

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

April 5, 2023

10:30 AM

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

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

STRATEGIC PLAN 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 Charlene McGriff**
4. **Approval of the Agenda**
[deletion and additions of non-substantive matter]
5. **Discussions regarding the 2023 Strategic Plan - Led by Jason Gray, Managing Principal, Willdan**
 - a. Discussion regarding Preliminary Results from the County-wide Citizen Survey and Strategic Plan Focus Groups
 - b. Discussion and Action Regarding a Preliminary Vision Statement, Mission Statement, Organizational Values, and Strategic Themes
 - c. Discussion regarding the County Strategic Plan Component: Objectives
6. **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.mylancastersc.org

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall / Administration

Department: Administration

Date Requested to be on Agenda: 4/5/2023

Council Action Requested:

This discussion item will provide Council with preliminary results from the Focus Groups and the County-wide citizen survey related to the Strategic Plan process.

Points to Consider:

A goal of the strategic planning process was to receive input into the various components of the Strategic Plan from community members across the County.

Funding and Liability Factors:

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

Recommendation:

This item is for information only for Council and Citizens.

ATTACHMENTS:

Description

Upload Date

Type

Power Point Presentation

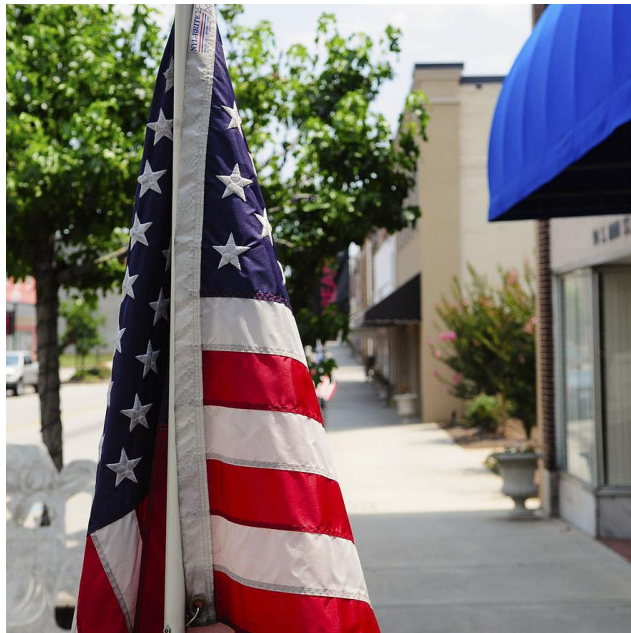
3/31/2023

Presentation

LANCASTER COUNTY, SOUTH CAROLINA

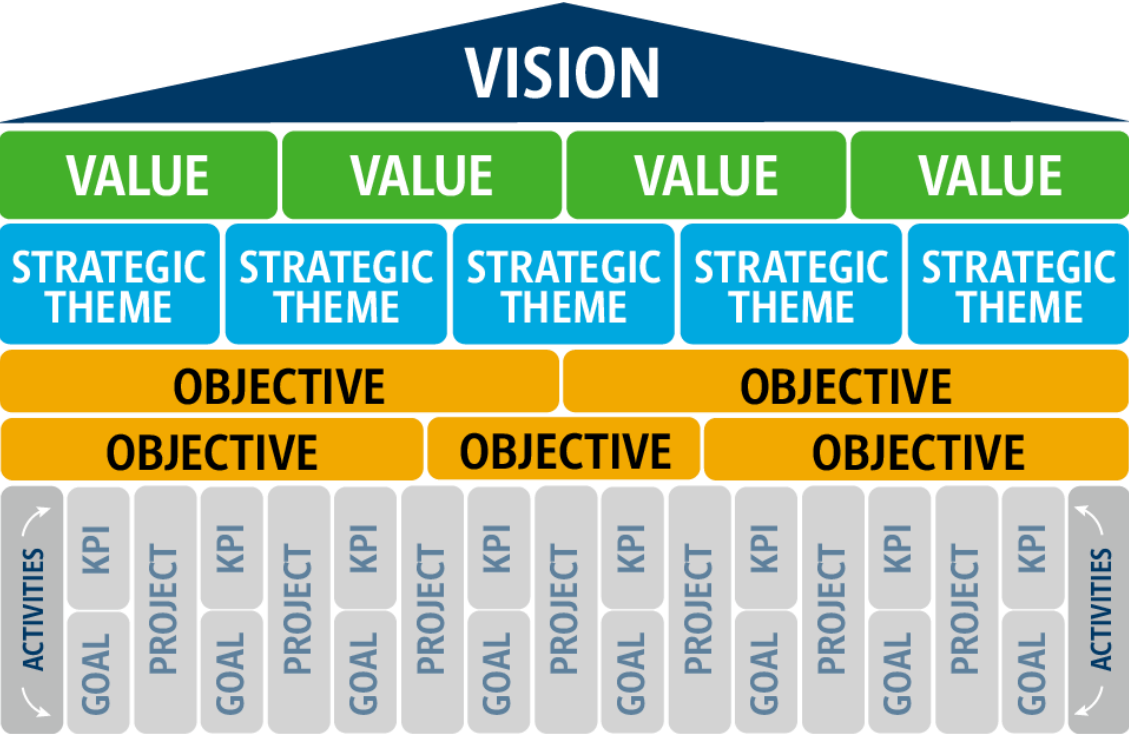
2023 Strategic Plan Project

April 5 2023 | County Council Workshop | Set the Targets





STRATEGIC FRAMEWORK



Intentionality & Alignment

BUILDING BLOCKS OF STRATEGIC PLANNING

STRATEGIC APPROACH



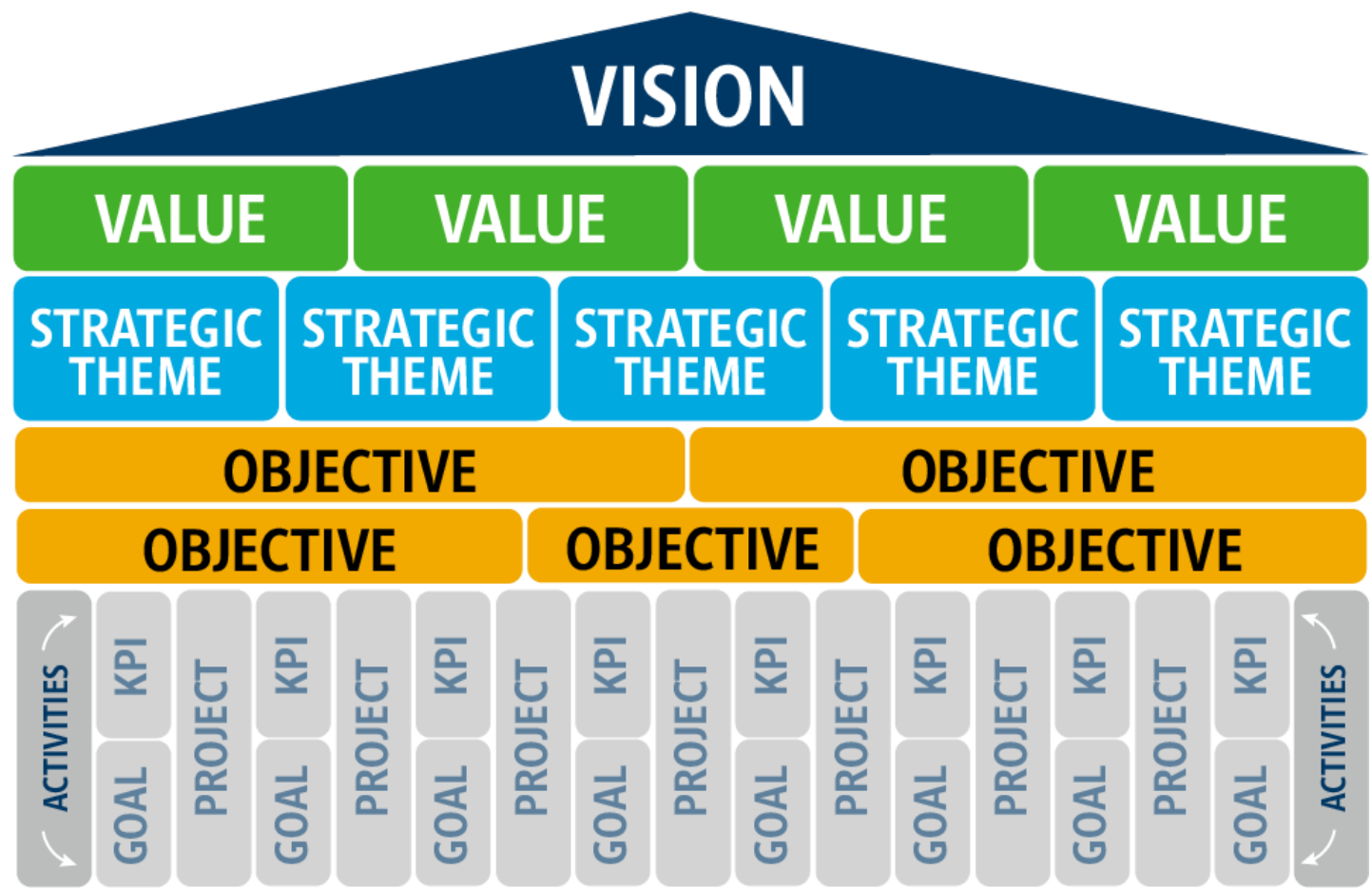
STRUCTURE



INFORMATION



METRICS



Where we want to be

What we cannot lose sight of along the way

How we plan to get there

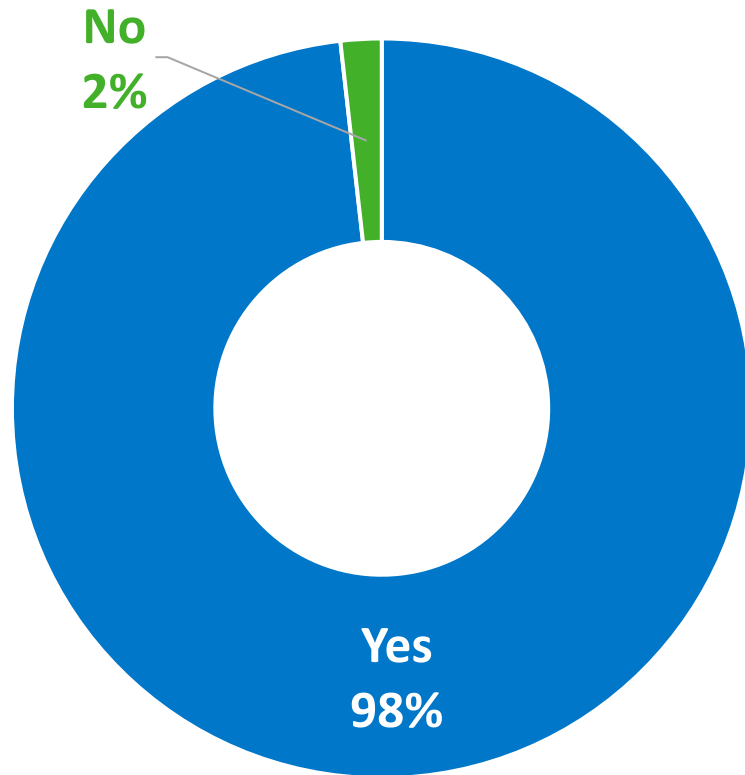
What it takes to get there

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

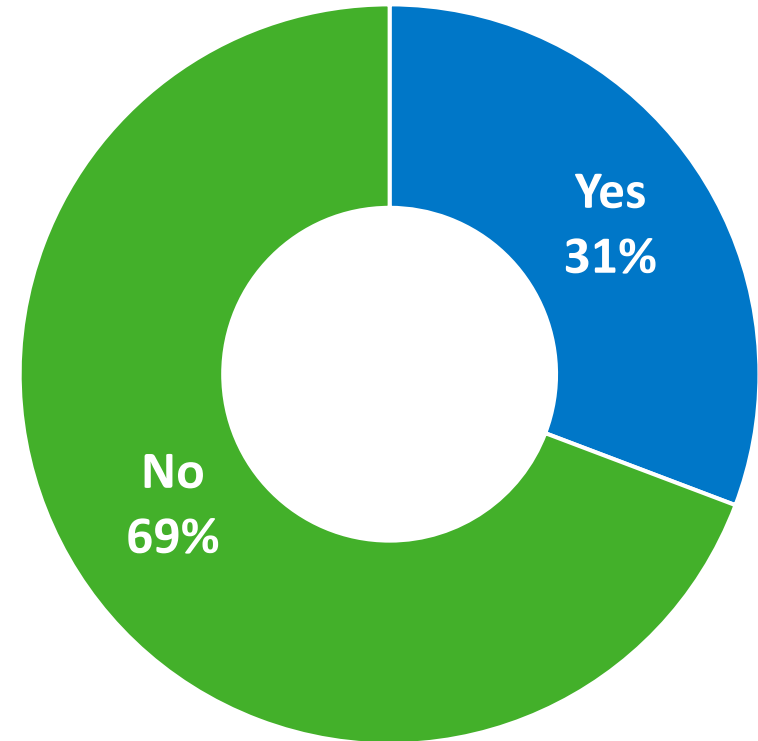
COMMUNITY ENGAGEMENT REVIEW

COMMUNITY SURVEY SNAPSHOT

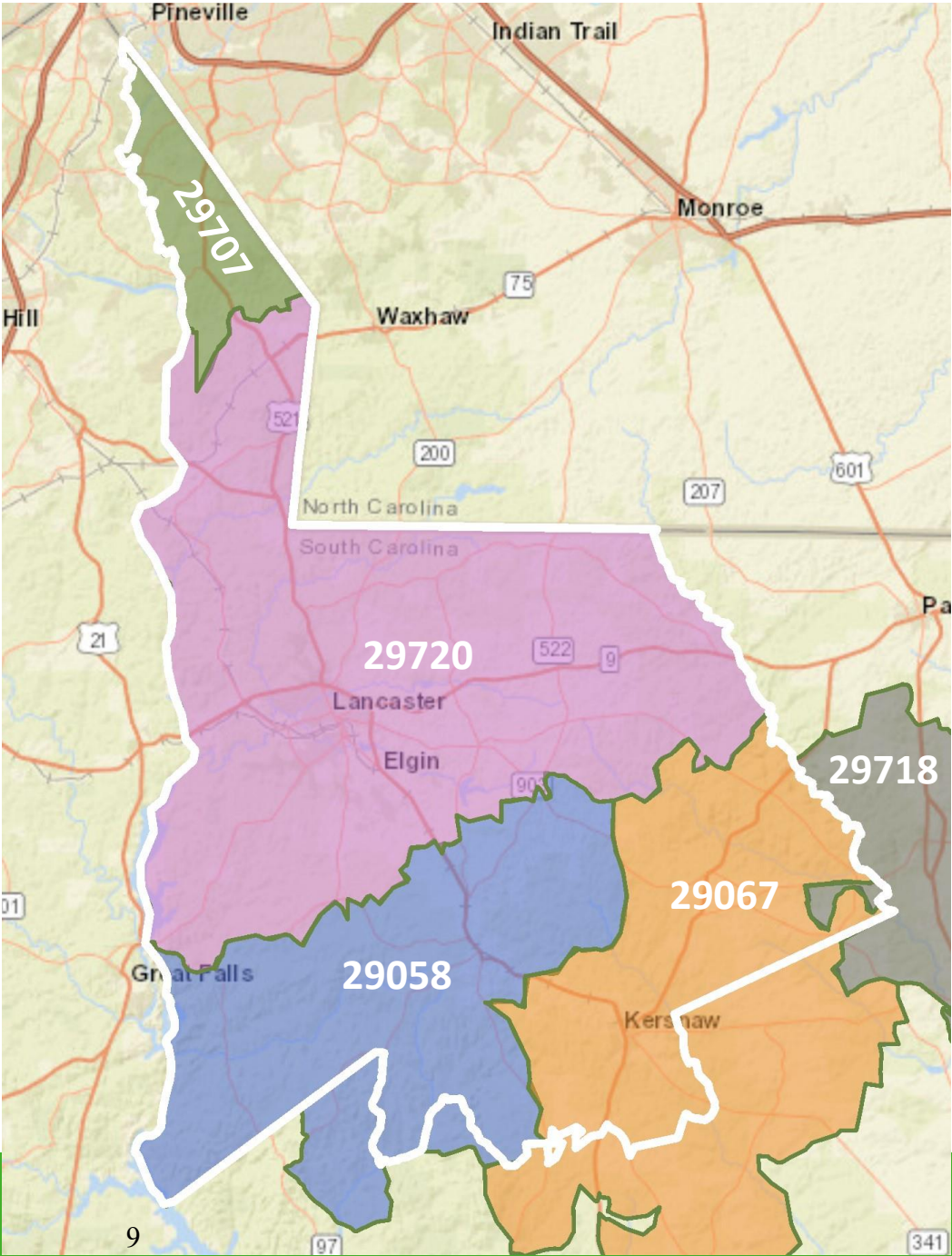
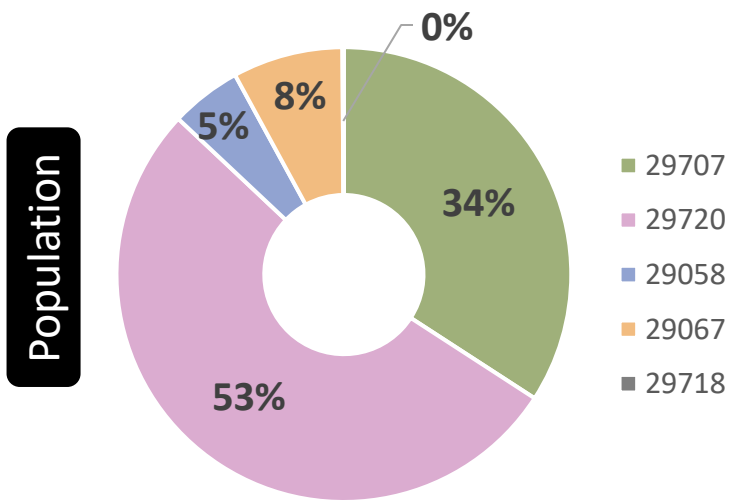
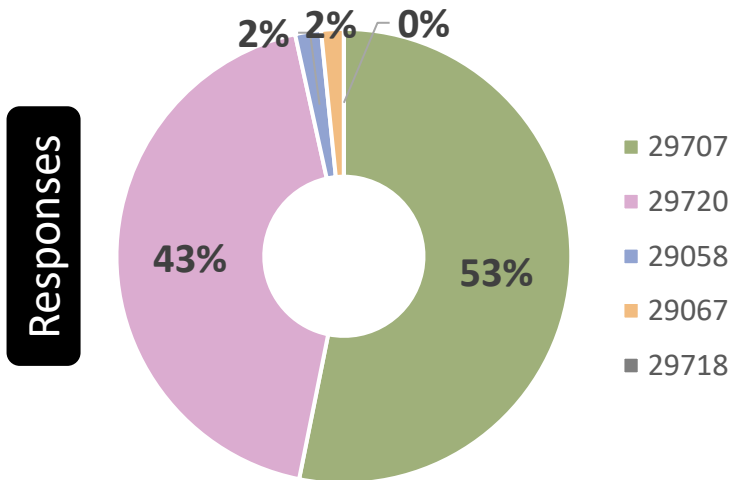
1. Do you live in Lancaster County?



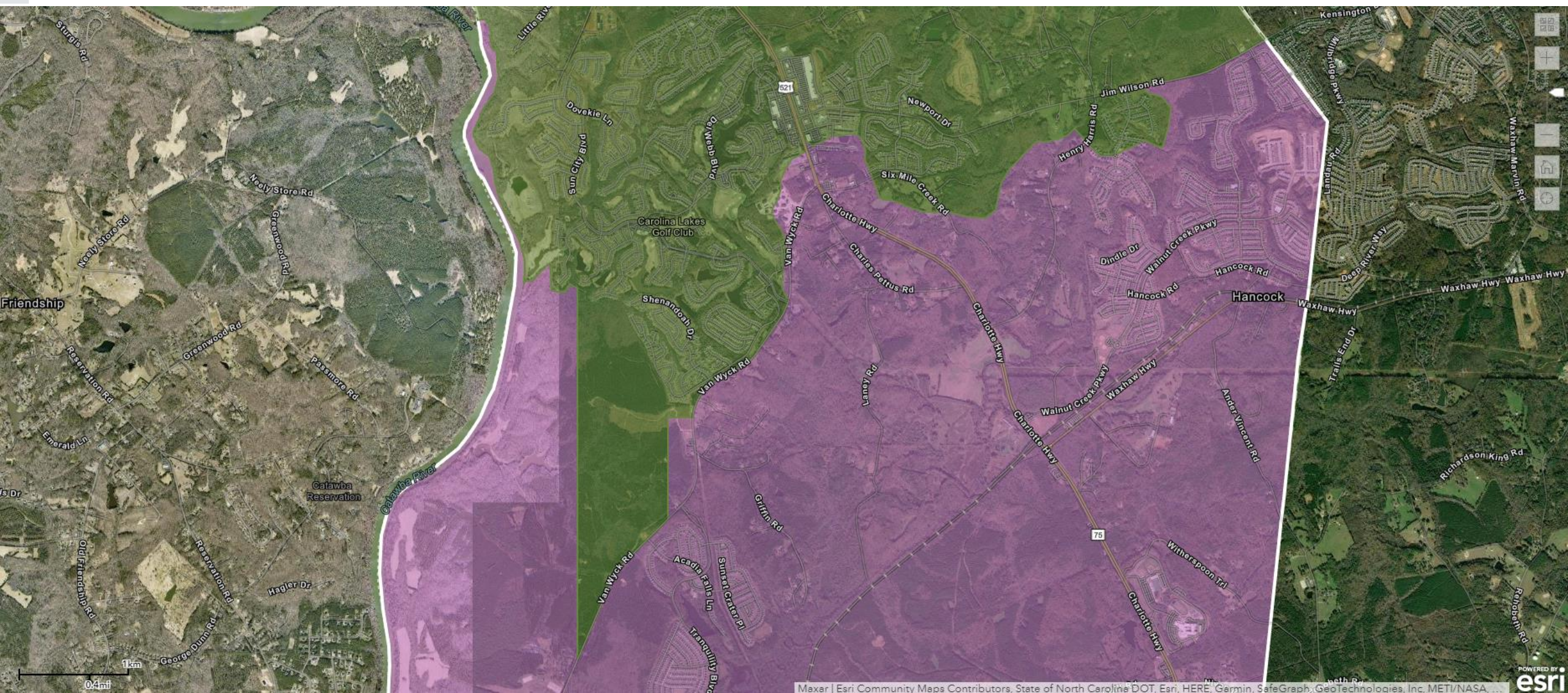
2. Do you work in Lancaster County?



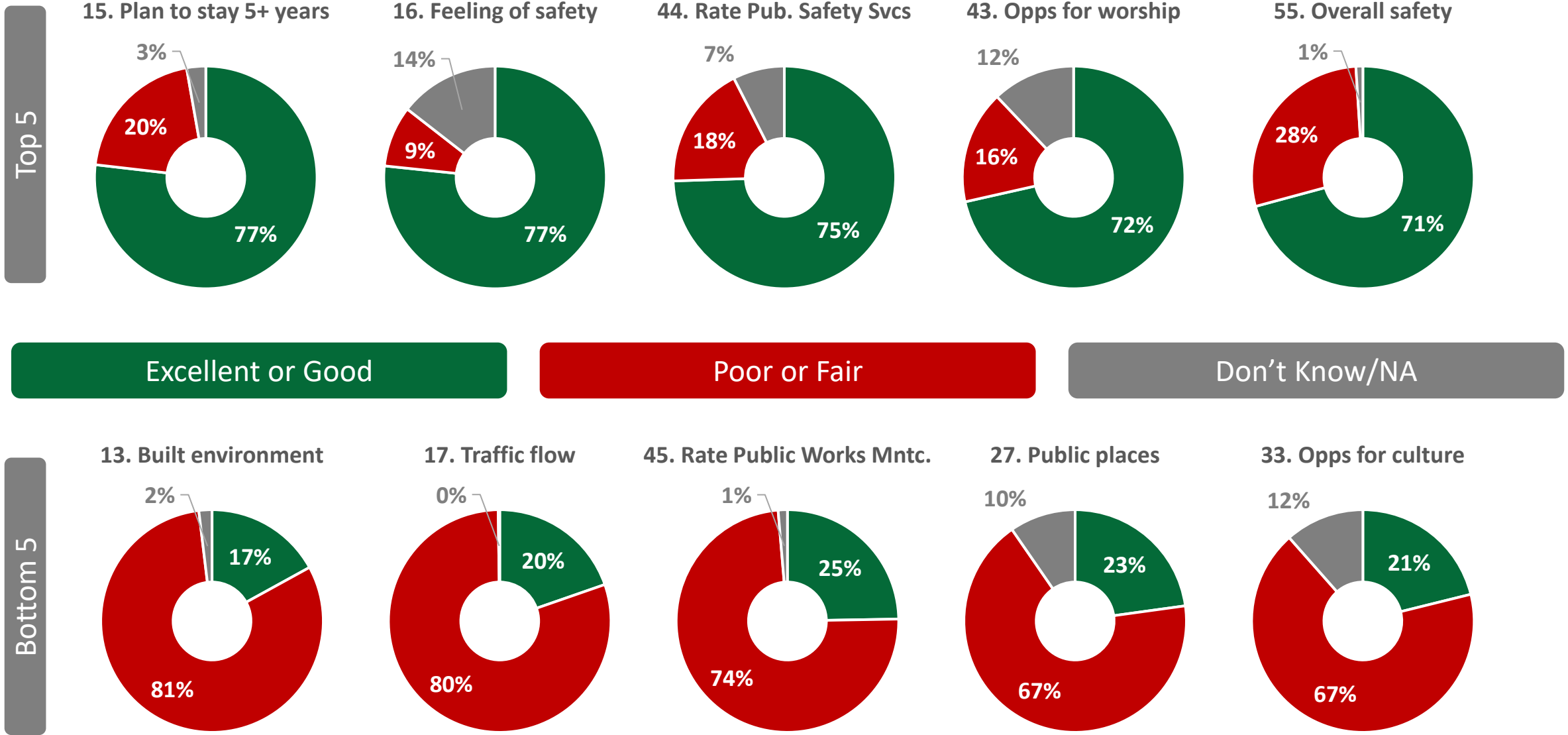
COMMUNITY SURVEY SNAPSHOT



Zip Code Boundary Detail

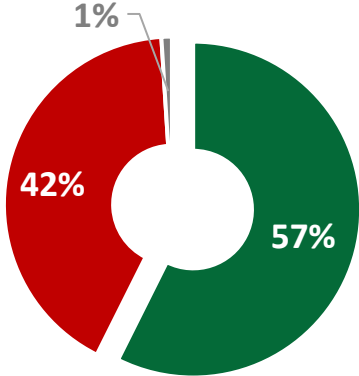


COMMUNITY SURVEY SNAPSHOT | Top & Bottom 5 | As of 3/29/2023



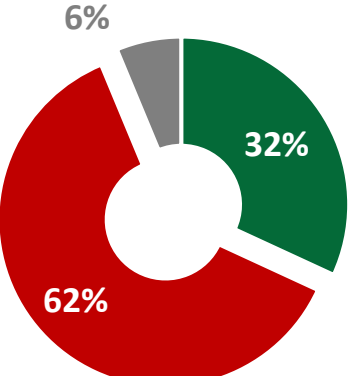
COMMUNITY SURVEY SNAPSHOT | OTHER RESULTS OF NOTE

36. Rate cost of living



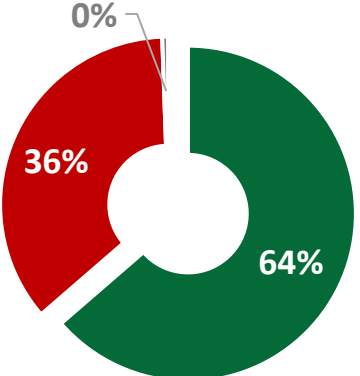
Excellent or Good

6. Place for recreation?



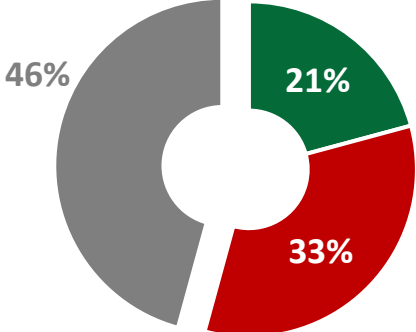
Poor or Fair

7. Overall QoL?

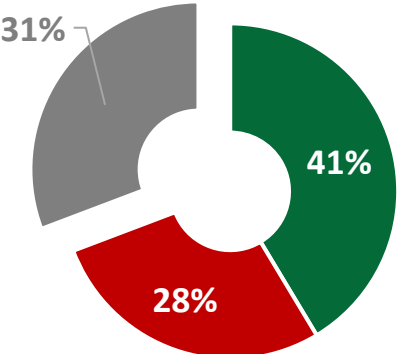


Don't Know/NA

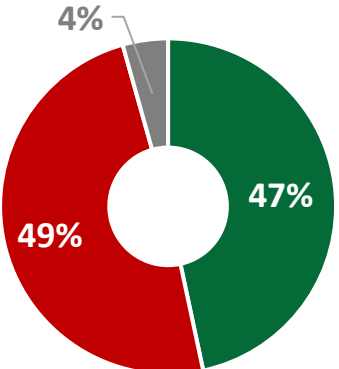
34. Employment opps



4. Place to raise children?



10. Sense of community



The background features a solid blue square. Overlaid on this square is a white line graph. The graph starts at the bottom left, rises to a peak, falls to a trough, rises to a higher peak, falls to a lower trough, and then rises again towards the top right. The text 'VISION, MISSION & VALUES' is centered in white, bold, uppercase letters over the middle of the graph.

VISION, MISSION & VALUES

The dynamic of preserving the core while stimulating progress is the reason these organizations became elite institutions able to renew themselves and achieve superior long-term performance.

Jim Collins & Jerry Porras in “Built to Last”

CURRENT VISION, MISSION & VALUES

VISION

The vision for Lancaster County is to be a great place to live, learn, work, worship, play, and raise a family.

MISSION

Lancaster County government facilitates this vision by providing a safe community with responsible growth and economic opportunity. The mission of Lancaster County government is to continuously strive to provide progressive quality services in a timely fashion and in a cost-effective manner.

VALUES

Respect

Productivity

Teamwork

Safety

Security

VARIOUS VISION STATEMENT STYLES

- The community engagement of the project is ongoing
- The following vision statement styles reflect the currently emerging themes from the process thus far and are included for discussion purposes
- The specific statements are likely to change, perhaps significantly, prior to a formal recommendation

VARIOUS VISION STATEMENT STYLES

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, worshipping, 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.

VISION DISCUSSION

CURRENT

The vision for Lancaster County is to be a great place to live, learn, work, worship, play, and raise a family.

ORANGE

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.

GREEN

Lancaster County is the safest community in the Carolinas.

PROPOSED MISSION

CURRENT

Lancaster County government facilitates this vision by providing a safe community with responsible growth and economic opportunity. The mission of Lancaster County government is to continuously strive to provide progressive quality services in a timely fashion and in a cost-effective manner.

ORANGE

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

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.



EMERGING VALUES

BLUE STYLE					
Respect	Serve	Productivity	Teamwork	Safety	Security

GRAY STYLE			
R.I.S.E			
Respect	Innovation	Service	Engagement

S.E.R.V.E				
Service	Excellence	Respect	Vision	Engagement

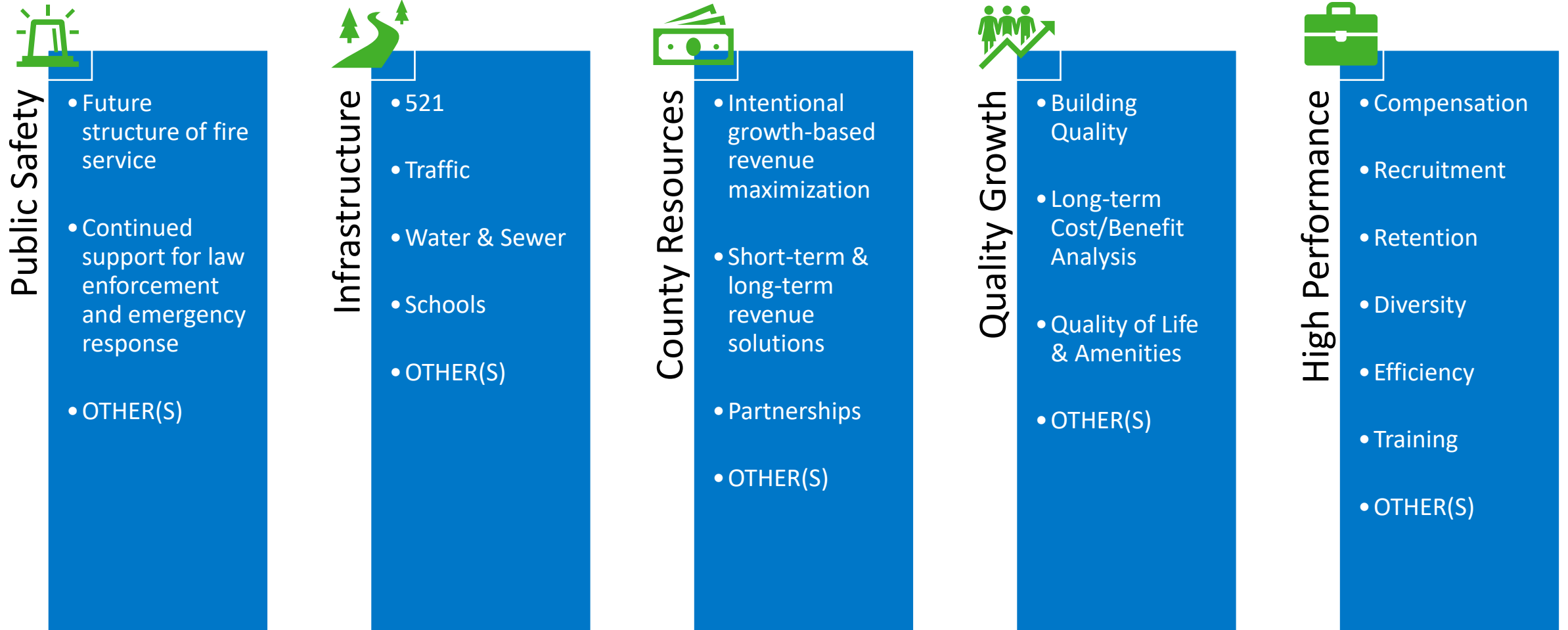


The background features a solid blue square. Overlaid on this square is a white line graph that starts at the bottom left, rises to a peak, falls to a trough, rises to a higher peak, and then falls again. The number '03' is centered in the upper portion of the graph.

03

STRATEGIC THEMES

STRATEGIC FRAMEWORK | THEMES FROM COUNCIL TOP INITIATIVES



Structured Discussion on Strategic Themes

- If you could dictate three things to accomplish around PUBLIC SAFETY within the next five years, what would they be?

Structured Discussion on Strategic Themes

- If you could dictate three things to accomplish around INFRASTRUCTURE within the next five years, what would they be?

Structured Discussion on Strategic Themes

- If you could dictate three things to accomplish around COUNTY RESOURCES within the next five years, what would they be?

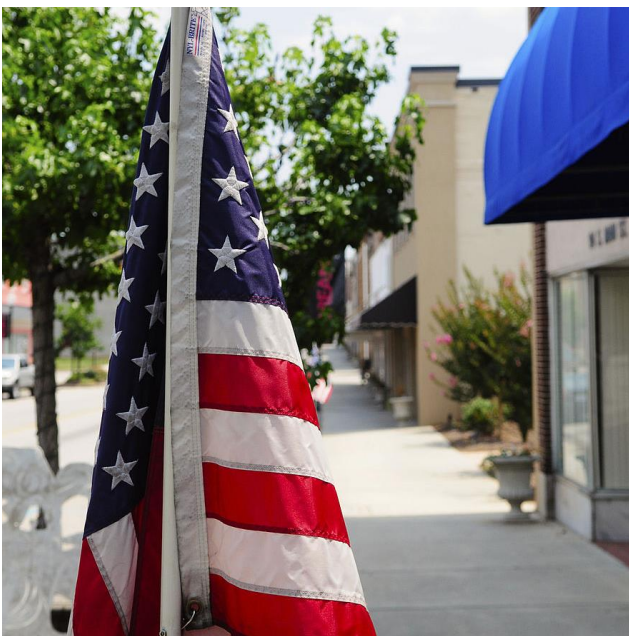
Structured Discussion on Strategic Themes

- If you could dictate three things to accomplish around QUALITY GROWTH within the next five years, what would they be?

Structured Discussion on Strategic Themes

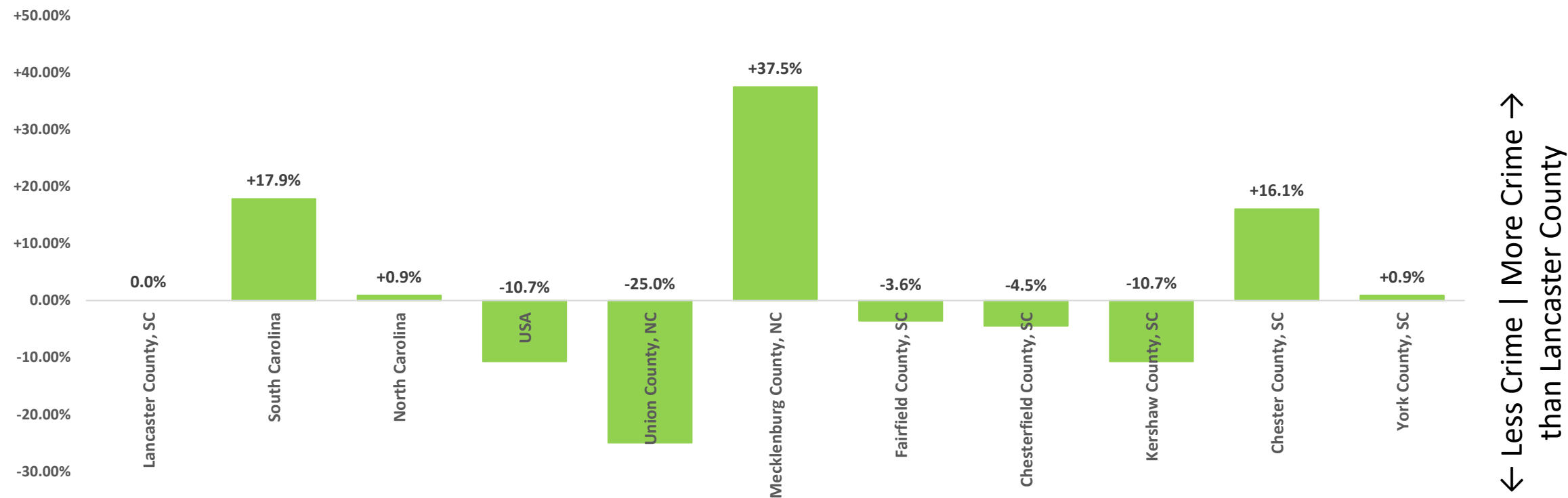
- If you could dictate three things to accomplish around HIGH PERFORMANCE within the next five years, what would they be?

QUESTIONS



VARIOUS VISION STATEMENT STYLES

Total Crime Index (2022)* | Compared to Lancaster County Benchmark



Total Crime Index is one indicator of overall public safety and is used here for illustrative purposes. Many other indicators, including those several outside of law enforcement, should be used to assess overall public safety.

Source: Willdan, Esri, FBI Uniform Crime Report, Applied Geographic Solutions



Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall / Administration

Department: Administration

Date Requested to be on Agenda: 4/5/2023

Council Action Requested:

Council is being asked to review and provide feedback on initial concepts for a preliminary Vision Statement, Mission Statement, Organizational Values, and Strategic Themes.

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 Heads, and Council sessions.

Funding and Liability Factors:

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

Recommendation:

To provide feedback on the preliminary parts of the Strategic Plan.

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall / Administration

Department: Administration

Date Requested to be on Agenda: 4/5/2023

Council Action Requested:

Council is being asked to provide feedback on objectives of the Strategic Plan.

Points to Consider:

Jason Gray with Willdan will lead Council in a discussion and get their feedback on objectives.

Funding and Liability Factors:

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

Recommendation:

This item is for discussion only at this time.