

Council Members

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

**County Administrator**

Dennis Marstall

County Attorney

John K. DuBose III

Clerk to Council

Sherrie Simpson

February 16, 2022

1:00 PM

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

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

**BUDGET WORKSHOP AND COMMITTEE OF THE
WHOLE 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 Agenda**
[deletion and additions of non-substantive matter]
5. **Special Presentations**
 - a. Recognition of Employees for their Work during the January Ice Storms - Presented by Darren Player, Fire/Emergency Services Director; Clay Catoe, EMS Director; Jeff Catoe, Public Services Director; and Robert Purser, Public Safety Communications Director
6. **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@lancastersc.net or by online submission by selecting the "Citizens Comments" quick link located on the County website homepage at <https://www.mylancastersc.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 before the meeting. Please use the same link above in order to submit input/comments for Public Hearings.]
7. **Discussion and Action Items**
 - a. ARPA Budget Overview - Kim Belk
 - b. Discussion of Excess Funds from Capital Project Sales Tax #2 - Veronica Thompson

- c. Workforce Overview - Lisa Robinson
- d. Airport Terminal Replacement and Lighting Vault Relocation - Ken Holt
- e. Bailes Ridge Corporate Park Phase II - Jamie Gilbert
- f. Development Impact Fee Study For Remaining Parts of Lancaster County - Dennis Marstall

8. **Citizen Comments**

[If Council delays until end of meeting]

9. **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://www.youtube.com/channel/UCgSIMrcYjcYcu1m-e6TV54w>*

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall / Administration

Department: Administration

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

Recognition of Employees that worked during the January Ice Storms.

Points to Consider:

January 15, 2022 brought a snow and ice event to Lancaster County, unlike anything the County has seen in generally 10 years.

As part of this event, the Governor of South Carolina issued a Disaster Declaration for the County and other parts of the State.

As part of this weather event, the County experienced one to five inches of snow across the county and up to a half an inch of ice. Fortunately, this event fell on the national holiday for Martin Luther King, Jr. where there was already less planned business activity and less need for residents to be on the roads.

Given the pending storm, Lancaster County Emergency Management was in close contact with the National Weather Service and the State Emergency Operations Center, the SCDOT, Utility partners, and other first responders to establish an appropriate storm response plan for the County. This involved coordination with Lancaster Public Works and the Lancaster County Sheriff to help support the Highway Patrol for anticipated vehicle accidents, downed trees and power lines and other situations.

Numerous County employees worked overtime and in hazardous conditions on the holiday weekend to ensure critical county operations still functioned, particularly in maintaining driveways and roadways for first responders.

During the height of the storm, the County had reports of 30 trees down, 20 power lines down, thousands without power, and snow and ice across the entire county.

The County would like to recognize the employees that provided citizen services during the Ice Storm and for the other inclement weather events that followed the two succeeding weekends.

Funding and Liability Factors:

N/A

Council Options:

This is for recognition purposes only.

Recommendation:

This item is informational only for Council and citizens.

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Kimberly Belk / Budget Director

Department: Finance

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

List of prioritized projects to be funded through American Rescue Plan Act (ARPA) funding.

Points to Consider:

As previously presented, the County was allocated over \$19 million of which \$9.5 million has already been received by the County. The remaining funding will come in July of this year and must be committed for use by 2024 and expended by 2026.

The main eligible use categories include replacement of public sector revenue; response to public health and economic impacts of COVID-19; provision of premium pay for essential work; and investments in infrastructure in water, sewer and broadband.

Council did already award over \$3.5 million of the funding for various projects. For the remaining \$15.5 million, internal submissions that fell into the above categories were accepted through the end of December. There were over \$16 million in submissions. That initial list was given to Council at their strategic retreat in January.

County management has amended the list to include a few other projects which are of high need and fit the eligibility criteria including Administration Building security upgrades, office space for Voter Registration and Elections, and renovations at the Barnett Building. These three projects along with the previous submissions were prioritized which can be found in the attached list.

Funding and Liability Factors:

The attached prioritized list of internal submission projects along with an allocation for nonprofit or community organizations and funding for water/sewer infrastructure will leave about \$290,000 in contingency funding.

Council Options:

This list is being presented for discussion. Staff plans to present the highest priority items for Council approval at the second meeting in February with more to follow in March.

Recommendation:

N/A

ATTACHMENTS:

Description	Upload Date	Type
ARPA funding presentation	2/11/2022	Presentation
ARPA funding prioritized list	2/11/2022	Backup Material



ARPA PRIORITIZATION

COUNCIL BUDGET WORKSHOP 2/16/2022

Funding Summary

Total Funds Allocated	19,037,682
Total Tranche 1 July 2021	9,518,841
Amount Allocated to Date	(3,558,796)
Remaining Balance	15,478,886

- Second Tranche available July 1, 2022
- Funds must be obligated by Dec. 31, 2024 and expended by Dec. 31, 2026
- First report with reporting period of March 2021-Dec. 2021 due Jan. 31, future reports will be quarterly

Final Rule: Eligible Uses

- Replacement of lost public sector revenue.
- Support the COVID-19 public health and economic response by addressing COVID-19 and its impact on public health as well as addressing economic harms to households, small businesses, nonprofits, impacted industries, and the public sector.
- Provide premium pay for eligible workers performing essential work, offering additional support to those who have and will bear the greatest health risks because of their service in critical sectors.
- Invest in water, sewer, and broadband infrastructure, making necessary investments to improve access to clean drinking water, to support vital wastewater and stormwater infrastructure, and to expand affordable access to broadband internet.

Final Rule: Lost Revenue

A standard allowance of up to \$10 million has been given.

- All recipients can elect to use this allowance, it does not increase the total allocation

May be used to fund “government services”:

- Any services traditionally provided by a government
- Examples: General government administration; government staff; facility upgrades; provision of safety services (including purchase of vehicles to provide them); etc.
- Treasury intended for this to be the most flexible use category

Approved Projects

Project	Amount Allocated	Actual To Date
Premium Pay	1,329,800	1,340,535
PAPR Masks	377,928	377,927
Glass Barriers	65,000	8,299
Temporary Housing Shelter-LACH	334,213	
HVAC Unit Replacement	1,310,000	
Badge controller for Administration Building	34,855	
Decontamination Shower-Sheriff	93,000	
Wall construction-Sheriff	14,000	

Recommended Projects

Projects	Amount
Approved Projects To Date	\$3,558,796
Recommended Internal Projects	\$14,585,860
Nonprofit/Community Program	\$100,000
Water/Sewer Infrastructure	\$500,000
Contingency	\$293,026
Total	\$19,037,682

Next Steps

- Attachment A shows a list of the departmental projects in priority order

Action Item	Date
Council Action on Highest Priority Items	Feb. 28 Regular Meeting
Council Action on Remaining Items	March Regular Meeting

- Community/Nonprofit Project Submissions
 - Partnership with Arras Foundation
- Water/Sewer Infrastructure
 - Highway 9 Corridor Sewer Capacity Project

Departmental Projects				
Priority	Department	Project	Cost	Notes
1	IT & Administration	AV Upgrades in Chambers	69,260	Audio visual system replacement including the microphones, sound and live stream video equipment in Council Chambers to provide better citizen service during meetings both in person and virtually.
2	IT	County-wide Network Overhaul	1,895,680	The overhaul would address underperforming firewalls and switches which cause slow load times to the internet and internal servers, memory has been maxed out and reduces the capacity for remote work back into the network. We would have an enterprise strength solution that meets user and citizen needs and would provide more robust security in our network.
3	IT & Sheriff	Bandwidth and Remote Operations Upgrade	657,375	The office also has needs for more bandwidth and remote operations upgrade including hardware which will help increase functionality for officers in the field or administrative staff working remotely.
4	IT	Remote Workstations	43,000	Laptops and docking stations which would allow for more remote work capabilities
5	IT	Administration Building Security Upgrades	63,900	Replacement of current system to include motion sensors, cameras and the burglar alarm to increase building security for employees and citizens.
6	Coroner	Building Expansion	1,770,000	Expansion of their current office space due to significant increases in caseload and complexity of cases.

Priority	Department	Project	Cost	Notes
7	911 Communications	Avigilon Camera System	50,295	Replacement of malfunctioning camera system which has some cameras completely down right now.
8	Sheriff	Evidence Storage	1,440,000	Expansion of evidence storage is needed with an increased population and more evidence being collected, the Sheriff's Office must follow the retention periods per state law. The backlog in General Sessions court which has grown over the COVID pandemic time period has exacerbated the needs.
9	EMS	HQ Bay Construction	400,000	The bay would allow for an additional unit to be at headquarters to be used as a backup as needed. Also includes cost for storage of requested bus.
10	Sheriff	Embedded Mental Health Services	375,000	Provide contracted mental health services to public safety departments/employees.
11	EMS	Ambulance Bus	1,500,000	The bus would allow EMS to treat/transport up to 20 patients at a time which would keep them from pulling units from stations across the County when a response for multiple patients is required.
12	Registrations and Elections	New and Expanded Facility	1,500,000	New requirements with early voting locations has put a strain on space needs for this department. They need to have a space to adequately run their operations and early voting.

Priority	Department	Project	Cost	Notes
13	Clerk of Court	Public Defender Addition	500,000	Addition due to the increased staff over the last few years and to allow for future growth.
14	Register of Deeds & Assessor	Digital Records Indexing	125,000	A collaborative project which would expand and cleanup some of the digital records that our citizens access on the website. This would provide more of a one-stop shop with access to digitized deed and plat index books with less clicking back and forth between the two departments.
15	IT & GIS	GIS Server Replacement	43,115	These are some of the oldest servers we have left. They are currently at maximum storage capacity. The funding is for three virtual servers.
16	Procurement	Vendor Software	34,435	Replacement of the current software as it is failing to meet the needs of vendors as well as project evaluators.
17	Emergency Management	Storage Warehouse	1,000,000	Storage space for stockpile of personal protective equipment and supplies including gloves, masks, gowns, etc.
18	Multiple	Barnett Building Renovation	1,000,000	Finish renovations at the Barnett Building to allow for more county departments to locate there and accommodate space needs in other facilities.
19	Recreation	Parking lot reclamation and addition	1,100,000	Reclamation as well as the addition of parking at Melvin Steele with the increased use of parks facilities which grant a safe outdoor space for citizens during the pandemic.

Priority	Department	Project	Cost	Notes
20	IT & Airport	Airport Internet Capability	20,800	Extend the fiber from the road to the airport terminal for greater internet speed which currently runs very slow and struggles to meet basic needs for staff and visitors.
21	Building Maintenance	Water Fountain Replacement	48,000	Replacement of 40 current water fountains across County facilities with a water bottle feature to help reduce the spread of germs.
22	Risk Management	Personal Protective Equipment (PPE)/Supplies	50,000	Two years of PPE and covid supplies including gloves, masks, and disinfectants.
23	Stormwater	Ander Vincent Culvert Replacement	900,000	Ander Vincent overtops frequently. This would improve culvert efficiencies to minimize flooding. It may need to be supplemented with stormwater funds to complete the project.
Other				
		Project	Cost	Notes
		Nonprofits/Community Program	100,000	Allow for external community groups with eligible uses to submit for funding.
		Water/Sewer Infrastructure	500,000	Any future partnership with Water and Sewer. Specifics unknown at this time.
		Contingency	293,026	
		Total	15,478,886	

Unfunded Requests			
Department	Project	Cost	Notes
Sheriff	Administrative Assistant-Case Management	95,964	Removes an administrative assistant for the investigations division to focus on case file preparation and speed up case delivery to the Solicitor.
Sheriff	Personal Protective Equipment/Supplies	13,500	Removes PPE and supplies for the department.
Emergency Management	Storage Warehouse	913,000	Removes a portion of the request for a storage warehouse.
Stormwater	Water Quality and Roadway Improvements	3,070,000	Removes Calvin Hall, Black Horse Run and Man O War for culvert replacement.
Total		4,092,464	

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Veronica Thompson / Chief Financial Officer & Dennis Marstall / County Administrator

Department: Finance

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

The Capital Project Sales Tax #2 ends on April 30, 2022 and is projected to have \$23.4 million in excess funds collected.

State law has accounted for the possibility of excess funds and stipulates that excess funds can only be used for certain projects, via the adoption of a local proviso, or directed towards projects in priority order of a subsequent capital projects sales tax, if passed by voters.

Points to Consider:

The County Council has two legal options to consider:

- Proviso 113.9 – (AS-TREAS: Excess Sales Tax Collections) In the current fiscal year, if a county has capital projects sales tax collections in excess of the amount necessary to complete all projects for which the tax was imposed and the tax has not yet expired, the county may pledge and use the excess collections to fund road improvements, intersection improvements, and pedestrian transportation. However, prior to the expiration of the tax, an eligible county must adopt an ordinance specifying the purposes for which the excess funds will be used.
- SECTION 4-10-340. Tax imposition and termination. (C)(1) Amounts collected in excess of the required net proceeds must first be applied, if necessary, to complete a project for which the tax was imposed. (2) If funds still remain after first using the funds as described in item (1) and the tax is reimposed, the remaining funds must be used to fund the projects approved by the voters in the referendum to reimpose the tax, in priority order as the projects appeared on the enacting ordinance.

Funding and Liability Factors:

It is anticipated there will be at least \$23M in excess after all projects are completed.

County Administration is recommending \$10.1 million of the excess funds be used for proviso-identified projects, and that the remaining excess funds (\$13.3 M) be directed towards the first priority project for CPST # 3 -- Detention Center.

Council Options:

- 1) How much of excess funds to dedicate for roads and other qualified projects based upon the proviso?
- 2) Outside of the road and pedestrian proviso, decide how much of excess funds will be directed to the Detention Center in CPST#3.

Legal staff is prepared to address how any and all options might apply under the limitations of the statute for use of excess funds.

Recommendation:

Adopt a proviso ordinance to use \$10.1 million in excess funds towards identified road and pedestrian projects and direct remaining \$13.3 million towards the CPST #3 top priority project -- Detention Center.

ATTACHMENTS:

Description	Upload Date	Type
Capital Sales Tax Excess Funds Road Proviso Options	2/10/2022	Backup Material

ROAD NAME	OWNER	BEGIN	END	APPROVED
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LANCASTER COUNTY

Airdale Road	County	End State Maintenance	Dead End	\$407,000.00
Bill Sweatt Road	County	North Corner Road	State line	\$185,000.00
East Park Drive	County	SC 903	Cul-de-sac	\$340,000.00
Ember Lane	County	SC 97	Encore Lane	\$230,000.00
Emerald Estates Road	County	Sunshine Road	Emerald Circle	\$135,000.00
Firewood Road	County	SC 522	Cul-de-sac	\$340,000.00
Grey Fox Subdivision	County	Shiloh Unity Road	N/A	\$500,000.00
Harris Hill Road	County	US 521	Dead End	\$120,000.00
Hunters Ridge Subdivision	County	McIllwain Road	N/A	\$650,000.00
Northfield Drive	County	US 521	Cul-de-sac	\$415,000.00
Providence Crossing Subdivision	County	Providence Road	N/A	\$375,000.00
Regent Parkway	County	Harrisburg Road	Bridge	\$450,000.00
Sedgefield Subdivision	County	McIllwain Road	N/A	\$375,000.00
Songbird Street	County	Taxahaw Road	N/A	\$100,000.00
Walnut Creek Parkway	County	US 521	Bridge	\$750,000.00
REQUESTED TOTAL				\$5,372,000.00

Possible Proviso Additions 1/21/22

Pavement Preservation	\$1,000,000.00
Logging Road	\$340,000.00
Fernwood Road	\$175,000.00
Cannery Road	\$100,000.00
Rise Lane	\$200,000.00
Catawba Ridge Boulevard	\$500,000.00

TOTAL LIST	\$7,687,000.00
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Capital Project Sales Tax #2 Update and Excess Funds Use

*Committee of the Whole
February 16, 2022*



Veronica C Thompson, CFO

CPST #2 Background

Lancaster County's first reimposition (CPST #2) effective May 1, 2015 with projects totaling \$41,738,000

- Road Improvements (incomplete- to be finished by June 2022)
- Acquisition & Construction of public safety and emergency services communications systems
- Constructing & equipping improvements to the library system
- Constructing & equipping a forensics crime laboratory facility
- Collections to date- \$64,826,155
- Project totals including encumbrances- \$48,746,692

Proviso 113.9 for Consideration

113.9 – (AS-TREAS: Excess Sales Tax Collections) In the current fiscal year, if a county has capital projects sales tax collections in excess of the amount necessary to complete all projects for which the tax was imposed and the tax has not yet expired, the county may pledge and use the excess collections to fund road improvements, intersection improvements, and pedestrian transportation. However, prior to the expiration of the tax, an eligible county must adopt an ordinance specifying the purposes for which the excess funds will be used.

- Ordinance must be adopted by April 30, 2022 if Council is amenable

CPST Act- Excess

SECTION 4-10-340. Tax imposition and termination.

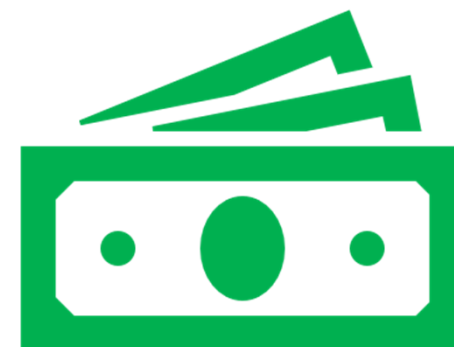
(C)(1) Amounts collected in excess of the required net proceeds must first be applied, if necessary, to complete a project for which the tax was imposed.

(2) If funds still remain after first using the funds as described in item (1) and the tax is reimposed, the remaining funds must be used to fund the projects approved by the voters in the referendum to reimpose the tax, in priority order as the projects appeared on the enacting ordinance.

(3) If funds still remain after first using the funds as described in item (1) and the tax is not reimposed, the remaining funds must be used for the purposes set forth in Section 4-10-330(A)(1). These remaining funds only may be expended for the purposes set forth in Section 4-10-330(A)(1) following an ordinance specifying the authorized purpose or purposes for which the funds will be used.

Estimated CPST #2- Excess

6/30/2021	\$21,933,370	
Revenue Q/E 9.30.2021	\$3,657,810	
Estimated Revenue Q/E 12.2021 and 3.2022	\$6,300,000	Avg. of past two FY collections
Estimated Revenue 4.2022	\$1,050,000	
FY2022 Expenditures as of 1/14/2022	(\$1,558,264)	
Encumbrances- Roads	(\$4,232,670)	Roads will not be completed until June 2022
Debt Payments	<u>(\$3,690,000)</u>	Final debt payment
Estimated balance	<u>\$23,460,246</u>	



Proviso for Excess Funds

- Fund road improvements, intersection improvements, and pedestrian transportation
- Ordinance by April 30, 2022

Recommend

- Select road projects from CPST3 as well as new roads - \$7.6 million (see list next page)
- USC Lancaster – Hwy 9 pedestrian connections -- \$1 million
- Lindsay Pettus Greenway Phase 2 -- \$1.5 million
- Total \$10.1 million

Proviso Roads Recommendation

ROAD NAME – CPST 3 Projects	OWNER	BEGIN	END	APPROVED
LANCASTER COUNTY				
Airdale Road	County	End State Maintenance	Dead End	\$407,000.00
Bill Sweatt Road	County	North Corner Road	State line	\$185,000.00
East Park Drive	County	SC 903	Cul-de-sac	\$340,000.00
Ember Lane	County	SC 97	Encore Lane	\$230,000.00
Emerald Estates Road	County	Sunshine Road	Emerald Circle	\$135,000.00
Firewood Road	County	SC 522	Cul-de-sac	\$340,000.00
Grey Fox Subdivision	County	Shiloh Unity Road	N/A	\$500,000.00
Harris Hill Road	County	US 521	Dead End	\$120,000.00
Hunters Ridge Subdivision	County	McIlwain Road	N/A	\$650,000.00
Northfield Drive	County	US 521	Cul-de-sac	\$415,000.00
Providence Crossing Subdivision	County	Providence Road	N/A	\$375,000.00
Regent Parkway	County	Harrisburg Road	Bridge	\$450,000.00
Sedgefield Subdivision	County	McIlwain Road	N/A	\$375,000.00
Songbird Street	County	Taxahaw Road	N/A	\$100,000.00
Walnut Creek Parkway	County	US 521	Bridge	\$750,000.00
			REQUESTED TOTAL	\$5,372,000.00
Possible Proviso Additions				
Pavement Preservation				\$1,000,000.00
Logging Road				\$340,000.00
Fernwood Road				\$175,000.00
Cannery Road				\$100,000.00
Rise Lane				\$200,000.00
Catawba Ridge Boulevard				\$500,000.00
			TOTAL LIST	\$7,687,000.00

CPST #3 priority – Detention Center

- | | |
|--|---|
| <ul style="list-style-type: none">• After proviso, remaining funds must be used to fund the projects approved by the voters in the referendum to reimpose the tax, in priority order as the projects appeared on the enacting ordinance. | <ul style="list-style-type: none">• Detention Center (315 beds)<ul style="list-style-type: none">➤ \$47.2 Million project➤ \$13.3 million remaining from excess #2➤ \$30.1 million to be paid from CPST #3➤ Remaining \$3.8 million to be bonded as part of project or paid from excess funds in CPST #3 |
|--|---|

Effective Date May 1, 2022

- Use of excess funds can begin May 1, 2022 for all proviso projects and CPST #3 first priority (Detention Center)
- Other CPST #3 projects will be undertaken in priority order, with projects 1 – 5 planning phase(s) to commence in Spring / Summer 2022

Questions



Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Lisa Robinson / Human Resources Director and Dennis Marstall / Administration

Department: Finance

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

As part of the budget development process, County Administration reviews the compensation and benefits for the County workforce. This review includes understanding the tenure, turnover, vacancies and demographics of the workforce to help plan for future recruitment and retention of the workforce needed to carry out the services of the County.

Compensation and benefits make up 46% of the County budget.

Points to Consider:

As an organization that provides mandated services, the key focus of the County is service delivery, as opposed to producing certain tangible products.

In a climate of a shrinking workforce and competitive job market, coupled with a more challenging work environment due to COVID and increased demands for County services, the County has to be more strategic in its approach to maintaining and attracting its workforce.

Part of this strategy is to have a starting competitive wage for all positions, including a minimum pay for part-time and seasonal workers, given our dependency on those positions, as well as full-time employees.

Part of the pay strategy is to implement a \$12 an hour minimum wage, as well as implement the MGT pay study that was conducted in 2017 to get all employees to the minimum of their pay grade, in addition to adjusting some other positions to the midpoint of their pay grade for retention or job competitiveness reasons.

In addition to compensation, benefits are becoming more competitive and key factors in solidifying a candidate's acceptance of a position. The County continues to offer strong benefits, but needs to consider some new or enhanced benefits to remain competitive with the younger, willing-to-job-hop, nature of today's workforce.

Funding and Liability Factors:

Implementing a \$12 an hour minimum wage will have a first year budget impact of approximately \$185,000.

Implementing the MGT pay study will have a first year budget impact of approximately \$950,000.

Council Options:

This is for budget planning purposes and discussion only.

Recommendation:

Evaluate and provide feedback on the County Administration's strategies for recruitment and retention of the workforce.

ATTACHMENTS:

Description	Upload Date	Type
Power Point Presentation regarding Workforce Overview	2/9/2022	Presentation



Workforce Overview

February 16, 2022

Lancaster County's Workforce

Number of full-time employees (Including 24 working retirees)	529
Number of part-time employees (Including 19 working retirees)	191
Number of election workers	487
Average age of full-time employees	45 years
Average tenure of full-time employees	8 years
Average hourly rate (of 474 full-time, non-exempt employees)	\$23.94

Lancaster County's Workforce

Employee Tenure	
1-5 Years	308
6-10 Years	124
11-15 Years	58
16-20 Years	25
21 - 27 Years	40
28+ Years	14



Lancaster County's Workforce

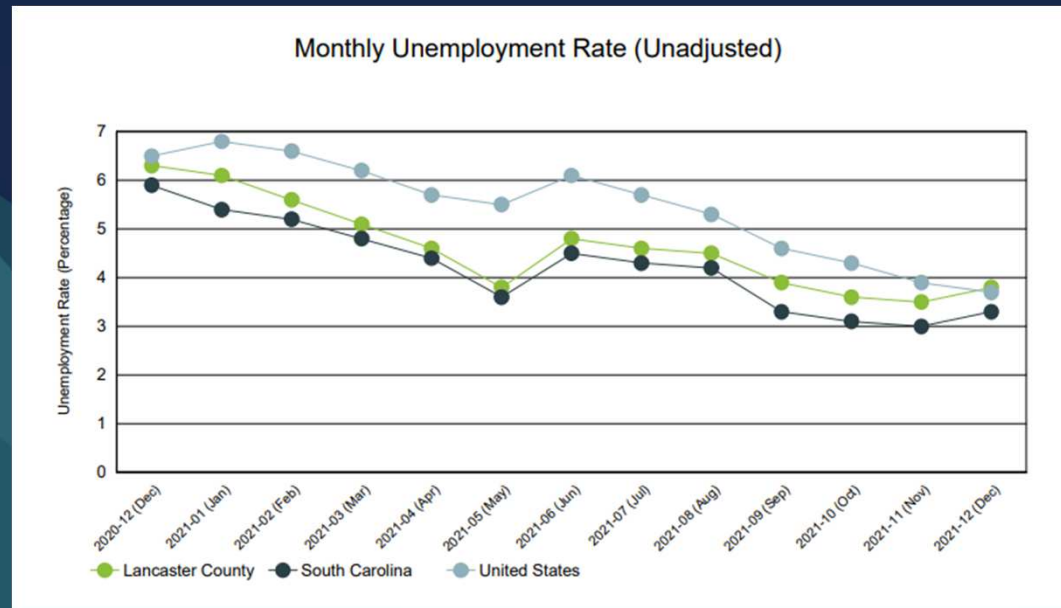
Lancaster County has some very dedicated employees. The oldest working employee is 78 years old. We have two employees that have been with Lancaster County over 48 years . There are 14 employees who have worked for Lancaster County over 28 years.



2022 Labor Trends

(As of December 2021)

- National Unemployment Rate 3.9%
- South Carolina Unemployment Rate 3.5%
- Lancaster County Unemployment Rate 3.8%



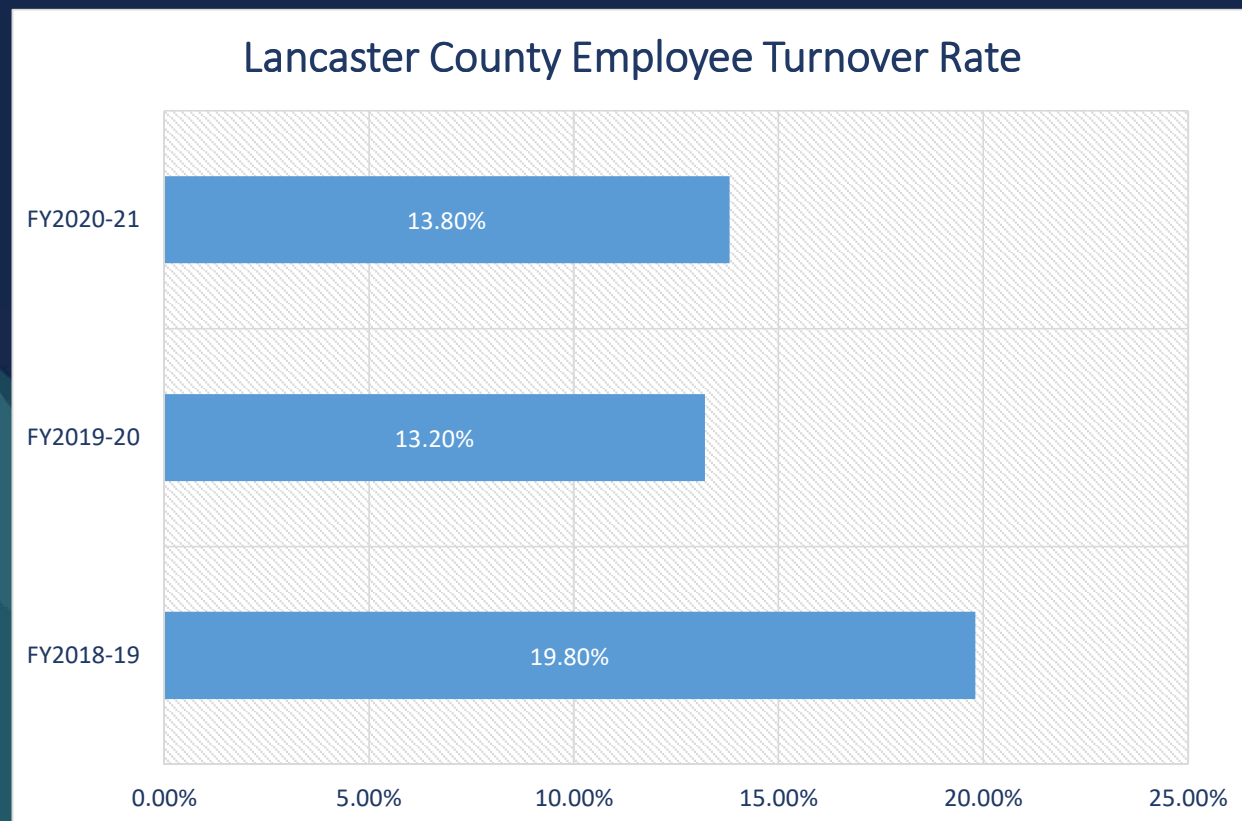
2022 Labor Trends

- All employers are finding it very difficult to fill positions
- Employers are having to be creative in attracting and retaining employees with better pay, perks, and working conditions
- Largest increases in job openings in health care, state and local government, wholesale and trade, and information sales



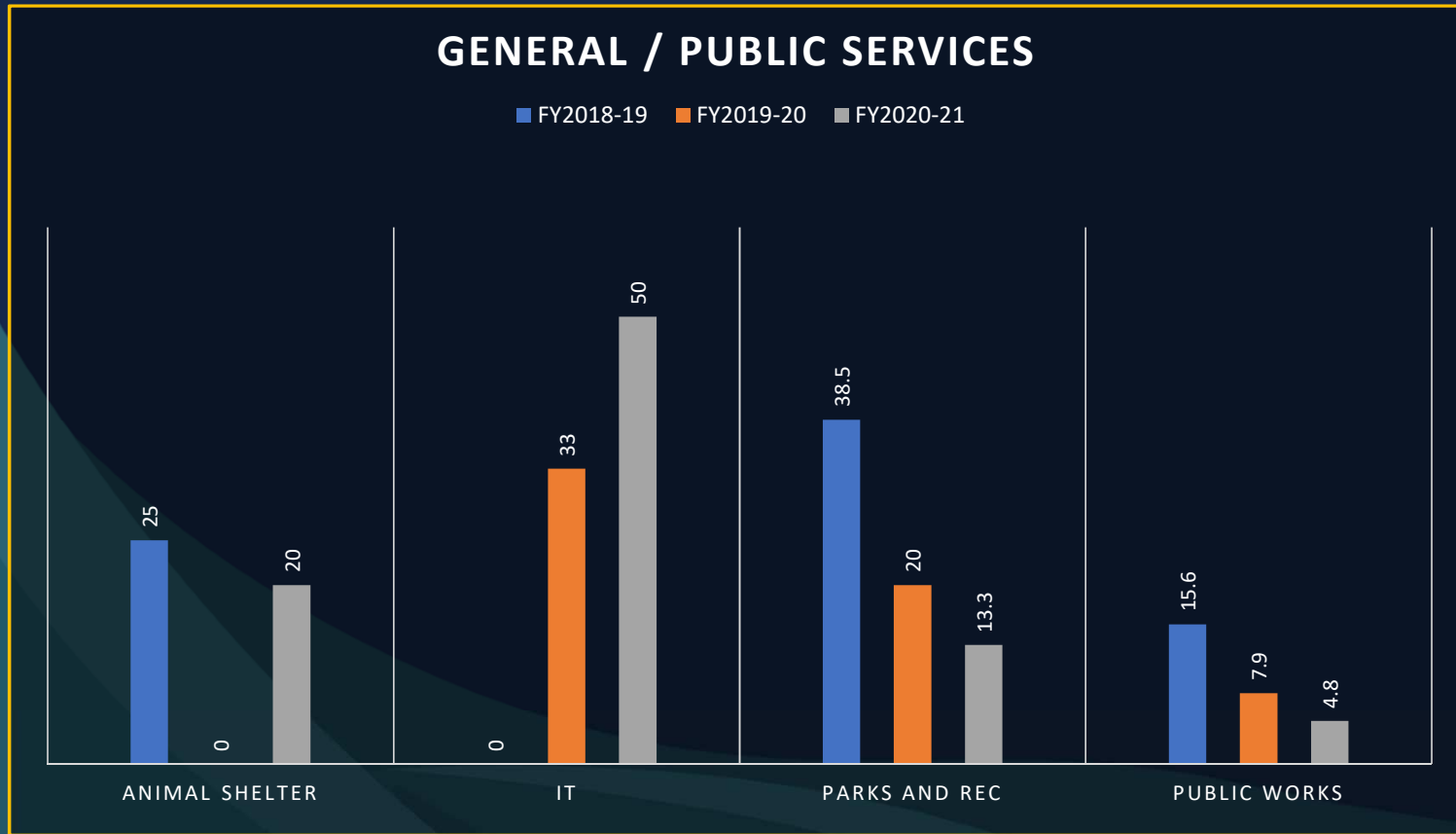
Countywide Turnover

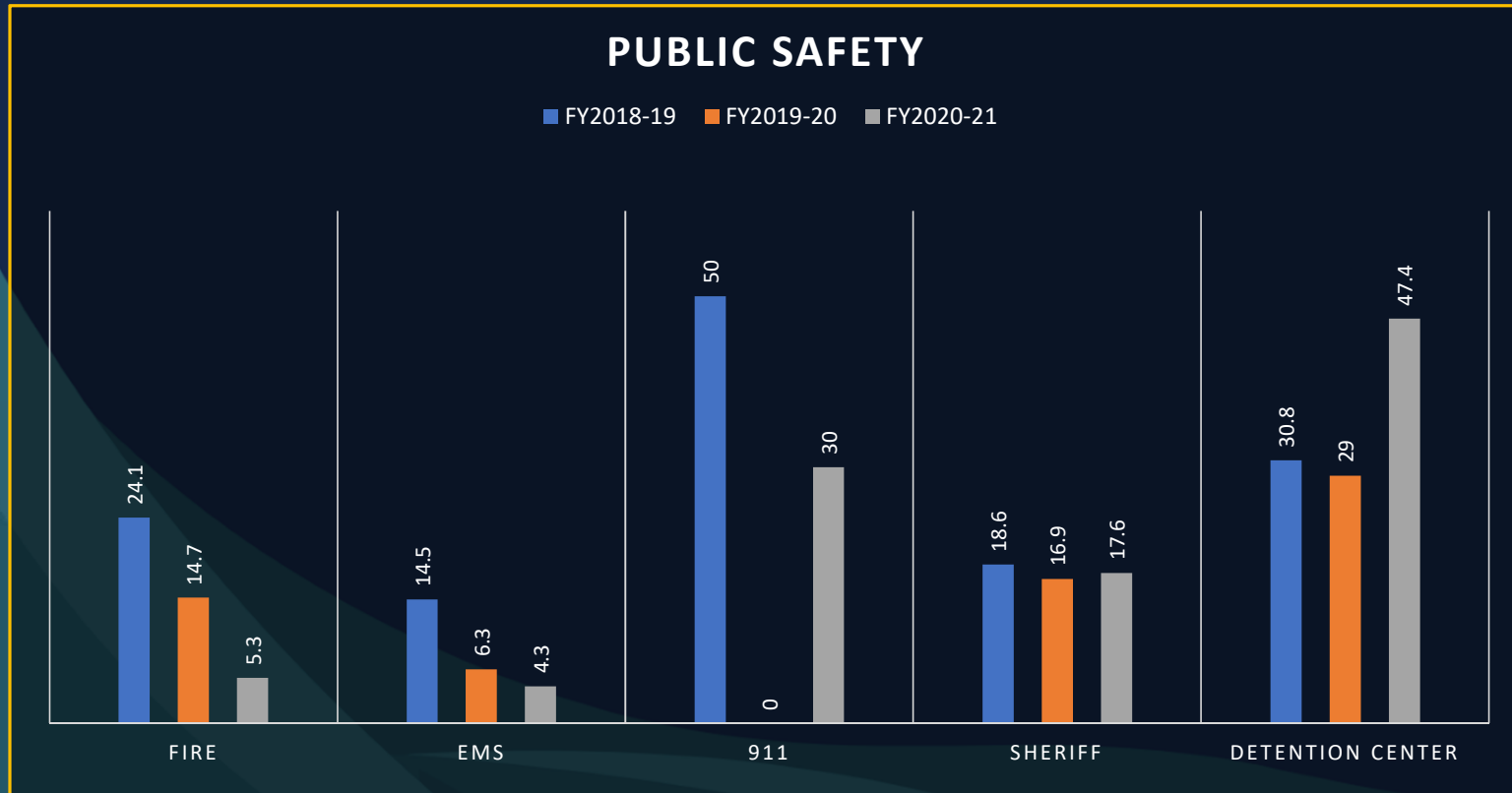
FY-2019, 2020, 2021



GENERAL / PUBLIC SERVICES

FY2018-19 FY2019-20 FY2020-21





Department Vacancies (As of 2/1/2022)

Economic Development	1
Administration	1
Financial Services (Finance, Assessor)	2
Information Technology	3
Development Services (Building, Planning)	2
Coroner	1
Judicial Services (All courts)	2
Sheriff	8
Detention Center	10
911-Communications	5
Fire	5
EMS	8
Public Works	3
Parks and Recreation	2
Library	1

Total Vacancies	53
Vacancy Rate	10.6%

Most difficult positions to fill
Mechanic
Planner
Building Inspectors
IT Positions



Impact of Turnover and Vacancies



Many employees are leaving because of:

- Better pay and benefits
- Ongoing health concerns
- Desire for more flexibility

According to the Society for Human Resource Management:

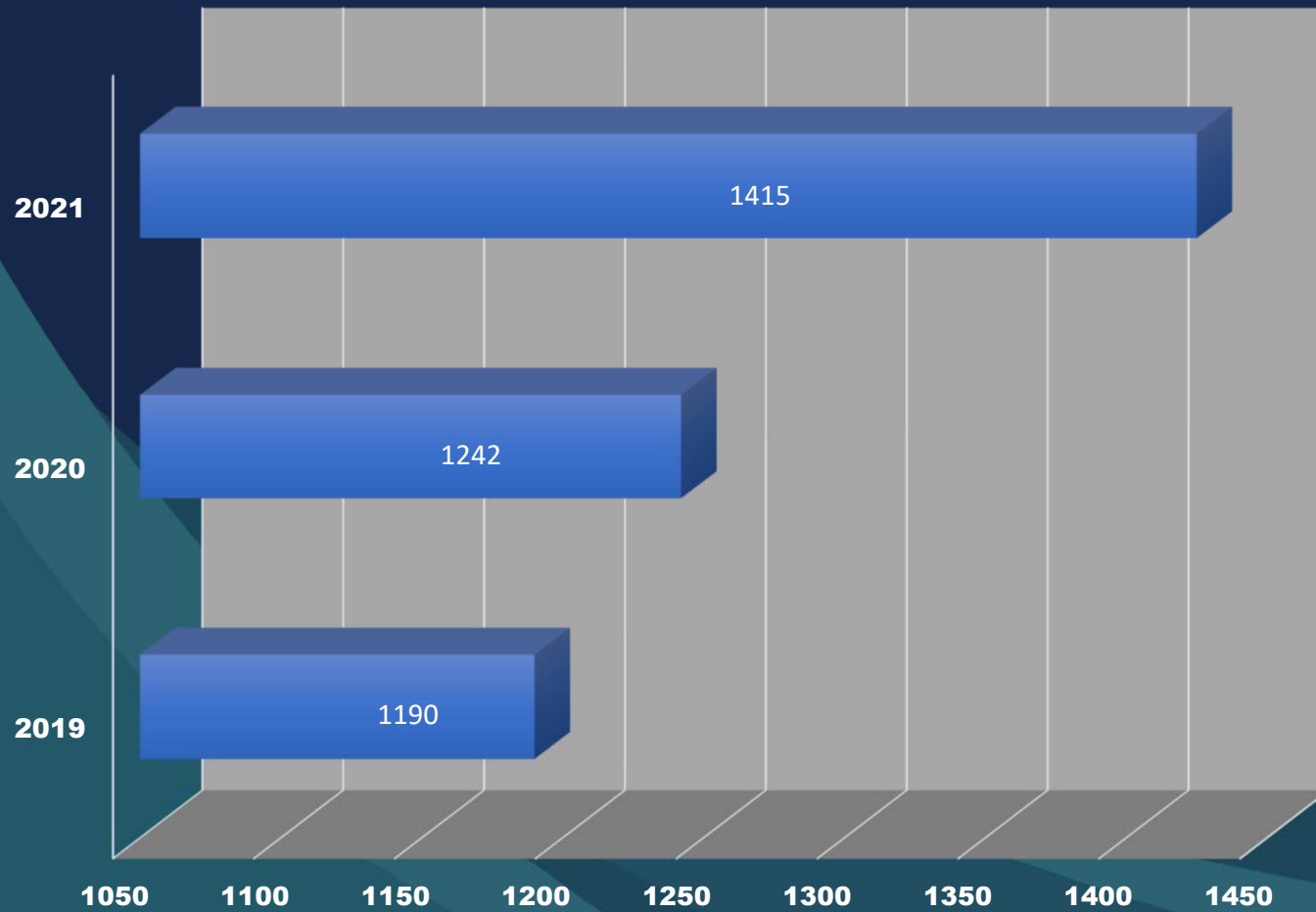
- The number of U.S. workers who quit their jobs reached a new high in November 2021, when 4.5 million people resigned.
- As of November 2021, an average of more than 3.9 million workers quit their jobs each month.
- 2021 holds the highest average quits on record, topping the 2019 average of 3.5 million.

Impact of Turnover and Vacancies

Employees have not been able to take time off due to vacancies and the COVID-19 pandemic. This has caused staff burnout, which leads to resignations.

Annual Leave Rollover (Calendar Year)	
2019	464.24 (6 employees)
2020	7438.46 (112 employees)
2021	558.27 (16 employees)

Applications Taken per Calendar Year



Recruitment

NEOGOV Insight

- Offers several helpful tools to get and keep our process up to date
- New recruitment tool that automates the hiring process
- Meets compliance requirements
- Post on Governmentjobs.com as well as 23 other sites listed below
- More likely to find candidates who meet minimum qualifications and have related experience
- 61 jobs posted to NEOGOV in 2021

GovernmentJobs.com

Google

Indeed

SCworks.org

ZipRecruiter.com

My Lancaster SC.org

Facebook

LACOSO.net

GlassDoor.com

StartYourCareerHere.com

Experteer.com

LinkedIn

Careerwebsite.com

UScourts.gov

Myjobhelper.com

Sheriffsjobs.com

NCph.org

Jobleads.com

MatthewsNC.gov

co.uk

MyImpactPortal.com

JobRapido.com

SC.gov

averyassoc.net

Recruitment

NEOGOV Insight

- GovernmentJobs.com is 177% more likely to deliver a qualified hire than Indeed and 67% more likely than LinkedIn
- GovernmentJobs.com is designed to address the needs of Millennials, Gen Z, and people on-the-go with a mobile-friendly interface

NEOGOV Onboard

- Ensures day-one readiness for new employees, expedites productivity, and helps you keep hires longer
- Allow new hires to complete paperwork prior to their first day, share organizational values and mission, reinforce job duties, assign mentors, and schedule check-ins, all within one system.



Retention

INCREASE MINIMUM WAGE FOR FULL AND PART TIME EMPLOYEES TO \$12 PER HOUR



- 156 part time employees under \$12 per hour, including 103 seasonal part time employees
- 5 full time employees under \$12 per hour (all in Solid Waste)
- PLAN: advertise for seasonal part time positions beginning in April / May at \$12 per hour for a start date of May 30 (first Monday school is out for summer)
 - All employees impacted would move to \$12 per hour effective May 22, 2022.
 - This will cause pay compression issues that will be addressed as part of the budget proposal effective July 1.

Retention

- To increase pay for employees who are below the minimum for their position based on the 2021 pay ranges.
 - This increase would impact 210 employees
 - The increases would range from \$0.04 to \$15,556.59 annually



TOTAL COST TO MINIMUM:

\$791,246.81

(Sheriff's Office: \$66,778)

• • •

**TO ADDRESS RECRUITMENT AND
RETENTION:**

ADDITIONAL \$125,000

Desired Benefits

- Remote work
- Tuition Reimbursement
- 401K match
- Wellness Center
- Vacation 'buy back'



19

Questions?



Agenda Item Summary

Ordinance # / Resolution #:

Contact Person / Sponsor: Dennis Marstall / Administration and Ken Holt / Contractor -- Holt Consulting

Department: Administration

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

To review the design for the new Airport Terminal and Lighting Vault

Review the funding plan for the new Terminal and Lighting Vault

Points to Consider:

County Administration and Airport staff have engaged Holt Consulting to meet the FAA's aggressive grant funding timeline to finalize a grant request for 90% FAA funding for a new lighting vault.

As part of the lightening vault project, and the proposed location from its existing location, the County Council supported the creation of a study committee to explore the development of a new Terminal for the airport to be built with County funds.

The study committee conducted tours of nearby airports and evaluated amenities to be included in a new Terminal.

The County, via Holt consulting, contracted for architectural services to develop a design concept and plans for a new terminal.

The design concept and floor plan will be presented for County Council's review and feedback.

Based upon reaction to the design concept and funding plan, County Administration will look to begin the bidding and project funding plan for this project.

Funding and Liability Factors:

The total project cost for the new Terminal and Lighting Vault is \$4,740,000 with \$1,056,000 paid by the FAA and \$514,500 paid by the SC Aeronautics Commission, leaving the County share at \$3,169,500.

Because this project is fully developed, it will be submitted for additional funding under the Bipartisan Infrastructure Law Airport Terminal Program Competition grant that would further reduce the County's share of the cost of this project.

Council Options:

This is for council review to provide input into the design and funding plan for the new Terminal and Lighting Vault project.

Based upon feedback, County Administration will bring back bidding and funding plan for this project.

Recommendation:

Provide feedback and input into the Terminal design and project funding plan.

ATTACHMENTS:

Description	Upload Date	Type
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Lancaster County Airport Terminal Program Update

LANCASTER COUNTY COUNCIL COMMITTEE OF THE WHOLE

February 16, 2022

Lancaster County Airport



HOLT
CONSULTING COMPANY, LLC.



TERMINAL PROGRAM COMPONENTS



New Terminal Building
Lighting Vault
Generator
Parking & Circulation Infrastructure

This site plan illustrates the proposed new terminal building and its associated parking lot. The terminal is shown as a large, light blue structure with a central entrance and multiple wings. To the left of the terminal is a large, paved parking lot with numerous parking spaces. A road, labeled "AVIATION BOULEVARD", runs along the left side of the parking lot. To the right of the terminal is a "NEW VAULT" and a "NEW AIRCRAFT APRON". The plan also shows existing infrastructure, including an "EXIST. AIRCRAFT APRON" and an "EXIST. HANGAR". A "FUTURE HANGAR" is indicated by a dashed line. The parking lot is bordered by a "FUTURE ACCESS ROAD AND PARKING" area. The plan includes various labels for existing and proposed features, such as "EXIST. TERMINAL - TO BE DEMOLISHED", "NEW TERMINAL", "NEW VAULT", "EXIST. AIRCRAFT APRON", "EXIST. HANGAR", "FUTURE HANGAR", "FUTURE ACCESS ROAD AND PARKING", and "AVIATION BOULEVARD".

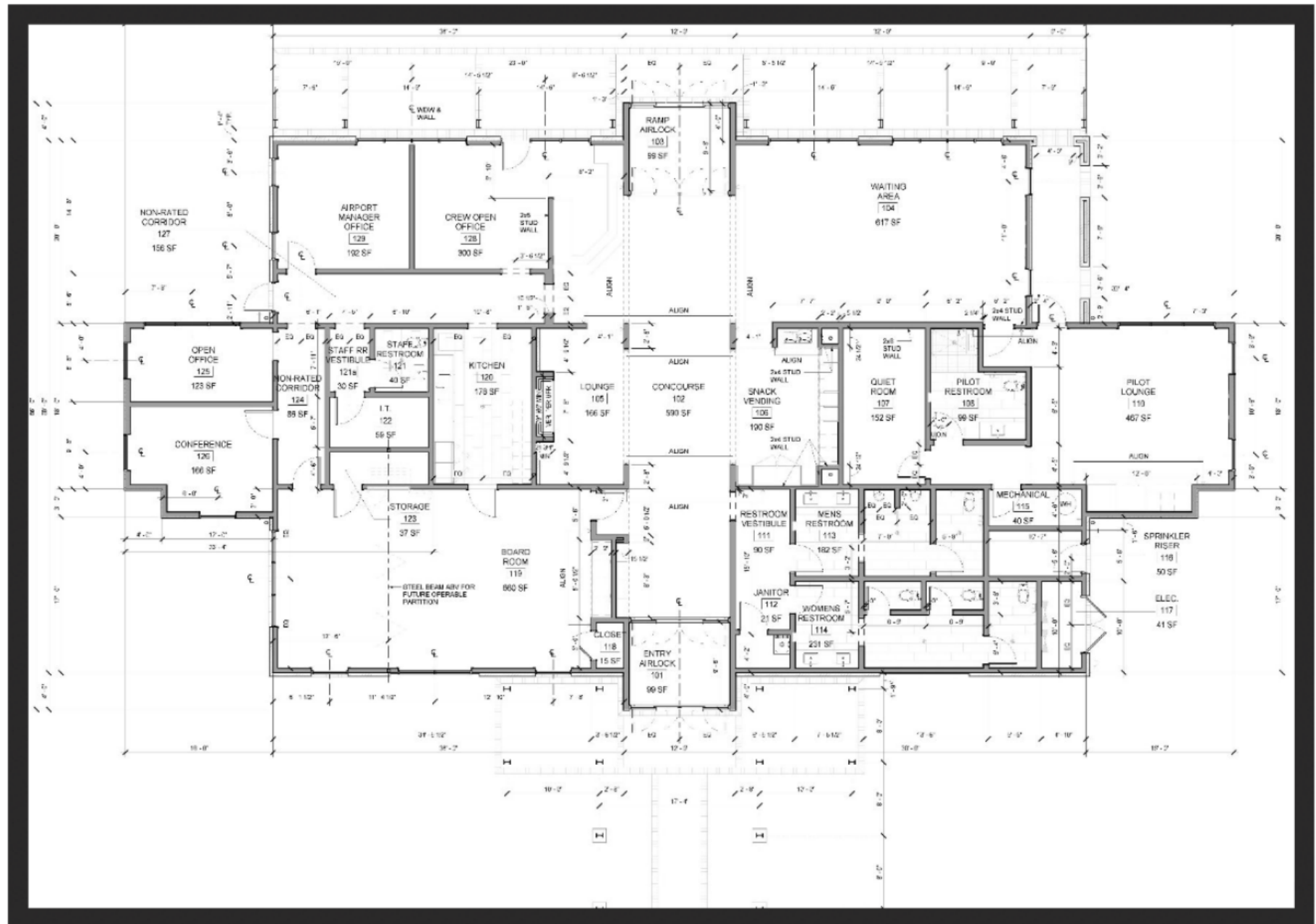
LANDSIDE VIEW



AIRSIDE VIEW



FLOOR PLAN



MAIN CORRIDOR



WAITING AREA & SNACK/COFFEE BAR



AIRPORT MANAGER'S OFFICE



BOARDROOM



FUTURE SCHEDULE MILESTONES

SUNDAY	MONDAY	TUESDAY	WEDNESDAY	THURSDAY	FRIDAY	SATURDAY
FEBRUARY 28TH TO MARCH 31ST			Bidding			
MARCH 31ST TO APRIL 5TH			Bid Evaluation & Recommendation of Award			
APRIL 11TH			FAA Grant Application Submission			
JUNE/JULY			Grant Agreement Execution			
AUGUST/SEPTEMBER			Construction Notice to Proceed			

LANCASTER COUNTY AIRPORT TERMINAL BUILDING PROGRAM

					
	COMPONENT	CONSTRUCTION COST ESTIMATE	FAA SHARE	SCAC SHARE	COUNTY SHARE
	Terminal Building (Building, Furniture/Fixtures/Equipment, Data Access Control/Fire Surpression/Security)	\$3,385,000	\$0	\$500,000	\$2,885,000
	Site Work (Parking/Circulation, Exit Road, Landscaping, Fencing, Gates, Existing Terminal Building Demolition)	\$1,005,000	\$795,000	\$0	\$210,000
	Lighting Vault	\$207,800	\$187,020	\$10,390	\$10,390
	Emergency Generator (Airfield)	\$82,200	\$73,980	\$4,110	\$4,110
	Emergency Generator (Upsize for Landside)	\$60,000	\$0	\$0	\$60,000
	TOTAL	\$4,740,000	\$1,056,000	\$514,500	\$3,169,500

Lancaster County Airport annual reimbursement through the Bipartisan Infrastructure Law annual allocation of \$159,000 for 5 years

Note: County share can be reduced through reimbursement of entitlement funding (\$150,000/year); planned to offset hangar costs

Note: Bipartisan Infrastructure Law Airport Terminal Program Competition may be a funding source; NOFO soon to come

Note: Construction phase services TBD

ANY
QUESTIONS



Agenda Item Summary

Ordinance # / Resolution #:

Contact Person / Sponsor: Jamie Gilbert, Lancaster County Department of Economic Development

Department: Economic Development

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

The Indian Land area of Lancaster County is a highly desirable and sought after location for light industrial uses. The area is home to operations for Blythe Company, ClickFold Plastics, Frameport America, Honeywell, Keer America, McClancy Seasoning, REMBE and Unique Loom, along with several corporate headquarters facilities. Interest in the area has been strong from domestic and international companies; however, successful economic development of industrial properties, residential development pressures and rezoning decisions over the past decade have resulted in the absorption or loss of over 600 acres of light industrial land in Indian Land and other properties that could have been viable for light industrial development.

Consider the following:

- The tremendously successful 300-acre Bailes Ridge Corporate Park has just 26 acres remaining for development.
- The 135 acre MacMillan Industrial Park has no land available for development.
- 131 acres of light industrial zoned property on US 521 was recently rezoned for The Exchange, a mixed use residential/commercial project.

Finding locations to accommodate the many new light industrial projects that have a strong desire to be in Indian Land has become extremely difficult. The Lancaster County Department of Economic Development (LCDED) has been looking for some time for new locations in the community that are suitable for light industrial development. One location is the area south of Bailes Ridge Corporate Park. The area is served by Old Bailes Road, Yarborough Road, Old Yarborough Road and Possum Hollow. It is an opportune location for Phase II of the Bailes Ridge Corporate Park.

The area is approximately 164 acres and is zoned Low Density Residential. As recently as 2019, property owners in the area had been open to selling their property for light industrial uses. Currently the property is under contract to a developer who is seeking to construct a residential subdivision that would require Medium Density Zoning.

LCDED in November engaged civil engineering firm Kimley-Horne to analyze this area in order to determine how the property could best be developed for an industrial users. The analysis was based on the area's topography, wetlands, creeks and other factors. The Kimley-Horne team prepared two site plans that included a proposed road network, lots and build-out. According to Kimley-Horne the area has the potential to accommodate approximately 1,300,000 square feet of new light industrial space.

Based on Kimley-Horne's plans, LCDED believes that area south of Bailes Ridge Corporate Park is the optimal location for future light Industrial development in Indian Land.

Points to Consider:

- Indian Land has less than 54 acres of light industrial land available for development. Twenty-seven of those acres are the new Indian Land Technology Park at The Exchange on US 521.
- Demand among light manufacturers looking to locate In Lancaster County is strong. The preferred location for most small to medium size manufacturers is often Indian Land.
- The area south of Bailes Ridge Corporate Park lends itself to light industrial development.
- Future light industrial development in Indian Land will require the rezoning of sites which will likely be adjacent to residential uses.

- Infrastructure is available in the immediate area but there will likely need to be some financial commitment from the county, as with Bailes Ridge Corporate Park, to assist in the cost of road upgrades (Yarborough Road)/construction, and water/sewer lines for businesses seeking to locate in the area.

Funding and Liability Factors:

There would likely be some level of funding commitment by Lancaster County for infrastructure development.

Council Options:

Provide feedback on the Council's interest in this location for light industrial development and light industrial development in Indian Land.

Recommendation:

Agenda Item Summary

Ordinance # / Resolution #: N/A

Contact Person / Sponsor: Dennis Marstall, County Administrator

Department: Administration

Date Requested to be on Agenda: 2/16/2022

Issue for Consideration:

Evaluate County Council's interest in undertaking a Development Impact Fee Study for the remaining parts of the county not currently assessed an impact fee.

Points to Consider:

In February of 2020, the County engaged the firm of TischlerBise to perform a Development Impact Fee Study.

In April 2021 County Council adopted a Capital Improvement Plan and Impact Fee for new development in the County generally from Highway 5 to the northern border of the County.

Development Impact fees in South Carolina (section 6-1-910) are collected from new construction at the time the building permit is issued. The fees are one-time payments for new development's proportionate share of the capital costs of infrastructure.

Development impact fees may only be used for capital improvements or debt service for growth-related infrastructure. Under SC law, fees may not be used for operations, maintenance, replacement of infrastructure, or correcting existing deficiencies.

At that time, the County Council did not study capital improvements, nor a cost model, for impact fees for the general southern part of the county due to perceived limited growth in that area of the County.

Development interest is now spreading County-wide, including in the southern end of the County. Understanding the impact future development will have on the County's infrastructure, and the fact it could take six months to a year to develop a capital improvement plan for the southern part of the County and evaluate an impact fee amount, County Council is being asked to consider if they would like to explore initiating a new impact fee study.

Funding and Liability Factors:

TischlerBise conducted the County's most recent impact fee study and has a base knowledge and data to expand the original study they completed in 2021.

TischlerBise has indicated they have the capacity to undertake a new impact fee study starting this Spring/Summer.

The last study cost was \$76,340. Given the work already done by TishlerBise, it is envisioned a new study would be under \$60,000. The County has money remaining in the budget from the Comprehensive Plan Study underway that could absorb the costs of a new impact fee study and Capital Improvement Plan.

Council Options:

For discussion only, to get feedback on concept of doing an Capital Improvement Plan and Impact fee study for areas of the county not currently in an impact fee area.

Recommendation:

Provide input into conducting a capital improvement program and impact fee study for areas of the county not currently in an impact fee area.

