

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

March 15, 2023

12:00 PM

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

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

STRATEGIC PLAN WORKSHOP AGENDA

1. **Call to Order - Vice-Chair Brian Carnes**
2. **Welcome and Recognition - Vice-Chair Brian Carnes**
3. **Pledge of Allegiance and Invocation - Council Member Jose Luis**
4. **Approval of the Agenda**
[deletion and additions of non-substantive matter]
5. **Discussion regarding the 2023 Strategic Plan**
 - a. Update on Community Engagement Process and Project Status - Jason Gray, Managing Principal with Willdan
 - b. Analysis and Discussion on Strengths, Weaknesses, Opportunities, and Threats (SWOT) - Jason Gray, Managing Principal with Willdan
 - c. Discussion on County Strategic Plan Components -- Vision, Mission Statement, Organizational Values, and Strategic Themes - Jason Gray, Managing Principal with Willdan
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

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

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: John Bodner / Administration and Kim Belk / Budget

Department: Administration

Date Requested to be on Agenda: 3/15/2023

Council Action Requested:

Receive information about the community engagement process that will be utilized to encourage citizen participation in the County's strategic plan development.

Points to Consider:

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

Willdan will highlight their proposed community engagement techniques and strategies to generate citizen input into the County's Strategic Plan.

Funding and Liability Factors:

N/A

Recommendation:

Provide input into the community engagement process for the Strategic Plan development.

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: John Bodner / Administration and Kim Belk / Budget

Department: Administration

Date Requested to be on Agenda: 3/15/2023

Council Action Requested:

Provide input and feedback into the SWOT analysis as part of the process to developing the County's Strategic Plan.

Points to Consider:

A fundamental step in the development of any Strategic Plan is to understand the organization's (and community's) strengths, weaknesses, opportunities, and threats to help bring focus and clarity to the key issues that need to be addressed in a Strategic Plan.

Willdan will lead the County Council through this process.

Funding and Liability Factors:

N/A

Recommendation:

Provide input and feedback into the SWOT analysis.

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall / Administration and John Bodner / Administration

Department: Administration

Date Requested to be on Agenda: 3/15/2023

Council Action Requested:

Provide input into the Strategic Plan components to help shape, define and guide the development of the County's Strategic Plan.

Points to Consider:

The County has contracted with Willdan to facilitate our Strategic Plan process and development. This is the first of several input sessions with County Council to form and develop the County's Strategic Plan over the next seven to nine months.

Funding and Liability Factors:

N/A

Recommendation:

Provide input for the Strategic Plan components.

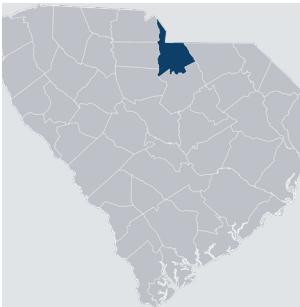
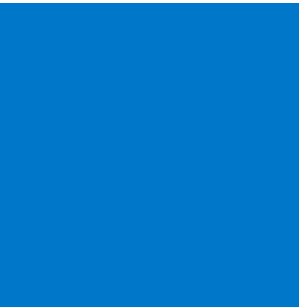
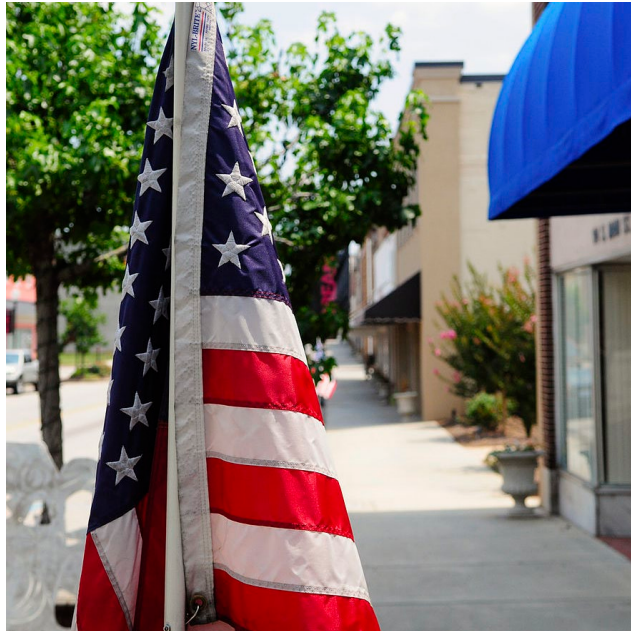
ATTACHMENTS:

Description	Upload Date	Type
Power Point Presentation	3/9/2023	Presentation

LANCASTER COUNTY, SOUTH CAROLINA

2023 Strategic Plan Project

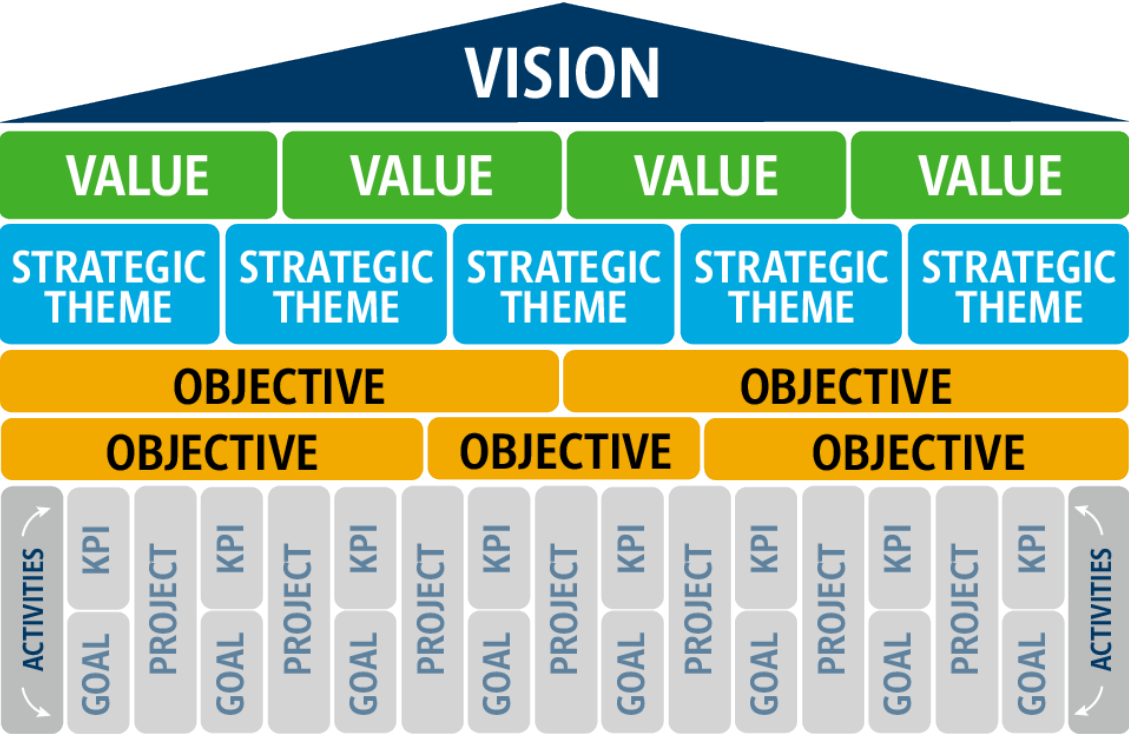
March 15 2023 | County Council Workshop





01

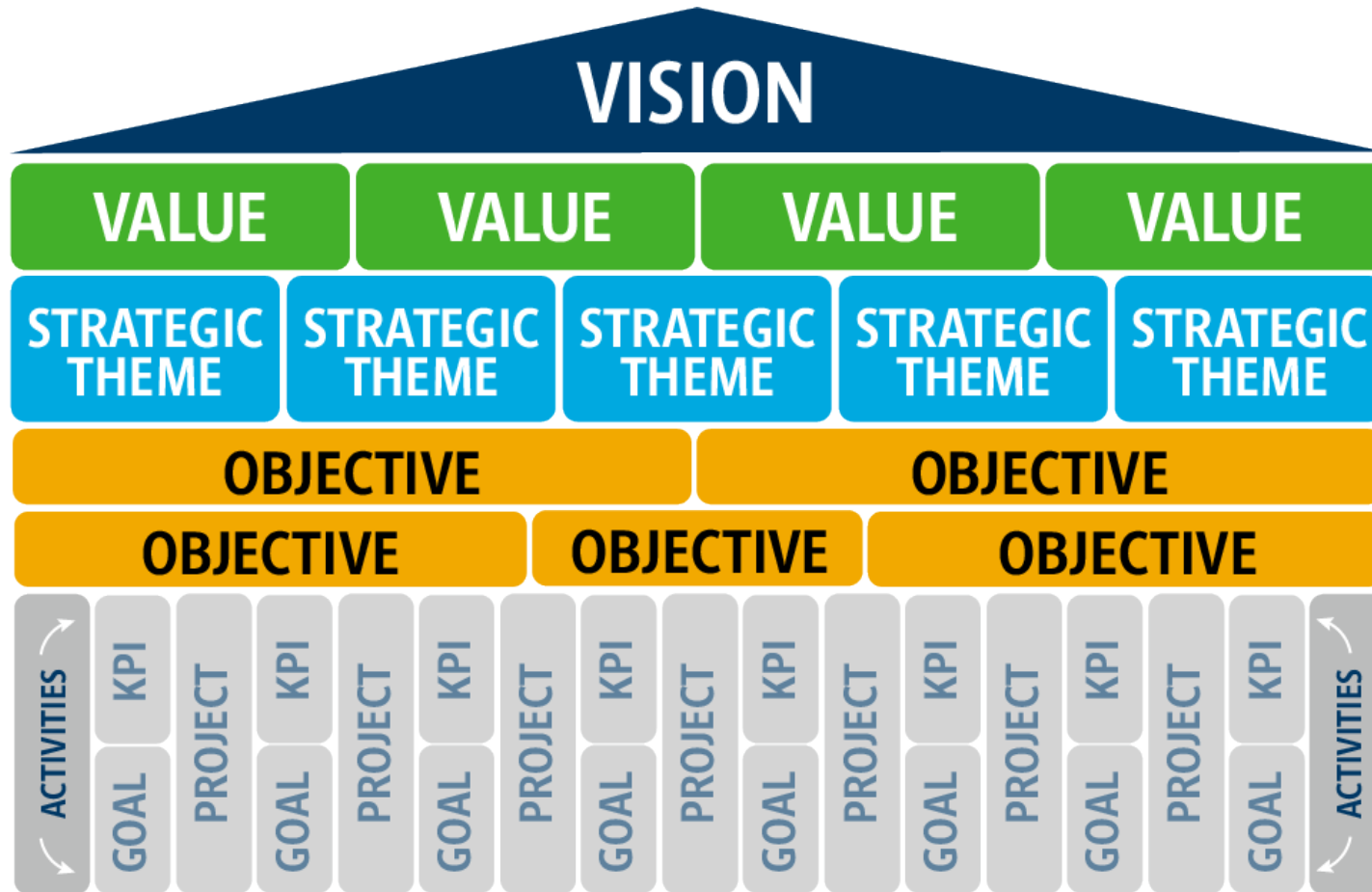
STRATEGIC FRAMEWORK



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

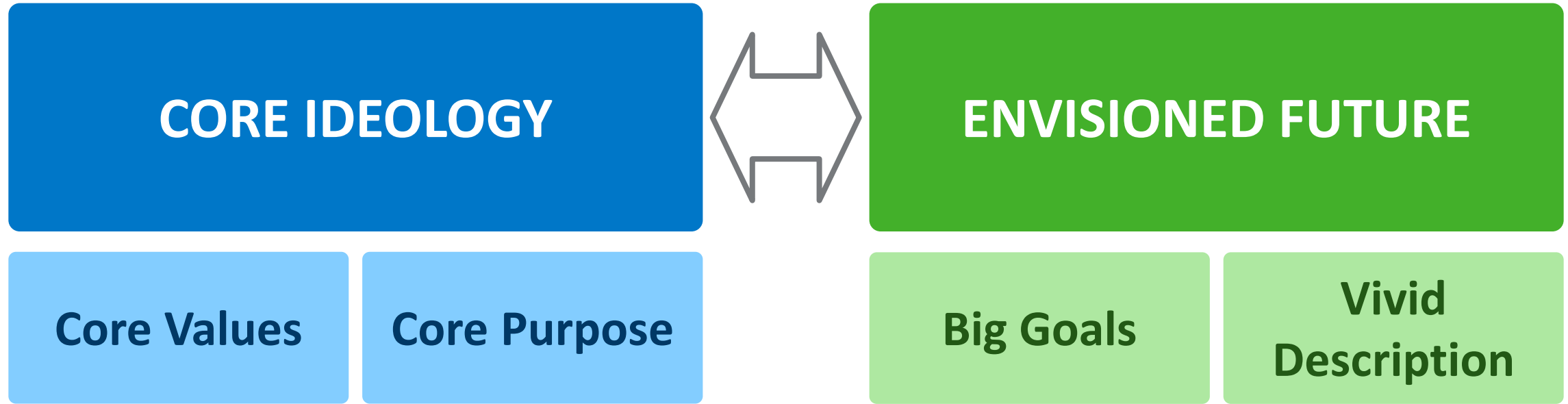


02

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"



STRATEGIC FRAMEWORK | VISION

- Based on the results you want
- Is an affirmative description
- Rooted in desire, not in what you believe to be currently the likely outcome
- Stands on its own, is not reactionary or obligatory
- Thought of in the present tense

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

COMPONENTS OF VISION | CORE IDEOLOGY

- Defines what we stand for and why we exist.
- A consistent identity that is greater than individual perspectives.

CORE VALUES

- The essential and timeless tenets of the community
- Require no external justification
- Have intrinsic value to those within the community
- Would withstand, even if punished for them

CORE PURPOSE

- Describes the organization's reason for being
- Reflects the motivation for doing the organization's work
- Captures the “soul” of the community
- Cannot be completely fulfilled
- Should be relevant for at least a century

We hold these truths to be self-evident, that all men are created equal, that they are endowed by their Creator with certain unalienable Rights, that among these are Life, Liberty, and the pursuit of Happiness.

That to secure these rights, Governments are instituted among Men, deriving their just powers from the consent of the governed.

Core Values

Core Purpose

United States Declaration of Independence

COMPONENTS OF VISION | ENVISIONED FUTURE

- Is aspirational, should not be bound by the current conditions
- Describes a clear target

BIG GOALS

- Clear and compelling
- Act as catalysts
- Have a clear finish line
- Tangible and highly focused
- Should take 10 – 30 years to complete

VIVID DESCRIPTIONS

- Specific description of what it would be like to achieve the big goals
- Creates a clear picture of the future reality
- Should contain passion, emotion, and conviction

COMPONENTS OF VISION | BIG GOALS

“...the US should commit itself to achieving the goal, before this decade is out, of landing a man on the Moon and returning him safely to Earth.”

President John F. Kennedy

“The City of San Jose will be the most innovative city on the planet by 2020.”

City of San Jose, CA (Vision)

“Become the company most known for changing the worldwide poor-quality image of Japanese products.”

Sony (Vision from 1950)



COMPONENTS OF VISION | VIVID DESCRIPTIONS

- We will create products that become pervasive around the world
- We will be the first Japanese company to go into the US market and distribute directly
- We will succeed with innovations that US companies have failed at
- Fifty years from now, our brand name will be as well known as any in the world
- “Made in Japan” will mean something fine, not something shoddy

Sony (Vision from 1950)

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



VISION | MAPPING THE CURRENT STATEMENTS

CORE IDEOLOGY

Core Values

- Respect
- Productivity
- Teamwork
- Safety
- Security
- Timely (Service)
- Cost Effective

Core Purpose

Provide:

- Safe Community
- Responsible Growth
- Economic Opportunity
- Progressive quality services

ENVISIONED FUTURE

Big Goals

Vivid Description

Great place to:

- Live
- Learn
- Work
- Play
- Raise a Family

INTERACTIVE FEEDBACK

- Open your smartphone camera or QR code reader
- Point it at the QR code below
- When prompted, click the link that pops up

- Or, in your phone/tablet web browser go to:

slido.com

Event Code: # TBD
Passcode: TBD

Core Values

- Respect
- Productivity
- Teamwork
- Safety
- Security
- Timely (Services)
- Cost Effective

- Structured Discussion & Interactive Feedback on Core Values (Link will be provided in the meeting)

Core Purpose

Provide:

- Safe Community
- Responsible Growth
- Economic Opportunity
- Progressive quality services

- Structured Discussion & Interactive Feedback on Core Purpose (Link will be provided in the meeting)

VISION | ENVISIONED FUTURE

Big Goals

- Structured Discussion & Interactive Feedback on Big Goals (Link will be provided in the meeting)

VISION | ENVISIONED FUTURE

Vivid Description

Great place to:

- Live
- Learn
- Work
- Play
- Raise a Family

- Structured Discussion & Interactive Feedback on Big Goals (Link will be provided in the meeting)

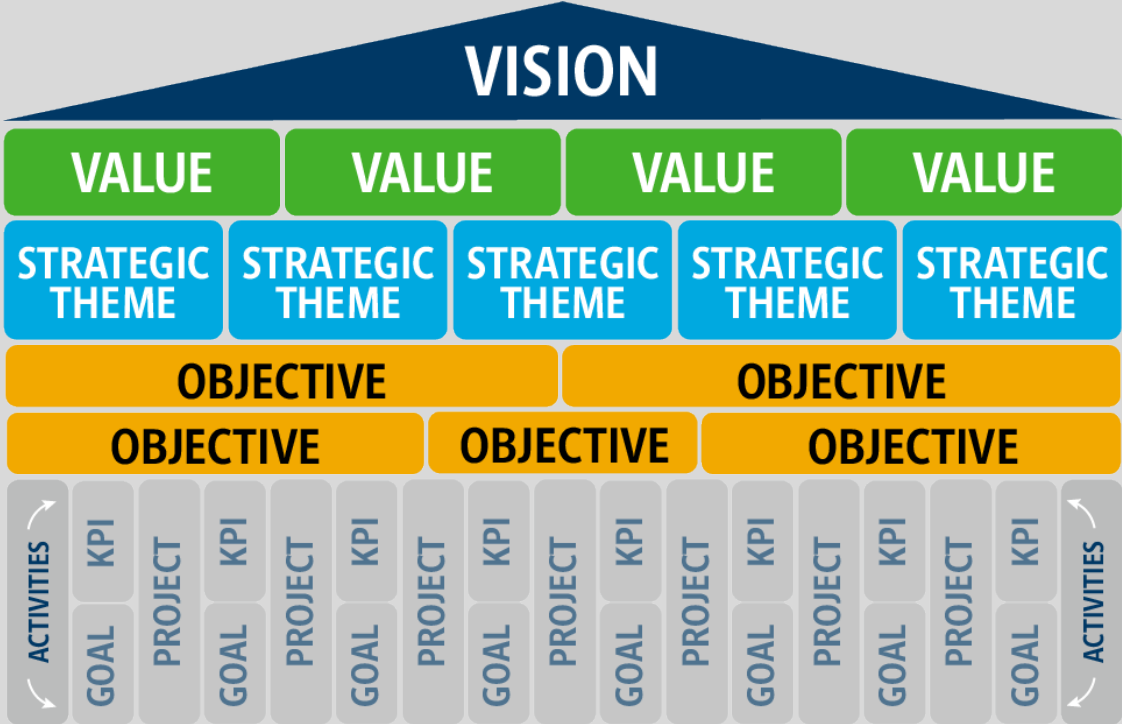
The background features a solid blue square. Overlaid on this square is a white line graph. The graph starts at the bottom left, rises to a peak, falls to a trough, rises to a higher peak, and then falls again. The number '03' is centered above the first peak.

03

STRATEGIC THEMES

STRATEGIC FRAMEWORK | THEMES

- Mapping of top 3 Council Initiatives
- Identifying themes from interviews
- Preparing primary Strategic Themes



STRATEGIC FRAMEWORK | TOP COUNCIL INITIATIVES

Councilmember McGriff:

1. Diversity in County employment, specifically in leadership positions.
2. Plan for growth by addressing infrastructure needs and focus on smart growth.
3. Provide a safe community for citizens and higher quality of life through enhanced public safety services.

Councilmember Luis:

1. Must look at smart growth and more reasonable developments and build in a process to understand impacts on critical infrastructure and services such as traffic, crime and schools.
2. Is growth really inevitable, can council control growth and what are the true benefits of growth.
3. Focus on the UDO and look at zoning and future uses associated with the zoning. What are the long-term impacts of rezonings.

Councilmember Graham:

1. 521 must be addressed soon. Indian Land will not be able to sustain growth rates with current 521 infrastructure.
2. Schools are over crowded due to the all the approved developments and the County and School Board need to work together to fix this issue.
3. Focus on controlling growth and bringing in higher quality growth. Look into density, lot sizes and buildable land.

Chairman Harper:

1. Fire Service- how do we address this with so many moving parts? We need to know how we pay for it and what it needs to look like.
2. Over the next decade or two we will have very large tracts of land possibly being developed such as the Belk, Dooley, Helms and Patrick properties. How do we deal with the large tracts of land with our UDO. Do we need to go back to PDDs? Will mixed use be a part of these big developments?
3. We need to better compensate our staff so that our retention numbers get better.
4. Continue to focus on quality-of-life factors such as the new parks and recreation facilities.

Councilmember Carnes:

1. Public safety, Sheriff, Detention, EMS are experiencing growth pains and we need to enhance our services and address staffing concerns in this area. Public safety is the largest part of our budget so we need to plan accordingly.
2. We must find a way to pay for all of the road improvements and new roads that we need. This will be a huge expense and we need to know where the money is going to come from.
3. We must focus on developing our personnel so that the County is getting the most it can out of each staff member. We need to make sure we are efficient and effective through talented staff.

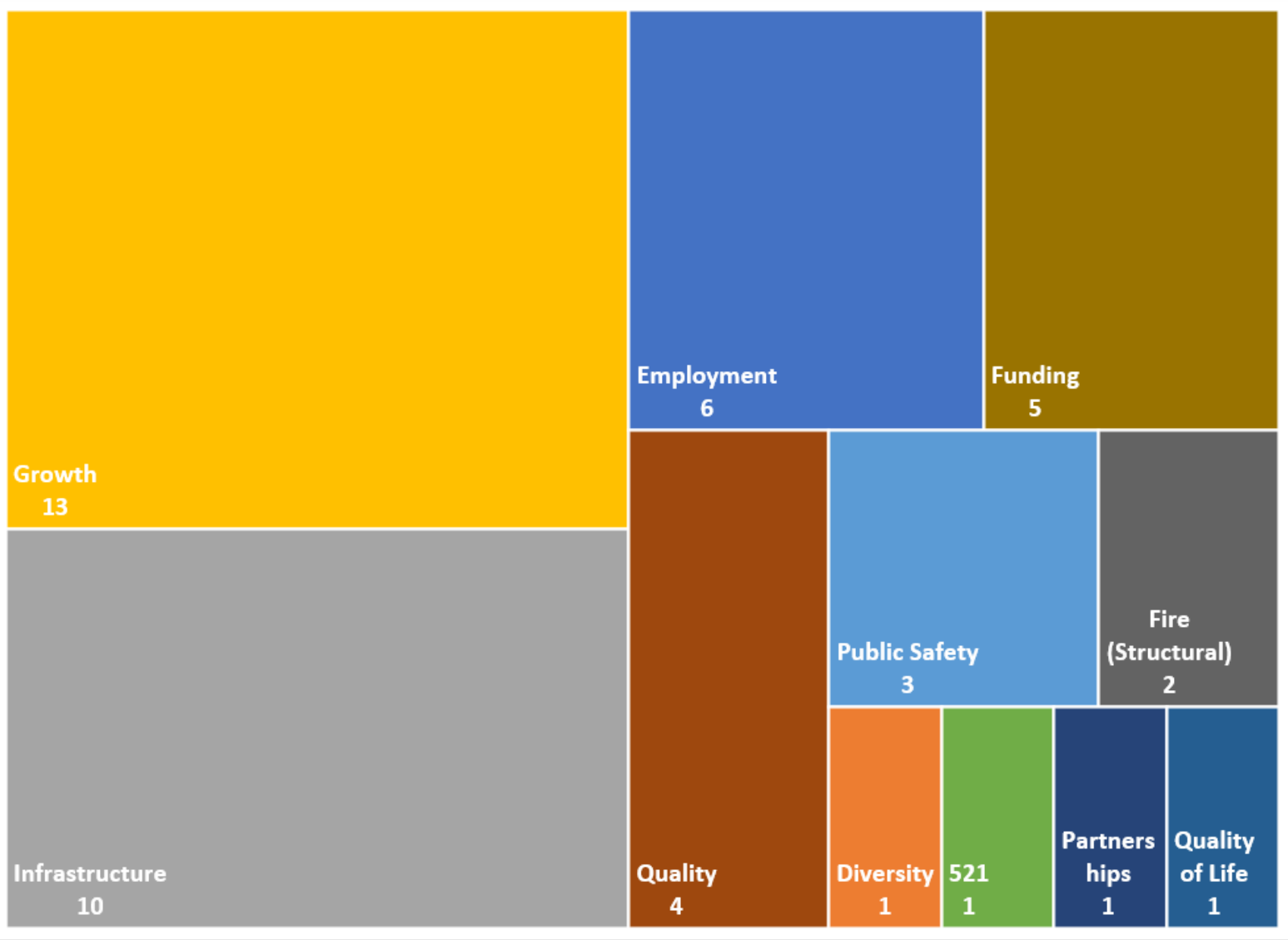
Councilmember Mosteller:

1. Address the current issues in Fire Service by moving forward with the north end as a career service but maintain the volunteer service in the south end. Must maintain volunteer support and continue to leverage volunteers without creating more friction among career and volunteer.
2. Growth and infrastructure, need to have better roads, water, and sewer infrastructure to address growth coming our way.
3. Assess the lack of collections on impact fees to better understand this revenue stream and determine if it is a viable source of funds.

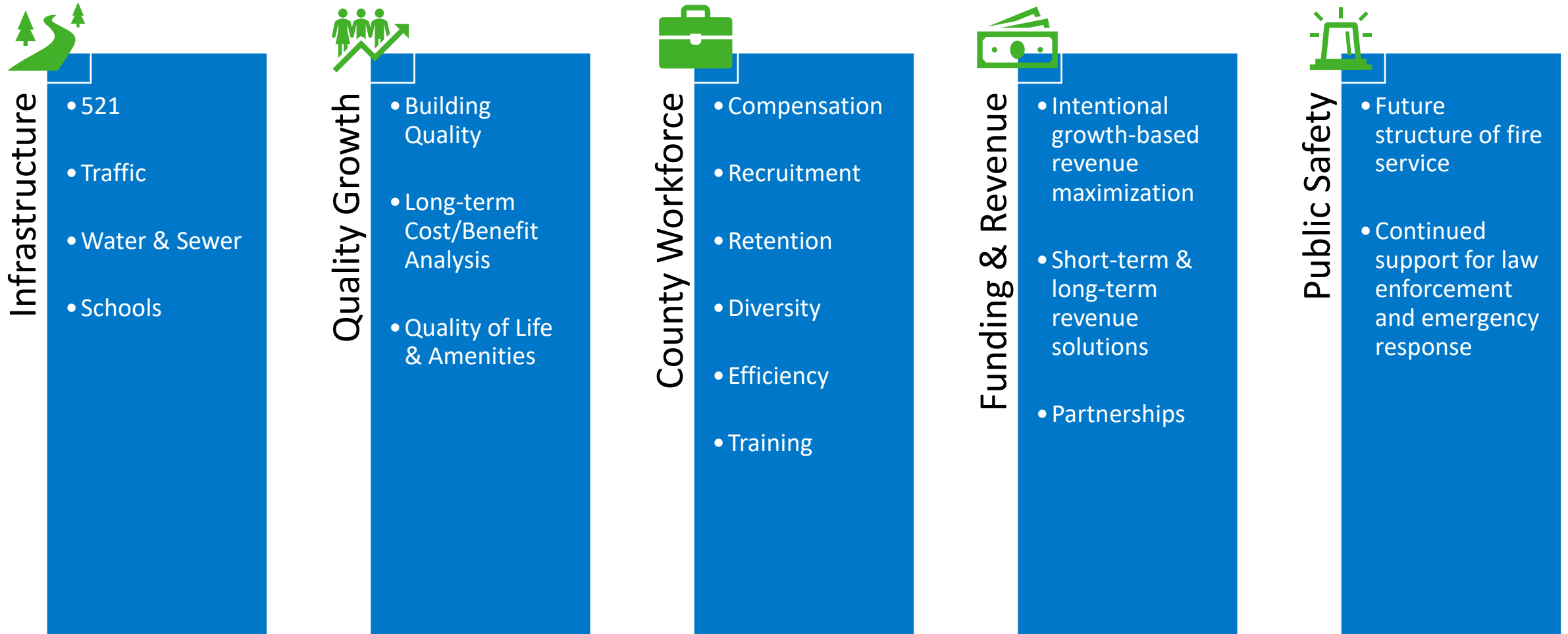
Councilmember Blackmon:

1. Focus on making sure the UDO is set up to accomplish what the Council wants it to accomplish. Continue to look at the possibility of dividing the County into three distinct regions.
2. Employee compensation needs to be addressed. Lancaster County should be above average in compensation.
3. Build the detention center at the appropriate size, big enough for growth but not too big. Will also need to find a way to help Sheriff fill his detention officer positions and ramp up staffing in the near future for a much larger detention center.
4. Can we track and monitor new assessments as construction projects are completed.

STRATEGIC FRAMEWORK | THEMES FROM COUNCIL TOP INITIATIVES



STRATEGIC FRAMEWORK | THEMES FROM COUNCIL TOP INITIATIVES



THEMES | FACILITATED DISCUSSION

- Structured Discussion & Interactive Feedback on Themes (Link will be provided in the meeting)

QUESTIONS

