

MINUTES OF BUDGET AND CONTROL BOARD MEETING

MARCH 7 1973

A meeting of the Budget and Control Board was held in the Governor's Office on March 7, 1973, at 4:45 p. m. Board members in attendance were:

Governor John C. West
Senator Rembert C. Dennis
Mr. R. J. Aycock
Mr. Grady L. Patterson, Jr.
Mr. Henry Mills

Also in attendance were Messrs. P. C. Smith and W. T. Putnam.

The following business was conducted.

SALARIES OF AGENCY HEADS - In its meeting of December 15, 1972, the Budget and Control Board authorized the Personnel Division to hire the consulting firm of Frank C. Brown and Co., Inc., to make a study of the current salaries of South Carolina State Agency heads. This report has been completed and has been presented to all members of the Board.

Mr. P. C. Smith reported that he had met with a subcommittee composed of Mr. Patterson and Mr. Mills. This subcommittee had studied the recommendations of the consultants and had prepared specific salary proposals for all agency heads. A list of these proposed salaries was distributed to each Board member.

Mr. Smith called the Board's attention to the fact that the salaries of most agency heads presently fall within the range recommended by the consulting firm, and that the currently proposed 5.5 percent increase would take care of most of those who were presently under the proposed schedule.

The Board discussed the consultants' report at length and concluded that it was well done.

The Board members then discussed the specific salary recommendations as proposed by the subcommittee and unanimously approved the few

changes which that group had made to the consultants' report. Also, the Board made the following changes to the subcommittee report.

A. The proposed salary of the State Health Officer was raised from \$36,000 to \$38,500. Mr. R. J. Aycock abstained from voting on this item.

B. The proposed salary for the Chairman of the A B C Commission was increased from \$23,500 to \$24,500.

C. The proposed salary for each of the two A B C Commissioners was increased from \$21,500 to \$22,500.

The corrected proposed salary schedule was unanimously approved.

It was agreed that the consultants' study would be made available to the public, but would first be presented to a joint meeting of the Ways and Means Committee and the Senate Finance Committee to be held at 9:30 a. m. on the morning of March 8, 1973.

A copy of the consultants' study has been retained in these files and is designated as Exhibit I.

A copy of the original proposal of the subcommittee is being retained and is designated as Exhibit II, while a copy of the final salary schedule as approved by the Board has been designated as Exhibit III.

GENERAL SERVICES DIVISION - In a letter dated March 6, 1973, Mr. F. E. McEachern, Director of the General Services Division advised the Board that the Insurance Sinking Fund was holding \$3,750.24 of Drainage Bonds for the Six and Twenty District of Anderson County. These bonds were issued in 1917 and were due to mature in 1942. These bonds have been determined to be worthless, and Mr. McEachern asked for permission to charge them off of the books.

The Board approved this request.

Also in the letter of March 6, 1973, Mr. McEachern reminded the Board of a recommendation by the Governor's Management Review Committee

concerning more stringent control of State-owned automobiles and requested permission to develop an inventory system designed to provide additional cost information on such vehicles.

The Board approved this recommendation.

A copy of Mr. McEachern's letter has been retained in these files and is designated as Exhibit IV.

DR. JAMES MORRIS - COMPENSATION - Mr. P. C. Smith advised the Board members that he had not yet concluded his negotiations with Dr. James Morris with respect to compensation for Dr. Morris's participation on the Board of Economic Advisors. Mr. Smith asked for some indication from the Board as to approximately how much should be paid for this position. The Board members indicated that they felt that \$3500 to \$4000 should be adequate compensation.

DR. ARCHIBALD RUTLEDGE - ADDITIONAL PAYMENTS - In its meeting of February 21, 1973, the Budget and Control Board received a request for an additional payment to Dr. Archibald Rutledge, Poet Laureate of South Carolina, in the amount of \$1200. The Board tentatively approved the spending of this amount from the Civil Contingent Fund but requested that Mr. P. C. Smith investigate the financial status of Dr. Rutledge to see if this need actually existed.

Mr. Smith presented the Board members with a copy of a letter from Miss Ruth Williams, an attorney with the firm of Sinkler, Gibbs, Simons and Guerard, indicating that she had contacted the grandson of Dr. Rutledge and had been advised that the payment would be a detriment rather than a help. The letter further stated that Dr. Rutledge was ninety years old, senile, and would probably give the money away.

In view of this information, the Board rescinded its action of February 21, 1973.

A copy of the letter from Miss Williams has been retained in these files and is designated as Exhibit V.

CERTIFYING AGENCY - REVENUE SHARING - Mr. P. C. Smith advised the Budget and Control Board that it would be necessary for the State of South Carolina to have a single agency which would be responsible for certifying information for the purpose of revenue sharing. This information would include municipal boundaries, population figures and other data.

The Board unanimously approved a recommendation that legislation be initiated to make the Secretary of State the official certifying officer for South Carolina.

There being no further business, the meeting was adjourned at 5:45 p. m.

SALARY PLAN
FOR APPOINTIVE POSITIONS
OF THE
STATE OF SOUTH CAROLINA
COLUMBIA, SOUTH CAROLINA
FEBRUARY 1973

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EXHIBIT I
MARCH 7, 1973

SALARY PLAN
FOR APPOINTIVE POSITIONS
OF THE
STATE OF SOUTH CAROLINA
COLUMBIA, SOUTH CAROLINA
FEBRUARY 1973

FRANK C. BROWN & COMPANY, INC.
Management Consultants
NEW YORK - BOSTON - EDINBURGH

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FRANK C. BROWN & COMPANY

INCORPORATED

Business Surveys · Management Counsel

30 ROCKEFELLER PLAZA · NEW YORK 20, N. Y.

PLAZA 7-5660

NEW YORK
MIAMI
BOSTON

February 23, 1973

REPLY TO

2315 LE JEUNE ROAD
MIAMI, FLORIDA 33134
TEL. (305) 445-8721

Mr. F. Earl Ellis
State Director of Personnel
State of South Carolina
Personnel Division
700 Knox Abbott Drive
Cayce, South Carolina 29033

Dear Mr. Ellis:

We submit herewith a report covering our study of salaries for appointive positions in the service of the State of South Carolina.

This report has been prepared to record our work, our conclusions and recommendations, and a proposed method of implementation.

The statements, conclusions and recommendations contained in this report reflect our objective judgment based on fact-finding, analysis and appraisal consistent with the scope of our assignment.

Our recommendations were reached with a view toward providing a compensation system which will be fair to employees, taxpayers and the State Government.

We have appreciated this opportunity to be of service to the State of South Carolina, and wish to express our gratitude for the courtesy and outstanding cooperation extended by those we interviewed and by you and members of your staff.

Respectfully submitted,

Frank C. Brown & Company, Inc.

FRANK C. BROWN & COMPANY, INC.

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SALARY PLAN
FOR APPOINTIVE POSITIONS
OF THE
STATE OF SOUTH CAROLINA

COLUMBIA, SOUTH CAROLINA

FEBRUARY 1973

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SALARY PLAN
FOR APPOINTIVE POSITIONS
OF THE
STATE OF SOUTH CAROLINA

COLUMBIA, SOUTH CAROLINA

FEBRUARY 1973

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I

ASSIGNMENT

I

ASSIGNMENT

Frank C. Brown & Company, Inc., was retained by the State of South Carolina to conduct a study of the compensation of its appointive positions, with the objectives of:

1. Determining the content, responsibility and level of difficulty of each position.
2. Ranking the positions through the use of sound position analysis and evaluation techniques, to establish equitable internal position relationships.
3. Surveying salaries for positions of similar content in other governments and agencies, through personal contact to assure accurate comparisons and through utilization of published data as well as information available from our own resources.

4. Developing recommended salary structures and levels for the positions included in the study.
5. Working closely with State personnel assigned to the project, to acquaint them with the study and to facilitate implementation.
6. Preparing and presenting this report summarizing the study, our recommendations and suggested methods of implementation.

The assignment covered a total of 83 positions with 103 incumbents, including:

- 73 appointive heads of agencies, educational and other institutions
- 5 subordinate appointive agency positions
- 5 commissions

The study dealt primarily with salaries. Other compensation elements and perquisites were examined also, to insure accurate comparisons with compensation in other states.

II

OUR APPROACH

II

OUR APPROACH

We carried out the assignment in the following series of steps:

1. Individual interviews were conducted with 102 officers and employees, to determine the scope, duties, responsibilities and related data pertaining to each position, and to obtain familiarity with the organization headed by each incumbent.
2. Additional data were obtained from the Personnel Division, to supplement information derived in the interviews.
3. The position information thus obtained was analyzed, and all appointive positions were evaluated and ranked on the basis of the following job factors:
 - A. Knowledge - the educational and experience requirements of the position.

- B. Mental Requirements - judgment, analytical ability, creativity, planning and decision-making.
 - C. Administrative Responsibility - complexity of the organization and requirements for organizing, co-ordinating, supervising and directing personnel.
 - D. Financial Responsibility - control, collection, safeguarding, allocation and disbursement of funds.
4. Compensation data for positions of comparable scope and responsibility were assembled, through personal visits to other agencies and sources, from published surveys and from our own research sources; and compared with present South Carolina compensation.
5. Salary structures were developed, and each position assigned to an appropriate level on the basis of both prevailing pay rates and internal relationships among the State's jobs.

6. Other recommendations on related aspects of compensation were prepared.
 7. A suggested approach to implementation of the recommendations was developed.
 8. A concise report summarizing an extensive collection and analysis of data was prepared.
-

III

COMPARATIVE PAY LEVELS

III

COMPARATIVE PAY LEVELS

In making comparisons of South Carolina compensation for the positions included within the scope of the study, three different sets of data were utilized.

Where regional comparisons were most appropriate, the compensation for similar positions in the following ten Southeastern states was used:

Alabama
Florida
Georgia
Kentucky
Louisiana
Mississippi
North Carolina
Tennessee
Virginia
West Virginia

In those cases where regional or geographic characteristics were of less significance, but comparisons

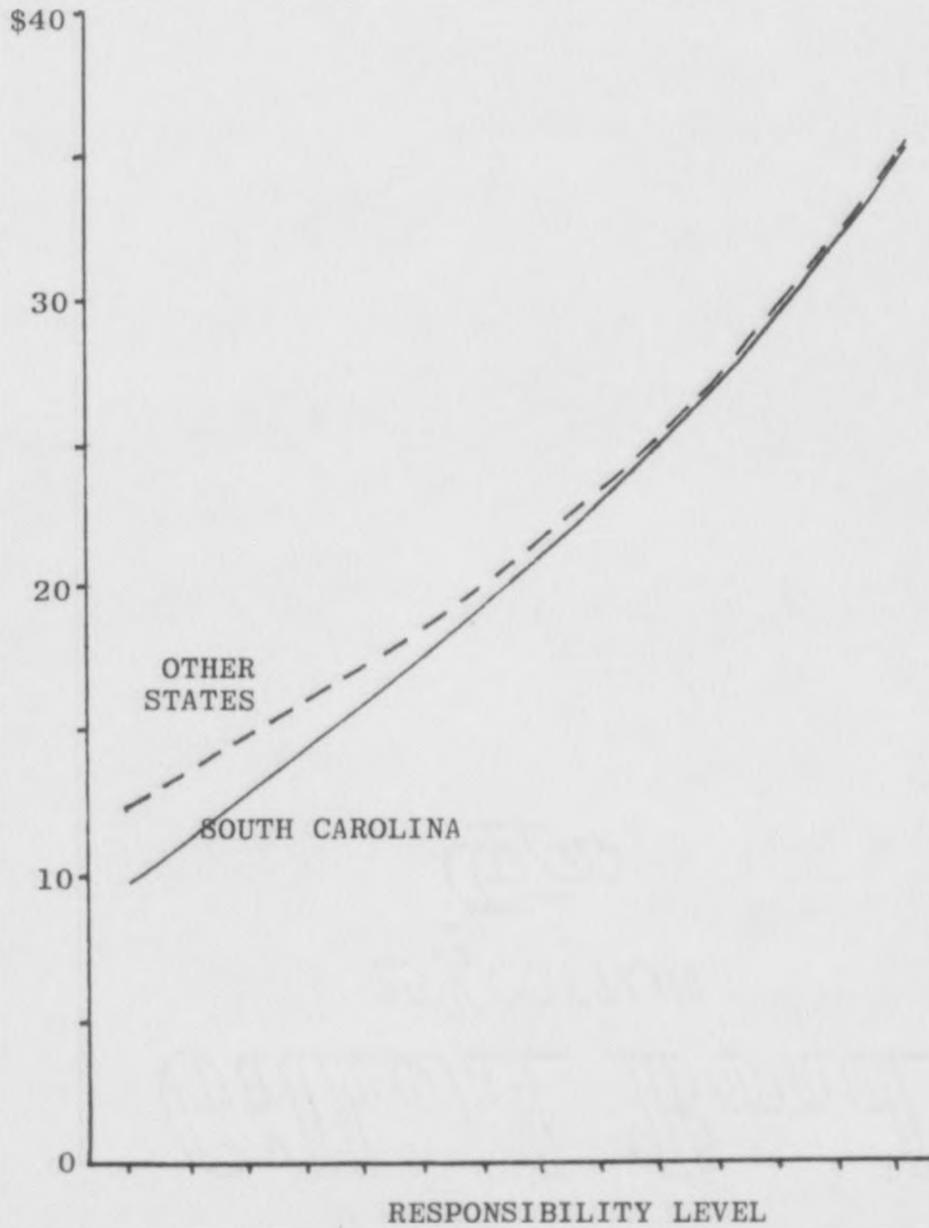
on a broader basis with states of similar population size seemed most appropriate, the following six states were added to the above list:

Colorado
Connecticut
Maryland
Minnesota
Oregon
Washington

The results of the comparison for appointive positions are summarized graphically on Exhibit 1, following. As the computed trend lines indicate, South Carolina salaries tend to be somewhat lower than prevailing levels for positions of lower and medium responsibility, and to approach closely to the levels paid in other states for higher positions. Data used are with a very few exceptions as of January 1, 1973.

EXHIBIT I

COMPARISON OF SOUTH CAROLINA
SALARIES WITH PREVAILING LEVELS
ANNUAL SALARY
(000)



NOTE: Excluding Members of
Commissions and
University and
College
Presidents

In making the above comparisons, due consideration was given to State-owned cars, (and in a few instances, housing and special allowances) which are provided for incumbents. In most cases, such perquisites are common practice in other states as well. In some situations involving housing for heads of institutions, any financial advantage is counterbalanced by the resident's continuing full-time presence on the institution's grounds.

IV

RECOMMENDED SALARY LEVELS

IV

RECOMMENDED SALARY LEVELS

In determining recommended salary levels, we gave consideration to all of the characteristics considered desirable in a formal salary program.

1. Equitable relationships among the different positions covered.
2. Competitive salaries, as against pay levels prevailing in other states (with proper recognition of any factors which make South Carolina positions different or unusual).
3. Appropriate differentials between the salaries of those included in the program and their subordinates.
4. Reasonable and proper cost.
5. Feasibility, in terms of adoption without undue disruption of established practice, continuing usefulness, and applicability in view of South Carolina's organization structure.

APPOINTIVE POSITIONS

The recommended salary structure for appointive positions (except Commission members and heads of colleges and universities, which are shown separately), are listed in three exhibits which follow. Exhibit 2 presents the recommended salary ranges, each with a minimum, midpoint and maximum salary. The midpoint in each case has been related to prevailing pay levels in other states. The minimum is intended to represent the lowest rate to be paid to a qualified appointee; the maximum is the highest permissible payment reflecting outstanding performance and service. The ranges from minimum to maximum are somewhat narrower than is generally found, to allow for the absence of any central controlling authority over salaries of this group in the State organization.

In computing the range midpoints, we have provided for the fact that the proposed ranges would be adopted in July 1973, and would remain in effect for at least one year thereafter - a period during which prevailing salary levels may be expected to increase, as they have in the recent past.

EXHIBIT 2

RECOMMENDED SALARY RANGES

<u>LEVEL</u>	<u>MINIMUM</u>	<u>MIDPOINT</u>	<u>MAXIMUM</u>
A	\$ 9,600	\$11,400	\$13,200
B	10,400	12,300	14,200
C	11,400	13,300	15,200
D	12,400	14,400	16,400
E	13,600	15,700	17,800
F	15,000	17,200	19,400
G	16,600	18,900	21,200
H	18,500	20,800	23,100
J	20,400	22,900	25,400
K	22,600	25,200	27,800
L	25,000	27,800	30,600
M	27,400	30,600	33,800
N	30,500	34,000	37,500
P	34,000	38,000	42,000

Exhibit 3 lists the positions allocated to each level and range. Exhibit 4 is an alphabetical listing of the same information.

Recommended salaries for chairmen and members of the five commissions included in the study, and for presidents of colleges and universities, are shown in Exhibit 5. It is believed that single salaries, rather than salary ranges, are more appropriate and workable for these categories.

EXHIBIT 3

APPOINTIVE POSITIONS BY SALARY LEVEL

	<u>PRESENT SALARY</u>
<u>LEVEL A: \$9,600 - \$11,400 - \$13,200</u>	
Director, Confederate Relic Room and Museum	\$ 8,500
Executive Director, State Licensing Board for Contractors	9,875
Director, Commission on Status of Women	6,800
<u>LEVEL B: \$10,400 - \$12,300 - \$14,200</u>	
-	
<u>LEVEL C: \$11,400 - \$13,300 - \$15,200</u>	
Commissioner, South Carolina Real Estate Commission	16,000
<u>LEVEL D: \$12,400 - \$14,400 - \$16,400</u>	
Executive Director, South Carolina Recreation Commission	14,520
<u>LEVEL E: \$13,600 - \$15,700 - \$17,800</u>	
Executive Director, Children's Bureau of South Carolina	14,047
Director, South Carolina Dairy Commission	16,768
Director, State Board of Nursing for South Carolina	15,649

	<u>PRESENT SALARY</u>
<u>LEVEL F: \$15,000 - \$17,200 - \$19,400</u>	
Executive Director, South Carolina Council on Aging	\$ 18,000
Marketing Director, State Agricultural Marketing Commission	16,641
Executive Director, South Carolina Arts Commission	16,104
Director, Consumer Finance Division, State Board of Bank Control	-----
State Director, South Carolina Commission on Human Affairs	17,000
Superintendent, John de la Howe School	16,560
Director, South Carolina Land Resources Conservation Commission	14,520
Superintendent, South Carolina Opportunity School	16,458
Director, Department of Veterans Affairs	19,610
<u>LEVEL G: \$16,600 - \$18,900 - \$21,200</u>	
Chief Bank Examiner	20,500
Executive Director, South Carolina Commission for the Blind	16,500
Director, South Carolina Civil Defense Agency	19,610
Superintendent, South Carolina School for the Deaf and Blind	18,500
Executive Director, South Carolina State Housing Authority	20,780
Director, State Board of Juvenile Placement and Aftercare	15,570
State Librarian	16,424

	<u>PRESENT SALARY</u>
<u>LEVEL F: \$15,000 - \$17,200 - \$19,400</u>	
Executive Director, South Carolina Council on Aging	\$18,000
Marketing Director, State Agricultural Marketing Commission	16,641
Executive Director, South Carolina Arts Commission	16,104
Director, Consumer Finance Division, State Board of Bank Control	-----
State Director, South Carolina Commission on Human Affairs	17,000
Superintendent, John de la Howe School	16,560
Director, South Carolina Land Resources Conservation Commission	14,520
Superintendent, South Carolina Opportunity School	16,458
Director, Department of Veterans Affairs	19,610
<u>LEVEL G: \$16,600 - \$18,900 - \$21,200</u>	
Chief Bank Examiner	20,500
Executive Director, South Carolina Commission for the Blind	16,500
Director, South Carolina Civil Defense Agency	19,610
Superintendent, South Carolina School for the Deaf and Blind	18,500
Executive Director, South Carolina State Housing Authority	20,780
Director, State Board of Juvenile Placement and Aftercare	15,570
State Librarian	16,424

<u>LEVEL H: \$18,500 - \$20,800 - \$23,100</u>	<u>PRESENT SALARY</u>
Director, South Carolina Aeronautics Commission	\$19,450
Director, South Carolina Commission on Alcoholism	19,500
Director, South Carolina Department of Archives and History	21,154
Executive Director, South Carolina Criminal Justice Academy	21,387
Executive Director, State Election Commission	18,500
Executive Director, State Commission on Higher Education Facilities	19,500
Director, Probation, Pardon and Parole Board	20,000
Director, Division of Research and Statistical Services	22,900
Executive Director, South Carolina Water Resources Commission	20,115
 <u>LEVEL J: \$20,400 - \$22,900 - \$25,400</u>	
General Manager, South Carolina Educational Television Center	22,533
Executive Director, South Carolina Employment Security Commission	22,755
Director, Game and Fresh Water Fish Division	20,183
Commissioner, South Carolina Department of Labor	20,780
Director, Marine Resources Division	24,000
Executive Director, South Carolina Department of Parks, Recreation and Tourism	22,692
Director, State Retirement Systems	28,312

	<u>PRESENT SALARY</u>
State Director, Department of Youth Services	\$20,780
 <u>LEVEL K: \$22,600 - \$25,200 - \$27,800</u>	
Director, Division of Administration	24,440
State Forester	22,692
Director, Division of General Services	24,900
Assistant Commissioner, State Commission on Higher Education	25,510
Chief Insurance Commissioner	-----
Chief, South Carolina Law Enforcement Division	24,440
Superintendent, Pee Dee Center	25,078
Executive Director, South Carolina Pollution Control Authority	23,000
Director, Division of Technology Utilization	22,690
 <u>LEVEL L: \$25,000 - \$27,800 - \$30,600</u>	
Superintendent, Coastal Center	26,500
Director, South Carolina Department of Corrections	24,873
Superintendent, Midlands Center	26,500
Director, Personnel Division	24,312
Superintendent, Whitten Village	28,620
Director, South Carolina Wildlife and Marine Resources Department	24,880

	<u>PRESENT SALARY</u>
<u>LEVEL M: \$27,400 - \$30,600 - \$33,800</u>	
Director, State Development Board	\$36,365
Commissioner, State Commission on Higher Education	-----
Commissioner, State Department of Mental Retardation	31,762
Commissioner, South Carolina Department of Social Services	27,000
State Auditor	27,980
Associate Executive Director, State Board for Technical and Comprehensive Education	31,000
Commissioner, South Carolina Department of Vocational Rehabilitation	27,710
<u>LEVEL N: \$30,500 - \$34,000 - \$37,500</u>	
Deputy Commissioner, Division of Community Mental Health Services	35,242
Superintendent, Crafts-Farrow State Hospital	34,242
Superintendent, South Carolina State Hospital	35,242
Executive Director, State Board for Technical and Comprehensive Education	34,287
Superintendent, William S. Hall Institute	35,242
<u>LEVEL P: \$34,000 - \$38,000 - \$42,000</u>	
State Health Officer	33,200
Commissioner, State Department of Mental Health	35,742

EXHIBIT 4

RECOMMENDED SALARY LEVELS - ALPHABETICAL LISTING

<u>POSITION</u>	<u>LEVEL</u>	<u>SALARY RANGE</u>
Administration, Division of - Director	K	\$22,600 - \$27,800
Aeronautics Commission - Director	H	18,500 - 23,100
Aging, Council on - Executive Director	F	15,000 - 19,400
Agricultural Marketing Commission - Marketing Director	F	15,000 - 19,400
Alcoholism, Commission on - Director	H	18,500 - 23,100
Archives and History, Department of - Director	H	18,500 - 23,100
Arts Commission - Executive Director	F	15,000 - 19,400
Auditor, State	M	27,400 - 33,800
Bank Examiner, Chief	G	16,600 - 21,200
Blind, Commission for the - Executive Director	G	16,600 - 21,200
Children's Bureau - Executive Director	E	13,600 - 17,800
Civil Defense Agency - Director	G	16,600 - 21,200
Coastal Center - Superintendent	L	25,000 - 30,600

<u>POSITION</u>	<u>LEVEL</u>	<u>SALARY RANGE</u>
Community Mental Health Services, Division of - Deputy Commissioner	N	\$30,500 - \$37,500
Confederate Relic Room and Museum - Director	A	9,600 - 13,200
Consumer Finance Division - Director	F	15,000 - 19,400
Contractors, Licensing Board for - Executive Director	A	9,600 - 13,200
Corrections, Department of - Director	L	25,000 - 30,600
Crafts - Farrow State Hospital-Superintendent	N	30,500 - 37,500
Criminal Justice Academy - Executive Director	H	18,500 - 23,100
Dairy Commission - Director	E	13,600 - 17,800
Deaf and Blind, School for the-Superintendent	G	16,600 - 21,200
Development Board - Director	M	27,400 - 33,800
Educational Television Center - General Manager	J	20,400 - 25,400
Election Commission - Executive Director	H	18,500 - 23,100
Employment Security Commission-Executive Director	J	20,400 - 25,400
Forester, State	K	22,600 - 27,800
Game and Fresh Water Fish Division - Director	J	20,400 - 25,400
General Services, Division of - Director	K	22,600 - 27,800

<u>POSITION</u>	<u>LEVEL</u>	<u>SALARY RANGE</u>
Health Officer, State	P	\$34,000 - \$42,000
Higher Education, Commissioner for	M	27,400 - 33,800
Higher Education Commission - Assistant Commissioner	K	22,600 - 27,800
Higher Education Facilities, Commission on - Executive Director	H	18,500 - 23,100
Housing Authority - Executive Director	G	16,600 - 21,200
Human Affairs, Commission on - State Director	F	15,000 - 19,400
Insurance Commissioner, Chief	K	22,600 - 27,800
John de la Howe School - Superintendent	F	15,000 - 19,400
Juvenile Placement and Aftercare, Board of - Director	G	16,600 - 21,200
Labor, Department of - Commissioner	J	20,400 - 25,400
Land Resources Conservation Commission - Director	F	15,000 - 19,400
Librarian, State	G	16,600 - 21,200
Law Enforcement Division - Chief	K	22,600 - 27,800
Marine Resources Division - Director	J	20,400 - 25,400
Mental Health, Department of - Commissioner	P	34,000 - 42,000

<u>POSITION</u>	<u>LEVEL</u>	<u>SALARY RANGE</u>
Mental Retardation, Department of - Commissioner	M	\$27,400 - \$33,800
Midlands Center - Superintendent	L	25,000 - 30,600
Nursing, State Board of - Director	E	13,600 - 17,800
Opportunity School - Superintendent	F	15,000 - 19,400
Parks, Recreation and Tourism, Department of - Executive Director	J	20,400 - 25,400
Pee Dee Center - Superintendent	K	22,600 - 27,800
Personnel Division - Director	L	25,000 - 30,600
Pollution Control Authority - Executive Director	K	22,600 - 27,800
Probation, Pardon and Parole Board - Director	H	18,500 - 23,100
Real Estate Commission - Commissioner	C	11,400 - 15,200
Recreation Commission - Executive Director	D	12,400 - 16,400
Research and Statistical Services, Division of - Director	H	18,500 - 23,100
Retirement Systems - Director	J	20,400 - 25,400
Social Services, Department of - Commissioner	M	27,400 - 33,800
State Hospital - Superintendent	N	30,500 - 37,500

<u>POSITION</u>	<u>LEVEL</u>	<u>SALARY RANGE</u>
Technical and Comprehensive Education, Board for - Executive Director	N	\$30,500 - \$37,500
Technical and Comprehensive Education, Board for - Associate Executive Director	M	27,400 - 33,800
Technology Utilization, Division of - Director	K	22,600 - 27,800
Veterans Affairs, Department of - Director	F	15,000 - 19,400
Vocational Rehabilitation, Department of - Commissioner	M	27,400 - 33,800
Water Resources Commission - Executive Director	H	18,500 - 23,100
Whitten Village - Superintendent	L	25,000 - 30,600
Wildlife and Marine Resources Department - Director	L	25,000 - 30,600
William S. Hall Institute - Superintendent	N	30,500 - 37,500
Women, Commission on Status of - Director	A	9,600 - 13,200
Youth Services, Department of - Director	J	20,400 - 25,400

<u>POSITION</u>	<u>LEVEL</u>	<u>SALARY RANGE</u>
Technical and Comprehensive Education, Board for - Executive Director	N	\$30,500 - \$37,500
Technical and Comprehensive Education, Board for - Associate Executive Director	M	27,400 - 33,800
Technology Utilization, Division of - Director	K	22,600 - 27,800
Veterans Affairs, Department of - Director	F	15,000 - 19,400
Vocational Rehabilitation, Department of - Commissioner	M	27,400 - 33,800
Water Resources Commission - Executive Director	H	18,500 - 23,100
Whitten Village - Superintendent	L	25,000 - 30,600
Wildlife and Marine Resources Department - Director	L	25,000 - 30,600
William S. Hall Institute - Superintendent	N	30,500 - 37,500
Women, Commission on Status of - Director	A	9,600 - 13,200
Youth Services, Department of - Director	J	20,400 - 25,400

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EXHIBIT 5

RECOMMENDED SALARIES

<u>COMMISSIONS</u>	<u>SALARY</u>	
	<u>PRESENT</u>	<u>RECOMMENDED</u>
South Carolina Alcoholic Beverage Control Commission:		
Chairman	\$23,274	\$23,500
Commissioners	21,154	21,500
South Carolina Employment Security Commission:		
Commissioners	15,000	16,000
South Carolina Industrial Commission:		
Chairman	24,400	25,000
Commissioners	22,270	23,000
South Carolina Public Service Commission:		
Chairman	19,160	23,500
Commissioners	18,640	21,500
South Carolina Tax Commission:		
Chairman	24,400	25,000
Commissioners	22,360	23,000

<u>COLLEGES AND UNIVERSITIES</u>	<u>SALARY</u>	
	<u>PRESENT</u>	<u>RECOMMENDED</u>
President, The Citadel	\$28,937	\$32,000
President, Clemson University	36,172	40,000
President, College of Charleston	28,937	32,000
President, Francis Marion College	28,937	32,000
President, Medical University of South Carolina	44,169	46,500
President, South Carolina State College	28,937	32,000
President, University of South Carolina	36,172	40,000
President, Winthrop College	28,937	32,000

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V

GENERAL RECOMMENDATIONS

V

GENERAL RECOMMENDATIONS

ADMINISTRATION OF THE PROGRAM

No changes are suggested in existing arrangements and authorizations for recommendations and approvals of appointive position salaries and salary adjustments.

However, effective application and maintenance of the recommendations would be made easier if a single agency were designated as a central record-keeping location and source of information. We recommend the Personnel Division as the most appropriate organization for this purpose. It already includes a staff experienced in salary administration, and is responsible for the Classification and Compensation System with which the program for appointive positions must be kept in proper alignment.

PAY DIFFERENTIALS

The recommended salary ranges and levels establish adequate differentials between the salaries of agency heads and their immediate subordinates. Special attention should be given to this aspect of the program in the future, to avoid such problems as:

1. Undue compression of salaries at the highest organization levels in any agency.
2. Unintentional ceilings which prevent classified employees from advancing normally within their salary ranges.

MAINTAINING AND UPDATING THE PROGRAM

The recommended salary ranges and levels should be reviewed formally whenever economic conditions have changed sufficiently to warrant such a re-examination. Under present conditions, the experience of other organizations indicates that such a review will be needed at least every two years. In the intervening years, any general pay adjustments for other State employees should be extended to the appointive positions, as was done in 1972.

Newly created appointive positions should be formally added to the plan as they are established. Changes in salary level designation will also be needed when there are significant alterations in the scope or responsibilities of any position, such as major reorganization or expansion other than normal growth.

PER DIEM ALLOWANCES

Although expense allowances for travel are not normally considered a direct form of compensation, we find that the present per diem allowance of \$21 for travel to cities with a population over 250,000 is inadequate, and in fact represents a "negative" compensation element. Allowances by other organizations using a per diem system are now generally higher; the Federal Government now uses a rate of \$32 per day. We recommend that consideration be given to higher allowances for larger cities - for example, \$25 and \$30 for cities over 500,000 and one million, respectively.

VI

IMPLEMENTATION

VI

IMPLEMENTATION

Upon acceptance and approval of the recommendations by the State of South Carolina, we suggest the following implementation steps:

1. Designation of an agency to be responsible for maintaining records and co-ordinating information on the program.
2. Notification of the boards, agencies, commissions and authorities affected regarding the specific provisions approved for their appointive personnel.
3. Increases to the recommended minimum of those salaries now below that level, timed in accordance with normal budgeting procedures.
4. Increases to recommended levels of the salaries of commissioners and college and university presidents. (The increases involved in these two steps total \$65,588, or 2.9% of the incumbents' salaries).

5. No changes in those salaries which are at or above the maximum suggested for the position, until such time as the salary range is adjusted upward for one of the reasons cited in Section V.
 6. Assignment of responsibility for periodic review and updating of salaries.
-

ORIGINAL

SALARIES OF AGENCY HEADS

EXHIBIT II
MARCH 7, 1973

- o -

<u>Level</u>	<u>Title</u>	<u>Present Salary</u>	<u>Amount Increase</u>	<u>Percent Increase</u>	<u>Proposed Salary</u>
<u>RANGE \$9,600 - \$13,200</u>					
A	Dir., Confederate Relic Room	\$ 8,500	1,100	12.9%	9,600
	Ex. Dir., Board for Contractors	9,875	1,125	11.4	11,000
	Dir., Comm. on Status of Women	6,800	2,800	41.2	9,600
<u>RANGE \$10,400 - \$14,200</u>					
B	(None)				
<u>RANGE \$11,400 - \$15,200</u>					
C	Comm., Real Estate Board	16,000	-0-	-0-	16,000
<u>RANGE \$12,400 - \$16,400</u>					
D	Ex. Dir., Recreation Commission	14,520	800	5.5%	15,320
<u>RANGE \$13,600 - \$17,800</u>					
E	Ex. Dir., Children's Bureau	14,047	1,453	10.3%	15,500
	Dir., S. C. Dairy Commission	16,768	922	5.5	17,690
	Dir., State Board of Nursing	15,649	861	5.5	16,510
<u>RANGE \$15,000 - \$19,400</u>					
F	Ex. Dir., Council on Aging	18,000	990	5.5%	18,990
	Mkgt. Dir., Ag. Mkgt. Commission	16,641	919	5.5	17,560
	Ex. Dir., Arts Commission	16,104	886	5.5	16,990
	Dir., Cons.Fin.Div. - Bd. of Bank Control	---	---	---	18,500
	Dir., Comm. on Human Affairs	17,000	940	5.5	17,940
	Supt., John de la Howe School	16,560	910	5.5	17,470
	Dir., Land Resources Conserv. Comm.	14,520	800	5.5	15,320
	Supt., Opportunity School	16,458	902	5.5	17,360
	Dir., Dept. of Veterans Affairs	19,610	-0-	-0-	19,610
<u>RANGE \$16,600 - \$21,200</u>					
G	Ex. Dir., Comm. for the Blind	16,500	100	0.6%	16,600
	Dir., Civil Defense Agency	19,610	1,080	5.5	20,689
	Supt., School for Deaf & Blind	18,500	1,020	5.5	19,520
	Ex. Dir., State Housing Authority	20,780	420	2.0	21,200
	Dir., Juv. Placement & Aftercare	15,570	1,030	6.6	16,600
	State Librarian	16,424	1,576	9.6	18,000

<u>Level</u>	<u>Title</u>	<u>Present Salary</u>	<u>Amount Increase</u>	<u>Percent Increase</u>	<u>Proposed Salary</u>
<u>RANGE \$18,500 - \$23,100</u>					
H	Dir., Aeronautics Commission	19,450	1,070	5.5%	20,520
	Dir., Commission on Alcoholism	19,500	1,070	5.5	20,570
	Dir., Archives & History	21,154	1,166	5.5	22,320
	Ex. Dir., Crim. Justice Academy	21,387	1,173	5.5	22,560
	Ex. Dir., State Elections Commission	18,500	1,500	8.1	20,000
	Ex. Dir., Higher Educ. Facilities	---	---	---	18,500
	Dir., Probation, Parole & Pardon Bd.	20,000	1,100	5.5	21,100
	Ex. Dir., Water Resources Commission	20,115	1,107	5.5	21,220
<u>RANGE \$20,400 - \$25,400</u>					
J	Commr. of Banking	20,500	1,500	7.3%	22,000
	General Manager, ETV	22,533	1,237	5.5	23,770
	Ex. Dir., Employment Sec. Commission	22,755	1,255	5.5	24,010
	Dir., Game & Fish Division	20,183	1,107	5.5	21,290
	Commr., Department of Labor	20,780	1,143	8.3	22,500
	Dir., Marine Resources Division	24,000	1,320	5.5	25,320
	Ex. Dir., Parks, Recreation & Tourism	22,692	1,248	5.5	23,940
	Dir., Department of Youth Services	20,780	1,140	5.5	21,920
	Dir., Div. of Research & Statistics	22,900	1,260	5.5	24,160
<u>RANGE \$22,600 - \$27,800</u>					
K	Dir., Div. of Administration	24,440	1,340	5.5	25,780
	State Forester	22,692	1,248	5.5	23,940
	Asst. Commr., Comm. on Higher Educ.	25,510	1,400	5.5	26,910
	Chief Insurance Commissioner	---	---	---	---
	Chief, S. C. Law Enforcement Div.	24,400	2,600	10.6	27,000
	Superintendent, Pee Dee Center	25,078	1,382	5.5	26,460
	Ex. Dir., Pollution Control Authority	23,000	1,270	5.5	24,270
	Dir., Division of Tech. Utilization	22,690	1,250	5.5	23,940
<u>RANGE \$25,000 - \$30,600</u>					
L	Dir., Div. of General Services	24,900	2,100	8.4%	27,000
	Dir., State Retirement System	28,310	688	2.4	29,000
	Superintendent, Coastal Center	26,500	1,460	5.5	27,960
	Dir., S. C. Dept. Corrections	24,873	1,367	5.5	26,240
	Superintendent, Midlands Center	26,500	1,460	5.5	27,960
	Director, Personnel Division	24,312	688	5.5	25,000
	Superintendent, Whitten Village	28,620	1,570	5.5	30,190
	Dir., Wildlife & Marine Resources	24,880	1,370	5.5	26,250

<u>Level</u>	<u>Title</u>	<u>Present Salary</u>	<u>Amount Increase</u>	<u>Precent Increase</u>	<u>Proposed Salary</u>
<u>RANGE \$27,400 - \$33,800</u>					
M	Dir., St. Development Board	36,365	-0-	-0-	36,365
	Commr., Comm. on Higher Education	29,500	---	---	---
	Commr., Department of Mental Retard.	31,762	1,748	5.5	33,510
	Commr., Department of Social Services	27,000	1,490	5.5	28,490
	State Auditor	27,980	1,540	5.5	29,520
	Assoc. Ex. Dir., Tech. & Compr. Ed.	31,000	1,710	5.5	32,710
	Commr., Vocational Rehabilitation	27,710	1,520	5.5	29,230
<u>RANGE \$30,500 - \$37,500</u>					
N	Dpty. Commr., Com. Mental Health Svcs.	35,242	1,938	5.5	37,180
	Superintendent, Crafts-Farrow	34,242	1,888	5.5	36,130
	Superintendent, S. C. State Hospital	35,242	1,938	5.5	37,180
	Ex. Dir., Tech. & Compr. Education	34,287	1,183	5.5	36,170
	Superintendent, William S. Hall Inst.	35,242	1,938	5.5	37,180
<u>RANGE \$34,000 - \$42,000</u>					
P	State Health Officer	33,200	2,800	8.4	36,000
	Commr., Dept. of Mental Health	35,742	2,758	7.7	38,500

<u>COMMISSIONS</u>	<u>Present Salary</u>	<u>Amount Increase (Each)</u>	<u>Amount Increase (Total)</u>	<u>Precent Increase</u>	<u>Proposed Salary</u>
ABC - Chairman	23,274	226	226	.97%	23,500
- Commissioners (2)	21,154	346	692	1.64	21,500
ESC - Commissioners (3)	15,000	1,000	3,000	6.67%	16,000
Ind. Comm. - Chairman	24,400	1,600	1,600	6.5%	26,000
- Commissioners (5)	22,270	1,730	8,650	7.8	24,000
PSC - Chairman	19,160	4,340	4,340	22.65%	23,500
- Commissioners (6)	18,640	2,860	17,160	15.34	21,500
Tax Comm. - Chairman	24,400	2,600	2,600	10.6%	27,000
- Commissioners (2)	22,360	2,640	5,280	11.8	25,000

COLLEGES & UNIVERSITIES

President, The Citadel	28,937		1,592	5.5%	30,529
President, Clemson Univ.	36,172		1,989	5.5	38,161
President, Col. of Charleston	28,937		1,592	5.5	30,529
President, Francis Marion	28,937		1,592	5.5	30,529
President, Med. Univ. of S C	44,169		2,429	5.5	46,598
President, S. C. State Col.	28,937		1,592	5.5	30,529
President, University of S C	36,172		1,989	5.5	38,161
President, Winthrop Col.	28,937		1,592	5.5	30,529

TOTAL COST FOR RECOMMENDED INCREASES

\$ 141,589

CORRECTED
COPY

SALARIES OF AGENCY HEADS

EXHIBIT III
MARCH 7, 1973

<u>Level</u>	<u>Title</u>	<u>Present Salary</u>	<u>Amount Increase</u>	<u>Percent Increase</u>	<u>Proposed Salary</u>
<u>RANGE \$9,600 - \$13,200</u>					
A	Dir., Confederate Relic Room	\$ 8,500	1,100	12.9%	9,600
	Ex. Dir., Board for Contractors	9,875	1,125	11.4	11,000
	Dir., Comm. on Status of Women	6,800	2,800	41.2	9,600
<u>RANGE \$10,400 - \$14,200</u>					
B	(None)				
<u>RANGE \$11,400 - \$15,200</u>					
C	Comm., Real Estate Board	16,000	-0-	-0-	16,000
<u>RANGE \$12,400 - \$16,400</u>					
D	Ex. Dir., Recreation Commission	14,520	800	5.5%	15,320
<u>RANGE \$13,600 - \$17,800</u>					
E	Ex. Dir., Children's Bureau	14,047	1,453	10.3%	15,500
	Dir., S. C. Dairy Commission	16,768	922	5.5	17,690
	Dir., State Board of Nursing	15,649	861	5.5	16,510
<u>RANGE \$15,000 - \$19,400</u>					
F	Ex. Dir., Council on Aging	18,000	990	5.5%	18,990
	Mkgt. Dir., Ag. Mkgt. Commission	16,641	919	5.5	17,560
	Ex. Dir., Arts Commission	16,104	886	5.5	16,990
	Dir., Cons.Fin.Div. - Bd. of Bank Control	---	---	---	18,500
	Dir., Comm. on Human Affairs	17,000	940	5.5	17,940
	Supt., John de la Howe School	16,560	910	5.5	17,470
	Dir., Land Resources Consv. Comm.	14,520	800	5.5	15,320
	Supt., Opportunity School	16,458	902	5.5	17,360
	Dir., Dept. of Veterans Affairs	19,610	-0-	-0-	19,610
<u>RANGE \$16,600 - \$21,200</u>					
G	Ex. Dir., Comm. for the Blind	16,500	100	0.6%	16,600
	Dir., Civil Defense Agency	19,610	1,080	5.5	20,689
	Supt., School for Deaf & Blind	18,500	1,020	5.5	19,520
	Ex. Dir., State Housing Authority	20,780	420	2.0	21,200
	Dir., Juv. Placement & Aftercare	15,570	1,030	6.6	16,600
	State Librarian	16,424	1,576	9.6	18,000

<u>Level</u>	<u>Title</u>	<u>Present Salary</u>	<u>Amount Increase</u>	<u>Percent Increase</u>	<u>Proposed Salary</u>
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H	Dir., Aeronautics Commission	19,450	1,070	5.5%	20,520
	Dir., Commission on Alcoholism	19,500	1,070	5.5	20,570
	Dir., Archives & History	21,154	1,166	5.5	22,320
	Ex. Dir., Crim. Justice Academy	21,387	1,173	5.5	22,560
	Ex. Dir., State Elections Commission	18,500	1,500	8.1	20,000
	Ex. Dir., Higher Educ. Facilities	---	---	---	18,500
	Dir., Probation, Parole & Pardon Bd.	20,000	1,100	5.5	21,100
	Ex. Dir., Water Resources Commission	20,115	1,107	5.5	21,220
<u>RANGE \$20,400 - \$25,400</u>					
J	Commr. of Banking	20,500	1,500	7.3%	22,000
	General Manager, ETV	22,533	1,237	5.5	23,770
	Ex. Dir., Employment Sec. Commission	22,755	1,255	5.5	24,010
	Dir., Game & Fish Division	20,183	1,107	5.5	21,290
	Commr., Department of Labor	20,780	1,143	8.3	22,500
	Dir., Marine Resources Division	24,000	1,320	5.5	25,320
	Ex. Dir., Parks, Recreation & Tourism	22,692	1,248	5.5	23,940
	Dir., Department of Youth Services	20,780	1,140	5.5	21,920
	Dir., Div. of Research & Statistics	22,900	1,260	5.5	24,160
<u>RANGE \$22,600 - \$27,800</u>					
K	Dir., Div. of Administration	24,440	1,340	5.5	25,780
	State Forester	22,692	1,248	5.5	23,940
	Asst. Commr., Comm. on Higher Educ.	25,510	1,400	5.5	26,910
	Chief Insurance Commissioner	---	---	---	---
	Chief, S. C. Law Enforcement Div.	24,400	2,600	10.6	27,000
	Superintendent, Pee Dee Center	25,078	1,382	5.5	26,460
	Ex. Dir., Pollution Control Authority	23,000	1,270	5.5	24,270
	Dir., Division of Tech. Utilization	22,690	1,250	5.5	23,940
<u>RANGE \$25,000 - \$30,600</u>					
L	Dir., Div. of General Services	24,900	2,100	8.4%	27,000
	Dir., State Retirement System	28,310	688	2.4	29,000
	Superintendent, Coastal Center	26,500	1,460	5.5	27,960
	Dir., S. C. Dept. Corrections	24,873	1,367	5.5	26,240
	Superintendent, Midlands Center	26,500	1,460	5.5	27,960
	Director, Personnel Division	24,312	688	5.5	25,000
	Superintendent, Whitten Village	28,620	1,570	5.5	30,190
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<u>Level</u>	<u>Title</u>	<u>Present Salary</u>	<u>Amount Increase</u>	<u>Percent Increase</u>	<u>Proposed Salary</u>
<u>RANGE \$27,400 - \$33,800</u>					
M	Dir., St. Development Board	36,365	-0-	-0-	36,365
	Commr., Comm. on Higher Education	29,500	---	---	---
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<u>RANGE \$34,000 - \$42,000</u>					
P	State Health Officer	33,200	5,300	16.0	38,500
	Commr., Dept. of Mental Health	35,742	2,758	7.7	38,500

<u>COMMISSIONS</u>	<u>Present Salary</u>	<u>Amount Increase (Each)</u>	<u>Amount Increase (Total)</u>	<u>Percent Increase</u>	<u>Proposed Salary</u>
ABC - Chairman	23,274	1,226	1,226	5.26%	24,500
- Commissioners (2)	21,154	1,346	2,692	6.36	22,500
ESC - Commissioners (3)	15,000	1,000	3,000	6.67%	16,000
Ind. Comm. - Chairman	24,400	1,600	1,600	6.5%	26,000
- Commissioners (5)	22,270	1,730	8,650	7.8	24,000
PSC - Chairman	19,160	4,340	4,340	22.65%	23,500
- Commissioners (6)	18,640	2,860	17,160	15.34	21,500
Tax Comm. - Chairman	24,400	2,600	2,600	10.6%	27,000
- Commissioners (2)	22,360	2,640	5,280	11.8	25,000

COLLEGES & UNIVERSITIES

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President, Col. of Charleston	28,937		1,592	5.5	30,529
President, Francis Marion	28,937		1,592	5.5	30,529
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President, S. C. State Col.	28,937		1,592	5.5	30,529
President, University of S C	36,172		1,989	5.5	38,161
President, Winthrop Col.	28,937		1,592	5.5	30,529

TOTAL COST FOR RECOMMENDED INCREASES

\$ 147,089



EXHIBIT IV
MARCH 7, 1973

STATE OF SOUTH CAROLINA
DIVISION OF GENERAL SERVICES
BUDGET AND CONTROL BOARD
300 GERVAIS STREET
COLUMBIA, S. C. 29201

FURMAN E. McEACHERN, JR.
DIRECTOR

BUILDINGS AND GROUNDS
DEPARTMENTAL SERVICES
INSURANCE FOR PUBLIC
BUILDINGS
PRINTING AND OFFICE
SUPPLIES
PURCHASING
SINKING FUNDS
SURPLUS PROPERTY
PROCUREMENT
STATE FIRE MARSHAL

March 6, 1973

To: P. C. Smith
From: F. E. McEachern, Jr. *FEM*
Subject: Budget & Control Board Meeting

It is requested that the following items be added to your agenda for the Budget & Control Board meeting on March 7:

1. The Insurance Sinking Fund is holding \$ 3,750.24 in six and twenty bonds of Anderson County. These were dated 1917 maturing 1942. The file does not reflect history of these bonds nor the reason for their forfeiture. Annual audit report suggests that this item be charged off.

It is recommended that the Budget & Control Board authorize this Division to charge off \$ 3,750.24 for six and twenty bonds as uncollectable and that the bonds be placed in the Archives for safe keeping or future records.

2. The Governor's Management Review Commission Report recommends more stringent control of State-owned passenger vehicles. It is felt that the first step in such a direction would embrace establishing an inventory system from time of purchase to disposal of each individual vehicle. This could be a computer program and can be designed to develop additional cost information at a time when it might be desirable.

It is recommended that the Budget & Control Board direct the Division of General Services to establish an inventory system for all State-owned passenger vehicles and devise a reporting system to the Budget and Control Board regarding the number of vehicles, agencies involved, individual custodians and such other information as may be timely.

FEMjr:lc

EXHIBIT V
MARCH 7, 1973

1A

SINKLER GIBBS SIMONS & GUÉRARD
ATTORNEYS & COUNSELLORS AT LAW
PROFESSIONAL ASSOCIATION

TELEPHONE 722-3366
AREA CODE 803

HUGER SINKLER
CHARLES H. GIBBS
ALBERT SIMONS, JR.
THEODORE B. GUÉRARD
G. DANA SINKLER
THOMAS G. BUIST
RUTH WILLIAMS

2 PRIOLEAU STREET

CHARLESTON, S. C. 29402

POST OFFICE BOX 340

THOMAS A. HUTCHESON
ROBERT H. HOOD
CHARLES F. AILSTOCK

February 26, 1973

Mr. Robert Hickman, Director
Department of Parks, Recreation & Tourism
Middleburg Office Park, 2702 Middleburg Dr.
Columbia, South Carolina

Dear Bob:

Donald Rutledge, Charleston attorney and grandson of Archibald Rutledge, informs me that he and his uncle send to Archibald Rutledge \$7500.00 quarterly. His money is handled by the Trust Department of the Citizens & Southern National Bank. He further told me that the family preferred that no more money be given directly to Archibald Rutledge, because he gives it away to the nurses that serve him. Don seemed to be apologetic for his grandfather's actions in thinking that he needs more money. Don says his grandfather is ninety years of age and is senile.

If I can be of any further assistance to you, please call me.

Yours very truly,

SINKLER GIBBS SIMONS & GUERARD

Ruth
Ruth Williams

RW:dkz

E N D