

# **RICHLAND COUNTY**

## **ADMINISTRATION & FINANCE COMMITTEE AGENDA**



**Tuesday, DECEMBER 18, 2018**

**6:00 PM**

**The Honorable Paul Livingston, Chair**

**County Council District 4**

**The Honorable Bill Malinowski**

**County Council District 1**

**The Honorable Yvonne McBride**

**County Council District 3**

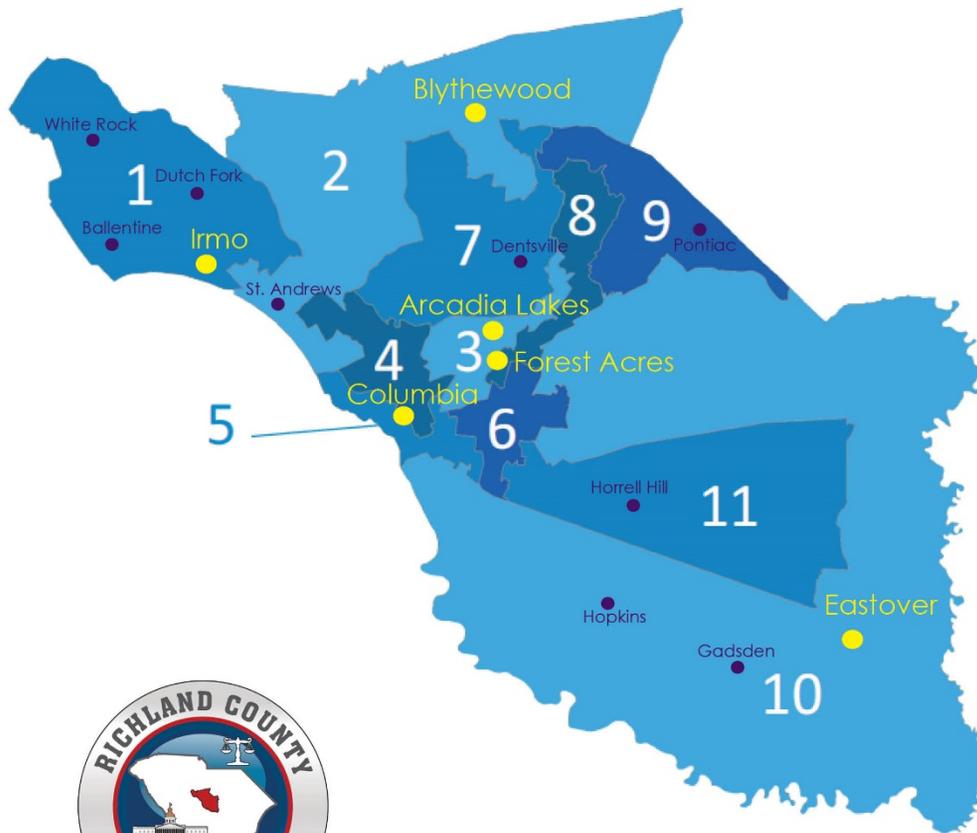
**The Honorable Dalhi Myers**

**County Council District 10**

**The Honorable Norman Jackson**

**County Council District 11**

# RICHLAND COUNTY COUNCIL 2017-2018



**VICE CHAIR**  
Bill Malinowski  
District 1



**CHAIR**  
Joyce Dickerson  
District 2



Yvonne McBride  
District 3



Paul Livingston  
District 4



Seth Rose  
District 5



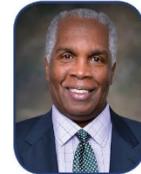
Greg Pearce  
District 6



Gwendolyn Kennedy  
District 7



Jim Manning  
District 8



Calvin "Chip" Jackson  
District 9



Dalhi Myers  
District 10



Norman Jackson  
District 11



Richland County Administration & Finance Committee

December 18, 2018 - 6:00 PM

2020 Hampton Street, Columbia, SC 29201

**1. CALL TO ORDER**

The Honorable Paul Livingston

**2. APPROVAL OF MINUTES**

The Honorable Paul Livingston

- a. Regular Session: November 15, 2018 [PAGES 7-14]

**3. APPROVAL OF AGENDA**

The Honorable Paul Livingston

**4. ITEMS FOR ACTION**

- a. I move to (1) increase the Fire Services Budget for Fiscal Year 2019 by \$368,410 to cover the personnel expenses for the 11 positions under the SAFER Grant from January 1 to June 30, 2019. The grant expires on December 31, 2018. Through the contract negotiations with the City of Columbia, County Council approval these 11 positions for Station 22 located at 2612 Lower Richland Blvd., Hopkins, SC 29061; and (2) to direct staff to include these positions in the recommended budget for the subsequent fiscal years [MYERS] [PAGES 15-17]
- b. 1. I move that the Magistrate's Office on Wilson Blvd. be constructed with brick siding and not metal [KENNEDY]
2. To make a change order to the Upper Township Magistrate contract to include brick for the outside of the entire structure. Additional funding associated with this change order must be identified and approved by County Council. [KENNEDY] [PAGES 18-19]
- c. Everyone, including Elected Officials, receiving funding from Richland County during the budget process will submit quarterly reports. [MALINOWSKI and MYERS] [PAGE 20]

- d. I move to increase the FY 2019 budget by \$3,103,000 to fund the emergency repairs to address the Broad River Waste Water Treatment Plant Consent Order. The funding will be a loan from the General Fund Unassigned Funds to the Broad River Utility System Proprietary Fund and approve the Reimbursement Resolution as presented to County Council. [N. JACKSON] [PAGES 21-37]

**5. ITEMS PENDING ANALYSIS: NO ACTION REQUIRED**

- a. Explore developing municipal enterprises for economically distressed communities with conservation and other properties owned by Richland County [N. JACKSON]
- b. Develop incentives and tax credits for Green Economy. This promotes green collar jobs in environmentally focused industries in environmentally sensitive areas [N. JACKSON]

**6. ADJOURN**



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

### ADMINISTRATION AND FINANCE COMMITTEE

November 15, 2018 – 6:00 PM

Council Chambers

2020 Hampton Street, Columbia, SC 29204

COMMITTEE MEMBERS PRESENT: Paul Livingston, Chair; Bill Malinowski, and Norman Jackson

OTHERS PRESENT: Michelle Onley, Trena Bowers, Sandra Yudice, Kimberly Williams-Roberts, Larry Smith, James Hayes, Chris Eversmann, Michael Byrd, Dwight Hanna, Janet Claggett, Stacey Hamm, Edward Gomeau, Pam Davis, Tracy Hegler, Valeria Jackson, John Hopkins, Brad Farrar, Melissa Watts, Patrick Bresnahan, and Ronaldo Myers

1. **CALL TO ORDER** – Mr. Livingston called the meeting to order at approximately 6:00 PM.
2. **APPROVAL OF MINUTES**
  - a. October 23, 2018 – Mr. Malinowski moved, seconded by Mr. N. Jackson, to approve the minutes as submitted.  
  
In Favor: Malinowski, N. Jackson, and Livingston  
  
The vote in favor was unanimous.
3. **ADOPTION OF AGENDA** – Mr. Malinowski moved, seconded by Mr. N. Jackson, to adopt the agenda as published.  
  
In Favor: Malinowski, N. Jackson, and Livingston  
  
The vote in favor was unanimous.
4. **ITEMS FOR ACTION**
  - a. Approval to award Emergency Services Department purchase orders for Self Contained Breathing Apparatus (SCBA's or air packs) purchase to Newton's Fire & Safety Equipment, Inc. – Mr. N. Jackson moved, seconded by Mr. Malinowski, to forward to Council with a recommendation to approve the purchase of SCBA's from Newton's Fire & Safety Equipment, Inc. for \$1,816,862.40.  
  
In Favor: Malinowski, N. Jackson, and Livingston  
  
The vote in favor was unanimous.
  - b. Electronic recording (e-recording) memorandum of understanding (MOU) between Richland County and Corporation Service Company (CSC) – Mr. Livingston stated it was brought to his attention that on p. 29 of the agenda that it should read Attachment B, instead of Attachment 8.

Mr. Malinowski inquired if Legal reviewed the MOU.

Mr. Smith responded in the affirmative.

Mr. Malinowski moved, seconded by Mr. N. Jackson, to forward to Council with a recommendation to approve the MOU.

In Favor: Malinowski, N. Jackson, and Livingston

The vote in favor was unanimous.

- c. Shakespeare Crossing Affordable Housing Development Project – Mr. N. Jackson moved, seconded by Mr. Malinowski, to forward to Council with a recommendation to approve the request to award CDBG funding to Community Assistance Provider in the amount not to exceed \$166,448.00 for the completion of infrastructure at Shakespeare Crossing.

Mr. Malinowski stated, p. 36 of the agenda, Item 1.1(3) refers to a timeline provided by the subrecipient in Attachment C. He stated Attachment C is not in his agenda packet, and he would like to see that provided by the time this comes to Council.

In Favor: N. Jackson and Livingston

Opposed: Malinowski

The vote was in favor.

- d. Intergovernmental Agreement between Richland County, Lexington County and Town of Irmo for Engineering Services and Infrastructure Maintenance (Attachment A) – Mr. N. Jackson moved, seconded by Mr. N. Jackson, to forward to Council with a recommendation to approve the updated IGA.

Mr. Livingston inquired if Legal had reviewed the IGA.

Ms. Hegler stated Ms. McLean did review the IGA. As it stood, she was okay with it. She was in agreement with some of the issues that staff noted in the briefing document.

Mr. Malinowski stated there were some yellow-lined items in the agenda. He was not sure if they were yellow-lined because it is the previous IGA, dated July 2007.

Ms. Hegler stated that is the version of the IGA that she had to bring forward. The one the committee is being asked to consider is Attachment A.

Mr. Malinowski stated on p. 75 of the agenda, where it says “Residential Developments”, it says the County which has the majority of the existing and proposed roadways that is the County that will be responsible for doing it. He inquired how close Richland and Lexington County’s road standards.

Ms. Hegler stated she does not know Lexington’s well, but she would assume they are fairly similar, but not identical.

Mr. Malinowski stated we are responsible for Stormwater NPDES within our County, correct?

Ms. Hegler responded in the affirmative.

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Mr. Malinowski stated, if they do not have the same standards for that, and something happens in the future, are we going to be able to say, "Oh, it may be in Richland County, but you better go see Lexington County because they handled that."

Ms. Hegler stated they will handle theirs within their jurisdiction, and we handle ours.

Mr. Malinowski stated, if Lexington is building the road portion in Richland County, because the majority of it is theirs, and they have a different NPDES or road standard, then we become responsible even though they are the other county.

Ms. Hegler stated that would be established by the IGA, and would be our defense.

Mr. Malinowski inquired if the County usually provides signs for the State roads.

Staff responded in the affirmative.

Mr. Malinowski stated the way the IGA is worded it says, we "will provide them for all roads within the corporate limits." The way he understands it, we are providing them for the Lexington County portion also.

Ms. Hegler stated that could be written to more specify "within the County".

Mr. Malinowski stated he would like to see it changed to Richland County. He stated, Section Four: Duration says, "to give at least sixty (60) days prior to the anniversary date of this agreement." This is a five (5) year agreement, are there any other options to terminate if there is some type of breach.

Ms. Hegler stated there was language in the current IGA that gives more options, which could be added.

Mr. Malinowski stated maybe you do not need it since it is already at the end. He inquired if the IGA we are going to use is located on p. 80.

Ms. Hegler stated that is the current IGA. What is proposed is Attachment A on pp. 74 – 78, which would supersede the current IGA.

In Favor: Malinowski, N. Jackson, and Livingston

The vote in favor was unanimous.

- e. Ordinance Amendments –Revising the Business License Ordinance – Mr. Livingston stated we need a workshop on this one to go through it.

Mr. Malinowski moved, seconded by Mr. Livingston, to forward to Council with a recommendation to approve the proposed ordinance amendments for first reading and recommend a work session to review and discuss further.

In Favor: Malinowski and N. Jackson

The vote in favor was unanimous.

- f. Request to provide funding to the Lourie Center – Mr. N. Jackson moved, seconded by Mr. Livingston, to forward to Council with a recommendation to approve the Lourie Center's request of \$12,000. The funding source will be the General Fund.

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In Favor: N. Jackson and Livingston

Opposed: Malinowski

The vote was in favor.

- g. Use of Assigned Funds – Salary Adjustments – Dr. Yudice stated, if you recall during the October 16<sup>th</sup> meeting, Council approved the assignment of funds to start Phase I of the Total Rewards Study. Phase I includes a salary adjustment for employees of up to 6%, beginning in January 2019. The funds are available in the General Fund; however, staff would request a budget amendment for the Special Revenue and the Enterprise Funds in early 2019.

Mr. Hanna stated the County is doing a Total Rewards Study. You will probably hear a lot of employees, and maybe some supervisors, refer to it as Class and Comp, but it is a lot more comprehensive than just a Class and Comp Study. What we are trying to do is to position the County as an employer of choice, so that applicants want to come to work with the County, and employees want to stay with the County. We do not feel like we can just pay employees and make them stay. Obviously, you can pay someone, but if their supervisor is treating them like crap they probably do not want to stay and work with you. We are approaching this much more broadly than just pay alone. That is why we are calling it a Total Rewards Study. It is more about people than just pay. When we say Total Rewards, we are talking about benefits. Every survey you read about health insurance is the #1 benefit for employees. It is the #1 benefit for applicants that are deciding whether or not to take a job. Other than pay, the first thing an applicant wants to know about is health insurance. We are also talking about recognition, other than just pay. It can be a pat on the back, inviting employees to a Council meeting to be recognized; there are a lot of ways employees can be recognized other than just pay. We are talking about talent development and career paths. One of the most important things we are looking at is an academy for employees, supervisors, managers, and leadership where we provide the tools for employees to move up in the organization. Also, performance management is an important part of that too. He is not trying in any way to suggest pay/compensation is not important. It is just there are a lot of other things that are important to employees in addition to pay. We will also be looking at policies that we need to change. If we do not have appropriate policies to attract, motivate, and retain employees, we will consider making policy changes. We will also be considering changes to benefits. A lot of benefits have been in place for a long time (i.e. Retiree Program). He stated a lot of things have changed in the 20 years he has been with the County. The employees are a lot more mobile. They are not coming to work with the idea of staying at an employer for 30 years and retiring. Millennials are a lot more mobile. We have been focusing on civility with our directors, managers, and supervisors. Also, actively listening to employees and building trust, which we feel is important to employees. We have had approximately 100, including individual meetings, with the departments. Some departments we have probably had 5 – 8 meetings with them. The final product is not going to be something that HR or the consultant did. It is going a combination of a lot work, by a lot of departments. He stated all the departments, including elected and appointed officials, have been very cooperative and engaged in meeting and working with us on this. There is some concern about previous studies that were implemented. He knows a couple of the studies were not presented to Council for consideration. He stated they are planning to do this in phases. The 1<sup>st</sup> phase will be in January, the 2<sup>nd</sup> phase would be during the 1<sup>st</sup> quarter of FY19-20, and the final phase the following year in August/September.

Mr. Malinowski stated Mr. Hanna gave a lot of information there as to what the Total Rewards Study is supposed to be covering. To include recognition, talent, career paths, benefits, performance management, etc. Yet, the only thing the committee has in front of them is regarding salaries, monetary and budget. He stated it would be nice to see some of these other

things provided to us. He stated, in the 2<sup>nd</sup> paragraph of the briefing document, it says, “The salaries were less than market salaries.” He inquired as to what a market salary is.

Mr. Hanna stated before we went out to check what the market salary was we got input from every department, in terms of where they compete for employees and where they lose employee to. They identified those as being part of the market that was surveyed to see what they were paying for the similar. They also had the consultant to purchase national surveys. They looked at the SCAC and other data that matched Richland County jobs. They did a mix of both public and private sector, but mostly public sector. In many cases, the County competes with the private sector for jobs. As it more specifically relates to the question, the market varies for the particular job. For example, if it an Administrative Assistant, the market would be much more Columbia specific. As you go up the hierarchy and you talk about a director, it would be a broader geographical area because it would more likely to recruit from beyond Columbia.

Mr. Malinowski stated, again, Mr. Hanna referred strictly to the salary amount, but did not mention the cost of living in those areas. Certainly some areas that have a higher cost of living may pay higher salaries, that was not mentioned if that was taken into account.

Mr. Hanna stated it was taken into account. He stated there is a lot of information, and a lot of work that was done that he is not mentioning, in an effort to give an overview. He would be happy to give much more detail of what they have done so Council can have a clearer picture of the background information.

Mr. Malinowski stated he would like to see it because benefits were also not put in here. He stated he might get a higher salary by \$5,000, but he might lose \$5,000 in benefits because the salary is more important to me than the benefits. He stated he does not believe we are comparing apples to apples if we do not put it all out there.

Mr. Hanna stated he agrees with Mr. Malinowski’s point, and that is one of the reasons why we are doing a Total Reward Study. A good example is, employees would say they looked at Greenville County and they are paying more. Richland County pays retiree benefits, if you have enough years of service, Greenville County only pays \$75.00 a month for retiree benefits. To Mr. Malinowski’s point, if you just look at salary alone, he is exactly correct. One of the things that we are doing is working with IT to update our Total Rewards Statement so each employee can go print out their statement to show what their salary is, the value of their health insurance benefit, etc. They done that in a manual way in the past, and some employees have decided to stay with the County when they compared the cost of benefits versus what they would have to pay.

Mr. Malinowski stated that is what he would like to see in the overall salary package, not just a flat percent. When you take into account all of these things, where do we stand percentage-wise behind, in front or equal to.

Mr. N. Jackson stated to be competitive we have to amend our benefits program. He remembers talking to Mr. Hanna last year, regarding the 401K Program, and the County did not have it. We got together with the Retirement System, and County employees can now be a part of the program. One of the most important things he has seen, for him, is the leave benefits the State offers. He stated you start off with 15 days a year, annual and sick. After 15 years, the annual leave goes up a day and quarter until you get 30 days a year. A lot of people that come from State agencies go back because of the benefit of leave. He would like to see that included, and he would like some recommendations from staff also about the leave system. That is very important when attracting employees when we are competing with State agencies. He would like that incorporated and give some recommendations.

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Mr. Malinowski stated, in the past year, we did a leave adjustment, and the final decision by Council needs to be included, as well.

Mr. N. Jackson stated there was a vote, but he worded the motion different, so it comes up different from what was already done.

Mr. C. Jackson stated he noticed in the document it talked about no base salary increase has been given between 2009 – 2015. He thinks it would be good before it comes before full Council, if you would indicate what level of cost of living increases have occurred during that same window of time. The other thing that would be good to mention is how this impacts the salary adjustments that were done last year for EMT, and are they included in this new salary adjustment, in addition to the one-time adjustments that were made.

Dr. Yudice stated the up to 6% would be inclusive of all employees. The 2% COLA is across the board, and the additional up to 4% will be for those employees who are below the market rate salaries. The one thing that we need to emphasize is that we are having problems retaining talented employees because they go to other organizations because of the salary we are currently paying. We are also having issues recruiting because when we make offers if they have another offer from another employer they choose them.

Mr. C. Jackson stated he thought, when we approved the funding for the one-time adjustments in salaries for the EMT workers a year ago, it would have brought them up to the market level. He stated, for clarification, what he is hearing is that it did not.

Mr. Hanna stated they are much closer to the market. He stated their objective is to move jobs closer to the competitive market. If a job is already competitive with the market, then that job might not be moved any, as it relates to this particular project. If an employee is being paid much lower in the salary range, and has been with the County for many years, that employee would more than likely move more. One of the common concerns of all departments has been compression. Because there have been many years without pay increase, so you get a lot of employees, in the same job, bunched up together. Maybe one employee has been here one year, and another employee has been ten years and they are making the same pay.

Mr. C. Jackson stated the 2<sup>nd</sup> part of the answer to the 1<sup>st</sup> question he asked is that they will also be included in this adjustment, as well.

Mr. Hanna stated they would be included in this adjustment for the 2%. As it relates to any other adjustment, it would be dependent on where they are, in comparison to the market. Specifically, if the EMS employees are already at the market, some of them could possibly not get an increase.

Mr. C. Jackson stated he is not trying to knock any opportunity for increase in pay for anyone, but when we made a special exception just for the EMS workers, and no one else got an adjustment in their salaries. Let's be careful, if we right back a year later and make an adjustment for everyone else, and continue to adjust theirs as well. It seems to him; they will still be out of balance. He read, in the document, in Phase II and III that no significant funding request would be made for operations, in order to fund this. He thinks that a pretty strong statement, saying in advance, that in the years to come, in order to fund a 2% raise, we will not provide any increase in funding for critical operations.

Mr. N. Jackson inquired if Mr. Hanna was referring to the private or government market.

Mr. Hanna stated they chose to use a combination; a 75% government/25% private sector mix because we do compete with the private sector for many County jobs. In response to Mr. N.

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Jackson's previous question regarding benefits, leave is very important benefit to employees/applicants. In fact, employees are asking about more leave, just like they are asking about salary. One of the things that we will likely recommend the Council consider is providing the County Administrator the ability to negotiate a week or two leave with the new hire, if that makes the difference in getting them. Sometimes they are not asking for more money, they say they have 2 - 3 weeks of leave at their old job, and they do not want to come to the County and not have any leave to take.

Mr. N. Jackson stated he can understand someone coming in, and negotiating leave, but the current employees did not have that privilege. Most people gravitate to good leave, like the State employees do.

Mr. Hanna stated some employees have even been interested in buying leave. Maybe they got paid out from leave from a prior job, and they would be willing to purchase leave.

Mr. N. Jackson stated you can bank up to 45 days with the State, and when you leave they pay you for those 45 days. He stated he does not know if the County does that.

Mr. Hanna stated it is up to 45 days of annual leave, and we pay 25% of sick pay.

Mr. C. Jackson inquired, as far as County Council is concerned, which are required by the State to pay benefits and into the retirement system, how does that adjustment take place, or is there no conversation or adjustment for Council members, as a result of these State imposed increases in contributions.

Mr. Hanna stated the contributions for retirement is set by the State (PEBA), and they determine the percentage the employee/employer will pay.

Mr. C. Jackson stated, as a result of the increases that are occurring with the insurance, this will obviously help employees to offset that. What mechanism is in place for Council members to offset those same increases?

Mr. Hanna stated there is not a specific mechanism for Council members, as it relates to this process. They will provide a comparative report for Council members, but there is a requirement for a separate motion to be passed. Once it is passed, it does not become effective until the next Council members come on board.

Mr. Livingston stated he does not remember all the details, but it is tied to the election cycles.

Mr. Hanna stated, if the Council voted for an increase for employees, Council members could not just be generally included in that increase. It would have to be a separate vote, approved by Council, for Council members to get an increase.

Mr. C. Jackson stated, yet, Council is affected by increases in health benefits, if they choose to participate, and State retirement, if the rates go up.

Mr. Hanna stated that is a significant concern by County employees, as well. He stated an employee used the analogy that you them \$6 in one pocket, and take \$6 from the other pocket with the contributions.

Mr. Livingston stated, clearly what you are asking us, is to move forward with Phase I. He inquired as to what the request before the committee is.

Dr. Yudice stated the request is to send this to full Council, because Council authorized the assignment of the funds, we need to use these funds to fund Phase I of the Total Rewards study.

Mr. Malinowski inquired if that means we are paying for the study.

Dr. Yudice stated Phase I is the implementation of the salary adjustments.

Mr. Malinowski stated there has been a lot of information requested from Mr. Hanna. He inquired if Mr. Hanna will have the information by the time this item gets to Council.

Mr. Hanna responded in the affirmative.

Mr. Malinowski inquired if this should be on consent until we get the answers.

Mr. Livingston stated we can move it forward contingent upon having that information. If we do not have the information we will not take any action.

Mr. Malinowski moved, seconded by Mr. N. Jackson, to forward to Council with a recommendation to provide up to a 6% salary adjustment (i.e., COLA) for all employees pursuant to the results of the TRS in January 2019 using the funding assigned by Council during its October 16, 2018 meeting for this purpose, contingent upon receiving the information requested of Mr. Hanna.

In Favor: Malinowski, N. Jackson, and Livingston

The vote in favor was unanimous.

- h. Alvin S. Glenn Detention Center Inmate Food Services Contract – Mr. N. Jackson moved, seconded by Mr. Malinowski, to forward to Council with a recommendation to approve the contract to Summit for the approximate amount of \$1,098,285.00 per year.

Mr. Livingston inquired how consistent this is with last year's amount.

Mr. Myers stated it is approximately the same.

Mr. Malinowski inquired if the higher number on the evaluation sheet is a higher cost, or are they ranked higher because of a lower cost.

Mr. Myers stated the higher ranking were the ones that were more responsive to the RFP.

Ms. Watts stated the higher the ranking on the cost, the lower the cost.

In Favor: Malinowski, N. Jackson, and Livingston

The vote in favor was unanimous.

5. **ADJOURNMENT** – The meeting adjourned at approximately 6:44 p.m.



**Administration and Finance Committee  
Briefing Document**

**Agenda Item**

During the November 13, 2018, Council meeting, Ms. Myers made the following motion:

“I move to (1) increase the Fire Services Budget for Fiscal Year 2019 by \$368,410 to cover the personnel expenses for the 11 positions under the SAFER Grant from January 1 to June 30, 2019. The grant expires on December 31, 2018. Through the contract negotiations with the City of Columbia, County Council approval these 11 positions for Station 22 located at 2612 Lower Richland Blvd., Hopkins, SC 29061; and (2) to direct staff to include these positions in the recommended budget for the subsequent fiscal years.”

**Background**

In 2016, the Columbia Fire Department applied for and was awarded a SAFER grant (Staffing for Adequate Fire and Emergency Response) to fund eleven (11) fire fighters for the Lower Richland station located on Lower Richland Boulevard. The grant expires on December 31, 2018. Funding was not included in the 2018 – 2019 budget to fund these positions; therefore, a budget amendment is needed to continue funding the current staff at the Lower Richland Fire Station for the remainder of the current budget year (six months funding).

**Issues**

This item requires a budget amendment. This will reduce the fire fund balance by \$368,410 and will also require an annual increase to continue the current staffing level. Richland County has contracted a consultant to determine staffing and financial resources needed to provide adequate fire service.

**Fiscal Impact**

Reduction of the fire fund balance will occur. Additional annual funding of approximately \$750,000 per year is necessary to continue funding the positions.

**Past Legislative Actions**

March 5, 2018: The current Fire IGA was negotiated by, and signed by former county administrator Gerald Seals.

October 17, 2018: An “Order to Proceed” was issued to Fitch & Associates to begin a review of the fire service to obtain a path forward to a county fire service. The study is underway.

November 13, 2018: Introduction of the motion for a budget amendment by Ms. Myers.

**Alternatives/Solutions**

1. Approve the budget amendment to cover (1) costs for 11 fire fighters for the remaining six months of the 2018 – 2019 budget year and (2) include the positions in the next biennium budget request.
2. Approve the budget amendment to cover (1) costs for 11 fire fighters for the remaining six months of the 2018 – 2019 budget year and (2) do not include funding for the positions in the next biennium budget until the information from Fitch & Associates is received.
3. Await the information from Fitch & Associates before proceeding with either (1) or (2) above.
4. Have the Fire Department review the current budget and use any excess budget funds including funds from personnel vacancies, to cover the costs of the 11 fire fighters for the remainder of this fiscal year.
5. Do not approve the budget amendment request.

### **Staff Recommendation**

It is recommended Council approve a budget amendment to the fire budget in the amount of \$368,410 to cover the 11 fire fighter positions for the six months remaining in this current budget year and add funding to the 2019 – 2020 budget request for those positions. After information from Fitch & Associates is received and reviewed, adjustments can be made to the budget request if needed.

**Submitted By:** Michael Byrd, Director, Emergency Services

**Date:** December 11, 2018

STATE OF SOUTH CAROLINA  
COUNTY COUNCIL FOR RICHLAND COUNTY  
ORDINANCE NO. \_\_\_\_-19HR

AN ORDINANCE AMENDING THE FISCAL YEAR 2019 FIRE SERVICE FUND ANNUAL BUDGET BY \$368,410 TO COVER THE PERSONNEL EXPENSES FOR THE 11 POSITIONS UNDER THE SAFER GRANT FROM JANUARY 1 TO JUNE 30, 2019 WITH FUNDS FROM FUND BALANCE IN THE FIRE SERVICES FUND.



**Administration and Finance Committee Meeting  
Briefing Document**

**Agenda Item:**

During its November 13, 2018 County Council meeting, Councilwoman Gwendolyn Kennedy brought forth the following motion:

“I move that the Magistrate’s Office on Wilson Blvd. be constructed with brick siding and not metal”

Additionally, during its December 4, 2018 County Council meeting, Councilwoman Gwendolyn Kennedy brought forth the following motion:

“To make a change order to the Upper Township Magistrate contract to include brick for the outside of the entire structure. Additional funding associated with this change order must be identified and approved by County Council. Unanimous consent as an agenda item for action to the Dec. 4, 2018 meeting is requested.”

**Background:**

At the July 28, 2015 Special Called County Council meeting, Richland County Council authorized three new magistrate offices (Dentsville, Hopkins, and Upper Township) for design/build. Staff identified the property at 7615 Wilson Blvd for the Upper Township Magistrate location. On April 25, 2017, the Administration and Finance committee voted in favor of the proposed location and sent the contract to full council for approval. County Council approved and clinched the property purchase contract on May 2, 2017. The County closed on the property in May 2017.

In spring 2017, the County released a RFQ for selection of a design/ build contractor team to provide professional design, management, and construction services for the design and construction of the three magistrate facilities. In May 2017, the County selected a contractor. Upon selection, design work ensued resulting in three designs that were accepted by the magistrate and staff. Following design approval, phase two of the project began with establishing a construction narrative (description of the project) and a guaranteed maximum price. The November 21, 2017 project design narrative included “exterior metal wall and roof panels will be replaced with new painted metal wall and roof panels” in reference to the Upper Township renovation. The Chief Magistrate and Capital Projects Manager approved the original designs and rendering.

A reduced scope due to budget resulted in the inclusion of the current storefront entry and metal panels. The new design narrative now stated, “The exterior metal roof panels and metal wall panels will be replaced with new roof and wall panels.” Staff presented the construction contract to the Administration and Finance Committee on April 24, 2018, approved 5-0, and sent to full council for approval. The Schematic Project Design Narrative and Budget Estimates used in the committee decision was dated April 13, 2018. (Item 4.e, pp. 113 and 114 of the Committee agenda).

At the May 1, 2018, regular session meeting, Council approved the recommendation with a unanimous vote (Item 13.e on the agenda). The same material presented at committee was included in the Council Agenda documentation (pp.152-220). The final contract was signed in June 2018.

In October, there were conversations about the desire for a brick building instead of the approved metal siding design. The Capital Projects Program Manager requested and received a cost estimate from the contractor for the replacement of siding for the front of the Upper Township Magistrate facility with brick.

**Issues:**

If approved, there is no known funding source for this change order. If the entire building is re-faced in brick as the motions state, costs may exceed \$1 million.

**Fiscal Impact:**

The budget for the two projects totaled \$2,894,140 for design and construction with an additional \$65,880 in contingency to cover furniture, fixtures, and equipment. As of November 13, 2018, an estimate for the additional scope of adding brick just to the front of the magistrate portion of the building range from \$100,000 to \$120,000 in hard costs, approximately \$10,000 in design costs, and an additional \$1,331.37 plus operating costs per month for the current Upper Township Magistrate leased property.

**Past Legislative Actions:**

See background information.

**Alternatives/Solutions:**

1. Take no action and continue as contracted.
2. Identify funding and modify the contract to include brick siding and all other changes required thereto. A determination needs to be made on whether or not the brick will be for the entire building or just the front.

**Staff Recommendation:**

The staff recommends continuing as contracted due to the lack of additional funding for this project. However, should County Council approve additional funding for a change order, staff will implement Council's directive.

**Submitted By:** Michael Niermeier, Capital Projects Manager

**Date:** December 12, 2018

**RICHLAND COUNTY GOVERNMENT  
ADMINISTRATION**

2020 Hampton Street, Suite 4069, Columbia, SC 29204  
P 803-576-2050 | F 803-576-2137 | TDD 803-576-2045  
richlandcountysc.gov



**Administration and Finance Committee Meeting  
Briefing Document**

**Agenda Item:**

During its December 4, 2018 County Council meeting, Councilman Bill Malinowski and Councilwoman Dalhi Myers brought forth the following motion:

“Everyone, including Elected Officials, receiving funding from Richland County during the budget process will submit quarterly reports.”

**Background:**

Richland County, through its budget process, allocates funding to its various departments, agencies, and initiatives as well as to a number of outside entities, agencies, and initiatives. As good stewards of public funding, the County must monitor the use of those funds accordingly.

**Issues:**

No identified issues. However, County staff needs clarification on whether or not this motion includes individuals, outside agencies such as A-Tax, H-Tax, and lump sum appropriations grantees, organizations receiving Penny Tax funds or just Richland County government departments and divisions and Elected Officials.

**Fiscal Impact:**

There is no known fiscal impact.

**Past Legislative Actions:**

No known previous action taken.

**Alternatives/Solutions:**

1. County Administration and its Budget and Grants Department can submit to the Council for their review quarterly financial reports as generated by the County’s financial management system.

**Staff Recommendation:**

County staff will submit quarterly reports as directed by County Council.

**Submitted by:** Ashiya Myers, Assistant to the County Administrator

**Date:** December 12, 2018

**RICHLAND COUNTY GOVERNMENT  
ADMINISTRATION**

2020 Hampton Street, Suite 4069, Columbia, SC 29204  
P 803-576-2050 | F 803-576-2137 | TDD 803-576-2045  
richlandcountysc.gov



**Administration and Finance Committee Meeting  
Briefing Document**

**Agenda Item:**

During its December 11, 2018 County Council meeting, Councilmember Norman Jackson brought forth the following motion:

“I move to increase the FY 2019 budget by \$3,103,000 to fund the emergency repairs to address the Broad River Waste Water Treatment Plant Consent Order. The funding will be a loan from the General Fund Unassigned Funds to the Broad River Utility System Proprietary Fund and approve the Reimbursement Resolution as presented to County Council.”

**Background:**

On the February 26, 2015, the Broad River Waste Water Treatment facility (BRRWWTP) was issued a consent order that requires a comprehensive review of the system; identify priority deficiencies and developing a corrective action plan (CAP) to address the deficiencies for both the collection system and the treatment facility. The County submitted a sequence of CAP which have being incorporated into and become an enforceable part of the order.

On November 5, 2018, the county received another proposed consent order which resulted from a series of violations in January, April, and May 2018 and an enforcement conference held on the October 3, 2018. The proposed order reinstated the dire need to schedule the implementation of corrective actions to bring the system to optimal operation. The report from the operations and maintenance department has consistently revealed the need for comprehensive assessment of collection and treatment facility, replacement of nonfunctional equipment and controls. To further confirm the urgency of these needs, on November 15, 2018, the plant experienced a major sewer sanitary overflow (SSO) which is largely a result of broken equipment (decanters) and sub-optimal control system.

Due to the numerous undesirable occurrences, the county’s staff has developed an emergency list of replacement and renewal project that has to be conducted urgently. The projects listed are both to improve the health of operations of the plant and to meet with the requirement of the order. The listed items form part of the ongoing Capital Improvement Program (CIP) developed by the Utility Staff.

At its December 11, 2018 Special Called meeting, Council moved to forward the proposed funding plan and reimbursement resolution.

**Issues:**

Funding does not currently exist within the Utilities budget to meet the needs of the corrective action plan.

**Fiscal Impact:**

Corrective Action Plan emergency repairs would cost \$3,103,000. A loan from the General Fund (Unassigned Fund Balance) to the Broad River Utilities System Fund is needed.

**Past Legislative Actions:**

**Alternatives/Solutions:**

There are no alternative solutions. If the County does not fund the CAP, the County will face additional fines from DHEC in addition to making the necessary repairs.

**Staff Recommendation:**

The staff recommends funding of the CAP and approval of the reimbursement resolution. Following is the recommended schedule to amend the Broad River Utilities System Fund budget:

- A&F Committee: December 18, 2018.
- 1<sup>st</sup> Reading: February 5, 2019.
- 2<sup>nd</sup> Reading and Public Hearing: February 19, 2019.
- 3<sup>rd</sup> Reading: March 5, 2019.

**Submitted by:** Shahid Khan, Director, Utilities

**Date:** December 12, 2018

STATE OF SOUTH CAROLINA  
COUNTY COUNCIL FOR RICHLAND COUNTY  
ORDINANCE NO. \_\_\_\_-19HR

AN ORDINANCE AMENDING THE FISCAL YEAR 2019 BROAD RIVER UTILITY SYSTEM FUND ANNUAL BUDGET TO FUND A CORRECTIVE ACTION PLAN IN THE AMOUNT OF \$3,103,000 INCIDENT TO A SOUTH CAROLINA DEPARTMENT OF HEALTH AND ENVIRONMENTAL CONTROL ADMINISTRATIVE PROCESS RESPONDED TO BY THE DEPARTMENT OF UTILITIES WITH FUNDS FROM THE UNASSIGNED FUNDS FROM GENERAL FUND FUND BALANCE

## A RESOLUTION

RELATING TO THE DECLARATION OF INTENT BY RICHLAND COUNTY, SOUTH CAROLINA, TO REIMBURSE CERTAIN EXPENDITURES PRIOR TO THE ISSUANCE BY THE COUNTY OF ITS TAX-EXEMPT DEBT.

WHEREAS, the Internal Revenue Service and U.S. Treasury Department have promulgated Section 1.150-2 of the Treasury Regulations (the “Regulations”) which authorizes an issuer to reimburse itself from the proceeds of tax-exempt debt; and

WHEREAS, Richland County, South Carolina (the “County”), anticipates incurring certain expenditures up to \$3,103,000 (the “Expenditures”) relating to the Corrective Action Plan to address the South Carolina Department of Health and Environmental Control Consent Order on the Broad River Waste Water Treatment Facility (NPDES SC0046621) (the “Project”) prior to the issuance by the County of tax-exempt debt for such purpose; and

WHEREAS, the County anticipates issuing tax-exempt debt to fund capital improvement needs for Richland County Utilities including the Project; and

WHEREAS, the Regulations require that the governing body of the political subdivision declare an official intent to reimburse an expenditure prior to the incurrence of the expenditure.

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

Section 1. Richland County Council (the “Council”) hereby declares that this Resolution shall constitute its declaration of official intent pursuant to Section 1.150-2 of the Regulations to reimburse the County from the proceeds of tax exempt debt to be issued on behalf of the County pursuant to South Carolina state law, for Expenditures with respect to the Projects. The Council anticipates incurring Expenditures with respect to the Project prior to the issuance on behalf of the County of tax-exempt debt for such purposes.

Section 2. The County anticipates incurring certain Expenditures up to \$3,103,000 for the Project.

Section 3. The Richland County Council (the “Council”) hereby authorizes the use of funds of the Broad River Utilities System or other funds on hand as the source of funds for the Expenditures with respect to the Project.

Section 4. To be eligible for reimbursement of the Expenditures, the reimbursement allocation must be made not later than 18 months after the later of (a) the date on which the Expenditures were paid, or (b) the date the Project was placed in service, but in no event more than three (3) years after the original Expenditures.

Section 5. The Expenditures are incurred solely to acquire, construct, or rehabilitate property and/or equipment having a reasonably expected economic life of at least one (1) year.

Section 6. Council hereby declares that this Resolution shall constitute its declaration of official intent pursuant to Regulation §1.150-2 to reimburse the County from the proceeds of debt financing to be issued pursuant to South Carolina state law for Expenditures with respect to the Project.

Section 7. This Resolution shall be in full force and effect from and after its adoption as provided by law. This Resolution shall be made available for inspection during normal business hours by the general public at the offices of Richland County.

PASSED, APPROVED, AND ADOPTED THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2018.

RICHLAND COUNTY, SOUTH CAROLINA

By: \_\_\_\_\_  
Joyce Dickerson, Chair  
Richland County Council

(SEAL)

ATTEST THIS \_\_\_\_\_ DAY OF \_\_\_\_\_, 2018

\_\_\_\_\_  
Kim. W. Roberts  
Clerk to Council

RICHLAND COUNTY ATTORNEY'S OFFICE

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



December 5, 2018

**FIRST CLASS and**  
**CERTIFIED MAIL – 9214 8969 0099 9790 1413 4801 41**

Mr. Shahid Khan  
Richland County  
7525 Broad River Road  
Columbia, SC 29063

Re: **Consent Order 18-050-W**  
**Richland County Broad River Road WWTF**  
NPDES Permit SC0046621  
Richland County

Dear Mr. Khan:

Enclosed, please find fully executed Consent Order 18-050-W for the above referenced facility. The Order is considered executed on November 30, 2018.

If you have any questions, please contact me at (803) 898-1768 or by e-mail at shawah@dhec.sc.gov.

Sincerely

Anastasia Shaw, Enforcement Project Manager  
Bureau of Water - WP Control Division  
WP Compliance and Enforcement Section

cc: Melanie Hindman, SCDHEC, WP Compliance and Enforcement Section  
Veronica Barringer, SCDHEC, EA Midlands Region, Columbia Office  
Weijia Hu, SCDHEC, Water Facilities Permitting

Attachment as stated

**THE STATE OF SOUTH CAROLINA  
BEFORE THE DEPARTMENT OF HEALTH AND ENVIRONMENTAL CONTROL**

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**IN RE: RICHLAND COUNTY/BROAD RIVER WWTF  
RICHLAND COUNTY**

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**CONSENT ORDER**

**1 8 - 0 5 0 - W**

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Richland County owns and is responsible for the proper operation and maintenance of its Broad River wastewater treatment facility (WWTF), located at 1183 Shadywood Lane, in Richland County, South Carolina. The WWTF serves the residences and businesses in its designated service area.

Richland County failed to comply with the permitted limitations for biochemical oxygen demand (BOD), *Escherichia coli* (E. coli), and total suspended solids (TSS) contained in National Pollutant Discharge Elimination System (NPDES) Permit SC0046621.

In accordance with approved procedures and based upon discussions with agents of Richland County on October 3, 2018, the parties have agreed to the issuance of this Order to include the following Findings of Fact and Conclusions of Law:

**FINDINGS OF FACT**

1. Richland County owns and is responsible for the proper operation and maintenance of its Broad River WWTF located at 1183 Shadywood Lane in Richland County, South Carolina. The WWTF serves the residences and businesses in its designated service area.
2. The South Carolina Department of Health and Environmental Control (Department) issued NPDES Permit SC0046621 to Richland County, authorizing the discharge of treated

- wastewater into the Broad River, in accordance with the effluent limitations, monitoring requirements, and other conditions set forth therein. The permit was reissued effective April 1, 2018, and expires March 31, 2023.
3. Richland County and the Department entered into Consent Order 15-011-W, executed on February 15, 2015, as a result of violations of the permitted discharge limits for fecal coliform (FC). The Consent Order required the submittal of a corrective action plan (CAP), a capacity, management, operation and maintenance audit (cMOM), and a civil penalty. Richland County submitted the CAP, cMOM audit, and paid the penalty as required by the Consent Order. Richland County is currently making improvements to its collection system, and submits quarterly updates to the Department. Consent Order 15-011-W remains in effect.
  4. Richland County reported violations of the permitted discharge limits for BOD and TSS on discharge monitoring reports (DMRs) submitted to the Department for the January 2018, April 2018, and May 2018 monitoring periods. Richland County reported violations of the permitted discharge limits for E. coli on DMRs submitted to the Department for the April 2018, May 2018, and June 2018 monitoring periods.
  5. On March 2, 2018, Department staff issued a Notice of Violation (NOV) to Richland County for the BOD and TSS violations reported on the DMR submitted to the Department for the January 2018 monitoring period. As Richland County had included an explanation for the violations on the DMR, citing poor solids management as the reason for the violations, no response was required. The NOV was delivered on March 5, 2018.
  6. In a letter to the Department dated May 15, 2018, Richland County addressed violations of permitted discharge limits for TSS, BOD, and E. coli during the April 2018 monitoring

period. In the letter, Richland County explained that it had attempted to run its WWTF in dual mode while making repairs to the sequencing batch reactor basins. The letter stated that the WWTF defaulted to storm mode and wastewater that was not fully treated was discharged. Richland County stated it then went back to a three (3) basin mode of operation, and returned to compliance with the permitted discharge limits. Also in the letter, Richland County stated E. coli violations were detected on three (3) days during the April 2018 monitoring period. These violations were attributed to the WWTF being in storm mode, a power surge which caused failure of the ultraviolet (UV) system, and a slug of oil and grease that was illegally dumped in Richland County's collection system.

7. On June 22, 2018, Department staff issued a NOV to Richland County for the BOD, TSS, and E.coli violations reported on the DMR submitted to the Department for the April 2018 monitoring period. As explanations for the violations were provided in Richland County's letter dated May 15, 2018, no response was required. The NOV was delivered on August 6, 2018.
8. In a letter to the Department dated June 6, 2018, Richland County addressed violations of permitted discharge limits for TSS, BOD, and E. coli during the May 2018 monitoring period. The letter stated the TSS and BOD violations were the result of mechanical failure of critical components, which were subsequently repaired. Richland County also stated E. coli violations were detected on five (5) days during the May 2018 monitoring period. These violations were attributed to a "high grade oil being dumped onto the plant", and equipment failure.
9. On October 3, 2018, Department staff held an enforcement conference with agents of

Richland County to discuss the BOD, TSS, and E. coli violations cited above. Among those in attendance were Mr. Shahid Khan, Utilities Department Director, and Mr. Joel Wood, a consultant. Mr. Wood submitted to the Department a document detailing the corrective actions already taken to meet the permitted discharge limits for BOD, TSS, and E.coli. Mr. Wood read through the document, explaining each of the corrective actions in detail. In addition to equipment replacement and repairs, and adding a second UV system, Mr. Wood stated that Richland County has begun holding bi-weekly meetings with essential staff, and contracted with the equipment vendors to conduct annual inspections of the equipment and to train new staff on proper equipment operation procedures. Mr. Khan stated that most of the violations cited in the Findings above were due to circumstances beyond Richland County's control, such as a powerful storm, unusually cold weather, a computer malfunction, and a slug of oil and grease that entered the WWTF from an unknown source. The possibility of a Consent Order containing a civil penalty was discussed.

### **CONCLUSIONS OF LAW**

Based upon the above Findings of Fact, the Department reaches the following Conclusions of Law:

1. Richland County violated the Pollution Control Act, S.C. Code Ann. § 48-1-110(d) (2008 & Supp. 2017) and Water Pollution Control Permits Regulation 3 S.C. Code Ann. Regs. 61-9.122.41(a) (2011), in that it failed to comply with the BOD, TSS, and E. coli effluent limitations of NPDES Permit SC0046621.
2. The Pollution Control Act, S.C. Code Ann. § 48-1-330 (2008), provides for a civil penalty not to exceed ten thousand dollars (\$10,000.00) per day of violation for any person violating

the Act or any rule, regulation, permit, permit condition, final determination, or Order of the Department.

**NOW, THEREFORE, IT IS ORDERED, CONSENTED TO AND AGREED**, pursuant to the Pollution Control Act, S.C. Code Ann. § 48-1-50 (2008 & Supp. 2017), and S.C. Code Ann. § 48-1-100 (2008 & Supp. 2017), that Richland County shall:

1. Within sixty (60) days of the execution date of this Order, submit to the Department a Corrective Action Plan (CAP) and a schedule of implementation, reporting the corrective actions that have been taken and corrective actions planned to adequately address the potential source(s) contributing to the BOD, TSS, and E. coli violations. The schedule of implementation shall include specific dates or timeframes for the completion of each action and details as to how each action effectuates compliance with effluent discharge limits of NPDES Permit SC0046621. The schedule of implementation of specific corrective action steps proposed under the CAP shall be evaluated by the Department and, upon Department approval, the schedule(s) and corrective actions shall be incorporated into and become an enforceable part of this Order.
2. Within thirty (30) days of the execution date of this Order, pay to the Department, a civil penalty in the amount of four thousand three hundred forty dollars (**\$4,340.00**).

**PURSUANT TO THIS ORDER**, communications regarding this Order and its requirements, including civil penalty payments, shall be addressed as follows:

Anastasia Shaw, Enforcement Project Manager  
SCDHEC, Bureau of Water - WP Enforcement Section  
2600 Bull Street  
Columbia, South Carolina 29201

The Order number should be included on all checks remitted as payment of the civil penalty.

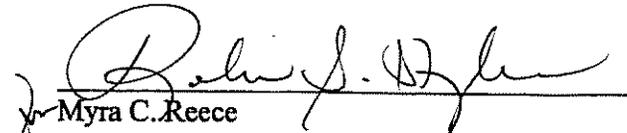
**IT IS FURTHER ORDERED AND AGREED** that failure to comply with any provision of this Order shall be grounds for further enforcement action pursuant to the Pollution Control Act, S.C. Code Ann. § 48-1-330 (2008), to include the assessment of additional civil penalties.

**IT IS FURTHER ORDERED AND AGREED** that this Consent Order governs only the civil liability to the Department for civil sanctions arising from the matters set forth herein and constitutes the entire agreement between the Department and Richland County with respect to the resolution and settlement of these civil matters. The parties are not relying upon any representations, promises, understandings or agreements except as expressly set forth within this Order.

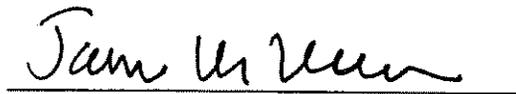
**THE PARTIES UNDERSTAND** that the “execution date” of the Order is the date the Order is signed by the Director of Environmental Affairs.

**[Signature Page Follows]**

FOR THE SOUTH CAROLINA DEPARTMENT  
OF HEALTH AND ENVIRONMENTAL CONTROL

  
Myra C. Reece  
Director of Environmental Affairs

Date: 11/30/2018

  
James M. Marcus, PhD, Chief  
Bureau of Water

Date: 11-28-18

  
Randy Stewart, Director  
Water Pollution Control Division  
Bureau of Water

Date: 11/27/18

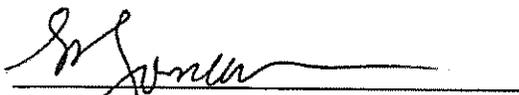
Reviewed By:

  
DHEC Legal Counsel

Date: 11/29/2018

**WE CONSENT:**

**RICHLAND COUNTY**

  
Edward Gomeau  
Interim County Administrator

Date: 11-26-18



### Emergency Repairs to address BRRWWTP Consent Order

On the 26<sup>th</sup> of February 2015, the Broad River Waste Water Treatment facility (BRRWWTP) was issued a consent order that requires a comprehensive review of the system, identify priority deficiencies and developing a corrective action plan (CAP) to address the deficiencies for both the collection system and the treatment facility. The County submitted a sequence of CAP which have being incorporated into and become an enforceable part of the order.

On November 5<sup>th</sup> 2018, the county received yet another proposition of a consent order which resulted from a series of violations and an enforcement conference held on the 3<sup>rd</sup> of October, 2018. The proposed order reinstated the dire need to schedule the implementation of corrective actions to bring the system to optimal operation. The report from the operations and maintenance department has consistently revealed the need for comprehensive assessment of collection and treatment facility, replacement of nonfunctional equipment and controls. To further confirm the urgency of these needs, on the 15<sup>th</sup> of November, 2015 (Detailed reported elsewhere) the plant experienced about 0.5MGD sewer sanitary overflow (SSO) which is largely a result of broken equipment (decanters) and sub-optimal control system.

Due to the numerous undesirable occurrences, the county's staff has developed an emergency list of replacement and renewal project that has to be conducted Urgently. This project listed are both to improve the health of operations of the plant and to meet with the requirement of the order. The listed item forms part of the undoing Capital Improvement Program (CIP) developed by the Utility Staff.

**All cost estimate made are based on values compiled from estimates obtained from similar work order or "back-of-the-envelope" calculation. Funds may be greater or less than presented.**

Item	No	Cost /item	3rd quarter (FY 19)	4th quarter (FY 19)	Justification
Sequential Batch reactors (SBR)	4	\$188,000	\$752,000		The BRRWWTP has four (4) Sequential Batch Reactors (SBR) and each one requires two decanters to operate at optimal conditions. All the decanters are old and have undergone several repairs over the years. Currently, four of the decanters are broken beyond repair there limiting treatment process to only 2 SBR's. Operating less than 4 SBR has been a major contribution to many of the violations / SSO at the plant. This fund is required to purchase four (4) new decanters
Floats for decanters in digesters	2	\$8,000	\$16,000		The facility has two digesters (that operates in series) that provides pretreatment of the sludge generated during waste water treatment. Each digester has decanters that return the supernatant of the digestion process to headworks. Two of the decanter has broken floats making then nonoperational. Currently, only one of the digesters is functional which implies that one of the solid pretreatment processes is omitted and can potentially cause a violation. Also, the process is important to ensure there is always adequate volume for solid digestion which is essential for optimal plant operation. This fund is required to purchase two (2) new floats
Biosolid treatment unit	1	\$1,500,000		\$1,500,000	The review of the existing sludge handling system (i.e. digesters, dewatering and ancillary equipment) provides a recommendation for a robust biosolid treatment unit that can adequately cater current and future capacity. This fund is required to cover the design, equipment cost and installation of a new centrifuge system
Replace pump at Bearing Distributor	1	\$40,000	\$40,000		The bearing distributor is one of the four major lift stations that discharge to the BRRWWTP. This fund is required to replace one of the pumps at this lift station.

Raise Manholes	10	\$10,000	\$100,000		One of the requirements of the consent order was to evaluate possible sources of significant Inflow and Infiltration (I&I). The evaluation study identified manholes along the creek at Shadywood lane with significantly low elevation and potential source of significant I&I in the system. 10 manholes were identified as part of the corrective plans. This fund is required to raise the identified manholes
BRRWWTP Process Evaluation	1	\$25,000	\$25,000		As a requirement of the consent order, It was stated that RCU comes up with a plan to address the potential source of recent violations (i.e. BOD, TSS and E.coli). It is essential that the current treatment process undergo a comprehensive evaluation to identify if any of treatment process contributes to any of these violations. This fund is to conduct a comprehensive process evaluation of the plant
Plant SCADA fiber testing	N/A	\$10,000	\$10,000		The SCADA system is used to monitor and control all major operations at the BRRWWTP and its functionality is largely dependent on a properly designed communication system. Currently, there have been significant failure in communication within the system with data reported showing dysfunctionality of various component of the plant. It is unknown the source of discontinuity or data loss. This project is to troubleshoot the SCADA communication system
Lift station pump service	4	\$50,000		\$200,000	As part of the daily maintenance of the collection system and the requirement of the consent order, all lift stations are to be inspected and properly maintained. Findings from the maintenance department propose that some of the pumps at a number of lift stations require immediate service. This fund is to service pumps at the identified stations
Headwork screen device	1	\$260,000		\$260,000	The bar screen is a primary treatment equipment which if not functional can impair downstream treatment and break equipment in the subsequent treatment process. Currently, the BRRWWTP has a step screen with large spacing and practically achieves less than 10% solid removal. This fund is include a drum screen with higher solid removal efficiency to the headworks

Grit Collector	1	\$200,000		\$200,000	The grit collector is a part of the primary treatment equipment .Just like the bar screen, grit removal aids downstream treatment and protect reduces the wear and tear on downstream equipment. The grit system currently at the facility is obsolete. This fund is to design and install another grit removal system.
<b>Total</b>			<b>\$943,000</b>	<b>\$2,160,000</b>	<b>\$3,103,000</b>