RICHLAND COUNTY

STRATEGIC PLANNING AD HOC COMMITTEE

AGENDA

TUESDAY DECEMBER 12, 2023

4:00 PM

COUNCIL CHAMBERS

Richland County Council 2023

Jesica Mackey
District 9
Vice Chair

Overture Walker
District 8
Chair

Chakisse Newton
District 11

Cheryl English
District 10

Don Weaver
District 6

Allison Terracio
District 5

Derrek Pugh
District 2

Jason Branham
District 1

Gretchen Barron
District 7

Yvonne McBride
District 3

Paul Livingston
District 4
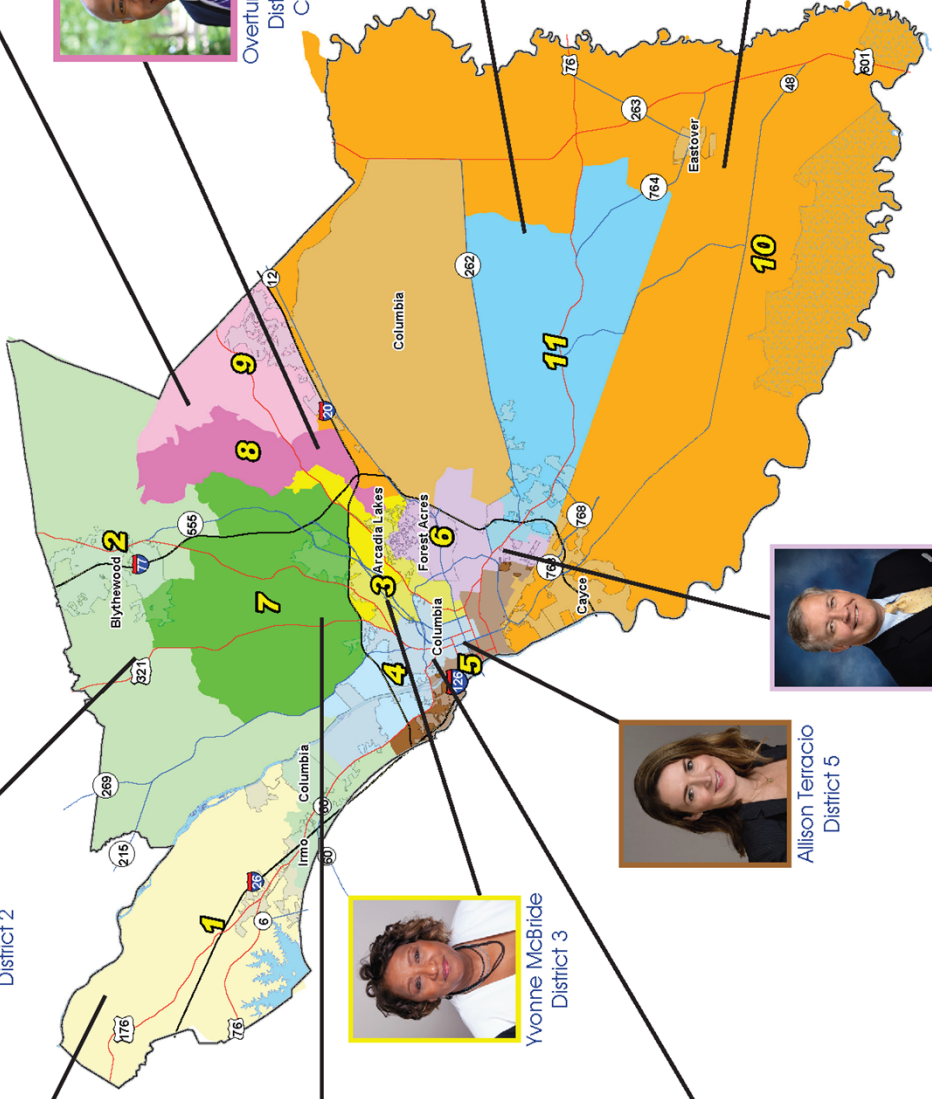
Richland County
Strategic Planning Ad Hoc Committee

AGENDA

December 12, 2023 04:00 PM
2020 Hampton Street, Columbia, SC 29204

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

1. Call to Order The Honorable Jesica Mackey

2. Approval of Minutes The Honorable Jesica Mackey

   a. August 29, 2023 **[Pages 5- 7]**

3. Adoption of Agenda The Honorable Jesica Mackey

4. Items for Discussion/Action The Honorable Jesica Mackey

   a. Strategic Planning Update

   1. Private Partner Partnership **[Pages 8- 17]**

   2. Dashboard update **[Pages 18 - 22]**

5. Other Items The Honorable Jesica Mackey

6. Adjournment The Honorable Jesica Mackey

Richland County
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All-America City

2006

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

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

NOT PRESENT: Chakisse Newton

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

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

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

2. **APPROVAL OF MINUTES**

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

    In Favor: Livingston and Mackey

    Not Present: Newton

    The vote in favor was unanimous.

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

    In Favor: Livingston and Mackey

    Not Present: Newton

    The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION/ACTION**

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

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

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

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

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

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

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

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

ENVISIO PRESENTATION

I.   **Team Introductions:**
   - Meghan Brodman-Bishop, Planning & Performance Coach
   - Rob Hines, Planning & Performance Coach
   - Angela Najab, VP of Customer Success
   - Terri Quist, Sr. Customer Success Manager

II.   **Goals & Objectives**
   - Define meaningful measures that tell the story of progress toward your Strategic Plan by engaging key champions and building internal capacity & knowledge
   - Operationalize Your Strategic Plan by defining owners, timelines, and key milestones

III.   **Professional Services: Designing Metrics that Matter**
   - *Phase I* – Define the work plan to accomplish the project deliverables, take stock of existing quantitative data, and plan information to inform subsequent phases of work.
   - *Phase II* – Complete work to support a productive design process, including: reviewing quantitative data, developing an engagement plan, and conducting an external scan. Host structured design

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

<div style="text-align: right">IV.   **Timeline**</div>

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

V.   **Workshops**

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

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

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

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

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

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

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

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

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

In Favor: Livingston and Mackey

Not Present: Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 4:30 PM.

Strategic Planning
Committee

December 12, 2023

Richland County P3

Where We Have Been

In 2020, Richland County commissioned TIP Strategies, a Texas-based economic development consulting firm, to develop an Economic Development Strategic Plan.

TIP Strategies issued a report in February 2021 with the finding that the County could benefit from a Public-Private Partnership ("P3").

On December 13, 2022, the County adopted a resolution authorizing the County Administrator and County Economic Developer to explore creating a P3.

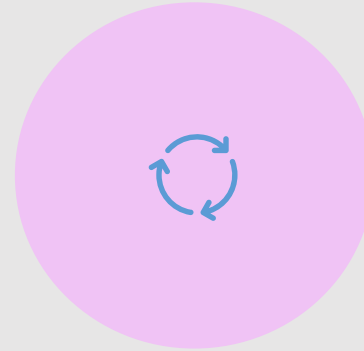# 5 Key Spheres of County Control

APPOINTMENT OF THE BOARD

APPROVAL OF INCENTIVES

FUNDING AND BUDGET

OPERATIONS

ECONOMIC DEVELOPMENT DIRECTOR AND EMPLOYEES

Appointment of the Board

- 9 members
- County Council: Chair, Vice Chair and Chair of EDC
- 2 private sector appointees by County Council
- 4 private sector appointees made by the Board, with one coming from each "economic development zone"
  - Divide the county into 4 economic development zones, comprised of 3 council districts each, except for 1 zone that would have 2 council districts (likely by geography)
- County Administrator could serve ex officio

Approval of Incentives

- P3 Board acts in advisory capacity
- Approval continues to flow through EDC and County Council

Funding and Budget
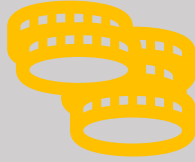
- County sets P3's budget

- County is the main source of funding

- A portion of the economic development fund will be set aside for P3 to allow P3 to purchase property or options subject to approval by EDC

- P3 will do private fundraising for entertainment and travel budget

Operations

- P3 submits annual budget and operation plans to County Council

- EDC and County Council oversee P3's goals

- Establish a reporting structure to County Administrator or have County Administrator serve ex officio on P3 Board

Economic Development Director and Employees

- Can work for the County or for the P3

- Can pursue a hybrid approach where Economic Development Director is approved by the Council and the P3 Board, but employees work for the P3

Timeline

Form P3

Refer P3 to Strategic Planning Committee to begin brainstorming details

Now

Begin identifying potential directors

Begin working on Bylaws

Brainstorm Name

By January 1, 2024

Determine name of P3

Finalize bylaws

Determine budget

Determine goals

Determine operating

Finalize board

By May 1, 2024

P3 fully operational on July 1, 2024

July 2024

November 2023

Strategic Planning Committee begins deliberations on P3

By March 2024

Council reviews Strategic Planning Committee's proposal

June 2024

Readings of Ordinance approving bylaws and board members

What's Next?

✓Refer the P3 to the Strategic Planning Committee

✓Strategic Planning Committee Prepares Recommendation on P3
- ❖Begin working on bylaws
- ❖Begin developing a plan to shift economic development functions to P3
- ❖Begin identifying potential directors
- ❖Brainstorming on name

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 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
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.	
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 retentoin, 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	
2 Economic Development	2.3 Promote and support a regional and state Economic Development 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	
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.	
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	Develop 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	
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, maintenance 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.	
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	
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 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	
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)	
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.

Goal	Objective	ID	Initiative	Action	Notes
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.	
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	
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	