



CITY OF CAYCE

MAYOR
ELISE PARTIN

MAYOR PRO-TEM
JAMES E. JENKINS

COUNCIL MEMBERS
TARA S. ALMOND
PHIL CARTER
EVA CORLEY

CITY MANAGER
REBECCA VANCE

ASSISTANT CITY MANAGER
SHAUN M. GREENWOOD

CITY OF CAYCE
Council Strategic Planning Session
Marriott Hotel, Hilton Head Island
Wednesday, July 19, 2017
9:00 a.m. - 5:00 p.m.

A Council Strategic Planning Session was held today at 9:00 a.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, Phil Carter, Eva Corley, and James Jenkins. City Manager Rebecca Vance, Shaun Greenwood, Assistant City Manager, Mendy Corder, Municipal Clerk, Byron Snellgrove, Director of Public Safety, Rachelle Moody, Grants Manager and Carroll Williamson, Director of Planning and Development were also in attendance. 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 regarding Strategic Planning

Ms. Vance stated that Mr. Jeff Shacker was in attendance to help facilitate the discussion regarding strategic planning. Mr. Shacker is a Field Services Manager with the Municipal Association of South Carolina. He has more than fifteen years of local government experience including approximately twelve years with the City of Newberry where he served as assistant city manager and city manager. He also worked with the Upper Savannah Council of Governments where he worked in regional planning and geographic information systems.

Ms. Vance stated that as part of the rebranding process the City has a proposed new mission statement. "In the City of Cayce, we strive to collaborate with our citizens, business leaders and community groups to deliver excellent services, plan for our future generations all while preserving, protecting and enhancing the quality of life." Council agreed that the proposed mission statement is a good first start. Mayor Partin asked to change "strive to" to "we collaborate".

Ms. Vance stated that strategic planning is a systematic process by which a community anticipates and plans for its future. The way to anticipate the future is through goal setting, and the way to plan for it is by setting the right activities to reach

Mr. Shacker stated that he is going to ask each Council Member to discuss their goals for the City and from those goals objectives and tasks will be chosen to reach the goals. He stated that it is important to have a measurable for each goal so it can be decided what steps need to be taken to achieve the goal. Below are the goals/priorities that each Council Member discussed for the City.

Council Member Jenkins

- Airport Blvd – have better signage in this area of the City to let people know they are in Cayce
- Crackdown on people walking the streets, need more Public Safety presence in neighborhoods
- Bus routes in the City are lacking. People can't access bus because there is only one stop on Knox Abbott Drive. Lexington County Regional Transit Authority has not had a meeting in quite a while. Is it possible to get the bus route to expand in Cayce? Mr. Greenwood stated that if the bus route expands the Dial-A-Ride Transit (DART) service will have to expand as well and that's an expensive component. Council Member Jenkins asked staff to contact the bus system to get data about ridership or potential ridership. Mayor Partin suggested helping people to understand how to use Uber and Lyft. She suggested letting people know all the other alternatives to the bus system – taxi, Uber, Lyft, etc.
- Mowing of right of way, residents maintaining the street in front of their homes is dangerous
- People are not bringing their roll carts in after they are emptied. Staff needs to increase enforcement on this issue and address it with the property owner, not just renters.

Council Member Corley

- Wants the City to have a main street. The City could host events and festivals on "Main Street". Recruit businesses to Main Street, Mom and Pop shops. Locally owned businesses. She would like staff to revisit the retail market assessment and create a game plan for recruiting and incentivizing
- Discussion regarding property registration program – is it causing people to sell homes and increase owner occupied units? Council as a whole wants to see fewer rental properties. Staff reports indeterminable statistics at this point but that is one of the goals of the Property Registration Program. The goal of the Program is to reduce rental properties and promote homeownership. Council would like the City to look into programs that offer down payment assistance. Not just for first time homebuyers. Possibly bring together local banks to see what program they have or could offer. Also possibly create a builders association

- Would like Public Safety to develop a plan to address gang issues in the City and schools

Mayor Partin

- Wants staff to start outsourcing event management so staff is not overwhelmed with so many projects. Asked staff to develop a cost estimate for this and bring to council for approval
- Install sidewalks everywhere so residents can be mobile at any age. Funding options will need to be determined to pay for sidewalks. Staff to work with local schools and encourage them to apply for grants for sidewalks. Piggy back on bike-ped plan for sidewalk development and prioritization. Essential to revitalize the City without displacement.
- Diversify revenue streams so can increase quality of the City without displacing elderly and low income. Ms. Vance stated that annexation is a good option for increased revenue.
- Staff needs an annexation policy and direction from Council
- Work with the Lexington County Recreation Commission to develop plan for facility and program improvements so youth have place to be/things to do
- Gun safety. Need to do something about officers being shot
- Possibly create a fee to place on rental properties. Staff needs to do analysis of code enforcement cases – what percentage are rental vs owner occupied? Within 3 years staff will analyze data and present to council. Analyze statistics during FY19 budget process.
- City needs graffiti policy, all graffiti will be cleaned up within 24 hours.
- Staff needs to create protocol for closing the loop on getting information out to Council and residents. For example, the City posts on the website and social media when the Riverwalk is closed but doesn't post when it re-opens.
- City needs to support secondary events, non-City events in the City. City should support or encourage promotion of these events. Staff may need to create a social media policy regarding what the City supports. Possibly Council could push such events on social media rather than the City.
- Work with apartments in the City and establish mechanism for people moving out to donate unwanted items to reduce what goes into the landfill. Is it possible to require those items to be donated to Habitat for Humanity? Encourage residents that are moving to have a sale for those items and proceeds could be donated.
- The City needs to promote more of the services we provide. For example, vacation watch and sanitation pickup for the elderly or physically challenged. We need to brag more about what we're doing.

Council Member Almond

- Continue to focus on infrastructure; stormwater, sewer, etc. Have staff submit funding options to Council
- Wayfinding signage is needed for the City. Currently only have generic DOT signs. Need wayfinding signage for the Riverwalk, City Hall, etc. Could help brand neighborhoods as well. Research possible grants to pay for signs. A better map of the City with landmarks is needed. ID specific landmarks in the City (boat landing, etc.). City could possibly give grants to neighborhoods to purchase signs.
- Is it possible to work with school district to help positively promote the schools?
- Shopping centers have 18 wheelers and broke down cars parked in their parking lots all the time. It makes people feel unsafe to have people sitting in the transport trucks.
- Possibly post garage sales on the City website and/or social media, could pull information from the sale of garage sale permits on a weekly basis

Council Member Carter

- Continue with demolition program and code enforcement. Encouragement of private property owners to maintain aesthetics. Possibly look into a livability court
- Continue training code enforcement, building officials, customer service reps on customer service to ensure that City employees provide good customer service when working with businesses and potential businesses. For example, code enforcement interactions with roofing company. It is important to provide good customer service to contractors. Sometimes contractors don't want to do work for residents in the City because they don't want to go through process of business license, etc. Promote through PR that the city provides good and streamlined service. Overcome historical bad experiences. Re-train contractors how easy it is. Outreach to contractors.
- Continue public-private partnerships for revitalization. For example, the grammar school. An economic incentives program is in process.
- Work on consistency in code enforcement and consistency in communicating the status of a code enforcement issue

B. Discussion regarding Future Budgets

Ms. Vance stated that in preparation for the discussion regarding revenue projections and expenditure projections the City's department heads updated their 5 Year Plans for their respective departments. The 5 Year Plans list all capital equipment and personnel that will be requested over the next five years. She stated

that the projections illustrate the stagnant nature of the City's revenues and the exponential growth of expenditures and the point at which the two will meet.

Ms. Vance stated that she wanted to make sure Council understood the effect of one year of no increased revenues and the ripple effect it causes. She stated the same effect occurs when needed capital items are not purchased for a year. Mr. Greenwood stated that in 2019 the City's expenditures outpace its revenues. He stated that in 2020 the cost of personnel outpace the City's revenues.

Ms. Vance stated that the City's existing budget initiatives are the Five Year Sanitation Plan, the Five Year Equipment and Vehicle Replacement Plan, the Five Year Computer Replacement Plan, the Employee Benefits Cost Of Living Adjustment Plan and the Four Year Firefighter Plan.

C. Discussion regarding the Public Safety Department

Ms. Vance stated that the Public Safety Department has the largest budget in the General Fund. She stated that the City has a Public Safety model which requires each Officer to be a certified Fire Fighter as well. She stated that the City's officers are some of the lowest paid in the region even though they are required to be both police and fire certified. She stated that the department currently has seventy six employees. Three of these positions are paid for with grants and six new grant positions are proposed in the FY17/18 budget. Chief Snellgrove stated that in 2012 Public Safety received 34,310 calls for service, 33,603 in 2013, 34,558 in 2014, 36,000 in 2015 and 36,039 in 2016.

Discussion was held regarding possibly separating Public Safety into police and fire so there would be personnel only trained as Police Officers and personnel only trained as Fire Fighters. Therefore each staff member would not have to be both police and fire certified. Discussion was held regarding having a hybrid model where some personnel would be trained for both police and fire and the remaining personnel would specialize in only one field. Discussion was also held regarding possibly consolidating with Lexington County or another city. Staff was tasked with researching the cost of each possibility and bringing the information back before Council at a later date.

D. Discussion regarding Planning

Ms. Vance stated that Mr. Carroll Williamson, Director of Planning and Development, was in attendance to discuss the City's current Ordinances regarding accessory buildings and carports, and boats and campers. Mr. Williamson stated that the City is receiving a lot of complaints on these issues so the Ordinances need to be reviewed to see if changes are needed. Currently the definition for an accessory structures is vague and there is not a definition for a carport. He stated that the City receives a lot of complaints regarding carports because residents want to place them where they are presently not allowed.

Mr. Williamson stated that the Ordinance restricts the size of an accessory structure. It cannot be larger than 50% of the principal building. A special exception allows the structure size to be up to 75% of the size of the principal structure. He stated that many of the houses in Cayce are very small, which restricts the size of the accessory buildings.

Mr. Williamson stated that a common complaint is based on the maximum number restriction on how many accessory structures are allowed on a property. Currently the limit is two accessory buildings. He stated that the height restriction often causes problems for homeowners as well. The current Ordinance requires accessory buildings to be five feet less than the height of the principal building.

Mr. Williamson stated that carports are currently regulated the same as accessory buildings. He stated that there is a 35% maximum lot coverage of impermeable surface (includes structures and paved area) element in the Ordinance that applies to carports as well. He stated that since 2011, there have been seven cases requesting a variance from the requirements of this section of the zoning ordinance. Although seven cases were brought to the Board of Zoning Appeals, complaints regarding this regulation are a regular occurrence. He stated that all of these variance requests were in neighborhoods with small lots and small houses, both of which reduce the allowable square footage of the accessory buildings compared with accessory buildings on larger lots with larger houses.

Mr. Williamson stated that there are four criteria to granting variances:

- extraordinary and exceptional conditions pertaining to the particular piece of property.
- That these conditions do not generally apply to other property in the vicinity.
- That because of these conditions, the application of the Zoning Ordinance to the particular piece of property would effectively prohibit or unreasonably restrict the utilization of the property.
- The authorization of a variance will not be of substantial detriment to adjacent property or to the public good, and the character of the district will not be harmed by the granting of the variance.

After discussion, Council suggested the following changes to the Ordinance:

- Allow carports in the backyard
- Treat carports separately, not as an accessory building
- Carports have to meet the setback and be built over an improved surface
- Carports cannot be used for general storage
- Allow one carport and two accessory structures

- Allowed square footage of an accessory building – 75% of principal building, no special exceptions allowed
- Limit the height of an accessory structure to no higher than the height of the principal structure
- Boats and campers are not allowed in the front yard but are allowed in the side yard

E. Discussion regarding Stormwater Issues

Ms. Vance reviewed the options for paying for stormwater improvements in the City. She stated that staff has researched federal money options to fund the stormwater improvements and there are very few options. She stated that the level of flooding that the City experiences is not enough to qualify for FEMA money. The one state funding option that may be a possibility is Municipal Capital Improvement Penny Legislation. This would allow cities to implement a capital penny which the City could then use for stormwater. The county level options are the Capital Penny Sales Tax or a Stormwater fee. Lastly, the City could use a Municipal Improvement District, increase millage for new service, debt service and operation and maintenance, or implement a City Stormwater Fee. Ms. Vance asked Council to consider these various funding options for discussion in the near future.

There was not time to discuss annexation or finish the discussion regarding stormwater issues. Ms. Vance stated that staff would schedule another meeting in the near future to discuss these two important items.

Adjourn

Council Member Almond made a motion to adjourn. Council Member Corley 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