



Special City Council Meeting

6:00 p.m., Tuesday, December 8, 2020

City of Isle of Palms, South Carolina
1207 Palm Boulevard

Virtual Meeting Due to COVID-19 Pandemic

The public may join the virtual meeting by clicking here:

<https://www.youtube.com/user/cityofisleofpalms>

Public Comment:

Citizens may provide public comment here:

<https://www.iop.net/public-comment-form>

Agenda

1. Introduction of the meeting - Call the special meeting to order and acknowledge that the press and the public were duly notified of the meeting in accordance with the Freedom of Information Act.

2. Purpose

- a. Consideration of A Proclamation Recognizing the Career and Contributions of Fire Chief Ann Marie Graham and Thanking Her for Thirty-Five Years of Service to the City of Isle of Palms, Congratulating Her on Her Retirement and Wishing Her Well in This New Chapter of Her Life.
- b. Consideration of nominations and appointments to Standing Committees for 2021
- c. Consideration of nominations and appointment to CARTA Board of Directors
- d. Consideration of nominations and appointment to Charleston Visitors Bureau
- e. Consideration of nominations and appointment to the Charleston, Berkeley, Dorchester Council of Governments
- f. Consideration of appointments to Boards and Commissions as recommended by the Personnel Committee

Planning Commission (2-year Terms) Terms expire 12/31/2022	Accommodations Tax Advisory Committee (3-year Terms) Terms expire 12/31/2023	Board of Zoning Appeals (3-year Terms) Terms expire 12/31/2023
David Cohen	Ray Burns	Brian Abel
Steven Corney	Julise Spell	
Sandy Stone	Douglas Truslow	

g. Consideration of appointments to City Attorney – James J. Hinchey

h. Consideration of Second Reading of Ordinance 2020-10 – An amendment to the City’s Zoning Ordinance to allow sewer pump stations in the SR-1 single-residential district

i. Consideration of Second Reading of Ordinance 2020-15 An ordinance to adopt the most recent Flood Insurance Rate Maps (FIRMs), create standards for new AO flood zones, and update existing language as required by SCDNR

j. Consideration of award of a contract in the amount of \$21,500 to Evergreen Solutions for a wage and compensation study

3. Executive session – Executive session pursuant to Section 30-4-70 (a)(2) to receive legal advice regarding settlement proposal from Morgan Creek Grille. Upon returning to open session, Council may take action on matters discussed in Executive Session.

Executive session pursuant to Section 30-4-70 (a) (2) to receive legal update regarding the eviction proceedings against Tidal Wave Watersports. Upon returning to open session, Council may take action on matters discussed in Executive Session.

4. Adjournment

City of Isle of Palms, South Carolina

A PROCLAMATION

Recognizing the Career and Contributions of Fire Chief Ann Marie Graham and
Thanking Her for Thirty-Five Years of Service to the City of Isle of Palms,
Congratulating Her on Her Retirement and Wishing Her Well in This New Chapter of
Her Life.

WHEREAS, Chief Graham began her career with the City of Isle of Palms Fire Department on July 9, 1985 as a full-time firefighter; and

WHEREAS, Chief Graham was appointed as Fire Chief on May 24, 1994; and

WHEREAS, Chief Graham was the first career female Fire Chief in the State of South Carolina; and

WHEREAS, Chief Graham has dedicated herself to the highest standards of professionalism and excellence as a member of the City of Isle of Palms Fire Department; and

WHEREAS, during her tenure as Fire Chief, the department continued to pursue the most rigorous operational standards resulting in the achievement of an ISO rating of 1 which is the best possible rating and represents how well-protected a community is by their fire department;

WHEREAS, Chief Graham always strived to protect the health and safety of all personnel, putting their needs above her own; and

WHEREAS, Chief Graham's service and dedication to the City of Isle of Palms and its Fire Department have proven to be an invaluable asset to the City and its residents; and

NOW THEREFORE BE IT PROCLAIMED, by the City Council of the Isle of Palms, on behalf of the citizens we serve, and in recognition of Chief Graham's exceptional service and thirty-five year career and commitment to public safety in protection and service to the residents and businesses of the City of Isle of Palms as a member of the Fire Department, do hereby congratulate Chief Ann Marie Graham on the occasion of her retirement, December 31, 2020. We wish the Fire Chief the very best in this new chapter of her life.

Done on this 8th day of December, 2020, in the City of Isle of Palms.

Mayor Carroll

**Mayor Carroll's Nominations for 2021 Standing Committees of Council and
Special Appointments**

City Council

Mayor – Jimmy Carroll

Mayor ProTem –

Ways and Means Committee

Chair –

Vice Chair –

Public Safety Committee

Jimmy Ward

Phillip Pounds

Randy Bell

Public Works Committee

Rusty Streetman

Susan Hill Smith

Jimmy Ward

Recreation Committee

Susan Hill Smith

Ryan Buckhannon

Phillip Pounds

Personnel Committee

John Moya

Ryan Buckhannon

Randy Bell

Real Property Committee

Kevin Popson

Rusty Streetman

John Moya

CARTA Board: Jimmy Ward

Council of Governments: Phillip Pounds

Charleston Visitors Bureau: Susan Hill Smith

Applicants nominated by the Personnel Committee
Planning Commission

Application for Boards and Commissions

Applicant Name

David Cohen

Position Sought

Planning Commission

Home Phone

(843) 886-8692

Work Phone

(843) 886-8692

Mobile Phone

(843) 718-9228

Email

ddcohen92@bellsouth.net

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

33

Address

3504 Cameron Blvd., Isle of Palms, South Carolina 29451

Occupation and Title

Electronics Engineer

Business or Employer Name

retired

Have you ever served on a board or commission for the City of Isle of Palms or another local government?

Yes

If yes, please provide information about that service

Planning Commission July 2009 - Dec 2012, chairman 2012

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

Member IOP Methodist church, volunteer youth leader

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

No

State your interest in serving on this Board or Commission.

As a part time resident since 1981, permanent resident since 1987 home owner since 1990 and volunteer relief worker after hurricane Hugo, I feel I have a lot of experience that would benefit the planning commission and city council.

Upload Résumé

David Cohen Resume-2019.pdf

Note: This is an application only and indicates your willingness to serve on an Isle of Palms Board or Commission. You will be notified when a seat is vacant and will be considered among other applicants. Final selection will be determined by the Isle of Palms City Council. Thank you for your interest in serving the Isle of Palms.

David Cohen

3504 Cameron Blvd.
Isle of Palms, SC 29451
(843)-886-8692
ddcohen92@yahoo.com

Retired Electronics Engineer with 35 years experience supporting design, installation and maintenance of Naval communication equipment.

PROFESSIONAL EXPERIENCE

NAVAL INFORMATION WARFARE CENTER (NIWC) ATLANTIC, Charleston, SC

Lead Systems Engineer, September 2010 – May 2019

- Evaluate the planning, design and certification of electronic systems supporting Naval Intelligence, Surveillance and Reconnaissance (ISR) and Data Analytics operations.
- Provide training in systems engineering best practices, US Navy policy and command processes and procedures to engineering project teams.
- Prepare and brief Analysis of Alternatives to address high risk issues and concerns that could not be resolved within the project team.
- Developed command policies for implementing engineering practices.
- Created developmental plans and evaluated engineering personnel.

UNITED STATES NAVY, Charleston, SC

Civilian Electronics Engineer, November 1983 – September 2010

- Performed installation, testing, calibration and repair of SONAR and Radio equipment on surface and sub-surface naval vessels.
- Created installation plans for shipboard electronic systems to include power, structural, cabling and HVAC design.
- Performed hardware and software design of electronic modules in support of Intel and Communication systems.
- Developed and maintained budgets and schedules for the design, production, testing, installation and maintenance of naval Intel and Communication systems.

EDUCATION

Tennessee Technological University, Cookeville, TN

Bachelor of Science in Electrical Engineering, May 1986

HOBBIES AND INTEREST

- Adult leader guiding young adults and youth in restoration of dilapidated homes through Salkehatchie Summer Service.
- Youth leader volunteer Isle of Palms Methodist Church
- Woodworking, sailing, snow skiing, hunting and SCUBA diving

Application for Boards and Commissions

Applicant Name

Steven Corney

Position Sought

Planning Commission

Home Phone

(843) 697-9998

Work Phone**Mobile Phone****Email**

steve@corney.org

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

20

Address

13 Edgewater Aly, Isle of Palms, South Carolina 29451

Occupation and Title**Business or Employer Name****Have you ever served on a board or commission for the City of Isle of Palms or another local government?**

No

If yes, please provide information about that service

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

State your interest in serving on this Board or Commission.

I love living on IOP and would like the opportunity to utilize my experience to support the City. I recently retired from a 40-year career as a professional engineer planning, managing and implementing civil and environmental projects for federal, municipal and corporate clients.

Upload Résumé

Corney Resume 090418.pdf

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STEVEN J. CORNEY, P.E.

13 Edgewater Alley • Isle of Palms • South Carolina • 29451 • 843-697-9998 • steve@corney.org

Technical leader and senior operations executive with extensive experience in civil and environmental engineering projects and the management of engineering, consulting and construction business operations. Experienced as a member of a corporate executive management team and with the strategic, financial, management and operations requirements of worldwide operations. Demonstrated strategic planning and business development experience that has resulted in the growth of business units, technical practices, national programs and client account relationships. Manages relationships with industrial, commercial, federal and municipal clients. Strengths also include:

- Alternative Delivery Project Implementation
- Project Earned Value Management
- Contract Negotiation
- Technical Leadership
- Interpersonal Communication
- Operations Performance Management
- Strategic Planning / Revenue Growth
- Client Relationship Management
- Team Building
- Licensed General Contractor

EXPERIENCE

AECOM Technology Corporation, Charleston, South Carolina (1999 to 2017)

Vice President/ Practice Leader /Alternative Delivery Programs (2008 to 2017)

Responsible for capture and implementation of performance based remediation, design/build, and EPCM civil, environmental and cross-discipline projects, programs and clients. Portfolio of projects includes manufacturing, oil & gas, chemical, pharmaceutical, utility and public sector clients, including landfill design and construction, sediment dredging, water treatment, facility deactivation and soil and groundwater assessment, remediation and closure. Development and implementation of complex projects as Lead Engineer or General Contractor and contract mechanisms including design/build, performance-based, cost-to-closure, EPCM and alternative contracting mechanisms utilizing environmental, water, transportation and facilities business lines.

Vice President/ Southeast Regional Manager/ Earth Tech, Inc. (1999 to 2008)

Regional Executive with P&L responsibility for 680 employees in 14 offices in South Carolina, North Carolina, Georgia, Alabama and Florida including consulting and construction practices for environmental, transportation, water/wastewater treatment and facilities engineering. Clients included industrial companies, state/local municipalities and federal agencies. Responsible for growth initiatives, including: expansion of key industrial accounts; development of national watershed management and planning initiative; and capture of new contracts for DOE.

TEAM, A Limited Liability Company, Mt. Pleasant, South Carolina (1997 – 1999) **President / Founder**

Founder and director of an engineering and construction firm specializing in project management, technical direction and innovative technology implementation for the electric power generating industry. Projects included the laser alignment of turbine components for generators at fossil and nuclear power generating plants and the evaluation and repair of high-pressure steam turbines and generators.

McLaren/Hart, Incorporated, Detroit, Michigan (1988 – 1997)**Vice President / National Director of Engineering & Director of Central Region Operations**

Member of the company's Executive Committee with management and technical responsibility for the Engineering Practice in 17 offices nationwide. Also responsible for P&L and strategic direction for the Central Region. Grew the region from one office to eight offices in Michigan, Ohio, Pennsylvania, Illinois, Texas and Missouri. Responsible for projects including, negotiations with U.S. EPA and state agencies for PRP Superfund sites; design and manufacture of thermal desorption treatment systems; deactivation, remediation and demolition of automotive manufacturing facilities and implementation of brownfield redevelopment alternatives; TRI reporting and development of manufacturing product life cycle program; and design and construction of water treatment systems, containment caps, and slurry walls for soil and groundwater remediation projects.

Chrysler/AMC/Jeep Corporation, Highland Park, Michigan (1985 – 1988)**Manager / Plant Engineering, Energy & Environment**

Manager of Environmental Activities for Jeep Corporation including all air, water and hazardous substance compliance programs, conversion of coal-fired boilers, construction of wastewater treatment plant and air permitting of all operations. After Jeep Corporation was acquired by Chrysler Corporation, managed the Chrysler Remediation Program and the corporate financial reserve accounts at all facilities for RCRA, CERCLA and TSCA liabilities.

Ford Motor Company (1979 to 1985)**Senior Facilities Engineer, Livonia, Michigan**

Provided facility and environmental engineering support for manufacturing plants in Michigan, Ohio, Indiana and Puerto Rico including, the development of facility asset preservation and preventative maintenance programs for water and wastewater treatment systems, HVAC, boilerhouses, roads, roofs, fire protection systems, and electrical distribution systems. Implemented wastewater treatment design and construction program at 13 facilities for pretreatment program compliance.

Environmental Engineer, Dearborn, Michigan

Supervised the construction, startup and operation of four wastewater treatment plants for the Rouge Manufacturing Plants--the world's largest industrial complex. Responsible for monitoring and reporting program for wastewater discharges totaling 1 billion gallons per day.

Jahnke & Jahnke Associates, Waukesha, Wisconsin (1976 to 1979)**Civil Engineer / Surveyor**

Engineer and surveyor for civil infrastructure project design and implementation for municipal and residential clients.

EDUCATION/REGISTRATIONS

The Pennsylvania State University (B.S. Civil Engineering)

Registered Professional Engineer (MI 6201034871)

Licensed General Contractor (SC 100281)

Application for Boards and Commissions

Applicant Name

Alexander Stone

Position Sought

Planning Commission

Home Phone

(843) 224-7279

Work Phone**Mobile Phone****Email**

sandy@islandrealty.com

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

46

Address

7 Ensign CT, 7 Ensign court, 7 Ensign court, Isle of Palms 29451

Occupation and Title**Business or Employer Name****Have you ever served on a board or commission for the City of Isle of Palms or another local government?**

Yes

If yes, please provide information about that service

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

State your interest in serving on this Board or Commission.

I am interested in serving on the Planning Commission and want to serve our community. As a long term occupant and Business leader I have a lot of continuity from years past as well a very diverse background from my many travels to other communities and being involved on the fringes in Columbia with our State Government with the Association of Realtors.

Upload Résumé

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Applicants nominated by the Personnel Committee
Accommodations Tax Advisory Committee

Application for Boards and Commissions

Applicant Name

Ray Burns

Position Sought

Accommodations Tax Advisory Committee

Home Phone**Work Phone****Mobile Phone**

(843) 860-1161

Email

reb3542@yahoo.com

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

6

Address

6 Morgan's Cove Court, Isle of Palms, South Carolina 29451

Occupation and Title

Owner

Business or Employer Name

Sea Oats IOP LLC

Have you ever served on a board or commission for the City of Isle of Palms or another local government?

No

If yes, please provide information about that service

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

No

State your interest in serving on this Board or Commission.

My interest in serving on the Accommodations Tax Advisory Committee is to volunteer to promote tourism, arts and cultural affairs for Isle of Palms in a responsible well managed manner in the best interest of the City and the community. Being both a full time resident and owner of a short term rental property affords me an objective view of potential ATAC projects.

Upload Résumé

Summary resume2.docx

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Raymond E. Burns

Resume

6 Morgan's Cove Court
Isle of Palms, SC 29451

Cell: 843-860-1161
Email: reb3542@yahoo.com

Employment Experience

Plastic Molding Advisors, LLC

2015 to present

Owner and President of consulting business serving the plastics manufacturing industry

Sea Oats IOP, LLC

2009 to present

Owner and manager of beach rental property

Mack Molding Company

President of the Southern Division

1997 to 2014

President of two plant (SC/NC) southern division of Mack Molding Company, a plastic injection molding business. Managed all manufacturing operations, sales, engineering, finance, human resources, IT, procurement, quality, safety and environmental. Responsibilities included P&L performance, meeting corporate objectives for growth, quality, compliance and customer satisfaction, capital expenditures, budgeting and forecasting. The division comprised of 500 employees with annual revenues in excess of \$100 million/year.

Vice President General Manager Southern Division

1991 to 1997

Responsibilities identical to role of President of the Southern Division

Vice President Sales

1981 to 1991

Responsibility for sales management and development of six plant (VT, SC, NC) plastic injection molding manufacturing business. Orchestrated major acquisitions of two competitors to create southern division. Over ten-year period grew business by 600% to being a leader in the industry.

Nypro, Inc

Senior Sales Representative

1974 to 1981

Account responsibility for major accounts and all corresponding commercial activity

Community Activity

Member of Isle of Palms Short-Term Rental and Phased Reopening Task Force	2020
Sea Oats HOA Board Member-Isle of Palms	2017-present
Birds of Prey- capture and transport volunteer	2016-present
Spartanburg Chamber of Commerce Economic Development Committee	1995-2005
Chaugnessey HOA-Board member & Board President-Greenville, SC	2003-2007

Education

Babson College Wellesley, MA	BSBA Finance Major	1974
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Application for Boards and Commissions

Applicant Name

Julise Spell

Position Sought**Home Phone**

(910) 612-3570

Work Phone

(843) 882-2026

Mobile Phone

(832) 224-8438

Email

ETCHEDIMAGES@GMAIL.COM

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

15

Address

PO BOX 697, ISLE OF PALMS, South Carolina 29451

Occupation and Title

Director of Property Management

Business or Employer Name

Wild Dunes Resort

Have you ever served on a board or commission for the City of Isle of Palms or another local government?

Yes

If yes, please provide information about that service

ATAX Committee

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

State your interest in serving on this Board or Commission.

I would like to continue to serve on the ATAX Committee

Upload Résumé

Julise WD Resume 2020.pdf

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WILD DUNES DIRECTOR OF PROPERTY MANAGEMENT

JULISE J. SPELL

PO Box 697 - Isle of Palms, SC 29451
Personal Cell (910) 612-3570

CAREER Director of Property Management at Wild Dunes Resort with a business background

EDUCATION UNIVERSITY OF NORTH CAROLINA @ WILMINGTON

Dean's List

Bachelor of Arts Degree in Elementary Education

METHODIST UNIVERSITY

Graduated Suma cum Laude 4.2 (GPA)

President's List

Member – Chapter of Alpha Chi Honor Society

Member – Delta Mu Delta Honor Society

Bachelor of Science Degree in Business Administration

Concentration: (RM) Resort Management

(PTM) Professional Tennis Management – accredited by
USPTA and endorsed by the PTR

QUALIFICATIONS

Solid Communications and Leadership Skills

Etched Images by JS Designs – Former Co-owner of family owned business

Real Estate – Former Graduate of Realtor Institute (GRI)

Former Certified Residential Specialist (CRS)

Related Education: GRI Courses 100, 200, 300

CRS Courses 201, 202

Bachelor's Degree in Elementary Education (K-12)

Tennis – Assistant

USTA Tennis Certification: Beginning adult program

Junior Tennis clinic, ages 6-14

Wild Dunes Resort Internship:

Front Desk Agent

PBX Operator

Tennis Pro Shop

Activities Desk

Reservations

Data Processing (Springer Miller System)

Property Management Owner Relations Administrator

Housekeeping Inspector

Coordinator for Guest Distribution & Housekeeping, etc.

Human Resource Administrator

Wild Dunes Resort:

Property Manager - SC Licensed

Senior Property Manager

Safety Committee Member

Star Committee Member

SC Property Manager in Charge

Director of Property Management

Village POA Manager

Wild Dunes Resort, managed by Hyatt

Total quality customer and client service

Result-focused individual

Qualifications in research and valuation

- **Sales Experience** (in highly competitive environments)

Insurance Sales Agent

President's Club for Top Agents

Top Producer of Group Health Insurance in SE region

Real Estate Broker in NC– Licensed agent

Million Dollar Club

Multi-Million Dollar Club

Related Education: Win-Win Negotiations

Fair Housing Training Program

Fast Start Training Program

Listing and Selling for Higher Production

Superstars of North America

Mandatory & Update Courses – License Renewal

Etched Images – Co-Owner & Sales - Etched art in glass & mirror

Experience in networking contacts

- **Management Experience**

Real Estate – Management of residential listings and sales

Related Education: Best Seller Listing Presentation

Discover the Difference

Problem solving and decision-making

Administration skills

Quality control

Strategic planning and implementation

Wild Dunes Resort – Owner Relations Administrator

Wild Dunes Resort - Property Manager

Wild Dunes Resort - Senior Property Manager

Duties: Owner Statements, Management of Housekeepers and Inspectors, Maintenance Inspections and Reporting, Prepare for Owner Arrivals, Maintaining units for Guest Satisfaction, Staff Scheduling & 1:1 Staff Meetings, etc.

Wild Dunes Resort – Director of Property Management (2010-present)

Properties – oversight of an average of 250 individually owned rental vacation homes and condos

Oversight of 106 (153 keys) Village condo rentals

Staff – oversight of average of 4 Property Managers plus 8 support staff, plus temp staff

Duties: Financials and Owner Statements, Item Replacement, Home Inspections, Property Ratings to maintain quality requirements, Monthly Owner Newsletter, Liaison with local HOAs, work with Outside Building and Repair Contractors, Pest Vendors, Decorators, etc. to assist Owners with projects or home renovations, review REVINATE Guest Scores and put in place solutions to improve quality of rental units, bringing on new rental listings, etc., management and follow up on Annual Property Management Owner Surveys, etc.,

Wild Dunes Resort – Manager of Property Management Maintenance Department

Properties – average 250 individually owned vacation homes and condos

Staff – average 8 staff members (admin, supervisor, maintenance techs), plus temp staff

Duties: Ensure all work orders are followed up on in a prompt manner, maintenance Inspections, oversight of Minor Maintenance program and rental maintenance projects, etc.

Village at Wild Dunes - Property Owners Association Manager (2010 to present)

Designations: CMCA, AMS (requiring a number of educational courses)

Properties: 115 units/164 keys (both rentals & full-time residents) in 3 building in complex

POA Manager for both Master and Residential POA Boards

Duties – Preparing documents for all board meetings, Reserve Studies, arranging for building maintenance and inspections on behalf of the Boards, Lenders Questionnaires, etc.

Few examples: Replaced hallway carpets, retile foyers, replacement of plaza furniture, painting, housekeeping in common areas, etc.

- **Marketing Experience**

Insurance – Marketing of insurance policies (Life, health & group to businesses)

Real Estate – Preparing market analysis

Related Education: The Power of Personal Marketing

Listing Strategies for a Changing Market

Effective multi-task management skills

Marketing plan development

- **Organization Skills**

Real Estate – Regular customer follow-up

Qualification of Buyers and Sellers
Preparing and presenting all offers promptly
Coordinating smooth closings

PROFESSIONAL WILD DUNES RESORT, Isle of Palms, SC
ISLE OF PALMS TAX ACCOMODATION COMMITTEE MEMBER
PINEHURST RESORT, Village of Pinehurst, NC
NATIONAL COUNTRY CLUB, Pinehurst, NC
ETCHED IMAGES BY JS DESIGNS, Wilmington, NC
PRUDENTIAL CAROLINA REAL ESTATE, Wilmington, NC
HOWARD PERRY & WALSTON REALTORS, Wilmington, NC
COLDWELL BANKER HANOVER REALTY, Wilmington, NC
LIFE OF GEORGIA INSURANCE COMPANY, Wilmington, NC
BILLY HENDERSON REALTY, Wilmington, NC
NEW HANOVER COUNTY SCHOOLS, Wilmington, NC
GRIFTON W. JONES BUILDER, INC., Wilmington, NC

ADDITIONAL INFORMATION

PROFESSIONAL SKILL SETS:

Specialized in residential sales, market analysis, market plan development
Offering Solid Communications, negotiating and leadership skills
Strategic planning and implementation
Dynamic and results-focused individual with outstanding qualifications in research and valuation
Organized and maintains a huge database of owner information

RESPONSIBILITIES:

Management of residential listings, sales and property management
Regular follow-up
Qualifications of owner of rental units
Prepare and present rental agreements promptly
Coordinating smooth listing process
Coordinating Housekeeping and Maintenance for each rental unit
Financial: oversee monthly owner statements

AREAS OF STRENGTH:

Presentation and closing skills
Communication skills both verbal and written
Effective multi-task management skills
Problem solving and decision-making skills
Networking contacts
Organization and administration skills
Total quality customer/client service
Passionate and enthusiastic towards my responsibilities, the owners and the company
Self-motivated
Belief in teamwork and positive attitude towards all (fellow associates, owners, etc.)
Good listener
Able to adjust the approach depending on the needs and outlook of owners

COMPUTER SKILLS Windows, MS Works, Microsoft (Outlook, Word, Excel, Power Point, One Note), Quick Books, Micrografx Draw, Springer-Miller System, Servidyne Itendant, HotSOS, DASH, Birchstreet, KABA, REVINATE, etc.

INTEREST Photography, Travel, Animals, Reading, Golf

-References & supporting documentation furnished upon request-

OTHER EXPERIENCE

- **Hospitality Food and Beverage**

Pinehurst Resort, NC: Large Events ranging from 400-850 people

Wine Festival

Club Corp Event

Mercedes Benz Event

Duke's Children Hospital Event

Unilever Business Party

Pinehurst Resort, NC – Set-up, Break-down, Hostess and Service:

Seminars for Nationwide Wine Connoisseurs

Gourmet Dessert Buffet Event

Wine Exhibition, Arts Council and Culinary Stations

Low Country Banquet

Formal Dining Awards Banquet

Carolina Dining Room @ Pinehurst Resort, NC

Hostess, Buffet, Station (serving), Fine Dining & set-up

Members Gala @ National Country Club in Pinehurst, NC

Assisted Executive Chef and served

- **Bookkeeping and Accounting Experience**

Grifton W. Jones Construction Company, Inc. – Assistant bookkeeper

Etched Images by JS Designs – Bookkeeping

Life of Georgia Insurance Company – Premium payments collections

Wild Dunes Resort – Corporate data entry

- **Graphics and Artistic Experience**

Etching of mirrors and glass – custom artwork

Art designs, layouts and graphics

TENNIS PROFILE

Former USTPA Certified Teaching Professional

Methodist College Women's Tennis Team

Regional Doubles Finalist: Ruth Hopkins Memorial Tennis Tournament

Sportsmanship Award: Ruth Hopkins Memorial Tennis Tournament

Member of USPTA

Former participant of:

USTA Women's 4.0 League Team

USTA combo League Team

USTA Mixed League Team

Greater Wilmington Tennis Association Member (GWTA)

Application for Boards and Commissions

Applicant Name

Douglas Truslow

Position Sought

Accommodations Tax Advisory Committee

Home Phone**Work Phone****Mobile Phone**

(803) 606-8655

Email

doug_truslow@yahoo.com

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

2

Address

23 21st ave, Isle of Palms, South Carolina 29451

Occupation and Title

Attorney/Partner

Business or Employer Name

Truslow and Truslow Attorneys

Have you ever served on a board or commission for the City of Isle of Palms or another local government?

No

If yes, please provide information about that service

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

See attached

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

No

State your interest in serving on this Board or Commission.

See attached.

Upload Résumé

<No Actual Document Was Attached or Uploaded>

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Applicants nominated by the Personnel Committee
Board of Zoning Appeals

Application for Boards and Commissions

Applicant Name

Brian Abel

Position Sought

Building Code Board of Appeals

Home Phone

(240) 381-3398

Work Phone

(240) 381-3398

Mobile Phone

(240) 381-3398

Email

BrianAbel87@gmail.com

Are you a resident of the Isle of Palms?

Yes

How many years have you lived in the Isle of Palms?

1

Address

9510 Palmetto Drive, #4301, Isle of Palms 29451

Occupation and Title

Structural Engineer (Buildings) / President (retired)

Business or Employer Name

ABEL Consulting Engineers

Have you ever served on a board or commission for the City of Isle of Palms or another local government?

No

If yes, please provide information about that service

Have you served as an elected official of local government?

No

Please list community and volunteer activities you may be involved in.

Board of Directors at Ocean Club

Are you currently in a position of responsibility in an organization or board that has received or is seeking funding from the City of Isle of Palms? If yes, list position and date of hire.

No

State your interest in serving on this Board or Commission.

I have extensive experience with the IBC code and ASCE 7 as it relates to building structures. I have interacted with contractors, architects, and other engineers all over the United States. I believe my work history and experience would be an asset to the Code Board of Appeals.

Upload Résumé

BRA resume[4422].docx

Note: This is an application only and indicates your willingness to serve on an Isle of Palms Board or Commission. You will be notified when a seat is vacant and will be considered among other applicants. Final selection will be determined by the Isle of Palms City Council. Thank you for your interest in serving the Isle of Palms.

Resume

Brian R. Abel, P.E.

9510 Palmetto Drive #4301
Isle of Palms, SC 29451

Professional Experience:

ABEL Consulting Engineers, PA, Rockville and Frederick, MD - January 1986 – 01/01/2020 – Retired
President / Principal in Charge / Founder / Project Structural Engineer – Responsible for firm management, marketing, project management, project design, computer network administration and personnel

Design experience with steel, concrete, and wood structures. Design experience with the following building types: Multi-story office buildings, warehouses, data centers, educational facilities (K-12 and university), commercial residential facilities (hotels, apartments, elderly health care), retail structures, parking structures, pre-engineered structures, renovation and rehabilitation of existing structures, evaluation of existing structures,

Meyer Associates, PA, Rockville, MD - March 1977 – December 1985
Vice President / Project Structural Engineer – Responsible for project management, project design, computer network administration and personnel

Dewberry, Nealon & Davis, Fairfax, VA - May 1975 – March 1977
Structural Engineer – Responsible for structural design of projects under the direct supervision of a project manager

Education:

Pennsylvania State University / Bachelor of Science in Civil Engineering - 1975

Active Professional Registrations:

Georgia, Maryland, South Carolina,

Retired Professional Registrations (2019):

Alabama, Colorado, Delaware, District of Columbia, Florida, Illinois, Kansas, Louisiana, Massachusetts, Missouri, Mississippi, New Jersey, New York, North Carolina, Ohio, Pennsylvania, Tennessee, Texas, Virginia, West Virginia

Professional Memberships:

American Society of Civil Engineers, American Institute of Steel Construction, American Concrete Institute, SEA-MW, NCEES

Continuing Education/Ongoing Professional Development:

“Concrete Slabs on Ground”, by American Concrete Institute, May 18, 2006
“Fundamentals of Earthquakes Eng.”, by American Society of Civil Engineers, September 28-29, 2006
“High Wind Workshops for Architects & Engineers”, by Simpson Strong Tie, November 7, 2007
“Design of Masonry Shear Walls”, by American Society of Civil Engineers, November 20, 2007
“Design of Steel Lintels in Masonry Walls”, by American Society of Civil Engineers, January 8, 2008
“Design of Cold Formed Steel Structures”, by American Society of Civil Engineers, September 18-19, 2008
“Revit Structure 2009 Essentials”, by Case Technologies, February 6, 2009
“Exploring Building Design with Steel Joist, Joist Girders, and Steel Deck”, by Steel Joist Institute, June 15, 2010
“Sustainable and Structural Restoration”, by IMI Masonry, September 11, 2011
“Progressive Collapse Mitigation”, by ASCE, January 26-27, 2012
“Design of Diaphragms, Chords & Collector in Steel Framed Building for Seismic Loads”, by AISC, June 13, 2013
“Fundamentals of Stability of Steel Design”, by AISC, June 3 – July 29, 2013
“Fundamentals of Earthquake Engineering for Building Structures”, by AISC, April 28, 2014
“Classical Methods of Structural Analysis”, by AISC, August 28, 2014
“Ethics for US Engineers”, by Suncam, November 23, 2015
“Improving the Safety of Schools and other buildings in earthquakes”, by PDHengineering, April 14, 2016
“Design, Construction & Renovation of Masonry Structures”, by ASCE, April 14, 2017
“Construction Administration for Engineers”, by ASCE, December 15-16, 2017

ORDINANCE 2020-15

AN ORDINANCE AMENDING TITLE 5, PLANNING AND DEVELOPMENT, CHAPTER 4, ARTICLE 8, FLOOD DAMAGE PREVENTION, SECTIONS 5-4-152 THROUGH 5-4-171, OF THE CITY OF ISLE OF PALMS CODE OF ORDINANCES, TO CHAPTER 4, ZONING, ARTICLE 2, DISTRICT REGULATIONS.

WHEREAS, the Isle of Palms Council is empowered with the authority to make substantive amendments to the Isle of Palms Code, including amending Chapters, and now wishes to do so;

WHEREAS, the City of Isle of Palms, like most municipalities in the Lowcountry, participates in the National Flood Insurance Program (NFIP) and has been notified by FEMA that the City is required to adopt a new Flood Insurance Rate Map (FIRM) to become effective January 29, 2021;

WHEREAS, the Isle of Palms Council now desires to amend Chapter 4, Zoning of the Isle of Palms Code of Ordinances, specifically Article 8, Sections 5-4-152 through 5-4-171 (Flood Damage Prevention).

BE IT ORDAINED AND ENACTED BY THE MAYOR AND COUNCIL MEMBERS OF THE CITY OF ISLE OF PALMS, SOUTH CAROLINA, IN CITY COUNCIL ASSEMBLED THAT TITLE 5, PLANNING AND DEVELOPMENT, CHAPTER 4, ZONING, ARTICLE 8, BE REPLACED ENTIRELY TO READ AS FOLLOWS:

Sec. 5-4-151. - Statutory authorization.

Pursuant to S.C. Code 1976, § 6-29-710, as amended, the Legislature of the State has delegated the authority to local governments to adopt regulations designed to protect against and secure safety from floods. Therefore, the City Council hereby adopts the provisions set forth in this article.

Sec. 5-4-152. - Findings of fact.

- (a) The flood hazard areas of the City are subject to periodic inundation which can result in loss of life, property, health and safety hazards, disruption of commerce and governmental services, extraordinary public expenditures for flood protection and relief, and impairment of the tax base, all of which adversely affects the public health, safety and general welfare.
- (b) These flood losses are caused by the cumulative effect of obstructions in floodplains causing increases in flood heights and velocities, and by the occupancy in flood hazard areas by uses vulnerable to floods or hazardous to other lands which are inadequately elevated, floodproofed, or otherwise unprotected from flood damages.

Sec. 5-4-153. - Statement of purpose.

It is the purpose of this article to promote the public health, safety and general welfare and to minimize public and private losses due to flood conditions in specific areas by provisions designed to:

- (1) Restrict or prohibit uses which are dangerous to health, safety and property due to water or erosion hazards, or which result in damaging increases in erosion or in flood heights or velocities;
- (2) Require that uses vulnerable to floods, including facilities which serve such uses, be protected against flood damage at the time of initial construction;
- (3) Control the alteration of natural floodplains, stream channels, and natural protective barriers which are involved in the accommodation of floodwaters; and

- (4) Regulate developments which may increase erosion or flood damage; and, regulate the construction of structures which will unnaturally divert floodwaters which may increase flood hazards to other lands.

Sec. 5-4-154. - Objectives.

The objectives of this article are:

- (1) To protect human life and health;
- (2) To minimize expenditure of public money for costly flood control projects;
- (3) To minimize the need for rescue and relief efforts associated with flooding and generally undertaken at the expense of the general public;
- (4) To minimize prolonged business interruptions;
- (5) To minimize damage to public facilities and utilities such as water and gas mains, electric, telephone and sewer lines, streets and bridges located in floodplains;
- (6) To help maintain a stable tax base by providing for the sound use and development of floodprone areas in such a manner as to minimize future flood blight areas;
- (7) To encourage notification to potential real property buyers that a property is located in a special flood hazard area.

Sec. 5-4-155. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Appeal means a request for a review of the Building Official's interpretation of any provisions of this chapter or a request for a variance.

Area of shallow flooding means a designated AO or VO Zone on a community's Flood Insurance Rate Map (FIRM) with base flood depths of one to three feet where a clearly defined channel does not exist, where the path of flooding is unpredictable and indeterminate, and where velocity flow may be evident.

Area of special flood hazard means the land in the floodplain within a community subject to a one percent (1%) or greater chance of flooding in any given year.

Base flood means the flood having a one percent (1%) chance of being equaled or exceeded in any given year.

Base flood elevation means the water surface elevations of the base flood as determined by the Federal Insurance Administrator of the National Flood Insurance Program (NFIP).

Basement means any area of the building having its floor subgrade (below ground level) on all sides.

Building means any structure built for support, shelter, or enclosure for any occupancy or storage.

Coastal high hazard area means an area of special flood hazard extending from offshore to the inland limit of a primary frontal dune along an open coast and any other area subject to high velocity wave action from storms or seismic sources.

Development means any manmade change to improved or unimproved real estate, including, but not limited to, building or other structures, mining, dredging, filling, grading, paving, excavation or drilling operations.

Existing construction means, for the purposes of determining rates, structures for which the start of construction commenced before January 1, 1975.

Expansion to an existing manufactured home park or manufactured home subdivision means the preparation of additional sites by the construction of facilities for servicing the lots on which the manufactured homes are to be affixed (including the installation of utilities, either final site grading or pouring of concrete pads, or the construction of streets). Any expansion is considered new construction.

Fair market value of a structure means:

- (1) The appraised value of the structure prior to the start of the initial repair or improvement; or
- (2) In the case of damage, the appraised value of the structure prior to the damage occurring.

Flood or flooding means a general and temporary condition of partial or complete inundation of normally dry land areas from:

- (1) The overflow of inland or tidal waters;
- (2) The unusual and rapid accumulation of runoff of surface waters from any source.

Flood Hazard Boundary Map (FHBM) means an official map of a community, issued by the Federal Emergency Management Agency (FEMA), where the boundaries of the areas of special flood hazard have been defined as Zone A.

Flood Insurance Rate Map (FIRM) means an official map of a community, on which the Federal Emergency Management Agency (FEMA) has delineated both the special flood hazard areas and the risk premium zones applicable to the community.

Flood Insurance Study means the official report provided by the Federal Emergency Management Agency (FEMA). The report contains flood profiles, as well as the Flood Boundary-Floodway Map and the water surface elevation of the base flood.

Freeboard means a factor of safety usually expressed in feet above a flood level for purposes of flood plain management. "Freeboard" tends to compensate for the many unknown factors that could contribute to flood heights greater than the height calculated for a selected size flood and floodway conditions, such as wave action, bridge openings, and the hydrological effect of urbanization of the watershed.

Functionally dependent use means a use which cannot perform its intended purpose unless it is located or carried out in close proximity to water. The term "functionally dependent use" includes only docking or port facilities necessary for the loading and unloading of cargo or passengers, shipbuilding and ship repair facilities. The term "functionally dependent use" does not include long-term storage, manufacture, sales, or service facilities.

Highest adjacent grade means the highest natural elevation of the ground surface prior to construction next to the proposed walls of a structure.

Historic structure means any structure that is:

- (a) Listed individually in the National Register of Historic Places (a listing maintained by the U.S. Department of the Interior (DOI)) or preliminarily determined by the Secretary of the Interior as meeting the requirements for individual listing on the National Register;
- (b) Certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district or a district preliminarily determined by the Secretary to qualify as a registered historic district;
- (c) Individually listed on a state inventory of historic places;
- (d) Individually listed on a local inventory of historic places in communities with historic preservation programs that have been certified:
 - (1) By an approved state program as determined by the Secretary of Interior, or
 - (2) Directly by the Secretary of Interior in states without approved programs.

Some structures or districts listed on the state or local inventories MAY NOT be "Historic" as cited above, but have been included on the inventories because it was believed that the structures or districts have the potential for meeting the "Historic" structure criteria of the DOI. In order for these structures to meet NFIP historic structure criteria, it must be demonstrated and evidenced that the South Carolina Department of Archives and History has individually determined that the structure or district meets DOI historic structure criteria.

Lowest floor means the lowest floor of the lowest enclosed area, including basement. Any unfinished or flood-resistant enclosure, usable solely for parking of vehicles, building access or storage in an area other than a basement area, is not considered a building's lowest floor provided that such enclosure is not built so as to render the structure in violation of other provisions of this article.

Manufactured home means a structure, transportable in one (1) or more sections, which is built on a permanent chassis and designed to be used with or without a permanent foundation when connected to the required utilities. It does not include recreational vehicles or travel trailers.

Mean sea level means the average height of the sea for all stages of the tide. It is used as a reference for establishing various elevations within the floodplain. For purposes of this article, the term is synonymous with the National Geodetic Vertical Datum (NGVD) of 1929, North American Vertical Datum (NAVD 88) of 1988, or other datum, to which the base flood elevations shown on a community's Flood Insurance Rate Maps (FIRM) are shown.

National Geodetic Vertical Datum (NGVD), as corrected in 1929, means elevation reference points set by National Geodetic Survey based on mean sea level.

New construction means structures for which the start of construction commenced on or after the effective date of the ordinance from which this article is derived.

New manufactured home park or manufactured home subdivision means a parcel or contiguous parcels of land divided into two (2) or more manufactured home lots for rent or sale for which the construction of facilities for servicing the lot on which the manufactured home is to be affixed (including, at a minimum, the installation of utilities, either final site grading or the pouring of concrete pads, and the construction of streets) is completed on or after the effective date of the ordinance from which this article is derived.

North American Vertical Datum of 1988 (NAVD 88), means a vertical control used as the reference datum on new flood insurance rate maps.

Primary frontal dune means a continuous or nearly continuous mound or ridge of sand with relatively steep seaward and landward slopes immediately landward and subject to erosion and overtopping from high

tides and waves during coastal storms. The inland limit of the primary frontal dune occurs at the point where there is a distinct change from a relatively steep slope to a relatively mild slope.

Recreational vehicle means a vehicle which is:

- (1) Built on a single chassis;
- (2) Four hundred (400) square feet or less when measured at the largest horizontal projection;
- (3) Designed to be self-propelled or permanently towable by a light duty truck; and
- (4) Designed primarily not for use as a permanent dwelling, but as temporary living quarters for recreational, camping, travel or seasonal use.

Sand dunes means naturally occurring or manmade accumulations of sand in ridges or mounds landward of the active beach.

Start of construction, for other than new construction and substantial improvements under the Coastal Barrier Resources Act, includes substantial improvement, and means the date the building permit was issued, provided the actual start of construction, repair, reconstruction, or improvement was within one hundred eighty (180) days of the permit date. The actual start means the first placement of permanent construction of a structure on a site, such as the pouring of slabs or footings, installation of piles, construction of columns, or any work beyond the stage of excavation, or the placement of a manufactured home on a foundation.

Permanent construction does not include land preparation, such as clearing, grading, and filling; nor does it include the installation of streets or walkways; nor does it include excavation for a basement, footings, piers, or foundations or the erection of temporary forms; nor does it include the installation on the property of accessory buildings, such as garages or sheds not occupied as dwelling units or not part of the main building. For substantial improvement, the actual start of construction means the first alteration of any wall, ceiling, floor or other structural part of a building, whether or not that alteration affects the external dimension of the building.

Structure means a walled and roofed building that is principally above ground, a manufactured home or a gas or liquid storage tank.

Substantial damage means damage of any origin sustained by a structure whereby the cost of restoring the structure to its pre-damaged condition equals or exceeds fifty percent (50%) of the fair market value of the structure before the damage occurred.

Substantial improvement means any combination of repairs, reconstruction, alteration, additions or improvements to a structure in which the total cost equals or exceeds fifty percent (50%) of the fair market value of the structure before the start of construction. The term "substantial improvement" does not, however, include either:

- (1) Any project for improvement of a structure to correct existing violations of state or local health, sanitary, or safety code specifications identified by the Building Official which are the minimum necessary to ensure safe living conditions; or
- (2) Any alteration of a structure listed on a National Register of Historic Places or a State Inventory of Historic Places, provided that the alteration will not preclude the structure's continued designation as a historic structure.

Variance means a grant of relief to a property owner from the requirements of this article which permits construction in a manner otherwise prohibited by this article where specific enforcement would result in unnecessary hardship to the owner.

Violation means the failure of a structure or other development to be fully compliant with this article.

Sec. 5-4-156. - Areas in which this article applies.

This article applies to all property in the City identified as areas of special flood hazard by the Federal Emergency Management Agency (FEMA) in its Flood Insurance Study dated January 29, 2021 with accompanying maps and other supporting data.

Sec. 5-4-157. - Basis for establishing the areas of special flood hazard.

The special flood hazard areas identified by the Federal Emergency Management Agency (FEMA) in its Flood Insurance Rate Map (FIRM) and Flood Insurance Study dated January 29, 2021, with all attachments thereto, are hereby adopted by reference and made a part of this article as fully and completely as if set forth herein verbatim.

Sec. 5-4-158. - Establishment of building and/or zoning permit.

A building/zoning permit shall be required in conformance with the provisions of this article prior to the commencement of any development activities.

Sec. 5-4-159. - Compliance.

No structure or land shall hereafter be located, extended, converted, or structurally altered without full compliance with the terms of this article and other applicable regulations.

Sec. 5-4-160. - Abrogation and greater restrictions.

Where this article and any other provision of this Code conflict or overlap, whichever provision imposes the more stringent restrictions shall prevail. If two (2) or more flood zones or base flood elevations transect a structure, the structure shall conform to the most stringent zone and the highest base flood elevation.

Sec. 5-4-161. - Interpretation.

In the interpretation and application of this article, all provisions shall be:

- (1) Considered a minimum requirement;
- (2) Liberally construed in favor of the City Council; and
- (3) Deemed neither to limit nor repeal any other powers granted under state statutes.

Sec. 5-4-162. - Partial invalidity and severability.

In the event any section, subsection, sentence, clause or phrase contained in this article shall be declared or adjudicated to be invalid or unconstitutional by a court of competent jurisdiction, all the remaining provisions of this article shall be and remain in full force and effect.

Sec. 5-4-163. - Warning and disclaimer of liability.

The degree of flood protection required by this article is considered reasonable for regulatory purposes and is based on scientific and engineering considerations. Larger floods can and will occur. Flood heights may be increased by manmade or natural causes. This article does not imply that land outside the areas of special flood hazard or uses permitted within such areas will be free from flooding or flood damage. This article shall not create liability on the part of the City or by any officer or employee thereof for any flood damage that results from reliance on or compliance with this article or any administrative decision made hereunder.

Sec. 5-4-164. - Penalties for violation.

Violation of the provisions of this article or failure to comply with any of its requirements, including violation of conditions and safeguards established in connection with grants of variance or special exceptions, shall constitute a misdemeanor. Any person who violates this article or fails to comply with any of its requirements shall, upon conviction thereof, be punished as provided in section 1-3-66, and in addition shall pay all costs and expenses involved in the case. Each day such violation continues shall be considered a separate offense. Nothing herein contained shall prevent the City from taking such other lawful action as is necessary to prevent, enjoin or remedy any violation.

Sec. 5-4-165. - Administration; designation of Building Official.

The Building Official is hereby appointed to administer and implement the provisions of this article.

Sec. 5-4-166. - Adoption of letter of map revision (LOMR).

All LOMRs that are issued in the areas identified in section 5-4-156 are hereby adopted.

Sec. 5-4-167. - Permit procedures and certification requirements.

- (a) *Permit:* Application for a building/zoning permit shall be made to the Building Official on forms provided by zoning office, prior to any development activities, and may include, but not be limited to, the following plans in duplicate drawn to scale showing the nature, location, dimensions, and elevations of the area in question; existing or proposed structures, fill, storage of materials; drainage facilities, and the location of the foregoing. Specifically, the following information is required:
- (1) Elevation in relation to mean sea level of the proposed lowest floor (including basement) of all structures.
 - (2) Elevation in relation to mean sea level to which any nonresidential structure will be floodproofed.
 - (3) A certificate from a registered professional engineer or architect that the nonresidential floodproofed structure meets the floodproofing criteria in section 5-4-171(c).
 - (4) Description of the extent to which any watercourse will be altered or relocated as a result of proposed development.
- (b) *Certifications:*
- (1) *During construction.* A floor elevation or floodproofing certification is required after the lowest floor is completed, or in instances where the structure is subject to the regulations applicable to coastal high hazard areas, after placement of the horizontal structural members of the lowest floor. Within twenty-one (21) calendar days of establishment of the lowest floor elevation, or floodproofing by whatever construction means, or upon placement of the horizontal structural members of the lowest floor, whichever is applicable, it shall be the duty of the permit holder to submit to the Building Official a certification of the elevation of the lowest floor, floodproofed elevation, or the elevation of the lowest habitable floor, whichever is applicable, as built, in relation to the mean sea level. Said certification shall be prepared by or under the direct supervision of a registered land surveyor or professional engineer and certified by same. When floodproofing is utilized for a particular building, said certification shall be prepared by or under the direct supervision of a professional engineer or architect and certified by same. Any work done within the twenty-one (21) calendar day period and prior to submission of the certification shall be at the permit holder's risk. The Building Official shall review the floor elevation survey date submitted. Deficiencies detected by such review shall be corrected by the permit holder immediately and prior to further progressive work being permitted to proceed. Failure to submit the survey or failure to

make said corrections required hereby may result in the issuance of a stop work order for the project from the Building Official.

- (2) *As-built certification.* Upon completion of the development a registered professional engineer, land surveyor or architect, in accordance with state law, shall certify according to the requirements section that the development is built in accordance with the submitted plans and previous pre-development certifications.

Sec. 5-4-168. - Duties and responsibilities of the Building Official.

Duties of the Building Official shall include, but not be limited to, the following:

- (1) Review all building and zoning permits to ensure compliance with this article.
- (2) Advise permittees that additional federal or state or city permits may be required, and, if specific federal or state or city permits are known to the Building Official, require that copies of such be provided and maintained on file with the building/zoning permit.
- (3) Notify adjacent communities and the State Coordinator, Flood Mitigation Program, S.C. Land, Water and Conservation Division of the South Carolina Department of Natural Resources prior to any alteration or relocation of a watercourse, and submit evidence of such notification to the Federal Emergency Management Agency (FEMA).
- (4) Ensure that maintenance is provided within the altered or relocated portion of said watercourse so that the flood-carrying capacity is not diminished.
- (4) Verify and record the actual elevation (in relation to mean seal level) of the lowest floor (including basement) of all new or substantially improved structures, in accordance with section 5-4-167(b).
- (5) Verify and record the actual elevation, in relation to mean sea level, to which the new or substantially improved structures have been floodproofed, in accordance with section 5-4-171(c).
- (6) In coastal high hazard areas, certification shall be obtained from a registered professional engineer or architect that the structure is securely anchored to adequately anchored pilings or columns in order to withstand the effects of wind and water loads acting simultaneously on the building.
- (7) In coastal high hazard areas, the Building Official shall review plans for adequacy of breakaway walls in accordance with section 5-4-171(h)(9).
- (8) When floodproofing is utilized for a particular structure, require certification from a registered professional engineer or architect.
- (9) Where interpretation is needed as to the exact location of boundaries of the areas of special flood hazard (for example, where there appears to be a conflict between a mapped boundary and actual field conditions), make the necessary interpretation.
- (10) When base flood elevation data has not been provided in accordance with section 5-4-157, then the Building Official shall either:
 - a. Obtain, review, and utilize any base flood elevation data available from a federal, state or other source, in order to administer the provisions of sections 5-4-170 and 5-4-171; or

- b. Require the applicant to obtain and reasonably utilize any base flood elevation data available from a federal, state or other source, and to determine the base flood elevation in accordance with accepted hydrologic and hydraulic engineering practices.
- (11) Before a certificate of occupancy is issued for a structure, inspect the premises to ensure that the requirements of this article have been met.
- (12) All records pertaining to the provisions of this article shall be maintained in the Office of the City Clerk and shall be made available for public inspection.

Sec. 5-4-169. - Variance procedures.

- (a) The City's Board of Zoning Appeals shall hear and decide appeals and requests for variances hereunder.
- (b) The Board of Zoning Appeals shall hear and decide appeals when it is alleged that there is an error in any requirements, decisions, or determinations made by the Building Official in the enforcement or administration of this article.
- (c) Any person aggrieved by the decision of the Board may appeal such decision to a court of competent jurisdiction as provided by law.
- (d) Notwithstanding any other provision in this article to the contrary, variances may be issued for repair or rehabilitation of historic structures listed on the National Register of Historic Places or the State Inventory of Historic Places upon a finding by the Board that the proposed repair or rehabilitation will not preclude the structure's continued designation as a historic structure and the variance is the minimum necessary to preserve the historic character and design of the structure.
- (e) In considering appeals or request for variances, the Board shall consider all technical evaluations, all relevant factors, all standards specified in other sections of this article and:
 - (1) The danger that materials may be swept onto other lands to the injury of others;
 - (2) The danger to life and property due to flooding or erosion damage;
 - (3) The susceptibility of the proposed facility and its contents to flood damage and the effect of such damage on the individual owner;
 - (4) The importance to the community of the services provided by the proposed facility;
 - (5) The necessity to the facility of a waterfront location, where applicable;
 - (6) The availability of alternative locations for the proposed use which are not subject to flooding or erosion damage;
 - (7) The compatibility of the proposed use with existing and anticipated development;
 - (8) The relationship of the proposed use to the comprehensive plan and flood plan management program for that area;
 - (9) The safety of access to the property during floods for emergency and nonemergency vehicles;
 - (10) The expected heights, velocity, duration, rate of rise and sediment transport of the floodwaters and the effects of wave action, if applicable, expected at the site; and
 - (11) The costs of providing governmental services during and after flood conditions including maintenance and repair of public utilities and facilities such as sewer, gas, electrical, and water systems, and streets and bridges.

- (f) The Board may attach such conditions to the granting of a variance hereunder as it deems necessary to further the purposes of this article.
- (g) Variances shall not be issued within any designated regulatory floodway if any increase in flood levels during the base flood discharge would result.
- (h) Requirements for variances:
 - (1) Variances shall only be issued upon a determination that the variance is the minimum necessary, considering the flood hazard, to afford relief.
 - (2) Variances shall only be issued upon:
 - a. A showing of good and sufficient cause;
 - b. A determination that failure to grant the variance would result in exceptional hardship to the applicant; and
 - c. A determination that the granting of a variance will not result in increased flood heights, additional threats to public safety, extraordinary public expense, create nuisances, cause fraud on or victimization of the public, or conflict with existing local laws or ordinances.
 - (3) Any applicant to whom a variance is granted shall be given written notice by the Board that the issuance of a variance to construct a structure below the base flood level will result in substantially increased premium rates for the flood insurance as specified by the Federal law.
 - (4) The City Clerk shall maintain the records of all appeal actions.

Sec. 5-4-170. - General standards.

- (a) In all areas of the City the following provisions are required: - all permit applications shall be reviewed to determine whether proposed building sites will be reasonably safe from flooding.
- (b) All new construction and substantial improvements shall be anchored to prevent flotation, collapse or lateral movement of the structure.
- (c) All new construction and substantial improvements shall be constructed with materials and utility equipment resistant to flood damage.
- (d) All new construction and substantial improvements shall be constructed by methods and practices that minimize flood damage.
- (e) All new and replacement water supply systems shall be designed to minimize or eliminate infiltration of floodwaters into the system.
- (f) New and replacement sanitary sewage systems shall be designed to minimize or eliminate infiltration of floodwaters into the systems and discharges from the systems into floodwaters.
- (g) On-site waste disposal systems shall be located and constructed to avoid impairment to them or contamination from them during flooding.
- (h) Any alteration, repair, reconstruction, or improvements to an existing structure which has the lowest floor, including basement, elevated to the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher, shall meet the requirements of new construction as contained in sections 5-4-171(a) and (c) of this article.
- (i) Any alteration, repair, reconstruction, or improvements to an existing structure which has the lowest floor, including basement, below the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher, shall meet the requirements contained in sections 5-4-171(b) and (d) of this article, provided that no new floor elevation shall be lower than the existing floor elevation.

- (j) Electrical, heating, ventilation, plumbing, air conditioning equipment, and other service facilities shall be designed and/or located so as to prevent water from entering or accumulating within the components during flooding.
- (k) Public utilities and facilities are constructed so as to minimize flood damage and provide adequate drainage.

Sec. 5-4-171. - Specific standards.

In all areas of the City where base flood elevation data has been provided as set forth in section 5-4-157, or section 5-4-168(10), the following provisions are required:

- (a) *Residential new construction.* New construction, of any residential structure shall have the lowest floor, including basement, elevated no lower than the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher. Where permitted, solid foundation perimeter walls used to elevate a structure shall have openings sufficient to facilitate the unimpeded movements of floodwater. The elevation of the lowest floor shall be documented and provided to the Building Official using an elevation certificate in accordance with section 5-4-167(b).
- (b) *Residential substantial improvement or the repair of substantial damage.* Substantial improvement or the repair of substantial damage of any residential structure shall have the lowest floor, including basement, elevated no lower than the base flood elevation. Where permitted, solid foundation perimeter walls used to elevate a structure shall have openings sufficient to facilitate the unimpeded movements of floodwater. The elevation of the lowest floor shall be documented and provided to the Building Official using an elevation certificate in accordance with section 5-4-167(b).
- (c) *Nonresidential new construction.* New construction, of any commercial, industrial, or nonresidential structure shall have the lowest floor, including basement, elevated no lower than the level of the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher. Structures may be floodproofed in lieu of elevation, provided that all areas of the structure below the required elevation are watertight with walls substantially impermeable to the passage of water, using structural components having the capability of resisting hydrostatic and hydrodynamic loads and the effect of buoyancy. A registered professional engineer or architect shall document and certify to the Building Official that the standards of this subsection are satisfied, using a certificate in accordance with section 5-4-167(b).
- (d) *Nonresidential substantial improvement or the repair of substantial damage.* Substantial improvement or the repair of substantial damage of any commercial, industrial, or nonresidential structure shall have the lowest floor, including basement, elevated no lower than the level of the base flood elevation. Structures located in A zones may be floodproofed in lieu of elevation, provided that all areas of the structure below the required elevation are watertight with walls substantially impermeable to the passage of water, using structural components having the capability of resisting hydrostatic and hydrodynamic loads and the effect of buoyancy. A registered professional engineer or architect shall document and certify to the Building Official that the standards of this subsection are satisfied, using a certificate in accordance with section 5-4-167(b).
- (e) *Enclosed areas below the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher.* New construction and substantial improvements of elevated buildings that include fully enclosed areas formed by foundation and other exterior walls below the base flood elevation that are usable solely for the parking of vehicles, building access, or storage shall be designed to automatically equalize hydrostatic flood forces on exterior walls by allowing for the entry and exit of floodwaters. Designs for complying with this requirement must either be certified by a professional engineer or architect or meet the following minimum criteria:

- (1) A minimum of two (2) openings having a total net area of not less than one (1) square inch per square foot of enclosed area subject to flooding shall be provided. For the purpose of compliance with this article, windows are not included.
 - (2) The bottom of all opening shall be no higher than one foot (1') above grade.
 - (3) Openings may be equipped with screens, louvers, valves or other coverings or devices, provided they permit the unimpeded entry and exit of floodwaters.
 - (4) The interior portion of such enclosed area shall not be partitioned or finished into separate rooms.
 - (5) Only the portions of openings that are below the base flood elevation (BFE) can be counted towards the required net open area.
 - (6) Fill placed around foundation walls must be graded so that the grade inside the enclosed area is equal to or higher than the adjacent grade outside the building on at least one (1) side of the building.
- (f) *Temporary structure.* No temporary structures shall be placed in a floodway or coastal high hazard area, or in any area of special flood hazard within the corporate limits of the City unless a permit is obtained from the Zoning Administrator. No such permit shall be issued unless the latest FEMA guidelines regarding such structures are met.
- (g) *Shallow Flooding (AO Zones)* - Located within the areas of special flood hazard established in Article 1.D, are areas designated as shallow flooding. The following provisions shall apply within such areas:
- (1) All new construction and substantial improvements of residential structures shall have the lowest floor elevated to at least as high as the depth number specified on the Flood Insurance Rate Map, in feet, above the highest adjacent grade. If no depth number is specified, the lowest floor shall be elevated at least three (3) feet above the highest adjacent grade.
 - (2) All new construction and substantial improvements of non-residential structures shall:
 - (i) Have the lowest floor elevated to at least as high as the depth number specified on the Flood Insurance Rate Map, in feet, above the highest adjacent grade. If no depth number is specified, the lowest floor shall be elevated at least three (3) feet above the highest adjacent grade; or,
 - (ii) Be completely flood-proofed together with attendant utility and sanitary facilities to or above that level so that any space below that level is watertight with walls substantially impermeable to the passage of water and with structural components having the capability of resisting hydrostatic and hydrodynamic loads and effects of buoyancy. Certification is required as stated in Article III.D.
 - (3) All structures on slopes must have drainage paths around them to guide water away from the structures.
- (h) *Coastal high hazard areas (V zones).* Located within the areas of special flood hazard established in section 5-4-157 are areas designated as coastal high hazard areas. These areas have special flood hazards associated with wave-wash; therefore, the following provisions shall apply:

- (1) All new construction and substantial improvement shall be located landward of the reach of the mean high tide, first line of stable natural vegetation, and comply with all applicable Department of Health and Environmental Control (DHEC) Ocean and Coastal Resource Management (OCRM) setback requirements.
 - (2) All new construction shall be elevated so that the bottom of the lowest horizontal structural member supporting the lowest floor (excluding pilings or columns) is located no lower than the base flood elevation level or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher, with all space below the lowest supporting member open so as not to impede the flow of water. Open lattice work or decorative screening may be permitted for aesthetic purposes only and must be designed to wash away in the event of flood and wave action and in accordance with subsection (e)(9) of this section.
 - (3) All substantial improvements and repairs to substantial damage of any structure shall be elevated so that the bottom of the lowest horizontal structural member supporting the lowest floor (excluding pilings or columns) is located no lower than the base flood elevation with all space below the lowest supporting member open so as not to impede the flow of water. Open lattice work or decorative screening may be permitted for aesthetic purposes only and must be designed to wash away in the event of flood and wave action and in accordance with subsection (e)(9) of this section.
 - (4) All new construction and substantial improvement shall be securely anchored on pilings or columns.
 - (5) All pile and column foundations and structures attached thereto shall be anchored to resist flotation, collapse, and lateral movement due to the effect of wind and water loads acting simultaneously on all building components. Water loading values shall equal or exceed the base flood. Wind loading values shall be in accordance with the latest edition of the building code or One- and Two-Family Dwelling Code adopted by the City.
 - (6) Compliance with provisions contained in subsection (e)(2), (3) and (5) of this section shall be certified by a licensed professional engineer or architect.
 - (7) There shall be no fill used as structural support.
 - (8) There shall be no alteration of sand dunes, which would increase potential flood damage.
 - (9) Lattice work or decorative screening shall be allowed below the base flood elevation provided they are not part of the structural support of the building and are designed so as to break away, under base flood or lesser conditions, without causing collapse, displacement or other structural damage to the elevated portion of the building or supporting foundation system and provided the following design specifications are met:
 - a. No solid walls are allowed; and
 - b. Materials shall consist of open wooden lattice or insect screening.
 - (10) Space enclosed by lattice or screening shall not be used for human habitation.
 - (11) Prior to construction, plans for any structure that will have lattice work or decorative screening must be submitted to the Building Official for approval.
 - (12) Any alteration, repair, reconstruction or improvement to a structure shall not enclose the space below the lowest floor except for lattice work or decorative screening, as provided for in subsection (e)(9) and (10) of this section.
- (i) *Recreational vehicles.* Recreational vehicles placed on lots shall be fully licensed and ready for highway use. A recreational vehicle is ready for highway use if it is on wheels or jacking system,

attached to the site only by quick-disconnect-type utilities and security devices, and has no permanently attached additions.

SECTION 2. Should any part of this Ordinance be held invalid by a Court of competent jurisdiction, the remaining parts shall be severable therefrom and shall continue to be in full force and effect.

SECTION 3. That all ordinances or parts of ordinances conflicting with the provisions of this Ordinance are hereby repealed insofar as the same affect this Ordinance.

SECTION 4. That this Ordinance take effect immediately upon approval by Council.

PASSED AND APPROVED BY THE CITY COUNCIL FOR THE CITY OF ISLE OF PALMS, ON THE _____ DAY OF _____, 2020.

Jimmy Carroll, Mayor

(Seal)

Attest:

Nicole DeNeane, City Clerk

First Reading: _____

Public Hearing: _____

Second Reading: _____

Ratification: _____

ARTICLE 8. - FLOOD DAMAGE PREVENTION^[4]

Footnotes:

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Editor's note— Ord. No. 2017-07, § 1(Exh. A), adopted Apr. 24, 2018, amended Art. 8 in its entirety to read as herein set out. Former Art. 8, §§ 5-4-151—5-4-171, pertained to similar subject matter, and derived from Ord. No. 2015-12, § 1(Exh. A), adopted Oct. 27, 2015.

Sec. 5-4-151. - Statutory authorization.

Pursuant to S.C. Code 1976, § 6-29-710, as amended, the Legislature of the State has delegated the authority to local governments to adopt regulations designed to protect against and secure safety from floods. Therefore, the City Council hereby adopts the provisions set forth in this article.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-152. - Findings of fact.

- (a) The flood hazard areas of the City are subject to periodic inundation which can result in loss of life, property, health and safety hazards, disruption of commerce and governmental services, extraordinary public expenditures for flood protection and relief, and impairment of the tax base, all of which adversely affects the public health, safety and general welfare.
- (b) These flood losses are caused by the cumulative effect of obstructions in floodplains causing increases in flood heights and velocities, and by the occupancy in flood hazard areas by uses vulnerable to floods or hazardous to other lands which are inadequately elevated, floodproofed, or otherwise unprotected from flood damages.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-153. - Statement of purpose.

It is the purpose of this article to promote the public health, safety and general welfare and to minimize public and private losses due to flood conditions in specific areas by provisions designed to:

- (1) Restrict or prohibit uses which are dangerous to health, safety and property due to water or erosion hazards, or which result in damaging increases in erosion or in flood heights or velocities;
- (2) Require that uses vulnerable to floods, including facilities which serve such uses, be protected against flood damage at the time of initial construction;
- (3) Control the alteration of natural floodplains, stream channels, and natural protective barriers which are involved in the accommodation of floodwaters; and
- (4) Regulate developments which may increase erosion or flood damage; and, regulate the construction of structures which will unnaturally divert floodwaters which may increase flood hazards to other lands.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-154. - Objectives.

The objectives of this article are:

- (1) To protect human life and health;
- (2) To minimize expenditure of public money for costly flood control projects;
- (3) To minimize the need for rescue and relief efforts associated with flooding and generally undertaken at the expense of the general public;
- (4) To minimize prolonged business interruptions;
- (5) To minimize damage to public facilities and utilities such as water and gas mains, electric, telephone and sewer lines, streets and bridges located in floodplains;
- (6) To help maintain a stable tax base by providing for the sound use and development of floodprone areas in such a manner as to minimize future flood blight areas;
- (7) To encourage notification to potential real property buyers that a property is located in a special flood hazard area.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-155. - Definitions.

The following words, terms and phrases, when used in this article, shall have the meanings ascribed to them in this section, except where the context clearly indicates a different meaning:

Appeal means a request for a review of the Building Official's interpretation of any provisions of this chapter or a request for a variance.

Area of shallow flooding - [a designated AO or VO Zone on a community's Flood Insurance Rate Map \(FIRM\) with base flood depths of one to three feet where a clearly defined channel does not exist, where the path of flooding is unpredictable and indeterminate, and where velocity flow may be evident.](#)
[optional](#)

Area of special flood hazard means the land in the floodplain within a community subject to a one percent (1%) or greater chance of flooding in any given year.

Base flood means the flood having a one percent (1%) chance of being equaled or exceeded in any given year.

Base flood elevation means the water surface elevations of the base flood as determined by the Federal Insurance Administrator of the National Flood Insurance Program (NFIP).

Basement means any area of the building having its floor subgrade (below ground level) on all sides.

Building means any structure built for support, shelter, or enclosure for any occupancy or storage.

Coastal high hazard area means an area of special flood hazard extending from offshore to the inland limit of a primary frontal dune along an open coast and any other area subject to high velocity wave action from storms or seismic sources.

Development means any manmade change to improved or unimproved real estate, including, but not limited to, building or other structures, mining, dredging, filling, grading, paving, excavation or drilling operations.

Existing construction means, for the purposes of determining rates, structures for which the start of construction commenced before January 1, 1975.

Expansion to an existing manufactured home park or manufactured home subdivision means the preparation of additional sites by the construction of facilities for servicing the lots on which the manufactured homes are to be affixed (including the installation of utilities, either final site grading or pouring of concrete pads, or the construction of streets). Any expansion is considered new construction.

Fair market value of a structure means:

- (1) The appraised value of the structure prior to the start of the initial repair or improvement; or
- (2) In the case of damage, the appraised value of the structure prior to the damage occurring.

Flood or flooding means a general and temporary condition of partial or complete inundation of normally dry land areas from:

- (1) The overflow of inland or tidal waters;
- (2) The unusual and rapid accumulation of runoff of surface waters from any source.

Flood Hazard Boundary Map (FHBM) means an official map of a community, issued by the Federal Emergency Management Agency (FEMA), where the boundaries of the areas of special flood hazard have been defined as Zone A.

Flood Insurance Rate Map (FIRM) means an official map of a community, on which the Federal Emergency Management Agency (FEMA) has delineated both the special flood hazard areas and the risk premium zones applicable to the community.

Flood Insurance Study means the official report provided by the Federal Emergency Management Agency (FEMA). The report contains flood profiles, as well as the Flood Boundary-Floodway Map and the water surface elevation of the base flood.

Freeboard means a factor of safety usually expressed in feet above a flood level for purposes of flood plain management. "Freeboard" tends to compensate for the many unknown factors that could contribute to flood heights greater than the height calculated for a selected size flood and floodway conditions, such as wave action, bridge openings, and the hydrological effect of urbanization of the watershed.

Functionally dependent use means a use which cannot perform its intended purpose unless it is located or carried out in close proximity to water. The term "functionally dependent use" includes only docking or port facilities necessary for the loading and unloading of cargo or passengers, shipbuilding and ship repair facilities. The term "functionally dependent use" does not include long-term storage, manufacture, sales, or service facilities.

Highest adjacent grade means the highest natural elevation of the ground surface prior to construction next to the proposed walls of a structure.

Historic structure means any structure that is:

- (a) Listed individually in the National Register of Historic Places (a listing maintained by the U.S. Department of the Interior (DOI)) or preliminarily determined by the Secretary of the Interior as meeting the requirements for individual listing on the National Register;
- (b) Certified or preliminarily determined by the Secretary of the Interior as contributing to the historical significance of a registered historic district or a district preliminarily determined by the Secretary to qualify as a registered historic district;
- (c) Individually listed on a state inventory of historic places;

- (d) Individually listed on a local inventory of historic places in communities with historic preservation programs that have been certified:
 - (1) By an approved state program as determined by the Secretary of Interior, or
 - (2) Directly by the Secretary of Interior in states without approved programs.

Some structures or districts listed on the state or local inventories MAY NOT be "Historic" as cited above, but have been included on the inventories because it was believed that the structures or districts have the potential for meeting the "Historic" structure criteria of the DOI. In order for these structures to meet NFIP historic structure criteria, it must be demonstrated and evidenced that the South Carolina Department of Archives and History has individually determined that the structure or district meets DOI historic structure criteria.

Lowest floor means the lowest floor of the lowest enclosed area, including basement. Any unfinished or flood-resistant enclosure, usable solely for parking of vehicles, building access or storage in an area other than a basement area, is not considered a building's lowest floor provided that such enclosure is not built so as to render the structure in violation of other provisions of this article.

Manufactured home means a structure, transportable in one (1) or more sections, which is built on a permanent chassis and designed to be used with or without a permanent foundation when connected to the required utilities. It does not include recreational vehicles or travel trailers.

Mean sea level means the average height of the sea for all stages of the tide. It is used as a reference for establishing various elevations within the floodplain. For purposes of this article, the term is synonymous with the National Geodetic Vertical Datum (NGVD) of 1929, North American Vertical Datum (NAVD 88) of 1988, or other datum, to which the base flood elevations shown on a community's Flood Insurance Rate Maps (FIRM) are shown.

National Geodetic Vertical Datum (NGVD), as corrected in 1929, means elevation reference points set by National Geodetic Survey based on mean sea level.

New construction means structures for which the start of construction commenced on or after the effective date of the ordinance from which this article is derived.

New manufactured home park or manufactured home subdivision means a parcel or contiguous parcels of land divided into two (2) or more manufactured home lots for rent or sale for which the construction of facilities for servicing the lot on which the manufactured home is to be affixed (including, at a minimum, the installation of utilities, either final site grading or the pouring of concrete pads, and the construction of streets) is completed on or after the effective date of the ordinance from which this article is derived.

North American Vertical Datum of 1988 (NAVD 88), means a vertical control used as the reference datum on new flood insurance rate maps.

Primary frontal dune means a continuous or nearly continuous mound or ridge of sand with relatively steep seaward and landward slopes immediately landward and subject to erosion and overtopping from high tides and waves during coastal storms. The inland limit of the primary frontal dune occurs at the point where there is a distinct change from a relatively steep slope to a relatively mild slope.

Recreational vehicle means a vehicle which is:

- (1) Built on a single chassis;
- (2) Four hundred (400) square feet or less when measured at the largest horizontal projection;
- (3) Designed to be self-propelled or permanently towable by a light duty truck; and
- (4) Designed primarily not for use as a permanent dwelling, but as temporary living quarters for recreational, camping, travel or seasonal use.

Sand dunes means naturally occurring or manmade accumulations of sand in ridges or mounds landward of the active beach.

Start of construction, for other than new construction and substantial improvements under the Coastal Barrier Resources Act, includes substantial improvement, and means the date the building permit was issued, provided the actual start of construction, repair, reconstruction, or improvement was within one hundred eighty (180) days of the permit date. The actual start means the first placement of permanent construction of a structure on a site, such as the pouring of slabs or footings, installation of piles, construction of columns, or any work beyond the stage of excavation, or the placement of a manufactured home on a foundation.

Permanent construction does not include land preparation, such as clearing, grading, and filling; nor does it include the installation of streets or walkways; nor does it include excavation for a basement, footings, piers, or foundations or the erection of temporary forms; nor does it include the installation on the property of accessory buildings, such as garages or sheds not occupied as dwelling units or not part of the main building. For substantial improvement, the actual start of construction means the first alteration of any wall, ceiling, floor or other structural part of a building, whether or not that alteration affects the external dimension of the building.

Structure means a walled and roofed building that is principally above ground, a manufactured home or a gas or liquid storage tank.

Substantial damage means damage of any origin sustained by a structure whereby the cost of restoring the structure to its pre-damaged condition equals or exceeds fifty percent (50%) of the fair market value of the structure before the damage occurred.

Substantial improvement means any combination of repairs, reconstruction, alteration, additions or improvements to a structure in which the total cost equals or exceeds fifty percent (50%) of the fair market value of the structure before the start of construction. The term "substantial improvement" does not, however, include either:

- (1) Any project for improvement of a structure to correct existing violations of state or local health, sanitary, or safety code specifications identified by the Building Official which are the minimum necessary to ensure safe living conditions; or
- (2) Any alteration of a structure listed on a National Register of Historic Places or a State Inventory of Historic Places, provided that the alteration will not preclude the structure's continued designation as a historic structure.

Variance means a grant of relief to a property owner from the requirements of this article which permits construction in a manner otherwise prohibited by this article where specific enforcement would result in unnecessary hardship to the owner.

Violation means the failure of a structure or other development to be fully compliant with this article.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-156. - Areas in which this article applies.

This article applies to all property in the City identified as areas of special flood hazard by the Federal Emergency Management Agency (FEMA) in its Flood Insurance Study dated [January 29, 2021](#)~~November 17, 2004~~ with accompanying maps and other supporting data.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-157. - Basis for establishing the areas of special flood hazard.

The special flood hazard areas identified by the Federal Emergency Management Agency (FEMA) in its Flood Insurance Rate Map (FIRM) and Flood Insurance Study dated [January 29, 2021](#)~~November 17, 2004~~, with all attachments thereto, are hereby adopted by reference and made a part of this article as fully and completely as if set forth herein verbatim.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-158. - Establishment of building and/or zoning permit.

A building/zoning permit shall be required in conformance with the provisions of this article prior to the commencement of any development activities.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-159. - Compliance.

No structure or land shall hereafter be located, extended, converted, or structurally altered without full compliance with the terms of this article and other applicable regulations.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-160. - Abrogation and greater restrictions.

Where this article and any other provision of this Code conflict or overlap, whichever provision imposes the more stringent restrictions shall prevail. If two (2) or more flood zones or base flood elevations transect a structure, the structure shall conform to the most stringent zone and the highest base flood elevation.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-161. - Interpretation.

In the interpretation and application of this article, all provisions shall be:

- (1) Considered a minimum requirement;
- (2) Liberally construed in favor of the City Council; and
- (3) Deemed neither to limit nor repeal any other powers granted under state statutes.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-162. - Partial invalidity and severability.

In the event any section, subsection, sentence, clause or phrase contained in this article shall be declared or adjudicated to be invalid or unconstitutional by a court of competent jurisdiction, all the remaining provisions of this article shall be and remain in full force and effect.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-163. - Warning and disclaimer of liability.

The degree of flood protection required by this article is considered reasonable for regulatory purposes and is based on scientific and engineering considerations. Larger floods can and will occur. Flood heights may be increased by manmade or natural causes. This article does not imply that land outside the areas of special flood hazard or uses permitted within such areas will be free from flooding or flood damage. This article shall not create liability on the part of the City or by any officer or employee thereof for any flood damage that results from reliance on or compliance with this article or any administrative decision made hereunder.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-164. - Penalties for violation.

Violation of the provisions of this article or failure to comply with any of its requirements, including violation of conditions and safeguards established in connection with grants of variance or special exceptions, shall constitute a misdemeanor. Any person who violates this article or fails to comply with any of its requirements shall, upon conviction thereof, be punished as provided in section 1-3-66, and in addition shall pay all costs and expenses involved in the case. Each day such violation continues shall be considered a separate offense. Nothing herein contained shall prevent the City from taking such other lawful action as is necessary to prevent, enjoin or remedy any violation.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-165. - Administration; designation of Building Official.

The Building Official is hereby appointed to administer and implement the provisions of this article.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-166. - Adoption of letter of map revision (LOMR).

All LOMRs that are issued in the areas identified in section 5-4-156 are hereby adopted.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-167. - Permit procedures and certification requirements.

(a) *Permit:* Application for a building/zoning permit shall be made to the Building Official on forms provided by him, prior to any development activities, and may include, but not be limited to, the following plans in duplicate drawn to scale showing the nature, location, dimensions, and elevations of the area in question; existing or proposed structures, fill, storage of materials; drainage facilities, and the location of the foregoing. Specifically, the following information is required:

- (1) Elevation in relation to mean sea level of the proposed lowest floor (including basement) of all structures.
- (2) Elevation in relation to mean sea level to which any nonresidential structure will be floodproofed.
- (3) A certificate from a registered professional engineer or architect that the nonresidential floodproofed structure meets the floodproofing criteria in section 5-4-171(b).
- (4) Description of the extent to which any watercourse will be altered or relocated as a result of proposed development.

(b) *Certifications:*

- (1) *During construction.* A floor elevation or floodproofing certification is required after the lowest floor is completed, or in instances where the structure is subject to the regulations applicable to coastal high hazard areas, after placement of the horizontal structural members of the lowest floor. Within twenty-one (21) calendar days of establishment of the lowest floor elevation, or floodproofing by whatever construction means, or upon placement of the horizontal structural members of the lowest floor, whichever is applicable, it shall be the duty of the permit holder to submit to the Building Official a certification of the elevation of the lowest floor, floodproofed elevation, or the elevation of the lowest habitable floor, whichever is applicable, as built, in relation to the mean sea level. Said certification shall be prepared by or under the direct supervision of a registered land surveyor or professional engineer and certified by same. When floodproofing is utilized for a particular building, said certification shall be prepared by or under the direct supervision of a professional engineer or architect and certified by same. Any work done within the twenty-one (21) calendar day period and prior to submission of the certification shall be at the permit holder's risk. The Building Official shall review the floor elevation survey date submitted. Deficiencies detected by such review shall be corrected by the permit holder immediately and prior to further progressive work being permitted to proceed. Failure to submit the survey or failure to make said corrections required hereby may result in the issuance of a stop work order for the project from the Building Official.
- (2) *As-built certification.* Upon completion of the development a registered professional engineer, land surveyor or architect, in accordance with state law, shall certify according to the requirements section that the development is built in accordance with the submitted plans and previous pre-development certifications.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-168. - Duties and responsibilities of the Building Official.

Duties of the Building Official shall include, but not be limited to, the following:

- (1) Review all building and zoning permits to ensure compliance with this article.
- (2) Advise permittees that additional federal or state or city permits may be required, and, if specific federal or state or city permits are known to the Building Official, require that copies of such be provided and maintained on file with the building/zoning permit.
- (3) Notify adjacent communities and the State Coordinator, Flood Mitigation Program, S.C. Land, Water and Conservation Division of the South Carolina Department of Natural Resources prior to any alteration or relocation of a watercourse, and submit evidence of such notification to the Federal Emergency Management Agency (FEMA).
- (4) Ensure that maintenance is provided within the altered or relocated portion of said watercourse so that the flood-carrying capacity is not diminished.
- (5) Verify and record the actual elevation (in relation to mean seal level) of the lowest floor (including basement) of all new or substantially improved structures, in accordance with section 5-4-167(b).
- (6) Verify and record the actual elevation, in relation to mean sea level, to which the new or substantially improved structures have been floodproofed, in accordance with section 5-4-171(b).
- (7) In coastal high hazard areas, certification shall be obtained from a registered professional engineer or architect that the structure is securely anchored to adequately anchored pilings or columns in order to withstand the effects of wind and water loads acting simultaneously on the building.

- (8) In coastal high hazard areas, the Building Official shall review plans for adequacy of breakaway walls in accordance with section 5-4-171(e)8.
- (9) When floodproofing is utilized for a particular structure, require certification from a registered professional engineer or architect.
- (10) Where interpretation is needed as to the exact location of boundaries of the areas of special flood hazard (for example, where there appears to be a conflict between a mapped boundary and actual field conditions), make the necessary interpretation.
- (11) When base flood elevation data has not been provided in accordance with section 5-4-157, then the Building Official shall either:
 - a. Obtain, review, and utilize any base flood elevation data available from a federal, state or other source, in order to administer the provisions of sections 5-4-170 and 5-4-171; or
 - b. Require the applicant to obtain and reasonably utilize any base flood elevation data available from a federal, state or other source, and to determine the base flood elevation in accordance with accepted hydrologic and hydraulic engineering practices.
- (12) Before a certificate of occupancy is issued for a structure, inspect the premises to ensure that the requirements of this article have been met.
- (13) All records pertaining to the provisions of this article shall be maintained in the Office of the City Clerk and shall be made available for public inspection.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-169. - Variance procedures.

- (a) The City's Board of Zoning Appeals shall hear and decide appeals and requests for variances hereunder.
- (b) The Board of Zoning Appeals shall hear and decide appeals when it is alleged that there is an error in any requirements, decisions, or determinations made by the Building Official in the enforcement or administration of this article.
- (c) Any person aggrieved by the decision of the Board may appeal such decision to a court of competent jurisdiction as provided by law.
- (d) Notwithstanding any other provision in this article to the contrary, variances may be issued for repair or rehabilitation of historic structures listed on the National Register of Historic Places or the State Inventory of Historic Places upon a finding by the Board that the proposed repair or rehabilitation will not preclude the structure's continued designation as a historic structure and the variance is the minimum necessary to preserve the historic character and design of the structure.
- (e) In considering appeals or request for variances, the Board shall consider all technical evaluations, all relevant factors, all standards specified in other sections of this article and:
 - (1) The danger that materials may be swept onto other lands to the injury of others;
 - (2) The danger to life and property due to flooding or erosion damage;
 - (3) The susceptibility of the proposed facility and its contents to flood damage and the effect of such damage on the individual owner;
 - (4) The importance to the community of the services provided by the proposed facility;
 - (5) The necessity to the facility of a waterfront location, where applicable;

- (6) The availability of alternative locations for the proposed use which are not subject to flooding or erosion damage;
 - (7) The compatibility of the proposed use with existing and anticipated development;
 - (8) The relationship of the proposed use to the comprehensive plan and flood plan management program for that area;
 - (9) The safety of access to the property during floods for emergency and nonemergency vehicles;
 - (10) The expected heights, velocity, duration, rate of rise and sediment transport of the floodwaters and the effects of wave action, if applicable, expected at the site; and
 - (11) The costs of providing governmental services during and after flood conditions including maintenance and repair of public utilities and facilities such as sewer, gas, electrical, and water systems, and streets and bridges.
- (f) The Board may attach such conditions to the granting of a variance hereunder as it deems necessary to further the purposes of this article.
- (g) Variances shall not be issued within any designated regulatory floodway if any increase in flood levels during the base flood discharge would result.
- (h) Requirements for variances:
- (1) Variances shall only be issued upon a determination that the variance is the minimum necessary, considering the flood hazard, to afford relief.
 - (2) Variances shall only be issued upon:
 - a. A showing of good and sufficient cause;
 - b. A determination that failure to grant the variance would result in exceptional hardship to the applicant; and
 - c. A determination that the granting of a variance will not result in increased flood heights, additional threats to public safety, extraordinary public expense, create nuisances, cause fraud on or victimization of the public, or conflict with existing local laws or ordinances.
 - (3) Any applicant to whom a variance is granted shall be given written notice by the Board that the issuance of a variance to construct a structure below the base flood level will result in substantially increased premium rates for the flood insurance as specified by the Federal law.
 - (4) The City Clerk shall maintain the records of all appeal actions ~~and report any variances to the Federal Emergency Management Agency (FEMA) as required by law.~~

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-170. - General standards.

In all areas of the City the following provisions are required:

~~(a) — Article IV.A.1. Reasonably Safe From Flooding—required - all permit applications shall be reviewed to determine whether proposed building sites will be reasonably safe from flooding.~~

(ba) All new construction and substantial improvements shall be anchored to prevent flotation, collapse or lateral movement of the structure.

- (cb) All new construction and substantial improvements shall be constructed with materials and utility equipment resistant to flood damage.
- (de) All new construction and substantial improvements shall be constructed by methods and practices that minimize flood damage.
- (ed) All new and replacement water supply systems shall be designed to minimize or eliminate infiltration of floodwaters into the system.
- (fe) New and replacement sanitary sewage systems shall be designed to minimize or eliminate infiltration of floodwaters into the systems and discharges from the systems into floodwaters.
- (gf) On-site waste disposal systems shall be located and constructed to avoid impairment to them or contamination from them during flooding.
- (hg) Any alteration, repair, reconstruction, or improvements to an existing structure which has the lowest floor, including basement, elevated to the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher, shall meet the requirements of new construction as contained in sections 5-4-171(a) and (c) of this article.
- (ih) Any alteration, repair, reconstruction, or improvements to an existing structure which has the lowest floor, including basement, below the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher, shall meet the requirements contained in sections 5-4-171(b) and (d) of this article, provided that no new floor elevation shall be lower than the existing floor elevation.
- (ji) Electrical, heating, ventilation, plumbing, air conditioning equipment, and other service facilities shall be designed and/or located so as to prevent water from entering or accumulating within the components during flooding.
- (kj) Public utilities and facilities are constructed so as to minimize flood damage and provide adequate drainage.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Sec. 5-4-171. - Specific standards.

In all areas of the City where base flood elevation data has been provided as set forth in section 5-4-157, or section 5-4-168(11), the following provisions are required:

- (a) *Residential new construction.* New construction, of any residential structure shall have the lowest floor, including basement, elevated no lower than the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher. Where permitted, solid foundation perimeter walls used to elevate a structure shall have openings sufficient to facilitate the unimpeded movements of floodwater. The elevation of the lowest floor shall be documented and provided to the Building Official using an elevation certificate in accordance with section 5-4-167(b).
- (b) *Residential substantial improvement or the repair of substantial damage.* Substantial improvement or the repair of substantial damage of any residential structure shall have the lowest floor, including basement, elevated no lower than the base flood elevation. Where permitted, solid foundation perimeter walls used to elevate a structure shall have openings sufficient to facilitate the unimpeded movements of floodwater. The elevation of the lowest floor shall be documented and provided to the Building Official using an elevation certificate in accordance with section 5-4-167(b).
- (c) *Nonresidential new construction.* New construction, of any commercial, industrial, or nonresidential structure shall have the lowest floor, including basement, elevated no lower than the level of the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88),

whichever is higher. Structures may be floodproofed in lieu of elevation, provided that all areas of the structure below the required elevation are watertight with walls substantially impermeable to the passage of water, using structural components having the capability of resisting hydrostatic and hydrodynamic loads and the effect of buoyancy. A registered professional engineer or architect shall document and certify to the Building Official that the standards of this subsection are satisfied, using a certificate in accordance with section 5-4-167(b).

- (d) *Nonresidential substantial improvement or the repair of substantial damage.* Substantial improvement or the repair of substantial damage of any commercial, industrial, or nonresidential structure shall have the lowest floor, including basement, elevated no lower than the level of the base flood elevation. Structures located in A zones may be floodproofed in lieu of elevation, provided that all areas of the structure below the required elevation are watertight with walls substantially impermeable to the passage of water, using structural components having the capability of resisting hydrostatic and hydrodynamic loads and the effect of buoyancy. A registered professional engineer or architect shall document and certify to the Building Official that the standards of this subsection are satisfied, using a certificate in accordance with section 5-4-167(b).
- (e) *Enclosed areas below the base flood elevation or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher.* New construction and substantial improvements of elevated buildings that include fully enclosed areas formed by foundation and other exterior walls below the base flood elevation that are usable solely for the parking of vehicles, building access, or storage shall be designed to automatically equalize hydrostatic flood forces on exterior walls by allowing for the entry and exit of floodwaters. Designs for complying with this requirement must either be certified by a professional engineer or architect or meet the following minimum criteria:
 - (1) A minimum of two (2) openings having a total net area of not less than one (1) square inch per square foot of enclosed area subject to flooding shall be provided. For the purpose of compliance with this article, windows are not included.
 - (2) The bottom of all opening shall be no higher than one foot (1') above grade.
 - (3) Openings may be equipped with screens, louvers, valves or other coverings or devices, provided they permit the unimpeded entry and exit of floodwaters.
 - (4) The interior portion of such enclosed area shall not be partitioned or finished into separate rooms.
 - (5) Only the portions of openings that are below the base flood elevation (BFE) can be counted towards the required net open area.
 - (6) Fill placed around foundation walls must be graded so that the grade inside the enclosed area is equal to or higher than the adjacent grade outside the building on at least one (1) side of the building.
- (f) *Temporary structure.* No temporary structures shall be placed in a floodway or coastal high hazard area, or in any area of special flood hazard within the corporate limits of the City unless a permit is obtained from the Zoning Administrator. No such permit shall be issued unless the latest FEMA guidelines regarding such structures are met.

(g) *Shallow Flooding (AO Zones) - Located within the areas of special flood hazard established in Article 1.D, are areas designated as shallow flooding. The following provisions shall apply within such areas:*

(1) All new construction and substantial improvements of residential structures shall have the lowest floor elevated to at least as high as the depth number specified on the Flood Insurance Rate Map, in feet, above the highest adjacent grade. If no depth number is specified, the lowest floor shall be elevated at least three (3) feet above the highest adjacent grade.

(2) All new construction and substantial improvements of non-residential structures shall:

(i) Have the lowest floor elevated to at least as high as the depth number specified on the Flood Insurance Rate Map, in feet, above the highest adjacent grade. If no depth number is specified, the lowest floor shall be elevated at least three (3) feet above the highest adjacent grade; or,

(ii) Be completely flood-proofed together with attendant utility and sanitary facilities to or above that level so that any space below that level is watertight with walls substantially impermeable to the passage of water and with structural components having the capability of resisting hydrostatic and hydrodynamic loads and effects of buoyancy. Certification is required as stated in Article III.D.

~~(2)~~(3) All structures on slopes must have drainage paths around them to guide water away from the structures.

(hg) *Coastal high hazard areas (V zones).* Located within the areas of special flood hazard established in section 5-4-157 are areas designated as coastal high hazard areas. These areas have special flood hazards associated with wave-wash; therefore, the following provisions shall apply:

- (1) All new construction and substantial improvement shall be located landward of the reach of the mean high tide, first line of stable natural vegetation, and comply with all applicable Department of Health and Environmental Control (DHEC) Ocean and Coastal Resource Management (OCRM) setback requirements.
- (2) All new construction shall be elevated so that the bottom of the lowest horizontal structural member supporting the lowest floor (excluding pilings or columns) is located no lower than the base flood elevation level or fourteen (14) feet NGVD (thirteen (13) feet NAVD 88), whichever is higher, with all space below the lowest supporting member open so as not to impede the flow of water. Open lattice work or decorative screening may be permitted for aesthetic purposes only and must be designed to wash away in the event of flood and wave action and in accordance with subsection (e)(9) of this section.
- (3) All substantial improvements and repairs to substantial damage of any structure shall be elevated so that the bottom of the lowest horizontal structural member supporting the lowest floor (excluding pilings or columns) is located no lower than the base flood elevation with all space below the lowest supporting member open so as not to impede the flow of water. Open lattice work or decorative screening may be permitted for aesthetic purposes only and must be designed to wash away in the event of flood and wave action and in accordance with subsection (e)(9) of this section.
- (4) All new construction and substantial improvement shall be securely anchored on pilings or columns.
- (5) All pile and column foundations and structures attached thereto shall be anchored to resist flotation, collapse, and lateral movement due to the effect of wind and water loads acting simultaneously on all building components. Water loading values shall equal or exceed the base flood. Wind loading values shall be in accordance with the latest edition of the building code or One- and Two-Family Dwelling Code adopted by the City.
- (6) Compliance with provisions contained in subsection (e)(2), (3) and (5) of this section shall be certified by a licensed professional engineer or architect.
- (7) There shall be no fill used as structural support.

- (8) There shall be no alteration of sand dunes, which would increase potential flood damage.
 - (9) Lattice work or decorative screening shall be allowed below the base flood elevation provided they are not part of the structural support of the building and are designed so as to break away, under base flood or lesser conditions, without causing collapse, displacement or other structural damage to the elevated portion of the building or supporting foundation system and provided the following design specifications are met:
 - a. No solid walls are allowed; and
 - b. Materials shall consist of open wooden lattice or insect screening.
 - (10) Space enclosed by lattice or screening shall not be used for human habitation.
 - (11) Prior to construction, plans for any structure that will have lattice work or decorative screening must be submitted to the Building Official for approval.
 - (12) Any alteration, repair, reconstruction or improvement to a structure shall not enclose the space below the lowest floor except for lattice work or decorative screening, as provided for in subsection (e)(9) and (10) of this section.
- (f) *Recreational vehicles.* Recreational vehicles placed on lots shall be fully licensed and ready for highway use. A recreational vehicle is ready for highway use if it is on wheels or jacking system, attached to the site only by quick-disconnect-type utilities and security devices, and has no permanently attached additions.

(Ord. No. 2017-07, § 1(Exh. A), 4-24-2018)

Secs. 5-4-172—5-4-200. - Reserved.

ORDINANCE 2020-10

AN ORDINANCE AMENDING TITLE 5, PLANNING AND DEVELOPMENT, CHAPTER 4, ARTICLE 2, DISTRICT REGULATIONS, SECTION 5-4-32, SR-1 SINGLE-FAMILY RESIDENTIAL DISTRICT

WHEREAS, the Isle of Palms Council is empowered with the authority to make substantive amendments to the Isle of Palms Code of Laws, including the amendment of a Chapter, and now wishes to do so;

WHEREAS, the Isle of Palms Council now desires to amend Chapter 4, Article 2, District Regulations, Section 5-4-32, SR-1 Single Family Residential District;

WHEREAS, the amendment is in the interest of the public and will preserve the character of the City and the safety of its citizens;

BE IT ORDAINED AND ENACTED BY THE MAYOR AND COUNCIL MEMBERS OF THE CITY OF ISLE OF PALMS, SOUTH CAROLINA, IN CITY COUNCIL ASSEMBLED:

SECTION 1: That Title 5, Planning and Development, Chapter 4, Zoning, Article 2, be amended by adding Subsection 5-4-32 (9)(a.)(iii) to read as follows:

(iii) The Board of Zoning Appeals may approve construction or alteration of a sewer pump station in a residential zoning district as a special exception subject to the requirements of section 5-4-5(c) and upon a finding that the following additional conditions are met:

1. The facility, excluding the required buffer, has a footprint of one thousand (1,000) square feet or less;
2. The facility shall be equipped with an odor control device, that makes odor undetectable from all residentially used property and eliminate at least 98% of the hydrogen sulfide or other odors generated by the system;
3. All wastewater components are screened from view with either a solid eight (8) foot tall fence or a fully enclosed, roofed structure;
4. The minimum buffer along all property lines is ten feet (10') wide with at least six (6) canopy trees, twelve (12) understory trees, and one-hundred (100) three-gallon shrubs per one-hundred (100) linear feet of property line; with each species approved by the Zoning Administrator based on its ability to provide screening and drought tolerance;
5. All lighting shall be shielded from view from residences and shall be controlled by a switch to only be used when someone is actively working within the facility;

6. All backup power generators should be stored offsite and only brought to the facility when necessary for power;
7. The maximum height of any components associated with the lift station shall be twelve (12) feet, excluding an enclosure, which shall be no taller than sixteen (16) feet.
8. Adequate provisions shall be made to protect adjacent properties from adverse impact of the proposed use, such as noise, vibration, dust, glare, and similar factors.

SECTION 2. Should any part of this Ordinance be held invalid by a Court of competent jurisdiction, the remaining parts shall be severable therefrom and shall continue to be in full force and effect.

SECTION 3. That all ordinances or parts of ordinances conflicting with the provisions of this Ordinance are hereby repealed insofar as the same affect this Ordinance.

SECTION 4. That this Ordinance take effect immediately upon approval by Council.

PASSED AND APPROVED BY THE CITY COUNCIL FOR THE CITY OF ISLE OF PALMS, ON THE _____ DAY OF _____, 2020.

Jimmy Carroll, Mayor

(Seal)

Attest:

Nicole DeNeane, City Clerk

First Reading: _____

Public Hearing: _____

Second Reading: _____

Ratification: _____

Approved as to form:

James J. Hinchey Jr., City Attorney

Sec. 5-4-32. - SR-1 single-family residential district.

In addition to all other applicable requirements of this chapter and other City ordinances, the requirements for the SR-1 district are as follows:

- (1) *Purpose.* The purpose of the SR-1 single-family residential district is:
 - a. To provide for quiet, low-density residential neighborhoods on comparatively large lots.
 - b. To discourage unwarranted encroachment by prohibiting commercial uses and to prohibit other uses which would interfere with the development or continuation of single-family use.
 - c. To encourage the cessation of nonconforming uses.
 - d. to discourage uses which would generate traffic on minor streets other than required to serve residences on those streets.
 - e. To maintain the integrity of established residential neighborhoods, and to minimize the disruption of existing residential patterns by the scattered development of comparatively large residential lots.
- (2) *Permitted uses.* Permitted uses in the SR-1 single-family residential district shall be:
 - a. Detached, single-family dwelling.
 - b. Residential accessory uses.
 - ~~c. Sewer pump stations with a footprint of one thousand square feet (1,000 sq') or less.~~
- (3) *Permitted special exceptions.* Permitted special exceptions in the SR-1 single-family residential district shall be:
 - a. Elementary and secondary schools offering general education courses.
 - b. Church, synagogue, or other place of worship.
 - c. Group dwellings.
 - d. Golf courses.
 - e. Home occupations meeting the requirements of section 5-4-44.
 - f. Public utility and municipal uses satisfying the special exception requirements set forth in subsection (9) of this section.
- (4) *Conditional uses.* Public utility and municipal uses satisfying the conditional use requirements set forth in subsection (9) of this section shall be conditional uses in the SR-1 single-family residential district.
- (5) *Minimum lot requirements.* Minimum lot requirements in the SR-1 single-family residential district are as follows:
 - a. Lot area: thirty-five thousand (35,000) square feet of contiguous highland.
 - b. Lot width: seventy feet (70') measured at building line.
 - c. Lot depth: one hundred ten feet (110').
 - d. Lot frontage: sixty feet (60') on a public or private street; thirty feet (30') on a public or private cul-de-sac.

Vehicle access to the lot from a public or private street shall be provided within the required lot frontage.
- (6) *Minimum yard requirements.* Minimum yard requirements in the SR-1 single-family residential district are as follows:

- a. Front yard: thirty feet (30').
- b. Side yard: ten feet (10').
- c. Rear yard: thirty feet (30').

Exception: minimum yard requirements for lots with an area less than seventeen thousand five hundred (17,500) square feet.

- a. Front yard: twenty-four feet (24').
- b. Side yard: ten feet (10').
- c. Rear yard: twenty-four feet (24').

- (7) *Maximum height.* Maximum height in the SR-1 single-family residential district shall be forty feet (40').
- (8) *Double frontage lots.* Double frontage lots are prohibited in the SR-1 single-family residential district.
- (9) *Public utilities and municipal uses.*

- a. *Public utility facilities and uses.* This subsection (9)a applies to wastewater treatment facilities, public works maintenance and storage facilities, and all other public utility facilities or uses.

- (i) Construction or alteration of a public utility facility may be approved in a residential zoning district as a conditional use subject to a finding by the Zoning Administrator that the facility satisfies all of the following conditions:

- 1. The facility is located on a lot that is at least one (1) acre in size;
- 2. The overall lot coverage of the facility is less than fifty percent (50%);
- 3. The minimum setback for any structure is thirty feet (30') from all property lines;
- 4. The maximum overall height of any structure is thirty feet (30');
- 5. The minimum buffer along all property lines is twenty feet (20') wide with at least six (6) canopy trees, twelve (12) understory trees, and one-hundred (100) three-gallon shrubs per one-hundred (100) linear feet of property line; with each species approved by the Zoning Administrator based on its ability to provide screening and drought tolerance;

- (ii) The Board of Zoning Appeals may approve construction or alteration of a public utility facility in a residential zoning district as a special exception subject to the requirements of section 5-4-5(c) and upon a finding that the following additional conditions are met:

- 1. The facility is located on a lot that is at least one-half (½) acre in size;
- 2. The overall lot coverage of the facility is less than fifty percent (50%);
- 3. The minimum setback for any structure is twenty feet (20') from all property lines;
- 4. The maximum overall height of any structure is forty feet (40');
- 5. The minimum buffer along all property lines is ten feet (10') wide with at least six (6) canopy trees, twelve (12) understory trees, and one-hundred (100) three-gallon shrubs per one-hundred (100) linear feet of property line; with each species approved by the Zoning Administrator based on its ability to provide screening and drought tolerance.

- (iii) The Board of Zoning Appeals may approve construction or alteration of a sewer pump station in a residential zoning district as a special exception subject to the

requirements of section 5-4-5(c) and upon a finding that the following additional conditions are met:

1. The facility, excluding the required buffer, has a footprint of one thousand (1,000) square feet or less;
2. The facility shall be equipped with an odor control device, that makes odor undetectable from all residentially used property and eliminate at least 98% of the hydrogen sulfide or other odors generated by the system;
3. All wastewater components are screened from view with either a solid eight (8) foot tall fence or a fully enclosed, roofed structure;
4. The minimum buffer along all property lines is ten feet (10') wide with at least six (6) canopy trees, twelve (12) understory trees, and one-hundred (100) three-gallon shrubs per one-hundred (100) linear feet of property line; with each species approved by the Zoning Administrator based on its ability to provide screening and drought tolerance;
5. All lighting shall be shielded from view from residences and shall be controlled by a switch to only be used when someone is actively working within the facility;
6. All backup power generators should be stored offsite and only brought to the facility when necessary for power;
7. The maximum height of any components associated with the lift station shall be twelve (12) feet, excluding an enclosure, which shall be no taller than sixteen (16) feet.
8. Adequate provision shall be made to protect adjacent properties from adverse impact of the proposed use, such as noise, vibration, dust, glare and similar factors.

b. *Municipal facilities and uses.* This subsection (9)b applies to all municipal facilities, including but not limited to City halls, fire stations, police stations, public safety facilities, and recreation centers, parks, playgrounds, and any other municipal use, but excludes public utility facilities or uses.

- (i) Construction or alteration of a municipal facility may be approved in a residential zoning district as a conditional use subject to a finding by the Zoning Administrator that the facility satisfies all of the following conditions:
 1. The facility is located on a lot that conforms in size to the applicable zoning district requirement;
 2. The overall lot coverage is less than forty percent (40%);
 3. The minimum building setback from the front or rear lot line is thirty feet (30');
 4. The minimum building setback from any side lot line is ten feet (10');
 5. The maximum overall height of any structure is forty feet (40');
 6. A buffer is installed that complies with section 5-4-71.
- (ii) The Board of Zoning Appeals may approve construction or alteration of a municipal facility in a residential zoning district as a special exception subject to the requirements of section 5-4-5(c) and upon a finding that the following additional conditions are met:

1. The facility is located on a lot that conforms in size to the applicable zoning district requirement;
2. The overall lot coverage is less than fifty percent (50%);
3. The minimum building setback from the front or rear lot line is twenty feet (20');
4. The minimum building setback from any side lot line is ten feet (10');
5. The maximum overall height of any structure is forty feet (40');
6. A buffer is installed that complies with section 5-4-71.

(Ord. No. 2015-15, § 1, 2-23-2016; Ord. No. 2019-07, 4-23-2019)

**City of Isle of Palms, South Carolina
Official Sealed Proposal Opening**

**RFP 2020-07 Wage and Compensation Analysis
3:00 p.m., Friday, November 6, 2020
Council Chambers in City Hall
1207 Palm Boulevard, Isle of Palms**

Present: Desirée Fragoso, City Administrator

City Administrator Fragoso announced the sealed bid opening of RFP 2020-07 Wage and Compensation Analysis and stated that it was advertised in accordance with the City's Procurement Code.

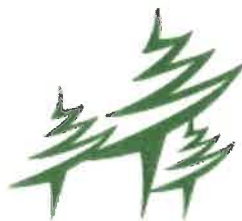
Proposals submitted prior to the deadline:

1. **Paypoint HR, LLC**
Location: Primary Office: Davidsonville, Maryland. Local Office: Mount Pleasant, South Carolina
Fee Proposal: \$20,000 plus travel expenses billed at cost
2. **HR Bridging**
Location: Easley, South Carolina
Fee Proposal: \$14,000
3. **Baker Tilly LLC**
Location: St. Paul, Minnesota
Fee Proposal: \$ 16,575, plus \$3,000 for out-of-pocket expenses
4. **Evergreen Solutions**
Location: Tallahassee, Florida
Fee Proposal: \$21,500, inclusive of travel expenses
5. **Condrey and Associates, Inc.**
Location: Athens, Georgia
Fee Proposal: \$29,500, plus \$12,500 for benefits study
6. **Archer Company, LLC**
Location: Rock Hill, South Carolina
Fee Proposal: \$14,500

The proposals will be presented to the Personnel Committee for consideration at their regular meeting November 12, 2020.

A Proposal to Conduct a
Wage and Compensation Analysis
for the City of Isle of Palms, SC
RFP #2020-07

ORIGINAL



Evergreen Solutions, LLC

November 6, 2020

A Proposal to Conduct a Wage and Compensation Analysis for the City of Isle of Palms, SC RFP #2020-07

Submitted to:

Ms. Desirée Fragoso, City Administrator
City of Isle of Palms
1207 Palm Boulevard
Isle of Palms, South Carolina 29451

Submitted by:



Dr. Jeff Ling, President
Evergreen Solutions, LLC
2878 Remington Green Circle
Tallahassee, Florida 32308
jeff@consultevergreen.com
(850) 383-0111 (ph) / (850) 383-1511 (fax)

November 6, 2020



Evergreen Solutions, LLC

2878 Remington Green Circle - Tallahassee, Florida 32308
850.383.0111 - fax 850.383.1511

November 3, 2020

Ms. Desirée Fragoso, City Administrator
City of Isle of Palms
1207 Palm Boulevard
Isle of Palms, South Carolina 29451

Dear Ms. Fragoso:

Evergreen Solutions, LLC is pleased to submit a proposal to conduct a Wage and Compensation Analysis for the City of Isle of Palms. Our response is based on our review of your Request for Proposals (RFP #2020-07), our experience working with hundreds of local governments throughout the country, our understanding of the South Carolina labor market, and our knowledge of best practices in human resources management.

Evergreen Solutions was formed in 2004 to provide an alternative to traditional consulting firms. We provide an innovative and effective option by focusing on clients needing partners and not simply another service provider. Evergreen Solutions is a female-owned business, certified as a W/MBE in many states and municipalities across the country. Evergreen is authorized to transact business in the State of South Carolina. Evergreen is located at 2878 Remington Green Circle, Tallahassee, Florida 32308 and employs nine full-time staff.

As a national firm, Evergreen Solutions continues to grow and our territory now includes clients in 46 states. In the State of South Carolina, Evergreen has worked with, or is currently on contract to work with, the following public sector clients in providing work similar in scope to the services being requested: City of Spartanburg; City of Columbia; City of Mauldin; City of Chester; City of Goose Creek; City of Conway; City of Lancaster; Spartanburg County; Berkeley County; Beaufort County; Dorchester County; Charleston County; Horry County; Orangeburg County; Town of Mount Pleasant; Town of Cheraw; Town of Hilton Head Island; Town of Mocks Corner; Charleston Park and Recreation Commission; Greenville Water; Municipal Association of South Carolina; Berkeley-Charleston-Dorchester Council of Governments; Housing Authority of Florence; North Charleston Sewer District; Spartanburg County Public Library; Richland Library; Richland County Recreation Commission; Richland County School Districts One and Two; Pickens School District; and Rock Hill Schools.

In other states, Evergreen has worked with, or is currently on contract to work with, the following local governments in a variety of human resources and management capacities: Mahoning County, OH; City of Bloomington, IN; City of Urbana, IL; Carter County, TN; Blount County, TN; City of Pittsburgh, PA; County of Montgomery, PA; Ulster County, NY; Town of Bridgewater, MA; Town of Colchester, VT; City of Hyattsville, MD; City of Baltimore, MD; City of Annapolis, MD; City of Hagerstown, MD; City of Westminster, MD; Allegany County, MD; Washington County, MD; Kent County Levy Court, DE; City of Newport News, VA; City of Suffolk, VA; City of Fredericksburg, VA; City of Covington, VA; City of Williamsburg, VA; County of Culpeper, VA; County of York, VA; Gloucester County, VA; Essex County, VA; Surry County, VA; Isle of Wight County, VA; Prince George County, VA; James City County, VA; Louisa County, VA; Loudoun County, VA; Spotsylvania County, VA; King George County, VA; Alleghany County, VA; City of Raleigh, NC; City of Goldsboro, NC; Union County, NC; Gaston County, NC; New Hanover County, NC; Guilford County, NC; Transylvania County, NC; Franklin County, NC; Haywood County, NC; Buncombe County, NC; Spokane County, WA; City of Albany, OR; Columbia County, OR; City of Page, AZ; City of Flagstaff, AZ; City of Prescott, AZ; Town of Sahuarita, AZ; City of Santa Fe, NM; City of Carlsbad, NM; City of Manitou Springs, CO; City of Fountain, CO; Ouray County, CO; Ft. Bend County, TX; Hood County, TX; Brazoria County, TX; Denton County, TX; Kaufman County, TX; Travis County, TX; Town of Little Elm, TX; City of Austin, TX; City of Fate, TX; City of Pearland, TX; City of Seguin, TX; City of Rowlett, TX; City of Sachse, TX; City of Pflugerville, TX; City of Buda, TX; City of Farmers Branch, TX; City of Fredericksburg, TX; City of Gonzalez, TX; City of South Padre Island, TX; City of Conroe, TX; City of Amarillo, TX; City of Mont Belvieu, TX; City of Duncanville, TX; City of Sunset Valley, TX; City of Broken Arrow, OK; Sedgwick County, KS; City of Lee's Summit, MO; City of Branson, MO; City of Columbia, MO; Jefferson

County, MO; Jackson County, MO; St. Charles County, MO; City of Sarasota, FL; City of Winter Park, FL; City of Palm Beach Gardens, FL; City of Sunrise, FL; City of St. Petersburg, FL; City of Hollywood, FL; City of Melbourne, FL; City of Orlando, FL; City of Ft. Myers, FL; Miami-Dade County, FL; Palm Beach County, FL; Alachua County, FL; Manatee County, FL; Pinellas County, FL; Palm Beach County, FL; Sarasota County, FL; City of Douglasville, GA; City of Alpharetta, GA; City of Brookhaven, GA; City of Statesboro, GA; City of Garden City, GA; City of Stockbridge, GA; City of Fayetteville, GA; City of Dublin, GA; City of Dunwoody, GA; City of Roswell, GA; City of Tybee Island, GA; City of Chamblee, GA; City of Savannah, GA; Forsyth County, GA; Lumpkin County, GA; Douglas County, GA; Worth County, GA; Cherokee County, GA; and many others. Information regarding the services provided to some of these local governments as they relate to the services being requested can be found in **Section 1** of our proposal.

The Evergreen Team is able to fully comprehend the challenges and goals of the City of Isle of Palms because of our vast understanding of local government human resource management and the fact that we possess the necessary experience and expertise. Our team has significant expertise in conducting wage and compensation analyses and similar human resources work for local governments and other public sector organizations as can be seen in **Section 1**.

Some of the human resource services Evergreen has focused on include: wage and compensation studies; classification studies; salary and benefits surveys; staffing studies; workload analyses; performance evaluation and appraisal system design; recruitment, hiring, and retention studies; strategic and workforce planning; and labor pool availability.

Through our experiences in conducting this wide range of projects, we have gained knowledge of all operations in local government human resources management. As a result, our team knows how critical an effective a compensation and classification system is to the overall operation of a proficient and progressive municipality. Moreover, we have developed helpful methods and tools that assist our clients in implementing and maintaining our study recommendations and results.

Evergreen's approach to conducting a wage and compensation analysis draws not only from extensive human resources work with local government clients, but also from direct feedback of our past clients. In essence, we offer you tools that are innovative as well as those that have been proven to work in real places with real people. Some of the key facets of our approach identified in **Section 2** of our proposal include:

- We emphasize communication as the key to successful study completion as well as implementation. Our team understands that compensation by its very nature creates anxiety in staff and managers alike. In order to ensure a successful study process and "buy-in" at implementation, City administration, department heads, and staff need to be involved in each step of the process. This is a critical component of our communication plan. Continuous communication is ensured through the use of meetings/conference calls and the submission of written progress reports.
- Our methodology utilizes the latest in technology. In order to reduce the cost to our client partners and enhance wider participation, we offer all of our tools in an electronic format. In essence, every step of the process can be done on the Web. Further, our web-based **JobForce Manager** tool allows our client partners to facilitate implementation and eases the ongoing maintenance of the compensation system.
- We understand that one size does not fit all. Some consultants provide the same overall solution to every client; however, we provide a variety of alternatives that allow our client partners to select the solution that best meets their business and human capital needs.

As President of Evergreen Solutions, I am authorized to commit our firm contractually to this engagement. Our proposal is valid for 120 after the proposal due date.

We appreciate this opportunity and commit to you our best effort if selected for this engagement. If you have any questions, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,

Dr. Jeff Ling, President



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Section 1.0

Statement of Qualifications



1.0 *Statement of Qualifications*

Evergreen Solutions, LLC is well qualified to conduct a Wage and Compensation Analysis for the City of Isle of Palms due to our experience in conducting hundreds of these studies for local governments and other public sector organizations across the country, including many in the State of South Carolina. In this section we provide you with the background and history of our firm, a list of similar projects we have conducted, or are currently on contract to conduct, and the qualifications of our proposed project team.

1.1 Firm's Background and History

Evergreen Solutions, LLC is a national, multidisciplinary, public sector management consulting firm, which specializes in working with public sector organizations, including hundreds of local governments, across the nation. We provide a unique approach, rather than the “consulting as usual” approach, by partnering with our clients to find innovative, real world solutions to public management.

Evergreen Solutions was formed in 2004 as a limited liability company – partnership to provide a modern, practical alternative to the typical consulting options. The firm is made up of management and human resource professionals as well as strategic partners who came together to form an innovative alternative that places clients and their needs before any individual, model, or corporate goal.

Evergreen's philosophy is based on an understanding that there is not a “one size that fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations.

Evergreen Solutions is a female-owned business, certified as a W/MBE in many states and municipalities across the country. Evergreen is authorized to transact business in the State of South Carolina.

Our main focus is on people, management, and technology. This focus allows our team to provide a broad variety of services, including, but not limited to: wage and compensation studies; classification studies; salary and benefits studies; performance appraisal reviews; workload analyses; staffing studies; disparity studies; training assessments; and strategic planning.

We invite you to browse our Web site at www.ConsultEvergreen.com or visit us on Facebook at www.facebook.com or LinkedIn at www.linkedin.com for more information about our services, staff, and past experience.



Evergreen Solutions assists public sector professionals in exercising control over the inter-related elements that determine success or failure. We do that by applying a situation-responsive discipline that emphasizes:

- full visibility into the entire organization through research and discovery;
- a spirit of partnership with staff and leadership;
- sound recommendations based on best practices and proven methods; and
- a practical go-forward plan that leads to quantifiable results.

Collectively, the members of the Evergreen Solutions Team have:

- extensive experience in conducting wage and compensation analyses for local governments and other public sector organizations throughout the country, including South Carolina;
- comprehensive experience in all components vital to the successful completion of this engagement;
- knowledge of relevant South Carolina statutes and regulations as well as federal regulations;
- objectivity and flexibility due to the fact that we have no vested interests; and
- specialized analytical tools that we bring to the project.

Clients nationwide have been successfully implementing recommendations from our team of professional consultants for decades. Evergreen has contracted with public sector, quasi-governmental, and non-profit organizations in 46 states throughout the country.

Exhibit 1-1 includes a sample list of local government clients that Evergreen has worked with, or is currently on contract to work with, in a variety of human resources management consulting capacities. Evergreen has also worked with many other public sector organizations in South Carolina, including: Charleston Park and Recreation Commission; Greenville Water; Municipal Association of South Carolina; Berkeley-Charleston-Dorchester Council of Governments; Housing Authority of Florence; North Charleston Sewer District; Spartanburg County Public Library; Richland Library; Richland County Recreation Commission; Richland County School Districts One and Two; Pickens School District; and Rock Hill Schools.



Exhibit 1-1: Sample List of Local Government Clients

Spokane County, WA	City of Urbana, IL	City of Palm Beach Gardens, FL	Buncombe County, NC
City of Albany, OR	Mahoning County, OH	City of Panama City Beach, FL	Davie County, NC
City of Beaverton, OR	Marshall County, AL	City of Panama City, FL	Duplin County, NC
Columbia County, OR	City of Foley, AL	City of Kissimmee, FL	Franklin County, NC
City of Flagstaff, AZ	Baldwin County, AL	City of Sarasota, FL	Gaston County, NC
City of Page, AZ	Lee County, AL	City of Parkland, FL	Guilford County, NC
City of Prescott, AZ	City of Alpharetta, GA	City of Pensacola, FL	Haywood County, NC
Town of Sahuarita, AZ	City of Brookhaven, GA	City of Plantation, FL	Lee County, NC
Pima County, AZ	City of Chamblee, GA	City of Sunny Isles Beach, FL	New Hanover County, NC
City of Carlsbad, NM	City of Commerce, GA	City of Temple Terrace, FL	Transylvania County, NC
City of Hobbs, NM	City of Dahlgonega, GA	City of Venice, FL	Union County, NC
City of Santa Fe, NM	City of Dalton, GA	City of North Miami Beach, FL	City of Covington, VA
Ouray County, CO	City of Douglasville, GA	Alachua County, FL	City of Fredericksburg, VA
City of Fountain, CO	City of Dublin, GA	Bay County, FL	City of Newport News, VA
City of Manitou Springs, CO	City of Duluth, GA	Brevard County, FL	City of Suffolk, VA
Ogden City Corporation, UT	City of Dunwoody, GA	Charlotte County, FL	City of Williamsburg, VA
City of Amarillo, TX	City of Fayetteville, GA	Flagler County, FL	Alleghany County, VA
City of Austin, TX	City of Forest Park, GA	Gadsden County, FL	Chesterfield County, VA
City of Buda, TX	City of Garden City, GA	Gulf County, FL	County of Culpeper, VA
City of Conroe, TX	City of Kingsland, GA	Hernando County, FL	County of Northampton, VA
City of Duncanville, TX	City of Roswell, GA	Highlands County, FL	County of York, VA
City of Farmers Branch, TX	City of Savannah, GA	Leon County, FL	Essex County, VA
City of Fate, TX	City of Statesboro, GA	Manatee County, FL	Gloucester County, VA
City of Fredericksburg, TX	City of Stockbridge, GA	Martin County, FL	Isle of Wight County, VA
City of Lakeway, TX	City of Tybee Island, GA	Miami-Dade County, FL	James City County, VA
City of Lockhart, TX	City of Woodstock, GA	Monroe County, FL	King George County, VA
City of Mont Belvieu, TX	Cherokee County, GA	Osceola County, FL	Loudoun County, VA
City of Pflugerville, TX	Douglas County, GA	Palm Beach County, FL	Louisa County, VA
City of Rowlett, TX	Forsyth County, GA	Pinellas County, FL	Montgomery County, VA
City of Sachse, TX	Lumpkin County, GA	Santa Rosa County, FL	Prince George County, VA
City of Seguin, TX	Worth County, GA	Sarasota County, FL	Prince William County, VA
City of Sunset Valley, TX	City of Gainesville, FL	Seminole County, FL	Shenandoah County, VA
City of Portland, TX	City of Alachua, FL	Sumter County, FL	Spotsylvania County, VA
City of Padre Island, TX	City of Coral Springs, FL	City of Spartanburg, SC	Surry County, VA
Town of Little Elm, TX	City of Dania Beach, FL	City of Chester, SC	City of Baltimore, MD
Brazoria County, TX	City of Daytona Beach, FL	City of Columbia, SC	City of Annapolis, MD
Denton County, TX	City of Cape Coral, FL	City of Conway, SC	City of Hagerstown, MD
Fort Bend County, TX	City of Destin, FL	City of Goose Creek, SC	City of Hyattsville, MD
Hood County, TX	City of Doral, FL	City of Lancaster, SC	City of Westminster, MD
Kaufman County, TX	City of Fort Myers, FL	City of Mauldin, SC	Allegany County, MD
City of Broken Arrow, OK	City of Fort Walton Beach, FL	Town of Cheraw, SC	Charles County, MD
Sedgwick County, KS	City of Ft. Myers, FL	Town of Hilton Head Island, SC	Washington County, MD
City of Branson, MO	City of Jacksonville Beach, FL	Town of Moncks Corner, SC	Calvert County, MD
City of Lee's Summit, MO	City of Jacksonville, FL	Town of Mount Pleasant, SC	Kent County Levy Court, DE
Clay County, MO	City of Key West, FL	Beaufort County, SC	City of Kalamazoo, MI
Jackson County, MO	City of Lake City, FL	Berkeley County, SC	City of Pittsburgh, PA
Jefferson County, MO	City of Largo, FL	Charleston County, SC	County of Allegheny, PA
St. Charles County, MO	City of Winter Park, FL	Dorchester County, SC	County of Montgomery, PA
City of Bloomington, IN	City of Orlando, FL	Spartanburg County, SC	Ulster County, NY
Blount County, TN	City of Dunedin, FL	City of Goldsboro, NC	Town of Colchester, VT
Carter County, TN	City of St. Petersburg, FL	City of Raleigh, NC	Town of Bridgewater, MA



1.2 Select Relevant Experience

Because Evergreen has conducted over 600 projects that are similar in scope to the services being requested, we have included in this section only a sample of some of our local government work.

Classification and Compensation Study City of Lancaster, South Carolina

Evergreen Solutions was retained by City of Lancaster, SC to conduct a detailed compensation and classification analysis of its employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity.



Classification and Compensation Study City of Chester, South Carolina

Evergreen Solutions was engaged by the City of Chester to conduct a comprehensive compensation and classification study for all City employees. The Evergreen Team conducted orientations and focus groups with general employees. Employees completed Job Assessment Tools, and supervisors completed Management Issues Tools, as needed. The data gathered through this process resulted in JAT scores for each job title, placement of each job into an internal hierarchy, and potential recommendations for revision to the current classification structure. Evergreen Solutions also conducted a comprehensive salary survey. The results will be combined with the internal hierarchy to help generate recommendations for a comprehensive compensation and classification structure. The Evergreen Team provided detailed recommendations for implementation of the new structure and related employee salary adjustments.



Comprehensive Classification, Compensation, Performance Management and Benefits Study City of Columbia, South Carolina

Evergreen Solutions was retained by the City of Columbia to conduct a comprehensive evaluation of the City's current compensation and classification structure for its 2,352 employees. The primary objective of the study was to determine whether the City's current pay structure, policies, and practices were effective as compared to peer organizations or whether future adjustments were needed. Evergreen's consultants conducted a job-task analysis/job audit of all employee positions to verify and validate information from existing job descriptions. Based on the data collected, Evergreen defined the essential functions of the job class, including, required



education, experience, knowledge, skills, and abilities, to ensure compliance with ADA regulations; identified discrepancies between existing and proposed classifications; reported areas that were understaffed or underutilized; identified management, supervisory, professional, technical and general employees, including each employee's FLSA status (exempt/non-exempt); evaluated and recommended other programs that could be implemented by the City to attract candidates for hard-to-recruit positions; and developed a tool that the City could utilize to evaluate and process future reclassifications.

To ensure external equity, Evergreen consultants compared the City to what other local jurisdictions were doing as it related to salary ranges, steps within ranges, and range spread, and listed options and made recommendations that could improve the City's position in the market and its ability to recruit and retain qualified employees. Evergreen reviewed policies and procedures to determine consistency with prevalent practices among City governments and other local jurisdictions related to setting salaries for new hires, and handling transfers, promotions, additional duty pay and retroactive adjustments.

Evergreen also developed and recommended a new and revised performance appraisal instrument(s) that would support the City's mission and strategic objectives and the City's compensation philosophy, and would work in concert with the classification and pay system that was established. Evergreen consultants worked with the Human Resources Department and other City officials to link the proposed performance evaluation system to the pay structure, and identified any real or perceived internal equity and salary compression issues within the City's various departments/offices, and listed options to address such questions as to how these issues were addressed by other municipalities.

In the end, Evergreen provided recommendations to the classification and compensation structure along with associated costs or savings of implementing those recommendations. Evergreen also provided training/education presentations to managers and senior management staff to ensure that there was an understanding and commitment to the new classification and compensation system.



Compensation and Classification Study City of Mauldin, South Carolina

The City of Mauldin retained Evergreen Solutions to provide oversight into the data collection process regarding compensation and classification as well as provide recommendations following the collection of the data for the City to transition into a purely merit-based pay system. The purpose of the study was to review the current structure that had not been updated in the last few years utilizing the position rating manual and position analysis questionnaire; review the salary survey methods and results collected from local municipalities and national IMCA data; verify overall grade placement and



internal equity for the organization as a whole; ensure external equity with the marketplace; and provide oversight on transition to performance management, merit-pay system. As part of the study, Evergreen reviewed the materials provided by the City and gave feedback on best practices and market trends; analyzed internal equity data collected by City and gave feedback to address internal equity; reviewed salary survey data collected by the City for accuracy and provided insight regarding findings; developed the strategic position for the City utilizing collected data and desired intentions of the City; and assisted the City with developing transition plan.



**Classification and Compensation Study
City of Goose Creek, South Carolina**

Evergreen Solutions was retained by the City of Goose Creek to conduct a Classification and Compensation Study. Evergreen reviewed the current classification system by including a job analysis, assessed job descriptions and made recommendations for changes; provided the tools necessary to maintain the classification system for future positions if a new classification system was recommended; and revised the current Compensation Plan based on the labor market. In the end, Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



**Classification and Compensation Study
City of Spartanburg, Spartanburg County, and Spartanburg County Public Library, South Carolina**

Spartanburg County was retained Evergreen Solutions to complete a Classification and Compensation Study. This study included services for the City of Spartanburg and the Spartanburg County Public Library. Evergreen established a timeline to determine project milestones for the County, Library, and City and evaluated current employee data for each entity. Evergreen developed a classification plan; worked with the County's Project Manager to identify and survey targets for a salary survey, and provided an external assessment summary based on the results of the survey; proposed strategic positioning recommendations; and conducted a final solution analysis. In the end, Evergreen created a report that described the classification and pay plan; recommended procedures for the implementation and continued maintenance of the plans.



Employee Compensation and Pay Classification Study City of Conway, South Carolina

Evergreen Solutions was retained by the City of Conway to conduct an Employee Compensation and Pay Classification Study. The objectives of the study were to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differential between individual classes; and maintain a competitive position with other comparable government entities and private employers within the same geographic area.



Salary Parity Study / Structural and Compensation Systems Study Charleston County, South Carolina

In 2005-06, Charleston County conducted a Classification and Compensation Review using another consulting firm. Then in 2007, Evergreen Solutions was hired by the County to review the results and verify the recommendations that accompanied the study. The primary issue examined by Evergreen was the internal equity relationships present within the County's pay plan. The Evergreen Team administered a job analysis tool to County employees that helped determine job worth and verify internal equity relationships as they relate to compensation. Although the study's primary emphasis was ensuring that internal equity relationships were proper, the study also ensured that employees were paid consistently with the market. Evergreen provided detailed recommendations for adjusting the County's pay and classification structure and developed an implementation plan complete with costing information.

Note: Evergreen was again hired to conduct a Structural and Compensation Systems Study. The Evergreen Team worked with elected official and employee committee throughout the process. Our phases included employee outreach, best practice research, and consensus building to recommend a 21st Century approach to compensation and classification management.



Comprehensive Market Analysis Charleston County, South Carolina

Evergreen Solutions was again hired to assist Charleston County with conducting comprehensive market analysis using selected benchmarks. A market survey was conducted to determine the external equity of the County against its peers.



Classification and Compensation Study Berkeley County, South Carolina

Evergreen Solutions was retained by Berkeley County to conduct a Classification and Compensation Study for 1,153 employees. Evergreen's consultants reviewed the County's current classification and compensation plan and recommended a consistent and competitive market position that the County could maintain based on a salary survey results from peer organizations. Evergreen recommended an appropriate salary range for each position in the County based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity. Evergreen provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Pay and Classification Study Dorchester County, South Carolina

Evergreen Solutions was retained by Dorchester County Government to conduct a Pay and Classification Study and make recommendations for implementation of a revised pay plan. The study included all employees and classifications in the County. As part of the study, Evergreen conducted focus groups and interviews with employees, and employees completed a Job Assessment Tool (JAT). Evergreen conducted a comprehensive salary survey of local and regional employers to assess the market competitiveness of the County. Finally, a detailed plan was developed to provide the County with specific steps to implement an equitable and competitive compensation and classification plan. **Note:** Evergreen was recently hired to perform an update to the County's Compensation Plan.



Classification and Compensation Study Services Beaufort County, South Carolina

Evergreen Solutions is engaged with Beaufort County to provide Classification and Compensation Study Services. The purpose of the study is to address changes in county operations and staffing over the past decades, which may have affected the type, scope, and level of work being performed. The objectives of the study are to: attract and retain qualified employees; ensure positions performing similar work with essentially the same level of complexity, responsibility, and knowledge, skills, and abilities are classified together; provide salaries commensurate with assigned duties; clearly outline promotional opportunities and provide recognizable compensation growth; provide justifiable pay differentials between individual classes; and maintain a competitive position with other comparable governmental entities and private employers within the same geographic area. **Note:** This project is nearing completion.



Classification and Compensation Study/Wage and Compensation Study Town of Mount Pleasant, South Carolina

Evergreen Solutions was hired in 2011 to assist the Town of Mount Pleasant to assist with a Compensation and Classification Study. The Evergreen Team conducted employee orientation sessions, focus groups, job analysis, market assessment, and provided recommendations.

Evergreen was again hired in the later part of 2015 to conduct a Wage and Compensation Study and Benefits Survey. The purpose of the study was to evaluate the Town's present wage and compensation plan, as well as its benefit package against those of comparable municipalities and competitive businesses, analyze and amend job descriptions, and develop a recommendation for improving the Town's current performance evaluation process and the forms used in this process. Attention was paid to private employers that competed for similar, qualified employees in the labor markets comparable to the Town. Evergreen is providing ongoing support with regard to salary classification and creation of job descriptions for new positions as they occur, and reclassification of current positions when requested.



Classification and Compensation Study Town of Hilton Head Island, South Carolina

Evergreen Solutions was engaged with the Town of Hilton Head Island to conduct a Classification and Compensation Study for all its employees. The study included the following primary objectives: to conduct a thorough, complete and accurate class specifications/job descriptions for all positions; appropriate valuation of each position relative to other Town positions; and to develop a competitive total rewards package (salary and benefits) relative to similar positions in the market.

Evergreen provided written guidelines for maintaining class specifications/job descriptions, for evaluating/re-evaluating job class specifications/job descriptions and for maintaining model compensation structure (s). Evergreen further recommended pay administration policies to include, but not be limited to, policies regarding movement through ranges, adjustments within pay grades, adjustments for assumption of additional duties (temporary or permanent), reclassifications, promotions, transfers, demotions, career ladders, etc. and recommended reliable external market data sources for salary structure adjustments and determination of merit budget. Upon recommendation to the Town for the implementation of a new classification and compensation program, Evergreen's consultants reviewed current performance management system documentation and provided recommendations to strengthen link between pay and performance as appropriate. In addition, Evergreen recommended future merit allocation approaches, considering changes to classification and compensation program and limited budgets. **Note:** Evergreen recently completed an update of the Town's Classification and Compensation Plan.



Pay and Classification Study Town of Moncks Corner, South Carolina

Evergreen Solutions is engaged with the Town of Moncks Corner to conduct a Pay and Classification Study for its employees. As part of the study, Evergreen will conduct orientation sessions, focus groups, and interviews. Employees will complete a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A market salary survey will be issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures will be recommended.



Salary and Benefits Review, and Analysis City of Hyattsville, Maryland

Evergreen Solutions was hired by the City of Hyattsville to conduct a Salary and Benefits Review and Analysis of all classifications. The process included a comprehensive review of market compensation averages using a detailed duties-based salary survey approach as well as a comprehensive benefits survey. Market position was determined, a compensation philosophy was developed and strategic positioning recommendations were made with the goal of providing the City a more equitable compensation model. **Note:** Evergreen was again hired to conduct a Compensation System Analysis for the City.



Classification and Compensation Plan Review City of Annapolis, Maryland

Evergreen Solutions was engaged with the City of Annapolis to conduct a Classification and Compensation Plan Review. The primary objectives of the study were to: review and revise the current classification system; review and revise job descriptions; determine relevant competitive markets by conducting a salary survey of selected peer organizations; propose guidelines for an improved or new compensation program; and provide recommendations to keep the current pay structure competitive.



Classification and Compensation Study Services City of Westminster, Maryland

Evergreen Solutions was retained by the City of Westminster to provide Classification and Compensation Study Services. The scope of work included the review and updating of the City's current job descriptions as well as providing technical assistance in the development of a comprehensive performance evaluation system to integrate with the new classification system. The primary study objectives for this study was to:



- develop a formal compensation philosophy for adoption by the Mayor and Common Council;
- identify comparable benchmark employers to guide the City's future employee salary and benefit decisions to facilitate the attraction and retention of high performance staff members, while being financially sustainable;
- establish a comprehensive job classification system using the approved job evaluation system that accommodates the City's needs for an internally and externally equitable, defensible, market sensitive, and easily administered system for all current and future positions within the City;
- train Human Resources staff to apply the adopted compensation philosophy to maintain the adopted classification and compensation system; and
- provide legally defensible classification specifications (ADA, FLSA, and any other applicable federal and state laws).



Compensation Study City of Hagerstown, Maryland

Evergreen Solutions was retained by the City of Hagerstown, MD to conduct a Compensation Study. Evergreen's consultants worked with the City to evaluate what type of pay plan would reinforce current and future goals. Evergreen identified external targets for surveying select positions. After conducting the market salary survey, Evergreen produced a pay plan for employees that best met the needs of the City and included the number of grade, steps, and ranges as well as recommendations for continued administration of the compensation system.



Compensation Study Allegany County, Maryland

Allegany County contracted with Evergreen Solutions to conduct a Comprehensive Compensation Study and analysis for the Office of the Sheriff. The Office of the Sheriff included the primary functional areas of Road Patrol and Correction Deputies at the county correctional facility. Evergreen understood that the Office of the Sheriff faced competitive pressure from other area law enforcement agencies. To alleviate this pressure, Evergreen designed a salary survey instrument and distributed it to an approved list of local peers. The survey took into account total compensation, including supplemental pay, insurance benefits, retirement, leave, and other tangible benefits. The results of the survey and the subsequently prepared report provided the County with recommendations to improve their competitive position and ability to recruit the best and brightest available persons for these key areas.



Wages and Salary Scale Study Washington County, Maryland

Evergreen Solutions was retained by Washington County to conduct a comprehensive study of the County's wages as they related to neighboring jurisdiction's wages and salaries—the purpose of which was to assure adequacy of pay and employee wages when compared to area private and public employees. Evergreen met with each Division Director to gather information regarding pay issues that were unique to their departments. Evergreen conducted a brief review of the method of classifying positions to ensure its adequacy in today's pay and classification environment. Using the current or revised classification system, Evergreen evaluated all positions and placed them in an appropriate "grade". Evergreen recommended a system the County could use in the years to come to evaluate job positions.



Classification, Compensation, and Benefits Survey Kent County Levy Court, Delaware

Evergreen Solutions was hired by Kent County Levy Court (KCLC) in Dover, Delaware to conduct a Classification, Compensation, and Benefits Study. Evergreen's consultants reviewed all current classification specifications and analyzed, documented, and validated the same for distinguishing characteristics, position definition and purpose, knowledge, skills, abilities, essential job functions, minimum qualifications, education and experience relevance and hierarchal consistency, conformity with ADA language relative to essential job functions (including physical and intellectual requirements), working/environmental conditions, supervision received and exercised, standby/call back responsibilities, and special requirements including licensing, regulatory, and certification requirements.

Evergreen conducted on-site interviews with employees, as well as appropriate supervisor and management personnel, to verify/clarify information received in the questionnaires and to ensure information regarding organizational structure, supervision, essential job duties, and working environment was accurately captured and reflected in the descriptions that were developed. Evergreen recommended updates proposed a new system utilizing a standardized rating system that analyzed each position against multiple evaluation criteria.

Evergreen also conducted a market salary and benefits survey of public sector organizations comparable to the County in size, population, economic climate, proximity to major cities, etc. The market survey included the hours worked per week by employees in each position in those comparable communities—in an effort to consider both internal and external equity—and was used to compare base annual salary for each position included in the study by minimum, midpoint, and maximum.

Utilizing the market survey results, comparable job descriptions, and other data collected, Evergreen prepared a recommended compensation plan



design and salary schedule to correspond to the classification plan and customized to reflect the County's pay progression policy and compensation philosophy. Evergreen recommended the vertical salary relationship and/or differentials between classes in each class series. In the end, Evergreen provided KCLC with a final report that included specific, itemized recommendations, including a discussion of the methods, techniques, and data used to develop the classification and compensation plan and benefits program.



Salary Plan Review City of Suffolk, Virginia

Evergreen Solutions was retained in 2015 by the City of Suffolk to review the Compensation and Classification Study Final Report completed in 2009 by another firm. The goal of this review was to assess the applicability of recommendations since the study's completion, with an emphasis on reviewing: Phase 3 recommendations and applicability given time since completion of study; salaries of employees included in the 2009 study and those not included in the 2009 study (~300 employees hired after study completion) to assess internal equity; title changes recommended; and the City's Compensation Philosophy. In the end, Evergreen provided a final report that included: a comparison of current market compensation data (obtained primarily from TechNet database) to City compensation data; recommendation for placement of all employee salaries for both employees included and not included in the 2009 study; a recommended pay plan/salary schedule; and a recommendation to address compression caused by Phase in approach across all employee groups, including police and fire.

Note: Evergreen Solutions was previously hired by the City of Suffolk to conduct a Compensation and Classification Study. Evergreen consultants assessed both internal and external equity of the City's compensation and classification plan, and provided recommendations for a new plan to cover the City's approximate 1,000 employees.



Pay and Classification Study City of Williamsburg, Virginia

Evergreen Solutions was retained by the City of Williamsburg to conduct a Pay and Classification Study. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. In addition, pay ranges were analyzed in the marketplace to determine the appropriate pay levels for all jobs. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



Classification and Compensation Study City of Fredericksburg, Virginia

Evergreen Solutions was engaged with the City of Fredericksburg to conduct a Classification and Compensation Study. Evergreen conducted a full job analysis of City positions and revised, if necessary, existing job descriptions based upon the findings of the job analysis. Evergreen also surveyed the local labor market to ensure that the City's overall package of compensation and benefits was competitive and evaluated whether the City's current human resources policies were affecting the City's ability to compete in the labor marketplace.

Evergreen assisted the City in updating its current classification and compensation plan and developing a strategy to increase employees' pay to a competitive level that aligned with the results of the study. Evergreen provided recommendations to the overall classification and compensation plan that provided internal equity and that was competitive in the marketplace to attract and retain qualified employees.



Classification and Compensation Study County of Culpeper, Virginia

Culpeper County retained Evergreen Solutions to assist with a comprehensive classification and compensation study of all its employees. The study involved conducting a job analysis through desk audits, interviews, and focus groups. A more detailed analysis was performed on clerical and law enforcement staff. A salary and benefits survey was also issued to peers to assess the County's current market position. Recommendations were made for all employees to address job and compensation changes.



Classification and Compensation Study Gloucester County, Virginia

Evergreen Solutions was retained by Gloucester County to conduct a detailed compensation and classification analysis of its non-faculty employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Pay ranges were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity.



Compensation Study (Salary and Benefits) Louisa County, Virginia

Evergreen Solutions was retained by the Louisa County to conduct a Compensation Study. Evergreen's consultants reviewed the effectiveness of the County's current pay plan as it related to the market competitiveness for attracting and retaining quality employees. Pay ranges as well as benefits were analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Recommendations were provided to improve the fairness and equity in the current compensation system.



Classification and Compensation Study Essex County, Virginia

Evergreen Solutions was hired by Essex County to conduct a Classification and Compensation Study that will allow the County to be competitive in the marketplace in attracting and retaining qualified employees. Evergreen's consultants will perform the following: survey each unique job class to determine a definition of the job class, essential functions, education requirements, experience, knowledge, skills, and abilities, and review and update existing job descriptions, as needed; review the County's current pay practices including overtime pay, awarding compensatory time, half-time pay for emergency services, and all other pay for public safety; prepare a cost analysis for employees in positions that fall below the proposed minimum salaries following reclassification; and recommend appropriate salary range for each existing or proposed position based on the classification plan, the compensation survey results, and internal relationships and equity.



Classification and Compensation Study (Phase I) Loudoun County, Virginia

Evergreen Solutions was engaged with Loudoun County to conduct a Classification and Compensation Study. Evergreen conducted a comprehensive review and evaluation of the County's compensation philosophy and competitive market and made recommendations to retain, modify and/or change the compensation philosophy and/or competitive market. Evergreen also conducted a comprehensive review and evaluation of policies governing the County's total compensation program (pay and benefits offerings) and classification system; benchmarked the elements of the County's total compensation and classification program against its current competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify and/or change elements of the total compensation and classification program.

Evergreen further conducted a comprehensive review and an evaluation of the County's performance plan system; benchmarked the County's system



against the job description systems of its competitive market and other potential competitor jurisdictions; and made recommendations to retain, modify, or change the current system. In the end, Evergreen provided comprehensive recommendations for modifying classification and compensation policies and procedures.



Classification and Compensation Study (Phase II) Loudoun County, Virginia

Evergreen Solutions was again hired by Loudoun County to conduct a Classification and Compensation Study (Phase II). Evergreen will accomplish the objectives of the Phase II of the study by performing the following tasks:

- develop recommendations on a strategy to implement and administer a compensation philosophy range of 95 percent to 105 percent of the comparator market.
- conduct a comprehensive benchmark market analysis of all County jobs.
- develop a new market competitive pay plan to include an open range pay plan for the general workforce and a “grade and step” pay plan for Public Safety positions.
- provide recommendations for any additional pay incentives and supplements that would assist in maintaining competitive pay as described in Loudoun’s compensation philosophy as stated below.
- develop a new comprehensive classification system that allows for more levels and specificity within and across each job group, to include the development of standardized job descriptions.
- obtain an analysis of pay compression within the County and recommendations for addressing pay compression once a new pay plan is implemented; and
- develop recommendations for revisions to the Board approved classification and compensation policies found in Chapter 5 of the Human Resources Handbook.

Note: This project is nearing completion.



Classification and Compensation Study Chesterfield County, Virginia

Evergreen Solutions is on contract with Chesterfield County to conduct a Classification and Compensation Study and Pay Plan Development for Public Safety. The study will include an examination of the County's classification and compensation system in order to make recommendations for compensation policies, practices, and procedures; and develop a Public Safety Pay Plan. Evergreen will work with the County to develop a comprehensive plan for County employees based upon an objective analysis and thorough evaluation of job content and internal equity. Evergreen will review current job descriptions, salary relationships, classifications, and grade methodology. Based on this review and a compression analysis, Evergreen will recommend pay and classification strategies for the County. Evergreen will also identify and recommend pay incentives and supplements for employees; and policies and procedures to administer the new Public Safety Pay Plan. **Note:** This project is nearing completion.



Compression Analysis City of Raleigh, North Carolina

City of Raleigh retained Evergreen Solutions to analyze compression in its fire and police pay plans and recommend conversion options for open range pay plans. The study included a comprehensive review of employee placement, promotional practices, and systematic inequities. Evergreen Solutions recommended several alternatives for improving current pay differentials and managing City pay practices in the future.



Compensation and Classification Study City of Goldsboro, North Carolina

Evergreen Solutions was engaged with the City of Goldsboro to conduct a Compensation and Classification Study. Evergreen's consultants evaluated the current compensation and classification systems for the City; conducted a market survey of comparable peer organizations; developed a Final Report that outlined the methodology used to conduct the compensation and classification study, documented the results of the study, including all market research; and developed recommendations for the administration of the new or updated compensation and classification systems.



Pay and Classification Study Buncombe County, North Carolina

Evergreen Solutions was retained by Buncombe County to conduct a Pay and Classification Study. Evergreen Solutions conducted a classification analysis using Evergreen Solutions' Job Assessment Tool job evaluation methodology in addition to a statistical assessment of current conditions. Evergreen Solutions also analyzed local market and benefits data taken from peer organizations to determine the appropriate compensation levels for benchmark positions. Recommendations for adjustments to the compensation and classifications plan were made and procedures for the continued maintenance of the plans were provided. This study included



Compensation and Classification Study Union County, North Carolina

Evergreen Solutions was retained by Union County to conduct a Compensation and Classification Study. Evergreen Solutions performed the following tasks:

- conducted a comprehensive evaluation of every classification within the County to determine relative worth within the organization (internal equity), placement in the organizational pay plan and for the establishment of pay bands;
- established appropriate benchmarking standards and included should be a comparison and analysis of salaries and wages of like or similar jobs (external equity) in comparable government and private employers in North Carolina, South Carolina and Virginia for which the County competed for a labor supply;
- created class/position descriptions that included required knowledge, skills and abilities (KSA) for each position class in a standardized format. The analysis produced a sampling that produced statistical reliability and valid results;
- recommended needed changes to the existing compensation & classification plan to alleviate salary compression issues;
- provided a multi-year implementation plan to adjust compensation as identified in analysis;
- provided a synopsis prepared for management review, covering the salient features of the proposal including overall costs and term of work; and
- provided a procedure manual and training for Human Resources employees that enable them to maintain the recommended classification and compensation plan.



Compensation and Classification Study Transylvania County, North Carolina

Evergreen was retained by the Transylvania County to conduct a Compensation and Classification Study. Evergreen evaluated the current compensation and classification plan and identified the classification of existing positions. Evergreen identified appropriate benchmarking standards and conducted a total compensation survey with comparable municipalities and private sector employers, when applicable. Survey data was provided to the County in a usable electronic format for analysis for each position. Evergreen conducted a solution analysis and developed strategic positioning recommendations. Evergreen reviewed the total compensation system, identified potential pay compression and/or inequities (both internally and to the market), and provided recommendations.



Comprehensive Position Classification and Compensation Study Gaston County, North Carolina

Evergreen Solutions was engaged with Gaston County to conduct a Comprehensive Position Classification and Compensation Study for its employees (1,410 full-time, 46 part-time, and 143 temporary). The primary objective of the study was to implement a fair, consistent, competitive, equitable, and legally defensible classification and compensation system that allowed the County to attract, reward and retain qualified individuals. To accomplish this, Evergreen Solutions' consultants performed a comprehensive review of the County's classification and compensation system which included conducting an internal equity analysis of employee salaries.

Evergreen Solutions provided recommendations to create a system that not only aligned with the State of North Carolina's substantially equivalency requirement, but allowed for flexibility so as not to inhibit those departments that were not required to have this alignment.



Classification and Compensation Study and Benefits Survey New Hanover County, North Carolina

Evergreen Solutions was retained by New Hanover County and the New Hanover Alcohol Beverage Control Board to conduct a Classification and Compensation Study for its employees. Evergreen Solutions' consultants conducted an employee classification and compensation study of public and private employers who were providing equitable services and, based on that study and determined if individualized position/job descriptions were needed, and if so, assisted in the development of those descriptions. Evergreen Solutions prepared a comprehensive analysis that identified New Hanover County's competitive position in the labor market and provided a recommendation for total salaries and benefits, including the total



compensation package of insurance and other benefits (including paid leave), and prepared recommendations for compensation policies, including variable incentive pay options, to maintain competitiveness, reward employees, and ensure equity.

Select County and ABC Board members were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.



Salary Equity Study Guilford County, North Carolina

Evergreen Solutions was retained by Guilford County to assess pay equity based on race and gender for all County employees. Evergreen's consultants performed a review of approximately 1,500 plus positions for internal salary equity. This was accomplished by reviewing the incumbent's related education and experience prior to County employment and related experience gained with the County. Evergreen's consultants also reviewed job descriptions, in conjunction with County Staff, to ensure that content and titles were current, accurate and were consistent with FLSA, EEO and ADA considerations. At the conclusion of the study, Evergreen made recommendations by individual position/employee for internal salary equity pay adjustments and provided an analysis that included a statistical treatment of pay placement and progression.



Compensation, Classification, and Benefits Study Haywood County, North Carolina

Evergreen Solutions is retained by Haywood County to conduct a Compensation, Classification and Benefits Study. Evergreen's consultants will review the County's current pay grades and classification information; conduct salary and benefits surveys of the County's peers; make recommendations to update or restructure the County's pay grades and classification system; and provide revised job descriptions for the updated/restructured classification system. **Note:** This project is nearing completion.



Classification System and Pay Plan Development Study Franklin County, North Carolina

Evergreen Solutions was retained by Franklin County to conduct a Classification System and Pay Plan Development Study. The Evergreen Team worked with the County to obtain the current classification system and pay plans. After an initial assessment, Evergreen consultants collected data using the Job Assessment Tool© and conducted market salary and benefits surveys to develop recommendations for strategic positioning, a new job classification, and compensation and position evaluation system based on analyses of the data gathered.



Employee Classification and Compensation Study Blount County, Tennessee

Evergreen Solutions was retained by Blount County to conduct an Employee Classification and Compensation Study for its workforce. Evergreen conducted focus groups and interviews with employees and employees completed a Job Assessment Tool (JAT) that identified work performed. Evergreen presented to the Human Resources Director and Mayor any resultant classifications recommended in the classification study and provided for the maintenance of the new structure, including periodic review, reclassification review procedure and promotion guidelines.

For the compensation study, Evergreen identified survey labor market and benchmark classes to use for a market analysis; conducted a comprehensive compensation search utilizing other similar public sector employers; completed internal salary relationship analysis, including the development of appropriate internal relationship guidelines; developed externally competitive and internally equitable salary recommendations for each class included within the study in order to maintain appropriate competitive position in relation to other employers within the region; and assigned a salary range to each classification which reflected the results of the market survey and the analysis of internal relationships. Evergreen presented survey results to management to make a decision on overall pay philosophy. In the end, Evergreen recommended appropriate premium pay options to supplement the compensation plan. Examples included options for pay for certifications, professional licenses, special skills, temporary "acting" assignment at higher level duties, "on-call" and "callout" pay, pay alternatives for exempt level workers not normally eligible for overtime, and similar pay practices.



Compensation Plan Update Blount County, Tennessee

Evergreen Solutions was again retained by Blount County in late 2017 to conduct a Compensation Plan Update. Evergreen assessed the current conditions of the current pay plan; used County approved targets and benchmarks to conduct a salary survey; provided recommendations for updates/changes to the pay plan to compete with the labor market at a more competitive position (~ 70th percentile); provided recommendations for implementing the new pay structure; provided recommendations for revisions to pay practices as appropriate; provided recommendations for merit pay practice to differentiate salary increases based on employee performance; and prepared and delivered a draft and final report.



Comprehensive Classification and Compensation Study Carter County, Tennessee

Evergreen Solutions is retained by the Carter County Government to conduct a Comprehensive Classification/Compensation Study. Evergreen's consultants will work with County management to develop an employment/wage strategy consistent with the County's employment goals. To accomplish this, consultants will being by conduct focus groups and interviews with selected employees; review employees completed Job Assessment Tools (JAT). A labor market survey of the County's peers in the County's target employment area will be conducted to assess the County's market competitiveness. Draft and final reports will be provided to the County summarizing the study. Finally, Evergreen's consultants will work with the County's management to update or create accurate job descriptions, as needed.



Salary and Benefits Study City of Bloomington, Indiana

Evergreen Solutions was retained by the City of Bloomington to conduct a Salary and Benefits Study. Evergreen examined the wages and benefits of the City's employees (including transit) as compared to public and private sector entities in Indiana and surrounding areas to determine whether the City's wages and benefits were competitive in the market.



Classification and Compensation Study Services City of Urbana, Illinois

Evergreen Solutions is engaged with the City of Urbana to provide Classification and Compensation Study Services. The City of Urbana seeks to achieve the following goals: 1. Maintain a high level of employee satisfaction by providing a classification and compensation system that is both fair and competitive. 2. Demonstrate fiscal responsibility to the community by providing a classification and compensation system that makes the best of The City's financial resources. 3. Ensure a close alignment between pay and performance by providing a classification and compensation system that rewards merit.



Employee Compensation and Classification Study Mahoning County, Ohio

Evergreen Solutions was retained by Mahoning County to conduct an Employee Compensation and Classification Study for all the County's 1,746 employees. Employees participated in focus groups, interviews, and a job analysis was conducted to determine the best classifications for the work performed. Pay ranges were further analyzed in the public and private sector to determine the appropriate pay levels for all included jobs. Evergreen consultant's also reviewed and updated existing job descriptions and determined FLSA designations for each job title/classification. Evergreen designed an implementation strategy for the compensation system with the lowest financial impact on the County's operating budget and with the greatest gain to positions that fell outside of a designated range. In the end, recommendations were made to improve the fairness and equity in the current system.



Compensation Study County of Montgomery, Pennsylvania

Evergreen Solutions was retained by the County of Montgomery to conduct a Compensation Study. The study included an examination of the County's compensation plan in order to provide recommendations for compensation policies, procedures and practices that provided internal equity and allowed the County to be competitive in the marketplace for attracting and retaining qualified employees

Evergreen recommended and identified a market position for Montgomery County by administering a comprehensive labor market salary survey to select public and private sector peers. Evergreen also conducted a comparative analysis of benefits provided in the market that included PTO, health, dental, vision and prescription, including percentage of contribution



between employee and employer, long term disability (LTD), life insurance and pension benefits.

Evergreen then recommended appropriate salary ranges (i.e., min, mid, and max) for all non-represented classifications. Evergreen prepared a cost analysis for the recommended salary ranges.



Compensation and Classification Analysis Ulster County, New York

Evergreen is retained by Ulster County to conduct a compensation and classification analysis and benefits survey to determine internal equity and external competitiveness with comparable counties to ensure its compensation program is competitive. Evergreen will evaluate and build a projected classification plan and conduct a market survey to provide external assessment. Evergreen will also develop strategic positioning and compensation administration recommendations for the County. Finally, Evergreen will provide revised class descriptions and FLSA determinations.



Compensation and Pay Classification Plan Study City of Foley, Alabama

Evergreen Solutions was retained by the City of Foley to conduct a Compensation and Pay Classification Plan Study. The objectives of the study were to conduct and implement a total compensation plan (including benefits) structure for the City's workforce which would provide both internal and external equity, establish a classification system that accurately describes the duties, knowledge, skills, abilities and minimum qualifications required for each job class, determine and implement a program of accurate job descriptions based on job analysis, and develop a maintenance program for job descriptions and classification recommendations.

Evergreen conducted a wage and benefit survey among competing jurisdictions as well as public and private organizations to determine competitive wages in the appropriate labor market(s). Using the survey results, Evergreen assigned each job to a pay grade with a view toward achieving proper internal relationships among classes and making salary ranges competitive with relevant markets with due consideration of the financial condition of the City. Evergreen provided estimates of the cost to install and implement the new pay plan and recommended a methodology for implementation.



Classification and Compensation Study Baldwin County, Alabama

Evergreen Solutions was retained by Baldwin County to conduct a Comprehensive Classification and Compensation Study for its 973 employees. Evergreen consultants conducted a job analysis, evaluated and revised job descriptions, conducted a market salary survey, developed a new pay plan based on the market results and job analysis, and prepared and presented a final report that recommended a new classification and compensation structure for the County.



Compensation and Benefits Study and Analysis City of Dahlonega, Georgia

Evergreen Solutions was engaged with the City of Dahlonega to conduct a comprehensive classification, compensation, and benefit study and analysis of its workforce. Evergreen's consultants evaluated the City's present salary and benefit structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen reviewed all current job descriptions and analyzed the same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions and special requirements, including licensing and certifications. Evergreen also analyzed all existing job family classifications, pay grades and salary ranges, and recommended modifications as necessary as well as analyzed all existing FLSA classifications and recommended modifications, as necessary.



Classification and Compensation Study City of Douglasville, Georgia

Evergreen Solutions was retained by the City of Douglasville to conduct a Classification and Compensation Study and Analysis of its workforce consisting of 225 full-time employees in approximately 96 job titles.

Evergreen performed the following tasks:

- Evaluated the City's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors.
- Reviewed all current job descriptions and analyzed same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions and summaries, distinguishing



characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); and special requirements including licensing and certifications.

- Reviewed the City's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments.
- Analyzed all existing job family classifications, pay grades and salary ranges and recommended modifications as necessary.
- Analyzed all existing FLSA classifications and recommended modifications as necessary.
- Identified potential pay compression issues and provided alternative solutions.



Compensation Analysis City of Alpharetta, Georgia

Evergreen Solutions was engaged with the City of Alpharetta to conduct a competitive compensation analysis. The purpose and intent of the study was to compare and contrast the City's current wage and benefit structure and levels with those of key competing employers— both public and private. The analysis was based upon job descriptions and/or duties performed rather than upon job titles in order to ensure accurate comparisons and to consider all aspects of the City's compensation package. At the time of the study, the City of Alpharetta employed 414 full-time and five part-time positions, excluding senior management and elected officials, defined across 132 position descriptions. The base salary ranges for these positions were divided among eight pay grades.

The primary goals of this project were to: determine the City's competitive position within the marketplace in terms of its overall compensation package; determine the relative value and competitive positioning of each compensation/benefit area; and identify any weaknesses within the components of the City's existing compensation package that may negatively impact the organization's ability to attract and retain talented employees.



Employee Classification and Compensation Study City of Savannah, Georgia

Evergreen was engaged with the City of Savannah to conduct an Employee Classification and Compensation Study for its workforce of 2,500 employees. Evergreen developed a comprehensive job classification system that accommodated the City's need for a flexible, internally and externally equitable, defensible, market sensitive and easily administered system for all current and future jobs within the City. Evergreen established career paths for occupations, provide clear distinctions in different job levels, established performance standards/job qualifications for all newly created job classifications, produced job descriptions that were legally defensible and are in accordance with ADA and FLSA, assigned classifications to pay ranges designed by the City that were labor market appropriate, and trained Human Resource staff so that they could maintain, enhance, and use the classification system to identify and consistently apply the system to modify an existing position or classification or create a new position or classification scheme.

Evergreen further assisted the City in formulating a formal compensation philosophy and developing a compensation system for all job classifications based upon the adopted compensation philosophy. Evergreen identified comparable benchmark employers to guide the City's future employee salary and benefit decisions in order to facilitate the retention and attraction of high performing staff members, while being financially sustainable.



Comprehensive Classification and Compensation Study City of Garden City, Georgia

Evergreen Solutions was retained by the City of Garden City to conduct a Comprehensive Classification and Compensation Study for its workforce. The primary objectives of the Classification and Compensation Study were to: attract and retain qualified workers who would be paid equitable salaries; provide fair salaries for all workers of the City; and provide a salary structure that enabled the City to maintain a competitive position with other cities and companies within the same geographic area. To accomplish this, Evergreen: worked with the City's management staff to identify a market position for the City; developed a comprehensive labor market salary survey for the Chatham County area and surrounding municipalities that reflected both cities and private industry; analyzed existing internal hierarchy based on job relationships, identified problem areas within the internal hierarchy system, and proposed implementation methods to correct identified problems; reviewed current classification grade methodology, and proposed recommended strategies for the City of Garden City; and developed a pay plan identifying specific parameters (i.e., percent spreads between ranges and within ranges). In the end, Evergreen prepared a cost analysis for positions that fell below the proposed minimum salaries following reclassification and developed recommendations and an instrument for the ongoing internal administration and maintenance of the proposed classification/compensation plan.



Comprehensive Classification and Compensation Study City of Tybee Island, Georgia

Evergreen Solutions was retained by the City of Tybee Island to conduct a Comprehensive Compensation and Classification Study. Evergreen's consultants reviewed the City's current compensation plan (salary grade levels and steps) to understand the current challenges of recruiting and retaining employees and identified and recommended a consistent and competitive market position that the City could strive to maintain based on a salary survey of both private and public sector peer organizations. In the end, Evergreen recommended an appropriate salary range for each position in the City based on a review and analysis of the classification plan, the compensation survey results, internal relationships, and external and internal equity.

Evergreen prepared a new salary structure based on results of the salary survey and best practices and developed guidelines to assist the City staff with determining the starting pay for new employees based on knowledge and experience above minimum requirements of the position, how difficult the position is to fill, and market competitiveness. Evergreen further provided recommendations for the ongoing internal administration and maintenance of the proposed compensation and classification plan.



Salary and Benefits Survey City of Roswell, Georgia

Evergreen Solutions was retained by the City of Roswell to conduct a Salary and Benefits Survey. Evergreen examined wages and benefits of the City's employees as compared to public and private sector entities in Georgia and surrounding areas to determine whether the City's wages and benefits were competitive in the market.



Compensation Study City of Statesboro, Georgia

Evergreen Solutions was engaged with the City of Statesboro to review and update the City's Classification and Compensation Plan for its 300 employees. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results.



Classification and Compensation Plan Development City of Brookhaven, Georgia

Evergreen Solutions was engaged with the City of Brookhaven to develop a Classification and Compensation Plan. The primary goals of this project was to: ensure job descriptions accurately reflect work performed; identify career ladders/promotional opportunities for each classification; determine the City's competitive position within the marketplace; determine the relative value and competitive positioning of each compensation area; and identify any weaknesses within the components of the City's existing compensation plan that may negatively impact the organization's ability to attract and retain talented employees. Evergreen recommended appropriate salary ranges for existing or proposed positions based on the classification study and the compensation survey results. Evergreen also recommended a performance management and evaluation program, including a comprehensive evaluation form and rating system for fiscal year 2016 implementation. The evaluation plan included a performance based component.



Compensation and Benefits Study Forsyth County, Georgia

Evergreen Solutions was engaged with Forsyth County to conduct a Compensation and Benefits Survey for the various departments/offices of the County. The objective of the survey was to provide Forsyth County Government a competitive position with other comparable government entities and private employers within the same geographic area to attract and retain qualified employees. Evergreen's consultants reviewed the current compensation plan and salary grade levels to understand the current challenges facing the County in recruiting and retaining employees. Evergreen surveyed comparable labor markets competing with the County for labor in the greater metro Atlanta labor market and comparable public organizations. The survey was designed to capture not only base salary information but comprehensive benefits information (inclusive of: deferred compensation; leave plans; employer paid medical, dental, vision, disability insurance, life insurance) to ensure that the County was competitive with other public organizations in the greater metro Atlanta labor market in its total compensation package.

In the end, Evergreen prepared a final report of findings with written recommendations regarding specific classifications, salary market adjustments, and preferred benefit package and recommended any necessary salary range changes for the County's job classifications.



Classification and Compensation Study and Analysis Douglas County, Georgia

Evergreen Solutions was engaged with Douglas County to conduct a Classification and Compensation Study and Analysis. Evergreen evaluated the County's present salary structure as compared to the relevant job market for comparable positions in both the private and public sectors. Evergreen performed the following tasks:

- reviewed all current job descriptions and analyze same for knowledge, skills, abilities, education and experience relevance and internal consistency, job definitions & summaries, distinguishing characteristics, supervision received and exercised, conformity with the ADA relative to essential job functions (including physical demands); special requirements including licensing and certifications;
- reviewed the County's current Position Classification and Wage Administration Plans and provided recommendations for enhancement and specific guidelines for requests pertaining to the following: creating new positions, salary adjustments and reclassifications, retroactive pay, compensation for additional duties (temporary and permanent assignments) and internal equity adjustments;
- analyzed all existing job family classifications, pay grades and salary ranges and recommend modifications as necessary;
- analyzed all existing FLSA classifications and recommended modifications as necessary;
- established appropriate benchmarking standards and conducted salary surveys as needed for similar positions with comparable Georgia counties as required;
- identified potential pay compression issues and provided alternative solutions; and
- develop applicable classification/reclassification questionnaire.



Classification and Compensation Study Lumpkin County, Georgia

Evergreen Solutions was engaged with Lumpkin County to conduct a comprehensive classification and compensation study of its workforce which assisted the County in updating its current classification plan, revising salary administration guidelines, and developing a strategy to increase employees' pay to a competitive level that would align with the results of the study.



Evergreen provided recommendations to the overall classification, compensation, and performance plan that provided internal equity and would be competitive in the marketplace to attract and retain qualified employees. Evergreen provided options on ways to keep the pay structure current in future years in order to avoid compression and provided the necessary training for the implementation of the new salary schedules and plans. Evergreen provided the County with multiple pay scales for both part- and fulltime employees, including pay scales for employees of the Sheriff's Office and Emergency Services.



Compensation Study City of Orlando, Florida

Evergreen was retained by the City of Orlando to provide human resources consulting services by conducting a compensation study. Evergreen reviewed the City's compensation system, selected targets and benchmarks for market comparison, conducted a market survey, and developed strategic positioning recommendations to keep the City's compensation plan competitive.



Salary Survey Update City of Orlando, Florida

Evergreen was retained again by the City of Orlando to conduct a Salary Survey Update for fire positions. Evergreen used the same targets and positions used for the original salary survey conducted in 2016 and collected the following additional information:

- Do they provide a supplement for paramedic or EMT?
- Is an EMT a minimum requirement for firefighters?
- What is their hourly schedule?
- Do they have a step plan?
- Do they move a step and the plan min and max each year?
- What do they do when a fire staff member is maxed out?



Compensation Consulting City of Orlando, Florida

Evergreen was again retained by the City of Orlando to provide compensation consulting services. Evergreen analyzed the current labor market trends in the Orlando metro area, including the pay increases being offered by Disney between now and 2020; collected information from public entities in the Orlando metro area regarding how they were responding to turnover and talent shortages; examined best practices on implementing wage floors to



address local market changes; proposed several alternatives to the City to address local market changes, especially those related to the increase in the minimum wage to \$15 per hour by some private organizations; worked with the City HR staff to model and cost different implementation scenarios; and provided a short summary of the analysis and recommendations.



Job Classification and Compensation Study City of Melbourne, Florida

Evergreen Solutions was retained by the City of Melbourne to conduct a Job Classification and Compensation Study. Evergreen reviewed the City's salary and benefit structure and assist in updating information on essential job functions, responsibilities, required knowledge, skills and abilities, and physical demands of each position. Evergreen examined all job descriptions to include a review of position FLSA designations; essential functions; minimum qualifications, license requirements, working conditions, etc., provided recommended updates and/or changes, established criterion for the selection of survey participants with City staff members, prepared a survey to send to the participants, and prepared recommendations based on the results.

Evergreen addressed compression/equity issues between pay grades and classifications and established an equitable classification methodology and salary ranges to provide for the recruitment and retention of qualified staff as well as the equitable relationships of one job to another within the organization. Recommendations were provided to classify/reclassify positions as appropriate. In addition, a recommendation was made for a new compensation plan that is fair and equitable in order to attract, motivate, and retain a quality workforce. Evergreen provided three (3) separate proposed pay plan structures based on salary scales that are 90%, 100% and 110% of the surveyed labor market.



Compensation Study City of Hollywood, Florida

The City Hollywood retained Evergreen to conduct a compensation study of all non-represented employees (Executive; Managerial; Legal; Technical; and Confidential Administrative Support). A job-task analysis/job audit was conducted to determine whether classifications were correctly placed in the organizational hierarchy and whether individual job positions were classified correctly. Evergreen reviewed job descriptions using the Job Assessment Tool job valuation methodology and conducted a statistical assessment of current conditions to ensure compliance with federal and state laws including proper designation of classifications as "exempt" vs. "non-exempt". Evergreen conducted a comprehensive survey to ensure that the City of Hollywood's compensation plan was equitable and competitive in its total compensation package relative to internal factors and external markets (The City's goal was to be in the top 25% in salary). Evergreen's consultants



reviewed existing salaries to determine proper placement within proposed classifications, and recommend appropriate "equity adjustments" as needed, based upon the results of the salary survey and the recommended pay plan.

Evergreen concluded the study with recommendations designed to alleviate any strains on the current compensation and classification system. Evergreen further recommended procedures, policies, and methods to maintain an on-going Classification & Compensations Plan that was performance based, fair and competitive. In addition, Evergreen's consultants developed policies and procedures for developing and maintaining a career track/progression/retention program and reviewed existing performance appraisal system in order to make recommendations to integrate the performance appraisal system with new Classification & Compensation Plan. **Note:** At the conclusion of the study Evergreen was hired again to conduct a compensation study of all AFSCME employees (i.e., Professional and Supervisory employees).



Compensation, Classification, and Performance Management Study - Manatee County, Florida

Evergreen Solutions was hired by Manatee County to assist with a county-wide Compensation and Classification Study. At the time of the study, Manatee County was a growing county with a population of over 300,000 located on the southwestern coast of FL between Pinellas and Sarasota Counties. An appointed County Administrator oversaw 16 departments, with approximately 2,900 employees within approximately 600 classifications and 58 pay ranges/grades.

The study included all employees that serve in capacities for the Board of County Commissioners. As part of the review, orientation sessions, focus groups, and interviews were conducted in throughout the county. All employees were asked to complete the Job Assessment Tool (JAT) and job analysis was conducted with the results in order to create a classification plan. A salary survey was issued to local and regional employers to assess competitiveness. Based on the classification and compensation findings, a new pay plan as well as policies and procedures were recommended to the County. Evergreen Solutions helped the County attain their goal of maintaining a sound process providing a classification and pay structure that is fair, equitable, and systematic with a compensation plan comparable with other governmental jurisdictions and the private sector. In addition, Evergreen reviewed the performance management system in place within the County, and provided recommendations for improvement.



Compensation and Classification Study Services Monroe County, Florida

Evergreen was retained by Monroe County to conduct a Compensation and Classification Study for 265 non-union employees in 178 classifications as well as 124 union employees in 46 classifications who are represented by the Teamsters bargaining unit. Employees participated in focus groups, interviews, and a job analysis to determine the best classifications for the work performed. Evergreen's consultants compared the County's positions to other similar positions within other County departments to determine the relative value of each position to every other position in the County. Comparisons were made with regard to the actual work being performed and based on the current job description. In addition, positions were compared to other similar positions in other private and public sector organizations throughout the Florida Keys and South Florida. Characteristics such as size of the organization, geographic proximity, economic and budget characteristics, and other appropriate demographic data were taken into consideration when making comparisons. Evergreen's consultants also analyzed pay ranges in the public and private sector to determine the appropriate pay and benefit levels for all included jobs.

Recommendations were provided to improve fairness and equity of all jobs within the County. Select County staff were provided the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system could be accomplished.

Note: Evergreen was again retained in 2018 to conduct an update of the County's Classification and Compensation Plan to include fire and rescue.



Classification and Compensation Study Alachua County, Florida

Evergreen Solutions was engaged with Alachua County to conduct a Compensation and Classification Study of jobs under the Board of County Commissioners, the Sheriff, Tax Collector, Property Appraiser, Supervisor of Elections, and the Library District. Specifically, the County desired the following services to be performed by Evergreen:

- develop and administer a job analysis questionnaire for the purpose of having employees state their job duties and qualifications including education, experience, licenses and certificates; working conditions (physical and environmental) and all other pertinent information;
- prepare and present to the Board of County Commissioners a report documenting the results of the job analysis by classification and recommendations concerning a classification structure and pay adjustments;



-
- allocate each employee with regard to the new classification structure;
 - identify benchmark classifications to be used to determine appropriate markets for salary survey purposes, as well as to determine the position of the county with regard to salaries for comparable jobs in appropriate markets;
 - administer a salary survey for the purpose of recommending appropriate salaries based on external (market) and internal (equity) considerations;
 - recommend a salary structure, including the number of pay grades, and pay ranges;
 - recommend salaries for each classification, as well as recommended salaries for each employee;
 - provide a classification maintenance plan;
 - provide guidelines and procedures for administering the resulting classification plan to include the following: Initial placement in the salary range and means for movement through the range; and
 - train HR and departmental staff on the methodology and maintenance of the recommended classification and pay plan.



Classification and Compensation Study Palm Beach County, Florida

Evergreen Solutions was retained by Palm Beach County to conduct a Classification and Compensation Study in order to update the current classification and compensation structure. Evergreen performed the following tasks:

- conducted a job analysis across the County to ensure job descriptions matched the duties performed by the employee;
- provided an analysis of all positions— assigning an appropriate salary grade to ensure fairness and equity—and included recommendations for all positions that were found to be above or below the assigned salary grade; and
- conducted a market compensation analysis of salaries and wages of like or similar jobs of comparable Florida public organizations with similar position and organizational characteristics.



Classification and Compensation Study Pinellas County, Florida

Evergreen Solutions was retained by Pinellas County to conduct a comprehensive classification and compensation study that included recommendations and suggestions for an implementation and maintenance process that effectively provided the County with the resources and expertise to further enhance its classification and compensation program. A comprehensive job classification and pay study hadn't been conducted since 2004 so the County believed it was important to invest in a study that would look at both internal and external equity.

The objective of the study was to have a credible classification and compensation plan that: allowed positions performing similar work with similar levels of complexity, responsibility, and knowledge, skills and abilities to be classified appropriately; identified salaries for assigned duties; outlined promotional opportunities and possible compensation growth; identified pay differential between individual classifications; and identified relevant labor markets.



Classification and Compensation Study Sedgwick County, Kansas

Evergreen Solutions was retained by Sedgwick County to conduct classification and compensation study for approximately 2,766 employees. Employees participated in focus groups, interviews, and job analysis to determine the best classifications for the work performed. Classifications were reviewed, as needed, and FLSA determinations were made. Evergreen consultants reviewed pay policies and practices and pay ranges in the public and private sector were analyzed to determine the appropriate pay levels for all included jobs.

Recommendations were provided to improve the fairness and equity within the County and a plan was provided to address maintenance of implemented changes to the County's classification and compensation system. In addition, Evergreen provided County staff with the necessary training and materials so that an understanding of the methodology and how to implement, administer, and maintain the recommended total classification and compensation system would be accomplished.



Classification and Compensation Study and Analysis City of Broken Arrow, Oklahoma

Evergreen Solutions was retained by the City of Broken Arrow to conduct a Classification and Compensation Study and Analysis to evaluate the present salary structure as compared to the specific job market for comparable positions in the public sectors. Evergreen performed the following: reviewed all current job classifications, confirmed and recommended changes to hierarchical order of jobs using The City's evaluation system; established appropriate benchmarking standards and conducted salary surveys as needed for similar positions as required (prefer to assess duplicate benchmarks – both municipalities as well as local employers); identified potential pay compression issues and provided potential solutions; analyzed and recommended changes to the present compensation matrix and/or structure to meet the market analysis; and assessed potential impact of pending DOL changes.



Comprehensive Classification and Compensation Study City of Branson, Missouri

The City of Branson hired Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to determine whether the City possessed a compensation and classification system that was both equitable as compared to the external competitive employment market as well as equitable internally. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including a salary survey of competing organizations. The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Branson.



Compensation Study City of Lee's Summit, Missouri

The City of Lee's Summit retained Evergreen Solutions to conduct a Compensation Study to determine whether the City possessed a compensation and classification system that was equitable as compared to both the external competitive employment market as well as being internally equitable. The study included a complete classification analysis using the Job Assessment Tool and Management Issues Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including both benefits and salary surveys of competing organizations.



The report culminated with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing systems in place at the City of Lee's Summit. Also included in this study was an evaluation of the City's performance evaluation system to include recommendations for improvement, revision of evaluation instruments and development of a brief training manual for the program.



Classification and Compensation Study Jackson County, Missouri

Evergreen is retained by Jackson County to conduct a classification and compensation study. Evergreen will perform a job and analysis to ensure employee's duties and responsibilities are accurate. Our team will update job descriptions. In addition, Evergreen will study the County's compensation structure, and provide recommendations to optimize the attraction and retention of employees. Evergreen will prepare a report with findings and recommendations.



Comprehensive Compensation and Classification Study Jefferson County, Missouri

Jefferson County retained Evergreen Solutions to conduct a Comprehensive Compensation and Classification Study to analyze the County's market competitiveness and internal equity. Located just 40 miles southwest of the City of St. Louis, the County possessed a unique set of challenges being on the border of more rural, suburban, and even metropolitan markets. Maintaining market competitive compensation and classification plans in these environments required special effort. With this in mind, this study included a comprehensive classification analysis using the Job Assessment Tool job valuation methodology in addition to a statistical assessment of current conditions. An assessment of external equity including a salary survey of competing organizations was conducted. The project concluded with a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign the existing system in place for the County.



Classification and Compensation Study St. Charles County, Missouri

Evergreen Solutions was engaged with the St. Charles County Government to conduct a Classification and Compensation Study. The primary purpose of the study was to assist the County in the evaluation of its overall employee compensation and pay structure as compared to the market; to perform a job audit and analysis for each full-time position to determine appropriate classification; and to update/develop job descriptions in a standardized format that is ADA and FLSA compliant.

At the conclusion of the study, Evergreen provided a recommended job evaluation plan that will allow the County to evaluate positions every two years as well as provided an administration manual with plan maintenance procedures and a summary document that could be used to communicate the compensation system change to current and future employees.



Classification, Compensation, and Benefits Study Ogden City Corporation, Utah

Evergreen Solutions was engaged with Ogden City Corporation to conduct a Classification, Compensation and Benefits Study. The goals of this study were to ensure that job descriptions accurately reflected actual duties and maintained compensation levels that were both internally and externally equitable.

Evergreen Solutions worked with Ogden City Corporation throughout four project phases that involved:

- conducting a job analysis, including building a classification plan;
- documenting a compensation philosophy;
- reviewing and analyzing the City's total compensation plan, including a market salary and benefits survey; and
- providing a comprehensive report containing recommendations, an implementation approach, and guidelines for maintaining classification and compensation policy updates and changes.



Pay for Performance Study and Salary Survey City of Manitou Springs, Colorado

Evergreen Solutions was retained by the City of Manitou Springs to develop a performance-based pay structure and conduct a salary survey. Evergreen made recommendations regarding enhancements needed to the City's current performance evaluation system and provided the City with a performance evaluation tool.



Classification and Compensation Study Ouray County, Colorado

Evergreen Solutions was engaged with Ouray County to conduct a Classification and Compensation study, including wages and benefits, for full-time and part-time employees of Ouray County. A job analysis was conducted using existing job descriptions to determine the best classifications for the work performed. Evergreen recommended the deletion of outdated or unnecessary jobs descriptions as well as the revision to current positions, if needed. In addition, a salary survey was conducted to ensure external market equity by comparing Ouray County to other county governments, local municipalities and local businesses as appropriate. Recommendations were provided to improve the fairness and equity in the current classification and compensation system.



Classification and Compensation Study City of Seguin, Texas

Evergreen Solutions was hired to assist the City of Seguin in designing and implementing a comprehensive classification and compensation plan for its workforce of 330 full-time employees. The scope of the project included two major components: (1) Working with a City management team to revise the existing pay plan and structures; and (2) Evaluating current salary structure and compensation levels for all regular, classified positions and recommending appropriate adjustments.

Specifically, Evergreen's consultants reviewed the City's current classification/compensation plan; surveyed management and identified problem areas regarding the classification and compensation system; conducted a salary survey to ensure external equity; reviewed current policies and procedures; reviewed salary structure to determine appropriateness; and provided technical assistance and training to City staff to facilitate the implementation and the maintenance of the recommended system and procedures.



Comprehensive Compensation and Benefits Study City of Sachse, Texas

Evergreen Solutions was hired by the City of Sachse to conduct a Comprehensive Compensation and Benefits Study. The study measured and provided an analysis on base salary, pay/step plans, employer-provided medical benefits packages and any other incentive-based compensation options, including "on call" pay. To ensure the project's validity and applicability, Evergreen conducted a compensation analysis using similar-sized local municipalities for comparison and recommended comparator cities for consideration.

The following study components were compared:



- pay ranges with comparator cities performing the same or similar functions;
- actual employee pay with comparator cities performing the same or similar functions;
- pay/step plans/special assignment pay with comparator cities performing the same or similar functions; and
- city-provided comprehensive employee benefits packages with comparator cities performing the same or similar functions.

Evergreen recommended pay structure features that provided opportunities for advancement while minimizing salary overlap between levels of responsibility.



Classification and Compensation Study City of Pflugerville, Texas

Evergreen Solutions was hired by the City of Pflugerville to conduct a Classification and Compensation Study for its workforce of over 300 full- and part-time employees. Evergreen analyzed each position within the City by conducting interviews and job audits; evaluated employee position descriptions and duties; interviewed department heads and managers; and assessed classifications within positions (I, II, III, or Lead, Foreman).

Evergreen reviewed current job descriptions, focusing on the purpose, job scope, essential duties and responsibilities, education/training requirements, physical job requirements, and working conditions, determined FLSA status (exempt/non-exempt) for positions under federal regulations, and recommended which positions were essential positions in the event the City had a temporary closure. Based on this review, Evergreen presented a proposed classification structure to City management and incorporated input into the final classification document, including a cost analysis for positions that would require adjustments.

Evergreen surveyed the cities of Georgetown, Round Rock, Hutto, Cedar Park, Leander, San Marcos, and College Station to compare compensation and benefit structures in addition to minimum and maximum rates of pay for select positions and will soon make recommendations toward appropriate ranges for rates of pay for each position identified. This included a minimum, mid-point, and maximum, with 1st and 3rd quartile designations. A Salary Grade Chart was prepared based on these recommendations and was presented to management for final approval.



Comprehensive Compensation and Benefits Study City of Rowlett, Texas

Evergreen Solutions was engaged with the City of Rowlett to conduct a comprehensive compensation and benefits study. The primary goal of the study was to ensure that the City was recognized as an employer of choice that provides a viable, cost effective and competitive pay structure. The study measured and provided a compensation analysis on (a) base salary, (b) pay/step plans, (c) employer-provided medical benefits packages and (d) any other incentive-based compensation options, to include "on call" pay. Evergreen's consultants identified any weaknesses within the components of the City's existing compensation package that would negatively impact the organization's ability to attract and retain talented employees.



Pay Structure Study City of Fate, Texas

Evergreen was hired to develop a new pay plan for the City of Fate. Evergreen performed the following tasks: reviewed the City's salary data; created a new pay plan for the City; slotted current jobs into the new pay plan; and verified the internal equity of the new pay plan.



Job Classification, Salary Survey, Compensation Plan Study Services City of Duncanville, Texas

Evergreen Solutions was engaged with the City of Duncanville to provide professional Job Classification, Salary Survey, and Compensation Pay Plan Study Services that allowed the creation of a comprehensive job classification and compensation system and pay plans for employees within the City. Evergreen's consultants reviewed and analyzed the City's current structure and practices of job classifications and job descriptions including: conducting orientation sessions; providing questionnaires; conducting management and employee interviews; reviewing questionnaire responses with supervisory and management staff; performing a job analysis; and developing and/or revising job descriptions.

Evergreen prepared a customized market survey of salaries of the local and area municipalities that included all of the competitive markets where the city recruited employees. Evergreen established a system for an ongoing and easily understood maintenance of the new, or updated, pay plan that was easy for employees to understand and for managers to administer. The recommended pay plan effectively balanced market and internal equity, supported the classification system, and promoted an employee's perception of organizational fairness and equity in the City.



A Classification and Compensation Pay Plan City of Amarillo, Texas

Evergreen Solutions was engaged with the City of Amarillo to develop a Classification and Compensation Pay Plan for 2,200 employees. Evergreen's consultants: reviewed the City's existing classification/compensation system; worked with the City's Human Resources Director and staff to identify a market position for the City; gathered necessary information through the use of questionnaires, job audits, some personal interviews; discussed and determined the appropriate labor market for the compensation survey; analyzed existing internal hierarchy based on job relationships and proposed implementation methods to correct any identified specific problems; developed a pay plan identifying specific parameters; and reviewed and assigned all positions to an appropriate pay grade.

In the end, Evergreen recommended implementation strategies including calculating the cost of implementing the study and provided the Human Resources staff with training to maintain and revise the system, as needed.



Comprehensive Classification and Compensation Study City of Farmers Branch, Texas

Evergreen Solutions was engaged with the City of Farmers Branch to conduct a Comprehensive Compensation and Classification Study. The primary objectives of the study were to: review and revise current classification system; determine relevant competitive markets; develop a custom compensation survey to distribute to peer organizations; propose guidelines for an improved or new compensation program and step/grade plan; and provide recommendations to keep the current pay structure competitive.



Comprehensive Compensation Plan City of Padre Island, Texas

Evergreen Solutions is retained by the City of South Padre Island to design and implement a comprehensive compensation plan for the City of South Padre Island that includes a pay for performance component. The scope of this project includes:

- work with an assigned committee to determine specific needs related to the City in regards to compensation;
- work with the committee to review and establish benchmark cities to be used in determining the City's "competitive market";
- conduct a job analysis to establish pay grades/classification groups for all City positions;



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- review current compensation philosophy, policies and plan and work with assigned committee to determine City's compensation philosophy;
 - conduct a customized market salary and benefit analysis for all full-time positions that includes additional pay types (i.e. assignment pay, certification pay, education pay, etc.);
 - recommend and identify a competitive position within the market (i.e. percentile of market);
 - recommend pay structures (grades/classification groups and pay ranges;
 - develop a complete, market-sustainable compensation plan that includes a pay for performance structure that rewards those employees with high performance;
 - coordinate with the City to illustrate initial (single) and/or multi-year implementation cost scenarios;
 - meet with the assigned committee and prepare and present to City Council, as required;
 - create and provide administrative policies related detailing the complete compensation plan for insertion into the Employee Handbook; and
 - provide comprehensive training for key City staff members for implementation and ongoing maintenance of the approved compensation plan.



**Employee Compensation Consulting Services
Fort Bend County, Texas**

Evergreen was retained by Fort Bend County to provide employee compensation consulting services. Evergreen conducted the following tasks:

- reviewed current compensation plan including policy groups and salary structures;
- conducted Fair Labor Standards Act (FLSA) exempt/non-exempt status review of all positions;
- analyzed internal equity and possible compression issues;
- completed salary survey of City and County governments in the State of Texas as designated by the County;



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- designed and executed a salary survey, analyzed results and made recommendations; and
 - evaluated and determined each employee's proper step placement on the newly approved salary grade structure.



Compensation and Classification Study Brazoria County, Texas

Evergreen was retained by the Brazoria County to conduct a Compensation and Classification Study. Evergreen developed a compensation program for the County, evaluated current pay grades, and developed a classification system to facilitate the ongoing compensation analysis. Evergreen assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen also developed multiple alternative recommendations and a communication plan.



Compensation Study City of Carlsbad, New Mexico

Evergreen Solutions was retained by the City of Carlsbad to conduct a Compensation Study. The study included evaluating 50 administrative positions and three elected official positions as benchmarks against the private and public labor market in the State of New Mexico, and making recommendations to improve competitiveness in alignment with the City's strategic goals. Evergreen's recommendations improved the City's competitiveness and helped prepare it for future recruitment challenges.



Comprehensive Compensation and Classification Study City of Santa Fe, New Mexico

Evergreen Solutions was engaged by the City of Santa Fe to conduct a comprehensive compensation and classification study for all City 1,326 employees, including non-bargaining employees and those covered by collective bargaining agreements. Evergreen conducted orientations and focus groups with general employees, and interviewed department directors and other executive managers. Employees completed Job Assessment Tools, and supervisors completed Management Issues Tools, as needed. The data gathered through this process resulted in JAT scores for each job title, placement of each job into an internal hierarchy, and recommendations as needed for revisions to the current classification structure.



Evergreen also worked with City Human Resources staff to conduct a comprehensive salary survey. The results were combined with the internal hierarchy analysis to generate recommendations for a comprehensive compensation and classification structure. Evergreen provided detailed recommendations for the implementation of a new structure and related employee salary adjustments. Evergreen also assisted the City with implementation of a revised performance assessment system which include training with supervisors and staff, and creating and distributing performance appraisal factor weighting forms.



**Compensation Study
City of Hobbs, New Mexico**

Evergreen was retained by the City of Hobbs to conduct a Compensation Study. Evergreen identified appropriate benchmarking standards and conducted a total compensation survey with comparable municipalities and private sector employers, when applicable. Evergreen conducted an external labor market benefit survey. Evergreen reviewed the total compensation system, identified potential pay compression issues and/or inequities (both internally and to the market), and provided recommendations.



**Classification Study and Compensation Survey
City of Page, Arizona**

Evergreen Solutions was engaged with the City of Page to conduct a Classification Study and a Compensation Survey for all employees. As part of the study, Evergreen conducted orientation sessions, focus groups, and interviews. Employees completed a Job Assessment Tool (JAT) in order to analyze job duties and revise the current classification structure. A salary and benefits survey was issued to local and regional employers to assess market competitiveness. Based on the findings from the classification and compensation review, a new pay plan as well as policies and procedures were recommended to the City.



**Compensation Study
City of Flagstaff, Arizona**

City of Flagstaff has hired Evergreen Solutions to conduct a Compensation Study. Evergreen Solutions' consultants will:

- evaluate the current broadband pay plan structure;
- evaluate the current skill-based pay plan, public safety, and general 2080 pay plan structures;



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- conduct a market salary survey of at least five other local government and private sector peer organizations;
 - develop a plan for the City's strategic improvement, including the identification of highly competitive positions within the City; and
 - develop recommendations and guidelines for the continued administration and maintenance of the compensation system.

Note: This project is nearing completion.



Classification and Compensation Study City of Prescott, Arizona

The City of Prescott has retained Evergreen Solutions to conduct a Classification and Compensation Study, including the development of a compensation philosophy, to design and implement a comprehensive total compensation plan and to classify all positions appropriately within the plan structure. The study included a complete classification analysis using the Job Assessment Tool job valuation methodology as well as a statistical assessment of internal conditions and an assessment of external equity including salary and benefits surveys of competing organizations. The final report culminated in a series of findings and recommendations that were designed to alleviate any strains on the system and, if necessary, redesign or augment the existing system in place at the City of Prescott.



Compensation Study Town of Sahuarita, Arizona

Evergreen Solutions was hired by the Town of Sahuarita to conduct a Compensation Study that is in alignment with the Town's Strategic Management Plan. Evergreen assisted the Town in developing a highly competitive pay philosophy to recruit and retain quality professional staff and surveyed the market to identify proper pay ranges in the public and private sector for similar classifications.



Classification and Compensation and Equal Pay Study City of Albany, Oregon

Evergreen Solutions was retained by the City of Albany to conduct a Classification and Compensation and Equal Pay Study. Evergreen's consultants reviewed current job descriptions and compensation structures to determine the need for modifications to assure external competitiveness and internal equity by performing the following tasks:



reviewed current job descriptions to analyze knowledge, ability, education, experience, relevance, and hierarchical consistency;

- developed, distributed, and analyzed job specific questionnaires, as needed, and conducted in-person interviews of select staff to complete analysis;
- proposed, where appropriate, broad-banding of classifications, or combining classifications into a series, if beneficial to achieve alignment of similar positions;
- recommended additions, deletions, or modifications to existing classifications and made FLSA determinations (exempt or non-exempt status) for positions;
- surveyed comparator jurisdictions for both wages and total compensation;
- analyzed results and developed appropriate pay structures for City taking into account compression and internal equity;
- conducted equal pay analyses of recommended pay structures that complied with House Bill (HB) 2005 and its implementing administrative rules; and
- trained City HR staff on the methodology used to assess job classifications in order to maintain internal equity when adding, deleting, or modifying jobs in the future.



Compensation and Classification Study and Equal Pay Analysis Columbia County, Oregon

Evergreen Solutions was retained by Columbia County to conduct a Compensation and Classification Study. Evergreen Solutions worked with the Compensation Study Committee (CoSC) to develop a compensation system for the County, evaluated current pay grades, conducted an equal pay analysis in compliance with the Oregon Equal Pay Law, and developed a classification system to facilitate the continued administration of the compensation analysis. Evergreen's consultants assessed position titles and identified appropriate employee status in accordance with FLSA. Evergreen's consultants will then developed multiple alternative recommendations and a communication plan. Finally, Evergreen reviewed and developed different policies procedures and proposed different recommendations.



1.3 Proposed Project Team

Total Compensation Study Spokane County, Washington

Evergreen Solutions was retained by Spokane County to conduct a Total Compensation Study. Evergreen reviewed total Compensation (compensation and benefits) for 1,950 regular, full-time employees in 225 positions and recommended possible wage adjustments that align with the County's compensation philosophy. Additionally, Evergreen compared the County's benefits package with those offered in the same local market identified in the pay analysis.



Classification Study Spokane County, Washington

Evergreen Solutions again retained again by Spokane County to conduct a Classification Study. Evergreen will conduct a job analysis to determine internal equity and will provide recommendations regarding the appropriate classification structure. Evergreen will review and revise job descriptions and make FLSA determinations.

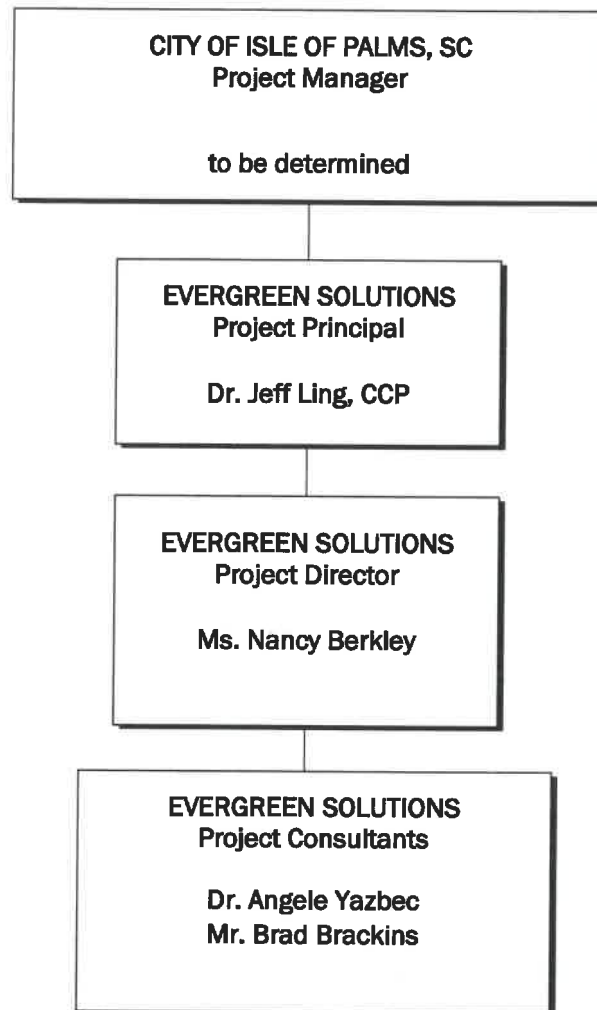


In this section we provide you with the qualifications of our proposed project team. Detailed resumes are available upon request.

Exhibit 1-2 reflects our proposed project management and personnel assignments. The structure has been designed to clearly define the roles and responsibilities of each part of the Wage and Compensation Analysis so that there will be no confusion as to who is responsible for any aspect of this engagement with the City of Isle of Palms.



**Exhibit 1-2
Proposed Project
Management
Organization and
Personnel
Assignments**



City of Isle of Palms Project Manager. With each project engagement, we work with the client to identify one specific point of contact to serve as a Project Manager. The City's Project Manager (CPM) will be our reference point throughout the engagement. We will take project direction, leadership, and guidance from the CPM and all project deliverables will be filtered through the CPM throughout the duration of the project.

Evergreen Solutions' Project Principal. Our Project Principal will have ultimate accountability for the success of this project. Evergreen Solutions' Project Principal is always a senior leader in our firm, typically the President. The Project Principal will have contractual authority over the contract, and will be our top level of project responsibility.

Evergreen Solutions' Project Director. Evergreen Solutions designates a Project Director for each HR consulting project. The Project Director will work with the Project Principal regarding the scheduling of the project with the City. The Project Director will have the most frequent contact with the City and will assign project activities to the Project Consultants, and will ensure that deliverables are met within specified timelines.



Evergreen Solutions' Project Consultants. Our Project Consultants are a team of consultants who have worked together on numerous projects, and who will provide consulting and analytical work on all project activities. The Project Consultants will, conduct orientation sessions, interviews, and focus groups, administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT), review pay plans, collect the data for the salary and benefits survey, review and revise job descriptions, and prepare draft and final reports.

Consultant Team Members must be thoroughly knowledgeable in the portion of the project they are responsible for, as well as have expertise in the issues that are unique to each individual client. Our firm is proposing an exceptional team of consultants who have worked together on many similar projects. We always make sure each project is sufficiently staffed to handle any additional tasks or unforeseen issues that may arise during the course of the study. The combination of our individual knowledge and skills form a superior team who will be able to competently perform all of the pieces of the Wage and Compensation Analysis for the City of Isle of Palms.

Key Personnel

The following paragraphs provide summaries of each team member's qualifications and experience related to his/her role in this engagement.

Project Principal Dr. Jeff Ling, CCP

Dr. Jeff Ling is the President of Evergreen Solutions and has been with the firm since its inception. He is a Certified Compensation Professional (CCP) who has more than 25 years consulting experience in the following areas: human resources; performance improvement; process analysis; strategic planning; statistical analysis; research methodology; data management; surveys and polling; technology analysis; change management; and risk analysis.

Dr. Ling has planned, organized, and managed studies on human resources assessment, survey analysis, government efficiency, technology planning, information utilization, public opinion, market expansion, and privatization. Each of these studies dealt with summarizing major alternatives for decision makers and providing viable recommendations. He has consulting experience in public sector Evaluation, research management, efficiency analysis, survey analysis, statistical modeling, and technology planning.

Dr. Ling has worked with a multitude of clients in the capacity of Project Principal. He has worked on hundreds of engagements across the nation and includes work in state and local governments, school districts, institutions of higher education, quasi-governmental agencies, and private industry.

Dr. Ling has been instrumental in creating, reviewing, and evaluating the methodology employed by Evergreen Solutions on all human resource engagements. His background and skill set make him uniquely qualified for assessing organizational critical needs and strategy. He is also an expert in policy development and long-term planning.

A sample of the types of studies Dr. Ling has been involved with include:



- **Compensation/Classification** – He developed the methodology and techniques for organizations to employ for successful data collection and implementation based on internal and external equity needs. He has been the Project Principal for numerous projects related to classification and/or compensation. **Note:** He has served as the Project Principal for more than 600 Classification and/or Compensation studies for public sector clients.
- **Performance Evaluation** – He has provided the framework for many organizations transitioning into goal based performance evaluation systems or fully functional merit-based pay structures. He understands the importance of a well stratified, objective based review process and has been instrumental in assisting a number of large organizations transition from traditional systems into merit-based pay structures with minimal transitional costs and interruption.
- **Market Research** – He provided the basis for which market research was collected, analyzed, and review. He ensured that data collection procedures and methods were statistically reliable using his knowledge of statistics and overall market research.
- **Policy Development** – He has a thorough and firm understanding of policy development and has assisted many clients with implementing tailored policies and practices that reflect best practices.

Dr. Ling holds a Doctorate's Degree from Florida State University in Political Science and has taught courses addressing research methodology, statistical analysis, technological innovations, and political economy at various universities.

**Project Director
Ms. Nancy Berkley**

Ms. Nancy Berkley is the Vice-President of Evergreen Solutions who has been with the firm more than seven years. She has over 30 years human resources experience demonstrating a thorough knowledge of multiple HR disciplines including, recruiting and staffing, workforce planning and retention, on-boarding, compensation and benefits, employee and labor relations, employee leave administration, voluntary and in-voluntary employee separations, performance management, employee surveys, organizational design and development, organization effectiveness, employee learning, training, and development, employee records administration and retention, and awards and recognition programs. She has consistently enhanced organizational capability by integrating HR with strategic business planning, development and assessment. She has provided individualized executive coaching and led HR team development and high performance teams. She has led corporate change initiatives and built talent-rich organizations by strengthening people and integrating processes and has directed human resources in high-volume, transactional service organizations and high-level, consulting organizations. She has excellent conflict resolution, negotiation, and influencing skills.

Ms. Berkley possesses expertise in the following HR areas:



- Designing and implementing a shared service, centralized virtual staffing organization, increasing efficiency of staffing function for hiring managers.
- Analyzing and responding to employee relation trends—positively influenced work environments reducing employee complaints by ~90 percent.
- Consulting with senior leaders and successfully leading project teams to develop new policies, programs and tools—including total revision and communication of a company’s HR policies and practices to be in accordance with state and federal laws;
- Creating HR metrics reviews utilizing business goals and human resources information systems data—set improvement goals and developed action plans for unique business requirements.
- Conceptualizing and implementing complex workforce reduction plans—then redeployed ~50 percent of the affected employees.
- Representing companies in state and federal agency reviews, e.g. Office of Federal Contract Compliance Program (OFCCP) reviews—Equal Employment Opportunity Commission (EEOC) charges, workers compensation charges, and unemployment compensation claims.

Some of the public sector projects that Ms. Berkley has directed or served on the Evergreen Team include: a Classification and Compensation Study for Berkeley County, SC; Classification and Compensation Study Services for Beaufort County, SC; a Comprehensive Classification, Compensation, Performance Management, and Benefits Study for the City of Columbia, SC; a Pay and Classification Study for the Town of Moncks Corner, SC; a Classification and Compensation Study for the Town of Hilton Head Island, SC; an Employee Evaluation System for the North Charleston Sewer District, SC; a Classification and Compensation Study for the City of Goose Creek, SC; a Classification and Compensation Study for the Richland Library, SC; Classification and Compensation Plan Review for the City of Annapolis, MD; a Wages and Salary Scale Study for Washington County, MD; a Classification and Compensation Study for Gloucester County, VA; a Compensation Study for King George County, VA; a Pay and Classification Study for the Isle of Wight County, VA; a Classification and Compensation Study for Essex County, VA; a Compensation and Classification Study for Montgomery County, VA; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Personnel Policy and Salary Study for Northumberland County, VA; a Pay and Classification Study for the City of Williamsburg, VA; a Classification and Compensation Study for Blount County, TN; a Comprehensive Classification and Compensation Study for Carter County, TN; Classification and Compensation Study Services for the City of Urbana, IL; a Compensation and Classification Study for the Central Ohio Transit Authority; a Compensation Update for the Central Ohio Transit Authority; a Classification and Compensation study for Transylvania County, NC; a Salary Equity Study for



Guilford County, NC; a Position Classification and Compensation Study for Gaston County, NC; a Pay and Classification Study for Buncombe County, NC; a Classification and Compensation Study and Benefits Survey for New Hanover County and New Hanover ABC Board, NC; a Classification Study and a Compensation Survey for the City of Page, AZ; a Classification and Compensation Study for the Town of Little Elm, TX; a Human Resources Department Assessment for the City of Buda, TX; a Market Salary Update for the City of Buda, TX; a Classification and Compensation Study for the City of Pflugerville, TX; a Classification and Compensation Study for the City of Conroe, TX; a Comprehensive Compensation and Classification Study for the City of Farmers Branch, TX; a Classification and Compensation Study for the City of Portland, TX; a Comprehensive Compensation and Benefits Study for the City of Rowlett, TX; a Compensation Plan Study for the City of South Padre Island, TX; a Classification and Compensation Study for the City of Lockhart, TX; a Salary Compensation Study for Hood County, TX; a Compensation and Classification Study for Brazoria County, TX; a Classification and Compensation Study for Sedgwick County, KS; a Classification and Compensation Study for Jefferson County, MO; Classification and Compensation/Benefits Study for the City of Jacksonville Beach, FL; a Salary Survey for the City of Dania Beach, FL; a Classification, Compensation, and Benefits Study for the Town of Jupiter, FL; a Classification and Compensation Study for the Town of Cutler Bay, FL; a Comprehensive Compensation and Classification Study for the City of Panama City, FL; a Comprehensive Compensation and Classification Study for the City of Panama City Beach, FL; a Compensation Plan Update for the City of Panama City Beach, FL; a Classification and Compensation Study for the City of Destin, FL; a Compensation and Classification Study for Alachua County, FL; Job Audits for the City of Gainesville, FL; a Pay and Classification Study for the City of Fort Walton Beach, FL; a Compensation and Classification Study for the City of North Port, FL; a Compensation Study for the Village of North Palm Beach, FL; a Compensation Study for the City of Hollywood, FL; a Compensation Study for Lake County, FL; a Pay and Classification Study for Martin County, FL; a Performance Evaluation Study for Lake County, FL; a Compensation and Classification Study for Highlands County, FL; Compensation and Classification Study Services for Monroe County, FL; a Classification and Compensation Study for the City of New Smyrna Beach, FL; a Compensation Study for the a Compensation and Benefits Study and Analysis for the City of Dahlonaga, GA; a Comprehensive Position Classification and Compensation/Benefits Study and Analysis for the City of Woodstock, GA; a Compensation Analysis for the City of Alpharetta, GA; Employee Classification and Compensation Study for the City of Savannah, GA; Comprehensive Classification and Compensation Study for the City of Garden City, GA; a Compensation and Classification Study for the City of Brookhaven, GA; a Comprehensive Compensation and Classification Study for the City of Tybee Island, GA; a Pay and Classification Study for the City of Chamblee, GA; a Compensation Study for the City of Dalton, GA; a Pay and Classification Study for the City of Fayetteville, GA; a Wages and Salaries Compensation Study the City of Stockbridge, GA; a Compensation and Classification Study and Analysis for the City of Dublin, GA; a Classification and Compensation Study and Analysis for the City of Douglasville, GA; a Salary Survey for the City of Dunwoody, GA; a Compensation Study for the City of Statesboro; a Salary and



**Project Consultant
Dr. Angele Yazbec**

Benefits Survey for the City of Roswell, GA; a Classification and Compensation Study for the City of Commerce, GA; a Compensation and Benefits Survey for Forsyth County, GA; a Compensation Market Study and Survey for Forsyth County, GA; a Compensation Study for the Forsyth County Public Library, GA; a Pay and Classification Study for Worth County, GA; a Classification and Compensation Study and Analysis for Douglas County, GA; a Job Description/Classification Study and Analysis for Douglasville-Douglas County Water and Sewer Authority, GA; and a Classification and Compensation Study for Lumpkin County, GA.

Ms. Berkley has a Bachelor's Degree in Psychology from Florida State University.

Dr. Angele Yazbec is a Consultant with Evergreen who has been with the firm more than two years. She possesses a Ph.D. in Cognitive Psychology from Florida State University, and has a strong background in quantitative and qualitative analysis. She is able to apply her knowledge and skills as a Consultant for Evergreen through various functions including: conducting market research and collecting compensation data, running regression analyses and recommending appropriate pay grades, and editing job descriptions.

Recent Projects that Dr. Yazbec has been involved with include: a Classification and Compensation Study for the Town of Hilton Head Island, SC; Classification and Compensation Study Services for Beaufort County, SC; a Classification System and Pay Plan Development Study for Franklin County, NC; a Compensation and Classification Study for the City of Goldsboro, NC; a Compensation and Classification Study for Transylvania County, NC; a Classification and Compensation Study for the Alliance Health, NC; a Compensation and Classification Study for Charles County Government, MD; a Compensation Study for the City of Hagerstown, MD; Personnel Manual Review and Revision Services for Calvert County, MD; a Personnel Policy and Salary Study for Northumberland County, VA; a Compensation Survey for the Susquehanna River Basin Commission, PA; a Non-Union Compensation Study for Boston Public Health Commission, MA; a Classification and Compensation Study for Shawnee Community College, IL; a Classification and Compensation/Benefits Study for the City of Jacksonville Beach, FL; a Compensation, Classification, and Benefits Study for the Volusia County Sheriff's Office, FL; a Compensation study for the City of Orlando, FL; a Comprehensive Compensation Study for the Florida Bar, FL; a Pay Plan Study for Southwest Florida Water Management District, FL; a 360 Degree Review for the City of Groveland, FL; a Classification and Compensation Study for the City of New Smyrna Beach, FL; a Compensation and Classification Study for the Town of Surfside, FL; a Salary Review for the City of Brookhaven, GA; a Compensation and Benefits Study and Analysis for the City of Woodstock, GA; a Compensation Study for the City of Dalton, GA; a Comprehensive Compensation and Classification Study of the City of Forest Park, GA; a Pay Study and Analysis for the City of Duluth, GA; a Salary Survey for the City of Dunwoody, GA; a Pay and Class Study for the City of Roswell, GA; a Comprehensive Employee Comp Study Plan for the City of Tybee Island, GA; a Compensation Study for the Forsyth County Public Library, GA; a Classification, Pay and Benefits Study for Lee County Commission, AL; a



**Project Consultant
Mr. Brad Brackins**

Compensation Study for the Auburn-Opelika Tourism Bureau, AL; a Compensation and Classification Study for Columbia County, OR (She served as the Project Director); a Classification and Compensation Study for the City of Portland, TX; a Compensation and Classification Study for Brazoria County, TX; a Classification and Compensation Study for Kaufman County, TX; a Salary Compensation Study for Hood County, TX; a Classification and Compensation Study for the City of Lockhart, TX; a Compensation Plan Study for the City of South Padre Island, TX; and a Classification and Compensation Study for Santa Fe Community College, NM.

Mr. Brad Brackins is a Consultant at Evergreen Solutions who has been with the firm more than three years. With his background in data analysis and public administration, he assists public organizations in navigating the unique human resources challenges that they face today.

Mr. Brackins experience at Evergreen Solutions includes conducting compensation and classification studies. He works closely with organizations to gather employee feedback and organizational data in order to evaluate their current situation. He also conducts market studies in order to evaluate competitiveness with peer organizations. Through his research and analytical skills, he is able to use this information to formulate customized solutions that help public sector clients improve their ability to recruit and retain high-quality employees.

A sample of some of the recent public sector projects that Mr. Brackins has been involved with include: a Classification and Compensation Study for Rock Hill Schools, SC; a Compensation Study for Horry County Government, SC; an Emergency Medical Services Salary Study for Spartanburg County, SC; an Employee Evaluation System for the North Charleston Sewer District, SC; a Pay and Classification Study for Buncombe County, NC; a Compensation and Classification Study for Union County, NC; a Classification and Compensation Study for Alleghany County and the City of Covington, VA; a Personnel Policy and Salary Study for Northumberland County, VA; a Classification and Compensation Study for Shenandoah County, VA; a Classification and Compensation Study Services for the City of Westminster, MD; a Classification and Compensation Study for Blount County, TN; Classification and Compensation Study Services for the City of Urbana, IL; a Classification Study for Jefferson Community College, NY; a Classification and/or Compensation Study for Orange County Community College, NY; a Compensation and Classification Study for SUNY Erie Community College, NY; Human Resources Consulting Services to the Redevelopment Authority for the County of Butler, PA; a Total Compensation Study for Spokane County, WA; a Classification Study for Spokane County, WA; a Salary Survey for the City of Lakeway, TX; a Salary Survey for the City of Carlsbad, NM; a Compensation Study for the City of Flagstaff, AZ; a Compensation and Classification Study for Jackson County 16th Judicial Circuit Court, MO; a Compensation Study Services for Jackson County, MO; a Classification and Compensation Study for Jefferson County, MO; a Compensation Plan Survey for Northwest Florida Beaches International Airport, FL; a Compensation Study for Monroe County School District, FL; a Compensation and Classification Study for the Broward County Housing Authority, FL; an Update



to Salary Structure for CareerSource NE Florida; a Compensation Study for the City of Alachua, FL; a Compensation Study for the Florida Virtual School; a Compensation Study for the Town of Lady Lake, FL; a Job Classification and Compensation Study for the City of Parkland, FL; a Compensation, Classification, and Benefits Study for the Volusia County Sheriff's Office, FL; a Pay and Classification Study for the Town of Lake Park, FL; a Salary Study for the City of Holmes Beach, FL; a Job Classification and Compensation Study for the City of Parkland, FL; a Compensation and Benefits Study for Cherokee County, GA; a Compensation and Classification Study and Analysis for the City of Dublin, GA; a Pay and Classification Study for the City of Fayetteville, GA; and a Compensation and Pay Classification Plan Study for the City of Foley, AL.

Mr. Brackins has a Master's Degree in Public Administration from Florida State University and Bachelor of Art's Degree in Business Administration from the University of Florida.



Note: A team of experienced analytical and clerical support staff will contribute to this study, as needed.



Section 2

Project Plan



2.0 *Project Plan*

In this section we provide our overall approach and methodology for conducting the Wage and Compensation Analysis for the City of Isle of Palms and a detailed work plan—identifying the tasks, activities, and milestones necessary to accomplish the deliverables included in the scope of work of the Request for Proposals—and a proposed work schedule. We also include the content of our work product.

2.1 Approach and Methodology

Evergreen Solutions is uniquely qualified to conduct a Wage and Compensation Analysis for the City of Isle of Palms as our team includes recognized experts in local government human resources management and understands that there is not a “one size fits all” solution to compensation management. Our approach is built on working collaboratively with all parties to make sound, implementation-focused recommendations. Specifically, we have developed a methodology that:

- focuses on market competitiveness;
- is based on the organization's compensation philosophy;
- recognizes that compensation is comprised of more than just base pay levels;
- reflects changes in recent compensation strategies;
- designs custom solutions that take into account the diversity of needs present in the organization and allows you to select the components and options that best meet your overall needs; and
- produces a structure that improves the organization's ability to recruit, reward, motivate, and retain talent in a competitive environment that includes both public and private sector employers.

We will work closely with the City's designated Project Manager and the Human Resources Department throughout the process to ensure constant communication of issues, concerns, and potential outcomes. We work closely with your staff to gain a solid understanding of your current operational realities, challenges, and desired outcomes. Moreover, Evergreen will work with you to balance your need to meet your performance goals while carefully managing the organization's resources.

Compensation management has undergone significant transformation in the private sector and over time public sector organizations have mirrored these changes. While compensation once centered on the separate administration of base pay and core benefits, a shift has occurred that has transformed compensation management.

Progressive organizations now recognize that to effectively recruit, reward, motivate, and retain employees, compensation management requires strategic thinking and planning. Compensation management



	<p>must support an organization's overall strategic direction. To accomplish this, effective organizations design a compensation philosophy that details where an organization wants to be in relation to the market in key areas. These key areas include cash compensation, benefits, and work/life balance. Compensation is thus a reflection of the organization's philosophy.</p> <p>Evergreen realizes that we will need to tailor our approach to fit the operating, fiscal, and competitive needs of the organization. Recommendations must always reflect competitive needs while supporting the organization's overall mission.</p> <p>Listed below is an overview of the typically recommended approach that Evergreen takes when conducting a study of this nature.</p>
Kick Off Meeting	<p>Evergreen begins each engagement by meeting with our client's leadership team. Frequently, this initial meeting will accomplish several goals, including:</p> <ul style="list-style-type: none"> • finalizing the project work plan; • identifying milestone and deliverable dates; • gaining insight into the management structure and approach; • collecting classification, compensation and benefits data; • identifying additional data needs; and • developing preliminary schedules for subsequent tasks. <p>At this time, we will also request a copy of the employee database that reflects current classification and compensation data.</p>
Communication Plan	<p>Communication is a critical component of any Wage and Compensation Analysis. Communicating with employees directly and early in the process builds support for the process and the accompanying outcomes. As part of our communication plan, we meet first with key project staff to fully understand the nature and scope of the project. The results of these meetings are then communicated to employees during the project outreach through employee orientation sessions, focus groups, and interviews. Regular updates are provided to the client's Project Manager and can be posted on the client's intranet site, if available and desired. Additionally, the communication plan for the distribution of the end product, particularly how the results will be distributed to employees, is also critical.</p>
Employee Orientation and Focus Groups	<p>Based on client feedback and a review of best practices, we have designed an orientation curriculum that provides employees insight into the process as well as provides a forum for answering questions and soliciting participation. Following the orientation sessions, we begin the focus group process. Focus groups are used to gain detailed insight into employee perceptions, concerns, and issues. The protocol for the sessions is provided to your project team in advance and refined to meet your needs.</p>



**Department Head
Interviews**

We have found that employee orientation sessions and focus groups are critical venues for building employee participation and buy-in. Since they take place at the outset of the project, they are a critical introduction to the project and the question and answer formats allow employees to become engaged in the process. During these sessions, Evergreen's consultants can also help to manage expectations since some employees may have unrealistic expectations based on anecdotal information.

**Job Assessment
Tool and
Management
Issue Tool**

Another important activity undertaken at this time is the distribution of Evergreen's Job Assessment Tool© (JAT). These questionnaires are central components of the job evaluation process. The JAT asks a series of questions regarding an employee's job that captures the nature of the job and how it interacts with work within the organization.

The JAT contains questions that ask about each of the following areas:

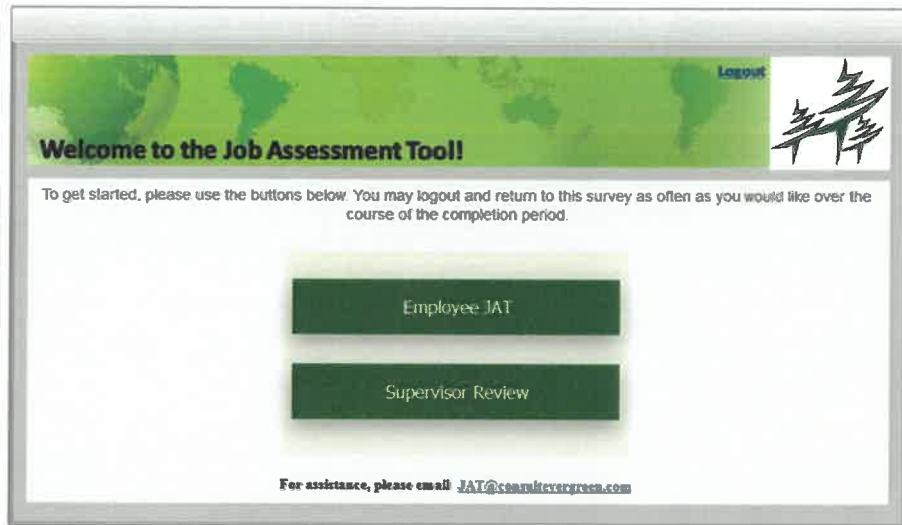
- scope of duties;
- complexity of work;
- supervision received and exercised;
- physical requirements;
- financial responsibilities;
- analytical/mental requirements;
- knowledge and skills required for the job; and
- level of responsibility/reporting relationships.

Evergreen will contact the client's Project Manager should there be a need to clarify question responses or issues with information collected from the JAT. Due to budgetary constraints faced by many of our clients, we have designed the JAT as a web-based tool so that data can be collected electronically. If requested, we can also provide a paper-based version of the tool.

Exhibit 2-1 below depicts a screenshot of the JAT home screen showing the levels of access for a Supervisor. Supervisors have access to their own surveys in addition to the ability to review and approve the surveys of their direct reports. The supervisor review process ensures validation of the JAT data collected from employees and prevents comments made by employees from being taken out of context.



Exhibit 2-1
Supervisor's JAT Home Screen



Source: Evergreen Solutions, 2019

Exhibit 2-2 illustrates how Evergreen uses the JAT to collect functional details of employee's jobs. Seeking to understand how employees summarize their responsibilities in their own words allows our analysis to expand beyond what may be conveyed in a traditional job description. An informal survey of municipal employees revealed that 90 percent felt that the job descriptions held on file with their employers were inaccurate or incomplete representations of their duties. Understanding this, Evergreen designed the JAT to fill in those gaps to ensure that the entirety of an employee's job is analyzed within the context of the study.



Exhibit 2-2

Job Description and Responsibilities

Basic Job-Related Information

Logout

Job Introduction

Briefly provide an overview of your job, including a description of the purpose of your job and the type of work you do. This may be the same as the introduction to your current job description, but it does not need to be.

Description

2000

Type of Work

Please select the level that best describes the type of work you perform

Type of Work

- ☐ Clerical/Support - Perform a variety of office and administrative support duties OR unskilled, labor-intensive tasks
- ☐ Laborer/Trade-Based Occupations - Performs work necessitating repetitive operations with their hands, physical skill and energy
- ☐ Technician/Paraprofessionals - Performs tasks requiring a solid understanding of basic algebra and statistics OR use of heavy equipment
- ☐ Administrator - Performs tasks directly related to the management or general business operations. Exercises discretion and judgment with matters of significance
- ☐ Managers/Professionals - Performs tasks requiring advanced knowledge which is predominantly intellectual in nature. OR tasks related to the control or administration of part of the organization
- ☐ Executive/Advanced Professionals - Performs tasks related to managing the organization, or managing a department OR perform work requiring highly advanced knowledge

Education and Experience

Please select the level that best describes how much education and experience a new-hire should be required to have for your position

Education -Select One-

Experience -Select One-

Licenses and Certifications

Please list any licenses, certifications, or professional designations you believe should be required or preferred for your position

Required

250

SAVE

Source: Evergreen Solutions, 2019

Exhibit 2-3 shows a similar page in which employees are asked to list the Essential Functions of their job. These are the tasks and activities that define the classification and make it unique. Gathering information such as this allows Evergreen to assess the validity of the present classification structure and identify classifications or individuals within classifications that need to be restructured or reclassified.



Exhibit 2-3 Job Functions

Essential Job Functions

On the lines provided, please include all essential job functions you perform. For every function you list, estimate the total percent of your time spent on each function on an annual basis and check off which tasks are a priority. A priority task is one that is core to your position.

Task	Percent	Priority
Task 1	100	<input type="checkbox"/>
Task 2	100	<input type="checkbox"/>
Task 3	100	<input type="checkbox"/>
Task 4	100	<input type="checkbox"/>
Task 5	100	<input type="checkbox"/>
Task 6	100	<input type="checkbox"/>
Task 7	100	<input type="checkbox"/>
Task 8	100	<input type="checkbox"/>
Task 9	100	<input type="checkbox"/>
Task 10	100	<input type="checkbox"/>

Source: Evergreen Solutions, 2018

In addition to the JAT, Evergreen will also distribute our Management Issues Tool (MIT). The MIT is distributed to supervisors and managers and is used to collect specific information from supervisors and managers related to such issues as recruitment and retention problems, classification issues, pay equity issues, problems with titles, and other related issues. Each MIT will be logged and a specific response will be provided. The MIT process is designed to allow supervisors and managers to give direct input into the process and they serve as “red flags” to Evergreen staff during the analysis portion of the project.

Preliminary Assessment

As a starting point for analysis, Evergreen's project consultants review the client's database in comparison to the pay plan and information collected from the JATs to produce a preliminary assessment. The preliminary assessment summarizes the strengths and weaknesses of your human resource management system. The compensation analysis focuses on the number of pay grades, range widths, percentage differences between grades, step plans versus open range plans, and the expected time to reach full job competency. The overall analysis focuses



	<p>on structure, movement, and equity (internal) as well as specific concerns such as turnover, longevity, compression, and range anomalies. The issues we identify in the assessment become core considerations in creating the potential solutions later in the process.</p>
Job Evaluation	<p>The next step in the process is to review responses to the JATs and identify any possible misclassifications. Once the review of the JATs has been completed, Evergreen's consultants will evaluate all jobs on each of the compensatory factors, score each position, and determine if there is any need for further investigation of specific positions. If serious discrepancies exist, Evergreen's consultants will work directly with the Client Project Manager to resolve any issues.</p> <p>Once work has been properly classified, changes in the current classification system rankings can be recommended. Our goal is to produce a classification system that reflects the internal equity relationships suggested by the JAT scoring conducted earlier.</p>
Compensation	<p>Our approach to compensation analysis is based on the belief that compensation should be organization-specific, fair, equitable, and directly tied to strategic goals. To ensure that all these criteria are met, we will conduct an extensive analysis on the relevant labor market, the internal structure and inter-relatedness of jobs within the organization, and the relative worth of jobs within the organization vis-à-vis the compensation philosophy.</p> <p>The most traditional component of a total compensation program is base pay (fixed pay). However, inclusion of benefits in total compensation strategy is not a new concept. Provision of benefits was originally a recruitment tool, though over time the provision of core benefits has become an expectation. Research shows that public sector organizations commonly use superior benefits packages as a way to offset structural disadvantages in base pay. The purpose of the survey is to collect information for comparison to current offerings, and making recommendations for change consistent with the parameters of the organization's compensation philosophy.</p>
Market and Benefits Survey	<p>A key component of assessing compensation is to consider market position, which is sometimes referred to as external equity or competitiveness. Evergreen's consultants wait until well into the classification analysis to design the market survey to ensure that jobs are understood, anomalies in classification characteristics are documented, and sufficient input has been received. The market survey will obtain standard range information related to minimum, midpoint, and maximum salaries. Data collection will focus on the public sector, but will include information from the private sector where applicable. Further, we will look to include any employers to whom the organization has recently lost employees.</p> <p>In addition, a benefits survey will also be administered in tandem with the market survey. Special consideration can be given to select highly competitive, market-driven positions if necessary.</p>



Benchmarks	<p>One of the most important components of the external assessment is in the selection and utilization of benchmark positions for the labor market survey. We will work with the client to identify the appropriate number of benchmark positions to best suit the client's needs in the labor market survey. Based on our experience, we have found that it is simply not practical to survey all positions within the organization—the resulting surveys become too cumbersome for labor market peers to complete, and the response rate on the whole suffers. We ensure, through multiple checks and balances, that the benchmark positions chosen will represent a broad spectrum of positions across the organization, from all job families, pay levels, and functional areas.</p>
Targets	<p>To conduct an external labor market assessment, we work with the client to identify the most appropriate targets to survey. Evergreen selects peer organizations based on the local labor competition, regional markets, and class-specific markets. Peer organizations should be those organizations that compete with the client for labor in at least one job family. An appropriate mix of peers in the public and private sectors will be included in the survey, and if necessary, augmented with published secondary data sources.</p> <p>Typically, Evergreen waits until the outreach process has been completed to identify the complete list of market peers. This is because we often will uncover specific information during the focus group and interview sessions that identifies potentially critical survey targets. Ideally, we would like to work with the client after the outreach has been concluded to identify the final list of potential market peers.</p> <p>An important factor of our methodology is that the client has the final approval of all aspects of the study. We will not proceed with the analysis unless the client is completely comfortable with the survey targets chosen. Often, there are different factors impacting an organization, such as proximity to a major metropolitan area, technology corridor, or specific market (i.e., military base), that have a direct effect on its ability to recruit and retain employees in specific positions. These factors have to be taken into account when selecting survey targets. Once the targets are selected and approved, the survey instrument is developed and sent to the client for final approval. Subsequent to client approval, the survey is then distributed to the targets in both paper and electronic formats.</p> <p>Evergreen uses a four-fold method of communicating with respondents. Our staff notifies the target group that the survey is being sent or made available, confirms receipt, and encourages participation. Once the data are received, they are cleaned, validated, and summarized. A separate report is issued that shows the results of the salary survey.</p>
Unifying the Solution	<p>After determining the appropriate division of work and market position, the compensation structure can be created. There is not a single, perfect solution for every client partner. The nuances and unique characteristics of each client necessitate a customized solution to best meet the organization's needs.</p>



Compensation Administration Guidelines

The Evergreen Team has considerable experience in developing multiple solutions and working with client partners to determine the one that best meets their needs. Our analytical team uses a variety of tools to produce various potential solutions: regression analysis, market thresholds, and other human resource models. Several major options are presented to the client's team before the implementation plan is created.

It is at this stage in the process that we typically meet with the client to identify the direction of the final solution. We will present to the client a draft report for review and comment. We typically ask the client to examine the draft solution objectively and provide insights and recommendations on the direction of the report. When this process is completed, Evergreen's consultants will proceed with the final solution. The solution also contains information regarding fiscal impact and implementation.

In order for clients to maintain the recommended compensation system, Evergreen develops compensation administration guidelines for use by the client after completion of the study. The guidelines will include recommendations on installation and continuing administration of the system. The team first conducts a review of current practices and procedures then assesses their effectiveness, compliance with legal guidelines, and applicability to the recommended system.

Once this review and assessment are complete, revisions to the current practices and/or new guidelines can be recommended, as needed. At a minimum, the recommendations will address areas such as:

- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- timing of implementation; and
- how to keep the system fair and competitive over time.

System Maintenance

Our goal is to produce recommendations that are effective and that can be maintained by our clients. We are strongly committed to providing transparent and replicable solutions. In essence, when we complete our core assignment, our goal is that our client's staff can maintain and update the system on their own. We are readily available to provide assistance, but our goal is to give our clients all the tools and training that are needed. Towards this end we will provide the Human Resources Department with all necessary tools and training to maintain the system over time.

Based on client needs and industry best practices, Evergreen has developed a compensation and classification maintenance tool to assist our clients with implementing, managing, and updating the solutions: **JobForce Manager**. This tool allows our clients to estimate future pay



plan changes, update market information, make determinations on reclassifications, and create new jobs. By automating these tasks, **JobForce Manager** allows our clients to not only streamline, but also increase the fairness and transparency of regular compensation and classifications tasks after solution implementation.

Exhibit 2-4 displays the interface from **JobForce Manager** for determining a positions pay grade; additional features include a job scoring tabulation sheet, market survey results database and summary report, pay plan report, and employee salary calculators for modeling fiscal impacts of compensation changes at the employee level. All data and reports are downloadable and printable, so they can be provided to key decision makers.

Exhibit 2-4
JobForce Manager Tool

Pay Plans		Scoring/Slotting		Compensation		Market		Account			
<div> Download Data  Grid Edit</div>											
CURRENT TITLE ▲	PAY PLAN	JAT SCORE	REGRESSION MIDPOINT	MARKET MIDPOINT	POSITION MIDPOINT (SELECT)	GRADE	MINIMUM	MIDPOINT	MAXIMUM		
Accounting Specialist II	ESP	212.5	\$30,100.27	\$31,220.80	\$31,508.68	106	\$22,702.21	\$31,508.68	\$40,315.17		Edit
Accounting Specialist III	ESP	231.3	\$38,008.27	\$34,379.43	\$40,213.96	110	\$28,974.42	\$40,213.96	\$51,453.51		Edit
Accounting Specialist IV	ESP	306.3	\$42,315.73	\$40,166.80	\$44,235.90	112	\$31,944.29	\$44,235.90	\$56,727.50		Edit
Accounting Supervisor	ESP	500.0	\$67,561.02	\$68,350.91	\$68,779.53	121	\$49,596.06	\$68,779.53	\$88,002.97		Edit
Acquisition Specialist	ESP	306.3	\$42,315.73	\$41,595.60	\$44,235.90	112	\$31,944.29	\$44,235.90	\$56,727.50		Edit
Administrative Aide	ESP	312.5	\$43,190.08	\$36,624.74	\$44,235.90	112	\$31,944.29	\$44,235.90	\$56,727.50		Edit
Administrative Recording Secretary	Professional	381.3	\$92,088.10	\$40,994.30	\$58,245.16	212	\$46,596.13	\$58,245.16	\$69,894.19		Edit
Administrative School Secretary I	ESP	206.3	\$29,285.91	\$31,619.17	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,390.93		Edit
Administrative School Secretary II	ESP	231.3	\$32,543.36	\$35,996.59	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48		Edit
Administrative School Secretary III	ESP	256.3	\$35,800.82	\$37,701.80	\$38,299.01	109	\$27,594.68	\$38,299.01	\$49,003.35		Edit
Administrative Secretary I	ESP	231.3	\$32,543.36	\$32,190.02	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,390.93		Edit
Administrative Secretary I	ESP	206.3	\$29,285.91	\$32,190.02	\$33,084.13	106	\$23,837.32	\$33,084.13	\$42,390.93		Edit
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48		Edit
Administrative Secretary II	ESP	231.3	\$32,543.36	\$33,919.04	\$34,738.33	107	\$25,029.19	\$34,738.33	\$44,447.48		Edit
Administrative Secretary III	ESP	256.3	\$35,800.82	\$35,971.01	\$38,299.01	109	\$27,594.68	\$38,299.01	\$49,003.35		Edit
Administrative Specialist	Professional	231.3	\$32,543.36	\$43,762.63	\$38,422.62	204	\$31,538.06	\$39,422.62	\$47,907.14		Edit
Administrative Specialist-School Food Services	Professional	275.0	\$38,243.91	\$42,861.08	\$45,636.61	207	\$36,509.29	\$45,636.61	\$54,763.93		Edit

Source: Evergreen Solutions, 2019



2.2 Detailed Work Plan

The detailed work plan that Evergreen proposes to use to conduct the Compensation and market Study for the City of Isle of Palms (City) is provided in this section. Evergreen understands that there are 91 full-time employees who will be included in the study.

Our work plan consists of the following 11 work tasks:

- Task 1: Project Initiation
- Task 2: Evaluate the Current System
- Task 3: Collect and Review Current Environment Data
- Task 4: Evaluate and Build Projected Classification Plan
- Task 5: Identify List of Market Survey Benchmarks and Approved List of Targets
- Task 6: Conduct Market and Benefits Survey and Provide External Assessment Summary
- Task 7: Develop Strategic Positioning Recommendations
- Task 8: Conduct Solution Analysis
- Task 9: Develop and Submit Draft and Final Reports
- Task 10: Develop Recommendations for Compensation Administration
- Task 11: Provide Revised Class Descriptions and FLSA Determinations

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with the City.
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Discuss with the City's Project Manager (CPM) and any other key personnel the following objectives:
- the classification and pay plan study process;
 - understand mission and current compensation philosophy;
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables; and
 - establish an agreeable communication schedule.



Task 2.0
Evaluate the
Current System

- 1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the City and some of the short- and long-term priorities. This activity serves as the basis for assessing where the City is going and what type of pay plan will reinforce current and future goals.
- 1.3 Obtain relevant materials from the City, including:
 - any previous projects, research, evaluations, or other studies that may be relevant to this project;
 - organizational charts for the departments and divisions, along with related responsibility descriptions;
 - current position and classification descriptions, salary schedule(s), benefits plans, and classification system; and
 - personnel policies and procedures, including step placement policies.
- 1.4 Review and edit the project work plan and submit a timeline for the completion of each project task.
- 1.5 Provide status updates to the CPM throughout the course of the study.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of City staff

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the existing compensation plan(s) for the City.

TASK ACTIVITIES

- 2.1 Obtain the existing pay structure and compensation philosophy (if any). Review the existing pay structure and look for potential problems and issues to be resolved.
- 2.2 Determine the strengths and weaknesses of the current pay plan(s) and structure for the City. Discuss any pay compression issues that may exist and possible resolutions.
- 2.3 Complete an assessment of current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.



**Task 3.0
Collect and Review
Current
Environment Data**

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Initial compensation philosophy
- Assessment of current conditions

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the City.
- Guide subsequent analytical tasks.

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions to describe the scope of work and methodology.
- 3.2 Interview department heads/supervisors, to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.
- 3.4 Work with the CPM to administer the Job Assessment Tool (JAT) and Management Issues Tool (MIT). Our staff utilizes a web-based tool for data collection. Paper copies can be provided for classifications without computers or Internet access.
- 3.5 Review any data provided by the City that may provide additional relevant insight.

KEY PROJECT MILESTONES

- JAT and MIT distribution
- Department head/supervisor interviews
- Employee focus groups and orientation sessions

**Task 4.0
Evaluate and Build
Projected
Classification Plan**

TASK GOALS

- Identify the classification of existing positions utilizing Evergreen's job evaluation system.
- Review JAT responses.



**Task 5.0
Identify List of
Market Survey
Benchmarks and
Approved List of
Targets**

- Characterize internal equity relationships within the City.

TASK ACTIVITIES

- 4.1 Review all draft class specifications with the CPM.
- 4.2 Review the work performed by each classification and score. Include an evaluation of supervisory comments.
- 4.3 Review JAT scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow up with employees for jobs where uncertainty exists over data obtained from the JATs.
- 4.5 Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the JAT scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped and spacing between jobs would be determined.
- 4.6 Review recommendations with the CPM.

KEY PROJECT MILESTONES

- JAT scores by class
- Recommended classification changes
- Preliminary job structure based on internal equity

TASK GOALS

- Reach an appropriate number and identify the proper benchmark positions for the external labor market salary assessment.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market salary assessment.

TASK ACTIVITIES

- 5.1 Identify, from the initial review, a list of classifications (benchmarks) to include in the labor market survey. **Note:** Evergreen will use all of the City's 39 job titles as benchmarks for the salary survey.
- 5.2 Finalize the list of positions with the CPM.



**Task 6.0
Conduct Market
and Benefits
Survey and
Provide External
Assessment
Summary**

- 5.3 For each employee group review with the CPM the peer organizations to use as targets for the salary and benefits survey. **Note:** Evergreen will work with the CPM to select up to 20 targets for the salary and benefits survey.
- 5.4 Develop a preliminary list of public and private organizations for the external labor market survey of salary and benefits, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Isle of Palms area;
 - economic and budget characteristics; and
 - other demographic data.
- 5.5 Develop a list of survey targets by employee group. Develop a system for use of secondary data including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of survey.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

- Final list of benchmark positions for the external labor market assessment salary survey
- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Conduct a benefits survey.
- Provide a summary of the salary and benefits survey results to the CPM.

TASK ACTIVITIES

- 6.1 Prepare a customized external labor market salary survey for the CPM's approval. Discuss questions and categories for the market survey.



**Task 7.0
Develop Strategic
Positioning
Recommendations**

- 6.2 Develop a listing of the current benefits provided by the City.
- 6.3 Using the list of City provided benefits and major benefits offerings not provided by City develop a list of benefits to include in the external labor market benefits survey.
- 6.4 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.5 Submit the benefits survey to the CPM for review.
- 6.6 Distribute benefits survey in conjunction with salary survey.
- 6.7 Conduct necessary follow-up through e-mails, faxes, and phone calls.
- 6.8 Collect and enter survey results into Evergreen's electronic data analysis tools.
- 6.9 Validate all data submitted.
- 6.10 Develop summary report of external labor market salary and benefits assessment results.
- 6.11 Submit summary report of external labor market salary and benefits assessment results to the CPM.

KEY PROJECT MILESTONES

- Market survey instrument
- Benefits survey instrument
- Summary report of external labor market salary and benefits assessment results

TASK GOALS

- Assess the appropriateness of the current compensation philosophy for the City.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 7.1 Identify the compensation philosophy and accompanying thresholds.
- 7.2 Using the market salary and benefits survey data collected in **Tasks 6.0**, and the classification data reviewed in **Task 4.0**, determine the proper pay plans for the City.



**Task 8.0
Conduct Solution
Analysis**

- 7.3 Identify highly competitive positions within the City and customize recommendations for compensation where required.
- 7.4 Develop strategies for the recruitment and retention of employees.
- 7.5 Produce a pay plan(s) for the City that best meets its needs from an internal equity and external equity standpoint.

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

TASK GOALS

- Conduct analysis comparing JAT values.
- Survey results for the benchmark positions.
- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan for the City.
- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the City as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 8.4 Meet with the CPM to discuss the potential solutions.
- 8.5 Determine the best solution to meet the needs of the City in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution



**Task 9.0
Develop and
Submit Draft and
Final Reports**

TASK GOALS

- Develop and submit a draft and Final Report of the Wage and Compensation Analysis to the City of Isle of Palms.
- Present the Final Report.

TASK ACTIVITIES

- 9.1 Produce a comprehensive draft report that captures the results of each previous step. Provide a draft final report to the CPM for review and approval. The draft final report will include the costs associated with all recommendations as well as an implementation plan based on the recommended changes to the classification and compensation plans.
- 9.2 Make edits and submit necessary copies of the Final Report to the CPM.
- 9.3 Present the Final Report to the City.
- 9.4 Develop a communication plan for sharing study results with employees of the City.
- 9.5 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database

**Task 10.0
Develop
Recommendations
for Compensation
Administration**

TASK GOALS

- Develop recommendations for continued administration by City staff to sustain the recommended compensation and classification system.
- Provide training.

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for continued administration and maintenance of the classification and compensation system by City staff, including recommendations and guidelines related to:
- how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;



- how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
- the proper mix of pay and benefits;
- how often to adjust pay scales and survey the market;
- the timing of implementation; and
- how to keep the system fair and competitive over time.

10.2 Recommend recruitment/retention strategies, where appropriate.

10.3 Present recommendations to the CPM for review.

10.4 Finalize recommendations.

10.5 Provide training to Human Resources Department staff to ensure that staff can conduct audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's **JobForce Manager** tool that will enable Human Resources staff to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs – allowing for streamlining, and an increase in fairness and transparency of regular compensation and classification tasks after solution implementation.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies
- Training on Evergreen's **JobForce Manager** tool

Task 11.0 Provide Revised Class Descriptions and FLSA Determinations

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions as needed, ensuring ADA, FLSA, EEO, etc. requirement satisfaction.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word).

TASK ACTIVITIES

11.1 Assess current class descriptions for form, content, validity, and ADA, FLSA, EEO compliance, etc.



- 11.2 Discuss new class description format with the CPM and the Director of Human Resources.
- 11.3 Revise classification descriptions based on data gathered from the JAT process.
- 11.4 Create new class descriptions for new classifications, as needed. Provide complete listing of the allocation of job classes to salary range assignments.
- 11.5 Make FLSA determinations based on work performed and federal requirements.
- 11.6 Recommend a systematic, regular process for reviewing job descriptions.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions, as needed
- FLSA Determinations

2.3 Proposed Work Schedule

Evergreen possesses the ability, staff, skills, and tools to conduct the Wage and Compensation Analysis for the City of Isle of Palms in 3.5 months of the project start date and following the signing of the contract. This is based on a tentative start date of December 1, 2020, and a completion date of March 15, 2020.

This proposed work schedule can be modified in any way to best meet the needs of the City of Isle of Palms.

2.4 Content of Work Product

Evergreen Solutions typically includes the following five chapters in a final report for a Wage and Compensation Analysis:

- **Chapter 1: Introduction** - This chapter provides an introduction into the study and describes the necessary steps that will take place. The major deliverables include a revised project plan, timeline, outreach protocols, document questions, and weekly update reports.
- **Chapter 2: Summary of Outreach** - This chapter provides a summary of any employee meetings and department head interviews. The major deliverables include a summary of outreach results and potential issues for further investigation.
- **Chapter 3: Assessment of Current Conditions** - This chapter provides an overall assessment of the structure of the compensation plan in place in the College and a brief analysis of the employee demographics. The major deliverables include career path analysis, range and rank



compression analysis, strengths and weaknesses of the current system, and initial findings.

- **Chapter 4: Market Summary** - This chapter provides results of the market salary and benefits surveys that were distributed to peer organizations. The major deliverables include a summary of market peers, proposed benchmark jobs, peer surveys, extrapolation file for benchmarks to other jobs, and market results by classification.
- **Chapter 5: Solution** - This chapter summarizes the proposed recommendations based on the findings from the previous chapters. The recommendations generally include four different categories: *Classification, Overall Structure, Compensation, and Administration*. The major deliverables include report, policy recommendations, and implementation plans.

In addition to the final report, Evergreen will provide a solution file that will include a cost breakdown and implementation strategy for all recommended options for the City in updating its classification and compensation structure. Evergreen will also provide updated and/or new job descriptions in electronic format.

Evergreen will also provide training using its own **JobForce Manager** software that will allow the City to facilitate the implementation and ongoing maintenance of the recommended changes to its classification and compensation system. The City will have access to this software free of charge at the conclusion of the study.



Section 3

References



3.0 References

In this section, we provide the following three references that we feel demonstrate our experience as it relates to the services being requested. We invite you to contact our client references as to the quality and timeliness of our consulting projects. Additional references are available upon request.

Employee Compensation and Pay Classification Study

City of Conway, South Carolina

Contact Information: Lynn Smith, Human Resources Director, 1000 2nd Avenue: PO Drawer 1075, Conway, South Carolina, 29528 (843) 488-7635, lsmith@cityofconway.com

Years worked with: 2018



Classification and Compensation Study

City of Lancaster, South Carolina

Contact Information: Angela Roberson, Human Resources Director, 216 South Catawba Street Lancaster, South Carolina 29721, (803) 289-1456, aroberson@lancastercitysc.com

Note: Evergreen also previously worked for the City on a similar study.

Years worked with: 2012 and 2018



Classification and Compensation Study Services

Beaufort County, South Carolina

Contact Information: Amanda Kincaid, Interim HR Director, P.O. Drawer 1228, Beaufort, South Carolina 29901-1228, (937) 206-1737 (cell), amanda.kincaid@bcgov.net

Years worked with: 2019 to present



Section 4

Detailed Cost Proposal



4.0 *Detailed Cost Proposal*

Evergreen Solutions, LLC is pleased to present our proposed cost to conduct a Wage and Compensation Analysis for the City of Isle of Palms. We are committed to providing the highest quality consulting services to our client partners for a reasonable price. Our firm is fortunate that our overhead is minimal and our expenses are reasonable so we can pass that cost savings on to our clients.

Our total, not-to-exceed, fixed cost to complete all tasks identified in our detailed work plan in **Section 2** of our proposal is **\$21,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect costs (overhead), clerical support, and all other out-of-pocket expenses. Our cost includes two separate onsite visits to the City of Isle of Palms, if necessary, to perform the requested work.

Our preferred payment schedule is as follows:

- 33% - upon completion of Tasks 1 – 2
- 33% - upon completion of Tasks 3 – 5
- 34% - upon completion of Tasks 6 – 11

We are willing to negotiate the time, scope, and cost of the basic tasks, or any other options that the City of Isle of Palms wishes to identify.

