maximum efficiency of new facilities

Department Discussions

• ENVIRONMENTAL & WILDLIFE

Mr. Jordan stated the mission statement of the Environmental & Wildlife Department was “To manage, promote, and maintain the Town’s natural resources through research, monitoring, management, and public education.” He reviewed the four Major Goals and objectives as outlined in the 2015 Comprehensive Plan. He gave an in-depth explanation on each of the six department responsibilities which include Research, Wildlife Population Monitoring, Natural Resource Management, Public Education and Outreach, Beach Management, and GIS and Mapping.

Mr. Jordan reviewed his department’s 2018 initiatives:

- ▶ *Wild About Video Series. Monthly series highlighting research and important wildlife issues. 2-4 minute length. Joint with Communications Department*
 - ▶ *Bobcats, Sea Turtles, Marsh Sparrows, Deer surveys, Alligator feeding, more... ..*
- ▶ *Alligator research – Join statewide effort to increase knowledge of alligator behavior, evaluate safety methodology, and management techniques (Clemson PhD project)*
- ▶ *Dolphin Stewardship and Education – Program likely expanding to Seabrook. Add research component to gauge effectiveness of volunteer educators*
- ▶ *Sea Level Rise Report – inform and educate entities and owners, Fall 2018*
- ▶ *Landscape Revitalization – Develop an island-wide initiative to promote native plants, dense understory, improve landscaping practices*
- ▶ *School groups and outreach – Expansion for 2018. Increase in number of field trips (4 to 6-8) and addition of teacher training and classroom component (Engaging Creative Minds)*
- ▶ *Complete/Update Reports*
 - ▶ *Bobcat Management Guidelines*
 - ▶ *Bird Banding 5-year review*

Mr. Jordan reviewed some of his department’s challenges:

- ▶ *Dealing with a rapidly changing population of visitors*
 - ▶ *Alligator Feeding, Dogs off leash on beach*
- ▶ *Working with multiple entities to implement programs*
- ▶ *Limited involvement in planning and development decisions*
- ▶ *Limited ability to directly preserve, manage, protect land and habitat*
 - ▶ *Requires partnerships*

• PUBLIC WORKS

Mr. Lameo stated the major components of the Publics Works Department is Facility Management and Contract Liaison, but also includes Emergency Preparedness, Solid Waste and some Public Safety related items. He gave an in-depth review of the each of the components.

Mr. Lameo reviewed his department’s 2018 initiatives:

- ▶ Complete all preventative maintenance (PM) contracts before mid-year. At present, five of ten contracts in place.
- ▶ Develop annual schedule for preventative maintenance (PM)
- ▶ Research, obtain and implement new software to improve efficiency in compiling data and accuracy in scheduling dates for tracking projects, issuing work orders and maintaining inventories.
- ▶ Identify, develop Request for Proposal (RFP) and disseminate for current contracts ending in 2018. Move forward with construction stage with both road projects (Parkway and Beachwalker Drive)
- ▶ Create 2018-2019 budget to include projects under the five year plan
- ▶ Compile billing data to ensure building is operating at peak efficiency (Water, Electric, and HVAC).
- ▶ Implement an in-house Safety Program for staff in 2018.
- ▶ Work with building contractor (Thomas Cook) prior to expiration of warranties by June 2018.

Mr. Lameo reviewed some of his department's challenges:

- ▶ New facility is larger than previous building with state of the art and more sophisticated equipment which requires additional technical systems/software training
- ▶ "Time"
 - ▶ process to complete projects usually takes several months - approval process is lengthy
 - ▶ Trash monitoring is labor intensive; area needs internet capabilities. Presently working with ATT-Comcast to acquire lines
- ▶ Staffing – one person for most projects however, receives assistance from other departments.

- DEVELOPMENT SERVICES

Mr. Spicher reviewed the responsibilities of the Development Services Department which include to plan, organize, control, integrate and evaluate Community Development Department functions and staff to include all island development, zoning, and floodplain activities on Kiawah Island, while safeguarding public safety and general welfare of the citizens of Kiawah Island. He discussed each of the major goals of protecting the Island's next generation, reorganizing to revamp customer service and achieving ICC Certifications. He gave a detailed explanation of the new floodplain maps, his concerns that they are inaccurate and his proposal for the Town to conduct a floodplain study. He also reviewed the permitting workload and requests to move business licensing out of the permitting department, addition of a Voice Interactive Response System (IVR), and temporary help for plan review and inspections during the Resort's projects.

Mr. Spicher reviewed his department's 2018 initiatives:

- ▶ Develop consistent, systematic approach to ensure Resort projects are completed in a timely manner.
- ▶ Roll-out Rental and Beach Management Ordinance marketing campaign
- ▶ Provide training opportunities to ensure staff meets required job competencies
- ▶ Provide adequate staffing to ensure the department is capable of performing a high level of customer service both external and internal

Mr. Spicher reviewed his department's challenges and priorities:

- ▶ Challenges:
 - ▶ Training - current budget line item allowance is adequate to meet all training needs.
 - ▶ Staffing - cost of hiring and training new employee
 - ▶ IVR - cost and timeline for implementation
 - ▶ Comprehensive flood study- costs and time for completion
- ▶ Priorities
 - ▶ Comprehensive Flood Study
 - ▶ Achieving customer service excellence
 - ▶ Training

- FINANCE

Mrs. Szubert stated the Finance Department is responsible for the administration of all financial activities of the Town. The department collects, projects, acquires and controls the Town's financial resources in the way that promotes stability and integrity. The key functions of the Finance Department include Accounts Payable, Accounts Receivable, Payroll Accounting, Waste Billing & Collection, Business Licensing, Municipal Court, Debt Administration, Cash and Investments Management, and Purchasing.

Mrs. Szubert reviewed her department's goal and proprieties:

- ▶ *Provide a reliable Five-Year Financial forecast that ensures stability of operations and capital expenditures (Capital Improvements Plan).*
- ▶ *Maximize compliance with fees and revenues (accommodation, local option and hospitality taxes).*
- ▶ *Process business license applications with ongoing emphasis to recoup misreported/under-reported revenues (formalized audit program).*
- ▶ *Develop a short-term rentals Master List.*
- ▶ *Continue delivering high-quality services to our residents and customers enhancing customer service and satisfaction with the Town provided services:*
- ▶ *Evaluate if all available online payments instruments are offered and utilized*
- ▶ *Continue efforts to create more efficient and customer focused business licensing process:*
- ▶ *Search for more user friendly software to process business licenses*

Mrs. Szubert reviewed her department's challenges:

- ▶ *Our external and internal customers expect quality services to meet their specific needs in a timely matter. A skilled and engaged workforce is the foundation supporting Finance's ability to provide high-quality services. However, additional functions and continuous improvements require more involvement and time of our team.*
- ▶ *Technology used for business license processing.*

- **COMMUNICATION & COMMUNITY OUTREACH**

Mrs. Braswell Edgerton reviewed her department's overall responsibilities which include:

- ▶ *Facilitate all Town communication to Kiawah and greater Charleston area across multiple outlets and to multiple audiences. (residents, tourists, business, media, and outside agencies)*
- ▶ *Ensure Town communications are clear, effective, and timely.*
- ▶ *Build public awareness and improve & maintain a positive image for the Town.*
- ▶ *Support all departments in organizing and dissemination of their public messages.*
- ▶ *Planning annual engaging communication content for newsletter and e-blasts.*
- ▶ *Look for new ways to reach our target audiences.*
- ▶ *Media monitoring and serve as primary contact to the media and other agencies.*
- ▶ *Serve as the public information officer during emergencies.*
- ▶ *Audit and evaluate Town communications.*
- ▶ *Support the Arts and Cultural Events Council and programming.*

She reviewed her department's initiatives:

- ▶ *Market Wildlife Department's Research*
 - ▶ *Public education projects on Kiawah's most popular residents - our wildlife!*
 - ▶ *Focusing on how researching species gives us insight into what is happening in our environment.*
 - ▶ *Promote Kiawah's unique environment locally and globally.*
- ▶ *Projects*
 - ▶ *Redesign the Wildlife website - Completed 2017*
 - ▶ *"Wild About" Video Series - Monthly series highlighting research. Each segment will focus on a particular element of nature, wildlife or the environment from life here on Kiawah. 2-4 minute length. (Begins in February)*
 - ▶ *Wildlife Promotion Book (Late 2018) - modified version of the nature guide - most popular wildlife species, what their role is in the ecosystem and what they are indicators of in our environment.*

- ▶ Restructure Communications Workgroup
- ▶ Short-Term Rental Ordinance Support Campaign - Develop promotional materials to help rental businesses to educate renters on ordinances
- ▶ Public Education Campaign - Implement marketing campaign for important ordinances that are often under-communicated to tourists and new shovel ordinance.
- ▶ Community Outreach
- ▶ Build more relationships with local media.
- ▶ Research new methods of reaching the public.
 - ▶ Town App
- ▶ Continue to build social media following.

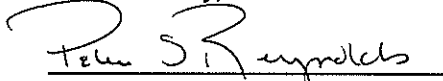
Mrs. Braswell Edgerton reviewed some of her department's challenges:

- ▶ Traditional means of public signage are not an option
- ▶ Reaching more residents and tourists.
- ▶ Improving accurate media coverage.
- ▶ Competing for attention from other community entities all with their own messages and media.
- ▶ Getting redirected with unplanned projects.

Adjournment:

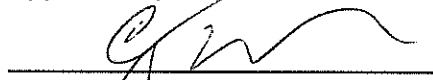
The meeting was adjourned at 4:45 pm.

Submitted by,

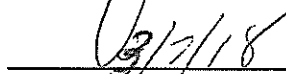


Petra S. Reynolds, Town Clerk

Approved by,



Craig E. Weaver, Mayor



Date