

RICHLAND COUNTY
STRATEGIC PLANNING AD HOC
COMMITTEE

AGENDA



TUESDAY MARCH 12, 2024

2:00 PM

COUNCIL CHAMBERS

Richland County Council 2024-2025



Deirek Pugh
District 2
Vice Chair



Jason Branham
District 1



Gretchen Barron
District 7



Yvonne McBride
District 3



Paul Livingston
District 4



Allison Terracio
District 5



Don Weaver
District 6



Overture Walker
District 8



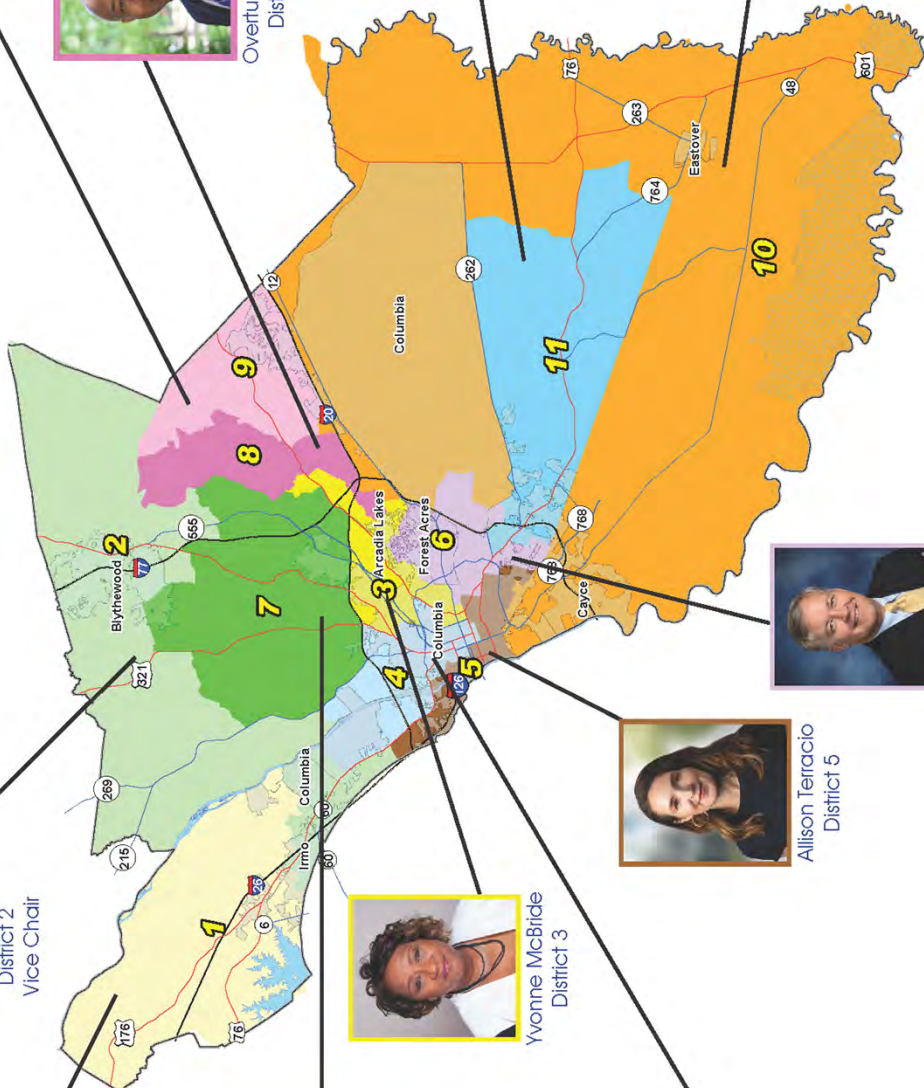
Chakisse Newton
District 11



Cheryl English
District 10



Jessica Mackey
District 9
Chair





**Richland County
Strategic Planning Ad Hoc Committee**

AGENDA

March 12, 2024 - 2:00 PM
2020 Hampton Street, Columbia, SC 29204

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

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

2. **Approval of Minutes** The Honorable Jesica Mackey
 - a. February 27, 2024 [\[PAGES 5-8\]](#)

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

4. **Items for Discussion/Action** The Honorable Jesica Mackey
 - a. Envisio Update [\[PAGE 9\]](#)
 - b. Website Update [\[PAGE 10\]](#)
 - c. Public Private Partnership [\[PAGES 11-13\]](#)

5. **Adjournment** The Honorable Jesica Mackey



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Richland County Council
Strategic Planning Ad Hoc Committee Meeting
MINUTES
February 27, 2024 – 4:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

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

OTHERS PRESENT: Allison Terracio, Cheryl English, Gretchen Barron, Derrek Pugh, Jason Branham, Anette Kyrlo, Patrick Wright, Tamar Black, Ashiya Myers, Aric Jensen, Angela Weathersby, Kyle Holsclaw, Michelle Onley, Lori Thomas, Susan O’Cain, Dale Welch, Dante Roberts, Leonardo Brown, Maddison Wilkerson, Kate Bugby, Jackie Hancock, Jeff Ruble, Jennifer Wladischkin, Carrie Turner, and Stacey Hamm

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

Ms. Mackey noted that Ms. Newton had notified her that she would participate virtually, per Council Rules.

2. **APPROVAL OF MINUTES**

- a. February 13, 2024 – Mr. Livingston moved to approve the minutes as submitted, seconded by Ms. Newton.

In Favor: Livingston, Mackey, and Newton

The vote in favor was unanimous.

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

In Favor: Livingston, Mackey, and Newton

The vote in favor was unanimous.

4. **ITEMS FOR DISCUSSION/ACTION**

- a. Strategic Planning Update – Ms. Mackey stated that we discussed the Public-Private Partnership at the last Strategic Planning meeting. This is tied to Goal 2 in the Strategic Plan to increase economic development and create a public-private partnership (P3). We had additional discussions at the Strategic Planning Forum in Spartanburg. Representatives from One Spartanburg spoke at the forum about their model.

1. Public-Private Partnership – Mr. Ray Jones, Parker Poe, stated when you look around the state at “P3s,” there are certain staples. For instance, most talk about workforce development, product development, marketing, advertising/highlighting lifestyle elements, and prospect recruitment.

He noted they looked at Florence Progress, The Link (Sumter and Lee counties), Advance Dorchester, Greenville Area Development Corporation, Development Corporation of Anderson County, York County’s Economic Development Corporation, Georgetown County’s Economic Development Corporation, Aiken-Edgefield Partnership, One Spartanburg, and Myrtle Beach Regional Economic Development Corporation.

Florence Progress – Hosts a Florence County Legislative Day where they invite the businesses in Florence County to come to the State House to meet the Legislative Delegation and connect the industries with the decision-makers.

The Link (Sumter and Lee counties) – Has its own branded “Site Certification.”

Development Corporation of Anderson County – They take workforce development to the next level. They have a program where they take student apprenticeship programs from the high school level and help connect them to businesses/industries in Anderson County.

Georgetown County Economic Development Corporation – Hold a bi-annual CEO roundtable to bring the community's business leaders to meet with the local elected officials.

York County Economic Development Corporation – Conducts a bi-annual survey of the businesses, where they ask them what it is like to do business in York County.

One Spartanburg – They are known for bringing people together in different settings. A specialty on their “menu” is being a connector for businesses within the community.

Myrtle Beach Regional Economic Development Corporation – An element of their “P3” is focused on the development of affordable housing.

One of the things observed in other areas was a deliberate effort to connect local businesses with businesses investing in a particular county and, understanding what specific products or services are available locally, and connect those vendors with the industry coming in.

Mr. Jones indicated that one of the ideas for Richland County’s “menu” is to coordinate economic development efforts with the City of Columbia and other local municipalities. He noted we have a unique opportunity with Scout Motors coming to the county. We need to ensure that we have the workforce to serve the industry. When we talk about product development, we need to make sure we have sufficient areas for businesses, big and small, that would serve the Scout ecosystem. For example, in the Upstate, they have been working on a BMW-specific strategy for years, ensuring that if BMW has someone that makes the smallest part in Germany, they are willing to come here, and it is made easy for them to come here and make the part.

In other parts of the country, there are special programs that lay over top of typical transportation programs that are designed to make it easier for people to commute to work (i.e., ride-shares). The idea is that those programs would get deeper into the community and provide more varied routes than typical public transportation. Perhaps we should place modes of transportation on our “menu.”

Another considerable issue is childcare. One of the things suggested for our “P3” is to look closely at the childcare options available in our community and to see if we can do a service to the workforce in our community to potentially ensure the development of additional childcare opportunities. When the county provided childcare provisions at Scout, it was one of the first times a county had stepped into that issue. It appears this is something that could be placed on our “menu” for the “P3.

In addition, we have talked about a number of workforce sectors that are the “knowledge-based economy.” The types of businesses for which certain types of educational training would make it a lot easier to recruit. The pipeline of students to take those kinds of jobs has to start early; therefore, one of the things on our “menu” could be working sooner with high schools and technical schools to ensure the skill-level building is happening much earlier and to provide practical opportunities for students in our community to interact with large industries and employers in the county.

One of the ideas from conversations within our group is making a place to exchange ideas and promote ambassadorship. The idea of hosting receptions for investors in our “P3” that highlights success, fosters a feedback loop between Council, local governments, and the private investment community to effectively help them be better ambassadors for other types of recruitment in the community.

Finally, we aim to target young professional groups by promoting opportunities, ensuring they know what the jobs are, and ensuring that employers understand the caliber of students we have locally.

If we decide as a County what we want on our “P3” menu, we can back into the details. In other words, if you suggest we want certain types of programs on our “menu,” then that is something we can sit down

with the County Attorney and the Economic Development Office to start working on the ingredients necessary to achieve that “menu” item.

Mr. Jones indicated he has a good bit of information that could be provided to the committee and Council; he needs to know what aspects Council would like to focus on in their “menu” before he provides the information.

Ms. Newton inquired, of the options provided, which could we not do now? She noted that many of the options seem to be par for the course for economic development.

Mr. Jones responded that the County's consultants stated, “The Economic Development Office has operated within the department and has functioned effectively as a public entity. It has done so in a highly competitive environment in South Carolina and the Southeast. This plan recommends a new independent public-private partnership should be established to house the economic development function. A new “P3” will allow Richland County to fully partner with the private sector and better utilize the resources, relationships, and expertise of the business community. County leadership will have the opportunity to work with a rising class of business leaders on growth-related matters critical to the County’s future.”

The County Attorney Patrick Wright stated that having a private organization that works alongside the County is beneficial. For example, when Scout came to the County, we had a strict timeline to get something done. Luckily, we had a firm we were utilizing that could adjust their scope. That will not work every time. One benefit of having a public-private partnership is when you have situations where going through County procedures and processes could take months; if you direct it through the private entity, they do not have those restrictions.

Ms. Barron requested the “menu” options Mr. Jones presented to the committee.

Ms. Mackey acknowledged the purpose of this meeting was to determine how the committee and Council members felt. The next step can be Mr. Jones sending information to Council and having Council members provide feedback on things they like or if anything is missing. She asked that the “P3” assist with connecting communities and filling the gaps with private businesses.

Mr. Livingston mentioned that he sees the “P3” as a resource to assist, direct, and guide us.

Ms. Barron indicated she has not seen any movement and would like to see some progress.

Ms. Mackey responded we heard from several Council members about slowing down the process and breaking it down. Mr. Jones suggested starting with the basics of how we would look at developing the roles and responsibilities. Council was concerned about losing ownership of the “P3.” At the last committee meeting, we discussed the ownership breakdown, including how Council would still have a certain number of seats and how we could select specific people and control those seats. We also discussed creating regions within the county to ensure we had individuals from all parts of the county on the board. During the Strategic Planning Forum, Councilmembers received additional information on how another “P3” is set up. At today’s meeting, we are providing Mr. Jones feedback about items Councilmembers like. Once we receive input, the committee will meet to move to the next step of the process. She noted feedback will be accepted at any time.

Mr. Livingston indicated he believes we started with too much emphasis on structure and the group's makeup.

Ms. English expressed that she would like them to also recognize Service Solutions as an example of economic development in the county.

Ms. Mackey thanked the Councilmembers who could attend the committee meeting and provided their input on the “P3 menu.”

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

In Favor: Livingston, Mackey, and Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 4:40 PM.



Informational Agenda Briefing

Prepared by:	Maddison Wilkerson	Title:	Director
Department:	Budget and Grants Management	Division:	
Date Prepared:	March 5, 2024	Meeting Date:	March 12, 2024
Approved for consideration:	Assistant County Administrator	Lori J. Thomas, MBA, CGFO	
Meeting/Committee	Strategic Planning Ad Hoc		
Subject:	Strategic Planning Public Dashboard		

On April 16, 2024, the County will roll-out the Strategic Planning Public Dashboard, a significant initiative designed to enhance transparency, communication, and accountability in the County's strategic planning efforts.

The Strategic Planning Public Dashboard is a digital platform that will provide monthly, quarterly, and annual updates and insights into the progress of the strategic initiatives, objectives, and goals. This dashboard aims to empower the community by offering accessible and comprehensive information regarding the County's strategic priorities and the actions being taken to achieve them.

Staff will spend the next month ensuring the historical data is accurate and will update the metrics for the current year.

The dashboard will be linked to the Richland County website, and the dashboard will be promoted through the County's Communications team.



Informational Agenda Briefing

Prepared by:	Dale Welch	Title:	Director
Department:	Information Technology	Division:	
Date Prepared:	February 7, 2024	Meeting Date:	March 12, 2024
Approved for consideration:	County Administrator	Leonardo Brown, MBA, CPM	
Meeting/Committee	Strategic Planning Ad Hoc		
Subject:	County Website Redesign RFP		

A request for proposals (RFP) is being created to overhaul Richland County’s website to better serve its residents. The updated website will create an interactive experience and make information readily accessible.

The draft RFP includes evaluation criteria that will be used by the selection committee to determine the vendor who will create the new and improved County website. Once the final draft of the RFP is complete, the timeline will be as follows:

Compose RFP and release in Bonfire	2 days
Advertising period	30 days
Evaluation period	14 days
Vendor Presentations	14 days
Evaluation of Presentations	3 days
Ranking of offerors	1 day
Notice of Intent to Award	10 days
Committee/Council award process	TBD

Presently, the RFP committee consists of several IT department staff and members representing departments all across the County.

Richland County Economic Development Public-Private Partnership Proposed Menu

Staple Menu Items

- **Prospect recruitment**
 - A P3 could allow the ability to have private sector stakeholders on speed dial to share their experience in Richland County to prospects. Invaluable, honest resource for prospective companies.

- **Workforce development**
 - Pipeline building – increasing partnerships with known stakeholders to build a better workforce pipeline, both for sectors Richland County currently does well (advanced manufacturing) and potential future growth sectors (life sciences, high-tech, etc). This could take the form of Parent’s Night Out at marquee manufacturing facilities, letting them see what manufacturing in 2024 looks like and share this message to their children; industry sponsored lunch and learns in K-12; and developing student apprenticeship programs to expose high school students to the job opportunities present in Richland County.

- **Existing Industry outreach**
 - A P3 could serve as a liaison for industry needs and effectively advocate for industry and advance their priorities– unlike many other entities in the workforce space, P3 wouldn’t be at the mercy of federal grant funding, which often narrows/dictates outcomes. This would allow the P3 to better advocate for advancing industry needs.
 - York County ED conducts a semiannual “Business Pulse” survey, in which it sends out questions to 200+ companies to gauge the county’s business climate and client satisfaction.

- **Targeted industry sectors**
 - Many P3s identify specific industries that economic development efforts should be focused on. For Richland County, given the Scout announcement and the locating of Mark Anthony Brewing in the county, these may include the Automotive sector and Food and Beverage type companies. See further information below.

- **Product development**
 - With arrival of Scout, the need to diversify the County’s economy has been fast-tracked. Injecting 4,000 more manufacturing employees into the market will create a level of saturation the County has not seen previously. This will necessitate RCEDO targeting and recruiting industries beyond advanced manufacturing. RCEDO (or the P3) plans on playing on already occurring development and/or the community’s unique attributes to strategically drive this change. Examples: UofSC’s new medical school arriving in late 2027; SC Quantum, a statewide initiative housed in Columbia; heavy concentration of fin-tech; youngest county in the state and top 5% of counties for bachelor’s degree or higher.

- This change in strategy may require deliberate and planned investment in real estate/product beyond the typical industrial park(s). P3 provides the ability to potentially leverage private sector funds and partnerships to drive these investments. Examples – Main Street Labs (Greenville); WestEdge (Charleston); Charleston TechCenter (Charleston); The Pearl (Charlotte, NC)
- **Marketing**
 - Increased Marketing focus could allow for the build-out of both a more developed, thorough website and an increased presence on social media that highlights all the benefits and advantages to locating in Richland County.
 - E.g., Western SC has an “Infrastructure” section on its webpage, highlighting transportation options, i.e. local and regional airport travel times, and links to all area utility providers, with capacity and average use statistics
- **Advertising and highlighting county/region lifestyle and opportunities-** housing, recreation, education, entertainment, climate, healthcare, cost of living, etc
 - Given South Carolina’s consistent success in recruiting Foreign Direct Investment, especially in the Upstate, Greenville Area Development Corporation has an “International” page on it’s website, where it lists multiple international companies in its region, then provides links to Education Opportunities and Support Organizations for the international community.

Specialty Menu Items

- **Advocacy Efforts**
 - Florence Progress hosts a Florence County Legislative Day at the State House to “raise awareness about Florence County among our state legislators by showcasing prominent businesses, industries, healthcare organizations, and educational institutions.”
 - The Myrtle Beach Regional Economic Development Corporation (*MBREDC*) promotes keeping cost of living low and Affordable Housing through residential areas in the region
- **Community Engagement**
 - Florence Progress also provides members first-come, first-serve tickets to the Florence Little Theatre and the Florence Symphony.
 - MBEDC offers an “Industry Awareness Development Course,” where participants can learn about various industries in Horry County, the importance of diversity in economic development in the county, and the role that the MBREDC plays in recruiting industry to and supporting industry within the county. The class participants meet one day per month in different regions of the county and visit existing industries within that region.
- **Ambassadorship**
 - Wake County ED (Raleigh, North Carolina) has “Digital Ambassadors” that volunteer to post curated Wake County news stories to their social networks.
 - The Digital Ambassadors are leading a grassroots movement to show the rest of the world how great it is to call our region home. Digital

Ambassadors share news online with their social networks, about everything from the Triangle's thriving economy to its burgeoning craft beer scene and game-changing startups.

- In Richland County, this could include connecting with existing young professional groups (COR, YLS etc.) to offer behind the scene tours of businesses i.e. plant tours, creating excitement about what's in our community. These folks then become better ambassadors of where they live.

- **Transportation**

- Spartanburg has a model they piloted with SPARTA, United Way of the Upstate, and Spartanburg Regional Healthcare System, with the goal of supplementing fixed route bus services, yet allowing employees to cost-share for the work commute, similar to a shared Uber for commuting. Spin-off value is reduced carbon emissions, reduced parking overhead at a facility, and removing reliable transportation as a barrier to entry.
- The Anderson County Development Corporation has an “Anderson County Rides Program,” which assists with helping individuals who meet certain qualifications and need a ride to work in Anderson County.

- **Childcare**

- A Richland County P3 could participate in a pilot program where employers, employees and the P3 all have skin in the game, potentially, to help solve the childcare crisis, addressing a significant barrier to entry for a large portion of the workforce.
- Similar programs have been established in Michigan and Kentucky and could serve as examples for a similar program in Richland County.

- **Targeted events**

- Host receptions for Investors of P3 highlighting success, and helping them become better ambassadors of the org. and the community. Receptions could be around specific announcements (i.e. groundbreaking), initiatives, or strategic goals
- Host brokers or site consultants on existing industrial and other properties. Shows available properties along with what's possible in the County, so when projects hit their desks Richland is front of mind for location
- One Spartanburg hosts events like Caffeinated Conversations, Professional Pours, and a CEO Social to bring the business community together in Spartanburg
- Industry Council– private sector group that is convened for learning opportunities as well as act as change champions for initiatives that are crucial to continued growth in the County.