



Personnel Committee

9:00 a. m., Wednesday, March 3, 2021
1207 Palm Boulevard
Isle of Palms, South Carolina

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:

All citizens who wish to speak during the meeting must email their first and last name, address and topic to rhanna@iop.net no later than **3:00 p.m. the business day before the meeting**. Citizens who sign up to speak will receive an email with instructions to join the meeting via Zoom. All verbal comments will have a time limit of three (3) minutes. Speakers must turn on their video and make sure that their actual name shows up as their Zoom identifier, and mute themselves after their comments.

Citizens may also provide written public comment here:
<https://www.iop.net/public-comment-form>

Agenda

1. **Call to order** and acknowledgement that the press and public have been duly notified of the meeting in accordance with the Freedom of Information Act.
2. **Approval of previous meeting's minutes –**
 - a. Special Joint Personnel and Public Safety Meeting – January 11, 2021
 - b. Special Joint Personnel and Public Safety Meeting – January 12, 2021
 - c. Special Joint Personnel and Public Safety Meeting – January 14, 2021
 - d. Special Personnel Committee Meeting – January 25, 2021
 - e. Special Personnel Committee Meeting – January 25, 2021
 - f. Special Personnel Committee Meeting – January 29, 2021
 - g. Special Personnel Committee Meeting – January 29, 2021
 - h. Regular Meeting - February 2, 2021
 - i. Special Joint Personnel and Public Safety Meeting – February 4, 2021
 - j. Special Joint Personnel and Public Safety Meeting – February 10, 2021
3. **Citizens' Comments**
4. **Old Business**
 - a. Update on Wage and Compensation Analysis project and discussion of development of a compensation policy
 - b. Update on hiring for the position of Fire Chief



5. New Business

Discussion of FY22 Operating Budget for City Council, General Government and Building, Planning and Zoning departments

6. Miscellaneous Business

Next Meeting Date: 8:00 a.m., Tuesday, April 6, 2021

7. Executive Session – If needed

8. Adjournment



Special Joint Personnel Committee and Public Safety Committee
1:00pm, Monday, January 11, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Bell, Pounds, Buckhannon, and Ward

Staff Present: Administrator Fragoso, (Ret.) Chief Graham

2. Purpose

Council Member Moye explained the purpose of the meeting was to conduct interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview candidates and discuss employment matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel and Public Safety Committees moved into Executive Session at approximately 1:01pm.

The Personnel and Public Safety Committee returned from Executive Session at approximately 3:26pm. Council Member Moye said no decisions were made.

4. Adjournment

Council Member Buckhannon made a motion to adjourn, and Council Member Moye seconded the motion. The motion passed unanimously. The meeting was adjourned at 3:26pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



Special Joint Personnel Committee and Public Safety Committee
1:00pm, Tuesday, January 12, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Bell, Pounds, Buckhannon, and Ward

Staff Present: Administrator Fragoso, (Ret.) Chief Graham

2. Purpose

Council Member Moye explained the purpose of the meeting was to conduct interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview candidates and discuss employment matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel and Public Safety Committees moved into Executive Session at approximately 1:01pm.

The Personnel and Public Safety Committee returned from Executive Session at approximately 3:30pm. Council Member Moye said no decisions were made.

4. Adjournment

Council Member Bell made a motion to adjourn, and Council Member Pounds seconded the motion. The motion passed unanimously. The meeting was adjourned at 3:30pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



**Special Joint Personnel Committee and Public Safety Committee
3:30pm, Thursday, January 14, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>**

MINUTES

1. Call to Order

Present: Council members Moye, Bell, Pounds, Buckhannon, and Ward

Staff Present: Administrator Fragoso, (Ret.) Chief Graham

2. Purpose

Council Member Moye explained the purpose of the meeting was to discuss employment matters related to the interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview discuss employment matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel and Public Safety Committees moved into Executive Session at approximately 3:31pm.

The Personnel and Public Safety Committee returned from Executive Session at approximately 4:20pm. Council Member Moye said no decisions were made. He directed Administrator Fragoso to coordinate setting up the final round of interviews in person.

4. Adjournment

Council Member Buckhannon made a motion to adjourn, and Council Member Moye seconded the motion. The motion passed unanimously. The meeting was adjourned at 4:20pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



**Special Personnel Committee Meeting
10:00am, Monday, January 25, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>**

MINUTES

1. Call to Order

Present: Council members Moye, Bell, and Buckhannon

Staff Present: Administrator Fragoso

2. Purpose

Council Member Moye explained the purpose of the meeting was to discuss employment and personnel matters related to the interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview discuss employment and personnel matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel moved into Executive Session at approximately 10:01am.

The Personnel returned from Executive Session at approximately 11:16am. Council Member Moye said no decisions were made.

4. Adjournment

Council Member Bell made a motion to adjourn, and Council Member Buckhannon seconded the motion. The motion passed unanimously. The meeting was adjourned at 11:16am.

Respectfully submitted,

Nicole DeNeane
City Clerk



Special Personnel Committee Meeting
1:30pm, Monday, January 25, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Buckhannon, and Bell

Staff Present: Administrator Fragoso

2. Purpose

Council Member Bell explained the purpose of the meeting was to discuss employment and personnel matters related to the interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview discuss employment and personnel matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel Committee moved into Executive Session at approximately 1:31pm.

The Personnel Committee returned from Executive Session at approximately 2:43pm. Council Member Moye said no decisions were made.

4. Adjournment

Council Member Buckhannon made a motion to adjourn, and Council Member Bell seconded the motion. The meeting was adjourned at 2:43pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



Special Personnel Committee Meeting
10:00am, Friday, January 29, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Bell, and Buckhannon

Staff Present: Administrator Fragoso

2. Purpose

Council Member Moye explained the purpose of the meeting was to discuss employment and personnel matters related to the interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview discuss employment and personnel matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel Committee moved into Executive Session at approximately 10:01am.

The Personnel Committee returned from Executive Session at approximately 11:12am. Council Member Moye said no decisions were made.

4. Adjournment

Council Member Bell made a motion to adjourn, and Council Member Buckhannon seconded the motion. The motion passed unanimously. The meeting was adjourned at 11:12am.

Respectfully submitted,

Nicole DeNeane
City Clerk



Special Personnel Committee Meeting
1:30pm, Friday, January 29, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Buckhannon, and Bell

Staff Present: Administrator Fragoso

2. Purpose

Council Member Moye explained the purpose of the meeting was to discuss employment and personnel matters related to the interviews for the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to interview discuss employment and personnel matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel Committee moved into Executive Session at approximately 1:31pm.

The Personnel Committee returned from Executive Session at approximately 2:49pm. Council Member Moye said no decisions were made.

4. Adjournment

Council Member Buckhannon made a motion to adjourn, and Council Member Bell seconded the motion. The meeting was adjourned at 2:49pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



Personnel Committee
9:00am, Tuesday, February 2, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council Members Bell, Buckhannon, and Moye

Staff Present: Administrator Fragoso, Asst. Administrator Hanna

2. Approval of previous meeting's minutes – January 5, 2021

MOTION: Council Member Bell made a motion to approve the minutes of the January 5, 2021 meeting. Council Member Buckhannon seconded the motion. The motion passed unanimously.

3. Citizens' Comments – none

4. Old Business

A. Update on Wage and Compensation Analysis project and discussion of development of a compensation policy

Administrator Fragoso said Evergreen will be on site this week providing orientations and conducting focus groups and interviews with City employees. She said the City will need to develop a compensation policy "that would be the governing structure that would define specific situations, how those will be handled, and would give department heads guidance when positions are advertised, when we make offers or give promotions. The goal of the compensation policy is to provide clear communication and expectations not only to potential employees but current employees, and therefore, support the growth of the City as an organization and talent retention."

Committee members discussed various aspects of such a policy including aligning compensation strategy with retention goals, salary policy around tenured employees, being cognizant of the distance employees may drive to work for the City, salary ranges, performance-based reviews, and up-to-date evaluation tools to conduct such reviews.

Committee members felt it important to understand what other similar sized municipalities are doing in this regard. Council Member Buckhannon noted that the tax base for the Isle of Palms is limited by size. Council Member Moye expressed his desire for proper evaluation tools, and Administrator Fragoso said that Evergreen is reviewing the City's evaluation component.

B. Update on Fire Chief hiring process

Administrator Fragoso reported that the Personnel and Public Safety committee will meet Thursday to deliberate on the four candidates interviewed last week and discuss the next steps in the process. A Special Meeting of City Council may be necessary to move the process forward depending on the outcome of Thursday's meeting.

5. New Business

A. Discussion and consideration of increasing current merit increase for FY21

Administrator Fragoso requested last year's 2.5% merit pool that was suspended due to the unknown effects of COVID on the City's budget be added to this year's merit pool and be retroactive to January 1, 2021.

MOTION: Council Member Buckhannon made a motion to forward this request to the Ways & Means Committee. Council Member Bell seconded the motion.

Council Member Bell said he would like to see a plan when this comes to Ways & Means. Administrator Fragoso said, "It would be based on results and scores from the performance evaluations."

B. Discussion of FY22 10-year Capital Plan for General Government

Administrator Fragoso reviewed the items proposed in the 10-year Capital Plan for FY22 in General Government. Committee members all agreed that the amount earmarked for upgrading the A/V equipment in Council Chambers needs to be increased to provide maximum and clear access to Council members during City Council meetings. Consideration of a closed-captioned component was also requested.

6. Miscellaneous Business

The next meeting of the Personnel Committee will be Wednesday, March 3, 2021 at 9am.

7. Adjournment

Council Member Buckhannon made a motion to adjourn, and Council Member Bell seconded the motion. The motion passed unanimously. The meeting was adjourned at 9:58am.

Respectfully submitted,

Nicole DeNeane
City Clerk



Special Joint Personnel Committee and Public Safety Committee
5:00pm, Thursday, February 4, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Bell, Pounds, Buckhannon, and Ward

Staff Present: Administrator Fragoso, Asst. Administrator Hanna

2. Purpose

Council Member Moye explained the purpose of the meeting was to employment matters related to the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to discuss employment matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel and Public Safety Committees moved into Executive Session at approximately 5:02pm.

The Personnel and Public Safety Committee returned from Executive Session at approximately 5:39pm. Council Member Moye said no decisions were made.

MOTION: Council Member Ward made a motion to proceed with background checks and other administrative duties in order to progress with the hiring process. Council Member Bell seconded the motion. The motion passed unanimously.

4. Adjournment

Council Member Buckhannon made a motion to adjourn, and Council Member Pounds seconded the motion. The motion passed unanimously. The meeting was adjourned at 5:41pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



Special Joint Personnel Committee and Public Safety Committee
5:00pm, Wednesday, February 10, 2021
Virtual Meeting via Zoom call due to COVID-19 Pandemic
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>

MINUTES

1. Call to Order

Present: Council members Moye, Bell, Pounds, Buckhannon, and Ward

Staff Present: Administrator Fragoso, Asst. Administrator Hanna

2. Purpose

Council Member Moye explained the purpose of the meeting was to discuss and consider recommendations related to the position of Chief of Fire.

3. Executive Session

MOTION: Council Member Moye made a motion to move into Executive Session in accordance with §30-4-70(a)(1) to discuss employment matters related to the search of a new Chief of Fire. Council Member Bell seconded the motion. The motion passed unanimously.

The Personnel and Public Safety Committees moved into Executive Session at approximately 3:30pm.

The Personnel and Public Safety Committee returned from Executive Session at approximately 3:46pm. Council Member Moye said no decisions were made.

MOTION: Council Member Moye made a motion to recommend the top-recommended candidate for the position of Fire Chief from both the Personnel and Public Safety Committees to the full City Council. Council Member Bell seconded the motion. The motion passed unanimously.

4. Adjournment

Council Member Pounds made a motion to adjourn, and Council Member Moye seconded the motion. The motion passed unanimously. The meeting was adjourned at 3:47pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



REQUIRED DECISIONS FOR DEVELOPMENT OF/OR REVISION TO A COMPENSATION PHILOSOPHY

Developing or revising an organization's compensation philosophy requires decisions be made in four key areas. This guide assists in the decision process and should follow a thorough review/discussion of each key area.

What market position does the City want to be in when compared to its peers?

Information needed to revise current pay plan(s) or develop new pay plan(s).

Used to determine placement or adjustment of the pay structure, AND the pay grade assignments for classifications.

- ☐ **Lead:** By what Percent? 60%? 70%? Determines the structure placement and pay grade assignments only and does not translate to employees being paid at this percent.

Total Structure? Set the structure, i.e. all classifications at this position? Align structure and pay grade midpoints to this %)

Or Specific Areas? - Public Safety? Others? A structure can be set at a position, and still have some areas positioned differently.
- ☐ **Align:** At 50% or Average?

Does the City plan to make any changes to Total Compensation?

A specific decision is not required, rather an understanding if are/are not major changes planned that could impact salaries (pay structure placement, planned increases, salary progression, etc.) Are there any major changes planned for benefits that may influence the balance (percent) of salary and benefits?

What salary structure design does the City want to administer?

Needed to determine the design (or make changes to) a pay plan.

Guides how Evergreen will design (or change) the pay plan. Is there a preference for open-range (current design), step-plan, or hybrid? Why? Does the City want a classification hierarchy that has many levels or fewer levels? On what basis does the City want employees to progress to the next pay level? Opportunities for employee salary progression in a classification and compensation structure both vertically (typically career, next level progression) and horizontally (within the range, or steps.) should be present.

- ☐ **Open Range:** Generally considered more flexible, easier to administer.
- ☐ **Step:** Sometimes used in Public Safety, more typically utilized when pay progression is associated with time in classification or organizational tenure.

What is the City's reward strategy and on what basis will salaries progress?

Information needed to develop/recommend the best solution/implementation options.

Evergreen will propose implementation options that most closely align with this strategy. For example, while a parity option (time based) may be presented, Evergreen would not typically recommend this option if salaries will not progress in this manner going forward.

- ☐ **Time based salary progression:** Employees are eligible to receive salary increases based on time in classification, or time (tenure) with the organization.
- ☐ **Performance based salary progression:** Employees are eligible to receive salary increases based on individual level of performance.
- ☐ **Hybrid:** Employees are eligible to receive salary increases based on a combination of time and performance, OR time until reaching a certain position in the range, OR performance based and incentive based (additional education, special assignments, certifications, etc.) OR other option?