



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	<ul style="list-style-type: none"> ➤ Organize a workforce symposium for workforce entities supported by the County, involving a select group of the 10 to 20 of the most effective workforce organizations ➤ 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	<ul style="list-style-type: none"> ➤ 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	<ul style="list-style-type: none"> ➤ Encourage private sector engagement with Economic Development (i.e., public/private partnership structure for Economic Development) ➤ Create an economic development marketing campaign for increased economic engagement ➤ Explore opportunities for additional collaboration with Economic Development and other government organizations 	Accountability / Ownership: Mainly RECD, 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.

Goal Objective	Initiative	Proposed Owner	Timeline / Metrics
Objective 3.1: Align budget to priorities and seek alternative revenue sources	<ul style="list-style-type: none"> ➤ Establish budget priorities, accounting for unforeseen opportunities and discretionary grant funds that ensures a balanced budget using current budget year revenues. ➤ Centralize grants creation and administration into one department with a central point of contact for communicating projects, priorities, initiatives, etc. ➤ Implement performance-based budgeting process ➤ Evaluate and implement processes to determine if enterprise risk management is viable within the County. ➤ Implement bi-annual review of all fiscal policies to ensure adherence and potential modifications necessary to maintain compliance with changing requirements. ➤ Review and update Procurement Ordinance, 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	<ul style="list-style-type: none"> ➤ Develop an accurate model for revenue projections ➤ Explore alternative funding resources identified in Objective 3.1 ➤ Establish a clear process for vetting projects (including establishing facility priorities and determining financial resources aligning with 5-year plan) and programs and for allocating all identified resources 	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	<ul style="list-style-type: none"> ➤ Define thresholds for debt, bond coverage, fund balances, etc. to align with best practices. ➤ Set limits on fund balance use, including methods to determine spending capacity annually ➤ Establish a performance-based budgeting process for departments, annually evaluating budget performance to fiscal year results for internal and external organizations. Evaluation results should be a determinate of future resource allocations. 	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 housed. 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	<ul style="list-style-type: none"> ➤ Define “Smart Growth” and identify future growth areas in each County district including 1) defined roles for staff and officials overseeing success metrics implementation and 2) proper adherence to the Land Development Codes_ ➤ Develop heat-map overlays of existing and future infrastructure ➤ Prioritize improvements to County infrastructure based on County priorities. ➤ Implement a plan for department interaction to achieve organizational goals ➤ Engage in a 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

<p>Objective 4.2: Coordinate departments to prepare for planned growth in areas by providing water, sewer, and roads in necessary locations</p>	<ul style="list-style-type: none"> ➤ Develop 2,5,10-year capital improvement plans relying on GIS maps ➤ LRTP land use components adopted into comprehensive plan by 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 	<p>Accountability / Ownership: Administration and All Departments</p>	<p>Annually beginning FY 2023</p> <p>Metrics: <i>(See example metrics in 4.2 Initiatives)</i></p>
<p>Objective 4.3: Create excellent amenities and facilities</p>	<ul style="list-style-type: none"> ➤ Define goals for excellent amenity and facility creation, and prepare maps to identify areas that are lacking plans for maintenance repairs to be targeted 	<p>Accountability / Ownership: RCEDO OSBO GCS</p>	<p>FY 2023</p> <p>Metrics: Goals and mapping creation</p>
<p>Objective 4.4: Provide equitable living and housing options</p>	<ul style="list-style-type: none"> ➤ Identify corridors that are lacking housing options ➤ Create check-in meetings with Charlotte and Greenville Counties to understand regional trends and sentiments ➤ Review Richland County housing options to establish an equitable living and housing strategy. <p>4address gaps in resident funding capabilities for housing (i.e., mortgage capabilities, tax burdens, job prospects, etc.)</p>	<p>Accountability / Ownership: County Administration County Council RCEDO</p>	<p>Beginning FY 2022 for all to complete and provide report in 12 months.</p> <p>Metrics: Monitor and address housing needs Meetings with neighboring departments</p>

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.

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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.