



UPTOWN

a publication of the municipal association of south carolina

Annual Meeting Coming to Greenville July 18 – 21



The 2019 Annual Meeting of the Municipal Association of South Carolina is coming to the Hyatt Regency in Greenville on July 18 – 21, a time for city and town officials to learn and to find inspiration for their hometowns.

The meeting will dig into topics as diverse as strategic planning and using “opportunity zones” for development, integrating community engagement into public safety, and managing the new frontiers of governance brought on by technological development, like online communication with residents or regulating short-term rentals.

The Association’s legislative staff will look back at the impact the 2019 session of the General Assembly will have for cities and towns. Motivational speaker Jody Urquhart, whose work has often investigated how to operate effectively in times of stress and change, will serve as the luncheon speaker after the Opening General Session. The Association’s Risk Management Services will again demonstrate the response to resistance simulator, an interactive training tool that teaches officers how to make good decisions about use of force in an active situation.

Attendees can find the conference agenda at www.masc.sc (keyword: Annual Meeting).

Preconference opportunities

Attendees can register for preconference workshops for the morning of Thursday, July 18. Since these sessions are additional education opportunities, they are not included in the base registration fee, but instead have their own participation costs.

- **yeah, that greenville®:** Taking place mostly on foot and hosted by City of Greenville staff, this session will tour successful redevelopment projects along Falls Park, in Greenville’s West End and in the Village of West Greenville. Presenters will explain how Greenville applied strategic planning, private partnerships and the area’s natural resources to make the downtown transformation possible.
- **Best Practices of Strategic Planning:** Todd Arwood of Performance Partners will explain critical elements of strategic planning and how city and town councilmembers as well as other contributors, like municipal staff and consultants, can contribute toward the steady improvement of a community.
- **Media and Messaging in a Digital World:** Digital and social media transitions have made crafting and sharing

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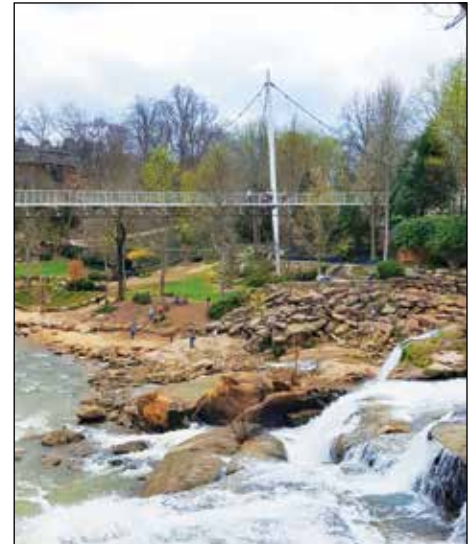
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a city’s story without dependence on media outlets easier, but these changes have also greatly impacted the expectations and behaviors that media consumers bring to the equation as well. Learn from media professionals from NP Strategy about how cities and towns can use tools to share their own messages in their own way.

Breakout sessions

Numerous breakout sessions will take place Thursday through Saturday. Here are some of the sessions attendees can select.

- **Connecting Law Enforcement with the Communities They Serve:** After her husband, City of Forest Acres Officer Gregory Alia, was killed in the line of duty, Kassy Alia Ray built Serve & Connect to promote partnerships between police officers and their communities. She will explain some of the ways this community engagement can succeed.
- **Preparing Your City for Opportunity Zone Investments:** The Investing in Opportunity Act of 2018, championed by U.S. Senator Tim Scott of South Carolina, established opportunity zones in low-income communities nationwide and established tax incentives for investing in them. Find out how to market prospective projects to opportunity zone investors.
- **Returning Citizens to Work and Banning the Box:** Learn about SC Department of Corrections programs to improve employment opportunities for formerly incarcerated individuals.
- **Addressing Residential Short-Term Rentals: A Tale of Two Cities:** Hear from Mount Pleasant and Folly Beach staff on how they are addressing the challenges of growing nonhotel nightly rentals.
- **Demystifying Film Production in South Carolina:** Learn how tourism departments can collaborate with the state’s \$1 billion film industry to bring some of its benefits home.



Projects along Falls Park will be highlighted in the year, that greenville® preconference session.

- **Addressing Veteran Housing Needs:** Veterans are overrepresented in the homeless population, and the National League of Cities promotes the Mayors Challenge to End Veteran Homelessness. Find out how cities and towns that administer planning and zoning regulations can handle the challenges of state and federal requirements relating to the housing needs of veterans.

Registering

The registration process for the 2019 meeting will be familiar to attendees of previous Annual Meetings. All registrations will need to use the Municipal Association’s online process for reserving spots at the meeting and booking hotel rooms.

The Association’s drawing on May 7 establishes a registration appointment time for each city and town. During these half-hour appointments, which will take place from Tuesday, May 28 – Thursday, May 30, Association staff will assist the representative of each municipality in registering all attending officials from that city. June 16 will be the deadline for all hotel reservations, and the July 1 will be the deadline for registering for the Annual Meeting itself.

Learn more at www.masc.sc (keyword: Annual Meeting).

MCTI Graduates Three Officials

The SC Municipal Clerks and Treasurers Institute gained three new graduates this March. MCTI is a three-year program providing clerks and treasurers with skills critical to their profession.

The spring 2019 graduates are Summer Brown, town clerk for the Town of Ridge Spring; Amyee Rogers, administration supervisor for the Town of Pendleton; and Julie Hammond, clerk for the Town of Chapin.

Graduation from the program requires participants to complete more than 120 class hours on topics such as business license management, accounting and municipal law. Completion satisfies

the education requirements for the certifications offered by the International Institute of Municipal Clerks as well as the Association of Public Treasurers of the United States and Canada. Those seeking the Certified Municipal Clerk designation also need to complete a capstone project.

The program is scheduled as six sessions, each taking place over 2 ½ days. Participants can begin the program at any point, and are encouraged to attend sessions consecutively.

Learn more about the program at www.masc.sc (keyword: MCTI).



The newest MCTI graduates are Julie Hammond, clerk, Town of Chapin; Summer Brown, town clerk, Town of Ridge Spring; and Amyee Rogers, administration supervisor, Town of Pendleton.

NEWS BRIEFS

Members of the **SC Utility Billing Association** recently elected their 2019 – 2020 board of directors. They are President Amy Ashley, Greenwood Commissioners of Public Works; Vice President Keith Wood, Laurens Commission of Public Works; Secretary/Treasurer Leigh Starnes, City of Lancaster; Members at Large Tonya Huell, City of Lake City; Michelle McLemore, Mount Pleasant Waterworks; Darlene Brown, City of West Columbia; and Past President Patsy Hart, Seneca Light and Water.

Tracy Rabon, municipal clerk for the **City of Lancaster**, earned the Certified Municipal Clerk designation from the International Institute of Municipal Clerks.

Livability.com ranked the **City of Greenville** as No. 10 in its "2019 Top 100 Best Places to Live in America" report. Livability describes the cities in the list as "unique, welcoming, affordable and bursting with opportunities."

Dig Into the 2019 Compensation Survey Results

The Municipal Association of South Carolina's online compensation survey provides a user-friendly way for cities and towns to see how much specific municipal jobs are paid around the state, allowing them to save research time when determining how to set competitive compensation levels.

In 2019, 58 percent of South Carolina's municipalities completed the Association's compensation survey, the results of which are now available online.

Users can generate specific reports based on search criteria, allowing them to look at municipalities of a particular population range as well as specific job positions. The number of full-time employees or the annual payroll of a particular city or town can also be generated. Users can search salary ranges, merit raise minimums or maximums, or the range of a cost-of-living adjustment. All of the compensation survey data can be exported into Excel spreadsheets

and users can download the entire compensation survey report as a PDF.

While responding to the survey is voluntary for municipalities, higher response rates increase the usefulness of the data. The Association requests survey participation from cities and towns each year in January and February.

Find the survey at www.masc.sc (keyword: compensation survey). For more information, contact Sara Snell at ssnell@masc.sc or 803.933.1240.

Hurricane Season is Almost Here

Is Your Insurance Coverage Ready?

From Hurricane Matthew to Hurricane Florence, destructive tropical cyclones have become distressingly familiar to South Carolinians in recent years, even for a state accustomed to the threat of hurricanes. Hurricane Florence managed to bring double flooding events — one from extreme rainfall and another from river drainage, and the SC Emergency Management Division counted nearly 600 homes as either severely damaged or completely destroyed by the storm.

Alongside the plans that public safety officials make for responding to future storms, officials in cities and towns should also focus on making sure that their properties are adequately covered by insurance if a big storm were to impact the area after hurricane season begins June 1.

The best way to do this is to develop and maintain a complete list, or schedule, of assets needing insurance coverage.

“Checking over property schedules can help prevent a property from being valued incorrectly or prevent a city from discovering after a loss that a property was not covered. It’s critical to make sure that all assets, including newly built facilities or newly acquired assets, are added to the schedule,” said Heather Ricard, director of the Municipal Association of South Carolina’s Risk Management Services.

With the aim of making sure valuations are up to date, the SC Municipal Insurance and Risk Financing Fund, administered by the Association, provides appraisals at no charge to members about every five to seven years for buildings that are valued at or above a certain amount. For coastal areas, which often have the greatest exposure to hurricane damage, these appraisals are offered for all buildings valued at \$10,000 or greater. For inland locations, the threshold is a \$100,000 valuation. In between appraisals, values are trended to keep up with inflation.

City and town staff should also review and confirm insurance coverage before they need it. Here are a few key issues to consider:

- Understand the amount of money that would be paid if a building were to be destroyed. Consider whether insurance would cover the building at replacement cost or on a basis of actual cash value. Coverage written on an actual cash value basis, such as for automobiles, would include a deduction for depreciation, which moves the potential payout lower over time even though the cost of replacement would not decline.

2019 Storm Names

Andrea	Lorenzo
Barry	Melissa
Chantal	Nestor
Dorian	Olga
Erin	Pablo
Fernand	Rebekah
Gabrielle	Sebastien
Humberto	Tanya
Imelda	Van
Jerry	Wendy
Karen	

- Know whether coverage includes a coinsurance provision, which requires cities to cover a certain percentage of the value of buildings and building contents. If a city does not insure the property for this minimum amount and experiences a loss, then the city would have to pay a coinsurance penalty amount before any deductibles are applied.
- Know whether buildings are located inside high-hazard flood zones, which are any zones beginning with the letters A or V. The National Flood Insurance Program offers a maximum coverage of \$500,000 for a building and \$500,000 for contents. If a building is in a high-hazard area and is not insured to these amounts, then any claims payments may be a payout on top of the NFIP coverage. The Federal Emergency Management Agency offers a Flood Map Service Center at msc.fema.gov.



'Move Cautiously and Carefully' with Ethics Decisions

If a man who works for a city government is married to a woman who is running an election campaign for a city councilmember, what ethical obligations would the man have as the campaign unfolds?

Brandolyn Pinkston of the SC Ethics Commission has several examples of reasonable steps the man should take to disassociate himself from the campaign. For example, he should ask his wife to refrain from posting a campaign sign in their front yard and avoid making campaign contributions from a joint checking account. If a campaign strategy meeting takes place at their house, he should not be home at the time.

Pinkston included this example as part of a presentation on workplace ethics, presented during the SC Utility Billing Association Annual Meeting.

The SC Ethics Commission, which Pinkston represents, advises on and makes formal judgments on issues of public trust such as financial and campaign disclosures of elected officials, lobbyist registrations and ethical rules of conduct. The Rules of Conduct, defined by the SC

Ethics Reform Act, governs how public officials and employees should avoid conflicts of interest, disclosing confidential information or using government assets for election campaigns. The rules include:

- A public official or employee cannot “knowingly use his official office, membership, or employment to influence a government decision to obtain an economic interest for himself, a member of his immediate family, an individual with whom he is associated, or a business with which he is associated.”
- Items of value cannot be given or promised to a public official or employee with the intent of influencing that person’s official duties, nor can public officials or employees seek anything of value in exchange for official activity.
- Public officials and employees cannot receive anything of value for speaking before a public or private group in their capacities as public officials, but they can

accept meals that are provided to all participants in the group, and they can accept reimbursement of actual expenses incurred.

Pinkston described ethics as involving more than just thoughts and behaviors, but character as well.

“Character drives what we do when no one is looking,” she said. “Each person has the ability to build, change or even destroy his or her own character. We can build our character through the way we live — by thinking good thoughts and performing good acts.”

Find the complete Rules of Conduct of the SC Ethics Reform Act at www.masc.sc (keyword: rules of conduct).



Test yourself monthly quiz

True or False: The decision to borrow money happens before the council decides what it needs to fund.

Answer: False

The decision of whether to borrow is secondary to the decision of what the municipality wants to

purchase or build. After a council determines the community’s service and facility needs, it may consider borrowing as one of several available financing options.

The Municipal Elected Officials Institute of Government offers in-person and online courses.

Basic Budgeting and Municipal Finance is offered as an on-demand course online. The next in-person courses, Municipal Governance and Policy as well as the Freedom of Information Act in SC, will take place May 21 at regional councils of governments locations. Learn more at www.masc.sc (keyword: MEOI).



Planning for Personnel Succession Success



Several years ago, the City of Myrtle Beach looked at its senior staff and knew changes were coming. Most of the department heads were long-time city employees, and 12 of the 16 were eligible to retire.

While city leaders knew they would have a large pool of individuals interested in available jobs, they were also aware that there wasn't a strong plan in place to identify the next generation of leaders in the city well-suited for the top jobs.

Succession planning is an important strategy in all types of workplaces. It can be especially key in local government, where cities and towns face the realities of high turnover rates, loss of institutional knowledge and broken continuity of service. A plan to develop and identify strong performers can help attract, engage and retain employees by creating growth opportunities for workers, but it's not always easy to put such a plan into action.

The City of Myrtle Beach decided to make a radical change, according to Angela Kegler, human resources director. The senior staff put together a list of competencies — things that go beyond technical skills — that would make successful directors. The list included qualities such as emotional intelligence, empathy, the ability to remain calm when dealing with members of the public, and the desire to work in a collaborative, diverse and inclusive environment.

Next, the city began a nine-month leadership development training program, which taught and encouraged city employees to demonstrate their skills and abilities through assigned projects. The training allowed the leadership team to identify who had the strongest competencies for future success in senior positions. In time, 16 new department heads were trained. The city still followed all proper hiring procedures for the positions that became available, posting jobs and interviewing for the positions.

“Over four years, not everybody was handpicked, but everybody who has gone into those [leadership] roles had gone through the program,” Kegler said.

She said the city is using the same process “to build out competency models to build our bench strength, too. [The training allows] those who are interested in moving horizontally or vertically to build skills and participate in projects that demonstrate their skills.”

Why is succession important?

“Our needs are unique. In the public sector, it's not just the skills and knowledge, you have to be a public servant. That takes another host of competencies and that limits our pool. It's a calling to serve your community,” Kegler said. “You need seamless transition. You can train tasks; you can't train heart. They have to have passion.”

She said employees were skeptical at first about the leadership training, since

it was a marked difference from the way hiring and promotion were done in the past.

“But after the first year, after letting folks know that anybody's allowed to participate, they've embraced it significantly,” she said, adding that of the 300 employees who have gone through the program in the past four years, 267 of them are still working for the City of Myrtle Beach.

“We recognize we'd be training folks to go elsewhere. We knew the skills we were teaching would open other doors. We were comfortable with that. We knew that the training we were doing was the best for our community and our industry,” she said. “Those who have left, we provided them skills to go somewhere else, and we feel good about that. And the ones still here are serving at a greater level.”

Kegler credited City Manager John Pedersen with identifying the importance of succession planning. “He wanted to shift from a management mindset to a leadership mindset, and he told me succession planning was a big need.”

Donna Kazia, the personnel director for the City of Anderson, said that about eight years ago a group of city leaders identified 20 to 25 middle managers to go through a year of training in time management, supervision and other leadership skills. The group met monthly and Kazia, who was not employed by the city at the time, was brought in as an outside speaker.



She said the city recently had turnover in senior leadership, and while some came from the outside, others were promoted from the current ranks. David McCuen, who became the city manager in February, previously served as assistant city manager.

“When the finance director retired, we had a true succession plan. The assistant finance director was groomed and ready to step in,” Kazia said.

Other times, internal candidates have been named “acting directors” and have stepped up and sold themselves to the city manager and were promoted.

“My argument is sometimes you do better knowing who you are bringing in from inside rather than outside. You know their background, their skills and how they will get along with people,” she said, adding that succession planning is important for all organizations of all sizes.

Kazia said there are up and down sides to hiring from within an organization. She believes the good side of promoting from within is the signal it sends to current employees, that they will be able to move up by showing their leadership skills. The downside of promoting from within comes when a weak leader leaves a position, and

the next in-line may not have been trained or prepared for the promotion.

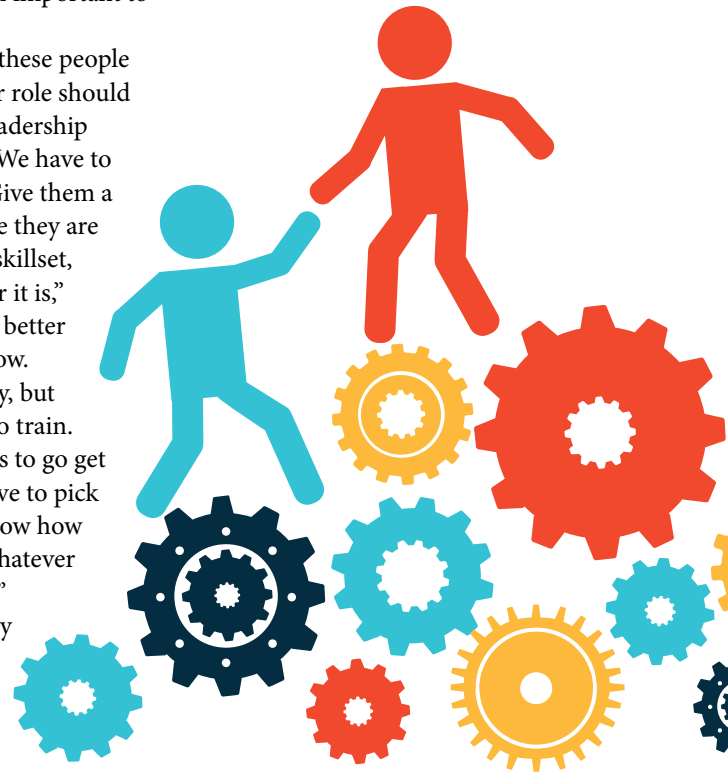
“Or, the problems are so [severe] that you can’t promote from within. That’s the hard one to make the employees understand why they didn’t get a chance at it.”

Still, she believes it’s often important to consider inside candidates.

“We buttonhole some of these people and don’t let them grow. Our role should be offering them training, leadership classes, supervisory classes. We have to help them grow in the job. Give them a project so they can see where they are deficient and improve their skillset, learn new software, whatever it is,” Kazia said. “We have to do a better job of helping our people grow. It’s not cheap and it’s not easy, but you’ve got to spend money to train. I’m not saying everybody has to go get a college degree, but they have to pick up skills they are lacking, know how to supervise employees or whatever goes on in your department.”

“You can’t keep somebody under the rock and expect them to move into the job when you retire. It’s not going to work.”

The SC Municipal Human Resources Association has the mission of promoting sound human resources administration and encouraging innovative programs. Learn more at www.masc.sc (keyword: MHRA).



State Law Changes for Fighting Litter

The General Assembly’s Act 214 of 2018 made numerous changes to the way that littering offenses are penalized under state law.

The law, found in SC Code Section 16-11-700, prohibits littering or disposing of any solid waste in waterways and public property. It also prohibits dumping solid waste on any private property in all instances where the person dumping the trash is not the property owner and does not have permission from the property owner.

Here are the penalties that became effective in 2018:

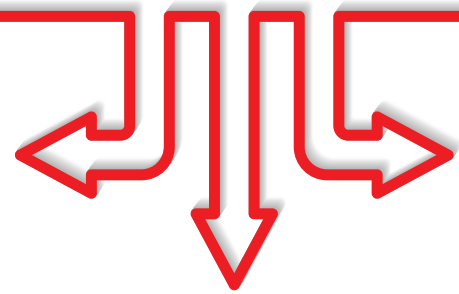
- Dumping less than 15 pounds of litter: a fine of \$25 – \$100, plus eight hours of community service, such as litter cleanup.

- Dumping any amount from 15 – 500 pounds: a fine of \$200 – \$500, or up to 30 days in jail, plus community service. The amount of community service depends on the number of convictions — 16 hours for the first conviction, 24 hours for the second and 32 hours for the third or any instance past that.
- Dumping any amount above 500 pounds: a fine of \$500 – \$1,000, or up to a year of jail time, or both. Municipal courts have jurisdiction on cases involving any amount of litter, including amounts above 500 pounds, but are limited to \$500 as a maximum fine.

For any conviction, the court can also order the person to clean up litter from public or private property, with the property owner’s permission. In cases of more than 500 pounds of waste, the court can also order the violator to repair the property or pay damages.



Asking Questions and Choosing Insurance



Cities and towns making property and liability insurance choices have several options available to them:

- Self-insuring, or setting aside funds to pay for losses instead of purchasing insurance coverage.
- Participating in insurance pools. The Municipal Association of South Carolina administers two of these — the SC Municipal Insurance Trust for workers' compensation, and the SC Municipal Insurance and Risk Financing Fund, which provides property and liability coverage.
- Participating in state-provided insurance. The SC Insurance Reserve Fund, a division of the SC State Fiscal Accountability Authority provides property and liability coverage, and the SC State Accident Fund provides workers' compensation coverage.
- Obtaining coverage through a private-sector insurance company.

Given the complexity of city operations and the exposures they create, there are many questions to ask when

evaluating coverages. Here are some considerations specific to municipalities:

Liability

City leaders can begin by determining what they want from their coverage before beginning to work with providers. Insurance should cover regular employees, and potentially other people as well as: volunteers and members of boards or commissions.

Law enforcement is a high-risk area for coverage. City officials should ask for a detailed explanation of the level of liability coverage for police, including any limitations on the coverage.

Property

Does the insurance coverage provide appraisals for the town's properties? SCMIRF, for example, provides members appraisals at no charge for structures of a certain value approximately every five to seven years. For inland areas, properties valued at \$100,000 or more are appraised, and for coastal areas, the minimum is \$10,000.

Is the insurance based on a replacement cost or an actual cash value basis,

taking into account depreciation? A replacement cost basis could make sense for a fire engine, where the cost of a new engine can surpass \$500,000.

Cities may also want to take a close look at coverage for the costs of handling a data breach — things such as notifying people whose personal information was exposed or the need of a professional service to restore the affected person's identity.

Aggregate limits

Aggregate limits, which some providers include in their coverage, are limits on the total amount the policy will pay out, no matter how many claims are filed. SCMIT and SCMIRF coverages generally do not have aggregate limits, with some exceptions for items like public official's liability, land use litigation or negligent supervision resulting in abuse.

Learn more about SC Municipal Insurance Trust and SC Municipal Insurance and Risk Financing Fund coverage at www.masc.sc (keyword: risk management services).

Reporting Unclaimed Funds

All entities holding unclaimed property, including local governments, are obligated to review records each year and attempt to return those funds, according to the SC Uniform Unclaimed Property Act. When owners cannot be contacted, those funds must go to the State Treasurer until the owner can be located. The State Treasurer's Office reports that it has returned nearly \$300 million in total.

For municipalities, unclaimed funds can take numerous forms, including:

- Accounts payable – Unpaid credit balances, which can include uncashed payroll checks.

- Courts and jails – Overpaid bail bonds or leftover inmate account funds.
- Parks and recreation – Deposits for facility rentals.
- Water/sewer funds – Deposits left when customers end service.

The process has a few steps:

1. **By June 30** – Cities must review records for any unclaimed property.
2. **July to October** – Attempt to locate property owner by sending the owner a notification form letter to the last address on file. In the

absence of a valid address, cities are not required to send a letter.

3. **By November 1** – Send electronic unclaimed property report and remittances to the State Treasurer.

The State Treasurer's website (www.treasurer.sc.gov) provides a form owner notification letter as well as information on how to create reports in acceptable formats and remit funds. The site also allows users to search for unclaimed property they may be owed by entering their name and city of residence.

OSHA Helps Cities Keep Workers Safe

Safety programs are a critical feature of well-run cities and towns. The fatality data collected by South Carolina's Occupational and Health Administration recorded 12 governmental employees who died on the job in the state during 2017. As municipalities look for resources and methods to keep employees safe and healthy, there are some easy steps to take and easily accessible sources of assistance, including SC OSHA.

Get started with planning

Planning and coordination are a starting point for boosting safety, and many options for cities and towns are free. City staff should first designate an employee in a position of authority as a safety coordinator. This is a position that needs support from management for the establishment of effective safety and risk management programs. Next, a safety committee should be established to help manage hazards and safety procedures. It should have representatives from all departments and have supervisors conduct regularly scheduled safety meetings with employees.

If an employee injury occurs, supervisors should investigate its causes so they can establish measures to keep it from happening again. Supervisors are responsible for creating conditions, work procedures and housekeeping practices that help keep employees safe, as well as stopping or controlling existing hazards.

Each year, the Municipal Association's workers' compensation program, the South Carolina Municipal Insurance Trust, reviews trends for the cities participating in the program. In 2018,

most claims were caused by employees with less than three years on the job or by employees ages 18 to 34. Vehicle accidents continued to be the leading cause of injuries, with strains and sprains as the leading types. Police officers continued to lead in claims frequency and claims cost, which is a common national trend.

The new hire onboarding process is the best time to educate employees on the city's safety program. New employees are often trained by a co-worker who works the fastest. This can cause the new employee to get off on the wrong start and result in injuries.

Take advantage of OSHA

The Occupational Safety and Health Administration can be a beneficial asset to cities. The SC Department of Labor, Licensing and Regulation, which operates SC OSHA, makes even more resources available. These can be found or requested at www.scosha.llronline.com, and include free safety training and confidential on-site consulting services to reduce worker injury rates.

Determining what personal protective equipment and other equipment appropriate for the job can be challenging. Sample plans written by SC OSHA, designed to help identify hazards and educate employees, can guide cities through the development of safety plans. SC OSHA offers free training on many topics — OSHA inspections, bloodborne pathogens, trenching and excavation, personal protective equipment and industrial trucks, among others. Local

governments may request the training on-site as long as they will have the participation of at least 12 employees.

The updated OSHA general industry checklist can also help identify safety concerns. It asks for hazard assessment procedures and abatement, appropriate protective equipment, emergency action plans and involvement from management and employees both, among other items.

Be willing to ask for help

SC OSHA also has a free consultation service that can guide employers on how to improve safety and health programs, and can help identify and fix existing workplace hazards.

"The SC OSHA safety and health consultation program is completely separate from inspection and enforcement," said Venyke Harley, loss control manager for the Municipal Association's Risk Management Services. "Information about the workplace, plus any unsafe or unhealthy working conditions the consultant uncovers, are typically not reported to the OSHA inspection staff."

Employers are expected to address any serious hazards that are uncovered in a timely manner, and are expected to commit to this before the consultation visit.

"The more knowledge a city has on the safety and health protocols of its operations, the better it can reduce injuries and, most importantly, provide a safe and healthy environment for employees," Harley said.

For more information about SC OSHA, visit www.scosha.llronline.com or call 803.896.7665.

OSHA



OCCUPATIONAL



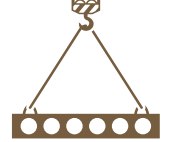
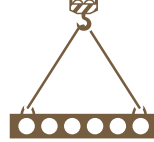
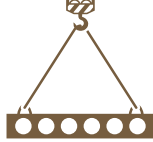
SAFETY



HEALTH



ADMINISTRATION



The Costs and Benefits of Investing in Infrastructure

By Liz Rosinski, Senior Program Manager, SC Rural Infrastructure Authority

Imagine a day without water — water for drinking, showering, laundry or even making a pot of coffee. That is the message behind the Value of Water Campaign, a national effort to bring attention to the need for investing in water and sewer systems, and what happens when the needs of these systems are ignored.

Water, sewer and stormwater infrastructure are in critical need of upgrades and repairs, not just in states like South Carolina, but across the country. According to the U.S. Environmental Protection Agency, nearly \$750 billion is needed to meet water quality goals and address public health concerns.

Aging infrastructure is a primary concern. Years of deferred maintenance can make the challenges faced by utility systems significant and costly. A reactionary approach, one that simply makes repairs as needed or initiates corrections only after regulatory violations have been issued, postpones necessary upgrades and ultimately leads to higher costs than if a proactive approach had been taken.

Preparing for future needs requires a detailed and honest assessment of the condition of the existing system from life cycle costs to prioritizing projects based on need and impact. Furthermore, there should be a plan for building 20 years into the future — not simply addressing what is needed today. Alternative approaches, such as green infrastructure or the latest technological advances in operations and maintenance of water and wastewater facilities, should be considered. Finally, projects that ensure a system's resiliency to outside, environmental impacts and conditions, from droughts to floods and most anything in between, are also gaining attention nationwide.



The City of Myrtle Beach used State Revolving Fund loans to build a deepwater ocean outfall.
Photo: City of Myrtle Beach.

In order to do any of these activities, funding is needed. Ideally, user charges and fees should be sufficient to cover the costs associated with the operations and maintenance, as well as reasonable growth of a system. This will ensure sustainability and provide customers with a consistent level of service. When local funds are not enough to complete significant investment projects, outside financing may be necessary.

To that end, towns and cities across South Carolina could consider infrastructure financing through the SC Rural Infrastructure Authority. The RIA was created to assist communities with financing for infrastructure projects in the form of state grants or State Revolving Fund loans. RIA administers this loan program with the SC Department of Health and Environmental Control.

A quick look at recently funded projects shows the variety in types of projects being implemented. In the state's more rural areas, RIA supported projects including the Town of Lyman's \$800,000 loan, which it used to replace an outdated pump station and aging force main.

The Town of Lockhart received a \$365,000 grant to address environmental and health concerns caused by a sanitary sewer overflow. The blockage occurred in a deteriorated line next to a school. The success of the project came in part from the town's collaboration with Union County, which provided interim assistance and helped to identify a long-term solution.

While many think of infrastructure as only water and sewer, recent extreme weather conditions have highlighted the



Myrtle Beach built the 4th Avenue North Ocean Outfall project to maintain high water quality while reducing beach erosion. Photo: City of Myrtle Beach.



The Town of Lockhart used a grant to address a sanitary sewer overflow from a blockage in an old, deteriorated line. Photo: Town of Lockhart.

need for investment in stormwater drainage infrastructure. In coastal cities like the City of Isle of Palms and City of Myrtle Beach, RIA funds were used to address stormwater drainage and runoff.

In Isle of Palms, a \$500,000 grant helped the city install new stormwater pipes to mitigate flooding and better handle drainage during heavy rain events. In Myrtle Beach, construction of a deepwater ocean outfall met the beach community's goals of maintaining high water quality standards, reducing beach erosion and alleviating flooding. The city

accessed several SRF loans, including a \$12 million loan to complete the project.

Another area requiring resources is the need for additional capacity, and two municipalities recently sought outside funding for such projects. The City of Manning received a \$500,000 grant to upgrade water lines for a rapidly growing commercial corridor. The Town of Winnsboro used a \$13.2 million SRF loan to build a raw water intake from the Broad River that will provide another reliable water source to address needs posed by drought conditions.

These examples show how many communities are taking a proactive approach in significant infrastructure investments across the state. By providing grant and loan financing options, as well as training, technical assistance and funding coordination, RIA is one of many resources available to build local capacity and position communities for success.

Learn more about Rural Infrastructure Authority grants and State Revolving Fund loans, including case studies from cities and counties, at www.ria.sc.gov.

Infrastructure

Call Before You Dig: SC811 Membership is Mandatory for Municipalities



South Carolina 811 serves as the state's not-for-profit resource for having buried utility lines marked ahead of digging projects. Since 2015, state law requires all municipalities or other utility operators that install or maintain buried lines to join SC811 and use its notification center.

When SC811 receives requests to locate utility lines, which are required

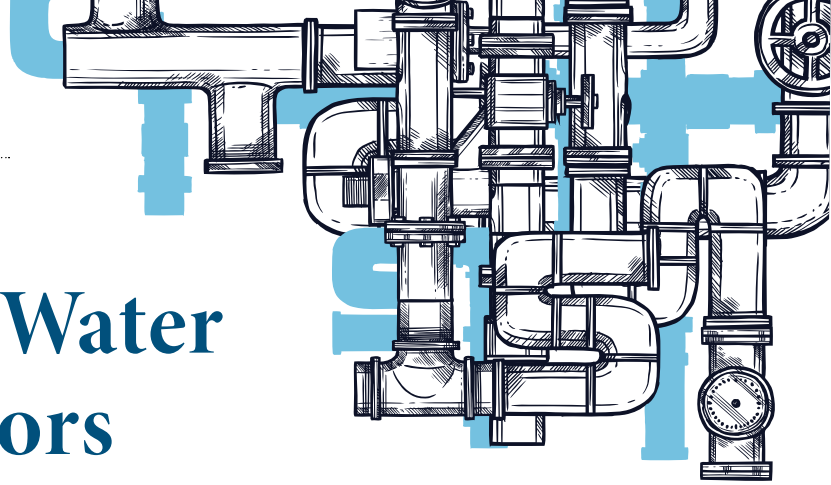
for every digging project and generally must be made three full business days before digging, it notifies the relevant utility operators from among its members. The operators are then responsible for marking the lines they maintain — electrical, gas, water, sewer or communications — and notify SC811 that lines are marked. This helps prevent utility damage, safety hazards

and service interruptions. Nationwide, damages from underground excavations create costs of at least \$1.5 billion every year, according to the US Infrastructure Company.

People submitting location requests can do so by calling 811, but the service also has an online request portal on its website, SC811.com, and through its mobile app. The website and app also allow excavators who have damaged utilities to report the damage, which is also required by state law.

Learn more about the SC Underground Facility Damage Prevention Action Act, which creates requirements relating to SC811, including the requirement that all municipalities with utility lines participate, at www.sc811.com/resources/law.

Understanding Certifications for Water and Sewer Operators



Licensed water and wastewater operators provide a critical service to residents and businesses, and they can also be among the most difficult to recruit and retain, leading to competition for scarce personnel among local governments. Cities and towns operating water and sewer systems need to pay careful attention to their pipeline of talent to help make sure their future need for certified operators will be met.

The SC Department of Labor, Licensing and Regulation's Board of Environmental Certification issues the credentials needed for working as a water or wastewater operator. Positions needing these credentials include:

- Biological wastewater treatment operator;
- Physical chemical wastewater treatment operator;

- Water distribution system operator;
- Water treatment facility operator; and
- Well driller.

Participants can become a trainee in a position by applying and paying fees. They can receive certification by passing the relevant exam and acquiring a certain amount of experience. Certifications generally range from Class A to Class D. Class A requires four years of experience in the field while Class D requires one year. Water treatment facility operators have an additional Class E certification, requiring six months of experience.

After becoming certified, water or wastewater operators are required to either take continuing education classes or retake exams.

The SC LLR website, www.llr.sc.gov/POL/Environmental, is a resource for information on requirements, pursuing education, taking exams and renewing licenses. It also allows users to look up the licenses of existing licensees.

The SC Department of Health and Environmental Control provides information on what type of treatment plant and distribution system requires what class of certification. For example, Treatment Plant Group VI, defined as "a facility treating a surface water source or a groundwater source which is under the direct influence of surface water, utilizing direct filtration, membrane technology or ozone," requires Class A water treatment facility operator certification.

Learn more about certifications for water and sewer operators at www.scdhec.gov.

Association Highlight: SC Association of Stormwater Managers

Many municipal job functions have unique training and networking needs, and the Municipal Association of South Carolina's affiliate associations offer opportunities to meet those needs. The SC Association of Stormwater Managers offers quarterly training on stormwater management policies and best practices. The SC State Board of Professional Engineers and Surveyors recognizes these training sessions for continuing education credits. SCASM also provides networking with other local, county and regional stormwater professionals as well as a listserv for information exchange with other members.

Membership is available at two levels: active membership for someone employed in stormwater management by a local, county or regional government in South Carolina, as well as associate membership for private company employees interested in the field.

In 2019, the SCASM First Quarter Meeting took a look at asset management, which involves planning for the regular maintenance, repair or replacement of infrastructure so that local governments can minimize the cost of operating their systems, while at the same time making stormwater drainage as reliable as possible. Learn more about the topic

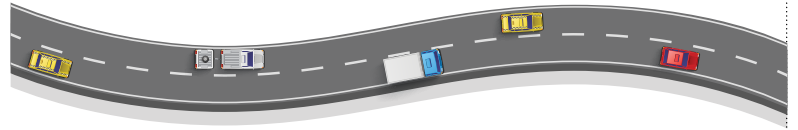
in the March edition of *Uptown* at www.masc.sc (keyword: asset management).

At SCASM's upcoming second quarter meeting, the SC Department of Health and Environmental Control will seek input from SCASM members for revisions to the language and content of the municipal separate storm sewer system general permit and the construction general permit.

The SCASM Second Quarter Meeting will take place Thursday, June 6 at Seawell's in Columbia, and the registration deadline is Thursday, May 30. Learn more about SCASM and how to join at www.masc.sc (keyword: SCASM).



Allocating State Funds for Local Roads



The “C” fund program is a partnership between South Carolina’s counties and the SC Department of Transportation for the funding of improvements to state, county and city roads as well as other local transportation projects, using a portion of revenue from the state gasoline tax. The program evolved out of an effort to fund locally-important road projects, beginning with a 1940s-era push to pave farm-to-market dirt roads that were part of the state system.

Funding increases

Funds are distributed to each county based on population, land area and rural road mileage. The program also has a provision in which counties that contribute more to the “C” fund than they receive will receive a donor bonus allocation.

On July 1, 2018, the “C” fund portion of the state gasoline tax increased 0.3325 cents per gallon from its previous level of 2.66 cents per gallon, putting the current amount at 2.9925 cents per gallon.

The amount will continue to increase by 0.3325 cents per gallon per year through 2021, when the total will be 3.99 cents per gallon. The additional funds resulting from the increase must be used exclusively for repairs, maintenance and improvements to the state highway system. For FY 2018-2019, the state is distributing a projected \$86.22 million in “C” funds.

Counties with some of the highest apportionments in FY 2018-2019, not including the donor bonus, are Greenville County with 5.7 percent of the total available, or \$4.9 million; Richland County with 4.88 percent, or \$4.2 million; and Horry County with 4.8 percent, or \$4.1 million.

Awarding “C” funds for projects

State law requires each county legislative delegation to appoint a County Transportation Committee. The CTC selects and approves projects to be funded by “C” funds. The CTCs also develop procedures for accepting

applications for eligible projects as well as ranking projects and determining which it will fund. There are no requirements in state law for how each CTC awards projects. Instead, that discretion is left solely to each CTC and so cities and towns should seek to maintain good working relationships with their CTCs.

Funding restrictions

At least 25 percent of each county’s “C” funds must be used for construction, improvements and maintenance of infrastructure that is part of the state highway system. CTCs can allocate the remaining 75 percent to local road projects.

CTCs also have the ability to carry forward any uncommitted funds from one year into the next, as long as the amount does not exceed 300 percent of the county’s total “C” fund apportionment for the most recent year.

Learn more about the “C” Fund Program at www.scdot.org/projects/c-program.aspx.





A Day in the Life of a

Public Works Director



Although a public works department closely affects everyday life for everyone in a city, the work its employees perform can go largely unnoticed — unless the work doesn't get done.

Public works departments can go by different names, and the responsibilities of the departments can vary significantly from one city to another. These departments may pick up trash, mow grass at parks and ballfields, patch potholes, clear storm drains of debris, maintain sidewalks, haul away recycling and clear overgrowth in public rights of way. In coastal areas, public works staff may work on beach renourishment projects or help prepare an area for the approach of a hurricane. Workers pick up dropped tree limbs in a storm's aftermath, clean out ditches and make sure the grounds around city buildings are clean and attractive.

And the list goes on.

The director of public works is the point person responsible for overseeing those jobs' responsibilities. The director often sets the priorities, directs the workers, supervises the projects and takes many of the calls from residents.

For Eric Lutz, public works director for the City of Folly Beach, the opportunity to serve the public is one of his favorite parts of the job.

Lutz described a situation in Folly Beach where stormwater that should have been draining toward the marsh was instead pooling in the middle of a road. Working with the South Carolina



Newberry Public Works Director Mac Bartley got his start with the city working in fleet maintenance. Photo: City of Newberry.

Department of Transportation, his department received permission to put in a small drainage swale and add a culvert under the road to move the standing water.

"It took us less than a day, but to the lady who lived there, she felt like we saved her universe," Lutz said. "People on that street were amazed we could do something to make the water move, instead of flooding the street."

Other public works directors have similar stories that show how the tasks each department completes each day can truly make a difference in people's lives.

In the City of Union, a note from a health care provider is all that's needed to

ensure trash collectors will retrieve cans from inside the yard of homebound or disabled residents.

"We'll come through your yard and get the trash for you. That's a service we offer. The main thing is taking care of the residents of Union, whether that's trash pickup, brush pickup, signage, street maintenance," said Kenny Thomas, director of Union's Public Services Department. "It gets a little hectic, but I love it."

Thomas worked in the department for 32 years before becoming its director in December 2018. That longevity is common in public works departments,



Easley's Public Works Department has added road paving to its list of responsibilities. Photo: City of Easley.

“We fixed potholes, but we didn't do paving. The county is now going to give us the money and we will start doing that ourselves. It's going to be a big change, but it will be good.”

— David Lappin,
Public Works Director for the
City of Easley

where employees often learn all facets of the department and work their way up to supervisory roles.

Mac Bartley, director of public works for the City of Newberry, started in fleet maintenance in the city's garage in 1990. From there he went back to college and earned his degree in business before returning to the Public Works Department, where he worked a variety of jobs.

“I learned everything from the ground up,” said Bartley, who became director in 2010.

The most important thing his department does? “Get the garbage picked up. That's the biggest thing of the day. Everything else falls in from there.”

Bartley said he hasn't forgotten his days in the garage.

“I'm big on equipment. Equipment is one of the big things you have to have here. You also have to have good, trained operators. We have some of the best we've ever had. We've created three levels of heavy equipment operators, so everyone learns how to operate everything and they can fill in for each other.”

“I love this town, I love being able to provide services to residents and I love my employees,” Bartley says. “I love to see them be able to progress. Someone can start as a maintenance worker and then

be running the equipment. I like seeing people progress and move up within the city and then stay here a long time.”

Bartley, who grew up in Newberry, said being able to build strong relationships with other agencies, such as the SC Department of Transportation and CSX railroad company, has played an important role in his success in the department. For example, after he started as director, he worked with the railroad to clean out a drainage ditch that hadn't been touched since the 1960s.

“We fixed it so that water wasn't flooding out a neighborhood anymore,” he said.

In Easley, where David Lappin is the public works director, the department will soon add a new responsibility to a list that already includes stormwater maintenance, solid waste and recycling. Easley's Public Works Department will be in the road paving business.

“We fixed potholes, but we didn't do paving. The county is now going to give us the money and we will start doing that ourselves. It's going to be a big change, but it will be good,” Lappin said.

While most public works departments deal with trash, recycling and ground maintenance, some handle different responsibilities because of where they are

located. Coastal areas, for example, often change their roles and routines depending on the season.

In Folly Beach, “we go from 2,600 residents to 30,000 in the summer, depending on the day. That's lots of cars, lots of traffic and lots of tourists,” Lutz says. “But it also brings in lots of revenue.”

As public works director, Lutz's job includes working on beach renourishment projects to keep the beach wide for visitors and locals.

“As soon as we're done putting sand on the beach, we're looking to the next one. I'm the liaison for the Army Corps of Engineers and the other agencies, the point of contact,” he said.

“Like any coastal community, or almost any South Carolina community, every year we're dealing with storms,” Lutz said. “We've had to shut down the island in storms. I head up the logistics side of things, working with the utilities director.”

“I can't imagine doing anything else. I like the small municipal level of government. I like to be able to have an impact,” Lutz said. “I love the fact that every day is exciting and different and I can come to work and truly make a difference every day of the week — and sometimes on the weekends, too. There's never a boring or calm day around here. I like that.”



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Calendar

For a complete listing of the Association's training opportunities, visit www.masc.sc to view the calendar.

MAY

5 – 8 Building Officials Association of South Carolina Annual Meeting. North Myrtle Beach Ocean Drive Beach and Golf Resort. Topics include sovereign citizens; International Building Code tenant improvement aspects of assembly, business and mercantile occupancies; IBC building areas, fire areas and mixed occupancies; how to read truss placement plans and design drawings; fire retardant wood for commercial and residential structures; and thermal barriers and ignition barriers.

6 SCMIT and SCMIRF Law Enforcement Liability Training — Managing Risks in Use of Force Encounter. Greer City Hall.

7 SCMIT and SCMIRF Law Enforcement Liability Training — Managing Risks in Use of Force Encounter. Municipal Association of SC, Columbia.

8 SCMIT and SCMIRF Law Enforcement Liability Training — Managing Risks in Use of Force Encounter. Summerville Town Hall.

9 SCMIT and SCMIRF Law Enforcement Liability Training — Managing Risks in Use of Force Encounter. Floyd Conference Center, Florence.

10 Spring Managers Forum. DoubleTree by Hilton Hotel Columbia.

15 – 17 Main Street South Carolina Retreat. City of Aiken and City of North Augusta. This Main Street SC members-only retreat will tour the cities of Aiken and North Augusta and learn more about the recent development of both. Members will also hear reports from the Main Street NOW conference, learn more about program management apps and attend a national and state accreditation workshop.

15 – 17 SC Community Development Association Annual Meeting and Mobile Workshop. Crowne Plaza North Augusta. Topics include an overview of recent projects from the City of Aiken, including the development of a state-of-the-art public safety headquarters, the City of North Augusta's riverfront expansion along with an overview of its municipal complex and Main Street South Carolina program, North Augusta Forward. There is also a walking tour of both cities.

21 Municipal Elected Officials Institute of Government: Municipal Governance and Policy and Freedom of Information Act in SC. Regional councils of governments locations.

JUNE

6 SC Association of Stormwater Managers Second Quarter Meeting. Seawell's, Columbia. Topics include updates on the Construction General Permit and MS4 Permit and stormwater best practices.