

Council Members

District 1: Stuart Graham
District 2: Charlene McGriff
District 3: Billy Mosteller, Vice Chair
District 4: Jose Luis
District 5: Steve Harper
District 6: Bryant Neal, Secretary
District 7: Brian Carnes, Chair



County Administrator
Dennis E. Marstall

County Attorney
Ginny L. Merck-Dupont

Clerk to Council
Sherrie Simpson

February 4, 2025
8:30 AM

LANCASTER COUNTY COUNCIL
RETREAT
INDIAN LAND RECREATION CENTER ANNEX,
8286 CHARLOTTE HIGHWAY,
INDIAN LAND, SC 29707

MINUTES

Council Members Present: Steve Harper, Bryant Neal, Brian Carnes, Billy Mosteller, Charlene McGriff, Jose Luis, Stuart Graham.

Staff Members/Others Present: Dennis Marstall, County Administrator; Ginny Merck-Dupont, County Attorney; Sherrie Simpson, Clerk to Council; Stephany Snowden, Deputy County Administrator; Lauren Hill, Deputy Clerk to Council; Sabrena Harris, Chief Financial Officer; Jamie Privuznak, Budget Director; Scott Hernandez, Information Technology Director; Allison Hardin, Development Services Director; Jeff Catoe, Public Works Director; Lisa Parker, Human Resources Director; Brenda Thompson, Communications and Marketing Director; Clay Catoe, Emergency Medical Services Director; Darren Player, Fire Service Director; Chief Greg Nicholson, Indian Land Fire Department, Britt Blackmon, Fire Service Training Officer; Sheriff Barry Faile; Alan Williams, Animal Shelter Director; Katherine O'Neill, OneSpartanburg; the press; various elected officials; various Department Heads; various employees; and citizens.

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 - Council Retreat - Chairman Brian Carnes

Chairman Brian Carnes called the Council Retreat to order at approximately 8:32 a.m.

Welcome and Ice Breaker - Dennis Marstall / Sabrena Harris

County Administrator Dennis Marstall welcomed everyone to the workshop, and Sabrena Harris led an ice-breaker exercise with Council and staff.

Approval of the Agenda

Charlene McGriff moved to approve the agenda. Seconded by Bryant Neal. The motion to approve the agenda Passed by a vote of 7-0.

2024 Year in Review - Strategic Priorities and Successes - Stephany Snowden

The 2024 Year in Review - Strategic Priorities and Successes agenda item was skipped.

Special Presentation: Managing Growth Through Action and Purpose - Katherine O'Neill

Ginny Merck-Dupont introduced Katherine O'Neill, former Spartanburg County Administrator. Ms. O'Neill reviewed a PowerPoint regarding managing and addressing growth, and how growth has an impact on the economic development of a County. Her PowerPoint is attached as Schedule A to the written minutes. Ms. O'Neill explained that increased economic development and job creation would result in a larger revenue stream. Ms. O'Neill explained what Spartanburg County's "game plan" was when they were working to address and manage the growth they experienced. The County took steps to become a regional job center, increased the diversification of the economy, performed area performance-based planning, conducted growth and tree canopy studies, encouraged density and residential diversification, addressed infrastructure needs, created general revenue strategies, and encouraged impactful collaborations with other municipalities. Council and staff discussed increasing building permit fees to deter moratoriums on building, the interest in collaborating with the City of Lancaster, concentrating growth where infrastructure already existed, lot density trends, and funding for infrastructure repairs.

Break

Council took a break from the workshop at approximately 10:19 a.m., and resumed at approximately 10:34 a.m.

The Growth Picture of Lancaster County - Allison Hardin

Allison Hardin provided an overview of growth in Lancaster County via the County's PowerPoint presentation, and reviewed growth and population maps. Ms. Hardin also briefly reviewed a subdivision list that highlighted the number of vacant lots in the County. Council and staff discussed the revitalization of downtown Lancaster, performance-based zoning/flex zoning, road planning, and a tree canopy grant.

The Development Revenue Cycle - Dennis Marstall

Dennis Marstall reviewed the development revenue cycle via the County's PowerPoint presentation. His overview included discussion on land acquisition, zoning environments, building permits, construction, completion and occupancy, and tax revenue.

The Impact of Growth I - Stephany Snowden

Stephany Snowden reviewed the impact of growth via the County's PowerPoint presentation and compared data from over the last few years concerning Public Safety (Sheriff's Office, Fire Service, Emergency Medical Services, Coroner, Animal Control), the Judicial System (Magistrate Court, General Sessions, Probate Court), Building Services (plan review, building inspections, building permits), the County's workforce, County technology assets, the public library system, Parks and Recreation, Register of Deeds, Veterans Affairs, Voter Registration/Elections, inventory and assets, and Economic Development. Ms. Snowden highlighted that Lancaster County had seen a 41.2% increase in the growth rate over the last 13 years. Steve Harper explained that the County needed to put more focus on the Emergency Medical Services (EMS) Department due to the growth and aging residents, especially in the

panhandle area of the County. Jose Luis questioned where the 911 calls were originating from.

Lunch Break

Council took a break from the workshop at approximately 11:53 a.m., and resumed at approximately 12:35 p.m.

The Impact of Growth II - Dennis Marstall

a. *(Animal Shelter/Sheriff's Department, Parks and Recreation, Fire Staffing Model, and Indian Land/EMS Joint Staffing Model)*

Dennis Marstall reviewed the background of the Animal Shelter and Animal Control Officer staffing via the County's PowerPoint presentation and reviewed the staffing needs for the Animal Shelter and Animal Control Officers, which currently falls under the Sheriff's Department. Mr. Marstall explained that staff was working towards finding a staffing solution that would address the needs of the Animal Shelter and Animal Control Officers/Sheriff's Department, and then highlighted different proposals for Council to consider. Sheriff Faile expressed concerns regarding the transfer of Animal Control Officers, and Alan Williams explained that the Animal Shelter could handle the increased work load with the help of the new proposed positions.

While still using the County's PowerPoint presentation, Stephany Snowden reviewed the staffing proposal for the Parks and Recreation Department and explained the need for a "Park Operation Specialist" position. Steve Harper stated that Parks and Recreation programs benefited the entire community, and the County should be spending more per capita on the programs and participants.

Again, still using the County's PowerPoint presentation, Dennis Marstall reviewed the staffing proposal for an Indian Land Fire and EMS joint response unit. Mr. Marstall explained that the unit would run 24/7 and would be staffed, per shift, by one firefighter from the Greater Indian Land Consolidated Fire Department and one Emergency Medical Technician (EMT) from EMS for a three-shift staffing model. The purpose of the joint response unit would be to respond to confirmed fires, car wrecks with entrapments, medical calls (i.e. cardiac arrests, gun shot wounds), and for standby. Chief Greg Nicholson reviewed the benefits of the joint response unit and explained that it would help address the increased number of calls that are received, without putting more strain on ambulance and fire service apparatus. Clay Catoe explained that the County had seen a 151% increase in call volume over the years.

Darren Player and Britt Blackmon reviewed the current staffing model for the Fire Service as well as the organizational chart via the County's PowerPoint presentation. Mr. Player reviewed a 24/7 staffing proposal for McDonald Green Fire Department. Billy Mosteller explained that he wanted to see the staffing model have 12 hour shifts rather than 24 hour shifts because volunteer firefighters would get pushed away if the County changed the staffing to 24 hour shifts. Steve Harper explained that he wanted Council and the McDonald Green Fire Chief and volunteer firefighters to discuss the proposal.

Council took a break from the workshop at approximately 2:40 p.m. and resumed at approximately 2:52 p.m.

Workforce Update - Dennis Marstall / Lisa Parker / Debbie Hardin

a. *(Retention Rate, Vacancy Reduction, Regional HR Survey (Benefits), Pay for*

Performance, Public Works Pay, Minimum Wage)

Lisa Parker, via the County's PowerPoint presentation, highlighted the County's workforce data (the number of employees), department vacancies, an overview of employee benefits, employer health insurance cost increases, employer retirement, recruitment and retention, performance evaluation overview, and merit pay considerations. Council and staff discussed merit pay versus bonuses for staff members who score highly on performance evaluations.

Capital Projects Timeline and Enterprise Resource System - Stephany Snowden / Sabrena Harris

Jamie Privuznak provided an overview of capital planning via the County's PowerPoint presentation, and provided examples of approved Capital Improvement Plan (CIP) projects, and examples of new and requested CIP projects. Sabrena Harris provided an overview of the implementation process for a new Enterprise Resource Planning (ERP) program, and what the expected benefits were, which included reduced costs, improved scalability, improved efficiency in service delivery, data security and quality, real time visibility, and facilitated compliance. Ms. Harris also reviewed the ERP timeline, vendor evaluation and selection process, and the estimated budget impact.

Break

Council took a break from the workshop at approximately 4:00 p.m. and resumed at approximately 4:13 p.m.

Economic Development: Driving Current and Future Prosperity - Brian Fulk

Brian Fulk reviewed long term core objectives for economic development for the County via the County's PowerPoint presentation, which highlighted the population, workforce, economy, County projects, available buildings and sites, business park improvements, funding options, current trends, and future sites. There was no discussion from Council.

Council Rules of Procedure - Ginny Merck-Dupont

Ginny Merck-Dupont reviewed the current and past Council Rules of Procedures via the County's PowerPoint presentation. Council and staff discussed potential additions and whether or not Council wanted to adopt and codify the updated Rules of Procedures. Ms. Merck-Dupont explained that the goal of the new Council Rules of Procedures was to streamline the provisions and also explained that the rules would also apply to County Boards and Commissions. Steve Harper stated that he wanted all of page two removed from the proposed revisions/additions. Several Council members stated that the Council meeting agendas should be set by the Council Chair, not the County Administrator.

Day One Recap / Council Priorities/Open Discussion - Dennis Marstall

Dennis Marstall reviewed the priority points received by Council members via the County's PowerPoint presentation.

Adjournment

Jose Luis moved to adjourn the Council Retreat. Seconded by Steve Harper. The motion to adjourn Passed by a vote of 7-0.

There being no further business to discuss, the Council Retreat adjourned at approximately 5:18 p.m.

Respectfully Submitted:

Lauren Hill

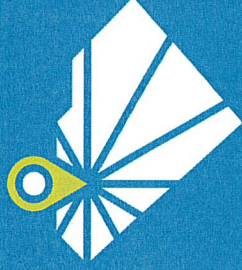
Lauren Hill
Deputy Clerk to Council

Approved by Council on March 10, 2025.

Bryant Neal

Bryant Neal, Secretary

Schedule A



ONESPARTANBURG INC.

MANAGING GROWTH THROUGH ACTION & PURPOSE

Katherine O'Neill,
Chief Economic Development Officer & former County Administrator

(d)



The Southern Megalopolis: Using the Past to Predict the Future of Urban Sprawl in the Southeast U.S

North Carolina State University



ONE SPARTANBURG INC.



SOUTH CAROLINA'S ONLY CONSOLIDATED BUSINESS, ECONOMIC, & TOURISM DEVELOPMENT ORGANIZATION



OUR MISSION IS TO BUILD A VIBRANT SPARTANBURG THROUGH BUSINESS, ECONOMIC AND TOURISM DEVELOPMENT



2024 WINS

\$745 M

CAPITAL INVESTMENT

23

PROJECTS

1,220

JOBS



ONESPARTANBURG INC.

2020-2024 WINS

\$7.4 B

CAPITAL INVESTMENT

152

PROJECTS

8,611

JOBS

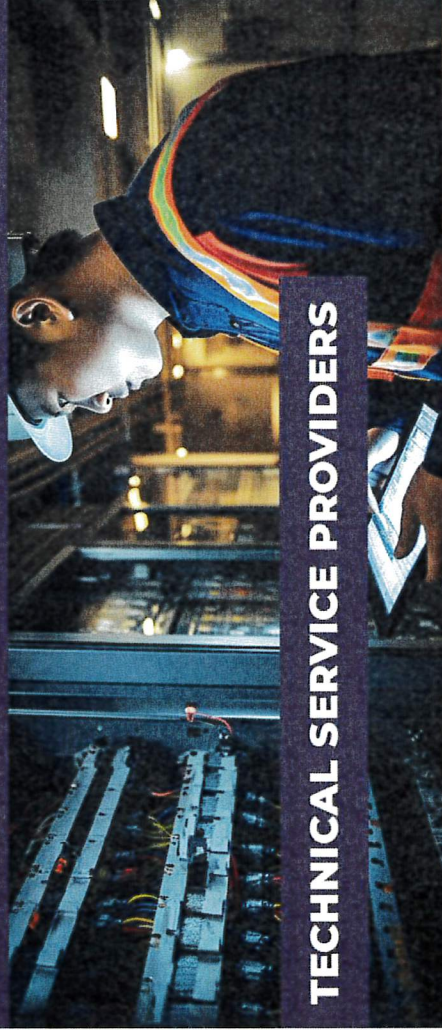


ONESPARTANBURG INC.

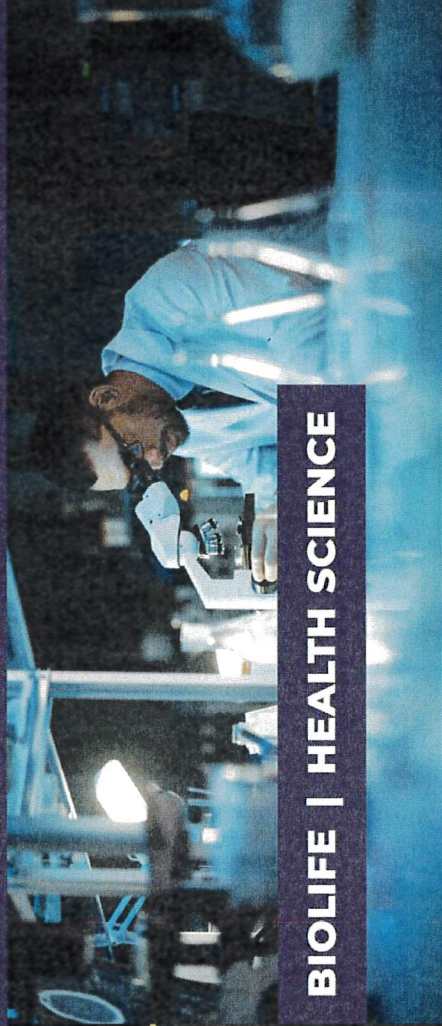
IN GOOD COMPANY



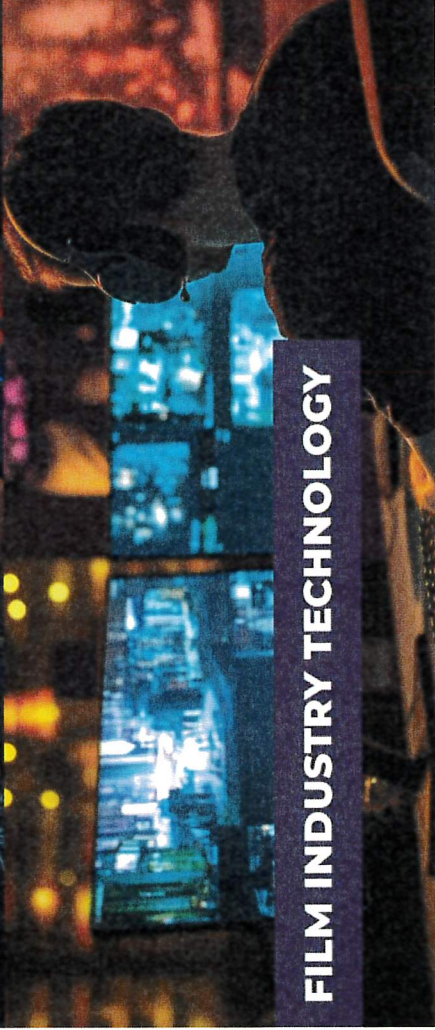
Diversification



TECHNICAL SERVICE PROVIDERS



BIOLIFE | HEALTH SCIENCE



FILM INDUSTRY TECHNOLOGY



SOFT MOBILITY | ALTERNATIVE FUEL

Spartanburg Founders Network



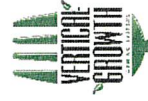
InnovaSphere



Reely



Sustainable
Materials
Technologies LLC



Spartanburg County's Gameplan

- Regional Job Center
- Diversification of Economy
- Area Performance Planning
- Growth & Tree Canopy Studies
- Density & Residential Diversification
- Infrastructure
- General Revenue Strategies
- Impactful Collaboration



ONESPARTANBURG INC.



SPARTANBURG.
THERE'S ONLY ONE.

#3

**BEST PLACE TO LIVE
IN S.C.,**

US News & World Report, 2023

#1

**SMALL METROS
WITH THE MOST
ECONOMIC GROWTH**

#4 Overall in the Nation
Stessa, 2022

#1

**SMALL AIRPORT
IN NORTH AMERICA – GSP**

Airport Service
Quality Award, 2022

#3

**BEST CITIES
ON THE RISE**

Southern Living, 2024

\$1.8B

**IN ECONOMIC
INVESTMENT**

2023-2024

**"THE WORLD'S
GREATEST MODERN
ART WHERE YOU LEAST
EXPECT TO FIND IT."**

Forbes

#10

**MOST AFFORDABLE
CITY TO LIVE AND WORK
IN THE U.S.,**

Goodhire, 2022

#8

**FASTEST GROWING
PLACE IN THE U.S.,**

US Census Bureau, 2024

**"UNEXPECTED CITY
WITH A SURPRISINGLY
GOOD FOOD SCENE."**

Fodor's Travel, 2022

#1

**BEST U.S. CITY
FOR CYCLISTS**

Best Life, 2022

#2

**JOB MARKET
IN THE U.S.,**

GoodHire, 2022