



SPECIAL CITY COUNCIL MEETING
2:00pm, Wednesday, May 26 2021
Joseph P. Riley, Jr. Center for Livable Communities
176 Lockwood Drive, Charleston, SC

MINUTES

1. Call to order

Present: Council members Bell, Smith, Streetman, Buckhannon, Moye, Mayor Carroll

Absent: Council members Ward, Popson, and Pounds

Staff Present: Administrator Fragoso, Asst. Administrator Hanna, various department heads

Also Present: Bob O'Neill, Kendra Stewart

2. Purpose – review the priorities of the Strategic Plan; discuss strategic planning goals, strategies, and metrics; and discuss next steps with regards to strategic planning

Asst. Administrator Hanna presented a list of seven priorities with respective goals as developed through the Strategic Planning process:

- *Manage pressure from population growth in surrounding communities*
Goals: reduce the impact of tourism on quality of life for residents; maintain safe traffic patterns; have tourism-related costs covered by visitors
- *Need for improved communication*
Goals: increase resident satisfaction with City communication; increase trust levels; increase citizen engagement
- *Financial sustainability*
Goals: maintain revenue sources to support expenditures; have fair and sustainable balance between revenue sources and expenses; optimize operational expenses; diversify revenue
- *Balance of rental properties and residential homes*
Goal: maintain quality of life for residents while protecting and optimizing short-term rental revenue
- *Expansion of environmental protection efforts*
Goal: ensure healthy and protected waterways and beach area
- *Diversification of revenue generation and overall revenue growth*

Goals: expand sources of revenue; grow total revenue without raising taxes unnecessarily

- *Improve employee retention and succession planning*

Goals: valuing our employees; reducing employee turnover; provide upward mobility

Council members reviewed and discussed the metrics suggested by staff and by which these goals could be measured. Many requests were made for more specific, yet simple metrics and strategies. Mr. O'Neill pointed out that many measures of satisfaction and change would need benchmarks which are established over a few cycles of satisfaction surveys across the community.

Council members more specifically discussed garnering more positive press for the City; increased taxes as a means for increasing quality of life; what is in the City's best interest with regards to the balance of rental and residential homes; the possible establishment of the City's own DMO; the need to explore alternate funding sources; highlighting the City as a leader of enacting environmentally-friendly policies; and the acceptable rate of employee turnover.

The need to tie the priorities of the Strategic Plan to the budget and the Comprehensive Plan was briefly discussed.

City Council members will provide detailed feedback to Administrator Fragoso regarding these goals and metrics. That feedback will be incorporated into a final document to be presented at the June City Council meeting.

3. Adjournment

Council Member Buckhannon made a motion to adjourn and Council Member Moye seconded the motion. The meeting was adjourned at 3:39pm.

Respectfully submitted,

Nicole DeNeane
City Clerk