

# Memo

To: Mayor and City Council

From: Cammie Heath: Court Administrator

Date: 2/10/24

## 2024 Goal Sessions

For this year's Goal Sessions, I'd like to reiterate from last year: Security continues to be a growing concern of mine, so I'd like to again ask for the installation of a fence along the right side of the MJC parking lot, near the fire department- where myself and all of my employees park. We currently have security measures such as signage and surveillance cameras in place, but those measures would not halt someone with criminal intent on their minds. A fence may not stop someone either, but it would definitely serve as an extra "hurdle" (pun-intended) to cross.

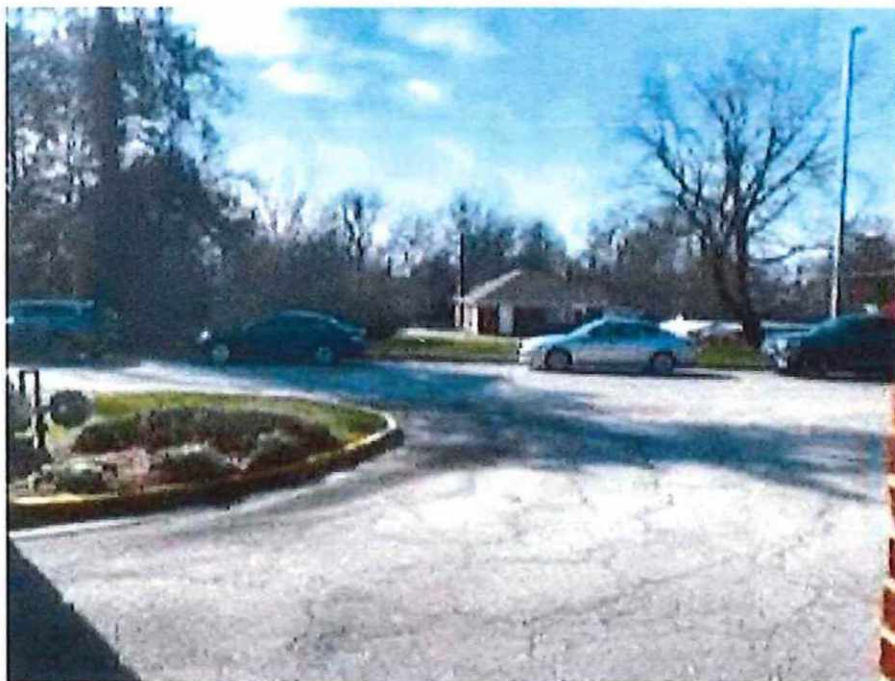
The latest, among many security barrier breaches occurred in Dec 2023: A member of the public drove around to our vehicles, accosted two judges, "insisting" on a prisoner release AFTER the court office had closed for the day. Although taken aback by the "demands" and "rude" attitude displayed by the individual, this situation was not seen as a potential threat because the individual is a bondsperson, who we come in contact with frequently, but what if it had not been? What if it had been someone upset that their loved one had to spend a night in jail???

We do not make everyone happy while performing our jobs. If someone wanted to do either of us harm, they could easily approach us at our vehicles and flee the area before anyone would notice or have time to respond.

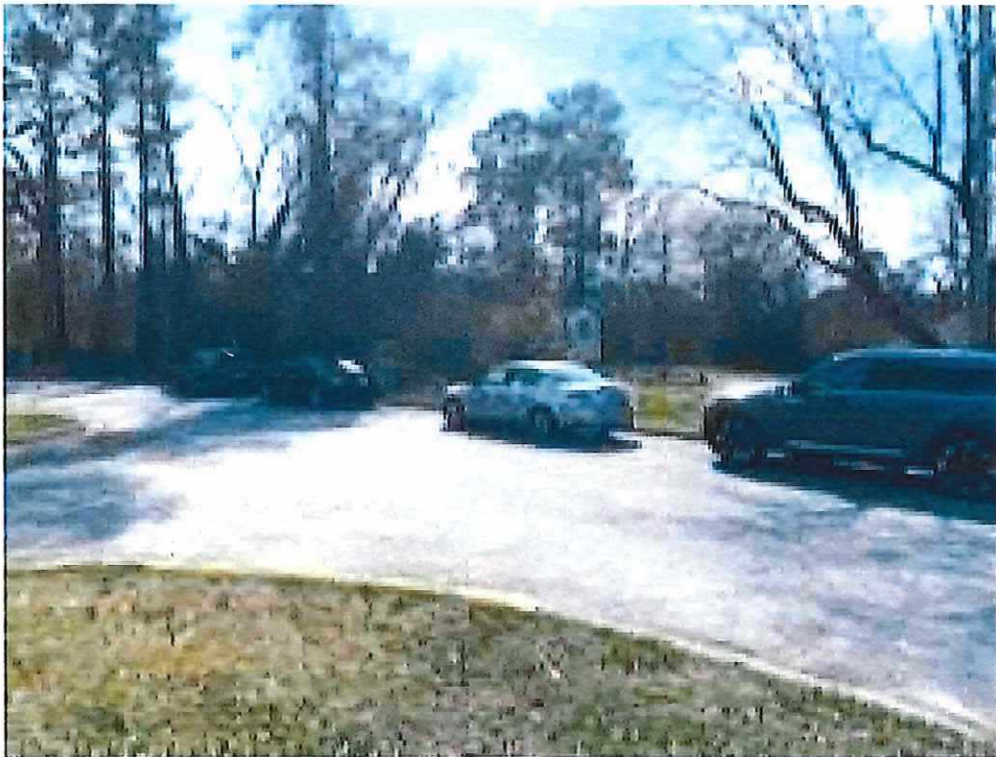
I would like to re-explore the installation of a fence or the expansion of the existing rear MJC fence so that myself and my staff could feel a little safer when entering and exiting the building.

I have attached photos again to refresh everyone's memories.

Thank you,  
Cammie Heath











2024-2025 Budget Goals  
City of Lancaster Fire Department  
February 10, 2024

Fire Chief Justin L. McLellan



# City of Lancaster Fire Department

## FY 2024-2025 Budget Goals

### I. Retention & Recruitment Plan

Since the implementation of the classification compensation plan in the 2022-23 budget our department has fallen behind the market value for all pay grades within our department. We are in a highly competitive area of the state which has made it hard for us to attract the number of applicants that we used to receive for vacant positions. As reported last year during the budget process, Lancaster County has begun to hire twenty-four (24) hour firefighters in all ranks at a higher yearly salary than we offer. Which I believe has assisted in creating a lower number of applicants for our vacancies. An entry level firefighter with Lancaster County starts out just under \$7,500 a year more than an entry level firefighter with our department. I am asking that all positions within the Fire Department be moved back to their equivalent within the Police Department at the same rate given during last budget year's special paygrade classification. Equivalency at each position between the two departments was in place and recommended by the classification compensation plan. By moving our positions to their equivalent within the Police Department this will put us back in a competitive market with the other Fire Departments in the area and help retain our current workforce.

As part of the Retention & Recruitment Plan, I am asking you to also implement an incentive for all current and future college degree holders. For current Associate's degree holders they would receive a \$1.00/hour increase above their current salary and Bachelor's degree holders would receive a \$1.50/hour increase above their current salary. If an employee had both an Associate's and Bachelor's degree, they would only receive the \$1.50/hour increase. For those who receive an Associate's degree after the implementation of this plan they would receive a \$1.00/hour increase, and then if they were to go on to receive their Bachelor's degree then they would receive an additional .50/hour increase. If an employee were to receive their Master's degree, they would receive an additional \$1.00/hour increase on their salary. All pay increases would require proof of each degree by submission of the diploma to the Fire Chief and HR Department. Pay increases would begin at the beginning of the next pay period after all proof of the degree(s) are confirmed.

Continuing with the Retention Plan, I would like to implement salary increases based off years of service with the City of Lancaster Fire Department as a full-time employee. Years of service to the city in another department or as a volunteer would not be used in this calculation.

- Current certified employees with 3 years of service would receive a 3% salary increase
- Current certified employees with 6 years of service would receive a 3% salary increase
- Current certified employees with 9 years of service would receive a 3% salary increase
- Current certified employees with 12 years of service would receive a 3% salary increase
- Current certified employees with 15 years of service would receive a 3% salary increase

\*\* Current certified employees with greater than 15 years of service to the city would receive a one-time 8% salary increase. This would be to limit salary compression due to this being the only time they would be eligible for a salary increase based off years of service.

All proposed percentage salary increases would be awarded to all certified employees upon the completion of the outlined years of service on their full-time hire date. Any implemented salary increases would be in addition to any COLA, merit increase provided by the city.

We invest a lot of money, time, and effort in training our employees, and this plan will continue to show the level of commitment that we have to each of them.

## II. Begin the Building Process of Station 3

With the closing of the land for Fire Station 3 now is the time to move forward with the building process for this station. This process will take some time between the design phase, land clearing and prepping, and build time. Not to mention any delays in construction due to supply issues or weather while building. We have also placed an order for the apparatus that will be stationed at this station, it has an anticipated arrival of forty (40) to forty-six (46) months from the signed contract date which was November 1, 2023. If this station has not been completed by the time this apparatus arrives it will not have a bay to be parked in. We currently do not have room for it in either of our two existing stations.

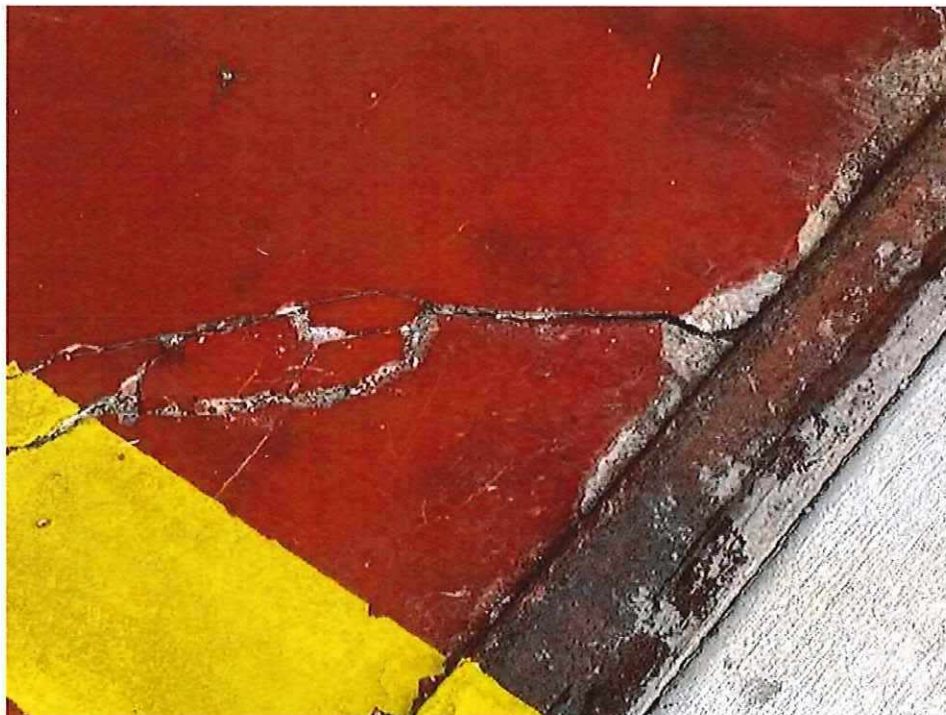
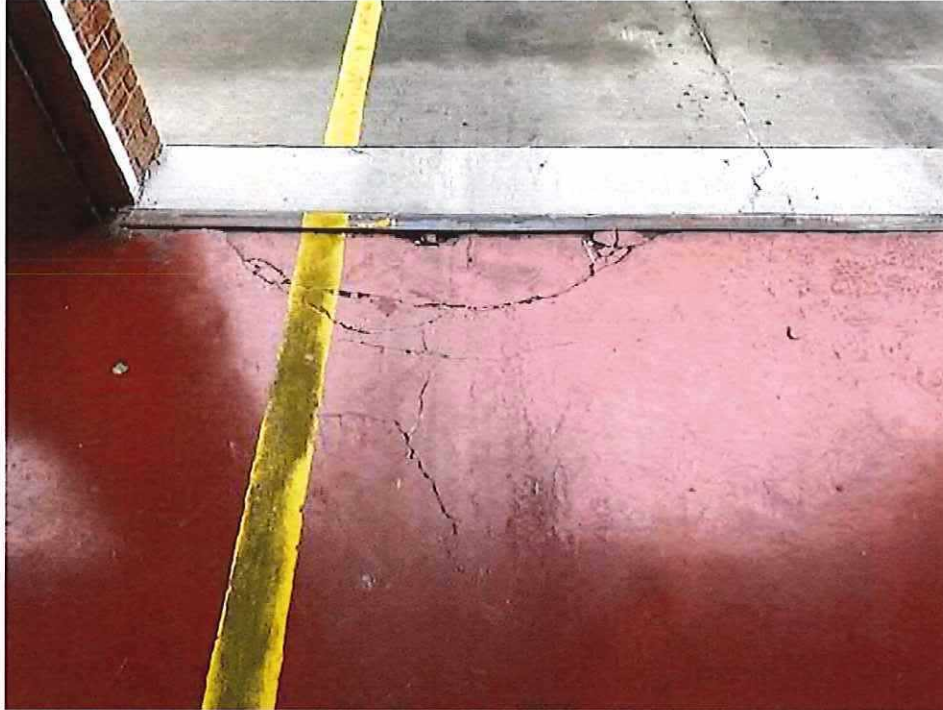
Once this station is built and staffed, the coverage area that it will serve will cut down the response times for getting much needed fire and medical aid to the citizens of the city in its district.





### III. Repair Damaged Bay Floor at Station 1

Below are two pictures of the bay floor in front of our ladder truck. As you can see the floor has started to crack and sink at the transition from the bay to the front pad. Station 1 was opened in December of 1971 and since then fire apparatus have increased in weight and the constant in & out of the apparatus has caused what started as a small crack to begin to turn into a potential hazard. The cracks run five feet from the transition piece into the bay, and my concern is that if not repaired this issue could soon turn into a major hazard.

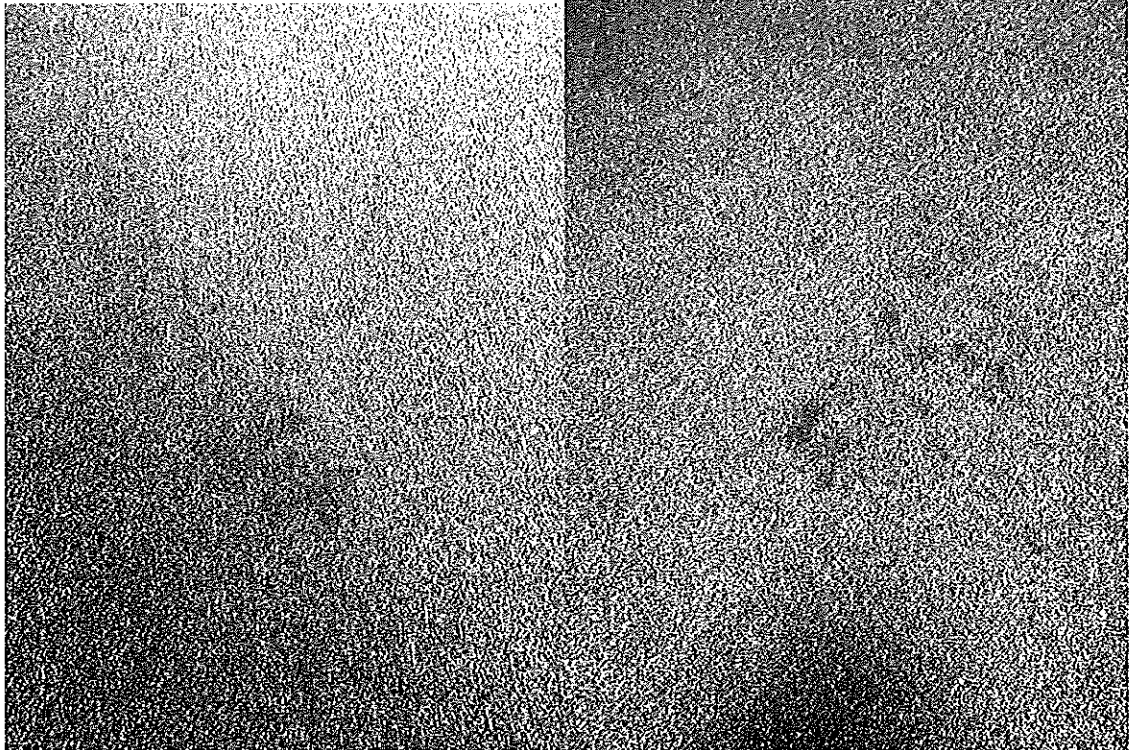




## IV. Replace The Flooring Inside Station 1

Attached are four (4) pictures of the flooring inside Station 1. As you will see the flooring is worn and has seen its better days. The flooring from the kitchen has completely separated and is beginning to roll up. The floors are vacuumed at least once a day and mopped in the areas that require mopping the same amount.

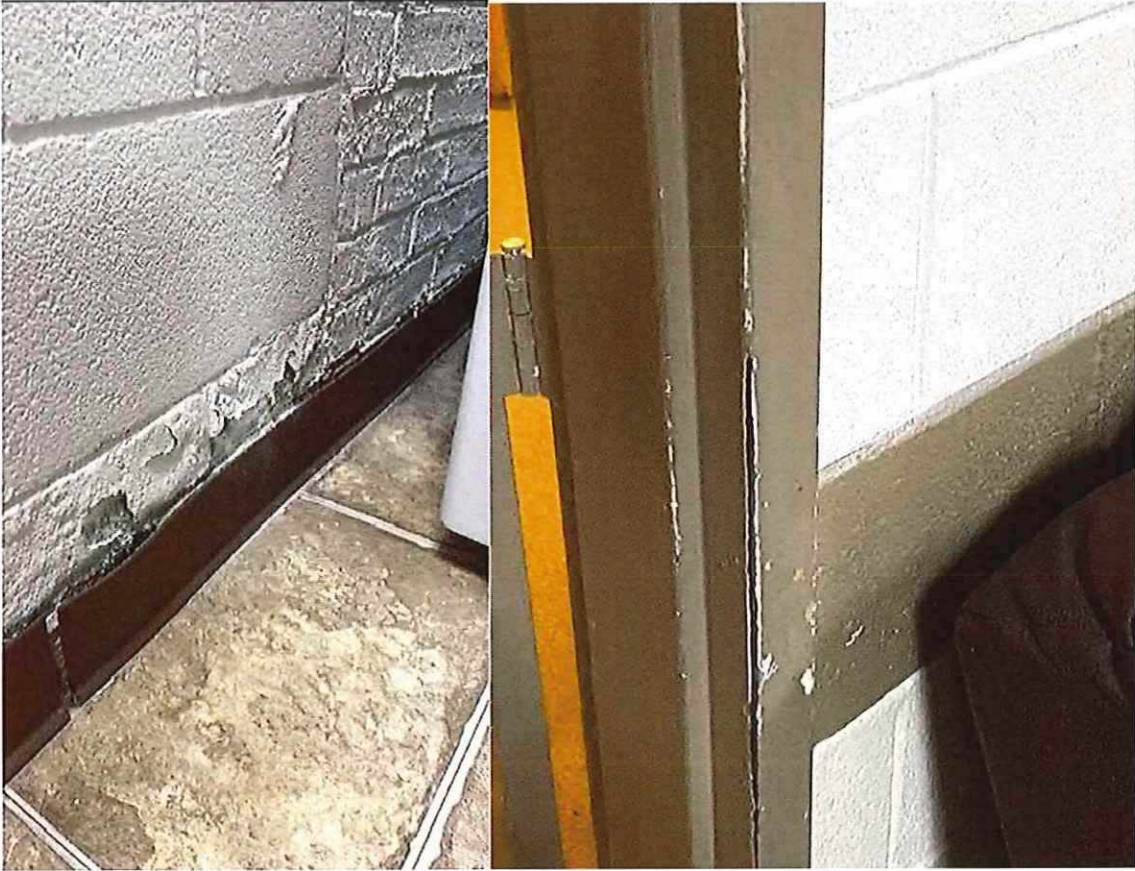
Note: Station 2 has the same need and will be requested to be painted in the 2025-26 budget year.



## V. Paint The Inside of Station 1

Below are two pictures from the inside of Station 1. The picture on the left shows where the paint has cracked and began to fall off the wall. The one on the right is of one area where the paint is worn. It has been around ten years or more since the station was last painted. This station is lived in and used for twenty-four (24) hours a day and has areas throughout the entire building that are showing the need for a fresh coat of paint.

Note: Station 2 has the same need and will be requested to be painted in the 2025-26 budget year.

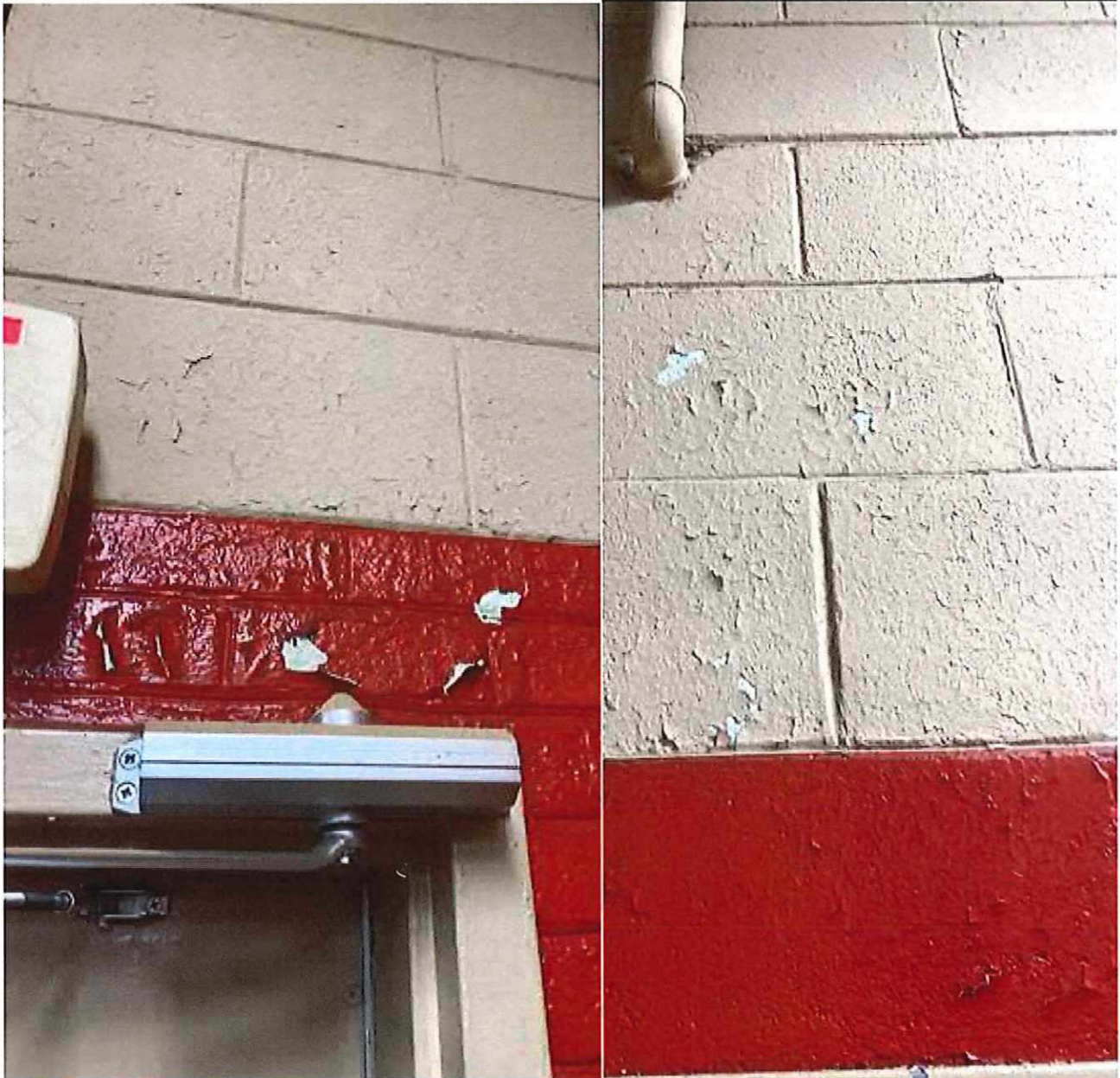




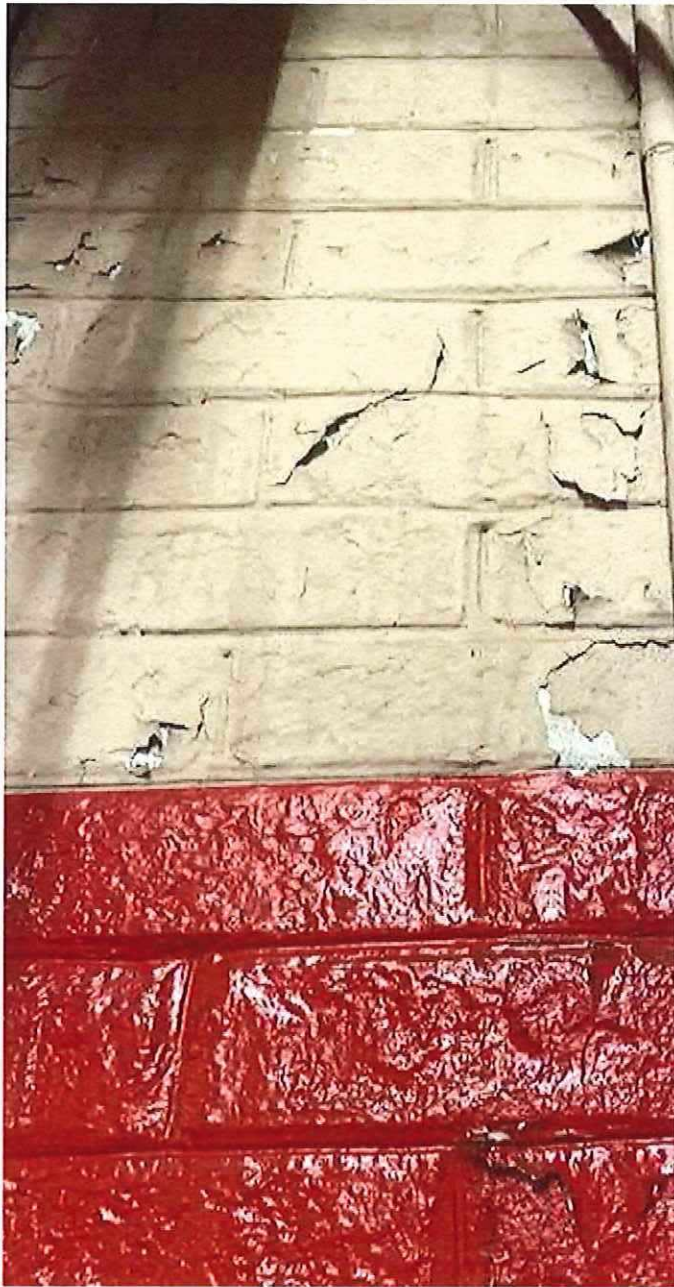
## VI. Paint The Bay at Station 1

Just like the inside of both stations, the bays at both stations need a paint job. As seen in the pictures below of Station 1's bay the paint is coming off and cracking all throughout the bay. Station 1 was opened over fifty-two (52) years ago and has served the Fire Department well. But just like anything else the upkeep of the building will help prolong the life of it.

Note: Station 2 has the same need and will be requested to be painted in the 2025-26 budget year.











LANCASTER POLICE DEPT. 405 E. ARCH ST. LANCASTER, SC 29721-1008  
 TEL 803-283-1170 FAX 803-286-4632

Memorandum

From: Chief Don Roper  
 Reference: Budget Goals  
 Date:01-26-24

The goal of the Lancaster Police Department is to provide professional public safety and effective customer service through the delivery of problem solving, crime preventing, community policing strategies. Our focus during the upcoming year will be to continue the accreditation process through CALEA and SCLEA, focus on recruiting efforts to achieve full staffing, improve our delivery of crime prevention services, and response to criminal activity, create opportunities for interaction and development of relationships with community members, and continue to develop and refine a positive image and reputation within the community. This will be accomplished through the following programs, projects, and budget priorities:

- Adjust our departmental structure to maximize our focus on community services and problem-solving policing.

The Lancaster Police Department currently does not have staff members specifically dedicated to planning, coordinating, implementing, and tracking community events and services, or to provide problem-based policing solutions to complex issues encountered regularly. The need for assigned staff to ensure these services are given the attention needed, and to continue to develop community relationships has become more evident as we have increased our efforts with community outreach. There has been a positive reaction to our efforts, reinforcing the position that this task warrants dedicated staff to allow expansion and growth of our efforts. These positions would be best suited as a command staff position and a supervisor’s position. This would provide the members with the authority and standing to direct and manage the overall community focused and problem-solving efforts of the department. **Increase staffing by two positions.**

- Improve City police facilities.

The MJC is in need of several updates and repairs. The appearance of the building needs to be cleaned and updated, with signage identifying the building as housing the LPD. The police firearms range will need improvements and updates, including repairs to the building, additional storage, and basic range and road maintenance. **Capital Expense, Materials and Supplies.**

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- Purchase equipment and tools needed to meet accreditation standards. SCLEA and CLEA standards require that we implement several security features and equipment requirements to meet the standards. **Capital Expense, Materials and Supplies.**

- Continue to fund recruiting and retention pay plan. The plan will allow LPD to attract and retain qualified candidates and employees to staff the agency and allow the department to implement community policing and problem-solving activities. The first step of the plan was implemented with the salary increase last year. The next component involves providing special police officer step increases in addition to regular COLA increases. **Salaries.**

- Contract with a licensed attorney to provide legal advice and direction. The use of a police attorney to provide legal advice, periodic training, and resources during a critical incident is invaluable. The contracted attorney would provide services through scheduled meetings, written correspondence and publications, delivery of training, and as legal advice and guidance as needed on an on-call basis. **Special Contracts.**

- Conduct a market study to adjust civilian staff compensation. Civilian staff make up an important element of the team that will allow LPD to accomplish the stated goals. Once qualified civilian staff have been selected and trained, we need to maintain a competitive salary package to retain the employees. **Salaries.**

- Continue yearly vehicle replacement and fleet maintenance. Several patrol vehicles and support vehicles are aging and have extended mileage. This causes increases in vehicle maintenance costs, and issues with reliability. A regular vehicle replacement plan will ensure the department continues to deploy an adequate fleet for required assignments. **Maintain current replacement schedule of six new vehicles, increase Operation Motor Vehicles, Department CIP Requests.**

- Increase involvement in community events and department sponsored activities. The goal is to become more active in the community and allow opportunities for citizen interaction with officers. We will host regular community meetings, events, and programs. **Travel and Training.**

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- Develop recruiting team, attend recruiting events.

The goal is to identify and hire highly qualified candidates, and to maintain a diverse pool of desirable applicants. **Recruiting.**

- Develop plan for communications center upgrade and update. Create equipment replacement schedule.

The communications center needs to develop an equipment replacement and renewal schedule to ensure we are operating with the most effectiveness. This will include regular upgrades and replacement of equipment and software. **E-911 funding.**

- Increase our video security capabilities by increasing the number of Flock Safety security cameras.

As part of our overall policing and crime reduction plan, the use of Flock Safety security cameras was included last year to assist in the detection, identification, and apprehension of criminal activity and violators. There is a need to continue and expand this program to add four additional cameras this year. **CIP funding.**

- Purchase a Cellebrite Universal Forensic Extraction Device.

Technology has changed the dynamics of crime, and the response to criminal investigation. This device will allow our investigators to access critical digital evidence lawfully from devices while maintaining data integrity. This has become a critical need during investigations as nearly every criminal suspect has relevant data on personal devices such as cellphones and tablets. **CIP funding.**

- Increase limit on city credit card to allow for efficient use of budgeted funds.

The use of the city credit card is an efficient way to access budgeted funds, and to ensure equipment and services are acquired in a timely and economical manner. With the size of the LPD and the constant need to access funds, it has become clear that the current monthly limit of \$2,000 causes issues with the department being able to purchase equipment, reserve travel arrangements, and secure registration for events and training. **Request an increase of monthly limit to \$5,000.**

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Memorandum

From: Chief Don Roper

Reference: 2024 CIP Request

Date: 01-26-24

The 2024 CIP Request from the Lancaster Police Department consists of the following items:

- Replacement of six police vehicles and equipment
- Replacement sign in front of the Police department
- Building Maintenance needs
- Flock Security cameras
- Cellebrite Universal Forensic Extraction Device

Considerations for FY 24/25 – 28/29 Include the following requests:

- Police vehicles and equipment
- Flock Security Camera annual costs
- CALEA police accreditation site-visit cost
- CALEA police accreditation continuation fees

**The 2023 CIP Request:**

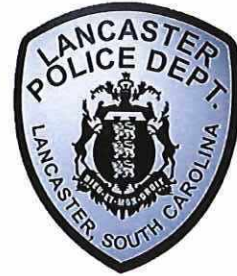
Replace six police vehicles including the required equipment. Continuous use of vehicles in a law enforcement role causes stress and increases maintenance costs as the vehicle ages. A police vehicle must maintain a higher level of reliability and safety for public use. With the current priority of hiring new officers to fill open positions, there will be a need for additional vehicles to maintain the fleet. A replacement schedule of six vehicles would allow the department to continue to have a suitable fleet for service. Cost estimate: \$415,000.

Many of the items requested in the CIP and budget are directly related to the CALEA and SCLEA accreditation process that the Lancaster Police Department is currently seeking. The initial Law Enforcement Accreditation fee is \$11,450.

The MJC currently has no outstanding identification feature to identify it as housing the Lancaster Police Department. There are regular inquiries from citizens and government agencies

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asking if the building is where the police department is located. Having the sign replaced with a distinctly identifying logo is needed to help direct citizens to the proper location to seek police assistance. Cost estimate is \$15,000.

The MJC building is aging and in need of routine maintenance such as removal of mold, repair of façade, painting, and general upkeep. Sandblasting the building would remove the mold and stain, and painting the inside would improve the overall appearance. In addition to this, the detention facility is in need of repairs. The floors and cells need to be painted. There are bare concrete spots and cracks on the floors. Maintenance/repair estimate: \$20,000.

Council and citizens have expressed interest in increasing the number of security features through the use of security cameras. Flock Security cameras allow the police department to connect with a network of other cameras to increase the police department's ability to monitor areas, and act as a resource multiplier due to not needing to send an officer to certain locations to check on situations. The cameras also help with investigating and solving crimes that have already occurred. This request is for four additional cameras installed at strategic locations across the city. There is an annual recurring cost of \$12,000 for the cameras included in the budget last year. Cost for four additional cameras: \$17,000.

Technology has changed the dynamics of crime, and the response to criminal investigation. A Cellebrite Universal Forensic Extraction Device will allow our investigators to access critical digital evidence lawfully from devices while maintaining data integrity. This has become a critical need during investigations as nearly every criminal suspect has relevant data on personal devices such as cellphones and tablets. Cost estimate: \$16,000.

**Considerations for FY 24/25 – 28/29:**

A continuing vehicle replacement schedule is necessary to ensure the police department fleet is maintained for safe and effective operation and delivery of services.

Once the Flock Security cameras are installed, the annual product fee will continue to allow for the operation of the cameras. This recurring cost is currently \$12,000 for four cameras.

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Once the Lancaster Police Department is in a position to initiate an initial site-based assessment from CALEA, there will be an estimated cost of \$5,500 for this assessment. We expect to be ready for a site-based visit by the end of 2024.

Once the Lancaster Police Department attains CALEA accreditation, there will be an annual continuation fee of \$4,065 to maintain our status.

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## PW Goals for FY 2024-2025

- Replace Meters throughout the entire system
  - Replace hydrants
  - Replace lights at the 15<sup>th</sup> Street building
  - On-call pay
  - Replace water line on Main St.
  - Root Cut and Reline Sewer Lines
  - Wylie Park Rd/Lakeside Circle move houses off 2in. water main and put them on 6in. main (In House )
1. I would like to see the meters throughout the city replaced. We are losing a lot of revenue with the current meters. They are approximately 20 years old and not functioning properly. The bid cost to replace the entire meter system is \$2,894,362.69. This meter has acoustic leak detection that has the capability of pinpointing leaks on our water mains and service lines. This should cut down on us having to chase leaks because it narrows it down for us. Also, this should help with water loss.
  2. The fire department tests hydrants yearly and gives us a report of broken or damaged hydrants. These hydrants are very expensive to replace but it needs to be done. The hydrants play a vital role in citizens' safety by putting out fires and flushing water mains. The hydrants also play a huge role in the fire department's ISO ratings. The estimated cost of one hydrant is \$3500.00. We need to replace approximately 32 hydrants, making the total cost around \$112,000.00.
  3. Duke Energy representative, Lawrence Speaks, gave us a quote (see attached) to replace all halogen light bulbs with LED bulbs. By doing so, we should see a decrease in the Electric Bill. The total price to have all Halogen lights replaced with LED bulbs is \$78,915.71. We would receive a project incentive of \$55,181.05. Making the cost \$23,734.66.
  4. I feel when the guys are on call, they put their lives on hold waiting to get a call. They are limited to a 30 minute response time. I think they should get some type of compensation for that. The on-call crew consist of 1 person carrying the phone and 3 other crew members. I would like to see the individual carrying the phone receive \$75.00 and the additional members of the crew get \$40.00 per week while on call.
  5. The 8" water main on Main Street is the oldest known water line in the City of Lancaster, I think it goes back to 1908. We currently have a leak on Main Street that is going into the storm drain and has been doing so for years. The service lines on Main Street are poly pipe and have exceeded its life expectancy. I will investigate getting funding to make this a reality.
  6. Root cut and reline sewer lines throughout the city.

# QUOTE



Due to the continued cost and supply challenges in the DUCTILE IRON PIPE, PVC and HDPE markets, the pricing of these products will be based solely on the availability at the time of shipment. Also, given the volatility in these markets we will not be responsible for product availability and shipment delays, as they are out of our control. Bid prices should be considered an estimate, materials will only be priced at time of shipment until the current supply chain challenges are resolved. These terms are in lieu of our standard terms. We appreciate your partnership.

CUSTOMER NO	QUOTING BRANCH	QUOTE NO	QUOTE DATE	PAGE
208443	FORTILINE CHARLOTTE	6438965	1/16/24	1

CUSTOMER
CITY OF LANCASTER, SC PO BOX 1149 LANCASTER, SC 29721

PROJECT INFORMATION
CITY OF LANCASTER AMI/ALD QUOTE

LINE	QTY	UOM	DESCRIPTION	UNIT PRICE	TOTAL PRICE
			***** GIVEN THE CURRENT PRICING AND SUPPLY CHAIN CHALLENGES ALL MATERIAL WILL BE PRICED AT TIME OF SHIPMENT AND THE PRICES BELOW ARE TO BE USED AS AN ESTIMATE FOR BID PURPOSES ONLY *****		
			<b>**METERS &amp; HARDWARE**</b>		
70	5800	EA	5/8X3/4 FLOWIQ 2200 MTR COMP	335.0000	1,943,000.00
90	11600	EA	3/4 RUBBER METER WASHER 1/8	.1200	1,392.00
110	1	EA	2" FLOWIQ 3200 METER SS FLG 17" LL	1,695.0000	1,695.00
130	1	EA	2" METER BOLT & GASKET SET	12.5000	12.50
150	1	EA	3" FLOWIQ 3200 METER SS FLG 12" LL	3,295.0000	3,295.00
170	2	EA	3" FLG ACC KIT FF 1/8" RR	9.0000	18.00
190	1	EA	4" FLOWIQ 3200 METER SS FLG 14" LL	4,795.0000	4,795.00
210	2	EA	4" FLG ACC KIT FF 1/8" RR	15.5000	31.00
230	1	EA	6"X18" 4200 ULTRASONIC MTR SS 02-E-02-G-1-FR-8US	4,995.0000	4,995.00
250	2	EA	6" FLG ACC KIT FF 1/8" RR	24.5000	49.00

**ALL STOCK DELIVERIES ARE SUBJECT TO SHIPPING CHARGES**

All PVC and HDPE material is quoted for shipment within 7 days of quote/bid date. All other material is quoted for shipment within 30 days of quote/bid date. After 7 days for PVC and HDPE or 30 days for all other material, ALL quoted prices are subject to review based on current market conditions.



CUSTOMER NO	JOB NAME	QUOTE NO	QUOTE DATE	PAGE
208443	CITY OF LANCASTER AMI/ALD QUOTE	6438965	1/16/24	2

LINE	QTY	UOM	DESCRIPTION	UNIT PRICE	TOTAL PRICE
270	1	EA	8"X20" 4200 ULTRASONIC MTR SS 02-E-02-G-1-GA-8US	7,295.0000	7,295.00
290	2	EA	8" FLG ACC KIT FF 1/8" RR	26.0000	52.00
310	1	EA	10X17.7 4200 ULTRASONIC MTR SS 02-E-02-G-1-GJ-8US	8,995.0000	8,995.00
330	2	EA	10" FLG ACC KIT FF 1/8" RR	55.0000	110.00
			Package Sub-total:		1,975,734.50
			<b>**AMI INFRASTRUCTURE**</b>		
410	3	EA	KAMSTRUP AMI RF COLLECTOR SET	12,000.0000	36,000.00
430	3	EA	COLLECTOR INSTALL CHARGE	3,500.0000	10,500.00
450	1	EA	ADDITIONAL COLLECTOR POLE 55'	12,799.0000	12,799.00
			Package Sub-total:		59,299.00
			<b>**READING HARDWARE**</b>		
530	1	EA	READY CONVERTER US ADVANCED 669640020-	2,400.0000	2,400.00
			NOTE: EACH ADVANCED KIT CONTAINS TWO READY CONVERTERS AND ACCESSORIES		
590	1	EA	BLUETOOTH OPTICAL HEAD W/CHARGER 6696006	750.0000	750.00
610	2	EA	SAMSUNG GALAXY TAB A TABLET	399.0000	798.00
			NOTE: ANDORID DEVICE WITH SIM CARD IS RECOMMENDED, UTILITY MAY WISH TO PROVIDE THEIR OWN		
670	1740	EA	AMR ANTENNA F/FLOWIQ2250 METER PLUG-IN	55.0000	95,700.00
690	1740	EA	KIT FOR WALL/PIT ANTENNA FLOWIQ2200	3.9900	6,942.60

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CUSTOMER NO	JOB NAME	QUOTE NO	QUOTE DATE	PAGE
208443	CITY OF LANCASTER AMI/ALD QUOTE	6438965	1/16/24	3

LINE	QTY	UOM	DESCRIPTION	UNIT PRICE	TOTAL PRICE
			NOTE: 30% EXTERNAL ANTENNAS NEEDED TO BE IN ACCORDANCE WITH PROPAGATION STUDY. THIS IS DUE TO UTILITY HAVING A MAJORITY OF CAST IRON LIDS.		
			Package Sub-total:		106,590.60
			<b>**KAMSTRUP SOFTWARE**</b> (ONE-TIME FEE)		
840	1	EA	READY AMI MANAGER SOFTWARE 5001-7500 METERING POINTS	41,999.0000	41,999.00
860	1	EA	LEAK UP AND RUNNING	1,589.0000	1,589.00
			Package Sub-total:		43,588.00
			<b>**ANNUAL KAMSTRUP SOFTWARE**</b> (YEARLY SUBSCRIPTION FEE)		
960	1	EA	AMI HOSTING UP TO 7500 PTS	13,399.0000	13,399.00
980	1	EA	NOTIFY INFO CODES 5001-7500	699.0000	699.00
1000	1	EA	LEAK DETECTOR SOFTWARE 5001-7500	27,999.0000	27,999.00
			Package Sub-total:		42,097.00
			<b>**PM &amp; TRAINING**</b>		
1080	1	EA	FORTILINE MTR PRJCT MANAGEMENT INCLUDES TRAINING AND BILLING INTERFACE	74,999.0000	74,999.00
1100	1	EA	DO IT YOURSELF <10000 KAMSTRUP PROJECT MANAGEMENT 692YLO0000	19,999.0000	19,999.00

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CUSTOMER NO	JOB NAME	QUOTE NO	QUOTE DATE	PAGE
208443	CITY OF LANCASTER AMI/ALD QUOTE	6438965	1/16/24	4

LINE	QTY	UOM	DESCRIPTION	UNIT PRICE	TOTAL PRICE
			Package Sub-total:		94,998.00
			<b>**INSTALLATION**</b>		
1180	5800	EA	3/4" METER INSTALL CHARGE	63.0000	365,400.00
1200	1	EA	2" METER INSTALL CHARGE	380.0000	380.00
1220	1	EA	3" METER INSTALL CHARGE	630.0000	630.00
1240	1	EA	4" METER INSTALL CHARGE	950.0000	950.00
1260	1	EA	6" METER INSTALL CHARGE	1,250.0000	1,250.00
1280	1	EA	8" METER INSTALL CHARGE	2,200.0000	2,200.00
1300	1	EA	10" METER INSTALL CHARGE	2,200.0000	2,200.00
1320	5800	EA	H2O METERING POINTS 3201-15000	2.2500	13,050.00
			Package Sub-total:		386,060.00
			<b>**OPTIONAL INSTSALLATION**</b>		
1400	1	EA	DRILL METAL LID LABOR	7.0000	7.00
			Package Sub-total:		7.00
			<b>**ADDITIONAL NOTES**</b>		

**ALL STOCK DELIVERIES ARE SUBJECT TO SHIPPING CHARGES**

All PVC and HDPE material is quoted for shipment within 7 days of quote/bid date. All other material is quoted for shipment within 30 days of quote/bid date. After 7 days for PVC and HDPE or 30 days for all other material, ALL quoted prices are subject to review based on current market conditions.

CUSTOMER NO.	JOB NAME	QUOTE NO.	QUOTE DATE	PAGE
208443	CITY OF LANCASTER AMI/ALD QUOTE	6438965	1/16/24	5

LINE	QTY	UOM	DESCRIPTION	UNIT PRICE	TOTAL PRICE
			<p>- PROJECT MANAGEMENT INCLUDES THE INTERFACE FROM YOUR BILLING SOFTWARE TO KAMSTRUP SOFTWARE, AND ALSO INCLUDES TRAINING</p> <p>- YOUR BILLING SOFTWARE MAY HAVE A FEE TO INTERFACE WITH KAMSTRUP SOFTWARE, FORTILINE IS NOT RESPONSIBLE FOR THIS</p> <p>- PLASTIC/COMPOSITE METER BOXES/LIDS ARE RECOMMENDED FOR BEST PERFORMANCE OF AN AMI SYSTEM</p> <p>- INSTALLATION MAY HAVE ADDITIONAL COSTS ASSOCIATED WITH UNKNOWN SPECIFICATIONS OF CURRENT SYSTEM</p> <p>- COLLECTOR POLE PRICE MAY HAVE ADDITIONAL COSTS ASSOCIATED WITH UNKNOWN SPECIFICATIONS OF LOCATION</p>		
				Subtotal:	2,708,374.10
				Tax:	185,988.59
				Bid Total:	2,894,362.69

ALL STOCK DELIVERIES ARE SUBJECT TO SHIPPING CHARGES

All PVC and HDPE material is quoted for shipment within 7 days of quote/bid date. All other material is quoted for shipment within 30 days of quote/bid date.  
After 7 days for PVC and HDPE or 30 days for all other material, ALL quoted prices are subject to review based on current market conditions.

Ent By D1H 1/19/24 12:28:44



## 24-25 Fiscal year goals for solid waste

- The purchasing of two adjoining lots beside solid waste for expansion.
- The purchasing of the adjoining lot behind vehicle maintenance for expansion due to safety concerns. Example: Backing 18 wheelers in blind.
- Increasing the pay scale for vehicle maintenance.
- Creating a crew of three employees that would be responsible for maintenance repairs in city parks. They would also continue to clean and maintain city owned sidewalks, as well as cutting grass and maintain city owned lots.
- Making a policy change that would allow the city to sell RAW containers to new customers. Doing so will cut down on stolen and damaged raw containers because citizens are going to be responsible for their containers. also, starting an audit for all the raw containers.
- Starting the process for needed equipment and employees to facilitate the current and future growth of the city. Examples: 1. 1 residential garbage truck and employee 2. 1 knuckle boom and two employees. 3. 2 over the road trucks
- Paving Macartal St. paving the remaining section of Gladstone and paving Sowell St from Hampton rd. to Cunningham.
- Starting the engineering process to repair the westside cemetery road, that is washing away by the creek.

**2024-2025 Goals Session**

**February 10,2024**

**Public Utilities**

**Donnie Ledford**

**Public Utilities Director**

**1. Arc Flash Study**

Owners and managers may be sending technicians into harm's way as a result of arc flash incident energy, without preventive maintenance. The NFPA 70E 2021 standard requires that the owner of the equipment shall preserve and/or restore the condition of electrical equipment and installations related to the safety of employees.

Article: 205 General Maintenance Requirements.

Article: 210 Substation, Switchgear Assemblies, Switchboards, Panelboards, MCC, and Disconnect Switches.

Article: 215 Premises Wire.

Article: 220 Controller Equipment.

Article: 225 Fuses and Circuit Breakers.

Article: 230 Rotating Equipment.

The WWTP must conduct comprehensive electrical preventive and predictive maintenance to comply with the spirit of the Standard and to validate the arc flash engineering. This service includes infrared, ultrasonic, and visual inspections, and root cause analyses, prioritization, and an on-line Asset Management Data Base, as detailed elsewhere.

**Scope.**

The arc flash study will be performed in compliance with the requirements of the Occupational Safety and Health Administration (OSHA), National Fire Protection Association (NFPA) 70 National Electrical Code and with NFPA Standard 70E - 2018 – Standard for Electrical Safety in the Workplace. The methods in the analysis conform to the Institute of Electrical and Electronics Engineers (IEEE) Std. 1584-2018 – IEEE Guide for Performing Arc-Flash Calculations. An Arc Flash Report will be provided. Arc Flash labels with Arc Flash Boundary, Incident Energy, Working Distance, and Shock Hazard Voltage, Date and Equipment Identification information will be affixed to electrical equipment.

**Cost.**

**\$28,000.00**



2. New Roof for Office, Shop and Repair for press building.

Based on the recommendation of building maintenance, we have decided that it is time to replace the roofs on several buildings. The office at the WWTP was built in 1953, the shop, once housing the MCC for the plant, and the press building has structural issues that need to be addressed. After consulting with Jonathan Carnes in Solid waste, we have determined that the roof at the office and the shop need to be replaced. The roof at the press can be repaired. We have not gotten a price for the project, but the need for this to be done is critical for the long-term viability of the buildings.

A. **Office.**

The roof is sagging in the middle and is allowing rainwater to leak into the office. The roof will be replaced and sloped to allow for water to run off the building instead of into the center.

B. **Old MCC/Shop**

What we use for the shop today was once the MCC (Master Control Center) for the WWTP. As a result, there is still significant power in the building. The roof is leaking severely and needs to be replaced. Water pours into the building during rain events and ponds in the floor creating slip risks along with potential other electrical hazards.

C. **Press Building**

The press building has a small hole in the roof allowing water to enter during rain events. This roof should be able to be repaired without having to be replaced.

Cost.

TBD

**3. Resurface/Rehab Contact Chamber**

The contact chamber is the final piece of treatment for the waste treatment process. Chlorine is added to the effluent to ensure that proper disinfection is completed. Our contact chamber was built in 1953 and has since been retrofitted to accommodate our newer treatment process with liquid bleach versus chlorine gas. Chlorine is corrosive and over time will eat away at surfaces. We need to address this issue by resurfacing and rehabilitating the tank. The overflow weirs need replacing as well.

The WWTP is scheduled to be under an optimization project over the next 2 years and will undergo many upgrades and repairs. This will go along with those but will be outside of the proposed scope of work.

When the permitted flow capacity occurs in the next 5-10 years, we will still be using this contact chamber to disinfect, thus extending the life of the tank as well as getting a head start on the upgrades.

**Cost, Resurface.**

**\$100,000.00**

**Cost, Weirs.**

**\$5,000**



**2024-2025 Goals Session Cont.**

**4. Replace Ford Tractor 205**

We need to replace our small tractor. It is a 1980 Model and has long since passed its end-of-life. While it is still operational, the upkeep costs are escalating, and parts are getting harder and harder to find. We use this tractor to cut and clean the rights-of-way around the plant.

**Cost to replace,**

**\$50,000**

**5. WWTP Optimization Project**

**For Informational Purposes.**

As you are all aware, the WWTP is preparing for the Optimization project that will begin this year. We have secured 10 million dollars from SCIP, and another 2.45 million dollars from the ARPA funding a few years ago. We are in the process of completing the final stages of the project preparation and are hoping to go out for bids this quarter. The preliminary estimates put the project costs at potentially 20-22 million dollars. Inflationary pressures and project scope changes have precipitated the cost changes. If this is the case, we will have a budget shortfall of 8-10 million dollars. Our team is still working to finalize the possible cost estimates and has begun preparing for the possibility of some of the project not getting done in this iteration of upgrade. I believe that all aspects of the project are critical, but the reality is that we may have to decide which are most important. As a result, the WWTP staff and engineers are taking the optimization project apart and are planning to bid each portion of the project individually. This will allow us to best figure out which portions will be funded, and which will have to be pushed off until a later date.

My hope is that the city will meet the budget shortfall with other funding, but until we know what they are, it is difficult to decide how to proceed.



**See Lancaster – Events & Promotions Department  
Goals for 2024-2025**

**Objective:** To unite the Lancaster community through events and promotions in the City of Lancaster.  
**Goals:** To continually increase the footprint in downtown Lancaster.

**Actions to achieve Goals:**

1. Current projects we would like to see increase while continuing:

a. "I Have A Dream" Parade, Essay Contest, and Ceremony.	\$20,000
b. Celebrate Black History Month	\$ 500
c. St. Patrick Celebration	\$15,000
d. Rosie's Easter Bash	\$11,000
e. Ag & Art Kick Off	\$ 6,000
f. Red Rose Festival	\$100,000
g. Juneteenth Event	\$40,000
h. Veteran's Day (float)	\$ 1,500
i. Finally Friday July, August, September	\$22,500
j. Scarecrows on Main	\$ 2,000
k. Boo Fun Festival	\$17,500
l. Christmas in the City	\$20,000
m. Christmas Parade	\$ 7,500
n. Christmas Tree Lighting	\$ 3,000

2. **Additional;** New events to bring tourists to the downtown area.

a. Collaborate with Cultural Arts Center & downtown restaurants. to promote both downtown activities and restaurants.	\$ 1,000
b. Farm to Table Event Downtown with local farmers	\$10,000
c. Additional events to partner with in Lancaster. Which could include Special Olympics, Relay for Life and Breast Cancer.	\$ 7,500
d. 911 Event- work with Fire Department to involve community for a celebration.	\$ 5,000
d. Expand our advertising area. Look at where we are getting the most participation from. Put more ads in larger publications. (increase of current advertising budget).	\$16,000

3. Get involved with the non-profits in town to help them with marketing their events.

4. Social District Ordinance, this would allow the city council to approve events designated by Events & Promotions Department as eligible to serve beer and/or wine and would alleviate the need to make several appearances to city council for permission. The events can be established prior to final approval for the Social District Ordinance.

5. Continually work with Marketing & Development to bring in new investors for downtown vacant buildings and potential new projects for the city.





6. Upgrade electrical downtown for Christmas Decorations. It was discovered last year we needed to change out all transformers at the trees to be able to support additional lighting for Christmas. The estimated cost to remove and replace an estimated 40 transformers with the ability to increase our Christmas Decorations downtown is \$40,000.00.

Increase of cost

Decrease cost

MEMO TO COUNCIL

# GOALS FOR FISCAL YEAR 2024-2025

ALIZE THOMAS  
MARKETING AND  
DEVELOPMENT MANAGER



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## 01 CONTINUING TO REVITALIZE MAIN STREET LANCASTER AND DEVELOPMENT NEEDS FOR THE CITY OF LANCASTER

- Look into building a Farmers Market in Downtown Lancaster. Designs and cost estimates have been completed.
  - Cost for total project: 2.8 million dollars
- In an effort to reduce waste and promote sustainability, we're thinking of replacing traditional trash cans in Downtown with eco-friendly and solar-powered alternatives. These innovative bins are equipped with special software that monitors each unit, indicating when it's time to be emptied and tracking the amount of trash collected.
  - Cost for total project: \$4,200 to \$4,800 per trash can
- Work on mural projects and artist installations around Downtown Lancaster.
- Research the concept of a "social district," like the recently adopted "entertainment district" ordinance in the City of Chester.
- Continue working with Public Works and Solid Waste Departments on beautifying Downtown Lancaster by replacing flowers, benches, trash cans, etc.
- Continuing to reactivate the Red Rose City Downtown Development Corporation.

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## 02 UPDATING AND CREATING NEW GRANTS FOR DOWNTOWN BUSINESSES/BUILDINGS

- The Rehabilitation Grant Program would be new to the incentives given to Downtown businesses/buildings. Reinvesting into our Downtown is important as we encourage economic growth. The total amount given would be \$30,000 (50/50 match) used for each project. Increasing this would allow us to do 7 buildings at \$30,000.
  - Cost for total project: \$230,000
- Development Incentive Grant focuses to entice developers and investors. This grant will target the rehabilitation of an existing structure that requires extensive repair. This grant would have a minimum investment of \$500,000. A maximum grant amount of up to 2% of the total investment per project would be disturbed over a 7-year period. Eligible projects would include, office buildings, hotels, residential condominiums, parking decks, and small business spaces. Monroe, NC has this program
  - Cost for total project: \$300,000



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### 03 JOINING BOARDS AND GOING TO CONFERENCES TO LEARN MORE TO BRING BACK TO OUR COMMUNITY

- Attending Main Street America offers time-tested solutions and new techniques to help your community thrive.
  - Cost to attend: \$2,250
- Join the South Carolina Economic Development Association to be able to attend events such as their Annual Conference Event.
  - Cost to attend the Annual Conference: \$1,224

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### 04 MARKETING GOALS AND CAMPAIGNS FOR TOURISM

- Continue purchasing ad space in Southern Living Magazine. We did an ad for Christmas in the City for the November 2023 edition and have continued to see success with the ad ever since. Increasing the budget would allow us to purchase more.
  - Cost for total project: \$20,000
- Participating in the Discover SC Guide. The official source of travel tips and inspiration for the South Carolina Department of Parks, Recreation and Tourism. Total circulation is 360,000 as this guide is placed in airports, SC state parks, all SC Welcome Centers, etc.
  - Cost for total project: 1/2 page-\$7,450
- Rebranding for newly purchased City vehicles
  - Cost for total project: Still unknown
- The first two months of the year can be difficult for downtown businesses in Lancaster. To aid these businesses, our team is considering a special initiative – the #LoveinLancaster Scavenger Hunt. This event will be held throughout February, encouraging participants to explore the district and uncover clues that lead them to various points of interest. Upon completion, participants will receive a #LoveinLancaster heart sticker. Our ultimate goal is to establish a permanent scavenger hunt, similar to the highly successful "Mice on Main" in Greenville, SC.
  - Cost for total project: Still unknown
- Continue working closely with the Events and Promotions Manager on Marketing projects for See Lancaster Events.



## CITY OF LANCASTER INFORMATION TECHNOLOGY DEPARTMENT

120 WEST ARCH STREET, LANCASTER, SC 29720

MELISSA IZZARD, IT DIRECTOR – 803.289.1660

### 2024-2025 Budget Goals

## ADDITIONAL POSITIONS

As the city grows, audit requirements increase and the demand for technology & cybersecurity continues to rapidly increase, it is becoming more and more difficult for a department of 4 to manage and keep up with. I am requesting that 2 additional positions be added to the IT department. We currently have multiple housing developments in progress and several others on the horizon, as well as the planning for another fire department. Considering this growth and the fact that we currently only have 1 person capable of managing the city's GIS needs, I am requesting the addition of an IT/GIS Technician. This will not only allow for additional help with GIS but also the technicians as the city continues to grow.

I am also requesting a Contract/Project Administrator to help manage the many contracts and projects associated with the growth and the increase in the audit requirements for city software contracts. This position will also help with maintaining IT policies and procedures and ensuring compliance.

## CYBERSECURITY AND MOBILE DEVICE MANAGEMENT

Increasing cybersecurity is essential due to the growing reliance on digital technologies in almost every aspect of life. As our society becomes more interconnected through the internet, the risk of cyber threats such as data breaches, malware attacks, and hacking attempts also increases. These threats pose significant risks to individuals, businesses, and governments, leading to financial losses, reputational damage, and even potential harm to national security. Enhancing cybersecurity measures is crucial to safeguarding sensitive information, protecting critical infrastructure, and maintaining trust in digital systems. Additionally, as technology continues to advance, so do the capabilities of cybercriminals, making it imperative to continually improve and adapt cybersecurity strategies to stay ahead of evolving threats. After viewing multiple solutions, I believe the best solution to move forward with to protect the city is Sophos Central Managed Detection and Response Complete. Not only will this solution work to protect the city but will also assist if a cyber incident was to occur. In going with this solution, we will also have the opportunity to utilize their mobile device management platform to replace the MaaS360 platform that we have been working on and struggling to implement.

**M E M O R A N D U M**

**DATE:** January 31, 2024  
**TO:** City Council  
**FROM:** Louis Streater, Department Director  
**SUBJECT:** 2024-2025 Goals

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Our department's workload has increased tremendously in the last 3 years due to growth and development the city is experiencing. Current management and enforcement measures are struggling to keep up with the pace. 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 sub-standard housing, unsightly conditions, overgrown lots, E911 addressing, floodplain management, etc. In addition, we are responsible for enforcement and collection of license tax and hospitality tax.

Our yearly goal is to continue improving upon customer service, property maintenance and enforcement of various codes/laws. We continue to make significant improvements in both professional development and community relations to make Lancaster a more desirable place to live. The number of complaints has been reduced significantly while enforcement measures have increased. This is due to the arduous work, effort, and customer service attributes of staff.

Current Building, Planning, Zoning, and Licensing Staff:

Louis Streater, Department Director  
Devin Stevenson, Zoning Compliance Officer  
Doug McClellan, Code Enforcement Officer  
Karen Proctor, Business License Specialist

Department Goals:

- 1.) **Develop and Implement Department Succession Plan**- Succession planning will ensure the city continues to run smoothly and without interruption after key people move on to new opportunities or retire. Louis is eligible for retirement in 5 years. Doug is planning on retiring next year but can retire at any moment. Devin and Karen are eligible in 10 years. Recommendation: Hire a building official and codes enforcement officer.
- 2.) **City Planner**- Increase base pay to attract qualified applicants.
- 3.) **Additional Personnel**- Current staffing; administrative personnel and codes enforcement personnel are inconsistent with fast-paced growth and development. Recommendation: Hire administrative assistant/permit clerk and codes enforcement officer.





**CITY OF LANCASTER**  
**Human Resources Department**

PO Box 1149 - 216 South Catawba Street  
Lancaster, SC 29721  
www.lancastercitysc.com

Angela Roberson: 803-577-1545 Susan Berry: 803-289-1456

RE: Human Resources – Dept. 122  
Budget Goals for FY2024/25

A vital function of the Human Resources Department is to attract and retain skilled, motivated, employees by implementing support programs and processes which will add value to the City of Lancaster and its employees, leading to improved employee well-being, growth, and retention.

Another key function of human resources is succession planning. Currently, the HR department has three positions. The Human Resources Director and Risk Safety Manager positions will become vacant within the next four years due to retirement. The process of preparing someone to assume these new roles is crucial to ensure a smooth transition; therefore, strengthening the overall capability of the Human Resources Department.

To accomplish this, I have identified below the following goals and budget priorities for FY 2024/25:

**Compensation Plan Market Study:**

The City conducted its last compensation salary survey in 2018 with implementation of the final phase in July 2021. A compensation plan study is the best way to ensure salaries are competitive with other similar sized municipalities to be competitive and to aid in reducing turnover. Employees are our largest investment. Investing in a compensation plan will help retain great employees as salaries change over time.

**Additional Personnel:**

I am requesting one additional full-time position for the HR Department. This position will serve as a Human Resources Specialist and will perform routine to complex administrative, secretarial, and clerical work to support the Human Resources Director as well as the Payroll/Benefits Administrator. Adding this position will help streamline our current HR processes while improving overall customer service for our employees. Some examples for improvement would be to provide additional services such as recruiting programs/job fairs, HR/personnel training or updates for city supervisors, employee morale campaigns, career coaching, and personnel development programs. As noted above, two key positions will become vacant in the next four years. The addition of this position will be crucial to providing a good path to succession planning for the HR Department.

**Research Insurance Benefits:**

A great insurance benefits package is also an important factor in hiring and retaining the best employees. The City of Lancaster has been with the Public Employee Benefit Association (PEBA) for many years. The Municipal Association, during their 2024 legislative update presentation stated that PEBA health insurance is increasing by 11.7%. I have previously researched alternative health insurance benefits, and with the increase on the horizon, it is time to research to obtain a competitive benefits package for our employees.



## Department of Finance

James A. Absher, Jr., CGFO, CPFIM, ABL  
PO Box 1149, Lancaster, SC 29721-1149  
Tel. (803) 246-1030

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Date: January 30, 2024

To: City Council  
Flip Hutfles, City Administrator

From: James Absher

Re: Finance Departmental Goals for FY 2024-2025 Budget

### **Credit Card Charges**

With the current trend of businesses charging for credit card usage, staff would like the Council to consider doing the same for credit card usage to make payments for licenses, taxes, utility bills, and solid waste billings. Based on charges through January 2024 of \$118,248, annualized costs for FY23-24 will be approximately \$200,000. These funds could be used elsewhere in the funds to help with City Council goals and city operations.

### **New Accountant Position**

Based on recent events that have occurred in the Finance Department, it is imperative that the city begin succession planning for when Tressie and I decide to hang up our accounting hats. The finance department needs to add another accountant position to our staff to begin familiarizing that person with the City's financial operations. This new position would be immersed in all aspects of the City's financial operations and be trained in governmental accounting to hopefully take over the department in the future.

In addition to current financial operations, this person would assist in grants management and take some of the workload from the City Clerk. I feel that with the amount of grants, including the annual grants being obtained by the police department, finance needs to become more directly involved in grant management to simplify the year end auditing and financial reporting processes. This position would also take a direct role in fixed assets for the city. This position would also be directly involved in the budget, year-end closing, external audit, and financial reporting to be prepared to take over those duties when called upon in the future.

This position cannot be an entry level position. In order to get a qualified candidate that will be able to perform the work expected of them, the salary for the position would need to be around the \$50,000 range. This is the normal starting salary for entry level candidates with a four-year college education in accounting currently. If council approves the imposition of charges to use credit cards for city payments, the funding/partial funding for this position could come from this additional revenue source.

### **Utility Billing Career Ladder**

Just as finance needs a succession plan, so does our utility billing area. It is imperative that we begin to utilize and push our utility billing staff to progress up the career ladder and become more and more competent in all aspects of utility billing for the city. The utility billing process for the city is complex and requires a lot of manual input and adjustments on a monthly basis. If our current utility billing director decides to leave or becomes ill, currently there would be a large burden to get the monthly bills out in a timely manner. This is why we need to use the career ladder and its salary upgrades to encourage current staff to become competent in the monthly billing process. As staff obtains more knowledge of the entire monthly billing process, finance will need additional budgeted salary. Currently, we have one staffer who will shortly be eligible for a salary bump due to the career ladder that will need to be included in next year's budget.

### **Content Management in Incode**

Finance has learned that the city currently pays for content management software through Incode. This software would help ease recordkeeping for finance by allowing staff to create electronic copies of records for accounts payable by attaching all supporting documentation to electronic copies of issued checks. This would eliminate the need to keep paper copies of all checks and supporting documentation. The software's search ability would make it easier to provide copies of checks and supporting documentation to external auditors and eliminate our current dilemma with how to store all the accounts payable paper records. This software module would cost about \$8,000 to \$10,000 in the first year of implementation and approximately \$3,000 to \$5,000 thereafter. We already pay for the overall ability to use content management yearly, so why not maximize its effectiveness.

### **Infrastructure Fee and Rates for Water/Sewer/Solid Waste**

Finance would like council to consider raising the current infrastructure fee charged to utility billing customers to place more money aside for future water/sewer infrastructure projects. Also, Council will need to consider adjusting current water, sewer, solid waste, and associated fees for service in the upcoming budget year. The economy's current inflationary environment has made costs for providing utility services increase. Council will need to look at raising rates and fees or scale back service provided.





**To: City Council**  
**From: Tracy Rabon, MMC, City Clerk**  
**Date: January 29, 2024**  
**Re: 2024 - 2025 Departmental Request**

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Due to the ongoing growth within our city, the need for additional staff in the Administration Department, as well as many other departments, is imminent. Adding personnel is quickly becoming more of a need than a want. With that being said, I would like to propose the creation of a Deputy City Clerk position.

One of the priorities of the Clerk's office is to ensure the Council's, residents' and staff's needs are efficiently and effectively met. This has become a delicate balancing act, with little to no time for the "extra" services that the City has been known for in the past. The addition of a Deputy Clerk will provide necessary personalized attention to each Council Member, citizens, and staff.

With the elimination of **three** full-time positions, the Support Services Director and Support Services Administrative Assistant in 2018 and shortly thereafter the elimination of the Administrative Assistant in the Administration Department, a significant amount of those responsibilities, including all of procurement, were placed on the Clerk's office.

Since the addition of those responsibilities in 2018, the workload has more than doubled.

- The number of solicitations developed and sent out for critical services needed for City staff **tripled** from 2017 to 2023.
- Management of CDBG, RIA, EDA, and RIA-SCIIP grants increased from 3.5 million in 2018 to over **30 million currently**.
- Contract management of over 75+ contracts both on-going and those received through solicitation has **doubled** since 2018.
- Resolutions and Ordinances have **doubled** since 2017.

**Financial:**

Breakdown of yearly cost at a pay grade of 207:

- Minimum Salary of pay grade 207 - \$31, 886.40
- Adding workers compensation, Retirement, Insurance, Fica, Medicare the total cost to the City would be approximately \$42k per year.

Thank you for this consideration.