



**MINUTES
REGULAR MEETING
FAIRFIELD COUNTY COUNCIL
JUNE 24, 2024**

Present: Clarence Gilbert, Dan Ruff, Peggy Swearingen, Shirley Greene, Cornelius Robinson, Tim Roseborough, Doug Pauley, (Council Members); Clay Killian (Interim County Administrator); Synithia Williams (Deputy County Administrator); Tommy Morgan (County Attorney); Gwendolyn Ashford (Executive Assistant to County Administrator)

Absent: Dr. Kimberly W. Roberts (Clerk to Council)

In accordance with the South Carolina Code of Laws, 1976, Section 30-4-80 (e), as amended, the following persons and/or organizations have been notified of the time, date and location of this meeting: The Independent Voice of Blythewood and Fairfield, The Country Chronicle and one hundred forty two other individuals.

Due to COVID-19 (Coronavirus), the meeting is being live-streamed through the County's YouTube page in order to keep citizens informed.

1. CALL TO ORDER

Chairman Pauley called the Regular Meeting to order at 6:00pm. Mr. Pauley announced Dr. Roberts' absence was due to a medical appointment and expressed gratitude to Gwendolyn Ashford for sitting in on her behalf.

2. PLEDGE OF ALLEGIANCE

Chairman Pauley called for the recitation of the Pledge of Allegiance.

3. APPROVAL OF THE AGENDA

Motion made by Councilman Gilbert, seconded by Councilwoman Greene to approve the agenda. ***The motion carried 7-0.***

4. INVOCATION

Councilman Cornelius Robinson led the invocation.

5. APPROVAL OF MINUTES

Motion made by Councilwoman Greene, seconded by Councilman Gilbert to approve the minutes from the Budget Work Session IV (5/29/24), Budget Work Session V (6/5/24) and the Regular Meeting (6/10/24). ***The motion carried 7-0.***

6. PUBLIC PRESENTATIONS

None.

7. 1st PUBLIC COMMENT SESSION: All public comments made during this session must pertain to items on the agenda for which no Public Hearing is scheduled. Each speaker is allocated three (3) minutes for comment. The total time allocated for the public comment portion of the meeting is thirty (30) minutes. Those wishing to make public comment must sign to do so prior to the Council Chair calling the meeting to order. The Clerk to Council will make a public comment sign-up sheet available at least fifteen (15) minutes prior to the scheduled start time of the meeting.

- Will Montgomery
- Don Goldbach
- John Steigerwald
- Ann Corrao
- Randy Bright

8. PUBLIC HEARINGS

None.

9. ORDINANCES, RESOLUTIONS AND ORDERS

A. Third & Final Reading Ordinance No. 834: An Ordinance to Establish Operating Budgets for the Operation of the County Government of Fairfield County for the Fiscal Year Commencing July 1, 2024; to Provide for the Levy of Taxes for Fairfield County for the Fiscal Year Commencing July 1, 2024; to Establish Fees and Service Charges for Fairfield County for the Fiscal Year Commencing July 1, 2024; to Provide for the Expenditure of Tax Revenues and Other County Related Funds; and to Provide for Certain Fiscal Matters and Other Matters Related to County Government. Motion made by Mr. Gilbert, seconded by Mr. Roseborough. Mr. Killian said the information in their packet was the same as was provided to them at the last meeting with a couple of changes. **PLEASE SEE ATTACHED.** The first seven amendments were the same with the exception of the number put in for the revenue increases. For the purposes of the fund balance, they assumed the adoption of all of the amendments plus the highest of the variations of salary increases. The projected allocation from the fund balance would be about \$3.2 million. They removed the Probate Judge request from amendment #2 and made it a free standing amendment - #8. He said the document included five different scenarios, based on conversations had with the Sheriff and at work sessions, regarding starting pay for the Sheriff's Office. They presented Council with the full ordinance to include the fee schedule. Mrs. Swearingen thanked him for his work and asked him his recommendation for the Sheriff's Office. He said it was very difficult to make a recommendation because no

matter what they did, it would not be enough because of the demand and what other entities paid. His challenge was to present a balanced budget and he did. They needed to understand that they needed to do something for the Sheriff's Office but also for the employees as a whole because their entire comp plan was behind. Mrs. Swearingen asked for an explanation for the Detention Center and 911. He said based on previous discussions, they proposed increasing the Detention Center from \$36,000 to \$39,500 and 911 dispatchers from \$32,500 to \$35,000. The new Class and Comp minimum for the Detention Center would be \$40,442 and for 911 it would be \$36,682. Mr. Pauley suggested they vote individually on the amendments. He thanked Mr. Killian, Mrs. Williams, Mrs. Mozie and the finance department for their work in preparing the budget. Everyone tried their best to present a balanced budget to Council that would take care of all of the employees. They had five different budget work sessions, numerous phone calls and emails and asked finance to run different scenarios to see what they could afford to do. He thought every Council member spent a lot of time and research on the budget and he thanked each of them. They appreciated all of the employees for their hard work and dedication to Fairfield County. They did their best to ensure fairness to everyone.

Mr. Ruff made a motion to approve amendments 1-7, seconded by Mrs. Greene. Mr. Killian reminded them that No. 2 would be adjusted based on other amendments. Mr. Morgan said he wanted to ensure that it was a motion to amend the budget to incorporate items 1-7 on the proposed amendment list. He wanted it to be clear for the record. ***The motion carried 7-0.***

Mr. Ruff made a motion to approve item 8 (temporary position for the Probate Judge), seconded by Mrs. Swearingen. Mr. Ruff said the previous judge had a part-time staff to carry out duties in her absence. ***The motion failed 2-5 with Gilbert, Greene, Roseborough, Robinson and Pauley voting in the negative.***

Mrs. Swearingen made a motion to increase the Sheriff's Office starting pay to \$50,000 (item 10E) and it failed due to the lack of a second.

Mr. Ruff made a motion to approve 10B (to increase Sheriff's Office starting pay to \$46,000, seconded by Mr. Robinson. Mrs. Swearingen said the deputies would not get a 4% increase in that scenario and said they could at least go to \$47,500. Mr. Ruff said he was trying to compromise. Mr. Killian explained that the scenario had the starting pay at \$46,000, which would be a 4% average increase with a 4% increase across the department for internal equity. He said Council could add a 3% increase if they desired. He offered scenario C might be closer to what Mr. Ruff was asking for. Mrs. Swearingen said the only difference between the two was about \$11,000. After discussion and per legal advice, Mr. Ruff rescinded his original motion and made a

motion to approve scenario C (deputies starting salary \$46,000 plus a 3% COLA), seconded by Mr. Robinson. Mrs. Swearingen reminded Council that the difference was only \$11,000. ***The motion failed 3-4 with Greene, Roseborough, Swearingen and Pauley voting in the negative.***

Mrs. Swearingen made a motion to approve Scenario D (deputies starting salary \$47,500). ***The motion failed for the lack of a second.***

Mr. Ruff asked Mrs. Swearingen if she would reconsider his motion for Scenario C and she agreed. Mr. Ruff made a motion for Scenario C, seconded by Mr. Robinson. Per clarification for Mrs. Swearingen, Mr. Killian said it would move the minimum starting salary to \$46,000 plus a 3% and the rest of the department that were under the minimum would get 4%. ***The motion carried 6-1 with Mr. Roseborough voting in the negative.***

Mrs. Greene made a motion to approve Item 9(2) (3% COLA), seconded by Mr. Roseborough. ***The motion carried 7-0.***

Mr. Pauley asked Mr. Killian if the last page of the document needed to be voted on pertaining to the Detention Center and 911/Emergency Management. Mr. Killian said they would get the 3% COLA unless Council decided to approve the scenario's on that page. Mrs. Swearingen made a motion to approve the new minimum starting salary for the Detention Center at \$40,442 and Emergency Management at #36,682 plus a 3% COLA. ***The motion failed due to a lack of a second.***

There were no other motions as it pertained to the amendments.

Per legal advice, Mr. Ruff made a motion to approve the budget as amended, seconded by Mr. Gilbert. ***The motion carried 6-1 with Mrs. Swearingen voting in the negative.***

B. Second Reading Ordinance No. 835: An Ordinance to Consider the Request to Amend the Fairfield County Land Management Ordinance No. 599 and the Related Zoning Map, to Provide for the Zoning Reclassification from RD-1 (Rural Residential District) to B-2 (General Business District); TMS NO: 185-00-02-014-000 Located at 438, 440, and 444 Mt. Hope Road, Ridgeway, South Carolina; Owned by David R. Brown. Motion made by Mr. Gilbert, seconded by Mr. Ruff to approve. Mr. Ruff said he spoke to Administration prior to the first reading and all of the surrounding land was zoned the same and that was why the recommendation was made. ***The motion carried 6-1 with Mr. Roseborough voting in the negative.***

C. Resolution No. 2024-04: A Resolution by Fairfield County Council Authorizing the Execution of an Addendum for Participation in the State Insurance Benefits Program Regarding County Councilmember Coverage from the South Carolina Public Benefit Authority and Other Matters Related Thereto. Motion made by Mr. Gilbert, seconded by Mr. Roseborough to approve. Mrs. Swearingen said she questioned the subject because she considered Council part-time but some Council members said they were elected officials with the

insurance. She asked if the insurance was a benefit or something that was paid for out of pocket. Mr. Killian said it was the retirement system. PEBA was asking for a one-time declaration from Councils across the state to participate or opt out. Fairfield Council was currently in the retirement system (as most Councils were) and the resolution was to inform PEBA that they wanted to continue as members. ***The motion carried 7-0.***

10. BOARD AND COMMISSION MINUTES (For information only)

None.

11. BOARD AND COMMISSION APPOINTMENTS

None.

12. OLD BUSINESS

A. Short Term Rental Update

Mrs. Williams said since they had a new Planning and Zoning Director, Joseph Toledo, they met with the internal team a few weeks before to review the previous short term rental recommendations presented to the previous committee. They invited the Sheriff's Office, Fire Department, Community Development and Code Enforcement. They were making a few updates based on that discussion. The next step was to send it to Mr. Morgan for legal review to be put in ordinance format. Once that was completed, it would be brought before Council for review and consideration. Mrs. Greene said based on a comment made during the Public Comment Session, they needed to include the HOA covenants. Mrs. Williams said it was still included and provided by state law that if they were aware of something that a HOA covenant did not allow, then they could not give the permit – not just with short term rentals but with other situations as well.

13. NEW BUSINESS

None.

14. COUNTY ADMINISTRATOR'S REPORT

A. Introduction of New Deputy Finance Director

Mr. Killian introduced Britney Adams, who was a Columbia native. She was formerly employed with Richland County government as a Senior Grants Accountant. She had a Master's in Business Administration and a Bachelor's in Accounting from Columbia College. She had eight years of local government service as well as experience in nonprofit, federally funded healthcare and in private sector utilities. She was also an applicant for the Governmental Finance Officers Association.

15. CLERK TO COUNCIL'S REPORT

None.

16. COUNTY COUNCIL TIME

Mr. Ruff said he was glad the budget passed and he wished they could do more for the Sheriff's Office. He thanked them and all employees. He asked about the Animal Ordinance and when the committee could meet. Mr. Morgan said they made some changes and talked with counterparts in Richland County. He asked that it come before the committee in August because he would not be able to attend the second meeting in July and he would rather be present instead of having an associate who may not be aware of the details. Administration was aware and agreed and Mr. Ruff agreed also.

Mrs. Greene said they needed to talk about the future of Fairfield County. The county had a decrease in population and an increase in the cost of services provided. It was going to be difficult to keep up with Richland and surrounding counties. Based on the information provided by the Sheriff's Office, they could possibly look at a cadet program so with the starting salary they would get police officers that would be ready for the force. The Sheriffs' Office also mentioned the Academy but she thought that had a lag time of six months to 2 years before they would be ready. She thought they should look at how that was managed so they could get them in a cruiser as soon as they could. She thanked them for their work.

Mrs. Swearingen asked if the budget updates suggested by Mr. Goldbach could be implemented. Mr. Killian said yes - they might be a month behind due to closeouts for the month. They could do it quarterly or maybe monthly. She also asked about an update on the IRS fines. Mr. Killian said he had not heard from the auditors but he knew they were working on it. He did not know if they filed the appeal yet. She said she received calls about election signage being posted after the election. Mr. Killian said he did not know if that was addressed in their sign ordinances but they would try to reach out to candidates to have them picked up. Mrs. Swearingen said she received a phone call earlier that day and she asked if Mr. Morgan worked for the Town of Ridgeway and the Fairfield County Council and if so, was it a conflict of interest. Mr. Morgan said he had one project that he was assisting the Town of Ridgeway with that related to a FOIA request but he did not represent them as their attorney. His assistance was not a conflict of interest because it was a freedom of information request regarding town documents with a town issue. He represented other counties across the state - Assistant Kershaw County and Georgetown attorney. He did work for Hartsville, Clinton, Port Royal, Lancaster, etc. He understood that questions as such would come up but it was not a conflict of interest.

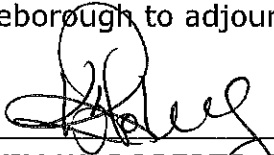
Mr. Pauley said he did not read the local tabloids but he was made aware of an article by a citizen and felt the need to address it. At the last Council meeting, he informed the author of the article that Council members could not individually meet with department heads as that was the Administrator's responsibility. The author said after the meeting that he did some research and concluded that Council could meet with department heads as a whole. He asked Council members to correct him if he was wrong but that was exactly the purpose and intent of the public budget workshops – to meet with department heads to inquire about their needs. During that time, Council had all the time needed to ask about department needs and funding. In addition, Council members discussed specific needs and presented questions to the Administrator about the budget. Unfortunately, the article seemed to present inaccurate information to the public, which seemed to put Council under attack and in a bad light. Ultimately, the voters of Fairfield County would have to make sure they did their research prior to voting in the upcoming election.

17. EXECUTIVE SESSION: (The following statement is provided in compliance with the South Carolina Freedom of Information Act: Subsequent to Executive Session, Council may take action on matters discussed in Executive Session.)


None.

18. ADJOURN

At 7:01pm, motion made by Councilman Gilbert seconded by Councilman Roseborough to adjourn. ***The motion carried 7-0.***



KIM W. ROBERTS, Ed. D.
CLERK TO COUNCIL



DOUGLAS PAULEY
CHAIRMAN



Fairfield County Administration

250 N. Walnut Street
P.O. Drawer 60
Winnsboro, S.C. 29180
(803) 635-1415
Fax: (803) 635-5969

Clay Killian
Interim County Administrator

Synithia Williams
Deputy County Administrator

June 20, 2024

Mr. Doug Pauley, Chairman
and Members of
Fairfield County Council
250 N. Walnut Street
Winnsboro, SC 29180

Attached please find a list of potential amendments to the Fiscal Year 2025 Budget. Each one of these has been discussed either in one of your budget work sessions or was introduced at the last regular meeting of Council. Council requested that we send these out in advance of the scheduled third reading on June 24th.

Proposed amendments I through VII are identical to what Council was presented at your last meeting with one exception. In the first amendment you will find a number included for the appropriation from fund balance. Simply for planning and for purposes of this discussion, the amount we have included assumes that Council will adopt all the amendments presented as well as the highest options for the various salary increases. Obviously, that number will be adjusted in accordance with the adopted budget.

Proposed amendment VIII adds \$8,612 to the Probate Judge's Temporary/Fill-in positions to provide for an as-needed Associate Judge. Judge Caulder has requested this position to staff the office when it is necessary for him to be away. He has provided a South Carolina Code of Laws citation that indicates that Council has to provide sufficient funding for the orderly operation of the office. While that is the case, the County Attorney has examined the statute and has found an Attorney General's opinion that does support the "orderly operation" interpretation of the statute, but does appear to give Council discretion as to the funding levels provided. The opinion states that "orderly operation" is a factual determination and is not for the Attorney General's office to decide.

Proposed amendment IX provides two different options for an across-the-board increase for all employees. The two-percent option would add approximately \$398,000 while the three-percent option would add about \$576,000 to the various personnel expense accounts.

Proposed amendment X presents five different scenarios for addressing the salaries in the Sheriff's Office. Each of these scenarios has been discussed in varying degrees of detail during

your budget deliberations. We have met with the Sheriff and his staff and they have proposed an alternate approach. Interestingly, scenario C and scenario D are similar to the department's most recent request.

Please let me know if you have any questions or wish to discuss any of these items prior to the meeting on Monday.

Sincerely,

A handwritten signature in blue ink, appearing to read "J. Clay Killian", with a long horizontal flourish extending to the right.

J. Clay Killian

Interim Administrator

**FAIRFIELD COUNTY COUNCIL
FY 2024-2025 BUDGET
PROPOSED AMENDMENTS**

I. GENERAL FUND REVENUE-INCREASES

1. Increase Account 100-000-4524 \$351,477 Local Government Fund-Rural Stabilization
2. Increase Account 100-000-4710 \$3,226,696 Allocation from Fund Balance following amendments.

II. GENERAL FUND EXPENDITURES-INCREASES

1. Increase Account 100-003-5101 thru 5157 County Administrator \$88,366 Personnel Expense
2. Building Maintenance
 - a. Increase Account 100-011-5102 \$10,000 Building Maintenance overtime.
 - b. Increase Account 100-011-5105 \$2,980 Building Maintenance Temporary Fill In
3. Sheriff's Office
 - a. Increase Account 100-026-5102 \$70,000 Sheriff Overtime Pay
 - b. Increase Account 100-026-5401.01 \$10,000 Sheriff Rental Lease/Equipment.
 - c. Increase Account 100-026-5403 \$600 Sheriff Dues/Membership Fees
4. Increase Account 100-101-5205 \$3,000 EMS Medical Services.
5. Increase Personnel Services accounts (5101-5157) 100-056-005 by \$259,952 Fairfield Transit System Personnel Expense
6. Increased Account 100-008-5418 \$100,000 General Fund Grant
7. Community Development
 - a. Increase Account 100-012-5308 \$100 Community Development Textbooks /Instruction Education Supplies
 - b. Increase Account 100-012-5450 \$720 Community Development Application/Exam Fees
 - c. Increase Account 100-012-5505 \$2,526 Community Development Travel
8. Increase Account 100-149-5401-04 \$3,000 Museum Office/Building Space.
9. Increase Personnel Accounts 100-018 \$96,885 (salary and fringe) Animal Control Part Time Veterinarian

**FAIRFIELD COUNTY COUNCIL
FY 2024-2025 BUDGET
PROPOSED AMENDMENTS**

III. GENERAL FUND EXPENDITURES-DECREASES

1. Decrease Account 100-008-5214 \$20,000 General Operating Engineering
2. Decrease Line Item 5157 \$249,750 Medical Insurance Expense All Departments
3. Decrease Account 100-012-5101 thru 5157 \$85,431 Community Development Personnel Expense
4. EMS
 - a. Decreased Account 100-101-5203 \$1,000 EMS Non-Vehicle Services
 - b. Decrease Account 100-101-5206 \$500 EMS Education/Training Services
 - c. Decrease Account 100-101-5219 \$500 EMS Tuition Assistance
 - d. Decrease account 100-101-5316 \$1,000 EMS Communication Supplies
5. Transfer from Account 100-102-021-5205 \$10,000 Fire Services Medical Services and from Account 100-102-021-5302 \$600 Fire Services Medical Supplies to Account 100-102-021-5204 Fire Services Vehicle Service

IV. SPECIAL REVENUE FUNDS-REVENUE INCREASES

1. Increase Account 271-167-4133.01 \$35,000 Accommodations Tax – Local
2. Increase Account 272-168-4138 \$250,000 Hospitality Tax – Local
3. Increase Account 254-093-4839 \$71,042 Fairfield Forward Grant Revenue
4. Increase Account 201-051-4133 Tourism Promotion by \$27,764 and 202-052-4133 Tourism Related \$80,670 for a total of \$108,434

V. SPECIAL REVENUE FUND-REVENUE DECREASES

1. Decrease Account 237-088-4811 \$351,477 Rural Stabilization

VI. SPECIAL REVENUE FUNDS-EXPENDITURE INCREASES

1. Increase Accounts 254-093-5101 thru 5157 \$71,042 Fairfield Forward Personnel Expense
2. Increase Account 201-051-5926 Tourism Promotion and Account 202-052-5926 Tourism Related \$108,434

**FAIRFIELD COUNTY COUNCIL
FY 2024-2025 BUDGET
PROPOSED AMENDMENTS**

3. Increase Special Revenue expenditure 5604 - \$150,700 (fund will be created) for EMS Lease Purchase for 13 cardiac monitors
4. Increase Account 224-074-5605 \$170,000 EMS Ambulance remount

VII. SPECIAL REVENUE FUNDS-EXPENDITURE DECREASES

1. Decrease Accounts 237-088-5101 thru 5157 \$88,366 Personnel Expense
2. Decrease Accounts 206-056-005-5101, 5102, 5105, 5154, 5155 and 5157 \$259,952 Fairfield Transit System Personnel Expense

VIII. GENERAL FUND EXPENDITURE INCREASES RELATED TO THE OFFICE OF THE PROBATE JUDGE

1. Increase Account 100-019-5105 \$8,612 (salary and benefits) Probate Judge Temporary/Fill In Positions

IX. GENERAL FUND EXPENDITURE INCREASED RELATED TO COST OF LIVING ADJUSTMENT

1. Increase Personnel Expense Accounts in All Departments to Provide a 2% Cost of Living Adjustment-Amount \$350,625

OR

2. Increase Personnel Expense Accounts in All Departments to Provide a 3% Cost of Living Adjustment – Amount \$531,804

X. GENERAL FUND EXPENDITURE INCREASES RELATED TO SHERIFF'S OFFICE SALARIES

SCENARIO A: Increase Sheriff's Office Deputy Pay to \$45,000

Increase Account 100-026-5101 \$7,328.40 Sheriff Salaries.

Increase Account 100-026-5154 \$560 Sheriff FICA.

Increase Account 100-026-5156 \$1,556.55 Sheriff Police Retirement

Total: \$9,445.57

OR

SCENARIO B: Increase Sheriff Office Deputy Pay to \$46,000 (an average 4% increase) w/ a 4% increase across the department for internal equity

Increase Account 100-026-5101 \$125,582.28 Sheriff Salaries.

Increase Account 100-026-5154 \$9,836.54 Sheriff FICA.

Increase Account 100-026-5156 \$27,310.88 Sheriff Police Retirement

**FAIRFIELD COUNTY COUNCIL
FY 2024-2025 BUDGET
PROPOSED AMENDMENTS**

Total; \$165,729.70

OR

SCENARIO C: Increase Sheriff Office Deputy Pay to \$46,000 with a 3% COLA AND a 4% increase across the department for internal equity

Increase Account 100-026-5101 \$142,142.28 Sheriff Salaries.

Increase Account 100-026-5154 \$10,873.88 Sheriff FICA.

Increase Account 100-026-5156 \$30,191.01 Sheriff Police Retirement

Total; \$183,207.18

OR

SCENARIO D: Increase Sheriff Office Deputy Pay to \$47,500 (an average 7% increase) w/ a 7% increase across the department for internal equity

Increase Account 100-026-5101 \$150,899 Sheriff Salaries.

Increase Account 100-026-5154 \$11,543.77 Sheriff FICA.

Increase Account 100-026-5156 \$32,050.95 Sheriff Police Retirement

Total; \$194,493.72

OR

SCENARIO E: Increase Sheriff Office Deputy Pay to \$50,000 w/ an extra \$3,000 for other Sheriff Office Employees for internal equity

Increase Account 100-026-5101 \$180,320 Sheriff Salaries.

Increase Account 100-026-5154 \$13,795 Sheriff FICA.

Increase Account 100-026-5156 \$38,300 Sheriff Police Retirement

Total: \$232,414.45

**FAIRFIELD COUNTY COUNCIL
FY 2024-2025 BUDGET
PROPOSED AMENDMENTS**

SALARY SCENARIOS REQUESTED AT THE JUNE 10TH COUNTY COUNCIL MEETING

Detention Center

- Starting salary range as posted – \$36,000 to \$39,500
- Class and Comp new minimum and mid – \$40,442 and \$48,935
- Number of officers under new min – 7 of 9
- **Cost to bring them up to min pre COLA – \$11,330.56 or \$14,350.15 w/ benefits**
- **Average increase – 4%**
- **Cost for 4% equity increase for other officers – 23,497.68 or \$29,760.22 w/ benefits**
- **Total cost \$44,110.37**
- Number of officers under min after 3% COLA – 5 (with 4 each being only \$276.28 under)
- Cost to bring them up to min after 3% COLA – \$4,444.52 or \$5,629 w/ benefits

911/Emergency Management

- Starting salary range as posted – \$32,500 to \$35,000
- Class and Comp new minimum and mid – \$36,682 and \$44,385
- Number of telecommunications operators under min - 5 of 7
- **Cost to bring them up to min pre COLA – \$8,492.40 or \$10,756 w/ benefits**
- **Average increase – 5%**
- **Cost for 5% equity increase for other operators and supervisors – \$12,911 or \$16,352 w/ benefits**
- **Total cost: \$27, 108**
- Number of operators under min after 3% COLA – 2 (shortfall of 3,194.15 each)
- Cost to bring them up to min after 3% COLA – 6,388.29 or \$8,091 w/ benefits

CLASS AND COMPENSATION STUDY RECOMMENDATION

Increase all employees to the recommended minimum: \$835,105 with benefits \$1,057,661.