

State of the City 2009 Notes:

Department of Recreation **State of the City Information**

- The City of Charleston Department of Recreation was named the South Carolina Athletic Program of the Year (Class IV) by the South Carolina Athletic Program which is a branch of the South Carolina Recreation and Parks Association.
- Showed an increase of 59% in participation in youth sports from 2007 to 2008
- Collaboration with St. Andrews Parks and Playgrounds in West Ashley has produced a seamless program for the community and provides that all children pay the same price and utilize fields by both agencies
- Recreation Department partnered in three school initiatives during 2008 to better engage our children. Fraser Elementary School – recreation provider for the Boys and Girls Club after school program, Stono Park Elementary School and James Simmons Elementary School – recreation provider for the Schools Out after school program
- 8066 children participated in sports offered by the Department of Recreation in 2008.
- 9756 adults participated in sports offered by the Department of Recreation in 2008.
- 17,031 residents participated in health and fitness programs offered by the Department of Recreation in 2008.
- 99% of the survey respondents said participation in Recreation Department programs improved or maintained their level of fitness
- 98% of the survey respondents said that Recreation Department programs are a good value

Public Service Operations 2008 End of Year Review

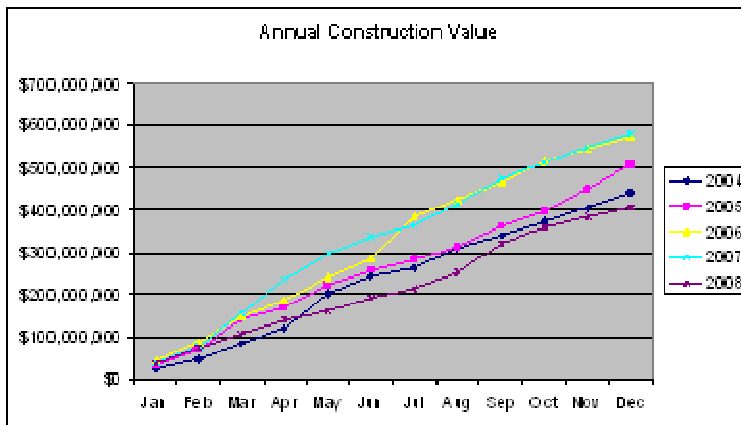
Public Service's Operations Divisions continued to establish higher levels of service and efficiency. Its three divisions once again played a key role in maintaining the wonderful standard of living that Charlestonians experience daily and that continues to attract not only tourists, but also businesses and new residents.

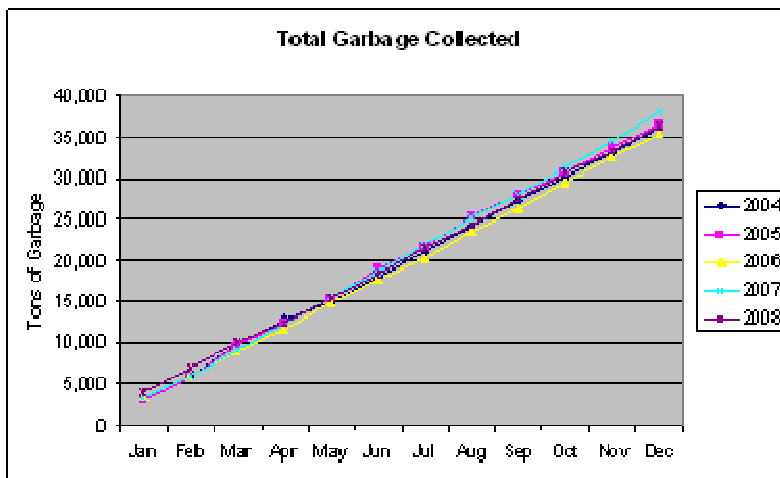
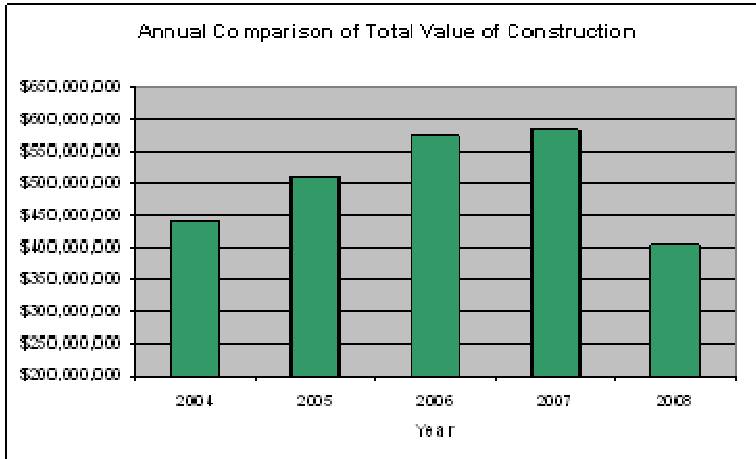
Our pothole crews filled over 1500 potholes this year, an increase of 40% over last year. The fact that they filled approximately 90% within 48hrs after notification is testimony to their responsiveness. Meanwhile sidewalk crews repaired more sidewalks this year than in all but one of the previous 4 years, 8,100 feet in all. Our Stormwater crews also did outstandingly, cleaning over 760,000ft of ditches and 6,400 catch basins. Our Environmental Services crews increased the reliability of the service they provide for the 4th year in a row to 98.1% on-time garbage pickup rate and a 98.6% on-time trash pick up while at the same time reducing cost by approximately 7% per capita. Crews collected over 37,000 tons of garbage and 24,000 tons of trash at 43,537 residences in 2008.

In 2008 the Engineering Division accomplished the following:

- Reviewed 211 TRC projects
- Reviewed 48 Subdivision submittals (most submittals were phased portions of larger developments)
- Inspected and approved 12, 814 feet of new roadways added to the City's Roadway system
- Issued 2038 Utility Permits

A lot of this is contained in our CAPS reports. It can be broken out with various comparisons. Some of the graphs are shown below.





Parks Department

- We are working within the budget allocated for the project for purchasing materials, and as always, we are using the lowest qualified bidder.
- Part of this year's effort includes a conversion from standard bulbs to LED bulbs where appropriate. This will save on energy costs from this point forward.
- Where feasible, we have moved from overtime efforts to regular time work. This has resulted in a shift in focus during the week.
- The King Street Median has been reduced in size by approximately 1/3 to accommodate for increased material costs and to provide a change in scenery.
- We are exploring options for lighting Marion Square that may require less work effort to implement. This is necessary due to the continuously changing character of the space.

- Greenbelt Grant property purchases:
 - Woodland Road parcel – 9-acre tract purchased for a future neighborhood park. Tract was permitted for a 23-lot subdivision and ready for construction.
 - Village Shaftesbury parcel – 3-acre tract located on Longbranch Creek that preserves Civil War earthworks and rare plant species. Working with adjacent property owners, we have secured an easement that will allow us to build a hiker / biker trail that connects the established Melrose subdivision with the new development in Carolina Bay.
 - Hall II tract – 28-acre parcel (14.5 highland) located in the Rosemont community. This parcel will allow us to create a community park for the upper peninsula.
 - Harborwoods tract – 12-acre parcel that will be purchased later this month for the expansion of the James Island Recreation Center. Contiguous with the approx. 12 acres purchased by CCSD for the future expansion of the JI Charter HS, expansion of the playing fields, and the addition of tennis courts and a dog run. This parcel was also slated for development, and the properties purchased by City and CCSD eliminated over 35 home sites.

Cannonborough/Elliottborough Park:

- Community driven park developed on an unused City property.
- Over \$70,000 in grants and donations
- Hundreds of volunteer hours – cleaning, painting, building fences, erecting play equipment, landscaping

Volunteer programs:

- Our Hampton Park volunteer program continues to grow, and we have over 60 regular participants. These volunteers work in the greenhouse, where they help us plant and nurture our annuals (approximately 94,000 each year), and in Hampton Park, where they plant, weed, prune, water and otherwise care for the many collections in the park.
- The Charleston Parks Conservancy went public, with their first six “Park Angels” and a major project announced for Colonial Lake. Their volunteer roster now numbers over 75, and they have adopted beds in a number of parks.
- Friends of Keep Charleston Beautiful is a new non-profit set up to support the operations of KCB. In addition to the “Clean Cities Sweep” and numerous other clean-up and beautification projects, KCB operates the “Clean City Clara” education program in K-3 classes across the county.

Miscellaneous:

- New street construction requirements call for street trees on both sides, which will result in thousands of new trees each year.

Facilities Maintenance: Parks Department

- City's partnership with Johnson Controls Inc:
 - The City has saved four million dollars over the past seven years and the projection is to save twenty one million over the next fifteen years.

The saving come from solar heated swimming pools, power consumption reductions through LED lighting technology and water conservation measures such as new waterless fixtures, low flow valves and new automated irrigation

2008 CAPITAL PROJECTS DIVISION ACCOMPLISHMENTS:

Demetre Park (aka Sunrise Park): Construction of pier and floating dock underway. Pier deck and framing almost complete. Floating dock scheduled for delivery mid-January. Demetre monument installed.

Cooper River Bridge Project: SCDOT funded enhancement project for the landscaping of the Morrison and Meeting Street entry and exit ramps was completed mid April.

Governors Park: Master plan has been finalized and presented for Public comment. Consultant has begun work on Construction Documents and expects completion by the end of the year.

Avondale Point Improvements: Master Plan completed and presented for Public Comment. Construction Documents complete awaiting final approval from SCDOT. Pre Qualification of contractors underway and preparation of contract documents for project bid scheduled for the end of January.

Freedom Park: Construction of tennis courts, dugouts and the installation of landscaping and pathways completed mid-June. Installation of tennis court lights are scheduled for completion mid-January 09.

Energy Performance Upgrades, Phase 2:

Johnson Controls has made extensive modifications to lighting and mechanical systems throughout the city, including the installation of LED lighting in all parking garages, new highly efficient HVAC systems with controlled thermostats at fire stations throughout the city, the Gaillard Auditorium, and Riley Ballpark, computerized irrigation controllers for most parks and ballfields that will save significant amounts of water, and solar pool heaters at James Island Recreation Center, WL Stephens, MLK Pool, and Herbert Hasell Aquatic Facilities. These improvements are anticipated to save the city \$18 million in energy and water costs over the next 15 years.

Renovation of 116 Meeting Street:

The renovation of 116 Meeting Street began in November. The \$3 million project includes a completely new layout of interior spaces, new finishes, and exterior masonry repointing and repairs. When completed, the building will be much more energy efficient. It is planned to house Fire Department administrative staff. Work should be completed in December of 2009.

Lockwood Police Renovations:

The 18 month interior renovation of the Police Department building is nearly complete. Work on this \$2.2 million project has included interior finish upgrades, changes to room layouts, new conference and training rooms, and a state of the art data and communications room. The project will be completed in February.

Bees Landing Recreation Center:

Work began in 2008 on a new Recreation Center in West Ashley. The complex will include two ball diamonds, a regulation soccer field, six tennis courts, and a gymnasium building with basketball/volleyball courts and a multi-purpose room. The center will also include a children's playground, concession stand and restrooms. The project should be completed in late 2009 or early 2010.

Longborough Affordable Housing:

Capital Projects has provided oversight on a forty two (42) unit condominium project in Longborough area of Wagner Terrace. The ten (10) buildings feature both two and three bedroom units and are built with many of the same details and upgrades associated with the more expensive homes in the neighborhood.

Stoney Field Improvements Planning:

The City of Charleston has worked with the School District to identify future improvements for Stoney Field. The plan includes a 400 meter track, improvements to the locker rooms, and a free standing restroom and concession stand building. Improved ballfield drainage, an irrigation system and new turf will allow more opportunities to utilize the field by both the City's Recreation Department and Burke High School's athletic department. These improvements depend on future funding by both the City and School District.

Milford Street Public Service Yard Relocation:

As part of the Magnolia redevelopment of the Upper Peninsula the City's Public Service yard is being relocated to property on Herbert Street. Capital Project's staff has worked with Magnolia's engineers to design an efficient layout of service buildings including vehicle repairs, administrative areas with staff

development training rooms, traffic and transportation repair shops, sign shops and City storage space.

East Bay Bike Path completed:

An approximate ½ mile extension of the Cooper River Bridge pedestrian lane. New granite curbing, wide concrete pathway, street lighting, and pedestrian crossing were included in the project scope.

West Ashley Bikeway Riverview Extension completed:

An approximate 2/3 mile extension of the West Ashley Bikeway in the Ashleyville/Maryville neighborhood. The extension connects the bikeway to the Ashley River.

Lowcountry Senior Center, Overflow parking improvements:

A simple grass overflow parking lot to accommodate large parking needs at special events. Complete.

Schematic design completed for Colonial Lake Improvements:

In conjunction with the Charleston Parks Conservancy, schematic plans were completed for significant improvements to Colonial Lake and Moultrie Playground.

Hazel Parker Playground:

Dog run installed, additional improvements ongoing, An approximate ¼ acre dog run was installed at Hazel Parker Playground.

King Street Streetscape begun:

The final \$4.4M phase of the King Street Streetscape was begun. The scope of the project includes work from Market Street to Broad Street. Significant Improvements to the bluestone sidewalks, granite curb, and utility infrastructure is included. The project will be completed in 2009.

Concord Park :

Conceptual design work has begun on a new downtown urban park.

Harmon Field:

Old play equipment has been removed and a new playground installed at Harmon Field.

Dock Street Theatre Renovation:

This \$15 million renovation of a historic landmark began in September 2007 and includes a comprehensive restoration and renovation of the six buildings that comprise the Dock Street Theatre. The structural elements are being upgraded to

meet seismic, hurricane, and handicap accessibility codes. Three elevators are being added, additional bathrooms are being provided, all utility systems are being replaced, roofs repaired, fire alarm system is being installed, and the entire structure will be fully protected with fire sprinklers. At the entrance, the historic brownstone and large carved wooden brackets from the early 1800's Planters Hotel are being fully restored. The interior trim and intricate plaster details are being restored by hand, the artwork is being restored, and the Tap Room will be reopened. One of the project's primary goals is to improve the acoustics and enhance the Dock Street experience for patrons and performers alike, while maintaining the authenticity of this wonderful building that was created during the Great Depression as a WPA project.

Digital Corridor

- The city of Charleston partners with South Carolina Research Authority and the Medical University of South Carolina to develop a new research center in downtown Charleston.
- Capital Investment in Digital Corridor companies remains strong in 2008 with over \$20 million invested in a handful of companies.
- Average wages for Digital Corridor companies remains strong. The average wage for reporting Digital Corridor companies in 2008 is \$76,144. This figure is more than double the average annual wage for the State of South Carolina and the Charleston-North Charleston statistical metropolitan/non-metropolitan area.
- Employment growth in Digital Corridor companies also remains strong. Companies participating in the Digital Corridor survey reported employment growth of 213 employees over the past twelve months

Department of Traffic and Transportation **2008 Major Accomplishments**

1. Completed the conversion of Ashley Avenue and Rutledge Avenue to two-way traffic.
2. Completed and submitted an application for funding to the State Infrastructure Bank. This project calls for the implementation of commuter rail service between Summerville and Charleston.

3. Completed the feasibility study for the Ashley River Bridge bicycle and pedestrian retrofit project.
4. Assisted with the funding and completion of the East Bay Street bike path.
5. Completed a city-wide traffic signal retiming project which included all signalized intersections in the City.
6. Continued expanding the City's pedestrian traffic safety program.

**DEPARTMENT OF TRAFFIC AND TRANSPORTATION
2009 GOALS**

1. Develop a plan to modernize the traffic signal system with new communications technology via fiber optics.
2. Add additional cameras to monitor traffic on the Ashley River bridges and the James Island Connector.
3. Work with Police Department to access automated digitized system for accident records.
4. Conduct a pay comparison analysis for technician level and lower level paid employees in the department.
5. Complete design for the pedestrian/bicycle retrofit of the Ashley River Bridge (US 17).
6. Complete design for bicycle/pedestrian crossing of Greenway at Folly/Wesley Drive.
7. Continue expanding the City's Pedestrian Traffic Safety Program. Implement pedestrian safety campaign at elementary schools located in the City of Charleston.
8. Complete final design of the half-cent sales tax projects and put out to bid the following:
 - a) Folly Road and Maybank Highway.
 - b) Wesley Drive at Folly Road and Savannah highway
 - c) Harbor View Road
 - d) Folly Road and Camp Road
 - e) James Island Connector to Folly Road loop off-ramp
 - f) Glenn McConnell Parkway/Magwood Road improvements

- g) Bees Ferry Road
- h) Maybank Highway

9. Continue working with the COG on the next phase of commuter rail studies.
10. Continue working with State Infrastructure Bank on funding for commuter rail.
11. Continue working with SCDOT, SCE&G and CSX on the implementation of new railroad signals and gates at the crossing of Meeting Street and Cherry Hill Lane.
12. Obtain approval from City Council in reference to two-way traffic for Cannon and Spring Streets.
13. Work with Charleston County Schools Capital Projects Department on planning for various new school sites to ensure good traffic control plans.
14. Complete study for two-way traffic on Coming Street.
15. Continue working on funding for the North Bridge bike/pedestrian retrofit project.
16. Continue to expand the concept of the flag crossings around the City.
17. Work with Berkley County on transportation sales tax as it relates to improvements to Clements Ferry Road.
18. Work on implementing a new process by which a fee is assigned to parking variances for Downtown Charleston.
19. Continue with the conduct of accident and pedestrian safety review for the Savannah Highway Corridor along with SCDOT for pedestrian safety improvements.
20. Seek the approval of a “quiet zone” for train horns in Downtown Charleston.
21. Work with the Ports Authority and SCDOT in connection with the new Port Access Road.
22. Continue working on the plans and design for the West Ashley Circlet.

23. Continue working on other half-cent sales tax projects such as widening of Glenn McConnell near Magwood Road, Bees Ferry Road design, and others.
24. Continue to emphasize the response times for repairs to all parking meters within the Peninsula and develop a new plan for increasing the repair times.
25. Design and implement new designation of parking (after hours) in the Peninsula where existing loading zones are located.
26. Implement a new “smart card” payment system for parking meters in Downtown Charleston.

Electronics and Signal Maintenance

1. Complete installation of three additional monitoring locations to the CCTV system (i.e. Ashley River Bridges inbound and outbound and Highway 30). Steps to be taken:
 - a) Contact company to design CCTV System for construction.
 - b) Check for average cost for installation of camera systems from qualified vendors.
 - c) Report findings to Director of Traffic and Transportation for comments.
2. Continue with renovations of all signal control intersections with steel strain poles to be installed by the City of Charleston or SCDOT renovation projects.
3. Continue to provide training to all technicians for IMSA certifications in safety work zones and traffic signal technician level I and II.
4. Distribute traffic signal informational brochure to provide general information to the public on how traffic signals function in the City as well as where and how to report traffic signal problems. Brochure completed in 2008.
5. Complete the installation of new traffic signals at proposed intersections:
 - a) Meeting Street at Johnson Street
 - b) Glenn McConnell Parkway at Bairds Cove
 - c) Savage Road at Henry Tecklenburg
 - d) SC 61 at Wallace School Road
6. Complete installation of additional pedestrian signals at locations:
 - a) Ashley Avenue at Calhoun Street
 - b) Lockwood Boulevard at Spring Street

8. Complete the replacement of incandescent traffic bulbs with LED traffic signals for the entire signal system for the four year traffic signal replacement project. For year four, two of the project areas to be completed are:
 - a) Glenn McConnell Parkway
 - b) Sam Rittenberg Highway
 - c) Charleston Peninsula
9. Complete an inventory of all signalized intersections and provide the information to SCDOT for traffic signal assets program.
10. Complete yearly pre-maintenance check of entire traffic signal system per IMSA. Areas to be completed are:
 - a) West Ashley
 - b) Charleston Peninsula
11. Continue with the utility pole inspection project and work with Legal to implement pole inspection policy.
12. January 2009 begin phase one of six phase project to upgrade existing traffic signal system communications structure and traffic controller with software upgrade. The project will include the replacement of 20 year old twisted copper pair communication structure and traffic controllers with software installed after Hurricane Hugo.
13. Reconfigure signalization at Beaufain Street at Coming/Logan Streets and upgrade with Charleston green poles.

GIS

1. Continue updating GIS databases for on-street parking, speed humps, crosswalks and traffic signs.
2. Continue assisting with Traffic Calming Program to include review of traffic calming petitions, mapping, and completion of City encroachment permits.
3. Continue to cooperate with the City's Police Department in creating traffic control reference maps for City events and Police Department training exercises.
4. Continue assisting Traffic Engineer with compiling accident data for completion of traffic signal studies.
5. Continue with updates of Department's portion of the City's external website.

Signs and Markings

1. Continue to work with SCDOT, Charleston County, other City departments, and contractors on projects.
2. Complete upgrades of street name signs at all peninsula intersections from 4" to 6" letter size.
3. Complete fabrication and installation of overhead street name signs along major thoroughfares on the peninsula.
4. Receive code enforcement training and begin writing municipal summons for non-permitted activities.
5. If approved, complete Spring Street and Cannon Street two-way conversions.
6. Clean major traffic control signs.
7. Replace all faded school crosswalk signs and markings before the beginning of the next school year.
8. Respond to signs and markings requests from citizens and other departments.
9. Training for signs and markings technicians.
10. Conduct survey of center line markings on city streets and implement double yellow center line markings where feasible. Additionally, create plan to conform narrow roadways with single yellow center lines to federal standards.
11. Work zone traffic control plan reviews and inspections.
12. Identify expenditures and in-kind contributions to utilize remainder of Older Driver Funds.

Transportation Project Management

1. Complete left turn signal studies for SC Highway 61 (Ashley River Road) at Parsonage Road, Folly Road at Rivers Point Row, Courtenay Drive at Bee Street and Meeting Street at Broad Street and submit findings to SCDOT for review by May 2009.

2. Continue to work with SCDOT and department staff to proceed with installation of approved left turn signals at Folly Road and Ellis Oak Drive by April 2009.
3. Continue efforts to gain funding for and proceed with installation of approved signal at Savage Road at Henry Tecklenburg Drive and Ashley Town Center Drive.
4. Continue efforts to gain approval of traffic signal at the intersection of Main Road at Brownswood Road.
5. Continue to work with Cannonborough/Elliotborough Neighborhood and department staff to implement parking on east side of Saint Philip Street.
6. Continue efforts with City staff, developers and engineers to improve and implement new street design standards.
7. Continue working with City staff and developers to finalize changes to Market Street and Beaufain Street as part of the Memminger Auditorium revitalization project.
8. Develop general outline for Traffic Impact Studies that are submitted to the department by December 2009.
9. Continue working with SCDOT and Stono Park Elementary School to begin implementation of Safe Routes to School plan in 2009.
10. Continue pursuit of training in the field of Traffic Engineering.

Parking

1. Continue with upgrading the existing parking meters with POM Smartcard payment mechanisms as it will provide another way to pay to park at a parking meter. Estimated completion date in 2010.
2. Continue to work with Streets & Sidewalks on the Broad Street bluestone replacement as we will be changing single meter poles to double-head meters with decorative Charleston green sleeves. This will cut down on the number of poles on the sidewalk.
3. Continue to work on implementing 22' raised crosswalks at all the Charleston Greenway crossings within the City.

4. Continue to upgrade residential parking signs by district letter that will help residents and enforcement personnel to know the boundaries of the districts.
5. Continue to work with Process Improvement Teams in developing programs to better track work orders, signage inventory system and computer connection with Police Department.
6. Continue to work with the Special Events Process Improvement Team as we are at the final stage of developing an ordinance for all special events applications.
7. Continue to work on commercial loading zone signage plan that is less confusing for the public that will specify the 30 minute time limit and the hours when the loading zone is enforced.
8. Continue to work with Charleston County on the installation of traffic calming devices on multi-jurisdictional street.
9. Implement training sessions for department as it pertains to our Emergency Operations Plan.
10. Continue to work to improve the response times for repairs to parking meters and to work with Republic Parking, Budget Finance and Revenue's parking enforcement division in developing a new plan for decreasing the number of malfunctioning meters due to foreign objects.
11. Install pedestrian flashing crosswalk signals on Coming Street per request of the College of Charleston.
12. Continue to work with the Peninsula Strategic Issues Team on the "polite program" that designates rickshaws and taxi cab staging locations within the downtown business district.
13. Continue to work on a meter bag reservation agreement with local churches.
14. Continue to work with the Legal Department updating the Stopping, Standing and Parking ordinance.
15. Continue to work with the Legal Department on a temporary obstruction of public right-of-way ordinance. This ordinance will address the permitting process for dumpsters, PODS and street blocking permit requests in the City.

Clerk of Council Department

Clerk of Council:

*Coordinated and prepared minutes for the various City and Board/Commission meetings.

*Developed a system to ensure quality control for various contracts and City documents.

*Met the FOIA requirements for the designated City meetings.

*Prepared and forwarded to the Legal Department more than 100 Tort claims, Summons and FOIA requests for review and follow up.

Records Management:

*Continued to organize records in new physical location at 1903 Savannah Highway

*Consulted with State Archives staff on best practices for new location

*Re-organized maps & plats and updated indexes for 1200 maps and plats

*Resumed microfilming operations

*Visited seven City departments to assist in sorting records and developing retention schedules for their records

Tourism Office

*Administered the Permanent Tour Guide Exam to 121 people

*Administered the Temporary Exam to 60 people.

*Offered eight lectures for tour guide recertification, of which 77 guide were recertified.

Department of Housing and Community Development

Introduction

The City of Charleston's Department of Housing and Community Development has the following mission: "To create, facilitate and implement activities and programs that stimulate community and economic development, expand the supply of affordable housing and stimulate the construction and rehabilitation of housing for persons of very low, low and moderate incomes in Charleston's neighborhoods

During the program year, the City of Charleston was allocated \$1,056,089 in Community Development Block Grant (CDBG) funds, \$816,302 in HOME Investment Partnership funds, and \$419,000 in Housing Opportunities for Persons with AIDS funds (HOPWA) to fulfill its mission in the areas of affordable housing, community revitalization, and economic development initiatives. The City of Charleston is also a federally-designated Renewal Community. The designation enables the City to offer to its business owners and residents seeking employment opportunities the use of over \$17 billion dollars in tax incentives.

The City and its partners are also responsible for leveraging funds to ensure that grant dollars are maximized and that programs become self-sustaining. The City of Charleston and its housing and community development partners understand the importance of leveraging private and federal dollars and work diligently to develop additional resources for programs. During the program year, more than **\$28,544,030.99** has been leveraged for housing, community development, and Renewal Community initiatives. The City is pleased with its ability to develop additional resources for the community in spite of challenging economic times.

Beneficiaries

Overall, 428 households benefited from housing funds provided by the City of Charleston this program year. Twelve (12) houses were sold to qualified buyers, placing approximately 23 family members in safe, decent, and affordable housing. Forty-eight (48) homes were provided rehabilitation assistance, ensuring that 112 City of Charleston residents are in safer, more attractive housing. The City also provided funding for the painting and repair of 16 homes housing nine people in the City of North Charleston section of the Renewal Community. Of the homeowners assisted, 89 were African American, and five were Caucasian. Forty-two (42) senior households were assisted during the program year. Also, 154 households including persons living with HIV/AIDS received some form of housing assistance.

First Time Homeownership

The City of Charleston's First Time Homeownership Initiative was established in December 2000 with the following goals (1) provide housing that is affordable to persons of low and moderate incomes, (2) revitalize some of the City's more distressed neighborhoods, and (3) build capacity among the local non-profit organizations to develop affordable housing. During the year, the City of Charleston worked closely with the Beach Company and the Humanities Foundation to develop the Cottages @ Longborough and Peecksens Court.

Peecksens Court Development

Developer: Humanities Foundation [HH Westside LLC]
Lenders: Charleston Bank Consortium, First Federal, First Citizen
Project: Affordable Housing, Downtown Charleston
11 single family houses
(2) four-bedroom, 2 baths
(9) three-bedroom, 2 baths
Total Development Cost: \$8.1 million
City Subsidy: \$725,000
Sales Price: \$210,818 to \$252,503
Total Project Leverage: \$3,317,500
Eight homes have sold; two were bought by City of Charleston employees.

Longborough Development

Developer: The Beach Company
Lenders: Charleston Bank Consortium, First Federal, BB&T, Atlantic Bank & Trust
Project: Affordable Housing in the Wagner Terrace Neighborhood
42 condominium units
(22) 3-bedroom, 2 baths
(16) 2-bedroom, 2 baths
(4) 2-bedroom, 1 bath
City Subsidy: \$420,000
Sales Price: \$111,375 to \$150,875
41 qualified applicants as of December 31, 2008
Homebuyer anticipated occupancy period: May - July 2009

Rental Housing Rehabilitation

The City of Charleston resumed its Rental Rehabilitation Program in March of 2007. Through this program, owners of rental properties who agree to rent to lower-income tenants are provided deferred, forgivable loans for the

rehabilitation of the rental units. Property owners are provided a subsidy of \$10,000 per unit to assist with cost of rehabilitation. In return, the owners provide an affordable rental home for 20-years. If a child under the age of six or a pregnant woman resides in the unit, the owner may also receive lead grant funds through the City's Lead Hazard Control Program.

COMPLETED 4 RENTAL REHAB PROJECTS:. Ninety percent of construction cost is provided by owner through private financing.

- 462 Race Street (2 unit home)
- 9 Dewey Street
- 204 Fishburne Street

City Investment:	\$30,000.00
Private Leverage	\$390,596.00

Roof Replacement

The City of Charleston offers a Roof Replacement Program, under the oversight of the Redevelopment and Preservation Commission (RPC). Deferred loans are provided to very low income and elderly homeowners who cannot afford the cost to replace the roof on their homes.

- Thirty-one (31) homeowners received new roofs, with a total investment of \$280,514

Also completed the following:

- Completed thirteen (13) Lead/Rehab projects for persons who own their homes, totaling \$142,375.
- Completed 22 paint and minor repair jobs in concert with Charleston Outreach.

Community and Economic Development

The Renewal Community (RC) initiative continues to serve as a catalyst for community and economic development. This designation provides the City and its business partners the opportunity to impact the economic foundation of the community for years to come. A \$17 billion tax incentive package was awarded to cities that were designated as Renewal Communities. The RC designation encourages economic development through wage credits, tax deductions, bond financing, capital gains, and the New Markets Tax Credits.

- Six (6) businesses were awarded Commercial Revitalization Deductions (CRDs) totaling \$12,000,000.00 with a total amount leveraged of \$15,180,124.00.
- Jobs Created – 111, 26 jobs retained

CRD recipient, RBATK, L.L.C- Fine Rugs of Charleston, 1523 Meeting Street Charleston, SC 29405

The Department of Housing and Community Development also supports the development of small businesses in the Renewal Community. The City of Charleston provides a grant to businesses located in the federally designated Renewal Community of the City of Charleston.

- **Alluettes was this year’s Recipient. Located @ 80 Reid Street in downtown Charleston (Grant amount \$5,000.00/Leveraged/\$22,000)**
- **Jobs Created – 8 employment opportunities created.**

Alluette’s Café (owned and operated by an African American woman) is a neighborhood diner providing “soul food” rooted in the use of locally grown fresh and organic foods prepared with extra virgin oils, herbs and spices for consumption on and off premises. The concept behind the operation is to take soul food to a delicious new place without losing its special charm. Ms. Alluette Jones is the Café owner, manager and a full time chef specializing in the preparation and presentation of healthy cuisine. In addition to its superb cuisine, the restaurant’s décor radiates with colorful paintings and prints of the Low Country life. The Owner, a Charleston native believes in the rich history and culture of the Low Country. The restaurant features local artist, jazz musicians, and poetry and book readings.

2009 Goals and Priorities: Department of Housing & Community Development

The City of Charleston’s Department of Housing and Community Development 2005-2010 Consolidated Plan established four primary goals for the term of the plan: improve the quality and quantity of affordable housing; provide expanded economic opportunities; provide a suitable living environment and develop the capacity of local housing and service providers. The City is pleased to have made progress in meeting each of these goals. Through partnerships, which leverage additional funds and expertise, the City has been able to maximize its HUD funding to address critical housing, economic development, and community development needs. In addition to the previously outlined goals, the City’s Department of Housing and Community Development plans to implement the following:

- Provide first-time homeownership opportunities;
- Provide housing financing;
- Rehabilitate the housing stock;
- Create job opportunities for low- and moderate-income persons;
- Enhance opportunities for businesses in the Renewal Community;
- Provide technical assistance and community services to neighborhood residents and neighborhood councils; and
- Partner with for-profit and non-profit organizations to provide housing and services for low- to moderate-income citizens and
- Leverage additional financial commitments to support the ongoing work of the Department.

THE MAYOR'S OFFICE FOR CHILDREN, YOUTH AND FAMILIES

FIRST DAY OF SCHOOL INITIATIVE 2008 ACCOMPLISHMENTS

The First Day of School Initiative is a campaign to generate widespread community support for schools, excitement about the beginning of a new school year, and a celebration of education.

The **6th annual First Day Festival** drew close to **9,000 children and their families** to Liberty Square at the SC Aquarium and Charleston Maritime Center. The many students and families that attended received information on health, wellness, student support services and programs from **92 exhibitors** and the Charleston County School District. In addition to educational exhibits, students enjoyed recreational activities, free food and school supplies, and performances by various entertainers.

An impressive **4,490** festival attendees visited the **SC Aquarium** for free this year and **850** children and families took **boat rides** around the harbor with SpiritLine Cruises and Charleston Harbor Tours. The Lowcountry Food Bank/Kids Café coordinated the Food Court for festival attendees that consisted of free healthy snacks donated by 16 food vendors.

Thousands of Cooper River Bridge Run, Verizon Wireless, and Tanger Outlet Center bags were packed with supplies collected by 11 local agencies through the

First Day Festival school supply drive. Over **200 volunteers** gave their time to assist with the First Day Festival.

The First Day Festival **Mayor's Honor Roll** included an impressive **106 businesses** who encouraged employees to attend the festival, supported employees taking their children to school on the first day by giving them time off, and committed to support education throughout the year by allowing employees time to participate or volunteer at their child's school.

A major emphasis of the 2008 festival was placed on **going green and reducing waste**. This year, a major emphasis was placed on going green and reducing waste at the First Day Festival. Throughout the day, a total of **2,160 lbs of waste was recycled**. There was **600 lbs of cardboard** recycled, **420 lbs of paper recycled**, and **1,140 lbs of co-mingled** recycled in one day.

The launch of a **Logo Contest**, which invited students to design a new logo for future festivals, was a new addition to the First Day Festival in 2008. **Benjamin Ancrum**, an eighth grade student at Burke Middle School and a rising freshman at the Charleston Charter for Math and Science, designed the winning logo.

2009 FIRST DAY FESTIVAL GOALS

Goal 1: Emphasize living a healthy lifestyle in Kids Zone activities, incorporating education related to childhood obesity and providing free healthy foods in the Food Court.

Goal 2: Expand efforts to reduce waste and go green through environmental exhibitors and entertainers, recycling team organization, and community and business involvement in greening efforts.

Goal 3: Secure a record number of business commitments and partners who will provide services, goods, and monetary support.

Goal 4: Increase the number of business leaders that commit to giving parents time off to take their child to school on the first day and allow parents the time off to attend parent related events throughout the school year.

MENTORING INITIATIVE ACCOMPLISHMENTS

Research shows that through sustained relationships with a caring adult, children experience support and connection to the skills, opportunities and knowledge they need to succeed.

It is more important than ever for children and youth to experience sustained relationships with caring adults. Mentoring involves building a friendship with a child or youth and providing him/her with support, guidance and advocacy.

- Participated in the National Mentoring Month campaign; provided technical assistance to 5 schools interested in the lunch buddy program; compiled a directory of mentoring programs; screened and placed an estimated 200 volunteer referrals from the Be a Mentor website;
- Fifteen elementary schools with lunch buddy programs in 2008
- The City adopted two schools for the lunch buddy program, Mitchell and James Simons elementary schools. City employees are recruited as lunch buddies and given time off to share their lunch time with a student. Mitchell has 37 lunch buddy mentors (24 are City Employees) and James Simons has 18 lunch buddy mentors (9 are City Employees).

2009 MENTORING GOALS

Goal 1: Establish a lunch buddy program in every elementary school (19) in the City of Charleston by 2010.

Goal 2: Sponsor a minimum of three mentoring workshops - mentor programs, volunteers - training and skill building and the "how to's" of establishing and running a mentoring program.

Goal 3: Pilot two age appropriate middle school mentor programs utilizing innovative types of mentoring such as career coaches, peer-to-peer, group, mentor clubs

Goal 4: Recruit 10 businesses that adopt an elementary lunch buddy program in a neighborhood school

NLC INSTITUTE FOR YOUTH, EDUCATION & FAMILIES

ACCOMPLISHMENTS

The NLC's Council on Youth, Education, and Families works to assist municipal leaders in identifying and developing effective programs for strengthening families and improving outcomes for the children and youth in their communities, and guides and oversees the work of NLC's Institute for Youth, Education, and Families.

Mayor Riley served as 2008 chair of NLC's Council on Youth, Education, and Families and accomplished the following:

- Began the term as Chair with two primary goals 1) heighten focus on afterschool and community learning centers, and 2) reach out to big city mayors to develop a common agenda for city leaders on children, youth and families.
- Hosted a YEF Council meeting in Charleston and showcased local innovative programs.
- Finalized the framework for the Mayor's Action Challenge for Children and Families

MAYOR'S ACTION CHALLENGE FOR CHILDREN AND FAMILIES

Twenty-six mayors launched a new initiative in November to promote city leadership and action on behalf of young people and their families. The Mayor's Action Challenge for Children and Families calls on mayors to set measurable, locally defined goals to ensure that every child grows up with four essential building blocks needed for a healthy, productive life:

- Opportunity to learn and grow
- A safe neighborhood to call home
- A healthy lifestyle and environment; and
- A financially fit family in which to thrive

2009 Action Challenge Goals:

- The top priority here in Charleston is to connect the Challenge to efforts to expand afterschool learning opportunities.

- Continue to collaborate with the Charleston County School District to transform our schools into “community learning centers.”
- Build citywide out-of-school time systems that coordinate program options, raise standards, enhance professional development, expand choices, align with in-school learning and remove barriers to participation.
- Replicate model out-of-school summer enrichment programs such as Camp Hope to serve more children between the hours of 6 – 9 p.m.

DIVISION OF YOUTH PROGRAMS ACCOMPLISHMENTS

In 2008, the city continued to provide opportunities for youth to gain the skills and knowledge they need to become good citizens and to be successful. We provided them with employment opportunities through the Summer Youth Employment Program and Youth Career Exploration Program, and with opportunities to gain leadership skills and become engaged in their community through our youth conferences and the Mayor’s Youth Commission.

Summer Youth Employment Program

Provides youth with the opportunity to gain valuable workplace skills and also provides a service to our departments and divisions that are so fortunate to host students.

- This year we employed **55 High School students** and **12 College students** during the summer months in the Summer Youth Employment Program.
- These students worked 20 hours a week for 8 weeks, and completed a total of 10,720 work hours.

Youth Career Exploration Program

The YCEP interns are high school students who in a department of the city for 8 hours a week and attend a 2 hour weekly training seminar on a different topic related to workplace skills.

- This year we had **10 YCEP Interns** working in our departments and divisions during the school year.
- During the spring semester, we held **17 training seminars**.

Youth Leadership Conference Summit

- **122 students attended the Youth Leadership Conference on January 25, 2008**, at Burke High School, where they explored the concept of being a good leader, and also increased their communication skills by learning how to conduct a focus group.
- On May 2, **140 students attended the Spring Youth Summit**. Sponsored by the city which provided an opportunity for youth to speak out regarding the issues that matter to them and work toward solutions to those issues.

Charleston Area Youth Master Plan

We are in an elite group of cities that have taken on the task of creating a plan for our youth and our work will benefit other cities that want to create their own youth master plan.

- In March 2008 City Council officially adopted the Charleston Area Youth Master Plan, which provides a roadmap in planning and programming for youth.
- The City of Charleston led the charge to create the Youth Master plan, and it is a true community-wide effort that has brought leaders together to focus on improving the lives of young people. We will be proactive in engaging youth and include them in making decisions on policies and programs.

2009 DIVISION OF YOUTH PROGRAM GOALS

Goal 1: Coordinate and facilitate the placement and training for YCEP Interns.

Goal 2: Coordinate and facilitate the placement of SYEP employees.

Goal 3: Train youth to be leaders and equal partners in the implementation of the Charleston Area Youth Master Plan (CAYMP).

Goal 4: Conduct a youth leadership training camp in summer 2009, in partnership with other non-profits and organizations.

Goal 5: Ensure that the CAYMP is implemented within the community.

- Continue to provide staff support for the initiative.
- Conduct research on how other communities are implementing their plans to identify successful strategies.

- Research and pursue funding opportunities.

DROPOUT PREVENTION CAMPAIGN - INCREASING ON-TIME GRADUATION RATES

Every school day in South Carolina, 8,100 student's dropout before graduating.

Dropouts from the class of 2006-07 costs the U.S. more than 329 billion in lost wages, taxes, and productivity.

South Carolina hosted a Dropout Prevention Summit sponsored by the SC Department of Education in partnership with America's Promise, AT&T, State Farm Insurance and the Governor's Office. The Summit focused on increasing on-time graduation rates.

*One of the solutions to addressing the dropout crisis is **Communities In Schools of the Charleston (SC) Area, Inc.** CIS is a dropout prevention agency whose mission is to champion all youth to stay in school by connecting the best community resources with the needs of students, their families and schools. A unique collaboration with the Charleston and Berkeley County School Districts allows CIS Student Support Specialists to work within schools where they can respond to the needs of children and their families as they arise. CIS provides the following services: Tutoring, Mentoring, Service-Learning, After school programs, Enrichment and field trip opportunities, Life skills, Adolescent Pregnancy Prevention, and Family and parental support. CIS has been twice recognized by Worth magazine as one of the 100 charities that will save the world.*

Goal 1: Partner with the community on innovative prevention, intervention and recovery plans to increase public awareness of the dropout crisis and its impact on the community.

Goal 2: Secure commitment for integrated collaboration between the corporate, nonprofit, public and school sectors.

Goal 3: Identify and inspire local leadership to get involved in community-school initiatives.

AMERICORPS VISTA

AmeriCorps VISTA is a national service program of the Corporation for National Service that engages citizens each year in intensive service to meet critical needs in education, the environment, public safety, homeland security and other areas. AmeriCorps VISTA is dedicated to eliminating poverty by helping individuals and low-income neighborhoods make positive changes.

- The City of Charleston was granted two full-time VISTA positions which were filled by Dominique Green and Katie Tumbleston, who will spend a year of service giving 1700 hours in exchange for an education award.

AMERICA'S PROMISE 100 BEST COMMUNITIES FOR YOUNG PEOPLE

The *100 Best Communities for Young People* is an annual competition which recognizes outstanding community-wide efforts that improve the well-being of youth. Winning communities are chosen because they found innovative ways to solve problems that will improve the lives of children and young people through the power of the Five Promises: a caring adult; safe places; healthy start; marketable skills through effective education and opportunities to give back through service.

- Charleston was selected as a 2008 winner of The *100 Best Communities* award. This is the second year Charleston was awarded this distinguished honor.

2009 OPPORTUNITIES FOR YOUTH TO SUCCEED EDUCATION & OPPORTUNITIES FOR CHILDREN TO SUCCEED

We will continue to strive to improve the quality of life for our youngest citizens ensuring they enter first grade with the readiness skills needed for success in learning and increase access to four-year old kindergarten (4K) programs. We will forge partnerships, build relationships with stakeholders and enhance public engagement to ensure that every student has a quality public education to reach their highest potential. We will strengthen our efforts in mentoring, tutoring, reading book of the month club, literacy programs and

better health for children and youth. We will replicate programs such as the Summer Freedom School Program, YESCarolina Entrepreneur camps and Camp Hope.

We are committed to expanding the community learning center model established by Schools Out SC, a nonprofit organization, with programs at 2 schools in the City of Charleston, Stono Park and James Simons Elementary schools.

The City will strengthen its partnership with schools, aligning the resources of city departments/divisions with the needs of the school to complement their plan for improving academic achievement. City departments committed staff time and resources, with commitments ranging from academic tutoring; assisting with homework; mentoring a child in the lunch buddy program; job shadowing; and speaking on career opportunities.

NEW DAY FOR LEARNING INITIATIVE

The New Day of Learning is an initiative of The Charles Stewart Mott Foundation. The goal is to. The vision is to design a cohesive learning system that provides all children in our community with a high-quality continuum of learning opportunities across settings throughout the day and throughout the year that is relevant and facilitates acquisition of the skills necessary for the 21st century workplace.

Goal 1: Develop two pilot school sites of cutting-edge, innovative, out-of-the-box education strategies for Charleston's New Day for Learning model.

Goal 2: Realign policies, support services, funding, and partnerships in order to replicate our New Day for Learning model that is a comprehensive learning system throughout the day, early-to-late and year round.

YESCAROLINA ENTREPRENEUR PROGRAM

The mission of YESCarolina is to teach entrepreneurship to students of all socio-economic backgrounds to enhance their economic productivity by improving their business, academic, and life skills.

Goal 1: Establish three week summer YESCarolina entrepreneurship camps at 5 middle schools: West Ashley Middle, St. Andrew's Middle, Burke Middle, Haut Gap Middle, and James Island Middle

SCHOOLSOUT SC

The purpose of the Community Learning Center is to ensure that all students in high poverty communities are provided with structured, positive after school programs that are safe, rewarding, and inspiring. Additionally, each center will offer healthy meals and healthcare access as well as learning, recreational and positive options for families and adults during evenings, weekends and summer. Stono Park and James Simons Elementary schools are SchoolsOut community learning centers.

Goal 1: To transform all area schools into Community Learning Centers.

JEFFERSON AWARDS YOUTH SERVICE INITIATIVE

This initiative strives to double volunteerism and community service in America's high schools and to help students build leadership and decision making skills. The City of Charleston's Mayor's Office for Children, Youth and Families was asked by the National Director for the Jefferson Awards for Public Service to serve as a local aid to the Charleston Leadership Schools. The seven Jefferson Awards Leadership Schools are Burke High School, Garrett Academy of Technology, Military Magnet Academy, North Charleston High School, Charleston County School of the Arts, Stall High School, and Wando High School.

Goal 1: Assist the seven leadership school with the implementation of the Jefferson Awards Youth Service Initiative. Emphasize the importance and impact of the Jefferson Awards Youth Service Initiative throughout the community.

Goal 2: Serve as a community contact and local facilitator for faculty supervisors.

Goal 3: Provide necessary links between student volunteers and local areas of needs.

MAYOR'S OFFICE ON AGING ACCOMPLISHMENTS

The Mayor's Office on Aging works so that people who are aging in Charleston have the highest quality of life available. The Mayor's Commission on Aging is composed of senior citizens working to improve the quality, accessibility and affordability of services for seniors based on national models and best practices. The Mayor's Office on Aging helped Traffic and Transportation launch their Pedestrian Safety Campaign. The Mayor's Commission on Aging created a "Senior Bill of Rights" that will guide the City as we move forward. MOA and the City have been a part of the ITNCT (Independent Transportation Network Charleston/Trident) that provides dignified transportation for seniors and the visually impaired.

The total economic impact of seniors on the Tri-county regions is \$1,972 million (in 2005 dollars). This is roughly the equivalent of the impact of the Medical University of South Carolina and the College of Charleston combined.

Economic Development Division:

Streetscape - The final phase of the \$21 million King Street streetscape project began. The project is expected to be complete in late summer 2009.

City Market - The Christopher Company lease expired and the City, working with a world renowned market expert, David O'Neil, solicited proposals for the operations and management of the City Market. The City Market Preservation Trust, LLC took over the operations in October 2008.

Retail and restaurants - Numerous businesses opened on King Street and in the Central Business District. Just to name a few - Apple Store, King Street Kitchen Company, Cynthia Rowley, Louis Vuitton, Garden & Gun Magazine, SieMatic, Canvas Hair Color & Design, Mary Helen McCoy's Fine Antiques, Caviar and Bananas...

Palmetto Artisan Program - won the 2008 SC Municipal Association Award for Economic Development. The program licensed 57 youths through two offerings of BIZ Camp sessions. The Charleston School of Protocol also held seminars on respect and manners in a business setting for the children.

Calhoun Street East Cooper Waterfront Study – Chan Krieger Sieniewicz, Inc. was selected to complete a physical master plan for the area.

Business Assistance – Resulted in 93 jobs being created or retained. 85 MBE and 79 WBE businesses were assisted.

Association Liaison - Served as the City liaison to three downtown merchant organizations to enhance retail activity in the King Street area, to assist with the transition to a new management company for the City Market buildings and to facilitate sidewalk repairs to Broad Street.

MBE Activities –

Certification – A “good faith effort” program and a minority and women-owned business certification program, designed to increase contracting opportunities in City of Charleston procurements, were implemented. A total of 47 firms were certified through all certification programs.

City Council amended the ordinance to increase the City of Charleston goals for minority and women-owned business utilization in procurements. Combined goals (MBE & women) for construction were increased from 18 to 20% and for services, the increase was from 12 to 20%.

“CEO Breakfast” – hosted by Mayor Riley, in conjunction with the Charleston Metro Chamber of Commerce and Carolinas Minority Suppliers Development Council. The event, intended to promote supplier diversity in the local business, was attended by community business leaders. The Mayor addressed how supplier diversity positively impacts the community and announced plans for a regional minority business development initiative.

The CMSDC Business Opportunity Conference -The MBE office assisted in Charleston being selected to host the event which provided a unique opportunity to link large corporations and government entities seeking minority-owned businesses with capabilities to participate in procurement opportunities.

The MBE office assisted Johnson Controls, Inc. with M/WBE recruitment efforts for the Services for Energy Performance Contract with the City of Charleston and the renovation of 116 Meeting Street. As a result of these efforts, this Phase III project will be implemented utilizing 24.3% M/WBE participation. Our goal is 20%.

The City of Charleston is a major supporter of the Historically Underutilized Business (HUB) Academy which teaches business skills to

minority business owners. Sixty-seven men and women have graduated from the program.

Special Events Process Improvement Team - worked to develop a special events ordinance, new application and new policies and procedures for use by the Special Event Committee.

LDC Division:

- Loaned over \$1,660,000
- 95 jobs were created or retained
- Assisted the SCRA in obtaining New Market Tax Credits in order to open a bio-tech incubator in the Mattress Factory in the future
- Funded loan to the City for the Josiah Smith Tennent House
- Was awarded over \$435,000 from SBA for the Microloan Program
- Received a \$200,000 line of credit from the Bank Consortium for the purpose of recapitalizing a loan program
- Provided assistance to over 260 individuals
 - 114 were MBE businesses and
 - 98 were WBE businesses
- Partnered with various community resources to offer workshops and seminars to entrepreneurs and with banks to provide necessary financing for businesses

Fire Department

New Director of Training Hired

Chief James Ghi from Fairfax Virginia was hired as the Charleston Fire Department Director of training. Chief Ghi quickly established a training division and conducted over hours of training for the Department last year. The Training Division held two recruit classes graduating 40 new firefighters. Some of the highlighted training the Department completed include:

RIT Training
Rescue the Rescuer Training
2 Recruit classes graduating 39 new recruits
Building Construction Class
Incident Management Classes
First Responder Class

Two New Fire Engines arrive in the City of Charleston

Engine 6 and Engine 7 were placed into service last year and are located on the Peninsula and James Island respectively.

National Incident Management System (NIMS) Training

The entire Fire Department completed NIMS and Incident Command Training. Incident Command is utilized for all incidents.

One Year Anniversary Memorials held

On June 18, 2007 The City held two memorial services in memory of the "Charleston 9". The morning memorial was held at the Gaillard Auditorium in downtown Charleston and was open to the public. Speakers, music and a video showcasing the lives of the nine firefighters were part of the ceremony. The evening memorial was a closed ceremony for only the family members of the "9" and was held at the site of the tragic fire.

Charleston Firefighter Support Team.

The Firefighter Support Team is a vital component of the Department. The team is composed of 3 clinicians, 2 firefighters and 2 doctors. The team has over 150 clients and has made 2800 individual peer contacts during station visits. The Charleston Fire Department Wives club and the retiree program have been developed thanks to this team.

New Equipment

The Charleston fire Department has received and trained on many new state of the art items including:

- New SCBA (breathing apparatus)
- Large Diameter Hose
- Protective Clothing
- Uniforms
- Thermal Imagers
- Reflective Safety Vests
- Incident Command Boards
- Radio Straps

Chief Tom Carr Hired.

The nation wide search for a new Fire Chief drew a tremendous amount of interest in the fire service; we received 141 applicants from all over the United States. The search was narrowed down to 7 finalists and Chief Tom Carr was picked. Carr has served his entire 30-year career in the Montgomery County Fire and Rescue Service, serving as Chief of 2100 career and volunteer firefighters and paramedics since 2005 (serving a population of 973,000). He holds a Master of Science degree from the University of Maryland's University College and a BA from National Louis University. His work in the fields of emergency management, firefighter health and safety and incident command are well known. In partnership with FEMA, he developed one of the first Urban Search and Rescue (USAR) Task Forces in the United States, and is a national leader in the area of joint communications systems. He has responded, in a leadership role to several earthquakes and hurricanes, the Oklahoma City bombing and the Pentagon attack on September 11, 2001. He has been one of the leading advocates for the IAFF/IAFC Wellness-Fitness Initiative, which advocates fitness and health programs for firefighters. He is a great advocate for community education, fire prevention and inspection and advanced code enforcement. He also led the Montgomery County Fire and Rescue Service to achieve and maintain fire service accreditation through the Commission on Fire Accreditation International.

Primary Goals for 2009:

Automatic Mutual Aid Agreement with each regional jurisdiction

Regional Response Protocols

Administer Federal Grant for Fire Fighter Safety Equipment

Continue Department Training in New Practices to include regional departments

Improve dispatch protocols to assure the closest unit responds on each incident without regard to jurisdiction

Continue to focus on improving ISO rating and achieving Accreditation

Office of Cultural Affairs

- ❖ Recognition by national media for Charleston's Arts & Cultural Community
 - Travel + Leisure Magazine ranked Charleston #7 in the Nation in the category of Arts & Cultural offerings

- ❖ Providing Assistance to City of Charleston-based Arts Organizations and Others
 - *Marketing:*
 - more comprehensive Arts in Charleston Calendar including e-newsletters, on-line calendar, and thousands of print copies distributed locally each month
 - in-kind support of Charleston Holiday Magic marketing campaign in December
 - assisting the Coastal Community Foundation with concept, creative elements and distribution of Holiday Magic advertising campaign
 - production of additional campaign elements to market events produced by Charleston's arts community as a whole
 - management of an Arts Information Booth for the month of December in Marion Square on behalf of local arts groups
 - *Long-Range Planning*
 - Participate in discussions, panels, and charettes regarding the need for additional arts venues in the City of Charleston
 - Exploring with local arts groups, the efficacy of commissioning an economic impact study of the arts in Charleston year-round
 - Providing technical assistance to arts organizations in the face of tough fiscal challenges since the economic downturn and determining ways the OCA and City of Charleston can assist through in-kind support, counseling and networking.

- ❖ Producing High Quality, Artistic Programs for our Residents and Visitors
 - *Piccolo Spoleto Festival*
 - 2008 marked the 30th Festival Year of Piccolo Spoleto and featured nearly 700 performances that brought the Spoleto experience to the entire community.
 - "A Young Person's Guide to the Orchestra" (supported with funds from the National Endowment for the Arts) brought together the Charleston Symphony Orchestra, Charleston Ballet Theatre, Na Fidleiri, and 100 fourth grade violin students from six Title I Charleston County Schools in an

admission-free performance behind the U.S. Custom House. The students had been given violin lessons during the Spring 2008 school semester on violins purchased for the students specifically for this project. It was an amazing success!

- *MOJA Arts Festival*
 - MOJA celebrated its 25th Festival Year in 2008 and had Jonathan Green as the poster artist.
 - A new program introduced for the special year was “Standing on the Shoulders of Our Elders” which honored the contributions made to Charleston by local African-American women involved in blazing trails from the Civil Rights Movement through today.
- *Charleston Farmers Market*
 - The Charleston Farmers Market was ranked the 5th Best Farmers Market in the nation by Travel+Leisure Magazine and was featured in an article in the New York Times
 - The Market continues to draw thousands of patrons weekly to Marion Square and it features over 80 vendors including farmers, growers, artisans & craftpersons, and food.
- *Parade of Boats*
 - The 2008 parade featured a wonderful variety of sizes, shapes, and designs.
 - Many very large vessels participated this year which were in excess of 100’ where past parades featured vessels not exceeding 50.’
- *Holiday Magic in Historic Charleston*
 - The Tree Lighting Ceremony featured a fresh new look for the 60’ Tree of Lights with a lively multi-color display instead of all white. The Company Company created a skit that featured Mayor Riley, a singing magician and a very special surprise guest – a live camel! – as they helped Santa Claus find his way to Marion Square to light the tree.
 - Chanukah on the Square was bigger than ever this year and featured free latkes and menorahs and a high energy jazz performance by Shababah.
- *Happy New Year Charleston*
 - Attendance at the alcohol-free, family friendly event was strong and patrons enjoyed listening to the sounds of regional favorite, The Blue Dogs, and were introduced to The Electric Company.

- Additional program elements popular that were gospel music, classical music, jazz, comedy improv, and arts & crafts for the young and young at heart.
- *City Gallery at Waterfront Park*
 - The gallery produces 6-8 exhibits annually. One of the most outstanding shows since the gallery opened in 2003 was the Piccolo Spoleto Juried Art Exhibition in a partnership with the Coastal Conservation League entitled: “Vanishing Landscapes.” This thought-provoking exhibition stimulated much dialogue among disparate groups in the community and brought to the forefront, Charleston’s never ending struggle to sustain its historic roots while also bringing us into present-day technology and standards without compromising our beautiful natural landscape and maritime heritage.

❖ Goals

- *Long-Range Planning*
 - Commission a study of the current projects of the Office of Cultural Affairs, its constituents and staff, and explore the possible need for additional services to be provided by the OCA and other changes that may be needed
 - Analyze the feasibility of creating a Farmers Market in West Ashley and Daniel Island and assist residents of these communities with planning and implementing
 - Continue participating in discussions regarding the need for additional performing arts venues in the City of Charleston and assist groups as needed whenever possible.

❖ Priorities

- *Marketing/Public Relations*
 - Launching a new comprehensive website for the Office of Cultural Affairs that will have tools for arts professionals and disseminate information for arts consumers, residents and visitors alike
- *Finance/Budgets*
 - Coping with reduced program budgets due to a struggling economy and whenever possible, scaling back festival programs
- *Operations/Production*
 - Studying the management and labor force required to operate the Charleston Farmers Market and exploring ways

to streamline its production without affecting the quality of the market and its offerings

Human Resources and Organizational Development

2008 Highlights:

- Added a new Roth 401K retirement plan, an aftertax deduction benefit
- Continued with the Customer Service Initiative Training
- Held a Health Fair in November 2008 – 70 vendors
 - Comprehensive Cancer Screenings
 - Flu shots
 - BP & Cholesterol checks
- Organized the American Heart Association’s Walking at Work Program for City employees

2009 Goals:

- Maximize and coordinate internal training programs
- Maintain & increase employee retention levels, thus reducing turnover by maintaining our excellent benefits while creating a positive work environment
- Continue to promote wellness and exercise to improve the health of all employees and their families thereby reducing health care costs.

Charleston Police Department

Hot Spot Density Mapping and Saturation Details

Hot Spot Density Maps and Hot Spot Details are vital crime fighting tools to Charleston Police officers and the investigative units of the Charleston Police Department.

Hot Spot Density Maps are created by the department’s Crime Analysis Unit. The maps provide each Team with visual displays of violent crimes within their Team areas over the past 30 and 90 day period. These operational tools provide Patrol and Investigative Commanders with vital information to develop deployment strategies. It provides quick identification of crime patterns and trends, as well as offers insights into the quality and success of crime reduction strategies so that they may be replicated in other areas or changed to increase effectiveness.

The Saturation Detail is a successful deployed strategy that impacts high crime areas by targeting specific criminal activity that is identified by Crime Analyst

and disseminated through Hot Spot Mapping. These details increase the police presence in the community and leads to the reduction in violent crime and the fear it creates.

As a result of these strategies and other crime prevention techniques the Part I Violent Crime for 2008 decreased by approximately 12%. However, we are not resting on this success. While overall violent crime was down, robberies saw an increase in the last quarter and larcenies increased overall during 2008. These areas will be focal points for the Department in 2009 and our goal is to reduce both violent and property crime by 15 percent.

Special Investigations Enhancements

During 2008, the Department created the Special Investigations Unit, which absorbed the Vice and Narcotics Unit and added additional officers. The members of SIU received specialized training in various investigative techniques and have become an instrumental component of the Department's efforts to interdict drugs and target violent offenders. With the increase in officers, the SIU has increased the number of investigations, as well as expanded the type of investigations they conduct. They participated in many joint operations and increased our participation substantially in cases involving federal, state, and local agencies. These investigations resulted in numerous convictions in both State and Federal Court. Additionally, they have been involved in preventive surveillance and stake-out operations targeting violent offenders.

The SIU also enhanced its technical ability during 2008. With the implementation of the web-based Crime Intelligence System along with upgrades in their technical services capabilities, the Unit was able to develop, share, and utilize information that assisted in the successful arrest and prosecution of drug offenders who were victimizing our community

Criminal Intelligence Enhancements

The Charleston Police Department significantly enhanced its investigative services during 2008. A comprehensive assessment was conducted and demonstrated that the Department's intelligence unit could add 40 hours per week of "on duty" coverage and the investigative unit could increase almost 50 hours per week of "on-duty" coverage all through strategic scheduling adjustments. These tangible service enhancements mean detectives and investigators are on duty day and night to initiate investigations at the earliest possible moments. Early investigation has been proven to increase success rates for solving cases. These service enhancements were accomplished without

diminishing investigative abilities, increasing overtime expenditures, and without requiring additional staffing.

Cold Case Volunteer Review Committee

In working with the Charleston Police Department's volunteers, a new Cold Case Review Committee was formed comprised of the Department's Central Investigative Division and Forensic Services Unit. This committee was challenged to review specific unsolved cases to identify new opportunities for investigators to explore. Members of the Review Committee are retired investigators, medical professionals, and forensic specialists. Thus far, the Committee has reviewed nearly a dozen unsolved cases dating back years.

New Technology

In 2008, a significant effort was dedicated to bring current technology to the Charleston Police Department. A web based solution was deployed to improve intelligence analysis by augmenting existing capabilities. Among the enhancements of this system is its "remote access capabilities" that allows secure data sharing of information with other local, State, and Federal law enforcement partners. Fighting crime and arresting criminal offenders is now beyond individual jurisdictional boundaries.

Another significant technology improvement will be deployed in early 2009 in the form of a new Records Management and Computer Aided Dispatch system. These linked systems will allow for mobile field reporting so Patrol officers can complete and file their reports electronically. The system will also allow officers to check information on individuals, vehicles and property all from the field. The ability of Officers to complete their paperwork electronically will be a significant efficiency increase in several areas of the Charleston Police Department by eliminating duplicate data entry for mandatory statistical reporting and crime analysis.

Accident Avoidance Efforts

The Traffic Division made significant progress in 2008 in its mission to make the streets and highways of the Charleston community a safer place to travel.

In 2008 traffic collisions were reduced by 6.9% from 2007. There were 10 traffic related fatalities for 2008. This is a 28.6% decline from 2007. In addition, there is an untold effect upon the criminal element in our community with the increased police presence through the "total traffic stop" approach we adopted.

South Carolina ranks consistently at the top of the nation each year in alcohol related collisions. In July of 2008, we initiated a DUI Strike Unit working daily from 1800-0400 hours. This effort began with two officers and has grown to four over the past several months. Their efforts are noteworthy and significantly contributed to the 35.4% increase (489 in 07/662 in 08) in DUI arrests in 2008. Our effort in this area is making an impact on DUI accidents.

The goal of the Traffic Unit last year was to complete 112 vehicle safety checkpoints. They exceeded that goal and conducted 152 checkpoints, an increase of 43.4%. In attention to traffic citations, this initiative resulted in 65 arrests for various charges ranging from outstanding warrants, narcotics, weapons violations and DUI. This is a slight increase of 4.8% from the previous year's arrest total.

In April of 2008, the Department began offering a Teen Collision Avoidance training class to the general public. This class offers teenage drivers 4 hours of supervised classroom training and 8 hours of hands on driving instruction. Members of the Traffic Unit staffed 6 sessions last year where a total of 27 students successfully completed the course.

Traffic enforcement may not seem important to many in the community, however, it is critical to maintaining a safe and responsible public and serves as an arm of our overall safety and security strategy. Notably so, since 2006 collisions have decreased 14.7%, DUI arrests have increased 362.9%, Safety Check Points have increased 484.6%, and most significant those who have lost their lives in traffic collisions has decreased 33.3%. These are outstanding accomplishments in a two year period and have occurred while the number of traffic officers decreased. We have simply focused our efforts on goals that have the greatest impact on the entire community.

CALEA Recertification

The Commission on Accreditation for Law Enforcement Agencies (CALEA) is a Virginia based agency which grants accredited status to law enforcement agencies throughout the world. The criteria established by the Commission is very strict and is designed to (1) increase law enforcement agency capabilities to prevent and control crime, (2) increase agency effectiveness and efficiency in the delivery of law enforcement services, (3) increase cooperation and coordination with other law enforcement agencies and with other agencies of the criminal justice system, and (4) increase citizen and employee confidence in the goals, objectives, policies and practices of the agency.

The accreditation process formed by the commission provides law enforcement agencies an opportunity to voluntarily demonstrate achievement with the highest professional standards. The Charleston Police Department was the first municipal law enforcement agency in the State of South Carolina to successfully complete the CALEA certification process in 1991. Accredited agencies are then required to be re-certified every three years to maintain an accredited status.

During 2008, the Charleston Police Department was evaluated for re-accreditation. The on-site, assessment was an extensive review of the Charleston Police Department facilities, files, processes and procedures. The assessment is designed to ensure that the high CALEA standards are being properly followed. The exhaustive review process culminated in the Charleston Police Department being successfully re-accredited in April 2008.

Forensic Services Division Is Reaccredited

A very important crime fighting tool of the Charleston Police Department is its Forensic Services Division, which was reaccredited in December 2008. It was first accredited in 1998 and must be inspected every five years for continued compliance with the standards set forth for quality assurance and scientific reliability. A team of forensic scientists inspected the management and operation of the Forensic Services Division, the qualifications and training of its personnel and the safety and security of the locations used for storage and the analysis of evidence. They found the operation to be excellent and recommended their reaccreditation.

Citizen Advisory Group

The Charleston Police Department places a high priority on community involvement. Among the efforts are monthly Citizen Advisory Group meetings where the public is invited to receive information about the Police Department as well as current anti-crime initiatives. These forums have allowed for productive exchanges of ideas, and have increased both understanding and cooperation between citizens and the Police Department.

Volunteer Program

Continuing on the importance of community involvement in policing, a Volunteer Program was started to actively solicit citizen volunteers. These volunteers are a valuable asset as they help supplement officers and civilian personnel by allowing them to concentrate on their primary law enforcement duties. Through this program, volunteers have assisted in almost every area of the Department including the Office of the Chief, Investigative Services, Criminal

Intelligence, Records, and Fleet Services. The countless hours volunteered by these individuals allow the Charleston Police Department to focus on the primary mission of crime suppression and prevention.

Cost Savings Initiatives

In an effort to be good stewards of taxpayer dollars, the Charleston Police Department has made significant strides to identify and implement process improvements that enable it to be a more productive and efficient organization. Significant attention has also been dedicated to identify tangible savings opportunities. The Department's budget for 2009 reflects a significant reduction without impacting police coverage or diminishing service levels. Among the savings already incorporated in the 2009 Police Department budget is more than \$17,000 in savings through the elimination of a number of professional memberships and publication subscriptions that could not substantiate a "return on investment" to the Department. Also in 2009, the number of new police vehicles to be acquired was reduced to generate almost \$172,000 in perpetual lease savings. Among the more creative savings initiatives implemented, is more than \$132,000 in fuel costs attributable to the new "Fuel Savings" policy. This policy prohibits officers from sitting with engines idling while writing reports or during other administrative times and requires each officer to conduct "Walk and Talks" on daily basis. Additionally, the Department enhanced its use of non-traditional vehicles by adding 14 bicycles, 2 small motorcycles, and two T3 transporters to its fleet. Seeking cost savings wherever possible, without impacting police coverage or services, will continue to be a priority and will ensure the Charleston Police Department is operating as effective and fiscally responsibly as possible.