

RICHLAND COUNTY
COUNTY COUNCIL AGENDA



Tuesday, JUNE 18, 2019

6:00 PM

COUNCIL CHAMBERS

RICHLAND COUNTY COUNCIL 2019



Bill Malinowski
District 1
2018-2022



Joyce Dickerson
District 2
2016-2020



Yvonne McBride
District 3
2016-2020



Paul Livingston
District 4
2018-2022



Allison Terracio
District 5
2018-2022



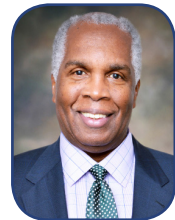
Joe Walker, III
District 6
2018-2022



Gwendolyn Kennedy
District 7
2016-2020



Jim Manning
District 8
2016-2020



Calvin "Chip" Jackson
District 9
2016-2020



Dalhi Myers
District 10
2016-2020



Chakisse Newton
District 11
2018-2022





Richland County Council

Regular Session
June 18, 2019 - 6:00 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29201

1. **CALL TO ORDER**

The Honorable Paul Livingston,
Chair Richland County Council

 - a. ROLL CALL
2. **INVOCATION**

The Honorable Bill Malinowski
3. **PLEDGE OF ALLEGIANCE**

The Honorable Bill Malinowski
4. **APPROVAL OF MINUTES**

The Honorable Paul Livingston

 - a. Special Called Meeting: May 30, 2019 [PAGES 8-9]
 - b. Regular Session: June 4, 2019 [PAGES 10-31]
5. **ADOPTION OF AGENDA**

The Honorable Paul Livingston
6. **PRESENTATION**
 - a. United Way of the Midlands
7. **REPORT OF THE ATTORNEY FOR EXECUTIVE SESSION ITEMS**

Larry Smith,
County Attorney

 - a. Fields, et. al. vs. Richland County
 - b. Personnel Matter
8. **CITIZEN'S INPUT**

The Honorable Paul Livingston

 - a. For Items on the Agenda Not Requiring a Public Hearing

9. CITIZEN'S INPUT

The Honorable Paul Livingston

- a. Must Pertain to Richland County Matters Not on the Agenda
(Items for which a public hearing is required or a public hearing has been scheduled cannot be addressed at time.)

10. REPORT OF THE ACTING COUNTY ADMINISTRATOR

Dr. John Thompson, Acting
County Administrator

- a. Columbia/Richland Fire: Fire Accreditation Process [PAGE 32]

11. REPORT OF THE CLERK OF COUNCIL

Kimberly Williams-Roberts,
Clerk to Council

- a. Upcoming Budget Meetings:
July 18 - Public Hearing and 3rd Reading of Biennium Budget II
(FY21); 6:00 PM
- b. AG + Art Tour Events: [PAGES 33-36]
 - a. Kick-Off Party, June 21, 5:30 - 9:00 PM, Senate's End, 316 Senate Street
 - b. AG + Art Tour, June 29 (10:00 AM - 4:00 PM); June 30 (1:00 - 5:00 PM): Tour Sites Include: Carolina Bay Farms, City Roots, Doko Farm, Fabel Farms, Purple Tuteur Farm and Soda City Market
 - c. Neighborhood Block Party, June 27, 6:00 - 7:30 PM, Meadowlake Park, 600 Beckman Road

12. REPORT OF THE CHAIR

The Honorable Paul Livingston

- a. Council Meeting Schedule Update

13. OPEN / CLOSE PUBLIC HEARINGS

The Honorable Paul Livingston

- a. To Establish and Create a Special Tax District within Richland County, South Carolina, to be known as the "Windsor Lake Special Tax District"; to define the nature and level of services to be rendered therein; to authorize the imposition of ad valorem taxes and user service charges therein, which shall be imposed solely within the Special Tax District; to establish a commission for the tax district and provide the terms therefor; and all other matters related thereto

- b. Authorizing the expansion of the boundaries of the I-77 Corridor Regional Industrial Park jointly developed with Fairfield County to include certain property located in Richland County; the execution and delivery of an infrastructure credit agreement to provide for infrastructure credits to North Main Senior, LLC; and other related matters

14. THIRD READING ITEMS

The Honorable Paul Livingston

- a. Authorizing the expansion of the boundaries of the I-77 Corridor Regional Industrial Park jointly developed with Fairfield County to include certain property located in Richland County; the execution and delivery of an infrastructure credit agreement to provide for infrastructure credits to North Main Senior, LLC; and other related matters [PAGES 35-59]

15. SECOND READING ITEMS

The Honorable Paul Livingston

- a. To Establish and Create a Special Tax District within Richland County, South Carolina, to be known as the "Windsor Lake Special Tax District"; to define the nature and level of services to be rendered therein; to authorize the imposition of ad valorem taxes and user service charges therein, which shall be imposed solely within the Special Tax District; to establish a commission for the tax district and provide the terms therefor; and all other matters related thereto [PAGES 60-67]

16. REPORT OF ECONOMIC DEVELOPMENT COMMITTEE

The Honorable Calvin Jackson

- a. Recommendation on ALTA Survey for Blythewood Industrial Park Site [PAGE 68]

17. REPORT OF RULES & APPOINTMENTS COMMITTEE

The Honorable Chakisse Newton

- a. NOTIFICATION OF APPOINTMENTS
 - 1. Richland Memorial Hospital Board - Two (2) Vacancies
 - a. Craig Plank [PAGES 69-72]
 - b. Judy Cotchett Smith [PAGES 73-74]
 - 2. Board of Assessment Appeals - Three (3) Vacancies
 - a. Tammy Davis [PAGES 75-76]

3. Accommodations Tax - Three (3) Vacancies (2 applicants must have a background in the lodging industry and 1 applicant must have a background in the cultural industry)
 - a. David Erbacher [**PAGES 77-79**]
4. Employee Grievance Committee - Six (6) Vacancies (Must be a Richland County employee; 2 seats are alternates)
 - a. Tony L. Wingard [**PAGES 80-81**]
5. Midlands Workforce Development Board - One (1) Vacancy (Education seat; must represent education sector)
 - a. Amy Scully [**PAGES 82-83**]

18. OTHER ITEMS

The Honorable Paul Livingston

- a. A Resolution to appoint and commission Chelsey Ann Reed as a Code Enforcement Officer for the proper security, general welfare, and convenience of Richland County [**PAGE 84**]
- b. Total Rewards Implementation [**PAGES 85-241**]

19. EXECUTIVE SESSION

Larry Smith,
County Attorney

20. MOTION PERIOD

- a. Consistent with Council motions and subsequent successful votes, I move to suspend (until at least the first quarter of 2020) the implementation of any sewer service rate increases until the public information and education process has been undertaken and completed. and new construction has begun.

The Honorable Dalhi Myers

21. ADJOURNMENT



Special Accommodations and Interpreter Services Citizens may be present during any of the County's meetings. If requested, the agenda and backup materials will be made available in alternative formats to persons with a disability, as required by Section 202 of the Americans with Disabilities Act of 1990 (42 U.S.C. Sec. 12132), as amended and the federal rules and regulations adopted in implementation thereof. Any person who requires a disability-related modification or accommodation, including auxiliary aids or services, in order to participate in the public meeting may request such modification, accommodation, aid or service by contacting the Clerk of Council's office either in person at 2020 Hampton Street, Columbia, SC, by telephone at (803) 576-2061, or TDD at 803-576-2045 no later than 24 hours prior to the scheduled meeting.



Richland County Council

SPECIAL CALLED MEETING
May 30, 2019
Immediately Following Budget Public Hearing
Council Chambers
2020 Hampton Street, Columbia, SC 29204

COUNCIL MEMBERS PRESENT: Paul Livingston, Chair; Dalhi Myers, Joyce Dickerson, Calvin “Chip” Jackson, Gwen Kennedy, Bill Malinowski, Yvonne McBride, Chakisse Newton and Allison Terracio

1. **CALL TO ORDER** – Mr. Livingston called the meeting to order at approximately 7:14 PM.
2. **ADOPTION OF THE AGENDA** – Ms. Kennedy moved, seconded by Ms. McBride, to adopt the agenda as published.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Livingston and McBride

Present but Not Voting: Manning and Dickerson

The vote in favor was unanimous.

3. **PERSONNEL MATTER: ADMINISTRATOR SEARCH UPDATE**
Ms. Kennedy moved, seconded by Ms. Terracio, to go into Executive Session.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Dickerson and Livingston

The vote in favor was unanimous.

Council went into Executive Session at approximately 7:16 PM and came out at approximately 8:29PM

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Dickerson, Livingston and McBride

Present but Not Voting: Manning

The vote in favor was unanimous to come out of Executive Session.

Ms. Myers moved, seconded by Ms. Newton, to move forward as discussed in Executive Session.

In Favor: Terracio, Jackson, Newton, Myers, Kennedy and Livingston

Abstain: McBride

Opposed: Malinowski and Dickerson

Present but Not Voting: Myers

The vote was in favor.

3. **ADJOURNMENT** – The meeting adjourned at approximately 8:31 PM.



Richland County Council
Regular Session
June 4, 2019 – 6:00 PM
Council Chambers

COUNCIL MEMBERS PRESENT: Paul Livingston, Chair; Dalhi Myers, Vice-Chair; Joyce Dickerson, Calvin “Chip” Jackson, Gwen Kennedy, Bill Malinowski, Jim Manning, Yvonne McBride, Chakisse Newton, Allison Terracio and Joe Walker

OTHERS PRESENT: Michelle Onley, Beverly Harris, John Thompson, Stacey Hamm, Larry Smith, Jennifer Wladischkin, Trena Bowers, Ashiya Myers, Sandra Yudice, Shahid Khan, Michael Niermeier, James Hayes, Ashley Powell, Dwight Hanna, Ismail Ozbek, John Hopkins, Tiffany Harrison, Kimberly Williams-Roberts, Cathy Rawls, Bill Peters, Geo Price, Angela Weathersby, Dale Welch, Clayton Voignier, Allison Stone, Art Braswell, Ronaldo Myers, and Brad Farrar

1. **CALL TO ORDER** – Mr. Livingston called the meeting to order at approximately 6:00 PM.
2. **INVOCATION** – The invocation was led by the Honorable Jim Manning
3. **PLEDGE OF ALLEGIANCE** – The Pledge of Allegiance was led by the Honorable Jim Manning
4. **PRESENTATION OF PROCLAMATIONS**
 - a. **A Proclamation Honoring the life of Wayne Clay Sumpter** – Ms. Newton, Ms. McBride and Ms. Myers presented a proclamation to Ms. Margaret Sumpter.
 - b. **Resolution Honoring Jim Gandy upon his retirement from WLTX News/Weather** – Mr. Livingston presented a resolution to Mr. Gandy in honor of his retirement.
5. **APPROVAL OF MINUTES**
 - a. **Regular Session: May 21, 2019** – Ms. Dickerson moved, seconded by Ms. Terracio, to approve the minutes as distributed.

In Favor: Terracio, Malinowski, Jackson, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present But Not Voting: Newton and Manning

The vote in favor was unanimous.

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6. **ADOPTION OF THE AGENDA** – Ms. Kennedy requested to add an item to the agenda to aid the citizens at the Killian Lakes Apartments that were displaced by the recent fire. Ms. McBride seconded the motion.

Mr. Malinowski stated it appears Ms. Kennedy has some facts and information, but if we are going to need something at discussion time, we may need staff to seek that out for us to have.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Manning, Walker, Dickerson, Livingston and McBride

The vote in favor was unanimous to amend the agenda.

Ms. Dickerson moved, seconded by Ms. Kennedy, to adopt the agenda as amended.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present But Not Voting: Manning

The vote in favor was unanimous to adopt the agenda as amended.

7. **REPORT OF THE ATTORNEY FOR EXECUTIVE SESSION ITEMS** – Mr. Smith stated the following items are eligible for Executive Session.

- a. Satellite Sewer Agreement
- b. Amendment to Sewer Agreement
- c. PDT Contract/Legal Advice
- d. Pending Litigation: Dunlap vs. Richland County and Correct Care Solutions, et. al.
- e. County Administrator Search Update

8. **CITIZENS' INPUT: For Items on the Agenda Not Requiring a Public Hearing** – Mr. Lester Young spoke regarding Item # 16(c) "Banning the Box".

9. **CITIZENS' INPUT: Must Pertain to Richland County Matters Not on the Agenda** – No one signed up to speak.

10. **REPORT OF THE ACTING COUNTY ADMINISTRATOR**

- a. Penny Program Transition Update – Mr. Niermeier stated, on p. 50 of the agenda, there is a brief overview of the transition efforts.
 - Time clock system purchased. Installation coordinated with IT for installation in June. Developing a time charging schema with payroll and IT.
 - Gap analysis was conducted between current functions of the PDT and the Dept. of Transportation, which resulted in a transition update proposal for resources that we would need to make sure we are successful come November. A draft of that will be reviewed by Administration directly.
 - They continue to have weekly transition updates with the PDT.
 - They recently hired a Project Engineer; will be starting on June 17th.

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- They will be relocating to their new location in the near future.
- Will be setting up financial turnover meetings in June with Finance and PDT.

Mr. Malinowski inquired as to where they are and where they will be relocating to.

Mr. Niermeier stated they presently next door at 2000 Hampton Street, and they will be moving across the street to 2009 Hampton Street in the old All Medical space.

Mr. Malinowski inquired as to who is over the inspectors.

Mr. Niermeier stated the inspectors are under Mr. Nathaniel Miller, who is the Budget Contract Manager.

Mr. Malinowski requested an organizational chart.

Dr. Thompson stated he will resend the transition plan, which includes the organizational chart.

Mr. Malinowski inquired when the current contract expires for the On-Call Engineering Team.

Mr. Niermeier stated the 5 OET contract expires in March 2020; however, there are service orders that are ongoing and will continue pass that time.

Mr. Malinowski does not understand why we hire someone in June for a contract that does not expire until March.

Mr. Niermeier stated the decision was made to get that out and solicited early so it is in place by the time the contracts expire and the “new” OETs are ready to go.

Mr. Malinowski inquired if it would be a contract with the new team.

Mr. Niermeier stated it will be whoever responds to RFQs for the new OETs. It will be similar to the current OET contract.

Ms. McBride stated there are 2 streets (House St. and Magnolia) where contractors have stopped work on the sidewalks because it was said they were not being paid. She inquired as to why the contractors were not paid and the status of this matter.

Mr. Niermeier stated the budget transfers that were approved by Council last month were finally approved today, so there should be checks cut tomorrow to pay everyone. It was a bit of an arduous process, with the guidance they were given, to make sure all the invoices matched what needed to be transferred to make the payments. They are trying to prevent that in the future.

She inquired if the contractors are back at work, or are they in the process of starting to work again.

Mr. Niermeier stated he had not spoken to the contractor in about a week, but they have said as soon as they are paid they will be back on site.

Ms. McBride inquired if there is a time she can tell the constituents the work will begin again.

Mr. Niermeier stated he can confirm with the contractor when, and if, they get paid they will be back and bring that information back to Council.

Ms. McBride stated she hopes, in the future, that we will not have to go through this again. We need to make sure there is a mechanism or procedure in place to ensure that does not happen.

Ms. Dickerson inquired about what will happen to the PDT Office.

Mr. Niermeier stated that space is leased by the PDT, so when the contract expires the space will no longer be needed.

Mr. Malinowski noted in the briefing document it states: "Meeting with Department Contracts and Budget Manager to develop cost saving metrics for future presentation." He inquired if that means they are planning to bring something to Council to show them the cost savings matrix.

Mr. Niermeier stated responded in the affirmative. One of the things they want to provide is where we will see the cost savings and what the cost savings will be.

Mr. Malinowski inquired if there are specific qualifications for the employees they are planning to hire, and if all of the new hires will meet those qualifications.

Mr. Niermeier responded in the affirmative.

Mr. Manning stated we have 5 OETs, so is the RFQ going to be for 5 OETs that will begin when the current OETs contract ends next year.

Mr. Niermeier stated 5 is a good number to work with since that is what we have now. It has not been officially decided if there will be 5 or less; or 5 or more. It is a RFQ, so anyone that feels they are qualified can submit, so we could qualify all of them, but then we may only get 3 submittals. They will have to see what comes in.

Ms. McBride stated she thought, when did our planning, it was based on need. So, would we not know if we need 3, 4 or 5, or are we pulling a number out of thin air.

Mr. Niermeier stated they have not decided on how many OETs they need moving forward. They are using 5 as a generality because that is what is in place now. Once they let the RFQ out, they will see what kind of response they get back, and, of those respondents, which ones meet the qualifications that are set in the RFQ.

Mr. Jackson stated one of the concerns they need to make clear is, if there is an expectation that we are going to continue the level of work, production and performance that is currently underway, then the number 5 is not an arbitrary number being pulled out of the air. It is a number that is being used to work at the pace we are working out. If we end up with fewer On-Calls than we have currently, the expectation would be there will be less work being accomplished because you do not have the level of physical presence. In addition, even if you get those that are highly qualified there is still going to be a transition period for these On-Calls to understand the projects and work that has already been done, and has been ongoing. To expect that they would hit the ground running, he is not sure how realistic that is. He stated he hopes that everyone is planning to be at the work session on June 18th because we need to have some hard conversations about how much work we are going to continue to let out, what we are going to put the stop work on, and how we are

expecting to meet the goals and objectives that have been defined. We need to let the public know, as a result of having fewer On-Calls, Inspectors, Contractors, that we have determined that we are going to do less work and meet less goals. In addition, with Carolina Crossroads getting started, there will be fewer vendors available, so the expectation for us to maintain the same level is not realistic. Without these answers, it puts our Transportation Department in a quandary because now they are having to determine whether or not we are going to continue to do design work.

Mr. Manning stated, with this RFQ, is there a plan to overlap the current 5 OETs with the firms that come in qualified.

Mr. Niermeier stated the plan is, when the current OETs contracts end, the next base contract would be in place.

11. **REPORT OF THE CLERK OF COUNCIL**

- a. Upcoming Budget Meetings: – Ms. Roberts reminded Council of the upcoming budget meetings.
 1. June 10 – 3rd Reading of Biennium Budget (FY20)
- b. Community Relations Council’s 55th Anniversary Luncheon and Awards, June 12, 12:00 Noon, Columbia Metropolitan Convention Center, 1101 Lincoln Street – Ms. Roberts reminded Council of the upcoming Community Relations Council’s Luncheon on June 12th. A discussion took place in regards to Council purchasing at table for the event. It was decided, if Council members wish to attend they will purchase individual tickets.
- c. Penny Program Alignment Work Session, June 18, 2:00 PM, Council Chambers – Ms. Roberts reminded Council of the Council work session on June 18th at 2:00 PM in Chambers.

12. **REPORT OF THE CHAIR**

- a. County Administrator Search Update – This item was taken up in Executive Session

13. **APPROVAL OF CONSENT ITEMS**

- a. Clemson Road Recycling Drop-Off Site Lease Renewal – Mr. Jackson moved, seconded by Ms. Myers, to approve this item.

Mr. Jackson requested Public Works to take a closer look at the appearance of the site, and the frequency of the pickups. There are times when the excess overflows the containers onto the ground.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present But Not Voting: Manning

The vote in favor was unanimous.

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14. **SECOND READING ITEMS**

- a. Authorizing the expansion of the boundaries of the I-77 Corridor Regional Industrial Park jointly developed with Fairfield County to include certain property located in Richland County; the execution and delivery of an infrastructure credit agreement to provide for infrastructure credits to North Main Senior, LLC; and other related matters – Mr. Jackson moved, seconded by Ms. Myers, to approve this item.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Manning

The vote in favor was unanimous.

15. **REPORT OF DEVELOPMENT AND SERVICES COMMITTEE**

- a. I move to direct the County Administrator to solicit proposals for a survey to residents of Richland County. The purpose of the survey will be to help the County strategically plan for the future as they continue to grow and meet new challenges. The survey will also assist elected officials, as well as County administrators, in making critical decisions about prioritizing resources and helping set the direction for the future of the County. The survey will gather and analyze input and data from residents on service quality, priorities and overall performance and satisfaction with County services [WALKER] – Ms. Kennedy stated the committee’s recommendation was to direct the Acting County Administrator to solicit proposals for a survey, according to the objectives outlined in the briefing document.

Ms. McBride inquired about the cost of the survey.

Ms. Kennedy stated the cost is \$24,000 - \$48,000.

Mr. Malinowski stated the committee recommendation directs the County Administrator to solicit proposals, but in the recommended action, on p. 84, from staff it says, recommends Council “direct the Acting County Administrator to procure a specialized firm...” There is a difference between procuring someone and soliciting proposals. If we are voting for the RFP, he can support it, but he does not believe he can support the Administrator going out to get someone without coming back to Council. Secondly, he inquired if anyone on staff had contacted Clemson University about obtaining information on the survey that was previously conducted.

Ms. Powell responded that no one has contacted them.

Mr. Malinowski stated before moving forward we might want to see when the survey was done, and what the results were.

Mr. Malinowski moved, seconded by Ms. McBride, to defer this matter until we research it further.

In Favor: Malinowski, Livingston and McBride

Opposed: Terracio, Newton, Myers, Kennedy, Manning, Walker and Dickerson

Present but Not Voting: Jackson

The motion failed.

Ms. Myers stated, if we pass this, staff could circle back with Clemson University and gather the information, while we go forward with the solicitation of a firm.

Mr. Malinowski stated, the reason he said to defer is, rather than tie staff's hands with moving forward with proposals, and finding out that 2 years we had this survey and we do not want a full blown one, but just an update.

Ms. Myers pointed out that the Administrator is always authorized to enter into contracts below \$100,000, so typically they go through his office, which is what she believes the committee was trying to effectuate.

Ms. McBride stated having the survey and identifying strengths and weaknesses within the County services is great, but she guesses that we have all experienced these surveys, and then we put them on the bookshelf, to collect dust, due to not having enough staff to implement the findings. Her concern is, if we are going to get this humungous survey, and the results of it, are we going to be able to implement those things. The other survey gave us good information, but things were practical that we could implement.

Mr. Malinowski inquired as to where the information on p. 91 of the agenda packet was pulled from.

Ms. Powell stated she believes the date on the survey was 2016, and she got that information from Ms. Harris.

Mr. Malinowski stated, in reviewing the Mecklenburg County survey, and the number of surveys sent out, it was less than a 10th of 1%. If that is all you are going to base what you doing in the County on, he does not think it is worthwhile. We need to figure out what percentage of the people we want to get the surveys to.

Ms. Dickerson stated, if we are understaffed, this might be a way of making sure that we have the appropriate staff to do the work that we need to be done.

Ms. Newton stated it is often a good practice to continue to get the data, and information, from our populous. While we get the information from the previous survey, this allows us to get a new benchmark. Her understanding, of the latitude that we have during the procure process, is that we have the opportunity to work with the consultant to shape the types of questions we ask, so that we do, in fact, get information that is actionable and addresses the area of concerns we have. We have the opportunity, at the outset, to structure a process that is going to be beneficial for us. She thinks will be great data for us to have as we chart our course forward. It sounds like we have the will of the Council to make sure we use the data, this time.

Ms. McBride stated it was not that we did not have the will of the Council to use the data, in the past. In fact, the reason the data was not used was because there was transition with the Administrator.

Mr. Malinowski requested a friendly amendment to the committee's recommendation to receive the results of the Clemson University survey.

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In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Kennedy and Manning

The vote in favor was unanimous.

16. **REPORT OF ADMINISTRATION AND FINANCE COMMITTEE**

- a. I move that all RC contracts must be reviewed & approved by the Office of the County Attorney & that notices under or modifications to RC contracts must be sent to the County Attorney, but may be copied to external counsel, as desired [MYERS] – Ms. Dickerson stated the committee’s recommendation was to approve the policy for the review and approval of all contracts and amendments, and to request the Legal Department to undertake an analysis of what we need to get a Contract Administration Office set up.

Mr. Jackson stated the last time he heard the conversation, regarding this motion, the County Attorney raised a number of issues regarding the volume of contracts and the fact volume that it might not be manageable by his office. In addition, contracts that were outside of this physical building, but were still under the jurisdiction of the County, and if they were being considered.

Mr. Smith stated, when this motion was sent to committee, he expressed concern about the lack of resources, based on the number of contracts, if we were talking about all County contracts, which would include contracts that are outside of the scope of departments that under the jurisdiction of the County Administration. The maker of the motion was also referring to contracts that may lie in the office of Elected and Appointed Officials. He addressed that issue with the committee, and indicated that would be a challenge, which would require additional resources. In terms of creating an office to administer the contracts, he wanted to be clear that just reviewing the contract would not be sufficient for what the County was looking for. The contracts, once they were reviewed and implemented, needed to be properly administered, which is where the other portion of his analysis came from.

Mr. Jackson stated, based upon the wording of the motion, the capacity to address that does not currently lie within the operation of the County Attorney’s Office.

Mr. Smith responded in the affirmative.

Ms. Myers stated what came up, in the committee meeting, was to empower the County Attorney to undertake an analysis of what he needs to expand his office, so that we can have a contract’s administration function within the County. The issue came up because the County is self-insured, so when the contracts go bad, the County has to, from the insurance reserves, pay whatever liability comes due. He may or may not have been able to prevent some of the issues on the frontend.

Mr. Jackson stated this motion gives him the impression that we are going to approve Mr. Smith to start doing this right away.

Mr. Smith stated he thought he made it clear, at the committee meeting, that they are not currently staffed to do what this motion requests, at this point.

Mr. Malinowski stated he made a comment, at the committee meeting, that the Internal Auditor might be of assistance in this review.

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Mr. Livingston stated it would make more sense to him for us to instruct the Administrator to look at this and come back with a proposal to make this work before we try to move forward.

Ms. Myers stated, to the extent, that this is critical to protect the County she would recommend that the Administrator and the Legal Department come back with recommendations, in a timely manner.

Ms. Dickerson inquired if Ms. Myers is amending the committee's recommendation, so that we can move forward with this item.

Ms. Myers inquired, if Mr. Smith thought it would be too onerous to go forward, while he gives us the headcount that he needs.

Mr. Smith stated, once this passes, he does not know what the effect is going to be. What he would like to do is, take into consideration the concerns expressed by Council members, as well as include Risk Management in the discussion. This will allow him to get with them and evaluate exactly what we think we need to go forward. He would hate to go forward, and then have to come back.

Ms. Myers made a substitute motion, seconded by Ms. Dickerson, that Mr. Smith and the Acting Administrator collaborate with any necessary staff to bring back a recommendation for implementing this policy by the July 9th Council meeting.

Mr. Malinowski requested Mr. Smith research, in regard to "failed" contracts, how much it has cost the County. As a point of clarification, this does not include Elected Officials.

Ms. Dickerson stated she does not want us to put this policy over our Elected Officials.

Ms. Myers stated, for clarification, the point of her motion is to cover areas where the County is self-insured. For example, you could have something happen within the Sheriff's Department. He is an elected official, but all of his financial resources come directly from Council. It is for those bodies that this County self-insures. It is a protection for the taxpayers' money to be sure that whatever we put in these documents, upfront, is there. We are making sure the documents under which they procure them protects the County.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Kennedy and Manning

The vote in favor was unanimous.

- b. I move that Richland County remove the salary history question on employment applications in an effort to ensure fair hiring practices. The mandated change should apply to employment applications in print and online and the salary history question should also be removed from verbal interviews and employment screenings [TERRACIO] – Ms. Dickerson stated the committee recommended Council accept the analysis as information as well as support of fairing hiring practices, and to have Mr. Hanna bring back a cost for training for the Department heads.

Ms. Terracio stated this potentially has no budget implications. We could do it as simply as removing the salary question from the materials, and moving forward that way. There are some opportunities to do training, at varying costs.

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In Favor: Teraccio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Manning

The vote in favor was unanimous.

- c. I move that Richland County Council pass the resolution to “Ban the Box” and join more than 150 cities and counties and 33 states nationwide that have “Ban the Box” laws to remove questions about convictions from job applications; so that applications could be judged first on their qualifications [McBRIDE] – Ms. Dickerson stated the committee’s recommendation was to authorize staff to revise applicable procedures and forms to enact the resolution and ensure compliance with all applicable requirements for public safety departments, and to train departments on the procedure changes and revised documents.

Ms. McBride thanked the committee for supporting this issue. Richland County is known for being a county that support rehabilitation, and this is conjunction with our philosophy to give people a 2nd chance after they have paid their dues to society. This is a national movement, and it has extremely well. Research is supporting it. Mr. Young, who came to speak, has worked very hard with this for South Carolina. She thinks this is something that we really need to push, and we will work directly with HR to make sure that we have policies and procedures in place to give individuals a 2nd chance to have a good life and provide for themselves and their families.

Ms. Dickerson stated she supported modifying the applications 100%.

Mr. Malinowski inquired, if anyone on Council, asked Mr. Hanna how the hiring process works for Richland County.

Mr. Hanna stated Ms. McBride spoke to him regarding the hiring process of the County.

Mr. Malinowski stated he does not personally know the process we use, from the receipt of an application through the final hiring. But, during that stage, an interview is conducted.

Mr. Hanna responded in the affirmative.

Mr. Malinowski inquired who conducts the interview. (i.e. HR Director, HR Dept. or the department advertising for the position).

Mr. Hanna stated the department that is advertising for the position conducts the interview.

Mr. Malinowski stated, for clarification, the department will make the final decision on hiring the individual, as well.

Mr. Hanna stated, if it is an Elected or Appointed Official, yes. If it is not, then the County Administrator would make the final decision.

Mr. Malinowski inquired at what point will the applicant’s application be made complete to show that they did have a previous record.

Mr. Hanna stated they conduct a background check on all them, but it is not before the department

makes a recommendation and submits a Personnel Action Form to HR. The offer would be contingent upon a background check, drug test, and approval of the County Administrator.

Mr. Malinowski inquired about the cost of conducting a background check.

Mr. Hanna stated they recently did a RFP for a new service, so he will have to provide that number to Council after this meeting.

Mr. Malinowski inquired if it like \$20,000 or \$2,000 to hire an applicant.

Mr. Hanna stated he does not think it is \$2,000, unless you are talking about every single person that is involved in the process.

Mr. Malinowski inquired, at what point, is the complete application put in the person's personnel file that they had a previous record.

Mr. Hanna stated, once they check the record, it is documented. Then, a decision would be made whether or not the background record is relevant to not hiring them. In some cases, once the record is checked, a decision is made to not hire the applicant. For example, if a person is going to be working with cash, and they have a record of stealing or embezzling that would disqualify them.

Dr. Thompson stated, as we look at these applications packages, you see the information right away. There is a difference between not checking the box, and checking the box. If we have the box, you see the person's name, driver's license #, and "Did you commit a crime?" Somebody is going to make a decision on whether or not they are going to pursue this individual, or they are not going to pursue this individual. He thinks it will be a big difference, if they can go through the whole process, look at the applications, and then have HR go through the process of doing the background check. At that point, we have said the first 3 people are qualified, but we have not discount them based on a criminal record.

Mr. Hanna stated, what is being proposed, is parallel to complying with Fair Credit Reporting Act, which provides employers guidance in not automatically excluding someone because they say on their application they did "A" or "B", but considering them objectively, based on their qualifications. Then, if you decide you want to consider hiring them, you look at the record and make an assessment of their record.

Mr. Malinowski stated he thought that Richland County engaged in fair hiring practice, which meant you did not just discard the person because they had a previous record. Now he is hearing, we may be discriminating because we see a box checked.

Dr. Thompson stated, for the sake of the information being on there, he cannot say we are engaging in fair hiring practice, if it on there. No one is going to come up to you and say, "Did you negate the person from pursuing the position because they had a criminal record?" But, in the back of your mind, that can be the case.

Ms. Myers stated this is some important because it removes the subjective ability to be unfair. What we are doing, is we are saying, in Richland County, we believe in fairness and our policies reflect that. We are going to evaluate you based your character today, and not what you have done in the past. At the end of it, there are subjective factors that will be looked at by the team that is responsible for an ultimate hire. The point that we are making is we either believe in a 2nd chance,

or we do not. We are either going to allow people to be rehabilitated using the system that we have, or we do not. This box takes out of the person's hands that is evaluating the initial application the ability to be subjective. It superimposes, on the process, fairness, without anyone having the right to even think about it.

In Favor: Terracio, Jackson, Newton, Myers, Manning, Walker, Dickerson, Livingston and McBride

Opposed: Malinowski

Present but Not Voting: Kennedy

The vote was in favor.

- d. Residential Utilities Assistance Program – Ms. Dickerson stated the committee recommended Council approve the creation of the Residential Utilities Assistance Program Fund as Special Revenue Fund to implement the Residential Utilities Assistance Program. The RUAP will assist low-income households with a \$10.00 monthly credit using private donations. These donations may be made to the Residential Utilities Assistance Program Fund to implement the RUAP and provide financial assistance (i.e., \$10 per month) on a first come, first served basis to eligible and qualified low-income households. The fund will be subject to County Council's annual appropriations, and funds will be available each fiscal year until the appropriation is exhausted.

Ms. Myers stated she loves this idea, but the requirements to get the \$10 credit seems rather extreme. She might suggest that we take a 2nd look at the requirements.

Ms. Myers moved, seconded by Ms. Dickerson, to defer this item until the July 9th Council meeting to have staff come back with a sleeker application process for review.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Kennedy and Manning

The vote in favor was unanimous.

17. REPORT OF RULES AND APPOINTMENTS COMMITTEE

A. ITEMS FOR ACTION

1. I move that we establish rules for electing persons to serve on Boards/Commissions rather than going by the Parliamentarian's recollections of how it was done in the past with serious consideration to include appointments require a majority of Council member's vote [MANNING]
– Ms. Newton stated the committee recommended the following language:

Preferential Voting.

This method of voting is based upon Chapter XIII, Section 45, Robert's Rules of Order, 11th Edition, and is to be used solely in circumstances where Council is called upon to vote on the appointment of members of boards, commissions or similar entities where there are more nominees under consideration than there are vacancies to fill.

This rule combines a recognition of the fact that plurality voting may be unavoidable in the initial stages of voting when considering a greater number of nominees than there are vacancies to fill, and majority voting once the number of nominees is drawn down to equal the number of vacancies by virtue of the voting process set forth herein.

Due to the complexity of this unusual but not unforeseeable situation, an example may be instructive.

Ex. If there are two (2) vacancies on a County board, and there are five (5) nominees, each Council member would be permitted to cast a vote for two (2) of the five (5) nominees to fill the two (2) vacancies.

In this event, the voting procedure shall be as follows.

1. Each Council member shall be allowed to cast the same number of votes as there are vacancies to be filled. By way of further example, if three (3) vacancies exist, then each Council member would be permitted to vote for up to three (3) nominees, regardless of the total number of nominees.
2. The Clerk to Council shall tabulate the votes.
3. The nominee with the fewest votes will be removed from the slate of nominees, and the remaining nominees will be voted upon in what would be the next round of voting, with rounds to continue until enough nominees have been eliminated from consideration so that the number of nominees remaining equals the number of vacancies to be filled.
 - a) If there is a tie among those with the fewest votes, then all nominees who are so tied will be removed from the slate of nominees, and the remaining nominees will be voted upon in what would be the next round of voting. Provided, however,
 - b) if so many of the nominees are tied for the least votes, and dropping all of them from the remaining slate of nominees would result in not having enough nominees to fill all of the vacancies, then there shall be a runoff among all of the nominees so tied for fewest votes. The candidate with the fewest votes in the runoff will be dropped from the slate of nominees that had been tied for fewest votes. Once at least one of the originally tied nominees for fewest votes is eliminated by runoff among the fewest vote-getters, those remaining among the originally tied voters will be placed back among the nominees who did not receive the fewest votes, and voting shall continue in this fashion by round until there are the same number of nominees as there are vacancies. [E.g., three (3) nominees remaining for three (3) vacancies].
4. Once Council arrives at a "slate" of nominees corresponding to the number of vacancies to be filled, it is in order for any member of Council to "nominate the slate" of nominees, which shall then be voted upon by Council in the form of a motion to approve the slate by "yea" or "nay," recorded electronically unless the electronic voting system is then inoperable or it is impractical to so vote. In this case, voting by show of hands shall be in order. The slate of nominees shall be approved by majority vote of Council members present and voting.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Manning, Walker, Dickerson, Livingston, and McBride

The vote in favor was unanimous.

18. **REPORT OF THE TRANSPORTATION AD HOC COMMITTEE**

- a. Greene Street Phase 2 – City/County IGA – Mr. Jackson stated we have gotten all of the approvals with the railroad. The City is taking it before their Council for approval. The request is to approve the Greene Street Phase 2 IGA with the City of Columbia. Once the work is done, we will turn it over to the City.

Mr. Malinowski noted in the briefing document that the City will approve and sign the IGA on May 21. He inquired if the IGA had been signed.

Mr. Jackson stated the IGA has not been signed. The City is also voting on this item at their meeting tonight.

Mr. Malinowski stated, on p. 741, it says, “...the construction of the Project is fully funded through the Penny Tax or such other source(s) of funds as may be available to the County...costs shall not exceed the amount appropriated by the Richland County Council for the Project.” He stated he believes it should read, that have been “appropriated by Penny Tax for the Project.” Additionally, on p. 743, #6 states, “As part of the Project, the County shall, at its expense, relocate any City-owned utilities as necessary to construct the Project.” He inquired if that should read, “As part of the Project, the County shall, using Penny Tax funds, relocate...” Otherwise, Richland County becomes responsible for relocation even if it is above and beyond the Penny Tax.

Mr. Jackson stated, technically, that is true, but this only being presented through the Transportation Ad Hoc Committee. The work is only being done through the assigned vendor that comes from the Ad Hoc Committee. It does not go to Public Works, and has not been to Public Works. The Project is being done through the Penny exclusively.

Mr. Malinowski stated you and I understand that, but the court is filled with technicalities, based on legalities. Based on this wording, unless Mr. Smith can assure him that this will not cause Richland County to incur any additional expense, he does not see what the harm is putting “shall using Penny Funds.”

Mr. Jackson stated he would accept that friendly amendment.

Ms. Terracio stated they recently had a public information meeting on this project. She was curious if there was a good turnout for the meeting.

Mr. Jackson stated there was a great turnout. There were more people than they thought would be coming. Those in attendance were: the managers of Thirsty Fellows, individuals from USC, City Councilman Robert Duvall, David Beatty, Michael Niermeier, and approximately 15 – 20 residents from that area. One or 2 people had concerns about the closure, but the majority of the people were in favor. Thirsty Fellow understood that it would negatively impact them, and they certainly would prefer this road being closed than kids jumping through the stalled trains that are sitting on the railroad tracks.

Ms. Myers inquired if there is a budget, or is it just up to the referendum amount.

Mr. Niermeier stated there is a budget for this. It is part of the remainder of the overall \$52 million

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Innovista project. He believes this one is approximately \$17 million.

Ms. Myers stated, given where we are with overpayments, and needing to save as much as we can, she would like to see the budget to see if there are savings that can be realized and not just a contract that says, "Up to \$17 million."

Dr. Thompson stated he does not think you are going to see any savings. There are 3 phases to the project. When you look at the ordinance, there is \$50 million for all of the phases. Once you get through the 2nd phase, you will only have about \$3 million.

Ms. Myers suggested to finish Phase II and not design Phase III, if that is all we got.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Manning

The vote in favor was unanimous.

- b. Approval of Tall Oaks Drive: RCU Utility Relocation Design Services – Holt #12 – Mr. Jackson stated the recommendation is to approve the Tall Oaks Drive RCU Utility Relocation Design Service Order.

Mr. Malinowski stated, on p. 751, it says, "The consultant will flag and paint, based on marking by RCU Staff along Tall Oaks Drive..." Then, it goes on to say, "The consultant shall attempt to locate existing valve boxes which tie into the existing residences." If RCU is marking these lines, do we not know where the valve boxes, so we can tell the consultant.

Mr. Khan stated they have a mechanism to locate the existing lines, valve boxes, etc. Typically, they have the drawings that shows those, but in many cases, if it is an old infrastructure, buried lines, or retrofitting has been done over the life of the infrastructure, they may not find it, so then the consultants get involved.

Ms. Dickerson inquired if Mr. Khan was familiar with this project.

Mr. Khan stated it is has not come to attention.

Ms. Dickerson requested Mr. Niermeier to explain that to her.

Mr. Niermeier stated this is a change order to an existing service order for the Tall Oaks Drive. He stated he would have to defer the Mr. Beaty for more of the specific details.

Mr. Beaty stated this where the On-Call Design Team has been asked to do a little bit more design work and research. The team is going out to pick up additional information on the utility, as a part of their normal design process. Normally, Mr. Khan would not be engaged in this kind of project.

Ms. Myers stated, she would assume, because this is Richland County Utilities...this is a design to move Richland County infrastructure, correct.

Mr. Khan responded in the affirmative.

Ms. Myers inquired if we would be in a better position, than a contractor, to know where our utilities are, and to relocate them. She did not realize they were all Richland County utilities, and we ought to have our own maps. For clarification, we are paying someone to research our maps.

Mr. Khan stated, when you approve this, whoever is the designer, will approach County staff. Staff has the record drawings. We know where our utilities are, so the consultant will take the records and go back and mark them up. Once they are marked up, they will develop a design. The design has to be compliant to Richland County Utilities standards and specifications. The consultant will come back to him, at that time, and present the plan for approval. If it compliant, we will grant them approval, and they will do the installation or construction. We have the drawings, but someone has to take those drawings and go in the field to mark them. We have all the records, but someone has to physically identify them, and make sure what is on the piece of paper is on the ground, as well.

Ms. Myers inquired if we ever move our utilities.

Mr. Khan stated, if it is a minor relocation. We are not equipped to do a major project, like this one. We would hire an external contractor to do this type project.

In Favor: Jackson, Newton, Myers, Manning, Livingston and McBride

Present but Not Voting: Kennedy and Walker

Abstain: Terracio, Malinowski and Dickerson

The vote in favor was unanimous with Ms. Terracio, Mr. Malinowski and Ms. Dickerson abstaining from the vote.

19. **OTHER ITEMS**

- a. COMET Operating/Capital Budget – Ms. Kennedy moved, seconded by Mr. Manning, to approve this item.

Mr. Malinowski stated, in the documentation that was provided, it says they are supposed to provide this capital budget, at least, 60 days prior to the beginning of the fiscal year, which they did not. He inquired if they would incur a penalty for not submitting the request in a timely manner.

Mr. LeRoy DesChamps, Director of Administration and Operations, stated he is not sure. He knows that was their plan, and was presented at the May 21st Council meeting by Mr. Andoh.

Mr. Malinowski stated there is a statement in the documentation that says, “Many duplicative functions provided by The COMET and its contractors or consultants have been eliminated.” Based on that statement, we are still paying for some duplicative processes, correct.

Ms. Dickerson stated the Board approved the budget, based on the elimination of positions.

Mr. Malinowski stated he thought there were some Board members that were there for input, but were not voting Board members.

Ms. Dickerson stated there are 11 active, voting members on the Board. There are 3 appointed by the Legislative Delegation...

Mr. Malinowski stated the City of Columbia and Richland County are putting approximately \$18 million, every year from the Penny Tax. Lexington County is paying approximately \$250,000 for services they have elected to have provided, yet they have the same 3 voting Board members that Columbia and Richland County have.

Ms. Dickerson stated Lexington County only has 1 voting member.

Mr. Malinowski stated the COMET's expected capital projects for FY20 are listed in the briefing document. On the list is training and development of staff. He did not think that training and staff development would be considered a capital project.

In Favor: Terracio, Newton, Myers, Kennedy, Dickerson, Livingston and McBride

Opposed: Malinowski, Jackson and Walker

Abstain: Manning

The vote was in favor.

- b. FY19 – District 3 Hospitality Tax Allocations – Ms. Myers moved, seconded by Mr. Malinowski, to approve this item.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Manning, Dickerson, Livingston and McBride

Present but Not Voting: Kennedy and Walker

The vote in favor was unanimous.

Mr. Malinowski moved, seconded by Ms. Dickerson, to reconsider this item.

Opposed: Terracio, Malinowski, Jackson, Newton, Myers, Manning, Dickerson, Livingston and McBride

Present but Not Voting: Kennedy and Walker

The motion for reconsideration failed.

- c. To Declare the Results of a referendum conducted for the Windsor Lake Special Tax District held in Richland County, South Carolina on May 14, 2019 – Ms. McBride moved, seconded by Mr. Manning, to approve this item.

Mr. Lawrence Flynn stated these are people, in their individual communities, that have voted to independently create a tax district to assess themselves to repair the damage caused by the flood. Lake Windsor was the last one to come through the process. They held their election in May, and the votes came in at 37 – 0.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Manning, Walker, Dickerson, Livingston and McBride

The vote in favor was unanimous.

- d. To Establish and Create a Special Tax District within Richland County, South Carolina, to be known as the "Windsor Lake Special Tax District"; to define the nature and level of services to be rendered therein; to authorize the imposition of ad valorem taxes and user service charges therein, which shall be imposed solely within the Special Tax District; to establish a commission for the tax district and provide the terms therefor; and all other matters related thereto [FIRST READING] – Ms. McBride moved, seconded by Mr. Manning, to approve this item.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Manning, Walker, Dickerson, Livingston, McBride

The vote in favor was unanimous.

- e. Killian Lake Apartment Fire Assistance – Ms. Kennedy stated, in February 2019, County Council appropriated \$150,000 to assist displaced residents of Allen Benedict Court. Out of that, there is currently a residual of \$22,920. This past weekend residents of Killian Lake Apartments were displaced, as a result of fire at the apartment complex.

Ms. Kennedy moved, seconded by Ms. McBride, to utilize a portion of the remaining funds, previously appropriated for displaced residents of Allen Benedict Court, to benefit displaced residents of Killian Lake Apartments.

Mr. Jackson inquired how the funds will be used. When we talked about the Allen Benedict Court, we had an elaborate plan of how the funds would be used.

Mr. Smith stated the idea is to allow the residual amount to be utilized by the agencies that are currently assisting the Allen Benedict Court residents.

Mr. Jackson stated he would like that to be included in the motion, so it is not ambiguous about how the money will be spent.

Ms. Kennedy agreed to include that, as a part of the motion.

Ms. Dickerson requested clarification on what we are voting on.

Mr. Hayes stated, back in February, Council voted to approve \$150,000, from the General Fund Contingency. The residual of that funding is approximately \$22,920.

Ms. Terracio stated she is unfamiliar with this apartment complex, and inquired if these are affordable housing units, similar to Allen Benedict Court.

Ms. Kennedy stated some of them are, but not all of them.

Ms. Newton stated the proposal is to have the same organizations to distribute the funding. She inquired if those organizations agreed to do this.

Mr. Hayes stated he were contacted yesterday by the Legal Department; therefore, he has not had an opportunity to discuss this with the organizations.

Ms. Newton stated, the motion, as she understands it, says, “a portion of the funds.” Since, her understanding is that funds are still being dispersed to former residents of Allen Benedict Court, how would the process work, if they are administering the dollars for Allen Benedict Court and someone else comes from the apartment complex. Does it then become first come, first served? Or, are we going to set aside a specific portion of these dollars?

Mr. Hayes stated the funds that have been approved have been specifically budgeted down to the 5 organizations. There was a budgeted amount for the United Way, for Harvest Hope, etc. In addition to those amounts, the \$22,920 will be separate funding that will be allocated to those groups.

Ms. Newton stated, for clarification, the total budget was up to \$150,000, but the remaining funds being referenced in this motion are essentially undesignated for a specific purpose.

Mr. Hayes responded in the affirmative. Originally, Council set aside \$150,000. The groups requested \$127,080.

Mr. Walker stated the qualifications for being a resident at Allen Benedict Court were the gateway to the program that we implemented for aid with that facility. He inquired if there is such a gateway, as it pertains to Killian Lake Apartments, given there is a hybrid of low-income housing vs. market rate housing. He inquired how we are going to protect this aid, in essence, and get it to the people it is intended for, when we just say, “Killian Lake Apartment displacees” are a party to this program. He stated he should have qualified this with; he is as charitable a person as there is. He loves helping his fellow human, but he wants to make sure we are not opening ourselves up a slippery slope. There is a lot of fires around this County, and compassionate hearts are going to want to help where we can, but we need to be programmatic in our responses to these types of events. While he certainly agrees with the endeavor, he thinks we need to be careful that we are opening up a door that could hurt us down the road, from a precedence setting perspective.

Mr. Smith stated this was brought to his attention by Ms. Kennedy, who stated there was a fire in her district, which impacted some low-income residents and displaced by the fire. She wanted to know if there was anything that could be done to assist them. At that point, he thought about the program, which had been established for emergency kinds of situations. He contacted Mr. Hayes to find out what the status of that was. Mr. Hayes told him that \$127,000 had been appropriated to the Allen Benedict Court situation, and that there was a residual of approximately \$22,000. Then, he assisted Ms. Kennedy to bring this matter before Council to decide whether or not it would be appropriate to assist those individuals, who had been displaced, with some portion of those funds, through the agencies that are currently assisting the individuals from Allen Benedict Court.

Ms. Dickerson stated she supports assisting displaced residents, but she thinks, we need to find out whether or not the current organizations will be willing to assist us with the disbursement of these funds, and that we go through them to identify those persons who really need assistance. We do not need to task organizations with something we do know whether or not they want to take on.

Ms. Kennedy stated it is not a massive number of apartments that have burned. She is sure it will not take the full amount to help those residents.

Mr. Livingston stated, if we are going to approve this, it should be contingent upon the current organizations agree to do it, and we recognize those low and moderate-income individuals that are located in this particular complex. If we make a motion contingent upon those things, so we will know what the benefit is and outcome of the funding.

Ms. McBride stated it is a very low-income area. When we started the project for Allen Benedict Court, we did not really know all the services, but we worked and developed it. Now we have a process in place with them. Based upon what her colleagues have said, the process is there. We do need to have their approval, but as Ms. Kennedy said, it is not a lot. If we can make the amendment to the motion, to make it contingent upon the ability of the agencies to work with the apartments.

Ms. Dickerson seconded the amendment.

Ms. Myers stated, the modification, on one side, was to make sure the agencies are still doing this and they would be willing to help the people. The other side was that they are similarly situated, as the Allen Benedict residents, so that they meet the income threshold because the whole point was these were people who otherwise could not help themselves.

Mr. Malinowski stated the Allen Benedict Court apartments were government, subsidized housing. He does not know how the individuals were classified. With the Killian Lakes Apartments, we are talking about low-income residents. He inquired if there is a difference between the two, or do we have to make sure the individuals have the same qualifications as the government subsidized people. Otherwise, we will be helping low-income people all over the County on everything.

Mr. Smith stated he does not know all of the qualifications of the individuals that were assisted at Allen Benedict Court. He thinks that what is being proposed, at this point, is that the Council allow the agencies that are being proposed to assist to vet the individuals who were impacted by the fire to determine exactly what their fiscal ability is, and, then make a decision on whether or not they fit within they fit within the process established for Allen Benedict Court.

Mr. Jackson stated the issues, for him, is to make sure that we are helping people who need it the most, so we create whatever appropriate clearance mechanism to make sure that happens. As much as we may not want to admit it, there are people who abuse the system. They use the philanthropy nature of groups like this to take advantage of the system. He does not want to become a party to blanketing saying, whenever there is a fire any apartment complex in Richland County, Council now has to come up with funds to help those displaced persons. If we start that, there are a lot of market rate apartments, where people have had fires, and he does not think that we need to do that. There are people who have rental insurance, in apartments, although these may not be the case. He wants us to make sure that we do it in a way that it does the most good, so we do not confuse our efforts. In many cases, if, in fact, these are low-income, they are probably on Section 8. There are people who are affordable residents, living in apartment complexes, where their neighbor upstairs and downstairs are paying market rate, so he does not want to give permission to blanketing fund an apartment complex because there was a fire until he is assured the people that is going to benefit from it are the ones who need it the most.

Ms. McBride stated oftentimes people cannot get on public housing because we do not have adequate public housing. Those people are in the same financial and economic state as those people who are living in public housing. Oftentimes, they have to live in subhousing conditions because they cannot get into public housing.

In Favor: Terracio, Jackson, Myers, Kennedy, Manning, Dickerson, Livingston and McBride

Abstain: Malinowski

Present but Not Voting: Walker

The vote in favor was unanimous with Mr. Malinowski abstaining from the vote.

20. **EXECUTIVE SESSION** – Ms. Myers moved, seconded by Ms. Terracio, to go into Executive Session.

In Favor: Terracio, Jackson, Newton, Myers, Walker, Livingston and McBride

Present but Not Voting: Malinowski, Kennedy, Manning and Dickerson

The vote was in favor of going into Executive Session.

Council went into Executive Session at approximately 8:15 PM and came out at approximately 10:12 PM

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson, Livingston and McBride

Present but Not Voting: Manning

The vote in favor was unanimous.

a. Satellite Sewer Agreement/Amendment to Sewer Agreement – Ms. Myers moved, seconded by Ms. Terracio, to approve as discussed, and presented by staff, in Executive Session.

In Favor: Terracio, Malinowski, Jackson, Newton, Myers, Kennedy, Walker, Dickerson and Livingston

Present but Not Voting: Manning and McBride

The vote in favor was unanimous.

Ms. Newton moved, seconded by Ms. Terracio, to reconsider this item.

Opposed: Terracio, Malinowski, Jackson, Newton, Myers, Walker, Dickerson and Livingston

Present but Not Voting: Kennedy, Manning and McBride

The motion for reconsideration failed.

b. PDT Contract/Legal Advice – No action taken.

c. Pending Litigation: Dunlap vs. Richland County and Correct Care Solutions, et. al. – No action taken.

d. County Administrator Search Update – Ms. Myers moved, seconded by Ms. Newton, to execute the document as discussed in Executive Session.

In Favor: Terracio, Jackson, Newton, Myers, Kennedy, Manning, Walker and Livingston

Opposed: Malinowski and Dickerson

Present but Not Voting: McBride

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The vote was in favor.

21. **MOTION PERIOD**

- a. Council must re-visit and address the roads situation where developers have not finished roads in Richland County and they are considered private. A funding source must be located. This has been discussed in committee meetings, work sessions and Council Retreat, so it should go on a regularly scheduled meeting agenda [MALINOWSKI] – This item will be discussed at the next Horizon meeting.
- b. On November 16, 2017 the A&F Committee directed the legal department to prepare a structured proposal addressing the creation of a service fee agreement or Ordinance for property not taxed in Richland County but receiving all the services that taxpayers do. This matter should be immediately addressed and brought back with the requested information to the June 2019 A&F Committee [MALINOWSKI] – This item was referred to the A&F Committee.
- c. Fund Balances for inside and outside departments/agencies receiving funds from Richland County should not exceed a certain percentage of their operating budget. This is a request to address this matter and determine what reasonable percentage that should be. [MALINOWSKI] – This item was referred to the A&F Committee.
- d. This is a request that the Utilities Department adheres to the policy established by Council as indicated below on May 15, 2007 and in an effort to achieve this Council policy, the following language is to be added: “the feasible reach in Section 24-48 for the Broad River Basin shall be limited to current boundaries/extremities of the sewer system and should limit the developments as infills/pockets within the service area currently enclosed by existing sewer lines terminals/end points. [SECTION24-48 – refers to construction of facilities within the reach of a planned portion of a public sewer interceptor and provides in part.... “The developer shall, when the development involves construction of new sewer facilities within the feasible reach of a planned portion of public sewer interceptor participate in the cost of extending the public interceptor to serve his development and shall connect to such system. The developer shall participate in the cost of such extension in an amount not less than the cost of the line size necessary to serve his development.” [MALINOWSKI] – This item was referred to the D&S Committee.

23. **ADJOURN** – The meeting adjourned at approximately 10:19 PM.



Columbia Fire Department

www.columbiasc.net/fire

June 10, 2019

To: All Personnel

From: Aubrey D. Jenkins, Fire Chief

Re: Accreditation Process

I am pleased to announce that our Department has begun the initial process of becoming an accredited agency through the Commission of Fire Accreditation International. Accreditation is a process of validation in which fire departments are evaluated by a peer review board. The Department must complete a rigorous **Self-assessment** to be awarded accreditation status, and implement our strategic plan with internal and community involvement. We must then complete an extensive **Standards of Cover study** of our turn-out time, response times, staffing, community risk assessment, and deployment. All of these processes will ensure that we are doing everything possible to serve the community at the highest standard possible. I am highly confident that we are ready to serve the community 24 hours a day, seven days a week, as we respond to all types of emergencies in order to keep the community and its members safe.

As we move forward, I need everyone's commitment to lead our community in risk reduction efforts, while maintaining an effective and efficient safety net of emergency services. This is a very important milestone for us in the continuing growth and success of our department. Accreditation shows our commitment to providing the highest level of quality and providing the best possible services to our community.

In closing, I would like to thank the accreditation committee members, the committee chairperson and co-chairperson for leading this opportunity to develop a plan that will guide the future of our department. As an organization, we stand committed to accepting the challenge of this demanding process. If anyone is interested in serving on this committee, please email or contact Assistant Chief/ Fire Marshal George Adams at your convenience. I look forward to meeting this challenge, knowing that your continued support will assist us in continuing to be the best fire service agency in the region and the state.

City of Columbia / Fire Department
1800 Laurel Street / Columbia, SC 29201 / 803.545.3700 / Fax 803.733.8311



For Immediate Release

For information contact:

Susan Carson Lambert

502.545.4321

sclgeographer@gmail.com

**Ag + Art Tour Coming to Richland County
for The First Time, June 29th and 30th 2019**

COLUMBIA, South Carolina, May 15, 2019 - The South Carolina Ag + Art Tour is coming to Richland County for the very first time. It is the nation's largest, free self-guided tour of farms and farmer's markets featuring local artisans at every stop! During the tour visitors have the opportunity to see first-hand where their food comes from, watch artists in action and purchase their works, and learn more about rural life. Just before the AG + ART tour there is a Taste of AG + ART Tour Kick-Off Party on the porch at 302 Senate Street (the Senate's End Complex). Some of the farmers and artists from the tour will be at the dinner. Dupre Catering will prepare local food provided by the tour farmers. Food and adult beverages will be available for purchase from the "It's a Matter of Taste" food truck. Music will be provided by John McCullough. The Kick-Off Party is from 5:30 Friday June 21st 5:30 pm – 9:00 pm

Founded in York County in 2012 under the leadership of Clemson Extension, the Catawba Farm and Food Coalition, the Olde English Tourism District, and other collaborators, the tour has expanded to include Chester, Chesterfield, Fairfield, Kershaw, Lancaster, Newberry, York, Union and Spartanburg Counties. This year we are pleased to announce the addition of Richland County to the tours. The tour takes place on weekends in June with different counties participating on different weekends.

First Ag + Art Tour Coming to Richland County June 29th and 30th - 2

Now in its eighth year in South Carolina, this free self-guided tour of farms and farmer's markets featuring local artisans is a great way to educate people about where their food and fiber comes from, as well as introduce them to local artisans, says Ben Boyles, Clemson Extension Agribusiness Agent and Tour Administrator. "We are proud of how this tour has continued to grow and are excited to welcome Richland County farms, markets and artisans into the Ag + Art Tour family," Boyles said. "One of the goals of this tour has been to give people a better knowledge of what is produced in their own backyard. This event puts food and product with a face."

Here's what to expect: Visitors plan their tour using the website: www.agandarttour.com and printed promotional materials, then head out to visit the farms on the tour during each County's assigned weekend. There is no admission fee. Visitors are welcome at the farms on Saturday June 29th from 10:00 AM – 4:00 PM and on Sunday June 30th from 1:00 PM – 5:00 PM during the tour weekend. While there, they will be able to meet the farmers and learn more about their operations, putting a face with the food that their families eat! And don't forget the art!

Since we feature both agriculture and art - visitors will also get to experience (and purchase!) the farmers' products and the work of local artisans that will be at each farm location June 29th and 30th. After spending some time on the farm visitors will load up and then head to the next stop of their choice - hopefully with a car full of homegrown farm goods and handcrafted items and memories.

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For further information: <https://agandarttour.com/contact/>



Taste of AG + ART

Kick-Off Party for the Richland County Ag + Art Tour

Senate's End at 316 Senate Street, Columbia SC

June 21st, 2019 5:30 pm – 9:00 pm Under the Roof On The Porch
Building 302

Meet Tour Artists, Farmers and Dance to Live Music

Dupre Catering - It's A Matter of Taste Food Truck
With menu items for sale prepared with products from our farms

Wine and Beer
cash bar

 /agandartrichland

 /agandarttourrichlandcounty

AgandArtTour.com





OUR NATION'S LARGEST FARM + ART TOUR

RICHLAND COUNTY

FREE TOUR OF FARMS FEATURING LOCAL ARTISANS

JUNE 29TH+30TH

SATURDAY
10AM-4PM

SUNDAY
1PM-5PM

TOUR SITES

CAROLINA BAY FARMS + CITY ROOTS

DOKO FARM + FABEL FARMS

PURPLE TUTEUR FARM + SODA CITY MARKET

Crave Artisan Specialty Market + Lewis and Clark Studios
One Eared Cow Glass + Sal's Ol' Timey Feed & Seed
Stormwater Studios

AGANDARTTOUR.COM



CHAPTER 9
County Government

ARTICLE 1
General Provisions

SECTION 4-9-110. Council shall select chairman and other officers; terms of office; appointment of clerk; frequency and conduct of meetings; minutes of proceedings.

The council shall select one of its members as chairman, except where the chairman is elected as a separate office, one as vice-chairman and such other officers as are deemed necessary for such terms as the council shall determine, unless otherwise provided for in the form of government adopted. The council shall appoint a clerk to record its proceedings and perform such additional duties as the council may prescribe. **The council after public notice shall meet at least once each month but may meet more frequently in accordance with a schedule prescribed by the council and made public.** All meetings shall be conducted in accordance with the general law of the State of South Carolina affecting meetings of public bodies. Special meetings may be called by the chairman or a majority of the members after twenty-four hours' notice.

The council shall determine its own rules and order of business. It shall keep a journal in which shall be recorded the minutes of its proceedings which shall be open to public inspection.

HISTORY: 1962 Code Section 14-3708; 1975 (59) 692.

Richland County Council Request for Action

Subject:

Authorizing the expansion of the boundaries of the I-77 Corridor Regional Industrial Park jointly developed with Fairfield County to include certain property located in Richland County; the execution and delivery of an infrastructure credit agreement to provide for infrastructure credits to North Main Senior, LLC; and other related matters

Notes:

First Reading: May 21, 2019
Second Reading: June 4, 2019
Third Reading:
Public Hearing:

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. _____

AUTHORIZING THE EXPANSION OF THE BOUNDARIES OF THE I-77 CORRIDOR REGIONAL INDUSTRIAL PARK JOINTLY DEVELOPED WITH FAIRFIELD COUNTY TO INCLUDE CERTAIN PROPERTY LOCATED IN RICHLAND COUNTY; THE EXECUTION AND DELIVERY OF AN INFRASTRUCTURE CREDIT AGREEMENT TO PROVIDE FOR INFRASTRUCTURE CREDITS TO NORTH MAIN SENIOR, LLC; AND OTHER RELATED MATTERS.

WHEREAS, Richland County (“County”), acting by and through its County Council (“County Council”), is authorized pursuant to the provisions of Article VIII, Section 13(D) of the South Carolina Constitution and the provisions of Title 4, Chapter 1 of the Code of Laws of South Carolina, 1976, as amended (collectively, “Act”), to (i) develop a multicounty park with counties having contiguous borders with the County; and (ii) include property in the multicounty park which inclusion under the terms of the Act (A) makes such property exempt from *ad valorem* property taxes, and (B) changes the character of the annual receipts from such property to fees-in-lieu of *ad valorem* property taxes in an amount equal to the *ad valorem* taxes that would have been due and payable but for the location of the property in such multicounty park (“Fee Payments”);

WHEREAS, the County is further authorized by Section 4-1-175 of the Act, to grant credits against Fee Payments (“Infrastructure Credit”) to pay costs of designing, acquiring, constructing, improving or expanding (i) infrastructure serving a project or the County, and (ii) improved and unimproved real estate and personal property used in the operation of a manufacturing facility or commercial enterprise (collectively, “Infrastructure”);

WHEREAS, pursuant to the authority provided in the Act, the County has developed with Fairfield County, South Carolina, the I-77 Corridor Regional Industrial Park (“Park”) and executed the Amended and Restated Master Agreement Governing the I-77 Corridor Regional Industrial Park, dated September 1, 2018 (“Park Agreement”), which governs the operation of the Park;

WHEREAS, North Main Senior, LLC (“Company”) desires to establish a low-income rental housing project within the County (“Project”), consisting of a total investment of greater than \$10,000,000 of which \$7,000,000 is taxable investments in real and personal property;

WHEREAS, at the Company’s request, the County desires to expand the boundaries of the Park and amend the Park Agreement to include the real and personal property relating to the Project, specifically including property located at 3700 and 3706 North Main Street, Columbia, South Carolina and bearing tax map numbers R09209-20-04 and R09209-20-03 (“Property”) in the Park; and

WHEREAS, the County further desires to enter into an Infrastructure Credit Agreement between the County and the Company, the substantially final form of which is attached as Exhibit A (“Agreement”), to provide Infrastructure Credits against certain of the Company’s Fee Payments with respect to the Project for the purpose of assisting in paying the costs of certain Infrastructure.

NOW THEREFORE, BE IT ORDAINED, by the County Council as follows::

Section 1. *Statutory Findings.* Based on representations made by the Company to the County, the County finds that the Project and the Infrastructure will enhance the economic development of the County.

Section 2. *Expansion of the Park Boundaries, Inclusion of Property.* The expansion of the Park boundaries and an amendment to the Park Agreement to include the Property in the Park is authorized. The Chair of County Council (“Chair”), is authorized to execute such documents and take such further actions as may be necessary to complete the expansion of the Park boundaries and the amendment to the Park Agreement. Pursuant to the terms of the Park Agreement, the expansion of the Park’s boundaries to include the Property is complete on the adoption of this Ordinance by County Council and delivery of notice to Fairfield County of the inclusion of the Property in the Park.

Section 3. *Approval of Infrastructure Credit; Authorization to Execute and Deliver Agreement.* The Infrastructure Credits, as more particularly set forth in the Agreement, against the Company’s Fee Payments with respect to the Project are approved. The form, terms and provisions of the Agreement that is before this meeting are approved and all of the Agreement’s terms are incorporated in this Ordinance by reference as if the Agreement was set out in this Ordinance in its entirety. The Chair is authorized and directed to execute the Agreement in the name of and on behalf of the County, subject to the approval of any revisions or changes as are not materially adverse to the County by the County Administrator and counsel to the County, and the Clerk to County Council is hereby authorized and directed to attest the Agreement and to deliver the Agreement to the Company.

Section 4. *Further Assurances.* The County Council confirms the authority of the Chair, the County Administrator, the Director of Economic Development and the Clerk to County Council, and various other County officials and staff, acting at the direction of the Chair, the County Administrator, the Director of Economic Development or Clerk to County Council, as appropriate, to take whatever further action and to negotiate, execute and deliver whatever further documents as may be appropriate to effect the intent of this Ordinance and the incentives offered to the Company under this Ordinance and the Agreement.

Section 5. *Savings Clause.* The provisions of this Ordinance are separable. If any part of this Ordinance is, for any reason, unenforceable then the validity of the remainder of this Ordinance is unaffected.

Section 6. *General Repealer.* Any prior ordinance, the terms of which are in conflict with this Ordinance, is, only to the extent of that conflict, repealed.

Section 7. *Effectiveness.* This Ordinance is effective after its third reading and public hearing.

RICHLAND COUNTY, SOUTH CAROLINA

Chair, Richland County Council

(SEAL)
ATTEST:

Clerk of Council, Richland County Council

First Reading: May 21, 2019
Second Reading: June 4, 2019
Public Hearing: June 18, 2019
Third Reading: June 18, 2019

EXHIBIT A
FORM OF AGREEMENT

INFRASTRUCTURE CREDIT AGREEMENT

by and between

RICHLAND COUNTY, SOUTH CAROLINA

and

NORTH MAIN SENIOR, LLC, a South Carolina limited liability company

Effective as of: _____ 2019

INFRASTRUCTURE CREDIT AGREEMENT

This INFRASTRUCTURE CREDIT AGREEMENT, effective as of _____, 2019 (“Agreement”), is by and between RICHLAND COUNTY, SOUTH CAROLINA, a body politic and corporate, and a political subdivision of the State of South Carolina (“County”), and NORTH MAIN SENIOR, LLC, a South Carolina limited liability company (“Company” together with the County, “Parties,” each, a “Party”).

WITNESSETH:

WHEREAS, the County, acting by and through its County Council (“County Council”), is authorized and empowered under and pursuant to the provisions of Article VIII, Section 13(D) of the South Carolina Constitution and the provisions of Title 4, Chapter 1 of the Code of Laws of South Carolina, 1976, as amended (collectively, “Act”), to (i) develop multicounty parks with counties having contiguous borders with the County; and (ii) include property in the multicounty park, which inclusion under the terms of the Act (A) makes such property exempt from *ad valorem* property taxes, and (B) changes the character of the annual receipts from such property to fees-in-lieu of *ad valorem* property taxes in an amount equal to the *ad valorem* taxes that would have been due and payable but for the location of the property in such multicounty park (“Fee Payments”);

WHEREAS, the County is further authorized by Section 4-1-175 of the Act to grant credits against Fee Payments (“Infrastructure Credit”) to pay costs of designing, acquiring, constructing, improving or expanding (i) infrastructure serving a project or the County and (ii) improved and unimproved real estate and personal property used in the operation of a commercial enterprise or manufacturing facility (collectively, “Infrastructure”);

WHEREAS, pursuant to the authority provided in the Act, the County has developed with Fairfield County, South Carolina, the I-77 Corridor Regional Industrial Park (“Park”) and executed the “Amended and Restated Master Agreement Governing the I-77 Corridor Regional Industrial Park” dated September 1, 2018 (“Park Agreement”), which governs the operation of the Park;

WHEREAS, the Company with the sponsorship and involvement of the Columbia Empowerment Zone, Inc. through its wholly owned subsidiary The Veranda at North Main, LLC (a co-managing member of the Company) has committed to establish a low-income rental housing project for seniors in the County (“Project”) on property more particularly identified by Exhibit A (“Land”), consisting of a total investment of greater than \$10,000,000, of which \$7,000,000 is a taxable investment in real and personal property;

WHEREAS, the Project is encumbered by an Agreement as to Restrictive Covenants between the South Carolina State Housing Finance and Development Authority (“State Housing”) and the Company dated December 27, 2017 (“Restrictive Covenants”) pursuant to which the Company will agree that at least 40% of the completed dwelling units in the Project will be rented continuously to individuals or families whose total aggregate income at the time of initial occupancy does not exceed 60% of the area median gross income as computed by HUD at rents not in excess of the fair market rent as determined by HUD (“Low Income Rental Restrictions”); and

WHEREAS, by an ordinance enacted on _____, 2019 (“Ordinance”), the County authorized the expansion of the boundaries of the Park and an amendment to the Park Agreement to include the Land and other real and personal property relating to the Project (“Property”) in the Park; and

WHEREAS, pursuant to the Ordinance, the County further authorized the execution and delivery of this Agreement to provide Infrastructure Credits against the Company's Fee Payments with respect to the Project for the purpose of assisting in paying the costs of certain Infrastructure, subject to the terms and conditions below.

NOW, THEREFORE, in consideration of the respective representations and agreements hereinafter contained, the County and the Company agree as follows:

ARTICLE I REPRESENTATIONS

Section 1.1. *Representations by the County.* The County represents to the Company as follows:

(a) The County is a body politic and corporate and a political subdivision of the State of South Carolina;

(b) The County is authorized and empowered by the provisions of the Act to enter into and carry out its obligations under this Agreement;

(c) The County has duly authorized and approved the execution and delivery of this Agreement by adoption of the Ordinance in accordance with the procedural requirements of the Act and any other applicable state law;

(d) The County is not in default of any of its obligations (contractual or otherwise) as a result of entering into and performing its obligations under this Agreement;

(e) The County has approved the inclusion of the Property in the Park; and

(f) Based on representations made by the Company to the County, the County has determined the Project and the Infrastructure will enhance the economic development of the County. Therefore, the County is entering into this Agreement for the purpose of promoting the economic development of the County.

Section 1.2. *Representations by the Company.* The Company represents to the County as follows:

(a) The Company is in good standing under the laws of the State of South Carolina, has power to conduct business in the State of South Carolina and enter into this Agreement, and by proper company action has authorized the officials signing this Agreement to execute and deliver it;

(b) The Company will comply with the Restrictive Covenants and will use commercially reasonable efforts to provide low-income housing at the Project for the balance of the units;

(c) The Company will use commercially reasonable efforts to achieve the Company Commitment, as defined below; and

(c) The Company's execution and delivery of this Agreement, and its compliance with the provisions of this Agreement do not result in a default under any agreement or instrument to which the Company is now a party or by which it is bound.

**ARTICLE II
INFRASTRUCTURE CREDITS**

Section 2.1. *Company Commitment.* The Company shall invest not less than \$10,000,000 in the Project, of which \$7,000,000 shall consist of taxable property, to acquire, construct, furnish and equip the Project (“Company Commitment”) by the Certification Date, as defined below. The Company shall certify to the County completion of the Project by no later than December 31, 2019 (“Certification Date”), by providing documentation to the County sufficient to reflect completion of the Project. If the Company fails to achieve and certify the Company Commitment by the Certification Date, the County may terminate this Agreement and, on termination, the Company is no longer entitled to any further benefits under this Agreement. In the event of a default of the Company under the Restrictive Covenants, the Company is subject to the clawback requirements set forth in Section 2.3 below.

Section 2.2. *Infrastructure Credits.*

(a) To assist in paying for costs of Infrastructure, the County shall provide an Infrastructure Credit against certain of the Company’s Fee Payments due with respect to the Project. The term, amount and calculation of the Infrastructure Credit is described in Exhibit B.

(b) For each property tax year in which the Company is entitled to an Infrastructure Credit (“Credit Term”), the County shall prepare and issue the Company’s annual property tax bill with respect to the Project net of the Infrastructure Credit set forth in Section 2.3 (a) (“Net Fee Payment”). Following receipt of the annual bill, the Company shall timely remit the Net Fee Payment to the County in accordance with applicable law.

(c) THIS AGREEMENT AND THE INFRASTRUCTURE CREDITS PROVIDED BY THIS AGREEMENT ARE LIMITED OBLIGATIONS OF THE COUNTY. THE INFRASTRUCTURE CREDITS ARE DERIVED SOLELY FROM AND TO THE EXTENT OF THE FEE PAYMENTS MADE BY THE COMPANY TO THE COUNTY PURSUANT TO THE ACT AND THE PARK AGREEMENT. THE INFRASTRUCTURE CREDITS DO NOT AND SHALL NOT CONSTITUTE A GENERAL OBLIGATION OF THE COUNTY OR ANY MUNICIPALITY WITHIN THE MEANING OF ANY CONSTITUTIONAL OR STATUTORY LIMITATION AND DO NOT AND SHALL NOT CONSTITUTE OR GIVE RISE TO A PECUNIARY LIABILITY OF THE COUNTY OR ANY MUNICIPALITY OR A CHARGE AGAINST THE GENERAL CREDIT OR TAXING POWER OF THE COUNTY OR ANY MUNICIPALITY. THE FULL FAITH, CREDIT, AND TAXING POWER OF THE COUNTY OR ANY MUNICIPALITY ARE NOT PLEDGED FOR THE PROVISION OF THE INFRASTRUCTURE CREDITS.

Section 2.3. *Clawback.* In the event of a default of the Company under the Restrictive Covenants (after the expiration of any notice or remedial period contained thereunder) resulting from the Company’s failure to satisfy the Low Income Rental Restrictions for any calendar year, the Company shall repay the Infrastructure Credits received for such year. The portion of the Infrastructure Credit to be repaid (“Repayment Amount”) is based on the percentage of the occupied dwelling units in the Project which failed to satisfy the Low Income Rental Restrictions divided by the total number of occupied dwelling units in the Project for the prior calendar year, calculated as follows:

Repayment Amount = Total Received x Clawback Percentage

Clawback Percentage = 100% - Low Income Rental Percentage

Low Income Rental Percentage = Number Of Occupied Dwelling Units Which Failed To Satisfy the Low Income Rental Restrictions Divided By The Total Number Of Occupied Dwelling Units in the Project Subject to the Low Income Rental Restrictions For the Prior Calendar Year.

For example, and by way of example only, if the Company had received \$500,000 in Infrastructure Credits, the Project contained 24 occupied dwelling units subject to The Low Income Rental Restrictions in any year and an event of default under the Restrictive Covenants had occurred due to the failure of the Company to satisfy the Low Income Rental Restrictions as to 8 occupied dwelling units in that calendar year, the Repayment Amount would be calculated as follows:

Low Income Rental Percentage = $8/24 = 33.33\%$

Clawback Percentage = $100\% - 33.33\% = 66.66\%$

Repayment Amount = $\$500,000 \times 66.66\% = \$33,330$

All percentages will be rounded to the nearest two decimal places. The Company shall prepare and return the Credit Certificate, attached hereto as Exhibit C ("Credit Certificate"), within 60 days of receiving the Annual Bill certifying that the Company satisfied the Low Income Rental Restrictions or certifying that an event of default occurred under the Restrictive Covenants due to the Company's failure to satisfy the Low income Rental Restrictions. The Credit Certificate shall calculate and set forth the Repayment Amount for the prior calendar year, if any, and the Company shall remit the Repayment Amount along with the Credit Certificate. If not timely paid, the Repayment Amount is subject to the minimum amount of interest that South Carolina law may permit with respect to delinquent *ad valorem* tax payments. The repayment obligation arising under this Section survives termination of this Agreement.

Section 2.4. Filings. To assist the County in administering the Infrastructure Credits, the Company shall, for the Credit Term, prepare and file a separate schedule to the SCDOR PT-100, PT-300 with respect to the Property.

Section 2.5 Cumulative Infrastructure Credit. The cumulative dollar amount expended by the Company on Infrastructure shall equal or exceed the cumulative dollar amount of all the Infrastructure Credits received by the Company.

Section 2.6. Termination Upon Receipt of Statutory Exemption. If the South Carolina law provides that the Project qualifies for an exemption under South Carolina law, the Company shall be required to diligently pursue such exemption. This Agreement shall automatically terminate if the Project is determined to be exempt from *ad valorem* property taxes under South Carolina law.

**ARTICLE III
DEFAULTS AND REMEDIES**

Section 3.1. *Events of Default.* The following are “Events of Default” under this Fee Agreement:

(a) Failure by the Company to make a Net Fee Payment, which failure has not been cured within 30 days following receipt of written notice from the County specifying the delinquency in payment and requesting that it be remedied;

(b) A Cessation of Operations. For purposes of this Agreement, a “Cessation of Operations means closure of the Project for a continuous period of twelve (12) months or an event of default under the Restrictive Covenants, in which the Company fails to meet the Low Income Rental Restrictions for a period of 12 months;

(c) A representation or warranty made by the Company which is deemed materially incorrect when deemed made;

(d) Failure by the Company to perform any of the terms, conditions, obligations, or covenants under this Agreement (other than those described in Section 2.1 under (a) above), which failure has not been cured within 30 days after written notice from the County to the Company specifying such failure and requesting that it be remedied, unless the Company has instituted corrective action within the 30-day period and is diligently pursuing corrective action until the default is corrected, in which case the 30-day period is extended to include the period during which the Company is diligently pursuing corrective action;

(e) A representation or warranty made by the County which is deemed materially incorrect when deemed made; or

(f) Failure by the County to perform any of the terms, conditions, obligations, or covenants hereunder, which failure has not been cured within 30 days after written notice from the Company to the County specifying such failure and requesting that it be remedied, unless the County has instituted corrective action within the 30-day period and is diligently pursuing corrective action until the default is corrected, in which case the 30-day period is extended to include the period during which the County is diligently pursuing corrective action.

Section 3.2. *Remedies on Default.*

(a) If an Event of Default by the Company has occurred and is continuing, then the County may take any one or more of the following remedial actions:

(i) terminate the Agreement; or

(ii) take whatever action at law or in equity may appear necessary or desirable to collect amounts due or otherwise remedy the Event of Default or recover its damages.

(b) If an Event of Default by the County has occurred and is continuing, the Company may take one or more of the following actions:

(i) bring an action for specific enforcement;

(ii) terminate the Agreement; or

(iii) in case of a materially incorrect representation or warranty, take such action as is appropriate, including legal action, to recover its damages, to the extent allowed by law.

Section 3.3. *Reimbursement of Legal Fees and Other Expenses.* On the occurrence of an Event of Default, if a Party is required to employ attorneys or incur other reasonable expenses for the collection of payments due under this Agreement or for the enforcement of performance or observance of any obligation or agreement, the prevailing Party is entitled to seek reimbursement of the reasonable fees of such attorneys and such other reasonable expenses so incurred.

Section 3.4. *Remedies Not Exclusive.* No remedy described in this Agreement is intended to be exclusive of any other remedy or remedies, and each and every such remedy is cumulative and in addition to every other remedy given under this Agreement or existing at law or in equity or by statute.

Section 3.5. *Nonwaiver.* A delay or omission by the Company or County to exercise any right or power accruing on an Event of Default does not waive such right or power and is not deemed to be a waiver or acquiescence of the Event of Default. Every power and remedy given to the Company or County by this Agreement may be exercised from time to time and as often as may be deemed expedient.

ARTICLE IV MISCELLANEOUS

Section 4.1. *Examination of Records; Confidentiality.*

(a) The County and its authorized agents, at any reasonable time on prior notice, may enter and examine the Project and have access to and examine the Company's books and records relating to the Project for the purposes of (i) identifying the Project; (ii) confirming achievement of the Investment Commitment; and (iii) permitting the County to carry out its duties and obligations in its sovereign capacity (such as, without limitation, for such routine health and safety purposes as would be applied to any other manufacturing or commercial facility in the County).

(b) The County acknowledges that the Company may utilize confidential and proprietary processes and materials, services, equipment, trade secrets, and techniques ("Confidential Information") and that disclosure of the Confidential Information could result in substantial economic harm to the Company. The Company may clearly label any Confidential Information delivered to the County pursuant to this Agreement as "Confidential Information." Except as required by law, the County, or any employee, agent, or contractor of the County, shall not disclose or otherwise divulge any labeled Confidential Information to any other person, firm, governmental body or agency. The Company acknowledges that the County is subject to the South Carolina Freedom of Information Act, and, as a result, must disclose certain documents and information on request, absent an exemption. If the County is required to disclose any Confidential Information to a third party, the County will use its best efforts to provide the Company with as much advance notice as is reasonably possible of such disclosure requirement prior to making such disclosure and to cooperate reasonably with any attempts by the Company to obtain judicial or other relief from such disclosure requirement.

Section 4.2. *Assignment.* The Company may assign or otherwise transfer any of its rights and interest in this Agreement on prior written consent of the County, which may be given by resolution, and which consent will not be unreasonably withheld.

Section 4.3. Provisions of Agreement for Sole Benefit of County and Company. Except as otherwise specifically provided in this Agreement, nothing in this Agreement expressed or implied confers on any person or entity other than the County and the Company any right, remedy, or claim under or by reason of this Agreement, this Agreement being intended to be for the sole and exclusive benefit of the County and the Company.

Section 4.4. Severability. If any provision of this Agreement is declared illegal, invalid, or unenforceable for any reason, the remaining provisions of this Agreement are unimpaired, and the Parties shall reform such illegal, invalid, or unenforceable provision to effectuate most closely the legal, valid, and enforceable intent of this Agreement.

Section 4.5. Limitation of Liability.

(a) The County is not liable to the Company for any costs, expenses, losses, damages, claims or actions in connection with this Agreement, except from amounts received by the County from the Company under this Agreement.

(b) All covenants, stipulations, promises, agreements and obligations of the County contained in this Agreement are binding on members of the County Council or any elected official, officer, agent, servant or employee of the County only in his or her official capacity and not in his or her individual capacity, and no recourse for the payment of any moneys or performance of any of the covenants and agreements under this Agreement or for any claims based on this Agreement may be had against any member of County Council or any elected official, officer, agent, servant or employee of the County except solely in their official capacity.

Section 4.6. Indemnification Covenant.

(a) Except as provided in paragraph (d) below, the Company shall indemnify and save the County, its employees, elected officials, officers and agents (each, an “Indemnified Party”) harmless against and from all liability or claims arising from the County’s execution of this Agreement, performance of the County’s obligations under this Agreement or the administration of its duties pursuant to this Agreement, or otherwise by virtue of the County having entered into this Agreement.

(b) The County is entitled to use counsel of its choice and the Company shall reimburse the County for all of its costs, including attorneys’ fees, incurred in connection with the response to or defense against such liability or claims as described in paragraph (a) above. The County shall provide a statement of the costs incurred in the response or defense, and the Company shall pay the County within 30 days of receipt of the statement. The Company may request reasonable documentation evidencing the costs shown on the statement. However, the County is not required to provide any documentation which may be privileged or confidential to evidence the costs.

(c) The County may request the Company to resist or defend against any claim on behalf of an Indemnified Party. On such request, the Company shall resist or defend against such claim on behalf of the Indemnified Party, at the Company’s expense. The Company is entitled to use counsel of its choice, manage and control the defense of or response to such claim for the Indemnified Party; provided the Company is not entitled to settle any such claim without the consent of that Indemnified Party.

(d) Notwithstanding anything herein to the contrary, the Company is not required to indemnify any Indemnified Party against or reimburse the County for costs arising from any claim or liability (i) occasioned by the acts of that Indemnified Party, which are unrelated to the execution of this Agreement, performance of the County’s obligations under this Agreement, or the administration of its

duties under this Agreement, or otherwise by virtue of the County having entered into this Agreement; or (ii) resulting from that Indemnified Party's own negligence, bad faith, fraud, deceit, or willful misconduct.

(e) An Indemnified Party may not avail itself of the indemnification or reimbursement of costs provided in this Section unless it provides the Company with prompt notice, reasonable under the circumstances, of the existence or threat of any claim or liability, including, without limitation, copies of any citations, orders, fines, charges, remediation requests, or other claims or threats of claims, in order to afford the Company notice, reasonable under the circumstances, within which to defend or otherwise respond to a claim.

Section 4.7. Notices. All notices, certificates, requests, or other communications under this Agreement are sufficiently given and are deemed given, unless otherwise required by this Agreement, when (i) delivered and confirmed by United States first-class, registered mail, postage prepaid or (ii) sent by facsimile, and addressed as follows:

if to the County:	Richland County, South Carolina Attn: Director of Economic Development 2020 Hampton Street Columbia, South Carolina 29204 Phone: 803.576.2043 Fax: 803.576.2137
-------------------	--

with a copy to (does not constitute notice):	Parker Poe Adams & Bernstein LLP Attn: Ray E. Jones 1221 Main Street, Suite 1100 (29201) Post Office Box 1509 Columbia, South Carolina 29202 Phone: 803.255.8000 Fax: 803.255.8017
---	--

if to the Company:	North Main Senior, LLC c/o Integral Development LLC 191 Peachtree Street NE, Suite 4100 Atlanta, Georgia 30303
--------------------	---

with a copy to (does not constitute notice):	The Veranda at North Main, LLC c/o Columbia Empowerment Zone, Inc. 3200 Grand Street Columbia, South Carolina 29203
---	--

with a copy to (does not constitute notice):	Haynsworth Sinkler Boyd, P.A. Attn: Benton D. Williamson 1201 Main Street, 22 nd Floor Columbia, South Carolina 29201
---	---

The County and the Company may, by notice given under this Section, designate any further or different addresses to which subsequent notices, certificates, requests or other communications shall be sent.

Section 4.8. *Administrative Fees.* The Company will reimburse, or cause reimbursement to, the County for the Administration Expenses in the amount of \$3,000. The Company will reimburse the County for its Administration Expenses on receipt of a written request from the County or at the County's direction, which request shall include a statement of the amount and nature of the Administration Expense. The Company shall pay the Administration Expenses as set forth in the written request no later than 60 days following receipt of the written request from the County. For purposes of this Section, "Administration Expenses" means the reasonable expenses incurred by the County in the negotiation, approval and implementation of the terms and provisions of this Agreement, including reasonable attorneys' fees. Administration Expenses do not include any costs, expenses, including attorneys' fees, incurred by the County (i) in defending challenges to the Fee Payments or Infrastructure Credits brought by third parties or the Company or its affiliates and related entities, or (ii) in connection with matters arising at the request of the Company outside of the immediate scope of this Agreement, including amendments to the terms of this Agreement. The payment by the Company of the County's Administration Expenses shall not be construed as prohibiting the County from engaging, at its discretion, the counsel of the County's choice.

Section 4.9. *Entire Agreement.* This Agreement expresses the entire understanding and all agreements of the Parties with each other, and neither Party is bound by any agreement or any representation to the other Party which is not expressly set forth in this Agreement or in certificates delivered in connection with the execution and delivery of this Agreement.

Section 4.10 *Agreement to Sign Other Documents.* From time to time, and at the expense of the Company, to the extent any expense is incurred, the County agrees to execute and deliver to the Company such additional instruments as the Company may reasonably request and as are authorized by law and reasonably within the purposes and scope of the Act and this Agreement to effectuate the purposes of this Agreement.

Section 4.11. *Agreement's Construction.* Each Party and its counsel have reviewed this Agreement and any rule of construction to the effect that ambiguities are to be resolved against a drafting party does not apply in the interpretation of this Agreement or any amendments or exhibits to this Agreement.

Section 4.12. *Applicable Law.* South Carolina law, exclusive of its conflicts of law provisions that would refer the governance of this Agreement to the laws of another jurisdiction, governs this Agreement and all documents executed in connection with this Agreement.

Section 4.13. *Counterparts.* This Agreement may be executed in any number of counterparts, and all of the counterparts together constitute one and the same instrument.

Section 4.14. *Amendments.* This Agreement may be amended only by written agreement of the Parties.

Section 4.15. *Waiver.* Either Party may waive compliance by the other Party with any term or condition of this Agreement but the waiver is valid only if it is in a writing signed by the waiving Party.

Section 4.16. *Termination.* Unless first terminated under any other provision of this Agreement, this Agreement terminates on the expiration of the Credit Term and payment by the Company of any outstanding Net Fee Payment due on the Project pursuant to the terms of this Agreement.

Section 4.17. *Business Day.* If any action, payment, or notice is, by the terms of this Agreement, required to be taken, made, or given on any Saturday, Sunday, or legal holiday in the jurisdiction in which

the Party obligated to act is situated, such action, payment, or notice may be taken, made, or given on the following business day with the same effect as if taken, made or given as required under this Agreement, and no interest will accrue in the interim.

*[TWO SIGNATURE PAGES FOLLOW]
[REMAINDER OF PAGE INTENTIONALLY BLANK]*

IN WITNESS WHEREOF, Richland County, South Carolina, has caused this Agreement to be executed by the appropriate officials of the County and its corporate seal to be affixed and attested, effective the day and year first above written.

RICHLAND COUNTY, SOUTH CAROLINA

Chair, Richland County Council

(SEAL)
ATTEST:

Clerk to Council, Richland County Council

[SIGNATURE PAGE 1 TO INFRASTRUCTURE CREDIT AGREEMENT]

IN WITNESS WHEREOF, Company has caused this Agreement to be executed by its authorized officer(s), effective the day and year first above written.

**NORTH MAIN SENIOR, LLC, A SOUTH
CAROLINA LIMITED LIABILITY COMPANY**

By: INTEGRAL NORTH MAIN, LLC, a Georgia
limited liability company, its co-managing member

By: _____
Name: Daryl C. Jones
Its: Vice President

[SIGNATURE PAGE 2 TO INFRASTRUCTURE CREDIT AGREEMENT]

EXHIBIT A

LAND DESCRIPTION

All those certain pieces, parcels or lots of land with the improvements thereon, known as 3700 North Main Street, Columbia, South Carolina being situate, lying and being in the City of Columbia, County of Richland, State of South Carolina, containing **1.873** acres, more or less, and being shown on that certain plat prepared for Integral Development, LLC by Site Design, Inc. dated November 27, 2017 and last revised December 27, 2017.

AND BEING MORE PARTICULARLY DESCRIBED AS FOLLOWS:

BEGINNING AT A POINT LOCATED ON THE EASTERN RIGHT OF WAY OF MAIN STREET (U.S. HWY. 21) AT THE NORTHWESTERN END OF A MITERED CORNER MARKING THE INTERSECTION OF SAID EASTERN RIGHT OF WAY OF MAIN STREET (U.S. HWY 21) AND THE NORTHERN RIGHT OF WAY OF MILLER AVENUE, SAID POINT ALSO BEING LOCATED N 15-51-27 E 15.00 FEET FROM AN IRON PIN OLD 3/4" OPEN TOP LOCATED AT THE INTERSECTION OF SAID RIGHTS OF WAY IF EXTENDED; THENCE RUNNING ALONG SAID EASTERN RIGHT OF WAY OF MAIN STREET (U.S. HWY. 21) N 15-51-27 E 144.55 FEET TO AN IRON PIN OLD 1/2" REBAR; THENCE N 15-38-03 E 156.89 FEET TO POINT LOCATED AT THE SOUTHWESTERN END OF A MITERED CORNER MARKING THE INTERSECTION OF THE EASTERN RIGHT OF WAY OF MAIN STREET (U.S. HWY 21) AND THE SOUTHERN RIGHT OF WAY OF ELMORE STREET; THENCE TURNING AND LEAVING SAID EASTERN RIGHT OF WAY AND RUNNING ALONG SAID MITERED CORNER N 54-44-45 E 31.04 FEET TO A POINT LOCATED AT THE NORTHEASTERN END OF SAID MITERED CORNER, SAID POINT BEING LOCATED ON THE SOUTHERN RIGHT OF WAY OF ELMORE STREET; THENCE TURNING AND RUNNING WITH SAID SOUTHERN RIGHT OF WAY S 86-08-32 E 139.18 FEET TO AN IRON PIN OLD 1-1/2" OPEN TOP; THENCE S 87-41-46 E 64.88 FEET TO IRON PIN OLD 1/2" REBAR AT THE JOINT CORNER OF FJ TUCKER PROPERTY, NOW OR FORMERLY; THENCE TURNING AND LEAVING SAID SOUTHERN RIGHT OF WAY AND RUNNING WITH THE COMMON LINES OF THE TUCKER PROPERTY S 15-07-21 W 122.01 FEET TO AN IRON PIN OLD 1/2" REBAR; THENCE S 15-13-29 W 50.06 FEET TO IRON PIN OLD 1/2" REBAR; THENCE S 87-41-55 E 25.38 TO AN IRON PIN OLD 1/2" REBAR AT THE JOINT CORNER OF 1216 MILLER LLC PROPERTY, NOW OR FORMERLY; THENCE TURNING AND RUNNING WITH THE COMMON LINE OF SAID 1216 MILLER LLC PROPERTY S 00-37-38 W 164.18 FEET TO AN IRON PIN OLD 1/2" REBAR (BENT) LOCATED ON THE NORTHERN RIGHT OF WAY OF MILLER AVENUE, CROSSING OVER AN IRON PIN OLD 1" OPEN TOP AT 161.45 FEET; THENCE TURNING AND RUNNING ALONG SAID NORTHERN RIGHT OF WAY N 85-57-12 W 279.24 FEET TO A POINT LOCATED AT THE SOUTHEASTERN END OF A MITERED CORNER MARKING THE INTERSECTION OF SAID NORTHERN RIGHT OF WAY OF MILLER AVENUE AND THE EASTERN RIGHT OF WAY OF MAIN STREET (U.S. HWY. 21); THENCE LEAVING THE NORTHERN RIGHT OF WAY OF MILLER AVENUE AND RUNNING ALONG SAID MITERED CORNER N 35-02-52 W 18.92 FEET TO THE POINT AND PLACE OF BEGINNING.

Tax Map Numbers: 09209-20-04 and 09209-20-03

EXHIBIT B

DESCRIPTION OF INFRASTRUCTURE CREDIT

The Company is entitled to an Infrastructure Credit equal to 97% of the annual Fee Payment due with respect to the Project for a period of 30 years commencing with the first Fee Payment due with respect to the Project.

EXHIBIT C

FORM OF CREDIT CERTIFICATE

Reference is made to that certain Infrastructure Credit Agreement effective as of _____, 2019 (“*Credit Agreement*”), by and among Richland County, South Carolina (“*County*”), and North Main Senior, LLC (“*Company*”). Each capitalized term not defined herein has the meaning ascribed thereto in the Credit Agreement. Company shall in each respective tax year, submit this Certification to County.

As set forth in Section 2.2 of the Credit Agreement, County has agreed to provide Infrastructure Credits against Fee Payments made by the Company as part of the Project. Pursuant to Section 2.2 of the Credit Agreement, the Company is entitled to an Infrastructure Credit in an amount equal to 97% of the annual Fee Payment due with respect to the Project for a term of 30 years. Pursuant to Section 2.3 of the Credit Agreement, the Company shall be required to pay the Repayment Amount in the event there is an Event of Default occurring under the Restrictive Covenants. The Repayment Amount shall be calculated based on the percentage of occupied dwelling units in the Project which fail to satisfy the Low Income Rental Restrictions divided by the total number of occupied dwelling units in the Project for the prior calendar year.

In accordance with the terms of the Credit Agreement, the undersigned authorized agent of the Company certifies Items 1 through 5 as follows:

1. For tax year [YEAR], the Company hereby certifies that the Project contains [] occupied units.
2. For tax year [YEAR], the Company hereby certifies that _____ occupied units failed to satisfy the Low Income Rental Restrictions.
3. For tax year [YEAR], the Company received \$ _____ in Infrastructure Credits, which is the amount required to reduce the Company's tax liability \$ _____.
4. Pursuant to Section 2.3 of the Credit Agreement, the Repayment Amount shall be calculated as follows:
$$\text{Low Income Rental Percentage} = \underline{\hspace{2cm}}$$
$$\text{Clawback Percentage} = 100\% - \% \underline{\hspace{2cm}}$$
$$\text{Repayment Amount} = \$ \underline{\hspace{2cm}} \times \underline{\hspace{2cm}} \% = \$ \underline{\hspace{2cm}}$$
5. For tax year [YEAR], the Company is remitting the Repayment Amount equal to \$ _____ along with this Credit Certificate.

Should the County have a genuine dispute as to the validity or accuracy of the Repayment Amount calculations set forth in this Credit Certificate, the Company agrees to pay County's costs and fees, including its attorneys' fees and costs, associated with the certification, calculation, or adjustment of the Credit, in an amount up to \$250 per year.

Richland County Council Request for Action

Subject:

To Establish and Create a Special Tax District within Richland County, South Carolina, to be known as the “Windsor Lake Special Tax District”; to define the nature and level of services to be rendered therein; to authorize the imposition of ad valorem taxes and user service charges therein, which shall be imposed solely within the Special Tax District; to establish a commission for the tax district and provide the terms therefor; and all other matters related thereto

Notes:

First Reading: June 4, 2019

Second Reading: June 18, 2019 {Tentative}

Third Reading: July 9, 2019 {Tentative}

Public Hearing: June 18, 2019

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. ____

AN ORDINANCE

TO ESTABLISH AND CREATE A SPECIAL TAX DISTRICT WITHIN RICHLAND COUNTY, SOUTH CAROLINA, TO BE KNOWN AS THE “WINDSOR Lake SPECIAL TAX DISTRICT”; TO DEFINE THE NATURE AND LEVEL OF SERVICES TO BE RENDERED THEREIN; TO AUTHORIZE THE IMPOSITION OF *AD VALOREM* TAXES AND USER SERVICE CHARGES THEREIN, WHICH SHALL BE IMPOSED SOLELY WITHIN THE SPECIAL TAX DISTRICT; TO ESTABLISH A COMMISSION FOR THE TAX DISTRICT AND PROVIDE THE TERMS THEREFOR; AND ALL OTHER MATTERS RELATED THERETO.

BE IT ORDAINED by the County Council of Richland County, South Carolina, in meeting duly assembled:

Section 1 Findings.

Incident to the enactment of this ordinance (this “*Ordinance*”) and the establishment of the special tax district provided herein, the County Council of Richland County (the “*Council*”), the governing body of Richland County, South Carolina (the “*County*”), finds that the facts set forth in this section exist and the statements made with respect thereto are in all respects true and correct:

1. The County is a body politic and corporate of the State of South Carolina (the “*State*”) and as such possesses all general powers granted to counties of the State.

2. The Council received a certified petition (the “*Petition*”) requesting that a referendum be held with respect to the establishment of a special tax district within the area of the County commonly known as “Windsor Lake.” The Petition requested the formation of the Windsor Lake Special Tax District (the “*District*”), the delivery of public services within the District, including, but not limited to, the rehabilitation of the Windsor Lake Dam and ongoing maintenance, repairs and improvements related to the operations of the District, the levy and collection of taxes and/or service charges within the area of the District and the issuance of general obligation bonds of the County for the benefit of the District, as the case may be.

3. By the terms of a Resolution of the Council entitled, “A RESOLUTION CERTIFYING A PETITION RECEIVED BY RICHLAND COUNTY, SOUTH CAROLINA, PURSUANT TO SECTION 4-9-30(5)(a) OF THE CODE OF LAWS OF SOUTH CAROLINA, 1976, AS AMENDED, AND OTHER MATTERS RELATING THERETO” dated February 5, 2019, the Council determined that the Petition complied with the requirements of Section 4-9-30(5)(a)(i) of the Code of Laws of South Carolina, 1976, as amended.

4. Thereafter, by a Resolution of the Richland County Board of Voter Registration and Elections (the “*Election Commission*”) dated February 13, 2019, the Election Commission ordered that a referendum be held on May 14, 2019 (the “*Referendum*”) on the following question:

Shall Richland County, South Carolina be authorized to create a special tax district within the area commonly known as the “Windsor Lake”, which area includes tax map parcels: R17014-01-02; R17015-04-03; R17015-04-11; R19802-01-03; R19802-01-04; R19802-01-05; R19802-01-06; R19802-01-07; R19802-01-08; R19802-01-09; R19802-01-18; R19802-01-11; R17013-01-10; R17013-01-11; R17013-01-12; R17013-01-13; R17013-01-14; R17013-01-15; R17013-01-16; R17013-01-17; R17013-01-18; R17013-01-19; R17013-01-20; R17013-01-22; R17013-01-23; R17013-01-24; R17013-01-25; R17013-01-37; R17013-01-26; R17013-01-27; R17013-01-28; R17013-01-29; R17013-01-30; R17013-01-33; R17013-01-34; R17013-01-35; R17013-01-36; R17009-03-05; R17009-03-04; R17009-03-03; R17009-03-02; R17009-03-01; R17013-01-01; R17013-01-02; R17013-01-03; R17013-01-04; R17013-01-05; R17013-01-06; R17013-01-07; R17014-02-18; R17014-02-17; R17014-02-16; R17014-02-15; R17014-02-14; R17014-02-13; R17014-02-12; R17014-02-11; R17014-02-19; R17014-02-10; R17014-02-09; and R17014-02-05, to be known as the “Windsor Lake Special Tax District”, and shall such special tax district be further authorized to: (1) deliver public services affecting the proposed special tax district, including rehabilitating and repairing the Windsor Lake Dam, improving Windsor Lake and providing for ongoing maintenance, repairs and improvements related to the operations of the area constituting the special tax district; (2) issue general obligation bonds through Richland County in an amount not exceeding one million dollars (\$1,000,000); and (3) impose (i) an annual tax levy upon each tax parcel within the special tax district of not to exceed 150 mills for the life of the special tax district; or (ii) an annual user service charge upon each tax parcel within the special tax district in an amount not exceeding \$2,500 for the life of the special tax district?

Yes, in favor of the question []

No, opposed to the question []

5. The Referendum was properly conducted on May 14, 2019, and resulted in a favorable vote with respect to the questions presented therein.

6. As evidenced by the results of the Referendum, the District, which encompasses those areas provided on the map attached hereto as Exhibit A, shall be created and empowered by the terms of this Ordinance.

Section 2 Holding of Public Hearing and Notice Thereof.

Pursuant to the provisions of Section 4-9-130 of the Code of Laws of South Carolina, 1976, as amended, a public hearing, after giving reasonable notice, is required to be conducted prior to the third and final reading of this Ordinance by Council. In accordance with this provision, a public hearing shall be conducted and due notice shall be provided all as required by said Section 4-9-130. The form of the notice to be published shall be substantially as set forth in Exhibit B attached hereto.

Section 3 Creation of the District.

There is hereby created and established a special tax district within the County to be known as the “Windsor Lake Special Tax District,” which shall include and be comprised of the territory shown on Exhibit A to this Ordinance.

Section 4 Purpose of the District; Services to be Rendered.

The District is created and established for the purpose and function of delivering public services affecting the District, including rehabilitating and repairing the Windsor Lake Dam, improving Windsor Lake and providing for ongoing maintenance, repairs and improvements related to the operations of the area constituting the District.

Section 5 Administration of the District.

The District must be governed by a commission to be known as the Windsor Lake Special Tax District Commission (the “*Commission*”). The Commission shall consist of three members, each of whom shall be a member of the Windsor Lake Owners Association, Inc. (the “*HOA*”). The three members of the Commission shall be the President of the HOA, *ex officio*, the Vice-President of the HOA, *ex officio*, and the Treasurer of the HOA, *ex officio*. The members of the Commission shall serve for so long as they hold those respective titles. Upon any change of the persons serving in such roles, the Commission shall notify the Council in writing of such change within 30 days of the change taking effect. Any failure to provide such notice shall not limit or otherwise affect any actions, powers or other authorizations of the District.

Section 6 Powers of the District.

There is committed to the District the purpose and functions as set forth in Section 4 hereinabove. To that end, the Commission must be empowered to:

- A. notwithstanding the provisions of Section 4-9-30(5)(e) of the Code of Laws of South Carolina, 1976, as amended, regarding the abolition and diminishment of the District which are reserved by the County, the District shall have perpetual succession;
- B. sue and be sued;

- C. adopt, use, and alter a corporate seal;
- D. make bylaws for the management and regulations of its affairs;
- E. acquire, purchase, hold, use, lease, mortgage, sell, transfer, and dispose of any property, real, personal or mixed, or interest in any real, personal or mixed property, and to acquire easements or other property rights necessary for the operation of its stated functions;
- F. appoint officers and agents, and employ paid employees and servants, as well as volunteers, and to prescribe the duties of each of these, fix their compensation, if any, and determine if and to what extent they must be bonded for the faithful performance of their duties, and to establish employment policies;
- G. enter into contracts, agreements or other covenants for the benefit of the District;
- H. make arrangements with the County Treasurer or a banking institution registered by the Federal Deposit Insurance Corporation (FDIC) to act as a custodian for the benefit of the District;
- I. purchase capital items, including equipment, the Commission considers necessary for services in the District;
- J. be responsible for the upkeep, maintenance and repairs of the capital items, and to make regular inspections of all capital items;
- K. construct, if necessary, buildings to house the equipment provided for in this section;
- L. issue general obligation bonds by the County up to the amount authorized in the Referendum;
- M. raise funds by levying (through the County Auditor) and collecting (through the County Treasurer) either (1) property taxes in an amount not exceeding the millage authorized in the Referendum, or (2) user charges against each parcel within the District in an amount not exceeding the amount authorized in the Referendum. Any tax or charges levied hereunder must be annually assessed and collected together with the *ad valorem* property taxes due on such property; and
- N. do all other acts necessary or convenient to carry out a function or power granted to the District.

Section 7 Levy.

In the event the annual taxes or user charges to be levied and collected on behalf of the Commission (as authorized in Section 6(M) above) are to remain unchanged from one fiscal year to the next and no other business of the Commission is required, no formal action or meeting of the Commission shall be required.

Section 8 Notice to Auditor and Treasurer.

The Auditor and Treasurer of Richland County shall be notified of the enactment of this Ordinance and directed to levy and collect annually the taxes or fees authorized hereby.

Section 9 Other Actions and Instruments.

In order to implement the purposes of, and to give full effect to, this Ordinance and the agreements and actions herein authorized, the Chairman of the Council, the County Administrator (including the Interim County Administrator) and the Clerk are hereby authorized to execute and deliver such certificates, showings, instruments and agreements and to take such further action as such officials shall deem necessary and desirable.

[Remainder of Page Intentionally Left Blank]

DONE AND ENACTED IN MEETING DULY ASSEMBLED this 9th day of July, 2019.

RICHLAND COUNTY, SOUTH CAROLINA

Chairman

(SEAL)

Clerk to Council

First Reading: June 4, 2019
Second Reading: June 18, 2019
Public Hearing: June 18, 2019
Third Reading: July 9, 2019

Exhibit A
MAP OF DISTRICT

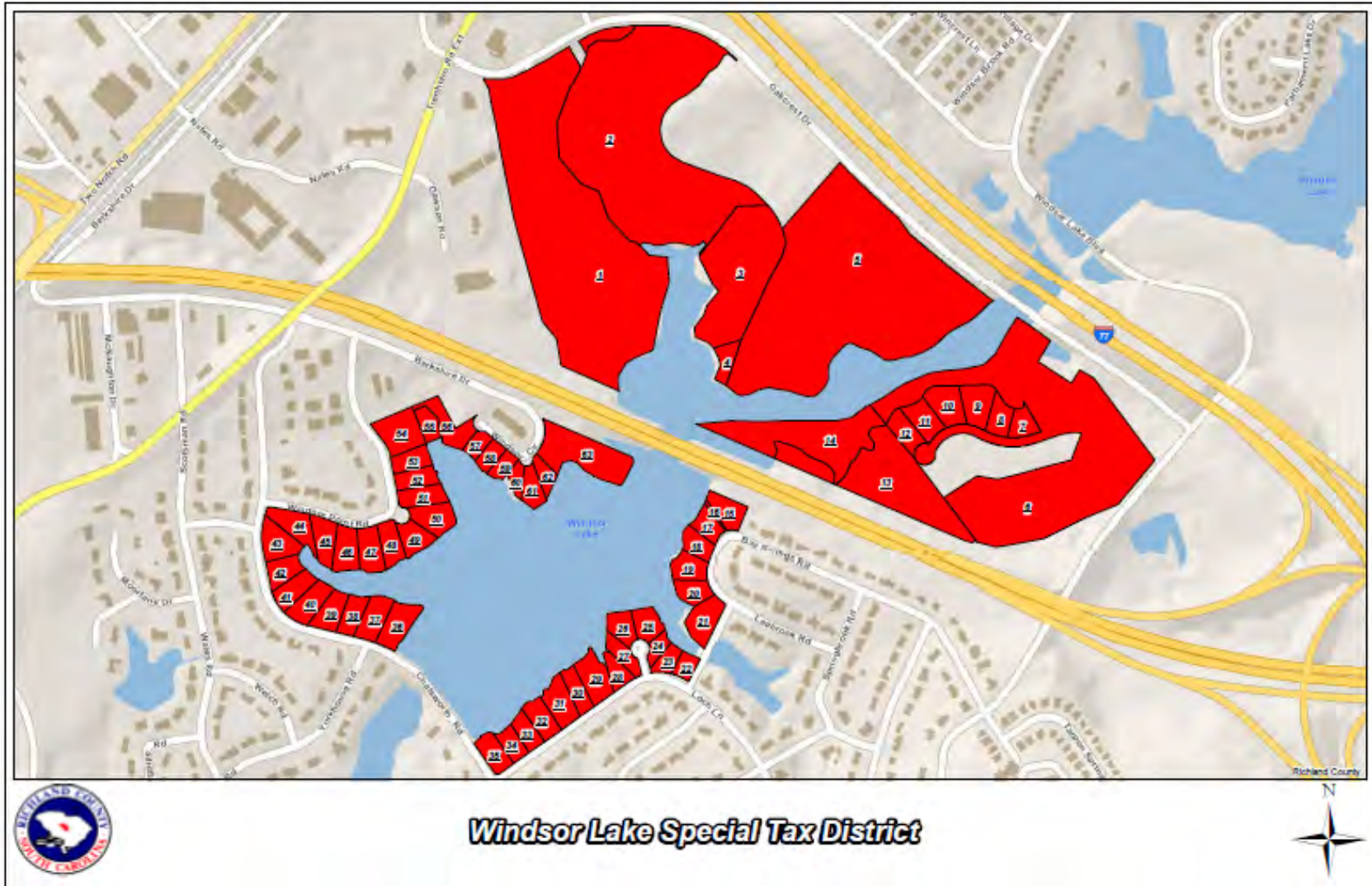


Exhibit B

NOTICE OF PUBLIC HEARING

NOTICE IS HEREBY GIVEN that the County Council of Richland County, South Carolina (the “*County Council*”), the governing body of Richland County, South Carolina (the “*County*”), will conduct a public hearing (the “*Public Hearing*”) on the proposed enactment of the following ordinance (the “*Ordinance*”):

AN ORDINANCE TO ESTABLISH AND CREATE A SPECIAL TAX DISTRICT WITHIN RICHLAND COUNTY, SOUTH CAROLINA, TO BE KNOWN AS THE “WINDSOR LAKE SPECIAL TAX DISTRICT”; TO DEFINE THE NATURE AND LEVEL OF SERVICES TO BE RENDERED THEREIN; TO AUTHORIZE THE IMPOSITION OF *AD VALOREM* TAXES AND USER SERVICE CHARGES THEREIN, WHICH SHALL BE IMPOSED SOLELY WITHIN THE SPECIAL TAX DISTRICT; TO ESTABLISH A COMMISSION FOR THE TAX DISTRICT AND PROVIDE THE TERMS THEREFOR; AND ALL OTHER MATTERS RELATED THERETO.

The Public Hearing shall be held on June 18, 2019 at 6:00 p.m., in the chambers of County Council, which are located at the Richland County Administrative Facility, 2020 Hampton Street, Columbia, South Carolina 29201.

All interested persons will be given an opportunity to be heard and express their views at the Public Hearing. A copy of the Ordinance is available for review at the County’s administrative facility during normal business hours.

Blythewood ALTA Survey
Economic Development Committee
June 4, 2019

As part of the acquisition of the 1,349-acre Blythewood Industrial Site, the county will need to conduct a survey before closing. In the case of a large property purchase like this, an ALTA survey is recommended. ALTA surveys provide more comprehensive and detailed information than a traditional boundary survey and include research on title, easements, encroachments and setbacks on the property. ALTA surveys also compare and verify legal descriptions.

Since ALTA surveys require more legwork than a boundary survey, they are more expensive and take longer to complete, but provide a higher level of protection to the purchaser.

The projected timeframe to complete an ALTA survey is approximately 6-8 weeks. The county does not currently have a surveyor on staff, nor does it have an on-call contract with a surveying firm. The deadline to close on the property purchase is November 1, 2019. However, if all goes as planned, the county could be in a position to close as early as September 1, 2019. In order to be ready for closing in September, the survey work will need to begin in early June.

Originally, staff thought it would be possible to use the consultant that completed the master plan on the site and have one boundary survey drawn. However, legal counsel highly recommended surveying each of the 18 parcels individually, which significantly increased the scope of work and price. ED staff worked with procurement and solicitation #RC-198-P-2019 was issued, with responses due by May 28, 2019. Four responses were received, the selection committee reviewed the packages and made the recommendation to award the contract to American Engineering in the amount of \$134,000.

There are sufficient funds in the economic development account to cover the cost of the expanded scope.

Recommendations

Recommendation to Council to contract with American Engineering for \$134,000 to complete an ALTA Survey for the Blythewood Site.



**APPLICATION FOR SERVICE ON RICHLAND COUNTY
COMMITTEE, BOARD OR COMMISSION**

Applicant MUST reside in Richland County.

Name: Craig Plank

Home Address: 144 Flint Rock Lane, Blythewood, SC 29016

Telephone: (Cell) 803-467-6272 (work) 803-788-8341

Office Address: 7401 Parklane Road, Columbia, SC 29223

Email Address: craig@craigplank.com

Educational Background: BS Degree – College of Charleston, Chartered Financial

Consultant (ChFC®), Certified Financial Planner (CFP®) Program

Professional Background: Owner of a small business in Richland County for 21 years, Craig Plank – State Farm Insurance. Served on the Richland Two School Board of Trustees 2014-2018. Chairman of the school board 2017-2018. Current Vice Chairman of the Richland County Board of Voter Registration and Elections. Chairman of the Crossover Communications Board. Oliver Gospel Mission – Toby's Place Steering Committee. Richland Anti-Human Trafficking Task Force Steering Committee. Inaugural member of the United Way Small Business Alliance.

Male Female Age: 18-25 26-50 Over 50

Name of Committee in which interested: Prisma Health Board

Reason for interest: I am always interested in remaining involved in my community and serving in a capacity in which I am able to apply my years of leadership, governance, and organizational structure management to assist in the success of an organization.

Your characteristics/qualifications, which would be an asset to Committee, Board or Commission: In addition to my professional background listed above, I have experience serving as the chairman of the Richland Two Board of Trustees, responsible for leading a quality board membership team, reviewing and setting policy, and overseeing a \$280,000,000 budget.

Presently serve on any County Committee, Board or Commission? **Richland County Board of Voter Registration and Elections – Vice Chairman**

Any other information you wish to give? **I have lived in Richland County since 1993. Married to my bride, Dawndy Mercer Plank. Three children. Serve as a Sunday School Director. State Farm Leadership Coach. “Authentic Manhood” leadership coach and mentor. Volunteer in the community.**

Recommended by Council Member(s): **N/A**

Hours willing to commit each month: **Whatever is needed.**

CONFLICT OF INTEREST POLICY

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Have you been convicted or pled no contest of a crime other than minor traffic violations; checking yes does not automatically preclude you from consideration for appointment.

Yes _____ No **X** _____

STATEMENT OF FINANCIAL OR PERSONAL INTERESTS

Do you have any financial or personal interest in any business or corporation (profit or not-for-profit) that could be potentially affected by the actions of the Committee, Board or Commission?

Yes _____ No **X** _____


Applicant's Signature

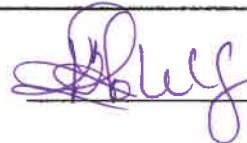
5/10/2019
Date

(Submitted on
NR046 Form
1/22/2019)

Return to:
Clerk of Council, Post Office Box 192, Columbia, SC 29202.
For information, call 576-2060.

One form must be submitted for each Committee, Board or Commission on which you wish to serve.

Applications are current for one year.

Staff Use Only	
Date Received: <u>5-10-19</u>	Received by: 
Date Sent to Council: _____	
Status of Application:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> On file

Craig Plank

7401 Parklane Road
Columbia, SC 29223
803-467-6272

Craig Plank is a State Farm insurance agent and has owned and operated his own business in Columbia for the past 20 years. Leadership skills honed at an early age form the core of Craig's ability to run a successful agency. So much so that Craig travels the country as a leadership coach for State Farm developing other agents.

Craig served on the Richland Two School Board of Trustees from 2014-2018, serving as the board's chairman for the 2017-2018 academic year. Craig has served on a variety of other committees and boards including holding the positions of the SIC chairman and the PTO treasurer within a Richland Two school. He currently sits on the steering committee for the Richland County Anti-human Trafficking Task Force. And Craig has been the longtime chairman of the Crossover Communications Foundation based in Columbia.

Craig is involved in educating teenage drivers on the dangers and consequences of combining driving with texting, drugs and alcohol. Craig is passionate about teaching our youth on financial responsibility and basic bank account management.

A lot of Craig's guiding principles stem from his parents. His father spent his career as an Air Force fighter pilot; Craig's mother was a lifelong educator. Born in Arizona into a military family, Craig moved to numerous states and even overseas to England where he spent his elementary school years - naturally acquiring an English accent that eventually faded after returning to America. The Plank family later was stationed in South Carolina's Lowcountry where Craig graduated from Socastee High School in Myrtle Beach. He received his bachelor's degree in Sociology and Business Administration from the College of Charleston. Craig also holds his Chartered Financial Consultant (ChFC®) designation.

Craig is married to WIS TV News Anchor Dawndy Mercer Plank. They have three children, Chandler, Chase and Camille. Craig and his family attend Shandon Baptist Church where he is a Sunday school director and also leads a weekly men's class. He and his family enjoy a variety of outdoor activities including running, cycling, boating and family walks with their multiple dogs.





**APPLICATION FOR SERVICE ON RICHLAND COUNTY
COMMITTEE, BOARD OR COMMISSION**

Applicant must reside in Richland County.

Name: JUDY COTCHETT SMITH
Home Address: 1325 BERKELEY ROAD COLUMBIA SC 29205
Telephone: (home) 803. 771. 7375 ^{cell} (work) 803. 401. 6144
Office Address: _____
Email Address: jcotchettsmith@att.net
Educational Background: USC graduate
Professional Background: hospital communications/marketing/PR
Male Female Age: 18-25 26-50 Over 50
Name of Committee in which interested: RMH BOARD OF TRUSTEES
Reason for interest: Was employed there, retired, served on the Foundation board for 6 years; desired to stay connected
Your characteristics/qualifications, which would be an asset to Committee, Board or Commission:
Knowledge of health care and hospital system operations; experience with academic medical centers - here + Emory
Presently serve on any County Committee, Board or Commission? no
Any other information you wish to give? _____
Recommended by Council Member(s): Jim Manning
Hours willing to commit each month: 4-6 hours

CONFLICT OF INTEREST POLICY

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Such conflict of interest does not preclude service but shall be disclosed before appointment. The Clerk of Council shall be notified of any change on an annual basis and members of all

Committees, Boards or Commissions shall be required to abstain from voting or influencing through discussion or debate, or any other way, decisions of the Committee, Board or Commission affecting those personal and financial interests.

All statements so filed shall be signed and verified by the filer. The verification shall state that the filer has used all reasonable diligence in its preparation, and that to the best of his or her knowledge, it is true and complete.

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Have you been convicted or pled no contest of a crime other than minor traffic violations; checking yes does not automatically preclude you from consideration for appointment.

Yes _____ No ✓

STATEMENT OF FINANCIAL OR PERSONAL INTERESTS

Do you have any financial or personal interest in any business or corporation (profit or not-for-profit) that could be potentially affected by the actions of the Committee, Board or Commission?

Yes _____ No ✓

If so, describe: _____

[Signature]
Applicant's Signature

May 28, 2019
Date

**Return to:
Clerk of Council, Post Office Box 192, Columbia, SC 29202.
For information, call 576-2060.**

One form must be submitted for each Committee, Board or Commission on which you wish to serve.

Applications are current for one year.

Staff Use Only	
Date Received: <u>5-30-19</u>	Received by: <u><i>[Signature]</i></u>
Date Sent to Council: _____	
Status of Application:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> On file



APPLICATION FOR SERVICE ON RICHLAND COUNTY COMMITTEE, BOARD OR COMMISSION

Applicant MUST reside in Richland County.

Name: Tammy Davis
Home Address: 1340 North Bickyard Road, Columbia, SC 29223
Telephone: (home) 803-403-6636 (work) 803-661-6782
Office Address: 2143 Bull Street
Email Address: tammyd339@gmail.com
Educational Background: Midlands Tech & S.C. School of Real Estate
Professional Background: Realtor & Property management for 18 years
Male [] Female [x] Age: 18-25 [] 26-50 [x] Over 50 []
Name of Committee in which interested: Board of Assessment Appeals
Reason for interest: I'd like to be more involved in the county I live & work in & I have experience w/ property valuations.
Your characteristics/qualifications, which would be an asset to Committee, Board or Commission: I'm a licensed property manager, a notary public, 7 years exp as licensed Realtor, member of IREM - Institute of Real Estate management.
Presently serve on any County Committee, Board or Commission? yes, no
Any other information you wish to give? I currently serve on property maintenance appeals board of City of Columbia
Recommended by Council Member(s):
Hours willing to commit each month: whatever is required

CONFLICT OF INTEREST POLICY

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Have you been convicted or pled no contest of a crime other than minor traffic violations; checking yes does not automatically preclude you from consideration for appointment.

Yes _____ No _____

STATEMENT OF FINANCIAL OR PERSONAL INTERESTS

Do you have any financial or personal interest in any business or corporation (profit or not-for-profit) that could be potentially affected by the actions of the Committee, Board or Commission?

Yes _____ No _____

If so, describe: _____

Tommy Davis
Applicant's Signature

Feb 20, 2019
Date

Return to:
Clerk of Council, Post Office Box 192, Columbia, SC 29202.
For information, call 576-2060.

One form must be submitted for each Committee, Board or Commission on which you wish to serve.

Applications are current for one year.

Staff Use Only	
Date Received: <u>2-25-19</u>	Received by: <u>[Signature]</u>
Date Sent to Council: _____	
Status of Application: <input type="checkbox"/> Approved <input checked="" type="checkbox"/> Denied <input type="checkbox"/> On file	



**APPLICATION FOR SERVICE ON RICHLAND COUNTY
COMMITTEE, BOARD OR COMMISSION**

Applicant MUST reside in Richland County.

Name: David Erbacher
Home Address: 209 Redbourne Ln Irmo, SC 29063
Telephone: (home) 864-567-6328 (work) _____
Office Address: 819 Gervais Street Columbia, SC 29201
Email Address: David.Erbacher@Hyatt.com
Educational Background: Bachelor of Science
Professional Background: Director of Sales – Hyatt Place Columbia/Downtown/The Vista
Male • Female • Age: 18-25 • 26-50 • Over 50 •
Name of Committee in which interested: Accommodation Tax Committee
Reason for interest: _____

Your characteristics/qualifications, which would be an asset to Committee, Board or

Commission.
Immediate Past President of the Vista Guild Board of Directors as well as oversees the Sales and
operations of the Hyatt Place Hotel in downtown Columbia. This is important to ensure the
allocations of our tax dollars are involved with groups putting tax dollars back into Richland
County

Presently serve on any County Committee, Board or Commission? Richland A Tax 2018.

Congaree Vista Guild

Any other information you wish to give?

Recommended by Council Member(s):

Hours willing to commit each month: As many as necessary

CONFLICT OF INTEREST POLICY

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Have you been convicted or pled no contest of a crime other than minor traffic violations; checking yes does not automatically preclude you from consideration for appointment.

Yes _____ No ✓

STATEMENT OF FINANCIAL OR PERSONAL INTERESTS

Do you have any financial or personal interest in any business or corporation (profit or not-for-profit) that could be potentially affected by the actions of the Committee, Board or Commission?

Yes _____ No ✓

If so, describe: _____


Applicant's Signature


11-14-18
Date

Return to:
Clerk of Council, Post Office Box 192, Columbia, SC 29202.
For information, call 576-2000.

One form must be submitted for each Committee, Board or Commission on which you wish

40 558 76

Applications are current for one year.

Staff Use Only		
Date Received: <u>11-14-18</u>	Received by:	
Date Sent to Council: _____		
Status of Application:	<input type="checkbox"/> Approved	<input type="checkbox"/> Denied <input type="checkbox"/> On file



+

**APPLICATION FOR SERVICE ON RICHLAND COUNTY
COMMITTEE, BOARD OR COMMISSION**

Applicant MUST reside in Richland County.

Name: Tony L. Wingard

Home Address: 421 Hopestone Crossing, Irmo, SC 29063

Telephone: (home) 803-312-3831 (work) 803-576-3423

Office Address: 1410 Laurens St., Columbia, SC 29204

Email Address: wingard.tony@richlandcountysc.gov

Educational Background: Associates in Management, NR Paramedic, SC Paramedic

Professional Background: RCEMS Shift Manager 15 years, MTC EMS Program Coord. 6 years

Male Female Age: 18-25 26-50 Over 50

Name of Committee in which interested: Employee Grievance Committee

Reason for interest: Per the RC website there are 6 open seats on this committee. I want to do my part to address this need.

Your characteristics/qualifications, which would be an asset to Committee, Board or Commission:

My experience as an EMS Professional, Manager and Educator has equipped me to view things objectively. I am a proven leader that understands the value of our workforce.

Presently serve on any County Committee, Board or Commission? No

Any other information you wish to give? No

Recommended by Council Member(s): No

Hours willing to commit each month: 10-12

CONFLICT OF INTEREST POLICY

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Have you been convicted or pled no contest of a crime other than minor traffic violations; checking yes does not automatically preclude you from consideration for appointment.

Yes _____ No X

STATEMENT OF FINANCIAL OR PERSONAL INTERESTS

Do you have any financial or personal interest in any business or corporation (profit or not-for-profit) that could be potentially affected by the actions of the Committee, Board or Commission?

Yes _____ No X

If so, describe: _____



Applicant's Signature


May 28, 2019

Date

Return to:
Clerk of Council, Post Office Box 192, Columbia, SC 29202.
For information, call 576-2060.

One form must be submitted for each Committee, Board or Commission on which you wish to serve.

Applications are current for one year.

Staff Use Only	
Date Received: <u> 5-29-19 </u>	Received by: 
Date Sent to Council: _____	
Status of Application: <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> On file	



APPLICATION FOR SERVICE ON RICHLAND COUNTY COMMITTEE, BOARD OR COMMISSION

Applicant MUST reside in Richland County.

Name: Amy Scully
Home Address: 325 Belle Grove Circle Columbia, SC 29229
Telephone: (home) 803-312-4025 (work) 803-691-3879
Office Address: 151 Powell Road Columbia, SC 29203
Email Address: Scullya@midlandstech.edu
Educational Background: Master of Education - Higher Education & Student Affairs
Professional Background:
Male [] Female [x]
Age: 18-25 [] 26-50 [] Over 50 [x]

Name of Committee in which interested: education - Midlands Workforce Development Board

Reason for interest: A shared mission between MTC & the MWDB to provide individuals with the skills for

Your characteristics/qualifications, which would be an asset to Committee, Board or Commission: meaningful employment

Commission: I have over 30 years in the training & development field in private industry, as an entrepreneur & in higher ed

Presently serve on any County Committee, Board or Commission? NO workforce development

Any other information you wish to give?

Recommended by Council Member(s):

Hours willing to commit each month: as needed

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Yes _____ No

STATEMENT OF FINANCIAL OR PERSONAL INTERESTS

Do you have any financial or personal interest in any business or corporation (profit or not-for-profit) that could be potentially affected by the actions of the Committee, Board or Commission?

Yes No _____

If so, describe: I am employed at Midlands Technical College
& the college is an eligible training partner with WIA in many
ways. I am happy to abstain from any voting that would
be considered a conflict.

Amy Scully
Applicant's Signature

8-24-2018
Date

Return to:
Clerk of Council, Post Office Box 192, Columbia, SC 29202.
For information, call 576-2060.

One form must be submitted for each Committee, Board or Commission on which you wish to serve.

Applications are current for one year.

Staff Use Only	
Date Received: <u>11-13-18</u>	Received by: <u>[Signature]</u>
Date Sent to Council: _____	
Status of Application: <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> On file	

STATE OF SOUTH CAROLINA)
)
COUNTY OF RICHLAND)

**A RESOLUTION OF THE
RICHLAND COUNTY COUNCIL**

**A RESOLUTION TO APPOINT AND COMMISSION CHELSEY ANN REED AS
A CODE ENFORCEMENT OFFICER FOR THE PROPER SECURITY,
GENERAL WELFARE, AND CONVENIENCE OF RICHLAND COUNTY.**

WHEREAS, the Richland County Council, in the exercise of its general police power, is empowered to protect the health and safety of the residents of Richland County; and

WHEREAS, the Richland County Council is further authorized by Section 4-9-145 of the Code of Laws of South Carolina 1976, as amended, to appoint and commission as many code enforcement officers as may be necessary for the proper security, general welfare, and convenience of the County;

NOW, THEREFORE, BE IT RESOLVED THAT Chelsey Ann Reed is hereby appointed and commissioned a Code Enforcement Officer of Richland County for the purpose of providing for the proper security, general welfare, and convenience of the County, replete with all the powers and duties conferred by law upon constables, in addition to such duties as may be imposed upon her by the governing body of this County, including the enforcement of the County’s animal care regulations, and the use of an ordinance summons, and with all the powers and duties conferred pursuant to the provisions of Section 4-9-145 of the Code of Laws of South Carolina 1976, as amended. Provided, however, Chelsey Ann Reed shall not perform any custodial arrests in the exercise of her duties as a code enforcement officer. This appointment shall remain in effect only until such time as Chelsey Ann Reed is no longer employed by Richland County to enforce the County’s animal care regulations.

ADOPTED THIS THE 18th DAY OF JUNE, 2019.

Paul Livingston, Chair
Richland County Council

Attest: _____
Michelle Onley
Clerk of Council

**RICHLAND COUNTY
HUMAN RESOURCE SERVICES**

2020 Hampton Street, Suite 3058
Columbia, SC 29204



TOTAL REWARDS STUDY

Council Meeting June 4, 2019

TO: County Council Members
THROUGH: Dr. John Thompson, Interim County Administrator
FROM: T. Dwight Hanna, Director Human Resource Services Department
RE: Total Rewards Study (TRS) - Follow Up Questions from County Council
DATE: May 30, 2019

The Human Resource Services Department (HRSD) appreciates Council's willingness to consider a more aggressive funding schedule than Staff presented at the Council's Administration & Finance Committee meeting. Below you will find answers to Council's questions from the Administration & Finance Committee meeting along with a more detailed implementation plan as requested by Council.

The \$1 million implementation investment presented by the HRSD at the Council's Administration & Finance Committee was based on the proposed budget amount from the Budget Department and authorized by Administration. Normally employee wages should be reviewed and updated every three years. The County needs a \$10 million investment to fully implement the market rate increases recommended from the Study. Funding at \$1 million a year would take at least ten years. Consequently, the recommendations from the TRS would be outdated at least a few times prior to fully implementing. HRSD thinks a three-year implementation plan will coincide with the normal schedule to update employee wages, consider budget limitations, be more receptive to employees, and respond to Council's request for a more aggressive implementation schedule.

The TRS has generated a tremendous amount of expectation and excitement among employees, supervisors, managers, directors, elected officials, and appointed officials. There also remains some skepticism because the County did not fully implement the last Compensation & Classification Study conducted many years ago. The full study was never presented to Council for implementation consideration. Therefore, implementation of the TRS is even more important to employees and the County. This is because of expectations of employees along with the fact employee wages have not been brought up appropriately to the market in many years. Consequently, Council's willingness to consider a more aggressive funding schedule to implement the TRS is very much welcomed.

There were a few specific questions Council asked of Staff during the Administration & Finance Committee meeting which include;

1. LEGAL DEPARTMENT JOBS

- a. Were the Legal department jobs included in the TRS?
 - i. Answer: Yes. (See attachment 1)

2. PUBLIC DEFENDER JOBS

- a. Does the TRS bring the Public Defender attorney's salaries up to parity with the Solicitor attorneys salaries?
 - i. Answer: Yes. (See attachment 2) Attachment 2 shows all Public Defender and Solicitor attorneys and their current average salaries based on their job titles as well as the new TRS pay grades they would be assigned to.
 - ii. All attorney jobs were slotted into the new appropriate pay grades based on their department hierarchy ranking and their career architecture levels (based on the job requirements for each job).
 - iii. Job requirements were identified by interviews with each department director and HR contact along with the current job descriptions.
 - iv. Both the Public Defender department director and the Solicitor department director created and approved their departments hierarchy rankings. Both department directors

approved the career architecture level assignments. Both directors approved the final pay grade assignments as well.

- v. Please note: The Public Defender's office is currently operating under a pay plan that was presented by the department and approved by Council (see attachment 3). The Solicitor's office is also currently operating under a pay plan that was presented by the department and approved by Council (see attachment 4).
- b. Will the amounts provided for the Public Defender's office bring its staff to parity with the Solicitor's office staff?
 - i. Answer: Yes. The cost is included within the \$10 million investment over 3 years to fully fund the study.

3. MORE AGGRESSIVE FUNDING SCHEDULE

- a. Council requested a more detailed implementation timeline, which includes associated dollar amounts to be injected into each phase.
 - i. (See attachment 5)

4. TIME TO BRING FRONT-LINE, EMERGENCY, AND CRITICAL CARE EMPLOYEES UP TO MARKET STANDARDS

- a. Once implemented, will EMS, ASGDC staff, and other front-line, emergency, and critical care employees be brought to parity with their counterparts?
 - i. Answer: Yes.
- b. Will doing so take 3 years?
 - i. Answer: It will take the same amount of time as it takes to fully fund the TRS. All of these employees were included in the \$10 million investment. (See attachment 6)
 - ii. All emergency and critical care employees who are currently below the TRS's new minimum of their pay ranges are factored into the first \$1.4 million investment as well.
 - iii. Please note: The current average base pay for all 3 of the identified jobs in attachment 6 are all above the minimum of the TRS's new proposed pay ranges. Therefore, the majority of the employees would have to wait the full 3 years that it would take to fully fund the study to be fully brought up to parity with their counterparts.

5. MARKET SALARY DATA FOR ALL ELECTED OFFICIALS AND APPOINTED OFFICIALS

- a. Attachment 7 shows all of the current market pay ranges for all of the Elected officials and Appointed officials. (See attachment 7)

The TRS is not solely focused on employee pay increases alone. The Study also includes appropriate responsibility and accountability for employees and supervisors to deliver customer service expectations for the citizens of Richland County. On the attachments you will find a more detailed three-year implementation plan (see attachment 5) to include all aspects of the TRS to move Richland County Government towards an Employer of Choice, such as; Compensation, Benefits, Recognition, Work/Life Balance, Performance Management, and Talent Development.



ATTACHMENT # 1



Richland County Legal Department Compensation Detail

		Richland County			Final Structure Placement					
Division	FLSA	Title	# Inc	RC Avg Base	MKT 50th	Career Level	Grade	Minimum	Midpoint	Maximum
Legal	E	County Attorney	1	\$163,400.00	\$163,600.00	M7	18	\$119,505.65	\$167,307.91	\$215,110.18
Legal	E	CA Attorney V	1	\$139,255.99	\$126,011.81	M5	16	\$90,363.44	\$126,508.82	\$162,654.20
Legal	E	CA Attorney IV	1	\$114,741.00	\$114,217.65	M3	15	\$78,576.91	\$110,007.67	\$141,438.43
Legal	E	CA Attorney III	0	--	--	K4	14	\$70,157.95	\$98,221.13	\$126,284.31
Legal	E	CA Attorney II	1	\$92,532.00	\$92,584.65	K3	13	\$62,641.03	\$87,697.44	\$112,753.85
Legal	E	CA Attorney I	1	\$77,823.80	\$76,622.69	K2	12	\$55,929.49	\$78,301.29	\$100,673.08
Legal	NE	Administrative Assistant	1	\$37,050.00	\$35,304.37	A2	4	\$26,620.00	\$34,606.00	\$42,592.00

ATTACHMENT # 2



Public Defender and Solicitor

CURRENT		PROPOSED					
PUBLIC DEFENDER		SOLICITOR		TRS			
Job Title	Avg. Salary	Job Title	Avg. Salary	Pay Grade	Minimum	Midpoint	Maximum
PD Attorney I	\$48,277.55	Assistant Solicitor I	\$53,800.32	11	\$49,937.04	\$69,911.86	\$89,886.68
PD Attorney II	\$69,568.18	Assistant Solicitor II	\$65,092.75	12	\$55,929.49	\$78,301.29	\$100,673.08
PD Attorney III	\$75,416.65	Assistant Solicitor III	\$69,076.31	13	\$62,641.03	\$87,697.44	\$112,753.85
PD Attorney IV	\$79,000.33	Assistant Solicitor IV	\$72,867.73	14	\$62,641.03	\$87,697.44	\$112,753.85
Deputy Public Defender	N/A	Team Leader--Solicitor	\$71,818.54	15	\$70,157.95	\$98,221.13	\$126,284.31
Chief Public Defender	N/A	First Assistant Solicitor	N/A	15	\$78,576.91	\$110,007.67	\$141,438.43
		Deputy Solicitor I	\$78,346.85				
		Deputy Solicitor II	\$110,287.81				

ATTACHMENT

3



"Revised"

As of
3-15-18

Richland County Council Request of Action

Subject: Revision to the Public Defender Retention and Compensation Plan

A. Purpose

County Council is requested to approve the revisions set forth below to the Public Defender Retention and Compensation Plan passed last year.

B. Background / Discussion

Last year County Council approved the Public Defender Retention and Compensation Plan which, among other things, provided a structure for regular raises for the attorney staff of the Public Defender's office.

Since the time this plan was passed the County instituted a six per cent (6%) increase in the starting salary which has impacted the raises contemplated by the Retention and Compensation Plan. The current request makes two minor adjustments to the salary structure of the Plan. The changes are most easily seen in the table below:

	Original	Current	Requested
Starting pay	\$37,009	\$39,321	\$39,321
Salary after raise at the end of first year	\$40,000	\$40,000	\$42,500
Salary after raise at the end of second year	\$45,000	\$45,000	\$45,000
Raise in subsequent years until maximum reached	\$5,000	\$5,000	\$5,000

In short, the increase in starting pay instituted last year has almost eliminated the raise contemplated by the Plan. The change requested would result in approximately the same raise as under the original plan, followed by a reduction in the raise after the second year of service which gets the plan back on the original schedule.

C. Legislative / Chronological History

There is no legislative history for this request. The original Compensation and Retention Plan was approved by County Council last fall.

D. Financial Impact

There will be no financial impact on County funding from this plan. As was the case when the Plan was proposed last year, the changes will be paid for by increases in state funding. In reality an increase in spending has already occurred, independent of this request, as a result of the 6% increase in minimum salaries instituted last December.

E. Alternatives

List the alternatives to the situation. There will always be at least two alternatives:

1. Approve the request to make the minor modification to the salary structure and enable me to show attorneys in this office a career path which affords them an opportunity to make a wage consistent with their training, and encourages them to remain with this office long-term.
2. Do not approve this request, and fail to provide the financial encouragement needed to retain well trained, and motivated attorneys in this office.

As of Sept. 2013

Richland County Council Request of Action

Subject: Public Defender Attorney Compensation and Retention Plan

12/17/18
FIELDMASTER
1/8/19

A. Purpose

County Council is requested to approve the below described "Public Defender Attorney Compensation and Retention Plan".

B. Background / Discussion

Since the economic downturn of 2008 the compensation structure for the attorneys in the Public Defender's Office has become increasingly out of balance with that of other offices in the state and of the Solicitor's Office in Richland County. Lack of funding has contributed to the problem, and the issue has been further exacerbated by Council's approval of a payroll structure for the Solicitor's Office that has magnified the unbalance in pay between the two offices. As a consequence it has become increasingly hard to retain qualified attorneys in the Public Defender's Office. Additionally, as court options have developed, a number of programs which require attorney participation after normal office hours, have come into being and the attorneys who work these programs should be compensated for the extra time they must spend.

The net result is that this office starts attorneys at a far lower salary than the Solicitor's Office, and has not been able to advance the pay for its attorneys at a rate sufficient to retain people who have developed the skills necessary to represent the serious cases they are required to handle.

Three specific needs must be addressed: (1) a structure must be put in place that allows for the regular, significant, and steady advance in pay for the attorneys working in the Public Defenders Office, (2) a process must be put in place to raise the salaries of long time attorneys at this office to the level that they would have attained but for the recent recession, and, (3) a process must be developed to compensate a few attorneys who work extra time after hours in court (basically night court).

This request will provide a compensation structure for the attorneys in the Public Defender's Office which will enable the office to better retain qualified attorneys, raise the salaries of attorneys currently employed here to the level they should be at, and compensate attorneys who regularly work additional time after normal office hours for this work.

Before describing the structure, I should state that what this does is return the salary process in this office to precisely what it was, and what worked perfectly for 5 years prior to the economic downturn of 2008. This works, is easy to implement, and addresses all attorney salary concerns in a reasonable and responsible fashion.

Pay Structure:

Attorneys will continue to be hired at the starting rate for the current pay band – this is \$37,009 at present. Regular raises will be given absent an economic crisis such as we have just weathered. These raises will be: at the end of the 1st year – a raise to the nearest figure dividable by 5 – i.e. at present to \$40,000. Thereafter raises of \$5,000 per year until a salary of \$75,000 is

reached, after which raises will be for COLA only. Pay bands will adjust as necessary as the salaries increase. The exceptions will be for the Deputy Public Defender who will have a salary peak at \$85,000 prior to switching to COLA increases only, and the County Public Defender who will have a salary maximum of \$95,000 prior to switching to COLA increases only. Attachment "A" includes raises for both employees "catching up" for time during which they did not receive raises and those for new employees with the new pay structure outlined above.

Current Pay Revision:

Current employees will have their pay increased at an accelerated rate until they reach the level their pay should be under the proposal outlined above. Attachment "A" outlines the number of people and the extent of the increases necessary during the first year to advance toward this goal. The process calls for \$5,000 every six months until the salary reaches its correct level.

"Night Court" Work

While attorneys work in the various non-bond night courts in this county (currently Juvenile Drug Court, Juvenile Mental Health Court, Adult Drug Court, Adult Mental Health Court, and Adult Veteran's Court) they will be entitled to a 5% bonus to compensate them for these additional responsibilities. There are currently two individuals involved in this work, and total bonuses would amount to less than \$5,000. Failure to compensate these individuals may lead to having to end my office's participation in these programs.

The plan will be accomplished with no additional funding requested from the County. Funds are currently available to cover the increases in the first year, and, to the extent state funding doesn't increase sufficiently to cover increased payroll after that point, positions will remain unfilled until such time as funds are available to cover the costs.

Given that the average time an attorney spends with the Public Defender is about three years the best estimate would be that salaries for Public Defender attorneys would peak – on average – at \$50,000 – or about the level that the Solicitor's Office starts their attorneys.

C. Legislative / Chronological History

There is no legislative history for this request.

D. Financial Impact

As mentioned above – there is no additional financial request associated with this proposal as costs will be borne out of State funding. Should the Council decide that funding the request is appropriate the initial year's expenditure will amount to less than \$180,000. See Attachment A.

E. Alternatives

1. Approve the request to establish a schedule to raise salaries for attorneys in the Public Defender's Office in order to retain qualified personnel.
2. Do not approve the proposal resulting in continued excessive turnover of qualified attorneys at the Public Defender's Office, leading to longer delays in processing cases in the criminal justice system in Richland County.

F. Recommendation

It is recommended that Council approve the Public Defender Attorney Compensation and Retention Plan as set forth above

Recommended by: Circuit Public Defender Douglas Strickler
Department: Public Defender
Date: September 6, 2013

G. Reviews

Finance

Reviewed by: Daniel Driggers

Date: 9/11/13

Recommend Council approval

Recommend Council denial

Comments regarding recommendation:

Recommendation is based on the County's previous approval of special compensation and retention plans at the department level and that the request requires no additional County funds.

I would recommend that the County incorporate a review by the Human Resources Director prior to approval in order to ensure consistency with other current approved pay plans.

Human Resources

Reviewed by: Dwight Hanna

Date:

Recommend Council approval

Recommend Council denial

Policy decision left to Council's discretion.

Comments regarding recommendation:

It appears the Public Defender is requesting the ability to address internal wage equity within the County, bring salaries in the Public Defender's Office up to a market competitive pay rates, differentiate pay levels based on seniority or years of service, provide supplemental pay for additional some specific duties, transition to COLA increases once salaries reach a certain level, and consistently fund adequate pay increase annually to keep salaries competitive with the market. These are all acceptable types of pay increases depending on the philosophy of the employer.

In order to prevent or address the same type compensation issues the Public Defender is attempting to address from occurring with other attorney jobs, Human Resources recommends Council consider specially addressing the salaries and pay ranges of all attorney jobs in the County at the appropriate time. In addition, Human Resources generally recommends Council consider consistently offering compensation increase opportunities for all employees as and if applicable. It is important to note that to a greater or lesser extent, most County employees wages were adversely affected by the economic downturn referenced by the Public Defender. If the Public Defender desires to pay additional compensation to attorneys assigned to certain areas, this may be achieved more effectively by designating as a pay supplement. This would enable an easier removal of the supplement if there is the need to transition an employee to another area. Another point for Council's consideration is prior to the economic downturn the County normally awarded pay increases for employees based on their job performance rating (PEP) vs. COLA increases.

Upon reviewing this ROA, it appears this request is similar to prior department pay plans approved by County Council in the past. Finally, Human Resources would need to timely receive an approved written plan that contains all details included in document in order to efficiently implement the plan.

Legal

Reviewed by: Elizabeth McLean

Date: 9/11/13

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: Policy decision left to Council's discretion.

Administration

Reviewed by: Warren Harley

Date:

Recommend Council approval

Recommend Council denial

Comments regarding recommendation:

Recommendation is based on the assertion that the funding for the pay plan would come from state funding and would not require additional funding from the county and that there is sufficient funding to cover the initial startup of the pay plan.

Measures may need to be put in place to ensure that if and when state funding is not adequate to fund the pay plan that this does not in the future force the county to increase funding level.

ATTACHMENT "A"

	Current Salary	Start Date	Should be as of 11/13	11/1/13	5/1/14
County PD	\$79,560.00		\$95,000.00	\$85,000.00	\$90,000.00
Deputy PD	\$58,344.00	11/01/06	\$75,000.00	\$65,000.00	\$70,000.00
Asst PD	\$47,736.00	11/01/07	\$65,000.00	\$55,000.00	\$60,000.00
Asst PD	\$47,736.00	11/01/07	\$65,000.00	\$55,000.00	\$60,000.00
Asst PD	\$47,736.00	11/01/07	\$65,000.00	\$55,000.00	\$60,000.00
Asst PD	\$50,281.92	11/01/07	\$65,000.00	\$55,000.00	\$60,000.00
Asst PD	\$58,344.00	09/01/08	\$65,000.00	\$65,000.00	\$65,000.00
Asst PD	\$47,736.00	11/01/08	\$60,000.00	\$55,000.00	\$60,000.00
Asst PD	\$42,432.00	11/01/10	\$50,000.00	\$45,000.00	\$50,000.00
Asst PD	\$42,432.00	11/01/10	\$50,000.00	\$45,000.00	\$50,000.00
Asst PD	\$42,432.00	03/01/11	\$50,000.00	\$45,000.00	\$50,000.00
Asst PD	\$47,736.00	05/01/11	\$55,000.00	\$55,000.00	\$55,000.00
Asst PD	\$47,736.00	05/01/11	\$55,000.00	\$55,000.00	\$55,000.00
Asst PD	\$39,259.15	12/01/11	\$45,000.00	\$40,000.00	\$45,000.00
Asst PD	\$39,259.15	05/01/12	\$45,000.00	\$40,000.00	\$45,000.00
Asst PD	\$39,259.15	05/01/12	\$45,000.00	\$40,000.00	\$45,000.00
Asst PD	\$37,009.00	11/15/13	N/A	\$37,009.00	\$37,009.00
Asst PD	\$37,009.00	09/01/12	\$40,000.00	\$40,000.00	\$40,000.00
Asst PD	\$37,009.00	12/01/12	\$40,000.00	\$40,000.00	\$40,000.00
Asst PD	\$37,009.00	12/01/12	\$40,000.00	\$40,000.00	\$40,000.00
Asst PD	\$37,009.00	12/01/12	\$40,000.00	\$40,000.00	\$40,000.00
Asst PD	\$37,009.00	12/01/12	\$40,000.00	\$40,000.00	\$40,000.00
Asst PD	\$37,009.00	6/3/2013	N/A	\$37,009.00	\$40,000.00
Asst PD	\$37,009.00	6/3/2013	N/A	\$37,009.00	\$40,000.00
Asst PD	\$37,009.00	6/17/2013	N/A	\$37,009.00	\$40,000.00
Asst PD	\$37,009.00	11/15/2013	N/A	\$37,009.00	\$37,009.00
Asst PD	\$37,009.00	11/15/2013	N/A	\$37,009.00	\$37,009.00
Asst PD	\$37,009.00	11/15/2013	N/A	\$37,009.00	\$37,009.00
Increase in cost				\$91,935.63	\$73,973.00

Salaries are for current attorneys and positions with start dates as reflected -- names have been redacted.

Raises indicated in bold.

ATTACHMENT

4



RICHLAND COUNTY HUMAN RESOURCES GUIDELINES

TITLE: Solicitor Restructuring and Reclassification Plan	Number:
EFFECTIVE DATE: June 2012. Implemented August 2017	Page: 1 of 2
REVISION DATE: November 2017	REVISION #:
PREPARED BY: Human Resources Department	AUTHORIZED BY: Council & Administration

PURPOSE:

Solicitor 2017 final

This guideline will allow the salary adjustment agreed upon by the Solicitor and County Council to increase salaries of Solicitors to be effective 6/30/2012.

PROCEDURE:

- 1.1. The Salaries are based on years of experience as a licensed attorney, not years of service at Richland County. The increases create a job plan to advance employees by \$3000 per level. These levels and years as a licensed attorney are as follows:

Job Title	Grade	Class	Years of Experience	Pay Range Min	Pay Range Mid	Pay Range Max
Assistant Solicitor I	SOL1	JS446	0 to 3	\$52,483	\$66,591	\$80,698
Assistant Solicitor II	SOL2	JS447	3 to 5	\$55,483	\$70,591	\$85,698
Assistant Solicitor III	SOL3	JS448	5 to 10	\$58,483	\$74,591	\$90,698
Assistant Solicitor IV	SOL4	JS449	10+	\$61,483	\$78,591	\$95,698
Team Leader	SOL5	JS450	N/A—at Solicitor's discretion	\$64,483	\$82,591	\$100,698
First Assistant Solicitor	SOL6	JS451	N/A—at Solicitor's discretion	\$67,483	\$86,591	\$105,698
Deputy Solicitor I	SOL7	JS452	N/A—at Solicitor's discretion	\$70,483	\$90,591	\$110,698
Deputy Solicitor II	SOL8	JS453	N/A—at Solicitor's discretion	\$73,483	\$94,591	\$115,698

- 1.2 Please note: the above salary ranges do not take into account any increases to pay that have been given to Richland County Employees. The increase amount per job plan is equal to \$3000.

RESPONSIBILITIES:

RICHLAND COUNTY HUMAN RESOURCES GUIDELINES

TITLE: Solicitor Restructuring and Reclassification Plan

Number:

EFFECTIVE DATE: June 2012.

Page: 2 of 2

Implemented August 2017

REVISION DATE: November 2017

REVISION #:

PREPARED BY: Human Resources Department

AUTHORIZED BY: Council &
Administration

1. Public Defender Supervisor/Department Head:

1.1. Initiate the PAF procedure to raise attorney salaries at established milestones.

2. Human Resources Department:

2.1. Process the PAFs for salary increases.

3. Finance Department:

3.1. Raise Public Attorney Salaries in accordance with properly submitted PAFs.

ATTACHMENT

5



Total Rewards Study

Proposed Implementation Plan Estimated Costs (in Millions) - Compensation

Description	FY 2020		FY 2021		FY 2022		Totals
	Jul 2019	Jan 2020	Jul 2020	Jan 2021	Jul 2021	Jan 2022	
Phase I: Bring all employees below the bottom of the new pay ranges up to the minimum.	\$ 1.4						\$ 1.4
Phase I: Start bringing all employees closer to the range midpoint based on years of experience.		\$ 3.3		\$ 3.3		\$ 3.4	\$ 10.0
Phase III: Future annual PEP increases.				TBD			\$ -
Phase IV: Future market pay range adjustment increases.							\$ -
Totals	\$	4.7	\$	3.3	\$	3.4	\$ 11.4

Proposed Implementation Plan Timeline - Compensation and Employment

Description	FY 2020		FY 2021		FY 2022	
	Jul 2019	Jan 2020	Jul 2020	Jan 2021	Jul 2021	Jan 2022
PHASE I						
Part I: Approve and adopt a total rewards philosophy and strategy						
Part 2: HRSD to develop an implementation plan						
Part 3: HRSD to implement the new pay grades as proposed by Buck and to maintain the Career Architecture and Compensation Structure documents moving forward						
Part 4: Bring all employees below the bottom of the new pay ranges up to the minimum						
Part 5: Begin thorough review of all County job descriptions.						
PHASE II						
Part 1: Ask Council to allocate future funds to support bringing employees to the appropriate position in the pay grade based on years of service and performance						
Part 2: Start bringing all employees closer to the range midpoint based on years of experience						
PHASE III						
Part 1: Future annual PEP / COLA increases						
PHASE IV						
Part 1: Future market pay range adjustment increases to update employee pay based on market pay range fluctuations						
Consider hiring an internal recruiter and formalize the process around sourcing talent at the County.						

Proposed Implementation Plan Timeline - Benefits and Work / Life Balance

Description	FY 2020		FY 2021		FY 2022	
	Jul-19	Jan-20	Jul-20	Jan-21	Jul-21	Jan-22
Review the 90-Day benefit eligibility waiting period. (It is now down to a 30 day waiting period.)	COMPLETED					
Review the Life and AD&D benefit for the employee as the market most often provides at least the choice of 1x salary or a flat \$50,000. (The County currently provides a flat \$50,000 and not 1x salary.)	COMPLETED					
Review the 12-month sick leave participation requirement. (This has already been proposed and is in the works of being approved through the Guidelines updates.)	IN PROCESS					
Review the practice for Flex Time to determine why it is underused.			Q3			
Review adding additional voluntary benefits to our offerings.				Q1		

Proposed Implementation Plan Timeline - Employee Relations, Performance Management, Recognition, and Talent Development

Description	FY 2020		FY 2021		FY 2022	
	Jul-19	Jan-20	Jul-20	Jan-21	Jul-21	Jan-22
Create tactical action and follow-up plans as a result of the Employee Opinion Survey.	Q3					
Continue to offer training opportunities both at the County level and within departments to foster relevant and needed career development.	Q3					
Revisit existing Pay-for-Performance guidelines and consider linking annual pay increases with performance assessments.	Q4					
Work with department heads in support of succession planning.		Q1				
Work with department heads in support of creating career paths.		Q1				
Reevaluate the effectiveness of the County's diversity and inclusion programs.		Q1				
Consider implementing a formal "hands-on" onboarding process for key positions.		Q1				
Buck recommends that Richland County leadership increase the frequency of their County-wide communications.		Q1				
Buck recommends that the County prompt directors and supervisors to check in with employees on County-wide communications to ensure a common understanding.		Q1				
Consider implementing non-cash performance recognition rewards.		Q2				
Help employees to understand key advancement opportunities and requirements for career groups and career levels across the County.			Q3			
Consider implementing / enhancing formal manager training opportunities.			Q3			
Consider implementing / enhancing generationally targeted talent management / development programs.			Q3			
Consider implementing a formal workforce planning process.				Q1		
County should consider conducting an assessment of its current organizational talent profile and identify opportunities to reduce the number of employees with poor-to-underperforming performance (i.e. targeted out-counseling).				Q2		
Consider implementing / enhancing "High Potential" employee programs.				Q2		

A key component of a budget is that compensation must be tied to recurring revenues since personnel is a recurring expense. Further, the use of Fund Balance from the General Fund must be limited to fund one-time expenses and NOT recurring expenses such as personnel. Administration discussed extensively at the beginning of the budget process in Fall 2018 and again in Spring 2019 with all Directors and Elected and Appointed Officials noting that Administration wanted employee compensation to be the hallmark of the Biennium Budget II.

In early 2019, the Budget Office discovered a personnel deficit related to the Council authorized Position Control and took corrective actions to make personnel budgets whole. Therefore, revenue (funding) was not available to implement the Total Rewards Study (TRS) recommendation at once as it would have occurred normally. The Budget Office will monitor future revenue growth and will tie TRS expenditures to revenue growth considering increases in operational expenditures as well.

The FY 2020 budget includes \$1.4M+ to bringing employees to the new market minimum in August 2019 and \$1M to bringing employees to the mid-range in January 2020. These amounts will require \$3.8M to be funded in FY 2021, which is included in the budget. In order to continue bringing employees to a point of their mid-range, the County must have the recurring revenue over and above what is currently budgeted for FY 2021. In terms of FY 2022, the County may do another round at the time based on new revenue projections that would be tied to continue implementing the TRS. Again, the Budget Office will monitor revenue projections throughout the fiscal year and determine if adjustments may be done with a mid-cycle budget amendment next year (Spring 2020).

ATTACHMENT

6



ASGDC, EMS, and Sheriff

Division	Job Title	# Inc	RC Avg Base	MKT 50th	Career Level	Grade	Minimum	Midpoint	Maximum
Sheriff	Deputy Sheriff	149	\$36,462.61	\$44,082.81	S4	7	\$35,431.22	\$46,060.59	\$56,689.95
Detention Center	Detention Officer	148	\$34,300.30	\$42,127.90	S2	6	\$32,210.20	\$41,873.26	\$51,536.32
Emergency Medical Services	Emergency Medical Techn-Basic	93	\$33,480.25	\$34,700.00	S2	6	\$32,210.20	\$41,873.26	\$51,536.32

ATTACHMENT

7





Richland County

HUMAN RESOURCES

Richland County Elected and Appointed Officials - Market Data



Job Title	# Inc.	RCG Avg. Base	Market Base Salary			Base Salary Variance		
			Min	Mid	Max	Min	Mid	Max
Auditor	1	\$97,400	\$83,200	\$90,500	\$105,200	17.00%	7.60%	-7.50%
Clerk Of Court	1	\$125,700	\$92,300	\$94,400	\$120,300	36.30%	33.10%	4.50%
Coroner	1	\$128,500	\$82,700	\$89,400	\$108,500	55.30%	43.70%	18.40%
Council Member	11	\$17,800	\$14,200	\$18,000	\$21,700	24.90%	-1.50%	-18.20%
County Administrator	1	\$184,000	\$144,400	\$160,700	\$177,500	27.40%	14.50%	3.70%
County Attorney	1	\$163,400	\$148,200	\$163,600	\$192,000	10.20%	-0.10%	-14.90%
Election Commission Member	5	\$1,500	--	--	--	--	--	--
Executive Director Board of Elections and Voter Registration	1	\$93,200	\$65,400	\$71,300	\$76,400	42.50%	30.60%	22.00%
Executive Director of Legislative Delegation	1	\$74,700	\$59,300	\$65,000	\$68,600	26.10%	14.90%	8.80%
Magistrate	12	\$108,400	\$72,000	\$77,100	\$82,000	50.40%	40.50%	32.20%
Master-In-Equity	1	\$128,800	\$125,700	\$133,400	\$135,300	2.50%	-3.40%	-4.80%
Probate Judge	1	\$125,700	\$111,400	\$129,000	\$145,600	12.80%	-2.60%	-13.70%
Sheriff	1	\$175,600	\$112,100	\$148,300	\$162,700	56.70%	18.40%	8.00%
Treasurer	1	\$104,700	\$88,000	\$100,300	\$109,000	19.00%	4.40%	-3.90%



Agenda Briefing

To: Committee Chair Joyce Dickerson and Honorable Members of the Committee
Prepared by: Sandra Yúdice, Ph.D., Assistant County Administrator
Dwight Hanna, Director
Department: Human Resources
Date Prepared: April 10, 2019 **Meeting Date:** April 23, 2019

Approved for Council consideration:	Acting County Administrator	John Thompson, Ph.D., MBA, CPM
Committee	Administration & Finance	
Subject:	Total Rewards Implementation	

Recommended Action:

Staff recommends County Council adopt the recommendations of the Total Rewards Study (TRS) and support the actions necessary for Richland County Government (RCG) to become an Employer of Choice.

Motion Requested:

Move to accept staff's recommendation to adopt a total rewards philosophy and strategy and implement the recommendations of the Total Rewards Study in phases through the budget process over the next several years. This will include efforts and actions by departments, supervisors, and employees focused on moving RCG towards an Employer of Choice.

Request for Council Reconsideration: Yes

Fiscal Impact:

Investment in implementation of the Total Rewards program may require approximately \$11.4 million dollars plus associated benefits. These costs include \$1.4 million plus associated benefits to bring employees to the minimum of the new pay ranges, and \$10 million plus associated benefits to make wages more competitive with the Market Rate. These numbers will be fluid as a result of changing employees' salaries because of personnel transactions such as: new hires, retirements, resignations, promotions, etc.

Motion of Origin:

N/A

Council Member	
Meeting	
Date	

Discussion:

Staff briefed County Council on the Total Rewards Study (TRS) during the 2019 Council Retreat as well as provided a more a detailed presentation during a Council Work Session held on March 19, 2019.

Achieving Employer of Choice status will require significant investment and follow up by management, greater accountability for all levels of staff, proper training for and engagement by all employees. By adopting the TRS recommendations, Council will authorize the following:

- Accept the Total Rewards Study Final Report
- Adopt the Employer of Choice Strategy
- Adopt the Total Rewards Focus
- Authorize the Director of Human Resource Services Department to coordinate the necessary analysis, management, training, accountability and follow up on the responses in the Employee Engagement Survey with departments and employees
- Authorize the Director of Human Resources to assign job classifications to the appropriate pay ranges based on appropriate market rate data, internal equity and other relevant job classification information
- Approve the proposed pay structure ranges
- Authorize the County to invest up to \$11.4 million plus associated benefits in the realization of the TRS Program during FY 2019/2021
 - \$1.4 million plus associated benefits to bring employees up to the minimum of the proposed pay structure ranges
 - \$10 million plus associated benefits to make employees' wages more competitive with the Market Rate for their respective jobs considering their years of experience with Richland County Government

Attachments:

1. Total Rewards Study PowerPoint
2. Total Rewards Summary Report
3. Total Rewards Updated Information

Support County Council's Mission and Vision

MISSION STATEMENT:

The mission of the government of Richland County, South Carolina, is to provide essential services, efficiently and effectively, in order to improve the quality of life for its citizens. Richland County Government shall be accessible to all and shall provide cordial, responsible assistance and information in a prompt, equitable, and fair manner. This mission shall be achieved with minimal bureaucracy, with integrity, and within the parameters and power set forth in applicable federal, state, and local laws.

VISION STATEMENT:

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.



TOTAL REWARDS JOURNEY STUDY FINAL REPORT

Presented by

T. Dwight Hanna, Director of Human Resource Services Department

GOOD NEWS!

**IT'S NOT
Just
ABOUT
THE MONEY**

BAD NEWS!

It's More Difficult
Than Just Spending
Money

&



Richland County Government
Confidential and Privileged

WHY TOTAL REWARDS?

- Reinforce the mission, vision and values of RCG
- Create appropriate competitive advantage for attracting and retaining qualified employees
- Enhance the employee experience with RCG
- Reduce the financial investments necessary
- Offer and communicate rewards which meet the needs of a diverse work force
- Position RCG as an Employer of Choice



WHAT DO TODAY'S EMPLOYEES WANT?

- Competitive wages
- Career development opportunities
- User friendly technology
- Relationship with supervisor
- Reputation of organization
- Civility
- Active listening
- Procedural justice
- Workplace flexibility
- Mental Health
- Work assignments
- Job security
- Accountability
- Health Insurance
- Wellness
- Safety
- Recognition
- Choice



TOTAL REWARDS MAJOR COMPONENTS

- Custom Employer Survey - Peer Group
 - Specific comp, benefit, retirement, work-life questions
- Employee Engagement Survey
 - Conduct Employee Climate Survey and Use Demographic Data
 - Conjoint Analysis
 - Total Rewards Strategy Session
- Classification and Compensation Data Analysis
 - Labor market—lose to/draw from
 - Specific public and private entities
 - Scope and demographics
- Total Rewards Programs and Practices Analysis



TOTAL REWARDS EXECUTIVE SUMMARY

- Achieve and Maintain Desired Positioning vs. Market
 - Internal vs. external pay competitiveness
 - Compensation competitiveness against peers
 - Employee and retiree benefits competitiveness with peers
- Address wage Compression
- Engagement Process with All Departments
 - HRSD began the process with a TRS Committee to gain employee feedback
 - HRSD moved into the department consultation phases with over 100 meetings between HRSD and Department Heads or their designees
 - HRSD will be partnering these groups for the multi-year implementation phases of the project



WHAT IS THE CUSTOM EMPLOYER SURVEY?

- This custom survey of total rewards programs and practices was sponsored by Richland County, South Carolina and conducted by Buck (formerly Conduent HR Consulting) between June and August 2018.
- The primary objective of the survey was to gather benchmark information from selected organizations about compensation, benefit, and human resource programs and policies to determine competitive market practices for hiring, retaining, and rewarding employees.
- This information will enable the County to assess and improve its programs and policies.
- Finding the right mix and delivery of total rewards is essential to creating an organization in which employees can build a successful career and individuals want to join.



WHAT IS THE EMPLOYEE ENGAGEMENT SURVEY?

- Approximately 50% of RC employees responded to the survey, which was **higher than expected and more than previous RC engagement surveys.**
- **The survey was split into six major sections:**
 - About You (Demographics)
 - Your Experience
 - Your Benefits and Compensation
 - Your Career
 - Your Work Environment
 - Anything Else? (Miscellaneous)

Survey Reveals Gaps in Employer of Choice Status



Sample Question 1

Q9: Why do you still work at Richland County? What motivates you to come to work each day?(Check all that apply)

Overall Results

N=1218

Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
33%	52%	17%	12%	33%	37%	25%

Results by Employee Group

	Benefits	Career	Compensation	Culture	Work Environment	Co-workers	Other reasons
Director	29%	50%	17%	17%	29%	17%	50%
Manager	39%	55%	17%	12%	34%	35%	34%
Supervisor	32%	63%	14%	10%	29%	33%	25%
Exempt Employee	32%	57%	21%	17%	42%	43%	21%
Non-exempt (hourly) Employee	34%	48%	18%	12%	35%	40%	24%
Prefer not to say	31%	47%	11%	10%	19%	25%	25%



EMPLOYEE ENGAGEMENT SURVEY EXECUTIVE SUMMARY

- One of the final questions asked, “Suppose you were in charge for a day and could make one change to make Richland County an even greater place to work. What would you do?” Thematically, the most frequent responses were:
 - More opportunities for career advancement
 - Additional paid and unpaid time off
 - Flexible work arrangements
 - Compensation aligned with the market



PAY INCREASE HISTORY



*Employees did not receive pay increase this year



WHAT ARE PERCENTILE WAGES

What are Percentile Wages?

The percentile wage estimate is the value of a wage below which a certain percent of workers fall.

The following table provides an example of an occupation's percentile wages:

Percentile	10%	25%	50% Median	75%	90%
Annual Wage	\$22,880	\$31,200	\$41,600	\$49,920	\$60,320

The annual wage estimates in this example indicate that:

- 10% of employees earn less than \$22,880 per year; therefore the remaining 90% earn more than \$22,880 per year.
- 25% earn less than \$31,200; 75% earn more than \$31,200.
- 50% earn less than \$41,600; 50% earn more than \$41,600 (The 50th percentile is called the Median).
- 75% earn less than \$49,920; 25% earn more than \$49,920.
- 90% earn less than \$60,320; 10% earn more than \$60,320.



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CLASSIFICATION AND COMPENSATION ANALYSIS

Benchmark Analysis

- Buck conducted a competitive benchmarking analysis comparing the County's pay practices for a representative sampling of jobs ("the benchmark jobs") against defined labor markets.
- Buck worked with Richland County to determine the primary labor markets against which the County competes for talent. In addition, Buck and Richland County worked to identify secondary labor markets that the County should be aware of, against which they may compete for talent.



CLASSIFICATION AND COMPENSATION ANALYSIS

Salary Structure

- Based on the market values for the benchmark positions, a competitive salary structure was developed and positions slotted based on their market value and in consideration of internal alignment. The end result is a salary grade and range assignment for each position at the County.
- Richland County's compensation structure consists of:
 - 18 grades
 - Midpoint progression (percent increase from grade midpoint to midpoint) that is 10% at the bottom of the structure, 12% in the middle grades, and 15% at the higher grades.
 - Range spread of 60% (percent difference from minimum to maximum) at the bottom half of the structure, moving to 80% at the higher grades, maintaining a strong link to market data, while allowing for internal equity at Richland County.



Proposed Pay Structure Ranges

Grade	Salary Range					Midpoint Progression	Range Spread
	Min	1st Quartile	Midpoint	3rd Quartile	Max		
18	\$119.5	\$143.4	\$167.3	\$191.2	\$215.1	1.15	80%
17	\$103.9	\$124.7	\$145.5	\$166.3	\$187.1	1.15	80%
16	\$90.4	\$108.4	\$126.5	\$144.6	\$162.7	1.15	80%
15	\$78.6	\$94.3	\$110.0	\$125.7	\$141.4	1.12	80%
14	\$70.2	\$84.2	\$98.2	\$112.3	\$126.3	1.12	80%
13	\$62.6	\$75.2	\$87.7	\$100.2	\$112.8	1.12	80%
12	\$55.9	\$67.1	\$78.3	\$89.5	\$100.7	1.12	80%
11	\$49.9	\$59.9	\$69.9	\$79.9	\$89.9	1.12	80%
10	\$44.6	\$53.5	\$62.4	\$71.3	\$80.3	1.12	80%
9	\$42.9	\$49.3	\$55.7	\$62.2	\$68.6	1.1	60%
8	\$39.0	\$44.8	\$50.7	\$56.5	\$62.4	1.1	60%
7	\$35.4	\$40.7	\$46.1	\$51.4	\$56.7	1.1	60%
6	\$32.2	\$37.0	\$41.9	\$46.7	\$51.5	1.1	60%
5	\$29.3	\$33.7	\$38.1	\$42.5	\$46.9	1.1	60%
4	\$26.6	\$30.6	\$34.6	\$38.6	\$42.6	1.1	60%
3	\$24.2	\$27.8	\$31.5	\$35.1	\$38.7	1.1	60%
2	\$22.0	\$25.3	\$28.6	\$31.9	\$35.2	1.1	60%
1	\$20.0	\$23.0	\$26.0	\$29.0	\$32.0	--	60%



DEPARTMENTAL SUMMARY RESULTS

Market Analysis: Findings

- Base salaries for sixteen (16) departments are at or below the 25th percentile of the market, in aggregate.
 - Base salaries for eleven (11) departments are competitive with the 50th percentile, in aggregate.
 - Two (2) departments, Administration and Coroner, are competitive with the 75th percentile of the market.

Department	# Inc	Base Variance		
		25th	50th	75th
Administration	2	36.6%	21.4%	5.3%
Animal Services	8	-8.3%	-17.1%	-25.7%
Auditor	5	-1.1%	-11.6%	-21.3%
CASA	2	-5.7%	-16.4%	-27.3%
Clerk of Court	23	4.5%	-5.3%	-18.0%
Community and Government Service	1	4.5%	-10.4%	-17.6%
Community Planning and Development	33	11.5%	-2.0%	-12.8%
Coroner	2	38.3%	27.1%	6.7%
Detention Center	157	-12.5%	-18.0%	-23.3%
Economic Development	2	27.3%	5.5%	-7.8%
Emergency Medical Services	126	12.4%	-0.3%	-10.4%
Finance	19	0.2%	-10.7%	-20.8%
Human Resources	7	-6.4%	-16.7%	-25.9%
Information Technology	15	8.3%	-2.7%	-13.4%
Legal	6	7.5%	-3.7%	-16.1%

Department	# Inc	Base Variance		
		25th	50th	75th
Magistrates/Court Administration	54	-5.4%	-16.1%	-26.9%
Master In Equity	2	18.5%	5.9%	-6.0%
Ombudsman	6	-2.2%	-12.5%	-22.0%
Operational Services	43	-8.2%	-19.6%	-30.1%
Probate Court	7	6.2%	-6.9%	-17.5%
Public Defender	47	-13.9%	-23.8%	-33.4%
Public Information	3	-0.4%	-10.5%	-22.0%
Public Works	42	-18.5%	-24.6%	-31.2%
Risk Management	5	-0.3%	-12.6%	-22.8%
Sheriff	222	-7.1%	-13.6%	-21.0%
Solicitor	18	-3.6%	-10.3%	-16.9%
Transportation Penny	2	14.4%	2.1%	-9.7%
Treasurer	5	2.6%	-11.1%	-22.7%
Utilities	8	2.0%	-10.9%	-23.6%
Total	872	-4.0%	-12.8%	-21.4%



STAFF REQUESTS OF COUNTY COUNCIL

- Accept TRS
- Endorse Employer of Choice Strategy
- Endorse Total Rewards Focus
- Authorize County Administrator and Director of Human Resources Authority to Analyze and Follow Up with Employees and Departments on Findings in Employee Engagement Responses
- Authorize Director of Human Resources Authority to work with Consultant to Finalize Multi-Year Implementation Plan with Cost Projections



NEXT STEPS – MARKET COMPETITIVE COMPENSATION

- Current Implementation Steps:
 - January 2019- Implement **2% pay** increase county-wide – **\$1.8 million** + contributions
 - Bring employees **to minimum** of new pay grades -**\$1.4 million** + contributions
 - Finalize plan details to move employees **within structure based on years** of experience – **\$10 million** + contributions



NEXT STEPS

- Present their Employee Engagement Survey Responses to Department Heads
- Follow up on Employee Engagement Survey Responses with Employees
- Develop Training and Guidelines for Departments to Follow up on Employee Engagement Survey
- Present Final Report to Department Heads on TRS
- Present Final Report to Employees on TRS
- Develop an Action Plan for Follow Up and Implementation



DRAFT STRATEGIC PLAN

FY 2019	FY 2020	FY 2021
Update JDs, Org Charts and Job Titles	Design Career Paths	
Determine Funding and Implementation Rules	Decide on Cultural Changes for Employer of Choice	
2% Cola Increase		
Evaluate and Develop Policy Changes	Present Policy Design Changes to Council	Finalize Policy Change Implementation
Design Succession Development Management Program	Implement Succession Development Management Program	Sustain Succession Development Program
Request \$1.4 Million to Bring Employees to Minimum	Request \$9.5 Million to Move Employees Within Structure – multi-year plan	Continue to Implement
Finalize Implementation Details for Market Rate Increases in TRS		



Richland County, South Carolina

Total Rewards Study
Summary Report of Findings
December 21, 2018

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Background

- Richland County engaged Buck Global, LLC to conduct a Total Rewards Assessment to ensure that the County can effectively recruit and retain a high performing workforce within the labor markets that it competes for talent.
 - Buck is one of the world’s leading HR and benefits consulting, administration, and technology companies.
- Buck conducted research and analysis within the following project elements to support the assessment and design of Richland County’s delivery of Total Rewards to include Compensation, Benefits, Work-Life Effectiveness, Recognition, and Talent Development¹:
 - Career Architecture Development
 - Market Analysis
 - Salary Structure Development
 - Custom Total Rewards Programs and Practices Survey
 - Employee Opinion Survey
 - Talent Development Review
 - Benefits Review
 - Communications Strategy Support
- Buck has developed final reports of findings for each project element described above, which have been delivered to Richland County under separate cover.
 - A catalog of titles and delivery dates for these final reports of findings is included in this report as Appendix A.
- The following summary report presents Buck’s overall findings and recommendations across Richland County’s Total Rewards program.

¹ Richland County did not engage Buck to conduct a performance management assessment

Background

Project Elements	Goals and Objectives
Career Architecture	<ul style="list-style-type: none"> • Career Architecture to ensure consistent leveling of jobs across the organization while accommodating differences in competitive job markets and prevalent pay levels.
Market Analysis	<ul style="list-style-type: none"> • Compensation Market Analysis to understand Richland County’s pay practices against the markets within which they compete for talent.
Salary Structure Development	<ul style="list-style-type: none"> • Salary Structure Development, which is both competitive with the external market and supports internal equity to manage jobs at Richland County.
Custom Total Rewards Programs and Practices Survey	<ul style="list-style-type: none"> • Custom Market Study to assess the competitiveness of the total rewards (pay, benefits, and related practices) provided to County employees based on a survey of up to 30 peer organizations.
Employee Opinion Survey	<ul style="list-style-type: none"> • “Voice of the Employee” survey to assist the County in measuring and understanding employee engagement, attitude, motivation and satisfaction with County programs and culture and support the Buck team in developing recommendations tailored to the County’s workforce.
Talent Development Review	<ul style="list-style-type: none"> • Talent Development Review to assess, compare and determine whether the County’s programs align with best practice as well as reflect employee preference (as measured in the Employee Opinion Survey).
Benefits Review	<ul style="list-style-type: none"> • Benefits Review to assess, compare, and determine whether the County’s programs are market competitive, better than market, or worse than market.
Communications Strategy Support	<ul style="list-style-type: none"> • Communications Support to develop a comprehensive communication strategy that recommends the most effective channels for socializing the total rewards study changes with all audiences/stakeholders. • “Train-the-trainer” session for County presenters to help them understand the changes, ask questions and know what they can do to support a culture of accountability.

Executive Summary

Executive Summary

- Buck recommends that Richland County adopt a total rewards philosophy and strategy. Doing so will provide the County with guiding principles and standards that can be used to assess alternatives and make justifiable adjustments and improvements to its total rewards program and practices.
- Compensation levels at Richland County are, in aggregate, at the 25th percentile of the markets against which the County competes for talent, while Richland County seeks to target the 50th percentile of the market.
 - Richland County’s market position is due, in part, to the fact that the County has not provided consistent, ongoing pay increases, when peer organizations have awarded a median total pay increase of between 2.0% and 2.3% annually since 2016.
- To ensure that the County can continue to engage and retain high quality employees, Buck and Richland County partnered to develop a salary structure that targets the 50th percentile of the market.
 - The estimated cost to bring all salaries at Richland County to the minimum of the salary range is \$1,810,000, which decreases to \$1,407,600 after the planned 2.0% county-wide salary increase in January 2019.
- Richland County sought a career oriented compensation program as an important talent management tool that would support Career paths within job families, internal equity across the organization, and hierarchy definitions.
 - Based on input from stakeholders across the County, Buck and Richland County partnered to develop a Career Architecture, defining Career Groups and Career Levels, which will support career development for employees at the County.

Executive Summary

- Overall, Richland County's benefit programs and policies compare favorably against the market. The County's comprehensive benefit program, generous retiree health care benefits and a variety of work schedule options are particularly strong and are valued by employees.
 - The main benefit area in which the County lags the market is the 90-day benefit eligibility waiting period.
- Talent development and recognition programs at Richland County compare favorably to market practices.
 - The majority of Richland County employees feel that they are provided the necessary training to do their jobs efficiently.
 - Richland County may consider implementing formal processes in the areas of Workforce Planning and Recruiting and Onboarding.
- When receiving communications about pay and benefits, employees prefer their Richland County email over other modes of communication.

Career Architecture

Career Architecture: Findings

- As part of the Total Rewards Study, Buck and Richland County collaborated to build a Career Architecture, which is an internal job evaluation methodology designed to support career advancement opportunities within Richland County.
- Clear career paths are not consistently defined at Richland County, and key stakeholders including County Human Resources, Department Heads, and employees have expressed the desire to have a career-oriented compensation program that will support career development.
- A career-oriented compensation program will:
 - Help Richland County integrate decisions on pay, performance, and advancement.
 - Support compensation at the County as a talent management tool and not simply a technically correct way to deliver pay.
 - Help facilitate both lateral and vertical moves within and across departments.
 - Enhance employee understanding of the roadmap to pursue current and potential opportunities.
- Career groupings and level definitions are driven by metrics including scope and responsibility, education requirements, years of experience, and supervisory responsibility.
 - Richland County and Buck worked together to define the groupings and level definitions within the Career Architecture
- Detailed information on the Career Architecture may be reviewed in the **Richland County Career Architecture Level Guide**, which was finalized in November 2018.

Career Architecture: Findings

Richland County's Career Architecture consists of five Career Groups within which Career Levels are defined and all jobs are assigned.

- **Management: Managers of People**
 - Achieves objectives primarily through the coordinated achievements of direct reports
 - Requires formal supervisory responsibility, manages units of varying size and complexity
- **Knowledge Workers: Professional Level Individual Contributors**
 - Typically without formal supervisory responsibility
 - Have mastered the essential, core knowledge
- **Administrative Support: Administrative Process and Organization Support**
 - Skills are acquired through vocational education and/or apprenticeships, certifications, and specialized or on-the-job training
 - No formal supervisory responsibility
- **Technical and Trades: Skilled Trades, Technical and Operational Support**
 - Skills are acquired through vocational education and/or apprenticeships, certifications, and specialized or on-the-job training
 - No formal supervisory responsibility
- **Public Safety: Law Enforcement, Emergency Services**
 - Enforces and/or complies with federal and state laws and County ordinances relating to public safety and welfare.
 - Skills are acquired through vocational education and/or apprenticeships, certifications, and specialized or on-the-job training
 - No formal supervisory responsibility

Career Architecture: Recommendations

Buck recommends that:

- Richland County implement the Career Architecture as the foundation for a career-oriented compensation program at the County.
- Richland County maintain the Career Architecture by adhering to the process of placing jobs within the Architecture as described in the ***RC Job Leveling and Slotting Process*** document, which Buck delivered to Richland County in December 2018.
- Richland County use the Career Architecture to work with Department Heads in the development of succession planning.
- Richland County further leverage the Career Architecture in support of performance management to assist employees in understanding key advancement requirements for Career Groups and Career Levels across the County.

Market Analysis

Market Analysis: Findings

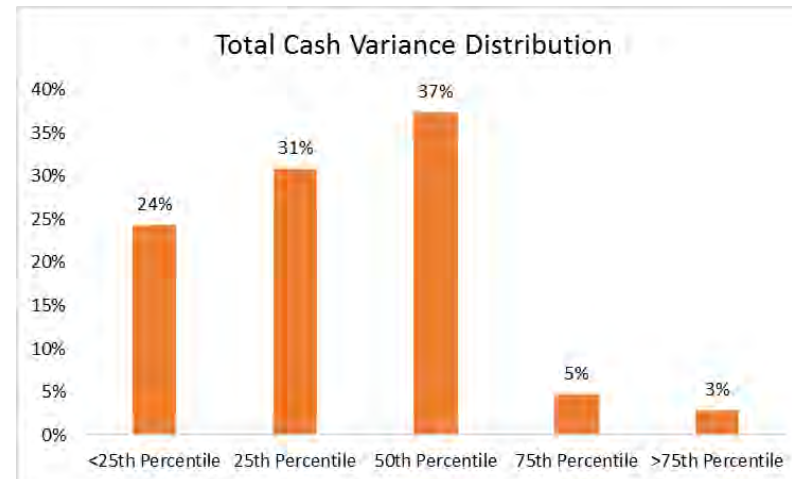
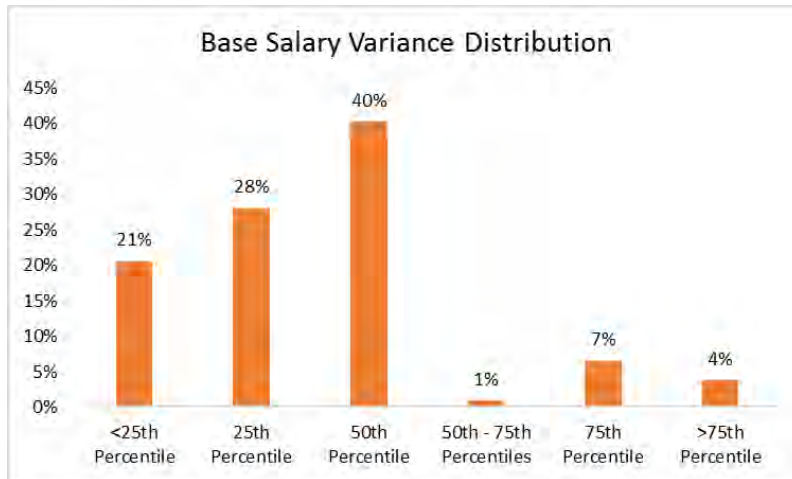
- As part of the Total Rewards Study, Buck and Richland County collaborated on a competitive market analysis of the County’s pay practices for a representative sampling of jobs (“the benchmark jobs”) compared to the labor markets within which they compete for talent.
- In aggregate, compensation levels at Richland County are at the 25th percentile of the market for base salary (-4.0% below).
 - Base salaries for exempt jobs are, in aggregate, at the 25th percentile of the market (0.9% above).
 - Base salaries for non-exempt jobs are, overall, at the 25th percentile of the market (-5.3% below).
- Total cash, overall, is at the low end of the 50th percentile of the market (-13.3% below).
 - Total cash for exempt jobs is, in aggregate, at the low end of the 50th percentile of the market (-13.5% below).
 - Total cash for non-exempt jobs is, overall, at the low end of the 50th percentile of the market (-13.2% below).

Employee Group	# BM	# Inc	Base Variance			Total Cash Variance		
			25th	50th	75th	25th	50th	75th
Exempt	60	111	0.9%	-10.9%	-22.1%	-1.0%	-13.5%	-25.6%
Non-Exempt	47	761	-5.3%	-13.3%	-21.2%	-5.1%	-13.2%	-21.1%
Total	107	872	-4.0%	-12.8%	-21.4%	-4.2%	-13.3%	-22.2%

- Detailed results may be reviewed in the **Richland County – Compensation Market Analysis Report**, which Buck delivered to Richland County in October 2018.

Market Analysis: Findings

- While, in aggregate, base salaries are at the 25th percentile and total cash is at the low end of the market 50th percentile, market position across the benchmark jobs varies.
- Base salaries for 49% of benchmark jobs are at or below the 25th percentile of the market.
 - 40% of jobs are at the 50th percentile of the market
 - 12% of jobs exceed the 50th percentile.
- Total cash for 55% of benchmark jobs is at or below the 25th percentile of the market.
 - 37% of jobs are at the 50th percentile of the market
 - 8% of jobs are at or above the 75th percentile of the market.



Market Analysis: Findings

- Base salaries for sixteen (16) departments are at or below the 25th percentile of the market, in aggregate.
 - Base salaries for eleven (11) departments are competitive with the 50th percentile, in aggregate.
 - Two (2) departments, Administration and Coroner, are competitive with the 75th percentile of the market.

Department	# Inc	Base Variance		
		25th	50th	75th
Administration	2	36.6%	21.4%	5.3%
Animal Services	8	-8.3%	-17.1%	-25.7%
Auditor	5	-1.1%	-11.6%	-21.3%
CASA	2	-5.7%	-16.4%	-27.3%
Clerk of Court	23	4.5%	-5.3%	-18.0%
Community and Government Service	1	4.5%	-10.4%	-17.6%
Community Planning and Development	33	11.5%	-2.0%	-12.8%
Coroner	2	38.3%	27.1%	6.7%
Detention Center	157	-12.5%	-18.0%	-23.3%
Economic Development	2	27.3%	5.5%	-7.8%
Emergency Medical Services	126	12.4%	-0.3%	-10.4%
Finance	19	0.2%	-10.7%	-20.8%
Human Resources	7	-6.4%	-16.7%	-25.9%
Information Technology	15	8.3%	-2.7%	-13.4%
Legal	6	7.5%	-3.7%	-16.1%

Department	# Inc	Base Variance		
		25th	50th	75th
Magistrates/Court Administration	54	-5.4%	-16.1%	-26.9%
Master In Equity	2	18.5%	5.9%	-6.0%
Ombudsman	6	-2.2%	-12.5%	-22.0%
Operational Services	43	-8.2%	-19.6%	-30.1%
Probate Court	7	6.2%	-6.9%	-17.5%
Public Defender	47	-13.9%	-23.8%	-33.4%
Public Information	3	-0.4%	-10.5%	-22.0%
Public Works	42	-18.5%	-24.6%	-31.2%
Risk Management	5	-0.3%	-12.6%	-22.8%
Sheriff	222	-7.1%	-13.6%	-21.0%
Solicitor	18	-3.6%	-10.3%	-16.9%
Transportation Penny	2	14.4%	2.1%	-9.7%
Treasurer	5	2.6%	-11.1%	-22.7%
Utilities	8	2.0%	-10.9%	-23.6%
Total	872	-4.0%	-12.8%	-21.4%

Market Analysis: Findings

- Total cash for eighteen (18) departments is at 50th percentile of the market, in aggregate.
 - Total cash for nine (9) departments is competitive with the 25th percentile, in aggregate.
 - Two (2) departments, Administration and Coroner, are competitive with the 75th percentile of the market.

Department	# Inc	Total Cash Variance		
		25th	50th	75th
Administration	2	32.1%	16.9%	0.5%
Animal Services	8	-8.0%	-17.1%	-25.7%
Auditor	5	-1.5%	-12.4%	-22.8%
CASA	2	-6.2%	-17.2%	-28.2%
Clerk of Court	23	4.9%	-5.8%	-18.1%
Community and Government Service	1	4.2%	-10.8%	-17.9%
Community Planning and Development	33	10.7%	-3.1%	-14.5%
Coroner	2	41.4%	29.8%	9.0%
Detention Center	157	-12.1%	-17.8%	-23.2%
Economic Development	2	24.9%	2.4%	-11.4%
Emergency Medical Services	126	12.9%	0.1%	-10.1%
Finance	19	-2.4%	-13.4%	-23.6%
Human Resources	7	-9.2%	-19.6%	-29.7%
Information Technology	15	7.6%	-3.7%	-14.5%
Legal	6	3.2%	-8.9%	-21.9%

Department	# Inc	Total Cash Variance		
		25th	50th	75th
Magistrates/Court Administration	54	-5.5%	-16.2%	-26.8%
Master In Equity	2	18.1%	5.5%	-6.1%
Ombudsman	6	-3.2%	-13.7%	-23.1%
Operational Services	43	-8.3%	-19.7%	-30.2%
Probate Court	7	7.6%	-5.8%	-16.6%
Public Defender	47	-14.5%	-25.6%	-36.7%
Public Information	3	-2.6%	-12.5%	-23.9%
Public Works	42	-19.3%	-25.5%	-32.2%
Risk Management	5	-4.6%	-16.5%	-27.1%
Sheriff	222	-7.0%	-13.7%	-21.1%
Solicitor	18	-3.3%	-10.1%	-16.7%
Transportation Penny	2	9.3%	-3.2%	-14.4%
Treasurer	5	2.0%	-12.1%	-24.5%
Utilities	8	1.2%	-11.6%	-24.7%
Total	872	-4.2%	-13.3%	-22.2%

Market Analysis: Recommendations

Buck recommends that:

- Richland County budget for annual salary increases that are consistent with market salary increase rates.
- Richland County conduct periodic updates (every 1 – 2 years) of the market analysis to test the movement of the market in years to come.
- Richland County define a title nomenclature that is applied consistently across the county (e.g. “Coordinator of <Job>” vs. “<Job> Coordinator” and “Senior <Job>” vs. “<Job> III”).
 - Ensure that titles capture the level of work conducted and are consistent with the levels of work defined in Richland County’s Career Architecture
- Define job families, the grouping of jobs with similar characteristics, to support career development within the County.
- Manage Exempt and Non-exempt jobs within separate titles (e.g. Accountant vs. Accounting Specialist)
- Consider implementing an online job description development tool to support consistency in job description content and format between descriptions across the County and housed in a centralized location.
- Ensure that employees assigned to a job are conducting the work of the job as defined in the job description.
 - Conduct a specific review of “catch all” titles like “Coordinator” to define the role and ensure that employees assigned to these roles are conducting similar work.
 - Conduct a specific review of the Administrative Support function to include the development of an Administrative Support job family, title consolidation, job description development and an audit of employees assigned to jobs in this family.

Market Analysis: Recommendations

Buck recommends that:

- Richland County consider implementing an online job description development tool to support consistency in job description content and format between descriptions across the County and housed in a centralized location.
- Richland County ensure that employees assigned to a job are conducting the work of the job as defined in the job description.
 - Conduct a specific review of “catch all” titles like “Coordinator” to define the role and ensure that employees assigned to these roles are conducting similar work.
 - Conduct a specific review of the Administrative Support function to include the development of an Administrative Support job family, title consolidation, job description development and an audit of employees assigned to jobs in this family.
- Richland County review the rationale for the difference in the standard workweeks (37.5 vs. 40 hrs) between jobs at the County.
 - Standardization should be considered if there is a compelling business reason to do so.

Salary Structure

Salary Structure: Findings

- As a part of the larger Total Rewards Study, Richland County engaged Buck to develop a market-linked salary structure within which Richland County can efficiently administer pay while ensuring ongoing competitiveness with the external market.
- Multiple salary structures currently exist at Richland County, and the management of salaries within those structures is inconsistent across the County.
 - Key stakeholders including County Human Resources, Department Heads, and employees have expressed the desire to update the compensation program to ensure that it is competitive with the markets against which the County competes for talent.
- Buck developed a salary structure which is competitive with the 50th percentile of the market based on the results of the Market Analysis described above.
 - Richland County Human Resources and Department Heads worked together to finalize the placement of all Richland County jobs in the structure.
- Once the Human Resources Department reviewed and approved the final placement of all jobs within the structure, Buck conducted multiple costing scenarios to estimate the budget required to implement the structure, which can be found on the coming pages.
- Additional details regarding the placement of Richland County jobs within the structure may be found in the ***RC Structure Report***, which Buck delivered to Richland County in December 2018.
- More information on the process of placing jobs within the compensation structure may be found in the ***RC Job Leveling and Slotting Process*** document, which Buck delivered to Richland County in December 2018.

Salary Structure: Findings

- Richland County’s new compensation structure consists of:
 - 18 grades
 - Midpoint progression that is 1.1 at the bottom of the structure, 1.12 in the middle grades, and 1.15 at the higher grades.
 - Range spread of 60% at the bottom half of the structure, moving to 80% at the higher grades, maintaining a strong link to market data, while allowing for internal equity at Richland County.

Grade	# Jobs	# Inc	Avg Base	Avg Mkt Median	Salary Range					Midpoint Progression	Range Spread
					Min	1st Quartile	Midpoint	3rd Quartile	Max		
18	1	0	--	--	\$119.5	\$143.4	\$167.3	\$191.2	\$215.1	1.15	80%
17	5	4	\$132.9	\$142.9	\$103.9	\$124.7	\$145.5	\$166.3	\$187.1	1.15	80%
16	3	3	\$126.2	\$118.8	\$90.4	\$108.4	\$126.5	\$144.6	\$162.7	1.15	80%
15	15	13	\$109.3	\$108.6	\$78.6	\$94.3	\$110.0	\$125.7	\$141.4	1.12	80%
14	27	21	\$87.3	\$101.3	\$70.2	\$84.2	\$98.2	\$112.3	\$126.3	1.12	80%
13	31	49	\$79.6	\$89.3	\$62.6	\$75.2	\$87.7	\$100.2	\$112.8	1.12	80%
12	55	118	\$66.7	\$78.0	\$55.9	\$67.1	\$78.3	\$89.5	\$100.7	1.12	80%
11	49	131	\$54.2	\$70.0	\$49.9	\$59.9	\$69.9	\$79.9	\$89.9	1.12	80%
10	81	241	\$47.7	\$61.4	\$44.6	\$53.5	\$62.4	\$71.3	\$80.3	1.12	80%
9	54	211	\$44.6	\$55.6	\$42.9	\$49.3	\$55.7	\$62.2	\$68.6	1.1	60%
8	67	180	\$43.1	\$49.7	\$39.0	\$44.8	\$50.7	\$56.5	\$62.4	1.1	60%
7	74	275	\$37.9	\$45.3	\$35.4	\$40.7	\$46.1	\$51.4	\$56.7	1.1	60%
6	40	436	\$34.0	\$40.6	\$32.2	\$37.0	\$41.9	\$46.7	\$51.5	1.1	60%
5	43	111	\$32.3	\$38.1	\$29.3	\$33.7	\$38.1	\$42.5	\$46.9	1.1	60%
4	43	69	\$29.8	\$34.8	\$26.6	\$30.6	\$34.6	\$38.6	\$42.6	1.1	60%
3	18	118	\$27.8	\$32.8	\$24.2	\$27.8	\$31.5	\$35.1	\$38.7	1.1	60%
2	5	24	\$24.1	\$32.2	\$22.0	\$25.3	\$28.6	\$31.9	\$35.2	1.1	60%
1	16	96	\$21.7	\$27.0	\$20.0	\$23.0	\$26.0	\$29.0	\$32.0		60%
	627	2,100									

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Salary Structure: Findings

- Buck conducted multiple cost analyses to estimate the budgetary requirements related to the new compensation structure. These scenarios included:
 - Estimated cost based on current compensation for employees at Richland County:
 - The estimated cost to move all employees to the minimum of the salary range.
 - The estimated cost to move all employees to the 1st quartile of the salary range.
 - The estimated cost to move all employees to the midpoint of the salary range.
 - Estimated cost based on a County-wide pay raise of 2.0% which is planned for January 2019:
 - The estimated cost to move all employees to the minimum of the salary range.
 - The estimated cost to move all employees to the 1st quartile of the salary range.
 - The estimated cost to move all employees to the midpoint of the salary range.
 - The estimated cost to move all employees to a position in the salary range consistent with their years of employment with the County.
- The following slides present the results of these cost estimate analyses.

Salary Structure: Findings

- The estimated cost to move all employees to the minimum of the salary range based on current compensation levels at the County is \$1,810,000.
- The estimated cost to move all employees to the 1st quartile of the salary range increases to \$8,924,000.
- The estimated cost to move all employees to the midpoint of the salary range is \$19,866,000.
- 676 employees are paid below the minimum of the salary range and 13 employees are paid above the range maximum.

Cost Analysis: Current Compensation						
Grade	\$ Cost to Min	\$ Cost to 1st Qt	\$ Cost to Midpoint	\$ Over Max	#Inc Under Range Min	#Inc Over Range Max
18	\$0.0	\$0.0	\$0.0	\$0.0	0	0
17	\$0.0	\$8.3	\$52.1	\$0.0	0	0
16	\$0.0	\$0.0	\$13.7	\$0.0	0	0
15	\$0.0	\$22.4	\$77.5	\$0.0	0	0
14	\$0.0	\$39.7	\$231.3	\$0.0	0	0
13	\$6.0	\$104.2	\$466.3	\$0.0	2	0
12	\$139.9	\$516.2	\$1,481.1	\$11.7	13	1
11	\$237.0	\$970.3	\$2,103.7	\$0.0	44	0
10	\$376.5	\$1,716.9	\$3,575.9	\$0.0	122	0
9	\$408.6	\$1,245.1	\$2,419.8	\$21.4	88	1
8	\$60.4	\$608.6	\$1,453.0	\$2.4	31	1
7	\$142.0	\$1,063.9	\$2,312.1	\$0.0	115	0
6	\$253.7	\$1,605.3	\$3,466.1	\$0.0	136	0
5	\$80.3	\$343.9	\$713.3	\$7.9	43	3
4	\$30.2	\$164.6	\$370.9	\$1.0	19	1
3	\$58.7	\$270.8	\$562.6	\$23.2	30	4
2	\$4.8	\$54.1	\$121.7	\$3.8	3	1
1	\$12.1	\$189.7	\$445.2	\$4.0	30	1
	\$1,810.2	\$8,924.0	\$19,866.3	\$75.4	676	13

Salary Structure: Findings

- The County plans to provide a 2.0% county-wide salary increase in January 2019, which has a modeled cost of \$1,771,200.
- A 2.0% county-wide salary increase lowers the estimated cost to range minimum to \$1,407,600.
- The estimated cost to move all employees to the 1st quartile of the salary range after a 2.0% pay increase is \$7,806,300.
- The estimated cost to move all employees to the midpoint of the salary range is \$18,366,500.
- 467 employees are paid below the minimum of the salary range and 16 employees are paid above the range maximum.

Cost Analysis: County-Wide 2.0% Increase

Grade	\$ Cost to Min	\$ Cost to 1st Qt	\$ Cost to Midpoint	\$ Over Max	#Inc Under Range Min	#Inc Over Range Max
18	\$0.0	\$0.0	\$0.0	\$0.0	0	0
17	\$0.0	\$6.0	\$44.4	\$0.0	0	0
16	\$0.0	\$0.0	\$8.9	\$0.0	0	0
15	\$0.0	\$17.2	\$68.4	\$0.0	0	0
14	\$0.0	\$26.3	\$201.4	\$0.0	0	0
13	\$4.7	\$78.2	\$413.6	\$0.0	1	0
12	\$130.3	\$441.6	\$1,359.4	\$13.9	9	1
11	\$199.0	\$877.5	\$1,977.8	\$0.0	40	0
10	\$281.8	\$1,565.7	\$3,358.6	\$0.0	106	0
9	\$352.1	\$1,108.5	\$2,250.1	\$23.2	58	1
8	\$39.5	\$510.2	\$1,321.2	\$4.0	9	2
7	\$88.4	\$919.9	\$2,127.1	\$0.3	26	1
6	\$175.7	\$1,373.0	\$3,197.1	\$0.0	127	0
5	\$59.5	\$301.6	\$660.0	\$10.8	37	3
4	\$23.3	\$140.3	\$339.4	\$1.9	12	1
3	\$46.1	\$237.5	\$518.5	\$26.9	26	5
2	\$3.5	\$46.1	\$111.6	\$4.6	3	1
1	\$3.7	\$156.7	\$408.9	\$4.7	13	1
	\$1,407.6	\$7,806.3	\$18,366.5	\$90.4	467	16

Salary Structure: Findings

- At Richland County's request, Buck modeled the impact of bringing employees to different positions in the salary range based on their most recent hire date.
- The following methodology was applied:
 - Employees with fewer than 5 years with the County were brought to the minimum of the salary range.
 - Employees with at least 5 years and fewer than 10 years with the County were brought to the 1st quartile of the salary range.
 - Employees with at least 10 years and fewer than 15 years with the County were brought to the midpoint of the salary range.
 - Employees with at least 15 years with the County were brought to the 3rd quartile of the salary range.
- The estimated cost to move all employees to the appropriate position within the salary range based on their most recent hire date and after the planned 2.0% pay increase is \$9,523,600.
- 467 employees are paid below the minimum of the salary range and 16 employees are paid above the range maximum.

Salary Structure: Findings

Cost Analysis: Position in Range Based on Years at Richland County							
Grade	1-4.99 Years	5 - 9.99 Years	10 - 14.99 Years	Over 15 Years	Total	#Inc Under Range Min	#Inc Over Range Max
18	\$0.0	\$0.0	\$0.0	\$0.0	\$0.0	0	0
17	\$0.0	\$0.0	\$0.0	\$123.0	\$123.0	0	0
16	\$0.0	\$0.0	\$0.0	\$2.5	\$2.5	0	0
15	\$0.0	\$0.0	\$28.3	\$68.5	\$96.8	0	0
14	\$0.0	\$1.6	\$9.4	\$205.3	\$216.2	0	0
13	\$0.0	\$29.8	\$76.1	\$169.7	\$275.7	1	0
12	\$0.0	\$53.2	\$130.5	\$1,291.5	\$1,475.2	9	1
11	\$101.7	\$149.6	\$491.8	\$550.1	\$1,293.2	40	0
10	\$178.8	\$564.6	\$655.3	\$946.9	\$2,345.6	106	0
9	\$212.3	\$330.1	\$255.1	\$353.8	\$1,151.3	58	1
8	\$27.1	\$172.1	\$178.2	\$226.3	\$603.6	9	2
7	\$44.4	\$93.4	\$116.7	\$346.6	\$601.0	26	1
6	\$156.4	\$144.2	\$106.5	\$351.5	\$758.5	127	0
5	\$54.1	\$21.5	\$71.4	\$77.3	\$224.3	37	3
4	\$15.6	\$12.8	\$26.3	\$38.2	\$92.9	12	1
3	\$40.0	\$23.4	\$55.4	\$44.0	\$162.8	26	5
2	\$2.7	\$6.6	\$1.2	\$0.0	\$10.6	3	1
1	\$0.7	\$34.6	\$27.3	\$27.8	\$90.4	13	1
	\$833.7	\$1,637.6	\$2,229.5	\$4,822.8	\$9,523.6	467	16

Salary Structure: Recommendations

Buck recommends that:

- Richland County adopt the market-linked salary structure to ensure that the compensation program is competitive with the markets against which the County competes for talent.
- Richland County consider adjusting employees' salaries (for those who fall below minimum) to at least the new salary range minimums of the proposed salary structure. The estimated cost for this adjustment is \$1,810,000, which decreases to \$1,407,600 after the planned 2.0% county-wide salary increase in January 2019.
- Richland County maintain the Salary Structure by adhering to the process of placing jobs within the structure as described in the ***RC Job Leveling and Slotting Process*** document, which Buck delivered to Richland County in December 2018.
- Richland County update the salary structure annually, so that pay levels at the County move with the market. This process is described in the ***RC Salary Structure Administration 121818*** document, which Buck delivered to Richland County in December 2018.
- Finally, Buck recommends that Richland County update or develop pay policies to support Human Resources' ongoing management of the pay program. Policies to consider include promotion, salaries that exceed range maximum, lateral moves, off-cycle requests, and other forms of salary decisions.

Custom Market Survey

Custom Market Survey: Findings

- As part of the Total Rewards Study, Buck and Richland County collaborated on a Custom Market Survey of Total Rewards Programs and Practices which occurred between June and August 2018.
- The primary objective of the survey was to gather benchmark information from selected organizations about compensation, benefit, and human resource programs and policies to determine competitive market practices for hiring, retaining, and rewarding employees.
- The information gathered will enable the County assess and improve its programs and policies. Finding the right mix and delivery of total rewards is essential to creating an organization in which employees can build a successful career and individuals want to join.
- Detailed results may be reviewed in the **Richland County – Total Rewards Programs and Practices Report**, which Buck delivered to Richland County in October 2018.

Custom Market Survey: Findings

- Overall, Richland County's total reward practices compare favorably to those of the survey participants. The County programs and policies that are particularly strong are:
 - A comprehensive benefit program
 - Generous retiree health care benefits
 - A variety of work schedule options
- The main areas in which the County lags the survey participants are:
 - Consistent pay increases
 - Recent and regular pay range adjustments
 - The 90-day benefit eligibility waiting period
- Before there is any consideration of pay or benefit changes, we recommend the County adopt a total rewards philosophy and strategy. Doing so will provide the County with guiding principles and standards that can be used to assess alternatives and make justifiable adjustments and improvements to its total rewards program and practices.

Custom Market Survey: Findings

Culture

- The foremost *work schedule options* the survey participants offer or plan to offer are: 1) flexible start and end times; 2) compressed work week of fewer days but the same total hours; 3) working from home or remotely.
 - Richland County offers all three options.
- The leading service awards the survey participants offer or plan to offer are special recognition, event/celebration, certificate/plaque, and commemorative item.
 - Richland County offers or plans to offer the same benefits.

Benefits

- In most cases, 13 or 14 of the survey participants provide common *employer-sponsored health and welfare plans and retirement programs*, as does Richland County.
- Half of the survey participants have no waiting period for benefits eligibility while the waiting periods for the other half range from one to four weeks, with an average of two weeks and a median of one week.
 - The Richland County waiting period is 90 days (13 weeks).
- Six of the 14 survey participants offer *health care benefits to part-time employees*, provided they work a minimum of 30 hours per week.
 - Richland County does not offer health care benefits to part-time employees.

Custom Market Survey: Findings

Benefits, cont.

- The median percent of *health care premiums paid by the survey participants* ranges from 70% for family coverage to 86% for individual coverage.
 - Richland County pays 69% for family coverage and 95% for individual coverage.
- Survey participants are split on the *type of health care coverage provided to retirees* while Richland County provides comprehensive retiree health care coverage.
- The most common *time-off practice* used by 13 of the 14 survey participants is vacation days based on years of service.
 - Richland County follows this practice and mirrors the other paid time off and unpaid leave practices of the survey participants.
- The top *voluntary and supplemental insurance benefits* the survey participants offer or plan to offer are life, accidental death and dismemberment, accident health, cancer, and critical illness.
 - Richland County offers these insurance benefits, with the exception of cancer coverage.
- The most common *physical and financial wellbeing benefits* the survey participants offer or plan to offer are tobacco cessation, fitness facility/membership, annual biometric testing, wellness incentive, and a formal wellness program.
 - Richland County offers or plans to offer the same benefits.

Custom Market Survey: Findings

Compensation

- Each year between 2016 and 2018, the survey participants awarded a *median total pay increase* between 2.0-2.3%, which included organizations that gave no increases. When these organizations are excluded, the median jumps to 3.0%.
 - Richland County provided a 3.0% pay increase 2017 and did not award a pay increase for 2016 or 2018.
- During this same period, 12 of the 14 survey participants reported adjusting their pay ranges. The *median percent adjustment* was 3.0%.
 - The last time Richland County adjusted its pay ranges was in 2013.
- Seven of the 14 participants, as well as Richland County, *hire employees at or above the minimum of the pay range* based on a formula or specific criteria such as years of experience. This is the most common practice, followed by six of the participants that *hire employees anywhere between the minimum and maximum* based on experience.
 - Richland County does not follow this practice, although there are less prevalent practices the County and other participants follow, such as *hiring between the midpoint and maximum of the pay range*.
- Most survey participants do not offer *cash awards or bonuses* (signing, referral, spot, retention, annual) at any level (executive, exempt, nonexempt) of the organization.
 - Richland County offers referral and retention bonuses.
- About two-thirds of the survey participants use base pay *market premiums* for highly competitive and hard-to-fill jobs.
 - Richland County also uses this approach as well as offering enhanced selected benefits and flexibility in hours worked.

Custom Market Survey: Findings

Compensation, cont.

- A limited number of survey participants were able to match and provide pay information on only one of eight jobs surveyed, *Deputy Sherriff*. The average annual base salary for this job is \$47,180.
 - The Richland County average is \$38,500.

Career

- The top two ways survey participants recognize and retain top performers is through career development opportunities (93% use or plan to use) and base pay increases tied to performance (88% use or plan to use).
 - Richland County uses career development opportunities and plans to link base pay increases to performance.
- All but one of the survey participants offers or plans to offer employee participation in the performance goal-setting process.
 - Richland County does not provide for employee participation in the performance goal-setting process.

Custom Market Survey: Recommendations

Buck recommends that:

- Richland County deliver consistent pay increases to employees that are competitive with market salary increase budgets.
- Richland County maintain their salary structure by regularly adjusting pay ranges at a rate that is competitive with market structure increase amounts.
- Richland County review the 90-day benefit eligibility waiting period against typical market practice.
- Richland County review part-time employee eligibility for benefits based on market practice, however, based on our survey results, this is a minority practice.

Employee Opinion Survey

Employee Opinion Survey: Findings

- As part of the Total Rewards Study, Buck and Richland County collaborated on an Employee Engagement survey to uncover meaningful data and information about the employee population that can inform decisions about County benefits, compensation, culture, career, work environment and communications.
- The survey was distributed to County employees on May 8, 2018 and responses were accepted through May 18, 2018.
- Approximately 50% of RC employees responded to the survey, which was higher than expected and more than previous RC engagement surveys.
- The following executive summary is intended to provide a summary of findings for each area surveyed; in some cases, findings varied by department, employee group, generation, dependent status, medical insurance status, and salary range.
- Detailed results may be reviewed in the **Richland County – Total Rewards Employee Engagement Survey Findings Report**, which Buck delivered to Richland County in November 2018.

Employee Opinion Survey: Findings

Culture

- Most employees would advise family members or friends to apply for a job at RC (the majority agree or strongly agree).
- Most employees feel neither strongly positive nor strongly negative about the amount of recognition they receive, including from RC leadership.

Benefits

- Benefits are valued more than compensation and culture as a reason to stay at the County, and there is little variation between employees with different types of dependents.
 - The biggest variances of how benefits were valued among employees were between women and men (women valued benefits more than men) and age (Gen Z valued benefits the least of all generations).

Compensation

- Compensation is less of a driving factor in attraction of talent to RC than career opportunities, benefits, and work environment.
 - Compensation is even less of a factor as it relates to retention.
 - Most employees believe compensation levels at RC are not competitive with the market.

Employee Opinion Survey: Findings

Career

- Employees generally feel positive about the effectiveness of their managers' coaching and oversight.
- Most employees also express positive sentiment about the learning and development opportunities available to them, but indicated they would value having even more of these opportunities.

Work Environment

- Most employees feel safe in their work environment and believe it to be diverse.
- Most employees also believe RC has a positive impact on the community.

Communications

- All populations believe the clarity of communications they receive from their supervisor/manager is sufficient (directors lead strongly in this category).
- The frequency of communications employees receive from leadership and HR is perceived to be less adequate than the frequency of communications received from their supervisor/manager (leadership's communications lags HR's for most populations).
- The communications from leadership and HR are perceived to be less relevant than those from supervisors/managers.

Employee Opinion Survey: Recommendations

Buck recommends that:

- Richland County deliver consistent pay increases to employees that are competitive with market salary increase budgets.
- Richland County leadership increase the frequency of their County-wide communications.
- The County prompt directors and supervisors to check in with employees on County-wide communications to ensure a common understanding.
- Richland County provide supervisor training to ensure consistent leadership across the organization.

Benefits

Benefits: Findings

- As part of the Total Rewards Study, Buck conducted a review of County benefits to assess, compare, and determine whether the County's programs are market competitive, better than market, or worse than market, as reflected in available survey data.
 - Survey sources leveraged in this review may be seen as Appendix C on slide 82.
- The following benefits at Richland County were reviewed against the market:
 - Medical Plans
 - Dental Plans
 - Vision Plans
 - Life and AD&D Plans
 - Short-Term Disability Plans
 - Other Benefit Plans
 - Retirement Planning
 - Leave Policies
 - Other Policies



Benefits: Findings - Overall










- The plan eligibility waiting period for Medical, Dental, Vision, and Short-Term Disability programs is longer than the requirement typically found in the market.
- The Medical, Dental, and Vision benefits offering by Richland County is generally competitive, although an employee would often have to participate in the “Buy Up” plan to be fully competitive.
- Employee contributions for the Medical Plans are generally lower than those paid in the market for individual coverage, but somewhat higher for family coverage.
- Employee contributions for the Dental and Vision Plans are generally lower than those paid in the market.
- The AD&D benefit for the employee and spouse is generally lower than the market, while the benefit for a child is in the competitive range.
- There are a number of miscellaneous benefit plans that are being introduced into the market, and, while Richland County does not offer any of these benefits at this time, they are relatively uncommon in the market.

Benefits: Findings - Medical Plans




- The plan eligibility waiting period is longer than the requirement typically found in the market.
- The medical benefits offering by Richland County is generally competitive, although an employee would often have to participate in the “Buy Up” plan to be fully competitive (usually designated by a “cautionary” or Yellow circle).
- Employee contributions are generally lower than those paid in the market for individual coverage, but somewhat higher for family coverage.
- Employer contributions are generally higher than those paid by organizations in the market. While employees may consider this to be favorable, from Richland County's perspective, it represents a higher cost.
- A summary of our findings is shown on the following pages.









Benefits: Findings - Medical Plans

Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Provision – Medical Plan	Richland County 2017/18 Plans Cigna		Rating	Comments
	Buy-Up Plan (In Network)	Standard Plan (In Network)		
Active Medical Plan Eligibility	91st day after date of hire			Typical eligibility is no waiting period to a period of 30 days
Deductible Single/Family	\$500 / \$1,000	\$1,000 / \$2,000		Typical practice is \$600 or less/ \$1,500 or less
Coinsurance after Deductible	80% / 20%	70% / 30%		Typical practice is 80%
OOP Maximum Single/Family	\$4,000 / \$8,000	\$5,500 / \$11,000		Typical practice is \$4,000 or less/\$7,000 or less
Hospital Copay (Inpatient / Outpatient) - Facility and Professional Services	Deductible + 20% Coinsurance	Deductible + 30% Coinsurance		Most common practice is 100% with copay
Emergency Room Copay	Deductible+20% Coinsurance	Deductible+30% Coinsurance		Most common practice is 100% with copay of \$200 or less
PCP Office Visit	\$20 copay	\$35 copay		Most common practice is 100% with copay of \$20 - \$29
Specialist	\$35 copay	\$45 copay		Most common practice is 100% with copay
Chiropractic Care	\$35 copay (contract year max 20 days)	\$45 copay (contract year max 20 days)		Varies widely, most common practice is 100% with co-pay of \$20 or more




Benefits: Findings - Medical Plans


Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Provision – Medical Plan	Richland County 2017/18 Plans Cigna		Rating	Comments
	Buy-Up Plan (In Network)	Standard Plan (In Network)		
Independent Lab	No charge; no deductible	No charge; no deductible		Insufficient data, although some companies report at 20% copay
Generic Rx (Tier I)	\$10 copay retail	\$20 copay retail		Most organizations report a copay of \$20 or less
Preferred Brand (Tier II)	\$35 copay retail	\$50 copay retail		Typical practice is copay of \$25 to \$34
Non-Preferred Brand and Specialty (Tier III)	\$55 copay retail	\$75 copay retail		Typical practice is copay of \$50 to \$60
Specialty	\$55 copay retail	30% coinsurance (\$75 min / \$150 max retail)		Limited data, but some organizations report a copay of \$115
Generic Rx (Tier I)	\$20 copay home delivery ¹	\$40 copay home delivery ¹		Typical practice is 100% with copay of \$20 to \$30
Preferred Brand (Tier II)	\$70 copay home delivery ¹	\$100 copay home delivery ¹		Typical practice is 100% with copay of \$50 to \$70
Non-Preferred Brand and Specialty (Tier III)	\$125 copay home delivery ¹	\$150 copay home delivery ¹		Typical practice is 100% with copay of \$100 or more

¹Includes 93-day supply for Rx home delivery.




Benefits: Findings - Medical Plans







Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Provision – Medical Plan	Richland County 2017/18 Plans Cigna		Rating	Comments
	Buy-Up Plan (In Network)	Standard Plan (In Network)		
Specialty	\$125 copay home delivery ¹	30% coinsurance (\$150 min / \$300 max) home delivery ¹		Limited data, but some organizations report a copay of \$179

¹Includes 93-day supply for Rx home delivery.

Benefits: Findings - Medical Plans




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 









Provision – Medical Plan	Richland County 2017/18 Plans Cigna		Rating	Comments
	Buy-Up Plan (In Network)	Standard Plan (In Network)		
Actives – Monthly Employee Contributions				
Employee Only	\$128.00	\$50.00		Most organizations report a premium of \$100 or more
Employee + Spouse	\$678.34	\$569.40		Limited data, but some organizations report a premium of over \$1,000
Employee + Children	\$381.04	\$303.30		Limited data, but some organizations report a premium of \$450 and up
Family	\$897.34	\$765.54		Varies widely from \$400 and up
Actives – Monthly Employer Contributions				
Employee Only	\$834.60	\$812.35		Generally, cost to Richland County is higher with market data in the \$400 - \$500 range.
Family	\$1,700.19	\$1,561.30		Generally, cost to Richland County is higher with some organizations reporting a premium of about \$1,200

Benefits: Findings - Dental Plans




- The plan eligibility waiting period is longer than the requirement typically found in the market.
- The dental benefits offering by Richland County is generally competitive, although an employee would often have to participate in the “Buy Up” plan to be fully competitive (usually designated by a “cautionary” or Yellow circle).
- Employee contributions are generally lower than those paid in the market.
- There was limited data available with regard to employer contributions, so no conclusions could be drawn.
- A summary of our findings is shown on the following pages.

Benefits: Findings - Dental Plans

Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Provision – Dental Plan	Richland County 2017/18 Plans			Rating	Comments
	Cigna				
	Buy-Up Plan (In Network)	Standard Plan (In Network)	Standard Plan (Non-Network)		
Active Dental Plan Eligibility	91 st day after date of hire				Most common practice is no waiting period
Plan Year Benefits Maximum (Class I, II, III and IV Expenses)	\$1,500	\$1,000			Plan maximums commonly range between \$1,500 to \$2,000
Annual Deductible Single / Family	\$50 per person No Limit	\$75 per person No Limit			The most common practice is \$50 individual / \$150 family; about one-third have no deductible
Percent Covered	Plan pays 50%	Not Covered			Most common practice is 50%
Plan Year Maximum	\$1,500	Not Covered			Majority is \$1,500 or less
Eligibility	Dependent children to age 19	Not Covered			Majority practice is children enroll in dental to age 19
Actives – Monthly Employee Contributions					
Employee Only	\$6.30	\$0.00			Above 20% have no contribution, with the majority of organizations charging \$20 or less
Family	\$70.56	\$53.34			Majority practice is less than \$50

Benefits: Findings - Dental Plans




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 





Provision – Dental Plan	Richland County 2017/18 Plans			Rating	Comments
	Cigna				
	Buy-Up Plan (In Network)	Standard Plan (In Network)	Standard Plan (Non-Network)		
Actives – Monthly Employer Contributions					
Employee Only	\$30.70		\$30.70		Insufficient data
Employee + Spouse	\$30.70		\$30.70		Insufficient data
Employee + Child(ren)	\$30.70		\$30.70		Insufficient data
Family	\$30.70		\$30.70		Insufficient data

Benefits: Findings - Vision Plans

- The plan eligibility waiting period is longer than the requirement typically found in the market.
- The vision benefits offering by Richland County is generally competitive, although an employee must participate in the “Buy Up” plan to be fully competitive.
- Employee contributions are generally lower than those paid in the market for both individual and family.
- A summary of our findings is shown on the next page.

Benefits: Findings - Vision Plans




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 






Provision – Vision Plan	Richland County 2017/18 Plans Cigna				Rating	Comments
	Buy-Up Plan (In Network)	Buy-Up Plan (Non-Network)	Standard Plan (In Network)	Standard Plan (Non-Network)		
Participation Requirements	91 st day after date of hire (Separate from medical plan)					Most common practice is no participation requirements
Frame retail allowance (Frequency period – 24 months) (One per frequency period)	Covered 100%	Up to \$55	N/A	N/A		Most organizations pay 100% with copay
Actives						
EE monthly contribution – EE Only	\$1.08		\$0.00			Typical contribution is \$10 or less
EE monthly contribution – Family	\$6.20		\$2.75			Typical contribution is \$20 or less

Benefits: Findings - Life and AD&D Plans

- Basic life coverage is competitive with the low end of the competitive market range.
- The plan eligibility waiting period for AD&D coverage is longer than the requirement typically found in the market.
- The AD&D benefit for the employee and spouse is generally lower than the market, while the benefit for a child is in the competitive range.
- A summary of our findings is shown on the next page.

Benefits: Findings - Life and AD&D Plans




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 



Provision – Life and AD&D	Richland County 2017/18 Plans	Rating	Comments
Basic Life Benefit	\$50,000		Market practices typically fall between one and two times base salary
Participation Requirement (AD&D Insurance)	91 st day after date of hire		Most common practice is no waiting period
AD&D Benefit	\$10,000		Market practices typically fall between one and two times base salary
Spouse Life Benefit	\$5,000 \$10,000 \$20,000 \$30,000		A majority of organizations provide a benefit of \$50,000 or more
Child Life Benefit	\$5,000 \$10,000		Majority practice is \$10,000

Benefits: Findings - Short-Term Disability Plans

- The plan eligibility waiting period for short-term disability coverage is longer than the requirement typically found in the market.
- The benefit duration period is slightly lower than market practices.
- A summary of our findings is shown on the next page.

Benefits: Findings - Short-Term Disability Plans

Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 














Provision – Short-Term Disability Plans	Richland County 2017/18 Plans	Rating	Comments
Participation Requirement	91 st day after date of hire		Most organizations have either no waiting period or a 30 day waiting period
Benefit Duration	24 weeks		Most common practice is 26 weeks

Benefits: Findings - Other Benefit Plans

- There are a number of miscellaneous benefit plans that are being introduced into the market (as listed on the next page).
- While Richland County does not offer any of these benefits at this time, they are relatively uncommon in the market.
- As such, we would consider Richland County to be in line with market practices.
- A summary of our findings is shown on the next page.

Benefits: Findings - Other Benefit Plans




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 



Provision – Other Benefit Plans	Richland County 2017/18 Plans	Rating	Comments
Childcare – Subsidized	Currently Not Offered		Limited data; subsidized coverage is a minority practice
Childcare – Onsite	Currently Not Offered		Limited data; coverage is a minority practice
Childcare – Resource and Referral	Currently Not Offered		Insufficient data
Group Auto Insurance	Currently Not Offered		A minority practice, not provided by most organizations
Group Homeowners Insurance	Currently Not Offered		A minority practice, not provided by most organizations
Hospital Indemnity	Currently Not Offered		A minority practice, not provided by most organizations
ID Theft	Currently Not Offered		A minority practice, not provided by most organizations
Lactation Room	Currently Not Offered		Limited data; coverage is a minority practice
Legal Benefit	Currently Not Offered		A minority practice, not provided by most organizations
Long Term Care	Currently Not Offered		A minority practice, where provided, it is usually not subsidized by the organization
Onsite Medical Clinic	Currently Not Offered		A minority practice, not provided by most organizations
Pet Insurance	Currently Not Offered		A minority practice, not provided by most organizations
Telemedicine	Currently Not Offered		Limited data, but reported in a number of large organizations

Benefits: Findings - Retirement Planning

- Some organizations are introducing programs related to retirement planning into the market (as listed on the next page).
- While Richland County does not offer any of these benefits at this time, they are relatively uncommon in the market.
- As such, we would consider Richland County to be in line with market practices, however these programs are emerging trends.
- A summary of our findings is shown on the next page.

Benefits: Findings - Retirement Planning




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 







Provision – Retirement Planning	Richland County 2017/18 Plans	Rating	Comments
Group Financial Planning	Currently Not Offered		While not a majority practice, it is reported in a number of large organizations
Investment Advisory Services	Currently Not Offered		Coverage is a minority practice that is most often found in larger organizations

Benefits: Findings - Leave Policies

- Richland County currently does not provide programs under a Leave Policy that are not mandated.
- The practice for several of these policies are relatively small and, as such, we would consider Richland County to be in line with market practices.
- However, the practice for Flex Time and Paid Maternity Leave are found in an increasing number of organizations and, as such, we would not consider Richland County to be in line with market practices.
- A summary of our findings is shown on the next page.

Benefits: Findings - Leave Policies




Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 








Provision – Leave Policies	Richland County 2017/18 Plans	Rating	Comments
Annual Leave 1 year of service 5 years of service 10 years of service 20 years of service	10 days 15 days 20 days 20 days		Most common practice 10 – 14 days Most common practice 15 – 19 days Most common practice 15 – 19 days Most common practice 20 – 24 days
Elder Care	Currently Not Offered		Not offered at most organizations
Flex Time	Currently Not Offered		Provided by most organizations
Paid Maternity Leave	Currently Not Offered		Found in a number of organizations, but not a majority practice
Paternity Leave	Currently Not Offered		Provided by some organizations, but a minority practice
Sick Leave Participation Requirements	None		Most organizations do not have a waiting period; for those that do, it is usually two weeks

Benefits: Findings - Other Policies

- Richland County's practice for holidays is ahead of market practices.
- While Richland County does not offer some of the other policies being introduced into the market, these are clearly minority practices.
- As such, we would consider Richland County to be in line with market practices.
- A summary of our findings is shown on the next page.
- While a number of organizations have moved to PTO plans, the transition from traditional programs to PTO programs is not always easy.
 - While PTO plans may be easier to administer for the organization, employees may find it difficult to budget their PTO time to accommodate illness or other unexpected absence.

Benefits: Findings - Other Policies

Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Provision – Other Policies	Richland County 2017/18 Plans	Rating	Comments
Adoption Benefits	Currently Not Offered		Not offered by a majority of organizations; those that do, usually partially subsidize
Discount Purchase Program	Currently Not Offered		Limited data; a minority practice found in some larger organizations
Employer Scheduled Holidays	12 days		Most common practice is 9 to 10 days
Job Sharing	Currently Not Offered		Limited data, but typically not provided
On-Site Fitness Center	None		Found in a number of organizations, but not a majority practice; where found, may be fully or partially subsidized
Spousal Surcharge	Currently not assessed		Limited data, but most companies do not assess a surcharge
Tobacco Surcharge	Currently not assessed		Limited data, but most companies do not assess a surcharge

Benefits: Recommendations

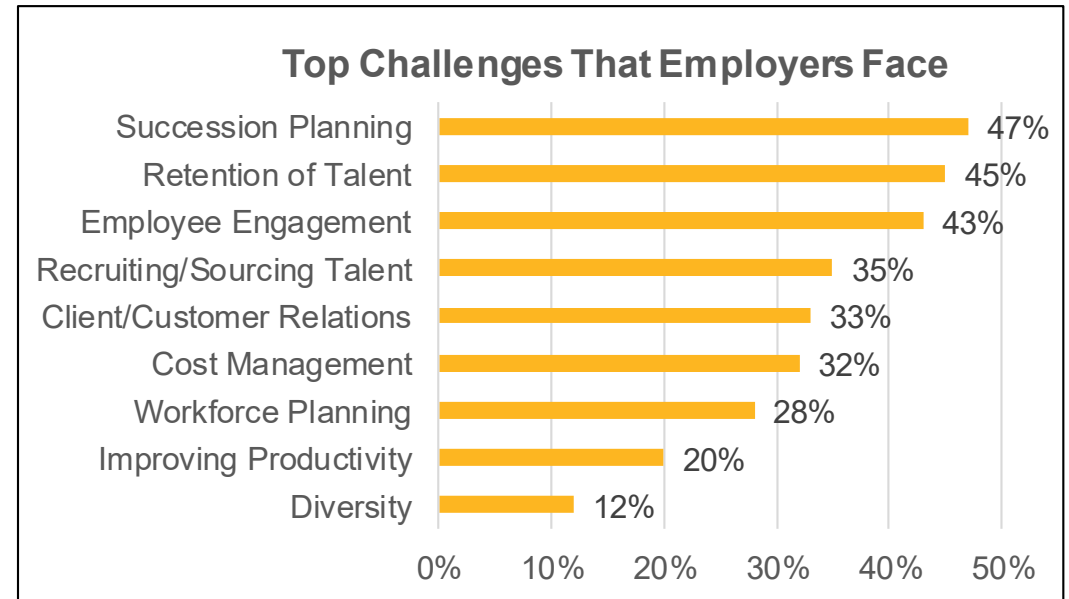
Buck recommends that:

- Richland County review the 90-day benefit eligibility waiting period for Medical, Dental, Vision, and Short-Term Disability programs against typical market practice.
- Richland County review the practice for Flex Time and Paid Maternity Leave relative to market practice.
- Richland County review the benefit duration period for the short-term disability plan, which is slightly lower than market practice.
- Richland County review the AD&D benefit for the employee and spouse, which is generally lower than the market.

Talent Development

Talent Development: Findings

- As part of the Total Rewards Study, Buck examined and assessed Richland County’s Talent Development practices.
- Buck organizes Talent Development into six groupings of human resource processes and programs.
 - Workforce Planning
 - Recruiting and Onboarding
 - Performance Management
 - Reward and Recognition
 - Employee and Leadership Development
 - Diversity and Inclusion
- Grouping human resource practices in this manner provides a systematic approach for assessing the effectiveness and thoroughness of an organization’s talent development practices.
- The six talent development groupings also correspond with the top challenges employers face, according to the *2019 Compensation Planning Survey* conducted by Buck.

















Talent Development: Findings

- Richland County has sound practices in place that address most of the key issues associated with talent development.
- The Richland County groupings that compare favorably to best practices are:
 - Performance Management
 - Reward and Recognition
 - Employee and Leadership Development
 - Diversity and Inclusion
- The Richland County groupings with gaps that may be filled are:
 - Workforce Planning
 - Recruiting and Onboarding
- Feedback from the *Employee Opinion Survey* focused primarily on two groupings of Talent Development – Reward & Recognition and Employee & Leadership Development. Following are summaries of the feedback:
 - Most employees feel neither strongly positive nor strongly negative about the amount of recognition they receive, including from RC leadership.
 - Employees generally feel positive about the effectiveness of their managers' coaching and oversight.
 - Most employees also express positive sentiment about the learning and development opportunities available to them, but indicated they would value having even more of these opportunities.

Talent Development: Findings




The following table summarizes the assessment of Richland County’s Workforce Planning and Recruiting & Onboarding practices.









Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Talent Development Features	Rating	Source for Richland County Practice	Comments
Workforce Planning			
Headcount forecasting			Consider developing a formal process
Creating new jobs			Consider developing a formal process
Job analysis and evaluation			Consider developing a formal process
Requisition process		Employee Handbook Hiring/Recruiting	Consider developing a formal process
Recruiting & Onboarding			
Sourcing Talent			Consider developing a policy
Interview and selection process			Consider developing a formal process
Job offer approvals			Consider developing a formal process
I-9 verification			Likely exists, needs confirmation
Day 1			Consider developing a formal process
Orientation		Richland County University - New Employee Training	
Probationary period		Employee Handbook - Employment, Probationary Period	

Talent Development: Findings

The following table summarizes the assessment of Richland County’s Reward & Recognition and Performance Management practices.

Gap that may need to be filled 
Verify or consider improvement 
Consistent with best practices 

Talent Development Features	Rating	Source for Richland County Practice	Comments
Reward & Recognition			
Pay-for-Performance		Richland County HR Guidelines – Compensation Plan and Performance Enhancement Plan (PEP)	
Non-cash Performance Award		Golden Apple Award	Consider more criteria
Service Awards		Longevity Bonus Pay	
Spot Awards			Consider adding
Performance Management			
Performance Planning, Review, Evaluation		Employee Handbook - Performance Evaluations, Performance Enhancement Program (PEP)	
Discipline policy and procedure		Employee Handbook - Employee Performance, Discipline	
Sexual Harassment		Richland County HR Guidelines - EEO and Harassment	Verify that it is current
Attendance		Employee Handbook - Employee Relations, Attendance; Richland County HR Guidelines - Attendance	

Talent Development: Findings




The following table summarizes the assessment of Richland County’s Employee & Leadership Development practices.


Gap that may need to be filled
Verify or consider improvement
Consistent with best practices

Talent Development Features	Rating	Source for Richland County Practice	Comments
Employee & Leadership Development			
Internships		Internship Program	
Job Training		Richland County HR Guidelines – Training and Development; Richland County University	
Skill and competency training		Richland County HR Guidelines – Training and Development; Richland County University	
Certifications		Richland County University - The Training Plan	Consider adding to Current Employees
Tuition assistance		Employee Handbook - Tuition Assistance Plan	
Promotions		Employee Handbook- Compensation, Wage & Hours of Work - Personnel Actions	
Career Development		Richland County University - Career Planning and Development Course	Consider developing a formal process
Succession Planning		Richland County University - Succession Development Course	Consider developing a formal process
Mentoring		Richland County University - Coaching and Mentoring Others Course	Consider developing a formal program

Talent Development: Findings

The following table summarizes the assessment of Richland County’s Diversity & Inclusion practices.

Gap that may need to be filled  Verify or consider improvement  Consistent with best practices 

Talent Development Features	Rating		Source for Richland County Practice	Comments
Diversity & Inclusion				
Diversity & Inclusion			Employee Handbook - Diversity, Richland County HR Guidelines - Diversity; Richland County University - Supervisor, Management & Leadership Training - Advanced Civility and Inclusion	

Talent Development: Recommendations

Buck recommends that:

- Richland County develop formal processes in the areas of Workforce Planning and Recruiting and Onboarding.
- Richland County should continue to offer flexible work schedules to employees where appropriate.
- Richland County should continue to offer training opportunities both at the county level and within departments to foster career development.

Next Steps

Next Steps

Summary Report of Findings (this report):

- January 11, 2019: Richland County provide feedback on draft summary report of findings to Buck.
- January 25, 2019: Buck provide Richland County with updates to draft report of findings.
- February 1, 2019: Richland County provide final feedback on 2nd draft report of findings.
- February 8, 2019: Buck provide Richland County with FINAL report of findings.

Train the Trainer PowerPoint Presentation on Total Rewards Study Findings (20 slide presentation):

- January 11, 2019: Buck and Richland County meet to discuss training content, exhibits.
- January 18, 2019: Buck present Richland County with draft training document.
- January 25, 2019: Richland County provide feedback on draft training document.
- February 1, 2019: Buck present Richland County with FINAL training document.
- Week of February 11, 2019: Buck present Train-the-Trainer session to participants selected by Richland County.
 - Four-hour block that Richland County may break into 2 x 2-hour sessions or 1 x 4-hour session.
 - Richland County to determine onsite or via WebEx.

Appendices

Appendix A: Catalog of Deliverables

Buck has delivered the following final reports of findings across each project element, the results of which have been summarized in this report of findings:

- Compensation Documents
 - Richland County Market Analysis 101818 (PDF)
 - Richland County Survey Match Detail (Excel)
- Salary Structure Documents
 - RC Salary Structure Alternatives Discussion Guide 10192018 (PDF)
 - RC Structure Report 121818 (PDF)
 - RC Structure_Ees Under Min Over Max 121818 (Excel)
 - RC Job Leveling and Slotting Process 121418 (PDF)
 - RC Salary Structure Administration 121818 (PDF)
 - RC Compensation Program Detail 121919 (Excel)
- Career Architecture Documents
 - FINAL Richland County Career Architecture Leveling Guide (PDF)
 - Richland County Career Architecture Training 082118 (PDF)
- Employee Engagement
 - RC Employee Engagement – Survey Findings Report-181018 final (PDF)
 - RC Results by Dept (Excel in Zip File)
- 2018 Richland County Custom Total Rewards Survey_Client(PDF)

Appendix B: Glossary of Terms

Term	Definition
Compensation Program	
Benchmark Job	Benchmark jobs exist both within the organization and are prevalent in the labor market (not every job is a “benchmark” job) with duties comparable to jobs in other organizations. When identifying benchmark jobs we seek to capture a large percentage of employees within the organization.
Job Analysis	Job analysis is the study of a job to determine which activities and responsibilities it requires, its relative importance to other jobs, the personal qualifications necessary for performance of the job and the conditions under which the work is performed.
Job Classification	Job Classification is a process used to differentiate between jobs on the basis of tasks, duties and responsibilities involved while performing the job. It takes into account the knowledge, skills and abilities that an employee requires to perform the job.
Job Description	A job description is an internal document that clearly states the essential job requirements, job duties, job responsibilities, and skills required to perform a specific role.
Job Evaluation	An assessment of the relative worth of various jobs on the basis of a consistent set of job and personal factors, such as qualifications and skills required.
Job Title	A job title is a simple description that refers to the responsibilities of a job and the level of the position.
Labor Market	Defines the organizations within specific industries and/or regions against which an organization competes for talent.
Market Analysis	The process of assessing the degree to which an organization’s salaries are competitive compared to their labor market(s).
Salary Structure	The Salary Structure is made up of salary grades and salary ranges. A salary structure is the foundation for administering base salary within an organization.
Salary Grade	Salary Grades provide a framework for compensation by defining the amount of pay available at each step in the employment process.
Salary Range	Salary Ranges set the upper and lower bounds of possible compensation for individuals whose jobs fall in a pay grade. A pay range is created for each grade.

Appendix B: Glossary of Terms

Term	Definition
Compensation Program, cont.	
Salary Grade Minimum	The lowest established salary that may be paid to an employee that meets the minimum qualifications for the position in that salary grade.
Salary Grade Midpoint	The salary grade midpoint is typically the middle of the salary range and is tied to the target market based on the organization's compensation philosophy (e.g. 50th percentile).
Salary Grade Maximum	The highest salary that may be paid to an employee in that salary grade. Generally, employees should not be paid above maximum.

Term	Definition
Career Architecture	
Career Architecture	Career Architecture is a talent management tool that ensures the consistent leveling of jobs across the organization in support of career development, internal equity and hierarchy definitions.
Career Grouping	Broad job groupings that have specific characteristics and career/leveling progressions (Management, Knowledge Worker, Administrative Support, Technical and Trades, and Public Safety).
Career Grouping: Management	Achieves objectives primarily through the coordinated achievements of direct reports. Requires formal supervisory responsibility. Manages units of varying size and complexity.
Career Grouping: Knowledge Workers	Professional level individual contributors. Typically without formal supervisory responsibility. Have mastered the essential, core knowledge.
Career Grouping: Administrative Support Staff	Office support, process and organization delivery. Skills are acquired through vocational education and/or apprenticeships, certifications, and specialized or on-the-job training. No formal supervisory responsibility.
Career Grouping: Technical and Trades Employees	Operational and technical service delivery. Skills are acquired through vocational education and/or apprenticeships, certifications, and specialized or on-the-job training. No formal supervisory responsibility.
Career Grouping: Public Safety Employees	Enforces and/or complies with federal and state laws and County ordinances relating to public safety and welfare. Skills are acquired through vocational education and/or apprenticeships, certifications, and specialized or on-the-job training. No formal supervisory responsibility.

Appendix B: Glossary of Terms

Term	Definition
Career Architecture, cont.	
Career Ladder	Career ladders are the progression of jobs in an organization's specific occupational fields ranked from highest to lowest based on level of responsibility and pay.
Career Level	Career Levels define the hierarchical position of jobs within a Career Grouping based on the degree of scope and responsibility required for each job.

Appendix C: Benefits Review Survey Sources

Benefits currently provided at Richland County were compared to general market practices using the following benchmark reports:

- Willis Towers Watson General Industry Employee Benefit Policies and Practices 2016 Report: (Southeast Region - Population Size Under 2,500 Employees)
- ADP Annual Health Benefits Report: 2016 Benchmarks and Trends for Large Organizations
- Mercer National Survey of Employer-Sponsored Health Plans 2016 Survey Report: (South Region- Large Employers - 500 or More Employees)
- The Kaiser Foundation and Health Research & Educational Trust: Employer Health Benefits 2017 Annual Survey, (Large Firms - 200 or More Workers)
- Economic Research Institute Benchmarking Survey: 2016 Health Care Benefits, Southeast Region
- International Foundation of Employee Benefit Plans: 2016 Employee Benefits Survey (Public Employers)
- Society for Human Resource Management: 2017 Employee Benefits (Large Employers - 2,500 or More Employees)



Total Rewards Study Implementation Plan



	TRS Implementation Plan	Date
PHASE I	\$1.4 million to bring all employees below the bottom of the new pay ranges up to the minimum.	FY 2019 / 2020
PHASE II	Start bringing all employees closer to the range midpoint based on years of experience.**	January 2020
PHASE III	Future market pay range adjustment increases.	TBD based on approved budget. FY 2020 / 2021
PHASE IV	Future annual PEP increases.	TBD based on approved budget. FY 2020 / 2021

****The County will not be funding the total implementation cost of the Total Rewards Study at this time. There is an estimated investment needed of \$10 million to bring employees up to the market based on years of service. This will be funded in future years' contingent on budget approval.**



Richland County Elected and Appointed Officials - Market Data



Job	# Inc.	RC Base	RC TC	Market Base Salary			Base Salary Variance		
				25th%ile	50th%ile	75th%ile	25th%ile	50th%ile	75th%ile
Auditor	1	\$97.4	\$100.9	\$83.2	\$90.5	\$105.2	17.00%	7.60%	-7.50%
Clerk Of Court	1	\$125.7	\$127.0	\$92.3	\$94.4	\$120.3	36.30%	33.10%	4.50%
Coroner	1	\$128.5	\$132.4	\$82.7	\$89.4	\$108.5	55.30%	43.70%	18.40%
County Attorney	1	\$163.4	\$163.4	\$148.2	\$163.6	\$192.0	10.20%	-0.10%	-14.90%
Probate Judge	1	\$125.7	\$129.6	\$111.4	\$129.0	\$145.6	12.80%	-2.60%	-13.70%
Treasurer	1	\$104.7	\$108.5	\$88.0	\$100.3	\$109.0	19.00%	4.40%	-3.90%
Council Member		Currently not a benchmark job. Buck has been requested to evaluate.							
County Administrator		Currently not a benchmark job. Buck has been requested to evaluate.							
Election Commission Member		Currently not a benchmark job. Buck has been requested to evaluate.							
Executive Director Bd. Elec. Vot.		Currently not a benchmark job. Buck has been requested to evaluate.							
Executive Director Of Legislat.		Currently not a benchmark job. Buck has been requested to evaluate.							
Magistrate		Currently not a benchmark job. Buck has been requested to evaluate.							
Master-In-Equity		Currently not a benchmark job. Buck has been requested to evaluate.							
Sheriff		Currently not a benchmark job. Buck has been requested to evaluate.							

PLEASE NOTE: All monetary amounts are listed in thousands.

Council Work Session March 2019

Total Rewards Study 2019

HRSD Responses:

Council Request 1

- Evaluate the current number of employees below the current pay grade minimum pay rate.
 - There are 31 employees below the current pay grade minimum pay rate. Approximately 90% work for Elected Officials and about 71% are part-time employees (see exhibit # 1).

Council Request 2

- Evaluate the new proposed pay ranges in comparison to:
 - Federal minimum wage
 - Federal poverty levels
 - County health insurance coverage
 - Pay rates for local jobs
- Both current pay ranges and proposed pay ranges exceed the federal minimum pay wage.
- The federal poverty levels are based on both the total household income and the number of individuals in the household. RCG does not have data on number in household or total household income for employees. Therefore, HRSD is providing some estimates using information from County health insurance and RCG wages only (see exhibit # 2).

Council Request 3

- Update salary range chart to include data qualifiers (1,000's).
 - The chart has been updated (see exhibit # 3).

Council Request 4

- Provide the year the last study was completed and what resulted from the study.
 - The last County study (abbreviated) was done in 2012. Only the minimums of the pay ranges were increased and employees were brought up to at least the new minimums.
 - There have been several small scale (i.e. a department) reviews conducted since 2012 (see exhibit # 4).

Council Request 5

- Pay close attention to the bottom two pay grades.
 - HRSD completed a careful reassessment of all jobs proposed for the lowest two pay ranges. This review showed all jobs will be classified consistent with external market analysis and internal department equity defined by the respective departments.

Council Request 6

- Would HRSD recommend including performance ratings when moving employees to the middle of the pay range?
 - Yes, HRSD recommends that this be included, along with other factors that could be considered.
 - There is the ability to link job performance to market rate pay increases. This will require all supervisors and department heads to accurately conduct performance appraisals on each employee prior to implementation.

Council Request 7

- What percent of employees is the County losing to general industry?

- RCG does not have the exact percentages on employees who have left to go to the private sector. However, it is known RCG, as all local state and federal employees, competes with the private sector for employees. Consequently, it is prudent to use some market survey mix inclusive of the private sector.
- Based on HRSD's review of exit interviews and interaction with department heads – HRSD estimated 25-35% employees who voluntarily resign go to the private sector (see exhibit # 5).

Council Request 8

- How many employees are in each group of the employee survey?
 - HRSD is providing several attachments to illustrate the generation, gender, employee group, and salary range for responding employees (see exhibit # 6).
 - The Employee Engagement Survey is about 228 pages. HRSD is glad to provide details on any specific questions if the Council desires.
 - There were **1218** employees included in the survey, meaning 50% of County employees responded.

Council Request 9

- What are the number of favorable or unfavorable responses?
 - HRSD prepared a few color coded sheets to illustrate a summary of favorable (green), neutral (yellow), and unfavorable (red) responses (see exhibit # 7).

Council Request 10

- Request work session presentation be provided in color to all Council.
 - This has been completed.

EXHIBIT # 1



How many employees are below the current minimum of their pay range?

31 employees are currently being paid below the bottom of their current pay grades.

- 28 of these employees work for Elected and Appointed officials
- 22 of these employees are part-time
- 9 of these employees are full-time employees
 - 1 is full-time non-exempt
 - 8 are full-time exempt

EXHIBIT # 2

Estimate: Richland County Government Employees Possibly Below the Federal Poverty Levels

Data as of March 26, 2019

Presented by



Richland County

HUMAN RESOURCES



Federal Poverty Level

- **Poverty** = people earning less than the Federal Poverty Level pay rates, which are based on the number of family members/people living in their household.

NUMBER IN HOUSEHOLD	2019 FEDERAL POVERTY LEVELS
# in Family 1	Below \$12,490
# in Family 2	Below \$16,910
# in Family 3	Below \$21,330
# in Family 4	Below \$25,750
# in Family 5	Below \$30,170
# in Family 6	Below \$34,590
# in Family 7	Below \$39,010
# in Family 8	Below \$43,430

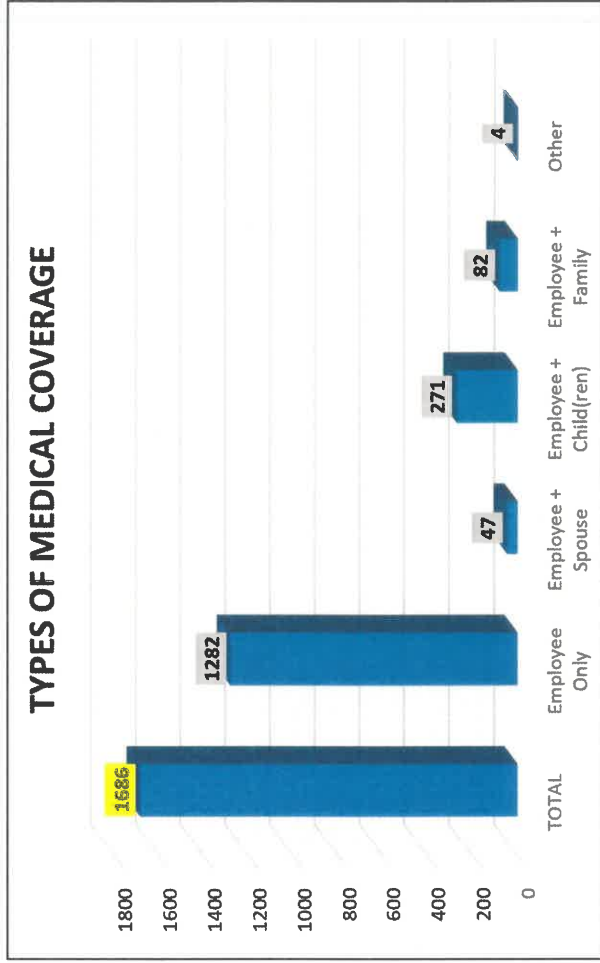
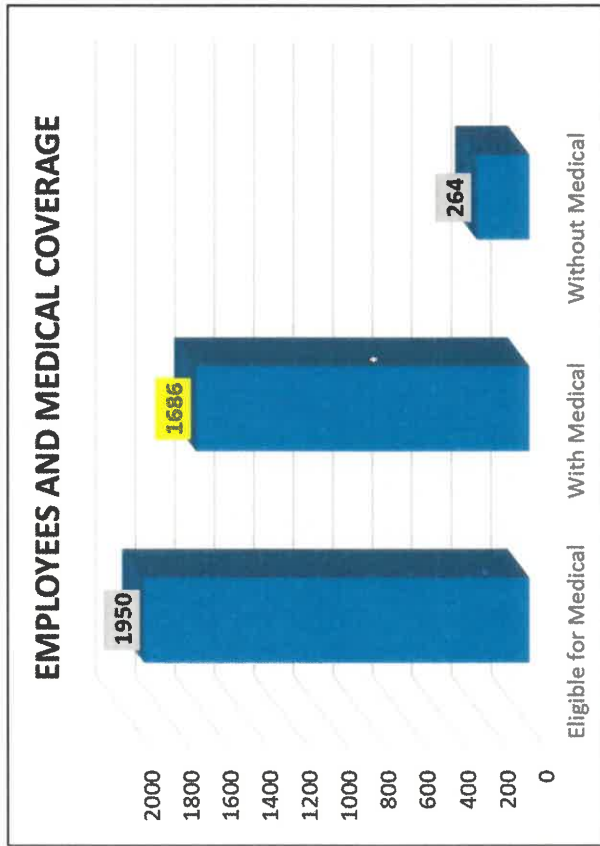
RCG Employees Below Poverty Levels – Estimate Based on Dependent Medical Coverage Election Data



Assumptions

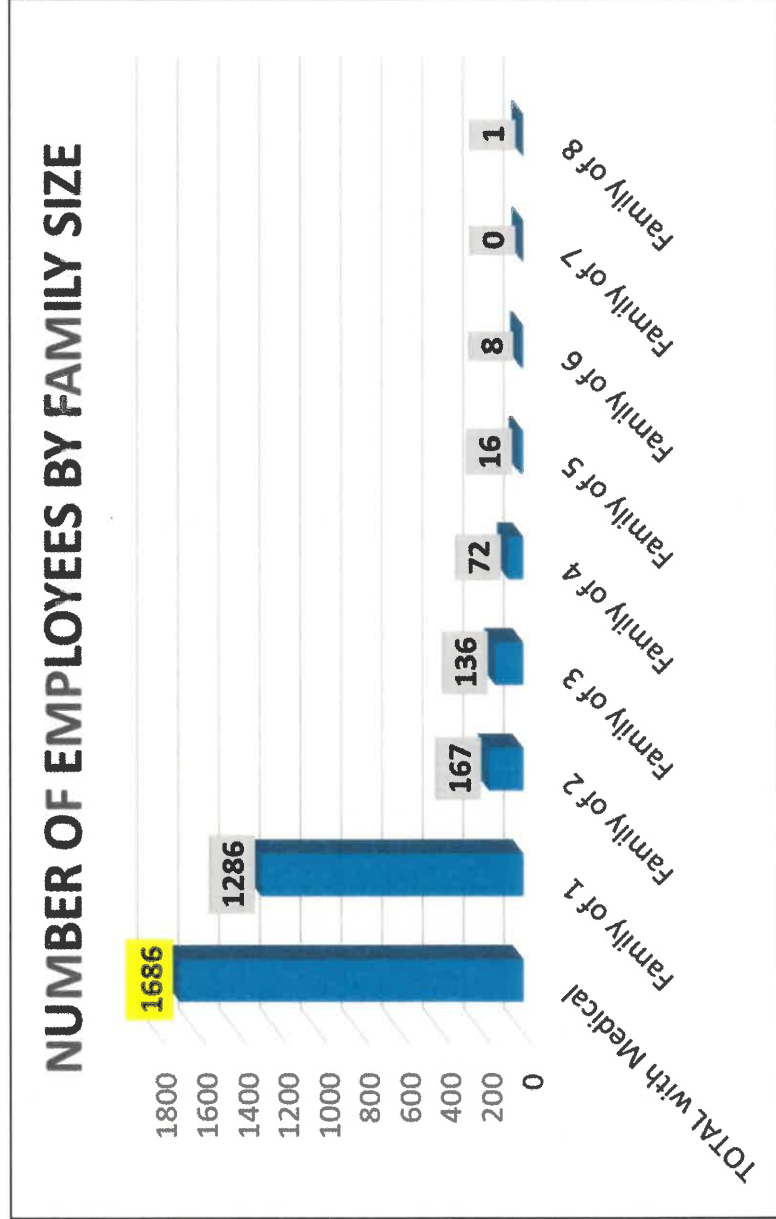
- All households only have one source of income – Richland County
- All members of the household are covered by RC medical coverage
- Only benefits eligible employees are included (APPT, ELEC, FTEX, FTNE)
- All employees are only eligible for medical coverage through RC

Note: Only 20.7% of employees elected dependent medical coverage

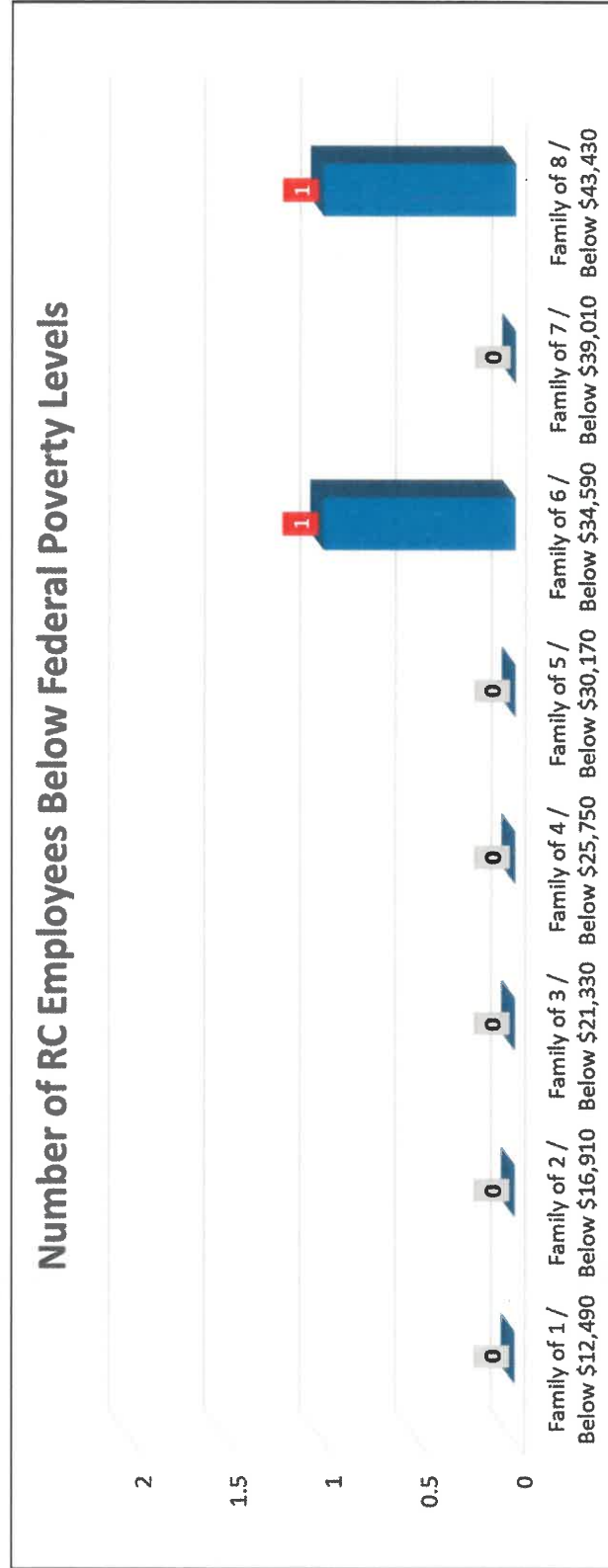




RCG Employees Below Poverty Levels – Estimate Based on Dependent Medical Coverage Election Data



RCG Employees Below Poverty Levels – Estimate Based on Dependent Medical Coverage Election Data



Size of Family	Division	Department	Position	Salary	FPL
6	PUBLIC WORKS	ROAD MAINTENANCE	CUSTOMER SERVICE REPRESENTATIV	\$28,099.54	\$34,590.00
8	DETENTION CENTER	DETENTION CENTER	ASSISTANT WATCH COMMANDER	\$39,094.90	\$43,430.00

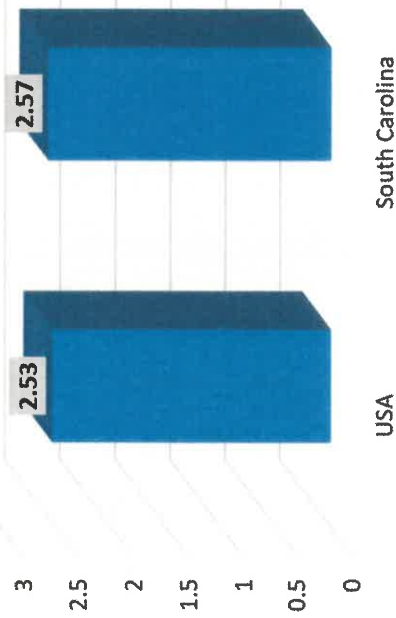
RCG Employees Below Poverty Levels – Estimate Based on National and State Statistics of Average Family Size



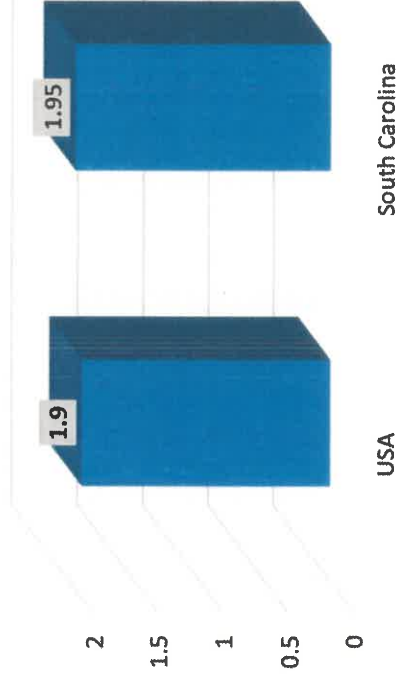
Assumptions

- All households only have one source of income – Richland County
- All RC employees have the USA and State average family size of 3

2018 Average Family Size



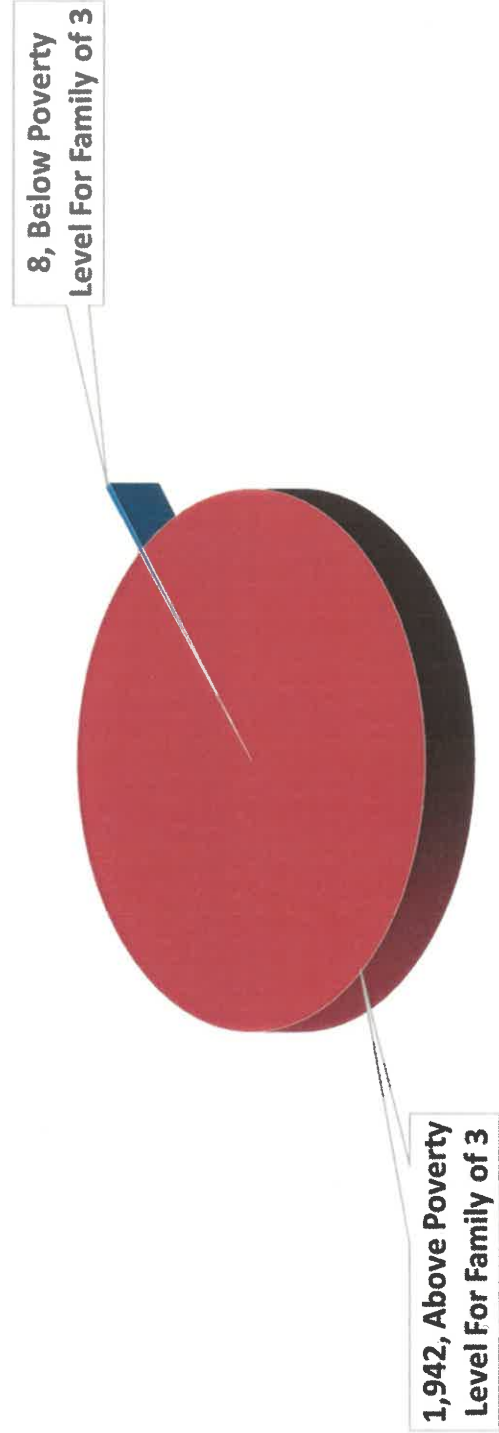
2018 Average Number Children Per Family



RCG Employees Below Poverty Levels – Estimate Based on National and State Statistics of Average Family Size



Number of RC Employees Below FPL - National Average

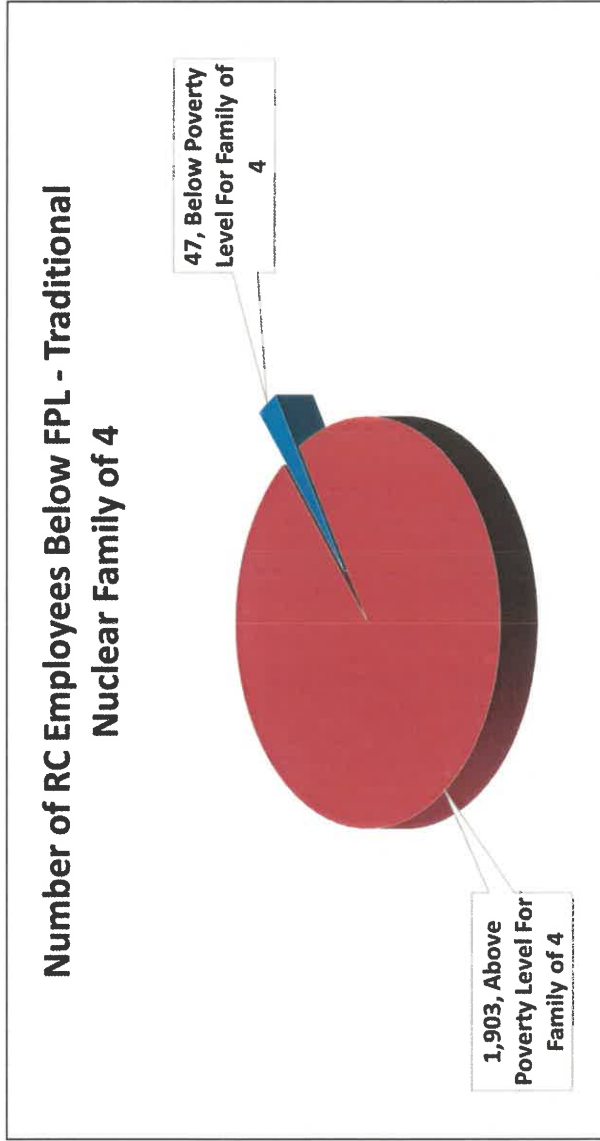
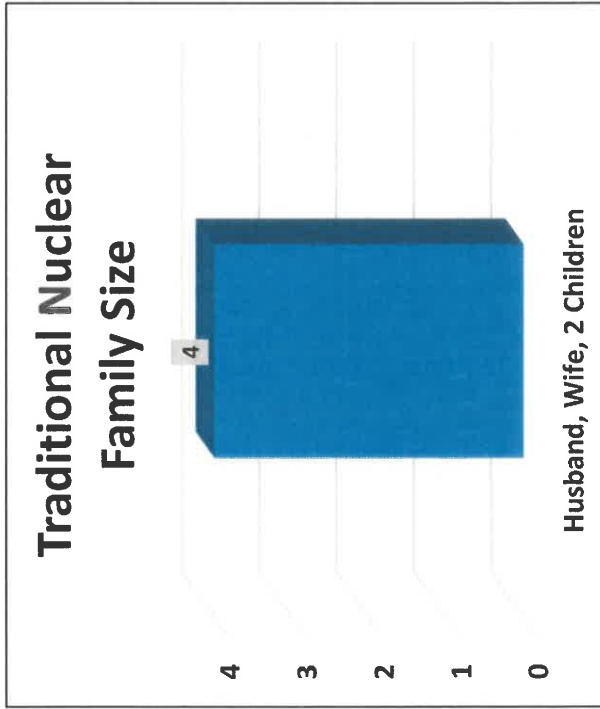


RCG Employees Below Poverty Levels – Estimate Based on Traditional Nuclear Family of 4



Assumptions

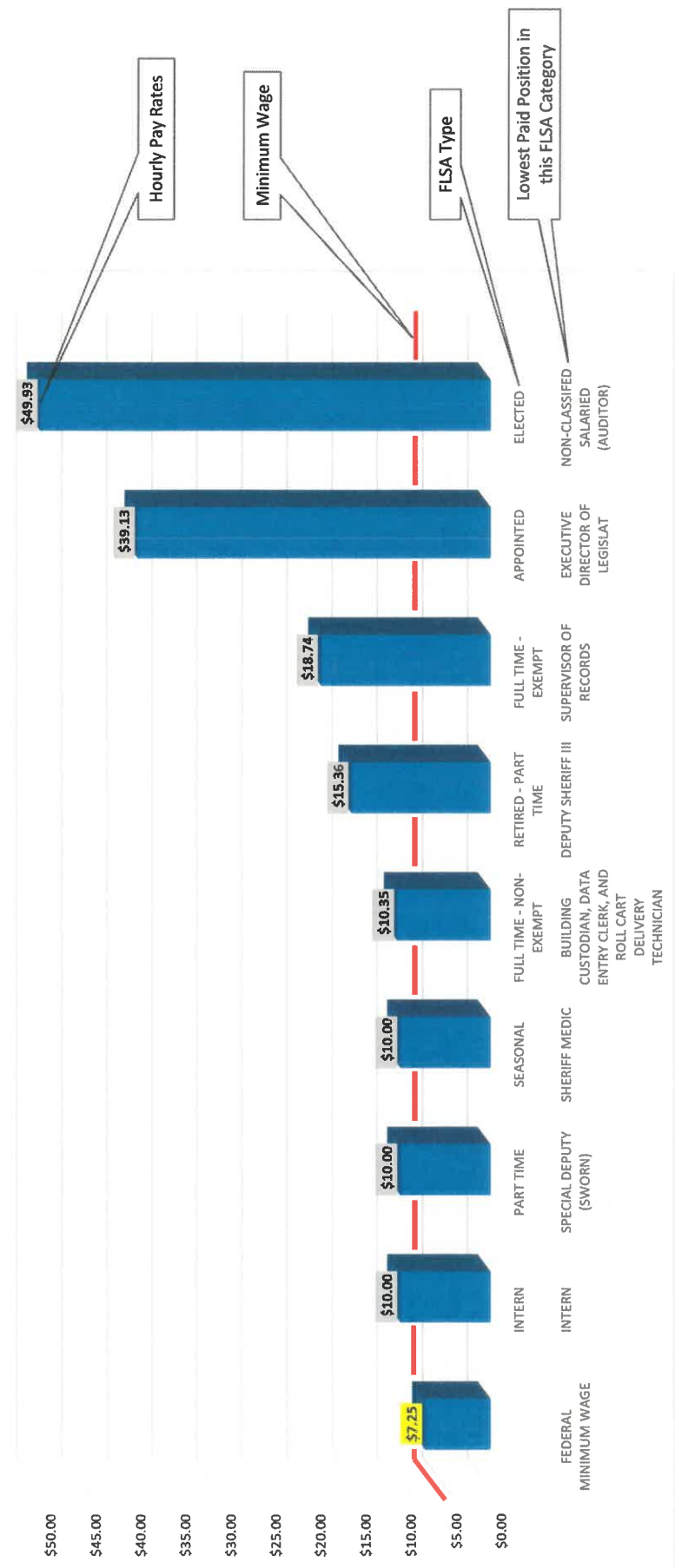
- The traditional family includes a husband, wife, and 2 children
- All households only have one source of income – Richland County
- All RC employees have the Traditional Nuclear family size of 4



Federal Minimum Wage vs. The Lowest Paid RCG Employees



LOWEST PAID RCG EMPLOYEES BY FLSA TYPE AND JOB TITLE





Proposed Pay Grades 1 and 2 - Evaluation

- Jobs showing the Market 50th were identified as benchmark jobs and were verified by multiple sources
- All other jobs were slotted into pay grades by each Department with HRSD's review

Title	Richland County		Buck MKT 50th	Career Level	Final Structure Placement			
	# Inc	RC Avg Base			Grade	Minimum	Midpoint	Maximum
Building and Grounds Custodian	6	\$23,863.86	\$27,848.17	T2	2	\$22,000.00	\$28,600.00	\$35,200.00
Data Entry Technician	9	\$22,308.00	\$29,300.00	A2	2	\$22,000.00	\$28,600.00	\$35,200.00
Senior Supply Mail Clerk - Operational Services	2	\$29,015.14	--	A1	2	\$22,000.00	\$28,600.00	\$35,200.00
Tax Clerk	6	\$24,921.33	--	T2	2	\$22,000.00	\$28,600.00	\$35,200.00
Building Custodian	26	\$20,916.92	\$27,000.00	T2	1	\$20,000.00	\$26,000.00	\$32,000.00
Clerk Receptionist	43	\$23,650.24	--	A1	1	\$20,000.00	\$26,000.00	\$32,000.00
Field Technician	4	\$19,778.85	--	T1	1	\$20,000.00	\$26,000.00	\$32,000.00
Intern	3	\$18,378.75	--	A1	1	\$20,000.00	\$26,000.00	\$32,000.00
Intern II	1	\$25,350.00	--	A2	1	\$20,000.00	\$26,000.00	\$32,000.00
Roll Cart Delivery Technician	3	\$24,134.46	--	T1	1	\$20,000.00	\$26,000.00	\$32,000.00
School Guard Patrolman	14	\$20,350.06	--	S1	1	\$20,000.00	\$26,000.00	\$32,000.00

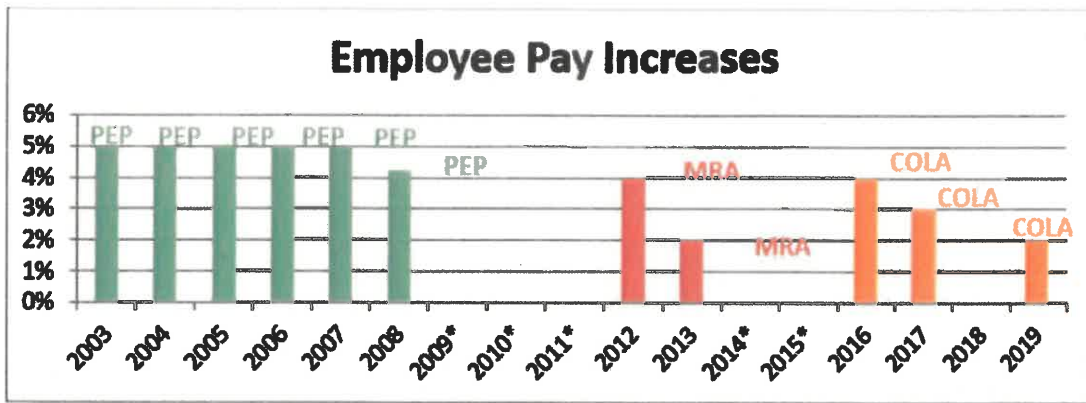
EXHIBIT # 3



Proposed Annual Pay Grade Ranges

Grade	Salary Range			Range Spread
	Min	Mid	Max	
18	\$119,505.65	\$167,307.91	\$215,110.18	80%
17	\$103,917.96	\$145,485.14	\$187,052.33	80%
16	\$90,363.44	\$126,508.82	\$162,654.20	80%
15	\$78,576.91	\$110,007.67	\$141,438.43	80%
14	\$70,157.95	\$98,221.13	\$126,284.31	80%
13	\$62,641.03	\$87,697.44	\$112,753.85	80%
12	\$55,929.49	\$78,301.29	\$100,673.08	80%
11	\$49,937.04	\$69,911.86	\$89,886.68	80%
10	\$44,586.65	\$62,421.31	\$80,255.97	80%
9	\$42,871.78	\$55,733.31	\$68,594.84	60%
8	\$38,974.34	\$50,666.64	\$62,358.95	60%
7	\$35,431.22	\$46,060.59	\$56,689.95	60%
6	\$32,210.20	\$41,873.26	\$51,536.32	60%
5	\$29,282.00	\$38,066.60	\$46,851.20	60%
4	\$26,620.00	\$34,606.00	\$42,592.00	60%
3	\$24,200.00	\$31,460.00	\$38,720.00	60%
2	\$22,000.00	\$28,600.00	\$35,200.00	60%
1	\$20,000.00	\$26,000.00	\$32,000.00	60%

EXHIBIT # 4



*Employees did not receive pay increase this year

Year	PEP (max)	Longevity	MRA	Pay Range Increase	Sheriff Rank Structure Increases	COLA	CPI (Elected and Appointed)	Health Insurance Increase	Other Increases and Notes
2003	5.00%				2%-4%		1.60%	2%	
2004	5.00%				2%-4%		2.30%	9%	C&C Study completed & implemented
2005	5.00%	1%-3%			2%-4%		2.70%	12%	
2006	5.00%	1%-3%			2%-4%		3.40%	2%	
2007	5.00%	1%-3%			2%-4%		3.20%	1%	
2008	4.25%	1%-3%			2%-4%		2.80%	-6%	
2009					2%-4%		3.80%	8%	
2010					2%-4%		-0.40%	6%	
2011					2%-4%		1.64%	11%	
2012			4%		2%-4%		3.16%	14%	C&C Minor Study completed, only minimums implemented
2013		1%-3%	2%	6%	2%-4%		2.10%	11%	Employees below the new range min increased
2014		1%-3%			2%-4%		1.46%	-2%	Increases to Sheriff employees
2015		1%-3%			2%-4%		1.62%	20%	ASGDC - Starting pay increase
2016		1%-3%			2%-4%	4%	0.12%	4%	
2017		1%-3%			2%-4%	3%	1.26%	28%	Custodian, EMS & Detention Center increases*
2018		1%-3%			2%-4%		2.13%	6%	Department Head Study completed and implemented
2019						2%			TRS completed



Richland County

HUMAN RESOURCES

*Beginning effective November 13, 2017, the beginning pay for new hires in the following jobs will increase by 10%.

Emergency Medical Technician Basic--\$16.987 per hour
Emergency Medical Technician Intermediate--\$18.483 per hour
Paramedic--\$20.668 per hour
Detention Officer--\$14.262 per hour

*Beginning effective November 25, 2017, pay will be increased a minimum of 5% for current employees in the following jobs. Pay was increased more than 5% for some employees in the following jobs to ensure pay was not less than new hire starting pay.

Emergency Medical Technician Basic
Emergency Medical Technician Intermediate
Paramedic
Paramedic Crew Leader
Senior Paramedic
Detention Officer

*Effective 2017, hiring pay rates for custodial workers were increased by 40% from \$7.25 to \$10.14.

EXHIBIT # 5

Comparing Compensation: State-Local Versus Private Sector Workers (Sept. 2011)

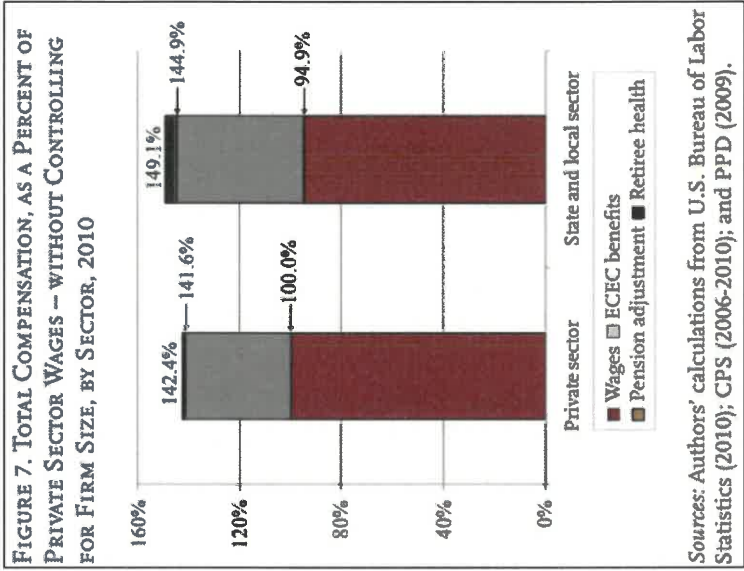
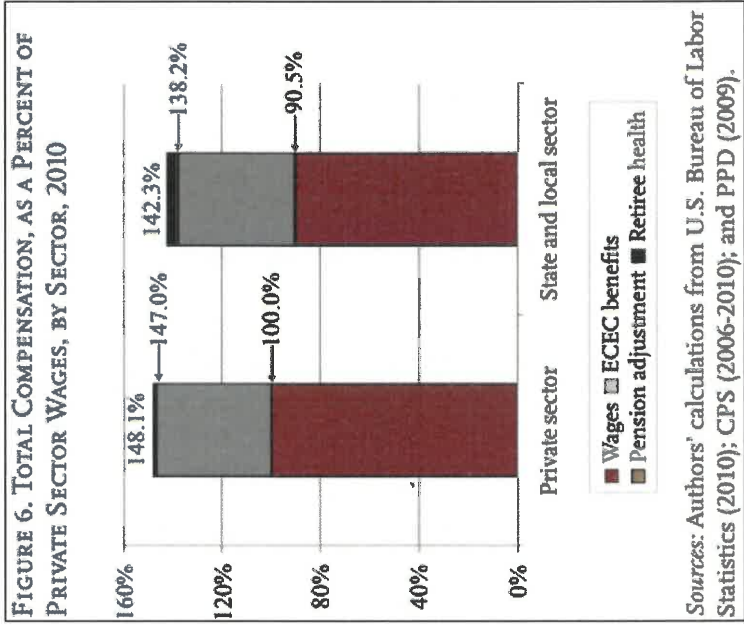


C E N T E R *for*
RETIREMENT
RESEARCH
at BOSTON COLLEGE

- Critics claim that the compensation of state-local workers is overly generous.
- Previous studies have found mixed results.
- Our analysis finds that compensation of state-local and private sector workers is roughly similar:
 - state-local workers earn 9.5 percent less than comparable private sector workers; but
 - this wage gap is mostly offset by higher pension and retiree health benefits.
- Thus, before making major changes to public compensation, policymakers should carefully consider the specifics of their state or locality.



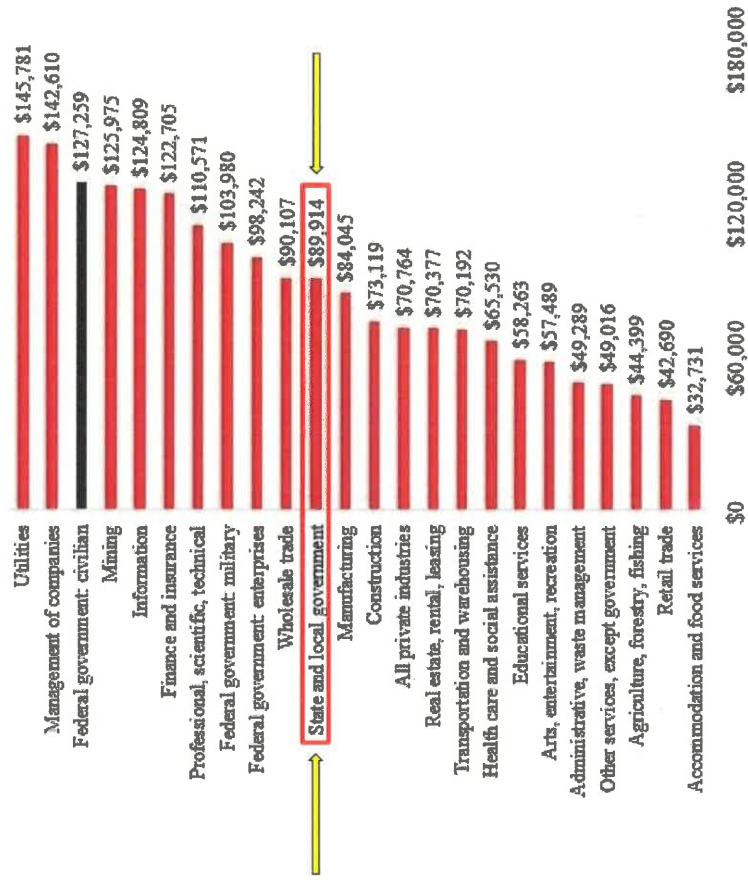
Comparing Compensation: State-Local Versus Private Sector Workers (Sept. 2011)





2016 Average Annual Pay Wages

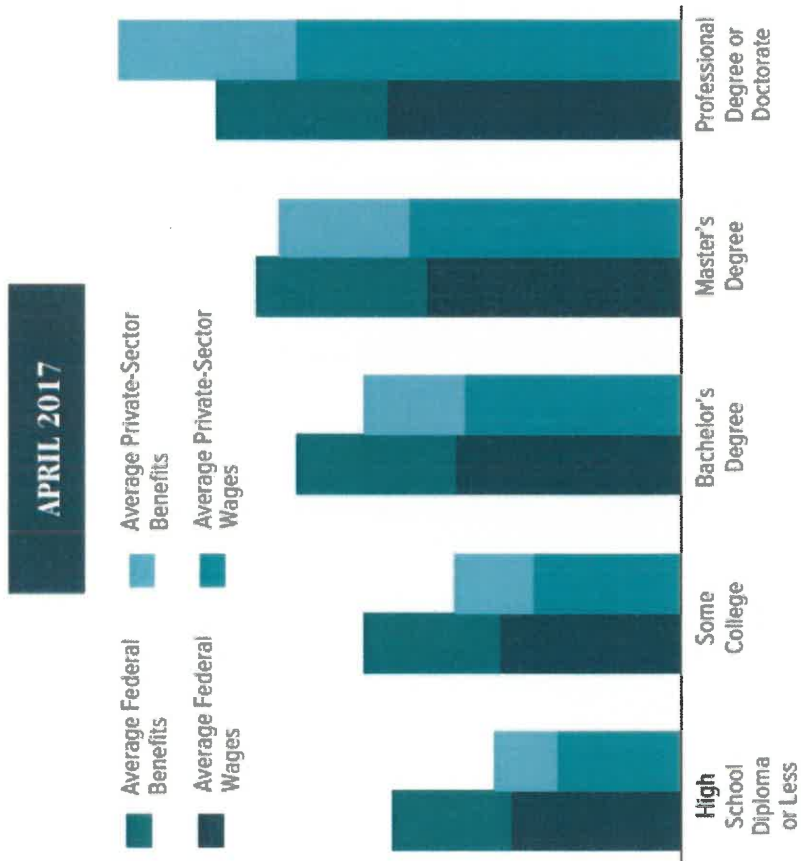
Average Annual Worker Compensation, 2016



- From the Federal News Network
- All data is as of 2016



Federal Government Pay vs. Private Sector Pay



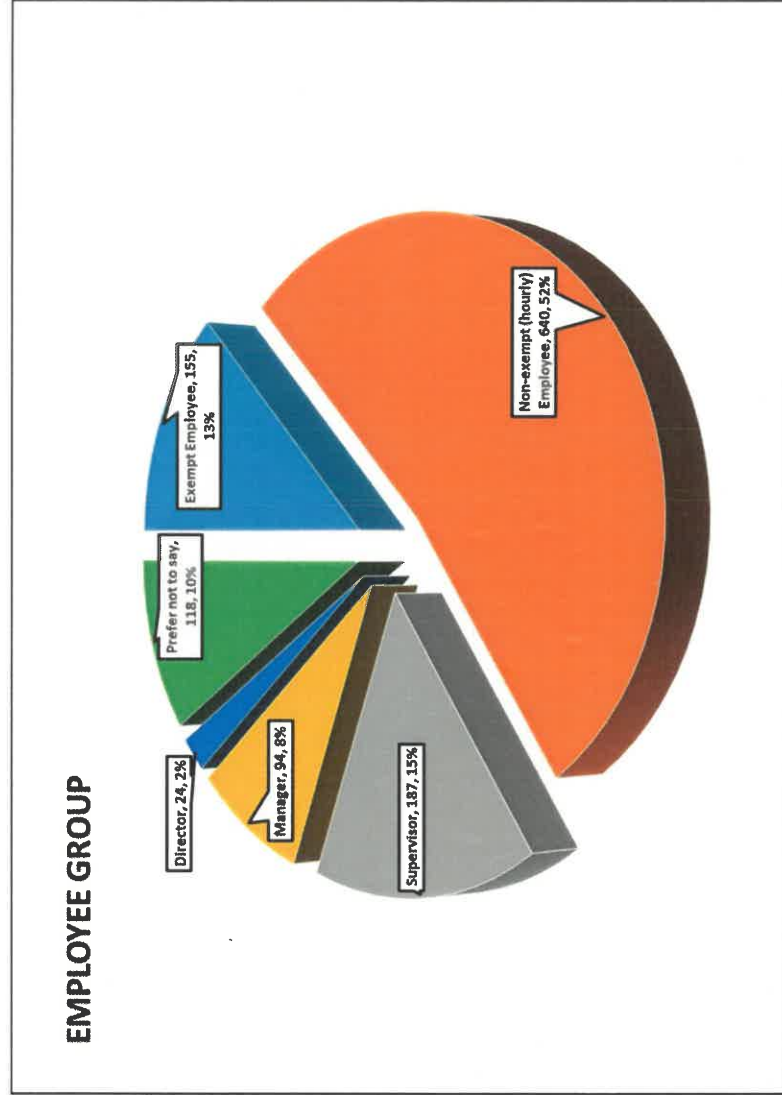
- Results from a study performed by the Congressional Budget Office as of January 2012

EXHIBIT # 6

Demographics – Numbers of Employees in Different Groups



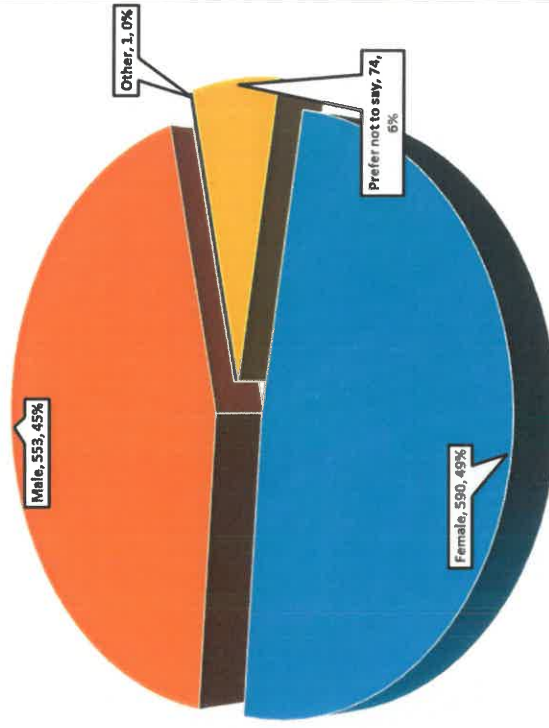
DEPARTMENT	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
Sheriff	462	37.93%
Emergency Medical Services	110	9.03%
Community Planning & Development	62	5.09%
Clerk of Court	59	4.84%
Magistrates/Court Administration	41	3.37%
Public Works	41	3.37%
Detention Center	40	3.28%
Operational Services	36	2.96%
Administration	35	2.87%
Information Technology	32	2.63%
Prefer not to say	32	2.63%
Assessor	31	2.55%
Treasurer	29	2.38%
Solicitor	26	2.13%
Auditor	23	1.89%
Finance	19	1.56%
Public Defender	16	1.31%
Animal Services	14	1.15%
Human Resources	14	1.15%
Coroner	12	0.99%
CASA	11	0.90%
Registration/Election Commission	11	0.90%
Community & Government Service	10	0.82%
Utilities	10	0.82%
Probate Court	8	0.66%
Ombudsman	6	0.49%
Legal	5	0.41%
Public Information	5	0.41%
Economic Development	4	0.33%
Risk Management	4	0.33%
Clerk of Council	3	0.25%
Legislative Delegation	3	0.25%
Master in Equity	2	0.16%
Transportation Penny	2	0.16%
TOTAL:	1218	100.00%



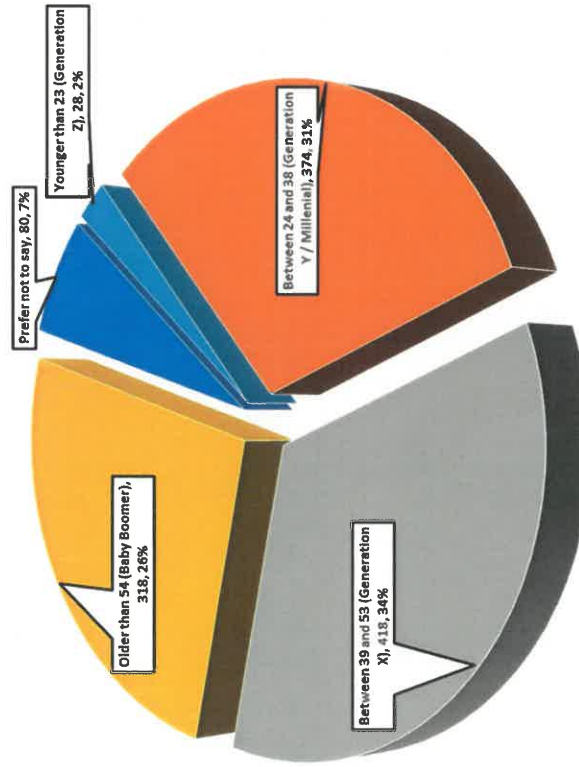
Demographics – Numbers of Employees in Different Groups



GENDER



GENERATION / AGE





Demographics – Numbers of Employees in Different Groups

EMPLOYEE GROUP	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
Exempt Employee	155	13%
Non-exempt (hourly) Employee	640	52%
Supervisor	187	15%
Manager	94	8%
Director	24	2%
Prefer not to say	118	10%
TOTAL:	1218	100%

GENDER	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
Female	590	49%
Male	553	45%
Other	1	0%
Prefer not to say	74	6%
TOTAL:	1218	100%

GENERATION / AGE	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
Younger than 23 (Generation Z)	28	2%
Between 24 and 38 (Generation Y / Millennial)	374	31%
Between 39 and 53 (Generation X)	418	34%
Older than 54 (Baby Boomer)	318	26%
Prefer not to say	80	7%
TOTAL:	1218	100%

SALARY RANGE	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
Under \$29,999	183	15%
Between \$30,000 and \$49,999	656	54%
Between \$50,000 and \$74,999	221	18%
Between \$75,000 and \$99,999	42	4%
Between \$100,000 and \$150,000	15	1%
Over \$150,000	1	0%
Prefer not to say	100	8%
TOTAL:	1218	100%



Demographics – Numbers of Employees in Different Groups

DEPENDENT STATUS	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
I do not have any dependents	370	30.00%
I have a spouse and a child / children	469	39.00%
I have a child / children, but no spouse	137	11.00%
I have a spouse, but no children	152	13.00%
Prefer not to say	90	7.00%
TOTAL:	1218	100.00%

MEDICAL INSURANCE STATUS	NUMBER OF RESPONSES	% OF TOTAL RESPONSES
I do not have any dependents	426	35%
My dependents are NOT on Richland County's medical insurance	419	35%
My dependents ARE on Richland County's medical insurance	297	24%
Prefer not to say	76	6%
TOTAL:	1218	100%

EXHIBIT # 7



Employee Engagement Survey – Favorable vs. Unfavorable

- All FAVORABLE and UNFAVORABLE responses shown
- Listed In Numerical Question Order

	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree
Q.10 I would advise a family member or friend to apply for a job at Richland County.	7%	9%	32%	34%	18%
Q.11 The benefits offered to me at Richland County meet my needs.	6%	16%	31%	39%	7%
Q.15.1 Compensation levels are competitive with other organizations like Richland County.	23%	32%	28%	13%	3%
Q.15.2 I am paid fairly for the work I perform at Richland County.	23%	33%	23%	17%	4%
Q.15.3 I am adequately rewarded and recognized for my contributions at work.	18%	25%	30%	22%	5%
Q.17.1 I understand what is expected of me in my current role.	0%	2%	6%	43%	49%
Q.17.2 My direct supervisor / manager has a deep understanding of my day-to-day responsibilities.	3%	7%	13%	35%	41%
Q.17.3 My direct supervisor/manager effectively supports me as I conduct my role at a high level and develops my career.	23%	33%	23%	17%	4%
Q.17.4 My direct supervisor/manager provides the coaching necessary for me to develop my career.	6%	11%	25%	29%	29%
Q.17.5 I am sufficiently recognized for my contributions by my direct supervisor/manager.	10%	12%	24%	31%	23%
Q.17.6 I am sufficiently recognized for my contributions by Richland County leadership.	15%	17%	36%	21%	11%
Q.17.7 I believe that advancement opportunities will exist when I am ready to advance.	17%	18%	31%	24%	10%
Q.17.8 I am satisfied with the learning and development opportunities resources and tools offered to me at Richland County.	7%	15%	34%	32%	11%
Q.17.9 Richland County is accommodating with respect to my personal responsibilities outside of work.	5%	6%	25%	41%	23%
Q.17.10 I am provided the necessary training to do my job efficiently.	5%	8%	21%	44%	23%
Q.19 I am given the proper resources, development, training, certifications and equipment I need to perform my job safely.	2%	7%	22%	48%	20%
Q.23.1 I believe the Richland County work environment is safe.	3%	6%	18%	49%	24%
Q.23.2 I feel my Dept.'s work has a positive impact on the community.	1%	2%	10%	42%	43%
Q.23.3 My department values diversity, inclusion, and civility.	2%	5%	12%	41%	39%
Q.24.1 The communication I receive from my direct supervisor/manager is clear.	3%	7%	16%	41%	33%
Q.24.2 I receive communication from my direct supervisor/manager at the right frequency.	3%	9%	17%	41%	31%
Q.24.3 The communication received from my direct supervisor/manager is relevant to my job.	2%	4%	13%	48%	33%
Q.24.4 The communication I receive from Richland County leadership is clear.	4%	11%	31%	38%	16%
Q.24.5 I receive communication from Richland County leadership at the right frequency.	4%	11%	35%	36%	14%
Q.24.6 The communication receive from Richland County leadership is relevant to my job.	3%	10%	33%	38%	16%
Q.24.7 The communication I receive from Human Resources is clear.	5%	9%	29%	41%	16%
Q.24.8 I receive communication from Human Resources at the right frequency.	4%	10%	31%	40%	15%
Q.24.9 The communication receive from Human Resources is relevant to my job.	3%	9%	34%	40%	14%



Employee Engagement Survey – Favorable vs. Unfavorable

- All FAVORABLE average answer results
- Listed from highest to lowest average score

	1	2	3	4	5	Scale 1-5 Average
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Q.17.1 I understand what is expected of me in my current role.	0%	2%	6%	43%	49%	4.39
Q23.2 I feel my Dept.'s work has a positive impact on the community.	1%	2%	10%	42%	43%	4.18
Q.24.3 The communication received from my direct supervisor/manager is relevant to my job.	2%	4%	13%	48%	33%	4.08
Q23.3 My department values diversity, inclusion, and civility.	2%	5%	12%	41%	39%	4.07
Q.17.2 My direct supervisor / manager has a deep understanding of my day-to-day responsibilities.	3%	7%	13%	35%	41%	4.01



Employee Engagement Survey – Favorable vs. Unfavorable

- All UNFAVORABLE average answer results
- Listed from lowest to highest average score

	1	2	3	4	5	Scale 1-5 Average
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	
Q.15.1 Compensation levels are competitive with other organizations like Richland County.	23%	32%	28%	13%	3%	2.38
Q.17.3 My direct supervisor/manager effectively supports me as I conduct my role at a high level and develops my career.	23%	33%	23%	17%	4%	2.46
Q.15.2 I am paid fairly for the work I perform at Richland County.	23%	33%	23%	17%	4%	2.46
Q.15.3 I am adequately rewarded and recognized for my contributions at work.	18%	25%	30%	22%	5%	2.71
Q.17.7 I believe that advancement opportunities will exist when I am ready to advance.	17%	18%	31%	24%	10%	2.92
Q.17.6 I am sufficiently recognized for my contributions by Richland County leadership.	15%	17%	36%	21%	11%	2.96



Employee Engagement Survey – Favorable vs. Unfavorable

- All NEUTRAL average answer results
- Listed from highest to lowest average score

	1	2	3	4	5	Scale 1-5
	Strongly Disagree	Disagree	Neutral	Agree	Strongly Agree	Average
Q.24.1 The communication I receive from my direct supervisor/manager is clear.	3%	7%	16%	41%	33%	3.95
Q.24.2 I receive communication from my direct supervisor/manager at the right frequency.	3%	9%	17%	41%	31%	3.89
Q.23.1 I believe the Richland County work environment is safe.	3%	6%	18%	49%	24%	3.85
Q17.10 I am provided the necessary training to do my job efficiently.	5%	8%	21%	44%	23%	3.75
Q.19 I am given the proper resources, development, training, certifications and equipment I need to perform my job safely.	2%	7%	22%	48%	20%	3.74
Q17.9 Richland County is accommodating with respect to my personal responsibilities outside of work.	5%	6%	25%	41%	23%	3.71
Q.17.4 My direct supervisor/manager provides the coaching necessary for me to develop my career.	6%	11%	25%	29%	29%	3.64
Q.24.7 The communication I receive from Human Resources is clear.	5%	9%	29%	41%	16%	3.55
Q.24.9 The communication receive from Human Resources is relevant to my job.	3%	9%	34%	40%	14%	3.54
Q.24.8 I receive communication from Human Resources at the right frequency.	4%	10%	31%	40%	15%	3.53
Q.24.6 The communication receive from Richland County leadership is relevant to my job.	3%	10%	33%	38%	16%	3.53
Q.24.4 The communication I receive from Richland County leadership is clear.	4%	11%	31%	38%	16%	3.52
Q.10 I would advise a family member or friend to apply for a job at Richland County.	7%	9%	32%	34%	18%	3.47
Q.24.5 I receive communication from Richland County leadership at the right frequency.	4%	11%	35%	36%	14%	3.46
Q.17.5 I am sufficiently recognized for my contributions by my direct supervisor/manager.	10%	12%	24%	31%	23%	3.45
Q.11 The benefits offered to me at Richland County meet my needs.	6%	16%	31%	39%	7%	3.22
Q17.8 I am satisfied with the learning and development opportunities resources and tools offered to me at Richland County.	7%	15%	34%	32%	11%	3.22

ADDENDUM TO JUNE 18, 2019 AGENDA

Additional Briefing Documentation for
Agenda Item #16(a): Recommendation on ALTA
Survey for Blythewood Industrial Park Site



Agenda Briefing

To: Chair Paul Livingston and Members of Council
Prepared by: Tiffany Harrison
Department: Economic Development
Date Prepared: June 11, 2019 **Meeting Date:** June 18, 2019
Subject: Blythewood ALTA Survey

Recommended Action:

Contract with American Engineering to complete an ALTA Survey for the Blythewood site.

Motion Requested:

Motion to approve the contract with American Engineering not to exceed \$134,000 to complete an ALTA Survey for the Blythewood Site.

Request for Council Reconsideration: Yes

Fiscal Impact:

Funds are available in the Economic Development budget.

Motion of Origin:

This matter was referred to the full Council by the Economic Development Committee.

Council Member	Economic Development Committee
Meeting	
Date	June 04, 2019

Discussion:

As part of the acquisition of the 1,349-acre Blythewood Industrial Site, the County will need to conduct a survey before closing. In the case of a large property purchase like this, an ALTA survey is recommended. ALTA surveys provide more comprehensive and detailed information than a traditional boundary survey and include research on title, easements, encroachments and setbacks on the property. ALTA surveys also compare and verify legal descriptions.

Since ALTA surveys require more legwork than a boundary survey, they are more expensive and take longer to complete, but provide a higher level of protection to the purchaser.

The projected timeframe to complete an ALTA survey is approximately 6-8 weeks. The county does not currently have a surveyor on staff, nor does it have an on-call contract with a surveying firm. The deadline to close on the property purchase is November 1, 2019. However, if all goes as planned, the county could be in a position to close as early as September 1, 2019. In order to be ready for closing in September, the survey work will need to begin in early June.

Originally, staff thought it would be possible to use the consultant that completed the master plan on the site and have one boundary survey drawn. However, legal counsel highly recommended surveying each of the 18 parcels individually, which significantly increased the scope of work and price. ED staff worked with procurement and solicitation #RC-198-P-2019 was issued, with responses due by May 28, 2019. Four responses were received; the selection committee reviewed the packages and made the recommendation to award the contract to American Engineering

Attachments:

1. Consolidated Evaluation

Consolidated Evaluations					
Evaluation Criteria RC- Project Name	Maximum Points	GEL Eng.	American Eng. Cons.	AECOM	Thomas & Hutton
Performance History	40				
Evaluator 1		35	40	40	40
Evaluator 2		30	40	40	40
Evaluator 3		25	35	30	36
	120	90	115	110	116
Scope of Services	25				
Evaluator 1		20	25	25	25
Evaluator 2		25	25	25	25
Evaluator 3		13	25	20	20
	75	58	75	70	70
Personnel Experience	20				
Evaluator 1		20	20	20	20
Evaluator 2		20	20	20	20
Evaluator 3		18	18	18	18
	60	58	58	58	58
Availability	15				
Evaluator 1		15	15	15	15
Evaluator 2		15	15	15	15
Evaluator 3		10	10	14	13
	45	40	40	44	43
GRANDTOTAL	300	246	288	282	287