



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.



Informational Agenda Briefing

Prepared by:	Ashiya Myers	Title:	Assistant to the County Administrator
Department:	Administration	Division:	
Date Prepared:	February 4, 2025	Meeting Date:	February 11, 2025
Approved for consideration:		County Administrator	Leonardo Brown, MBA, CPM
Meeting/Committee	Strategic Planning Ad Hoc		
Subject:	2025 Strategic Planning Forum		

Richland County Council, County Administration, and members of senior staff attended the 2025 County Council Strategic Planning Forum in Rock Hill, South Carolina from January 15 – January 17, 2025. Provided below are some the items discussed during the Forum which resulted in requests of staff or matters for future/further consideration by the Council.

FISCAL UPDATE

Staff provided an overview of the County's financial status to include revenues, expenditures, and trends. David Cheatwood, a representative of First Tryon, the County's financial advisor, led the Council through an informative session about the County's debt capacity, bond status, bond ability, and methodologies to fund capital projects.

Requests

- A report of year-to-date expenditures that includes the rate of expenditure as compared to the same period of the prior fiscal year

Potential Areas of Council Consideration

- Capital project funding mechanisms
- Future bond issuances

CAPITAL IMPROVEMENTS

Staff provided the status of several County capital improvement projects to include, but not limited to, the Public Safety Center, the Family Services Center, Voter Registration, and Department of Social Services. Staff also highlighted completed projects such as the replacement of the elevators, upgraded HVAC, and lighting at the 2000 and 2020 Hampton Street complex. The on-going improvements to the Alvin S. Glen Detention Center were also included, as were projects presently in design and/or in proposal development.

Requests

- Consideration of improved 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 Columbia metropolitan area to increase resident access

Potential Areas of Council Consideration

- Facilities priority plan for fire stations similar to that used for the Magistrate's Offices

OMBUDSMAN'S OFFICE

County Ombudsman Judy Carter led Council through the variety of reports prepared by her office which highlight the County's service provision and the residents' requests and concerns. Director Carter emphasized the unique opportunity for County staff to be proactive to enhance the County's service provision. She demonstrated the OneStop external application that will allow its users to report concerns in real time. Councilmembers were able to test the application during the presentation. The application remains in testing and development.

Director Michael Maloney presented an update of staffs' efforts to address Solid Waste concerns. Councilmembers received data outlining Solid Waste contractors' performance, collection area adjustments and re-routing, as well as contractor monitoring.

Requests

- Related to the OneStop external application
 - Methodology to report concerns anonymously without creating a profile
 - Geo-tagging of photos
- Related to the Ombudsman's Office
 - Service requests by Council District
 - Annual Report
- Related to Solid Waste
 - Map of Solid Waste areas with Council District overlay

Potential Areas of Council Consideration

- Collector contract renewal

STRATEGIC PLANNING

Director Maddison Wilkerson outlined the County's progress related to its Strategic Plan initiatives. Key accomplishments included the passing of the 2024 Transportation Penny and the approval of the Public-Private Partnership.

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
- Recreation development in those areas that lack recreational facilities
- Recreational tourism that benefits everyone



Council Progress Report

Strategic Plan

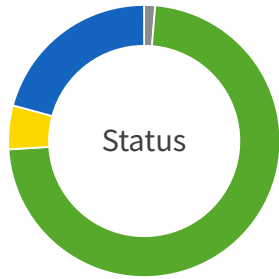
Current Reporting Date: Jan 01, 2025 - Mar 31, 2025

Report Created On: Feb 04, 2025

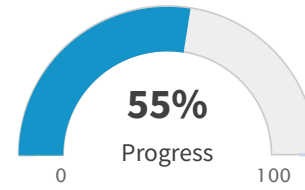
6

Goal

Overall Summary



	%
Status Pending	1.3
On Track	72.7
Some Disruption	5.2
Completed	20.8



Report Legend



Priority



No Update



Overdue

Foster Good Governance

Owner: MADDISON WILKERSON

	%	#
On Track	71.43	5
Completed	28.57	2

Objective: 5

Initiative: 7

Update provided by MADDISON WILKERSON on Feb 04, 2025 21:23:26

Highlights:

The County Council has established six strategic goals, with each goal further divided into objectives and initiatives. These initiatives were approved on February 13, 2024, and the Envisio strategic planning public dashboard went live on April 16, 2024.

Culture workgroups and trainings for County staff ramped up in the fall. County leadership continues to encourage staff participation in professional associations. Since 2022, 41 staff members have completed the National Association of Counties High Performance Leadership Academy. The most recent of the academy will began in January 2025 for up to 10 staff members.

A legislative delegation reception was held on March 18th to foster stronger connections among government representatives and facilitate discussions on shared priorities. The Strategic Planning Ad Hoc committee aims to strengthen relationships with legislative counterparts and is planning future similar engagements. The next reception is currently being planned for Spring 2025.

The November 19, 2024 County Council meeting narrowed the focus of the Community Impact Program to five key areas. These areas are further defined below.

The Strategic Planning Forum was held in Rock Hill, SC, from January 15 to 17, 2025, where the County Council and Administration discussed the current Strategic Plan and requested guidance from the Strategic Planning Ad Hoc Committee.

Strategic Plan - Percent Complete

Last Update: Jan 06, 2025 19:32:58

Strategic Plan Progress

55%

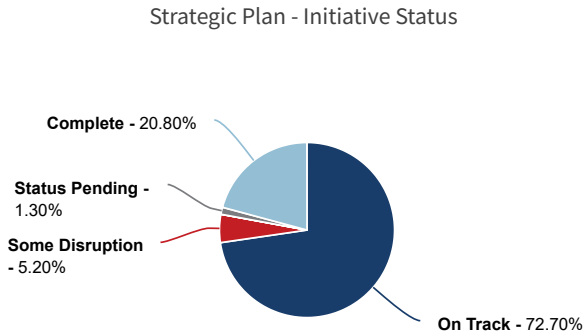
Complete as of FY24-25 Q2

↑

Increased by 6% from Previous Quarter

Strategic Plan - Initiative Status

Last Update: Dec 20, 2024 20:06:14



Invest in Economic Development

Owner: MADDISON WILKERSON

	%	#
On Track	80.0	8
Completed	20.0	2

Objective: 3

Initiative: 10

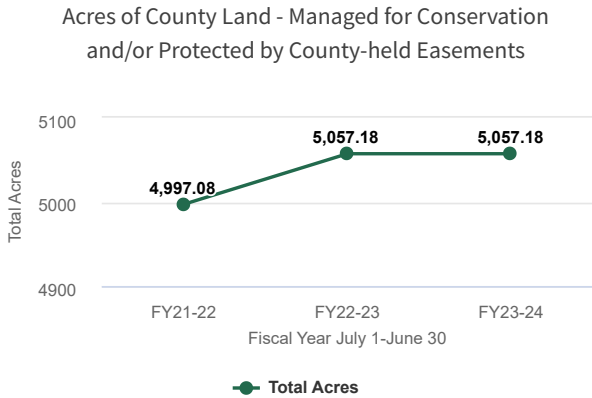
Update provided by MADDISON WILKERSON on Feb 04, 2025 21:48:54

Highlights:

A consultant for the comprehensive plan has been hired. A potential public-private partnership for the EDO is under consideration by the Richland County Council, which could lead to a rebranding of the organization. The council has approved a timeline for the implementation of this partnership. The RCEDO team is currently reviewing the Economic Development Strategic Plan and evaluating measurable KPIs for inclusion in future annual reports. The next EDO annual report is scheduled for publication in Q1 2025.

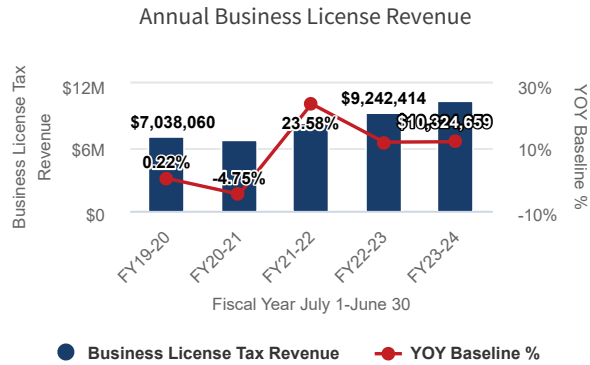
Acres of County Land - Managed for Conservation and/or Protected by County-held Easements

Last Update: Dec 20, 2024 20:06:15



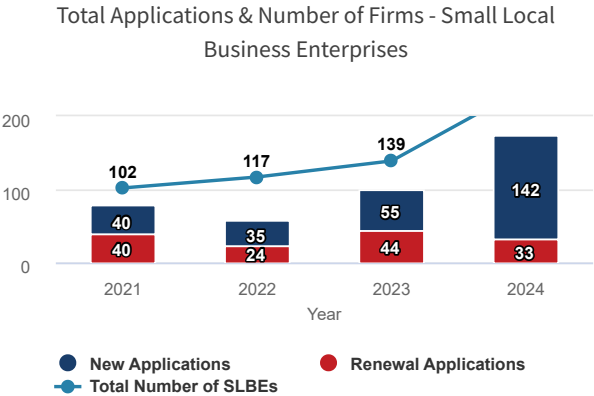
Annual Business License Revenue - Business Service Center

Last Update: Feb 03, 2025 06:10:26



Gross and Net - Small Local Business Enterprises

Last Update: Dec 20, 2024 20:06:15



Jobs Created - Strategic Economic Development Projects

Last Update: Dec 20, 2024 20:06:16

Jobs Created - Strategic Economic Development Projects

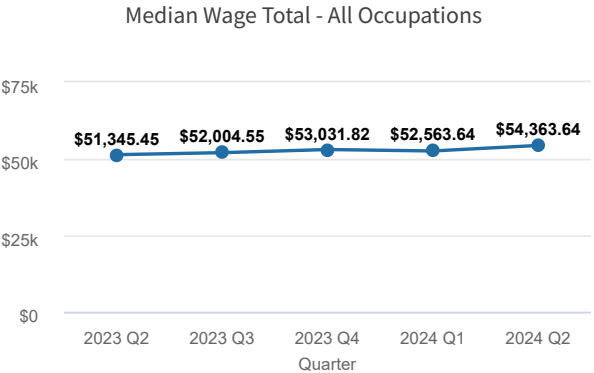
963

Total jobs created in 2023

↓ -5.8% decrease from 2022

Median Wage Total - All Occupations

Last Update: Dec 20, 2024 20:06:15



Median Wage Detail - All Occupations

Last Update: Feb 03, 2025 06:10:26



Commit to Fiscal Responsibility

Owner: MADDISON WILKERSON

	%	#
On Track	88.89	8
Completed	11.11	1

Objective: 3

Initiative: 9

Update provided by MADDISON WILKERSON on Feb 04, 2025 21:49:53

Highlights:

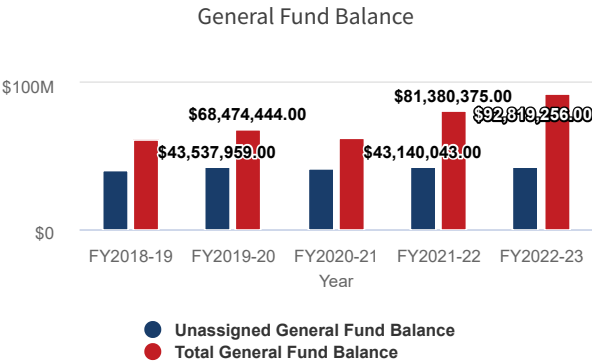
The County Council approved the FY2025 balanced operational budget and the 5 year comprehensive capital improvement plan for FY2025-FY2029 on June 18, 2024. The budget process also included the approval of \$120,462,281 in external grants for various County departments.

The public dashboard launched through Envisio is assisting the County in developing task-based initiatives to achieve key goals and objectives. These will be used to guide the FY2026 budget process, with all budget requests required to align with a strategic plan goal.

The review process for all fiscal policies has begun following the end of the fiscal year, with all policies currently under review.

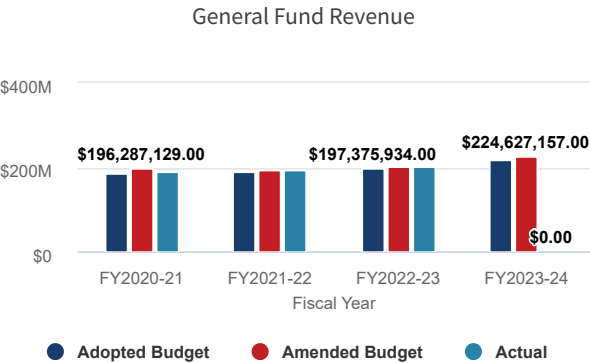
General Fund Balance

Last Update: Dec 20, 2024 20:06:14



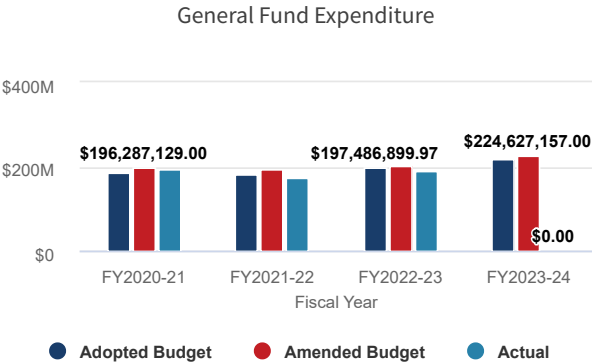
General Fund Revenue (Budget vs Actual)

Last Update: Dec 20, 2024 20:06:14



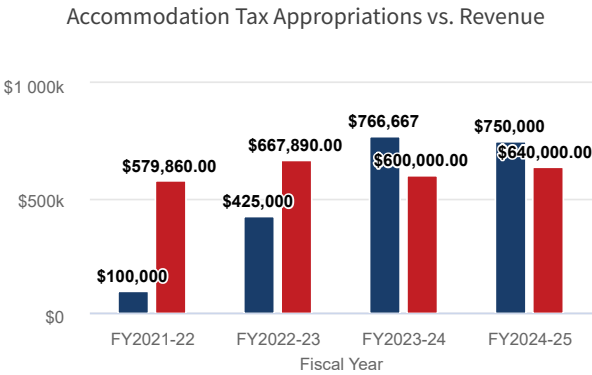
General Fund Expenditures (Budget vs Actual)

Last Update: Dec 20, 2024 20:06:14



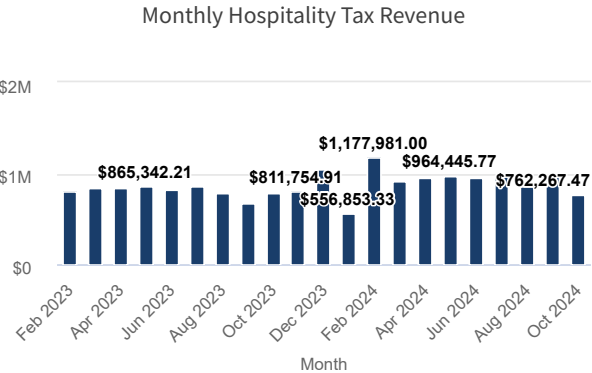
Accommodation Tax Appropriations vs. Revenue

Last Update: Dec 30, 2024 16:30:41



Hospitality Tax (Monthly)

Last Update: Feb 03, 2025 06:10:26



Plan for Growth through Inclusive and Equitable Infrastructure

Owner: MADDISON WILKERSON

Objective: 4

Initiative: 15

	%	#
Status Pending	6.67	1
On Track	80.0	12
Some Disruption	6.67	1
Completed	6.67	1

Update provided by MADDISON WILKERSON on Feb 04, 2025 21:52:31

Highlights:

The Comp Plan team held six stakeholder meetings, an advisory committee meeting, hosted a public forum and is currently collecting information via the Comp Plan website and survey as part of the data gathering process with the goal of learning about the vision citizens and stakeholders have for Richland County's future. The updated Comp Plan will also address how future neighborhood plans align with the updated comp plan.

A solicitation process is complete and administration is recommended a firm to conduct facility assessments and create a County Facility Master Plan. The Public Safety Complex Project is under construction and progressing smoothly. The construction documents for the Family Service Center are expected to be completed by Spring 2025.

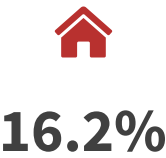
Richland County is administering the U.S. Department of Housing and Urban Development-Community Development Block Grants (CDBG). The program aims to benefit low- and moderate-income individuals, targeting the prevention or elimination of slums or blight, or addressing urgent community development needs. The Grants Department has successfully collaborated with nonprofit organizations in the housing sector to improve affordable housing availability and accessibility for families. The next step is to conduct a Housing Study, which requires a comprehensive budgeting process to ensure financial feasibility.

Percentage of the County LMI living within a LMA

Last Update: Dec 20, 2024 20:06:16

Percentage of the County LMI living within a LMA

(Persons with Low to Moderate Incomes)

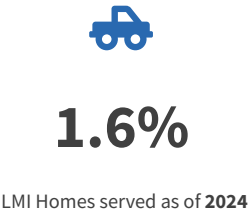


LMI living within a LMA as of Jul 01, 2022

Percentage of LMI Homes on unpaved roads

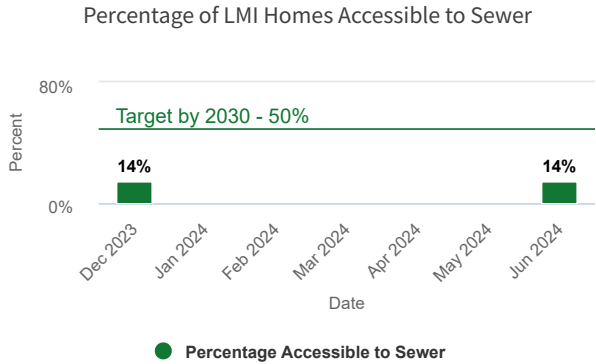
Last Update: Dec 20, 2024 20:06:16

Percentage of Low- to Moderate(LMI) Homes within 75ft of an unpaved road



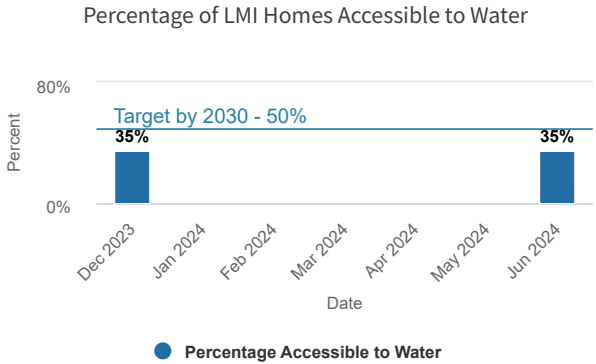
Percentage of LMI Homes Accessible to Sewer

Last Update: Jul 15, 2024 13:30:34



Percentage of LMI Homes Accessible to Water

Last Update: Jul 15, 2024 13:30:34



Achieve Positive Public Engagement

Owner: MADDISON WILKERSON

Objective: 4 Initiative: 13

	%	#
On Track	69.23	9
Completed	30.77	4

Update provided by MADDISON WILKERSON on Feb 04, 2025 21:52:48

Highlights:

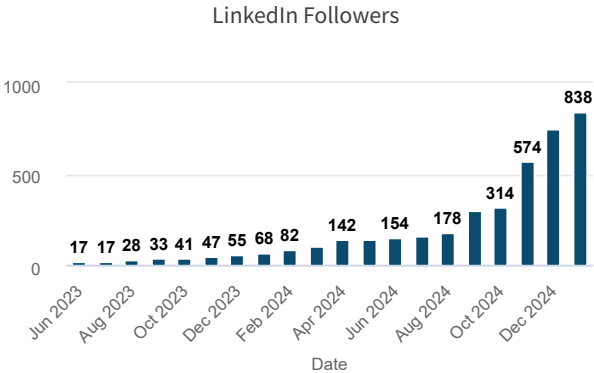
The Office of Communications (OOC) has improved collaborations with community partners and other municipalities, with a focus on sustaining dialogue, increasing community events, and relaunching the Engage Richland initiative for enhanced community engagement. A formal plan for public education is being developed for FY25, partly through the relaunch of Engage Richland.

The OOC has significantly increased its use of social and digital media platforms for information dissemination about resources, events, and major developments.

The strategy of hosting town hall meetings across all 11 districts has effectively kept residents informed about ongoing County initiatives.

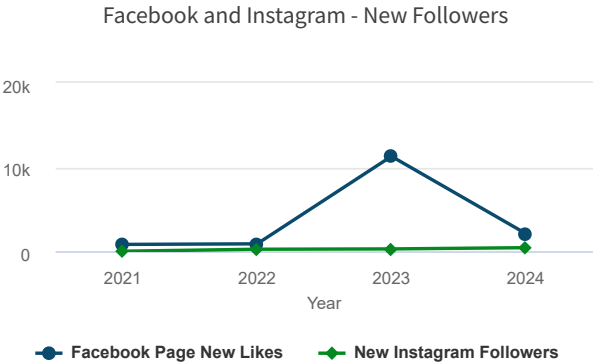
LinkedIn Followers - Public Engagement

Last Update: Dec 20, 2024 20:06:16



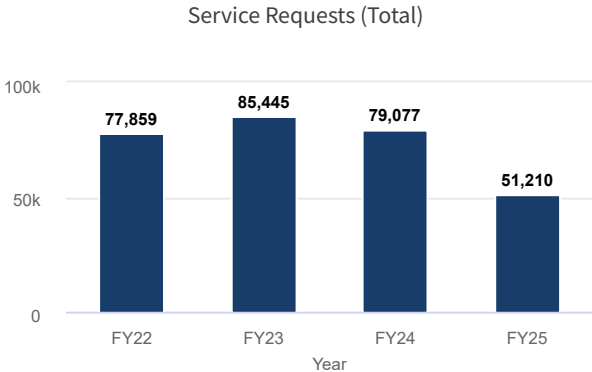
New Followers (Facebook & Instagram) - Public Engagement

Last Update: Dec 20, 2024 20:06:15



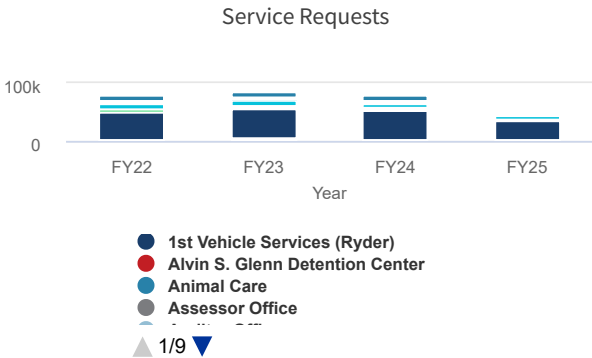
Service Requests Total - Public Engagement

Last Update: Dec 20, 2024 20:06:15



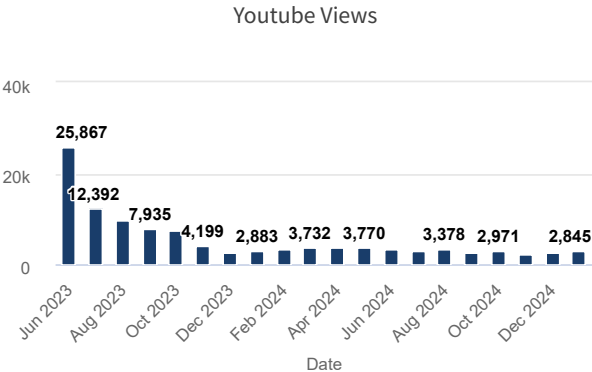
Service Requests (Detailed) - Public Engagement

Last Update: Dec 20, 2024 20:06:15



Youtube Views - Public Engagement

Last Update: Dec 20, 2024 20:06:15



Youtube Followers - Public Engagement

Last Update: Dec 20, 2024 20:06:15

Youtube Followers

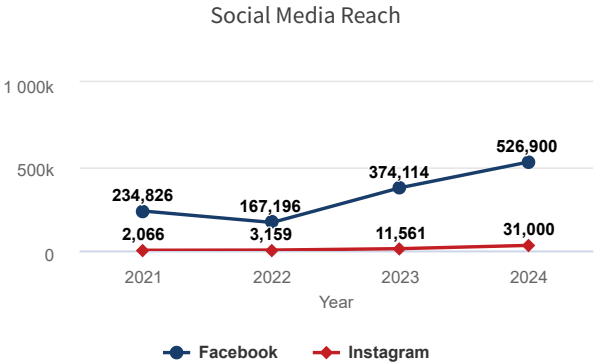

29,940

As of Jan 2024

⬇️ Decreased by 0.13% from Dec 2024

Social Media Reach - Public Engagement

Last Update: Dec 20, 2024 20:06:15



Establish Operational Excellence

Owner: MADDISON WILKERSON

Objective: 8 Initiative: 23

	%	#
On Track	60.87	14
Some Disruption	13.04	3
Completed	26.09	6

Update provided by MADDISON WILKERSON on Feb 04, 2025 21:53:25

Highlights:

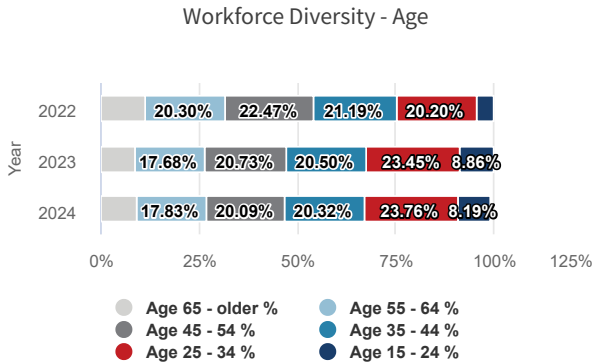
The County has implemented a compensation plan as of December 6, 2023, to align County positions with market standards. Phase II of this plan was implemented for eligible employees in October 2024.

Supervisory and Management training, covering topics like employee liability, ethics, and conflict resolution, is now widely available and mandatory for County supervisors and managers.

The position of Director of Diversity, Equity, and Inclusion was filled in June 2024.

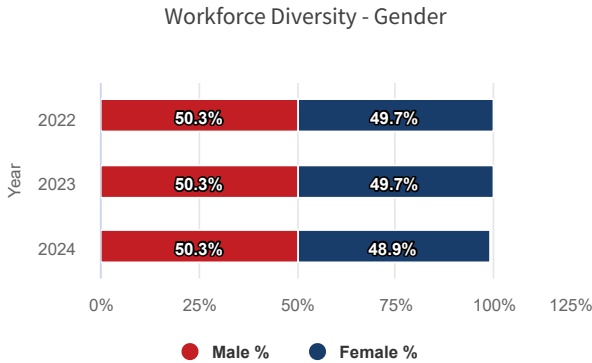
Workforce Diversity - Age (Option 2)

Last Update: Mar 01, 2024 16:27:14



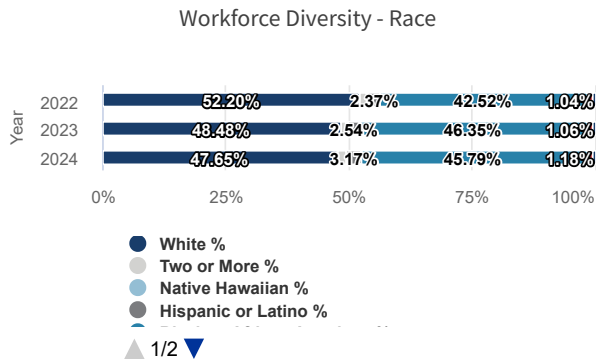
Workforce Diversity - Gender (Option 2)

Last Update: Mar 01, 2024 16:27:14



Workforce Diversity - Race (Option 2)

Last Update: Mar 01, 2024 16:27:14



Employee Training Course Annual Attendance

Last Update: Dec 20, 2024 20:06:15

Employee Training Course Annual Attendance



2023

3,072 Employees Course Attendance

154 Total Courses Held

2024

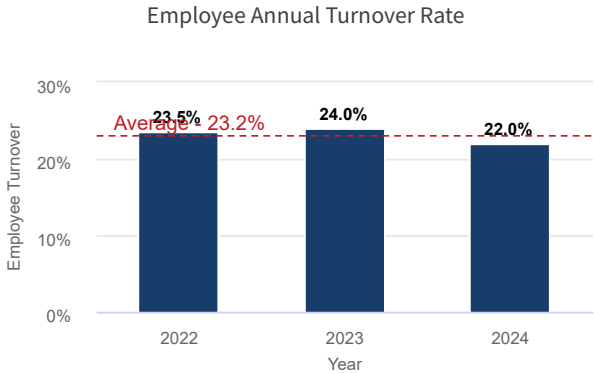
6,447 Employees Course Attendance

243 Total Courses Held

109.86% Employee Course Attendance from 2023

Employee Annual Turnover Rate

Last Update: Mar 01, 2024 16:27:14



Employee Annual Turnover Rate

Last Update: Dec 20, 2024 20:06:16

Employee Annual Turnover Rate



2024

22.0%



Informational Agenda Briefing

Prepared by:	Maddison Wilkerson	Title:	Director
Department:	Budget and Grants Management	Division:	
Date Prepared:	February 4, 2025	Meeting Date:	February 11, 2025
Approved for consideration:		Assistant County Administrator	Lori J. Thomas, MBA, CGFO
Meeting/Committee	Strategic Planning Ad Hoc		
Subject:	Hospitality Tax Fund Overview		

As of the end of the fiscal year 2024, the Hospitality Tax Fund has maintained a healthy fund balance of \$18,209,395, as presented at the Strategic Planning Forum in January. This includes revenues generated from the collection of hospitality taxes during the year as well as carryover from prior periods.

For the fiscal year 2025, the adopted budget includes \$10,442,422 from revenue sources, with an additional \$4,776,069 drawn from the fund balance to support various projects and initiatives. These allocations were made based on the Council's priority areas, including tourism promotion, community events, and other hospitality-related expenditures.

Of the \$15,218,491 available for use in fiscal year 2025, the Council has approved the following allocations:

\$4,985,350	Transfers out for Debt Service and to 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

If all funding is spent based on the allocations above, the ending fund balance for fiscal year 2025 will be \$13,433,326 on June 30, 2025. As we look to future budgetary needs, it is important to note the hospitality tax bonds will be paid off by June 30, 2026, which will free up approximately \$1.4 million annually thereafter.

ATTACHMENTS:

1. Hospitality Tax Collections FY16-FY24

