

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

SPECIAL MEETING MINUTES

Council Members present: Allen Blackmon, Brian Carnes (*who attended via phone*), Steve Harper, Jose Luis (*who entered the meeting late at approximately 10:58 a.m. during the discussion of the Vision, Mission and Values*), Charlene McGriff and Billy Mosteller.

Council Members absent: Terry Graham.

Staff Members/Others present: Dennis Marstall, County Administrator; John Bodner, Assistant County Administrator; Sherrie Simpson, Clerk to Council; Kim Belk, Budget Director; Jeff Catoe, Public Services Director; Lisa Robinson, Human Resources Director; Veronica Thompson, Chief Financial Officer; Ginny Merck-Dupont, County Attorney; Brenda Thompson, Communications and Marketing Director; Jason Gray, consultant with Willdan; various staff; citizens; and the press.

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 County power point presentation utilized during the meeting is attached to the written minutes in the Clerk to Council's office.

Call to Order - Chairman Steve Harper

Chairman Steve Harper called the Strategic Plan Special meeting to order at approximately 10:30 a.m.

Welcome and Recognition - Chairman Steve Harper

Chairman Steve Harper welcomed everyone to the meeting.

Pledge of Allegiance and Invocation - Council Member Charlene McGriff

Charlene McGriff led the Pledge of Allegiance to the American Flag and delivered the Invocation.

Approval of the Agenda

Charlene McGriff moved to approve the agenda. Seconded by Allen Blackmon. A roll call vote was taken and the motion to approve the agenda Passed 5-0.; Ayes: McGriff, Mosteller, Harper, Blackmon, Carnes; Nays: None; Absent: Graham, Luis

Discussions regarding the 2023 Strategic Plan - Led by Jason Gray, Managing Principal, Willdan

Discussion regarding Preliminary Results from the County-wide Citizen Survey and Strategic Plan Focus Groups

Jason Gray reviewed the power point presentation that is attached to the written minutes in the Clerk to Council's office. He quickly reviewed the building blocks of strategic planning. He then spent time reviewing the results of the community engagement thus far, the results of which can be found in the County power point presentation. He explained that this information had come from the community surveys. He noted that these results were not the final outcome of the completed surveys, but were rather just based on the surveys completed thus far. He reminded Council that the survey was not scientific. Council and the consultant discussed that road maintenance or public works maintenance may be skewed because many of the roads in the County are State roads. Jason Gray noted that the County's community engagement was ongoing and that the County was scheduled to hold two more focus group meetings and had sent out new email "blasts" encouraging citizens to complete the community survey.

Discussion and Action Regarding a Preliminary Vision Statement, Mission Statement, Organizational Values, and Strategic Themes

Jason Gray then led a discussion on Vision, Mission and Values by reviewing the power point presentation. He quickly reviewed the current vision and mission statements and defined the values associated with those statements. He then discussed the various styles of vision statements: (1) one style is broad and would be similar to what the County has, or (2) the other style is very specific and laser focused and uses one mission/item that sets the place apart from all other places. He noted that the sample vision statement styles he was using in the power point presentation were based on currently emerging themes and that the statements were likely to change and were for discussion purposes only. Council and the consultant discussed what type of vision style they liked best: (1) the one similar to what the County is currently using - orange style; or (2) the one that uses one item that sets a place apart from all other places - green style. He noted that for the green style vision, the statement needed to be quantifiable. Council members discussed their concerns about the green style being too laser focused. They determined that they would like to see a vision that combined the two styles and would be easy for staff to memorize. They determined the style should be shorter and more condensed than what the County currently has but is more specific than what the County currently has. Jason Gray noted that the vision should be the end that the County is striving to become, but the mission is the means by which the County intends to get to the vision or how they enable the vision. Next, he discussed metrics within vision statements and asked Council for their feedback. He explained that if the vision and mission statements are more broad, then the objectives will need to be more focused. He then discussed whether the emerging values could be encapsulated by creating an acronym and he provided some examples.

Discussion regarding the County Strategic Plan Component: Objectives

Finally, Jason Gray led a discussion on Strategic Themes by reviewing the County power point presentation. He noted that the emerging themes from Council's top initiatives were: (1) public safety; (2) infrastructure; (3) county resources; (4) quality growth; and (5) high performance. They discussed possible objectives within those themes. He then asked Council to provide feedback and list three things they would like to see the County accomplish around public safety, infrastructure, county resources, quality growth and high performance within the next five years. After Council completed the feedback activity, Jason Gray explained that the strategic plan was

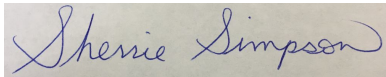
still on track for a July recommendation and an August action.

Adjournment

Charlene McGriff moved to adjourn the meeting. Seconded by Jose Luis. A roll call vote was taken and the motion to adjourn Passed 5-0.; Ayes: McGriff, Mosteller, Luis, Harper, Blackmon; Nays: None; Absent: Graham, Carnes

There being no further business, the Strategic Plan Special meeting adjourned at approximately 12:02 p.m.

Respectfully Submitted:

A handwritten signature in blue ink that reads "Sherrie Simpson".

Sherrie Simpson
Clerk to Council

Approved by Council on April 24, 2023

A handwritten signature in black ink that reads "Billy Mosteller".

Billy Mosteller, Secretary