

FEBRUARY 1, 2016

A budget workshop was held at 3:00 PM at the M.S. Bailey Municipal Center with Mayor Bob McLean presiding with Councilmembers Byrd, Cook, Jenkins, Kuykendall, Scarborough, and Young. The City Manager was present.

INVOCATION	The invocation was given by Councilmember Scarborough.
PLEDGE ALLEGIANCE	Mayor McLean asked Council and the audience to stand and recite the Pledge of Allegiance.
STRATEGIC PLANNING	Mayor McLean recognized Mr. Stovall, City Manager. Mr. Stovall stated that he wanted to discuss with Council the City's strengths and weaknesses in order to move forward with the upcoming budget. Mr. Stovall stated that City staff would take the information from this meeting and fix weaknesses and capitalize on the City's strengths and evaluate the City's progress in three years. Mr. Stovall stated that in this meeting Council and City staff would identify the City's strengths, weaknesses, challenges, and threats. Mr. Stovall stated that Council would look at political factors, economic factors, social factors and technology factors that impact the City. Mr. Stovall asked Council to give him some strengths of the City. The strengths Council listed included rural spaces, interstate, Presbyterian College, Pharmacy School, location, business friendly, healthcare system, railroad, YMCA and community interest. Councilmember Cook asked if the City Manager wanted Council to name the City's strengths or what gives Clinton the edge over other cities in the area and Mr. Stovall stated that he wanted both. Councilmember Cook stated that the Clinton's healthcare system or education system is not a strength compared to other areas. Mayor McLean stated that Clinton has nice educational buildings but Clinton is not meeting what other systems have. Councilmember Kuykendall stated that a strength is the Clinton religious community and their leadership. Mr. Stovall asked City staff to list some strengths which included utilities and quality and responsiveness of City employees. Mr. Stovall asked Council to list some weaknesses which included appearances of buildings, declining neighborhoods, gateways, power rates, economic development products such as spec buildings, jobs, housing options, public entertainment, funds to fix infrastructure, poor street conditions, not enough recreational facilities, work force, lack of technical job experience or training, industry's management does not locate in Clinton, and the proximity to Simpsonville. Mayor McLean stated that Clinton may not be able to compete with Greenville, Spartanburg, or Columbia for a downtown but our recreation space is a big factor for Clinton. Mayor Mclean stated that the perceived values of some homes purchased are higher than the actual value and the homes become a liability. Mr. Stovall stated that a new family would not pay the perceived value for the
STRENGTHS	
WEAKNESSES	

homes in Clinton but instead go to Simpsonville and purchase a new home for less money. Councilmember Cook stated that business retention is a weakness for Clinton. Councilmember Byrd stated that a weakness is the property tax base. Councilmember Cook stated that the need of annexation is a weakness. Councilmember Cook stated that Clinton offers services to citizens outside the City limits so the City would have a revenue stream. Councilmember Cook asked if the City's revenues would be greater if the areas were annexed into the City limits. Mr. Stovall stated that it would cost a citizen less money to move inside the City limits unless the citizen includes the vehicle tax.

OPPORTUNITIES

Mr. Stovall asked Council to list the opportunities for Clinton and they included a spec building or pad, recreation, satellite industry, property in Clinton ranked 24 in State as a good industrial site, beautify the entrances into Clinton, Sterilite Park, LCWSC, improve the appearance of Clinton and use festivals to attract people to Clinton. Councilmember Kuykendall stated that Clinton should take advantage of the cycling events such as Flight of the Dove and make it more than just a one day event. Mr. Stovall stated that Council feels like there is an opportunity for tourism in Clinton. Councilmember Byrd stated that a community theater would be an opportunity for Clinton. Mayor McLean stated that an opportunity for Clinton is the Bell Street Middle School. Mr. Stovall asked Council for a list of things that threatened the Clinton's ability to succeed. Council stated that infrastructure, electric rates, lack of State funding, and workforce.

THREATS

Mr. Stovall stated that the City's workforce is a possible threat because of the regulatory requirements and Certifications City personnel are required to have makes it hard to find qualified personnel. Councilmember Young stated that the City's drinking water source could be a possible threat. Councilmember Cook stated that outside perception of Clinton is a threat because then City cannot get businesses or people to come to Clinton in order to share with them what Clinton offers. Mr. Stovall asked Council if what Clinton's citizens think about their City and government is a threat. Mr. Satterfield, Public Works Director, stated that blight is a threat to Clinton. Ms. Roberts, Public Safety Commander, stated that a threat to the Public Safety Department is the salary and benefits other agencies offer Police Officers and Firemen. Councilmember Scarborough stated that many landlords in Clinton do not provide proper living conditions which add to the blight. Mr. Stovall

OUTSIDE POLITICAL CHALLENGES

asked Council to list outside political challenges which included unfunded mandates, lack of State funding, unresponsive State agencies, and State Legislator no longer lives in Clinton. Councilmember Scarborough stated that the City needs to take the opportunity to go to the State or Washington to see the Legislators and Senators. Mayor McLean stated that the diminishing amount of grant funds. Mr. Stovall asked Council if Laurens County was Clinton's friend and Councilmember Scarborough

**ECONOMIC
CHALLENGES**

stated not in terms of economic development. Mayor McLean stated that the City's relationship with Laurens County is better than it has been. Mr. Stovall asked Council to name some economic challenges that included lack of funds, Public Safety building, DE Tribble building, infrastructure, old mill sites and neighborhoods, workforce quality, lack of product, population, graduation rates, quality of child care and community poverty. Mr. Stovall asked Council for a list of social challenges which are education, work ethic and poverty. Mayor McLean stated that thirty years ago Clinton offered many jobs that did not require any skill but those jobs do not exist today. Councilmember Young stated that how well the textile mills in Clinton took care of their employees was a drawing factor for people to work in the textile mill.

SOCIAL CHALLENGES

**NATIONAL CITIZEN
SURVEY**

Mr. Stovall stated that the City participated in the National Citizen Survey this year and Mr. Stovall recommended Council participating in this survey every two to three years. Mr. Stovall stated that the survey this year would be the base line to see how well the City progresses from the first year. Mr. Stovall stated that the National Citizen Survey asks the question is the community livable. Mr. Stovall stated that the survey gathers opinions across a range of community issues and then uses the results to help the City move forward with strategic planning.

Mr. Stovall stated that the survey would help the City strengthen the way the City communicates with the community. Mr. Stovall stated that the survey would help Council and City staff identify priorities to be used going forward. Mr. Stovall stated that the City mailed out 1,310 surveys and divided the City into five geographic areas. Mr. Stovall stated that the City received 290 surveys back which is a 22% response rate. Mr. Stovall stated that the average response rate is between 20% and 40%. Mr. Stovall stated that 52% of Clinton's residents indicated their quality of life in Clinton was either excellent or good. Mr. Stovall stated that the National Citizen Survey takes the answers from the Clinton's survey and compares them to answers from other surveys from Cities that are about the same size as Clinton. Mr. Stovall stated that 127 answers were compared to other survey answers. Mr. Stovall stated that 62 answers out of 127 were similar to answers in other cities and 42 answers scored lower. Mr. Stovall stated that the survey shows the areas citizens felt dissatisfaction and the City could make improvements in these areas. Mr. Stovall stated that the survey looks at a number of facets that they think make a community livable. Mr. Stovall stated that the facets include safety, mobility, natural environment, built environment, recreation and wellness, education and enrichment, economy, and community engagement. Mr. Stovall stated that the City scored lower than the National Citizens Survey in built environment, recreation and wellness, and the economy. Mr. Stovall stated the facets the City scored similar to

COMMUNITY

other Cities were community engagement, education and enrichment, natural environment, mobility, and safety. Mr. Stovall stated that the two most important facets to citizens in Clinton are safety and economic development. Mr. Stovall stated that in each facet the survey looks at the facets in three different ways which are community, government, and participation. Mr. Stovall stated that community characteristics are Clinton a place people want to live, raise their children, and retire. Mr. Stovall stated that Clinton scored lower than the average on these points. Mr. Stovall stated that government is how well the City meets the needs of the citizens. Mr. Stovall stated that this point is about the services the City provides in comparison to the taxes citizens pay, citizens confidence in the City leaders and the citizens view of honesty and customer service. Mr. Stovall stated that Clinton scored in the similar range for value of services and citizens felt the City welcomed their involvement. Mr. Stovall stated that the survey shows citizens have confidence in the local government. Mr. Stovall stated that the City scored lower in the overall direction of the City. Mr. Stovall stated that crafting a Strategic Plan for the next three years would address this issue. Mr. Stovall stated that participation looks at how engaged citizens are. Mr. Stovall stated that the surveyed shows 56% of Clinton's citizens would contact City personnel which is higher than the national benchmark. Mr. Stovall stated that Clinton scored lower in recommending Clinton and remaining in Clinton. Mr. Stovall stated that what makes a community a place livable is the overall quality of life. Mr. Stovall stated that 64% of citizens rated Clinton as a good to excellent place to live but that is lower than the national benchmark. Mr. Stovall stated that when City staff scored certain facets certain items were pulled out that were ranked similar or lower in order to identify areas of improvement. Mr. Stovall stated that 85% of the respondents felt safe in their neighborhoods, downtown, and the commercial areas. Mr. Stovall stated that the City did not score well in overall safety in the community. Mr. Stovall stated that the City did not score well in mobility in regards to paths and walking trails. Mr. Stovall stated that City scored low in built environment in regards to public places and housing options and development. Mr. Stovall stated that the City scored low in economic health, shopping opportunities, and a place to visit and a place to work. Mr. Stovall stated that fitness and wellness are areas Clinton scored the lowest points. Mr. Stovall stated that Clinton scored high in adult education but culture and art activities were lower than the benchmark. Mr. Stovall stated that citizens answered an economic development survey in 2015 and citizens wanted an expansion of culture and art activities which is the same response in this survey. Mr. Stovall stated that the City needs to work on improving the positive perception of the Public Safety Department in the community and lowering crime statistics. Mr. Stovall stated that the City needs to implement a greenspace plan and the City needs to identify and

GOVERNMENT

implement policies that are pro economic development growth. Mr. Stovall stated that stricter code enforcement should be addressed. Mr. Stovall stated that governance is the way in which the local government meets the needs and expectations of its citizens. Mr. Stovall stated that in this area Clinton matched the national benchmarks. Mr. Stovall stated that 60% of citizens rated the local government as excellent or good. Mr. Stovall stated that citizens have a respect for the City's Public Safety Department. Mr. Stovall stated that crime prevention and fire prevention scored well on the survey. Mr. Stovall stated that in mobility street cleaning, street lightening, and enforcing traffic signals also scored well on the survey. Mr. Stovall stated that citizens scored the City low in street and sidewalk repair and maintenance. Mr. Stovall stated that the City scored well on sanitation pickup and drinking water but did not score well on recycling. Mr. Stovall stated that the power utility scored below the benchmark as did the Utility Billing Department. Mayor McLean stated that people are mad about the rate not the service. Mr. Stovall stated that recreation centers and City parks scored low. Mr. Stovall stated that recreation areas and City parks should be a priority in which City parks need to be redesigned and updated. Mr. Stovall stated that landscaping codes need to be enforced and the City should offer an incentive to businesses to landscape their property. Mr. Stovall stated that recycling opportunities need to be expanded. Mr. Stovall stated that the City could look into a Rebate Policy in which a citizen replaces less efficient items with energy efficient items and the City offers a rebate. Councilmember Scarborough stated that Council and City staff has discussed a LED Lightening Rebate Program. Mr. Stovall stated that currently the Public Safety Department has a Smoke Detector Program in which they will provide and change out citizens smoke detectors. Mr. Stovall stated that the program works well. Councilmember Jenkins asked which parts of Clinton does the Public Safety Department puts the smoke detectors and Chief Shiftlet, Fire Commander, stated that the department goes into the low economic development areas. Chief Shiftlet stated that the Public Safety Department would put in the smoke detectors in all of the homes regardless if the home is owned or rented. Mr. Stovall stated that participation asks if citizens are connected to the local government and each other. Mr. Stovall stated that the City scored similar to the national benchmark. Mr. Stovall stated that 72% did not report a crime and 82% was not a victim of a crime. Mr. Stovall stated that 57% of citizens states they are not under house stress. Mr. Stovall stated that 94% of citizens purchase goods and services in Clinton and 33% work in Clinton. Mr. Stovall stated that the participation level of citizens in wellness and fitness would impact the cost of providing some services. Mr. Stovall stated that 39% of citizens have contacted an elected official and 53% have volunteered. Mr. Stovall stated that 86% of the surveyed participants have helped a neighbor and 85% have talked with their neighbors.

PARTICIPATION

Mr. Stovall stated that Clinton's residents did rate the quality of life in a positive light. Mr. Stovall stated that 63% of citizens rate Clinton as a good place to live and raise children but that rate is still below the national benchmark. Mr. Stovall stated that citizens felt safe in their neighborhoods and the downtown area but the overall rate for safety was low. Mr. Stovall stated that citizens think the economy should be a priority. Mr. Stovall stated that the survey shows community engagement as strong in that residents are active in their community and report high rates of participation.

STRATEGIC GOALS

Mr. Stovall stated that at the last Strategic Workshop Council discussed goals and the strategies needed to implement the goals in the next three years. Mr. Stovall stated that one goal is to grow the economy. Mr. Stovall stated that some objectives for this plan are greenspace, spec building, improve Corporate Park III, Class A Industrial Park, and expand utilities to the Corporate Park. Mr. Stovall stated that these are objectives City staff would execute as instructed by Council. Mr. Stovall stated that City staff is looking for a goal which encompasses all of these objectives. Mr. Stovall stated that he recommends this goal be making the City's Industrial Park and Clinton competitive. Mr. Stovall stated that the City could not grow the economy and recruit manufacturing jobs unless the City completes the Industrial Parks and make them competitive. Councilmember Scarborough stated that is a broad enough goal for City staff to expand on the goal when an opportunity comes up and specific enough to do the job at hand. Councilmember Scarborough stated that all of the goals Council and City staff would like to accomplish would start with quality jobs. Mr. Stovall stated that another goal is to improve the quality of life in the neighborhoods by extending the City parks. Mr. Stovall stated that if the City replaces playground equipment, landscapes, develops picnic shelters, and improve the signage then the City could improve the built landscape which encompasses the greenway and path issue. Mr. Stovall stated that the City could connect some of the City parks with the current greenspaces and offer internet services at the parks. Mr. Stovall stated that the City could also install security cameras to make the parks safe. Mr. Stovall stated that the City could implement a volunteer program for the City parks and promote community involvement. Mr. Stovall stated that City staff needs time to take Council's vision and turn it into objectives. Mr. Stovall stated that the five current strategic goals are exceptional infrastructure, grow the economy, fiscal stability, promote community development, and offer a first class City for our citizens. Mr. Stovall stated that he wanted to present some new objectives for these five goals in which Council could accept or change. Mr. Stovall stated that he wanted to take these news objectives and use them to guide budget decisions over the next three years. Mr.

GROW THE ECONOMY

Stovall stated that the Grow the Economy goal could be accomplished by completing the Industrial Parks by building a spec building, water and sewer expansion, establish a Class A Park, establish a Class B Corporate Park III, pads at I-26 and Frontage Road, implement a business recruitment and retention program, and a first class workforce. Mr.

**EXCEPTIONAL
INFRASTRUCTURE**

Stovall stated that the City and other agencies in Laurens County need to have a discussion about a technical school. Mr. Stovall stated that some objectives for exceptional infrastructure are developing a maintenance program for the City's roads and sidewalks, improve the Sewer and Storm Sewer operations. Improve the Sewer System which reduces cost, improve the Electric System through energy efficient programs and system improvements, and implement LED Street Light Program. Mr. Stovall stated that the City should find ways to help the customer be energy efficient.

FISCAL STABILITY

Mr. Stovall stated that the City could cut cost in the Electric Distribution by cutting the City and the customer's usage. Mr. Stovall stated that the City should not cut cost in the Electric Distribution by decreasing capital or equipment which would make the Electric System less viable. Mr. Stovall stated that the City should improve the water service by improving and maintaining the Water System. Mr. Stovall stated that in three years the City should already have identified the City's long term water source. Mr. Stovall stated that in order to have fiscal stability the City needs to develop sound financial policies. Mr. Stovall stated that Council needs to develop a policy dictating how funds are transferred from the Utility Fund to the General Fund. Mr. Stovall stated that the City should have rules for fund transfers and other key operations. Mr. Stovall stated that the General Fund and the Utility Fund should operate in a self-sufficient manner and operate in a way that is fair and insure quality services at the lowest cost to the citizen. Mr. Stovall stated that Council and City staff needs to discuss property taxes and fees in Clinton. Mr. Stovall stated that Clinton has a population where 50% of property owners are tax exempted. Mr. Stovall stated that the City should look at a Fee for Services Program. Mr. Stovall stated that the City should go through a bond rating process in order to move forward with future projects. Councilmember Scarborough asked if what be a good idea to create a Council Sub-Committee to work with City staff to create the necessary fiscal policies and Mr. Stovall agreed. Mr. Stovall stated that promote community development the objectives are developing a quality recreation facility and increase the availability of recreation programs.

**COMMUNITY
DEVELOPMENT**

Mr. Stovall stated that Council and City staff needs to discuss how the City funds the YMCA and how the YMCA oversees our recreational programs in Clinton. Mr. Stovall stated that the City needs to expand and improve greenspaces and City parks in order to provide a sense of place in our community. Mr. Stovall stated that the City needs to improve the appearance and quality of Clinton through strict code enforcement. Mr. Stovall stated that if City staff enforces code requirements that would

FIRST CLASS CITY

improve the quality of life for citizens. Mr. Stovall stated that Council and City staff would face some challenges from the public if the City implements stricter code enforcement. Councilmember Scarborough stated that not only should the City enforce code requirements but also offer incentives to make these improvements. Mayor McLean stated that the City needs a way to identify mobile homes and make sure they are on the tax records. Mr. Stovall stated that to become a first Class City the City needs to evaluate every service annually in order to make sure the service is self-sufficient. Mr. Stovall stated that by auditing the services annually would make the City constantly look for ways to improve. Mr. Stovall stated that the City needs to expand the Arts and Culture events. Mr. Stovall stated that Council and City staff should do everything it can to make sure the downtown thrives. Councilmember Jenkins asked how many buildings were vacant in the downtown area and Mr. Stovall stated about five downtown buildings. Councilmember Cook stated that he did not know if the City could develop a strong workforce without partnering with other agencies. Mr. Stovall stated that the City would encourage the development of a workforce by partnering with other agencies. Mr. Stovall stated that he wanted to see the City take the lead in this area and not wait on another agency to start the process. Mr. Stovall stated that City staff needs direction from Council on the five most important objectives they want to see implemented. Council gave Mr. Stovall a list of their top priorities and Mr. Stovall stated that he would compile a list of objectives from Council's list. Mr. Stovall asked Council what was the number one priority and five out of seven Councilmembers wanted to make the Industrial Parks competitive and economic development. Councilmember Scarborough stated that once Council establishes these objectives then Council should let City staff do their work and not bother them with small problems.

ADJOURN

With there being no further business before Council motion was made by Councilmember Young to adjourn and seconded by Councilmember Byrd. The vote was unanimous.

CITY CLERK

MAYOR