

**Special Called Meeting
February 09, 2016 - 6:00 PM
Council Chambers**

Call to Order

- 1 The Honorable Torrey Rush

Invocation

- 2 The Honorable Jim Manning

Pledge of Allegiance

- 3 The Honorable Jim Manning

Presentations

- 4 Capital City/Lake Murray Country RTB: Miriam Atria, President/CEO

Approval of Minutes

- 5 Special Called Meeting: January 12, 2016 [PAGES 10-16]

Adoption of Agenda

- 6

Report of the Attorney for Executive Session Items

- 7 a. Pending Litigation: Jones vs. Richland County
- b. Department of Revenue Update

Citizen's Input

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

Report of the County Administrator

- 9 a. Introduction of New Employees

Report of the Clerk of Council

- 10 a. Allen University Class of 1966 Golden Anniversary Sponsorship Request

Report of the Chairman

- 11 a. Personnel Matter

Open/Close Public Hearings

- 12 a. An Ordinance Amending the Fiscal Year 2015-2016 Court Appointed Special Advocates Training Grant Annual Budget to add Two New CASA Case Worker positions
- b. An Ordinance Amending the Richland County Code of Ordinances; Chapter 17, Motor Vehicles and Traffic; Article 11, General Traffic and Parking Regulations; Section 17-10, Parking in Residential and Commercial Zones of the County; so as to prohibit the parking of motor vehicles in the front yard in certain Residential Zoning Districts
- c. An Ordinance Amending the Richland County Code of Ordinances; Chapter 18, Offenses; Section 18-4, Weeds and Rank Vegetation; so as to amend the time for notification

Consent Items

- 13** 15-45MA
I. S. Leevy Johnson
RU to GC (15+ Acres)
Cushman Drive
11616-01-04 [SECOND READING] [PAGES 17-18]
- 14** 15-46MA
Robert Burger
RU to NC (4.51 Acres)
4126 Hardscrabble Rd.
20200-03-29 [SECOND READING] [PAGES 19-20]
- 15** Acceptance of funds from the SCE&G energy incentive program and First Vehicle Services [PAGES 21-25]
- 16** 6319 Shakespeare Road Acquisition Addendum [PAGES 26-38]
- 17** An Ordinance Authorizing Quit Claim Deeds to Shelby King and William Short for parcels of land located in Richland County, known as the Olympia Alleyways, and abutting TMS # 11203-12-17 and 11203-12-13 [FIRST READING] [PAGES 39-45]
- 18** Council member Jackson's Motion Regarding Hourly Rates for Transportation Engineers and Part-time Interns [AS INFORMATION] [PAGES 46-53]

Third Reading Items

- 19** 15-35MA
Cynthia Weatherford
RS-HD to LI (1.27 Acres)
2610 Harlem St.
16204-08-01 [PAGES 54-55]
- 20** An Ordinance Amending the Fiscal Year 2015-2016 Court Appointed Special Advocates Training Grant Annual Budget to add two new CASA Case Worker positions [PAGES 56-63]

- 21 An Ordinance Amending the Richland County Code of Ordinances; Chapter 18, Offenses; Section 18-4, Weeds and Rank Vegetation; so as to amend the time for notification [PAGES 64-66]

Report of Development and Services Committee

- 22 Resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300 [PAGES 67-96]
- 23 Consider Request from the Columbia Housing Authority to Waive Tipping Fees at the Richland County C&D Landfill for Demolition Debris from the Gonzales Gardens Apartment Complex [PAGES 97-196]

Report of the Administration and Finance Committee

- 24 Changes to Policy on Requiring Employees to Sign Documents [PAGES 197-212]

Economic Development Committee

- 25 a. An Ordinance Authorizing the First Amendment of that certain Inducement and Millage Rate Agreement and Lease Agreement by and between Richland County, South Carolina and Koyo Bearings North America, LLC (f/k/a Koyo Bearings USA, LLC), relating to, without limitation, the extension of the term of the project [PAGES 214-226]
- b. A Resolution Authorizing the extension of the FILOT term under an October 1, 1996, Lease Purchase Agreement by and between Richland County, South Carolina, and Bose Corporation [PAGES 227-228]
- c. A Resolution supporting the creation of a nonprofit corporation with Midlands Technical College Enterprise Campus Authority for the purpose of developing and marketing the enterprise campus in order to attract new and expanding commercial and manufacturing enterprises to Richland County and other matters related thereto [PAGES 229-231]

Report of the Rules and Appointments Committee

Notification of Vacancies

- 26 a. Animal Care Advisory Committee - 2

- b. Board of Zoning Appeals - 1
- c. Music Festival Commission - 1
- d. Transportation Penny Advisory Committee - 2
- e. Business Service Center - 1 (Applicant must be from the Business Industry)
- f. Hospitality Tax Committee - 3 (Two of the applicants must have a background in the Restaurant Industry; other position is at-large)
- g. Internal Audit Committee - 1 (Applicant must be a CPA)

Notification of Appointments

- 27** Accommodations Tax Committee - 2 (One at-large position and one position with a background in the Cultural Industry) [PAGES 232-233]
 - a. Andrew R. Lucas
- 28** Business Service Center Appeals Board - 1 (Applicant must be a CPA) [PAGES 234-235]
 - a. A. Dowl Knight
- 29** Richland Memorial Hospital Board - 3 [PAGES 236-261]
 - a. Shirley D. Mills
 - b. Jennifer Ford-Cooper
 - c. Ray Borders Gray
 - d. Carolyn Rebecca Seabrook
 - e. Robert Henry Wynn, Jr.
 - f. Dr. Traci Young Cooper

Other Items

- 30** 2016 Council Retreat Directive: [PAGES 262-264]

- a. A Resolution to express Richland County's request that the South Carolina General Assembly fully fund the Local Government Fund to both provide property taxpayers with the relief they have been promised and allow county government the ability to provide the State and Local Government Services mandated by State Law [PAGES 265-266]
- b. Business License Fee Restrictions [PAGE 267]
- c. An Ordinance allowing for the temporary waiver of building permit fees and plan review fees for homeowners, contractors, and "Volunteer Organizations Active in Disaster" (VOAD's), and allowing for the temporary waiver of business license fees for contractors and "Volunteer Organizations Active in Disaster" (VOAD's) [FIRST READING] [PAGES 268-269]

31 Fiscal Year 2016-2017 Budget Calendar [PAGE 270]

32 DECKER CENTER AD HOC COMMITTEE: [PAGES 271-276]

a. Construction Update [PAGES 272-274]

b. Decker Change Order #2 [PAGES 275-276]

c. Sustainability Signage Update

Citizen's Input

33 Must Pertain to Items Not on the Agenda

Executive Session

Motion Period

34 a. As a part of the eligibility requirements of outside agencies receiving funding from Richland County, regardless of the funding source (i.e., Discretionary Grant Program/General Fund, Accommodations Tax & Hospitality Tax), organizations must provide the following:

1. Current organizational line item operating budget reflecting sources and amounts of income and expenditures for the organization as a whole, not just the program or project being supported by County funds
2. IRS determination letter indicating the organization's 501 c 3 charitable status
3. Proof of current registration as a charity with the SC Secretary of State's Office

4. Current list of board of directors

5. Most recent 990 tax return

In addition to the abovementioned requirements, the eligibility requirements of outside agencies receiving funding from Richland County through the Hospitality Tax must be met:

1. Applicant organizations must have been in existence for at least one (1) year prior to requesting funds

2. Primary goal is to attract additional visitors through tourism promotion

3. Agencies cannot be an individual, fraternal organization, religious organization, or an organization that supports and/or endorses political campaigns

4. All funds must be spent on direct program expenditures by the organization that is granted the allocation

Given this information, I move that beginning in FY18 all organizations that use a fiscal agent to administer grant funded projects through the Hospitality Tax grant program can only do so for one fiscal year, after which they must have a 501(c)(3) tax exempt status to receive future Hospitality Tax grant funds from the County. [LIVINGSTON & MALINOWSKI]

b. Based on the recommendations of the diversity consultant, move that Council request staff to explore the feasibility of conducting a Workplace Diversity Study to include not simply a statistical analysis of the County workforce but also those factors brought up by Councilman Livingston regarding inclusion and accommodation. Upon receipt of the staff report, Council would then address if and when to move forward with this study and determine a means to pay for it. [PEARCE, DIXON and MANNING]

c. I move that Council develop a Diversity Statement for Richland County [MANNING]

d. Create a Diversity Statement for Richland County [MALINOWSKI]

e. "Richland County is an Equal Opportunity Nondiscrimination Employer". I move that Richland County adapt these words as its Diversity Statement [JACKSON]

f. Prior to budget meetings, Council needs to decide if they will not provide funding to organizations who initially received one-time funding but have been receiving it for multiple years [MALINOWSKI]

g. Add to Council Rules - All Regular and Special Called Council meetings will be broadcast [MALINOWSKI and MANNING]

h. Have Human Resources expand recruitment efforts to encompass diverse agencies/organizations, such as the National Association of Multicultural Engineering, in order to reach out to a larger and more diverse applicant pool [MALINOWSKI]

i. That Richland County request the state Legislature to eliminate the unnecessary restrictions on how Hospitality Tax revenue can be used.

The Legislature has dictated that revenue from this 2 % tax on prepared meals be restricted to projects related to “tourism”. That means local governments can’t apply these funds to more pressing needs, such as road improvements. Richland County certainly faces some major infrastructure challenges, especially in the aftermath of the recent floods. If we are going to pull money from hard-working taxpayers, we should at least be able to spend it where it’s most needed.

In the absence of such legislative action I move we abolish the Hospitality Tax so citizens can keep more of their money. The combined burden of the Hospitality Tax and the Transportation Tax is too much to ask people to shoulder.

Certainly a proposal as this will likely stir strong feelings both for and against, but at the very least, we should have a meaningful discussion about the issue [MALINOWSKI]

j. Resolution to recognize February as Teen Domestic Violence Awareness Month in Richland County [DIXON]

k. I move that the remaining \$5,000 in undesignated H-Tax be assigned to the Columbia Classical Ballet Company and Columbia City Ballet's joint event on March 15, 2016 as they bring the Richland County native, now with Washington Ballet, Brooklyn Mack and American Ballet Theatre's Misty Copeland to Richland County. The luncheon event will include their sharing experiences in the world of ballet, how they rose to the top of their fields, the importance of diversity in the arts, and why it is important for the culture of our community to continue to showcase ballet. [MANNING, JETER, LIVINGSTON and PEARCE]

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

SOUTH CAROLINA

SPECIAL CALLED MEETING

January 12, 2016
4:45 PM
County Council Chambers

In accordance with the Freedom of Information Act, a copy of the agenda was sent to radio and TV stations, newspapers, persons requesting notification, and was posted on the bulletin board located in the lobby of the County Administration Building

CALL TO ORDER

Mr. Rush called the meeting to order at approximately 4:46 PM

APPROVAL OF MINUTES

Special Called Meeting: December 15, 2015 – Ms. Dickerson moved, seconded by Ms. Dixon, to approve the minutes as distributed. The vote in favor was unanimous.

Zoning Public Hearing – Mr. Pearce moved, seconded by Mr. Malinowski, to approve the minutes as distributed. The vote in favor was unanimous.

ADOPTION OF THE AGENDA

Mr. Livingston moved, seconded by Ms. Dickerson, to adopt the agenda as published. The vote in favor was unanimous.

ELECTION OF THE CHAIR

Mr. Pearce moved, seconded by Mr. Livingston, to nominate Mr. Rush for the position of Council Chair.

Mr. Jackson moved, seconded by Ms. Dixon, to nominate Ms. Dickerson for the position of Council Chair.

Mr. Pearce moved, seconded by Mr. Washington, to close the floor for nominations. The vote in favor was unanimous.

FOR

Malinowski
Rose
Pearce
Rush
Livingston
Washington
Manning
Jeter

AGAINST

Dixon
Jackson
Dickerson



Committee Members Present

Torrey Rush, Chair
Greg Pearce, Vice Chair
Joyce Dickerson
Julie-Ann Dixon
Norman Jackson
Damon Jeter
Paul Livingston
Bill Malinowski
Jim Manning
Seth Rose
Kelvin E. Washington, Sr.

Others Present:

Tony McDonald
Warren Harley
Monique McDaniels
Kimberly Roberts
Michelle Onley
Geo Price
Roxanne Ancheta
Daniel Driggers
Kevin Bronson
Larry Smith
Beverly Harris
Brandon Madden
Chris Gossett
Rob Perry
Quinton Epps
Rudy Curtis
Brad Farrar
Dwight Hanna
Valeria Jackson
Ismail Ozbek

Mr. Smith gave an overview of the duties of the Council Chair.

The vote was in favor of Mr. Rush for Council Chair.

ELECTION OF VICE CHAIR

Mr. Livingston moved, seconded by Mr. Rush, to nominate Mr. Pearce for the position of Vice Chair.

Ms. Dickerson moved, seconded by Mr. Jackson, to nominate Ms. Dixon for the position of Vice Chair.

<u>FOR</u>	<u>AGAINST</u>
Malinowski	Dixon
Rose	Jackson
Pearce	Dickerson
Rush	Washington
Livingston	Manning
Jeter	

The vote was in favor of Mr. Pearce for Vice Chair of Council.

SELECTION OF SEATS

Mr. Rush stated the next order of business was the selection of seats.

(The selection of seats was taken up by seniority and continued in alphabetical order.)

The seats were selected from left to right as follows:

1. Rose
2. Malinowski
3. Dixon
4. Jackson
5. Pearce
6. Rush
7. Livingston
8. Dickerson
9. Washington
10. Manning
11. Jeter

OTHER ITEM

Flood Recovery – No update was given. This item will be discussed at the Council Retreat.

Mr. Washington inquired about the status of the well testing.

Mr. McDonald stated staff could provide that information to Council.

Mr. Jeter inquired about whose responsibility it is to repair the private dams.

Mr. Jackson inquired about the National Guard working to assist with repairs to the dams and/or roads.

Mr. McDonald stated the information that has been provided to the County is the National Guard has not been approved to do any of the dam work.

MOTION PERIOD

- a. **Resolution in Support of “Stepping Up” to Reduce the Number of People with Mental Illness in Jails [WASHINGTON]** – Mr. Manning moved, seconded by Mr. Pearce, to adopt the resolution in support of “Stepping Up”. The vote in favor was unanimous.
- b. **In light of recent events, it has become abundantly clear that changes need to be made related to the Transportation Penny. This Council has the duty, to the best of its ability, to procure, manage and oversee the Transportation Penny with transparency, fiscal responsibility and without even the appearance of impropriety. As such, I make the following motions:**
 1. **I move that the Significant Purchase Ordinance (Richland County Code Section 2-591) be immediately repealed in its entirety** – This item was referred to the Transportation Ad Hoc Committee.
 2. **I move that the Transportation Advisory Committee (“TPAC”), be renamed the Citizens’ Transportation Advisory and Oversight Committee, that it be codified in the Richland County Code of Ordinances, that its Chair be an ex officio member of the Transportation Ad Hoc Committee, and that its purpose and duties be amended as follows:**

Purpose: To foster an objective and transparent oversight of the Transportation Penny program and expenditures, the Committee shall review expenditures to ensure the tax is being expended in accordance with projects list and Transportation Penny ordinance, and shall make recommendations regarding the Transportation Penny to Council.

Duties:

- a. **Advisory Duties:**
 - i. **The Committee shall provide a recommendation on any modification to the projects list not consistent with the generic description of the project(s) (i.e. the addition of new projects not currently on the projects list; etc.) Any modifications to the projects list consistent with the generic description of the project(s) shall not require a recommendation of the TPAC (i.e. minor revisions to a project on the projects list not impacting the overall scope of the project).**

- ii. The Committee shall recommend any reordering of the prioritization (if applicable) of the projects list.
- iii. The Committee shall annually review and make recommendations regarding the Comprehensive County Transportation Improvement Program ("CTIP").
- iv. The Committee shall review all Public Information Displays and Handouts and recommend changes, if applicable.
- v. The Committee Chair shall quarterly make a report/presentation to Council as to any findings and/or recommendations regarding the Transportation Penny.
- vi. Nothing herein shall give the Committee any right to direct staff, approve contracts or project lists, or define the scope of any project; such authority remains within the purview of the Council or professional staff.

b. Oversight and Reporting Duties:

- i. Receive and review monthly expenditure reports provided by the County and/or the PDT to ensure compliance with the Transportation Penny ordinance. The Committee may at any time request copies of all monthly invoices for Transportation Penny expenditures. The Committee further has the authority to refer any potential discrepancies to the Richland County Internal Audit Committee for review and report.
- ii. Receive and review all executed contracts to be paid from Transportation Penny money, and report any problems, issues, or discrepancies to the Richland County Internal Audit Committee, or Council, as applicable.
- iii. Prepare and present to Council an annual audit, or if the County has conducted an independent audit, review such audit and present its findings to Council. - This item was referred to the Transportation Ad Hoc Committee.

3. **Moving forward the SLBE program shall be funded from the Richland County General Fund, not the Transportation Penny tax, and all penny revenue already spent on the SLBE program shall be fully reimbursed to the Penny Transportation program [ROSE]** - This item was referred to the Transportation Ad Hoc Committee.

- c. **Motion that amends the Richland County Code of Ordinances to provide that no person shall leave or confine an animal in any unattended motor vehicle under conditions that endanger the health and well-being of an animal due to heat, cold, lack of adequate ventilation, or lack of food or water, or other circumstances that could reasonably be expected to cause suffering, disability, or death to the animal.**

Allow that unless the animal suffers great bodily injury, a first conviction for violation of this section is punishable by a fine not exceeding one hundred dollars (\$100) per animal. If the animal suffers great bodily injury, a violation of this section is punishable by a fine not exceeding five hundred dollars (\$500), imprisonment in a county jail not exceeding six months, or by both a fine and

imprisonment. Any subsequent violation of this section, regardless of injury to the animal, is also punishable by a fine not exceeding five hundred dollars (\$500), imprisonment in a county jail not exceeding six months, or by both a fine and imprisonment.

To allow a law enforcement officer or an animal control officer to remove an animal from a motor vehicle if the animal's safety appears to be in immediate danger from heat, cold, lack of adequate ventilation, lack of food or water, or other circumstances that could reasonably be expected to cause suffering, disability, or death to the animal.

A law enforcement officer or animal control officer who removes an animal from a motor vehicle shall take it to an animal shelter or other place of safekeeping or, if the officer deems necessary, to a veterinary hospital for treatment.

A law enforcement officer or animal control officer is authorized to take all steps that are reasonably necessary for the removal of an animal from a motor vehicle, including, but not limited to, breaking into the motor vehicle, after a reasonable effort to locate the owner or other person responsible.

A law enforcement officer or animal control officer who removes an animal from a motor vehicle shall, in a secure and conspicuous location on or within the motor vehicle, leave written notice bearing his or her name and office, and the address of the location where the animal can be claimed. The animal may be claimed by the owner only after payment of all charges that have accrued for the maintenance, care, medical treatment, or impoundment of the animal.

This section does not affect in any way existing liabilities or immunities in current law, or create any new immunities or liabilities [MANNING] – This item was referred to the Ordinance Review Ad Hoc Committee.

- d. A resolution honoring The Honorable Chief Justice Jean Hofer Toal for her dedicated services to the State of South Carolina [JACKSON, MANNING, LIVINGSTON, ROSE and DICKERSON] – Mr. Manning moved, seconded by Mr. Livingston, to adopt a resolution honoring The Honorable Chief Justice Jean Hofer Toal. The vote in favor was unanimous.
- e. Richland County Council Regular Meeting Schedule for Calendar Year 2016:

County Council Rule 1.5(a) provides that "Regular meetings of County Council shall be held on the first and third Tuesday of each month at 6:00 PM, unless otherwise scheduled by the Chair for good cause, with the consent of the majority of the Council members present."

South Carolina Code of Laws Section 3-4-80, a part of the Freedom of Information Act, provides that "All public bodies...must give written public notice of their regular meetings at the beginning of each calendar year. The notice must include the dates, times, and places of such meetings."

Based on the Freedom of Information Act and Council's Rules, I move that County Council hold its regular meetings:

1. On the first and third Tuesday of each month except hereafter follows;

2. There will be no regular Council meetings in August during Council's recess;
 3. Regular meetings scheduled for a day other than a Tuesday may be held and will be considered regular meetings provided they are listed among the dates below;
 4. The time of regular meetings of Council shall be 6:00 PM Eastern time; and
 5. The location of Council's regular meetings shall be 2020 Hampton Street in Columbia, South Carolina (the County Administration Building), in Council Chambers, unless there is an unexpected manmade or natural occurrence that necessitates moving the meeting to another location within the Administration Building. For example, if we gather in this room and the power malfunctions, or if the heating or air conditioning presents an unreasonable environment, or some common sense reason why we might need to pick up and move to, for example, the 4th Floor large conference room, the spirit and intent of this motion is to allow enough flexibility to not have to cancel, postpone or reschedule a Council meeting if we have to move to another room in the same building for a legitimate reason that is foreseeable but not known at the time of this motion; and
 6. Subject to the above, here are the dates of Council's regular meetings for 2016: February 16, 2016; March 1, 2016; March 15, 2016; April 5, 2016; April 19, 2016; May 3, 2016; May 17, 2016; June 7, 2016; June 21, 2016; July 12, 2016; September 13, 2016; September 20, 2016; October 4, 2016; October 18, 2016; November 1, 2016; November 15, 2016; December 6, 2016; and December 13, 2016 [MANNING] – This item was referred to the Rules & Appointments Committee.
- f. **Motion to reconsider the role of the Transportation Penny Advisory Committee (TPAC), the Penny Tax Citizen Watchdog group [JACKSON]** – This item was referred to the Transportation Ad Hoc Committee.

EXECUTIVE SESSION

Mr. Smith stated the following items were potential Executive Session Items:

a. **Legal Briefing Update**

*Council went into Executive Session at approximately 5:28 p.m.
and came out at approximately 5:46 p.m.*

a. **Legal Briefing Update** – No action was taken.

ADJOURNMENT

The meeting adjourned at approximately 5:48 PM.

Torrey Rush, Chair

Greg Pearce, Vice-Chair

Joyce Dickerson

Julie-Ann Dixon

Norman Jackson

Damon Jeter

Paul Livingston

Bill Malinowski

Jim Manning

Seth Rose

Kelvin E. Washington, Sr.

The Minutes were transcribed by Michelle M. Onley, Deputy Clerk of Council

Richland County Council Request of Action

Subject:

15-45MA

I. S. Leevy Johnson

RU to GC (15+ Acres)

Cushman Drive

11616-01-04 [SECOND READING]

FIRST READING: December 15, 2015

SECOND READING: February 9, 2016 {Tentative}

THIRD READING: February 16, 2016 {Tentative}

PUBLIC HEARING: December 15, 2015

STATE OF SOUTH CAROLINA
COUNTY COUNCIL OF RICHLAND COUNTY
ORDINANCE NO. ___-16HR

AN ORDINANCE OF THE COUNTY COUNCIL OF RICHLAND COUNTY, SOUTH CAROLINA, AMENDING THE ZONING MAP OF UNINCORPORATED RICHLAND COUNTY, SOUTH CAROLINA, TO CHANGE THE ZONING DESIGNATION FOR THE REAL PROPERTY DESCRIBED AS TMS # 11616-01-04 FROM RU (RURAL DISTRICT) TO GC (GENERAL COMMERCIAL DISTRICT); AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

Pursuant to the authority granted by the Constitution of the State of South Carolina and the General Assembly of the State of South Carolina, BE IT ENACTED BY RICHLAND COUNTY COUNCIL:

Section I. The Zoning Map of unincorporated Richland County is hereby amended to change the real property described as TMS # 11616-01-04 from RU (Rural District) zoning to GC (General Commercial District) zoning.

Section II. Severability. If any section, subsection, or clause of this Ordinance shall be deemed to be unconstitutional, or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

Section III. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

Section IV. Effective Date. This ordinance shall be effective from and after _____, 2016.

RICHLAND COUNTY COUNCIL

By: _____
Torrey Rush, Chair

Attest this _____ day of
_____, 2016.

S. Monique McDaniels
Clerk of Council

Public Hearing: December 15, 2015
First Reading: December 15, 2015
Second Reading: February 9, 2016 (tentative)
Third Reading:

Richland County Council Request of Action

Subject:

15-46MA

Robert Burger

RU to NC (4.51 Acres)

4126 Hardscrabble Rd.

20200-03-29 [SECOND READING]

FIRST READING: December 15, 2015

SECOND READING: February 9, 2016 {Tentative}

THIRD READING: February 16, 2016 {Tentative}

PUBLIC HEARING: December 15, 2015

STATE OF SOUTH CAROLINA
COUNTY COUNCIL OF RICHLAND COUNTY
ORDINANCE NO. ___-16HR

AN ORDINANCE OF THE COUNTY COUNCIL OF RICHLAND COUNTY, SOUTH CAROLINA, AMENDING THE ZONING MAP OF UNINCORPORATED RICHLAND COUNTY, SOUTH CAROLINA, TO CHANGE THE ZONING DESIGNATION FOR THE REAL PROPERTY DESCRIBED AS TMS # 20200-03-29 FROM RU (RURAL DISTRICT) TO NC (NEIGHBORHOOD COMMERCIAL DISTRICT); AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

Pursuant to the authority granted by the Constitution of the State of South Carolina and the General Assembly of the State of South Carolina, BE IT ENACTED BY RICHLAND COUNTY COUNCIL:

Section I. The Zoning Map of unincorporated Richland County is hereby amended to change the real property described as TMS # 20200-03-29 from RU (Rural District) zoning to NC (Neighborhood Commercial District) zoning.

Section II. Severability. If any section, subsection, or clause of this Ordinance shall be deemed to be unconstitutional, or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

Section III. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

Section IV. Effective Date. This ordinance shall be effective from and after _____, 2016.

RICHLAND COUNTY COUNCIL

By: _____
Torrey Rush, Chair

Attest this _____ day of
_____, 2016.

S. Monique McDaniels
Clerk of Council

Public Hearing: December 15, 2015
First Reading: December 15, 2015
Second Reading: February 9, 2016 (tentative)
Third Reading:

Richland County Council Request of Action

Subject:

Acceptance of funds from the SCE&G energy incentive program and First Vehicle Services

January 12, 2016 – The Committee recommended that Council approve the request to accept funds from the SCE&G energy incentive program and First Vehicle Services in the amount of \$90,818.97 as revenue, and to place the funds in the Support Services Sheriff's HQ and Fleet Management budgets to fund planned maintenance projects.

Richland County Council Request of Action

Subject: Acceptance of funds from the SCE&G energy incentive program and First Vehicle Services

A. Purpose

County Council is requested to accept funds from the SCE&G energy incentive program and First Vehicle Services (FVS) in the amount of \$90,818.97 as revenue, and to place the funds in the Support Services Sheriff's HQ and Fleet Management budgets to fund planned maintenance projects.

B. Background / Discussion

The County received a check in the amount of \$6,950.08 from the SCE&G energy incentive program after replacing the Sheriff's chiller. Additionally, the County received a check in the amount of \$83,868.89 as a refund on the FY15 contract from the County's fleet maintenance provider, First Vehicle Services (FVS).

The SCE&G incentive check was received after the County replaced the Sheriff's chiller under emergency conditions over this past summer as the previous chiller was facing a catastrophic failure. The old chiller could no longer handle the stress of maintaining the Sheriff Department's facility after changes to the facility's heat load and component failures. The new chiller is an energy efficient unit that can be maintained to operate for short durations and supply some cooling during times of planned maintenance. SCE&G is providing a rebate to the County based on the anticipated power reductions of the new chiller unit.

The Support Services department plans to utilize the incentive funds to add a separate chilled water pumping system that will serve as an operational back-up system that can be used during planned maintenance operations and in the event that the new chiller fails.

The County has received previous incentives from SCE&G related to an Energy Grant provided to the County to improve the energy efficiency of operations at the Administration, Judicial Center and Detention Center buildings. These funds were placed back into those projects (Administration Complex Lighting, Judicial Center Lighting, and Detention Center Chiller replacement) allowing the County to increase the scope of the energy reduction project.

Previous FVS refund checks were deposited into the County's General Fund. The FVS check associated with this request was received as a result of the total operating costs of the fleet maintenance contract being less than the FY15 contracted amount. According to the contract, FVS returns 90% of the total unused contract costs to the County. The other 10% is retained by FVS as an incentive to maintain efficient operations, but when the operating costs exceeds the contract the County does not pay any additional funds.

The FVS refund would be used for several projects at the fleet garage, including purchasing and installing a new air compressor system, environmental abatement / replacement of the remaining in-ground hydraulic lift, adding another lift to a current "flat" bay in the fleet garage and replacing the 1000w high pressure sodium lights in the fleet maintenance garage with LED lights.

The purchase and installation of a new air compressor system was approved in the FY16 budget, but was mistakenly underfunded. Our current air compressor unit is approximately 30 years old, and requires frequent maintenance to keep it operating properly. The air compressor is essential to the fleet maintenance operations. When the air compressor is not working properly, maintenance operations have to be curtailed as most of the tools, equipment and lift safety mechanisms are operated by compressed air.

The in-ground hydraulic lifts that are utilized by fleet maintenance have created environmental concerns. Given the age of the in-ground lifts, they often leak and are difficult to service and repair as the hydraulic tanks are under the maintenance garage’s concrete pad. Therefore, Support Services would like to use the refund from FVS to abate the last underground hydraulic system in the shop, eliminating the possibility of groundwater contamination.

The addition of a new lift in the current “flat” bay in the fleet maintenance garage will increase the volume and efficiency of the fleet maintenance operations.

Replacing the 1000w high pressure sodium lights in the fleet maintenance garage with LED lights is projected to provide a 68% reduction in power use and will cover approximately 1/3rd of the garage’s high pressure lighting.

C. Legislative / Chronological History

- This is a staff originated request and there is no previous history for this request

D. Financial Impact

No additional County funds are being requested. Staff is requesting that the monies refunded by FVS and received through an incentive program by SCE&G be allocated to Support Services to fund previously planned projects.

The cost for replacing the chiller and the FVS contract were funded out of the Support Services budget.

The table below outlines the cost of the aforementioned projects that will be supported by the funds associated with this request.

HVAC Improvement Project	
Estimated cost of installing secondary chilled water circuit (HVAC back-up) at the RCSD HQ	\$11,850.00
SCE&G Rebate Incentive	- \$6,950.08
Total Additional Funds Needed	\$4,899.92

The additional funds (\$4,899.92) needed to complete the installation of the secondary chiller will come from funding in other Divisional budgets within the Support Services Department that may be available towards the end of the FY16 budgetary cycle.

If the additional funds are not available, the amount of the SCE&G incentive check will become part of the rollover request for FY17, and the capital request will be reduced by that amount in the FY17 budget request.

Fleet Garage Projects	
Estimated cost of the in-ground hydraulic lift abatement and replacement	\$22,500.00
Estimated cost of the additional lift in current empty bay	\$14,000.00
New compressed air system	\$24,000.00
Replacement of the 1000w high pressure sodium lights	\$23,368.89
Total Project Costs	\$83,868.89

All of the noted projects are planned capital improvement expenditures by the Support Services Department. These projects will be part of the FY17 budget request for consideration if not approved here.

E. Alternatives

1. Approve the request to accept funds from the SCE&G energy incentive program and First Vehicle Services in the amount of \$90,818.97 as revenue, and to place the funds in the Support Services Sheriff’s HQ and Fleet Management budgets to fund planned maintenance projects.
2. Approve accepting the FVS refund check in the amount of \$83,868.89 as revenue, and to place the funds in the Support Services budget as a budget increase so the aforementioned fleet maintenance garage projects can proceed.
3. Approve accepting the SCE&G incentive check in the amount of \$6,950.08 as revenue and to place the funds in the Support Services budget as a budget increase to support the RCSD HVAC improvement project.
4. Do not approve the acceptance of either check as revenue for the Support Services Department and do not allow the Support Services operating budgets to be increased. Staff will resubmit the funding request for the projects in the FY17 budget process for consideration. The incentive and refund checks would remain in the County’s general fund balance.

F. Recommendation

It is recommended that Council approve the request in alternative #1 to allow the funds to be accepted as revenue and increase the Support Services 1100317009 and 1100302500 budgets for the completion of the aforementioned capital improvement projects.

Recommended by: John Hixon
 Department: Support Services
 Date: 12/9/15

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While “Council Discretion” may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers

Date: 12/21/15

Recommend Council approval

Recommend Council denial

Comments regarding recommendation:

Request is a budgetary decision for Council discretion. Approval would be an increase in appropriated funding therefore would require Council approval. Neither of the funds are restricted therefore are appropriate for any County use.

Legal

Reviewed by: Elizabeth McLean

Date: 12/22/15

Recommend Council approval

Recommend Council denial

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

Administration

Reviewed by: Roxanne Ancheta

Date: December 22, 2015

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: It is recommended that Council approve the request to accept funds from the SCE&G energy incentive program and First Vehicle Services in the amount of \$90,818.97 as revenue, and to place the funds in the Support Services budget to fund planned maintenance projects.

Richland County Council Request of Action

Subject:

6319 Shakespeare Road Acquisition Addendum

January 12, 2016 – The Committee recommended that Council approve an addendum to the Memorandum of Understanding between Richland County and Community Assistance Provider, Inc. (CAP) for an additional \$12,000 from the Planning Department’s Neighborhood Improvement Program’s budget to assist CAP in completing their acquisition of the property located at 6319 Shakespeare Road, Columbia SC 29223.

Richland County Council Request of Action

Subject: 6319 Shakespeare Road Acquisition Addendum

A. Purpose

County Council is requested to approve an addendum (see attached) to the Memorandum of Understanding (MOU) between Richland County and Community Assistance Provider, Inc. (CAP) for an additional \$12,000 from the Planning Department's Neighborhood Improvement Program's (NIP) budget to assist CAP in completing their acquisition of the property located at 6319 Shakespeare Road, Columbia SC 29223 (property). The \$12,000 will cover the additional acquisition costs for the property. This acquisition will allow site control by a non-profit group (CAP) for the redevelopment of the parcel of land into affordable housing (workforce, veterans, seniors, etc.) to benefit the surrounding areas of Trenholm Acres and New Castle Neighborhoods.

The County will not acquire the land directly.

B. Background / Discussion

The Columbia Mobile Home Park was the second project priority for calendar year 2014 in the "Five Year Project Plan for NIP". A total of \$135,000.00 was the estimated budget to remove dilapidated structures from the Columbia Mobile Home Park and prepare the property for redevelopment consistent with the recommendations from the Trenholm Acres Neighborhood Master Plan.

In 2013, the Richland County Community Development Department in tandem with the Richland County Planning Department's NIP utilized Community Development Block Grant (CDBG) funds to demolish the CMHP located at 6319 Shakespeare Road. The demolition took place in August 2014 and a total of \$82,095.00 of CDBG funds were used for the demolition, clearance, abatement and soft costs to include asbestos assessment and the Phase I environmental assessment.

After the demolition, the property was acquired through a delinquent tax sale for approximately \$24,000.00.

The new owner has a desire to sell the property.

On September 17, 2014, the Richland County Community Development Department hosted an interest meeting to discuss the possible development of the land parcel with various community groups to include: Central Midlands Council of Governments; SC State Housing; Midlands Housing Trust; United Way; Columbia Housing Authority; Richland County Planning; and housing non-profits (Community Development Corporation) such as CAP, SLCDC, Benedict-Allen CDC, and SC Uplift. As a result of the meeting, the desired plan is (a) acquire the 3.78 acres land parcel to gain site control; (b) donate the land to a forming partnership of housing non-profits to utilize tax credits (see tax credits support letter), and other secured resources such as HOME funds, etc; (c) complete the soft cost needs of the full environmental, etc. and then (d) begin the redevelopment of up to 20 units of affordable

housing on the parcel. The property is currently zoned for high density of up to 60 units but the partnership group believes that to maintain lower to medium density proves more suitable for the parcel and outlying areas. This would be a multi-phased approach since all the funds have not been secured. Phase I will include completion of pre-development activities to include the architectural design, feasibility study and partnership agreement. Phase II will include construction of up to six (6) units.-Subsequent phases will complete the build-out of up to twenty (20) units.

Once Phase II begins, this will create a new energy for the area and potentially be a catalyst for housing and other development and growth.

CAP, Inc. currently has an executed Option to Purchase on the parcel and a plan to redevelop the site into 28 affordable housing units. CAP has applied and has been approved for HOME funding in the amount of \$327,800 and Housing Trust Fund (HTF) in the amount of \$163,515.00. Richland County Community Development Department has reserved \$150,000.00 of HOME funds and \$100,000 of CDBG funds for this project.

The County has already provided CAP \$38,584.30 for the purchase of the site, which included \$30,000 for sales price, \$5,584.30 to pay off a sewer lien and \$3,000 in tax settlement.

This original cost valued the sales price of the property at \$30,000, which assumed \$30,000 cash and tax credits for \$55,000 (the remainder on an assumed appraised property value of \$85,000).

Original Tax Credits:
\$85,000 – Appraisal
-\$30,000 – Sales Prices
\$55,000
* .33
\$18,150 – Tax Credits

However at closing, the detailed appraisal reduced the tax credits and increased the sales price to \$42,000.

The \$12,000 difference is being requested in this ROA.

C. Legislative / Chronological History

On March 17, 2015, Council approved an MOU (see attached) with CAP and \$38,584.30 for the purchase of the site. The County distributed those funds to CAP on June 10, 2015.

D. Financial Impact

Council approval of an addendum to the MOU between the County and CAP for an additional \$12,000 in NIP funds to assist CAP in purchasing the property is being requested.

In addition, Richland County Community Development has already expended \$82,095.00 toward the costs of the demolition and other costs associated with the once dilapidated and hazardous mobile home park.

E. Alternatives

1. County Council is requested to approve an addendum to the Memorandum of Understanding between Richland County and Community Assistance Provider, Inc. for an additional \$12,000 from the Planning Department’s Neighborhood Improvement Program’s (NIP) budget to assist Community Assistance Provider, Inc. (CAP) in completing their acquisition of the property located at 6319 Shakespeare Road, Columbia SC 29223.
2. Do not approve an addendum to the Memorandum of Understanding between Richland County and Community Assistance Provider, Inc. for an additional \$12,000 from the Planning Department’s Neighborhood Improvement Program’s (NIP) budget to assist Community Assistance Provider, Inc. (CAP) in completing their acquisition of the property located at 6319 Shakespeare Road, Columbia SC 29223.

F. Recommendation

It is recommended that Council approve the addendum to the MOU to expend an additional \$12,000 from NIP funds to assist the Community Assistance Provider, Inc. (CAP) in completing their acquisition of the property located at 6319 Shakespeare Road, Columbia SC 29223.

Recommended by: Tracy Hegler
Department: Planning
Date: 12/15/15

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While “Council Discretion” may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers Date: 12/21/15
 Recommend Council approval Recommend Council denial
Comments regarding recommendation:

Item is at Council discretion however the funding is available as mentioned.

Community Development

Reviewed by: Valeria Jackson Date: 12/21/15

✓ Recommend Council approval Recommend Council denial
Comments regarding recommendation:

Item is at Council discretion however the funding is available as mentioned.

Legal

Reviewed by: Elizabeth McLean Date: 1/7/16
 Recommend Council approval Recommend Council denial
Comments regarding recommendation: Policy decision left to Council's discretion.
Legal has reviewed the addendum.

Administration

Reviewed by: Warren Harley Date: 1/7/16
✓ Recommend Council approval Recommend Council denial
Comments regarding recommendation:

ORIGINAL

AGREEMENT BETWEEN

RICHLAND COUNTY

AND

COMMUNITY ASSISTANCE PROVIDER

THIS AGREEMENT made and entered into on this 14th day of May 2015, 2015, by and between Richland County, South Carolina (hereinafter the "County"), and Community Assistance Provider (hereinafter "CAP").

WITNESSETH

WHEREAS, Columbia Mall Mobile Home Park, located at 6319 Shakespeare Road, Columbia, SC 29203 (hereinafter the "Property"), is in the New Castle/Trenholm Acres Richland County Master Plan area that is targeted for development through the Richland County Planning and Development Department; and

WHEREAS, the Columbia Mobile Home Park, deemed slum and blight by Richland County, was demolished by Richland County using Community Development Block Grant (CDBG) funds; and

WHEREAS, in the interest of the New Castle/Trenholm Acres Master Plan, the County is a partnership among Community Housing Development Organizations (CHDOs) to develop affordable housing on the Property site; and

WHEREAS, CAP took the lead and secured an option to purchase the property for \$38,584.30; and

WHEREAS, Richland County Council is requested to approve the use of the County's NIP funds for the acquisition and other soft costs associated with the land purchase, with such funds being conveyed to CAP for the acquisition of the Property; and

WHEREAS, upon County Council approval, CAP will develop affordable housing at the Property, and agrees to undertake specific actions to accomplish this mission; and

WHEREAS, the CAP will form a legally binding agreement with additional non-profits (the "Non-Profits") which will require those subsequent named organizations to be jointly and severally liable for all requirements of this Agreement; and

WHEREAS, the CAP will take the lead and with the Non-Profits collectively produce a redevelopment strategy and present a project redevelopment plan to the County with a preliminary budget to include predevelopment costs; and

WHEREAS, predevelopment actions will include Phase II Environmental as needed; architectural design for the site, feasibility study and a strategic development plan and budget within 120 days of acquisition of the Property; and

WHEREAS, CAP to include and subsequent partners the Non-Profits, will individually and collectively commit the required time and resources necessary to implement the development strategy created to complete the construction of an estimated 24 units within four (4) multi-year phases; and

WHEREAS, CAP will present the infrastructure/foundation plan and other required plans and documents to the County for approval (barriers, roads, sidewalks, lighting, landscape, entrance and exit); and

WHEREAS, CAP and subsequent partner the Non-Profits will collectively plan a written strategy to pursue national, state and local funding sources in the interest of completing this project within the agreed upon time frame in a responsive and responsible manner; and

WHEREAS, the County is in support of the development of affordable and market rate housing to include rental and/or homeownership units designed for the market with the greatest need including but not limited to senior citizens, workforce or veterans. Assisted living and temporary housing is disallowed for this site;

NOW, THEREFORE, in consideration of the covenants hereinafter set forth, and specifically including the recitals above as if set forth herein below, the parties agree as follows:

- 1) The County agrees to provide Thirty-Eight Thousand Five Hundred and Eighty-Four (\$38,584.00) Dollars to successfully acquire the Property by the CAP, and which includes soft costs such as option renewals, sewer costs liens and other predevelopment. Such funds will be provided as fifty (50%) percent grant and fifty (50%) percent loan. The loan portion shall be paid back at a 2% interest rate over a loan term of five (5) years. Payments of the loan will begin within twelve (12) months of the lease of the first eight housing units and will be made in monthly payments. Notwithstanding the preceding, any funds becoming due and payable pursuant to paragraphs 6, 8 and 9 herein, shall be paid to the County in a lump sum in accordance with the specific paragraph requirements. The Property shall be titled in the name of the CAP and shall include a first right of refusal to the County upon resale. Any funds provided by the County pursuant to this agreement which are used inconsistently with this paragraph, shall become immediately due and payable to the County and shall be payable in a lump sum amount.
- 2) CAP will provide the County a copy of any and all subsequent agreement(s) with the Non-Profits, which shall also include delegated responsibilities, appropriate accountabilities and other rights and responsibilities as deemed appropriate between the Non-Profits and CAP.
- 3) CAP agrees to begin the first phase of construction within eighteen (18) calendar months of receipt of the funds provided pursuant to this Agreement.
- 4) CAP shall complete the first and second phase of construction within forty-eight (48) calendar months of receipt of the funds provided pursuant to this Agreement.

- 5) CAP will construct a minimum of 8 units or 2 quads within the first three (3) years of receipt of the County funds provided pursuant to this Agreement. The parties agree that assisted living and temporary housing is not allowed as a part of the development of the Property.
- 6) CAP will seek other sources of funding in addition to the County each year of this multi-phased project. In the event adequate non-County funding sources are not secured by CAP to initiate construction of this redevelopment, CAP will be required to deed the Property to the County and to continue to make loan payments pursuant to the aforementioned Section 1 of this agreement. Such sums shall be due and payable to the County no later than one (1) year after receipt of such funds.
- 7) The County will be allowed to have input and guidance on the design of the unit(s) and overall layout and configuration of the redevelopment.
- 8) CAP shall acquire the Property within ninety (90) days of the date first written above and shall provide supporting documentation to the County reflecting such acquisition. If CAP fails to obtain good and marketable title to the Property within the allowed time, any funds provided to the CAP pursuant to this Agreement shall be immediately due and payable to the County. CAP shall require each Non-Profit, as a part of any Non-Profit agreement, to agree to be jointly and severally liable for the repayment of such funds.
- 9) If after acquisition of the Property, CAP fails to complete within four (4) years of the date of acquisition, at a minimum, the construction of two (2) of the intended planned quadrplexes or 8 rental units, any and all County funds provided to CAP pursuant to this Agreement shall be immediately due and payable back to the County. In the event this action takes place, the County will have right of first refusal to purchase the parcel for other future redevelopment.
- 10) The County's Community Development Department commits to be being an active funding partner in this development, to the extent feasible and as limited by the availability of federal funds, up to the next three years.
- 11) The failure of either party to insist upon the strict performance of any provision of this Agreement shall not be deemed to be a waiver of the right to insist upon strict performance of such provisions or of any other provision of this Agreement at any time. Waiver of any breach of this Agreement by either party shall not constitute waiver of subsequent breach.
- 12) This Agreement represents the entire understanding and agreement between the parties hereto and supersedes any and all prior negotiations, discussions, and agreements, whether written or oral, between the parties regarding the same. No amendment or modification to this Agreement or any waiver of any provisions hereof shall be effective unless in writing, signed by both parties.

- 13) This Agreement shall be interpreted pursuant to the laws of the State of South Carolina.
- 14) This Agreement is intended to be performed in compliance with all applicable laws, ordinances, rules and regulations. If any provision of this Agreement is determined to be void or unenforceable, all other provisions shall remain in full force and effect.
- 15) Each party to this Agreement represents and warrants that it has full legal right, power and authority to enter into this Agreement and to perform and consummate all other transactions contemplated by this Agreement.
- 16) This Agreement may be executed in multiple counterparts, the signature pages of which may be compiled to constitute one original Agreement.
- 17) The parties hereto expressly agree that this Agreement in no way creates any agency relationship between the parties or any relationship which would subject either party to any liability for any acts or omissions of the other party to this Agreement.
- 18) Neither this Agreement nor any duties or obligations under this Agreement may be assigned by the CAP or any individual party without prior written consent of the County.

IN WITNESS WHEREOF WE THE UNDERSIGNED have this 14 day of May, 2015, set our hand and seal hereon.

RICHLAND COUNTY GOVERNMENT

Sparks Hammett
By: Sparks Hammett, Assistant County Administrator

Leung Wise
Witness

COMMUNITY ASSISTANT PROVIDER

Jamie L. Devine
By: Jamie L. Devine, President/CEO

Jamie L. Devine
Witness

(Legal Review as Form Stamp Below)

Richland County Attorney's Office
Elizabeth A. Miller
Approved As To LEGAL Form Only.
No Opinion Rendered As To Content.

STATE OF SOUTH CAROLINA) **ADDENDUM TO AGREEMENT BETWEEN**
) **RICHLAND COUNTY AND COMMUNITY**
) **ASSISTANCE PROVIDER DATED 5-14-15**
) **REGARDING COLUMBIA MALL MOBILE**
COUNTY OF RICHLAND) **HOME PARK**

THIS ADDENDUM is entered into this _____ day of _____, 2016, by and between Community Assistance Provider (hereinafter, “CAP”), and Richland County, South Carolina (hereinafter, “Richland County”).

WHEREAS, on May 14, 2015, Richland County entered into a contract with CAP to assist them in their acquisition of property located at 6319 Shakespeare Road, Columbia, SC 29223; and

WHEREAS, CAP is a local not-for profit specializing in providing safe and affordable housing development throughout Richland and Lexington Counties; and

WHEREAS, CAP has applied and has been approved for HOME funding in the amount of \$327,800 and Housing Trust Fund (HTF) in the amount of \$163,515.00; and

WHEREAS, Richland County Community Development Department has reserved \$150,000.00 of HOME funds and \$100,000 of CDBG funds for this project; and

WHEREAS, and this acquisition will allow site control by CAP (a non-profit group) for the redevelopment of the parcel of land into affordable housing to benefit the surrounding areas of the Trenholm Acres and New Castle neighborhoods; and

WHEREAS, an additional \$12,000 is needed to cover additional acquisition costs, bringing the total to \$50,584.00;

NOW, THEREFORE, Richland County and for the consideration stated herein, mutually agree as follows:

Section One. Paragraph 1) of the March 14, 2015 agreement is hereby deleted, and the following paragraph shall govern:

- 1) The County agrees to provide Fifty Thousand Five Hundred and Eighty-Four (\$50,584.00) Dollars to successfully acquire the Property by the CAP, and which includes soft costs such as, option renewals, sewer costs, liens, and other predevelopment. Such funds will be provided as fifty (50%) percent grant and fifty (50%) percent loan. The loan portion shall be paid back at a 2% interest rate over a loan term of five (5) years. Payments of the loan will begin within twelve (12) calendar months of the lease of the first eight housing units, but no later than two (2) years from the signing of this Addendum, and will be made in monthly payments. Notwithstanding the preceding, any funds becoming due and payable pursuant to paragraphs 6, 8 and 9 herein, shall be paid to the County in a lump sum in accordance with the specific paragraph requirements. The Property shall be titled in the name of the CAP and

shall include a first right of refusal to the County upon resale. Any funds provided by the County pursuant to this addendum which are used inconsistently with this paragraph, shall become immediately due and payable in a lump sum amount.

Section Two. Paragraph 3) of the March 14, 2015 agreement is hereby deleted, and the following paragraph shall govern:

- 3) CAP agrees to begin the first phase of construction within eighteen (18) calendar months of receipt of the funds provided pursuant to this Addendum.

Section Three. Paragraph 4) of the March 14, 2015 agreement is hereby deleted, and the following paragraph shall govern:

- 4) CAP shall complete the first and second phase of construction within forty-eight (48) calendar months of receipt of the funds provided pursuant to this Addendum.

Section Four. Paragraph 5) of the March 14, 2015 agreement is hereby deleted, and the following paragraph shall govern:

- 5) CAP will construct a minimum of 8 units or 2 quads within the first three (3) years of receipt of the County funds provided pursuant to this Addendum. The parties agree that assisted living and temporary housing is not allowed as a part of the development of the Property.

Section Five. Paragraph 8) of the March 14, 2015 agreement is hereby deleted, and the following paragraph shall govern:

- 8) CAP shall acquire the Property within ninety (90) days of the receipt of the funds pursuant to this Addendum, and shall provide supporting documentation to the County reflecting such acquisition. If CAP fails to obtain good and marketable title to the Property within the allowed time, any funds provided to the CAP pursuant to this Addendum shall be immediately due and payable to the County. CAP shall require each Non-Profit, as a part of any Non-Profit agreement, to agree to be jointly and severally liable for the repayment of such funds.

Section Six. All Remaining Provisions of the Agreement Between Richland County and Community Assistance Provider, dated May 14, 2015, to Remain the Same

Except for the provisions of this Addendum, all remaining provisions of the original Agreement between Richland County and Community Assistance Provider, dated May 14, 2015, shall remain the same.

THE PARTIES HAVE READ THIS ADDENDUM, UNDERSTAND IT AND AGREE TO BE BOUND BY ITS TERMS.

IN WITNESS WHEREOF, the parties hereto have caused this agreement to be executed by their duly authorized and empowered officers or agents as of the date set forth above.

Richland County Council Request of Action

Subject:

An Ordinance Authorizing Quit Claim Deeds to Shelby King and William Short for parcels of land located in Richland County, known as the Olympia Alleyways, and abutting TMS # 11203-12-17 and 11203-12-13

January 12, 2016 – The Committee recommended that Council approve the ordinance(s) authorizing the quit claim deeds.

Richland County Council Request of Action

Subject: Quit Claim Deeds for Vacant Property Located in the Olympia Neighborhood

A. Purpose

Council is requested to approve the ordinance(s) authorizing quit claim deeds involving two (2) pieces of vacant land in the Olympia Neighborhood in Columbia, SC.

B. Background / Discussion

In the early 1900's, several mills were established in the area of Columbia now known as the Olympia area. There were several large tracts of land which these mills controlled. Eventually, these tracts were cut up, streets established and home lots were surveyed out. When the home lots were cut out, an alleyway, 10 foot wide, was also established along the rear, and in some cases, the side property line of these lots. These alleyways are vacant and not used by the County.

In 1982, the County passed a County ordinance authorizing County landowners to apply to the County for quit claim deeds in the Olympia community – see attached ordinance (Exhibit B).

Historically, once the County received a request from a property owner in the Olympia community regarding a vacant alleyway, the County would contact the property owner and all the property owners bordering the vacant alleyway regarding their interest in receiving half of the vacant land that abuts their property.

If the property owners wanted a portion of the alleyway that borders their property, the County would give the property owner 50% of the vacant land. The remaining 50% of the vacant land would be given to the adjacent property owner. If the property owner did not have an interest in receiving the vacant land, the ownership of the entire portion of the vacant land would be deeded over to the adjacent property owner.

In August 2015, William Short requested that the County quit claim the vacant land bordering his property at 735 Maryland St. (R11203-12-13) – see red portion in the attached map.

On September 28, 2015, staff mailed letters to the property owners whose property bordered Mr. Short's property regarding their interest in receiving 50% of the vacant land. After 30 days of the date of the letter, property owner (Shelby King) contacted the County and requested to receive 50% of the vacant land bordering her property at 638 Kentucky St. (R11203-12-17). Quit claim deeds were already in place for the vacant land at the properties located at 1206 Whitney St. (R11203-12-15) & 1208 Whitney St. (R11203-12-14) – see attached deeds. Please note that the attached deeds reflect the transfer of the ownership of the lots, not the dates the deeds were recorded.

At this time, staff is requesting that Council to approve the ordinance(s) authorizing quit claim deeds for Mr. Short and Ms. King to receive 50%, or 5ft., of the vacant land that borders his property with the property owned by Shelby King.

The ordinance is attached. (Exhibit A)

C. Legislative / Chronological History

This is a staff-initiated request in response to William Short's request to claim the vacant land bordering his property at 735 Maryland St.

D. Financial Impact

There is no significant financial impact associated with this request. If the quit claim deeds are approved by Council, then the vacant land will be placed back on the County's tax rolls.

The average taxable value of the lots in the Olympia community is currently \$8,000, and the lot value of the parcels referenced in this ROA is \$8,000. Given that the County does mass appraisals and these lots have the same utility as the others and the vacant alleyway does not adversely affect the value of these lots, it is anticipated that there would not be any value increase to any of the properties. Therefore, if the quit claim deeds are approved, there would be no increase in the amount of taxes collected by the County.

Alternatives

1. Approve the request to approve the ordinance(s) authorizing the quit claim deeds.
2. Do not approve the request to approve the ordinance(s) authorizing the quit claim deeds.

E. Recommendation

It is recommended that Council approve the ordinance(s) authorizing the quit claim deeds. By doing so, this property will be placed back on the tax rolls.

Recommended by: Administration
Department: Richland County Council
Date: November 2, 2015

F. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While "Council Discretion" may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers Date: 12/9/15
✓ Recommend Council approval Recommend Council denial
Comments regarding recommendation:

Assessor

Reviewed by: Liz McDonald Date: 12/15/15
✓ Recommend Council approval Recommend Council denial
Comments regarding recommendation:

Legal

Reviewed by: Elizabeth McLean Date: 1/7/16
 Recommend Council approval Recommend Council denial
Comments regarding recommendation: Policy decision left to Council's discretion.

Administration

Reviewed by: Roxanne Ancheta Date: January 7, 2016
✓ Recommend Council approval Recommend Council denial
Comments regarding recommendation: It is recommended that Council approve the ordinance(s) authorizing the quit claim deeds. By doing so, this property will be placed back on the tax rolls.

Exhibit A

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. ____-16HR

AN ORDINANCE AUTHORIZING QUIT CLAIM DEEDS TO SHELBY KING AND WILLIAM SHORT FOR PARCELS OF LAND LOCATED IN RICHLAND COUNTY, KNOWN AS THE OLYMPIA ALLEYWAYS, AND ABBUTTING TMS#11203-12-17 AND 11203-12-13.

NOW THEREFORE, pursuant to the authority by the Constitution of the State of South Carolina and the General Assembly of the State of South Carolina, BE IT ENACTED BY RICHLAND COUNTY COUNCIL:

SECTION I. The County of Richland and its employees and agents are hereby authorized to grant quit claim deeds to Shelby P. King and William M. Short for certain abandon alleyways in the Olympia neighborhood, as specifically described in two deeds entitled "Quit Claim Deed", which are attached hereto and incorporated herein.

SECTION II. Severability. If any section, subsection, or clause of this ordinance shall be deemed unconstitutional or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

SECTION III. Conflicting Ordinances. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION IV. Effective Date. This ordinance shall be enforced from and after _____, 2016.

RICHLAND COUNTY COUNCIL

By: _____
Torrey Rush, Chair

Attest this _____ day of
_____, 2016.

S. Monique McDaniels
Clerk of Council

RICHLAND COUNTY ATTORNEY'S OFFICE

Approved As To LEGAL Form Only.
No Opinion Rendered As To Content

First Reading:
Second Reading:
Public Hearing:
Third reading:

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. 1003-82HR

AN ORDINANCE AUTHORIZING CERTAIN RICHLAND COUNTY LANDOWNERS TO APPLY TO THE COUNTY GOVERNMENT FOR QUIT CLAIM DEEDS IN THE OLYMPIA COMMUNITY.

Whereas, certain alleyways in the so-called Olympia community of Richland County have been abandoned by their owners, have become overgrown and unused by the general public, and since Richland County has determined that the alleys cannot be used for any legitimate public purpose.

Pursuant to the authority granted by the Constitution of the State of South Carolina and the General Assembly of the State of South Carolina, BE IT ENACTED BY THE COUNTY COUNCIL FOR RICHLAND COUNTY:

SECTION I. Purpose and Intent.

In order to resolve the current confusion in the Olympia community of Richland County as to the ownership and proper use on the number of alleys that run between and behind the residences of the Olympia community, and to recruit the participation of the land owners of the Olympia community in eliminating a public eye sore and nuisance, this ordinance is enacted.

SECTION II. Procedure for Application for Quit Claim Deeds.

Any person who holds fee simple title to any residential lot in the so-called Olympia community of Richland County, may apply to the Office of the Richland County Administrator for a quit-claim deed, whereby the County shall convey any interest it may have to the applicant; provided that no property owner may apply for an interest in an alley greater than one-half (1/2) of the depth of the alley contiguous to his/her lot.

SECTION III. Legal Status of Olympia Alleys.

Richland County does not claim a fee simple interest in any of the Olympia alleys, but, since, the alleys have been abandoned by their owners and have fallen into general public use, the County could claim some interest by law or equity, in such alleys.

The enactment of this ordinance is not designed to assert title on the part of Richland County, but merely to expedite the conveyance of whatever interest the County may have, if any.

SECTION IV. Separability. If any section, subsection, or clause of this ordinance shall be deemed to be unconstitutional or otherwise invalid, the validity of the remaining sections, subsections, and

clauses shall not be affected thereby.

SECTION V. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION VI. Effective Date. This ordinance shall be enforced from and after December 15, 1982.

RICHLAND COUNTY COUNCIL

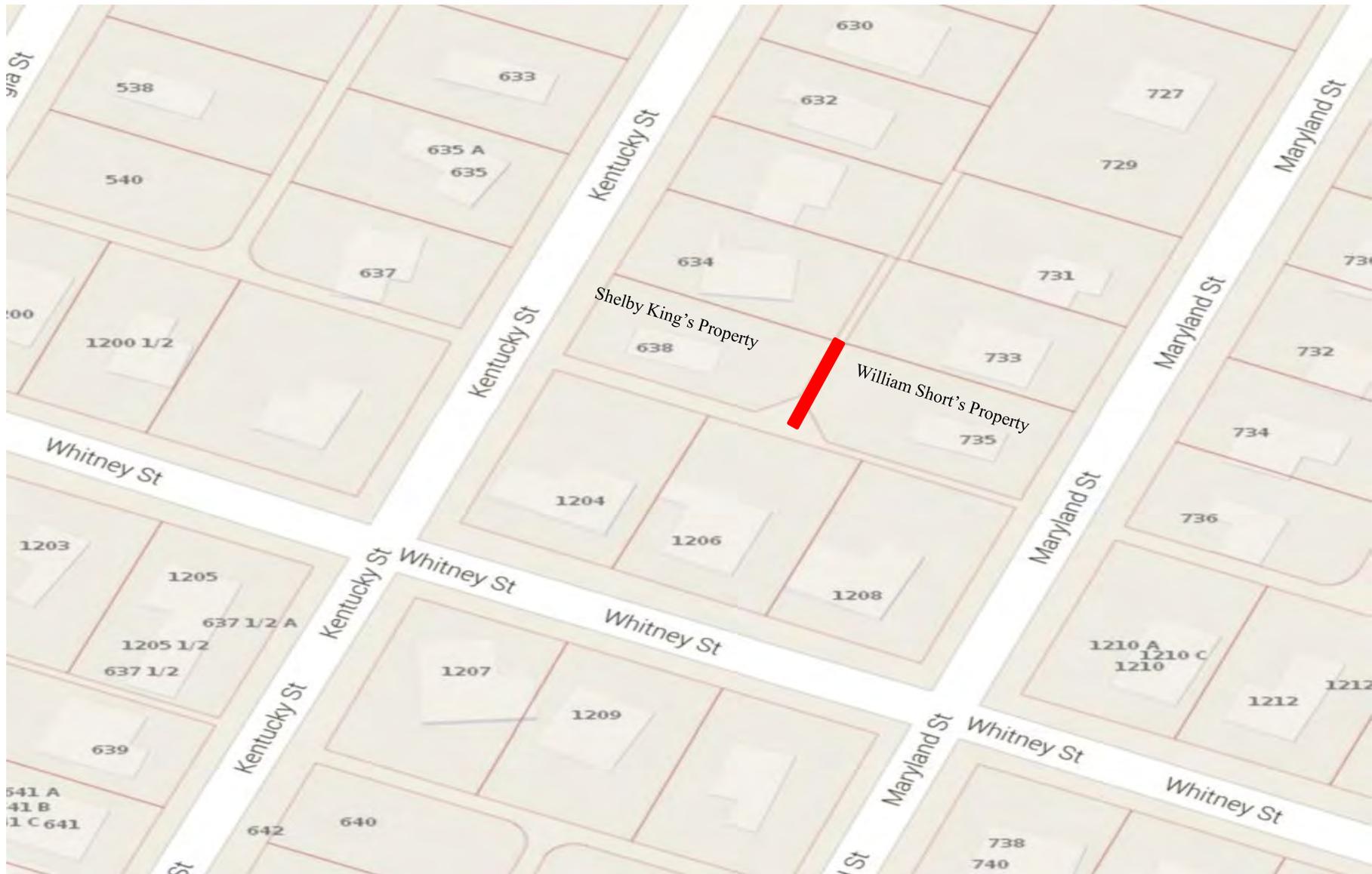
BY: *John V. Green*
John V. Green, Chairman

ATTEST this the 13th day of
April, ¹⁹⁸³ 1982.

Brenda Fuller
CLERK OF COUNCIL



Map Illustrating the Properties



Richland County Council Request of Action

Subject:

Council member Jackson's Motion Regarding Hourly Rates for Transportation Engineers and Part-time Interns

Notes:

At the November A&F Committee meeting, the Committee deferred this item to a future Committee meeting to allow the County's Legal Department to review the language included in the Program Development Team contract as it relates to Exhibit E.

The Legal Department completed their review, and this item is being brought back to the Committee for review and action.

January 12, 2016 – The Committee recommended that Council accept this item as information.

Richland County Council Request of Action

Subject: Council member Jackson's Motion Regarding Hourly Rates for Transportation Engineers and Part-time Interns

A. Purpose

Council is requested to consider Council member Jackson's motion regarding hourly rates for transportation engineers and part-time interns.

B. Background / Discussion

At the November 3, 2015 Council meeting, Mr. Jackson made the following motion:

"Council consideration for future contract negotiations with the PDT or any other group to reduce the hourly rate for engineers making \$270 and for parttime interns making \$35 per hour. As a council we must be consistent when deciding what is fair and not have the appearance of being discriminatory"

In Exhibit E – see attached – of the Program Development Team's (PDT) contract, the rates of the Engineers and Interns are listed in the personnel pay schedule table. These rates include overhead, salaries and benefits (health insurance, dental insurance, etc.) which is included in the 2.87 multiplier listed in the exhibit.

Please note that the rates listed in the table of Exhibit E only apply to Out of Scope "Additional" Services where work will need to be extended above and beyond their existing contractual scope. The contract also includes language that both parties must mutually agree to any additional services in writing in the form of an addendum or change order to the original agreement.

In Exhibit E, the highest pay rate is \$276 an hour for the position listed as principal and is not an engineer; however, the actual hourly rate for that position is \$96, which is calculated by dividing \$276 by the 2.87 multiplier. The multiplier is used to accurately reflect the total pay rate, which includes benefits for the position.

The high school interns and college interns are being paid \$9.50 and \$10.50, respectively.

The hourly wage rates included in the PDT contract are consistent with rates for engineers and interns at transportation related consulting firms and State agencies.

Given this information, for future transportation projects, staff will continue to ensure that all contracted hourly rates are reasonable and consistent with the transportation industry standards.

C. Legislative / Chronological History

- Motion made by Mr. Jackson at the September 8, 2015 Council meeting.

D. Financial Impact

There is no financial impact associated with this request.

E. Alternatives

1. Consider Council member Jackson’s motion and direct staff to ensure that all contracted hourly rates in future transportation contracts are reasonable and consistent with the transportation industry standards.
2. Consider Council member Jackson’s motion, and provide direction to staff.

F. Recommendation

“Council consideration for future contract negotiations with the PDT or any other group to reduce the hourly rate for engineers making \$270 and for part-time interns making \$35 per hour. As a council we must be consistent when deciding what is fair and not have the appearance of being discriminatory”

Recommended by: Norman Jackson
Department: Richland County Council
Date: November 3, 2015

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While “Council Discretion” may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: <u>Daniel Driggers</u>	Date: 11/9/15
<input type="checkbox"/> Recommend Council approval	<input type="checkbox"/> Recommend Council denial

Comments regarding recommendation:

This is an item for Council discretion with no immediate financial impact identified.

Procurement

Reviewed by: <u>Cheryl Patrick</u>	Date: 11/9/15
<input type="checkbox"/> Recommend Council approval	<input type="checkbox"/> Recommend Council denial

The Procurement Department supports, in all future contracts, ensuring salaries are negotiated according to consistent industry standards.

Transportation

Reviewed by: <u>Rob Perry</u>	Date: 11/10/15
<input type="checkbox"/> Recommend Council approval	<input type="checkbox"/> Recommend Council denial

Comments regarding recommendation:

The background discussion provides an adequate explanation of the contract as it relates to the motion. Any deviation from the contract approved by Council would be at Council’s discretion.

Legal

Reviewed by: Elizabeth McLean

Date: 11/13/15

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: Policy decision left to Council's discretion. As the PDT contract has already been executed, any changes to the contract could only happen through re-negotiation.

Administration

Reviewed by: Roxanne Ancheta

Date: November 16, 2015

X Recommend Council approval

Recommend Council denial

Comments regarding recommendation: Because the motion references "future contract negotiations," staff will continue to ensure salaries are negotiated on all contracts according to consistent industry standards.

EXHIBIT E

To The

Program Management Agreement

Richland County

EXHIBIT E

RICHLAND COUNTY SALES TAX TRANSPORTATION PROGRAM PERSONNEL RATE SCHEDULE (RATES FOR 2014 calculated at 2.87 DPE)		
Position Code	Position	Hourly Rates
	PROGRAM MANAGEMENT	
100	Program Manager	\$ 233
101	Deputy Program Manager	\$ 219
102	Assistant Program Manager	\$ 180
103	Program Administrator	\$ 173
104	Principal	\$ 276
	PUBLIC INFORMATION	
200	Public Information Director	\$ 200
201	Public Relations Director	\$ 121
202	Outreach Lead Strategist	\$ 220
203	Outreach Manager	\$ 121
204	Web Designer	\$ 125
	PROCUREMENT	
300	Procurement Director	\$ 225
301	Procurement Manager	\$ 67
302	SWMBE Manager	\$ 108
	PROJECT CONTROLS	
400	Project Controls Director	\$ 178
401	Financial Controls	\$ 150
402	CPM Scheduler	\$ 101
403	TEAMS Coordinator	\$ 138
	DESIGN	
500	Principal Architect	\$ 180
501	Senior Architect	\$ 153
502	Architect	\$ 126
503	Principal Engineer	\$ 180
504	Senior Engineer	\$ 158
505	Engineer	\$ 130
506	Junior Engineer	\$ 64
507	Engineering Technician	\$ 118
508	Senior Structural Engineer	\$ 157
509	Structural Engineer	\$ 121
510	Senior Traffic Engineer	\$ 118

EXHIBIT E

	COST ESTIMATING	
600	Preconstruction Svcs. Director	\$174
601	Senior Estimator	\$133
602	Estimator	\$104
603	Quantity Surveyor	\$66
	ENVIRONMENTAL	
700	Senior Geologist	\$189
701	Geologist	\$128
702	Senior Hydrologist	\$151
703	Hydrologist	\$102
704	Senior Environmentalist	\$114
705	Senior Biologist	\$189
706	Biologist	\$128
707	Environmental P. E.	\$180
708	Environmental Technician	\$118
	CONSTRUCTION/INSPECTIONS	
800	Construction Manager	\$181
801	Project Manager	\$144
802	Assistant Project Manager	\$90
803	Senior Inspector	\$104
804	Inspector	\$93
805	Junior Inspector	\$63
806	Safety Compliance Officer	\$90
	RIGHT-OF-WAY ACQUISITION	
900	Right-of-Way Principal	\$180
901	Right-of-Way Manager	\$160
902	Right-of-Way Agent/Mentor	\$60
903	Right-of-Way Protégé	\$60
904	Project Manager	\$145
905	Attorney Mentor	\$200
906	Attorney Protégé	\$200
	SURVEY & MAPPING	
1000	Director	\$166
1001	Lead Utility Coordinator/Eng. IV	\$131
1002	Asst. Utility Coordinator/Eng. III	\$123
1003	Asst. Utility Coordinator/Eng. II	\$117
1004	Technical Assistant	\$96
1005	Lead Prof. Land Surveyor	\$109
1006	Asst. Prof. Land Surveyor	\$93
1007	Surveyor Tech III	\$72
1008	Surveyor Tech II	\$52

EXHIBIT E

1009	Survey CAD Technician I	\$70
1010	GIS Specialist	\$95
	ACCOUNTING	
1100	Accounting Manager	\$173
1101	Accountant	\$94
1102	Accounting Clerk	\$58
	LEGAL	
1200	Attorney	TBD
1201	Legal Assistant	TBD
	SUPPORT STAFF	
1300	Contract Administrator	\$90
1301	Clerical	\$72
1302	Intern	\$54
1303	Student Intern	\$43
Notes: 1. Overtime premium is 1.5 of above rates . 2. Rates are subject to annual adjustment per Agreement. 3. Hourly cost = Base Rate x 2.875 (based on 2014 wages)		

End of Exhibit

Richland County Council Request of Action

Subject:

15-35MA
Cynthia Weatherford
RS-HD to LI (1.27 Acres)
2610 Harlem St.
16204-08-01

FIRST READING: November 24, 2015

SECOND READING: December 1, 2015

THIRD READING:

PUBLIC HEARING: November 24, 2015

STATE OF SOUTH CAROLINA
COUNTY COUNCIL OF RICHLAND COUNTY
ORDINANCE NO. ____-16HR

AN ORDINANCE OF THE COUNTY COUNCIL OF RICHLAND COUNTY, SOUTH CAROLINA, AMENDING THE ZONING MAP OF UNINCORPORATED RICHLAND COUNTY, SOUTH CAROLINA, TO CHANGE THE ZONING DESIGNATION FOR THE REAL PROPERTY DESCRIBED AS TMS # 16204-08-01 FROM RS-HD (RESIDENTIAL, SINGLE-FAMILY – HIGH DENSITY DISTRICT) TO LI (LIGHT INDUSTRIAL DISTRICT); AND PROVIDING FOR SEVERABILITY AND AN EFFECTIVE DATE.

Pursuant to the authority granted by the Constitution of the State of South Carolina and the General Assembly of the State of South Carolina, BE IT ENACTED BY RICHLAND COUNTY COUNCIL:

Section I. The Zoning Map of unincorporated Richland County is hereby amended to change the real property described as TMS # 16204-08-01 from RS-HD (Residential, Single-Family – High Density District) zoning to LI (Light Industrial District) zoning.

Section II. Severability. If any section, subsection, or clause of this Ordinance shall be deemed to be unconstitutional, or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

Section III. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

Section IV. Effective Date. This ordinance shall be effective from and after _____, 2016.

RICHLAND COUNTY COUNCIL

By: _____
Torrey Rush, Chair

Attest this _____ day of
_____, 2016.

S. Monique McDaniels
Clerk of Council

Public Hearing: November 24, 2015
First Reading: November 24, 2015
Second Reading: December 1, 2015
Third Reading: February 9, 2016 (tentative)

Richland County Council Request of Action

Subject:

An Ordinance Amending the Fiscal Year 2015-2016 Court Appointed Special Advocates Training Grant Annual Budget to add two new CASA Case Worker positions

FIRST READING: December 1, 2015

SECOND READING: December 8, 2015

THIRD READING: February 9, 2016 {Tentative}

PUBLIC HEARING: February 9, 2016

Richland County Council Request of Action

Subject: Creation of Three New CASA Caseworker Positions

A. Purpose

Council is requested to consider Councilmembers Jeter, Rose, Dixon and Pearce's motion regarding the creation of three new CASA caseworker positions.

B. Background / Discussion

At the October 12, 2015 Council meeting, Councilmembers Jeter, Rose, Dixon and Pearce made the following motion:

“Move Council and Staff to create three new CASA caseworker positions.”

RCCASA (Richland County Court Appointed Special Advocates), by statute, is required to serve 100% of the children whose cases come before the Richland County Family Court for child maltreatment issues. Over the past 12 months, RCCASA has experienced a tremendous increase in caseloads that are projected to escalate. In calendar year 2015, the program has already served more children during the 10 months than in any previous calendar year.

National CASA accreditation standards are 30:1 for CASA Case Coordinators. CASA has 8 full-time CASA Case Coordinators and 2 part-time coordinators, which is the equivalent of 9 full-time coordinators. At present, CASA has a total of 407 cases serving 847 children. To comply with accreditation, 13.56 CASA Case Coordinators are necessary.

Another consideration for additional staff is that there is legislation being submitted that would require all DSS Treatment cases to come before the court, and if enacted, CASA caseloads will double.

Without this resource, RCCASA is at risk of jeopardizing National CASA Accreditation as well as staff turn-over due to the high caseloads of very traumatic, stressful case management requirements.

C. Legislative / Chronological History

Motion made by Councilmembers Jeter, Rose, Dixon and Pearce at the October 15, 2015 Council meeting.

D. Financial Impact

Three (3) additional CASA Case Coordinators will cost an estimated \$155,206.22.

\$139,529 includes salary, FICA and Retirement benefits.

\$15,677.22 is the estimated expenses for WC, Life, Dental, and Health insurance.

E. Alternatives

1. Consider Councilmembers Jeter, Rose, Dixon and Pearce's motion and provide direction to staff.
2. Consider Councilmembers Jeter, Rose, Dixon and Pearce's motion, and do not proceed accordingly.

F. Recommendation

Motion recommended by Councilmembers Jeter, Rose, Dixon and Pearce

Recommended by: Councilmembers Jeter, Rose, Dixon and Pearce
Department: Richland County Council

Date: October 12, 2015

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While “Council Discretion” may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers

Date: 10/19/15

Recommend Council approval

✓ Recommend Council denial

Comments regarding recommendation:

The request is a funding decision that is at Council’s discretion however approval would require the identification of a recurring funding source for \$155k.

The recommendation for denial is based on request being outside of the normal budget cycle and not on the merits of the request therefore I would recommend that the request be forwarded to the FY17 budget process for consideration. During the FY16 budget process, the department requested two positions but none were included in the County Administrator’s recommended budget nor approved by Council.

Human Resources

Reviewed by: Dwight Hanna

Date: 10/21/15

Recommend Council approval

Recommend Council denial

Council Discretion

Comments regarding recommendation: This item was recommended by Council Members. The Human Resources Department does not have the \$155 funding source. The Human Resources Department was not involved in the analysis of the needs and/or preparation of the ROA.

Therefore, Human Resources can’t provide any additional knowledgeable insight on the request or the points raised by the Finance Director.

CASA

Reviewed by: Paige Green

Date: 10/19/2015

✓ Recommend Council approval

Recommend Council denial

Comments regarding recommendation:

Legal

Reviewed by: Elizabeth McLean

Date: 10/21/15

Recommend Council approval

Recommend Council denial

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

Administration

Reviewed by: Warren Harley

Date: 10/22/15

Recommend Council approval

✓ Recommend Council denial

Comments regarding recommendation: Administration recognizes the importance of CASA and the services provided. However, because this item is an out of cycle request Administration would recommend moving this request to the FY17 Budget. Administration would also point out that council did fund new positions for CASA in the FY15 budget as recognition of the need to address the growing caseloads.

PERSONNEL
 Department Name
 FAS Key:

Court Appointed Special Advers
 1100181200

Overtime and Part-time

Priority #	Description	Object#	Justification	Requested Amount	FICA	Total
	Overtime	511200			\$0	\$0
	Part-time	511300			\$0	\$0
TOTAL - Overtime and Part-time				\$0	\$0	\$0

New Positions

Note: Request associated operating costs on the operating worksheet and capital on the capital worksheet.

Priority #	Title of New Position	Pay Grade	Justification (Include any revenue offsets)	Number of this position requested	Require police retirement?	Salary (per position)	FICA	Reg. Retirement	Police Retirement	Personnel Total	Operating Total	Capital Total	Total			
1	CASA Case Coordinator	HI	Motion by CC	3		\$48,232	\$9,004	\$12,829	\$0	\$139,529	\$0	\$0	\$139,529			
2							\$0	\$0	\$0	\$0	\$0	\$0	\$0			
3							\$0	\$0	\$0	\$0	\$0	\$0	\$0			
4							\$0	\$0	\$0	\$0	\$0	\$0	\$0			
5							\$0	\$0	\$0	\$0	\$0	\$0	\$0			
TOTAL - New Positions													\$0	\$139,529	\$0	\$139,529

+ 15,677.22
\$ 155,206.22

Estimated Additional employee cost

Workmans Comp	41.5
Life Insurance	2.75
Health Insurance	150
Dental	6.74
Total	200.99
26 Pay Periods	5,225.74
3 positions	15,677.22

Child Statistics Report

10/19/2015 to 10/19/2015

Total number of children served (in program) for above date range **847**
 Total number of groups (families) served for above date range **407**
 Total number of children served by program without volunteer at end of period **14**
(children with no volunteer at end of period based on Date Assigned and Date Removed on volunteer assignments screen)

Total number of children whose cases were closed for above date range
 Total number of Cases with closed children in the date range

Age		
Age	#	Percentage
Birth to 5	291	34.36%
6 to 11	275	32.47%
12 to 17	266	31.40%
18 and Over	15	1.77%

Ethnicity		
Ethnicity	#	Percentage
African American	595	70.25%
Asian American	4	0.47%
Bi-Racial	59	6.85%
Caucasian	135	15.94%
Hispanic/Latino	52	6.14%
Native American	3	0.35%

Most Recent Placement		
Placement	#	Percentage
Child Specific Foster Home	2	1.24%
Emergency Shelter	5	3.11%
Group Home	7	4.35%
Hospital	1	0.62%
Non Relative Adoption	1	0.62%
Non Relative Foster Care	52	32.30%
Other	7	4.35%
Own Home	48	29.81%
Relative Placement	22	13.66%
Therapeutic Foster Home	7	4.35%
Third Party Custody	1	0.62%
Unknown	8	4.97%
Total Placed	161	

Children Closed Time Frames		
Length of Time	#	Percentage
<i>Total Closed</i>		

Gender		
Gender	#	Percentage
Female	412	48.64%
Male	434	51.24%
Unknown	1	0.12%

Reasons for Program Closure		
Reason	#	Percentage

Total Number

Volunteer Type Assignments		
Match Type	#	% of Active
Volunteer	833	98.35%
Staff	478	56.43%

Average number of children assigned to each volunteer at same time. 3.2

Average number of groups (families) assigned to each volunteer at same time. 1.55

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. SR_GRNT_01

AN ORDINANCE AMENDING THE FISCAL YEAR 2015-2016 COURT
APPOINTED SPECIAL ADVOCATES TRAINING GRANT ANNUAL BUDGET
TO ADD TWO NEW CASA CASE WORKER POSITIONS.

Pursuant to the authority granted by the Constitution and the General Assembly of the State of South Carolina, BE IT ENACTED BY THE COUNTY COUNCIL FOR RICHLAND COUNTY:

SECTION I. Council approves two new CASA Case Worker positions, to be funded within the CASA Training Grant. Therefore, the Fiscal Year 2015-2016 CASA Training Grant Annual Budget is hereby amended as follows:

REVENUE

Revenue appropriated July 1, 2015 as amended:	\$ 414,868
Appropriation of CASA Training Grant Revenue:	<u>\$ 0</u>
Total CASA Training Grand Revenue as Amended:	\$ 414,868

EXPENDITURES

Expenditures appropriated July 1, 2015 as amended:	\$ 414,868
529600 – Computer Equipment < 5000:	\$ (103,471)
511100 – Salaries & Wages (2 CASA Case Worker Positions) :	<u>\$ 103,471</u>
Total CASA Training Grant Expenditures as Amended:	\$ 414,868

SECTION II. Severability. If any section, subsection, or clause of this ordinance shall be deemed to be unconstitutional or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

SECTION III. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION IV. Effective Date. This ordinance shall be enforced from and after _____, 2015.

RICHLAND COUNTY COUNCIL

BY: _____
Torrey Rush, Chair

ATTEST THIS THE ____ DAY

OF _____, 2015

S. Monique McDaniels
Clerk of Council

RICHLANDCOUNTYATTORNEY'S OFFICE

Approved As To LEGAL Form Only.
No Opinion Rendered As To Content.

First Reading:
Second Reading:
Public Hearing:
Third Reading:

Richland County Council Request of Action

Subject:

An Ordinance Amending the Richland County Code of Ordinances; Chapter 18, Offenses; Section 18-4, Weeds and Rank Vegetation; so as to amend the time for notification

FIRST READING: December 1, 2015

SECOND READING: December 8, 2015

THIRD READING: February 9, 2016 {Tentative}

PUBLIC HEARING: February 9, 2016

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. ____-15HR

AN ORDINANCE AMENDING THE RICHLAND COUNTY CODE OF ORDINANCES; CHAPTER 18, OFFENSES; SECTION 18-4, WEEDS AND RANK VEGETATION; SO AS TO AMEND THE TIME FOR NOTIFICATION.

Pursuant to the authority granted by the Constitution and the General Assembly of the State of South Carolina, BE IT ENACTED BY THE COUNTY COUNCIL FOR RICHLAND COUNTY:

SECTION I. The Richland County Code of Ordinances; Chapter 18, Offenses; Section 18-4 is hereby amended to read as follows:

Sec. 18-4. Weeds and rank vegetation.

(a) *Definition.* For purpose of this section, the term "weeds and rank vegetation" means dense, uncultivated, herbaceous overgrowth over two (2) feet in height, or briars and trailing vines exceeding ten (10) feet in length.

(b) *Declaration of nuisance.* Weeds and other rank vegetation allowed to grow to a height of two (2) feet and stand upon any lot or parcel of land in a developed residential area or commercial area within the county may be deemed and declared a nuisance in the judgment of the sheriff. For the purpose of this action, "residential area" is defined as property zoned for a residential use, platted for residential use with a plat having been begun, installation of utilities having been begun and construction of residential units being commenced. "Commercial area" shall be defined as it is in section 26-21 of this code.

(c) *Duty of owner, etc., to cut.* It shall be the duty of any owner, lessee, occupant, agent, or representative of the owner of any lot or parcel of land in a developed residential area or commercial area within the county to cut, or cause to be cut, all weeds and other rank vegetation, as described in this section, as often as may be necessary to prevent the growth of such weeds and other rank vegetation. However, lots of one acre or more are not required to be cut back more than fifty (50) feet from the road and each side property line.

(d) *Notice to owner, etc., to cut.* Whenever the sheriff shall find that weeds or other rank vegetation has been allowed to stand upon any lot or parcel of land in a developed residential area or commercial area within the county in such a manner as to constitute a nuisance, s/he may serve written notice upon the owner, or the occupant of the premises, or upon the agent or representative of the owner of such land having control thereof to comply with the provisions of this section. It shall be sufficient notification to deliver the notice to the person to whom it is addressed or to deposit a copy of such in the United States mail, properly stamped, certified, and directed to the person to whom the notice is addressed, or to post a copy of the notice upon such premises.

(e) *Failure to comply with notice.* If the person to whom the notice is directed, under the provisions of the preceding subsection, fails or neglects to cause such weeds or other rank vegetation to be cut and removed from any such premises within ~~ten (10)~~ thirty (30) days after such notice has been served or deposited in the United States mail, or posted upon premises, such person shall be deemed guilty of a misdemeanor and subject to the penalty provisions of section 1-8 of this code.

(f) *Removal by county.* In the event any property is determined to be a nuisance, and ~~twenty (20)~~ thirty (30) days has elapsed after such notice has been served, deposited in the United States Mail, or posted upon the premises, then the department of public works or its duly authorized agent or representative may enter upon any such lands and abate such nuisance by cutting and removing such weeds or other rank vegetation, and the cost of doing so may become a lien upon the property affected, or may be recovered by the county through judgment proceedings initiated in a court of competent jurisdiction.

(g) *Work may be done by county upon request.* Upon the written request by the owner or the person in control of any lot or parcel of land covered by this section, and the payment to the county for the services, the department of public works may enter upon any such lands and cut and remove the weeds or other rank vegetation therefrom, the charge and cost of such service to be paid into the county treasury.

SECTION II. Severability. If any section, subsection, or clause of this ordinance shall be deemed to be unconstitutional or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

SECTION III. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION IV. Effective Date. This ordinance shall be effective from and after _____, 2015.

RICHLAND COUNTY COUNCIL

BY: _____
Torrey Rush, Chair

ATTEST THIS THE _____ DAY

OF _____, 2009

S. Monique McDaniels
Clerk of Council

RICHLAND COUNTY ATTORNEY'S OFFICE

Approved As To LEGAL Form Only
No Opinion Rendered As To Content

First Reading:
Second Reading:
Public Hearing:
Third Reading:

Richland County Council Request of Action

Subject:

Resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300

December 15, 2015 - The Committee recommended that Council approve the Resolution.

Richland County Council Request of Action

Subject: Resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300

A. Purpose

County Council is requested to consider Mr. Rose's motion to enact a Resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300.

B. Background / Discussion

At the October 20, 2015 County Council meeting, Mr. Rose brought forth the following motion:

"Move to enact a resolution encouraging all utility companies that own and/or operate transmission line right of ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300. Rationale: Per the Environmental Protection Agency, "IVM is generally defined as the practice of promoting desirable, stable, low-growing plant communities-that will resist invasion by tall-growing tree species-through the use of appropriate, environmentally sound, and cost-effective control methods." An added benefit to this technique is that it offers a protective environment for wildlife to flourish. The American National Standards Institute has been in existence since 1918. Its primary goal is the "enhancement of global competitiveness of U.S. business and the American quality of life by promoting and facilitating voluntary consensus standards and conformity assessment systems and promoting their integrity." While utilities in Richland County appear to maintain their transmission right of ways using some of the techniques set forth under the ANSI standard, none of them use them all, and none of them fully follow the standard. Standards are there for a reason: because they are best practices. Richland County has hundreds of square miles of transmission right of way, and it needs to be utilized to its full capacity to promote the health of our citizens and our wildlife habitat."

The American National Standards Institute (ANSI) oversees the creation, promulgation and use of norms and guidelines that directly impact businesses in different sectors: from acoustical devices to construction equipment, from dairy and livestock production to energy distribution and the tree care industry.

ANSI A300 provides unified standards for the tree care industry. The A300 standards are divided into multiple parts, each focusing on a specific aspect of woody plant management (e.g. Pruning, IVM, etc) and are used to develop written specifications for work assignments. The standards apply to professionals who provide for or supervise the management of trees, shrubs, and other woody landscape plants, such as property managers and utility companies.

Part 7 of the ANSI A300 applies to IVM for utility rights-of-way (ROW), and provides general standards for professionals in the tree care industry as it pertains to site evaluations, vegetation control methods, herbicide application processes, etc.

At this time staff, staff is requesting Council consideration of Mr. Rose's motion.

Part 7 of the ANSI A300 is attached, along with a draft Resolution, to this request of action.

C. Legislative / Chronological History

There is no legislative history associated with this request.

D. Financial Impact

There is no financial impact associated with this request

E. Alternatives

- 1. Consider Mr. Rose’s motion and unanimously approve the Resolution.
- 2. Consider Mr. Rose’s motion and do not unanimously approve the Resolution.

F. Recommendation

I recommend unanimous approval of the Resolution.

Recommended by: Seth Rose
 Department: County Council
 Date: October 20, 2015

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While “Council Discretion” may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers Date: 11/3/15
 Recommend Council approval Recommend Council denial
 Recommend Council discretion
 Comments regarding recommendation:

Request is a policy decision for Council’s discretion with no financial impact.

Legal

Reviewed by: Elizabeth McLean Date: 11/4/15
 Recommend Council approval Recommend Council denial
 Comments regarding recommendation: Policy decision left to Council’s discretion.

Administration

Reviewed by: Sparty Hammett Date: 11/4/15
 Recommend Council approval Recommend Council denial
 Comments regarding recommendation: Council discretion.

STATE OF SOUTH CAROLINA)
)
COUNTY OF RICHLAND)

A RESOLUTION

A RESOLUTION ENCOURAGING ALL UTILITY COMPANIES THAT OWN AND/OR OPERATE TRANSMISSION LINE RIGHT OF WAYS IN RICHLAND COUNTY TO ADOPT INTEGRATED VEGETATION MANAGEMENT (IVM) TECHNIQUES AS SET OUT BY ANSI STANDARD A300

WHEREAS, the mission of the American National Standards Institute (ANSI) is to enhance global competitiveness of U.S. business and the American quality of life by promoting and facilitating voluntary consensus standards and conformity assessment systems and promoting their integrity; and

WHEREAS, Integrated Vegetation Management is generally defined as the practice of promoting desirable, stable, low-growing plant communities-that will resist invasion by tall-growing tree species-through the use of appropriate, environmentally sound, and cost-effective control methods; and

WHEREAS, the ANSI standard A300 sets out Integrated Vegetation Management techniques for Utility Rights-of-Ways that are considered best practices; and

WHEREAS, Richland County has hundreds of square miles of transmission Right-of-Ways that are maintained by private utility companies; and

NOW, THEREFORE, BE IT RESOLVED by the Richland County Council that Richland County encourages all utility companies that own and/or operate transmission line Right-of-Ways in Richland County to adopt Integrated Vegetation Management (IVM) techniques as set out by ANSI standard A300.

SIGNED AND SEALED this ___ day of _____ 2015, having been duly adopted by the Richland County Council.

Torrey Rush, Richland County Council

ATTEST this ___ day of _____ 2015

Monique S. McDaniels, Clerk of Council

Best Management Practices

INTEGRATED VEGETATION MANAGEMENT FOR UTILITY RIGHTS-OF-WAY Second Edition 2014

Randall H. Miller

ISBN: 978-1-881956-81-5

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Purpose

The International Society of Arboriculture (ISA) has developed a series of Best Management Practices (BMPs) for the purpose of interpreting tree care standards and providing guidelines of practice for arborists, tree workers, and the people who employ their services.

Because trees and other plants are unique living organisms, and they—as well as the ecosystems in which they live—are variable by nature, not all practices can be successfully applied in all cases. A qualified arborist or utility vegetation manager should write or review contracts and specifications using national standards and this BMP. Departures from the standards should be made with careful consideration of the objectives and with supporting rationale.

This BMP is for the selection and application of methods and techniques for vegetation control for electric rights-of-way projects and gas pipeline rights-of-way. It also serves as a companion publication for the integrated vegetation management portion of the *American National Standard for Tree Care Operations—Tree, Shrub, and Other Woody Plant Management—Standard Practices (Integrated Vegetation Management a. Utility Rights-of-Way)* (ANSI A300, Part 7).

Acknowledgments

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Introduction

Unmanaged vegetation growing near utility rights-of-way can damage utility facilities and cause problems with safety, reliability, access, emergency service restoration, regulatory compliance, security, and lines-of-sight. It can also compromise compliance with environmental, legal, regulatory, and other requirements.

Vegetation interference with power lines is one of the most common causes of electrical outages on distribution systems, and has initiated transmission grid failures that have subjected millions of people to lengthy blackouts. Vegetation can cause electric service interruptions when it contacts overhead high voltage conductors or comes sufficiently close to create a spark-over. Vegetation and conductors can come too close together when they are blown into one another by high winds, or when lines stretch and sag due to high temperatures, heavy snow, or ice buildup (Figure 1). During dry conditions, vegetation sparking-over with power lines can start wildfires. Trees may also provide access for children, workers, and others to high voltage lines overhead, potentially resulting in direct or indirect contact that can cause serious injury or death.

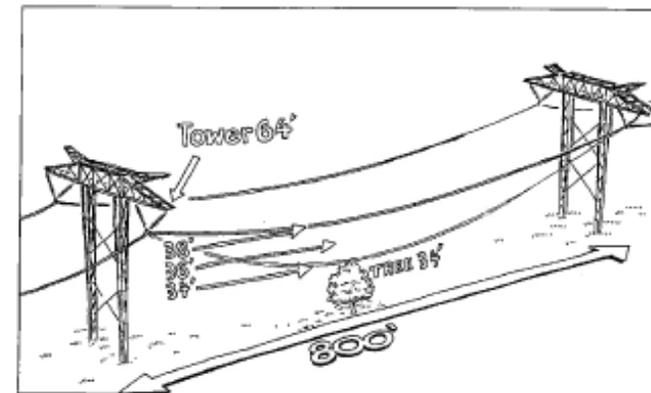


Figure 1. Line sag.

Vegetation can interfere with access to, and maintenance of, pipelines. For example, underground pipelines can be obstructed by vegetation, making it impossible to detect leaks from the ground or air.

Utilities must comply with federal, state or provincial, and local regulations that require vegetation control in proximity to electric and gas facilities. For example, in the United States, the North American Electric Reliability

Corporation (NERC) *Transmission Vegetation Management Program* standard contains clearance requirements for critical transmission lines. Moreover, the Energy Policy Act of 2005¹ contains provisions for electric system reliability standards, including those for vegetation management. Based on this provision, the Federal Energy Regulatory Commission has adopted the NERC *Transmission Vegetation Management Program* standard (NERC 2008), which essentially gives the NERC standard the force of law. Another important regulation is the National Electrical Safety Code (NESC [IEEE 2012]), section 218, of which requires utilities to prune or remove trees that may damage ungrounded supply conductors.

Many utilities manage millions of trees across thousands of miles (kilometers) of line. That means in every mile (1.6 km) of line, a utility can potentially have hundreds of trees, any one of which could compromise public safety and electrical service reliability. It is impossible to completely secure an electrical system from that level of exposure. Nevertheless, vegetation managers have a responsibility to make a reasonable effort to maintain vegetation to reduce risks to both the public and utilities. The integrated vegetation management (IVM) best management practices outlined in this publication are tools for use toward that objective.

The intent of this publication is to serve as a companion to ANSI A300 Part 7: *Tree, Shrub, and Other Woody Plant Maintenance—Standard Practices (Integrated Vegetation Management a. Electric Utility Rights-of-Way)* (ANSI 2012). It is designed to provide practitioners with what industry experts consider to be the most appropriate integrated vegetation management (IVM) techniques to apply to utility right-of-way projects. Integrated vegetation management best practices can also be used to fulfill other objectives, such as vegetation control on gas pipeline rights-of-way, and activities outside the scope of utility right-of-way management—including restoring ecosystems, improving wildlife habitat, preserving cultural resources, protecting successional plant species, controlling invasive weeds, and other actions. Determining the best technique for a particular project takes experience and knowledge because natural conditions are dynamic. Therefore, this publication is not intended as a substitute for the expertise of a utility vegetation manager.

¹ United States Congress. P.L. 109-58, enacted August 8, 2005, section 1211

A utility vegetation manager is an individual engaged in the profession of vegetation management, who through education and related training, has the competence to design, implement, or supervise an IVM program. The expertise of a utility vegetation manager contrasts with that of an arborist insofar as the utility vegetation manager focuses on ecosystems, while arborists concentrate on individual trees. For the purposes of this publication, the utility vegetation manager is a utility employee or their contract representative who will set objectives, evaluate site conditions, make decisions on action thresholds and control methods, and perform quality assurance once work is complete.

IVM Defined

ANSI A300 Part 7 defines IVM as a system of managing plant communities in which managers set objectives, identify compatible and incompatible vegetation, consider action thresholds, and evaluate, select, and implement the most appropriate control method or methods to achieve their established objectives. The choice of control method or methods is based on considerations of their environmental impact and anticipated effectiveness, along with site characteristics, security, economics, current land use, and other factors.

Nowak (2013) offers a more in-depth definition of IVM, as a system for controlling undesirable vegetation that is consistent with principles and practices of Integrated Pest Management (IPM), designed to achieve specific management objectives, and continually improve processes. It is used to systematically choose, justify, selectively implement, and monitor different types of vegetation management treatments. Treatment selection is based on the control method's effectiveness, economic viability, and environmental impact, along with its suitability for safety, site characteristics, security, socio-economics, and other factors. IVM uses combinations of methods to promote sustainable plant communities that are compatible with the intended use of the site, and to control, discourage, or prevent establishment of incompatible plants that may pose safety, security, access, fire hazard, utility service reliability, emergency restoration, visibility, line-of-sight requirements, regulatory compliance, environmental, or other specific concerns.

The key steps of IVM consistent with IPM are:

- 1) Gaining science-based understanding of incompatible vegetation and ecosystem dynamics;
- 2) Setting management objectives and tolerance levels based on institutional requirements and broad stakeholder input;

- 3) Selecting treatments from a variety of options, including biological, chemical, manual, mechanical, and cultural control methods—and applying them to promote desirable desired plant communities, with an emphasis on management through biological controls, and
- 4) Monitoring treatments to determine their necessity and effectiveness in creating desired plant communities and achieving management objectives. IVM is a sustainable management method for utility rights-of-way because it balances socioeconomic and environmental considerations.

IVM is not a set of rigid prescriptions based upon set time periods, repeated unselective mowing, or broadcast spraying across entire right-of-way widths without the objective of establishing diverse, compatible plant communities.

Safety

Utility vegetation management operations can be dangerous without rigorous training and strict adherence to proper safety procedures. For that reason, utility vegetation managers need to inspire a culture of safety throughout their organizations. They should employ only qualified professionals who have demonstrated their ability to work according to accepted safe practices, or qualified trainees dedicated to learning safe work practices.

In the United States, the Occupational Safety and Health Administration (OSHA) requires employers to train their workers in electric safety². Annex B of the *American National Standard for Arboricultural Operations—Safety Requirements* (ANSI Z133-2012) contains guidelines for standard performance and safety training for qualified line clearance arborists. OSHA 1910.269 and ANSI Z133 complement one another on governing electric safety in arboricultural operations, with OSHA 1910.269 requiring electric safety training and ANSI Z133 offering guidance on how that training should be provided.

²OSHA. United States Department of Labor. 1910.269. Electric Power Generation, Transmission and Distribution. Accessed August 2013 <http://www.osha.gov/pls/oshaweb/owadisp.show_document?p_table=STANDARDS&D_FYER=11-08&C=1>

I. Communication

Communication is essential to planning and implementing a successful vegetation management program. Proper communication should be open and interactive. It involves a formal, documented communication strategy for each phase of planning and implementation. The plan needs to entail more than just relating work instructions to vegetation crews. It should designate primary and secondary objectives and involve all stakeholders: management, other utility departments, planners, contractors, vegetation management crews, property owners, public land managers, appropriate governmental officials, members of organizations dedicated to related causes, and others.

Internal Communication

Communication within a utility's vegetation management department needs to be clear and concise to ensure everyone understands the desired results. Specifications and performance goals should delegate decision-making authority throughout the organization.

Communication among utility decision makers, including executives, engineers, corporate communications, operations managers, vegetation management staffs, and other utility departments should include why, where, when, and how IVM projects will be conducted. The discussion should emphasize the importance of the benefits of implementing IVM best practices. This is important because people within an organization but outside of the vegetation management department can help set priorities, anticipate and prevent potential problems, expand the communication network, and provide historical perspectives. Communicating with operations staff during work can also add a margin of safety. By knowing there is a vegetation management job underway, they may be able to respond more quickly to incidents and accidents than they would if they were unaware of the project.

Communication among utility vegetation managers, contract general foremen, supervisors, and workers should be both written and verbal. Written instructions ought to include the information needed to successfully complete a project, including specifications, policies and procedures, details about known stakeholders, locations of environmentally or culturally sensitive areas, applicable laws and regulations, and any other considerations of consequence. Debriefings should be planned to review challenges and lessons learned for future projects.

Communication with External Stakeholders

Public land managers, property owners, regulators, interest groups, and other affected parties often have legitimate concerns in utility vegetation management activities. It is important to communicate with them about the need for, benefits of, and science behind IVM to clarify expectations. Members of the vegetation management team, including crew members, should know the facts about the program, and be prepared to answer basic questions and refer more complex issues through proper channels. Communication should begin well in advance of work and involve listening to and understanding people's specific concerns. Modifications may be implemented to address legitimate issues, and these secondary objectives may be achieved provided those changes do not sacrifice primary management objectives of safety, reliability, and access.

Affected property owners and known stakeholders should be notified of upcoming work. Notification can be electronic or by mail, public notice, door hanger, personal visit, or other manner. In some cases, the best approach uses a combination of methods. Notification should include a brief explanation of when work is planned, why it needs to be done, its general location, a description of the project (e.g., mowing, herbicide, manual or other method), potential crew types, crew numbers, and other information that might help people understand the job. If property owners cannot be met in person, electronic or written notices may be used that contain contact numbers for use by those who need more information. In most cases, notification can be a proactive effort that informs stakeholders of the benefits of an IVM program.

Work on governmentally-managed property can involve administrative procedures that take months of advance work, including navigating through permit processes and the concerns of specialists who have responsibility for stewardship over public lands. Vegetation managers should educate land specialists on how IVM helps balance stewardship considerations with the need for providing safe, reliable service.

2. Planning and Implementation

ANSI A300, Part 7 offers a systematic way of planning and implementing a vegetation management program. It is applicable to distribution as well as transmission projects and consists of six elements:

1. Set Objectives
2. Evaluate the Site
3. Define Action Thresholds
4. Evaluate and Select Control Methods
5. Implement Control Methods
6. Monitor Treatment and Quality Assurance

Decisions are required in setting objectives, defining action thresholds, and evaluating and selecting control methods. The process is cyclical (Figure 2), because managing dynamic systems is ongoing. Managers must have the flexibility to adjust their plans at each stage as new information becomes available and circumstances evolve.

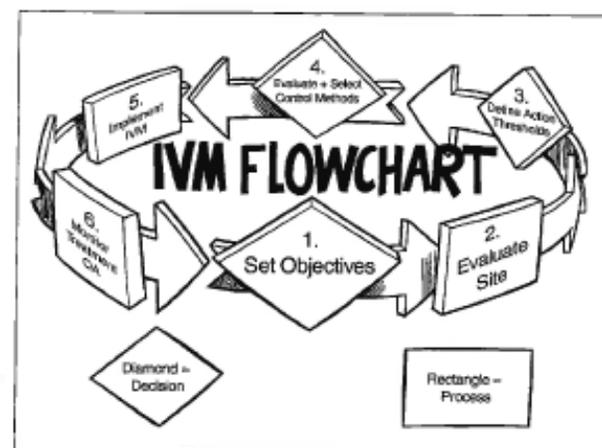


Figure 2. A300 Part 7 IVM flowchart.

Set Objectives

Objectives should be clearly defined and documented by the vegetation manager and be based on the intended purpose and use of the site. They should be SMART: specific, measurable, attainable, realistic, and timely. It is best to establish objectives that are precise and explain exactly what needs to be done, who needs to do it, and where it needs to be done. The objectives are measurable so progress can be impartially determined. Unattainable or irrelevant goals are pointless, and timeliness requires deadlines to drive completion of the goal (Duran 1981).

Examples of objectives for electric utilities can include promoting safety, preventing outages caused by vegetation growing into transmission facilities and minimizing them from trees growing outside the right-of-way, maintaining regulatory compliance, protecting structures and security, restoring electric service during emergencies, maintaining access and clear lines of sight, protecting the environment, and facilitating cost effectiveness. Metrics should be applied to each goal. For instance, a dollar per mile or acre goal could be set for a particular control method's cost effectiveness.

Objectives for pipelines can involve safety, route identification, testing, encroachments, and maintenance and inspection, particularly aerial and ground patrol needed for leak detection. Route identification is particularly important for underground facilities, which are only identified by above-ground markers or valves, and measuring stations adjacent to the pipeline, which can be easily hidden by unmaintained vegetation that has become overgrown. On gas pipeline rights-of-way, it's often best to select smaller, lower-growing plant species that are typically more sensitive to gas than larger, taller-growing trees in order to facilitate early gas leak detection. Border zone (see *Wire-border Zone Concept*) species could be selected that do not interfere with access for inspection, maintenance, or cause root obstruction. Tree roots may interfere with underground pipelines by compromising the coating integrity of some lines (Stedman and Brockbank 2012). A comparison of electric and pipeline rights-of-way concerns is presented in Table 1.

Objectives should be based on site factors, such as vegetation type, in addition to human, equipment, and financial resources. Objectives will vary from utility to utility and project to project, depending on line voltage or pipeline capacity and criticality, as well as logistical, topographical, environmental, fiscal, social, and political considerations. However, where it is appropriate, the overriding focus should be on environmentally-sound, cost-effective control of species that could potentially conflict with the facility, while promoting compatible, early successional, sustainable, plant communities.

Table 1. Electric vs. pipeline rights-of-way concerns (adapted from Appelt and Gartman 2004)

Electric rights-of-way	Pipeline rights-of-way
Electric right-of-way identification is obvious with lines and tall structures	Pipeline right-of-way identification for underground facilities is by markers, valves, and measuring stations that are easily obstructed by vegetation
Tree height under and to the side of lines, as well as distance to the side, effects safety and reliability	Trees block access and obstruct views
	Root intrusion (integrity of pipeline coating)

Site Evaluations

Site evaluations are used to assess field conditions for planning purposes. Planning can range from establishing programmatic strategies to setting detailed, tactical operational requirements for individual projects. The data can be applied to establishing or modifying objectives, setting budgets, or determining human, material and equipment resource requirements. Careful preparation is needed to ensure that valuable time and resources are directed toward obtaining useful information, but not wasted collecting unnecessary details. Site evaluations can identify a variety of factors, including potential safety issues, applicable regulations, workload, line or pipe type, voltage and criticality, funding, labor and equipment resource availability, height of the wire from the ground, right-of-way width, land ownership and use, fire risk, vulnerable or protected areas, presence of species of concern, water resources, archeological or cultural sites, topography, soils, and other matters.

Evaluations provide information on site characteristics that exist at the time an assessment is conducted. On dynamic systems such as those associated with IVM, information can quickly become out-of-date; meaning regularly-scheduled updates are required. Schedules should be based on anticipated vegetation growth, line design and construction, predominate species of vegetation, environmental factors, political considerations, budgetary parameters, and operational issues.

Work Load Evaluations

Workload evaluations are inventories of vegetation that could have a bearing on management objectives. Depending on those objectives and available resources, utilities can either conduct comprehensive or point sample evaluations. Workload assessments can collect data on an array of vegetation characteristics, such as location, height, density, species, size, condition,

tree risk, and clearance from conductors. Evaluations should be conducted considering voltage, conductor sag from ambient temperatures and loading, and the potential influence of wind on line sway.

Comprehensive Evaluations

Comprehensive evaluations account for all vegetation that could potentially affect management objectives. Program level comprehensive evaluations can be made of all target vegetation on a system, while project level evaluations focus on vegetation relevant to a specific job. Comprehensive evaluations provide the advantage of supplying a complete set of data upon which to base management decisions. On the other hand, comprehensive surveys can be impractical for utilities with large numbers of trees, limited human and financial resources, or both.

Tree Risk Assessment

Utilities should conduct assessments to identify trees or tree parts that could fail and threaten their facilities. Large numbers of trees managed by utilities present challenges in tree risk assessment and risk mitigation. Utilities often manage hundreds of trees for each mile (1.6 km) of right-of-way. Given the constraints that resource limitations can impose, it is unreasonable to expect them to monitor every tree that could potentially conflict with utility facilities, identify all those with existing defects that pose an unacceptable level of risk, and proactively remedy the risks they present. Moreover, utilities may be hindered from reducing potential tree risks by property owner opposition. The only plausible course of action is for utilities to manage risk rather than eliminate it (UAA 2009).

Utilities should develop and implement plans for patrolling and inspecting trees that could affect their facilities on a regularly scheduled basis. Standard inspections cover the strike zone, and identify trees with obvious defects among those trees sufficiently tall to hit facilities should they fall. FAC-003 (NERC 2008) requires North American utilities to inspect designated lines annually³. Evaluations may be conducted by ground, air, or both. Aerial inspections may be made using light detection and ranging (LiDAR [UAA 2009]). These inspections serve as level 1, or limited visual assessments. Level 1 assessments are conducted from a specified perspective to identify

trees among a large population that have an imminent or probable likelihood of failure (Smiley, Matheny, and Lilly 2011).

If an initial level 1 assessment identifies a need for greater scrutiny, utilities may specify more detailed inspections or patrols, including a level 2, or basic assessment (Smiley, Matheny, and Lilly 2011). For utility application, a level 2 assessment is a detailed, 360-degree, ground-based visual inspection of the above-ground portion of a tree and its surrounding site to identify structural defects that could affect utility facilities. For the sake of efficiency, level 1 and level 2 assessments can be conducted simultaneously for trees requiring additional scrutiny.

Trees that have been identified as posing an unacceptable level of risk require an abatement plan. Each utility should have a plan and procedure in place for assessing and addressing high-risk trees, which specifies responsibility for prescribing and executing the plan (UAA 2009). When trees that pose an imminent threat to subject transmission facilities are identified, FAC-003 (NERC 2008) requires transmission owners to notify the appropriate switching authority that vegetation is likely to cause an outage at any moment.

Utility arborists interested in more detailed tree risk assessment information are directed to the *Utility Best Management Practices Tree Risk Assessment and Abatement for Fire-prone States and Provinces in the Western Region of North America* (UAA 2009) and the International Society of Arboriculture's *Best Management Practices: Tree Risk Assessment* (Smiley, Matheny, and Lilly 2011).

Point Sample Evaluations

Point sampling offers an alternative for utilities for which comprehensive inventories are impractical. While point sampling is inappropriate for hazard tree mitigation, it is cost effective, and has a proven track record for reasonable accuracy for other types of workload evaluation. It can be used to project the total amount of work from a representative sample. A common method involves dividing a management area (a system or project) into equal-sized units and selecting a random sample sufficient to statistically represent the total work quantity. Random selection eliminates the chance of bias on the part of the investigator. Every plant or plant community of interest within each selected area is inventoried, with collected data used to forecast the total workload.

Define Action Thresholds

Vegetation managers shall define action thresholds that initiate implementation of control methods to achieve management objectives. Action thresholds

³ Lines 200 kV or greater or those designated by a planning coordinator as an element of an interconnection reliability operating limit or by the Western Electricity Coordinating Council (WECC) as an element of a major designated by or as an element of a WECC major critical path (NERC 2008).

are vegetation height, density, location, or condition targets that trigger specific control methods. Since thresholds will vary from utility to utility and project to project, they should be set by a utility vegetation manager. Thresholds should be established in advance to meet objectives and be based on the results of site evaluations. A cycle based on an established period of time is often not an appropriate action threshold, because changes in growth rates, facility use, and land development will affect when vegetation needs to be controlled. Consequently, inspection and maintenance schedules should be based on existing vegetation, expected growth rates, past control methods, and action thresholds.

Minimum Clearances

Minimum clearance requirements may be established by regulatory oversight, or by individual utilities, to achieve management objectives. When establishing minimum clearances for energized conductors, practitioners must at least consider:

- the potential growth of vegetation
- the combined movement of vegetation and conductors in high wind
- sag of conductors due to elevated temperatures or icing

Vegetation managers must be aware that IVM requires a broader, more preventative approach than simply maintaining minimum clearances.

The objective of most IVM programs includes preventing the establishment of incompatible vegetation. Trees that have grown to the point where spark-over or an interruption to service is likely at any moment indicate a breakdown of the IVM program. Action thresholds in IVM are used to determine when incompatible vegetation control is necessary long before it has the potential to violate minimum clearance requirements or cause a service interruption. Using an IVM approach is both economically and environmentally sound because preventing establishment of incompatible vegetation is both less costly and less intrusive than removing or pruning large, established trees.

Evaluate and Select Control Methods

Control methods are the processes through which managers achieve objectives. The most suitable control methods are those that best achieve management objectives at a particular site. Many cases call for a combination of methods. Managers have a variety of controls from which to choose, including manual, mechanical, chemical (herbicide and tree growth regulators), biological, and cultural options. The ultimate objective is to maintain

a desirable plant community with available tools, emphasizing biological and ecological control.

Manual Control Methods

Manual methods are performed by workers using hand-carried tools, such as chain saws, handsaws, pruning shears, and other devices to control incompatible vegetation. The advantage of manual techniques is that they are selective and can be applied where others may not be appropriate. On the other hand, manual techniques can be inefficient, less safe, more intrusive, more expensive, and not as environmentally friendly as other methods.

Mechanical Control Methods

Mechanical controls are done using machines. They are efficient and cost effective, particularly for clearing dense vegetation during initial right-of-way establishment or for reclaiming neglected or overgrown rights-of-way. On the other hand, machines may have a greater negative environmental impact than other control methods. Mechanical control methods can be nonselective; destroy compatible vegetation; disturb sensitive areas such as wetlands, archeologically rich localities or developed areas; establish a seedbed for and dispersal of incompatible plants through ground agitation; and carry seasonal restrictions to prevent harm to nesting wildlife and the environment. Machines can leave behind petroleum products from normal operations, leaks, and spills. Furthermore, heavy equipment use can be risky to use on steep terrain, where it can be unstable and contribute to erosion. To safely achieve desired end results, machinery must be properly maintained and run by skilled equipment operators.



Figure 3. Tractor-mounted mower.

Machine Types

There are many machines that can be used for IVM. Machines efficiently remove undesirable vegetation on large-scale operations, such as initial right-of-way clearing or reclamation. Examples include:

- *Mowers* (Figures 3 and 4) not only remove and grind brush, but they can also fell small trees. Grinding and scattering improves aesthetics, facilitates debris decomposition, reduces fuel loads, and minimizes fire hazard. Appropriate timing and frequency can affect plant community development.
- *Shears* are whole tree removal devices mounted on heavy equipment. Shears can fell, lift, and stack trees (Figure 5).



Figure 4. Excavator-mounted mower.

- Mechanized *pruning* can be done with all-terrain vehicles equipped with an extendable boom (commonly 75 ft or 25 m) that can extend a circular saw blade (Figure 6). It can also be done with an array of blades slung beneath a helicopter. These devices can prune trees quickly and efficiently. However, it can be difficult to be precise with mechanized pruning equipment. Wounds that result are inappropriate for landscape or high-value trees. Consequently, mechanical pruning equipment use should be limited to rural or remote areas.



Figure 5. Feller-buncher.

- *Aerial lifts* can provide production efficiencies and safety. They can be mounted on a variety of chassis, from trucks to all-terrain vehicles, which can work off road (Figure 7).



Figure 6. Mechanical pruner.

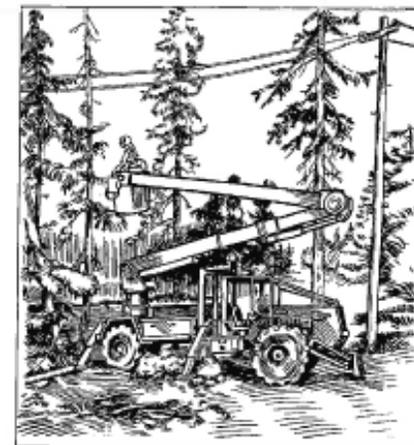


Figure 7. Off-road aerial lift.

Chemical Control Methods

Chemicals must be applied by qualified applicators according to label directions. Applicators are not only required to read and comply with label instructions, but also all other laws and regulations pertaining to chemical use. Label instructions for personal protective equipment (PPE) are particularly important. Most commonly used herbicide formulations only require long-sleeved shirts, long pants, and shoes and socks. Some formulations require resistant gloves and protective eye wear. Preference should be given to using chemicals that minimize risk to humans and the environment. Emphasis shall also be given to techniques that reduce the amount of material applied over time.

Tree Growth Regulators

Tree growth regulators (TGRs) are substances designed to reduce growth rates by interfering with natural plant processes. By slowing growth rates of some fast-growing species, TGRs can be helpful where removals or cover type conversion are prohibited or impractical, such as in urban forest applications. TGRs have not been demonstrated to be economically effective on large-scale, rural transmission facilities; however, they have proven useful in specific locations primarily on distribution lines

Herbicides

Herbicides control plants by interfering with specific botanical biochemical pathways. There are a variety of herbicides, each of which affect plants in different ways and behave variously in the environment, depending on the formulation and characteristics of the active ingredient. While appropriate herbicide use reduces the need for future intervention, misused herbicides can carry environmental risks due to drift, leaching, and volatilization.

When properly applied, herbicides are effective and efficient, while minimizing soil disturbance and enhancing plant and wildlife diversity. Herbicide application can benefit wildlife by improving forage as well as escape and nesting cover. In some instances, noxious weed control is a desirable objective on utility rights-of-way that can be satisfied through herbicide treatment.

Herbicide use can control individual plants that are prone to re-sprout or sucker after removal. When trees that re-sprout or sucker are removed without herbicide treatment, dense thickets develop—impeding access, swelling workloads, increasing costs, blocking lines-of-site, and degrading wildlife habitat (Figure 8). Treating suckering plants allows compatible early successional species to dominate the right-of-way and out-compete incompatible species, ultimately reducing work.

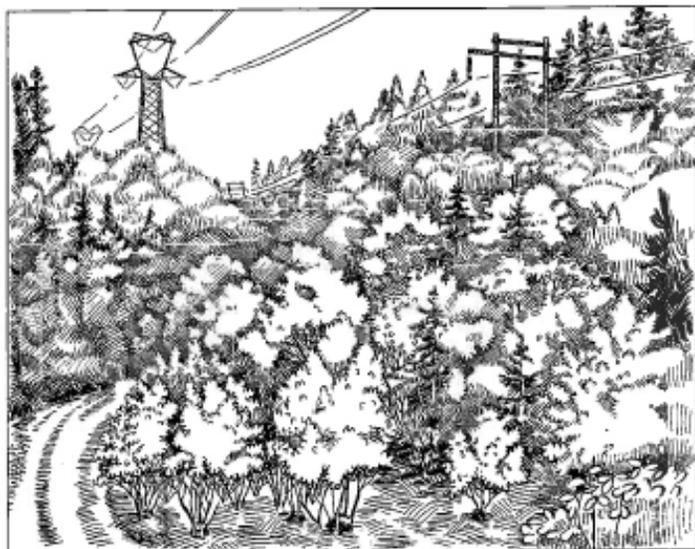


Figure 8. Sprouting from cut stumps.

Closed Chain of Custody

Traditionally, herbicides have been supplied in concentrated forms in non-returnable containers. This requires handling open containers of concentrate on job sites for mixing and loading. Advances in chemistry and application methods have significantly reduced the volume of herbicide solutions applied. These advances have made it practical to adopt a closed chain of custody concept in which ready-to-use and diluted concentrate formulations are utilized in closed delivery systems (Figure 9)—a practice that further protects the applicator and environment (Goodfellow and Holt 2011).

The closed chain of custody concept includes herbicide shipping, distribution, storage, and mixing, and includes returning empty containers for refilling and reuse. It involves four cycles (Goodfellow and Holt 2011):

- *Container cycle*: supply containers are returned, refilled, and reused
- *Integrity cycle*: closed connections at the transfer points between supply containers, mix tank, and application equipment
- *Documentation cycle*: a container tracking system that establishes an auditable record documenting movement of herbicides and containers
- *Herbicide cycle*: use of customer blends containing the required active ingredient and adjuvants



Figure 9. An interlocking valve connection between fill hose and backpack is preferred.

The Utility Arborist Association (UAA) and ISA have produced best management practices for closed chain of custody for herbicides in the utility vegetation management industry (Goodfellow and Holt 2011). Readers are encouraged to consult these best practices for further information on the subject.

Selectivity

Herbicides can be selective or nonselective depending on their type. Selective herbicides only control specific kinds of plants when applied according to the label. For example, synthetic auxins are a class of selective herbicides that control broadleaved plants, but do not harm grass species. By contrast, nonselective herbicides work on both broadleaved plants and grasses.

Application techniques can be either selective or nonselective. Selective applications are used against specific plants or pockets of plants. Nonselective techniques target areas rather than individual plants (see *Herbicide Application Methods*). Nonselective use of nonselective herbicides eliminates all plants in the application area. Nonselective use of a selective herbicide controls treated plants that are sensitive to the herbicide, without affecting plants with low sensitivity. Selective use of either would only control targeted vegetation. Selective use is preferable unless target vegetation density is high.

Herbicide Application Methods

Herbicide application methods are categorized by the quantity of herbicide used, the character of the target, vegetation density, and site parameters. Dyes can be used in the herbicide mix to mark areas that have been treated. Application methods include individual stem, broadcast, and aerial treatments.

Individual Stem Treatment

Individual stem treatments are selective applications. They include stump, basal, injection, frill (hack and squirt), selective foliar, and side-pruning applications (Table 2). Because they are applied selectively, proper individual

Table 2. Herbicide treatment methods.

Individual Stem	Broadcast	Aerial
Stump	High volume foliar	Fixed wing
Basal	Low volume foliar	Rotary wing
Injection	Cut stubble	
Frill	Bare ground	
Selective foliar (low and high volume)		
Sidepruning		

stem applications work well to avoid damage to sensitive or off target plants. However, this treatment is impractical for large areas or for sites dominated by undesirable species.

Stump applications are a common individual stem treatment in which herbicides are applied to the cut stump surface around the cambium and top side of the bark (Figure 10).

Water-based formulations require immediate stump treatment, while vegetable oil-based herbicides can be put on hours, days, or even weeks after cutting.

Injection involves injecting herbicide into a tree, while frill treatments consist of herbicide application into wounds made in the trunk. Injections or frill treatments are especially useful against large incompatible trees to be left standing for wildlife.

Basal applications often use an herbicide in a vegetable oil carrier applied to the base and encircling stems and the root collars (Figure 11). The vegetable oil penetrates the bark, carrying the herbicide into the plant. Although basal applications can be made year round, dormant treatment is often best on deciduous



Figure 10. Stump treatments are a common individual stem treatment where herbicides are applied to the cut stump surface around the cambium and top side of the bark.



Figure 11. Basal application

plants, when they do not have foliage that can obstruct access to individual stems and are not covered by snow or ice.

Selective foliar applications are done by spraying foliage and shoots of specific target plants (Figure 12). They can be either low or high volume treatments. For low volume applications, comparatively high concentrations of herbicide active ingredient are made in lower volumes of water than would be used with high volume treatment. Foliar applications are only made during the active growing season, normally late spring to early fall.



Figure 12. Selective foliar application.

Chemical side pruning is a technique where non-translocatable herbicides are applied to foliage of specific branches growing toward the electric facility, causing them to defoliate and eventually be shed by the tree.

Broadcast Treatment

Broadcast treatments are nonselective because they control all plants sensitive to a particular herbicide in a treatment area. They can provide a degree of selectivity if used with selective herbicides. Even then, broadcast treatments do not differentiate between compatible and incompatible plants that the herbicide controls. Broadcasting is particularly useful to control large infestations of incompatible vegetation (including invasive species) in rights-of-way or along access roads.

Broadcast techniques include high- or low-volume foliar, cut-stubble, and bare-ground applications. High-volume foliar applications are similar to high-volume selective foliar applications. The difference is that broadcast high-volume foliar treatments target a broad area of incompatible species rather than individual plants or pockets of plants. Low-volume foliar treatments are applied similarly, but with specialized nozzles and thin inversion formulations that minimize volume and spray drift.

Cut-stubble applications are made (using either high- or low-volume broadcast treatments) over areas that have just been mowed. Bare-ground treatments are used for clearing all plant material in a prescribed area, such as in substations or around poles, to protect against fire. Bare-ground applications are usually granular or liquid applications following mechanical removal of vegetation, or used as a pre-emergent in maintaining graveled areas, such as substation enclosures.

Aerial Treatments

Aerial treatments are made by helicopter (rotary wing) or small airplane (fixed wing). Rotary wing aircraft provide the most accuracy, because helicopters can hover, are more maneuverable, and can fly more slowly than airplanes. However, airplanes are less expensive to operate than helicopters. Aerial control methods are nonselective, but may provide a level of selectivity if used with proper herbicides. Aerial applications can be useful in remote or difficult-to-access sites, and can be quick and cost effective, especially if large areas need to be treated. They can also be used where incompatible vegetation dominates a right-of-way or vegetation height limits ground-based treatments. The primary disadvantage of aerial application is that it carries the threat of off-target drift. To limit drift, work must be performed under low-wind conditions with specialized nozzles and formulations.

Biological Control Methods

Biological control is management of vegetation by establishing and conserving compatible, stable plant communities, using plant competition, animals, insects, or pathogens. For example, some plants, including certain grasses, release chemicals that suppress other plant species growing around them. Known as allelopathy, this characteristic can serve as a type of biological control against incompatible species. Promoting wildlife populations is also a form of biological control. Birds, rodents, and other animals can encourage compatible plant communities by eating seeds or shoots of undesirable plants.

A biological control known as cover-type conversion provides a competitive advantage to short-growing, early successional plants, allowing them to thrive and successfully compete against unwanted tree species for sunlight, essential elements, and water. Early successional plant communities are relatively stable and tree-resistant. This control method reduces the amount of work, including herbicide application, with each successive treatment. While it is a type of biological control, cover-type conversion may require the use of one or more other control methods—such as manual, mechanical, herbicide, or cultural—depending on conditions.

Tree-resistant communities are often created in two stages. The first involves nonselectively clearing the right-of-way of undesirable trees using the best applicable control method or combination of methods. The second stage involves developing a tree-resistant plant community using selective techniques, including herbicide applications, that opens an area to sunlight and encourages an often long-dormant seed reservoir of compatible species to germinate. In the long run, this type of biological control is the most desirable method, at least where it can be done effectively.

Cultural Control Methods

Cultural methods modify habitat to discourage incompatible vegetation and establish and manage desirable, early successional, and other compatible plant communities. Examples of cultural control include seeding, planting low-growing crops, and establishing pastures, prairies, compatible landscapes, and other managed areas. Fertilization and irrigation are techniques that may be used to help establish low-growing, compatible plant communities.

Engineering Solutions

While they are not vegetation control methods, engineering solutions can provide relief from vegetation-power line conflicts. They can include relocating, reconstructing, or burying lines. The disadvantage of engineering solutions is that they are often unaffordable for adjacent property owners or not cost-effective for utilities and their ratepayers. They can also have detrimental environmental impacts if inappropriately applied (Goodfellow 1995).

Wire-Border Zone Concept

The wire-border zone concept is a management philosophy that can be applied through cultural control. W.C. Bramble and W.R. Byrnes developed the concept in the mid-1980s out of research begun in 1952 on a transmission right-of-way in the Pennsylvania State Game Lands 33 Research and Demonstration project (Yahner and Hutnick 2004).

The wire zone is the section of a utility transmission right-of-way under the wires and extending on both sides to a specified distance (Bramble, Yahner and Byrnes 1992). The standard way to establish the wire zone is by a set measure (e.g., 10 ft [3 m] or another length) on each side of the wires. Goodfellow (2013) suggests demarcating the wire zone under the wires at a distance equal to 60% of phase-to-phase spacing on the border side of the outside conductors. The wire zone is managed to promote a low-growing plant community dominated by grasses, herbs, and small shrubs (e.g., under 3 ft [1 m] in height at maturity).

The border zone is the remainder of the right-of-way (Figure 13). It is managed to establish small trees and tall shrubs (under 25 ft [7.5 m] in height at maturity). The concept may be modified to accommodate side slope (Figure 14). When properly managed, diverse, tree-resistant plant communities develop in wire and border zones. These plant communities not only protect the electric facility and reduce long-term maintenance, but also enhance wildlife habitat, forest ecology, and aesthetic values.

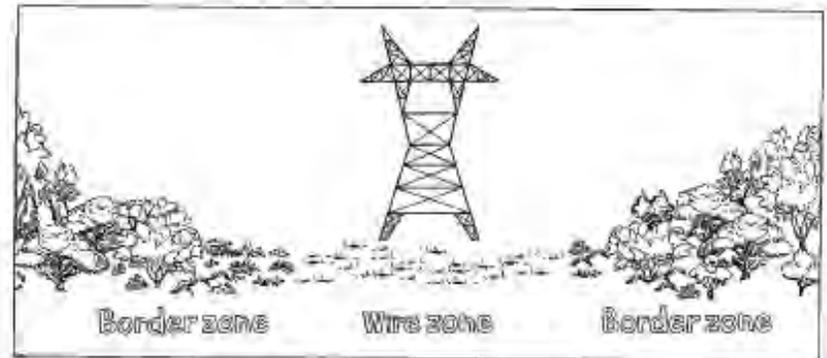


Figure 13. Wire-border zone.

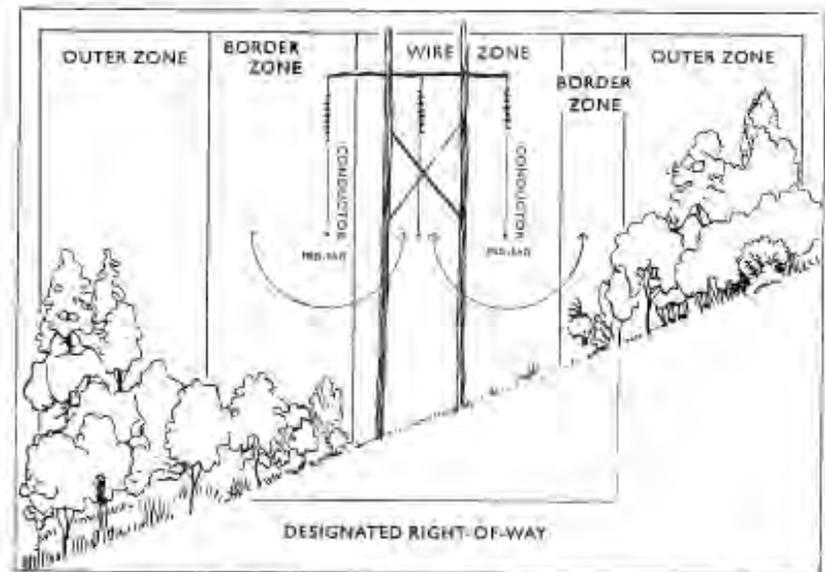


Figure 14. Modification of wire-border zone for side slope.

Although the wire-border zone concept is a best practice in many instances, it is not necessarily universally suitable. For example, standard wire-border zone prescriptions may be unnecessary where lines are high off the ground, such as across low valleys or canyons. One way to accommodate topography changes is to vary zones based on wire height. For example, vertical zones could be established over low valleys, or canyon bottoms, or other areas where conductors are high above the ground (e.g., 100 ft [30 m], or height managers deem appropriate for a specific region), where only a few trees are likely to be tall enough to conflict with the lines (Figure 15). In those instances, trees that potentially interfere with transmission lines can be removed selectively on a case-by-case basis. In areas where the wire is lower, perhaps between 50-100 ft (15-30 m) over the ground, a border zone community could be developed throughout the right-of-way. Where the line is lower, less than 50 ft (15 m) off the ground, for example, managers could apply a full wire-border zone prescription. These modifications have many advantages. Removing fewer trees in valleys and canyons has environmental benefits. Streams often course through the valleys and canyons where lines are likely to be elevated. Leaving timber or border zone communities in valley and canyon bottoms helps shelter this valuable riparian habitat (see *Stream Protection*). It also has economic benefits, as unnecessarily removing trees is a waste of money.

Strict adherence to wire-border zone methodology may also be inappropriate in some fire protection jurisdictions, where border zone establishment is often discouraged out of concern it could provide ladder fuels to the adjacent forest. In these and other cases, management objectives could call for a perennial meadow or prairie plant community throughout the right-of-way. Meadows and

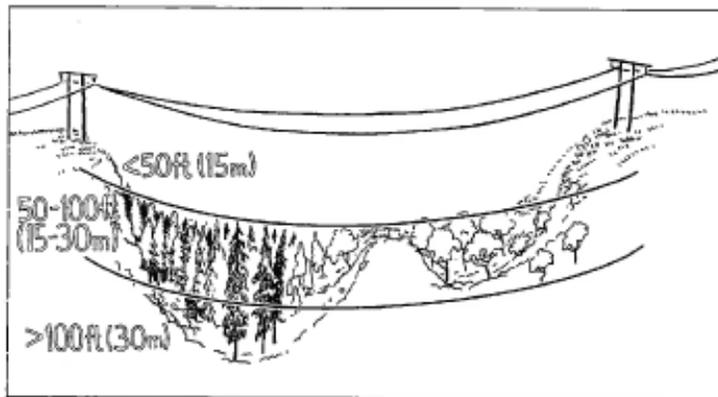


Figure 15. Wire-border zone for elevation of wire off ground.

prairies are legitimate, tree-resistant plant communities that can be established through IVM. The wire-border zone concept is a useful tool in situations where it meets management objectives as determined by utility vegetation managers.

Pipe zone-border zone

The wire-border zone concept can be modified to meet IVM objectives on many pipeline rights-of-way (Figure 16). The height and type of vegetation should meet management objectives. Over the pipe zone, native prairie forbs and grasses may be encouraged. Dense, low-growing, gas-sensitive, green cover could also be introduced into the pipe zone if desired. Taller-growing, compatible vegetation can be managed on the edges of the pipeline right-of-way, where it will not interfere with maintenance or pipe integrity. If prairie or other grasses are so tall that they interfere with testing or maintenance, a narrow path directly over the pipe can be mowed, without disturbing the remainder of

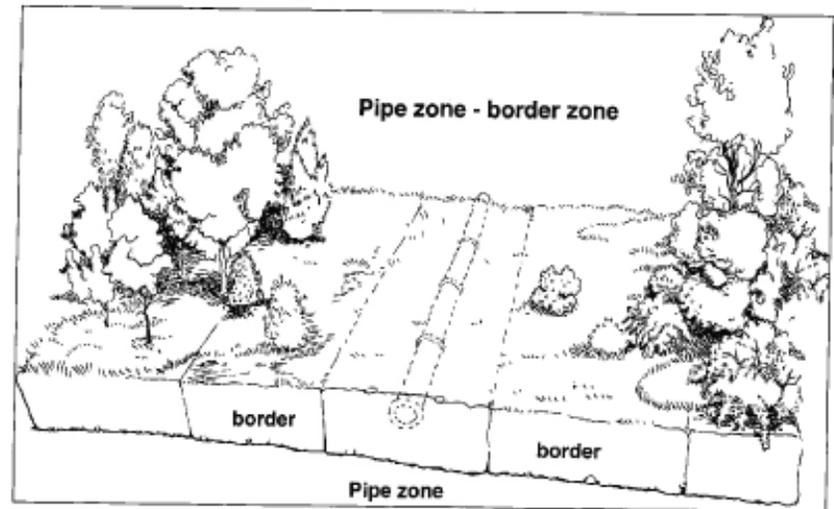


Figure 16. Pipe-border zone.

the right-of-way. This would result in the need for periodic strip-mowing, with low economic and environmental costs and greater benefits for certain wildlife species (Stedman and Brockbank 2012, Johnstone 2012).

Implement Control Methods

All laws and regulations governing IVM practices and specifications written by utility vegetation managers must be followed. Integrated vegetation manage-

ment control methods should be implemented on regular work schedules, which are based on established objectives and completed assessments. Work should progress systematically, using control measures determined to be best for varying conditions at specific locations along a right-of-way. Some considerations used in developing schedules include the importance and type of line, vegetation clearances, workloads, growth rate of predominant vegetation, geography, accessibility, and in some cases, time elapsed since the last scheduled work.

Initial Clearing and Reclamation

Initial clearing of new and reclaiming of neglected rights-of-way requires nonselective techniques, at least in areas dominated by incompatible vegetation. Subsequent projects on those rights-of-way can selectively target incompatible plants, working toward cover-type conversion.

Clearances

The system operator should establish and document appropriate clearance distances or vegetation heights to be achieved at the time of work. A utility vegetation manager should determine appropriate vegetation conditions, including clearances, throughout the system. Following work, vegetation on the right-of-way should consist of a height and species mix that meets management objectives, including reducing electric and gas safety and service-reliability threats, protecting the environment, and controlling costs. Achieving mandated minimum vegetation clearance distances (such as the minimum vegetation clearance distance [MVCD] in FAC-003 [NERC 2008]), while technically in compliance with regulations, is not in and of itself a best management practice. Nor should it be used as a limitation for managing vegetation on a right-of-way, or evaluating the efficacy of IVM operations. Doing so would allow the establishment of incompatible trees on the right-of-way, which would require periodic topping or severe pruning. In addition to creating unacceptable ongoing risk to facilities, tree maintenance operations can unnecessarily place workers at risk. Managers should bear in mind that clearances are just one objective out of many. The best practice is to remove incompatible trees, encourage compatible vegetation, and ensure—through ongoing monitoring and maintenance—that trees do not become established in these areas or have opportunities to violate minimum clearance requirements.

Debris Disposal

Debris such as logs and slash that result from IVM operations should be handled in a manner compatible with adjoining land use, terrain, aesthetics, wildlife habitat, and fire risk. Logs may be recoverable for firewood or

timber products, and are often best left for the property owner or as wildlife habitat. Slash can be placed into piles, windrowed along rights-of-way edges, or lopped and scattered. Some jurisdictions may limit the height and length of slash piles. Neither slash nor logs should be placed below the high water mark of streams or other bodies of water, unless requested by a competent authority. Logs should not be moved from the work site if they are likely to be infested with an epidemic-causing disease or insect pest. Where appropriate (e.g., in remote areas or in wildlife management areas), dead standing timber that cannot strike the line or violate mandated minimum clearance requirements can be left as wildlife habitat.

Monitor Treatment and Quality Assurance

An effective IVM program must have documented processes to evaluate results. Evaluations can involve quality assurance while work is underway and after it is completed. Monitoring for quality assurance should begin shortly after work begins to correct any possible miscommunication or misunderstanding on the part of crew members. Early and consistent observation and evaluation also provides an opportunity to modify the plan, if necessary, in time for a successful outcome.

Utility vegetation management programs should have systems and procedures in place for documenting and verifying that vegetation management work was completed to specifications. Post-control reviews can be comprehensive or based on a statistically representative sample. The results should be compared to objectives, referencing the baseline surveys completed earlier in the planning process. A review of environmental, customer, archeological, or other outcomes may also be necessary, along with property owner and stakeholder surveys. This final review can identify additional work to be completed or highlight opportunities for improved management. The first step in the IVM process of planning and setting objectives then begins again (Figure 2).

Record Keeping

Records are necessary for quality assurance and future planning. The type of information needed is best determined by the utility vegetation manager. Relevant data commonly includes details on land ownership, the date of pre-notification, and access routes. Records should be digitized and reflect dates of communication, names of stakeholders, and the nature of discussions with them, including any commitments. Records should also be maintained on the type and voltage of line or pipeline capacity, along with work dates,

methods, and location. Where appropriate, records should be maintained on threatened and endangered species and other considerations.

Herbicide records are required by law. Applicators should identify themselves, note the herbicide trade name, the active ingredient, and in the United States, the EPA number. Applicators also need to track the amount of herbicide applied, the location of the application, weather conditions at the time of treatment, how many trees or acres were treated, and other relevant factors.

3. IVM Application

Environmental Protection

Species of Concern

Vegetation management should not disturb or harm species of concern (i.e., rare, threatened, endangered, or otherwise protected species). Utility vegetation managers need to obey appropriate guidelines and regulations. Often, simple adjustments can be made to protect sensitive species without compromising desired outcomes.

Wetlands

Wetlands should be worked using suitable control methods. If herbicides are to be applied, only those labeled for use over water may be used in wetlands.

Stream Protection

To protect streams, incompatible vegetation may need to be selectively pruned or removed, or treated with appropriate herbicide to gradually establish a compatible riparian plant community. Equipment may only use existing or designated stream crossings.

Buffers

Stream crossings of right-of-way corridors, surface water supply reservoirs, and drinking water wells and springs need to be protected by buffers. Buffers should retain as much compatible vegetation as possible. If herbicides are needed within the buffer, only those appropriate for the site should be applied. Machine work should be avoided in buffers as equipment may leak or spill petroleum products, causing pollution or erosion. Utility vegetation managers, working along with competent authorities, should determine appropriate distances for particular buffers.

Archeological or Cultural Sites

Vegetation management activities should not disturb known archaeological or cultural sites. When necessary, archeological sites should be located and marked, and a plan established to adequately protect them during work. Field data inventories of known sites should be kept on file. Practices that won't damage the sites, such as manual cutting and backpack or aerial herbicide applications, should be considered for use at these locations.

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4. Tree Pruning and Removal

Pruning for clearance of trees within pipeline and electric transmission rights-of-way is generally inconsistent with IVM management objectives. However, it may be necessary in rare cases involving legal restrictions. Electric distribution lines are often maintained with pruning as a part of an overall IVM strategy. When pruning is necessary, it should be conducted according to the most current version of the ANSI A300, Part 1: *Tree, Shrub, and Other Plant Management—Standard Practices (Pruning)* and ISA's *Best Management Practices: Utility Pruning of Trees* (Kempter 2004). Structurally unsound or dead trees located off the right-of-way in remote areas may be left for wildlife by reducing them in height so they will no longer strike the electric facility should they fall.

5. Summary

Integrated vegetation management—as presented in ANSI A300 Part 7 (ANSI 2012), and when implemented according to principles established by the work of peer-reviewed researchers, long-standing demonstration projects, and successful utility programs—offers a systematic way of planning and implementing a comprehensive, cost-effective, environmentally-sound vegetation management program that meets primary utility objectives and addresses legitimate stakeholder concerns. It consists of six elements:

1. Set Objectives
2. Evaluate the Site
3. Define Action Thresholds
4. Evaluate and Select Control Methods
5. Implement Control Methods
6. Monitor Treatment and Quality Assurance

Managers should select control options to best promote management objectives. Tree-resistant plant communities can be a desirable objective to reduce long-term workloads and costs because, once established, they out-compete incompatible plants. When effectively applied, IVM is a systematic, preventive strategy that results in site-specific treatments to meet management objectives. A sound program includes documented processes to evaluate results, which should involve both monitoring for quality assurance while work is underway and after it is completed. However, the overriding focus should be on environmentally-sound, cost-effective control of species that potentially conflict with the electric facility, while promoting compatible, early successional, sustainable plant communities.

6. Glossary

abatement plan—a process for reducing vegetation risk.

action thresholds—a point at which the level of incompatible plant species, density, height, location, or condition threatens the stated management objectives and requires implementation of a control method(s).

allelopathy—the production of chemicals by one plant species that can suppress or kill other species.

ANSI A300—the *American National Standard for Tree Care Operations—Tree, Shrub, and Other Woody Plant Management—Standard Practices*. American national arboricultural consensus standard series for tree care operations.

biological methods—management of vegetation by establishment and conservation of compatible, stable plant communities using plant competition, allelopathy, animals, insects, or pathogens. Cover-type conversion is a type of biological control.

best management practices—in the context of utility vegetation management, a best management practice is the most effective, safe, economical, and environmentally-sound procedure or procedures for maintaining utility rights-of-way. *Best Management Practices* is also the title of a series of booklets produced and published by the International Society of Arboriculture, which serve as companion documents to the ANSI A300 series.

border zone—a section of a transmission or pipeline right-of-way that extends from the wire or pipe zone to the right-of-way edge. The border zone is managed to promote a low-growing plant community of forbs, tall shrubs, and low-growing trees below a specified height (e.g., 25 ft or 7.5 m).

brush—standing woody stems (live or dead) less than 4 in (10 cm) in diameter at breast height (4.5 ft [1.35 m]).

bulk transmission—see *transmission lines*.

chemical control methods—management of incompatible vegetation through the use of herbicides or growth regulators.

closed chain of custody—an end-to-end process of documented ownership for herbicides, adjuvants, and containers from manufacturer through application, and the return of returnable, reusable containers to a customer blender for refilling and reuse (Goodfellow and Holt 2011).

compatible vegetation—vegetation that is desirable or consistent with the intended use of the site. For example, plant species that will never grow sufficiently close to violate minimum clearance distances with electric conductors.

cover-type conversion—a type of biological control where a stable, tree-resistant plant community is developed using selective techniques that opens an area to sunlight and encourages desirable plants to out-compete undesirable vegetation in a right-of-way.

cultural methods—management of vegetation through alternative use of the right-of-way that precludes growth of incompatible vegetation through establishment of crops, pastures, prairies, parks, successful cover-type conversion, or other managed landscape.

debris—material such as slash, logs, or chips left after right-of-way clearing or maintenance operations.

distribution lines—high voltage lines generally energized between 4kV and 22kV, but can range from 600v to 35kV. Distribution lines usually serve commercial and residential customers.

early-successional plant communities—plant communities that first develop following disturbance. Succession is the replacement of one plant community by another. Cover-type conversion in a utility context inhibits successional progress past an early stage.

frilling—a method of herbicide application where tools are used to remove the bark of target woody plants, and herbicide is applied to the wound.

hack and squirt—see *frilling*.

hazard tree—a tree that has been assessed and found to be likely to fail and cause an unacceptable degree of injury, damage, or disruption. Hazard trees pose a high or extreme risk (Smiley, Matheny and Lilly 2011).

herbicide—a pesticide used to kill, slow, or suppress plant growth by interfering with botanical pathways.

imminent threat—a vegetation condition that could cause damage or interruption of service to overhead energized facilities or pipelines at any moment.

incompatible vegetation—vegetation that is undesirable, unsafe, or interferes with the intended use of the site.

integrated pest management (IPM)—an ecologically-based strategy for long-term damage prevention caused by pests using a combination of techniques

integrated vegetation management (IVM)—a system of managing plant communities based in IPM, where managers identify compatible and incompatible vegetation, consider action thresholds, evaluate control methods, and select and implement controls to achieve specific objectives. The choice of control methods is based on the anticipated effectiveness, environmental impact, site characteristics, safety, security, economics, and other factors.

ISA—International Society of Arboriculture.

kV—1000 volts.

level 1 or limited visual tree risk assessment—periodic, visual assessment of trees within the strike zone, in order to identify obvious defects that could cause a tree or tree part to fall directly on an overhead high-voltage conductor. Level 1 assessments are conducted from a specified perspective such as foot, vehicle, or aerial patrol to identify a tree or trees among a population that have an imminent or probable likelihood of failure (Smiley, Matheny and Lilly 2011).

level 2 or basic tree risk assessment—detailed visual inspection of a tree and surrounding site that may include the use of simple tools. It requires that a tree risk assessor walk completely around the tree trunk looking at the site, aboveground roots, trunk, and branches (Smiley, Matheny and Lilly 2011).

line—a distribution or transmission electric facility including wire, poles, and attachments.

logs—woody stems greater than 6 in (15 cm) in diameter that result from tree or large branch removal.

low-growing plant community—a population of plants that have a low mature height (e.g., 3 ft [1 m] or less). Examples include grasses, shrubs, forbs, and herbs. Low-growing plant communities can often effectively compete with trees and tall-growing shrubs for sunlight, essential elements, and moisture. Once established, low-growing plant communities are relatively self-sustaining and can be maintained with a minimum of intervention.

maintenance cycle—planned length of time that must be maintained between vegetation management activities.

manual methods—vegetation cutting or removal using tools carried by hand.

mechanical methods—vegetation removal using machines such as mowers, rubber-tire or tracked tractors, or excavators.

minimum vegetation clearance distance (MVCD)—a calculated minimum distance stated in feet (or meters) to prevent spark-over, for various altitudes and operating voltages, that is used in the design of transmission facilities. Keeping vegetation from entering this space will prevent transmission outages.

National Electrical Safety Code® (NESC)—a standard in the United States covering basic provisions for safeguarding persons from hazards resulting from installation, operation, or maintenance of conductors and equipment in electric supply stations, overhead and underground electric supply, and communication lines. It also contains work rules for construction, maintenance and operations of electric supply, and communication lines and equipment.

nonselective management—method of controlling vegetation without regard to whether or not the vegetation is desirable or undesirable.

pipe zone-border zone—an adaptation of the wire-border zone concept for pipeline rights-of-way. The pipe zone is an inspection area corresponding to the wire zone and is comprised of low-growing species (Stedman and Brockbank 2012).

right-of-way—a corridor of land used for a specific purpose such as an electric transmission or pipe line. (plural: rights-of-way.)

right-of-way reclamation—establishing IVM on a right-of-way that has not been managed to the full extent of its easement or ownership rights and intended purpose. Reclamation usually involves initial nonselective control techniques.

risk—the combination of the likelihood of an event and the severity of the potential consequences. In the context of IVM, risk is the likelihood of trees, tree parts, or other vegetation falling onto—or growing into—utility facilities, causing damage and/or interrupting utility services, combined with the severity of the potential consequences.

selective management—methods used to target undesirable vegetation while retaining desirable vegetation.

slash—non-standing debris less than 6 in (15 cm) in diameter left after right-of-way clearing operations.

spark-over—a luminous discharge of electricity through a gap between two conductive objects (e.g., a power line and a tree).

specification—in the context of IVM, a document containing detailed, measurable plans and requirements needed for an effective vegetation management program. Must be written by a utility vegetation manager.

stakeholder—a person or group that has a legitimate interest in a project or organization.

strike zone—360-degree area around a tree equal to that tree's height. Constitutes a space upon which a tree could fall if it failed.

subtransmission lines—high-voltage lines generally energized between 69 and 161 kV. They can be as low as 35 kV. Subtransmission lines connect bulk transmission substations to industrial customers or distribution substations.

transmission lines—high voltage lines that are critical to regional electric reliability. They are generally energized between 230 kV and 765 kV, although some transmission lines are energized as low as 69 kV. Transmission lines connect generation and bulk transmission substations.

transmission grid—interconnection of transmission lines used to deliver electricity from power plants to transmission substations or to transfer electricity to other utilities or regions.

tree growth regulator (TGR)—chemical that can be applied to trees that slows terminal growth by reducing cell elongation.

utility vegetation manager—a professional with the proper experience, education, and training to successfully establish or supervise an integrated vegetation management program.

wetland—land where water saturation is the dominant factor determining the nature of soil development and the types of plant and animal communities living in and on the soil.

windrow—in the context of utility vegetation management, slash or debris raked or stacked in a row to the side of a right-of-way. The term evokes a row of hay raked up to dry before being rolled or baled.

wire zone—section of a utility transmission right-of-way directly under the wires, and extending to a utility specified distance (e.g., 60% of phase spacing; 10 ft or 3 m) on each side. The wire zone is typically managed to sustain a low-growing forb, grass, herb, and shrub plant community.

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About the Author

Randall H. Miller is Director of Vegetation Management at PacifiCorp. He is currently Chair Elect of the TREE Fund Board of Trustees. He has served as President of the Utility Arborist Association, on the Editorial Board of the Journal of *Arboriculture & Urban Forestry*, the International Society of Arboriculture's Certification Test Committee, as Chair of the Edison Electric Institute Vegetation Management Task Force, President of the Oregon Urban and Community Forest Council and as a member of Utah Community Forest Council Board.

He joined PacifiCorp in 1993, and has been their System Forester since 1999. He earned his bachelor's degree in horticulture from the University of Wisconsin-Madison and master's degree in urban forestry from the University of Wisconsin-Stevens Point. He is an ISA Certified Arborist® and an ISA Certified Arborist Utility Specialist™. He received the 2001 ISA Pacific Northwest Chapter Utility Arborist Award, the 2005 ISA R.W. Harris Author's Citation, the 2007 Utility Arborist Association President's Award, the 2007 ISA Pacific Northwest Chapter President's Award, and the 2008 Utah Chapter Distinguished Service Award. He has over 60 arboricultural-related writing credits to date.

Richland County Council Request of Action

Subject:

Consider Request from the Columbia Housing Authority to Waive Tipping Fees at the Richland County C&D Landfill for Demolition Debris from the Gonzales Gardens Apartment Complex

January 12, 2016 -- The Committee forwarded this item to Council without a recommendation.



**RICHLAND COUNTY
GOVERNMENT**
Office of the County Administrator

MEMORANDUM

Date: February 05, 2016
To: Richland County Council
From: Kevin Bronson, Richland County Assistant Administrator
CC: Tony McDonald, Richland County Administrator
RE: Columbia Housing Authority

At the January 12, 2016 Development and Services Committee Meeting Councilmembers requested additional information from the Columbia Housing Authority (CHA). The CHA responded to the following requests in the attached letter dated January 27, 2016.

1. Regarding the June 26, 2006 letter from then County Chairman Mizzell: Has any of the funds pledged been utilized by the CHA? Does the CHA intend to request or utilize any of the pledged funds?
(See first bullet point in CHA Letter dated January 27, 2016)
2. Provide a budget for the planned demolition.
(See second bullet point in CHA letter dated January 7, 2016 and budget attachment)
3. What will be done to address asbestos?
(See third bullet point in CHA Letter dated January 27, 2016)
4. Are there recycling opportunities to recycle debris materials?
(See fourth bullet point in CHA Letter dated January 27, 2016)
5. What process will be utilized to relocate individuals currently living in the apartments?
(See fifth bullet point in CHA Letter dated January 27, 2016)
6. What financial commitment had the City of Columbia made to this project?
(See sixth bullet point in CHA Letter dated January 27, 2016 and attachment)

Council asked: If the request is approved would it result in a defacto acceptance into a TIF district?
The Legal Department is evaluating this question.

Council also asked staff to further evaluate two of the alternatives proposed in the ROA:

1. Approve the request from the Columbia Housing Authority to waive tipping fees at the Richland County C&D landfill of approximately \$499,500 for 27,000+/- tons (\$18.50/ton) of debris from the demolition of the Gonzales Gardens.
2. Approve an allocation of \$222,750 for the disposal of 27,000+/- tons of debris from the Gonzales Gardens at the Waste Industries (Screaming Eagle Rd, Lugoff, SC 29078) C&D Landfill.



**RICHLAND COUNTY
GOVERNMENT**
Office of the County Administrator

To that end, staff makes the following recommendation:

Richland County agree to accept the debris resulting from demolition of Gonzales Gardens project (Project) and waive all tipping fees up to 50% of the City of Columbia's contribution but in an amount not to exceed \$499,500 provided the following conditions are met.

1. All debris will be delivered to the Richland County Class Two Landfill at 1070 Caughman Road North (LF) on behalf of the CHA from the Project shall be asbestos free and meet the County's disposal requirements and definitions for C&D landfill debris.
2. All reasonably measurable amounts of metal generated during the demolition of the Project shall be isolated and delivered to the LF for the benefit of the County. The county will recycle these materials thus offsetting some on the costs for disposal of non-recyclables.
3. All reasonably measurable amounts of clean brick, block, cured asphalt and concrete generated from the Project shall be isolated collectively and delivered to the LF for the benefit of the County. Such material determined to have been substantially contaminated during the demolition shall not have the tipping fee waived if the material has to be buried. The county will crush the clean material to be used on our site roads and stormwater conveyances saving on the purchase of other similar products.
4. The CHA or its authorized representative shall monitor the demolition and isolation activities of the Project and certify in writing that the above conditions were met.
5. In order for the tipping fee to be waived, each load of debris delivered to the LF shall be accompanied by a signed written document from the CHA or their authorized representative certifying the origin of the load.
6. The CHA shall allow representatives of the Richland County Solid Waste & Recycling Department to inspect the demolition activities during normal project work hours to ensure compliance with these provisions.
7. The county may at any time and at its expense direct the debris from the Project to another landfill of the County's choice for disposal of the non-recyclable debris.
8. Any disputes relating to compliance with these conditions shall be resolved at the sole discretion of Richland County.



THE HOUSING AUTHORITY

of the City of Columbia, South Carolina
1917 HARDEN STREET * COLUMBIA, S.C. 29204-1015
TELEPHONE (803) 254-3886
TDD (803) 256-7762
www.chasc.org

January 27, 2016

Mr. Kevin Bronson
Assistant County Administrator
Richland County Government
P.O. Box 192
Columbia, SC 29202

Re: Gonzales Gardens

Dear Mr. Bronson:

Thank you for your time in meeting with me to go over additional information requested by Council Members and staff. I will respond to the questions herein and with additional information attached:

- Regarding the commitment letter from 2006, we do not plan to proceed with that project at this time as the priority has shifted to Gonzales Gardens and that will be our focus for the next several years.
- A budget for the demolition expenses is attached. Tipping fees are not separated out by the demolition contractors bidding on the work, but would be included in the demolition line item on the budget.
- The asbestos abatement and disposal line item in the budget are based on quantities from a 1996 survey. Because of the age of the survey, we do have to pay for a new assessment, but do not anticipate changes to the quantities as there would not have been any asbestos added or removed since the 1996 survey. We will be subject to and complying with all DHEC permitting and regulations regarding the removal and disposal of asbestos containing materials.
- CHA staff and our development partner, Mungo Construction, are exploring the possibility of recycling any construction materials from the demolition. It is difficult to find recycling opportunities that are cost effective.
- CHA staff will coordinate the relocation of the residents, subject to all federal regulations in the Uniform Relocation Act and in accordance with our relocation plan as approved by HUD. Resident families are being assessed by staff now as to their needs and desires for type and

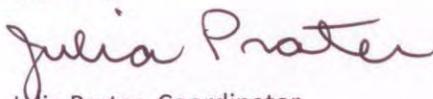
Kevin Bronson
January 27, 2016
Page -2-

location of dwelling unit they prefer and any special needs related to individual family situations, such as disability accommodations, schools, work, transportation and access to services. Residents are given a choice of relocation to other properties in CHA public housing inventory or relocation to the private rental market with a Housing Choice Voucher, which would provide rental assistance in a private rental unit. It is the resident family's choice of where to relocate and whether or not they have a desire to return to the new community following redevelopment. Therefore, we cannot say where the residents will choose to go, but we will be tracking them and can provide that information as relocation progresses. There is a good article about the residents in the Free Times at http://www.free-times.com/cover/goodbye-gonzales-gardens-012016?utm_campaign=shareaholic&utm_medium=email_this&utm_source=email

- We do not yet have a copy of the City Council minutes, but I have attached a copy of the resolution from City Clerk of Council Erika Moore. I do not have documentation of a million dollar commitment; only the resolution that they will consider funding for the Gonzales demolition in next year's budget.

We appreciate the work and time that you and staff have invested in addressing this request. Please advise if there are any additional questions. Mr. Walker and I plan to be at the Council meeting on February 9th in the event any questions arise at the meeting.

Sincerely,



Julia Prater, Coordinator
Special Projects

ESTIMATED DEMOLITION EXPENSE FOR GONZALES GARDENS

TASK	BUDGET
Demolition and Disposal of existing buildings, including footings and foundations	\$1,600,000
Utility Demolition	70,000
Asbestos/Lead Survey/Assessment	125,000
Asbestos Abatement and Disposal	400,000
TOTAL ESTIMATED COSTS	\$2,295,000

From: Moore, Erika [<mailto:edmoore@columbiasc.net>]
Sent: Tuesday, January 05, 2016 5:15 PM
To: Walker, Gilbert; Stoudenmire, Nancy
Subject: Columbia City Council motion

Here's the motion that was approved regarding your request for funding to demolish Gonzales Gardens:

Upon a motion made by Mr. McDowell and seconded by Ms. Devine, Council voted unanimously to endorse the East Central Columbia Choice Neighborhood Transformation Plan, recently accepted by the Department of Housing and Urban Development, to include plans to respectfully relocate residents, demolish and completely redevelop the Gonzales Gardens site and to consider funding for the demolition during the fiscal year 2016/2017 budget cycle.

I will send you the minutes once they are approved by Council. Please let me know if you need anything else.



Erika D. Moore, City Clerk of Council
Office of the City Clerk
1737 Main Street, Columbia, SC 29201
Phone: 803-545-3043
Fax: 803-255-8936
ColumbiaSC.net

Richland County Council Request of Action

Subject: Consider Request from the Columbia Housing Authority to Waive Tipping Fees at the Richland County C&D Landfill for Demolition Debris from the Gonzales Gardens Apartment Complex

A. Purpose

The Columbia Housing Authority, (CHA) has submitted a request (see attached, exhibit A) for the waiver of tipping fees at the Richland County C&D Landfill. The CHA intends to demolish Gonzales Gardens as a part of the East Central Columbia Transformation Plan. The estimated debris is 27,000+/- tons. The current tipping fee at the Richland County C&D Landfill is \$18.50 per ton which equates to \$499,500.

B. Background / Discussion

A meeting was held on December 18, 2015 with Ms. Julia Prater of the CHA and Mr. Stewart Mungo, on behalf of the CHA, to discuss a request for a tipping fee waiver for the demolition debris from Gonzales Gardens.

The project is described in the East Central Columbia Transformation Plan, Housing Authority of the City of Columbia, SC (see attached exhibit B, more specifically page 52 of the attachment).

A site illustrative plan and a Total Development Cost budget are also attached (exhibits C and D respectively).

Additionally, the CHA has provided the following information.

- Timeframe: The CHA is requesting a commitment from Richland County by the end of January 2016 for CHA to be able to utilize the commitment as leverage in other grants CHA would be applying for that have due dates in early February 2016. The CHA understands the meeting schedule of County Council will not likely meet this request.
- Timeframe for Demolition: CHA anticipate(s) relocation of the residents of Gonzales Gardens to take 9 months to a year beginning in early 2016. Therefore, CHA expect(s) to begin demolition of the units to occur in the fall of 2016; no later than January 2017.
- Relocation: CHA assure(s) Richland County Government that all residents of Gonzales Gardens will be relocated in accordance with federal relocation standards as Columbia Housing Authority is bound by and committed to said federal requirements.
- No federal funds have been allocated to-date to this project; however, the CHA has received federal approval to demolish Gonzales Gardens.
- The City of Columbia has indicated it will include \$1 million in the FY 2016/2017 budget; however, the commitment will not be firm until the adoption of the city's budget. The contemplated intended use of this funding is for demolition. The County has not been provided any documentation from the City of Columbia regarding its intent for the allocation nor the source of the intended allocation.
- The CHA estimates the project demolition expenses (including asbestos removal) to be \$2.5 million.
- The most recent site plan shows residential development on Forest Drive but the CHA board is open to the inclusion of commercial space if economic opportunities warrant.

C. Legislative / Chronological History

- At the June 27, 2006 A&F Committee meeting, the Committee considered a Resolution for the Columbia Housing Authority. The Committee forwarded this item to the Special Called Council meeting on 6/27/2006. At that meeting, Council took the following action:
 - **Columbia Housing Authority Hope VI Grant** – Mr. McEachern moved, seconded by Mr. Jeter, to commit \$1,000,000 of in-kind services over a ten year period. The vote in favor was unanimous. The suggested in-kind services are as follows: security service (\$200,000); tipping fees— disposal of C&D items (up to

\$500,000); homeownership education program; internships; network consulting and development, web portal services, broadband consultants (\$100,000); KOLORPRO business development (\$100,000); and cash contribution (\$100,000).

- Letter dated June 26, 2006 from then County Council Chair Anthony Mizzell to Columbia Housing Authority pledging support of HOPE VI Grant Application and commitment of \$1,000,000 of in-kind and/or cash contributions. The letter indicates this is to be applied to “the development of the Allen-Benedict Court Community in Columbia.” Mr. Stewart Mungo and the CHA maintain this also applies to Gonzales Gardens – see attached letter (exhibit E).
- County staff has not been able to confirm any of the aforementioned financial commitments from the 2006 letter were paid or waived by the County.

D. Financial Impact

To waive the tipping fees for 27,000+/- tons of C&D landfill debris cost approximately \$499,500 (\$18.50/ton). This would not be a direct cash outlay but forgone revenue. Additionally, 27,000+/- tons would more quickly fill the current permitted capacity of the landfill. Annually, the Richland County C&D Landfill collects approximately 30,000 tons of waste. This one project equates to approximately 1 year of capacity.

As an alternative, Waste Industries (Screaming Eagle Rd, Lugoff, SC 29078) accepts C&D landfill debris under contract with Richland County; for 27,000+/- tons at \$8.25/ton the expense is \$222,750. However, to pursue this option an expense allocation would need to be approved by Council. Further, this option would save capacity in the Richland County C&D landfill thus maintaining a longer life for the landfill. This alternative would be a direct long-term saving to the county.

E. Alternatives

1. Approve the request from the Columbia Housing Authority to waive tipping fees at the Richland County C&D landfill of approximately \$499,500 for 27,000+/- tons (\$18.50/ton) of debris from the demolition of the Gonzales Gardens.
2. Approve an allocation of \$222,750 for the disposal of 27,000+/- tons of debris from the Gonzales Gardens at the Waste Industries (Screaming Eagle Rd, Lugoff, SC 29078) C&D Landfill.
3. Do not approve the request from the Columbia Housing Authority to waive tipping fees at the Richland County C&D landfill of approximately \$500,000 for 27,000+/- tons (\$18.50/ton) of debris from the demolition of the Gonzales Gardens.

F. Recommendation

This project has been planned for the public purpose to eliminate blight in a portion of the urban area of the County within the city limits of Columbia. As noted above, the City of Columbia has indicated intent to participate in the project with a future allocation. This planned redevelopment is likely to have a positive effect on adjacent and nearby taxable properties. If the project is developed with a commercial component that will generate taxable property, there will be a repayment of the County’s commitment over time. For these reasons, staff recommends the County participate with tipping fee waivers at its C&D landfill in an amount equal to 50% of the City’s contribution to this project. For example, if the City provides \$1,000,000 of City funds to the project, the County would provide tipping fee waivers at its C&D landfill in the amount of \$500,000.

Recommended by: Kevin Bronson

Department: Administration

Date: 1/6/15

G. Reviews

(Please replace the appropriate box with a ✓ and then support your recommendation in the Comments section before routing on. Thank you!)

Please be specific in your recommendation. While “Council Discretion” may be appropriate at times, it is recommended that Staff provide Council with a professional recommendation of approval or denial, and justification for that recommendation, as often as possible.

Finance

Reviewed by: Daniel Driggers

Date: 1/7/16

Recommend Council approval

Recommend Council denial

Comments regarding recommendation:

This is decision within Council’s fiscal discretion. While the decision, as proposed would not be an immediate direct cash outlay, the ROA does quantify that the forgone revenue or impact to the fund would be a loss of \$500k in revenue and the County would need to consider the impact of the acceleration of the landfill capacity as stated by the Solid Waste Director. The financial impact can be managed with some priority planning however Council should be aware that approval would require a funding plan to address the financial impact for the FY17 budget and beyond in order to maintain the sustainability of the system. Finally, the County should consider if approval creates any concerns with consistency or future expectations of waived fees for other projects.

Solid Waste

Reviewed by: Rudy Curtis

Date: 1/6/2016

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: This is a discretionary decision for Council. Taking this volume of waste will have an adverse impact to the life of the county Class Two Landfill whereby we lose one year’s capacity thus forcing us to begin the planning and design of a replacement landfill much earlier. We have an estimated 10 years of capacity remaining if our intake changes and we do not control the volume our customers bring each year. The permitting timeline for SCDHEC should be expected to be at least 5 years. We had already planned to begin the permitting process this calendar year. Taking this waste at any point in the future takes away that year of flexibility. Therefore if Council chooses to participate in the project by managing the disposal of the debris, I recommend that Council choose Alternative 2.

Legal

Reviewed by: Elizabeth McLean

Date: 1/7/16

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: Policy decision left to Council’s discretion. If the tipping fees were set by ordinance, they can only be waived by ordinance.

Administration

Reviewed by: Kevin Bronson

Date: 1/7/16

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: This project has been planned for the public purpose to eliminate blight in a portion of the urban area of the County within the city limits of Columbia. As noted above, the City of Columbia has indicated intent to participate in the project with a future allocation. This planned redevelopment is likely to have a positive effect on adjacent and nearby taxable properties. If the project is developed with a commercial component that will generate taxable property, there will be a repayment of the County’s commitment over time. For these

reasons, staff recommends the County participate with tipping fee waivers at its C&D landfill in an amount equal to 50% of the City's contribution to this project. For example, if the City provides \$1,000,000 of City funds to the project, the County would provide tipping fee waivers at its C&D landfill in the amount of \$500,000.



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January 5, 2016

Mr. Tony McDonald, Administrator
Richland County
2020 Hampton Street
Columbia, SC 29204

Subject: Demolition of Gonzales Gardens

Dear Mr. McDonald:

As you are aware, the East Central Columbia Choice Neighborhood Transformation Plan, accepted by HUD, includes plans to demolish and completely redevelop the Gonzales Gardens site on Forest Drive across from Providence Hospital. Columbia Housing Authority has received approval from HUD to demolish Gonzales Gardens. Although HUD funds Housing Choice Vouchers to assist the families to be relocated from the property, the demolition approval comes with no funding for the demolition.

The proposed revitalization of Gonzales Gardens is critical to the surrounding community and Richland County as a whole. It is of vital importance to potential funding partners that Richland County and the City of Columbia are on board and financially committed to this revitalization. A request for one million dollars is currently under consideration by the City.

To demonstrate the valuable partnership between the Richland County and the Columbia Housing Authority and to leverage potential funding sources, we respectfully request Richland County waive landfill tipping fees for the disposal of the construction debris to assist with funding the demolition of Gonzales Gardens. We have every reason to believe that such a commitment would be significant in leveraging funding to accomplish this vital revitalization. We estimate the tonnage of the debris to be 27,000 tons; at \$20 per ton tippage fee, the value of the waiver would be \$540,000.

Sincerely,

A handwritten signature in blue ink, appearing to read "G Walker", is written over a horizontal line.

Gilbert Walker
Executive Director

EAST CENTRAL COLUMBIA

CHOICE NEIGHBORHOOD PLANNING GRANT # SCE002CNP112

TRANSFORMATION PLAN

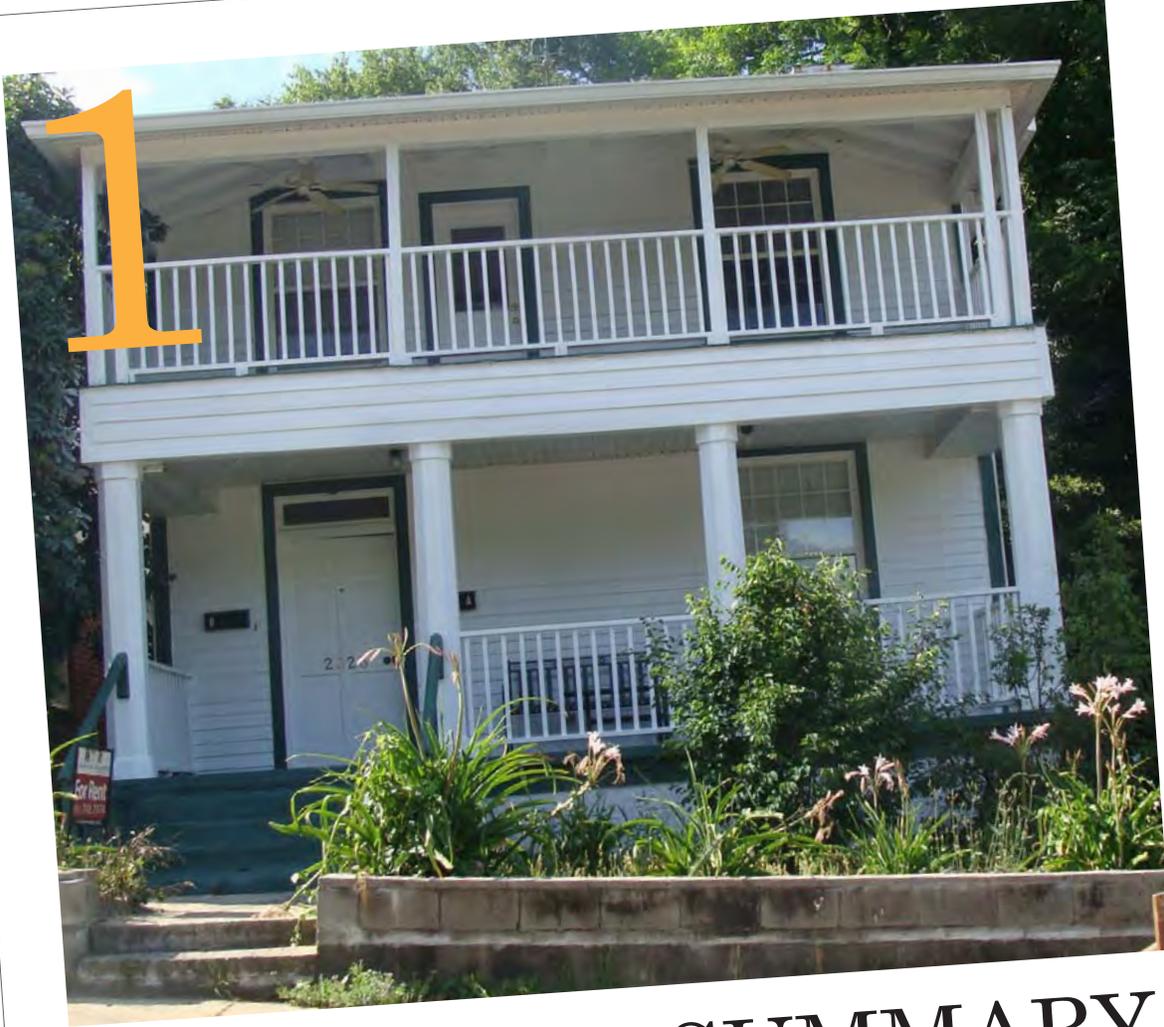
Housing Authority of the City of Columbia, SC



East Central Columbia Transformation Plan

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EXECUTIVE SUMMARY

1 EAST CENTRAL COLUMBIA: EXECUTIVE SUMMARY

1.1 Introduction: In Focus

A picture is worth a thousand words... so say the residents of Allen Benedict Court and Gonzales Gardens, two of Columbia's oldest public housing projects and anchors of East Central Columbia. Over the last several years, the Columbia Housing Authority (CHA) has utilized the power of pictures to give voice to residents' feelings, concerns and dreams— in workshops, in community visioning for the revitalization of the two target sites, and as a partner in the remarkable PhotoVoice project "From Snapshot to Civic Action", an initiative of the University of South Carolina's College of Social Work (See Appendix E). PhotoVoice is part of the larger "Creating Healthy Environments through Community Engagement" study that has helped residents learn how to create safe, healthy spaces in East Central.

Why is East Central so often in the lens? As one of the most historic African-American areas in Columbia with two Historically Black Colleges (HBCs) and Columbia's first "suburb", it fell on hard times after desegregation. In a story too often told, crime and economic challenges during the 1960s and 70s left it struggling, with advancing blight only made worse by the deterioration of its public housing projects. Yet despite persistent decay, 57% poverty and a vacancy rate of 14%, it has seen victories with the growth of two Historic Black Colleges (HBCUs), Allen University and Benedict College, and the successful Celia Saxon HOPE VI project.

Joseph E. Winter, a housing inspector for the Columbia Urban Rehabilitation Commission from 1955 to 1965 and the director of Columbia Urban Rehabilitation Commission from 1965 to 1980, captured the decline of East Central in a striking collection of photographs now archived at the University of South Carolina. In his capacity as the director of Commission, he helped eradicate slums and substandard housing, and worked to raise living standards East Central and other lower-income Columbia residents by promoting adequate housing and sanitation. His work lives on with CHA and its partners in envisioning a greater revitalization for East Central through the Choice Neighborhood program.

The Choice Neighborhood planning process has helped capture and accelerate the momentum of the Celia Saxon HOPE VI, leverage the work that CHA has done with the residents and the investment made in revitalization, and expand it into a broader transformation of the entire neighborhood to ensure that remaining pockets of blight are eliminated and East Central is set on a sustainable path to the future. This document is dedicated to those who have made it their mission to reclaim this critically important Columbia neighborhood.



Figure 1a: Indigenous Housing, Stark Street (Joseph E. Winter Collection)

1.2 Historical Sketch of East Central

East Central is comprised of several smaller residential areas, some dating back to the 1870s. It was Columbia's early signature African-American neighborhood, anchored by institutions like Allen University. It also contained Columbia's most prominent black community and had a reputation of self-sufficiency.

Historic Waverly, the oldest area in East Central, is a nine-block area between Harden, Hampton, Millwood and Gervais streets. Along with the neighborhood of Old Shandon to the south of M.L.K. Jr. Park, it was developed as Columbia's first "streetcar suburb" in the early 1900s. Over the subsequent decades Lower Waverly expanded the area down to the park.

In the 1920s and 1930s, little else existed in East Central save the small residential area north of Benedict College (today's Eva P. Trezevant neighborhood) and a scattering of houses along and to the east of Lyon Street. This area was low-lying ground occupied by a creek that was eventually buried in a culvert; but during the Depression it was an area that frequently flooded and had unpaved streets until the 1960s. Many of the residents worked as domestic laborers in the adjacent wealthy white neighborhoods of Shandon, Melrose Heights and Forest Hills. Despite the burden of segregation, East Central developed an interdependent and culturally-connected resident population, with black-owned businesses lining Gervais, Millwood and other neighborhood streets.

In 1940, CHA began to occupy two of the earliest public housing developments to be constructed in the country, Gonzales Gardens along Forest Drive and Allen Benedict Court bounded by Harden, Laurel, Read and Oak Streets. In the segregation that existed at the time of construction, Gonzales Gardens was built as public housing for low-income white residents of Columbia, while Allen Benedict Court served low-income black residents. These now obsolete housing communities comprise the anchors of the Choice Neighborhood Revitalization.

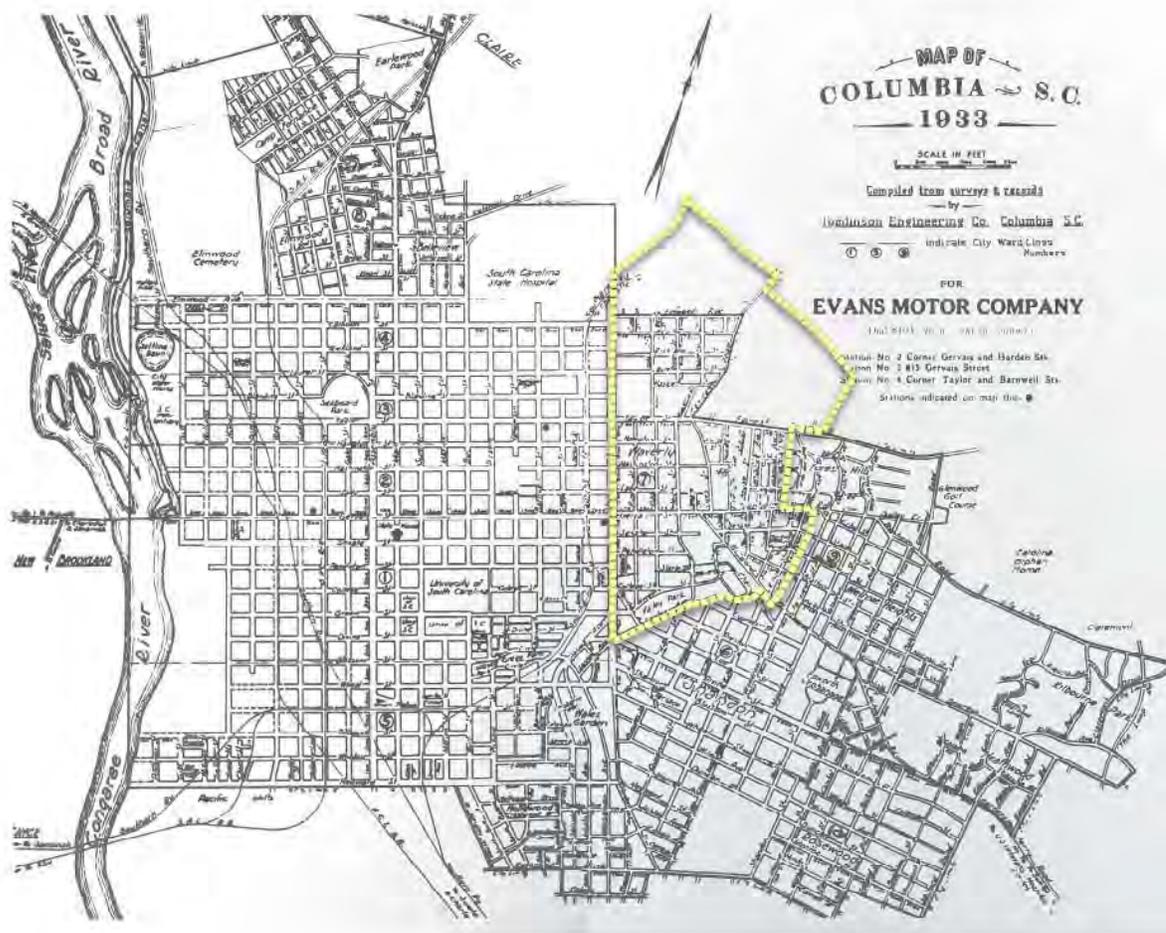


Figure 1b: 1933 Map of Columbia Showing East Central

1.3 The East Central City Planning Foundation

East Central is a neighborhood comprised of twelve smaller community organizations that have their origins in the segregated living conditions in East Columbia. Until the East Central City Consortium Plan (ECCCP) process was undertaken, these communities had little to unite them other than a common purpose to preserve their integrity against external forces of change. However, in the fall of 2002, The East Central City Consortium was formed to create a master plan for the larger neighborhood under the common name of East Central City. As a partnership between the twelve community organizations, the City of Columbia and the Fannie Mae South Carolina Partnership Office, it was a participatory planning process dedicated to establishing a vision for the reduction of blight and betterment of the community.

The resulting master plan focused on creating affordable housing and expanding and improving retail goods and services as well as planning for growth of local institutional uses. The Consortium worked in partnership with Allen University, Benedict College, the Columbia Housing Authority, the US department of Housing and Urban Development, Providence Hospital, Richland County, Richland County School District One, Columbia-Sumter Empowerment Zone, the office of Congressman James Clyburn and many faith based organizations. Though the Consortium has been less active since the ECCCP plan was completed in 2004, it still is recognized as a collective organization and is the primary East Central CN oversight body along with the City and the Columbia Housing Authority.

Recommendations from the planning process are illustrated in the map following this section. Included in the plan are a set of ten recommendations that create a guiding framework for further planning and action, and became the conceptual policy framework for the redevelopment planning of Allen Benedict Court, Gonzales Gardens and the encompassing East Central Neighborhood:

1. Preserve the traditional single-family “core” neighborhoods
2. Create centralized neighborhood activity nodes
3. Redefine the traditional commercial corridors within the community
4. Preserve, enhance and create public open space
5. Encourage home ownership and rehabilitation
6. Strengthen code enforcement
7. Create a pedestrian-friendly environment
8. Create gateways to downtown Columbia
9. Enhance community identification
10. Encourage continued community involvement

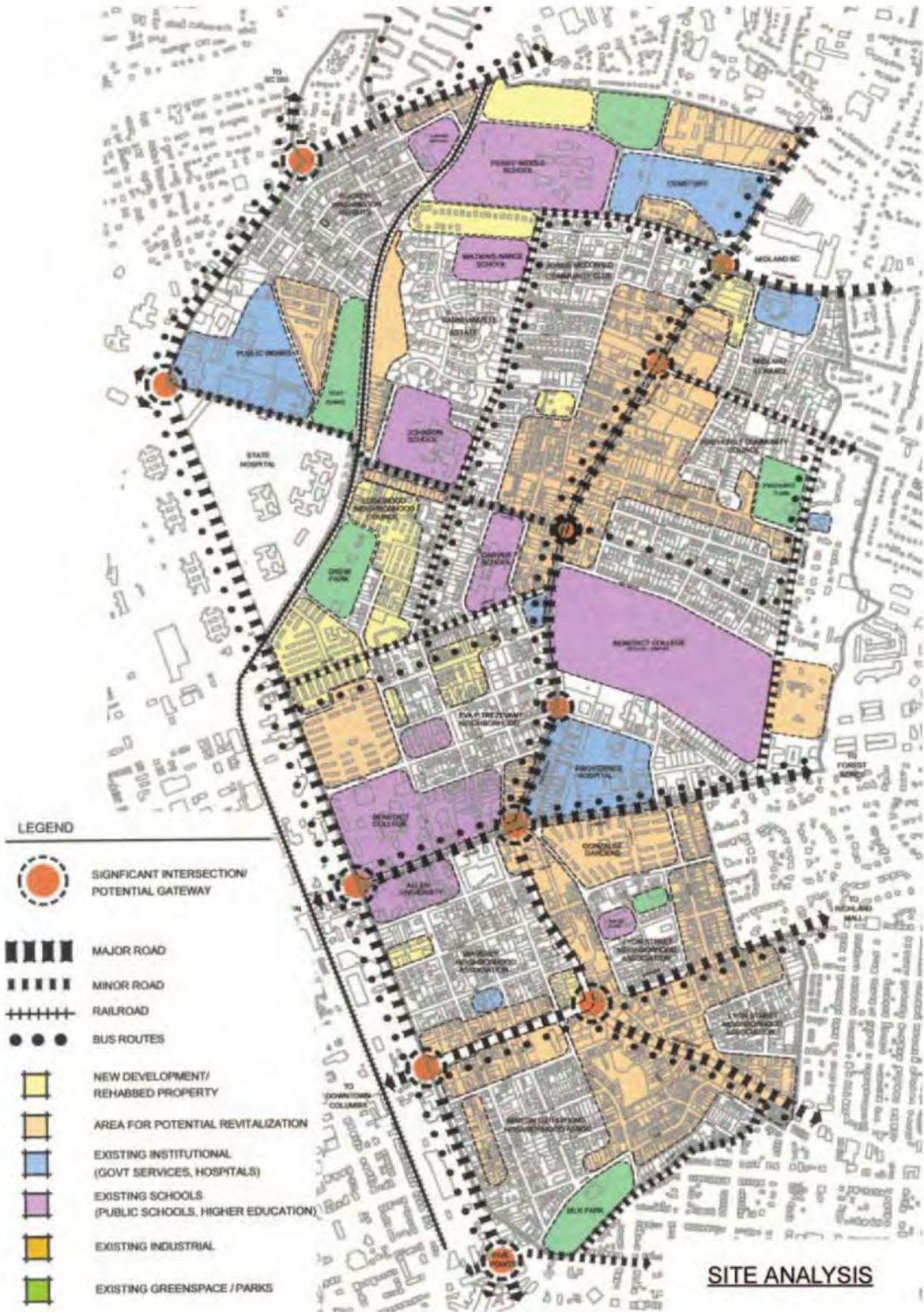


Figure 1c: East Central Vision Plan

1.4 Neighborhood Transformation Overview

The East Central Neighborhood physical transformation plan is a compilation of ideas that have emerged throughout the planning process. Essential to the framework is the importance of connecting all corners of the East Central Choice Neighborhood, through corridor revitalization, high-quality redevelopment, and selected streetscapes that form a pedestrian circulation system celebrating historic corridors. This framework is built upon a series of ongoing and future efforts that serve as platforms for transforming strategies of significance. These efforts include:

Catalyst Redevelopment Projects include the Gonzales Gardens and Allen Benedict Court master plans; Heidt Street / Lower Waverly; and the contiguous Bull Street South Carolina State Hospital site. These projects, strategically located in underdeveloped and distressed areas, are large enough to make a significant difference in changing the economics of their surroundings.

Neighborhood Infill strategies in areas surrounding Chestnut Street, Elmwood Avenue, Eva P. Trezevant, St. Anna's Park, Walnut Street, and Lower Waverly / Lyon Street. These six zones have been identified as priority areas for redevelopment incentives or direct property acquisition and new construction as well as public space and mobility improvements.

Mobility Enhancement Projects include intersection improvements at key spots including Two Notch-Forest Dr-Millwood-Taylor; Gervais-Millwood; and Read Street-Two Notch; major intersections along Harden Street; and wherever main pedestrian corridors cross arterials. Area-wide pedestrian-bike mobility projects will be prioritized as part of a City-driven comprehensive pedestrian-bike plan; transit enhancements as it pertains to new routes and schedules; and redevelopment-related projects such as new and improved streets intended to increase connectivity and access.

Parks and Open Space Improvements designed to grow the park system in East Central through modest municipal outlays and public-private partnerships. The most significant opportunities of both new and ongoing efforts, include: Benedict College LeRoy Walker Health & Wellness Center; St. Anna's Park Improvements; "Town Center" Parks (within Gonzales Gardens and Allen Benedict Court); and new pocket parks and gardens.

New Community Facilities will complement the already-thriving list of existing community facilities in the neighborhood. Existing successful facilities include The Drew Wellness Center, the Celia Saxon Health Center; the Cecil Tillis Family Life Center, the M.L.K. Jr. Community Center, among others. Additional potential resources have been identified within the plan and those consist of: "Town Center" Community Buildings (within Gonzales Gardens and Allen Benedict Court); Former Lyons Street Elementary School; early childhood development center; and Potential Boys & Girls Club.

Anchor Institutions expansion plans will continue to enhance established community development programs while exploring more academic-community partnerships and health-care services. These institutions, though their specific roles in creating a neighborhood of Choice include: Benedict College, Allen University, and Providence hospital.

Parallel to these efforts, the neighborhood transformation framework explores specific areas where economic development and public safety strategies can and should be prioritized.

1.5 People Transformation Overview

The people transformation plan takes into account that neighborhoods are not just made of bricks and mortar but that humans play a major role in making a neighborhood a community. The people of East Central Columbia have been challenged by poverty, a broken education system, substandard dilapidated housing, and high crime in their community. Through collaborations with many community partnerships, East Central residents will have equal opportunities as others in communities with lower crime, higher incomes and better thriving schools. East Central Columbia is hampered by a number of physical, economic, safety, and education issues that keep the community from growing and deter opportunities for sustainability and economic diversity. The "People" component of the transformation plan includes strategies to address the many issues impacting the well-being and future success of present and future families living in the community. The Plan focuses on working with key partners to address issues that impact the ability of residents to achieve self-sufficiency through education, training and access to meaningful employment opportunities.

The People Strategies focus on the following priorities:

Education Strategies include service to adults through literacy and GED programming, post-secondary programs and partnering with Richland School District One and other partners to strengthen the under-performing public schools that serve the community.

Early Childhood programs focus on programming from pre-natal to pre-Kindergarten to ensure children enter Kindergarten fully prepared to learn on an equal footing with their peers.

Economic Self-Sufficiency Strategies include job training, career preparation, job readiness skills, employment opportunities and addressing barriers to employment such as transportation and affordable child care.

Health Strategies include improving access to affordable health care, healthy nutrition education, access to healthy affordable food choices and wellness education and activities.

1.6 Housing Transformation Overview

The Transformation Plan for East Central Columbia incorporates quality, energy efficient and sustainable housing in ways that help residents become self-sufficient, strengthen communities, and that use public and private resources efficiently and effectively. The vision of the East Central Housing strategy addresses the housing needs of families and individuals of the Choice Neighborhood area by creating a transformation plan that incorporates sustainable, durable, and mixed-income housing. Of equal importance, the housing strategy aims at utilizing supportive services that will strengthen the community, encourage resident self-sufficiency, and assist in the allocation of available resources (public and private) to ensure its ultimate effectiveness. The transformation plan incorporates housing recommendations made under previous plans such as the Gonzales Gardens and Allen Benedict Court Master Plans, and the East Central Plan, and validating them based on the community's current and future needs—a series of workshops and charrettes were held over several months to clarify the needs. A market study was conducted to validate the choices and is included as Appendix C to the Transformation Plan.

Key factors guiding the housing strategies include:

Experienced Housing Lead Mungo Construction and Nixdevco Development was engaged early in the process to ensure realistic and experienced input into the planning of the housing components.

Mixed Income and Mixed Tenure housing is the focus of revitalization of a sustainable neighborhood with goals to include both subsidized and market rate housing; rental and homeownership.

On-site Housing includes a mix of affordable and market units, as well as both rental and homeownership.

Off-site Housing includes both infill housing in the immediate neighborhood and development of affordable housing units off-site in non-impacted census tracts.

Energy Efficient Housing is a priority in all housing development within the transformation plan with the understanding that affordable utilities is a critical element of affordable housing. Mungo brings a wealth of experience in planning and constructing energy efficient housing and developed South Carolina's first all-LEED certified housing development in CHA's Rosewood Hills HOPE VI development. LEED for Neighborhood Development Project Scorecard can be found in Appendix D of the Transformation Plan.



THE PLANNING CONTEXT

2 THE PLANNING CONTEXT

2.1. Introduction to the Neighborhood

The East Central Columbia Choice Neighborhood is centrally located in the City of Columbia and is one mile from the Congaree River, Columbia Central Business District and the University of South Carolina. East Central is easily accessible from interstates I-26, I-20 and I-77. Norfolk Southern Railroad runs one block west of East Central. The neighborhood is approximately 675 acres; bounded by Harden Street on the west; Edgewood Avenue and Chestnut Street to the north; Pinehurst Road, Manning Avenue, and King Street to the east; and Santee Avenue on the south.

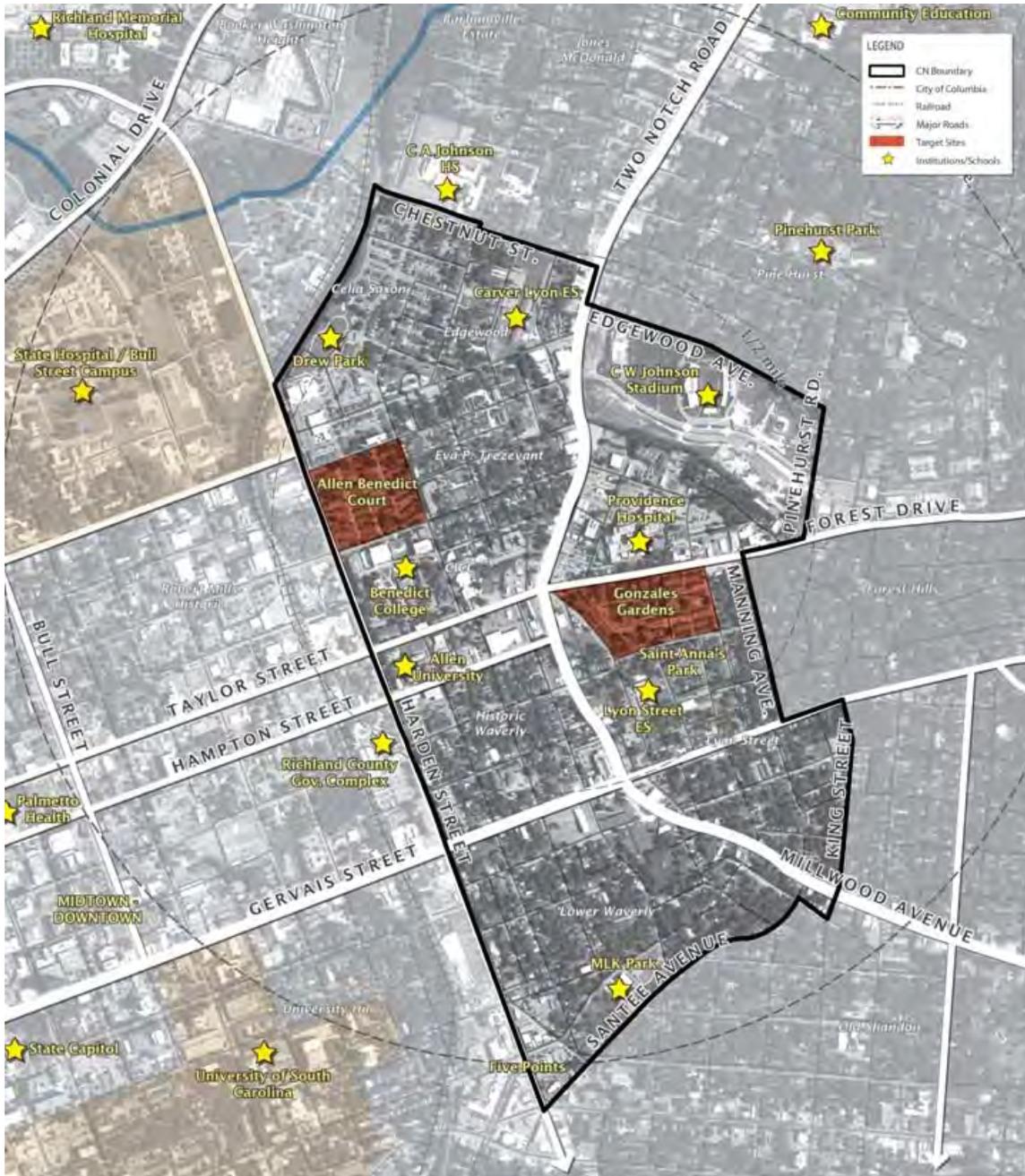


Figure 2a: Neighborhood Location Map

East Central is composed of several unique neighborhoods– Celia Saxon (HOPE VI Revitalization), Edgewood, Eva P. Trezevant, Historic Waverly Neighborhood, Lyon Street, Martin Luther King, and Lower Waverly.

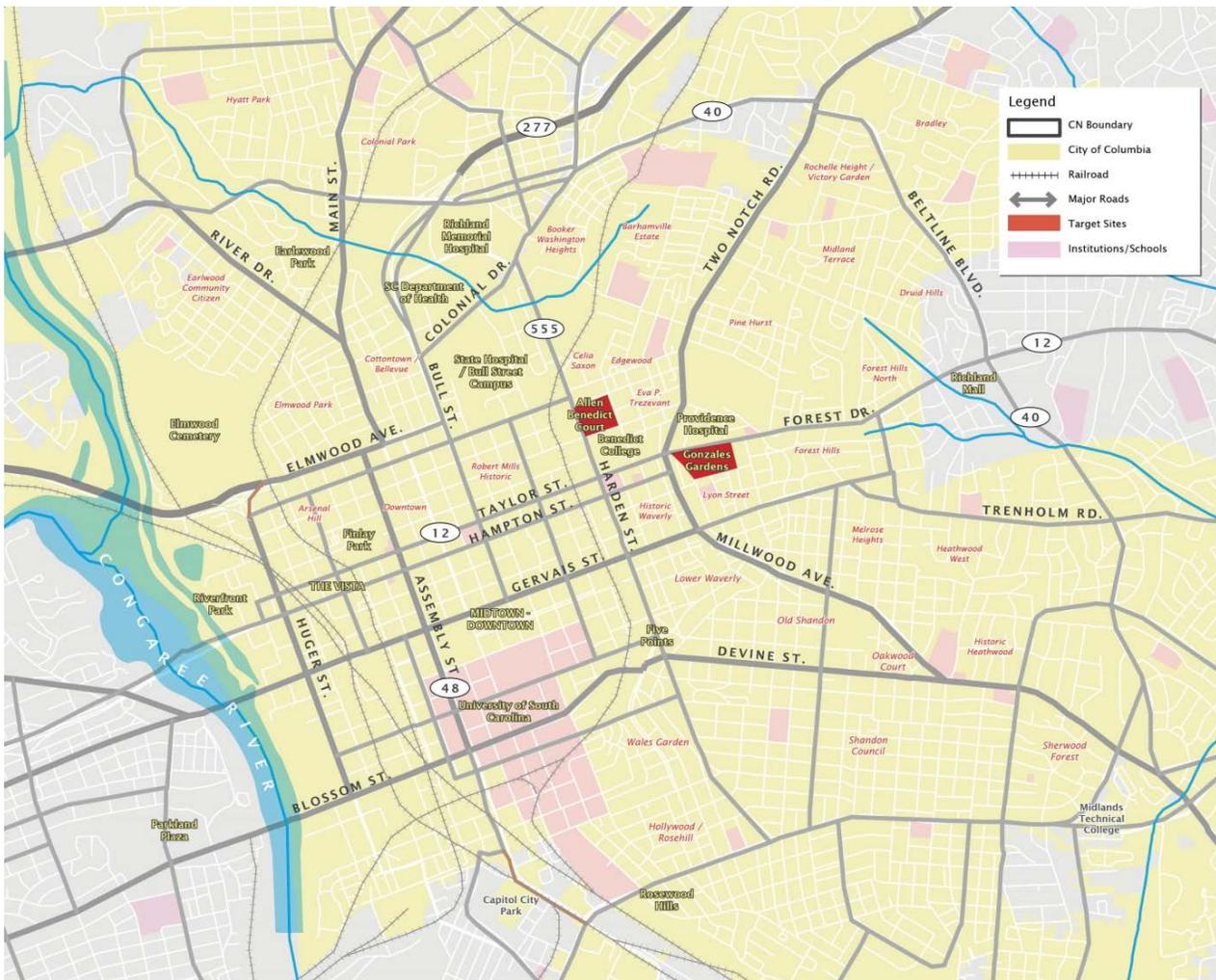


Figure 2b: Neighborhood Context Map

Celia Saxon: The new neighborhood, Celia Saxon is located at the north of East Central and is in the heart of Columbia’s Federal Empowerment Zone. Saxon homes revitalization is one of CHA’s signature HOPE VI communities which was a seven-year redevelopment effort completed in June, 2006. The development has created opportunities for reinvestment in the community and reconnects formerly isolated public housing tenants with the surrounding neighborhood.

Edgewood and Eva P. Trezevant are located west of Two Notch Road and east of Celia Saxon/Allen Benedict Court. Both of these neighborhoods are predominantly residential with some institutional uses such as Carver-Lyon Elementary School and churches.

Historic Waverly is bounded by Taylor Street and Gervais Street (north-south), and Millwood Avenue and CSX Railroad (east-west). The Historic Waverly District (listed in the National Register in 1989) was the first suburb outside the planned city of Columbia. It evolved as a community of predominantly African American artisans, professionals and social reformers by early 20th century. The historic core of the neighborhood still contains vernacular residential, academic, and religious buildings reflecting the historic architectural styles. One of the significant landmarks in East Central, Allen University, is located at the northern edge of the neighborhood along Taylor Street.

Lyon Street Neighborhood is located east of Historic Waverly along Millwood Avenue and south of Taylor Street. The neighborhood is divided into two areas by Gervais Street. The northern half includes the public housing site Gonzales Gardens, Saint Anna's Park and Lyon Street/Liberty Hill Elementary School (no longer an active school). The southern half is predominantly residential and along Millwood Avenue there are several commercial uses and many vacant commercial properties.

Lower Waverly / Martin Luther King: This historic neighborhood is encompassed by Gervais Street (north), Harden Street (west), Santee Avenue (south) and Millwood Avenue (east). The southwest corner of the neighborhood is anchored by the Five Points Business District with many commercial uses. Martin Luther King Park is a great asset in this predominantly residential (single family) area. Arrington Manor, the only high-rise building in Lower Waverly, is public housing designated for senior housing, and owned by the Columbia Housing Authority.

These smaller entities within the broader East Central Columbia neighborhood are joined together through their common sharing of primary corridors, institutions, community amenities and commonly shared challenges of poverty, unemployment, lack of quality education and health care, disinvestment and neighborhood crime and safety issues. East Central is the central core of a thriving City that still suffers the highest poverty and unemployment rates in the City as well as the highest crime rates.

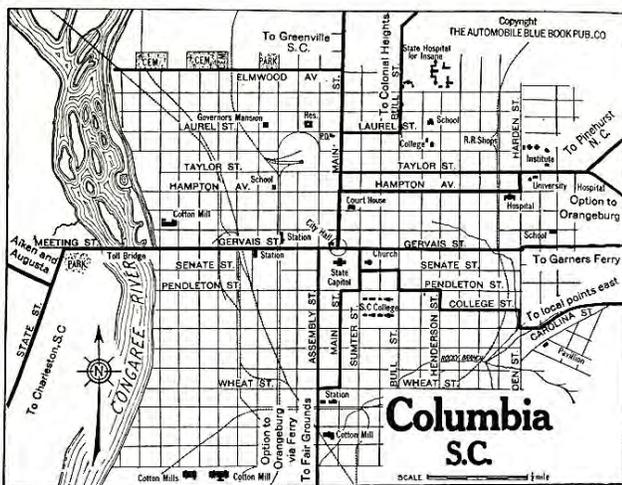
East Central has a solid base of prominent public institutions such as the Historically Black Colleges and Universities (HBCU), Allen University and Benedict College; Providence Hospital; and Carver-Lyon Elementary School. Major neighborhood assets in the area are Drew Wellness Center, Celia Saxon Health Center, the Cecil Tillis Family Life Center, Drew Park, MLK Park, C W Johnson Stadium, Five Points commercial district, and many churches, including Trinity Baptist, Bishop Memorial AME, and 2nd Nazareth Baptist. The area also includes National Register Historic Districts (Historic Waverly and Benedict College) and buildings.

2.2. History of the neighborhood

The history of Waverly, historic neighborhoods and the overall urban growth of the city are important in creating the vision for East Central Columbia.

Early development

Columbia is the state capital and the largest city in South Carolina. The current historic downtown core along the Congaree river was second planned city in the United States which comprised of 400 blocks in a 2-mile square. The perimeter street and two through streets (Gervais Street and Main Street) were 150 feet wide, and the remaining streets were 100 feet wide. Columbians still enjoy the magnificent wide street grid network that provides great connectivity.



The flagship institution of the city, the University of South Carolina, was founded in 1801 to encourage higher education for the young men of the state. The original historic campus was a 47 acre block in the shape of a “horseshoe” and present day covers over 359 acres in downtown Columbia and with expansion to seven satellite campuses around the state. Since the establishment of the university, the enrollment has grown from an initial enrollment of nine students in 1805 to more than 47,000 at present.



USC Horseshoe ca 1800's



USC Horseshoe today

Urban Growth:

Columbia thrived as a cotton industry leader after the railroad reached the city in the 1840s. By 1850, cotton was the primary economic engine of the Columbia community as most of the city’s commercial and economic activity was related to cotton. During this period the city’s population grew by almost 40%. In recent years, the city has grown in some key industries such as manufacturing, healthcare, green energy production, transportation, and research and development.

Saxon Homes Revitalization:

Saxon homes revitalization is one of CHA’s signature HOPE VI communities which was a seven-year redevelopment effort completed in June, 2006. The new neighborhood, Celia Saxon is located north of the CN area and is in the heart of Columbia’s Federal Empowerment Zone. The development has created opportunities for reinvestment in the community and reconnects formerly isolated public housing tenants with the surrounding neighborhood. Celia Saxon is a development of mixed-income rental housing and 96 owner-occupied single family homes along with community amenities that include the Drew Wellness Center, Drew Park, Celia Saxon Health Center and the Cecil Tillis Family Live Center.

2.3. Recent Planning

There have been a myriad of planning efforts over the past several years in and around East Central Columbia. These include plans by Columbia Housing Authority, the City of Columbia, private developers, private colleges and hospitals

and by the East Central Columbia Consortium. The East Central Choice Neighborhood planning process has considered features and vision of all of the previous planning efforts in formulating the Transformation Plan.

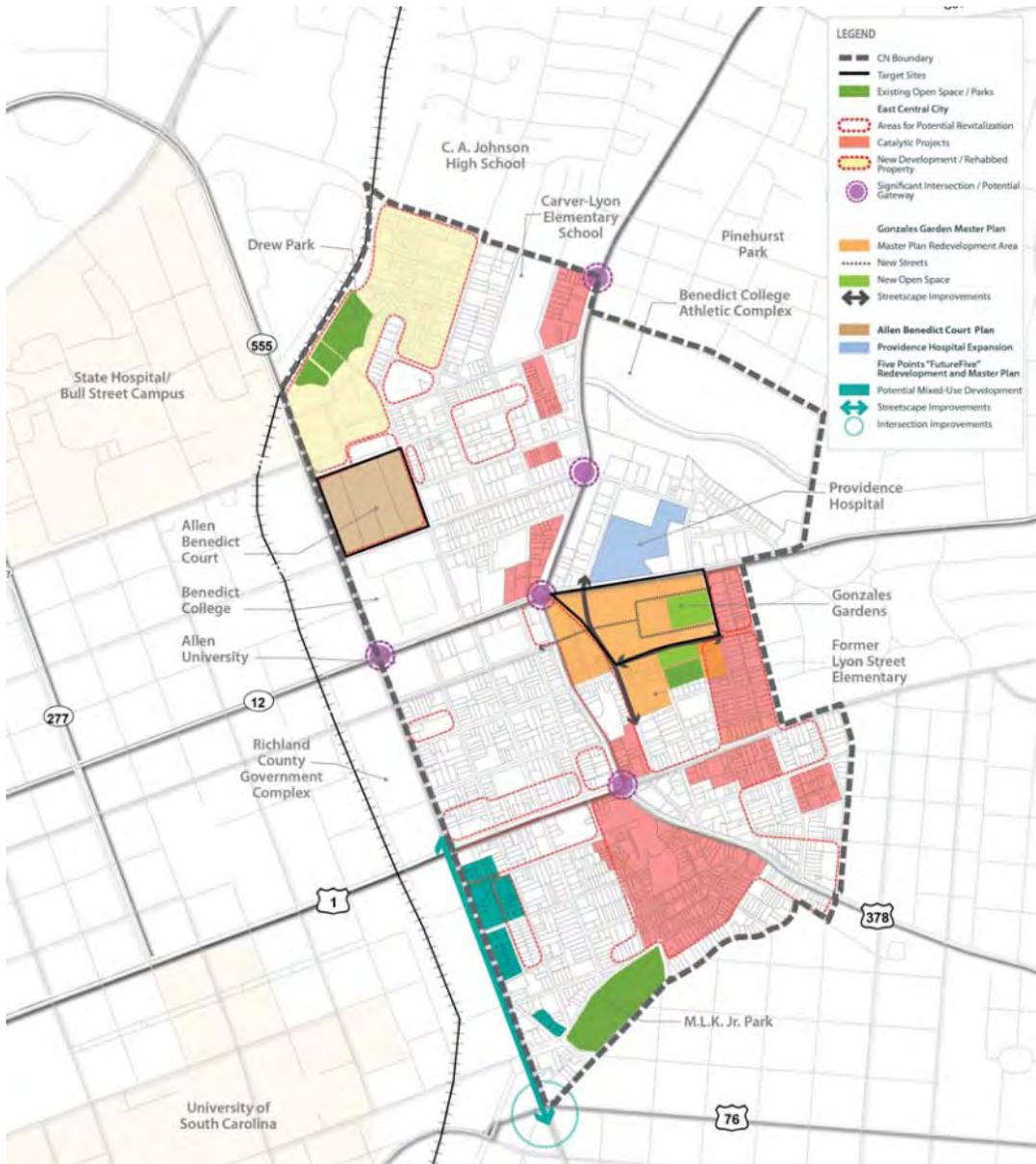


Figure 2c: Previous Planning Efforts

Bull Street Neighborhood Plan

In 2011, a Traditional Neighborhood Development plan for the Bull Street Neighborhood was put forth by a developer, Metrology LLC, in partnership with the City of Columbia and input from citizens. The Bull Street Neighborhood shares East Central Columbia’s Northwest boundary.

The planning process included integrated involvement throughout which included stakeholder/city staff working groups and public involvement, including a week long design charrette. The key component of the plan is the creation of a form-based zoning code that will guide land use and development decisions in the study area. The Bull Street Neighborhood Form-Based Code identifies historic structures which will be retained, creates parks and open spaces, designs “complete streets” to enable safe access for all users, and establishes a

development pattern that respects the neighboring communities while connecting to the existing City grid. The plan recommended the following principles to guide the development of Bull Street Neighborhood:

- Maintain the integrity of the historic district;
- Mix commercial and residential uses;
- Create a pedestrian- and bicycle-friendly place;
- Maximize the economic impact and increase the tax base;
- Integrate the Bull Street Campus into the City, and
- Provide parks and open space.

City of Columbia HUD Consolidated Plan 2010-2015

This 2010-2015 Consolidated Plan addresses HUD's three basic goals for the use of formula grant funding in programming for low and moderate income families: Provide decent housing; Provide suitable living environment; Expand economic opportunities. The Plan provides a profile of the Columbia community, including the housing market, housing needs, homeless and special needs housing, and strategies to address those needs. The plan indicated that the Columbia Housing Authority (CHA) had 1,777 units in its Public Housing inventory and manages 3,047 vouchers in Section 8 Housing Choice Program. Over the 5 years following the Plan, CHA plans to redevelop Gonzales Gardens and Allen Benedict Court. After a recent one-week opening of its waiting list to take applications, CHA's waiting list has exploded from 6,903 applications to over 30,000 families seeking affordable housing.

Some of the highlights from the community profile include:

- Of the 41,999 households in the City of Columbia, 52.7% have incomes at or below 80% of the American Median Income for households of four (\$62,100).
- 33% of the households in Columbia are experiencing some sort of housing problem, the vast majority of which are cost burden.
- Of the total city households 30.6% have a cost burden of 30% and 15.4% have a cost burden that exceeds 50% of their income.
- In a January 2013, Point-In-Time homeless count, the SC Coalition for the Homeless found 1,518 men, women and children in shelters, on the streets and other locations in Richland County. This was an increase of 453 from the previous count in 2011. Of this number, 433 were identified in homeless shelters, 278 in transitional housing and 807 unsheltered.
- There is an unmet need of 1,250 beds for individuals and 52 beds for families with children.
- There is a growing elderly population in Columbia (currently 11,413) which will require the need of safe affordable housing, sustainable personal finance resources, adequate Medicaid, Medicare and social security, access to healthcare, and support to special needs (such as caregivers), among others.

The City's strategic plan outlines the City's overall vision for housing and community development and provides strategies to meet previously identified needs. These strategies, prioritized over a period of five years, are as follows:

1. Increase decent, safe and affordable housing for Columbia citizens
2. Revitalize neighborhoods and improve quality of life
3. Provide financial assistance to prevent homelessness and provide housing and supportive services for the homeless
4. Create jobs and business redevelopment to stimulate economic development
5. Provide permanent housing for persons living with HIV/AIDS
6. Provide financial assistance to prevent homelessness for persons living with HIV/AIDS
7. Provide quality supportive services to assist clients with achieving and maintaining housing stability

East Central City 2004

Initiated in the fall of 2002, the East Central City Consortium (ECCC) was formed to create a master plan for the 1,050 plus-acre area known as East Central City. Located to the east of the Central Business District of Columbia, South Carolina, the East Central City was one of the first suburban neighborhoods of Columbia in the 1890's. The ECCC encompasses twelve neighborhood groups who worked in partnership with the City, Fannie Mae South Carolina, Allen University, Benedict college, CHA, HUD, Providence Hospital, Richland county, Richland County School District, Columbia-Sumter empowerment Zone, the office of Congressman James Clyburn and many faith-based organizations.

The planning effort process included four major steps: Community Analysis, Master Planning, Catalytic Project Identification, and an action Implementation plan.

The plan makes the following recommendations:

- Preserve the traditional single-family core neighborhoods
- Create centralized neighborhood activity nodes
- Redefine the traditional commercial corridors within the community
- Preserve, enhance and create public open space
- Encourage home ownership and rehabilitation
- Strengthen Code enforcement
- Create a pedestrian friendly environment
- Create gateways into Downtown Columbia
- Enhance community identification
- Encourage continued community involvement

The plan also identified six catalytic projects:

- *Heidt Street Corridor – The Heidt Street Corridor located in the Lower Waverly neighborhood, encompasses an area of nearly 19 acres, of which a significant portion currently sits vacant. The project proposes the redevelopment of these vacant lots area to include single-family homes, both attached and detached, along with improved public spaces including a neighborhood pocket park.
- *The intersection at Gervais Street and Millwood Avenue is envisioned as a mixed-use node with commercial, office and residential uses, including the possibility of a senior housing component.
- *Manning Street – The existing site is composed of single-family homes in need of repair and many vacant lots. The project would include infill single-family housing and attached single-family housing along the Gervais Street frontage.
- **Schoolhouse Road – This site, of nearly 12 acres, has a combination of duplexes, multi-family buildings and a package liquor store. The proposed catalytic project calls for a return to single-family owner-occupied homes with access through alleyways.
- **Booker Washington Heights – This project is a combination of two catalytic projects. The existing site is made up of vacant lots, housing in need of rehabilitation and demolition, and one-story multi-family buildings. The project plans for single-family homes within the core and redevelopment of the existing multi-family as attached and detached single-family.
- **Two Notch Road and Chestnut Street – This site, of approximately 6 acres, is composed of vacant lots and existing buildings that are currently being used for commercial and residential purposes. This project plans for a mixed-use development with offices (offering medical-related services) and the possibility of a small retail element. The site's proximity to Providence Hospital and other health and educational businesses and institutions further reinforces its potential.
- Wiley Street Corridor – This project includes vacant lots, abandoned and damaged structures industrial and/or retail building and single-family homes. The site, bordered by the new Rosewood Hills mixed-use development on the north, seeks to complement the Rosewood Hills project by redeveloping the area as a residential community with attached and detached housing. (this project is not in nor contiguous to East Central Choice Neighborhood).

*Located in East Central Choice Neighborhood

**Not located within East Central Choice Neighborhood, but in close proximity enough to be considered for infill housing

Lower Waverly Catalyst Redevelopment Plan 2006

The Lower Waverly Catalyst Redevelopment plan stems from the earlier East Central city Plan completed by F.A. Johnson in 2004. The Lower Waverly Catalyst Redevelopment Plan was drafted in order to identify blighted and conservation areas lying within targeted portions of the Lower Waverly community. The Lower Waverly Catalyst Redevelopment Plan, which was run by the City of Columbia Planning Department, includes a detailed analysis of the development site including demographics and physical characteristics.

The overall appearance of the neighborhood is historic yet blighted, with a sparse allotment of well-kept homes. The neighborhood is mostly renter-occupied, with a median household income of \$15,288. The neighborhood has great potential for redevelopment because of its proximity to commercial areas and its rich stock of housing types.

The overall objective of the Lower Waverly Catalyst Redevelopment Plan is to highlight sections of the community that would benefit from privately and publicly funded projects. The Lower Waverly community possesses an ideal location for mixed-income residential development and mixed-use development.

Revitalization of the area would accentuate the positive qualities that are present in the community and reduce the negative factors that detract from the neighborhood's assets. The study also notes that Catalyst sites 1 and 2 could cost nearly \$42 million for full redevelopment, with the City being responsible for roughly \$3-\$4 million as a result of roadway improvements. *See Figure 2e: Lower Waverly Redevelopment Plan*



Figure 2e: Lower Waverly Redevelopment Plan

The Columbia Plan 2018 5-Year Update (January 2013)

The Columbia Plan 2018 is a city wide comprehensive plan intended to balance the needs of competing objectives from various city stakeholders.

The Plan has identified a series of goals for the City of Columbia which include: Making Columbia livable for all citizens, providing guidance for growth to citizens and government, and defining the future of design and amenities in Columbia.

In the last five years, Columbia has seen an 11.17% increase in the population, while the metropolitan area has seen a population increase of 18.61%, a rate that has remained consistent during the last 20 years.

The economy for both the City and the region has experienced a recent level of stabilization. While it has not returned to prior to the recession, it has not experienced the dramatic changes in that other markets have.

Columbia Housing Authority 2014-2015 Annual Plan – Five Year 2010-2015 Plan

The Columbia Housing Authority's (CHA) 5 year Plan is a comprehensive plan that outlines the framework for the Housing Authority to continue providing and improving its products and resources.

According to the Plan, the City of Columbia has a waiting list of 6,640 applicants (see table below); 227 of which are Section 8 applicants. The Section 8 waiting list has been closed since 2008. The Public Housing waiting list was closed in December 2013 for the first time in the history of the Columbia Housing Authority. The waiting list for public housing and Section 8 was just recently re-opened for one week in September 2014 (application staff has not yet had sufficient time to analyze the new applicants); over 30,000 applications were received.

The Plan identifies a series of goals including: Improving public housing quality; improving the community's quality of life and economic vitality by providing an improved living environment; promoting self-sufficiency and asset development of families and individuals in assisted households; ensuring equal opportunity and fair housing for all Americans.

CHA is currently developing plans and seeking funds for the revitalization of Allen-Benedict Court and Gonzales Gardens as part of this comprehensive plan.

Public Housing Waitlist Application Breakdown (Total – 6,413 Applications) January 28, 2014

Housing Types

Efficiency units - 5

One Bedroom – 2,891

Two Bedrooms – 2,238

Three Bedroom – 1,079

Four Bedroom - 174

Five Bedroom - 25

Six or more - 1

Family Types

Headed by Elderly Person – 316

With a person with a disability – 950

With a person with children – 2,954

4



THE PLANNING PROCESS

3 THE PLANNING PROCESS

3.1 Introduction

The transformation planning process covered a 24-month period led by the Columbia Housing Authority to create a Transformation Plan based on community vision. CHA began the process by understanding previous plans done by various entities as outlined in Section 2 of this plan. CHA built the Transformation Plan on the foundation of those planning efforts, revisiting previous recommendations and updating them based on current and future needs and vision for the community. The ultimate goal of the transformation plan is to revitalize the East Central Columbia neighborhood through transformation and redevelopment of the distressed public housing sites and to transform the neighborhood into a Neighborhood of Choice for the 21st century.

The plan addresses three critical components of the Choice Neighborhood program – housing, people, and neighborhood.

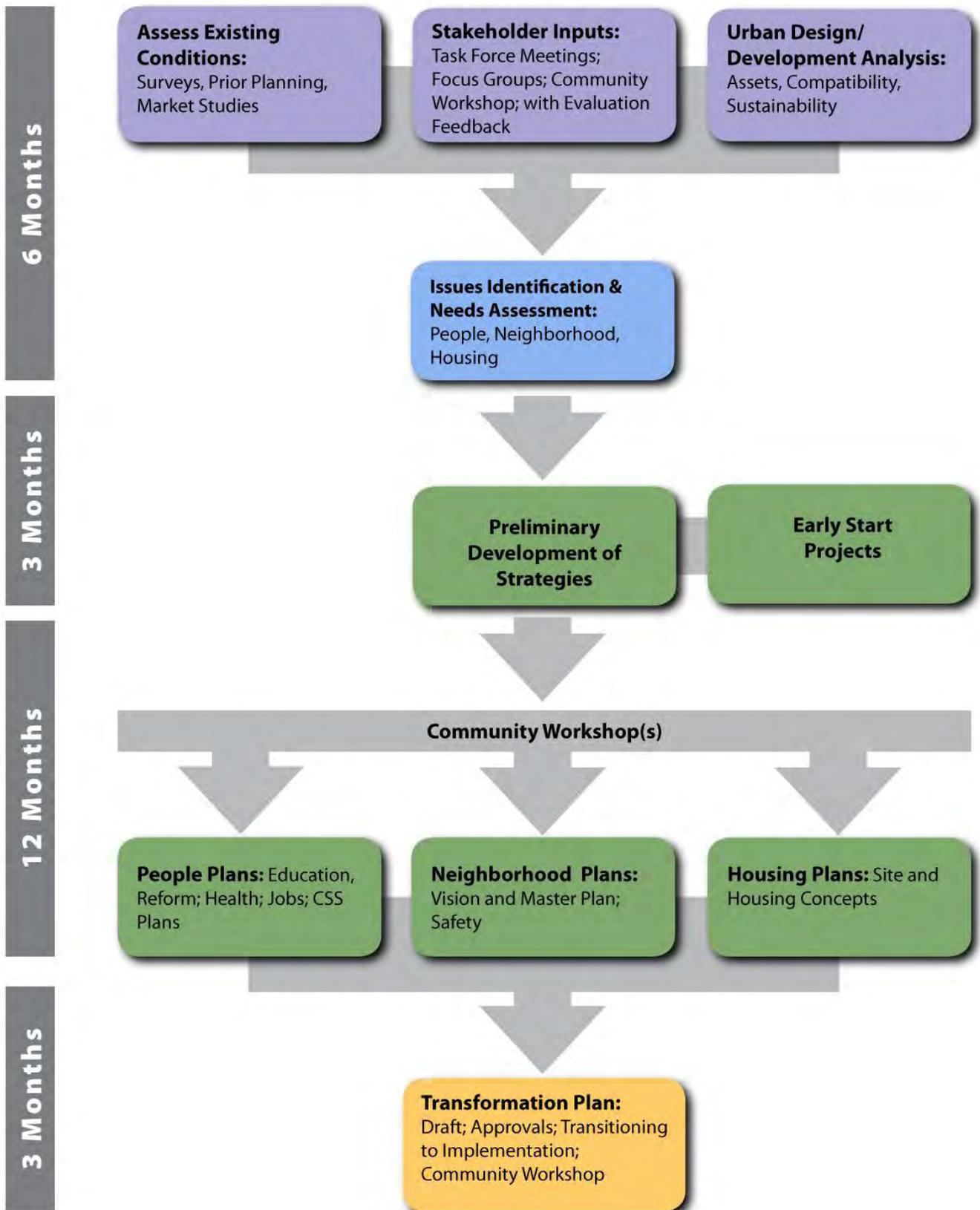
Housing: Replace distressed public and assisted housing with high-quality mixed-income housing that is well-managed and responsive to the needs of the surrounding neighborhood. Utilize infill housing in blighted areas throughout the neighborhood to strengthen and enhance the overall health, wealth and sustainability of the neighborhood. Develop off-site affordable rental housing in non-impacted areas to give residents choices of high quality housing in non-minority, low-poverty census tracts.

People: Improve educational outcomes, cradle to college, and intergenerational mobility for residents with services and support in education, health and safety, employment training and opportunities, health education and service delivery; and

Neighborhood: Create the conditions necessary for public and private reinvestment in distressed neighborhoods to offer the kinds of amenities and assets, including safety, good schools, and commercial activity, that are important to families' choices about their community.

Community involvement was the foundation of the planning process and design development of the East Columbia Transformation Plan. Various approaches were taken in order to identify not only the social, environmental, economic, health and educational needs of the East Central Community, but also to understand and give language to the vision for the future. With this in mind, The Columbia Housing Authority's supportive services staff, in conjunction with the planning team, hosted a series of community and stakeholders' focus groups, conducted needs assessment surveys, and created an interactive web-based tool for individuals to voice their comments. In addition, Providence Hospital conducted a comprehensive health needs assessment that informs the health issues addressed in the Plan. Residents, community stakeholders and residents from throughout the East Central neighborhood participated in planning meetings and design charettes to provide input into the Plan. This section provides a brief description of the different roles of the members of the planning team and the thorough processes which have informed the strategies explored as part of the Transformation Plan.

The following flow chart illustrates the steps in the planning process throughout the 24 months of the planning grant and the engagement of various tools and entities within the community to ensure comprehensive input into and ownership of the vision moving into implementation.



3.1 The Core Team

Columbia Housing Authority leading this effort

As the grantee, CHA lead the effort with significant and ongoing input from existing strategic partners that will undertake lead roles in Plan implementation, such as the City of Columbia and Co-Developer Mungo Construction. The anchor institutions are also in this category.

Planning Coordinator Team

Lord Aeck Sargent (LAS): planning coordinator supported CHA with the community process, especially with regards to neighborhood issues and recommendations. Conducted existing condition surveys, mapping analysis, previous plan analysis, and providing illustrative designs based on community input.

Market Analyst

Noell Consulting: As part of the LAS team, Noell Consulting Group (NCG) conducted an updated market analysis, looking at opportunities and demand potential for residential and commercial land in the study area, including for-sale and rental residential products, as well as retail and office uses. This analysis built on NCG's previous efforts in the area in 2009 for the Gonzales Gardens planning effort. Included in NCG's analysis was an understanding of demographic and economic trends in the study area, and placing those trends and conditions in the context of the larger Columbia market as well as macro trends occurring elsewhere in other Southern and US cities.

Developer

Mungo Construction and Nixdevco are the developer and housing lead for implementation of the Transformation Plan. They have been invaluable in assisting and advising with building style and types, in meeting with neighborhood leaders regarding design as well as creating employment opportunities during construction. They have provided the expertise on LEED for Neighborhood Development. Mungo brings the off-site parcels in non-qualified census tracts to the transaction. Nixdevco has been instrumental in assisting CHA with comprehensive budgets for implementation.

3.2 Anchor Institutions

- **The Colleges:**
 - Allen University (HBCU)
 - Benedict College (HBCU)
 - University of South Carolina
 - Midlands Technical College
- **Providence Hospital**
- **Palmetto Health**

3.3 Key Partners

- **Residents of Target Sites: Gonzales Gardens and Allen Benedict Court**
- **Housing**
 - Columbia Housing Authority
 - Mungo Construction-Nixdevco
 - Columbia Housing Development Corporation (CHDC)
 - Benedict-Allen Community Development Corporation
 - AllSouth Federal Credit Union
 - Providence Hospital
 - City of Columbia
- **People**
 - Columbia Housing Authority
 - University of South Carolina

- Midlands Workforce Development Board
 - Providence Hospital
 - Palmetto Health
 - United Way
 - GLEAMNS Human Resources Commission
 - Columbia Police Department
 - Eau Claire Cooperative Health Center
 - Goodwill Industries
 - Richland County Department of Social Services
 - Benedict College
 - Allen University
 - University of South Carolina
 - Richland School District One
 - Richland County First Steps
 - Richland One Adult Ed
 - Richland Library
 - United Way of the Midlands
 - Midlands Technical College
 - Education Institutions: (Carver-Lyon ES, W.A. Perry MS, C.A. Johnson HS)
- **Neighborhood**
 - City of Columbia (Planning and Development Services, Community Development, Columbia City Council)
 - Richland County Community Development
 - Columbia Urban League
 - Central Midlands Regional Transit Authority (CMRTA)
 - Neighborhood Leaders
 - Local businesses
 - Resident associations
 - Gonzales Gardens, Allen Benedict Court, and the Community Improvement Cooperative Council
 - Residents of all ages of the target sites and the East Central area

3.4 Planning Structure

CHA led the planning process, supported by planning coordinator Lord Aeck Sargent and key partners. Input was generated through resident trainings and numerous resident meetings, six public meetings, twelve focus groups, six steering committee meetings and key stakeholders in the community.

Steering Committee; Focus Groups

Steering Committee:

The Steering Committee was comprised of representatives from the key partners, residents and neighborhood leaders. The Steering Committee analyzed input gleaned from the focus groups, needs assessments and input from the interactive web site, www.chachoice.com and provided guidance and counsel to staff to refine and finalize the Transformation Plan.

Focus Groups:

The Columbia Housing Authority led a series of focus groups in the following six areas: economic development, education, health, safety, youth, neighborhood and housing. The groups have been held at different times during the process. They were comprised of key specific partners from each discipline area as well as residents and the community at large. The focus groups concentrated on identifying areas of need in East Central Columbia and brainstorming ideas for addressing the needs identified.

The first sets of focus groups, held during three consecutive days in December 2013, was for the residents of Gonzales Gardens and Allen Benedict Court only. Participants were asked specific questions in which they were encouraged to describe their community, identify the things they would change or keep the same, and their major concerns. A total of thirty nine residents from both developments were present, and the valuable outcomes resulting from their dialogue laid the groundwork for future focus groups and steering committee meetings.

The second set of focus groups, were held in March 2014, targeting the entire East Central Columbia community. Stakeholders from different partner institutions attended (see table below) as well as residents from the public housing communities and surrounding neighborhood. Their valuable input served as basis for many of the strategies being explored as part of this Transformation Plan, especially as it pertains to People strategies.

During each of the sessions, participants were encouraged to summarize existing programs and projects related to their focus area, determine if the existing programs were meeting the needs of the community successfully, design new programs to fill the gaps, and allocate responsibility for implementation of such programs.

Focus Groups Participants

Neighborhood

Residents and Neighborhood Leaders
 Neighborhood Churches
 City of Columbia Planning Department
 Allen University

Housing

Residents
 Neighborhood Leaders
 City of Columbia
 Mungo Construction

Economic Development

Residents
 Midlands Technical College Goodwill Industries
 University of South Carolina TRIO Program
 Providence Hospital
 Columbia Urban League

Safety

Residents and Neighborhood Leaders
 U.S. Attorney
 Richland County Sheriff's Department
 City of Columbia
 University of South Carolina

Education

Residents
 Richland School District One
 Richland Library
 GLEAMNS Headstart
 Eau Claire Promise Zone

Youth

Residents

Columbia Police Department
Columbia Urban League
Prosperity Project
Boys and Girls Clubs of the Midlands

Health

Residents

Providence Hospital
Eau Claire Community Health Clinics
Richland School District Two
City of Columbia

3.6 Resident and Community Engagement

The residents of Allen Benedict Court and Gonzales Gardens have been engaged in the planning process for several years through master planning efforts for both communities and through previous HOPE VI application processes. They have attended orientation sessions and resident meetings throughout the process. The surrounding community has been engaged through attending community workshops, design charettes, public hearings and neighborhood association orientation meetings. Resident leaders have been engaged and participated in Neighborhood Leadership Training sponsored by the City Community Development Department. Resident leaders have attended a Purpose-Built Conference.

Resident Needs Survey (2013)

A comprehensive needs assessment was conducted in August 2013 to identify the issues that impact the public housing residents living in the East Central Community. 75% of households completed the needs assessments. The CHA's supportive service staff took the lead on completing the survey which identified economic and environmental issues that impact the lives of families in Allen Benedict Court and Gonzales Gardens. The surveys were specifically comprised of several objectives to cover areas such as education, youth, economic opportunities, health, and community. A professor from the College of Social Work at Benedict College, a local Historically Black College & University (HBCU) created an Excel based data collection tool to register the information collected from the survey. Students from the University of South Carolina College of Social Work and Benedict College took on the project to input the data into the spreadsheet. The data collected identified critical issues that would be the catalyst of the supportive service activities proposed in the People component of the transformation plan. *A sample of the East Central Choice Neighborhood Resident Assessment is included as Appendix A of the Transformation Plan.*

Health needs Providence Hospital

Providence Hospital conducted a comprehensive community health needs assessment in 2013. At the request of CHA, the hospital added a question to help identify responses from East Central residents. The assessment focused on questions related to individual health, community barriers, safety, and access to resources. Results of this needs assessment provided valuable input in addressing health needs in the People section of the Transformation Plan. *A summary of results and Implementation Strategy of the Providence Hospital Community Health Needs Assessment is included as Appendix B of the Transformation Plan.*

Gonzales Gardens Master Plan Community Engagement (2009)

Community participation was at the core of the development of the Gonzales Gardens Master Plan in 2009. A series of surveys, workshops, charrettes, and other tools were used to identify not only the needs of the Gonzales Gardens residents, but also their visions for the future.

Community Planning Committee:

A Community Planning Committee was formed early in the process with the intention of obtaining insight on existing political and historic issues as well as potential opportunities throughout the community.

The group was comprised of staff from the City of Columbia, the Columbia Housing Authority, Columbia Housing Development Corporation, local neighborhood representatives, local developers, representatives from Providence Hospital, Benedict College, as well as Allen University. The group served as an overarching guide for the development team throughout the master plan process. Along with the Community Planning Committee, the development team took part in stakeholder interviews where other members of the community were contacted and interviewed about their thoughts of the Gonzales Gardens area and its future potential. Stakeholder interviews were held with representatives of local churches, the Lyons Street School, additional developers, and others.

Issues and Opportunities Workshop:

A Gonzales Gardens Compass Survey was completed to gain knowledge of local community members' opinions of visual preference for various types of development and open spaces. The results of the visual survey were used to gain further insight into the desired visual and physical outcome of the master plan. Following this effort, a three-day design charrette was held to get the residents and stakeholders' opinions on future land use, density, circulation, and other details involved with the master plan. The residents voiced strong opinions towards expanding upon the existing green space as well as including other public facilities such as new walkways and trails, bike paths, garden areas etc. The participants also voiced strong desires for the new development concept to be contextually sensitive and build upon and enhance the existing structures and landscape. It was also very important to the participants to include mixed-use development in the plan. A Framework Plan was the result on the initial thoughts and feedback from the design team as well as the participants in the design charrette.

Design Charrettes:

A series of design charrettes were held in which residents and neighborhood stakeholders envisioned design features they would like to see in the revitalized community.



Residents Participate in Design Charrettes

Providence Hospital Preference Survey:

In June and July of 2010, the planning team prepared and administered an online survey with the assistance of Providence Hospital representatives on the Community Planning Committee. The survey was targeted toward Providence employees and was intended to gauge interest in new housing at Gonzales Gardens as well as deficiencies in local retail and other services. Since hospital employees represented a key target market audience for new development, the team felt the survey would either validate data analysis or reveal a mismatch. The 28-question survey was quite successful with 323 total responses received. Some of the questions included:

Allen Benedict Master Plan Community Engagement (2006-2010)

Allen Benedict Court residents have been involved in planning a new community since 2006, following the completion of the adjacent Celia Saxon HOPE VI Revitalization. In 2006, CHA engaged the residents in a master planning effort for their community. Subsequently, the residents were engaged in planning for HOPE VI applications in 2009 and 2010. Throughout the process, residents participated in orientation sessions, community meetings, focus groups and design

charrettes. Although the HOPE VI applications were not successful, the residents have remained engaged with high hopes for the revitalization of their community.

Online engagement

CHA established a website, www.chachoice.com with interactive opportunity for web-based community engagement to identify issues, needs, and assets.

Community Remarks:

As part of the extensive community engagement efforts that continued to inform the Transformation Plan, CHA implemented an interactive web-based tool, Community Remarks. This online platform allowed users not only to leave general comments about their community, but also to locate specific issues on a map—whether they refer to a particular building, lot, street, or neighborhood. This casual format allowed residents and stakeholders 24/7 access to an ongoing dialogue in which concerns and desired outcomes may be discussed.

Capacity-building initiatives

The City of Columbia Community Development hosts an annual Neighborhood Leadership Summit in collaboration with Richland School District One, Columbia Council of Neighborhoods, Columbia Housing Development Corporation and the Greater Columbia Chamber of Commerce. This is a hands-on event featuring topics such as Social Media and Networking, Fair Housing and Building Partnerships. In the past year, over 150 residents from Gonzales Gardens and Allen Benedict Court have participated in the Neighborhood Leadership Summits.

Community Empowerment Center / Photovoice

Photovoice:

Photovoice was a participatory project that empowered community residents to use photography as a tool to reflect their communities, express their sentiments towards it, and engage in meaningful dialogue that could lead to social change. Photovoice is part of a bigger effort, Creating Healthy Environments Study, which seeks to reduce crime in distressed neighborhoods, both real and perceived, through increased community engagement and participatory processes.

The Photovoice project took place in the East Central Columbia area in 2013 with participants from Lyon Street and Gonzales Gardens neighborhoods. The project engaged two groups of residents: (1) Youth Group: 6 African American youth (ages 12 – 17 years) and (2) Adult Group: 12 African American adults (ages 21-67 years). These 18 participants were encouraged to photograph and critically reflect on the strengths and concerns of their community. The images captured through the camera included both, scenarios worthy of the residents' pride and scenarios representing areas where the community would like to see transformation happen. This process produced approximately 170 photographs with titles and captions designed to engage the larger community.

The Photovoice team, sponsored by the Kresge Foundation Healthy Environment Program and USC Arts and Humanities Grants Program, gathered the data collected throughout the exercise and published a summary called "Photo-voice: From Snapshot to Civic Action" in which ten final photos that were selected by the participants as being the most representatives of the community's sentiment were included. The report was organized around five themes that were identified as key factors for creating healthy neighborhood environments: (1) Sense of Place and Place Attachment (e.g., ownership, social and physical incivilities), (2) Collective Efficacy (e.g., social cohesion, sense of community, learned helplessness), (3) Social Capital (e.g., social support networks), (4) Community Development (e.g., capacity building, need for better resources), and (5) Collective Action (e.g., agency, need for collaboration and participation). *A summary of the Photo Voice Project is included as Appendix E.*

5



ISSUES, NEEDS AND OPPORTUNITIES

4 ISSUES, NEEDS & OPPORTUNITIES

4.1 Introduction

The Columbia Housing Authority's Choice Neighborhood Transformation Plan illustrates a revitalization strategy of the East Central Columbia (ECC) Neighborhood that will provide a catalytic effect within the study area and throughout surrounding neighborhoods. East Central Columbia is home to a number of strong institutions including Benedict College, Allen University and Providence Hospital which provide a great number of jobs and outreach opportunities for area residents.

East Central Columbia has a rich history, but suffers from deterioration and disinvestment with high percentages of vacancy and many structures are shadows of what they once were and what they could become. With the redevelopment of the two public housing sites, Allen Benedict Court and Gonzales Gardens, an enormous potential for neighborhood reinvestment and re-imagining can be unlocked. This potential is especially potent when paired with surrounding development projects including the Bull Street Campus Development Plan, Five Points, "Future Five" Master Plan, and the vast array of efforts going on within the core of downtown Columbia. The section that follows will describe in detail the East Central Columbia Neighborhood's challenges and assets with a focus on Housing, People and Neighborhoods.

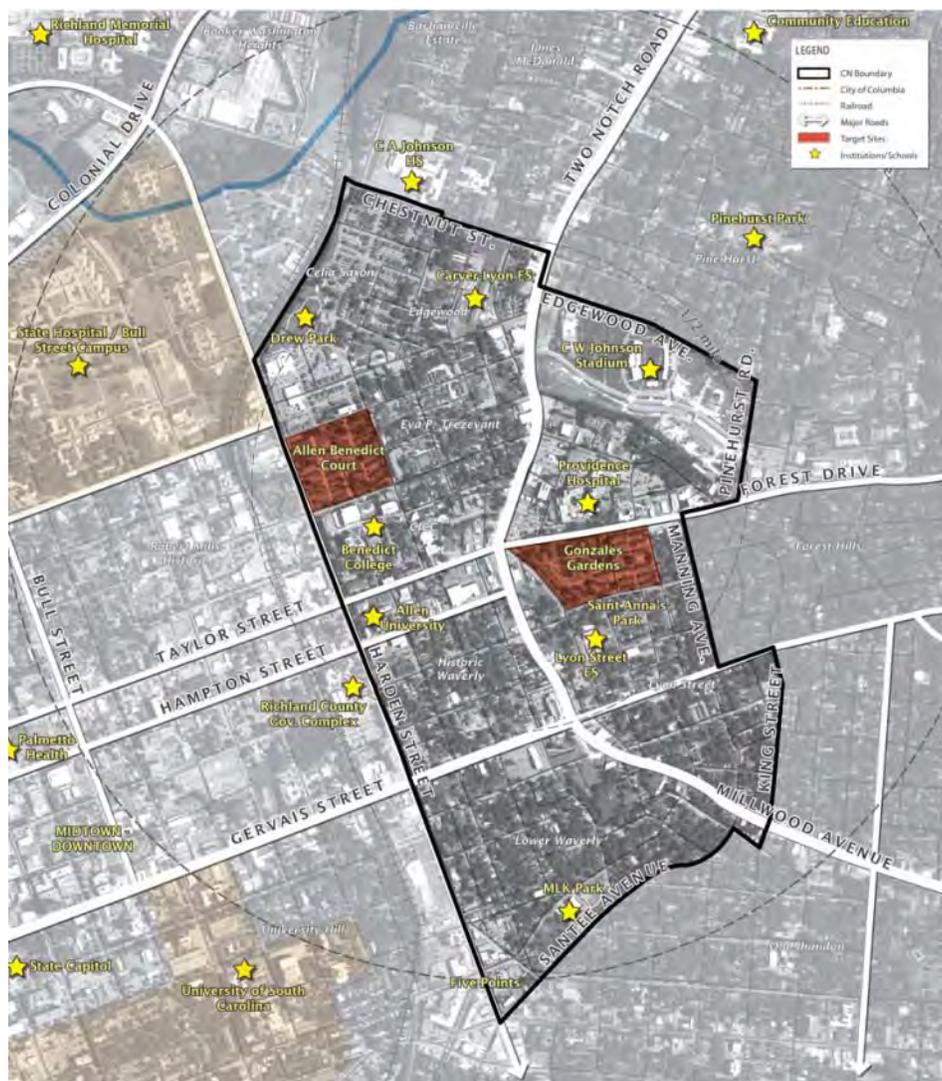


Figure 4a: Neighborhood Context Map

4.2 Neighborhood conditions

Demographic Profile

- According to the 2010 US Census, the East Central Choice Neighborhood has a population of 6,120 persons and a density of 9 persons per acre. East Central has lost almost 20% of its population (a total of 1,520) since 2000, while the City’s population grew by 11%. The neighborhood has predominantly African American population (93%), whereas the City has more racial diversity (42% AA and 50% White).
- The number of households within East Central decreased by 24%, from 2,429 in 2000 to 1,853 in 2010. Since 2000, it has lost an average of 39 households annually while Intown Columbia has gained an average of 50 households per year.
- East Central has a high percentage of youth (16.5%), and a lower percentage of senior population (9.2%). Almost 37% of the households within the CN area are under 45 years of age.
- The median age is 34.7, which is slightly higher than the City’s, 28.1. East Central has a higher percentage of female population (54%) than male (46%).



Figures 4b: Population Change

Housing Profile

East Central has a low housing density of 3.2 units per acre; with primarily single-family residences and a few multifamily communities (mostly public housing sites). Despite the high percentage of single-family homes in the area, the percentage of renter-occupied homes is high, almost 65% of the total units. The neighborhood also has a high rate of unoccupied houses (18%) and has experienced a significant loss of housing units since 2010 (20%).

Housing Value: The average sales price for a single-family home within East Central is just below \$60,000, well below the overall average for the city of Columbia (\$128,000).

Economic Profile

Overall, the economic condition of the area residents is lacking stability. According to the American Community Survey, East Central has a poverty rate of 58% and an unemployment rate that ranges from 20% to 36%.

The large majority of East Central households (69%) has an income below \$25,000, placing most of its residents at less than 50% of Area Median Income (AMI), and nearly 90% have incomes below \$50,000, placing the overwhelming majority of the households below 80% AMI threshold. While not too dissimilar to the larger Intown area (68% of households below \$50,000), it is significantly different relative to the Metro area, in which 54% of households earn below \$50,000.

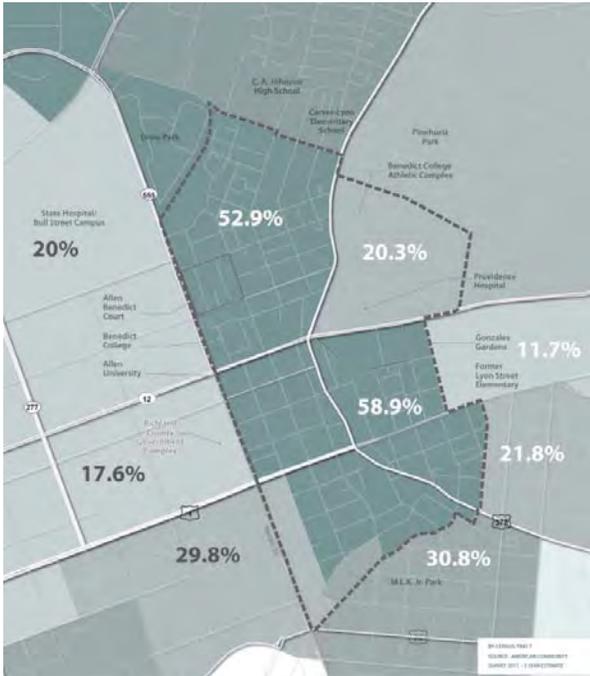


Figure 4c: Poverty Rate

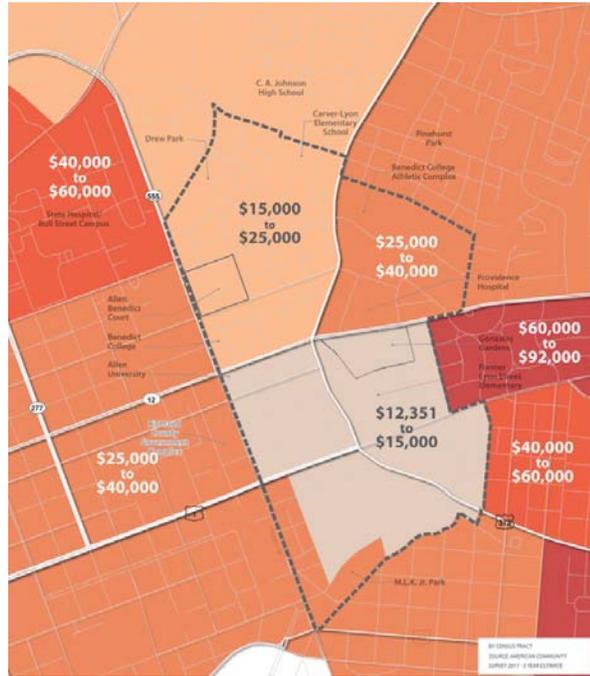


Figure 4d: Median Household Income

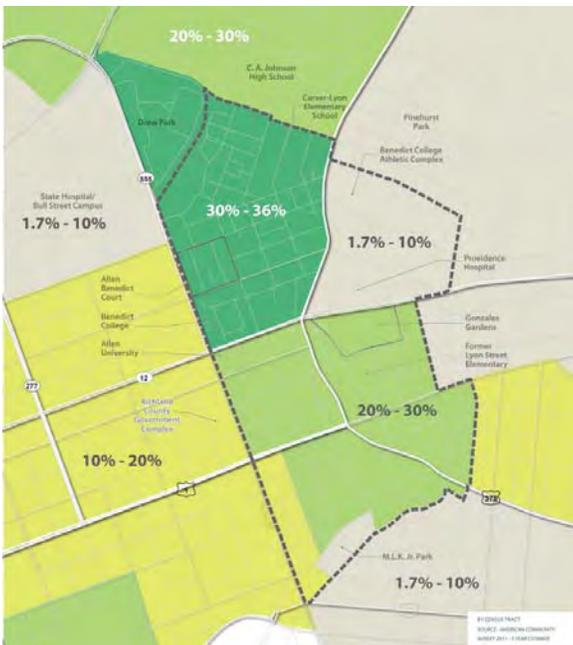


Figure 4e: Unemployment Rate Map

Physical blight

The planning team performed a windshield survey in order to identify building condition, building occupancy, vacant lots and sidewalk infrastructure in East Central. The higher concentration of physical distress is identified in Lyon Street area behind Gonzales Gardens and in the southern part of neighborhood close to MLK Park. The level of distress coincides with the presence of vacant and/or undeveloped parcels combined with substandard and/or unoccupied buildings. Almost 14% (74 acres) of all the parcels in East Central are currently undeveloped and scattered throughout the distressed neighborhoods. There is a clear correlation between the distressed areas and higher crime rates.

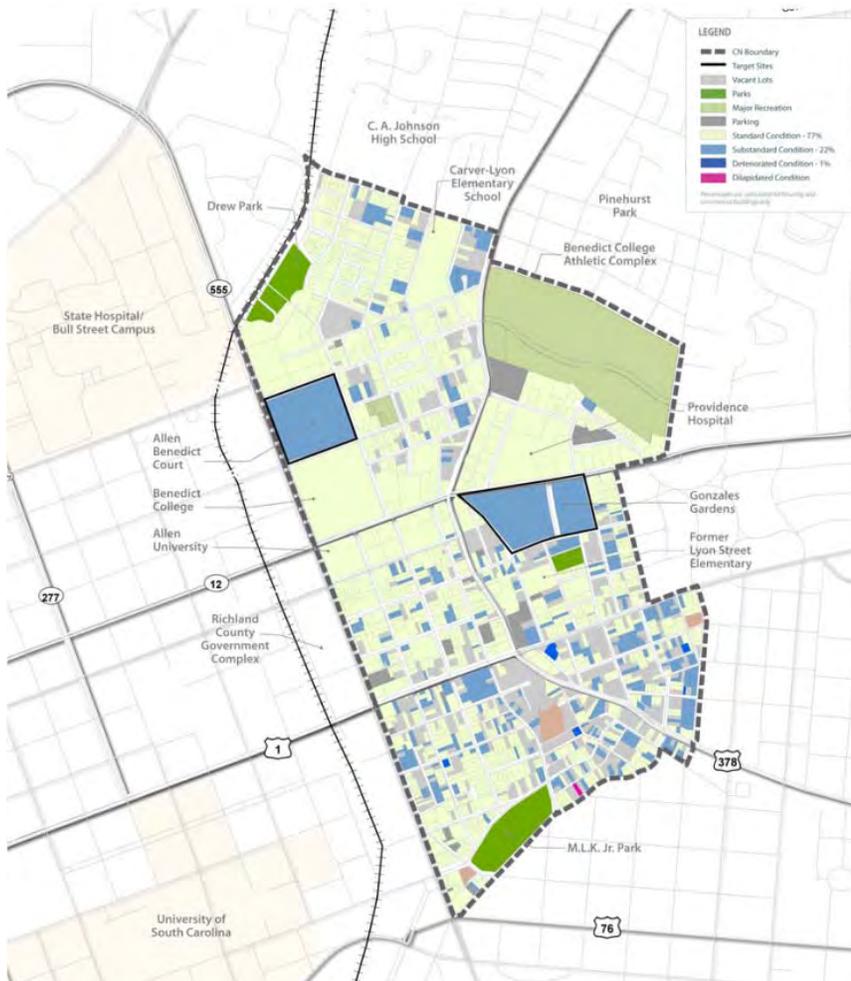


Figure 4g: Building Occupancy

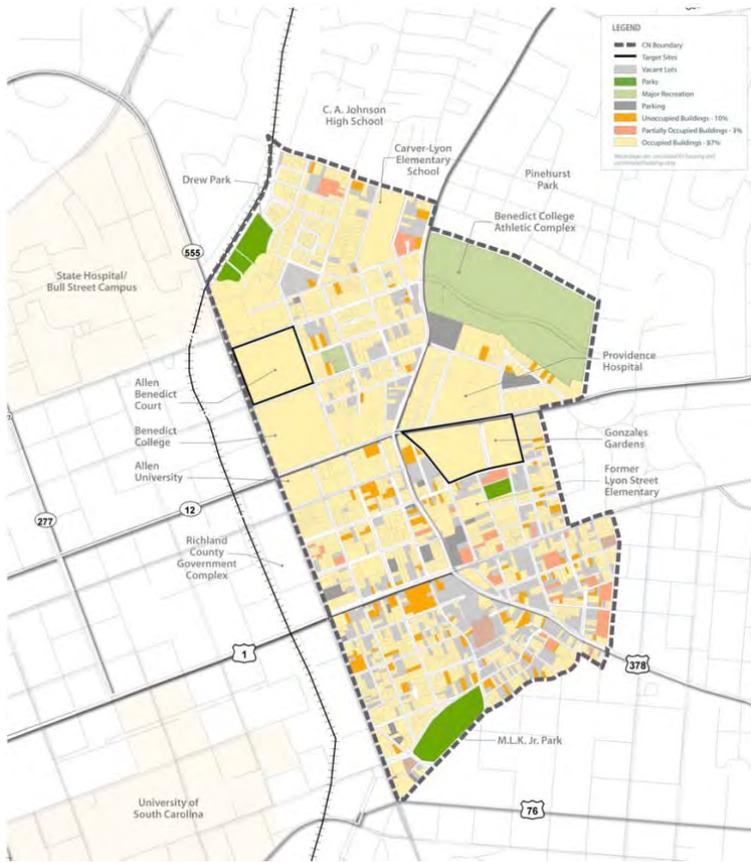


Figure 4f: Buildings Condition

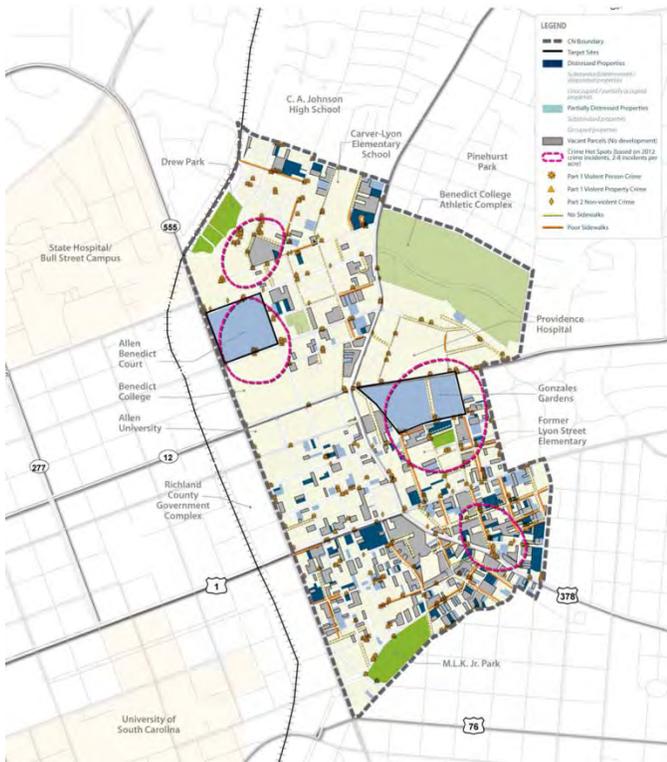


Figure 4h: Neighborhood Distress Map

4.3 Community assets

Educational Assets: Cradle-to-College:

The majority of the educational assets in and near East Central are easily accessible from anywhere within the community.

There are multiple educational institutions within a one-mile radius from the central point of the East Central Columbia Choice Neighborhood Boundary. These institutions include public schools Carver Lyon Elementary, W.A. Perry Middle School and CA Johnson High School and higher education opportunities at Allen University, Benedict College and the University of South Carolina.

Health:

Within the East Central Neighborhood there are a number of health facilities including one of the area's largest employers, Providence Hospital. The neighborhood and its immediate environs also include other health assets such as the Celia Saxon Health Center and Palmetto Health Richland, among others.

Neighborhood Retail:

Located within a mile of the center of the East Columbia Neighborhood is a thriving retail and entertainment district, Five Points. At the intersections of Harden and Devine Streets, Five Points includes a variety of retail services and restaurants along with a mix of office and residential uses throughout. The retail includes a Food Lion grocery and a number of pharmacy/convenient stores including Walgreens and Rite Aid. The district offers a plethora of options that run a breadth of price levels and types.

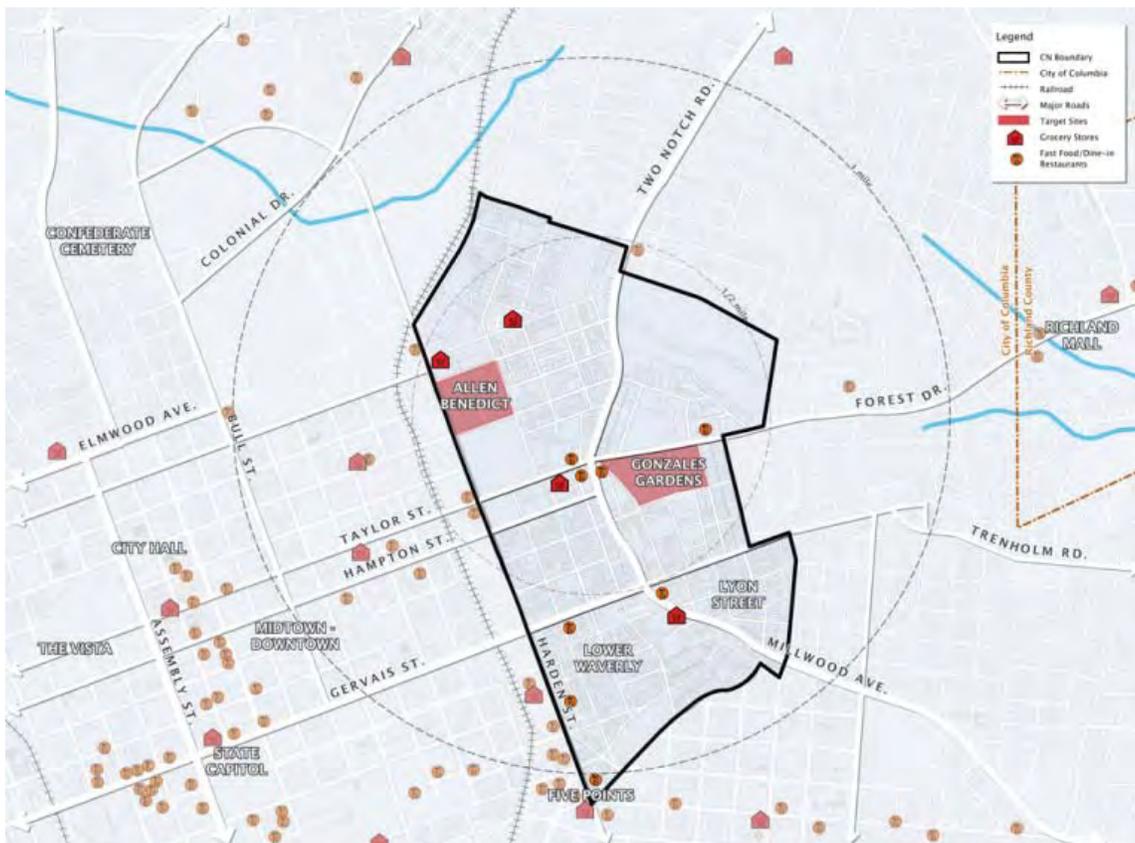


Figure 4i: Neighborhood Retail Map

Cultural and recreational assets:

The East Central Columbia neighborhood currently has a series of parks and open spaces that are used by the community regularly. They include Drew Park, Saint Anna’s Park, MLK Park, and the CW Johnson Neighborhood surrounding area. A substantial portion of the recreational needs of the residents of the East Central Columbia has been met with the opening of the successful Charles R. Drew Wellness Center adjacent to Drew Park. The center, an effort made possible by a partnership of the Columbia Housing Authority, the City of Columbia, and other key partners, is one of the greatest assets of this community. With 40,000 square feet of recreational space that includes a swimming pool, a gymnasium, two half courts, six basketball goals, a volleyball court, and cardio and strength training equipment, the Wellness Center serves a wide range of clients, including youth and elders, as well as faculty from the neighborhood schools and public housing residents.

East Central Columbia is in relatively close proximity to other recreational and cultural services such as museums and libraries, most of which are located west of the neighborhood, near Downtown Columbia. These include: the Columbia Museum of Art, the House Museum, and the Historic Columbia Foundation, the South Carolina State Library and the Richland County State Library.

Neighborhood Service:

There are a number of neighborhood-level services within the area. Of note, a large amount of faith-based institutions is present in the area and they can often be used as community facilities and/or meeting spaces. The neighborhood also includes a pharmacies, banks and salons located on the west side toward Downtown Columbia.

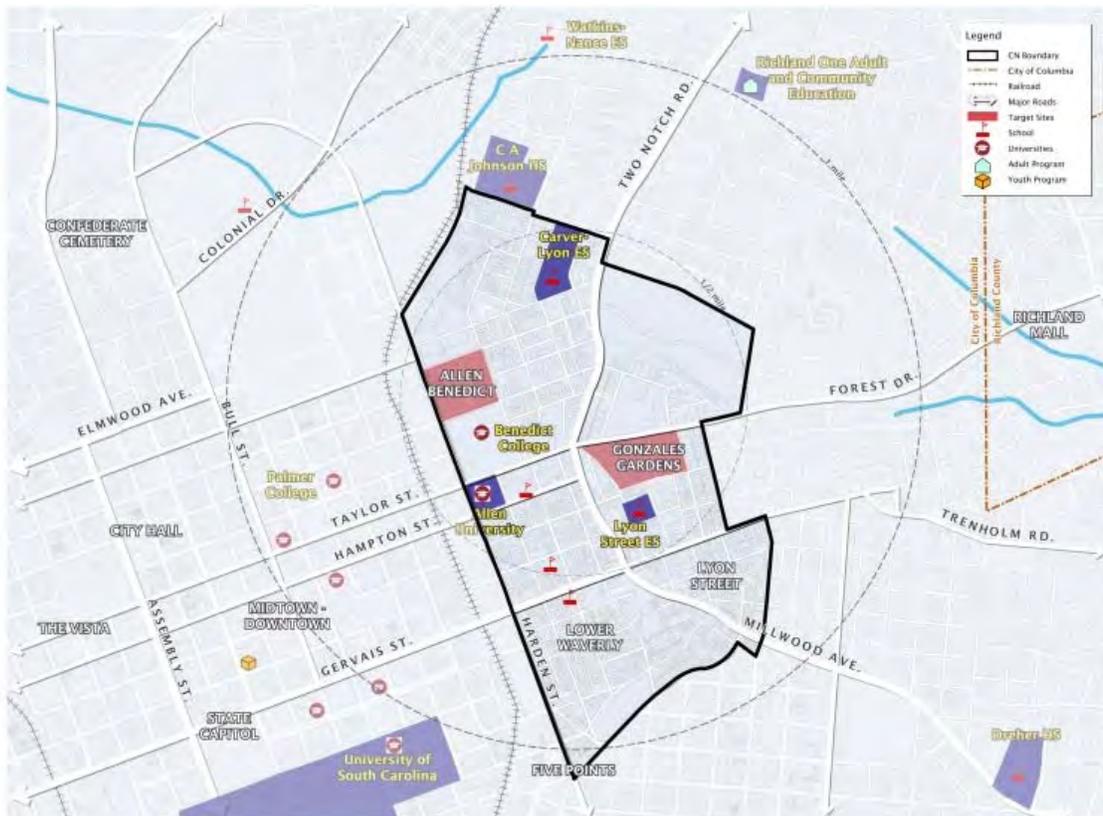


Figure 4j: Neighborhood Educational Assets

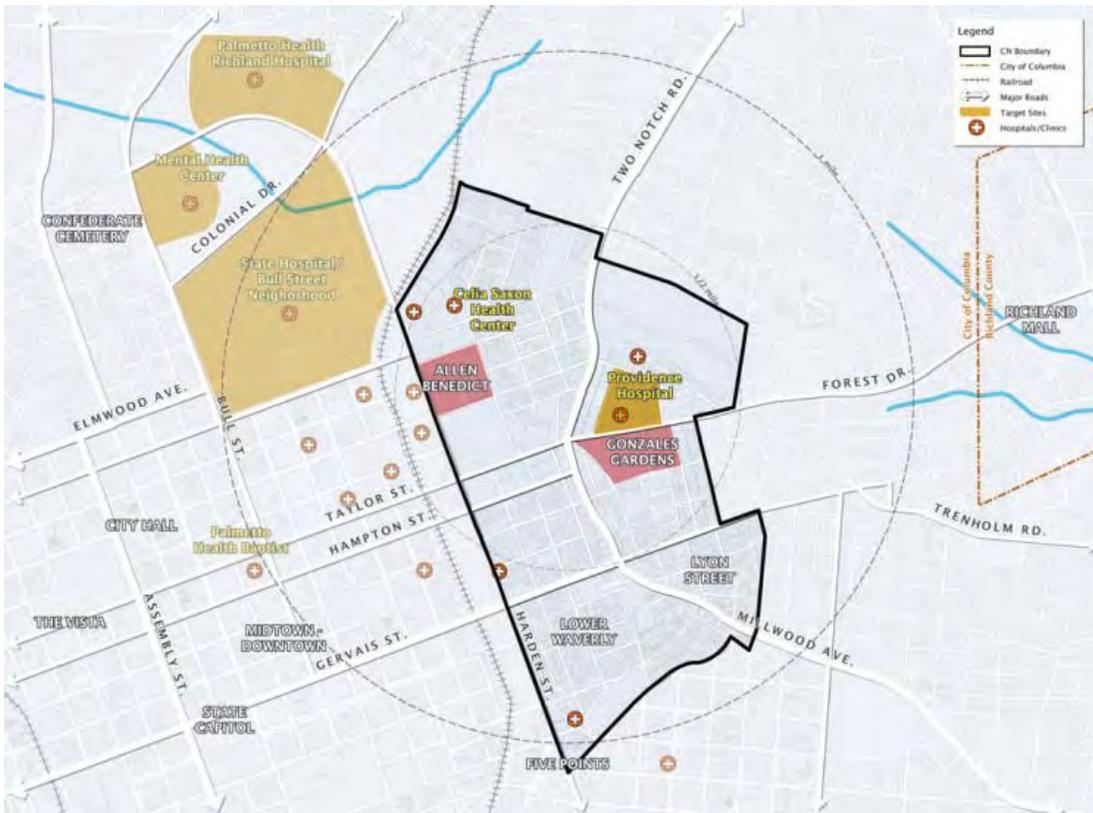
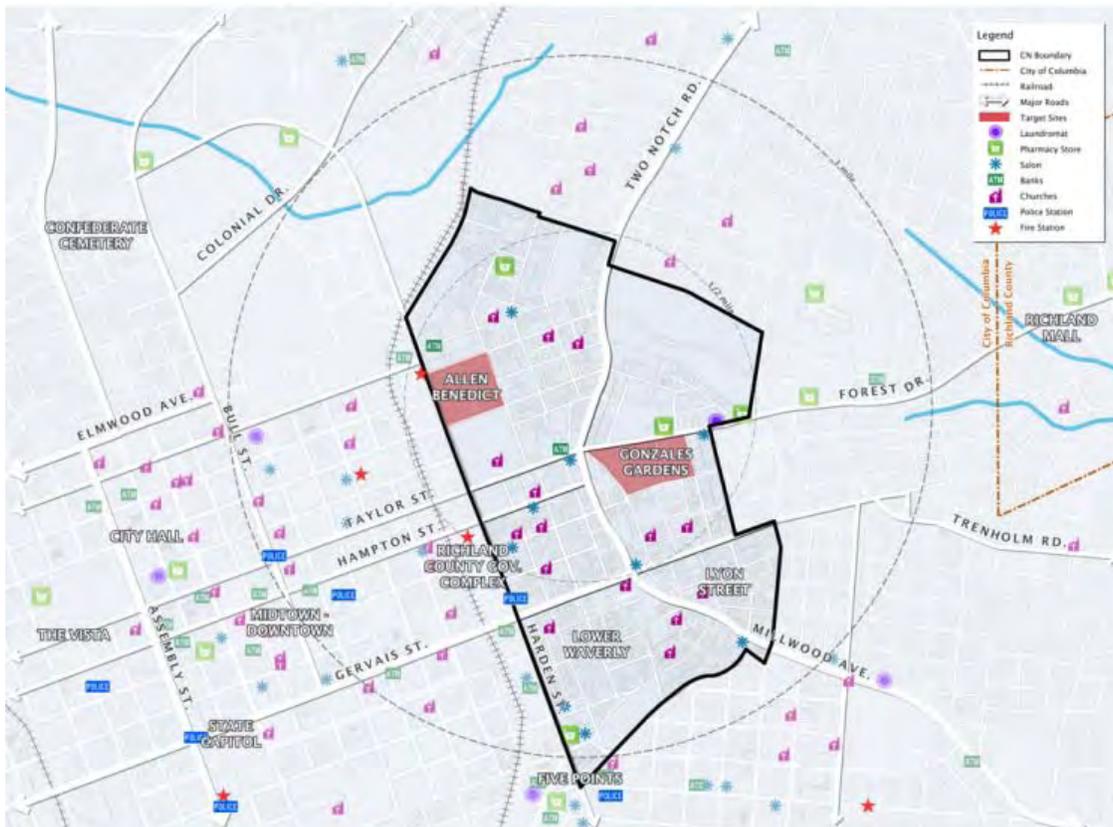
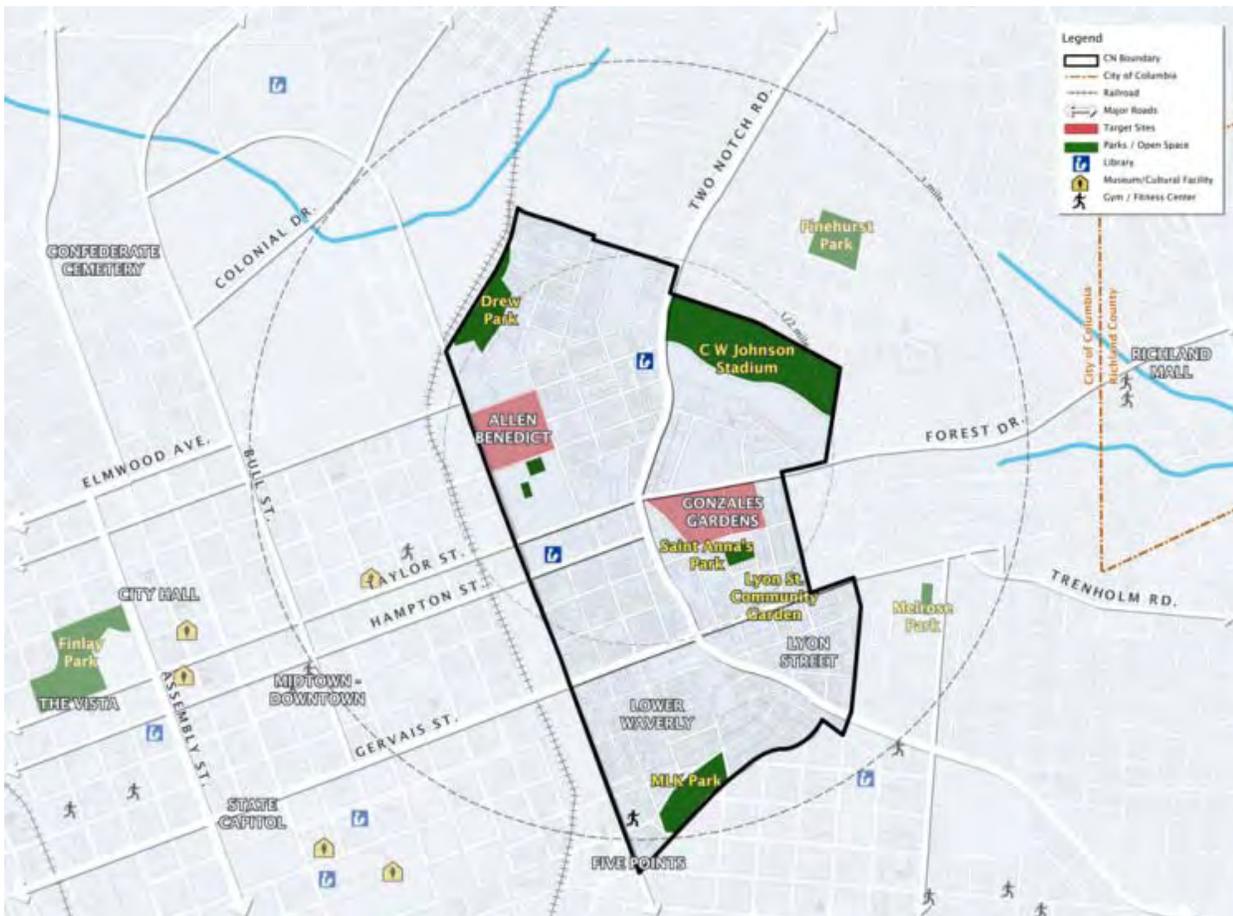


Figure 4k: Neighborhood Health Assets Map



Figures 4l: Neighborhood Services Map



Figures 4m: Neighborhood Recreational Assets Map

4.4 Needs Assessment

Neighborhood needs

Public safety:

East Central presents a series of public safety challenges as identified based on the residents' surveys, focus groups, and the crime data obtained by the City's Police Department for the years 2010 to 2012.

The planning team mapped the area's crime incidents for each one of these years using a spatial analysis tool. The data was broken into Part 1 violent crime (person), Part 1 violent crime (property), and part 2 non-violent crime. This spatial analysis, combined with the community's input helped identify some of the major issues regarding public safety (and their location) in East Central.



Figure 4n: Crime Analysis Data 2010-2012

Some of the most relevant findings include:

- From 2009 to 2012, there was an average crime rate of 19.14 incidents per 1,000 residents. This rate is 2.16 times higher than the City of Columbia’s rate.
- The highest concentration of crime has been around Gonzales Gardens primarily and Allen Benedict Court area secondly.
- Violent Property Crime in East Central area has increased significantly (20%) in past three years. From 457 to 576 incidents.
- Personal crime incidents north of Elmwood Ave and around Allen University have decreased slightly while they have increased in the southern part of the neighborhood closer to MLK Park.
- The majority of the personal crime incidents that were reported were assaults and the majority of the property crime incidents that were reported were burglary and larceny.

- There is a long-term vacancy rate of 14% in East Central (2.4 times the rate of Richland County) that combined with deteriorated buildings, substandard infrastructure and vacant parcels contribute to the physical blight of the community. This is particularly evident in Lyon Street and south to MLK Park.
- The #1 safety issue identified by residents of Gonzales Gardens is gang activity, yet the number of police reports is rather low because of residents' fear of retaliation.
- By and large, the community of East Central lacks basic training that will help them identify the types of issues they should report to the Police and how to report them anonymously.
- According to stakeholders, residents have the perception that law enforcement resources for their community are not sufficient and that stronger relationships should be built.
- There is a high rotation of residents, especially in both of the target sites, that presents a challenge in building a sense of ownership and pride. There's an identified need for the beautification of public spaces within the residential areas to prevent future crime.
- At least 43% of Gonzales Gardens residents who participated in the residents' survey indicated that they did not feel safe in their community. Most residents do not feel safe because of crimes committed by their neighbors and others outside of their own community.

Mobility:

East Central presents mobility challenges mostly related to pedestrian safety and transit routes and schedules.

The planning team conducted an inventory of sidewalks condition that revealed significant areas where sidewalks are missing or in very poor condition.

Deficient pedestrian infrastructure, namely proper sidewalks, lighting, and crosswalks, combined with the presence of various multi-lane commuter routes that currently cut through the neighborhood's fabric, adds to the overall hostile environment pedestrians experience in the area.

Crosswalk improvements are required at the main intersections along major streets such as Harden Street and Two Notch / Millwood Avenue.

There are seven bus routes presently serving East Central with a heavier concentration on west-east connections. Stakeholders' input has suggested, however, that the schedules are inconsistent and the routes do not cover the community's needs; with the exception of connections to Downtown Columbia. Along with improved routes and schedules, there is also a great need for proper and frequent bus stops.

Bicycle routes and facilities are limited to non-existing in East Central. With the prominent presence of colleges and universities within the area and the close proximity to the University of South Carolina, bicycle facilities are increasing needs.



Figure 4o: Sidewalk Conditions Map



Figure 4p: Walkscore Map

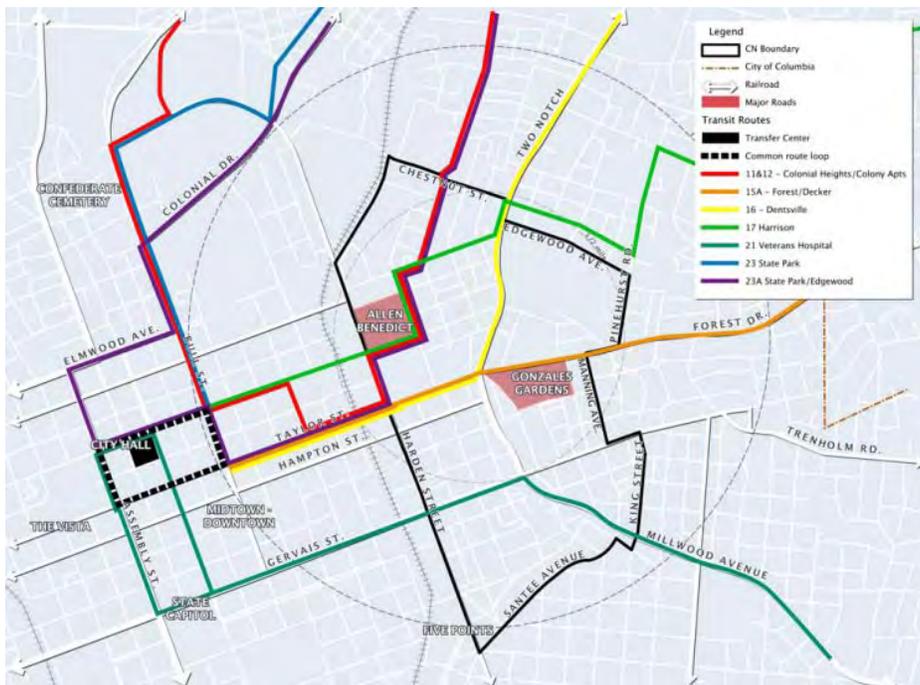


Figure 4q: Bus Transit Network Map

The need of other basic services has also been identified through the various focus groups with the community's stakeholders. These services include: Daycare centers, training facilities, libraries, a police substation, community centers with access to computers and internet, educational centers for the youth, and head-start centers for children under four years of age.

Within East Central there are a limited number of retail establishments, especially those that offer healthy food options. Recently, a Food Fresh grocery store that operated in the Celia Saxon development on Harden Street went out of business, decreasing access to fresh food in an area that is already considered a food desert.

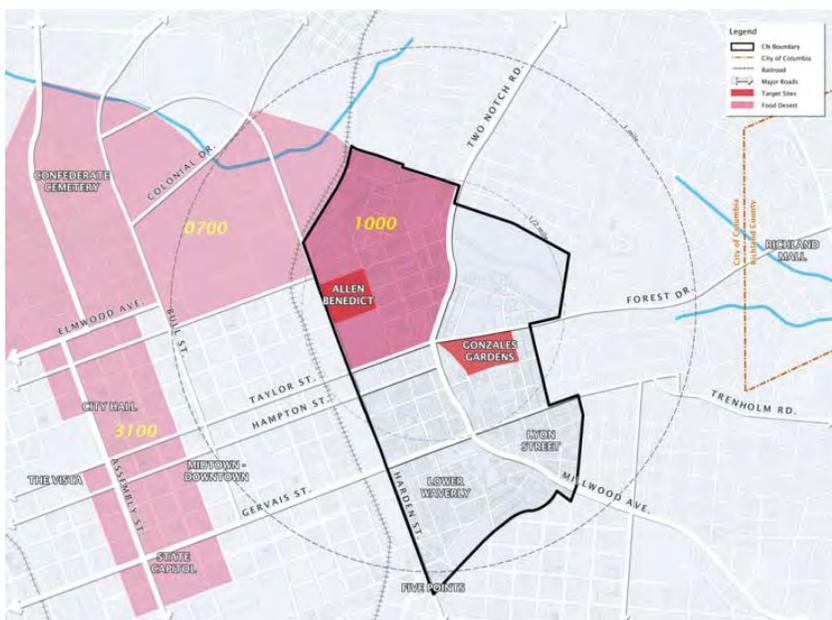


Figure 4r: Food Desert Map

People needs

Adult Education, Employment and Workforce Development Training:

The economic outlook of the public housing households in East Central is well below the federal poverty level with the median household income range for East Central residents \$12,351 to \$40,000. In comparison to surrounding communities, there is a statistically significant difference between median household income of the East Central residents and those in surrounding communities. The average poverty rate of East Central residents is 44% with the highest concentration of poverty in Gonzales Gardens, Allen Benedict Court. 155 out of 519 households are receiving fixed income assets such as Social Security and Disability for at least one of the household members. 23% of Gonzales Gardens and Allen Benedict Court adult households have income from employment sources.

Education challenges have posed issues for many of the public housing residents living in East Central. 209 out of 383 adults who responded to the education survey questions indicated that they did not have a high school diploma or GED. According to the surveys, employment opportunities and job training were two of the top responses for self-sufficiency needs of the public housing residents. Many of the residents are employed in jobs paying minimal wages such as food service, housekeeping, and entry level retail.

Affordable Early Childhood Education:

There are 189 children ages 5 and younger living in the public housing communities in East Central. According to the resident survey, only 19% of children in Gonzales Gardens and Allen Benedict Court between ages 0 to 5 are enrolled in high quality pre- school academic programs. As result East Central youth are at a disadvantage due to the number of economic, social, and systematic challenges which they are forced to overcome.

Quality education grades K thru 12:

The resident needs surveys identified that a greater number of youth than expected were attending schools within the district however outside of the neighborhood schools. Twenty-eight of Gonzales Gardens and 16 ABC youth attend schools outside of their zone. As part of the survey, the community was ask to rate the schools in their area. Overall, Gonzales Gardens and ABC residents did not identify major issues with the schools in the survey and rated their children's schools favorably.

In comparison to the community perspective of the neighborhood schools, the 2013 South Carolina Annual School Report card indicates a quite different performance for the schools serving East Central. There is one elementary, two middle and two high schools that serve East Central students. The rating for the elementary school is below average in comparison with other schools with similar demographics. C.A. Johnson High School has an at risk rating while W.A. Perry Middle School which serves Allen Benedict Court has a rating of average. Located outside of the geographical boundaries of East Central, A.C. Flora High School and Crayton Middle serve residents in Gonzales Gardens. Both schools have excellent ratings and are located in the Forest Drive community which has a substantially higher median income than East Central. Despite the fact that the students in Gonzales Gardens have the opportunity to be in better performing middle and high schools, the foundation received from the elementary and preschool is critical for the success of latter years.

Health:

Providence Hospital and other health partners conducted a community healthy survey in 2013. CHA approached Providence about adding questions to identify the number of respondents who lived in East Central. A total of 54 East Central residents responded to the survey. The results indicate that 36% of respondents have been diagnosed with high blood pressure, 21% have health problems that make it difficult to do activities such as driving, cleaning the house, and going to work and 37% are smokers. Additional health questions were asked of East Central residents in the needs survey conducted by CHA staff. The results indicate that 69% of residents use the emergency room when they are sick or non-emergency issues. There's a high prevalence of unhealthy lifestyle behaviors such as smoking, physical inactivity, and not getting health screenings.

The health needs include a combination of objectives to include access to health insurance, health education to decrease the prevalence of chronic diseases, safe community for families to walk and engage in physical activity, and promotion of using primary care physician for non-emergency issues.

Youth Programs and Opportunities

Residents identified in the survey that crime caused by the prevalence of gangs, drugs, and guns was their greatest neighborhood concern. During the sessions, the youth taskforce focused on several key issues related to youth development that need to be addressed. The issues are deterrence from gang activity, mentoring, bullying, decreasing the risk of dropping out of high school, academic achievement, prevention of teenage pregnancy, and lack parental involvement. Parents have expressed that they would like to see more afterschool and extracurricular programs held in the community.

Housing needs

Within the East Central Neighborhood exists approximately 1015 residential structures. These residential structures include single family homes, duplexes/townhomes, multi-family structures and student housing. Based on a windshield survey of the building conditions within East Central, it was found that 76% of residential structures are in standard condition, 24% are in substandard condition and less than 1% is in either deteriorated or dilapidated condition. Within each of the housing sub groups the physical condition breaks down as follows:

- Single Family – 78% Standard, 22% Substandard, <1% Deteriorated/Dilapidated.
- Duplexes/Townhomes – 63% Standard, 37% Substandard
- Multi-family – 55% Standard, 43% substandard, 2% Deteriorated
- Student Housing – 100% Standard

4.5 Opportunities

Housing demand:

The Market Study performed by Noell Consulting Group estimates that solid demand potential exists for new single-family and townhouse product in the East Central over the next 12 years, with potential existing to support development of over 300 new houses and 130 new townhouses through 2025. Inherent in these captures are the redevelopment of the two existing public housing communities, Gonzales Gardens and Allen Benedict court, and addressing perception issues of crime and disinvestment. *See the Noell Consulting Group Market Study included in Appendix C*

Rental housing demand was estimated by three basic income/rent strata, with captures being provided for the study area. These captures were utilized based on a previous Providence Hospital employee surveys and assume redevelopment of the public housing communities located in the study area. The estimated total demand for rental housing is for up to 800 new rental apartments, including significant demand for products targeting those earning less than \$35,000 (paying roughly less than \$700/month). Demand in the study area diminishes significantly at the high-end as the market thins and the study area less able to draw these affluent renters.

Intown Columbia is expected to see moderate growth of seniors seeking independent and/or assisted living housing. Overall, growth of seniors 65+ is expected to average around 83 households annually. Assuming rental propensities and interest in independent living housing, we estimate support for around 10 net new independent living units annually in the intown area. Recent seniors housing development models provide for a mix of about 70% of units for independent living with a smaller (30%) assisted living component in addition to these independent living units. Adding in the identified assisted living component, and recognizing the role of USC as a magnet for seniors seeking to return to their college towns for retirement, we estimate demand growth of between 14 and 20 independent and assisted living units annually in intown Columbia, a pace that supports a new 100-unit community every five to seven years. Given the location of Providence Hospital in the East Central Columbia Study Area and the network of doctor's offices in the area, we believe the study area should be able to capture roughly net two senior (non-nursing) housing communities in the coming 10 to 12 years. At a glance:

- 300 new or renovated single-family homes and 75 new townhouses
- 800 new rental apartments (market and below-market)

- 140 to 200 new independent and assisted-living seniors' apartments

Commercial demand:

East Central currently has a weak level of office demand due in large part to shifting locational desires and lack of high quality spaces. Based on market research and interviews of local realtors, smaller, location-flexible firms (less than 20 employees) represent a solid target to be pursued in the study area for office space.

The study area property can support upwards of an estimated 70,000 SF of new local-serving office space in the coming 12 years. To achieve this, however, proactive efforts must be made to address perception issues of high crime and disinvestment, and to create locations attractive to these firms.

Retail demand in East Central is expected to be modest initially and grow over time as the economy recovers and the local area (and Intown Columbia) gain momentum and greater market acceptance from retailers. The retail market intown is quite tight in terms of supply although, based on demand, it appears some store types are oversupplied (e.g. grocery stores, full-service restaurants) while others are undersupplied (e.g. big box retailers).

7



TRANSFORMING EAST CENTRAL
PEOPLE

5 TRANSFORMING EAST CENTRAL: PEOPLE STRATEGIES

5.1 Introduction

The East Central Columbia Choice Neighborhood is engulfed with a number of physical, economic, safety, and education issues that keep the community from growing and deter opportunities for sustainability and economic diversity. The “People” component of the transformation plan will outlay a plan that will include strategies to address the many layers of issues impacting the well being and future success of present and future families living in the community.

5.2 Vision, goals and desired outcomes

Vision

The transformation plan will be successful in transforming lives of the people and neighborhoods within the East Central community, with particular focus on the residents of Allen Benedict Court and Gonzales Gardens. The transformation vision is that all public housing, non-elderly, non-disabled adults will achieve marketable skills that will ensure employment with a living wage; that all children will enter school at a readiness level prepared to succeed and that they will have quality educational opportunities from cradle to college; and that all families will reside in safe, energy-efficient, healthy communities.

Goals

East Central households will be economically stable and self sufficient and will reside in safe, healthy communities with quality housing, education and jobs.

Outcomes

- East Central public housing adults increase their education levels
- Able bodied adults will become gainfully employed
- Median household income will increase
- Children ages 5 enter kindergarten ready to learn
- East Central youth attending are schools that meet or exceed the state average standards
- East Central youth graduate from high school and enter into college, military, job training programs and/or workforce
- Decrease in the number of East Central youth dropping out of high school
- Families are physically healthy therefore decreasing the prevalence of chronic health issues
- Increase the positive perception of community safety
- Decrease in the amount of crime in the community
- Increase in the number of homeowners in East Central

5.3 Education strategies

The current public education system that serves the East Central community has many challenges that impact the success of the academic services received by the East Central youth. Out of 5 community public schools, 3 have ratings of either average or failing in comparison to other schools with similar demographics. Upon entering elementary school, youth in the study area are already at a disadvantage in comparison other schools within the district. The struggles that many of them have throughout their academic period transcends into higher dropout rates and poverty during adulthood. With 55% of adults surveyed not having high school diplomas or GED, the people strategy will be centered on transforming lives of people living in the community through education.

The education component will outlay an initiative that encompasses objectives, strategies, and partnerships committed to creating equal access to high quality education opportunities focused on the cradle to college concept. The East Central education plan centers on connecting the community to academic opportunities and increasing education levels of all members of the family. The strategy for addressing education barriers includes early childhood programming, adult

literacy, intervention, and support services. This will be done by connecting residents to academic institutions that focus on the cradle to college approach to family literacy. This institution will lead the education efforts and help increase the number of youth and adult college enrollment, number of children participating in quality pre-k academic programs, and decrease the number of youth who drop out of high school. The cradle to college concept consists of several key partnerships with the resources and ability to improve academic outcomes. With the number of programs already in place to provide education support for East Central youth, efforts will be made to implement additional initiatives to address gaps and weaknesses in existing programs. We will increase access to early literacy programs by offering high quality education programs to the youth. The children ages 0 to 5 will have access to child development programs that will work with parents during the prenatal period throughout entrance into kindergarten. The foundation set in place will give East Central youth the same competitive advantage as youth living in higher socioeconomic communities.

Youth Education Programs

Here Comes Kindergarten

CHA has a partnership with the United Way of the Midlands, Richland Library, Central Carolina Community Foundation, Knight Foundation, Women In Philanthropy, TD Bank and Vista Nights Rotary Club to implement an early literacy program for youth in Gonzales Gardens and Allen Benedict Court. The program called "Here Comes Kindergarten (HCK)," was initiated in the summer of 2013 by a partnership between CHA and the Carmen Nylund Foundation. The goal of HCK is to provide parents, caregivers, and preschool teachers with appropriate resources in order to help get their children ready for school. The support mechanisms provided are books, activities, and nutritious snacks, and academic modeling activities for families with children under that age of 5. The program emphasizes the importance of parents as first teachers, reading fundamentals, family literacy, and modeling positive academic behaviors. A survey of 50 Gonzales Gardens parents who participated in the first program, reported significant increase in time spent reading, singing nursery rhymes, and having conversation with their children since participating in the program. The pre-school children's knowledge increased an average of 12% during the pilot vocabulary test. In addition, 100% of parents reported knowing more about getting their children ready for school and 78% reported their children enjoyed reading more. The HCK program continues to be a success with the Gonzales Gardens residents and a new HCK program commenced in Allen Benedict Court in September 2014 with over 30 children participating with a parent/s or primary caregiver.



Gonzales Gardens parents and children getting excited about reading!

Prosperity Project

The Prosperity Project began serving Gonzales Gardens in 2011. They provide afterschool tutorial and mentoring for the residents. Located in one of the public housing units, the organization currently has 56 youth from the East Central community enrolled in its afterschool tutorial and mentoring program. In 2013, the organization expanded its services to include academic programs for youth ages 3 and 4 and began holding the afterschool program at an East Central church. They are working on several expansion projects to serve the East Central community and have taken steps to start a charter school or nonprofit private school in the study area.

Gleamns Headstart

Gleamns Headstart is an existing institution within the footprint of the study area. Gleamns relocated the Headstart program to the child development center in Gonzales Gardens in 2012. As a catalyst in the community, Gleamns Head Start is a network of 20 child development centers which currently serves children in ten counties across South Carolina. Gleamns' goal is to increase school readiness and social competence of young children in low income communities. They have been successful in ensuring that their programs are culturally sensitive and responsive to each child's ethnic, cultural, and linguistic heritage. Gleamns success is based upon coordination of services with other community agencies and adhering to the performance standards set by the government. Currently serving 30 pre-kindergarten children, Gleamns' approach to early childhood education focuses on breaking the cycle of poverty in at risk neighborhoods by providing comprehensive early education that has a strong parental involvement thereby helping build capacity in communities and strengthening families.

Public Schools

Carver Lyon Elementary is the elementary school currently serving children in East Central and from both the Allen Benedict Court and Gonzales Gardens communities. While they have historically been a poor-performing school, Richland School District One has recently made changes which will significantly impact the success of students attending the school. District staff are working closely through training and volunteers with CHA partners in providing quality pre-kindergarten programming with the goal of every child entering school ready to learn. They have added a 4-K program to their school curriculum as well as an after school tutorial program. Carver Lyon has secured funding for the current school to provide free breakfast and lunch to all children to remove the stigma of who is on "free or reduced lunch". The nutrition program also provides dinner to the children in the after school program, thereby ensuring three healthy meals per school day for every child. They also participate in a back pack program which sends healthy food choices home with children for the weekends.

W.A. Perry Middle School serves much of the East Central community. Perry has made significant gains in improving their position against state standards in recent years and continues to improve. Crayton Middle which serves the balance of East Central is a very high performing school. The key is quality preparation at Carver Lyon so that all children successfully matriculate to successful middle school experience.

C.A. Johnson Preparatory Academy serves much of the East Central Community and has not performed well in recent years. They have recently undergone a comprehensive renovation which included the addition of state-of-the-art facilities to become a health careers magnet school.

Purpose Built CHA has been in dialogue with Purpose Built Communities for the past year with the vision of engaging Purpose Built in the revitalization of East Central and the "people" side of schools within the neighborhood. Through a \$200+ million dollar bond issue a few years ago the physical facilities of all schools in the neighborhood are state-of-the-art. Our goal is to bring quality programming and success equal to the great facilities. CHA has engaged in a partnership with Richland One School District, United Way of the Midlands, Richland Library, First Steps and Richland Hospitals to continue to pursue becoming a Purpose Built Community. Key leaders of each of these partners, along with CHA staff and public housing resident leaders, recently attended the 2014 Purpose Built Conference and we are of one mind to continue to pursue the vision to become a Purpose Built Community.

5.4 Economic self-sufficiency strategies

East Central community has an unemployment range of 1.7% to 36% with the concentration in the public housing communities falling within 20% to 36%. There are a number of factors contributing to the number of community members who are not employed. Responses from the needs surveys correlates employment with the lack of transportation, affordable childcare, education, job training skills, and access to jobs near the community. The community members responded that these are barriers that prevent them from working. The economic self sufficiency strategy would include supportive services centered on case management, education, workforce development, crisis management, and facilitating partnerships with anchor institutions and large employers to create employment opportunities for EC community members.

Based upon data collected from the US Census bureau, 64 residents both live and work in East Central Columbia while 4862 work in East Central, but live elsewhere. Employer perception of East Central residents is an issue that has to be addressed with companies in and around the neighborhood. Many of the Gonzales Gardens residents have voiced concerns that employers do not hire them because of past experiences of other community members. The residents believe that the employers' perception is that they do not have a good work ethic and will steal from their businesses. The community members would love to work in or near the neighborhood, but have experienced biases from employers because of their place of residency. To address this issue, the team will engage local businesses in the neighborhood transformation activities and work on creating partnerships between the employers and community members. One method will be to get employers involved in the career readiness training sponsored by CHA. In taking this approach, employers will have an opportunity to build relationships with community members and educate them on expectations in the workplace. This methodology has been successful in our partnership with Providence Hospital. The hospital provides human resources staff to help facilitate the Career Development Class mock interviews and discussion. As a result, several Career Development participants have become employed at the hospital due to the impressions they made on the human resources representatives.

Transportation and affordable childcare are major barriers that impact a person's ability to maintain employment. Currently, the public transportation system in the Columbia area is not accessible to locations with high job vacancies and during off peak hours. In 2012, the county passed a tax referendum to improve the transportation system. There are future plans to increase ridership by expanding routes and hours of operation. As a result, many East Central residents will have access to industries across the county where they can become employed in jobs with living wages. Providing access to affordable childcare will be addressed through current partnerships with Gleamns Headstart, Richland County First Steps, Prosperity Project, and Richland County Department of Social Services. All of the entities listed have either funds or programs that many East Central children would qualify as a participant.

The strategy for connecting residents with job training programs will be to identify their interest, barriers and use existing partnerships to create opportunities for community members to gain job skills that could lead to a specific area of employment. Richland County Community Development, Goodwill Industries, Midlands Technical College, SC Department of Social Services, and Midlands Workforce Development Board provide funding for specific job training programs.

CHA has a robust network of partners and service providers whose mission is family self-sufficiency and adult skills training. Existing programs as well as new strategies to address findings in the needs assessment and partner data were identified through the community surveys. Many of the workforce development partnerships have dual roles in serving the employment needs of the EC community. The partnerships include:

- Workforce development (Midlands Workforce Development Board)
- Continuing education / skills development (Midlands Technical College, Richland County Community Development)
- Literacy / GED training (Richland One Adult Education)
- CHA's Career Development Training for residents
- Job Skills Training (Goodwill Industries)
- Higher Education (Benedict College, Allen University, and University of South Carolina)
- Employment (Department of Social Services, Providence Hospital,)

5.5 Health strategies

East Central Columbia has two anchor institutions and a free medical clinic that provide health care services. Eau Claire Cooperative Health Center, Providence Hospital, and Celia Saxon Health Center are located in the footprint of the East Central. They have been part of the community for many years and are committed to transforming health of East Central residents. Despite the fact that the federal government passed the Affordable Healthcare Act, many East Central residents do not have access to health insurance because the State of South Carolina opted out of participating in Medicaid expansion. As a result, several community members are without coverage and the ability to afford healthcare. Celia Saxon and Eau Claire Cooperative Health Center are part of the strategy to fill in the gap due to the lack of coverage for the uninsured individuals. These health centers promote use of a primary care physician and provide free and/or reduced health care services.

Providence Hospital

In 2013, Providence Hospital conducted a community health survey to identify the precedent health issues in the county. Providence agreed to include an identifying question to identify response from East Central residents. Fifty-four residents from the neighborhood responded to the Providence community health survey. The needs survey completed by the CHA staff also gathered data on the health needs of the public housing residents in the study area. Using data from both sources, we have found number of issues that impact the wellbeing of East Central residents. *A summary of the Providence survey results and an Implementation Strategy is included as Appendix B to the Transformation Plan.*

Celia Saxon Health Center

Located in East Central within the Celia Saxon HOPE VI development, the Celia Saxon Health Center has been serving uninsured community members for over 12 years. Funded by Palmetto Health, Celia Saxon was created to serve the uninsured community members and decrease the number of non emergency hospital visits. The center is staffed with a nurse practitioner, nurses, social workers and other medical staff to tend to the needs of the community. They provide referrals for more specialized comprehensive services and serve as a primary care physician for the uninsured.

Eau Claire Cooperative Health Center

Eau Claire Cooperative Health Center, a federally qualified health center located in East Central, has a number of programs targeted at serving low income and uninsured families. Eau Claire provides services to include family medicine, pediatrics, internal medicine, obstetrics/gynecology, pharmacy, counseling, dental, and podiatry. Eau Claire's Innovations Program provides home based health care for individuals in the community. Funded by a grant, the program focuses on increasing access to healthcare and decreasing the number of non emergency hospital visits. With the use of nurse practitioners going into the home, health care services are being without the need for transportation. The program delivers medication to patients and uses a community health worker to coordinate services and teach health education classes in the Gonzales Gardens Community. During the health focus groups, the community representatives agreed that the Innovations model was ideal for their community. Several of the community members were already receiving services from the program and truly valued having the healthcare provider come into their home.

Charles R. Drew Wellness Center

The Charles R. Drew Wellness Center is located in East Central in the Celia Saxon HOPE VI community. The center is a state of the art wellness facility with daily group exercise classes, swimming pool, indoor and outdoor walking trails, gymnasium, and fitness equipment. The center offers scholarships for community members who unable to afford to pay the membership fees. East Central residents are encouraged to utilize the facility and its wellness programs.

In addition to connecting community members to health providers, the team will bring health education programs and provide health screenings in the community. There will be a series of workshops held in various locations throughout East Central. The workshops will focus on topics that the health needs survey indicates are prevalent in East Central. There will be efforts to promote community gardens and food buying clubs from farmers market.

TD Bank Mobi-Rec

CHA has recently been selected by TD Bank to receive a Mobi-Rec. Mobi-Rec is a mobilized recreational vehicle that will bring exercise and organized recreation activities into Allen Benedict Court, Gonzales Gardens and other housing communitites in response to the exceptionally high rate of obesity and related health issues. TD Bank recognizes the limited access to safe recreational opportunities, minimal structured and facilitated physical activities, and financial constraints and limited transportation to safe recreational facilities. Mobi-Rec will promote the importance of physical activity and play and bring free recreational programming into the community for youth of all ages.

5.6 Special needs populations

Senior and Disabled

East Central has a growing senior population and two CHA senior communities (Oak Read Highrise and Arrington Manor) in addition to the target sites. Many seniors are veterans of Columbia’s Civil Rights movement and distinguished members of the city’s African-American community. They have been an active part of the PhotoVoice project and participated in the programs organized by USC’s Community Empowerment Center. The elderly and disabled community members identified issues of concern that affect their daily health and well being. Primary concerns are transportation to medical appointments and health care education services. Through a partnership with Palmetto Health, East Central seniors have access to a Parish Nurse to help manage some of their medical needs. The Parish Nurse in collaboration with a Social Worker provides in-home case management and coordinates support services. Goodwill Industries and SC Vocational Rehabilitation offers specialized job training programs to help persons with disabilities become fully independent citizens through education, training, and employment.

The East Central team will implement a social organization to provide support for the seniors. The CHA Senior Club will address issues that impact the senior citizens living in the East Central community and bring resources, programs and social activities. Through its community partners CHA Senior Club will sponsor health events, financial literacy workshops, connect with employment opportunities, and host social events for the seniors. The seniors will be connected with organizations such as Richland Library, Salvation Army, Experience Works, and Palmetto Senior Care. These organizations have programs and activities that specifically target the senior population.

With Every Heartbeat is Life (WEHL) Program:

CHA uses a model created by the National Heart Lung and Blood Institute called “With Every Heartbeat Is Life” to educate community members on the risk factors for cardiovascular disease. Since 2009, the CHA has provided training to over 150 residents. With the use of the NHLBI curricula, residents are trained to be Community Health Workers (CHWs). As a CHW, their responsibilities include coordinating with health care professionals to bring expert knowledge to the WEHL sessions, teaching the curricula, connecting residents with resources to establish primary care physicians and provide health screenings, and training other residents on the use of the WEHL curricula. The program has been widely successful in engaging residents in increasing healthy lifestyle behaviors and changing attitudes towards health. The WEHL Program will be one of the activities offered by the Senior Club.



WEHL participants learn healthy lifestyle choices

Youth:

The EC youth were engaged in the focus groups by attending meetings and providing input on programs needed keep youth on a positive path. The focus of the youth plan will include promotion of college, mentoring, health, teenage pregnancy prevention, alcohol, drug and gang deterrence, sports, cultural arts, and employment. With the presence of two Historically Black Colleges and Universities in the East Central study area, youth programs are important to lay the groundwork for college participation. The East Central team will implement an initiative called Adolescent to Teen University to direct youth to various programs that have resources to meet their needs. The Adolescent to Teen

University (A2TU) will work with youth of all ages engaging them in positive programs and keeping them off of the streets. The structure of the A2TU will include mentoring, examining the arts, sports, community service, and academic excellence. The A2TU will connect rising high school seniors with programs to assist them with SAT and college preparation and career planning. Parental involvement will be essential in the success of kids participating in the A2TU.

The partners involved in working with EC youth are: Richland Library, Boys and Girls Club of the Midlands, Prosperity Project, Harmony, Columbia Urban League, Benedict College Upward Bound, University of South Carolina Trio Program, Girls on the Run, and City of Columbia Parks and Recreation. The team will filter A2TU participants to appropriate programs based upon their interest and needs. A2TU aspires to serve 30+ youth in the first year. CHA Case Managers will track the participation and progress of the youth participating in the program.

5.7 Relocation

CHA staff has developed relocation and supportive services plans for both target sites as a result of prior planning efforts, including the HOPE VI effort for Allen Benedict Court. The Allen Benedict Court relocation plan has been approved by HUD. Relocation plan for the Gonzales Gardens community is in draft form and CHA staff are working with residents for their input into the plan.

CHA has extremely successful relocation experience from two previous HOPE VI Revitalization Grants. The keys to success from those relocation efforts that will be replicated in the Allen Benedict Court and Gonzales relocation plans include:

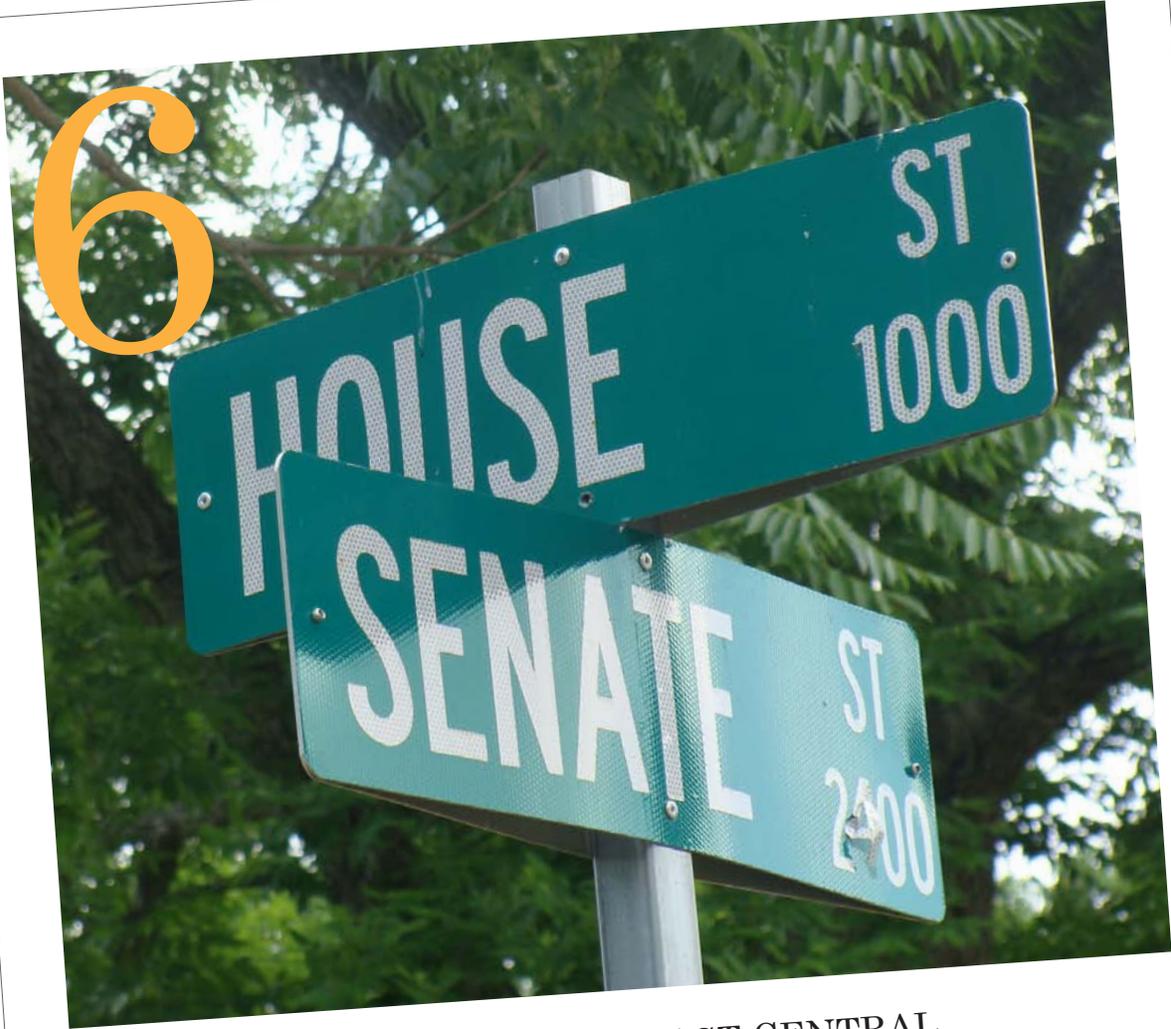
- Providing training to all residents on the relocation process
- Comprehensive resident assessments to help determine resident choice in where to relocate; type of assistance preferred in relocation, and preference for temporary or permanent relocation
- Offering all residents the right to return to the new community with clear education on expectations for return
- Training and employing residents as mobility counselors; a practice we believe was instrumental in the success of our earlier relocation efforts
- Coordination with the schools in planning moves for families with children in school to include timing around school calendar and testing dates and ensuring transition into new school if school transfer required by the family's move
- Offering households the choice of relocating to other public housing units or to private market with a Housing Choice Voucher
- Section 8 Voucher orientation for those who chose to relocate with a voucher
- 30 day home visit following relocation to assess and provide services related to new location adjustment
- Tracking families and continuing case management and supportive services following relocation

5.8 Evaluation

The East Central supportive services and programs will be especially targeted to Gonzales Gardens and Allen Benedict Court residents. Programs for residents will be specific to their needs and available in the community. The team will continue to conduct resident focus groups to gain their input on changes they would like to see in the community.

CHA is coordinating with the University Of South Carolina College Of Social Work to assist with evaluation and managing data. The College of Social Work participated with CHA over the summer in performing field surveys of East Central residents regarding perceptions of the neighborhood. The College of Social Work is very interested in continuing as a partner in the implementation of the East Central Choice Neighborhood transformation. CHA will be continuing this partnership and utilizing their expertise in evaluating and administering support activities to community members.

6



TRANSFORMING EAST CENTRAL
NEIGHBORHOOD

6 TRANSFORMING EAST CENTRAL: NEIGHBORHOOD STRATEGIES

6.1 Introduction

The East Central Columbia Neighborhood Transformation agenda is rooted in many years of visioning and participatory planning for the area as a whole and for select sites. Just outside of the original city plat, East Central emerged from streetcar suburban development and scattered enclaves where the segregated work force lived in the Jim Crow era. Like many places in the South, the community developed self-sufficiency and pride; but urban renewal dealt a harsh blow and East Central declined over the last fifty years. However, beginning with the East Central City Consortium Plan in 2004 and the revitalization of the Old Saxon Homes public housing development into the Celia Saxon HOPE VI community, the neighborhood began to revive. The strategies included in this section build on those early ideas and successes.

6.2 Vision, Goals and Desired Outcomes

East Central is historically a fiercely independent community. Much of its identity is tied to the two historically black institutions of higher education, Benedict College and Allen University. When the East Central City Consortium Plan (ECCCP) process was undertaken, the neighborhood united in a common purpose to preserve the integrity of the community against external forces of change.

What emerged from the ECCCP process was a unified area with a common voice manifested in a committee of sixteen individuals representing the community. The final set of ten recommendations is less of an action plan and more a series of goals and objectives as a guiding framework for future action. In fact, all the subsequent plans and projects including the Celia Saxon HOPE VI and area planning for Allen Benedict Court and Gonzales Gardens embody these goals and objectives.

Listed below are the ten points that are the basis for the Neighborhood Transformation strategies. The parallels to Choice Neighborhood program goals and objectives is further proof of the validity of the planning that has been taking place in East Central for over ten years.

- Preserve the traditional single-family “core” neighborhood (*Key concepts: preservation, infill development, design compatibility with context*)
- Create centralized neighborhood activity nodes (*Key concepts: basic goods and services, walkability, alternative transportation / enhanced mobility*)
- Redefine the traditional commercial corridors within the community (*Key concepts: higher-density residential / mixed-use, buffers between traffic and single-family areas*)
- Preserve, enhance and create public open space (*Key concepts: better accommodations for residents, safety, maintenance, new pocket parks, linear trails*)
- Encourage home ownership and rehabilitation (*Key concepts: balancing rental and homeownership, increasing workforce housing*)
- Strengthen code enforcement (*Key concepts: owner education / minimum standards; enforcement sweeps*)
- Create a pedestrian-friendly environment (*Key concepts: new / improved sidewalks, street lighting, access management, new streetscapes, improved transit stops*)
- Create gateways to downtown Columbia (*Key concepts: intersection improvements to create a sense of place, significant “front door” to downtown*)
- Enhance community identification (*Key concepts: wayfinding clarity, sensitivity to sign placement, hardscape and landscape treatments*)
- Encourage continued community involvement (*Key concepts: better communication, consistent involvement during implementation of catalyst projects*)



Figure 6a: East Central Vision Plan

6.3 Neighborhood Transformation Frameworks

The East Central Neighborhood physical transformation plan is a compilation of the ideas presented above plus the detailed redevelopment planning that has occurred around several sites. Essential to the framework is the importance of connecting all corners of the East Central Choice Neighborhood, whether through corridor revitalization, or consistently high-quality redevelopment, or selected streetscapes that form a pedestrian circulation system celebrating historic corridors like Lyon Street. The master plan concepts described herein illustrates redevelopment and connectivity frameworks based on the unified neighborhood known as East Central Columbia.

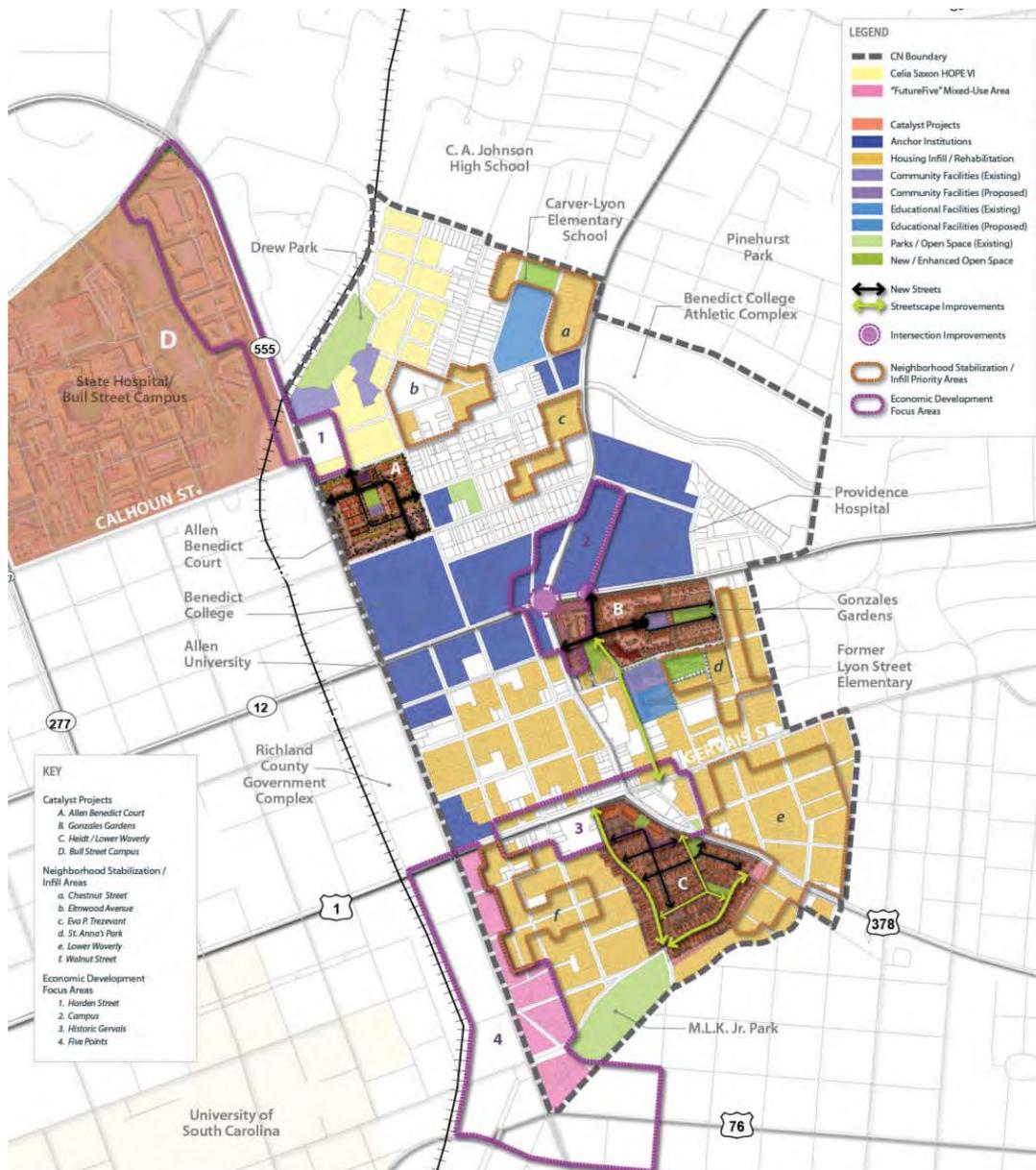


Figure 6b: Neighborhood Frameworks Map

Catalyst Redevelopment Projects

Catalyst projects are those which are strategically located in underdeveloped or distressed areas, are large enough to make a significant difference in changing the economics of their surroundings, and have clear champions that can dedicate time and resources to implementation. The ECCCP was organized around identification of catalyst projects and proposed eleven (out of a total of twenty-one) within the Choice Neighborhood boundary. Community input and market data figured heavily into the selection of catalyst projects. The complete inventory was then ranked and organized into three tiers based on several elements including:

- Physical and social attributes of the site
- Market potential and recommendations
- Potential land parcel acquisition
- Potential development partners
- Stakeholder comments and priorities

There has been progress in a number of the catalyst redevelopment areas since the East Central Consortium Plan was completed in 2004. Some sites have advanced enough to be considered complete or underway. Several others could be categorized as infill targets in larger distressed neighborhood subareas. For the purpose of maintaining continuity with the recommendations of the ECCCP and accommodating the Housing objectives of the Choice Neighborhoods program, the East Central Choice Neighborhood Transformation Plan recognizes three primary catalyst sites with a fourth added because of its impact to the area.

Allen Benedict Court: The first of the two Choice Neighborhood target sites, Allen Benedict Court has been the subject of revitalization planning since 2005. Two HOPE VI participatory processes involved residents, nearby homeowners, local businesses and representatives from Allen University and Benedict College in reimagining the 15.3 acre site as a mixed-income walkable community. Currently containing 244 barracks-style units that are physically obsolete and deteriorating, the redevelopment plan proposes demolition of all buildings except the community center which would be preserved and rehabilitated as an early childhood learning facility. The primary urban design framework is the continuation of Celia Saxon and Richland streets to a new internal avenue that connects on the north to Read Street and on the south to Laurel. Additional internal streets further break up the existing superblock. The proposed mix of housing includes detached single-family, townhomes, flats and a small senior apartment building. The open space network blends a restored lawn to the north of the community center with smaller informal play spaces. At a total of 274 units, the site is slightly denser than the current configuration. Allen Benedict Court is somewhat self-contained since it surrounded by improved neighborhood areas and Benedict College; its catalyst impact is largely to complete the revitalization begun at Celia Saxon.

ALLEN BENEDICT COURT



Figure 6c: Allen Benedict Catalyst Site Plan

Gonzales Gardens: Gonzales Gardens is the second of the two Choice Neighborhood target sites. Historically, Lyon Street was the primary connection between Millwood Avenue and Two Notch Road. When the Millwood Avenue extension was built, it marginalized the role of Lyon Street and created an awkward five-point intersection at Forest Drive. The Gonzales Gardens redevelopment plan attempts to correct this situation and integrate the new mixed-income project more completely into its surroundings, to overcome the dislocation that historically occurred with haphazard land subdivision and road construction. Three infrastructure projects work to achieve this in the master plan: the realignment of Lyon Street with Bernadin Avenue; the extension of Hampton Street on to the Gonzales Gardens site; and the shifting of St. Anna’s Park northward to allow a southern frontage street. A second park is carved out of the existing central green space in the same way as at Allen Benedict Court. This urban design framework allows the new development to increase density from east to west, blending the existing single-family houses in the Manning Street / House Street area with new homes fronting the two parks while increasing units and commercial space near the key Millwood / Two Notch / Forest / Taylor intersection. Community activity spaces are concentrated at the rehabilitated existing community building, the former Lyons Street School, and a potential new recreation center.

GONZALES GARDENS - ILLUSTRATIVE PLAN



Figure 6d: Gonzales Gardens Catalyst Site Plan

Heidt Street / Lower Waverly: This catalyst site was the largest identified in the ECCCP and one of the most strategically located. At the intersection of Gervais and Millwood, the site was estimated to have approximately 27,000 vehicles per day of commuter traffic pass by on the way to and from Downtown Columbia. In addition, the 28.2 acre parcel is adjacent to the Lower Waverly area of this historic neighborhood, which is experiencing renewed interest and investment; and it touches M. L. King Park, a major neighborhood asset, at its southwest corner. The site was the focus of the 2006 *Lower Waverly Catalyst Redevelopment Plan* which was prepared to identify blighted areas and conservation needs, and establish a basis for publicly- and privately-funded projects. The report concluded that the area “possess an ideal location for mixed-income residential development and mixed-use development. Revitalization of the area would accentuate the positive qualities that are present in the community and reduce the negative factors that detract from the neighborhood’s assets.” The conceptual site plan prepared for the 2006 report featured a variety of denser housing types close to the Gervais and Millwood corridors to take advantage of existing transit routes, with traditional single-family homes integrated into the existing neighborhood fabric on the south and west. 10,000 square feet of retail is also proposed in a building fronting Millwood Avenue. The tight grid of streets provides good internal and external connectivity, and several small community parks give the plan a sense of scale. A total of 300 housing units fit comfortably on the site without overpowering the adjacent historic context. This site is not currently controlled by CHA nor its developer, so while we recognize it as a potential catalyst site, we do not budget for its development in our housing plan. It is our hope that the redevelopment of the Gonzales Gardens site will foster reinvestment in the neighborhood through the private development of this site.



Figure 6e: Heidt Street / Lower Waverly Catalyst Site Plan

The fourth major catalyst site is immediately adjacent to East Central and deserves mention due to its potential impact on the Choice Neighborhood area:

Bull Street / S.C. State Hospital Site: In 2005 a high-profile planning charrette was conducted for the grounds of the former South Carolina State Hospital. Closed in the mid-1990s, the 178-acre campus contains many significant historic buildings including an 1828 asylum by architect Robert Mills. The design plan that emerged from the charrette envisions a traditional neighborhood with the historic core preserved as a village center, a minor league ballpark and new housing arranged around a central reservoir and park toward Harden Street. Higher-density housing and additional commercial office and civic uses occupy the area around the Colonial Drive / Harden Street intersection. Also a site not under the control of CHA or its developer, but the East Central team recognizes the potential impact on the East Central Choice Neighborhood for the positive effect it would have on the local real estate market, the opportunity for jobs within walking distance of East Central, the additional stabilizing influence on the area, and the opportunity to provide affordable housing in a market-oriented high-quality environment.



Figure 6f: Bull Street Campus Revised Plan

Neighborhood Infill

Most of the remaining ECCCP catalyst sites in the Choice Neighborhood were identified as locations for single-family infill housing, either historically-appropriate detached houses or attached “patio” homes. Diligent work by the Columbia Housing Development Corporation, the Columbia Housing Authority, the colleges and others has resulted in significant progress toward achieving the recommendations in the ECCCP. In particular, the residential areas north of Taylor Street have seen great advances in physical improvements and safety. South of Taylor and Forest Drive, however, there is still a need for ongoing attention to stabilization and renovation of historic homes as well as demolition of blighted structures and new construction on vacant lots. The planning analysis and fieldwork showed areas of deteriorating structures and significant vacant land east of Heidt Street, much as the result of urban renewal and condemnation land clearing.

The City of Columbia has policies and low interest loan programs in place to support renovation and homeownership and there are signs that owners are investing in their properties and taking an active interest in neighborhood organizations and events. The ongoing transformation of the Five Points area from a student-oriented food and entertainment district to a mixed-use neighborhood commercial center will add to the desirability of East Central for families looking for an intown location with amenities and a sense of neighborhood pride. The city continues to support neighborhood revitalization with incentive programs for home renovation and mortgage assistance. In addition, the city will maintain its program of scattered-site lot acquisition and new construction which has been quite successful in the Heidt Street and Manning Street corridors. The areas outlined in brown on *Figure 6g: Infill Focus Areas Map* are places where the city’s revitalization policies and programs will continue.

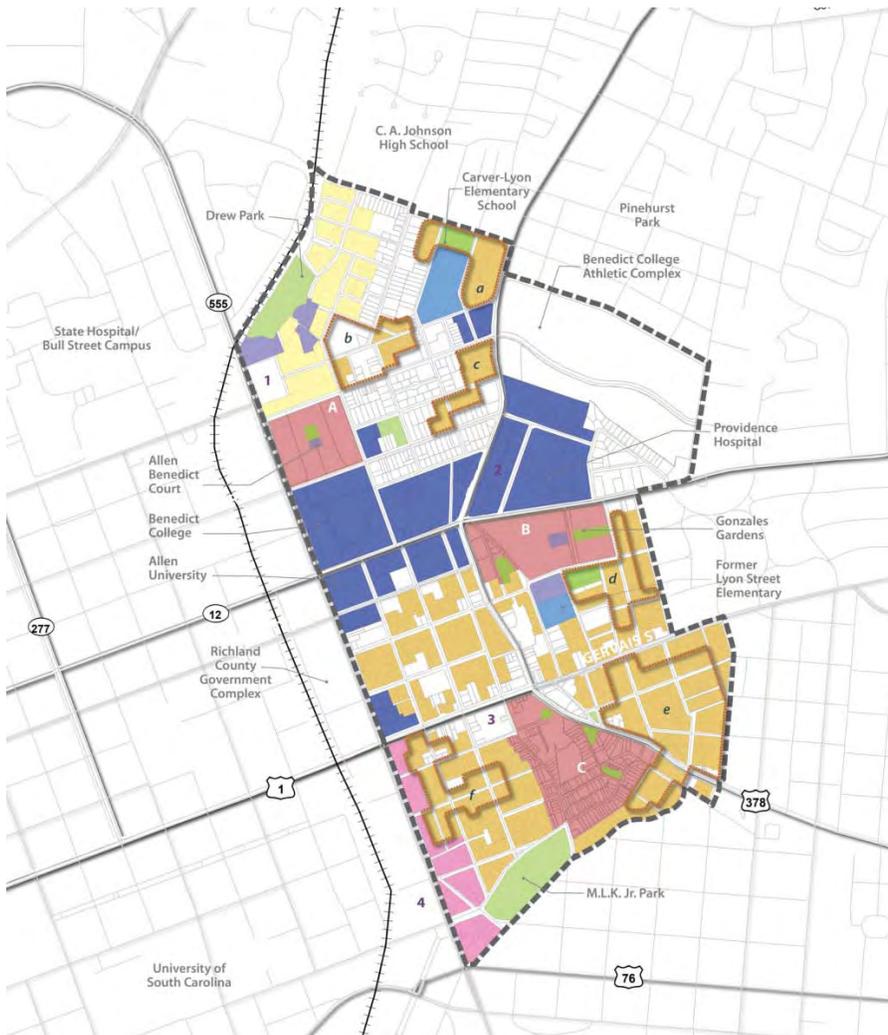


Figure 6g: Infill Focus Areas Map

Chestnut Street (area a): Defining the northern edge of the East Central study area, Chestnut Street has been improved by the homeownership program of the Celia Saxon HOPE VI at its western end, and by the relatively new Carver Lyon Elementary School. However, vacant lots and abandoned or deteriorating structures along Waverly and Harper streets and Two Notch Road have given the eastern end a sense of neglect incommensurate with the rest of the area. The ECCCP identified the block bounded by Two Notch and Harper as Catalyst 4-5 with the recommendation for redevelopment as mixed-use with medical office and a small retail component as shown in the diagram below. More recent market analysis indicated a tepid demand for medical office in the vicinity. An effective alternative use would be medium-density residential with an affordable component and possibly a small amount of neighborhood-serving retail at the Chestnut / Two Notch corner. The location is also excellent for off-site replacement units from Allen Benedict Court or Gonzales Gardens because of the proximity to transit and the elementary school. Conversion of a portion of the north end of the Carver-Lyon parcel to a community park, if feasible, would be an additional amenity for a new mixed-income community.

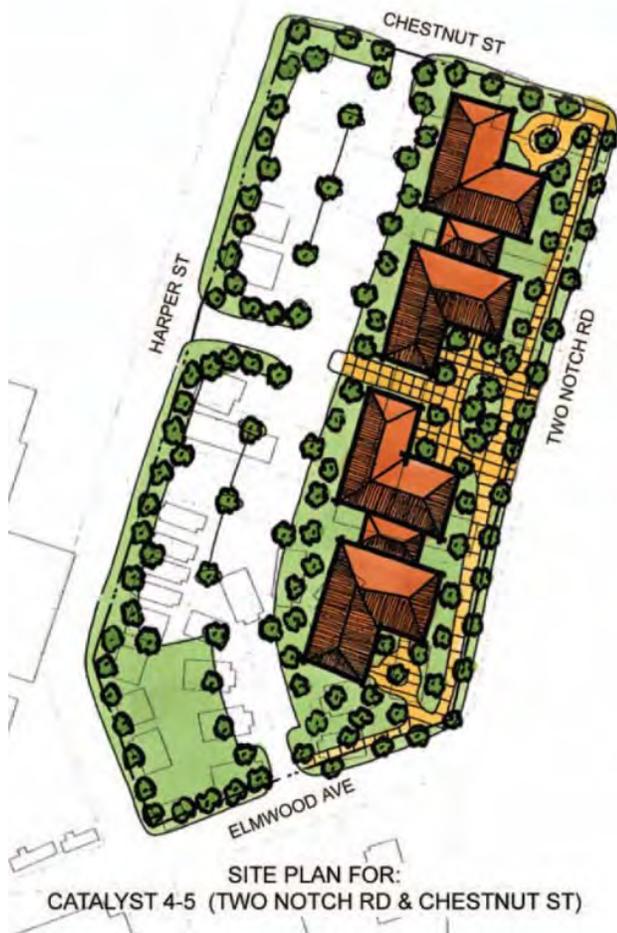


Figure 6h: Catalyst 4-5 Site Plan

Elmwood Avenue (area b): A small fragment of the type of distressed housing that defined the northern reaches of the East Central area prior to the Celia Saxon HOPE VI still exists along Elmwood Avenue, and to a greater degree Matthews Street, just east of Barnhamville Road. In addition, a large vacant parcel with an abandoned corner store lies across Barnhamville Road to the west. This currently serves as parking for Second Nazareth Baptist Church which is across Elmwood Avenue to the south. The church owns the property and may have an interest in partnering with CHA to develop senior housing on the site. While this area was not among the catalyst projects in the ECCCP, it represents an excellent opportunity for a development partnership with Second Nazareth to provide church facilities and/or housing – ideally for targeted toward seniors - that can take advantage of the Cecil Tillis Center, Drew Park and the Wellness Center, the Celia Saxon Health Center, and nearby retail. Housing could consist of small-lot single-family detached or duplex cottages similar to the excellent example just south along Read Street developed by another neighborhood church.



Figure 6i: Read Street Housing

Richland Street (area c): This focus area is just south of the ECCC Catalyst 4-3 (Richland Street). The recommended single-family homes in the catalyst project have been completed as part of a larger development in the block to the north. As the only remaining vacant lots in this part of the neighborhood, the focus area is a logical place for Benedict College to continue its neighborhood revitalization efforts in conjunction with campus expansion, faculty housing and neighborhood outreach. The large block fronting Two Notch contains the Benedict College Community Learning Center which was partially funded through a \$600,000 HUD grant in 2006 to implement a program called Project SUSTAIN (Sustainable Urban Services to Advance Independent Neighborhoods). Project SUSTAIN parallels many Choice Neighborhood objectives in its financial literacy and job readiness training, basic computer skills training, and supplemental educational instruction for area youth. Benedict College’s nonprofit Community Development Corporation completed the conversion of a dilapidated and dangerous building into the facility in 2011, replacing a source of crime and drug trafficking with a resource for individual empowerment. This anchor should continue to drive the revitalization program for this focus area with long-term growth and linkages to college’s athletic complex across Two Notch Road.

Manning Street (area d): This area has been a priority infill site for the Columbia Housing Development Corporation (CHDC) for many years. Manning Street, in particular, was highly symbolic because of the level of distress present and the fact that it was isolated by the intentional misalignment of east-west streets to Forest Hills, which marked the color line during segregation. CHDC has been particularly effective in building new housing along Manning, although physical barriers to Forest Hills still exist as shown as the wall on the right in the image below. Forest Hills residents participated in the Gonzales Gardens master planning process and are involved in the East Central process as well. The plan that resulted takes into account many vacant infill sites in the surrounding blocks including Manning and a large tract under CHDC ownership between House and McDuffie streets, on which CHDC is currently constructing five new single family homes for homeownership.

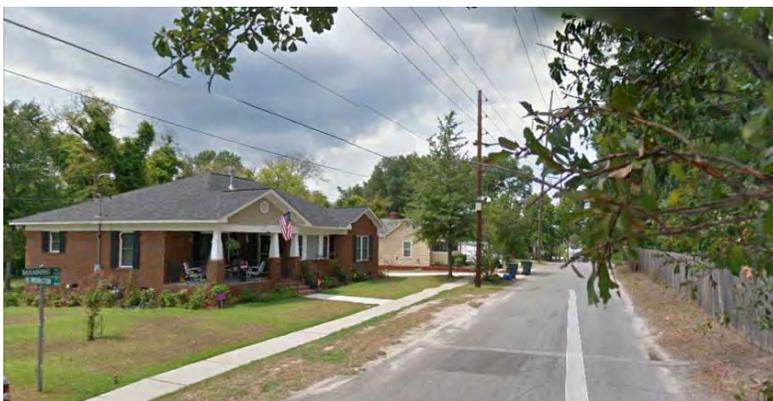


Figure 6j: Manning Street View

Lyon Street (area e): The blight analysis that the Choice Neighborhood planning team conducted as part of the survey of existing conditions and assets revealed this area to be the most distressed in East Central in terms of housing deterioration, vacant land, missing public infrastructure and crime incidents. Housing demolition since the ECCCP process has reduced some of the physical deterioration but has left a significant inventory of vacant land which contributes to the perception of chronic disinvestment. The ECCCP identified two catalyst projects at the northern edge of this focus area for single-family detached and “patio” homes. They remain incomplete and are included in the enlarged area, which spans across Millwood to the Santee Avenue corridor. Columbia Housing Development Corporation and CHA continue to acquire scattered lots in this priority area as funds are available with the plan to eventually completely rebuild this vital area.



Figure 6k: Catalyst 1-3 Site Plan

Walnut Street (area f): This are of East Central was once the heart of a thriving African-American neighborhood that is still remembered fondly and promoted as part of Columbia’s historic neighborhood tourism program by the Historic Columbia Foundation (see <http://www.historiccolumbia.org/self-guided-tours>). While student rental housing dominates the southern end near Five Points, the Pine Street and Oak Street corridors have seen investment in renovations of historic homes for single-family use. This area has dedicated long-time residents and contains CHA’s Arrington Manor elderly project. While on an upward trajectory, the two block stretch of Walnut Street and a portion of Pendleton Street still hold vacant lots and dilapidated housing. Future infill construction must follow Historic Design Guidelines and replicate the existing pattern of historic homes. mixed-use facing Harden Street.

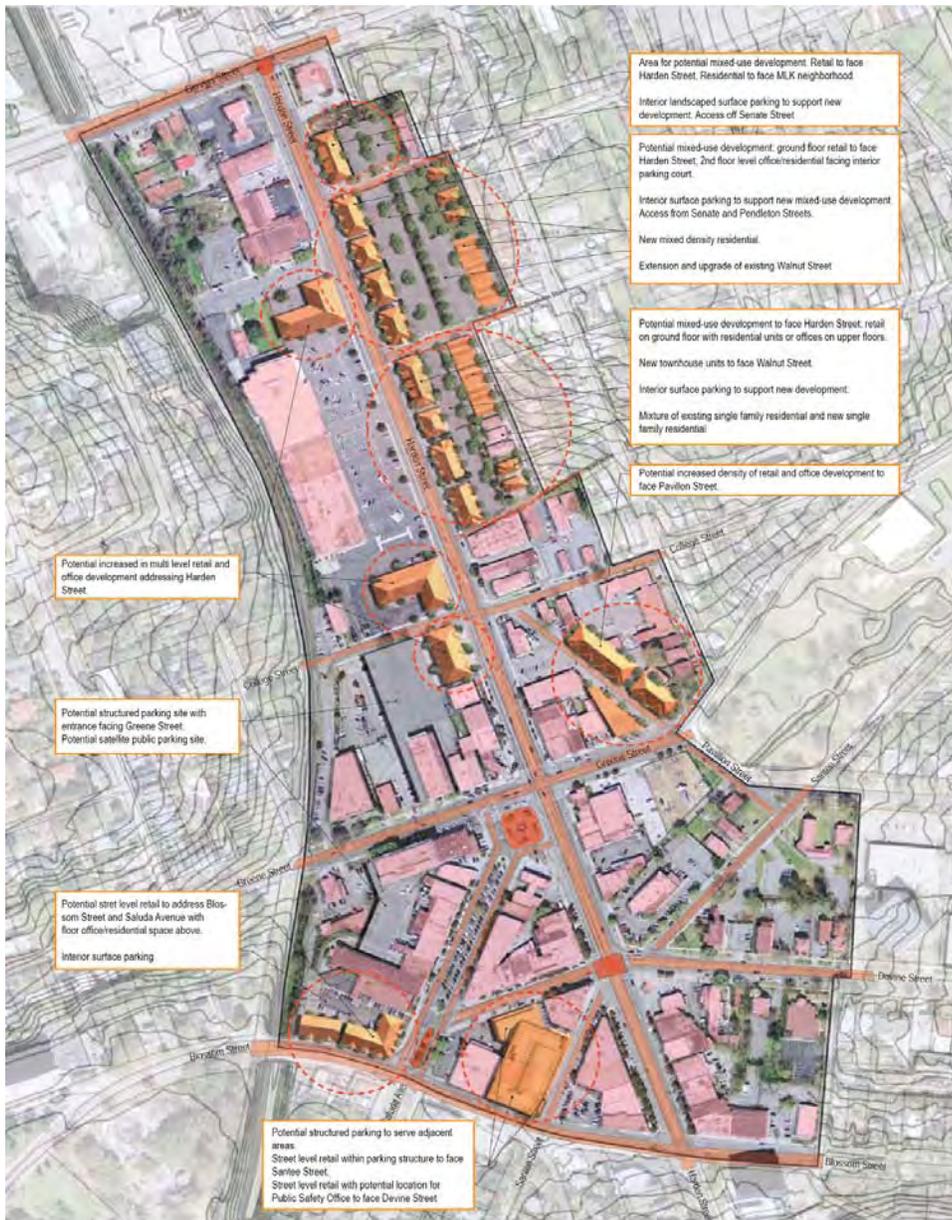


Figure 6: Future Five Plan Excerpt

Mobility Enhancements

Columbia was the second planned city in America, and its impressively wide streets were both symbols of civic pride - and vehicles for Sherman's Civil War destruction and SCDOT projects a century later. In the East Central Choice Neighborhood, Harden, Two Notch, Taylor, Forest, Gervais and Millwood are all major arterial roadways handling high volumes of commuter traffic. Every planning process that has been conducted in over the last ten years has recognized the need for traffic calming, pedestrian facilities and mode diversification. The city is making strides in creating better pedestrian and bike environments particularly in Downtown and in The Vista. In East Central, streetscape projects on Harden Street and Two Notch Road have improved mobility and street character. However, there is more work to be done to make East Central a truly walkable neighborhood. There are several areas where mobility projects are either underway or part of future planning or physical change.

Redevelopment-Related Projects: Each of the three East Central catalyst projects includes new streets or improvements to existing streets that improve connectivity and access. In the Allen Benedict Court master plan, a completely new

internal street network is created. Similarly, the Heidt Street catalyst project proposes adding a network of small neighborhood streets to break up the existing superblock, with new streetscapes on existing streets to create a uniform high-quality environment and positive connection to M.L.K. Jr. Park. Finally, the Gonzales Gardens plan blends existing street improvements with new streets. Hampton Street—a pedestrian friendly Downtown alternative to Taylor—is extended across Millwood into the heart of the new community, splitting into two one-ways neighborhood streets that embrace a central green. Likewise, Lyon Street is decoupled from the five-way intersection and realigned with Bernadin Avenue. Streetscape improvements on Lyon south of Gonzales Gardens return the street to its historically important role as a neighborhood connector. Finally, Millwood between Forest and Gervais is reconfigured to reduce traffic lanes in favor of wide sidewalks, on-street parking and bike facilities.

Intersection Improvements: Existing traffic volumes on the area’s arterials call for intersection improvements at several key spots including Two Notch-Forest-Millwood-Taylor, Gervais-Millwood, Read Street-Two Notch, every major intersection along Harden, and minor intersections where primary pedestrian corridors such as Lyons Street cross existing arterials. The use of HAWK (High-intensity Activated cross Walk) signals will be explored at several of these minor locations. CHA works with the City of Columbia Street Division and the State Department of Transportation to prioritize, fund and implement intersection improvements.

Area Wide Pedestrian-Bike Mobility: The City of Columbia is currently engaged in a comprehensive pedestrian-bicycle mobility plan which will build on prior planning and make recommendations specific to East Central Columbia. The city has agreed to include East Central as a priority area in their process.

Transit Enhancements: On May 1 of 2013, the voter-approved Transportation Penny Tax went into effect in Richland County. Expected to generate \$50MM per year, the tax revenues will go toward an assortment of road, transit, and alternative mobility projects that could include East Central. The County has over forty road improvement projects planned that will be funded by the tax, which make up more than sixty percent of the total estimated revenue. Slightly less than thirty percent of the funds are planned to improve the bus system, with the remaining money going to bike paths and greenways. In response to both the tax referendum and citizen comments, the local transit service (The COMET) is working with communities, including East Central, and major employers on route changes and other improvements that will facilitate and expedite transporting residents to employers and other services.

Parks and Open Space

East Central is bookended by two well-used and much-loved parks – M.L.K. Jr. Park on the south, and Drew Park on the north. Between those however is an area mostly devoid of community open space. The one exception-St. Anna’s Park—has been recently enlarged and enhanced by the City of Columbia with new playground equipment and other amenities. Small impromptu spaces like community gardens have also begun to pop up on vacant lots through the efforts of the Community Empowerment Center and local activism. The recommendations below are design to grow the park system in East Central through modest municipal outlays and public-private partnerships.

Benedict College LeRoy Walker Health & Wellness Center: The most significant opportunity for new active open space in East Central is Benedict College’s plan for a major athletic complex on the 54-acre parcel north of Providence Hospital. The master plan, shown below, indicates facilities for no less than six sports – football, baseball, softball, soccer, track and tennis – with room to spare. The Charlie Johnson Stadium, the home of the Benedict College Tigers, has been completed and contains not only an 11,000 seating capacity (expandable to 17,000 seats) but classroom space for therapeutic and recreational activities for facility, staff and community designed in accordance with the NCAA rules and regulations. The baseball field has also been completed. Benedict College has been supportive of including the community in its plans, and has allocated space for a community fitness course with 1.25 mile of jogging and bike trails, and a clubhouse with restroom facilities. A hotel is also contemplated at the portion of the site fronting Two Notch Road, which would provide employment opportunities in the community. The plan is an excellent addition to the neighborhood and would benefit from better pedestrian connectivity and safety investments. In particular, crosswalks and ADA ramps would improve the Two Notch-Richland intersection; while a street connection to the south—ideally extending Bernadin Avenue or Providence Street—would facilitate critical north-south pedestrian movement and improve East Central’s connectivity.



Figure 6m: Benedict Athletic Campus

St. Anna’s Park Improvements: St. Anna’s Park occupies the heart of the Lyons Street neighborhood and is an adjunct to the former Lyon Street School. At 1.5 acres, it contains two basketball courts, a new playground, and a picnic pavilion. To provide better community policing and expand the park slightly, the Gonzales master plan recommended the acquisition of the problem properties and the shifting of park’s boundary to the north, allowing Washington Street to become its new frontage. On the south, a new east-west street with single-family homes would be introduced to provide another formalized and monitored edge. Felton Street would be converted into a pedestrian path with half the park zoned for active use and half for preserved trees and natural environment. This concept was supported by the community and has been presented to the City Parks Department.

“Town Center” Parks: Allen Benedict Court and Gonzales Gardens were both designed and constructed in the early 1940s when the influence of “Garden City” and WPA design philosophy was still informing public housing. At its best, this produced thoughtfully planned developments with inspiring public art, such as the sculptures at Jane Addams Homes in Chicago. While no sculptural elements were included at the East Central target sites, both community buildings did feature some architectural embellishment done in limestone that elevates the importance of these structures. In both master plans, these buildings are preserved and made focal points of parks that evoke both a village green and the formal spaces of earlier public housing.



Figure 6n: WPA Details

Area-Wide Pocket Parks/Gardens: The Heidt Street catalyst site includes three new pocket parks carved out of raw land that provide community gathering space for the surrounding blocks. These could be programmed so that each would have a different function serving the larger development without compromising their small-scale character. Additional locations throughout East Central will be utilized for pocket parks or community gardens. A good example of a successful pocket park in the city is Hollywood Park on South Gregg Street; while the Lyon Street Community Garden is the first grassroots project of its kind in East Central and a model for future work.



Figure 6o: Pocket Parks & Gardens

Linear Parks: Both the Gonzales Gardens and the Heidt Street catalyst projects include linear parks along major roadways to separate the new development from traffic. The linear parks also provide an opportunity to link the far ends of the development with multi-use trails that will be figured in to the City’s planning. The parks give a sense of openness and natural character that enriches the adjacent buildings.



Figure 6p: Forest Drive Greenway Simulation

Community Facilities

Thanks to the Celia Saxon redevelopment and the presence of the HBCUs, the East Central is relatively well-represented with community facilities. The Drew Wellness Center, the Cecil Tillis Center, the M.L.K. Jr. Community Center, and others contribute to a neighborhood that has many assets on which to build a Community of Choice. Several additional resources that emerged during the planning process are described below.

“Town Center” Community Buildings: The historic community center buildings at Allen Benedict Curt and Gonzales Gardens will be renovated and repurposed for new uses. In particular, the Gonzales Gardens facility has recently housed the Community Empowerment Center, a partnership effort between the USC School of Social Work and CHA (<http://ceccolumbia.cosw.sc.edu/>). The long-term master plan would roughly double the size of the facility with a new “green” addition to the west. Both target site facilities would be the first line of contact between the residents of the

revitalized communities and other neighborhood resources, as well as containing meeting space, computer labs and other support spaces for resident use. The renovated and enhanced Allen Benedict Court community will house an early childhood learning center that will interface programming with the adjacent senior residential building.



Conceptual Site Layout

Potential Site Features

- A Parallel Parking (+/-10 spaces)
- B Tot Lot
- C Relocated Flag Pole
- D Shade Structure / Seating Area
- E Public Art
- F Pedestrian Plaza / Crosswalks / Pavers
- G Preservation / Rehab of Existing Center
- H New Community Center Addition

Conceptual Building Program

- Community Room (+/-1,200 sq.ft.)
- Kitchen / Support (+/-500 sq.ft.)
- Leasing Offices / Admin. (+/-500 sq.ft.)
- Laundry (+/-600 sq.ft.)
- Business Center / Computer (+/-600 sq.ft.)
- Lounge (+/-400 sq.ft.)
- Fitness / Wellness Center (+/-800 sq.ft.)
- Storage / Equipment (+/-1,000 sq.ft.)
- Circulation / Lobby / Mech. (+/-1,200 sq.ft.)
- TOTAL GROSS SQUARE FEET = +/-6,800



Existing Historic Community Center



Conceptual Massing

Figure 6q: Gonzales Gardens Community Building

Cooperative Health Center: One of the highlights of the Focus Group process was the partnership opportunity presented by the Cooperative Health Center. Representatives from the Waverly branch of this county-wide non-profit healthcare provider were eager to take on a greater role in the East Central People program. While they currently serve the Gonzales Gardens community with mobile medical support, they may expand their involvement to the larger community. Follow-up discussions will be held over the next few months with their leadership.

Former Lyons Street Elementary School: An architecturally impressive complex anchoring Lyon Street, this Richland County District One facility used to serve the local neighborhood before multiple elementary schools were consolidated into Carver-Lyon. It currently is underutilized, and though home to the “First Steps” program until recently, should be reoriented as a major community amenity. Ideally this would involve an academic program such as early childhood education, or a small elementary charter school. Discussions with the school system over repositioning will continue.

Potential Boys & Girls Club: The Gonzales Gardens process identified not only the Lyons Street School but the deteriorating housing and vacant land to the north as a second area where a partnership might be cultivated for additional neighborhood resources. In this case, the land is large enough to provide space for a Boys & Girls Club recreational building. Discussions will continue with the goal of partnering on a facility for the benefit of the community.

Anchor Institutions

While Benedict College, Allen University and Providence Hospital have expansion plans, the individual roles of these anchor institutions in the Choice Neighborhood implementation program continue to evolve. The colleges will continue their established community development programs and explore more academic-community partnerships such as service learning, adult education and employment. The Benedict-Allen Community Development Corporation will continue its revitalization efforts in the neighborhood around the colleges and will be a partner in some of the identified infill housing efforts. Providence Hospital is implementing the strategies to address issues identified in the health survey and will continue to be a health care anchor and source of health careers employment for residents of East Central.

6.3. Economic Development Strategies

The economic development focus group has discussed the need for jobs in East Central and brainstormed potential strategies such as using state-issued tax credits to promote business investment and job growth, or bringing major company leaders to the table to work on relationship-building and partnerships. Creating better transportation options and accessibility is a key component identified by the focus group and is a priority in working with The Comet, the local area transit system. Overall, the focus group concentrated heavily on getting community members qualified for high growth jobs, and finding ways to connect them to employers.

The sections below describe four areas that have concentrated economic development efforts by a variety of players much in the same way the neighborhood infill focus areas channel neighborhood housing and public infrastructure priorities. Each economic development focus area has a different agenda, which taken as a whole should address comprehensively the needs identified by the research and stakeholder input. Each area will have different partners for implementation, which spreads the responsibility among several groups for easier management and better tracking and accountability.

Area 1: Harden Street: This focus area takes advantage of the impending development of the Bull Street Campus and the preliminary planning for mixed-use along Harden Street. In addition, a minor league baseball stadium, which is the first phase and center of the development, is scheduled to break ground in fall 2014. In its RFP for a developer to build the ball park, the City required the successful respondent provide jobs and job training for unemployed residents of the Housing Authority. Also included is the Celia Saxon commercial center, which is currently negotiating with a new grocery anchor tenant. The primary program for this area is piggybacking on the Bull Street projects and developing high-value jobs and services that could attract a very diverse population. Implementation partners are the City, CHA, and the developer of the Bull Street project.

Area 2: Campus: Encompassing several blocks between Benedict-Allen, Providence Hospital and Gonzales Gardens, the Campus focus area builds on the ECCCCP catalyst 4-2 and market analysis and community input from the Gonzales Gardens process. Catalyst 4-2 recommended a blend of classroom space for Benedict College's eastward expansion and mixed-use retail catering to the student population and Providence employees. Similarly, the Gonzales Gardens master plan identifies new mixed-use development south of Forest Drive that includes retail catering to the same audience – validated in part by a staff survey administered to Providence employees as part of the process. The local community also recognized the opportunity to create a "College Town" around the Two Notch-Taylor intersection to provide a student village that is missing from both campuses. With the proximity of two Benedict College community development facilities (the Small Business Center and the Community learning Center) nearby, the economic development agenda for Area 2 would be based on cross-institutional collaboration, service learning and the provision of retail for the university and hospital audiences. Implementation partners include Providence Hospital, the colleges, and CHA.

Area 3: Historic Gervais: The commercial heart of this historic neighborhood was once located along this stretch of Gervais Street. While many small businesses are long gone, a few—like Palmetto Seafood—have persevered and become icons. The potential for mixed-use development on the northern end of the Heidt Street catalyst project could change the dynamic in favor of small business growth once again along Gervais. The agenda should be initiatives for local small business development and entrepreneurship training, perhaps with limited incubator space in the catalyst project. In addition, the members of the Prince Hall Grand Lodge would play a partnership role in mentoring or in the use of their facility for organizational purposes. Other implementation partners include the city, the neighborhood organizations and the University of South Carolina.

Area 4: Five Points: As East Central Columbia's long-standing "College Town", Five Points has a well-organized advocacy group and a master plan for future growth and commercial and residential diversification. Area 4 formalizes the Five Points district in the Choice Neighborhoods plan and recommends an agenda that promotes investment in amenities to serve the neighborhood south of the HBCUs. The primary implementation entity is the Five Point Association with the City as a partner.

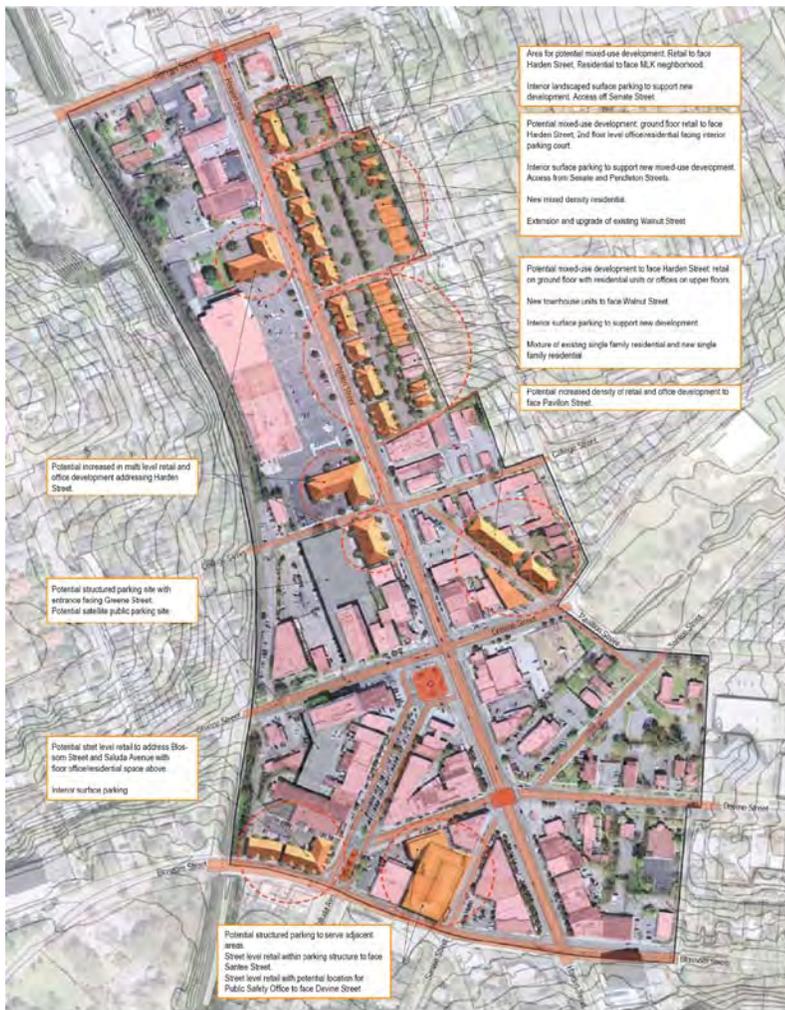


Figure 6s: Future Five Plan

6.4. Public Safety Strategies

Crime incident analysis has shown the presence of “hot spots” at both Allen Benedict Court and Gonzales Gardens, and to a lesser extent in the Lyon Street Community and around MLK Park. Focus group discussions identified the need for increased police presence and neighborhood vigilance through community watch training. Partners working on specific strategies to tackle these problems include the Columbia Police Department, Richland County Sheriff’s Department and the U.S. Attorney’s office. The U.S. Attorney personally stepped up to take the lead in addressing guns and gangs and volunteered his personal time to train residents in how to become part of the solution.

The Richland County Sherriff’s Department has committed to bringing into East Central their *Next Step Program*. The program is designed to help empower parents and kids dealing with issues such as anger management, decision making, combative behavior, truancy, gangs, drugs and peer pressure. Intensive training workshops will be held for parents; parents and youth will engage in one-on-one mediation sessions to walk families from troubled situations back to solid family foundations.

6.5. Capital Improvements Programming

The City is currently implementing a major street improvement and storm water improvement project along Harden and Read Streets. The City is currently contemplating CHA’s request to fund demolition and infrastructure improvements on both the Gonzales Gardens and Allen Benedict Court sites.

The City Zoning Department has commenced a complete re-write of the City Zoning Ordinance. Coordination with city planning staff have ensured that land uses and changes recommended in the East Central plan will be incorporated into the new zoning code so that CHA won't be required to go through the time consuming zoning approval process.

6.6. Greening (including LEED-ND preliminary scoring)

Thom Chumney, Division President for the Developer, is a LEED Certified Professional and has been instrumental in leading South Carolina Homebuilders into LEED certified building practices for over ten years. The Home Energy Group, the only LEED FOR Homes Provider in South Carolina, is on board as a third party HERS rating professional.

The LEED Neighborhood Development (ND) Project Scorecard, required according to the "amendment to Planning Grant Agreement" dated September 17, 2012, was completed for the Gonzales Gardens target site. CHA and the Developer anticipate equivalent or higher standards will be achieved for the Allen Benedict site as well. The scorecard and related explanations can be found in Appendix D. The LEED ND Scorecard is comprised of five sections:

- Smart Location and Linkage
- Neighborhood Pattern and Design
- Green Infrastructure and Buildings
- Innovation and Design Process
- Regional Priority Credit

Third party initial HERS rating for the site include:

Smart Location and Linkages: The target site received points for being a previously developed site within an urban context and within a HUD Qualified Census Tract, and being close to potential employers. While the redevelopment of the site does not negatively impact the environment, natural habitat, or wetlands, because of its urban context it cannot improve upon natural resources that do not already exist. It scored particularly well based on the number of transit route options within a quarter mile walk of the site. Additional points are possible by showing bike storage facilities per LEED standards as design and construction progresses.

Neighborhood Pattern and Design: The compact nature and density of the project, the availability of a mix of types of housing, access to neighborhood amenities and services, and continued outreach and involvement of the community helped achieve numerous points in this category. The availability of a food retail center that carries produce in proximity to the site is holding it back from several potential points. Several points appear in the "Maybe" category for now, such as tree-lined streets, specific parking requirements, and traffic calming measures, because the site plan is not far enough along yet to be sure that the credit has been earned.

Green Infrastructure and Buildings: The same holds true for this category as there are a great number of points in the "Maybe" category for the moment because the site plan is not far enough along yet to award points for the design and construction. A point was awarded for the previously developed nature of the site.

Innovation and Design Process: This section remains to be determined as there are numerous credits by which the developer could pursue exemplary performance.

Regional Priority Credit: This set of potential credits is determined on a regional basis given the areas that are the highest priority for them. One point will be awarded for community outreach and involvement. Two other points are possible, but will be determined as design progresses.

Pilot Credits: Not listed within the Scorecard, but currently being tested by USGBC are credits for Sustainable Wastewater Management, and Green Training (for contractors, trades, operator, and service workers). Given the nature of the project and the enthusiasm of the community this will a point above and beyond that the developer wants to pursue.

Based on the given scoring of 35 points in the "Yes" category and another 58 points in the "Maybe" category, the plan is eligible and should be considered highly likely to acquire the credits necessary to meet the requirements for Stage 1 Certification as the design progresses. At the moment the Gonzales site is only 5 points away from a Certified rating and 15 from a Silver rating.

8



TRANSFORMING EAST CENTRAL
HOUSING

7 TRANSFORMING EAST CENTRAL: HOUSING

7.1 Introduction

The Transformation Plan for East Central Columbia incorporates high quality, energy efficient and sustainable housing in combination with supportive services for all people of East Central Columbia. In ways that help the residents become self-sufficient, that strengthen communities, and that use its public and private resources efficiently and effectively.

7.2 Vision, Goals and Desired Outcomes

The vision of the East Central Housing strategy addresses the housing needs of families and individuals of the Choice Neighborhood area by creating a transformation plan that incorporates sustainable, durable, and mixed-income housing. Of equal importance, the housing strategy aims at utilizing supportive services that will strengthen the community, encourage residents' self-sufficiency, and assist in the allocation of available resources (public and private) to ensure its ultimate effectiveness.

The transformation plan incorporates housing recommendations made under previous plans such as the Gonzales Gardens and Allen Benedict Court Master Plans, and East Central Plan, and validating them based on the community's current and future needs through the Choice Neighborhood participatory process of charettes and focus groups.

Goals and desired outcomes envision a community where:

- People of all ages, backgrounds and income groups can call home
- Quality new and rehabbed homes for a range of income groups
- All residents can feel welcome, safe and supported
- Mixed-income rental and home-ownership opportunities are indistinguishable from each other
- The rich history of architecture, natural assets and urban form are recognized
- People can access shopping, recreation, education, services and jobs by automobile, public transportation, walking or bicycle

7.3 Comprehensive Housing Program

Housing Market Recommendation

A market study was completed in July of 2013 by the Noell Consulting Group. The goal of the analysis was to conduct an independent assessment of demand potential and development opportunities for residential and commercial land uses in the CN Area. Product refinement will continue to be examined as plans are finalized to adjust target site programming as needed.

As a test of local demand for workforce housing, a survey targeted to Providence Hospital employees was prepared and administered in June and July of 2010. The online survey was intended to gauge interest in new housing at Gonzales Gardens as well as new retail, since hospital employees represent a key target market audience for the mixed-income units at the target site. 323 total responses were received – a remarkable number considering the usual disinterest associated with Internet surveys. The findings were striking and suggest a significant need for affordable/workforce housing in East Central Columbia. Highlights include:

- *Interest in redeveloped community was fairly high:* 38% would at least consider living at site while 12% would somewhat or very seriously consider it. The greatest interest is among employees with salaries below \$35,000, but there is also relatively strong interest at the high end
- *Specific housing types are clearly desired:* Among those interested in Gonzales site, interest greatest is for townhouses with garages, single-family homes, and condos. Interest drops significantly if parking is not covered or in a garage. This may reflect security concerns, or weather, or a combination of both.

- There is a perceived lack of retail which may not reflect actual conditions: Several store types most desired among respondents are already present in the East Central area, although the existing “brands” may not be preferred. Additionally, there is fairly high demand for dining and a drug store with sit-down dining the most significant absence in the area.



Figure 7a: Providence Hospital Employee Housing Demand

Replacement Housing

The East Central Columbia Transformation Plan contemplates accomplishing a one-for-one replacement of the 524 units of public housing to be demolished in combination of on-site and off-site housing with mixed-finance, project based vouchers and new public housing units. Location of the replacement housing will be a mix with market rate housing on the former public housing sites and with scattered site units on vacant lots located throughout East Central Columbia and with affordable units proposed to be developed on non-qualified census tracts on two sites the Developer brings to the program. CHA is also negotiating with the developer of the contiguous Bull Street revitalization area for inclusion of a percentage of affordable housing in the new development

7.4 Housing Physical Plan

Target Sites Master Plans

The transformation plan includes master plans for both target sites: Gonzales Gardens and Allen Benedict Court. The proposed plan revisits the Gonzales Gardens Master Plan (2009) and the Allen Benedict Court Master Plan (2010) and updates them based on the community’s feedback to ensure its effectiveness in addressing the residents’ needs.

The Allen Benedict Master Plan proposes 274 on-site mixed-income rental units with a mix of family and senior units with affordability targeted and both work force, faculty and student housing to serve the adjacent HBCU Benedict College. The housing product mix reflects the unique location between the Harden Street commercial corridor, the Celia Saxon revitalization, Benedict College, and the surrounding neighborhood. The current program includes the following:

- Single-family detached homes: 12 three-bedroom at the corner of Oak and Read Streets across Oak Street from single-family owner occupied units developed by the Benedict-Allen CDC
- Single-family attached townhomes: at 78 units, these are the second most prevalent in the Allen Benedict master plan and are scattered throughout the interior of the site.
- Two-and three-bedroom flats: a total of 140 two-bedroom and three-bedroom units line the edge of the development along Harden and Laurel Streets
- Three-story apartment building: 44 one-bedroom flats occupy a senior building directly across Read Street from CHA’s Oak Read senior high-rise to maximize proximity to senior programming.

ALLEN BENEDICT COURT



Figure 7b: Allen Benedict Court Conceptual Site Plan

The Gonzales Gardens Master Plan proposes 261 on-site units with a mix of single family home-ownership units, senior units and mixed-income rental units. The housing product mix is sited to transition between the low-density neighborhood on the south and east, and long-term higher density mixed-use development fronting Millwood Avenue and the Two Notch / Taylor intersection. Housing typologies are also design to maximize land use while preserving and framing the new neighborhood parks. The current program includes the following:

- McDuffie Street Single-Family: 8 three- bedroom single-family detached homes with front porches designed to transition into the existing single-family neighborhood and complement single-family homes now under construction by the Columbia Housing Development Corporation on Manning and Washington Streets.
- Senior Duplexes: Six one-story two-unit buildings inspired by the historic architecture of the surrounding neighborhoods along Washington Street overlooking St. Annas Park.
- Townhomes over Flats: 34 units that are two-story townhomes over one-level flats will face a new linear park along Forest Drive in a mix of 2 and 3 bedroom units.
- Single-Family Townhomes: 28 three-bedroom townhomes situated around a “town square” that can be either rental or homeowner units, depending on financing and market demand.
- Multi-Family Rental Apartments: Three-story “stacked flat” walk-up buildings with a total of 201 rental units split between one-bedroom, two-bedroom and three-bedroom will comprise the balance of the Forest Drive frontage.
- Gardens Seniors: A three-story elevator accessed senior building with 112 one-bedroom rental units. The building reflects traditional architecture in Columbia and takes advantage of the sloped topography to provide secured “tuck-under” parking.

GONZALES GARDENS - ILLUSTRATIVE PLAN



Figure 7c: Gonzales Gardens Conceptual Site Plan

Catalyst Housing Sites

The primary non-target replacement housing site is Catalyst C, the Heidt Street/Lower Waverly project. The current master plan includes a mix of single-family detached homes (96 units), large-house duplexes (22 units), small condominium flats (90 units), a multistory condominium building (100 units), and a small mixed-use building with at least 12 units. With the possibility of at least 320 units in the project footprint Catalyst C represents a significant source of replacement housing units to maintain the 1:1 ration from the two target sites. Acquisition and redevelopment strategies will be explored by CHA and their development along with the City of Columbia and Columbia Housing Development Corporation.

In addition, there are other opportunities for mixed-income housing on other catalyst sites detailed in the East Central City Consortium Plan and the Choice Neighborhood revitalization program. See Section 6 for a detailed discussion of the neighborhood housing infill focus areas.

Scattered-Site Housing

14% of the 530 acres in East Central Columbia is currently vacant land. CHA will work closely with its partner the Columbia Housing Development Corporation (CHDC) in implementing strategies for neighborhood strengthening and stabilization through infill and replacement housing. The MLK Park and Lyon Street areas of East Columbia have been identified as best suited for the implementation of such strategies due to the high number of substandard and vacant properties as identified in the blight and building condition analysis. Both CHA and CHDC have acquired and plan to

continue acquiring vacant lots and substandard structures for the purpose of implementing the scattered-site infill strategy. The City of Columbia has set aside funding for low-interest mortgages and down payment assistance targeting this area for new homeowners. CHDC currently has five new homes under construction as a part of this effort.

Off-Site Non-Poverty Area Housing

In addition to scattered-site housing within East Central, the Developer has identified two quality sites of which it has site control that are within a ten mile radius of East Central, one in Northeast Columbia and one in Southeast Columbia that are in non-minority, non-poverty census tracts, yet close to amenities and transportation. CHA and Developer are proposing LIHTC tax credit developments in 2015 for 56 units on each of these sites to jump start the transformation and provide quality affordable housing to which residents of Gonzales Gardens and Allen Benedict Court could choose to use a housing choice voucher for relocation.

7.5 Financing and Phasing

Currently, both public housing sites (Gonzales Gardens and Allen Benedict Court) are almost 100% occupied which presents a major challenge for relocation. Allen Benedict Court has been approved by HUD for demolition and a relocation plan has been approved. The demolition plan for Gonzales Gardens is currently under consideration by the HUD Special Applications Center (SAC). Residents are currently engaged in the formulation of Relocation Plans to be submitted to HUD for approval. Relocation of the 520 residents will be phased over approximately 12 months through turnover in existing CHA inventory and the utilization of Housing Choice Vouchers.

CHA contemplates early off-site development to provide housing for relocation of residents utilizing project-based and housing choice vouchers within the East Central area and into non-poverty census tracts as residents choose. CHA is working with its development partner Mungo Construction and the City of Columbia to explore optimum financing options for keeping replacement housing affordable.

The earliest phases of new development have already commenced through the development of infill housing on vacant parcels currently owned by the Columbia Housing Development Corporation and CHA.

Phasing for the on-site revitalization of the public housing sites will commence following relocation and demolition. Phasing will be determined in part by the availability of a variety of funding sources that will be utilized to implement the redevelopment plan.

CHA is currently working with the Developer to plan for two Low Income Housing Tax Credit applications in 2015 for the early development of affordable units on sites now owned by the Developer. The two sites are within ten miles of East Central, located in non-minority, non-poverty census tracts, one in Northeast Columbia and one in Southeast Columbia. Site control has been secured by the developer. In 2015, CHA proposes with the Developer to develop 56 LIHTC units on each site in garden style apartments with a mix of two and three bedroom units. This would be the first phase of new construction, providing options for residents choosing to relocate from Gonzales Gardens and Allen Benedict Court with a housing choice voucher.

Comprehensive development budgets can be found in Appendix F of the Transformation Plan. CHA, working with the Developer, has estimated overall construction budgets totaling \$125,960,905.00. The mix of funding sources contemplated and that will be pursued by CHA and the Developer include Low Income Housing Tax Credits, both the competitive 9% credits and bond financing with 4% credits, HOME Funds, Housing Trust Funds, City of Columbia funds, and private lender financing. The affordability of 25% of the units would be greatly enhanced by a successful Choice Neighborhood Implementation Grant, which CHA anticipates pursuing in 2015. However, CHA does consider that affordability can and will be maintained within the new development without a Choice Neighborhood Grant through the utilization of Low Income Housing Tax Credits, Housing Choice Vouchers and possibly the use of project-based vouchers.

7.6 Affordable Housing Preservation

The City of Columbia, through its Community Development Department and non-profit development corporations, Columbia Housing Development Corporation (CHDC) and TN Development Corporation, is a strong partner of CHA in the

preservation and development of affordable housing. The City has an income tiered portfolio of below market mortgage financing targeted to families below 80% of Area Median Income (AMI) and for households from 80-150% of AMI. East Central Columbia is a target area of the City Loan Programs. These low interest mortgages can be utilized for the purchase of newly constructed homes, existing homes and for purchase/rehab. The City has also recently implemented a \$10,000 down payment assistance program for households at 80% or below AMI in the targeted area. In addition, the City has low interest rehab loans available for owner-occupied homes in East Central.

On April 10, 2014, the Columbia Housing Development Corporation (CHDC) celebrated the groundbreaking of “Lyon Street Redevelopment”—its newest “homeownership” project in East Central Columbia as a jump-start to the infill housing portion of the Transformation Plan. The Lyon Street Redevelopment consists of new single-family homes on Washington and McDuffie Streets. The two-story floor plans have 1475 square and three bedrooms and two and one-half baths. The single-story floor plans have 1375 square feet with three bedrooms and two full baths. These homes are targeted for working class families and individuals with workforce housing, whose incomes are at or below the HUD area median income. Buyers may be eligible for a \$10,000.00 G.A.P. Grant funding and other low interest rates through the City of Columbia’s loan program and their partner banks.

All homes meet ENERGY STAR Version 3 Certification to provide lower energy consumption cost for homeowners. Other specifications include: appliance packages to include washer and dryer; over the range microwave; tank-less water heater; kitchen backsplash and cultured marble bathroom counter tops; crown molding in master bedroom and great room; smooth ceilings;. The exterior consists of hardi-board, architectural shingles; privacy fenced backyard and front yard irrigation with centipede sod.

Located 1 mile northeast of downtown Columbia, young professionals and empty nesters who are looking to downsize will find the location convenient to entertainment districts, sports venues, hospitals and doctor’s offices. The community is also located along public transportation routes.

The City of Columbia Community Development Department is providing \$564,779.00 in federal HOME dollars to finance this project.

7.7 Fair Housing Plan

The East Central Columbia Transformation will include all policies and procedures with mandatory adherence to Department of Housing and Urban Development (HUD) requirements, including Fair Housing and Equal Opportunity (FHEO), Systematic Alien Verification for Entitlements (SAVE) and Violence Against Women Act (VAWA). Management staff internal safeguards, practices, and training tools will be employed to ensure adherence to HUD policies and procedures related to intake management, tenant re-certifications, criminal screening, and rent calculations. The owner entities of each phase of development will be required to certify that each development will comply with all Fair Housing and Americans with Disabilities Act (ADA) requirements including those dealing with accessibility.

Affordable rental and affordable ownership unit advertisements will be placed in local and regional newspapers, newspapers that serve minority groups, non-English speaking publications, and other groups protected under fair housing laws. Notices will also be given to area churches, civic groups, social service agencies, lending institutions and non-profit organizations. Rental units will be listed in www.schousingsearch.com which serves the entire state as a comprehensive listing of available rental units. Advertising/marketing will not indicate any preference or limitation, or otherwise discriminate based on race, color, disability, religion, sex, familial status, sexual orientation, gender identity, national origin, genetic information, ancestry, children, marital status or public assistance reciprocity. All advertising and marketing materials portraying persons will depict members of classes of persons protected under fair housing laws, including majority and minority groups as well as persons with disabilities. Accessibility for the hearing impaired is provided by a TTD/TDY telephone service provider and interpreters are provided on an as needed basis. CHA also utilizes the Relay Service, which is a service for individuals with hearing and speech disabilities. The Fair Housing logo and slogan “Equal Housing Opportunity” will be included in all marketing materials. Staff and management entities will be required to attend fair housing training sponsored by HUD and by the South Carolina Human Affairs Commission to stay current with changes to fair housing laws.

7.8 Green Building

The developer Mungo Construction certifies that they will meet the standards of a recognized green rating program such as Enterprise Green Communities, the National Green Building Standards, LEED for Homes and/or LEED New Development in the design and development of all new and rehab construction. Thom Chumney, Division President of Mungo Construction, is a Certified Green Professional, a LEED AP Homes and a member of the Green Building Council. He was principally responsible for CHA's Rosewood Hills HOPE VI Development becoming the first all-LEED certified new community in South Carolina and winner of the National Green Building Council's 2009 Outstanding Affordable Green Community Development. MUNGO has engaged The Home Energy Group, an independent HERS rater, to consult in the design and implementation of green standards throughout the development process. CHA and the Developer will make every effort feasible to insure that all phases of the development score the highest possible points on the LEED for Neighborhood Development Project Scorecard.



IMPLEMENTING THE PLAN

8 **IMPLEMENTING THE PLAN**

8.1. Implementation Process

The implementation of the Transformation Plan will encompass continuous efforts to assure that the Choice Neighborhoods vision remains aligned and integrated with existing plans and programs including:

- The Bull Street Neighborhood Plan
- City of Columbia Consolidated Plan 2010-2015
- East Central City Plan 2004
- Five Points Master Plan 2006
- Lower Waverly Catalyst Redevelopment Plan 2006
- The Columbia Plan 2018 5 Year Update
- Columbia Housing Authority 2014-2015 Annual Plan and 2010-2015 Five Year Plan

The principle of building upon and leveraging existing plans and resources ensures that synergies will be achieved wherever possible, while avoiding duplication of efforts and expenditures. This will contribute to both financial sustainability as well as consistency in policy and vision.

Next steps in the implementation process will include:

- Refine Implementation Plan Timeline and Resources
- Continue Community and Stakeholder Engagement
- Develop Memoranda of Understanding with Partners
- Finalize Relocation Plan for Gonzales Gardens (already approved for Allen Benedict Court)
- Continue Implementation of Supportive Services Strategy
- Finalize Funding and Phasing for Redevelopment
- Initiate Economic Development Strategy
- Secure Funding for Respective Phases

8.2. Housing Plan

Columbia Housing Authority has procured a partner, Mungo Construction and NixDevCo, for Co-Development Services and has entered into a Development Agreement. Mungo Construction and NixDevCo are already engaged in beginning to consider the overall development plan, infrastructure needs, housing types, phasing and funding strategies. They were instrumental in developing the phasing plan and development budget for the Final Transformation Plan.

8.3. People Plan

The Columbia Housing Authority Family Self-Sufficiency Department has the primary responsibility for the implementation of the people portion of the Transformation Plan. As outlined in Section 5 of the Transformation Plan, many of the partners in providing supportive services are in place and have been engaged with CHA throughout its two HOPE VI developments. CHA will continue to engage partners, strengthening and enhancing the services to residents through Memoranda of Understanding with the partners and leveraging resources within the community to implement the People portion of the Plan. CHA staff and partners continue to pursue the possibility of becoming a Purpose Built Community.

8.4. Neighborhood Plan

CHA will continue to engage its strategic partners for the purposes of implementing the Neighborhood Plan with the objective of formalizing instruments of cooperation such as Memoranda of Understanding (MOU) that describe the specific cooperative actions, contributions and commitments that each party will make to ensure programmatic success and implementation of the Plan. Each MOU will include means of engagement, roles of accountability, and will include performance goals and milestones sufficient to ensure sustainability over time. Key partners for the implementation and sustainability of the Neighborhood Plan include HBCU's Allen University and Benedict College, Providence Hospital,

Richland Cooperative Health Centers, Richland School District One, Richland Library, United Way of the Midlands, The City of Columbia, Richland County Sherriff's Department, Columbia Police Department, U.S. Attorney's Office and the Neighborhood Churches.

8.5. Financing and Budget

CHA will continue to work closely with Mungo Construction and NixDevCo to refine the overall project budget and identify the optimum funding sources for implementation of each phase of the Transformation Plan in the most expeditious and economically feasible manner. The overall estimated construction budget is detailed in Appendix F of the Transformation Plan. CHA and the Developer are preparing for an early 2015 Low Income Tax Credit application for two off-site parcels controlled by the Developer as implementation of Phase I of the Transformation.

8.6. Implementation Schedule

An implementation schedule will be established through close collaboration with the Co-developer and stakeholders in the community, with consideration to the needs of the residents in the community and the timely identification of funding sources to implement the Plan, commencing in 2015 with LIHTC applications and establishing of a relocation plan and schedule for residents.

8.7. Data Collection

The East Central Columbia Choice Neighborhood Transformation Plan activities and investments are anticipated to have a measureable impact on economic, demographics and housing market conditions within the target area and surrounding neighborhoods. Data collection and analysis will be utilized through the implementation of the Plan to evaluate the improvements achieved over time in a broad range of categories including, but not limited to health, safety, education achievement, job training, employment, income levels, economic development and the overall quality of life for the residents of East Central Columbia.

GONZALES GARDENS - ILLUSTRATIVE PLAN

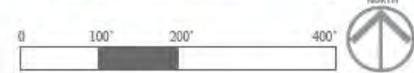


Exhibit D

Total Development Cost (TDC) Limit and Housing Construction Cost (HCC) Limit Calculations

DEVELOPMENT NAME AND PHASE: Gonzales Gardens

using TDC and HCC limits published in HUD Notice PIH 2011-38 (HA) for: COLUMBIA, SOUTH CAROLINA

Step 3. Unit Mix (Note: enter info on the "Unit Mix" worksheet)					HCC Limits		TDC Limits	
Structure Type	BRs	Rehab or Existing Pub. Hsg.	New Const.	Acq. with or w/o Rehab	(new const. only)	(new const. only)	Per Unit	Phase Totals
					Per Unit	Phase Totals		
Detached/Semi-Detached	1	-	-	-	\$ 95,198	\$ -	\$ 166,596	\$ -
	2	-	12	-	\$ 111,876	\$ 1,342,507	\$ 195,782	\$ 2,349,387
	3	-	8	-	\$ 132,718	\$ 1,061,745	\$ 232,257	\$ 1,858,054
	4	-	-	-	\$ 155,887	\$ -	\$ 272,802	\$ -
	5	-	-	-	\$ 170,720	\$ -	\$ 298,760	\$ -
	6	-	-	-	\$ 184,740	\$ -	\$ 323,295	\$ -
Row House	1	-	-	-	\$ 78,881	\$ -	\$ 138,043	\$ -
	2	-	130	-	\$ 93,549	\$ 12,161,401	\$ 163,711	\$ 21,282,452
	3	-	134	-	\$ 114,290	\$ 15,314,857	\$ 200,007	\$ 26,801,001
	4	-	-	-	\$ 136,015	\$ -	\$ 238,026	\$ -
	5	-	-	-	\$ 150,045	\$ -	\$ 262,579	\$ -
	6	-	-	-	\$ 163,234	\$ -	\$ 285,660	\$ -
Walkup	0	-	-	-	\$ 54,381	\$ -	\$ 95,167	\$ -
	1	-	-	-	\$ 73,653	\$ -	\$ 128,892	\$ -
	2	-	-	-	\$ 93,668	\$ -	\$ 163,919	\$ -
	3	-	-	-	\$ 122,500	\$ -	\$ 214,374	\$ -
	4	-	-	-	\$ 152,121	\$ -	\$ 266,212	\$ -
	5	-	-	-	\$ 171,267	\$ -	\$ 299,717	\$ -
Elevator	0	-	-	-	\$ 190,145	\$ -	\$ 332,754	\$ -
	1	-	112	-	\$ 62,469	\$ 9,795,176	\$ 99,951	\$ 15,672,281
	2	-	-	-	\$ 87,457	\$ -	\$ 139,931	\$ -
	3	-	-	-	\$ 112,445	\$ -	\$ 179,911	\$ -
	4	-	-	-	\$ 149,926	\$ -	\$ 239,882	\$ -
	5	-	-	-	\$ 187,408	\$ -	\$ 299,852	\$ -
	6	-	-	\$ 212,395	\$ -	\$ 339,833	\$ -	
	6	-	-	\$ 237,383	\$ -	\$ 379,813	\$ -	
			396			\$ 39,675,686	\$ 67,963,175	

Step 6. Enter Demo & Replacement Units (total, all phases)
 Number of public housing units to be demolished or lost to conversion (total, all phases)
 (Minus) the number of replacement PH units to be built back on the original site (total, all phases)
 Equals PH units demolished and not replaced on the original PH site (total, all phases) % of units: (This portion of demolition cost is excluded from TDC limit)

Step 7. Enter all Sources of Public Housing Capital Assistance
 PH Capital Assistance incl. CFP, HOPE VI Revitalization, HOPE VI Demo-only Funds
 Borrowed Funds to be Repaid with Public Housing Capital Assistance
 Total Sources of Public Housing Capital Assistance

Step 8. Enter All Uses of Public Housing Capital Assistance	HUD Bgdt Line Item	
Community and Supportive Services ("CSS" - for HOPE VI projects only)	1408	\$ -
Management Improvements, PHA	1408	\$ -
Administration, PHA	1410	\$ 3,487,489
Fees and Costs (planning, prog mgmt, insurance, initial oper deficit, etc.)	1430	\$ 5,000,000
Site Acquisition (cost of sites w/o structures to be retained as housing)	1440	\$ -
Site Improvement (streets, site improvements and public improvements)	1450	\$ 15,000,000
Dwelling Structures, Rehab (cost to rehab existing PH units only)	1460	\$ -
Dwelling Structures, New Const (w/OH+P, finish landscape + on-site util's)	1460	\$ 37,675,686
Dwelling Structures, Acquisition (acq. of existing units, + rehab cost)	1460	\$ -
Dwelling Equip, New Const (for new construction units only)	1465	\$ 2,000,000
Dwelling Equip, Rehab or Acq. Units (for existing PH and Acq. units)	1465	\$ -
Nondwelling Structures (community facilities, social service space, etc.)	1470	\$ 2,000,000
Nondwelling Equipment (e.g., vehicles)	1475	\$ 300,000
Demolition (enter total of all demo & environmental remediation costs)	1485	\$ 2,000,000
Relocation (moving expenses, & PHA cost of full-time relo staff)	1495	\$ 500,000
Total Uses of Public Housing Capital Assistance		\$ 67,963,175

Excluded Demolition and Abatement Cost Calculation
 Total Cost of Public Housing Unit Demo & Associated Env. Abatement (BLI 1485) \$ 2,000,000
 Times % of Demo Costs Excluded as "Additional Project Costs" (% from Step 6) x 0%
 Equals Amount of Demo Costs Excluded from TDC Limit as "Additional Project Costs" \$ -

Step 10. Enter Extraordinary Site Cost (must be approved by HUD)

Community & Supportive Services ("CSS" - for HOPE VI projects only)
 (Minus) Total of "Extraordinary Site Costs" and CSS (excluded from TDC limit)
 Total Uses of Public Housing Capital Assistance (amount subject to TDC limit)
 Total Development Cost Limit (from Step 3 above)

Step 9. Confirm:

 Sources = Uses
 Total Sources (Step 7) must equal Total Uses (Step 8)
 -> Difference: (\$270,000)
 Error: Total Sources, Step 7 do not = Total Uses, Step 8.
 (± \$5 rounding allowance)

Step 11. Review Results
 TDC Limit Analysis:
 Total Development Cost
 (PH Capital Assistance only)
 as Percentage of TDC Limit

Public Housing Capital Assistance for Housing Construction Costs
 Dwelling Structures, New Const (w/OH+P, finish landscape + on-site util's) 1460 \$ 37,675,686
 Dwelling Equipment, New Const (if not already included in 1460) 1465 2,000,000
 Total Housing Construction Cost
 Housing Construction Cost Limit (if any, from Step 3 above)

HCC Limit Analysis:
 Housing Construction Cost
 (PH Capital Assistance only)
 as Percentage of HCC Limit

Richland County Council



- Anthony G. Mizzell
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District Eleven
- L. Gregory Pearce, Jr.
Vice-Chairman
District Six
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District One
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District Three
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District Seven
- Mike Montgomery
District Eight
- Bernice G. Scott
District Ten
- Kit Smith
District Five

June 28, 2006

Mr. Gilbert Walker, Executive Director
Columbia Housing Authority
1917 Harden Street
Columbia, SC 29204

RE: Hope VI Grant Application

Dear Mr. Walker:

Richland County is pleased to be supportive of the Housing Authority's efforts to secure Hope VI Grant funding for the development of the Allen-Benedict Court Community in Columbia, South Carolina.

Richland County has demonstrated a public commitment to affordable and low to moderate income housing through its Community Development Program.

The Housing Authority's Hope VI application provides the County with another opportunity to carry on its commitment to affordable housing in Richland County.

The County is making a commitment to provide \$1,000,000.00 of in kind and/or cash contributions.

Richland County is proud to support the grant application of the Columbia Housing Authority in its efforts to continue to provide affordable housing for its citizens.

The County is looking forward to partnering with the Housing Authority in this venture. Good luck with the Grant Application.

Sincerely,

A handwritten signature in black ink, appearing to read "A. Mizzell".

Anthony Mizzell, Chair
Richland County Council

P.O. Box 192*** Columbia, South Carolina 29202 ***Phone (803) 576-2060

Richland County Council Request of Action

Subject:

Changes to Policy on Requiring Employees to Sign Documents

January 12, 2016 – The Committee recommended that Council approve updating the language contained in the County’s Disciplinary Action Form (DAF) as outlined below:

“I HAVE READ THIS REPORT AND UNDERSTAND THE DISCIPLINARY ACTION OUTLINED. IF I AM A REGULAR EMPLOYEE, I UNDERSTAND THAT I HAVE THE RIGHT TO FILE A GRIEVANCE REGARDING THIS ACTION, IF DONE SO WITHIN FOURTEEN DAYS FROM THE DATE OF NOTIFICATION OF THIS ACTION. I UNDERSTAND THAT I MAY CONTACT THE OFFICE OF HUMAN RESOURCES FOR GRIEVANCE INFORMATION, IF NECESSARY. I UNDERSTAND THAT FAILURE TO SIGN FOR RECEIPT OF FORM MAY WILL RESULT IN FURTHER DISCIPLINARY ACTION. MY SIGNATURE DOES NOT INDICATE AGREEMENT WITH THE CONTENTS, BUT ACKNOWLEDGES REVIEW AND RECEIPT OF DISCIPLINARY ACTION.”

In cases where the County department does not use the County’s DAF, the County department will use the language from the County's DAF if employees are requested to sign documents.

RICHLAND COUNTY HUMAN RESOURCES GUIDELINES	
TITLE: Chain of Command	Number: 1.04
EFFECTIVE DATE: 8/1/2009	Page: 1 of 2
REVISION DATE: 8/1/2009	REVISION #:
PREPARED BY: Human Resources Department	AUTHORIZED BY: Council & Management

PURPOSE:

It is the practice of Richland County to involve the appropriate levels of management and supervision when making decisions or attempting to resolve personnel problems or concerns. The chain of command is designed to handle personnel and organizational matters in a systematic, responsive and effective manner. Richland County encourages employees to know and utilize their respective chain of command.

DEFINITIONS:

Chain of Command – The structured levels of Richland County’s administrative lines of authority to include the County Administrator, Assistant County Administrators, Department Heads, Division Managers and Supervisors.

PROCEDURE:

1. Each level of supervision has the authority to delegate decision-making power to subordinate levels of management. Delegation of authority, however, does not relieve management of responsibility and accountability for decision-making.
2. Employees should ordinarily utilize their intra-departmental structure, beginning with their immediate supervisor through each level up to their Department Head, whenever possible to address employment related suggestions, questions, problems or concerns. However, if an employee’s concern involves his/her immediate supervisor, s/he may skip that level and proceed to the next level in the chain of command.
3. It is the responsibility of Supervisors, Department Heads and County Administration to respond appropriately and in a timely manner to employee concerns and questions.
4. Steps beyond the Department Head level should normally be taken only after these initial levels of decision-making and/or resolution have been exhausted. It is the Department Head’s responsibility to ensure that each employee is aware of the intra-departmental organizational structure and the elevation steps beyond the department level.
5. The management levels beyond the Department Head include, in ascending order: Assistant County Administrators, and County Administrator. The chain of command in the offices of Elected and Appointed Officials is as determined by the respective Elected or Appointed Official.
6. Any employee who is also a citizen of Richland County shall be allowed to communicate non-employment related inquiries or complaints to his/her County Council member without interference, restraint, coercion, discrimination, or reprisal

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from the employee's department head or supervisors, or having his/her employment jeopardized in any manner. For employment-related issues, employees should follow their designated chain of command.

RICHLAND COUNTY PERSONNEL POLICY	
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PREPARED BY: Human Resources Department	AUTHORIZED BY: Council & Administration

PURPOSE:

As is the case with all organizations, instances arise when an employee must be disciplined. The goal of discipline is to correct undesirable behavior and/or prevent reoccurrence of undesirable behavior, not to punish employees. The discipline, which may be imposed, includes but is not limited to counseling notice, official reprimand, probation, suspension without pay, demotion and discharge. In addition, the County may procedurally suspend an employee pending investigation to determine if such disciplinary action is appropriate. In addition, the County may impose a combination of disciplinary measures. **THE DISCIPLINE IMPOSED IN ANY PARTICULAR SITUATION IS AT THE SOLE DISCRETION OF THE COUNTY. NOTHING IN ANY OF THE COUNTY’S POLICIES OR BY VIRTUE OF ANY PAST PRACTICE OF THE COUNTY REQUIRES THE COUNTY TO FOLLOW ANY PARTICULAR COURSE OF DISCIPLINE.** Department heads must submit terminations recommendations to the County Administrator for review and approval.

DEFINITIONS:

- A. Disciplinary Action Form (DAF)- The form used by supervisors to document less than “Fully Proficient” or undesirable employee behavior, which results in disciplinary action.

PROCEDURE:

1. Disciplinary actions are prescribed by a Department Head when, in his/her opinion, an employee's work performance or actions are not “fully proficient” or if the employee violates County policies which mandate disciplinary action.
2. It is not possible to list all job performance problems, misconduct, unsatisfactory customer service, inappropriate behavior/acts or omissions, which may result in disciplinary action. The disciplinary action that is appropriate for any particular misconduct, infraction or less than “Fully Proficient” job performance depends upon a number of factors including, but not limited to, the employee’s prior disciplinary record, the seriousness of the misconduct, level of inadequate job performance and the impact of the infraction or misconduct on others.
3. The County and the public expect employee conduct in accordance with applicable laws, regulations, Richland County policies and departmental procedures, and acceptable work behaviors from all employees. Employees in supervisory and higher level positions should set an example by their own job performance, conduct, attitude and work habits.
4. Employees must sign counseling memoranda, policy statements, performance appraisals and other similar documents. The employee's signature does not necessarily indicate agreement with the contents of the document, only that he has been notified of the contents of the document. If an employee refuses to sign the document he may be relieved of duty without pay and/or subject to disciplinary action up to and including termination.

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5. The County requires and expects all employees to observe high standards of honesty, good conduct, teamwork and fair play in their relations with each other and the public.
6. The administration of disciplinary action shall be based on an examination of the relevant facts in each case. Supervisors shall administer appropriate discipline to their employees for the purpose of correcting the employee's inappropriate behavior and helping them improve their performance but not to punish, embarrass or humiliate the employee.
7. The application of any disciplinary action shall be based upon the facts of each particular case. The degree of disciplinary action takes into account the following but is not necessarily limited to:
 - 7.1. Seriousness of the violation and any mitigating circumstances
 - 7.2. Violation repetition of a particular or closely related rule
 - 7.3. Past disciplinary action(s)
 - 7.4. Consistency (i.e. other employees previously in violation of this or similar rule and the resulting disciplinary action).
8. The guidelines within this procedure provide general guidance and are meant to be applied in normal cases, but cannot cover all situations. It is necessary for the Supervisor or Department Head to use appropriate discretionary judgement in individual circumstances in consideration of relevant facts when making disciplinary action decisions and recommendations.
9. The Supervisor shall initiate disciplinary action by coordinating the action through the Department Head.
10. Department Heads should consult with HRD throughout the disciplinary process as appropriate.
11. A DAF shall accompany all disciplinary actions:
 - 11.1. The action must be documented on the DAF then discussed with the employee
 - 11.2. All relevant information should be attached to the DAF
 - 11.3. The action must be signed by the employee and supervisor and up the chain of command
 - 11.4. The DAF is sent to HRD for review and included in the employee's Personnel File after review and approval by HRD and the County Administrator
 - 11.5. HRD returns a copy to the Supervisor.

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12. It is not possible to list all acts and omissions that may result in disciplinary action. The disciplinary action that is appropriate for any particular job performance deficiency or misconduct is at the sole discretion of the County. The following are merely examples of some of the more obvious types of job performance deficiency or misconduct that may result in disciplinary action, up to and including discharge. **THE COUNTY RESERVES THE RIGHT TO TREAT EACH EMPLOYEE INDIVIDUALLY WITHOUT REGARD FOR THE WAY IT HAS TREATED OTHER EMPLOYEES AND WITHOUT REGARD TO THE WAY IT HAS HANDLED SIMILAR SITUATIONS.**

- 12.1. Less than fully proficient job performance
- 12.2. Unfitness to perform work duties according to the standards of the classification plan
- 12.3. Conflicting outside employment
- 12.4. Failure to report for work without departmental approval for three (3) consecutive days
- 12.5. Disclosure of information considered confidential to unauthorized parties
- 12.6. Acceptance of improper gratuities or gifts as defined in the South Carolina State Code of Ethics
- 12.7. Violation of county ordinances, rules, guidelines and policies
- 12.8. Membership in any organization which advocates the overthrow of the government of the United States by force or violence
- 12.9. Unsatisfactory customer service
- 12.10. Failure or refusal to carry out job duties or instructions
- 12.11. Conviction of or plea of guilty or no contest to a charge of theft, violation of drug laws, sexual misconduct, offense involving moral turpitude or offense which affects the County's reputation or which reasonably could create concern on the part of fellow employees or the community
- 12.12. Incompetence
- 12.13. Unauthorized absence or tardiness
- 12.14. Insubordination; disrespect for authority; or other conduct which tends to undermine authority
- 12.15. Unauthorized possession or removal, misappropriation, misuse, destruction, theft or conversion of County property or the property of others
- 12.16. Violation of safety rules; neglect; engaging in unsafe practices
- 12.17. Interference with the work of others
- 12.18. Threatening, coercing or intimidating fellow employees, including "joking" threats
- 12.19. Dishonesty
- 12.20. Failure to provide information; falsifying County records; providing falsified records to the County for any purpose
- 12.21. Failure to report personal injury or property damage
- 12.22. Vehicular/equipment accidents at the fault of the employee

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- 12.23. Neglect or carelessness
 - 12.24. Introduction, possession or use of illegal or unauthorized prescription drugs or intoxicating beverages on County property or while on duty anywhere; working while under the influence of illegal drugs or intoxicating beverages; off-the-job illegal use or possession of drugs.
 - 12.25. Lack of good judgment
 - 12.26. Harassment or retaliation
 - 12.27. Any other reason that, in the County's sole determination, warrants discipline
13. Listed below are the levels of disciplinary action that Supervisors and Department Heads may generally follow; however, the step process is not required. The County does not require progressive discipline.
14. Counseling Notice – Provided for single, unrelated, and relatively minor instances of substandard performance or other such situations, an oral discussion between the employee's Department Head and the employee may be sufficient to correct the situation.
15. Official Reprimand - The Official Reprimand may, but not necessarily be, preceded by the Counseling Notice. It should outline the employee's deficiency, the required improvement, the time expected to achieve such improvement, and serves as a warning.
16. Disciplinary Probation – This action shall be considered a severe warning issued in writing by the Department Head. This would normally follow repeated instances of minor infractions of substandard performance for which there have been previous verbal warnings or one significant infraction.
- 16.1. An employee may be placed on Disciplinary Probation for three (3) month increments, not to exceed six (6) months. The employee shall be informed in writing as to the job performance deficiency goals, performance measures and/or corrective actions, which are a requirement within the specific time period at the time of the disciplinary action. Any further similar infraction(s) during this period or thereafter may result in immediate termination.
 - 16.2. The written DAF shall explain clearly the reasons for the reprimand, stipulate the duration of the probationary period, the standards for judging the employee's improvement and the action to be taken if the deficiencies are not corrected within the probationary period.
17. Suspension – Suspension may, but not necessarily be, preceded by the Counseling Notice and Official Reprimand or one significant infraction. Suspension may be due to disciplinary action or to an investigation. Suspension is the temporary removal of an employee from his or her position without pay. Such suspension shall usually be for a period of one (1) to five (5) workdays.

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- 17.1. During the investigation, hearing, or trial of an employee on any criminal charge, during the course of any civil action involving an employee, or during investigation of employee misconduct, performance deficiencies and ability to work, when suspension would be in the best interest of the County, the County Administrator may suspend the employee with or without pay or place the employee on accrued annual leave for the duration of the proceedings. Department heads or Supervisors may place an employee on suspension pending further investigation of a disciplinary matter by the County Administrator or the Department Head, when suspension would be in the best interest of the County.
- 17.2. The Suspension Notice shall be in writing on the DAF and shall indicate the reasons for the action, the length of the suspension, the date the employee is to return to work, the specific recommendations for corrective actions the employee should take when he/she returns to work, and the action to be taken (termination) if the behavior is repeated. PAF must be completed with dates of suspension.
- 17.3. Back pay shall not ordinarily be recoverable, but where the suspension is terminated by full reinstatement of the employee, the County Administrator may authorize full recovery of pay and benefits for the entire or for any lesser period of the suspension.
18. Demotion - Employees who fail to meet the job performance requirements of their position, or otherwise fail to perform their duties, may be demoted to a position with a lower level of responsibility and pay grade.
19. Termination - All employees are employed at the will of the County. If an employee fails to perform to the standards of the classification for the position held, or if the County determines that the employee is negligent, inefficient, unfit to perform the duties of the position, or if the employee violates County policies, or for any reason in the County's sole discretion, the employee may be suspended by his/her Department Head with a recommendation of discharge. Upon investigation of the employee's performance, the County Administrator or appropriate Elected or Appointed Official may discharge an employee.
- 19.1. In accordance with South Carolina law, employees who work for Elected Officials serve at the pleasure of such Elected Officials. A signed statement from the appropriate Elected Official that it is no longer his/her pleasure that the employee be employed is legal grounds for termination, provided no other laws are violated.
- 19.2. When an employee is dismissed, the Department Head shall immediately provide the County Administrator with a written notice of the dismissal indicating the effective date and the reason(s) for the dismissal. Any dismissed employee shall be given a written notice of his/her dismissal setting forth the effective date and reason(s) for his/her

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discharge. The Department Head shall notify any dismissed employee of his/her right to appeal the dismissal.

20. Administrative Leave - Under limited circumstances, an employee may be reassigned to other duties or placed on Administrative Leave with pay for a prescribed period of time as recommended by department head and approved by the County Administrator.

20.1. Administrative Leave allows for the immediate removal of an employee so that any allegation or accusation directed toward the employee can be promptly and thoroughly investigated by the County. Each department head should attempt to conclude investigations as soon as reasonably possible, not to exceed thirty (30) calendar days.

20.2. Administrative leave may also be used during the investigation, hearing or trial of an employee on any criminal charge, during the course of any civil action involving an employee or during an investigation of employee misconduct.

21. Demotions

21.1. If a Department Head concludes that an employee's job performance in his/her present position is below "Fully Proficient", the Department Head may recommend in writing to HRD and to the County Administrator that the employee be demoted. The Department Head should include the employee's most recent performance appraisal.

22. Department Heads have the ability to allow employees who are undergoing disciplinary action a "Decision Day". An employee placed in Decision Day status is required to use this day (which is considered paid work time) to decide either to take the necessary corrective action or to terminate employment with the County. Upon the employee's decision to take corrective action, the steps the employee will take to correct the problem are documented by the employee and submitted to the Supervisor. The Supervisor should submit this paperwork along with the DAF to HRD.

23. Employees may be immediately suspended, if the violation is considered by the Department Head to be of such a serious nature to warrant such disciplinary action as immediately taking the employee out of the workplace.

24. Any disciplinary action is at the recommendation and/or discretion of the Department Head. It is subject to review and approval where appropriate by HRD and the County Administrator and/or subject to the Grievance Procedure.

25. Any employee who feels disciplinary action taken against him is not justified may follow the grievance procedures.

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26. Employees shall be required to sign disciplinary notices, performance appraisals and similar documents. The employee's signature will simply indicate receipt and will not indicate agreement.

RESPONSIBILITIES:

1. Employee

- 1.1. Consistently deliver “Fully Proficient” or higher job performance.
- 1.2. Be aware of job requirements and expectations for appropriate job performance. Ask questions when in doubt.
- 1.3. Talk with appropriate co-workers or supervisor when a problem first begins to appear.
- 1.4. When appropriate, consult HRD for advice and assistance.
- 1.5. Use the performance and disciplinary process as an aid to improve job performance. Sign any paperwork in the disciplinary process as an acknowledgement of receipt of information. The signature does not necessarily indicate agreement with the action that is taking place.
- 1.6. Refer to Grievance Procedure regarding rights to appeal disciplinary matters for regular employees.

2. Supervisors / Department Heads

- 2.1. Ensure all customers/citizens receive efficient professional accurate, prompt and courteous service.
- 2.2. Maintain standards of employee conduct in accordance with Richland County’s policies and procedures and established and stated rules of the department.
- 2.3. Record all disciplinary actions on the County’s DAF and maintain all other appropriate documentation.
- 2.4. Inform employees of the availability of the Employee Assistance Program (EAP) for professional counseling when appropriate.
- 2.5. Consult HRD for recommendations on how to handle disciplinary situations, procedures to follow, and other related assistance and advice.

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- 2.6. Keep HRD and the County Administrator informed of disciplinary actions.
 - 2.7. Complete and submit appropriate paperwork to HRD. Provide copies of all documents to the employee.
 - 2.8. Maintain current policy and procedures and make them available to employees upon request.
3. Human Resources Department
 - 3.1. Implement approved actions that are submitted by Department Heads.
 - 3.2. Obtain legal advice when appropriate.
 - 3.3. Maintain records of disciplinary actions in the employee's Official Personnel File.

Report of Disciplinary Action



EMPLOYEE NAME _____ DEPARTMENT NAME _____
 JOB TITLE _____ EMPLOYEE # _____ DATE _____
 STATE SPECIFIC POLICY, LAW AND/OR INFRACTION THAT HAS OCCURRED.

DETAILED SUMMARY OF INCIDENT OR DISCIPLINARY ACTION:

(If more space is needed, please attach all supporting documentation on additional sheets.)

THE ORIGINAL FORM SHALL BE SENT TO HUMAN RESOURCES TO BE REVIEWED, PROCESSED, AND FILED IN THE EMPLOYEE’S PERSONNEL FILE. THE DEPARTMENT HEAD IS RESPONSIBLE FOR ASSURING THE EMPLOYEE RECEIVES A COPY OF THIS FORM (WHEN THEY SIGN IT) AND RELEVANT ATTACHMENTS.

ACTION:

- COUNSELING NOTICE
- OFFICIAL REPRIMAND
- PROBATION FROM: _____ TO: _____
- SUSPENSION FROM: _____ TO: _____
- DEMOTION
- TERMINATION EFFECTIVE DATE: _____
- OTHER DISCIPLINARY ACTION: _____

RECOMMENDATION/APPROVAL BY:

 Supervisor’s Signature Date

 Manager’s Signature Date

 Department Head’s Signature Date

I HAVE READ THIS REPORT AND UNDERSTAND THE DISCIPLINARY ACTION OUTLINED. IF I AM A REGULAR EMPLOYEE, I UNDERSTAND THAT I HAVE THE RIGHT TO FILE A GRIEVANCE REGARDING THIS ACTION, IF DONE SO WITHIN FOURTEEN DAYS FROM THE DATE OF NOTIFICATION OF THIS ACTION. I UNDERSTAND THAT I MAY CONTACT THE OFFICE OF HUMAN RESOURCES FOR GRIEVANCE INFORMATION, IF NECESSARY. I UNDERSTAND THAT FAILURE TO SIGN FOR RECEIPT OF FORM MAY RESULT IN FURTHER DISCIPLINARY ACTION. MY SIGNATURE DOES NOT INDICATE AGREEMENT WITH THE CONTENTS, BUT ACKNOWLEDGES REVIEW AND RECEIPT OF DISCIPLINARY ACTION.

Employee Comments: (Employee may make additional comments on additional sheets if needed)

 Employee Signature (Date)

 Human Resources Director (Date)
 (Review)

 County Administrator (Date)
 (Approval)

FORWARD TO HRD

Revised 12/15/04

Richland County Council Request of Action

Subject: Changes to Policy on Requiring Employees to Sign Documents

A. Purpose

County Council is requested to consider Mr. Jackson's motion to review the County's Human Resources policy on requiring employees to sign documents.

B. Background / Discussion

At the September 8, 2015 Council meeting, Mr. Jackson brought forth the following motion:

“Review HR policy on any subjection to violate employees’ civil rights. Example signing documents or be fired except memos. There should be other means showing employees receipt of document such as witness noting refusal to sign”

Pursuant to this motion, the Human Resources Department has prepared possible changes to the Richland County Employee Handbook regarding disciplinary actions taken on employees who do not sign official County documents (page 39 of the Employee Handbook) and the process to document that employees were informed and employees were provided documents.

The current County's policy, located on page 39 of the Richland County Employee Handbook, and which was recommended by outside HR legal counsel, and therefore does not violate an employee's civil rights, is as follows:

Performance Evaluations

The County may periodically conduct oral or written evaluations of employees' performance. Employees must sign written evaluations. The employee's signature does not necessarily indicate agreement with the contents of the evaluation, only that he/she has been made aware of it. While favorable performance evaluations may be a factor in determining wage increases, no employee is entitled to a wage increase because he/she receives a favorable evaluation.

Discipline

As is the case with all organizations, instances arise when an employee must be disciplined. The discipline which may be imposed includes but is not limited to oral reprimand, written warning, probation, suspension without pay, demotion and discharge. In addition, the County may procedurally suspend an employee pending investigation to determine if disciplinary action is appropriate. If the County determines an unpaid suspension is appropriate discipline, exempt employees will be suspended in full-day increments; non-exempt employees will be suspended in partial or full-day increments. In addition, the County may impose a combination of disciplinary measures. THE DISCIPLINE IMPOSED IN ANY PARTICULAR SITUATION IS AT THE SOLE DISCRETION OF THE COUNTY. NOTHING IN ANY OF THE COUNTY'S POLICIES OR BY VIRTUE OF ANY PAST PRACTICE OF THE COUNTY REQUIRES THE COUNTY TO FOLLOW ANY PARTICULAR COURSE OF DISCIPLINE. Supervisors and Department Head must submit terminations to the County Administrator for review. Employees must sign counseling memoranda, policy statements, performance evaluations and other similar documents. The employee's signature does not necessarily indicate agreement with the contents of the document, only that he/she has been notified of the contents of the document.

If an employee refuses to sign the document he/she will be relieved of duty without pay. If he/she does not sign the form by 5:00 p.m. at the end of his next scheduled work-day, he/she will be presumed to have resigned and will be separated from the payroll.

The optional changes are as follows:

Performance Evaluations Appraisals

The County may periodically conduct oral or written evaluations of employees' performance. Employees must sign written **evaluations-performance appraisals**. The employee's signature does not necessarily indicate agreement with the contents of the **evaluations-performance appraisals**, only that he/she has been made aware of it. **If an employee refuses to sign their performance appraisal, they may write "I refuse to sign" on the document and sign and date under their written refusal to sign. If the employee refuses to write a note and sign, the supervisor and a witness can sign and document the employee refused.** While favorable performance **evaluations appraisals** may be a factor in determining wage increases, no employee is entitled to a wage increase because he/she receives a favorable **evaluations performance appraisal**.

Discipline

As is the case with all organizations, instances arise when an employee must be disciplined. The discipline which may be imposed includes but is not limited to oral reprimand, written warning, probation, suspension without pay, demotion and discharge. In addition, the County may procedurally suspend an employee pending investigation to determine if disciplinary action is appropriate. If the County determines an unpaid suspension is appropriate discipline, exempt employees will be suspended in full-day increments; non-exempt employees will be suspended in partial or full-day increments. In addition, the County may impose a combination of disciplinary measures. THE DISCIPLINE IMPOSED IN ANY PARTICULAR SITUATION IS AT THE SOLE DISCRETION OF THE COUNTY. NOTHING IN ANY OF THE COUNTY'S POLICIES OR BY VIRTUE OF ANY PAST PRACTICE OF THE COUNTY REQUIRES THE COUNTY TO FOLLOW ANY PARTICULAR COURSE OF DISCIPLINE. Supervisors and Department Head must submit terminations to the County Administrator for review. Employees must sign counseling memoranda, policy statements, performance **evaluations appraisals** and other similar documents. The employee's signature does not necessarily indicate agreement with the contents of the document, only that he/she has been notified of the contents of the document. ~~If an employee refuses to sign the document he/she will be relieved of duty without pay. If he/she does not sign the form by 5:00 p.m. at the end of his next scheduled work-day, he/she will be presumed to have resigned and will be separated from the payroll.~~ **they may write "I refuse to sign" on the document and sign and date under their written refusal to sign. If the employee chooses not to sign or document that they refuse to sign, a witness will be called in to certify that the employee reviewed the appropriate document but refused to sign.**

C. Legislative / Chronological History

September 8, 2015 – Mr. Jackson made the following motion at the Council meeting: "Review HR policy on any subjection to violate employees' civil rights. Example signing documents or be fired except memos. There should be other means showing employees receipt of document such as witness noting refusal to sign"

D. Financial Impact

There is no financial impact associated with this request.

E. Alternatives

1. Consider Mr. Jackson’s motion and approve the suggested changes to the Richland County Employee Handbook as outlined above.
2. Consider Mr. Jackson’s motion and modify the suggested changes to the Richland County Employee Handbook
3. Consider Mr. Jackson’s motion and do not proceed with making any changes to the Richland County Employee Handbook.

F. Recommendation

This is a policy decision for Council.

Recommended by: Norman Jackson
 Department: County Council
 Date: 9/8/2015

F. Reviews

(Please ***SIGN*** your name, ✓ the appropriate box, and support your recommendation before routing. Thank you!)

Finance

Reviewed by: Daniel Driggers Date: 10/22/15
 Recommend Council approval Recommend Council denial
 Comments regarding recommendation:

No recommendation because this is a policy decision for Council with no financial impact.

Human Resources

Reviewed by: Dwight Hanna Date: 10/23/15
 Recommend Council approval Recommend Council denial
 Comments regarding recommendation: Council's discretion because this is a policy decision. However, it is very important and beneficial to the employee that all employees are clearly informed of serious disciplinary actions and/or potential of termination for not signing a document. In addition, it is important the County is able to provide clear documentation if requested that the employee was informed about actions such as but not limited to disciplinary actions. The current policy was proposed by outside legal counsel. There are two main purposes of the current policy. One is to ensure the employee is made aware of the action and reason for the action. The other main purpose is to document the County has complied with the obligation to inform the employee of the action.

In an effort to address the concerns raised, the County could request departments either use the County's Disciplinary Action Form which includes clear language that the employee's signature does not mean agreement. And in cases where the department does not use the County's Disciplinary Action Form we can request departments use the language from the County's Disciplinary Action Form if employees are requested to sign documents and it is possible disciplinary action will be taken if the employee does not sign.

Legal

Reviewed by: Elizabeth McLean

Date: 11/16/15

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: Please see attached opinion by outside labor counsel. This office agrees with the legal conclusions of outside counsel; however, the application of the policy, if inconsistent, could change that conclusion. The opinion assumes that each employee is told that signing does not mean they agree with the document and they are told that they can attach a separate document reciting their version of events. Again, policies must be applied consistently and the discipline should be proportionate to the offense.

Administration

Reviewed by: Roxanne Ancheta

Date: November 17, 2015

Recommend Council approval

Recommend Council denial

Comments regarding recommendation: This is a policy decision of Council. Any changes recommended by Council should be vetted by appropriate legal counsel. As previously stated, the County's current policy was recommended by outside HR (labor) legal counsel, and does not violate an employee's civil rights.

Richland County Council Request of Action

Subject:

Economic Development Committee:

- a. An Ordinance Authorizing the First Amendment of that certain Inducement and Millage Rate Agreement and Lease Agreement by and between Richland County, South Carolina and Koyo Bearings North America, LLC (f/k/a Koyo Bearings USA, LLC), relating to, without limitation, the extension of the term of the project
- b. A Resolution Authorizing the extension of the FILOT term under an October 1, 1996, Lease Purchase Agreement by and between Richland County, South Carolina, and Bose Corporation
- c. A Resolution supporting the creation of a nonprofit corporation with Midlands Technical College Enterprise Campus Authority for the purpose of developing and marketing the enterprise campus in order to attract new and expanding commercial and manufacturing enterprises to Richland County and other matters related thereto

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

AN ORDINANCE AUTHORIZING THE FIRST AMENDMENT OF THAT CERTAIN INDUCEMENT AND MILLAGE RATE AGREEMENT AND LEASE AGREEMENT BY AND BETWEEN RICHLAND COUNTY, SOUTH CAROLINA AND KOYO BEARINGS NORTH AMERICA, LLC (F/K/A KOYO BEARINGS USA, LLC), RELATING TO, WITHOUT LIMITATION, THE EXTENSION OF THE TERM OF THE PROJECT.

WHEREAS, Richland County, South Carolina (the "County"), acting by and through its County Council (the "County Council"), is authorized and empowered under and pursuant to the provisions of the South Carolina Constitution (the "Constitution"), the Code of Laws of South Carolina, 1976, as amended (the "Code"), and the case law of the courts of the State of South Carolina, to offer and provide certain privileges, benefits, and incentives to prospective industries as inducements for economic development within the County; and

WHEREAS, the County is authorized and empowered under and pursuant to the provisions of Title 4, Chapter 12 of the Code (the "Act") to enter into certain agreements with any industry that constructs, operates, maintains, and improves certain properties (which constitute "projects" as defined in the Act) and to accept any grants for such projects; and

WHEREAS, through employment of the powers granted by the Act, the County is empowered to promote the economic and industrial development of the State of South Carolina (the "State") and develop its trade by inducing manufacturing and commercial enterprises to locate and remain in the State and thus use and employ the manpower, agricultural products, and natural resources of the State and benefit the general public welfare of the County by providing services, employment, recreation, or other public benefits not otherwise adequately provided locally by providing for the exemption of such project from property taxes and for the payment of a fee in lieu of property taxes (a "lease agreement," as defined in the Act); and

WHEREAS, the County and Koyo Corporation U.S.A. (n/k/a JTEKT North America Corporation – "JTEKT"), entered into that certain Inducement and Millage Rate Agreement dated December 1, 1997 (the "Inducement Agreement") and Lease Agreement dated December 1, 1997 (the "Lease Agreement") related to investment at the Company's manufacturing facility in the County (the "Project") (with the Inducement Agreement and Lease Agreement related to the Project collectively referred to herein as the "FILOT Agreements").

WHEREAS, JTEKT and the County also executed and recorded a related Memorandum of Lease Agreement, recorded in the Register of Deeds of the County in Book 1427, Page 0131; and

WHEREAS, JTEKT and Koyo Bearings North America, LLC (f/k/a Koyo Bearings USA, LLC) (the "Company"), a Delaware limited liability company, entered into that certain Assignment and Assumption of Lease Agreement and Inducement and Millage Rate Agreement

(the "Assignment"), dated December 22, 2014, assigning all of JTEKT's right, title, and interest in, to, and under the FILOT Agreements to its wholly-owned subsidiary, the Company; and

WHEREAS, the County approved, ratified and provided its consent to the Assignment; and

WHEREAS, the Company accepted all of JTEKT's right, title, and interest in, to, and under the Assignment, including the FILOT Agreements; and

WHEREAS, the Company continues to operate the Project now under the FILOT Agreements; and

WHEREAS, the Company intends to make continuing and further replacement property investment in the Project of least \$20 million over the next ten (10) years, and has requested the County to amend the FILOT Agreements so as to authorize an extension of the Term (as that term is defined in the FILOT Agreements) from twenty (20) to thirty (30) years for the Project (the "Term Extension"); and

WHEREAS, the laws of the State of South Carolina allow an extension of the term of a lease agreement to thirty (30) years; and

WHEREAS, the County and the Company now desire to amend the FILOT Agreements to provide for the Term Extension.

WHEREAS, all capitalized terms not specifically defined herein, shall have the meaning as defined in the FILOT Agreement, and if not defined therein shall have the meaning as defined in the Act; and

WHEREAS, a form of the First Amendment of Inducement and Millage Rate Agreement and Lease Agreement (the "Amendment") by and between the County and the Company memorializing the Term Extension has been prepared and presented to this meeting; and

WHEREAS, the County desires to authorize the Term Extension, and it appears that the Amendment now before this meeting is an appropriate instrument to be executed and delivered by the County for the purposes intended.

NOW, THEREFORE, BE IT ORDAINED BY THE COUNTY COUNCIL OF RICHLAND COUNTY, SOUTH CAROLINA, IN MEETING DULY ASSEMBLED:

Section 1. Statutory Findings and Determinations. The County hereby finds and determines that the Term Extension would directly and substantially benefit the general public welfare of the County by inducing the Company to make further replacement property investment in the County, thereby providing for the creation of jobs and employment in the County, the increase of the ad valorem tax base of the County, and service, employment or other public benefits not otherwise provided locally; that the Extension gives rise to no pecuniary liability of the County or incorporated municipality or a charge against the general credit or

taxing power of either; that the purposes to be accomplished by the Term Extension, i.e., economic development, creation of jobs, and addition to the tax base of the County, are proper governmental and public purposes; and the inducement of continued utilization of the Project which is located in the County and State are of paramount importance and the benefits of the Term Extension will be greater than the costs; and

Section 2. Term Extension The Term as provided under Sections 1.01, 3.01, 4.01, 5.01, 6.01, 6.03, 8.03, 8.04, 10.01, 10.02 of the Lease Agreement and Sections 2.3(a), 2.3(g), 2.3(h), 2.3(i)(3)(i) of the Inducement Agreement shall be extended until midnight on December 31 of the thirtieth (30th) year after the last year during which any portion of the Project is placed in service or the last FILOT Payment is made under the Lease Agreement, whichever is later, pursuant to Section 4-12-30(C)(4) of the Act, and all other sections of the Inducement Agreement and Lease Agreement shall otherwise be revised to allow for such extension of the Term.

Section 3. Approval of Amendment. The Amendment is approved as follows:

(a) The form, terms, and provisions of the Amendment presented to this meeting and filed with the Clerk to County Council (the “Clerk”) are approved and all of the terms, provisions, and conditions of the Amendment are incorporated by reference. The Chairman of the County Council (the “Chairman”) and the Clerk are authorized, empowered, and directed to execute, acknowledge, and deliver the Amendment in the name of the County. The Chairman and the Clerk are further authorized, empowered, and directed to cause the Amendment to be delivered to the Company.

(b) The Amendment to be executed on behalf of the County shall be in substantially the form now before the County Council and shall include only changes that are approved by the County officials executing the Amendment. The County officials shall first consult counsel to the County (the “County Attorney”) with respect to any changes to the Amendment. The execution of the Amendment by the County officials shall constitute conclusive evidence that they have approved all changes to or revisions of the Amendment now before this meeting.

(c) If under the Amendment or the Act any future actions of the Company (including, without limitation, the supplementation of the exhibits thereto and/or any assignments of the Project) require the approval of the County, such approval can be given on behalf of the County by the Chairman or the Richland County Administrator (the “County Administrator”) upon affirmative resolution of the County Council to the extent permitted by law. The County officials shall first consult the County Attorney with respect to such approval. The execution of a written approval by County officials shall constitute conclusive evidence that the County has approved the respective actions of the Company.

Section 4. Execution of Document. The Chairman, the County Administrator, and the Clerk, are each authorized and directed to do all things reasonably necessary to effect the execution and delivery of the Amendment and the County’s performance of its obligations under the Amendment.

Section 5. Severability. The provisions of this Ordinance are declared to be separable. If any section, phrase, or provision shall be declared by a court of competent jurisdiction to be invalid or unenforceable for any reason, the remaining sections, phrases, and provisions of the Ordinance shall remain valid.

Section 6. Repeal of Conflicting Ordinances. All orders, resolutions, and other ordinances in conflict with this Ordinance are repealed to the extent of such conflict.

Section 7. Effective Date of Ordinance. This Ordinance shall take effect immediately upon third reading of the County Council.

RICHLAND COUNTY COUNCIL

By: _____
Torrey Rush, Chair

(SEAL)

Attest this _____ day of March, 2016

Clerk of Council

RICHLAND COUNTY ATTORNEY'S OFFICE

Approved As To LEGAL Form Only
No Opinion Rendered As To Content

First Reading: February 16, 2016
Second Reading: March 1, 2016
Public Hearing: March __, 2016
Third Reading: March 15, 2016

STATE OF SOUTH CAROLINA)
)
COUNTY OF RICHLAND)

I, the undersigned, Clerk to County Council of Richland County (“County Council”), DO HEREBY CERTIFY:

That the foregoing constitutes a true, correct and verbatim copy of an Ordinance adopted by the County Council. The Ordinance was read and received a favorable vote at three public meetings of the County Council on three separate days. At least one day passed between first and second reading and at least seven days between second and third reading. At each meeting, a quorum of the County Council was present and remained present throughout the meeting.

To the best of my knowledge, the County Council has not taken any action to repeal the Ordinance.

IN WITNESS WHEREOF, I have hereunto set my Hand and the Seal of Richland County Council, South Carolina, as of this _____ day of March, 2016.

Clerk of County Council
Richland County, South Carolina

STATE OF SOUTH CAROLINA)
)
)
COUNTY OF RICHLAND) **FIRST AMENDMENT OF**
MEMORANDUM OF LEASE AGREEMENT

This First Amendment of Memorandum of Lease Agreement made this ___ day of March, 2016, by and between Richland County, South Carolina, a body politic and corporate and a political subdivision of the State of South Carolina, hereinafter referred to as Lessor, and Koyo Bearings North America, LLC (f/k/a Koyo Bearings USA, LLC) (the “Company”), a Delaware limited liability company, as assignee of Koyo Corporation U.S.A. (n/k/a JTEKT North America Corporation), hereinafter referred to as Lessee:

WHEREAS, Lessor and Lessee entered into that certain Lease Agreement, dated December 1, 1997 (the “Lease Agreement”), and recorded a related Memorandum of Lease Agreement, recorded in the Register of Deeds of the County in Book 1427, Page 0131;

WHEREAS, Lessor and Lessee have this same day entered into a First Amendment of Lease Agreement by and between the parties extending the Term of the Lease Agreement from twenty (20) years to thirty (30) years; and

WHEREAS, it is the intention of the parties to be bound by the First Amendment of Lease Agreement as executed this day; and

WHEREAS, the parties have agreed to execute a First Amendment of Memorandum of Lease Agreement for the purpose of recording.

WITNESSETH:

1. **EXTENSION OF THE TERM:** The Term as provided under Sections 1.01, 3.01, 4.01, 5.01, 6.01, 6.03, 8.03, 8.04, 10.01, 10.02 of the Lease Agreement shall be extended until midnight on December 31 of the thirtieth (30th) year after the last year during which any portion of the Project is placed in service or the last FILOT Payment is made under the Lease Agreement, whichever is later, pursuant to Section 4-12-30(C)(4) of the Act, and all other sections of the Lease Agreement shall otherwise be revised to provide for such extension of the Term.

2. The Lessor and Lessee hereby agree that the Lease Agreement and this First Amendment of Lease Agreement, both of which are not being recorded, constitute the

complete agreement by and between the parties and this First Amendment of Memorandum of Lease Agreement which is executed for the purpose of recording does not in any manner amend, alter or modify the Lease Agreement or the First Amendment of Lease Agreement, and any provision contained in the First Amendment of Memorandum of Lease Agreement which is contradictory to the Lease Agreement or the First Amendment of Lease Agreement shall be void and of no effect.

3. All capitalized terms set forth in this First Amendment of Memorandum of Lease Agreement that are not defined herein and are defined in the Lease Agreement or the First Amendment of Lease Agreement shall when used herein, have the respective meanings ascribed thereto in the Lease Agreement or First Amendment to Lease Agreement.

IN WITNESS WHEREOF, the Lessor and Lessee have executed this instrument on the day and year first above written.

IN THE PRESENCE OF:

RICHLAND COUNTY, SOUTH CAROLINA

By: _____
Torrey Rush, Chairman, County
Council of Richland County, South
Carolina

As to Lessor

**ATTEST:
(SEAL)**

By: _____
Clerk to County Council of Richland
County, South Carolina

KOYO BEARINGS NORTH AMERICA, LLC

By: _____
Name: _____
Its: _____

As to Lessee

STATE OF _____)
)
COUNTY OF _____)

PERSONALLY APPEARED BEFORE ME the undersigned witness and made oath that (s)he saw the within named KOYO BEARINGS NORTH AMERICA, LLC, a Delaware limited liability company, by its duly authorized officer(s), sign, seal and as its act and deed, deliver the within written First Amendment of Memorandum of Lease Agreement, and that deponent with the other witness subscribed below witnessed the execution thereof.

SWORN to before me this ____
day of March, 2016.

Notary Public for _____

My Commission Expires: _____

**FIRST AMENDMENT OF INDUCEMENT AND MILLAGE RATE AGREEMENT AND,
LEASE AGREEMENT**

This First Amendment of Inducement and Millage Rate Agreement and Lease Agreement (the "Amendment") is entered into as of this ____ day of March, 2016 by and between Richland County, South Carolina (the "County"), a body politic and corporate and a political subdivision of the State of South Carolina and Koyo Bearings North America, LLC (f/k/a Koyo Bearings USA, LLC) (the "Company"), a Delaware limited liability company, as assignee of Koyo Corporation U.S.A. (n/k/a JTEKT North America Corporation), and amends that certain Inducement and Millage Rate Agreement dated December 1, 1997 (the "Inducement Agreement") and Lease Agreement dated December 1, 1997 (the "Lease Agreement") originally by and between the County and Koyo Corporation U.S.A. (n/k/a JTEKT North America Corporation) and related to investment at the Company's manufacturing facility in the County (the "Project") (with the Inducement Agreement and Lease Agreement related to the Project collectively referred to herein as the "FILOT Agreements").

WHEREAS, all capitalized terms not specifically defined herein shall have the meaning as defined in the FILOT Agreements (as that term is defined above), and if not defined therein shall have the meaning as defined in Title 4, Chapter 12 of the Code of Laws of South Carolina 1976, as amended (the "Act"); and

WHEREAS, Koyo Corporation of U.S.A. (n/k/a JTEKT North America Corporation - "JTEKT") and the County entered into the FILOT Agreements, and also executed and recorded a related Memorandum of Lease Agreement, recorded in the Register of Deeds of the County in Book 1427, Page 0131; and

WHEREAS, JTEKT and the Company subsequently entered into that certain Assignment and Assumption of Lease Agreement and Inducement and Millage Rate Agreement (the "Assignment"), dated December 22, 2014, assigning all of JTEKT's right, title, and interest in, to, and under the FILOT Agreements to its wholly-owned subsidiary, the Company; and

WHEREAS, the County approved, ratified and provided its consent to the Assignment; and

WHEREAS, the Company accepted all of JTEKT's right, title, and interest in, to, and under the Assignment, including the FILOT Agreements; and

WHEREAS, the Company continues to operate the Project now under the FILOT Agreements; and

WHEREAS, the Company intends to make continuing and further replacement property investment in the Project of least \$20 million over the next ten (10) years, and has requested the County to amend the FILOT Agreements so as to authorize an extension of the Term (as that term is defined in the FILOT Agreements) from twenty (20) to thirty (30) years for the Project; and

WHEREAS, the laws of the State of South Carolina allow an extension of the term of a lease agreement to thirty (30) years; and

WHEREAS, the County and the Company now desire to amend the FILOT Agreements to increase to the Term from twenty (20) to thirty (30) years.

NOW, THEREFORE, in consideration of the mutual covenants contained herein and other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the County and the Company agree as follows:

1. Extension of the Term. The Term as provided under Sections 1.01, 3.01, 4.01, 5.01, 6.01, 6.03, 8.03, 8.04, 10.01, 10.02 of the Lease Agreement and Sections 2.3(a), 2.3(g), 2.3(h), 2.3(i)(3)(i) of the Inducement Agreement shall be extended until midnight on December 31 of the thirtieth (30th) year after the last year during which any portion of the Project is placed in service or the last FILOT Payment is made under the Lease Agreement, whichever is later, pursuant to Section 4-12-30(C)(4) of the Act, and all other sections of the Inducement Agreement and Lease Agreement shall otherwise be revised to provide for such extension of the Term.

2. Memorandum of Lease Agreement. The County and the Company shall execute a First Amendment to Memorandum of Lease Agreement reflecting this Amendment, a copy of which is attached hereto, and which shall be recorded by the Company with the County.

3. County Expenses. The Company shall reimburse the County for reasonable and necessary expenses, including, reasonable and necessary attorneys' fees, related to reviewing and negotiation of the Amendment and related documents, in an amount not to exceed \$1,500. The Company shall reimburse the County no more than 30 days after receiving an invoice from the County, or its agents, in which the amount and the general nature of the expense is provided.

4. Severability. If any term, provision, or any portion of this Amendment shall to any extent and for any reason be held by a court of competent jurisdiction to be invalid or unenforceable, the remainder of this Amendment shall not be affected thereby and shall nevertheless remain in full force and effect, and each term and/or provision of this Amendment shall be valid and enforceable to the fullest extent permitted by the law.

IN WITNESS WHEREOF, the County has executed this Amendment by causing its name to be hereunto subscribed by the Chairman of the County Council for the County and attested by the Clerk to the County Council, and the Company has executed this Amendment by causing its corporate name to be hereunto subscribed by its authorized representative, all being done as of the day and year first written above.

[signatures on following page]

RICHLAND COUNTY, SOUTH CAROLINA

By: _____
Torrey Rush, Chairman, County Council of
Richland County, South Carolina

(SEAL)

ATTEST:

By: _____
Clerk of Council of
Richland County, South Carolina

KOYO BEARINGS NORTH AMERICA, LLC

By: _____

Name: _____

Its: _____

A RESOLUTION AUTHORIZING THE EXTENSION OF THE FILOT TERM UNDER AN OCTOBER 1, 1996, LEASE PURCHASE AGREEMENT BY AND BETWEEN RICHLAND COUNTY, SOUTH CAROLINA, AND BOSE CORPORATION

WHEREAS, Richland County, South Carolina (the “**County**”), acting by and through its County Council (the “**County Council**”), is authorized and empowered under and pursuant to, the provisions of the South Carolina Constitution and the Code of Laws of South Carolina 1976, as amended, and the case law of the Courts of the State of South Carolina (the “**State**”), to offer and provide certain privileges, benefits, and incentives to prospective industries as inducements for economic development within the County; is authorized and empowered under and pursuant to, the provisions of Title 4, Chapter 12, Code of Laws of South Carolina, 1976, as amended (the “**Act**”), to acquire, or cause to be acquired, properties (which properties constitute “projects” as defined in the Act) and to enter into agreements with any industry to construct, operate, maintain and improve such projects; to enter into or allow financing agreements with respect to such projects; and to accept any grants for such projects through which powers the industrial development of the State will be promoted and trade developed by inducing manufacturing and commercial enterprise to locate and remain in the State and thus utilize and employ the manpower, agricultural products and natural resources of the State and benefit the general public welfare of the County by providing services, employment, recreation or other public benefits not otherwise provided locally;

WHEREAS, in the exercise of the foregoing powers, the County and Bose Corporation (the “**Company**”), have heretofore entered into a Lease Purchase Agreement dated October 1, 1996, (the “**Lease Purchase Agreement**”), providing for certain incentives, including, without limitation, payment of a fee-in-lieu of taxes (“**FILOT**”) with respect to the **Project** (as defined in the Lease Purchase Agreement);

WHEREAS, the FILOT Term (as defined in the Lease Purchase Agreement), will expire on March 31, 2016, as to property placed in service during the initial year of the FILOT;

WHEREAS, the Company currently plans to sell the real property comprising the Project; and

WHEREAS, in order to enhance the marketability of the real property comprising the Project and in anticipation of future investment and job creation by a prospective purchaser at the Project, the Company has requested, that the County extend the FILOT Term (as defined in the Lease Purchase Agreement), as permitted by Section 4-12-30(C)(4) of the Act, from twenty (20) years to thirty (30) years, so that the Term of the FILOT and the Lease Purchase Agreement shall continue through March 31, 2026.

NOW, THEREFORE, BE IT RESOLVED, by County Council as follows:

Section 1. Statutory Findings and Determination. The County hereby finds and determines that an extension of the FILOT Term (the “**Extension**”) would directly and substantially benefit the general public welfare of the County by inducing a prospective

purchaser of the Project to make further investments and by providing the creation of jobs and employment, the increase of ad valorem tax base, service, employment or other public benefits not otherwise provided locally; that the Extension gives rise to no pecuniary liability of the County or incorporated municipality or a charge against the general credit or taxing power of either; that the purposes to be accomplished by the Extension, i.e., economic development, creation of jobs, and addition to the tax base of the County, are proper governmental and public purposes; that the prospective additional investments in or at the Project which is located in the County and State are of paramount importance; and that the benefits of the Extension will be greater than the costs.

Section 2. Approval of Extension of FILOT Term From Twenty (20) Years to Thirty (30) Years. The County hereby grants an extension of the FILOT Term under the Lease Purchase Agreement pursuant to Section 4-12-30(C)(4) for an additional ten (10) years so that the FILOT term shall continue through March 31, 2026.

Section 3. Further Actions. The Chair of County Council, the County Administrator and the Clerk to County Council, for and on behalf of the County, are hereby each authorized and directed to do any and all things necessary to effect the performance of all obligations of the County under this Resolution.

Section 4. Governing Law. This Resolution shall be construed and interpreted in accordance with the laws of the State.

Section 5. Severability. The provisions of this Resolution are hereby declared to be separable and if any section, phrase or provision shall for any reason be declared by a court of competent jurisdiction to be invalid or unenforceable, such declaration shall not affect the validity of the remainder of the sections, phrases and provisions hereunder.

DONE, RATIFIED AND ADOPTED this ____ day of _____, 2016.

RICHLAND COUNTY COUNCIL:

Chairman

ATTEST:

Clerk
Richland County Council
Richland County, South Carolina

**A RESOLUTION SUPPORTING THE CREATION OF A
NONPROFIT CORPORATION WITH MIDLANDS TECHNICAL
COLLEGE ENTERPRISE CAMPUS AUTHORITY FOR THE
PURPOSE OF DEVELOPING AND MARKETING THE
ENTERPRISE CAMPUS IN ORDER TO ATTRACT NEW AND
EXPANDING COMMERCIAL AND MANUFACTURING
ENTERPRISES TO RICHLAND COUNTY AND OTHER
MATTERS RELATED THERETO**

WHEREAS, Richland County, South Carolina (“County”), acting by and through its County Council (“County Council”) is authorized and empowered under and pursuant to the provisions of Title 4, Chapter 9, Code of Laws of South Carolina, 1976, as amended, to make and execute contracts;

WHEREAS, Midlands Technical College Enterprise Campus Authority (“MTCECA”) owns an approximately 130-acre area located in the County near the South Carolina Research Authority and Northwoods Golf Course properties and which is bounded in part by Pisgah Church Road and Gateway Plantation (“Enterprise Campus”);

WHEREAS, MTCECA desires to develop and sell all or a portion of the Enterprise Campus for the purpose of attracting new or expanding commercial or manufacturing enterprises to the County in order to enhance private sector investment in the County thereby increasing the tax base of the County and providing jobs opportunities for the citizens of the County and educational and employment opportunities for the students of Midlands Technical College;

WHEREAS, MTCECA has requested the County assist MTCECA in marketing the Enterprise Campus by allowing the County’s Economic Development Office (“Office”) and staff, at the Office’s expense, to include the Enterprise Campus in the Office’s “inventory” of property that is available for economic development purposes and to market the Enterprise Campus to economic development prospects;

WHEREAS, to facilitate the sale of the property, MTCECA has further requested the County to jointly create a nonprofit corporation (“Corporation”), to which MTCECA and the County would each appoint directors to serve on the board of the Corporation, which would (i) hold title to all or a portion of the Enterprise Campus and (ii) sell all or portions of the Enterprise Campus to commercial and manufacturing entities seeking to locate or expand in the County, including economic development prospects with which the Office has negotiated;

WHEREAS, the responsibilities of MTCECA and the County with respect to the Enterprise Campus and the Corporation will be more fully set forth in an Intergovernmental Agreement (“IGA”) between the County and MTCECA, the substantially final form of which has been negotiated by County staff, including the County’s Economic Development Director, and reviewed by counsel to the County;

WHEREAS, County Council has been advised regarding the transactions described in this Resolution, including specifically the terms of the proposed IGA and the bylaws of the Corporation;

WHEREAS, prior to execution of the IGA, the creation of the Corporation, and the transfer of the Enterprise Campus from MTCECA to the Corporation, MTCECA must seek and receive approval from the State Fiscal Accountability Authority and other agencies of the State of South Carolina (“State”) regarding the sale of the Enterprise Campus; and

WHEREAS, prior to seeking such approval by the State Fiscal Accountability Authority, MTCECA has requested County Council adopt this Resolution to evidence the County's support of the development, marketing, and sale of the Enterprise Campus and the County's intent to carry out the transactions as summarized in this Resolution, and more particularly described in the IGA, following approval by the State Fiscal Accountability Authority.

NOW, THEREFORE, BE IT RESOLVED by the County Council in meeting duly assembled:

1. The County supports the development, marketing, and sale of the Enterprise Campus and the creation of the Corporation.
2. Subject to receiving approval by the State Fiscal Accountability Authority and State law and the rules and procedures of the County with respect to the enactment of appropriate authorizing ordinances, the County intends to jointly create the Corporation and enter into the IGA with MTCECA, which will more fully set forth the obligations of the County with respect to the Enterprise Campus and the Corporation.
3. The Chairman, the Administrator, the Economic Development Director or such other designated officials may take any and all further action as may be reasonably requested by MTCECA or the State to evidence its support of the development, marketing and sale of the Enterprise Campus authority and the creation of the Corporation.
4. All resolutions, and parts thereof in conflict with this Resolution are, to the extent of such conflict, hereby repealed.
5. Should any part, provision, or term of this Resolution be deemed unconstitutional or otherwise unenforceable by any court of competent jurisdiction, such finding or determination shall not affect the rest and remainder of the Resolution or any part, provision or term thereof, all of which is hereby deemed separable.

DONE AND PASSED this 9th day of February 2016.

RICHLAND COUNTY, SOUTH CAROLINA

By: _____
Chairman, Richland County Council

ATTEST:

Clerk, Richland County Council



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

Applicant must reside in Richland County.

Name: Andrew R. Lucas

Home Address: 6503 Sandale Dr, Columbia, SC 29206

Telephone: (home) (803) 231-3603 (work) (803) 779-7779

Office Address: 1619 Pendleton St, Columbia, SC 29201

Email Address: alucas@innatusc.com

Educational Background: USC - B.S Hospitality, Rest, and Tourism Management

Professional Background: 16 yrs in Hospitality industry and 8 yrs as Hotel GM

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

Name of Committee in which interested: Accommodations Tax Committee

Reason for interest: To lend experience and help guide our local community.
As a life long county resident, I would be honored to serve as a committee member.

Your characteristics/qualifications, which would be an asset to Committee, Board or Commission:
Team player. Hospitable. Flexible schedule.
I've spent most of my life in this County and am very familiar with our community.

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

Any other information you wish to give? Thank you for the opportunity

Recommended by Council Member(s): _____

Hours willing to commit each month: as needed.

CONFLICT OF INTEREST POLICY

It is the policy of Richland County to require disclosure of any personal or financial interest that may be influenced by decisions of the Committee, Board or Commission for which any citizen applies for membership.

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.

Any person who willfully files a false or incomplete statement of disclosure or no change of condition, or who willfully fails to make any filing required by this article, shall be subject to such discipline, including censure and disqualification from the Committee, Board or Commission, by majority vote of the council.

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

1/5/18
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>1-7-16</u>	Received by: <u></u>
Date Sent to Council: _____	
Status of Application: <input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> On file	

2



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

Applicant must reside in Richland County.

Name: A. Dowl Knight

Home Address: 10 Carol Ct Ridgeway SC 29130 (my property taxes are pd to Richland County)

Telephone: (home) 803.714.0207 (work) 803.736.5500

Office Address: 9357 Two Notch Rd., Ste 101, Columbia SC 29223

Email Address: dowl@adowlknightcpa.com

Educational Background: BS in Business Administration from College of Charleston
Position filled Position filled

Professional Background (Must be one): CPA Attorney Business person

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

Name of Committee in which interested: Business Service Center Appeals Board

Reason for interest: To become more involved in local government

Your characteristics/qualifications, which would be an asset to Committee/Board/ Commission:
(A resume is also requested.) I have owned & operated a CPA firm for 15 years. I have been exposed to many different types of businesses while serving my clients.

Presently serve on any County Board/Commission/Committee? No

Any other information you wish to give? _____

Recommended by Council Member(s), if any: No

Hours willing to commit each month: 10-15 hrs

CONFLICT OF INTEREST POLICY

It is the policy of Richland County to require disclosure of any personal or financial interest that may be influenced by decisions of the board for which any citizen applies for membership.

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 boards shall be required to abstain from voting or influencing through discussion or debate or any other way, decisions of the board 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.

Any person who willfully files a false or incomplete statement of disclosure or no change of condition, or who willfully fails to make any filing required by this article, shall be subject to such discipline, including censure and disqualification from the Board or Commission, as the County Council, by majority vote of the council, shall elect.

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 board? Yes No

If so, describe: I own a CPA firm located in Richland County. Whenever the board votes to increase fee rates, it has an effect on my business.

[Signature]
Applicant's Signature

1/5/2016
Date

For more information about the Business Service Center Appeals Board, please e-mail bsc@rcgov.us or call 576-2287.

Applications are current for one year.

Please return applications to:

**Richland County
Clerk of Council's Office
Post Office Box 192
Columbia, SC 29202**

Staff Use Only	
Date Received: <u>1-5-16</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



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

Applicant must reside in Richland County.

Name: Shirley D. Mills

Home Address: 2206 Lincoln Street Columbia, SC 29201

Telephone: (home) (803) 513-9108 (work) (803) 777-0980

Office Address: 232 Thornwell Admin., Univ. of South Carolina, Columbia, 29208

Email Address: smills@mailbox.sc.edu

Educational Background: BA Columbia College 1979

Professional Background: Director of Government & Community Relations, USC

Male Female

Age: 18-25 26-50 Over 50

Name of Committee in which interested: RMH Board of Trustees

Reason for interest: I have been impressed with the work of RMH over the years and would like to contribute to its continued success.

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

My 35 years of experience in government and community relations and my knowledge of and keen interest in public health issues would be an asset to the Board

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

Any other information you wish to give? _____

Recommended by Council Member(s): Greg Pearce

Hours willing to commit each month: as many hours as necessary to get the job done

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.

Any person who willfully files a false or incomplete statement of disclosure or no change of condition, or who willfully fails to make any filing required by this article, shall be subject to such discipline, including censure and disqualification from the Committee, Board or Commission, by majority vote of the council.

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 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 no _____

If so, describe: _____

Shirley L. Mills
Applicant's Signature

11-20-2015
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>11-23-15</u>	Received by: <u>Jim W. Roberts</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: Jennifer Ford-Cooper

Home Address: 113 Carolina Ridge Drive Columbia, SC 29229

Telephone: (home) 803-237-6080 (work) 803-734-0359

Office Address: 2221 Devine Street, Columbia, SC 29229

Email Address: jenniferkford@yahoo.com

Educational Background: University of South Carolina, B.S. in Info. Management

Professional Background: SCRA; SCDEW and SCDCA

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

Name of Committee in which interested: Richland Memorial Hospital Board

Reason for interest: By helping to identify long-term goals, seek out diverse collaborative opportunities, and brainstorm—as well as potentially implement—innovative strategies for lasting change.

Your characteristics/qualifications, which would be an asset to Committee, Board or Commission:
I thrive on going above and beyond. I'm confident that I would bring many unique qualities to this board.

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

Any other information you wish to give? _____

Recommended by Council Member(s): _____

Hours willing to commit each month: Approximately 8-10 hours

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

11/17/2015
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: _____	Received by: _____
Date Sent to Council: _____	
Status of Application: <input type="checkbox"/> Approved	<input type="checkbox"/> Denied <input type="checkbox"/> On file

Jennifer K. Ford-Cooper, MBA
113 Carolina Ridge Drive, Columbia, SC 29229
E-mail: jenniferkford@yahoo.com/Mobile: 803-237-6080

Objective: To obtain a position utilizing acquired skills/experiences in an organization with need for a determined professional with a background in project management, public relations and information management.

Education:

- University of South Carolina, Columbia, SC,
Bachelor of Science, Integrated Information Technology (formerly AIME), August 2003
- Webster University, Columbia, SC
Master's Degree, Business Administration, May 2008
- Grant Writing and Management USA Alumni, October 2012
- ~~George Mason University, Fairfax, VA~~
Legal Studies Certificate Program (Anticipated Graduation: August 2015)

Technical Skills:

- Applications: Microsoft Office Suite (Excel, Word, PowerPoint, Outlook, Microsoft Office SharePoint, Access and Publisher), Adobe Design Standard CS6 (Photoshop, InDesign, Illustrator) – More than 10 years of experience

Organizations/Boards

- International Association of Workforce Professionals (IAWP)(2007-2008)
- SCESC LMI Technology Committee (2007-2009)
- Sistah Friend Book Club Literary Festival—Marketing Committee Chair (2009-2010)
- SCDEW Accountability Report Chairperson (2009-2011)
- Sistah Friend Book Club Advisory Committee Member—(2014-Present)
- Columbia Junior League (2015 – Present)

Employment History:

State Identity Theft Coordinator (9/13- Present)

SC Department of Consumer Affairs, Identity Theft Division, Columbia, SC

- Administer and enforce applicable state and federal laws related to identity theft
- Serves as division contact in the development of needs assessment and evaluation
- Coordinate outreach efforts aimed to increase public awareness via presentations, webinars and event coordination
- Research state and federal laws related to identity theft and assist with general legislative research and remain knowledgeable of national trends related to identity theft
- Maintain effective working relationships with federal, state and local agencies, media, and community organizations for the purpose of seeking out partnership opportunities
- Maintains multiple database systems for statistical tracking/reporting needs
- Serves as POC for IDTU division contracts
- Coordinates division procurement requests

Research and Planning Administrator of Promotion & Publications and Workforce Information Management (6/07-3/13)

SC Department of Employment and Workforce, Labor Market Information, Columbia, SC

- Served as a lead contact for all department marketing activities and products
- Oversaw the implementation of agency's first social media effort by means of initial blog launch
- Conducted statistical research/analysis via detailed summaries on economic/workforce trends data
- Supervised the promotion, operation and management of "fee for service" programs
- Prepared, coordinated, and presented professional presentations on agency products and services
- Attended employment events and conferences as a vendor/presenter/exhibitor
- Monitored department/agency customer service outcomes for accountability purposes
- Served as liaison between LMI Department and Information Technology Services on functional enhancements, web redesign and special project additions as needed

Project Administrator/Web Coordinator 4/05- 5/07

Program Associate 11/01 – 4/05

South Carolina Research Authority—SC EPSCoR/IDeA Program, Columbia, SC

- Analyzed program participant data and created customized summaries for reporting purposes
- Submitted results of research proposal solicitations in response to NASA/DOE/DoD and other SC EPSCoR/IDeA funded programs
- Provided support for professional State and National outreach events
- Served as web coordinator for both the SC EPSCoR and SC IDeA sites
- Developed event materials for outreach activities as needed; e.g., themed logos, program handouts, event summary reports, etc.)
- Supported program promotional efforts to increase public awareness via online content posts and newsletter development

References

Annette McCoy
803-360-3870

NeKeshia Jones
864-221-2265

Andre Davis
803-528-6227

Jeanette Gray
803-608-9957

Kareemah Dennis
803-467-0896



APPLICATION FOR SERVICE ON RICHLAND COUNTY
COMMITTEE, BOARD OR COMMISSION

Applicant must reside in Richland County.

Name: Ray Borders Gray

Home Address: 1404 Oak Street, Columbia, SC 29204

Telephone: (home) (803) 988-0684 (work) (803) 545-3779

Office Address: 1737 Main Street, Columbia, SC 29201

Email Address: rbgray@columbiasc.net

Educational Background: BA emphasis Journalism; MBA

Professional Background: Governmental Affairs and Community Relations

Male Female

Age: 18-25 26-50 Over 50

Name of Committee in which interested: [REDACTED] Hospital Board

Reason for interest: I want to be an active participant who shapes the future of the zoo.

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

I have a tremendous background in governmental affairs and public relations, which
could prove helpful on the commission.

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

Any other information you wish to give? _____

Recommended by Council Member(s): _____

Hours willing to commit each month: Varies

CONFLICT OF INTEREST POLICY

It is the policy of Richland County to require disclosure of any personal or financial interest that may be influenced by decisions of the Committee, Board or Commission for which any citizen applies for membership.

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.

Any person who willfully files a false or incomplete statement of disclosure or no change of condition, or who willfully fails to make any filing required by this article, shall be subject to such discipline, including censure and disqualification from the Committee, Board or Commission, by majority vote of the council.

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

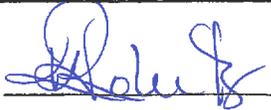
11/17/2014

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>1-15-16</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: **Carolyn Rebecca Seabrook**

Home Address: P.O. Box 210173 Columbia, S.C. 29221-0173

Telephone: (home) (803) 781-0531 (work) (803) 414-3286

Office Address: N/A

Email Address **carolynseabrook@outlook.com.**

Educational Background: BA, Soc.Sc./Psy; MA.HLTH Admin.; MA, Mental HLTH Counseling

Professional Background: Soc.Worker; Spanish Teacher; Postmaster (Ret.); Librarian Asst.

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

Name of Committee in which interested: **Richland Memorial Hospital Trustee Board**

Reason for interest: I have an undying passion to continue to foster Palmetto Richland Memorial Hospital's Mission and Vision Statements along with the Trustees. Further, I would like to assist them as they persist to deliver a healthy and a safe health system as well as maintain a profound financial structure for the sick and health wellness community.

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

I am a health enthusiast with: interpersonal relations skills, managerial/financial skills/responsibilities, duty of care and duty of loyalty insights, health administration skills, and customer services skills in addition to upholding a fiduciary role.

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

Any other information you wish to give? ***I ultimately desire to become a part of the team that is prolonging the success of this hospital.***

Recommended by Council Member(s): _____

Hours willing to commit each month: **Often as needed to fulfill its missions, visions and goals.**

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: _____

Carolyn R. Seabrook
Applicant's Signature

1-13-16
Date

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

2
Rec'd 1-14-16
[Signature]



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

Applicant must reside in Richland County.

Name: Carolyn Rebecca Seabrook

Home Address: P.O. Box 210173 Columbia, S.C. 29221-0173

Telephone: (home) (803) 781-0531 (work) (803) 414-3286

Office Address: N/A

Email Address carolynseabrook@outlook.com.

Educational Background: BA, Soc.Sc./Psy; MA, HLTH Admin.; MA, Mental HLTH Counseling

Professional Background: Soc. Worker; Spanish Teacher; Postmaster (Ret.); Librarian Asst.

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

Name of Committee in which interested: LRADAC

Reason for interest: I have an undying passion to continue to foster Palmetto Richland Memorial Hospital's Mission and Vision Statements along with the Trustees. Further, I would like to assist them as they persist to deliver a healthy and a safe health system as well as maintain a profound financial structure for the sick and health wellness community.

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

I am a health enthusiast with: interpersonal relations skills, managerial/financial skills/responsibilities, duty of care and duty of loyalty insights, health administration skills, and customer services skills in addition to upholding a fiduciary role.

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

Any other information you wish to give? I ultimately desire to become a part of the team that is prolonging the success of this hospital.

Recommended by Council Member(s): _____

Hours willing to commit each month: Often as needed to fulfill its missions, visions and goals.

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: _____

Carolyn R. Seabrook
Applicant's Signature

1-13-16
Date

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

Rec'd 1-14-16
[Signature]



APPLICATION FOR SERVICE ON RICHLAND COUNTY COMMITTEE, BOARD OR COMMISSION

Applicant must reside in Richland County.

Name: Robert Henry Wynn Jr.

Home Address: 1717 Wayne St. Columbia, S.C. 29201

Telephone: (home) 803-467-7068 (work) 803-777-8062

Office Address: Thomas Cooper Library 1322 Green St. Columbia, S.C. 29208

Email Address: sure2wynn@yahoo.com

Educational Background: 3 years college + 2 yrs. Tech school

Professional Background: Retired 42 years health care - Admin Asst @ USC currently.

Male [checked] Female []

Age: 18-25 []

26-50 []

Over 50 [checked]

Name of Committee in which interested: Richland Memorial Hospital Bd. of Trustees

Reason for interest: Worked @ RMH for 16 yrs. / other major teaching hospitals + was @ medic in USAF. Believe RMH is a top quality Hospital.

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

Commission:

Knowledgeable in many aspects of medical care, especially infants + children. Am engaged in many community service/care initiatives

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

Any other information you wish to give? Current Chair of DDRC in City of Cola.

Recommended by Council Member(s):

Hours willing to commit each month: As many as 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 DUI > 2008 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: _____

Robert A. [Signature]
Applicant's Signature

14 Jan 2016
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>1-13-16</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	

2



Bob Wynn

Administrative Assistant , Thomas Cooper Library at University of South Carolina
Columbia, South Carolina Area

Current Columbia Police Department Citizens Advisory Council,
Design Development Review Commission , City of Columbia
University of South Carolina,
South Caroliniana Library Society

Previous SouthStar Capital, LLC,
Lexington Pulmonary and Critical Care,
Solar Energy Access LLC

Education Howard University

- <https://www.linkedin.com/in/bob-wynn-51118322>

Council Member

Columbia Police Department Citizens Advisory Council

2015 – Present (1 year) Columbia, South Carolina

Administrative Assistant , Thomas Cooper Library

University of South Carolina

2015 – Present (1 year) Columbia, South Carolina

Supervise Postal Functions within Library System, shipping and receiving to/from all State Campuses as well as Inter- library loan system nationally / internationally.

Manage Shuttle / Courier service for Thomas Cooper Library.

Counselor to the Executive Board

South Caroliniana Library Society

April 2015 – Present (10 months)University of South Carolina, Columbia Campus

The University of South Carolina's Caroliniana Society is the private, non-profit patron organization of the South Caroliniana Library, a research unit within the University of South Carolina Library system. The Society exists to meet the following diverse goals: to acquire South Carolina-related research materials of all kinds and from all periods, to promote the preservation, appreciation, and use of these materials, and to support collateral projects.

Design / Development Review Commission Chairman

City of Columbia, South Carolina

November 2013 – Present (2 years 3 months) City of Columbia, South Carolina

Review of Design / Development Projects for New Construction / Preservation / Renovation within the City of Columbia according to Ordinances and Guidelines.



We Are Columbia

City of Columbia, South Carolina

Vice President

Arsenal Hill Neighborhood Association

February 2015 – Present (1 year) Columbia, South Carolina

Arsenal Hill is the Oldest Neighborhood located in the Heart of "FAMOUSLY HOT" Columbia, South Carolina
Past President 2013 - 2015



Columbia's Oldest Neighborhood

Board Member

Transitions / Midlands Housing Alliance, Inc.

July 2013 – November 2015 Columbia, South Carolina Area

Transitions serves the needs of the Homeless Population, connecting them with services, training, housing and job referrals.



Business Development Executive

SouthStar Capital, LLC

August 2014 – October 2014 (3 months) Columbia, South Carolina

Providing Working Capital for Start-up and Existing Businesses within the Midlands of South Carolina via various financing vehicles. We serve all industries and markets.

Covering the Midlands of South Carolina

Respiratory Therapist

Lexington Pulmonary and Critical Care

October 2012 – April 2013 (7 months) Lexington, South Carolina

Patient assessment and education, Pulmonary Function testing, electronic medical record keeping; medication administration and prescription ordering; appointment, exam and procedure scheduling; pulmonary hypertension research monitoring; office equipment and supply management.

CEO/Owner

Solar Energy Access LLC

June 2011 – April 2013 (1 year 11 months) Columbia, South Carolina Area

Solar energy design, installation and maintenance.
Sale of related products for individuals and businesses.

Solar Energy Access LLC

Independent Insurance Associate

Aflac

May 2012 – October 2012 (6 months) Columbia, South Carolina Area

Neonatal / Pediatric Respiratory Therapist

Medical University of South Carolina

May 2008 – May 2011 (3 years 1 month) Charleston, South Carolina Area

Administered neonatal resuscitation, airway management, pulmonary care, ventilator management in Neonatal High-Risk Nursery (NICU) and Delivery Rooms (L&D), Pediatric Emergency (ER), Pediatric Intensive Care Units (PICU) and Pediatric Cardiac Care Unit (PCICU).

RETIRED FROM FIELD AFTER 42 YEARS OF REWARDING SERVICE and EXPERIENCES.

Aeromedical Evacuation Specialist

United States Air Force

1980 – 1987 (7 years)

Inter-continental Transport of Military patients of all branches of service.
In-flight medic trainer.

69th AES...McGuire AFB, NJ

Volunteer Experience & Causes

Surgical Anesthesia Assistant and Spanish Interpreter

Children's Cross Connection International

1999Health

Suchitoto, El Salvador

Citizen's Police Academy Graduate

City of Columbia Police Department

2012Education

Instruction on the various Public Safety disciplines of the City Of Columbia Police Department.

Universal Protection Service

SLED Required Training in Law Enforcement

2014

Legal Issues, search and seizure, laws of arrest. Arrest Procedures and Techniques.

Citizens Advisory Council for the Columbia Police Department Member

Citizens Advisory Council for the Columbia Police Department

August 2015

Causes Bob cares about:

- Animal Welfare
- Arts and Culture
- Children
- Civil Rights and Social Action
- Economic Empowerment
- Education
- Environment
- Health
- Human Rights
- Disaster and Humanitarian Relief
- Politics
- Poverty Alleviation
- Science and Technology
- Social Services

Organizations Bob supports:

- United Way of America
- Transitions
- American Red Cross
- American Cancer Society
- Team Rubicon, Inc.

Robert H. Wynn Jr.

Chronicle of 42 Years of Health Care Experience

- Lexington Pulmonary and Critical Care** Oct 2012 - April 2013
Pulmonary Function Testing, Prior Authorizations and Certificates of Medical Need,
Procedure and Exam Scheduling, Patient Care, Medication Administration
- Aflac** May 2012 – Oct 2012
Independent Sales Associate
Supplemental Health, Disability, Accident and Life Insurance
- Medical University of South Carolina** May 2008 – May 2011
Pediatric and Neonatal Respiratory Care
High-Risk Neonatal Intensive Care and Delivery, Pediatric Intensive Care and Emergency Room,
Pediatric Cardiac Intensive Care
- Lexington Medical Center** Sept 2003 – Feb 2008
Staff Respiratory Therapist 1995 - 1997
Adult Intensive Care, Emergency and Recovery Room,
High Risk Neonatal Care and Delivery, Ventilator Protocol and Policies (APRV),
- Providence Hospital** Dec 2003 – Aug 2004
Staff Respiratory Therapist
Adult Cardiac Intensive Care and Emergency Room
- Carolina's Medical Center** Sep 2001 – Aug 2003
Neonatal and Pediatric Respiratory Care
High-Risk Neonatal Care, Delivery and Transport (Ambulance, Helicopter, Fixed-Wing),
Pediatric Intensive Care and Emergency Room, Pediatric Cardiac Intensive Care
- Palmetto Children's Hospital** Feb 1994 – Oct 2000
Neonatal and Pediatric Respiratory Care 1986 - 1990
High-Risk Neonatal Intensive Care and Delivery, 1977 - 1978
Neonatal and Pediatric Transport (Ambulance and Helicopter),
Pediatric Emergency Room, ECMO Perfusionist and Team Trainer, Shift Supervisor
- Bunnell Incorporated** May 1993 – Feb 1994
Clinical Specialist and Territorial Sales Rep / High-Frequency Neonatal Ventilation

Robert H. Wynn Jr.

Respiratory Care Plus, Inc.

Home Care Respiratory Therapist

May 1993 – Feb 1994

Albert Einstein Medical Center - Wieler Hospital

Neonatal Respiratory Care

High risk Neonatal Care and Delivery

High-Risk Neonatal Transport (Ambulance), Staff Development and Training

March 1991 – May 1993

Yale – New Haven Medical Center

Staff Respiratory Therapist

Neonatal and Pediatric Intensive Care and Emergency Room,

Pediatric Cardiac Intensive Care

May 1990 – May 1991

United States Air Force Reserve

69th Aeromedical Evacuation Squadron

McGuire AFB

In-flight Medic Trainer,

Inter-Theater Patient Care and Evacuation

July 1980 – April 1987

Bellevue Hospital Respiratory Therapy Program

Neonatal / Pediatric Class Instructor, Clinical Instructor,

Student Coordinating Manager

Sep 1983 – June 1985

Mount Sinai Hospital School of Medicine

Dept. of Pediatrics, Pulmonary Center

Teaching Associate (HEW Grant # 2018),

Clinical Instructor, Bellevue Hospital Respiratory Care Program,

Neonatal and Pediatric Intensive Care and Pulmonary Clinics,

Sep 1978 – Sep 1983

**South Carolina Department of Health
and Environmental Control**

Bureau of Maternal and Child Care

Improved Pregnancy Outcome Project

Statistical Data Coordinator

June 1977 – Sep 1978

Columbia Presbyterian Medical Center

Dept. of Neonatology Research Assistant (NIH Grant # 52948)

Staff Therapist Neonatal, Pediatric, Adult Intensive Care, ER

July 1976 – June 1977

June 1984 – June 1985

Robert H. Wynn Jr.

Dayton Children's Medical Center

June 1973 – July 1976

Assistant Director Respiratory Care

Neonatal High-Risk Intensive Care, Pediatric Intensive Care and Emergency Room

Pediatric and Neonatal Transport (Ambulance)

Bellevue Hospital Center

Sep 1971 – June 1973

Staff Respiratory Therapist

Adult, Neonatal, Pediatric Intensive Care and Emergency Room

Publications:

***ARDS / ALI Airway Pressure Release Ventilation
(APRV) Management***

2007

Protocol, PowerPoint Presentation, and Training Guide

Pneumonia, Bronchiolitis and Sepsis in Children

2006

PowerPoint Lecture at South Carolina Respiratory Care Winter Forum

Perspectives in International Childhood Pulmonary Disease

2005

PowerPoint Lecture at South Carolina Respiratory Care Winter Forum

Inter-Hospital Transport of ECMO Patients

1990

Marsh, Wynn, et al (Palmetto Children's Medical Center)

Abstract / Sixth Annual Children's National Medical Center ECMO Symposium
at University of Michigan

***Clinical Evaluation of Three Types of Continuously Measuring Oxygen Sensors – Their Potential
Use for Computer Control of Blood Oxygenation***

Brown, Sweet, Krouskopf, Wynn, et al (Mount Sinai School of Medicine

1980

In " Computers in Critical Care & Pulmonary Medicine" Plenum Press

Continuous Monitoring of PO2 in Neonates

James, Hyatt, Hegyi, Dangman, Wynn, et al (Columbia Presbyterian Medical Center)

1977

Presented at Society for Pediatric Research Meeting
in San Francisco

Robert H. Wynn Jr.

Medical Mission:

El Salvador Surgical Mission

1999

Children's Cross Connection International
Anesthesia and Surgical Assistant, Patient Recovery,
Spanish Translator for Team

Skills Applied:

Patient Assessment	Triage	Diagnosis
Oxygen Administration	Surfactant Administration	Nitric Oxide Administration
Heliox Administration	Helium Administration	Patient Monitoring
Arterial Blood Gas Analysis	ECMO perfusion	ECMO Transport
Ventilator Management	Ventilator Monitoring	HFV Oscillator
HFJ Ventilation	Electronic Medical Records	Intubation
Aerosol Administration	Protocol Development	Grant Writing
Staff Training and Development	Lecturing	Office Management
Risk Assessment	Inventory Management	Budget Management
Supervision	Sales	Patient Education
Cardio-Pulmonary Resuscitation	Cardiac Life Support	Data Analysis
Statistical Evaluation	NRP / PALS / BLS / ACLS Provider and Trainer	
Aeromedical Physiology	Emergency Transport	Airway Care
Disaster Relief and Response	Emergency Stabilization	Research

12 January 2016

To Richland County Council,

My name is Robert Wynn Jr. and I am applying for a position on The Richland Memorial Hospital Board of Trustees.

Having 42 years of medical experience, business leadership and community engagement; I feel I am duly qualified.

I have a keen awareness of hospital operations and the critical decisions that affect patients and providers. Thus I believe my contribution would be positive and constructive.

The attached documents will evidence my experience and the application for The Board.

Sincerely, 
Robert H. Wynn Jr.



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

Applicant must reside in Richland County.

Name: Dr. Traci Young Cooper
Home Address: 120 Stonebrook Drive - Blythewood, South Carolina 29016
Telephone: (home) (803) 735-9938 (work) (803) 231-6842
Office Address: Waverly Administration Bldg. 1225 Oak Street - Suite 101, Cola., 29204
Email Address: cooper4kidsc@gmail.com
Educational Background: Georgetown University, Univ. of South Carolina, SC State Univ.
Professional Background: Educator/Chair - SC State Board of Education
Male Female Age: 18-25 26-50 Over 50
Name of Committee in which interested: Richland Memorial Hospital Board of Trustees
Reason for interest: Public health is one of the most critical issues impacting our community. I wish to serve to ensure the vitality and sustainability of this hospital.
Your characteristics/qualifications, which would be an asset to Committee, Board or Commission:
Six year service (Palmetto Health Board of Trustees); Former Chair - PH Community Health Services Committee; Member - Executive & Audit and Compliance Committees
Presently serve on any County Committee, Board or Commission? SC Board of Education
Any other information you wish to give? *Note: See Attached Vita
Recommended by Council Member(s): Mr. Greg Pearce (District 6)
Hours willing to commit each month: 3-5 Hours Per Week (As needed and required)**

CONFLICT OF INTEREST POLICY

It is the policy of Richland County to require disclosure of any personal or financial interest that may be influenced by decisions of the Committee, Board or Commission for which any citizen applies for membership.

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.~~

Any person who willfully files a false or incomplete statement of disclosure or no change of condition, or who willfully fails to make any filing required by this article, shall be subject to such discipline, including censure and disqualification from the Committee, Board or Commission, by majority vote of the council.

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.

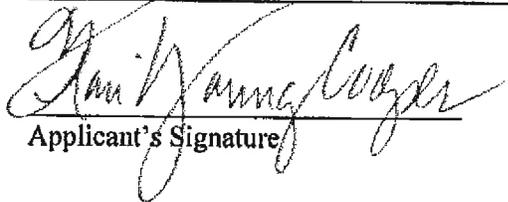
Yes _____ No X

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 X No _____

If so, describe: Spouse is a Practicing Dentist in the Palmetto Health Dental Services Network. When serving prior as a Palmetto Health Trustee, I always recused myself from active voting on any matters related to this Initiative or the procurement of dentists


Applicant's Signature

November 17, 2015
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: _____	Received by: _____
Date Sent to Council: _____	
Status of Application:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied <input type="checkbox"/> On file

TRACI YOUNG COOPER, Ed.S., Ed.D.

120 Stonebrook Drive * Blythewood, South Carolina 29016 * H: (803) 735-9938 * C: (803) 479-5259

Traci Young Cooper, Ed.D. serves as Chair of the South Carolina State Board of Education representing the Fifth Judicial Circuit. From 2013-2014, Cooper served as Chair-elect of the State Board. She has worked as a secondary English language arts teacher, curriculum resource teacher, assistant administrator, assistant principal and district-level administrator. In 2002, Cooper was selected as South Carolina's *State Teacher of the Year*. During her tenure, she served as a statewide ambassador for the teaching profession and participated in a one-year residency at the *South Carolina Center for Teacher Recruitment and Retention* (now the *Center for Educator Recruitment, Retention and Advancement*). Additionally, she successfully chaired the *South Carolina Teacher Forum* comprised of the state's accomplished honor roll and district *Teachers of the Year*.

As a lifelong learner, Cooper is a graduate of Richland School District One's *Aspiring Administrators Academy*, *South Carolina Educational Policy Fellows Program*, and was a *Fulbright Memorial Fund Teacher Program* participant to Toyko, Japan. She was also named by the National Afterschool Alliance (Washington, DC) as a 2007 *National Afterschool Ambassador*.

Her acute interest in educational policy formation and public school advocacy was cemented during her service on the *South Carolina Education Oversight Committee* where she served two consecutive terms. While on the EOC, she worked with bi-partisan colleagues on the on-going review of the state's education improvement process, assessed school/school district outcomes, promoted the need for higher levels of student achievement, and evaluated the standards schools must meet to build the education system needed to compete in the 21st century.

As a Trustee for Palmetto Health Hospital, Cooper focused critically on patient safety, quality outcomes and public health. She served as Chair of the Community Health Services Committee, and was a member of the Executive Committee and Board Representative on the Total Optimum Integration (TOI) Strategic Planning (Cardiology Integration Committee). She also represented the Palmetto Health Trustees on the hospital system's *Diversity Steering Committee* and represented the hospital as a member of the South Carolina Hospital Association Board of Trustees. Cooper holds "Best On Board" certification in the *Essentials of Healthcare Governance* and *The Quality Imperative* by the South Carolina Hospital Association. She also served on the Palmetto Health Audit and Compliance Committee and is actively involved in supporting the Palmetto Health Foundation, her favorite charity.

Cooper is a lifetime member of the South Carolina Association of School Administrators, and the American Red Cross of the Midlands board of directors (Clara Barton Philanthropy Society), South Carolina Educational Television (SCETV) Endowment Board of Governors (Vice President), Junior League of Columbia (Sustainer), and University of South Carolina Education Foundation Board. She is also a member of Delta Sigma Theta Sorority, Incorporated, Jack and Jill of Columbia, and the Columbia Chapter of Moles, Incorporated.

Her recognitions include: 2014 Riley Institute at Furman University Diversity Fellow (SC Diversity Leaders Initiative Midlands Class VII), 2014 City of Columbia's 2014 *Top Women of Influence* Award Honoree (SESBM Magazine – Pyatt Media), 2002 *University of South Carolina Black Alumnus of the Year* (USC Black Alumni Council), Palmetto Health Hospital Foundation 2013 Fellow, University of South Carolina Center for Colon Cancer Research *Colon Cancer Champion*, Richland School District One/Palmetto Health Foundation's *Breast Cancer Walk Team Captain*, Providence Hospital *Red Dress Women's Heart Health Campaign Ambassador*, *National Afterschool Ambassador* (National Afterschool Alliance), *United Black Fund Hall of Fame Honoree* (United Black Fund of the Midlands), *Lincoln C. Jenkins Community Service Award* (Columbia Urban League), *Woman of Distinction* (Girl Scouts of the Congaree area), *Richard Allen Award* (Allen University), and Jack and Jill of Columbia, SC 2012 *Mother of the Year*. She is a Trustee at First Calvary Baptist Church of Columbia, South Carolina and serves as Director of Extended Day Programs for Richland County School District One. Cooper is a Commissioned Notary through June 2022.

Cooper obtained a Bachelor of Arts in English from Georgetown University; Master of Arts in Teaching from the University of South Carolina; Educational Specialist degree from South Carolina State University; and a doctorate in Educational Administration from South Carolina State University. She is married to Dr. Noble P. Cooper, Jr., and the

2016 Council Retreat Directives

FY 17 Budget

- **FY17 Budget Directives**
 - The Administrator is to present a responsible budget up to the millage cap.
 - It is assumed that Millage Agencies will abide by the same directive as provided for the General Fund (ie, present a responsible budget up to the millage cap).
- **Health Insurance**
 - The Health Insurance Ad Hoc Committee will review options (ie, plan modifications; employee contribution strategy; different plans / contribution amounts based on salary; multiple plan options for employees) and make recommendations to Council during the budget process. It is recommended that the Committee meet as soon as possible, as a March 25 deadline for continuation was requested by our current provider.
- **Local Government Fund**
 - Approve the attached Resolution requesting full funding of the Local Government Fund, and provide to our Legislative Delegation.
- **Business Licenses**
 - Forward the attached correspondence to our Legislative Delegation regarding the County's position on business licenses.

Legal Update

- **Private Property Repairs**
 - Request an Attorney General's opinion regarding the County's ordinance on repairs on private property.

- **Discipline Amongst Members of Council**
 - If it is Council's intent to impose discipline amongst its members, the recommendation is to have a written rule.
- **Contracts / Agreements**
 - Ensure all applicable departments adhere to contracts / agreements / etc. going to the Legal Department for review.

Utilities

- **Direction of Utilities Department**
 - The Utilities Department and its operations will remain as-is. A Director has been hired. Once on board, he will update the water and sewer master plan, and will evaluate what opportunities may exist.
- **Lower Richland Sewer**
 - The project is moving forward towards its final steps (including property acquisition) before the bid occurs later this Spring.

Flood Update

- **Waiver of Fees**
 - First reading of an ordinance for the temporary waiver of building permit fees and plan review fees for homeowners, contractors, and Volunteer Organizations Active in Disaster (VOAD's), and allowing for the temporary waiver of business license fees for contractors and VOAD's is on the February 9, 2016 Council agenda. (The ordinance will be in effect for one year, and will be reviewed each year as part of the budget process.)
 - Create, staff and empower the Blue Ribbon Committee to oversee all Richland County Recovery Operations and the Richland County Disaster Recovery Working Group.
 - Finalize the pre-application process for HMGP by April 5th.

- Demobilize the Lower Richland Operations Center (LROC) due to the lack of activity and the VOAD's having taken over this role.
- Demobilize the County Donated Goods Relief Supply Warehouse transferring that function to the Long Term Recovery Group.
- Hire (at no cost to the County) a Community Recovery Specialist. This is a temporary position with a duration of over 150 days paid for by FEMA.
- Continue to work with the Council of Governments (COG) to update the Richland County portion of the Hazard Mitigation Plan (HMP) before the existing plan expires in August 2016.
- Be prepared to quickly approve the updated HMP once it is completed.

Diversity

- Create a formal Diversity Statement for Richland County.
- Consider funding a Workforce Diversity Study in the FY 17 budget process.

Public Works

- Reinstate the Performance Bond Requirements during the Warranty Period.
- Consider funding additional staff for the Land Development Division in the FY 17 budget process.
- Cap Bond Reductions at a minimal amount based on established criteria.
- Codify the Warranty Period & Agreement.
- Codify the Record Drawing Process.

COUNTY OF RICHLAND)
)
STATE OF SOUTH CAROLINA)

RESOLUTION NO. _____

A RESOLUTION TO EXPRESS RICHLAND COUNTY’S REQUEST THAT THE SOUTH CAROLINA GENERAL ASSEMBLY FULLY FUND THE LOCAL GOVERNMENT FUND TO BOTH PROVIDE PROPERTY TAXPAYERS WITH THE RELIEF THEY HAVE BEEN PROMISED AND ALLOW COUNTY GOVERNMENT THE ABILITY TO PROVIDE THE STATE AND LOCAL GOVERNMENT SERVICES MANDATED BY STATE LAW

WHEREAS, The South Carolina General Assembly enacted the Home Rule Act, Act No. 283 of 1975, granting certain, but limited, powers to the Local Government bodies across the State; and

WHEREAS, the State, in addition to the powers and obligations enumerated the Home Rule Act, has chosen to utilize Counties as an administrative arm of the state of South Carolina and as an additional funding source for state agencies; and

WHEREAS, the legislature proposed and passed the State Aid to Subdivisions Act in the FY 1991-92 budget; and

WHEREAS, this Act requires that the State appropriate 4.5% of general fund revenues of the most recently completed fiscal year to the Local Government Fund; and

WHEREAS, in FY 2009-10, 2010-11, FY 2011-12, FY 2012-13, FY 2013-14, FY 2014-15 and FY 2015- 16, the General Assembly suspended the provisions of §6-27-30 and §6-27-50 in the budget and failed to fund the LGF at the statutorily mandated formula; and

WHEREAS, Richland County has received \$28,867,308 less in LGF allocations than required under the statutory formula over the past eight years; and

WHEREAS, state-shared revenue assists in the burden placed upon property taxpayers to fund both state and local services,

WHEREAS, despite refusing to follow the statute regarding funding the Local Government Fund, the General Assembly persists in statutorily mandating counties to assume the State’s administrative and financial responsibilities; and

WHEREAS, the State further punishes county taxpayers by withholding additional revenue for a county’s failure to assume the state’s obligations; and

WHEREAS, this shift of financial responsibility creates the appearance of “clean hands” at the state level of government while forcing local governments to raise taxes; and

WHEREAS, in addition to surreptitiously dismantling statutory property tax relief granted to their property taxpayers, the General Assembly has further restricted county government’s ability to generate revenue, thereby preventing the counties from being able to pay for legitimate

functions of county government and from mitigating the expected shortfalls resulting from the State's refusal to meet its statutory obligations; and

WHEREAS, this tax policy is unsustainable without substantial tax increases and service reductions; and

WHEREAS, a failure to fully fund the Local Government Fund requires taxpayers to pay twice for the same services they were receiving prior to the reductions in the Local Government Fund,

NOW, THEREFORE, BE IT RESOLVED, that Richland County urges the General Assembly reestablish accountability by restoring State funding of State agencies and desist in the current policy which forces counties to levy property taxes to fund these agencies; and

BE IT FURTHER RESOLVED, that Richland County urges the General Assembly to fully fund the Local Government Fund to both provide property taxpayers with the relief they have been promised and allow county government the ability to provide the State and Local Government services mandated by State Law.

SIGNED AND SEALED this ___ day of _____ 2016, having been duly adopted by the Richland County Council.

Torrey Rush
Richland County Council

ATTEST this ___ day of _____ 2016

Monique S. McDaniels, Clerk of Council



**RICHLAND COUNTY
GOVERNMENT**
Office of the County Administrator

The Honorable Jimmy C. Bales
503A Blatt Bldg.
Columbia, SC 29201

Re: Business License Fee Restrictions

Dear Representative Bales:

I am writing to express Richland County's opposition to any legislation that restricts the ability of our County to collect a business license fee and / or places a cap on the amount of the business license fee.

We rely on the revenue generated from the business license fee to provide infrastructure and services that support commercial activity and attract private business investment and tourism in our County. Most of these public services such as police, fire, zoning, permitting, economic development activities, sidewalk upkeep and street lights cannot be billed based on consumption. Through a business license fee, businesses together help pay for the county services that all businesses benefit from receiving.

Eliminating and / or placing a cap on the business license fee will create a significant budget shortfall for our County, and will severely handicap the ability for our County to provide adequate public services to our constituents. For example, for FY16, the revenue generated by business license taxes, \$6.5M, comprises approximately 4.1% of our General Fund (\$157M) budget.

As you represent our County during the Fiscal Year 2017 Legislative Session, we are respectfully asking that you protect Richland County's interests on this critical issue.

Thank you for the great work that you do for our County and the State of South Carolina

Sincerely,

Tony McDonald, Richland County Administrator
cc: Richland County Council

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. ___-16HR

AN ORDINANCE ALLOWING FOR THE TEMPORARY WAIVER OF BUILDING PERMIT FEES AND PLAN REVIEW FEES FOR HOMEOWNERS, CONTRACTORS, AND “VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTER” (VOAD’S), AND ALLOWING FOR THE TEMPORARY WAIVER OF BUSINESS LICENSE FEES FOR CONTRACTORS AND “VOLUNTEER ORGANIZATIONS ACTIVE IN DISASTER” (VOAD’S).

WHEREAS, the County of Richland has been severely and catastrophically affected by record levels of rain from the late evening hours of Saturday, October 3, 2015 through Tuesday, October 6, 2015; and

WHEREAS, this catastrophic 1,000 year rain event resulted in widespread flooding throughout the County of Richland, causing damage to thousands of structures within the said County; and

WHEREAS, many citizens of Richland County are still in the process of damage control and damage repair; and

WHEREAS, Section 6-50 of the Richland County Code of Ordinances requires that applicants for a building permit must pay a fee prior to being issued a permit to repair or build a structure; and

WHEREAS, Section 16-7 (4) of the Richland County Code of Ordinances stipulates that business license fees shall be reduced or exempted when a building permit is obtained and a fee paid; and

WHEREAS, the current situation, which was created by the severe storms and resultant flooding during October 3, 2015 and immediately thereafter, has resulted in a unique situation wherein damage to structures require immediate and ongoing response and repair; and

WHEREAS, the County Council has determined that it is in the best interest of its citizens to expedite and assist homeowners and business owners affected by the storm to begin, and continue, repairs and rebuilding.

NOW, therefore, pursuant to the authority granted by the Constitution and the General Assembly of the State of South Carolina, BE IT ENACTED BY THE COUNTY COUNCIL FOR RICHLAND COUNTY:

SECTION I:

1. The County’s Building Inspections Department and Business Service Center Department shall expeditiously issue permits and/or licenses to homeowners, contractors, and/or

“Volunteer Organizations Active In Disaster” (VOAD’S) to repair damage to structures damaged by the storm during the period of October 3 through October 6, 2015.

2. All applications for building permits, plan reviews, or business licenses for the repair of storm related damage, verified by the Building Inspection Department, shall not require a fee for the permit, plan review, business license, or business license clearance review process, irrespective of any ordinance that states otherwise.
3. The County of Richland re-establishes its commitment to mitigate the illegal performance of services by unlicensed contractors related to the storm damage. The Building Inspection Department will assist citizens with inquiries as to whether the contractor is appropriately licensed by the State of South Carolina, and has the requisite business licenses issued by the County as required by the Richland County Code of Ordinances.

SECTION II. Severability. If any section, subsection, or clause of this ordinance shall be deemed to be unconstitutional or otherwise invalid, the validity of the remaining sections, subsections, and clauses shall not be affected thereby.

SECTION III. Conflicting Ordinances Suspended. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby temporarily suspended until June 30, 2017.

SECTION IV. Effective Date. This ordinance shall become effective immediately upon adoption and shall remain in effect until June 30, 2017, at which time it shall have no further effect.

RICHLAND COUNTY COUNCIL

BY: _____
Torrey Rush, Chair

ATTEST THIS THE _____ DAY

OF _____, 2016

S. Monique McDaniels
Clerk of Council

First Reading:
Second Reading:
Public Hearing:
Third Reading:



Budget Calendar for Fiscal Year 2016 – 2017

January 28-30, 2016	County Council Planning Retreat
February 18	All Internal Department Budget Worksheets are due to Finance Office.
February 2	Presentation of budget calendar to County Council for adoption.
February 1 – February 19	Council Members and Administrator to meet with school district representatives and other millage agencies.
February 15 – March 11	Administrator's Budget Meetings with Elected and Appointed Officials and Department Directors to review individual departmental requests.
March 3	Discretionary, Hospitality, Accommodation and Contractual & Statutory Grant requests due to Grants Manager.
March 21	Presentation of Total General Fund Budget request to Administrator for review.
April 14	Contractual & Statutory, Hospitality Tax, Accommodation Tax, Discretionary, Neighborhood and Conservation Grants recommendations due to Budget Manager.
April 7	Submit advertisement for Budget 2 nd reading and Public Hearing.
May 3	At Regular Scheduled Council Meeting: Presentation of Recommended Budget by County Administrator; First Reading of county budget and millage ordinances (title only) by Council.
May 5	Council Work session 4-6pm (General Fund)
May 11	Millage Agency Budget Requests are due to Richland County Finance Office.
May 12	Council work session 4-6pm (Special Rev., Enterprise, & Millage Agencies)
May 17	Council work session 4-6pm (Grants)
May 19	Public Hearing - 6pm
May 26	Special Called Meeting - 2nd reading of Budget and Millage Ordinance (Grants Only) – 6pm
June 2	Special Called Meeting - 2nd reading of Budget and Millage Ordinance continued (All non-grant items) – 6pm
June 9	Special Called Meeting – 3rd reading and adoption of Budget Ordinance – 6pm
July 1	Begin new fiscal year with implementation of adopted budget

Richland County Council Request of Action

Subject:

DECKER CENTER AD HOC COMMITTEE:

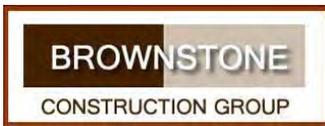
- a. Construction Update
- b. Decker Change Order #2
- c. Sustainability Signage Update



Monthly Executive Summary Report

Decker Center Remodel

Richland County Council District 8





Monthly Executive Summary Report
Decker Center Remodel
 Richland County Council District 8



Wall framing at Region C near entrance



Drywall finishing at Region A



New insulated metal panels at exterior



Ceramic tile work at restrooms



Installing electrical feeders at rear



New curb and gutter installation at front lot

Phase 2 Building Contract Progress Photos



Change Order Recap - CO # Two

PROJECT:		Decker Center Remodel	
LOCATION:		2500 Decker Boulevard, Columbia, SC	
OWNER:		Richland County Government	
CONTRACTOR:		H.G. Reynolds Company, Inc.	
DATE:		8-Feb-16	
ITEM	DESCRIPTION OF CHANGE ORDER ITEM	FINAL CHANGE ORDER	
		AMOUNT	DAYS
1	WCPR 002 - Modify Data Wall & Floor Boxes PCO issued to adjust power & data floor boxes and coordinate with furniture.	-\$1,185.00	0
2	Remove Asbestos at Roof - Regions B and C PCO includes removal of ACM's at roof flashing, curbs and base ply.	\$174,955.00	0
3	WCPR 007 - Add Foundation Drains at Perimeter PCO addresses excessive groundwater at rear and to prevent moisture infiltration.	\$87,446.00	0
4 *	WCPR 005 - Additional Sediment & Erosion Control (CCD 001) PCO includes expanded sediment runoff controls and protection.	\$65,415.00	0
5	Replace Existing Roof Deck at Regions B and C due to Deterioration PCO includes replacement of deteriorated decking discovered after roofing removal.	\$61,058.00	0
6	WCPR 006 - Revised Millwork Details at Courtroom Entrances PCO includes requested revisions and additions to millwork at Courtrooms.	\$49,640.00	0
7 *	Weather Delays & Cost Impact from Flood PCO represents direct costs for storm preparation work and time impact resulting from.	\$8,927.00	16
8	Return & Galvanize Cooling Tower Beams Cooling tower components not specified to be galvanized but recommended to be.	\$2,674.00	0
9	WCPR 008 - Wall Layout Changes at Region C per WCPR 008 (CCD 002) PCO for requested layout and casework changes at C221 and C230.	\$1,297.00	0
10	Construction Contingency Funding	\$350,000.00	0
TOTAL CHANGE ORDER AMOUNT:		\$800,227.00	16

* Staff is pro-actively working with TetraTech to determine FEMA eligible reimbursement expenses associated with the 2015 flooding event.

Decker Center Budget Overview

Total Project Cost	\$ 31,000,000
Direct Costs	
Selective Demo (Phase 1)	\$ 275,770
Construction Contract	\$ 22,237,000
<hr/>	
<i>Total Direct Costs</i>	<i>\$ 22,512,770</i>
Indirect Costs	
Architectural Services	\$ 2,099,649
Construction Management	\$ 1,006,198
Testing/Inspections	\$ 115,000
Easements	\$ 50,000
Fixtures & Furnishings	\$ 2,000,000
Move Expenses	\$ 300,000
Tap & Impact Fees	\$ 60,000
Advertising	\$ 50,000
Printing	\$ 50,000
<hr/>	
<i>Total Indirect Costs</i>	<i>\$ 5,730,847</i>
Project Contingency	\$ 2,756,383
Change Order #1	\$ 54,507
Change Order #2	\$ 800,227
Remaining Under Budget	\$ 1,901,649