

# *Richland County Council*

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## **TRANSPORTATION PENNY WORK SESSION**

**APRIL 2, 2013  
5:00 PM  
COUNCIL CHAMBERS**

- 1. Call to Order**
- 2. Draft SLBE Proposal [PAGES 5-22]**
- 3. JTC Recommendations [Deferred from March 5, 2013 Council Meeting] [PAGES 2-27]**
- 4. Transportation Penny Director Information [Deferred from March 19, 2013 Council Meeting] [PAGES 28-33]**
- 5. Adjournment**

# JOINT TRANSPORTATION COMMITTEE AGENDA

RICHLAND COUNTY ADMINISTRATION CONFERENCE ROOM  
2020 HAMPTON STREET, 4<sup>TH</sup> FLOOR, ADMINISTRATOR'S OFFICE

FEBRUARY 20, 2013  
5:30 PM

1. CALL TO ORDER PAUL LIVINGSTON, CHAIR
2. CRITERIA FOR PRIORITIZATION OF TRANSPORTATION PENNY PROJECTS (PAGES 3 - 4)

THE JTC RECOMMENDS ADDING "NEIGHBORHOOD IMPROVEMENT PLANS" AND "CONNECTIVITY" TO THE LIST OF CRITERIA FOR PRIORITIZATION OF TRANSPORTATION PENNY PROJECTS. TWO ITEMS WERE REMOVED (SEE BLACKLINED ITEMS ON PAGES 3 AND 4), AND THE LIST WAS REORDERED. THE TRANSPORTATION DIRECTOR, IN CONSULTATION WITH THE PROJECT MANAGEMENT TEAM, WILL MAKE RECOMMENDATIONS TO COUNCIL REGARDING APPLICABLE CRITERIA FOR EACH CATEGORY (IE, WIDENINGS, INTERSECTION IMPROVEMENTS, GREENWAYS, ETC.), AS WELL AS THE "WEIGHTS" FOR EACH CRITERIA. THESE RECOMMENDATIONS WILL COME TO COUNCIL FOR REVIEW AND APPROVAL.

3. SMALL, LOCAL BUSINESS ENTERPRISE PROGRAM (PAGES 5 – 22)

THIS ITEM WAS RECEIVED AS INFORMATION, AS STAFF IS STILL WORKING THROUGH THE DOCUMENT, AND FORMULATING RECOMMENDATIONS. ONCE THE FINAL, PROPOSED SLBE PROGRAM INFORMATION IS OBTAINED, IT WILL BE FORWARDED TO THE JTC.

**JTC MEMBERS ARE REQUESTED TO PROVIDE FEEDBACK ON THE CURRENT SLBE PROPOSAL (FOUND IN THE JTC AGENDA ON PAGES 5 - 22) TO ROXANNE ANCHETA (ANCHETAR@RCGOV.US) BY MARCH 4, 2013.**

**4. COUNCIL MOTION (PAGE 23)**

**THE JTC RECOMMENDS THAT THIS ITEM IS A POLICY DECISION, AND THEREFORE, IS AT COUNCIL'S DISCRETION.**

**5. TRANSPORTATION PENNY ADVISORY COMMITTEE (TPAC) UPDATE (PAGES 24 – 26)**

**THE TERMS FOR THE COUNTY'S 7 TPAC APPOINTMENTS WILL BE ON THE MARCH 5, 2013 COUNCIL AGENDA FOR ACTION. ONCE AVAILABLE, THIS INFORMATION WILL BE SHARED WITH THE JTC. THE JTC RECOMMENDS APPROVAL OF THE PROPOSED ADDITIONAL DUTIES / RESPONSIBILITIES OF THE TPAC ON PAGE 26.**

**6. NEXT STEPS**

**7. ADJOURN**

PAUL LIVINGSTON, CHAIR

# **CRITERIA FOR PRIORITIZATION OF TRANSPORTATION PENNY PROJECTS**

**THE FOLLOWING CRITERIA ARE RECOMMENDED FOR CONSIDERATION FOR THE PRIORITIZATION METHODOLOGY. THE CRITERIA WILL PROVIDE A UNIFORM PROCESS AND ANALYSIS TO EVALUATE PROJECT PRIORITIES. THE FIRST FIVE BULLETS BELOW ARE CONSIDERED “TOP PRIORITY.” THE REMAINING CRITERIA ARE CURRENTLY LISTED IN NO PARTICULAR ORDER. PLEASE NOTE THAT THE TRANSPORTATION DIRECTOR, IN CONSULTATION WITH THE PROJECT MANAGEMENT TEAM, WILL MAKE RECOMMENDATIONS TO COUNCIL REGARDING APPLICABLE CRITERIA FOR EACH CATEGORY (IE, WIDENINGS, INTERSECTION IMPROVEMENTS, GREENWAYS, ETC.), AS WELL AS THE “WEIGHTS” FOR EACH CRITERIA. THESE RECOMMENDATIONS WILL BE BROUGHT TO COUNCIL FOR REVIEW AND APPROVAL.**

- PUBLIC SAFETY (BASED ON ACCIDENT DATA, ETC.)**
- POTENTIAL FOR ECONOMIC DEVELOPMENT (BASED ON ASSESSMENT OF SHORT-TERM, INTERMEDIATE, AND LONG-TERM DEVELOPMENT POTENTIAL AS A RESULT OF THE PROPOSED IMPROVEMENT)**
- RIGHT OF WAY OBTAINED (PROJECTS WITH OBTAINED ROW WILL TAKE LESS TIME TO COMPLETE)**
- DESIGN WORK COMPLETED**
- DEDICATED FUNDS (FEDERAL, STATE, GRANTS, ETC.)**

## **~~○~~ GEOGRAPHIC DISTRIBUTION**

- TRAFFIC VOLUME AND CONGESTION (BASED ON CURRENT TRAFFIC VOLUMES AND ASSOCIATED LEVEL-OF-SERVICE CONDITION)**

- **TRUCK TRAFFIC (BASED ON CURRENT VOLUME AND AVERAGE DAILY TRUCK TRAFFIC ESTIMATES)**
- **PAVEMENT QUALITY INDEX (BASED ON PAVEMENT CONDITION ASSESSMENTS; PAVEMENT MAINTENANCE COSTS)**
- **ENVIRONMENTAL IMPACT (BASED ON ASSESSMENT OF POTENTIAL IMPACTS TO NATURAL, SOCIAL, AND CULTURAL RESOURCES. PROJECTS INVOLVING FLOOD PLAIN AND WETLANDS ISSUES WILL REQUIRE EXTRA PERMITTING AND POTENTIAL MITIGATION, WHICH MAY EXTEND SCHEDULES. )**
- **ALTERNATIVE TRANSPORTATION SOLUTIONS (BASED ON SURROUNDING POPULATION AND EMPLOYMENT CHARACTERISTICS TO SUPPORT TRANSIT SERVICE AS A POTENTIAL ALTERNATIVE OR IN ADDITION TO A PROPOSED IMPROVEMENT; TRANSPORTATION PENNY IS A MULTI-MODAL PROGRAM)**
- **CONSISTENCY WITH LOCAL LAND USE PLANS AND NEIGHBORHOOD IMPROVEMENT PLANS**
- ~~**THE ROAD'S LOCATION AND SIGNIFICANCE TO THE COMMUNITY AND LOCAL BUSINESSES**~~
- **SEQUENCING / PRACTICALITY (SOME PROJECTS MAY OVERLAP (IE, SIDEWALKS MAY BE CONSTRUCTED IN AN AREA THAT MAY ALSO HAVE INTERSECTION IMPROVEMENTS PLANNED). THESE PROJECTS SHOULD BE SCHEDULED IN A PRACTICAL SEQUENCE SO THAT NO FUNDS OR EFFORTS ARE WASTED.)**
- **CONNECTIVITY**

# SMALL, LOCAL BUSINESS ENTERPRISE PROGRAM

## SMALL LOCAL BUSINESS ENTERPRISE (“SLBE”) PROGRAM

[An Ordinance to Amend Article X of the Richland County, SC Code by adding a new Division 7 as follows]

**(1-3-13 Draft)**

### **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 Purchasing 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** – services that are other than Professional Services, and do not require any license 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, 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 Purchasing 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 Purchasing 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 must have no more than ten full-time employees and have annual gross revenues as averaged over the past three tax years of no more than \$5 million. 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.

***[\*\* Note: See State of Maryland's alternative definition of Small Business Enterprise ("SBE") below in bold italic text:***

***(1) Any for-profit enterprise as defined in Maryland Code of Regulations, Title 2, Division 2, Chapter 3, Subchapter 8; that is 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***

***(2) That satisfies the following size requirements:***

***a. Wholesale operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed 3 fiscal years;***

***b. Manufacturing operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed 3 fiscal years;***

***c. Service operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2 million in its most recently completed 3 fiscal years; and***

***d. Construction operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$7,000,000 in its most recently completed 3 fiscal years.***

***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.***

***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.]

***\*\*\*Note: Resource Issue -- Possible establishment of position of Director of Equal Opportunity Contracting Program (“Director of Procurement”) --*** The County employee responsible for the oversight, tracking, monitoring, administration, and implementation of the SLBE program, ensuring that compliance with contract participation requirements is maintained, and overall program goals and objectives are met.]

***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 Purchasing Director. The Purchasing 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.

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

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 Purchasing 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 that is not dominant in its field of operation, and that is performing a commercially useful function;
2. It meets size standard eligibility requirements for Small Business Enterprises as defined herein;

***\*\*\*Note: See State of Maryland's alternative definition of Small Business Enterprise ("SBE") size standards below in bold italic text:***

***2. That satisfies the following size requirements:***

***a. Wholesale operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed 3 fiscal years;***

***b. Manufacturing operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2,000,000 in its most recently completed 3 fiscal years;***

***c. Service operations of the business did not employ more than 100 persons, and the gross sales of the business did not exceed an average of \$2 million in its most recently completed 3 fiscal years; and***

***d. Construction operations of the business did not employ more than 50 persons, and the gross sales of the business did not exceed an average of \$7,000,000 in its most recently completed 3 fiscal years.***

***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.***

***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 principals of the business have at least three years of relevant experience prior to forming or joining the business; and

5. In the year preceding the date of 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 of Division 7, "Eligibility for the SLBE Program," of this Policy. To qualify for recertification, an SLBE's average gross sales for the three fiscal years immediately preceding the application for recertification shall not exceed \$7 million.

(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 Purchasing 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 all SLBE criteria as specified above in Sec. 2-641 (a) through (d);
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 \$7 million;
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 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. This preference would not apply if the award to the SLBE would result in a total contract cost that is \$25,000 or greater on an annual basis than the low bid, or in a total contract cost that exceeds the County's budgeted price for the contract (whichever is lower).

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 (see EXHIBITS 1 and 2 regarding professional services contracts and architectural & engineering contracts, respectively).

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.

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.

## SMALL, LOCAL BUSINESS ENTERPRISE PROGRAM EXHIBITS

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" (EXHIBIT 1) below:

### EXHIBIT 1

#### Point Evaluation Table

##### 10 POINTS FOR SLBE PARTICIPATION

> 51% = 10 points

> 45% = 7 points

> 40% = 6 points

> 35% = 5 points

> 30% = 4 points

> 25% = 3 points

> 20% = 2 points

> 15% = 1 points

##### 20 POINTS FOR SLBE PARTICIPATION

> 51% = 20 points

> 45% = 17 points

> 40% = 16 points

> 35% = 14 points

> 30% = 12 points

> 25% = 10 points

> 20% = 8 points

> 15% = 6 points

> 10% = 4 points

Contractors may be evaluated on their SLBE or Emerging SLBE participation by utilizing the following sample schedule (EXHIBIT 2) which is most often used by Architectural & Engineering:

EXHIBIT 2

<u>Points Awarded</u>	<u>% of Participation Criteria</u>
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

## **COUNCIL MOTION**

**THE FOLLOWING MOTION WAS MADE BY COUNCILMAN MALINOWSKI AT THE FEBRUARY 5, 2013 COUNCIL MEETING. THE MOTION WAS FORWARDED TO THE JOINT TRANSPORTATION COMMITTEE.**

**The State paper was quoted as follows: "Central Midlands Regional Transit Authority board members will consider this year whether to stick with Veolia Transportation to run Columbia area buses.**

**Taxpayers have given approval for the CMRTA to receive over 300 million tax dollars to be spent over the next 22 years. Veolia has consistently refused to disclose to the taxpayers specifically how they spend those tax dollars. These are 300 million hard earned tax dollars of residents and they deserve to know how their taxes are being spent. With that information I am submitting the following motion:**

**The Veolia Transportation company hired by CMRTA must provide total accountability and transparency in spending all Richland County tax dollars they receive. If they refuse, Richland County Council should request the CMRTA board to find another bus management company. [MALINOWSKI]. Council forwarded this item to the Joint Transportation Committee**

# TRANSPORTATION PENNY ADVISORY COMMITTEE UPDATE

## MEMBERS

<b>ARCADIA LAKES</b>	<b>ROBERT E. WILLIAMS, JR.</b>
<b>BLYTHEWOOD</b>	<b>BILL WISEMAN</b>
<b>COLUMBIA</b>	<b>TODD AVANT DETREVILLE (TREVOR) FRANK BOWERS III VIRGINIA SANDERS</b>
<b>EASTOVER</b>	<b>JAMES FABER</b>
<b>FOREST ACRES</b>	<b>CAROL KOSOSKI</b>
<b>IRMO</b>	<b>BOB BROWN</b>
<b>RICHLAND COUNTY</b>	<b>ELISE BIDWELL JENNIFER D. BISHOP NATALIE C. BRITT DERRICK E. HUGGINS JAMES T. MCLAWHORN MELVIN HAYES MIZELL DOROTHY A. SUMTER</b>

- Citizens Only (NO Elected Officials)
- Goal: Appointments should represent the 3 modes of transportation in the Transportation Penny. (Buses, Roads, Bikeways / Greenways)

- At least 5 of Richland County's appointments must be from Unincorporated Richland County.

## **Proposed Duties / Responsibilities**

### **General**

- The Transportation Penny Advisory Committee (TPAC) will review, comment on, and provide recommendations on the Transportation Penny to Richland County Council.
- A "State of the Penny Address" would occur annually.

### **Membership**

- The TPAC will consist of 15 members, appointed by the County / City / Town Councils (Parties) of each Richland County jurisdiction, and will serve at the pleasure of the Party that appointed such member(s).
- Each Party will use its best efforts to ensure that the overall membership of TPAC is diverse with respect to ethnicity, culture, and gender, as well as expertise or knowledge in one or more of the three transportation modes (roadways; bike / pedestrian / greenways; CMRTA – bus system).
- The TPAC shall establish rules and procedures for the conduct of its business, and shall appoint a chairman, vice-chairman, and secretary. The TPAC shall hold regular meetings at least once a quarter, and shall be entitled to call special meetings as set forth in its procedures. The TPAC must ensure compliance with the requirements of the Freedom of Information Act.
- Members would have 5-year staggered terms, with no term limits.

### **Duties / Responsibilities**

- Any modifications to the projects list consistent with the generic description of the project(s) shall not require a recommendation of the TPAC. (ie, minor revisions to a project on the projects list not impacting the overall scope of the project)
- Any modification to the projects list *not* consistent with the generic description of the project(s) shall require a recommendation of the

TPAC. (ie, the addition of new projects not currently on the projects list; etc.)

- The TPAC will recommend any reordering of the prioritization (if applicable) of the projects list.
- The TPAC will provide quarterly reports to each respective jurisdiction from which they are appointed.
- The TPAC will review the proposed Scope of Services for the Request for Proposals (RFP) for the Program Management Team.
- The TPAC will make recommendations for a financial review of the Transportation Penny as needed. (Note: A financial audit will be undertaken annually.)
- The TPAC is authorized to make recommendations to the CMRTA Board, and to any other governing body with regards to the Transportation Penny.
- Additional duties may be assigned to the TPAC by County Council.

## **Transportation Director**

### Questions

1. Does Council approve the concept of this individual and his/her duties / responsibilities? [Retreat consensus: Yes.] At the Work Session, it was recommended that the advertisement for the Transportation Penny Director be removed. This item was forwarded to the March 26, 2013, 4:00pm Transportation Penny Work Session for further review and action by full Council.
2. Does Council approve this person reporting to an Assistant County Administrator? [Retreat consensus: Yes.] At the Work Session, it was recommended that the Transportation Penny Director report to the County Administrator instead of an Assistant County Administrator. This item was forwarded to the March 26, 2013, 4:00pm Transportation Penny Work Session for further review and action by full Council.

**RICHLAND COUNTY, SOUTH CAROLINA  
CLASS DESCRIPTION  
2012**

**CLASS TITLE: DIRECTOR OF TRANSPORTATION PENNY PROGRAM  
ADMINISTRATION DEPARTMENT**

**GENERAL DESCRIPTION OF CLASS**

The purpose of the class is to manage all items related to the Transportation Penny program, including the management and oversight of program management firm(s). This class has expertise and knowledge of transportation planning, engineering and design, and contract and project / program management, scheduling, cost estimating, right-of-way acquisitions, surveying, plan review and inspection; and performs related professional, administrative and supervisory work as required in support of all Transportation Penny items. This class administers contracts and provides in house project management from design to completion, and performs and/or supervises design work as necessary. This class plans, organizes and implements the program within major organizational policies, reporting program progress to executive-level administration and Council through reports and conferences.

**ESSENTIAL TASKS**

The tasks listed below are those that represent the majority of the time spent working in this class. Management may assign additional tasks related to the type of work of the class as necessary.

Administers and manages the Richland County Transportation Penny program, ensuring projects are completed appropriately, on time, and within budget.

Understands DOT and County standard roadway design practices and procedures.

Understands permitting (environmental, land disturbance, etc)

Reviews consultant(s) design plans.

Administers contracts and provides in house project management from design to completion, and performs design work as necessary.

Manages and oversees the program management firm(s).

Coordinates the bidding process for projects.

Prepares scopes of work; reviews plans and specifications as submitted for compliance with established codes, ordinances and standards.

Ensures compliance with applicable federal, state and local laws and regulations, County policies and procedures, and standards of quality and safety.

Directs and provides engineering expertise in the planning, design and project management of the construction, renovation and installation of Transportation Penny projects.

Develops and designs various solutions to engineering problems; seeks alternatives to designs and submits plans for approval.

## **CLASS TITLE: DIRECTOR OF TRANSPORTATION PENNY PROGRAM**

Oversees the preparation of plans, specifications and contract documents for Transportation Penny road projects; develops and implements long-range resurfacing and paving plans and financing for Transportation Penny road projects.

Oversees and/or performs professional engineering design work on specific projects as assigned; prepares engineering calculations; prepares engineering drawings using computer-aided design technology and manual methods.

Receives cost estimates; prepares purchase requisitions and documents for approval by County Council.

Processes change orders as appropriate.

Processes contractor pay requests.

Coordinates projects with local, state and federal agencies, as well as other County and municipal departments, contractors, developers, engineers, land surveyors, architects, attorneys, environmental agencies / special interest groups, and other parties as necessary.

Supervises subordinate supervisory and support staff, if applicable. Supervisory duties include instructing; assigning, reviewing and planning work of others; maintaining standards; coordinating activities; selecting new employees; acting on employee problems; approving employee discipline and discharge.

Reviews the work of subordinates for completeness and accuracy; evaluates and makes recommendations as appropriate; offers advice and assistance as needed.

Provides for adequate staff training and development opportunities.

Provides guidance and expertise to the County Administrator, Assistant County Administrator and members of County Council in areas of responsibility.

Develops and administers the program's budget; ensures effective and efficient use of budgeted funds, personnel, materials, facilities and time.

Assists with the preparation of applications and implementation of received state and federal funding opportunities (grants, TIGER, etc.).

Supervises and participates in the inspection of construction work in progress and at completion for compliance with established policies, procedures, regulations, codes, contracts, and standards of quality and safety.

Meets with County officials, residents and citizen groups to discuss and resolve problems related to the Transportation Penny program.

Prepares a variety of studies, reports and related information for decision-making purposes and as required by the County and regulatory agencies.

Coordinates department activities and functions with those of other County divisions, departments, municipalities and outside agencies as appropriate.

Attends and participates in County Council and Committee meetings.

Represents the department and County at various meetings as required; serves on committees, boards and task forces as appropriate.

## **CLASS TITLE: DIRECTOR OF TRANSPORTATION PENNY PROGRAM**

Receives and responds to inquiries, concerns, complaints and requests for assistance regarding areas of responsibility.

Performs general administrative / clerical work as required, including but not limited to preparing reports and correspondence, copying and filing documents, entering and retrieving computer data, attending and conducting meetings, etc.

Attends meetings, workshops, conferences, etc., as appropriate to maintain knowledge of current legislation, trends and technology in assigned areas of responsibility.

Prepares and updates status reports for PIO use in public education.

Staffs and/or assists Transportation Penny Oversight Committee.

Recommends policies and procedures for program management.

### **INVOLVEMENT WITH DATA, PEOPLE, AND THINGS**

#### **DATA INVOLVEMENT:**

Requires developing new approaches or methodologies to solve problems not previously encountered by analyzing, synthesizing or evaluating data or information using unconventional or untried methods.

#### **PEOPLE INVOLVEMENT:**

Requires negotiating, exchanging ideas, information, and opinions with others to formulate policy and programs or arrive jointly at decisions, conclusions, or solutions.

#### **INVOLVEMENT WITH THINGS:**

Requires establishing long-range plans and programs, identifying funding resources, allocating funds for and implementing long-range capital improvements, major construction projects, major equipment, rolling stock, and new technology systems which support goals and objectives of the organization.

### **COGNITIVE REQUIREMENTS**

#### **REASONING REQUIREMENTS:**

Requires performing work involving the application of principles of logical thinking to diagnose or define problems, collect data and solve abstract problems with widespread unit or organizational impact.

#### **MATHEMATICAL REQUIREMENTS:**

Requires using mathematics involving the practical application of fractions, percentages, ratios and proportions; or measurements, logarithmic or geometric construction. May use algebraic solutions of equations and inequalities; descriptive statistics; deductive geometry, plane and solid, and rectangular coordinates; mathematical classifications or schemes.

#### **LANGUAGE REQUIREMENTS:**

Requires reading professional literature and technical manuals; speaking to groups of employees, other public and private groups; writing manuals and complex reports.

## **CLASS TITLE: DIRECTOR OF TRANSPORTATION PENNY PROGRAM**

### **MENTAL REQUIREMENTS:**

Requires using advanced professional-level work methods and practices in the analysis, coordination or interpretation of work of a professional, engineering, fiscal, legal, managerial or scientific nature and the ability for formulate important recommendations or make technical decisions that have an organization-wide impact. Requires sustained, intense concentration for accurate results and continuous exposure to sustained, unusual pressure.

### **VOCATIONAL/EDUCATIONAL AND EXPERIENCE PREPARATION**

#### **VOCATIONAL/EDUCATIONAL PREPARATION:**

Requires Bachelor's degree in civil engineering, project management, or a related field.

#### **SPECIAL CERTIFICATIONS AND LICENSES:**

Registered Professional Engineer or Project Manager Certification preferred.

Must possess a valid state driver's license.

#### **EXPERIENCE REQUIREMENTS:**

Requires over eight years of relevant experience.

### **AMERICANS WITH DISABILITIES ACT REQUIREMENTS**

#### **PHYSICAL AND DEXTERITY REQUIREMENTS:**

Requires light work that involves walking or standing some of the time and involves exerting up to 20 pounds of force on a recurring basis, or skill, adeptness and speed in the use of fingers, hands or limbs on repetitive operation of mechanical or electronic office or shop machines or tools within moderate tolerances or limits of accuracy.

#### **ENVIRONMENTAL HAZARDS:**

The job may risk exposure to bright/dim light, dusts and pollen, extreme noise levels, vibration, fumes and/or noxious odors, moving machinery, electrical shock, toxic/caustic chemicals.

#### **SENSORY REQUIREMENTS:**

The job requires normal visual acuity, depth perception, and field of vision, hearing and speaking abilities.

### **JUDGMENTS AND DECISIONS**

#### **JUDGMENTS AND DECISIONS:**

Decision-making is primary to the job, affecting the organization, related organizations and major segments of the general population; works in an evolving environment with emerging knowledge and technologies, competing priorities, and changing politics. Responsible for long-range goals, planning and methodologies.

**CLASS TITLE: DIRECTOR OF TRANSPORTATION PENNY PROGRAM**

**ADA COMPLIANCE**

Richland County is an Equal Opportunity Employer. ADA requires the County to provide reasonable accommodations to qualified individuals with disabilities. Prospective and current employees are invited to discuss accommodations.