

Council Members

District 1: Terry Graham
District 2: Charlene McGriff
District 3: Billy Mosteller, Secretary
District 4: Jose Luis
District 5: Steve Harper, Chair
District 6: Allen Blackmon
District 7: Brian Carnes, Vice-Chair

**County Administrator**

Dennis E. Marstall

County Attorney

Ginny L. Merck-Dupont

Clerk to Council

Sherrie Simpson

May 10, 2023

4:00 PM

**101 North Main Street
Lancaster, SC 29720**

**LANCASTER COUNTY COUNCIL
County Council Chambers, County Administration
Building, 101 North Main Street, Lancaster, SC 29720**

**COMMITTEE OF THE WHOLE SPECIAL MEETING
AGENDA**

1. **Call to Order - Chairman Steve Harper**
2. **Welcome and Recognition - Chairman Steve Harper**
3. **Pledge of Allegiance and Invocation - Council Member Billy Mosteller**
4. **Approval of the Agenda**

[deletion and additions of non-substantive matter]

5. **Citizens 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.net or by online submission by selecting the "Citizens Comments" quick link located on the County website homepage at <https://www.mylancastercountysc.org/>. 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.]

6. **Discussion and Action Items**

- a. Discussion of Possible Community Development Block Grant (CDBG) Funding Projects - Grazier Rhea, Catawba Regional Council of Governments
- b. Discussion of Ordinance 2023-1846 regarding Establishing a Policy and Procedure for Naming Rights
Ordinance Title: An Ordinance Establishing A Policy And Procedure For Naming County-Owned Properties Or Structures. - *Postponed to June 12, 2023 at the April 11, 2023 County Council Meeting. - John Bodner/Chris Clouden*
- c. Discussion and Action Approving a Preliminary Vision Statement, Mission Statement, Organizational Values, and Strategic Themes - Jason Gray, Managing Principal, Willdan

7. Adjournment

Anyone requiring special services to attend this meeting should contact 285-1565 at least 24 hours in advance of this meeting. Lancaster County Council agendas are posted at the Lancaster County Administration Building and are available on the Website: www.mylanastersc.org

*Meetings are live streamed and can be found by using the following link:
https://mylanastersc.org/government/lanaster_county_council/County_Council_Meetings.php*

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall / Administration

Department: Administration

Date Requested to be on Agenda: 5/10/2023

Council Action Requested:

Receive information about the federal Community Development Block Grant (CDBG) program and discuss potential local projects eligible for funding.

Points to Consider:

Grazier Rhea with the Catawba Regional Council of Governments spoke to County Council on March 13 about the CDBG grant opportunities. As a follow-up to that presentation, Council asked that she return in May to further discuss potential grant opportunities.

Attached to this item are possible grant projects through CDBG for 2023-2024.

Funding and Liability Factors:

There are a variety of eligible projects and funding pools through the CDBG program. Most have some type of local contribution, less than 20% depending on the program.

Recommendation:

This item is for discussion only for Council.

ATTACHMENTS:

Description	Upload Date	Type
Community Development Block Grant Funding 2023 - 2024	4/28/2023	Backup Material



COMMUNITY DEVELOPMENT BLOCK GRANT FUNDING

2023 – 2024

The following is a summary of the proposed uses of CDBG funds for the 2023-2024 program year. These program uses are subject to change prior to final adoption by the SC Department of Commerce.

The Community Development Block Grant Small Cities Program is administered in South Carolina by the SC Department of Commerce, Office of Grants Administration. The State CDBG program will receive an estimated \$19.7 million from the U.S. Department of Housing and Urban Development (HUD) in 2023.

State CDBG grants are awarded to eligible local governments that are not “entitlement areas”. All local governments in the Catawba Region, with the exception of the City of Rock Hill, are eligible to apply.

All CDBG projects must address one of the three following national objectives:

- Benefit low and moderate income persons
- Eliminate slums and blight
- Address urgent community needs that pose a serious threat to the health or welfare of the community.

Three key goals for the CDBG program are to provide decent housing, economic opportunities, and a suitable living environment. Each project must meet one of the following outcomes identified by HUD:

- Affordability
- Accessibility
- Sustainability

The primary CDBG grant programs are Community Development, Business Development, and Regional Planning. There will be \$16.5 million allocated for Community Development Programs, which includes five subcategories of Community Infrastructure, Community Enrichment, Neighborhood Revitalization, Local Priorities, and “Ready to Go”. Following is a description of each of program.

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I. Community Development

A. Community Infrastructure

Funds Available: \$10,948,629

Grant Maximum: \$1,000,000 (A waiver may be considered for a project addressing an urgent and compelling need, regional solution, or system-wide improvements, as well as the extent of leveraging and a reasonable CDBG cost.)

Grant Minimum: \$50,000

Match: 10% of the total CDBG request, which can come from a variety of sources, including the local government, other non-Commerce grants, loans, waiver of fees, public or private investments, and documented volunteer or in-kind contributions.

Eligible Activities: Water, sewer, roads, or drainage activities.

Outcome:

Contribute to the creation of healthy, resilient, and sustainable residential communities through addressing one or more of the priorities listed in order of importance:

1. Significant improvements to existing infrastructure to address health concerns, meet required quality standards, ensure community sustainability or improve resiliency.
2. Projects that result in more viable regional infrastructure solutions or that provide new access to services near business centers where it is cost effective to address documented health threat.
3. Upgrades to infrastructure to address quality standards where there are only general health concerns or provide new services that are not near business centers when it is cost effective to address a documented health threat.

Note: Priority will not be assigned to infrastructure improvements that are necessary because of a lack of maintenance and repairs. Similarly, a priority may be not be assigned if new service is proposed for an isolated neighborhood and there is no documented health threat or the service is not cost effective given the number of households committed to benefit.

Application Requests due: Friday, March 17, 2023, at 5:00 p.m.

Applications due: Monday, April 17, 2023, at 5:00 p.m.



B. Community Enrichment

Funds Available: \$3,000,000

Grant Maximum: \$750,000

[Note: A waiver of the grant maximum may be considered for a large-scale brownfield cleanup and building project with significant number of beneficiaries (i.e. a county-wide health department or DSS facility).]

Grant Minimum: \$50,000 (\$25,000 for planning grants/ up to \$50,000 for infrastructure planning grants with approval)

Match: 10% of the total CDBG request, which can come from a variety of sources, including the local government, other non-Commerce grants, loans, waiver of fees, public or private investments, and documented volunteer or in-kind contributions.

Eligible Activities:

1. First Priority – Increasing Economic Competitiveness

- Brownfield projects or demolition of obsolete buildings
- Downtown streetscape improvements where there is significant business activity and prior investment. Projects must include a plan for retail/small business support
- Planning by professional engineers and architects for regional infrastructure, hazard mitigation, resiliency, and sustainability for eligible public infrastructure and facilities, broadband, brownfields clean up and redevelopment, or master drainage studies

2. Second Priority – Education and Workforce Development

- Libraries – library facilities or services (fixed or mobile) to provide expanded library services, computer equipment or internet access especially broadband capability
- Publicly owned facilities (except operating school facilities) that offer extended educational opportunities
- Transportation-oriented public facilities or services to serve LMI workforce populations

3. Third Priority – Safe and Healthy Communities

- Public safety facilities and services in LMI areas - police substations or other public improvements designed to address crime prevention.
- Demolition of vacant, dilapidated residential structures to address and support crime prevention efforts in a targeted LMI neighborhood.



- Fire substations or fire trucks serving existing stations in LMI residential areas that provide significant improvement in service for in town locations or near business centers.
- Health clinic facilities or equipment in underserved areas or multi-service centers for health or related social services.
- Public facilities modifications to ensure accessibility for disabled persons or for energy efficiency improvements for CDBG-eligible public facilities that will significantly reduce operating burdens and promote sustainability (i.e., replacing windows, upgrading HVAC, etc.)
- New sidewalks in LMI areas where there is a demonstrated need for safe neighborhood foot travel and connectivity to goods or services.

Equipment for public service activities must be for new or expanded services and generally associated with a significant capital investment in facilities. Only major pieces of equipment that have a durable life of five years will be considered for funding.

Outcome:

This program is designed to fund facilities, services, and other activities that strengthen existing communities and support a high quality of life within the following state priority areas:

1. Increasing economic competitiveness, resiliency and narrowing the digital divide
2. Education and workforce development
3. Safe and healthy communities

Application Requests due: Tuesday, August 15, 2023, at 5:00 p.m.

Applications due: Friday, September 15, 2023, at 5:00 p.m.

C. Neighborhood Revitalization Program

Funds Available: \$1,000,000

Grant Maximum: \$750,000

Grant Minimum: \$50,000

Match: 10% of the total CDBG request, which can come from a variety of sources, including the local government, other non-Commerce grants, loans, waiver of fees, public or private investments and documented volunteer or in-kind contributions.

Planning Phase

The targeted neighborhood must submit a locally funded revitalization plan (or a previously CDBG-funded Village Renaissance Plan) that identifies community needs and prioritizes

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activities designed to comprehensively revitalize the neighborhood with CDBG and other funds. This plan must be approved by the Department of Commerce and should set out a realistic plan for implementation of CDBG eligible and other activities in two possible consecutive implementation phases. The plan must be submitted to the Department of Commerce with the application.

The plan shall include the following:

- Comprehensive needs assessment (qualitative and quantitative) and prioritization.
- Comprehensive strategies for revitalization that guide investments.
- Specific actions to prepare for implementation of revitalization strategies.
- Maps illustrating existing conditions, problems, and proposed solutions.
- Roles and responsibilities – neighborhood and local government involvement and commitment in planning and implementation.
- Time frame for implementation of all strategies, including phased activities.

Implementation Phases

Implementation of comprehensive neighborhood revitalization must involve multiple activities including a public safety component. Activities must be described in the plan and may include:

- Infrastructure - water, sewer, roads, drainage
- Public facilities - sidewalks, security lighting and cameras, police or fire substations, technology, multi-service centers designed to address crime risk factors, walking trails, green space, landscaping
- Housing - infrastructure or other activities to support affordable or workforce housing; limited exterior only improvements including facades, minor repairs, energy efficiency improvements, handicap accessibility
- Demolition and clearance of vacant and dilapidated properties
- Public services - crime watch program, drug or gang education, awareness or prevention programs

All implementation phases will be competitively selected with no guarantee of funding and must comply with applicable program threshold and citizen participation requirements.

Application Requests due: Tuesday, August 15, 2023, at 5:00 p.m.

Applications due: Friday, September 15, 2023, at 5:00 p.m.

D. Local Priorities Program

Funds Available: \$1,000,000

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Grant Maximum: \$300,000

Grant Minimum: \$50,000

Match: 10% of the total CDBG request, which can come from a variety of sources, including the local government, other non-Commerce grants, loans, waiver of fees, public or private investments, and documented volunteer or in-kind contributions.

Outcome:

This program is designed to meet community development needs that are not typically funded through the other CDBG programs or one of the other HUD partner programs.

Eligible Activities:

These funds will be used for alternative grant activities and partnerships that meet community development needs of eligible municipalities. Local priority projects could include historic preservation, innovation, energy conservation, parks, and trails/greenways. New or expanded public service activities are also eligible.

Projects should have significant leveraging, impact, and community support while still meeting a National Objective and all other requirements. Consideration for funding will be based on state priorities listed below:

1. First Priority

- Projects that impact economic development or increase economic competitiveness

2. Second Priority

- Projects that address public health and safety, quality of life, or improve the long-term sustainability of the community

3. Third Priority

- Projects that address resiliency or help narrow the digital divide

Application Requests due: Tuesday, August 15, 2023, at 5:00 p.m.

Applications due: Friday, September 15, 2023, at 5:00 p.m.

E. “Ready to Go” Public Facilities Program

Funds Available: \$600,000

Grant Maximum: \$500,000



(Note: A waiver will be considered for infrastructure projects addressing an urgent and compelling need, regional solution, or system-wide improvements, as well as the extent of leveraging and a reasonable CDBG cost.)

Grant Minimum: \$50,000

Match: 10% of the total CDBG request, which can come from a variety of sources, including the local government, other non-Commerce grants, loans, waiver of fees, public or private investments, and documented volunteer or in-kind contributions.

Eligible Activities:

The project must be an eligible public facility improvement under the Community Infrastructure or Community Enrichment Program. CDBG funds are for construction or demolition costs only. Brownfields projects may be considered if significant upfront investment of local funds has been made and all other program requirements are met. Activities leading up to bidding must be complete prior to application submission. This includes project design, environmental review, acquisition, and permits. The project must be ready to bid within 60 days of grant award.

Outcome:

This program is designed to stimulate the local economy by addressing urgent or compelling community needs, encouraging the timely implementation of CDBG eligible projects, and being cost effective.

Applications will be accepted on an ongoing basis, based on funding availability.

Program clarifications:

1. Projects must address an urgent and compelling need.
2. The project requires an upfront investment of local and other funds for planning, project design, and permitting that is substantially equivalent to the required 10% local match.
3. Projects must be eligible public facility improvements, and CDBG pays only for construction or demolition and administration.

II. Business Development Program

Funds Available: \$2,000,000

Grant Maximum:

- Job creation/retention \$10,000/ job

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- Area economic development \$500,000
- Local goods and services:
 - Service area less than 20% poverty or 70% LMI \$350/LMI person
 - Service area equal/more than 20% poverty or 70% LMI \$1,000/LMI person

Grant Minimum: \$50,000

Match: 10% local match or other equivalent contribution required. Projects to assist businesses in the provision of goods and services must have a minimum of 25% leveraging including a 10% match from the local government.

Eligible Activities:

Infrastructure to assist new or expanding businesses that will result in the creation or retention of jobs, 51% of which must be available to low and moderate income persons.

Outcome:

Provision of financial resources for local governments to pursue opportunities that create new jobs, retain existing employment, stimulate private investment, and revitalize or facilitate the competitiveness of the local economy.

General Program Requirements:

- A unit of local government may apply for a third project if they have no more than two open grants that have not exceeded a 30-month grant period.
- A unit of local government is limited to one Neighborhood Revitalization or streetscape project at a time.
- A unit of local government is limited to one open Ready to Go project at a time.
- A unit of local government may not have more than one project for the same general target area/neighborhood open at the same time

Catawba Regional Council of Governments' staff is available to assist local governments with the development of potential CDBG projects and application preparation. If you are interested in submitting a CDBG application, contact *Grazier Rhea, Angela Kirkpatrick, Christine Schwartz, Katherine Farrand, or Eleanor Mixon* at (803) 327-9041.

Agenda Item Summary

Ordinance # / Resolution #: Ordinance 2023-1846

Contact Person / Sponsor: John Bodner / Administration and Chris Clouden / Parks & Recreation

Department: Administration

Date Requested to be on Agenda: 5/10/2023

Council Action Requested:

Adopt criteria by which County Council will consider in the naming or renaming of County property and facilities.

Points to Consider:

This item was presented at the March COW meeting and County Council asked at that meeting for more information to clarify that names can be canceled or changed at any time by Council vote. The attached draft Ordinance reflects that change and a few other tweaks.

Lancaster County has numerous assets of real property and facilities, particularly in the parks and recreation department, that can be utilized to honor local residents or even monetized to maximize revenue for the County.

The County recently added two new athletic / soccer complexes, plus renovated the Indian Land Recreation Center. In addition, the County is embarking on the construction of a new 84-acre regional park and new Detention Facility.

These new facilities, plus others planned, give the County Council an opportunity to determine names for these new facilities.

There are a myriad of ways the County Council can approach naming of County property and facilities, with this proposed ordinance identifying some criteria or parameters to consider.

This ordinance outlines a general naming policy, but would be used in tandem with an administrative policy related to sponsorships, for the instance when sponsorships can be parlayed into naming rights that would be presented to County Council.

Funding and Liability Factors:

Naming of public property or facilities can evoke a lot of emotions depending on the name and rationale utilized. Having a policy and transparent process can mitigate any concerns for how names are determined.

The only funding factor is having expenses to pay for signage and potential advertising. However, there could be significant revenue generated based on sponsorship opportunities with naming rights.

Recommendation:

Provide input for the draft ordinance.

ATTACHMENTS:

Description	Upload Date	Type
Draft Ordinance 2023-1846	5/4/2023	Ordinance

DRAFT

- c) Properties or structures owned by the County may be named for persons or events of historical or patriotic significance in the United States provided they are related to Lancaster County.
- d) Properties or structures owned by the County may be named for nature or wildlife which are indigenous to Lancaster County.
- e) Any individual nominated for naming rights of a County owned property or structure must be deceased for a minimum of three (3) years.
- f) Properties or structures, owned by the County may be named for individuals who, in the opinion of Council, have made exceptional contributions to the community by having met one or more of the following:
 - 1. Contribution which resulted in the long-term health and/or well being of the people of Lancaster County.
 - 2. Must not have any other property or structures named for them in the County.
 - 3. Nominated individuals must be supported by five letters of recommendation from groups, individuals or communities within the County.
 - 4. Individual must have been actively involved in Lancaster County community affairs for no less than 10 years.
 - 5. Contribution of individual must be of an exceptional quality and/or significance.
 - 6. Efforts of individual must have made a lasting, significant contribution to the County's goals and objectives.
 - 7. Vote by County Council must be unanimous.
- g) Properties or structures owned by the County may be named for individuals, groups or businesses who have made significant donations of land, money or facilities to the County.
 - 1. Any individual, group or business that donates a significant amount of money, land or facilities may be eligible for naming rights to said property.
 - 2. When a property or structure is named in recognition of an honoree, that name will generally be effective for the useful life of the structure or the designated use of the area; however, the length of time that a property or structure named for the designated individual or group will be determined by County Council.
 - 3. When the proposed naming of a property or structure is in honor of an individual, the complete name of the individual must be used. The last name of the individual so honored may be used in referring informally to the facility.
 - 4. A portion of the facility, such as a meeting or conference room, or other public space may also be named in honor of such individual or group.

(2) Renaming:

- a) Renaming of a property or structure may occur when a property that has been named in honor of an individual has reached the end of its useful life and will

be replaced or substantially renovated. The replaced or renovated structure may be renamed in recognition of another honoree per the criteria set forth herein.

- b) Properties or structures may be renamed when they have been designated for another use and may be named in recognition of a different honoree.
- c) Appropriate recognition of earlier honorees shall be included in or adjacent to the newly renovated property as well as on any redeveloped property.

(3) Nominations:

- a) Nominations for naming of County owned properties or structures may be submitted to the Clerk to County Council in writing, accompanied by a justification for the recommended honoree.
- b) Requests will be reviewed by the County Administrator and other appropriate staff before being submitted to County Council.

(4) Proposed name must be in good taste per local community standards and must not be insulting or derogatory.

(5) County Council may rename a property at anytime for any reason with or without cause. The renaming of a property by council will cancel all agreements and Lancaster County shall not be required to issue refunds on prior monetary collections.

SECTION II. **Severability**

If any section, subsection or clause of this Ordinance is held to be unconstitutional or otherwise invalid, the validity of the other sections, subsections and clauses shall not be affected.

SECTION III. **Conflicting Provisions**

To the extent this Ordinance contains provisions that conflict with provisions contained elsewhere in the Lancaster County Code or other County Ordinances, the provisions contained in this Ordinance supersedes all other provisions and this Ordinance is controlling.

SECTION IV. **Effective Date of Ordinance**

This Ordinance is effective upon passage of Third Reading.

AND IT IS SO ORDAINED

Dated this _____ day of _____, 2023.

LANCASTER COUNTY, SOUTH CAROLINA

Steve Harper, Chair, County Council

DRAFT

Billy Mosteller, Secretary, County Council

ATTEST:

Sherrie Simpson, Clerk to Council

First Reading:

Second Reading:

Third Reading:

Public Hearing:

Approved as to form:

Virginia Merck-Dupont, County Attorney

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: John Bodner / Administration

Department: Administration

Date Requested to be on Agenda: 5/10/2023

Council Action Requested:

Council is being asked to review and approve a preliminary Vision Statement, Mission Statement, Organizational Values, and Strategic Themes as part of a new Strategic Plan for the County.

Points to Consider:

Willdan will provide preliminary wording for Vision Statement, Mission Statement, Organizational Values, and Strategic Themes based on input received from interviews, citizen surveys, focus groups, Department Directors, and Council sessions.

Funding and Liability Factors:

The Strategic Plan was funded in the FY 2022-2023 budget.

Recommendation:

Approve or amend the preliminary Vision Statement, Mission Statement, Organizational Values, and Strategic Themes.

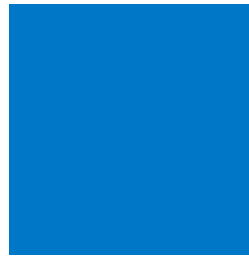
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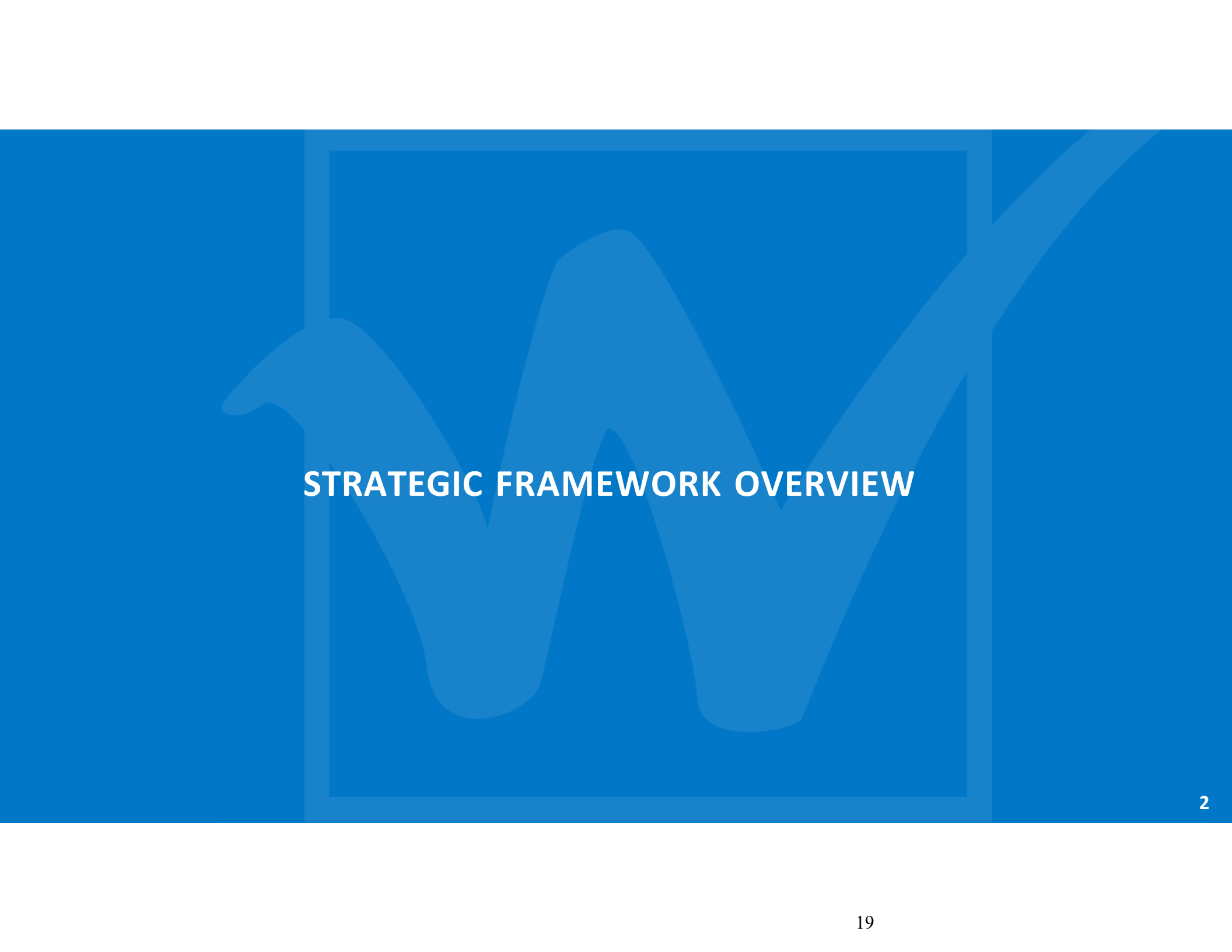
Description	Upload Date	Type
Power Point Presentation for Strategic Plan	5/4/2023	Presentation

LANCASTER COUNTY, SOUTH CAROLINA

2023 Strategic Plan Project

May 10 2023 | County Council Meeting





STRATEGIC FRAMEWORK OVERVIEW

STRATEGIC FRAMEWORK

VISION

ORANGE STYLE

Lancaster County is a thriving collective of diverse communities where people are free to prosper. Here, people can live, learn, work, worship, play, and raise a family in the premier places within the region.

MISSION

We enable this vision by providing safety and security for our people and places. We listen and leverage strategic partnerships, regional growth, and economic opportunities to serve our citizens and visitors with services that they find to be timely, high-quality, and efficient.

GREEN STYLE

Lancaster County is the safest community in the Carolinas.

Our mission is to provide opportunities for people to thrive while living, learning, working, worshiping, playing, and raising a family. We listen to our community and leverage strategic partnerships, regional growth, and economic opportunities to serve our citizens and visitors with services that they find to be timely, high-quality, and efficient.

BLENDED STYLE

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

Our mission is to continually enhance our quality of life by enabling the freedom for people to live, learn, work, worship, play, and grow personally and professionally.

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



VISION | MEASURING “QUALITY OF LIFE”

- Impossible to fully capture “quality of life” or its components
- Attempt to provide some clarity based on citizen feedback rather than specific output-based performance measures
- County could elaborate on each core component of quality of life over time
- Following “measures” quality of life based on listening intently to the felt outcomes of the five strategic themes
- Uses the National Citizen Survey as the feedback mechanism to standardize data and allow for comparisons across the Carolinas
- Establishes a “Quality of Life Index” to monitor and compare progress



PROPOSED STRATEGIC FRAMEWORK

BLENDDED STYLE

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

Our mission is to continually enhance our quality of life by enabling the freedom for people to live, learn, work, worship, play, and grow personally and professionally.

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

“Quality of Life Index” will be measured by:

PUBLIC SAFETY

- Citizen Survey Responses: Overall Feeling of Safety

INFRASTRUCTURE

- Citizen Survey Response: Rate Services: Street Repair

QUALITY DEVELOPMENT

- Citizen Survey Responses: Overall Quality of New Development

RESOURCE OPTIMIZATION

- Citizen Survey: Rate Services: The value of services for the taxes paid to Lancaster County

HIGH PERFORMANCE

- Citizen Survey: Overall customer service by County employees

PROPOSED STRATEGIC FRAMEWORK

“Quality of Life Index” will be measured by:

PUBLIC SAFETY

- Citizen Survey Responses: Overall Feeling of Safety

INFRASTRUCTURE

- Citizen Survey Response: Rate Services: Street Repair

QUALITY DEVELOPMENT

- Citizen Survey Responses: Overall Quality of New Development

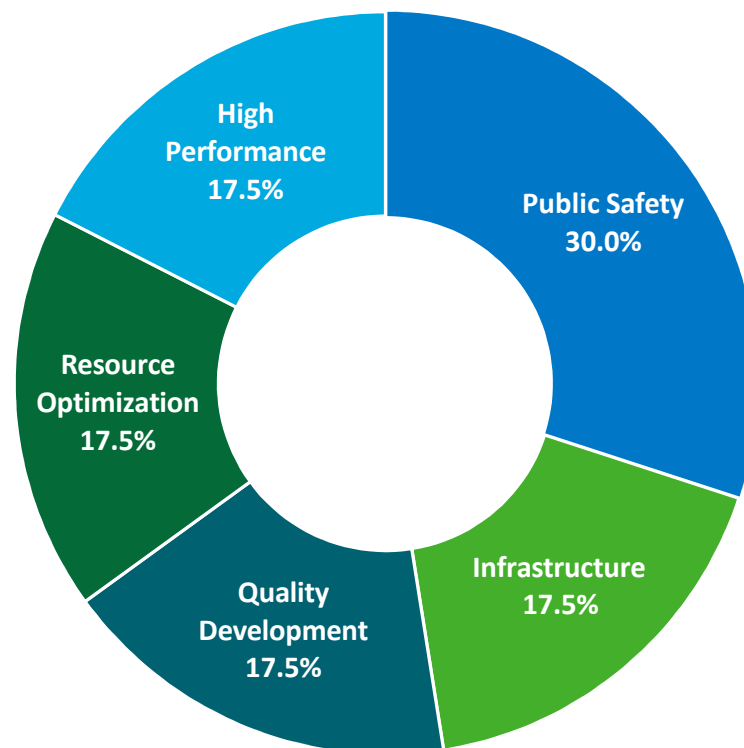
RESOURCE OPTIMIZATION

- Citizen Survey: Rate Services: The value of services for the taxes paid to Lancaster County

HIGH PERFORMANCE

- Citizen Survey: Overall customer service by County employees

Proposed Weighting



PROPOSED STRATEGIC FRAMEWORK

In delivering on the VISION and MISSION, we continuously work within these core values:

VALUES

Respect

Service

Teamwork

Safety

Productivity

Security

To enhance Quality of Life, we focus our strategic intent on advancing:

THEMES

PUBLIC SAFETY

INFRASTRUCTURE

QUALITY
DEVELOPMENT

RESOURCE
OPTIMIZATION

HIGH
PERFORMANCE





PROPOSED STRATEGIC FRAMEWORK

PROPOSED STRATEGIC FRAMEWORK

VISION

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

MISSION

Our mission is to continually 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.

VALUES

Respect

Service

Teamwork

Safety

Productivity

Security

THEMES

PUBLIC SAFETY

INFRASTRUCTURE

QUALITY
DEVELOPMENT

RESOURCE
OPTIMIZATION

HIGH
PERFORMANCE

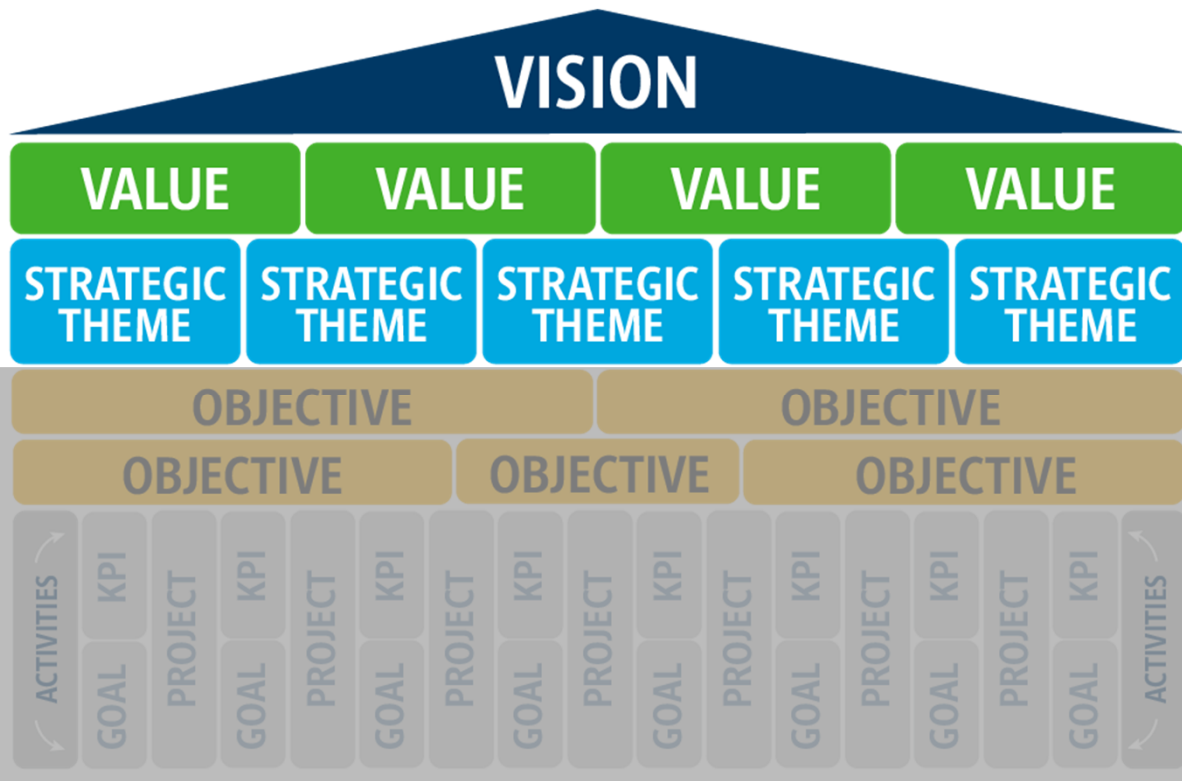


STRATEGIC FRAMEWORK

STRATEGIC APPROACH

 **STRUCTURE**

 INFORMATION

 METRICS

Where we want to be

What we cannot lose sight of along the way

How we plan to get there

What it takes to get there

The steps we will take along the way, and how we will know if we are getting there

STRATEGIC FRAMEWORK | STRATEGIC THEMES

LANCASTER COUNTY'S QUALITY OF LIFE IS DRIVEN BY:

PUBLIC SAFETY

INFRASTRUCTURE

QUALITY
DEVELOPMENT

RESOURCE
OPTIMIZATION

HIGH
PERFORMANCE

- MAY**
 - Clarify specific metrics that relate to quality of life
 - Meet with staff leadership team and elected officials to identify ±3 **OBJECTIVES** that will advance each of the strategic themes
 - Meet with management staff to workshop ±5 specific **ACTIVITIES** to accomplish the **OBJECTIVES** and performance metrics to track progress
- JUNE**
 - Prepare draft strategic plan in coordination with staff teams
- JULY**
 - Present draft plan for review and comment
- AUG**
 - Prepare and present final proposed strategic plan for County Council consideration



QUESTIONS

