



## **LANCASTER COUNTY COUNCIL WORKSHOP**

**Sunday, August 2, 2015**

**Marriott Hotel, Hilton Head Island**

**One Hotel Circle**

**Palmetto Board Room**

**Hilton Head, South Carolina 29928**

**Workshop 4:30 p.m.**

- 1. Call to Order – Chairman Bob Bundy**
  - 2. Welcome & Recognition – Chairman Bob Bundy**
  - 3. Approval of Agenda – deletions and additions of non-substantive matters**
- 
- 

**4. Discussion Items/Action Items**

- a. Project list review 2014-2015 – pgs. 2-4
- b. Project list 2015-2016 – pgs. 5-92

**5. 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](http://www.mylancastersc.org)*

## List of Proposed Topics for Council Discussion - 2014-2015

No.	Topic	Result	Date Reviewed	Next Steps	Initiation Date	Assigned To	Status	Priority	Vote
H/M/L									
1	Building - Public Works complex	Initial design work completed along with preliminary cost estimates.	7/1/2015	Begin review of plans with the I&R Committee.	8/3/2014	Administrator	Green	1	33
2	Organization structure – succession planning	Plan completed and underway	7/1/2015	3 Divisions established - 2 pending - 1 in FY 15-16 and 1 in FY 16-17. Though we have 2 pending, work has been completed for this year. Carry over into next year.	8/3/2014	Administrator	Green	2	13
3	Building - EMS office and training facility	We have identified a structure for consideration and obtained a design cost estimate.	7/1/2015	Determine if the structure is suitable and proceed with preliminary design work.	8/3/2014	Administrator	Yellow	3	8
4	Building - Planning for Detention Center	Classes attended. No funding included for FY 15-16 but this will need to be included in FY 16-17.	7/1/2015	Sheriff to form planning committee. This is a long-term goal.	8/3/2014	Sheriff	Yellow	4	7
5	Develop policy for senior department heads to live within Lancaster County	Draft policy submitted to Council	7/1/2015	No action taken by Council to date. We need to either adopt or remove from the list.	8/3/2014	Council	Green	5	6
6	Complete restructure of Economic Development	Completed by action of County Council	10/13/2014	None	8/3/2014	Council	Blue	Complete	5
7	Building - Airport terminal and hangars	Airport Commission has submitted a revised CIP to the FAA	7/1/2015	Revised CIP shows this in FY 19-20 - recommend deferring from current list	8/3/2014	Airport Commission	Red	M	5
8	Fire structure – fire rescue services	Activated at the end of February; Rescue Squads are no longer being called.	3/2/2015	None	8/3/2014	Fire Service	Blue	Complete	4
9	Adopt trash and recycling master plan	Solid Waste Advisory Comm completing plan. IL recycling site underway	7/1/2015	Plan for future site improvements and revised hours of operations.	8/3/2014	Council	Green	M	4
10	Initiate a county building and facilities management program	We have a proposal for a formal study of county facilities and inventorying needed improvements.	7/1/2015	No action taken in FY 15-16. We need to commit to funding needs before spending money on a study that may otherwise be wasted.	8/3/2014	Administrator	Red	M	4
11	Process of utilizing standing committees	Ordinance adopted.	3/2/2015	None	8/3/2014	Attorney	Blue	Complete	4
12	Update CIP to include items mentioned in Sales Tax meetings	Work by COG is underway.	7/1/2015	Completion by COG; presentation to Planning Commission and then Council.	8/3/2014	Admin Committee	Green	M	3
13	Adopt a 50 foot buffer for Catawba River	To be done in conjunction with the UDO rewrite.	7/1/2015	Recommend removal from the list and proceed as part of the UDO rewrite.	8/3/2014	Planning	Green	M	2
14	Building - rehabilitate Historic Jail	Engineering review completed and awaiting design and cost estimates.	7/1/2015	Once we have cost estimates look at emergency repairs and long term work.	8/3/2014	Administrator	Green	M	2



15	Building - Spec building in Heath Springs	Proposal to be finalized by LCEDC and brought to Council. We have hit potential financial issues that may change the scope of the project or delay the project.	7/1/2015	Await further information.	8/3/2014	LCEDC	Yellow	M	2
16	Building - new sports complex	Proposal to be drafted to send to GO Bond referendum	7/1/2015	Review by I&R Committee	8/3/2014	Recreation Commission	Green	M	2
17	Use contractor to start new Strategic Planning process to include visioning	Included in the FY 15-16 Budget. This will be conducted in the Fall.	7/1/2015	None - project is approved.	8/3/2014	Clerk to Council	Blue	Complete	2
18	Advanced planning for items to be heard by Council	We have instituted new forms and absent any feedback from Council will consider this project completed.	1/1/2015	None	8/3/2014	Clerk to Council	Blue	Complete	2
19	Rights of way for roads - standardize and plan for widening	Revised road standards have been developed and adopted by Council.	10/22/2014	None	8/3/2014	Planning	Blue	Complete	0
20	Update recreation facilities	Proposal to be drafted to send to GO Bond referendum	7/1/2015	Review by I&R Committee	8/3/2014	Recreation Commission	Green	L	0
21	Consider enhancing our website and public information capabilities	Website enhancements underway but limited by budget - no PIO proposal due to budget	7/1/2015	Not included in FY 15-16 Budget	8/3/2014	Clerk to Council on website	Red	L	0
22	Building - Library branches	Funded through Capital Project Sales Tax in the PAY GO list. Though work will not begin this year, we consider this project completed.	1/1/2015	None	8/3/2014		Blue	Complete	0
23	Mid Year budget review	Administration Committee will start with monthly budget meetings later this year.	3/1/2015	None	8/3/2014	Admin Committee	Blue	Complete	0
24	Going paperless - digital records	No specific project was mentioned and we are moving in this direction as funding allows in the various departments. Absent a specific project being named and in light of ongoing efforts, no further action is contemplated on this project.	1/1/2015	None	8/3/2014		Blue	Complete	0

This list was generated at the August 3, 2014 Special  
Called Meeting in Hilton Head Island

*Updated as of: July 1, 2015*

**STATUS**

Has a plan and is on track to be complete by due date.  
Has a plan, is on track, but has some issues.  
Either has no plan or has a plan with issues; due date is in jeopardy.  
Strategy is complete.  
Not yet due to start.

Green
Yellow
Red
Blue
White



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #1 – Public Works Complex

**Points to Consider:**

Attached you will find the draft plans and cost estimate for this project.

The design was by Brandon Elliott and Jeff Catoe, working in conjunction with Chad Catledge for design and construction expertise.

Funding for this would be by way of a General Obligation Bond.

This would encompass space for the Fleet Operations Department and Facilities Maintenance Department, both in the Public Works Division.

The location would be at the current Public Works Center on Pageland Highway. We would plan to retain the following structures:

Vehicle Maintenance Garage – stripped for covered parking of vehicles

Old Chain Gang Barracks – for storage

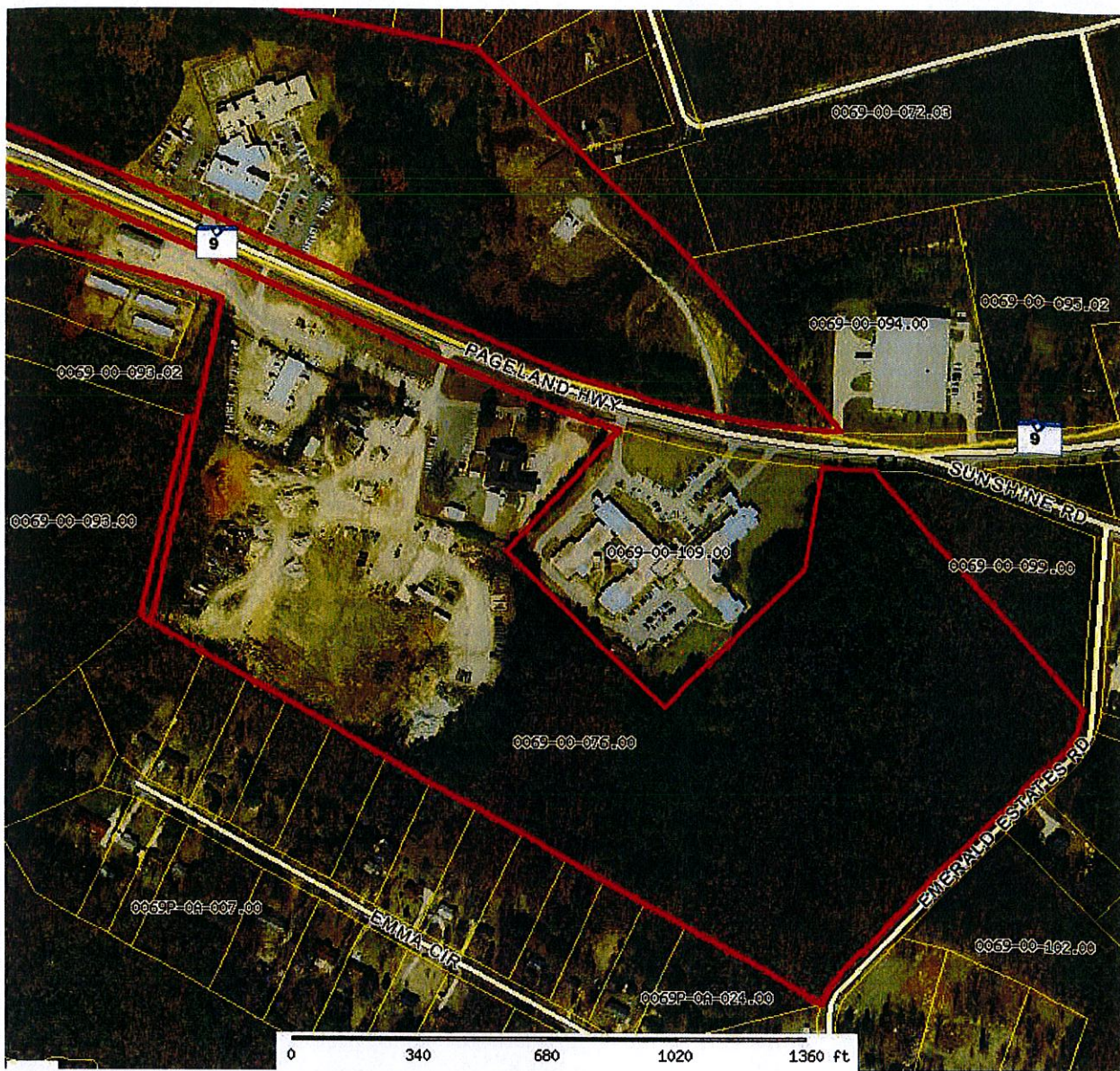
This is still in the conceptual phase. Final design would proceed through the Infrastructure and Regulation Committee to full Council.

This would be built to be expandable to include future space for Public Works, Roads and Bridges, Solid Waste, and Stormwater departments. Basic infrastructure such as plumbing, electrical, etc. services would be oversized to permit future expansion without the need for future infrastructure work.

**Funding and Liability Factors:**

Until plans are finalized we obviously cannot provide firm cost estimates. We anticipate this being in the \$4.6 million range.





Lancaster County Assessor

Parcel: 0069-00-076.00 Acres: 76.23

Name:	LANCASTER COUNTY	Land Value	\$303,000.00
Site:	HWY 9	Improvement Valt	\$4,454,700.00
Sale:	\$0 on 02-1996 Vacant= Qual=	Accessory Value	\$460,000.00
Mail:	PO BOX 1809 LANCASTER, SC 29721-0000	Total Value	\$5,217,700.00



The Lancaster County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER LANCASTER COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS ---THIS IS NOT A SURVEY---

Date printed: 07/07/15 : 15:12:53



Paul Woody Architects  
2000 Highway 100, Suite 100  
Charlotte, NC 28211  
T. Woody, AIA  
www.paulwoodyarchitects.com

SCHEMATIC  
DESIGN  
LANCASTER  
COUNTY  
FLEET  
MAINTENANCE  
FACILITY

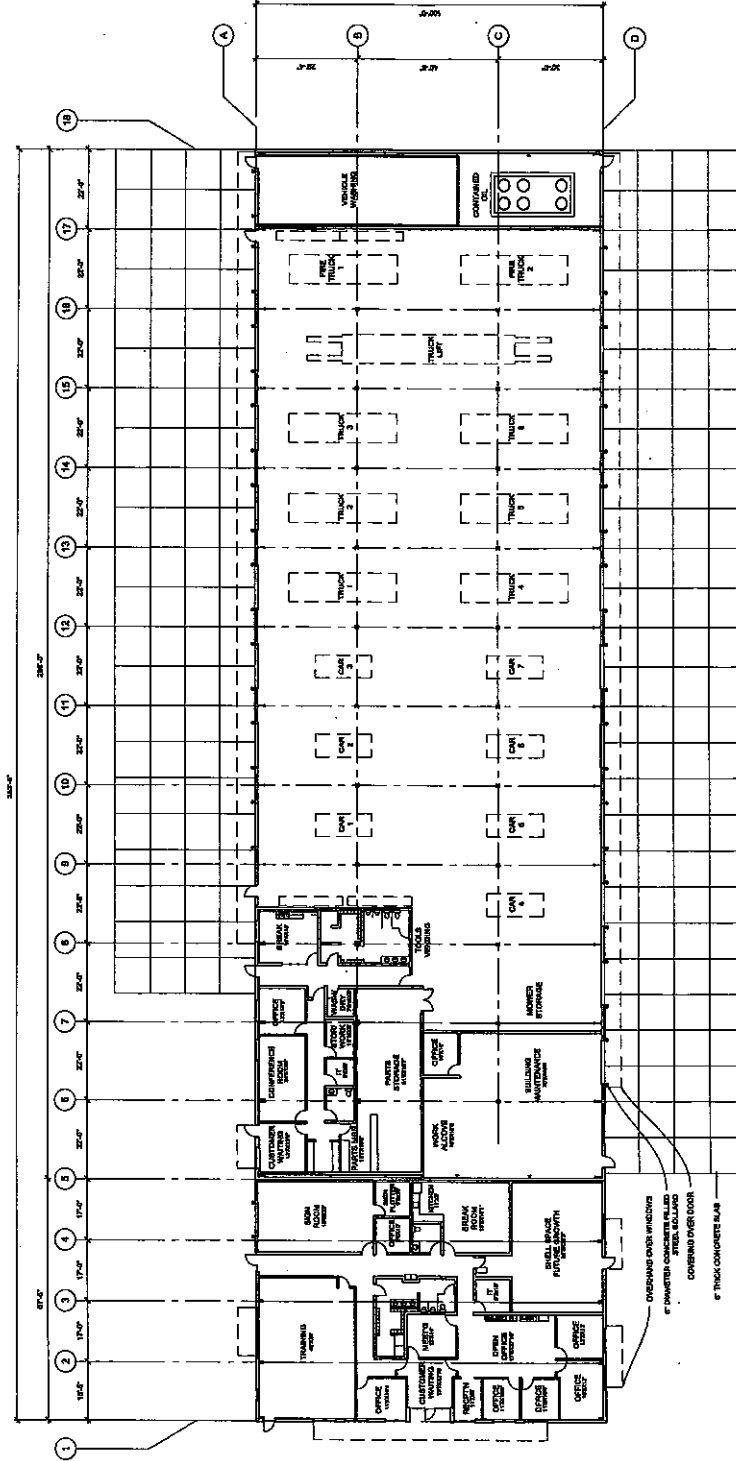
FLOOR  
PLAN

Progression Set Date:  
1. 10/10/2016  
2. 11/10/2016  
3. 11/10/2016  
4. 11/10/2016

Issue Date:  
Revision:

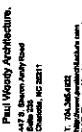
Project Number: 2000  
Call File Number: 2000

SD1.00



PROPOSED FLOOR PLAN A1  
SCALE: 1/8" = 1'-0"





## EXTERIOR BUILDING ELEVATIONS

Progress Set Date: 9/1 APRIL 2018

Source Data:  
Source/ID:

Project Number: xxxxx  
Cad File Number: Sd2.00

**\$d2.00**

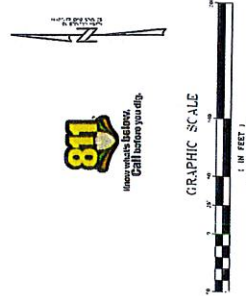
2014-2015

PLATES 37-38

2000-2001

**BUILDING ELEVATIONS AND PROFILE BUILDING SECTION A1**  
SCALE: VARIOUS


## SITE PLAN



**DRAFT**  
DO NOT RELY ON THIS DOCUMENT



- [illegible]

- |   |                            |
|---|----------------------------|
|  |                            |
| ---   | EXISTING CONCRETE PAVEMENT |
| - . - .   | PROPOSED CONCRETE PAVEMENT |
| =====   | PROPOSED CURB & GUTTER     |
| ----  | EXISTING CURB & GUTTER     |
| -----   | EXISTING RW.               |
| =====   | EXISTING PROPERTY LINE     |
| =====   | EXISTING SETBACK LINE      |
| =====   | EXISTING WALL              |
| -----   | EXISTING UTILITY POLE      |
| (X)   | EXISTING LOT #             |
| (+)   | EXISTING LOT #             |

# Lancaster County Fleet Maintenance/PW Facility

Lancaster County  
Lancaster, SC  
Conceptual Budget

April 9, 2015

## Budget Breakdown

GSF 35,350

	TOTAL	COST PER SF
Site (6.6 Acres)	\$1,307,014	\$36.97
Offsite Improvements Allowance	\$450,392	\$12.74
Fleet Maintenance/PW Facility (35,350 SF)	\$2,255,726	\$63.83
<b>TOTAL</b>	<b>\$4,013,132</b>	
General Conditions (9 Months)	\$199,374	
Contingency - 5%	\$210,625	
Project Fee - 4%	\$176,925	
<b>RECOMMENDED BUDGET</b>	<b>\$4,600,057</b>	\$130.13



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #3 – EMS Office and Training Facility

**Points to Consider:**

At the July Public Safety Committee meeting this will be discussed for plan development.

We would propose, unless Council decides to sell the building for industrial use, to utilize the former Springs/Wamsutta Sales Store – Temporary Court House building for use as a centralized EMS office facility.

Functions to be located there would include:

Administration

Billing

Logistics

Quality Assurance (medical calls)

Training

A potential collocated function would be York TECH EMT training. This is just conceptual and no commitment from York TECH has been sought at this point.

**Funding and Liability Factors:**

At this point we have a cost estimate on drawing plans. We have not sought authorization to proceed at this point and are awaiting Council direction on future plans for this facility.

This would move some functions from a 1930's building (the old nursing home) and a former textile plant building (15<sup>th</sup> Street).

Training would be enhanced by having a dedicated facility, where training scenarios could be left in place rather than in shared space where they must be moved daily.





Lancaster County Assessor

Parcel: 0066-00-033.00 Acres: 15.58

Name:	LANCASTER COUNTY	Land Value	\$186,200.00
Site:	3888 CHESTER HWY	Improvement Valt	\$727,400.00
Sale:	\$10 on 06-2012 Vacant= Qual=1A	Accessory Value	\$4,000.00
Mail:	PO BOX 1809 LANCASTER, SC 29721-0000	Total Value	\$917,600.00



The Lancaster County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER LANCASTER COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS ---THIS IS NOT A SURVEY---

Date printed: 07/07/15 : 15:10:03





June 29, 2015

Mr. Clay Catoe  
Lancaster County  
EMS Director  
101 North Main Street  
Lancaster, SC 29720

Thank you again for allowing Perception Builders, LLC to submit our proposal to provide schematic designing and estimates for upfit activities to the Old Wamsutta Complex in Lancaster County. Our proposal based on the following scope of work is Two Thousand Eight Hundred Fifty Dollars (\$2,850.00).

**Scope of Work**

1. Meet with Owner and Department Head to develop Space Programming for affected departments.
2. Design a Schematic Floor Plan.
3. Outline specification of major building scopes of work to be performed.
4. Presentation board and pdf files of design.
5. Schematic Construction Estimate based on the Schematic Design developed.
6. Scope of project understood to be:
  1. Visual Roof Assessment
  2. Develop remediation plans for Paved Parking Lot.
  3. Develop Schematic interior floorplan changes per Department Head sketches.
  4. Interior finish Upgrades to lighting and flooring.
  5. Hardware upgrades for door access.
  6. Shed Addition to building envelope.
  7. Network Wiring Upgrades.

Again, thanks for the opportunity to provide you with our cost proposal to complete your project. We look forward to working with you on this high quality project.

Sincerely,

Chad Catledge  
Perception Builders, LLC

ACCEPTANCE

\_\_\_\_\_  
Contractor

\_\_\_\_\_  
Owner



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #4 – Planning for New Detention Center

**Points to Consider:**

No funding for this item was included in the FY 2015-16 budget.

Funding for the actual facility would have to be funded by either a General Obligation Bond Referendum or the third round of the Capital Project Sales Tax. The cost exceeds our 8% Bond Debt capacity.

This would be headed up by Sheriff Barry Faile.

Planning for such a facility is roughly a three year project. This would include capacity and demographic projections to determine long range capacity needs. Shell space would likely be included.

Design would minimize staffing needs through use of pods and electronic controls. Staffing is the greatest cost of all and is recurring rather than one time.

Other major cost factors:

- Land acquisition. The current site is unusable due to topography and the inability to do anything to the current facility during construction.
- Colocation. It would make sense to have the Magistrate's Court as a wing of the facility, though with separate public parking and entrances. This would eliminate transportation issues for warrants, bonds, preliminary hearings, and court appearances, which greatly increases security.
- Staffing for diversion. We saw first hand in Colorado the advantages to not incarcerating individuals where possible. If bail can be granted it makes sense to never put the person behind bars and save that expense. If they go behind bars they will be staying for awhile.

**Funding and Liability Factors:**

This is to keep this on the radar for the next fiscal year and recognize it is a priority staring us in the face.



# COUNTY JAILS AT A CROSSROADS

AN EXAMINATION OF THE JAIL POPULATION  
AND PRETRIAL RELEASE



NATALIE R. ORTIZ, Ph.D.

NACo WHY COUNTIES MATTER PAPER SERIES • ISSUE 2 • JULY 2015 • [www.NACo.org](http://www.NACo.org)

## EXECUTIVE SUMMARY

County governments provide essential services to create healthy, safe, vibrant and economically resilient communities. Maintaining safe and secure communities is one of the most important functions of county governments. Most counties are involved in almost every aspect of law enforcement and crime prevention, including policing, judicial and legal services and corrections. Counties own 87 percent of all jails in the United States through which they provide supervision, detention and other correctional services to more than 700,000 persons in an effort to protect public safety and reduce recidivism.

Effective jail management along with fair justice system policies and practices results in strategic management of the jail population and prudent county spending on the corrections system. One way to effectively manage the jail population is to improve the pretrial release process. Pretrial policies and practices involve defendants awaiting resolution to their case. Using the results of a 2015 NACo survey of county jails, an examination of the pretrial population in jail and policies impacting pretrial release in county jails finds:

**1 THE MAJORITY OF THE CONFINED COUNTY JAIL POPULATION IS PRETRIAL AND LOW RISK.** Two-thirds of the confined population in county jails is pretrial and the proportion reaches three-quarters in almost half of county jails. This trend is more pronounced in jails located in small counties – with less than 50,000 residents – and medium-sized counties – with populations between 50,000 and 250,000 residents. Forty (40) percent of responding county jails use a validated risk assessment at booking. Most often, these jails identify a majority of their confined jail population as low risk. Because these tools are used at booking, when defendants are admitted to jail after arrest, jails are identifying most of their pretrial population as low risk.

**Maintaining safe and secure communities is one of the most important functions of county governments.**

**COUNTIES OWN  
87% OF JAILS**

**67%** OF THE CONFINED COUNTY  
JAIL POPULATION IS PRETRIAL

**40%** OF COUNTY JAILS USE  
A RISK ASSESSMENT

**60%** OF THE CONFINED POPULATION  
IN COUNTY JAILS USING A RISK  
ASSESSMENT IS LOW RISK



For the full report and the companion case studies, see the County Jails at a Crossroads website at [www.naco.org/CountyJails](http://www.naco.org/CountyJails)

25 MASSACHUSETTS AVENUE, NW | SUITE 500 | WASHINGTON, DC 20001 | 202.393.6226 | [www.NACo.org](http://www.NACo.org)



# COUNTY JAILS AT A CROSSROADS

AN EXAMINATION OF THE JAIL POPULATION AND PRETRIAL RELEASE



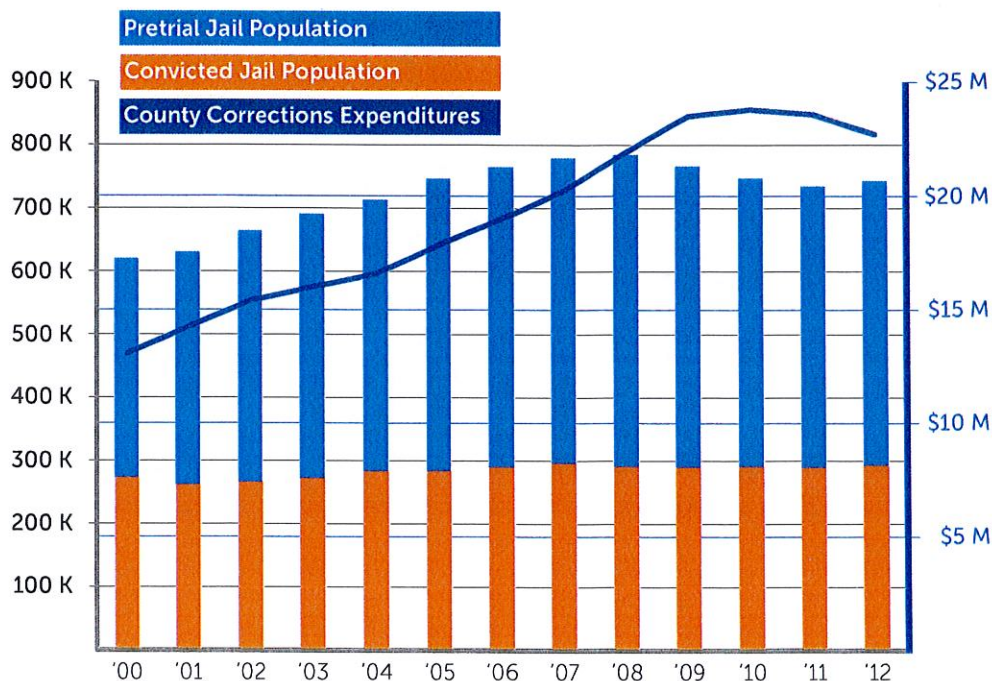
**2 COUNTY JAILS ARE CAUGHT BETWEEN COURTS' DECISION-MAKING AND INCREASES IN THE JAIL POPULATION AND JAIL COSTS.** Pretrial release decision-making is a product of the court. Understanding the impact of courts' decision-making, especially during pretrial, on the jail population is important for counties with rapidly rising jail populations and costs. According to the U.S. Bureau of Justice Statistics, the jail population increased by 20 percent between 2000 and 2012 with the pretrial population comprising a rising share, while

**74%** RISE IN COUNTY CORRECTIONS SPENDING BETWEEN 2000 AND 2012

**44%** OF COUNTY JAILS REPORT REDUCING JAIL COSTS A SERIOUS ISSUE

county corrections costs soared by 74 percent. Forty-four (44) percent of responding county jails to the 2015 NACo survey report that managing jail costs is one of their top challenges. Reducing the jail population – especially the number of people with mental illnesses – is a priority for almost three quarters of responding jails. More than 65 percent of county jails report that their county boards are willing to collaborate on reducing the jail population and jail costs. Counties can act as conveners, bringing together the court and jail to discuss and implement strategies that may effectively address the pretrial population in jail.

## JAIL POPULATION AND COUNTY CORRECTIONS EXPENDITURES, 2000-2012



Note: County level corrections expenditures were not available for 2001 and 2003.

Source: NACo analysis of Bureau of Justice Statistics data.



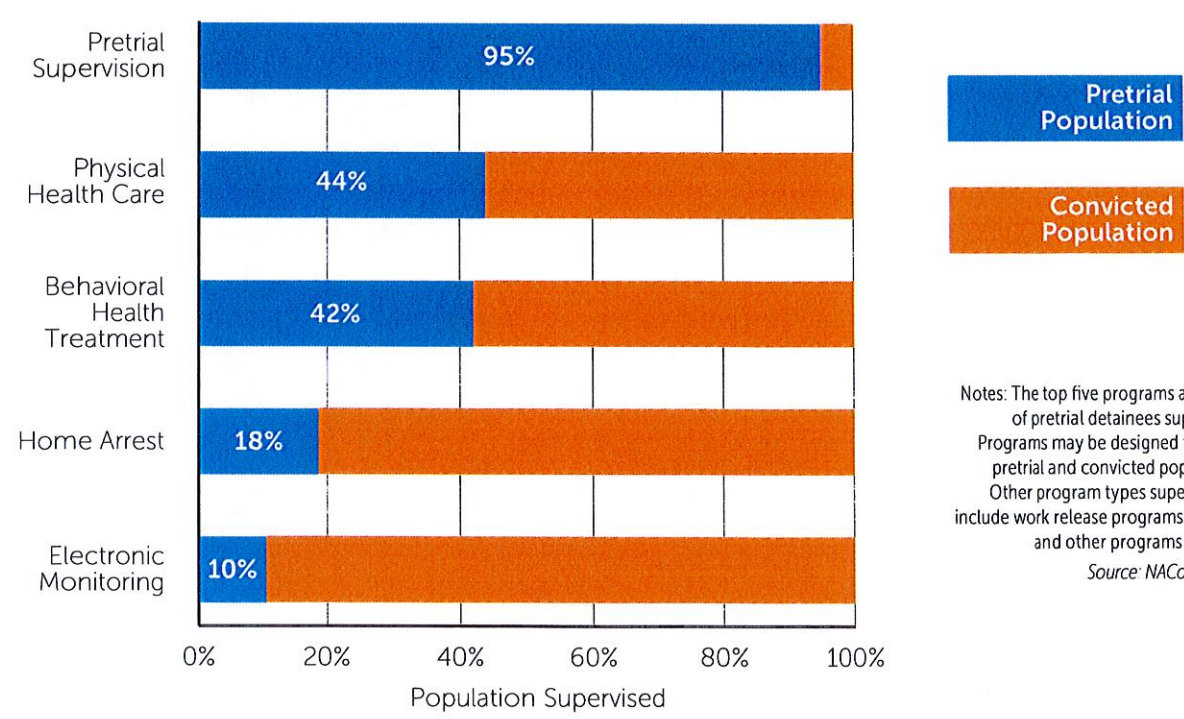


**3 SOME COUNTY JAILS SUPERVISE PRETRIAL DETAINEES OUTSIDE OF CONFINEMENT.** A third of responding county jails to the 2015 NACo survey release pretrial detainees from custody and supervise them in the community through different types of community based programs, depending on the needs of the detainees. These programs may be focused specifically on pretrial supervision — where the type of supervision used varies on a case-by-case basis — or deal with both pretrial and convicted populations through health treatment, electronic monitoring, home arrest and work release. Most county jails have more than one type of program. Pretrial supervision programs focus overwhelmingly on the pretrial population (95 percent of their population), followed by physical health care and behavioral health treatment programs in which close to half of the supervised population is pretrial. Overall, few pretrial detainees are placed in these programs. Only 28 percent of the detainees released by respondent jails in 2014 were pretrial. The county jail programs that supervise pretrial persons are just one part of the larger county pretrial system that includes formal pretrial services agencies that provide information on defendants to judges for the pretrial release decision; policies that force release pretrial detainees when the jail population reaches a certain capacity; and bond review practices.

**32%** OF RESPONDING COUNTY JAILS RELEASE AND SUPERVISE PRETRIAL DETAINEES

**28%** OF THE DETAINEES RELEASED BY RESPONDENT JAILS IN 2014 WERE PRETRIAL

## THE TOP 5 COUNTY JAIL PROGRAMS USED FOR PRETRIAL SUPERVISION AND THEIR SUPERVISED POPULATIONS, 2014



Notes: The top five programs are ranked by percentage of pretrial detainees supervised by the program. Programs may be designed to provide supervision to pretrial and convicted populations simultaneously. Other program types supervising pretrial detainees include work release programs, day reporting programs and other programs not elsewhere classified.  
Source: NACo survey, March-April 2015.



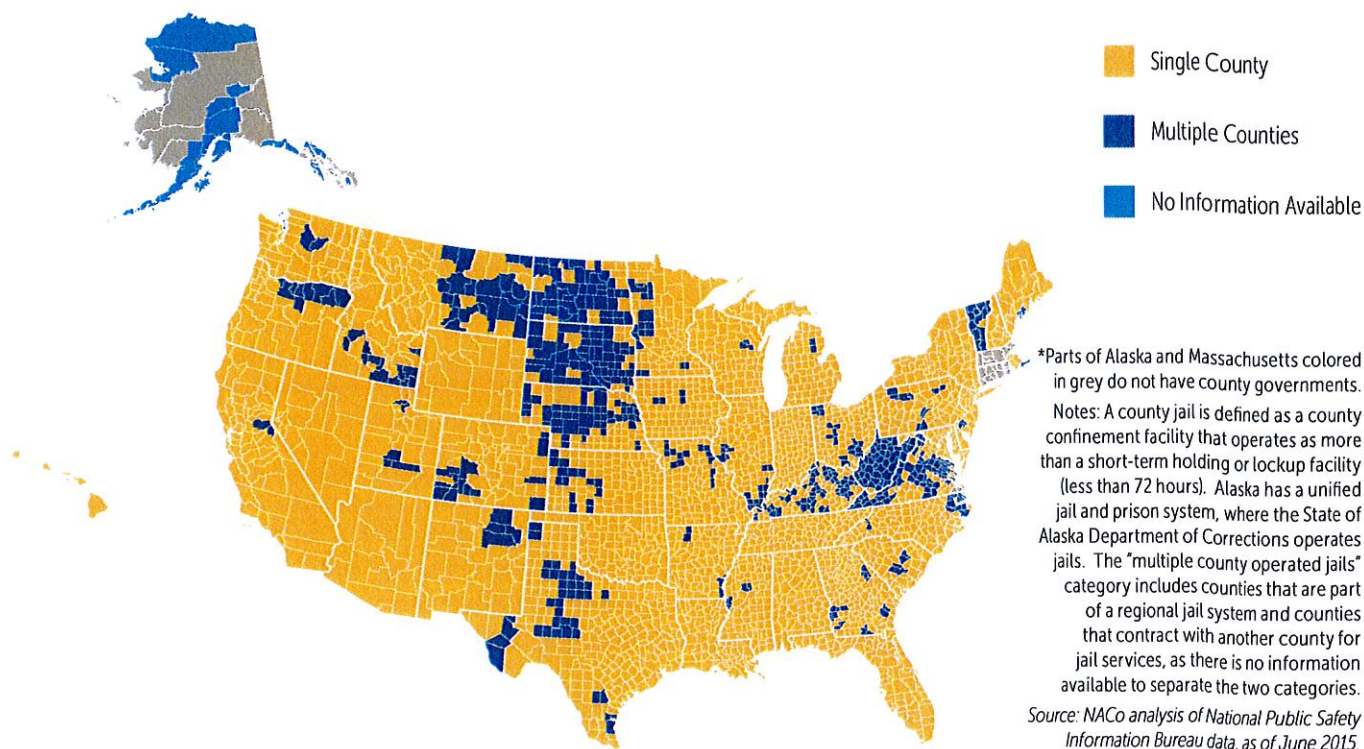
# COUNTY JAILS AT A CROSSROADS

AN EXAMINATION OF THE JAIL POPULATION AND PRETRIAL RELEASE



County jails are at a crossroads, confronting increasing pressure on their physical capacity and rising jail costs, while lacking the decision-making for pretrial release. The courts decide who is released pretrial, affecting the size of county jail population and, consequently, jail costs. Reducing the jail population and costs is a priority for jail administrators and county boards. Some counties fund programs that would release pretrial detainees from confinement and supervise them in the community, but the pretrial population accounts for a small share of who is released and supervised in the community. Through coordination and collaboration across the county justice system, counties are in a strong position to lead the way in pretrial release, developing strategies and leveraging resources that assist in managing the county jail population and safeguarding public safety.

## COUNTY JAIL OPERATIONS IN THE UNITED STATES, AS OF JUNE 2015



### FOR MORE INFORMATION, CONTACT:

Dr. Natalie Ortiz  
NACo Senior Justice Research Analyst  
nortiz@naco.org

For the full report and the companion case studies, see the County Jails at a Crossroads website at [www.naco.org/CountyJails](http://www.naco.org/CountyJails)



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[youtube.com/NACoVIDEO](https://youtube.com/NACoVIDEO) | [linkedin.com/in/NACoDC](https://linkedin.com/in/NACoDC)





## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #5 – Residency Requirement

**Points to Consider:**

This was previously reported back to Council and no further action was taken. We are asking if Council desires to take any action or remove this item.

**Funding and Liability Factors:**

N/A

## MEMORANDUM

**TO:** County Council

**FROM:** Steve Willis, County Administrator *SW*

**TODAY'S DATE:** October 22, 2014

**DUE DATE:** N/A

**SUBJECT:** Draft of Residency Policy

As identified as a priority issue by Council, I am attaching a draft Residency Policy for consideration by County Council. Should Council desire to proceed, this item would need to be adopted for inclusion in our Personnel Policy by way of Resolution of County Council.

As Council considers this issue, I would like to bring some points to your attention.

1. This policy as drafted is prospective in nature in that it would not apply retroactively to any currently employed department heads.
2. It cannot apply to all department heads by state law. For example, Council can't control the residency of elected officials or those department heads appointed by other bodies, such as the Library Board, Election Commission, or State Delegation.
3. The County Administrator position is not mentioned as it is governed by state law. Residency is not a requirement at the time of employment per state code (SC § 4-9-620). Of course, continued employment is up to Council under at-will status or by contract so ultimately Council controls that, just not by Personnel Policy.
4. If the intent of Council is to insure a rapid response in a time of emergency, I would encourage a time requirement to respond rather than a straight residency requirement. For example, someone living in Fort Lawn, which is not in Lancaster County, could respond much more rapidly to the County offices in Lancaster than someone who lived on the upper end of Harrisburg Road or the lower end of Taxahaw Road, both of which are within Lancaster County.
5. For purely administrative positions such as Planning Director, I would question the need for even addressing this provided they can be at work on time. I can't imagine any emergency where we would be looking for the Planning Director to respond Code 3.
6. If the driving factor in this is political so we have a policy that just looks good, I would note this could harm efforts to recruit senior leadership that may currently reside near by in Rock Hill or Charlotte and not be interested in relocating for



employment. It could also affect promotions as we may not have Jeff Catoe or Penelope Karagounis in their current roles if this policy had existed in the past.

If Council desires to pursue this, I would recommend that we limit the scope to those positions we can reasonably expect to respond in emergency situations and utilize a time response residency limitation as opposed to a strict location based residency requirement. Of course, the final decision on Personnel Policy issues rests with Council and we will enforce whatever is adopted.

SW

attachment

cc: John Weaver, County Attorney

### **2.03 Residency Requirement**

Those department heads subject to the County Administrators control, pursuant to Title 9 of Chapter 4 of the South Carolina Code of Laws shall reside within the county limits of Lancaster County, unless such requirement is waived by the Administrator due to hardship. When necessary, the employee shall be granted a period not to exceed twelve (12) months to move. This section shall not apply to those department heads employed prior to January 1, 2015.



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #7 – Airport Terminal and Hangars

**Points to Consider:**

This is listed as projects for FYs 2017 – 2020 in the Airport Capital Improvement Plan as submitted to the FAA.

This will likely be bumped back due to the need to build up local funding for the heavy aircraft apron.

Council and staff have expressed concern over the proposed cost of this project.

**Funding and Liability Factors:**

See attachment – total local match of \$2,441,500 over 4 fiscal years.

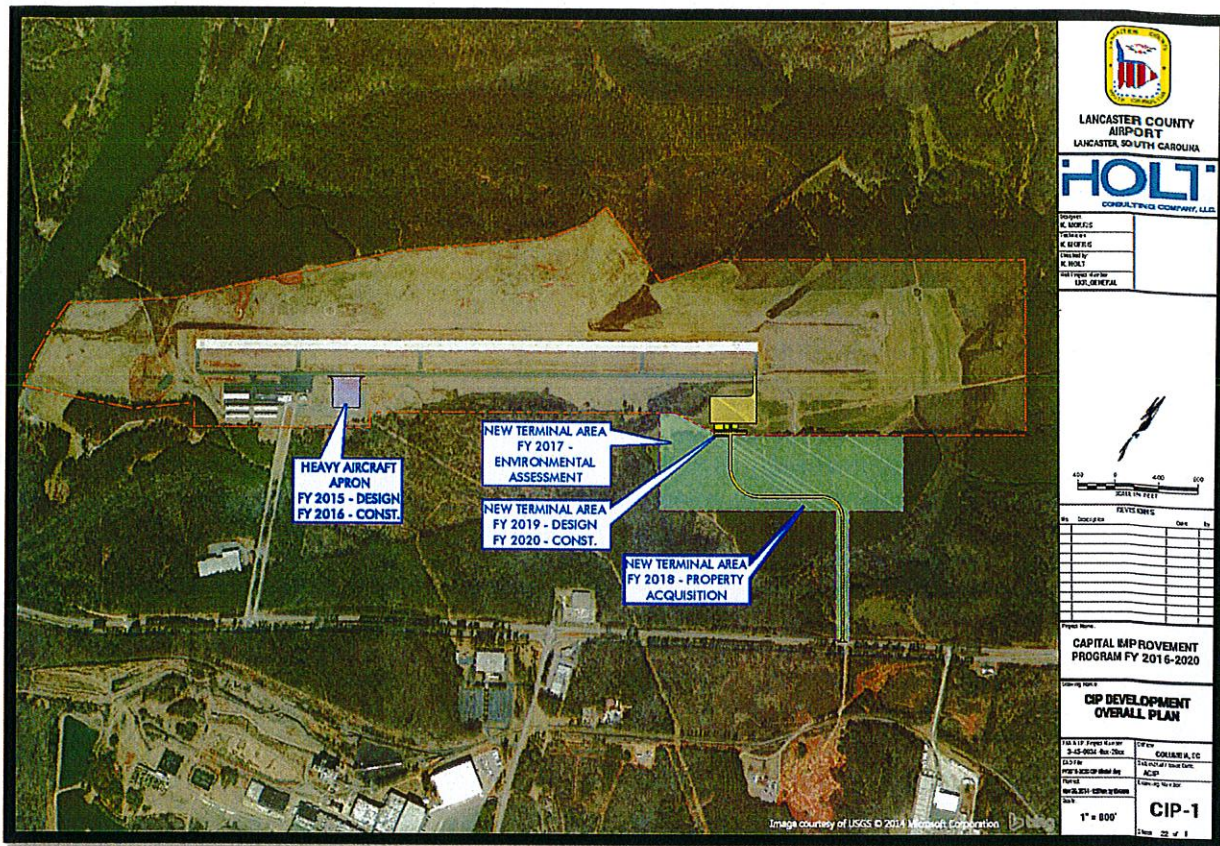
## Lancaster County Airport Capital Improvement Program Narrative

The current Capital Improvement Program (CIP) for Lancaster County Airport (LKR) is provided below and is depicted on the CIP Development Overall Plan. The FAA requires CIPs be updated on an annual basis. The FAA recognizes that the outer years of the CIP (2017 through 2020 below) are more for planning purposes, may be subject to change, and therefore do not require any details provided the projects listed in these years are depicted on the Airport Layout Plan (ALP). The FAA does expect that the sponsor, Lancaster County, is planning to implement the projects listed in the first two years (2015

Lancaster County Airport (LKR) 2016 -2020					
Fiscal Year	Project	Cost	FAA Share	State Share	Sponsor Share
2015	Heavy Aircraft Apron (300' X 300') Design	\$150,000	135,000	\$7,500	\$7,500
2016	Heavy Aircraft Apron (300' X 300') Construction	\$1,350,000	\$1,215,000	\$67,500	\$67,500
2017	Environmental Assessment for New Terminal Area Development	\$80,000	\$72,000	\$4,000	\$4,000
2018	Property Acquisition for New Terminal Area (approximately 60 acres)	\$1,250,000	\$1,125,000	\$62,500	\$62,500
2019	New Terminal Area Design (access road, terminal building, fuel farm, apron, and taxiway)	\$500,000	\$450,000	\$25,000	\$25,000
2020	New Terminal Area Construction (access road, terminal building, fuel farm, apron, and taxiway)	\$6,000,000	\$3,000,000	\$650,000	\$2,350,000
Total		\$9,330,000	\$5,997,000	\$816,500	\$2,516,500
Current Entitlement Balance: \$150,000					

and 2016 below) and requires pre-applications for federal funding.





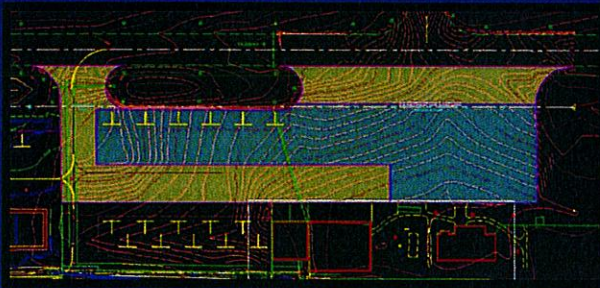
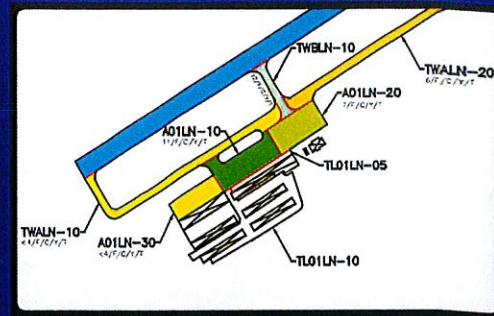
The current aircraft parking apron at LKR has a Pavement Condition Number (PCN) value ranging from 7 to 11 (from SCAC Pavement Study). Runway 6-24 has a PCN of 15 resulting from the concrete overlay completed a few years ago. With this pavement strength and a length of 6000 feet, the runway allows LKR to serve heavier general aviation aircraft such as the Falcon 50, Falcon 900, Falcon 2000, Citation X and Challenger CL-604.



The parallel taxiway system will receive an overlay in the spring of 2015 as part of FAA Grant 3-45-0034-017-2015 that will increase the PCN of the taxiway to be relatively close to that of the runway. The existing parking apron areas below identified as A01LN-30, A01LN-10, and A01LN-20, however, will still have a lower PCN value which will either limit usage by these larger aircraft or will result in damage and shortened pavement life.



**SCAC Pavement Strength Rating Analysis**  
**AOILN-30: Designed for Light Aircraft Only**  
**Falcon Jet: ACN 14.3/1200 Ops**  
**AOILN-10: 11 PCN/1200 Ops**  
**AOILN-20: 7 PCN/1200 Ops.**



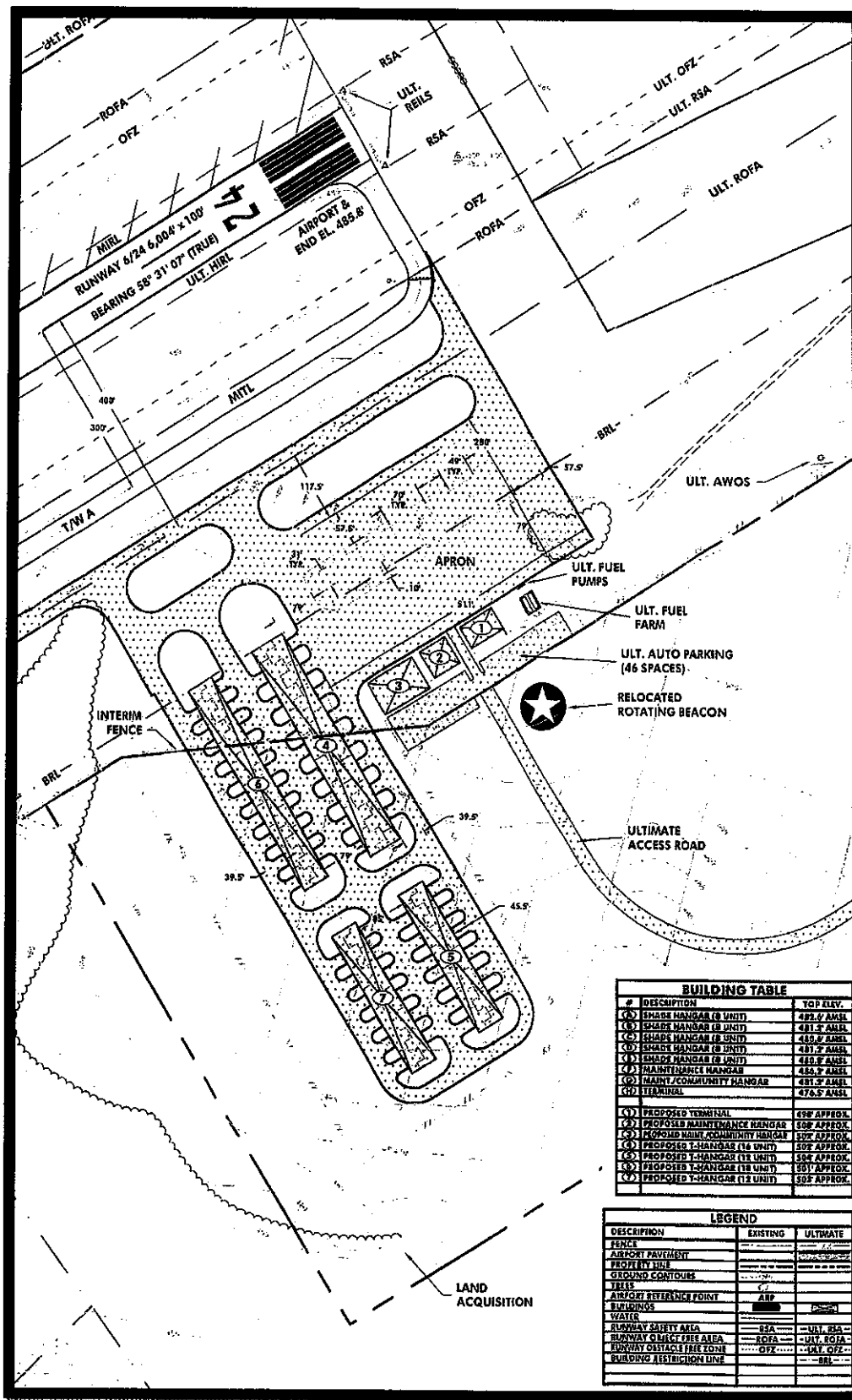
**Existing Apron Can Sustain 30-60 Ops.**  
**2" - 3" Overlay (6,200 S.Y.)**  
**Reconstruct (5,400 S.Y.)**  
**Total Cost 50% - 75% of New Apron**

Strengthening of the apron would be expensive, since much of the work would require reconstruction due to grade restraints at hangar doors and pavement tie points. Therefore, a new apron is proposed north of the terminal apron for use by the larger, heavier aircraft and limit the usage of the existing apron to lighter aircraft with Aircraft Classification Number (ACN) values at or below the PCN values for the existing pavements. This new apron would be approximately 300' X 300' to allow parking and maneuvering of several large aircraft simultaneously. In addition, since LKR is approached by corporate jet owners inquiring about a hangar site, this apron can accommodate two 100' X 100' corporate hangars. The 2015 project would include pre-design testing and surveying, preparation of a documented categorical exclusion checklist (as there are no apparent environmental issues), design, bidding and land disturbance permitting. Construction of this apron is planned for 2016, provided discretionary funding is available for such.

Once the apron is constructed, the existing terminal area will be effectively "built out" due to environmental constraints, utility easements, and FAA setbacks in this area. Therefore, the outer years involve implementing a new terminal area depicted below on the ALP and in more detail on the illustration following.

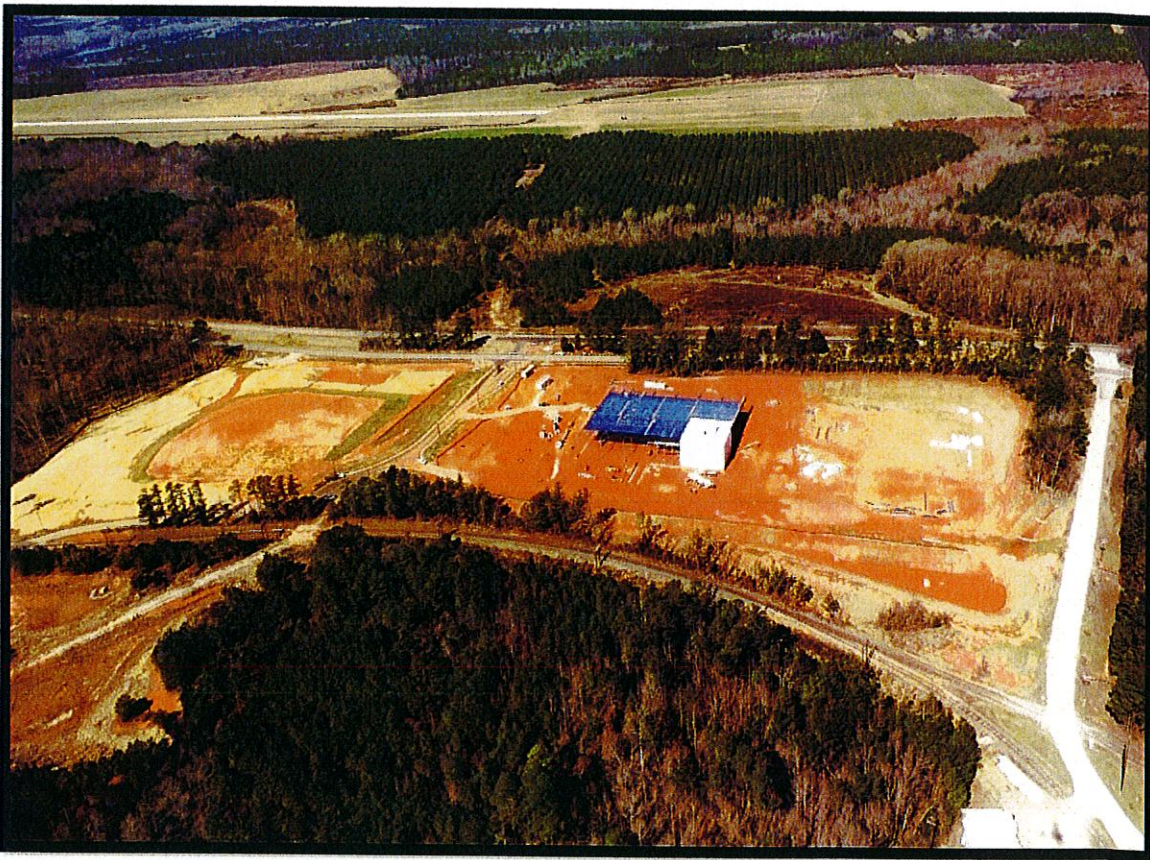
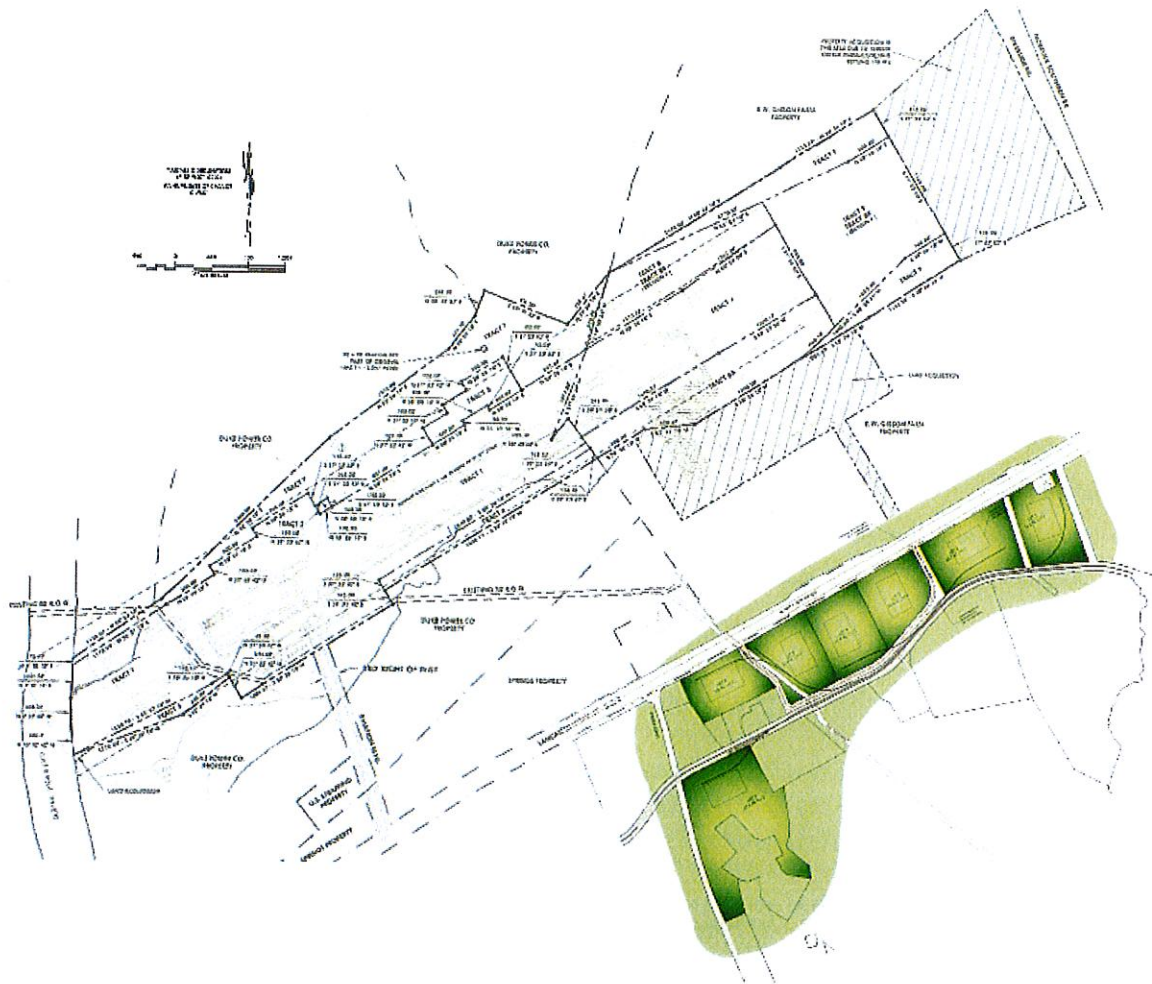






In addition to providing additional developable property for LKR expansion, the new terminal area is more co-located with the Lancaster County Air-Rail Business Park as shown by the diagram below (in green) as well as the photograph (Fancy Pokket under construction in the foreground with Runway 6-24 in the background).







## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #9 – Adopt Trash and Recycling Master Plan

**Points to Consider:**

This was delayed as we needed to complete the Indian Land Recycling facility first. That will be completed in the current fiscal year.

During the calendar year we should have the state mandated Solid Waste Plan ready for Council consideration and adoption. This will be coming through the Solid Waste Advisory Committee.

We would like to pursue an upgrade for the Kershaw Recycling site in the 2016-17 fiscal year. We have suitable land and would only need to budget for construction. We would replicate the design at Indian Land for future sites.

As a discussion item, we need to know if Council will consider future site schedule modifications. If we are going to expand the hours at the major sites we will have to redeploy existing staff resources, enhance funding for additional staff time, or some combination of the two.

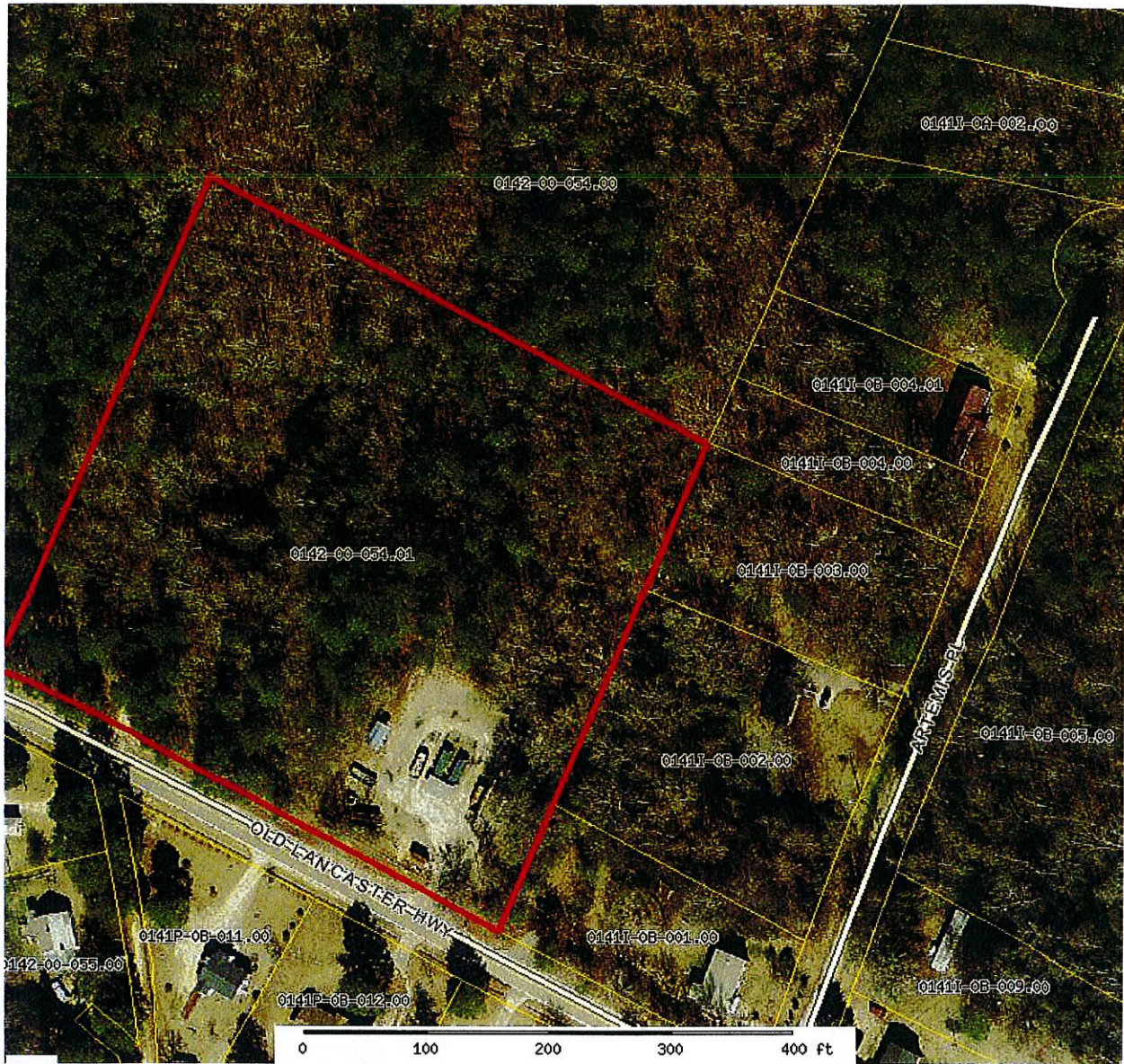
We will likely reduce the services at lesser used sites to include only household waste (regular garbage) and recyclables (comingled). Other services such as tires, limbs and yard debris, white goods, household hazardous wastes, etc. would only be handled at larger sites.

Any changes would be vetted through the Infrastructure and Regulations Committee for Council approval.

**Funding and Liability Factors:**

Estimated \$250,000; HOWEVER, no geotechnical work has been performed and no final plans drawn at this time.





Lancaster County Assessor

Parcel: 0142-00-054.01 Acres:

Name:		Land Value	
Site:		Improvement Val	
Sale:		Accessory Value	
		Total Value	
Mail:			



The Lancaster County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER LANCASTER COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS ---THIS IS NOT A SURVEY---

Date printed: 07/07/15 : 19:21:51



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #10 – Building and Facilities Maintenance Plan

**Points to Consider:**

This was delayed as we needed to discuss Council's appetite to fund a preventive maintenance plan before spending the money on a building needs analysis.

The assessment and analysis by an engineering firm will be approximately \$40,000.

Based on costs at Founder's Federal Credit Union we will likely need to budget between \$300,000 and \$400,000 annually for the first several years to begin playing catch up from years of deferred maintenance.

**Funding and Liability Factors:**

Estimated costs are listed above. For every year we delay the maintenance costs merely increase.



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #12 – Update Capital Improvement Plan

**Points to Consider:**

This project is in the final stages of completion by the Council of Governments. It will be reviewed by the Planning Commission and brought to Council for adoption.

**Funding and Liability Factors:**

N/A

## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #13 – Adopt fifty foot Catawba River buffer zone

**Points to Consider:**

This project will be part of the Unified Development Ordinance rewrite performed by the Planning staff and the Council of Governments. It will be reviewed by the Planning Commission and brought to Council for adoption.

**Funding and Liability Factors:**

N/A



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #14 – Renovations/ Repairs at Historic Jail

**Points to Consider:**

The historic Jail has been empty for several years.

We have separation starting at the western second floor wall and roof.

The engineering report is complete and the abbreviated report is attached.

I have asked for three cost estimates which are below. These include the roof only, the entire building exterior, and the entire building.

Before proceeding Council needs to determine the use for the building. Any occupancy of the second floor will trigger the need for an exterior fire escape which would significantly alter the external appearance.

Renovations will be more costly than normal as all work must be coordinated with the US Park Service and the SC Department of Archives and History as the building is a National Landmark and on the National Register of Historic Places.

**Funding and Liability Factors:**

Coming from Jody.

May 28, 2015

Project No. FH156816

Subject: Lancaster County Jail  
Consulting Engineering Services  
208 West Gay Street  
Lancaster County, South Carolina, 29720

To: Mr. Joseph C. Munnerlyn, AIA, NCARB  
President and CEO  
Boykin & Munnerlyn  
1305 Monument Square  
Camden, SC 29020  
[boymunn@bellsouth.net](mailto:boymunn@bellsouth.net)

## **EXECUTIVE SUMMARY**

Terracon Consultants, Inc. performed the Building Enclosure Survey at the Lancaster County Jail located in Lancaster County, South Carolina. This work was authorized by Agreement for Services dated February 11, 2015 and signed February 13, 2015.

Terracon Consultants, Inc. completed consulting engineering services at the Lancaster County Jail located in Lancaster County, South Carolina which included a visual evaluation of the existing building envelope and destructive testing (roof openings and relative humidity testing). Visual observations were made of the exterior walls, roof and associated systems on the ground and on an aerial lift. Terracon personnel also facilitated roof openings with a third party contractor on both roof areas, generally reviewed the interior of the facility and performed relative humidity testing within the floor slab on the ground floor.

The roofs have been reported and were observed during site visit to have had recent repairs; however, given the observed condition of the roofs and the moisture found within the roof systems during destructive roof openings, Terracon suggests that consideration be given to replacing the roof systems and all associated components in their entirety to the structural decks. New coping caps with standing seams and continuous cleats on the parapet/end walls are also suggested on roof Area B.

The exterior walls generally appear to be in fair to poor condition and are in need of numerous repairs. The parge coating is wearing and cracking at various locations. The finish paint surface is stained, failing and flaking off at numerous locations around the building. The chimney has significant cracking and is open on the exterior near the top of the stack allowing water to enter the building. The decorative stone cap stones, lintels, sills, quoins and string course appear to be in good to fair condition, however

Terracon Consultants, Inc. 2020-E Starita Road Charlotte, North Carolina 28206  
P [704] 597 9000 F [704] 597 5262 [terracon.com](http://terracon.com)



some of the units were observed to be cracked and in need of repair. The joints between the units and adjacent to the units were observed to be open and in need of repair. We have included a list of suggested repairs for consideration.

Existing windows generally appear in fair to poor condition. The majority of the windows are original to the building and appear to be wood single pane windows. The windows are deteriorated at numerous jambs, sills and muntins. The sealant at the windows perimeters is beginning to deteriorate at numerous locations and is a potential source of water entry. Given the age of the windows, general observed condition and the fact that they are single pane, Terracon suggests that consideration be given to replacing the window systems in their entirety. The existing doors are in fair to poor condition. Terracon suggests that consideration be given to replacing the door systems in their entirety.

Terracon suggests that consideration be given by the owner to perform an additional structural review/evaluation of the existing roof structure by a licensed professional engineer as significant modifications to the original structure and water infiltration were reported and observed.

Perform all replacements and repairs included below to maintain a watertight building enclosure.

### **RECOMMENDATIONS**

The following are recommended corrective **replacement** actions to address the building envelope deficiencies:

1. Roof Replacement
  - a. Remove existing roof, roof components, sheathing and plank decking on both Roof areas A and B down to wood structure and discard.
  - b. Remove existing metal and bituminous flashings and discard.
  - c. Remove existing through wall drain, downspouts and gutters and discard.
  - d. Remove all flashings and relevant roofing components and discard.
  - e. Install new roof through wall scupper, overflow scupper, gutters and downspouts.
  - f. Install new wood deck sheathing on both Roof areas A and B.
  - g. Install new tapered insulation on Roof area A
  - h. Install new roof membrane, or metal and/or shingle roofing systems.
  - i. Install metal and bituminous flashings.
  - j. Install metal copings and all associated roofing components.

2. Window and Door Replacement

- k. Remove existing windows, doors, frames, screens, security bars, screening and sealants to rough openings and discard.
- l. Remove all associated sealants and anchorages, discard and prepare rough openings to receive new windows, doors, frames and louvers.
- m. Replace all exterior windows and doors and assemblies.
- n. Provide new windows and/ or louvers at attic space openings in parapet/end walls.
- o. Replace sealant at window, door, frame and louver perimeters.
- p. Replace door thresholds.

The following are recommended corrective **repair** actions to address the building envelope deficiencies.

- 1. Remove all loose parge coat and repair cracks, paint and repair/replace.
- 2. Remove existing security bars and screening, prepare rough openings and provide new louvers in openings to attic area.
- 3. Clean all stone lintels, sills, stringcourse, quoins and coping caps free from staining.
- 4. Repair all stone lintels, sills, stringcourse, quoins and coping caps where cracks are present and seal all perimeters and joints with appropriate sealants.
- 5. Review chimney to section of chimney for adequate attachment and repair cracked joints and/or brick masonry units.
- 6. Re-secure/ replace loose and or deteriorated and/ or open soffit trim board.
- 7. Remove conduit from window jamb and repair if conduit is abandoned or seal perimeter of penetration if conduit is still in use.
- 8. Clean or replace all fabric on metal framed canopies/ awnings.
- 9. Wire brush, prime and paint all guardrail components.

**ADDITIONAL TESTING/EVALUATION**

Terracon suggests that consideration be given by the owner to perform an additional structural review/evaluation of the existing roof structure by a licensed professional engineer as significant modifications to the original structure and water infiltration were reported and observed.



**Lancaster County Jail**  
208 West Gay Street ■ Lancaster, South Carolina  
May 28, 2015 ■ Terracon Project No. FH156816



We trust this is the information you require at this time. Please notify us should you have any questions or comments concerning the information presented herein.

Respectfully,

**Terracon Consultants, Inc.**



Brett M. Eichler, Assoc. AIA, CDT, RRO  
Project Manager  
Facilities Services



Louis T. Hall, PE RRC  
Senior Project Engineer  
Facilities Services

BME: bme

Enclosures:    Building Envelope Survey Report  
                    Photographs  
                    Relative Humidity Testing Report  
                    First Floor Plan (with relative humidity testing locations)  
                    Roof Plan and Building Elevations (with deficiency and suggested repair locations)

## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #15 – Speculative Building in the Heath Springs Industrial Park

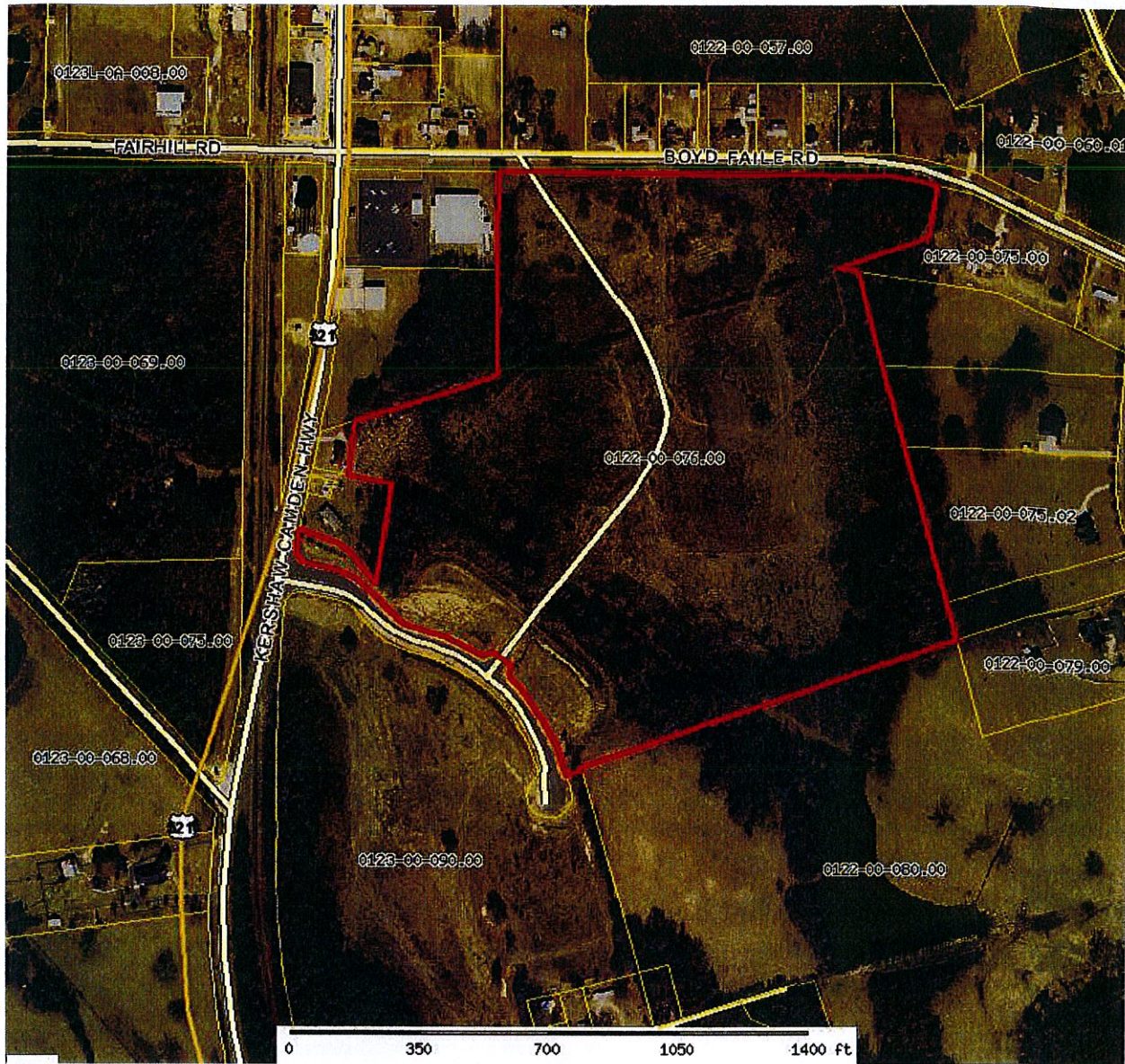
**Points to Consider:**

This project is on “hold” pending hearing from SCANA to see if grant funding remains a possibility.

**Funding and Liability Factors:**

This will depend upon any grant funding that may be available.





# Lancaster County Assessor

Parcel: 0122-00-076.00 Acres: 46.2

Name:	LANCASTER COUNTY	Land Value	\$436,500.00
Site:	BOYD FAILE RD	Improvement Value	\$0.00
Sale:	\$1 on 05-2005 Vacant= Qual=9J	Accessory Value	\$0.00
Mail:	PO BOX 1809 LANCASTER, SC 29721-0000	Total Value	\$436,500.00



The Lancaster County Assessor's Office makes every effort to produce the most accurate information possible. No warranties, expressed or implied, are provided for the data herein, its use or interpretation. The assessment information is from the last certified taxroll. All data is subject to change before the next certified taxroll. PLEASE NOTE THAT THE PROPERTY APPRAISER MAPS ARE FOR ASSESSMENT PURPOSES ONLY NEITHER LANCASTER COUNTY NOR ITS EMPLOYEES ASSUME RESPONSIBILITY FOR ERRORS OR OMISSIONS ---THIS IS NOT A SURVEY---

Date printed: 07/08/15 : 10:46:52



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Items #16 and 20 – Park Projects

**Points to Consider:**

#16 – New Sports Complex

This project is under development by working with Clemson University. They have a Park Development program as part of their Parks, recreation, and Tourism School.

This will include suggested location, scope of suggested services, cost estimation.

This would need to be funded by a Parks Bond approved by the voters in a Bond Referendum. We lack the debt capacity to proceed otherwise.

#20 – Update Recreation Facilities

This project was proposed but did not make the final cut for the Capital Project Sales Tax.

Information submitted to the Capital Project Sales Tax Commission is attached.

As with the other project, this would be submitted as a Park Bond in a bond referendum.

Council would need to decide whether to submit these as individual projects (voters could approve both, just one, or none) or as a package deal (both or none).

**Funding and Liability Factors:**

#16 will not be known until Clemson completes their work. \$15 million would not be an unreasonable estimate.

#20 was proposed at \$3 million to the Capital Project Sales Tax Commission.



**TO:** Hal Hiott, Lancaster County  
**FROM:** Bob Brookover, PRTM  
**DATE:** June 9, 2015  
**RE:** Public Input Proposal/Scope of Work

**Department of  
PARKS, RECREATION  
and TOURISM  
MANAGEMENT**

263 Lehotsky Hall  
128 McGinty Court  
Clemson, SC  
29634-0735

P (864) 656-3400  
F (864) 656-2226

Dr. Bob Brookover will conduct public input sessions for Lancaster County. The purpose of this study is to determine the public's opinions about a regional park project being proposed. The outcome/deliverable will be a report outlining recommendations based on input received from town staff, key decision makers, stakeholders, and public input using a combination of focus group interviews/activities, quantitative input, and reviewing documentation provided by the county as requested.

**Goals of the project:**

- Determine public opinion about the location of the proposed park.
- Determine potential partners and roles partners might play in the development and operation of the proposed facilities.
- Determine the appropriate components/amenities to be included in the proposed park.
- Determine if additional components/amenities are necessary to make the proposed facilities attractive to a broad range of user groups.
- Determine how public opinion of needs aligns with program and facility needs and trends based on current demand.
- Determine the public's willingness to pay fees for the use of proposed facilities.

**The process will include the following activities:**

- 1) Meetings with Council, City Manager, Director, and other key staff.
- 2) Meeting to discuss process and verify background information to be scheduled
- 3) Conduct 8 Focus Groups/Individual Meeting Sessions

4) Conduct 1 Large Format Public Input Session

- Conduct a large format public input session (up to 170 participants) to include data collection using the iClicker system and traditional focus group activities. Room should be set up to accommodate up to 200 people at tables of 8-10 participants and have a projector and screen. Participants should be representative of the population of Lancaster County.

5) Recommendations/Report

Consultants will develop recommendations and present the report

Lancaster County will:

1. Provide all background information requested and deemed appropriate for consultants.
2. Recruit and schedule all focus group and public input session participants.
3. Provide lunch for 12:30-1:30pm focus group session on day 2 of input.
4. Provide light snacks/drinks for public input session on day 2 from 5:30-7:00

Fee:

Work will be completed for a fixed price of \$9,750

Schedule:

Date	Time	Group
Monday	4:00-5:30pm	Meet w/ county manager, recreation director, other staff
	6:00—7:00pm	Meet with Lancaster County Council
Tuesday	9:00-10:00am	Focus Group
	10:00-11:00am	Focus Group
	11:00am-noon	Focus Group
	12:30-1:30pm	Focus Group
	2:00-3:00pm	Focus Group
	5:30-7:00pm	Public Input Session
Wednesday	9:00-10:00am	Focus Group
	10:00-11:00am	Focus Group
	11:00am-???	Team will analyze data and create report
Thursday	8:30-10:00am	Presentation of Report & Recommendations

Times and schedule may be adjusted as agreed upon by both parties.

**Follow-up Economic Impact/Return on Investment Study**

If deemed necessary and appropriate, an economic impact/return on investment analysis will be completed. This report will estimate the potential impacts of the proposed project on the Lancaster County economy including direct spending, local taxes generated, jobs supported, and total output.

Fee:

Economic impact/return on investment study will be completed for a fixed price of \$3500





# LANCASTER COUNTY

## South Carolina

 
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Camp/Walking/Zumba

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Welcome Center Home Page

Zoning

## Park Information and Directory

### Buford Area

**Bear Creek Park, 1672 S. Potter Rd.** 4.5 acres includes a picnic shelter, open green space and a fishing lake.

**Buford Battleground, 262 Rocky River Rd.** 1 acre. 1 picnic table. Erected to the memory and in honor of the brave and patriotic American soldiers who fell in the battle which occurred at this place on the 29th of May, 1780 between Col. Abraham Buford who commanded a regiment of 350 Virginians and Col. Tarelton of the British Army with 350 cavalry and a like number of infantry. [Click here for more information.](#)

**Buford Recreation Complex, 4073 Hurley Walters Rd.** 26 acres with 1 lighted soccer field, 1 multi-purpose field, 2 youth & 2 adult baseball/softball fields and 2 soccer fields. 1 lighted.

**Buford Softball Field, 4240 Tabernacle Rd.** 4 acres with 1 lighted youth ball field.

**Buford Soccer Field, 1812 N. Rocky River Rd.** 7 acres. 1 lighted soccer/multi-purpose field.

### Flat Creek Area

**Flat Creek Park, 3500 Gold Mine Hwy.** 6 acres includes a 1/5 mile rubberized walking track, 1 lighted softball field, 2 lighted tennis courts, swing set, slide and merry go round.

**Tripp Faulkenberry, 3404 Lee Deese Rd.** 2 acres includes 1 unlighted youth ball field.

### Heath Springs Area

**Heath Springs Ball Fields, 107 S. College St.** 4 acres includes 1 lighted adult baseball/softball field and 1 unlighted youth baseball/softball field.

**Heath Springs Soccer, 162 Solar Rd.** 3 acres includes 1 multi-use field.

**Heath Springs Town Park, 102 Duncan St.** 2 acres includes 2 lighted tennis courts, swing set and picnic area.

**Heath Springs Walking Track, 221 Spring St.** 5 acres includes a lighted 1/5 mile walking track and an enclosed picnic shelter with lights & grill.

**L.T. Reeves Park, 100 Reeves St.** 1 acre includes 1 unlighted basketball court.

### Indian Land Area

**Bailes Ridge Nature Trail, (Hwy 160 & Old Bailes Rd.)** 3 acres includes a natural walking trail.

**Deputy Roy Hardin Park, 8341 Shelly Mullis Rd.** 2 acres includes a picnic shelter & grill, dog convenience site, 2 playgrounds, swing set and a 1/4 mile paved walking track.

**Indian Land Fields, 8286 Charlotte Hwy.** 12.5 acres includes 1 multi-use field and 1 lighted youth baseball field.

**Walnut Creek Park, 10521 Walnut Creek Parkway.** 60 acres. Lighted baseball, softball, soccer fields, future pickle ball, tennis courts, walking trail, concessions, pavilion, restrooms, office/meeting area & maintenance building.

#### **Kershaw Area**

**Marion Boan, 219 Little Dude Ave.** 5 acres includes 1 lighted and 1 unlighted baseball/softball fields.

**Marion St. Park, 425 W. Marion St.** 8.5 acres includes 1 multi-purpose baseball/softball field, 1 basketball court, picnic table, swing set.

**Mullinax Park, 635 E. Church St.** 4.5 acres includes 2 lighted soccer fields, swing set, arch climber, restrooms, concession building.

**Kershaw Softball, 605 N. Matson St.** 2 acres includes 1 unlighted softball field.

**Kershaw Tennis, 640 Woodland Dr.** 1 acre includes 2 lighted tennis courts. Resurfaced in 2010.

**Steve Williams Picnic Shelter, 305 Club House Dr.** 2 acres includes an enclosed screened picnic shelter with lights & grill (Adjacent to the golf course and club house).

#### **Lancaster Area**

**Buckelew Park, 405 Chester St.** 11 acres includes 1 lighted youth baseball field, 1 adult softball field, restroom/concession building, 2 picnic shelters, swing set.

**Constitution Park, 300 Woodland Dr.** 2.5 acres includes 2 picnic tables, grill, bench swing and open green space.

**Country Club Park, 2227 Morningside Dr.** 1.5 acres includes 1/2 basketball court and 1 picnic table.

**Gay St. Courts, 309 E. Gay St.** .5 acres includes 2 unlighted basketball courts.

**Hughes St. Park, 100 S. Hughes St.** .5 acres includes a picnic shelter, swing set and play equipment.

**Independence Park, 200 Woodland Dr.** 3.75 acres includes 4 concrete picnic tables, rose garden and open green space.

**LCPR Pool & Tennis, 315 S. Wylie St.** 4.5 acres includes 6 lighted tennis courts and 1 outdoor swimming pool with restrooms.

**Laurie Brice Park, 1140 Elliot St.** 5.5 acres includes 1 multi-use field & storage building.

**Melvin Steele Park, 120 Springdale Rd.** 10 acres includes 2 lighted multi-use fields.

**Pardue St. Park, 101A Pardue Circle.** 1 acre includes 2 basketball courts, picnic shelter, swing set, merry go round and arch climber.

**Preston Blackmon Park, 500 Conner St.** 7 acres includes 1 softball field, 2 basketball courts, playground, swing set, slide, 2 picnic shelters and restrooms.

**Shady Lane Park, 1030 Shady Ln.** 2 acres includes a swing set, balance beam, spring see-saw, picnic table and grill.

**South Softball Complex, 1555 Billings Dr.** 7.5 acres include 2 softball fields 1 lighted & 1 unlighted, restrooms and concession building.

**Springdale Recreation Complex, 260 S. Plantation Rd.** 5 acres includes 2 lighted and 2 unlighted youth baseball/multi-purpose fields, 1/3 mile track, pond, restrooms and concession building.

**Springs Park Boat Landing (Hwy 200 at Old Springs Park site).** Includes boat ramp, fishing dock and paved parking.

**Stafford Belk Park, 190 Brooklyn Ave.** 1 acre fenced area with playground and picnic area.

**Westmoreland Park, 1300 Churchill Dr.** 3 acres, playground, picnic and natural areas.

**Woodland Hills Tennis, 1158 Suttle Rd.** 1.5 acres includes 2 lighted tennis courts.



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## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

CARRYOVER – Item #21 – Enhance our website and public information capability

**Points to Consider:**

This is an admitted need but financial constraints and other more pressing needs exist. Absent funding these needs will continue to be unmet.

**Funding and Liability Factors:**

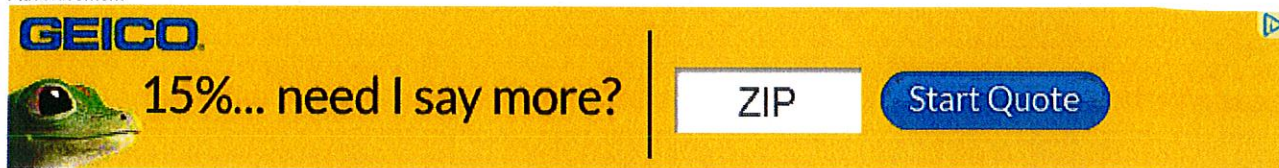
Website costs – would vary depending upon the level of change desired.

Public Information Officer – estimated \$60,000 to hire someone who could handle press inquiries, social media, etc.



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## Public Information Officer

Contact Info

County of Lexington • Lexington, SC • 7/5/2015

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### JOB SNAPSHOT

Base Pay	\$45,793.00 - \$45,794.00 /Year
Other Pay	0
Employment Type	Full-Time
Job Type	Professional Services
Education	Not Specified
Experience	Not Specified
Manages Others	No
Relocation	No
Industry	Government - Civil Service
Required Travel	Not Specified
Job ID	0001826161-01

### JOB DESCRIPTION

Public Information Officer

Position #: 1500018

Department: COUNTY ADMINISTRATOR

Salary Range: \$45,794 DOE

The Public Information Officer is responsible for assisting in the dissemination of County data, information and news in an effort to keep the County's citizens and interested parties informed of County related activities. At the direction of County Administration, the Public Information Officer shall draft news releases, develop promotional

[View More Job Details](#)

## Contact Info

## SIMILAR JOBS

<b>Customer Service Representative</b> G & P Trucking Company, Inc.	JOB DESCRIPTION Revision: 10/04/05 JOB TITLE: Customer Service Representati...
<b>Administrative Collections</b> G & P Trucking Company, Inc.	Contact past due customer accounts Determine reason account is past due and...
<b>Customer Service – Consider a Career Change to Insurance Sales</b> Bankers Life and Casualty Company	What makes Bankers Life and Casualty different from any other company in ou...
<b>Appointment Setter</b> PERSONALITIES TO TALK WITH POTENT...	MARKETING REP NEEDED LOOKING FOR OUTGOING
<b>Sales Consultant - Awesome Opportunity!</b> AppleOne	Growing Columbia based company is seeking an experienced Sales Representati...

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## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

NEW ITEM – Animal Shelter

**Points to Consider:**

There is no question that a larger, more modern animal shelter is needed. The question is the availability of resources and where this stands in relation to other pressing needs.

Attached is the latest information (March 2015) showing that we have a low euthanization rate (3%) for space constraints. This is not to say the current facility is adequate but to show the great work by Shandy. The need exists but we are not putting dogs down left and right for lack of space.

Clay from Aiken is sending me information on their new facility. Attached is information from the SCAC Focus magazine regarding the new Aiken facility.

Would Council consider placing this question before the voters in a Bond Referendum?

**Funding and Liability Factors:**

\$2.2 million for a facility similar to Aiken County's shelter.



**LANCASTER COUNTY ANIMAL SHELTER  
MONTHLY STATISTICS**

**Mar-15**

<b>INCOMING ANIMALS</b>	<b>ACO</b>	<b>SURRENDER</b>	<b>STRAY</b>	<b>TOTALS</b>
DOGS	76	52	13	141
CATS	118	33	10	161
WILDLIFE	1			1
FARM				0
<b>TOTALS</b>	<b>195</b>	<b>85</b>	<b>23</b>	<b>303</b>

<b>OUTGOING ANIMALS</b>	<b>RECLAIMED</b>	<b>ADOPTED</b>	<b>RESCUED</b>	<b>TOTALS</b>
DOGS	26	0	95	121
CATS	5	11	0	16
FARM	0	0	0	0
<b>TOTALS</b>	<b>31</b>	<b>11</b>	<b>95</b>	<b>137</b>

<b>EUTHANIZED ANIMALS</b>	<b>DOGS</b>	<b>CATS</b>	<b>WILD</b>	<b>TOTALS</b>
SPACE	4	3		7
BEHAVIOR	11			11
SICK/INJURED	8	32		40
OWNER REQ	8	10		18
FERAL	0	83		83
<b>TOTALS</b>	<b>31</b>	<b>128</b>	<b>0</b>	<b>159</b>

<b>QUARENTINED ANIMALS</b>	<b>DOGS</b>	<b>CATS</b>	<b>TOTALS</b>
COUNTY	0	1	1
CITY	0	0	0
<b>TOTALS</b>		<b>1</b>	<b>1</b>

**TOTAL ANIMALS FROM CITY :**

DOGS	48
CATS	63
WILD	1
<b>TOTAL</b>	<b>112</b>

PERCENTAGE OF EUTH DOGS : 21% (INC AGGRESSIVE & SICK)

% DUE TO SPACE RESTRAINTS : 3%

PERCENTAGE OF EUTH CATS : 79% (INC FERAL & SICK)

% DUE TO SPACE RESTRAINTS : 1%



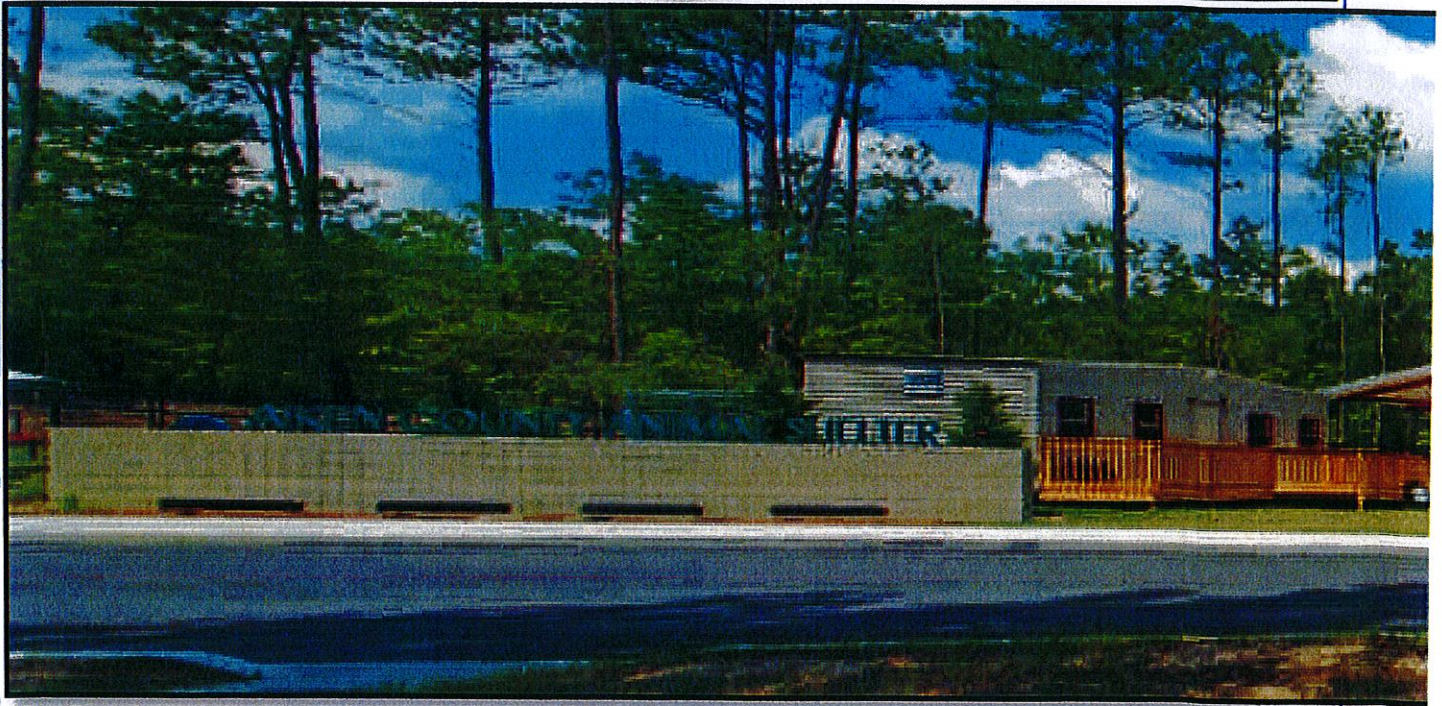
# Aiken County Opens New Animal Shelter

*By W. Stuart Morgan III and  
Mary Lou Welch, Vice President, Friends of the Animal Shelter*

**A**iken County opened a \$2.2 million animal shelter in Aiken on March 23 to fulfill a mission and achieve a goal.

The new facility is located at 333 Wire Road near the county's former animal shelter, previously operated by the Animal Services Division under the county's Public Works Department.

Aiken County restructured the Animal Services Division to operate as a separate department of county government to emphasize the importance of animal services. The county also designed the new animal shelter, which serves the



Aiken County's new animal shelter, 333 Wire Road, Aiken (Photo by Stuart Morgan)



county's unincorporated areas, to be more customer friendly.

The shelter:

- Offers pet adoptions
- Rescues animals
- Responds to cruelty complaints
- Enforces the county's animal control ordinances
- Rescues and shelters stray, sick and/or injured animals
- Provides microchip (tracking) implants and
- Quarantines animals whenever necessary.

"We're very happy with our new animal shelter," said Ronnie Young, Aiken County Council Chairman. "We have more than doubled the space available for pet adoption. So, now we're able to showcase more than twice the number of animals for the public to adopt."

The project to build a new animal shelter was a citizen-driven initiative, according to Young.

"We have an animal-loving community that demands a better environment for our animals, and this new animal shelter was important to them," he explained. "With help from the Friends of the Animal Shelter (FOTAS), we were

able to provide something better for our citizens and the animals they care so much about."

The mission of FOTAS is to improve the quality of life for Aiken County's shelter animals, increase pet adoption, prevent unwanted and mistreated pets, and help save thousands of homeless pets each year.

FOTAS spearheaded the county's citizen-driven initiative to construct the

***"This was a citizen-driven initiative. We have an animal-loving community that demands a better environment for our animals, and this new animal shelter was important to them."***

***— Ronnie Young, Aiken County Council Chairman***

new shelter, hired the project's architect and purchased all needed equipment, kennel fencing and other animal shelter needs.

"We now have a shelter facility with proper ventilation and waste management systems in place where we can properly take care of the cats and dogs that are brought and surrendered at the center," said Jennifer Miller, President of FOTAS. "We have a place that is welcoming to our citizens when they come to the center to adopt or volunteer. Having an

animal shelter that is a welcoming place, a proper shelter to keep animals healthy, and one that the community can be proud of when they visit will help us reach our goal of never having to euthanize an adoptable animal.

"Without support from the Aiken County community, this animal shelter project would not have happened," Miller added. "FOTAS continues to provide financial assistance to people needing help to fix their pets in order to reduce our intake of animals, which was 4,800 last year."

### **Aiken County Animal Shelter**

The 19,000-square-foot shelter consists of three long buildings located side by side on a four-acre site.

The main building, located in the center, includes a large lobby decorated with attractive murals, administrative offices and meeting areas. Flanking the main building are intake and adoption buildings that provide cover for animals and easy access to the outdoors.

Approximately 11,000-square-feet of the shelter's floor space is unheated to save energy. But this also creates a healthier environment for animals,







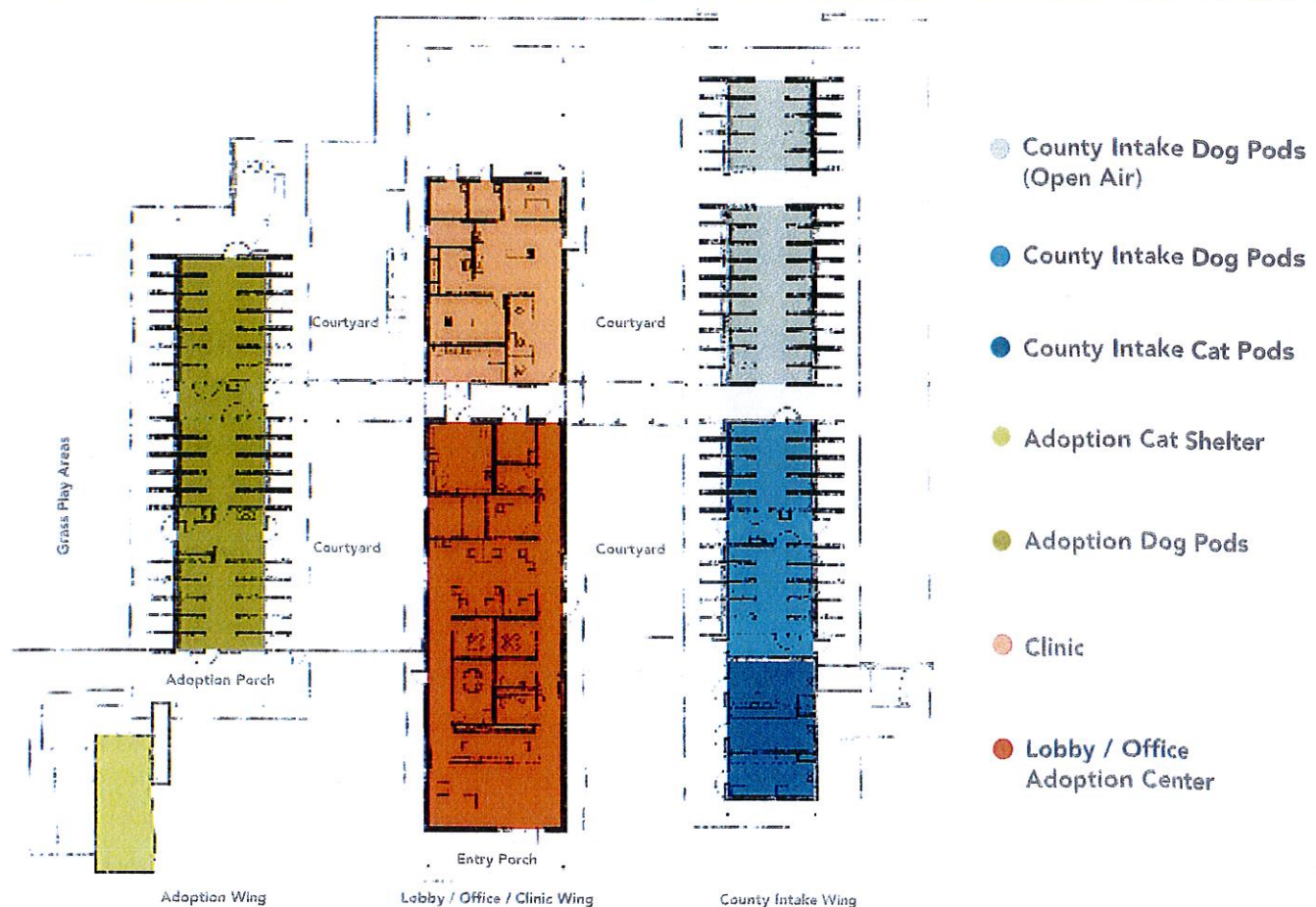
**Aiken County's new animal shelter is focused on increasing the number of pet adoptions and improving the lives of animals that end up in the county's animal control system.** Designed to be customer friendly, the shelter is open from 9 a.m. to noon and 1:30 to 4:30 p.m. Monday through Friday, and 10 a.m. to 1 p.m. on Saturday. Foster homes are needed. Volunteer dog walkers and cat handlers are also needed. For more information, please call the Aiken County Animal Shelter at (803) 642-1537. To learn more about the Friends of the Animal Shelter, which is "making a difference" in Aiken County, please visit [www.fotas.aiken.org](http://www.fotas.aiken.org). (Photo by Stuart Morgan)

because it permits air to flow naturally through the outside kennels.

Automatic watering bowls are available in each kennel. This reduces the manpower required to monitor and refill bowls and helps maintain clean water for each animal.

Flushing floor drains are available on the interior and exterior of kennel walls, making it easier to clean them. This also allows animals to move freely back and forth between each kennel's interior and exterior spaces, and prevents them from having to be moved and suffer undue stress when their kennels are cleaned.

Radiant heating, fueled by a natural gas source, keeps more than 2,400-square-feet of exterior kennel space heated and comfortable for impounded animals. The heating units warm the wall and floor surfaces instead of heating open-air space (See Shelter, P. 21)



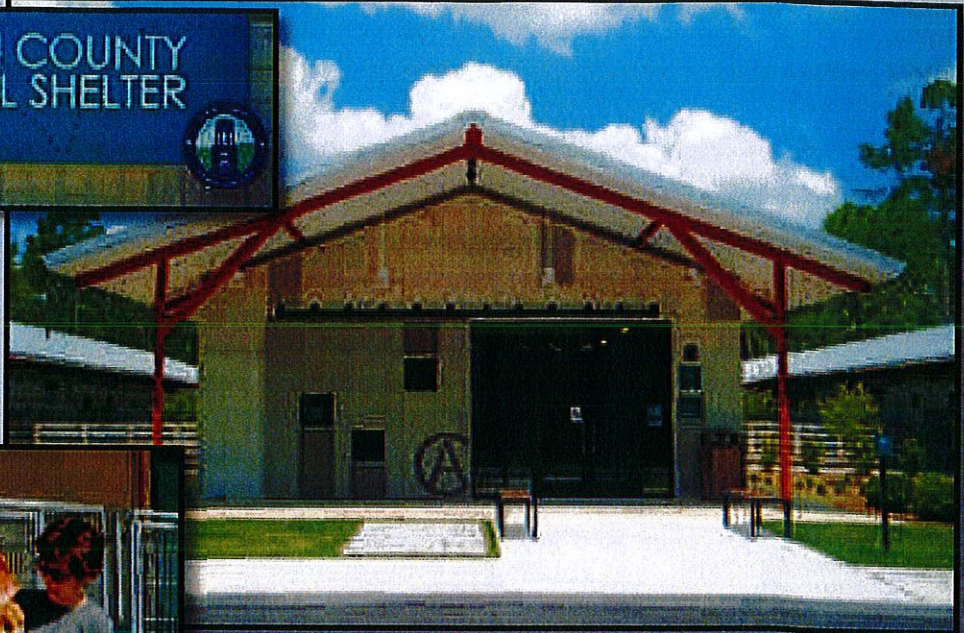
**Aiken County Animal Shelter**

**mcmillan | pazdan | smith**  
architecture





Signage, located just off Wire Road in front of Aiken County's new animal shelter

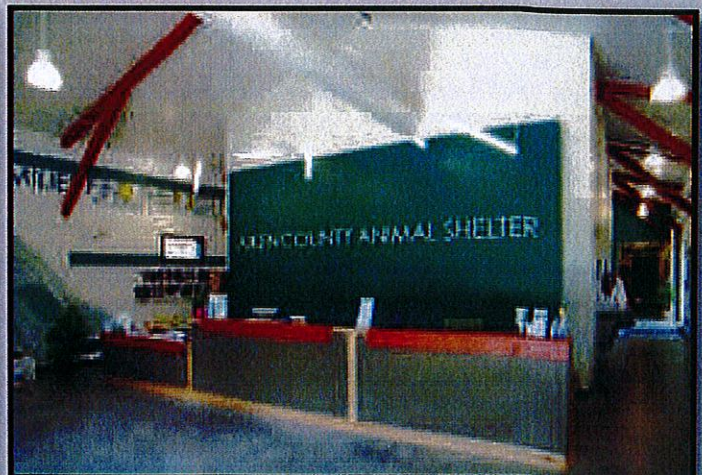
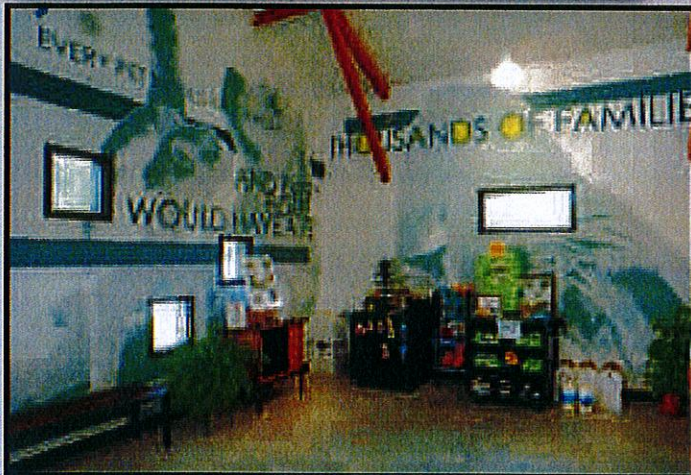


Main entrance leading to the lobby, office and clinic wing of Aiken County's new animal shelter

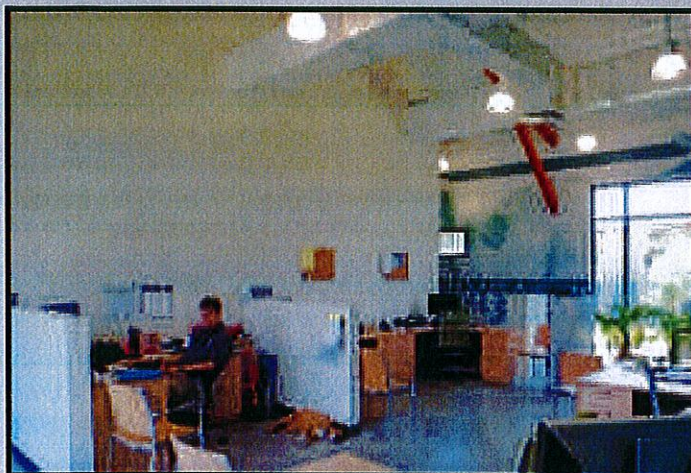
*Photos by Stuart Morgan  
(Except photo at left)*



Volunteers working for Friends of the Animal Shelter (FOTAS) stop to show some of the shelter's new tenants on "move-in day," March 2, 2014. Shown holding the new tenants are: (left to right) Caroline Simonson, Hope Dyches, Becky Reindl, Grace Reindl, Paula Neuroth and Elli Joos. (Photo by Annette Vanderwalt)



Two views of the lobby inside the main entrance

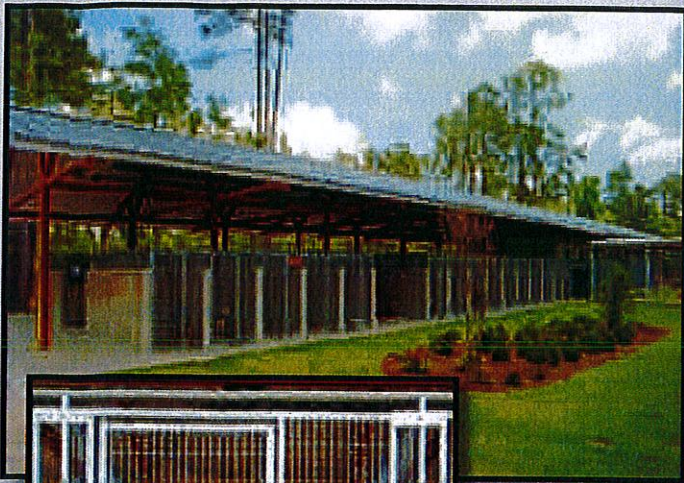


Office

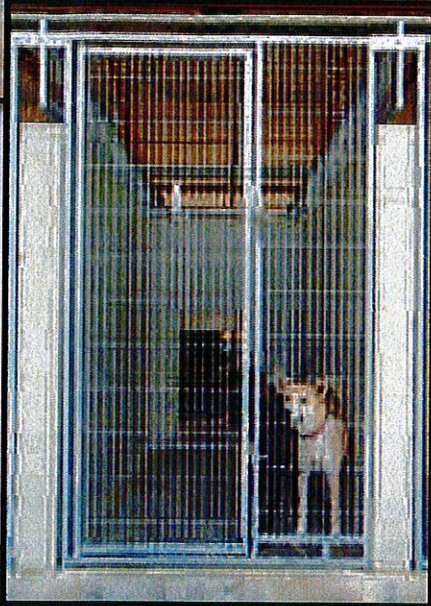


Operating room in the clinic

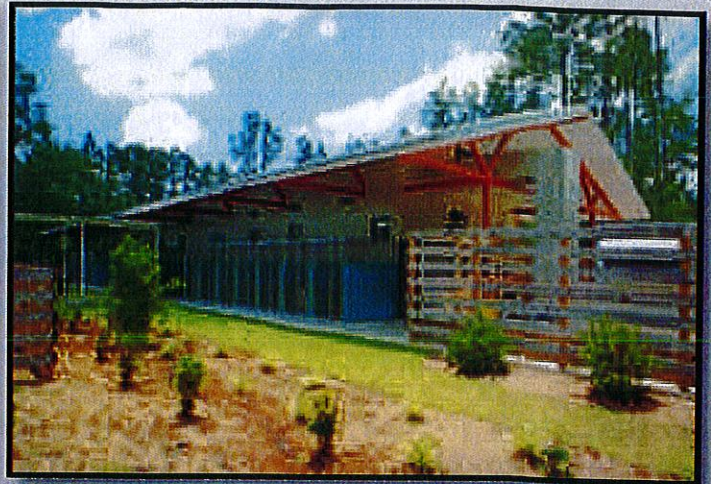




▲ Intake wing, which houses dogs and cats that have recently been received by the animal shelter.



◀ One of the kennels inside the intake wing, housing dogs



Adoption wing for dogs. Three separate fenced play areas are located on the opposite side.



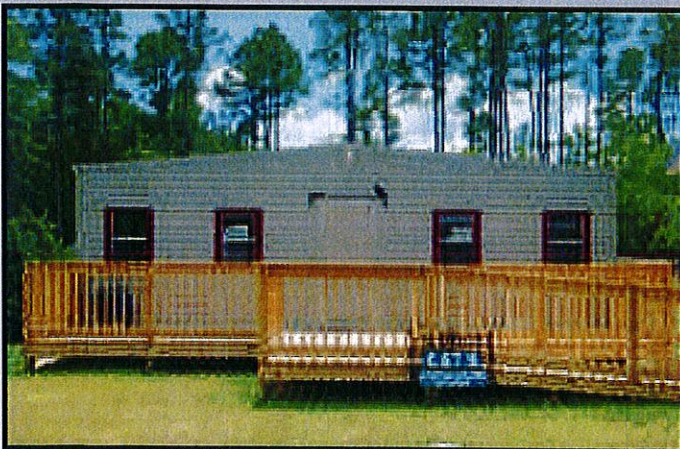
Dogs available for adoption



View inside the adoption section for dogs



Cats are housed in another section of the intake wing, separated from the dog section.



Adoption Cat Building



Three separate fenced-in areas outside the adoption wing for dogs



## Shelter ...

(Continued from P. 18)

within the buildings where animals are kept.

A Cats At The Shelter (CATS) adoption building, called the "Cat Colony," allows adoptable cats to be separated from dogs. This reduces the stress for cats and keeps them healthy.

Three separate fenced-in play yards, located adjacent to the shelter, allow for adoptable animals and prospective adopters to get to know each other better in an open-lawn environment. The play yards also allow dogs to play and interact in a secure area, and to exercise and bond with humans.

Two separate isolation rooms, which have their own heating and air-conditioning units, are available to quarantine sick animals. This increases the likelihood that sick animals will recover more quickly, and decreases the risk that illnesses will spread to other animals.

The facility also has a clinic, which includes an operating room.

The animal shelter has a staff of four, including a director, one adoption coordinator, two veterinarian technicians and two custodians. Four inmates from the S.C. Dept. of Corrections maintain the shelter and grounds. About 30 FOTAS volunteers help the animal shelter each week.

"We are very excited about our new animal shelter, and what it means for animal care in our county," said Clay Killian, Aiken County Administrator. "Our goal was to create a more customer-friendly facility to protect animals and improve adoption rates.

"The new building is more inviting and user friendly," he added, "and we fully expect our animal adoption rate to continue to increase, which will help us meet our goal of reducing our animal euthanasia rate."



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**P.O. Box 8207**  
**Columbia, South Carolina 29202-8207**  
**(803) 252-7255**

**E-mail: [smorgan@scac.sc](mailto:smorgan@scac.sc)**

## Project List Item Summary

Contact Person / Sponsor: Brian Carnes/ Steve Willis

**Issue for Consideration:**

NEW ITEM – Lancaster County Foundation

**Points to Consider:**

A few months ago Barry and I started working on a Sheriff's Foundation. Attached is information about the Lexington County Sheriff's Foundation.

I contacted Rick Jiran about other departments as he serves on the Duke Foundation Board. Attached is his response concerning establishing a single foundation as opposed to one for various areas.

We are researching with the County Attorney and financial auditors about regulations to establish such an umbrella foundation with mechanisms to funnel funding to the area specified by the donor.

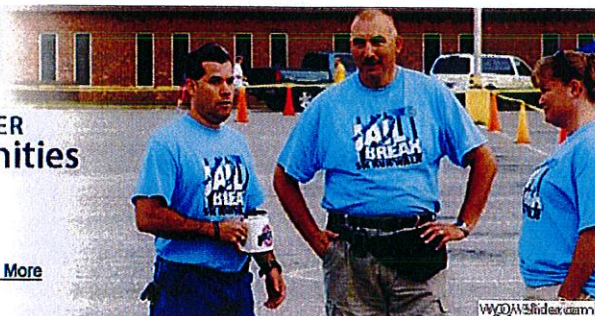
**Funding and Liability Factors:**

Expense should be minimal as we will use volunteer Board members (not associated with county government) and in-house legal and financial staff to administer the program.






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**JAILBREAK 5K Run**  
**May 23, 2015**  
[Learn More](#)

**JAILBREAK ESCAPE Challenge Run**  
**August 22, 2015**  
[Learn More](#)

### Our Mission

The mission of the Lexington County Sheriff's Foundation is to improve the quality of life for the citizens of Lexington County and to preserve the professional standards and safety of the employees of the Sheriff's Department through active citizen involvement.

[LEARN MORE](#)

### How You Can Help

#### CORPORATE SPONSORS

- Corporate Sponsorships are encouraged for organizations in the Midlands area that would like to support insure the safety and quality of life we have come to love in our community.

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#### INDIVIDUAL MEMBERSHIPS

Sign up today and show your support for the men & women who risk their life to keep Lexington County a wonderful place to call home!! **ONLY \$35**

[LEARN MORE](#)

#### VOLUNTEER

Sign up to help meet volunteer needs for the Jailbreak 5K, Annual Deputy of the Year Awards Banquet, Jailbreak 5K Urban Challenge Run, Weekly Opportunity and more!

[REGISTER](#)

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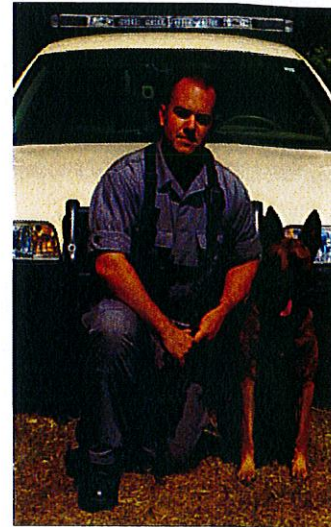
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## WHERE YOUR DONATIONS GO

All Funds raised by the Lexington County Sheriff's Foundation directly benefit the men and women of the Lexington County Sheriff's Department. The foundation is a registered 501c3 non-profit organization and, as such, contributions to the Foundation are tax deductible to the extent permissible by law. Consult your tax advisor for further information.

### Items purchased include:

- Flashlights
- Fully Loaded Crown Victoria Patrol Car
- Firearms
- Radios
- Tasers, and taser instructor protective suits
- SWAT helmets, night vision scopes, and other equipment
- Hostage negotiation "throw phone"
- Training equipment and videos
- "Bayka", a fully - trained Belgian Malinois patrol dog (pictured at the right)



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## Steve Willis

---

**From:** Steve Willis  
**Sent:** Saturday, June 27, 2015 3:19 PM  
**To:** Jiran, Rick  
**Subject:** Re: Foundation Question

Many thanks Rick. Yet another example of the greater knowledge of Duke and Jiran (not necessarily in that order) helping our taxpayers!

Thanks,  
Steve

Sent from my iPad - Steve Willis

> On Jun 26, 2015, at 14:36, Jiran, Rick <[Rick.Jiran@duke-energy.com](mailto:Rick.Jiran@duke-energy.com)> wrote:

>

> See below....

>

> ----- Original Message -----

> Subject: RE: Foundation Question

> From: "Dow, Amanda G." <[Amanda.Dow@duke-energy.com](mailto:Amanda.Dow@duke-energy.com)>

> Date: Jun 26, 2015, 2:32 PM

> To: "Jiran, Rick" <[Rick.Jiran@duke-energy.com](mailto:Rick.Jiran@duke-energy.com)>

>

> I would say that he would want to set up one central 501-C3 organization that then has a board who decides how the monies are allotted to each group. If they set up separate 501 c-3's for each one, they have to file to receive non profit status for each one and it's not as easy to get as it used to be and then they would have to file separate 990's each year for each non-profit- a lot of work.

>

> I hope this helps!

>

> Amanda Dow

> Duke Energy Foundation

> 40 W. Broad Street, Suite 690

> Greenville, SC 29601

> ▪ O# 864.370-5157 ▪ M# 864.506-4619

>

>

> -----Original Message-----

> From: Jiran, Rick

> Sent: Thursday, June 25, 2015 12:05 PM

> To: Dow, Amanda G.

> Subject: FW: Foundation Question

>

> See below... Any advice??? Steve is my favorite county administrator, a great guy. Any guidance we can give him would be greatly appreciated!

>

> Rick Jiran

> Director, Government & Community Relations Duke Energy South Carolina  
> 803-628-8520

>

>

> -----Original Message-----

> From: Steve Willis [<mailto:swillis@lanastercountysc.net>]

> Sent: Wednesday, June 24, 2015 6:14 AM

> To: Jiran, Rick

> Subject: Foundation Question

>

>

>

> \*\*\* Exercise caution. This is an EXTERNAL email. DO NOT open attachments or click links from  
unknown senders or unexpected email. \*\*\*

>

> Rick,

>

> This may be a question you or the Duke staff can't answer but I thought I would take a stab since  
y'all deal with a variety of foundations. We are considering creating a Sheriff's Foundation to handle  
contributions, private grants, etc. We are also thinking of doing the same for other groups such as  
the Animal Shelter, Fire Service, etc.

>

> My question is would we be better served to create a number of foundations, each with an  
independent board, accounting, etc. or to create an umbrella foundation (the Lancaster County  
Foundation?) to handle funds for a wide variety of causes?

>

> No rush on answering this and I know you may need to forward this. I will be at the SC City County  
Management Association meeting through Saturday.

>

> Thanks in advance,

> Steve

>

> Sent from my iPad - Steve Willis



## Project List Item Summary

Contact Person / Sponsor: Brian Carnes

**Issue for Consideration:**

NEW ITEM – Additional Recreational Facilities in Indian Land

**Points to Consider:**

Attached is a list of recreational facilities in the Indian Land area.

Staff recently shared building permit activity reports with Council. We are on track to permit approximately 1,200 new single family residential structures in 2015. For the first quarter 95% of those were in the panhandle area. There is no reason to think this trend will change in the foreseeable future.

As new facilities are added, please keep in mind the need to allocate funding for personnel and equipment to operate these new facilities.

**Funding and Liability Factors:**

Funding would vary depending upon the size and type of new facilities built.

## **Indian Land Area**

**Bailes Ridge Nature Trail, (Hwy 160 & Old Bailes Rd.)** 3 acres includes a natural walking trail.

**Deputy Roy Hardin Park, 8341 Shelly Mullis Rd.** 2 acres includes a picnic shelter & grill, dog convenience site, 2 playgrounds, swing set and a 1/4 mile paved walking track.

**Indian Land Fields, 8286 Charlotte Hwy.** 12.5 acres includes 1 multi-use field and 1 lighted youth baseball field. Also site of the gymnasium.

**Walnut Creek Park, 10521 Walnut Creek Parkway.** 60 acres. Lighted baseball, softball, soccer fields, future pickle ball, tennis courts, walking trail, concessions, pavilion, restrooms, office/meeting area & maintenance building.



## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

NEW ITEM – Extreme Government Makeover

**Points to Consider:**

This is not a project per se but is something that will more than likely lend itself to discussion in the Strategic Plan.

I recently ran across the book Extreme Government Makeover by Ken Miller. I also bought the companion book We Don't Make Widgets.

The premise of the two books are that we have bad processes in government, not bad people, and that while government services can be measured, are we measuring the right things?

I have bought additional books for the Division Heads and we will be looking for areas to implement some of these ideas this coming year. The theory is based on LEAN which is used in manufacturing. We won't be going full bore with Six Sigma but we will be using LEAN theory classes from York TECH (copy attached).

I have attached a notes page I used in discussing this with the Division Heads. For in-depth information the following link is from a session Ken Miller conducted for King County, Washington. Be advised, it is right at two hours long: <https://vimeo.com/23974325>

Finally I have attached Chapter 5, the fable of Complexity. This is a classic example of traditional government responses and why we have clogged pipes. We need to eliminate bottlenecks, CYA steps that add no value but sound good from an accountability standpoint, and look at speeding up processes.

As with Smart Growth, this is not a project but a philosophy we need to discuss in the Strategic Plan. Some items will be brought to Council for major process changes but some we will simply do. One mentioned in the book is transitioning from our current multi-page, scale of 1 to 5, annual personnel evaluation form. These are usually an exercise in futility and do not contribute to our mission. We don't have such a form, even King County has not yet fully transitioned, but we will be moving to a single page PASS – FAIL form that moves us from a fear based system to a coaching system. Most staff does not need an annual evaluation and this will let us focus on staff that needs help. We will look at moving to a bonus based merit system so one good year does not equate to a big pay bump for the rest of the person's career.

## Instructional Services **PROPOSAL**

**PROPOSAL FOR:** Lancaster County, SC  
**PRESENTED TO:** Steve Willis, County Administrator

---

LOCATION OF TRAINING	TBD
SCHEDULED DATES / TIMES:	TBD – August 2015
COURSE LENGTH:	Three hours
MINIMUM-MAXIMUM STUDENTS:	15 minimum; 25 maximum per session
REQUIRED ATTENDANCE:	<i>Not Applicable</i>
INSTRUCTIONAL FEE:	\$150 per training session hour – includes material development and delivery
MATERIALS/ OTHER COSTS:	<i>Not Applicable</i>
TOTAL ESTIMATED COST:	<b>\$450 Total</b>

Quotes are effective for 90 days from the date shown below

---

### **OBJECTIVE:**

This training is intended to provide an overview on Lean Thinking. Attendees will gain an understanding of the fundamental principles behind Lean and discuss some of the basic countermeasures that are commonly used.

### **COURSE DESCRIPTION:**

Three hours of education on Lean Thinking and Deployment. Outline of training follows:

- Hour 1 Introduction to Lean
- History and Overview
  - Fundamental Lean Principals
  - Class Exercise
- Hour 2 Lean Basics
- Value and Non-value
  - The 8 Wastes



- Class Exercise

#### Hour 3 Lean Countermeasures

- Basic Lean Tools – 5S, Standard Work, Visual Management, Value Stream Mapping
- Lean Management – Role of the Lean Leader, Managing for Daily Improvement
- Question and Answer

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### EQUIPMENT, MATERIALS AND FACILITIES

Classes will be delivered at TBD

Training materials, where needed, will be provided for students by York Technical College instructors.

### FEE PROVISIONS

Client will be invoiced by York Technical College no sooner than start of first class and within 15 days of end of classes. Signature below by a company official signifies acceptance of this proposal and commitment to proceed with planned services.

### CANCELLATION POLICY

Cancellation without penalty may be provided by either party up to 5 working days prior to the class. Cancellations that fall within 5 working days of first class date will incur a cancellation fee of 10% of total proposal amount plus the cost of any purchased materials or non-refundable travel expenses.

Proposal submitted this 19<sup>th</sup> day of June 26, 2015

By:

\_\_\_\_\_  
James Leonard, Program Manager

Proposal Accepted By:

\_\_\_\_\_  
Client: Lancaster County, SC Representative

Date: \_\_\_\_\_

Upon acceptance of proposal, please fax signed copy to: James Leonard, 803-981-7327

Or proposal may be emailed to [JLeonard@yorktech.edu](mailto:JLeonard@yorktech.edu)

## **Extreme Government Makeover**

Philosophy – Anything we are doing that doesn't serve our customer is a complete waste of our time.

*and*

Fix the process, not the people.

We need to unclog our pipes. Why are they clogged?

- CYA; we insert roadblocks to fix once in a lifetime events.
- Statutes; these we live with and try to get them changed, such as the new form for working on your own house mandated by the state.
- Existing policies need tweaking, such as the Business Case Form. The dollar amount is too low and we need to specify this is for new purchases.
- Do we really believe our employees are our greatest asset? We will be tweaking the evaluation form to go to PASS – FAIL. We need to identify low performers to help them up or help them out. We will transition to bonus payments for exceptional performance.
- Remove bottlenecks, handoffs, and needless steps. We will speed up the process and people will not have time to complain.

## **We Don't Make Widgets**

Everything can be measured but are we measuring the right thing? For example, we measure call volume for EMS but does that tell you much other than bean counting? We report average response time but how do we account for common cause variation, such as calls in lower Charlesboro at any time or in Indian Land when the units are busy. We can go to average time for a certain percentage but is fast equated to good? We have a system in place for quality review but we don't track it routinely. We will start. When looking at trends remember you need 13 points of data to call something a trend.

To improve we need to ask the customer what they need and ask employees to identify bottlenecks, handoffs, and similar impediments that add no value to what we do.

Who is the customer? It is not the taxpayer which is what we say. For building permits it is not the occupant or owner, though they benefit. The customer is the contractor. They obtain permits and call for inspections.

In this process we need to use our staff members that know the process. I generally do not, Council generally does not, and citizens generally do not.



Where do we start? What consumes the most resources? What causes the most concern? What causes rework? What needs to go faster? One idea we are discussing is the "Rocket Docket". This will target the 5% that cause the majority of crime by diverting non-critical cases and focus on those that are the biggest concern.

We will be working with York TECH on LEAN training. We won't focus on manufacturing changeover and similar issues but the philosophy is the same. We won't plan on going to Six Sigma or similar efforts.

## CHAPTER 5

# The Fable of Complexity



So just how do our pipes get so twisted, kinked, and gummed-up? How does work get so complex and take so long? Read the following fable and answer the questions at the end.



**I**n the beginning, there was an important job to do. And Abby was the one to do it. Abby's job was to approve applications. For each applicant she:

- opened the submission (five seconds)
- reviewed the application for completeness (five minutes)
- analyzed the application (twenty minutes)
- approved or rejected the request (one minute)
- entered her decision and relevant information into the database (four minutes)

The total effort took about thirty minutes per application — some took more time, some took less. Customers got the response the next day.

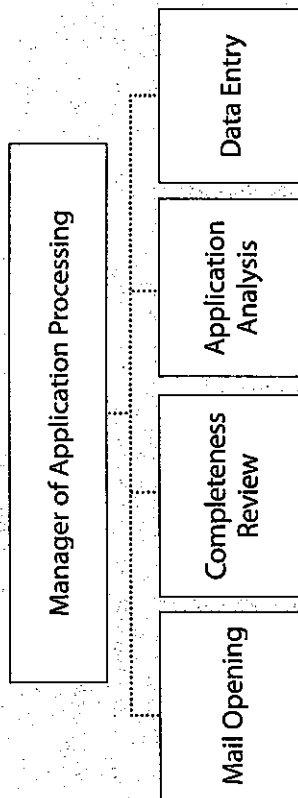
And so it was, until ...

One day, more applications came in than Abby could process in a day. She quickly got behind, and her customers let her know it. Stressed by the growing pile, the constant calls demanding status updates, and the feeling that she couldn't do a good job, Abby put in a request to management: "I need help!"

Management came to the rescue. Rather than give her help, they gave her a consultant. The consultant analyzed Abby's workload and quickly came to the conclusion that no one person could handle all that she did. Abby was relieved. She would soon have a co-worker who could take half the pile!

And so it was, until ...

The consultant report called for a major reorganization of Abby's job. No one person could do all the work Abby was doing. So the report recommended a solution:



Each key task was assigned to specialists, with the ultimate approval of the application made by the manager, Elle. Abby would continue to analyze applications. Ben took care of opening the submissions. Carol reviewed the apps for completeness, and Dave handled data entry. After much change management training and many team-building exercises, they were ready for the ever-rising flow of applications into their office. Depending on Elle's availability, customers got a response within three days.

And so it was, until ...

One day, something came up missing. Carol blamed Ben's group, which had now grown to several people. Ben blamed Abby's group, which had also expanded quite a bit. Dave was just happy no one was yelling at his unit for a change. He'd learned a long time ago that the key to survival was to keep your head down. Elle ended the argument. "I don't care who lost it," said. "Just find it, and *never let it happen again!*"

Ben quickly went back to his work group and issued a new procedure. He said, "Look guys, Carol can no longer be trusted. From now on, before you give anything to Carol's reviewers, I want you to stack them in a pile of 100. On top of that pile, attach a cover sheet with your initials verifying that all 100 are accounted for."

Meanwhile, Carol, Abby and Dave implemented similar procedures, each ensuring that if something was missing, it wasn't their fault. Each application now waited until there was a pile of 100 at each station before moving on. Customers received their responses within two weeks.

And so it was, until ...



One day, a very important customer, Mr. Smith, called. He was quite accustomed to prompt responses, but he'd been waiting on his current application for some time now. Elle promised to get to the bottom of the delay. She convened Abby, Ben, Carol, and Dave to the conference room and asked about the whereabouts of Mr. Smith's application.

Carol piped up first. "We can't possibly know where one application is. Each application is in a group of 100, and we have dozens of those groups running through our unit at a given time." Each of the others in the room nodded in agreement. They had similar procedures and the same problem.

Elle replied, "I can't tell Mr. Smith I don't know where his application is. Track it down, and *never let it happen again!*"

Ben quickly went back to his workgroup and issued a new procedure. He said, "Look guys, Elle is getting calls from customers wanting to know their status. We need to be able to answer those questions quickly and expedite the very important customers. From now on, we need to attach a tracking number to each application and enter that number in the TPS report. When we pass the pile to Carol's unit, change the status of all tracking numbers to indicate they are in Carol's unit, not ours."

Carol, Abby, and Dave implemented similar procedures allowing them to track the document and indicate whether it had left their work unit. A report was sent to Elle each week showing the applications received, their number and their status. When Elle received a call, she checked the report and could provide a quick answer to the caller and a quick nudge to the appropriate work unit to hurry up. Each application took a little longer to process, as numbers now had to be assigned, logged, and tracked. Most customers got their responses in **three weeks** — unless they called, in which case they would get it the next day.

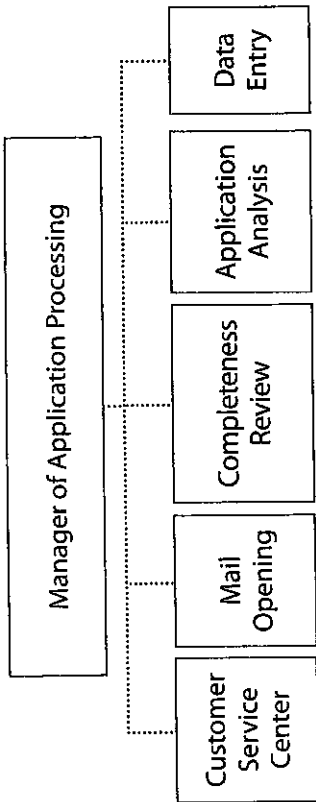
And so it was, until ...

One day, Elle got tired of answering phone calls. It seemed that she spent more time tracking down applications and expediting them than she did managing the work area. Elle put in a request to management: "I need help!"

Management came to the rescue. Rather than give her help, they gave her a consultant. The consultant analyzed her work and quickly came to the conclusion that she was spending too much time answering calls and not enough time managing. She spent five minutes on each call and almost 40 percent of customers were calling. The consultant recommended a phone center dedicated to answering calls and giving great customer service. Elle was relieved. She would soon have a customer service unit handling the ever-rising flood of phone calls!

And so it was, until ...

Management approved the plan but not the budget. There simply wasn't any money available for adding new people. They recommended instead that Elle take resources from each of the work units to meet this very pressing need.



Each work unit coughed up a person and the new Customer Service Center was created. After much change management training and many team-building exercises, they were ready for the ever-rising flow of calls into their office. Each work unit now had fewer people to process applications, so customers got their responses within six weeks. (They got their calls answered quite promptly, though.)

And so it was, until ...

One day, more calls came in than the Customer Service Center could handle. It seemed that the number of calls was growing exponentially every day, and the customers were growing more and more irate. Stressed by the abuse her employees were taking and by the constant turnover of her staff, Fran, the customer service supervisor, put in a request to management: "I need help!"

Management came to the rescue. Rather than give her help, they gave her a consultant. The consultant analyzed the call-center work and quickly came to the conclusion that they couldn't possibly keep up with all the calls that were coming in. Fran was relieved. She would soon have more customer service representatives to handle the ever-growing volume of calls!

And so it was, until ...



The consultant's report, in exchange for giving her more people from Abby, Ben, Carol, and Dave's units, demanded accountability from the customer service representatives. Using lots of statistics, the consultant determined that each phone rep should be able to answer ten calls per hour. Each call should take exactly five minutes, leaving ten minutes per hour for doing paperwork and restroom breaks. (Restroom time should be monitored to ensure that no one took too long.) Further, customer service reps who answered more than ten calls per hour were to be rewarded; those who took fewer than ten calls were to be punished.

Magically, all the calls got answered. Additionally, each rep was answering exactly eleven calls per hour. Each work unit now had fewer people to process applications, so customers got their responses within eight weeks.

And so it was, until ...

One day, Mr. Smith called Elle's boss, Gary. Mr. Smith was still a very important customer, and he demanded to know why things were now taking eight weeks. He had called the customer service number five times but was hung up on each time before getting his status question answered. He threatened to take this matter to the highest authority! Gary, faced with the long processing times and scared of what might happen if Mr. Smith got hold of the right people, put in a request to management: "I need help!"

Management came to the rescue. Rather than give him help, they gave him a consultant. The consultant analyzed the unit and quickly came to the conclusion that applications took too long to process. Gary was relieved that he would have more processors available to handle the flood of work coming into the organization.

And so it was, until ...

The consultant's report called for a timeliness standard. Using lots of statistics, the consultant demonstrated that applications took an average of eight weeks to process, but some took sixteen weeks. Everyone agreed these exceptions were unacceptable. They also agreed to a new standard that no application would take longer than twelve weeks to process. A new procedure was created that alerted Elle when an application was in Week 11. These applications were then given top priority. Flagging, prioritizing, and reassigning the work added about five minutes per application. All applications now took exactly twelve weeks to process.

And so it was, until ...

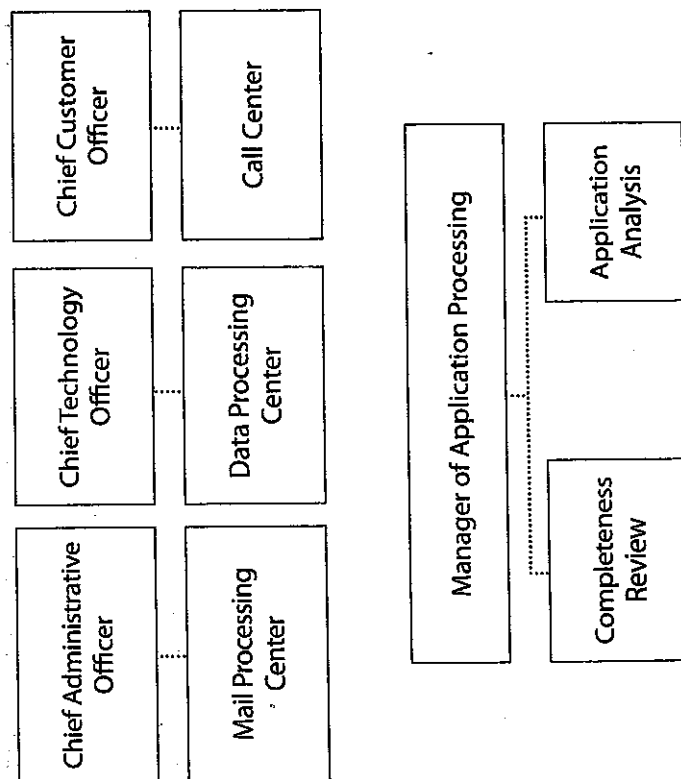
One day, the organization faced a budget crisis. The cost to perform their vital function was outpacing the revenue. Stressed by what this might do to morale, the employees' careers, and their desire to make a difference, the senior management team declared: "We need help!"

They called a consultant. The consultant analyzed all the different divisions, sections, and functions and quickly came to the conclusion that the organization could no longer afford to do what it was doing. The management team was relieved. They would soon have increased capacity to do more good!

And so it was, until ...



The consultant's report recommended a reorganization — a cost-saving consolidation of all like functions across the organization. Rather than each unit having mail openers, there would be a central mail-processing facility. Likewise for data entry, call centers, and administrative functions. The design was modeled on Elle's work unit.



Each application would now be received in the Mail Processing Center, where it would be logged, opened, and sorted with all the other mail in the organization. Applications would be delivered to the Completeness Review Section every two days, unless another job was more pressing. After Elle had approved applications from Abby's analysis unit, a report was generated specifying how many applications needed to be data-processed. This report was used by the Chief Technology Officer to schedule data-entry resources and allocate costs back to Elle's unit. Most data-entry jobs were returned within two weeks. Calls regarding application status were handled by the central call center, which was building an electronic tracking system that each unit would soon comply with. After much change management training and many team building exercises, the organization was ready for the financial crisis. Elle's unit lost 50 percent of its staff to the reorganization. Customers got their responses within six months. And so it was, until ...

One day, the top boss, Mrs. Hill, went to a conference on best practices. She was wowed by PowerPoint presentations from technology vendors showing how much money she could save if she automated her operations. After two bottles of wine at a fancy restaurant — and encouraged by the prospect of meeting her mandates at lower cost and with up-to-date technology — she said to the vendors: “I need help!”

The vendors came to the rescue. They glanced at the work processes, starting with Elle’s unit, and quickly came to the conclusion that the agency’s way of doing business was out of date. Mrs. Hill was relieved. She would soon have a modern, paperless system that would make her organization the best in its class!

And so it was until ...

The vendors brought in shiny boxes and lots of coders and integrators. Rather than working with paper, new electronic procedures were established:

- The Mail Processing Center, at the end of each day, would send its work to the Chief Technology Officer to be assigned to a new scanning and imaging section. Each applicant would be imaged into the new system and assigned an electronic tracking number.
- An electronic report would be sent to Carol’s unit to alert her to do a completeness review. Carol’s unit would look at the document image to determine if the application was complete. Half the documents had a supporting attachment that couldn’t be imaged with the main file and required a special request for the paper documents. These documents were delivered by the new Archive Retrieval Unit within two weeks.
- Upon completion of their review, Carol’s unit logged into the new tracking system to change the document status update. Elle electronically approved the status changes weekly and, using the new workflow software, she could log on and pass the workflow to Abby’s unit.
- An electronic record was sent to Abby’s unit alerting them to begin processing the next batch of applications. Working from the imaged documents, they were required to enter their comments and notes in the new Application Review Database. Each application was given a code number, which was matched with each reviewer number, allowing anyone to easily see which application was assigned to which worker and what comments they made.
- Upon completion of the review, an electronic report was sent to Elle to complete the approvals. She had to log on to the system by each reviewer number and electronically sign off on their recommendations. She then logged into the tracking system to signify that their work unit was finished with the file.



- An electronic report was sent to the central data-entry unit to complete the record in the Application Database and print the response letters. The response letters were logged in the tracking system and an electronic request was sent to the Mail Processing Center to send the letters. That request was used by the Chief Administrative Officer to assign work and allocate costs back to the Chief Technology Officer. Approval letters were mailed out by the central mail facility every Friday, unless there was a more pressing job in the queue.

After \$120 million, six years, much change management training and many team-building exercises, they were ready to meet the ever-rising flow of applications into the office. Customers got their initial response in fifty-three weeks — one week after they were supposed to begin the annual renewal process.

## Project List Item Summary

Contact Person / Sponsor: Steve Willis

**Issue for Consideration:**

NEW ITEM – Smart Growth

**Points to Consider:**

This is not a project per se but is something that will more than likely lend itself to discussion in the Strategic Plan.

I recently attended a workshop on Smart Growth by the College of Charleston at the SC City County Management Association.

The attached pages for just a few from a 110 page presentation. I am not going to cover the benefits of Smart Growth from a planning perspective. Penelope and Kara can do so as part of the UDO rewrite. I was impressed by the financial data.

The first page is an overview of residential development in Mount Pleasant, the fastest growing community in SC. They have both traditional suburban development and some new complete neighborhoods.

The second page is a submitted design for a new development using traditional design.

The third page is the same development with the same number of houses/ square feet of commercial/ office space but using the complete neighborhood design.

The next several pages show the cost savings in infrastructure and most importantly to us, the increased taxes from the complete neighborhood design. Old Village and Ion are complete neighborhoods; Rivertown, Brickyard, and Hamlin are traditional suburban neighborhoods.

**Sticking To The Plan** was a catchphrase by Charleston Mayor Joe Riley as they redeveloped downtown Charleston. We have an adopted Comprehensive Plan and we do not need to vary from it just because some developer shows up on our doorsteps with an idea that will make him rich.

As we look at public infrastructure, we need to make sure it makes the residents proud to live here. Keep in mind this does cost, especially in maintenance.

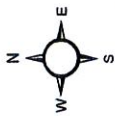
The traditional mall is going away as seen on the last page. Future large scale commercial will be in a village setting such as Baxter or Birkdale.

How do we proceed with incentivizing Smart Growth? As was discussed with Tree Tops, we may not want to live there but that is the future in residential and is advantageous financially to us. Will Sun City and Walnut Creek be expensive “tear downs” and a drag on the tax base in 30 years? Some studies say “Yes”. We also need to encourage new style commercial design and move away from more traditional styles.

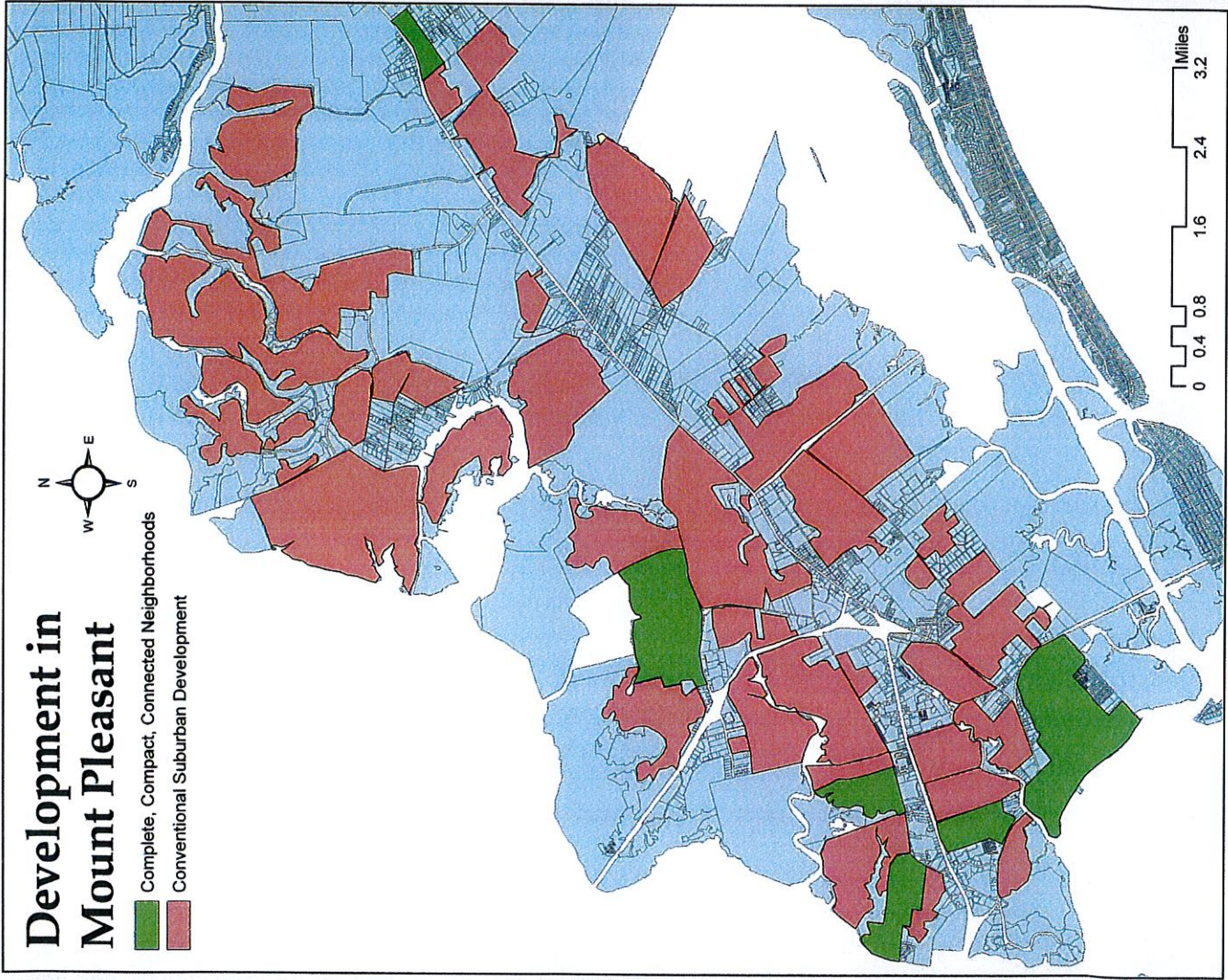


# Development in Mount Pleasant

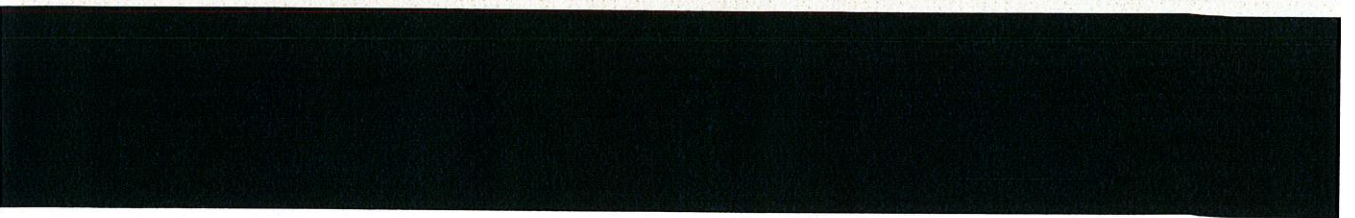
- Complete, Compact, Connected Neighborhoods
- Conventional Suburban Development



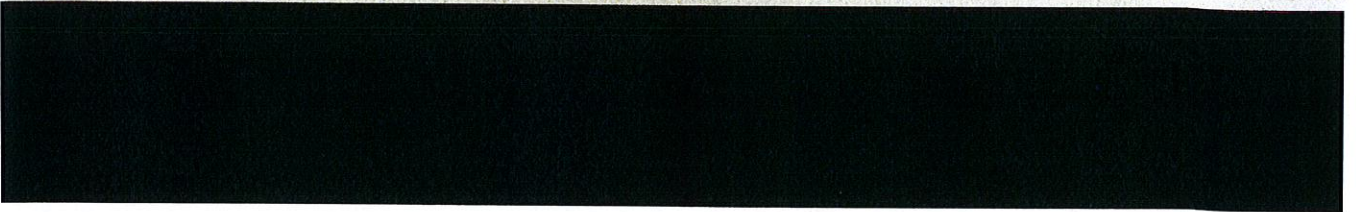
0 0.4 0.8 1.6 2.4 3.2 Miles













## Two Basic Economic Arguments for Smart Growth

1. Smart growth saves money.
2. Smart growth makes money.



# Smart Growth Saves Billions of dollars, nationally

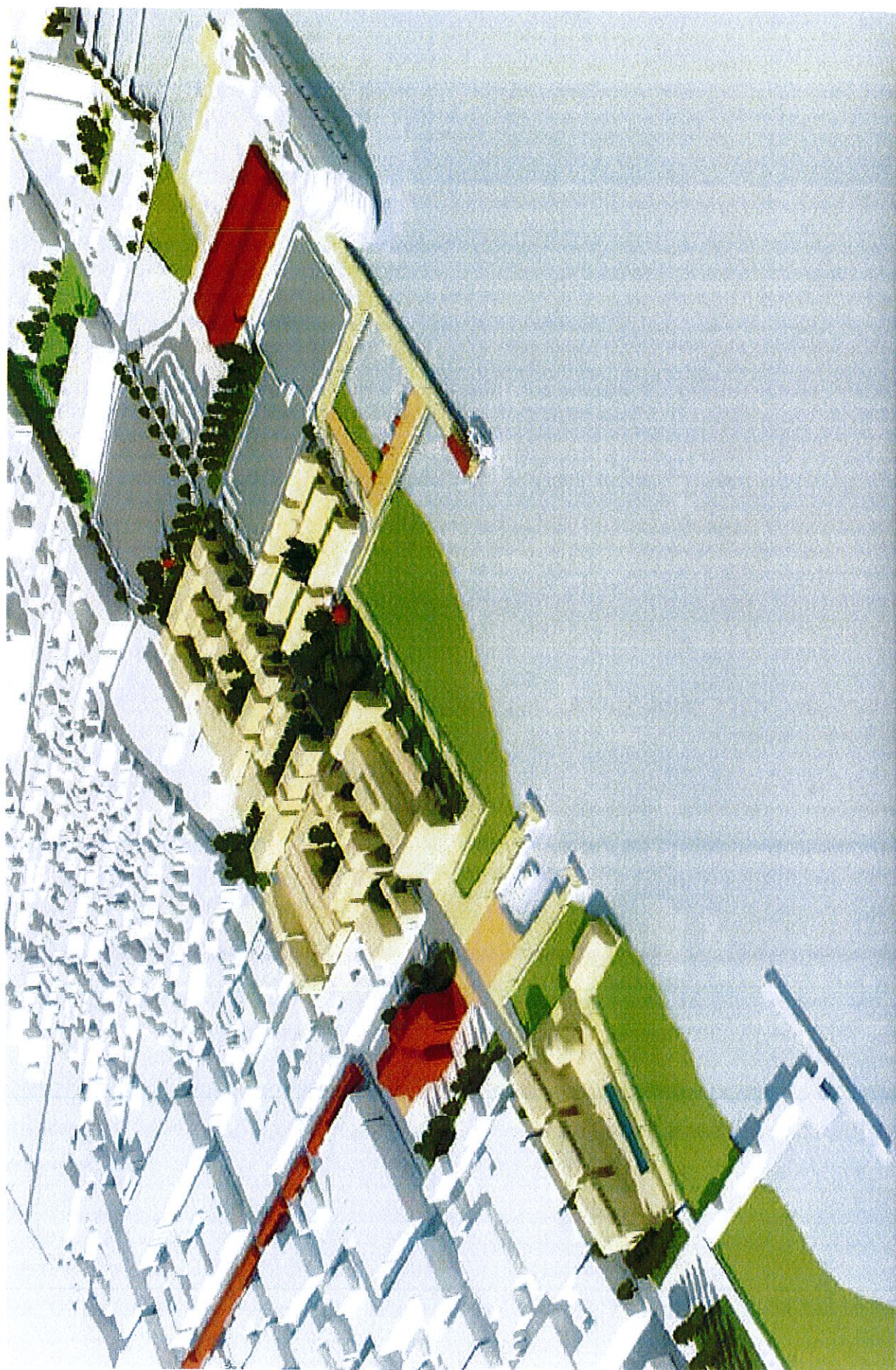
	Water & Sewer Laterals Required	Water & Sewer Costs (billions)	Road Lane Miles Required	Road Land Miles Costs (billions)
Sprawl Growth Scenario	45,866,594	\$189.8	2,044,179	\$927.0
Compact Growth Scenario	41,245,294	\$177.2	1,855,874	\$817.3
Savings	4,621,303	\$12.6 (10.1%)	188,305	\$109.7 (6.6%)

Sprawl Costs: Economic Impacts of Unchecked Development, Robert W. Burchell, Anthony Downs, Barbara McCann and Sahan Mukherji, Island Press, 2005

Neighborhood	Total Taxes 2009	Total Mount Pleasant Taxes 2009	Acres	Percentage of Mount Pleasant Land Area	Percentage of Mount Pleasant Property Tax Revenue	Property Tax Index
Old Village	\$1,548,966.74	\$395,308.48	97	0.37%	9.93%	26.87
I'On	\$2,739,203.80	\$683,236.38	195	0.74%	17.57%	23.64
Rivertowne	\$1,637,325.90	\$427,737.17	575	2.19%	10.50%	4.79
Brickyard	\$1,223,863.78	\$358,462.85	436	1.66%	7.85%	4.72
Hamlin	\$1,619,936.32	\$394,874.63	440	1.68%	10.39%	6.20
Mount Pleasant		\$15,593,611.00	26240	100.00%	100.00%	

Neighborhood	Total Taxes per Highland Acre	Mount Pleasant Taxes per Highland Acre	Acres
Old Village	\$15,969	\$4,075	97
I'On	\$14,047	\$3,504	195
Rivertowne	\$2,848	\$744	575
Brickyard	\$2,807	\$822	436
Hamlin	\$3,682	\$897	440





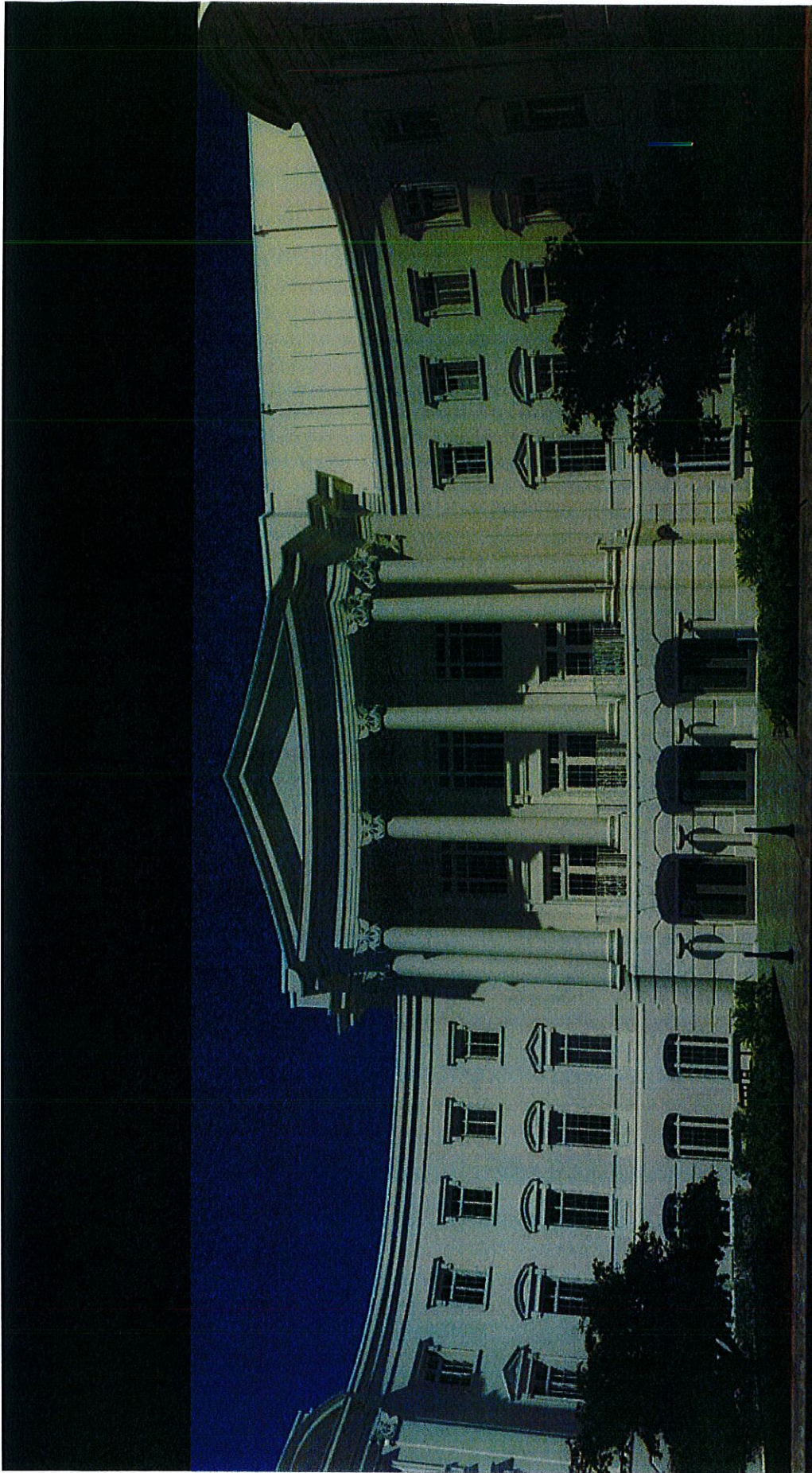
STICKING TO THE PLAN





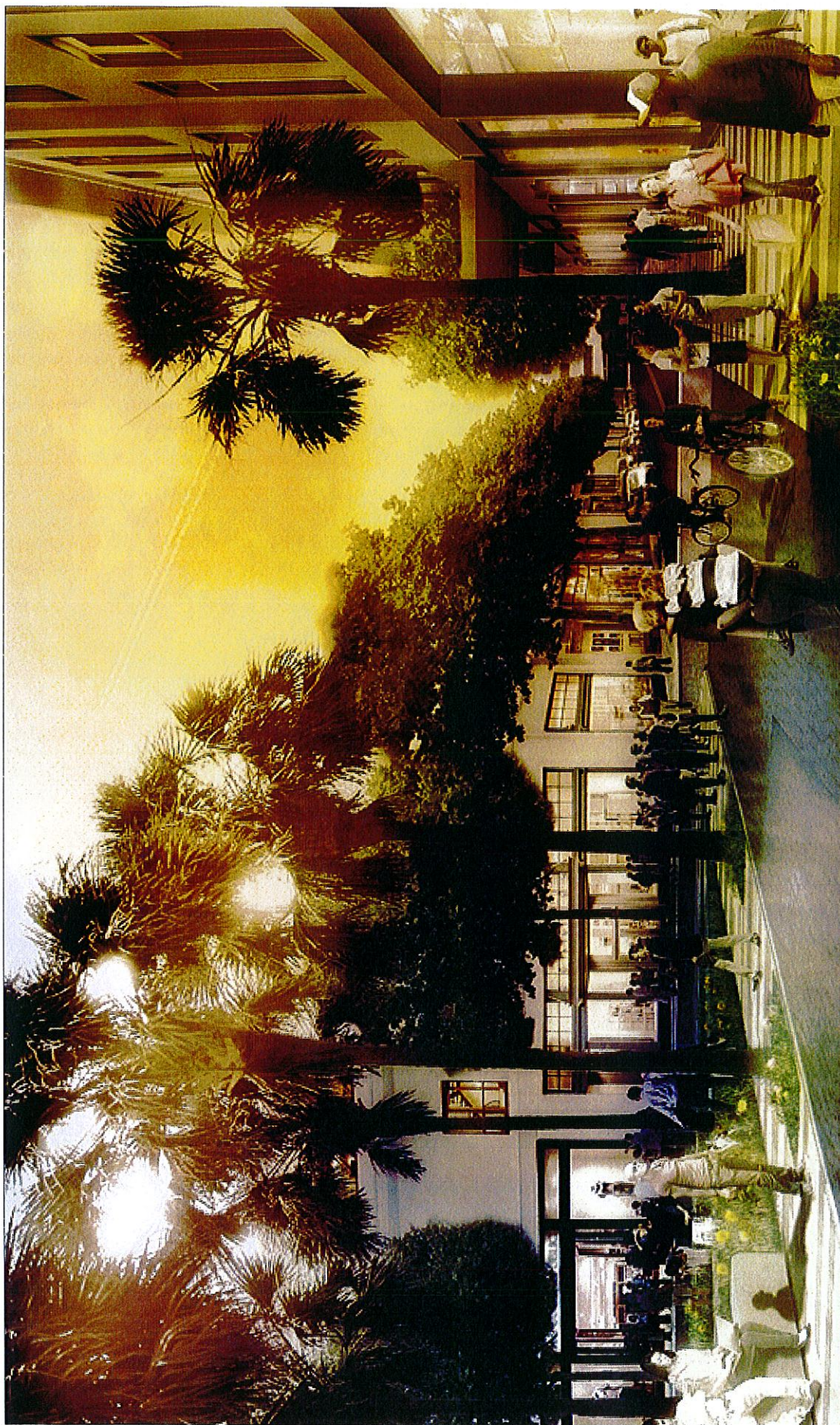
# HANDSOME PUBLIC INFRASTRUCTURE





CIVIC BUILDINGS WORTH CARING ABOUT





## THE FUTURE OF THE MALL