RICHLAND COUNTY

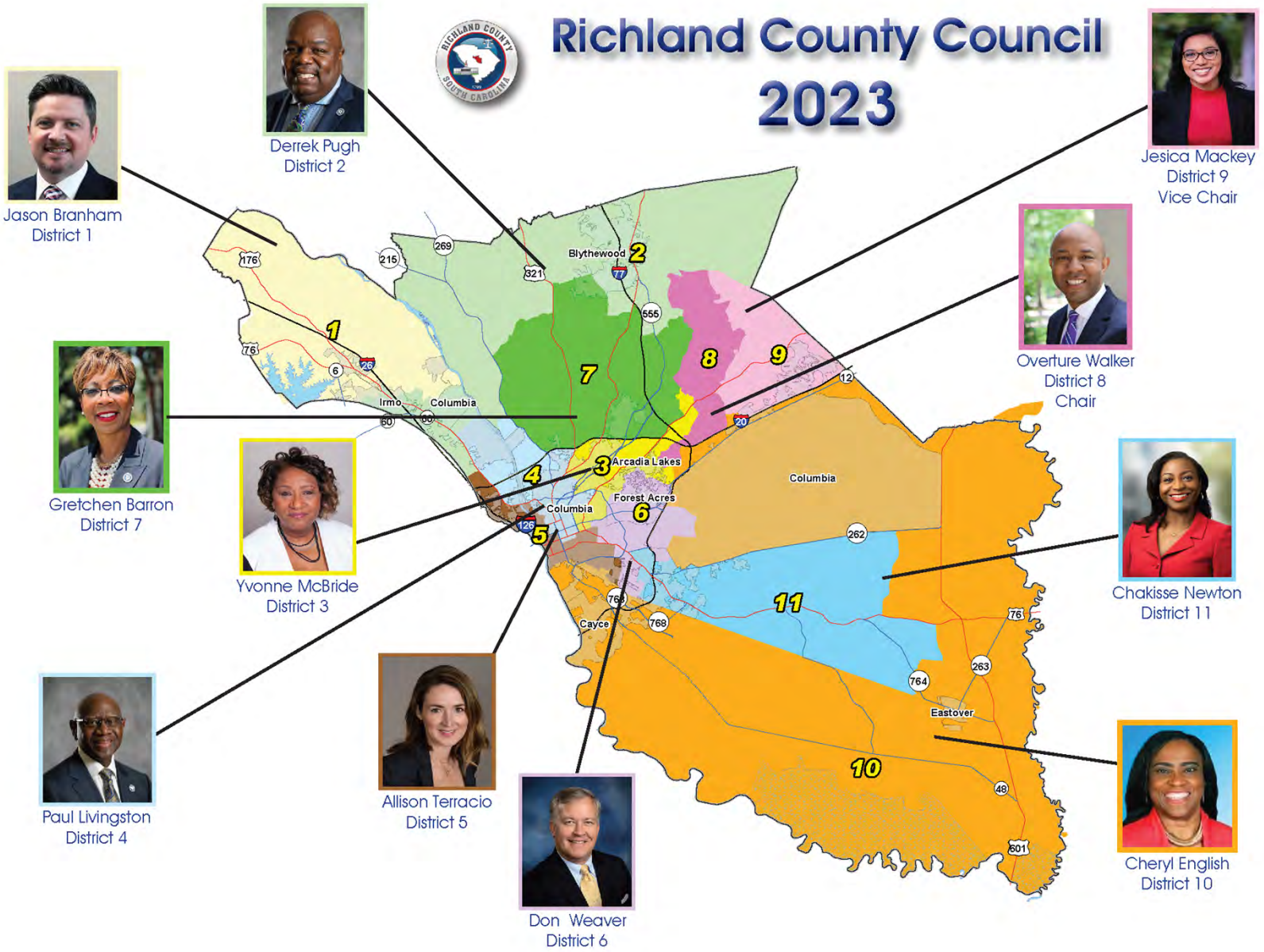
STRATEGIC PLANNING AD HOC COMMITTEE

AGENDA

TUESDAY AUGUST 29, 2023

4:00 PM

COUNCIL CHAMBERS


Richland County Council
2023
Jason Branham
District 1
Derrek Pugh
District 2
Jesica Mackey
District 9
Vice Chair
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
Don Weaver
District 6
Cheryl English
District 10
Blythewood
Irmo
Columbia
Arcadia Lakes
Forest Acres
Cayce
Eastover
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Richland County
Strategic Planning Ad Hoc Committee

AGENDA

August 29, 2023 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. May 2, 2023 **[Pages 5-9]**

3. Adoption of Agenda — The Honorable Jesica Mackey

4. Item for Discussion /Action — The Honorable Jesica Mackey

a. Strategic Planning Update

1. Dashboard **[Pages10-38]**

5. Next Steps — The Honorable Jesica Mackey

6. Adjournment — The Honorable Jesica Mackey

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Richland County Council
Strategic Planning Ad Hoc Committee Meeting
MINUTES
May 2, 2023 – 2:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

+COUNCIL MEMBERS PRESENT: Jesica Mackey, Chair, Paul Livingston, and Chakisse Newton

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

1. **CALL TO ORDER** – Chairwoman Jesica Mackey called the meeting to order at approximately 2:00 PM.

2. **APPROVAL OF MINUTES**

    a. December 15, 2022 – Mr. Livingston moved to approve the minutes as distributed, seconded by Ms. Newton.

    In Favor: Livingston, Mackey, and Newton

    The vote in favor was unanimous.

3. **ADOPTION OF AGENDA –** Mr. Livingston moved to approve the agenda as published, seconded by Ms. Newton.

    In Favor: Livingston, Mackey, and Newton

    The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION/ACTION**

    a. Strategic Planning Update – Ms. Mackey stated that now that the Strategic Plan is in place, we wanted to develop a quarterly meeting schedule to get updates on the Strategic Plan and discuss initiatives and paths forward.

        1. ***Dashboard:*** Mr. Leonardo Brown, County Administrator, stated the "Dashboard" is our continued step toward the success of excellence.

        Mr. Abhijit Deshpande, Budget Director, indicated most of the updates are of a quality nature rather than quantity. A lot of work still needs to be done with the department heads. He noted we will seek technical assistance from the software provider. From his office's perspective, once the budget season is done, this will be the main focus for his team.

        Mr. Deshpande gave a quick overview of the progress with the "Dashboard."

Ms. Newton inquired if Mr. Deshpande's team is the only team making updates or are other departments providing input.

Mr. Deshpande replied his team is making the updates.

Ms. Mackey inquired if there is an interim report that could be provided prior to the "Dashboard" being launched.

Mr. Brown responded in the affirmative.

Ms. Mackey requested a template with all the goals listed at the next meeting.

2. ***Objective 1.3 – Establish metrics for accountability in implementing the strategic plan (0-6-months)*** – Mr. Brown stated as we looked at how we operationalized the Strategic Plan and establishing metrics for accountability, it became apparent the department heads were not necessarily on the same page with what should be measured, how to go about measuring it, and what things would Council want to see versus Administration. In dealing with these situations, he determined this would be a good opportunity for him to intertwine his focus as the County Administrator with the Strategic Plan. The pillars of what he is looking at are People, Processes, and Performance, which he believes tie into what Council has approved. In dealing with the people side, as it relates to establishing metrics for accountability, one of the things he looked for is the systemic methodology that could be applied so that we could positively affect what we are trying to accomplish. One of the tools he is going to use is NACo's "High Performance Leadership Tool" to help unify us in understanding a basic platform for how we can establish metrics for Richland County. NACo also has a tool called "Leading Analytics," which will help provide a methodology that will unify what we are trying to do. He noted that ten (10) department heads have been enrolled in the NACo Program, and he and Ms. Ashiya Myers, Assistant to the County Administrator, recently finished the program.

   Ms. Mackey inquired if all department heads have enrolled in NACo's "High Performance Leadership" program.

   Mr. Brown responded that not all department heads could enroll but would participate in the future. Once the department heads complete the program, it will be offered to management-level employees. Richland County previously partnered with other governmental entities and put together a program using Midlands Tech. With the NACo program, it is online, and you keep all of the resources. In addition, they are communicating with him as the Supervisor so he can track the metrics.

   Ms. Mackey requested to keep the committee updated on the progress.

2023 Strategic Planning Forum Update:

Goal 4: Plan for Growth through Inclusive and Equitable Infrastructure

4.1 – Establish plans and success metrics that enable smart growth: Administration has approved leadership development for staff through the use of the National Association of Counties' Higher Performance Leadership Academy. This training will provide staff with the necessary understanding and/or tools to develop and track the metrics associated with the Strategic Plan.

4.2 – Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations: Council committed $2M of ARPA funds to construct a new water tank in Lower Richland to provide water services.

Additionally, the County was awarded $10M from the SC Rural Infrastructure Authority to expand the Eastover Wastewater Treatment Plant.

4.3 – Create excellent amenities and facilities: The County presently has several construction projects underway: The Public Safety Complex – 911 Center; the Family Services Center (Department of Social Services, Department of Health and Human Services, and Department of Health and Environmental Control); and Probation, Pardon, and Parole. As we provide this new and updated space at the Columbia Place Mall, it will allow for better accessibility to the citizens by being in a central location that has mass transit availability.
Ms. Newton inquired if Council can expect to see further recommendations during the budget process in the Capital Improvement Plan.

Mr. Brown responded there would be some recommendations from the Administration. The idea is for Council to vote to further develop the County's strategic focus related to capital improvement.

4.4 – Provide equitable living and housing options: Council is considering the most appropriate method to move this issue forward.

Ms. Mackey inquired if this matter is being addressed in the Coronavirus Ad Hoc Committee.

Mr. Brown replied in the affirmative. The idea is for Council to tell staff what they want to do and authorize them to utilize necessary funding to affect that.

Ms. Mackey indicated after the allocation, she wants to think about a long-term plan for affordable housing.

Mr. Brown pointed out that you may want to make that an area where the County invests like you invest in people in the organization.

Goal 5: Achieve Positive Public Engagement

5.1 – Champion the organization and County wins: The Communication Department has begun implementing a process to share positive County activities and stories through media and social media outlets. These activities spotlight Council and staff as they engage in activities in the County.

5.2 – Foster positive public relationships to allow us to "tell our own story": The Communications Department is spotlighting community organizations that provide resources and services for County residents. Additionally, we are encouraging Council and staff to participate in activities by these organizations (i.e., blood drives, Heart Walk, volunteering in food warehouses, and reading to children).

Ms. Mackey inquired if there is a way to track what success looks like when we talk about telling our story.

Mr. Brown stated he would look at the plan to see if we listed what evidence of success would look like regarding positive public engagement. If we did not, we may need to establish it. He noted before the next meeting; he would provide some metrics that may identify evidence of success.

Ms. Newton expressed that there are things internally that could be highlighted in addition to the external activities. In addition, to reestablish the Richland 101 Program in some iteration. Finally, she requested a longer lead time in order to participate in the internal programs.

5.3 – Create a Public Information team focused on public engagement: Director of Communications, Deputy Director of Communications, Media Specialist, and Publication Editor/Outreach Specialist currently on staff. An additional two staff members are to be hired.

5.4 – Complete and celebrate penny projects to create excitement in the community: Communications and Transportation have been providing publicity for Penny projects. The following events were featured and attended by Council and other local officials:

- Greene Street Bridge Opening
- Bull Street Project Ground Breaking
- Blythewood Road Widening Ground Breaking
- North Main Street Opening

Ms. Mackey suggested looking at the County holistically and highlighting projects in each Council district.

Mr. Livingston recommended engaging key community leaders and having them talk with residents and actively participate in Transportation and community events.

Ms. Newton suggested providing Penny Project awareness to the community. In talking with citizens, she has noted that many do not understand what the Penny is intended for.

Goal 6: Establish Operational Excellence

6.1 – Establish competitive salaries: The County has engaged Evergreen Solutions to perform a Compensation Study. Administration will recommend a cost-of-living increase in FY24.

6.3 – Modernize technology: Council approved ARPA funds for GIS, Cyber Security, Information Technology's replacement of the Enterprise Resource Planning (ERP) system, and the County's website upgrade to improve workplace efficiency and access for citizens and employees.
Ms. Mackey inquired about how Councilmembers can get involved with the County's new website and the timeline for implementation.

Mr. Brown replied the workgroup is meeting, but they have not provided a timeline. Ms. Newton is a part of the workgroup and can provide timely updates. At the end of the day, we want to have a tool that connects people to the County without them having to pick up the phone.

Ms. Mackey indicated she hopes the new website will tie into Goal 5 and that we are looking at creating a user-friendly website the public can utilize.

Mr. Livingston inquired about the utilization of the website and what we can do to increase its usage.

Ms. Newton stated the workgroup's vision is to have an interdisciplinary committee representing different parts, places, and people in the County. Because we are a government agency, there has to be a procurement process. As it relates to organizations like ours, nobody just creates a website. There is a period that involves stakeholder engagement and understanding the problem that needs to be solved. She would hope we allow the successful vendor to manage a process that gets them all the input they want. The committee will ultimately draft an RFP that will follow all of our procurement processes.

3. ***Review of all other Goals/Objectives*** – This item was not discussed.

5. **Next Steps** – The next steps were covered in Mr. Brown's presentation.

6. **ADJOURNMENT** – Ms. Newton moved to adjourn, seconded by Mr. Livingston.

   In Favor: Livingston, Mackey, and Newton

   The vote in favor was unanimous.

   The meeting adjourned at approximately 2:53 PM.

2023 Strategic Planning Update

Current Reporting Date: Aug 31, 2023

Report Created On: Aug 22, 2023

2023 Strategic Planning Update

Richland County Government

Report Created On: Aug 22, 2023

Report Legend **Priority** No Update Overdue

Goal 1
Foster Good Governance

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Objective 1.1	Develop realistic and achievable goals	Ongoing	Jan 01, 2024			Progress 44%	On Track On Track: 100.0%
Objective 1.2	Create a shared vision with agreement by County leadership	Ongoing	Jan 01, 2024			Progress 25%	Status Pending: 25.0% On Track: 75.0%
Objective 1.3	Establish metrics for accountability in implementing the strategic plan	Ongoing	Jul 01, 2023			Progress 44%	On Track: 33.33% Some Disruption: 50.0% Completed: 16.67%
Objective 1.5	Collaborate with other governments	Ongoing	Jul 01, 2024			Progress 10%	Status Pending: 50.0% On Track: 50.0%

Objective 1.1
Develop realistic and achievable goals

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 1.1.1	Compile a list of goals aligned with the strategic plan and the departments' tasked in moving the goal forward	Ongoing	Jan 01, 2024	County's strategic plan was developed outlining goals, objectives, and initiatives. The Departmental assignment of initiative ownership is being finalized.	Jan 24, 2023	Progress 50%	On Track
Initiative 1.1.2	Work with staff and all departments to determine what qualifies as "realistic" metrics for achievement of goals	Ongoing	Jan 01, 2024	Departments have submitted the first draft of the progress report. However, county-wide training is needed to develop SMART metrics.	Jan 23, 2023	Progress 50%	On Track
Initiative 1.1.3	Assign each department with developing unique department specific goals aligning with over-arching Council directed strategic plan goals	Ongoing	Jan 01, 2024	This is an ongoing task. After training, Departments will be asked to submit a revised and improved progress report. Estimated completion date is prior to 06/30/2023	Jan 23, 2023	Progress 50%	On Track
Initiative 1.1.4	Establish programmatic plan for review of countywide policies and procedures to ensure alignment with best practices	Ongoing	Jan 01, 2024	A comprehensive list of county-wide policies related to Administration, Finance, Budget, Procurement, Risk Management, Grants Management, and Human Resources is being complied with. This list of policies will be reviewed and updated as necessary. The estimated completion date of this task is 06/30/2023.	Jan 24, 2023	Progress 20%	On Track
Initiative 1.1.5	Create a mechanism to provide immediate feedback relative to progress	Ongoing	Jan 01, 2024	County has procured strategic planning monitoring and tracking software, Envisio. This software is being used to track the progress of the plan.	Jan 23, 2023	Progress 50%	On Track

Objective 1.2
Create a shared vision with agreement by County leadership

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 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	Ongoing	Jan 01, 2024	The County Administrator has met with the department directors to communicate the county's newly adopted strategic plan in detail. The importance of implementation, monitoring, and reporting was highlighted during this meeting. Next steps: A county-wide communication plan/program will be designed and implemented to inform all county employees about overarching goals, objectives, and initiatives (similar to the process that was used while changing health insurance providers in FY2022).	Jan 25, 2023	Progress 75%	On Track
Initiative 1.2.2	Conduct annual / bi-annual meetings between County employees to share ideas and calibrate shared mission	Ongoing	Jan 01, 2024	The County ECT will be meeting in February 2023 to determine the implementation of this task.	Jan 24, 2023	Progress 0%	On Track
Initiative 1.2.4	Communicate to Council the feedback/input received at the departmental meetings	Ongoing	Jan 01, 2024	Current updates have been routinely shared with the County Council and Strategic Planning Committee. Going forward, the Strategic Planning Committee will be updated each quarter.	Jan 24, 2023	Progress 25%	On Track

Objective 1.3
Establish metrics for accountability in implementing the strategic plan

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 1.3.1	Specifically identify projects/initiatives in process along with the goal and objective the projects achieves	Ongoing	Jul 01, 2023	This is an ongoing task - however, the majority of it has already been achieved by identifying key initiatives and projects as a part of the overall strategic plan.	Jan 25, 2023	Progress 75%	On Track
Initiative 1.3.2	Determine a tracking mechanism (dashboard) for initiatives	Ongoing	Jul 01, 2023	Procured strategic planning and performance measurement software: Envisio	Dec 12, 2022	Progress 100%	Completed
Initiative 1.3.3	Establish schedules to review goals and assign accountable staff members	Ongoing	Jul 01, 2023	To improve the relevance of the data available to citizens, our vendor will work with Council and Staff to determine KPI indicators that are important to provide a basis for improvement. This project is slated to be complete prior to December 30, 2023 and the metrics to be available on a public facing dashboard at that time.	Aug 16, 2023	Progress 20%	Some Disruption
Initiative 1.3.4	Develop process to embed project progress in individual performance evaluations	Ongoing	Jul 01, 2023	This will be implemented following the developmen tof the KPIs in initiative 1.3.3.	Aug 16, 2023	Progress 10%	Some Disruption
Initiative 1.3.5	Routinely collect documentation among departments to measure strategic plan objective progress and use to generate “County wins”	Ongoing	Jul 01, 2023	To improve the relevance of the data available to citizens, our vendor will work with Council and Staff to determine KPI indicators that are important to provide a basis for improvement. This project is slated to be complete prior to December 30, 2023 and the metrics to be available on a public facing dashboard at that time.	Aug 16, 2023	Progress 25%	Some Disruption
Initiative 1.3.6	Communicate progress to Council on semi-annual basis	Ongoing	Jul 01, 2023	Council will receive an update on August 29, 2023	Aug 16, 2023	Progress 31%	On Track

Objective 1.5
Collaborate with other governments

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 1.5.2	Build relationships with non-profit governmental organizations, municipalities, state, and federal organizations across all departments to determine points of parity	Ongoing	Jul 01, 2024	Many of these relationships already have been established and ongoing. Need to be tracked and documented. This could be led by Government and Community Services and PIO.	Jan 25, 2023	Progress 20%	On Track

Goal 2
Invest in Economic Development

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Objective 2.2	Evaluate the community specific capacity for additional shopping and amenity recruitment	Ongoing	Jan 01, 2026			Progress 10%	Status Pending: 80.0% On Track: 20.0%

Objective 2.2
Evaluate the community specific capacity for additional shopping and amenity recruitment

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 2.2.3	Implement annual schedule for review of SLBE and MBE lists for accuracy	Ongoing	Jan 01, 2026	By June 30 of each year, OSBO will conduct an annual review of the SLBE list to ensure applicants meet the eligibility requirements and comply with all aspects of Richland County programs.	Jan 23, 2023	Progress 50%	On Track

Goal 3
Commit to Fiscal Responsibility

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Objective 3.1	Align budget to priorities and seek alternative revenue sources	Jul 01, 2022	Jun 30, 2024			Progress 36%	Status Pending: 20.0% On Track: 80.0%
Objective 3.2	Establish process to prioritize initiatives to align with available resources.	Jul 01, 2022	Jun 30, 2024			Progress 30%	Status Pending: 33.33% On Track: 66.67%
Objective 3.3	Balance budget with projects that do not affect minimum thresholds	Jul 01, 2022	Jun 30, 2024			Progress 60%	On Track On Track: 100.0%

Objective 3.1
Align budget to priorities and seek alternative revenue sources

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 3.1.1	Establish budget priorities, accounting for unforeseen opportunities and discretionary grant funds that ensures a balanced budget using current budget year revenues	Jul 01, 2022	Jun 30, 2023	Council gave approval to a balanced budget for FY 2024 on June 6, 2023 Coucil Budget Approval Minutes. Focus was given to funding items that would further achievement of the goals of the strategic plan. These include but are not limited to staff compensation, capital improvements, community impact and revenue generation.	Aug 16, 2023	Progress 60%	On Track
Initiative 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	Jul 01, 2022	Jun 30, 2023	The County has funded two additional positions in the Grants department and recruitment is underway to fill these positions. The addition of this staff will result in the ability of the County to seek and manage funds other than those associated with CDBG and HUD.	Aug 16, 2023	Progress 80%	On Track
Initiative 3.1.4	Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements	Jul 01, 2022	Jun 30, 2023	The list of all fiscal policies was compiled as a part of ACFR. The travel policy was modified.	Jan 23, 2023	Progress 20%	On Track
Initiative 3.1.5	Review and update Procurement Ordinance, policies, and procedures to ensure compliance with all regulations and best practices	Jul 01, 2022	Jun 30, 2023	Procurement is currently conducting this review. 20% complete.	Jan 23, 2023	Progress 20%	On Track

Objective 3.2
Establish process to prioritize initiatives to align with available resources.

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 3.2.1	Implement a forecasting model that includes projects aligned with funding sources and uses	Jul 01, 2022	Jun 30, 2023	The County adopted a 5-year Capital Improvement Plan as part of the FY 2024 budget for all funds. The County will publish this plan in its annual budget document. The goal is to have a realistic 10-year Capital Improvement Plan as part of the FY 2026 budget.	Aug 16, 2023	Progress 75%	On Track
Initiative 3.2.2	Explore alternative funding resources identified in Objective 3.1 including public-private partnerships where appropriate	Jun 01, 2023	Jun 30, 2024	In the FY 2024 budget process, an evaluation of business licenses fees and certain permitting fees were found to be well below those of benchmarked and surrounding counties. As a result of the approval of recommended modifications, projected revenue was increased by approximately $1 million for FY 2024.	Aug 16, 2023	Progress 15%	On Track

Objective 3.3
Balance budget with projects that do not affect minimum thresholds

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 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	Jul 01, 2022	Jun 30, 2023	Ongoing task each fiscal year. The updates are reported and published via ACFRs and Annual Budgets. Council was apprised of the targets during the budget approval process.	Aug 16, 2023	Progress 90%	On Track
Initiative 3.3.2	Set limits on fund balance use, including methods to determine spending capacity annually	Jul 01, 2022	Jun 30, 2023	Ongoing task each fiscal year. The updates are reported and published via ACFRs and Annual Budgets. Council was apprised of the targets during the budget approval process.	Aug 16, 2023	Progress 90%	On Track
Initiative 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	Jul 01, 2023	Jun 30, 2024	The training and data collection resources will be developed during FY24 and will be implemented for FY25.	Jan 23, 2023	Progress 0%	On Track

Goal 4
Plan for Growth through Inclusive and Equitable Infrastructure

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Objective 4.1	Establish plans and success metrics that allow for smart growth	Jul 01, 2022	Dec 31, 2024			Progress 30%	Status Pending: 33.33% On Track: 50.0% Completed: 16.67%
Objective 4.3	Create excellent facilities	Jul 01, 2022	Dec 31, 2024			Progress 25%	Status Pending: 50.0% On Track: 50.0%
Objective 4.4	Provide equitable living and housing options	Jul 01, 2022	Jun 30, 2025			Progress 5%	Status Pending: 75.0% On Track: 25.0%

Objective 4.1
Establish plans and success metrics that allow for smart growth

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 4.1.2	Develop heat-map overlays of existing and planned infrastructure. These should be updated at each plan update	Jan 01, 2023	Jun 30, 2023	A heat map of existing deficiencies is completed based on the 2021 pavement conditions study	Jan 23, 2023	Progress 100%	Completed
Initiative 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	Jul 01, 2022	Dec 31, 2024	Council has approved $2,000,000 for the construction of a new water tank in Lower Richland to provide sustainable drinking water in this area. This is funded by ARPA funds and will be complete no later than December 31, 2026. Additionally, Utilites has been awarded $10,000,000 from the SC Rural Infrastructure Authority for the expansion of the Eastover Wastewater Treatment Plant.	May 02, 2023	Progress 42%	On Track
Initiative 4.1.4	Implement a plan for department interaction to achieve organizational goals	Jan 01, 2023	Jun 30, 2024	This is an ongoing task and will be part of the "performance budget" as well as the development of county-wide KPIs.	Jan 24, 2023	Progress 10%	On Track
Initiative 4.1.5	Engage in a Diversity Study to determine resource availability and equitable distribution of resources across the County	Jul 01, 2022	Jan 31, 2024	The project is currently underway - RFP Issued June 8, 2022 RFP Closed on July 25, 2022 Awarded to Griffin and Strong on September 22, 2022	Jan 24, 2023	Progress 25%	On Track

Objective 4.3
Create excellent facilities

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 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	Jul 01, 2022	Jun 30, 2023	Currently the County has several construction projects underway. The Public Safety Complex- E911 Center at the Columbia Place Mall in a former anchor store location. This project is projected to be complete prior to January 2025. The demolition of the facility is complete; all permits are in place, and Construction Manager at Risk is in the process of bid awards. Actual construction is slated to begin in early Fall 2023. Additionally, the Family Services Center project to relocate the Department of Social Services, Department of Health and Human Services and Department of Health and Environmental Control as approved by Council. This project was a focus of the Strategic Planning Forum as Council had the opportunity to tour a similar facility in Charleston County. Stakeholder meetings on needs have been held with space planning consultants and limited demolition is underway as well as a cost analysis to determine the funding necessary to complete this project. Council has committed $17,480,389 from ARPA funds to this project; however, it is estimated an additional $30,000,000 or more will be needed. Once the cost analysis is complete, funding mechanisms can be determined. The County has also undertaken a long-term project to update Alvin S. Glen Detention Center. Administration estimates this full renovation will be an investment of approximately $40 million dollars over the next three years. Administration presented and Council approved a capital improvement plan as part of the FY 2024 budget. This plan represents capital improvement projects that necessary and provides information on funding sources for these projects through FY 2027. Total investments from the current year through FY 2027 are estimated to be $240.5 million with $98 million of investment in FY 2024 with $9.9 million of these projects paid for from the General Fund Capital Improvement Reserve. Other projects that are of priority and are under consideration for the next five years is an Emergency Operations Center and a new Judicial Center. Staff and the County Financial Advisor, First Tryon Advisers, presented a work session on potential funding for these important projects on March 8, 2023. Council approved a reimbursement resolution to allow the County to move forward with financial commitments and then repay itself with bond proceeds for the planned issue in late 2023 on July 11, 2023 to expedite the Family Services Center and Alvin S. Glenn Detention Center upgrades. Remibursement Resolution Unanimous Approval	Aug 16, 2023	Progress 50%	On Track

Objective 4.4
Provide equitable living and housing options

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 4.4.1	Define what “living and housing options” and “equitable” are for Richland County to enable appropriate community evaluation	Jul 01, 2022	Jun 30, 2023	The County has allocated $ 6 million to house unhoused individuals and assist in providing affordable housing through ARPA funds. The funding decisions and allocations will be made in Q3FY23.	Jan 24, 2023	Progress 20%	On Track

Goal 5
Achieve Positive Public Engagement

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Objective 5.1	Champion the organization through public engagement and communication on County wins	Ongoing	Jan 01, 2024	The Communications Department is spotlighting community organizations each month that provide resources and services for County residents. These groups were featured on the Richland County 2023 County Connections calendar. Groups spotlighted thus far are the American Red Cross, Wholespire, FoodShare, Richland Library and Mental Illness Recovery Center Inc. Additionally, County Council and staff are encouraged to become involved in activities with these groups including blood drives, the Heart Walk, working in food warehouses and reading to children during the month of they are featured.	May 02, 2023	Progress 26%	On Track On Track: 100.0%
Objective 5.2	Foster positive public engagement with constituents and create opportunities to allow us to “tell our own story”	Ongoing	Jan 01, 2024			Progress 20%	On Track On Track: 100.0%
Objective 5.3	Complete and celebrate penny projects to create excitement in the community	Ongoing	Jan 01, 2025			Progress 29%	On Track On Track: 100.0%

Objective 5.1
Champion the organization through public engagement and communication on County wins

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 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	Ongoing	Jan 01, 2024	The Communications Team has expanded by three employees to achieve a broad bandwidth of skills. The team attends and supports County activities to ensure citizen engagement via new social media platforms as well as video streaming through the County YouTube channel.	Aug 16, 2023	Progress 39%	On Track
Initiative 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	Ongoing	Jan 01, 2024	The Communications Department has gone live with a Facebook and Linked In pages for the County and also for the Penny Projects "Richland County Transportation Penny". They have created videos for public education on various topics and events within the County and have partnered with Human Resources to use social media to recruit candidates for critical positions at Richland County.	Aug 16, 2023	Progress 30%	On Track
Initiative 5.1.3	Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging	Ongoing	Jan 01, 2024	A County website Committee has been formed and an RFP has been developed and is currently soliciting bids for the vendor to help the County develop this critical tool.	Aug 16, 2023	Progress 26%	On Track
Initiative 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	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, and interviews.	Jan 24, 2023	Progress 20%	On Track
Initiative 5.1.5	Ensure communication indicates what the County does do as well as what they cannot do	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, and interviews.	Jan 24, 2023	Progress 20%	On Track
Initiative 5.1.6	Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, and interviews.	Jan 24, 2023	Progress 20%	On Track

Objective 5.2
Foster positive public engagement with constituents and create opportunities to allow us to “tell our own story”

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 5.2.1	Engage community stakeholders to provide public feedback on the benefits of Richland County	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, interviews, and RC Ambassador filming.	Jan 24, 2023	Progress 20%	On Track
Initiative 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)	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, interviews, and RC Ambassador filming.	Jan 24, 2023	Progress 20%	On Track
Initiative 5.2.3	Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, interviews, and RC Ambassador filming.	Jan 24, 2023	Progress 20%	On Track
Initiative 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	Ongoing	Jan 01, 2024	PIO is currently working on several county-wide communication strategies to increase visibility and public engagement: social media calendar, new county website, Penny Page, routine news conferences, interviews, and RC Ambassador filming.	Jan 24, 2023	Progress 20%	On Track

Objective 5.3
Complete and celebrate penny projects to create excitement in the community

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 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	Ongoing	Jan 01, 2025	Communications and Transportation have become very active in providing publicity for penny projects. The following have been events that featured media presence and attendance by Council and other local officials: Green Street Bridge Opening Bull Street Project Ground Breaking Blythewood Road Widening Ground Breaking North Main Street Opening	May 02, 2023	Progress 26%	On Track
Initiative 5.3.2	Establish a landing page on County website for penny highlights / penny project completion	Ongoing	Jan 01, 2025	The development of the Transportation Penny website is currently underway with a vendor. Once complete access will be available as a stand alone site and from the Richland County website via an interactive link.	Aug 16, 2023	Progress 32%	On Track

Goal 6
Establish Operational Excellence

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Objective 6.1	Establish competitive employee compensation	Ongoing	Jun 30, 2024			Progress 48%	Status Pending: 40.0% On Track: 40.0% Completed: 20.0%
Objective 6.2	Encourage investment in employee and County development	Ongoing	Jun 30, 2024	Council committed $2,000,000 of ARPA funds for construction of a new water tank in Lower Richland to provide water services to additional Richland County citizens.	May 02, 2023	Progress 13%	Status Pending: 33.33% On Track: 66.67%
Objective 6.3	Modernize employee technology	Ongoing	Jun 30, 2023			Progress 34%	On Track On Track: 100.0%
Objective 6.4	Address employee related matters to create a more desirable workplace	Jul 01, 2023	Jun 30, 2025			Progress 0%	Status Pending: 50.0% Upcoming: 50.0%
Objective 6.7	Address current and future resource needs	Ongoing	Jun 30, 2024			Progress 24%	Status Pending: 25.0% On Track: 75.0%

Objective 6.1
Establish competitive employee compensation

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 6.1.1	Explore a livable wage model for County employees through competitive benchmarks	Ongoing	Jun 30, 2023	The County approved a 4% COLA in FY 2024 to be implemented in August, 2023. Council also approved $5.6 million for implentation of the Compensation Plan that has been presented as part of the Compensation Study. This will be implemented in early 2024.	Aug 16, 2023	Progress 63%	On Track
Initiative 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	Ongoing	Jun 30, 2023	Council approved $5.6 million for the implementation of the Compensation Study results from Evergreen Solutions. Staff was approved to move forward with departmental discussions to finalize the plan by Council on July 18, 2023 Council Agenda, July 18, 2023 Staff will bring a full plan to Council for approval prior to the end of 2023.	Aug 16, 2023	Progress 75%	On Track
Initiative 6.1.5	Evaluate health insurance and family benefit costs and consider additional benefits for employees	Ongoing	Jun 30, 2023	PEBA was selected and implemented as the County health insurance provider effective January 2023	Dec 12, 2022	Progress 100%	Completed

Objective 6.2
Encourage investment in employee and County development

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 6.2.2	Establish internships, mentorships, stipends, and grants for workforce growth in Richland County Government to encourage local government employment	Ongoing	Jun 30, 2023	Emergency Management Services Dept. is currently working with Midlands Technical College to recruit and on-job training for EMTs and Paramedics while attending school.	Jan 24, 2023	Progress 25%	On Track
Initiative 6.2.3	Explore alternative methods to recruit and retain high quality talent	Jun 01, 2023	Dec 31, 2023	The Human Resources Department is collaborating with the Communications Department to use social media to feature County employment opportunities on a regular basis. This has brought greater applicant flow to our career page.	Aug 16, 2023	Progress 14%	On Track

Objective 6.3
Modernize employee technology

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 6.3.1	Perform a technology assessment to prioritize and assess County operational needs	Ongoing	Jun 30, 2023	The County financial and HR ERP system (Workday) is still on track to go live in December, 2023. Additionally, a Committee has been formed to guide the website development process and a solicitation for an RFP has been issued.	Aug 16, 2023	Progress 46%	On Track
Initiative 6.3.2	Further develop a cybersecurity program in Richland County Departments	Ongoing	Jun 30, 2023	Council approved Administrations recommendation for GIS, Cyber Security, Information Technology replacement of the County ERP system and County website upgrades to improve workplace efficiency and access for citizens and employees. All of these projects are underway with ERP full implementation slated for December 16, 2023. Address employee related matters	May 02, 2023	Progress 21%	On Track

Objective 6.4
Address employee related matters to create a more desirable workplace

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 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	Jul 01, 2024	Jun 30, 2025				Upcoming

Objective 6.7
Address current and future resource needs

Plan Label And Number	Description	Start Date	End Date	Last Update	Last Update Date	Progress	Status
Initiative 6.7.1	Complete 911 Call Center development	Ongoing	Dec 31, 2023	The County has several construction projects underway. The Public Safety Complex- E911 Center at the Columbia Place Mall in a former anchor store location. This project is projected to be complete prior to January 2025. The demolition of the facility is complete; all permits are in place, and Construction Manager at Risk is in the process of bid awards. Actual construction is slated to begin in early Fall 2023.	Aug 16, 2023	Progress 50%	On Track
Initiative 6.7.2	Build and complete Family Services Center for DSS and related agencies	Ongoing	Jun 30, 2024	The Family Services Center project to relocate the Department of Social Services, Department of Health and Human Services and Department of Health and Environmental Control as approved by Council. This project was a focus of the Strategic Planning Forum as Council had the opportunity to tour a similar facility in Charleston County. Stakeholder meetings on needs have been held with space planning consultants and limited demolition is underway as well as a cost analysis to determine the funding necessary to complete this project. Council has committed $17,480,389 from ARPA funds to this project; however, it is estimated an additional $30,000,000 or more will be needed. Once the cost analysis is complete, funding mechanisms can be determined. Council approved a reimbursement resolution to allow the County to move forward with financial commitments and then repay itself with bond proceeds for the planned issue in late 2023 on July 11, 2023 to expedite the Family Services Center and Alvin S. Glenn Detention Center upgrades.	Aug 16, 2023	Progress 25%	On Track
Initiative 6.7.3	Implement timeline and funding proposals as a required information prior to capital project consideration for approval	Ongoing	Jun 30, 2024	The recommendation and implementation of the Capital Improvement Plan provides a roadmap for appropriate resource allocation. A recommended three-year plan will be presented with the FY 2024 budget.	May 02, 2023	Progress 21%	On Track

Envisio Solutions

Execute strategy, track performance , and report progress

A Presentation for Richland County Council

August 29th, 2023

Agenda

- Team Introductions
- Project Objectives
- Scope & Timeline
- Questions

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Main Point of Contact
Long-term

Goals & Objectives for Professional Service

DESIGNING METRICS THAT MATTER

1. → **Define meaningful performance measures that tell your story**
   - Engage key champions
   - Build internal capacity & knowledge

2. → **Operationalize Your Strategic Plan**
   - Define owners, timelines and key milestones
   - Plan is ready for updates!

Professional Services: Designing Metrics that Matter

Phase 1: **DEFINE**	Phase 2: **DESIGN**	Phase 3: **BUILD**
MAIN OBJECTIVE:	**MAIN OBJECTIVE:**	**MAIN OBJECTIVE:**
Define the work plan to accomplish the project deliverables and take stock of existing quantitative data and plan information to inform subsequent phases of work.	Complete work to support a productive design process, including: review quantitative data, develop engagement plan, & conduct external scan. Host structured design workshops on designing performance measures & operational planning.	Finalize the plan and initial performance measures, and build them in Envisio so the plan and measures are ready to be shared and the system is ready for end user updates.

Timeline

DEFIN E

July

Key Activities

- Project Kickoff
- Internal Scan
- Department Assignments

OUTPUT: Engagement process

DESIGN

August – October/November

Key Activities

- Key stakeholder e ngagement
- External Scan
- Four Remote Workshops:
  - Brainstorming Measures (Sept)
  - Selecting Measures (Sept/Oct)
  - Operationalizing (Oct)
  - Data Collection Plan (Oct/Nov)

OUTPUT: Measure and Action Data

BUILD

November/December - January

Key Activities

- Finalize Performance Measures & SMART Act ions
- Build Measures
- Build SMART Actions

OUTPUT:
Public community dashboard
Culture of a Living Plan
Evidence for Decision Making

Workshops and Team Meetings

Group Workshops

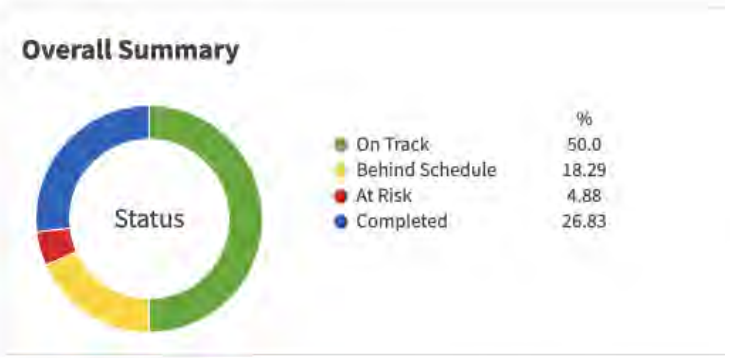
1. September 28, 2023 from 10:00 am to 11:30 am
2. October 12, 2023 from 10:00 am to 11:30 am
3. October 26, 2023 from 10:00 am to 11:30 am
4. November 9, 2023 from 10:00 am to 11:30 am

Individual Work Sessions

Frequent and on-demand small team meeting with each department throughout the project engagement

Council Reporting

Cultivate a culture of using reports in meetings, then reporting out to the public, and you'll have culture of execution



City of Bayview

City-wide Performance Report for Elected Officials

Report Created On: Jul 31, 2023

Community Vision

City of Bayview team members provides unmatched quality of life and excellent customer service for our community.

Community Mission

To protect and enhance the City's livability and economic well-being for current and future generations.

Council Core Values

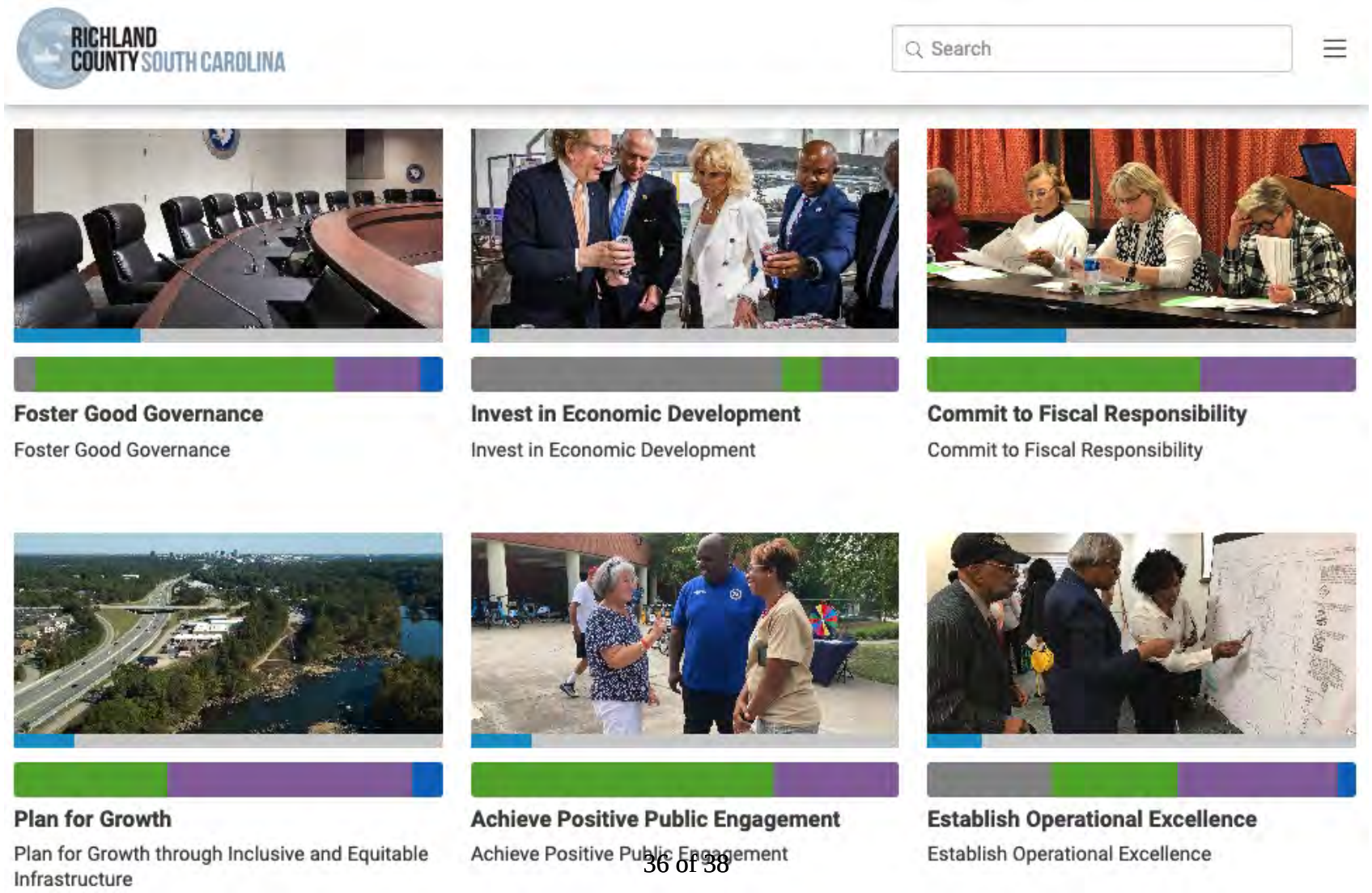
- *Professional* - Continually reviewing my own behavior and questioning whether what I do is consistent with the City's and my profession's values. Maintaining the highest levels of confidentiality and honoring legal restrictions on political activity.
- *Ethical* - Being honest and objective in performing my duties and deciding all matters on the merits, free from improper influences. Being guided by principle and conscience and the desire to do the "right thing".
- *Open* - Communicating truthfully and completely with others, supporting diversity and treating others with respect. Participating positively in the community.
- *Responsive* - Responding to all internal and external customers in a prompt, efficient, friendly and patient manner.
- *Innovative* - Seeking out opportunities to contribute to the daily and future work of the City in ways that are new and creative.
- *Accountable* - Observing both the letter and the spirit of laws and rules. Engaging only inappropriate personal and professional conduct in all matters

Analytics Dashboard

Align performance measures with strategic priorities, report on progress, and use data to inform decisions

Public Dashboard

Build trust and manage expectations as you communicate progress for your plan



Share your feedback!

- We’re looking for your input on what performance measures you think are important to track!
- Timeline:
  - Survey will be shared on August 30th
  - Please complete by **September 11th**
- Survey results will be used to inform Performance Measure development

Thank You!