

**RICHLAND COUNTY**  
**STRATEGIC PLANNING AD HOC**  
**COMMITTEE**

**AGENDA**

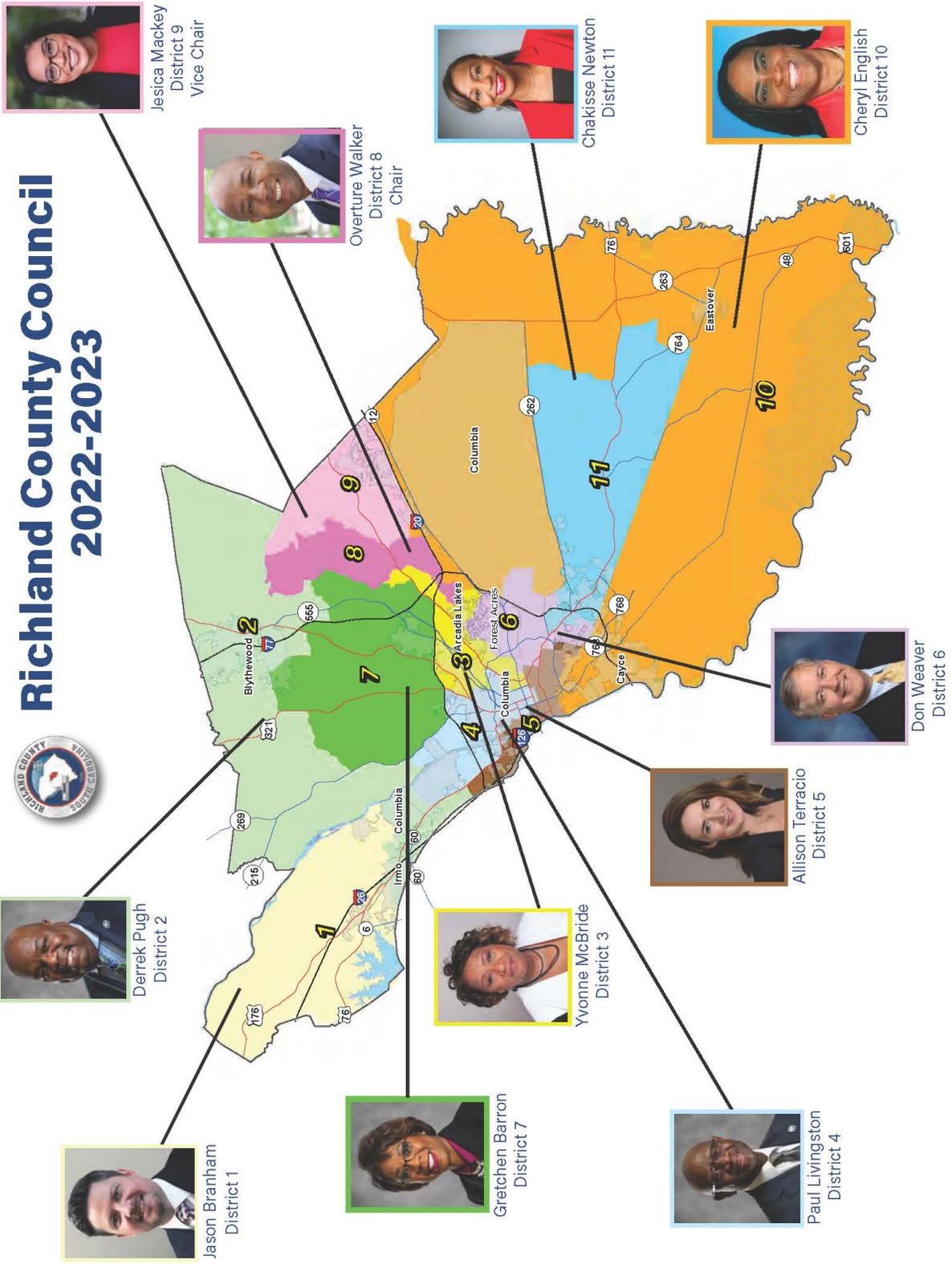


**TUESDAY MAY 02, 2023**

**2:00 PM**

**COUNCIL CHAMBERS**

# Richland County Council 2022-2023





**Richland County  
Strategic Planning Ad Hoc Committee**

**AGENDA**

May 02, 2023 2:00 PM  
2020 Hampton Street, Columbia, SC 29204

The Honorable Paul Livingston	The Honorable Jesica Mackey	The Honorable Chakisse Newton
County Council District 4	County Council District 9	County Council District 11

1. **Call to Order** The Honorable Jesica Mackey
2. **Approval of Minutes** The Honorable Jesica Mackey
  - a. December 15, 2022 **[PAGES 5-7]**
3. **Adoption of Agenda** The Honorable Jesica Mackey
4. **Items for Discussion/Action** The Honorable Jesica Mackey
  - a. Strategic Planning Update **[PAGES 8-11]**
    1. Dashboard
    2. Objective 1.3 - Establish metrics for accountability in implementing the strategic plan (0-6 months)
    3. Review of all other Goals/Objectives
5. **Next Steps** The Honorable Jesica Mackey
6. **Adjournment** The Honorable Jesica Mackey



Special Accommodations and Interpreter Services Citizens may be present during any of the County's meetings. If requested, the agenda and backup materials will be made available in alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), as amended and the federal rules and regulations adopted in implementation thereof. Any person who requires a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may request such modification, accommodation, aid or service by contacting the Clerk of Council's office either in person at 2020 Hampton Street, Columbia, SC, by telephone at (803) 576-2061, or TDD at 803-576-2045 no later than 24 hours prior to the scheduled meeting.



Richland County Council  
Strategic Planning AD Hoc Committee Meeting  
**MINUTES**  
December 15, 2022 – 4:00 PM  
Council Chambers  
2020 Hampton Street, Columbia, SC 29204

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COUNCIL MEMBERS PRESENT: Jessica Mackey, Chair, and Paul Livingston

NOT PRESENT: Chakisse Newton

OTHERS PRESENT: Anette Kirylo, Patrick Wright, Tamar Black, Michelle Onley, Lori Thomas, Leonardo Brown, Abhijit Deshpande, Stacey Hamm, Jennifer Wladischkin, Ashiya Myers, Aric Jensen, Angela Weathersby, Kyle Holsclaw, Justin Landy, Crayman Harvey, John Thompson, Oscar Rosales, and Chelsea Bennett

1. **CALL TO ORDER** – Chairwoman Jessica Mackey called the meeting to order at approximately 4:00 PM.

Ms. Mackey noted that Ms. Newton would not be in attendance due to a prior engagement.

2. **APPROVAL OF MINUTES**

- a. June 29, 2022 – Mr. Livingston moved to approve the minutes as distributed, seconded by Ms. Mackey.

In Favor: Livingston and Mackey

Not Present: Newton

The vote in favor was unanimous.

3. **ADOPTION OF AGENDA** – Mr. Livingston moved to approve the agenda as published, seconded by Ms. Mackey.

In Favor: Livingston and Mackey

Not Present: Newton

The vote in favor was unanimous.

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Strategic Planning Ad Hoc Committee  
December 15, 2022

#### 4. ITEMS FOR DISCUSSION/ACTION

- a. Strategic Planning Update – Ms. Mackey noted Council voted on the Strategic Plan earlier in the year. This committee agreed to ensure there were continual updates on the plan to track the various goals.

Mr. Leonardo Brown, County Administrator, stated that one of the things we talked about was vocalizing the plan amongst the Richland County team members. He noted a meeting was held with the department heads to walk through the plan, as a whole.

Ms. Lori Thomas, Assistant County Administrator, stated that we had made quite a bit of progress on achieving some of the initiatives. She noted the following update on the initiatives in the Strategic Plan:

- Livable wage for Richland County employees, which was achieved.
- Selection of a performance measurement platform; the expectation is to have it fully operational by the Strategic Planning Forum.
- Engagement with other communities to benchmark where Richland County falls in line.
- Engagement of citizens in the path toward the Land Development Code, and other land uses.
- Creation of Grants Department.
- The design of the E-911 Center is almost complete. Construction is anticipated to begin in the summer of 2023, with a completion date of Summer 2024.
- The County is in the process of allocating \$6M toward unhoused individuals and affordable housing through ARPA funds.
- Cost estimates and assessments are underway for the relocation of the DSS Facility.
- Communications efforts and opportunities are being developed and aligned to communicate the benefit of County projects by all departments of the County.
- Initiation of a compensation study with Evergreen to be completed in February 2023 for consideration during the FY24 budget.
- Employees have been transitioned to the SC PEBA health insurance plan.
- Currently undergoing a transition to Workday, a new Enterprise Resource Planning system. Completion is slated for late 2023.
- A diversity study is currently underway by Griffin and Strong. Phase I reporting is anticipated in late spring 2023.
- Recruiting is underway for a Chief Equity/Diversity Officer.

Mr. Livingston requested the Economic Development initiatives that have been implemented be included.

Ms. Mackey requested, when updates are given, to link them to the initiatives related to particular goals.

Ms. Thomas responded staff will be utilizing a platform that allows us to do so. During the budget process, we will ask what strategic goal the budget allocation fulfills.

Mr. Brown stated, one of the focuses of the strategic plan, addressed the County's website. We are planning to formulate a committee tasked with the process of bringing about the new website.

Ms. Mackey noted the Strategic Plan has been added to the County's website. The Communications Office working on getting the information out, as well as providing Council members with pocket guides.

Mr. Abhijit Deshpande, Budget Director, and Oscar Rosales gave a brief overview of the Envisio software, which will be utilized to track performance relative to the strategic initiatives.

Ms. Mackey inquired how owners are established for each initiative, and is there an internal timeline being utilized.

Mr. Rosales responded you could set reminders for owners and contributors.

Ms. Mackey inquired if the public would be able to tell when a particular goal has been updated.

Mr. Rosales replied presently it does not have a date/time stamp. He stated he would speak with Envisio to find out if there is a way to do so.

Mr. Deshpande stated each department has been requested to designate two (2) individuals who will be tracking and working with the software.

Mr. Rosales stated updates would not be available to the public until staff syncs all updates.

Ms. Mackey requested that the updates notate the date/time.

5. **Next Steps** – The Strategic Planning Forum will be held in January 2023.

6. **ADJOURNMENT** – Mr. Livingston moved to adjourn, seconded by Ms. Mackey.

In Favor: Livingston and Mackey

Not Present: Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 4:30 PM.



**Informational Agenda Briefing**

<b>Prepared by:</b>	Leonardo Brown	<b>Title:</b>	County Administrator
<b>Department:</b>	Administration	<b>Division:</b>	
<b>Date Prepared:</b>	April 25, 2023	<b>Meeting Date:</b>	May 2, 2023
<b>Meeting/Committee</b>	Strategic Planning Ad Hoc		
<b>Subject:</b>	Strategic Planning Update		

Richland County Council approved its Strategic Report on July 12, 2022 and committed its annual planning retreat in January 2023 in Charleston to discussing county priorities and initiatives to move the plan forward. Below are the Vision and Mission Statements as well as the Strategic Goals approved in the report.

*Vision Statement*

“Richland County will be a leading community creating opportunities for equitable, sustainable, and meaningful growth and living for all residents. The County will be a foundation for collaboration as we learn from the past and continue to create long-lasting impacts into the future.”

*Mission Statement*

“The County Government is dedicated to providing exceptional public services through effective planning, proactive leadership, and inclusive governance to ensure that all residents, visitors, and businesses have equitable opportunities and improved quality of life today and in the future.”

**STRATEGIC GOALS**

- 1) Foster Good Governance
- 2) Invest in Economic Development
- 3) Commit to Fiscal Responsibility
- 4) Plan for Growth through Inclusive and Equitable Infrastructure
- 5) Achieve Positive Public Engagement
- 6) Establish Operational Excellence

Below is an update on items specified as priorities during the 2023 Strategic Planning Forum.

*Goal 4 – Plan for Growth through Inclusive and Equitable Infrastructure*

- 4.1 *Establish plans and success metrics that enable smart growth:* Administration has approved leadership development for staff through the use of the National Association of Counties’ Higher Performance Leadership Academy. This training will provide staff with the necessary understanding and/or tools to be able to develop and track the metrics associated with the Strategic Plan.
- 4.2 *Coordinate departments to prepare for planned growth in areas by providing water, sewer and roads in necessary locations:* Council committed \$2,000,000 of ARPA funds for the construction of a new water tank in Lower Richland to provide water services to additional Richland County citizens. Additionally, Richland County has been awarded \$10,000,000 from the SC Rural Infrastructure Authority for the expansion of the Eastover Wastewater Treatment Plant. Through the Transportation Penny, significant priority projects are being completed and others begun to improve roads in Richland County as well as fund public transportation through the COMET.
- 4.3 *Create excellent amenities and facilities:* The County presently has several construction projects underway. The Public Safety Complex- E911 Center at the Columbia Place Mall in a former anchor store location is projected to be complete prior to January 2025. The Family Services Center project to relocate the Department of Social Services, Department of Health and Human Services and Department of Health and Environmental Control was one focus of the Strategic Planning Forum. During the forum, Council toured a similar facility in Charleston County. Stakeholder meetings have been held with space planning consultants, limited demolition is underway, and a cost analysis is being performed to determine funding necessary to complete this project. Though Council has committed \$15,000,000 of ARPA funds to this project, it is estimated an additional \$25,000,000 or more will be needed. Once the cost analysis is complete, funding mechanisms can be determined. The County has also undertaken a long-term project to update the Alvin S. Glen Detention Center. Administration estimates this full renovation will be an investment of approximately \$40 million dollars over the next three years. Administration will also present its most updated capital improvement plan as part of the FY 2024 budget. This plan represents necessary capital improvement projects and provides information on funding sources for these projects through FY 2026. Total investments from the current year through FY 2026 are estimated to be \$240.5 million. Other priority projects for consideration over the next five years is an Emergency Operations Center and a new Judicial Center. Staff has presented a work session on potential funding for these important projects.
- 4.4 *Provide equitable living and housing options:* Council is considering the most appropriate method to move this issue forward.

## Goal 5 – Achieve Positive Public Engagement

- 5.1 *Champion the organization and County wins:* The Communications Department has begun implementation of a process to share positive County activities and stories through media and social media outlets. These activities spotlight Council and staff as they engage in activities in Richland County.
- 5.2 *Foster positive public relationships to allow us to “tell our own story”:* The Communications Department is spotlighting community organizations monthly that provide resources and services for County residents. These groups were featured on the Richland County 2023 County Connections calendar. Groups spotlighted thus far are the American Red Cross, Wholespire, FoodShare, Richland Library, and Mental Illness Recovery Center, Inc. Additionally, County Council and staff are encouraged to become involved in activities with these groups including blood drives, the Heart Walk, volunteering in food warehouses, and reading to children during the month they are featured.
- 5.3 *Create a Public Information team focused on public engagement:* This is well underway with the addition of the Director of Communications, the Deputy Director of Communications, Media Specialist, and the Publication Editor/Outreach Specialist with two other staff members to be added.
- 5.4 *Complete and celebrate penny projects to create excitement in the community:* Communications and Transportation have become very active in providing publicity for Penny projects. The following are events that featured media presence and attendance by Council and other local officials:
  - a. Green Street Bridge Opening
  - b. Bull Street Project Ground Breaking
  - c. Blythewood Road Widening Ground Breaking
  - d. North Main Street Opening

## Goal 6 – Establish Operational Excellence

- 6.1 *Establish competitive salaries:* The County has engaged Evergreen Solutions to perform a comprehensive Compensation Study. Using this study, Administration will recommend a cost-of-living increase in FY 2024 followed by the implementation of a new compensation and classification structure early in the 2024 calendar year. Staff recommends this timeline to allow appropriate development, collaboration, and communication. The goal of this project is to be able to bring staff to market appropriate wages and provide a clear understanding of available career path progression to employees.
- 6.2 *Encourage investment in employee and County development:* Council has approved Administration’s recommendation of the use American Rescue Plan Act (ARPA) funds for the investment in public safety employee equipment and law enforcement mental health programs in addition to annual expenditure allocations to better prepare employees to perform their duties.  
Additionally, Council committed \$2,000,000 of ARPA funds for the construction of a new water tank in Lower Richland to provide water services to additional Richland County citizens.
- 6.3 *Modernize technology:* Council approved Administration’s recommendation for GIS, Cyber Security, Information Technology’s replacement of the Enterprise Resource Planning (ERP) system, and County website upgrades to improve workplace efficiency and access for citizens and employees. All of these projects are underway with ERP full implementation slated for December 16, 2023.
- 6.4 *Develop metrics of accountability to “stay the course”*
- 6.5 *Create reporting dashboards:* This project continues in Envisio. A full public presence is planned for the FY 2024. A brief update will be shown.
- 6.6 *Address current and future resource needs:* The recommendation and implementation of the Capital Improvement Plan provides a roadmap for appropriate resource allocation. Staff will present a recommended three-year plan with the FY 2024 budget.

Staff will continue to work toward addressing all items as approved by Council. Please let Administration know if you have any questions or would like further information.