CITY OF LANCASTER
GOALS SESSION
TUESDAY, MARCH 1, 2022
6:00 P.M.

LANCASTER
THE RED ROSE CITY

CITY OF LANCASTER
GOAL SESSION
TUESDAY, MARCH 1, 2022
CITY HALL COUNCIL CHAMBERS
6:00 P.M.

I.   **Invocation & Pledge of Allegiance** – Mayor DeVenny

II. **Roll Call**

III. **Public Comment on the FY 2022-2023 Budget***

IV. **FY 2021-2022 Budget Goal Status Update** *(Hutfles)*

V.   **City Department FY 2022-2023 Goals/Projects**
    A. **Public Safety**
    B. **Enterprise Funds**
    C. **City Hall**

VI. **Council Goal Setting Discussion for the FY 2022-2023 Goals** *(Jeff Shacker, MASC)*

VII. **Prioritizing Council's Goals**

VIII. **Adjournment**

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* Persons desiring to speak should notify the City Clerk prior to the beginning of the meeting. Please begin by stating your name and address. You will have up to 3 minutes to address Council. The entire Citizen Comments portion of the agenda shall not extend longer than thirty (30) minutes. All statements should be addressed to Council as a body and not to individual Council Members. Please be advised that this is not a period of dialogue with Council or a question and answer period.

Any person requiring special accommodations should contact the Office of the City Administrator at (803) 289-1453 at least 24 hours prior to the scheduled meeting.

FY 2021-2022 GOALS STATUS UPDATE

Must Do Goal #1: Evaluate the Feasibility of Acquiring CALEA Accreditation		
Objective	Responsible Party	Actions
• To achieve the gold standard in public safety that embodies the precepts of community-oriented policing, deliver greater accountability, and provide the best practices related to life, health, and safety procedures.	Police Chief	• The position of Training and Compliance Officer has been created and Lt. Taylor is performing these duties. • Lt. Taylor contacted other SCLEA municipalities to better understand the process. • SCLEA initial fee of $500 has been paid. • Meetings/webinars held with SCLEA. • Agency survey has been completed. • Self-assessment as to compliance with applicable standards is ongoing.

Must Do Goal #2: Upgrade the Server Operating System		
Objective	Responsible Party	Actions
• To ensure the City is operating with the latest operating system version in order to maintain software security and to limit malicious attacks and data breaches.	IT Director	• Public safety servers have been upgraded with the New World Systems software. • Remaining servers provisioned are awaiting transfer and licenses. • Scheduled to be completed by June 2022.

Must Do Goal #3a: Sustain Current Efforts to Implement the Downtown Revitalization Plan		
Objective	Responsible Party	Actions
• To achieve the long term success of the *Lancaster Downtown Revitalization Plan* critical small actionable steps must be continually taken.	City Administrator	• Retail Coach has completed their draft market analysis of Downtown and the Bypass and with that data Retail Coach are recruiting commercial developers. • Hotel Market Feasibility Study is planned to begin by April. • Working in conjunction with the Lancaster County Society for Historical Preservation on the development of a concept plan for an amphitheater at the corner of Gay & York. • Discussions are currently being held with property owner for purchasing the land for a farmer's market and a pocket neighborhood • Seeking permission with building owners for the installation of window wraps of historical pictures in downtown windows.

Must Do Goal #3b: Develop a Plan for Providing Animal Control Services		
Objective	Responsible Party	Actions
• To provide 24 hours 7 days a week animal control services within the city limits in order to ensure public safety and humane care of pets.	City Administrator & Police Chief	• Agreement with the County to provide services in place.

Should Do Goal #1: Arrange for More Sidewalk Repair & Restoration		
Objective	Responsible Party	Actions
• To ensure the orderly and harmonious development of the City's sidewalk system in order to safeguard the public's health, safety, and general welfare. • To develop an established methodology to assess the costs associated with sidewalk construction and replacement.	Sanitation & Maintenance Operation Director	• Due to the South Carolina Supreme Court ruling *Burns v. Greenville County Council* the City is unable to establish a local vehicle fee to pay for future sidewalk restoration. • The repair, replacement and installation of sidewalks has been added as the #2 priority in the City's Needs Assessment List. • Continue to inform/request SCDOT to repair sidewalks.

Should Do Goal #2: Redevelop the Fields at Barr Street into a Functioning Park Facility		
Objective	Responsible Party	Actions
• To provide enhanced recreational opportunities for the neighborhood children and to provide a venue for regional sporting tournaments.	Sanitation & Maintenance Operation Director & City Administrator	• Two executive session discussions have been held with Lancaster County School Board. • School Board has requested the City to obtain an appraisal for the property, and the Sanitation & Maintenance Operations Director is currently seeking an appraiser. • FitFields is in the process of developing a concept plan and cost estimates.

Should Do Goal #3a: Develop a Stormwater Drainage Solution		
Objective	Responsible Party	Actions
• To help prevent flooding, protect lives and property, and to *improve environmental quality.*	Public Works Director & Sanitation & Maintenance Operation Director	• No steps started on the development of a master *stormwater plan.* • Taylor Street Drainage Study has been completed. • City is in the process of applying for a CDBG to improve the Taylor Street area drainage basin.

Should Do Goal #3b: Evaluate the Property Maintenance Code & the Nuisance Code Along With the Enforcement Process to Identify Areas of Improvements		
Objective	Responsible Party	Actions
• To balance the right of residents to enjoy their property in a nuisance free neighborhood while protecting the due process rights of all property owners.	Building & Zoning Director & Fire Marshal	• Sections of the City Code that deals with property maintenance and nuisance code is being evaluated during the recodification process. • Staff is unable to make any changes to the International Code Council codes.

Should Do Goal #3c: Explore Developing and Operating a Downtown Business Incubator		
Objective	Responsible Party	Actions
• To provide space at a below market rate to prospective entrepreneurs to help them stimulate and cultivate the development of their new business	City Administrator	• Developing of the Lancaster County Chamber of Commerce Business Launchpad has been paused with the leaving of former Chamber President Dean Faile. • Chamber is still interested in developing the partnership in the near future.

Could Do Goal #1: Continue to be a Supportive Partner to Promise Neighborhood		
Objective	Responsible Party	Actions
• To assist Promise Neighborhood in reducing high rates of unemployment, high crime rates and blight, and creating opportunities to achieve better results for all.	City Administrator, City Clerk, Sanitation & Maintenance Operation Director & Building & Zoning Director	• $24,000 earmarked for Promise Neighborhood Voluntary Demo program. • Community cleanup, installation of smoke detectors, and home repairs have been suspended due to COVID. • Other programs and projects have been paused due to Promise Neighborhood focusing on hiring a Program Manager and meeting other grant requirements.

Could Do Goal #2: Evaluate Polices, Programs, and Procedures to Improve Relationship Between the City & Residents		
Objective	Responsible Party	Actions
• To balance citizens' rights while promoting business retention and attraction while maintaining the City's core function of providing health, safety, and general welfare.	City Administrator & Department Heads	• No action taken.

Could Do Goal #3a: Develop Regular Joint City/County Councils Workshops		
Objective	Responsible Party	Actions
• To discuss issues, services, and initiatives of mutual interest and benefit and to identify opportunities for partnership and collaboration, which will also include representatives from State agencies.	City Clerk	• First meeting held on February 2, 2022. • Future meetings will be held quarterly

Could Do Goal #3b: Implement Phase III of the Evergreen Compensation & Pay Plan		
Objective	Who	Actions
• To ensure that the City is offering an accurate compensation packet that reflect market conditions.	Human Resources Director & Finance Director	• Implemented

City of Lancaster Fire Department

Memo

To: **City Council & Flip Hutfles**

From: Justin McLellan, Fire Chief

Date: February 18, 2022

Re: **2022-23 Fire Department Budget Request**

In this memo you will find the needs and goals of the Fire Department for the upcoming 2022-23 budget year. The prices that are associated with a few of these requests are approximate due to the unknowns of the project and the continuing rise in the cost of equipment.

1. Personnel request for a Deputy Chief position to be added back to our department (paygrade 219)

   In 2017 it was decided to eliminate the Deputy Chief position (second in charge of the department) in the 2017-18 budget. The loss of this position has been difficult for our department to overcome. This position was vital in the day-to-day operations, as well as to the administration staff. Not only was eliminating this position difficult to the department in the operation and administrative side of the job, but the affect has yet to be seen on how we will be graded by ISO. Full time firefighters are key in the grading process when ISO evaluates a department and losing one position it will be costly. When we were evaluated in 2015 and awarded a class 1 rating this position was in place. By allowing our department to fill this position it will not only help us with ISO, but it will assist us in being able to progress to the next level.

2. Purchase land & build fire station 3 (unknown cost)

   The City of Lancaster has needed a third fire station for a while now, however with the growth and new developments that have come into the city limits the need has moved quickly up the list. We are currently in the process of awarding a contract to a vendor to complete a study on the needs of our department, including a third station. However, we already know based off the coverage area allowed for a fire engine and ladder truck that the need is there for a third station. The added growth in the city only increases those needs even more. Response times will continue to increase, and resources will continue to be stretched thin as the city grows if resources are not added.

3. Replace 2014 Ford F-150 ($65,000)

   Following the City of Lancaster's Administrative Policy 2.08 it is time to replace this vehicle. The policy states that this truck should be replaced after six years of service to obtain a maximum return on the city's investment. We plan to replace this truck with an SUV or another pickup truck. The requested amount is for the vehicle and all the emergency lighting, siren, striping, decals, and other equipment needed to outfit the vehicles for its purpose.

4. Replace 2014 Ford Explorer ($65,000)

Following the City of Lancaster's Administrative Policy 2.08 it is time to replace this vehicle. The policy states that this SUV should be replaced after six years of service to obtain a maximum return on the city's investment. We plan to replace this SUV with another SUV or a pickup truck. The requested amount is for the vehicle and all the emergency lighting, siren, striping, decals, and other equipment needed to outfit the vehicles for its purpose.

5. Replace three thermal imaging cameras ($20,000)

The three cameras that need to be replaced were purchased, or obtained via a grant around 2003 and in the mid 2000's. These cameras are carried on the three first out fire apparatus, and are used during firefighting and rescue operations, and could be (and have been) used during search operations for a missing person or at a wreck scene. Like everything else technology has advanced so much since these cameras were manufactured that our current cameras are just outdated. We have also seen an increase in the cost of keeping our cameras in service due to the batteries failing, and this is the last thing you want when you are searching for someone inside a house fire. The requested amount should cover the cost of the cameras, chargers, and batteries for all three cameras as long as there isn't a major price increase by the manufacture.

MEMORANDUM

TO: Steven Hutfles, City Administrator

FROM: Cammie M. Heath, Court Administrator

CC: Mayor and City Council

DATE: 02-22-2022

SUBJECT: Goal Sessions

This year I believe that everything in the court is operating as it should. We are in the midst of an implementation of new court software, Tyler Technologies, which was approved last fiscal year. Tyler Technologies should prove to be successful in bridging even smoother court operations and fine collections. With this additional asset, my department has been allocated everything that we need to function properly. I do not foresee any supplementary, significant budgetary goals that are needed on behalf of the court. Our main departmental goal is, as always, to continue receiving continuing legal education courses, as we currently do, to stay abreast of the copious everchanging laws of the state.

Thank you for the confidence that each of you have in me to allow me to serve in this position, and I wish all of you well.

Respectfully,
Cammie M. Heath, Court Administrator.

2022-2023 City of Lancaster

Goals Session agenda Items

Public Utilities

Donnie Ledford, Public Utilities Director

The goals planned for the WWTP are particularly large this year as we need to address the ever-growing capacity and treatment needs that the City and County. As you all know, Gallo wineries has broken ground at their new Fort Lawn bottling and distribution site. The city has allocated .7 MGD in capacity to the company. As they become operational, the WWTP will immediately feel those added treatment demands. In coming years, Gallo may need up to 1.5 MGD. Lancaster County Water and Sewer has a request for 1.2MGD in additional flow. This allocation will provide sewer treatment to the over 2500 new homes in our community, and this is just the major housing developments. The WWTP has been developing a master plan to address growth over the next 20-25 years and we will continue to prepare for the needs of the city and county. The WWTP also has an optimization upgrade that will address both treatment requirements and energy efficiency opportunities. The original cost estimates are $8,000,000.00. We all realize that these costs will undoubtably go up with the country experiencing inflationary pressures on all goods, equipment, and labor. This optimization project, even with cost increases, is essential for the WWTP to continue providing top quality treatment to the citizens of the City and County. I urge the city to continue supporting the WWTP as we grow. We are also working towards getting the WWTP's capacity upgraded. To get a capacity upgrade, it is typically a 2–3-year process requiring engineering and studies to determine both the need and ability of a provider to provide treatment services. We will be working with our partners at the county and our engineering team at W.K. Dickson to move that project along in 2022-2023. The following goals listed have cost estimates attached. They are just that, estimates and will be more clearly defined in coming weeks as pricing for them becomes available.

CIP Requests

1. WWTP Optimization Upgrade. This upgrade will address energy efficiency opportunities, hydraulic issues, and other operational needs at the plant. There are several items in this upgrade that must be addressed to continue providing top quality service to the residents of our community. We must repair aging diffusers in the Oxidation ditches as well as clean out years' worth of grit and debris form the tanks. There are several other fixes and repairs that will be a part of this upgrade dealing with hydraulic problems causing blinding in the piping. We hope to save 30-35% on our

energy costs per month with the changes in the way we run our blower system as well. Preliminary cost of project is $8 million dollars. I believe this number is not valid currently due to inflationary pressures. We will run another cost estimate to get a more up-to-date cost to construct. The project could possibly cost $10 million. We are working on the funding mechanisms currently available in the form of grants and loans. Our partners at LCWSD will also be a big part of the funding for this project.

2. Replace the mini excavator. This piece of equipment is long since past its end-of-life and requires service each time that it is needed. Our continued growth will require us to make repairs and add additional infrastructure as needed. Cost to replace, $60k

3. Replace 8" transfer pump. This pump is over 18 years old. We use it every week to transfer sludge from the digester to the holding tank where they can be dewatered and taken off the site either through land application or landfill. We have had numerous problems trying to keep it running over the past year and this piece of equipment is essential in keeping the plant running effectively. Cost to replace, $80k

4. Install gate and card reader for septic haulers. Since we began accepting septic waste from local haulers in our community, we have allowed them to dump outside the plant at a manhole. When they do, they sign in to inform the WWTP the amount of waste, the driver, and the time/date that they dump. This system required that the drivers sign in for the city to charge them. Over the past few years, we have increased the number of haulers that dump at the WWTP. This has led to some of the businesses not staying faithful to the honor system that we have been using. We have found evidence that several haulers weren't signing in and as such, we have had to fine them. We are planning to install a gate that leads down to the dump site. With the gate, we are installing a card reader system to keep track of the haulers. Every time they come to the WWTP, they will swipe their card and we will have a record of them coming, and an appropriate fee that we will access to them. This will also allow the WWTP to know when the hauler dumps in case we have someone to dump anything that may upset the plant. This system is very important for the city to both assess fees and keep track of who is dumping. Cost to install; $25k

5. New bush hog for tractor. The bush hog that we use to cut the field and rights-of-way around the plant is very old and needs to be replaced. Cost to replace, $2500.00

Thank you for your consideration on the goals set for the coming fiscal year at the WWTP.

GOAL LIST (22-23) PW Department

- W. Meeting Street water line upgrade
- Main Street water line upgrade
- Relining of sewer lines
- Root cutting of sewer lines
- Water tank for the By-Pass West area
- New sewer camera set up (CIP)
- Asphalt Truck (CIP)
- Traffic Sign Board
- New safety road signs and Barricades

Solid Waste Goals

- Becoming more efficient and productive
- Obtaining the properties connecting to Solid Waste & Vehicle Maintenance
- Repairing Park safety concerns/being ADA compliant

- With Lancaster growing, we have already seen the major impact that it has already had without tipping fee cost. It also has impacted our overtime budgets as well. Solid Waste needs two trucks and two trailers to add to our fleet. We also need two extra employees to haul garbage to the land field. While doing research there is a machine that will shred all our C&D and brush. This machine will shred forty tons in an hour and a half. Doing so reduces that volume by 40%, This would cut our load of C&D in half. It would also reduce the volume dumped in the landfill by 40%, even though this machine is around $500,000 on the average it should save the city around $98,000 a year. This machine should last at least 10 to 12 years and will pay for itself in around five and a half years. With adding the other trucks, trailers, employees, and shredder; it will make it possible for less overtime and storage issues. We will also need to add two more employees to our street department that can help with signs, potholes, sidewalks, and grass cutting. All these duties are falling short due to amount of growth Lancaster gratefully seen.

- With the growth that we are experiencing, the Solid Waste Facility is going to have to expand. Our Transfer Station and Vehicle Maintenance Facility has already become extremely crowded, we desperately need to obtain the properties joining the Transfer Station as well as the property joining our Maintenance Facility. This will ensure us being ahead on the future growth that we are going to have to make.

- We have some parks that have needed attention for some time now. The main goal is to make our parks safer, updated, and ADA compliant. Focusing on one park at a time, from start to finish is the best way to approach these issues. The Park that is needing the most attention, is the MJC Park. Currently there is drowning, tripping, falling, tree hazards and no ADA compliant issues that are a major concern. Just a rough estimate it will take no less than one million dollars for these corrections to take to place. A necessary goal should be to fix and upgrade the facilities and parks we already have before adding more areas to maintain.

LANCASTER
THE RED ROSE CITY

To: City Council

From: Flip Hutfles, City Administrator

Date: February 25, 2022

Re: Administration & Hospitality FY 22-23 Budget Goals

Please find below a list of Administration and Hospitality Fund goals/projects for fiscal year 2022-2023:

- Implementing a 5% COLA pay raise for all employees and a longevity hourly pay increase as follows:
    - Less than 1 year of service: $0.00
    - 1 year to 1.9 yrs of service: $0.30
    - 2 years to 4.9 yrs of service: $0.50
    - 5 years to 9.9 yrs of service: $0.65
    - 10 yrs to 15.9 yrs of service: $0.75
    - 16 yrs to 19.9 yrs of service: $1.00
    - 20+ years: $2.00

- Increase the minimum, midpoint, and maximum pay for all paygrades by 5%.

- Complete the City Council redistricting process.

- Deciding if City elections will move to November odd years or if the City will run our own elections in November even years.

- Commencing the process of securing a $3 million voter approved general obligation recreation bond for the rehabilitation of the Barr Street School Football Field, improving the MJC Park grounds and enhancing the MJC Park playground equipment, and extending the Greenway

- Downtown Revitalization
    - Purchase land for the development of the pocket neighborhood and farmers market & playground.
    - Hire a design firm to develop the farmers market and playground.
    - Develop a partnership with a residential developer who can design, construct, and direct sell the pocket neighborhood houses.
    - Issue a hospitality tax revenue bond for the construction of the amphitheater and farmers market & playground.

CITY OF LANCASTER
Human Resources Department

PO Box 1149 - 216 South Catawba Street
Lancaster, SC 29721
www.lancastercitysc.com
Phone: 803-577-1545   FAX: 803-286-6109

LANCASTER
THE RED ROSE CITY

February 23, 2022

RE: Human Resources- Dept 122
   Goals for FY/2022-2023

To: City Administrator, Flip Hutfles

1. **Merit Based Salary Increases:** There has not been a merit-based salary increase for employees since July of 2015. I am proposing that all regular employees receive up to a 4% increase based on their annual performance evaluation. Statistics show that employees feel more motivated when employers recognize their effort by means of financial reward. Since 2018, the City has had 134 employees leave employment. 106 full-time employees resigned, 18 retired and 10 were terminated. I believe the over-all atmosphere within the City will improve if employees feel they are appreciated for their hard work which will also equate to better employee retention.

2. **More Employee Incentives:**   Again, regarding employee retention, I propose implementing more employee incentives such as offering a wellness benefit card for employees to use toward co-pays and/or their deductibles. Employees would be required to participate in the free annual health screening, along with meeting a few specific guidelines in order to receive the wellness benefit card. Having more employees take advantage of the health screening also helps keep our health insurance premiums down. Other incentives may include adding an additional paid personal day, a gift card for free lunch (on a quarterly basis) for employees with low absenteeism. Employees become more invested in their career and become more loyal to their employer when they feel they are part of a company that motivates and cultivates a positive work environment through rewards and incentive programs.

3. **Upgrade Time Clock Software:** I am proposing to upgrade our current timekeeping software to Tyler Execu-Time. We have been using Timeclock Plus software since 2015. During this time, there has not been an upgrade to the software. The City now pays $4,850 annually for Timeclock Plus Cloud. Execu-Time/Tyler Technologies annual maintenance fee is half the cost at $2373. The Execu-Time program will easily integrate with our current Incode-9 software and will easily lead us into the future when we upgrade to the Incode-10 version. There are departments within the City whose employees are not using the Time Clock system because our current software will not calculate their specific shift schedules accurately. Execu-Time is specifically designed for government agencies and tailored to public safety employees. Employees in these departments are using paper time sheets which are now obsolete in today's workplace.

The American Payroll Association shows an error rate of between **1-8%** of total payroll in companies that use paper timecards. Having all hourly employees on an automated timekeeping system such as Execu-Time will certainly be a more efficient way for employees and managers to track hours. There will also be a cost savings for storage and retention since timesheets are generated and stored electronically within the software.

4. **Competitive Insurance Benefits:** This is an ongoing goal from last year. I have reached out to four different insurance brokers. We received information from two groups. HFC is a local broker and was unable to get a competitive quote since we are a large group employer. In 2021, The Hilb group presented three different cost saving options, one of which had a projected savings of $212,682. You may recall in 2017 PEBA's rates increased by 32% and although the City has not received another increase, this still equates to an average of a 10% increase over the last three years. Also, with the impact COVID has had on the nation's workforce, it is highly likely that we will see another increase in premiums sooner than later. PEBA does not look at other insurance brokers, therefore we do not have any control over potential increases. The Hilb group is able to look at different carrier options which will give us more control, allowing the City of Lancaster to successfully manage our benefits platform. I feel it will be in the City's best interest to allow the Hilb Group to give their presentation to Council so that we are equipped with the information needed to make the best decisions regarding the most cost-effective health care plans for our employees.

Submitted by: Angela Roberson, Human Resources Director

MEMORANDUM

DATE: **February 23, 2022**

TO: **Steven "Flip" Hutfles, City Administrator**

FROM: **Louis Streater, Department Director**

SUBJECT: **Department Goals**

Our department's current management and enforcement measures provide for a level of service staff is currently able to manage satisfactorily. This is rapidly changing as the city experience growth. We routinely manage and enforce rules not only relative to building, planning, and zoning code issues but to other code related matters as well. These include but are not limited to overgrown lots, floodplain management, unsightly conditions, accumulation of trash, debris, appliances, furniture, and derelict/abandoned vehicles, E911 address, water and sewer service applications, sub-standard housing, etc. Also, we are responsible for enforcement and collection of business license fees and hospitality tax.

Our yearly goal is to continue improving upon customer service, property maintenance and enforcement of the various codes. We continue to make significant improvements in both professional development and community perception all to make Lancaster a more desirable place to live. The number of complaints has been reduced significantly while our enforcement activity has increased. This is due to the arduous work, effort and customer service abilities of Devin, Doug & Karen.

Listed below are departmental goals from last year, current goals and future goals:

Last Year Goals Update:

1.) Review and update current fee schedule- This is needed due to increasing land development and the need for adequate infrastructure, equipment, and staffing. **Council during last years budget approved several fee schedule updates.**
2.) Annexations- Annexation is a process by which a municipality expands its boundaries into adjacent areas not already incorporated into the municipality. With Council's approval, we will move forward with annexation of "doughnut holes" and contiguous properties for which the city has recorded utility service and annexation agreements/restrictive covenants. Annexation of the properties would increase City revenues in the form of additional property and vehicles taxes. **With Council's approval several properties were annexed into the city. We expect this trend to continue.**

3.) Business License- Per South Carolina Law (Act 176), adopt standardized business license model, repeal, and replace existing business license ordinance to include rebalancing of fee schedule. This process must be completed by December 31, 2021. **Adopted by Council 2021.**

4.) Business License- Implement new automated reminder notification system for annual license renewals. This will provide some relief for staff and help customers avoid late fees. **We are hopeful the adoption of the standardized business license model and implementation of portal system will enhance the renewal process. We are still studying the feasibility of the automated reminder notification system. Staff will continue to find ways to enhance the renewal process.**

5.) Future Growth- With increasing development the need for additional staff to maintain an adequate level of service is inevitable not only for our department but other departments as well. **This continues to be a priority as our city experience growth we have not seen in over twenty (20) years.**

6.) Future Vehicle Replacement- Our current two department vehicles are approximately 15 years old. Replacement may be necessary soon. **This will be a goal for this year.**

This Year Goals:

1.) Set up an online business license renewal center account- The Municipal Association of South Carolina has developed the Local Business License Renewal Center, a statewide online portal for business license renewals. The online portal is for renewals only. New business licenses will still be issued by the city. Per Act 176, the SC Revenue and Fiscal Affairs Office will host the portal.

2.) Purchase two (2) new trucks- Replace existing trucks (2007 479 Ford F-150 & 2006 Chevrolet Silverado) with new trucks due to age, dependability, fuel efficiency and mechanical issues. The estimated cost per replacement truck is $31,087.00 (total $62,174.00). The goal is to keep one truck in the fleet and pass the other truck to another department or sell on Gov Deals.

3.) Comprehensive Plan Rewrite- Engage the services of a third party to create a Comprehensive Plan specific to the city and its future development needs. Per the South Carolina Planning Act, Comprehensive Plans must undergo a rewrite every ten (10) years. The latest plan adopted was in 2014. It was a joint plan prepared for Lancaster County and its cities and towns. The plan was very generic and not specific to the city. The county recently engaged the services of a third party to rewrite the plan adopted in 2014. Staff will be involved with their process but feels a plan specific to the city is needed considering the expected growth. The cost estimate thus far is around $50,000.00 - $75,000.00.

4.) Provide online services for permitting through new software- This new software will allow our customers to apply for permits online as well as make payments, track permit activity, and inspections. Also, the software will allow inspections to be completed and uploaded from an iPhone thus

reducing the time needed to complete paper inspections. In addition, the software will enhance code enforcement activities with GIS capabilities and by allowing staff to generate letters in the field. The one-time setup, annual subscription fee, GIS integration, and conversion fees for the first year is $15,000.00. On the second year and years thereafter the subscription fees will be $9,000.00.

5.) Additional Staffing- Hire new Administrative Assistant to allow current staff to focus more on codes enforcement, property maintenance, building inspections, land development, zoning, planning, business licenses, etc. The estimated annual starting salary is around $31,000.00.

6.) Review and update current fee schedule- This is needed due to increasing growth, land development and the need for adequate infrastructure, equipment, and staffing.

7.) Salary increases for employees' earning certification and or license through recognized testing related to their daily job functions- Increase employees' annual salary by $1000.00 for each approved certification and or licensed obtained; up to three.

Future Goals:

1.) Update the City's Development Ordinance to the guide the City's future growth and development.

2.) Additional staffing- This will henge on potential growth and development.
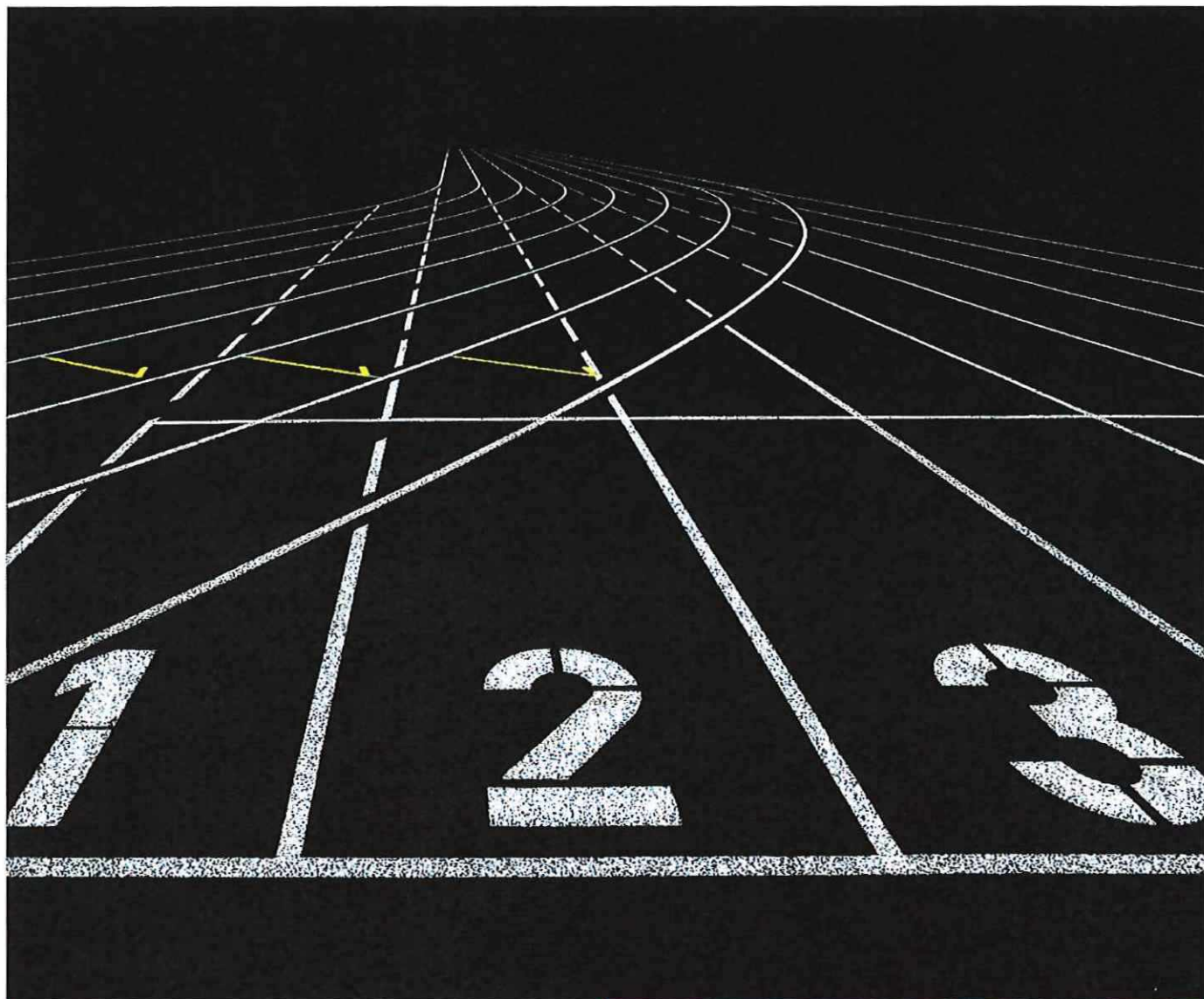
Please contact me with any questions or concerns.

LS

CITY OF LANCASTER

IT DEPARTMENT 2022-2023 GOALS SESSION

JARVIS DRIGGERS, DIRECTOR   jdriggers@lancastercitysc.com

2022-2023 GOALS

Technology has always been an enhancement and not a replacement, as I view it, and in saying this; government is struggling to keep personnel hired and trained across the board. This said, there are options and available software technology that can help streamline how we communicate and operate more efficiently. Although we can never replace the personal impact of our employees and how they serve our citizens, we can however give our employees software to ease burnout and additional workload.

I am proposing that we integrate software in multiple departments to talk with one another to take the "human-Factor" out of the daily operations.

SOFTWARE UPGRADES

Police Brazos Software

This would implement eCitation software and vehicle accident reports into a unified system that would first allow the officer the ability to utilize software instead of paper citations and reports; currently after this information is entered on a paper ticket or accident report, it is then required to be entered into the Police records system by the officer, then a second time by the records clerk and then a third time by our court employees. This system would replace this work by a system that is done 1 time by the officer, and it would automatically be uploaded into all systems—preventing mistakes and duplication of effort. Also by providing more utilization of software on the side of the road reduces officer engagement and minimizes on scene work load and presence by more than half, releasing our officers to respond to other calls for service.

Court Software Upgrade

Although this is currently a budgeted expense, I am requesting that we roll-over this funding into next years budget since our chosen software vendor cannot schedule our migration until the later part of this year (2022). This upgrade will not only give our court personnel more functionality over an antiquated system that they are currently using, but it will also combine our accounts receivables with our current finance software, Tyler Technology Incode. This will streamline the cash collections portion of our court procedures to ensure accuracy and minimize work load. Upgrading this software will also assist in mandatory ticket audits for state reporting requirements.

Fire Software Upgrade

Unfortunately, the current fire software records management software we use, was bought out by a larger entity and is going end of life at the end of 2022. IT staff along with the Fire department command staff has been looking into solutions that will replace what is currently used but will allow more functionality on behalf of public safety and how they respond. The more information we can get to our first responders while enroute, the more prepared they are when they arrive. The utilization of GIS mapping along with the tools we have in place currently will help better to provide services to our citizens and employees with resource management amount many other items of service.

Activities	EHR	Tracker	Outcomes	Incidents	Properties	Inspections	Hydrants	Permits	Scheduling	PM	QM	More Ap

Good morning, NICOLE

Wednesday, October 21, 2020

Weather Today

Unit	Shift	Station	District
≡	≡	≡	≡

View your Personnel Profile

⚠ Release Notes
📝 Product Training

Your Health & Wellness Matters
Check in now to let your team know how you're doing!
Check-in now

Messages

Show All ≡ — Sort by Date ≡

HARTLEY, PARRIE	NEW	QM Documentation Message	check out dosage	Oct 16
CUNNINGHAM, RICH	NEW	QM Documentation Message	Please add Insurance info	Oct 5
Alert	NEW	**Freeway Construction over the weekend. Look for alternative ro...**	Sept 9

78°F
Partly Cloudy
70°F - 82°F

Tomorrow
70°F - 27°F

Friday
53°F - 85°F

Saturday
66°F - 67°F

STATION 3 ⌄   ALL WORK ⌄

DASHBOARD

CHECKLISTS
FORMS
REPORTS
MANAGE
SUPPORT
ALERTS
Release Notes

Actionables

☑ Checks 14

STATION 3   ⇕ Sort ▾

Medic 367	✗ Steven A Soltz, about 2 months ago	Unassigned
Medic 367		about 2 months ago
Engine 130 Check	✗ Steven A Soltz, 4 months ago	Unassigned
Engine 130		4 months ago
Medic 1ab Check		Unassigned
Medic 1ab		4 months ago
Check Level Check		Nicole Hayes
Sarge's Tahoe > Check Location		11 months ago
Sarge Tahoe Check		Unassigned
Sarge's Tahoe		11 months ago
Sarge's Tahoe QC	✗ Steve Soltz, 11 months ago	Unassigned
Sarge's Tahoe		11 months ago
Medic 3 > CAB QC	✗ Tim Irelan, 9 months ago	Unassigned
Medic 3 > CAB		11 months ago
2 Day Test Check w/QC	✗ Kaitlyn Kirkpatrick, 11 months ago	Unassigned

14 Checks

7 Specialty Checks

1 Faults

7 Standing Lists

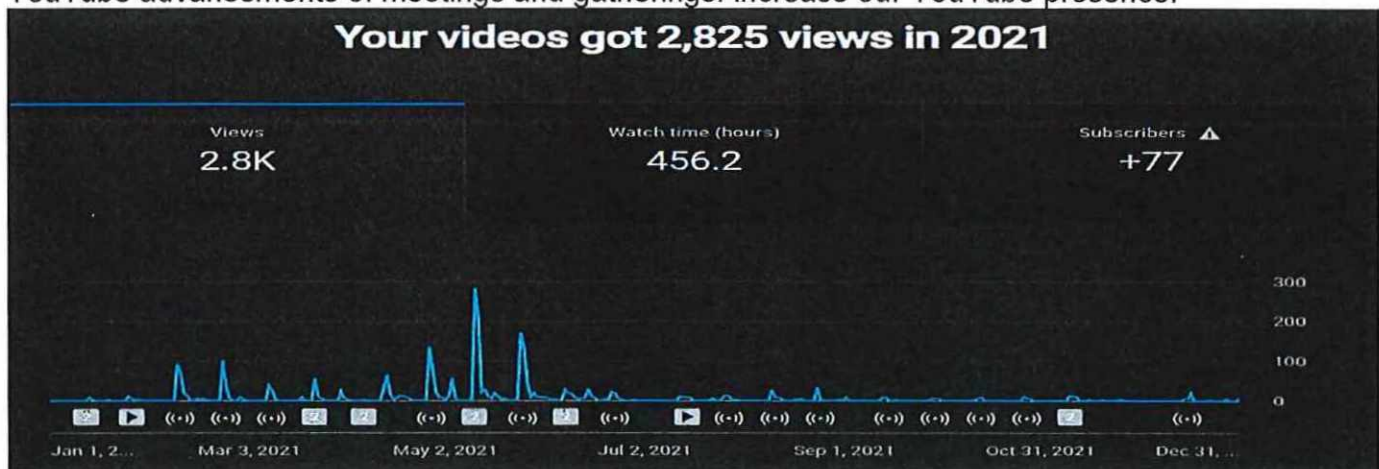**0** Tasks

WEBSITE AND SOCIAL MEDIA

We are in need of upgrading our various social media sites and our website to include the fire department; it has been proven that more response is received from our citizens from social media and our website, then printed newspaper; so with this said, we are in need to amp up these platforms. Currently we have a website for the City of Lancaster and all departments within, but this coming year, we would like to include a fire department website, which has already been built.

Social media is our main platform of advertising, as we use Facebook, YouTube, and Twitter as a collective whole and in our Police department, but with new requirements of releasing information to the public regarding sewer and water and fire prevention, we are wanting to expand on this with more access by the public and more transparency of our City. We are hoping to release a City of Lancaster Fire Department Twitter and Facebook site for fire prevention and notifications as well as using our general City of Lancaster social media sites for more coverage on leaks and repairs of our water and sewer system. We also have been looking at the possibility of using more virtual sites for recruiting like LinkedIn, Monster, Indeed and the like.

This goal is a NO COST solution

We currently have social media FOIA compliant archival on all of our sites, so by adding these solutions, I do not foresee any issues with compliance and/or procedure. Also in the IT policy and procedures of the City of Lancaster, we have safeguards regarding comments and government interaction with the public; so if we minimize the access of administrators we can control the content for relative information only.

YouTube advancements of meetings and gatherings: increase our YouTube presence:

Your videos got 2,825 views in 2021

Views	Watch time (hours)	Subscribers ▲
2.8K	456.2	+77

Jan 1, 2... | Mar 3, 2021 | May 2, 2021 | Jul 2, 2021 | Sep 1, 2021 | Oct 31, 2021 | Dec 31, ...

IT PROJECT/CONTRACT ADMINSTRATOR

With advancement, comes responsibility; and with the current request of technologies new and old, we have a backlog and cannot keep up with demand with current staffing. This coming fiscal year, I am requesting we add a new position to the IT department, an IT Project/Contract Administrator. This new position will be responsible for the daily operations of the IT department's projects, in which we currently have around 30-35 per year, which most of them require daily interaction and work. A normal project for the IT department last from 2 weeks to 6 months so at any given time, we have 4-5 projects going on for all city services on top of request for service of normal operations and current software. This position will also handle the approximately 400 software contracts of the IT department including software and hardware, which is rapidly increasing due to more license terms and agreements. As the IT department does not have an administrative support clerk, this position will also assist in daily operations of the department as a whole:

- Meeting with vendors regarding projects and resources
- Notifications to departments and aligning resources for what is requested
- Daily required audit paperwork and PO creations
- Aligning their schedules as the point person for all projects from start to finish allowing the IT technical staff to focus on the technical setup of the systems and freeing up their time for the daily IT support request.
- GIS support and notifications of map updates for Public Safety response, allowing the GIS coordinator time for the technical aspect of updating the maps and uploading into servers and to the clients

The current IT/GIS staff of 4 handles and works on operations of:

- GIS/Mapping
- Plotting: cemetery, annexation, new parcels, meters, sewer, lines, utilities
- Drone Imagery for Emergency services
- Drone mapping of all city coverage area yearly for updated imagery upon request
- IT End user support
- Alarm systems maintenance and setup
- Keyless entry maintenance and setup
- Camera systems maintenance and setup
- Over 250 personal computers
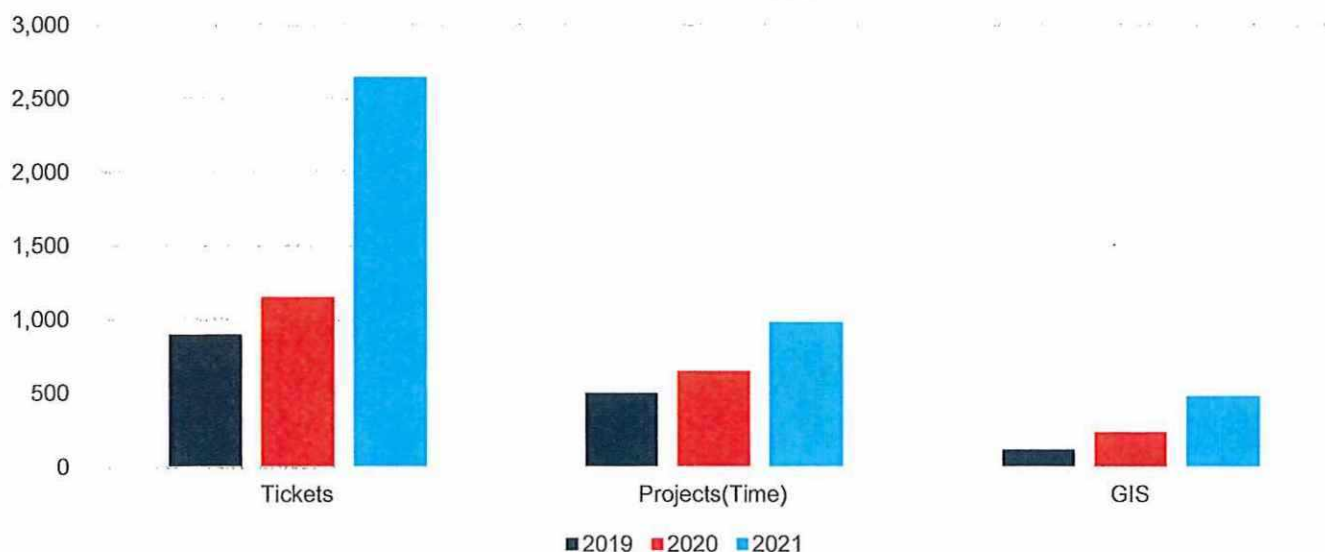- 100 laptop computers assigned to personnel and police

- iPad and iPhones
- Desk phones and peripherals
- Software maintenance (Approx. 280 different software types and vendors)
- 3,000 peripherals devices including battery backups, generators, wiring, switches, networking
- Hardware including 36 servers at 7 locations with over 10,000 feet of wiring at each location

Preventative maintenance at each location and device including replacement
All other duties or as I say, "anything that plugs into the wall"

	2021	2020	2019
Tickets	2647	1152	898
Projects	38	18	15
Ticket Inc Pre Year	150%	35%	

IT Workload

Bar chart showing IT Workload for categories Tickets, Projects(Time), and GIS across years 2019, 2020, 2021.

CITY OF LANCASTER
JOB DESCRIPTION
July 1st, 2022

IT PROJECT/CONTRACT ADMINSTRATOR
INFORMATION TECHNOLOGY DEPARTMENT

GENERAL STATEMENT OF JOB

Under general supervision, plans, initiates and manages information technology (IT) projects. Serve as liaison between business and technical aspects of projects. Plan project stages and assess business implications for each stage. Monitor progress to assure deadlines, standards, and cost targets are met. Responsible for managing and reporting IT assets, fixed assets and contracts for the City. Provides administrative support to the IT Department, as necessary. Reports to *Information Technology (IT) Director.*

SPECIFIC DUTIES AND RESPONSIBILITIES

Essential Job Functions

Manage information technology projects or system activities.

Manage project execution to ensure adherence to budget, schedule, and scope.

Collaborate with others to resolve information technology issues. Confer with project personnel to identify and resolve problems.

Develop detailed project plans. Monitor or track project milestones and deliverables.

Submit project deliverables, ensuring adherence to quality standards.

Assess current or future customer needs and priorities by communicating directly with customers, conducting surveys, or other methods.

Collect data about customer needs.

Analyze security of systems, network, or data.

Develop guidelines for system implementation.

Identify information technology project resource requirements.

Analyze data to identify trends or relationships among variables.

Prepare analytical reports.

Maintain spreadsheets for each capital and non-capital project and reconcile spreadsheets for budgetary purposes.

Prepare project reports showing overall project revenues and expenses in comparison to budgeted amounts.

Maintains complete project files and adheres to the City's retention policy.

Develop operating policies and procedures relating to project management and fixed assets.

Manage IT assets and fixed assets.

Develop, analyze, interpret, and provide internal distribution of financial information for each fixed asset.

Responsible for maintaining fixed asset departmental budget and the reconciliation between the departments and the budget.

Set up new IT assets and fixed assets as directed.

Make recommendations for development, implementation and maintain internal controls over assets in progress.

Prepare monthly reports for project management and fixed assets.

Manage citywide IT contracts.

Prepare depreciation schedules annually.

Make recommendations to improve efficiency, cost, and service.

Provide information to supervisors, co-workers, and subordinates by telephone, in written form, e-mail, or in person.

Observe, receive, and otherwise obtain information from all relevant sources.

Develop specific goals and plans to prioritize, organize, and accomplish task.

Performs general administrative/office duties as required, including answering the telephone, typing reports and correspondence, entering computer data, copying, and filing documents, faxing information, etc.

Additional Job Functions

Performs other related duties as assigned by the IT Director.

Essential Safety Functions

Adheres to all safety and housekeeping standards established by the City and various regulatory agencies. Sees that the standards are not violated. Maintains a clean and orderly workplace.

It is the responsibility of each employee to comply with established policies, procedures and safe work practices. Each employee must follow safety training and instructions provided by their supervisor. Each employee must also properly wear and maintain all personal protective equipment required for their job. Finally, each employee must immediately report any unsafe work practices or unsafe conditions as well as any on-the-job injuries or illnesses.

PREFERRED TRAINING AND EXPERIENCE

Requires an Associate's degree supplemented by three years in project management, business management, accounting or any equivalent combination of education and experience that provides the required knowledge, skills, and abilities. Must be proficient in a Windows environment, including word processing, spreadsheet, and database software. Must possess general computer skills to City's financial software program (INCODE). Excellent customer service, communication, organizational and self-management skills required.

MINIMUM QUALIFICATIONS OR STANDARDS REQUIRED
TO PERFORM ESSENTIAL JOB FUNCTIONS

Physical Requirements: Must be physically able to operate a variety of machines and equipment including a computer, general office equipment, fax machines, copiers, and telephone, etc. Must be able to exert up to five pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull, or otherwise move objects. Sedentary work involves sitting most of the time but may involve walking or standing for periods of time. Must be able to lift and/or carry weights of up to sixty pounds. Requires the ability to stoop, kneel, climb, balance, and reach.

Data Conception: Requires the ability to compare and/or judge the readily observable functional, structural or compositional characteristics (whether similar to or divergent from obvious standards) of data, people or things.

Interpersonal Communications: Requires the ability of speaking and/or signaling people to convey or exchange information. Includes receiving direction and instruction from supervisor.

Language Ability: Requires ability to read a variety of policies and procedures, computer manuals, etc. Requires the ability to prepare reports, records, correspondence, etc. with proper format, punctuation, spelling, and grammar, using all parts of speech. Requires the ability to speak with and before others with poise, voice control, and confidence.

Intelligence: Requires the ability to apply rational systems to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists; to interpret a variety of instructions furnished in written, oral, diagrammatic or schedule form. Requires the ability to learn and understand relatively complex principles and techniques; to make routine independent judgments in absence of supervision; to acquire knowledge of topics related to primary occupation. Must have the ability to comprehend and interpret received information.

Verbal Aptitude: Requires the ability to record and deliver information and to follow verbal and written instructions. Must be able to communicate effectively and efficiently with co-workers and the general public.

Numerical Aptitude: Requires the ability to add and subtract totals, to multiply and divide, to use mathematical formulas, to determine percentages and decimals and to determine time.

Form/Spatial Aptitude: Requires the ability to inspect items for proper length, width, and shape, and visually read various information.

Motor Coordination: Requires the ability to coordinate hands and eyes using office machinery.

Manual Dexterity: Requires the ability to handle a variety of items, keyboards, office equipment, control knobs, buttons, switches, catches, etc. Must have minimal levels of eye/hand/foot coordination.

Color Discrimination: Requires the ability to differentiate colors and shades of color.

Interpersonal Temperament: Requires the ability to deal with people beyond giving and receiving instructions. Must be adaptable to performing under stress when confronted with emergency situations or tight deadlines.

Physical Communications: Requires the ability to talk and hear: (talking, expressing or exchanging ideas by means of spoken words; hearing: perceiving nature of sounds by ear).

PERFORMANCE INDICATORS

Knowledge of Job: Has knowledge of the methods, procedures, and policies of the City as they pertain to the performance of duties of the IT Project Manager/Fixed Assets. Has knowledge of the functions and interrelationships of City and other governmental agencies. Is knowledgeable in the laws, ordinances, standards, and regulations pertaining to the specific duties and responsibilities of the position. Is skilled in the development, organization, and maintenance of various confidential records and information as required. Knows of the reports, records, and/or forms which must be prepared, processed, and maintained in order to meet project management and fixed assets requirements. Understands the concepts and principles of business and personnel procedures as related to the specific duties of the job. Has the mathematical ability to handle required calculations. Is capable of producing quality work which requires constant attention to detail. Has the ability to offer assistance to co-workers and employees of other departments as required. Has the ability to plan, organize and prioritize daily assignments and work activities. Has good organizational, technical, and human relations skills. Has the ability to learn and utilize new skills and information to improve job performance and efficiency. Possesses knowledge and expertise in project management and fixed assets. Has the ability to maintain professionalism under pressure, to manage simultaneous tasks and projects, and to meet multiple deadlines. Is able to understand and use computer applications and techniques as necessary in the completion of daily assignments. Is skilled in self-management skills and ability to work with limited supervision, basic computer skills and competency. Has knowledge of principles and processes for providing customer and personal services. Has knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods and coordination of people and resources. Has the skill to use logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions, or approaches to problems. Has skills to give full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate and not interrupting at inappropriate times. Has the skills to adjust actions in relation to others' actions. Has the skills to understand written sentences and paragraphs in work related documents. Has the skills to manage one's own time and the time of others.

Has knowledge of proper English usage, punctuation, spelling, and grammar. Has knowledge of modern office practices and technology; has skill in the use of computers for word and data processing. Knows how to use and maintain a variety of office equipment. Is able to read and interpret complex materials pertaining to the responsibilities of the job. Is able to assemble information and make written reports and records in a concise, clear, and effective manner. Has knowledge of the terminology and various professional languages used within the department. Knows how to maintain effective relationships with personnel of other departments, professionals, and members of the public through contact and cooperation. Knows how to react calmly and quickly in emergency situations.

Quality of Work: Maintains high standards of accuracy in exercising duties and responsibilities. Exercises immediate remedial action to correct any quality deficiencies that occur in areas of responsibility. Maintains high quality communication and interaction with internal and external entities with whom the position interacts.

Quantity of Work: Performs described Essential Functions and related assignments efficiently and effectively in order to produce quantity of work which consistently meets established standards and expectations.

Dependability: Assumes responsibility for completing assigned work. Completes assigned work within deadlines in accordance with directives, policy, standards, and prescribed procedures. Maintains accountability for assigned responsibilities in the technical, human, and conceptual areas.

Attendance: Attends and remains at work regularly and adheres to policies and procedures regarding absenteeism and tardiness. Provides adequate notice to higher management with respect to vacation time and leave requests.

Initiative and Enthusiasm: Maintains an enthusiastic, self-reliant, and self-starting approach to meet job responsibilities and accountabilities. Strives to anticipate work to be accomplished and initiates proper and acceptable action for the completion of work with a minimum of supervision and instruction.

Judgment: Exercises analytical judgment in areas of responsibility. Identifies issues or situations as they occur and specifies decision objectives. Identifies or assists in identifying alternative solutions to issues or situations. Implements decisions in accordance with prescribed and effective policies and procedures and with a minimum of errors. Seeks expert or experienced advice where appropriate and researches issues, situations, and alternatives before exercising judgment.

Cooperation: Accepts supervisory instruction and direction and strives to meet the goals and objectives of same. Questions such instruction and direction when clarification of results or consequences are justified, i.e., poor communications, variance with established policies or procedures, etc. Offers suggestions and recommendations to encourage and improve cooperation intra- and inter-departmentally.

Relationships with Others: Shares knowledge with managers, supervisors, and co-workers for mutual benefit. Contributes to maintaining high morale among all employees. Develops and maintains cooperative and courteous relationships inter- and intra-departmentally, and with external entities with whom the position interacts. Tactfully and effectively handles requests, suggestions, and complaints in order to establish and maintain good will. Emphasizes the importance of maintaining a positive image.

Coordination of Work: Plans and organizes daily work routine. Establishes priorities for the completion of work in accordance with sound time-management methodology. Avoids duplication of effort. Estimates expected time of completion of work elements and establishes a personal schedule accordingly. Attends required meetings, planning sessions and discussions on time. Implements work activity in accordance with priorities and estimated schedules.

Safety and Housekeeping: Adheres to all established safety and housekeeping standards. Ensures such standards are not violated.

Creativity: Regularly seeks new and improved methodologies, policies and procedures for enhancing the effectiveness of functions under charge. Employs imagination and creativity in the application of duties and responsibilities. Is not adverse to change that supports achievement of goals