

COMMITTEE of the WHOLE COMMITTEE

MINUTES FEBRUARY 5, 2007

STRATEGIC VISIONING WORKSHOP

The Committee of the Whole Committee met on Monday, February 5, 2007 in the Committee Room, located on the second floor of the Administration Building beginning at 5:30 p.m. Mr. Derrick, Committee Chairman presided.

Members Attending:

William C. Billy Derrick, Chairman
James E. Kinard, Jr.
Bobby C. Keisler
John W. Carrigg, Jr.
M. Todd Cullum

Debra B. Debbie Summers, V Chairman
George H. Smokey Davis
Johnny W. Jeffcoat
William B. Banning, Sr.

Also attending: Katherine Hubbard, County Administrator; Larry Porth, Finance Director/Deputy County Administrator; other staff members, citizens of the county and representatives of the media.

In accordance with the Freedom of Information Act, a copy of the agenda was sent to radio and TV stations, newspapers, and posted on the bulletin board located in the lobby of the County Administration Building.

Notebook/Tablet Side-by-Side Demonstration – A demonstration was presented by Information Services on two notebook/tablets, Hewlett-Packett and Fijitzu.

A motion was made by Mr. Davis, seconded by Mr. Banning to approve the purchase of the Fijitzu notebook/tablet.

The vote in favor was unanimous.

Opening Remarks - Katherine Hubbard, County Administrator - Ms. Hubbard opened the meeting by requesting guidance from the Committee as how to incorporate and prioritize the County's goals and objectives into the budget process. (See attached Goals List prepared by Ms. Hubbard)

Review of Strategic Plan - Frank Chapman, Resource Development Associates (RDA) - Mr. Chapman reviewed the notes from the October Strategic Planning Session. The mission, vision and values statements were discussed. It was suggested to meet annually in the same format as the October Retreat to review the overall plan. He proceeded with having the Committee select a champion responsible for each goal listed.

Goal 1. Provide for public services to citizens of Lexington County - Champion - Mr. Kinard.

Goal 2. Manage growth to meet the needs of Lexington County - Champion - Mr. Davis.

Goal 3. Appropriate required funding to meet strategic plan - Champion - Mr. Jeffcoat.

Reviewed the priorities that were agreed upon at the October retreat. (See attached RDA notes on Goals)

Review of Budget Strategy - Frank Chapman, Resource Development Associates (RDA) - Mr.

Chapman outlined the strategy for assisting with the budget process by reviewing the priorities listed.

It was agreed to remove cost and add solid waste transportation and homelessness as part of the priorities listed.

Next Steps - Frank Chapman, Resource Development Associates (RDA) - Mr. Chapman suggested incorporating fifteen minutes of strategic planning as a part of the Committee meeting process will begin with the March 13th Committee meeting and continue every first meeting of every quarter. Ms. Hubbard will coordinate another Strategic Visioning Retreat offsite for October.

Closing Remarks - William Derrick, Chairman - Mr. Derrick asked the Committee to support him by not allowing a department or elected officials to add/request money midyear to their budget “unless its to save money” or “an extreme emergency.” It was requested to have a list of grant request for the last three years for review.

There being no further business, the meeting was adjourned.

Respectfully submitted,

Judy R. Busbee
Assistant to Clerk

William C. Billy Derrick
Chairman

Diana W. Burnett
Clerk

Goal: Provide for public services to citizens of Lexington County.

Animal Services: Increase adoptions by 5% over previous 12 months. *(Proceed with development of initiatives for upcoming budget approval process)*

Assessor: Reducing walk-in traffic by 10 %, wait times by 5 minutes, and phone calls by 15% by creating a more customer friendly and informative on-line presence by June 30, 2008. *(Proceed with development of initiatives for upcoming budget approval process)*

Auditor: Increase customer service by providing all forms and other related information to the Auditor's office on the County's website by March 31, 2007. *(Proceed with objective in current FY)*

Building Services: By June 30, 2010, complete ADA upgrades to the remaining county buildings that have heavy public traffic. (Special note: One (1) building would be completed each year.) *(Proceed with development of initiatives, with a priority list of buildings, for the upcoming budget approval process)*

Central Stores: By June 30, 2008, reduce time required to inventory county assets by 8-12% computerizing the fixed asset program using current software. *(Proceed with development of initiatives for upcoming budget approval process)*

Clerk of Court: Increase customer payment options through the institution of Debit/Credit Card payment option for all court payments (i.e. fees, fines, and child support) by no later than December 31, 2009. *(Proceed with development of initiatives that illustrate implementation for each fiscal year)*

Communications: Reduce the average dispatch times to the following by the December 31, 2007: EMS 1:00, Fire 1:00, and Law Enforcement 1:30. *(Proceed with objective in current FY. Develop initiatives for any initiatives that require additional funds in upcoming budget approval process)*

Community Development: By June 30, 2008, ensure that 100% of the CDBG recommended projects can meet the timeliness standards for completion within 24 months of the award date. *(Proceed with objective during current FY)*

County Council: By August 1, 2007, respond to citizen requests, complaints, inquiries, etc. within five (5) business days. *(Proceed with development of initiatives for upcoming budget approval process)*

Economic Development: Develop a plan to extend water and sewer service to I-20 interchanges by July 1, 2008. *(Proceed with development of initiatives for upcoming budget approval process)*

EMS: Increase by 58% the number of emergency transports to LMC Urgent Care facilities to fifty (50) patients per month by July 1, 2008. *(Proceed with objective during current FY)*

Fire Service: 1) Meet National Fire Protection Association Standard 1720 for response times and personnel to all emergency calls with qualified personnel and appropriate equipment for the response area, by January 1, 2010. (By January 1, 2007 establish a baseline for response time and qualified personnel based on the population density and establish initiatives to meet this standard. By January 1, 2008 meet one third of the objective. By January 1, 2009 meet one third of the objective (total of two-thirds). By January 1, 2010 meet one third of the objective (fully compliant with objective); 2) increase total number of qualified career and volunteer personnel by 5%. *(Proceed with development of initiatives for upcoming budget approval process)*

Fleet Services: By June 30, 2007, reduce downtime by 5% to an established fleet wide benchmark of acceptable maximum downtime. *(Proceed with objective during current FY)*

Finance: By July 1, 2007, examine direct deposit process for magistrate jury pay to avoid uncashed checks. *(Proceed with objective during current FY)*

Homeland Security: By December 31, 2007, improve emergency operations by moving the temporary Emergency Operations Center to a more permanent location. *(Proceed with budget estimates for upcoming budget approval process)*

Human Resources: By July 1, 2009, improve education concerning employee policies and procedures by 80% by enhanced on-line communications. *(Develop initiatives for upcoming budget years)*

Information Services: 1) Reduce by 50% the time required to apply for County employment and process applications received electronically for up to 75% or more applicants by January 31, 2008; 2) Enhance the information provided to senior citizens by June 30, 2007; 3) By June 30, 2010, create the capability to restore business critical IT services within 72 hours or less of losing hardware and software in the computer room; 4) Reduce foot traffic to County offices by 10% by December 31, 2008; 5) Increase on-line functions by 50% by no later than June 30, 2008. *(Develop initiatives for upcoming budget approval process)*

LCSD: Reduce index crimes by two (2) percent by January 1, 2008, when compared to the same time frame of the previous year. *(Develop initiatives for upcoming budget approval process)*

Library: By June 30, 2008, enhance the capabilities of our website to allow users seamless access to information sources both inside and outside the Library. *(Develop initiatives for upcoming budget approval process)*

Magistrate: Reduce the number of Jury Trials and Bench Trials that are over 90 days old by 20% by June 30, 2008. *(Develop initiatives for upcoming budget approval process)*

Museum: By June 30, 2008, increase visitation to the museum by ____% by increasing visibility on the County's web site and producing a new brochure. *(Develop measurement of objective)*

Planning & GIS: By July 1, 2007, expand the "office hours" for all Lexington County Departments that provide a service to the public from nine hours to eleven hours per day. (Special note: This objective is being submitted even though it involves several departments. Such a plan would be less successful if it did not include everyone that addresses a particular service, i.e. permitting, taxes, etc. An interim objective could be to expand "office hours" for a particular service on specified days each week.) *(Provide additional information to Council)*

Procurement: By June 30, 2007, improve staff productivity by reducing the number of purchase orders and change orders issued to vendors by 10% through the consolidation/reduction of purchase order for small purchases of county contracted items. *(Proceed with objective during current FY)*

Public Works: By July 1, 2009, reduce the number of carry-over work requests by 20%. (Special note: As an interim benchmark for 7/1/08, the goal will be to reduce carry-over requests by 5 %.) *(Proceed with development of initiatives for upcoming budget approval process)*

Registration & Elections: Provide for early voting by NLT 11/08. *(Provide additional information to Council about this objective)*

Register of Deeds: By January 1, 2008, complete cross training efforts to ensure that there is no break in customer service at any time. *(Proceed with objective during current FY)*

Solicitor's Office: Aggressively prosecute violent offenders by reducing by 5% the time from arrest to adjudication by July 1, 2008. *(Proceed with objective during current FY. Develop initiatives that required additional funding as part of upcoming budget approval process)*

Solid Waste Management: 1) Reduce the operating budget of Solid Waste Collections by 10% by July 1, 2010; 2) Increase commodities recycled by 10% by July 1, 2010. *(Develop initiatives as part of upcoming budget process)*

Treasurer: To provide additional payment options to Lexington County taxpayers by September 30, 2007. *(Proceed with objective during current FY)*

Veterans Affairs: Expand outreach to West Columbia/Cayce by July 1, 2007. *(Develop initiatives for upcoming budget approval process)*

Goal: Manage growth to meet the needs of Lexington County.

Animal Services: Decrease euthanasia rate by 3% by July 31, 2008. *(Develop initiatives for upcoming budget process)*

Assessor: Increase the current parcel to staff ratio by 20% by no later than June 30, 2010. *(Develop initiatives for each fiscal year as part of upcoming budget process)*

Auditor: Increase communications between departments that address property tax issues by implementing a document management system by no later than June 30, 2008. *(Provide additional information about this objective to Council)*

Building Services: By June 30, 2008, decrease excess travel to county buildings by 10% by coordinating routine work orders into geographic areas and adding an electronic reporting method for reporting building maintenance requests. *(Proceed with objective during current fiscal year)*

Central Stores: Save 6-10% on outside printing costs by June 30, 2008. *(Develop initiatives as part of upcoming budget approval process)*

Clerk of Court: Increase staff abilities to meet the demand of increased civil, criminal and family court cases by increased training and technology. *(Provide additional information about this objective to Council)*

Communications: Increase retention rate by 5% by December 31, 2007. *(Proceed with objective during current fiscal year. Develop initiatives as part of upcoming budget approval process for any initiatives that require additional funding)*

Community Development: By July 1, 2007, address growth strategies for the County by establishing a proactive Growth Committee working with and consisting of county staff and utility providers. *(Provide additional information to Council about this objective)*

County Council: Decrease processing/turnaround time by Council by 25% on map amendments and similar policies/ordinances that require Council action. *(Proceed with objective during current fiscal year)*

Economic Development: Install infrastructure to the Saxe Gotha county industrial park by July 1, 2008. *(Develop initiatives as part of upcoming budget approval process)*

EMS: Enhance response to public safety calls by increasing public safety input into long term growth plans for the County by appointing a public safety representative to the Lexington County Planning Commission by July 1, 2007. *(Provide additional information to Council about this objective)*

Finance: By June 30, 2008, implement new check printing (laser-printed checks) and new time-recording system. *(Develop initiatives as part of upcoming budget approval process)*

Fire Service: Increase safety of responding firefighters/reduce number of fires by adopting the Building Code Ordinance, International Fire Code (IFC) standards (Appendix B – Fire Flow Requirements for Buildings, Appendix C – Fire Hydrant Location and Distribution, and Appendix D – Fire Apparatus Access Roads) for all new construction (residential and commercial) by January 1, 2008. *(Provide additional information to Council about this objective)*

Fleet Services: Decrease funds spent on new vehicles on an on-going basis. *(Provide additional information to Council about this objective)*

Homeland Security: Increase revenues for Homeland Security operations by 5% by looking for revenue sources in addition to the Local Emergency Management Performance Grant, Citizens Emergency Response Team Grant, Homeland Security Grant, and the SCE&G Support funding. *(Develop initiatives as part of upcoming budget process)*

Human Resources: By July 1, 2009, increase efficiency by 50% by automating key business processes. *(Develop initiatives as part of upcoming budget approval process)*

Information Services: Decrease automobile miles traveled per person by 2% each year for the next five fiscal years, ending June 30, 2012. *(Provide additional information about this objective to Council)*

LCSD: Increase manpower, decrease response time, and decrease crime rate in the West District by re-allocating existing personnel within the department by January 1, 2008. *(Develop initiatives as part of the upcoming budget approval process)*

Library: By NLT 2010, plan and construct a new branch library in the Highway 378 area south of Lake Murray and ensure that staffing levels system-wide are sufficient to maintain quality service as library use continues to increase. *(Provide additional information about this objective to Council)*

Magistrate: Create a capital improvement plan to address security and spacing needs by June 30, 2007. *(Provide additional information about this objective to Council)*

Museum: Improve the maintenance of the Museum's over 3,000 artifacts and develop changing exhibits of these items by hiring a Collections Manager. *(Provide additional information about this objective to Council)*

Planning & GIS: Before March 2007, launch a Growth-Oriented Map and Data Service that communicates in multiple ways the future growth of Lexington County with respect to traffic, land use, natural resources, population, etc. (Special note: The purpose of this

Service will be to improve the quality of decision-making by developers as well as the general public.) *(Provide additional information about this objective to Council)*

Procurement: Decrease staff time needed to process requisitions by 25% by implementing on-line purchase requisitions by January 1, 2008. *(Develop initiatives as part of upcoming budget process)*

Public Works: Decrease equipment downtime and increase productivity by implementing a five (5) year capital replacement/additions plan as well as an increase in personnel for Public Works operations by July 1, 2008. *(Develop initiatives as part of upcoming budget approval process)*

Registration & Elections: Implement "election central" to decrease the amount of time required to check-in absentee voters. *(Provide additional information to Council)*

Register of Deeds: Reduce the need to replace retiring or outgoing employees by taking advantage of technology advancements. *(Provide additional information to Council)*

Solicitor's Office: Reduce the number of days from arrest to disposition by 5% of all pending General Sessions cases by July 1, 2008. *(Proceed with objective during current FY. Develop initiatives for upcoming budget approval process for any initiatives that require additional funding)*

Solid Waste: 1) Reduce land filling yard debris by 50% by July 1, 2015; 2) Identify/locate all producers of commercial solid waste by July 1, 2010; 3) Educate the community on solid waste issue by conducting (at least) 120 speaking engagements by December 31, 2008. *(Provide additional information to Council about this objective)*

Treasurer: Decrease customer wait time by 10% by October 31, 2007 by enhancing coordinated customer services functions for the Treasurer, Auditor and Assessor's office. *(Provide additional information to Council about this objective)*

Veteran's Affairs: Fully implement VIMS (Veterans Information Management System) by December 30, 2007. *(Provide additional information about this objective to Council)*

Goal: Appropriate required funding to meet strategic plan.

Animal Services: Increase revenues (through increased adoptions) by 5% over previous 12 months. *(Proceed with objective during current FY. Develop initiatives as part of upcoming budget approval process for initiatives that require additional funding)*

Assessor: Eliminate redundant processes in order to increase cost effectiveness. *(Provide additional information to Council about this objective)*

Auditor: By June 30, 2008, decrease by ____% the number of citizens who avoid personal property taxes by registering their vehicles out of state. *(Provide additional information to Council about this objective)*

Building Services: By June 30, 2010, convert 5% of the fire station bay heaters to natural/propane heaters, to include connection to the station generators, in order to increase reliability in power outages and to decrease the utility costs for heating the bays by 25%. (Heating units of HVAC will also be connected to the station's generators.) Homeland security funds would be sought to make this change. *(Develop initiatives as part of upcoming budget approval process)*

Central Stores: Save 6-10% on outside printing costs by June 30, 2008. *(Develop initiatives as part of upcoming budget approval process)*

Clerk of Court: Allocate funds needed for additional employee training through the use of the funds allocated to the Professional Bondsman account and the Title IV-D account. *(Provide additional information to Council about his objective)*

Communications: Reduce future funding needs for equipment and/or personnel by 2% and operating costs by 2% by identifying at least one grant opportunity per fiscal year. *(Develop initiatives as part of upcoming budget approval process)*

Community Development: Increase revenue by 3% and increase compliance with County codes and ordinances by implementing a Business License Ordinance by July 1, 2007 with an effective date of January 1, 2008. *(Provide additional information to Council about this objective)*

County Council: Reduce cost of duplicating budget by 78% by December 30, 2007 by providing electronic agenda packets for Council. *(Review objective and corresponding initiatives with Council)*

Economic Development: Develop alternative revenue sources to increase Economic Development budget by 50% by July 1, 2010. *(Develop initiatives as part of upcoming budget approval process)*

EMS: By July 1 of each year, increase service fees annually to be consistent with the annual change in the consumer price index. *(Provide fee recommendations part of upcoming budget approval process)*

Finance: Attain/maintain current service standards to ensure financial integrity so that accurate data is available for financial decision making. *(Identify specific measures during budget approval process)*

Fire Service: Increase revenue by ____% by instituting a fire permit fee for all new commercial construction and an annual business license fee for all business by January 1, 2008. *(Provide additional information to Council about this objective)*

Fleet Services: Decrease overall cost of fleet operations by 2% by June 30, 2008. *(Develop initiatives as part of upcoming budget approval process)*

Homeland Security: Obtain and maintain JET team certifications in each discipline (Fire, EMS, LE) by no later than December 31, 2007. *(Provide additional information to Council about revisions to this objective pertaining to the Emergency Service Unit)*

Human Resources: 1) By November 1, 2008, reduce and maintain an EMOD(Worker's Compensation premium rating statistic) to 1.0; 2) Reduce overall employee turnover by 10% by November 1, 2008; 3) Reduce health plan benefit costs by 2% each year for the next five fiscal years (ending June 30, 2012). *(Develop initiatives as part of upcoming budget approval process)*

Information Services: 1) Reduce paper usage in county offices by 10% by June 30, 2009; 2) Enhance access to funding alternatives by creating a page of funding sources by June 30, 2007. *(Develop initiatives as part of upcoming budget approval process)*

Magistrate: Reduce operating cost by up to 10% by June 30, 2008. *(Develop initiatives as part of upcoming budget approval process)*

Museum: Generate funds needed for new brochure through the Friends of the Museum, the Lexington County Historical Society, Accommodations Tax Board and civic groups. *(Provide additional information to Council about this objective)*

LCSD: Increase funding from grants for FY 07/08 to a level that exceeds the current fiscal year's amount. *(Develop initiatives as part of upcoming budget approval process)*

Library: Within the framework of State Law, explore revenue sources to supplement the Library's regular budget derived from our millage. *(Identify initiatives during upcoming budget approval process)*

Planning & GIS: By July 2007 we will be prepared to correct or add to the addresses in the United States Census Bureau Master Address File so that by March of 2008 Lexington County will have a completeness rate exceeding 99%. (Special note: Each

address is estimated to be worth over \$2,000 annually per person for the following ten years.) *(Proceed with objective during current FY)*

Procurement: Increase revenue received by the sale of surplus property by 30% by implementing an on-line auctioning initiative by July 1, 2007. *(Proceed with objective during current FY)*

Public Works: Reduce dependence on tax revenue for Public Works capital replacement by 15% no later than July 1, 2008. *(Provide additional information to Council as part of the budget approval process)*

Registration & Elections: Seek state funding for equipment to implement "election central" to decrease the amount of time required to check-in absentee voter. *(Provide additional information to Council)*

Register of Deeds: Increase copy fees from .35 to .50 by July 1, 2007. *(Include objective in upcoming budget approval process)*

Solicitor's Office: Increase grant funding by July 1, 2008. *(Special note: Additional grant funding could be accomplished County wide by additional allocation of funding for a grants position in the Finance office.)*

Solid Waste: Reduce dependence on tax millage by re-evaluating a Solid Waste user fee. *(Provide additional information to Council as part of the budget approval process)*

Treasurer: Consolidate vehicle receipt functions with DMV by June 30, 2008. *(Provide additional information to Council about this objective)*

Veterans Affairs: Explore funding sources for unanticipated needs (homeless veterans, program, technology needs, etc.) by February 1, 2007. *(Develop initiatives as part of upcoming budget approval process)*

Business/Financial Imperatives:

*Maintain healthy fund balance – avoid TAN (tax anticipation notes) – requires 25% of appropriation in General Fund balance at July 1.

*Budget capital each year for equipment using life cycle replacement method.

*Budget using form of zero-based budget to review allocations of funding resources to items of expense based on strategic plan.

*Maintain financial reporting – CAFR – Certificate – General Obligation Bond Official statement information

*Maintain legal debt limit capacity

*Maintain appropriate debt ratios

*Maintain credit ratings at AA – Moody – S&P

PRIORITIES

- ☐ Improved Transportation Service
- ☐ Roads (New and Improved)
- ☐ Costs
- ☐ Take Advantage of Technology
Maximize services to citizens on website
- ☐ Invest in maintenance of facilities
- ☐ NPDES Phase II - Federal Mandate
- ☐ Air Quality - Federal Mandate
- ☐ Explore Revenue Sources
- ☐ Consolidation of Service