

**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

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January 31, 2023

8:30 AM

101 North Main Street  
Lancaster, SC 29720

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**LANCASTER COUNTY COUNCIL**  
**EMS Headquarters, 3758 Charlotte Highway,**  
**Lancaster, SC 29720**

**WORKSHOP MINUTES**

Council Members present: Allen Blackmon, Brian Carnes, Terry Graham (*who entered the meeting late at 8:41 a.m. during the 2022 Recap*), Steve Harper, Jose Luis, Charlene McGriff and Billy Mosteller.

Council Members absent: None.

Staff Members/Others present: Dennis Marstall, County Administrator; John Bodner, Assistant County Administrator; Ginny Merck-Dupont, County Attorney; Sherrie Simpson, Clerk to Council; Veronica Thompson, Chief Financial Officer; Kim Belk, Budget Director; Brenda Thompson, Communications and Marketing Director; Lisa Robinson, Human Resources Director; Jeff Catoe, Public Services Director; Jason Gray, consultant with Willdan; 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 Retreat and Workshop to order at approximately 8:30 a.m.

**Approval of the Agenda**

Brian Carnes moved to approve the agenda. Seconded by Charlene McGriff. Motion Passed 7-0.

**2022 Recap and Discussion of Growth Part 2 - Infrastructure - Dennis Marstall, County Administrator, and John Bodner, Assistant County Administrator**

Dennis Marstall introduced the Leadership Team members to Council: John Bodner, Assistant County Administrator; Ginny Merck-Dupont, County Attorney; Veronica Thompson, Chief Financial Officer; Kim Belk, Budget Director; Brenda Thompson, Communications and Marketing Director; Lisa Robinson, Human Resources Director; Jeff Catoe, Public Services Director; and later, Sherrie Simpson, Clerk to Council.

John Bodner provided an overview of the highlights from 2022, including improvements for becoming a high performance organization with an emphasis on communication, budget and finance highlights, personnel improvements, and projects for 2023. He provided information via a power point presentation and that power point is attached as Schedule A to the written minutes in the Clerk to Council's office.

Allen Blackmon explained that since staff had brought up the Airport terminal as a 2023 project and since Council had been having discussions about a possible re-design of the roof, he wanted to point out that another roof design had already been provided in the original master design; therefore, Council would not need to spend further funds on redesign. He provided Council with a two page handout of the original master plan roof design, and that two page handout is attached as Schedule B to the written minutes in the Clerk to Council's office.

Council and staff discussed that Council would like a copy of the organizational chart, the new employee orientation process, the County's remote work policy, which County positions were at the \$12 per hour minimum, the need to prepare a list of each County Department's 2nd in command, the supervision of the County's project managers, whether the County needs an internal audit, and a possible service center in Indian Land or an online service center in Indian Land.

Dennis Marstall explained that growth has been and continues to be the overriding issue in the County. He noted that this year the growth focus would be on development and infrastructure. He reviewed the power point presentation on growth and that presentation is attached as Schedule C to the written minutes in the Clerk to Council's office.

#### **High Performance Organizations and Councils - Dennis Marstall, County Administrator**

Dennis Marstall also discussed the importance of moving the County to a high performance organization and he discussed the characteristics of a high performing Council as well. He reviewed a handout and a power point presentation and that handout and that presentation are attached as Schedule D to the written minutes in the Clerk to Council's office.

Council and staff discussed the difference between Council policy (what is to be done) versus administrative policy (how it is to be done).

Council and staff took a meeting break, which began at approximately 9:25 a.m. and the break ended and the meeting resumed at approximately 9:32 a.m.

#### **Discussion Items**

##### **Strategic Plan Kickoff - Jason Gray with Willdan Consultants**

John Bodner introduced Jason Gray, the consultant with Willdan, who will be leading Council through the various phases of the Strategic Plan. Jason Gray reviewed a handout entitled "Project Meeting Schedule" and that handout is attached as Schedule E to the written minutes in the Clerk to Council's office. He then provided an overview of the Strategic Plan via a power point presentation, which included information about the Willdan Group, Inc., guiding principles for a strategic plan, the strategic approach, the community engagement overview, vision and mission statements, and a timeline. His power point presentation is attached as Schedule F to the written minutes in the Clerk to Council's office.

Council, staff and the consultant discussed community engagement and whether the goal of engaging 2.5% of the population was too low, possible changes to the engagement process, Council's individual interviews with the consultant, and the issuance of spreadsheets called idea mapping.

Council and staff took a meeting break, which began at approximately 11:15 a.m. and the break ended and the meeting resumed at approximately 11:30 a.m.

## **Council - Administrator Form of Government, FOIA, Home Rule and Other Topics - Ginny Merck-Dupont, County Attorney**

Ginny Merck-Dupont, County Attorney, provided an overview of the "Top 10 Issues That Can Trip Up A Council" via a power point presentation and that presentation is attached as Schedule G to the written minutes in the Clerk to Council's office. She provided Council with an overview of the list, which included information on understanding the Attorney-Client privilege, breaking the Attorney-Client privilege, executive session, rules of procedure, responding during public comment, the role of Council and statutory authority, Councilmembers becoming personally liable and/or obligating the County, Council binding subsequent Councils, Council communications with/directives to employees, and use of cell phones, computers, social media, and e-mail.

Council and staff discussed Council contact with employees, Council directives to employees and attorney-client privilege.

Council and staff took a lunch break, which began at approximately 12:15 p.m. and the lunch break ended and the meeting resumed at approximately 12:45 p.m.

### **Budget Considerations for FY 2023-2024**

#### *Financial Recap FY 2022*

Veronica Thompson provided an overview of the financial highlights from fiscal year 2022 via a power point presentation and that presentation is attached as Schedule H to the written minutes in the Clerk to Council's office. She explained that the Capital Project Sales Tax was included in Other Funds - Expenditures.

Council and staff discussed the settlement of the Regent Parkway lawsuit; the County's investment policy; the need for a detailed investment policy; the need for policies on investment strategies, such as when a certain amount of a surplus can be invested; and the need for Council to approve the investment policy, which should come before Council in 2023.

#### *Workforce Overview*

Lisa Robinson provided an overview of the County's workforce, which included information on recruitment and retention, workforce information and data, compensation and benefits. She provided the overview via a power point presentation and that presentation is attached as Schedule I to the written minutes in the Clerk to Council's office.

Council and staff discussed career ladders for departments other than the Sheriff's Department; the possibility of withdrawing from the State Retirement System and moving to a 401K; possible savings from contracted versus full-time employees; the need to explain County benefits to the employees; how different positions are ranked against other positions in the County; the previous compensation study; and the need for data on hard to fill positions.

Council and staff took a meeting break, which began at approximately 1:55 p.m. and the break ended and the meeting resumed at approximately 2:12 p.m.

#### *Pay for Performance*

John Bodner provided an overview of the implementation of the County's pay for performance evaluation system via a power point presentation and that presentation is attached as Schedule J to the written minutes in the Clerk to Council's office. He explained the need for a pay for performance system, the cross-sectional work team established to develop a performance evaluation instrument, an overview of the instrument, and the timeline for implementation.



Council and staff discussed keeping individual judgement out of the process, individualized goals for employees, educating and training supervisors to use the instrument, cost of living (COLA) increases versus pay for performance increases or using both as incentives, and training for supervisors for making management notes in a software system.

#### *Review of Capital Improvement Plan*

Kim Belk provided an overview of the Capital Improvement Plan (CIP) via a power point presentation and that presentation is attached as Schedule K to the written minutes in the Clerk to Council's office. She noted that the CIP was passed eighteen months ago, along with Impact Fees. She explained the accomplishments for 2022, the projects and accomplishments for 2023, items deferred from 2022 and 2023 and possibly from 2024, Impact Fees, and major capital requests for 2024. She explained that this presentation was informational in nature for Council as they begin to consider the next year's budget. There were no questions nor discussion from Council. She provided and reviewed a handout entitled "Fiscal Year 2023-2024 Budget Calendar" and that calendar is attached as Schedule L to the written minutes in the Clerk to Council's office.

#### *Roads Plan and Funding Options*

Jeff Catoe provided an overview of the County's transportation plan and funding via a power point presentation and that presentation is attached as Schedule M to the written minutes in the Clerk to Council's office.

Council and staff discussed a possible one cent sales tax dedicated to roads, the referendum that would have to be approved by voters and the potential timeline for that referendum, using development agreements to fund road improvements, and that the Unified Development Ordinance needs to be updated so that utility lines are outside of possible road widenings.

#### **Discussion of Council's Top Three Issues for 2023 - Discussion Led by Dennis Marstall, County Administrator**

Each Council member provided their list for their top three issues for 2023 and they are as follows:

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 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 volunteers.
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 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 all of 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.

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. He noted that data driven analytics are needed.

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

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.

**Open Discussion and Wrap-Up - Dennis Marstall, County Administrator**

As part of the wrap up and final discussion, Billy Mosteller explained that he was disappointed in the amount of money that Impact Fees had produced. Terry Graham asked if the Unified Development Ordinance (UDO) rewrite was going to be able to be kept on track since the resignation of the Development Services Director. Dennis Marstall explained that he hoped to announce an Interim Planning Director next week so as to keep everything on track with the Comprehensive Plan and the UDO rewrite.

**Adjournment**

Allen Blackmon moved to adjourn the meeting. Seconded by Jose Luis. Motion Passed 7-0.

The being no further business, the Retreat and Workshop meeting adjourned at approximately 4:08 p.m.