

TOWN OF KIAWAH ISLAND
2022 Council Strategic Planning Retreat
Municipal Center Council Chambers
January 14, 2022; 9:00 am

MINUTES

Call to Order: *Mayor Labriola called the meeting to order at 9:00 am.*

Present at meeting: John D. Labriola, *Mayor*
Dan Prickett, *Mayor Pro Tem*
Maryanne Connelly, *Councilmember*
John Moffitt, *Councilmember*

Present Via Zoom: Dr. Scott Parker, *Councilmember*

Also Present: Stephanie Tillerson, *Town Administrator*
Joe Wilson, *Town Attorney*
Petra Reynolds, *Town Clerk*
Dorota Szubert, *Finance Director*
Brian Gottshalk, *Public Works Manager*
Craig Harris, *Public Safety Director*

Finance Department Priorities (2022)

Ms. Szubert stated the main purpose of the Finance Department was to safeguard the Town's long-term financial health, to preserve financial stability while ensuring a positive cash flow in the event of temporary revenue shortfalls or unanticipated major expenditures, and to continue to deliver the highest quality services to the resident and businesses on the island. She noted that despite major storms and pandemic revenue shortfalls, with the Town's healthy financial balance, it could operate as normal, not having to decrease any of the services to residents.

Ms. Szubert reviewed and engaged in a detailed discussion of the priorities, goals, and major initiatives for the Finance Department:

Priorities:

- 1) Prepare a 5-7-year financial plan with contingencies, including the possible impact of hurricane or flooding or any event closing operations on the island. It will be part of the budget process.
 - ▶ It stimulates discussion and engenders a long-term perspective for decision-makers
 - ▶ It can be used as a tool to prevent financial challenges
 - ▶ It stimulates long-term and strategic thinking
 - ▶ It helps to assess expenditure commitments, revenue trends, financial risks, and affordability of new services, programs, and capital investments
 - ▶ It is useful for communications with internal and external stakeholders

Discussion included the implications of an impending inflationary period and rising interest rates on the Town's balance sheet. Ms. Szubert presented the budget calendar for 2022.

- 2) Monitor and refine financial policies to enhance the Town's financial resiliency.
 - ▶ Fund balance policy
 - ▶ Reserve policies
 - ▶ Policies for consideration:
 - ✓ **Balanced Budget:**
 - **Legally Balanced- Budget** where the sources of money used to fund the budget are at least equal to the uses of money. Sources include revenues, fund balances, revenues, and borrowings.

- Operationally Balanced - Budget that does not use fund balance, reserves, or debt to fund the operating budget.
- Structurally Balanced - Budget where operating revenues equal or exceed operating expenditures in the current year.
- ✓ Stabilization or Rainy-Day Fund- Committed Fund Balance (%) in General Fund

Discussion of fund balances included the financial impact of a major storm, a decrease in business license and permitting revenues approaching a decline in construction, and the Town's dependence on the economic and tourism revenues.

- 3) Promote financial best practices among departments by enhancing the department head's involvement in the budget review process throughout the year and review and modernize the Town's procurement process.
- 4) Conduct a physical inventory count to confirm the accuracy of the existing database. This will be complete before the Town's audit in September 2022.

Public Works Department Priorities (2022)

Mr. Gottshalk stated that the principal goal of the Public Works Department was to ensure the protection of the residential character of the community. He reviews the initiatives for the upcoming years:

- ▶ Increased safety along Kiawah Island Parkway and Beachwalker Drive, as well as around the municipal complex
- ▶ Improved solid waste collection and disposal (beach, roadways, residential, and commercial units)
- ▶ Maintaining the natural look and feel of Kiawah consistent with the design and landscape behind the main gate.

Mr. Gottshalk stated that the overarching role of the Public Works Department was to procure and implement resources, to maintain, improve, and sustain town assets, infrastructure, and public services that are essential to the public health and welfare of the community. He reviewed how the role is achieved, how the Department's role is implemented into the municipal structure of the Town, the role of the new Public Works Assistant, and the functions of the Department.

Discussion included the department logging of concerns, complaints, or suggestions using the Citizen's Serve software to track reoccurring issues providing a consolidated database of information, and adding a definition of the Department's scope of responsibility.

Mr. Gottshalk reviewed and engaged in a detailed discussion of the priorities and initiatives for the Public Works Department:

Priorities:

- Implement plans for increased safety on Beachwalker Drive and the intersection at the Kiawah Island Parkway
- Solid Waste Disposal - Kestral Court redesign
- Improve solid waste disposal and collection, specifically on the beach and along the Kiawah Island Parkway
- Maintain the natural look and feel of the island at the Municipal center and along the Kiawah Island Parkway through routine maintenance and beautification initiatives

Public Safety Department Priorities (2022)

Mr. Harris reviewed and engaged in a detailed discussion of the priorities for the Public Safety Director:

Priorities:

▶ **Building philosophical underpinnings as the New Public Safety Director**

- Over 40 years ago, Town consented to have the Uniform Act on Regulating Traffic to Private Roads.
- Town conducted several studies on how to exercise suitable control over all public safety and law enforcement activities (24/7) for peacekeeping services to include enforcement of conservation, marine, state, and municipal laws, rules, regulations, ordinances, and codes.
- The recommendation was made to design a position to centralize and coordinate all police and public safety services on the island to meet both current and future needs.

▶ **Public Safety Director- Roles & Responsibilities**

- Assumes full management responsibility for all public safety department services and activities.
- Work harmoniously with multiple jurisdictions such as the Fire District, Emergency Medical Response, County Sheriff's Office, Island's private security components, Federal, State, or Private organizations, and stakeholders.
- Assumes the Town's Emergency management role during an emergency or special event.
- Act as an advocate for St. Johns Fire Department, Charleston County EMS, Beach Patrol, Kiawah Golf Resort (KIGR), and Kiawah Island Community Association (KICA).

▶ **Increase efficient communication among all security sectors and human capital.**

- Engage in and off-Island collaboration to capitalize on partnerships and programs within all public safety domains.
- Increase and strengthen communication flow among Kiawah community safety components and town officials.
- Engage in cross-divisional committees, task forces, and advisory committees.
- Identify and utilize technology to increase transparency and strengthen communication ability to provide information to the community.
- Ensure effective and efficient systems are utilized for crisis management and dispatch operations.

▶ **Monitor and assess all contracts related to Public Safety and Code Enforcement for TOKI.**

- Code Enforcement renewal
- Charleston County Sheriff's Office/Off Duty
- Emergency management recovery and assessment for removal
- Charleston County Emergency Medical Services

Director's Initiatives

- ▶ Development of the Director of Public Safety roles and responsibilities.
- ▶ Continue to increase response time to emergency calls.
- ▶ Create an SOP (Standards of Procedure) with the collaboration of all security and safety components of Kiawah Island.
- ▶ Increase shared situational awareness with local and operational area partners (EMS, Police, Fire, and/or federal agencies) through joint training.

Director's Challenges

- ▶ **Strength-** Town provided a centralized safety/security role for future developments
- ▶ **Weakness-** Organizational paradigm
- ▶ **Opportunity-** Promote organizational excellence for professional growth and a sustainable public safety program.
- ▶ **Threat-** Changes surrounding Kiawah Island and new developments.

Discussion included additional challenges, security at the new MUSC facility, reassessing the CCSO current staffing model, the Town's reliance on County services (EMS/CCSO), and the lack of deputy presence on the island.

Open Discussion Priorities (2022):

Mayor Labriola:

- Ms. Tillerson, Mr. Wilson, and Mr. Taylor are working with representatives from the community to develop the specific languages for sections 12-79 and 12-159
- Councilmember Moffitt leading the Ad Hoc group of community members and developing language specific to "disturb."

- Mayor Pro Tem Prickett and Mr. Taylor continue to work and expand the broad community to get their support for the sea islands way, a solution in the road development plan
- Mr. Taylor working on the comprehensive plan review
- How to develop a dialogue with community members, not only individual residents. Specifically on how residents feel about possible annexation from Freshfields to the first gate
- Taking the initiative and meet with Mr. Mark Permar on the proposed Beachwalker Planned Development
- Maintaining a balanced environment at a time when we have so much growth
- Ms. Szubert's development of a five-to-seven-year financial plan, including *what-if* scenarios
- Continue to support finding a resolution to the complex problem at the critical intersection of Beachwalker Drive and the Parkway
- Mr. Harris's continuing his work on the organizational paradigm
- How best to communicate to the community

Councilmember Connelly:

- Being more proactive rather than reactive
- The challenge of better communication

Mayor Pro Tem Prickett:

- Ms. Szubert suggestion on the creation of a contingency fund
- Working on the Comprehensive Plan
- Pro-activity versus reaction
- Communications to all different constituent groups, which include full-time and part-time residents along with visitors to the island

Wrap up

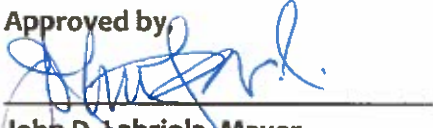
Mayor Labriola adjourned the meeting at 11:10 am.

Submitted by,



Petra S. Reynolds, Town Clerk

Approved by,



John D. Labriola, Mayor

4.11.2022

Date