



## PERSONNEL COMMITTEE

10:00 a.m., Wednesday, January 10, 2018

The regular meeting of the Personnel Committee was called to order at 10:00 a.m., Wednesday, January 10, 2018 in the City Hall Conference Room, 1207 Palm Boulevard, Isle of Palms, South Carolina. Attending the meeting were Councilmembers Moye, Rice and Ward, Administrator Tucker, Assistant Administrator Fragoso and Clerk Copeland; a quorum was present to conduct business. Councilmember Ward is temporary appointment to the Committee who will serve until the Special Election on February 13, 2018, and Administrator Tucker will chair the meetings until the new Councilmember joins the Committee.

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

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

**MOTION: Councilmember Rice moved to approve the minutes of the regular meeting of November 1, 2017 as submitted; Councilmember Ward seconded and the motion PASSED UNANIMOUSLY.**

3. **Citizens' Comments – None**

4. **Old Business**

**A. Overview of Activities**

Administrator Tucker stated that this item was placed on the Agenda to provide the Committee with information about the duties assigned to the Personnel Committee. She said that one (1) time consuming activity before the Committee each year was the recommendations to City Council of candidates to serve on boards and commissions. The process begins in August with an advertisement that states the number of seats for each board that will be open at the end of the year and a request for residents to submit applications. In September and October, the Committee members interview the applicants, and in November, the Committee compiles its recommendations for appointments or re-appointments to present to Council at the Special Meeting in December.

Other activities include making recommendations for changes in job descriptions or creating new job descriptions, which typically come to the Committee from a department manager through the City Administrator. The Committee also approves any changes or updates to the employee handbook and is involved in the budgeting process for General Government and the Building Department. The Committee is a strong resource for City Hall and for the City Administrator; it also provides assistance in setting the Administrator's personal goal each year.

**B. Discussion of status of update to the Personnel Handbook**

Part of the City's safety audit is the recommendation to submit the employee handbook for review by a labor attorney every five (5) years to insure that it complies with any new state and federal laws and with generally accepted policies and standards. The City's handbook has just undergone the legal review, and staff is now reviewing the draft and discussing any additional changes in City policy that need to be included. Once that process has been completed, the

revised handbook will come to the Personnel Committee for discussion, approval and recommendation for approval by City Council.

When Councilmember Moye asked how extensive the changes were that the attorney made, the Administrator stated that the number of changes was not significant.

### **C. Discussion of City's Education Reimbursement Policy**

Administrator Tucker stated that the City offers an excellent benefit for employees that also benefits the City in its education reimbursement policy; the policy allows qualified employees who are in good standing to continue their education. The employee must front the money and is reimbursed by the City based on the grade attained in the course(s). The City's experience with this policy is that interest in it comes and goes; when interest rates were high, the participation was low, but, in the current economic conditions, more employees are participating. Human Resources Director Wynette DeGroot reported that twelve (12) employees are currently in the program. In order to properly budget for the program, participants are required to submit their requests in February for the coming fiscal year, and the budget assumes that everyone will do well and receive the maximum reimbursement. The policy also includes the circumstances under which a participant would be required to pay back the education reimbursement funds.

The Administrator opined that no changes have been made to this policy in approximately twenty (20) years, and it is being thoroughly analyzed as part of the current handbook review. One (1) part of the analysis is looking at the policies of other local governments in the state.

Responding to Councilmember Rice's question, the Administrator stated that the bulk of the City's participants were seeking undergraduate degrees; she also explained that students seeking graduate degrees are not reimbursed if their grade is a C because, typically, a grade below a B is considered failing in graduate school.

Councilmember Rice wanted her opinion that this is a "wonderful program" recorded in the minutes.

Councilmember Ward noted that the City Treasurer as a CPA must get forty (40) hours of continuing education each year and asked if the City paid for those courses, and he was told that the City does pay for them.

Assistant Frago added that this program has been a valuable recruitment tool for the City.

### **D. Continued Discussion of the Continuity Plan**

Administrator Tucker emphasized that this plan is not a succession plan and that it was part of her 2017 goal to initiate the plan. She stated that the development of the plan is ongoing and asked that the Committee agree to have the continued development as a personal goal for her in 2018. In this plan, each department, along with its employees and hierarchy, is being evaluated to identify circumstances where there is no ability for the department or City to continue to operate if a particular employee is taken out of service for some reason, i.e. to identify areas where redundancy was needed but lacking. The City has many long-serving employees who have a

wealth of knowledge they have gained over the years that no one else has that they need to impart to another member of the department. The goal is to have redundancy in all departments and in all positions.

**MOTION: Councilmember Rice moved to have continued development of the continuity as the City Administrator's goal for 2018; Councilmember Moye seconded.**

Councilmember Moye asked if the Administrator would have this singular focus for the year.

Administrator Tucker explained that one (1) category on the City Administrator's annual evaluation form is progress on a personal goal, and each year the Administrator has an identified personal goal, but it is not the only thing that she works on.

Councilmember Rice voiced concern over a delay in the decision that would result in the Administrator losing two (2) months' work on a goal to be achieved in twelve (12).

Councilmember Ward stated that he does not think the Administrator should be limited to only one (1) goal but that she should have several goals.

Councilmember Moye opined that some strong directional goals would come from the visioning meeting to be held in February so that the Committee should insure that the Administrator's personal goal was in-line with the goals of the City.

Councilmember Rice said that she thought the continuity plan was critical, particularly considering the department managers themselves.

Councilmember Ward suggested that the continuity plan be only one (1) of the City Administrator's goals for 2018.

The Administrator agreed that priorities might be established for her for 2018, but this personal goal of the continuity plan is the one (1) task on which she would be graded in the year-end evaluation. She also stated that she would be challenged to complete any goal with a shortened time frame in which to work.

Councilmember Moye expressed concern that he did not understand the criteria against which the Administrator would be judged in the evaluation; he thought the goal should be measurable.

Administrator Tucker said that the work product presented in 2018 would be measured against the document presented in 2017 to determine the level of progress made.

**VOTE: The motion FAILED on a vote of 1 to 2 with Councilmembers Moye and Ward casting the dissenting votes.**

The discussion concluded with Councilmember Moye re-stating his opinion that the goal should be more specific and more objectively measured.

**5. New Business**

**Consideration of Veterans Day as holiday replacing floating holiday**

The Administrator explained that, in addition to the list of identified holidays, the City has offered employees a floating holiday. A selection of other holidays, like Good Friday or Veterans Day, would be distributed to employees and department managers, and they would vote on which day they wanted to have as the floating holiday for that particular year. The day with the majority of votes and approved by this Committee and Council was selected. In years past, the selection was either Christmas Eve or the day after Christmas, but, in 2015, Christmas Eve was made an annual holiday. In discussing the floating holiday in this Committee last year, Director Page pointed out that one of the biggest Rec Department events, the Easter Egg Hunt, was held on the Saturday before Easter, i.e. the day after Good Friday, meaning that the department's staff would lose the floating holiday if Good Friday were selected. Director Pitts noted that the island's residents assume that, if Charleston County is closed for a holiday, then the City was closed as well; therefore, residents did not put their garbage out to be picked up which meant that the next day the Public Works Department would be overwhelmed with calls for special pickups. Since Charleston County does not observe Columbus Day as a holiday, the choice was Veterans Day. For the reasons stated above, staff is requesting that Veterans Day become a regular holiday for the City. Administrator Tucker pointed out that to do this would not add a holiday; it would simply replace the floating holiday with a specific day.

Clerk Copeland stated that the majority of City employees are in the Police and Fire Departments and work well-defined shift schedules, and, therefore, they do not vote on the floating holiday because it does not affect them.

**MOTION: Councilmember Rice moved to recommend to City Council that Veterans Day become an annual City holiday and that the floating holiday be eliminated; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.**

**6. Miscellaneous Business**

Councilmember Ward indicated that he would like the Committee to meet later in the day to make it more convenient for residents to attend.

**Next Meeting Date: 4:00 p.m., Monday, February 12, 2018 in the Conference Room.**

**7. Executive Session – not needed**

**8. Adjournment**

**MOTION: Councilmember Rice moved to adjourn the meeting at 10:43 a.m.; Councilmember Moye seconded and the motion PASSED UNANIMOUSLY.**

Respectfully submitted:  
Marie Copeland, City Clerk

# **Current Education Reimbursement Benefit**

City of Isle of Palms

Employee Handbook

Adopted November 27, 2012

## **BENEFITS**

### **Education Reimbursement Benefit**

This Policy is provided in order to encourage all regular full-time employees to continue their education in order to maintain and improve skills and knowledge useful in their current positions or necessary for assuming additional responsibilities for the future. The program described below is intended to provide eligible employees with tuition reimbursement for courses taken outside of working hours and approved by the City of Isle of Palms as beneficial to the City. Eligibility to participate in this program should not be considered a right of employment, but rather a privilege afforded to employees who are determined to be eligible and qualify to participate.

To be eligible for tuition reimbursement, an employee must be:

- A. A regular full-time employee, not on initial probation or disciplinary probation. (City Council Approved 2/22/00)
- B. Have a minimum of six months of service.
- C. Have at least an overall evaluation rating on the last evaluation of "Meets Expectations."

Employees must request, in writing, in advance, approval of their department head and City Administrator for courses, tuition, and related textbooks prior to enrolling in such courses. Requests for the upcoming 7/1-6/30 Fiscal Year (FY) must be received in writing for consideration by the February prior to the next FY to initiate in July. For example, to be eligible to receive reimbursement for any course to be taken between July 1, 2013 through June 30, 2014, request must be received by February 1, 2013 and approved by February 28, 2013. This will allow the City to incorporate this anticipated expense into the City budget. Initial payment of required fees for enrollment is the employee's responsibility; therefore, the City will not advance any monies under this reimbursement program. The City will not reimburse associated education expenses, such as administrative fees, activity fees, graduation or certification fees, etc., which must be paid by the employee. Application may be made utilizing forms available from the City Clerk.

Upon completion of a course, a reimbursement request must be filed with the City Clerk within 20 days accompanied by receipts and evidence of the grade obtained. Tuition and textbook expenses will be reimbursed on a declining scale depending on the grade earned as follows:

A. Post high school and undergraduate courses:

1. Grade of "A" = 100%
2. Grade of "B" = 90%
3. Grade of "C" = 75%
4. Grade below "C" = 0%

B. Post graduate courses:

1. Grade of "A" = 100%
2. Grade of "B" = 90%
3. Grade below "B" = 0%

C. Any approved course that is non-graded and/or only produces a certificate of attendance/completion will be reimbursed at a 50% rate.

D. If an employee is eligible to receive educational financial assistance from any other source, the reimbursement from the City of Isle of Palms will be limited to the amount unfunded by such other source.

Employees terminating from the City's employment within one year of an approved course reimbursement may be required to repay a pro-rated portion of the additional reimbursement. For this purpose, the reimbursement is considered an advance of wages which may be deducted from an employee's final paycheck. **The policies pertaining to this Education Reimbursement Benefit program do not constitute a contract of employment.**

Program availability and level of assistance per employee in any fiscal year shall be limited to two (2) courses per semester at an accredited institution and also dependent upon the amount appropriated by City Council for this program. The City Administrator (or designee) is authorized to limit assistance per applicant based on the number of applications received in order to maximize the number of employees benefitting from the program.



## City of Isle of Palms, SC Continuity Plan 2017

This document outlines the planning activities within in each department of the City as it relates to continuity management and service. The goal of the Continuity Plan is to identify and address risks and vulnerabilities that could impact continued operations, assess each department's current state-of-affairs and identify needs prior to the start of the budgeting process. The Continuity Plan could be used to assist Department Managers develop a Succession Plan.

### Continuity Plan 2017 Executive Summary

#### Opportunities and Challenges

This section will identify the results of the Continuity analysis and will examine those areas requiring immediate action and those which should receive attention in the long term.

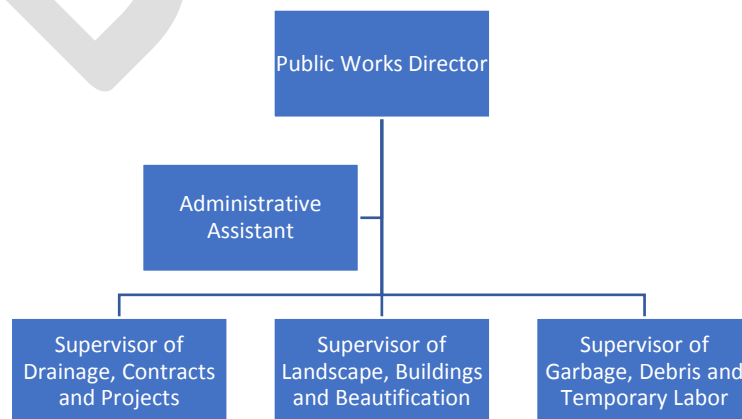
#### Immediate

- Challenge:** A “failsafe” for the City’s Information Technology (IT) matters must be corrected immediately. Dependence on one position to keep 100% of the City’s systems functioning is high risk.

**Opportunity:** Procure a consulting firm to work alongside the person in the position so that the firm achieves familiarity and can troubleshoot in the absence of the person

**Opportunity:** Create a full-time IT position to transition from the dual function currently being used to a singular function.
- Challenge:** The Public Works Department should be re-structured which would require the addition of two positions.

**Opportunity:** Create two positions—the Supervisor for Drainage and Supervisor for Maintenance. A possible new structure to consider would be as follows:





**Continuity Plan 2017  
Executive Summary**

**Opportunities and Challenges**

**Long Term**

1. Challenge: Acknowledge that the Building Department lacks continuity of services at the level of the Zoning Administrator.  
Opportunity: Create a job description for a Senior Planner and contemplate planning for funding of the position in future budgets.

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## **Analysis of City Departments**

Each Department Head was asked to describe the process they follow, or will follow, when a high-level position becomes vacant.

### **Public Works Department:**



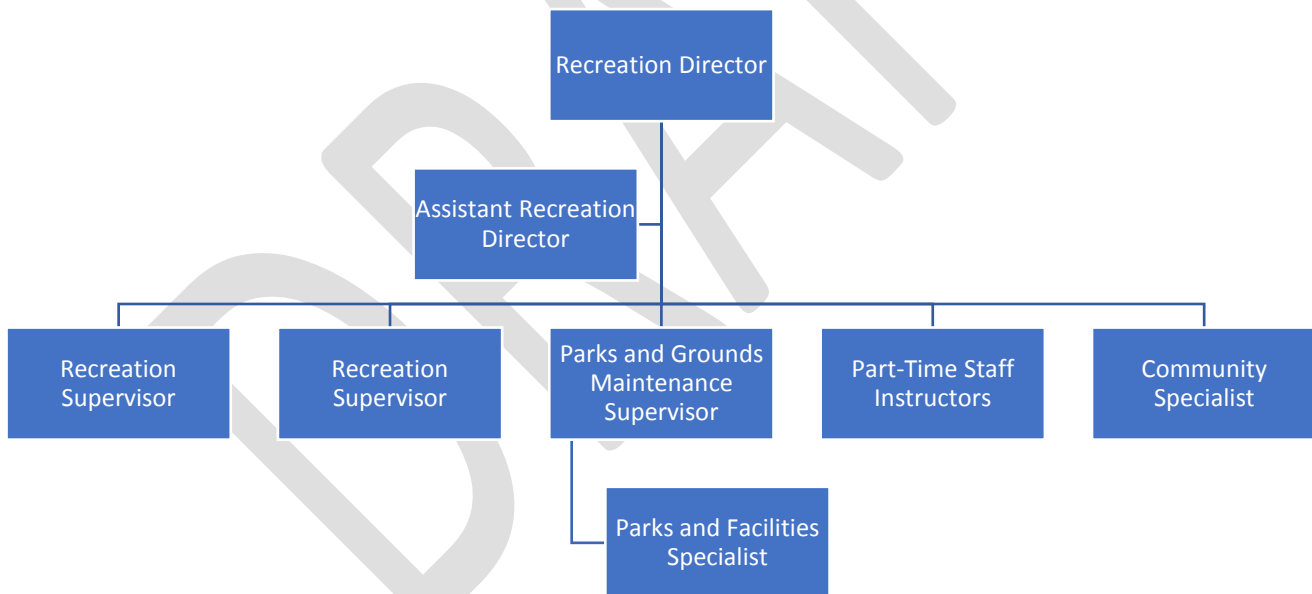
The following are critical needs of the department that were identified and recommended to be addressed as soon as possible:

- The current Public Works Assistant Director is not a candidate for replacing the Public Works Director should an immediate vacancy occur. This department requires a staff member who would be trained to step in and continue the day-to-day operations of the department in the absence of the Director and/or during the recruitment process.
- Addressing the lack of Class A/B/C Operators within the existing City personnel, required to ensure compliance with Underground Storage Tanks (UST) Control Regulations. In accordance with State law, every UST facility is required to have a trained operator in each of 3 classes: A, B, and C. This regulation was put into effect to prevent releases from underground storage tanks. Currently, the Public Works Director is the only UST Certified Operator in the City.
  - The Public Works Director is assisting the Fire Inspector to obtain the certification to address the immediate need for a back-up UST Operator. The City should also consider training another Public Works employee as a UST Certified Operator.
- The Public Works Department needs a part-time Administrative Assistant. Currently it is challenging to give accumulated tasks the appropriate follow up. This position would be responsible for much of the time consuming administrative tasks that are currently being handled by the Director, as well as by City Hall staff, and also provide assistance with the department's financial management. An emphasis must be placed on the budget process, ordering, accounting, fleet maintenance, and communications for the entire Public Works Department to ensure consistent, clear, concise communication and confirmation of task follow up and completion on behalf of the Director. This position must have the ability to work closely and collaboratively with the Director to ensure continuity of operations in the absence of the Public Works Director. This position would also assist the Director in communicating with external State agencies such as the Department of Health and

Environmental Control (DHEC), the South Carolina Department of Transportation (SCDOT) and the Ocean & Coastal Resource Management (OCRM), etc.

- The Director has cross-trained the CDL Drivers in all aspects of the Departments' daily operations. This enables day-to-day operations to continue even in the absence of an employee within the department. The Department also has one employee with the ability to be a direct supervisor of operations, if and when needed.
- The Department's continuing need for "Temporary-Seasonal" CDL Drivers during the summer months remains a critical consideration for the Public Works Department. It is recommended that a "Temporary CDL Driver" position be included in every fiscal year budget to assist the Department in serving the residents and the public without compromising other public services during the busy summer months. The temporary status of this position helps to keep benefit costs minimal.

The **Recreation Department**:



The Recreation Department has the ability to continue with day-to-day operations in the absence of the Recreation Director. The current Director has cross-trained the Assistant Recreation Director in all aspects of the roles and responsibilities of the position. The Director constantly communicates all pertinent information to the Assistant as well as communicates necessary information to all staff in the department. Daily communication logs are utilized to disseminate information. The Assistant is fully aware of procedures, passwords, emergency plans and all documents if called upon in the absence of

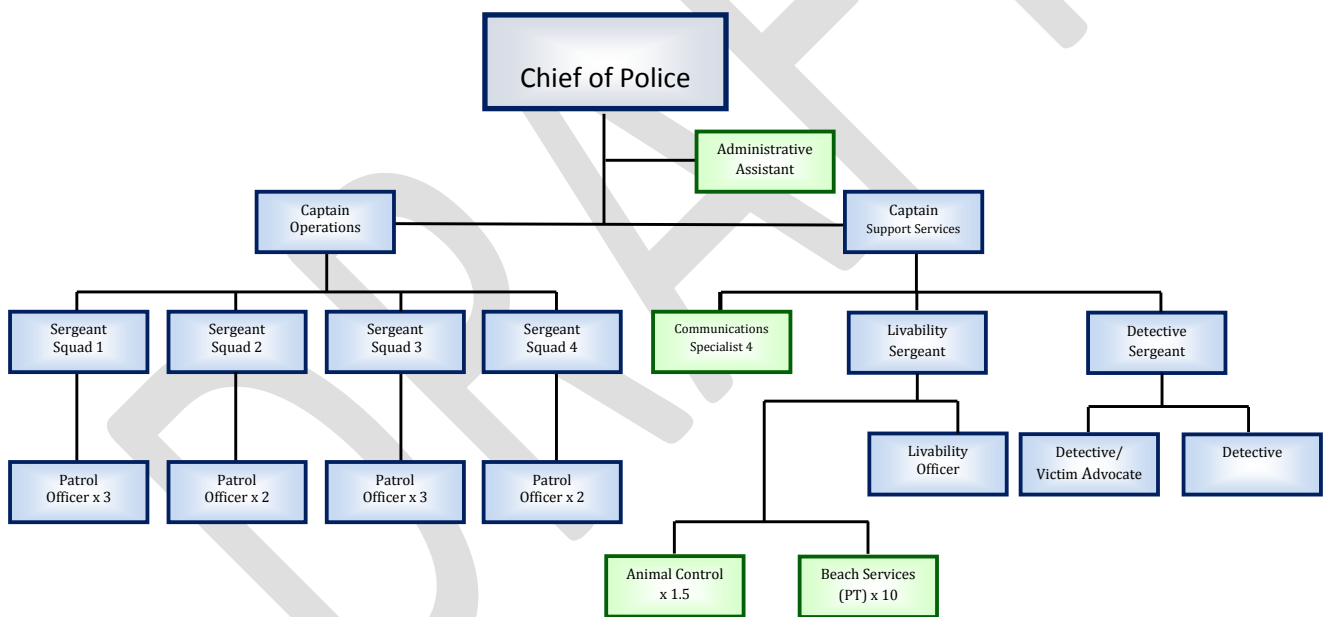
the Director. The department plans, communicates and collaborates on a daily basis in order to ensure consistency no matter who is present or absent. For staff meetings, an agenda is prepared in order to be succinct and efficient. Training is an ongoing effort each day. The budget process is worked on with a “Team” approach; everyone is asked for input and provided constant communication throughout the entire process.

Newer staff members are provided with a procedural outline including day-to-day functions and a list of contacts for any matters. An entire procedural manual is available for the position of the Assistant (this was developed when she was out on extended leave), and it proves to be a valuable asset to the department and is utilized frequently when there are any questions regarding a process or an event.

Because recreation activities are cyclical, monthly reports assist in the historical, record-keeping aspect of planning events for the department and prove to be invaluable in the absence of a key-figure.

The Recreation Department utilizes communication as the most important tool in providing consistency for their employees as well as for the residents and the entire community.

The **Police Department:**



The Police Department is nationally accredited by the Commission on Accreditation for Law Enforcement Agencies and has a policy and procedure in place for Command Authority (4.1) in their General Orders Manual. The procedure is clearly defined as to the chain of command during the absence of the Chief; both Captains are fully aware and trained (or in the process of) to take command if necessary. The Captain of Support Services is completely trained in the budget process as well as the day-to-day operations of the department. Acceptable coverage exists in the absence of or in the recruitment process should it be required.

The department is currently fully staffed other than a part time animal control officer to be named in the near future. There are no identified insufficiencies in the staffing needs of the department.

The **Informational Technology (IT)** Department:

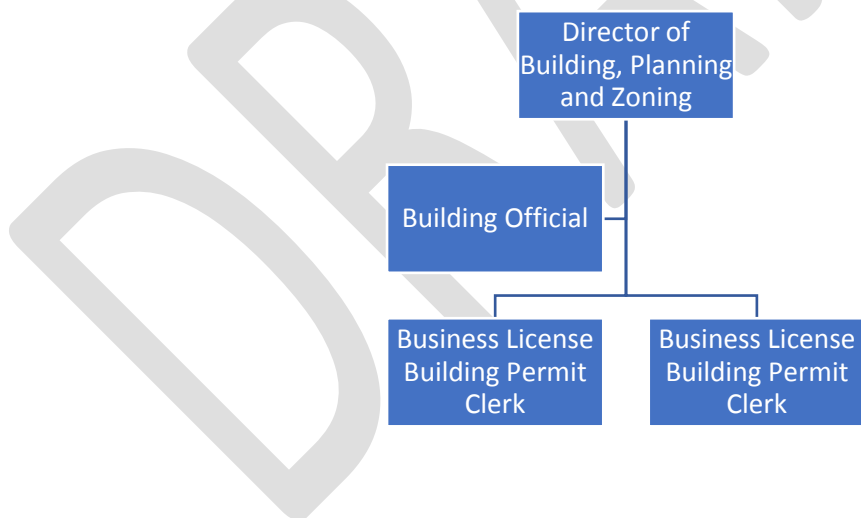
The Chief of Police oversees the technology and infrastructure of the City including 140 users with 80 computers in use in the City, eight (8) on the road with the fire department, ten (10) for training, and five (5) on the road with the police department as well as two (2) servers, one located in the City Hall and the other at the Public Safety Building. The future of the IT support for the City is very much a concern. The short solution is to utilize Technology Solutions as they are aware of our infrastructure and could troubleshoot; however, they do not provide the hands-on support and training should the City need those services in the future.

The City must consider the present and future needs with regards to technology.

The more immediate need is to determine:

- The FY 18 budget includes funding to procure via a Request For Proposal (RFP) to determine cost and effectiveness of an outside vendor for IT needs.
- Or will the City create an IT Department to satisfy the future needs of all departments?
- Should the Chief retire prior to FY19, would the City, could the City continue to contract with him on a short-term basis to handle the City IT needs?
  - We do not have cross-training with regards to the IT in the City other than contacting Technology Solutions.

The **Building Department:**



The Building Department is currently fully staffed with cross-training of the clerks ongoing to provide the best, most effective customer service. The Building Official administers the building codes, land use regulations, flood zone regulations and other ordinances of the City. This position must follow the written rules and codes as set forth; therefore, should this position be vacated due to retirement or other causes, the City would be able to fill the void by contracting with outside vendors. The services of the Building Official would continue with assistance of vendors or contracted services while filling any vacancy.

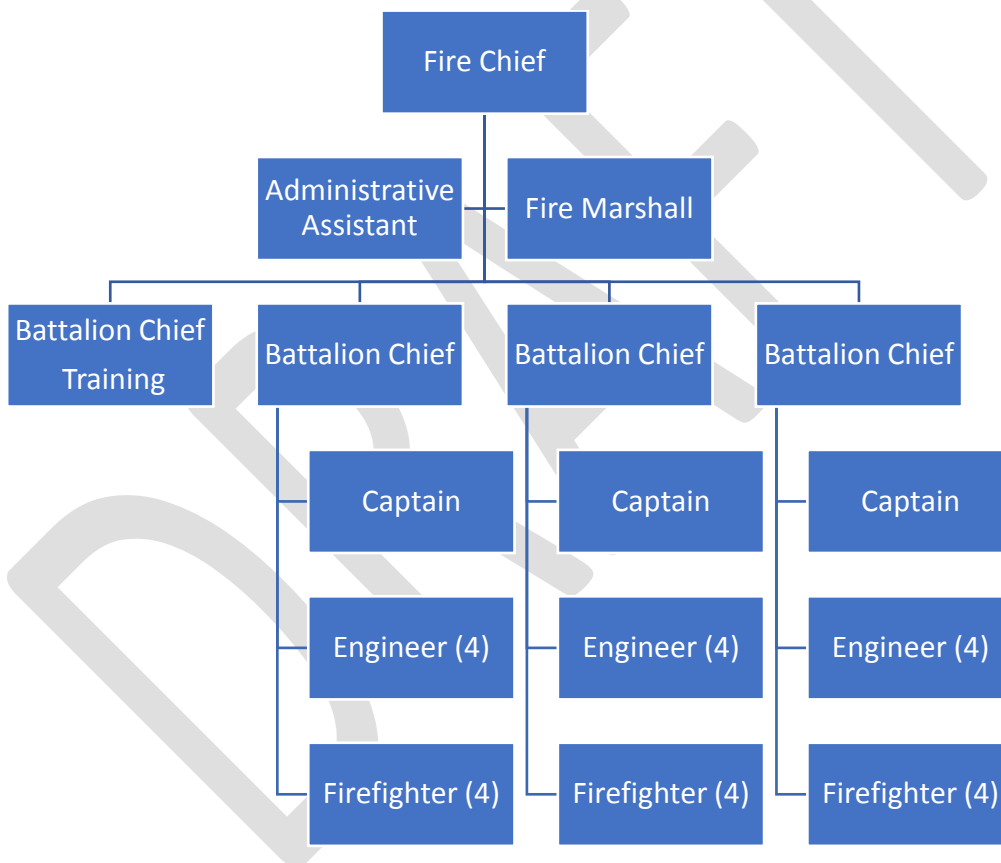
The Director of Building, Planning and Zoning will be much more difficult to fill should any vacancy occur; this key-department head has an enormous responsibility within his scope. In discussing the continuity plan with the Director, the institutional knowledge he possesses would be a problem for the City, making it difficult to “catch-up” to the current state of affairs as well as any long-term pending items.

The Director does have all emails saved and archived in files should there be a need to research any item(s). There are notes and minutes available to re-create any historical information for conducting research on current and past items.

The department does not have an individual acting as an assistant to the Director. The future continuity plan for this department should include a “Senior Planner” to mentor and groom to substitute for the position of Director. This addition of a senior planner would enable the Director to focus on “10,000 foot projects” for the City and oversee projects assigned to the senior planner.

The Director does not see any changes any time soon; however, for planning purposes, thought should be given to “fill those shoes” in the not-so-distant future.

The **Fire Department**:



The Fire Department currently has a Chief, a Battalion Chief in charge of training, and three (3) Battalion Chiefs responsible for their respective shifts; the Department does not have an assistant chief. The Battalion Chiefs (BC's) have the responsibility of running each of their shifts and other tasks as assigned. Currently a specific BC has not been tasked with learning all aspects of the Chief's responsibilities. The Training BC has been assigned to the “Training” function within the past four (4) months and continues to learn the functions of the Training Officer.

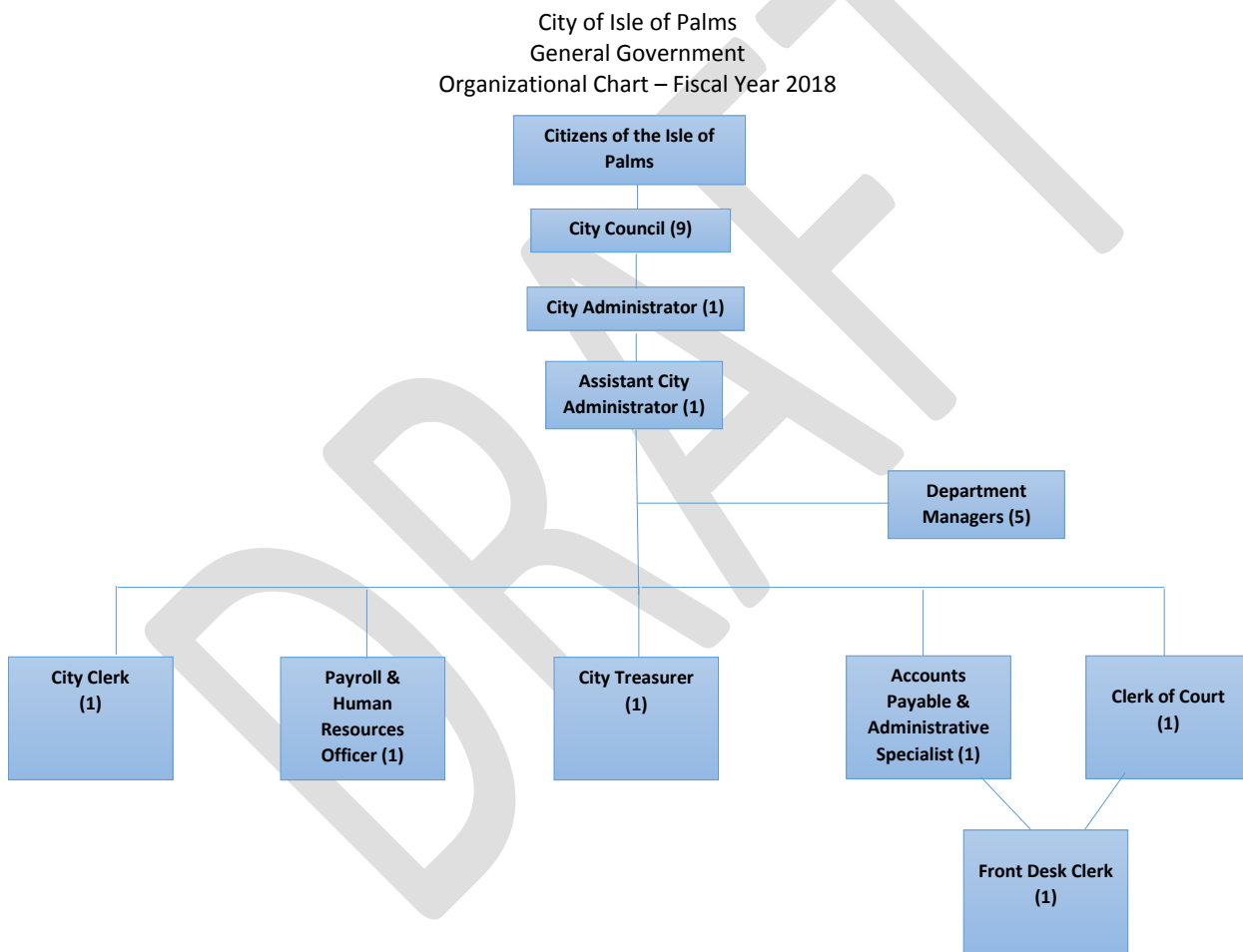
The City would benefit by considering the position of an Assistant Chief who would be able to step into the Chief position should there be an extended absence, retirement or change of status. This key-department

head also has an incredible amount of institutional knowledge; therefore, the cross-training of a dedicated assistant should be considered in the near future.

Limited aspects of cross-training are provided on a day-to-day basis. Because of the necessity of consistency of the shifts, the intense training on information and responsibilities of the Chief will require the specific focus of handling all tasks in the Chief's absence or departure.

The Fire Department has reduced the turnover rate recently, and the expectation is to enable the development of a succession plan within the department. The goal would be to mentor and groom successors to future positions within department. This would also allow current BC's to become proficient at their positions and to move forward in the future, possibly to a Chief's position.

**General Government:**



The Department Manager for General Government is the City Administrator, so in addition to carrying out the wishes of the policy-setting body, City Council, the City Administrator supervises the remaining five (5) department heads of the City and manages the activities and personnel of the General Government Department. The Department is guided by policies and procedures of the accounting manual and the Code of Ordinances of the City. Additional guidance exists among court procedures.

Collectively in the General Government department existing personnel have an average of more than thirteen years of experience with the City. The department is one of the most stable, and each member works closely with the other which allows for reasonable awareness of position functions in the absence of personnel. The Department has experienced extended absences, due to medical events, on two occasions in almost twenty years, and while it was necessary to bring in temporary help to help with the volume of work, the Department successfully continued all functions.

The most recent change in the department has been the addition of a Payroll and Human Resources Officer to eliminate the City Clerk's position functioning dually.

The analysis of opportunities and challenges of the department is as follows:

**City Administrator:** The Assistant City Administrator is kept informed and up-to-date on all activities, projects and concerns of the City. The City Administrator copies the Assistant in all communications and the Assistant attends the majority of meetings—internally and externally. On those occasions when only one or the other is in attendance, a review of activities that occurred are either reported or communicated via email. While tasks are split between these two positions, each is kept informed and aware of the status so that no actions would be left unattended in the absence of one or the other of the two positions. The offices of the two positions are in close proximity further enabling the symbiotic situation.

**Assistant City Administrator:** In the absence of the Administrator, the Assistant Administrator would continue the duties; however, the Assistant Administrator has the additional responsibility of managing the City's website content and social media messaging. The City Administrator is not cross-trained in these functions, but the Recreation Director and Assistant Director are. The system of having one or both of them handle this in the Assistants absence has been tested and works.

**City Treasurer:** This is the position for which thought should be given to actions necessary in the event of an extended absence or loss of the individual in the position. There is no back up for this position and in the event of an interruption in service, the City would either need to promptly hire an individual with similar qualifications (CPA) and some familiarity with the City's systems or to contract with a vendor or someone to handle the function until the gap could be filled or the individual return to work. Use of an individual from an entity who had handle audits of the City's financial statements in the past would be a promising alternative.

**City Clerk (Clerk of Council):** In the City Clerk's absence, the City can contract with a neighboring municipality for their Clerk to keep up the minutes of the meetings. Further, some cross training has occurred with a member of the Building Department who might be able to substitute for a brief period to create minutes from recordings. The continuity for this position has been tested on the occasion when the Clerk had to be out of service while recovering from surgery. The Assistant Administrator could handle the noticing of meetings, and, working together with the City Administrator and the Council Committee Chairs, could develop meeting agendas.

**Accounts Payable and Administrative Specialist:** This is the position who sees that the bills of the City are paid and makes sure that costs are not incurred without following appropriate procedures. Purchase orders are issued, payments are processed and checks are printed for payment of the City's obligations. This position is also cross trained on court activities so may accept court related payments and assist in the conducting of court on trial days. The duties in this position can be handled temporarily by the City Treasurer and the Clerk of Court. Day-to-day management of the phones and customers at City Hall might require the addition of a temporary person to manage the administrative tasks, but the purchase orders and bill payment functions could be distributed between the City Treasurer and the Clerk of Court. This continuity has been successfully tested during an extended medical absence of the individual in that position.



Clerk of Court: This position is high specialized in that it has the multiple functions of interacting with the judicial aspects—City Judge, City Prosecutor and attorneys for the accused—the police department personnel and the defendants involved in the cases. The position requires extensive record-keeping, adherence to state guidelines for municipal court, confidentiality, and accounting. The Accounts Payable and Administrative Specialist is cross-trained on the day-to-day aspects of the court; however, in the Clerk’s absence, Court dates are scheduled in such a way as make substitution unnecessary.

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