

RICHLAND COUNTY
OFFICE OF SMALL BUSINESS AD HOC
COMMITTEE

AGENDA

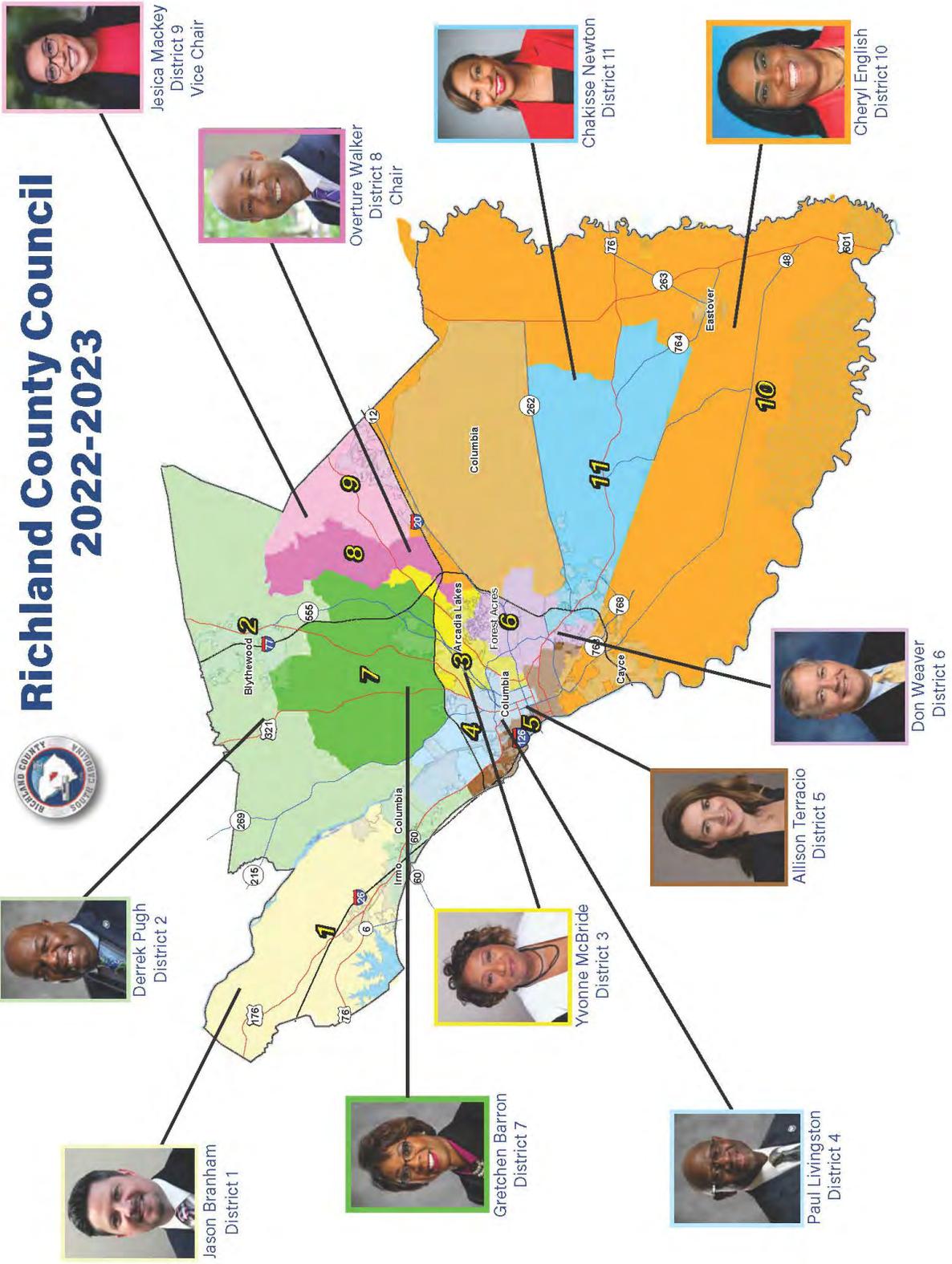


TUESDAY APRIL 25, 2023

4:00 PM

COUNCIL CHAMBERS

Richland County Council 2022-2023



Derrek Pugh
District 2

Jason Branham
District 1

Gretchen Barron
District 7

Yvonne McBride
District 3

Allison Terracio
District 5

Paul Livingston
District 4

Don Weaver
District 6

Overture Walker
District 8
Chair

Chakisse Newton
District 11

Cheryl English
District 10

Jessica Mackey
District 9
Vice Chair



**Richland County
Office of Small Business Ad Hoc Committee**

AGENDA

April 25, 2023 - 4:00 PM
2020 Hampton Street, Columbia, SC 29204

The Honorable Jason Branham	The Honorable Derrek Pugh, Chair	The Honorable Gretchen Barron	The Honorable Jessica Mackey	The Honorable Chakisse Newton
County Council District 1	County Council District 2	County Council District 7	County Council District 9	County Council District 11

1. **Call to Order** The Honorable Derrek Pugh

2. **Approval of Minutes** The Honorable Derrek Pugh
 - a. March 7, 2023 [PAGES 5-11]

3. **Adoption of Agenda** The Honorable Derrek Pugh

4. **Discussion Items**
 - a. Review of OSBO Ordinances:
 1. Ordinance 049-13HR - "An Ordinance Amending the Richland County Code of Ordinances, Chapter 2, Administration, Article X, Purchasing; by adding a new division entitled 7, Small Local Business Enterprise Procurement Requirements; and amending Chapter 2, Administration; Article XI, Inquiries and Investigations, so as to renumber the paragraphs therein" [PAGES 12-24]

 2. Ordinance 039-14HR - "An Ordinance amending the Richland County Code of Ordinances, Chapter 2, Administration; Article V, County Departments; by adding a new division entitled 5A, Office of Small Business Opportunity; so that a new department will be created" [PAGES 25-26]

 3. Ordinance 064-14HR – “An Ordinance Amending the Richland County Code of Ordinances, Chapter 2, Administration; so as to abolish the department known as the Office of Small Business Opportunity and instead create it as a division of the Office of Procurement" [PAGE 27]

4. Ordinance 058-16HR - "An Ordinance amending the Richland County Code of Ordinances, Chapter 2, Administration; so as to move the division known as the Office of Small Business Opportunity from Procurement so that this division directly reports to the County Administrator" [PAGE 28]

5. Ordinance 010-17HR - "An Ordinance Amending the Richland County Code of Ordinances, Chapter 2, Administration; so as to restructure the departments of the County" [PAGES 29-71]

5. Adjournment

The Honorable Derrek Pugh



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
Office of Small Business Ad Hoc Committee
MINUTES
March 7, 2023 - 2:30 PM
Council Chambers
2020 Hampton Street, Columbia, SC 29204

COUNCIL MEMBERS PRESENT: Derrek Pugh, Chair; Jason Branham, Gretchen Barron (arrived at 2:32 PM), Jesica Mackey, and Chakisse Newton

OTHERS PRESENT: Paul Livingston, Erica Wade, Tamar Black, Anette Kirylo, Kyle Holsclaw, Leonardo Brown, Patrick Wright, Jennifer Wladischkin, Lori Thomas, Abhijit Deshpande, Angela Weathersby, Ashiya Myers, Chelsea Bennett, Dante Roberts, Pamela Green, Margaret Jones, Stacey Hamm, John Thompson, Susan O'Cain, and Michelle Onley

1. **CALL TO ORDER** – Council Chakisse Newton called the meeting to order at approximately 2:30 PM.

2. **APPROVAL OF MINUTES**

a. **November 1, 2022** – Ms. Newton moved to approve the minutes as distributed, seconded by Ms. Mackey.

In Favor: Branham, Pugh, Mackey, and Newton

Not Present: Barron

The vote in favor was unanimous.

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

In Favor: Branham, Pugh, Mackey, and Newton

Not Present: Barron

The vote in favor was unanimous.

4. **ELECTION OF CHAIR** – Ms. Mackey moved to nominate Mr. Pugh as Chair, seconded by Ms. Newton.

In Favor: Branham, Pugh, Mackey, and Newton

Not Present: Barron

The vote in favor was unanimous.

5. DISCUSSION ITEMS

- a. OSBO Presentation – Ms. Erica Wade, Manager – Office of Small Business Opportunity, provided a presentation to the committee.
- The Mission of the Office of Small Business Opportunity is to provide a race and gender-neutral tool for the County to use in its efforts to ensure that all segments of its local business community have a reasonable and significant opportunity to participate in contracts for construction, architectural, and engineering services, professional services, non-professional services, and commodities.
 - OSBO Goals:
 - **Advocate:** Ensure that all segments of the small and local business community have a reasonable and significant opportunity to participate in County contracts
 - **Connect:** Connect businesses to programs and resources that help foster business growth.
 - **Qualify:** Qualify small, local businesses using numerous verification techniques to ensure applicants meet the eligibility requirements and comply with all aspects of Richland County programs.
 - **Compete:** Help small and local businesses understand how to leverage their resources to become more productive and competitive in the business market.
 - OSBO Services Provided:
 - One on One Consultation
 - Advocacy
 - Connections/Resources
 - Qualify – SLBE Certification
 - Eligibility Requirements (SLBE)
 - Must have a principal place of business or significant employee presence in Richland County
 - Must be an independently owned and operated for-profit business that is not a broker, that is not a subsidiary of another business, that is not dominant in its field of operation
 - Business owners are actively involved in day-to-day management and control of the business that is performing a commercially useful function
 - Must have no more than 50 full-time employees
 - Must be in business for at least a year
 - Must meet the size standards eligibility requirements for small business enterprises
 - Eligibility Requirements (ESLBE)
 - Less than five (5) years
 - Has no more than five (5) full-time employees
 - Average gross sales is less than \$1M over the life of the firm
 - Must meet all of the requirements of an SLBE
 - Currently, there are 114 Certified SLBEs
 - 2 Asian, 88 African-American, 24 Caucasian, 2 Hispanic, and 1 Other
 - 58 Female-Owned and 56 Male-Owned
 - 7 Architecture/Engineering, 34 Construction, 9 Non-Professional, 55 Professional Services, and 9 Wholesale
 - Total Awarded to SLBEs
 - To date \$86,303,633

- OSBO meets with Procurement monthly to track contracts awarded to SLBEs not performing on Transportation Penny projects. Non-Transportation Penny projects have to be tracked manually.
- The utilization goal can range from 3% to 100%
 - 100% signifies projects that SLBE self-perform (Sheltered Market)
 - The SLBE goal on Dirt Road Package O is 12%
- SLBE Participation Projects
 - Bull and Elmwood Intersection Improvement (SLBE Utilization Percentage Goal – 18%)
 - Green Street Improvements Phase II (SLBE Utilization Percentage Goal – 8.1%)
- OSBO's Strategic Community Partners
 - OSBO Partners with agencies throughout South Carolina, with particular emphasis on Richland County, promoting and educating the business community on the County's goals, services, projects, and opportunities.
 - Through these partnerships, OSBO ensures Richland County is visible at outreach events hosted by the community partners.
 - OSBO has also partnered with the Hispanic Business community educating and promoting the community on Richland County's resources and certifications
 - The COMET, Richland Library, Richland School District Two, South Carolina Department of Commerce, USC/Columbia Technology Incubator, Midlands Technical College, South Carolina Department of Transportation, Richland School District One, US Small Business Administration, Columbia Metropolitan Airport, Benedict College, and many more.
- OSBO Business Academy
 - The OSBO Office provides technical workshops and training on various topics, such as contracting, investors and loan options, marketing and branding, business plans, establishing business credit, etc.
 - In 2022, there were over 880 attendees and does not include those that attended via YouTube
 - One of the SLBEs obtained a grant from Richland County's COVID-19 Small Business Relief Grant Program.
 - Small Businesses are encouraged to register in the vendor pool
 - There have been business-to-business opportunities and partnerships formed among the attendees
 - February 2023 – “Good, Better, Different” Training; businesses had an opportunity to evaluate their businesses and provide real-time feedback
- Community Engagement
 - OSBO is in full support of the County's investment in Economic Development
 - OSBO participated in two ribbon cuttings in February 2023 (Districts 3 and 9)
 - In December 2022, OSBO collaborated with Optus Bank and the City of Columbia on a business appreciation outreach event. One of the County's SLBEs was featured at the event. The event brought more exposure to the business, and they were able to generate additional revenue.
- Disparity Study Update
 - Griffin & Strong, P.C. – Consultant; subcontractor is a Richland County SLBE
 - Kickoff Data/Assessment Meeting – December 5, 2022

- Plan for Data Collection (Outline Complete)
- Collection of Quantitative Data is due March 10, 2023
- Policy Review (Legal, OSBO, Economic Development, Procurement, Transportation) – In Progress
- Projected completion date is April 2024

Ms. Mackey inquired if the disparity study will be provided to the committee in April 2024 or is that when the consultant will complete their work.

Ms. Wade responded, based on the assessment, everything should be complete by April 2024.

Ms. Mackey inquired if the committee or Council would be provided a presentation of the results.

Mr. Leonardo Brown, County Administrator, replied the presentation would go through the committee-Council process.

Ms. Wade noted she believes the consultant will be holding meetings with Councilmembers throughout the process.

Ms. Barron requested that Ms. Wade provide clarification on what the study includes.

Ms. Wade replied the consultant is requesting a copy of the SLBE-certified list from 2017 to 2022. In addition, they have asked for data from Procurement and Finance.

Ms. Jennifer Wladischkin, Procurement Director, stated the data they are requesting is the contracts awarded, subcontractors under the contracts, and vendor payments.

Mr. Branham inquired if this is the equity study referenced in the November minutes.

Mr. Pugh responded in the affirmative.

Mr. Livingston noted the disparity study will allow the County to set realistic goals.

Ms. Newton stated she understands it takes time to talk to individuals and process the data, and the report will be presented to the committee in April. She inquired if the first input received by Council would be in April or are will information be shared incrementally with Councilmembers.

Ms. Wade responded there is a breakdown of when the information will be provided to Councilmembers, which she will provide to the committee.

➤ **Next Steps**

- Administration and Council’s directives for OSBO (Ordinance 058-16HR)
 - OSBO will recruit and promote the development of small businesses within Richland County
 - SLBE Program
 - M/WBE Program
 - Mentor-protégé metrics
 - Participation goals:
 - ❖ OSBO-Procurement collaboration
 - ❖ Aspirational goal countywide
 - ❖ Sheltered market projects
 - Training and education initiatives

- Access to capital
- Small business outreach

b. OSBO Ordinances:

1. Ordinance 049-13HR – “An Ordinance Amending the Richland County Code of Ordinances, Chapter 2, Administration, Article X, Purchasing; by adding a new division entitled 7, Small Local Business Enterprise Procurement Requirements; and amending Chapter 2, Administration; Article XI, Inquiries and Investigations, so as to renumber the paragraphs therein” – Ms. Wade noted this was when the SLBE program was created for Transportation. The effective date was September 17, 2013.
2. Ordinance 039-14HR – “An Ordinance amending the Richland County Code of Ordinances, Chapter 2, Administration; Article V, County Departments; by adding a new division entitled 5A, Office of Small Business Opportunity; so that a new department will be created” – Ms. Wade noted this ordinance created the OSBO Office, and the director reported directly to the County Administrator. The effective date was July 15, 2014.
3. Ordinance 064-14HR – “An Ordinance Amending the Richland County Code of Ordinances, Chapter 2, Administration; so as to abolish the department known as the Office of Small Business Opportunity and instead create it as a division of the office of Procurement” – Ms. Wade noted this ordinance abolished the OSBO Department and the division was moved under Procurement. The effective date was November 18, 2014.
4. Ordinance 058-16HR – “An Ordinance amending the Richland County Code of Ordinances, Chapter 2, Administration; so as to move the division known as the Office of Small Business Opportunity from Procurement so that this division directly reports to the County Administrator” – Ms. Wade noted this ordinance removed the OSBO Office from Procurement, so as to report to the County Administrator. The effective date was December 6, 2015.

The language from Section 3 was amended as follows: “The Richland County Code of Ordinances, Chapter 2, Administration; Article X, Purchasing; Division 7, Small Business Enterprise Procurement Requirements; shall be amended by replacing each reference of the “director of procurement” to the “director of the Office of Small Business Opportunity.”

Ms. Wade stated the office is currently under the Division of Procurement, and it is the staff's recommendation to adhere to Section 2-639 because it parallels the purpose of the disparity study. It references the SLBE Program furthering the County's public interest in fostering an effective broad-based competition from all segments of the vendor community to include small local and minority businesses. This will ensure the County will not be an active or passive participant in private sector marketplace discrimination but promote equal opportunity for the contracting community to participate in County contracts. OSBO would like to continue collaborating with Procurement to ensure that SLBEs receive equal opportunity. Staff will continue recruiting to increase the vendor pool through outreach, training, and strategic partnerships. OSBO would continue to partner with Business License Department to capture businesses in the County so the office can potentially certify in areas where there is a demand. OSBO would strive to set a countywide aspirational goal for the 27+ departments. In addition, they would like to continue collaborating with the Grants Department to provide access to capital and serve as a resource to our financial institutions.

Ms. Mackey inquired how the Transportation Penny Program is set up in the OSBO structure. In addition, does the ordinance address the difference between the Penny and countywide projects?

Ms. Wade responded the program was established under Ordinance # 049-13HR to ensure that contractors would get equal opportunities. Now we set goals on a project-by-project basis. We use the same process for both Penny and non-Penny projects.

Mr. Brown stated he hoped to understand what the current Council wants to do with the ordinance. He noted the information on the County's website is not all reflective. We want the committee, and ultimately Council, to provide current direction so the ordinance can be updated to establish how the recording mechanism works with the Administrator and what you want the OSBO Office to do. He indicated he believes the current body is best suited to address the matter instead of trying to determine what the previous body's intentions were when the office was established.

Ms. Mackey stated she wants to ensure the research has been done as it relates to the Penny Program, and there is no language stating we would follow some setup related to SLBE. In addition, as we move forward with ordinances, to change requirements for the Penny Program and non-Penny projects.

Mr. Livingston stated this ordinance was designed specifically for the Penny Program. At that time, the intent was to inform minorities about what was available, recruit them, and certify them. There was also a significant goal for SLBE participation. He indicated SC Department of Revenue determined this was an inappropriate use of Penny funds. Therefore, it was moved into the General Fund.

Mr. Branham stated the OSBO Office is helping to promote businesses beyond the Penny Tax Program. He inquired if there is a question about where the OSBO Office fits into the organizational chart.

Mr. Brown responded there was a question of whether the OSBO Office was under Procurement or specifically reported elsewhere. It was recently discovered that the ordinance was amended and that OSBO was moved from under Procurement and established as a standalone department. We are seeking clarity so we know how to move forward.

Mr. Branham inquired as to whom the OSBO Office is currently reporting to.

Mr. Brown responded they report to the Procurement Department.

Mr. Branham inquired if the OSBO Office has a recommendation for where they ought to fit within the County organization.

Mr. Brown replied that Ms. Wade recommended that the ordinance reflect the staff's reporting structure.

Mr. Branham stated that for clarification, the recommendation is to report directly to the County Administrator.

Mr. Brown responded in the affirmative.

Mr. Branham queried the County Attorney about his position on the recommendation.

Mr. Patrick Wright, County Attorney, responded the ordinance currently reflects the office reports directly to the County Administrator. He indicated Council would have to determine whether they want it to remain as is or have the office report to the Procurement Department.

Mr. Pugh inquired if we are presently operating outside of the ordinance.

Mr. Brown replied based on the information gathered in the last few weeks, we are operating outside of the ordinance. Before that, we thought we were operating in conjunction with the ordinance.

Ms. Newton stated there are different kinds of functions the office does. Therefore, we have to look at it comprehensively to determine what lands where. We may need to structure it differently because the functions are varied.

Mr. Livingston indicated it would be helpful to know what percentage of SLBEs have 0-25 employees and 26-50 employees.

Ms. Wade stated she would provide the information to Mr. Livingston. She noted we have to take into consideration the ongoing disparity study.

Mr. Brown stated the former County Administrator, Gerald Seals, presented a reorganization of the County departments after the reading of this ordinance. The reorganization went through three readings and placed the OSBO Office under Economic Development. As such, he believes it would be helpful to understand what the current Council wants instead of relying on past events.

Ms. Mackey noted that one of the Strategic Plan's goals included inclusion, equitable infrastructure, and the disparity study. The goal of Council is to ensure the OSBO Office is more forward facing and engages with the community. Growing small businesses is a huge part of the local economy. She stated we need to look at the office and how it aligns with the Strategic Plan.

Ms. Wade related that the office maintains its current staffing level and its current location. She noted their conference room is set up to conduct training. In addition, they have a lab that allows them to assist the SLBEs with uploading information into the B2G system.

Ms. Newton stated, for clarification, Ms. Wade's staffing and location request would be under the purview of the Administrator and not Council.

Mr. Branham inquired if Mr. Brown had a recommendation.

Mr. Brown responded that he did not. He wants to ensure we are following the intent of Council. He stated he wants to know how Council sees these services being provided through the OSBO Office.

Mr. Branham inquired if we left the OSBO Office reporting to the Council Administrator, there would be no need to amend the ordinance.

Mr. Brown responded that if the ordinance read is the most recent, that would be correct.

Mr. Wright noted something else to consider is whether we will have an Economic Development Department. If you want to amend the ordinance, ensure it is updated to reflect what the current Council wants the office to do.

Ms. Newton stated, for clarification, the committee needs to make a recommendation by forwarding a motion to Council. Also, additional information will be provided to put us in a position where the motion can be made.

Mr. Pugh responded in the affirmative.

5. Division 7. Small Business Enterprise Procurement Requirements.

6. **ADJOURNMENT** – Ms. Barron moved to adjourn the meeting, seconded by Ms. Newton.

In Favor: Branham, Pugh, Barron, Mackey, and Newton

The vote in favor was unanimous.

The meeting adjourned at approximately 3:15 PM.

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. 049-13HR

AN ORDINANCE AMENDING THE RICHLAND COUNTY CODE OF ORDINANCES, CHAPTER 2, ADMINISTRATION; ARTICLE X, PURCHASING; BY ADDING A NEW DIVISION ENTITLED 7, SMALL LOCAL BUSINESS ENTERPRISE PROCUREMENT REQUIREMENTS; AND AMENDING CHAPTER 2, ADMINISTRATION; ARTICLE XI, INQUIRIES AND INVESTIGATIONS, SO AS TO RENUMBER THE PARAGRAPHS THEREIN.

RICHLAND COUNTY
FILED

NOV 16 AM 8:44
CLERK OF COURSE & G

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 2, Administration; Article XI, Inquiries and Investigation; Section 2-639, Short title; is hereby renumbered to read as Section 2-647, and all remaining paragraphs in Article XI are renumbered in appropriate chronological order.

SECTION II. The Richland County Code of Ordinances, Chapter 2, Administration; Article X, Purchasing; is hereby amended by the creation of a new Division, to read as follows:

DIVISION 7. SMALL LOCAL BUSINESS ENTERPRISE PROCUREMENT REQUIREMENTS

Sec. 2-639. General Provisions.

(a) *Purpose*

The purpose of this division is to provide a race- and gender-neutral procurement tool for the County to use in its efforts to ensure that all segments of its local business community have a reasonable and significant opportunity to participate in County contracts for construction, architectural & engineering services, professional services, non-professional services, and commodities. The Small Local Business Enterprise (“SLBE”) Program also furthers the County’s public interest to foster effective broad-based competition from all segments of the vendor community, including, but not limited to, minority business enterprises, small business enterprises, and local business enterprises. This policy is, in part, intended to further the County’s compelling interest in ensuring that it is neither an active nor passive participant in private sector marketplace discrimination, and in promoting equal opportunity for all segments of the contracting community to participate in County contracts. Moreover, the SLBE Program provides additional avenues for the development of new capacity and new sources of competition for County contracts from the growing pool of small and locally based businesses.

(b) *Scope and Limitations*

This SLBE Program may be applied by the County on a contract-by-contract basis to the maximum practicable extent permissible under federal and state law.

(c) *Definitions*

Affirmative Procurement Initiatives – refers to any procurement tool to enhance contracting opportunities for SLBE firms including: bonding / insurance waivers, bid incentives, price preferences, sheltered market, mandatory subcontracting, competitive business development demonstration projects, and SLBE evaluation preference points in the scoring of proposal evaluations.

Award – the final selection of a bidder or offeror for a specified prime contract or subcontract dollar amount. Awards are made by the County to prime contractors or vendors or by prime contractors or vendors to subcontractors or sub-vendors, usually pursuant to an open invitation to bid (“ITB”) or request for proposal (“RFP”) process. (Contract awards are to be distinguished from contract payments in that they only reflect the anticipated dollar amounts instead of actual dollar amounts that are to be paid to a bidder or offeror under an awarded contract.)

Bid Incentives – additional inducements or enhancements in the bidding process that are designed to increase the chances for the selection of SLBE firms in competition with other firms. These bid incentives may be applied to all solicitations, contracts, and letter agreements for the purchase of Architectural & Engineering services, Construction, Professional Services, Non-professional Services, and Commodities including change orders and amendments.

Centralized Bidder Registration System (“CBR”) -- a web-based software application used by the County of Richland to track and monitor SLBE availability and utilization (i.e., “Spend” or “Payments”) on County contracts.

County – refers to the County of Richland, South Carolina.

Commercially Useful Function – an SLBE performs a commercially useful function when it is responsible for execution of the work of the contract and is carrying out its responsibilities by actually performing, managing, and supervising the work involved. To perform a commercially useful function, the SLBE must also be responsible, with respect to materials and supplies used on the contract, for negotiating price, determining quantity and quality, ordering the material, and installing (where applicable) and paying for the material itself. To determine whether an SLBE is performing a commercially useful function, an evaluation must be performed of the amount of work subcontracted, normal industry practices, whether the amount the SLBE firm is to be paid under the contract is commensurate with the work it is actually performing and the SLBE credit claimed for its performance of the work, and other relevant factors. Specifically, an SLBE does not perform a commercially useful function if its role is limited to that of an extra participant in a transaction, contract, or project through which funds are passed in order to obtain the appearance of meaningful and useful SLBE participation, when in similar transactions in which SLBE firms do not participate, there is no such role performed.

Emerging SLBE – an emerging firm that meets all of the qualifications of a Small Local Business Enterprise, and that is less than five years old, but has no more than five full-time employees and annual gross sales as averaged over the life of the firm that are less than \$1 million.

Goal – a non-mandatory annual aspirational percentage goal for SLBE contract participation is established each year for Architectural & Engineering services, Construction, Professional Services, Non-professional Services, and Commodities contracts. Mandatory percentage goals for SLBE subcontract participation may be established on a contract-by-contract basis by either the Director of Procurement or a Goal Setting Committee.

Goal Setting Committee – a committee established by the Director of Procurement for the County (including a representative of the Procurement Department and a representative of the end-user agency) and chaired by the Director of Procurement that establishes SLBE Program goals and selects appropriate SLBE Affirmative Procurement Initiatives to be applied to each contract for the County based upon industry categories, vendor availability, and project-specific characteristics. The Director of Procurement may establish as many as five separate Goal Setting Committees (i.e., one for each industry category).

Good Faith Efforts – documentation of the Bidder's intent to comply with SLBE Program goals and procedures, including, but not limited to the following: (1) documentation within a bid submission or proposal reflecting the Bidder's commitment to comply with SLBE Program goals as established by the Director of Procurement or a Goal Setting Committee for a particular contract; or (2) documentation of efforts made towards achieving the SLBE Program goals (e.g., timely advertisements in appropriate trade publications and publications of wide general circulation; timely posting of SLBE subcontract opportunities on the County web site; solicitations of bids from all qualified SLBE firms listed in the County's SLBE Directory of certified SLBE firms; correspondence from qualified SLBE firms documenting their unavailability to perform SLBE contracts; documentation of efforts to subdivide work into smaller quantities for subcontracting purposes to SLBE firms; documentation of efforts to assist SLBE firms with obtaining financing, bonding, or insurance required by the bidder; and documentation of consultations with trade associations and consultants that represent the interests of small and local businesses in order to identify qualified and available SLBE subcontractors.)

Graduation – An SLBE firm permanently graduates from the County's SLBE program when it meets the criteria for graduation set forth in this policy.

Independently Owned, Managed, and Operated – ownership of an SLBE firm must be direct, independent, and by individuals only. Business firms that are owned by other businesses or by the principals or owners of other businesses that cannot themselves qualify under the SLBE eligibility requirements shall not be eligible to participate in the SLBE program. Moreover, the day-to-day management of the SLBE firm must be direct and independent of the influence of any other businesses that cannot themselves qualify under the SLBE eligibility requirements.

Industry Categories – procurement groupings for County contracts for purposes of the administration of Affirmative Procurement Initiatives shall be inclusive of Architectural & Engineering, Construction, Professional Services, and Non-professional Services, and Commodities procurements. Industry Categories may also be referred to as "business categories."

Joint Venture - an association of two or more persons or businesses carrying out a single business enterprise for which purpose they combine their capital, efforts, skills, knowledge and/or property. Joint ventures must be established by written agreement.

Local Business Enterprise ("LBE") - a firm having a Principal Place of Business or a Significant Employment Presence in Richland County, South Carolina. This definition is subsumed within the definition of Small Local Business Enterprise.

Non-professional Services – non-construction, non-architectural, and non-engineering services that are other than Professional Services, and such "other" services that do not require any license or highly specialized training and credentials to perform.

Points – the quantitative assignment of value for specific evaluation criteria in the selection process.

Prime Contractor – The vendor or contractor to whom a purchase order or contract is awarded by the County for purposes of providing goods or services to the County.

Principal Place of Business – a location wherein a firm maintains a company headquarters or a physical office and through which it obtains no less than fifty percent of its overall customers or sales dollars, or through which no less than twenty-five percent of its employees are located and domiciled in the County of Richland and/or Richland County.

Professional Services – any non-construction and non-architectural & engineering services that require highly specialized training and / or licensed credentials to perform, such as legal, accounting, scientific, technical, insurance, investment management, medical, or real estate services.

Responsive - a firm's bid or proposal conforms in all material respects to the invitation to bid or request for proposal and shall include compliance with SLBE Program requirements.

Sheltered Market – An Affirmative Procurement Initiative designed to set aside a County contract bid for bidding exclusively among SLBE firms.

Significant Employee Presence – no less than twenty-five percent of a firm's total number of full and part-time employees are domiciled in Richland County.

Small Local Business Enterprise ("SLBE") – an independently owned firm that is not dominant in its industry, and that satisfies all requirements of being both a "Small Business Enterprise" and a "Local Business Enterprise."

SLBE Plan Execution Certification (SLBE Form – C) - The form certifying the general contractor's intent to use a SLBE subcontractor, verifying that an agreement has been executed between the prime and the SLBE.

SLBE Directory - A listing of the small local businesses that have been certified by the Procurement Department for participation in the SLBE Program.

SLBE Certification/Re-certification Application (SLBE Form – R) – This form shall be completed by Small Local Business Enterprises (SLBEs) when applying for and/or recertifying SLBE status for participation in the County's Small Local Business Enterprise Program. This form shall be completed every two years by certified Small Local Business Enterprises by the anniversary date of their original certification.

SLBE Schedule for Subcontractor Participation (SLBE Form – S) – This form must be completed by all non-SLBE firms that subcontract to SLBE firms. A form must be submitted for each SLBE subcontractor. This form(s) must be reviewed and approved by the Director of Procurement before contract award.

SLBE Unavailability Certification (SLBE Form – U) - This form demonstrates a bidder's unsuccessful good faith effort to meet the small, local participation requirements of the contract. This form will only be considered after proper completion of the outreach and compliance efforts and methods used to notify and inform SLBE firms of contracting opportunities have been fully exhausted.

Small Business Enterprise ("SBE") a small business enterprise is any for-profit enterprise as defined by South Carolina Code of Laws, Title 33, Chapter 31 that is not a broker, that is independently owned and operated, that is not a subsidiary of another business, and that is not dominant in its field of operation; and that also meets the following size standard limitations: (1) the SBE must have no more than fifty full-time employees; and (2) the SBE must have annual gross revenues within its largest primary NAICS commodity code as averaged over its most recent past three fiscal years of not more than \$10 million for construction firms, specialty trade contractors, and manufacturing firms; not more than \$5 million for architectural firms; not more than \$3 million for professional services firms (e.g., scientific, real estate, insurance, accounting, legal, etc.); not more than \$2.5 million for engineering firms; and not more than \$2 million for wholesale operations, retail firms, and all other services firms (e.g., truck transportation, administrative support services, repair and maintenance services). If a business has not existed for 3 years, the employment and gross sales limits described above shall be applied based upon the annual averages over the course of the existence of the business not to exceed the three years. Once the gross annual receipts of a

business exceed the gross sales average limits, it should no longer be eligible to benefit as an SLBE firm and should be graduated from the program. The size standards in number of employees and annual gross revenue dollars should be reviewed annually and adjusted periodically to meet economic changes. Joint ventures must be certified on a bid-by-bid basis. The joint venture shall not be subject to the average gross receipts and employee limits imposed by this section. However, each individual business participating in the joint venture must be certified by the Procurement Department as an SBE. *This definition is subsumed within the definition of Small Local Business Enterprises.*

Small Local Business Enterprise ("SLBE") – A Local Business Enterprise that is also a Small Business Enterprise.]

Spend Dollars – dollars actually paid to prime and / or subcontractors and vendors for County contracted goods and/or services.

Subcontractor – any vendor or contractor that is providing goods or services to a Prime Contractor in furtherance of the Prime Contractor’s performance under a contract or purchase order with the County.

Suspension – the temporary stoppage of a SLBE firm’s participation in the County’s contracting process under the SLBE Program for a finite period of time due to the cumulative contract payments the SLBE received during a fiscal year.

Sec. 2-640. Program Objectives and General Responsibilities.

(a) To meet the objectives of this Program, the County is committed to:

1. Increasing the participation of Small Local Business Enterprises (“SLBEs”) in County contracting, and, to the extent possible, ameliorating through race- and gender-neutral means, any disparities in the participation of minority business enterprises or women business enterprises on County contracts.
2. Regular evaluation regarding the progress of the Program using accumulated availability and utilization data to determine specific program provisions that require modification, expansion, and/or curtailment;
3. Establishing one or more Goal Setting Committee(s) (“GSCs”) to provide guidance on the implementation of the rules under this Policy;
4. Continuous review and advice of the GSC in administering the policy and goals herein. The County’s Director of Procurement shall determine the size of each GSC that is to be chaired by the Procurement Director. The Procurement Director shall also appoint the remaining members of the GSC from the County’s procurement personnel and other County departments affected by this Program; and
5. Providing accountability and accuracy in setting goals and in reporting program results through the implementation of a mandatory centralized bidder registration process capable of identifying with specificity the universe of firms that are available and interested in bidding on and /or performing on County contracts, and of providing the means of tracking actual County bids, contract awards, and prime contract and subcontract payments to registered bidders on the basis of firm ownership status, commodity or sub-industry codes, firm location, and firm size. Accordingly, Prime Contractors and Subcontractors will be required to register and input data into the CBR or other related forms and systems as a condition of engaging in business with the County.

(b) At a minimum, the Procurement Director shall:

1. Report to the County Administrator and the County Council on at least an annual basis as to the County's progress towards satisfying SLBE program objectives;
2. Formulate Program waivers, improvements and adjustments to the GSC goal-setting methodology and other Program functions;
3. Have substantive input in a contract specification review process to be undertaken in advance of the issuance of County's RFPs and bid solicitations to ensure that contract bid specifications are not unnecessarily restrictive and unduly burdensome to small, local, minority-owned, and other businesses;
4. Receive and analyze external and internal information including statistical data and anecdotal testimonies it deems appropriate to effectively accomplish its duties; and
5. Monitor and support the implementation of the rules under this Program, and where appropriate, make recommendations to the County Administrator for approval of changes to established size standards for SLBE firms, and provide notice of all approved changes to the County Council.

(c) At a minimum, each Goal Setting Committee shall:

1. Meet as often as it deems necessary to accomplish its duties but not less than twice annually;
2. Develop the SLBE goal setting methodology to be implemented by the Director of Procurement on a contract-by-contract basis; and
3. Monitor and support the implementation of the rules under this Program policy.

Sec. 2-641. Eligibility for the SLBE Program.

(a) For the purpose of this program, a firm will be certified as a Small and Local Business Enterprise (*SLBE*) with the Procurement Department upon its submission of a completed certification form (SLBE Form-R), supporting documentation, and a signed affidavit stating that it meets all of the SLBE eligibility criteria as set forth below:

1. It is an independently owned and operated for-profit business concern as defined by South Carolina Code of Laws, Title 33, Chapter 31 that is not a broker, that is not a subsidiary of another business, that is not dominant in its field of operation; whose owners are actively involved in day-to-day management and control of the business, and that also is performing a commercially useful function;
2. It meets size standard eligibility requirements for Small Business Enterprises as defined below:
 - a. Construction firms, specialty trade firms, and manufacturing firms have not employed more than 50 full-time persons at any time during the last three years, and the gross annual revenues of the business for its largest primary NAICS code have not exceeded an average of \$7 million in its most recently completed 3 fiscal years;
 - b. Architectural business firms have not employed more than 50 persons at any time during the last three years, and the gross annual revenues of the business for its largest primary NAICS code have not exceeded an average of \$3 million in its most recently completed 3 fiscal years;

c. Professional services business firms have not employed more than 50 persons at any time during the last three years, and the gross annual revenues of the business for its largest primary NAICS code have not exceeded an average of \$3 million in its most recently completed 3 fiscal years;

d. Engineering business firms , have not employed more than 50 persons at any time during the last three years, and the gross annual revenues of the business for its largest primary NAICS code have not exceeded an average of \$2.5 million in its most recently completed 3 fiscal years;

e. Wholesale operations, retail firms, and all other services business firms have not employed more than 50 persons at any time during the last three years, and the gross annual revenues of the business for its largest primary NAICS code have not exceeded an average of \$2 million in its most recently completed 3 fiscal years; and

If a business has not existed for 3 years, the employment and gross revenue limits described above shall be applied based upon the annual averages not to exceed three years.

Once the gross annual revenues of a business exceed the three-year average gross annual revenue limits, it should no longer be eligible to benefit as an SLBE firm and should be permanently graduated from the program. The size standards in number of employees and annual gross revenue dollars should be reviewed annually and adjusted periodically to meet changes in market conditions. Joint ventures must be certified on a bid-by-bid basis. The joint venture itself shall not be subject to the size standard limitations imposed by this section. However, each individual business participating in the joint venture must be certified by the Procurement Department as an SLBE in order for the joint venture to receive the benefits of the SLBE program.

This definition is subsumed within the definition of Small Local Business Enterprises.

3. The firm is a Local Business Enterprise as defined by this Policy with a principal place of business or significant employment presence in Richland County, SC as defined herein;

4. The firm has been established for at least one year or the managing principals of the business each have at least three years of relevant experience prior to forming or joining the business; and

5. In the year preceding the date of the initial certification application, the applicant has not received more than \$1,000,000 in County contract payments as a result of contract awards from the County achieved through an open competitive bidding process.

(b) Upon receipt of SLBE certification or re-certification applications, the Director of Procurement or designated Procurement Department staff shall review all enclosed forms affidavits and documentation to make a prima facie determination as to whether the applicant satisfies the SLBE eligibility requirements as set forth in this policy. Applicants determined ineligible to participate as a SLBE shall receive a letter from the Director of Procurement stating the basis for the denial of eligibility. Applicants determined ineligible shall not be eligible to submit a new application for one year after the date of the notice of denial of eligibility.

(c) Applicants determined eligible to participate in the SLBE program shall submit a completed re-certification form (SLBE-R) every two years to the Procurement Department for review and continued certification. However, upon application for re-certification, an SLBE firm must be an independently owned and operated business concern, and maintain a Principal Place of Business or

Significant Employment Presence in the County of Richland in accordance with this Section 2-641 of Division 7, "Eligibility for the SLBE Program," of this Policy. To qualify for recertification, an SLBE's maximum employment numbers and annual gross revenues average for the three fiscal years immediately preceding the application for recertification shall not exceed the size standard eligibility requirements.

(d) In the course of considering the certification or re-certification status of any SLBE firm, the Director of Procurement or his or her designees shall periodically conduct audits and inspect the office, job site, records, and documents of the firm, and shall interview the firm's employees, subcontractors, and vendors as reasonably necessary to ensure that all eligibility standards are satisfied and that the integrity of the SLBE Program is maintained.

(e) For purposes of this Program, a firm will be certified as an *Emerging SLBE* by the Procurement Department upon its submission of a completed certification form (SLBE Form-R), supporting documentation, and a signed affidavit stating that it meets all of the Emerging SLBE eligibility criteria as set forth below:

1. The firm complies with SLBE criteria as specified above in Sec. 2-641 (a)(1) and (a)(3);
2. The firm has been in existence for less than five years;
3. The firm has no more than five full-time employees; and
4. The firm's annual gross revenues as averaged over the life of the firm are less than \$1 million.

Sec. 2-642. Graduation and Suspension Criteria.

(a) A bidder may not count towards its SLBE or Emerging SLBE participation the amount subcontracted to an SLBE or Emerging SLBE firm that has graduated or been suspended from the program as follows:

1. An SLBE firm shall be permanently graduated from the SLBE Program after it has received a cumulative total of \$5 million of County-funded prime contract or subcontract payments in at least five separate contracts since its initial certification as an SLBE firm;
2. An SLBE firm shall be permanently graduated from the SLBE program after its three fiscal year average gross sales exceeds the size standard eligibility requirements;
3. An SLBE firm shall be temporarily suspended by the Director of Procurement for the balance of any fiscal year after it has received a cumulative total of \$1.5 million in payments as a prime contractor and / or subcontractor for that fiscal year; provided, however, that the SLBE firm shall be eligible to participate in Affirmative Procurement Initiatives in the following fiscal year so long as the firm has not yet satisfied the graduation criteria;
4. An SLBE firm may have its SLBE eligibility permanently revoked by the Director of Procurement if it fails to perform a Commercially Useful Function under a contract, or if it allows its SLBE status to be fraudulently used for the benefit of a non-SLBE firm or the owners of a non-SLBE firm so as to provide the non-SLBE firm or firm owners benefits from Affirmative Procurement Initiatives for which the non-SLBE firm and its owners would not otherwise be entitled;
5. An Emerging SLBE firm shall be permanently graduated from Emerging SLBE status after it has received a cumulative total of \$2.5 million of County-funded prime contracts or subcontract payments in at least five separate contracts since its initial certification as an Emerging SLBE firm;

6. An Emerging SLBE firm shall be permanently graduated from Emerging SLBE status once its three-year average annual gross sales exceeds \$2 million; and

7. An Emerging SLBE firm shall be temporarily suspended from Emerging SLBE status by the Director of Procurement for the balance of any fiscal year after it has received a cumulative total of \$750,000 in payments as a prime contractor and / or subcontractor for that fiscal year; provided, however, that the Emerging SLBE firm shall be eligible to continue participating in Affirmative Procurement Initiatives as an SLBE firm for the remainder of the fiscal year, and may also participate in Affirmative Procurement Initiatives as an Emerging SLBE firm in the following fiscal year so long as the firm has not yet satisfied the graduation criteria for such status.

(b) The Director of Procurement shall provide written notice to the SLBE firm or Emerging SLBE firm upon graduation or suspension from the SLBE program, and such notice shall clearly state the reasons for such graduation or suspension.

Sec. 2-643. Appeals.

A business concern that is denied eligibility as an SLBE or as an Emerging SLBE, or who has its eligibility revoked, or who has been denied a waiver request can appeal the decision to the County Administrator. A written notice of appeal must be received by the County Administrator within 15 days of the date of the decision. Upon receipt of a timely notice of appeal and request for hearing, the Director of Procurement, or designee (other than the Director of Procurement), shall also participate in a hearing conducted by the County Administrator or the County Administrator's designee soon as practicable. The decision of the County Administrator, or designee, shall be the final decision of the County.

Sec. 2-644. Affirmative Procurement Initiatives for Enhancing SLBE and Emerging SLBE Contract Participation.

(a) The County in conjunction with the appropriate Contract Officer and the Director of Procurement may utilize the following Affirmative Procurement Initiatives in promoting the award of County contracts to SLBEs or Emerging SLBEs.

1. *Bonding and Insurance Waiver:* The County, at its discretion, may waive or reduce the bonding, or insurance requirements depending on the type of contract and whether the County determines that the bonding and or insurance requirements would deny the SLBE or Emerging SLBE an opportunity to perform the contract which the SLBE or Emerging SLBE has shown itself otherwise capable of performing.

2. *Price Preferences:* The County may award a contract to a SLBE or Emerging SLBE which submits a bid within 10% (inclusive) of a low bid by a non-SLBE. However, this price preference would not apply if the award to the SLBE would result in a total contract cost that is, on an annual basis, more than \$25,000 higher than the low bid; nor would it apply on a contract in which the total contract cost would exceed the County's budgeted price for the contract.

3. *Evaluation Preferences:* The County may reserve up to 20% of the total points available for evaluation purposes for respondents to an RFP to firms that are certified as SLBE or Emerging SLBE firms, or to joint ventures that have SLBE and/or Emerging SLBE partners

a. For Architectural & Engineering, Professional Services, Other Services, and design / build or CM at risk contracts that are awarded based on evaluation criteria, there shall be SLBE or Emerging SLBE participation criterion for all contracts let at predetermined percentage of the total points awarded. The

determination will be made using the suggested model outlined in the "Point Evaluation Table" below:

POINT EVALUATION TABLE

10 Points for SLBE Participation	20 Points for SLBE Participation
> 51% = 10 points	> 51% = 20 points
> 45% = 7 points	> 45% = 17 points
> 40% = 6 points	> 40% = 16 points
> 35% = 5 points	> 35% = 14 points
> 30% = 4 points	> 30% = 12 points
> 25% = 3 points	> 25% = 10 points
> 20% = 2 points	> 20% = 8 points
> 15% = 1 points	> 15% = 6 points
	> 10% = 4 points

Contractors may be evaluated on their SLBE or Emerging SLBE participation by utilizing the following schedule, which is most often used by Architectural & Engineering:

Points Awarded	% of Participation Criteria
5.0 51-100	Proposals by registered SLBE owned and/or controlled firms
4.0 36 – 50	Majority prime with registered SLBE participation
3.0 30 – 35	Majority prime with registered SLBE participation
2.0 24 – 29	Majority prime with registered SLBE participation
0 0 – 23	Less than the goal for registered SLBE participation

4. *Mandatory Subcontracting:*

a. The Goal Selection Committee may, on a contract-by-contract basis, at its discretion, require that a predetermined percentage of a specific contract, up to 40%, be subcontracted to eligible SLBEs or to eligible Emerging SLBEs, provided however, that if the prime contractor is a certified SLBE or Emerging SLBE, then the prime contractor shall be able to count the dollar value of the work performed by its own forces towards satisfaction of the Mandatory Subcontracting goal for that contract.

b. An SLBE or Emerging SLBE prime contractor may not subcontract more than 49% of the contract value to a non-SLBE.

c. A prospective bidder on a County contract shall submit at the time of bid SLBE – Form S providing the name of the SLBE or Emerging SLBE subcontractor or subcontractors and describing both the percentage of subcontracting by the SLBE or Emerging SLBE, and the work to be performed by the SLBE or Emerging SLBE. A bidder may request a full or partial waiver of this mandatory subcontracting requirement from the Director of Procurement for good cause by submitting the SLBE Unavailability Certification form to the Director of Procurement at the time of bid. Under no circumstances shall a waiver of a mandatory subcontracting requirement be granted without submission of adequate documentation of Good Faith Efforts by the bidder and careful review by the Director of Procurement. The Director of Procurement shall base his or her determination on a waiver request on the following criteria:

(1) Whether the requestor of the waiver has made Good Faith Efforts to subcontract with qualified and available SLBEs or Emerging SLBEs;

(2) Whether subcontracting would be inappropriate and/or not provide a "Commercially Useful Function" under the circumstances of the contract; and

(3) Whether there are no certified SLBE or Emerging SLBE firms that are qualified and available to provide the goods or services required.

d. In the absence of a waiver granted by the Director of Procurement, failure of a Prime Contractor to commit in its bid or proposal to satisfying the mandatory SLBE subcontracting goal shall render its bid or proposal non-responsive.

e. In the absence of a waiver granted by the Director of Procurement, failure of a Prime Contractor to attain a mandatory subcontracting goal for SLBE participation in the performance of its awarded contract shall be grounds for termination of existing contracts with the County, debarment from performing future County contracts, and / or any other remedies available under the terms of its contract with the County or under the law.

f. A Prime Contractor is required to notify and obtain written approval from the Director of Procurement in advance of any reduction in subcontract scope, termination, or substitution for a designated SLBE or Emerging SLBE Subcontractor. Failure to do so shall constitute a material breach of its contract with the County.

5. *Sheltered Market:*

a. The Director of Procurement and the appropriate County Contracting Officer may select certain contracts which have a contract value of \$250,000 or less for award to a SLBE or a joint venture with a SLBE through the Sheltered Market program. Similarly, the Director of Procurement and the appropriate County Contracting Officer may select certain contracts that have a value of \$50,000 or less for award to an Emerging SLBE firm through the Sheltered Market program.

b. In determining whether a particular contract is eligible for the Sheltered Market Program, the County's Contracting Officer and Director of Procurement shall consider: whether there are at least three SLBEs or Emerging SLBEs that are available and capable to participate in the Sheltered Market Program for that contract; the degree of underutilization of the SLBE and Emerging SLBE prime contractors in the specific industry categories; and the extent to which the County's SLBE and Emerging SLBE prime contractor utilization goals are being achieved.

c. If a responsive and responsible bid or response is not received for a contract that has been designated for the Sheltered Market Program or the apparent low bid is determined in the Procurement Director's discretion to be too high in price, the contract shall be removed from the Sheltered Market Program for purposes of rebidding.

6. *Competitive Business Development Demonstration Project:*

a. With the concurrence of the Director of Procurement, the appropriate County Contracting Officer may reserve certain contracts for placement into a Competitive Business Development Demonstration Project ("CBD Demonstration Project") wherein those contracts require the purchase of goods or services from an industry that routinely has too few sources of bidders to provide meaningful or sufficient competition for such County contracts. The purpose for the placement of a contract into the CBD Demonstration Project shall be to encourage the development of new capacity within an industry to competitively bid on the future supply of specialized goods or services to the County.

b. Contracts reserved for CBD Demonstration Projects shall be subject to a Request for Proposals process whereby the selected firm will be required to be a

joint venture between an established firm or experts in that relevant industry and an SLBE firm. The scope of work for the selected joint venture shall include teaching a hands-on curriculum to SLBE firms that have expressed an interest in diversifying into the relevant industry, in addition to performing the customary functions of the contract. This curriculum shall include both administrative skills (e.g. cost estimating, bidding, staffing, project management) and technical skills (e.g., hands-on demonstration of how to perform necessary tasks in the field) required to qualify for future County contracts and to successfully compete in the industry.

c. The Director of Procurement shall be required to select SLBE candidate firms for participation on such CBD Demonstration Projects on the basis of an assessment of their current capabilities and their likely success in diversifying into the new relevant industry once given technical assistance, training, and an opportunity to develop a performance track record in the industry.

Sec. 2-645. SLBE Program Performance Review.

(a) The Director of Procurement or designee shall monitor the implementation of this Policy and the progress of this Program. On at least an annual basis, the Director of Procurement or designee shall report to the County Administrator and County Council on the progress of achieving the goals established for awards to certified SLBE and Emerging SLBE firms, reporting both dollars awarded and expended. In addition, the Director of Procurement or designee shall report on the progress in achieving the stated Program Objectives, including, but not limited to, enhancing competition, establishing and building new business capacity, and removing barriers to and eliminating disparities in the utilization of available minority business enterprises and women business enterprises on County contracts.

(b) The County shall periodically review the SLBE Program to determine whether the various contracting procedures used to enhance SLBE contract participation need to be adjusted or used more or less aggressively in future years to achieve the stated Program Objectives. The County Council shall conduct a public hearing at least once every two years in order to solicit public comments on the Program.

Sec. 2-646. Conflicts.

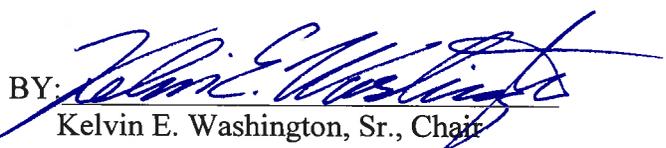
To the extent language in this Division conflicts with other language in Article X, the language in this Division controls only with respect to contracts wherein the Small Local Business Enterprise Program is being applied by the Director of Procurement. In all other respects, prior language in this Article shall remain in full force and effect.

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

SECTION V. Effective Date. This ordinance shall be effective from and after September 17, 2013.

RICHLAND COUNTY COUNCIL

BY: 
Kelvin E. Washington, Sr., Chair

Attest this 2 day of

October, 2013.

BOOK 14 PAGE 204

Michelle Onley
Michelle Onley
Clerk of Council

RICHLAND COUNTY ATTORNEY'S OFFICE

Elizabeth D. Mc

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

First Reading: May 21, 2013
Second Reading: July 2, 2013
Third Reading: September 17, 2013
Public Hearing: June 18, 2013

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. 039-14HR

AN ORDINANCE AMENDING THE RICHLAND COUNTY CODE OF ORDINANCES, CHAPTER 2, ADMINISTRATION; ARTICLE V, COUNTY DEPARTMENTS; BY ADDING A NEW DIVISION ENTITLED 5A, OFFICE OF SMALL BUSINESS OPPORTUNITY; SO THAT A NEW DEPARTMENT WILL BE CREATED.

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 2, Administration; Article V, County Departments; Division 5, Public Safety, Sections "2-232 - 2-234. Reserved" is hereby deleted in their entirety.

SECTION II. The Richland County Code of Ordinances, Chapter 2, Administration; Article V, County Departments; is hereby amended by the creation of a new Division, to read as follows:

DIVISION 5A. OFFICE OF SMALL BUSINESS OPPORTUNITY

Sec. 2-232. Creation; director.

There is hereby created the department of the Office of Small Business Opportunity (OSBO) and the position of director of the OSBO. The director shall be appointed by and report to the county administrator, and his/her term of office shall be at the pleasure of the county administrator. The director of the OSBO shall be a person with education, training, skills, and/or experience that is satisfactory to the county administrator.

Sec. 2-233. Staff; personnel; compensation.

The director of the OSBO shall have such staff and assistants as are necessary to the operation of the department and the performance of his/her duties. They shall be subject to the county personnel system and their compensation determined accordingly.

Sec. 2-234. Responsibilities; powers; duties.

The OSBO, and such employees of the department as are assigned to it, shall be charged with the following duties:

- (a) Management of the county's SLBE program (see Section 2-639, et. seq.)
- (b) Management of the county's Minority, Women and Disadvantaged Business Enterprise (MWDBE) programs;
- (c) Management of the county's program for business enterprises owned and operated by persons with disabilities;
- (d) Management of the Business Development program; and
- (e) Other programs or functions assigned to the department by the county administrator or county council.

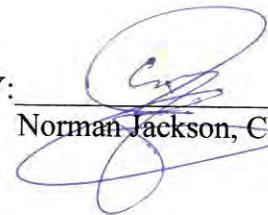
RICHLAND COUNTY
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JEANNETTE W. MCBRIDE
C.T.P. & G.S.

SECTION III. 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.

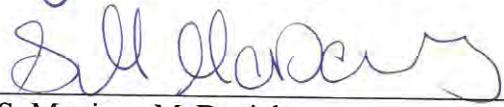
SECTION IV. Conflicting Ordinances Repealed. All ordinances or parts of ordinances in conflict with the provisions of this ordinance are hereby repealed.

SECTION V. Effective Date. This ordinance shall be effective from and after July 15, 2014.

RICHLAND COUNTY COUNCIL

BY: 
Norman Jackson, Chair

Attest this 8th day of August, 2014.


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: June 17, 2014
Second Reading: July 1, 2014
Third Reading: July 15, 2014

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. 064-14HR

AN ORDINANCE AMENDING THE RICHLAND COUNTY CODE OF ORDINANCES, CHAPTER 2, ADMINISTRATION; SO AS TO ABOLISH THE DEPARTMENT KNOWN AS THE OFFICE OF SMALL BUSINESS OPPORTUNITY AND INSTEAD CREATE IT AS A DIVISION OF THE OFFICE OF PROCUREMENT.

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 2, Administration; Article V, County Departments; Division 5A, Office of Small Business Opportunity; is hereby deleted and Sections 2-232 through 2-234 are reserved for future use.

SECTION II. The Richland County Code of Ordinances, Chapter 2, Administration; Article III, Administrative Offices and Officers; Division 9, Office of Procurement; is hereby amended by the addition of Section 2-153.5, to read as follows:

2-153.5. Divisions.

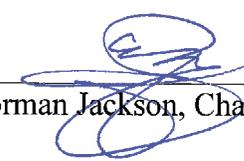
The office of procurement shall include the Office of Small Business Opportunity Division, which shall manage and administer the SLBE Program (see Section 2-639 et. seq.) and shall undertake other functions and duties as assigned by the director of the office of procurement, the county administrator or county council.

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

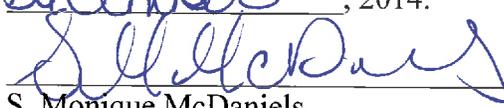
SECTION V. Effective Date. This ordinance shall be effective from and after November 18, 2014.

RICHLAND COUNTY COUNCIL

BY: 
Norman Jackson, Chair

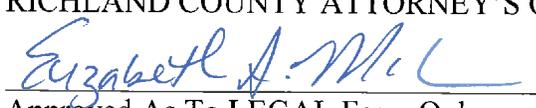
Attest this 17 day of

December, 2014.


S. Monique McDaniels
Clerk of Council

RICHLAND COUNTY
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JENA MCETTE W. MORRIS
C.C.P. & C.S.

RICHLAND COUNTY ATTORNEY'S OFFICE


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

First Reading: September 16, 2014
Second Reading: October 21, 2014
Third Reading: November 18, 2014
Public Hearing: November 18, 2014

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. 058-16HR

AN ORDINANCE AMENDING THE RICHLAND COUNTY CODE OF ORDINANCES, CHAPTER 2, ADMINISTRATION; SO AS TO MOVE THE DIVISION KNOWN AS THE OFFICE OF SMALL BUSINESS OPPORTUNITY FROM PROCUREMENT SO THAT THIS DIVISION DIRECTLY REPORTS TO THE COUNTY ADMINISTRATOR

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 2, Administration; Article III, Administrative Offices and Officers; Division 9, Office of Procurement; Section 2-153.5; is hereby deleted.

SECTION II. The Richland County Code of Ordinances, Chapter 2, Administration; Article X, Purchasing; Division 7, Small Business Enterprise Procurement Requirements; Section 2-639; General Provisions; sub-paragraph (c); is hereby amended by the addition of the following definition, which shall be placed in appropriate alphabetical order:

Office of Small Business Opportunity. The office which shall manage and administer the SLBE Program (see Section 2-639 et. seq.) and shall undertake other functions and duties as assigned by the county administrator or county council.

SECTION III. The Richland County Code of Ordinances, Chapter 2, Administration; Article X, Purchasing; Division 7, Small Business Enterprise Procurement Requirements; shall be amended by replacing each reference of the "director of procurement" to the "director of the Office of Small Business Opportunity."

SECTION IV. 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 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 effective from and after December 6, 2016.

RICHLAND COUNTY COUNCIL

BY: Torrey Rush
Torrey Rush, Chair

Attest this 14 day of

December, 2016.

Michelle Onley
Michelle Onley
Deputy Clerk of Council

First Reading: November 1, 2016
Second Reading: November 15, 2016
Third Reading: December 6, 2016
Public Hearing: December 6, 2016

RICHLAND COUNTY
FILED
2017 FEB 24 PM 1:52
JEANETTE W. MORRIS
C.C.P. & G.S.

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



Agenda Briefing Addendum

Prepared by:	Erica Wade	Title:	Division Manager
Department:	Office of Small Business Opportunity	Division:	
Approved for Consideration:	County Administrator	Leonardo Brown, MBA, CPM	
Committee/Meeting:	OSBO Ad Hoc		
Agenda Item:	Item 5b. OSBO Ordinances		

COUNCIL INQUIRY #1:

How many SLBEs are within 0-25 and 26-50 employees?

Reply:

Currently, there are 117 certified SLBEs.

Number of Employees	Number of SLBEs
0-25	114
26-50	3

COUNCIL INQUIRY#2:

Are the policies and procedures that govern OSBO different from Transportation?

Reply:

Ordinance NO.049-13HR Division 7. Small Local Business Enterprise Procurement Requirements

Sec. 2.639 (c) Scope of Limitations; Sec. 2-640 Program Objectives and General Responsibilities

Based upon staff’s review of the ordinances, OSBO did not find any disparity in the policies and procedures that govern OSBO and Transportation. The goal setting procedures are county-wide.

COUNCIL INQUIRY#3:

What are the dates that the former County Administrator Gerald Seals reorganized the departments and was it brought before Council?

Reply:

Ordinance NO. 010-17HR, An Ordinance amending Richland County Code of Ordinances, Chapter 2., Administration: So as to restructure the departments of the County.

Council Meeting Date: April 20, 2017

Ordinance Recorded: May 12, 2017.

During May 2017, OSBO's organizational chart was restructured, and the office was housed within as a division of the Office of Government and Community Services which reports to the County Administrator.

On March 12, 2018, Administrator Seals wrote a letter to the County Council (OSBO/SLBE Justification) to explain the move of OSBO under Government and Community Services (pages 35-35d – Attachment 4).

ATTACHMENTS:

1. Restructure Ordinance 010-17HR
2. Excerpt: Office of Small Business Opportunity FY18 Annual Report
3. Correspondence dated March 12, 2018 from Former County Administrator Gerald Seals
4. Disparity Study Timeline

2017 MAY 12 PM 12:18
COUNTY CLERK

STATE OF SOUTH CAROLINA
COUNTY COUNCIL FOR RICHLAND COUNTY
ORDINANCE NO. 010-17HR

AN ORDINANCE AMENDING THE RICHLAND COUNTY CODE OF ORDINANCES, CHAPTER 2, ADMINISTRATION; SO AS TO RESTRUCTURE THE DEPARTMENTS OF THE COUNTY.

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 2, Administration; Article III, Administrative Offices and Officers; is hereby amended by the deletion of the language contained therein and the substitution of the following language:

DIVISION 1. GENERALLY

Sec. 2-75. Department created.

The office of the county administrator is hereby created as the chief administrative office of the county with such personnel necessary to assist the county administrator in affecting the proper and efficient administration of the affairs of the county government.

DIVISION 2. COUNTY ADMINISTRATOR

Sec. 2-76. Position created; term.

There is hereby created the position of county administrator. The term of office of the county administrator shall be at the pleasure of the council, which may, in its discretion, employ the administrator for a definite term.

Sec. 2-77. Appointment, qualifications and compensation.

The county administrator shall be appointed solely on the basis of his/her executive and administrative qualifications with special reference to his/her actual experience in, and knowledge of, the duties of office as hereinafter prescribed. At the time of his/her appointment, the county administrator need not be a resident of the county or of the state. The compensation of the county administrator shall be fixed by the council by contract.

Sec. 2-78. Chief administrative officer.

The county administrator shall be the chief administrative officer of the county government. He/She shall be responsible to the council for the proper and efficient administration of the affairs of the county government.

Sec. 2-79. Powers and duties.

The powers and duties of the county administrator shall be:

who are employed in the offices of elected officials and officials appointed by an authority outside county government as those terms are used in South Carolina Code, 1976, section 4-9-30(7);

- (3) To see that all ordinances, resolutions and orders of the council and all laws of the state which are subject to enforcement by him or by officers or department heads and subject, under this article, to his/her direction and supervision are faithfully executed;
- (4) To prepare and submit the annual budget and capital program to the council and to execute the budget and capital program adopted by the council, approving all disbursements and expenditures as budgeted and/or authorized by the council;
- (5) To confer with and advise all other elected or appointed officials of the county who are not under the immediate control of county council, but who receive financial support from the council, such as probate judges, magistrates, solicitor, sheriff, coroner, auditor, treasurer and the like;
- (6) To examine regularly at periods fixed by the council the accounts, records and operations of county boards, commissions, departments, offices, and agencies which receive appropriations from the council; to make regular, monthly reports to the council on county fiscal and other affairs as are appropriate; to keep the council fully advised on the financial conditions and future needs of the county; and to make such recommendations on county affairs as he deems necessary;
- (7) To submit to the council at the end of each fiscal year a complete report on the finances and administrative activities of the county for the preceding year; and
- (8) To execute such other powers and duties as may be prescribed from time to time by the council.

Sec. 2-80. Relationships with county employees.

Neither the council nor any of its members shall direct or request the appointment of any person to, or his/her removal from, office by the county administrator or by any of his/her subordinates, or in any manner take part in the appointment or removal of officers and employees in the administrative service of the county, except where, by majority vote of council, an inquiry as to the removal of an officer or employee is demanded. Except for the purpose of inquiry, the council and its members shall deal with the administrative service solely through the county administrator, and no member thereof shall give orders to any county employee or subordinate of the county administrator, either publicly or privately.

Sec. 2-81. Bond.

The county administrator shall be bonded to the county in an appropriate amount for the faithful performance of the duties as such officer.

Secs. 2-82- 2-87. Reserved.

individuals with a graduate degree in the field(s) of public administration, business administration, or some other related discipline. The assistant county administrators shall be paid an annual salary as recommended by the county administrator and approved by county council.

Sec. 2-90. Responsibilities, powers and duties.

The duties and responsibilities of the assistant county administrators shall be:

- (1) To serve as assistant to the county administrator;
- (2) To plan and direct budget studies, research projects and manpower needs;
- (3) To assist in formulating administrative policies;
- (4) To represent and speak for the county administrator in meetings with boards, commissions, citizens groups and officials of various public agencies;
- (5) To collect, compile and interpret data on policies, functions, organization structures, forms and procedures relating to the administration of assigned programs;
- (6) To seek legal opinions and prepare recommendations supported by administration research findings;
- (7) To review departmental reports, proposed programs, supplemental appropriation requests, personnel requisitions, overtime reports, etc., and make or direct investigative reports and recommendations as required;
- (8) To prepare correspondence and reports;
- (9) To act for the county administrator in his/her absence;
- (10) To participate in formulating policies and in developing long range plans; and
- (11) To perform related work as required and as assigned by the county administrator.

Sec. 2-91. Staff and assistants.

The county administrator may employ such staff and assistants for positions approved through annual budgetary appropriations by county council as are deemed necessary by the county administrator to the performance of his/her duties. They shall be subject to the county personnel system and their compensation determined accordingly.

DIVISION 4. OFFICE OF THE COUNTY ADMINISTRATOR; OFFICES

Sec. 2-92. Departmental Offices.

The office of the county administrator shall also include the following offices:

- (1) *Risk Management* - The office of risk management is hereby created and

(b) **Occupational Safety** – The office of risk management shall include the occupational safety program. The program shall work to keep Richland County employees safe at work and ensure OSHA compliance.

(2) **Public Information** - The office of public information is hereby created and the position of public information director, who shall be responsible to the county administrator to assist Council and County departments with media and public outreach efforts; manage Richland County’s brand to residents, businesses and news outlets through various multi-media platforms and events.

(3) **Ombudsman** - The office of the ombudsman is hereby created and the position of ombudsman director, who shall be responsible to the county administrator to provide informal assistance to citizens and to assist citizens with county concerns and request for service.

(4) **Court Appointed Special Advocates** – The office of court appointed special advocates is hereby created and the position of court appointed special advocates director, who shall be responsible to the county administrator to advocate for the best interests of abused and neglected children in Richland County Family Court.

(5) **Government and Community Services** - The office of government and community services is hereby created and the position of government and community services director, who shall be responsible to the county administrator to facilitate improved community outreach, administration of government services and resolution to community issues.

DIVISION 5. COUNTY ATTORNEY

Sec. 2-93. Office established.

There is hereby established the office of the county attorney, who shall be the chief legal officer of the county. The county attorney shall be retained from the membership of the county bar by the county council and shall serve at its pleasure.

Sec. 2-94. Eligibility.

No member of the council or of the county legislative delegation, or any partner of any such member, shall be retained as county attorney or assistant county attorney, or perform any service for compensation as an attorney for the council, any county agency which is funded in whole or in part from county funds, or for any board, commission, committee, or agency of the county over which the council has any appointive powers. No member of any county board, commission, committee, or agency which is funded in whole or in part from county funds, or any board, commission, committee or agency of the county over which the council has any appointive powers, or any partner of any such member, shall be attorney or do any legal work for such board, commission, committee, or agency; provided, however, that, a partner of such member may serve as county attorney or as an assistant county attorney.

Sec. 2-95. Duties and responsibilities.

The county attorney shall represent and defend the county and all of its officers in any of

compensation from the county for all of the services enumerated above, except under unusual circumstances as directed by council.

Sec. 2-97. Annual appropriation.

The council shall establish in the annual operating budget the compensation of the county attorney. Such budget shall also provide for the compensation of any assistants employed pursuant to section 2-98 of this division.

Sec. 2-98. Assistants.

The county attorney may employ such staff and assistants for positions approved through budgetary appropriations by council as are deemed necessary to the performance of the duties of the office.

Sec. 2-99. Employment of attorney, other than county attorney, by council agencies.

No officer, board, commission, committee, or agency in the county appointed in whole or in part by the council may employ an attorney other than the county attorney, or agree to pay for services out of public funds without first obtaining the county attorney's approval of the employment of such attorney.

Sec. 2-100. Settlement of claims.

The county attorney shall have the authority to settle and approve payment of lawsuits, up to an amount approved by County Council in the annual budget, or in his/her discretion brings those matters to County Council for its decision and approval.

The county attorney shall have the sole discretion to decide whether to file an appeal or to waive the filing of same in instances.

Sec. 2-101. Bond.

The county attorney shall be bonded to the county in an appropriate amount for the faithful performance of the duties as such officer.

DIVISION 6. CLERK OF COUNCIL

Sec. 2-102. Creation; appointment; term of office.

There is hereby created the office of clerk of council. The clerk of council shall be appointed by the council and shall serve at the pleasure of the council.

Sec. 2-103. Responsibilities; duties.

The clerk of council shall:

(a) Record all proceedings of the council and supply copies of certified records as appropriate;

- (g) Notify councilmen of all council meetings;
- (h) Maintain the council calendar;
- (i) Be custodian of the county seal, minute books and Code of Ordinances;
- (j) Maintain county files and any records which should be kept for quick accessibility;
- (k) Supervise a complete records management system for department;
- (l) Research materials and supply background information as required;
- (m) Take follow-up actions on the following matters (including initial follow-up and subsequent actions necessary to ensure carrying out of council actions):
 - (1) Easements;
 - (2) Contracts, leases and agreements;
 - (3) Bond issues;
 - (4) Damage claims which are submitted to county council for acceptance or rejection;
 - (5) Ordinances;
 - (6) Resolutions; and
 - (7) Appointments;
- (n) Prepare council agenda and advise news media of items to be considered; shall maintain a complete record of all matters pending council consideration;
- (o) Act for the county in attesting and certifying official documents;
- (p) Be responsible for the appointments book; insure appointments are made in timely fashion in accordance with established procedures;
- (q) Maintain a record of leases, contracts, agreements, rights-of-way, grants and bonds;
- (r) Insure that the overall objective of the council office is achieved in an efficient manner;
- (s) Prepare and monitor budget for operating expenses for the clerk of council office and the council services budget; and
- (t) File documents, as required, with the clerk of court.

and who shall exercise the duties of the clerk of council in the event of the clerk's absence or disability.

SECTION II. The Richland County Code of Ordinances, Chapter 2, Administration; Article IV, Code of Ethics; is hereby renumbered beginning with section number 2-106 and proceeding accordingly.

SECTION III. The Richland County Code of Ordinances, Chapter 2, Administration; Article V, County Departments; is hereby amended by the deletion of the language contained therein and the substitution of the following language: *(now alphabetized)*

DIVISION 1. ANIMAL SERVICES

Sec. 2-122. Creation; director.

There is hereby created the animal services department, and the position of animal services director who shall be responsible to the county administrator to direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator and his/her term of office shall be at the pleasure of the county administrator.

Sec. 2-123. Qualifications of director; selection; compensation.

The director of animal services shall possess education, training, and experience that are commensurate with the industry standards for this position.

Sec. 2-124. Responsibilities; powers; duties.

The director of animal services shall supervise the divisions of animal care and vector control.

Sec. 2-125. Departmental Divisions.

The animal services department shall include the following divisions:

(1) *Animal care* – The division shall enforce all the provisions of Chapter 5 of the Richland County Code of Ordinances as it pertains to animal control and/or care and the manager of the division shall serve as the chief animal control officer.

(2) *Vector Control* – The division of vector control shall be charged with the following duties:

- (a) Management of the mosquito control program, including abatement in accordance with the policies of the program.
- (b) Provide technical advice, education and assistance about vectors to the county's citizens.
- (c) Conduct vector-borne disease surveillance and response.
- (d) Enforce county ordinances related to vector control.

DIVISION 2. COMMUNITY PLANNING AND DEVELOPMENT

Sec 2-126. Creation; director.

There is hereby created the community planning and development department, and the position of community planning and development director who shall be responsible to the county administrator to direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator and his/her term of office shall be at the pleasure of the county administrator.

Sec. 2-127. Qualifications of director; selection; compensation.

The director of community planning and development shall possess education, training, and experience that are commensurate with the industry standards for this position.

Sec. 2-128. Responsibilities; powers; duties.

The director of community planning and development shall supervise the divisions of planning, building, community development, conservation, business service center, assessor, and register of deeds.

Sec. 2-129. Departmental Divisions.

The community planning and development department shall include the following divisions:

(1) *Planning* -- The division of planning is hereby created and the position of planning manager, who shall be responsible to the community planning and development director to direct and coordinate the operations and activities of the division. The planning manager shall be a graduate of an accredited college or university, preferably with a degree in planning, engineering, architecture or related field; and shall have had at least five (5) years of responsible, practical experience in urban planning and/or in a municipal or county regulatory agency. The planning division shall undertake the permitting and enforcement provisions of the county's zoning and land development regulations.

(2) *Building Inspections* - The division of building inspections is hereby created, and the position of building codes and inspections manager who shall be responsible to the community planning and development director to direct and coordinate the operations and activities of the division. The building codes and inspections manager shall be a graduate of an accredited college or university, preferably with a degree in engineering, architecture, construction or related field; and shall have had at least five (5) years of responsible, practical experience in construction, inspections, administration and/or in a municipal or county regulatory agency. The manager shall hold South Carolina registration as a Certified Building Official. The building division shall be responsible for the permitting and enforcement provisions of the county's building code regulations.

(3) *New Development* - The new development division shall be responsible to the to the community planning and development director to direct and coordinate the operations and activities of the division

division and implement the responsibilities of the Richland County Conservation District and Richland County Conservation Commission. The manager shall consult with and advise the community planning and development director regarding the conservation and protection of the county's natural, cultural and historical resources. The division shall also interact with federal and State agencies, other counties and municipalities, institutions of higher education, and not for profit conservation and environmental organizations to support the responsibilities of the division, District and Commission.

(a) **Sustainability Program** – The Conservation division shall include the Sustainability Program. The program shall work to ensure Richland County's operations and decision making reflect our commitment to environmental, social and economic sustainability and to provide innovative solutions to decrease energy demand through energy efficiency and conservation, create livable sustainable communities, and promote the green economy.

(6) **Business Service Center** – The business service center division is hereby created, and the position of manager of the business service center. The manager of the business service center – and every employee therein – shall give to the county a surety bond in an appropriate amount for the faithful performance of his/her duties as such officers; such bond shall be filed in the office of the clerk of court. The manager of the business service center shall be responsible to the community planning and development director for the performance of the duties and responsibilities of the department, which shall be to:

(a) Issue licenses and permits for businesses needing these licenses and permits by county ordinance to operate lawfully, including, but not limited to (unless otherwise preempted and/or prohibited by federal or state law):

1. Business licenses,
2. Fireworks licenses, and/or
3. Hazardous Materials permits.

(b) Collect the payments, via the Internet and/or other convenient methods, for the aforementioned licenses and permits in subsection (1) above, as well as for other business fees and taxes (not otherwise preempted and/or prohibited by federal or state law), including, but not limited to:

1. Hospitality Taxes,
2. Sewer Fees,
3. Sewer Tap fees,
4. Water Fees,
5. Landfill Fees, and/or
6. Solid Waste Fees.

(c) Make business forms and information available in many diverse and convenient ways to assist businesses operate as required by applicable county ordinances.

(d) Inspect and audit businesses for compliance with applicable county ordinances regarding these licenses, permits, fees, and taxes.

(e) Serve as a liaison ~~to the~~ business community on behalf of Richland

surety bond in the value of twenty-five thousand dollars (\$25,000.00) for the faithful performance of his/her duties, such bond to be lodged in the office of the state treasurer. The register shall be responsible and under the direct supervision of the community planning and development director, for the performance of the duties of this office which include, but are not limited to:

- (a) Directing the division of mesne conveyances and supervising its staff and activities;
- (b) Indexing and recording all deeds, conditions, restrictions, contracts, agreements, descriptions of real estate from the probate judge's office, cemetery plots, easements, leases, mortgages on chattel and real property, satisfactions, assignments, releases, modifications, mechanics' liens, state, federal and employment security commission tax liens, plats and financial statements under the Uniform Commercial Code; provided, however, that no deed shall be accepted for recordation unless it bears the tax map number of the property being conveyed;
- (c) Maintaining books for recording business establishments, corporate charters, U.S. military and naval forces discharges;
- (d) Maintaining a notary public register;
- (e) Maintaining an index of cross-index books for all instruments of record logged in the office;
- (f) Collecting necessary fees for the recording of records as set by law;
- (g) Answering requests and giving assistance to those seeking information from the records of the office;
- (h) Preparing a division budget; and
- (i) Rebinding books and records.

(8) *Assessor* – The tax assessor division, and the position of tax assessor, who shall be responsible to the community planning and development director to direct and coordinate the operations and activities of the division. The tax assessor shall be a person with education, training, skills, and/or experience that is satisfactory to the county administrator. The powers, duties, and responsibilities of the tax assessor shall be those set forth by state law.

DIVISION 3. DETENTION CENTER

Sec 2-130. Creation; director.

There is hereby created the detention center department, and the position of detention center director who shall be responsible to the county administrator to direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator and his/her term of office shall be at the pleasure of the county administrator. The manager shall have the following duties and responsibilities:

Sec. 2-131. Departmental Divisions.

The detention center department shall include the following divisions:

- (1) *Security* – The division of security is hereby created and the position of security manager, who shall be responsible to the detention center director to ensure the detention remains secure.
- (2) *Operations* – The division of operations is hereby created and the position of operations manager, who shall be responsible to the detention center director to facilitate and execute the operation of the detention center.
- (3) *Programs* – The division of programs is hereby created and the position of programs manager, who shall be responsible to the detention center director to successful implement the programmatic initiatives of the detention center.
- (4) *Support* – The division of support is hereby created and the position of support manager, who shall be responsible to the detention center director to support the detention center director and contribute to the effective functioning of the detention center.

DIVISION 4. ECONOMIC DEVELOPMENT OFFICE

Sec. 2-132. Creation; director.

There is hereby created the economic development office and the position of director of the economic development office.

Sec. 2-133. Qualifications of director; selection; compensation.

The director of the economic development office shall possess education, training, and experience that are commensurate with the industry standards for this position.

Sec. 2-134. Responsibilities; powers; duties.

The director shall work to assist new companies considering locating in Richland County and existing companies considering expand their operations. The office shall have the following duties and responsibilities:

- (1) Maintain demographic and economic data on Richland County;
- (2) Conduct building and site tours for prospective companies;
- (3) Facilitate meetings with existing industry to discuss human resources and labor force issues;
- (4) Conduct community tours for prospective companies;
- (5) Negotiate incentive proposals for half of the County.

Sec. 2-136. Qualifications of director; selection.

The director of emergency services shall possess education, training, and experience that are commensurate with the industry standards for this position.

Sec. 2-137. Responsibilities; powers; duties.

The director of the department of emergency services shall be the county fire marshal. The director of the department of emergency services shall enforce all provisions of this Code of Ordinances pertaining to the operation of emergency services within the county.

Sec. 2-138. Departmental Divisions.

The emergency services department shall include the following divisions:

(1) *Emergency Medical Services* - The emergency medical services division shall provide county-wide 911 emergency medical services designed to respond to medical emergencies and to provide initial medical response and/or treatment as a means of stabilizing accident and/or trauma victims for transportation to medical facilities for primary, secondary and/or tertiary care or treatment as may be required.

(a) Fees for ambulance services to the general public within the boundaries of the county and outside of the boundaries of the county shall be determined from time to time by council.

(b) Fees for ambulance services will be limited to the maximum allowed under the health care insurance plan for each county employee. These fee schedules are subject to amendment, repeal, or deletion by the county council from time to time.

(c) The county council hereby grants permission for the operation of private convalescent transport units within the county.

Private convalescent transport units are any vehicle making nonemergency calls within the county and to destinations within the county as scheduled to a physician's office or hospital for treatment, routine physical examinations, x-rays, or laboratory tests which is used for transporting within the county, patients upon discharge from a hospital or nursing home to a hospital, nursing home or residence, or a vehicle making any other calls dispatched within the county as nonemergency. Such vehicles are described in S.C. Code 1976, § 44 61 10 et seq. (as amended).

(d) The department of emergency services is hereby authorized to promulgate and enforce rules and regulations governing and controlling such private convalescent transport units and the nonemergency ambulances as deemed by the department to be necessary pursuant to federal, state and applicable regulating agency requirements.

Further, all nonemergency private ambulances that originate calls within the county shall be required to comply with the provisions of this Code of

- (b) Emergency communications;
- (c) Determine the Cause and Origin of fires;
- (d) The provision of assistance to the various units of the fire service in resolving technical problems;
- (e) Coordination of the management of all county fire service units;
- (f) Enforcement of county ordinance and the county fire prevention code;
- (g) Coordination of the emergency services department special response and rescue capabilities

(3) *Emergency Management Division* - The emergency management division shall be responsible for ensuring the complete and efficient utilization of all the county facilities to combat disaster from enemy attack, manmade or natural disaster; for directing the day-to-day operations of the office and coordinating the activities of county and city governments during a period of disaster. The department shall be empowered and required to coordinate with and render assistance to county and city officials in the development of plans for the use of all facilities, equipment, manpower and other resources of the county and the municipalities existing within the county for the purpose of minimizing or preventing damage to persons or property in disaster situations. The department shall further direct the efforts of the county emergency management division in the implementation of the provisions of this subsection.

The emergency management division shall be the coordinating agency for all activity in connection with integrated emergency management; and it shall be the instrument through which the county government shall exercise its authority under the laws of this state during an attack against this county, its political subdivisions, or any part of the state, or during manmade or natural disasters. This subdivision will not relieve the county or any city department existing within the county of the normal responsibilities and/or authority given to is by general laws or local resolution or ordinance, nor will it limit the work of the American Red Cross or other volunteer agencies organized for relief in natural disaster.

As used in this subsection:

Attack shall mean a direct assault against the county, its political subdivisions, or any part of the state, by forces of a hostile nation, including assault by nuclear, chemical or biological warfare, espionage or sabotage.

County shall mean Richland County, including all municipalities and political subdivisions.

Emergency management shall have a broad meaning and shall include preparations against and relief from the effects of attack on the county, or any part of the state, by the forces of any enemy nation; and it shall also include such activity in connection with manmade or natural disaster as defined herein. It shall not include any activity that is the responsibility of the military forces of the United States.

Emergency management organization shall mean all county and municipal officials and

Volunteer shall mean contributing service, equipment or facilities to the emergency preparedness organization without remuneration or without formal agreement or contract of hire. While engaged in such services, volunteer personnel shall have the same immunities as persons and employees of the county performing similar duties.

- (a) The emergency management division shall maintain liaison with the state and federal authorities, and the authorities of other nearby political subdivisions, so as to ensure the most effective operation of the emergency plan. The duties shall include, but shall not be limited to, the following:
1. Development and publication of emergency plans in conformity with state emergency plans for the immediate use of all of the facilities, equipment, manpower and other resources of the county for the purpose of minimizing or preventing damage to persons or property, and protecting and restoring to usefulness governmental services and public utilities necessary for the public health, safety, and welfare.
 2. Control and necessary recordkeeping for funds and property which may be made available from the federal, state, county and municipal governments.
 3. Submission of annual budget requirement to the state, federal and county governments.
 4. Signing such documents as are necessary in the administration of the county emergency preparedness program, to include project applications and billing for purchases under project applications.
 5. Coordination of the recruitment and training of the volunteer personnel and agencies to augment the personnel and facilities of the county emergency preparedness purposes.
 6. Through public information programs, education of the civil population as to the actions necessary and required for the protection of their persons and property in case of enemy attack or natural disaster.
 7. Conducting simulated disaster exercise and public practice alerts to ensure efficient operations of the emergency plans and to familiarize residents of the county and municipalities with civil defense regulations, procedures and operations.
 8. Coordination of the activity of all other public and private agencies engaged in any emergency preparedness programs.
 9. Negotiation with owners or persons in control of building or other property for the use of such buildings or property for emergency management purposes, and designating suitable

which during an emergency situation shall have the full force and effect of law.

- (c) In accordance with annex K of the emergency plan, emergency shelters may be opened during an emergency and may be housed at schools, churches and other locations. The type and location of an emergency will determine which shelters will be opened. After shelters are opened, the public will be notified and given instructions through the public information officer.
- (d) Notwithstanding any other provision of the law, authority in an emergency in the county shall be determined by the current County Code of Ordinance and the County Emergency Plan
- (e) A state of disaster may be declared by the chairman of the county council with the knowledge of officials of the affected municipalities if he determines that a disaster has occurred, or that the threat thereof is imminent, and extraordinary emergency measures are deemed necessary to cope with the existing or anticipated situation. Once declared, that state of emergency shall continue until terminated by the chairman of county council. All proclamations of a disaster issued pursuant to this section shall indicate the nature of the disaster, the area or areas affected, the conditions which required the proclamation of the disaster, and the conditions under which it will be terminated. In addition to any other powers conferred by law, the county and municipal governments may, under the provisions of this subsection:
 1. Suspend existing laws and regulations prescribing the procedures for conduct of county or municipal business if strict compliance with the provisions of any statutes, order, rule or regulation would in any way prevent, hinder or delay necessary action in coping with the emergency.
 2. Utilize all available resources of county and municipal government as reasonably necessary to cope with a disaster emergency.
 3. Transfer the direction, personnel or functions of county and municipal departments and agencies or units thereof for purposes of facilitating or performing emergency services as necessary or desirable.
 4. Compel performance by government officials and employees of the duties and functions assigned in the county emergency plan.
 5. Contract, requisition and compensate for goods and services from private sources.
 6. Direct the evacuation of all or part of the population from any

9. Suspend or limit the sale, dispensing or transportation of alcoholic beverages, firearms, explosives and combustibles.
 10. Make provisions for the availability and use of temporary housing.
 11. Suspend or limit nonemergency activities and prohibit public assemblies.
 12. Implement curfews during declared disaster events.
- (f) All employees of departments, commissions, boards, institutions and other agencies of the county and municipalities who are designated as civil emergency forces shall cooperate with the emergency management division in the formulation of the county emergency plan shall comply with the requests of the manager of emergency management personnel when such requests are issued pursuant to the provisions of this subsection. County and city personnel shall include in such plans the restoration of governmental services and public utilities necessary for the health, safety and welfare of the general public.
- (g) All such civil emergency forces shall notify the director of emergency services of conditions in the county or municipalities resulting from enemy attack or natural disaster, and they shall inform the director of any conditions threatening to reach the proportions of a natural disaster as defined herein.
- (h) County and municipal employees assigned to duty as part of the civil emergency forces pursuant to the provisions of this subsection shall retain all the rights, privileges and immunities of their employment and shall receive the compensation incident to that employment.
- (i) The director of emergency services may at any time make the appointment of volunteer citizens to augment personnel in the time of emergency. Such volunteer citizens may be enrolled as civil emergency volunteers in cooperation with the heads of the county or municipal department affected, and they shall be subject to the rules and regulations set forth by their department for such volunteers.
- (j) The director may appoint volunteer citizens or from the personnel of a civil emergency service for which the county or municipalities have no counterpart. He may also appoint volunteer citizens as public shelter managers, who, when directed by the director, shall open public shelters and take charge of all stocks of food, water and other supplies and equipment stored in the shelter; admit the public according to the community shelter plan; and take whatever control measures are necessary for the protection and safety of the occupants.
- (k) The director of emergency services may appoint and permit volunteers to operate privately owned vehicles to respond to disasters and emergencies

comply with any order, rule or regulation promulgated pursuant to the provisions of this subsection shall not be liable for any damage sustained by persons or property as a result of such activity.

- n. Any person owning or controlling real estate or other premises who voluntarily and without compensation grants the county the right to inspect, designate and use the whole or any part or parts of such real estate or premises for the purpose of sheltering persons during an authorized civil emergency practice exercise shall not be civilly liable for the death of or injury to any person on or about such real estate or premises under such license, privilege or other permission, or for loss of or damage to the property of such person.
- o. It shall be unlawful for any persons to violate any of the provisions of this subsection or the regulations issued pursuant to the authority contained herein or willfully to obstruct, hinder or delay any member of the civil emergency organization in the enforcement of the provisions of this subsection or any regulation issued thereunder. Any violation of this subsection shall be considered as a misdemeanor and shall be punished by a fine of not more than five hundred dollars (\$500.00) or confinement of not more than thirty (30) days.

(4) *Hazardous Materials Division* - The hazardous materials division shall include, but not be limited to the location, identification, monitoring and/or control of all hazardous/toxic waste(s) existing in or transported through the county. Such control shall include the permitting and enforcement of all relevant codes and the coordination of effort with other county and public agencies assigned public safety responsibilities in the field of hazardous/ toxic wastes.

(5) *Emergency 911 Communications*

- (a) Funding for emergency 911 telephone system

It is the desire of Richland County Council to shorten the time and to simplify the methods required for a resident of Richland County to request and to receive emergency aid. It is the further intent of the County Council to provide funding by which to allow operation, maintenance and enhancements of E911 by levying a monthly charge of fifty (50) cents upon each local exchange access facility subscribed by telephone subscribers whose local exchange access lines are in the area served by or which would be served by the E911 service and/or system of Richland County.

- (b) E911 Service fee, billing and collection.

- (1) The E911 Service Fee shall include charges as may be required by the Service Suppliers and agreed upon by Richland County and such charges for support, planning, operation and current or future enhancements that are required by Richland County and outlined in South Carolina Code Sections 23-47-10 through 80.

from time to time, as may be approved by the Richland County Council attendant to the normal adoption of the County's Ordinary and Capital Budgets. Said budget shall clearly delineate the estimated E911 Service Fee revenue and the associated expense, and sources of revenue and authorized expenses from sources other than the E911 Service Fee, by budget account and line item.

- (3) The E911 Service Fee shall be uniform and not vary according to the type of local Exchange access.
 - (4) Coin operated telephones are toll free 911 calls, but certain locations, such as detention centers or institutions may be denied access to 911 at the discretion of the emergency services director. Other coin operated telephones where it can be clearly justified as not being in the public interest to continue or have access to 911 may also be denied such access.
 - (5) Service Suppliers shall remit to Richland County E911 Service Fee Collections within 45 calendar days following the end of the month of collections of such funds and, upon receipt of a monthly bill from the Service Supplier, Richland County will remit payment.
 - (6) An audit and budget reconciliation shall be conducted annually. The audit shall comply with the requirements of the South Carolina Code Section 23-47-50(E).
- (c) Accounting and management.
- (1) As provided in South Carolina Code Section 23-47-50(C), Richland County is responsible for the collection of delinquent accounts having access to the E911 system. The emergency services director and finance director shall cause procedures to be established with the Service Supplier and shall forward such information to the appropriate authority for collection procedures.
 - (2) The emergency services director is responsible within Richland County for the administration of this section and South Carolina Code Sections 23-47-10 through 80.
- (d) Addressing and road name. All road naming activity shall be coordinated with the public works department, the planning division of the Community Planning and Development Department and if applicable the City of Columbia. Public safety is of the highest priority and road names contribute significantly to the efficiency of the emergency response system.
- (e) It shall be a violation for any person to misuse or abuse the 911 system or to make a false 911 call. Any person in violation of this section shall be subject to the penalties set forth in (f).

DIVISION 6. FINANCE

Sec. 2-139. Creation; director.

There is hereby created the finance department and the position of director of finance, who shall be responsible to the county administrator and who shall direct and coordinate the operations and activities of the department. The department shall be responsible for all facets of finance administration including budget preparation and budgetary control, accounting, financial reporting, and other related financial/fiscal activities. It shall be responsible also for insurance; payroll and leave administration; and, in cooperation with the department of human resources, shall be responsible for development and implementation of a personnel data and information management system; and such other responsibilities as may be assigned by the county administrator. The director of finance shall give to the county a surety bond in the value of thirty thousand dollars (\$30,000.00) for the faithful performance of his/her duties as such officer, such bond to be filed in the office of the clerk of court.

Sec. 2-140. Qualifications of director; selection.

The director of finance shall possess the education, training, and experience that are commensurate with the industry standards for this position.

Sec. 2-141. Responsibilities; powers; duties.

The director of finance shall be the chief administrative finance officer of the county, responsible to the county administrator for the performance of his/her duties and responsibilities which shall be to:

- (1) Direct the finance department and supervise its staff and activities;
- (2) Approve all warrants issued by officers of the county and draw drafts in payment thereof;
- (3) Maintain current accounts of all county budget expenditures and make periodic reports thereon as required by the county administrator;
- (4) Maintain a current inventory of all county property, real and personal; and collect and account for all income from rental or sale of same;
- (5) Receive all requests from county offices and agencies in excess of budget allowances, and prepare recommendations for the county administrator to submit to the council for consideration thereof;
- (6) Obtain and supervise contracting and payments for all insurance on county property, including liability and related insurance;
- (7) Cooperate with the county council, treasurer, attorney and other officers concerned in the preparation and sale of all county bond issues and other long-term financial transactions;
- (8) Cooperate with the county administrator, treasurer and other county officers in securing

position of accounting manager, who shall be responsible to the finance director to prepare annual financial statements and other financial reports as required or requested by federal and state agencies, County Council, Administration, or financial markets.

(2) *Budget* – There is hereby created the division of budget and the position of budget manager, who shall be responsible to the finance director to create and maintain the County's Annual Budget.

(3) *Procurement* - There is hereby created the division of procurement and the position of procurement manager. The procurement manager shall be a person with education, training and/or experience in purchasing, contract administration, and inventory. The division of procurement shall be responsible for the following:

(a) Purchasing all supplies, materials, equipment, and contractual services required by county agencies and performing the purchasing-related functions required of the director of procurement herein;

(b) Negotiating contracts for professional services and submitting them for approval and award as provided herein;

(c) Using standard specifications wherever they are applicable to purchase orders and contracts and ensuring compliance with such specifications through adequate inspection of deliveries;

(d) Transferring between agencies, supplies, materials and equipment which are no longer needed by a holding agency but which can be used by the receiving agency;

(e) Exchanging, trading in or selling those supplies, materials and equipment which are surplus, obsolete or unused and which are found by the county administrator not to be required for public use;

(f) Developing, with the approval of the county attorney as to legal sufficiency, standard forms and conditions for invitations to bid, requests for proposals, purchase orders, and contracts; developing and prescribing the use by agencies of other forms required in carrying out the provisions of this article; and amending or eliminating any such forms;

(g) Upon request of the council, and subject to its approval of each transaction, performing all delegable functions in connection with acquisition and disposal of real property;

(h) Acting as the procurement, purchasing and contracting agent for all officers, offices and agencies of the county, subject to regulations promulgated by the council and approval authority of the director of finance;

(i) Establishing and maintaining a central purchasing warehousing and supply system for all county offices and agencies, providing for

time allowance so that the requesting agency or department will be assured of the actual date of publication of the advertisement. However, any advertising which is not paid for with county funds, or for which the county is reimbursed by a private individual or company, may be exempt from the provisions of this subsection;

(k) Other duties as directed by the director of finance or county administrator.

DIVISION 7. HUMAN RESOURCES

Sec. 2-143. Creation; director.

The department of human resources is hereby created and shall be responsible for the development and implementation of a modern personnel program employing whatever resources and assistance are needed from the finance department. The human resources department shall be managed by the director of human resources who shall be responsible also for administrative and legislative research, economic and community development, public affairs, data information management, and such other responsibilities as may be assigned by the county administrator. The director of the human resources department shall be bonded to the county in an appropriate amount for the faithful performance of the duties as such officer.

Sec. 2-144. Qualifications of director; selection.

The director of human resources shall possess the education, training, and experiences that are commensurate with the industry standards for this position.

Sec. 2-145. Responsibilities; powers; duties.

The duties and responsibilities of the director of human resources shall be:

- (1) To serve as personnel director and, as such to plan, organize, direct and coordinate the personnel program of the county;
- (2) To formulate and recommend operating policies and procedures to the county administrator for the effective administration of the county's personnel program;
- (3) To direct and control the county's research resources and activities serving the administrative and legislative branches of the government;
- (4) To provide leadership and support in the areas of economic and community development and, in so doing, establish effective liaison and working relationships with all appropriate private and public enterprises as related to economic and industrial development, and with all appropriate civic groups/associations, as related to community development;
- (5) To administer a program of public affairs and, to that end, establish effective relationships with the media and the general public through the development of viable public information programs;
- (6) To organize, direct, and administer management information and word processing

(1) *Compensation, Benefits, and Classification* – This division shall manage the compensation, benefits and classification related services for the human resources department.

(2) *Operations*- This division shall manage the operations of the human resources department.

DIVISION 8. INFORMATION TECHNOLOGY

Sec. 2-147. Creation; director.

There is hereby created the information technology department and the position of director of information technology, who shall be responsible to the county administrator and who shall direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator, with the term of office being at the pleasure of the county administrator. The department shall be responsible for all providing the technological vision and leadership to deploy the appropriate technology that will contribute towards an enriched community and providing timely, efficient, effective, and proactive technology support to the employees of Richland County.

Sec. 2-148. Qualifications of director; selection.

The director of information technology shall possess the education, training, and experiences that are commensurate with the industry standards for this position.

Sec. 2-149. Departmental Divisions.

The information technology department shall include the following divisions:

- (1) **Network & Telecommunications** – This division shall ensure a secure and fully resilient technical environment that supports all of the county’s software, hardware, mobile, and cloud technologies, as well as future technologies. The division shall be responsible for the telecommunication system(s) serving the entire organization, including wired and wireless, VOIP phone system, cell phones, data lines, cabling, and the county’s tower at Fort Jackson. The division is also responsible for mission critical cybersecurity. The division shall propose new or amended county policies as needed to ensure that the county responds to new threats and / or opportunities. The division shall also partner with other local / state agencies and private industry to expand broadband to citizens in Richland County.
- (2) **Business Systems** – This division shall provide proactive, realistic, and fiscally sound solutions to short, middle and long-range business goals whenever application software and / or project management can facilitate. The division shall develop new business software, oversee vendor software, perform feasibility studies and research, confer with departments to identify business needs and desired outcomes, perform business analysis, project management, QA / QC, and application training. The division will prepare procurement solicitations for new vendor systems and oversee implementation projects from start to finish. The division shall oversee and support all business software, from small on-department systems, to enterprise-wide software systems. The division also

GIS data will be continuously updated and improved as technology and county capabilities improve. The county council understands that to sustain the county's utility and effectiveness, data must be maintained. The county council also recognizes that the nature of accurate local data and the potential of GIS are reflected in the value of spatial data to entities other than Richland County. Thus, to provide for costly maintenance of the GIS and to lessen the burden of annual budget requests, system data elements will be available for purchase pursuant to an established fee schedule. Such fee schedule may be modified below from time to time by council.

- (a) For the purposes of this section, and unless the context specifically indicates otherwise, the following general terms shall have the meanings designated below:

Applicant. Any person who submits a request for GIS products or services.

Customer. Any applicant who executes a contract for GIS products or services, or purchases copies of standard system products, custom hard copy system products, digital data, technical assistance, or other products or services.

Data. Recorded quantitative and qualitative observational measurements and facts.

Data steward. The person, or his/her designee, responsible for the maintenance and security of GIS data elements within a particular county department.

Geographic Information System (GIS) is an organized collection of computer hardware, software, geographic data, and personnel designed to efficiently capture, store, update, use, analyze, and display all forms of geographically referenced material.

Information. The result(s) obtained from processing, classifying, or interpolating data.

Open records. Standard system products as defined herein and non-digital source documents.

Standard system products. Paper products generated from GIS databases for internal use and for the purpose of meeting requests submitted under current state law concerning open records.

Subscriber. Customer who purchases GIS service or products on a regular, frequent, and on-going basis.

- (b) Data and information distribution.

identify limitations in the use of county GIS data and shall indemnify and hold harmless Richland County, its elected officials, officers, agents, and employees from loss, damage, or other liability arising from the use of the data.

3. A fee shall be collected from customers for copies of GIS data. An initial fee schedule of individual data elements will be reviewed by county council. The fee schedule will include a description of each thematic data element to be sold, distribution format, file format, and unit pricing information. The county administrator, as necessary, may update the fee schedule. Regardless of changes in data product fees, a county GIS data fee schedule will be submitted annually to the county council as an informational update. For good cause, the county administrator may waive or reduce fees for GIS data when such actions result in serving the best interest of the county.
4. Customers requesting data on a regular basis may request to receive data at a subscription rate, but must enter into a non-transferable data license agreement with the county.
5. All GIS-related information constituting a public record, as defined by S.C. Code 1976, § 30-4-20, as amended, may be provided at no charge via Internet access or at a minimal charge if such information is in digital or hard copy format. The minimal fees for digital or hard copy public record information shall be included in the approved fee schedule.

DIVISION 9. OPERATIONAL SERVICES

Sec. 2-150. Creation; director.

There is hereby created the support services department and the position of director of support services, who shall be responsible to the county administrator and who shall direct and coordinate the operations and activities of the department. The support services department shall be responsible to administer the internal or housekeeping needs of the county government. It shall be responsible for the maintenance, custody and security of the entire physical plant and all of the support services required to keep the plant and all equipment at an acceptable level of operation and usability. The office shall be managed by the director of support services and shall be responsible also for coordinating a program of records management through the county archivist, and for such other responsibilities as may be assigned by the county administrator. The director of support services shall be bonded to the county in an appropriate amount for the faithful performance of the duties as such officer.

Sec. 2-151. Qualifications of director; selection.

The director of support services shall possess the education, training, and experiences that are commensurate with the industry standards for this position.

Sec. 2-152. Responsibilities; powers; duties.

- (3) To establish a working relationship and liaison with all department and agency heads relative to their specific operational and/or space office requirements and needs;
- (4) To provide assistance for all county departments and agencies to obtain auxiliary and/or housekeeping support and services;
- (5) To coordinate through the county archivist, a program of records management designed to serve all county departments and agencies; and
- (6) To perform such other related work as may be required and so assigned by the county administrator.

Sec. 2-153. Departmental Divisions.

The support services department shall include the following divisions:

- (1) Facilities and Grounds – This division shall perform routine maintenance on Richland County owned facilities and grounds.
- (2) Central Services – This division shall manage and operate the Richland County mailing services.

DIVISION 10. PUBLIC WORKS

Sec. 2-154. Creation; director.

There is hereby created the public works department and the position of director of public works, who shall be responsible to the county administrator and who shall direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator, and his/her term of office shall be at the pleasure of the county administrator.

Sec. 2-155. Qualifications of director; selection.

The director of public works shall possess the education, training, and experiences that are commensurate with the industry standards for this position.

Sec. 2-156. Responsibilities; powers; duties.

The director of public works shall be responsible for the custody, security and maintenance of public works and physical properties of the county and shall be responsible to and under the supervision of the county administrator in the performance of his/her duties.

Sec. 2-157. Departmental Divisions.

The public works department shall include the following divisions:

- (1) *Administration* – This division shall coordinate all department-level administrative support, including personnel management, safety, training, standardization, finance, budget, payroll, material management, procurement, and

- (5) *Airport* – This division shall manage the Jim Hamilton Owens Airport operations.
- (6) *Solid Waste* – This division shall provide residential collection of municipal solid waste (MSW) and recyclable materials within the unincorporated county, provide limited construction & demolition (C&D) landfill services, manage the Solid Waste stream within the county, and promote cost-effective recycling.
- (7) *Special Services* – This division shall be responsible for:
 - 1. Effectively managing a labor pool of community service and inmate labor personnel in support of county operations, such as picking up trash along the road right of ways and beautifying the community through a clean sweep program; and
 - 2. Helping communities become self-sufficient through sponsoring community cleanups; and
 - 3. Holding community forums to address participants' questions about the clean sweep program and neighborhood cleanups.

DIVISION 11. TRANSPORTATION PENNY

Sec. 2-158. Creation; director.

There is hereby created the transportation penny department and the position of director of the transportation penny department, who shall be responsible to the county administrator and who shall direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator, and his/her term of office shall be at the pleasure of the county administrator. The transportation penny department shall manage all items of the Transportation Penny Program approved by voters in November 2012.

Sec. 2-159. Qualifications of director; selection.

The director of the transportation penny department shall possess the education, training, and experiences that are commensurate with the industry standards for this position.

Sec. 2-160. Responsibilities; powers; duties.

The duties and responsibilities of the director of the transportation penny department shall be:

- (1) To develop and implement the Richland County Transportation Program
- (2) Serve as the liaison with the South Carolina Department of Transportation on all joint transportation projects
- (3) Coordinates all transportation projects with the Central Midlands Council of Governments

DIVISION 12. UTILITIES

Sec. 2-161. Creation; director.

There is hereby created the department of utilities and the position of director of utilities, who shall be responsible to the county administrator and who shall direct and coordinate the operations and activities of the department. The director shall be appointed by the county administrator, and his/her term of office shall be at the pleasure of the county administrator.

Sec. 2-162. Qualifications of director; selection.

The director of utilities shall possess education, training, and experiences that are commensurate with the industry standards for this position.

Sec. 2-163. Responsibilities; powers; duties.

The utilities department shall be responsible for enforcing all the provisions of Chapter 24, Utilities, and Chapter 24.5, Special Sewer Assessment Districts, of the Richland County Code of Ordinances.

Sec. 2-164. Departmental Divisions.

The utilities department shall include the following divisions:

- (1) *Administration* – This division shall coordinate all department level administrative support, including personnel management, standardization, finance, budget, payroll, material management and procurement.
- (2) *Operations* – This division shall provide professional operation of county water and wastewater treatment facilities, laboratory facilities and shall administer provisions of the county’s pre-treatment program.
- (3) *Maintenance* – This division shall manage, maintain, and improve all county utility systems, including facilities, grounds, water and sewer lines and associated apparatus.
- (4) *Engineering* - This division shall provide engineering services in support of county utility operations and infrastructure development, including the management and coordination of capital improvement projects funded by both public and private sources. Also develops and maintains the department mapping and geographic information system.

SECTION IV. The Richland County Code of Ordinances, Chapter 21, Roads, Highways, and Bridges; Article I, In General; is hereby amended by the addition of the following sections and amendment of reserved sections:

Sec. 21-25. Use of county equipment by private parties and during public emergencies.

- (a) Use and operation of county equipment. Only authorized employees of the county shall be allowed to use and operate equipment owned by the county. No such equipment

(c) Records. In the event of such public emergency, the department of public works must, as soon thereafter as possible, make a record of the nature of the emergency, the property and/or owner involved, the operator of the equipment, the names of county employees utilized, the date(s) thereof, and the man-hours involved.

(d) Reimbursement. The director of public works and/or the county administrator may apply for reimbursement for the services rendered by county employees and equipment where the private party either had or has insurance available for such services or where federal or state funds are available, such as disaster aid.

(e) Violation. The failure to comply with this section shall be grounds for suspension, removal or termination.

21-26. Burial of paupers and cremains.

The public works department shall bury paupers at a site designated for that purpose when directed to do so by the county administrator. Further, cremains originating from medical schools may be buried within the county cemetery by appropriately authorized personnel of such schools. Medical schools wishing to enter into these arrangements shall provide a list of names of authorized personnel and shall execute appropriate releases and hold-harmless agreements prior to any burials.

Secs. 21-27--21-33. Reserved.

SECTION V. The Richland County Code of Ordinances, Chapter 1, General Provisions; is hereby amended by the addition of the following section:

Sec. 1-17. Home Detention Program. *(just moved from another area of the code)*

(a) *Purpose.* The purpose of this section is to provide for a pilot Home Detention Program in Richland County as an alternative to confinement in the Alvin S. Glenn Detention Center, in accordance with the Home Detention Act of 1990 (S.C. Code 1976, § 24-13-1510 et seq, as amended).

(b) *Home Detention Program provided.* Pursuant to S.C. Code 1976, § 24-13-1530, electronic and nonelectronic home detention programs may be used by the magistrates of Richland County as an alternative to incarceration for low risk, nonviolent adult and juvenile offenders, as selected by the court. Applications for home detention by persons who are awaiting trial or by offenders whose sentences do not place them in the custody of the Department of Corrections may hereafter be made to the magistrates of Richland County as an alternative to incarceration. The county's home detention program shall comply with all applicable state and local laws and regulations, including S.C. Code 1976, § 24-13-1510 et seq.

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



Richland County Government Office of Small Business Opportunity FY18 Annual Report



July 2, 2018

2000 Hampton Street
Columbia, SC 29204

Goal Setting

On April 21, 2017, the County Administrator provided Council with Memo 4-4, OSBO Program Development.

Council Memorandum 4-4 outlined overarching and immediate goals for establishing the OSBO Program, including:

1. Fill the position of Manager of OSBO
2. Develop a comprehensive small business program development strategy
3. Revamp the OSBO webpage to reflect the comprehensive approach the County is taking to support small businesses

On September 8, 2017, the Office submitted the 2017/2018 OSBO Proposed Work Plan to Council.

In preparation for the addition of new staff members joining the Richland County Office of Small Business Opportunity (OSBO), a work plan has been submitted for FY2018.

The OSBO organizational chart was restructured in May 2017 to meet the needs and demands of Richland County small businesses, both certified. The organizational chart for the Office is currently comprised of Manager, Assistant Manager, Business Development Coordinator, Financial Resources Coordinator, and Certification and Compliance Specialist. The Office is housed within the Administration Office of Community and Government Services.





RICHLAND COUNTY GOVERNMENT

Office of the County Administrator

To: County Council
 From: Gerald Seals, County Administrator
 Date: March 12, 2018
 Re: OSBO/SLBE Justification

The Richland County Finance Department reports having contracts with 12,879 businesses, with an estimated number less than 400 representing small business contracts. Based on the numbers reported in the Richland County Accounts Payable Vendors List, the County is doing business with less than 3% of our local small businesses. The Office of Small Business Opportunity is implementing a strategic plan to comprehensively identify and track existing contracts with small businesses to better report the County's support of the local small business community and to certify those businesses in order to increase access to potential contract and training opportunities.

Purpose of the Richland County Small Local Business Enterprise (SLBE) Program

Pursuant to Richland County Ordinance No. 049-13HR (Section 2-639) effective September 17, 2013, the purpose of the SLBE Program is to provide a race- and gender-neutral procurement tool for the County to use in its efforts to ensure that all segments of its local business community have a reasonable and significant opportunity to participate in County contracts for construction, architectural & engineering services, professional services, non-professional services, and commodities. The Small Local Business Enterprise (SLBE) Program also furthers the County's public interest to foster effective broad-based competition from all segments of the vendor community, including, but not limited to, minority business enterprises, small business enterprises, and local business enterprises. This policy is, in part, intended to further the County's compelling interest...in promoting equal opportunity for all segments of the contracting community to participate in County contracts. Moreover, the SLBE Program provides additional avenues for the development of new capacity and new sources of competition for County contracts from the growing pool of small and locally based businesses.

Additionally, pursuant to Ordinance No. 039-14HR (Section 2-234) effective July 15, 2014, the Office of Small Business Opportunity (OSBO) was established to fulfill the following duties:

- Management of the County's SLBE program
- Management of the County's Minority, Women, and Disadvantaged Business Enterprise (MWDBE) programs
- Management of the County's program for business enterprises owned and operated by persons with disabilities
- Management of the Business Development program

- Management of other programs or functions assigned by the department by the County Administrator or County Council

The OSBO organizational chart was restructured in May 2017 to meet the needs and demands of Richland County small businesses, both certified and uncertified. The organizational chart for the Office is currently comprised of Manager, Assistant Manager, Business Development Coordinator, Financial Resources Coordinator, and a Certification and Compliance Coordinator. The Office is housed within the Administration Office of Community and Government Services.

Benefits of the SLBE program to Richland County residents

Small businesses are a staple of our economy. A study by the Federal Reserve Bank of Atlanta discovered that counties with a greater percentage of small businesses also had stronger local economies. For every \$100 spent at a small business, approximately \$70 stays within the local economy, while only \$43 remains in the community when the same amount is spent at a non-locally owned business (Rupasingha, Federal Reserve Bank of Atlanta, 2013). This analysis examined the relationship between locally owned businesses and economic performance, and found that counties with higher percentages of employment in locally based, small businesses had stronger local economies. Using data on every U.S. County in the period between 2000 and 2008, Rupasingha found that local entrepreneurship had a positive effect on county per capita income growth and employment growth and a negative effect on poverty rates. He also found that the effect of local ownership was more pronounced in the case of businesses that were also small, having fewer than 100 employees.

Another study conducted by the Urban Conservancy in partnership with Civic Economics (2009) examined financial data from 15 locally owned businesses in New Orleans and compared their impact on the local economy to that of an average SuperTarget store. The study found that only 16 percent of the money spent at a SuperTarget stayed in the local economy. In contrast, the local retailers returned more than 32 percent of their revenue to the local economy. The primary difference was that the local stores purchase many goods and services from other local businesses, while Target does not. The study concludes that even modest shifts in spending patterns can make a big difference to the local economy. If residents and visitors were to shift 10 percent of their spending from chains to local businesses, it would generate an additional \$235 million a year in local economic activity, creating many new opportunities and jobs. The study also showed that a four-block stretch of a traditional business district, provided 179,000 square feet of retail space, hosted about 100 individual businesses, and generated \$105 million in sales, with \$34 million remaining in the local economy. In contrast, a 179,000-square-foot SuperTarget generated \$50 million in annual sales, with just \$8 million remaining in the local economy, and required an additional 300,000 square feet of space for its parking lot.

Both of the previous studies are examples of multiplier effects, fundamental mechanisms of local and regional development that occur when one type of economic activity affects another. Multiplier effects are driven primarily by market forces. An increase (or decrease) of one type of economic activity in a given city or region prompts an increase (or decrease) in demand for goods and services, which then triggers the development of other types of economic activity in the same region or city. An increase (or decrease) in income or employment in a local or regional economy triggered by the emergence of a new type of economic activity is called a multiplier

- Numbered 29.6 million in the United States, accounting for 99.9% of US businesses
- Employed 57.9 million people, or 47.8% of the private workforce
- Created 1.4 million net jobs
- Accounted for 297,519 or 97.7% of exporting companies in the United States. These firms generated 33.4% of the United States' \$1.4 trillion in total known exports (approximately \$467,600,000,000)

Statewide (SC)

In 2014, small businesses:

- Numbered 395,068 in South Carolina, accounting for 99.4% of SC businesses
- Employed 758,318 people, or 46.9% of the private workforce
- Created 17,129 net jobs
- Accounted for 5,240 or 85.0% of exporting companies in South Carolina. These firms generated 12.1% of South Carolina's \$28.2 billion in total known exports (approximately \$3,412,200,000)

A total of 5,832 companies exported goods from South Carolina in 2013. Among these, 4,948, or 84.8%, were small firms; they generated 14.1% of South Carolina's total known export value.

Richland County (2017)

The Small Business Administration Office of Advocacy, 2017 U.S. Small Business Profile reports that the United States Small Business Percent of Employment by County ranged from 16-52% for Richland County. Of small businesses reported in the 2012 US Census Bureau for Richland County, 16,333 were men-owned, 12,297 were women-owned, 11,676 were minority-owned, 18,645 were non-minority-owned, and 4,010 were veteran-owned.

The role of the OSBO/SLBE in Richland Renaissance

Since September 2017, the Richland County Office of Small Business Opportunity has expanded its services and capacity for developing emerging SLBEs and SLBEs, rolling out a functional OSBO website for the first time since the establishment of the Office in 2014, providing access to all County ordinances related to the OSBO SLBE Program, providing links and letting schedules for the most current Countywide and Transportation solicitations, and creating a training schedule that includes more than 24 internal workshops and 30 external and virtual workshop opportunities, including training topics such as Small Business Compliance and Legal Issues, Cash Flow, Benefits of Certification, Richland County Small Business Ordinance Review, Worker's Compensation, Marketing, Business License Requirements, Richland Renaissance Opportunities for Small Businesses, Richland County Procurement Process, and SBA Funding Resources for the Small Business Community.

Richland County Commitment to Fostering Business Development & Entrepreneurship

effect. The multiplier is an attempt to quantify the power of a given economic trigger. (Domanski & Gwosdz, 2010) Increasing SLBE participation Countywide by 20% would potentially translate to \$1-2 million growth per year in Richland County.

The SLBE program provides an expanse of technical assistance to small businesses and emerging entrepreneurs. By supporting business growth, sustainability and enhancing the creation of new businesses entities, the OSBO SLBE program fosters local and regional economic development through job creation and retention. The services provided to SLBEs are at no costs, and are designed to offer extensive, one-on-one, long-term professional business advising, low-cost training and other specialized services. Small business development programs implemented by government agencies assist small businesses in targeting available services, and can refer them to local incubators, networking events, and financing programs. They can also help to navigate complex government regulations.

The benefit of small business certification is that it provides bid preference and advertising/marketing tools. Certification will allow your company to receive maximum exposure to the public procurement process, as well as ensure that your company is included in all training, networking and development opportunities. Certification will improve the County's ability to secure goods and services from viable small businesses and increase the procurement base.

Size of South Carolina Economy

The 2018 annual USC Darla Moore School of Business forecast reports that the size of the SC labor force will continue to grow because job opportunities continue to increase. This implies that a minor decrease in the unemployment rate should be expected over the next year. The top indicator of economic performance is job creation, which is expected to increase by approximately 2.1 percent. The forecasted increase will be driven by the manufacturing, professional, and business services sectors, from which 80% of business startups begin.

The Role of Small Businesses in the Local Economy

Small businesses contribute to local economies by bringing growth and innovation to the community in which the business is established. Small businesses also help stimulate economic growth by providing employment opportunities to people who may not be employable by larger corporations. Small businesses tend to attract talent who invent new products or implement new solutions for existing ideas. Larger businesses also often benefit from small businesses within the same local community, as many large corporations depend on small businesses for the completion of various business functions through outsourcing.

Small business statistics

Businesses that employ fewer than 500 employees provide job opportunities for many different types of employees, and rely heavily upon their workers for success. Because so many jobs are provided by small businesses, the economy thrives due to their successes.

National

In 2014, small businesses:

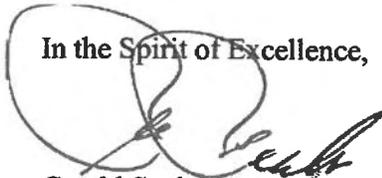
Richland Renaissance is a multifaceted, County-wide plan that includes the acquisition of property and relocation of County departments; establishing strategically placed facilities in various areas of the County to ensure optimal levels of service to rural and suburban residents. A significant component of Richland Renaissance is the creation of the Start Center, an economic engine focused on new business development.

This facility will be designed to guide startups and entrepreneurs from conception to resource maturation. Although there are significant opportunities to support and advance small and medium business export activities through the Start Center, the opportunities for ESLBEs and SLBEs growth and sustainability are also fertile. To revisit the purpose of Ordinance 049-13, the SLBE program "furthers the County's public interest to foster effective broad-based competition from all segments of the vendor community, including, but not limited to, minority business enterprises, small business enterprises, and local business enterprises." The Ordinance also mandates that the "SLBE program provides additional avenues for the development of new capacity and new sources of competition for County contracts from the growing pool of small and locally based businesses."

The County Administrator estimates that Richland Renaissance will contribute \$3-4 billion dollars to the local economy. Based on the multiplier effect, as discussed previously, approximately \$1-2 million dollars will be available to develop and grow the small business economy.

In the best interest of the currently fractured and underserved small business communities of Richland County, Council moves to support this constituency by providing what is considered a fundamental function of government through the Office of Small Business Opportunity.

In the Spirit of Excellence,



Gerald Seals
County Administrator

Citations

Rupasingha, Anil, 2013. "Locally owned: Do local business ownership and size matter for local economic well-being?," FRB Atlanta Community and Economic Development Discussion Paper 2013-01, Federal Reserve Bank of Atlanta.

The Urban Conservancy in partnership with Civic Economics: A Report on Independent Merchants and the New Orleans Economy, 2009. Retrieved from http://www.independentwestand.org/wp-content/uploads/ThinkingOutsidetheBox_1.pdf on March 13, 2018.

Domański, B., & Gwosdz, K. (2010). Multiplier effects in local and regional development. *Quaestiones Geographicae*, 29(2), 27-37.

Richland County, SC Monthly Status Report

Project Name		Project Team Members	<p>Michele Clark Jenkins - Project Manager Jerrica Lighting- Deputy Project Manager Dr. Vince Eagan -Principal Investigator David Maher – Legal and Policy Review Susan Johnson – Director of Project Development Tereva Wilson- Data Analyst Dr. Gregory Price- Senior Economist Rodney Strong – Co-Project Executive Delmarie Griffin- Co-Project Executive</p> <p>Erica Wade- Program Manager Office of Small Business Opportunities Lori Thomas- Assistant County Administrator Jennifer Wladischkin- Director of Procurement Stacy Hamm- Director of Finance</p>
Project Manager	Michele Clark Jenkins Jerrica M. Lighting	Date of Status Entry	February 09, 2023
Period Covered	January Progress	Projected Date of Completion	April 24,2024

Task	Status	Notes
Finalize WorkPlan	Completed	
Kickoff Meeting/Virtual Data Assessment	Completed	Data Assessment meeting held on December 5, 2022
Plan for Data Collection	Completed	Data Collection plan, Requests, and Assessment Report sent to Erica Wade
Collect Quantitative Data	In Progress	Data requests have been distributed via Erica Wade. The date for all data to be in is 03/10/23. Jennifer Wladischkin stated there is someone in office who will be able to scan in manual data to the Sharepoint.
Policy Review	In Progress	Policy documents have been sent to Erica Wade to distribute. Initial set of names and contacts for interviews have been received and given to Dr. Eagan.

		Scheduling of Policy Interviews to begin week of 02/13/23. Policy Chapter slated for 03/31/23.
Phase 1 Report		Report encompassing Policy chapter and data review slated for 04/28/23.
Prepare Databases	Not Started	Tereva will continue to prepare data even after phase 1 report has been delivered.
Conduct Case Law Review	Not Started	
Anecdotal Interviews	Not Started	
Informational Meeting & Launch Website	Not Started	
Online Survey of Business Owners	Not Started	
Anecdotal Chapter	Not Started	
Private Sector Analysis	Not Started	
Relevant Market Analysis	Not Started	
Utilization Analysis	Not Started	
Availability Analysis	Not Started	
Disparity Analysis	Not Started	
Statistical Significance Test/ Statistical Chapter	Not Started	
Findings and Recommendations	Not Started	
Draft Report	Not Started	
County Staff Review	Not Started	
Presentations/ Phase 2 Report	Not Started	

Task Name

Status

Start

Finish

Work Plan & Schedule

Finalize Work Plan/Final Methodology	Complete	11/01/22	11/11/22
Kick off meeting and Virtual data assessment	Complete	11/14/22	12/09/22
Plan for data collection	In Progress	12/05/22	02/03/23
Collect quantitative data	In Progress	12/01/22	03/30/23
Policy review	In Progress	01/02/23	03/31/23
Phase I Report		04/01/23	04/28/23
Prepare databases		03/06/23	05/26/23
Conduct case law review		05/29/23	07/21/23
Collect and Analyze Anecdotal Evidence		06/27/23	12/08/23
Collect Anecdotal Interviews		06/27/23	09/29/23
Conduct Informational meetings & launch website		05/29/23	08/04/23

Conduct online survey of business owners	07/31/23	10/20/23
Private Sector Analysis	10/24/23	12/29/23
Conduct relevant market analysis	08/07/23	08/07/23
Conduct utilization analysis		
Conduct availability analysis		
Conduct disparity analysis		
Conduct statistical significance tests	12/16/23	12/16/23
Complete Findings and Recommendations	01/01/24	01/19/24
Draft Report	01/23/24	02/12/24
City staff review and revise to final report	02/13/23	03/13/24
Presentations	04/03/24	04/30/24

Richland County, SC



Task Name	Status	Start	Finish	Predecessors	Comments	% Complete
1 Work Plan & Schedule						
2 Finalize Work Plan/Final Methodology	Complete	11/01/22	11/11/22			
20 Kick off meeting and Virtual data assessment		11/14/22	12/09/22			
35 Plan for data collection		12/05/22	01/06/23			
43 Collect quantitative data		12/01/22	03/03/23			
62 Policy review		01/02/23	03/31/23			
70 Phase I Report		04/01/23	04/28/23			
72 Prepare databases		03/06/23	05/26/23			
86 Conduct case law review		05/29/23	07/21/23			
96 Collect and Analyze Anecdotal Evidence		06/27/22	12/09/22			
129 Collect Anecdotal Interviews		06/27/22	09/30/22			
139 Conduct informational meetings & launch website		05/29/23	08/04/23			
158 Conduct online survey of business owners		08/28/23	10/20/23			
171 Private Sector Analysis		10/24/22	12/30/22			
178 Conduct relevant market analysis		08/07/23	08/07/23			
182 Conduct utilization analysis						
193 Conduct availability analysis						
199 Conduct disparity analysis						
205 Conduct statistical significance tests		12/16/23	12/16/23			
211 Complete Findings and Recommendations		01/01/24	01/19/24			
220 Draft Report		01/23/23	02/10/23			
225 City staff review and revise to final report		02/13/23	03/31/23			
231 Presentations		04/03/23	04/28/23			
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