

## 'Lead With Love'

### Panelists Talk Law Enforcement and Community Partnerships

Speaking on a panel about building community trust at the Municipal Association's Annual Meeting, City of Columbia Police Chief Skip Holbrook began with a reminder of the strained relationships faced by police and residents in recent years.

The police shooting of Michael Brown led to protests in Ferguson, Missouri in 2014. Months later, the shooting of Tamir Rice by an officer in Cleveland, Ohio had a similar impact. Each of these incidents eroded trust in law enforcement and required measures be adopted to restore that trust. As a start, many agencies adopted the usage of body cameras as a standard practice around that time, with the Columbia Police Department making the change in spring 2015.

"Really, we haven't looked back since, it was a great decision that we made," Holbrook said. "I think it's been a part of the transformation of our department. Our rank and file were very accepting of the body cameras, and it's proven time and time again to be an important tool that we have."

Holbrook outlined other efforts made by Columbia police to enhance trust, transparency and accountability in recent years, including the revision of internal affairs processes, the creation of a citizen advisory council and a command review board, as well as the publication of public internal affairs documents.



Crime reduction strategies, Holbrook said, have become "intelligence-led." Because responding to high-crime areas with a high police presence can hinder public relations without necessarily improving outcomes, the Ceasefire Columbia program takes a different approach. This program brings together "prolific

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offenders” for forums with law enforcement and also connects these offenders with service providers to offer assistance. The department is also now using acoustic sensors to detect gunshots around the city, enabling officers to respond quickly and reduce the possibility for gunfire to go unreported. A tactical first aid program has put lifesaving equipment into every cruiser and provided training for officers.

“We’ve had lifesaving, heroic actions by our police officers on numerous occasions since we put that very simple program in place,” Holbrook said.

Columbia Deputy Chief Melron Kelly highlighted other community outreach programs happening in the city. Beginning-of-shift roll calls taking place on residents’ porches, a community service program for newly sworn officers and the Young Ambassadors for Justice Student Roundtable, giving students an opportunity to share their thoughts and feelings on law enforcement, are just a few of the outreach programs.

“I do believe that our officers learned just as much from those young people as they did from us — everything from the latest dance moves to fashion to just how to better connect with them,” Kelly said.

The Columbia Police Department is one of the partners of the nonprofit organization Serve & Connect, which fosters partnerships between police and their communities. Speaking as part of the panel, the group’s founder, Kass



At the Columbia Police Department’s Front Porch Roll Calls, officers can answer questions about community concerns. Photos: City of Columbia.

Alia Ray, said opportunities to bring people together and create improvements can exist in places where distrust is strong, either because of high crime or because the population has been historically marginalized.

She expressed gratitude for the Columbia department being the first to join Greg’s Groceries, an organization which provides boxes of nonperishable food for police to hand out to those in need. Columbia has also worked with Serve & Connect on the North Columbia Youth Empowerment Initiative, which aims to build partnerships in a targeted ZIP code.

The City of Columbia, Alia Ray said, is “really demonstrating that it’s not an either/or, that if we care about promoting safety in our community, we have to care for the people. We have to lead with love. We have to be looking for the drivers and the undercurrents, the factors which really drive crime in the first place.”

## Understanding Business License Standardization

**B**usinesses choose to locate inside the boundaries of cities and towns because they need the concentrated commercial activity those municipalities offer, but businesses also need the services that cities provide.

Business license taxes allow cities to adequately provide for these needs, and this revenue represents a significant portion of what cities need to operate successfully. In most cities, anywhere

from a quarter to one-half of general fund revenue comes from business license taxes, and currently, there is no alternative revenue stream that can replace it.

### Why standardize?

Cities have just one location, but businesses often have many. Business owners operating within multiple jurisdictions can face the frustrating task of tracking

# Raines Elected Association President

**D**elegates at the Municipal Association of South Carolina's Annual Meeting unanimously elected Dennis Raines, mayor of the City of Mauldin, as the Association's president. When asked about his vision for South Carolina hometowns, here is what Raines had to say:

## How are cities and towns influencing policy making in a positive way?

To positively influence municipal policy on a statewide level, local officials must keep open lines of communication with state legislators, cabinet agency heads and directors of state agencies. Communicating with statewide leaders early and often goes a long way when officials need to ask for their support on an issue later on. Building these relationships takes time, and it requires mayors and councilmembers to stay engaged. Attend the Association's Hometown Legislative Action Day in February and keep informed about pending legislation, economic development trends and the latest research. Invite legislators to city hall so they can attend a council meeting or so they can get the inside scoop on a new project in the city. I know everyone has other jobs besides being an elected official, but taking time now to build relationships with legislators will yield great results. You can grow those relationships even more

by letting your legislators know when they are taking positive steps to help their cities and towns. A handwritten note of congratulations and thanks will go a long way next time you need help!

## What are the biggest opportunities for cities and towns?

As the leaders who run our cities and towns, we have a great responsibility to take advantage of everything that is offered to us to help us do our jobs better. The Municipal Association has expanded opportunities for education and training resources through the Municipal Elected Officials Institute. We must keep abreast of all the tools in our toolbox to be the most effective leaders for the residents we represent. The Association offers us multiple resources, from field service managers to conferences and affiliate organizations that help elected officials and staff learn, become more involved and grow into more effective leaders for our residents.

## How do cities and towns make South Carolina economically successful?

I once heard Bobby Hitt, the SC Department of Commerce secretary, say, "If you don't invest in your own cities, others won't — they will go elsewhere. Companies want to be where there is a feeling of success, not a feeling of desperation. They want to



Mayor Dennis Raines, Mauldin, President, Municipal Association of SC.

see successful cities and towns. Give them something you can brag about!"

In Mauldin, I have held this advice from Secretary Hitt close as we move forward. If you do not have a natural element in your city or town that makes it a destination, be creative and develop an element that will be a draw for visitors and residents. Cities and towns are the gas in our state's economic engine. We move our state towards bigger and better opportunities and successes, and as long as our cities and towns are strong, our great state will be as well.

a wide variety of due dates for license renewals and rate class schedules.

For this reason, the Municipal Association created the model business license ordinance, which cities can use to ensure compliance with state law and other best practices of business licensing. This ordinance reduces confusion for businesses while demonstrating to them that municipalities are business friendly.

The model ordinance uses the North American Industry Classification System to place businesses into appropriate classes for tax purposes. This model class schedule groups businesses according to their profitability indices, which are based on IRS data.

## Steps cities and towns can take to standardize

- Accept the Association's standardized business license application, which was crafted to address the needs of businesses that operate in multiple jurisdictions. More than 100 cities and towns accept the standardized application.
- Adopt the most current model business license ordinance with the standard seven classes.
- Adopt the practice of calculating business license taxes based on the prior calendar year or a business' prior fiscal year.

- Adopt the standard license year (May 1 – April 30), license tax due date (April 30) and penalty date (May 1).

The Association's *Business License Handbook* outlines proper application and collection of the tax. City business licensing officials receive substantial training about professional best practices from the SC Business Licensing Officials Association.

For more information on business license taxes and the SC Business Licensing Officials Association and to access the standardized business license application, model ordinance and Business License Handbook, visit [www.masc.sc](http://www.masc.sc) (keyword: business license tax).

# Cities, Towns Convene in Greenville

Representatives of 132 of the state's cities and towns gathered in Greenville July 18 – 21 for the Municipal Association of South Carolina's Annual Meeting, and they elected Mauldin Mayor Dennis Raines as the next president of the board of directors.

Raines said he looked forward to leading the board in the coming year.

"Strong cities and towns are critical to our state. We all know that, we just have to make sure everyone else knows that," he said. "In Mauldin we strive to be a healthy, vibrant and growth-minded city. I want that for all 271 cities, and working together, I know we can do that."

Outgoing board President Octavia Williams-Blake, councilmember from Florence, drew attention to the Association's advocacy success at the General Assembly in the past session. Two of the Advocacy Initiatives — improving predictability in the amount of Local Government Fund revenue cities receive and creating recurring state budget funding for the SC Criminal Justice Academy — were passed into law. Another initiative, creating greater flexibility in the ways cities can use hospitality and accommodations tax revenue for flooding and drainage, was passed by the Senate and awaits action by the House in 2020.

Williams-Blake also highlighted strong graduation rates for the Municipal Elected Officials Institute of Government and membership growth for the Main Street South Carolina downtown revitalization assistance program after changes were made to membership levels. She offered thanks for the time she spent as president.

"We are those leaders that our residents look to for support, for help, for guidance and the hope of a positive future. We are those leaders that statewide officials depend on to attract new business, professional sports teams and new industry," she said.

Eric Budds, interim executive director for the Municipal Association, called for all city officials to read the Association's Annual Report so they may better



Outgoing Municipal Association Presidents Octavia Williams-Blake, councilmember from Florence, and Greenville Mayor Knox White spoke at the Annual Meeting in July.

understand and take advantage of the Association's resources (See Page 7). He also echoed Williams-Blake's words on the need for all officials to be actively engaged in the legislative process and willing to contact their legislators with information on how bills can help or hurt cities.

"Using this approach, together we can provide the extra surge that's necessary to pass favorable bills and stop bad legislation," he said.

Greenville Mayor Knox White gave the keynote address, offering a look at many decades worth of downtown revitalization work. He described the city's experiences with what he called the "magic of mixed use."

"Getting residential [developments], you can't scream it from the rooftops enough, even if it's an apartment complex nearby. Just having some people bumping against the urban core is so critically important. It brings your retail. It helps your office development."

He recounted the dramatic results of removing the highway overpass from the waterfall on the Reedy River and the creation of Falls Park, but he also connected it with the new effort to build

a much larger facility, Unity Park, further up the river with nearby city-donated properties to be used for affordable housing.

In the 1930s, the area was the site of the city's only park for black residents, he said. At that time, the park had been built over by a baseball stadium and then had surrounding city-owned land used for everything from vehicle storage to a jail and police shooting range.

White recounted the efforts of a community leader, Elias Holloway, to restore the park in the 1930s, bringing together residents and business leaders to push for the change.

"There was a lot of momentum to right that wrong at that time, but something called World War II intervened, and the whole idea seemed to get lost. That's where we are today. It got lost until 80 years later, we're building the park."

*Find presentation material for the Annual Meeting at [www.masc.sc](http://www.masc.sc) (keyword: 2019 Annual Meeting presentations). The page also includes links to the Municipal Association's 2019 Annual Report and 2019 Legislative Report.*

# The 2019 – 2020 Board of Directors

*An 18-member board of directors, composed of both elected and appointed officials, sets policy for the Association. The officers (executive committee) are elected to one-year terms at the Association's Annual Meeting. The officers' terms will expire in July 2020.*

## President

Mayor Dennis Raines, Mauldin

## First Vice President

Mayor Cornelius Huff, Inman

## Second Vice President

Councilmember Kathy Pender, Rock Hill

## Third Vice President

Mayor Rick Osbon, Aiken

## Immediate Past President

Councilmember Octavia Williams-Blake, Florence

*Board members are elected at the Association's Annual Meeting for three-year terms. The board is composed of representatives from each area of the 10 councils of governments and three at-large seats.*

## Mayor Barbara Blain-Bellamy of Conway

Representing: At-large  
Term expires: July 2021

## Mayor J.C. Cook of Clemson

Representing: Appalachian Regional  
Council of Governments area  
Term expires: July 2020

## Mayor Terrence Culbreath of Johnston

Representing: Upper Savannah Council of  
Governments area. Term expires: July 2021

## Mayor Jane Darby of Edisto Beach

Representing: Lowcountry Council of  
Governments area. Term expires: July 2022

## Mayor Greg Habib of Goose Creek

Representing: Berkeley Charleston  
Dorchester Council of Governments area  
Term expires: July 2022

## Councilmember Mary Jeffcoat of Myrtle Beach

Representing: Waccamaw Regional  
Council of Governments area  
Term expires: July 2021

## Mayor Steve MacDougall of Lexington

Representing: Central Midlands Council  
of Governments area  
Term expires: July 2020

## Mayor Bo McMillan of Mullins

Representing: Pee Dee Council of  
Governments area. Term expires: July 2022

## Councilmember Clayton Pack of Manning

Representing: Santee Lynches Council of  
Governments area. Term expires: July 2022

## Councilmember Wes Spurrier of Clover

Representing: Catawba Regional Council  
of Governments area  
Term expires: July 2021

## Mayor Jason Stapleton of Williston

Representing: Lower Savannah Council of  
Governments area. Term expires: July 2020

## Mayor Lisa Sulka of Bluffton

Representing: At-large  
Term expires: July 2020

## City Manager Natalie Zeigler of Hartsville

Representing: At-large  
Term expires: July 2022



# NEWS BRIEFS

The **City of Rock Hill** recently received a 2019 All-America City award from the National Civic League. The award "recognizes communities that leverage civic engagement, collaboration, inclusiveness and innovation to successfully address local issues." The **City of Sumter** was also a finalist in the competition.

Twenty-two cities and towns have been recognized as honorees on the Municipal Elected Officials Institute of Government's 2019 Honor Roll. They are the **Town of Blackville, Town of Calhoun Falls, City of Cayce, Town of Cheraw, Town of Gray Court, City of Greer, City of Hardeeville, Town of Hollywood, City of Inman, Town of Jonesville, City of Lake City, Town of Moncks Corner, City of Newberry, Town of Pendleton, Town of Pinewood, Town of Prosperity, Town of Santee, Town of Summerville, City of Union, City of Walterboro, City of Wellford** and the **City of Woodruff**. The Honor Roll recognizes annually the councils that can count all sitting members as graduates of the MEO Institute.

Members of the **South Carolina Association of Municipal Power Systems** recently elected their 2019 – 2020 board of directors. They are President Mike Jolly, City of Rock Hill; Vice President Will Martin, Bamberg Board of Public Works; Members at Large Tim Baker, City of Newberry; Robert Faires, City of Seneca; Wade Holmes, Orangeburg Department of Public Utilities; John Young, Laurens Commission of Public Works; and Past President Jeff Meredith, Greenwood Commissioners of Public Works.

# Hometown Economic Development Grant Applications Due September 27

**O**n Saluda's courthouse square, the circa-1936 Saluda Theater provides a rare example of an Art Deco movie theater. It also became an endangered landmark after its closure and deterioration. In 2017, the town and the Saluda Historical Society came together to restore the venue.

Now, with the help of a Hometown Economic Development Grant from the Municipal Association, the town is installing new lighting and audiovisual equipment, so it can again show movies as well as host stage plays and concerts.

The impact for Saluda, Town Administrator Tom Brooks said, "is going to be really big."

In Central, the HEDG program is boosting a Facade Improvement Grant Program, also funded by a local hospitality tax, which provides signage and general appearance upgrades for downtown businesses. The results have been a noticeable improvement, according to Town Administrator Phillip Mishoe.

"What this program really did was get [businesses] motivated," he said.

Potential uses for the grants can range from infrastructure improvements



*The Saluda Theater benefitted from a Hometown Economic Development Grant.*

to business incubator programs. Batesburg-Leesville used its grant award to prepare a master plan of projects its council wanted to pursue with hospitality tax funding — downtown revitalization, parks, events, marketing and renovation of its historic Haynes Auditorium. The revitalization element for this master plan had to balance the unique needs of the original Batesburg business district with the original Leesburg district. The process of creating the master plan included community input sessions. After the plan's creation was bid out to a firm, community input sessions began.

"The first step of our master plan is to know what's important to everyone, what

are the greatest needs, what suggestions do people have and what is the scope of work for us to see these visions out," Town Manager Ted Luckadoo said. "There is also the cost analysis part of the study. We need to understand the costs so that [we can] budget annually."

The 2019 Hometown Economic Development Grant cycle will award grants of up to \$25,000 each to as many as 13 cities and towns for proposed projects that would make a positive, measurable and sustainable economic impact.

Applications are available online, with a deadline of Friday, September 27 at 5 p.m. The application requires council's passage of a resolution in support of the grant application.

Cities and towns that receive a grant must provide matching funds. The amount of the match is determined by population. Grant recipients must also submit progress reports and provide financial details about how the grant funds were spent.

*Find the HEDG application and sample resolution at [www.masc.sc](http://www.masc.sc) (keyword: hometown grant). For questions, contact Scott Slatton at [sslatton@masc.sc](mailto:sslatton@masc.sc).*

## 10 Graduate From MEO Institute

**T**he Municipal Elected Officials Institute of Government counted 10 graduates during the Municipal Association's Annual Meeting in July. Having completed the required 25 hours of instruction available through the institute, these officials are now eligible to participate in the Advanced MEO Institute.

The next Advanced Institute sessions will take place October 16 in Columbia. Participants will be able to choose one of two courses.

One of the advanced course options for October, "Advanced Advocacy and

Intergovernmental Relations," will take a look at how city and town officials can help members of the General Assembly understand how bills will impact municipalities, as well as the complexities of how the lawmaking process works. The other advanced course offered this fall, "Municipal Utility Policy and Administration," will take a look at utility system engineering as well as the management practices and financing that allows a municipal utility system to run successfully.

*Learn more about the institute at [www.masc.sc](http://www.masc.sc) (keyword: MEOI).*



*The summer 2019 graduates of the Municipal Elected Officials Institute of Government are, in alphabetical order, Councilmember Carl Brown of Walterboro, Councilmember John Carroll of Hardeeville, Councilmember Phil Carter of Cayce, Councilmember R. LeMont Glasgow of Newberry, Councilmember Mike Hawkins of Prosperity, Mayor Greg Holmes of Clover, Councilmember Nikita L. Jackson of Rock Hill, Councilmember Carol King of Mauldin, Councilmember Susan Hasty Kavas of Chester and Councilmember Robert Woodbury of Mullins. (Not all graduates are pictured.)*

The logo for the Municipal Association of South Carolina (MASCC) is centered in a white circle. It features the acronym "MASCC" in a bold, dark blue font, followed by the full name "Municipal Association of South Carolina" in a smaller, lighter blue font, with a small "SM" trademark symbol.

**MASCC** Municipal Association  
of South Carolina<sup>SM</sup>

# Annual Report 2019



**Eric Budds**

Interim Executive Director

The Annual Report offers the opportunity to reflect on the past year's activities and gauge the Municipal Association's effectiveness in advancing our mission — providing our members with the knowledge, resources, shared solutions and collective voice they need to govern South Carolina's cities and towns effectively while increasing economic vitality and improving the lives of residents.

While thinking of the past year, what astonishes me is the overwhelming level of member support for and participation in the Association's programs and services. Approximately 5,700 elected officials and staff members, representing nearly 200 of the 271 cities and towns in South Carolina, participated in at least one of the Association's programs or events. Equally impressive is the broad and ever-expanding array of programs, services and diverse platforms highlighted in this report.

The Association commissioned a comprehensive survey to measure member and external stakeholder perception of the Association and to identify programmatic priorities and opportunities to increase engagement and member value. Participation rates in this survey were outstanding, with 768 surveys completed. The overall survey results were extremely positive. However, some suggestions emerged such as enhanced advocacy, tailored programs and services based on member resources and demographics, as well as more ways to access these offerings by leveraging technology. The survey also brought to light that many members are unaware of various programs and services offered by the Association and how these programs impact the state's cities and towns.

The staff of the Association strives to continually improve the offerings of the Municipal Association and incorporate member feedback. Additional opportunities will be explored to enhance communications and to provide a better understanding of the Association's programs and services. New initiatives will be investigated to more fully meet member needs. As a first step toward improving awareness, I encourage you to carefully read this report and the directory of services for a broader understanding of the offerings provided by the Association and the various delivery methods.

Thank you for your participation and support of your Association. We remain as committed as ever to advance our mission and promote the undisputable fact that the more we work together with a unified vision, mission and voice, the more effectively we can create cities and towns that are more resilient, healthier, vibrant and diverse — places that residents and businesses wish to call home. Strong cities create a stronger South Carolina.





# South Carolina by the Numbers

**271**

Municipalities

**1,592**

Elected officials

**19,918**

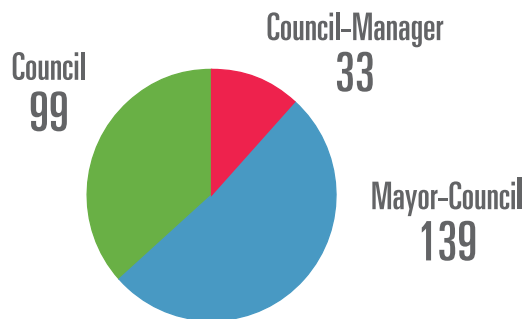
Municipal staff

## Municipalities by Councils of Governments

Appalachian Council of Governments	42
Berkeley-Charleston-Dorchester Council of Governments	27
Catawba Regional Council of Governments	22
Central Midlands Council of Governments	29
Lowcountry Council of Governments	21
Lower Savannah Council of Governments	45
Pee Dee Regional Council of Governments	33
Santee-Lynches Regional Council of Governments	12
Upper Savannah Council of Governments	24
Waccamaw Regional Council of Governments	16

Formed in 1930, the Municipal Association of South Carolina represents and serves the state's 271 incorporated municipalities. The Association is dedicated to the principle of its founding members: to offer the services, programs and tools that will give municipal officials the knowledge, experience and resources to support the most efficient and effective operation of their municipalities in the complex world of municipal government.

## Forms of Government



## Population



# Shared Voices

**South Carolina cities and towns first established the Municipal Association of South Carolina in part because officials knew collaboration would greatly amplify and strengthen their messages.**

## Advocacy

During the 2018 Regional Advocacy Meetings, 265 local officials came together to share their needs and concerns. The Association's Advocacy Initiatives, which emerged from those meetings, saw success in the General Assembly this session.

Two of the three initiatives passed the General Assembly: creating greater reliability in the Local Government Fund formula and providing more funding to the SC Criminal Justice Academy to help decrease wait times for training new officers. The remaining item, allowing accommodations and hospitality taxes to pay for flooding and drainage in tourism areas, passed the Senate and is well-positioned for action by the House in 2020.

Another passed bill that is beneficial to municipalities requires any entity that starts a road project to pay for the relocation of publicly owned water and sewer lines. An additional passed bill extended the Abandoned Buildings Revitalization Act through 2021. The Association's advocacy team also successfully negotiated with the SC Revenue and Fiscal Affairs Office for an agreement whereby Revenue and Fiscal Affairs will use software developed by the Association to establish an online business license renewal portal, which makes the renewal process easier and illustrates to businesses around the state that municipalities are working to be more business-friendly.

The SC Building Codes Council established new building code modifications at the recommendation of the Building Officials Association of SC, a Municipal Association affiliate organization. One of the successful code changes reclassified agritourism businesses, lessening their regulatory burden.

Advocacy success requires local officials to be engaged in the legislative process and add their voices to those coming from the Association through personal legislator contact and testimony at hearings. Cayce Mayor Elise Partin exemplified the importance of such engagement through her participation during the 2019 legislative session. By providing timely input to staff and her legislative delegation, she effectively helped the Association's efforts to amend a proviso, rendering it harmless to municipalities.

"Knowing that the Association staff has their finger on the pulse of legislative issues allows me to focus on my city," Partin said. "I know that when they call for me to reach out to my representatives that it matters and that my voice — our voice as leaders and caretakers of our cities and towns — is important. It's a powerful relationship that, along with our legislators, makes all the difference."

## Member Survey

The Association embarked on the first phases of a three-part branding initiative that will help identify the organization's strengths and areas for opportunities among members and stakeholders. This research phase included online and print surveys of the general membership and interviews with both legislators and a cross-section of members. The initiative aims to better convey the breadth and value of the services of the Association to cities and towns, as well as external stakeholders, including legislators.

## Communication Tools

The Municipal Association strengthened its communication methods by offering timely topics through the relaunch of the *City Connect* blog and *City Quick Connect* podcast. The Association also created a social media toolkit for cities and towns to help staff and elected officials engage with residents more effectively.

# 352

tracked General Assembly bills impacting cities and towns including eight bills that would preempt local authority — part of the Association's work defending against harmful legislation

# 4,858

email subscribers to **From the Dome to Your Home**, the weekly legislative update

# 600+

tweets about timely issues and legislative developments

# 9,694

page views on [www.masc.sc](http://www.masc.sc), a **3% increase**

# 587

municipal officials who attended Hometown Legislative Action Day, representing

# 123 municipalities

# 758

plays on relaunched **City Quick Connect** podcast

# Shared Knowledge

Education is a core tenet of the Association with multiple training opportunities available throughout the many programs and services.

## Training

The Municipal Elected Officials Institute of Government, a critical part of the Association's work of training elected officials, launched the Advanced Continuing Education track. This track gives graduates of the Advanced Municipal Elected Officials Institute a way to stay current on the latest topics in local government and receive detailed training. Following the first ACE session in February, some attendees pledged to take back to their municipalities their newly gained knowledge on executive sessions, public meetings and public records, with one saying "there's always something to learn, and with each class I've learned something new." The Association has also updated all MEO Institute on-demand training courses with new videos and resources.

## Resources

The Association provides staff support for 12 affiliate organizations offering professional development. The SC Municipal Human Resources Association, for example, serves as an invaluable resource because of the personnel issues specific to municipalities, according to Rebecca Mejia-Ward, Hartsville's human resources manager and MHRA president.

"The MHRA listserve is a window to other cities and agencies and their successes and failures," Mejia-Ward said. "New HR employees that may not have a public sector background can lean on the experience and support of others who have experienced what they have making the change from private sector. The willingness to share candid and open information about their processes, procedures, programs and innovations creates a unity and trust that is unique to this very active listserve."

## Downtown Development

Main Street South Carolina, the downtown development technical assistance program, expanded to include multiple membership levels to provide greater assistance based on community needs. Dillon joined at the new Friends of Main Street level, designed for programs that are building capacity. Bridget Thornton, Dillon's downtown coordinator, said that joining Main Street "has helped us establish specific goals within a set timeframe and establish transparency through public input. As a member, I now feel confident that I have the tools and resources needed as we build our best Dillon."

Greenwood recently joined Main Street SC at the Classic level. Lara Hudson, Uptown Greenwood manager, said "the revitalization Uptown Greenwood underwent over the past 10 years provided many opportunities for growth and development of our Uptown district. We are now at a pivotal place. By joining Main Street SC, using the Four-Point Approach and networking with other Main Street SC communities, we can successfully take our Uptown to the next level."

Main Street SC also rolled out an economic incentives toolkit to help highlight ways to assist in the rehabilitation of historic properties, featuring the state's abandoned building credit and federal tax credits as well. The project has been highlighted by the National Main Street Center.

# 4.0

the perfect evaluation score for the MEOI Advanced Continuing Education state ethics session

the first perfect score of any Association training session

---

# 4,175+

municipal and elected officials representing

# 8

new Main Street SC members

# 204

cities and towns registered for

# 26

total Main Street SC members

---

# 94

educational programs

# 88%

retention rate for affiliate membership based on 186 participating cities and towns

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At least one official from **204 cities and towns** attended at least one Association event.

Field Service Managers conducted **dozens** of specialized training or strategic planning sessions for cities and towns.

---

# 29

Achievement Award entries

This year's winners:

Bluffton  
Cayce  
Eutawville  
Goose Creek  
Hartsville

North Augusta  
Orangeburg  
Seabrook Island  
Seneca

# Shared Solutions

Cities and towns from across South Carolina face common challenges. Municipal officials and staff can find efficient solutions by working together through the Association.

## Insurance

The SC Municipal Insurance Trust and SC Municipal Insurance and Risk Financing Fund are cooperative efforts that offer valuable insurance coverage and resources for members. Both programs retained 100 percent of their members. In 2018, the SCMIT board approved returning a surplus of \$3 million to members who renewed coverage for 2019, a move made possible by the stability of the self-funded programs. Since 2007, the Association's insurance programs have returned \$42.2 million to members.

The insurance programs provide support in some of the most trying times experienced by local governments. The SC Municipal Insurance and Risk Financing Fund staff immediately went to work assisting cities and towns when Hurricane Florence came through the state and impacted members such as the Town of Cheraw and the City of Conway.

Risk Management Services debuted a new online claims submission portal in 2016. Members quickly adopted the online process and now, 100 percent of all claims are submitted through the online portal. "The NavRisk online portal is a great addition to the Municipal Association's claims process," Georgetown Human Resources Director/Risk Manager Suzanne Anderson said. The underwriting staff is also working to educate members on the NavRisk policy portal. "The system is user-friendly and greatly expedites the process of submitting claims as well as creating endorsements for insurance schedules," said Anderson.

## Risk Response

Police and fire services have some of the greatest risk exposures of all municipal workers. The Municipal Association's Risk Management Services developed two new training programs: "Risk Management in Police Operations" and "Emergency Vehicle Operations and Risk Management."

The Manning Police Department participated in law enforcement simulator training offered by the SC Municipal Insurance and Risk Financing Fund. "The training proved to be useful in allowing the officers the opportunity to see themselves perform under stress in various shooting scenarios," Manning Police Chief Keith Grice said. "Although no two threats are identical, the training provides officers ways on how to approach and respond to different threats they may encounter on the street."

## Grant Opportunities

For several years, the Association has awarded Hometown Economic Development Grants, which support economic development projects to enhance quality of life. The Town of Brunson received one of these grants in 2018, which the town plans to use for landscaping improvements and sidewalk lighting, Administrator/Clerk Barbara Junior said. "The Hometown Economic Development Grant affords us the opportunity to invest in our town. With these improvements, we hope to attract tourists traveling through the town, and also encourage industries, businesses and vendors to locate to the Town of Brunson," she said.

Grant opportunities are also available to the members of the SC Municipal Insurance Trust and SC Municipal Insurance and Risk Financing Fund. The two program boards agreed to increase total grant funds available for 2019. These grants can help save the lives of police, fire and public works employees by funding protective gear such as soft body armor, fire turn-out gear and reflective vests. The SCMIRF Law Enforcement Grant helps to provide funding for equipment and other items to help reduce law enforcement liability claims.

**126** members of  
SC Municipal Insurance Trust

**122** members of  
SC Municipal Insurance and  
Risk Financing Fund

**\$4.2 billion**  
total value insured through SCMIT and  
SCMIRF, up from \$3.7 billion last year

**17,559** insured  
for workers' compensation  
through SCMIT

**300,000+**  
debt- and tax-related records reviewed by  
the Municipal Association's Collections  
Programs

**13,000+**  
LocalGovU courses taken

**480** attendees  
in Risk Management Services training,  
including Defensive Drivers Training, Below  
100 Police Officer Training, Fire Liability  
Training, and Risk Management 101

**1,150** officers  
participated in law enforcement  
simulator training, representing  
33 departments

**\$350,000**  
total available Risk Management Services  
grant funds, up from \$305,000 last year  
More than \$2.8 million in grants awarded to date

The Setoff Debt Collection Program  
hosted new regional meetings to  
further educate participants.

Nearly **\$318,000** awarded  
through 13 Hometown Economic  
Development Grants  
Winners: Bamberg, Batesburg-Leesville,  
Blacksburg, Brunson, Central, Conway,  
Gifford, Laurens, Lowrys, Moncks Corner,  
Orangeburg, Richburg, Saluda

# Internal Services

**The internal services of the Association, such as technology, finance and human resources, play a critical role in providing support to the Association staff so that the organization can deliver valuable services to South Carolina's cities and towns and continue to seek ways to improve its efficiency.**

In the past year, the Association has increased its usage of online forms for everything from event registration to grant applications and award nominations. Staff upgraded the Association's membership software to keep current with licensing requirements and technical advances. Staff also took the opportunity to streamline business processes that involve database management.

The Municipal Online Directory received a legislative enhancement. The online directory offers real-time municipal contact information as well as lists of South Carolina cities and towns organized by population, county and council of government. The directory enhancement includes searching or browsing for a state legislator, viewing a list of municipalities that a legislator represents and connecting users to a legislator's State House profile.

The finance area of the Association worked with consultants to streamline the organization's banking structure as well as increase investment earnings that are reinvested into the programs and services offered to South Carolina's cities and towns.

While placing a focus on quality educational opportunities, the Association completed a major upgrade to its audiovisual equipment and furnishings in the training room at the Association's office, where training sessions are held throughout the year. The capital investment in the new equipment includes an advanced projector system, improved audio and microphone systems as well as a flexible system for presenting from multiple devices.







# Directory of Services

More than 85 years ago, a small group of local elected officials realized they had to work together to meet the challenges of the changing times. With this mission in mind, they organized the Municipal Association of South Carolina.

The Municipal Association is still dedicated to the principle of its founding members: to join together to pursue initiatives cities and towns can carry out more efficiently and effectively by working together through the Association than by working individually.

A nonpartisan, nonprofit association representing all of the state's 271 incorporated cities and towns, the Municipal Association fulfills its mission through **shared voices**, **shared knowledge** and **shared solutions**.

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## Shared Voices

From the very start of the Association in the early 1930s, South Carolina municipal officials understood that only by working together could they effectively communicate the needs and views of municipal government to state and federal lawmakers.

### Lobbying the State Legislature and Congress

The Association advocates for changes in state law to address city challenges and testifies against legislation that would harm cities. Partnerships play an important part in the Association's advocacy efforts. The Association also monitors federal legislation through the National League of Cities and advocates on behalf of South Carolina cities and towns when federal issues impact the state. *Staff Contact: Tigerron Wells*

### Regional Advocacy Meetings

Each fall, the Association hosts 10 Regional Advocacy Meetings around the state to talk about the challenges facing cities and towns and how changes to state law could help meet those challenges. Based in part on input gathered during these conversations, the Association's legislative committee and board of directors set the Association's annual Advocacy Initiatives. *Staff Contact: Casey Fields*

### Legislative Tracking and Reports

During the South Carolina legislative session, the Association actively monitors bills impacting cities and towns and updates the Association's online tracking system to reflect relevant daily bill activity. The online tracking system gives municipal leaders another tool they can use to follow subcommittee, committee and floor action.

Each Friday during the legislative session, municipal officials receive *From the Dome to Your Home*, which recaps the week's major legislative events and previews the upcoming week's activities. The report is posted on the Association's website and shared with more than 5,000 social media followers. The legislative team expands on the report with additional information through regular episodes of the *City Quick Connect* podcast during the legislative session.

At the end of the legislative session, the Association produces its annual legislative report recapping work on the Advocacy Initiatives and legislative action on major bills of municipal interest. *Staff Contact: Casey Fields*

### **Hometown Legislative Action Day**

In February, Hometown Legislative Action Day draws local officials from all over the state to Columbia to get updates on current legislative issues, visit their local legislators at the State House and connect with legislators at the Association's annual legislative reception. *Staff Contact: Tigerron Wells*

### **Public Engagement**

Legislators, business leaders, the news media and key influencers learn about successes in cities and towns through online and print resources.

### **Social Media Channels**

The Association's Twitter (@MuniAssnSC) and Facebook (MuniAssnSC.StrongSCcities) accounts provide up-to-the-minute information on State House activity and share good news stories about cities and towns. A regular schedule of social media posts highlighting *Uptown* stories amplifies the online version of the monthly newsletter and resources on the Association's website. The Association's Instagram account (StrongSCcities) highlights the strength and services of South Carolina's 271 cities and towns. *Staff Contact: Meredith Houck*

### **Publication Partnerships**

Several successful publication partnerships spotlight ways strong cities underpin the state's economic development success.

The Association partners with *Columbia Business Monthly* and *Greenville Business Magazine* by providing a bimonthly column highlighting business-friendly practices in cities and towns. The partnership with *SC Biz* magazine to publish the Association's biannual *Cities Mean Business* magazine highlights how city amenities, initiatives and services improve residents' quality of life, which helps attract investment.

Through these partnerships, the value of cities to the state's economic health reaches a wide audience of business leaders and state policy makers. *Staff Contact: Russell Cox*

### **City Connect Blog and City Quick Connect Podcast**

The *City Connect* blog offers short, timely updates on a variety of issues. The blog packages information in a format that is useful not only to local officials but also to the news media, legislators and the public. The *City Quick Connect* podcast gives listeners a chance to hear the latest from Municipal Association staff and others about the issues, the legislation and the support services impacting cities and towns. *Staff Contact: Russell Cox*

## **Shared Knowledge**

The Association plays an important role in developing municipal elected officials' and employees' knowledge and skills through a wide range of training programs, publications and meetings.

### **Affiliate Associations**

The Municipal Association supports 12 affiliate organizations by providing training and networking for a variety of local government positions with specialized training needs.

In addition to traditional face-to-face training and networking opportunities, the affiliate associations offer online communities for members to share best practices and to pose specific questions related to their local government responsibilities. *Staff Contact: Ken Ivey*

### **Association of South Carolina Mayors**

The Association of South Carolina Mayors provides opportunities for its members to more fully engage in advocating for issues that affect cities and towns, network, take part in educational activities, and share ideas and best practices. *Staff Contact: Casey Fields*

**Building Officials Association of SC**

The Building Officials Association of SC is a professional development organization of building and code enforcement officials. Members are dedicated to safeguarding life, health and property through the uniform application, interpretation and enforcement of building codes adopted by local governments. BOASC offers education and training opportunities to its members, promotes the importance of building codes and their enforcement, monitors issues before the SC Building Codes Council and the General Assembly, and provides technical assistance to local government officials. *Staff Contact: Scott Slatton*

**Municipal Court Administration Association of SC**

The Municipal Court Administration Association of South Carolina offers training at two workshops for court administrators, clerks of court, municipal judges and other municipal employees involved in court administration. The Supreme Court of South Carolina Commission on CLE and Specialization and the Office of Victims Services recognize these workshops for continuing education credits. *Staff Contact: Sara Snell*

**Municipal Technology Association of SC**

The Municipal Technology Association of SC promotes municipalities’ effective use of technology. MTASC exposes its members to a broad range of technology systems, platforms and solutions. The training serves IT staff and those with GIS responsibilities, in addition to employees who work in other departments but have technology-related duties. *Staff Contact: Sara Snell*

**SC Association of Municipal Power Systems**

Twenty of the municipal electric utilities are members of the SC Association of Municipal Power Systems. Originally, SCAMPS existed solely for its members to help one another during times of disaster. Although mutual aid is still the backbone of SCAMPS, the affiliate’s scope also includes legislative initiatives and training. *Staff Contact: Eric Budds*

**SC Association of Stormwater Managers**

The SC Association of Stormwater Managers offers its members quarterly training on stormwater management policies and best practices. The SC Board of Professional Engineers and Land Surveyors recognizes the quarterly training sessions for continuing education credits. *Staff Contact: Sara Snell*

**SC Business Licensing Officials Association**

The South Carolina Business Licensing Officials Association promotes best practices for administering and enforcing the local business license tax. Through rigorous training sessions, members learn skills and practices that make licensing in their cities and towns more efficient and business friendly.

The professional designation programs of Accreditation in Business Licensing and Masters in Business Licensing reflects members’ dedication to continuing education. *Staff Contact: Scott Slatton*

**SC Community Development Association**

The South Carolina Community Development Association provides educational forums for its members to address economic and community development needs. Members include municipal, county, regional and state community development professionals; employees of private companies with an interest in community development; elected officials; and volunteers. *Staff Contact: Sara Snell*

**SC Municipal Attorneys Association**

The South Carolina Municipal Attorneys Association’s annual meeting covers issues important to municipal attorneys, whether working as municipal staff or as a municipality’s outside counsel. The Supreme Court of South Carolina Commission on CLE and Specialization approves this training session for continuing education credits. *Staff Contact: Tigerron Wells*

**SC Municipal Finance Officers, Clerks and Treasurers Association**

The South Carolina Municipal Finance Officers, Clerks and Treasurers Association offers training programs covering the diverse responsibilities of its members. All of the training sessions qualify for a combination of continuing education credits for certified municipal clerks, certified public accountants and certified public treasurers. MFOCTA sponsors the Municipal Clerks and Treasurers Institute with the Municipal Association and the College of Charleston’s Joseph P. Riley Jr. Center for Livable Communities. *Staff Contact: Jeff Shacker*

**SC Municipal Human Resources Association**

The South Carolina Municipal Human Resources Association promotes sound human resources administration and encourages innovative programs. Through its training programs, MHRA provides information and the opportunity to exchange ideas among its members. The national Human Resources Certification Institute and the Society for Human Resources Management recognize this training for continuing education credits. *Staff Contact: Sara Snell*

**SC Utility Billing Association**

The South Carolina Utility Billing Association provides training and networking opportunities for its members, including billing clerks, meter readers and department managers. SCUBA’s meetings encompass a variety of topics focused on customer service, safety in the workplace, and new technologies to increase the efficiencies of utility billing and collections. *Staff Contact: Ken Ivey*

**Training Institutes**

Educational opportunities are available to municipal officials and staff through four training institutes.

**SC Municipal Elected Officials Institute of Government**

The SC Municipal Elected Officials Institute of Government trains elected officials to increase their understanding of local government operations. Elected officials take seven required courses to complete the institute. The required courses consist of two day-long sessions held each February in Columbia the day after Hometown Legislative Action Day and five additional classes, held yearly at the 10 councils of governments’ locations or through an on-demand format found on the Association’s website. *Staff Contact: Urica Floyd*

**SC Advanced Municipal Elected Officials Institute of Government**

Offered exclusively for graduates of the MEO Institute, the Advanced Institute gives elected officials the opportunity to continue their education. To complete the Advanced Institute, participants must take four of the six offered courses that explore in greater depth topics included in the MEO Institute and other topics critical for effective municipal operations. Advanced Institute graduates also have the opportunity to participate in the Advanced Continuing Education program.

*Staff Contact: Urica Floyd*

**Business Licensing Training Institute**

The Business Licensing Training Institute educates municipal and county officials on the basics of administering a business licensing program. To complete the institute, officials must complete three day-long training classes, which are offered across three years. Once they complete the training classes, officials may take an exam to earn the Accreditation in Business Licensing credential. The SC Business Licensing Officials Association sponsors the institute. *Staff Contact: Scott Slatton*

**Municipal Clerks and Treasurers Institute**

The Municipal Clerks and Treasurers Institute offers instruction in several areas, including forms of government, financial management, the role of the municipal clerk and business licensing. The Association sponsors MCTI in partnership with the SC Municipal Finance Officers, Clerks and Treasurers Association and the College of Charleston’s Joseph P. Riley Jr. Center for Livable Communities. *Staff Contact: Jeff Shacker*

### Annual Meeting

Each summer, the Annual Meeting brings municipal officials together for training, networking and discussion of issues of common interest. Officials hear from state and nationally known speakers, participate in sessions, and learn about new technology and developments in local government. *Staff Contact: Ken Ivey*

### Technical Assistance

#### Field Services

The Association's two field services managers travel the state to offer hands-on technical assistance, training and consultation to help municipalities address challenges. *Staff Contacts: Charlie Barrineau and Jeff Shacker*

#### Main Street South Carolina

Main Street SC helps its members revitalize their downtowns into vibrant centers of commerce and community by using the National Main Street Center's "Main Street Approach," which emphasizes organization, promotion, design and economic vitality. Main Street SC empowers member programs, of varying levels of preparedness and resources, with the knowledge, skills, tools and organizational structure necessary to succeed in downtown revitalization. At the startup level, members build capacity for downtown revitalization. At the Aspiring Main Street level, participants receive three years of intensive technical assistance and training, and then transition into a Classic Main Street program. Members at the highest level meet national accreditation standards.

Each year, Main Street SC honors exceptional member accomplishments through its Inspiration Awards. *Staff Contact: Jenny Boulware*

### Information Resources

The Association's print and online resources address hundreds of topics related to municipal government.

#### Publications

The Association publishes a variety of manuals and handbooks on topics of municipal interest.

- *Annexation Handbook*
- *Comprehensive Planning Guide for Local Governments*
- *Election Handbook*
- *Forms and Powers of Municipal Government*
- *Handbook for Municipal Officials in South Carolina*
- *The Municipal Association of South Carolina 1930-2015: A History of Shared Voices, Shared Knowledge, Shared Solutions*
- *How to Conduct Effective Meeting*
- *Incorporation Handbook*
- *Model Employee Handbook for SC Municipalities*
- *Municipal Officials and Legislative Directory*
- *Public Official's Guide to Compliance with the Freedom of Information Act* (published by the SC Press Association)
- *Raising Hometown Voices to a New Level of Influence*, an advocacy guide
- *South Carolina Business Licensing Handbook (updated in 2019)*
- *Tips for Hometown Media Success*

*Staff Contact: Eric Budds*

## **Website**

The Municipal Association's website, [www.masc.sc](http://www.masc.sc), offers more than 2,000 pages; 1,500 documents, presentations and links to external resources; and more than 730 in-state municipal job postings. With a responsive design to fit the needs and formats of mobile and desktop devices, the site includes a powerful search engine and information center to help users navigate to specific resources of interest. *Staff Contact: Meredith Houck*

## **Uptown**

The monthly newsletter in print and electronic formats features articles on a variety of topics important to municipal officials. Each issue's special section looks in depth at a topic central to local government.

A weekly e-newsletter, *Uptown Update*, informs municipal officials about a variety of timely opportunities, including meeting registrations, training events and grants. A regular feature, "In Case You Missed It," gives *Uptown Update* readers a second look at past articles and posts from the Association's publications. *Staff Contact: Russell Cox*

## **Daily News**

*Daily News* provides links to news stories about the state's smallest rural towns to its largest cities. The articles highlight how local governments deliver services. *Staff Contact: Russell Cox*

## **The Uplift**

*The Uplift* delivers a collection of news links every Wednesday showcasing South Carolina cities and towns at their best. *Staff Contact: Russell Cox*

## **Achievement Awards**

The Achievement Awards recognize successful and innovative projects that improve the quality of life for residents and add value to communities. The program also encourages municipal officials to share ideas. *Staff Contact: Meredith Houck*

## **Shared Solutions**

Cities and towns face many of the same challenges and can find solutions by pooling resources and ideas through the Association.

### **Collection Programs**

Municipalities contract with the Association to collect delinquent debts and certain business license taxes on their behalf. These programs provide centralized and efficient collections for participating municipalities and streamline the tax payment process for businesses. The Association provides an online portal for cities participating in the insurance, brokers, and telecommunications tax collection programs as well as the setoff debt program to securely access current and past collection program documents.

#### **Broker's Tax Collection Program**

The SC Department of Insurance collects the municipal broker's premium tax, and cities and towns contract with the Municipal Association to disburse the tax.

*Staff Contacts: Caitlin Cothran, Melissa Brown*

#### **Insurance Tax Collection Program**

The Municipal Association collects municipal business license taxes due from insurance companies and distributes the taxes owed to municipalities.

The Association notifies all insurance companies of the payment process, uses industry data to confirm all companies paid according to municipal ordinances, and provides a portal for the reporting and payment of the tax. Cities save time and money by contracting with the Association for these

services rather than all duplicating the same processes. Insurance companies save time and money by reporting to and paying one entity rather than multiple cities and towns. Many pay the tax through the Association’s portal. *Staff Contacts: Caitlin Cothran, Melissa Brown, Susan Gainey*

**Setoff Debt Collection Program**

In cooperation with the SC Department of Revenue, the Association collects delinquent debts, such as utility bills, taxes and court fines. These payments are remitted to participating entities to whom the debts were owed. The Association provides software to all participating entities to streamline their program administration and ensure compliance with state regulations.

*Staff Contacts: Caitlin Cothran, Melissa Brown*

**Telecommunications Tax Collection Program**

The Association collects business license taxes owed to participating municipalities from telecommunication companies.

Cities and towns contract with the Association to collect the tax as provided for in state law. The contract streamlines the payment process for telecommunications companies. It also saves cities and towns time and money by eliminating the need for each to perform the same processes.

*Staff Contacts: Caitlin Cothran, Susan Gainey*

**Risk Management Services**

The two self-funded insurance programs administered by the Association’s Risk Management Services staff are prime examples of strength and efficiency through combined efforts of member cities. Each program operates under the direction of a board of trustees composed of representatives from its membership.

The SC Municipal Insurance and Risk Financing Fund provides all lines of property and casualty coverage, including tort liability, law enforcement liability, public officials’ liability, and property and automobile coverage.

The SC Municipal Insurance Trust, provides workers’ compensation coverage for municipal employees.

RMS provides grants, attorney hotlines, employee training and loss control services to members. These services help members improve risk management efforts, prevent claims and reduce the cost of insurance.

*Staff contact: Heather Ricard*

**Training**

RMS members have access to online and in-person training at no charge.

- Customized, on-site training: RMS provides training for members in their hometowns, allowing city employees to attend sessions together.
- Online training: The online training opportunities include a variety of risk management, human resources, safety and law enforcement topics, including use of force and pursuit driving.
- Statewide and regional training: RMS offers members regional training sessions on topics such as law enforcement liability, OSHA confined space training, risk management 101 and defensive driving.
- Risk Management Institute: RMI offers participants from SCMIT- and SCMIRF-member organizations specialized training in the role of risk manager and safety coordinator.
- *RiskLetter*: The quarterly e-newsletter provides information on a wide range of risk management topics.
- Law enforcement simulator: RMS offers members access to a law enforcement training simulator that allows officers to practice their decision-making skills and responses to resistance.

### **Loss Control/Technical Assistance**

RMS helps its members build effective safety and loss control programs.

- Model policies and procedures manuals for law enforcement and fire services: SCMIT and SCMIRF members receive updated fire and law enforcement policies.
- One-on-one technical assistance visits: The loss control staff meet with member organizations to evaluate their safety and loss control programs.
- Legal hotlines: SCMIRF members can access up to 10 hours of free legal advice on each legal hotline for labor and liability issues.
- Education tools: SCMIRF members have access to cybersecurity services through the online tool, eRisk Hub, in addition to specialized toolkits, including parks and recreation liability, public officials' liability, sewer backups, special events liability and workers' compensation.

### **Grants**

The RMS grant program helps RMS members purchase products or equipment to reduce the frequency and severity of claims.

- The Law Enforcement Liability Reduction Grant Program awards grants to member law enforcement agencies to purchase stun guns or Tasers, Taser cameras, body cameras and equipment.
- SCMIT awards grants to member law enforcement, fire and public works departments to purchase work-zone safety equipment, soft body armor and other protective gear.

### **South Carolina Other Retirement Benefits Employer Trust**

The South Carolina Other Retirement Benefits Employer Trust allows cities to set aside funds for nonpension benefits, such as retiree healthcare, as required by the Governmental Accounting Standards Board. Each member shares in the trust's administrative- and investment- related expenses, lowering the overall cost of compliance for each local government. *Staff Contact: Heather Ricard*

### **Hometown Economic Development Grants**

The Municipal Association's Hometown Economic Development Grants provide cities and towns with funds to implement economic development projects that will make a positive impact on the quality of life in their communities. The Hometown Economic Development Grants are awarded annually. *Staff Contact: Scott Slatton*

### **Technology Services**

The Association, in partnership with VC3, provides discounted technology services to cities and towns. VC3, an information technology company headquartered in Columbia, designs and hosts municipal websites; designs and implements computer networks; and provides security, disaster recovery, strategic technology planning and voice communication services. *Staff Contact: Eric Budds*

### **Cable Franchise Assistance and Telecommunication Infrastructure Siting Program**

The Association continues to partners with Local Government Services LLC, to assist members with cable franchises, pole attachment agreements, and cellular and small cell antenna leases and ordinances. This program gives local governments access to the expertise required to negotiate benefits and services with reasonable terms. *Staff Contact: Eric Budds*



# Staff

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Interim Executive Director

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# 2019

**MASC** Municipal Association  
of South Carolina<sup>SM</sup>

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## Achievement Awards Main Street SC Inspiration Awards



# 2019 Achievement Awards

Started in 1986, the Achievement Awards program gives cities and towns deserved recognition for superior and innovative efforts in local government. The program also provides a forum for sharing the best public service ideas in South Carolina.

This year, 29 municipalities entered the Achievement Awards program. Videos highlighting this year's winners are available on the Association's website at [www.masc.sc](http://www.masc.sc) (keyword: achievement).

## Population 1 – 1,000 Category | Town of Eutawville Eutawville Community Emergency Response Team

Aiming to enhance its public safety services, the Town of Eutawville knew it faced the challenge of restricted resources, including limited funding, as well as the need to foster collaboration between its services and those of Orangeburg County. With these goals in mind, town leaders created the Eutawville Community Emergency Response Team, a way of pulling together local, state and federal agencies with the aim of placing trained residents in every neighborhood.

Administered by the Federal Emergency Management Agency, CERT teams have been established by communities in all 50 states as a way of improving the working relationships between public safety agencies and the residents they serve. The Eutawville CERT created a concerned citizens group to discuss and research the public safety needs specific to the community.

The Eutawville team's initial efforts included conducting stakeholder meetings, assembling volunteers and creating a leadership structure. Recruitment marketing efforts ranged from online material to the team's participation in the Town of Eutawville's Thanksgiving Day Parade.

Training came from multiple organizations, including the Eutawville Police Department and Eutawville Fire Department. The Orangeburg County Office of Emergency Services provided disaster preparedness and even coordinated a disaster response simulation at the Eutawville Community Center, and the Orangeburg County Emergency Medical Services trained participants in CPR and first aid.

In 2019, the team is focusing on more intensive medical training including first aid and CPR, increasing recruitment, involving more surrounding communities in the effort, and in supporting a Eutawville Fire Department project that promotes community fire safety and distributes smoke detectors.

Contact Harry Brown at [hbrown7187@embarqmail.com](mailto:hbrown7187@embarqmail.com) or 803.308.5203.

## Population 1,001 – 5,000 Category | Town of Seabrook Island

### Seabrook Island Dolphin Education Center

The Town of Seabrook Island has the distinction of being one of the few places where visitors can observe Atlantic bottlenose dolphins in the process of strand feeding, a behavior in which they launch themselves up onto a beach to eat the fish they have driven out of the water before them.

The spectacular hunting strategy is a tourist draw, but it's also vulnerable to human interference. To protect it, the Town of Seabrook Island focused on education for beachgoers by building partnerships with a local nonprofit group, volunteers and the National Oceanic and Atmospheric Administration Fisheries.

The Seabrook Island Dolphin Education Program, designed by NOAA Fisheries and managed by the Lowcountry Marine Mammal Network, relies on volunteers working during peak tourist season to engage with and educate beachgoers about the process while also collecting data on strand feeding and the impact humans have on it. As a tourism project, the town supported it with state accommodations tax funding, and the program was coordinated with the neighboring Town of Kiawah Island.

In its initial 2018 season, program volunteers worked more than 600 hours on the beach, interacting with more than 1,400 beachgoers. The season ended with no significant dolphin disturbances, and the educators were able to track the behavior of 11 dolphins, including one new calf.

For 2019, the town aims to increase volunteer participation and coverage hours. It hopes to eventually build enough volunteer expertise to transition program management to a volunteer-run organization, similar to the Seabrook Island Turtle Patrol, Birders Group and National History Group.

Contact Joseph Cronin at [jcronin@townofseabrookisland.org](mailto:jcronin@townofseabrookisland.org) or 843.768.9121.

## Population 5,001 – 10,000 Category | City of Hartsville

### Neptune Island Waterpark

After experiencing an enthusiastic response to its existing splash pad, the City of Hartsville looked to provide more opportunity for local summertime entertainment. City leaders knew they wanted to push for a greatly expanded facility at the recreation complex that would broaden Hartsville's reputation as an attractive place to live and to provide a regional tourism destination. The city fulfilled that ambition in 2018 with the opening of Neptune Island Waterpark. The scope of this attraction is unusual for a rural community without direct interstate highway access. It offers slides, a wave pool and lazy river, and can accommodate 1,300 visitors.

Neptune Island Waterpark opened in June 2018 and brought in 64,000 visitors from 25 states and eight countries during the shortened season. Planners have set a goal of 80,000 visitors for the first full season in 2019.

The city funded the project with Combined System Improvement Revenue Bonds, in which the city's utility system and waterpark were combined into a single enterprise fund — the first of its kind in South Carolina. The city also used a capital lease for one-time opening capital expenditures and withheld a project fund to be used over the first three years of operations to continue to expand and improve the waterpark.

Neptune Island marks a major milestone in the development of the 93-acre Byerly Park Recreation Complex, which also welcomes families from around the nation every year for various baseball and softball tournaments. Further expansions to the water park are already planned, with growth based on the feedback from Hartsville's tourists.

Contact Lauren Baker at [lauren.baker@hartsvillesc.gov](mailto:lauren.baker@hartsvillesc.gov) or 803.229.0531.

## Population 10,001 – 20,000 Category | Town of Bluffton

### Two Streetscapes – One Historic District: Two Streetscape Projects Unify Bluffton’s Historic District Providing Walkability and Connectivity

The Town of Bluffton has grown rapidly in recent years. Counting 750 residents in 1998, it now has nearly 20,000. With this growth, the downtown core known as the Bluffton Historic District has surged in popularity, underscoring the need for the town to improve its walkability, accessibility and connectivity.

The town completed two streetscape projects in 2018: one for May River Road and another for Dr. Mellichamp Drive, which parallels May River Road to the north. These projects established the two locations as gateways, adding 220 parking spaces, 98 street lights, nearly 5,000 linear feet of sidewalks, benches and improved stormwater drainage. The projects also help provide safe pathways compliant with the Americans with Disabilities Act from one end of the district to the other. Additionally, the town installed a device known as a Stormceptor to prevent hazardous materials like oil, grit and other pollutants from reaching the May River.

Of the \$6.3 million cost of the streetscaping, hospitality tax dollars covered about half, while the town used a combination of accommodations tax, stormwater utility fees, municipal improvement development funds, general fund money and capital improvement program funds. The project also included a grant from the SC Department of Parks, Recreation and Tourism.

The public investment in the business core has spurred private investment, with one developer renovating a blighted shopping center. In its next steps, the town will enact a streetscaping project for Calhoun Street, the town’s primary street, and will also complete the year-long renovation of Bluffton Town Hall.

Contact Debbie Szpanka at [dszpanka@townofbluffton.com](mailto:dszpanka@townofbluffton.com) or 843.706.4534.

## Communications Category | City of Goose Creek

### #CreekRising

After years of population growth — the City of Goose Creek went from about 29,000 residents in 2000 to an more than 42,000 in 2018 — city leaders concluded that the reputation and regional perception of Goose Creek did not keep up with its growth. City Council authorized an effort to replace its decades-old branding, including a refreshed logo and style book, to help better cultivate an identity of vibrant growth and attractiveness to residents and visitors alike. City staff coordinated this project with a social media campaign.

The city secured the graphic design work for \$250. The city also budgeted for the placement of the brand on city property, such as police cruisers and other vehicles, as well as marketing materials.

To complement this effort, city staff created the “Creek Rising” campaign, which helped boost the city’s image with both prospective investors and the public at large. As a social media effort, “#CreekRising” was regularly included with content posts spotlighting growth, progress and commitment to smart development. The “Creek Rising” message has been picked up by local businesses, who have included the phrase on materials such as T-shirts and stickers. City staff have applied their own creativity in finding ways to use the “Creek Rising” message, such as in the city’s first-ever food truck event named “Truck Truck Goose.”

City staff believe that an observed bump in local sales growth and hospitality tax revenue point to the success of the effort. The city will also be measuring long-term success by monitoring increased engagement and awareness through social media.

Contact Jake Broom at [jbroom@cityofgoosecreek.com](mailto:jbroom@cityofgoosecreek.com) or 843.797.6220, ext. 1113.

## Economic Development Category | City of North Augusta

Joseph P. Riley Jr. Award

### A Field of Dreams

The City of North Augusta's location across the Savannah River from the much larger population center of Augusta, Ga., has historically caused difficulties in attracting and recruiting restaurants and retail to its side of the state line. In response to that challenge, the city pushed to build Riverside Village, a \$230-million project developed in partnership with Greenstone Properties. So far, the complex includes SRP Park, the new home of the Augusta GreenJackets stadium, which drew that Minor League Baseball team into the city, as well as a hotel, apartments and two parking decks.

Today's city leaders feel that the project fulfills some of the dreams of James U. Jackson, who in the late 19th century drove the development of North Augusta, including the Hampton Terrace Hotel that served as an enormous luxury resort until it burned in 1916.

City leaders said the project mentality was not "build it and they will come," but rather "we will build if you will build." The city worked with Aiken County and the Aiken County School District to create a tax increment financing district. Between the three entities, 23 public hearings were eventually held on the project. The city brought in financial advisors to create funding scenarios to see which levels of development would generate enough revenue to pay for the project, and more than 93 scenarios were modelled. The city also created a municipal improvement district, in which the developer would be obligated to make payments to the city equal to projected property taxes if the construction did not take place.

More development is planned in the park through 2020, and the city hopes that development spurred by the effort will spread into downtown North Augusta, situated next to the complex.

Contact Todd Glover at [tglover@northaugusta.net](mailto:tglover@northaugusta.net) or 803.441.4202.

## Public Safety Category | City of Orangeburg

### Working for Wheels — A Cycle of Success

For more than a decade, the City of Orangeburg Department of Public Safety has used bicycles in several ways to promote academic success and smart decision-making among the community's youth and to fight against the influence of gang activity.

The effort has several aspects including the Rivers Bridge Ramble, an organized bicycle ride and self-supporting fundraiser that takes place in the fall. The most recent event brought together nearly 130 riders and generated close to \$4,000 in funds for the project.

At the beginning of the school year, the Department of Public Safety contacts schools for nominations of students to receive bicycles based on their academic success and model behavior. This program, known as Working for Wheels, distributes the bicycles around Christmas and provided for more than 60 children last December. In some cases, local businesses donate bicycles that have been damaged or returned. The department has a dedicated space for bicycle repair and fixes up the bicycles to make them look new.

The department also hosts a gang prevention and intervention summit in September. The summit is aimed at fifth and sixth graders, who are at the age when officers say many begin making critical choices and could be tempted to gravitate toward gangs, given the wrong influences. The 2018 event at Claflin University brought in more than 1,200 fifth and sixth graders.

2019 will see the 12th Annual Rivers Bridge Ramble. For this year, the department is looking to gather more Working for Wheels bicycles than in years past by inviting participants to donate new or used bikes during the event.

Contact John Singh at [jsingh@orangeburg.sc.us](mailto:jsingh@orangeburg.sc.us) or 803.533.6000.



## Public Service Category | City of Seneca

### Jazz on the Alley

The City of Seneca's Jazz on the Alley event shares the same goals as many downtown concert events when it was first created in 2010. After years of disinvestment in the historic downtown, planners wanted to provide a reason for local residents and tourists alike to come downtown, stimulate local businesses and change perceptions of the district.

The event, a staple of the city's social calendar that takes place every Thursday night from April to October in Ram Cat Alley, has grown into something with a wider mission in the years since it started — it now provides a forum for local nonprofit and charitable organizations to advocate for their causes and pull in participation from the community.

Examples include the Foothills Alliance, which offers prevention, intervention and support services to survivors of sexual assault. It hosted the Walk A Mile In Her Shoes fundraiser, in which participants walk a mile in high heels. The Wild Hearts Equine Therapy Center staged a three-day Jazz Fest beginning on Thursday night, allowing them to raise enough money to build a handicapped restroom at their facility.

Jazz on the Alley provides a captive audience for nonprofits that can range from about 500 to 1,000 people. Participation is free for the nonprofits, and the event is funded primarily through hospitality and accommodations tax dollars.

The event has bolstered business development and longer business hours in Ram Cat Alley, now a place of shops, restaurants and even a coffee and craft beer bar. It's also generated more tourism for Seneca, with an air club flying in for the event and a Corvette club visiting from Kentucky.

Contact Riley Johnson at [rjohnson@seneca.sc.us](mailto:rjohnson@seneca.sc.us) or 864.723.3910.

## Public Works Category | City of Cayce

### Cayce Waterline Replacement Project

With issues like water discoloration, flow and pressure problems, as well as line breaks, the City of Cayce faced growing challenges with its water system. Much of the infrastructure was built from the 1930s to the 1950s with galvanized, cast iron and asbestos cement piping.

System replacement is often handled incrementally, but since the city qualified for a low-interest State Revolving Fund loan, it created an ambitious \$29 million plan, the largest project in the city's history, to handle all the needed replacements at the same time to minimize the period of disruption. The city also enlisted the Cayce Utility Fund as well as a lease purchase agreement backed by that fund to finance the work.

After two years of design work, construction began in April 2017 and made use of seven contractors. When it completed in December 2018, crews had replaced 262,000 linear feet of existing water lines, 4,000 water meters, fire hydrants and a 1-million-gallon elevated storage tank. The completed project represents 75 percent of the city's water infrastructure.

Communication efforts formed a key part of the project, emphasizing that the city wanted transparency and valued business concerns and customer satisfaction. The city's engineer was contracted to handle all resident communications and complaints. Contracting out for a dedicated customer service phone, email and communication system allowed city staff to continue providing routine services. Councilmembers informed residents and gave updates at neighborhood meetings and community events, and all city staff carried Waterline Replacement Project business cards.

The success of the project has made an economic development impact. New housing development is taking place, and where people had expressed concern about buying and renting in the city before the project, leaders are reporting that new houses on the market are now finding buyers quickly.

Contact Tracy Hegler at [thegler@caycesc.gov](mailto:thegler@caycesc.gov) or 803.796.9020.



# Other Entries

## City of Aiken

### New City of Aiken Public Safety Headquarters

In the 1970s, the City of Aiken became one of the first to embrace the concept of a combined police and fire department and built a public safety headquarters for the combined department. A 2016 analysis found that growth made this space inadequate. Storage closets were converted to office space, and the building became a morale and retention issue. City Council decided to replace the headquarters and obtained a shuttered grocery store for the new location.

The finished 46,000-square-foot facility was funded by a successful capital project sales tax referendum and utility bill franchise fee. The new headquarters includes police, fire, a courtroom that can also serve as multipurpose space, an emergency operations center/training facility and a 911/dispatch operations center.

Contact Brian Brazier at [bbrazier@cityofaikensc.gov](mailto:bbrazier@cityofaikensc.gov) or 803.293.7836.

## City of Clemson

### Abernathy Park Community Redecking

Built in 2003 along Lake Hartwell, the Larry W. Abernathy Waterfront Park needed its boardwalk replaced after 15 years. City leaders decided to replace 7,000 linear feet of wood decking with a composite material and also provide landscaping, brush removal and litter removal using volunteer workers.

The project ultimately included four separate volunteer work periods and 248 volunteers. They replaced 13,000 boards, used 156,000 stainless steel screws and removed six tons of invasive plants. With an initial work period coinciding with Clemson University's spring break, the project used marketing efforts for recruitment and inexpensive sign-up management software. The liability waiver was crafted to be humorous and encourage volunteers to read it. The city also provided volunteers with lunch and a commemorative T-shirt.

Contact Richard Cotton at [rcotton@cityofclemson.org](mailto:rcotton@cityofclemson.org) or 864.653.2030.

## City of Conway

### Hurricane Florence — Preparation, Response, Recovery, Transparency

Through the flooding events of 2013, 2015 and 2016, the City of Conway gathered valuable communications experience. It hired a public information officer just ahead of the flooding crises that came from Hurricane Florence. Before, during and after the storm, the city made strategic use of many communication channels to send consistent, transparent and engaging messages, telling the city's story in a way that put residents first. The city's social media messages ultimately reached 1.4 million people during the emergency period.

Door-to-door warnings also formed a key part of the communications effort. City staff used flood modelling to show what neighborhoods they needed to target for evacuation. They warned residents while facing the challenge of raising the alarm before flooding impacted the area. Efforts were justified when flooding experience matched up with predictions.

Contact Adam Emrick at [aemrick@cityofconway.com](mailto:aemrick@cityofconway.com) or 843.248.1760.

## City of Denmark

### New Denmark City Hall

Denmark faced several concerns with the converted bank building it had been using as a city hall — the space was too small, it had no designated parking, it lacked a drive-thru for bill payment and it needed more meeting space. Leaders felt that the city needed something more modern that could efficiently provide for services.

City Council researched other city halls in the region and sought ideas and input from residents and city staff. The city acquired a property for the new site that was a former railroad bed. It also obtained and cleared an adjacent property, which will provide space for the Denmark Dogwood Festival. The new city hall ties into the larger strategic goal of encouraging downtown development.

Contact Heyward Robinson at [admin@denmarksc.com](mailto:admin@denmarksc.com) or 803.793.3734.

## City of Easley

### Connecting Our Future: An Active Approach to Affordable Housing

The City of Easley wanted to promote affordable housing in its northern section, a historically African-American area that was facing rising home prices. It acquired properties adjacent to future development along the Doodle Trail — the rails-to-trails partnership between Easley and Pickens — allowing for build-to-suit homes for eligible buyers. Construction has started for these homes. The trail access will be a benefit to the residents and is in keeping with the recommendations of the city's Bike and Pedestrian Plan and the Parks and Recreation Master Plan.

On the acquired properties, the city demolished more than 40 dilapidated homes to provide for the infill development. Successful applicants meeting the average median income of the area qualify for 100 percent financing of the construction loan through the U.S. Department of Agriculture.

Contact Megan Wallace at [mwallace@cityofeasley.com](mailto:mwallace@cityofeasley.com) or 864.293.2185.

## City of Fountain Inn

### Community/Government Outreach — Neighborhood Roundtable Discussion Meetings

Fountain Inn staff set a goal of providing residents with a way to voice their concerns in an environment outside of City Hall and outside of council meetings. This goal encourages more resident involvement in local government and collaborating with people and neighborhoods that are not typically involved. City staff set up a series of Neighborhood Roundtable Discussion meetings in such places as churches, the public library and even in a resident's home.

Funding for the meetings came from a budget line item for community outreach as well as from a \$1,200 donation from the Chapman Foundation. The meetings are informal and included dinner. Residents at the outreach meetings have brought previously unknown issues to the attention of staff. The city is seeking to expand meeting locations and partnerships and to schedule 10 of these meetings per year.

Contact Ashlee Tolbert at [ashlee.tolbert@fountaininn.org](mailto:ashlee.tolbert@fountaininn.org) or 864.862.7233.

## City of Greer

### Anything Out of the Car: Community Outreach

Seeking to combat the impacts of gangs, opioids and illiteracy, the City of Greer Police Department created a program to build trust between the police and the community they serve, making sure that officers are having positive interactions with the public. The Anything Out of the Car programs encourage officers to initiate conversations with residents of all ages, both individually and in group settings.

The programs include neighborhood walk-and-talk events as well as community meetings. Fist Bump Friday events involve officers greeting students as they arrive at school in the morning. The Real Men Read effort, began at a local elementary school to counter the idea that men need literacy less than women, pulled in police officers as participants. The department also paid for the Gang Resistance Education and Training program from its own training budget.

Contact Steve Owens at [sowens@cityofgreer.org](mailto:sowens@cityofgreer.org) or 864.416.0121.

## City of Hardeeville

### Hardeeville Commerce Park — “A Game Changer” for the City

Being small and rural presents an economic development challenge for cities like Hardeeville, but the city has now taken advantage of its Interstate 95 location with the 167-acre Hardeeville Commerce Park, a commercial and light industrial park located in its downtown.

The city received a donation of 131 acres for the park and purchased an adjoining 36 acres. Before the park could be built, the city harvested timber from the property twice, generating more than \$150,000 of the funding needed. SC Rural Infrastructure Authority funding provided for water and wastewater expansions, and Jasper County local option sales tax funding paid for entryway roads.

Hardeeville partnered with the Southern Carolina Alliance and SC Department of Commerce to market the park to business prospects. It sold three parcels for new business development and expansion, and will continue developing infrastructure to allow for as many as 15 new businesses.

Contact Neil Parsons at [nparsons@cityofhardeevillesc.gov](mailto:nparsons@cityofhardeevillesc.gov) or 843.784.2231.

## Town of Hilton Head Island

### The Breeze Trolley

Significant population and visitor growth on Hilton Head Island have contributed to congestion, especially during the summer. In response, the town partnered with Palmetto Breeze to establish a shuttle service to reduce traffic, promoted with a marketing campaign and making careful use of branding.

Palmetto Breeze used Federal Transit Administration grant funding for three trolleys with additional money for marketing and operating. It also leveraged some town matching grant money. The trolleys, which run on clean diesel, feature wood interiors, free Wi-Fi and bicycle racks. Volunteer ambassadors ride the trolleys to welcome visitors and answer questions.

The initial 2018 season saw wide-ranging marketing efforts — print, television, web, social media and through local businesses — and more than 5,500 passengers rode the trolleys. For 2019, a new route will accommodate another shopping area, an RV resort and later operational hours.

Contact Jennifer Ray at [jenniferr@hiltonheadislandsc.gov](mailto:jenniferr@hiltonheadislandsc.gov) or 843.341.4665.

## City of Johnsonville

### Renovation of Odell Venters Landing

The Odell Venters Landing provides recreational access to the Lynches River and a historical connection as well: it stands on the site of Witherspoon’s Ferry, where Gen. Francis Marion accepted command of the Williamsburg Militia during the Revolutionary War. Since the concrete ramp was decaying and the parking lot provided insufficient space on busy days, valuable tourism traffic was shifting to other landings further away from the City of Johnsonville.

Recognizing the need to improve recreational opportunities for residents and visitors alike, the city worked with the SC Department of Natural Resources and secured grants for a renovation of the landing. The finished product features a 155-foot-by-80-foot concrete ramp, an aluminum floating courtesy dock as well as a resurfaced and enlarged parking lot. The city also added a launch for kayaks and canoes and a sandy beach for mooring small boats.

Contact David Mace at [dmace@cityofjohnsonville.com](mailto:dmace@cityofjohnsonville.com) or 843.625.1667.

## Town of Lexington

### Town of Lexington’s I-20 Wastewater Treatment Facility Takeover

When the I-20 wastewater treatment center on the Saluda River was privately operated, it accumulated several SC Department of Health and Environmental Control violations. DHEC denied the private company its necessary permit, opening the door for the Town of Lexington to take over the facility.

In the first month of ownership, the town diverted all flow to the Joint Wastewater Treatment Facility in Cayce. Previously, Lexington worked with the City of Cayce and the Joint Municipal Water and Sewer Commission to create that facility. Since it opened, the Town of Lexington has shut down four older facilities in addition to the I-20 facility as part of a regional plan.

For funding, the town will use State Revolving Loan funds as much as possible along with bond issuances and operational income. Its long-term goal is for the I-20 system to be self-sustaining for operational costs.

Contact Jennifer Dowden at [jdowden@lexsc.com](mailto:jdowden@lexsc.com) or 803.356.8238.

## **Town of Moncks Corner**

### **Prom Promise Week**

Outreach efforts of the Moncks Corner Police Department include engaging with Berkeley High School students ahead of their prom, helping them to understand the risks of alcohol and drug use as well as driving while impaired.

The department offers an impaired driving simulator as well as using inebriation-simulating goggles on a golf cart driving course. The officers aimed to engage personally with the students, even entertaining them by showing them how police perform in the impaired driving simulator. The department partners with several other regional agencies, brings in speakers from Mothers Against Drunk Driving and Lexington County, and even brings in local food vendors to sell lunch.

The effort has received positive feedback from students, parents and teachers. The 2018 prom saw no negative interactions with school officials or law enforcement, and the department is planning on expanding the program to Berkeley Middle College.

Contact Rick Ollic at [rick.ollic@monckscornersc.gov](mailto:rick.ollic@monckscornersc.gov) or 843.719.7930.

## **Town of Mount Pleasant**

### **Active Threat Preparedness Program**

Responding to several years of high-profile violence incidents around the nation such as active shooter events, the Town of Mount Pleasant created an Active Threat Preparedness Program to prevent events and minimize the risks of harm.

The town used free instructor courses — Avoid, Deny Defend as well as Stop the Bleed — and spent \$800 on materials. The town's SWAT commander performed facility security assessments, complemented by free Federal Emergency Management Agency courses on environmental design for business safety. The town also obtained Tactical Emergency Casualty Care certification for \$15 per responder, as well as \$1,800 worth of exercise materials.

The program ultimately trained 275 people at Town Hall as well as teachers and administrators at 23 schools, staff and congregants at three churches, and community businesses. Future steps include facility security upgrades and more training and security assessments at community gathering places.

Contact Amanda Knight at [aknight@tompsc.com](mailto:aknight@tompsc.com) or 843.996.0030.

## **City of Myrtle Beach**

### **City Leadership Institute of Myrtle Beach**

Facing the prospect of widespread retirement among department leaders with no formal succession plan, the City of Myrtle Beach created a progressive staff development program that helps to improve abilities at different levels: rising department heads and employees as well.

The City Leadership Institute of Myrtle Beach made use of budgeted funds to secure a local training and development professional. The program is voluntary and open to all employees. It uses about nine months of class time, including monthly brown-bag lunches featuring group discussions of topics.

With more than 260 graduates of the program, city leaders report a positive culture shift as one of the benefits, with a growing sense of trust and improved morale among employees, declining turnover and improving service.

Contact Angela Kegler at [akegler@cityofmyrtlebeach.com](mailto:akegler@cityofmyrtlebeach.com) or 843.918.1113.

## Town of North

### Eartha Kitt Celebration

Singer, actress and dancer Eartha Kitt was a native of North, but despite her fame she had not been memorialized in her hometown. Seeking to change that, the Town of North staged a fundraiser in January 2019 for the establishment of a town museum, promoting tourism and economic development.

The event was the first of its kind in the town's history. It featured a dinner, silent auction, a video presentation by Sen. Tim Scott and a ballet with original choreography by the Columbia City Ballet. Kitt's daughter, Kitt Shapiro, travelled from Connecticut for the event, providing items from her mother's estate for the auction.

The celebration received significant media attention, brought a crowd of more than 200 for the ballet, and garnered about \$5,500 in proceeds for the museum. The town now plans to bring the Eartha Kitt Celebration back every other year and also explore other potential funding sources through Undiscovered SC and SC Arts Commission grant programs.

Contact Patty Carson at [mayor@townofnorth-sc.gov](mailto:mayor@townofnorth-sc.gov) or 803.247.6063.

## Town of Springdale

### Springdale PD's Daddy & Me 5K

The Springdale police chief at the time noted that he has repeatedly seen negative interactions between the police and young people lacking a parental figure. Believing that an active father figure can help stop bad influences, he came up with the idea of an annual 5K and "Dadlympics." The town partnered with Serve & Connect and the Midlands Fatherhood Coalition to plan the event with the simple message that "dads matter."

The event, aimed at raising awareness of the role of fathers and building partnerships, took place on Father's Day weekend in 2018. The 5K had more than 80 participants. The Dadlympics included activities like unfolding strollers while holding baby dolls, changing a baby doll's diaper, pushing a bubble lawn mower and strapping baby dolls into child restraint seats.

The event raised enough money to donate more than \$12,000 to the Midlands Fatherhood Coalition.

Contact the Ashley Watkins at [awatkins@springdalessc.com](mailto:awatkins@springdalessc.com) or 803.794.0408.

## Town of Summerville

### Communication Through Outreach

Aiming to change negative perceptions about interactions with law enforcement, the Town of Summerville Police Department has taken on numerous community outreach efforts. The initiative began with brainstorming on how to make engagement work in fun and relaxed settings and shifting officers to serve as the department's ambassadors to the community.

Results of that planning have included a No-Shave November for officers to raise money for St. Jude Children's Research Hospital, using a military vehicle for a food and toy donation drive, multiple Special Olympics events, a Senior Citizens' Prom, neighborhood cleanups, connecting with school resource officers to identify children in need of Christmas gifts, and events for having coffee and ice cream with officers. The Turkeys Instead of Tickets campaign had officers distributing Thanksgiving turkeys when stopping drivers for minor traffic violations. The department also focuses on highly positive social media postings and has drawn in about 40,000 social media followers.

Contact Jon Rogers at [jrogers@summervillesc.gov](mailto:jrogers@summervillesc.gov) or 843.285.7027.



## City of Sumter

### eSTEAM Sumter

As the City of Sumter succeeds in recruiting national and international companies, the development of a reliable supply of talent for the area has become increasingly important. For this reason, eSTEAM Sumter exists to bring together pre-K and K-12 schools as well as universities and tech schools to promote STEAM, also known as science, technology, engineering, arts and math.

In its first year, eSTEAM Sumter brought together more than 3,000 participants, 16 partnering organizations and 63 exhibitors for activities encompassing an entire city block to expose students to career opportunities in the Sumter community through hands-on activities. Funding came from workforce development organizations like the Regional Economic Development Alliance, Sumter Chamber of Commerce and the SC Department of Commerce Workforce Division.

Although planners conceived of the project as a one-time event, the success of it led them to plan to host the event annually and to create more activities and events inside schools.

Contact Shelley Kile at [skile@sumtersc.gov](mailto:skile@sumtersc.gov) or 803.795.2463.

## City of West Columbia

### West Columbia River District Redevelopment

In promoting its iconic River District, located on the bank of the Congaree River, West Columbia knew it needed more public parking, greenspace, connectivity and even public art.

To achieve this, the city commissioned a professional redevelopment plan, hosted community meetings and established a resident committee focused on development of an enabling park for children with special needs. The city also created an art review committee.

The city is building a bicycle lane connecting the district's State Street with the Triangle City area about a mile away. Grants and hospitality tax money contributed to the projects. Additionally, the city created a public/private partnership with the Brookland development, containing residential, retail and restaurant space.

The park projects, bicycle lane and interactive art sculptures are being completed in 2019. Additional sidewalk and crosswalk projects are scheduled for 2020.

Contact Tara Greenwood at [tgreenwood@westcolumbiasc.gov](mailto:tgreenwood@westcolumbiasc.gov) or 803.939.8628.

## City of York

### Revitalization of Former Gas Station Site

The City of York acquired an old gas station in its downtown in 2000, after which the property came to be used informally for parking and sometimes as a farmers market. In 2018, City Council provided funding for resurfacing and striping parking areas at what has come to be known as the City Market. The city considered removing the dilapidated canopy of the gas station, but instead chose to rehabilitate it in recognition of the property's historic character and with an eye towards its potential for event space.

Capital project funds supported the resurfacing and striping. Hospitality tax funds covered material costs for the canopy repair, while the York Fire Department performed all work on the canopy, with every member of the department participating.

The city has seen an increase in requests for special events at City Market, and it possesses adjacent property that could be used for an expansion.

Contact Domenic Manera at [dmanera@yorksc.gov](mailto:dmanera@yorksc.gov) or 803.684.1700.



# Main Street South Carolina Inspiration Awards

Main Street South Carolina empowers residents, business owners and local officials with the knowledge, skills, tools and organizational structure necessary to revitalize downtowns and neighborhood commercial districts into vibrant centers of commerce and community.

Main Street South Carolina is a service of the Municipal Association of SC and is accredited by the National Main Street Center. The program follows National Main Street's Four Point Approach — economic vitality, design, promotion and organization. Each year, Main Street South Carolina recognizes members' achievements and successes in downtown revitalization.

## Excellence on Main Street Award

### Outstanding Partnership

#### Hartsville's EdVenture Children's Museum

After first opening in Columbia in 2003, the EdVenture Children's Museum received acclaim as one of the best children's museums in the nation. In 2018 it expanded into Hartsville, thanks to a partnership that brought together groups including the City of Hartsville and nonprofit groups local to Hartsville, such as the Byerly Foundation.

The project, aimed at improving the community's downtown core alongside bolstering the area's opportunities for children, created a miniature version of Hartsville's downtown, familiarizing children with the city and helping them grow as residents. Some features include a grocery store, the Sonoco Maker's Space, where children learn the importance of recycling, as well as the Carolina Pines Regional Medical Center and ambulance.

Grants have allowed for decreased ticket pricing through the Yes, Every Child initiative. EdVenture has also obtained a grant from the Institute of Museum and Library Services for efforts to address community violence, including the creation of a Future Leaders Program at Hartsville Middle School.

In the formative stage of the effort to bring EdVenture to Hartsville, initial organizers and Main Street Hartsville created an informal tea party to bring together interested women. The group emerging from this effort then organized a Ladies' Night Out Fashion Show Fundraiser spotlighting downtown clothing and accessory boutiques. The show is now an annual event aimed at raising operational funds for EdVenture.

The museum is housed in a 5,000-square-foot downtown building bought by the City of Hartsville. The city repaved the building's parking lot, repaired the roof and pledged \$100,000 every year for five years. The Byerly Foundation granted \$500,000, and other nonprofits contributed as well.

Contact Suzy Moyd at [suzy.moyd@hartsvillesc.gov](mailto:suzy.moyd@hartsvillesc.gov) or 843.230.5837.

# Inspiration Awards

## Master Merchant – Michelle Compton, Laurens

In 2015, Michelle Compton bought a former bank building in downtown Laurens. She spent \$25,000 to renovate the ground floor for the business she opened — the Vault Salon and Spa. She continued the rehabilitation work in 2017, completing a \$40,000 renovation to the building's second floor to make it usable for massage and pedicure rooms.

Beyond her own business, Compton has actively served on the Main Street Laurens committees for design, promotion and economic development. Concerned that no one but property owners and the Main Street Laurens staff knew about downtown properties available for sale or rent, she led an effort to create window signage advertising available buildings to promote development. The signs featured historic images of the building as well as ideas on what kind of businesses could open in the location, based on market analysis. Main Street Laurens reported that phone calls began soon after the first sign went up, and three new businesses have opened since. Compton also identified the need for an improved inventory of available locations and a map, so she helped create these resources.

As part of the Main Street Laurens Design Team, Compton has worked to create visual interest for sidewalks and storefronts. Placing a newly painted old bicycle in front of her building, she now decorates it to match holiday seasons.

Compton also serves on the Promotion Team, working to plan and develop downtown events. Finally Friday on the Square is a key example, an event of live music, extended shopping hours and dinner specials on the final Friday of every month from April to September. For this series, Compton has helped foster participation from her fellow business owners and has added family games.

*Contact Jonathan Irick at [mail@mainstreetlaurens.org](mailto:mail@mainstreetlaurens.org) or 864.984.2119.*

## Outstanding Service – Nancy Cave, Manning

Although she is originally from Virginia, Nancy Cave adopted Clarendon County as her home after her late husband's retirement, and has come to serve as a tireless advocate for the appreciation of her community's history and its tourism efforts. As the retired archivist of the Clarendon County Archives and History Center and an original Design Committee member of Main Street Manning, Cave received the Manning Main Street Hero award in 2018.

As an archivist, she has provided a wealth of knowledge of the commercial district and the wider community for Main Street Manning. She served as an invaluable resource in providing historic images of downtown buildings for the architect who performs the design work for Main Street Manning's façade grants.

Cave has also contributed text for Manning's self-guided historic district walking tour brochure. She has provided support for many Main Street Manning events, including helping with the research and organization of a historic residential district walking tour event. She served as co-chair for the project to bring the Smithsonian Institution's travelling exhibit, Hometown Teams: How Sports Shape America, to Manning. In addition to the Smithsonian, the effort required coordination with the SC Humanities Council and local committees.

Beyond her volunteer work for Main Street Manning, Cave volunteers with the Clarendon County Historical Society Museum, Francis Marion Living History Days and her church.

*Contact Carrie Trebil at [ctrebil@cityofmanning.org](mailto:ctrebil@cityofmanning.org) or 803.435.8477.*



## Outstanding Promotion – Orangeburg’s A Taste of the Market

A couple of years after establishing the Downtown Farmers Market, the Downtown Orangeburg Revitalization Association created A Taste of the Market, a farm-to-table four-course dinner spotlighting both the market and the downtown. This event is growing into a signature event for Orangeburg, helping to improve the visibility of downtown and interest in filling vacant storefronts.

Featuring produce grown entirely in Orangeburg County, most of which is donated, the dinner also spotlights Orangeburg’s Edisto Memorial Gardens, which provides floral centerpieces.

The event is a ticketed event with sponsors. In 2018, the second year of the dinner, sponsorship doubled and ticket sales increased by 50 percent, providing DORA with funds to help it grow the farmers market. The dinner sold out within two weeks of tickets going on sale.

Several of the City of Orangeburg’s departments contributed to the success of the event, including the Public Works and Service Departments for the closure of the block of Russell Street that hosts the event. The Parks and Recreation Department provides the setup of tables and chairs, and the Department of Public Utilities assists with stringing lights across the street. The event also received help from local merchants, which provided the sound system and space for storage and prep space. A local theater opened its facility for restrooms, while cheerleaders from Orangeburg Preparatory School worked as servers.

*Contact Candice Roberson at [croberson@orangeburg.sc.us](mailto:croberson@orangeburg.sc.us) or 803.531.6186.*

## Outstanding Special Project – Sumter’s Hyatt Place Hotel

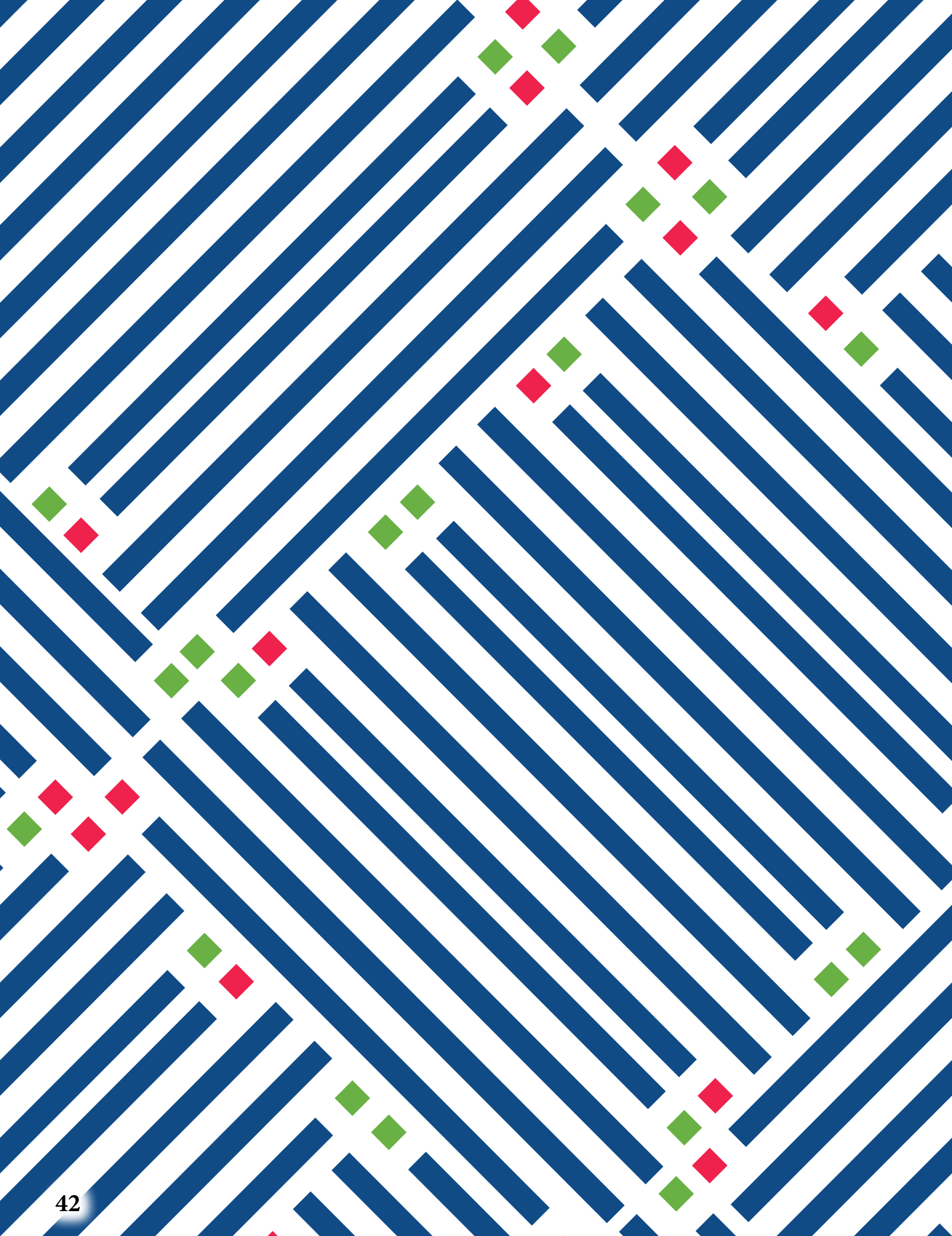
With the Sumter Opera House, Prisma Health Tuomey Hospital, Shaw Air Force Base and Palmetto Tennis Center all drawing visitors to Sumter, the city’s downtown needed a hotel. After the city obtained and cleared a site across Main Street from the opera house, construction began and the Hyatt Place Hotel opened in April 2018.

The immediate proximity to the opera house allows for package deals combining tickets to a show with a night spent at the hotel, and the hotel also benefits from being located within walking distance of the hospital. The hotel booked several conferences before it opened and has since hosted numerous weddings, family reunions and class reunions.

In 2012, the City of Sumter acquired buildings on the hotel site that were in poor condition and considered to not have historic value. After demolishing these, the city established a temporary green space that also served as an event venue until the hotel could be built. The city also built a parking garage, funded with Tax Increment Financing money, as part of the effort to develop the hotel. The garage, which opened a few months before the hotel, serves hotel guests and provides free parking for other downtown visitors.

As a high-visibility downtown investment, the Hyatt Place has demonstrated the potential the district has for other businesses. The existing Hamptons Restaurant relocated to a space adjacent to the hotel and will open another restaurant in its former location, while construction has begun on a downtown brewery.

*Contact Leigh Newman at [lnewman@sumtersc.gov](mailto:lnewman@sumtersc.gov) or 803.436.2635.*



# Write for Any Audience

When writing, whether jotting an email to a coworker, responding to a media request, tweeting from the city's account or crafting a post for the city's blog, there are a lot of ways to boost the message or to undermine it. It's always a good time to brush up on the following:

- Active voice almost always wins out over passive voice. "The mayor is kicking off the skydiving festival with a solo dive" is much more effective than "The skydiving festival will be kicked off by a solo dive by the mayor."
- Good spelling, punctuation and grammar are never negotiable.
- Less is more. It's much harder to write precisely and succinctly than to ramble on and on.
- Edit, rewrite, then edit some more. The first draft is never the best product. Rest between drafts. Let someone else look at a draft, then edit some more.
- Use simple words. "Find out" instead of "ascertain;" "send out" instead of "disseminate;" "use" instead of "utilize;" "best" instead of "optimum;" "explain" instead of "find an explanation for."
- Avoid frequent word confusions. Know the difference between it's (it is) and its (possessive) and I and me. Correct: "He is going with John and me." Think of it without John, so that it reads: "He is going with me." Incorrect: "He is going with John and I." A writer who leaves John out of the sentence would not write, "He is going with I."
- Keep sentences parallel. Correct: "I like reading books, watching movies and going to the library." Incorrect: "I like reading books, watch movies and to go to the library."
- Avoid clichés. Stay away from tired phrases, such as "at the end of the day" and "the perfect storm" and "it is what it is."



Writing skills will be a topic at the Joint Academy of the SC Business Licensing Officials Association and the SC Municipal Finance Officers, Clerks and Treasurers Association, October 8 – 11 in Myrtle Beach. The session "Common Mistakes in English Usage" will take a look at how to improve professional communication. Learn more at [www.masc.sc](http://www.masc.sc) (keyword: training calendar).



## Test yourself monthly quiz

**True or False:** In the mayor-council form of government, the mayor can hire a city or town administrator without the approval of council.

### Answer: False

In the mayor-council form of government, "The mayor and council may employ an administrator to assist the mayor in his

office." The phrase "mayor and council" is interpreted to mean that consent of the governing body, the mayor and members of council collectively, is required to employ or remove an administrator.

The Municipal Elected Officials Institute of Government offers in-person and online courses.

Forms of Municipal Government is offered as an on-demand course online. The next in-person courses, Forms of Municipal Government as well as Municipal Economic Development, will take place September 17 at regional councils of governments locations. Learn more at [www.masc.sc](http://www.masc.sc) (keyword: MEOI).





# Economic Development Tools: Textiles Communities Revitalization Credits

*The following article is part of a series about economic development tools and how to use them. Find more at [www.masc.sc](http://www.masc.sc) (keyword: economic development tools).*

**T**extile mills, once a defining feature of South Carolina's industry, began a significant decline in the 1970s, leaving behind many empty buildings. While these structures created blight and public safety concerns, many were also seen as historic sites worthy of preservation and potential adaptive reuse.

For this reason, the South Carolina General Assembly passed the Textiles Communities Revitalization Act in 2008, creating tax credits to promote rehabilitation and redevelopment of abandoned mill buildings. The credits are applied toward eligible expenses while rehabilitating, restoring or redeveloping a mill site.

The taxpayer who rehabilitates an eligible building may apply for one of

the tax credits, and the credit may be passed through to tenants or subsequent purchasers of the property. A taxpayer may choose one of two credits:

- **State tax credit:** The state tax credit is taken against such state taxes as income tax, license tax or both; bank taxes; or insurance premium taxes. The credit can equal up to 25% of eligible expenses. The taxpayer must submit the Notice of Intent to Rehabilitate to the SC Department of Revenue. If a project receives approval for an income tax credit, then the taxpayer receives the credit in equal installments over five years, beginning with the tax year the property enters service. The law limits the use of this credit to 50% of the taxpayer's state income tax liability or corporate license fees.
- **Property tax credit:** The property tax credit is taken against property taxes, equal to 25% of the eligible expenses

multiplied by the local taxing entity ratio for each entity that consents to the credit. However, no more than 75% of the real property taxes due on the building each year for as many as eight years can be applied. In this case, the Notice of Intent to Rehabilitate must be submitted to the relevant municipality or county.

Combining the textile mill credit with state and federal historic preservation credits can dramatically increase the total amount of tax credits available. A taxpayer could have a potential total credit equal to 55% of qualified rehabilitation expenses — 20% federal historic preservation, 10% state historic preservation credit and the 25% credit for the textile mill credit. The textile mill credit cannot be combined with the abandoned building credit.



The redevelopment of Drayton Mills in Spartanburg by TMS Development, which made use of textile communities revitalization tax credits, turned two mill buildings into 289 luxury apartments and the property's warehouses and company store into mixed-use commercial space. Photos: TMS Development and Construction Management.

### Meeting eligibility requirements

An eligible property, according to the law, must have been “used directly for textile manufacturing operations or ancillary uses.” At the time the taxpayer files the Notice of Intent to Rehabilitate, at least 80% of the textile mill must have been continuously closed to business, or nonoperational as a textile mill, for at least one year.

The property owner or developer must not have owned the site before it was abandoned, and also must not have received a textile mill credit previously.

An applicant can claim credits for work performed on all of an original mill site and up to 200% of the square

footage of property that is contiguous to the original mill site.

### The application process

The Notice of Intent to Rehabilitate must provide the site's location, the amount of acreage involved, the estimated expenses, an indication of which buildings will be renovated or demolished and an indication of whether new construction is involved. Actual rehabilitation expenses that fall within a range of 80% to 120% of the original estimates are eligible for the credits.

When seeking a property tax credit from a municipality or county, the local government must determine and certify

the eligibility and proposed rehabilitation expenses by way of a resolution approved by a positive majority vote of the council.

The council must then hold a public hearing and approve the tax credit by ordinance. At least 45 days before the public hearing, the council must give notice to all affected local taxing entities of its intention to grant the property tax credit. This notice must include the estimated credit based on the projected rehabilitation expenses. If other local taxing entities do not file an objection, they are deemed to have consented to the credit.

## Association Highlight: SC Utility Billing Association

Many municipal job positions have specific professional development needs, and the Municipal Association of South Carolina's affiliate associations offer numerous training opportunities to meet those needs.

The SC Utility Billing Association provides training and networking

opportunities for membership of billing clerks, meter readers and utility department managers. SCUBA's meetings encompass a variety of topics focused on customer service, safety in the workplace and new technologies to increase the efficiencies of utility billing and collections.



The next meeting, SCUBA Customer Service Training and Networking Luncheon, will take place October 9 at the Newberry Firehouse Conference Center in Newberry. Learn more about SCUBA and how to join at [www.masc.sc](http://www.masc.sc) (keyword: SCUBA).



# Protecting Workplaces From Violence

**T**he May 31 shooting at the Virginia Beach Municipal Center that killed 12 people is a tragic reminder of the threat of workplace violence for cities and towns.

Cities often take steps to secure city hall buildings — police officers; limited, monitored entry points; and panic buttons. Even so, threats can make their way past security precautions. In the case of the Virginia Beach shooting, the man identified by police as the shooter had resigned from the city shortly before the shooting and still had a pass that provided access to employees-only portions of the building.

Homicide, the most extreme form of workplace violence, is a leading cause of fatal occupational injury in the United States. Of the 5,147 fatal workplace injuries in 2017, 458 were caused by intentional injury by another person, according to the Occupational Safety and Health Administration, with another 275 fatalities classified as suicides.

Workers who exchange money with the public and those who work alone or in small groups are at increased risk. Also, service workers, such as water utility employees and law enforcement officers, face higher risks. To protect their employees, cities must anticipate threats with planning and preparation.

## What should cities do?

Employees are more likely to be involved in a workplace violence incident than in a fire. “The threat of a workplace shooting is my greatest concern for municipal employees today,” said Venyke Harley, loss control manager for the Municipal Association’s Risk Management Services. “Unfortunately workplace shootings have become a ‘new normal’ in society and cities should be aggressive in mitigating risk.”

Cities should plan step-by-step what would happen if violence threatens the workplace so that everyone knows their roles and how to respond.

There are other measures cities can implement to prevent or identify the potential for workplace violence. From the hiring and onboarding process to the exit interview, managers must examine the entire employment process to identify gaps to prevent an incident from occurring.

- Develop a zero-tolerance policy for workplace violence and address so-called teasing and horseplay so employees understand that off-script behavior is unacceptable. Train employees to recognize threatening conditions and how to verbally deescalate them. Managers should investigate all complaints of bullying and intimidation, and there must be immediate follow-up. Perpetrators often send signals of their violent tendencies through comments, social media posts and notes, so every threat must be taken seriously. People often come forward after the event has occurred because they saw warning signs and did not respond.

- Properly vet and screen job applicants. Though seen as time consuming, proper background checks are a necessity and can prevent ill-advised hires. Since some employers limit the information they provide to future employers to the basics — hire date, position and termination date — managers must spend ample time reviewing applications and developing tough questions to get to the bottom of employment gaps and questionable applications. Troubled applicants can be identified by thorough vetting, and managers should be trained to spot unusual behavior patterns during the interview process.
- Plan disciplinary and termination meetings carefully. Performance conversations are confidential and only managers who need to know

the information discussed should be included in the discussion. Plan ahead by determining the meeting location and who will attend a termination meeting ahead of time.

- Always consult with the city’s labor attorney before terminating an employee who displays erratic behavior. In some instances, employees may be suffering from a protected condition under the Americans with Disabilities Act. Even if the employee suffers from the condition, the Act does not protect individuals who violate policy by inciting violence. Law enforcement or security may need to be on scene during the termination meeting in this circumstance.
- Identify an employee assistance program that can provide counseling resources for employees in stressful

situations to prevent employees from becoming violent. Some employers offer these services to employees for free and extend benefits to the employees’ immediate family members. What happens at home comes to work, and emotional triggers often cause outbursts in the workplace.

Training employees on what to expect during a critical incident reduces workplace anxiety and communicates to them the city is aware of potential threats and is working to reduce them. Organizations also deal with the aftermath of workplace violence incidents. Partner with a consultant or local law enforcement to identify hazards, conditions and operational situations that could lead to an incident.

## Electric Linemen Compete, Share Skills

The South Carolina Association of Municipal Power Systems staged its annual lineman training sessions in April at Pine Island on Lake Murray. Fourteen of the 20 SCAMPS municipal electric utilities attended the training, and 10 utilities competed in events, such as the crossarm changeout, knot tying, hurt-man rescue, speed climbing and others. The events are timed and judged on how well participants follow proper procedures.

The annual competition promotes safe work habits and procedures. It also gives linemen the opportunity to work together outside of conditions they would encounter when they respond to a mutual aid call to help restore power after an emergency. SCAMPS member utilities provide mutual aid for in-state emergencies, and they also work with other utilities around the southeast after disasters.



Ten utilities competed in the SC Association of Municipal Power Systems training on Lake Murray.

Easley Combined Utilities took home the first-place award in five competitions — underground elbow termination, replacing fuses, knot tying, hurt-man rescue and crossarm changeout. The Orangeburg Department of Public Utilities won first place in the pole climbing competition.

*Learn more about SCAMPS, its membership roster and upcoming meetings at [www.masc.sc](http://www.masc.sc) (keyword: SCAMPS).*





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# Calendar

For a complete listing of training opportunities, visit [www.masc.sc](http://www.masc.sc) to view the calendar.

## SEPTEMBER

**4 Regional Advocacy Meeting.** Lexington Municipal Complex. Central Midlands Council of Governments area.

**5 SC Association of Stormwater Managers Third Quarter Meeting and Exhibitor Showcase.** Seawell's, Columbia. Topics include a capital improvement project spotlight, an update from the SC Department of Health and Environmental Control's Adopt-A-Stream program and Clean Water Act permitting requirements.

**11 – 13 Municipal Clerks and Treasurers Institute Fall Session – Year 1, Session B.** Hyatt Place Columbia/Downtown/The Vista. Topics include forms of government, the role of the municipal clerk and meeting

administration, financial management, business license administration, decision making, interpersonal skills and roundtable sessions.

**17 Municipal Elected Officials Institute of Government: Municipal Economic Development and Forms of Municipal Government.** Regional councils of governments locations and the Municipal Association of SC.

**24 SCMIT and SCMIRF Employment Liability Training.** Garage at Whitner, Anderson.

**25 SCMIT and SCMIRF Employment Liability Training.** Municipal Association of SC, Columbia.

**25 – 27 Municipal Technology Association of SC Annual Meeting.** Spartanburg Marriott, Spartanburg. Topics include roundtable discussions, IT functions of the business license collections portal, GIS, cybersecurity, user security and technology trivia.

**26 SCMIT and SCMIRF Employment Liability Training.** Goose Creek Fire Station.

**26 Main Street South Carolina Fourth Quarter Training.** 1361 Event Studio, Orangeburg.

## OCTOBER

**8 – 11 SC Municipal Finance Officers, Clerks and Treasurers Association and SC Business Licensing Officials Association Joint Academy.** Myrtle Beach Marriott at Grande Dunes. Topics include the 2020 Census, financial reporting requirements and ethics in business licensing.

**9 SC Utility Billing Association Customer Service Training and Networking Luncheon.** Newberry Firehouse Conference Center. Topics include health and wellness, dealing with hostile customers, and customer service.