



**TOWN OF HOLDEN BEACH
BOARD OF COMMISSIONERS
SPECIAL MEETING
WEDNESDAY, JANUARY 16, 2019 – 4:00 P.M.**

The Board of Commissioners of the Town of Holden Beach, North Carolina met for a Special Meeting on Wednesday, January 16, 2019 at 4:00 p.m. Present were Mayor J. Alan Holden; Mayor Pro Tem John Fletcher; Commissioners Mike Sullivan, Pat Kwiatkowski, Joe Butler and Peter Freer; Town Manager David W. Hewett; Town Clerk Heather Finnell; Assistant Town Manager Christy Ferguson; Planning Director Tim Evans; Public Works Director Chris Clemmons; and Detective Jeremy Dixon.

Mayor Holden called the meeting to order.

DISCUSSION AND POSSIBLE ACTION ON SETTING OF 2019 BOARD OF COMMISSIONERS' OBJECTIVES WITH TOWN MANAGEMENT

Commissioner Kwiatkowski explained the process for the meeting. She also mentioned that Waste Industries is changing the trash pickup day so the Board will need to revisit the newly revised ordinance.

The Board posted their ideas to each of the five categories (Policies/ Procedures/ Resolutions, Ordinance Related, Financial/ Budget, Long-term Plans and Advocacy). The Board members made lists for each based on everyone's input. Commissioner Kwiatkowski explained that the scoring system is 3 points for must have, 2 points for should have, 1 point for nice to have and 0 points for not important.

The Board reviewed the suggestions (hereby incorporated into the minutes) and clarified any questions on the topics. The items clarified were as followed.

Policies/ Procedure/ Resolutions

- Cross train finance staff: Mayor Pro Tem Fletcher said the topic is meant to cross train the staff within the three functions. If one is sick, the other can fill in. He said it would be so they know each other's' jobs.
- Better communication among elected officials: Mayor Holden said he isn't contacted by some of the Board and he isn't made aware of what is going on. He said a lot of times he comes to meetings where most of the decisions are made before the Board gets there and a lot of the times he doesn't have a clue. He used trash as an example. He feels like he is a whipping post. Mayor Holden stated it is frustrating for him because in his 20 years as an elected official, he

has never been left out like he is now. He said he doesn't get any input, just the votes. He said it would be nice to have some communication or warning on some of the stuff coming. Commissioner Butler asked if he has any ideas or suggestions. He always had a management team and has been able to communicate with the team, but in a public environment you can't do that. Mayor Holden asked to be included in what is going on.

- Use pre & post beach sand data (east, central reach, west sections) to include a crisis point: Commissioner Butler said it's kind of like throwing up a red flag as mentioned in a previous meeting.
- Improve community rating system score: Commissioner Sullivan clarified that he is talking about the flood score.
- Update communication plan and website: Commissioner Freer explained he is referring to a general communication plan. He said for emergencies we do a good job. Town Manager Hewett explained we don't have a formal communication plan. He said we communicate in a lot of different ways and inconsistently. Commissioner Kwiatkowski said the item could be establish a general communication plan. She asked if he means a website update. Commissioner Freer replied yes. Commissioner Kwiatkowski said she believes that was going to be looked at this year.

Long Range Planning

- Organizational analysis: Commissioner Kwiatkowski said the Board received copies of that last year. Mayor Pro Tem Fletcher questioned if they were updated. He said as technology changes, jobs change.
- Stage II Sewer Pump Station upgrade is also in Policies and Procedures. Commissioner Kwiatkowski inquired where the Board would like to put the item. The Board will take out this item (#4) in Policies/ Procedures/ Resolutions.

Ordinances

- Update ordinances – Commissioner Freer said there are ordinances that are old and outdated, that are wrong or conflict with others. Mayor Pro Tem Fletcher asked if the Planning & Zoning Board was going to look at that. Planning Director Evans said the Planning & Zoning Board wanted him to pass along that one of their top priorities would be to update the commercial zoning ordinance. Town Manager Hewett stated that is a good example of a specific item, but he would shy away from a whole review of the ordinances. He suggested if there were specific items they could be looked at. Commissioner Freer said he could ask why the whole thing hasn't been updated.
- Enforcement of ordinances – Commissioner Freer stated in general our ordinances aren't enforced uniformly. Commissioner Kwiatkowski said we just had a discussion on the dog ordinance. It was clear that nobody wanted to change it and that we would never have regular enforcement of that ordinance. Commissioner Freer said he thinks he talked to the Police Department on that. Commissioner Kwiatkowski said the Board did agree on some things, but asked what ordinances in particular he would like to focus on to develop something that is robust and will get meaningful results. She said this is broad. Commissioner Sullivan agreed that

the ordinances are not enforced uniformly. He said there is a reason for that, there are season and manpower issues. He suggested the Town could prioritize. He used parking as an example. He explained he spoke to Attorney Fox to find out if the Police Department can enforce the trash ordinances. She is going to look into it. He said the Board can discuss what they specifically hope the Police Department could help out with. Commissioner Butler added it would be like the suggestion from last night. He said visibility will hopefully help resolve issues. Commissioner Kwiatkowski asked if it should be enforcement of ordinances, prioritization and actions to develop enforcement policy as needed. Commissioner Freer agreed that is okay. Town Manager Hewett said he doesn't think it is the Board's role to get into how things are done. It is the Board's role to talk about what they would like to see and it is the executive staff that is responsible for responding to the desires of the Board. Commissioner Kwiatkowski responded that the Board would be giving their inputs so staff knows what the Board is thinking when staff does their final program. Town Manager Hewett said he hears what the Board is saying, but he doesn't think it is okay for the Board to develop specific actions. It is staff's responsibility to determine the tactics and techniques to be employed to affect the desired outcome. Commissioner Butler explained that what he said last night was a suggestion.

- Trash related: Commissioner Kwiatkowski said she thinks we need to back up and figure out where we are going now.
- Organization analysis: Commissioner Kwiatkowski questioned the category this item is in. Town Manager Hewett stated on the Finance and Budget page there are some personnel issues that should probably all be grouped together. He said that should probably be moved, along with the next item, employee training and advancement. Those sections should be combined under personnel.
- Committee and volunteer recognition event: Assistant Town Manager Ferguson explained the Town has a luncheon once a year to do that. The Board will cross that item out.

Finance/ Budget

Commissioner Sullivan asked if the Board was going to take this home and categorize it. Commissioner Kwiatkowski said it will be scored, tallied up and a list will be prepared by total. It would still be open to discussion.

Commissioner Sullivan inquired where the number came from under the item that reads \$10 million dedicated sand fund over 10 years. He wants to know if that is feasible. Commissioner Kwiatkowski said she is the one that put revisit and update General Fund Policy/ overall financial policy. At one of the meetings when the Board had to say it was okay to put money into the sand reserve fund even though the General Fund has not hit the target it was mentioned that the Board may need to revisit how they wrote things so it is not the case of having to vote to not follow policy if the Board wants to put money into the reserve fund. She thinks it has a lot to do with discussing how these numbers came up and if they are the right numbers. Mayor Pro Tem Fletcher said the \$10 million is not a calculated number. It is a goal to shoot for and get as close as you can to it.

Commissioner Kwiatkowski stated it is 5:15 p.m. The Board hasn't gone through discussion on the whole list. She suggested another workshop to finish this up. She said the Board should agree on

their top choices and divvy them up to see who will be the point person on each topic. She asked the Board to provide their availability to Town Clerk Finnell.

ADJOURNMENT

Motion by Mayor Pro Tem Fletcher to adjourn at 5:16 p.m.; second by Commissioner Kwiatkowski; approved by unanimous vote.

J. Alan Holden, Mayor

ATTEST:

Heather Finnell, Town Clerk