

UPTOWN

Flemming tells Annual Meeting attendees: "It's time to kick it up a notch"

During the Annual Meeting, 2003-2004 MASC President Lillian B. Flemming continued her call for local leaders to become more involved in the Association but to take their efforts beyond the legislative arena. Flemming noted that over the years, municipalities have experienced success when local officials got motivated and worked together. She pointed to the impact more than 500 local officials made at the Statehouse in February when they visited the General Assembly with a message from home: "Don't give another inch on Home Rule."

Flemming told officials it was time to "kick it up a notch." "We've got to change people's perception of government — specifically municipal government. **We are the state's hubs of progress**, providing the infrastructure to attract modern industries. **We are the economic engines** that make South Carolina work. **We are the hometowns for people**, providing the quality of life demanded by our citizens."

Research by nationally recognized urban expert David Rusk shows a direct relationship between the economic health of SC cities and towns and the state's economic health. Rusk shared his preliminary findings with Annual Meeting delegates. In building the case that SC cities and towns are the hubs of progress, Rusk noted that major medical centers are located in cities. Most cultural and recreational opportunities are located in cities, and metro areas are centers for tourism, South Carolina's largest source of revenue. Significantly, 75 percent of the state's population lives in urban areas.

Rusk explained his research showed that five out of six new jobs created between 1950 and 2000 were located in South Carolina's metro areas. During this same time period, five out of six new residents located in those same urban areas.

"Our cities and towns are the hubs of our communities," echoed incoming President Tom Peebles. He encouraged officials to take a different approach when dealing



Lillian Flemming, 2003-2004 MASC president, told municipal officials that "our cities and towns are valuable and must be valued."

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State's future hinges on cities' vitality

Reprinted from *The Associated Press*; written by Bruce Smith

Editor's Note: The following Associated Press article was written based on interviews during MASC's Annual Meeting and carried in newspapers throughout North Carolina and South Carolina.

A half-century ago, South Carolina was a state of small farms and rural crossroads. That's changed, and now the future depends on the health of its towns and cities, municipal officials say.

"This was an agrarian state, and to some extent we still think of ourselves in that way. But we are not at all. We are an urban state," Charleston Mayor Joe Riley said.

Seventy-five percent of the state's population lives in urban areas, and cities need less restrictive annexation laws to expand their boundaries to meet the demands in urban areas, consultant David Rusk said during the Annual Meeting of the Municipal Association of South Carolina in Hilton Head Island.

The Association is undertaking an effort to help residents understand the importance of healthy cities, Riley said.

"Our cities and towns are valuable and must be valued — not just for themselves and the citizens who live there, but for South Carolina," he said.

He said that during the past 50 years, five of six new jobs in the state were added in urban areas.

Rusk, a former mayor of Albuquerque, NM, who also served in that state's legislature, said South Carolina's annexation laws make it difficult for cities to expand.

Under state law, if 75 percent of property owners in an area want to be annexed and if their property is worth 75 percent of the assessed value, all the land can be annexed.

The Municipal Association favors a proposal to reduce the number of property owners to 60 percent, Rusk said.

As urban areas sprawl from city centers, cities and towns need to annex new areas to maintain their tax bases to provide services.

"It's not unfair to say the annexation laws in South Carolina are as restrictive as exist anywhere in the country," Riley said.

Cities need to expand their tax bases because their amenities are often used by people who live



Nationally recognized urban expert David Rusk explains metropolitan growth has been driving the entire state's growth over the last half-century, and SC cities and towns are the hubs of this progress.

outside the city limits. Such things as hospitals and colleges are usually located in cities, Rusk said.

"There is a critical role for the central cities," he said. "If you're going to get sick, seriously sick, in South Carolina, you're going to head for a hospital in a city. If you're going to a college or university, you are likely to go to a city."

It's not an issue of cities versus unincorporated areas, Riley said. It's about the future of the state.

"We're working to strengthen towns and cities and have them have more flexibility and resources and better annexation laws and a better capacity to grow," Riley said. "When we do that, we really are going to the core of the future of South Carolina."

Kick It Up continued from cover

with county and state officials. "We have to build relationships with our county and state elected representatives. They need to understand the challenges we face and, quite frankly, we need to understand the challenges they face.

"If we all come together, put our minds together and work for the common good of our citizens, our state will be a much better place," added

Peeples following his election as 2004-2005 MASC president. "I challenge each of you to do just that."

"The bottom line is our cities and towns are valuable and must be valued," Flemming said. She encouraged officials to take this message beyond the Statehouse ... into the board rooms ... into the classrooms and into the living rooms of South Carolinians.

Speaker of the House David Wilkins presented with Distinguished Service Award

Speaker of the House David Wilkins received MASC's Distinguished Service Award during the Annual Meeting on July 16.

While presenting the award, MASC President Lillian B. Flemming recounted that Speaker Wilkins was a longtime friend of municipal government. "While serving as chairman of the House Judiciary Committee, he provided strong leadership on many bills of municipal interest." In recent years, Wilkins helped bring reasonable consensus to such important legislation as the Local Government Fiscal Authority Act and the Telecommunications Act of 1999.

"In 1994, he provided the leadership needed to get amendments to the Telecommunications Act to 'keep whole' our municipalities as we transition from a franchise fee to a business license tax," said Flemming. "Without the support of Speaker



Speaker of the House David Wilkins accepts the Distinguished Service Award during MASC's Annual Meeting in Hilton Head Island.

Wilkins, this legislation would never have received the unanimous consent necessary to be recalled from committee as the legislature approached adjournment."

The Municipal Association of South Carolina established

the Distinguished Service Award to honor individuals outside municipal government who contribute to the advancement of municipal government in South Carolina. The award, not given every year, has been presented only 18 times since 1975.

Council prayers "in Christ's name" declared unconstitutional by Court

Council prayers invoking the name of Jesus Christ violate the United States Constitution, according to an opinion of the United States Court of Appeals for the Fourth Circuit. In the July 22, 2004 opinion, a three-judge panel of the Court determined that such prayers are unconstitutional because they affiliate the government with one specific religious faith or belief (Christianity) in preference to others and constitute an "establishment of religion" contrary to the First Amendment.

The jurisdictional area of the Fourth Circuit includes South Carolina. The opinion of the Court's panel is a binding declaration of federal law for South Carolina unless reversed by the full Court of Appeals or the Supreme Court.

The case before the Court panel, which arose in South Carolina, involved the Town of Great Falls. The Court distinguished the prayers used to open the Town's council meetings from other legislative prayers that were "nonsectarian"

and did not attempt to convert one's faith or advance any one particular faith or belief.

Municipalities wishing to continue a practice of opening council meetings with prayer should consult with their municipal attorney for advice on the Court's ruling.

The case is *Wynne v. Town of Great Falls*. A copy of the case is available at www.ca4.uscourts.gov or on the MASC Web site at www.masc.sc.

Funding available for communities with "Cultural Visions"

Cities of all sizes provide not only basic services such as fire protection, utilities and law enforcement. They also strive to provide the additional quality-of-life elements that citizens, visitors and potential citizens demand. In tight economic times, councils struggle to fund even the most basic of services. Many times, cultural or artistic initiatives, even those with goals of creating economic development for the town, are pushed to the side for lack of funding. Fortunately for underserved communities, grant funds are available. Underserved communities are considered those without an extensive history or involvement with cultural programs, services, resources or economic development initiatives.

Funded by the National Endowment for the Arts, Cultural Visions for South Carolina's Underserved Communities provides planning and implementation grants to promote the benefits of a healthy cultural community for economic development.

"We want to make underserved communities aware that there are thousands of dollars available for quality projects," said Bill Steiner, director of Community Builders. Community Builders helps administer grant programs and works with grantees needing technical assistance on projects.

Eligible projects can receive \$2,500 for a planning grant and/or \$10,000 for an advanced planning grant. These grants fund the process of community planning and the design of arts and economic development projects. Examples

Deadlines and grant periods

- May 15 for projects beginning July through September
- August 15 for projects beginning October through December
- November 15 for projects beginning January through March
- February 15 for projects beginning April through June

of eligible projects include identifying project participants, formulating project goals and projecting long-range economic impact through arts initiatives.

Implementation grants up to \$20,000 are available for new and innovative projects that utilize artistic and cultural resources to promote and enhance economic development in underserved communities. In order to be eligible for this funding, applicants must have either successfully completed a Cultural Visions planning grant or have evidence of significant planning.

Over its 14-year history, Cultural Visions has awarded approximately 100 grants totaling \$1.5 million.

Summerville hosts a popular annual festival, "Sculpture in the South," that was the result of a Cultural Visions grant. Summerville wanted to place sculpture in public places so that everyone could encounter and appreciate art. In addition to the festival's

increasing attendance each year since 1999, the project has met other goals, including using sculpture as an economic development tool and increasing visitors and traffic in Summerville's shops and restaurants.

McCormick Arts Council at the Keturah received a Cultural Visions grant for the Dorn Mill Center for History & Art. The McCormick Arts Council wanted to address community needs related directly to the areas of cultural development, artistic economic development (jobs and sales), apprenticeship (jobs) and arts education. Space was established to display significant artifacts reflecting agricultural and folk life in the Savannah Valley, and a full-time project director was hired.

To apply for a Cultural Visions grant, applicants must be located in an underserved area as defined by the Cultural Visions Council and be a governmental unit or a registered charitable organization. Before applying for a Cultural Visions grant, organization applicants are encouraged to contact their regional arts coordinator through the SC Arts Commission. To be eligible to apply for a planning or implementation grant, applicants must submit a preliminary "intent to apply" questionnaire and a proposed project description.

For more information, visit the South Carolina Arts Commission at www.SouthCarolinaArts.com or contact Beppie LeGrand of Community Builders at 803.933.1231 or blegrand@masc.sc.

Is Voice Over IP right for your municipality?

An Olympic athlete wins a medal and suddenly becomes an “overnight sensation.” In reality, he or she is not an “overnight sensation.” This athlete has been working hard for 10 or more years to reach that point and has had many smaller successes along the way.

Voice Over Internet Protocol (VOIP) has a similar story. From public awareness in the early to mid-1990s to public acceptance in 2004, VOIP is truly a gold medal winner.

What exactly is Voice Over Internet Protocol? VOIP is a boring name for an exciting product that merges voice, data and video into one network. VOIP can significantly raise productivity and reduce cost while allowing flexibility to adapt to future changes.

This technology can be a good fit for a municipality of any size. Cities with a CENTREX system, multiple buildings or locations, an excess of local telephone lines or a high volume of toll calls should give VOIP a serious look. Towns considering upgrading an antiquated telephone system or planning a new building that would require wiring for voice and data should consider VOIP.

The City of Greer recently implemented VOIP. “We needed a data connection between our buildings, and we wanted to eliminate monthly billing for approximately 100 BellSouth voice lines,” said David Seifert, Greer’s director of finance and information technology. “We also wanted the opportunity to leverage existing fiber owned by our Commission of Public Works.”

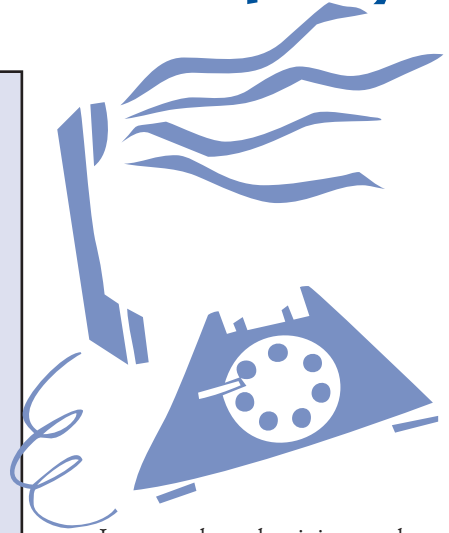
Seifert estimates VOIP has reduced the City’s phone costs by approximately \$3,000 per month. Greer will recover the phone related investment within two years and other expenses related to VOIP in just over three years.

Significant landmarks

- Shipments of VOIP handsets equal those of digital handsets.
- Major suppliers acknowledged that their next generation of equipment will be IP based.
- Studies show that approximately one-half of US businesses are now using or considering VOIP.
- It is projected that by 2007 there will be a complete flip-flop of equipment revenue. In 2000, \$8 billion was spent for traditional PBX (Private Branch Exchange) equipment, while an extremely small amount was spent on VOIP equipment. In 2007, these numbers are expected to reverse, with \$8 billion being spent on VOIP equipment and almost nothing for traditional PBX equipment.
- In 10 years, VOIP has gone from an awareness level to that of acceptance in the industry.

Cost reductions can be seen in three significant areas:

- Minimized administration costs associated with changes to employee office locations.
- Integrating traditional wiring costs for voice and data into one network. Traditionally, the network of wires and cables needed for the phones is a separate network from the network of wires and cables needed for computers. VOIP can integrate the two networks into one.
- Significantly reducing the monthly local line costs and toll charges, as more calling is done through the network.



Improved productivity can be measured in several ways. You can free up staff that has been tied to performing traditional telephone functions. For example, a city may have more than one department location and have staff assigned to answer the phone at each location. With VOIP, all calls can go to a central location, enabling additional staff at other locations to perform other duties. VOIP also improves productivity by enabling employees to take their phone with them when they need to move to a different location, keeping their number or extension and pre-set functions. This will have a positive impact for employees who move their office permanently and for those who need to relocate on a short-term basis — whether they need to move for a few hours or a few days. For example, the clerk has been asked to help with a special project down the hall in a conference room. As long as the room has a phone jack, the clerk can continue to answer all calls.

All signs point to Voice Over Internet Protocol as the future of telecommunications. As conscientious decision makers, municipal officials need to be familiar with VOIP and give it a serious look. After all, it is a success story that has been 10 years in the making.

2004 Achievement Award Winner

Population Category 5,001-10,000: The City of Mullins

In an effort to revitalize its downtown, Mullins assessed its strengths, identified partners and generated local support to invest more than \$4 million to develop the Anderson Center and the Mullins Technology Center.

In 1999, the City of Mullins had 25 empty downtown buildings, five of which were condemned. After years of looking for ways to revitalize downtown, City officials found the Anderson Center and Mullins Technology Center to be the answers for bringing life back to downtown Mullins.

Mullins hired a developer to raise \$2.1 million, the cost of turning five condemned buildings into 22 loft-style apartments and four new storefronts. With State Representative Jim Battle's assistance, Mullins received a HOME grant to help fund the project.

The Anderson Center became a reality because of the positive collaboration among the City of Mullins, SC Department of Commerce, SC State Housing Finance & Development Authority, SC Department of Archives & History, Pee Dee Council of Governments, Anderson Brothers Bank, Mullins Activation Committee, Greater Mullins Chamber of Commerce and Landmark Asset Services.

The Anderson Center opened in August 2003, and all 22 apartments were rented in three months. To date, three of the four retail spaces have been rented with long-term leases. Completion of the Anderson Center sparked a move for more business development in the downtown area. Three new antique stores located within one block of the Anderson Center. As of April 2004, only four buildings in downtown Mullins were empty, and chamber membership had increased 40 percent.

In addition to the Anderson Center, the City worked to bring a satellite campus of Florence-Darlington Technical



LEFT: The August 2003 opening of the Anderson Center, which has 22 loft-style apartments and four retail spaces, sparked a move for more business development in downtown Mullins.



BELOW: The satellite campus of Florence-Darlington Technical College located in downtown Mullins offers day and evening classes.

College to the downtown area. City and Florence-Darlington Technical College officials mapped out a plan for turning an old salvage shop into a computer technology center. The City received a low-interest loan and acquired additional funding from an Economic Development Administration grant.

The City leased the 4,700-square-foot building to Florence-Darlington Technical College for \$1 a year. The facility has more than 50 computers and three classrooms where day and evening classes are offered. A unique feature is the Hard Drive Café, a coffee shop offering high-speed Internet access

to the public. The response from Marion County residents has been so good that college officials have inquired about additional space to offer more courses.

More than \$4 million has been invested in downtown improvements. By assessing the City's strengths and weaknesses, identifying partners at all levels and generating local support, the City of Mullins has a downtown of which it can be proud.

For more information about this project, contact Howard Garland at 843.464.9583.

MASC recognizes and encourages innovations and excellence in local government through its Achievement Awards. Started in 1987, the program provides local government officials and employees the opportunity to receive deserved recognition for superior and innovative efforts in local government. The program also provides a forum for sharing the best public service ideas in South Carolina. For more information, visit MASC's Web site at www.masc.sc or call Christie Zeller at 803.933.1215.

Five questions every municipal official should ask candidates for the SC House and Senate

The upcoming November elections can make a big difference in whether or not issues of importance to municipalities will be successful in the General Assembly next year.

Even though the Association is a nonpartisan organization and most municipal elections are nonpartisan, it is a partisan political process that determines who will be making decisions in the General Assembly on municipal issues.

“With the primaries behind us, it is time to have some frank conversations with the candidates about their positions on municipal issues,” urged Gary Cannon, MASC director of intergovernmental relations. “Seeking support from these candidates is one of the most important things municipal officials can do before the 2005 session.”

Municipal officials cannot afford to assume what a candidate’s position is on important municipal legislative issues. Officials need to get to know the incumbents and the challengers. To help with these conversations, the

Association prepared five questions municipal officials should ask every candidate about key local issues.

These questions will facilitate open and honest conversations with the candidates.

Five questions to ask legislative candidates

- 1 Do you agree that local governments must have adequate revenue sources to meet the needs of their citizens? Would you oppose measures that would undermine a balanced revenue structure for municipalities and counties?
- 2 What is your position on local control over local issues? In recent years, there have been numerous attempts to erode local authority on a broad range of issues ranging from land use and zoning to franchising authority over public rights of way.
- 3 Do you agree that elected municipal officials must be able to expand municipal boundaries as adjacent areas become urban in character and need urban services?
- 4 What is your viewpoint on the state’s role in ensuring adequate financial resources for critical water and sewer infrastructure and transportation needs throughout the state? Would you continue to provide state support for critical infrastructure needs?
- 5 What would you do to foster a strong local-state partnership?

MASC is interested in knowing how the candidates responded to these questions. Send their responses to Gary Cannon, director of intergovernmental relations, at 803.933.1203 or gcannon@masc.sc.

Neglecting to pay the drinking water annual fee may result in violations and penalties

Reprinted from the SCDHEC Bureau of Water’s April-June issue of Newsleak

The State’s Safe Drinking Water Act (SDWA) authorized the South Carolina Department of Health and Environmental Control (DHEC) to collect annual fees from each public water system. DHEC mailed invoices in July and will send

reminders at 30-, 60- and 90-day intervals.

DHEC will not conduct monitoring on public water systems if fees are 90 days past due. This could put the public water system in violation of monitoring and reporting require-

ments. Such violations may result in civil penalties, in addition to any delinquent fees incurred.

Paying the invoice immediately or immediately establishing a payment schedule will prevent increased expenses in the future.

Municipalities must amend business license ordinance to reflect new telecommunications tax rate

One of MASC's top legislative initiatives during the 2004 legislative session was getting H3530 passed. This legislation gave the legislature the opportunity to fulfill the promise made with the passage of the Telecommunications Act of 1999, which was not to decrease the revenue municipalities received from telecommunications companies as they transition from a franchise fee to a business license tax. Both the House and Senate unanimously approved H3530 on the last day of the legislative session; however, as of early August, Governor Mark Sanford has not signed this legislation into law.

The governor has several options with this bill. He can sign the legislation at any time, and it will become law immediately. He can let the legislation become law without his signature; it would become law five legislative days into the next legislative session on January 19, 2005. He can veto the legislation at any time before January 19. It would require a two-thirds vote in both the House and the Senate to over-ride the veto.

The legislation awaiting the governor's signature raises the tax rate established by the Telecommunications Act of 1999 from 0.75 percent to 1 percent. Every municipality collecting a business license tax from telecommunications companies must amend their current business license ordinance to impose this higher

rate. MASC has constructed a model ordinance setting the tax rate for 2005 at the maximum allowed by state law in effect on February 1, 2005. It also moves the date the tax is due from January 1 to February 1 for the year 2005 only.

"Our legal staff believes this ordinance gives us the maximum flexibility to react to the numerous scenarios surrounding this legislation," explained MASC Executive Director Howard Duvall.

It is imperative every municipality adopt this model ordinance **exactly as it is written**. Microsoft Word and PDF versions of the ordinance are available on the MASC Web site at www.masc.sc. To receive a copy via e-mail or fax, call or e-mail Michelle Willm at 803.933.1259 or mwillm@masc.sc.

Participants of MASC's Telecommunications Tax Collection Program must send MASC a certified copy of the amended ordinance by December 3, 2004.

For more information, contact Danny Crowe at dcrowe@masc.sc or 803.933.1270, Gail Hampton at ghampton@masc.sc or 803.933.1213, or Howard Duvall at hduvall@masc.sc or 803.933.1202.



News Briefs



■ Chip Boyles, assistant administrator for the City of Clemson, will receive the Assistant Excellence in Leadership Award at the International City/County Managers Association's (ICMA) annual meeting in San Diego in October. IIMC presents the award to a local government management professional who has made significant contributions toward excellence in leadership while serving as an assistant to a chief local government administrator or department head.

■ Mayor Joe Riley and the City of Charleston won first place in the 2004 City Livability Awards sponsored by the U.S. Conference of Mayors. The award recognizes and honors mayors for their exemplary leadership in developing and implementing programs that improve the quality of life in America's cities.

SC Public Service Commission posts new regulations for businesses

Transportation businesses are now required to apply for a certificate from the South Carolina Public Service Commission (PSC). The Commission carries out the regulatory functions and responsibilities pertaining to utility and transportation companies.

The PSC is asking business licensing officials to help by referring new "transportation for hire" businesses to the regulatory agency and by posting the new regulations at town hall.

"This will be a great help to our inspectors," explained George Parker, PSC transportation department manager. "The inspectors have been hand-carrying the notice to each municipality."

The notice requires the following businesses apply for a certificate from the PSC:

- Intrastate transportation businesses transporting household goods from residence to residence or from store to

residence if paid for by someone other than the store.

- Businesses transporting passengers (including wheelchair patients) from one destination to another within South Carolina.

- Businesses transporting hazardous waste for disposal within South Carolina.

For more information about the new transportation business regulations, call 803.896.5191, or visit the PSC Web site at www.psc.state.sc.us.

MASC staff meet with the National Association of Municipalities of the Republic of Bulgaria

In June, MASC Executive Director Howard Duvall and MASC Deputy Executive Director Miriam Hair met with Ginka Tchavdarova, executive director of the National Association of Municipalities of the Republic of Bulgaria. The North Carolina League of Municipalities (NCLM) hosted Tchavdarova and mayors serving on the Bulgarian Association's board of directors in Raleigh, NC.

The North Carolina League invited MASC to share information with the delegation about its programs and services.

Duvall and Hair traveled to Bulgaria in 1991 immediately following Bulgaria's establishment as a democracy. Sponsored by the University of South Carolina, MASC staff members discussed the benefits of forming a municipal association in Bulgaria. After meeting the delegation in Raleigh, Duvall



said, "We are very pleased and impressed by how quickly the Bulgarian Association was formed

and that it has developed into a full-service association serving the cities of Bulgaria."

State Housing Finance and Development Authority call for entries

The State Housing Finance and Development Authority is accepting nominations for its annual South Carolina Housing Achievement Awards program. Now in its 10th year, the awards program celebrates the work of individuals and organizations making exceptional contributions to the state by providing and advancing affordable housing in South Carolina. Nominations are accepted in the following categories: Public Sector, Private Sector — nonprofit or for profit, Housing Development, Elected Official,

Volunteer Service and Creative Partnerships.

Nominees must have been instrumental in creating or supporting affordable housing, implementing housing related programs or assisting others in solving housing problems. The deadline for all entries is Monday, November 1, 2004. Multiple nominations may be submitted, but nominees are limited to one category only. There is no entry fee. For more information or to download a nomination form, visit www.schousing.com/awards.html.

Employer contribution rate for local government employers increases

On Thursday, March 18, 2004, the State Budget and Control Board approved an increase in the employer contribution rate for local governments and employers. Effective July 1, 2005, the employer contribution rate for local government employers will be 7.55 percent. This is an increase from the current rate of 6.7 percent.

The employer contribution rate for all state agencies and public school districts has been and will remain 7.55 percent. The Board agreed to set the

“Municipal governments on a calendar fiscal year (January to December) need to amend their budgets to reflect half a year of paying the higher rate. Municipal budgets on a fiscal year (July 1 to June 30) need to reflect a full 12 months of paying the higher rate.”

— Howard Duvall,
MASC executive director

delayed implementation date of July 1, 2005 to give ample time to incorporate the increase in the employer contribution rate in budgets.



Classifieds

■ The City of Forest Acres is seeking applicants for the position of city administrator. Send resumé, salary requirements and five work-related references to Miles Hadley, PO Box 6587, Forest Acres, SC 29260-6587. For more information, call 803.782.9475.

■ The City of Rock Hill is seeking applicants for the position of economic development coordinator. Submit resumé to the Human Resources Department, 155 Johnston Street, Rock Hill, SC 29731. For more information, call 803.329.5570.

■ The Town of North is seeking applications for the position of patrol officer. Send resumé and cover letter to Chief Mark P. Fallaw, North Police Department, PO Box 399, North, SC 29112.

■ The City of Walterboro is seeking applicants for the position of project director for its Great Swamp Sanctuary. Send resumé to Project Director Selection, City Manager, City of Walterboro, PO Box 709, Walterboro, SC 29488.

■ The Town of Allendale is seeking applicants for the position of finance director. Reply to Dewayne Ennis, Town Administrator, PO Box 551, Allendale, SC 29810.

■ The City of Greer is seeking applicants for the position of chief of police. Submit a resumé and a one-page to two-page letter of interest by October 15, 2004 to International Association of Chiefs of Police (IACP), Attention: City of Greer Executive Search, 515 North Washington Street, Alexandria, VA 22314-2357. Replies may be faxed to 703.836.4543 or e-mailed to search@theiacp.org.

■ The City of Greenville is seeking applicants for a director of public works. For more information, visit www.greatergreenville.com. Send resumé and cover letter to Human Resource Director, City of Greenville, PO Box 2207, Greenville, SC 29602-2207, or e-mail crosbyk@greatergreenville.com.



Educational Opportunities

SC Municipal Clerks and Treasurers Institute

■ **September 15-17**, will hold its Fall Session at the Adam's Mark Hotel in Columbia. Topics include the basics of business licensing, parliamentary procedure, audits, franchise agreements, records management and bonds.

Municipal Elected Officials Institute of Government

■ **September 30**, will present "The Forms of Municipal Government" and "Benefits and Pitfalls of Economic Development." The sessions are offered via satellite at the 10 regional councils of governments.

Managers/Administrators

■ **October 15**, MASC will host the quarterly meeting for municipal managers and administrators at Seawell's in Columbia.

SC Business Licensing Officials Association

■ **October 19-21**, will hold its Annual Meeting at the Embassy Suites at Kingston Plantation in Myrtle Beach. Topics include "Leadership Methods for Maximum Performance and Productivity," "Making the Transition from SICS to NAICS" and "Telecommunications and Your City's Business License Ordinance."

SC Municipal Finance Officers, Clerks and Treasurers Association

■ **October 20-22**, will hold its Annual Meeting at the Embassy Suites at Kingston Plantation in Myrtle Beach. Topics include "Leadership Methods for Maximum Performance and Productivity," "Election Law Update," "Proposed New GASB OPEB Accounting Standards" and "Dollars and Sense: Choosing a New Financial System."

Community Builders

■ **November 4-6**, will hold its Annual Conference at the Hyatt Regency in Greenville.

SC Municipal Personnel Association

■ **November 10-12**, will hold its Annual Meeting at the Holiday Inn Oceanfront in Hilton Head Island.

SC Community Development Association

■ **November 17**, will hold its Fall Meeting at the State Museum in Columbia. Topics include "Collaboration and Capacity," "Selecting Property and Leveraging Funds" and "Economic Engines = Unique Community Assets."

For more information about these meetings or other MASC meetings not listed, please call 803.799.9574, or visit our Web site at www.masc.sc.



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