

# SpyGlass

## Executive Summary

The SpyGlass Group, Inc. was hired by The County of Laurens to perform an independent audit and analysis of its voice, data, internet and wireless services for all of its locations. During the course of this audit, we performed the following work:

- Met with county personnel to (a) identify the telecommunications and internet services that are in use by the County of Laurens and the outside companies providing such services, and (b) gather copies of bills, contracts, and other necessary materials for the audit.
- Developed a set of inventories of all services that are being billed by County of Laurens various telecommunications providers for each physical location involved with the audit.
- Compared the completed inventory with services currently in operational use by County of Laurens for purposes of identifying unnecessary and/or under-utilized services.
- Performed a scalability analysis on the services being provided based on County of Laurens intended use of the services and its number of users.
- Compared the completed inventory with current contracts and tariffs for the purpose of identifying inconsistencies that could result in retroactive recoveries.
- Compared the billed rates of all services with current market-competitive rates for the purpose of identifying opportunities for savings opportunities unrelated to service elimination.
- Researched and developed recommendations for Laurens County to cut costs going forward.

**County of Laurens**

04/01/2017 - 06/30/2017

	Permits Issued	Valuation	Fees Paid
<b>Commercial</b>			
Alteration	12	\$812,944.00	\$3,392.70
Misc./One Stop	13	\$77,818.00	\$1,122.00
New	10	\$692,241.80	\$4,539.50
Subtotal	35	\$1,583,003.80	\$9,054.20
<b>One Stop</b>			
Misc./One Stop	74	\$432,358.23	\$5,930.80
Subtotal	74	\$432,358.23	\$5,930.80
<b>Residential</b>			
Alteration	58	\$602,587.00	\$7,822.80
Misc./One Stop	303	\$2,078,850.44	\$28,359.80
New	80	\$5,602,232.90	\$31,569.85
Subtotal	441	\$8,283,670.34	\$67,752.45
Total	550	\$10,299,032.37	\$82,737.45
Mobile Home set-up permits New	34	\$1,415,086.36	\$11,574.50
Mobile Home set-up permits Pre- owned	12	\$66,400.00	\$3,182.50
Single Family Dwelling	31	\$4,528,596.50	\$23,430.78
New Commercial	5	\$561,950.00	\$3,060.00
<b>Code Enforcement</b>			
New Cases 2nd Q	31		
New cases 1fst Q	53		
2017 Active Cases	80		
2016 Active Cases	106		
2015 Active Cases	111		
2014 (Aug- Dec) Active Cases	15		
<b>Inspection results</b>			
Passed	749		
Failed	229		
Total	978		

2nd Quarter	Residential single Family		Commercial New		Value	Total Permits issued	Total value	Total Permit fees
	Number	Value	Number	Value				
2002	80	4,395,820	24	240,061	787	13,427,046	89,092	
2003	36	4,927,404	5	875,000	716	13,045,928	82,323	
2004	26	3,335,533	2	256,000	765	10,883,945	92,735	
2005	38	5,617,579	5	4,196,273	678	16,061,017	89,844	
2006	24	3,392,475	2	39,800	612	8,804,347	60,650	
2007	47	6,384,562	5	846,991	678	13,012,756	83,518	
2008	45	6,005,656	8	1,747,386	669	12,718,435	73,016	
2009	21	3,923,141	3	44,350	667	8,813,407	62,199	
2010	15	2,000,432	6	1,100,015	653	7,776,564	55,177	
2011	16	3,492,226	6	322,143	794	34,768,808	62,538	
2012	10	1,235,070	5	1,515,500	522	8,921,806	42,236	
2013	16	2,312,842	10	10,591,249	585	19,690,460	76,033	
2014	22	3,274,244	4	8,784,233	564	45,812,648	131,786	
2015	27	\$3,980,452.99	10	\$116,640.00	620	\$8,449,322.53	\$55,235.29	
2016	30	\$4,644,690.00	16	\$7,158,016.00	419	\$17,261,544.32	\$108,997.89	
2017	31	\$4,528,596.50	5	\$561,950.00	551	\$10,299,032.37	\$82,812.45	

City of Laurens 11 No Data

City of Clinton No new starts

Fountain Inn	9	225,000 to \$233,000
Tucker Branch	14	136,000 to \$139,500
Fountain Brook	20	93,000 to \$121,500
PineHaven	43	
Total		

STATE OF SOUTH CAROLINA	)	
	)	CONTRACT AND AGREEMENT
COUNTY OF LAURENS	)	

This Contract and Agreement is entered into by and between the County of Laurens (hereinafter referred to as "County"), the Director of Fire Services and City of Fountain Inn Fire Department, (hereinafter referred to as "Department") for the considerations, agreements and mutual promises as outlined herein.

1. **PARTIES** The parties to this contract and agreement are: Laurens County, the Director of Fire Services, P.O. Box 810, Laurens, SC 29360 and Fountain Inn Fire Department, Attention: Mr. Eddie Case, City Administrator, 200 N. Main St., Fountain Inn, SC 29644.
  
2. **PURPOSE** The primary purpose of this contract and agreement is for the County, pursuant to the provisions of Ordinance #410, as amended by Ordinance #700 and other controlling local legislation, to provide financial assistance, supplemental funding and support for the services rendered by the Department for basic fire and rescue to the citizens and residents of the fire district covered by the Department in the unincorporated areas of Laurens County.
  
3. **STATUS** The County is a body politic organized and existing under the statutory laws of the State of South Carolina and governed by a seven- (7) member Council. The Director of Fire Services is an employee of Laurens County. The Department is a non-profit corporation organized and existing under the statutory laws of the State of South Carolina, in good standing at the time of execution of this Contract and governed by its duly elected Board of Directors.
  
4. **TERM** The term of this contract and agreement shall be for one (1) year, commencing on **July 1, 2017** and terminating on **June 30, 2018** (the "Contract Year"). Should either party desire not to enter into a new contract, the party desiring to not renew, shall notify the other party at the address shown above, in writing, by certified, registered return receipt mail, with postage properly affixed and delivered on or before **March 31** preceding the end date of the Contract Year.
  
5. **RESPONSIBILITIES OF DEPARTMENT** The Department shall be responsible for the following:
  - A.** The Department shall provide fire suppression for all fires and rescue incidents in the service area known as the Fountain Inn Fire District as shown and delineated on the master Fire District Map.
  
  - B.** The Department, with certification of approval by its Board of Directors, shall submit a proposed annual budget to the Director of Fire/Rescue Services not later than **February 15th** of each year. The proposed budget shall include the

Department's request for expenditures to provide general fire suppression services in the District. The proposed budget shall include any proposed purchases or proposed capital expenditures. Failure to submit a proposed budget by February 15 will result in an immediate suspension of funding during the current Contract year and may result in suspension of funding for the next fiscal year.

- C.** The Department acknowledges that all funds appropriated, received and/or disbursed under this contract and agreement are public funds. As public funds, any funds that may be disbursed directly to the Department or for the benefit of the Department shall be maintained in a separate and segregated account. Annually the County shall conduct an audit of all public funds under this contract and agreement to determine proper accountability and proper public purpose use of these funds. As a benefit and service to the Department, the County shall implement internal direct disbursement of public funds pursuant to the approved budget of the Department and County procedures. The County may, from time to time, disburse public funds directly to the segregated and separated account of the Department. Public funds appropriated, received and/or disbursed under this agreement shall only be used for the items approved by the County Council in the budget and must not be commingled with any other funds of the Department. All purchases or other disbursements made with public funds must comply with the current applicable Laurens County Procurement Policy. Public funds may not be transferred or deposited in any other account of the Department without the written consent of the Director. Any appropriations of public funds as approved by the budget of the Department that shall remain at the end of the term of this contract must be reported and accounted for. Remaining funds may be carried forward and/or applied to the next budget year or returned to the Directors contingency account for future reallocation or other appropriation to the Department, at the discretion of the Director. Public funds shall not be co-mingled with non-public funds or converted in any manner.
- D.** The Department shall have the right to solicit private funds or donations and to conduct their own fund-raising projects pursuant to the terms and conditions of the Department By Laws. Any funds received under these circumstances shall be kept separate and apart from public funds and shall not be commingled with public funds.
- E.** The Department shall not enter into contracts, hypothecation's or pledges of collateral, financial obligations or agreements, make purchases, nor incur indebtedness which may require the use or expenditure of public funds, without first establishing full compliance with the Laurens County Procurement Policy and obtaining the written consent of the Director of Fire Services and/or the County. Nothing herein shall prohibit the Department, as a separate legal entity, from entering into agreements, contracts or obligations so long as such agreements, contracts or obligations are within the scope and purpose of the Department through its legal entity. The County shall not be responsible for

contracts, agreements or obligations of the Department unless prior approval is granted.

6. **RESPONSIBILITIES OF THE COUNTY**

- A.** The County acknowledges that the funds provided under this contract and agreement are public funds and as such, in the event the Department fails to comply with its responsibilities or obligations under the terms and conditions of this contract and agreement the County reserves the right to withhold disbursement of said funds at any time during the Contract Year.
- B.** The approved appropriations budget for the current Contract Year is **\$205,493.65**. The County shall make installment payments of the approved appropriations to the Department as follows: 50% of the total appropriations on January 15; 25% of the total appropriations on April 15; and the balance of the appropriations on June 15.
- C.** The County shall provide service and maintenance programs as set forth in the Policy and Procedures Guidelines as adopted and modified from time to time by the Director and/or the County. A copy of the current applicable Policy and Procedure Guidelines will be provided to the Department.
- D.** The County reserves the right, in the sole discretion of the County, to insure at its sole expense and to the extent deemed necessary and appropriate, all equipment, vehicles, apparatus or structures purchased with public funds or as may be specifically agreed upon by the parties in writing. The County reserves the right to provide, at its sole expense, such other insurance, as may be required or as may be deemed necessary by the County, at the sole discretion of the County.
- E.** The County, through the Director of Fire Services or his designee may from time to time require alcohol and/or drug testing. Such testing shall be in compliance with the terms and conditions of the Laurens County Alcohol and Drug Testing Policy in effect at the time of this contract. **Please be advised that safety-sensitive designated positions will be subject to random testing.** A copy of this policy may be obtained from the Director of Fire Services or the Director of Human Resources of the County.

7. **EQUIPMENT** The parties hereto acknowledge and agree that from time to time, the County may provide equipment to the Department of use by the Department. The Department shall maintain the equipment in good condition, normal wear and tear accepted. Any equipment, apparatus, vehicles or structures belonging to the Department or purchased by the Department with its own funds shall be the sole responsibility of the Department, unless otherwise agreed to in writing, by the Director of Fire/Rescue Services and/or the County. Any apparatus purchased must have the written approval from the Director of Fire Services to have any equipment attached to county apparatus in

any way. **Exhibit A** attached hereto is a complete inventory of all County equipment, vehicles, apparatus and other items purchased or provided for utilizing public funds.

8. **ACKNOWLEDGMENT** This written agreement and contract represents the entire agreement of the parties and shall not be modified, except by a written document approved and signed by the governing body of the Department, the Director of Fire Services and the County. Time is of the essence. All provisions herein shall have their normal and customary usage and the laws of the State of South Carolina shall apply. In the event the Department fails to comply with these standards or any terms and conditions of this contract, the County, at its option, may terminate this contract without recourse and/or withhold payment of public funds under the terms hereof until full compliance by the Department is established. Provided, however, the Department shall be given written notice of such defaults by the Department and allow a reasonable time for compliance.

9. **FOIA** The Department understands and acknowledges that all documents and records may be subject to the provisions of the South Carolina Freedom of Information Act (FOIA).

This Contract and Agreement was approved by the Board of Directors of the Department at its duly called meeting held on \_\_\_\_\_. At the signing of this Contract and Agreement, the President/Chairman of the Board of Directors acknowledges that the non-profit corporation is in good standing with the Secretary of State of South Carolina.

Dated: \_\_\_\_\_, 20\_\_

ATTEST:

Board of Directors  
\_\_\_\_\_ Fire Department

\_\_\_\_\_  
Secretary

BY: \_\_\_\_\_  
Its President/Chairman

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Print name

Acknowledged by \_\_\_\_\_, Fire Chief.

\_\_\_\_\_  
Signature of Fire Chief

This Contract and Agreement is incorporated in and made a part of Ordinance # \_\_\_\_, approved by the Laurens County Council on \_\_\_\_\_, \_\_\_\_\_.

Dated:

ATTEST:

Laurens County

\_\_\_\_\_  
Betty C. Walsh  
Clerk to Council

\_\_\_\_\_  
Jon Caime,  
Administrator  
Laurens County, SC

\_\_\_\_\_  
Greg Lindley,  
Director of Fire Services  
Laurens County, SC



STATE OF SOUTH CAROLINA	)	CONTRACT AND AGREEMENT
	)	
COUNTY OF LAURENS	)	

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1. **PARTIES** The parties to this contract and agreement are: Laurens County, the Director of Fire Services, P.O. Box 810, Laurens, SC 29360 and City of Clinton Department of Public Safety, Attention: Mr. Frank Stovall, City Manager, PO Drawer 748, Clinton, SC 29325
  
2. **PURPOSE** The primary purpose of this contract and agreement is for the County, pursuant to the provisions of Ordinance #410, as amended by Ordinance #700 and other controlling local legislation, to provide financial assistance, supplemental funding and support for the services rendered by the Department for basic fire and rescue to the citizens and residents of the fire district covered by the Department in the unincorporated areas of Laurens County.
  
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Dated: \_\_\_\_\_, 20\_\_

ATTEST:

Board of Directors  
\_\_\_\_\_ Fire Department

\_\_\_\_\_  
Secretary

BY: \_\_\_\_\_  
Its President/Chairman

\_\_\_\_\_  
Print name

\_\_\_\_\_  
Print name

Acknowledged by \_\_\_\_\_, Fire Chief.

\_\_\_\_\_  
Signature of Fire Chief

This Contract and Agreement is incorporated in and made a part of Ordinance # \_\_\_\_, approved by the Laurens County Council on \_\_\_\_\_, \_\_\_\_\_.

Dated:

ATTEST:

Laurens County

\_\_\_\_\_  
Betty C. Walsh  
Clerk to Council

\_\_\_\_\_  
Jon Caime,  
Administrator  
Laurens County, SC

\_\_\_\_\_  
Greg Lindley,  
Director of Fire Services  
Laurens County, SC