

**CITY OF LANCASTER
WORK SESSION
TUESDAY, MARCH 14, 2023**



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WORK SESSION
TUESDAY, MARCH 14, 2023
7:00 P.M.**

- I. Invocation & Pledge of Allegiance** – Council Member Jones
- II. Roll Call**
- III. Special Presentation**
 - A. MJC Park Rehabilitation Plan (*Tripp Barrineau, Keck & Wood*)
- IV. Citizen Comments***
- V. Employee Comments**
- VI. Approval of Minutes**
 - A. Goal Session – February 21, 2023 **Pg. 1**
- VII. Discussion and Action Items**
 - A. Adopting the 2023 Needs Assessment List (*Hutfles*) **Pg. 11**
- VIII. Adjournment**

*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.

CITY OF LANCASTER
GOAL SESSION
TUESDAY, FEBRUARY 21, 2023

A meeting of the Lancaster City Council was held in the City Hall Council Chambers on Tuesday, February 21, 2023, at 6:00 p.m.

Mayor T. Alston DeVenny called the meeting to order. A notice of the meeting was posted at City Hall and placed on the City's website. The local news media was contacted of the meeting time and place. The meeting was open to the public with social spacing being recommended. The meeting was also streamed live on the City's YouTube channel.

I. Invocation & Pledge of Allegiance

Mayor DeVenny offered the Invocation and led the Pledge of Allegiance.

II. Roll Call

Present: Mayor Alston DeVenny, Council Member Harris, Council Member Hood, Council Member Jones, Council Member Marsh, and Council Member Sowell

Absent: Council Member Taylor

Others Present: City Administrator Flip Hutfles, City Clerk Tracy Rabon, Director of Building, Planning, Zoning and Licensing Louis Streater, Court Administrator Cammie Heath, Finance Director Kirk Medlin, Fire Chief Justin McLellan, Police Chief Don Roper, Public Utilities Director Donnie Ledford, Public Works Director Rendell Mingo, Sanitation & Maintenance Operations Supervisor Jonathon Carnes for Director Matt Berry, Human Resource Director Angela Roberson, and Information Technology Director Melissa Izzard.

III. City Department FY 2023-2024 Goals, Projects, & Programs

A. Public Safety

Court Administration

Court Administrator Cammie Heath presented the department's goals as follows:

- Replace faded and weathered signs in the parking lot
- Expand rear fence along the right side of the Police Department to include parking for Court Personnel

Mayor DeVenny and Council Member Harris clarified that there were no additional operational needs. Ms. Heath confirmed there were no additional needs at this time. Council Member Harris asked for a cost of the additions and if Court employees were escorted to their cars after dark. Police Chief Roper stated that there are officers in the building, but Court employees are not escorted to their cars.

Council Member Harris recommended that Ms. Heath and the City Administrator look at options that will increase safety.

Fire Department

Fire Chief Justin McLellan presented the Fire Department's goals as follows:

- Implement a career ladder
- Hire an Architect for the Station 3 Project
- Purchase and outfit an additional vehicle for the Deputy Chief position
- Paint the bays and inside of both Fire Stations
- Add new carpet and kitchen flooring for both stations
- Have leadership development training for supervision staff throughout the City

Council Member Hood asked if Chief McLellan and Chief Roper how many openings in their respective departments. Chief McLellan stated the Fire Department has one opening and the Chief Roper stated that the Police Department currently has nine openings. Council Member Hood stated that the Police Department is in a greater need for positions at this time.

Council Member Harris discussed the need for a career ladder for all departments, and explained the decline in morale when a career ladder is offered to one department but not another. Council Member Harris also noted that when employees are committed and are willing to increase their knowledge for the benefit of their position and the City, those employees need to be compensated. Council Member Harris recommended a review of the City's policies and reiterated the need to address current morale.

Council Member Harris also commended Chief McLellan for recommending leadership training for staff members that hold leadership positions. Council Member Harris also recommended increasing recruiting strategies to promote the City as the place to work.

Police Department

Police Chief Don Roper presented the Police Department's goals as follows:

- Implementation of the departmental reorganization plan, to include a Desk Sergeant.
- Improve facilities, including MJC, police firearms range, and the 15th Street training center.
- Purchase equipment and tools needed to meet accreditation standards.
- Implement recruiting and retention pay plan.
- Conduct pay compensation study to adjust civilian staff salaries .
- Continue yearly vehicle replacement and fleet maintenance, to include the purchase of six new vehicles.
- Increase involvement in community events and departmental sponsored activities.
- Develop a recruiting team and attend recruiting events.
- Increase amount of in-house training offered to the members of the department.
- Becoming involved in professional peer group activities and memberships.
- Improve uniform appearance and standards.
- Development a plan for a communication center upgrade and update. Create an equipment replacing schedule.
- Develop, select, equip, train, and deploy special teams including SWAT and K-9
- Technology upgrade to increase efficiency. Including eCitations and TraCS vehicle accident reporting
- Implement a video security plan including the use of Flock Safety security cameras.
- Increase limit on city credit card to allow for efficient use of budgeted funds.

Council Member Harris asked Chief Roper what his primary goal would be out of the requested list. Chief Roper stated staffing is at a critical point and needs to be addressed. Council Member Harris asked about recruitment strategies. Chief Roper stated that instead of filling positions with officers that are certified officers, he would recommend effort spent towards recruiting citizens that have an interest in law enforcement and train those individuals on our policies and procedures creating a well-trained community centered officer. Mayor DeVenny asked if staffing levels are part of the certification process. Chief Roper stated that it could be mandated in the future.

Council Member Harris asked if City officers have specialized training in mental health matters. Chief Roper stated it is a goal to have all officers trained in this area and he is currently working with the National Alliance on Mental Health (NAMI) and the Critical Intervention Preparation (CIP) to access proper techniques and training.

Council Member Harris asked how many prisoners have been held in the City facilities since he was appointed Chief. Chief Roper stated that it varies. Sometimes there are none, but he has seen up to four prisoners at one time. Chief Roper noted that when a prisoner is housed in City facilities, the City is obligated to care for all of their needs, which would be the responsibility of the requested Desk Sergeant.

B. Enterprise Funds

Public Works

Public Works Director Rendell Mingo presented the department's goals as follows:

- Revise Section 5.04 of the City Personnel Policy annual to allow for compensation for employees who must remain close enough to report within thirty minutes.
- Replace approximately 750 water meters that are over twenty years old, and those that are not functioning properly.
- Hire an engineering firm to prepare a Preliminary Engineering Report for the replacement or relining of the fifteen-inch clay sewer lines of Almetta Street and upgrading the waterline at West Meeting Street from six-inches to twelve-inches, and to begin in-house work to upsize the Jackson Street waterline from two-inches to six-inches.
- Renovate the 15th Street Building entrance and repaint the main conference room.
- Implement a career ladder for Public Works employees that is based on the employees obtaining new skill sets that is above their job description requirements.

Mayor DeVenny asked what on-call employees are presently receiving for compensation when on-call. Mr. Mingo stated that they receive the regular overtime if the employee has already worked forty hours, but if they have not, then it is their regular hourly rate.

Council Member Harris stated that compensation for certification should be across the board. She went on to state that it could diminish morale if this is not implemented across the board for all employees.

Sanitation and Maintenance Operations

Sanitation and Maintenance Operations Supervisor Jonathon Carnes presented the department's goals as follows:

- Search for a safer and updated landfill for MSW
- Hire an additional Equipment Operator I for the Street Division for maintenance of sidewalks, parks, and the Downtown area.
- Apply for the SCDOT TAP Grant to construct a lighted crosswalk for the ByPass/Meeting St./Camp Creek intersection.
- Purchase the properties surrounding the Sanitation and Maintenance Operations Department for future expansion.
- Creating a process for new residential customer to be required to purchase RAW container to decrease theft.
- Updating and upgrading HVAC system units for all City building on a priority basis
- Creating an on-call compensation plan for all on-call employees

Council Member Hood noted that the addition of an Equipment Operator for the maintenance of the sidewalk overgrowth is vital.

Mayor DeVenny asked if a new addition to the department needs to be adjacent to the current location. Mr. Carnes stated it would be easier and less expensive than building a completely new facility.

Council Member Harris asked how many acres are available for the expansion. Mr. Carnes stated there is approximately five acres adjacent to the Sanitation and Maintenance Operations main facility and approximately ten to twelve acres around the Vehicle Maintenance Shop. Mr. Carnes noted the difficulty that 18-wheelers have turning around at the Vehicle Maintenance Shop.

Public Utilities

Public Utilities Director Donnie Ledford presented the department's goals as follows:

- Optimization package to prepare for the influx of new flow.
- To offer an incentive for on-call employees in the form of additional pay to improve retention.
- Replace a 2007 Chevrolet truck to accommodate the need for local travel, on-call needs, and travel for training.
- Capacity upgrade for the facilities to allow for new businesses and housing in the area.
- Purchase of property adjacent to the Wastewater Treatment Plant (WWTP) for expansion.

Mayor DeVenny noted that the upgrade of the WWTP is an economic development draw and mentioned that staff needs to explore options that would allow for developers to assist in the cost of upgrades.

Council Member Harris commended Mr. Ledford for his forward thinking and envisioning how the City will grow in the upcoming years.

C. Hospitality Fund

i. Events & Promotions

Events and Promotions Manager Lisa Roddey presented See Lancaster's goals that would increase the footprint in downtown Lancaster by continuing the following projects:

- "I Have a Dream" Parade, Pageant, Essay Contest, and Ceremony
- Rosie's Easter Bash
- Ag & Art Kick Off
- Red Rose Festival
- Juneteenth Event
- Providing a float for Council for the Veterans Day Parade
- Scarecrows on Main
- Boo Fun Festival
- Christmas in the City
- Christmas Parade
- Christmas Tree Lighting

Ms. Roddey also presented the recommended additions:

- Celebrate Black History Month
- Celebrate Women's History Month
- St. Patrick's Day Celebration
- Collaborate with the Cultural Arts Center and Downtown restaurants to promote both downtown activities and restaurants.
- July Finally Friday
- August Finally Friday
- Farm to Table Event Downtown with local farmers
- American Legion Fair
- Finally Friday September
- Additional Events to partner with;
 - Special Olympics, Relay for Life, and Breast Cancer Awareness

Ms. Roddey also noted the following as goals for See Lancaster;

- To create lasting relationships with all downtown and City-wide business owners
- To promote the City's brand and increase social and digital platforms.
 - Work with the new County Marketing Director to increase attendance at both City and County events.
 - Increase social and digital marketing.
 - Create "Welcome" baskets/bags for new communities and businesses.
 - Continue to develop relationships with City vendors.
- To become more versatile in events
- To increase opportunities for the public to shop, eat, and enjoy.

Mayor DeVenny asked about improving the presence on social media. Ms. Roddey stated that since she and the Marketing & Development Manager have begun, they have increased social media followers by 193 people.

Council Member Harris noted the impact that the Performing Arts Series had on the community, and the variety of shows that were offered. Council Member Harris noted that City events need to offer events that will reach everyone on the City.

Council Member Marsh recommended having a fun day downtown that would incorporate a "Meet the Council" event. This would allow citizens the opportunity to talk with their representative in a fun and productive environment and would allow Council Members to educate the citizens on City matters. Council Member Marsh stated that a notification could be added to the water bill statements that go out so everyone would be aware of the event.

ii. Marketing & Development

Marketing and Development Manager Alize Thomas presented See Lancaster's goals as follows:

- Continuing to revitalize Main Street Lancaster and development needs for the City of Lancaster
 - Implement new banners and banner arms on Main Street to ensure safety.
 - Continue to beautify Downtown by working with the Public Works and Solid Waste Department to replace flowers, benches, trash cans, etc.

- Begin working on New Business Guide with the Police, Fire, and BP&Z Department
- Redevelop the Main Street Lancaster Advisory Board
- Updating and creating new grants for Downtown Businesses/Buildings
 - Increase the Façade Grant allowance to \$5,000 per building.
 - Establish a Rehabilitation Grant to offer incentives for building owners of \$40,000 total (80/20 match) for each project
 - Develop an Incentive Grant to entice Downtown owners, in need of extensive repair, up to 2% of the total investment per project would be distributed over a seven year period. Eligible projects would include, office buildings, hotels, residential condominiums, parking decks, and small business spaces.
- Joining Boards and attending Conferences
 - Attend the SC Governors Conferences
 - Attend the Main Street America Conference
- Marketing Goals and Campaigns for Tourism
 - Space on billboards in surrounding high-density areas (Charlotte, Fort Mill, etc.)
 - Participating in the Discover SC Guide
 - Continue to work closely with the Events and Promotions Manager
 - Continue work on the web-site to make it more user-friendly
 - Begin working on the City's brand
 - Begin working on Welcome to Lancaster packets

Ms. Thomas recommended separating the See Lancaster Facebook page into three pages, The City of Lancaster page to focus on the departments and pertinent City information, a See Lancaster page to focus on tourism and events, and a Main Street Lancaster page to focus on the Downtown area, grants and storytelling of the Downtown. Mayor DeVenny noted that the operations of the City need to be promoted on the website and social media. He also noted that the City needs to be promoted as an operation not just a business.

Council Member Harris expressed concern about the different Facebook pages looking like three different entities, instead of one, regardless of how it is branded.

Council Member Harris also noted that the Advisory Board is very important and could be a non-profit Board. Mayor DeVenny referred to the Red Rose Development Board as an example, and stated the two Boards could work together.

D. General Fund

Administration

City Clerk Tracy Rabon presented the request of a new City website. Ms. Rabon noted the following benefits of having an updated website:

- Increased resident engagement by;
 - Implementing a self-service portal
 - Adding dedicated pages that will highlight day-to-day operations of the City
 - Increasing transparency
 - Adding a mobile responsive design that will allow forms to be completed by a mobile device
 - A cleaner more straight forward design

- FAQ section that to answer the common questions
- Addition of an up-to-date Photo Gallery
- Adding *Community Voice* and *NotifyMe*
- ADA Compliant
- Employee Benefits;
 - A more user-friendly backend design
 - Combined websites to have a more cohesive look
 - Features such as - Intranet, Facility Reservations, Job Postings, Bid Postings, Google Translate, and Printer Friendly
- Hosting & Security;
 - 24/7/265 system monitoring
 - Guaranteed 99.9% uptime.
 - Full backups performed daily.
 - Software updates and security patches
 - Live Agent support
 - Assigned Customer Success Manager

Mayor DeVenny asked if the website could integrate the See Lancaster pages. Ms. Rabon verified that it could incorporate any pages that we choose and noted that the Fire Department has their own website which could be migrated into the new City website.

IT Director Melissa Izzard noted that the website has the ability to automatically post on social media when a post is made on the website.

Council Member Harris asked where the citizens request would go when made on the site. Mr. Hutfles noted that the notifications would go to the appropriate department with multiple notifications and reminders. Mr. Hutfles noted that the website will only be an asset if it is someone's priority. Mayor DeVenny noted that this would fall under marketing and the City's needs should be made a priority.

Information Technology

IT Director Melissa Izzard presented the department's goals as follows:

- Addition of an IT Project/Contract Administrator to assist in the daily operations of the department.
- Roll over and increase of funding for the Police Brazos Software
- City Park Camera Surveillance System

Council Member Harris noted that two positions may be needed in the department and also noted that if the camera surveillance system was in place it could benefit investigations and deter crime.

Building, Planning, Zoning & Licensing

Building, Planning, Zoning & Licensing Director Louis Streater presented the department's goals as follows:

- Review and update the City's fiscal year 2023 fee schedule.
- Move forward with annexations of doughnut holes and contiguous properties that have recorded utility service and annexation agreements/restrictive covenants.
- Business License Standardization that will adopt an updated license class schedule every odd year as recommended by the Municipal Association of SC and certified by Revenue and Fiscal Affairs Office.
- Contract with a third-party company to identify businesses that do not comply with the City's business license tax Ordinance.

- Complete the City's Comprehensive Plan rewrite.
- Add a Permit Clerk/Administrative Assistant

Mayor DeVenny asked Mr. Hutfles about the tax credit for the development behind Belk. Mr. Hutfles stated that they only received a 6% tax credit towards the construction of the development, and this is not a yearly benefit.

Mr. Streater also asked for a repeat of the past raises, and for the longevity increases to offset compression.

Council Member Harris asked how many properties would be included when the annexation of doughnut holes is implemented. Mr Streater stated that he has approximately six parcels that need to be annexed.

Mayor DeVenny asked about the status of the City Planner position. Mr. Streater stated the position has been posted and applications have been received and he hopes to hire soon.

Finance Department

Finance Director Kirk Medlin presented the department's goals as follows:

- Continued training for the Utility Billing Manager – Specific Incode training.
- Review/Replacement of Paradigm
- Review credit card fees to see if fee should be reassigned to the customer.
- Replace credit card machines.

Mr. Medlin noted that he could benefit from an additional position however he did not include it in his request this year. He stated that due to him and his staff being fairly new, he would like to see how the department would run when it was fully staffed before requesting an additional person.

Council Member Harris noted that she was concerned about the amount of training the Utility Billing Manager has received and the amount of responsibility that position has with minimal support. Mr. Hutfles noted that the City called in the past Utility Billing Manager at an hourly rate to assist in training. Council Member Harris also asked why the department waited six months to offer training.

Mayor DeVenny asked for an update on the previous concern of the department's understaffing, undertraining, and burnout in that department. Mr. Medlin stated that a new Utility Billing Clerk has been hired and is working well with the others in the department. Mr. Medlin also noted that the Accounts Payable position will be filled soon.

Council Member Harris expressed concern about the limited experience in the department, and asked if there was a plan to address training without overwhelming staff and if they were given the tools they needed to be successful. Mr. Medlin stated that the new Utility Billing Clerk is being trained one piece at a time and is progressing quickly.

Council Member Harris noted that policies and procedures need to be reviewed to ensure staff becomes proficient in one job before being assigned additional responsibilities. Council Member Hood stated that cross training is critical for the success of a department. Mr. Medlin noted that turnover is inevitable but confirmed that the Utility Billing Manager is learning the steps needed to be successful in her position. Mr. Medlin also noted that the responsibilities of the Accounts Payable Position's responsibilities may need to be reviewed and adjusted so she can focus on payments.

Council Member Harris asked if a plan was been implemented to streamline the work in the Utility Billing Department. Mr. Medlin stated he and the Assistant Finance Director discussed having the Accounts Payable Specialist produce checks weekly instead of bi-weekly.

Council Member Hood recommended a regular staff meeting with the Finance Department to address concerns. Council Member Harris agreed and stated that Mr. Medlin and Mr. Hutfles need to get together to develop a plan for streamlining the department.

Council Member Harris stated that when the last Utility Billing Manager spoke at a Council meeting regarding lack of training and lack of support, she thought that the Finance Director and Administrator would have developed a plan to address the concerns.

Council Member Marsh recommended developing a survey for people to express concerns *without the fear of repercussions*. Mr. Medlin stated that he is aware of the department's over-time and it is his goal for staff to leave at 5:00 pm every day.

Mayor DeVenny clarified the concerns of Council and stated that if additional staff is needed, then it needs to be requested. Council Member Jones asked how many positions he would need for full coverage of the department. Mr. Medlin stated that logistically he would need to make room for an additional Utility Billing Clerk, but it would be feasible. Council Member asked for clarification on the number of positions the department would need to make the department run smoothly and to ensure the needs of the citizens were met. Mr. Medlin stated that he would need one additional Utility Billing Clerk.

Council Member Harris asked about the Incode development upgrade and if the Utility Billing Manager should be included in those meetings. Mr. Medlin stated that they are only discussing system upgrades at this time, so there was no need for her to be in the meetings. Mr. Medlin stated that he would like to upgrade the credit card readers since the credit card program is approximately ten years old and is difficult to use.

Council Member Harris stated that staff should not wait until July to hire a needed position. Mr. Medlin stated that the credit card readers were inoperable for three days which resulted in handwritten receipts from the Utility Billing clerks for those three days. Council Member Harris noted that should have been an indicator that changes need to be made and that he should have discussed these concerns with the City Administrator.

Council Member Hood recommended adding a floater position to assist in all departments. Mr. Medlin stated that he would like to make changes, but there is not enough staff to implement those changes. Mayor DeVenny reiterated that was the point Council was trying to make. Mayor DeVenny noted that with the amount of overtime being spent, the City could hire another person.

Human Resource Department

Human Resource Director Angela Roberson presented the department's goals as follows:

- Merit Based Salary Increases
- Add a full-time Administrative Coordinator between Human Resources and Administration

Mayor DeVenny asked about the Merit based raises and if dollars are deducted if an employee does not meet standards, and also noted that money is not the only way to show appreciation for employees.

Council Member Harris mentioned that the surrounding communities tax base is much higher than the City's. However, she went on to note that employees need to know that Council and Management care about what they are doing and the commitment they have to the City. Council Member Harris also noted the cost-of-living increase, the longevity increase, and the ARPA bonus given last year.

Ms. Roberson also mentioned time off as an incentive. Council Member Harris asked if this had been presented the City Administrator, and what steps had been implemented. Ms. Roberson stated she had discussed this with the Administrator, but it was not allowed. Mr. Hutfles noted that it was against the City's Policy, and if Council would like to implement that, it would mean a policy change. Mr. Hutfles also stated that Council would need to set up a defined guideline, so it was not as subjective.

Mayor DeVenny stated that he understands the need for merit recognition, but this is the determining factor for promotions. Ms. Roberson stated that the employees see the evaluations as pointless. Council Member Harris stated that evaluations are a tool to evaluate where an employee needs to grow and improve and is a tool to have a conversation with the employee to evaluate weakness and strengths.

Council Member Harris asked Ms. Roberson if she lost a position in her department. Ms. Roberson stated that when the previous Human Resource Generalist retired, the payroll position was combined with the HR Generalist position. Council Member Hood noted that a floater position would be beneficial. Ms. Roberson stated that the college intern program has been an asset to the City but has dwindled to minimal applicants. Council Member Harris stated that it is likely a result of less advertisement and noted that the positions need to be advertised now instead of waiting until Spring. Ms. Roberson stated the program was advertised in the Lancaster News, posted at York Tech, entered on the USC-L Handshake site, posted on the City website, and is sent to all current employees.

IV. Adjournment

Motion: To adjourn

Moved by Council Member Harris, **Seconded by** Council Member Jones

Vote: Motion carried by unanimous roll call vote

Action: Adjourned

There being no further business, Council adjourned at 9:51 p.m.

Respectfully submitted,

Tracy Rabon
City Clerk

CITY OF LANCASTER, SC PRIORITIZED COMMUNITY NEEDS

FEBRUARY 2023

The City of Lancaster has completed a process to assess its community needs, especially as they relate to low and moderate income citizens. Following is a list of the prioritized needs that have been identified for the City of Lancaster's Needs Assessment.

1. Repair, replace, or install sidewalks as indicated in the 2023 Sidewalk Master Plan to improve pedestrian safety and connectivity to goods and services. Sidewalks in disrepair *which are not ADA compliant are of particular concern as it creates hazardous conditions for wheelchair users and may force them to use the road.*
2. Address storm water and/or drainage for the Ferguson Street area.
3. Optimize the wastewater treatment plant to improve plant's operational and energy efficient opportunities and to address the growing treatment requirements.
4. Upgrade water infrastructure in low and moderate income areas for increased water pressure for housing and public safety, particularly on or near Main Street, West Meeting Street, Belk Street, Faile Street, Jackson Street, and the Williams Estate subdivision.
5. Upgrade wastewater collection systems in areas where there is a threat to the environment including Basin 13, 14, and 22 and the sewer line on Almetta Street.
6. Eliminate blight in targeted areas by the demolition of vacant, abandoned, and condemned structures in accordance with the City's code enforcement ordinance.
7. *Build a farmer's market, preferably in the downtown area.*
8. Conduct environmental assessments and/or cleanup of brownfield sites including the Lancaster Mill site and other industrial sites. Conduct studies of Brownfield sites to determine the feasibility of redevelopment.
9. *Upgrade and extend the City's water distribution and sewer collection systems for improved industrial, commercial and residential development.*
10. Provide adult literacy programs and workforce readiness programs.
11. Promote economic development and job creation activities through provision of *infrastructure to potential and expanding businesses and industries.*
12. Undertake activities to provide safe and affordable housing through rehabilitation or new construction. Housing rehabilitation is needed in all areas of the City.
13. Expand streetscape improvements to the downtown side streets, including Gay Street, to *enhance business opportunities in the downtown area.*
14. Address crime issues to include better lighting and increasing the number of police substations.
15. Acquire and/or rehabilitate vacant, in-town buildings for commercial purposes which may *include leasing to committed tenants for a demonstrated market need.*

CITY OF LANCASTER, SC
PRIORITIZED COMMUNITY NEEDS

16. Continue efforts to prepare for, respond to, and prevent the Coronavirus.
17. Continue to further Fair Housing in the City of Lancaster.
18. Seek funding to increase public access to the Arts.
19. Assist with the development of a mill museum.

CITY OF LANCASTER, SC PRIORITIZED COMMUNITY NEEDS

MARCH 2022

The City of Lancaster has completed a process to assess its community needs, especially as they relate to low and moderate income citizens. Following is a list of the prioritized needs that have been identified for the City of Lancaster's Needs Assessment.

1. Address storm water and/or drainage for the Taylor Street area drainage basin.
2. Repair, replace, or install sidewalks in LMI neighborhoods especially in areas where safe foot travel is needed to connect to goods and services including health facilities, schools, and grocery stores among others.
3. Optimize the wastewater treatment plant to improve plant's operational and energy efficient opportunities and to address the growing treatment requirements.
4. Upgrade water infrastructure in low and moderate income areas for increased water pressure for housing and public safety, particularly on or near Main Street, West Meeting Street, Belk Street, and Faile Street.
5. Upgrade wastewater collection systems in areas where there is a threat to the environment including Basin 13, 14, and 22.
6. Provide adult literacy programs and workforce readiness programs.
7. Build a farmer's market, preferably in the downtown area.
8. Eliminate blight in targeted areas by the demolition of vacant, abandoned, and condemned structures in accordance with the City's code enforcement ordinance.
9. Complete the environmental clean-up of the Lancaster Mill site and other industrial sites and study abandoned Brownfields to determine the feasibility of redevelopment.
10. Promote economic development and job creation activities through provision of infrastructure to potential and expanding businesses and industries.
11. Undertake activities to provide safe and affordable housing through rehabilitation or new construction. Housing rehabilitation is needed in all areas of the City.
12. Expand streetscape improvements to the downtown side streets, including Gay Street, to enhance business opportunities in the downtown area.
13. Upgrade and extend the City's water distribution and sewer collection systems for improved industrial, commercial and residential development.
14. Address crime issues to include better lighting and increasing the number of police substations.
15. Acquire and/or rehabilitate vacant, in-town buildings for commercial purposes which may include leasing to committed tenants for a demonstrated market need.
16. Continue efforts to prepare for, respond to, and prevent the Coronavirus.
17. Continue to further Fair Housing in the City of Lancaster.

**CITY OF LANCASTER, SC
PRIORITIZED COMMUNITY NEEDS**

18. Seek funding to increase public access to the Arts.
19. Assist with the development of a mill museum.