



Richland County Council  
Strategic Planning Ad Hoc Committee Meeting  
**MINUTES**  
August 29, 2023 – 4:00 PM  
Council Chambers  
2020 Hampton Street, Columbia, SC 29204

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

NOT PRESENT: Chakisse Newton

OTHERS PRESENT: Gretchen Barron, Cheryl English, Don Weaver, Allison Terracio, Anette Kirylo, Patrick Wright, Tamar Black, Leonardo Brown, Abhijit Deshpande, Jennifer Wladischkin, Ashiya Myers, Aric Jensen, Angela Weathersby, Kyle Holsclaw, Oscar Rosales, Chelsea Bennett, Jeff Ruble, and Michael Maloney

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

Ms. Mackey noted Ms. Newton was not in attendance in person due to work obligations but may join the meeting via Zoom.

2. **APPROVAL OF MINUTES**

- a. May 2, 2023 – 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.

4. **ITEMS FOR DISCUSSION/ACTION**

- a. Strategic Planning Update – Mr. Abhijit Deshpande, Budget and Grants Director, introduced Meghan Brodmann-Bishop from the Envisio Customer Success Team. He stated that when we started working with the departments regarding the implementation of the Strategic Plan, we realized the departments needed assistance with developing the key performance indicators and compiling the data. Therefore, we decided to engage Envisio Solutions, a subject matter expert, for the necessary assistance.

1. **Dashboard:** Mr. Deshpande indicated at the last meeting staff reported they had implemented approximately 19% of the strategies and initiatives. As of today, staff has implemented about 27%. He noted an updated copy of the report was provided to the committee members. He provided an overview of the progress on the initiatives outlined in the report.

Mr. Livingston inquired if we are creating a list of the policies and procedures we need to review (Initiative 1.1.4: Establish programmatic plan for review of countywide policies and procedures to ensure alignment with best practices.”)

Mr. Deshpande responded the fiscal policies are a part of the budget book. His understanding is the various departments maintain a copy of their policies and procedures.

Mr. Livingston expressed his desire to include Economic Development and Workforce Development in the Strategic Plan, even if we have to add a separate objective and/ or initiative.

Mr. Deshpande assured Mr. Livingston he would make a note. We may be able to develop a performance indicator for workforce development, jobs created, etc.

Mr. Weaver indicated, “Initiative 5.3.1: Develop a comprehensive communication strategy for Penny tax projects to include hashtags and taglines for penny users and penny signs using appropriate funding sources and engage in ribbon cutting events for transportation projects funded through penny programs and engage in public education on what the penny’s purpose is. Rely on public testimonials for value-added transformation stories. Gather best practices for modeling penny projects statewide” needs to be updated to include road paving and the percentage of projects completed.

Mr. Deshpande stated a survey will be forwarded to Council members and executive staff about what kind of performance indicators they would like to see as a part of the Strategic Plan.

## ENVISIO PRESENTATION

- I. Team Introductions:
  - Meghan Brodman-Bishop, Planning & Performance Coach
  - Rob Hines, Planning & Performance Coach
  - Angela Najab, VP of Customer Success
  - Terri Quist, Sr. Customer Success Manager
- II. Goals & Objectives
  - Define meaningful measures that tell the story of progress toward your Strategic Plan by engaging key champions and building internal capacity & knowledge
  - Operationalize Your Strategic Plan by defining owners, timelines, and key milestones
- III. Professional Services: Designing Metrics that Matter
  - *Phase I* – Define the work plan to accomplish the project deliverables, take stock of existing quantitative data, and plan information to inform subsequent phases of work.
  - *Phase II* – Complete work to support a productive design process, including: reviewing quantitative data, developing an engagement plan, and conducting an external scan. Host structured design

workshops on designing performance measures & operational planning.

- *Phase III* – Finalize the plan and initial performance measures and build them in Envisio so the plan and measures are ready to be shared and the system is ready for end-user updates.

IV. Timeline

- July: Project Kickoff, Internal Scan and Departmental Assignments
- August-October/November: Key stakeholder engagement, External scan and workshops
- November/December-January: Finalize Performance Measures & SMART Actions, Build Measures, and Build SMART Actions

V. Workshops

- Group Workshops: September 28<sup>th</sup>, October 12<sup>th</sup>, October 26<sup>th</sup> and November 9<sup>th</sup> (10:00 AM – 11:30 AM)
- Individual Work Sessions: Frequent and on-demand small team meetings with each department throughout the project engagement

Ms. Brodmann-Bishop stated Richland County will be able to automate the creation of Council Reports on the Strategic Plan to ensure you are kept up-to-date on progress. Reports will be tailored to your needs with narrative updates and performance measure data. There will also be an analytic dashboard where all performance data will be housed, and progress can be easily reviewed, see trends, and use data to inform decision-making. Work has begun on designing the County’s public dashboard.

Envisio is seeking input on what performance measures Council thinks are important to track. The survey will be shared on August 30<sup>th</sup> and should be completed by September 11<sup>th</sup>.

Mr. Livingston inquired who would be involved in the upcoming workshops.

Mr. Deshpande responded that the plan is to have all the County’s Executive Team members and their designees participate in the workshops.

Mr. Weaver inquired if we can request the department heads to detail their commitment to fiscal responsibility or if they have any ideas they would like to share when they attend the workshops.

Mr. Deshpande responded that this is the purpose of having the workshops.

5. **NEXT STEPS** – Ms. Mackey reiterated it is imperative Council members complete the survey and return it to Envisio. In addition, she requested staff to begin concentrating on Initiative 4.4.1: Define what “living and housing options” and “equitable” are for Richland County to enable appropriate community evaluation” so the committee can begin pushing forward on this goal.
6. **ADJOURNMENT** – Mr. Livingston moved to adjourn the meeting, 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.