

Council Members

District 1: Stuart Graham
District 2: Charlene McGriff
District 3: Billy Mosteller, Vice Chair
District 4: Jose Luis
District 5: Steve Harper
District 6: Bryant Neal, Secretary
District 7: Brian Carnes, Chair



Interim County Administrator
Steve Willis

County Attorney
Ginny L. Merck-Dupont

Clerk to Council
Sherrie Simpson

January 21, 2026
8:30 AM

LANCASTER COUNTY COUNCIL
LANCASTER COUNTY AIRPORT, 286 AVIATION BOULEVARD,
LANCASTER, SC 29720

MINUTES

Council Members Present: Steve Harper, Bryant Neal, Brian Carnes, Stuart Graham.

Council Members Absent: Billy Mosteller, Charlene McGriff, Jose Luis.

Staff Members/Others Present: Steve Willis, Interim County Administrator; Sherrie Simpson, Clerk to Council; Lauren Hill, Deputy Clerk to Council; Stephany Snowden, Deputy County Administrator; Sabrena Harris, Chief Financial Officer; Jamie Privuznak, Budget Director; Allison Hardin, Development Services Director; Jenna Woods, Communications and Marketing Director; Chris Clouden, Parks and Recreation Director; Jessica Eason Foggie, Human Resources Director; Jeff Catoe, Public Works Director; Clay Catoe, Emergency Medical Services Director; Sheriff Barry Faile; the press; various elected officials; various Department Heads; various employees; and citizens.

A quorum of Lancaster County Council was present for the meeting. The following press were notified of the meeting by e-mail in accordance with the Freedom of Information Act: *The Lancaster News*, *Kershaw News Era*, *The Rock Hill Herald*, Cable News 2, Channel 9 and the local government channel. The agenda was posted in the lobby of the County Administration Building and also on the County website the required length of time. The PowerPoint presentation utilized during the meeting is attached to the written minutes in the Clerk to Council's office.

Call to Order Workshop Retreat - Chairman Brian Carnes

Chairman Brian Carnes called the Workshop Retreat to order at approximately 8:45 a.m.

Approval of the Agenda

Steve Harper moved to approve the agenda. Seconded by Bryant Neal. The motion Passed by a vote of 4-0; Ayes: Harper, Neal, Carnes, Graham; Absent: Mosteller, McGriff, Luis.

Citizens Comments

The following citizens signed up for and spoke during the Citizen Comments: None.
The following citizens submitted electronic, written comments for Citizen Comments: None.

Discussion Items

a. Setting the Baseline: Governing from Facts (2025 in Review) - Steve Willis / Jenna Woods

Jenna Woods highlighted the County's accomplishments during 2025 via the County's PowerPoint and video presentation. There was no discussion from Council.

b. Workforce Capacity: How the Organization is Sustaining the Pace of Growth - Jessica Eason Foggie

Jessica Eason Foggie highlighted the County's workforce, benefits, programs, the Human Resource Department's completed and ongoing initiatives, and a workplace climate survey that was in the pipeline via the County's PowerPoint presentation. Council and staff discussed the workplace climate survey process, how to measure employee satisfaction, and how to report the results to Council and staff. There was no further discussion from Council.

c. Break

Since the workshop was running ahead of schedule, the break was skipped.

d. Growth Is Here: How County Policies are Sustaining the Pace of Growth - Chris Clouden / Allison Hardin / Darin Robinson / Stephany Snowden

Chris Clouden reviewed the County's PowerPoint presentation that highlighted data from 2025 for various County departments, which included the Auditor, Public Safety Communications (911), Sheriff, Fire Rescue, Indian Land Fire District, Coroner, Emergency Medical Services (EMS), Animal Shelter, General Sessions Court, Public Library, Probate Court, Register of Deeds, Parks and Recreation, Building Services, and Information Technology (IT). There was no discussion from Council.

Council took a break from the workshop at approximately 9:43 a.m. and resumed at approximately 10:05 a.m.

Allison Hardin provided an update on the Unified Development Ordinance (UDO) rewrite via the County's PowerPoint presentation. There was no discussion from Council.

Darin Robinson reviewed the portion of the County's PowerPoint presentation that highlighted growth trends that had been seen in the Building Department over the last few years. Council and staff discussed the upcoming changes to the International Building Code and how to make the public aware of the changes, once the County is made aware of them. Mr. Robinson provided Council with a handout that highlighted the number of new construction permits issued since FY 2014. A copy of the handout is attached as Schedule A to the minutes. Steve Harper requested data on the number of new construction permits issued north and south of Highway 5 to compare the two regions of the County. There was no further discussion from Council.

Stephany Snowden reviewed the portion of the County's PowerPoint presentation that highlighted how the County could effectively communicate information regarding the residential development moratorium to the citizens of Lancaster County. Council and staff discussed what needed to be communicated to the public and commonly asked questions that were received from the public regarding the moratorium. Stuart Graham emphasized the need to have the UDO completed prior to the 9-month moratorium ending, and work on explaining County

government processes to the public so that they have a clearer understanding of how things work. There was no further discussion from Council.

e. *Lunch and Open Discussion*

Since the workshop was running ahead of schedule, agenda item **4f.** was discussed prior to the lunch break.

The workshop took a break for lunch at approximately 11:56 a.m. and resumed at approximately 12:46 p.m.

f. *Capital Investments: Are We Building for 2050 or Catching Up? - Tim Greene / Greg Bass*

Tim Greene highlighted some of the County's projects via the County's PowerPoint presentation, which included South Carolina Infrastructure Investment Program (SCIIP) Drainage Improvement Projects, Lancaster County Historic Courthouse Preservation State Grant, the Fleet Maintenance / Information Technology (IT) building, and the Regional Park. Council and staff discussed the Regional Park project, grading on the property, and budgetary concerns. Greg Bass continued to review the County's PowerPoint presentation and highlight projects, which included the Sheriff's Evidence Storage Facility, two Emergency Medical Services (EMS) stations, and the Indian Land Consolidated Fire kitchen remodel.

g. *Airport Operations: How the County Airport Benefits the County - Stephany Snowden*

Stephany Snowden reviewed the County's airport operations via the County's PowerPoint presentation. Brian Carnes requested that staff research property tax collection stipulations for aircraft stored at the County's airport. Steve Harper requested data regarding the profit and loss margins for fuel sales. Ms. Snowden reviewed potential ways to increase revenue at the airport, and Steve Harper said the focus needed to be on fuel sales rather than hosting activities. Council and staff discussed potentially working with or hiring a Fixed Base Operator (FBO), and potentially reconstituting the Airport Advisory Committee membership.

h. *Break*

The workshop was running ahead of schedule, so the break was skipped.

i. *One Lancaster County 2050: From Vision to Policy Direction - Chairman Brian Carnes / Stephany Snowden*

Brian Carnes highlighted general data for Lancaster County via the County's PowerPoint presentation. A copy of the presentation is attached as Schedule B to the minutes. Steve Willis explained that once the County's population hit 130,000 people, the County would be required to hire a Master in Equity. Mr. Carnes then reviewed the "One Lancaster County" presentation via the County's PowerPoint and emphasized the need to have the mindset that we are one County, rather than a County being divided into different regions (Indian Land, City of Lancaster, and Kershaw).

j. *Council Direction: Policy Priorities and Next Actions - Steve Willis / Sabrena Harris*

This agenda item was moved to the January 29, 2026, County Council Workshop Retreat.

Adjournment

Steve Harper moved to adjourn the workshop. The motion Passed by a vote of 4-0; Ayes: Harper, Neal, Carnes, Graham; Absent: Mosteller, McGriff, Luis.

There being no further business to discuss, the County Council Workshop Retreat adjourned at approximately 1:40 p.m.

Respectfully Submitted:

Lauren Hill

Lauren Hill
Deputy Clerk to Council

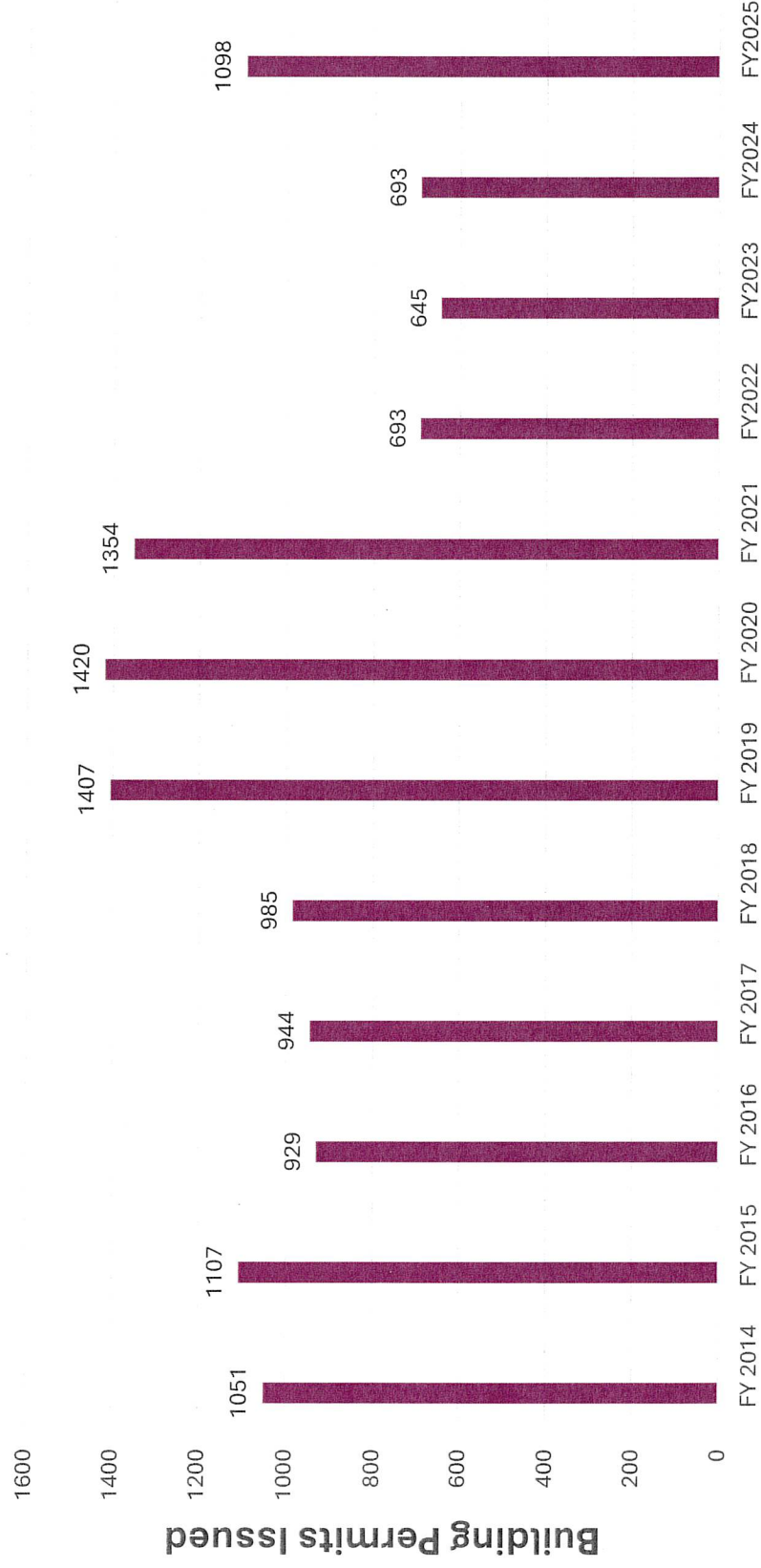
Approved by Council on February 9, 2026

Bryant Neal

Bryant Neal, Secretary

Schedule A

New House Construction Permits



Schedule B



**Lancaster County Council Retreat
January 21, 2026**

Council Members	Interim County Administrator
District 1: Stuart Graham	Steve Willis
District 2: Charlene McGriff	
District 3: Billy Mosteller, Vice Chair	County Attorney
District 4: Jose Luis	Ginny L. Merck-Dupont
District 5: Steve Harper	
District 6: Bryant Neal, Secretary	Clerk to Council
District 7: Brian Carnes, Chair	Sherrie Simpson

1



- 1. Call to Order Regular Meeting – Chairman Brian Carnes**
- 2. Approval of the Agenda**

2

3. Citizen Comments

[Lancaster County Council welcomes comments and input from citizens who may not be able to attend Council meetings in person. Written comments may be submitted via mail to ATTN: Sherrie Simpson, Post Office Box 1809, Lancaster, SC, 29721, by email to Sherrie Simpson at ssimpson@lancastercountysc.gov or by online submission by selecting the "Citizens Comments" quick link located on the County website homepage at <https://www.lancastercountysc.gov>. Comments must be no longer than approximately 3 minutes when read aloud. Comments received will be acknowledged during the Citizens Comments portion of the meeting. Comments will need to be received prior to 4:00 p.m. on the day of the meeting. Please use the same link above in order to submit input/comments for Public Hearings. Please note that any handouts presented to Council become an official part of the record and a copy is attached to the legal minutes for the meeting.]

3

4. Discussion Items

- a. Setting the Baseline: Governing from Facts (2025 in Review) – Steve Willis / Jenna Woods**

4



County Council Retreat

Proactive Policy Making for 2050

Lancaster County a Year in Review

Steve Willis and Jenna Woods
January 21, 2026

5

Lancaster County 2025: *A Year in Review*

HIGHLIGHTS:

- Ground broke and construction began on the new Lancaster County Detention Center.
- Introduction and swearing in of the Lancaster County Coroner's Mounted Response Unit.
- Lancaster County Celebrated its 240th birthday.
- Lancaster County Library held a ribbon cutting for the Book Mobile to serve those in need across the county.
- They also held a ribbon cutting for the Book Locker at the Del Webb branch.
- We hosted a successful budget workshop that led to a successful budget season.
- Lancaster County Fire and Rescue youth team wins State and National Fire Competitions



www.lancastercountysc.gov

6

Lancaster County 2025: *A Year in Review*

HIGHLIGHTS:

- Parks and Recreation hosted countless events that brought our community together and also drew people from outside of the county.
 - Most of these events were at no cost to those who attended.
- This was a reassessment year, so our assessor's office and auditors' office were busy at work to ensure that residents received timely notification of their reassessment. The also provided additional education on reassessment for residents.
- Lancaster County hosted its 3 year of Civics 101 with 25 participates and graduates.
- Lancaster County Airport Terminal ribbon cutting
- Lancaster County Coroner's Office groundbreaking



www.lancastercountysc.gov

7

Lancaster County 2025: *A Year in Review*

HIGHLIGHTS:

- Lancaster County presented taxpayers with the Transportation Sales Tax Referendum and Bond Vote.
 - Staff attended over 20 public meetings to educate residents on the ballot questions.
- Lancaster County recognized for two distinguished financial awards.
- Lancaster Lights and Holiday Sights—collaboration with the City of Lancaster for a three weekend Holiday festival.



www.lancastercountysc.gov

8

Lancaster County 2025: A Year in Review



- Our staff won countless state and national recognitions in public safety, finance, and more.
- Numerous promotions across the board.
- Continued education and training across all departments
- Impeccable planning and interagency collaboration that led to cost savings for the county.
- Continued improvements on county property to better serve our residents and visitors
- Innovative thinking to improve customer service, communication, and transparency.

www.lancastercountysc.gov

9

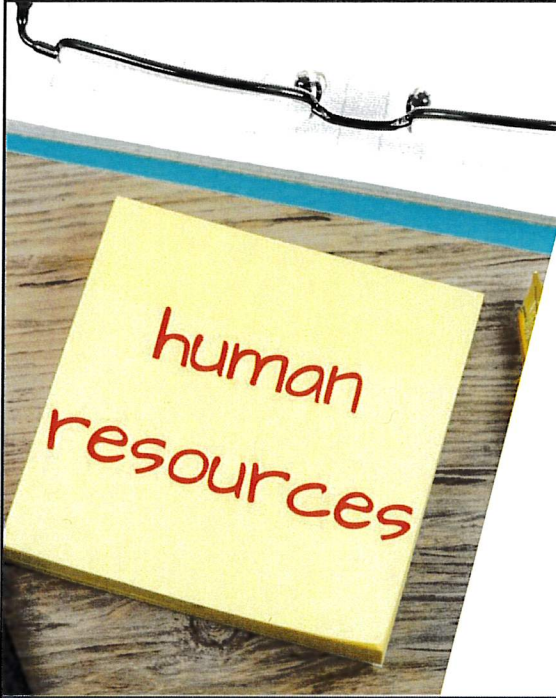
9



4. Discussion Items

- b. Workforce Capacity: How the Organization is Sustaining the Pace of Growth – *Jessica Eason Foggie***

10



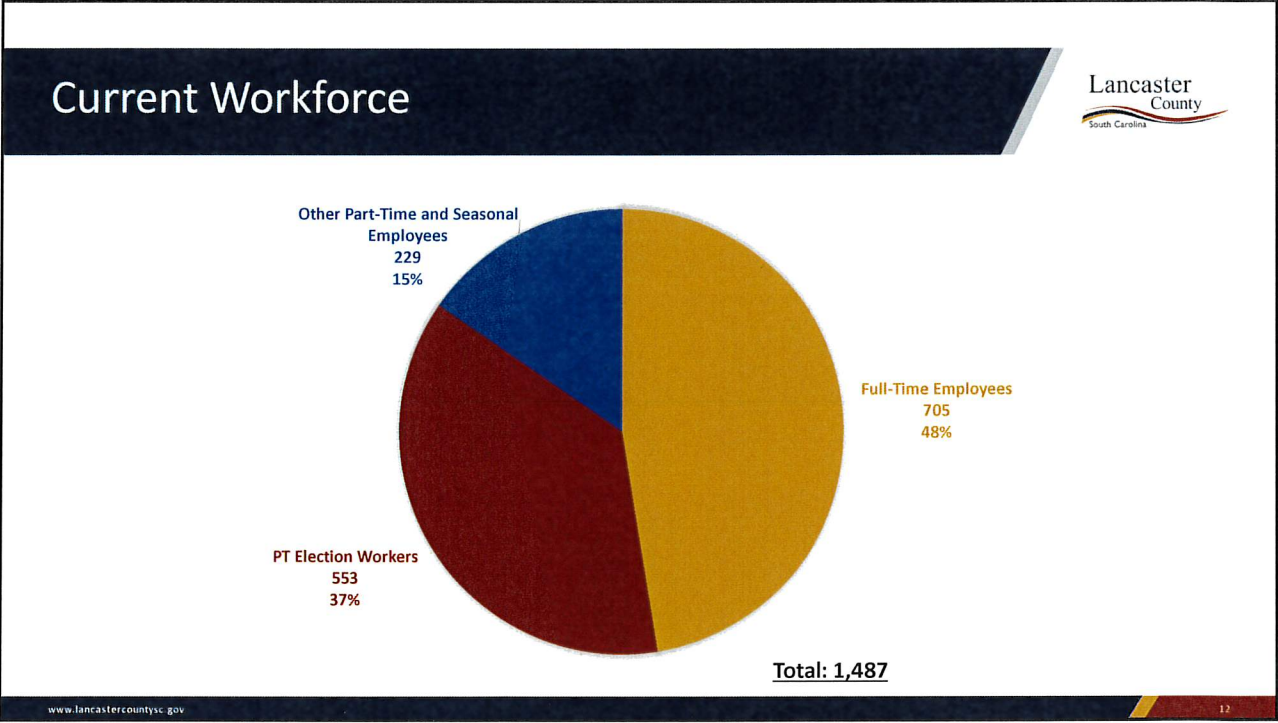
Human Resources Department

Presented by
Jessica Eason Foggie

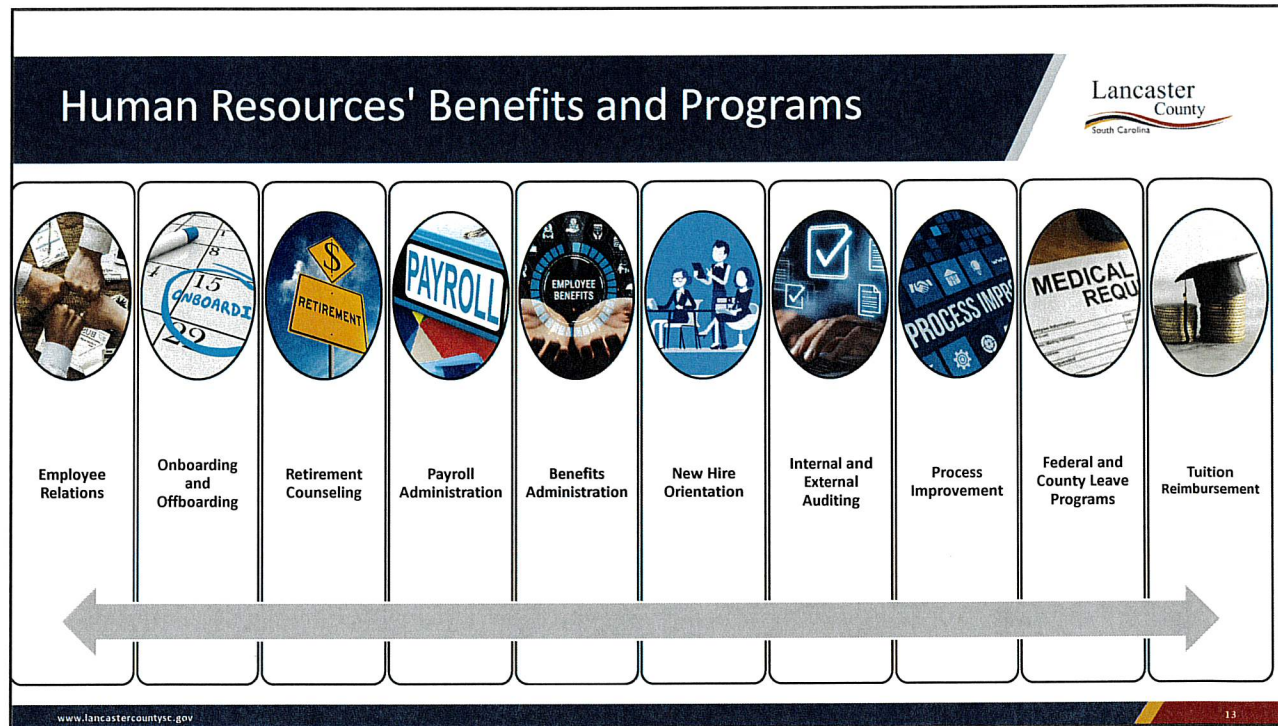
www.lancastercountysc.gov

11

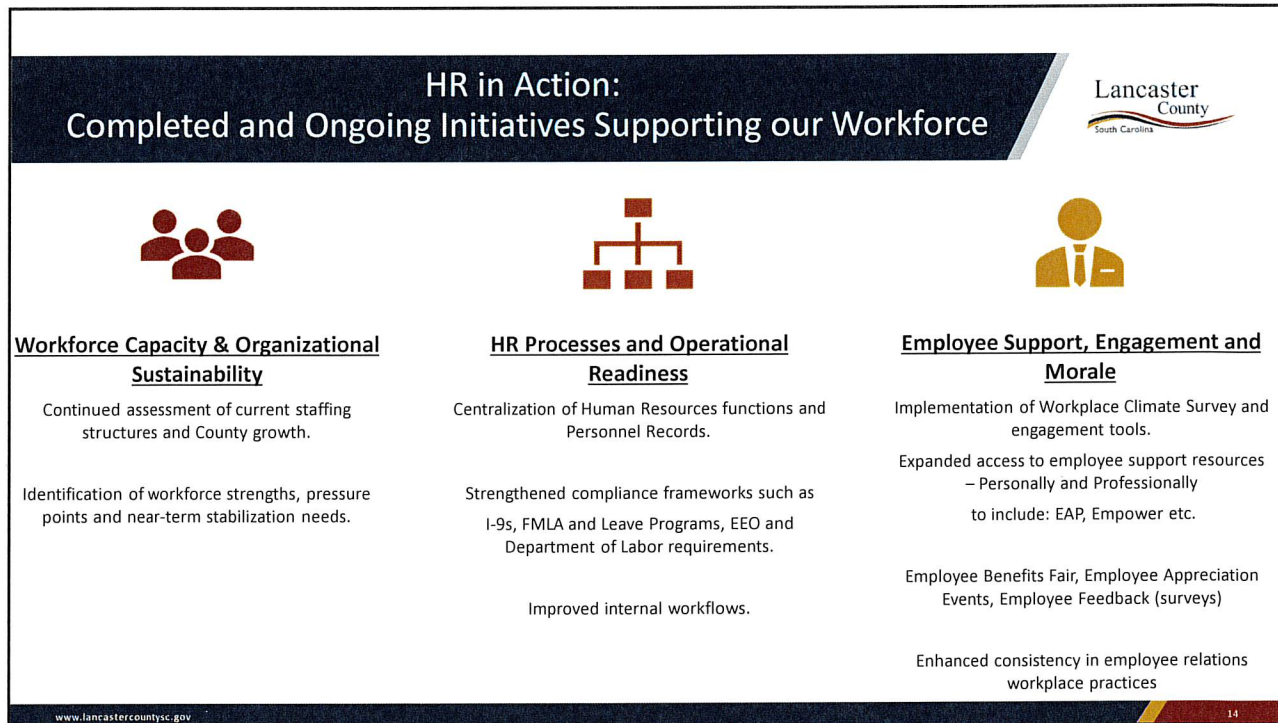
11



12



13



14

HR in Action: Completed and Ongoing Initiatives Supporting our Workforce



Recruitment and Retention
• Recruitment challenges and time-to-fill positions have pillars, based around requirements, time to train and salary. • Employee retention can be influenced by our positioning in salary to surrounding organizations of like size, with similar positions. • Ability to progress and grow with our Organization.
Leadership and Supervisor Support
• To provide guidance and training in HR programs and policies. • FMLA Supervisory Training, Overall Leadership Training. • Provide tools and processes to support consistent, lawful, people management to align with current, approved Personnel policy.
Resource Optimization
• Alignment of staffing, classification (DOL), and compensation practices with operational needs. • Utilizing training tools, internally and externally to educate employees and staff on foundational federal, state and local laws. • Train the Trainer opportunities.

www.lancastercountysc.gov

15

Human Resources Acts as a Catalyst

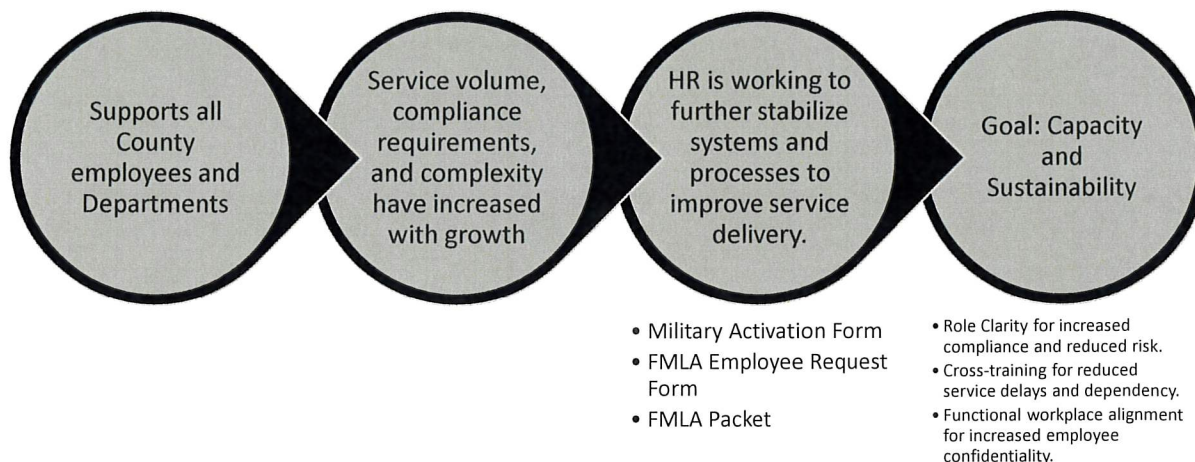


Workforce Areas	Recruitment	Retention	Morale	Leadership	Growth
HR support to Employees	Fair and timely hiring process.	Career pathways and equity.	Engagement, recognition and trust.	Supervisor and leadership training and support.	Workforce planning.
Strategic Outcomes	Service Continuity	Workforce Stability	High Performance	Consistency and Accountability	Sustainable Services and Succession Planning.

www.lancastercountysc.gov

16

Sustaining High-Quality HR Service



www.lancastercountysc.gov

17

17

Workplace Climate Survey



What are Workplace Climate Surveys?



www.lancastercountysc.gov

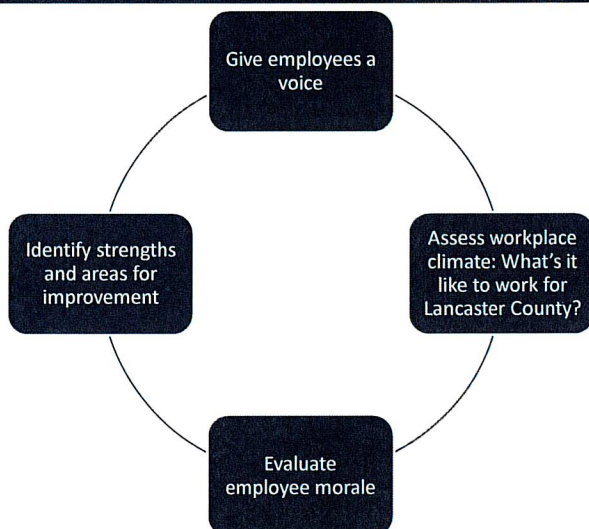
18

18

Workplace Climate Survey



**Why do we
survey
employees?**



www.lancastercountysc.gov

19

19

Workplace Climate Survey Categories

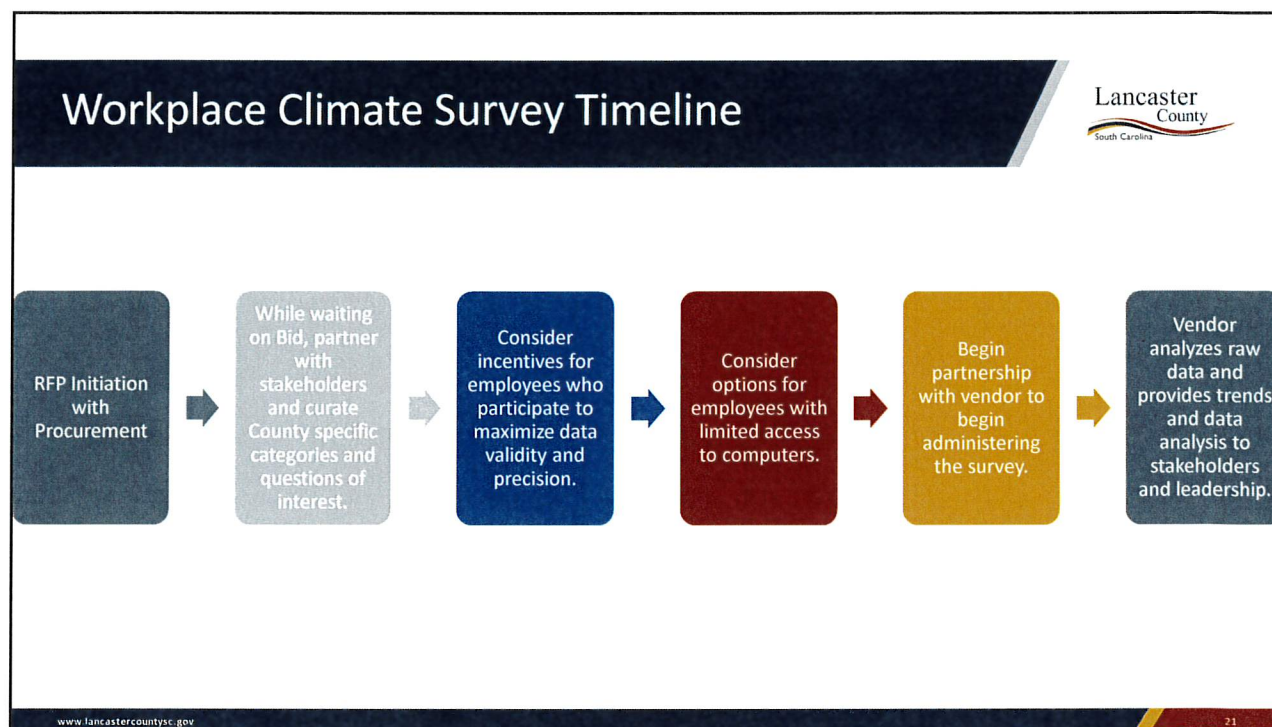


Plus, any additional questions specific to our organization**

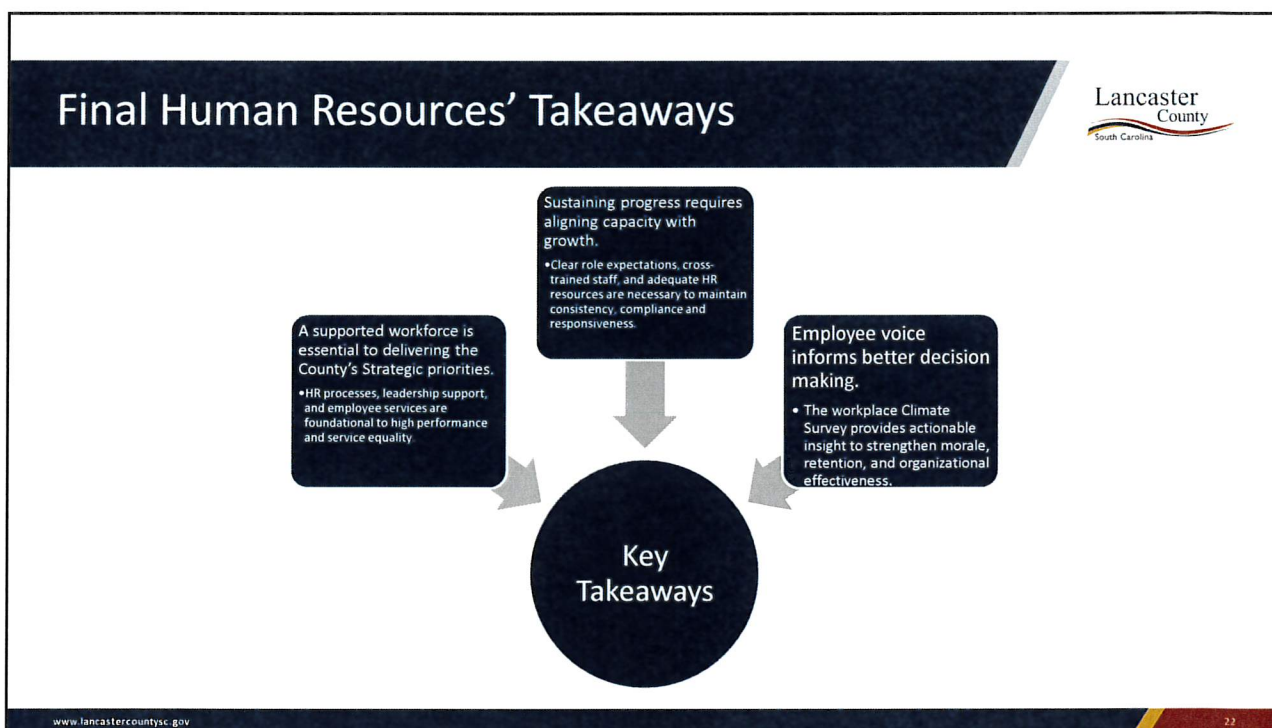
www.lancastercountysc.gov

20

20



21



22

Final Human Resources' Takeaways



Key Takeaways

1. A supported workforce is essential to delivering the County's Strategic priorities.
 - a) HR processes, leadership support, and employee services are foundational to high performance and service equality.
2. Sustaining progress requires aligning capacity with growth.
 - b) Clear role expectations, cross-trained staff, and adequate HR resources are necessary to maintain consistency, compliance and responsiveness.
3. Employee voice informs better decision making.
 - c) The workplace Climate Survey provides actionable insight to strengthen morale, retention, and organizational effectiveness.

www.lancastercountysc.gov

23

23



4. Discussion Items

c. Break

24



4. Discussion Items

- d. Growth Is Here: How County Policies are Sustaining the Pace of Growth – *Chris Clouden / Allison Hardin / Darin Robinson / Stephany Snowden***

25



County Council Retreat Proactive Policy Making for 2050

The Impact of Growth

Chris Clouden

January 21, 2026

26

Impact of Growth : Auditor

In 2025, the Auditor billed a combined **64,220** across all categories in the fall.

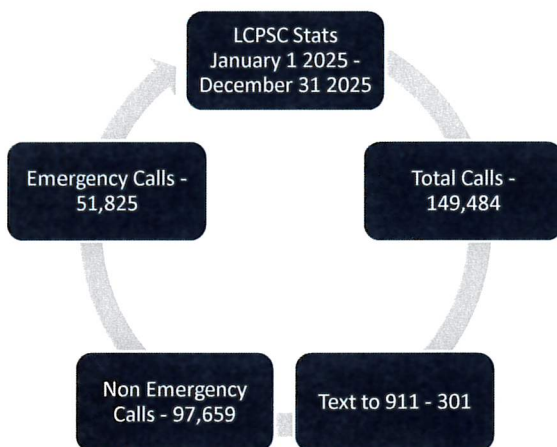
Additionally, the County recorded **94,406** vehicles and added **23,079** new vehicles to the tax roll over the course of the year of 2025.



www.lancastercountysc.gov

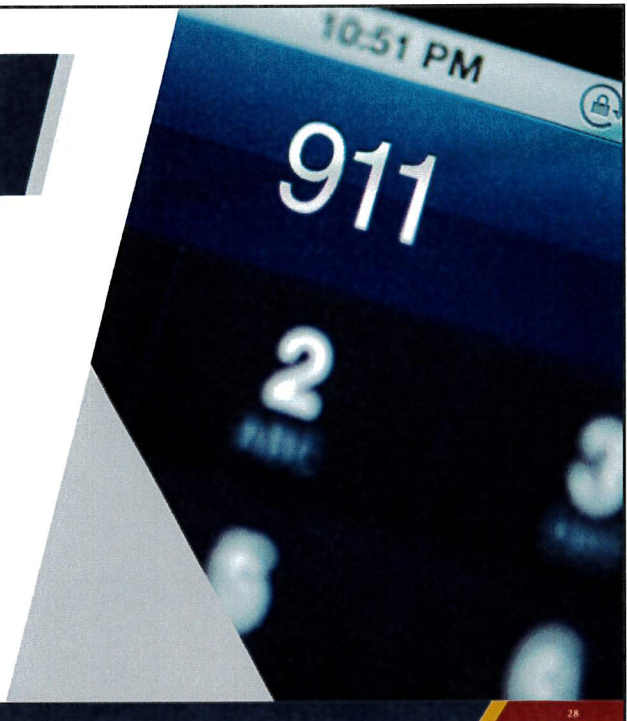
27

Impact of Growth : 911 Public Safety Communications



www.lancastercountysc.gov

28



Impact of Growth : Lancaster County Sheriff's Department



29

29

Impact of Growth : Lancaster County Fire Rescue



Fire Service call volume	
Year	Calls for service
2021	7631
2022	9681
2023	9632
2024	9164
2025	9830

30

30

Impact of Growth : Indian Land Fire District

Indian Land Fire Response

Year	Total Response
2024	3379
2025	3941

www.lancastercountysc.gov



31

Impact of Growth : Coroner's Office

- **31% increase** in death rate from 2024 to 2025
- **562 cremation permits issued**, representing **56% of the population** choosing cremation for final disposition
- **496 transports**, an **11% increase** from 2024 – directly correlates with rising case volume
- **Autopsies:** 191 total (only 2 fewer than last year)
- **Drug-related deaths:** Slightly lower than last year (end-of-year cases still pending)
- **Operations:** seven days a week to meet regulatory deadlines and manage the increasing need to send decedents out of state for final disposition – Essential and mandated requirement, with no allocated funding



32

32

Lancaster County EMS

- From January 1, 2025 –December 31, 2025, Lancaster County EMS responded to **20,395** calls for service
- This is **583** more calls over 2024 data
- The highest call volume in EMS history
- Set a Single Day Total Record of 108 Calls



www.lancastercountysc.gov

33

33

Impact of Growth : Animal Control Services



Animal Control Services (July 2019 – December 2024)	2020	2022	2023	2024	2025
Animal Control Officer pick ups	683	818	850	1057	982
Citizen Drop offs	1139	1079	1130	1096	1179
Returned to owner	231	294	323	284	459
Adopted	329	307	327	398	458

www.lancastercountysc.gov

34

34

Impact of Growth : Animal Control Services



Animal Control Services (July 2019 – December 2024)	2020	2022	2023	2024	2025
Animal Control Officer pick ups	683	818	850	1057	982
Citizen Drop offs	1139	1079	1130	1096	1179
Returned to owner	231	294	323	284	459
Adopted	329	307	327	398	458

www.lancastercountysc.gov

35

35

Impact of Growth : Public Library System



Items Circulated (2020 v 2025)	
Year	Items Circulated
2020 (July-Dec.)	34,264
2021 (July-Nov.)	49,254
2024 (July-Nov.)	191,970
2025 (July-Nov.)	265,248

www.lancastercountysc.gov

36

36

Impact of Growth : Public Library System



New Patron Cards (2020 v 2025)	
Year	New Patron Cards
2020	1,069
2024	3,024
2025	3,265

Digital Services Usage (2019 v 2025)	
Year	Digital Services Usage
2019	16,719
2024	55,702
2025	56,414

www.lancastercountysc.gov

37

37

Public Library System

New Patron Cards (2020 v 2024)	
Year	New Patron Cards
2020	1,069
2024	3,024

Digital Services Usage (2019 v 2024)	
Year	Digital Services Usage
2019	16,719
2024	55,702



Items Circulated (2020 v 2024)	
Year	Items Circulated
2020 (July-Dec.)	34,264
2021 (July-Nov.)	49,254
2024 (July-Nov.)	191,970

* Source: Lancaster County Public Library

38

38

Impact of Growth : General Sessions Court



General Sessions (Criminal)

Year	Filed	Disposed
FY 2022	2,782	3,057
FY 2023	2,849	2,296
FY 2024	2,510	2,637
FY 2025	2,721	3,421

www.lancastercountysc.gov

39

39

Impact of Growth : General Sessions Court



General Sessions (Civil)

Year	Filed	Disposed
FY 2022	1,941	132
FY 2023	1,886	1,849
FY 2024	1,877	2,105
FY 2025	1,936	1,756

www.lancastercountysc.gov

40

40

Impact of Growth : Probate Judge



- Probate Court has not seen a significant impact yet as far as the case load goes, however, the type of cases are becoming more **complicated**.
- There are a lot more contested cases requiring hearings and sometimes multiple hearings for the same case. We conducted 89 Estate, Guardian/Conservator and Judicial formal hearings during 2025 and this does not include any hearings for patients at Rebound Behavioral Health.

www.lancastercountysc.gov

41

41

Impact of Growth : Probate Judge

www.lancastercountysc.gov

INVOLUNTARY COMMITMENTS		
YEAR	ADDED	DISMISSED
2018	1872	1580
2019	1806	1518
2020	1786	1467
2021	1578	1507
2022	725	514
2023	882	638
2024	922	657
2025	928	532

Marriage Application Trends		
	ADDED	CEREMONIES
2018	435	
2019	420	
2020	531	
2021	512	21
2022	571	55
2023	532	63
2024	571	91
2025	616	139

Case Type	Total Cases Filed	Total Closed	Total Pending
2018			
Estates	680	171	
Guardian	13		
Conservator	18		
2019			
Estates	667	134	
Guardian	4		
Conservator	18		
2020			
Estates	745	243	
Guardian	0		
Conservator	14		
2021			
Estates	913	867	1999
Guardian	9	2	59
Conservator	26	6	131
2022			
Estates	892	953	2012
Guardian	12	10	77
Conservator	24	25	113
2023			
Estates	1018	1280	1750
Guardian	14	6	86
Conservator	18	11	122
2024			
Estates	893	1310	1360
Guardian	19	3	102
Conservator	13	6	129
2025			
Estates	885	1174	1071
Guardian	14	6	105
Conservator	19	7	136

42

42

Impact of Growth : Register of Deeds



Register of Deeds instrument count	
Year	Recordings
2019	20,115
2020	24,246
2021	26,454
2022	19,990
2023	16,203
2024	16,227
2025	17,792

www.lancastercountysc.gov

43

43

Impact of Growth : Parks and Recreation



Parks and Recreation		
Year	Participants	Spectators
FY 2019	4,919	N/A
FY 2020	3,817	N/A
FY 2021	4,856	N/A
FY 2022	3,751	9,925
FY 2023	5,430	12,465
FY 2024	7,157	14,690
FY 2025	9,234	18,260

www.lancastercountysc.gov

44

44

Impact of Growth : Building Services



Plan Reviews Completed	
Year	Plan Reviews
FY 2019	1,915
FY 2020	2,386
FY 2021	2,986
FY 2022	2,810
FY 2023	2,644
FY 2024	2,889
FY 2025	3,382

45

Impact of Growth : Building Services



Building Inspections Performed	
Year	Building Inspections
FY 2019	25,630
FY 2020	26,511
FY 2021	28,100
FY 2022	27,594
FY 2023	23,530
FY 2024	18,981
FY 2025	26,773

46

Impact of Growth : Building Services



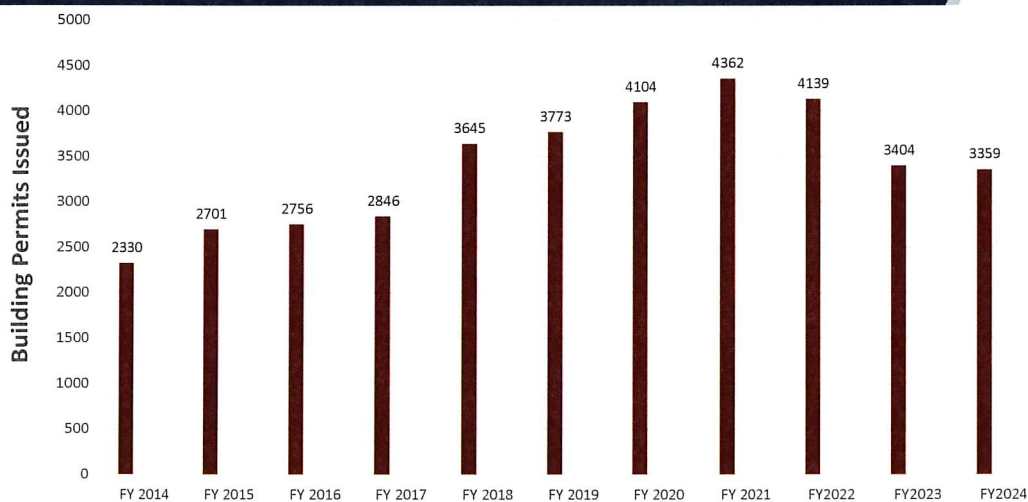
Building Permits Issued		
Year	# of Permits	Valuation
FY 2019	3,386	730,688,886
FY 2020	4,104	640,499,768
FY 2021	4,362	739,947,733
FY 2022	4,139	928,808,138
FY 2023	3,404	410,186,902
FY 2024	3,359	377,670,560
FY 2025	4,099	696,787,564

www.lancastercountysc.gov

47

47

Impact of Growth: Building Services



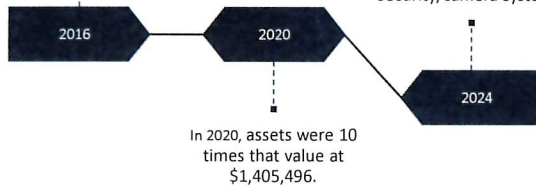
www.lancastercountysc.gov

48

48

Impact of Growth : Information Technology

In 2016, the IT Department oversaw maintaining and managing inventory assets of \$352,461.



www.lancastercountysc.gov

49

49

Impact of Growth : Information Technology

- **Financial Operations Growth:** Manages over \$5.7M in annual billing activity, processing more than 1,420 invoices, ensuring uninterrupted services.
- **Systems & Applications Expansion:** Supports and maintains 180+ applications and software systems totaling over \$2.8M, driven by increased staffing, new departments, and expanded services.
- **Security & Facilities Growth:** Oversees an expanded security footprint, including 630+ cameras, 300+ access-controlled doors, and 20+ alarm systems, supporting both new and existing County facilities.
- **Public Safety & Workforce Expansion:** Supports technology, cybersecurity, and service needs for 40+ new County staff, along with the ongoing expansion of County Fire facilities, vehicles, and operational technology.

www.lancastercountysc.gov

50

50



Questions

www.lancastercountysc.gov

51

51



2026 County Council Retreat Proactive Policy Making for 2050

UDO Update

Allison Hardin

January 21, 2026

52

History



- 2020: Lancaster County decided to rewrite UDO; RFQ issued (eventually assigned in 2021)
- March 2021: List of staff-recommended amendments conveyed to consultants
- June 2021: Consultant contract signed with White & Smith
- Sept 2021: UDO Assessment issued
- Sept 2021 – Sept 2022: Work on UDO with staff, stakeholders; interim UDO proposed and denied
- Sept 2022: Consultants workshop with Council on Module 1 (zoning districts, use regulations)
- Nov 2022: Consultants workshop with Council for thoughts on Module 2 (landscaping, parking, lighting, signs, architectural design)
- 2023: Continued work with staff; focus pulled toward finishing the 2040 Comp Plan
- 2024: Utilize COW meetings to discuss big ticket questions regarding chapters in Modules 2 – 4
- 2025: Detailed Reviews
- September 30, 2025: Full Draft (version 2) Provided for Comment

Date	Consultants	Topics
9/15/2021	Y	UDO Assessment
12/15/2021	N	Proposed Interim UDO
4/13/2022	N	Potential Interim UDO
7/20/2022	N	Potential Interim UDO
8/10/2022	N	Flexible Zoning
9/14/2022	Y	Shooting Ranges; Commercial Corridors; Gross v Net Density
10/12/2022	N	Growth Management
11/16/2022	N	Residential Developments
11/28/2022*	Y	Flexible Zoning; Natural Resources; Parking; Design
12/14/2022	N	Residential Developments
1/11/2023	Y	Module 1 Public Review
2/15/2023	N	MDR, Cluster
3/13/2023	N	Mixed Use
11/15/2023	N	Density Calculations
1/10/2024	N	Stormwater
3/13/2024	N	Definitions, Concurrence
6/12/2024	N	Administration
7/17/2024	N	Definitions, Administration
8/14/2024	N	Infrastructure, Signs
9/11/2024	N	Infrastructure
10/16/2024	N	Landscaping
11/13/2024	Y	Module 2 preview
1/15/2025	Y	Module 2 review
1/23/2025	N	Chapter 4 (Landscaping) Review
3/12/2025	Y	Module 2 review; Module 3 overview
6/11/2025	Y	Modules 2 & 4 Review
7/23/2025	Y	Subdivision and Infrastructure
10/15/2025	N	Initial Draft Discussion

www.lancastercountysc.gov

53

53

Citizen Input



Planning Commission Subcommittee Meetings

7/31/2025
7/24/2025
7/10/2025
7/3/2025
3/13/2025
3/6/2025
2/27/2025
2/6/2025
1/30/2025
12/19/2024
12/12/2024
12/5/2024

Stakeholder Meetings

8/6/2025
7/30/2025
7/16/2025
11/13/2024

Ad-Hoc Committee Meetings

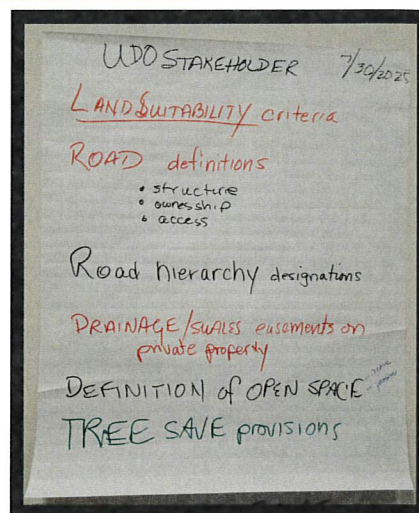
1/15/2026
1/7/2026
12/28/2025
12/11/2025
12/3/2025
11/20/2025
10/27/2025

Link to all meeting agendas and minutes have been collected on the Future UDO Update web page:
<https://www.lancastercountysc.gov/246/Future-UDO-Update>

www.lancastercountysc.gov

54

54



Current Process

DECISION POINTS

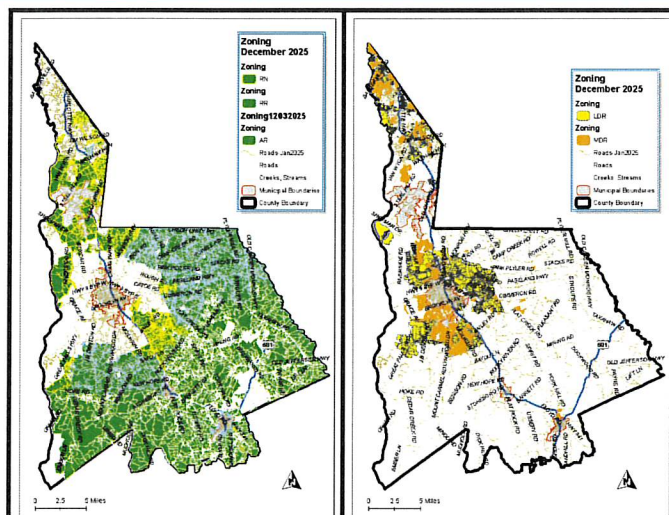
This document includes several decision points in callout boxes for County Council's consideration and discussion. These decision point boxes identify topics that Council or County staff inquire about or requested more deliberation on and are located at the beginning of the chapter or section addressing the topic. The list below includes a brief description of each topic and hypertext links to the location of the decision point in the draft.

TOPIC	REFERENCE	PAGE
Evaluation of the proposed Character Area Overlay to vary the development standards by geographical area.	§ 2.7.1: Character Area Overlay Districts	45
Preferences on future implementation of the Carolina Heelsplitter preservation standards.	§ 2.7.2: Carolina Heelsplitter Overlay District	49
Consideration of the need for the Highway Corridor Overlay in light of the proposed Character Area Overlay.	§ 2.7.3: Highway Corridor Overlay District	55
Preferences on inclusion of purpose statements for the various topics regulated.	Ch. 4: Landscaping & Open Space	217
Preferences on details about buffer standards.	§ 4.3.2.3: Buffer Types	225
Preferences on screening for drive-thrus.	§ 4.3.4.7: Drive-Thru Facilities in the Northern Parkhandle Overlay District	245
Consideration of proposed open space ratios in subdivisions and implementation details for open space.	§ 4.6.3: Open Space Requirements	269
Evaluation of the option for the deferred construction of required parking.	§ 5.3.3: Deferred Parking Plans	295
Consideration of continuing the regulation of outdoor lighting.	Ch. 6: Outdoor Lighting	321
Evaluation of prohibited lighting types.	§ 6.2.3: Prohibited Outdoor Lighting	328
Preferences to regulate off-site lighting impacts.	§ 6.5: Limits to Off-Site Impacts	328
Preferences to provide special standards for security lighting.	§ 6.7.4: Security Lighting	335
Evaluation of whether to regulate signs by zoning district, Character Area, or both.	Ch. 7: Signs	342
Consideration of a new Open Space Subdivision design option to replace the current Cluster Subdivision Overlay.	§ 9.3.3: Open Space Subdivision Design	394

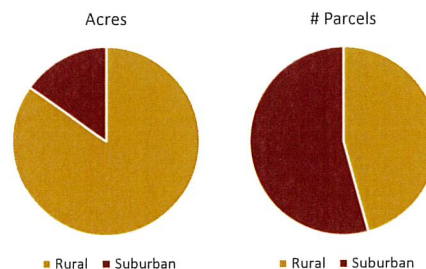
Preferences for regulation of required subdivision and site improvements by zoning district, Character Area, or both.	§ 9.4.1: Required Improvements for All Development	402
Consideration of external connection standards for residential subdivisions.	§ 9.6.4: External Connections	422
Consideration of the location of the flood damage prevention, stormwater management, and sediment and erosion control regulations and implementation details for these regulations.	Ch. 10: Natural Resources Protection	455

55

Worth Noting



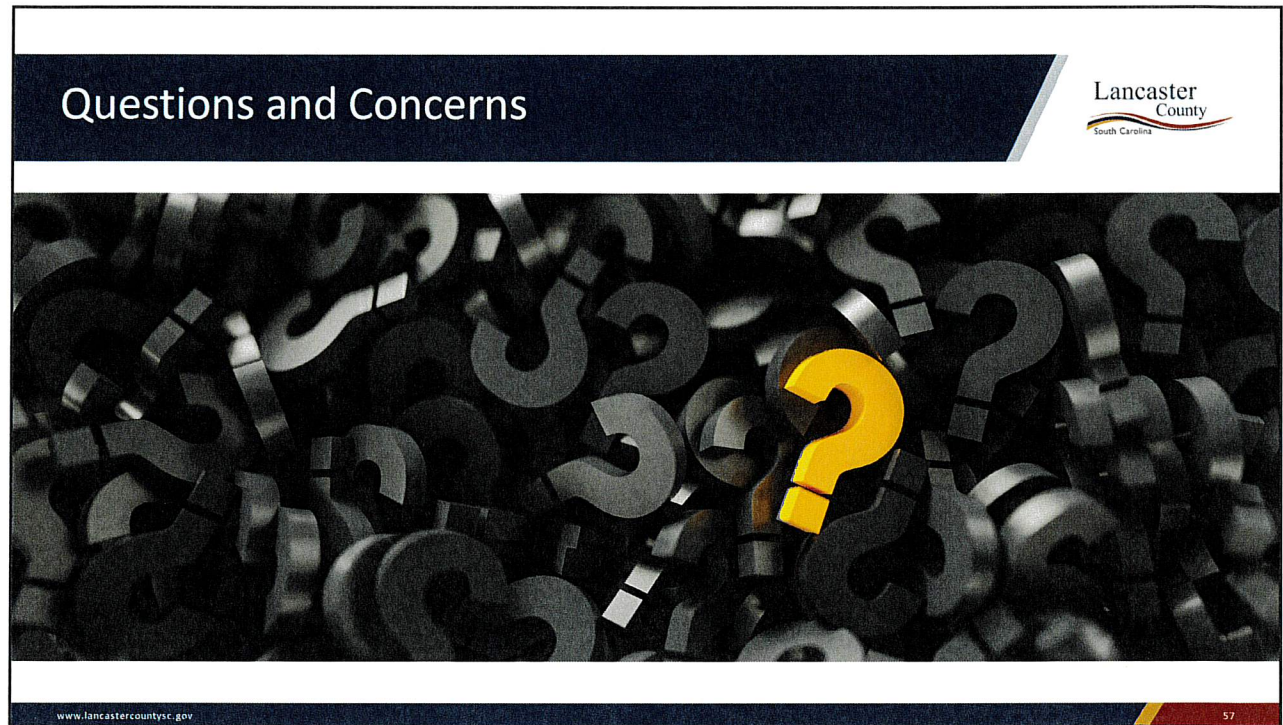
Approximately 333,914 Acres of
Unincorporated Property Zoned by County
and Approximately 43,094 Parcels



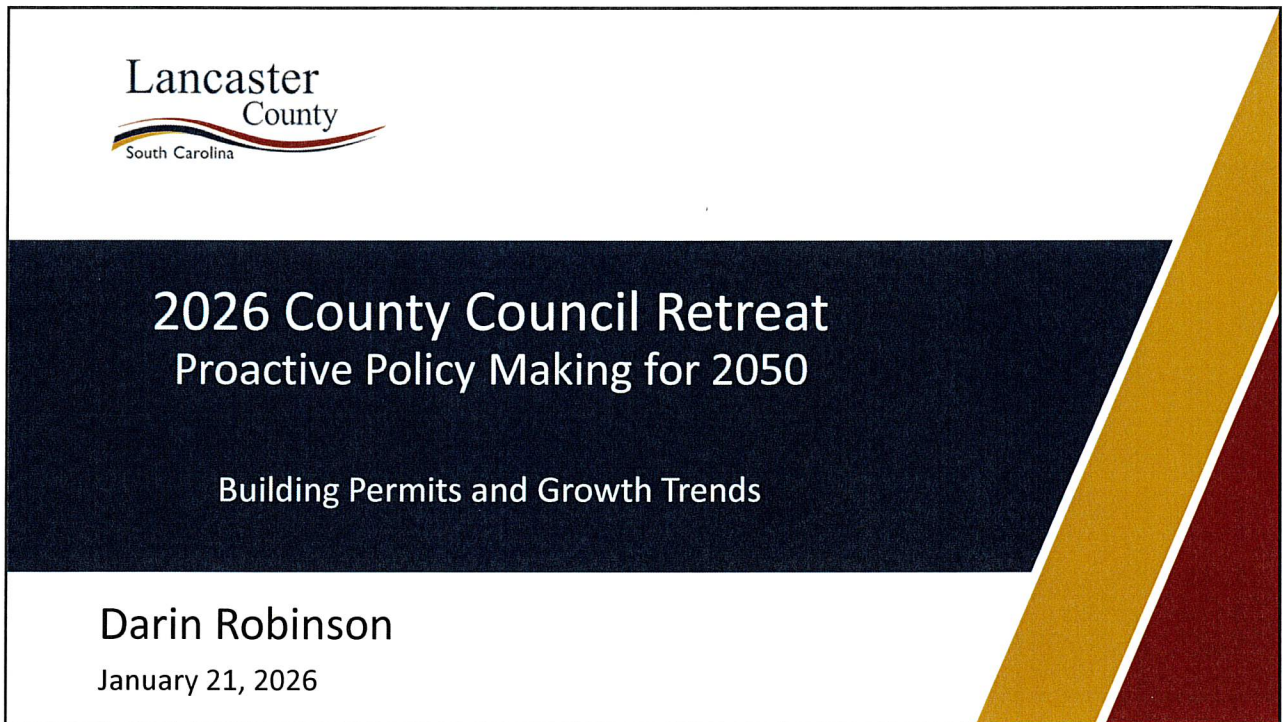
Type	# Parcels	% of Total	Acres	% of Total
Rural	13,803	32%	242,965	73%
Suburban	16,364	38%	43,740	13%

As of December 30, 2025 per Lancaster County GIS data

56



57



58

Our History



- The Lancaster County Building Department was established in 1994 by County Council to enforce building codes as growth and development increased. Today, Lancaster County ranks among the fastest-growing counties in the nation and third fastest in South Carolina.
- The Department consists of 15 professionals dedicated to serving residents, developers, contractors, and homeowners. Staff maintain required certifications and ongoing training to stay current on codes, construction practices, state laws, and permitting processes.
- Our staff attains new certifications and attends continuing education classes to stay current on code changes, construction methods, State laws, and development processes and permitting.



www.lancastercountysc.gov

59

59

What Are Our Adopted Codes?



Lancaster County has the following codes currently adopted

2021 International Building Code
 2021 International Residential Code
 2021 International Plumbing Code
 2021 International Mechanical Code
 2021 International Fuel Gas Code
 2021 International Fire Code
 2017 ANSI A.117.1-17 Accessible and Usable Buildings And Facilities Code
 2009 International Energy Conservation Code
 2020 National Electrical Code
 2021 International Swimming Pool and Spa Code
 2021 International Existing Buildings Code
 2021 International Property Maintenance Code

All above codes are adopted [per S.C. Code 6-90-50 (as amended)], with all S.C. modifications, which are available for viewing at www.llr.sc.gov.

www.lancastercountysc.gov

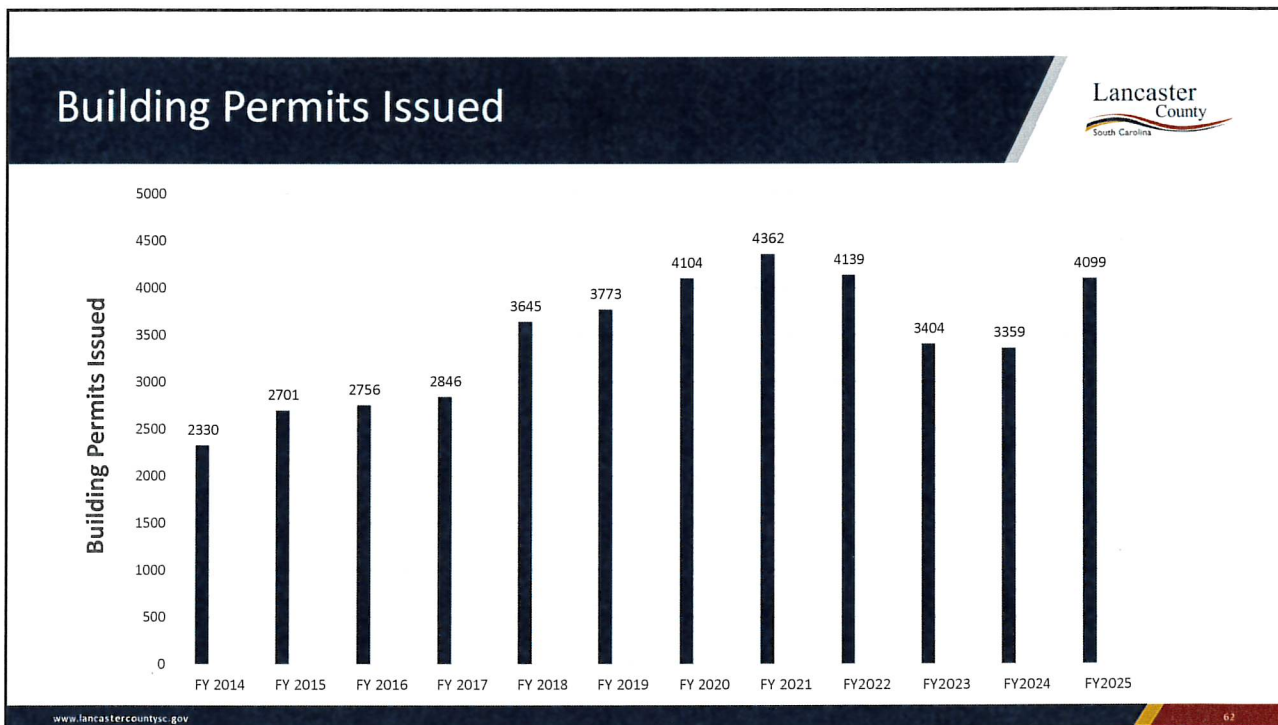
60

60

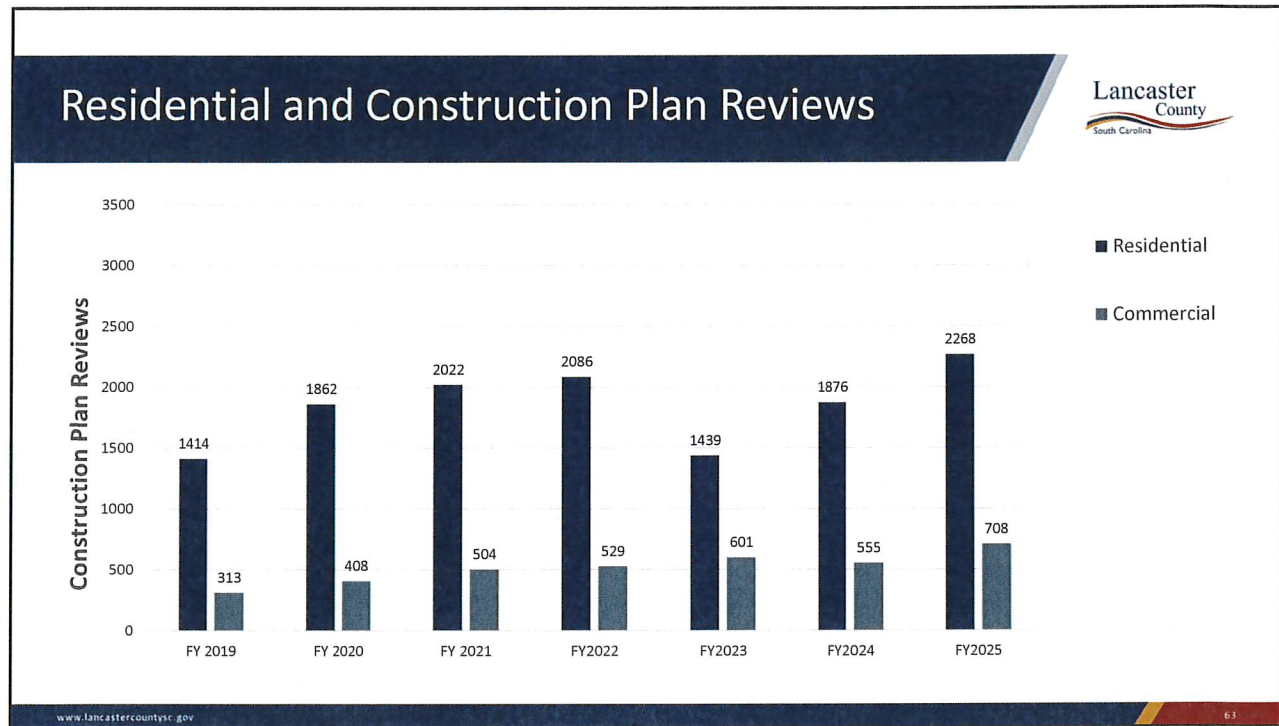
Building Permits & Growth Trends							Lancaster County South Carolina
Performance Indicators	FY2019 Actual	FY2020 Actual	FY2021 Actual	FY2022 Actual	FY2023 Actual	FY2024 Actual	FY2025 Actual
#Plan Reviews Completed (Including Revisions)	1,915	2,386	2,986	2,810	2,644	2,889	3,382
#Permits Issued	3,386	4,113	4,362	4,139	3,404	3,359	4,099
#Inspections Completed	25,630	26,511	28,100	27,594	25,530	18,981	26,773
% Inspections Complete Next Day		98%	98%	98%	98%	99%	98%
% Online Permit Submittal		55%	69%	79%	79%	75%	81%
% Failed Inspections		21%	22%	23%	27%	24%	22%
# of Training hours	182.5	93	165	278	281	353.6	333.5

www.lancastercountysc.gov 61

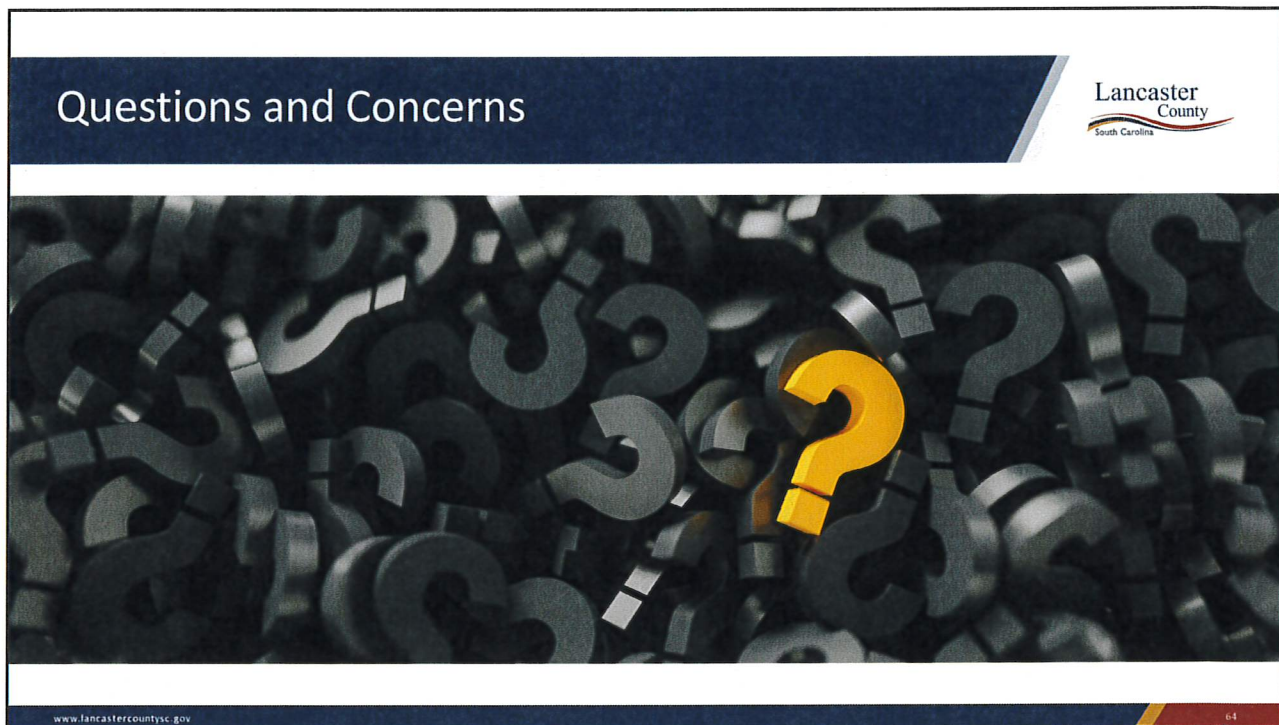
61



62



63



64



2026 County Council Retreat

Proactive Policy Making for 2050

Moratorium Communications and Considerations

Stephany Snowden

January 21, 2026

65

Moratorium Communications & Implications



- ☐ Lancaster County has implemented a nine-month moratorium on residential construction in specified areas of our County.
- ☐ It is critically important that we clearly communicate to the community that this moratorium, by itself, will not resolve existing growth-related challenges.

www.lancastercountysc.gov

66

Moratorium Communications & Implications



- ☐ Clear and consistent messaging around the intent and limitations of the moratorium will help manage public expectations, maintain transparency, and reinforce the County's long-term commitment to responsible planning.
- ☐ The moratorium is intended to provide County Council with the necessary time to complete the Unified Development Ordinance (UDO) update and thoughtfully develop and consider strategies that encourage balanced, sustainable growth throughout all areas of the County.

www.lancastercountysc.gov

67

67

Moratorium Communications & Implications



☐ **Consistent Core Message:**

- The moratorium is temporary
- It does not fix existing growth pressures
- It allows time for planning and policy alignment

☐ **Create a one-page fact sheet or FAQ explaining:**

- Why the moratorium was enacted
- What it does *and does not* do
- What work is occurring during the nine months

www.lancastercountysc.gov

68

68



69

Moratorium Communications & Implications



☐ Dedicated Web & Social Media Presence:

- Post a moratorium webpage with timelines, UDO update milestones, and periodic progress updates of the UDO Ad-Hoc Committee.

☐ Stakeholder Outreach

- Engage developers, realtors, and community leaders directly to help reduce misinformation and ensure they understand the County's long-term intent.

www.lancastercountysc.gov

70

70

Questions and Concerns



www.lancastercountysc.gov

Lancaster
County
South Carolina

71

71



4. Discussion Items

e. Lunch and Open Discussion

72

4. Discussion Items

- f. Capital Investments: Are We Building for 2050 or Catching Up? –
*Tim Greene / Greg Bass***

73



Capital Projects/Project Management

Project Managers
Greg Bass
Tim Greene

www.lancastercountysc.gov

74

Capital Projects/Project Management



South Carolina Infrastructure Investment Program (SCIIP) Drainage Improvement Projects

In 2023, Lancaster County was awarded a South Carolina Infrastructure Improvement Program (SCIIP) grant from the Rural Infrastructure Authority (RIA) of \$8.17 Million to provide drainage improvements at various locations throughout the County. The local match is \$2.72 million.

- Southeast Region culverts on Battlement Road, Bayou Road, and Thermal Trail.
 - Construction start week of January 12
- Northeast Region culverts include Hough Road, Deer Track Circle, & Foxdale Court.
 - Construction Start this month.
- Panhandle Region culverts are located Ander Vincent Road, Millstone Branch Road, Pursuit Lane.
 - Construction Start January.
- Central Region culverts to include Activity Road and Old Farm Road.
 - Construction is underway; Activity Road is nearing completion.



Activity Road Culvert

www.lancastercountysc.gov

2

75

Capital Projects/Project Management



Lancaster County Historic Courthouse Preservation State Grant

- The South Carolina Department of Archives and History awarded Lancaster County a Historic Preservation State Grant of \$50,000 to prepare plans and specifications to identify issues related to the exterior of the Historic Courthouse.
- The scope of work for our Architect, Meadors Conservation includes a 3-D scan of the building, Exterior Assessments, Structural review, Hazardous Materials testing, Historic Materials Analysis, and Architectural Assessment Services for the final repair.



Lancaster County Courthouse: The fireplace has extensive mortar loss and settlement.

www.lancastercountysc.gov

76

76

Capital Projects/Project Management



Lancaster County Historic Courthouse Preservation State Grant (continued)

- Completed the exterior assessment. Recommendations include addressing brick spalling, bowing in the semi-circular window openings, helical ties across cracked brick, repointing fireplaces, corrections to the timber roof truss, and other miscellaneous corrective actions to exterior masonry, windows, and doors.
- Hazardous Materials (Asbestos) Results indicated that no asbestos was detected in the materials sampled.
- Next steps are to prepare architectural repair drawings for review by the SC State Historic Preservation Office (SHPO) of the SC Department of Archives and History. SHPO has decided to extend the deadline for our planning project to March 31, 2026. This will allow SHPO ample time for review of the architectural repair documents and to complete reimbursements for this and other grant projects.



East Portico Gable: The gable window casing is deteriorated on either side where it intersects the sill (arrows). Gaps are present beneath the arched sash and the sill.

www.lancastercountysc.gov

77

77

Capital Projects/Project Management



Lancaster County Fleet Operations/Information Technology Facility (formerly Burns Ford) Architectural Services

- Staff is working to finalize the floor plan to accommodate Fleet and IT to include future needs of each group.
- We are proceeding to get final requirements of the modification to the slab to accommodate the 20-Ton lifts need to service the larger vehicles, from our structural engineer.



Front of former Burns Building

www.lancastercountysc.gov

78

78

Capital Projects/Project Management



Lancaster County Regional Park

- The advertisement is now closed for a Request for Qualifications (RFQ) for experienced General Contractors for the implementation of the Regional Park Project. General Contractors were invited to submit qualifications for the project by January 7, 2026.
- The advertisement drew 76 interested followers.
- A total of eleven (11) contractors submitted.
- Staff will use a two-step process to select a general contractor with which to execute a contract for the project. The RFQ represents the first step in the process. We look to complete the evaluation within 3-4 weeks.
- After evaluating the submitted Qualifications, Lancaster County will invite a minimum of two (2) of the highest rated general contractors to respond to a Request for Proposals (RFP) and submit bids for the project.



Sewer Trunk Line under construction

www.lancastercountysc.gov

79

79

Capital Projects/Project Management



Springdale Recreation Center Roof

- The contract has been awarded for the roof repairs at the Springdale Recreation Center. Work will include new silicone roof coating, sealant, hose clamps, flashing, sheet metal patches, aluminum reinforcing, etc.
- The contractor has ordered materials.
- Anticipate starting work this month.



Springdale Recreation Center

www.lancastercountysc.gov

80

80

Capital Projects/Project Management



Federal Highway Administration Safe Streets and Roads for All (SS4A) FY23 Grant – In 2024 Lancaster County received a \$350,000 grant to conduct a county wide safety analysis to identify and prioritize current and future areas of focus to reduce fatalities and injuries in all modes of transportation for an action plan.

- Conducted a survey through the County website.
- Participated in Nation Night Out in October.
- Task Force participation.
- Developed High Injury Network map.
- Finalize list and maps for prioritization
- Draft of all work ready in January-consistent with federal requirements.
- Develop an implementation phase in spring.



National Night Out – October 7, 2025

www.lancastercountysc.gov

81

81

Capital Projects/Project Management



Proposed Elections Building

- Proposed as a 10,000 square foot metal building.

**KNOW
YOUR
UPCOMING
ELECTIONS.**
Your Vote Matters!

Statewide Primary Election
Tuesday, June 9, 2026

Statewide Primary Run-Off (If Needed)
Tuesday, June 23, 2026

Statewide General Election
November, 3, 2026



lancastercountysc.gov - scvotes.gov - 803-295-2989
Visit Lancaster County Government on Facebook

www.lancastercountysc.gov

82

82

Capital Projects/Project Management



Sheriff's Evidence Storage Facility

- Approximate 7000sf facility being constructed by Perception Builders
- Total contract price \$2,356,475.00
- Total complete as of late December \$676,972.15
- Located next to the current ESF and adjacent to the new Detention Center
- Construction started on 9/24/2025
- Anticipated substantial completion 4/30/2026 with a final completion on 5/14/2026



www.lancastercountysc.gov

83

83

Capital Projects/Project Management



Sheriff's Evidence Storage Facility (continued)

- 180 Yds of concrete have been placed and finished for the foundation pad
- CMU to finish floor has been completed
- First reading for water easement 1/12/2026
- Next step is to get curb and gutter installed along with a binder coat of asphalt. Anticipated start date 1/19/2026



www.lancastercountysc.gov

84

84

Capital Projects/Project Management



EMS Stations Van Wyck / Heath Springs

- Two EMS stations (7 & 10) to be constructed. One on Van Wyck Rd and the other on Boyd Faile Rd. Current funding is \$1.8M per building from the capital sales tax 3 budget
- Both stations will be approximately 6000sf and follow the same layout as EMS Station 4/9 on Old Bailes Rd
- Pictured here is the 2-acre parcel (0122-00-076.03) located in Heath Springs. Directly adjacent to the soccer complex on Boyd Faile Rd. Public water is available through LCWSD and sewer through the Town of Heath Springs



www.lancastercountysc.gov

85

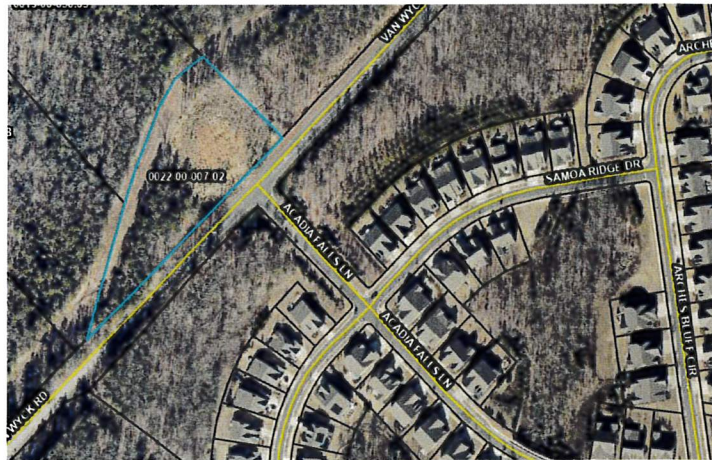
85

Capital Projects/Project Management



EMS Stations (continued)

- Parcel 0022-00-007.02 is a 1.75 acre lot located at 9070 Van Wyck Rd
- The lot is directly across the road from the Tree Tops neighborhood
- Land must be rezoned from Medium Density Residential (MDR) to Institutional (INS). Scheduled for Planning Commission hearing on 1/20 and Council's three readings on 2/9, 2/23 and 3/9
- Water is available from LCWSD but a septic system will be needed for sewer
- Plan is to proceed with a Design/Build process for both buildings



www.lancastercountysc.gov

86

86

Capital Projects/Project Management



Indian Land Fire Department Kitchen Remodel

- Knight General Contractors is performing an approximate 800sf total remodel of the 2nd floor kitchen/pantry/dining area. This includes new cabinets, counter tops, appliances, expanded dining area and an outside deck for grilling
- Total Scope of work cost \$156,887.00
- Total Paid thus far \$117,663.00
- Project is approximately 90% complete. Installation of handrails for deck and punch-list items are all that remain

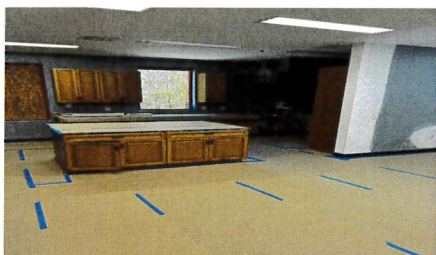


www.lancastercountysc.gov

87

87

Capital Projects/Project Management



www.lancastercountysc.gov

88

88



4. Discussion Items

g. Airport Operations: How the County Airport Benefits the County
– *Stephany Snowden*

89



2026 County Council Retreat
Proactive Policy Making for 2050

Airport Update

Stephany Snowden
January 21, 2026

90

Lancaster County Airport: McWhirter Field

- ❑ The Lancaster County Airport is designated by the FAA as a General Aviation (GA) airport that encompasses all civil aviation operations, excluding **commercial airline service** and **military aviation**.
- ❑ FAA data reveal that 88% of all U.S. airports are designated as GA airports.



www.lancastercountysc.gov

91

91

Lancaster County Airport: Typical GA Uses

- **Private aircraft operations** (individual pilots and aircraft owners)
- **Business and corporate aviation** (companies flying executives or equipment)
- *Flight training and aviation education*
- **Medical evacuation and organ transport**
- **Law enforcement and public safety flights**
- **Agricultural aviation** (crop dusting, surveying)
- **Disaster response and emergency management**
- **Aerial surveying, photography, and infrastructure inspection**



www.lancastercountysc.gov

92

92

The Long-Range Community Benefit



- **Economic development:** Support local businesses, attract employers, and efficient corporate travel.
- **Public safety:** Critical for emergency response, firefighting, and medical flights
- **Connectivity:** *Provide enhanced regional connectivity*
- **Long Range Workforce development:** *Train pilots, mechanics, and aviation professionals*

www.lancastercountysc.gov

93

93

Lancaster County Airport Revenue: Analysis



There are important caveats that affect how personal property taxes are collected on aircraft located at the County airport:

- ☐ An aircraft owner's physical address matters. For example, should the owner of an airplane live in Chester County, Chester County receives the personal property tax revenue for the airplane housed at the Lancaster County airport.
- ☐ In this example, Lancaster County would receive only the lease/or rental income associated with the hangar rental.
- ☐ Personal property taxes collected on aircraft are not allocated back to the airport enterprise fund, rather collections are allocated back to the County's general fund.
- ☐ The personal property taxes collected on airplanes are the lowest collection rate of 4% Furthermore, if a FILOT agreement exists, an additional discount of 80% is granted to the owner.

www.lancastercountysc.gov

94

94

Lancaster County Airport Revenue: Historic Data



Revenue	FY20	FY21	FY22	FY23	FY24	Total
Sales-Fuel	145,281	126,762	164,077	240,724	317,441	994,285
Rental/Lease Income	54,477	53,789	66,712	83,248	41,680	299,906
General Fund –Personal Property Tax	*	*	*	*	22,091	22,091
Total	199,758	180,551	230,789	323,972	381,212	1,316,282

Sources: The County's Annual Comprehensive Financial Report and the Lancaster County Auditor.

The County Auditor's Office Began Capturing Personal Property Tax Revenue Collected on Airplanes in FY24

www.lancastercountysc.gov

95

95

Statement of Revenue, Expenses and Changes in Net Position



Operating Revenues	Enterprise Fund/Airport
Fuel Sales	317,441
Rental Income	41,680
Total Operating Revenues	359,121
Operating Expenses	
Salaries and Fringe Benefits	86,921
Cost of Services	368,752
Depreciation and Amortization	462,840
Total Operating Expenses	918,513
Operating Loss	559,392

www.lancastercountysc.gov

96

96

Statement of Revenue, Expenses and Changes in Net Position



Operating Expenses	Enterprise Fund/Airport
Capital Contributions	1,089,416
Change in Net Position	530,024
Net Position, Beginning of The Year	6,594,714
Net Position, End of Year	7,124,738

*After Receipt of Grant Funds, General Fund to Airport Fund Totaled \$207,738

www.lancastercountysc.gov

97

97

Next Steps



- **Increased Communications:** Regularly Scheduled Meeting with Pilots and Lease Holders, Additionally hold events for statewide aviation organizations, regional breakfast clubs, and communitywide events.
- **Master Plan Review and Infrastructure Review:** Review of Master Plan and Review of Existing Facilities to ensure that they are in alignment with Council Policy Direction.
- For example, staff is working with on call engineer to review old terminal building to ensure that it is structurally sound etc. Proposed view of existing county owned hangars to determine possible replacement plan and readjustment of fees.

www.lancastercountysc.gov

98

98

Next Steps



- **Market Analysis and Benchmarking against regional Airports-** Important to review staffing level, management, fixed base operator (FBO), fuel prices etc.
- **Benchmarking With The Following GA Airports**
 - Rock Hill (UZA) / Steve Gould / Commercial FBO
 - Greenville Downtown (GMU) / James Stephens / Multiple Commercial FBOs
 - Jim Hamilton – LB Owens (CUB) / Peter Cevallos / / Commercial FBO
 - Sumter (SMS) / Jeff Knauer is a Commercial FBO owner who also serves as the Airport Manager
 - Ridgeland – Claude Dean (3J1) / Airport Manager
 - Summerville (DYB) / Jeff Craven / Airport Manager

www.lancastercountysc.gov

99

99

Next Steps



- **FBO Research:** Hiring or contracting with an FBO often involves long-term leases, fuel flowage agreements, and capital investment on public property. A market analysis evaluates whether anticipated revenues, fuel volumes, and demand can reasonably support an FBO without exposing the County to undue financial risk or future subsidy.
- An FBO, or Fixed Base Operator, is a commercial business authorized to manage the daily operations of a general airport to include aircraft fueling, ground handling and parking, hangar and tie down management, as well as aircraft maintenance.

www.lancastercountysc.gov

100

100

Council Direction and Questions???



www.lancastercountysc.gov

101

101



4. Discussion Items

h. Break

102

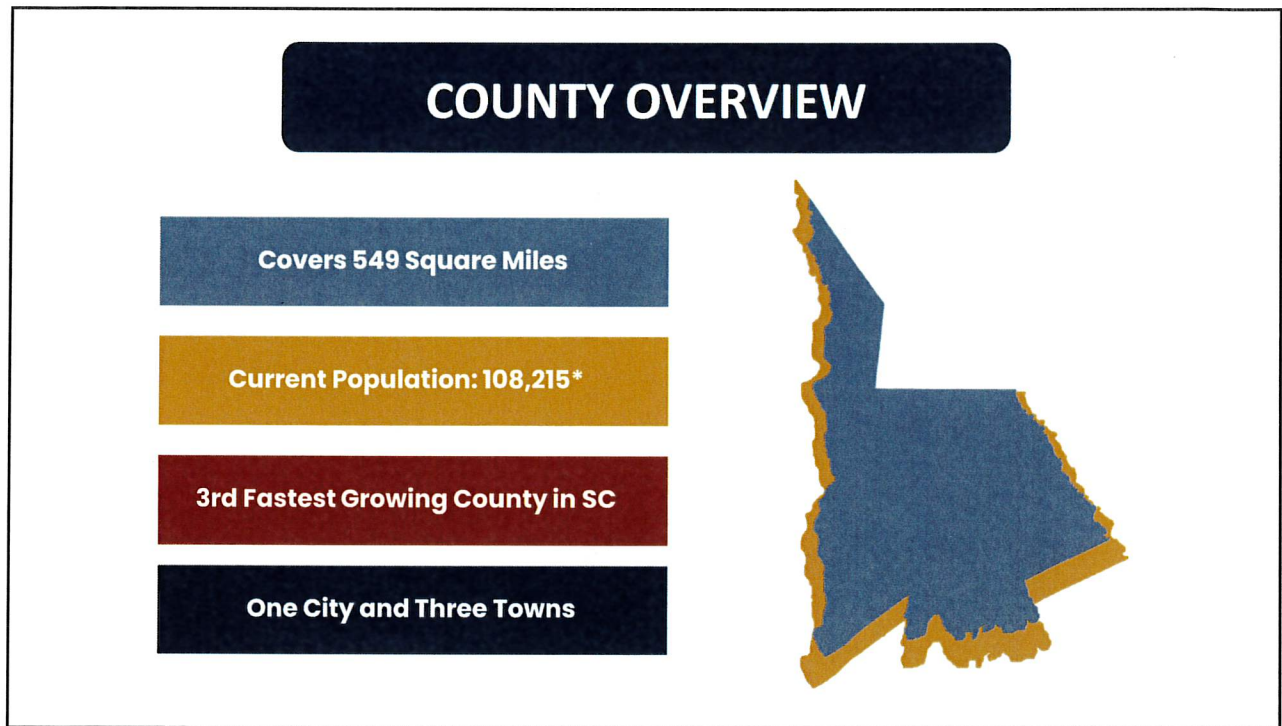
4. Discussion Items

- i. **One Lancaster County 2050: From Vision to Policy Direction –
*Chairman Brian Carnes / Stephany Snowden***

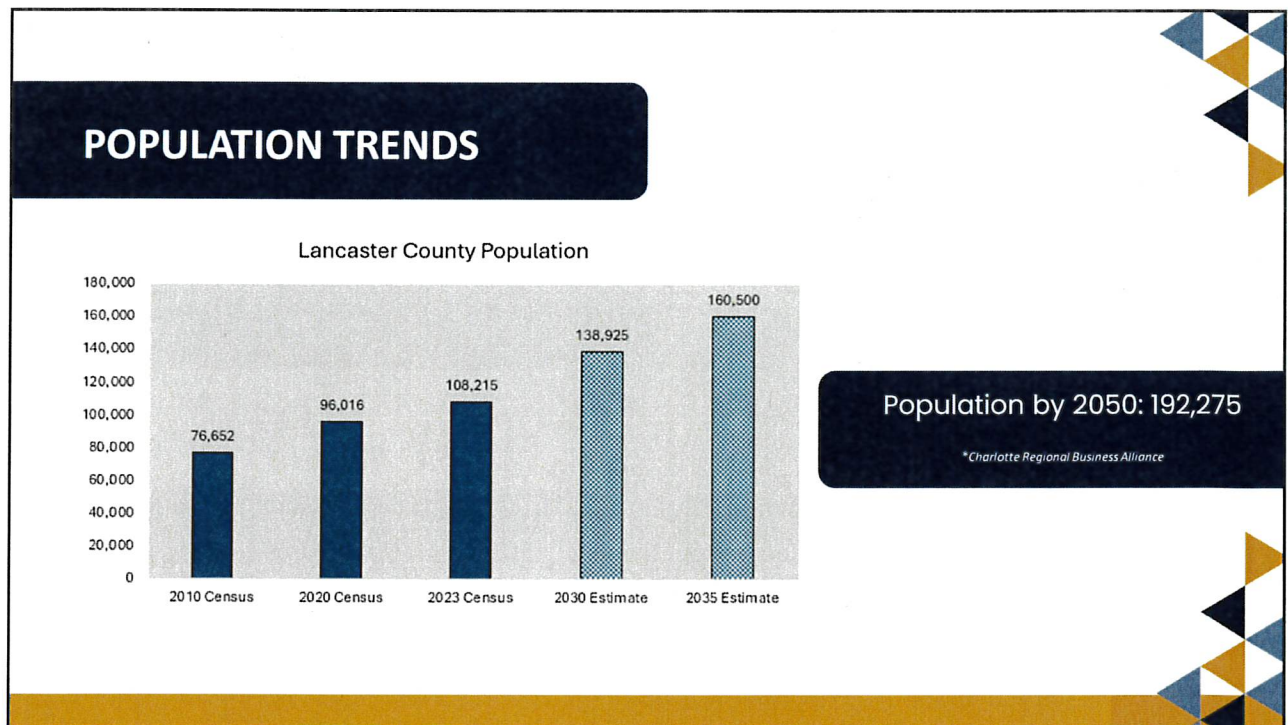
103



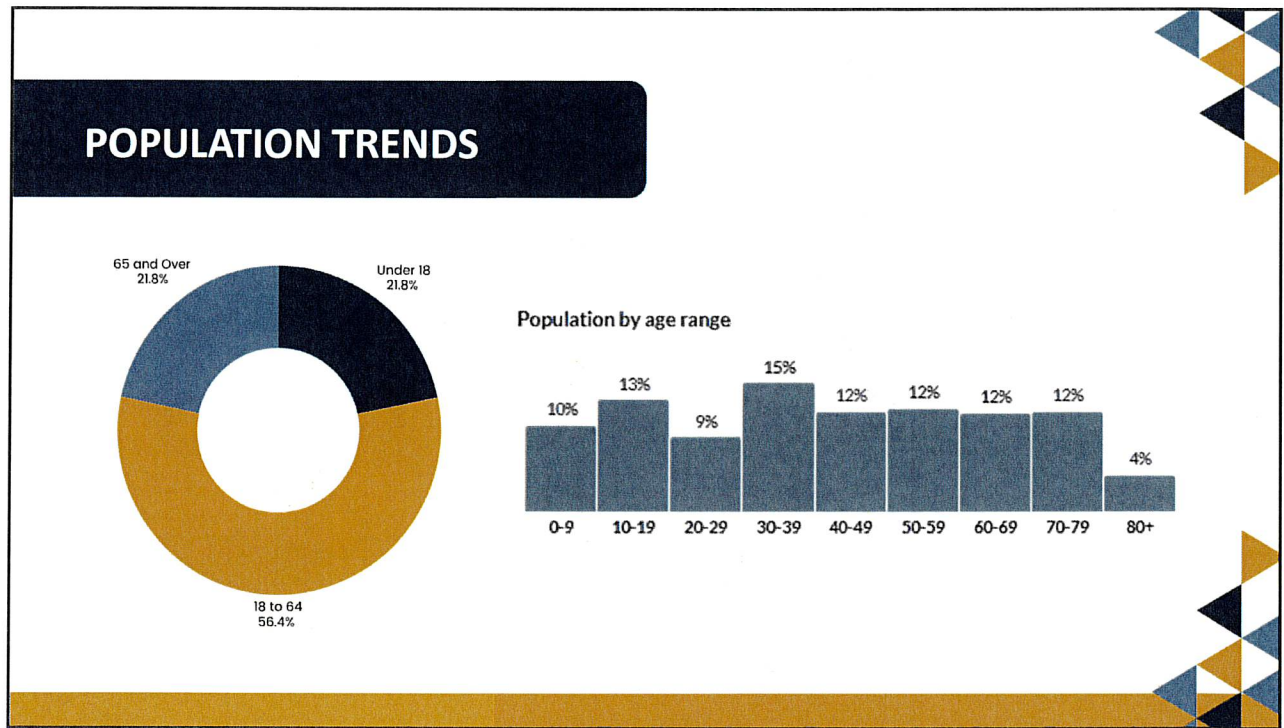
104



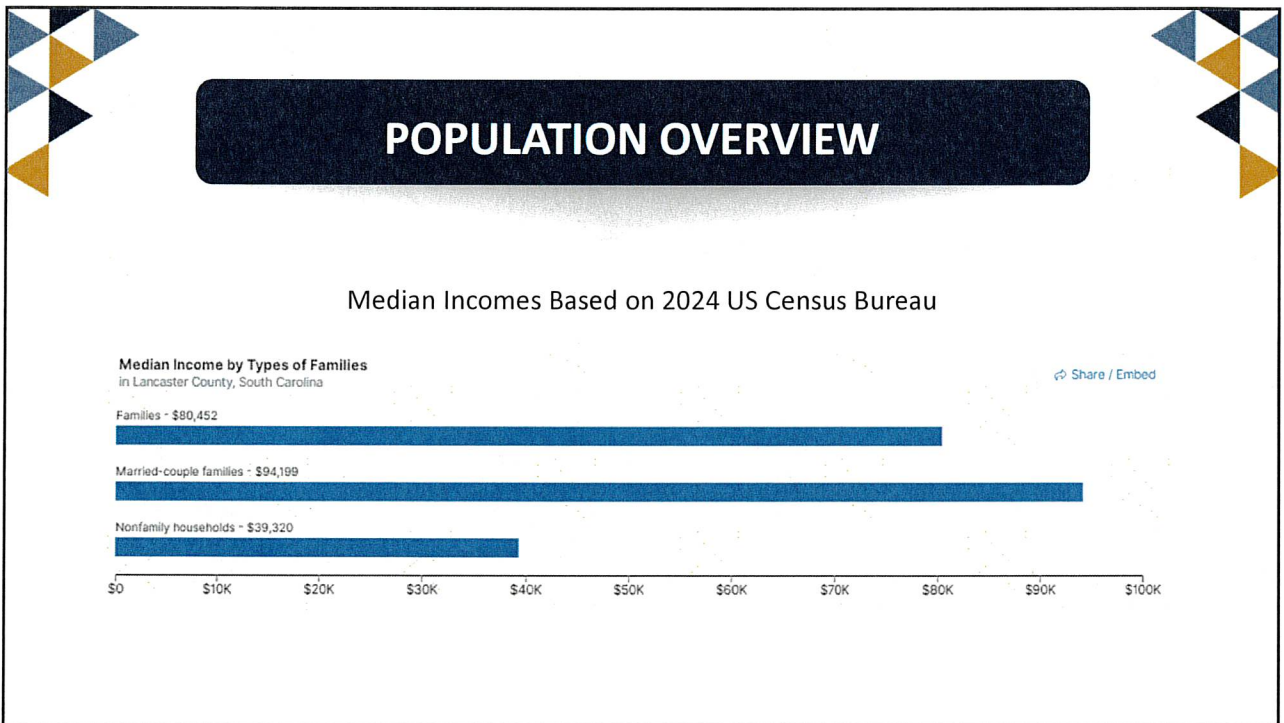
105



106



107



108

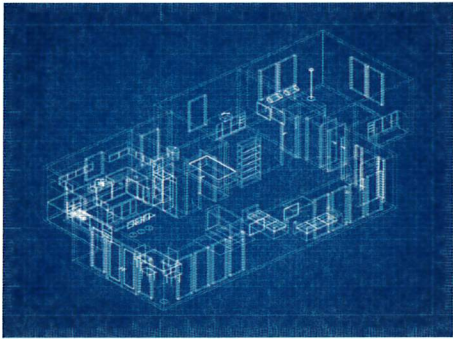


109



110

HOUSING AND POPULATION DEVELOPMENTS



7,000 Housing Units in the Panhandle

10,000 Housing Units in the Southern Part of the County

**MUSC Hospital-Indian Land
Piedmont Medical Center-ED**

Additional Retail and Commercial Space

111

CAPITAL PROJECT SALES TAX THREE AND OTHER DEVELOPMENTS



Detention Center
(repurpose old center or land)



Lindsay Pettus Greenway
Expansion



2 New EMS Stations



New Airport Hangar



USC-L Hwy 9
Pedestrian Connection



USC-L Renovated
Nursing Program Facility



Council on Aging
Indian Land Senior
Center



Walnut Creek Park
Field Improvements



Fire Stations, Headquarters,
and Training Facility



Regional Park



Coroner's Office

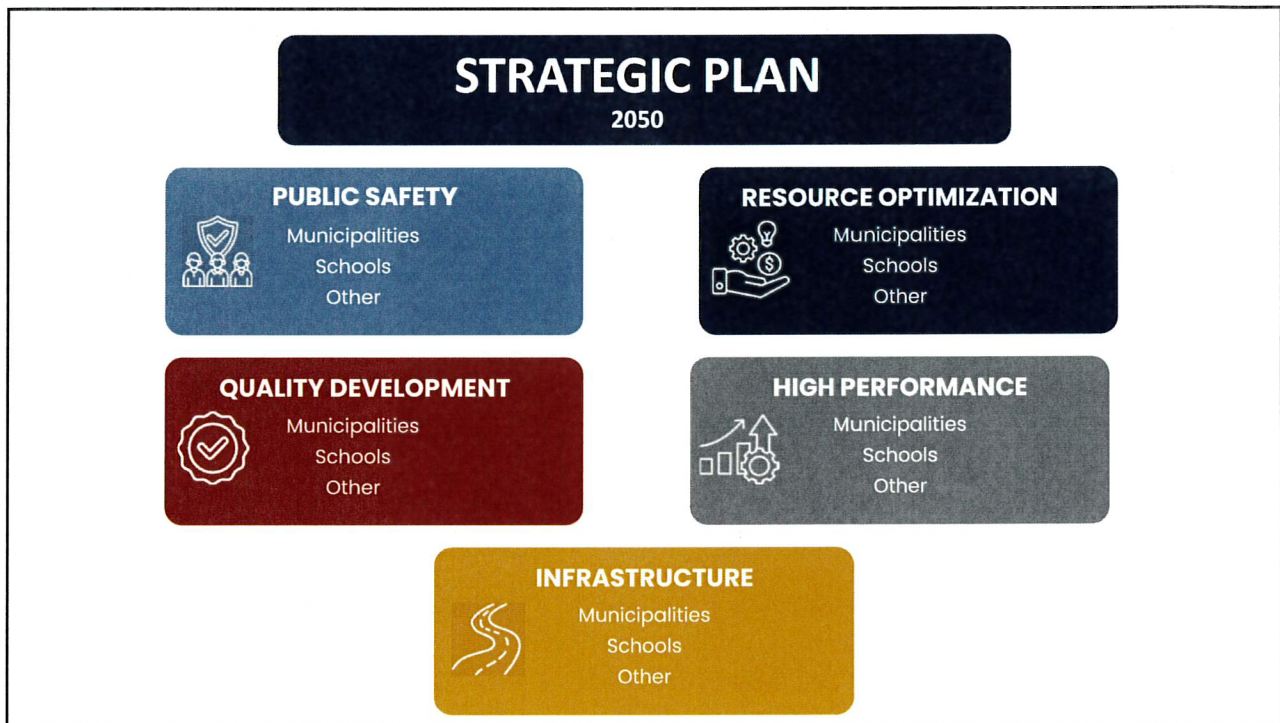


Library

112



113



114



One Lancaster County

January 21, 2026

Chairman Brian Carnes
Stephany Snowden

115

One Lancaster County

In recent years, Lancaster County has been viewed through the lens of its proximity to Charlotte. But while our closeness to the 14th largest city in the United States brings opportunity and growth, it does not **define** our County.

The County is capitalizing on regional access while safeguarding its identity, with County Council leading the charge on growth strategies that are deliberate, purposeful, and community-centered.



www.lancastercountysc.gov

116

A Community of Contrasts



Lancaster County is defined by its contrasts. Rapid suburban growth shapes the panhandle, a central core stands ready for renewal, and the southern end of the county remains proudly rural—anchored by history, resilience, and deep cultural ties. Together, these differences form the **heart** of a community that is evolving without forgetting who it is.

www.lancastercountysc.gov

117

117

Acknowledging Areas of Disconnect



- ✓ Growth feels “done” to some communities, not with them
- ✓ Some longtime residents have concerns about being priced out or ignored
- ✓ New residents may not always understand the County’s history or concerns
- ✓ People fear that “progress” means losing what makes Lancaster County and our community great
- ✓ Some may prescribe a North/South divide---communities that compliment one another
- ✓ Residents may not feel connected to their local County Government

www.lancastercountysc.gov

118

118

The Opportunity

With County Council, the Administrator, and staff working together, Lancaster County Government is positioned to be a catalyst for further transparency and connection

In 2026, we are proposing an initiative to build upon the daily progress we are making through the One Lancaster County framework.

We must be **Relentless** in our efforts to engage with our residents



119

119

The County is The Catalyst

- Deep Historical and Cultural Roots
- Welcoming Environment
- Generational Families
- Faith Communities
- A Strong Sense of Place and History
- County infrastructure Investments
- Economic Investments
- Cultural Investments
- Safe Neighborhoods
- Investment in Public Safety



www.lancastercountysc.gov

120

120



Lead With Listening/ Increased Outreach

- ✓ Council and Staff to Partner to host regional quarterly meetings throughout geographic regions of the County. This increases communication, transparency and understanding of county service delivery, county budget, policy initiatives etc. Citizens are empowered when they know that their government is listening.
- ✓ Offer Civics 101 Multiple Times a Year
- ✓ Engage Prior Year Civics 101 Graduates as Alumni and County Ambassadors
- ✓ In addition to the intergovernmental meetings, County staff and leadership to attend at least one municipal council meeting and school board meeting annually to bring greetings and inform area policy makers of county initiatives
- ✓ Continue annual joint meetings with Lancaster County Schools and City of Lancaster to address shared policy issues

www.lancastercountysc.gov

121

121



Lead With Listening/ Increased Outreach

- ✓ Host A Community Planning Conference - This could be an annual event that offers residents, and the development community the opportunity to learn more about the County's development process and learn firsthand about the UDO, Comprehensive Plan, and the tools at Council's disposal to address and manage growth.
- ✓ Create a Lancaster County Speakers Bureau whereby staff are trained to provide critical information to our residents
- ✓ Engage with all aspects of the business community to integrate our efforts to support economic development, infrastructure gaps and workforce needs.

www.lancastercountysc.gov

122

122




Celebrate Shared Wins With The Community

- ✓ **Promote Involvement in Shared County Events** – Youth Sports, Parks and Recreation Events, New Initiatives, Grand Openings, as well as when appropriate the New Administrator Search.
- ✓ **Host Community Game Nights Throughout the Community**
- ✓ **Host One Lancaster County Festival** – With Music, Food, and Local Venders

www.lancastercountysc.gov

123




Elevate Youth and Culture

- ✓ **Council to Support Joint High School Service Days**
- ✓ **Youth Advisory Tied To One Lancaster County (Staffed by Admin)**
- ✓ **Partnerships With USCL**

Communication Relentless

- ✓ **Ongoing, proactive communication with residents about policy decisions, budgeting and finance, public safety wins, and administrative progress—paired with directly addressing concerns—strengthens trust and confidence**

www.lancastercountysc.gov

124




Measure What Matters

- ✓ Track geographic diversity at events, participation and growth, youth participation and business engagement.

www.lancastercountysc.gov 125

125




Communication Relentless

- ✓ Consistent, transparent communication with county residents regarding Council policy decisions, budgeting and finance, public safety, and administrative achievements—along with directly addressing community concerns—fosters trust.

Measure What Matters

- ✓ Track geographic diversity at events, participation and growth, youth participation and business engagement.

www.lancastercountysc.gov 126

126




Lancaster County is a dynamic, growing community with tremendous potential. The **One Lancaster County** initiative—if embraced by County leadership—will empower staff to highlight the County’s many strengths, increase transparency, and foster relationships between our residents and Lancaster County.

www.lancastercountysc.gov

127

Questions?




www.lancastercountysc.gov

128



4. Discussion Items

j. Council Direction: Policy Priorities and Next Actions – *Steve Willis / Sabrena Harris*

129



County Council Retreat Proactive Policy Making for 2050

Council Direction: Policy Priorities and Next Actions

Steve Willis

Sabrena Harris

January 21, 2026

130

Council Direction: Policy Priorities and Next Actions

How do we get from **VISION** to **DIRECTION**?

- One Lancaster County 2050
- Translate vision into priorities staff can act on
- Today's focus: near-term policy direction
- What are our next action steps?

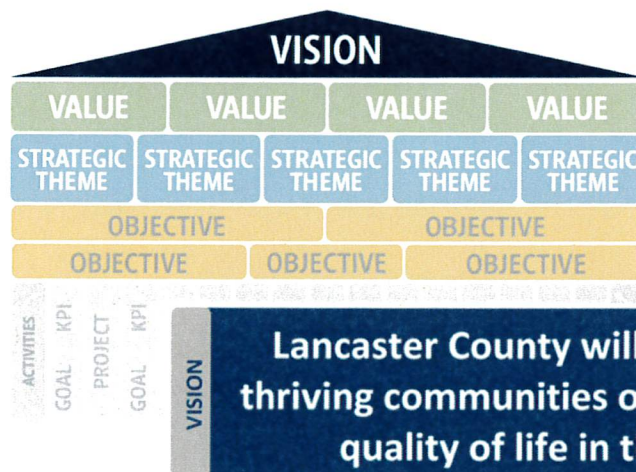


www.lancastercountysc.gov

131

131

Council Direction: Policy Priorities and Next Actions



www.lancastercountysc.gov

132

132

Council Direction: Policy Priorities and Next Actions

Lancaster County
South Carolina

VISION

Responsibility | County Council
Tenure | Timeless

VISION

Lancaster County will be a network of thriving communities offering the highest quality of life in the Carolinas.

www.lancastercountysc.gov 133

133

Council Direction: Policy Priorities and Next Actions

Lancaster County
South Carolina

MISSION

Responsibility | County Council & Staff
Tenure | Timeless

MISSION

Our mission is to enhance our community's quality of life by enabling people to live, learn, work, worship, play, and grow - both personally and professionally.

To deliver this mission, we listen to our community and leverage strategic partnerships which serve our citizens and visitors in ways that they find to be timely, high-quality, and efficient.

www.lancastercountysc.gov 134

134

Council Direction: Policy Priorities and Next Actions



What Decision Are We Making?

- What priorities should guide County decisions and FY27 budget development?
- Council sets the direction.
- Staff will align their requested resources and future actions and to facilitate the plan.
- Priorities help staff manage trade-offs.
- We are not focused on or approving projects or funding.
- We are getting crystal clear on what matters more.
- We are identifying and ranking primary and supporting priorities.
- Focus of **“what success looks like”** versus **“what we build or buy”**

www.lancastercountysc.gov

135

135

Council Direction: Policy Priorities and Next Actions



Areas of Importance (in no particular order)

- Growth vs. sustainability
- Public safety readiness
- Infrastructure and asset maintenance
- Workforce capacity
- Financial sustainability
- Quality of life
- Operational efficiency

www.lancastercountysc.gov

136

136

Council Direction: Policy Priorities and Next Actions



Activity

- Designate a driver
- Agree on time limits
- Set timer
- Navigate to spreadsheet to capture Council input

www.lancastercountysc.gov

137

137

Council Direction: Policy Priorities and Next Actions



Recap Priorities

- Do these priorities reflect Council's intent?
- Before we call these priorities final, is there any remaining, minor fine-tuning?
- What we settle on here becomes the guidance staff will rely on as they move forward with developing their FY27 budget requests.

www.lancastercountysc.gov

138

138

USE ONLY IF WE NEED HELP THINKING!!!



www.lancastercountysc.gov

139

139

Growth vs. Sustainability



- Growth pays for itself - New development contributes sufficient revenue to cover its service and infrastructure demands.
- Capacity keeps pace with growth - Roads, public safety, and utilities are not consistently playing catch-up.
- No decrease of existing service levels - Current residents do not experience declining services as growth continues.
- Predictable development decisions - Developers and residents understand expectations and timelines.
- Long-term costs are visible upfront - Maintenance and operating costs are considered before growth decisions are made.

www.lancastercountysc.gov

140

140

Public Safety Readiness



- Response times remain consistent - Emergency services meet response standards as population grows and land is developed.
- Staffing matches service demand - Police, Fire, EMS, and other public safety staffing levels align with workload realities.
- Facilities support operations - Stations, equipment, and technology enhance, not limit, effective service.
- Preparedness for major events - The County is ready for disasters, severe weather, and large-scale incidents.
- Community trust and visibility - Public safety services remain visible, responsive, and trusted by residents.

www.lancastercountysc.gov

141

141

Infrastructure & Asset Maintenance



- Maintain before expanding - Existing roads, buildings, and systems are kept in good condition.
- Fewer emergency repairs - Proactive maintenance reduces costly, last-minute fixes.
- Assets last as long as intended - Buildings and equipment reach their full useful life.
- Clear maintenance priorities - Critical assets are identified and funded first.
- Reduced deferred maintenance - The backlog of aging infrastructure steadily decreases.

www.lancastercountysc.gov

142

142

Workforce Capacity



- Positions are filled and retained - Fewer vacancies and lower turnover in critical roles.
- Staff workload is manageable - Employees are not routinely stretched beyond reasonable capacity.
- Competitive recruitment and pay - The County remains an employer of choice in a competitive labor market.
- Skills match service needs - Staff have the training and expertise to meet modern service demands.
- Leadership continuity - Institutional knowledge is preserved through effective succession planning.

www.lancastercountysc.gov

143

143

Financial Sustainability



- Stable revenue assumptions - Budgets rely on realistic, sustainable revenue growth.
- Strong reserves are protected - Fund balance policies are maintained and respected.
- Debt remains manageable - Borrowing aligns with long-term affordability.
- Flexibility for the unexpected - The County is equipped to respond to emergencies or changes in the economy.
- Costs don't outpace revenues - Ongoing expenses grow at a pace the County can sustain.

www.lancastercountysc.gov

144

144

Quality of Life



- Accessible services across the County - Residents can reach services regardless of location.
- Parks, recreation, and amenities keep pace - Quality of life assets grow alongside population.
- Living in the County remains a priority - Growth does not diminish community character and personality.
- Safe, well-maintained public spaces - Facilities and grounds are clean, functional, and welcoming.
- Balanced community investment - Decisions reflect both economic vitality and resident well-being across the entire County.

www.lancastercountysc.gov

145

145

Operational Efficiency



- Cost-effective service delivery - Processes minimize waste and duplication.
- Technology improves service delivery - Systems support faster, more accurate work.
- Clear performance expectations - Departments know what success looks like.
- Consistent decision-making - Policies guide choices rather than exceptions.
- Transparency builds trust - Residents understand how resources are used and why

www.lancastercountysc.gov

146

146

What other questions do you have?



Lancaster County
South Carolina

www.lancastercountysc.gov

147

147

Lancaster County
South Carolina

5. Adjournment

148