

**PERSONNEL COMMITTEE**  
10:30 a.m., Thursday, July 5, 2018  
City Hall Conference Room  
1207 Palm Boulevard

**AGENDA**

1. Call to order and acknowledgement that the press and public were duly notified of the meeting in accordance with the Freedom of Information Act.
2. **Approval of Previous Meeting's Minutes**  
Regular Meeting of June 7, 2018
3. **Citizens' Comments**
4. **Old Business**
  - A. Consideration and selection of search firms for a recommendation to the Ways and Means Committee
  - B. Discussion of traits, characteristics and qualities of the ideal City Administrator
  - C. Discussion of proposed revisions to the job description for the City Administrator
  - D. Discussion of traits, characteristics and qualities of ideal Chief of Police
  - E. Discussion of proposed revisions to the job description for the Chief of Police
5. **New Business**
6. **Miscellaneous Business**

Next Meeting Date: 5:00 p.m., Thursday, August 2, 2018
7. **Executive Session – if needed**
8. **Adjourn**

**PERSONNEL COMMITTEE**  
10:30 a.m., Thursday, July 5, 2018

The regular meeting of the Personnel Committee was called to order at 10:30 a.m., Thursday, July 5, 2018 in the City Hall Conference Room, 1207 Palm Boulevard, Isle of Palms, South Carolina. Attending were Councilmembers Moye and Rice, Chair Ferencz, Interim Administrator Fragoso, Human Resources Official DeGroot and City Clerk Copeland; a quorum was present to conduct business.

1. Chair Ferencz called the meeting to order and acknowledged that the press and public were duly notified of the meeting in accordance with the Freedom of Information Act.

2. **Approval of Previous Meeting's Minutes**

**MOTION:** Councilmember Moye moved to approve the minutes of the regular meeting of June 7, 2018 as submitted; Councilmember Rice seconded and the motion **PASSED UNANIMOUSLY.**

3. **Citizens' Comments – none**

4. **Old Business**

A. **Consideration and selection of search firm for a recommendation to the Ways and Means Committee**

The Chair recalled that, at the June meeting, each member of the Committee was assigned a search firm and asked to contact several of their past clients to learn more about them than was contained in their materials that accompanied their proposal.

Councilmember Moye called three (3) cities about Colin Baenziger; he chose the cities because they were either beach communities or had comparable populations. The first two (2) cities were emphatic about how easy the process was and how much they liked working with Colin Baenziger; the process for one (1) of the cities was five (5) months and the second was six to eight (6 – 8) weeks. All three (3) of the communities with whom he spoke had only one (1) round of candidate. The third city thought the process was fine, but they thought the candidates were not a good fit. He told Councilmember Moye that they were pressured to increase the salary, and the person they selected had a short tenure. He also told Councilmember Moye that they had not asked for a second round of candidates because they were operating under a timeline; in retrospect, he indicated they acted too hastily and should have given themselves more time. All three (3) cities were strong advocates for the search firms and would not go back and do the process themselves.

Councilmember Rice called to vet The Mercer Group; the first call was to a community in New Hampshire where she spoke with the City Administrator who hired The Mercer Group to find a Chief of Police. She thought the Police Department needed a new direction; therefore, she wanted to spread a wide net. The City hired a man from Reidsville, North Carolina that she felt they would have never found without the assistance of Mercer. She found them to be "incredibly thorough;" she referred to Jim Mercer as "the dean of government search nationwide." She told Councilmember Rice that Mercer was very responsive. She also spoke with the Mayor of Sun Valley who said that Mercer has integrity and that their follow through amazing; he had nothing but praise for Mercer; he said that they brought in good candidates and the person they hired has

stayed with them and appears to be very content. Her final call was to Kiawah, and she spoke with the person they found through Mercer. The Mayor said that he had not been very involved in the process, but, from his view on the sidelines, Mercer brought them good candidates at a time when Kiawah was mired with legal problems involving previous employees. The Mayor expressed being amazed at how the person hired has stepped in and handled things.

Councilmember Rice said that no one has anything negative to say about The Mercer Group and their experiences with them; each said they would turn to Mercer again in the future when filling a key position.

Chair Ferencz was tasked with vetting GovHR, and she started with the City Manager of Fayetteville, North Carolina. He indicated that he generally had a good experience, but he found no one in the first round the candidates who was outstanding. After bringing in a second round of candidates, the City decided to start over from scratch, and GovHR obliged; the City did hire one of the candidates presented. When calling Beaufort County, she spoke with the City Attorney, and, he, too, had only positive things to say about GovHR. On the other hand, he noted that the market is slim because the really good people in that salary range are moving away from government work. From her conversation with Beaufort County, she was warned that the City should select back-up candidates because the first candidate might take a job somewhere else between the time the City sees its candidates until the City makes an offer. A Cape Cod community also had praise for GovHR, and they described a company that did everything they asked and was on schedule. They went through two (2) rounds of candidates, and, at the end of ninety (90) days are in the process of making an offer. The Chair concluded that GovHR is a good firm with a good process, stay on schedule and are very responsive.

Councilmember Rice was told by one (1) of the cities she call that given the length of time that Mercer has been operating and the stature they had achieved in the field, they have a good base of people. She also noted that one (1) issue that Kiawah faced was that housing prices have risen to such a level that government employees have a difficult time finding affordable housing.

**MOTION: Councilmember Moye moved to recommend The Mercer Group as the search firm for the open positions of City Administrator and Chief of Police; Councilmember Rice seconded and the motion PASSED UNANIMOUSLY.**

Councilmember Rice recalled that the FY19 budget has allocated seventy-five thousand dollars (\$75,000) for recruitment.

Chair Ferencz noted that they typically want one-third up front, one-third in the middle of the process and one-third at the end; she expressed negotiating the final third be paid when a contracted employee is in place.

**B. Discussion of traits, characteristics, and qualities of the ideal City Administrator**

The Chair stated that the Committee was given a list of descriptive terms often use to describe a City Administrator and Committee members were to prioritize the top five (5).

Councilmember Moye informed that the Committee members that the Department of Labor has an on-line database where they have conducted extensive studies to measure performances of thousands of jobs, i.e. these are the traits that make a person successful. Starting there, he noted

that they equate the City Administrator with a corporate CEO, and he selected five (5) from a long list of traits. His list, in no particular order, was as follows:

- Innovation/forward thinking
  - Capable of using creativity and alternative thinking to develop new ideas and answers forever
- Integrity
- Leadership
- Initiative
- Results oriented

Councilmember Rice added communication skills, oral and written, task oriented, a team builder, and environmentally conscious.

A trait that particularly stuck with the Chair was “ability to exhibit empathy with coworkers and not follow a dictatorial style of management;” in addition, she added “the ability to utilize past experiences to make correct, thoughtful decisions and stand by them,” “ability to be committed to position and the residents of the island,” “ability to organize and prioritize projects, timeline and budgets,” and “ability to establish and foster effective City and County-wide working relationships.”

The consensus of the Committee was not to try to prioritize the list, but to provide it to Mercer as the priority traits for the ideal candidate.

### **C. Discussion of proposed revisions to the job description for the City Administrator**

When Councilmember Rice commented that she believes that a lot has been taken out of the existing job description, Chair Ferencz recalled that she was on the Personnel Committee when the current job description was brought forward, and the environment was different at that time resulting in “a lot of two to one votes.” The job description the Committee adopted was the one (1) that is the most current, but Chair Ferencz did not think it was best for the City; they tried to put everything this position could ever possibly do in it.

When the HR Official showed the Chair the existing job description, she asked that Ms. DeGroot draft a job description for the City Administrator position that was what the City really needed.

Ms. DeGroot told the Committee that the details from the existing job description were not removed, but were condensed and stated more generally; she also noted that she had studied job descriptions for this position from multiple communities, including some beaches.

A lengthy discussion took place relative to whom this position reports, the Mayor or Council; Interim Administrator Fragoso opined that the full City Council should make that decision based on their expectations for the position; she agreed that the statement in the job description should clearly define “reports to.”

Ms. DeGroot reminded the Committee that the position of City Administrator was set by the City Code so the Committee must be cautious that the position acts “under the direction of Council;” the job description could say “under the direction of Council” with strong language about communication with the Mayor.

Referring to the sentence stating:

“Responsible for the City’s Real Property including the Isle of Palms Marina and the supervision of leases relative to the Marina”

Chair Ferencz said that she has never understood why the City Administrator would do that; she thought that function would fall to the Building Department because it deals with buildings, leases, rents, etc.

The Interim Administrator commented that she interpreted the statement to more global oversight of the marina.

Councilmember Moye suggested re-wording the statement eliminating the specific reference to the marina and inserting “including all City owned or leased properties.”

**MOTION: Councilmember Rice moved to recommend to City Council the adoption of the revised job description, including the changes made in the Personnel Committee meeting, for the position of City Administrator; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.**

**D. Discussion of traits, characteristics and qualities of ideal Chief of Police**

Again the Committee members stated their lists beginning with Councilmember Moye who included communication skills, ethical and highest level of integrity, ability to motivate and inspire others, creativity, forward-thinking skills as well as analytical abilities, and environmentally conscious.

Commenting that all of the characteristics on the list were important, the key ones that stood out to Councilmember Rice were approachable, conflict resolution skills, flexibility to see shades of gray, positive attitude and outlook, and team building spirit.

Chair Ferencz prioritized her list as follows:

1. Ethical and highest level of integrity;  
\* live values and have a good moral compass;
2. Ability to build a culture of “team”  
\* title does not define leadership,  
\* mentor and coach while still holding people accountable
3. Ability to embrace and guide change;  
\* delegate to the expert in the room,  
\* accept the ability to learn new ideas,
4. Excellent communication skills;  
\* admit mistakes,  
\* say “thank you” often,
5. Establish and foster effective City and County-wide relationships.

The Chair asked that the selections from the Committee members be compiled into a single list for each job position.

**E. Discussion of proposed revisions to the job description for the Chief of Police**

HR Official DeGroot told the Committee that the revised job description does not contain any major changes.

After questions were asked on social media about the revised description, Ms. DeGroot contacted the City's labor attorney; as a result of that conversation, the paragraph enclosed in the box on the last page was added relative to the Americans with Disabilities Act (ADA). The physical requirement for the position have always been in the job description; the added paragraph specifically deals with the federal regulation. She noted that as other job descriptions are revised, the paragraph about the AEA will be added.

Interim Administrator Fragoso stated that, once the job descriptions for City Administrator and Chief of Police have approved by the Personnel Committee, she will send them to the City's labor attorney for a final review to insure that they comply with all City, state and federal regulations before providing them to City Council for final adoption.

**MOTION: Councilmember Moye moved to approve the revised job description for a Chief of Police as submitted; Councilmember Rice seconded and the motion PASSED UNANIMOUSLY.**

5. **New Business – None**

6. **Miscellaneous Business**

**Next Meeting Date: 5:00 p.m., Thursday, August 2, 2018**

If the City has not heard from the search firm before the meeting, it will be cancelled, and the next meeting will be the first Thursday in September, 2018.

5

7. **Executive Session – not needed**

8. **Adjournment**

**MOTION: Councilmember Rice moved to adjourn the meeting at 11:35 a.m.; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.**

Respectfully submitted,

Marie Copeland  
City Clerk



**Isle of Palms  
Position Description**

Position Title: **City Administrator**  
Department: General Government  
Reports To: Mayor/Council  
Employment Status: Full -Time / Exempt  
Date: 2018

Formatted: Font: (Default) +Body (Calibri)

**General Summary:**

Under general policy direction of the City Council, the City Administrator carries out the policies and programs determined by the elected City Council ensuring the execution of the City's comprehensive plan, Capital Plan, budget and City ordinances. The Administrator plans, directs and coordinates the administrative and operational activities of the City, and serves the needs of the Isle of Palms residents and other stakeholders, according to the duties established in Section 1-4-11 of the City of Isle of Palms Code of Ordinances. This position provides administrative oversight to the operational and policy functions of City government, provides leadership, and supervises, directly and indirectly, all City department heads and staff.

~~The City Administrator carries out the policies and programs determined by the elected City Council ensuring the execution of the City's comprehensive plan, budget and City ordinances. The Administrator plans, directs and coordinates the administrative and operational activities of the City, and serves the needs of the Isle of Palms residents and other stakeholders, according to the established duties established in Section 1-4-11 of the City of Isle of Palms City Code of Ordinances.~~

Formatted: Strikethrough

The City Administrator carries out the policies and programs determined by the elected City Council; ensures development and execution of the City's comprehensive plan and budget; ensures City government operations and functions effectively and serves the needs of Isle of Palms residents and other stakeholders. Plans, directs, and coordinates the administrative and operational activities of the City; organizes, and integrates fiscal controls; supervises all appointed department heads; performs the duties involving the development of broad policies and long-term programs, including the establishment of guides and general directives for the organization as a whole and insures that City ordinances are enforced.

Formatted: Font: (Default) +Body (Calibri)

Formatted: Font: (Default) +Body (Calibri),  
Strikethrough

**Essential Job Functions: \***

Formatted: Font: (Default) +Body (Calibri)

- Responsible for, directs, and manages all department activities of the City, including the Marina, in accordance with City Ordinances
- Provides strong strategic leadership and direction to City departments regarding programs and services directed by City Council
- Organizes and integrates fiscal controls to ensure effective implementation of City Council's goals and objectives and oversees City expenditures
- Directs and collaborates with the City's Department Heads for the development of the annual operations and capital projects budgets for approval by Council
- Responsible for the oversight of expenditures and distribution of all funds of the City
- Annually reviews and updates a ten (10) year capital plan collaboratively with department heads and treasurer
- ~~Organizes and integrates fiscal controls~~
- Develops and issues administrative broad policies, rules and procedures, and long-term programs to ensure efficiency of operations
- Communicates to City Council conditions of significance including problems and/or all other situations impacting residents
- Oversees compliance with City personnel policies, state and federal laws
- Recruits, trains, directs, motivates and evaluates department heads and assigned staff; establishes, maintains and implements discipline and termination procedures
- Implements grievance procedures
- Responsible for the City's Real Property, to include the Isle of Palms marina and the supervision of leases of the Real Property
- Serves as the Procurement Officer for the City of Isle of Palms and manages adherence to the Procurement Ordinance
- Serves as the Emergency Manager in the preparation for and the endurance of emergency events
- Serves as the Public Information Officer
- Manages adherence to all environmental laws related to the City's being a barrier island community
- Executes the policies and ordinances of the City, as set by Council, and state, including periodic review and revision recommendations
- Interprets City ordinances, codes and applicable laws and regulations to ensure compliance
- Develops Council meeting agendas with Mayor; attends and participates in all Council meetings
- Works closely with the City Council and neighboring local governments in developing and implementing programs to achieve City priorities and solve community issues ~~problems~~
- Works closely with Committee Chairs and Councilmembers including providing prompt, thorough, and complete information
- Coordinates the activities of city government with all other agencies within the city, county, state, and federal agencies
- Recommends and manages personnel policies, classification, compensation, and evaluation policies for all City employees
- Continually updates City Council on administrative activities throughout the month
- ~~Develops and establishes policies and procedures for the operation of administrative functions and operational activities of the city~~

**Formatted:** Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

**Formatted:** Space Before: 0 pt, After: 6 pt, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5", Keep lines together

**Formatted:** Space After: 6 pt, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5", Keep lines together

**Formatted:** Strikethrough

**Formatted:** Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

**Formatted:** Space After: 6 pt, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5", Keep lines together

**Formatted:** Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

**Formatted:** Strikethrough

**Formatted:** List Paragraph, Left, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5", Tab stops: 4.38", Left

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Normal, Left, Indent: Left: 0.25", Tab stops: 4.38", Left

**Formatted:** Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

- ~~Advises council of the financial condition of the City and makes recommendations~~
- ~~Advises Ways and Means Committee of the financial condition of the City on a monthly basis and makes recommendations and ensures preparation and submission of end-of-year annual fiscal report to City Council~~
- ~~Collaborates with the City's Department Heads and Marina tenants in the development of the annual operations budget and capital improvements plan budgets for approval by Council~~
- ~~Strives to~~ Ensures completion of all capital investments on time and on budget and include appropriate protections in contracts for errors, omissions or mistakes
- ~~May~~ Participates in professional organizations on behalf of the City
- Other duties as may be assigned by City Council

**Formatted:** Strikethrough

**Formatted:** Space After: 6 pt, Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5", Keep lines together

**Formatted:** Strikethrough

**Formatted:** Bulleted + Level: 1 + Aligned at: 0.25" + Indent at: 0.5"

**Formatted:** Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

### Function

~~In accordance with City Ordinances, and day to day guidance of the Mayor, the City Administrator is responsible for, directs, and manages all department activities of the City, including the Marina, and shall communicate to City Council conditions of significance including problems and/or all other situations impacting residents.~~

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

~~Serves as director of Personnel for the City, oversees compliance with City personnel policies, state and federal laws for employee and employer, and implements grievance procedure. Provides leadership to develop and retain highly competent, public service oriented staff through selection, compensation, training, and day to day management practices that support the City Council's direction.~~

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

~~Responsible for City Real Property to include the marina and the supervision of leases of the Real Property.~~

~~Serves as the Procurement Officer for the City of Isle of Palms and manages adherence to the Procurement Ordinance; establishes or recommends internal controls which prevent /deter fraud, waste, or abuse of City resources.~~

**Formatted:** Font: (Default) +Body (Calibri)

~~Serves as the Emergency Manager in the preparation for and the endurance of emergency events; acts as a conduit of information to Council and provides information to the Mayor, or designee, who acts as the conduit of information to the public and the news media.~~

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

~~Serves as Public Information Officer; directs and oversees preparation of a wide variety of reports and presentations for City Council, oversees the preparation of press releases and material for dissemination to the media and the public; maintains effective relationships with the media and serves as a clearinghouse for all City Social Media.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

~~Manages adherence to all environmental laws related to the City's being a barrier island community.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

~~Executes, the policies and ordinances of the City, as set by Council, and state, including periodic review and revision recommendations; interprets City ordinances, codes and applicable laws and regulations to ensure compliance; develops and issues administrative policies, rules and procedures that will help improve City efficiency; endeavors to protect the City from costly contract disputes through due diligence and expert advisers.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri), Strikethrough

~~Other duties as may be assigned by City Council.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

### Duties and Responsibilities

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

~~Interprets the direction and intent of Council; implements policies as directed; acts to insure that all laws, ordinances, and policies of the City Council are faithfully executed; recommends organizational changes and assists in formulation of internal plans, policies, and programs; oversees plans, directions and coordination of all activities funded by Council.~~

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Develops Council meeting agendas with Mayor; attends and participates in all Council meetings, or appoints designate. Works closely with Committee Chairs and Councilmembers including providing prompt, thorough, and complete information equally as appropriate to all Council members and Committees; endeavors to avoid surprises on behalf of Councilmembers; and is available, tactful and responsive.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Maintains operational control and supervision of all appointed department heads and their departments; directs all personnel.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Coordinates the activities of city government with all other agencies within the city, county, ~~state, state,~~ and federal agencies; develops and establishes policies and procedures for the operation of administrative functions and operational activities of the city, including fire, police, public works, recreation, building inspections, etc.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

**Formatted:** Strikethrough

~~With the City's Department Heads and Marina tenants develops drafts of the annual operations budget and capital improvement plan budget for approval by Council and supervises the implementation of adopted budgets.~~

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Advises council of the financial condition of the City and makes recommendations as may be necessary to preserve the financial health of the City; reviews financial guidelines, salaries, and supervises the collection of revenue, while keeping City Council abreast of City's financial condition.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Strives to complete all capital investments on time and on budget and include appropriate protections in contracts for errors, omissions or mistakes.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Ensures that personnel policies and State, and Federal regulations are enforced.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Participates in professional organizations on behalf of the City; maintains good working relationship with key community constituencies.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Works closely with the City Council and neighboring local governments in developing and implementing programs to achieve City priorities and solve community problems.~~

~~Serves as a role model to employees.~~

~~Develops and coordinates proposals for action on current and future City needs, working closely with appointed boards, committees, and officials to achieve planned action results~~

~~Performs unspecified duties as required.~~

**General Duties, Delegation of Authority**

~~The City Administrator shall be responsible to the collective City Council for the proper administration of the City, and to that end shall have the power and authority to:~~

~~Serves as the Department Head of the General Government Department of the City.~~

~~Directs, supervises, and coordinates administrative activities and operations.~~

~~Conducts annual performance appraisals of appointed department heads.~~

~~Supervises the appointment of personnel to be department heads.~~

~~Suspends department heads with timely notice to City Council.~~

~~Dismisses department heads with the approval of Council.~~

~~Suspends or dismisses other City employees with the advice of the appropriate department head and with timely notice to City Council.~~

~~Recommends and administers personnel policies, classification, compensation, and evaluation policies for all City employees.~~

~~Prepares monthly report on administrative activities.~~

~~Combines or consolidates job positions within departments as necessary or prudent to maximize manpower, utilization, and efficiency.~~

~~Investigates complaints concerning administrative matters and personnel performance.~~

~~Prepares a proposed annual capital and operating budget and submit the proposed budgets to the Council for review and consideration.~~

~~Responsible for the administration of adopted annual operating and capital budgets.~~

~~Prepares a five (5) year capital plan which is to be updated annually.~~

~~Monitors the financial condition of the City, estimate present and future financial means.~~

~~Analyzes and reports on monthly financial reports prepared by the Treasurer and submit to Council.~~

~~Recommends and administers policies governing purchasing procedures and inventory control to Ways and Means Committee.~~

~~Authorizes the purchase of services, material, and equipment, which do not require competitive bids, provided that such items are appropriated in the annual operating budget or capital program budget.~~

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

**Formatted:** Font: (Default) +Body (Calibri)

**Formatted:** Font: (Default) +Body (Calibri),  
Strikethrough

~~Authorizes shifts between departmental budget line items in accordance with policy provided overall budget appropriations are not exceeded.~~

Formatted: Font: (Default) +Body (Calibri)

~~Advises Ways and Means Committee of anticipated expenditures that may exceed budgeted amounts. Establishes or recommends internal controls which will prevent/deter fraud, waste or abuse of City resources.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

~~Ensures that a complete annual report on the finances of the City is prepared and submitted to the City Council following the end of each fiscal year.~~

Formatted: Font: (Default) +Body (Calibri)

Formatted: Font: (Default) +Body (Calibri), Strikethrough

~~Provides the Council with information, data, and leadership, in matters of policy determination.~~

Formatted: Normal (Web), Justified, Tab stops: Not at 4.38"

Formatted: Font: (Default) +Body (Calibri)

**Knowledge, Skills and Abilities:**

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

Knowledge of applicable federal, state and local rules and regulations;

Formatted: Font: (Default) +Body (Calibri)

**Required Knowledge, Skills, and Abilities**

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Thorough knowledge of theory, principles and practices of public and private business administration.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

Extensive knowledge of City functions and associated management, financial and public policy issues and organization and functions of an elected City Council

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

Advanced principles and practices of public and local government administration

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Extensive knowledge of personnel principles and practices of public personnel management and the City's personnel rules and policies;~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Extensive knowledge of employee and employer rights and regulations.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Extensive knowledge of public works activities and practices.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

Working knowledge of municipal finance, personnel management, public works, recreation, public safety and community and economic development

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Thorough knowledge Extensive knowledge of Marina management and lease negotiations~~

Formatted: Indent: Left: 0"

~~Extensive Considerable knowledge of planning and land use principles.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Extensive Thorough knowledge of operations and capital budgeting.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

~~Extensive knowledge of the maintenance of public archival records~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

~~Ability to deal with the public on a wide range of topics and issues; communicates with citizens, the public, intergovernmental agencies, businesses and not for profits while being fair, responsive, professional, polite, open, skillful with the media, cooperative and listens.~~

Formatted: Font: (Default) +Body (Calibri)

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

### **Educational and Experience Qualifications:**

Graduation from an accredited 4-year college or university with a degree in public administration, political science, business management or closely related field

Five years of experience as a municipal administrator

Master's Degree in Business or Public Administration is preferred, but not required

Must possess or be able to obtain a valid South Carolina driver's license

City Council may consider a different combination of education and experience

Formatted: Font: (Default) +Body (Calibri)

### **Minimum Training and Experience**

~~Master's degree in Public Administration with at least five (5) years' experience in local government administration.~~

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Normal (Web), Justified, Tab stops: Not at 4.38"

Formatted: Font: (Default) +Body (Calibri), Strikethrough

~~City Council may consider a different combination of education and experience.~~

Formatted: Font: (Default) +Body (Calibri)

### **Physical Requirements:**

- Predominately works under typical office conditions with noise levels usually moderate
- Exposure to the elements may occur in performing duties associated with the Marina and beach area
- Mobility to work in a standard office setting and use standard office equipment, including computers
- Ability to operate a motor vehicle and to visit various City sites
- Vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups and with various communication devices
- Primarily a sedentary office classification although standing in work areas and walking between work areas is typically required
- Positions in this classification have regular occasion to bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information
- Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds and heavier weights with the use of proper equipment

Applicants and current employees who are or become disabled as defined under the Americans With Disabilities Act and its related regulations must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation. The City welcomes discussion regarding reasonable accommodations that may be needed. Reasonable accommodations are determined on a case-by-case basis.

Formatted: Font: (Default) +Body (Calibri)

**Work Environment**

Formatted: Font: (Default) +Body (Calibri), Strikethrough

~~The City Administrator predominately works under typical office conditions with noise levels usually quiet. Being a coastal community, exposure to the elements may occur in performing duties associated with the Marina and beach area. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.~~

Formatted: Font: (Default) +Body (Calibri)

Formatted: Font: (Default) +Body (Calibri), Strikethrough

Formatted: Font: (Default) +Body (Calibri)

\*Disclaimer: The above information has been designed to represent the general nature and level of work performed. It is not designed to contain or be interpreted as a comprehensive description of all duties, responsibilities and qualifications requires of employee assigned to this position.

I have read and accept the responsibilities outlined above.

\_\_\_\_\_  
Signature Date

\_\_\_\_\_  
Printed name

Approved by Council – October 28, 2014

Pay range:

Formatted: Font: (Default) +Body (Calibri), Strikethrough

~~\$105,737~~     ~~\$132,171~~     ~~\$158,605~~

Formatted: Font: (Default) +Body (Calibri)



**Isle of Palms  
Position Description**

Position Title: **City Administrator**  
Department: General Government  
Reports To: Mayor/Council  
Employment Status: Full -Time / Exempt  
Date: 2018

**General Summary:**

**Under general policy direction of the City Council, the City Administrator carries out the policies and programs determined by the elected City Council ensuring the execution of the City's comprehensive plan, Capital Plan, budget and City ordinances. The Administrator plans, directs and coordinates the administrative and operational activities of the City, and serves the needs of the Isle of Palms residents and other stakeholders, according to the duties established in Section 1-4-11 of the City of Isle of Palms Code of Ordinances. This position provides administrative oversight to the operational and policy functions of City government, provides leadership, and supervises, directly and indirectly, all City department heads and staff.**

**Essential Job Functions: \***

- Responsible for, directs, and manages all department activities of the City, including the Marina, in accordance with City Ordinances
- Provides strong strategic leadership and direction to City departments regarding programs and services directed by City Council
- Organizes and integrates fiscal controls to ensure effective implementation of City Council's goals and objectives and oversees City expenditures
- Directs and collaborates with the City's Department Heads for the development of the annual operations and capital projects budgets for approval by Council
- Responsible for the oversight of expenditures and distribution of all funds of the City
- Annually reviews and updates a ten (10) year capital plan collaboratively with department heads and treasurer
- Develops and issues administrative policies, rules and procedures, and long-term programs to ensure efficiency of operations

- Communicates to City Council conditions of significance including problems and/or all other situations impacting residents
- Oversees compliance with City personnel policies, state and federal laws
- Recruits, trains, directs, motivates and evaluates department heads and assigned staff; establishes, maintains and implements discipline and termination procedures
- Implements grievance procedures
- Responsible for the City's Real Property including the Isle of Palms marina and the supervision of leases relative to the Marina
- Serves as the Procurement Officer for the City of Isle of Palms and manages adherence to the Procurement Ordinance
- Serves as the Emergency Manager in the preparation for and the endurance of emergency events
- Serves as the Public Information Officer
- Manages adherence to all environmental laws related to the City's being a barrier island community
- Executes the policies and ordinances of the City, as set by Council, and state, including periodic review and revision recommendations
- Interprets City ordinances, codes and applicable laws and regulations to ensure compliance
- Develops Council meeting agendas with Mayor; attends and participates in all Council meetings
- Works closely with the City Council and neighboring local governments in developing and implementing programs to achieve City priorities and solve community issues
- Works closely with Committee Chairs and Councilmembers by providing prompt, thorough, and complete information
- Coordinates the activities of city government with all other agencies within the City, county, state, and federal agencies
- Recommends and manages personnel policies, classification, compensation, and evaluation policies for all City employees
- Continually updates City Council on administrative activities throughout the month
- Advises Ways and Means Committee of the financial condition of the City on a monthly basis and makes recommendations and ensures preparation and submission of end-of-year annual fiscal report to City Council
- Ensures completion of all capital investments on time and on budget and includes appropriate protections in contracts for errors, omissions or mistakes
- Participates in professional organizations on behalf of the City
- Other duties as may be assigned by City Council

**Knowledge, Skills and Abilities:**

Knowledge of applicable federal, state and local rules and regulations

Thorough knowledge of theory, principles and practices of public and business administration

Advanced principles and practices of public and local government administration

Knowledge of employee and employer rights and regulations

Working knowledge of municipal finance, personnel management, public works, recreation, public safety and community and economic development

Thorough knowledge of management and lease negotiations

Considerable knowledge of planning and land use principles

Thorough knowledge of operation and capital budgeting

Ability to deal with the public on a wide range of topics and issues

**Educational and Experience Qualifications:**

Graduation from an accredited 4-year college or university with a degree in public administration, political science, business management or closely related field

Five years of experience as a municipal administrator

Master's Degree in Business or Public Administration is preferred, but not required

Must possess or be able to obtain a valid South Carolina driver's license

City Council may consider a different combination of education and experience

**Physical Requirements:**

- Predominately works under typical office conditions with noise levels usually moderate
- Exposure to the elements may occur in performing duties associated with the Marina and beach area
- Mobility to work in a standard office setting and use standard office equipment, including computers
- Ability to operate a motor vehicle and to visit various City sites

- Vision to read printed materials and a computer screen; and hearing and speech to communicate in person, before groups and with various communication devices
- Primarily a sedentary office classification although standing in work areas and walking between work areas is typically required
- Positions in this classification have regular occasion to bend, stoop, kneel, reach, push and pull drawers open and closed to retrieve and file information
- Employees must possess the ability to lift, carry, push, and pull materials and objects up to 25 pounds and heavier weights with the use of proper equipment

*Applicants and current employees who are or become disabled as defined under the Americans With Disabilities Act and its related regulations must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation. The City welcomes discussion regarding reasonable accommodations that may be needed. Reasonable accommodations are determined on a case-by-case basis.*

\*Disclaimer: The above information has been designed to represent the general nature and level of work performed. It is not designed to contain or be interpreted as a comprehensive description of all duties, responsibilities and qualifications requires of employee assigned to this position.

I have read and accept the responsibilities outlined above.

---

Signature \_\_\_\_\_ Date \_\_\_\_\_

---

Printed name \_\_\_\_\_



**Isle of Palms  
Position Description**

Position Title: **Chief of Police**  
Department: Police  
Reports To: City Administrator  
Employment Status: Full-Time-/Exempt  
Date: July 2018

**General Summary:**

Under limited supervision of the City Administrator, plans, directs, manages and coordinates all police department operations pertaining to the enforcement of state and local laws designed for public safety and welfare. Employee works under stressful, high-risk conditions, performing specialized law enforcement duties.

**FUNCTION:**

*Under limited supervision of the City Administrator, performs complex administrative and supervisory duties in the overall management of the police department; performs specialized law enforcement duties as necessary.*

**Essential Job Functions: \* DUTIES**

- **Responsible for planning, organizing, and directing overall function of police department activities, ensuring the department's compliance with applicable federal, state and local laws and regulations** *Plans, organizes, and directs the overall function of the police*
- **Develops and implements strategic long and short-range goals for the effectiveness and efficiency of departmental objectives** *Creates and enforces the long and short range goals of the department. Prepares budget recommendations to the City Administrator and manages the budget for the department*
- *Develops department policies and procedures and recommends law enforcement ordinances for presentation to the Public Safety Committee and City Council; acts as a member of the City Department Managers' Management Team*
- **Keeps self and members of the police department informed of significant developments in the criminal justice field which affect the department**

- *Meets daily, or as needed, with direct reports ~~the Support and Operations Captains and~~ division supervisors*
- *Prepares budget recommendations to the City Administrator and manages the budget for the department ~~Develops the annual department budget and controls the police department expenditures~~*
- *Enforces departmental rules, regulations, procedures and work methods; imposes disciplinary action when necessary*
- *Prepares and delivers public addresses; meets with the news media and performs other public relations duty as required*
- ~~*Prepares budget recommendations to the City Administrator and manages the budget for the department*~~
- **Performs evaluations of subordinates, reviews their work for completeness and accuracy**
- **Supervises staff through the chain of command; supervisory duties include instructing, assigning, reviewing and planning work; maintaining standards; selecting new employees and acting on employee discipline and discharge**
- ~~*Manages the development of training programs for new personnel and approves the continuing training program for all personnel*~~
- **Coordinates and manages the training of all staff sworn and non-sworn staff to include initial training certification and recertification of all programs and to supervise the proper development of training and education programs. To ensure all staff are knowledgeable and about new developments in State, Federal, local and departmental rules, regulations, policy and procedures**
- **Interacts with State, Federal and local criminal justice agencies and other legal, social, public and private agencies**
- **Analyze complex police problems and to adopt quick and effective reasonable courses of action**
- **Ensures community safety; develops new techniques for community policing**
- *Develops long-range manpower and equipment estimates and insures the proper complement of personnel to support all regular and special duty law enforcement*
- **Represents the department at Council meetings, community events, etc.; prepares special and regular department reports such as annual administrative report to the City Administrator, Public Safety Committee and Council**
- *Responds to serious crime incidents or emergencies and directs activities when possible*

- *Works with Assistant Administrator and Establishes liaison with news media or selects designee for dissemination of public information relative to crimes and/or emergencies*
- *Refers to policy and procedures manuals, computer manuals, codes-/laws-/ordinances-/regulations, publications and reference texts, etc.*
- *Performs other duties as required*

*Creates and enforces the long and short range goals of the department.*

*Finalizes all new employment and termination decisions.*

*Conducts an annual performance appraisal of the Support and Operations Captains and reviews the performance appraisals of all personnel.*

**Knowledge, Skills and Abilities:**

*Knowledge of state, local and federal laws pertaining to the general exercise of law enforcement duties.*

*Extensive knowledge of the principals, practices and procedures of police work.*

*Knowledge of the organization and policies of neighboring governmental jurisdictions.*

*Extensive knowledge of advanced law enforcement methods.*

*Thorough knowledge of department procedures.*

*Thorough knowledge of management, planning and supervisory methods and procedures.*

*Knowledge of City and local area geography.*

*Knowledge of the use and care of firearms.*

*Thorough knowledge of equipment typical of law enforcement duties.*

*Superior skill in organizing, directing and supervising others.*

*Superior ability to manage people and to develop policies and procedures.*

*Ability to communicate well verbally and in writing with the general public and the news media.*

*Ability to work well with other City officials and the general public.*

*Must maintain physical conditioning to be able to perform all duties of police officer on Isle of Palms according to departmental standards.*

**EDUCATION, TRAINING AND EXPERIENCE:**

**Educational and Experience Qualifications:**

*Bachelor's degree in criminal justice or related field and ~~have~~ ten (10) years or more experience in law enforcement, five (5) years of (extensive experience working in police management) which have been in increasingly more responsible positions, or the equivalent in education and training to fulfill position requirements*

**Master's degree preferred. Completion of major course of study in police management (~~for~~for example, FBI National Academy, Southern Police Institute, or equivalent)**

*Completion of advanced training courses in all areas of law enforcement*

*Maintenance of firearms proficiency according to departmental standards*

*Possession of a valid South Carolina driver's license*

**South Carolina Criminal Justice Training Academy certification and/or the ability to obtain SCCJA Class 1 certification within one year. ~~reasonable time frame~~ (Add time desired)**

*Possession of, or ability to obtain within six (6) months of employment, Red Cross or other accredited certification in Cardio-Pulmonary Resuscitation (CPR)*

**This position is considered Essential Personnel and will be required to work during and following natural disasters and emergency situations**

**Physical Requirements:**

**Must be physically able to operate a variety of different types of equipment and machinery including computers, law enforcement equipment, emergency vehicles, tools, firearms, and communications equipment, etc.**

**Must be able to exert up to fifty pounds of force occasionally and frequently or constantly to lift carry, push, pull or otherwise move objects.**

**Physical demands are in excess of those of sedentary work.**

**Position requires considerable and strenuous physical exertion and may involve defending oneself or others against physical attack.**

**Ability to walk, stand, running, climbing, reaching, bending, stooping, kneeling, crawling and jumping for varying periods of time.**

Formatted: Highlight

Subject to high risks with exposure to potentially dangerous situations, such as physical attack or unusual environmental stress, (e.g. working under extreme outdoor weather conditions, exposure to toxic fumes, chemicals, blood borne pathogens, major trauma, emotional stress and hazards of disability or even death), which require a range of safety and other precautions.

Frequently subject to outside weather conditions.

Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

(Note: The listing of duties in this class specification is representative, not exhaustive. It is not necessarily a detailed description of all work responsibilities and it does not give exclusive title to every function described.)

**\*Disclaimer:** The above information has been designed to represent the general nature and level of work performed. It is not designed to contain or be interpreted as a comprehensive description of all duties, responsibilities and qualifications requires of employee assigned to this position.

I have read and accept the responsibilities outlined above.

---

Signature

Date

---

Printed name



## Isle of Palms Position Description

Position Title: **Chief of Police**  
Department: Police  
Reports To: City Administrator  
Employment Status: Full Time/Exempt  
Date: July 2018

### **General Summary:**

Under limited supervision of the City Administrator, plans, directs, manages and coordinates all police department operations pertaining to the enforcement of state and local laws designed for public safety and welfare. Employee works under stressful, high-risk conditions, performing specialized law enforcement duties.

### **Essential Job Functions: \***

- Responsible for planning, organizing, and directing overall function of police department activities, ensuring the department's compliance with applicable federal, state and local laws and regulations
- Develops and implements strategic long and short-range goals for the effectiveness and efficiency of departmental objectives
- Develops department policies and procedures and recommends law enforcement ordinances for presentation to the Public Safety Committee and City Council; acts as a member of the City Department Managers' Team
- Keeps self and members of the police department informed of significant developments in the criminal justice field which affect the department
- Meets daily, or as needed, with direct reports and division supervisors
- Prepares budget recommendations to the City Administrator and manages the budget for the department and controls the police department expenditures
- Enforces departmental rules, regulations, procedures and work methods; imposes disciplinary action when necessary
- Prepares and delivers public addresses; meets with the news media and performs other public relations duty as required
- Performs evaluations of subordinates, reviews their work for completeness and accuracy

- Supervises staff through the chain of command; supervisory duties include instructing, assigning, reviewing and planning work; maintaining standards; selecting new employees and acting on employee discipline and discharge
- Coordinates and manages the training of all staff sworn and non-sworn staff to include initial training certification and recertification of all programs and to supervise the proper development of training and education programs. To ensure all staff are knowledgeable and about new developments in State, Federal, local and departmental rules, regulations, policy and procedures
- Interacts with State, Federal and local criminal justice agencies and other legal, social, public and private agencies
- Analyze complex police problems and to adopt quick and effective reasonable courses of action
- Ensures community safety; develops new techniques for community policing
- Develops long-range manpower and equipment estimates and insures the proper complement of personnel to support all regular and special duty law enforcement
- Represents the department at Council meetings, community events, etc.; prepares special and regular department reports such as annual administrative report to the City Administrator, Public Safety Committee and Council
- Responds to serious crime incidents or emergencies and directs activities when possible
- Works with Assistant Administrator and establishes liaison with news media or selects designee for dissemination of public information relative to crimes and/or emergencies
- Refers to policy and procedures manuals, computer manuals, codes/laws/ordinances/ regulations, publications and reference texts, etc.
- Performs other duties as required

**Knowledge, Skills and Abilities:**

Knowledge of state, local and federal laws pertaining to the general exercise of law enforcement duties.

Extensive knowledge of the principals, practices and procedures of police work.

Knowledge of the organization and policies of neighboring governmental jurisdictions.

Extensive knowledge of advanced law enforcement methods.

Thorough knowledge of department procedures.

Thorough knowledge of management, planning and supervisory methods and procedures.

Knowledge of City and local area geography.

Knowledge of the use and care of firearms.

Thorough knowledge of equipment typical of law enforcement duties.

Superior skill in organizing, directing and supervising others.

Superior ability to manage people and to develop policies and procedures.

Ability to communicate well verbally and in writing with the general public and the news media.

Ability to work well with other City officials and the general public.

Must maintain physical conditioning to be able to perform all duties of police officer on Isle of Palms according to departmental standards.

**Educational and Experience Qualifications:**

Bachelor's degree in criminal justice or related field and ten (10) years or more experience in law enforcement, five (5) years of (extensive experience working in police management) which have been in increasingly more responsible positions, or the equivalent in education and training to fulfill position requirements

Master's degree preferred. Completion of major course of study in police management (for example, FBI National Academy, Southern Police Institute, or equivalent)

Completion of advanced training courses in all areas of law enforcement

Maintenance of firearms proficiency according to departmental standards

Possession of a valid South Carolina driver's license

South Carolina Criminal Justice Training Academy certification and/or the ability to obtain SCCJA Class 1 certification within one year.

Possession of, or ability to obtain within six (6) months of employment, Red Cross or other accredited certification in Cardio-Pulmonary Resuscitation (CPR)

This position is considered Essential Personnel and will be required to work during and following natural disasters and emergency situations

**Physical Requirements:**

Must be physically able to operate a variety of different types of equipment and machinery including computers, law enforcement equipment, emergency vehicles, tools, firearms, and communications equipment, etc.

Must be able to exert up to fifty pounds of force occasionally and frequently or constantly to lift carry, push, pull or otherwise move objects.

Physical demands are in excess of those of sedentary work.

Position requires considerable and strenuous physical exertion and may involve defending oneself or others against physical attack.

Ability to walk, stand, running, climbing, reaching, bending, stooping, kneeling, crawling and jumping for varying periods of time.

Subject to high risks with exposure to potentially dangerous situations, such as physical attack or unusual environmental stress, (e.g. working under extreme outdoor weather conditions, exposure to toxic fumes, chemicals, blood borne pathogens, major trauma, emotional stress and hazards of disability or even death), which require a range of safety and other precautions.

Frequently subject to outside weather conditions.

*Applicants and current employees who are or become disabled as defined under the Americans With Disabilities Act and its related regulations must be able to perform the essential job functions (as listed) either unaided or with the assistance of a reasonable accommodation. The City welcomes discussion regarding reasonable accommodations that may be needed. Reasonable accommodations are determined on a case-by-case basis.*

**\*Disclaimer:** The above information has been designed to represent the general nature and level of work performed. It is not designed to contain or be interpreted as a comprehensive description of all duties, responsibilities and qualifications requires of employee assigned to this position.

I have read and accept the responsibilities outlined above.

---

Signature

Date

---

Printed name