

RICHLAND COUNTY

STRATEGIC PLANNING AD HOC COMMITTEE AGENDA



Thursday, MAY 05, 2022

2:00 PM



Richland County Council 2022



Derrek Pugh
District 2



Jessica Mackey
District 9
Vice Chair



Bill Malinowski
District 1



Overture Walker
District 8
Chair



Gretchen Barron
District 7



Yvonne McBride
District 3



Chakisse Newton
District 11



Paul Livingston
District 4



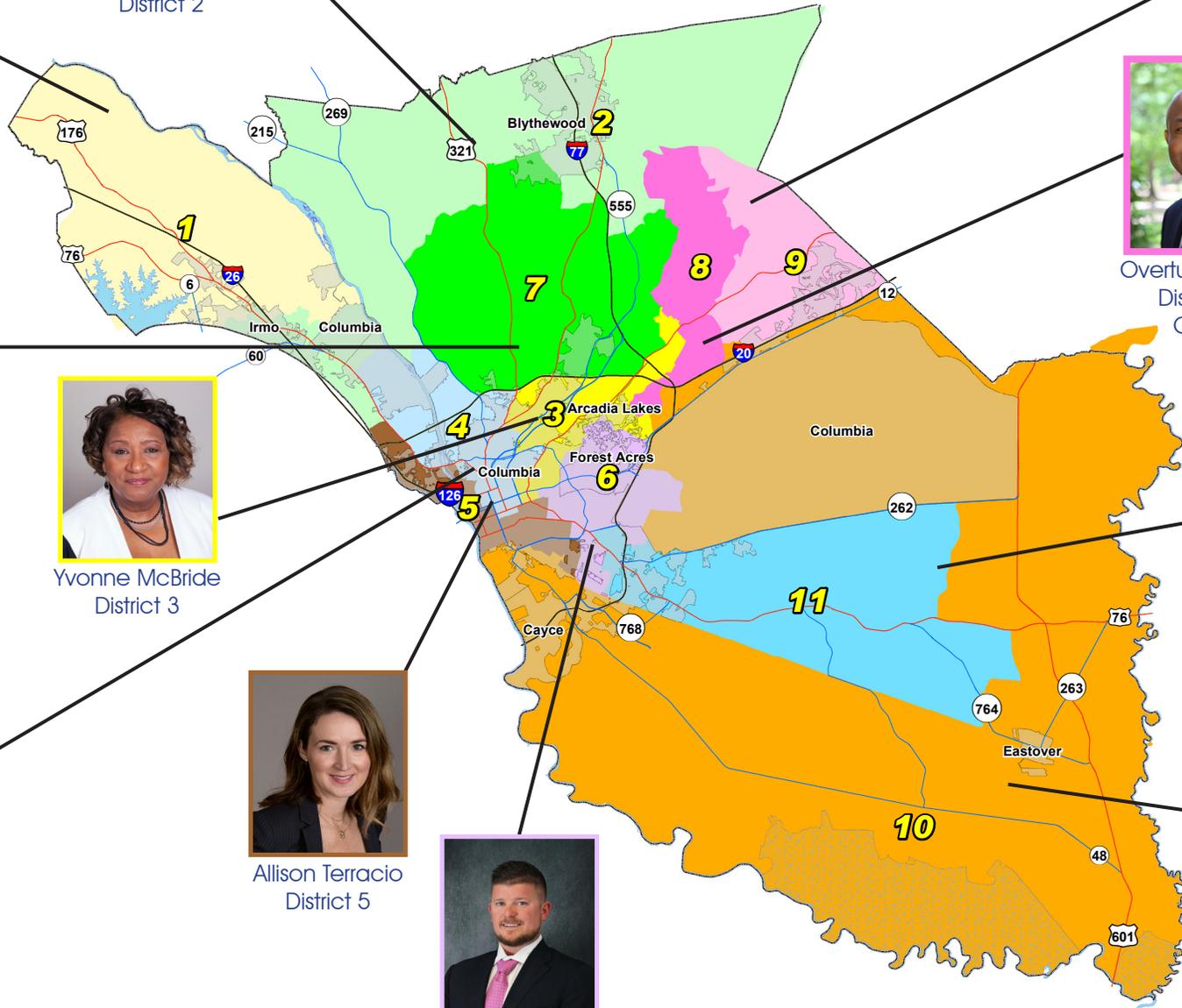
Allison Terracio
District 5



Joe Walker, III
District 6



Cheryl English
District 10





Richland County Strategic Planning Ad Hoc Committee

May 05, 2022 - 2:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

The Honorable Paul Livingston	The Honorable Jesica Mackey Chair	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. **Adoption of Agenda** The Honorable Jesica Mackey
3. **Items for Discussion** The Honorable Jesica Mackey
 - a. Strategic Planning Work Shop Report (Draft) **[PAGES 5-51]**
4. **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.

STRATEGIC PLANNING WORKSHOP REPORT

**County Council and Senior Leadership Team
Richland County, South Carolina**



Prepared by:



Baker Tilly US, LLP
bakertilly.com

February 16th, 2022



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EXECUTIVE SUMMARY

The draft vision, mission, and strategic goals listed below are proposed statements that are tailored to the needs and desires of County Council members per the November 2021 and January 2022 Strategic Planning Retreats. It is at the discretion of the County Council to adopt this language or alter it to represent the appropriate vision, mission and strategic goals for Richland County.

An organization's **Vision Statement** is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community. The County Council members completed a structured visioning activity, using photographic imagery to spark conversations and develop concepts regarding their shared vision for Richland's future.

Draft 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.”

A **Mission Statement** describes the organization's purpose. It defines the "business" of the organization and its relationship with its customers.

Draft 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.”

The six **Strategic Goals** identified during the strategic planning workshop are listed below.

Draft 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

INTRODUCTION & BACKGROUND

At the request of the County Council and Senior Leadership, Baker Tilly US, LLP (“Baker Tilly”) organized and facilitated an initial, one-day strategic planning workshop for the County Council and Senior County staff in November 2021. This planning workshop was Richland County Council’s first such workshop conducted in many years and the first for the current elected and appointed leadership team.

In a series of interviews with members of the County Council, the County Administrator and Assistant Administrators, and Department Heads, participants provided input on the strategic challenges and opportunities to discuss in the strategic planning retreat.

County Council Interview Summary

The following topics provide an overview of key themes throughout County Council and Department Head interviews.

- **Strategy:**
 - Clear goals and measurable objectives are not currently established
 - There is potential to tie strategic goals to capital projects in the future
 - There is an opportunity to incorporate health and well-being as a component of the strategic plan
 - There is a desire to be a key leader in economic development and innovation long-term, etc.
- **County’s Public Image:**
 - There is a desire to repair the County’s public image and tell the story of the County
 - Opportunities exist to improve website and social media presence
 - There is an interest in providing the people of the County “something exciting” to talk about
 - Opportunities exist to update infrastructure and County facilities, etc.
- **Communication:**
 - Opportunities exist to improve and enhance communication within the County and external to the County
 - There can be an increase in communication between the Council and Departments
 - There is ability to collaborate more closely between departments and provide cross-training to staff, etc.
- **Engaging Citizens:**
 - The County aims to provide quality services in a timely fashion to constituents
 - Increase opportunities of bringing the government to the people by going out into the field
 - Leveraging technology to improve the level of service, etc.

- **Engaging Staff:**
 - o Opportunity to improve workplace culture to engage staff more
 - o Desire to continue to maintain a highly inclusive work culture with an equity-based experience for all
- **Recruiting & Retaining Employees:**
 - o The current hiring process is fairly time consuming
 - o Current pay is not competitive for County staff positions, resulting in recruiting and retention challenges
 - o There is room to develop the organization to allow for pay increases
 - o Recent tier changes have made pay changes increasingly difficult

County Staff Focus Group

Using a "Plus/Delta" table below, Baker Tilly captured the sentiments of appointed County Directors and their staffs. These individuals provided their views on the current state of the County prior to the strategic planning workshop. Throughout these facilitated conversations, various groups of Directors and staff described areas which should be addressed in the strategic plan. Themes identified regarding current positive areas or strengths are shown as "plusses." Participants also provided constructive suggestions for improvement or change shown as "deltas." This input was captured on the tables shown below:



(What is going well?)

- + Richland County is uniquely positioned economically and geographically
- + Many high quality, resourceful, flexible, and committed staff are working for the County
- + Richland County's staff care deeply about public service, customer service, and engaging with citizens and residents
- + The County is in a positive financial situation with a Triple A credit rating and growing tax base
- + Population growth is a positive external factor benefiting the County
- + The County provides a stable workplace environment by ensuring employees did not lose benefits or pay during the pandemic



(What might benefit from positive change?)

- ▲ Technological advancements and need for more uniform systems and processes across departments
- ▲ Retaining valuable employees and growing the County's employment to support quality service delivery
- ▲ Improvement to the County's facilities and infrastructure
- ▲ Improvement in becoming employer of choice with well-funded departments and competitive pay practices
- ▲ Training, development, and succession planning for County employees
- ▲ Increased communication between departments, Council, and the community

PLANNING PROCESS OVERVIEW

Effective strategic planning involves gathering, sorting, and prioritizing the best thinking of the Richland County's policy leaders and executive managers, focused on the core purposes of the organization and the most important attributes of success. The first Richland County strategic planning workshop, conducted in November 2021, resulted from agreement on a framework to guide the decision of both elected leaders and appointed managers over the next three to five years. The elements of that framework include:

- **Brainstorming** the core elements of the County organization's vision, mission, and strategic goals (among other items) while also considering evidence of success.
- An **examination** of the current operational environment and the identification of important external forces and trends that influence and impact the County ability to meet citizen expectations.
- **Assessment** of the organization's strengths, weaknesses, opportunities, and threats.
- Development of six strategic goals and the **identification and prioritization** of 30 operational objectives around which key policy decisions can be evaluated and essential organizational and operational initiatives can be managed.

The strategic planning workshop focused primarily on **What** the County needs to realize its vision for the community's future and accomplish the mission of the organization. Therefore, the strategic planning process is policy-oriented in nature and less about **How** the County should carry out the day-to-day operations and delivery of public services.

Good strategic planning addresses the issues that challenge you today and, more importantly, those that will challenge you tomorrow. Accordingly, the initial planning workshop was designed as an exercise in collective foresight. Both elected leaders and appointed managers worked together to clarify what success looks like for Richland County in-light-of expected future conditions and the direction that the community's policy leaders want to take the County organization.

INITIAL WORKSHOP EXPECTATIONS

After an initial ice-breaking activity, the workshop facilitator engaged the participants in a brief conversation about their expectations for the workshop. Using an online polling application, participants were asked, "**In a brief phrase, what do you hope to achieve over the course of the strategic planning workshop?**". The 17 responses by County Council members and the Directors and staff are listed below, the most common of which included the desire to develop clear goals.

- Identify grant strategies
- Gain clarity on goals
- Engage in future-plan creation
- "Knowing which way to row"
- Development of a road map
- Gain more clarity on the big vision for the County
- Address alignment of funding with the mission
- Hear from colleagues about their priorities
- Develop a clean and actionable plan to move the County forward cohesively and purposefully
- Generally, agree on whatever we all decide
- Establish clear goals
- Generate excitement and pride for the future of the county
- Address better pay for county employees
- See what IT needs are from all departments
- Create a plan that reflects the reality of the influences on the County
- Formulate a clearer direction for the ever-growing and demographically changing area
- Address staff retention and growth

A word-cloud displayed on the next page shows the result of the polling activity generated when facilitators asked, "**What one word best describes your vision for the future of Richland County?**". The larger text represents the more frequent responses. These results suggest that the workshop participants were looking for the following themes as main elements of the strategic plan:

- Establish an **inclusive** working environment and consider inclusivity throughout the strategic plan
- Operate in a highly **effective** manner internally and externally
- Become a **leader** in various respects, allowing the County to further its mission
- Consider **ethical and equitable** approaches while navigating **evolving** circumstances

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

For the SWOT analysis, workshop participants were asked to consider attributes of the Richland County organization critically and constructively.

- **Strengths** are those assets and capabilities currently available within the organization, which can be leveraged to achieve desired results.
- **Weaknesses** are those problem areas or aspects of the government organization that are currently standing in the way of strategic success, and that should be overcome to achieve optimal results.
- **Threats** are current or potential future external events that, if unmitigated, can impair the organization's ability to realize strategic success. These may be political, economic, societal, natural, or man-made in nature.
- **Opportunities** are future-focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming problems and mitigating threats.

The SWOT matrix on the following page displays the consensus Strengths, Weaknesses, Opportunities and Threats identified by the Richland County leadership team.

SWOT MATRIX



In the SWOT analysis, the "Opportunities" section is often the most revealing in terms of the desired future direction of the organization and the community. To identify opportunities, the strategy workshop participants considered the things that need to be achieved to take advantage of the organization's strengths and community, overcome weaknesses, and mitigate or minimize threats.

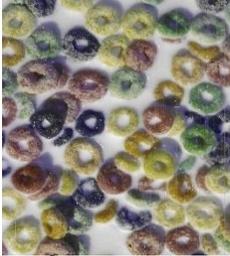
Strategic opportunities identified through this process included the following:

- Celebrate the wins of the County more often
- Grow as an organization physically and operationally, and in staffing and expertise
- Utilize federal funding that the County receives
- Leverage and rely on employee talents
- Follow and adhere to the strategic plan currently being developed
- Apply a proactive approach more regularly
- Continue positive impacts the County is currently producing
- Establish positive relationships with community partners and stakeholders
- Engage major companies and their executives to facilitate local growth within the County
- Collaborate with and leverage new Council members and their ideas
- Establish new policies and systems

VISION, MISSION, AND EVIDENCE OF SUCCESS

An organization's **Vision** is aspirational in nature. It defines what the organization wants to be or to achieve. It is an idealized description of the desired future state of the community. The County Council members completed a structured visioning activity, using photographic imagery to spark conversations and develop concepts regarding their shared vision for Richland's future.

The results of this visioning activity are shown below:

	<ul style="list-style-type: none">- Creating a well aligned and valuable strategic plan is a puzzle that needs to be completed together.		<ul style="list-style-type: none">- Having a celebration while connecting with the arts- Prosperity is indicative of ease
	<ul style="list-style-type: none">- Foundational and historical- Level of impact is a big factor of motivation		<ul style="list-style-type: none">- A well-designed system that is thoughtful and works efficiently
	<ul style="list-style-type: none">- Working together is essential- Not much possible without collaboration		<ul style="list-style-type: none">- Need for "Wash and wear" common thinking- Don't need fancy solutions for every issue- Simplicity is key



- Standing the test of time
- Place of learning, using examples from the past



- "In this together" as a team
- New heights to be reached
- 10,000 ft view/ big picture



- Foundation for future
- Benefit for people behind you
- Accessibility
- Destination as Richland County



- Big picture to assess where to go
- Seeing what has been done in the past
- Tying the present with the future



- Preparing for the Future
- Connect yesterday with today
- Learning from the past is essential



- Longevity, perseverance, purposeful, methodical, and harmless

These 12 images best describe to County Council members their individual visions for the direction of the County and the strategic plan. The pyramid, highway, and hieroglyph photos, all chosen by different members, stated the same foundation and legacy themes. Similarly, togetherness and understanding situations from a high level were raised through the hot air balloon photo and the skydiver photo. County Council members also share an understanding of simple solutions to complex puzzle like problems and how this may enable the County to generate more learning experiences and "wins" in need of celebrating.

A **Vision Statement** is an emotional or idealistic statement describing the intended future of an organization. Vision statements are meant to better ground the organization and hone-in on what inspires the future direction. Richland County’s most recent vision statement was created in 2009 and reads:

“Richland County will be a model community for the state and nation. Our county will be a safe, diverse, and sustainable community, with a thriving economy that provides opportunities for all residents to live, work, learn, and grow.”

A draft of the new vision statement reads:

“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.”

A **Mission Statement** describes the organization's purpose. It defines the "business" of the organization and its relationship with its customers. Council members briefly reviewed a set of possible mission statements to replace or alter the current mission statement. Council members were asked to rank their top few options, identifying which mission statements were most widely praised among the group as well as key words that influenced those selections.

#	Mission Statement Description	# Council Members Top Choice	Key Words from Mission Statement
1	Effectively, efficiently, and equitably provide justice, health, and safety services to improve the quality of life for the people of the County	3	
2	It is the mission of the County to provide balanced quality of life for our citizens. We will provide residents and businesses with equal access to high quality service sin a fiscally responsible and prudent manner. We affirm to	2	Fiscally responsible and prudent manner

#	Mission Statement Description	# Council Members Top Choice	Key Words from Mission Statement
	continue to practice sustainable development throughout the County.		
3	County Government is dedicated to providing services that are accessible to all residents and improve the quality of life in our community	6	Accessible; all residents; improve the quality of life
4	Provide quality public services to all citizens of the County	4	
5	Make the County the premier place to live and work in the southeastern United States through the provision of quality services to the citizens, and a safe, harmonious work environment for our employees	2	
6	County government, in cooperation with the community and local government units, strives through a planned process to deliver quality services that address public needs	3	
7	The County is committed to providing equitable opportunities and exceptional public services through good governance to ensure a safe, healthy, secure, and thriving community for all.	7	Equitable; exceptional public services; good governance; thriving; for all
8	To deliver high quality, best-value, public services, programs, and facilities to meet the needs of our residents, visitors, and businesses, today and tomorrow	6	High quality services, programs, and facilities; residents, visitors, and businesses today and tomorrow
9	To deliver efficient, high-impact service to every resident and visitor of the County	2	
10	In partnership with our residents, County government is dedicated to enhancing the quality of life for all residents. As a national-acclaimed local government, the County accepts the challenges of our changing social, physical, and economic environments by serving in an efficient manner with pride and concern for the present and excitement for the future.	4	Challenges of our changing social, physical, and economic environment

In addition of the key words from these existing mission statements, the Council members in open discussion outlined other key terms that should be used to design a new mission statement including the following:

- Additional planned processes
- Social, physical, and economic sustainability
- Addressing the needs of the people we serve
- Excitement
- Partnerships through collaboration and cooperation
- Continuity of services

After understanding the sentiments arising from each of the themes highlighted and by using the previous mission statements structures and key word recommendations, Baker Tilly was able to generate a new draft version of the Richland County Mission Statement. The previous Richland County mission statement reads:

“Richland County Government is dedicated to providing services that are accessible to all residents and improve the quality of life in our community.”

A draft of the new mission statement reads:

“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.”

Next, facilitators distinguished what “success” through the strategic plan would mean. By creating a list of success metrics as evidence of complete priorities, the Council is better able to assess ways success is achieved from their strategic plan. Council members listed the following **evidence of success**:

Livable wages for all	Efficient decision making
Positive media coverage and percentage increase, positive media relationships	Public satisfaction with County projects
Defined identity and Council / Community shared vision	Leveraging assets and population increase
Increased economic growth and public satisfaction	Quality of life for residents
Improved technology and building infrastructure	Community pride
Equity in infrastructures	Business revenue increase
Positive business climates	Collaboration and communication internal and external
Retain employees and increase morale	Model for other communities

STRATEGIC GOALS AND OBJECTIVES

After evaluating the strengths and weaknesses of the organization, identifying opportunities and threats, and confirming the Richland County overall vision, mission and evidence of success, workshop participants next turned their attention to the specific areas of policy leadership and management focus that they believe are likely to have the most significant impact on the long-term success of the community and the municipal organization.

To identify these strategic focus areas, the workshop facilitator applied a technique known as "future pull." The workshop leader challenged the participants to go forward in time to imagine great success mentally. Participants were then asked to visualize a situation where the County had achieved its vision by successfully accomplishing its mission while operating within its value framework. Then they were asked:

"Looking back from a position of great success, what, specifically, did the County do to achieve that success?"

Each participant listed the action steps that, if taken today, would lead the County to that future position. They thought about how to leverage the identified strengths to overcome problems and how to mitigate threats to create opportunities. Many unique ideas were generated. Working together, County Council members then grouped the ideas on a graphical chart to reveal common strategic themes.

From this brainstorming and collaborative process, a total of six strategic goals emerged as the most important for Richland County's 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

Within each of the goals, a set of **strategic objectives** were developed and discussed using the ideas generated by the council and staff participants in the "future pull" brainstorming activity.

A total of 30 individual objectives were identified through this process and were then ranked by the County Council members using real-time polling to establish overall priorities for each goal.

The strategic goals, with supporting objectives listed in the priority order, include the following:

GOAL 1 – Foster Good Governance

- 1.1 Develop realistic and achievable goals
- 1.2 Create a shared vision with agreement by County leadership
- 1.3 Establish metrics for accountability in implementing the strategic plan
- 1.4 Reevaluate strategic plan and adjust as needed
- 1.5 Collaborate with other governments

GOAL 2 – Invest in Economic Development

- 2.1 Create high paying jobs from planning growth and strategic economic development projects
- 2.2 Develop more shopping and amenity options
- 2.3 Promote and support a regional and state Economic Development team

GOAL 3 – Commit to Fiscal Responsibility

- 3.1 Align budget to priorities and seek alternative revenue sources
- 3.2 Assess necessary resources
- 3.3 Balance budget with projects that do not affect minimum thresholds

GOAL 4 – Plan for Growth through Inclusive and Equitable Infrastructure

- 4.1 Establish plans and success metrics that enable smart growth
- 4.2 Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations
- 4.3 Create excellent amenities and facilities
- 4.4 Provide equitable living and housing options

GOAL 5 – Achieve Positive Public Engagement

- 5.1 Champion the organization and County wins
- 5.2 Foster positive public relationships to allow us to “tell our own story”
- 5.3 Create a Public Information team focused on public image
- 5.4 Complete and celebrate penny projects to create excitement in the community
- 5.5 Communicate vision and mission throughout County and residents
- 5.6 Involve residents in community engagement plan development
- 5.7 Ensure residents clearly understand what County Government functions are

GOAL 6 – Establish Operational Excellence

- 6.1 Establish competitive salaries
- 6.2 Encourage investment in employee and County development
- 6.3 Modernize technology
- 6.4 Address employee related matters
- 6.5 Develop metrics of accountability to “stay the course”
- 6.6 Create reporting dashboards
- 6.7 Address current and future resource needs
- 6.8 Build a new courthouse / Develop proactive maintenance plans

“BOLD STEPS”

Taking Richland to the Next Level

After identifying and agreeing on the six strategic goals, the workshop’s focus then shifted to “Taking Richland to the Next Level” by generating a bold steps graph. Each of the six strategic goals and the 30 corresponding objectives are organized along with the main three vision elements and vision phrases from the visualization exercise.

BOLD STEPS



FINAL STRATEGIC PLANNING WORKSHOP

Baker Tilly then facilitated an additional workshop session in January 2022 to take the County Council, Senior Administrators and select staff members deeper on strategic goals and objectives. The focus of these sessions was first to discuss and validate the County’s mission and vision statements developed since the November 2021 workshop, and also to adopt core values and identify key “initiatives”.

Participants identified **core values** to define what the County Council’s collective belief is and words that describe how these beliefs influence their vision and mission. These five core value words and their descriptions were amended from the *Richland County 2009 Strategic Plan*.

Core Values

				
<u>Accessibility</u>	<u>Accountability</u>	<u>DEI</u>	<u>Excellence</u>	<u>Proactive</u>
Ensure that services are equitable, available and accessible to all residents. Foster an environment that promotes openness and welcomes participation from all members of the community.	Commit to providing efficient, effective, and responsible public services, proactive in approach and accountability for the results.	Diversity, Equity, and Inclusion (“DEI”). Valuing the uniqueness of every citizen. Embrace diversity by promoting an inclusive, multi-cultural environment that serves and respects all residents equally and equitably.	Dedicate to exceeding the expectations of residents. Demonstrate commitment to excellence by providing the highest quality services to all residents daily.	Be guided by a shared vision for our communities. Learn from our past but remain focused on our future.

The key **initiatives** are the tangible tasks that can help the County execute on the objectives and ultimately the six strategic goals. Participants brainstormed initiatives for each objective through small group conversations held with Council Members and select “subject experts” among senior staff and administrators.

Prior to this brainstorming session, several departments at Richland County submitted a list of high-level initiatives aligning with the 30 objectives across all six strategic goals. Baker Tilly received a total of 8 department submissions¹.

After facilitating these discussions, all steps in the strategic planning process, described in the strategic planning process below, were complete.



When reflecting on the January 2022 workshop sessions, participants clarified language and resolved questions on the process thus far. Baker Tilly then gathered all information discussed from department submissions, working session notes, and the reflection discussion to form a comprehensive list of initiatives. Below are the results of the strategic planning process.

¹ Baker Tilly received initiative templates from: The Economic Development Department; The Emergency Services Department (“ESD”); The Allen S Glenn Detention Center (ASGDC); The Department of Public Works and Transportation; The Department of Government and Community Services; The Utilities Department; The Information Technology (“IT”); and The Conservation Division.



GOAL 1 – Foster Good Governance

Goal Objective	Initiative	Proposed Owner ²	Timeline / Metrics ³
Objective 1.1: Develop realistic and achievable goals	<ul style="list-style-type: none"> ➤ Compile a list of goals aligning with the strategic plan and the department tasked with moving the goal forward ➤ Working with staff and all departments to determine what qualifies as “realistic” metrics for achievement of goals. ➤ Assign each department with developing unique department specific goals aligning with over-arching Council directed strategic plan goals ➤ Establish programmatic plan for review of County wide policies and procedures to ensure alignment with best practices. 	Accountability / Ownership: County Staff / Department Directors, County Administrator	6 – 12 months Metrics: Year-end Strategic Goals Review
Objective 1.2: Create a shared vision with agreement by County leadership	<ul style="list-style-type: none"> ➤ Take goals established in 1.1 and communicate to all County employees for evaluation in a standard format ➤ Conduct annual / bi-annual meetings between County employees to share ideas and calibrate shared mission 	Accountability / Ownership: Department Directors, County Administration, County Council	*Upon approval from Council* 6-12 months Metrics: Strategic plan for review and implementation
Objective 1.3 Establish metrics for accountability in implementing the strategic plan	<ul style="list-style-type: none"> ➤ Establish schedules to review goals and assign accountable staff members ➤ Routinely collect documentation among departments to measure strategic plan objective progress and use to generate “County wins” 	Accountability / Ownership: County Council, Department Directors, County Administration	0-6 months Metrics: Strategic plan for review and implementation

² Accountability/Ownership can include the department or position responsible for overseeing the initiative’s completion.

³ Completion timeline can include the duration the initiative will require until completion or the approximate time window to achieve the success metric.



			Documented progress by responsible departments on goals.
Objective 1.4: Reevaluate strategic plan and adjust as needed	<ul style="list-style-type: none"> ➤ Develop a reevaluation process for the strategic plan with tracking documents and processes including status checks ➤ Informal review process of the strategic plan for when adjustments can be made 	Accountability / Ownership: County Administration All Departments	12 – 18 months Metrics: Activities to review and documented progress.
Objective 1.5: Collaborate with other governments	<ul style="list-style-type: none"> ➤ Establish best practices using peer-to-peer neighbors, like entities and related professional associations to measure achievement of best practices via workshops, fairs, or another constructive events ➤ Build relationships with non-profit governmental organizations, municipalities, state, and federal organizations across all departments to determine points of parity 	Accountability / Ownership: Mainly Richland County Economic Development Office (RCEDO), Utilities Director, Richland County Conservation Commission (RCCC), Government Community Services (GSC) Division Manager. All Department Directors	12 – 18 months Metrics: Increase # of scheduled events, workshops with Govt. organizations / associations Increase # of established relationships with Govt. organizations / associations



GOAL 2 – Invest in Economic Development

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 2.1: Create high paying jobs from planning growth and strategic economic development projects	<ul style="list-style-type: none"> ➤ Organize a workforce symposium for workforce entities supported by the County, involving a select group of the 10 to 20 of the most effective workforce organizations (<i>to be selected</i>) ➤ Evaluate the feasibility of a culinary school at Columbia Mall to implement a 2-year degree program benefiting workforce entry for unemployed and underemployed residents ➤ Implement and execute Economic Development Department Strategic Plan 	Accountability / Ownership: Mainly RCEDO County Administration All Departments	12 months – 3 years Metrics: # Of Jobs and Investment dollars
Objective 2.2: Develop more shopping and amenity options	<ul style="list-style-type: none"> ➤ Partner with the Community Development Division to find and support growth opportunities throughout the County ➤ Explore implementing retail recruitment programs designed and run by the County through Community Development Division partnerships ➤ Implement annual schedule for review of SLBE and MBE lists for accuracy ➤ Bi-annually review and update business license fee schedule ➤ Bi-annually review Comprehensive Plan ➤ Annually update Land Development Code 	Accountability / Ownership: Mainly RCEDO, OSBO, RCCC	12 months – 3 years Metrics: New mixed-use development



<p>Objective 2.3: Promote and support a regional and state Economic Development Team</p>	<ul style="list-style-type: none"> ➤ Encourage private sector engagement with Economic Development (i.e., public/private partnership structure for Economic Development) ➤ Create an economic development marketing campaign for increased economic engagement ➤ Explore opportunities for additional collaboration with Economic Development and other government organizations 	<p>Accountability / Ownership: Mainly RECEO</p>	<p>6 – 12 months</p> <p>Metrics: Measurable Increased Collaboration</p>
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GOAL 3 – Commit to Fiscal Responsibility

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
<p>Objective 3.1: Align budget to priorities and seek alternative revenue sources</p>	<ul style="list-style-type: none"> ➤ Establish budget priorities, accounting for unforeseen opportunities and discretionary grant funds that ensures a balanced budget using current budget year revenues. ➤ Centralize grants creation and administration into one department with a central point of contact for communicating projects, priorities, initiatives, etc. ➤ Implement performance-based budgeting process ➤ Evaluate and implement processes to determine if enterprise risk management is viable within the County. ➤ Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements. ➤ Review and update Procurement Ordinance and policies and procedures to ensure compliance with all regulations and best practices. 	<p>Accountability / Ownership: Mainly Finance and Budget Department Grants Administration Budget Department Finance and Budget as well as other required Departments Procurement Department</p>	<p>Annually beginning with FY 2023</p> <p>FY 2023</p> <p>FY 2024</p> <p>FY 2023 Start and list development.</p> <p>FY 2023 12-month process</p>
<p>Objective 3.2: Assess necessary resources</p>	<ul style="list-style-type: none"> ➤ Develop an accurate model for revenue projections ➤ Explore alternative funding resources identified in Objective 3.1 ➤ Establish a clear process for vetting projects (including establishing facility priorities and determining financial resources aligning with 5-year plan) and programs and for allocating all identified resources 	<p>Accountability / Ownership: Mainly Finance and Budget Department All Departments Administration, Finance and Budget</p>	<p>Annually beginning FY 2023</p> <p>Continuous beginning FY 2023</p> <p>Continuous beginning FY 2023</p> <p>Metrics: Model development, number of accepted and rejected projects</p>



<p>Objective 3.3: Balance budget with projects that do not affect minimum thresholds</p>	<ul style="list-style-type: none"> ➤ Define thresholds for debt, bond coverage, fund balances, etc. to align with best practices. ➤ Set limits on fund balance use, including methods to determine spending capacity annually ➤ Establish a performance-based budgeting process for departments, annually evaluating budget performance to fiscal year results for internal and external organizations. Evaluation results should be a determinate of future resource allocations. 	<p>Accountability / Ownership: Finance and Budget Departments Finance and Budget Departments Budget Department</p>	<p>Continuous beginning FY2023</p> <p>Continuous beginning FY2023</p> <p>Implementation FY 2024</p>
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GOAL 4 – Plan for Growth through Inclusive and Equitable Infrastructure

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
<p>Objective 4.1: Establish plans and success metrics that enable smart growth</p>	<ul style="list-style-type: none"> ➤ Define “Smart Growth” and identify future growth areas in each County district including 1) defined roles for staff and officials overseeing success metrics implementation and 2) proper adherence to the Land Development Codes ➤ Develop heat-map overlays of existing and future infrastructure ➤ Prioritize improvements to County infrastructure based on County priorities. ➤ Implement a plan for department interaction to achieve organizational goals ➤ Engage in a wholistic Diversity Study to determine resource availability ➤ Bi-annually (every 2 years) review and update the county’s SLBE capture area to make sure there is sufficient contractual competition (currently at 25-mile radius) 	<p>Accountability / Ownership: All Departments, County Administration, County Council</p> <p>GIS</p> <p>Administration and Procurement</p>	<p>Continuous process beginning FY 2023 Implement by FY 2025</p>
<p>Objective 4.2: Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations</p>	<ul style="list-style-type: none"> ➤ Develop 2,5,10-year capital improvement plans relying on GIS maps ➤ LRTP land use components adopted into comprehensive plan by Dec 31., 2022; By Dec 31, 2022, create a Comp. Plan dashboard that includes statistics related to the Comp. Plan and its various initiatives. Examples: % of map amendments approved determined compliant with the Comp Plan; # of new housing units built each year; % of open space set-aside as part of new subdivisions; # of developments utilizing green development incentives; and % of grey-field development to greenfield development 	<p>Accountability / Ownership: Administration and All Departments</p>	<p>Annually beginning FY 2023</p> <p>Metrics: <i>(See example metrics in 4.2 Initiatives)</i></p>



<p>Objective 4.3: Create excellent amenities and facilities</p>	<ul style="list-style-type: none"> ➤ Define goals for excellent amenity and facility creation, and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted 	<p>Accountability / Ownership: RCEDO OSBO GCS</p>	<p>FY 2023</p> <p>Metrics: Goals and mapping creation</p>
<p>Objective 4.4: Provide equitable living and housing options</p>	<ul style="list-style-type: none"> ➤ Identify corridors that are lacking housing options ➤ Create check-in meetings with Charlotte and Greenville Counties to understand regional trends and sentiments ➤ Review Richland County housing options to establish an equitable living and housing strategy. <p>Address gaps in resident funding capabilities for housing (i.e., mortgage capabilities, tax burdens, job prospects, etc.)</p>	<p>Accountability / Ownership: County Administration County Council RCEDO</p>	<p>Beginning FY 2022 for all to complete and provide report in 12 months.</p> <p>Metrics: Monitor and address housing needs Meetings with neighboring departments</p>

GOAL 5 – Achieve Positive Public Engagement

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
<p>Objective 5.1: Champion the organization and County wins</p>	<ul style="list-style-type: none"> ➤ Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging ➤ Develop strategic communication plan and evaluate current state of communication to identify and address areas for improvement. Plan should include evaluation of all media avenues to determine methods for maximum impact as well as methods to ensure consistent communications message throughout all media channels. Plan should also include process to ensure visibility of County projects including the Transportation Penny. ➤ Review neighboring projects to compare to Richland County's efforts and incorporate into annual internal report 	<p>Accountability / Ownership: Communications / Public Information Office (PIO) County Administration County Council All Departments Completion Timeline: 6 – 18 months</p>	<p>Beginning FY 2022 – with implementation in phases within 18 months.</p> <p>Metrics: Identify County wins Website functionality Increased speaking engagements Assessed neighboring county projects</p>
<p>Objective 5.2: Foster positive public relationships to allow us to “tell our own story”</p>	<ul style="list-style-type: none"> ➤ Develop community networks to develop opportunities for public speaking engagements to educate the community on Richland County services and projects for communication 5.2 (1). ➤ Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication ➤ Ensure messaging is morale-boosting and catered to targeted audiences, and establish proactive media relationships and gather a wide variety of department specific and technical information to communicate through these relationships 	<p>Accountability / Ownership: Communications / PIO Speakers Bureau County Council</p>	<p>Beginning FY 2022 – with implementation in phases within 18 months.</p> <p>Metrics: Increased speaking events Establish communications</p>



<p>Objective 5.3: Create a Public Information team focused on public image</p>	<ul style="list-style-type: none"> ➤ Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to internal and external parties. ➤ Make Public Information Office (“PIO”) aware of all department efforts to ensure the most complete community engagement possible. for consistent messaging and clearly define PIO role 	<p>Accountability / Ownership: PIO All Departments Developed talking points Establish PIO Office</p>	<p>Beginning FY 2022 full deployment within 24 months.</p> <p>Metrics: Public Information Team creation</p>
<p>Objective 5.4: Complete and celebrate penny projects to create excitement in the community</p>	<ul style="list-style-type: none"> ➤ Develop a comprehensive communication strategy for Penny tax projects to include hashtags and taglines for penny uses 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-add transformation stories. Gather best practices for modeling penny projects statewide ➤ Establish a landing page on County website for penny highlights / penny project completion 	<p>Accountability / Ownership PIO and Transportation Department</p>	<p>Begin development FY 2022 with full deployment within 24 months then ongoing updates.</p> <p>Metrics: Completed and celebrated Penny projects</p>
<p>Objective 5.5: Communicate vision and mission throughout County and residents</p>	<ul style="list-style-type: none"> ➤ Use of key words and tag lines from mission statement through social media campaigns ➤ Develop consistent talking points across media platforms ➤ Clearly develop the County’s “identity” through case studies and best practices for community branding/image plans ➤ Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings 	<p>Accountability/Ownership: PIO All Departments County Administration County Council</p>	<p>6 – 18 months</p> <p>Metrics: Increase use of mission statement Best practices development Increased department communication</p>



<p>Objective 5.6: Involve residents in community engagement plan development</p>	<ul style="list-style-type: none"> ➤ Develop a community engagement plan with realistic expectations of potential benefits, including: <ul style="list-style-type: none"> ○ Develop resident lists for involvement in community engagement plan ○ Ensure capitalization on current community conversations for community enhancement ○ Create department specific public engagements 	<p>Accountability/Ownership: GCS, PIO, All Departments</p>	<p>FY 2022 complete within 12-18 months.</p> <p>Metrics: Developed community engagement plan with community input</p>
<p>Objective 5.7: Ensure residents have a clear understanding of what County Government functions are</p>	<ul style="list-style-type: none"> ➤ Reestablish “Richland 101” as an educational campaign communicating government functions and positive County attributes to residents, businesses, and partnering organizations ➤ Establish communication strategy addressing other entities with the word’s “Richland County” in their organization’s name to ensure the public knows what is / isn’t controlled by the Richland County Council. ➤ Create staff and Council fieldwork initiatives to enhance visibility and communicate County functions, services, and goals directly to the public (e.g., taking the Government to the people) 	<p>Accountability/Ownership: PIO GCS All Departments County Administration County Council</p>	<p>FY 2022 to complete within 18 months and ongoing thereafter</p> <p>FY 2023 create plan within 12 months.</p> <p>Metrics: Create and complete field initiatives Update Richland 101 campaign</p>



GOAL 6 – Establish Operational Excellence

Goal Objective	Initiative	Proposed Details	Timeline / Metrics
<p>Objective 6.1: Establish competitive salaries</p>	<ul style="list-style-type: none"> ➤ Explore a livable wage model for County employees through competitive benchmarks ➤ Undertake a compensation study for all County positions that establishes appropriate compensation for specific skills. Rely on market trends, neighboring organizations, and County capabilities to increase competitive salary ➤ Implement 6.1 (2) to re-classify key positions and review existing staff salaries 	<p>Accountability / Ownership: For items 6.1 (1 and 2) County Administration County Council Human Resources</p>	<p>FY 2023 12 months FY 2022 complete within 12 months Late FY 2023 then 12 months to develop implementation strategy. Metrics: Reclassified positions Established benchmarks Metrics for competitive salaries</p>
<p>Objective 6.2: Encourage investment in employee and County development</p>	<ul style="list-style-type: none"> ➤ Determine appropriate staffing levels and create implement a workforce development program for County employees. Consider inclusiveness and equitability in hiring and promotions. ➤ Establish internships, stipends, and grants for workforce growth in Richland County Government to encourage local government employment. 	<p>Accountability/Ownership: County Administration County Council Human Resources Increased staff, internships, and grant opportunities Increased promotions</p>	<p>FY 2023 12 month development time then develop implementation timeline.</p>



<p>Objective 6.3: Modernize technology</p>	<ul style="list-style-type: none"> ➤ Perform a technology assessment to prioritize and assess County operational needs ➤ Further develop a cybersecurity program in Richland County Departments ➤ Redesign website and add technology to internal operations and departments for user friendly experience and to improve customer experience ➤ Work closely with department leaders to recruit and retain high quality talent 	<p>RCIT All Departments</p>	<p>FY 2022 full development by FY 2023 adoption. Implementation 12 months by FY 2024.</p> <p>Metrics: Cyber upgrades Website redesign Completed Technology Assessment Continued technology modernization efforts</p>
<p>Objective 6.4: Address employee related matters</p>	<ul style="list-style-type: none"> ➤ Develop an implementation strategy using the results of the compensation study in 6.1 (2) to establish a salary growth plan and career progression ➤ Review health insurance and family benefit costs and consider additional benefits for employees ➤ Update the Grievance Policy to ensure alignment with current employment policies, procedures, and practices. Review Committee process, procedures, and standard operating procedures to ensure due process in all Committee activities. 	<p>Accountability / Ownership: For both 6.4 (1 and 2) County Administration County Council Human Resources</p>	<p>FY 2024 budget following 6.1(2) completion.</p> <p>FY 2023 12-18 month process for all benefits.</p> <p>Metrics: Established salary growth career Reviewed health insurance and family benefit costs Established employee committee</p>
<p>Objective 6.5: Develop metrics of accountability to “stay the course”</p>	<ul style="list-style-type: none"> ➤ Implement a process of strategic plan management to correspond to the Strategic plan. The plan should ensure timely accountability, completion timeline, and metric submissions for all strategic plan initiative items, and benchmark department functions to ensure strategic plan progress ➤ Conduct employee performance evaluations annually. 	<p>Accountability / Ownership: County Administration County Council All Departments</p>	<p>FY 2023 12 months</p> <p>Ongoing with updated process and plan within 18 months</p>



	<ul style="list-style-type: none"> ➤ Introduce Standard Operating Procedures (SOPs) for all strategic objectives in Goal 6 to build a body of guiding documents each department can use 	Human Resources and Department Directors All Departments	<p>Ongoing with implementation of formal process to include review plan and first documents with 24 months</p> <p>Metrics: Complete strategic Initiatives Completed employee evaluations Benchmarks and SOPs</p>
<p>Objective 6.6: Create reporting dashboards</p>	<ul style="list-style-type: none"> ➤ Implement a performance measurement system to document progress and history of activities related to County operations that utilizes data and analyze trends for operational efficiency ➤ Notify Council members about activities in their districts 	<p>Accountability / Ownership: County Administration County Council All Departments</p> <p>Clerk To Council</p>	<p>Completion of initial process and implantation with by July 1, 2023. This will be an ongoing process.</p> <p>Ongoing</p> <p>Metrics: Historic trends and data tracking Introduce council member updates</p>
<p>Objective 6.7: Address current and future resource needs</p>	<ul style="list-style-type: none"> ➤ Complete 911 Call Center development by November FY2023 and other ongoing capital development projects ➤ Build and complete Family Services Center for DSS and related agencies. ➤ Develop realistic 2, 5 and 10 year capital improvement plan to identify and allocate resources for various uses. Plan 	<p>Accountability / Ownership: County Administration Procurement RCSD County Administration Procurement</p>	<p>Completion slated for December 31, 2023, and occupancy January 2024.</p>



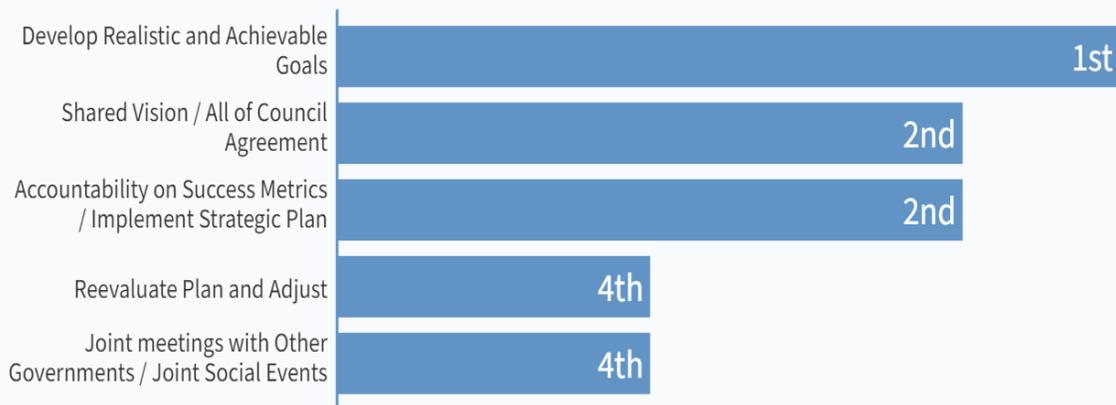
	<p>should be updated annually and modified to match needs and available resources.</p> <ul style="list-style-type: none"> ➤ Quarterly meetings with division network infrastructure for Richland County Information Technology (RCIT) 	<p>Administration Finance Budget All Departments</p>	<p>RFP issuance once funding sources is secured. 24 month building estimate.</p> <p>Development of new plan in FY 2023 fiscal year and ongoing.</p> <p>Metrics: Complete 911 Call Center Identify resources Quarterly meetings established Bond repayment plan completion</p>
<p>Objective 6.8: Build a new courthouse / Develop proactive maintenance plans</p>	<ul style="list-style-type: none"> ➤ Address Courthouse facility concerns and communicate with State and Federal resources for funding to develop a new, multi-purposed Courthouse building. Plan should reflect timeline and requisite steps. 	<p>Accountability / Ownership: County Administration County Council</p>	<p>1-3 years for plan development</p> <p>Metrics: Identify funding resources, and plan facilities program</p>

APPENDIX A

Council Priority Polling Results

GOAL 1 – Foster Good Governance

Please arrange the following Good Governance objectives in their order of importance to the future of Richland County.

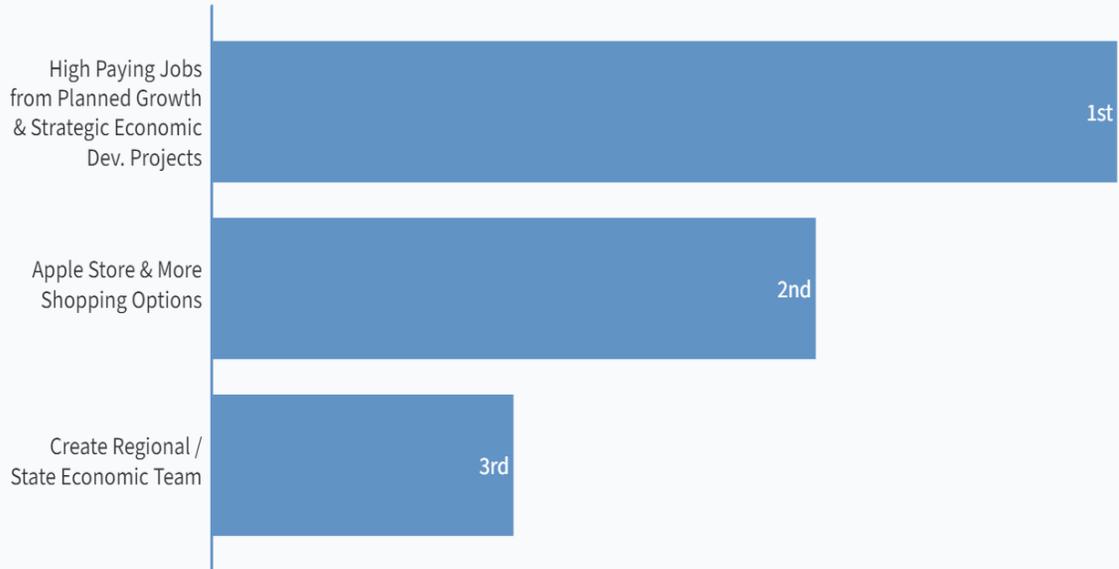


Total Results: 4

NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

GOAL 2 – Invest in Economic Development

Please arrange the following Economic Development objectives in their order of importance to the future of Richland County.

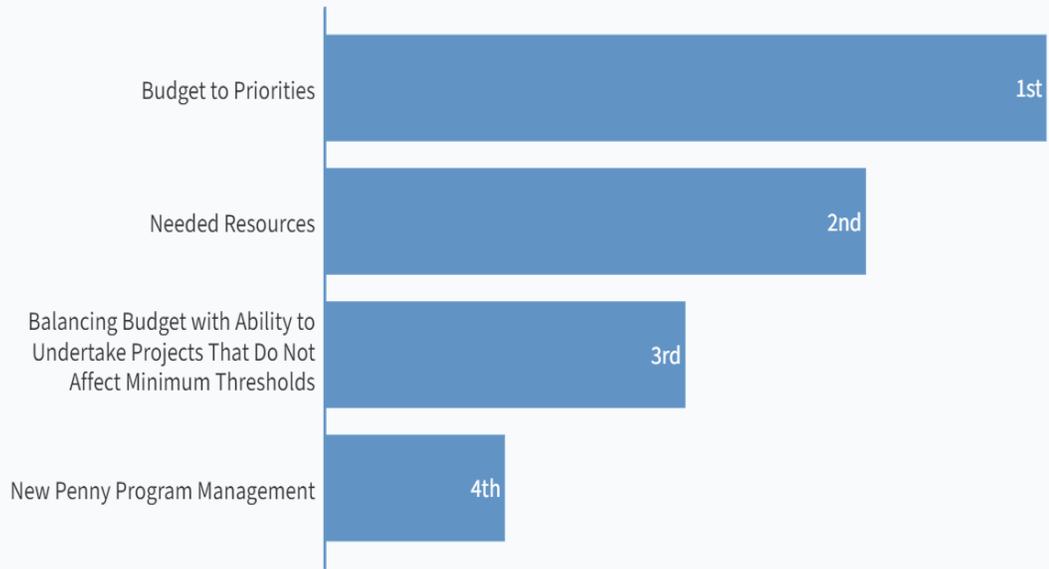


Total Results: 4

NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

GOAL 3 – Commit to Fiscal Responsibility

Please arrange the following Budget / Fiscal Responsibility objectives in their order of importance to the future of Richland County.

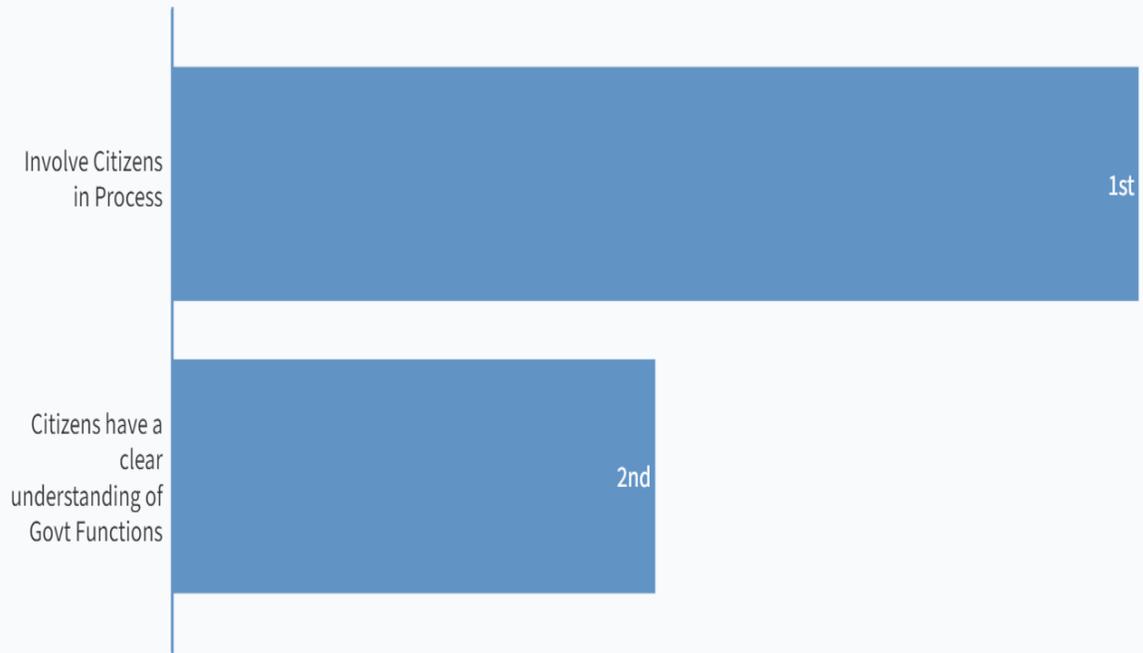


Total Results: 5

NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

GOAL 4 – Develop Community Enhancement Plan

Please arrange the following Develop Community Engagement Plan objectives in their order of importance to the future of Richland County.

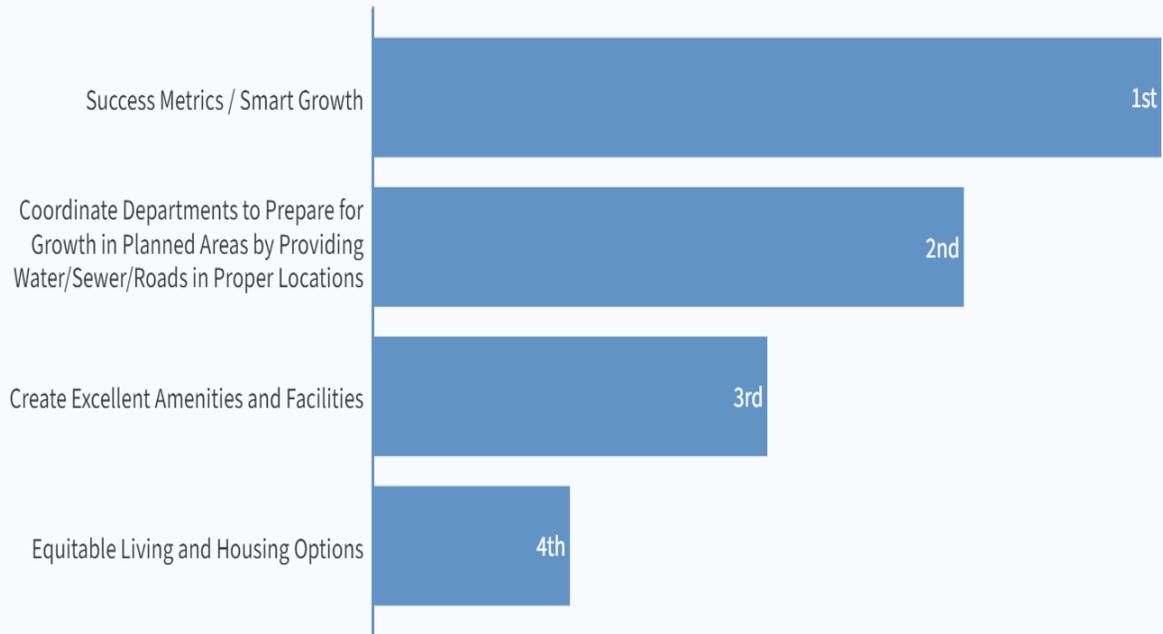


Total Results: 5

NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

GOAL 5 – Plan for Growth through Inclusive and Equitable Infrastructure

Please arrange the following Planning for Growth (inclusive & equitable infrastructure) objectives in their order of importance to the future of Richland County.

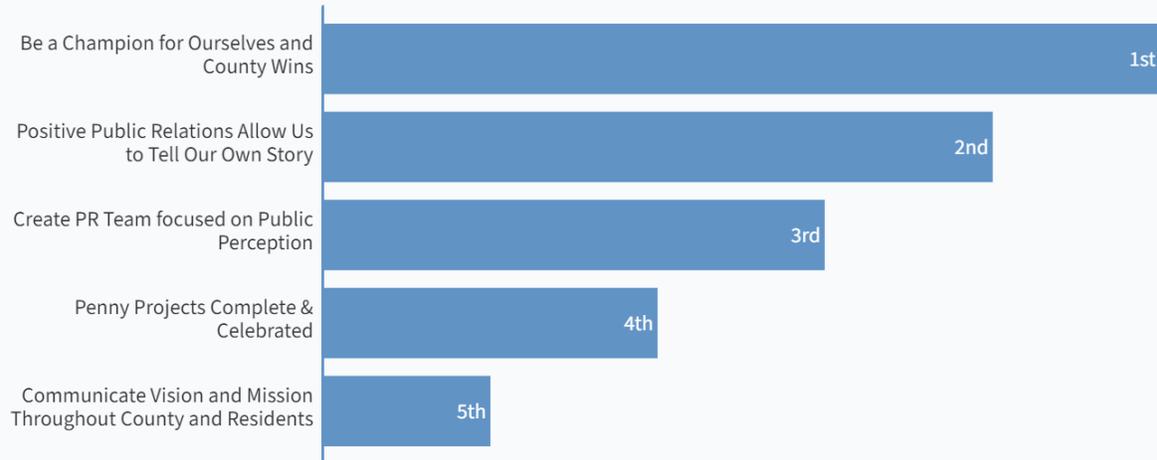


Total Results: 5

NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

GOAL 6 – Achieve Positive Public Engagement

Please arrange the following Achieve Positive Public Perception objectives in their order of importance to the future of Richland County.

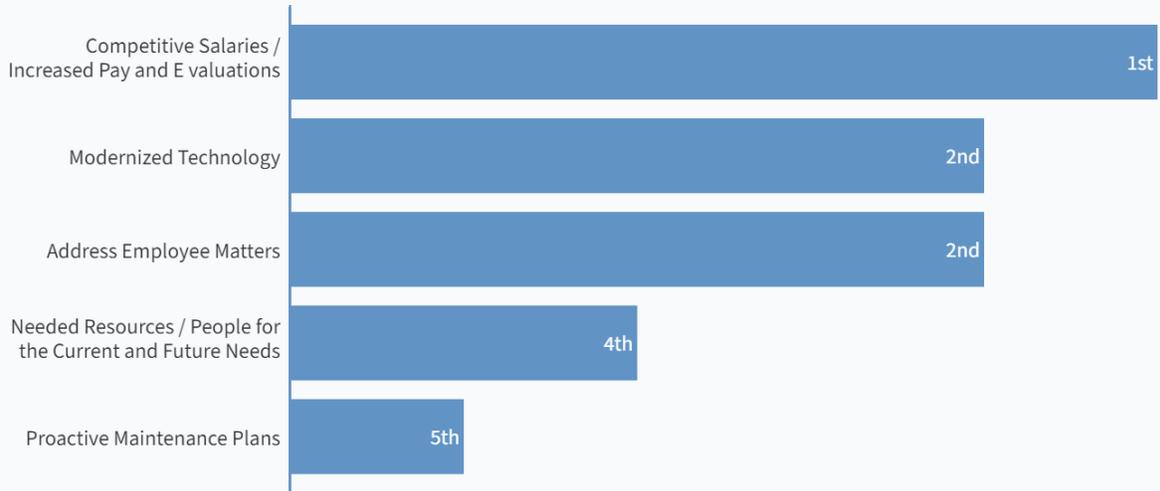


Total Results: 6

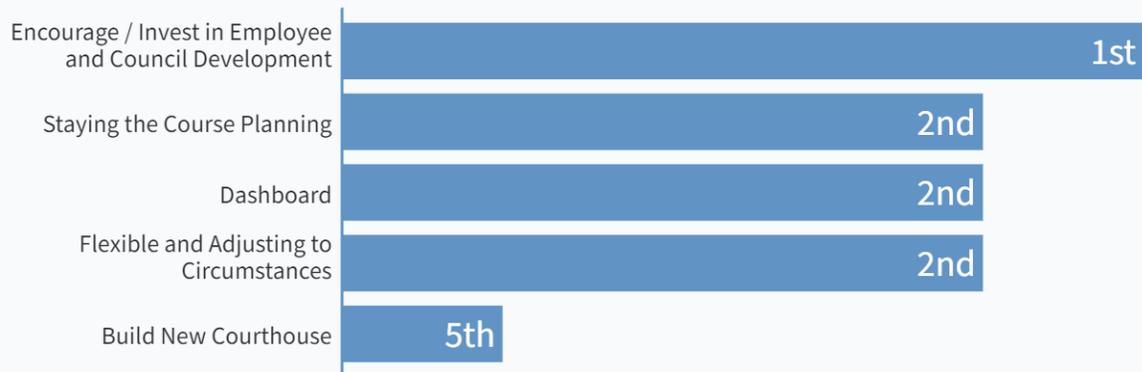
NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

GOAL 7 – Establish Operational Excellence

Please arrange the following Operational Excellence objectives in their order of importance to the future of Richland County.



Total Results: 5



NOTE: GOALS AND OBJECTIVES HAVE SLIGHTLY CHANGED SINCE THESE EARLY PROCESS POLLS.

APPENDIX B

Council Member, Director and Staff Focus Group Questions

Richland County Strategic Plan Questions

Group Discussion Topics

- How would you describe your long-range vision for Richland County?
- What do you see as Richland County's most significant challenges? Opportunities?
- What do you consider the County's most significant strengths? Biggest weaknesses?
- Do you have any specific goals you want the County to achieve over the next 3-5 years?
- Do you have any questions for us?