

A work session of Beaufort City Council was held on May 21, 2019 at 5:00 p.m. in the Beaufort Municipal Complex, 1901 Boundary Street. In attendance were Mayor Billy Keyserling, Councilwoman Nan Sutton, Councilmen Mike McFee, Stephen Murray, and Phil Cromer, and Bill Prokop, city manager.

In accordance with the South Carolina Code of Laws, 1976, Section 30-4-80(d) as amended, all local media were duly notified of the time, date, place, and agenda of this meeting.

CALL TO ORDER

Mayor Keyserling called the work session to order at 5:00 p.m. [SEP]

BUDGET FY 2020 DEPARTMENT PRESENTATIONS

POLICE DEPARTMENT

Police Chief **Matt Clancy** read the police department's mission statement. He noted recent performance accomplishments, which included obtaining, training on, and deploying AEDs and Narcan (for overdose victims), and the reduction of Part 1 ("the Big 7" in annual FBI statistics) crimes to 659 in 2018 from 767 in 2017 and 947 in 2016. He told Mayor Keyserling there were several reasons for the falling numbers, including the department's use of a predictive crime model. Also, larceny has the highest numbers of any crime in Beaufort, Chief Clancy said, and the department did a social media campaign to get people to lock their homes and cars. Chief Clancy said these kinds of crimes are usually done in a "spurt," so that makes them harder to predict.

Recent goals the department was unable to achieve due to budget or staffing constraints, Chief Clancy said, included being unable to maintain the Office of Highway Safety grant position, and being unable to obtain license plate readers. Also, the 3-man community response team had to be put back on patrol because the department was short on patrol officers, he said.

Chief Clancy reviewed current performance initiatives, which include continued participation with United Community Task Force (UCTF), "neighborhood outreach connection," and neighborhood associations; continued use of DDACTS for predictive crime prevention, and training staff to be active shooter instructors in schools, the community, and among city staff.

Chief Clancy reviewed key performance indicators: In 2018, there were 90,0131 actual calls for service; 91,000 are estimated in 2019, and 93,000 are estimated in 2020. There were 659 actual Part 1 crimes in 2018; 750 are estimated in 2019, and 800 are estimated in 2020.

For FY 2020, Chief Clancy said the department's key goals and initiatives include restaffing the community response team; obtaining an activity trailer via a grant; obtaining license plate readers, and continuing the Movie Club (which has been active

since 1974) in partnership with Beaufort High School at its auditorium, since the only movie theater in Beaufort has closed.

There was a general discussion about license plate readers.

Chief Clancy said budget requests for FY 2020 include license plate readers and a mobile computer package and radios for patrol vehicles. Upfitting a new vehicle with a computer costs about \$5,000, Chief Clancy told Councilman Murray; radios are another \$5,000.

Chief Clancy reviewed police department expenditures for FY 2020; the total recommended budget is \$6,043,714.03.

Chief Clancy said city residents with a \$200,000 home pay \$130.40 for a year of police services. Mayor Keyserling asked if there were numbers from other places to compare that with, and Chief Clancy said he didn't have any. Councilman Murray said other funding sources (e.g., Accommodations Tax funds) make up the difference in the total numbers.

Major increases in the budget were for license plate readers, the mobile computer package and radios, and increases in insurance costs, Chief Clancy said.

Customer service initiatives for FY 2020 include recruiting high-quality officers; continuing to use predictive crime modeling and enhancing it with the use of license plate readers to reduce crime further, and continuing to use social media, staying abreast of its latest trends to "get our message out," Chief Clancy said.

Chief Clancy said the police academy has "a big backlog for training officers," so they are allowing some departments to do the first 4 weeks of training in-house, after which they are tested, and if they pass, they go to the academy for 8 weeks. The Beaufort Police Department is authorized to train other departments, he added.

Mayor Keyserling asked about the manpower shortage; Chief Clancy said when someone leaves, "it takes so long to replace them," and the "police hiring market right now is extremely competitive," especially for officers who have "been through training and are certified." Exiting military and a TCL program are good local sources for hiring, he said.

Chief Clancy told Councilman Murray the starting pay for a rookie is just over \$39,000; however, the department has "a 3-tiered system," and it budgets for new officers "at the highest level," which is "Patrolman 3," so that is the level of pay when an officer has been certified, which allows the Beaufort Police Department to "remain competitive." He said the Beaufort Police Department is competitive for the area and in the state of South Carolina.

Mr. Prokop said a Beaufort police officer was named Rotary's Officer of the Year, and there are several officers with post-grad (Masters and PhD) degrees, and many with bachelors degrees. He described different reasons that officers leave the department.

Councilman Murray said there appears to be a 30% reduction in Type 1 crimes, and hopefully that will continue. DDACTs and other programs in the department are "the very definition of community policing," he said. Chief Clancy said the department ensures that "all of our officers are involved in the community in some way," and they ensure that officers whose beats are in a particular district are known in that district. He said there are many impressive officers, and there is "a lot of depth" among them.

ADMINISTRATION & HUMAN RESOURCES

Mr. Prokop reviewed the mission statements for city council and the city manager's department, and **Ivette Burgess** read the human resources (HR) department's.

Mr. Prokop said city council's recent accomplishments include conducting Beaufort 2030 labs; receiving input from boards and commissions, neighborhood groups, and the public on important goals; approving funding to address major stormwater projects; establishing the strategic plan for the next 2 years; approving several key annexations, and passing ordinances "to better serve the needs of the city."

Mr. Prokop said the recent accomplishments for the city manager include continued building of relationships with other government and civic organizations; active involvement with the Beaufort County Economic Development Corp; leading customer service improvement initiatives; achieving budget goals and objectives, and completing "several major projects."

Ms. Burgess said recent accomplishments for HR include unveiling the new city website; health benefit premiums remained stable for the sixth year; a compensation study was completed, and the department assisted in attaining a communications intern.

For city council, performance measures to track recent accomplishments are passed ordinances, citizen complaints, and active commissions and subcommittees, Mr. Prokop said. For the city manager, he said, they include improved community relations; operational performance and management of the budget; "balancing the needs of the city services for all residents," and the growth of city commercial businesses and economic development opportunities.

Ms. Burgess said performance measures to track recent accomplishments for HR are worker's comp rates have been reduced by 5%; employees are using the "Employee Self-Service Mobile App"; feedback from the new website, and city compensation continues to be competitive.

Recent goals that couldn't be achieved because of budget or staffing constraints, Mr. Prokop said, include system enhancements in several departments; long-term strategic planning; complete analysis of all city-owned infrastructure, sidewalks, and road needs, and a complete marketing program for the city.

Current performance initiatives for city council include annexations; job creation at reasonable wage levels; economic development; marina and park improvements; hurricane preparedness, and pursuing a local option sales tax, Mr. Prokop said.

Mr. Prokop said current performance initiatives for the city manager include pursuing economic development opportunities in Commerce Park; continued leadership and oversight to achieve the strategic plan goals for 2019-2020; staff professional development; continuing to improve customer service and "our communications plan," and oversight of the budget.

For HR, current performance initiatives include continuing to support professional development throughout the organization, Ms. Burgess said.

Mr. Prokop reviewed key goals and new initiatives for council and the city manager's office in FY 2020, and Ms. Burgess did the same for HR.

Ms. Burgess said budget requests for FY 2020 in the HR budget are to pay for professional development and leadership programs for staff, and to support establishing internships (also in the city manager's budget).

Mr. Prokop reviewed "other administration department expenditures."

Mr. Prokop said reasons for major increases in the administrative departments' budgets include "Non-Departmental includes probable costs to employees retiring during the fiscal year and no costs associated with capital or transfer to the Capital Projects Fund"; no significant increase to the city council budget; an increase in the city manager's budget for a full-time communications coordinator, and an increase in the HR budget to hire a full-time HR assistant.

Mr. Prokop reviewed customer service initiatives for FY 2020.

FINANCE/IT

Kathy Todd read the mission statement for the finance department (including Information Technology [IT]) and recent performance accomplishments, which include receiving the Government Finance Officers Association (GFOA) Certificate of Excellence for the eleventh consecutive year, and that organization's Distinguished Budget Award for the second year; an increase in use of the business license online portal; transitioning to a new credit card processor; network upgrades to ensure CJIS compliance by June 30, 2019, and completion of the integration of financial data to the

transparency portal.

Performance measures to track recent accomplishments include the GFOA awards and internal and external feedback, Ms. Todd said.

Goals that Finance was unable to achieve because of budget or staffing constraints, Ms. Todd said, include the citizen-reporting tool and review of the city's procurement ordinance. For IT, those include "power and environment monitoring for all network closets," which will promote optimal environment conditions for IT equipment and provide timely alerts of issues, and "more detail training of users on Office 365 and its functionality."

Ms. Todd said current performance initiatives include internal training on various Munis reports, functionality, and capabilities; review of the procurement ordinance and policies for the RFQ/RFP process and the sale of used equipment; implementation of employee leave requests through the online employee system; implementation of Phase II of the work order module and citizen reporting portal, and implementation of additional technology enhancements related to HR and applicant tracking, which will allow personnel applicants to apply online and automate much of the manual data entry associated with the hiring process.

Ms. Todd reviewed key performance indicators, including the number of online business customers; the number of users of the transparency model; the number of online payments processed; net new businesses (all business license types and *annual* business license types only), and gross revenues reported by businesses.

Ms. Todd reviewed key goals and new initiatives for FY 2020, including enhanced business license collections activity; continued financial transparency and more effective reporting; complete implementation of the Phase II work order system using the online citizen portal; complete review of the procurement ordinance, and complete analysis of data for implementation of a "TIF district of a Multi-County [Industrial] Park (MCIP)."

For IT, Ms. Todd said key goals and new initiatives include implementation of a training program to reduce vulnerability to cybersecurity threats such as malicious emails; upgrading the email system for security; exploring and implementing Microsoft teams; encouraging use of Microsoft OneDrive, and implementation of power and environment monitoring for all of the network closets.

The FY 2020 budget request is slightly higher than last year because of hiring a full-time employee in business license compliance, Ms. Todd said.

Ms. Todd said the reasons for budget increases in the finance department are personnel salaries, which increased 8.8%, and benefits, which increased 6.7%, for an overall increase in the department budget of 3% over FY 2019.

\$35,000 is the starting salary for the position in the business license department, Ms. Todd said. There is one business license inspector and an administrator in the office now, she told Councilman Murray, and “with the increase in short-term rentals, **Justin [Rose]**, business license inspector] can’t get out of the office” as much as is needed. The business license department monitors Host Compliance, she said.

IT costs decreased 3% over 2019, Ms. Todd said.

Mr. Prokop said the business license department is involved in all of the pre-application work for small businesses that come into City Hall.

COMMUNITY ECONOMIC DEVELOPMENT

David Prichard reviewed recent performance accomplishments in Planning, which include review and support for boards, commissions, and city council; an increase in inspections of 3%, and a 22% increase in permits and fees. For Building Codes, he said recent performance accomplishments include new construction activity (45 single-family dwellings, 24 multi-family units, and 5 commercial buildings in calendar year 2018); 4,386 inspections, 1,828 permits/fees totaling \$406,509, and 126 impact fees totaling \$205,774.

Mr. Prichard said performance measures for Building Codes include new construction (single-family dwellings increased by 5%; the number of multi-family units went from zero the year before to 24, and commercial buildings decreased 29%), inspections, which decreased by 29%; permits and fees, which decreased in number by 29% but increased in value by 1%, and impact fees, which decreased in number by 11% but increased in value by 28%.

Goals that couldn't be achieved were quarterly review and update of the zoning ordinance and substantial progress on the Comp Plan update because of staffing shortages, Mr. Prichard said.

Current performance initiatives, Mr. Prichard said, include hiring a planning manager, a permit technician, and an additional building inspector; cross-training department staff on permitting and planning functions; streamlining the application/permitting process, and improving department workflow and document management.

Councilman Murray asked if Mr. Prichard plans to report back to council about cross-training department staff and streamlining the application/permitting process, and what Mr. Prichard’s “timeframe” is for “both of those.” Mr. Prichard said he would be happy to report to council; they have begun cross-training already, and when there is a new planning manager, it will be continued. He can update council on how it’s working when the department is fully staffed.

Councilman Murray told Mr. Prichard the streamlining is the most important; there is

“sort of a disconnect” among “the departments within your department.” There is “an opportunity to streamline some of those processes,” he said. Mr. Prichard said he plans to make the “way the processes fit together . . . simpler,” and he would like to “change the language” and “change the order” of text in Chapter 9 as part of “the code update,” to “make that a lot more understandable” for developers, citizens, and staff.

Mr. Prichard said a key performance indicator is filling staff vacancies, and he hopes to go from 2 vacancies to none.

Mr. Prichard said key goals and new initiatives include quarterly review and update of the zoning ordinance; the update of the Comp Plan; working with Downtown Operations to develop a growth plan for the downtown district; working with Beaufort County Economic Development Corp. on recruitment and expansion of tech companies, and incorporating in-house GIS capabilities.

Budget requests, Mr. Prokop said, include a contract for an additional building inspector to handle the additional workload that is expected with the construction of two new apartment buildings (\$62,500); a contract with consultants for specific tasks/sections of the Comp Plan update (\$60,000), and training and travel.

Mr. Prichard reviewed the 2019 projects that will require building inspections, including new apartments in Port Royal. Councilman McFee asked if the building inspector position would be “on the basis of need,” so it would be a temporary position. Mr. Prichard said yes; they would let the person in the position go once s/he had done “what we needed them to do.”

The budget is a little less than it was last year, Mr. Prichard said. The biggest difference is in operating expenses. The expenditures request total is \$959,471.85.

Councilman Murray asked why the planning department shows debt; Mr. Prichard said it wasn't shown in his budget as a line item before, so he didn't know what it is for. Ms. Todd said, “You don't have any debt.” It might be “your capital lease,” she said, “but that's not debt.”

There was a discussion about the department's vehicles, which are being leased. Ms. Todd said that amount should go under operating expenses.

Customer service initiatives in FY 2020 are having staff reports posted and sent a week before meetings; continuing to promptly accommodate walk-in customers, and continuing to schedule reviews for the next meeting, provided the application deadline is met, Mr. Prichard said.

Councilman Murray said they had talked about the GIS program at the retreat. Mr. Prokop said now they are “taking a different tack” and are buying the license and

“piggybacking onto the county.” There is room in the budget for 3 licenses, he said. Mr. Prichard said that cost would come out of this year’s budget.

Maxine Lutz endorsed Mr. Prichard’s request for expanded personnel because the planning “department has been crippled by not having a staff liaison to the Historic District Review Board.” They need someone who has “the high qualifications **Lauren Kelly** had,” because she did an excellent job, Ms. Lutz said. There will be 2 citizen vacancies on that board in June, and there’s a lot of “institutional knowledge that is not there” without someone like Ms. Kelly, she said, so she supports Mr. Prichard’s request.

EXECUTIVE SESSION

Pursuant to Title 30, Chapter 4, and Section 70 (a) (1) and (2) of the South Carolina Code of Law, **Councilman Cromer made a motion, seconded by Councilman Murray, to enter into Executive Session for a discussion of personnel matters and the sale of property. The motion passed unanimously.**

Councilman Murray made a motion, second by Councilman Cromer, to adjourn the Executive Session and resume the work session. The motion passed unanimously.

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There being no further business to come before council, the work session adjourned at 7:55 p.m.