



CITY OF CAYCE

MAYOR
ELISE PARTIN

MAYOR PRO-TEM
JAMES E. JENKINS

COUNCIL MEMBERS
TARA S. ALMOND
EVA CORLEY
TIMOTHY M. JAMES

CITY MANAGER
REBECCA VANCE

ASSISTANT CITY MANAGER
SHAUN M. GREENWOOD

CITY OF CAYCE
Council Strategic Planning Session
Marriott Hotel, Hilton Head Island
Wednesday, July 15, 2015
1:00 p.m. - 5:00 p.m.

A Council Strategic Planning Session was held today at 1:00 p.m. at the Marriott Hotel in Hilton Head. Council and staff were in Hilton Head for the Municipal Association of South Carolina's annual meeting and held the Strategic Planning Session there for convenience. Those present included Mayor Elise Partin, Council Members Tara Almond, Eva Corley, Tim James, and James Jenkins, City Manager Rebecca Vance, Shaun Greenwood, Assistant City Manager and Mendy Corder, Municipal Clerk. Mayor Partin asked if members of the press and the public were duly notified of the meeting in accordance with the FOIA. Ms. Corder confirmed they were notified.

Mayor Partin gave the invocation and led the assembly in the Pledge of Allegiance.

Discussion Regarding the Items Below

A. Discussion of Status of Current Projects

Ms. Vance updated Council on the status of the City's current projects. She stated that all capital equipment has been purchased and delivered except for the new fire truck. She explained that it takes six to nine months to build a new fire truck to the City's specifications. She stated that the majority of the in car cameras have been installed.

Ms. Vance stated that the Façade Program is in place and Love Mitsubishi was the first recipient of the money for façade improvements. She explained that Sub Station II has applied for the program but the Committee had some issues that needed to be clarified so it's not finalized yet. She stated that some churches have applied as well but her interpretation of the program was that it was for commercial buildings only, not non-profits, therefore she denied their request. She explained that if a church appeals her decision it will come before Council and they can decide if they want to extend the program to non-profits.

Ms. Vance stated that Mr. Greenwood is working on the demolition program and will present it to Council at the August Council Meeting. She explained that he has worked with the Building Official, the Code Enforcement Department and the Fire Marshal to choose the buildings and rank and rate them. Mr. Greenwood has created a flow chart that will clearly show the exact steps in the program. Ms. Vance stated that

there have been complaints about buildings in the City that need to be torn down but she explained that staff should not initiate the process of demolishing the building if there was not money allocated for the demolition. She stated a City should not declare a property a nuisance property without the funds and the willingness to tear it down.

Ms. Vance stated that the bids for the renovations to City Hall were opened on Monday and the cost is between \$225,000 and \$250,000. The renovations include new carpet for each building, all the old wallpaper being removed, each office being painted and the exterior being painted. It also includes replacing the small door that leads into the water department with a full size door and increasing the height of the counter where customers pay their bills. The bids are currently being reviewed and scored and will be on the August Council Meeting agenda.

Ms. Vance stated that staff has been working with the various utility companies and SCANA and DOT to ensure that the Knox Abbott Pedestrian Safety and Traffic Calming Project is moving forward. She stated that the encroachment permit has gone in for the side of the road where One Eleven, the new apartments on Knox Abbott Drive, are being built. She explained that the City is working in conjunction with the developer of One Eleven so that the sidewalks and lighting are installed the same time as his landscaping is installed. This will save the City money since the same contractor will be used for both projects. She explained that staff will be requesting to use TIF Funds to put in the sidewalk and landscaping between the sidewalk and the road which will save money since it will already be torn up from the apartment construction. Staff has also been working with the developer to make sure that their landscape and lighting and the City's matches so it will look planned and attractive.

Ms. Vance stated that Council had approved the drainage study for the Avenues and the engineering has started. She explained that the study will inform staff what the various issues are on the Avenues and how to fix them. It will address the way to fix the issues including what size pipes are needed and the routing that is required. She stated that once the City has the finished study staff can show the study to the City's legislators and to DOT and ask them how they would like to participate in fixing the problem.

Council Member James suggested placing a flyer on each Avenue's residents roll cart to let them know that the City is in the process of having a drainage study done so they will know that staff and Council are working on finding a solution to the problem.

Ms. Vance stated that currently the City does not have a Master Fee Schedule. She explained that there are fees that the City is not charging for because staff cannot find an Ordinance where those fees were adopted. Mr. Greenwood is working on creating a Master Fee Schedule and staff is reviewing each fee to see if they need to be increased or not and if there are there fees that the City should be charging but currently isn't. She explained that once the City has a Master Fee Schedule it will be adopted yearly when the budget is adopted.

Ms. Vance stated that Council needs to consider the City enacting an Incentive Ordinance. This would enable staff to be able to encourage redevelopment in low to

moderate income areas or give reduced prices for water taps. For example, if Habitat for Humanity wanted to build homes in a low to moderate income area, City staff could reduce or not require them to pay their tap fees or capacity fees.

Ms. Vance stated that she is currently working on an Emergency Preparedness Plan for the City. She explained that there was not a plan in place two years ago during the huge water main break. American Engineering Consultants is in the process of designing a plan for the City. Once it is complete the plan will be in a booklet format and placed on the Utility Department staff's ruggedized Surface Pros so they can easily access maps, etc. from the field.

Ms. Vance stated that staff has designed an Events Policy for the City and MASC is currently reviewing it. She stated that staff is constantly contacted by groups who want to have runs on Timmerman Trail so the City needs a policy where the rules and guidelines are clearly stated and the same for each group. This protects the City and the groups hosting the special event. She explained that the policy requires any group having an event in the City to have their own liability insurance and list the City as an additional insured.

Ms. Vance stated that staff has followed up with the three economic development consultants that Council interviewed. Each were asked about a reduction in their costs but the cost for their services will not decrease unless the services they offer decreases. She stated that staff has approached the City's two major property landowners to see if they are interested in helping to pay for an economic development consultant for the City. One is interested and hopefully the other one will agree to provide funding as well.

Mr. Greenwood explained that it is also possible to restructure how much is paid to the economic development consultant in the first year but the overall cost will remain the same. Ms. Vance asked Council if they wanted staff to move forward with the consultants and bring that information back to Council for discussion. She explained that staff needs to know what Council's thoughts are on economic development for the City and what staff should or should not be doing and where they see the City moving in the future. If they decide to hire a consultant what are their goals and expectations and if they don't hire someone than what is Council's goals for the City Manager and Assistant City Manager.

Council Member Almond stated she would like to see the City move forward with hiring an economic development consultant. She stated it not only helps the City but helps the City's businesses. Ms. Vance stated that SCANA's real estate developer was impressed with the idea and the in depth data a consultant could provide.

Mayor Partin explained that during the interviews with the consultants their focus on national chains and big box stores caused her concern. She stated that the City is poised for growth and she feels that staff has done a tremendous job of getting grants for the City so she is unsure if a consultant is needed. She stated that she does feel that the data can be useful to spur development though. Council Member Almond stated she does not think the City will get big box stores but will have businesses locate in the City that the City's demographic can support. She stated that SCANA is even

more restrictive than the City and she feels they would not allow a business to build on their property that the City would not want.

Ms. Vance explained that if the City hires a consultant they will ask Council what they would like to see locate in the City and that is who they will actively recruit. Council Member Almond stated that the consultant could possibly locate businesses that no one has ever heard of from other parts of the country to locate in the City that would be a great fit. Ms. Vance explained that the consultants will have a national database so their reach will be much larger.

Mayor Partin asked if the consultants would have a list of all the City's available property and buildings. Mr. Greenwood explained that one of the first items they would do is a property inventory. They also look at each sites zoning so they will know what type of business is the best fit for each site.

Council Member Jenkins stated he did not feel that there was enough money in the City to justify an economic development consultant at this time. Council Member Corley stated that she thinks a better feel for Cayce are more homegrown businesses rather than national chains. She explained that she was afraid of investing the money in a consultant and nothing happens but unfortunately there is no way to know without giving it a chance. She stated that currently the City is trying to remedy its drainage issues so she is not sure if it is a good time to tackle this as well.

Council Member Almond stated that new businesses in the City would bring more business license revenues and more money with additional water and sewer usage. The new revenue could help fund the ongoing projects in the City and new projects as well.

Council Member James stated that he is concerned that if Council and staff are not sure what businesses they can attract then possibly the City is not ready for a consultant to come in and decide that for them. He stated he would rather fill the empty buildings throughout the City than have new businesses construct new buildings on vacant lots. He stated he would rather see the City hire an employee to free up the City Manager and Assistant City Manager's time so they can focus their expertise on this issue.

Ms. Vance explained that any consultant the City hires will meet with Council and staff to find out their vision for the City and that is what they will focus on. She stated that if staff tells the consultant they want to fill existing empty buildings than that is what they will work on. She stated that if Council prefers that she and Mr. Greenwood do it rather than a consultant than they will need more tools to work with. She explained that census data and traffic counts are not enough information to recruit businesses to the City.

Council agreed that something needs to be done to fill the current underutilized commercial areas in the City. Council Member James asked Ms. Vance what her suggestion was to spur economic development in the City. She stated that she believes the best option to jumpstart economic development in the City is to hire an economic

development consultant. Council Member Almond stated that Council hired Ms. Vance for her expertise in these areas. Council Member James stated that he agreed and he would support the decision to hire a consultant. Ms. Vance asked Council to review the three economic development consultant company's information again and a decision can be made at the August Council Meeting.

B. Five Year Capital Plan Review

Ms. Vance explained that each department has a five year plan that lists in detail what vehicles and equipment will be replaced and when. They also list what capital items will need to be purchased each year of the five years. She stated that every year a capital item is not funded in the budget it moves to the following year on the plan. She explained that the department heads plan for years in advance with their plans. For example, Public Safety knows they have to plan for a taller ladder fire truck for when a high rise hotel is built in the City.

C. Discussion of Broadacres, N. Frink and Avenue's Water Line Replacement Project

Ms. Vance explained that she was going to review the timeline for the water line replacement project and then will need direction from Council on whether to move forward or not. She explained that the project will cost \$18 million and American Engineering is currently doing the survey work. She explained that staff could apply for funding for the project in October 2015. She explained that a 9.3% increase in water and sewer fees over the next three years would need to be adopted to fund the project. She stated this would equal approximately a \$6 increase in a bi-monthly bill. She explained that the 9.3% increase in rates would only cover the loan payment and not any capital items that were needed in the Utility Department.

Ms. Vance stated that SRF would require that the City adopt a rate plan in spring 2016 so they would be assured that the City would have the rates in place to pay the first payment in May 2018. The increase would not have to go into effect all at once, it could be phased in over a three year time period.

Ms. Vance stated that in 2014 City staff did 205 work orders in the areas affected by the water line replacement project. 248 work orders were done in 2013 and 164 in 2012. She stated that the City would save a large amount of money just in staff time since staff works in these areas constantly right now. Also all the meters in the area affected would be changed to AMR meters which would significantly cut down on staff time.

Ms. Vance explained that four different construction companies would be used for the project. There would be a tank contractor and then a different contractor for every 50,000 feet. This would enable the entire project to be done at one time and it would open the bids to smaller companies that could not get a bond for \$18 million.

Ms. Vance explained that even though this project does not include the entire city everyone is affected by it. She stated that the Utility Department staff's time is taken up

working on issues in the area and also the fire flow is not adequate in that area which affects commercial development since the flow numbers are too low.

Council Member James asked if the City could ask for more SRF money. He explained that if the City could receive more money then issues could also be addressed in other parts of the City. Council Member Almond agreed that the City would never be offered these terms and such a low rate again so now would be the time to address other issues. Mayor Partin stated that American Engineering has rated and ranked all the City's water and sewer issues so there is a list that staff could review.

Ms. Vance stated that if Council voted to proceed with the waterline replacement project then staff would start meeting with all the neighborhoods affected at the end of this year or early next year. Staff would show the residents the maps and let them know that the City is doing something to address the issue and to let them know a rate increase will be needed.

D. Discussion of Codes Enforcement

Ms. Vance explained that the discussion on code enforcement is to address complaints the City has received. Many citizens feel that the City needs to strengthen their codes therefore she and Mr. Greenwood wanted to show Council what level of enforcement staff currently does and to see if Council would like to increase that level of enforcement or maintain the current level of enforcement.

Mr. Greenwood explained that the current Ordinance that addresses drainage ditches states that each resident has to maintain the ditch on their property. This includes cutting the grass around the ditch and digging out the silt in the ditch. Currently the City is not enforcing this Ordinance to the fullest extent possible. He explained that staff does not have the expertise to tell the resident how far they should dig their ditches. Mayor Partin stated that the City could possibly hire a contractor to maintain the drainage ditches and the residents would each pay a certain amount to have their ditch maintained by the contractor. After discussion, it was decided to wait until the drainage study is complete to discuss the level of enforcement of this Ordinance.

Ms. Vance stated that the Property Maintenance Code is part of the Building Codes that the City adopted. Currently the Property Maintenance Code is not enforced to the full extent that it could be. She explained that the Code states that a resident's property should be maintained to a certain level and if it is not then the resident will receive a ticket. After discussion, Council decided to fully enforce the Property Maintenance Code but first educate the residents on the Code and get staff certified to enforce it.

Ms. Vance explained that the City has received complaints regarding overgrown grass and bushes in resident's yards. Staff has also received complaints regarding people parking cars in the front yard of their residence. After discussion, Council decided the current level of enforcement with these issues is acceptable.

Ms. Vance stated that Mr. Greenwood is currently working on a Rental Registration Program for the City. This program should help with the number of unrelated people living in one home and people parking in yards. She stated that Mr. Greenwood will present this to Council at one of the August Council meetings.

Adjourn

Council Member James made a motion to adjourn. Council Member Almond seconded the motion which was unanimously approved. There being no further business, the Planning Session adjourned at 5:00 p.m.

Elise Partin, Mayor

ATTEST:

Mendy C. Corder, Municipal Clerk