CITY OF DARLINGTON
CITY COUNCIL GOAL SETTING WORK SESSION
HELD AT THE MATTHEWS AND KING EDUCATION CENTER
115-B EXCHANGE STREET, DARLINGTON, SC 29532
SATURDAY MARCH 26, 2022 – 9:00 AM

Present: Mayor Boyd, City Manager John Payne, Councilpersons Bryant Gardner, Elaine Reed, Howard Nettles, John Segars, and Sheila Baccus. Councilman John Milling arrived at 9:26 AM. Also, present: Fire Chief Pat Cavanaugh, St. & Superintendent Alex Gainey, City Planner Lisa Bailey, Mr. Charlie Barrineau with the MASC, and Mr. Bobby Bryant from the News & Press.

Mr. T.C. Sawyer said he and his wife own and run this facility for those of you who never been here. He told us about the three exits to the building. He said once you go out the back and side door, there is no way to get back in because they automatically lock and the only way you can get back in is if he lets you back in. Mr. Sawyer told everyone where the restrooms were. He welcomed us to the facility and told us if we wanted to come back and visit again, we are welcome to do so.

Invocation was led by Mayor Curtis Boyd followed by the Pledge of Allegiance.

APPROVAL OF MEETING AGENDA

Councilman Howard Nettles made a motion to approve the meeting agenda for today's meeting. Councilman Bryant Gardner seconded the motion. Councilpersons Baccus, Reed, Segars and Mayor Boyd voted in favor of the motion.

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GOAL SETTING FOR FY 23 – MR.CHARLIE BARRINEAU, S.C. MUNICIPAL ASSOCIATION

Mr. Barrineau said it speaks volumes to have all of the council here on a Saturday. Mr. Barrineau said he will go over initial discussions, team building exercises and then he'll talk about goal setting. He said we're not doing full blown strategic planning, but just simple goals. He said this is the process the association has used for many years, and I think it works. Mr. Barrineau said their program is for all of you, staff, council members, mayor, or any of you can call or text him. He reminded council of their oath because you can get caught up in the day-to-day fires. He said if you saw their meeting in February they brought a speaker in Matt Larryman, and he talked about civility. Mr. Barrineau said they are seeing across the state challenges with getting along and so the board association has made that a key component of this year in their training. He said the speakers' focus was courageous conversation and that is kind of the importance of this-you and getting you all off the dais and together as a team. He said if we can't work together we are not going to accomplish anything for the City of Darlington. That is what the speaker noted about getting around the table, talking, and trying to understand each other's perspective to move forward. Mr. Barrineau said he read a book by Patrick Lencioni late last year or the early part of this year called "The Five Dysfunctions of a Team." Mr. Barrineau showed a 2-minute video by Patrick about the importance of a team. The absence of trust, fear

of conflict, lack of commitment, inability to hold each other accountable. Mr. Barrineau had Council to do a trust exercise. He said he wanted each person to tell where they grew up, how many siblings did you have, where did you fit in the family such as oldest, youngest, etc. Mr. Barrineau told the council to then tell whether there was conflict in the family and if so, how they dealt with it. Each council member participated except Councilwoman Baccus. Councilman Milling arrived and Mr. Barrineau told him that we are going to be talking about goals but in order to do that you have to have trust. So, the council is sharing a little bit about themselves stating where you grew up, how many siblings did you have and what was the conflict like. He said the reason for this is that we've got to communicate. He said even if we disagree we need to respect each other and find a common place where we can move Darlington forward. All council members participated in the exercise except Councilwoman Baccus. Mr. Barrineau told the council they may have seen this slide before; praise in public, criticize in private. He said if you disagree, try to deal with those things behind the scenes. He said it is the same with disagreements with staff. Mr. Barrineau said to keep those as one on one. Mr. Barrineau said, don't think that your conflict or just agreement is personal. He said we can agree to disagree to disagree and still be working for the betterment of this city. He told the council they've got to try to set up a vision and figure out the tasks and objectives that we are going to carry out to get there. We've got to define what it is that we're wanting to achieve. You've got to empower your employees; you've got to give them the tools. He said if you're not willing to pay for things then you're not going to empower your staff. Sometimes you've got to raise taxes and other things to be able to invest in Darlington. Mr. Barrineau said, you all are the cheerleaders, so you all have got to do the job to keep relationships with the business community, residents, and the neighborhood association. He said the people that are coming to invest in Darlington are reading the newspaper and they are watching what you say so you've got to be that cheerleader and you've got to be a good steward. Mr. Barrineau said, "So the actions that you take will produce into the future". Councilman Nettles asked Mr. Barrineau if they could get a copy of this and he said, yes. Mr. Barrineau said, today is not a full blown….we're not doing vision statements. I'm trying to get you achievable goals for the next 12-18 months but again you all are focusing on the end. What do we want and then you've got to give that want to the staff to carry it out to find the means to get there? Mr. Barrineau said what they're doing today is the kickoff to our 2022-2023 budget. He says all the staff are here and they are listening they are going to take your feedback and try to get weave it into the development of the budget so that we can achieve some of those collective goals. He said the vision is the top thing and that's what you want. We want to save Darlington and attract a place where businesses can thrive. Then we get that down into goals; what do we want to accomplish; and then objectives within that goal tasks within those objectives. He said we really need to measure …. He said we may come out with a goal today that we need to have a breaking of the bread with the county council. Another thing we need to add police officers to the budget and how do we measure that. Mr. Barrineau said, and your goal is we want a strong economy, we want strong small businesses, we want to get new businesses coming. How do we do that. He said the first thing we want to do and the reason for that is we want a diverse mix of small businesses. We want people to have jobs and training so to get there. Maybe the first thing that you were going to do is do a market assessment to find out how much spending power is there. He said there are companies that will tell you how much spending power is there. And then they will look at

leakage statistics and then we home in on whatever area. Mr. Barrineau said we'll find out where we are leaking revenue and that will be our focus where we are going to target those businesses. Mr. Barrineau said when he was in Greenville, that's all he heard, bring me Olive Garden, and bring me Target and no matter what I would say, our numbers did not match Target or Olive Garden. And while the citizens wanted it, there was no way, so we don't need to be focusing on things that aren't realistic. He said, I would think Chick-fil-a is probably a realistic vision. So, what can we do to do some of those things to drive that traffic? He said we'll do our assessment and maybe have conversations with our Chamber and other business groups. He asked, how are we branding ourselves? Do we have literature of vacant buildings, of things that are available? What kind of communication strategy do we have and then how are we going to measure success? He said we're going to track business licenses, and this might take 5 years. Did business licenses from 2022 to 2027 based on our investments? Did we see growth and that's how we're going to show success? He said I'm pretty sure you all collect local hospitality tax dollars. We build this new recreation facility it's a quality-of-life thing, but we are trying to bring teams in to get people to spend money, so we are going to want to make sure we are tracking hospitality tax dollars because we're going to want to see if our investment brings a return. He said maybe we can do a citizen satisfaction survey. We survey the citizens today and then in five years to see if we've changed the metric of what they think. He said that in a nutshell is how we get to those goals but y'all set that tone, but as a leader you pass the baton to the staff to carry it out. Hopefully if this thing should work, you'll get credit, they'll get credit, and we'll see success. Mr. Barrineau said over the next couple of hours he will be going around the room asking council members to give him a goal or something that they would like to see done over the next 12 to 18 months. He said it can be simple stuff such as having a meeting with Darlington County council, or we need to decide how to invest our ARP funds, or we need to invest in our water and sewer system, etc. but the more specific, the better. Mr. Barrineau said it's important when he has these conversations with the council members individually that the other council members respect that this is that individual's desire or goal. He said let it make it up on the wall and see where it lands so be respectful of everybody. He told them he will go around the room and every idea they can think of he can fill those the walls and then they will rank those goals. Mr. Barrineau said he will get them to vote on your three top "*Must Do*", the three top "*Should Do*" and then the three top "*Could Do*". He said, let's be realistic, ya'll can give the staff 20 or 30 things, but the reality is that probably you will only be able to accomplish three, four or five of those things. He said communication is important and the fact that we have this meeting live speaks volumes. He said, "Transparency, we encourage you to put this on your website, share it on social media, let the public know. He said some councils have printed a big check size poster with their goals and they hang it in their council chambers where everybody can see it every month. Mr. Barrineau said, "We will formalize what we have done today in writing, and we recommend that you adopt your goals by resolution so we will rank the top nine. He said there will be some ties so you may end up with ten, eleven, twelve goals. He said we don't throw anything out. Everybody's' idea is listed in the resolution as honorable mention so it's all there; and then we formalize that, and they recommend that you adopt it. It is kind of a document that helps start the framework of 2022-2023 budget. Mr. Barrineau said, "This is where I leave. I get it written and I hand it to you, and I walk away. This is where I see some cities that…I'll come back next year and do this and we're talking about the same thing. When

he asks them if they tracked their process and did they check in, the response would be, “No.” He told council he will share some tracking excel sheets that other cities and towns have used and it's important they make assignments to council member, city manager, department heads or whomever and then hold that individual accountable. Mr. Barrineau said these are the things that help keep us on check. He said not to create more work for staff but if there’s a way to have a half year update, or a quarterly update to see where we are with our goals. He said I don’t know where you all are with your ARP funds, but I think it is an important discussion with what we’re doing right now. Mr. Barrineau said, “You all were allocated almost $1.5 million last September, and you’re going to get another $1.5 million this September and I’m sure you all know about the final rule that was released back in January that you can now pretty much use this amount of money for any general government purpose”. Mr. Barrineau said, “And those local governments that are smart and leverage this money to get more money are going to be the ones that are successful.” The State Legislature right now is debating $2 billion dollars of American Rescue Plan money. We’re hearing that they may allocate $750 million, $1 billion, $1.2 billion to infrastructure so if you have infrastructure needs (water, sewer, broadband, stormwater) now is the time you might be able to….next probably…We’re hearing that they’re going to set up a grant program through The Rural Infrastructure Authority (RIA). They are saying they may set aside up to $10 million. He said these are mega projects, (transformational projects is the word they are using), but you may have to put up a match. He said you might have to put up anywhere from 5% - 15%, so you may have to put up $200,000-$300,000 of your money to get whatever of their money. He reminded them that they don’t have to decide what to do with it until 2024 and you don’t have to spend it until 2026, so there’s nothing wrong with sitting on it. Another component of the ARP is they changed it and said you can use the money to match federal money. Typically, you can’t use federal money to match federal money so if you wanted to apply for other grants, (CDBG money is available) but you can use this money other grants. He said if you don’t have an open utility grant and you have an open streetscape grant, but you can apply for a utility grant because those are two different pots. Every way that you can leverage this money, is what I would be doing. Mr. Barrineau said that is his opening session before we get started with the sheets.

Mr. Barrineau asked Mayor Boyd to start with his goal. Mayor Boyd and Councilman Gardner both said a full-time grant writer. Mr. Barrineau asked, “Where is the money going to come from to hire a grants writer”? Mayor Boyd said, “We have two more sets of apartments coming, a carwash coming, we’ve got money coming in, taxes at the end of the year, so we have money coming in. Mr. Barrineau listed it as “growth”. Mr. Barrineau asked if he would be willing to cut something to have a grants writer? Mayor Boyd and Councilman Gardner said, “Yes”. Mr. Barrineau asked if they wanted to combine that position, or do you want them solely focusing on getting and managing those grants? Councilman Nettles asked are they completely consumed by grant writing or do they… Mr. Barrineau said I get this same question in just about every city and town. He said I don’t think there’s this massive amount of money that you’re missing. He said grants are very specific, so it depends on what you want. He said some of the grants depend on your numbers. Mayor Boyd said, “Back up. You just said there was a big pot. Senator Malloy tells us there’s a big pot”. Mr. Barrineau said, “There’s two different things going on. I don’t disagree with the Senator; the Senator is correct. The State and the meetings I’ve

been in, I've never heard it quite like this before, the state is flushed with cash. Mr. Barrineau said there are two different avenues here 1) a grant writer and one is an appropriations expert (lobbyist) so we have cities that may not necessarily have a grants writer, but they have a lobbyist. Mr. Barrineau said, "right now there's some significant room to get money using a lobbyist and they may be able to get an appropriation in the budget for you through the Senator and others. You now can get earmarks from the federal level. Mr. Barrineau said, "Just hiring a person that's green, off the street….Councilwoman Baccus said, "Well we did that last year". Councilman Gardner said, "Yeah we don't want to do that again". Councilwoman Baccus said, "They did that last year. Intentionally hired somebody who never wrote a grant in their life". Mr. Barrineau said, "You may want to call around…..He said in Greenwood, they didn't have a grants writer and they didn't have a lobbyist. He said there was myself and others that had relationships where we would be meeting with our Senator and our representative and going to Columbia and I flew to Washington, and we did get earmarks. He said the idea that you're going to write grants, I don't know that you're going to have tremendous success. He said right now I think you would do pretty good with lobbyist, but in four years that could change".

I left at 10:10 because of a previous commitment.

Goal Setting Ideas

Downtown Area

Problems on Jessamine, Chestnut & Reid Street (stormwater & sewer issues)

Councilman Gardner said, "The perspective of the building we need to upgrade the appearance of the city hall and most importantly from a technology perspective because we're twenty years behind the game when it comes to using technology to help benefit the city by digitizing everything". So, we need a new phone system, and everything needs to be digitized. Mr. Barrineau asked Mr. Payne if we had an IT assessment done. Mr. Payne said there is a vendor that worked on that but what they did was about three or four months ago, and those quotes are probably invalid. Mr. Payne said Councilman Gardner is correct. The phone system would be the first thing, but in order to do that the entire building has to be rewired. He said that is going on now and he plans to bring that to council as soon as he has three quotes. Mr. Barrineau said we're going to get an assessment, we're going to get funding and we'll have phasing strategies, prioritization and likely include many of those phases in the 2022-2023 budget. Councilman Gardner said it's not all about the accounting but the software side of it.

Mayor Boyd suggested updating the software and the phone system. He said what he mentioned earlier was the maintenance which we don't really have. There's a lot of work that needs to be done to the buildings we already have.

Mr. Barrineau said, "Ms. Baccus you mentioned getting agendas in a timely fashion. Councilwoman Baccus said, "We need our agenda and the packets…it's ok if we get our packet three or four days before the meeting but there shouldn't be things in the packet that we are

expected to vote on three days later. There's no time to research some things that are in the packet". Councilman Gardner said, "So what you're asking is the things we're going to be voting on do you want to get it a month beforehand? Barrineau said in Greenwood they had a work session on the first Monday of the month. The regular meeting was the third Monday of the month. The work session was just an informal discussion. No votes were taken and any item that was going to be on the agenda at the third Monday meeting was covered. Mr. Barrineau said work sessions work really well.

Councilman Milling said his goal is sort of an HR issue . He would like for us to be sure that our formalizations to do things and whether we've got the right people in the right spot; that we know how many employees we need for each department; is the department head the best one to be in that department. He said we know that salaries are gone up and we are losing people because of the salaries. He said we may be paying some people too much and paying some too little. Mr. Payne said he's already working on that, and they will see that in their budget. Mr. Barrineau summed it up by listing it as "wage compensation and job analysis". Councilman Gardner said to also list standard operating procedure plans. Councilman Milling said we need to have a job description sufficiently detailed, so we'll know whether or not employees are doing what they are supposed to. Mr. Barrineau said you've got this American Rescue Plan money that you can make investments that you wouldn't normally have the funds to do things such as a job description and waging compensation study. Councilwoman Baccus said, "You can't expect to hire an unqualified person and expect to pay them the same as a qualified person. She said that's the problem we're having in the City of Darlington. She said we spend more time hiring unqualified people than we do qualified people". Councilwoman Reed said to put on the list about employees getting the right pay for the job they're doing. Mayor Boyd said Alex Gainey has a hard time with maintaining people in the street department because of the pay. Mayor Boyd said we have a vac truck, sweeper truck and asphalt truck and don't have anybody to operate them because of the pay. Mr. Barrineau said this is why we've got to start with a wage compensation study. He said the numbers that are going to come back from his experience was, it's going to be more than you can chew, so you'll have to come up with a phasing strategy. Councilman Gardner said, "Out of all of the departments, police, fire, the street department is the one everybody sees. He said if there's a department to invest in he thinks the street department is it". Councilwoman Baccus said, "Just mentioning the vac truck for example, that truck cost what a half million dollars? Why would you hire someone not qualified to operate a half million-dollar piece of equipment? You need to hire somebody that's qualified, who knows how to take care of the truck, and knows how to maintain the truck. Councilman Gardner said, "And that's why those people that are tearing it up, we pay attention and remove them from the position". Councilwoman Baccus said, "If you hire somebody that's qualified and knows the truck, that's who you should hire". Councilmembers continued to discuss pay for employees. Mr. Barrineau asked what specifically can we do over the next 12 months or in this budget cycle? Do you want to focus on their pay? Councilman Gardner said, "The Pay and we need to post jobs every day or every week. He said the city administration needs to be posting all of our city jobs". Mayor Boyd said, "It's not just the pay but the work environment and wanting to be part of a team. Mayor Boyd said we need to start looking for people that want to come here and retire". Councilman Gardner said, "Maybe that's something we can do. If a

person moves into the city you don't pay a water bill". Mr. Barrineau said typically you have revenue bonds that don't allow you to give any flexibility with payment. Councilman Milling said It looks like at this point this discussion is being directed toward a particular department whereas this is a goal setting session and not a to do setting. He said we need to, for the interest of our time and Charlie's time, move back into the goal setting and not deal with these specifics. Mr. Barrineau asked the council if they had any more goals that they would like to list. Councilwoman Baccus said to bring this council to the 21st century because she is tired of those paper packets. Councilman Gardner said we have iPads, but nobody uses them. Mr. Barrineau said what they did in Greenwood was they use drop box. He said they PDF the entire agenda then dropped it in the drop box on Thursday or Friday and the meeting was on Monday. He would then send a text message saying your agenda is now available in drop box. Mayor Boyd said the city owns the old Po Boy's building, and he would like to see the city go ahead and remodel it. Councilman Gardner suggested listing a business incubator/entrepreneurial competition. He said it's another way to incentivize and bring our community forward. He said we have the Carnegie building that we can think about utilizing. There are also other buildings in the city that we may think about utilizing in the future. Councilman Gardner listed Christmas lights. He said the previous administration was investing $50,000 a year but we've sort of dropped off of that. He talked about Williamson Park and doing a drive-through trail and lighting it up. Councilman Milling said, "For those of you who may be somewhat familiar with the James Island County Park Christmas Park the same thing could be done in Williamson Park to draw people in, but on a much smaller scale. Councilman Gardner said, "I suggest going to that - maybe 1,000 lights". Councilwoman Reed said she would like to see the city get into some sort of program for the residents for developing affordable housing. Councilman Gardner said he and Mayor Boyd talked about the same thing, but our previous comprehensive plan talked about how our housing is cycling out, so we need to replenish. We need to try to figure out ways to incentivize developers or do some projects on our own. Mr. Barrineau said you are currently redoing your comprehensive plan so your next step would be rewriting your zoning ordinance which then you would assess as to are we allowing enough high density? Would you allow multi story density development in the downtown. Councilman Gardner said to list ditches as one of the goals. Councilman Milling brought up housing again. Mr. Barrineau said in Greenwood they had an infrastructure reimbursement program, and he would share that type of program with them. Mr. Barrineau said, "Now it is time for the ranking. He said it's very important that they begin looking at the listings and rank the top three accordingly:

"***Must Do***" - sports complex was tied, downtown, grants & recreation was tied.

"Should Do" - HR, Infrastructure & Drainage Problem in South Darlington

"Could Do" - annexation, storm water drainage ditch cleaning & Housing

Mr. Barrineau said he will get this typed up and get it to staff on Monday so at your next meeting maybe you can adopt a resolution that outlines all of this.

Councilman Gardner made a motion to adjourn at 1:00 pm. Councilman Segars seconded the motion. Councilpersons Baccus, Reed, Milling and Mayor Boyd approved the motion.

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Mayor

ATTEST:

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Clerk & Treasurer