LANCASTER COUNTY COUNCIL
Catawba Falls Events, 4223 Cedar Creek Road, Lancaster, SC 29720

WORKSHOP MINUTES

Council Members Present: Allen Blackmon, Brian Carnes, Steve Harper, Larry Honeycutt, Terry Graham, Charlene McGriff and Billy Mosteller.

Council Members Absent: None.

Staff Members/Others present: Dennis Marstall, County Administrator; Sherrie Simpson, Clerk to Council; Veronica Thompson, Chief Financial Officer; Kim Belk, Budget Director; Rox Burhans, Development Services Director; Jeff Catoe, Public Services Director; John DeLoache, Senior Staff Attorney with the South Carolina Association of Counties; Curt Walton, former Charlotte City Manager; Sheriff Barry Faile, Lancaster County Sheriff's Department; various staff; 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.

Call to Order - Chairman Steve Harper

Chairman Steve Harper called the meeting to order at approximately 8:30 a.m.

Welcome and Opening - County Administrator Dennis Marstall

Dennis Marstall explained that he had been in the County Administrator position for three months. He thanked everyone for their time and he explained the importance of retreats and that he wanted everyone to be on "the same page" as the County moves forward. He noted that, in the future, he would like to have strategic plan retreats and then use the strategic plan as a guiding document for the County.

He also noted that he would like for Council to have a bus tour of various developments within the next month. He also stressed the importance of the upcoming budget workshops so that the County can focus its resources in the right way.

He further explained that the communication within the County has been very helpful thus far so that he could hit the ground running in his new position.

Discussion and Action Items

Overview of Council-Administrator Form of Government - Presented by John K. DeLoache, Senior Staff Attorney, SC Association of Counties

John DeLoache presented an overview of the Council-Administrator form of government. He presented the overview by reviewing a nine page power point presentation and that presentation is attached as Schedule A to the written minutes in the Clerk to Council's office.

During the presentation, Council and the attorney discussed Council communication with line employees and the need for a County policy for Council's interactions with employees, the difference between committee meetings or workshops (where language for ordinances can be developed) versus regular Council meetings (where formal actions of Council are conducted), the role of the County attorney, that the County attorney reports to the County Administrator and that Council can hire outside legal counsel if needed.

Council took a break in the meeting at approximately 9:47 a.m. Council resumed the meeting at approximately 10:10 a.m.

Growth: Lessons Learned from Charlotte, North Carolina and Visioning Discussion - Presented by Curt Walton, Charlotte City Manager, 2007 - 2012

Curt Walton led a discussion on the challenges and opportunities regarding growth management. He explained that he had three general areas to cover regarding growth management. First, he noted that the County should want to shift from being the pursuer of growth to being the pursued. He explained that the County should not be desperate for growth because of the access this area of the country has to airports, the interstate and ports. He further explained that the County can say "no" to projects because something else will come along that will be just as good or better. Also, he noted that the County should not have to be aggressive with incentives for growth. Secondly, he explained that not all growth was positive because it drives up costs and has an impact on schools and the environment, such as air quality and water quality. Thirdly, he explained that even the right growth takes time to be profitable and that money has to be expended up front. He compared growth to a long term start up company.

He also explained that the County should have a strategic framework for managing growth and consider growth as a system. He suggested using this fill in the blank sentence: the goal is to grow in order to ___?____ (and fill in the blank for the County's vision). He further explained that the County should work collaboratively with other jurisdictions and agencies, which he noted can be difficult due to varying goals. He stated that the County should even collaborate regionally if possible. He discussed the need to strategize and/or incentivize infrastructure such as water and sewer and transportation, even though they may not be a function of County government. Next, he explained that the County needed to plan, plan and plan for growth. He suggested incentivizing parks and green space, which he noted were important for business recruitment and quality of life. Next, he explained that the County should try to anticipate and mitigate impacts of growth, such as traffic. He stressed the importance of communication with citizens. He also discussed the need for investment in staffing because growth is a large consumer of resources. Lastly, he noted that the County needed workforce development, such as high school programs and community colleges.

After the presentation, Council and the presenter discussed the need for a variety of housing and development, the importance of downtown redevelopment, the need for affordable housing, the need for amenities for new residents, whether the County should or could help direct growth, whether stormwater requirements should be implemented throughout the County and whether the County should have Impact Fees throughout the County. The County Administrator explained that he would like to work with Council on a vision for growth to help guide development.

Council took a lunch break. The meeting resumed at approximately 12:35 p.m.

Annual Planning Topics

- Budget Process and Approach ***- Dennis Marstall, County Administrator***
- Capital Projects Sales Tax Funds ***- Veronica Thompson, Chief Financial Officer (CFO)***
- American Rescue Plan Act (ARPA) Funds Process -- Department Requests ***- Kim Belk, Budget Director***
- Compensation and Classification Implementation Overview ***- Dennis Marstall, County Administrator***

Dennis Marstall reviewed the Fiscal Year 2022-2023 Budget Calendar, which is attached as Schedule B to the written minutes in the Clerk to Council's office. He noted that January 26, 2022 will be the date for the internal budget kick-off and that the administrator's budget will be well vetted prior to being presented to Council.

Veronica Thompson presented an update on Capital Project Sales Tax #2 via a power point presentation and that seven page presentation is attached as Schedule C to the written minutes in the Clerk to Council's office. Jeff Catoe provided an update to the road projects for Capital Project Sales Tax #2 via a one page handout and that handout is attached as Schedule D to the written minutes in the Clerk to Council's office. Council discussed various options for using the excess funds. It was noted that the County has until April 30, 2022 to determine how the excess funds will be used. The County Administrator noted that he would provide Council with a final legal opinion about the use of the funds.

Kim Belk provided an update to Council regarding the American Rescue Plan Act (ARPA) via a power point presentation and that thirteen page presentation is attached as Schedule E to the written minutes in the Clerk to Council's office. Charlene McGriff stated that funds should be set aside for non-profits. After Kim Belk provided a review of county project proposals, the County Administrator explained that he would bring back a prioritized list of project proposals for Council at the February Committee of the Whole meeting. He explained that, at that time, Council could add to the list, if they desired.

In the absence of the Human Resources Director, Dennis Marstall provided an overview and implementation proposal for the compensation and classification study, as well as a minimum hourly wage increase proposal. He provided that update to Council via an eight page power point presentation that is attached as Schedule F to the written minutes in the Clerk to Council's office. Council agreed that the County should move forward with the $12 an hour plan. Council and the County Administrator discussed the study itself and whether a compensation committee should be created; however, there was no consensus on the compensation committee idea. Council noted that the workforce was the County's greatest asset and there was general support to bring the compensation proposal forward as part of the budget process.

Discussion of Assessment and Goals - Presented by Dennis Marstall, County Administrator

Dennis Marstall reviewed the Intergovernmental Luncheon agenda with Council and that proposed agenda is attached as Schedule G to the written minutes in the Clerk to Council's office.

He then reviewed his goals as County Administrator with Council. He noted that his focus has been on assessing operations and structure. He explained that he would be focusing on the following items moving forward: (1) implementing an annual performance evaluation; (2) bringing legal counsel in house as a staff position in the Administrator's Office; (3) creating a communications and marketing department by centralizing positions from Parks and Recreation, Economic Development and Human Resources; (4) hiring in house IT staff once the virtual Chief Information Officer (CIO) contract with VC3 expires in May of 2023; (5) making adjustments to the Organizational Chart; (6) establishing a vision for growth; (7) hiring a consultant to lead the development of a county wide strategic plan; (8) developing an outline for the many space use issues; (9) clarifying the expectations of the planning and development services to the Towns/municipalities; (10) developing a light industrial land strategy; (11) identifying a public-private partnership to build a speculative building for economic development;

(12) bringing a York Tech campus back to Lancaster County; and (13) using the Committee of the Whole meetings to bring forward future agenda items in a more productive manner.

Open Discussion - Led by Dennis Marstall, County Administrator

Council and the County Administrator discussed whether the County should have an Indian Land service center. Dennis Marstall noted that the County's option on the Cauthen property, which could be used for a future Detention Center, expires on February 11, 2022 but that the County was asking for an extension. Council explained that they wanted a ground breaking on the regional park before the end of the year. Dennis Marstall noted that Council should have a discussion on whether they wanted to invest in more open/green space. Council and Dennis Marstall discussed the need for updating the County website and the need for enhanced online services. They also discussed whether the County needed Impact Fees throughout the County and whether the County should have service agreements for development services. Finally, they discussed fire protection districts, the lack of volunteers in fire departments and what that means for fire services moving forward.

Adjournment

Larry Honeycutt moved to adjourn the Council retreat. Seconded by Allen Blackmon. The motion to adjourn Passed 7-0. There being no further business, the Council retreat adjourned at approximately 3:38 p.m.

Respectfully Submitted:

Sherrie Simpson
Clerk to Council

Approved by Council on February 14, 2022

Billy Mosteller, Secretary