

GREENVILLE COUNTY COUNCIL

OVERSIGHT AD HOC COMMITTEE

October 30, 2025

5:03 p.m.

Committee Meeting Room

Pursuant to the Freedom of Information Act, notice of the meeting date, time, place, and agenda was posted online and on the bulletin board at County Square and made available to the newspapers, radio stations, television stations, and concerned citizens.

Committee Members Present:

Kelly Long, *Chairwoman*
Garey Collins, *Vice-Chairman*
Steve Shaw

Committee Members Absent:

Curt McGahhey
Frank Farmer

Staff Present:

Dean Campbell, *Deputy County Attorney*
Regina McCaskill, *Clerk to Council*
Terrence Galloway, *Information Systems*

Others Present:

None

Call to Order:

Chairwoman Long

Invocation:

Councilor Shaw

Item (3) County Performance Evaluation – Selection of Departments

Chairwoman Long stated the task at hand was to determine which specific departments to audit. During the last meeting, they discussed examining efficiencies in the following areas: Sheriff's Office, Emergency Medical Services (EMS), Finance Department (specifically regarding the cost of the new County Administration building), and Roads. She stated the committee "made motions" on all of those departments, except Roads. She stated the committee needed to decide whether to add Roads or limit the audit to the other three departments.

Councilor Shaw stated he would prefer to limit the audit to the Sheriff's Office, EMS, and the Finance Department.

Councilor Collins moved to audit the Sheriff's Office, EMS, and the Finance Department (related to the cost of the new County Administration building).

Chairwoman Long stated the committee approved a vote to audit the Sheriff's Office during the previous meeting (September 11, 2025).

Councilor Collins moved to add EMS and the Finance Department to the audit.

Chairwoman Long seconded the motion.

Motion carried.

Item (4)

County Performance Evaluation – Develop Request for Proposals (RFP)

Chairwoman Long stated the next step in the efficiency audit was to develop Request for Proposals (RFPs), which would enable the committee to send out requests to accounting firms to solicit bids on those specific items. She stated they would build out what would be examined when auditing for efficiency. Ms. Long stated that, in looking through several different types of controls, she would suggest the following for the RFP for the Sheriff's Office:

1. Internal Controls

- *Financial controls to review the system procedures for expense items*
- *Budget adherence*
- *Expense claims – including high-volume, high-value items, along with all supporting documentation such as approvals, receipts, justifications, etc.*
- *Indirect costs of items such as cleaning, “tech stuff”, supplies of any kind*
- *How are expenses controlled?*
- *Is the department efficient in terms of taking advantage of discounts?*
- *Collection of public monies and property*

2. Work Environment

- *Scheduling*
- *Overtime*
- *Absenteeism*
- *Staffing levels*
- *Work Schedule Efficiencies*
- *Was staff being taken advantage of in the right ways?*
- *Are people assigned to the right departments?*

Councilor Collins stated the audit needed to be conducted constructively while also ensuring that the Sheriff's Office budget did not cover the cost. The audit should determine the appropriate staffing model, and there were various methods to consider. One of the most popular was the per capita approach to staffing, which involved officer population ratios. Another model, the minimum staffing model, was a predetermined specific level of staffing within a budgetary system. It was crucial to determine the number of calls received and the number of officers deployed for each call. That type of comprehensive data could justify not only a pay raise, but a minimal pay raise that is continual, not just a one-time thing. Sheriff Lewis stated the salary issue had been ongoing for five years. It was essential to alleviate those issues and eliminate the need to address them every budget cycle.

3. Workforce Management

- *How are performance evaluations done?*
- *Performance Improvement Plans (PIP)?*
- *Review system? Can they be improved?*
- *How are staffing levels and absenteeism handled?*
- *Was an early warning system in place to tell if an employee was not performing as expected?*

4. Control Procedures

- *Procedures for public monies and properties acquired through confiscation*
- *Adequacy of controls – how to improve and access authorization, approvals, etc.*
- *Handling of forfeited monies*

Councilor Collins stated in March he had participated in several ride-alongs with the Sheriff's Office. In June, when Council started the initial budget cycle, he had suggested several things to be considered for deputy pay. He proposed, on top of the extra 5% for experience and 5% for education, the following:

- *A shift differential of \$4.00 per hour from 7:00 pm until 7:00 am*
- *Maintain vacation accrual from other agency transfers*
- *Incentive bonuses –*
 - o *Years 1 through 5 - \$5,000*
 - *After Level One Certification, receive half \$2,500*
 - *Fifth year – receive remaining \$2500*
 - o *Years 6 through 7 - \$7,000 incremental incentive bonus (mid-level for stability)*
 - o *Years 8 through 10 - \$10,000 bonus on ninth anniversary*
 - o *Into the 10th anniversary, giving first-line leader and supervision, which is imperative for the workforce.*
- *Also, after receiving Level One Certification, step incentive pay for every two years of service*
- *Health Insurance through Greenville County for retirees of the Sheriff's Office*
 - o *Either a stipend or some incentive related to health insurance*

Mr. Collins stated it would be great if there was already something in place similar to his suggestion; if not, he could not understand why. He stated he had been working on the health insurance issue since March; it was a major priority. The specifics would have to be worked out with the Sheriff, Mr. Kernell, and Council. He had proposed all the above, and no one wanted to listen.

Chairwoman Long stated the RFP for the Sheriff's Office should encompass the above-listed items. The next RFP for discussion was for Emergency Medical Services (EMS). The following were suggested:

- *Documentation*
- *Reviews*
- *Policies*
- *Procedures*
- *Training*
- *Records*
- *Staffing Levels*
- *Absenteeism*
- *Communication Plans*
- *Employee Interviews*
- *Workforce Management*
- *Call Volume*
- *Technician Utilization Efficiency*
- *Scheduling*
- *Ambulatory Services*
- *Financial Records*
- *Job Postings*
- *Process of assigning trucks to specific areas*
- *Total cost of the department, including all financial controls*

Chairwoman Long requested Councilor Shaw discuss the RFP requirements for the cost of the new Greenville County Administration buildings.

Councilor Shaw stated that during the September 11, 2025, meeting, the committee passed a motion that included specific items to be audited regarding the redevelopment project. It was determined the information could be gathered from the County's Finance Department. Mr. Shaw stated the information would contain all the costs involved in the buildings and surroundings.

Mr. Shaw stated that, in addition to those items, he would like to add FILOT parameters. It was his understanding those parameters were approximately 20 to 30 years old and had not been reviewed in a modern context. Mr. Shaw stated his suggestion would be to ask the Procurement Office to prepare a draft of each of the requested RFP's for the committee's review.

Chairwoman Long stated even though all the information was available and could be pulled from within, the audits would be done by third parties.

Councilor Shaw stated he could draft a letter for the committee to possibly vote on, requesting information regarding the "County Square numbers" from the County Finance Office. Mr. Shaw stated he did not feel an auditor was necessary. It was his opinion that his questions could be answered pretty easily. If it became apparent the committee needed help, they could request an RFP.

Chairwoman Long stated the FILOT issue would have to be reviewed at the next meeting. She stated they could not allow the County's Finance Department to pull the figures because they had already been reviewed. She stated a third party was needed to gather the information. It made no sense to allow the Finance Department to gather the information; the committee wanted an audit. It would not be on the agenda if the intent was not to do an audit.

Councilor Shaw stated it could be considered a review or an oversight, which could give the committee an idea of whether to pursue the issue further. He stated he did not want to "go down a road" when it was apparent it was not necessary. Mr. Shaw stated he did not want to hire an auditor when the committee was not exactly sure what needed to be audited. For example, what was the cost of the building? He had been told by professionals from other counties that the final cost of the building would help them decide what to do with their taxpayers and their buildings. Mr. Shaw stated that it was critical to obtain a clear, accurate number for the building's cost; Greenville County Council could use that information to make informed future decisions, as well as its neighbors.

Chairwoman Long stated, in terms of the County Square Redevelopment Project, it would be a review rather than an audit.

Councilor Shaw stated his motion from the last meeting had very specific questions. *What was the cost of the building? What were the outflows of money? What were the inflows of money?* He stated if they could get that information, they could decide whether additional information was needed or not; they were not asking for "super complicated information."

Chairwoman Long stated the committee was requesting two RFPs (one for the Sheriff's Office and one for EMS), as well as a request for information and a review of the building. She stated a motion was needed.

Councilor Collins asked if one motion or separate motions were needed.

Mr. Campbell stated one motion was sufficient. He asked if the item would be going to full Council immediately or if the draft RFPs would stay within the committee until finalized and then be sent to full Council.

Chairwoman Long stated the RFPs would be prepared and presented to the full Council. She stated once they had the RFPs, they could be sent out for bids and then presented to Council.

Councilor Collins asked Mr. Campbell about protocol in dealing with RFPs.

Mr. Campbell asked if the committee wanted staff to write the RFPs.

Chairwoman Long answered in the affirmative.

Mr. Campbell asked if the committee planned to have another meeting after the proposals had been written.

Chairwoman Long stated the committee would meet before sending the proposals to full Council.

Mr. Campbell stated the motion should indicate staff was to prepare the draft RFPs and obtain the information about the County Square Redevelopment Project.

Action: Councilor Collins moved to direct staff to create draft RFPs for audits of the Sheriff's Office and Emergency Medical Services.

Motion carried.

Councilor Shaw requested clarification on the subcategories discussed for each RFP.

Chairwoman Long stated the RFPs would include the subcategories. She asked if the minutes of the September 4 and September 11 meetings needed to be approved.

Ms. McCaskill stated there was no line item on the agenda for minutes; they would have to be approved at the next meeting.

Councilor Shaw inquired about the next steps for the information he had requested regarding the County Square Redevelopment Project. He asked if a motion was needed or if the letter he had suggested would be sufficient.

Mr. Campbell advised it was clear through the discussion what information Mr. Shaw was requesting.

Item (5) **Public Comment Session**

There were no speakers.

Item (6) **Adjournment**

Action: Councilor Shaw moved to adjourn and the meeting adjourned at 5:27 p.m.

Respectfully submitted:

Jessica M Stone
Deputy Clerk to Council