



Richland County Council  
Administrator Ad Hoc Committee  
November 27, 2018 – 4:00 PM  
4<sup>th</sup> Floor Conference Room  
2020 Hampton Street, Columbia 29204

COMMITTEE MEMBERS PRESENT: Bill Malinowski, Yvonne McBride, Chair; Paul Livingston, and Dalhi Myers

OTHERS PRESENT: Jim Manning, Michelle Onley and Dwight Hanna

1. **Call to Order** – Ms. McBride called the meeting to order at approximately 3:00 p.m.
2. **Approval of Minutes:**
  - a. October 23, 2018 – Ms. Myers moved, seconded by Mr. Livingston, to approve the minutes as distributed. The vote in favor was unanimous.
3. **Adoption of Agenda** – Mr. Malinowski moved, seconded by Ms. Myers, to adopt the agenda as published. The vote in favor was unanimous.
4. **Review Overall Search Timeframe** – Ms. Mack stated they adjusted a little bit, based on getting the approval for the Position Profile and job description requirements at today’s meeting. They believe someone can be identified, offer out, and accepted in March. Once the requirements are approved, they will be ready to begin the aggressive recruiting phase.

Ms. McBride stated the “Discovery Phase” is supposed to be completed by the end of November. Each Council member has been interviewed.

Ms. Mack stated two of the new Councilmembers she has left messages for, but has yet to speak with them.

Ms. McBride stated the timeline can easily be tweaked.

Ms. Mack stated, if you approve the requirements that are listed in the Position Profile currently, it is not likely that 2 people opinions would sway it dramatically, at this point. There seems to be consensus.

Ms. McBride stated a copy of the external stakeholders that we were going to contact was forwarded to Council, and requested input.

Ms. Mack stated the only input she got was, “We’re great with Council.” She was concerned about reaching out to anyone else without the official thumbs up. She does not know if anyone has thoughts on that. She stated, if you want her to include any of those other people listed, she can make it a priority and do that this week. Those interactions will help us think about culture and fit. They may adjust the competency model,

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but would necessarily adjust the Position Profile and requirements.

Ms. McBride stated, for clarification, that would not affect anything. It is just subjective information that they may be able to use.

Mr. Malinowski inquired if they could get a list of the other stakeholders.

Ms. McBride stated Ms. Mack sent the list out and requested Councilmembers to review it.

Ms. Mack stated there were a couple internal staff members that she thought might...

Ms. McBride stated there were 2 separate ones. We had the external stakeholders, and then the staff members.

Ms. Myers stated, as she recalls, it was the Assistant County Administrator, Department Chairs, the Executive Director of the Library, and an Elected Official.

Mr. Manning stated there were groupings. It was maybe one of these: Midlands Tech, Richland I and II, and Richland Five was excluded. He would think a stakeholder at Midlands Tech would think very differently than one of the school districts. It was an interesting list.

Ms. Myers stated, if you can get them, great. If you cannot...

Mr. Malinowski inquired as to what the "Search Process Map" was.

Ms. McBride requested the consensus of the committee regarding interviewing additional stakeholders. Ms. Mack stated that it would not make a significant difference if she just interviews a couple other people, for informational purposes. She inquired if the committee had concerns about the list and need to see it.

Mr. Livingston stated he mentioned a couple stakeholders in his individual meeting with her, but he cannot remember the details.

Ms. Myers inquired if they were different categories of people than what Ms. Mack suggested.

Mr. Livingston stated it was more specific about the people in the categories.

Ms. Mack stated if there are 2 – 3 internal employees that you would value their opinion. She thinks those would be the ones she would focus on. Sometimes it is just nice to get the employee perspective.

Ms. McBride inquired if we can just take this time for the employees that you think would be good to interview. She knows Dr. Yudice and the Director of Finance, Stacey Hamm. She stated it would be good to interview Mr. Madden before he leaves.

Ms. Myers suggested the Director of Transportation.

Ms. McBride suggested interviewing the Budget Director.

Mr. Malinowski stated he was thinking about Public Works and Planning also.

Ms. Myers stated the Detention Center is also important.

Ms. McBride suggested having Dr. Yudice recommend someone from Planning to be interviewed since Ms. Hegler is no longer with the County.

Ms. Mack stated she will create a summary of what she hears, so it will show the committee what their perspectives are, specifically the strengths of the County.

Ms. McBride stated we only have to complete the external stakeholder and 2 new Councilmember interviews in the Discovery Phase. If some major changes were to come by Ms. Mack, she can inform the committee.

Mr. Manning stated he is very concerned that we have totally dismissed stakeholders. We have said that it is really not going to matter. We are going to interview a few people.

Ms. McBride stated she does not think we mean it did not matter, but it would not affect the Position Profile, but it would help when they interview the candidates.

Mr. Mack stated what Council wants, from the requirement and experience standpoint, is really what will drive how we identify the potential candidates. The input from the other stakeholders will help them think, at the end of the day, when they bring you people that are qualified, if they also have the cultural fit that makes sense for you and the employee base can rally behind. We want to factor that in, as well as making sure they have the ability to perform the work.

Mr. Malinowski stated, in looking at the list under "Consider", #1 is the do good, feel good, #2 is the schools, and #3 is again fun things. He does not see any down to earth, where the rubber meets the road (law enforcement, Detention Center, Solicitor, Magistrates). It just seems like we should not just be interviewing the fun things to do and the education, but the people that are out there putting their lives on the line every day. In addition, Lexington-Richland School District 5 has several schools in the County.

Ms. Mack stated, under the "Recommend" section, she has the Department of Public Safety, so she has included that group. The "Consider" section are the people that outside.

Mr. Malinowski stated they will have to change that because we do not have a Director of Public Safety.

Ms. McBride stated that would be our Sheriff.

Mr. Malinowski stated you have the Detention Center Director, the Solicitor, the Magistrates, but each one of those is independent of the other. Unlike in some places where you have a Director of Public Safety, we do not have that. Each one is independent of the other here.

Ms. McBride stated under Public Safety would interview someone from the Sheriff's Office, Detention Center Director, Emergency Services...

Ms. Mack stated when she thinks about Public Safety she kind of lump that all together. She included them in the "Recommend" section because she does feel like we would...she recommends including them. The ones in the "Consider" section are places where, maybe you would want to include, but you do not have to. They are mostly outside the organization, but there is a tie in. She thinks the ones in the "Strongly Recommend" and "Recommend" categories would have a stake in the quality of the selection, so their input is going to valuable.

Ms. McBride stated we will add under Public Safety the Sheriff, Director of Detention Center, Solicitor's

Office, Emergency Services, and Fire Chief.

Ms. Myers inquired as to who is going to be on Ms. Mack's list.

Ms. McBride stated they are going to send out the list.

Ms. Myers inquired if that is going to cut down on Ms. Mack's time to do the work. Do you want to just decide, so she can get to work, instead of her going away and sending out the list?

Ms. McBride inquired as to which list Ms. Myers is referring.

Ms. Myers stated she was referring to who was going to be on the list generally, so we can get an approval of the whole thing, and let her go to work.

Ms. McBride stated we are going to use the "Strongly Recommended" and "Recommended" (i.e. County Attorney, Director of Development Services...

Mr. Hanna stated the Director of Development Services is the Planning Department, which would have been Tracy Hegler.

Ms. McBride stated that is the one that we said Dr. Yudice could provide Ms. Mack with the best person.

Ms. Myers inquired if we want to look at who is available and make the decision, or do we want Ms. Mack to have to go to...if the staff makes a decision for the Council...

Ms. McBride stated she just meant for the Director of Development Services. That was the only one. We have already recommended the persons Ms. Mack is going to use here.

Mr. Manning inquired, on the organizational chart, if Geo Price was not...

Ms. Myers stated Ms. Hegler did not have a Deputy.

Mr. Hanna stated, before the consolidation, Geo Price was, but once they were combined with the Assessor and the others, he was not.

Ms. McBride suggested Geo Price.

Ms. Myers suggested to also interview Ashley Powell.

Ms. McBride stated the others for the "Recommended" section are as follows: Detention Center Director, the Acting Solicitor...

Ms. Myers suggested the Public Defender, Fielding Pringle, which will be a different perspective.

Mr. Manning stated he would not do the Acting Solicitor.

Ms. Myers suggested interviewing the Solicitor-elect.

Ms. McBride stated he would not have any background.

Ms. Myers stated, if you are trying to get broad buy-in, it is helpful, even if they say, they do not know that they have anything to offer, at least, they are included.

Mr. Manning stated that goes back to what he was raising. If we are trying to get broad buy-in, then we have got to go broad. But, if we are kind of like, well it's really not going to make a difference. We are just going to tweak and maybe in some interviews we will remember what some of these people said.

Ms. McBride stated we want broad buy-in. She agreed to put the Public Defender.

Mr. Malinowski stated we also need the Chief Magistrate, Judge Edmonds.

Ms. McBride stated to also include the Fire Chief, Emergency Services, Michael Byrd and Public Works Director. She stated the others are to be considered.

Ms. Myers stated that is the "feel good" list.

Ms. McBride stated which ever one Ms. Mack can get out of that group would be good.

Ms. Myers inquired if anyone felt that it was important to talk to all of them.

Mr. Manning stated he does. These are stakeholders. When he first saw the first thing that came out in the Summer, end of July, and it said stakeholder interviews. He was thinking that we were going to go out to the stakeholders and hear what they thought because, hopefully, they are going to give us some information we would be blindsided to, or may not even know. Secondly, it does make you feel good that the Council is looking for a new Administrator and they had someone call or sit down with them and ask questions about what they thought, as the Director the Museum, as the Director of EdVenture, etc.

Ms. Myers stated she agrees with Mr. Manning, but she thinks we should pick some from the "Consider" category rather than all of them.

Mr. Manning stated he does not have a problem with that, but what about the 3 Ordinance Agencies and SERCO.

Ms. Myers stated that is thinking that is going way...then you would be going to all the towns.

Mr. Manning stated we do not have all the towns listed in the H-Tax Ordinance. The H-Tax Ordinance lists organizations, and there is just 4 of them in there.

Ms. Myers stated it would be her motion that we pick a representative sampling from the "Consider" category and instruct Ms. Mack to talk with them.

Ms. McBride suggested we look at interviewing a representative from the following agencies: Township, Riverbanks Zoo, the Library and the Recreation Commission because they all have different perspectives.

Ms. Myers stated she would pick 1 – 2 from each category.

Ms. McBride suggested the Riverbanks Zoo, the Library and the Recreation Commission.

Mr. Malinowski stated the Recreation Commission is a millage agency and we do not appoint anyone.

Ms. McBride stated that we still put money there.

Mr. Malinowski stated we provide them funding because we are told to.

Mr. Livingston stated if he had to remove one it would be the Recreation Commission.

Ms. McBride stated we are not going to vote on this. She is going to try to get a general consensus, unless the committee wants to put it to a vote. She inquired as to how many interviews Ms. Mack felt comfortable conducting.

Ms. Mack stated she agrees with Ms. Myers that we pick 1 – 2 from each category.

Mr. Malinowski stated, by taking one, we are getting one perspective on one group that does something that is totally different from the other groups that are listed. Midlands Technical is a 2-yr. college versus the public school districts; EdVenture is a children's thing and the Museum is more an adult thing; and Historic Columbia is totally different. He stated he would be willing to make a motion to go along with what Mr. Manning is saying.

Ms. Myers inquired if the point is to get all the information that is available or to get enough of a sampling of information to know you have covered the bases, and then can include that information in the analysis. She thinks we may be casting too wide a net, at this point. We will spend all the time just talking to people.

Ms. Mack stated the idea is to get a sample of perspectives, and not necessarily to interact with all people. That being said, it is up to the committee. They will move forward accordingly.

Ms. McBride stated she is going back to what Mr. Manning said. She knows we want a perspective, but she is taking it beyond the search because this is good PR for us. Ms. Mack will pick the questions that really fit in with what they are doing, and not conduct a lengthy interview like she did when she interviewed the Council members.

Mr. Manning inquired if Ms. Mack would do a model where she would call the Superintendent of the 3 districts and tell them what she is doing, and get their email address and send them a list of questions and send it back.

Ms. Mack stated, if they do not have time to meet, she has done that. She typically likes to have some kind of conversation so she can ask some probing follow-up questions.

Mr. Manning stated he was just trying to figure out a way for us to save some of Ms. Mack's time and accomplish what Chairwoman McBride and he are talking about, in terms of how you include them and we value and recognize them being there.

Ms. McBride stated she would recommend getting at least one from each area, but if Ms. Mack could do all of them, it would be good.

Mr. Manning stated he is not on the committee, but he feels pretty strongly that Midlands Tech, and what they do, who they serve, and their mission is altogether different than School District I, II, and V.

Ms. McBride inquired if everyone was satisfied with the recommendation.

The committee and Ms. Mack agreed to Ms. McBride's recommendation to interview at least one person

from each area, but to try to interview all of the entities under the “Consider” category. Midlands Tech and at least one of the school districts need to be interviewed to receive input from both perspectives.

Mr. Malinowski stated he does not know why the County Attorney is listed under the “Stakeholders to Engage During the Candidate Interview Process”, but he would take him out.

Ms. McBride stated we are not dealing with the interview process. The only people she thinks we have said for the interview process would be Council members.

5. **Competency Model Discussion** – Ms. Mack stated they will use this as they are evaluating candidates. The candidates will see that they are being evaluated, based on these items, but they will not see the scores. The scores are just for the Council. When they present the candidates, Council will have their resumes and several supporting documents. The Competency Assessment will one of the supporting documents. The candidates will be scored 1 (minimal), 2 (good knowledge/understanding, but room to grow), or 3.

Ms. McBride inquired as to who will be using the Competency Assessment.

Ms. Mack stated her firm will be utilizing the form. When it is presented to Council, it will be their internal assessment of their competency. Whoever has the higher score will typically be the people that are ranked higher on the candidate list.

Mr. Livingston stated, when we first met, one of the most important things is someone that collaborative. He believes one of our weakest areas is not being able to communicate. He inquired where that is captured.

Ms. Mack stated she typically likes to capture that in the “Contagious Leadership” and the “Effective Communicator” sections. They can switch out “Contagious Leadership” and have specifically a “Collaboration and Engagement”.

Mr. Livingston stated he just wants it to be captured somewhere.

Ms. McBride stated she believes we need to change it.

Mr. Livingston stated the President of USC should be able to recognize and call all of the Council members and Administrator’s by name, and we do not have that.

Ms. McBride inquired if Ms. Mack will use the items listed under “Contagious Leadership” and “Effective Communicator”.

Ms. Mack stated they will use some of them, and tweak them to make sure they are capturing everything.

Mr. Manning suggested to title it “Engagement and Collaboration” since it is hard to collaborate if you have not engaged.

Ms. Mack stated it would be helpful to provide some summary information from the stakeholder interviews. {Ms. Mack provided copies of the summary from the stakeholder interviews to all Council members.} She stated one thing that she walked away with is that we need someone that is a unifier. One thing she wanted the committee to know is that she heard that very consistently. You will see in the summary notes that everyone had a little bit of a different way to say things. Some of the things she pulled together versus putting what each person said individually. She stated there is one element, when you look at the section on the strategic goals for the next couple of years, she intended to put the Transportation

Project listed. There was a general idea that we want to bring people together. Some of the items that were mentioned, if we find the right Administrator, we can help with some communication issues and some things that will help you feel like you have the information you need to make the decisions that you have to make.

Mr. Manning inquired if all 11 Council members were interviewed.

Ms. Mack stated all of the current Council members and one of the new Council members have been spoken with. The remaining 2 new Council members she has left messages for, but has not spoken with yet.

Ms. McBride inquired about how confidential the stakeholder summary is.

Ms. Mack stated the only people to see it are the Council members present at today's meeting.

Ms. McBride inquired as to who confidential it needs to be.

Ms. Mack stated typically the stakeholder summary is for the committee members.

Ms. McBride inquired if the committee thought the summary should be shared with the other Council members.

The committee members stated they felt the other Council members needed a copy of the summary.

Ms. McBride stated we can put copies in a sealed envelope in the Council members' boxes.

Ms. Mack stated, once she finishes with the other stakeholders, she will provide a summary document of their responses. The summary document is not shared with the candidates, or anyone outside of Council, but it helps them to know how to market the County when they are talking to candidates directly.

Ms. McBride stated, for clarification, they used the interviews the Council members had to develop the stakeholders' summary. Once they finish interviewing the other stakeholders, if there is some tweaking, they do that. The other stakeholder interviews will be used in the final stages of the evaluation process.

Ms. Myers inquired as to Ms. Mack's experience with #10 on the stakeholders' summary. She stated it seems varied among the Council; from 5 – 8 years of experience; some say advanced education is necessary; some say it is not; some saying that local government experience is necessary; etc.

Ms. Mack stated typically if someone has 8 – 10 years of experience in a leadership in a local government environment that sets them up for success. They have seen people with less than that, that have been successful, but the 8-year window is a good threshold to have in mind. One thing she has learned, over time, is when there is a difference of opinion between whether or not we find people with the government experience, and those that don't, the people who really want them to have the government experience have a hard time saying yes to someone that does not. Whereas, people that are more open, tend to be more open overall, in terms of how they are looking at it, and evaluating the background. She stated, based on the conversations that she has had, she feels that we would want to say yes to the government experience. She thinks, even if we had someone that was amazing, there would be a hesitancy to say yes to someone that does not.

Ms. Myers stated there was a variance with the educational background as well. She inquired as to what Ms. Mack's experience is.



Ms. Mack stated, at this level, she would typically suggest a Master's Degree because people who are interested in a long-term career, and growing in the government sector, are people that are going to pursue their MPA or something similar. They are making very deliberate choices to get there. She feels that is an ideal candidate. She does think we could find somebody who has a Bachelor's Degree that is great, and you may want to consider, so the Master's Degree would be a high preference.

Ms. Myers stated she was asking, based on what was in the stakeholders' summary, because there is so much variance and she wanted the professional's opinion. She stated, for clarification, Ms. Mack's recommendation would be 8 – 10 years, with some advanced degree, and local government experience.

6. **Position Profile** – Ms. Mack stated some of the changes we discussed last time. A couple things that she included this time, that she did not include last time is as follows: “Leadership” Section – She included information about the transitions that will take place in January, and removed the Renaissance section. She also added a note that they needed to have experience dealing with crisis situations.

Mr. Malinowski stated Ms. Mack can remove Seth Rose's name from the document because he has officially resigned.

Ms. Myers inquired if Ms. Mack extrapolated pp. 29 – 33 of the agenda from the statute.

Ms. Mack stated these are a combination of the original position profile, that they received from the County, and then looking at some other County Administrator job description to try to pull out some things that did not have as much detail to see if they had enough meat in there. They also added some additional items, based on earlier conversations.

Ms. Myers inquired if Ms. Mack had looked at the statute. She stated it is pretty specific, and we have to abide by that.

Ms. Mack stated that was included.

Ms. Myers stated she did not go through to check.

Mr. Hanna stated he will check. He knows that he provided it.

Ms. McBride stated we went over this last time.

Ms. Myers stated she did not read through it with the statute in mind.

Ms. Mack stated she will work with Mr. Hanna to ensure the language from the statute is included.

Ms. Myers stated earlier Ms. Mack said advanced degree and here it says Master's Degree, preferred.

Ms. Mack stated she can change the language.

Ms. McBride inquired if this is where we could look at the number of years of experience in County government, but if we had someone with less experience that was a business person (i.e. they may have 6 years of government experience, but has been a CEO for a number of years).

Ms. Myers stated a large part of what we have been missing is an Administrator that can publicly go out to the media and say, “The County made this decision today, on this basis. The Council will be available at this

time, but we stand behind this for these reasons.” There is nothing in this that indicates an ability to be public facing, and comfortable in front of a camera, and representing us well.

Ms. McBride stated it is not in the qualifications.

Ms. Mack stated, in the “Council and Community Engagement” section, there are a number of different bullets addressing public engagement.

Ms. Myers stated that is different than media. She is concerned that is a big gap in Richland County.

Ms. McBride stated under “Crisis Management”, on p. 31, is where being able to speak publicly is addressed.

Ms. Mack stated, under “Crisis Management” is says, “Manages media response during emergency situations...” She can leave that there, and add more.

Mr. Malinowski requested to add under the “Qualifications” the following language: “The ability to represent the government entity by speaking to the public and media on issues or decisions.”

Ms. Mack stated she can change the “Council and Community Engagement” to “Council, Community and Media Engagement” and add a specific bullet.

Ms. McBride stated she likes “Crisis Management” because part of it is what that is doing, in addition to the engagement. Right now, when anything happens we do not have a spokesperson for us.

Mr. Malinowski stated they go to the Chair to ask about things.

Ms. Myers stated our Administrator should be comfortable with providing an answer.

Ms. Mack stated most people she spoke with said the same thing. It was really consistent. She stated she will work with HR to ensure that the information in the statute is included in the Position Profile.

7. **Next Steps** – Ms. McBride stated the next steps will be the interview phases. She inquired as to what was going to take place in the next 2 weeks.

Ms. Mack stated the first thing she is going to do is to get the document edits back to the committee for final approval.

Mr. Malinowski requested the changes be notated, so they are easily recognizable.

Ms. Mack stated she would do that and also outline the changes in the body of the email. Once they get the official approval, then they will publicize and send out messages to candidates. They have a list of approximately 115 people they have identified that they are going to reach out to rather quickly. They will also continue to source and recruit. Then in 2 weeks, she will be able to provide a snapshot of how many people we have reached out to and who is engaging with us. If people have declined, she will give you stats on that, as well. She will continue to do that every week, so you can see how things are progressing.

Ms. McBride stated Ms. Mack has suggested providing the committee with 8 – 10 candidates. At the initial interview, we are going to narrow those candidates down to 6 – 8. Then, we need to decide on how many candidates we are going to provide to Council, for them to select from.

Mr. Malinowski inquired, once we narrow it down to 8- 10, do we provide that information to Council for them to give input? We may not see something. He thinks that we should. We should not wait until we get to the finals. We should include them from that step right there.

Ms. McBride stated, as a part of our next steps, we need to put that in there. She wants the process complete. She does not want to wait and go along with the process, so we can let Council know exactly how they fit in.

Mr. Malinowski thinks this is something that, when we set our agenda for next week, Ms. McBride should give the report on where we are, what we are doing, and point this out, so they know how they are involvement will be.

Ms. Myers stated, at the 8 – 10, we invite all Council members to participate. If we narrow it down to the strongest 3, and then have mandatory Council interviews, with everyone participating.

Ms. McBride stated the issue was whether we do 2 or 3. It has always been an issue of Council, in terms of not being fully involved.

Ms. Mack stated one thing we could do, to feel inclusive, is to open up the presentation of the top slate of candidates to full Council.

Ms. McBride stated all Council members are welcome to attend any meeting, but she knows that full Council will participate in the final candidate interviews.

Ms. Mack inquired about how many on-site interviews would the committee like to have. She stated they typically say 3.

Ms. Myers stated, if we are going to vet 8 – 10 to present to Council, she would like to interview them in person.

Ms. McBride stated they would like to do in person or Skype interviews with the 8 – 10 candidates.

Mr. Malinowski stated he would prefer in person. He is okay with Skype, but phone calls are out.

8. **Adjournment** – The meeting adjourned at approximately 5:00 p.m.