

**City Council Budget Workshop Minutes
July 13, 2021**

Orangeburg City Council held a Budget Workshop Meeting on July 13, 2021, at 9:00 a.m. with Mayor Michael C. Butler presiding.

PRESENT:

Michael C. Butler, Mayor
Dr. Kalu Kalu
Bernard Haire
Jerry Hannah
L. Zimmerman Keitt
Sandra P. Knotts
Richard F. Stroman

OTHERS PRESENT:

Sidney Evering II
John Singh
Chief Mike Adams
Carrie Johnson
Patricia Phillips
Gregg Funderburk
Roger Brant
Dean Felkel
Shaniqua Simmons
Theresa Williams
Clayton Bozard

ABSENT:

None

Welcome by Mayor Butler.

City Administrator Evering addressed Council in reference to the 1.2-million-dollar influx from the Department of Public Utilities to cover such items as bonuses, fire truck payment, increase in sanitizing fees and other items. This was worked out by the City Administrator and the Director of the DPU.

There was a brief discussion on how the bonuses would be administered.

Assistant City Administrator Singh addressed Council in regard to the highlights of FY 2020-21. He stated, "The projections for FY 2020-21 come in balanced at \$21,582,546 estimating using \$854,000 in fund balance which was lower than originally budgeted. In Other Funds, 2% Fund is showing using \$163,509 in their fund balance and Airport is coming in \$1,273,938 short. There are a lot of grants flowing in and out of here though. Hillcrest is set to come in \$291,550 short.

New Positions

- Human Resources Assistant-\$45,000
- Public Information Officer (1/2 of costs to be shared with DPU)-\$60,000
- Information Technology Intern-\$11,000
- Grants Intern-\$11,000
- Airport Support Staff-\$33,280

Notable Variations to Original Budgeted Amounts

- Increase in Grant Income totaling \$107,000.
- COVID impacted items include \$600,000 in reimbursement for expenses (largely payroll and cleaning expenses), decrease in revenues in Parks and Recreation, Hospitality, Criminal Fines, Traffic Fines, and Investment Interest.

- Increase of \$65,000 in Attorney's Fees due to Salary/Wage Items (HR related) and Property Purchase Closings for Downtown Revitalization Efforts
- Increase in Special Projects by \$45,000 to pay for Old Council Chambers and Human Resources offices reconfiguration construction, furniture, two offices, small conference room and closet.
- Increase in Retirement and Annual Leave Payouts of \$300,000 and severance pay out.
- Cost of New Positions for HR Assistant, Public Information Officer, IT Intern, Airport Support Staff and Grants Intern not previously budgeted for \$105,000.

Additional Cost Savings or Revenue Generation Measures Taken

- Change in insurance carrier implemented this fiscal year reduced property and equipment insurance premiums roughly \$100,000.
- Addition of full time Grants positions significantly increased grant income for the year with \$847,639 in grant funds awards outstanding for the upcoming budget year.

City Administrator Evering addressed Council regarding the Budget for FY 2021-22.

New Positions/Personnel Changes

- Accountant and Business License Inspector/Revenue Collector in Finance-\$90,000
- Part Time Evidence Technician in DPS-\$21,000
- Established new departments for both Information Technology and Human Resources to assist in advanced tracking of their specific expenses and better serve the needs of the City.

Salary Changes

- Recommended 1% Cost of Living for all permanent fulltime and parttime employees and Bonus with amount to be determined by Department Head's evaluation of employee performance. Plan to distribute in 1st payroll after beginning of fiscal year.
- Implementation of performance evaluations to be given later in the fiscal year with merit increases awarded based upon employee performance.
- \$750,000 budgeted for all three of these activities in total in the first steps to address concerns with Archer Study Phase 2 implementation and overall low salaries of all employees.

Notable Revenue Items

- Increase in Insurance Business License Fees for those collected by MASC of \$150,000.
- Increase in \$470,000 in Fire Income due to implementation of Fire Tax District in conjunction with Orangeburg County; agreed to Tax District for 1.2 million for Fire Services, sent to County.
- Addition of revenue for the Forensic Drug Lab of \$175,000 from grant funding and use by other agencies (Note final certification is pending award as of current date.)
- Increase of DPU Transfer of \$500,000 to include \$400,00 in additional funding and \$100,000 to eliminate the need for billing of shared salaried employees. Also, a one-time DPU transfer infusion of \$1.2 million for this fiscal year only.

Notable Expense Items

- Increase in Facility Maintenance overall for City by \$120,000 for new COVID cleaning protocols and adding facilities that were not previously included to bring them up to standard.
- Increase of \$20,000 in DPS Administration to address sagging entrance at DPS headquarters facility.
- Addition of \$200,000 to replenish Self Insurance Fund depleted from prior year lawsuit settlement.
- Payout of \$57,000 in Comp Time to comply with legal recommendations regarding needed changes to existing Wage Policy for the City. Discussed with employee attorney this is a drain in budget

- First Lease Payment for Fire Truck Purchase of \$472,000

Additional Cost Savings or Revenue Generation Measures Planned

- Exploring new carrier for Worker's Compensation Insurance that could save the City up to \$100,000 in overall expense beginning 1/1/22.
- Hiring of full time Business License Inspector/Revenue Collector that will be assigned specific to the streets to track down businesses and vendors operating in the City with no licenses to ensure collection of all available revenue in this area.
- Funds allotted for hiring of contractor to assist with Building Permitting and Code Enforcement for increasing permitting revenue and more quickly addressing Code Enforcement issues
- Lease of hybrid electric vehicles for those used by administrative staff to decrease gas expenditures.
- Complete inventory of all carts and dumpsters for all Sanitation Services to ensure proper billing as well as beginning efforts to solicit new customers for commercial services.
- Exploring and beginning solicitation of new customers for Forensic Lab services, DNA certification in August, 2021.

Fiscal Year 21-22 Projects

- Cameras and call boxes to be added to Boardwalk in Gardens and possibly other areas for \$40,000.
- Signage at Recreation Complex for \$60,000
- Refurbishment of Canteen (Old DAV Building) at River for \$100,000
- Skatepark Construction for \$600,000
- Property purchases downtown for Economic Development

Accomplishments in this fiscal year are stairs in the Gardens and a ramp and two fountains have been repaired at City Hall and the Square. The Request for Proposals at Pinetop are due today and we hope to get the engineering out on that soon.

Dr. Kalu asked, "You mentioned the space in Information Technology, what about that?"

Assistant City Administrator Singh replied, "It is not space for them but cubicle space in a round pod. This space can be for contractors or needed expansion space for workers."

Councilmember Hannah asked, "How do students get internships?"

Assistant City Administrator Singh stated, "We started local for interns and had no luck. The next step was the MPA Program at USC or the College of Charleston. Our intern for grants was in the MPA Program at USC. It is a difficult process. We had an intern from OC Tech that was a disaster."

Councilmember Hannah asked about a COVID update. COVID protocols were discussed and cleaning.

Mayor Butler asked if Benefits and Payroll could be moved to Human Resources.

City Administrator Evering stated, "We haven't discussed that at all, we can consider it."

Councilmember Haire asked about Hillcrest Golf Course. He stated, "We have not done what has needed to be done and this just has not started yesterday. I am supportive of the Golf Course. We needed to do a better job in maintaining these facilities and this could have given more people an opportunity to play with better greens. Years ago, our former Mayor talked about it, but there was nothing done. People go to Santee and Calhoun to play golf; we are losing revenue if the course is not maintained. We need SCSU to come back and extend the lease."

Dr. Kalu asked, "What is the Opportunity Zone for \$300,000?"

City Administrator Evering replied, "The City is looking at the old bank building downtown and selling it to an investor for \$300,000 and then we will lease it back for ten years and purchase the building. We would then apply the money to the lease payments."

Assistant City Administrator Singh stated "We are breaking even on the sale, the values in downtown will increase and it will be on the tax roll for ten years. It is a win-win for the new building."

Dr. Kalu asked, "What do you mean about cutting 20% on travel and training?"

City Administrator Evering stated, "We have seen through Covid that there is more in-house training that can be done and this is one way of trimming some fat and saving money."

Dr. Kalu asked about fields at Hillcrest and the Lease. A discussion was held on the number of ballfields available, the Masterplan for all Recreational Parks and what will happen if we do not keep the fields at Hillcrest.

Dr. Kalu asked about a tool to evaluate employees, that it should be different in each area. In fact, a template should be used. Councilmember Keitt stated, if we can hear from the Department Head's they may answer our questions.

All Department Heads gave brief presentations of their department's top priorities.

Finance Department, City of Orangeburg Projection & Budget Highlights FY 2020-21 & FY 2021-22

Carrie Johnson

- Insurance Coverage – In the current fiscal year, we have saved over \$100,000 by changing property insurance companies from SCIRF to Surry Insurance.
- Staffing-Resources have been stretched thin and additional controls and opportunities have been determined that will require additional staffing.
- Space-We are so short on space, we hope to move into a new City Hall in the next year or so to spread our wings. We will be able to accommodate new positions temporarily, but as we have records in the dungeon and elsewhere—so we are happy with the hope of moving.
- Car-We leased a new vehicle last year to replace a 2007 model, and this car is shared for anyone on City Business or checking licenses. At this time, we believe this will be adequate for our existing needs.
- Capital-Finalizing the financial software package (New World) and implementing remaining modules for Grants Management, Esuite, CAFR, and Work Orders. Cost with Consulting to finish approximately \$45,000.
- Orangeburg Cemetery to be mapped and plotted (\$14,000-Cemetery Fund)
- Municode-We will be able to have agendas online, post minutes and ordinances automatically and to their website and new codification services (should start process soon and implement next FY).
- Customer Service Appreciation Days – Impromptu in the Finance Department – customers will receive a City Goody Bag on such days

Human Resources Planning
Theresa Williams

Department Goals

- Quality Services: Attract, develop, motivate, and retain a diverse workforce.
- Internal Support: Business Partner to City Departments; professionalism and integrity.

- EEO Compliant: Workforce representative of the community and free of discriminatory practices.
- Safety: Risk Management – secure work environment.

Current Budget Accomplishments

- Health & Wellness Fair Participation Increase
- Dick Horne Foundation Internship
- Ban-the-Box
- Increased Hiring
- Increase Training
- 160+ COVID tests; 4000+ man-hour changes/schedule modifications
- Coordinated 120+ shots; 58%-60% employees currently vaccinated

2022 Top Goals

- I. Employee Engagement - \$5k-\$20k
- II. Employee Communication -\$ 9k-\$12k
- III. Recruitment - \$20k-\$36k
- IV. Training - \$1k-\$4k
- V. Partnership Agencies - \$0

SMART Investment

- I. Employee Engagement
 - A. Updated Personnel Policies & Handbook
 - B. Performance Evaluation Program
 - C. Expanded Benefits (Sick Leave, Holiday, Life Insurance, Vision Plan)
- II. Employee Communication
 - A. Employee Intranet Site
 - B. New Hire Orientation Video
- III. Recruitment
 - A. Classification and Compensation Study Update - 2018
 - B. Geofencing
 - C. Branding Benefits Packaging
 - D. ApplicantStack/ADP Link
- IV. Training
 - A. Palmetto EAP/OC Tech/ Internal Personnel
 - B. National Safety Council
- V. Partnerships
 - A. Vocational Rehabilitation
 - B. SC DEW – OJT Program
 - C. Dick Horne Foundation Internship

Department of Public Safety

Chief Mike Adams

Highlights – FY 21-22

- Fleet Vehicle Program – In the continuation of the fleet program, the acquisition of 14 new vehicles in the upcoming year to spread across three divisions will facilitate new employees and augment the take-home car program. A number of vehicles will be removed that have reached end of service life.
- Fire Apparatus – We have acquired a heavy rescue truck, a brand new 100ft mid-mount Pierce platform truck, and a new Pierce custom pumper truck. Additionally, new SCBAs to replace outdated equipment will make a safer, more reliable outfit for fire personnel.
- JusticeTrax – This system and software will be instrumental in keeping lab on track once accredited

Positives

- The agency is nearing staff capacity, which should result in less overtime and more time off for personnel.

- Historically we have more Fire Engineers since the formation of ODPS, as we continue to expand the fire service.
- Fleet vehicle program has helped improve morale and officer retention.
- Forensics laboratory has passed the DNA section assessment and is awaiting full accreditation by the accrediting board. We anticipate that we could have access to the CODIS database by the end of August 2021, which would make us fully functional at the beginning of the upcoming budget year.

Areas of Concern

- Remaining competitive in an evolving police environment, while emphasizing minority recruitment.
- Facility maintenance issues:
 - Foundation/sinking parking lot – Structural engineer scheduled to assess this week.
- Roof – Multiple leaks popping up on out of warranty HQ roof. Anticipate having to fully replace by 2022-2023 budget year.
- We are continuing our efforts to improve morale:
 - Employee Relations Committee
 - Employee of the Quarter Program
 - Birthday Recognition Program

Additional Revenue Projects

- Passage of special purpose fire district will ensure stable financial assistance to fire services.
- Department will be eligible to apply for a \$150K DNA Backlog Reduction Grant, once fully accredited.
- Actively pursuing Grant funding for existing and new personnel.
- There has been a significant increase in Traffic Fines since the positing of the Traffic Enforcement Officer.

Parks & Recreation

Shaniqua Simmons

5 Divisions

• Administration	3
• Recreation and Athletics	4 + 6 (Part-time)
• Orangeburg Sports Complex	4
• Gardens	13
• Parks & Cemetery	<u>12</u>
Total	42

2021-2022 Priorities

- Parks and Recreation Master and Skate Park Planning
 - \$105,000 allocated from Hospitality and Accommodations Funds
- Construction of Skate Park
\$600,000 allocated from Hospitality and Accommodations Funds
- Contract of Hillcrest Fields
- Sports Tourism – North Road
 - Cooling Stations, Batting Cages, Signage, Concessions Improvements \$270,000 allocated from Hospitality and Accommodations Funds
 - Renovation of Mirmow Field \$400,000 in 1% Funds

SWOT Analysis

- **STRENGTHS**– Attractive facilities and outdoor locations – Sports & recreational programs

- WEAKNESSES – Have not adopted a Parks and Recreation Master Plan – Lack of teen programming and attractions
- OPPORTUNITIES – Outdoor Recreation/Water Access – Shared community services
- THREATS – Funding – Space – Ability to staff – financial instability

Why Is Parks & Recreation Important?

- Community Revitalization
- Economic Development
- Create Safer Neighborhoods
- Green Infrastructure
- Promote Public Health
- Tourism
- Smart Growth

Everyone Benefits!

Service Department

Roger Brant

Overview of Service Department

- 9 full time employees
- 6 employees hold Commercial licenses
- Handle grass cutting along all the City's Right-of-Ways
- Storm drainage
- Pick up litter before cutting grass

FY 21-22

- Replace mower and trailer
- Replace forks for the front-end loader

The Service Department has a 1980s rubber-tire loader and motor grader that are not used very often. The plan for the future is to rent these two pieces of equipment as needed to save money.

Public Works

Dean Felkel

Challenges

- Aging Sanitation Equipment
 - Plan to replace one residential/commercial sanitation truck-current ones are well over the life expectancy of 12 years
- Spare sanitation truck has electrical and hydraulic issues
- Staffing Difficulties
 - Six (6) vacant slots for CDL drivers, highly competitive in availability and salary
- Dealing with building inspections and code enforcement in a timely manner
 - SAFEbuilt – a company we would contract with to help us move quicker enforcing ordinances and condemning buildings.

Positives

- Field verifying the number of roll carts being used vs. the number being billed for discrepancies.
- Working on adding more paying commercial customers.
- Placement of cameras in some areas with repeated dumping to try to catch them.
- New Code Enforcement software installed last year is going to be a great tool.

Mr. Felkel said they are always trying to find ways to increase revenue and decrease costs.

Airport

Projects

- Apron Expansion – Phase I
 - Will allow an area to stage larger aircraft

- Terminal Renovation
 - Face lift from top to bottom
- Restore the James Hangar

Revenue

- Husqvarna Partnership
- Updating Lease agreements
- Land Use agreement

Councilmember Stroman asked, "About 5-6 years ago, I asked for \$1M to build hangars. Where is that money?"

Assistant City Administrator Singh replied, "That is a good question. Some was spent on the Husqvarna building and some on engineering services toward the apron expansion. A rough estimate of what is left in there is \$850,000. Keep in mind if these larger hangars come to fruition, we may have to spend \$10-20 thousand to get electricity and water to them. This was money on the penny tax as Airport Improvements and hangars are part of that."

Hillcrest

Gregg Funderburk

Golf Course Manager Gregg Funderburk said the golf course needs to stay. It is affordable, offers an opportunity to interact, and has always been a bridge to the community of Orangeburg.

Highlights

Pro Shop

- 3 full time, 2 part time, 2 seasonal employees when fully staffed
- Reservations, merchandise sales, inventory

Golf Course

- 4 full time, 2 part-time, 2 seasonal employees when fully staffed
- Prepare and maintain the golf course for the community.

Challenges

- Little has been done to upgrade the golf course in 50 years.
- Needs to be discussion regarding the future of Hillcrest.

Revenue

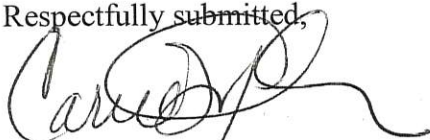
- Propose that we have "Half-Price Range Day" or "All you can Practice Monday" to increase revenues on Monday.
- Propose that we make membership a part of our benefit package for all full time City and DPU employees to bring a whole new group of people to the course.

Positives

- Eliminated 90% of foreign grasses on the fringes and fairways
- Increase playability with grass and an irrigation system that is 50 years old

After all Departments presented their information, lunch was held, and the meeting was adjourned.

Respectfully submitted,



Carrie Johnson
City Clerk



/lhh