

Minutes
York County Council Strategic Planning Session
February 24, 2023 1:00pm
February 25, 2023 8:00am
1070 Heckle Boulevard, Rock Hill, SC
Large Conference Room

The York County Council met on the above dates for a York County Council Strategic Planning Session. The following Council members were present: Council member Tom Audette, Council member Allison Love, Council member Tommy Adkins, Council member William “Bump” Roddey, Chairwoman, Christi Cox, Council member Watts Huckabee, and Council member Debi Cloninger. Also present were County Manager, David Hudspeth, Assistant County Manager, Mike Moore, Assistant County Manager/Finance Director, Kevin Madden, County Attorney Michael Kendree and Clerk to Council, Karen Brogdon.

Friday, February 24, 2023

County Manager David Hudspeth provided information regarding Management’s Goals and Initiatives:

- Employee Recruitment Plan:
 - Trish Startup, Director of Special Projects presented information regarding the Strategic Talent Acquisition strategies, overview of where we are now, what has been accomplished, and acquisition outcomes.
 - Improved retention
 - Increased employee engagement
 - Cross collaboration between departments
 - Greater efficiency in processes
 - Increased talent pool diversity
 - What is Next?
 - Compensation/Classification Study (MAG Corp)
 - Robust Talent Management System
 - Employee Engagement
 - Apprenticeships Programs
 - Workforce Development and Planning
 - Kevin Madden, Assistant County Manager provided information regarding the compensation/classification study. Mr. Madden explained that the study has been very successful at this point but needs to be completed.
 - February 27-28 – Consultant to meet with HR and Department Directors to review draft report by department
 - March 2023 – Consultant to evaluate information from directors and complete the report.
 - April 11, 2023 – Council Workshop – brief budget overview and impact of class and comp to budget presented to council.

- **All Council members requested to be able to review the class and comp study at least one week prior to the workshop in order to have time to digest the information prior to the meeting.**
- Capital Maintenance/Projects Overview:
 - Kevin Madden presented information regarding the Capital Maintenance budget for next year:
 - Rock Hill Library, Planning and Development, Moss Justice Center, Prison, Government Center, EOC Communications, Family Court, Heckle Complex, Ebenezer Park, GPS Fleet Tracking, IT, and County Roads. Totaling \$10,973,000.00
 - Kevin Madden presented information regarding Management's recommended Capital Projects List from the ten year Capital plan:

Project	Estimated Cost	Funding Source
Animal Services Center (Land and New Const.	\$16,000,000	1100-GF Surplus
Coroner Building (TBD)	\$7,000,000	1100-GF Surplus
Sheriff's District 3 Building (Building and Remodel)	\$3,000,000	1430-Biden Bucks
Sheriff's District 3 Building (Remodel)	\$1,200,000	TBD
Sheriff's Future Capital Needs	\$30,000,000	1100-GF Surplus
Sheriff's Booking Center	\$11,900,000	1100-GF Surplus
Emergency Mgmt/Fire Storage	\$1,500,000	1100-GF Surplus
Catawba Bend Preserve	\$54,600,000	H-Tax/Grants
Nanny's Mountain	\$3,000,000	H-Tax/Grants
Worth Mountain	\$2,400,000	H-Tax/Grants
McCelvey Roof	\$2,650,000	1100-GF surplus/Museum Funds

Council members have additional questions regarding the proposed capital project list and would like to have additional discussions regarding the Animal Services Center and the Coroner's Building at a future Council Workshop.

- Assistant County Manager, Mike Moore provided a brief update on utility capital improvements.
 - Recently completed projects:
 - New Heritage Phase 2 Gravity Sewer
 - Stockbridge Regional Pump Station and Force Main Sewer
 - Projects Underway:
 - Highway 274 Sewer Force Main Replacement
 - Steele Creek Force Main Replacement
 - Upcoming Studies:
 - Lake Wylie Area Utility Infrastructure Studies
 - Going to Construction Soon:

- Sugar Creek Bank Stabilization
 - Crowder's Creek Regional Lift Station
 - Stockbridge Gravity Sewer
 - New Heritage Phase 4 Gravity Sewer
 - Carolina Container Gravity Sewer
 - Harper/Parham Road Waterline
 - Eastern System Meter Station
- County Manager, David Hudspeth provided information regarding Affordable Housing Strategies. Mr. Hudspeth stated that an affordable housing study will set a benchmark for what we have, what we need, what is actually affordable housing, and how it relates to each part of the county. Council would need to determine if they are prepared to enact what is recommended in the study. Mr. Hudspeth explained that the cost of such a study would be \$115,000. Council would need to make the decision to spend the funds.
 - Council would like additional information prior to making the decision and possibly having a more in depth discussion at a future workshop:
 - What municipalities in York County have done a housing study?
 - Research School districts studies.
 - Discuss with Stakeholders: Habitat for Humanity, Pathways, etc. on exactly what they are experiencing.
 - County Manager, David Hudspeth, reviewed Council's interaction with Staff members and provided a list of department and staff contact numbers for Council members.
 - County Manager, David Hudspeth also reviewed the Council Committees and provided a handout of the Committee descriptions and committee members.
 - County Attorney, Michael Kendree provided information regarding workflow guidelines and procedures with the County Attorney's Office. Mr. Kendree requested that he be able to address this topic more during an Executive Session.

Saturday, February 25, 2023

Council members held a brief follow-up discussion regarding affordable housing and it is the consensus of the council that they do not want to spend \$115,000 for the affordable housing study at this time. However, they would like staff to explore and understand the need for affordable housing by looking at studies done by other counties and stakeholders.

Consultant, Walt McBride with Carl Vinson Institute of Government, University of Georgia assisted Council with an Emergenetics, personality profile. Mr. McBride reviewed the scores and discussed how the Council members think as a whole.

Analytical Thinkers – 23%
 Conceptual Thinkers– 28%
 Structural Thinkers– 19%
 Social Thinkers– 31%

Mr. McBride asked the Council members to write what they think the 3 biggest concerns facing the County is and then facilitated a group discussion of Council's strategic plan moving forward.

- **Growth Management Initiatives**
 - Adequate public facilities
 - 1 acre lot minimum
 - Flexibility in zoning code for large lot development and sustainable development
 - Incentives for larger lots
 - Edge Management initiatives with municipalities
 - Conservation preservation options
- **Economic Development Initiatives**
 - Incentive structure map/ED Overlay
 - Communication with ED Director
 - Affordable Housing
 - Attract companies that offer livable wages
 - Combining Economic Development with Agriculture
 - Workforce Readiness Programs
 - Incentives for small businesses
- **Communication Initiatives**
 - Monthly workshops will last 2 hours instead of 1 hour in order to maximize the discussions on important topics.
 - Utilize Public Information Officer more and discuss external communications
 - Internal communications with Department Heads, Management and Council members.
 - Council members receiving complete packets of information from Planning Commission.