

**Strategic Planning Workshop**  
**November 30, 2016**  
**6:00 P.M.**  
**City Hall**

**Council Members Present:**

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Mayor Michael J. Heitzler; Mayor Pro-Tem Mark Phillips; Councilmember James (Kimo) Esarey; Councilmember Debra Green-Fletcher; Councilmember Brandon Cox; Councilmember Gregory Habib; Councilmember Kevin Condon

**Council Members Absent:**

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**Staff Present:**

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City Administrator Jake Broom; Police Chief Harvey Becker

**Staff Absent:**

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City Clerk Kelly J. Lovette

**I. Call to Order:**

Mayor Heitzler called the meeting to order at 6:00 p.m.

**II. Comments from the Audience:**

None.

**III. Business:**

**Police Grant Discussion-** Mr. Broom stated a “grant offer” was made through the State Justice Assistance Grant Program to fill two new traffic positions; however, Chief Becker recommended the City not accept this grant. Chief Becker stated that to fill these spots in the time allotted to meet the requirements of the grant, we must transfer the officers that we already have from another division, thus weakening our Patrol Division, which is already understaffed. Chief Becker stated most of the vacancy have been filled; however, these candidates are still at the Police Academy in Columbia or in field training, and it will take two years to see a return. Chief Becker shared the guidelines of the grant which specifically stated the following: officers can only write tickets; they cannot respond to calls unless it is an emergency; they will not be able to work an accident unless there is an extenuating circumstance; the City must hire the officers and have them on the payroll without supplanting no later than December 31, 2016; and, we will not be able to provide these officers with Dodge vehicles since many of the parts are not made in America; however, Dodge is our standard fleet. Chief Becker stated there was a shortage crisis regarding police officers within the Police Department. City Council inquired as to how they could help with the issue. Chief Becker stated there was a shortage of police officers and the competition between other municipalities has put our City at a disadvantage. Chief Becker stated he felt the benefits package for the City’s Police Department could be improved. Councilmember Habib stated he would like a comparison done between other demographics to come up with a competitive plan that can be implemented. Councilmember Esarey inquired as to which cities our officers are leaving to go and work. Chief Becker stated that as of right now police officers were going to Berkeley County Sheriff’s Office (BCSO). He stated Summerville was also losing their officers to BCSO. Mayor Heitzler stated there was a full agenda scheduled for that night’s meeting and he would like to revisit the topic at the beginning of the year. City Council summarized the grant criteria and Chief Becker was excused by Mayor Heitzler.

**Discussion by City Council – Strategic Planning**

Mayor Heitzler requested City Council review the Vision Statement for the City and inquired about improvements. City Council agreed the Vision Statement should remain the same. Mayor Heitzler requested City Council review the Mission Statement and inquired about improvements. City Council offered no improvements.

**Review and Update of the City of Goose Creek Strategic Planning Goals and Objective:** Mayor Heitzler read the “Must Do” plan for the year 2017. Goals: (1) Hire an Economic Development Director to be the point person for new development, to improve relationships with and services to existing businesses and to establish partnerships to encourage economic growth within the City. (2) Encourage, plan for and market Goose Creek for commercial development. (3) (Tie) - Evaluate the cost/benefit of annexation towards I-26 and develop a strategy for marketing the

benefits of annexation to potential growth areas. (3) (Tie) Investigate the economic development incentives that are available to cities in South Carolina and bring recommendations to City Council.

Councilmember Condon stated no one on City Council was an economic expert and if an Economic Development expert is hired, goals 2, 3 and 3 (Note: 3's were Ties) will naturally unfold themselves. Mayor Heitzler inquired as to how annexation is tied into these goals. Councilmember Esarey stated that annexation is economic development. Councilmember Habib stated that annexation identifies commercial and residential sights to develop. City Council decided not to change the "Must Do" goals.

Mayor Heitzler inquired as to the goals on the current one year plan. Mr. Broom read the one year planning items from 2015: develop a succession plan for key management positions; complete construction of headquarters/fire station/fire substation; advance road improvement plan; continue interactions with others; create economic development plan; continue to develop recreation opportunities; consolidate greater Goose Creek area; safeguard physical and environmental resources; improve water system; and develop long term plan for golf course facilities. Mayor Heitzler stated that City Council needs to look over the one year plan that existed and see if they want to add anything. Mayor Heitzler stated that engaging other agencies can be removed from the plan since he is currently pursuing this goal. Mayor Heitzler stated a twenty-year plan for golf course improvements is to have a State recognized golf course; a five-year plan is to build a pavilion, and a one year plan to have conceptional drawings. Mayor Heitzler stated roads are our biggest problem. Councilmember Habib inquired if a road improvement plan was created. Mayor Heitzler stated yes, a road plan was created to include the overpass, and completing the Henry Brown Loop. Councilmember Green-Fletcher stated that Gainesboro Boulevard was also included in the road plan and is finally being worked on. Councilmember Cox inquired if developing recreational opportunities is strategic or if this is an ongoing goal for the City. Mayor Heitzler stated this was on-going and suggested it be kept in the plan. Mayor Heitzler stated evaluating access to the reservoir could be kept on the plan for this year. Councilmember Green-Fletcher stated that investigating opportunities for citizens with disabilities has begun and she was working with the Director of Recreation Gary Stuber to pursue this goal. Councilmember Condon stated he was unaware that Councilmember Green-Fletcher was actively pursuing this goal and stated that a procedure needed to be created so that City Council was made aware when a goal is being pursued. Mayor Heitzler clarified that Councilmember Condon would like to have a strategic item that would configure the way communication is shared with City Council. Councilmember Esarey stated that it would be easier if City Staff would report to City Council when these goals are being pursued. Mr. Broom stated once the goals are created this will be his role to update the status to City Council. Mayor Heitzler stated that we are always looking for opportunities to consolidate the greater Goose Creek area and hence we need to be specific on where we want to annex next year. Councilmember Esarey inquired as to the purpose of annexation; will it be for economic development or to consolidate for cost efficiency. Mayor Heitzler stated maybe our consolidation goal could incorporate identification and prioritization annexation opportunities. Mayor Heitzler stated safeguarding physical environmental resources, acquiring vacant properties and open spaces for future generations is another goal that was on last year's plan. Councilmember Habib inquired for clarification. Mayor Heitzler stated that if opportunities are presented to purchase green space we should look to buy these if they are for sale and affordable. Mayor Heitzler stated water system improvements should be under the one year plan.

Mayor Heitzler inquired of Mr. Broom if he had enough information to come up with a plan for 2017. Mr. Broom stated yes, if we know how we are treating the ones that were created for last year. Mayor Heitzler stated the "Should Do's" are the goals we should accomplish this year. Mayor Heitzler inquired of City Council if developing a mapping tool that will allow City Council to interactively provide input, makes suggestions and conceptualize projects and initiatives on an internal platform should be included in next year's goals. City Council agreed it should be included. Mayor Heitzler inquired as to who would be responsible for this task. Mr. Broom stated the City currently has a trained and qualified person on staff at the Department of Public Works who could accomplish this goal. Mayor Heitzler stated the second goal was to create a plan for the location, staffing requirements, construction cost and operating cost of a new fire station in the Carnes Crossroads area. City Council agreed this needs to be included on the one year plan. Lastly, Mayor Heitzler stated the third goal is to develop a plan for holding a special event or festival to attract tourist to the City. Councilmember Green-Fletcher stated this can be removed since the Cultural Arts Committee will be responsible for pursuing this goal.

Mayor Heitzler continued with the "Could Do's." Item one (1) develop a plan for the Crowfield Golf Course clubhouse including citizen/golfer input, a cost estimate and timeline for completion. Item two (2) update the existing Hiker/Biker Master Plan and bring recommendations for next steps (including cost estimates) to City Council for consideration.

Item three (3) (Tie) Retool brand and logo, develop recommended marketing pieces and strategies to promote the City and build brand equity. Item three (3) (Tie) Identify blighted commercial areas and develop recommendations to address them, including possible incentives. Bring recommendations to City Council for possible action.

Mr. Broom stated that the plans for next year were clearly stated; however, the plan for the next five and twenty years have not been specified. Mayor Heitzler reviewed the goals that were previously specified for the past five years. Mayor Heitzler and City Council stated the following could be added to the five-year plan: review feasibility for establishing a capital account for green space land acquisition; Boulder Bluff; develop selective parks; request Berkeley County to conduct a city-wide drainage condition study on ditches; plan for future fire stations; and create a five-year annexation plan.

Mayor Heitzler stated for the City's twenty-year plan we could start to think about mass transportation. City Council agreed to add this to the plan. Mayor Heitzler stated he would like for City Council to stretch their imagination to twenty years ahead for the next Strategic Planning Meeting.

Councilmember Green-Fletcher inquired as to when will we have a person hired for the Economic Development position. Mr. Broom stated he met with Human Resources and finalized the job description which will be posted in early January. Mayor Heitzler suggested that next year the Cultural Arts Commission could decorate the triangle for Christmas. Councilmember Habib stated that a lack of lighting has been an issue for the Hiker/Biker trails at night.

#### **IV. Adjournment:**

Councilmember Esarey made a motion to adjourn. All in favor, non-opposed. Meeting adjourned at 7:28 p.m.

\_\_\_\_\_ Date: January 10, 2017

**Kelly J. Lovette, MMC**  
**City Clerk**

*A copy of this meeting's agenda was sent to the Post and Courier and The Goose Creek Gazette; it was posted in City Hall 24 hours prior to the meeting.*