



Mayor
Elise Partin

Mayor Pro-Tem
James E. Jenkins

Council Members
Phil Carter
Tim James
Hunter Sox

City Manager
Tracy Hegler

Assistant City Manager
James E. Crosland

**City of Cayce
Special Council Meeting
Budget Work Session
Monday, May 9, 2022**

A Special Council Meeting was held this afternoon at 2:00 p.m. in Council Chambers. Those present included Mayor Elise Partin, and Council Members Phil Carter and Tim James. City Manager Tracy Hegler, Assistant City Manager Jim Crosland, Municipal Clerk Mendy Corder and IT Director Jamie Beckham.

Mayor Partin asked if members of the press and the public were duly notified of the meeting in accordance with the FOIA. Ms. Corder confirmed they were notified.

Call to Order

Mayor Partin called the meeting to order and gave the invocation. Mayor Partin led the assembly in the Pledge of Allegiance.

Discussion Items

A. Discussion of Proposed FY2022/2023 Utility Fund and General Fund Budget and Potential American Rescue Plan Act (ARPA) Projects

Mayor Partin stated that she and Council were excited to be with staff. She stated that they look forward to this time with staff every year to learn from them and to hear from them. She stated that they trust and appreciate staff's expertise and were really thankful that everyone was part of a team of excellence that has a culture of customer service and caring and taking care of the City.

Ms. Hegler stated that the budget meeting with staff and Council was her favorite meeting of the year. She stated that she asked staff to go over their budget requests for the next year and to hit the points of new fees or new items that they are requesting. She stated that she would then weave that into any ARPA requests that they may have that Council can consider and can be adopted as part of the budget. She stated that Kenny Bingham and his daughters, Kaylin and Kelly, had been helping the City with finding matching Federal and State money for the larger projects that the City could go after with ARPA funding. She stated that they were familiar with these projects and she thought it would be a great idea for them to hear the rest of what staff does and what staff was requesting because it might trigger a funding source they've heard of. She stated that Ms. Kay Hutchinson was first with Utilities Billing.

Ms. Hutchinson stated that she would like to discuss two (2) of her department's many accomplishments first. She stated that she had a great team of people in Water Billing. She stated that her staff fields over 1,300 phone calls a month, set up over 100 new accounts per month, read over 11,700 meters, completed over 275 Work Orders

and bill and collect over \$1.5 million dollars a month. She stated that a member of her team was the 2021 Employee of the Year, Mr. Robert Haynes. She stated that he always had a smile on his face and gave wonderful customer service.

Ms. Hutchinson stated that the second accomplishment she wanted to point out was the water meter location project. She stated that Mr. Bob Hawks had been instrumental in that project but it was a team effort. She stated that one of the Field Crew members, Mr. Tony King, assisted a lot with the project. She stated that Mr. King and the City's Meter Technicians had collected over 8,500 meters in less than a year. She stated that pictures had been taken of each meter and the information and data was there as well. She stated that it was the first step for the City to completely reroute the system which was something she had wanted to do since she first started working for the City. She stated that currently meters were scattered out so getting them located would get the department closer to being more efficient and it would help the meter techs do more than just read meters and change meters out. She stated that they could actually work on the City's system that had already been replaced.

Ms. Hutchinson stated that the largest budget item she was requesting was a rate study which was also something she had been wanting to do since she started with the City. She stated that it would cost approximately \$65,000 and would give staff a really good idea of where the City compared with other cities rates. She stated that all the costs, whether it was the Water Treatment Plant or the Wastewater Plant but everything done in Utilities would be evaluated. She stated they could then make sure that the right rate was assigned to inside City customers and outside water and sewer customers. She stated that there were several proposals that might be presented to Council in the upcoming year. She stated that one was a flat rate sewer which was for outside city residential customers only. She stated that the thought process was to phase that in gradually, possibly with new subdivisions first. She stated that the meter techs walk over 145 miles just to read sewer-only accounts. She stated that the meters that could be read electronically, staff had to rely on other people's technology, like West Columbia, the Lexington Joint Municipal Water and Sewer Commission and Blue Granite. Ms. Hutchinson stated that the City of West Columbia was currently transitioning to a new system which affected the City greatly because staff would have to change out all the meter information in the City's system to be able to read it.

Ms. Hutchinson stated that looking towards a different structure in the future would be helpful. She stated that the meter replacement project that was done a few years ago replaced over 4,000 meters but there were still 4,500 left in the system to be replaced. She stated that was part of her five-year plan and would cost approximately \$2 million dollars. She stated that she also had new meters proposed in her budget. She stated that the price of everything had gone up. She stated that she had asked for 300 new meters and that would only replace the meters that quit working.

Council Member Carter asked Ms. Hutchinson if she could expand a little more on the capabilities the City has for reading meters outside of the City. Ms. Hutchinson stated that there were a couple of different ways meters were read. She stated for example the neighborhood she lives in the meters are read electronically because Lexington Joint Municipal Water and Sewer Commission has the same technology that the City does. Council member Carter asked if it was water or sewer meters that were being read. Ms. Hutchinson stated that it was water meters. She stated that currently customers have the option of getting what Joint Municipal Water and Sewer Commission calls a sewer meter which only reads the water going into the home, instead of what they're watering their lawn with. She stated that the Commission was looking into a new system and if they did get a new system the City's meter techs would have to walk those areas too and that was over 1,000 meters.

Council Member Carter asked if Ms. Hutchinson's recommendation would be a fixed price for every out of city sewer customer. She stated that was the way she was leaning but the City would need the right rate. She stated that the City currently had a rate from when the City took over the old Midland sewer system, which is \$56.41 a month. She stated that could be a starting point. Council Member Carter asked if there were any antiquated meters inside the City. Ms. Hutchinson stated that all the areas that were not part of the meter replacement project did have older meters but the rate study would include these areas. Ms. Hegler stated that the City's Bond Attorney did recommend a rate study as well for the City's bonding decisions.

Mr. Vince Osborne presented the budget for the Water Treatment Plant. He stated that he was really proud of the SCADA replacement project. He stated that new input output PLCs were installed which replaced 22 year old equipment since the original upgrade was done in 2000. He stated that the Water Plant did not have any time where it was down during the project which was impressive. He stated that the latest upgrade should get the Water Plant through 15 or 20 years as a user lifespan of these components. He stated that Chlorine gas replacement and a new high service pump could hopefully be funded with ARPA monies. He stated that the gas Chlorine replacement was something he had on his capital improvement plan for 15 - 20 years but money had always been an issue.

Mr. Osborne stated that one thing he really needed was people. He stated that he needed certified operators. He stated that in the next four (4) years staff was retiring which equaled 128 years of experience walking out the door, himself included, if he chose to retire. He stated that he needed to get some young people hired that could be trained to run the plant. Mayor Partin asked if he needed more positions or just people to fill the positions he had. He stated he needed people to fill the current positions. Mr. Osborne stated that unfortunately in his business Utility Operators was one of those niche businesses you really don't know about unless you know someone in it or had some exposure to it. He stated that he had an opening for an Operator for eight (8) months with no applicants which illustrated how tight the labor market is for certified

operators. Mayor Partin asked if it was possible to hire someone that was not certified and then train them. Mr. Osborne stated that it was a catch 22. He stated that he would have to hire someone as a trainee, get them a trainee certificate, and then train them and then hopefully they could pass the certification test. He stated that Central Carolina had an online program that cost approximately \$2,000 and once one completes the program, they can take a test and they will give you one year experience and an entry level certification. He stated that he had been touching base with staff at Central Carolina to see if there was any interest but short of that and word of mouth it was kind of hard to get people. Ms. Hegler stated that staff had contacted Midlands Tech as well. Mr. Crosland stated that staff was working on a recruitment video and a PowerPoint to get the word out.

Ms. Betsy Catchings presented the Water Administration and Water Distribution and Collections budgets. She stated that she appreciated Council giving staff the opportunity to talk to them regarding their budgets. She stated that the Water Admin budget was pretty straightforward since there were just five (5) employees in that department. She stated that one of their biggest accomplishments over the last year had to do with their GIS capabilities and what they had been able to accomplish in the last year with mapping. She stated that their digital work order system which Mr. Bob Hawks was able to oversee the transition from a fully paper work order system to fully electronic digital work order system. She stated that now all the Utility Field Crews had apps on their phones where when a work order comes in, it goes to their phone, staff is able to see it through location devices and see where the field crew members are and who can respond to it the quickest. Ms. Catchings stated that had been a really big step for Utilities and several other departments as well. She stated that Mr. Hawks had done an excellent job with that project. She stated that she wanted to point out that Mr. Hawks was the recipient of the SAG award this past year which is a very prestigious award in the GIS community. She stated that Mr. Hawks was graduating that weekend with his Master's Degree in Geographic Information Systems. She stated that they were very excited for him and very proud of all that he had accomplished.

Ms. Catchings stated that next she was going to discuss the Water Distribution and Water Collection budgets. She stated that the Water Distribution Department was made up of approximately 14 positions and the Wastewater Collections Department was made up of approximately 16 positions. She stated that there was staff in both departments that responded to all of the City's emergencies in water and sewer in the system itself. She stated that they installed taps, monitor the City's pump stations, perform locates for water and sewer lines and utilities that come in. She stated that in addition, there were several employees that over the last year had continued to grow their professional careers by getting additional certifications and licenses. She stated that was something that their supervisor, Mr. Ben Wright, encouraged and tried to keep staff continuing their education to ensure that the City has enough qualified people to continue throughout the future with us. Ms. Catchings stated that there was only one (1) capital item in Water Distribution which was a street sweeper. She stated that the

street sweeper was needed for cleaning the roadways from the debris when the field crews were doing water and sewer line repairs so they could clean up after themselves. She stated that it would also be used to clean the asphalt that is around the Utility Field Operation Center. She stated that they estimated the cost for a new street sweeper to be about \$27,000. She stated that there were a couple of items in both of department's budgets that had been moved over to the ARPA project list.

Mr. Legrand June presented the Wastewater Treatment Plant's proposed budget. He stated that the staff at the Plant was fantastic. He stated that he had experienced issues filling his open positions as well. He stated that they lost three (3) people due to retirement and lost all that experience but the people that were hired to replace them had been fantastic. He stated that however they did not have as many licensed people as they used to and did not have a complete crew for either shift.

Mr. June stated that he was requesting a portable sampler for pretreatment since there were times where staff needed to do intermittent samples. He stated that he was requesting some safety railing in the centrifuge building that would be four (4) sided with one (1) that could be removed and railing for the membranes. He stated that one (1) of the membrane tanks staff would like to operate it without the covers on top so they can actually see the process as its happening. He stated that it was currently covered up so much that staff could not actually see what was happening. He stated that if the equipment gets damaged on the inside the operator could not tell since they could not see it. Mr. June stated that staff wanted to put a railing around the outside so the top could be left off and they could see the equipment as it operates and do that safely.

Mr. June stated that according to the manufacture membranes need to be replaced about every eight years but staff was getting a little longer life out of them than that. He stated that as they are replaced they also want to upgrade them at the same time. He stated that the existing membranes were packed in closely together which required getting a crane truck every time to do to maintenance. He stated that rather than just replace them with something existing that was the same cost, staff can use that same cost to replace it with something that has better maintenance on it and better maintenance ability.

Mr. June stated that he was requesting that they get their own electrician. He stated that they desperately need an electrician that has some controls experience that can actually be there on site, actually work on site and be familiar with the site and stay with the site. He stated that currently they have to depend entirely on contractors but could really use a full time electrician within the plant who could still be available to work within the City. Mr. June stated that his last request was for a fats, oil and grease inspector. He stated that this position would actually be used to get the fog program in place and in this case inspecting grease traps in restaurants which would help protect the plant since it keeps grease from making it to the plant.

Mr. Neal Klimek presented the proposed Treatment Facilities budget. He stated that he had a lot to brag about. He stated that he worked with a great staff. He stated they were low on staff but were making it work. He stated that they were adding another lane to the receiving station which would be a gravity-based lane instead of a pump assist lane. He stated that some of the equipment that he was asking to be replaced had been in operation since 2014. He stated that the lift stations had some pumps that really needed replaced. He stated that hopefully the ARPA money could be utilized for that. Mr. Klimeck stated that it was a very aggressive environment with a lot of sand, grit, trash, septic waste, grease trap, and other garbage. He stated that the main pumps that pumps to the belt filter press, which is the bottleneck since everything has to go through the belt filter press to get to the landfill, and the filter to the head plant. He stated that staff was having a second belt filter press installed in the near future that would reduce some of that bottleneck. He stated that the pumps that pump the waste were really worn out and difficult to clean. He stated that was one of the proposed projects to possibly be funded with ARPA money that Ms. Catchings would talk about later in the meeting.

Mr. Klimeck stated that they needed to increase their fees. He stated that the Landfill Waste Management had some issues with the plant's waste not being solid enough. He stated that it was a statewide problem but Waste Management required the waste would have to get to a certain percentage or they could no longer accept it. He stated that staff was doing a study with American Engineering to look at the best way to do that. He stated that staff did find an alternative landfill so now they had two (2) landfills instead of one that they could utilize. Mr. Klimeck stated that however, the other landfill was much more expensive so they were doing the study to determine if it was cheaper to put in a new system or pay a little more and haul it off.

Mr. Klimeck stated that Mr. Erone Edmonds was the belt filter press operator and does fantastic work. He stated that Mr. Edmonds was the mastermind on operating the press to make sure it operates properly and keeps things going smoothly. He stated that if the belt press broke down they could not haul solids to the landfill and the tanks would fill up with septage being received from various companies. He stated that the additional belt filter press would be designed in such a manner that staff could operate both presses at once if needed pulling from separate tanks or use one so they were not alternating it back and forth. Mr. Klimeck stated that he and his staff appreciated that Council approved the funding so they could do these wonderful things.

Ms. Mendy Corder presented the proposed budgets for Legislative, Community Relations and Public Buildings. She stated that there were not any increases in those three departments so she wanted to touch on the recently held Soiree on State. She stated that so many people worked so hard on the Soiree so she wanted to thank them and say how successful it was and how much everyone seemed to really enjoy it. She stated that after the Soiree Ms. Rowan contacted all the food vendors that participated and they were thrilled with the event. One vendor stated that everyone was so helpful

and people kept stopping by to check on them. She stated that another vendor thought the marketing was great and felt that it was a huge part of the event's success. Ms. Corder stated that a lot of hard work went into the Soiree and she wanted to thank all the staff that did such an amazing job.

Mr. Crosland presented the proposed Administration budget. He stated that the only increase in the Administration Department was moving the Assistant City Manager position from the planning budget over to the administration budget. He stated that some of those numbers would fluctuate with training, dues and memberships for that purpose.

Ms. Rachel Stuckey presented the proposed Municipal Court budget. She thanked Council for approving using ARPA funds to replace the audio visual in the courtroom. She stated that she was currently working off of a system that was halfway broken that IT staff had cobbled together as best as they possibly could. She stated that it was so old that parts were not made for it anymore. She stated that she only had two microphones instead of the four (4) to six (6) that she was supposed to have. She stated that she was recording on SD cards and the person in the clerk's office did not have access to the courtroom when court was in session.

Ms. Stuckey stated that the Police Department was going to a new system and the system most compatible with it for the Court was CJT. She stated that CJT had put together an amazingly mobile platform to where Court staff could pick what they needed and what they would not utilize. She stated that there was a one-time fee of \$10,000 that would come out of the capital budget and then it would be a service contract for \$1,000 a month. She stated that Mr. Beckham was also working on getting a report to CJT that might lower the monthly price to \$500 which could be passed on to the ticket holders instead of the City having to pay it. Ms. Stuckey stated that they were hoping to purchase two (2) counterfeit detectors/money counters. She stated that West Columbia and South Congaree had both been given counterfeit money in the last six (6) months. She stated that she had a counterfeit pens but court days were so busy that it was not possible to pen each and every single bill that comes through.

Council Member James asked if all the information in the current system would be able to be transferred to CJT. Mr. Beckham stated that CJT thought they would be able to. Ms. Stuckey stated that there was data from Law Track from the previous system in the current system. Mr. Beckham stated that there was 24 years of data in Law Track because about three (3) years of data was actually imported into it when it was purchased so they had Law Track for almost 20 years. Ms. Hegler asked him how often they had to deal with maintenance on the system. Mr. Beckham stated fairly regularly since there was a lot that had to be done to keep that program running.

Ms. Stuckey stated that Cayce Municipal Court was the only municipality still caught up. She stated that they were caught up on all jury trials. She stated that the

Municipal Judges thanked Council for updating their contracts to where they could be scheduled on other days since she was having a bit of trouble trying to fit all the jury trials that were needed to be scheduled. She stated that as of that day she was current in the timeframe South Carolina Court Administration required for all cases. She stated that her assistant Justin Wise was amazing.

Mr. Jamie Beckham presented IT's proposed budget. He stated that he wanted to give Council an overview of what IT was currently doing. He stated that he had been reviewing his last five year plan to see where his department was a couple years ago. He stated that the department currently had two (2) full time people. He stated that they were in the middle of quite a few projects and were rebuilding the network. He stated that they currently support around 200 users and have 275 workstations including laptops and Surface devices. He stated that they had started adding a lot of iPads to the network and had 20 Managed switches, 15 access points, 30 network printers, and were running approximately 15 servers. Mr. Beckham stated that they were looking at adding several new servers and were adding one at the Wastewater Treatment Plant. He stated that the new Police Department software, Axon, was going to add about 50 cradle one devices to the network. He stated that the City had 195 email accounts, 168 cellular devices, 105 VoIP phones, and he and his staff member worked approximately 1,400 helpdesk tickets a year currently.

Mr. Beckham stated that he had asked to hire a third person who would basically be a help desk type person. He stated that with the current security posture in the world he needed someone to sift through logs, look at the firewall and look at the City's virus reports. He stated that the City's network had become a lot more complex than it used to be. He stated that he had found that a lot of the switches over the years were additions that were made quickly to support stuff as it grew but things were not necessarily managed. Mr. Beckham stated that he felt that the City had hit a point where he needed to tier the City's services out. He stated that he needed to have sort of a lower tier, a tier one support. He stated then he needed someone more focused on the network, and then somebody who was a security type person. He stated that he and Mr. Elkins were doing everything and were in the middle of a network rebuild and were still keeping up the help desk and spending time poring through the security stuff. He stated that they regularly work well beyond 40 hours every week trying to keep a lid on everything.

Mr. Beckham stated that Edmunds had a service where they move all the confidential information to the Amazon Cloud and have a secure perimeter that they dropped their servers in. He stated that they had security people that are keeping a constant eye on that information. He stated that it also makes it a little more accessible for IT staff because once it's there then we can actually roll that access out to our users on their city devices, even if they're not on site. He stated that the additional cost would be an extra \$7,000 a year but he thought it was absolutely worth it. He stated that he had also requested a software programs called PDQ Inventory that would basically let

them see anything that touches the network and allow them to pull in an inventory on it and see exactly what kind of machine it is and if it had any problems. He stated that he had also requested Monstery 60 Mobile Device Management. He stated that the City did not have a good mobile management solution for its iPads and other mobile equipment. He stated that the City had 168 mobile devices that it would manage as well as all the phones. Mr. Beckham stated that it actually integrated with KNOX mobile enrollment and Apple Business Manager.

Ms. Kelly McMullen presented the Finance Department budget. She stated that she had recently reclassified a position and just like the IT department, Finance was constantly evolving and leveraging new products to be more electronic, and less by paper as much as the State retention schedule allowed. She stated that they had moved from needing less lower level and payment postings and more higher level working on the City's CAFR, working on budgets, bringing more stuff in house. She stated that Ms. Hegler did ask that she go through a couple of the accomplishments in Finance. She stated that she started with the City in January 2020 and the first thing she did was issue a banking RFP. She stated that the City was being inundated with about \$16,000 a year in fees with BB&T and losing the ability to earn interest on the majority of its bank accounts. She stated that several banks responded to the RFP and the City awarded it to Synovus which actually resulted in zero fees. Ms. McMullen stated that the City did not have any fees, even with the addition of a lockbox. She stated that they had leveraged the bank to accept payments on the City's behalf. She stated that the bank sends staff a file, they upload it in what used to probably take one (1) person four (4) hours to do and it now uploads in about five seconds. She stated that the City's fees no longer exceed its compensated balances so the City actually had about an extra \$4 to \$5 million dollars a year to invest and try to earn interest off of. She stated that instead of spending \$16,000 the City could probably make probably \$5,000 to \$10,000 in interest every year. Ms. McMullen stated that that price was also locked for seven (7) years, which was the length of the contract request that includes the contract itself and the renewals that staff asked for so it'll exceed all seven years. She stated that additionally the City receives a \$1,500 credit per year on any supplies that might be needed.

Ms. McMullen stated that she also put out an RFP in June 2021 for the City's external auditors. She stated that prior to the RFP being issued, the City was averaging about \$140,000 a year in expenditures related to the audit. She stated that cost is now \$57,000 for a decrease of \$83,000. She stated that Finance was actually bringing a lot in house. She stated that Finance calculated the purchaser's rates instead of having the auditor do it which saves a ton of money. She stated that the CAFR was also coming back in house so all of the calculations in the CAFR and presenting that to the public would be back with staff. She stated that Finance was also looking for interactive phone payments for utility billing because they had requested that. She stated that they were working with the bank and the City's vendors to process more of payments, less by check, and more by electronic ACH. She stated that the payments would get to

Finance much faster. Ms. McMullen stated that she was looking at integrating the City's credit cards into Edmunds which would allow the credit cards through Synovus to talk to Edmunds allowing staff to log in and check their own balances. She stated that they could actually upload a copy of their receipt and code it with the expense account and all that information was downloadable and then uploadable into the Edmunds software.

Ms. McMullen stated that one of the pain points that she had been discussing with the Grants Manager was grant tracking and reporting. She stated that currently all grants information was on nothing but spreadsheets and it took a lot of organization to keep up with. She stated that a future project was at least trying to explore the opportunity of finding a good grant tracking software so staff could look at their grants and it would help her to be able to export that information for the audit. Ms. Hegler stated that Ms. McMullen was being modest about the RFPs she wrote. She stated that they were 30 pages each and they were flawless. Mr. Crosland stated that Synovus uses that RFP as a template that they send out. Ms. Hegler stated that Ms. McMullen had done really good work on behalf of the City's taxpayers. She stated that the City had better service and more accounts with the new bank and everything was a better product which Ms. McMullen recognized immediately.

Police Chief Chris Cowan presented the Police Department's proposed budget. He stated that he was extremely proud of the City and the Police Department over the last couple of weeks. He stated that the team at the Police Department, the Fire Department and the City Administration and City staff had all rallied around each other. He stated that the City's budget process was much different than what he was used to. He stated that he liked it because everyone was obviously on the same page and looking out for each other.

Chief Cowan stated that the team at the Police Department had been working very hard. He stated that in October they started absorbing a budget and a system that needed some changes and they had made those changes and were making more changes every day. He stated that he was extremely proud of the command staff and the department. He stated that they had created a steering committee, a new mission and vision statement which basically shows that they are trying to be more transparent and a more community-oriented department while at the same time being very proactive in their policing efforts. He stated that he wanted to list the high points and successes the department had over the last seven or eight months. He stated that they had created the School to Squat Program with Benedict College, had a full time Victims Advocate, outsourced the different ways that they do things to be more productive and more efficient and effective. He stated that their business partnerships and alliances and those things they were doing to try to make personnel more successful in their roles, creating what he calls a talent silos where we're assigning talents and resources and responsibility so that people are not being stretched, and painted with broad strokes.

Chief Cowan stated that he had been working with Ms. Hegler, Mr. Crosland and Ms. McMullen on what the Police Department budget was going to look like for the next year. He stated that he wanted to make sure the department had a five-year strategic plan for what the department should look like to be competitive and to be able to continue to provide Cayce as the great place that it is to work, live and play. He stated that they wanted to create transparent budget centers with Finance who he had been working with very closely on cleaning up the budget and creating special revenue budget centers with reimbursable costs. He stated that he was trying to create some revenue that would cover their costs such as increasing the department's special duty costs that is passed on to the venues they are providing those services to. He stated that would put more money in the pockets of the Officers while at the same time the City was getting compensated for the services they were providing. He stated that he would also like to change some fee structures so that they were more competitive. He stated that they had to create competitive pay grades so the only ask for the next budget year was to create a competitive market for the City's Officers because the only real issue the department has was losing people to higher pay.

Chief Cowan stated that Mr. Beckham was doing everything he possibly could to make the department functional but things had been piecemealed in the past. He stated that they could not keep putting things together with super glue and duct tape. He stated for example, the City's Officers currently could not communicate directly with Lexington or Richland County because the department does not have encryption. He stated that they had put together a comprehensive way that under ARPA, they could cover those costs so the City taxpayers did not have to. He stated that they needed to get consistent and make sure the City's Officers have the tools that they need. He stated that some items could be supplemented through 911 tariff funds so some things would be reimbursable. Chief Cowan stated that Motorola had some requirements, where every 10 years every single radio has to be replaced and Mr. Beckham had been doing a very good job of getting set up for that and his budget requests over the next several years would allow the department to get to that point.

Chief Cowan stated that the Police Department currently did not have a health and wellness budget and the department needs defibrillators and needs to be able to provide different wellness items to the Officers, whether it's at the range or whether it's on patrol. He stated that additional cameras were needed in the community but the biggest ask was that they had to get competitive salaries. He pointed out a document that he distributed to Council that had a comparison between the City and four other agencies, including a fifth and sixth one which are State agencies. He stated that they were the agencies that the department lost people to and are presently in the process of losing people to. He stated that they had staff that were turning in their notices in the next few weeks that were leaving because they were going for 10 to 15% higher salaries. He stated that they had worked out a process that they believed they could do over the next several budget years in order for the department to be even more

competitive than the other agencies, because the City was providing a better quality of life than a lot of agencies.

Chief Cowan stated that he and his staff had created a five-year projection of what they believed the department would need in order to grow as an agency. He stated that next year they were not asking for any new positions and would look at grants to try to provide the services that they feel is needed. He stated that in fiscal years 2024 through 2027 they mapped out where they thought they needed to be as an agency while trying to provide more preventative and proactive policing. He stated that their goal was education, awareness, and then proactive enforcement in that order. He stated that they were being very proactive on social media and out in the community and would continue that but were now moving to a stretch where they were going to start being more proactive with enforcement. He stated that he had to give credit to Assistant Chief Grant, Captain Merrill, Captain Wilcox and several others in command staff, who had spent a lot of time trying to research and put something together that would be comprehensive.

Council Member Carter asked how many patrol cars were on a normal shift. Chief Cowan stated that the department was in a situation where they were providing staffing at the necessary level and to continue to do that they would have to look at and continue to change the strategic plan of the department and continue to build that and fill open positions, then he could answer that question in a more comprehensive way. Council Member Carter asked how many he needed. Chief Cowan stated that each shift should have nine Officers, not including the Lieutenant, to be at full strength and to be able to answer the calls for service, handle traffic accidents, prevention and proactive policing. Ms. Hegler stated that to be clear on the staffing and what Chief Cowan had brought with him was the strategy for a truly proactive and perfectly functioning Police Department. She stated that the department currently had the numbers to make the splitting of the Police and Fire Department work. She stated that Chief Cowan was referring to the next level to answer Council Member Carter's question.

Mr. Crosland stated that there was no way to know that SLED and the Department of Public Safety were going to give \$10,000 pay increases. Mayor Partin asked Chief Cowan to elaborate on the City of Cayce welcome center or other visible places. Chief Cowan stated that their goal was to decentralize their services meaning that patrol and investigations would move out of the current police headquarters and be put in a facility. Possibly a partnership with the business community where they would have their squad meetings, they would have office space, they would have meeting space. He stated that he and Ms. Hegler had discussed the 12,000 Year History Park Visitor Center for the Parks Officers and the Community Policing Units to have an office in that space or another facility where they could be out and be very visible in the community.

Assistant Fire Chief Cole Lanigan presented the Fire Department's proposed budget. Chief Lanigan thanked Council for the new tower truck. He stated that the fire crew loved it and morale was really high because of it. He stated that they were looking into possibly changing to a 24 hour pay system. He stated that the current pay system was a 14 hour pay and was confusing for Human Resources sometimes because of the way it was built out. He stated that they would like to send seven (7) firefighters through Midlands Tech for EMT training since it was free per the Governors order that he signed in earlier this year. He stated that each would receive a 5% pay raise after completing the course. He stated that they were proposing a 3% pay increase for the Engineer positions. Chief Lanigan stated that they currently just had a Captain and Battalion Chief position but would like to have three (3) positions for the Engineers for each shift. He stated that they were also requesting a 2% increase for a Senior Firefighter role to have the same type of ranking as Lexington County and the City of West Columbia.

Assistant Fire Chief Lanigan stated that they were requesting new gear storage since their current gear storage was the old lockers from the former Busbee Middle School. He stated that they were also requesting new Swift water gear. He stated that they currently had five (5) sets that were in decent condition but they were 10 years old and were starting to wear down and wear out. He stated that they were requesting some AVL computers for the apparatuses since they were possibly going to the Lexington County dispatch and one of their requests was for AVL computers so that they can edit notes and it comes right to the computers in the fire trucks. He stated that the technology would tell the firefighters exactly where the hydrants were and gives up to the minutes updates on the situation. Chief Lanigan stated that they were requesting a console for the rescue truck since currently they were using a milk crate velcroed to the center console to keep all their books in and it is a safety concern. He stated that lastly they were requesting two (2) more computers. He stated that they had seven (7) people per shift and currently only have one (1) computer to use for training.

Council Member Carter asked if the EMT training was standard or were they going over and above. Chief Lanigan stated that they did not currently have EMTs. He stated that it was not a requirement but 75% of their calls are EMS calls. He stated that fire service as a whole was moving in that direction. He stated that currently the department staff were Emergency Medical Responders which is a step under EMT. He stated that basically allows them to put a Band-Aid on somebody. He stated that often there was quite a long wait time on EMS because the ambulances were so busy so they were requesting to train staff to the same level so they can provide that type of care to the citizens before the ambulance got there since the Fire Department almost always arrive before the ambulance. He stated that once they were trained they would receive 5% pay increase since it is so competitive at other departments. Ms. Hegler stated that it was morale issue too because it was so frustrating when they go to a scene and have to wait for someone to arrive to do what they know they could have done. She stated that it was a huge morale booster for them to have that capability. Council Member

James asked what the salary was for someone with EMT training. He stated that he was asking if a 5% pay increase was enough to be competitive.

Mr. Thomas White presented the Sanitation Department's proposed budget. He stated that they had recently hired an Administrative Assistant who was a real asset to the department. He stated that he was requesting a truck load of roll carts so they could replace the ones that were purchased in 2008 that were falling apart. He stated that he had been requesting a street sweeper for 10 years and now that the City was purchasing one they were going to start a full time sweeping program. He stated that he was requesting to replace a rundown and barely running garbage truck. He stated that he had good drivers that were not being paid the most but they like working for the City but they should be accommodated with better equipment.

Council Member Carter asked if they were purchasing more recycling roll carts to replace the small recycle bins. Mr. White stated that grants for the recycle roll carts were few and far between. He stated that they were trying to bring the City to the place where everyone had a recycling roll cart. He stated that the last grant they received only allowed them to purchase 195 recycling roll carts and they were trying to figure out which area to place them in now. He stated that every route had the roll carts except Tuesday's route so he was trying to find some kind of way to incorporate some on Tuesday. He stated that the recycle roll carts help with less wear and tear on the equipment, and saved with fuel costs since they are emptied bi-weekly.

Mr. Crosland presented the Planning and Development Department's proposed budget. He stated that they were requesting one (1) additional personnel to assist in the office and on the code enforcement routes. They are requesting replacing a 2008 truck that has 140,000 miles on it. He stated that the Building Official had requested new codebooks since every two years they come out with a new code. He stated that the P&D staff were doing really well and really working as a good team. Mayor Partin stated that they had done a great job keep things running without a Planning Director so kudos to Administration staff and that team for navigating that.

Mr. Andy Thomas presented the Museum's proposed budget. He thanked Council for the opportunity to come before them. He stated that the Museum had seen an increase in visitor numbers over the last year and he expected those numbers to go up during the summer when more people are traveling. He stated that the Museum had several very successful programming events, including the African American Legends event, the Colonial Village at Tartan Day South, and also the reception they hosted for the Confederation of South Carolina local historical societies. He stated that the Museum had a 1749 cabin that was a real jewel for the Museum and the roof needs to be replaced. He stated that there were seven (7) windows upstairs in the Museum showing significant rot and mold and they needed to be replaced. He stated that to keep with the period style of the house the windows would need to be wood. Mr. Thomas stated that very few people still continue to sell wooden windows. He stated

that he would also be requesting funds from the City's Accommodations Tax monies. He stated that those funds would go towards programming and exhibits to include a new African American exhibit in the Museum. He stated that work would continue on the Police and Fire exhibit. He stated that he would also like to expand the exhibit that he did at Tartan Day South and make it even better. He stated that he was researching creating a 501 C 3 organization for the Museum's Friends of the Museum. He stated that he hoped to be able to fundraise through that organization so they could fund programming issues and exhibit issues. He thanked Council for their support.

Mr. James Denny presented the Parks Department's proposed budget. He stated that his department was one of the few departments that had benefited from the growth of the City due to Hospitality Tax and ARPA funds. He stated that he had created an event staff within his staff that worked all City events. He stated that he chose staff that were really interested in showing up at the events, being appointed as event staff and they really pride themselves on being there for the whole event. He stated that they got a small salary increase for the additional responsibilities. He stated that the first event they worked was the Soiree on State and it went great. He stated that his department now had an event trailer that will be stocked with all equipment needed for City events. He stated that it would really save staff time not having to gather everything together and everything would be in place.

Mr. Denny stated that he had requested to replace the toilets at the Riverwalk entrance since they were 22 years old. He stated that some of the railings at the Riverwalk need to be replaced. He stated that he had 14 staff members and the crews take pride in their sections of the City that they're responsible for. He stated that the department's ATV's would need to be upgraded in the next year or so. Mr. Denny thanked management and Council for raising the minimum salaries. He stated that it really stabilized his department because he was losing one or two employees a year to other departments within the City that paid more.

Council Member Carter stated that under service contracts it stated that the monthly cost of security systems was \$10,890. He stated that he thought that was meant to be annually, not monthly. Mr. Denny stated that it was a typo. He stated that there was a security system at the Public Works building at the Riverwalk and at Kelly Jones Park as well as Burnette Park and he would add one more once the ADA kayak ramp was completed. Council Member Carter asked where the camera footage went to be reviewed. Mr. Denny stated that each building had a base on his monitor and everything was recorded to there. So if needed he could look at the feed as far back as necessary.

Mr. Mike Clayborn presented the Fleet Maintenance Department's proposed budget. He stated that his department consisted of five (5) mechanics including him and maintained approximately 350 pieces of equipment for the City. He stated that he was requesting an awning over the tire building and when getting quotes discovered

that the roof needed to be replaced. He stated that the money set aside for that was going to be used to put a new roof on the shop. He stated that he was requesting an additional generator to be used to keep the shop still operational if it lost power. He stated that the only generator he currently had was used to run the fuel pumps and it was 20 to 30 years old. He stated that the current software system he used for work orders was really old and only one person could use it at a time. He stated that he found a new software system that cost \$21,000 initially and then \$21,000 annually. He stated that all the data would be in the Cloud and it would really help with keeping better track of the inventory list.

Mr. Clayborn stated that fuel tank was 25 years old. He stated that it was a 10,000-gallon gas tank and the diesel tank is a 2,000 gallon tank. He stated that currently he received diesel at 1,500 gallons every 10 days or two weeks and received 6,000 to 7,000 gallons of gas about every month. He stated that he could not receive more diesel because the tank was so small. He stated that it was a fiberglass lined tank that had a leak detection device on it. He stated that it had come to the point where the City could either put a new one under the ground or put one above ground.

Ms. Hegler stated that next they were going to discuss potential American Rescue Plan Act projects. She stated that Phase 3 would consider funding larger infrastructure projects. She stated that some of these projects had, for years, been on the Utility's Capital Improvement Plan and have been constrained by budget. She stated that others were projects staff had been working to secure funding partners for, since they were not part of City-owned assets, such as storm drainage improvements. She stated that most projects in this phase were expected to qualify for Federal and State ARPA grants and the City's legislative team was tracking ARPA funding from multiple sources.

Ms. Catchings stated that the Utility Fund departments requested very little capital in their budgets except the Wastewater Treatment Plant which was a shared cost with the Joint Municipal Water and Sewer Commission and the Town of Lexington. She stated that the other capital items had been moved over to ARPA. She stated that if the ARPA funding for those items was not approved they would have to be cut and not done for this year. She stated that the first project on the list was the Railroad Avenue sewer line repair project. She stated that it was an emergency situation that occurred at the end of last year where the line that goes under the railroad under the Norfolk Southern Railroad collapsed. She stated that they were currently having to bypass around that line that is in place until they could get all the necessary permits through Norfolk Southern which is a lengthy process. She stated that it was anticipated to be ready for construction hopefully within the next four or five months, and staff was requesting funding for that, in order to complete that project. Mayor Partin asked if staff was getting support from Norfolk Southern to move the permit process forward. Ms. Catchings stated that staff was in the beginning stages of that process. She stated that initially staff did not get a lot of support from Norfolk Southern, because they outsource

all of their permitting to a private company. She stated that they were not a lot of help in trying to assist staff with alternatives that they wanted to look at. She stated that it was going to require a new bore under the railroad and it takes a lot time to get those approvals.

Ms. Catchings stated that the second item on the list was the high service pump for the Water Treatment Plant. She stated that an additional high service pump would help staff increase their ability to fill the tanks and the reliability in the distribution center system. She stated that the last items on the list were kind of a miscellaneous category that includes the monitoring equipment, hoist and pumps and some replacement vehicles for Distribution and Collection. She stated that these were the items that they were not able to do because of loss of revenue this past year. She stated that some of the items that they were looking at for the second tranche included the chlorine gas conversion for the Water Treatment Plant. She stated that it had been an item in the City's Capital Improvement Plan since it was developed in 2010, it was a top five project then, but there was never funding to complete it. She stated that it was a very big safety concern both to the neighborhood that surrounds there and the City's staff. She stated that it was a very high priority for staff to try to get that completed.

Ms. Catchings stated that the next item on the list was the Platt Springs Road pump station. She stated that it was also a project that was in the 2010 Capital Improvements Plan and was in the top 10 in 2010. She stated that it was one of the City's older stations and was in really poor condition. She stated that it needed upgrading both pumps, and an overhaul of controls and in order for the City to have a reliable system out there. She stated then there was pump station one, which was the largest and most critical pump station in the City's sewer system. She stated that it currently contains three pumps but a spare pump was needed so that when something happens to one, the City would still have the capability to keep up with everything. She stated that they also needed three (3) new variable frequency drives, the controls that basically make it work smoothly. She stated that the ones that were there currently were old and staff could not find spare parts for them.

Ms. Catchings stated that next was a Platt Springs Road water service replacement project that was actually something initiated through DOT. She stated that the City had some services along a portion of Platt Springs Road that have had trouble leaking and DOT said the City had to do something with it. She stated that the project was simple from the standpoint that it was just going in and replacing services and putting in new services but DOT was requiring the City to pave two (2) lanes of Platt Springs Road where those services were located because the City's line is in the road. She stated that the last project was something that the City could possibly apply for the State ARPA money to fund. She stated that over the last few months there had been a couple of incidents with the City's concrete sewer pipe just basically disappearing. She stated that they had a situation currently in Moss Creek, where there were collapsed sewer lines because the concrete is getting eaten away and turning into powder. She

stated that one of the projects that was in the 2010 Capital Improvement Plan, which was the last time the City had a thorough plan done, included rehabilitation of a good portion of the City's sewer system. She stated that the City had made a lot of strides with improving the water lines, especially in the older parts of the City but there were still sewer lines from the original system before there was a Wastewater Treatment Plant. She stated that those lines had never been rehabbed and some of them dated back to the early 1900's.

Ms. Hegler stated that she knew Council had asked that ARPA money be spent on transformative projects and they could look at the proposed projects Ms. Catchings mentioned in two (2) ways. She stated that some of the projects had been in the City's Capital Improvements Plan for a long time and they were transformative in the sense that they have to be done and the ARPA funds was an opportunity that they had never had. She stated that some of the items Ms. Catchings alluded to that typically would be in their normal routine, smaller level maintenance items but because of the loss of revenue over the last couple of years ARPA also allows funding them. She stated that as Council thought about balancing the budget these items would still be transformative since these projects have to be done and the Utility Department does not have the money to do them otherwise.

Ms. McMullen stated that she was requesting payroll and HR software combined. She stated that it was a full service portal capable of a lot. She stated that on top of managing employee records, it will manage their benefits, any certifications they have, any training they have, education they have and any assets that IT has assigned to them. She stated that it enabled staff to track employee job expenses and reimbursements. She stated that the City could get away from the paper training that it currently used because it would all be on the portal and then HR would get reports back if people don't complete training. She stated that the software has the ability to store all of the City's documents including employee handbooks, all HR forms and insurance forms. Ms. McMullen stated that the software has a phone app so basically staff could clock in and out on their phone. She stated that the software would also be a complete onboarding and hiring process. She stated that employment applications would be online in a portal and staff could manage every applicant with it. Staff can actually talk to each other if they were on the hiring panel and make notes to each other and ask for additional information right there in the portal. She stated one button could be clicked and the software would send an offer letter immediately and if they accept the job, you literally click a button that says they've accepted the position and it turns them into an employee and sets them all up. Staff can then send them all the information that they need to become a new hire, they can electronically digitally sign it and send it back.

Ms. McMullen stated that the software also has a City calendar so everyone can see an event going on or post an event that is coming up. She stated that it also had a satisfaction survey about the employee's position and they can also do one for their supervisor. She stated that it was all confidential but HR could find out what staff are

wanting from them. She stated that the software could do performance management so the evaluation process would be imported into it. She stated that it would also do all of the City's payroll so basically it will pay staff, do the timekeeping, file taxes and process W2s. She stated that it would basically save the Finance Department three (3) days every two (2) weeks.

Ms. McMullen stated that there was no contract required with the software system so it is a month to month service and it is billed per month. She stated that they do allow a discount if the City prepays so the plan was to hopefully pay for two (2) years which would cost about \$72,000. She stated that after six (6) months if it was decided that staff did not like it the City would be reimbursed.

Mr. Beckham stated that the IT Department was literally in the process of rebuilding the network but the City had a lot of unmanaged switches and other items that need to be replaced. He stated that the amount of switches the City needed was really expensive and staff was looking at moving over to Fortinet. He stated that they would replace the firewall, replace the switches and the City could buy items at about a two or three to one ratio and get the same level of support they offer. He stated that it would allow staff more remote access and it supports the software rolling out for the police department. Mr. Beckham stated that it would give IT staff better access to the network and visibility and gives them a single pane of glass where they can manage the whole network from one place. He stated that the City had some servers that were pretty old and he got a little behind on things when COVID hit since the City lost a lot of its capital that first year. He stated that he really needed to replace at least two of those servers and the City needs a shared storage array. He stated that currently storage is tied to the individual servers which creates a lot of single points of failure. He stated whereas he could get a storage array that is dynamically expandable and could add storage as needed.

Council Member Carter asked Mr. Beckham how many servers he said the City had. Mr. Beckham stated he was running about 15 and was looking at adding probably four (4) to five (5) over the next year. Council Member Carter asked if Mr. Beckham used an offsite backup or the Cloud. He stated that it was on site and cloud backup. He stated that he backups to a local appliance at City Hall which gets encrypted and shipped off to the Cloud therefore the City has three (3) copies of its data. Council Member James asked if only two (2) of the 15 servers needed to be replaced this year. Mr. Beckham stated that what he was looking at was not a wholesale replacement of natural host servers that all those other ones were built on. He stated that he was trying to replace the base that they are all run on. He stated that because they were virtual they could be transferred over to the new infrastructure fairly quickly. He stated that there seven (7) years old and he usually tried to roll them out at five (5) years. He stated that Dell only gives warranties through eight years.

Mr. Crosland stated that American Engineering had done a comprehensive study in 2015 on some stormwater upgrades and now would be the proper time to do that. Ms. Hegler stated that staff did submit to Senator Graham's office an earmark request to help the City with the stormwater work that would offset any numbers Council sees in the budget. She stated that they also advised that an infrastructure project and a police related project would be a good idea. She stated that staff submitted the next few years of payments on the Axon project that had been approved so that would be money right back into the City coffers that would not have to be spent if that went through. She stated that the legislative team could look for matching grants for the infrastructure projects since it appears the State and Federal government will put some things out for those kinds of projects. She stated that they want to improve water systems and sewer infrastructure. Ms. Hegler stated that the projects the City had that were related to that should match up to something.

Council Member James asked Ms. Hegler when she thought the City might hear about the grant monies. She stated that she hoped to hear within the next few weeks and as soon as she heard anything she would let Council know. She stated that the City was also working with Michael Person who was based out of Alabama that works in DC who is very close to Senators Scott and Graham's offices. She stated that a lot of the agencies who have gotten money like the City got are developing grant programs and as they get developed and written and published staff is following them and trying to match it up to something the City has going on. She stated that the City had a really good chance of matching up the Visitor Center work that's ongoing with current PRT grants. She stated that money was coming out in different stages for different agencies, and they are determining what to do with that.

Council Member Carter thanked everyone for their wonderful presentations. He stated that Council heard staff today and knew they had something they needed to do. Council Member James thanked staff for continuing to do an awesome job and thanked them for working their magic. He stated that what staff does continues to be a miracle. Mayor Partin stated that she wanted to share a few things she heard during the budget workshop - belt filter press, centrifuge, preventive maintenance, exceptional team members, so many people worked so hard, customer service, huge part of our success, accommodating and polite, studying to make the best decision that resulted in zero fees and is even more efficient, we used to get charged for and now we don't so that saves a ton of money, muffins, we try to make it enjoyable, that company now uses our staff's work as their template, proactive and preventative, currently, we have a milk crate, their morale is high, they like it here, we came up with solutions, they pride themselves on being there, since 2008, since 2000, since 1996, since 1980, culture here makes the employees want to stay. She thanked staff for doing a great job of explaining to Council what they do so well every day. She stated that they did not know how staff does what they do every day with the expertise and the excellence that they bring to their job. She stated that council was beyond thankful for staff.

Adjourn

Council Member James made a motion to adjourn. Council Member Carter seconded the motion which was unanimously approved by roll call vote. There being no further business, the meeting adjourned at 5:00 p.m.

Elise Partin, Mayor

ATTEST:

Mendy Corder, CMC, Municipal Clerk