

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

January 31, 2024

8:30 AM

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

**LANCASTER COUNTY COUNCIL
Lancaster Main Library, 313 South White Street,
Lancaster, SC 29720**

WORKSHOP MINUTES

Council Members Present: Allen Blackmon, Brian Carnes, Steve Harper, Charlene McGriff, Terry Graham, and Jose Luis.

Council Member Absent: Billy Mosteller.

Staff Members/Others present: Dennis Marstall, County Administrator; Ginny Merck-Dupont, County Attorney; Sherrie Simpson, Clerk to Council; Lauren Hill, Deputy Clerk to Council/Administrative Assistant; Stephany Snowden, Deputy County Administrator; Allison Hardin, Development Services Director; Sabrena Harris, Chief Financial Officer; Jamie Privuznak, Budget Director; Brenda Thompson, Communications and Marketing Director; Lisa Parker, Human Resources Director; Jeff Catoe, Public Services Director; Scott Hernandez, Information Technology Director; J. Milton Pope with Parker Poe Consulting, who left the meeting after his Special Presentation; Lawrence Flynn with Pope Flynn, who joined the meeting via Teams during the Fire Service Funding presentation; 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 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 Retreat Workshop to order at approximately 8:30 a.m.

Approval of the Agenda

Council voted on the Approval of the Agenda after the Workforce Overview / Opportunities discussion topic. Please see that topic for the motions and vote.

Welcome and 2023 Recap - Dennis Marstall, County Administrator, and Stephany Snowden, Deputy County Administrator

Dennis Marstall welcomed and thanked Council for their participation in a two day retreat. He noted that the theme for the retreat was "Moving Forward, Making Strides." He explained the importance of the Leadership Team in meeting goals and keeping up with growth.

Sabrena Harris led a "get to know you" Ice Breaker with Council, which can be found in the County power point that is attached to the written minutes in the Clerk to Council's office.

Next, Stephany Snowden reviewed the County's successes for 2023 via the County's power point presentation that is attached to the written minutes in the Clerk to Council's office. She noted that the County adopted a five-year Strategic Plan, implemented and began a public input process for the 2040 Comprehensive Plan, initiated the re-write of the County's Unified Development Ordinance (UDO), had several economic development "wins," finalized the consolidation of the Pleasant Valley and Indian Land Fire Fee Districts, prioritized staff recruitment and retention, launched the employee performance evaluation process, re-introduced the Civics 101 class, implemented an intentional onboarding process for new employee hires, will host the 3rd annual Organizational Investment and Training Day on February 20, 2024, created professional and informative recruitment brochures, was awarded an approximately ten (10) million dollar South Carolina Rural Infrastructure Authority (RIA) grant for multiple road drainage improvements, and continued to focus the organization around the principles of a high performance organization. Jose Luis recognized the importance of and the great job performance of the newly created Communications team.

Special Presentation: Lancaster County on the Move - J. Milton Pope, Parker Poe

Dennis Marstall and Stephany Snowden introduced the speaker for the day, J. Milton Pope with Parker Poe. Mr. Poe made a presentation entitled "Lancaster County on the Move" via the County's power point presentation that is attached to the written minutes in the Clerk to Council's office. He asked Council to keep the following "thought" in mind during his presentation: how do specific individual policy decisions impact the Lancaster County community positively or negatively twenty-five (25) years after the officials that made them are no longer in office? During his presentation, he covered three (3) broad topic areas: (1) the internal infrastructure of Lancaster County government; (2) improving fire service and the consideration of a dedicated source for fire funding; and (3) visioning and strategic planning.

First, Mr. Poe discussed the Council-Administrator form of government and he noted that Council was elected to make policies. He explained that the Administrator's role was to carry out the day to day operations. He further noted that if each entity did not stay in its role, then that would lead to chaos. He suggested that Council should have their own rules of procedure; should approve the employee personnel policies; should integrate technology into all governmental operations; should create and develop a budgetary and accounting system that is fully integrated, such as an Enterprise Resource Program system; and should develop, create and approve a citizen complaint and response process. He suggested using weekly newsletters and having a video of the County's top 10 accomplishments for the year as a way to reach out to citizens.

Secondly, he discussed the importance of County fire services. He explained that the County should invest in fire services in order to lower their ISO ratings, which helps everyone in the County. He noted that, often, fire stations happen haphazardly and that the County should have a unified development plan in order to avoid this process. He discussed the following items that Council should consider: (1) approving a dedicated source of fire funding; (2) implementing a fire station location policy; (3) consolidating the management and administration of fire service to ensure consistent delivery of services throughout the County; (4) maximizing the use of volunteers, but accepting the reality that paid personnel will be the future; (5) continuing to develop and support academies in consultation with school systems; and (6) developing and building fire stations with the strategy of co-locating governmental services at that location, such as combining them with EMS stations, payment kiosks and/or recycling locations.

Lastly, he discussed the importance of visioning and strategic planning and the need for follow-up and adjustment

to that process. He then asked Council to consider the question, again, of what will their legacy be in twenty-five (25) years.

Council took a break in the meeting at approximately 10:00 a.m. and the meeting resumed and was called back to order at approximately 10:15 a.m. J. Milton Pope left the meeting during the break and did not return for the remainder of the day.

Discussion Topics

Strategic Plan Review / Update - Stephany Snowden, Deputy County Administrator

Stephany Snowden provided a review of the Strategic Plan via the County power point that is attached to the written minutes in the Clerk to Council's office. She reviewed the Vision Statement, Mission, Values Pyramid, and the five (5) Strategic Themes. Next, she reviewed the Objectives and Activities for each of the Strategic Themes of Public Safety, Infrastructure, Quality Development, Resource Optimization, and High Performance. Council and staff discussed a possible grant writing position and tracking employee satisfaction.

Budget Overview - Dennis Marstall, County Administrator

Dennis Marstall provided a budget overview via the County power point that is attached to the written minutes in the Clerk to Council's office. He reviewed various millage rates and he noted that the value of a mil is currently \$488,000. He reviewed the countywide funds, revenue, and departmental budgets' year to date expenditures. Council and staff discussed collections for the hospitality tax and for road maintenance. Council suggested that the road maintenance funds should be spent as quickly as they are received. In reviewing the information for Culture and Recreation, Jamie Privuznak, Budget Director, found an error and the corrected and updated page is attached as Schedule A to the written minutes in the Clerk to Council's Office. Council and staff also discussed considering millage for recreation and fire services and the increases and decreases in building permits over the past several years. Dennis Marstall reviewed the audited fund balance report as of 06/30/2023, which can be found in the County's power point presentation on page 47 *[page 48 is a duplicate of page 47]*. Dennis Marstall reviewed the fiscal year 2025 budget calendar. Council asked that a review of the audit be added to the retreat agendas in the future and to receive monthly budget summaries from staff. Lastly, Dennis Marstall reviewed the County's current bond rating from Moody's Analytics.

Workforce Overview / Opportunities - Lisa Parker, Human Resources Director

Lisa Parker provided an overview of the County's workforce via the County power point that is attached to the written minutes in the Clerk to Council's office. She reviewed the number of employees, employee tenure, departmental vacancies, and how the County is addressing recruitment for critical need positions. She also provided an overview of employee benefits and an overview of cost increases for employer health insurance and retirement. Next, she provided an overview of the newly implemented employee performance evaluation and its process and a possible pay for performance that could be attached to these evaluations. Finally, she provided samples of various positional total compensation packages that would include both pay and benefits that employees would be receiving in the upcoming year. Dennis Marstall then reviewed both the present and the proposed County organizational charts

Approval of the Agenda

Chairman Harper realized that Council had not yet taken a vote to approve the agenda and needed to complete that action. Allen Blackmon moved to approve the agenda. Seconded by Charlene McGriff. The motion to approve the agenda passed by a vote of 6-0.; Absent: Billy Mosteller.

Council took a break for lunch at approximately 12 p.m. and the meeting resumed at approximately 12:45 p.m.

Fire Service Funding - Dennis Marstall, County Administrator, and Lawrence Flynn, Pope Flynn

Lawrence Flynn with Pope Flynn joined the meeting via Teams. Darren Player provided a review of Fire Service Funding via the County power point that is attached to the written minutes in the Clerk to Council's office. He reviewed the proposed one to five year future plan for fire services and fire service funding and costs. Lawrence Flynn reviewed the following fire funding options for Council to consider: (1) maintaining the status quo; (2) creating a countywide tax district; and (3) creating independent, separate Fire Service Areas (FSAs) throughout the County. Council and staff discussed how this funding might affect the County's debt limit and bond rating, how fee-in-lieu of taxes agreements affect fire funding, and how the County might be able to combine EMS and fire stations. Council asked for the following additional information regarding fire services: (1) if Council were to approve a dedicated fire fee, what would be the improved services from fire services; and (2) last year's list of calls received and what type of calls they were.

Council took a break in the meeting starting at approximately 1:45 p.m. and the meeting resumed at approximately 2:00 p.m.

Transportation Funding Proposal - Jeff Catoe, Public Works Director, and Ginny Merck-Dupont, County Attorney

Jeff Catoe provided an overview of the road funding plan via the County power point that is attached to the written minutes in the Clerk to Council's office. He explained that, currently, road improvements are being funded through capital project sales taxes (CPST), State C-funds through the County Transportation Committee, and by a County road fee. He provided maps that identified roads that had been improved by what type of funding. He provided a history of various sales taxes in the County and taxes used by other Counties. He then provided an estimate of approximately \$210 million for the following widening projects: Highway 521 (Highway 75 to the North Carolina State line), Harrisburg Road (Highway 160 to the North Carolina State line), Barberville Road (Highway 160 to the North Carolina State line), Henry Harris Road (Highway 521 to Marvin Road), Calvin Hall Road (South Carolina 160 to the North Carolina State line), and the widening of Riverside Road. He provided an estimate of approximately \$50 million to resurface and rehabilitate various County, South Carolina Department of Transportation, and local municipalities roads. He also provided estimates of \$15 million for economic development road connectivity, \$9 million for various intersection improvements, \$9 million for Lancaster County maintained road priorities, \$8 million for safety improvements for guard rails and passing lanes, \$8 million for sidewalks or streetscapes or pedestrian trails, and \$8 millions for property acquisition and signage. He explained the need for a dedicated funding source for road improvements. Lastly, he provided Council with a timeline for implementation of the proposed funding plan. Council and staff discussed right of way funding and various levels of funding that could be considered, such as one percent, three-fourth's of one percent, or a half of a percent.

Council Rules of Procedure - Ginny Merck-Dupont, County Attorney

Ginny Merck-Dupont provided a review of Council's rules of procedures via the County power point that is attached to the written minutes in the Clerk to Council's office. She reviewed the current rules of procedure and which ones would be beneficial to retain. She also reviewed the history of Council's rules of procedure. She then provided a recommendation regarding potential additions to the rules of procedure. She discussed the positive and negative aspects of codifying the rules of procedures and which other Counties in the State codify their rules of procedures. She asked Council to take home the rules of procedure power point and bring suggestions, recommendations, and feedback back to the February 7, 2024, retreat for discussion.

Committee Policy Updates - Ginny Merck-Dupont, County Attorney

Ginny Merck-Dupont provided an update on Council's boards and commissions via the County power point that is attached to the written minutes in the Clerk to Council's office. She explained that Council's rules of procedures would also apply to all of their boards and commissions. She provided an overview of the following

general provisions for boards and commissions: (1) general powers and duties; (2) residency requirements; (3) terms and some sample language; (4) attendance and some sample language; (5) conduct and some sample language; (6) service and removal and some sample language; (7) training and some sample language; (8) filings with the Clerk to Council and some sample language; and (9) disestablishment and some sample language. She asked Council to take home the boards and commissions power point and bring suggestions, recommendations, and feedback back to the February 7, 2024, retreat for discussion.

Open Discussion, Wrap Up, and Preview of Retreat Agenda for February 7, 2024 - Dennis Marstall, County Administrator

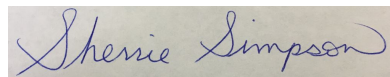
Dennis Marstall thanked everyone for coming. Council received a copy of the proposed draft February 7, 2024, Council Retreat Workshop agenda and that proposed draft agenda is attached as Schedule B to the written minutes in the Clerk to Council's office.

Adjournment

Allen Blackmon moved to adjourn the retreat workshop. Seconded by Brian Carnes. The motion to adjourn passed by a vote of 6-0.; Absent: Mosteller.

There being no further business, the meeting adjourned at approximately 4:22 p.m.

Respectfully Submitted:



Sherrie Simpson
Clerk to Council

Approved by Council on March 11, 2024



Billy Mosteller, Secretary