



## **2019 Meet the Candidates Night**

### **Candidate Responses**

**NOTE: Mayoral candidate Alan Holden did not submit any responses to the questions.**

**Question 1**

Please tell us your address, education, work experience, involvement with community organizations, and any other helpful background information about yourself.

**Gerald Brown** – I reside at 851 Heron Landing Wynd. I have lived in the Holden Beach area my entire life of 60 years, 17 years on the Island. My wife, Janie, and I have been married for 32 years. I have owned and operated Brown Remodeling for 30 years. I have an Associate’s Degree in Nursing. I previously served on the Holden Beach Board of Commissioners.

**Joe Butler** – **Address:** 169 Brunswick Ave. East; **Education:** Associate Degree in Engineering, BS Degree in Management from Rutgers University; **Work Experience:** Thirteen years with Westinghouse Electric Corporation as a Senior Quality Engineer; Five years as Director of Operations for Mission Dental Manufacturing Company; Twenty years with Schering Plough and Merck Pharmaceutical Corporations as a Director having responsibility for various manufacturing facilities throughout the United States. **Involvement with Community Organizations:** Member of the Knights of Columbus; Past Exalted Ruler and Life Member of the Benevolent & Protective Order of Elks; Current member of Saint Brendan’s Finance Council; along with organizing a Health & Wellness Committee that provides health related education to the community; Past chairperson-Winding River Plantation Beach Club Committee; Past Winding River Board of Directors member for two terms; Member of the Winding River Car Club. **Military Service:** Served 15 years in the New Jersey Army National Guard appointed to First Sergeant 250<sup>th</sup> Signal Battalion / 50<sup>th</sup> Armored Division. **Family Status:** Married to Sharon Butler, two children and two grand children

**John Fletcher** – 148 Yacht Watch Drive, Holden Beach, NC 28462-5050: attended USAF Academy (ex ’63), Arizona State University and University of Colorado (Boulder). Degrees: BS Accounting and Finance, MBA and Doctor of Business Administration: Certified as a Public Accountant, Internal Auditor and Production and Inventory Control Officer: Licensed USCG Master Captain, Master Trainer Scuba Instructor, retired USAF Captain (22 years, Vietnam veteran with Bronze Star and Meritorious Service medals): Co-Chair Holden Beach Chapel Men’s Fellowship organization, Chair of Liturgy Committee, member Outreach Committee and Team Leader Usher Committee: retired Academic Dean Lake Forest Graduate School of Management, current consulting Professor of Accounting, Marquette University Executive MBA Program (23 years ): current consulting Professor of Finance, National Association of Corporate Directors (30 years); former faculty USAF Academy (’73-’76), University of Colorado and Wichita State University. Former Executive Director The Institute of Internal Auditors, Chief Executive Officer, Mentor International (Chicago), Director Industrial Engineering and Control Evaluation, Union Pacific Railroad Company and Director Telecommunications and Internal Control Evaluation, and Borg Warner (Chicago). Married to Marie-Pierre Fletcher (Chapel Choir Director) 7 living children and 9 grandchildren.

**Peter Freer** – **Address:** 198 Brunswick Ave W. **Education:** State University of New York at Delhi, Associates Degree in Design Engineering. **Work experience:** Project Manager Product Lifecycle Management Green Mountain Coffee Roasters, IT Manager Pfeiffer University, Project Manager Product Lifecycle Management Implementation IBM Global Services, Tool Designer IBM Charlotte, NC. **Involvement with community organizations:** Holden Beach Commissioner for 2 terms, HBPOA Board Member, Kings Crossing HOA President. **Family:** Married to Lea Caldwell Freer (Shallotte Middle School Science Teacher), two children in Charlotte area.

**Pat Kwiatkowski** – **Address:** 1298 OBW; **Education:** BS and PhD in Chemistry from Purdue University. **Work Experience:** I spent 25 years in crop protection regulatory affairs at a large multi-national company. I managed people and handled personnel development and performance issues. I created and managed multi-million dollar budgets. I was responsible for keeping products registered according to the current standard, often working with attorneys to define best options. I interacted with technical and administrative officials in state, federal and global agencies and engaged in collaborative problem solving. I frequently participated in committee/task force efforts requiring analysis of laws/regulations, policies and procedures and data to prevent or resolve issues and improve the status quo, and I was frequently involved in writing Task Force position papers and negotiations with authorities. Since moving to Holden Beach in 2016, I have served for 3 years as Treasurer of HBWPOA and represented the POA on the Alliance of Brunswick County POA. I have been a Commissioner since December 2017.

**Regina Martin** – Regina “Gina” Gobble Martin 1032 Ocean Blvd West Holden Beach NC. I have lived at Holden Beach full time since 2011. I Have a BS in Psychology from UNC. I am an insurance professional handling personal lines for over 30 years. I have owned retail and wholesale businesses in the past. I currently own MerMaid Resort Services ,which I started in 2012, here on the Island. We provide property management, cleaning, pool maintenance, general maintenance and landscaping services to our clients. I have been an active member of the Holden Beach Beautification Club for a number of years. I have served as treasurer and 2 years as President. I served as membership and fundraising chair for The HBPOA for several years. I was a City Commissioner for 2 years. My family has owned property at Holden Beach since 1962. I am proud to call this my forever home.

**Brian Murdock** – **Current Address:** Brian Murdock, 124 Durham Street, Holden Beach, NC 28462. Moved to Holden Beach in 2000. **Education and Work Experience:** NC Licensed General Contractor since 1993; Attended Central Piedmont Community College and North Carolina State University; Coast Guard Captain and Operate a Commercial Fishing Vessel; Owner of VCC, Inc. which is a Construction Company; Owner of OEV, which is a Property Maintenance Company; Owner of Fantasea Rentals, which is a boat Rental Company

**Mike Sullivan** – I live at 648 Ocean Boulevard West with my wife, Janice. We have 5 grown children and 7 grandchildren. I was a member of the NYPD for 25 years, retiring as a Lieutenant. I was both a police officer and supervisor of a unit tasked with the suppression of violent street crime and the apprehension of violent felons. Made and assisted in the approximately 1000 felony arrests and was cited for bravery on 19 occasions. Oversaw the computerization of the NYPD timekeeping and payroll processes and managed a 100 million

dollar budget. Attended college and law school while working for NYPD. Graduated, City University, John Jay College, BA Public Administration, Magna Cum Laude; Graduated, Saint John's University, School of Law. Practiced law for 20 years concentrating in the defense of municipal corporations (Towns, Villages and School Districts). Represented 2 of the largest Commercial Property Owners in NYC. Managing Counsel for Commercial Claims for Nationwide Insurance, a Fortune 100 Corporation. I have been involved in community issues since moving to Holden Beach in 2012 and have been a member of the Planning and Zoning Board, Chairman, Sewer Advisory Board, Director HBPOA and I am currently a Commissioner.

**Woody Tyner - Address:** 137 Tarpon Drive. I grew up in Lumberton, NC and spent many summer vacations with my family at Holden Beach. My dad taught me how to drive his old Volkswagen Beetle on the dirt road between the dunes where Holden Beach West is now situated. I have been a property owner since 1995.

**Education:** Bachelor of Science in Chemistry and Master of Business Administration, East Carolina University.

**Profession:** Retired in 2017 as a Senior Vice President after 36 years with BB&T. Held management positions in operations, commercial banking services, and strategy development. Responsible for a budget of \$150 million in revenues and \$24 million in expenses. Previously served as President of Creative Payment Solutions, a subsidiary of BB&T Corporation selling banking services to other banks. Elected to the Chairman of the Board of the Electronic Payments Network, a NY-based company owned by the Top 20 U.S. banks. **Political and public**

**service experience:** No prior political experience. Currently Holden Beach Planning and Zoning Board alternate member, Holden Beach Audit Committee member, and Land Use Plan Committee member. Trustee and Assistant Treasurer for Holden Beach Chapel and volunteer for *A Second Helping*. Served on the boards of non-profit organizations such as the Red Cross, United Way and YMCA. Because of my banking background, I recently volunteered to assist the Town Manager in completing a banking services evaluation and cash flow analysis for the Town. We were able to increase Town revenues annually by an additional \$200,000.00.

## Question 2

Why are you running for office and what would you like to communicate to voters?

**Gerald Brown** – I understand that the residents of Holden Beach want their voices heard; they want their ideas and opinions heard. It is important to me to represent their interests to benefit and move the Town of Holden Beach in the right direction.

**Joe Butler** – I am running for re-election for one of the five commissioners positions so that I can continue to be a part of a team that has the best interest of all the taxpayers, while continuing to address the numerous challenges that face our island. Maintaining the current philosophy of the board of commissioners is paramount, along with continually focusing on policies and goals that will continue to provide a safe and healthy Family Beach Environment. As a commissioner, I have been able to stress the importance of our number one priority / goal through transparency and collaboration, which is beach re-nourishment. Without a strategic plan that includes constant follow up with key stakeholders to include the Corps of Engineers, along with working with the various shore line protection groups, FEMA , HB Inlet and Beach Protection Board and

implementing a Capital Reserve Sand Fund the number one goal would be at risk. Another key point that I have focused on during my first term and now going forward, is maintaining a tax base that considers all of the retirees that enjoy their homes as full time residents, those that occasionally enjoy their homes when they can and those home owners that rent their homes and enjoy them as time permits. Being on a fixed income as many of us are on is a key concern that I have heard from many of you.

**John Fletcher** – I am standing for re-election to the H. B. Board of Commissioners in response to requests by resident voters. My intent is to retain a sufficient number of independent Board members that preserves our Commissioner/Town Manager form as government and prevents a Mayor/Town Manager form of Government. Our Town Charter intends to provide for the residents a Board that sets policy and a Town Manager that implements that policy.

**Peter Freer** – I am running for a third term for the Board of Commissioners to do my best to ensure the focus remains on a environmentally healthy beach strand, the continued strengthening of our towns financial position and to make certain a persistent transparent local government is a priority. I'm also running again to maintaining the current alignment of the Board, which is important in keeping a positive independent direction.

**Pat Kwiatkowski** – I would like for Holden Beach to remain an attractive community as well as popular vacation destination. Serving as a Commissioner is an opportunity to apply my experience to help define or refine policies and practices in ways that enhance our Community. My work experience taught me how to assess facts, come to a decision, define and implement a plan and evaluate results to determine whether a different path may be needed. I understand the importance of maintaining good relations with outside decision makers and know how to advocate with respect. I know keeping good people is not a given-it takes commitment. As a Commissioner, I do research in advance and come to meetings to listen, discuss and make decisions best for the Town, residents and property owners. I often share my thoughts in advance of meetings by writing my position for inclusion in the meeting package-I want people to know where I stand and why . I understand technical, budget and legal issues and always aim to stay within the rules. I am comfortable working with staff and outside authorities. I believe working in collaboration with other communities brings benefit.

**Regina Martin** – I am running for office again because I do not believe the community is being served well by the current group of Commissioners. When I first moved here full time in 2012 this was a warm and friendly place. A lot has changed in the past 4 years and many tell me they are thinking about moving off the Island. It seems something negative is constantly going on. Most recently the “Trash” not sure why it took multiple meeting and changes to really do very little. It is special meeting after special meeting. If you have never been to a Commissioners meeting you should go and see your elected officials at work. Especially if you were one of those that put them in office. I believe we need more diverse individuals who will do their own research, not appoint a committee all the time and when they do appoint a committee respect their reports.

**Brian Murdock** - Before my wife, Ammie Archer, and I decided to make Holden Beach our hometown, we vacationed at Holden Beach most of our lives. We are the tax payers who put our trust in the BOC to protect our Beach, our property, and our homes from harm. I'm concerned the current BOC and Town Staff is not capable of managing our Town finances. Without responsible and capable management of our finances, Holden Beach cannot protect our most important assets which are our Beach, our utility infrastructure, and our homes. I decided to run for Town Commission for several reasons. I have been a contractor on the island for almost 20 years. I have been an integral part of development and construction of many homes which ultimately created a larger tax revenue base for the island. This Town has major issues that are being ignored. The East end of our island is eroding, the Lockwood Folly Inlet needs to be dredged, and our island is not adequately diverting water from roadways or homeowner's property, to name a few. The Town has personnel issues, inadequate communication to the community, utility infrastructure problems, and serious parking concerns. If elected, I will do my best to be the voice of the property owners of Holden Beach. I will stand up for the majority and make sure we continue to have or acquire the necessary resources to pay for what is needed as well as put away reserves for the unexpected.

**Mike Sullivan** – I'm running for office because I believe that I can contribute to ensure that Holden Beach remains the awesome family oriented beach we all want it to remain. I've been concerned and involved in community matters since I purchased my home in 2010. My background and experience in law enforcement, the practice of law and management of personnel, assets and large budgets have honed the skills most needed to be an effective member of the Board of Commissioners.

**Woody Tyner** - Now that I am retired, I want to spend some of my time “giving back” to the communities and organizations that have been a meaningful part of my life. Holden Beach has been a big part of my life for many years. I want to ensure it continues to be our “special place” for residents, visitors, renters and property owners today and for future generations while preserving our family beach atmosphere. My goal in seeking election to the Board of Commissioners is to work with the other Commissioners, Town staff and the residents, property owners and businesses to achieve solutions in the best interest of all of Holden Beach. Most importantly, I believe we should cherish Holden Beach's past, deal with present concerns, and plan for the future! My approach will be based on transparency: soliciting input from the residents, property owners and businesses of Holden Beach; encouraging discussion and cooperation; exploring all responsible alternatives; acting in the best interest of Holden Beach. We can do better at listening to the concerns of all the residents, property owners, and businesses, working with and supporting Town staff, and working with each other. I do not believe the Commissioners have all the answers to some of the challenges facing the Town. The BOC should actively solicit feedback from property owners, represent the will of the people, and make decisions in the best interest of all of Holden Beach.

**Question 3**

Are you satisfied with the current ordinance regarding trash can requirements, including rollout, rollback, and the use of corrals? If not, what needs to be done?

**Gerald Brown** – I believe our current trash ordinance is fair. I understand that some residents oppose the rollback, but we need to keep in mind that not all homeowners are permanent residents. The main goal of the trash ordinance is to maintain the beautification of our island.

**Joe Butler** – Based on providing island wide consistency pertaining to a roll back service program for trash and recycling containers for all households, which includes the use of corrals, I am satisfied that we are providing the same service to all taxpayers, rather than a roll back program for households on the Boulevard only. Due to the housing growth over the years, and providing the same level of service to all taxpayers it was decided to investigate island wide roll back and rollout. Container roll back was a much easier process to implement than a number of the concerns that surfaced pertaining to the obstacles associated with container roll out. In order to implement the program before the start of the 2019 summer season, it was decided to move forward with the roll back portion of the investigation. This decision helped to resolve the issue of roll back on the boulevard only service in place for a number of years. It also helped with constant trash container street visibility, environmental, safety concerns and also helped the 80 plus percent of taxpayers that are full time residents outside of Holden Beach, who frequent their homes and have no way to remove their trash containers from street side of their property after trash collection day. The cost for the boulevard only rollback program for those home owners was approximately \$35K, and implementation of an island wide program is \$52K. (Occupancy tax funded ) Going forward, review the program to determine if any changes are required

**John Fletcher** – The Town consists of about 2,500 homes: about 1,000 of these are owned as vacation homes for non-residents, about about 1,000 are owned as rental homes and about 500 are owned by permanent residents. The 2,000 owned homes that are not home to residents pay about 80% of the property taxes. The rental homes provide approximately \$2 million dollars in occupancy taxes. The effect is that residents pay less than 10% of the total annual income to pay the Town expenses. The current roll back procedure is, in my view, the optimal for the greatest majority of owners with roll back paid primarily by occupancy taxes. This is necessary for the 2,000 owners that are not resident to return their trash cans. I fully support the current ordinance.

**Peter Freer** – I understand the trash ordinance is not perfect, but island wide rollback is fair and effective since there are a large number of homeowners other than Ocean Blvd that want a clean street after pickup. Allowing for rollout at any time is a recognition that many homeowners leave on Sunday and not rolling back full cans thus allows for the emptying of trash and not returning trash to the home (where it would remain until the homeowner returns). Rollout is not plausible for the same reason, it is not known if the trash has been deposited in the can, and if the home was occupied, the occupant can roll out. Many people were encouraged to use corrals and therefore the continued use is acceptable. As in all ordinances, I encourage feedback, review and updated as needed.



**Pat Kwiatkowski** – I am not satisfied. In my opinion the most critical objective was to get all cans away from the roadside on pickup day as soon as possible, particularly on Saturdays in season when the new wave of renters arrive in early afternoon. Agreeing to island wide rollback was meant to achieve that until three commissioners changed their minds and voted only empty cans would be rolled back. This has meant during season several hundred cans full of garbage (sometimes overflowing) sit at roadside from Saturday until Tuesday pickup. This needs to be fixed. Responsibility for looking into rollout (preferably voluntary) was assumed by Commissioner Freer; there has been no followup discussion. We need to continue to audit rental properties to ensure they have the requisite number of cans. We need a clear enforcement policy and designated manpower to address trash heaped at the side of the road. I object to corrals that store bins at the sidewalk or roadside edge; properly built corrals away from the road in a sheltered area can be an acceptable alternative to bin storage under or alongside the property-standards would be useful.

**Regina Martin** – No, do not believe they ever got it right. Trash is very complicated here due to our mixed population. We have residents, we have rental guest, we have non residential owners that do not rent, and businesses. We have months with heavy use and those with not much use. In my business I may go up and down the Island 20 times a day and I can tell you trash is still an issue. I believe we can get a better ordinance that can meet the needs of all with just a bit of work.

**Brian Murdock** - When problems like trash cans are brought to the BOC, I'll be asking for feedback from property owners. I asked over 30 homeowners about this topic. No one wants to see trash blown into the roads, marshes, or onto our beach. Since everyone agrees this is a concern, the Town has the resources to solicit feedback and make changes. Of the homeowners asked, 40% are ok with the existing trash can requirements for rollout and rollback if the Town maintains performance-based contracts with guidelines from the BOC for reasonable costs. The 60% that are not ok with the existing ordinance want to keep the trash cans invisible from the road. It would be simple to count the homes with existing corrals and determine if the corrals can be moved behind the homes or out of sight. Understanding this is a cost for those homeowners, the Town can allow plenty of time for the change. In the meantime, the Town can make sure no new corrals are allowed from this point forward. Most of the homes on this island are Rental homes so imposing fines on homeowners with vacationers is out of the question. I suggest wording to keep trash and recycle bins out of sight except for trash pick-up days and let the property owners of Holden Beach find their own solutions. If the remedies above do not satisfy all property owners, but it satisfies the majority, that is the solution for our community.

**Mike Sullivan** – I am not satisfied with the current Solid Waste Ordinance. After more than a year of work, which included the Solid Waste Working Group (SWWG), 9 open meetings and a good deal of frank and open discussion, an ordinance was passed 4-1 by the Board of Commissioners (BOC). Commissioner Freer voting against because the cost of the roll back was not established (see Minutes BOC Meeting 12/18/18 pages 4-6). The ordinance incorporated suggestions from the SWWG report such as more frequent recyclable pickups, an extension of twice a week trash pickup during the "shoulder" season and substitution, under certain conditions, of a recyclable container for a trash container, Town wide roll back and reasonable restrictions on when trash



cans could be placed at the curb. However, almost immediately after that vote, Commissioners Butler, Fletcher and Freer decided they had made a mistake and voted to revise the ordinance, voting to remove the penalty for placing trash and recyclable cans curbside outside the ordinance's prescribed times and for leaving full trash cans curbside until the next trash pickup. This vote has resulted in more trash cans curbside throughout the Town and especially on Ocean Boulevard while squandering \$50,000 in a rollback program that is totally ineffectual. We were one issue away from having a plan that would have best served the majority of property owners of Holden Beach. We should have extended, the enforcement date while working on education and the roll out issue. Instead the ordinance was revised, eviscerated and made useless and ineffective.

**Woody Tyner** - I am not satisfied with the current trash ordinance. There are still a large number of garbage cans out by the road for several days after trash pickup day because the property owner or renter missed the time for pickup or weekend homeowners placed the garbage can by the road for Tuesday pickup on Sunday afternoon as they leave town. It looks unsightly and creates potential safety hazards especially along OBW near public access points to the beach. I believe the Board of Commissioners should: 1) Survey residents, property owners, and the rental companies using e-mails distributed by the Town and Holden Beach Property Owners Association (HBPOA) to solicit feedback about how the new trash ordinance is working for them and what changes they would suggest to the Town; 2) The Board of Commissioners should review the survey results from property owners and propose changes to the ordinance to address the needs; 3) The Board of Commissioners should then communicate by e-mail to the public an explanation and justification of any proposed changes to the ordinance with an opportunity for the public to provide feedback one last time before any changes become permanent.

#### Question 4

On several occasions ordinances were passed that later needed to be changed after receiving significant public feedback (e.g., impact fees, trash). How can this situation be avoided in the future? What level of involvement and engagement do you expect from property owners during the ordinance development process?

**Gerald Brown** – It is important that anytime the Town is proposing a new ordinance and/or revision, ample notice needs to be given to the residents. Also, public forums should be a requirement so that the residents have an opportunity to voice their input on the development, passage, or revision of any town ordinance.

**Joe Butler** – House Bill 436, there should have been a better understanding of the impact to all of the various key stakeholders before making a final decision. Even though meeting agendas are published prior to the monthly meeting, commissioner meetings are open to the public and minutes are available on the towns web site there is an apparent communication challenge. There was a public hearing providing an opportunity to the public to comment. There is no doubt in my mind, that when the impact fee recommendation was presented to the commissioners by town staff there should have been a better understanding of the potential overall impact that it would have on future growth to the town, along with the various options that were not discussed before making a decision. North Carolina House Bill 436 was both confusing along with having a time constraint

to approve it. The majority of commissioners listened to the various stakeholders and revised the ordinance. Impact Fees require additional review and possible action by the commissioners. Trash ordinance, there was plenty of input from the 80 plus percent of taxpayers that are not full time residents expressing their dissatisfaction with the December 2018 changes to the ordinance. The comments received were that it is virtually impossible to comply with the changes to the ordinance, to include being fined due to lack of compliance. The majority of commissioners listened to these taxpayers and revised the ordinance to include container roll back and elimination of fines.

**John Fletcher** – I would prefer that all important votes require a second reading at a subsequent monthly meeting to confirm the Board’s decision on that matter. Between meetings an information blast should be provided to all owners to better inform them. If the HBPOA conducts an opinion survey, the results should be provided to the Board prior to the second reading. Where appropriate, a well advertised public hearing should be held to better inform the public.

**Peter Freer** – The impact fees and trash are examples of the process being followed but not working. The public was obviously not engaged until the ordinance was passed and the full impact known. I would like to review the communication process with the public and ask for ideas so that we can further involve the public beforehand. The saving grace in both examples was the majority of the Board of Commissioners listened to the public input when it was put forward and acted accordingly. The impact fee was presented to the Board by the passing of the NC House Bill 436 that required the town to do an analysis of water and sewer development fees. The result was confusing and not understood that the town could charge differently than the resulting maximum fee. When public feedback showed that fee was much higher than the existing fee and that the Board could select a fee other than the maximum, the fee was adjusted back to the previous amount. The Board has planned to redo the analysis to ensure the budget was not negatively affected but this is delayed due to Oak Island litigation that could affect Holden Beach. Trash was similar in that the full impact was not fully understood until the feedback was given to the Board. Again the majority of the Board reacted to the additional input and adjusted accordingly.

**Pat Kwiatkowski** – Highlighting ordinance discussion agenda items in a separate email blast prior to a BOCM might raise awareness of property and business owners ( they don’t have to search thru a long agenda specifically for ordinance items). As the process progresses, the discussions specific to ordinances could be pulled from the overall minutes and again sent by separate email (so people don’t have to search multi page minutes for the ordinance specific paragraphs). If interested individuals/parties would send their questions and comments in to the town clerk (not individual commissioners) for BOC consideration and discussion at meetings as the ordinance discussion and revision progresses (rather than to private emails at the end of the process) we should face fewer objections on the final product. However, we need to accept there will never be 100% acceptance of change, and in the end it is BOC responsibility to determine what is best for the Town and the majority of our residents and property and business owners-ultimately commissioners must have the courage of their convictions. It also needs to be noted there is additional time and effort required from the Town Clerk and/or staff.

**Regina Martin** – Yes a lot of ordinances have been passed by this group of commissioners and a lot have been revised numerous times. The city attorney has stepped in many times to tell the commissioners that cannot do certain things. I believe a commissioner should work with the community and gather as much information themselves on every aspect of an issue. Instead of appointing a committee of their friends to do their work for them. A commissioner should be working for the community all the time and be willing to listen to everyone’s concerns.

**Brian Murdock** - I’m a businessman, not a politician, but over the past few years, several ordinances were passed without the support of the property owners and those of us that voted for this BOC. With the proper ordinance development process in place, this could not happen. A review of existing ordinances by not just the BOC but all property owners is important. Committees are in place to support the BOC and the process should be: 1) Research the issues; 2) Solicit input; 3) Participation by all the stakeholders; 4) Communication to everyone affected so no one is blindsided by change.

**Mike Sullivan** – As outlined above, there was no good reason the Solid Waste ordinance was revised. Similarly, there is no valid reason why the Developmental Fee Schedule was revised abruptly and without careful and due consideration. Prior to voting on the Developmental Fees there were 3 BOC meetings, the report was posted on the Town website for 30 days, and a Special Meeting was held where the McGill and Associates consultants explained the process and answered questions. Not one person, who later voiced opposition to the enacted fee schedule, took advantage of any of those opportunities. In addition, prior to a vote, the Audit Committee, Chaired by Commissioner Fletcher, reviewed the study and forwarded it to the full Board without comment. So, I was amazed when once again, Commissioners Butler, Fletcher and Freer did an about face. This time stating that they didn't realize what they were voting for. My answer to the question is straightforward. Commissioners should study the issues, know what they are voting for or against, not succumb to pressure from interest groups and have the courage to stand by their convictions. Property owners and interested parties should closely follow developments and issues as they arise and provide comment and opinion prior to any vote. I welcome and continue to ask for an increase in attendance and participation at BOC meetings.

**Woody Tyner** - These occasions where ordinances were passed and later changed after significant public feedback are a result of the Board of Commissioners not proactively requesting input or feedback from the public. Assuming only the attendees that are willing to speak to an agenda topic at the beginning of the Commissioners monthly meeting or no comments at all represent the will and best interest of Holden Beach is a critical mistake. Many residents do not have the time to attend the monthly Commissioners meeting. Most part-time or weekend homeowners are unable to attend weekday meetings. I believe the BOC and Town should be using e-mail surveys or social media more frequently to gather input on critical issues from residents, property owners, and businesses. The Town collected over 900 responses to the Land Use Plan survey using HBPOA e-mails and Town e-mail blasts.

**Question 5**

On multiple occasions, citizen committees made recommendations only to have the BOC then come up with something different on their own. How can committees be more effectively used? What responsibilities should committees and boards have versus the BOC?

**Gerald Brown** – In order for any committee to have a successful partnership with the Board of Commissioners, there should be members appointed to those committees with diverse backgrounds, and not committees that are made up by personal connections.

**Joe Butler** – Let me first make it clear that any Citizen Committee is organized and charged with a specific subject to perform a deep dive into the subject matter and provide the BOC with their findings and recommendations. It is the responsibility of BOC to review the information developed by the qualified volunteer Citizen Committee, along with support and guidance they received from a subject matter expert member of town staff, and if there are no major or glaring issues approve the recommendations. These volunteers, along with direction and guidance from town staff do not need to be subjected to a wordsmithing exercise after the hard work they have accomplished. There are also other volunteer Citizen Committees that not only work with town staff subject matter experts, but it is sometimes necessary to hire a consulting group that has complete knowledge of the subject matter along with a clear understanding of current required laws. Currently, there are two active Citizen Committees that have been working on both The Land Use Plan and The Oceanfront and Inlets Management Plan for an extended period of time. These committees have been working collaboratively with town staff and contracted subject matter expert consultants. The cost to the town for both of these consulting groups is \$56,290.00. Due to the expert consultants that were brought on board, numerous volunteer hours by the committee members and direction and guidance from town staff the net results will be two documents that will provide sufficient details for the BOC to review and approve without major discussions.

**John Fletcher** – I feel strongly that the Board members should limit their drive to change the wording of reports developed by our qualified Committees. If I feel the wording of a proposed report is clearly inappropriate, I should provide my input to the Committee early enough to allow the Committee to amend its report to the Board. We are blessed to have critical Committees staffed with extremely qualified and capable members and leaders. I prefer to accept their wording in reports so long as it is not patently incorrect or inappropriate.

**Peter Freer** – I see citizen committees performing the deep dive into the complex subjects that face the community. The majority of the Board of Commissioners supported creating the new Inlet and Beach Protection Board to do the detailed work for the BOC with the town staff and other resources to address questions, challenges and activities related to the inlets and beach strand. The BOC needs to give direction but should not overly constrain the committees. There are different levels of effort for each request but each citizen committee performs with a unique perspective and has an opportunity to make an imprint on their work. The committees also have the town staff as expert resources and extensive experience. The BOC needs to resist the temptation to wordsmith the work from the citizen committees and boards.

**Pat Kwiatkowski** – I believe when requesting a committee’s recommendation, commissioners need to be more detailed in what the committee is being charged with and what specifics are expected in the final report and recommendations. I believe there should be a meeting between the BOC and committee at an appropriate point to review status and if necessary agree some add ons or re-direction. As detailed in various School of Government publications, committees, boards and commissions help city councils review and plan programs. However, it is the job of the BOC “to set policies for municipal services, pass ordinances to regulate behavior” and “adopt a budget that indicates how the city will spend its money”. When proposals from committees need to be altered due, for example, to legal or financial considerations, or extensive public comment, the BOC has the responsibility and duty to propose revisions. Also, commissioners themselves cannot actively participate at the public meetings where discussions that form the basis for reports and recommendations are held, so their opportunity to put forth their ideas and opinions only comes when a final (or final draft) is presented. Changes should not be taken as dismissing the efforts and ideas of a committee- they are part of the process of turning recommendations into policy and practice.

**Regina Martin** – It has amazed me that the current commissioners would have citizen committees and the Boards that serve them produces reports for them and then just do completely the oppose. A lot of time and efforts has been put into reports that were ignored. Several time the reports that were ignored were exactly the same as a study that the commissioners ordered and paid a consultant to produce. The sewer lift stations would be a good example. It was been one consultant after another. It is just our money they are speeding?? A lot of times delays cost money.

**Brian Murdock** - It is my understanding that all committees are members of the Town who volunteer their time. They should be thanked for their service first and foremost as they do not have to do this at all. If at least one member of the Board participates on each Committee, there should be adequate communication between the Committee and the BOC. It should be rare that a Committee recommendation is not approved unanimously by the BOC. After all, why form the Committee and task them to do the job if you are not going to support the results? If the BOC has a different solution than the Committee, then the BOC should take that solution back to the Committee to resolve the difference of opinion until a majority decision between the Committee and BOC is found.

**Mike Sullivan** – Volunteers in any capacity from advisory committees, standing committees, the Beautification Club and any other form of assistance to the town are a valuable and appreciated facet of community life here on Holden Beach. I was Chairman of the Sewer Advisory Committee and recall the time and effort that went into preparing the report that was submitted to the Commissioners. I also remember that without being asked one question, I was told that an engineer would be retained for a second opinion. So, I appreciate the sense of frustration an advisory board member can feel when their suggestions are not adopted. However, an advisory board and its members are just that, advisers. They are not the ultimate decision makers nor do they shoulder the blame for a bad decision. Those responsibilities rest solely with the Board. I believe advisory boards are best utilized when they are given a specific task, are provided necessary support, go about their work independently and submit a cogent, concise but thorough report to the Board for its consideration.

**Woody Tyner** - The Board of Commissioners are the only officials elected by the residents to represent the will of the people. The Commissioners are ultimately accountable to the residents for the operation of the Town. Committees and boards generally serve in an advisory capacity to the Board of Commissioners. If The BOC pursues a different direction or decision than recommended by a board or committee, it most likely is a result of a poor definition by the Board of Commissioners of the task to be achieved or poor direction by the leader of the committee or board. One of the Commissioners should be the sponsor for a citizen committee to ensure continuity of direction. There should also be periodic updates from the committees and boards as appropriate to the Board of Commissioners to ensure everyone involved is working toward the same objective. Committees should also use e-mail surveys or social media to gather input on critical issues from residents, property owners, and businesses. The survey results should be a component of their report to the Board of Commissioners.

### Question 6

What is your opinion about the Town's budget? Should tax rates be increased in order to set aside funds for beach nourishment, improve our financial ratios or provide additional services? Should the tax rate be decreased – and if so, what expenses should be reduced?

**Gerald Brown** – There is clear and obvious waste of taxpayer money, and, in my opinion, the residents are tired of the blatant way in which their money is being spent. I am NOT in favor of increasing the tax rate- making necessary budget cuts would allow for appropriations to be made to beach nourishment, parks, emergencies, etc. We need to reduce our present cost of government.

**Joe Butler** – My general observation and concern regarding the budget, is that as operating costs continue to increase these costs need to be funded by finding ways to reduce expenses or identify potential income sources. The tax rate should not be increased to compensate for increased spending requirements. In order to prevent a tax increase in this budget, it was decided to implement a revenue neutral budget. Based on the current budget I am **not** in favor of a tax decrease, even when the town received a \$240K reimbursement from FEMA. Those dollars were placed in the dedicated sand fund to help manage beach nourishment. ( Which is critical to our beach strand ) On the other side of the equation before any consideration is given to a tax increase there has to be a thorough examination of all expenses to determine their effectiveness and make adjustments accordingly. The town should continue to increase The General Fund Balance, as we have been doing.

**John Fletcher** – The Town's budget clearly underestimates income and over estimates expenses. I feel strongly that the Town should continue to increase the General Fund's freely available funds. Over the past 4 years this General Fund ratio has been significantly improved. We should be reducing less critical expenses and ensuring that any additional expenses are critical to the Town's financial success. The Tax rate should not be reduced but should be kept in check while we increase our saved available funds for known and unknown future expenses, including future beach preservation and repair expenses and adding of necessary service staff as the Town

continues to grow. Any major expense that has thus far yielded no financial return should be terminated or at least reduced. As an example, the current lobbying effort to study the GRR “50 year plan” was clearly not included in the existing lobbying contract.

**Peter Freer** – The latest budget was revenue neutral and resulted in a 2 cent per \$100 rate decrease through budget tightening. The budget has improved over the last few years as attested in the improvements to the General Fund balance, the BPART Fund balance and the creation of a Sand Fund. Tax rates should not be reduced until the Fund balances are at the average of our comparable municipalities to ensure the needed funds are available if required as a result of a storm and the need to re-nourish the beach strand to enable FEMA reimbursement. The easy thing to do is raise taxes, but only should be done as the last resort.

**Pat Kwiatkowski** – The Town’s budget is crafted to meet all costs required to ensure the health and safety of people and the environment and meet the services expectations of both residents and non-resident property owners. I believe the Town is doing a credible job of delivering the most bang for the buck and presenting the budget in an understandable format. I find the final budget sheets (by fund) and the budget message are the key documents to keep handy for reference thru the year (and into the next year for comparison). There is little public participation at budget meetings, which is disappointing; we are attempting to deliver the extras that the public wants, on top of the necessities, without much input. I don’t see much fat in the budget-the costs of running the town are predictable and mostly under control, and the Town does its best to get reasonable bids on maintenance and capital projects. The Board attempts to meet all obligations and discretionary services, plus grow fund balances, without tax increases, but inflation and property owner demands for more services will eventually necessitate raising property tax rates and fees. Before cutting existing discretionary service costs, I would always ask resident and property owner input. Before increasing the tax rate, I would explain the necessity and again get input on various scenarios, recognizing there is a balance between taxing current versus future owners when saving for long term programs.

**Regina Martin** – Since the large increase several years ago I was happy to see no increase this year. However not sure how long that will be possible. We are a growing community and with growth comes increased needs for services. With only one industry “Tourism” we need to make sure our beach is well cared for and that we continue to be a great Family Beach.

**Brian Murdock** - If the current budget does not set aside funds for beach nourishment, then we are spending too much money on items the Town “wants” versus what the Town “needs”. The Town Audit for Fiscal Year 2018 found that the Town’s revenues exceed expenses, so I’m not persuaded that a tax increase is necessary at this time. However, the Town BPART budget needs to be adequate to sustain our beach, or no amount of advertising or recreational facilities will encourage tourism to Holden Beach. With reserves set aside, the Town should not have to borrow as they do now. If the Town actively searches for ways to increase revenues and reduce unnecessary expenses, tax increases may not be necessary for some of the capital improvements needed right now including: 1) road drainage issues; 2) water and sewer issues; 3) East end erosion; 4) Lockwood Folly Inlet dredging; 5) Terminal groin, and 6) Inlet Hazard areas. Town Management should be actively pursuing ways to increase revenue and reduce expenses. When a tax increase is the easier answer,



especially when the employees of the Town do not live in the Town or pay taxes, what incentive does the Management have to find solutions that do not include a tax increase?

**Mike Sullivan** – I believe the Town budget is in good shape. We have a positive cash flow and over the past 7 or 8 years the fund ratios have been improving incrementally while debt service has been reduced. I have been an advocate of a 2 cents tax reduction since the Matthew FEMA reimbursement monies of approximately 3.8 million dollars were first announced. This would reduce the 7 cents per \$100.00 tax rate increase used to fund the Central Reach Project to 5 cents, resulting in a 9% tax decrease for property owners. It is affordable and can be obtained without any reduction in services. We simply need to allocate some of the Matthew related FEMA money for this purpose. I believe that we have adequate funds set aside for beach nourishment and the amount is growing each year. At present the Town has more money in the BPART and separate sand fund than we had prior to the Central Reach Project.

**Woody Tyner** - I support the current tax rate because it allows the Town to cover necessary expenses while also continuing to build reserves or savings for unexpected events. Tax rates are a result of the priorities set by the Board of Commissioners based upon input from the citizens. Taxes can be decreased if the Board of Commissioners determine there are services being offered that no longer provide value. Likewise, taxes have to be increased if the citizens desire more services than being offered today by the Town or there is a desire to significantly increase funds for unexpected events. As long as the Town continues to add new homes, a neutral tax rate will still generate additional tax income to cover increases in Town expenses or build reserve balances. I believe the Board of Commissioners can do a better job of validating and confirming the budget priorities of most importance to the citizens.

#### Question 7

How concerned are you about the Town's financial reporting and internal control issues that have been raised by the auditors and the assessment performed by RSM? What, if anything, needs to be done?

**Gerald Brown** – First off all, there is, in my opinion, a real conflict of interest when our town manager is also acting as the town's finance officer. It is insulting to the taxpayers that the excuse for not having a finance officer is to save money. I have read the assessment by RSM, and it is appalling that the town's accounting policies and procedure are so poor. For a town, with less than 600 hundred permanent residents, it is breathtaking the salaries of the town's administration. There is a dire need for fiscal transparency.

**Joe Butler** – As a commissioner, I was concerned that a pattern was established through the results from previous years audit findings, and when the results of the 2017 audit were made available there was no doubt in my mind that the town needed to solicit help from a profession accounting firm that understands the requirements for municipality accounting practices. RSM provided the town with a very detailed report regarding a review of policies, procedures and technical expertise concerns. Based on their experience in working with other municipalities they were able to share their experience with other clients as it pertains to best practices and requirements pertaining to Internal Controls and Government Accounting Standards. The

recent results from the 2018 annual audit conducted by Rives and Associates also found the same types of deficiencies that were observed in previous audits. The primary concern that continues to be listed as a significant deficiency is the limited expertise in the area of financial statement preparation in accordance with general accepted accounting principles, specifically with full accrual basis statement as required by the GASB 34. I strongly recommend that the town hire a qualified experienced individual with government accounting expertise, or look into a contract service that can provide the level of expertise that is required to resolve the annual audit repeat findings.

**John Fletcher** – Government accounting standards, which the Town Finance Director is required by statute to comply with, have not been implemented by the Town in spite of some 12 years of audits which cited the deficiency as a material or significant internal control weakness. Audits have consistently cited the Town staff as lacking the necessary skills to implement the required accounting standards. The RSM report cited the most critical weakness in our financial internal controls is that we have no separation of duties between the Town Manager and the Finance Director, both positions being held by the same person, the Town Manager. I fully support the separation of these duties by employment of a fully qualified Finance Director. The recent resignation of our level 2 financial clerk provides the Town Manager the opportunity to correct this material weakness with limited effect on the budget. As we have an extremely well qualified Audit Committee, I support the board's ensuring that the Finance Director provides the Audit Committee with all information necessary for the Committee to carry out its assigned oversight and evaluation responsibilities. This would include for review of quarterly financial statements maintained under the accrual or modified accrual method of accounting as required by the Government Accounting Standards Accounting Board as well as review of the actual to budget cash flow statements for each fund. The Audit Committee should be allowed to evaluate internal control changes that the Town has implemented in response to the RSM report.

**Peter Freer** – I am always concerned when it comes to finances. The town has finally recognized the Financial Reporting issue and understands the need to address this shortfall, as reported in a number of annual audits, as soon as possible. The town needs to hire or contract someone with expertise in general accounting principals and financial statement preparation. The internal control issues raised by the 2017 annual audit recommended the internal control work performed that resulted in the January 15 RSM report. This report is a guideline to address control risks of how the town does business. The report identified types of problems in internal controls and the risks of material misstatement as assessed by our external auditors and also provides feedback in internal control risk matrix about opportunities to strengthen controls and streamline processes in Financial Reporting, Accounts Payable, Fixed Assets, Payroll, Accounts Receivable/Revenue and Debt. I am disappointed that we still do not have a plan to address the many deficiencies and I will work to rectify this lack of action.

**Pat Kwiatkowski** – I believe the Town's financial department is capable of handling their responsibilities as defined by the State. In response to the changing (increasing) rules and regulations impacting government finance reporting, Town staff is receiving additional training and outside assistance to be prepared to meet new standards. There must be a plan agreed between the Town Manager and BOC to address internal control

issues, and progress against the plan must be monitored and approved by the BOC, with assistance from the Audit Committee when needed

**Regina Martin** – I have not seen this report. So I cannot speak to this issue at this time.

**Brian Murdock** - Of all the issues facing Holden Beach, this gives me the greatest concern. Our existing BOC ignored the 2018 Audit Report, which was significantly late, that found over \$21 Million in journal adjustments that must be corrected from 2017. The Audit also found that Holden Beach's bank account ending balance in 2018 was off by more than \$2 Million and the balance reconciliation was off by more than \$1 Million. All financial statements prepared by our Town Finance Director have been deemed unreliable due to a significant deficiency related to the Town's expertise. The Town Manager also decided to hire an outside Consultant to do his job and correct these problems at an additional cost to us, the tax payers. I'm not a CPA, but I manage the finances for multiple companies, and it is obvious to me that our BOC ignored these issues when they gave the Town Manager a raise after the recent Audit Report. I'm appalled at the lack of accountability and this will change if I am voted as a Town Commissioner.

**Mike Sullivan** – The auditor cited the Town for a Material Weakness, for using the modified accrual method instead of the accrual method of accounting and cited the Town for a Significant Deficiency for certain financial reports being prepared by agents rather than town staff. Sharon Edmundson, Director Fiscal Management at North Carolina Department of State Treasurer has issued a memo that addresses both issues and finds that both practices are permissible and research finds that approximately 95% of all municipalities in North Carolina engage in both cited activities. Accounting principles may form a basis for the findings of deficiency, but if the activity is approved by the Office of the State Treasurer and 95% of the municipalities engage in these practices I can't be, nor should I be, overly concerned. The Internal Control Assessment cited the Town for a number of items including an outdated vendor list, lack of check lists, failure to have staff qualified to prepare CAFR. In response the Town has updated the vendor list, now utilizes check lists and had 2 employees attend training as well as hiring a consultant, a former Brunswick County Finance Officer, to assist in training and preparation of CAFR. Overall I'm satisfied with the current processes in place and the instituted improvements.

**Woody Tyner** - As a member of the Audit Committee, I am very aware of the issues identified in 2018 audit report and the internal control assessment performed by RSM. Many of the issues identified by the auditors and RSM are similar to the same issues faced by many other small towns due to the limited size of their staffs. I would be more concerned if the Town Manager had not already proactively taken the necessary steps to correct these issues. The hiring of a part-time financial consultant along with additional training for the Town's financial staff has been completed by the Town Manager to address the identified issues. Holden Beach residents and property owners should be reassured by the fact that the Town did receive the best rating possible for the 2018 audit even though two significant issues were identified. The RSM review of the internal controls identified issues that are similar to issues found in other small towns. Some Commissioners are suggesting we need to hire a full-time CPA to manage the finances of the Town. I disagree with this suggestion due to the significant additional expense and lack of a need for a full-time

employee. I believe the hiring of a part-time financial consultant along with the additional training of Town staff will address the areas of concern.

### Question 8

What upcoming issues do you see and how would you address them?

**Gerald Brown** – Funding for beach renourishment is imperative. I understand that not every property owner lives on the oceanfront, neither do I, but we all benefit immensely from our beautiful beach.

**Joe Butler** – The primary issue that should have the attention of all property owners is what is going on with maintaining the beach strand. Due to recent storms we have experienced significant sand loss. The town has been in touch with FEMA to alert them of an estimated sand loss of approximately 30 million dollars on the Central Reach Engineered Beach. The town is working with ATM consulting group to conduct an off shore sand search. FEMA will reimburse the town for the 30 million, but the town will need to apply for a bridge loan to proceed with the project. The east end beach of HB has traditionally received 80,000 cubic yards of sand from the Inlet Crossing every two years, which also is the least costly process for the Corps to dispose of the sand. Unfortunately, due to what the Corps determined without notifying the town, in 2018, was that the town had number of outstanding easements , resulting in the sand going to Oak Island. Currently, we have another potential concern with the Corps that may jeopardize HB receiving the 80,000 cubic yards of quality sand from the inlet crossing. The town has already provided the Corps with the required local dollar match of \$388,295. The commissioners have approved the town to identify a consulting group that has the experience and knowledge to determine if a second water tower is required. ( \$1,378,900 is in the 2020/2021 capital plan.) Ocean Boulevard road repair, and crosswalk painting required by DOT.

**John Fletcher** – Long term issues for the Town include predicted weather changes that threaten the preservation of our beach and issues related to maintaining the beach strand on the east end of our island. Safety issues related to bicyclists and pedestrians on Ocean Boulevard need to be addressed quickly. A major issue is the need for the Town financial staff to be qualified to maintain an accurate accrual based accounting systems and the ability to prepare required financial statements. The need to separate the Town Manager from the role of the Finance Director will continue until resolved.

**Peter Freer** – In my view the top issue is beach re-nourishment – Sand. The East End is reliant on dredged sand and the Army Corps of Engineers has not been as a reliable source in the last couple of years as in the past. The town will continue to work very closely with the Army Corps of Engineering to ensure the dredged sand is placed on our East End beach. We are also working with FEMA for reimbursement of an estimated \$30 million for the Central Reach sand lost due to the last few storms. We are currently contracting a sand search activity in preparation for the re-nourishment on the engineered Central Reach area. The town’s financial health is key to beach re-nourishment because without a positive financial standing the ability to get a bridge loan to perform beach re-nourishment could be more difficult to fund the re-nourishment and likely costlier. There are

also discussions regarding a second water tower that needs to be studied by a firm with specific water tower experience and determined if this investment is necessary. The town also needs to finalize the water and sewer development fee question. And possibly (if selected) participate in the evaluation of replacing the existing FEMA re-imbusement plan with the GRR plan that partner's very closely with the Army Corps of Engineers for sand projects.

**Pat Kwiatkowski** – We face the increasing challenge of maintaining a healthy and attractive beach despite the inevitable storms and erosion. Ensuring disaster aid and/or coastal risk reduction funding is obtained in the face of dwindling aid and saving for maintenance of the public owned beach are top priorities. Equally important is providing the public services that ensure the health and safety of our residents and visitors and protect our environment while staying within our Town's revenue intake. If re-elected, I will continue to work with THB resources and external parties to ensure both short- and long-term plans and funding are in place for beach and inlet nourishment and maintenance. We should better organize and train the volunteer town representatives attending external meetings to maximize our impact. I will work to ensure resources are available so our police and public works departments are appropriately staffed and equipped and infrastructure maintained. I will look at ways to remain "the family beach" and make HB a more livable community for all ages of residents and visitors, in particular considering survey data in and public comment on the updated Land Use Plan. I will work through the budget process with the town staff and other commissioners, looking to maintain the services our residents and property owners need while also considering tax burden, and support annual revenue brainstorming meetings.

**Regina Martin** – There are a number of issues that I see we will be facing in the near future: 1) Growth and services; 2) Trash revisited; 3) Golf carts. As I am on the road a lot this has become a huge issue on the Blvd. I think we should raised the speed limit to 40 which would prevent the use of golf carts on the Blvd. I constantly see small children in back of carts without proper car seats and belts. I am surprised we have not had a serious injury; 4) Bicycles another issue on the Blvd. Most riders do not know they can ride on sidewalks but with growth and more walkers this can be an issue. At one time we tried to get a grant for a bike lane. I would like to see us look into that again. It would be safer for all if we had a bike lane; 5) Sand and where do we get and who pays?? This is an ever changing issue; 6) Maintaining our Family Beach values.

**Brian Murdock** - Other concerns from the residents of Holden Beach are parking, infrastructure, inlet dredging, personnel, inlet hazard areas, and the last two Hurricane evacuation processes. Because of these concerns, I am asking to be elected and pledging to commit my time, my heart, and my business experience to serve on the Holden Beach BOC to do my best to ensure the success of this island, which is my hometown. Parking – No parking is allowed along OBW and no parking should be allowed in front of any homeowner's property or along the right-of-way except with the homeowner's permission. Parking for homeowners should be adequate at each home without parking along Town roads. Visitors to Holden Beach should park in designated public parking areas owned by the Town. This issue can be solved by finding more public parking and the cost paid for by charging visitors to park in these designated areas. Infrastructure – With the proper budget reserves for major capital outlays, the water system, sewer system, and roads are critical. Inlet dredging – Dredging is

necessary to keep our inlets open and safe. Personnel – Adjustments need to be made to ensure our Town Finances are being properly managed and there is Significant Deficiency at this time. Evacuation Process - Without appropriate notice to residents, I heard from dozens of property owners with decals that barricading the bridge was not supportive or respectful of residents in the days and hours before the storms. This needs to change.

**Mike Sullivan** – Maintaining the character and livability of Holden Beach is the issue I think about most. If I can help do that, most other issues will fall into place. We must maintain the beach, encourage sensible growth concentrating on low density single family residences, provide safe water and sewer services, improve transportation, and protect life and property, all while keeping tax increases to a minimum. We can accomplish all these goals by thoughtful but innovative thinking and planning. Starting with maintenance of the beach, we need to thoroughly explore all potential grant opportunities; if the opportunity presents itself, determine if entering into a project with the Army Corp of Engineers is more advantageous than relying of FEMA reimbursement. We need to implement rules that help to limit the size and use of residential properties. Complete the sewer upgrade island wide. Determine if a second water tower is necessary. Coax the N.C. Department into making the overdue repairs to Ocean Boulevard. Ensure are police department is adequately staffed and trained and protect the property owners tax money as if it was are own.

**Woody Tyner** – 1) Beach Sand: Continue to support the efforts of the Holden Beach Inlet & Beach Protection Board to replenish sand; 2) Preserving the characteristics that makes Holden Beach attractive to residents, visitors, renters and property owners. Continue focus on limiting development of over-sized houses, maintaining height limits, and developing appropriate commercial zoning ordinances. Encourage development of low-density single-family residences and small businesses; 3) Storm water issues on Ocean Boulevard and side roads – identify solutions and cost; 4) Crosswalk safety issues - work with NC DOT to identify solutions; 5) There is still some continued interest in a Terminal Groin. I am currently not in favor of a Terminal Groin. I am open to hear if the economics or science has changed or any new arguments to justify the need; 6) System Development Fee: We need to find a solution that is fair to everyone – existing homeowners, new homeowners, property owners, developers, and taxpayers. I also believe we need to have a fee that will not discourage building. New homes will create new tax dollars; 7) New Water Tower: The engineering report recently completed for the Town only answered where we could place a new water tower and the cost. I support the recommendation of Planning & Zoning to hire a water system expert to help determine if the Town actually needs another water tower and a list of all viable alternatives such as additional pumps on the West End to help improve water pressure in the summer.