

RICHLAND COUNTY

STRATEGIC PLANNING AD HOC COMMITTEE

AGENDA



TUESDAY MARCH 25, 2025

2:00 PM

COUNCIL CHAMBERS

Richland County Council 2024-2025



Derrek Pugh
District 2
Vice Chair



Jason Branham
District 1



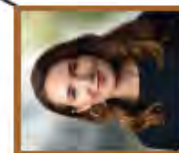
Gretchen D. Barron
District 7



Tyra Little
District 3



Paul Livingston
District 4



Allison Terracio
District 5



Don Weaver
District 6



Tish Dozier Alleyne
District 8



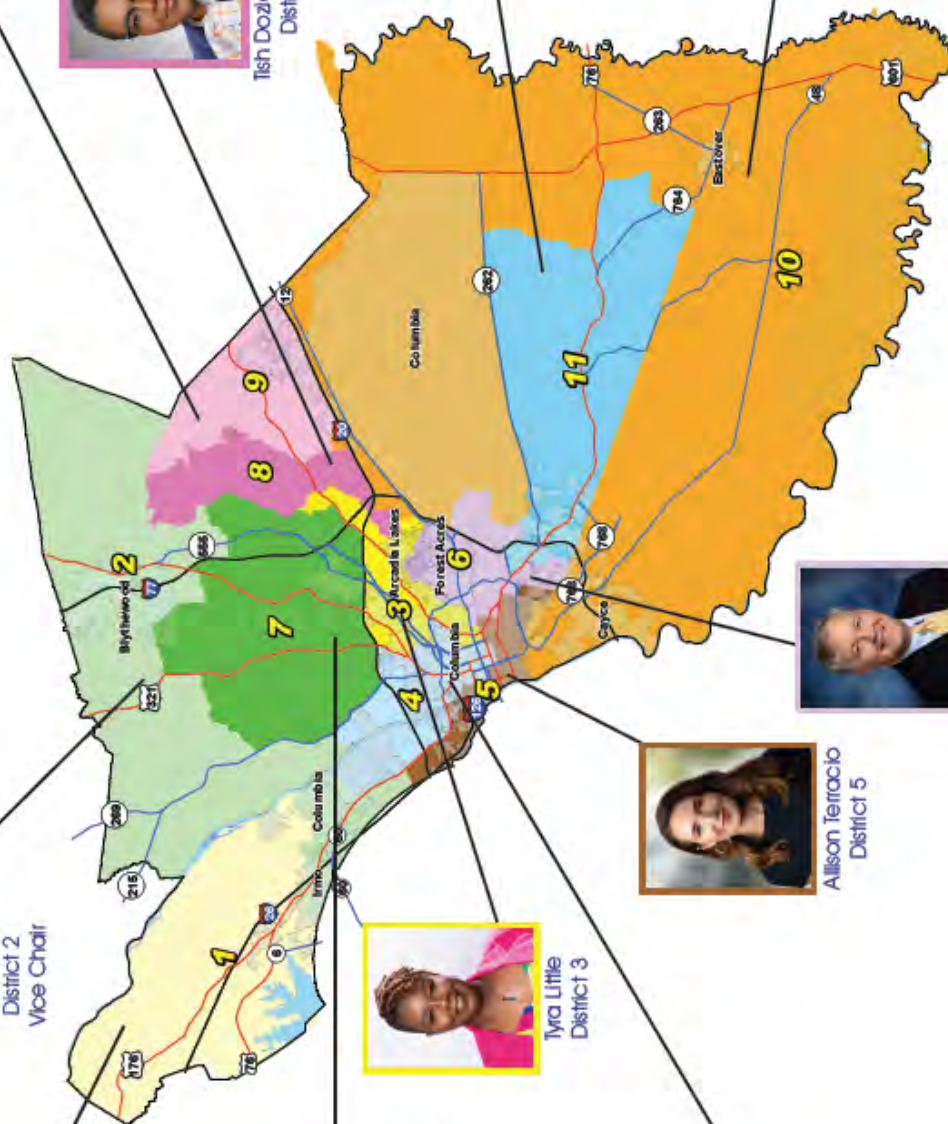
Chakisse Newton
District 11



Cheryl D. English
District 10



Jessica Mackley
District 9
Chair





**Richland County
Strategic Planning Ad Hoc Committee**

AGENDA

March 25, 2025 - 2:00 PM
2020 Hampton Street, Columbia, SC 29204

The Honorable Derrek Pugh	The Honorable Tyra K. Little	The Honorable Paul Livingston	The Honorable Gretchen Barron	The Honorable Jesica Mackey, Chair
County Council District 2	County Council District 3	County Council District 4	County Council District 7	County Council District 9

1. Call to Order

Jesica Mackey, Chair

- a. Roll Call

2. Approval of Minutes

The Honorable Jesica Mackey

- a. February 11, 2025 [\[PAGES 5-8\]](#)

3. Adoption of Agenda

The Honorable Jesica Mackey

4. Items for Action

The Honorable Jesica Mackey

- a. Critical Infrastructure Projects General Obligation Bonds [\[PAGES 9-19\]](#)

5. Items for Information

- a. Project Status Update: County Website [\[PAGE 20\]](#)
- b. Solid Waste Collection Area Map with Council District Overlay [\[PAGE 21\]](#)

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
February 11, 2025 – 2:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

COUNCIL MEMBERS PRESENT: Jesica Mackey, Chair, Derrek Pugh, Tyra K. Little, Paul Livingston, and Gretchen Barron

OTHERS PRESENT: Allison Terracio, Anette Kirylo, Patrick Wright, Ashiya Myers, Angela Weathersby, Lori Thomas, Michelle Onley, Kenny Bowen, Leonardo Brown, Maddison Wilkerson, Aric Jensen, Jackie Hancock, Jennifer Wladischkin, Kyle Holsclaw, and Tamar Black

1. **CALL TO ORDER** – Chairwoman Jesica Mackey called the meeting to order at approximately 2:00 PM.
2. **ELECTION OF CHAIR** – Mr. Pugh moved to nominate Ms. Mackey for the position of Chair, seconded by Mr. Livingston.

In Favor: Pugh, Little, Livingston, Barron, and Mackey

The vote in favor was unanimous.

3. **APPROVAL OF MINUTES**

- a. **October 22, 2024** – Mr. Livingston moved to approve the minutes as distributed, seconded by Mr. Pugh.

In Favor: Pugh, Little, Livingston, Barron, and Mackey

The vote in favor was unanimous.

4. **ADOPTION OF AGENDA** – Ms. Barron moved to adopt the agenda as published, seconded by Mr. Pugh.

In Favor: Pugh, Little, Livingston, Barron, and Mackey

The vote in favor was unanimous.

5. **ITEMS FOR DISCUSSION/ACTION**

- a. **Mapping the Future Update** – Ms. Maddison Wilkerson, Budget Director, presented the Council Progress Report to the Committee. The report covers up until December 31, 2024.

- Have met 55% of our goals
- Some metrics are updated quarterly, whereas some are updated monthly or annually
- 963 jobs were created in 2023
- 29,940 YouTube followers as of January 2024
- 3,072 Employees Course Attended; 154 Courses held in 2023
- 6,447 Employees Course Attended; 243 Courses held in 2024

Mr. Livingston noted the graphs and highlights in the agenda documentation, which made it easier to keep up with where we are and where we are going.

Ms. Barron suggested producing a tangible progress report for the residents in January and June.

Mr. Livingston asked who he should direct his question to if he had a question about the data.

The County Administrator, Leonardo Brown, indicated the question(s) should be directed to the directors in those areas. You could also direct the question to the Assistant County Administrator over that particular area.

2025 Strategic Planning Forum Update

Fiscal Update:

- *Requests* – Year-to-date expenditures that include the rate of expenditure as compared to the same period of the prior fiscal year
- *Potential Areas of Council Consideration* – Capital Project funding mechanisms and future bond issuances

Capital Improvements: Public Safety Center, Family Services Center, Voter Registration, and Department of Social Services

- *Requests*
 - Improve landscaping at the 2000/2020 Hampton Street complex
 - Inclusion of solar/alternative energy in the Facilities Master Plan
 - Accessibility, to include furniture in County facilities
 - Location of County facilities beyond the downtown metropolitan area to increase resident access

Mr. Brown pointed out the idea is to create an overall Facility Master Plan, but Council may have specific thoughts. For example, a facilities priority plan for fire stations similar to what was utilized for the Magistrate's Offices.

Ombudsman's Office:

- *Requests*
 - OneStop external application – method to report concerns anonymously and geo-tagging photos
 - Solid Waste – Map of Solid Waste areas with Council District overlay

Mr. Brown stated there may be some elements we worked on, but we may also need to look at a larger application, such as an off-the-shelf investment.

Mr. Pugh expressed that he believes the constituents will be more willing to utilize an app instead of a web-based program.

- *Potential Areas of Council Consideration*
 - Collector contract renewal

Ms. Mackey asked if we are approaching the time when Council can begin to have conversations about how contractors can be held accountable for not delivering services.

Mr. Brown indicated the contract renewals are staggered. He can provide an update on when the collector contracts are up for renewal either at the next Strategic Planning Ad Hoc Committee meeting or at a future Council meeting under the Report of the Administrator. He acknowledged there has been ongoing assistance when the contractors could not deal with what they were supposed to. In some instances, that has not necessarily helped the providers who are struggling.

Ms. Mackey inquired if we have considered creating another area so there are fewer people for the providers to serve.

Mr. Brown responded this is what the team has done. They have explored adjoining areas where providers were missing the mark and have expanded based on the providers doing a good job in the adjacent areas. He believes there was language in the ordinance regarding how many service areas a provider could have.

Ms. Barron expressed that she would like to examine the provider's performance. She noted oftentimes we get complaints about the same vendor. Individuals can report their complaints through the Ombudsman's Office, but that does not trickle down to the procurement process.

Mr. Brown stated staff gathers data on the number of service calls received and validates that information. This is how the decision was made to remove certain service areas and provide them to another provider.

Mr. Pugh asked if any other tools, besides the Ombudsman's Office, were utilized to elevate the collectors.

Mr. Brown responded that the County hires individuals to follow and track the haulers. The haulers are also required to have an electronic system that identifies whether the services were provided.

Ms. Mackey requested that the site locations for bulk items be analyzed. She noted that if individuals had better access to these sites, they might be willing to take more of their items themselves, and we would get fewer complaints.

Mr. Brown acknowledged there have been two items budgeted for. As time goes on, we anticipate the associated costs to move forward will increase because of inflation. Solid Waste would like to create a template for what this looks like for the County, but we have not gotten the template off the ground.

Strategic Planning:

- *Requests*
 - Reporting of the County's cost-saving efforts via the Dashboard
 - Re-introducing a Legislative Reception for all of the County's legislative partners
 - Additional training for Councilmembers
 - A mobile application for the Ombudsman's Office and/or an overall Richland County mobile application
 - Hospitality Tax overview
- *Potential Areas of Council Consideration/Priority*
 - Workforce development and housing
 - Next steps as the County approaches the deadline of the current Strategic Plan
 - Recreational development in those areas that lack recreational facilities
 - Recreational tourism that benefits everyone

Ms. Mackey pointed out workforce development is being discussed in Economic Development. The Affordable Housing Ad Hoc Committee is addressing workforce and affordable housing. This committee should recommend how to move forward with the Strategic Plan (i.e., a refresh or another phase).

Ms. Barron stated that she would like to move forward with a Strategic Plan. The initial plan was for three years; she would feel comfortable with a five-year plan. This would allow for a transitional period when Councilmembers come on board. She expressed the goals implemented with the original Strategic Plan are just getting started with. She wants to see those goals carried over into the next Strategic Plan and add those discussed at the Strategic Forum.

Mr. Pugh and Mr. Livingston support continuing the Strategic Plan and extending the years.

Mr. Pugh inquired if we would have to go back through the process with the consultants or if we would take the reins and run with it.

Ms. Mackey stated her takeaway from the discussion was that we should do a "refresh."

Ms. Barron asserted she does not want Council to wait until the Strategic Plan is finished to say it will be for "X" amount of years. We need to put that in place now. To the individuals who did not have input, once they are seated, that is when their buy-in comes into play.

Mr. Brown indicated it would be helpful for the budgeting process to know if the “refresh” will be internal or if Council desires someone to assist them with the process.

Ms. Mackey said she would like an outside consultant to guide Council through the “refresh.”

Mr. Livingston moved to approve the priorities identified at the Strategic Planning Forum, seconded by Ms. Barron.

In Favor: Pugh, Little, Livingston, Barron, and Mackey

The vote in favor was unanimous.

- b. Hospitality Tax Fund Overview – Ms. Wilkerson stated through June 30, 2024, the Hospitality Tax fund has maintained a healthy fund balance of approximately \$18.2M. For FY25, we had an adopted budget projecting \$10.4M in revenue, with an additional \$4.7M being used to draw down from fund balance.

Of the \$15,218,491 available, Council has approved the following allocations:

\$4,985,350	Transfers out for Debt Service and the General Fund
\$664,000	Hospitality Tax Committee Recommendations
\$2,100,662	Council H-Tax Discretionary (including rollover)
\$4,939,867	Ordinance, Special Promotions & Tier 3 Agencies
\$1,026,900	Township Parking Lot Capital Project
\$1,501,702	Riverbanks Zoo Funding

Ms. Barron inquired if it is our thought to explore options for recreational tourism by utilizing this funding.

Ms. Mackey responded initially. The idea is to look at the funding and determine how we can utilize the funds to leverage it for recreational tourism.

Mr. Livingston asked how much the County is paying in debt service.

Ms. Wilkerson replied the debt service is approximately \$1.4M.

6. **ADJOURNMENT** – Mr. Livingston moved to adjourn the meeting, seconded by Ms. Barron.

In Favor: Pugh, Little, Livingston, Barron, and Mackey

The vote in favor was unanimous.

The meeting adjourned at approximately 2:56 PM.

**RICHLAND COUNTY
ADMINISTRATION**

2020 Hampton Street, Suite 4069
Columbia, SC 29204
803-576-2050



Agenda Briefing

Prepared by:	Lori Thomas	Title:	Assistant County Administrator
Department:	Administration	Division:	
Date Prepared:	March 14, 2025	Meeting Date:	March 25, 2025
Legal Review	Patrick Wright via email	Date:	March 18, 2025
Budget Review	Maddison Wilkerson via email	Date:	March 18, 2025
Finance Review	Stacey Hamm via email	Date:	March 18, 2025
Approved for consideration:		County Administrator	Leonardo Brown, MBA, CPM
Meeting/Committee	Strategic Planning Ad Hoc		
Subject	Critical Infrastructure Projects General Obligation Bond		

RECOMMENDED/REQUESTED ACTION:

Staff requests Council to consider approval of the issuance of \$70 million in general obligation bonds to fund two critical infrastructure projects in Richland County: (1) Richland County Emergency Operations Center, and the (2) Safe Housing Unit at Alvin S. Glenn Detention Center. The financial descriptions and impacts were presented at the 2025 Strategic Planning forum and are included as an attachment to this document.

Request for Council Reconsideration: ☒ Yes

FIDUCIARY:

Are funds allocated in the department's current fiscal year budget?	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No
If not, is a budget amendment necessary?	<input type="checkbox"/>	Yes	<input checked="" type="checkbox"/>	No

ADDITIONAL FISCAL/BUDGETARY MATTERS TO CONSIDER:

This initiative would be funded by debt millage and would not require any increase to taxpayers.

Applicable fund, cost center, and spend category: Not applicable

OFFICE OF PROCUREMENT & CONTRACTING FEEDBACK:

Not applicable.

COUNTY ATTORNEY'S OFFICE FEEDBACK/POSSIBLE AREA(S) OF LEGAL EXPOSURE:

There are no legal concerns regarding this matter.

REGULATORY COMPLIANCE:

If approved, the issuance of these bonds will require a bond ordinance with three readings and a public hearing as well as a reimbursement resolution to begin the projects prior to the actual funding of the bonds.

MOTION OF ORIGIN:

“... the committee recommended moving forward with the following priorities from the Strategic Planning Forum...”

Council Member	Recommendation of the Strategic Planning Ad Hoc Committee
Meeting	Special Called
Date	February 11, 2025

STRATEGIC & GENERATIVE DISCUSSION:

Staff requests Council to consider approval of the issuance of \$70 million in general obligation bonds to fund two critical infrastructure projects in Richland County:

Construction of a New Emergency Operations Center (EOC): The current EOC facilities are outdated and lack the capacity to effectively coordinate emergency responses to natural disasters, public health crises, and other emergencies. A modern EOC is essential for efficient disaster management and public safety.

Construction of a Special Housing Dorm at the Alvin S. Glenn Detention Center: The detention center faces overcrowding and lacks specialized housing for inmates with unique needs, such as those requiring medical or mental health care. This project aims to enhance inmate safety, improve rehabilitation efforts, and ensure compliance with legal standards.

The proposal aligns with established best practices for each type facility as described below:

Emergency Operations Center: The new EOC will adhere to FEMA's guidelines, and will be designed to be flexible, sustainable, secure, and strategically located. The center will be fully interoperable, addressing identified deficiencies and needs for the residents of Richland County in the event of emergency situations.

Detention Center Housing: The addition of specialized housing aligns with the Alvin S. Glenn Detention Center's mission to provide constitutional levels of service to those incarcerated, ensuring public and institutional safety.

The process for these projects would be as follows:

- *Planning and Design:* Engage architects and planners to develop designs that meet operational requirements and best practices.
- *Funding Approval:* Secure Council approval for the bond issuance to finance the projects.
- *Construction:* Initiate and oversee construction, ensuring adherence to timelines and budgets.
- *Commissioning:* Equip the new facilities, followed by rigorous testing to ensure operational readiness.

The proposal directly impacts the County's mandate to ensure public safety and effective emergency management. The new EOC enhances disaster response capabilities, while the detention center improvements address inmate welfare and facility compliance. Both are critical to maintaining public trust and safety.

The Emergency Operations Center will provide enhanced emergency response to the residents of Richland County. It will facilitate coordinated responses to emergencies, reducing response times and mitigating impacts on residents.

The Special Housing Unit at Alvin S. Glenn Detention Facility will ensure that detainees receive appropriate care, reduce incidents within the facility and promote rehabilitation, thereby enhancing overall community safety.

If Council were to opt to not proceed with these projects, the County may be limited in its ability to manage effectively emergencies, potentially leading to increased harm and slower recovery for residents. Additionally, failure to address overcrowding and the lack of specialized housing at Alvin S. Glenn Detention Center may result in legal challenges, decreased safety for both detainees and staff, and hindered rehabilitation efforts.

While staff continues to seek alternative funding, such as federal or state grants that may reduce the need for bonds, those alternative sources may delay projects due to competitive application processes and limited availability. Such alternatives present challenges in terms of timeliness, sufficiency, and control, making the proposed bond issuance the most viable option to promptly and effectively address the County's needs.

ASSOCIATED STRATEGIC GOAL, OBJECTIVE, AND INITIATIVE:

Goal: Plan for Growth through Inclusive and Equitable Infrastructure

Objective: Create excellent facilities

Initiative: Prioritize improvements to County infrastructure based on County priorities as established in strategic plan, budget and capital improvement plan and community priorities

ATTACHMENTS:

1. 2025 Strategic Planning Forum Capital and Funding Description

FINANCIAL CONSIDERATIONS

Critical Infrastructure Projects General Obligation Bonds



RICHLAND COUNTY STRATEGIC GOALS

- Foster Good Governance
- Invest in Economic Development
- Commit to Fiscal Responsibility
- Plan for Growth through Inclusive and Equitable Infrastructure
- Achieve Positive Public Engagement
- Establish Operational Excellence



PROPOSED EMERGENCY OPERATIONS CENTER

- Budget - \$36,000,000
- Scope- To build an emergency operations center to house all emergency medical and emergency services staff and all emergency vehicles approximately 70,000 sq. ft.
- Currently working to identify location and update cost proposal for design and construction
- Estimated time for design and construction- 3 years



CURRENT EMERGENCY OPERATIONS CENTER

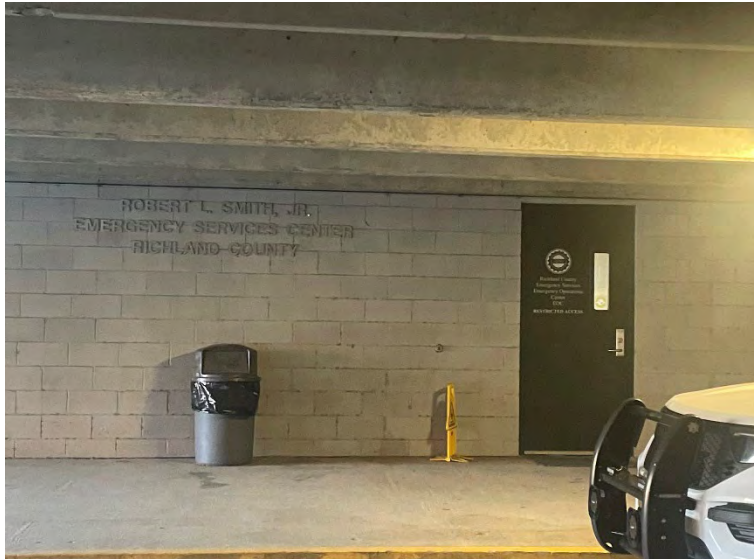
- Located in garage basement of 2020 Hampton in 22,000 sq. ft.
- Ventilation does not support appropriate ventilation
- Inadequate parking in a public parking lot
- Growing call volume for emergency services

2017	77,920
2018	80,140
2019	81,282
2020*	78,341
2021	83,654
2022	85,853
2023	90,235

*COVID-19 lockdown



CURRENT EMERGENCY OPERATIONS CENTER



PROPOSED DETENTION BUILDING

- Budget - \$40,233,119.06
- Scope- To build a 3-story, 288 bed detention building on current site.
- Preliminary cost proposal for design and construction received from Mosely Architects.
- Estimated time for design and construction- 3 years

OPINION OF PROBABLE TOTAL PROJECT COST

MOSELEYARCHITECTS
A PROFESSIONAL CORPORATION

Client: Richland County, SC Date: August 14, 2024
 Project Name: ASG Detention Center Addition Computed By: JH
 Description: Inmate housing Checked By: JH
 Project #691986 57,100 SF - Three Story Option - 288 beds Sheet Number: 1 of 1

Item No.	Description	Area	Unit	Unit Cost	Total Cost
Construction Costs					
1	New Housing Construction - Three Floors	51,900	SF	\$550.00	\$28,545,000.00
2	New Recreation Yard Construction	5,200	SF	\$400.00	\$2,080,000.00
3	Security Integration with Existing Facility	N/A	SF	lump sum est.	\$250,000.00
4	Site Development / Demolition	N/A	N/A	lump sum est.	\$2,000,000.00
7	Emergency Access Road	N/A	N/A	lump sum est.	\$150,000.00
5	Construction / Design Contingency	N/A	%	5.00%	\$1,651,250.00
6	Cost Escalation Contingency (12 months)	N/A	%	5.00%	\$1,733,812.90
	Subtotal				\$36,410,062.90
	Estimated Construction Cost - Building and Sitework	57,100	SF	\$637.85	\$36,410,062.90
Misc. Project Costs					
1	Fixtures, Furnishings & Equipment (FF&E of finished space)	N/A	%	1.50%	\$546,150.94
2	Site and Construction Testing	N/A	%	0.50%	\$182,050.31
3	A/E Fees / Costs	N/A	%	8.50%	\$3,064,855.31
4	Property Acquisition	N/A	N/A	\$0.00	\$0.00
	Subtotal				\$3,823,056.56
	TOTAL ESTIMATED PROJECT BUDGET				\$40,233,119.06
Notes:					
	New Housing - (6) 48 bed double-celled units				
	Various program and support spaces				
	Security system integration into existing facility				
	Indirect supervision model				

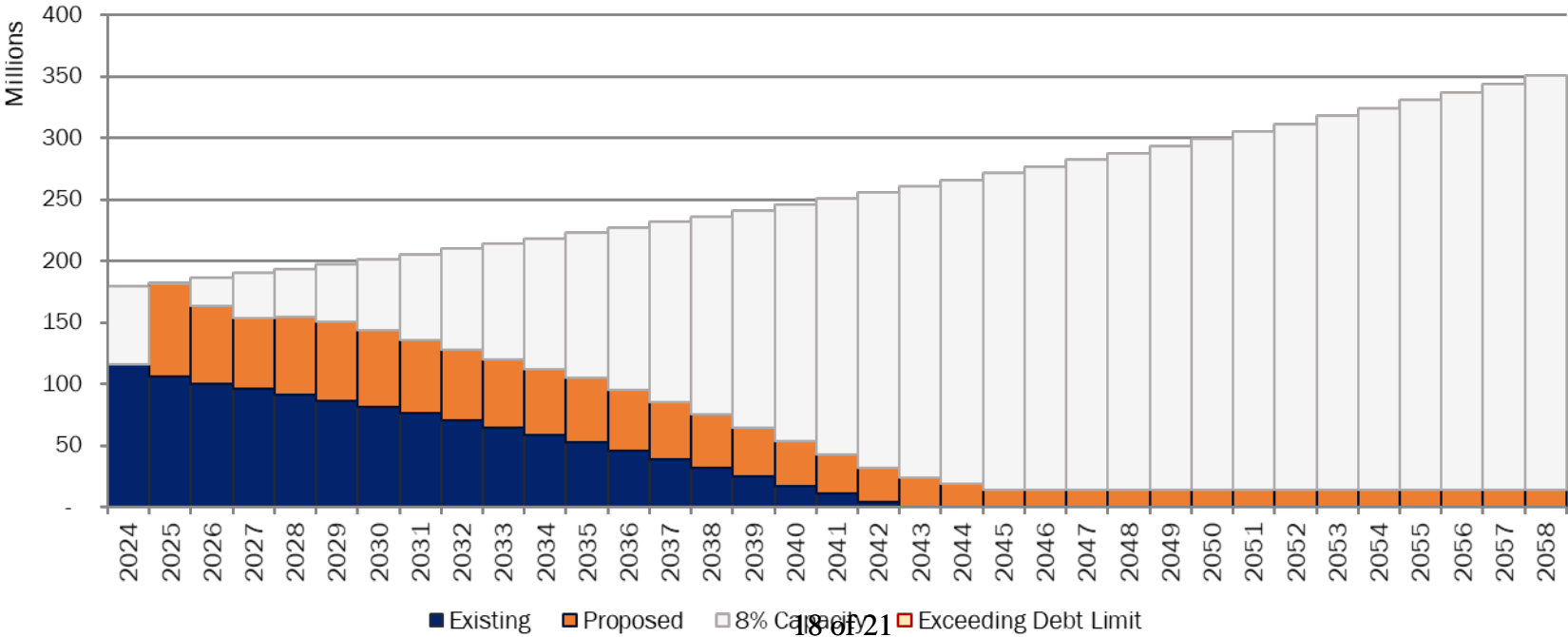


FUNDING MODELS

Projects Under Consideration

2	3	4	5	6	7	8	9	10	11	12
Description	Amount	Project/Par Amount	Issued (CY)	Funding Type	Eight Percent / Referendum	Funding Source	Structure	Term	Principal Deferral	Rate
Emergency Operations Center / ASG DC / Design	75,000,000	Par Amount	2025	G.O.	Eight Percent	DS Millage	Structured 1			
Courthouse	200,000,000	Par Amount	2027	I.P.R.B.		DS Millage	Structured 3	30	0	5.00%

8% Debt Capacity Over Time



QUESTIONS AND COMMENTS?





Project Update

Prepared by:	Kyle Holsclaw	Title:	Director
Department:	Information Technology	Division:	
Contributor:	Brian Fitzgerald	Title:	Deputy Director
Contributor:	Aubrey K. Jenkins	Title:	Analyst
Date Prepared:	March 18, 2025	Meeting Date:	March 25, 2025
Approved for Consideration:	County Administrator		Leonardo Brown, MBA, CPM
Committee/Meeting:	Strategic Planning Ad Hoc		
Council Initiative/Project:	County Website Redesign		

EXECUTIVE SUMMARY (NARRATIVE STATUS):

The County Website Redesign Project has advanced successfully and on-schedule since kickoff in October 2024 with a project steering group and designated subject matter experts from County departments.

With the planning and design phases complete, the project is now in a site development phase where content is being drafted into a new site structure recommended by the vendor based on site analytics, user surveys, and navigation testing. The new site will be highly usable, mobile friendly, understandable and inclusive for residents of all abilities.

During the site development phase, Information Technology staff is training on a new digital forms tool and creating a document archival system to ensure compliance with evolving accessibility standards. Departmental staff is training on digital content and accessibility best practices. Communications staff is training on a new community engagement and email component that works with the new site. The project is on schedule and remains on track for a July 2025 go-live date.

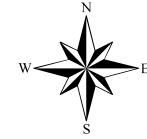
KEY ACCOMPLISHMENTS/MILESTONES:

October 2024	Project Kickoff and Discovery Completed
November 2024	Current Website and User Research Completed
December 2024	Design Workshops and Wireframe (homepage layout) Completed
January 2025	Information Architecture (website structure) Workshops Completed
February 2025	Design and Site Map Completed

PENDING ACTIONS/DELIVERABLES AND ANTICIPATED COMPLETION DATES:

Site Draft Deliverable	estimated April 2025
User Training/Digital Services Academy estimated completion	late May 2025
Content Editing for Go-Live estimated completion	late July 2025

Richland County Solid Waste and Recycling Service Areas and Council Districts



Council District / Service Areas Within

District 1: 1	District 7: 2, 3
District 2: 1, 2, 3	District 8: 3, 4, 5A
District 3: 2, 3, 4, 5A, 5B	District 9: 4, 5A
District 4: 1, 2, 3	District 10: 5A, 6, 7
District 5: 1, 2, 7	District 11: 6, 7
District 6: 5B, 7	

Legend

Council District Boundary	County Boundary
Municipality / No Collection	

Service Area / Collector*

1 Waste Management	5A New South Waste
2 GFL	5B Johnson's Garbage Service
3 Capital Waste Services	6 New South Waste
4 GFL	7 Johnson's Garbage Service

*As of April 2024

For More Information / Collection Days:

- By Phone: Richland County Ombudsman: 1-803-929-6000
Solid Waste and Recycling: 1-803-576-2440
- Richland County Website - www.richlandcountysc.gov
- Download the Richland Solid Waste App for Android or iOS



PUBLIC WORKS