

Personnel Committee
8:30 a.m., Thursday, December 6, 2018
City Hall Conference Room
1207 Palm Boulevard, Isle of Palms, South Carolina

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 Meetings' Minutes**
Regular meeting of November 1, 2018
Special Meeting of November 16, 2018
3. **Citizens' Comments**
4. **Old Business**
 - A. Approval of brochures for City Administrator, Chief of Police and Assistant Director of Public Works positions
 - B. Update on *ad hoc* committees for standing committees
5. **New Business**
 - A. Review of 5-year history of personnel costs
 - B. Considerations of topics for initial budget meeting
6. **Miscellaneous Business**

Next Meeting Date: 5:00 p.m., Thursday, January 3, 2019
7. **Executive Session – if needed**
Upon returning to open session, the Committee may take action on matters discussed in Executive Session.
8. **Adjournment**

PERSONNEL COMMITTEE

5:00 p.m., Thursday, November 1, 2018

The regular meeting of the Personnel Committee was held at 5:00 p.m., Thursday, November 1, 2018 in the City Hall Conference Room, 1207 Palm Boulevard, Isle of Palms, South Carolina. Attending the meeting were Councilmembers Moye and Rice, Chair Ferencz, Interim Administrator Fragoso, Human Resources Officer DeGroot and 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 Meetings' Minutes

MOTION: Councilmember Rice moved to approve the minutes of the regular meeting of October 4, 2018 and the Special Meeting of October 22, 2018 as submitted; Councilmember Moye seconded and the motion **PASSED UNANIMOUSLY.**

3. **Citizens' Comments – None**

4. Old Business

A. After-action discussion of 2018 Employee Recognition/Appreciation Event

According to Chair Ferencz, the first Employee Recognition/Appreciation event was “a great success; at the end, Mayor Carroll asked if the employees wanted to do it a second time, and the resounding response was “Yes.” Everyone agreed “the food was great,” the selections were good, and the caterers kept everything hot.

Councilmember Moye thought the table assignments by drawing an island street name was a wonderful way to get people to mingle with their fellow employees outside of their departments.

When asked how many attended, HR Officer DeGroot stated that the caterer had prepared for ninety (90) people, and, according to her records, seventy-nine (79) employees attended. And, responding to Councilmember Rice, Ms. DeGroot reported that employees with less than five (5) years with the City were given a water bottle, while employees with more than five (5) years got a nice travel coffee mug with a leather carrying case and coaster saying “Thanks for all you do.”

Chair Ferencz was asked by several of the employees who were recognized with a milestone, “Do you know how much these things cost?” The Chair answered that she did and that they should choose what they wanted and enjoy it.

B. Review, revise and/or approve Mercer Group brochures for three searches – City Administrator, Police chief and Assistant Director of Public Works

Since the last meeting, Jim Mercer has submitted draft full color brochures for each position to the Committee members; the narrative in the brochures is expected to include the comments and changes the Committee discussed at its Special Meeting on October 22.

Although the narratives are brightened up by the addition of color pictures, the Chair opined that changes were still needed; she asked HR Officer DeGroot how much the completed product would be delayed if the Committee wanted significant changes.

The HR Officer reported that she had received an email from Jim Mercer in the afternoon saying that, if major changes were needed, it would delay the date for receiving applications until January 2019. In the draft brochures, he stated that he would receive applications for the City Administrator beginning on December 21st and applications for the other two (2) positions a week earlier, December 14th. The Committee agreed that a week's delay was less important than having a brochure that was truly representative of the City.

Councilmember Moye commented that he did not see many of the changes they had discussed woven into the narratives, for example, the word "charismatic" was still in them, but the reference to the Windjammer was deleted.

Again, the Committee, in general, continued to be dissatisfied with the narratives; they felt they were very poorly written, which led to the Chair asking if the Committee should write the narrative and send it to Mr. Mercer to include.

Councilmember Moye reiterated his opinion that The Mercer Group was being paid to produce the brochures and to do it professionally; he did not see that responsibility falling back to the Committee. He was interested in knowing the percentage of candidates who would apply for the jobs based on the brochures versus the people in the Mercer Group's network. If he knew that number, he could better decide how much time the Committee should spend time critiquing these drafts.

Chair Ferencz said that she went to The Mercer Group's website and looked at brochures they wrote for other municipalities and found that they all appear to follow the same format.

Councilmember Rice indicated that she was not pleased that he included the picture of the Animal Control Officer wrestling with the alligator and the image it might leave in one's mind.

Councilmember Moye was of the opinion that, if the Committee was to have the caliber brochures that it was striving for, the Personnel Committee was going to have to write them.

Interim Administrator Fragoso stated that the discussion at the Special Meeting was clear that the Committee wanted someone else in The Mercer Group brought in to edit or to re-write the narratives, and the audio of that meeting was emailed to Mr. Mercer. She added that she saw very little that the Committee had discussed in that meeting incorporated into these drafts, and she completely agreed that, since the brochures were to represent the City, they should represent it in the best way possible.

The Chair thought the brochures should tell a story about the City, and she did not find that in what the Committee has been sent. The consensus of the Committee was to send the brochures back to Jim Mercer with a phone call explaining what they saw wrong with them and a firm mandate to get assistance from another member of his firm to edit or re-write the narratives, if necessary.

C. Update on developing a policy for increases for long-term employees who are at the top of their salary range

Interim Administrator Fragoso commented that, in the meeting packets was a draft policy for the Committee's consideration referred to as the Longevity Adjustment; this policy would reward high performing employees who are at the top of their salary range. If approved, the policy would go into effect on January 1, 2019; only employees who have reached the top of their salary range and who receive a score of 3 or above on their evaluation shall be eligible for this adjustment. The adjustment would be calculated on their based salary each year, and it would not be cumulative.

The redlined portion would need to be added to the Employee Handbook, and that could be accomplished one of two ways – as an amendment or as an administrative policy. Since this adjustment is not an addition to an employee's salary, it would not be considered a bonus; the adjustment would be something that the high-performing employee was owed due to their performance and a good evaluation. This adjustment falls within the attorney general's opinion since it would be considered as wages owed; Attorney Copeland is preparing the legal opinion to present to City Council relative to this matter. She noted that Attorney General Opinions were not State law.

Responding to Councilmember Moye, the Interim Administrator stated that currently the City has one (1) employee to whom this policy would apply; the number could increase to three or four (3 – 4) next year.

MOTION: Councilmember Rice moved to approve the Longevity Adjustment proposal as presented and to recommend its approval to the Ways and Means Committee; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.

5. New Business

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A. Consideration of appointments/re-appointments to Boards and Commission to recommend to City Council

Since all of the members of boards and commission with expiring terms have voiced interest in being re-appointed, Chair Ferenz asked if any board or commission chair had commented that, for whatever reason, he/she did not think one (1) of the current members should be re-appointed.

The Interim Administrator said that no one had made such comments.

Clerk Copeland added that she has not seen a chair approached for opinion on the committee members, and no one has come forward with comments about a fellow board member.

Chair Ferencz noted that the City does not have any performance criteria for members of boards and commissions, possibly that was something the Personnel Committee should look into.

Clerk Copeland suggested that the Committee also look into term limits for boards and commissions; she stated that some current members have been serving for more than ten (10) years. By establishing term limits, the Committee would not need a reason to appoint someone new to a commission, and it would have the opportunity to involve more residents.

Councilmember Rice stated that, "it is remarkable the wealth of knowledge and the quality of people that we [City] have who want to serve." She acknowledged that she found it quite frustrating that more people did not get the opportunity to serve because they could be such a help in so many ways.

**MOTION: Councilmember Rice moved to reappoint
Margaret Miller ATAX Committee**

**Arnold Karig Board of Zoning Appeals
Glenn Thornburg**

**Robert Abel Code Board of Appeals
Thomas (Buzzy) Bramble**

**Vincent DiGangi Planning Commission
Rick Ferencz
Lewis Gregory
Bill Mills**

Councilmember Moya seconded and the motion PASSED UNANIMOUSLY.

B. Discussion of City Administrator as defined in the IOP City Code, Title I, Government and Administrator, Chapter 4, Officers and Departments, Article B, City Administrator, Section 1-4-11, Office Established, Duties.

Interim Administrator Fragoso again referred the Committee to redlined version of change proposed for the IOP City Code, Section 1-4-11; she informed the Committee that she studies other City codes for their appointment and duties of the City Administrator/Manager. She stated that some of them were very thorough and included the complete job descriptions while others may have only one (1) line, i.e., City Council appoints the City Administrator. In writing this proposed change, she sought to make it consistent with the job description, other duties assigned, such as the Purchasing Agent for the City, and changes to the syntax.

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An addition to the Code would be item (d) that states

“The Administrator shall relate to and communicate with the Mayor and City Council as a whole, any problems, situations and conditions concerning any Department or activity that, in the opinion of the City Administrator is of significance.”

This sentence was consistent with the job description for the City Administrator, as was item (e) that states

“The Administrator shall recommend organization changes and direct the formulation of internal plans, policies and programs.”

She stated that this sentence was consistent with other codes that have similar job similar job descriptions.

And as noted earlier, item (h) states “the Administrator shall serve as the Purchasing Agent for the City.

And, as in all good job descriptions, it concludes with the statement in item (i) that “The Administrator shall assume such other responsibilities and duties as assigned by the Mayor and City Council.”

Chair Ferencz asked for a clarification of the use of the words “shall be appointed” in items (a) and “may employ” in (b).

Councilmember Rice thought the two (2) statements should be combined to read “The City Administrator shall be employed . . .”

Interim Administrator Fragoso suggested “The City Administrator shall be appointed by a majority of Council who shall be responsible for the proper administration of the policies and affairs of the City.”

Although Councilmember Rice questioned the need for item (i) because it was “so nebulous,” Councilmember Moye stated that the sentence serves as a caveat eliminating the need to list every duty, task and responsibility of the City Administrator.

Interim Administrator Fragoso noted that this statement was consistent with all of the codes she reviewed and that it was a protection for City Council.

Chair Ferencz thought that item (g) should also reference the City Treasurer since the subject was the City’s annual budget.

Since the City Administrator would be responsible for delegating, Interim Administrator Fragoso did not think that was necessary. She added that the City Administrator was ultimately responsible for the budget and its administration.

Councilmember Moye noted that he could understand the rationale since this would become part of the City Code and was not the job description.

Chair Ferencz commented that the Committee would have other changes to the Code as its work progresses; this change was going before Council at this time because of the search for a new City Administrator.

MOTION: Councilmember Moye moved to approve the proposed changes and additions to Article B City Administrator, Section 1-4-11 as submitted with the additional change to combine items (a) and (b) into one (1) sentence; Councilmember Rice seconded and the motion PASSED UNANIMOUSLY.

B. Discussion of role of Chief of police as defined in the IOP City Code, Title 2 Public Safety, Chapter 1 Police Protection, Sections 2-1-1 and 2-1-2

The Interim Administrator reported that she had followed the same process for making changes as she had for the position of City Administrator, and again she found many differences. Some codes she looked at did not mention the Police Chief in the code, but referred to the Police Department as a whole. She found the Code of Mount Pleasant to be a guide for the changes she was proposing, which were included in the meeting packet; she thought it was important to include the powers and duties of this position in a general tone. In the City’s existing code the Chief of Police gets one (1) paragraph stating that he will be appointed by Council and that he shall “carry out and enforce this Code and all other applicable ordinances and perform such duties as may be required of him by City Council or the City Administrator.” Again the changes presented are consistent with the job description. When Interim Chief Usry reviewed the changes, she thought it was consistent with the job she was doing; she also checked other codes for suggestions and they are incorporated in the changes presented.

Chair Ferencz asked if there was a reason for using he/she in the Chief of Police, but not in the City Administrator; one (1) way around that awkward wording would be to simply use “the Chief.”

MOTION: Councilmember Rice moved to accept the changes to the City Code for the Chief of Police as submitted; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.

D. Update on RFP process for City Attorney and Assistant City Attorney

The Interim Administrator announced that proposals received in response to the City's RFPs 2018-03 for the City Attorney and 2018-04 for the Assistant City Attorney were opened the previous day and that the City received one (1) proposal for each position. The proposals were from Julia Copeland for the City Attorney and Claude Tackett for Assistant City Attorney; approximately two (2) hours after the deadline for submissions the City received another proposal for either position.

Interim Administrator Fragoso indicated that she has not had time to study the proposals, but the Council has gotten to know Attorney Copeland because she has served as the Assistant City Attorney for several years and as City Attorney since Stirling Halversen resigned her position with the City. In the Interim Administrator's opinion, Attorney Copeland was highly qualified; from a brief review of Attorney Tackett's proposal, he has municipal government experience, which is important. She noted that the third proposal was from an attorney with no municipal government experience. She recommended that the Committee should interview the two (2) candidates.

Councilmember Rice stated that she was "very comfortable in continuing with Attorney Copeland as the City Attorney; she that consistency particularly in legal matters. She noted that the Personnel Committee has not interviewed attorneys in the past.

Interim Administrator Fragoso said that she would schedule the interviews at a time that was convenient for the Committee.

E. Discussion of employee evaluations 2018

Since Councilmember Moye has not gone through the evaluation process with the City, Chair Ferencz thought it would be helpful to explain it to him and to give him the time frames that they will be dealing with. She noted that the Committee has not had the time to change the evaluation tool, so department managers and Council will be working with the same tool they have used for the past several years. She also posed the question to the Committee about how to evaluate the two (2) interim positions, and she noted that both were given pay increases when they were given the positions. She wanted a plan in order to be fair and equitable to the interim positions and pondered whether these evaluations should be done in an Executive Session.

Interim Administrator Fragoso stated that the City Administrator evaluated the Department Managers and the members of the General Government staff; City Council evaluates the City Administrator. She stated that the goal was to have evaluations ready by the end of the calendar year, so that the merit increases and the COLA can start with the new payroll year. She commented that she thought it would be fair to evaluate her performance as the Interim Administrator.

Chair Ferencz further explained that the members of Council would be sent the evaluation tool for the City Administrator and the date they would be turned in to the Personnel Committee Chair. She remarked that, in some years, it has been difficult to get all Councilmembers to do that; she stated that her goal was for every member to participate. As Chair, she will use a score sheet to compile the scores for each question and calculate a final score for her; in the past, Councilmembers have been asked to supply an explanation if they give a score below a three (3).

The Chair said that it has been her experience for a Councilmember to go through the evaluation and to score every question with a five (5), the highest and best score possible. In her opinion, when someone does that they have not taken any time to thoroughly read the question and discern just how well it was done in the previous year. The Chair interpreted a score of fives (5) across the board as perfection with no room for improvement, which she believes is almost unattainable; she opined that an evaluation tool should be a tool for growth with a suggested means to accomplish the growth. The Chair stated that she would like to see an explanation given when a grade of five was given.

Councilmember Moyer opined that some changes were going to have to be made at the core if the evaluation is meant for employee development because managers want to give their employees higher scores to insure that they receive wage increases. He opined that a certain weirdness was created when an evaluation tool was used as the basis for merit increases. For him, the real question was how to use performance management in a strategic way to help employees grow and be better and to find another way to decide merit increases. He also noted a common problem was that managers within an organization were inconsistent in how they scored their employees; for some managers the evaluation tool was used to develop their employees while others used it to ensure that employees received wage increases.

Chair Ferencz stated that, when she sends out the evaluation tool, she would also encourage Councilmembers to have a thought process that looks at growth rather than just a merit increase.

On the other hand, Councilmember Rice reiterated that for this year, the evaluation tool was inextricably tied to the merit increase.

Although all Department Managers agreed that the existing evaluation tool needed to be replaced, for this year, Interim Administrator Fragoso was focused on having consistency between departments in how it was applied, so that a three (3) in one (1) department meant the same as a three (3) in any other department. She stated that she has already started training with the Department Managers to accomplish that goal.

As the Interim Administrator, she indicated that she would like to have a meeting with each Councilmember individually as they begin to think about her evaluation because things come up in one-on-one conversations that typically would not have in other settings.

F. Discussion of citizen advisory committees

Councilmember Moyer stated this subject has come up at several meetings beginning with the Visioning meetings at the beginning of the year where people voiced interest in being more involved with the City; in recent months, he has been approached by individuals saying they were ready and what could they do. He thought that a next step might be to have each Committee come up with one or two (1 – 2) needs they have that would lend themselves to a citizen's advisory committee, for example, the Recreation Committee could have a group of citizens to devise a long-term strategic vision for the Recreation Center.

Chair Ferencz took his idea a step further noting that City Council was planning to have a strategic planning session after the first of the year and that each Standing Committee could have a citizens advisory committee to come up with the three or five (3 – 5) strategic goals they would like for that particular Committee for the coming year. The Committee would then take those strategic goals to the strategic planning meeting to present to Council so that each Committee would then have citizens' input at this meeting. This could be a first step toward that Strategic Planning Session; as Chair of the Committee, she would reach out to the other Chairs to tell explain to

them this concept and get their feedback on the participation of their committee. The first issue was how the members of these advisory committees would be selected, and she suggested using the same questionnaire that is used for boards and commissions candidates.

Councilmember Rice was concerned that the people who would apply are the people who “shout the loudest.”

Councilmember Moyer thought that the best way to get this idea a reality was to start with something smaller, less encompassing and more focused.

Interim Administrator Fragoso stated that she has done some research on best practices for establishing boards and commissions, and one (1) thing was always consistent was that it had meet a specific need. She noted that “experts advise against establishing new boards or commissions whenever a new problem arises; the need must be specific and manageable, and it needs to be staffed appropriately.” She stated that a staff liaison had to exist between the advisory committee and Council, someone who would guide discussions because the members might not know government processes or how government works. In addition, policies and procedures would have to be written; membership criteria would have to be established. Another board or commission could be established, but it must have a specific goal or mission, and it would require a good deal of work on the front end.

Councilmember Moyer asked if a less formal way existed for citizens to be involved to provide input versus being formally chartered.

The Chair stated that she was not looking for a way to give staff more to do, but have the Chair of the standing committee monitor the citizens’ group. She use the formation of the City’s farmers’ market as an example; it began as a grassroots project composed citizens. Although a couple of Councilmembers met with them, they were not assigned to do so and did not represent a Council committee.

Chair Ferencz suggested that this concept might be a topic for discussion at the Strategic Meeting; in the meantime, staff could research if other municipalities use citizens’ committees and how they do it.

Clerk Copeland stated that the City had used *ad hoc* committees in the past; HR Officer DeGroot had looked it up and read that an *ad hoc* committee was “formed for a specific task or objective and dissolved after completion of the task.”

Interim Administrator Fragoso noted that *ad hoc* committees also exist for a specific purpose and that every standing committee might not have a need currently. She volunteered to contact the other committee chairs.

G. Strategic Planning for 2019

The Interim Administrator commented that plans for the planning session were in their infancy at this time. She said that she has considered hiring a facilitator and holding the session as a retreat when Council would be away and could do strategic planning and set goals; she was thinking the session would be held in early February and be a guide to budgeting for FY20.

Chair Ferencz suggested that the Interim Administrator contact Rock Hill because they have been doing strategic planning for a number of years.

6. Miscellaneous Business

Next meeting Date: 5:00 p.m., Thursday, December 6, 2018

Although Committee typically do not meet in December, this meeting was scheduled based on the Committee's current work on the personnel search.

The Chair stated that she would call a Special Meeting earlier if necessary.

7. Executive Session – not necessary

8. Adjournment

MOTION: Councilmember Moye moved to adjourn the meeting at 7:05 p.m.; Councilmember Rice seconded and the motion PASSED UNANIMOUSLY.

Respectfully submitted:

Marie Copeland
City Clerk

Special Personnel Committee Meeting

11:00 a.m., Friday, November 16, 2018

A Special Meeting of the Personnel Committee was called to order at 11:00 a.m., Friday, November 16, 2018 in the City Hall Conference Room, 1207 Palm Boulevard, Isle of Palms, South Carolina. Attending the meeting were Councilmembers Moye and Rice, Chair Ferencz, Interim City Administrator Fragoso, Attorney Copeland and City Clerk Copeland; Human Resource Officer DeGroot participated via phone; 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. **A. Executive Session** in accordance with S.C. Code Section 30-4-70(a)(2) to receive legal advice related to the terms of a current contract.

MOTION: Councilmember Rice moved to go into Executive Session at 11:01 a.m. to receive legal advice related to the terms of a current contract; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.

The Committee returned to open session at 11:47 a.m., and Chair Ferencz stated that the Committee had not taken a vote or taken any action while in Executive Session.

B. Executive Session in accordance with S.C. Code Section 30-4-70(a)(1) to discuss the annual evaluation for the City Administrator

MOTION: Councilmember Rice moved to go into Executive Session at 11:48 a.m. to discuss the annual evaluation for the City Administrator; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.

The Chair asked that the staff members leave the meeting for this discussion.

The Committee returned to open session at 12:00 p.m., and Chair Ferencz stated that the Committee had not taken a vote or taken any action while in Executive Session.

Respectfully submitted:

Marie Copeland
City Clerk

**THE CITY OF ISLE OF PALMS,
SOUTH CAROLINA**

INVITES YOUR INTEREST

**IN THE POSITION OF
CITY ADMINISTRATOR**

The ISLE OF PALMS Opportunity - Life is Better at the Beach—AN EXCEPTIONAL OPPORTUNITY

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We're excited to announce this This is an exceptional opportunity for an seasoned experienced city administrator passionate about strategically leading a small, barrier island city into the future. administration

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City Vision Statement

"Isle of Palms ishas developed into a premier barrier-island residential community with a fun, family-friendly atmosphere. The variety of housing styles, commercial uses and recreation facilities. Despite the natural cycle of beach erosion that is inherent on barrier islands and the extensive development of the island, The beautiful natural resources, vibrant commercial district and exceptional recreation facilities that make Isle of Palms such-a wonderful place to live and visit, remain intact and in good condition. Strong, forward-looking leadership is required to Measures that will enhance the existing character of the island as a quality place to live, and protect and preserve the environment both on and around the island, must be taken to guide development and preserve the island environment and quality of life for generations to come."

The City of Isle of Palms and its City Council is in an excellent position to support a City Administrator with a management style of transparency, communication and motivation by example, prepared to address critical needs.

THE IDEAL CANDIDATE

The city is looking for the next leader to help pursue the vision of the island. The ideal candidate will help identify, evaluate, and strategically address the challenges and needs of all city stakeholders. Facing immediate, ongoing and growing challenges with drainage infrastructure, surrounding area population growth (ie traffic), and beach erosion, the next leader must demonstrate an ability to solve problems creatively, collaboratively, and practically.

Attributes sought in the next City Administrator for the City of Isle of Palms include a collaborative leader, a positive strategic thinker, a problem solver, an individual who is organized, customer service oriented, charismatic, and an inside/outside influencer. An individual who is honest, has high integrity, is good with finances, is effective at mentoring and developing staff, is approachable, has a collaborative mindset and is a decision-maker.

Other requirements in the next City Administrator for the City of Isle of Palms include demonstrable leadership skills, a team player who communicates with and works effectively with the City Council and various Departments of the City, a person who

enjoys getting out in the community and attending community events, a person who leads by example, an Administrator who holds Departments and staff accountable, someone who empowers others, a resourceful individual, someone who keeps up with technology, and someone who will be with the City for the long term.

Still other attributes of the next City Administrator include someone who is visionary and can see local government trends and be proactive about them, an effective succession planner, a person who can deal effectively with multiple tasks and communicate progress, an effective negotiator, a person with a demonstrated work ethic, someone who has experience with change and diversity, an advocate for employees, an effective partner with outside agencies, and a thoughtful individual.

The successful candidate for the position of City Administrator of the City of Isle of Palms should meet the following criteria:

- Graduation from an accredited 4-year college or university with a degree in public administration, political science, business management or closely related field.
- Seven to 10 years experience in municipal government.
- 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.

Required knowledge, skills and abilities include:

- Knowledge of state, local and federal rules and regulations. Knowledge of employee and employer rights and regulations.
- Thorough knowledge of the theory, principles, practices of public and business administration. Advanced knowledge of principles and practices of public and local government administration.
- 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 wide range of issues and topics.

Commented [1]: All of these details should be used during the screening process. We should try to capture the essence of the role in a short one to two sentences, but the Mercer group should be using this list as a mental checklist for evaluating the fit of candidates.

ABOUT THE POSITION

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 Isle of Palms residents and other stakeholders, according to the duties established in Section 1-4-11 of the Isle of Palms Code of Ordinances. This position provides administrative oversight to the operational and policy functions of the City government, provides leadership, and supervises, directly and indirectly, all City Department heads and staff.

Essential job functions of the City Administrator include (some duties may be delegated):

- 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.
- 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. Organizes and integrates fiscal controls to ensure effective implementation of City Council's goals and objectives and oversees City expenditures. ~~Annually reviews and updates a (10) ten-year capital plan collaboratively with Department heads and Treasurer. Ensures completion of all capital investments on time and on budget (includes appropriate protections for errors, omissions or mistakes).~~
- Develops and issues administrative policies, rules and procedures, and long-term programs to ensure efficiency of operations. Oversees compliance with City personnel policies, state and federal laws.
- Communicates to City Council conditions of significance including problems and/or all other situations impacting residents.
- Recruits, trains, directs, motivates and evaluates Department heads and assigned staff; establishes, maintains and implements discipline and termination procedures. Recommends and manages personnel policies, classification, compensation, and evaluation policies for all City employees.
- Serves as the Procurement Officer for the City and manages adherence to the Procurement Ordinance. Serves as the Public Information Officer. Responsible for all City owned and leased properties.
- Serves as the Emergency Manager in the preparation for and the endurance of emergency events.

- Manages adherence to all environmental laws related to the City 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. Coordinates the activities of City government with all other agencies within the City, county, state, and federal agencies.
- Works closely with committee Chairs and Councilmembers by providing prompt, thorough and complete information. Continually updates Council on administrative activities throughout the month.
- Updates~~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 the end-of-year annual fiscal report to City Council.
- Participates in professional organizations on behalf of the City.

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

There is no requirement for residency for this position within the City of Isle of Palms. ~~Residency is required within a distance, However, to enable employee to personally address island incidents in a timely manner, residency is required within a reasonable distance.~~

ABOUT ISLE OF PALMS

~~The City of Isle of Palms is located 15 minutes away from the City of Charleston, voted the #1 Vacation spot by Conde Nast each of the last SEVEN years. The Isle of Palms, designated the safest city in South Carolina, has one of the most family friendly beaches in the country. The barrier island stretches across seven miles of shoreline and lies on a narrow strip of land hugging the beach. It is separated from the mainland by the Intracoastal Waterway and salt marshes. The community is comprised of year-round residents and vacation homeowners. Between the two ends of the beach is a tight seaside community that offers almost the full gamut of activities plus stunning white sands.~~

~~The City has a small centralized commercial district that includes family restaurants, shops, boutique hotels, grocery store, pharmacy and hair salon, serving full-time residents~~

Commented [2]: This is interesting and a compelling point, but why would we start off our description by lauding another city?

and visitors year-round.

Isle of Palms is a barrier island on the South Carolina coast. It is a City in Charleston County, South Carolina. The City of Isle of Palms is located 15 minutes away from the City of Charleston, voted the #1 Vacation spot by *Conde Nast* each of the last seven years.

The City has a small centralized commercial district that includes family restaurants, shops, boutique hotels, grocery store, pharmacy and hair salon, serving full-time residents and visitors year-round. A city-owned (but privately managed) Marina offers public access to a variety of water sports and activities.

At the 2010 census, the year-round population was 4,133, but because of tourism, the population in summer may grow to 25,000 or more. This seasonal growth in population creates a number of challenges for City government.

The City is included in the Charleston North Charleston Summerville metropolitan area and the Charleston North Charleston Urbanized Area. The City lies on a narrow strip of land hugging the beach. It is separated from the mainland by the Intracoastal Waterway and salt marshes. It is an affluent community of both vacation homeowners and year-round residents, with large beachfront homes, a resort and local restaurants. Beach volleyball is popular in the summer as are many more outdoor activities including golf and tennis, the latter two of which can be year-round.

Isle of Palms has been designated the safest City in South Carolina.

CITY GOVERNMENT/CITY ADMINISTRATION

The City Government of the Isle of Palms is stable and operates under ordinances in the City Code. The City is governed by a strong Council weak Mayor form of government, with each Council member including the Mayor representing one vote. Council members are elected to four-year staggered terms and there are no term limits. The Mayor is elected at-large by popular vote. The Mayor and eight City Council members comprise the governing body. Elections are held in odd-numbered years. The City government is non-partisan. The City is full-service except for the water system which is an authority with its own Water and Sewer Commission. plus the City owns a Marina. The City is in good condition financially as evidenced by a healthy fund balance.

The City has 92 FTE employees, plus part-time/seasonal employees. The FY 2018 total budget for the City is approximately \$21M, 21 percent of which is tourism revenue. The City Council utilizes several standing committees such as Public Safety, Ways & Means, Personnel, etc. to deal with issues in a thorough manner before they are taken to the full City Council for action.

The General Government portion of the City consists of 1 City Administrator, City Treasurer, 1 Assistant to the Administrator/Website Coordinator, 1 Payroll and Human

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Resource Director, 1 Clerk of Court/Receptionist, 1 City Clerk/Administrative Assistant, 1 Administrative Specialist/Accounts Payable for a total of 7 staff. In addition, 5 Department Managers report to the City Administrator.

~~The City administration facility is functional and sound. However, technical updates, renovations and reorganization will be contemplated in the near future.~~

COMPENSATION

The starting annual salary for the City Administrator for the City of Isle of Palms will be market competitive depending upon the qualifications and experience of the selected candidate. An excellent retirement and fringe benefit plan will be provided as well. The City is very competitive in these areas in the region. Reasonable relocation expense reimbursement will be negotiated.

HOW TO APPLY

This position is open until filled. First review of candidates will occur on December 22, 2018.

Confidential resumes should be sent by close of business on December 21, 2018, to:

James L. Mercer, President/CEO
The Mercer Group, Inc.
1000 Cordova Place, #726
Santa Fe, NM 87505

VOICE: 505-466-9500
CELL: 505-660-7725
FAX: 505-466-1274
E-Mail: jmerc@mercergroupinc.com
Website: www.mercergroupinc.com

The City of Isle of Palms is an Equal Opportunity Employer. The City of Isle of Palms does not discriminate on the basis of race, color, religion, creed, sex, gender, sexual orientation, age, marital status, or national origin.

**THE CITY OF ISLE OF PALMS,
SOUTH CAROLINA**

INVITES YOUR INTEREST

**IN THE POSITION OF
CHIEF OF POLICE**

The ISLE OF PALMS Opportunity – AN OUTSTANDING OPPORTUNITY

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We're excited to announce this is opportunity for an experienced chief of police who is capable of preserving (and improving upon) the existing high standards of public safety and passionate about preparing the city for the challenges of the future. This is an exceptional opportunity for a seasoned management police professional to work in a stable, vibrant, active, family friendly, Atlantic coast, island community. The City is seeking a progressive, innovative and professional Chief of Police to lead the Police Department as it matures and develops for the future.

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Isle of Palms is a premier island community with a family-friendly atmosphere. The beautiful natural resources, vibrant commercial district, and exceptional recreation facilities make Isle of Palms a wonderful place to live and visit. Strong, forward-looking leadership is required to protect and preserve the island environment, quality of life and safety.

The former Chief of Police retired in March 2018 after over 36 years of service. Currently, an Interim Chief, appointed from within the ranks by City Council, manages the day-to-day operations during the search process. In addition to helping the city earn recognition as the safest city in South Carolina, the Isle of Palms Police Department was granted its is proud that 6th CALEA (Commission on Law Enforcement Accreditation) granted its 6th accreditation in 2017, representing over 15 years of maintaining the 485 standards required for accreditation.

THE IDEAL CANDIDATE

Following the tenure of the former Chief of Police, who retired in March 2018 after over 36 years of service, the ideal candidate will understand the importance of building strong relationships with the community, city staff, nearby communities, and all other city stakeholders. Facing immediate, ongoing and growing challenges with surrounding area population growth (ie traffic, parking), thriving tourism, and beach erosion, the next leader must demonstrate an ability to solve problems creatively, collaboratively, and practically.

Attributes sought in the next Chief of Police for the City of Isle of Palms include a collaborative leader, a positive strategic thinker, a problem solver, an individual who is organized, customer service oriented, charismatic, and an inside/outside influencer. An individual who is honest, has high integrity, is good with finances, is effective at mentoring and developing staff, is approachable, has a collaborative mindset and is a decision maker.

~~Other requirements in the next Chief of Police for the City of Isle of Palms include demonstrable leadership skills, a team player who communicates with and works effectively with other Departments of the City, a person who enjoys getting out in the community and attending community events, a person who leads by example, a Chief who holds the Department accountable, someone who empowers others, a resourceful individual, someone who keeps up with technology, and someone who will be with the City for the long term.~~

~~Still other attributes of the next Chief of Police include someone who is visionary and can see public safety trends and be proactive about them, an effective succession planner, a person who can deal effectively with education and drug issues, an effective negotiator, a person with a demonstrated work ethic, has experience with change and diversity, an advocate for employees, an effective partner with the schools and other outside agencies, and a thoughtful individual.~~

The successful candidate for the position of Chief of Police of the City of Isle of Palms should meet the following criteria:

- Possess a Bachelor's degree in Criminal Justice, or a related field and 10 years or more experience in law enforcement. Five years of extensive experience working in increasingly more responsible positions in police management. A Master's degree in Criminal Justice, Public Administration preferred and other technical post-graduate training such as the 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, or ability to obtain SCCGA Class I certification within one year.
- Possession of, or ability to obtain within 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.

Required knowledge, skills and abilities include:

- Knowledge of state, local and federal laws pertaining to the general exercise of law enforcement duties.
- Extensive knowledge of the principles, 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.
- 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.
- Superior skill in organizing, directing and supervising others.
- Understanding and experience in CALEA process.
- Ability to meet needs of citizens while upholding the law.

ABOUT THE POSITION

The management, direction and control of the Isle of Palms Police Department shall be vested in the City Council. The Chief of Police serves under the general direction of the City Administrator as assigned by City Council.

~~The Chief~~~~He/she~~ serves as the chief law enforcement officer of the City. In this regard, ~~the ideal candidate will~~~~he/she~~ directs the Police Department staff in the maintenance of peace and order, protection of life and property, and the prevention of crime. The Chief is responsible for the enforcement of laws and ordinances, traffic planning, and emergency response within the City of Isle of Palms. The Chief also performs a variety of complex administrative, supervisory and professional work in planning, coordinating and directing the activities of the Police Department.

Essential duties performed by the Chief of Police include:

- Supervises, directly or through subordinates, and participates in all Department functions and activities such as patrol units, traffic control, crime prevention, and criminal investigations.
- Plans, develops, and oversees the implementation of Department policies and procedures in accordance with applicable laws and ordinances.
- Develops and presents the requested budget for the Department. Manages the budget to assure effective and efficient use of budgeted funds, personnel, materials, equipment, facilities and time.
- Plans, implements, and directs the law enforcement, crime prevention, homeland security programs and community oriented policing programs for the City in order to better carry out the policies and goals of the City Council as communicated through the City Administrator; trains staff in all areas of operation, reviews Department performance and effectiveness, and formulates programs or policies to alleviate deficiencies.
- Communicates information on all operations to the City Council and City Administrator. Attends City Council and various commission meetings. Prepares reports in accordance with the City Code, City policy and procedure, and as requested by the City Council via the City Administrator.
- Directs a workforce of both sworn and civilian personnel. Recruits personnel for the Department, assigns work, facilitates training, reviews performance, sets standards for fitness, counsels, and takes disciplinary action up to the recommendation for discharge. Handles grievances, oversees the conduct and general behavior of assigned personnel, and also maintains Department discipline.
- Investigates complaints from citizens against Department employees and takes appropriate action in accordance with laws, ordinances, City policy, and collective bargaining agreements. Answers inquiries from citizens regarding laws, ordinances, and police procedures.
- Coordinates operations and strategies with other local, State and National safety agencies to ensure a comprehensive, cost-effective program. Negotiates and administers mutual aid agreements and other formal and informal relationships on behalf of the City.
- Conducts site plan review in coordinated effort with other City Departments to insure prevention of crime, maintenance of order, and proper legal motor vehicle and pedestrian traffic control. Provides emergency management and response. Coordinates and cooperates with area law enforcement agencies.

- Participates as a key member on commissions, committees, and projects and performs other duties as assigned by the City Council via the City Administrator.

There is no requirement for residency for this position within the City of Isle of Palms. ~~However, Residency is required within a distance, to enable employee to personally address island incidents in a timely manner, residency is required within a reasonable distance.~~

ABOUT ISLE OF PALMS

~~The City of Isle of Palms is located 15 minutes away from the City of Charleston, voted the #1 Vacation spot by Conde Nast each of the last SEVEN years. The Isle of Palms has one of the most family friendly beaches in the country. It stretches across seven miles of shoreline. Between the two ends of the beach is a tight seaside community that offers almost the full gamut of activities plus stunning white sands.~~

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The City has a small centralized commercial district that includes family restaurants, shops, boutique hotels, grocery store, pharmacy and hair salon, serving full-time residents and visitors year-round. ~~A city-owned (but privately managed) Marina offers public access to a variety of water sports and activities.~~

~~Isle of Palms is a barrier island on the South Carolina coast. It is a City in Charleston County, South Carolina.~~

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At the 2010 census, the year-round population was 4,133, but because of tourism, the population in summer may grow to 25,000 or more. This growth in population presents several challenges to the Police Department.

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~~The City is included in the Charleston North Charleston Summerville metropolitan area and the Charleston North Charleston Urbanized Area. The City lies on a narrow strip of land hugging the beach. It is separated from the mainland by the Intracoastal Waterway and salt marshes. It is an affluent community of both vacation homeowners and year-round residents, with large beachfront homes, a resort and local restaurants. Beach volleyball is popular in the summer as are many more outdoor activities including golf and tennis, the latter two of which can be year-round.~~

Isle of Palms has been designated the safest City in South Carolina.

CITY GOVERNMENT/POLICE DEPARTMENT

The City Government of the Isle of Palms is stable and operates under ordinances in the City Code. The City is governed by a strong Council weak Mayor form of government with each Council member including the Mayor representing one vote. Council members are elected to four-year staggered terms and there are no term limits. The Mayor is elected at-large by popular vote. The Mayor and eight City Council members comprise the governing body. Elections are held in odd-numbered years. The City government is non-partisan. The City is full-service except for the water system which is an authority with its own Water and Sewer Commission. ~~Board of Directors plus the City owns a Marina.~~ The City is in good condition financially as evidenced by a healthy fund balance.

The City has 92 FTE employees, plus part-time/seasonal employees. The FY 2018 total budget for the City is approximately \$21M, 21 percent of which is tourism revenue. The City Council utilizes several standing committees such as Public Safety, Ways & Means, Personnel, etc. to deal with issues in a thorough manner before they are taken to the full City Council for action.

Police Department Mission Statement

"The Isle of Palms Police Department strives to preserve the public peace, prevent crime, detect and arrest violators of the law, protect life and property, and enforce criminal laws of the State of South Carolina and the ordinances of the City of Isle of Palms"

The Police Department has 1 Police Chief, 2 Captains (1 over Operations and 1 over Support Services), 4 Patrol Sergeants, 2 Detectives, 12 Patrol Officers, 1 Victims Advocate/Investigator, 0 Communications Supervisor, 4 Communications Technicians, 1 Police Administrative Secretary, 1 Animal Control Officer, 1 Part-Time Animal Control Officer (75%), and Up to 10 Seasonal Beach Services Officers. The total staffing in the Department is 29.

~~Rolling stock, equipment, firearms are in good shape. TRFPs are currently out to renovate and improve the public safety facility needs renovation and it is planned.~~

COMPENSATION

The starting annual salary for the Chief of Police for the City of Isle of Palms will be market competitive depending upon the qualifications and experience of the selected candidate. An excellent retirement and fringe benefit plan will be provided as well. The City is very competitive in these areas in the region. Reasonable relocation expense reimbursement will be negotiated.

HOW TO APPLY

This position is open until filled. First review of candidates will occur on December 15, 2018. For further information on this excellent opportunity, please contact Jim Mercer.

Confidential resumes should be sent by close of business on December 14, 2018, to:

James L. Mercer, President/CEO
The Mercer Group, Inc.
1000 Cordova Place, #726
Santa Fe, NM 87505

VOICE: 505-466-9500
CELL: 505-660-7725
FAX: 505-466-1274
E-Mail: jmercerc@mercergroupinc.com
Website: www.mercergroupinc.com

The City of Isle of Palms is an Equal Opportunity Employer. The City of Isle of Palms does not discriminate on the basis of race, color, religion, creed, sex, gender, sexual orientation, age, marital status, or national origin.

City of Isle of Palms
5 Year History of Personnel Costs and Full-time FTE Calculation

BREAKDOWN OF PAYROLL AND FRINGE COSTS BY DEPARTMENT												FY19 Budget as % FY14 Actual	
	FY14 ACTUAL		FY15 ACTUAL		FY16 ACTUAL		FY17 ACTUAL		FY18 ACTUAL		FY19 BUDGET*		
MAYOR AND COUNCIL	59,965	1%	68,250	1%	65,899	1%	62,604	1%	91,955	1%	108,649	1%	181%
GEN GOVT	430,261	7%	456,454	7%	484,375	7%	552,178	8%	641,064	8%	652,383	8%	152%
POLICE	1,709,755	28%	1,757,413	27%	1,887,360	27%	1,939,567	27%	2,156,742	28%	2,291,614	28%	134%
FIRE	2,189,739	36%	2,491,319	39%	2,605,346	38%	2,710,884	38%	2,777,606	36%	2,873,677	35%	131%
PUB WKS	604,056	10%	626,416	10%	689,402	10%	717,126	10%	755,017	10%	874,627	11%	145%
BUILDING	276,377	5%	291,241	5%	311,041	4%	324,018	4%	337,476	4%	347,294	4%	126%
REC	618,678	10%	627,304	10%	675,150	10%	701,348	10%	703,987	9%	777,621	10%	126%
COURT	91,256	2%	97,075	2%	106,074	2%	109,127	2%	111,807	1%	114,592	1%	126%
PARKING BSO	36,885	1%	48,431	1%	109,802	2%	101,193	1%	93,125	1%	136,626	2%	370%
	6,016,972	100%	6,463,904	100%	6,934,450	100%	7,218,046	100%	7,668,777	100%	8,177,083	100%	136%

TOTAL GENERAL FUND EXPENSE												FY19 Budget as % FY14 Actual	
8,875,166		9,243,477		9,659,217		9,848,598		10,525,096		11,343,798			
% OF DEPARTMENTS' PAYROLL AND FRINGE EXPENSE TO TOTAL GENERAL FUND EXPENSE													
	FY14 ACTUAL		FY15 ACTUAL		FY16 ACTUAL		FY17 ACTUAL		FY18 ACTUAL		FY19 BUDGET*		
MAYOR AND COUNCIL	59,965	1%	68,250	1%	65,899	1%	62,604	1%	91,955	1%	108,649	1%	181%
GEN GOVT	430,261	5%	456,454	5%	484,375	5%	552,178	6%	641,064	6%	652,383	6%	152%
POLICE	1,709,755	19%	1,757,413	19%	1,887,360	20%	1,939,567	20%	2,156,742	20%	2,291,614	20%	134%
FIRE	2,189,739	25%	2,491,319	27%	2,605,346	27%	2,710,884	28%	2,777,606	26%	2,873,677	25%	131%
PUB WKS	604,056	7%	626,416	7%	689,402	7%	717,126	7%	755,017	7%	874,627	8%	145%
BUILDING	276,377	3%	291,241	3%	311,041	3%	324,018	3%	337,476	3%	347,294	3%	126%
REC	618,678	7%	627,304	7%	675,150	7%	701,348	7%	703,987	7%	777,621	7%	126%
COURT	91,256	1%	97,075	1%	106,074	1%	109,127	1%	111,807	1%	114,592	1%	126%
PARKING BSO	36,885	0%	48,431	1%	109,802	1%	101,193	1%	93,125	1%	136,626	1%	370%
	6,016,972	68%	6,463,904	70%	6,934,450	72%	7,218,046	73%	7,668,777	73%	8,177,083	72%	136%

TOTAL EXPENSE ALL FUNDS	11,957,251	13,107,010	12,960,354	13,848,581	30,076,602	20,853,082							
	% OF DEPARTMENTS' PAYROLL AND FRINGE EXPENSE TO TOTAL EXPENSE ALL FUNDS												FY19 Budget as % FY14
	FY14 ACTUAL		FY15 ACTUAL		FY16 ACTUAL		FY17 ACTUAL		FY18 ACTUAL		FY19 BUDGET*		Actual
MAYOR AND COUNCIL	59,965	1%	68,250	1%	65,899	1%	62,604	0%	91,955	0%	108,649	1%	181%
GEN GOVT	430,261	4%	456,454	3%	484,375	4%	552,178	4%	641,064	2%	652,383	3%	152%
POLICE	1,709,755	14%	1,757,413	13%	1,887,360	15%	1,939,567	14%	2,156,742	7%	2,291,614	11%	134%
FIRE	2,189,739	18%	2,491,319	19%	2,605,346	20%	2,710,884	20%	2,777,606	9%	2,873,677	14%	131%
PUB WKS	604,056	5%	626,416	5%	689,402	5%	717,126	5%	755,017	3%	874,627	4%	145%
BUILDING	276,377	2%	291,241	2%	311,041	2%	324,018	2%	337,476	1%	347,294	2%	126%
REC	618,678	5%	627,304	5%	675,150	5%	701,348	5%	703,987	2%	777,621	4%	126%
COURT	91,256	1%	97,075	1%	106,074	1%	109,127	1%	111,807	0%	114,592	1%	126%
PARKING BSO	36,885	0%	48,431	0%	109,802	1%	101,193	1%	93,125	0%	136,626	1%	370%
	6,016,972	50%	6,463,904	49%	6,934,450	54%	7,218,046	52%	7,668,777	25%	8,177,083	39%	136%

DEDUCT COUNCIL COMPENSATION/FRINGES AND PART-TIME WAGES + 7.65% FICA ON PART-TIME WAGES TO CALCULATE FT FTE (since Rec Instructors, Judges, & City Council are not paid by the hour, an accurate PT FTE is difficult to calculate)						
	FY14 ACTUAL	FY15 ACTUAL	FY16 ACTUAL	FY17 ACTUAL	FY18 ACTUAL	FY19 BUDGET*
MAYOR AND COUNCIL	(59,965)	(68,250)	(65,899)	(62,604)	(91,955)	(108,649)
GEN GOVT						
POLICE						
FIRE						
PUB WKS						
BUILDING						
REC	(210,781)	(200,997)	(202,733)	(198,456)	(210,625)	(234,031)
COURT	(16,192)	(17,484)	(18,389)	(16,622)	(16,623)	(19,377)
PARKING BSO	(36,885)	(48,431)	(109,802)	(101,193)	(93,125)	(136,626)
	(323,822)	(335,163)	(396,823)	(378,876)	(412,327)	(498,683)

FULL TIME WAGES AND FRINGES ONLY												FY19 Budget as % FY14 Actual	
	FY14 ACTUAL		FY15 ACTUAL		FY16 ACTUAL		FY17 ACTUAL		FY18 ACTUAL		FY19 BUDGET*		
MAYOR AND COUNCIL	0	0%	-	0%	-	0%	-	0%	-	0%	-	0%	
GEN GOVT	430,261	8%	456,454	7%	484,375	7%	552,178	8%	641,064	9%	652,383	8%	152%
POLICE	1,709,755	30%	1,757,413	29%	1,887,360	29%	1,939,567	28%	2,156,742	30%	2,291,614	30%	134%
FIRE	2,189,739	38%	2,491,319	41%	2,605,346	40%	2,710,884	40%	2,777,606	38%	2,873,677	37%	131%
PUB WKS	604,056	11%	626,416	10%	689,402	11%	717,126	10%	755,017	10%	874,627	11%	145%
BUILDING	276,377	5%	291,241	5%	311,041	5%	324,018	5%	337,476	5%	347,294	5%	126%
REC	407,897	7%	426,307	7%	472,418	7%	502,892	7%	493,362	7%	543,590	7%	133%
COURT	75,065	1%	79,591	1%	87,685	1%	92,505	1%	95,183	1%	95,215	1%	127%
PARKING BSO	-	0%	-	0%	-	0%	-	0%	-	0%	-	0%	
	5,693,150	100%	6,128,742	100%	6,537,627	100%	6,839,171	100%	7,256,450	100%	7,678,400	100%	135%

AVERAGE COST PER FTE AND EMPLOYEE HEADCOUNT BY DEPARTMENT - FULL-TIME POSITIONS ONLY												FY19 Budget	
	FY14 ACTUAL		FY15 ACTUAL		FY16 ACTUAL		FY17 ACTUAL		FY18 ACTUAL		FY19 BUDGET*		FY19 Budget as % FY14 Actual
MAYOR AND COUNCIL													
GEN GOVT	86,052	5	91,291	5	96,875	5	92,030	6	106,844	6	108,731	6	126%
POLICE	63,324	27	65,089	27	69,902	27	66,882	29	74,370	29	79,021	29	125%
FIRE	64,404	34	73,274	34	76,628	34	79,732	34	81,694	34	84,520	34	131%
PUB WKS	60,406	10	62,642	10	68,940	10	71,713	10	75,502	10	79,512	11	132%
BUILDING	69,094	4	72,810	4	77,760	4	81,005	4	84,369	4	86,824	4	126%
REC	58,271	7	60,901	7	67,488	7	71,842	7	70,480	7	77,656	7	133%
COURT	75,065	1	79,591	1	87,685	1	92,505	1	95,183	1	95,215	1	127%
PARKING BSO													
TOTAL	64,695	88	69,645	88	74,291	88	75,156	91	79,741	91	83,461	92	129%
Approx Wage portion	48,166	74%	51,356	74%	54,553	73%	55,142	73%	57,801	72%	59,121	71%	123%
Approx Fringe portion	16,529	26%	18,289	26%	19,739	27%	20,014	27%	21,940	28%	24,340	29%	147%
	64,695	100%	69,645	100%	74,291	100%	75,156	100%	79,741	100%	83,461	100%	129%

* The Budget is based on full-staff levels. Actual expenses are typically lower due to turnover and vacancies.