RICHLAND COUNTY

STRATEGIC PLANNING AD HOC COMMITTEE

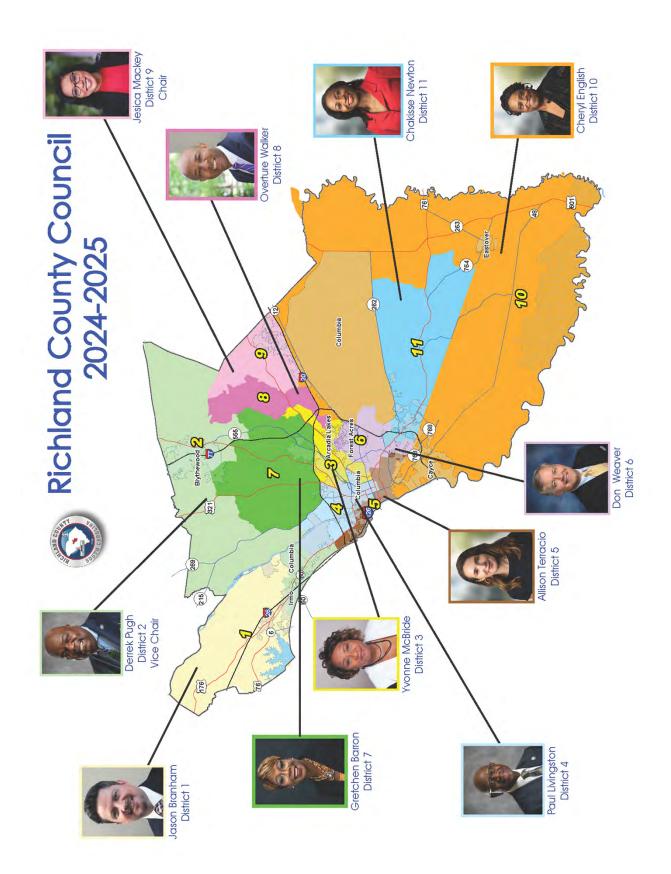# AGENDA

TUESDAY FEBRUARY 13, 2024

4:00 PM

COUNCIL CHAMBERS

Richland County Council 2024-2025

Jesica Mackey
District 9
Chair

Overture Walker
District 8

Chakisse Newton
District 11

Cheryl English
District 10

Don Weaver
District 6

Allison Terracio
District 5

Derrek Pugh
District 2
Vice Chair

Jason Branham
District 1

Gretchen Barron
District 7

Yvonne McBride
District 3

Paul Livingston
District 4

Richland County
Strategic Planning Ad Hoc Committee

AGENDA

February 13, 2024 - 4:00 PM
2020 Hampton Street, Columbia, SC 29204

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

1. **Call to Order**   The Honorable Jesica Mackey

2. **Approval of Minutes**   The Honorable Jesica Mackey

  a. December 12, 2023 **[PAGES 5-8]**

3. **Adoption of Agenda**   The Honorable Jesica Mackey

4. **Election of Chair**   The Honorable Jesica Mackey

5. **Items for Discussion/Action**

  a. Initiatives **[PAGES 9-23]**

  b. County Website Update

  c. Governmental Affairs

6. **Adjournment**

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

Richland County Council
Strategic Planning Ad Hoc Committee Meeting
MINUTES
December 12, 2023 – 4:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

COUNCIL MEMBERS PRESENT: Jesica Mackey, Chair, Paul Livingston, and Chakisse Newton (via Zoom)

OTHERS PRESENT: Gretchen Barron, Don Weaver, Anette Kirylo, Patrick Wright, Tamar Black, Abhijit Deshpande, Jennifer Wladischkin, Ashiya Myers, Aric Jensen, Angela Weathersby, Kyle Holsclaw, Chelsea Bennett, Jeff Ruble, Michael Maloney, Michelle Onley, Lori Thomas, Darlene Gathers, Susan O'Cain, John Thompson, Dale Welch, Dante Roberts, Wayne Thornley, and Stacey Hamm

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

2. **APPROVAL OF MINUTES**

    a. <u>May 2, 2023</u> – Mr. Livingston moved to approve the minutes as distributed, seconded by Ms. Mackey.

    In Favor: Livingston, Mackey, and Newton

    The vote in favor was unanimous.

3. **ADOPTION OF AGENDA** – Ms. Mackey requested to change the order of the agenda to take up the "Dashboard Update" first, followed by "Goal 2 – Investment in Economic Development (Objective 2.3)."

    Mr. Livingston moved to approve the agenda as amended, seconded by Ms. Mackey.

    In Favor: Livingston, Mackey, and Newton

    The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION/ACTION**

    a. <u>Strategic Planning Update</u> – Ms. Mackey stated at the last meeting that staff provided updates regarding our consultant's conducting surveys and workshops to hone in on the reporting metrics.

        1. *Dashboard Update* – Mr. Abhijit Deshpande, Budget Director, reported that all department heads and goal owners have worked hard with the consultant for approximately 4-6 weeks to streamline the process. He noted staff is suggesting amendments to the current Strategic Plan.

            • They have implemented 33% of the strategies and initiatives;
            • Of the ninety-seven (97) initiatives, ten (10) have been completed, and fifty-two (52) are on track;
            • There has been significant progress with Goal 1 - "Fostering Good Governance";
            • Consolidating or revising initiatives will require Council action;

Ms. Mackey inquired where and when the dashboard will be available to the public.

Mr. Deshpande responded that 20-25 performance majors will be available for Council to view in January 2024. The goal is for the consultant to make a presentation at the 2024 Strategic Planning Forum. The public-facing website could potentially go live in February 2024. The third part will be the knowledge transfer and user training, which will take place approximately three months after the dashboards go live.

2. ***Goal 2 – Invest in Economic Development (Objective 2.3)*** – Mr. Ray Jones, with Parker Poe, made a presentation regarding the Public-Private Partnership.

   - In 2020, the County commissioned a strategic plan for Economic Development through TIP Strategies, a Texas-based economic development consulting firm;
   - TIP Strategic delivered a work product to the county. Within the work product, the recommendation was that the county consider forming a public-private partnership ("P3");
   - Council visited Greenville County approximately a year ago; there are plans to visit Spartanburg County in 2024 to look at how economic development is done in other parts of the State;
   - On December 13, 2022, Council adopted a resolution authorizing the County Administrator and Economic Development to explore creating a "P3";
   - Key Spheres of County Control:
     ➢ Approval of Incentives
     ➢ Funding and Budget
     ➢ Operations
     ➢ Appointment of the Board
     ➢ Economic Development Director and Employees

Mr. Weaver inquired as to what the surrounding counties are doing.

Mr. Jones responded that Lexington and Kershaw counties have economic development departments. Orangeburg, Dorchester, Charleston, Horry, Greenville, Spartanburg counties have a "P3". He noted that not all "P3s" operate the same way.

Appointment of the Board:
   - 9 members
   - Council Chair, Council Vice-Chair, and Economic Development Committee Chair
   - 2 private sector appointments by County Council
   - 4 private sector appointments made by the Board, one appointee per each "economic development zone." *[The County would be divided into four (4) economic development zones, comprised of three (3) council districts each, except for 1 zone that would have two (2) council districts.]*
   - County Administrator could serve ex officio

Mr. Livingston stated for clarification that the initial five (5) members of the Board would include at least three (3) Council members.

Mr. Jones responded in the affirmative.
Ms. Mackey indicated the "P3" would vote on something, but the recommendation would go to the Economic Development Committee before coming before Council.

Mr. Jones noted over the past five years, Council has had various kinds of commercial incentives that have been targeted and designed to generate additional multi-family projects. The request came from the outside; the Economic Development Committee considered it and drafted the policy around it. There has been a lot of discussion about whether it is still working or needs to be tweaked. The idea is that some of the feedback would come from the "P3" Board. He would view

the involvement of the "P3" as advisory, collaborative, and in partnership. Approval of the incentives would continue to rest with the Economic Development Committee and Council.

The County Attorney Patrick Wright expressed, in his experience, that what the county has now will still exist. The "P3" would add to and not take away. His recommendation is to move forward with the "P3".

Ms. Mackey inquired about what other areas the Board could assist with.

Mr. Jones stated in an earlier conversation with Council, there was a discussion about how we envision the "P3" being funded. Most of the dollars that support these operations are public dollars. They also raise funds through various mechanisms. For example, if you want to serve on the Board, you could donate funds. The Board could solicit funds from the private sector. Those funds are intended to assist with travel and entertainment expenses associated with economic development. We would know we have succeeded if we established a stronger relationship with other private sectors willing to lend their time, expertise, and connections and invest in the County's economic development efforts. In addition, the "P3" could help the County decide what not to do. Involving the private sector in economic development does not mean their input or relationships are contained to economic development.

Ms. Mackey inquired if we could modify the number of Board members once the Board has been established.

Mr. Jones responded we can provide for modifications to how the non-profit functions. For example, we could provide for a larger Board and start by appointing nine members.

Mr. Wright indicated one of the benefits of a "P3" is if you have a situation where things need to move quickly, the private entity may be able to procure things within days instead of months.

Ms. Newton inquired if the Council will always retain the ability to change the makeup of the Board.

Mr. Jones responded Council will always have input on five of the nine members. They envision the corporation's by-laws would provide for the terms of the members. The remaining four private sector members would be appointed by the Board versus Council. If Council retains too much control, it is not a separate organization. One of the reasons we want a "P3" is so that it is not exactly the county. We want the ability to be nimble. Likewise, we want the county to be separate enough so that the county itself is protected if the "P3" has a misstep. However, the County will always be the primary source of funding. The Chair, Vice-Chair, and the Economic Development Chair will always be on the Board.

Ms. Newton stated, for clarification, initially Council determines the structure. Later, the "P3" takes on the responsibilities, but a self-interested party would always receive input from the funding body.
Ms. Mackey suggested additional members could represent educational institutions or particular industries. She noted they do not have to be voting members but could serve in an ex officio capacity.

Ms. Newton inquired if the Board would be characterized as an advisory body.

Mr. Jones replied he did not believe it was solely an advisory body. It functions best in a partnership capacity. The report submitted to Council suggests a deeper relationship with the "P3" than an advisory committee. It suggests a relationship where the county and the "P3" work together.

Ms. Mackey requested a proposed map if the county were divided into four (4) development zones. She inquired if the committee needs to consider specific industries for the two (2) private sector appointments.

Mr. Jones asserted the thought has been business leaders whose relationship, opinions, and influence could be an asset to the county. He noted the projected timeline would have the committee providing a recommendation to Council in March 2024.

5. **OTHER ITEMS** – No items were discussed.

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

In Favor: Livingston, Mackey, and Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 5:00 PM.

RICHLAND COUNTY GOVERNMENT STRATEGIC PLANNING FORUM

2024

Strategic Planning Initiatives

In July, Richland County engaged with Envisio Solutions, Inc. initiating a process-driven project to enhance the County's Strategic Plan Goals and Initiatives. A comprehensive, county-wide effort transpired across three planning sessions with the primary focus on Visibility to our Stakeholders and SMART (Specific, Measurable, Achievable, Relevant, Time-Bound) actions. Upon completion of the project on December 12, 2023, the Strategic Planning Committee suggested the recommendations for consolidation and clarification of the initiatives be presented to County Council during the Strategic Planning Conference. Once the final review by Council has been completed, approval of this action will be slated for the next Council meeting.

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
1 Foster Good Governance	1.1 Develop realistic and achievable goals	1.1.1	Compile a list of goals aligned with the strategic plan and the departments' tasked in moving the goal forward	Compile a list of goals aligned with the strategic plan and the departments' tasked in moving the goal forward	Consolidated with 1.1.3 and 1.3.1
1 Foster Good Governance	1.1 Develop realistic and achievable goals	1.1.2	Work with staff and all departments to determine what qualifies as "realistic" metrics for achievement of goals	Discontinue	Completed
1 Foster Good Governance	1.1 Develop realistic and achievable goals	1.1.3	Assign each department with developing unique department specific goals aligning with over-arching Council directed strategic plan goals	Discontinue	Consolidated with 1.1.1 and 1.3.1
1 Foster Good Governance	1.1 Develop realistic and achievable goals	1.1.4	Establish programmatic plan for review of countywide policies and procedures to ensure alignment with best practices	Discontinue	Other initiatives capture various county-wide policies and procedures. e.g. 3.1.3, 3.1.4, 3.1.5, 6.4.1. Otherwise, we need to be more specific about what policies and procedures we're going to focus on in this initiative.
1 Foster Good Governance	1.1 Develop realistic and achievable goals	1.1.5	Create a mechanism to provide immediate feedback relative to progress	Establish an accountability and transparency program to track and review initiatives, inform/communicate progress, and gather feedback from interal and external stakeholders	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.2 Create a shared vision with agreement by County leadership	1.2.1	Initiate conversations with departments' staff to communicate goals established in 1.1 to all County employees for evaluation in a standard format	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.2 Create a shared vision with agreement by County leadership	1.2.2	Conduct annual / bi-annual meetings between County employees to share ideas and calibrate shared mission	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.2 Create a shared vision with agreement by County leadership	1.2.3	Create a "culture team" to communicate the importance of embracing the goals for the organization	Develop and implement a comprehensive organizational culture program ensuring Richland County's values are promoted and practiced at every level and each department.	
1 Foster Good Governance	1.2 Create a shared vision with agreement by County leadership	1.2.4	Communicate to Council the feedback/input received at the departmental meetings	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.3 Establish metrics for accountability in implementing the strategic plan	1.3.1	Specifically identify projects/initiatives in process along with the goal and objective the projects achieves	Discontinued	Consolidated with 1.1.1 and 1.1.3
1 Foster Good Governance	1.3 Establish metrics for accountability in implementing the strategic plan	1.3.2	Determine a tracking mechanism (dashboard) for initiatives	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.3 Establish metrics for accountability in implementing the strategic plan	1.3.3	Establish schedules to review goals and assign accountable staff members	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.3 Establish metrics for accountability in implementing the strategic plan	1.3.4	Develop process to embed project progress in individual performance evaluations	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
1 Foster Good Governance	1.3 Establish metrics for accountability in implementing the strategic plan	1.3.5	Routinely collect documentation among departments to measure strategic plan objective progress and use to generate "County wins"	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6. Also this initiative is captured in Goal 5.
1 Foster Good Governance	1.3 Establish metrics for accountability in implementing the strategic plan	1.3.6	Communicate progress to Council on semi-annual basis	Discontinue	Consolidated with 1.2.1, 1.2.2, 1.2.4, 1.3.2, 1.3.3, 1.3.4, 1.3.5, 1.3.6
1 Foster Good Governance	1.4 Revaluate strategic plan and adjust as needed	1.4.1	Develop a reevaluation process for the strategic plan with tracking documents and processes including status checks	Develop and implement a process to assess and amend the County's strategic plan annually and adopt a new strategic plan every 3 year.	Consolidate with 1.4.2 and 1.4.3
1 Foster Good Governance	1.4 Revaluate strategic plan and adjust as needed	1.4.2	Implement review process of the strategic plan to allow for appropriate adjustments	Discontinue	Consolidate with 1.4.2 and 1.4.3
1 Foster Good Governance	1.4 Revaluate strategic plan and adjust as needed	1.4.3	Develop schedule for the next full strategic plan development (3 years if appropriate)	Discontinue	Consolidate with 1.4.2 and 1.4.3
1 Foster Good Governance	1.5 Collaborate with other governments	1.5.1	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	This initiative needs to be discussed and revised with the larger group including Council members.	What is the action - be more specific about what you are trying to do. How are you going to measure this? How will you know it's been accomplished?
1 Foster Good Governance	1.5 Collaborate with other governments	1.5.2	Build relationships with non-profit governmental organizations, municipalities, state, and federal organizations across all departments to determine points of parity	This initiative needs to be discussed and revised with the larger group including Council members.	What is the intended outcome? How will you know this has been completed? Be more specific.
2 Economic Development	2.1 Create high paying jobs from planning growth and strategic economic development projects	2.1.1	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	Develop a directory of wokforce providers, tiered by services, relevance, and funding sources.	
2 Economic Development	2.1 Create high paying jobs from planning growth and strategic economic development projects	2.1.2	Evaluate the feasibility of a culinary school or partnership to implement a 2-year degree program benefiting workforce entry for unemployed and underemployed residents	Develop a small business incubator as part of the Lower Richland tourism plan.	
2 Economic Development	2.1 Create high paying jobs from planning growth and strategic economic development projects	2.1.2	Evaluate the feasibility of a culinary school or partnership to implement a 2-year degree program benefiting workforce entry for unemployed and underemployed residents	Develop a business/operations plan for a commercial kitchen to support processing and packaging of ag products, educational and training programs for value-added food producers/processors, as well as value-added ag,"as part of the Lower Richland tourism plan.	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
2 Economic Development	2.1 Create high paying jobs from planning growth and strategic economic development projects	2.1.3	Implement and execute Economic Development Department Strategic Plan	Amend the existing RC Economic Development Annual Report to include KPI's from the Economic Development Strategic plan	
2 Economic Development	2.2 Evaluate the community specific capacity for additional shopping and amenity recruitment	2.2.1	Partner with the Community Development Division to find and support growth and opportunities throughout the County		This is not attainable because we don't currently have resources to accomplish this. Does County Council want to leverage existing relationships with the two regional economic development alliances (CSCA and I-77) to pursue recruiting retail? Pursuing such a strategy might increase staffing needs at the County level
2 Economic Development	2.2 Evaluate the community specific capacity for additional shopping and amenity recruitment	2.2.2	Explore implementing retail recruitment programs designed and run by the County through Community Development Division partnerships		This is not attainable because we don't currently have resources to accomplish this. Does County Council want to leverage existing relationships with the two regional economic development alliances (CSCA and I-77) to pursue recruiting retail? Pursuing such a strategy might increase staffing needs at the County level
2 Economic Development	2.2 Evaluate the community specific capacity for additional shopping and amenity recruitment	2.2.3	Implement annual schedule for review of SLBE and MBE lists for accuracy	Develop quarterly evaluation of program objectives using established metrics: SLBE growth and retentioin, Project Utilization Goals, Affirmative Procurement Initiatives, Internal Stakeholder Engagement	
2 Economic Development	2.2 Evaluate the community specific capacity for additional shopping and amenity recruitment	2.2.4	Bi-annually review and update business license fee schedule	Adjust business license taxes bi-annually with competitive rates that promote economic development along with increased revenue generation	
2 Economic Development	2.2 Evaluate the community specific capacity for additional shopping and amenity recruitment	2.2.5	Review potential zoning and mapping alternatives that may be appropriate by the Planning Commission to encourage retail and restaurant interest in specific areas	Update the Comprehensive Plan	
2 Economic Development	2.3 Promote and support a regional and state Economic Development Team	2.3.1	Encourage private sector engagement with Economic Development (i.e., public/private partnership structure for Economic Development)		Council needs to make a decision, based on staff input, whether they want to move forward with a public-private partnership model (501 c-3 or other) for the Economic Development Office
2 Economic Development	2.3 Promote and support a regional and state Economic Development Team	2.3.2	Create an economic development marketing campaign for increased economic engagement	Modernize and upgrade the economic development website and branding, as it's the office's primary marketing tool	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
2 Economic Development	2.3 Promote and support a regional and state Economic Develoment Team	2.3.3	Explore opportunities for additional collaboration with Economic Development and other government organizations		Council needs to make a decision, based on staff input, whether they want to move forward with a public-private partnership model (501 c-3 or other) for the Economic Development Office. Should such a decision be made, a proposed board would include members of regional and state economic development teams, thereby stregthening and increasing partnership. One Note: The County is currently part of two regional economic development alliances (Central SC and I-77) to promote regionalism; county staff sits on and is engaged on both of these boards as well as other economic development entities' boards (MEBA, MBLG) or working groups (SC Works Midlands, SC DEW, MTC); and has a strong relationship with the state Department of Commerce as well as other state entities (DOR; readySC).
3 Fiscal Accountability	3.2 Establish process to prioritize initiatives to align with available resources.	3.2.4		Implement financial, technical, and educational assistance to agricultural producers through the urban county designation	
3 Fiscal Accountability	3.1 Align budget to priorities and seek alternative revenue sources	3.1.1	Establish budget priorities, accounting for unforeseen opportunities and discretionary grant funds that ensures a balanced budget using current budget year revenues	Develop and present a Balanced Annual Operational Budget and a 10-Year Comprehensive Capital Improvement Plan yearly.	
3 Fiscal Accountability	3.1 Align budget to priorities and seek alternative revenue sources	3.1.2	Centralize grants creation and administration into one department with a central point of contact for seeking and securing grants, communicating projects, priorities, initiatives, etc		Can be discontinued - Project completed
3 Fiscal Accountability	3.1 Align budget to priorities and seek alternative revenue sources	3.1.3	Evaluate and implement processes to determine if enterprise risk management is viable within the County	Introducing an Enterprise Risk Management concept for all County-Wide Strategic Decisions/Initiatives and developing the framework for implementation.	
3 Fiscal Accountability	3.1 Align budget to priorities and seek alternative revenue sources	3.1.4	Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements	Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
3 Fiscal Accountability	3.1 Align budget to priorities and seek alternative revenue sources	3.1.5	Review and update Procurement Ordinance, policies, and procedures to ensure compliance with all regulations and best practices	Review and update Procurement Ordinance, policies, and procedures to ensure compliance with all regulations and best practices	
3 Fiscal Accountability	3.2 Establish process to prioritize initiatives to align with available resources.	3.2.1	Implement a forecasting model that includes projects aligned with funding sources and uses		Same as 3.1.1 - Consolidate
3 Fiscal Accountability	3.2 Establish process to prioritize initiatives to align with available resources.	3.2.2	Explore alternative funding resources identified in Objective 3.1 including public-private partnerships where appropriate	Explore alternative funding resources through public-private partnerships, external grants and other sources.	
3 Fiscal Accountability	3.2 Establish process to prioritize initiatives to align with available resources.	3.2.3	Establish a clear process for vetting projects (including establishing facility priorities and determining financial resources aligning with capital improvement plan). Use this process to set short and long-term programs and projects along with the identified resources for each	Establish and implement a formal vetting process for short-term and long-term capital projects.	
3 Fiscal Accountability	3.3 Balance budget with projects that do not affect minimum thresholds	3.3.1	Define thresholds for debt, bond coverage, fund balances, etc. to align with best practices for use in all financial processes and considerations for the County Council		This has already been established by internal and state controls. Discontinuing the item.
3 Fiscal Accountability	3.3 Balance budget with projects that do not affect minimum thresholds	3.3.2	Set limits on fund balance use, including methods to determine spending capacity annually	Limit the use of fund balance to maintain the level of unassigned fund balance not less than 25% of the previous fiscal year expenditures.	
3 Fiscal Accountability	3.3 Balance budget with projects that do not affect minimum thresholds	3.3.3	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	Establish a county-wide performance-based budgeting process for all departments.	
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.1	Engage in two-way communication with citizens to define "Smart Growth" in each County district. Conversations should include explanation of the roles of staff and officials, those metrics to be used implementation and 2) proper adherence to the Land Development Codes	Develop a smart growth plan and performance metrics for each County District while involving citizen participation.	
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.2	Develop heat-map overlays of existing and planned infrastructure. These should be updated at each plan update	Develop heat-map overlays of problem areas within the County managed infrastructure. Use this information to plan for future growth.	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.3	Prioritize improvements to County infrastructure based on County priorities as established in strategic plan, budget and capital improvement plan and community priorities	Develop a CIP of prioritized projects.	
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.4	Implement a plan for department interaction to achieve organizational goals	Develop a communication plan that considers multi-departmental collaboration to achieve the goal and objective.	
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.5	Engage in a Diversity Study to determine resource availability and equitable distribution of resources across the County	Prepare an infrastructure plan that will utilize the results of the diversity study to ensure equitable distribution of resources.	
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.6	Review and update the county's SLBE capture area and vendor qualification list to ensure there is sufficient contractual competition (currently at 25-mile radius)	Identify the possibilities to provide increased opportunities for SLBEs based on the findings of the Disparity Study.	
4 Plan for Growth	4.2 Coordinate departments to prepare for anticipated growth in areas by providing water, sewer, and roads in necessary locations	4.2.1	Develop realistic 10-year capital improvement plan using GIS mapping to identify projects and allocate resources for various uses. Plan should be updated annually and modified to match needs and available resources	Develop10-year capital improvement plan using GIS mapping to identify projects and allocate resources for various uses. Plan should be updated annually and modified to match needs and available resources	
4 Plan for Growth	4.2 Coordinate departments to prepare for anticipated growth in areas by providing water, sewer, and roads in necessary locations	4.2.2	Upon adoption of the Lower Richland Tourism Plan, implement land use components into comprehensive plan by year-end. Create a Comprehensive Plan dashboard that includes statistics related to the plan and its various initiatives	Complete Heritage Tourism Marketing Plan to encourage tourism-related economic development outlined in Lower Richland Tourism Plan	
4 Plan for Growth	4.2 Coordinate departments to prepare for anticipated growth in areas by providing water, sewer, and roads in necessary locations	4.2.3		Implement phased recommendations of Heritage Tourism Marketing Plan (TBA)	
4 Plan for Growth	4.3 Create excellent facilities	4.3.1	Define goals for facilities including location, esthetics, and accessibility and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted appropriately evaluate current facilities based upon those definitions	Develop a list of all County facilities. Evaluate each facility for esthetics, accessibility, mainteance needs, and long term goals	
4 Plan for Growth	4.3 Create excellent facilities	4.3.2	Evaluate how Richland County may support other community partners to provide services to enhance the quality of life for Richland County residents	Develop a list of organizations outside of RC Gov't and opportunities to improve the RC Residents quality of life.	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
4 Plan for Growth	4.4 Provide equitable living and housing options	4.4.1	Define what "living and housing options" and "equitable" are for Richland County to enable appropriate community evaluation	Develop a plan that defines thresholds for what equitable housing criteria is for different socioeconomic groups living in the County, gaps for each group and strategies for bridging the gaps.	
4 Plan for Growth	4.4 Provide equitable living and housing options	4.4.2	Identify corridors that are lacking housing options		
4 Plan for Growth	4.4 Provide equitable living and housing options	4.4.3	Identify best practices based upon data and successes in communities similar to Richland County to establish benchmarks and goals for achievement that would best work for Richland County for equitable, affordable housing for all citizens	Develop a plan with information sourced from other communities to establish goals and benchmarks for equitable and achievable housing options.	
4 Plan for Growth	4.4 Provide equitable living and housing options	4.4.4	Review Richland County housing options to establish an equitable living and housing strategy. Address gaps in resident funding capabilities for housing (i.e., mortgage capabilities, tax burdens, job prospects, etc.)	Provide affordable and equitable housing options for all Richland County residents while enhancing growth opportunities within unincorporated Richland County	
4 Plan for Growth	4.1 Establish plans and success metrics that enable smart growth	4.1.7	Implement annual schedule for review of SLBE and MBE lists for accuracy	Develop quarterly evaluation of program objectives using established metrics: SLBE growth and retentioin, Project Utilization Goals, Affirmative Procurement Initiatives, Internal Stakeholder Engagement	
5 Public Engagement	5.1 Champion the organization and County wins	5.1.1	Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to internal and external parties	Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to all stakeholders on what the County does well and what they cannot do.	
5 Public Engagement	5.1 Champion the organization and County wins	5.1.2	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	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	
5 Public Engagement	5.1 Champion the organization and County wins	5.1.3	Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging	Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
5 Public Engagement	5.1 Champion the organization and County wins	5.1.4	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	Establish Comprehensive Communication Strategy to raise public awareness and engagement concerning County Initiatives.	
5 Public Engagement	5.1 Champion the organization and County wins	5.1.5	Ensure communication indicates what the County does do as well as what they cannot do		Combined with 5.1.1
5 Public Engagement	5.1 Champion the organization and County wins	5.1.6	Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings	Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings	
5 Public Engagement	5.2 Foster positive public engagement with constituents and create opportunities to allow us to "tell our own story"	5.2.1	Engage community stakeholders to provide public feedback on the benefits of Richland County		Combined with 5.2.2
5 Public Engagement	5.2 Foster positive public engagement with constituents and create opportunities to allow us to "tell our own story"	5.2.2	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)	Develop community networks to develop opportunities for public outreach to educate the community on Richland County services and projects for communication.	
5 Public Engagement	5.2 Foster positive public engagement with constituents and create opportunities to allow us to "tell our own story"	5.2.3	Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication	Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication	
5 Public Engagement	5.2 Foster positive public engagement with constituents and create opportunities to allow us to "tell our own story"	5.2.4	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	Ensure messaging is morale-boosting and catered to targeted audiences. Establish how to best relay messaging	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
5 Public Engagement	5.3 Complete and celebrate penny projects to create excitement in the community	5.3.1	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		Combined with 5.1.4 It was suggested that goal 5.3 could be removed entirely, as it is captured in 5.1.4. The team working on this goal stated that there are many important communication initiatives happening in Richland, including Penny Projects, Land Use Development, and others. They decided it would best to focus on a fullsome communication strategy, rather than singling out Penny Projects.
5 Public Engagement	5.3 Complete and celebrate penny projects to create excitement in the community	5.3.2	Establish a landing page on County website for penny highlights / penny project completion		Combined with 5.1.4
5 Public Engagement	5.4 Develop a community engagement plan development	5.4.1	Develop a community engagement plan with realistic expectations of potential benefits, including: - Develop resident lists for involvement in community engagement plan - Ensure capitalization on current community conversations for community enhancement - Create department specific public engagements	Develop a community engagement plan with realistic expectations of potential benefits.	Bullet points captured in checklist items
5 Public Engagement	5.4 Develop a community engagement plan development	5.4.2	Develop method to notify Council members about planned activities and events in their districts	Develop method to notify Council members about planned activities and events in their districts	
5 Public Engagement	5.5 Ensure residents have a clear understanding of what County Government functions are and are not	5.5.1	Establish an educational campaign communicating government functions and positive County attributes to residents, businesses, and partnering organizations	Establish an educational campaign communicating government functions and positive County attributes to residents, businesses, and partnering organizations	
5 Public Engagement	5.5 Ensure residents have a clear understanding of what County Government functions are and are not	5.5.2	Establish communication strategy addressing other entities with the word's "Richland County" in their organization's name to ensure the public knows what is / is not controlled by the Richland County Council	Establish communication strategy addressing other entities with the word's "Richland County" in their organization's name to ensure the public knows what is / is not controlled by the Richland County Council	
5 Public Engagement	5.5 Ensure residents have a clear understanding of what County Government functions are and are not	5.5.3	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)	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)	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
6 Operational Excellence	6.1 Establish competitive employee compensation	6.1.1	Explore a livable wage model for County employees through competitive benchmarks	Implement wages in order to be competitive to the local market.	
6 Operational Excellence	6.1 Establish competitive employee compensation	6.1.2	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		Completed. Initial salary results will be implemented on 12/21/2023
6 Operational Excellence	6.1 Establish competitive employee compensation	6.1.3	Develop an implementation strategy using the results of the compensation study in 6.1 (2) to establish a salary growth plan and career progression	Implement a County Council-approved step-based compensation plan.	
6 Operational Excellence	6.1 Establish competitive employee compensation	6.1.4	Implement 6.1 (2) to re-classify key positions and review existing staff salaries		Combined with 6.1.3
6 Operational Excellence	6.1 Establish competitive employee compensation	6.1.5	Evaluate health insurance and family benefit costs and consider additional benefits for employees		Completed. Consider other benefits such as employee health clinic or day care facilities.
6 Operational Excellence	6.2 Encourage investment in employee and County development	6.2.1	Determine appropriate staffing levels and implement a workforce development program for County employees. Assess and implement changes to the hiring and promotion processes that ensure inclusiveness and equitability		Already addressed in 6.1.3
6 Operational Excellence	6.2 Encourage investment in employee and County development	6.2.2	Establish internships, mentorships, stipends, and grants for workforce growth in Richland County Government to encourage local government employment		Advise on the intended purpose for the workforce growth grants. The County has an established internship program, but staff welcomes feedback on suggested modifications. The Workday implementation will require more conversations surrounding mentorships.
6 Operational Excellence	6.2 Encourage investment in employee and County development	6.2.3	Explore alternative methods to recruit and retain high quality talent	Develop and deliver Human Resources management/supervisory development training to personnel. Richland County will continue to explore diverse mechanisms for recruiting high quality talent.	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
6 Operational Excellence	6.3 Modernize employee technology	6.3.1	Perform a technology assessment to prioritize and assess County operational needs	Upgrade most of the County's server, router, and switching infrastructure in addition to PC replacement.	Richland County will monitor and track infrastructure gear in our continuing effort to replace aging county equipment due to life expectancy and minimization of security risks. IT is currently upgrading most of the County's server, router, and switching infrastructure. We are in the first year of this 3 year project. Also, we will continue our PC replacement program to keep our users computing needs up to date. Both of these efforts help minimize operational downtime.
6 Operational Excellence	6.3 Modernize employee technology	6.3.2	Further d Develop a cybersecurity program in Richland County Departments	Implementing dual factor authentication county-wide for remote and critical system access and hire a CISO.	Richland County will continue to increase our cyber security efforts. We are in the process of implementing dual factor authentication county-wide for remote and critical system access. We are requesting a new position for a CISO in FY25 budget to ensure that all cybersecurity best practices, policies and initiatives are coordinated and enforced for a holistic effort across the organization.
6 Operational Excellence	6.4 Address employee related matters to create a more desirable workplace	6.4.1	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	Update employee handbook to include the grievance policy.	
6 Operational Excellence	6.4 Address employee related matters to create a more desirable workplace	6.4.2	Create a feedback mechanism for employees to be able to provide opinions and ideas to create an exceptional workplace culture	Establish and administer an electronic annual job satisfaction survey.	
6 Operational Excellence	6.5 Develop metrics of accountability to for the strategic plan to achieve and maintain excellence	6.5.1	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	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	
6 Operational Excellence	6.5 Develop metrics of accountability to for the strategic plan to achieve and maintain excellence	6.5.2	Design and implement an annual employee performance evaluation tool in Workday	Design and implement an annual employee performance evaluation tool in Workday	

Goal	Objective	Initiative #	Initiative Description (original)	Initiative Description (revised)	Communication to Council, Notes
6 Operational Excellence	6.5 Develop metrics of accountability to for the strategic plan to achieve and maintain excellence	6.5.3	Introduce Standard Operating Procedures (SOPs) for all strategic objectives in Goal 6 to build a body of guiding documents each department can use		Isn't the strategic plan the "SOP" that should clearly outline the strategies and the cascading objectives/initiatives with supporting information that explains how to accomplish each strategy?
6 Operational Excellence	6.6 Create reporting dashboards	6.6.1	Implement a performance measurement system to documented progress and history of activities related to County operations that utilizes data and analyze trends for operational efficiency	Implement performance measures dashboards	
6 Operational Excellence	6.7 Address current and future resource needs	6.7.1	Complete 911 Call Center development	Construct the Public Safety Complex at Columbia Place Mall	
6 Operational Excellence	6.7 Address current and future resource needs	6.7.2	Build and complete Family Services Center for DSS and related agencies	Construct office space for state agencies at Columbia Place Mall	
6 Operational Excellence	6.7 Address current and future resource needs	6.7.3	Implement timeline and funding proposals as a required information prior to capital project consideration for approval	Implement a process to ensure a feasability study is completed for each proposed capital project prior to budget submission	
6 Operational Excellence	6.7 Address current and future resource needs	6.7.4	Create a proposal to address Courthouse facility concerns. Plan should include communication with State and Federal resources for funding to develop a new, multi-purposed Courthouse building. Plan should reflect timeline and requisite steps	Conduct a facility needs assessment for the Judicial Center.	
6 Operational Excellence	6.8 Define and develop a plan to ensure equitable services for all citizens that promotes diversity and inclusion	6.8.1	Undertake a diversity study to provide necessary data to enable the measurement and success of efforts to further equity, diversity and inclusion	Undertake a diversity study to provide necessary data to enable the measurement and success of efforts to further equity, diversity and inclusion	
6 Operational Excellence	6.8 Define and develop a plan to ensure equitable services for all citizens that promotes diversity and inclusion	6.8.1	Develop a strategic diversity, equity, and inclusion plan	Develop a strategic diversity, equity, and inclusion plan	
6 Operational Excellence	6.8 Define and develop a plan to ensure equitable services for all citizens that promotes diversity and inclusion	6.8.2	Explore hiring a Chief Equity/Diversity Officer	Establish a position description for a Chief Diversity Officer and work with an executive search firm to fill the position.	
6 Operational Excellence	6.8 Define and develop a plan to ensure equitable services for all citizens that promotes diversity and inclusion	6.8.3	Implement a training program for managers and supervisors that furthers a culture of equity, diversity and inclusion	Implement a training program for managers and supervisors that furthers a culture of equity, diversity and inclusion	
6 Operational Excellence	6.8 Define and develop a plan to ensure equitable services for all citizens that promotes diversity and inclusion	6.8.4	Explore Richland County becoming a member of GARE - Gov't Alliance for Racial Equity	Join Government Alliance for Racial Equity as an Associate Member	