RICHLAND COUNTY

STRATEGIC PLANNING AD HOC COMMITTEE AGENDA

Thursday, MAY 26, 2022

3:00 PM

COUNCIL CHAMBERS

Richland County Council
2022

Bill Malinowski
District 1

Derrek Pugh
District 2

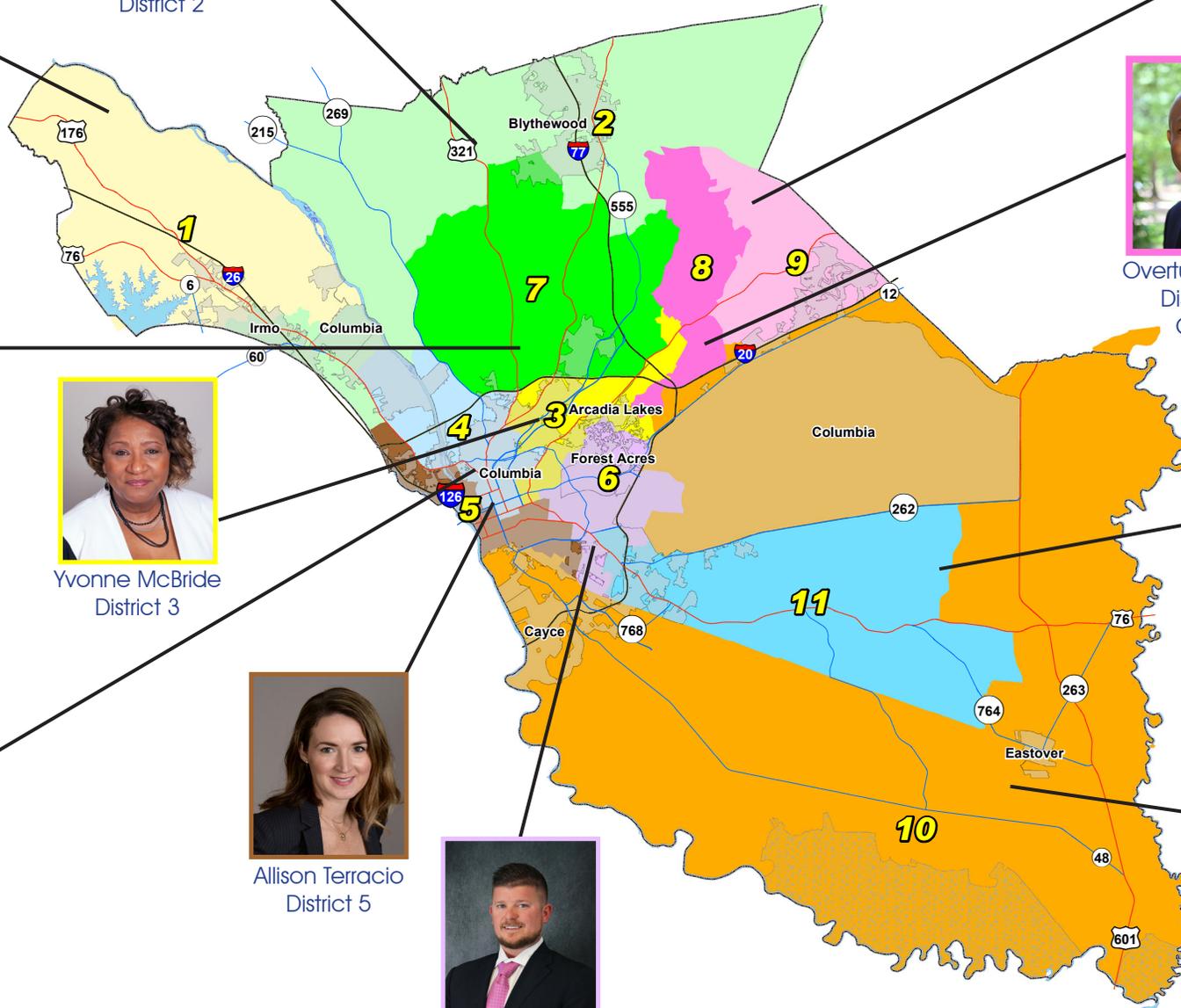Jesica Mackey
District 9
Vice Chair

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

Joe Walker, III
District 6

Cheryl English
District 10

Blythewood

Columbia

Irmo

Arcadia Lakes

Forest Acres

Columbia

Cayce

Eastover

176

215

269

321

77

555

12

20

60

6

26

126

768

262

76

263

764

48

601

Richland County Strategic Planning Ad Hoc Committee
AGENDA
May 26, 2022 - 3:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

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

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

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

    a. May 3, 2022 **[PAGES 5-11]**

    b. May 5, 2022 **[PAGES 12-21]**

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

4. **Items for Discussion**   The Honorable Jesica Mackey

    a. Strategic Planning Work Shop Report (Draft) **[PAGES 22-85]**

5. **Adjournment**   The Honorable Jesica Mackey

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Richland County Council
STRATEGIC PLANNING AD HOC COMMITTEE
MINUTES
May 3, 2022 – 3:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

COMMITTEE MEMBERS PRESENT: Jesica Mackey Chair; Paul Livingston and Chakisse Newton

OTHERS PRESENT: Michelle Onley, Anette Kirylo, Tamar Black, Leonardo Brown, Ashiya Myers, Patrick Wright, Abhijit Deshpande, Brittney Hoyle-Terry, Angela Weathersby, Kyle Holsclaw, Justin Landy, Randy Pruitt, Stacey Hamm, Jennifer Wladischkin, Dwight Hanna, Aric Jensen, Jeff Ruble and Lori Thomas

1. **CALL TO ORDER** – Chairwoman Jesica Mackey called the meeting to order at approximately 3:00 PM. She noted that Ms. Newton will be arriving late due to the inclement weather.

2. **APPROVAL OF THE MINUTES**

    a. **April 5, 2022** - Mr. Livingston moved, seconded by Ms. Mackey, to approve the minutes as distributed.

    In Favor: Livingston and Mackey

    Not Present: Newton

    The vote in favor was unanimous.

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

    In Favor: Livingston and Mackey

    Not Present: Newton

    Councilwoman Newton entered the meeting at approximately 5:06pm

    The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION**

    a. **Strategic Planning Work Shop Report (Draft)**

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 2.1: Create high paying jobs from planning growth and strategic economic development projects	➢ 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 ➢ Evaluate the feasibility of a culinary school or partnership to implement a 2-year degree program benefiting workforce entry for unemployed and underemployed residents ➢ Implement and execute Economic Development Department Strategic Plan	**Accountability / Ownership:** Mainly RCEDO County Administration All Departments	**12 months – 3 years** **Metrics:** # Of Jobs and Investment dollars
Objective 2.2: Determine the requirements for the develop more shopping and amenity options	➢ Partner with the Community Development Division to find and support growth and opportunities throughout the County ➢ Explore implementing retail recruitment programs designed and run by the County through Community Development Division partnerships ➢ Implement annual schedule for review of SLBE and MBE lists for accuracy ➢ Bi-annually review and update business license fee schedule ➢ Review potential zoning and mapping alternatives that may be appropriate by the Planning Commission to encourage retail and restaurant interest in specific areas.	**Accountability / Ownership:** Mainly RCEDO, OSBO, RCCC, Planning Department ,	**12 months – 3 years** **Metrics:** New mixed-use development
Objective 2.3: Promote and support a regional and state Economic Development Team	➢ Encourage private sector engagement with Economic Development (i.e., public/private partnership structure for Economic Development) ➢ Create an economic development marketing campaign for increased economic engagement ➢ Explore opportunities for additional collaboration with Economic Development and other government organizations	**Accountability / Ownership:** Mainly RECDO, County Council	**6 – 12 months** **Metrics:** Measurable Increased Collaboration

Ms. Mackey stated some of the initiatives mentioned in Goal 2 are included in the current Economic Development Plan. As we move forward, it would be a good idea for the language to reflect that, and include the Economic Development Office as an accountability partner.

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Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 3.1: Align budget to priorities and seek alternative revenue sources	➢ Establish budget priorities, accounting for unforeseen opportunities and discretionary grant funds that ensures a balanced budget using current budget year revenues. ➢ Centralize grants creation and administration into one department with a central point of contact for communicating projects, priorities, initiatives, etc. ➢ Implement performance-based budgeting process ➢ Evaluate and implement processes to determine if enterprise risk management is viable within the County. ➢ Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements. ➢ Review and update Procurement Ordinance, policies, and procedures to ensure compliance with all regulations and best practices.	**Accountability / Ownership:** Mainly Finance and Budget Department Grants Administration Budget Department Finance and Budget as well as other required Departments Procurement Department	**Annually beginning with FY 2023** **FY 2023** **FY 2024** **FY 2023 Start and list development.** **FY 2023 12-month process**
Objective 3.2: Assess necessary resources	➢ Develop an accurate model for revenue projections ➢ Explore alternative funding resources identified in Objective 3.1 ➢ Establish a clear process for vetting projects (including establishing facility priorities and determining financial resources aligning with 5-year plan) and programs and for allocating all identified resources	**Accountability / Ownership:** Mainly Finance and Budget Department All Departments Administration, Finance and Budget	**Annually beginning FY 2023** **Continuous beginning FY 2023** **Continuous beginning FY 2023** **Metrics:** Model development, number of accepted and rejected projects
Objective 3.3: Balance budget with projects that do not affect minimum thresholds	➢ Define thresholds for debt, bond coverage, fund balances, etc. to align with best practices. ➢ Set limits on fund balance use, including methods to determine spending capacity annually ➢ Establish a performance-based budgeting process for departments, annually evaluating budget performance to fiscal year results for internal and external organizations. Evaluation results should be a determinate of future resource allocations.	**Accountability / Ownership:** Finance and Budget Departments Finance and Budget Departments Budget Department	**Continuous beginning FY2023** **Continuous beginning FY2023** **Implementation FY 2024**

Ms. Mackey inquired if initiative "Centralize grants creation and administration into one department with a central point of contact for communicating projects, priorities, initiatives, etc." is different from the work done in the Community Development Department, and what is meant by "creating one department."

Ms. Lori Thomas, Assistant County Administrator, responded, currently we have a Community Development Office, which is where the Community Block Development Grants, and other grants centered on community development, are house. There are other specialized grants; therefore, the idea is the new division would be a centralized grants department to ensure proper regulations to secure grant funding and compliance will be better served.

Ms. Newton inquired if Hospitality Tax and Accommodations Tax will be included.

Ms. Thomas responded those grants are unique and administered to other people. They want to make sure they are in compliance with state and federal government requirements, as it related to grants to the County. In addition, not forfeit funds we have access to by not using them quickly enough.

Ms. Mackey inquired if the new department will include the Community Development Department.

Ms. Thomas responded the plan is most individuals that have dealt with grants will become a part of the department.

Ms. Mackey inquired if under "accountability/ownership" Community Development needs to be listed.

Ms. Thomas responded after we finish the budget process and restructure, we will be able to determine where all the other departments would align.

Mr. Livingston stated he did not want the grants department to focus on managing grants, but to also seek grants.

Mr. Leonardo Brown, County Administrator, stated, moving forward, we will look to add a grant writer.

Ms. Newton inquired if the initiative generally represents staff's efforts to make proposals to address the broader goals.

Ms. Mackey responded it was her understanding that it is a combination of information from the Retreat.

Ms. Newton inquired if a review and update of the procurement process was underway prior to the strategic plan.

Mr. Brown responded in the affirmative. He noted we are formalizing things, so we have the ability to track them and be held accountable.

Ms. Mackey requested more information regarding the initiative to "*Implement performance-based budgeting process*" and the parties involved.

Mr. Brown responded they are piece-milling the process. He noted they are trying to implement steps to produce a performance-based budget that looks at how the years played out, so when they move forward they can look at the areas prioritized as critical to the work they have done rather than things we have traditionally done. It is going to be talking about, putting tools there, and then adopting those tools as requirements.

Ms. Newton inquired what type of mode we are using to "*Establish a clear process for vetting projects*" and what we want to use in the future.

Mr. Brown responded we would like to do a better job at forecasting revenues.

Ms. Thomas stated we have used historical forecast to make projections, but we want to make it more interactive where we are using the department's input to recognize what revenue streams are there and how they impact our future spending. We would also like to get to a point where we are forecasting revenues further in advance. It is more about a process that is perpetual than annual.

Ms. Newton inquired if the County had a posture regarding private partnerships. She noted public-private partnerships could be a solution to some of the objectives.

Mr. Livingston stated he was an advocate for looking for opportunities for public-private partnerships.

Ms. Mackey was in agreement. She inquired about the working, "*Assess necessary resources*" and if it was clear as to what they want to happen with Objective 3.2. In addition, do we currently have a 5-year plan or do we need to create one.

Ms. Thomas responded they will be establishing a 5-year plan that will have allocated resources.

Ms. Newton inquired if that will happen with the current budget process.

Ms. Thomas responded it will probably be implemented next year.

Ms. Mackey requested clarification of the CIP in the document. She inquired if "*Define thresholds for debt, bond coverage, funds balances*" is already defined.

Mr. Brown responded they are. He stated they are looking to align them with the best practices and continue improvement.

Ms. Newton inquired what type of support the Administration would need from Council in order to move forward.

Mr. Brown responded they would look for Council to support it with the strategic plan, in the budget or an affirmative communication on how they are to meet these thresholds.

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 4.1: Establish plans and success metrics that enable smart growth	➢ Define "Smart Growth" and identify future growth areas in each County district including 1) defined roles for staff and officials overseeing success metrics implementation and 2) proper adherence to the Land Development Codes ➢ Develop heat-map overlays of existing and future infrastructure ➢ Prioritize improvements to County infrastructure based on County priorities. ➢ Implement a plan for department interaction to achieve organizational goals ➢ Engage in a holistic Diversity Study to determine resource availability ➢ Bi-annually (every 2 years) review and update the county's SLBE capture area to make sure there is sufficient contractual competition (currently at 25-mile radius)	**Accountability / Ownership:** All Departments, County Administration, County Council GIS Administration and Procurement	**Continuous process beginning FY 2023** **Implement by FY 2025**

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Objective 4.2: Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations	➢ Develop 2,5,10-year capital improvement plans relying on GIS maps ➢ LRTP land use components adopted into comprehensive plan by 31 Dec., 2022; By Dec 31, 2022, create a Comp. Plan dashboard that includes statistics related to the Comp. Plan and its various initiatives. Examples: % of map amendments approved determined compliant with the Comp Plan; # of new housing units built each year; % of open space set-aside as part of new subdivisions; # of developments utilizing green development incentives; and % of grey-field development to greenfield development	**Accountability / Ownership:** Administration and All Departments	**Annually beginning FY 2023** **Metrics:** *(See example metrics in 4.2 Initiatives)*
Objective 4.3: Create excellent amenities and facilities	➢ Define goals for excellent amenity and facility creation, and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted	**Accountability / Ownership:** RCEDO OSBO GCS	**FY 2023** **Metrics:** Goals and mapping creation
Objective 4.4: Provide equitable living and housing options	➢ Identify corridors that are lacking housing options ➢ Create check-in meetings with Charlotte and Greenville Counties to understand regional trends and sentiments ➢ Review Richland County housing options to establish an equitable living and housing strategy. 4ddress gaps in resident funding capabilities for housing (i.e., mortgage capabilities, tax burdens, job prospects, etc.)	**Accountability / Ownership:** County Administration County Council RCEDO	**Beginning FY 2022 for all to complete and provide report in 12 months.** **Metrics:** Monitor and address housing needs Meetings with neighboring departments

Mr. Livingston stated if we are going to talk about establishing a plan and setting metrics for smart growth we need to figure out a way to better engage the community.

Ms. Newton stated she would like to see both, communication with the public and the public communicating with the County.

Ms. Mackey inquired about the timeframe for the *"Bi-annually (every 2 years) review and update the county's SLBE capture area to make sure there is sufficient contractual competition (currently at 25 mile radius)"* and when we would be able to implement it.

Mr. Brown responded it will happen in 2025, but there are things we are doing as we move forward.

Ms. Newton inquired about looking at collaboration, particularly when we look at infrastructures. She inquired about a holistic diversity study.

Mr. Brown responded there is equity in how we provide resources that support the community.

5. **ADJOURNMENT**: Ms. Newton moved, seconded by Mr. Livingston, to adjourn.

In Favor: Livingston, Mackey and Newton

The meeting adjourned at approximately 5:45 PM.

Richland County Council
STRATEGIC PLANNING AD HOC COMMITTEE
MINUTES
May 5, 2022 – 2:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

COMMITTEE MEMBERS PRESENT: Jesica Mackey Chair; Paul Livingston and Chakisse Newton

OTHERS PRESENT: Bill Malinowski, Derrek Pugh, Gretchen Barron, Overture Walker, Michelle Onley, Anette Kirylo, Tamar Black, Leonardo Brown, Ashiya Myers, Patrick Wright, Abhijit Deshpande, Brittney Hoyle-Terry, Angela Weathersby, Kyle Holsclaw, Justin Landy, Randy Pruitt, Stacey Hamm, Jennifer Wladischkin, Steven Gaither, Dwight Hanna, Zachary Cavanaugh, Dale Welch and Aric Jensen

CALL TO ORDER – Ms. Mackey called the meeting to order at approximately 2:00 PM.

ADOPTION OF THE AGENDA – Mr. Livingston moved, seconded by Ms. Newton to adopt the agenda as published.

In Favor: Livingston Mackey and Newton

The vote in favor was unanimous.

ITEMS FOR DISCUSSION

a. **Strategic Planning Work Shop Report (Draft)**

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 4.1: Establish plans and success metrics that enable smart growth	➢ Define "Smart Growth" and identify future growth areas in each County district including 1) defined roles for staff and officials overseeing success metrics implementation and 2) proper adherence to the Land Development Codes ➢ Develop heat-map overlays of existing and future infrastructure ➢ Prioritize improvements to County infrastructure based on County priorities. ➢ Implement a plan for department interaction to achieve organizational goals ➢ Engage in a holistic Diversity Study to determine resource availability ➢ Bi-annually (every 2 years) review and update the county's SLBE capture area to make sure there is	**Accountability / Ownership:** All Departments, County Administration, County Council GIS Administration and Procurement	**Continuous process beginning FY 2023** **Implement by FY 2025**

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	sufficient contractual competition (currently at 25-mile radius)		
Objective 4.2: Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations	➢ Develop 2,5,10-year capital improvement plans relying on GIS maps ➢ LRTP land use components adopted into comprehensive plan by 31 Dec., 2022; By Dec 31, 2022, create a Comp. Plan dashboard that includes statistics related to the Comp. Plan and its various initiatives. Examples: % of map amendments approved determined compliant with the Comp Plan; # of new housing units built each year; % of open space set-aside as part of new subdivisions; # of developments utilizing green development incentives; and % of grey-field development to greenfield development	**Accountability / Ownership:** Administration and All Departments	**Annually beginning FY 2023** **Metrics:** *(See example metrics in 4.2 Initiatives)*
Objective 4.3: Create excellent amenities and facilities	➢ Define goals for excellent amenity and facility creation, and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted	**Accountability / Ownership:** RCEDO OSBO GCS	**FY 2023** **Metrics:** Goals and mapping creation
Objective 4.4: Provide equitable living and housing options	➢ Identify corridors that are lacking housing options ➢ Create check-in meetings with Charlotte and Greenville Counties to understand regional trends and sentiments ➢ Review Richland County housing options to establish an equitable living and housing strategy. Address gaps in resident funding capabilities for housing (i.e., mortgage capabilities, tax burdens, job prospects, etc.)	**Accountability / Ownership:** County Administration County Council RCEDO	**Beginning FY 2022 for all to complete and provide report in 12 months.** **Metrics:** Monitor and address housing needs Meetings with neighboring departments

Ms. Mackey inquired if anyone had input on Objective 4.3.

Mr. Livingston stated a lot of our facilities include elected and appointed officials. He inquired how we would go about engaging those officials, as they have a lot of input on their facilities.

County Administrator Brown responded we would need to include those officials.

Ms. Livingston requested adding those officials to the accountability/ownership box.

Ms. Mackey inquired if we defined other groups, for example, recreation.

Mr. Brown responded recreation could be included. He noted they may not have identified all the layers, when it came to community partners. When they looked at accountability and ownership they were looking at what the County could control and not entities we do not have direct control over.

Ms. Newton stated the word "amenities" needed to be more clearly defined. Oftentimes, the word "amenities" is used to describe things that would be external to the County and more quality of life items.

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Ms. Mackey suggested removing the word "amenities" and focus on "facilities". She noted, to her, the initiatives would address what we are trying to achieve.

Mr. Brown noted they could have a defined goal to determine how Richland County could support their partner agencies that enhance the quality of life.

Ms. Mackey inquired if anyone had input on Objective 4.4.

Ms. Newton inquired as to how, and at what point, metrics and criteria would be created. In addition, how will we define equitable living and housing options?

Ms. Mackey responded they should determine what is equitable to the County. She inquired if anyone had input for defining metrics.

Mr. Brown responded they will have to look at the definition to determine the criteria of what we would be measuring.

Ms. Mackey inquired if we needed to specifically compare Richland County to Charlotte and Greenville. To be more realistic, she wants to focus on best practices in areas similar to Richland County.

Ms. Newton noted we need to define housing and have it fleshed out more.

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 5.1: Champion the organization and County wins	➢ Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging ➢ Develop strategic communication plan and evaluate current state of communication to identify and address areas for improvement. Plan should include evaluation of all media avenues to determine methods for maximum impact as well as methods to ensure consistent communications message throughout all media channels. Plan should also include process to ensure visibility of County projects including the Transportation Penny. ➢ Review neighboring projects to compare to Richland County's efforts and incorporate into annual internal report	**Accountability / Ownership:** Communications / Public Information Office (PIO) County Administration County Council All Departments Completion Timeline: 6 – 18 months	**Beginning FY 2022 – with implementation in phases within 18 months.** **Metrics:** Identify County wins Website functionality Increased speaking engagements Assessed neighboring county projects
Objective 5.2: Foster positive public engagement to allow us to "tell our own story"	➢ Develop community networks to develop opportunities for public speaking engagements to educate the community on Richland County services and projects for communication 5.2 (1). ➢ Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication ➢ Ensure messaging is morale-boosting and catered to targeted audiences, and establish proactive media relationships and gather a wide variety of department specific and	**Accountability / Ownership:** Communications / PIO Speakers Bureau County Council	**Beginning FY 2022 – with implementation in phases within 18 months.** **Metrics:** Increased speaking events Establish communications

	technical information to communicate through these relationships		
Objective 5.3: Create a Public Information team focused on public engagement	➢ Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to internal and external parties. ➢ Make Public Information Office ("PIO") aware of all department efforts to ensure the most complete community engagement possible. for consistent messaging and clearly define PIO role	**Accountability / Ownership:** PIO All Departments Developed talking points Establish PIO Office	**Beginning FY 2022 full deployment within 24 months.** **Metrics:** Public Information Team creation
Objective 5.4: Complete and celebrate penny projects to create excitement in the community	➢ Develop a comprehensive communication strategy for Penny tax projects to include hashtags and taglines for penny uses and penny signs using appropriate funding sources and engage in ribbon cutting events for transportation projects funded through penny programs and engage in public education on what the penny's purpose is Rely on public testimonials for value-add transformation stories. Gather best practices for modeling penny projects statewide ➢ Establish a landing page on County website for penny highlights / penny project completion	**Accountability / Ownership** PIO and Transportation Department	**Begin development FY 2022 with full deployment within 24 months then ongoing updates.** **Metrics:** Completed and celebrated Penny projects
Objective 5.5: Communicate vision and mission throughout County and residents	➢ Use of key words and tag lines from mission statement through social media campaigns ➢ Develop consistent talking points across media platforms ➢ Clearly develop the County's "identity" through case studies and best practices for community branding/image plans ➢ Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings	**Accountability / Ownership:** PIO All Departments County Administration County Council	**6 – 18 months** **Metrics:** Increase use of mission statement Best practices development Increased department communication

Objective 5.6: Involve residents in community engagement plan development	➢ Develop a community engagement plan with realistic expectations of potential benefits, including:
	    o Develop resident lists for involvement in community engagement plan
	    o Ensure capitalization on current community conversations for community enhancement
	    o Create department specific public engagements
		Accountability / Ownership:
		GCS, PIO,
		
		All Departments
			FY 2022 complete within 12-18 months.
			
			Metrics:
			Developed community engagement plan with community input

Objective 5.7: Ensure residents have a clear understanding of what County Government functions are	➤ Reestablish "Richland 101" as an educational campaign communicating government functions and positive County attributes to residents, businesses, and partnering organizations ➤ Establish communication strategy addressing other entities with the word's "Richland County" in their organization's name to ensure the public knows what is / is not controlled by the Richland County Council. ➤ Create staff and Council fieldwork initiatives to enhance visibility and communicate County functions, services, and goals directly to the public (e.g., taking the Government to the people)	**Accountability / Ownership:** PIO GCS All Departments County Administration County Council	**FY 2022 to complete within 18 months and ongoing thereafter** **FY 2023 create plan within 12 months.** **Metrics:** Create and complete field initiatives Update Richland 101 campaign

Ms. Mackey inquired if anyone had input on Objective 5.1

Mr. Livingston stated under initiatives we should get the public engaged in championing our cause.

Ms. Newton stated there should be a two-way communication and listening on the side of the county as an educational component. She inquired about the meaning of *"Review neighboring projects to compare to Richland County's efforts and incorporate into annual internal report"*

Mr. Brown stated he would be willing to remove that initiative.

Ms. Newton inquired about adding intermediate steps in regards to updating the County website.

Mr. Livingston stated community partners could also tell the county's story.

Ms. Mackey stated Objective 5.3 could be included in Objective 5.1.

Ms. Newton agreed with Ms. Mackey. She stated she was concerned about staffing and budgeting, and if, we could address a small part of this currently, as it was seen as something critical.

Mr. Brown stated the employees that are currently engaging with the public and agencies, would be provided the ability to do so effectively with training.

Ms. Mackey stated Objective 5.5 could also be included in Objective 5.1.

Ms. Newton and Mr. Livingston agreed with Ms. Mackey.

Ms. Mackey suggested changing Objective 5.6 to develop a community engagement plan. She inquired if any had input on Objective 5.7.

Ms. Newton stated establishing something like "Richland 101" would allow them more flexibility versus reestablishing "Richland 101".

Mr. Livingston suggested replacing "establishing Richland 101" with "establish an educational campaign."

Goal Objective	Initiative	Proposed Details	Timeline / Metrics
Objective 6.1: Establish competitive salaries	➢ Explore a livable wage model for County employees through competitive benchmarks ➢ Undertake a compensation study for all County positions that establishes appropriate compensation for specific skills. Rely on market trends, neighboring organizations, and County capabilities to increase competitive salary ➢ Implement 6.1 (2) to re-classify key positions and review existing staff salaries	**Accountability / Ownership:** For items 6.1 (1 and 2) County Administration County Council Human Resources	**FY 2023 12 months** **FY 2022 complete within 12 months** **Late FY 2023 then 12 months to develop implementation strategy.** **Metrics:** Reclassified positions Establish benchmarks Metrics for competitive salaries
Objective 6.2: Encourage investment in employee and County development	➢ Determine appropriate staffing levels and create implement a workforce development program for County employees. Consider inclusiveness and equitability in hiring and promotions. ➢ Establish internships, stipends, and grants for workforce growth in Richland County Government to encourage local government employment.	**Accountability / Ownership:** County Administration County Council Human Resources Increased staff, internships, and grant opportunities Increased promotions	**FY 2023 12 month development time then develop implementation timeline.**
Objective 6.3: Modernize technology	➢ Perform a technology assessment to prioritize and assess County operational needs ➢ Further develop a cybersecurity program in Richland County Departments ➢ Redesign website and add technology to internal operations and departments for user friendly experience and to improve customer experience ➢ Work closely with department leaders to recruit and retain high quality talent	RCIT All Departments	**FY 2022 full development by FY 2023 adoption. Implementation 12 months by FY 2024.** **Metrics:** Cyber upgrades Website redesign Completed Technology Assessment

			Continued technology modernization efforts
Objective 6.4: Address employee related matters	➤ Develop an implementation strategy using the results of the compensation study in 6.1 (2) to establish a salary growth plan and career progression ➤ Review health insurance and family benefit costs and consider additional benefits for employees ➤ Update the Grievance Policy to ensure alignment with current employment policies, procedures, and practices. Review Committee process, procedures, and standard operating procedures to ensure due process in all Committee activities.	**Accountability/Ownership:** For both 6.4 (1 and 2) County Administration County Council Human Resources	**FY 2024 budget following 6.1(2) completion.** **FY 2023 12-18 month process for all benefits.** **Metrics:** Established salary growth career Reviewed health insurance and family benefit costs Established employee committee
Objective 6.5: Develop metrics of accountability to "stay the course"	➤ Implement a process of strategic plan management to correspond to the Strategic plan. The plan should ensure timely accountability, completion timeline, and metric submissions for all strategic plan initiative items, and benchmark department functions to ensure strategic plan progress ➤ Conduct employee performance evaluations annually. ➤ Introduce Standard Operating Procedures (SOPs) for all strategic objectives in Goal 6 to build a body of guiding documents each department can use	**Accountability / Ownership:** County Administration County Council All Departments Human Resources and Department Directors All Departments	**FY 2023 12 months** **Ongoing with updated process and plan within 18 months** **Ongoing with implementation of formal process to include review plan and first documents with 24 months** **Metrics:** Complete strategic Initiatives

			Completed employee evaluations Benchmarks and SOPs
Objective 6.6: Create reporting dashboards	➤ 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 ➤ Notify Council members about activities in their districts	**Accountability / Ownership:** County Administration County Council All Departments Clerk To Council	**Completion of initial process and implantation with by July 1, 2023. This will be an ongoing process.** **Ongoing** **Metrics:** Historic trends and data tracking Introduce council member updates
Objective 6.7: Address current and future resource needs	➤ Complete 911 Call Center development by November FY2023 and other ongoing capital development projects ➤ Build and complete Family Services Center for DSS and related agencies. ➤ Develop realistic 2, 5 and 10 year capital improvement plan to identify and allocate resources for various uses. Plan should be updated annually and modified to match needs and available resources. ➤ Quarterly meetings with division network infrastructure for Richland County Information Technology (RCIT)	**Accountability / Ownership:** County Administration Procurement RCSD Administration Finance Budget All Departments	**Completion slated for December 31, 2023, and occupancy January 2024.** **RFP issuance once funding sources is secured. 24 month building estimate.** **Development of new plan in FY 2023 fiscal year and ongoing.** **Metrics:** Complete 911 Call Center Identify resources Quarterly meetings established

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				Bond repayment plan completion
Objective 6.8: Build a new courthouse / Develop proactive maintenance plans	➤ Address Courthouse facility concerns and communicate with State and Federal resources for funding to develop a new, multi-purposed Courthouse building. Plan should reflect timeline and requisite steps.	**Accountability / Ownership:** County Administration County Council		**1-3 years for plan development** **Metrics:** Identify funding resources, and plan facilities program

Ms. Newton inquired how much is already underway in regards to Goal 6, and if we need to include to incorporate funding into the budget process.

Mr. Brown responded the things currently happening are staff led initiatives. He noted they want to create a program on how we want to address salaries and compensation.

Ms. Mackey inquired if Objective 6.3 needs to list the County website, as that was included in Goal 5. She also inquired if "*Work closely with department leaders to recruit and retain high quality talent*" should be under "Modernizing technology".

Mr. Brown noted both of those could be removed, as they can be accomplished in other places.

Ms. Newton wants to ensure recruitment and retention of high quality talent is addressed in the strategic plan.

Ms. Mackey inquired if the first two initiative for Objective 6.4 would fit better under Objective 6.1. She inquired if Objective 6.1 could be changed to "establish competitive compensation" and under initiatives to add health insurance.

Ms. Newton inquired about updating the grievance process.

Ms. Mackey questioned whether the initiative matched the objective.

Ms. Newton stated the wording needs to be addressed. The heart of this is a feedback mechanism where employees can give their input.

Ms. Mackey stated she would like to address the wording of the objective. She inquired if employee evaluations should be included in Objective 6.4 or 6.5.

Mr. Brown stated it would be appropriate for Objective 6.5 as the feedback for Objective 6.4 will not necessarily come back to Council unless we implement a form of rewards.

Ms. Newton inquired about the phrase "staying the course".

Ms. Mackey stated we could remove the language.

Mr. Brown stated "staying the course" is to strive for operational excellence by performing the evaluations, which will help measure if we are "staying the course."

Ms. Mackey inquired about input on Objective 6.6.

Ms. Newton inquired about notifying councilmembers.

Mr. Brown stated there are a lot of planned activities that take place in Councilmembers' districts that are not always communicated to Councilmembers. This is to help councilmembers be aware of planned activities so they may participate.

Mr. Livingston inquired if it should state "planned activities/events".

Ms. Mackey inquired if the Capital Improvement Plan (CIP) was included in another goal other than Objective 6.7.

Mr. Brown responded in the affirmative.

Ms. Mackey suggested removing the CIP from Objective 6.7 and move the quarterly meetings to Objective 6.3.

Ms. Newton inquired if November 2023 is a firm deadline for the 911 Center. She inquired about other on-going capital development projects.

Mr. Brown responded, for this particular instance, the date certain needs to be changed as we do not control the resources to make sure it happens. He stated the other on-going capital development projects could be another bullet point.

Ms. Mackey stated she does not see how on-going projects tie into operational excellency. She inquired if it was a budgetary thing they needed to track.

Mr. Brown stated it was a stretch to include the projects with the initiative, but there was not a place to add the projects and they need to be addressed.

Ms. Mackey inquired if the projects could be added to Goal 3 under "Fiscal Responsibility".

Ms. Newton stated it could also go under the facilities section.

Mr. Brown responded it could definitely be moved.

Ms. Mackey stated staff should decide if the projects should go under fiscal responsibilities or facilities.

Ms. Newton inquired if the Courthouse needed to be a separate issue or be included in the facilities section.

Mr. Livingston suggested moving the Courthouse to Objective 6.7.

Ms. Mackey stated she believed building a courthouse should be under the Capital Improvement Plan. Develop a proactive maintenance plan could be placed under the facilities section.

ADJOURNMENT: Ms. Newton moved, seconded by Mr. Livingston, to adjourn.

In Favor: Livingston, Mackey and Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 3:12 PM.

STRATEGIC PLANNING
WORKSHOP REPORT

County Council and Senior Leadership Team
Richland County, South Carolina

RICHLAND COUNTY SOUTH CAROLINA

Prepared by:

bakertilly

Baker Tilly US, LLP
bakertilly.com

February 16th, 2022

Table of Contents

EXECUTIVE SUMMARY

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

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

Draft Vision Statement

"Richland County will be a leading community creating opportunities for equitable, sustainable, and meaningful growth and living for all residents. The County will be a foundation for collaboration as we learn from the past and continue to create long-lasting impacts into the future."

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

Draft Mission Statement

"The County Government is dedicated to providing exceptional public services through effective planning, proactive leadership, and inclusive governance to ensure that all residents, visitors, and businesses have equitable opportunities and improved quality of life today and in the future."

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

Draft Strategic Goals

1) **Foster Good Governance**
2) **Invest in Economic Development**
3) **Commit to Fiscal Responsibility**
4) **Plan for Growth through Inclusive and Equitable Infrastructure**
5) **Achieve Positive Public Engagement**
6) **Establish Operational Excellence**

INTRODUCTION & BACKGROUND

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

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

County Council Interview Summary

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

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

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

County Staff Focus Group

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

(What is going well?)	(What might benefit from positive change?)
Richland County is uniquely positioned economically and geographically	Technological advancements and need for more uniform systems and processes across departments
Many high quality, resourceful, flexible, and committed staff are working for the County	Retaining valuable employees and growing the County's employment to support quality service delivery
Richland County's staff care deeply about public service, customer service, and engaging with citizens and residents	Improvement to the County's facilities and infrastructure
The County is in a positive financial situation with a Triple A credit rating and growing tax base	Improvement in becoming employer of choice with well-funded departments and competitive pay practices
Population growth is a positive external factor benefiting the County	Training, development, and succession planning for County employees
The County provides a stable workplace environment by ensuring employees did not lose benefits or pay during the pandemic	Increased communication between departments, Council, and the community

PLANNING PROCESS OVERVIEW

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

- **Brainstorming** the core elements of the County organization's vision, mission, and strategic goals (among other items) while also considering evidence of success.

- An **examination** of the current operational environment and the identification of important external forces and trends that influence and impact the County ability to meet citizen expectations.

- **Assessment** of the organization's strengths, weaknesses, opportunities, and threats.

- Development of six strategic goals and the **identification and prioritization** of 30 operational objectives around which key policy decisions can be evaluated and essential organizational and operational initiatives can be managed.

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

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

INITIAL WORKSHOP EXPECTATIONS

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

- Identify grant strategies
- Gain clarity on goals
- Engage in future-plan creation
- "Knowing which way to row"
- Development of a road map
- Gain more clarity on the big vision for the County
- Address alignment of funding with the mission
- Hear from colleagues about their priorities
- Develop a clean and actionable plan to move the County forward cohesively and purposefully
- Generally, agree on whatever we all decide

- Establish clear goals
- Generate excitement and pride for the future of the county
- Address better pay for county employees
- See what IT needs are from all departments
- Create a plan that reflects the reality of the influences on the County
- Formulate a clearer direction for the ever-growing and demographically changing area
- Address staff retention and growth

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

- Establish an **inclusive** working environment and consider inclusivity throughout the strategic plan

- Operate in a highly **effective** manner internally and externally

- Become a **leader** in various respects, allowing the County to further its mission

- Consider **ethical and equitable** approaches while navigating **evolving** circumstances

STRENGTHS, WEAKNESSES, OPPORTUNITIES, THREATS (SWOT) ANALYSIS

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

– **Strengths** are those assets and capabilities currently available within the organization, which can be leveraged to achieve desired results.

– **Weaknesses** are those problem areas or aspects of the government organization that are currently standing in the way of strategic success, and that should be overcome to achieve optimal results.

– **Threats** are current or potential future external events that, if unmitigated, can impair the organization's ability to realize strategic success. These may be political, economic, societal, natural, or man-made in nature.

– **Opportunities** are future-focused and are conditions that can, if properly understood, be captured to obtain strategic advantage through capitalizing on strengths, overcoming problems and mitigating threats.

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

SWOT MATRIX

STRENGTHS

+ Community Impact
+ Financial Position / Stability
+ Endurance Prone
+ Adaptable
+ Engage Community Partners
+ Desire to Improve

+ Central Location
+ Quality Human Capital
+ Knowledge / Skill of Staff and Directors
+ Diversity of People and Places
+ Potential

OPPORTUNITIES

- Celebrate Wins
- Federal Funding
- Employee Talents
- Established Positive Relations
- New Council Members
- Room to Grow
- Follow Strategic Plan
- Proactive Approach
- Leverage Major Companies
- New Systems and Policies
- Prepare for Disasters
- Messaging
- "New Council Energy"
- Continue Positive Impacts

WEAKNESSES

- Lack of Communication
- Routine Thinking Among Council and Staff, "Stuck in the Past"
- High Turnover
- Project Follow-Through lacking
- Poor Technology
- Budget Accountability Needed

- Clearer Direction from Council
- "Not Telling our Story"
- Avoid Lawsuits
- Low Salaries
- Expectations / Capabilities misalignment
- Slow to react
- Disconnected

THREATS

- COVID-19
- Weather Events
- Absentee Landlords
- Negative Past Perception
- Cyber Threats
- Historic Issues, Accountability

- Political / Societal Opinions
- Building Accessibility, Competing Priorities
- Funding Commitments from External Organizations
- Community understanding RC's Role
- TCA Legislation / Unstable State Funding
- Other Employers

CURRENT/INTERNAL

FUTURE/EXTERNAL

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

Strategic opportunities identified through this process included the following:

- Celebrate the wins of the County more often

- Grow as an organization physically and operationally, and in staffing and expertise

- Utilize federal funding that the County receives

- Leverage and rely on employee talents

- Follow and adhere to the strategic plan currently being developed

- Apply a proactive approach more regularly

- Continue positive impacts the County is currently producing

- Establish positive relationships with community partners and stakeholders

- Engage major companies and their executives to facilitate local growth within the County

- Collaborate with and leverage new Council members and their ideas

- Establish new policies and systems

VISION, MISSION, AND EVIDENCE OF SUCCESS

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

The results of this visioning activity are shown below:

– Creating a ~~well aligned~~well-aligned and valuable strategic plan is a puzzle that needs to be completed together.

– Foundational and historical
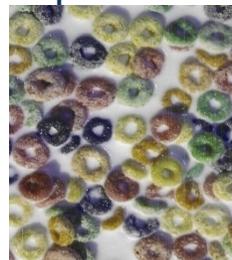– Level of impact is a big factor of motivation

– Working together is essential
– Not much possible without collaboration

– Having a celebration while connecting with the arts
– Prosperity is indicative of ease

– A well-designed system that is thoughtful and works efficiently

– Need for "Wash and wear" common thinking
– Don't need fancy solutions for every issue
– Simplicity is key

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

\

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

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

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

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

- Longevity, perseverance, purposeful, methodical, and harmless

...les best describe to County Council m... ...vidual visions for the County and the strategic plan. The p... ...and hieroglyph photos, all

chosen by different members, stated the same foundation and legacy themes. Similarly, togetherness and understanding situations from a high level were raised through the hot air balloon photo and the skydiver photo. County Council members also share an understanding of simple solutions to complex puzzle like problems and how this may enable the County to generate more learning experiences and "wins" in need of celebrating.

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

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

A draft of the new vision statement reads:

> **"Richland County will be a leading community creating opportunities for equitable, sustainable, and meaningful growth and living for all residents. The County will be a foundation for collaboration as we learn from the past and continue to create long-lasting impacts into the future."**

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

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

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

#	Mission Statement Description	# Council Members Top Choice	Key Words from Mission Statement
	with pride and concern for the present and excitement for the future.		

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

- Additional planned processes

- Social, physical, and economic sustainability

- Addressing the needs of the people we serve

- Excitement

- Partnerships through collaboration and cooperation

- Continuity of services

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

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

A draft of the new mission statement reads:

> **"The County Government is dedicated to providing exceptional public services through effective planning, proactive leadership, and inclusive governance to ensure that all residents, visitors, and businesses have equitable opportunities and improved quality of life today and in the future."**

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

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

STRATEGIC GOALS AND OBJECTIVES

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

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

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

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

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

STRATEGIC GOALS

1) Foster Good Governance
2) Invest in Economic Development
3) Commit to Fiscal Responsibility
4) Plan for Growth through Inclusive and Equitable Infrastructure
5) Achieve Positive Public Engagement
6) Establish Operational Excellence

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

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

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

GOAL 1 – Foster Good Governance

1.1 Develop realistic and achievable goals

1.2 Create a shared vision with agreement by County leadership

1.3 Establish metrics for accountability in implementing the strategic plan

1.4 Revaluate strategic plan and adjust as needed

1.5 Collaborate with other governments

GOAL 2 – Invest in Economic Development

2.1 Create high paying jobs from planning growth and strategic economic development projects

2.2 Develop more shopping and amenity options

2.3 Promote and support a regional and state Economic Development team

GOAL 3 – Commit to Fiscal Responsibility

3.1 Align budget to priorities and seek alternative revenue sources

3.2 Assess necessary resources

3.3 Balance budget with projects that do not affect minimum thresholds

GOAL 4 – Plan for Growth through Inclusive and Equitable Infrastructure

4.1 Establish plans and success metrics that enable smart growth

4.2 Coordinate departments to prepare for planned growth in areas by providing water, ~~sewer,~~sewer and roads in necessary locations

4.3 Create excellent amenities and facilities

4.4 Provide equitable living and housing options

GOAL 5 – Achieve Positive Public Engagement

5.1 Champion the organization and County wins

5.2 Foster positive public relationships to allow us to "tell our own story"

5.3 Create a Public Information team focused on public engagement

5.4 Complete and celebrate penny projects to create excitement in the community

5.5 Communicate vision and mission throughout County and residents

5.6 Involve residents in community engagement plan development

5.7 Ensure residents clearly understand what County Government functions are

GOAL 6 – Establish Operational Excellence

6.1   Establish competitive salaries

6.2   Encourage investment in employee and County development

6.3   Modernize technology

6.4   Address employee related matters

6.5   Develop metrics of accountability to "stay the course"

6.6   Create reporting dashboards

6.7   Address current and future resource needs

6.8   Build a new courthouse / Develop proactive maintenance plans

"BOLD STEPS"

Taking Richland to the Next Level

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

BOLD STEPS

Align budget to priorities
- Assess necessary resources
- Balance budget with projects that do not affect minimum thresholds
- Manage new penny program

- Involve citizens in community enhancement plan development
- Ensure citizens have a clear understanding of what County Government functions are

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

- Create high paying jobs from planning growth and strategic economic development projects
- Develop more shopping and amenity options
- Establish a regional / state economic development team

Develop Community Enhancement Plan

Commit to Fiscal Responsibility

Plan for Growth Through Inclusive and Equitable Infrastructure

- Champion the organization and County wins
- Foster positive public relationships to allow us to "tell our own story"
- Create a Public Information team focused on public perception
- Complete and celebrate penny projects
- Communicate vision and mission throughout County and residents

Invest in Economic Development

Achieve Positive Public Perception

- Develop realistic, achievable goals
- Create a shared vision with agreement by County leadership
- Establish metrics for accountability in implementing the strategic plan
- Revaluate strategic plan and adjust as needed
- Collaborate with other governments

● **VISION**
Inclusive Effective Leader(s)

- Establish competitive salaries
- Encourage investment in employee and County development
- Modernize technology
- Address employee related matters
- Develop metrics of accountability to "stay the course"
- Create reporting dashboards
- Remain flexible and adjustable to circumstances
- Address current and future resource needs
- Build new courthouse / Develop proactive maintenance plans

Foster Good Governance

Establish Operational Excellence

- Working well together
- Making simplicity key
- Celebrating wins
- Operating well-designed efficient systems
- Focusing on perseverance and methodologies
- Tying the present and the future together
- Building a foundation for the future
- Forming something that "stands the test of time"
- Creating a well aligned and valuable strategic plan

● **NEXT LEVEL RICHLAND VISION**

● **VALUES FROM PREVIOUS STRATGIC PLAN**
Accessibility ● Accountability ● Diversity ● Excellence ● Vision

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FINAL STRATEGIC PLANNING WORKSHOP

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

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

Core Values

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

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

Prior to this brainstorming session, several departments at Richland County submitted a list of high-level initiatives aligning with the 30 objectives across all six strategic goals. Baker Tilly received a total of 8eight department submissions[1].

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

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

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

GOAL 1 – Foster Good Governance

Goal Objective	Initiative	Proposed Owner[2]	Timeline / Metrics[3]
Objective 1.1: Develop realistic and achievable goals	➢ Compile a list of goals aligned with the strategic plan and the departments' tasked in moving the goal forward ➢ Work with staff and all departments to determine what qualifies as "realistic" metrics for achievement of goals. ➢ Assign each department with developing unique department specific goals aligning with over-arching Council directed strategic plan goals ➢ Establish programmatic plan for review of countywide policies and procedures to ensure alignment with best practices. ➢ Create a mechanism to provide immediate feedback relative to progress	**Accountability / Ownership:** County Staff / Department Directors, County Administrator	**6 – 12 months** **Metrics:** Year-end Strategic Goals Review
Objective 1.2: Create a shared vision with agreement by County leadership	➢ Initiate conversations with departments' staff to communicate goals established in 1.1 to all County employees for evaluation in a standard format ➢ Conduct annual / bi-annual meetings between County employees to share ideas and calibrate shared mission ➢ Create a "culture team" to communicate the importance of embracing the goals for the organization. ➢ Communicate to Council the feedback/input received at the departmental meetings.	**Accountability / Ownership:** Department Directors, County Administration, County Council	***Upon approval from** **Council* 6-12 months** **Metrics:** Strategic plan for review and implementation
Objective 1.3 Establish metrics for accountability	➢ Specifically identify projects/initiatives in process along with the goal and objective the projects achieves	**Accountability / Ownership:**	**0-6 months**

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

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

in implementing the strategic plan	➢ Determine a tracking mechanism (dashboard) for initiatives ➢ Establish schedules to review goals and assign accountable staff members ➢ Develop process to embed project progress in individual performance evaluations ➢ Routinely collect documentation among departments to measure strategic plan objective progress and use to generate "County wins" ➢ Communicate progress to Council on semi-annual basis	County Council, Department Directors, County Administration	**Metrics:** Strategic plan for review and implementation Documented progress by responsible departments on goals.
Objective 1.4: Revaluate strategic plan and adjust as needed	➢ Develop a reevaluation process for the strategic plan with tracking documents and processes including status checks ➢ Implement review process of the strategic plan to allow for appropriate adjustments ➢ Develop schedule for the next full strategic plan development (3 years if appropriate)	**Accountability / Ownership:** County Administration All Departments	**12 – 18 months** **Metrics:** Activities to review and documented progress.
Objective 1.5: Collaborate with other governments	➢ Establish best practices using peer-to-peer neighbors, like entities and related professional associations to measure achievement of best practices via workshops, fairs, or another constructive events ➢ Build relationships with non-profit governmental organizations, municipalities, state, and federal organizations across all departments to determine points of parity	**Accountability / Ownership:** Mainly Richland County Council, Economic Development Office (RCEDO), Utilities Director, Richland County Conservation Commission (RCCC), Government Community Services (GSC) Division Manager. All Department Directors	**12 – 18 months** **Metrics:** Increase # of scheduled events, workshops with Govt. organizations / associations Increase # of established relationships with Govt. organizations / associations

GOAL 2 – Invest in Economic Development

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 2.1: Create high paying jobs from planning growth and strategic economic development projects	➢ 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 ➢ Evaluate the feasibility of a culinary school or partnership to implement a 2-year degree program benefiting workforce entry for unemployed and underemployed residents ➢ Implement and execute Economic Development Department Strategic Plan	**Accountability / Ownership:** Mainly RCEDO County Administration All Departments	**12 months – 3 years** **Metrics:** # Of Jobs and Investment dollars
Objective 2.2: Determine the requirements ~~for the~~to **develop more shopping and amenity options**	➢ Partner with the Community Development Division to find and support growth and opportunities throughout the County ➢ Explore implementing retail recruitment programs designed and run by the County through Community Development Division partnerships ➢ Implement annual schedule for review of SLBE and MBE lists for accuracy ➢ Bi-annually review and update business license fee schedule ➢ Review potential zoning and mapping alternatives that may be appropriate by the Planning Commission to encourage retail and restaurant interest in specific areas.	**Accountability / Ownership:** Mainly RCEDO, OSBO, RCCC, Planning Department ,	**12 months – 3 years** **Metrics:** New mixed-use development

Objective 2.3: Promote and support a regional and state Economic Development Team	➢ Encourage private sector engagement with Economic Development (i.e., public/private partnership structure for Economic Development) ➢ Create an economic development marketing campaign for increased economic engagement ➢ Explore opportunities for additional collaboration with Economic Development and other government organizations	Accountability / Ownership: Mainly RECDO, County Council	6 – 12 months Metrics: Measurable Increased Collaboration

GOAL 3 – Commit to Fiscal Responsibility

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 3.1: Align budget to priorities and seek alternative revenue sources	➢ Establish budget priorities, accounting for unforeseen opportunities and discretionary grant funds that ensures a balanced budget using current budget year revenues. ➢ Centralize grants creation and administration into one department with a central point of contact for seeking and securing grants, communicating projects, priorities, initiatives, etc. ➢ Implement performance-based budgeting process ➢ Evaluate and implement processes to determine if enterprise risk management is viable within the County. ➢ Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements. ➢ Review and update Procurement Ordinance, policies, and procedures to ensure compliance with all regulations and best practices.	**Accountability / Ownership:** Mainly Finance and Budget Department Grants Administration Budget Department Finance and Budget as well as other required Departments Procurement Department	**Annually beginning with FY 2023** **FY 2023** **FY 2024** **FY 2023 Start and list development.** **FY 2023 12-month process**
Objective 3.2: ~~Assess necessary resources~~ **Establish process to prioritize initiatives to align with available resources.**	➢ Implement a forecasting model that includes projects aligned with funding sources and uses. ~~Develop an accurate model for revenue projections~~ ➢ Explore alternative funding resources identified in Objective 3.1 including public-private partnerships where appropriate. ➢ Establish a clear process for vetting projects (including establishing facility priorities and determining financial resources aligning with ~~5-year plan~~ capital improvement plan). Use this process to set short and ~~and~~ long- ~~program~~ term programs and projects along	**Accountability / Ownership:** Mainly Finance and Budget Department All Departments Administration, Finance and Budget	**Annually beginning FY 2023** **Continuous beginning FY 2023** **Continuous beginning FY 2023** **Metrics:**

	with the and for allocating all identified resources for each.		Model development, number of accepted and rejected projects
Objective 3.3: Balance budget with projects that do not affect minimum thresholds	➢ 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.	**Accountability / Ownership:** Finance and Budget Departments	**Continuous beginning FY2023**
		Council and Administration*	**Continuous beginning FY2023**
	➢ Set limits on fund balance use, including methods to determine spending capacity annually	Finance and Budget Departments	**Implementation FY 2024**
	➢ 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.	Budget Department	

Commented [LT1]: The intent here is to give recognition the Council affirmation and support is needed for effective implementation.

GOAL 4 – Plan for Growth through Inclusive and Equitable Infrastructure

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 4.1: Establish plans and success metrics that allow for enable smart growth	➢ Engage in two-way communication with citizens to dDefine "Smart Growth" and identify future growth areas in each County district. Conversations should includeing 1) explanation of the defined roles of for staff and officials, those overseeing success metrics to be used implementation and 2) proper adherence to the Land Development Codes ➢ Develop heat-map overlays of existing and future planned infrastructure. These should be updated at each plan update. ➢ Prioritize improvements to County infrastructure based on County priorities as established in strategic plan, budget and capital improvement plan and community priorities. ➢ Implement a plan for department interaction to achieve organizational goals ➢ Engage in a holistic Diversity Study to determine resource availability and equitable distribution of resources across the County. ➢ Bi-annually (every 2 years) review and update the county's SLBE capture area to make sure there is sufficient contractual competition (currently at 25-mile radius)	**Accountability / Ownership:** All Departments, County Administration, County Council GIS Administration and Procurement	**Continuous process beginning FY 2023** **Implement by FY 2025**
Objective 4.2: Coordinate departments to prepare for planned anticipated growth in areas by providing water, sewer, and roads in necessary locations	➢ Develop 2,5,10-year capital improvement plans relying on GIS mapsDevelop 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.	**Accountability / Ownership:** Administration and All Departments	**Annually beginning FY 2023** **Metrics:** *(See example metrics in 4.2 Initiatives)*

Commented [LT2]: There will be a modification for this based upon further review.

	➤ 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. Examples: % of map amendments approved ~~LRTP land use components adopted into comprehensive plan by 31 Dec., 2022; By Dec 31, 2022, create a Comp. Plan dashboard that includes statistics related to the Comp. Plan and its various initiatives.~~ Examples: % of map amendments approved determined compliant with the Comp Plan; # of new housing units built each year; % of open space set-aside as part of new subdivisions; # of developments utilizing green development incentives; and % of grey-field development to greenfield development		
Objective 4.3: Create excellent ~~amenities and~~ facilities	➤ Define goals for ~~excellent amenity and~~ facilit~~ies~~y including location, esthetics, and accessibility ~~creation,~~ and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted appropriately evaluate current facilities based upon those definitions. ➤ Evaluate how Richland County may support other community partners to provide services to enhance the quality of like for Richland County residents.	**Accountability / Ownership:** RCEDO OSBO GCS Operational Services Elected Officials Administration	**FY 2023** **Metrics:** Goals and mapping creation
Objective 4.4: Provide equitable living and housing options	➤ Define what "living and housing options" and "equitable" are for Richland County to enable appropriate community evaluation. ➤ Identify corridors that are lacking housing options ➤ 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.~~Create check-in meetings with~~	**Accountability / Ownership:** County Administration County Council RCEDO GCS	**Beginning FY 2022 for all to complete and provide report in 12 months.** **Metrics:** Monitor and address housing needs

			Meetings with neighboring departments
	~~Charlotte and Greenville Counties to understand regional trends and sentiments~~ ➢ 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.)		

GOAL 5 – Achieve Positive Public Engagement

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 5.1: Champion the organization through public engagement and communication on County wins	➤ Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to internal and external parties. ➤ Make Public Information Office ("PIO") aware of all department efforts to ensure the most complete community engagement possible. for consistent messaging and clearly define PIO role ➤ Development and implementation of new County website to include additional customer self-service functions and clear / consistent messaging ➤ Develop strategic communication plan and evaluate current state of communication to identify and address areas for improvement. Plan should include evaluation of all media avenues to determine methods for maximum impact as well as methods to ensure consistent communications message throughout all media channels. Plan should also include process to ensure visibility of County projects including the Transportation Penny. ➤ ~~Review neighboring projects to compare to Richland County's efforts and incorporate into annual internal report~~ ➤ Ensure communication indicates what the County does do as well as what they cannot do. ➤ Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings	**Accountability / Ownership:** Communications / Public Information Office (PIO) County Administration County Council All Departments Completion Timeline: 6 – 18 months	**Beginning FY 2022 – with implementation in phases within 18 months.** **Metrics:** Identify County wins Website functionality Increased speaking engagements Assessed neighboring county projects
Objective 5.2: Foster positive public engagement with constituents and ~~to~~ create opportunities to	➤ Engage community stakeholders to provide public feedback on the benefits of Richland County ➤ Develop community networks to develop opportunities for public speaking engagements to educate the community	**Accountability / Ownership:** Economic Development Communications / PIO Speakers Bureau	**Beginning FY 2022 – with implementation in phases within 18 months.**

		County Council	**Metrics:**
allow us to "tell our own story"	on Richland County services and projects for communication 5.2 (1). ➢ Identify key audiences, social capital organizations, and partners to determine most effective and frequent communication ➢ Ensure messaging is morale-boosting and catered to targeted audiences, and establish proactive media relationships and gather a wide variety of department specific and technical information to communicate through these relationships		Increased speaking events Establish communications
Objective 5.3: Create a Public Information team focused on public engagement	➢ Create a communication team to allow employees to be County ambassadors to ensure the County has a proactive communication to internal and external parties. ➢ Make Public Information Office ("PIO") aware of all department efforts to ensure the most complete community engagement possible. for consistent messaging and clearly define PIO role	**Accountability / Ownership:** PIO All Departments Developed talking points Establish PIO Office	**Beginning FY 2022 full deployment within 24 months.** **Metrics:** Public Information Team creation
Objective 5.43: Complete and celebrate penny projects to create excitement in the community	➢ Develop a comprehensive communication strategy for Penny tax projects to include hashtags and taglines for penny uses and penny signs using appropriate funding sources and engage in ribbon cutting events for transportation projects funded through penny programs and engage in public education on what the penny's purpose is Rely on public testimonials for value-add transformation stories. Gather best practices for modeling penny projects statewide ➢ Establish a landing page on County website for penny highlights / penny project completion	**Accountability / Ownership** PIO and Transportation Department	**Begin development FY 2022 with full deployment within 24 months then ongoing updates.** **Metrics:** Completed and celebrated Penny projects

Commented [LT3]: These items move to 5.1 and 5.3 will be deleted.

Objective		Accountability/Ownership	Timeline
Objective 5.5: Communicate vision and mission throughout County and residents	➤ Use of key words and tag lines from mission statement through social media campaigns ➤ Develop consistent talking points across media platforms ➤ Clearly develop the County's "identity" through case studies and best practices for community branding/image plans ➤ Remove communication silos by increasing visibility into departments, staff members, Council, and the County residents and introducing more public meetings	**Accountability/Ownership:** PIO All Departments County Administration County Council	**6 – 18 months** **Metrics:** Increase use of mission statement Best practices development Increased department communication

Objective 5.64: Develop a Involve residents in community engagement plan development	➤ Develop a community engagement plan with realistic expectations of potential benefits, including:
	  o Develop resident lists for involvement in community engagement plan
	  o Ensure capitalization on current community conversations for community enhancement
	  o Create department specific public engagements
		Accountability/Ownership:
		GCS, PIO,
		All Departments
			FY 2022 complete within 12-18 months.
			
			Metrics:
			Developed community engagement plan with community input

Objective 5.75: Ensure residents have a clear understanding of what County Government functions are and are not.	➤ Reestablish Establish "Richland 101" as an educational campaign communicating government functions and positive County attributes to residents, businesses, and partnering organizations ➤ Establish communication strategy addressing other entities with the word's "Richland County" in their organization's name to ensure the public knows what is / is not controlled by the Richland County Council. ➤ Create staff and Council fieldwork initiatives to enhance visibility and communicate County functions, services, and goals directly to the public (e.g., taking the Government to the people)	**Accountability/Ownership:** PIO GCS All Departments County Administration County Council	**FY 2022 to complete within 18 months and ongoing thereafter** **FY 2023 create plan within 12 months.** **Metrics:** Create and complete field initiatives Update Richland 101 campaign

Commented [LT4]: These become action items I 5.1 rather than initiatives on their own.

GOAL 6 – Establish Operational Excellence

Goal Objective	Initiative	Proposed Details	Timeline / Metrics
Objective 6.1: Establish competitive ~~salaries~~ – employee compensation	➤ Explore a livable wage model for County employees through competitive benchmarks ➤ Undertake a compensation study for all County positions that establishes appropriate compensation for specific skills. Rely on market trends, neighboring organizations, and County capabilities to increase competitive salary ➤ 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 6.1 (2) to re-classify key positions and review existing staff salaries ➤ Evaluate health insurance and family benefit costs and consider additional benefits for employees	**Accountability / Ownership:** For items 6.1 (1 and 2) County Administration County Council Human Resources	**FY 2023 12 months** **FY 2022 complete within 12 months** **Late FY 2023 then 12 months to develop implementation strategy.** **Metrics:** Reclassified positions Established benchmarks Metrics for competitive salaries
Objective 6.2: Encourage investment in employee and County development	➤ Determine appropriate staffing levels and ~~create~~ implement a workforce development program for County employees. Consider inclusiveness and equitability in hiring and promotions. ➤ Establish internships, mentorships, stipends, and grants for workforce growth in Richland County Government to encourage local government employment. ➤ Explore alternative methods to recruit and retain high quality talent	**Accountability/Ownership:** County Administration County Council Human Resources Increased staff, internships, and grant opportunities Increased promotions	**FY 2023 ~~12 month~~12-month development time then develop implementation timeline.**

Commented [LT5]: If you feel duplicative, we could remove this.

Objective 6.3: Modernize employee technology	➢ Perform a technology assessment to prioritize and assess County operational needs. ➢ Further develop a cybersecurity program in Richland County Departments ➢ ~~Redesign website and add technology to internal operations and departments for user friendly experience and to improve customer experience~~ ➢ ~~Work closely with department leaders to recruit and retain high quality talent~~	RCIT All Departments	**FY 2022 full development by FY 2023 adoption. Implementation 12 months by FY 2024.** **Metrics:** Cyber upgrades Website redesign Completed Technology Assessment Continued technology modernization efforts
Objective 6.4: Address employee related matters to create a more desirable workplace	➢ ~~Develop an implementation strategy using the results of the compensation study in 6.1 (2) to establish a salary growth plan and career progression~~ ➢ ~~Review health insurance and family benefit costs and consider additional benefits for employees~~ ➢ <mark>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.</mark> ➢ Create a feedback mechanism for employees to be able to provide opinions and ideas to create an exceptional workplace culture.	**Accountability / Ownership:** For both 6.4 (1 and 2) County Administration County Council Human Resources	**FY 2024 budget following 6.1(2) completion.** **FY 2023 12-18 month process for all benefits.** **Metrics:** Established salary growth career Reviewed health insurance and family benefit costs Established employee committee

Objective 6.5: Develop metrics of accountability to ~~"stay the course"~~ for the strategic plan to achieve and maintain excellence	➢ 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	**Accountability / Ownership:** County Administration County Council All Departments	**FY 2023 12 months** **Ongoing with updated process and plan within 18 months**
	➢ Conduct employee performance evaluations annually.	Human Resources and Department Directors	**Ongoing with implementation of formal process to include review plan and first documents with 24 months**
	➢ Introduce Standard Operating Procedures (SOPs) for all strategic objectives in Goal 6 to build a body of guiding documents each department can use	All Departments	
			Metrics: Complete strategic Initiatives Completed employee evaluations Benchmarks and SOPs
Objective 6.6: Create reporting dashboards	➢ 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	**Accountability / Ownership:** County Administration County Council All Departments	**Completion of initial process and implantation with by July 1, 2023. This will be an ongoing process.**
	➢ Notify Council members about planned activities and events in their districts	Clerk To Council	**Ongoing**
			Metrics: Historic trends and data tracking Introduce council member updates

Commented [LT6]: Is there a better place Newton?

Objective 6.7: Address current and future resource needs	➢ Complete 911 Call Center development ~~by November FY2023 and other ongoing capital development projects~~ ➢ Build and complete Family Services Center for DSS and related agencies. ➢ Implement timeline and funding proposals as a required information prior to capital project consideration for approval. ➢ 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. ➢ ➢ ~~Develop realistic 2, 5 and 10 year capital improvement plan to identify and allocate resources for various uses. Plan should be updated annually and modified to match needs and available resources.~~ ➢ ~~Quarterly meetings with division network infrastructure for Richland County Information Technology (RCIT)~~	**Accountability / Ownership:** County Administration Procurement RCSD County Administration Procurement Administration Finance Budget All Departments	**Completion slated for December 31, 2023, and occupancy January 2024.** **RFP issuance once funding sources is secured.** ~~24 month~~24-month **building estimate.** **Development of new plan in FY 2023 fiscal year and ongoing.** **Metrics:** Complete 911 Call Center Identify resources Quarterly meetings established Bond repayment plan completion
~~Objective 6.8: Build a new courthouse / Develop proactive maintenance plans~~	➢ ~~Address Courthouse facility concerns and communicate with State and Federal resources for funding to develop a new, multi-purposed Courthouse building. Plan should reflect timeline and requisite steps.~~	**~~Accountability / Ownership:~~** ~~County Administration~~ ~~County Council~~	**~~1-3 years for plan development~~** **~~Metrics:~~** ~~Identify funding resources, and plan facilities program~~

Commented [LT7]: This was to address comments by Administrator and Ms. Newton.
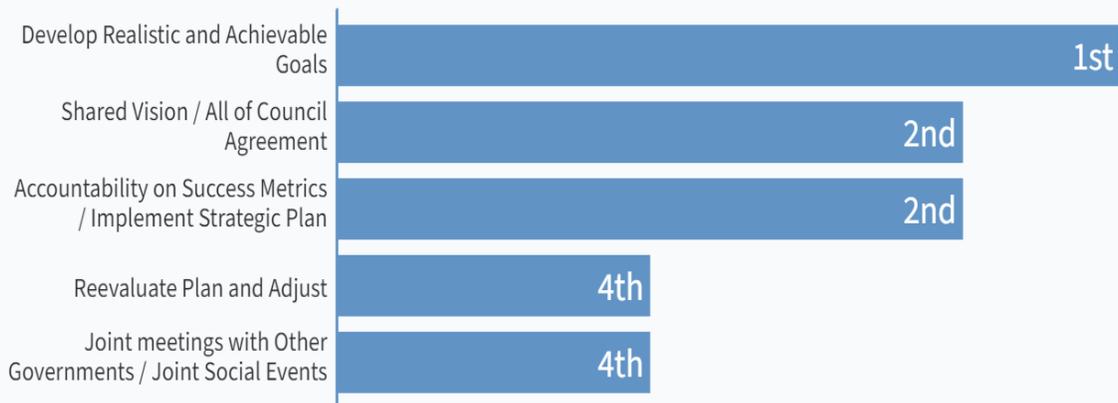
Commented [LT8]: Suggest this be an activity under the technology piece rather than an initiative on it's on if this is acceptable.

APPENDIX A

Council Priority Polling Results

GOAL 1 – Foster Good Governance

Please arrange the following Good Governance objectives in their order of importance to the future of Richland County.
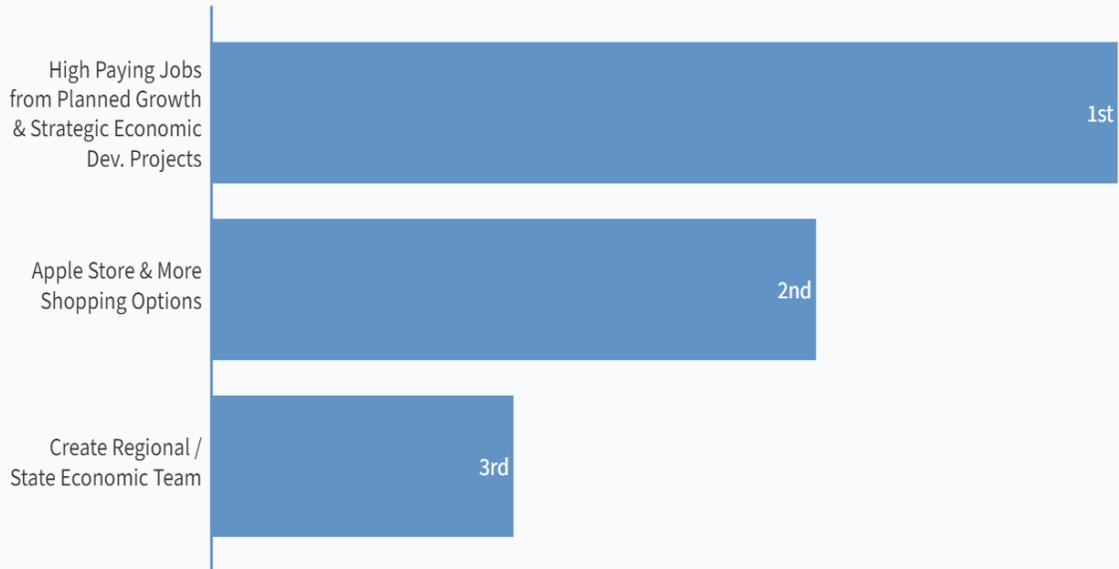
Objective	Rank
Develop Realistic and Achievable Goals	1st
Shared Vision / All of Council Agreement	2nd
Accountability on Success Metrics / Implement Strategic Plan	2nd
Reevaluate Plan and Adjust	4th
Joint meetings with Other Governments / Joint Social Events	4th

Total Results: 4

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

GOAL 2 – Invest in Economic Development
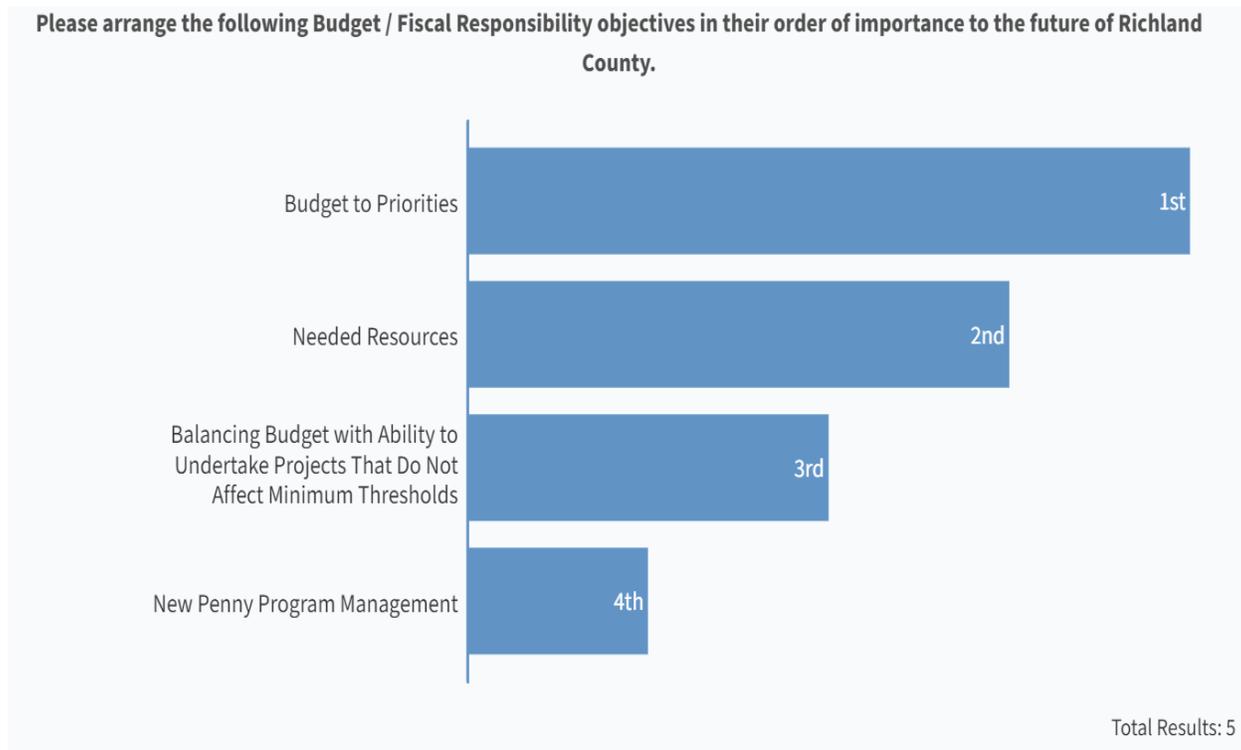
Please arrange the following Economic Development objectives in their order of importance to the future of Richland County.
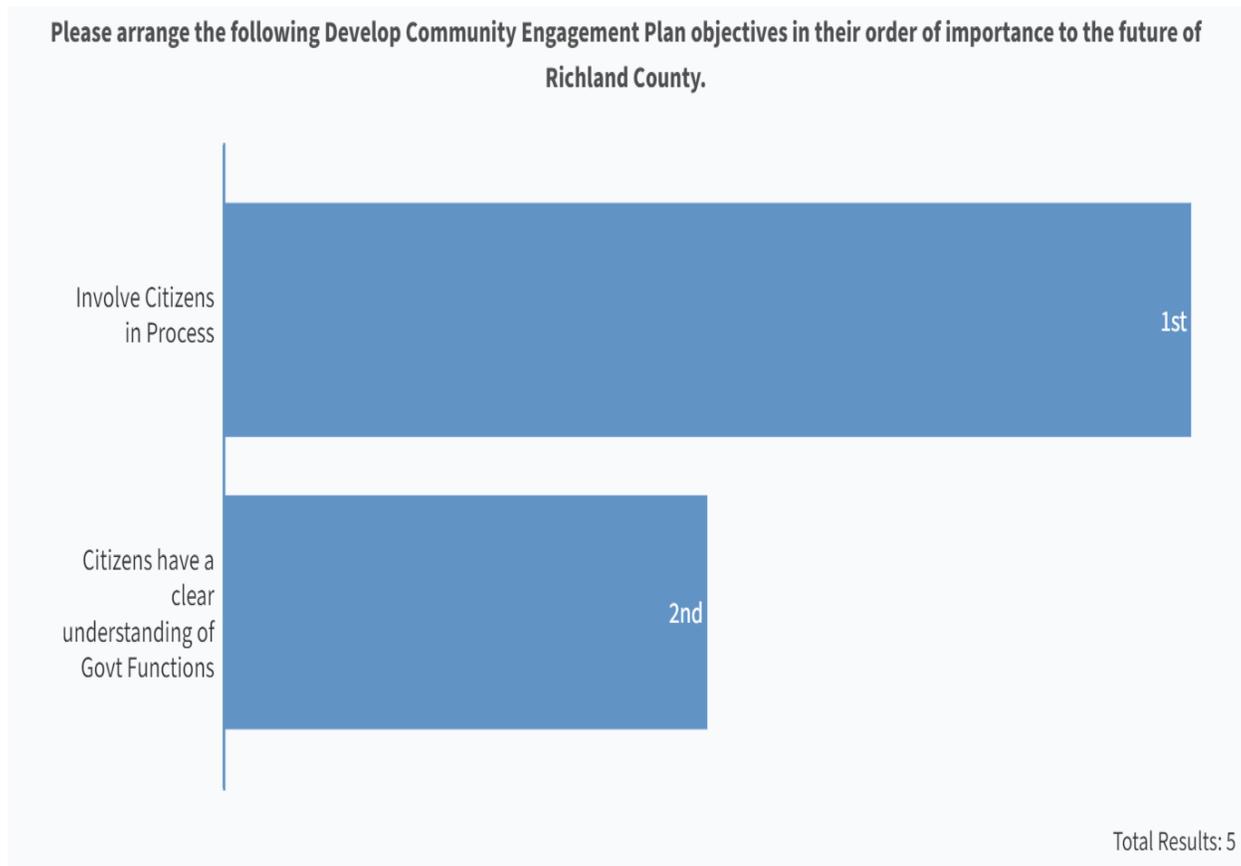
Objective	Ranking
High Paying Jobs from Planned Growth & Strategic Economic Dev. Projects	1st
Apple Store & More Shopping Options	2nd
Create Regional / State Economic Team	3rd

Total Results: 4

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

GOAL 3 – Commit to Fiscal Responsbility
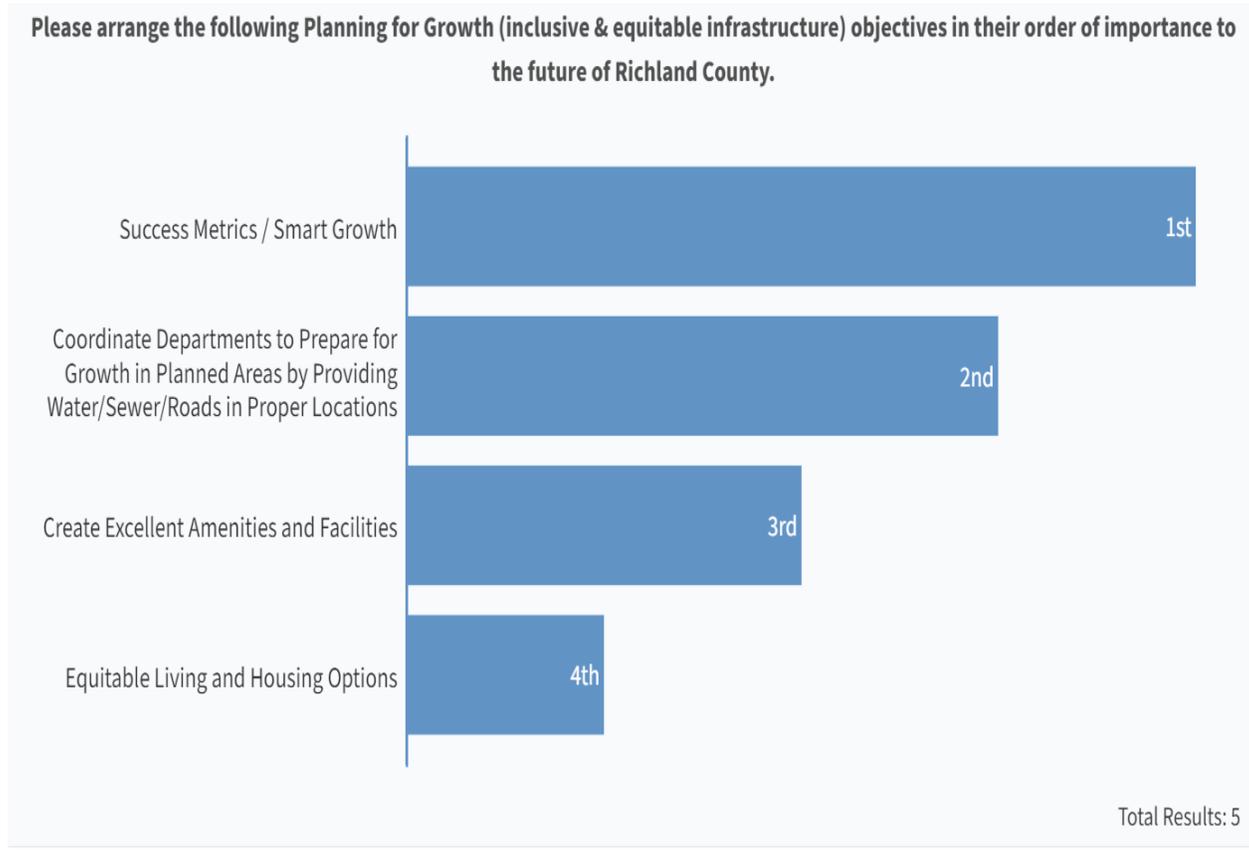
Please arrange the following Budget / Fiscal Responsibility objectives in their order of importance to the future of Richland County.

Objective	Rank
Budget to Priorities	1st
Needed Resources	2nd
Balancing Budget with Ability to Undertake Projects That Do Not Affect Minimum Thresholds	3rd
New Penny Program Management	4th

Total Results: 5

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

GOAL 4 – Develop Community Enhancement Plan

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

Involve Citizens in Process — 1st

Citizens have a clear understanding of Govt Functions — 2nd

Total Results: 5

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

GOAL 5 – Plan for Gowth through Inclusive and Equitable Infrastructure

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

Objective	Rank
Success Metrics / Smart Growth	1st
Coordinate Departments to Prepare for Growth in Planned Areas by Providing Water/Sewer/Roads in Proper Locations	2nd
Create Excellent Amenities and Facilities	3rd
Equitable Living and Housing Options	4th

Total Results: 5

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

GOAL 6 – Achieve Positive Public Engagement

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

Be a Champion for Ourselves and County Wins	1st
Positive Public Relations Allow Us to Tell Our Own Story	2nd
Create PR Team focused on Public Perception	3rd
Penny Projects Complete & Celebrated	4th
Communicate Vision and Mission Throughout County and Residents	5th
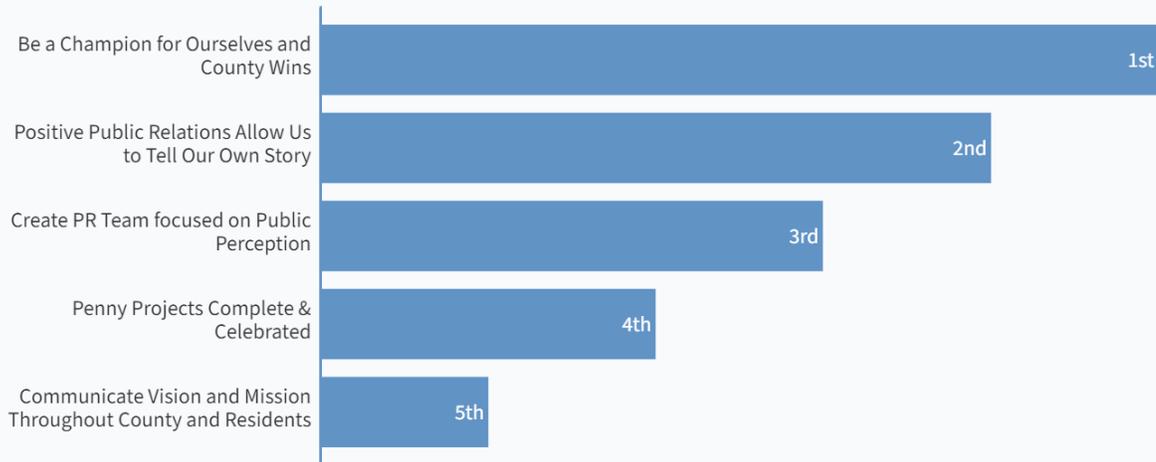
Total Results: 6

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

GOAL 7 – Establish Operational Excellence

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

Competitive Salaries / Increased Pay and E valuations — 1st
Modernized Technology — 2nd
Address Employee Matters — 2nd
Needed Resources / People for the Current and Future Needs — 4th
Proactive Maintenance Plans — 5th

Total Results: 5

Encourage / Invest in Employee and Council Development — 1st
Staying the Course Planning — 2nd
Dashboard — 2nd
Flexible and Adjusting to Circumstances — 2nd
Build New Courthouse — 5th

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

APPENDIX B

Council Member, Director and Staff Focus Group Questions

Richland County Strategic Plan Questions

Group Discussion Topics

- How would you describe your long-range vision for Richland County?

- What do you see as Richland County's most significant challenges? Opportunities?

- What do you consider the County's most significant strengths? Biggest weaknesses?

- Do you have any specific goals you want the County to achieve over the next 3-5 years?

- Do you have any questions for us?

APPENDIX C

Strategic Goals from Richland County Economic Development Strategic Plan

GOAL 1. GLOBAL BUSINESS DEVELOPMENT

Position Richland County to compete with any community in the nation for high-quality investment and jobs.

Attracting new investment and jobs to Richland County is essential to expanding the County's tax base. RCEDO has demonstrated its ability to recruit new investment projects in recent years, even during the COVID-19 economic crisis. Richland County is well positioned to continue competing for new jobs and investment due to its County-owned/controlled industrial sites, transportation access (commercial airport, interstate highways, Class I railroads), robust utility infrastructure, multiple institutions of higher education, and financial incentives. Richland County is also a primary cog in a broad network of economic development organizations serving the Columbia region and the I-77 corridor.

Cementing Richland County's ability to compete with any community in the nation for high-quality investment and jobs will require ongoing investments in real estate product and financial tools. RCEDO should also be more proactive in business development and lead generation, including direct outreach to decision-makers in target industries and site selectors.

1.1. Build relationships with real estate brokers and site selectors. The perception survey revealed a gap in awareness among site selectors, especially those located out-of-state, of Richland County. This weakness cannot be fully solved by regional marketing and branding efforts. It will require more direct business development efforts by RCEDO to increase awareness of sites, developments, and investment opportunities in Richland County.

    1.1.1. Build and maintain RCEDO's existing database of national and regional developers, brokers, and site consultants. The database used for the perception survey provides a good foundation.

    1.1.2. Schedule regular trips to call on the site consultants in targeted metropolitan areas, such as Atlanta, Charlotte, Chicago, and Dallas-Fort Worth.

    1.1.3. Host events, periodically, in Richland County that highlight specific assets, such as County-owned sites, buildings, or new projects.

    1.1.4. Continue maintaining and updating data and information of interest to commercial and industrial site selectors on the RCEDO website.

1.2. Generate leads for economic development prospects from nontraditional sources.

    1.2.1. Obtain lease expiration data in competing cities. Send marketing materials to companies headquartered in these markets whose leases are expiring within 24 months.

    1.2.2. Utilize Google Alerts to get news updates on companies in target sectors that are considering expansion, relocation, or consolidation. For instance, create alerts for terms such as "insurance headquarters relocation."

1.3. Position Richland County as a desirable landing spot for emerging companies in larger southeastern metros,

such as Charlotte and Atlanta.

    1.3.1. Target successful startups in business incubators/accelerators in other markets that are on the cusp of outgrowing their existing spaces and could be positioned for expansion/relocation to Richland County.

    1.3.2. Monitor high-growth, innovative companies in those markets that have recently received venture capital funding.

1.4. Develop potential investment leads through the business and retention (BRE) program.

    1.4.1. Inquire, during BRE visits and events, about existing business vendors and suppliers to uncover supply chain recruitment opportunities in target sectors.

    1.4.2. Include the project manager in BRE visits with major employers.

1.5. Work with Experience Columbia SC and other regional partners to develop a conference and meeting strategy linked to targeted occupations, groups, and industries. This is a strategy recommended in the Deloitte plan.

    1.5.1. Identify industry associations within each target industry and encourage them to consider the Columbia region as a destination for annual events and meetings.

        ▢ Engage talented professionals—conferences and meetings hosted locally are an excellent opportunity—in a conversation about how they can pursue their careers, start a company, or relocate an existing business to the region.

1.6. Continue utilizing financial incentives and tools to compete for new investment, business expansions, and talent. Richland County's high property tax rate—the third highest average rate in the state—puts the County at a significant competitive disadvantage for large capital investment projects, especially in manufacturing. Consequently, the County must offer generous financial incentives to overcome the property tax disadvantage. The Deloitte plan provided many recommendations related to city, county, and state incentives in South Carolina that could benefit the Columbia region. Two are listed.

    1.6.1. Develop a County incentive more geared toward knowledge economy-based sectors. The Deloitte plan suggests broadening incentive definitions for qualified businesses, full-time equivalent employees, and the term "development" within research and development (R&D) incentives to prioritize knowledge-based businesses and sectors.

    1.6.2. Develop an incentive designed to attract and retain talent in key occupations. Many stakeholders described the difficulty of attracting and retaining skilled and educated science and technology professionals in the Columbia region. Several states and communities have created various forms of financial incentives that involve repayment/subsidies for student loans or housing for new residents who remain in the community for a specified period. Like Columbia, the city of Birmingham, Alabama, struggles to retain and attract skilled technology professionals. In response, the city established a series of talent-focused incentives, including the Talent Investment Program, which supplements employer wages for occupations where demand consistently outstrips supply.

1.7. Continue expanding the quantity and the types of real estate product sought by businesses across sectors. The lack of available industrial sites has long been a challenge to accommodating new large-scale investment in Richland County. In recent years, Richland County has attempted to address this competitive weakness by assertively acquiring industrial and commercial property in the County. As a result of its investment strategy, the County now owns or controls over 2,300 acres of prime industrial property, spanning three business parks and one site. These properties, especially the 1,349-acre Blythewood Business & Industrial Park, preserve a long-term supply of high-

quality industrial land in the County.

    1.7.1.   Work with Richland County Planning & Zoning and municipalities to protect the limited supply of industrial-zoned land in the County. Rapidly expanding housing construction in some areas of the County threatens to encroach on the limited amount of industrial-zoned land. Once industrial land has been rezoned and developed for housing, it is effectively no longer available for industry.

    1.7.2.   Collaborate with local partners and institutions to develop technology corridors in Richland County. Such corridors often seek to combine physical spaces, broadband infrastructure, anchor institutions, amenities, events, networks, and incentives to become a magnet for knowledge- based sectors, businesses, and entrepreneurs. There are numerous examples of such corridor development initiatives around the nation. Some are publicly initiated, and some are privately developed.

1.8.   Target strategic growth sectors for new and expanded investment. RCEDO's business development program has experienced the most success in targeting the manufacturing, logistics, contact center, and insurance sectors. The Deloitte plan was tasked with analyzing and recommending knowledge-based sectors (financial services, software & information technology [IT] services, healthcare IT, aerospace, biotechnology, and medical devices) and value chain segment intersections (R&D, business operations, manufacturing, distribution, commercial activities, headquarters). TIP recommends RCEDO also pursue the following strategic growth sector opportunities.

    1.8.1.   **DIGITAL TECHNOLOGY.** The global COVID-19 pandemic will accelerate the demand for more data centers and cloud storage as companies and workers transition to working remotely. Telecommuting will likely be widely embraced as employers and employees become more comfortable with working from home. Virtual meetings will become prevalent as executives and managers recognize that they can reduce travel and still conduct business. Richland County is well positioned to benefit from the increase in demand for cloud storage and data due to its available land, abundant water, and competitive electricity rates.

    1.8.2.   **FOOD AND BEVERAGE PROCESSING.** The production of specialty foods and beverages remains one of the fastest-growing sectors in the US. Growth in emerging markets and urbanization, increasing consumer focus on health, and increasing demand for convenience foods signal favorable conditions for continuing and even accelerated growth in the food processing sector. Moreover, regardless of economic conditions, people still require food and beverages. Richland County's water and sewer capacity, transportation infrastructure and access, and proximity to major urban areas make it a competitive destination for food and beverage processing.

    1.8.3.   **MANUFACTURING IT.** COVID-19 is accelerating the swift transition to the Fourth Industrial Revolution (Industry 4.0), which involves the utilization of rapidly advancing digital technologies into production processes. Technologies such as artificial intelligence, process automation, Internet of Things, cybersecurity, big data, additive manufacturing, and augmented reality are completely reshaping the global manufacturing sector. One of the Columbia region's strengths is the manufacturing IT technical expertise present in the region. This not only represents a unique industry strength on which to build, but there is a tangible benefit of helping existing manufacturers in the region become more innovative and resilient.

GOAL 2. EXISTING BUSINESS RETENTION AND EXPANSION

Foster a more resilient, innovative, and dynamic base of existing businesses in the County.

A strong business and retention (BRE) program is the foundation of any economic development program. Research from the US government has shown that the bulk of job flows result from the expansions and contractions of existing businesses. An effective BRE program is especially crucial in the current economic crisis caused by the COVID-19 pandemic. RCEDO's immediate priority is to help businesses survive until normal economic activity resumes. For example, RCEDO distributed 500 thermometers to existing businesses to help make their facilities safer for workers and customers. Ensuring the long-term success of existing companies also aids business attraction, as firms considering relocation options will often talk to existing firms in the community.

RCEDO's existing business program seeks to be a general resource for employers, helping to coordinate help and resources to companies needing assistance. The program primarily focuses its outreach to businesses in the manufacturing and logistics sectors. Other components of the BRE program include a business visitation program, a wage survey, business-to-business (B2B) original equipment manufacturer (OEM)/supplier matchmaking events, and hosting industry council meetings. This plan advocates for building a more robust BRE program by raising its profile among the business community, expanding outreach to knowledge-based sectors, creating a business visitation questionnaire, publishing a regular BRE report, and capturing business development intelligence through interactions with existing businesses.

2.1. Raise the profile of the BRE program within the region's business community.

 2.1.1. Establish an identifiable brand name for the program that resonates within the business community. The Charleston County Business Concierge Program is an example of such a branded program. Creating a unique brand name will make the program more recognizable within the business community and will hopefully result in greater participation. It also reinforces the message that RCEDO values existing businesses and is not solely focused on recruiting new companies.

 2.1.2. Organize reoccurring events throughout the County that bring in multiple businesses, especially in the same industry or at the same size. For example, hold off-site information and networking events at locations where multiple business are located, such as a business park or an office building. Such events could feature guest speakers, refreshments, and information about RCEDO's existing business program services.

 2.1.3. Create a quarterly BRE report that highlights the program's activities, summarizes discernable trends, and communicates local business success stories.

 2.1.4. Communicate success stories that result from BRE visits. Such successes might not translate directly to new job creation or increased capital investment, but they can still be quite valuable to existing businesses. Examples could include assistance with permitting, workforce training, or infrastructure challenges.

 2.1.5. Report on local business success stories via RCEDO's social media accounts.

 2.1.6. Feature testimonials from business executives whom RCEDO has assisted on its website, in reports, and in social media.

2.2. Bolster the business visitation program to build relationships with major employers. The visits should be structured to gauge the abilities and needs of local businesses and to educate them about resources and services offered by the County.

2.2.1. Continue the annual goal of meeting with 100 businesses in the County.

2.2.2. Maintain a virtual business visitation program until the COVID-19 health crisis recedes.

2.2.3. Create a brief questionnaire for use during business visitation that captures a base set of standard information and metrics that are consistently captured and entered into the customer relationship management (CRM) database. The meeting, however, should not be guided by scripted questions. Moreover, if meeting with the business owner/chief executive, avoid questions that can be answered from a secondary source or by someone else in the company. Basic questions should inquire about these topics.

     Business climate concerns.

     Training and technical assistance needs.

     Employment growth/contraction over the past year and future hiring plans.

     Site/facility expansion plans.

     Industry trends.

     Primary markets served (domestic and foreign).

     Supply chain opportunities (that could be filled by local companies or through new recruitment).

     Adoption and utilization of new technologies in production processes (e.g., artificial intelligence, big data, cybersecurity, augmented and virtual reality, robotics and automation, additive manufacturing/3D printing, cloud computing, and the Internet of Things).

2.2.4. Act as a concierge to priority businesses to help them navigate processes within other County departments.

2.2.5. Establish relationships with employers headquartered outside of Richland County by meeting face-to-face with headquarters executives.

2.3. Expand the pool of existing businesses that RCEDO has interacted with in the past.

2.3.1. Identify companies in the County that serve external markets or are suppliers/service providers to existing businesses.

2.3.2. Broaden contacts and interactions with companies in knowledge economy-based sectors, such as financial services, life sciences, and information technology.

2.3.3. Increase efforts to reach out to women-owned firms and minority-owned firms, many of which are facing greater challenges through the current economic downturn than other businesses.

2.3.4. Use recent County emergency COVID-19 grant and loan funding applications as a source of up-to-date business intelligence to target programs and support to local companies with the greatest needs.

2.3.5. Connect with businesses outside of the urban core, especially in unincorporated areas of the County.

2.4. Prepare and administer an annual online "take the pulse" business survey as a means of keeping in touch with local businesses and documenting specific needs or expansion plans. This survey would supplement the

information and data generated by in-person visits. Include questions on the survey for employers regarding their attitudes toward the business climate, talent availability, and workforce quality in Richland County.

GOAL 3. COMMUNICATIONS AND MARKETING

Engage in a comprehensive campaign to raise awareness of Richland County's advantages and RCEDO's successes.

A common theme that was heard from stakeholder input was the need to do a better job of increasing awareness of the region and telling success stories. In addition, one of the central findings from the site selector perception survey was that the region lacked an identifiable brand that competitors like Charleston and Greenville enjoy. Moreover, some out-of-state site selectors were not able to associate Richland County with the Columbia region. RCEDO has not traditionally engaged in high-profile marketing efforts, either on behalf of Richland County or itself. The RCEDO team does not currently include a position focused on communications and marketing. While RCEDO should continue to utilize Central SC Alliance as a primary partner for regional economic development marketing, it should take a more active role in crafting a regional brand and increasing awareness of Richland County among target industry decision-makers and site selectors.

In addition, RCEDO should more assertively tell its own story within the region, including its business attraction, retention, and expansion successes. Making the citizens and the business community of Richland County more aware of its contributions to economic growth and prosperity will generate greater support for economic development. Another need is informing and educating County-elected leadership about RCEDO's mission, activities, and achievements. This will require more frequent engagement with Council members, collectively and individually.

As currently structured, RCEDO does not have the capacity to pursue any substantial marketing and communications activities. Therefore, the organization will need to add a dedicated communications and marketing specialist to the team. This recommendation is discussed in the Internal Structure section of this plan.

3.1. Establish a digital marketing campaign to highlight Richland County's economic development advantages and success stories. Develop baseline digital marketing tools and engage in regular digital marketing activities, including the following.

  ⮚ Infographics created to visually highlight the County's core assets and advantages.

  ⮚ Periodic LinkedIn Pulse articles that describe the County's competitive business advantages, using interviews with existing businesses to tell their stories.

  ⮚ Weekly Facebook, LinkedIn, and Twitter posts linking to the Pulse article.

  ⮚ Brief YouTube videos created to highlight what makes Richland County a great community for businesses and residents.

3.2. Be more assertive in telling success stories that resulted from RCEDO efforts.

  3.2.1. Publish a quarterly newsletter that highlights RCEDO activities and success stories.

  3.2.2. Pursue a public relations and communications campaign targeting regional and state media outlets.

    ⮚ Cultivate and maintain relationships with regional and state media outlets.

    ⮚ Pitch story ideas and share current news with the aim of generating more coverage for RCEDO and Richland County.

        ☐ Broadcast business successes in state and regional publications through press releases and editorials.

3.2.3.   Organize and host an annual business appreciation event.

        ☐ Highlight local business achievements and enlist County-elected leaders to give awards to local businesses in different categories.

3.3.   Assume a higher profile in regional meetings, conferences, and gatherings.

3.3.1.   Seek public-speaking opportunities for the director and the deputy director.

3.3.2.   Consider high-profile sponsorship opportunities that highlight RCEDO.

3.4.   Work with the County administration to identify new opportunities for the director and the deputy director to interact with councilmembers outside of routine project update presentations.

3.4.1.   Provide an orientation for newly elected council members about RCEDO strategic priorities, initiatives, activities, and successes.

3.4.2.   Make a regular presentation to the Richland County Council during retreats.

3.5.   Partner with allies to enhance and promote the region's economic development brand.

3.5.1.   Encourage allies to develop a regional economic development brand that more directly connects to Columbia. This would address a finding from the site selector survey that Richland County and central South Carolina lack an easily identifiable image and brand outside of the state.

GOAL 4. STRATEGIC AREAS OF INFLUENCE

Commit targeted resources and work with regional allies to support workforce development, entrepreneurship, community development, and economic equity in the region.

Beyond the main goals of business development, BRE, and marketing, there are several other critical issues that economic development organizations often address. However, with a relatively small staff and constrained operational funds, RCEDO is limited in its practical ability to programmatically impact needs such as workforce development, entrepreneurship and innovation, community development, and economic equity. There are other departments and organizations in the region that specialize in these areas. Still, as the chief economic development organization in the County and a crucial participant in the Columbia region, RCEDO does have a role to play. It might be an indirect role that involves financial support for outside initiatives or participating in regional efforts organized around these integral issues.

4.1.   **EQUITABLE AND INCLUSIVE GROWTH.** Traditionally, equitable growth and development have been viewed as the responsibility of the community development and workforce development departments within public agencies; however, this notion is changing. The rising social justice movement, as well as the disproportionate impact of the COVID-19 crisis on vulnerable populations, has caused the economic development profession to take a more active and deliberate approach to expanding opportunity for people of color. Full participation of people of color in the economy is associated with greater economic prosperity for everyone. Recent research commissioned by the W.K. Kellogg Foundation indicates that $325 billion could be added to state and local tax revenues in the US by increasing the earnings of people of color.[2] The following strategies offer ways for RCEDO to address inclusion and equity more fully in its program.

4.1.1.   Coordinate with multicultural organizations in the Columbia region to provide targeted information for businesses owned by women and people of color.

⬛ Research indicates that these small business owners face structural exclusion from traditional sources of capital and aid packages, including the US Small Business Administration (SBA) Paycheck Protection Program.

4.1.2. Consider the use of community benefit agreements (CBAs) for large-scale developments or major business attraction in Richland County. CBAs require businesses and developers to commit to providing benefits to economically distressed communities so that residents are not displaced from their neighborhoods and are able to access economic opportunities that the new employer or development will provide. Examples of benefits include commitments to job training and hiring, living wages, affordable housing, transit integration, and philanthropic giving to local communities.

4.1.3. Track social and economic demographics of participants in RCEDO's programs and events. Set goals for increasing diversity among participants. RCEDO should also hold events in areas of the County so that a more diverse set of business owners and residents are able to participate.

4.1.4. Highlight businesses owned by women and people of color in marketing materials and through digital marketing channels to increase awareness and promote their successes.

4.1.5. Work with regional partners to disaggregate social and economic indicators by race and income levels to show how vulnerable populations are faring in comparison to other segments of the population. Such indicators could include the following parameters.

⬛ Broadband access by neighborhood.

⬛ Eviction rates.

⬛ Household composition by educational attainment.

⬛ Transfer payment recipients.

⬛ Employment in occupations paying a living wage.

⬛ Better understanding of specific needs, such as childcare.

4.2. WORKFORCE. Access to talent continues to be the top site selection factor for companies planning new facilities, expansion, and/or relocation. According to The Conference Board's annual survey, the top internal issue concerning chief executive officers (CEOs) and C-Suite leaders is attracting and retaining top talent at all levels of their companies.[3] Talent availability outranks other issues, including adaptation to disruptive technology and cost reductions. Consulting team interviews with Richland County employers reinforced that workforce is a vital economic development issue in the Columbia region. Indeed, workforce is one of the four pillars of the Deloitte Development *Columbia's Economic Development Action Plan,* which recommends a substantial number of workforce, training, and education strategies for the region's large network of organizations and institutions engaged in this pillar to implement. RCEDO's immediate role in addressing workforce is focused primarily on connecting employers with available assistance and resources, financially supporting local initiatives, and helping to anchor transitioning military personnel in the region and connecting them with employers.

[2] Ani Turner. W.K. Kellogg Foundation. "Business Case for Racial Equity—July 2018." https://www.wkkf.org/resource-directory/resource/2018/07/business-case-for-racial-equity.

[3] Charles Mitchell, Ilaria Maselli, Rebecca L. Ray, and Bart van Ark. The Conference Board. *C-Suite Challenge™ 2020: Risks, Opportunities, and Hot-Button Issues.* January 2020. https://conference-board.org/research/csuitechallenge/C-Suite-Challenge-2020.

4.2.1. Support the talent recruitment efforts of major employers by providing them with marketing resources that effectively promote Richland County to potential employees. Marketing materials should cover topics of interest, including housing, education, entertainment, and recreation.

4.2.2. Engage directly, through the BRE program, with regional employers to identify specific talent and workforce initiatives and connect them with state and local assistance and resources.

4.2.3. Continue to financially support innovative talent initiatives such as Create Opportunity Columbia.

4.2.4. Connect military personnel separating from service in the region with local employers. This aligns with the Deloitte plan recommendation to form a metro area military employment partnership.

- Work with regional economic development and workforce partners to create a Fort Jackson Veterans Inventory Initiative for soldiers transitioning from Fort Jackson to civilian life. See the case study in Appendix C for a description of the veterans inventory initiative at Fort Hood, Texas.

- Adopt innovative models from other regions focused on connecting veterans to employment with critical employers and in strategic growth areas for the County. Examples include the Amazon Veteran Technical Apprenticeship program in Northern Virginia and the Camo2Commerce initiative from the Pacific Mountain Workforce Development Council.

4.3. ENTREPRENEURSHIP AND INNOVATION. Building a more robust and competitive regional entrepreneurship and innovation ecosystem is also one of the four pillars in the Deloitte plan for the Columbia region. As the County and the region seek to create a more diversified and dynamic economic base, it is crucial to establish an environment and the support structures that enable entrepreneurs to thrive and businesses to innovate. RCEDO should continue its efforts to strengthen ties and collaboration with higher education and to also connect entrepreneurial companies with resources and expertise.

4.3.1. Deepen collaborations and ties with area colleges and universities.

- Align business attraction and retention efforts in knowledge-based sectors with research priorities and capabilities at the University of South Carolina and other R&D organizations in the region.

- Continue enlisting the support and expertise of university researchers and officials with

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FORT HOOD REGION VETERANS INVENTORY INITIATIVE

In 2006, the city of Killeen, Texas, and the Greater Killeen Chamber of Commerce (GKCC) partnered with TIP Strategies to craft a regional plan (named Operation Economic Transformation) that would reduce the region's military-related economic dependency while simultaneously building on the region's growth opportunities associated with Fort Hood. One outcome of this plan was the creation of the Fort Hood Region Veterans Inventory Initiative (FHRVII) survey, which continues to be administered on a quarterly basis. FHRVII captures information from soldiers who are about to separate from the military. The survey asks questions about their educational levels, skills, post-separation career plans for them and their spouses, and suggestions to improve the area's quality of place. Once the results are compiled, the results are sent to local partners so that they can highlight the incoming talent pool for economic development marketing and in responding to investment request for proposals (RFPs). Inspired by GKCC's efforts, Joint Base San Antonio (JBSA) began its own survey in 2018, modeled after the FHRVII, and recently completed its third assessment.

Source: https://www.hotda.org/veterans-inventory-initiative.

appropriate investment prospects.

☐ Continue providing financial support to university-led accelerator programs.

4.3.2. Assist entrepreneurial companies, through the BRE program, to scale-up by connecting them with local and state resources and expertise.

4.3.3. Tell entrepreneurial success stories. An important component of building an entrepreneurial culture is making residents aware of how entrepreneurship can help to drive the economy. This message is best communicated by raising awareness of business success stories, both internally and in target markets.

4.3.4. Support youth entrepreneurship programs at local school districts to foster a culture of innovation and cultivate an entrepreneurial spirit. Entrepreneurship education is especially pressing for helping the County's low-income and minority youth to develop skills and knowledge that will support their future successes and benefit their communities.

⬚ The National Consortium for Entrepreneurship Education provides resources and technical assistance for entrepreneurial education. (http://www.entre-ed.org/)

4.4. **COMMUNITY DEVELOPMENT AND PLACEMAKING.** The attraction and retention of businesses alone is not enough to make communities into vibrant destinations where people can live, work, and thrive. Increasingly, the economic development community is focused on quality of place—a more holistic conception of a community's attractiveness and livability that integrates physical space, cultural amenities, and social experiences. Quality of place is essential to creating dynamic and vibrant communities, and placemaking is the process of creating quality places. Successful placemaking is vital to effective business development and talent attraction. For example, COVID-19 has accelerated the trend of remote working. As people are more able to work remotely, their choices about where to live are made not about where their companies are located, but instead about what lifestyle they want to have. To this end, RCEDO should work with the Richland County Planning and Development Department to ensure that the County's economic development, land use planning, and placemaking efforts are aligned and mutually supportive.

4.4.1. Reestablish a regular quarterly meeting between RCEDO and the Richland County Planning and Development Department to exchange updates and collaboratively identify where and what types of future industrial, mixed-use, and commercial development should be targeted.

4.4.2. Work with Richland County Planning and Development Department and municipalities to protect the decreasing supply of industrial-zoned land in the County. (See Strategy 1.7.1.)

4.4.3. Highlight Richland County's quality-of-place assets (e.g., cultural, entertainment, historic, natural, recreational, events) within business development marketing materials.

4.4.4. Encourage private developers to incorporate place-based amenities into new employment center developments.