

## Council Retreat

JANUARY 20, 2021



PUBLIC WORKS

## Department of Public Works

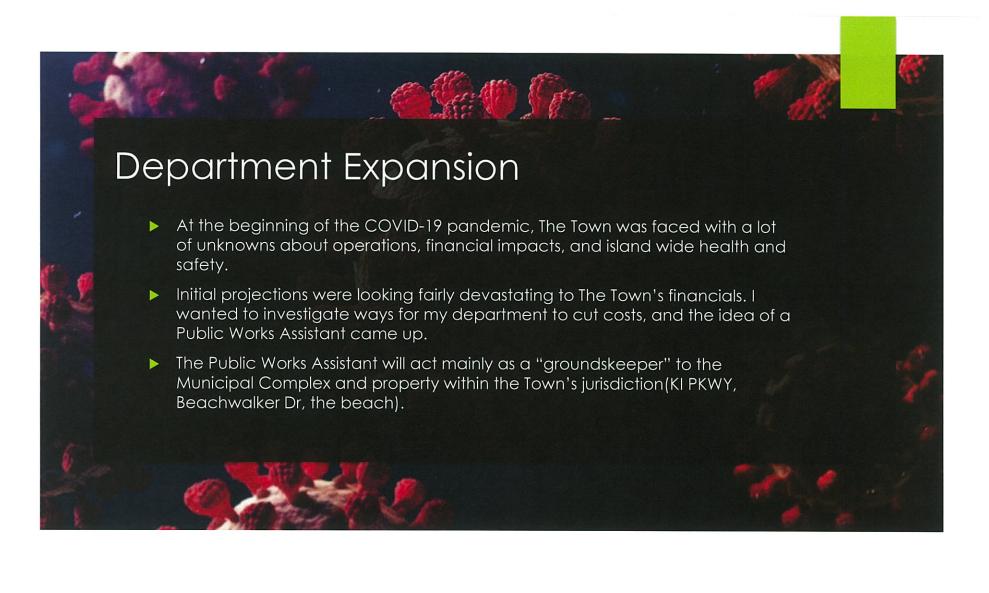


- The Public Works Department is currently a one-person department that oversees operations and maintenance of public services and infrastructure.
- Major components include:
  - Municipal Complex
  - Kiawah Island Parkway
  - Solid Waste and Recycling Services
  - ▶ The Beach

## Challenges

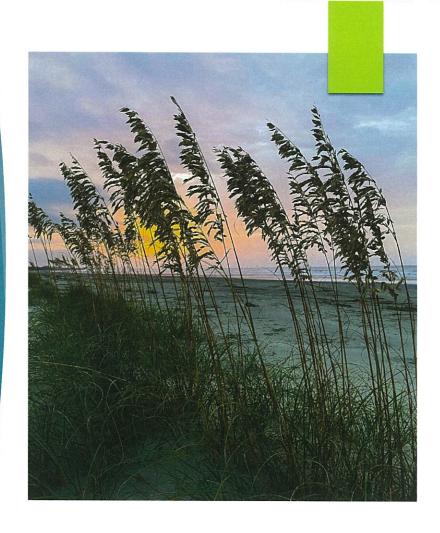
- As the island continues to grow, new challenges are presenting themselves, making it clear that The Town has to rethink the way we are currently approaching these situations.
- Litter on the parkway increasing
- Abandoned beach chairs and tents on beach
- Solid Waste volume increasing
- More residential solid waste services





# Department Expansion cont.

- How would a Public Works Assistant be beneficial?
  - Alleviate some current contract costs
    - Currently the landscape contract combines the Municipal Complex and the KI Pkwy/Beachwalker Dr (60k annually for MC service)
    - Beach trash pick up? (Currently 42K annually with Carolina Waste)
  - More focus and accountability on The Town's aesthetics (parkway litter maintenance, beach)
  - Assist with public service related calls



## Daily Operations



Daily maintenance of Municipal Complex landscape to include the newly added nature trail



Litter control on parkway



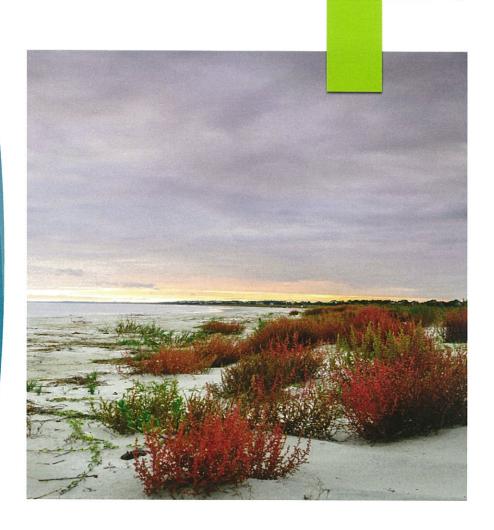
Monitor trash receptacles on the beach as needed



Assist with calls that come in pertaining to public services

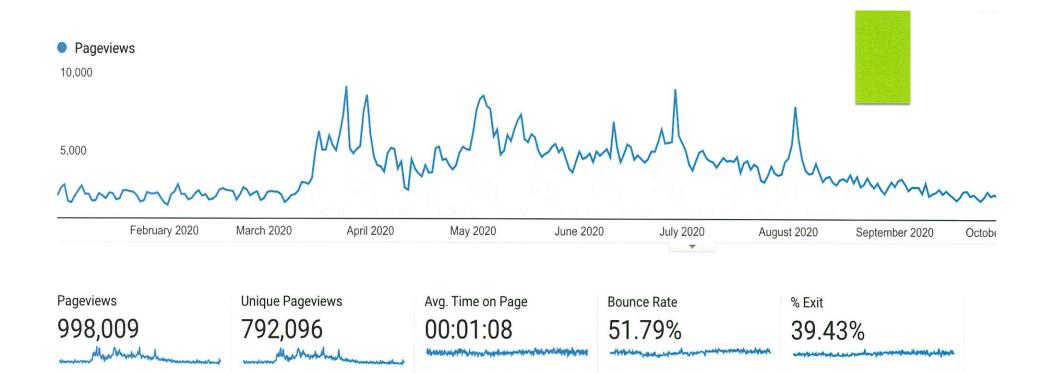
#### Forward Vision

- As the island continues to grow, it makes sense that The Town will grow with it.
- One way to do this is to begin integrating some of the responsibilities that are now contracted out into the Public Works Department.
- Similarly, expanding the department will open up opportunities for new growth and development.
  - Beach solid waste initiatives
  - Landscape integration
  - ▶ Enhancement of public facilities
  - Community involvement initiatives





COMMUNICATIONS



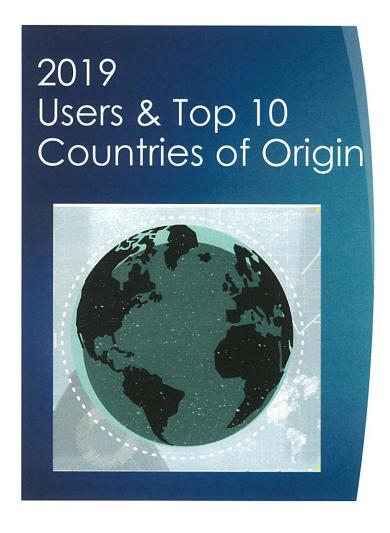
## Website Analytics Snapshot 2020

# 2020 Website Analytics

## Top 10 pages visited



		998,009 % of Total: 100.00% (998,009)
1.	Homepage - Town of Kiawah Island	163,293
2.	Latest News - Town of Kiawah Island	134,526
3.	Visitors - Town of Kiawah Island	58,587
4.	Beach Access and Rules - Town of Kiawah Island	39,496
5.	Recreation - Town of Kiawah Island	30,641
6.	News - Town of Kiawah Island	26,117
7.	Events - Town of Kiawah Island	20,502
8.	COVID-19 Resource Center - Town of Kiawah Island	20,355
9.	Rental Information - Town of Kiawah Island	18,653
10.	Dining - Town of Kiawah Island	18,464



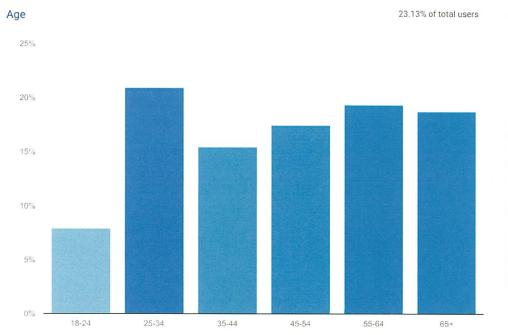
**262,056** % of Total: 100.00% (262,056)

209 (0.08%)

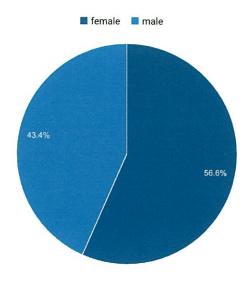
1.	United States	254,710	(97.10%)
2.	<b>[</b> ◆] Canada	1,278	(0.49%)
3.	United Kingdom	866	(0.33%)
4.	China	594	(0.23%)
5.	(not set)	452	(0.17%)
6.	India	375	(0.14%)
7.	France	369	(0.14%)
8.	Germany	355	(0.14%)
9.	United Arab Emirates	292	(0.11%)

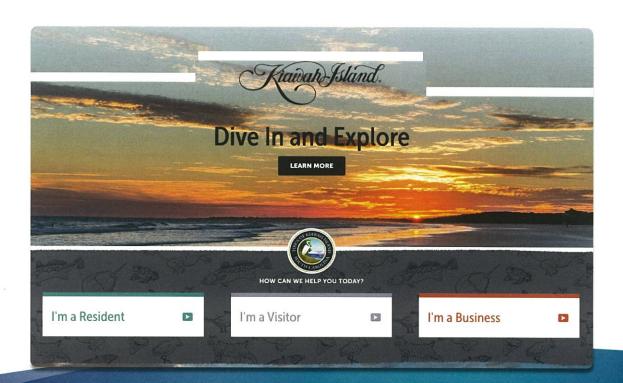
Netherlands

## Age and Gender









#### Strengths:

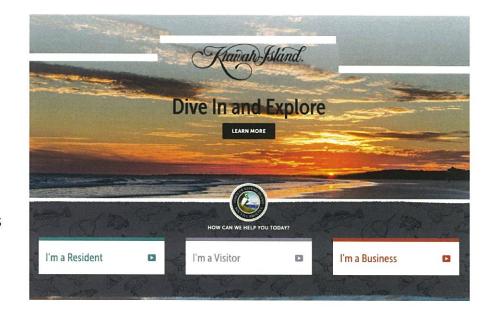
- Clearly separates content by demographic
- Is an asset to visitors
- Easy to navigate
- Aesthetically pleasing
- The ticker

- Last redesign | 2016
- Transitioned from a basic government focused website to one that could used as a community resource and tourism asset.

#### Shortfalls:

#### www.kiawahisland.org

- It's large Needs content consolidation
- Homepage Asks too much & too much below the fold
- Lacking prominent news spotlight information
- · Colors are not consistent with Kiawah brand
- The meganav menu is still suitable to channel information to the appropriate audiences, but the hover dropdown menu has proven to be tricky. Needs to be more simplistic
- Audience landing pages require a lot of scrolling and diversion from finding the information



#### Improvements | Considerations

#### Improvements

- Improved menu options and reduce clicks
- Consolidate information without losing the separate audience narrative
- Landing page news spotlight
- Design consistent with the Kiawah brand

- More above the fold
- Addition of "How do I"
- Video integration
- Integration of Search Engine Optimization techniques
- Bids/Application Location

#### Example

https://www.crda.org/

#### Considerations

- RFP process
- Last time the range of proposals was 50-150K
- Components that require custom databases that will affect the price
  - Wildlife directory
  - Native plant database
  - Calendar



MEETINGS PROTOCOL, COMMUNICATION & MEDIA

## Meetings - Before | During | After



- When the agenda is posted, all items and materials is officially made public and could incite a potential media inquiry and story.
- Town Council meetings are open to the public, Livestreamed and cataloged on our YouTube channel.
  - Not an option for editing content and we do not take meetings down.
- Audio Sound carries to live mics in the chambers. Being mindful of conversations that take place at the dais either during the meeting or "privately" to your neighbor.

#### Interaction with the Media

- Official Town spokespersons (unless otherwise granted:
  - Mayor
  - Town Administrator
  - Town Attorney
  - Communications Manager
- Council members approached by the media should notify the Communication Manager who can take the request or can provide help drafting responses if needed.

- Town Council members are residents of the community and are not censored be mindful that they represent the Town.
- If you respond in public communication (social media, listserv, etc.) should make clear that they are expressing their own views and not an official stance of the Town, unless it is.



#### Interaction with the Media

Assume that everything is **on the record**.

If one cannot say it on the record, do not say it.



Avoid "no comment" and let others talk and distort facts.

Tell our own story and control the narrative even when it is difficult otherwise someone else will.



<u>Transparency</u>

openness and communication =

trust and credibility with the media and public.

#### Current Climate of News/Media

- Social media ensures that news travels at lightning-quick speeds at any time of day. When news breaks, journalists are expected to cover it. Immediately.
- Because you can now publish bits of news as soon as it's available, they don't wait for the full story. This is the modern and expected way of operating.

#### Social Media

- About half of U.S. adults (53%) say they <u>get news from social</u> <u>media "often" or "sometimes,"</u> and this use is spread out across a number of different sites (Pew Research Center survey conducted Aug. 31-Sept. 7, 2020)
- Reporters search for content on social media



#### Kiawah Island has first sea turtle nest of 2020



Alligator takes over South Carolina beach as humans stay home for COVID-19 lockdown



#### TRI-COUNT

#### Several Portuguese man o' wars spotted on Kiawah Island



Armadillo makes rare appearance on the beach at Kiawah Island



Armadida spaced hanging out near the water on Kawah Island (Source, M. Kristinik): p={/p

## 2020 news stories scrapped from FB



SATAX PROMOTIONAL FUND



## **State Accommodations Tax**

Revenues distributed to the Town by the State which is generated from the tax tourists pay on hotel and rental charges for accommodations when staying on the island.

TOWN OF Kiawah Island,

Remaining funds are distributed as follows

must be allocated to the general fund

as follows

5%

of the remaining balance must be allocated to the general fund

of the remaining balance must be allocated to a tourism program

30%

Awarded by Town Council

**Currently CVB** 

Remaining

The remaining balance plus earned interest must be allocated to a special fund used for tourism-related expenditures.

#### **SATAX Committee**

Advisory board reviews applications and makes recommendations to Town Council for approval.

## State Law | Promotional Fund

30% of the balance of the the State Accommodations Tax Revenues must be allocated to a special fund and used only for advertising and promotion and increase of tourism.



- Must select one or more nonprofit organizations, (chamber, visitor bureau, or regional tourism commission)
- Org. must have an existing, ongoing tourist promotion program.



- The municipality can create an organization with the same membership standard in Section 6-4-25 (SATAX Committee).
- Must be able to develop an effective tourism promotion program.



Before the beginning of each FY, the receiving organization must submit for approval a budget of planned expenditures and at the end of each FY, must render an accounting of the expenditures to the municipality.

Expenditures are reviewed annually by the State's Tourism Expenditure Review Committee.



# Annual Distribution History

FY 19 \$ 539,669
FY 18 \$ 482,369
FY 17 \$ 491,725
FY 16 \$ 465,589
FY 15 \$ 415,611
FY 14 \$ 395,813
FY 13 \$ 395,409

\$ 461,307

\$ 313,293

\$ 251,425

\$ 248,434

FY 20

FY 12

FY 11

FY 10

**Funds Distributed Quarterly** 

\$4,460,644



#### Tourism Committee



#### Membership structure

(5-7 members with a majority from the hospitality and lodging industry and possible Town Council Liaison)

#### **MOCK COMMITTEE**

- TOKI Communications
- KICA Communications
- KIGR Marketing
- KIRE Marketing
- Freshfields Marketing

- · Established as advisory committee
- · Formed by ordinance or informally without
- Develops an effective tourism promotion program & marketing strategy
- Has separate accounting fund and provides pre- and postfiscal year reporting
- Comparable to the TOKI Arts and Cultural Program
- Needs staff member to perform tasks associated with marketing program - serves as point of contact with agencies/outlets, facilitates/manages creation and distribution of marketing assets, manages budget, measures effectiveness, committee coordination

## **Phased Example**

<u>Year 1</u>

85%

**CVB** 

15%

**Tourism Entity** 

1st

Council approval

CVB notification

Develop scope of work and charter

**Establish Committee** 

- Creation of marketing assets
  - branding assets
  - o digital
  - o video
  - photo
  - website
- Marketing strategy /campaign development (agency aided)

Year 2



**CVB** 



**Tourism Entity** 

- Implementation of marketing strategy
- Etc.

## Code Enforcement Activity

- for the year 2020

#### Violations:

ACTIVITY	1st Quarter	2nd Quarter	3rd Quarter	4th Quarter	TOTALS
STR Violations	367	902	1462	847	3578
NON-STR Violations	695	485	425	153	1758
ABANDONED BIKES	37	0	2	12	51
CARS PARKED ON GRASS AND STREETS	66	212	86	71	435
DISTURBING THE PEACE	10	21	. 37	33	101
GLASS ON BEACH	10	4	11	8	33
CONTRACTORS WITHOUT PERMITS	16	22	50	29	117
TRAILERS AND DUMPSTERS	67	125	77	42	311
LEASH LAW	6	21	. 24	10	61
PUBLIC ASSISTS	14	67	58	28	167
FIRE/FIREWORKS	1	7	13	8	29
BOAT IN DRIVEWAY	1	19	7	9	36
WORKING AFTER HOURS	1	5	7	4	17
EMERGENCY COVID ORDINANCE	3	49	6	14	72
TRESPASSING	0	5	0	1	6
UNDERAGE DRINKING	0	56	21	0	77
VEHICLES ON BEACH	0	0	2	1	3
ALLIGATOR CALLS/REMOVAL	0	22	16	1	39
PUBLIC NUDITY	0	4	3	0	7
TURTLE (LIGHTS ON THE BEACH)	0	17	15	9	41
NARCOTICS POSSESSIONS	0	10	3	0	13
RENTAL CHECKS	0	2	5	0	7
TOTALS	1294	2055	2330	1280	6959

#### Tickets Issued:

Ord Number	Description	Totals
14-506	STR	
		11
15-306	Noise	2
14-134	RV	1
2020-02	Emergency Ord	4
13-103	Parking	8
15-212	Littering	2
15-204	Disorderly Conduct	1
15-213	Narcotics (marijuana)	3
16-502	Leash Law	3
15-501	Feeding Alligators	2
	2020 Total	37

# TOWN OF Kiawah-Ksland.

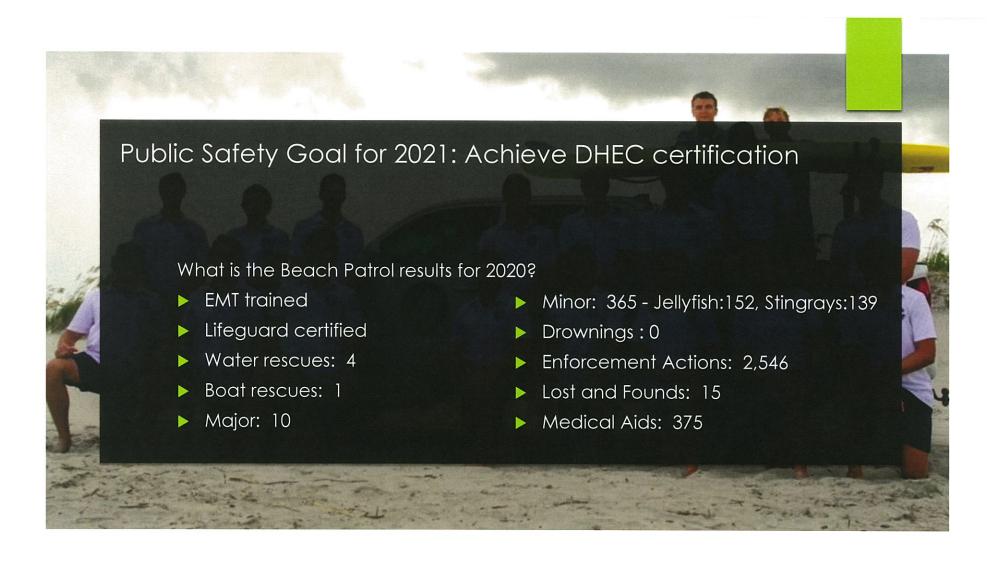
PUBLIC SAFETY

## 2021 Public Safety Goal

Implement a Kiawah Island Bike Patrol

- Why a Bike Patrol?
  - Less threatening
  - Public is more receptive
  - More citizen contact
  - Patrolman anonymity
  - Better property access
  - Costs are reasonable
  - No carbon footprint



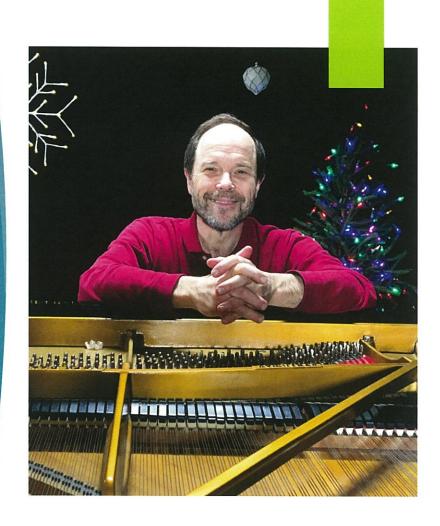




ARTS COUNCIL UPDATE

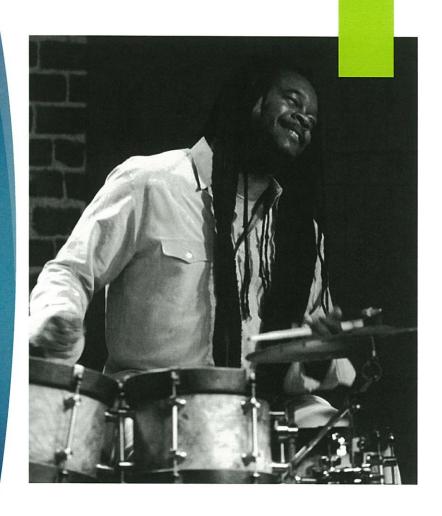
#### Arts Council Buzz 2021 Quarter 1

- In June, the Town cancelled the first half of the Arts & Cultural Events season with the hope that events could resume safely in early 2021.
  - The Arts Council is evaluating in-person events three months in advance
  - All in-person events through April 2021 have been cancelled
- A Virtual Success!
  - On Tuesday, December 22 the Arts Council hosted their first "virtual" event a holiday concert by Fred Moyer
  - ▶ 218 households registered
  - ▶ The performance has been viewed **300** times



## Arts Council Buzz 2021 Quarter 1

- No Slowing Down The Arts Council is working on more virtual events to be released in February and March including:
  - ► The Small Glories
  - Quentin E. Baxter Presents
  - ► Charleston Symphony Orchestra
- 2021-2022 Season
  - The Arts Council is currently planning the 2021-2022 Season and has been able to reschedule most of the artists who were cancelled due to the pandemic.





AUDIT COMMITTEE

## Audit Committee Goal for 2021



#### Provides assistance and oversight in:

- ► The Town's systems of internal controls and risk management
- Integrity of the Town's financial statements
- Compliance with legal and regulatory requirements and ethical standards
- Engagement, independence and performance of the Town's auditors

# TOWN OF Kiawah-Kland®

FINANCE

#### **Budget Process**

- Council priorities/goals:
  - General short- and long-term goals and directions
  - Specific projects
  - Community needs
- Fund balance policy:
  - The Town will maintain a fund balance that will provide for sufficient cash flow reserves. The amount shall not be less than 30% of the total budgeted General Fund expenditures. As of 12/31/2020 unassigned fund balance was \$9.5M, or 140% of the current year budgeted expenditures.
- Reserve policies:
  - Emergency fund-20% of revenues derived from Local Accommodation and Hospitality Tax. As of 12/31/2020 emergency fund was \$200K.
  - Capital Improvements fund-fund-20% of revenues derived from Local Accommodation and Hospitality Tax. As of 12/31/2020 capital improvements fund was \$4.3M.

## **Budget Process**

- Revenue projections:
  - Prepared early in the process based on historical trends and assumptions

Town of Kiawah Island Major Revenues, Last Five Fiscal Years

	2016	2017	2018	2019	2020
Building permits	990,258	1,246,429	1,337,513	1,250,846	889,009
Business Licenses	2,183,207	2,290,018	2,502,770	2,535,128	2,695,112
Franchise fee revenue	747,873	755,815	793,197	857,732	867,100
Local option sales tax (1%)	501,770	530,338	548,248	585,738	548,356
Accommodations tax – state (2%)	1,576,964	1,664,086	1,632,897	1,585,786	1,457,958
Accommodations tax – county (2%)	450,622	477,000	422,000	484,000	354,000
Accommodations tax – local (1%)	902,124	1,088,825	953,458	967,051	851,050
Hospitality tax (1%)	490,388	518,632	560,182	576,884	468,407

## **Budget Process**

- Operating budget:
  - Department Heads recommendations and justifications for budget requests
- Capital planning and budget:
  - ▶ 5 Year Capital Improvement Plan
  - Plan for capital maintenance and replacement needs
- Council review
- Public input
- Adoption

## Budget Calendar FY2021-2022

20-Jan-21	FY21/22 Budget Kick-off Discussion
22-Feb-21	Ways & Means Regular scheduled meeting - Budget Discussion
26-Feb-21	Department Budget due to Town Administrator for Initial Review
5-Mar-21	Budgets Due to Finance Department for Budget Integration
22-Mar-21	Budget Discussion at Ways & Means Committee Meeting
4id-April -21	State ATAX Committee Meets & Makes Recommendation to Ways & Means
26-Apr-21	Ways & Means Recommendation to Town Council for Approval
4-May-21	Public Hearing & First Reading Budget Town Council
1-Jun-21	Second and Final Reading of Budget

#### Town of Kiawah Island FY2021 Budget Amendment All Funds Consolidated

Cash Basis

	Approved	Amended
Revenues:	Budget FY2021	Budget FY2021
Building Permits	664,493	<b>\$</b> 664,493
Business Licenses	2,267,184	2,267,184
Franchisee Fees	856,184	856,184
Local Option tax	472,073	602,567
State ATAX	1,356,025	1,688,275
Local ATAX	734,510	858,938
County ATAX	-	-
Hospitatity Tax	411,357	457,985
Solid Waste Fees	600,060	600,000
Interest	312,500	140,000
Other	160,000	160,000
Total Revenue	7,834,325	8,295,626
Expenses:		
Salaries	1,273,140	1,287,140
Overtime	3,500	3,500
Benefits	380,376	390,376
Payroll Tax	125,543	125,543
Employee Subtotal	1,782,559	1,806,559
Public Safety/Payroll and Related Cost/ Off Duty D	439,014	439,014
Public Safety/CCSO Contract	345,880	345,880
STR Code Enforcement	288 580	288,580
Utilities & Supplies	265,343	265,343
Advertising	4,500	4,500
Communications	51,820	51,820
Waste Management	1,034,080	1,034,080
Insurance	140,556	140,556
Professional Services	111,000	111,000
Consultants	61,500	161,500
Maintenance	453,160	459,145
Travel & Training	53,300	53,300
Rentals	41,000	41,000
Tourism & Recreations	1,507,172	1,523,572
Contributions	150,000	150,000
Other	246,945	246,945
Capital Outlay:		
Infrastructure and Landscaping	500,000	500,000
Vehides		-
Other	_	66,544
Debt Service	357,916	2,025,916
Total Expenses	7,834,325	9,725,254
Net Changes in Fund Balance	<u>\$</u> 0	\$ (1,429,628)

#### TOWN OF KIAWAH ISLAND BUDGET AMENDMENT PROPOSAL FOR YEAR ENDED 6/30/21 ALL FUNDS

	2020-2021 Budget									
	General Fund Budget	State Accom Tax	County Accom Tax	Local Accom Tax	Beverage Tax	Hospitality Tax	Victims Assist	Arts and	Capital Fund	Total
Revenues & Other Sources :	Budget	Fund Budget	Fund Budget	Fund Budget	Fund Budget	Fund Budget	Fund Budget	Cultural Events	Budget	Funds Budget
Accommodations Tax	\$ 110,920	\$ 1,577,355	s -	\$ 858,938	s -		•	-		
Hospitality Tax	110,620	\$ 1,577,555	3	\$ 600,835	•	\$ -	\$ -	\$ -	S -	\$ 2,547,213
Aid to subdivisions	35,000	-	0.00	-	-	457,985	π.	5	-	457,985
		-	-	5	-	17	-	=	-	35,000
Zoning Permits Business License Revenue	10,000		100		-	-	-	-	2	10,000
	2,267,184	(*)	-	-	-	9	9	=	-	2,267,184
Building Permits	664,493		121	-	=	-		-	-	664,493
Building Permits/Special Projects										1+0
Local Option Sales Tax	602,567		-	5	=	-	-	-	21	602,567
Franchise Fee - Electric	416,184	40	12	2	23	12	-	_		416,184
Franchise Fee -Beach	300,000	-		2	-	-	-	-		300,000
Franchise Fee - Other	140,000	21	-	-	_	-	_	-		140,000
Fines & Forfeitures	25,000	-	11	-	=	2	10,000			35,000
Interest Revenue	50,000	10,000	10,000	30,000	_	25,000	.0,505		15.000	140,000
Solid Waste Collections	600,000	-							15,000	600,000
Beverage Tax / Permits		_	-		45,000		-	-	-	
Miscellaneous Revenue	35,000	_	-	2	.5,555	12	-	-	-	45,000
Transfers In	0.040000			S			-	243,795	2,540,162	35,000
					(			243,795	2,540,162	2,783,957
Total Revenues & Other Sources	5,256,348	1,587,355	10,000	888,938	45,000	482,985	10,000	243,795	2,555,162	11,079,583
Expenditures & Uses :										
				and the second s						
Salary and Benefits/Regular Employees	1,585,778			138,386	-	-	_	82,395	25	1,806,559
Salary and Benefits/Deputies	57.014	191,000		191,000	-	-	9	-		439,014
Public Safety/CCSO Contract	47,837	-	-	298,043	9	7	-		-	345,880
STR Code Enforcement	288,580	-			ā	-	5	-		288,580
Utilities & Supplies	211,305	-	40.000	2,500	-	91,750	×	3,000		348,555
Advertising	4,500	-	3 <b>-</b> 5	-	-	_	2	-	-	4,500
Communication	51,820	-	-	=1	=	2	2	2		51,820
Waste Management	949,200		30,000	54,880	-	-	-	-	-	1,034,080
Printing	38,750			•	-	-	-	_	-	38,750
Professional Services	111,000	-	-		-	-	-	-	-	111,000
Consulting	161,500	-	-	-	_	_	_	_	12	161,500
Maintenance	284,495	14	26,900	6,750	2	151,000	2	2		469,145
Insurance	140,556	ii.			2	-		2		140,556
Travel & Training	53,300	G.			_	-	_	2	0.70	53,300
Rentals	41,000	-	-		-				,	41,000
Tourism Related Cost	-	920,307	440,865	7,000			2	155,400	700	1,523,572
Contributions	150,000	-	-	-,	2	2	-	155,400	-	150.000
Capital Outlay	59,000			208.333	2	216,000		-		483,333
Other	175,195					210,000	10,000	3,000	-	
Contingency	20,000	12	-		2	-	10,000	3,000		188,195
Debt Service			1-0		51		-	-	2.025.42	20,000
Transfers Out	2,077,155			482,139	50,000	174,663	-	-	2,025,916	2,025,916
	2,017,100			402,138	50,000	1/4,003				2,783,957
Total Expenditures & Uses	6,507,985	1,111,307	537,765	1,389,031	50,000	633,413	10,000	243,795	2,025,916	12,509,212
Change in Fund Balance	(1,251,636)	476,048	(527,765)	(500,093)	(5,000)	(150,428)	=	(0)	529,246	(1,429,629)
Fund Balance Beginning of Year	11,737,538	213,708	1,302,358	1,133,807	23,974	1,185,538	21,150	-	4,907,385	20,525,458
Fund Balance End of Year	\$ 10,485,902	\$ 689,756	\$ 774,593	\$ 633,714	\$ 18,974	\$ 1,035,110	\$ 21,150	\$ (0)	\$ 5,436,631	\$ 19,095,829
						,,	2.,100	- (0)	V,450,651	13,033,023

#### Business Licenses Standardization Is The Law Now

SC General Assembly passed the SC Business Licenses Tax Standardization Act in September 2020. Effective January 1, 2022, the new law will require:

- Adopt a new business licenses ordinance (needs to be adopted by 12/31/2021)
- lssue a business license for a period of May 1 to April 30 (implemented)
- Calculate the tax based on the business' gross income for the previous calendar or fiscal year (implemented)
- Use the law's definition of gross income (implemented)
- Accept a standardized application approved by the SC Revenue and Fiscal Affairs Office (starts 5/1/2022)
- Use the law's standardized class schedule (implemented)
- Allow business to apply for a license and make payments through an online payment system hosted by the SCRFA (starts 5/1/2022)
- Set rates for the 2022 licenses year to prevent a revenue windfall in the first year of compliance with the law (will be done during FY22 budget process)

#### Business License Fee

- Business License fee is an excise tax levied on businesses doing business on the Island. The fee is based on the gross receipts generated by the business.
- In 2020 the Town issued 1,795 standard business licenses and 1,431 short term rental licenses that generated \$2.1M in license revenue, or 44% of the total unrestricted revenues (GF).