



RICHLAND COUNTY GOVERNMENT

Office of the County Administrator

Administrative Memorandum 12-3

To: Richland County Government Employees
From: Richland County Administrator Gerald Seals
Date: December 29, 2017
Subject: End of Year Message

Dear Richland County Employees:

Each of us has felt the sting of a broken promise. Broken promises leave lasting impressions that teach us the importance of honoring each promise we make. In my December 30, 2016 "End of the Year Message" to you, 2017 was envisioned as a "year of hope." I included five promises in that message:

- To be accessible.
- To work with County Council to solve problems.
- To work with County Council to operate the government of Richland County so that it is fiscally strong and proactive.
- To work with County Council to improve employee compensation.

Let's reflect briefly on each promise.

To be accessible: On average, two employees visited with me every 10 days during 2017. Several of you are members of the newly established "Employee Advisory Council to the County Administrator." A new employee newsletter and the recognition program are almost ready for "rollout"—thank you for your helpful input. As we work to deliver services to residents effectively and efficiently, it is imperative that the needs and concerns of those delivering the services are heard and addressed. Your ideas and feedback are valuable, and the commitment to maintain an open-door policy will continue. During 2018, let me hear from you!

To work with County Council to solve problems: Richland County had its share of challenges, but we have made steady progress in solving several issues: increasing salaries for our frontline employees in EMS and the Alvin S. Glenn Detention Center; attracting and retaining a talented workforce through incentives such as tuition reimbursement; and addressing the increases in health care insurance premiums by exploring options such as the implementation of an on-site wellness clinic. We also moved from budgeting in spreadsheets to using the appropriate financial software during the next biennium budget process; developed a plan to address the needs that are internal to the organization and external of our constituents; and kicked off Richland Renaissance to improve the delivery of services to residents.

To work with County Council to operate the government of Richland County so that it is fiscally strong and proactive: We are committed to putting our financial house in order. As such, we implemented the biennium budget process and are revamping the capital improvement program. County Council also approved reallocating unspent bond funds to address various capital needs.

To work with County Council to improve employee compensation: In addition to addressing EMS and detention center salaries of frontline employees, we commissioned the Total Rewards Study to make market based analysis and recommendations for competitive salaries. The study will be completed in spring 2018. Upon completion, I will work with an employee team to recommend a plan of implementation to County Council.

We've come a long way—thanks to County Council and you, the promises have been kept. Thank you for your excellence. I am proud to be one of you. Now, we begin 2018 with much excitement. We have much to which to look forward. During 2018, we will:

- Continue the aforementioned five promises.
- Begin implementing Richland Renaissance.
- Implement the Total Rewards Study.
- Launch the Employee Appreciation program.
- Open the employees' Health and Wellness Center.
- Continue to practice fiscal and budgetary excellence.

We will carry out these new and exciting initiatives throughout 2018. Let each of us also daily spread the word by personal declaration made by attitude evinced, service delivered, and deeds accomplished, that, "I proudly work for Richland County!"

In the spirit of Excellence,

Gerald Seals
County Administrator