



Specia Administration Committee

2:00 p.m., Thursday, November 30, 2023

1207 Palm Boulevard

City Hall Council Chambers

Public Comment:

Citizens may provide written public comment here:

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

Agenda

1. **Call to order** and acknowledgment that the press and the public have been duly notified of the meeting in accordance with the Freedom of Information Act.
2. **Purpose –**
 - a. Interview candidates for City's Boards and Commissions:
 - Todd Murphy
 - Park Williams
 - b. Discussion and consideration of wage and compensation study results and recommendations
3. **Executive Session** – In accordance with the Freedom of Information Act Section 30-40-70 (1) to interview candidates for the City's Boards and Commissions. Committee may take action on matters discussed in Executive Session upon returning from Executive Session
4. **Adjournment**

Application for Boards and Commissions

Applicant Name

Todd Murphy

Position Sought

Planning Commission

Home Phone

(678) 576-1856

Work Phone**Mobile Phone**

(678) 576-1856

Email

ftmurphy@mindspring.com

Are you a resident of the Isle of Palms?

Yes

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

3

Address

53 Pelican Reach, Isle of Palms, South Carolina 29451

Occupation and Title

Retired

Business or Employer Name

TBD

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.

Advisory Committee for Wild Dunes Property Owners Beach House renovation project; Coach/Mentor for First Tee of Greater Charleston; Student Mentor for E3 Mentor program;

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 significant business experience both in startup and global organizations. In each of those roles, success came from defining clear outcomes, communicating clearly, and connecting with people on a human level. I also have had the opportunity to work on construction projects that required understanding of zoning and architectural guidelines and how variances are handled. My interest is primarily to serve on the Planning Commission, but I would also consider a role on any of the other committees where I can best support the IOP Council. Thanks for your consideration!

Upload Résumé

Todd Murphy Resume - Oct 2023.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.

Todd Murphy

53 Pelican Reach, Isle of Palms SC 29451

Entrepreneur and Business Executive with 35+ years professional experience across all aspects of the Technology Professional Services business ranging from startups to publicly traded multi-national organizations. On nights and weekends, I enjoyed being a DIY Warrior, completed 7 different home renovation projects in 5 different cities. Today, I enjoy coaching and mentoring youth to instill confidence and grow great leaders for tomorrow.

Experience

Volunteer (Current)

Wild Dunes Community Assn – Advisory Committee member for Property Owners Beach House renovation project, including ongoing project oversight to ensure successful completion

First Tee of Greater Charleston - Coach, Mentor for youth aged 7-18

E3 Mentor Program – one-to-one mentor for disadvantaged youth (North Charleston)

Workday, Inc. (2016 – 2023) Vice President, Services

Professional Services leader initially responsible for Customer Success and Business Development functions for 25% of the US market, supporting existing customers and acquisition of new customers. Subsequently served as market leader nationally for our Medium Enterprise market, which grew to \$95M+ in revenue.

Deloitte Consulting / Aggressor LLC (2009 – 2016) Senior Manager

East Coast Leader for startup / certified Workday Implementation Partner. Grew the company from 10 to 100+ consultants before acquisition of Aggressor by Deloitte (2012). Branded as Aggressor by Deloitte, I was a Leader in the Education & Government market, helping Deloitte achieve #1 partner status in these markets within 2 years.

SkyBridge Global / Meridian Systems (1997 – 2008) Co-Founder / Services Executive

Co-founder of technology consulting services company. Focus was initially on the Southeast mid-market. Responsible for Sales, Marketing and Delivery functions. As PeopleSoft was being acquired by Oracle, Meridian merged with SkyBridge Global to form a \$35m business. I led the expansion into the public sector market where we secured multiple federal, state and local government and public/private university services contracts. I also served as Executive Sponsor for all strategic accounts of the combined companies.

Education

B.S. Computer Science, East Carolina University

Application for Boards and Commissions

Applicant Name

Park Williams

Position Sought

Any

Home Phone

(704) 491-9057

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

eparkw@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

9

Address

701 Carolina Blvd, Isle of Palms, South Carolina 29451

Occupation and Title

Senior Director of Business Development (Sales)

Business or Employer Name

GXO Logistics, Inc

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.

N/A

State your interest in serving on this Board or Commission.

I am very interested in getting more involved in the Isle of Palms community. As a property owner and resident over the last nine plus years (after visiting most of my life), I have absolutely fallen in love with the island, the lifestyle, and the amazing people that I am proud to call my neighbors. My fiancé and I plan to live out our years to the very fullest here and I want to be involved to insure we continue to live in a place that is welcoming to all. We call IoP our little slice of heaven and I'm always so proud to share it with friends and family when they come to visit, and the surely do!!!

Upload Résumé

Park Williams CV - October 2023.pdf

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the Isle of Palms.

Contact

704-491-9057 (Mobile)
park.williams@gxo.com

www.linkedin.com/in/park-williams
(LinkedIn)

Top Skills

Process Improvement
Strategic Planning
Logistics

Languages

English

Park Williams

Vice President of Business Development @ GXO Logistics, Inc.
Isle of Palms, South Carolina, United States

Summary

An accomplished, business-minded, and revenue-driven business development executive with specialized expertise in the expanding and renewing existing business through effective cross-functional leadership. In-depth knowledge of all sales life cycle and demonstrated sales management abilities. Proven record of maximizing revenue growth and exceeding customers' expectations and sales goals. Demonstrated success influencing others to generate successful outcomes through the cultivation and fostering of key business relationships.

Experience

GXO Logistics, Inc.
Vice President of Business Development
May 2023 - Present (6 months)
Charleston, South Carolina, United States

Go Jen Go Foundation
Chairman Of The Board
October 2020 - Present (3 years 1 month)

The Go Jen Go Foundation is a non-profit organization dedicated to providing critical financial assistance to local individuals and families who are battling breast cancer. We provide aid during diagnosis, treatment and recovery.

BDP International
17 years 9 months
Vice President, Business Development, Americas
January 2022 - April 2023 (1 year 4 months)
Charleston

SNAPSHOT

Achieve growth objectives for the Latin America and North America business sectors. In tandem with the senior leadership team, develop a strategic vision for overall company growth and implement a sales culture to enable the team's

success and boost results. Lead and grow a strategic deal-maker team by modeling best-in-class negotiation and partnerships.

KEY DELIVERABLES

- # Drove and advanced process improvement among the Latin America team regarding consistent CRM (SFDC) utilization.
- # Integrated individual contributors at a country level into a more cohesive sales unit.
- # Identified and hired a Regional Director for the Latin America team.
- # Continued strong support and revenue growth for the North American team with YTD achievement of 140% of budget.
- # Realized in excess of 200% revenue recognition over budget in Latin America.
- # Rolled out and currently implementing an Americas Business Development organization to effectively work together as a functional unit on north/south trade flows.

Vice President, North America Sales

January 2019 - January 2022 (3 years 1 month)

Charleston, South Carolina Area

SNAPSHOT

Internally recruited to oversee a newly combined team of field sales and business development executives. Drove growth through prospecting and relationship management with key stakeholders while evaluating efforts against business objectives. Focused team efforts on enhancing the organization's unique value proposition, emphasizing key drivers to foster profitable growth while creating measurable value and impact for our clients.

KEY DELIVERABLES

- # Unified two existing sales teams into one highly functioning unit.
- # Led a vital revenue reporting process improvement impacting team members, sales center of excellence and finance to ensure full recognition of sales representatives' commissionable revenue.

- # Achieved budgetary expectations by 110% on average.

- # Realized new revenue growth with existing personal accounts on an average of \$680K per annum.

Director of Business Development, North America

January 2016 - January 2019 (3 years 1 month)

Charleston, South Carolina Area

SNAPSHOT

A strategic leader for a team of business development professionals across North America, a member of the President's senior executive leadership team and Americas Regional Leadership Council. Drove business opportunities through an innovative sales process, SFDC as the CRM. Identified and assigned accounts to team members based on strategic fit. Closed and tracked opportunities, critical and complex due to existing clients' revenue streams blended with ongoing business. Actively participated in the company's Global Leadership Development program. Effectively navigated corporate establishment on behalf of the team to eliminate roadblocks to closing business.

KEY DELIVERABLES

- # Successfully restructured core sales team leading to exceeding team budgetary revenue by 15% and personal revenue continued to surpass 5X KPI.

- # Promoted to a leadership role, gaining management oversight of former peers. Succeeded in establishing new relationships and trust to create a positive working environment.

Manager of Business Development

January 2012 - December 2015 (4 years)

Charlotte, North Carolina Area

SNAPSHOT

Developed and implemented a business development strategy to promote financial growth and new business opportunities by establishing sales objectives and goals with \$200K in revenue from an existing account base. Regularly inspected existing accounts, created a targeted list of accounts, and identified growth opportunities. Built and cultivated trusted and long-term relationships with clients. Navigated and understood the company's culture to close business.

KEY DELIVERABLES

- # Secured a significant new piece of business with an existing account based on a solid operational performance improvement plan; projected new revenue of \$300K per annum with a 20% growth rate going forward.

- # Nominated to lead a cross-functional team with a global expansion of service offerings.

Strategic Account Manager

August 2007 - December 2011 (4 years 5 months)

Charlotte, North Carolina Area

SNAPSHOT

Directed a staff of six direct and two indirect reports. Maintained a high level of customer service standards through direct interaction with the customer and exceptional team leadership. Partnered with senior regional management to meet budgetary requirements and annual KPIs. Negotiated pricing with the customer based on established margin levels approved by regional management. Formed key operational relationships with internal and external service providers to ensure business continuity.

KEY DELIVERABLES

- # Led national initiative to integrate an online freight tendering process to streamline the company's freight process.

- # Selected to be trained as a Regional Superuser for the IBM Cognos reporting tool to provide visibility to external and internal data to enable the development of performance metrics/KPIs.

Team Leader

August 2005 - August 2007 (2 years 1 month)

Charlotte, North Carolina Area

SNAPSHOT

Lead Manager for the operations team and liaison between customers, freight providers, and other supply chain members to ensure accurate and timely product delivery. Analyzed costs and margins on individual shipments to guarantee accurate invoicing for customers and positive returns for the company.

KEY DELIVERABLE

- # Proactively conducted troubleshooting analysis for destinations and trade lanes to improve efficiencies in service time and cost savings for customers and the company.

Susan G. Komen for the Cure Charlotte Affiliate

4 years

Director at Large

April 2015 - March 2016 (1 year)

Charlotte, North Carolina Area

President Board of Directors

April 2014 - April 2015 (1 year 1 month)

Vice President - Board of Directors

April 2013 - April 2014 (1 year 1 month)

Secretary - Board of Directors

April 2012 - April 2013 (1 year 1 month)

Susan G. Komen for the Cure Charlotte Affiliate

Race Chair

April 2011 - October 2011 (7 months)

Cheraw Yarn Mills, Inc.

Sales Manager

December 1993 - August 2005 (11 years 9 months)

Cheraw, South Carolina

Coordinated sales department for \$50M company consisting of Sales Agents, In-house Sales Representatives, and direct accounts; function details included product sampling, price quotations/negotiations, product development, delivery negotiations, and sales follow-up. Inventory management oversight of the company's distribution center-five employees, 2M pounds of finished goods, shipped 1M of products per week.

- Supervised three direct reports activities who were responsible for production planning sales system management and company's distribution center.
- Oversaw and monitored the in-house sales process-order entry, production scheduling, inventory management, shipment scheduling, invoice, and contract integrity to ensure complete customer satisfaction.
- Guided Operations Manager and Production Supervisors in areas of product development, timely delivery products, and quality opportunities.

- Cultivated relationships with freight carriers for domestic and international shipment that included rate negotiations, logistical issues, and customer services.

Key Contribution:

- Closely monitored market conditions while partnering with President, Vice-President of Sales, and Sales Representatives to optimize the mill's utilization capacity.

Education

Clemson University

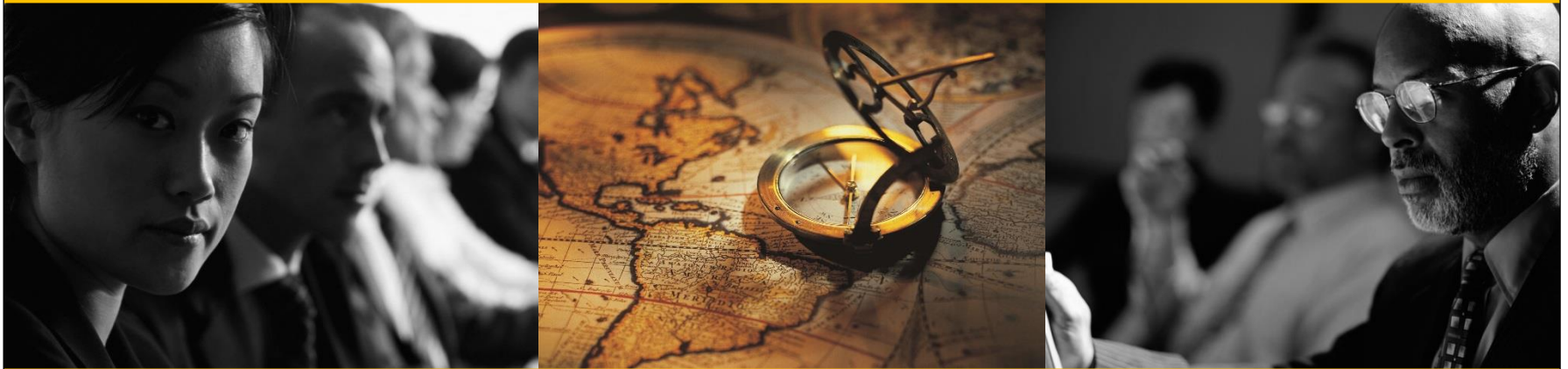
BS, Industrial Management · (1989 - 1993)

Darlington School

· (1987 - 1989)

Compensation Study

City of Isle of Palms, SC



Evergreen Solutions, LLC

Overview



Study Goals



Project Phases

Internal Review
External Review



Recommendations

Purpose of a Compensation Study

An organization's employees are its most valuable resource and greatest asset. A compensation study is an important tool used by organizations to maintain a competitive advantage.

Recruiting &
Retaining Top-Tier
Talent

Improving
Employee Morale

Improving
Organization
Culture

Creating and
Maintaining a
Healthy Budget



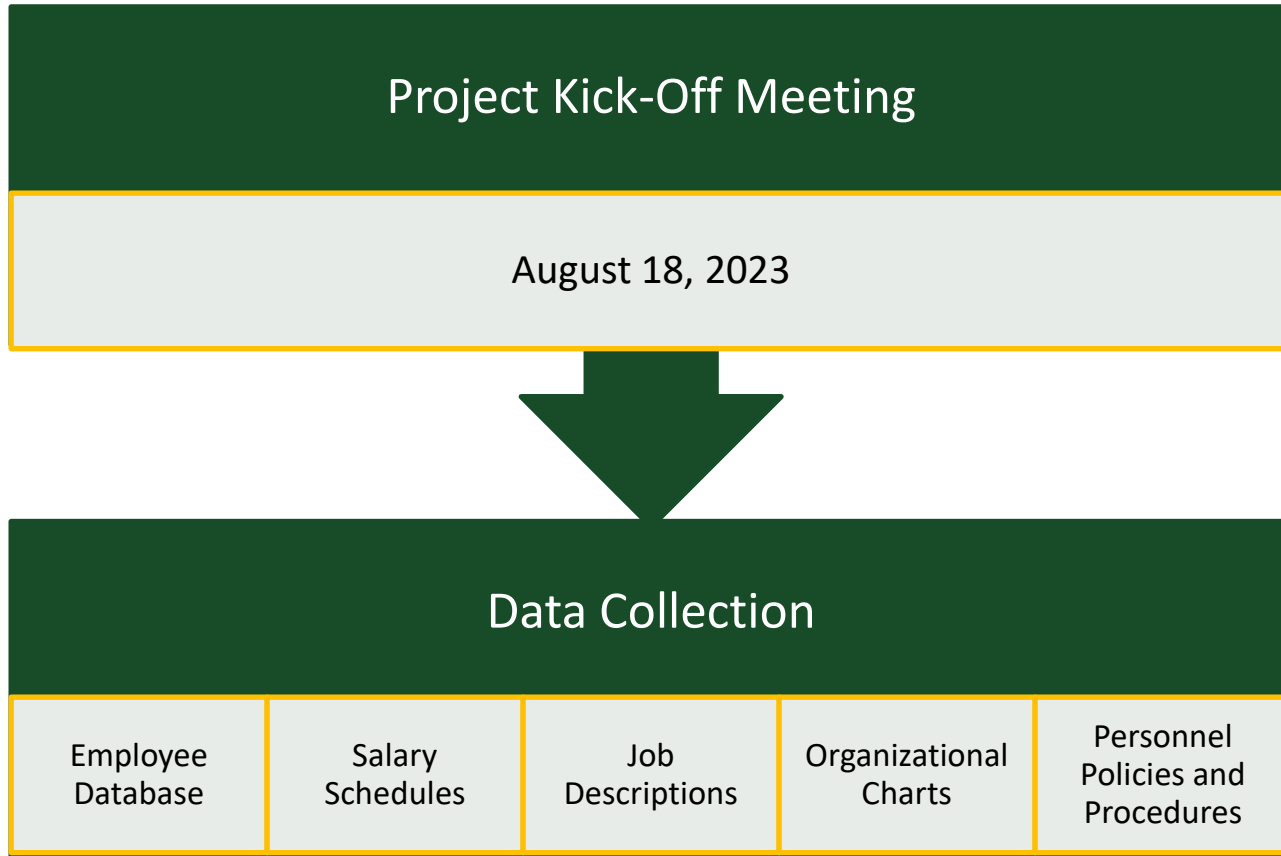
Study Goals

Review current
compensation system
to ensure internal
equity

Survey peer
organizations to ensure
external equity

Produce
recommendations to
provide the City with a
system that is
equitable, both
internally and externally

Study Initiation



Assessment of Current Conditions

Current structure
found to be well
organized

3 Pay plans – one open
range and two step plans

Salary Distribution

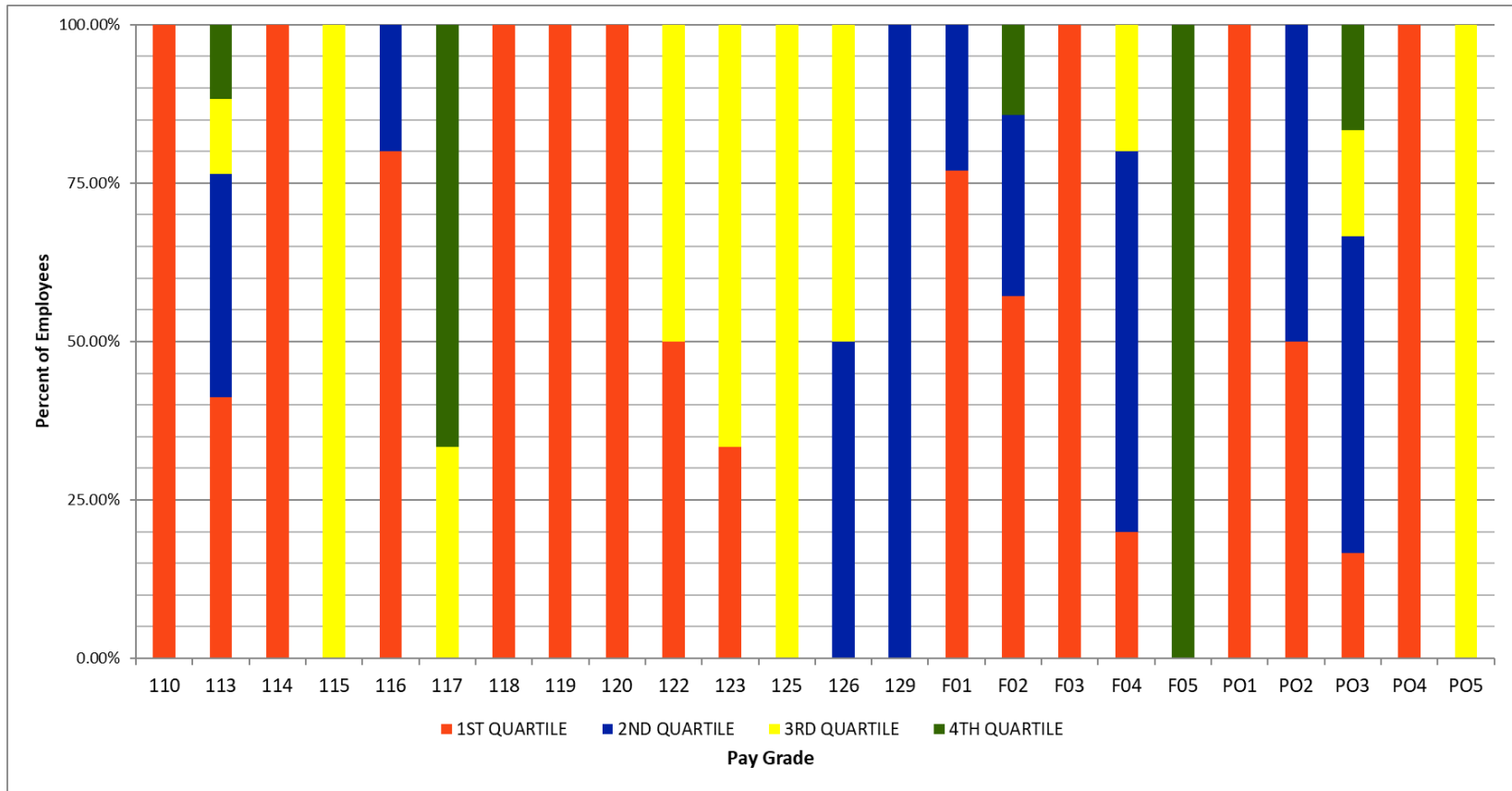
Approximately 76% of employees are
below the midpoint of their respective
pay range; 53% fall within the 1st quartile

In general, tenure increases throughout the
quartiles



Assessment of Current Conditions

Quartile Analysis for City Employees



Employee Outreach Survey

Survey released to all employees on September 13, 2023

Received 81 survey responses

Employees shared that they came to work for the City as well as remain because of the following:

Location

Opportunity to Make a Positive Impact

Coworkers/Work Environment

Type of Work



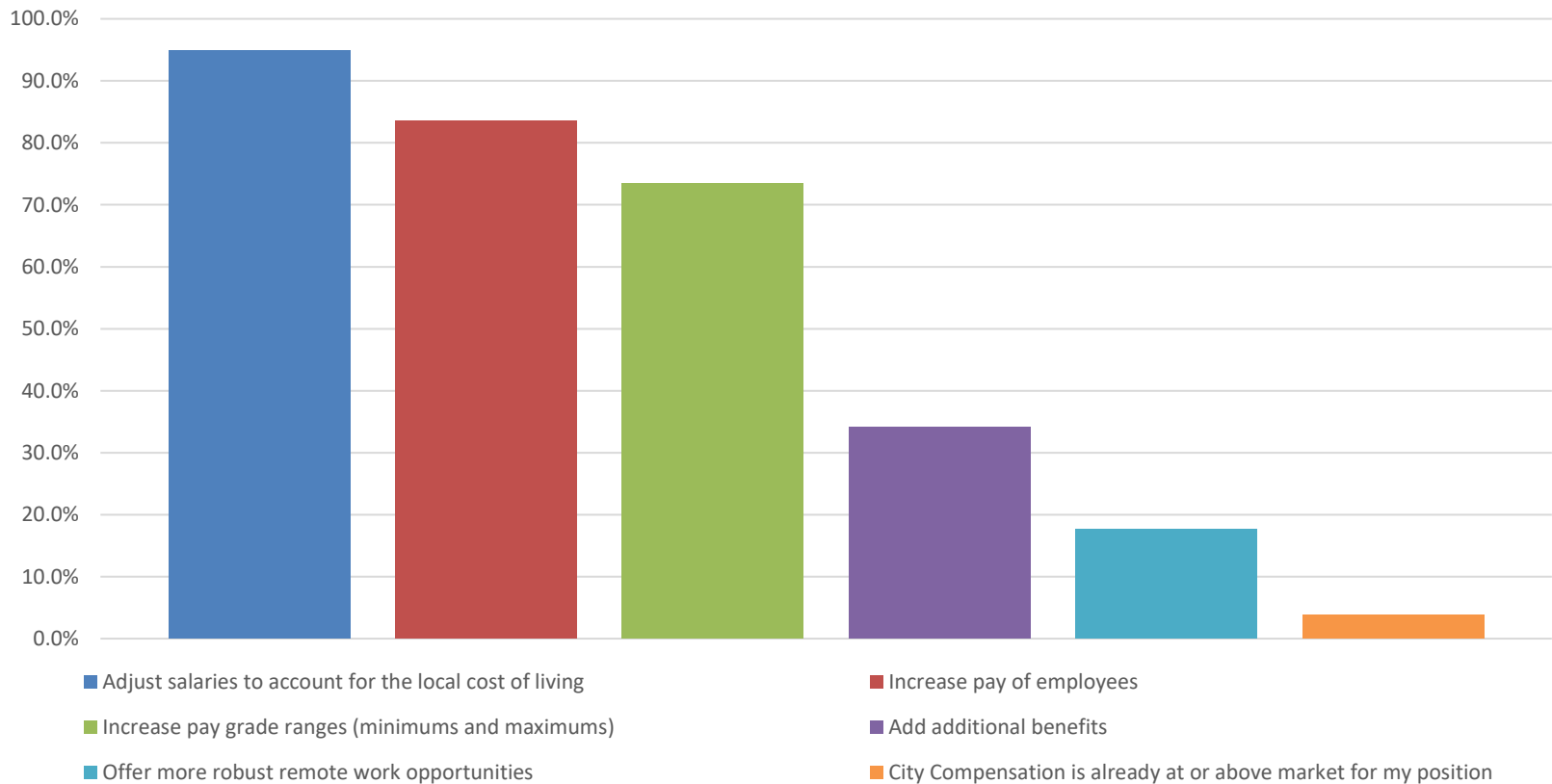
Employee Outreach

Compensation Concerns

- Starting salaries for entry-level positions
- Compression between new and tenured employees as well as between employees and supervisors
- Would like more communication regarding how starting pay is determined
- Incentives for education/certifications
- Competitive salaries with surrounding municipalities

Employee Outreach

Employee Suggestions for the City to be More Competitive with Market



Market Salary Survey

- Data was solicited from 15 peers
- Identified peers are close in proximity and represent employers that the City often competes with for quality employees.
- Bolded peers only provided average actual salary data (no defined ranges)

Market Peers
City of Isle of Palms
City of Beaufort, SC
City of Charleston, SC
City of Folly Beach, SC
City of Myrtle Beach, SC
City of North Charleston, SC
Town of Bluffton, SC
Town of Edisto Beach, SC
Town of Mount Pleasant, SC
Town of Sullivan's Island, SC
Town of Summerville, SC
City of Charleston, SC Fire Department
City of Myrtle Beach, SC Fire Department
Town of Mount Pleasant, SC Fire Department
Town of Sullivan's Island, SC Fire Department
Charleston County, SC

Market Salary Survey, cont.

- 42 classifications used as benchmarks
- Over 300 data points collected
- Results finalized in November 2023

Market Comparison at the 50th Percentile

At the Minimum
11.6% Below

At the Midpoint
11.1% Below

At the Maximum
11.0% Below

Average Range
Spread: 47.5%

Market Salary Survey, cont.

At the 50th percentile, there are 16 salary ranges that are greater than 10% behind market at the salary midpoint:

More than 20% Behind Market

- 14.6% of City classifications

20% - 15% Behind Market

- 7.3% of City classifications

15% - 10% Behind Market

- 14.6% of City classifications

Salary Plan Considerations

Maintain consistency and transparency in structure

Allow for flexibility to meet future need and that is fiscally sustainable

Base plans at the 50th percentile; Adjust pay plans by market midpoint of about 11%

Implementation Cost Explanations

Implementation Option	Description
Bring to New Minimum/Closest Step	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If their salary is already within the proposed pay range, no adjustment is made. The employee is then moved to the next highest/closest step.
Current Range Penetration Capped at 7.5%	A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place them at the same percentage through the proposed range or at a rate no more than a 7.5% increase to their current hourly rate.
Step to Step	This option calculates the cost of keeping each Public Safety employee on their current step within the new proposed plan.
Step Plus One	This option calculates the cost of moving each Public Safety employee up one step from their current step using the new proposed plan.

Implementation Costs by Option

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$233,665.02	67	\$ 3,487.54	6.9%
Current Range Penetration Capped at 7.5%	\$517,181.43	90	\$ 5,746.46	9.6%
Step to Step*	\$461,266.64	48	\$ 9,609.72	16.3%
Step Plus One*	\$514,840.73	48	\$ 10,725.85	18.3%

*Public Safety only

Recommendations

Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues and make changes to pay grade assignments if necessary.

Conduct a comprehensive classification and compensation study every three to five years subject to budget constraints and as market conditions are warranted.

Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans, and determining pay increase for employees who have been promoted to a different classification.

Thank You!

Allie Crumpler, Consultant
Evergreen Solutions, LLC

2528 Barrington Circle, Suite 2

Tallahassee, Florida 32308

850.383.0111 phone

850.383.1511 fax

www.ConsultEvergreen.com

City of Isle of Palms Boards and Commissions

Terms & Vacancies 12/31/2023

Members	Term	Seeking Re-Appointment?
Accommodation Tax Advisory Committee (3 year terms)		
Ray Burns (Lodging)	12/31/2023	Yes
Rebecca Kovalich (Lodging)	12/31/2023	Yes
Douglas Truslow (At-large)	12/31/2023	No
Gloria Clarke (Hospitality)	12/31/2025	Resigning effective 12/31/2023
Chas Akers (At-Large)	12/31/2025	
Barb Bergwerf (Arts & Culture)	12/31/2025	
Chrissy Lorenz (Hospitality)	12/31/2025	
Planning Commission (2 year term)		
Jeffrey Rubin	12/31/2023	Yes
Suzanne Nagelski	12/31/2023	Yes
Ron Denton	12/31/2023	Yes
Marty Brown	12/31/2023	No
David Cohen	12/31/2024	
Tim Ahmuty	12/31/2024	
Sandy Stone	12/31/2024	
Environmental Advisory Committee (3 year term, Student 1 year term)		
Jonathan Knoche	12/31/2023	No
Deb Faires	12/31/2023	No (moving off island)
Linda Plunkett	12/31/2023	No
Sandra Brotherton	12/31/2024	
Doug Hatler	12/31/2024	
Jordan Burrell	12/31/2024	
Belvin Olasov	12/31/2024	
Mary Pringle	12/31/2024	
Board of Zoning Appeals (3 year term)		
Brian Abel	12/31/2023	No
Arnold Karig	12/31/2024	Resigned (Term expires 12/31/2024)
Elizabeth Campsen	12/31/2025	Elected to City Council
Glenn Thornburg	12/31/2024	
Ted McKnight	12/31/2025	Applied for ATAX

Applicants for Boards & Commissions 2023

Accommodations Tax Advisory Committee

Ted McKnight

Mary Nelms

Mike Boykin

Planning Commission

Todd Murphy

Environmental Advisory Committee

Laura Lovins

Lucia Spiotta

Board of Zoning Appeals

Ellen Gower

Robert Miller

Susan Wheeler

Interested in Any Board or Commission

Park Williams

Dane Buckout

Application for Boards and Commissions

Applicant Name

Ellen Gower

Position Sought

Board of Zoning Appeals

Home Phone

(864) 430-2626

Work Phone

(864) 430-2626

Mobile Phone**Email****Are you a resident of the Isle of Palms?**

Yes

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

10

Address

407 Ocean Blvd, Isle of Palms, South Carolina 29451-2100

Occupation and Title

retired

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.

IOP exchange club, SCA volunteer for high school teachers, MUSC NICU volunteer,

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.

want to give back to my IOP community

Upload Résumé

latest resume.pdf

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ELLEN J. GOWER

(864) 430-2626
gower.ejg@gmail.com
407 Ocean Blvd
Isle of Palms, SC 29451

EDUCATION

- M.S., Medical University of South Carolina, Charleston, S.C., Microbiology and Immunology
- B.S., University of South Carolina, Columbia, S.C., Biology

TEACHING EXPERIENCE

The Citadel, Charleston, SC

Classes taught: Biology, Microbiology

Christ Church Episcopal School, Greenville, S.C.

- Upper School Courses taught: General Biology, Ecology, Forensics, Microbiology; Honors Biology, Advanced Placement Biology, International Baccalaureate Biology
- Middle School Courses taught: 7th grade Biology, 8th grade Physical Science

Greenville Technical College, Greenville, S.C.

- Courses taught: Human Microbiology, General Biology, Pharmacology
- Pharmacy Technician Department Chairman

Tutor: Biology, Chemistry

LABORATORY EXPERIENCE

Medical University of South Carolina, Charleston, S.C.

- Pharmacology Department, research specialist on mechanism of action of antihypertensive drugs in arterial blood pressure control mechanisms,
- Clinical Microbiology Laboratory, technician for isolation and identification of clinical viral, fungal and bacterial specimens

CHRONOLOGY

- 1969-1973: University of South Carolina
- 1973-1976: Medical University of South Carolina
- 1975-1978: MUSC Clinical Microbiology Laboratory
- 1978-1982: MUSC Pharmacology Department
- 1982-2014: Greenville Technical College
- 2001-2002: CCES Biology
- 2002-2010: CCES regular substitution
- 2010-2013: CCES long term substitution

SPECIAL PROJECTS and COMMUNITY SERVICE

- Pleasant Valley Connection: funds for after school program for K-8th grade 2004-2007
- Roper Mountain Science Center Fair: judge representing Greenville Technical College 2001-2005
- Master Gardeners of Greenville County: taught botany section of the course 1998-2001
- Red Cross: HIV/AIDS Education: grant administrator for four upstate counties 1995-1997
- Take Home Science Kits, Augusta Circle Elementary School: wrote and received grant; developed and administered project 1995
- Augusta Circle Elementary School: Chairman of annual community fundraiser; proceeds shared with lower socioeconomic school 1994-1995

- American Society Hospital Pharmacists Accreditation earned while Pharmacy Technician Department Chairman, Greenville Technical College 1993

Application for Boards and Commissions

Applicant Name

Robert Miller

Position Sought

Board of Zoning Appeals

Home Phone

(770) 330-0491

Work Phone

(770) 330-0491

Mobile Phone

(770) 330-0491

Email

BobMiller55555@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

7

Address

3 Fairway Village Drive, Isle of Palms, South Carolina 29451

Occupation and Title

Founder and CEO

Business or Employer Name

Miller Carpentry 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.

First and foremost my interest is to give back to this wonderful community. Second is to leverage my 47 years of business and leadership experience to help the processes for the citizens and the city.

Upload Résumé

Resume10-19-2023 Bob Miller.doc

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ROBERT L. MILLER

3 Fairway Village Lane, Isle of Palms, SC 29451

Bob.Miller@Alum.MIT.edu

770.330.0491

linkedin.com/in/bob-miller

EXECUTIVE LEADERSHIP

Natural Leader with broad experience and success in General Management, Sales, Marketing, Outsourcing, Customer Care, and Information Technology. Extensive business management background with successful track record of running companies and divisions, developing corporate strategies, building cloud capabilities, merging inter-corporation competencies, and identifying breakthrough technologies and businesses for venture investments. Strong executive level client skills and solid P&L experience. Recognized as outstanding facilitator, presenter with contagious enthusiasm..

Areas of Expertise:

- **Client & C-Suite Relationships**
- **General & Operating Management**
- **Sales, Marketing & Business Development**
- **Leadership & Team Building**
- **Problem Solving**
- **Revenue & Profit Improvement**
- **Joint Ventures & Strategic Alliances**
- **Strategic Planning & Organizational Leadership**
- **New Product & Services Development**
- **Performance Improvement**

PROFESSIONAL EXPERIENCE

MILLER CARPENTRY, LLC

2018 - Present

- Bob is Founder, CEO and Craftsman for Miller Carpentry, a fine finishing carpentry firm which specializes in interior trim, moulding, wainscoting, mantels, closets, shelving and cabinets barn doors, shiplap, and high-end exterior decks and stairs.
- Miller Carpentry is recognized for its superior quality and high client satisfaction.

CENTER FOR CONSUMER RECOVERY, Tulsa OK

2017 - 2018

Executive Director

- Bob is Executive Director of The Center for Consumer Recovery (CCR). CCR is under contract with Financial Samaritan a Merit Financial Solutions Company. CCR's mission is to procure consumer debt.
- Provide through contractual relationships a more benevolent aged credit collection
- CCR guarantees that they will not file a lawsuit against the consumer, will not harass or threaten consumers
- CCR through its contractual relationships will work with the consumer to get back on better financial footing and once the consumer gains footing work with them to collect aged debt.

IBM CORPORATION, Retired, Atlanta, GA

2002 – 2016

Global Client Director

2013 - 2016

Provide client executive leadership. Foster new buyer business development.

- Sold new managed services contracts, totaling \$160M and quadrupled product revenue in 3 years.
- Expanded IBM Executive presence at a key strategic outsourcing client.

- Rebuilt client growth by leading sales of exciting new capabilities in big data, analytics, mobility, and consumer engagement.
- Turned profit shrinkage into significant profit growth by focusing on higher margin solutions.

Director, IBM Industrial Sector

2011 - 2013

Managed business development, revenue, profit, client satisfaction, and long-term growth.

- Improved sales, profits, and margins dramatically by bringing on new team members, high visibility leadership, coaching, and continual focus on closing deals.
- Improved employee morale, enthusiasm, and effectiveness by applying personal leadership and motivational skills.
- Achieved number 1 unit in long term contractual commitments by providing high customer satisfaction and a hands-on executive approach when necessary to close deals.

VP, Energy & Utilities

2006 - 2011

Led business development, sales, delivery, and P&L responsibility for outsourced services for US Energy and Utility clients. Drove solid, active personal C-Suite relationships at Williams, Xcel, NStar, Excelon and Pepco

- Built sales and delivery leadership, leading to increase in qualified engagements and new revenues.
- Improved client satisfaction at each interaction through personal, hands-on involvement and unyielding focus.
- Contributed leadership to successful joint GBS and eBHS engagement for Texas Utilities Common Portal.
- Led development of a new internet of things high profit business model, driving new sources of revenue and profit.

VP, Communications Sector

2003 - 2006

Achieved \$1.1B in annual sales. Cultivated client relationships and sales and distribution of all IBM products and services to the telecommunications, media, entertainment, energy, utilities, and cable industries for the Eastern US.

- Motivated and re-energized team, generating double digit revenue and profit growth after years of decline.
- Implemented productivity and sales enhancements, enabling growth of over 25% in 24 months.
- Recognized as top VP for revenue, results, innovation, and extraordinary client relationships.

ADDITIONAL RELEVANT EXPERIENCE

EZ PRINTS, INC., Atlanta, GA

Founder, President & CEO

BELLSOUTH, Atlanta, GA

Executive VP, Customer Care

VP & General Manager, Sales & Service – Included Olympics voice and data communications

IBM

Global General Manager, Direct Customer Access & Kiosk Solutions, Atlanta, GA

EDUCATION

- **Master of Science (MS)**, Management, Sloan Fellowship, MIT Sloan School, Cambridge, MA
- **Bachelor of Science (BS)**, Commerce and Engineering, Drexel University, Philadelphia, PA

SELECTED PROFESSIONAL AFFILIATIONS

- Executive Leadership Council, and past Chair, American Cancer Society
- Board Member, Technology Association of Georgia
- Chairman, Board Member - Smart Energy Society, Technology Association of Georgia
- Chair, Superintendent's Community Council, Fulton County Schools
- Chair, Local Schools Council, Northview High School
- Board of Governors, MIT Sloan School
- Board of Directors, Atlanta Metropolitan YMCA

Application for Boards and Commissions

Applicant Name

Susan Wheeler

Position Sought

Board of Zoning Appeals

Home Phone

(843) 990-6118

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

Slajas1@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

7

Address

3205 Hartnett Blvd, Isle Of Palms, South Carolina 29451

Occupation and Title

Retired

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.

Sea island Habitat for Humanity, IOP Beach sweep

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 am interested in our local government and willing to be involved. I follow our City issues fairly closely and feel I could make a worthwhile contribution. My background is Business Administration, along with Accounting and Consulting. I am willing to serve on a different committee if needed.

Upload Résumé

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.

Application for Boards and Commissions

Applicant Name

Laura Lovins

Position Sought**Home Phone**

(513) 815-1015

Work Phone**Mobile Phone**

(513) 815-1015

Email

lurasue@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

3

Address

5 Links Clubhouse Ct, Isle Of Palms SC, South Carolina 29451

Occupation and Title

Retired

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.

Audubon Shorebird Steward program; IOP Island Turtle Team

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

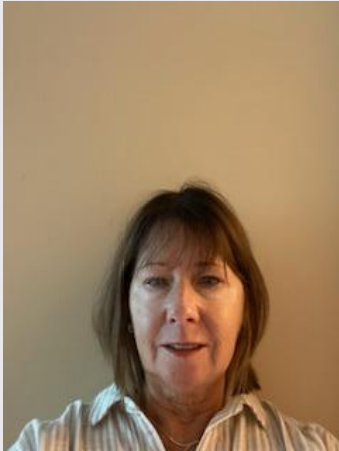
State your interest in serving on this Board or Commission.

I would like to have a voice in putting forth ideas for positive environmental policies that the City of Isle of Palms can consider for implementation. I completed the SC Coastal Master Naturalist course this past December ('22), and I feel I have a good grasp on environmental issues currently facing our barrier island community, as well as for issues that will be coming up in the years ahead.

Upload Résumé

resume.docx

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LAURA LOVINS

5 Links Clubhouse Ct.
Isle of Palms, SC 29451

CONTACT

PHONE:
513-815-1015

EMAIL:
lurasue@gmail.com

HOBBIES

Wildlife Photography
Water Color Painting
Pickle Ball
Running

NAME HERE

JOB TITLE HERE

EDUCATION

Western Illinois University

Graduated in 1977 with a BA in Communications Arts & Sciences and Minor in Business

South Carolina Coastal Master Naturalist Program

September 2022 – December 2023

Studied ecosystems, flora, fauna, and environments of the South Carolina barrier islands

EXPERIENCE

Audubon Shorebird Steward

May 2021 – June 2023

Worked in conjunction with Audubon and South Carolina DNR to monitor and protect threatened Least Tern colonies nesting on IOP. In 2023 I was site leader for the colony nesting site between 48th and 51st street beach access points on IOP. Each of the three (3) years I volunteered, I logged an average of 100 hours/month on the beach during the May-July nesting season.

IOP Island Turtle Team

May 2022 – current 2023 season, which will end August 20th

Walked the half mile beach stretch between Ocean Point community and Dewees Inlet Thursday mornings for 16 weeks in 2022 with my walk partner, Holly Barron -and will have walked 16 weeks in 2023 when we wrap up the season on 8/20. In 2022 we had two (2) nests in our section which were re-located in dunes near the Beach Property Owners house.

Application for Boards and Commissions

Applicant Name

Lucia Spiotta

Position Sought

Any

Home Phone

(843) 214-1905

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

lspiotta26@portergaud.edu

Are you a resident of the Isle of Palms?

Yes

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

9

Address

2708 Palm Blvd, Isle Of Palms, South Carolina 29451

Occupation and Title

Student

Business or Employer Name

Porter-Gaud School

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.

Isle of Palms Clean Up Crew, Girls on the Run, Girls Got Game, as well as Charitable Races

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 am interested in serving on the Environmental Advisory Committee in order to further my leadership and experience in the environmental field. As a resident of Isle of Palms, I would like to be more involved in understanding the preservation of and work that goes on in the background to keep our beautiful beaches vibrant.

Upload Résumé

Environmental Advisory Board.pdf

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Objective

To further my leadership and experience in the environmental field

Education

Aug 2022 - Present	Porter-Gaud School Charleston, SC Grade 10
--------------------	---

Volunteer Service

Sep 2022 - Present	Mentor Charleston, SC Girls on the Run Grade
--------------------	--

Mar 2022 - Present	Volunteer Isle of Palms, SC Isle of Palms Clean Up Crew Grade
--------------------	---

Extracurricular Activities

Aug 2023 - Present	WATCH Magazine Grade
--------------------	--------------------------------

Feb 2023 - Present	Varsity Track and Field Grade
--------------------	---

Aug 2022 - Present	Varsity Cross Country Grade
--------------------	---------------------------------------

Aug 2021 - Present	Youth in Government Grade
--------------------	-------------------------------------

Aug 2020 - Present	Math Team Grade
--------------------	---------------------------

Awards

May 2023	American Scholastic Mathematics Association Competition, Charleston S.C. Runner Up Grade
----------	--

Feb 2023	National History Day Documentary Finalist Grade
----------	---

Skills/Academic Achievement

Sep 2023

National Society of High School Scholars Ambassador
Grade
Skill Level: none

May 2022

Global Seal of Biliteracy for Functional Fluency in Spanish
Grade
Skill Level: none

Application for Boards and Commissions

Applicant Name

Ted McKnight

Position Sought

Accommodations Tax Advisory Committee

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

(570) 660-5320

Email

tedmcknight8@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

9

Address

2 Shad Row, Isle of Palms, South Carolina 29451-2717

Occupation and Title

Retired

Business or Employer Name

USA

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

BOZA

Have you served as an elected official of local government?

Yes

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

1. Board member Bliss Spiritual Co-op

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 someone who has been renting a house or renting my house on the IOP from 1998 through 2020, I have participated in Atax, and as such have an extreme interest in seeing most of the Atax money go to the improvement of IOP instead of to other municipalities who contribute little or no Atax money. I sincerely believe I can be of great help to the IOP and therefore the Atax board.

Upload Résumé

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Application for Boards and Commissions

Applicant Name

Mary Nelms

Position Sought

Accommodations Tax Advisory Committee

Home Phone

(843) 442-8558

Work Phone

(843) 849-2500

Mobile Phone

(843) 442-8558

Email

marymargaretnelms@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

3

Address

276 Forest Trail, Isle of Palms, South Carolina 29451

Occupation and Title

Vice President - General Manager

Business or Employer Name

Sinclair Broadcast Group

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.

I am motivated to serve on the accommodations tax committee for several meaningful reasons. This commitment stems from my genuine desire to enhance the well-being of our community, where I call the Isle of Palms home. By participating in this committee, I have the opportunity to directly influence the allocation of funds, contributing to the betterment of our cherished island.

I view this as a fundamental aspect of my civic duty, rooted in over 21 years of experience in the media and marketing industry. My extensive background equips me with valuable insights and expertise that I am eager to bring to this role. I am deeply passionate about promoting the beauty of our island and enhancing our infrastructure to support this endeavor.

My goal is to make the Isle of Palms an even more desirable place to both reside in and visit. Through my service on the accommodations tax committee, I aim to be an active force for positive change.

Upload Résumé

Mary Margaret Nelms Resume .pdf

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PROFILE

Mary Margaret Nelms is a highly accomplished media executive with over 25 years of experience. Known for her strategic vision and leadership, she has driven growth and innovation at WCIV and WPDE. Mary Margaret's expertise spans broadcast television and digital media. She is a leader who embraces emerging technologies and fosters a culture of creativity. Mary Margaret is a South Carolina native and Clemson University graduate. She has been a Sinclair Broadcast Group employee for 21 years. Nelms was named "General Manager of the Year" by Broadcasting & Cable in 2015, during a year of tragedy in the Charleston, SC market.

CONTACT

PHONE:
843-442-8558

EMAIL:
marymargaretnelms@gmail.com

ADDRESS:

276 Forest Trail
Isle of Palms, SC 29451

MARY MARGARET NELMS

VICE PRESIDENT- GENERAL MANAGER

EDUCATION

Clemson University
Bachelor of Science in Marketing
Clemson, South Carolina
1998

WORK EXPERIENCE

Sinclair Broadcast Group
Vice President-General Manager WCIV- Charleston, SC & WPDE- Myrtle Beach/Florence, SC
2010-Present
Strategic leader, operational oversight, revenue and budget management, content development and distribution, audience engagement and marketing, team leadership and development, regulatory compliance, crisis management, reporting to executive team.

Sinclair Broadcast Group
General Sales Manager WTAT- Charleston, SC
2008-2010
Sales team leader, revenue generation, sales planning and forecasting, client relationship management, sales operations, sales strategy development, performance analysis and reporting, compliance and ethics, communication, and collaboration with other departments.

Sinclair Broadcast Group
National Sales Manager
2005-2008
Developed national sales strategy, sales team leader, national account management, sales planning and forecasting, reporting, and analytics.

Application for Boards and Commissions

Applicant Name

mike boykin

Position Sought

Accommodations Tax Advisory Committee

Home Phone

(704) 589-9038

Work Phone**Mobile Phone**

(704) 589-9038

Email

mike@bespokesportsmarketing.com

Are you a resident of the Isle of Palms?

Yes

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

3005 Cameron Blvd, Isle of Palms, South Carolina 29451

Occupation and Title

CEO

Business or Employer Name

Bespoke Sports and Entertainment

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.

Feeding the Hungry, Charlotte Sport + Business, USC Dean's Leadership Council, USC Hospitality Retail Sports Management

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 want to help IOP continue to prosper, and I believe my sales and marketing experience; as well as running a successful small business will allow me to contribute.

Upload Résumé

MBoykin prof profile.pdf

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Contact

1000 West Morehead Street
Suite M-100
Charlotte, NC 28208
704-589-9038 (Home)
mike@bespokesportsmarketing.com

www.linkedin.com/in/mike-boykin-b6443311 (LinkedIn)
www.bespokesportsmarketing.com (Company)

Top Skills

Sports
Sports Marketing
Fundraising

Certifications

Omnicom University SMP Program

Mike Boykin

CEO, Bespoke Sports & Entertainment
Charlotte Metro

Summary

Mike is CEO at Bespoke Sports & Entertainment. Bespoke is a sports and entertainment consulting and experiential marketing agency that assists brands in selecting the right partnerships and maximizing their sponsorship investment. We are a collective of experienced sports and entertainment marketers who broke out of the big agency world to deliver a more personalized service offering to brands. Combining years of industry experience and invaluable professional relationships, Bespoke provides thoughtful senior-level counsel and custom marketing solutions that are specifically tailored for individual brands.

For more than 30 years, Mike has led brand strategy, consultation, property negotiation, event marketing activities, account team management and activation platforms across the collegiate landscape and motorsports, as well as Olympics, MLB, NASCAR, NBA, NFL and PGA Tour.

Mike has served as a speaker at various industry conferences and universities. He is also a published writer in the pages of SportsBusiness Journal and is regularly sought for insight on marketing trends in the pages of industry trade publications, business magazines and consumer media. Mike led the founding of the Charlotte Sports+Business network, which brings together industry professionals for networking, business generation, professional development and promotion of their respective sports business communities.

Mike previously led global business development and the sports practice at GMR Marketing. Prior to that, he held leadership positions at marketing, media and facilities companies within the sports industry, including ESPN Regional, Host Communications, Supersports and the Checkerdome.

Mike is a graduate of the University of South Carolina and the Ohio University Sports Administration program. He is also a recipient of the Charles R. Higgins Distinguished Alum Award from the Ohio University Sports Administration program.

Experience

Bespoke Sports & Entertainment

Chief Executive Officer

2014 - Present (9 years)

Charlotte, NC

Mike is responsible for creating and implementing the strategic direction of the agency and oversight of all service offerings and client teams, with a focus on client growth and industry relationships. Bespoke Sports & Entertainment provides end-to-end marketing services, from upfront strategic consulting and creative development through experiential activation, digital engagement and program measurement. The agency was created to provide counsel and specialized services to assist brands in selecting the right partnerships, maximizing their sponsorship investment and connecting with fans through authentic engagements.

GMR Marketing

Executive Vice President, Sports Marketing

1998 - 2014 (16 years)

Charlotte, NC

Mike played the lead role in building the GMR Marketing global sports brand through strategy, corporate consulting, developing and maintaining high-level sports industry relationships, agency integration, creative activations and client management. GMR – a global, integrated, award-winning engagement marketing agency – consists of more than 600 full-time professionals that create, consult and activate on behalf of brands in over 70 countries. During his tenure, GMR's sports practice provided international and domestic consulting and activation to more than 25 brands across 30-plus sports properties.

Education

University of South Carolina

BS, Journalism · (1976 - 1980)

Ohio University

MS, Sports Administration · (1981 - 1982)

Application for Boards and Commissions

Applicant Name

Dane Buckhout

Position Sought

Any

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

(843) 323-9496

Email

danebuckhout00@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

4

Address

7 Allie Ct, Isle of Palms, South Carolina 29451

Occupation and Title

Property Management, Leasing Manager

Business or Employer Name

Greystar Real Estate Partners, 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.

Charleston Surfrider

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.

The Environmental Advisory Committee interests me primarily because, I feel that having a position on this committee would provide me with an opportunity to serve the community that I am proud to be a part of. While I have not been a resident of IOP for long, I have vacationed to Isle of Palms every summer since 2000 to visit our family in Mount Pleasant. I've always held Isle of Palms in a very high regard, and ever since relocating to the island as a family, my feelings have grown stronger.

I grew up in Southern Shores, North Carolina out on the Outer Banks. My parents and community there brought me up with the mindset of doing right by our natural environment and being caring stewards in preserving the natural beauty of the Carolina coastline.

After graduating from the College of Charleston and entering the workforce, I'm seeking ways that I can volunteer time to my greatest passion, environmental sustainability. When I saw on the City's Instagram account that a position had opened, I felt that this committee would be a great use of my time. Thank you

for your taking the time to look over my application and resume.

Kind regards,

Dane Buckhout

Upload Résumé

Resume 09.2023.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.

Application for Boards and Commissions

Applicant Name

Dane Buckhout

Position Sought

Any

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

(843) 323-9496

Email

danebuckhout00@gmail.com

Are you a resident of the Isle of Palms?

Yes

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

4

Address

7 Allie Ct, Isle of Palms, South Carolina 29451

Occupation and Title

Property Management, Leasing Manager

Business or Employer Name

Greystar Real Estate Partners, 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

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Kind regards,

Dane Buckhout

Upload Résumé

Resume 09.2023.pdf

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Dane Buckhout

7 Allie Ct, Isle of Palms SC 29451

Cell: (843) 323-9496

E-mail: danebuckhout00@gmail.com

EDUCATION

- College of Charleston, Charleston, SC
 - *Bachelor of Arts in Communication*, May 2022
 - Minor: Marketing

WORK EXPERIENCE

Leasing Manager, Greystar – Atlantic on Romney, Charleston, SC April 2023-Present

- Promoted to Leasing Manager and asked to join the team at a brand-new construction located on Romney St. in downtown Charleston.
- Eight story mid-rise tower, lease-up project with Middle Street Partners a local development firm.
- Currently conducting pre-leasing, hart hat tours, marketing outreach, and construction walks on-site.

Leasing Professional, Greystar - Monty, North Charleston, SC September 2022-April 2023

Responsible for leasing activities at Monty Apartments, a 300-unit apartment community developed and managed by Greystar.

- Generated 56 leases over the course of 7 months, totaling approximately \$1.5 million in annual revenue.
- Plan and host approximately 3 resident events per month.
- Responsible for content creation via social media, as well as outreach marketing in the local community.

Logistics Executive, JEAR Logistics, Mt Pleasant, SC June 2022- September 2022

Well-established third-party Logistics company specializing in hauling frozen poultry, frozen seafood, and fresh produce in full truckloads within the continental US and Canada:

- As leading producer in first 3 months, successful putting 92 trucks on the road, generating >\$90K in revenue for the company.
- Source load deals daily, and manage execution with truck drivers, dispatchers, and receiving companies to ensure optimal pricing, timely delivery, and product integrity.
- Provide 24/7 customer service and support for each load.

Marketing Intern, OME Gear, Charleston, SC January 2022- May 2022

Environmentally conscious outdoor & adventure gear company known for The Wanderr recreational hauler sold around the world:

- Created and managed content for the Instagram and TikTok accounts.
- Managed the posting schedule for the Instagram and Facebook.
- Over 1 month period, generated 12,516 impressions, 646 engagements, and reached 7,495 Instagram accounts.

LEADERSHIP EXPERIENCE

Communications Director, Citizens Climate Education, College of Charleston November 2020-May 2021

- Served as an Executive Board Member; managed the Club's email and correspondence.

President, Watersports Club, College of Charleston August 2019-May 2021

- Lead Officer in newly formed organization: planned and organized agendas, meetings and trips.
- Managed relationships with cable parks and negotiated fees with management personnel.
- Collected dues from members, created annual club budget, maintained equipment inventory and membership records.

Senator, Student Government Association, College of Charleston August 2018-May 2020

- Served on initiative Committees with voting responsibility on behalf of student constituents.

- Had oversight over high-impact initiatives involving allocation of funds; approved budgets for student organizations.
- Maintained strong working relationships with faculty and staff at the college.

VOLUNTEER AND OTHER EXPERIENCE

Challah for Hunger , Charleston, SC – Baked, packaged + sold challah to benefit the Lowcountry Food Bank	Oct 2019-May 2022
Charleston Surfrider Foundation , Charleston, SC – Active in Surfrider sponsored beach cleanups	August 2018-Present

Anticipated Implementation Date	1/1/2024
---------------------------------	----------

Fire

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$100,499.05	30	\$ 3,349.97	7.1%
Class Year Parity	\$346,008.20	30	\$ 11,533.61	20.6%
Hire Year Parity	\$346,008.20	30	\$ 11,533.61	20.6%
Current Range Penetration	\$318,394.19	30	\$ 10,613.14	18.8%
Current Range Penetration Capped at 7.5%	\$163,077.34	30	\$ 5,435.91	10.3%
Step to Step	\$295,924.20	30	\$ 9,864.14	17.5%
Step Movement with 15% Cap	\$261,428.41	30	\$ 8,714.28	16.1%
Step Plus One	\$328,634.67	30	\$ 10,954.49	19.5%
Hybrid Year	\$346,008.20	30	\$ 11,533.61	20.6%
Compa Ratio	\$384,628.64	30	\$ 12,820.95	23.7%
Discounted Compa Ratio	\$323,214.26	30	\$ 10,773.81	19.9%

Police

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$66,211.86	18	\$ 3,678.44	7.1%
Class Year Parity	\$216,390.20	18	\$ 12,021.68	19.8%
Hire Year Parity	\$216,390.20	18	\$ 12,021.68	19.8%
Current Range Penetration	\$194,951.89	18	\$ 10,830.66	17.8%
Current Range Penetration Capped at 7.5%	\$104,293.71	18	\$ 5,794.10	10.1%
Step to Step	\$176,680.79	18	\$ 9,815.60	16.2%
Step Movement with 15% Cap	\$169,112.42	18	\$ 9,395.13	15.9%
Step Plus One	\$197,737.59	18	\$ 10,985.42	18.2%
Hybrid Year	\$216,390.20	18	\$ 12,021.68	19.8%
Compa Ratio	\$240,968.18	18	\$ 13,387.12	22.8%
Discounted Compa Ratio	\$203,509.38	18	\$ 11,306.08	19.2%

General

Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Bring to New Minimum	\$38,652.44	18	\$ 2,147.36	4.6%
Class Year Parity	\$268,330.88	36	\$ 7,453.64	11.3%
Hire Year Parity	\$367,997.89	38	\$ 9,684.16	13.5%
Current Range Penetration	\$337,285.37	42	\$ 8,030.60	11.1%
Current Range Penetration Capped at 7.5%	\$174,784.52	42	\$ 4,161.54	6.3%
Current Range Penetration Capped at 10%	\$477,926.80	45	\$ 10,620.60	16.1%
Hybrid Year	\$317,765.76	38	\$ 8,362.26	12.1%
Compa Ratio	\$337,285.37	42	\$ 8,030.60	11.1%
Discounted Compa Ratio	\$258,675.99	37	\$ 6,991.24	9.4%

Implementation Option	Description
Bring to New Minimum/Closest Step	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If their salary is already within the proposed pay range, no adjustment is made. The employee is then moved to the next highest/closest step.
Class Year Parity	This option aims to re-align an employee's salary within their recommended range based on how long they have worked in their current classification. This is done on the basis of 30 year career trajectory, where an employee with 15 years of experience would be placed at the midpoint, whereas an employee with 30 or more years would be at maximum. The employee is then moved to the next highest/closest step.
Hire Year Parity	This option aims to re-align an employee's salary within their recommended range based on how long they have worked with the District overall. This is done on the basis of 30 year career trajectory, where an employee with 15 years of experience would be placed at the midpoint, whereas an employee with 30 or more years would be at maximum. The employee is then moved to the next highest/closest step.
Current Range Penetration	A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place them at the same percentage through the proposed range. For example, if an individual is 40 percent through their current range, they are brought to 40 percent through the recommended range. The employee is then moved to the next highest/closest step.
Current Range Penetration Capped at 7.50% or 10%	A calculation is performed to determine the percentage through the current range an employee's salary falls. The employee's recommended salary calculation will place them at the same percentage through the proposed range or at a rate no more than a 10% increase to their current hourly rate.
Step to Step	This option calculates the cost of keeping each employee on their current step within the new proposed plan.
Step Plus One	This option calculates the cost of moving each employee up one step from their current step using the new proposed plan.
Hybrid Year	A calculation that places employees into their newly recommended ranges based on a hybrid between their time spent in their current classification title and total time with the organization.
Compa Ratio	A calculation is performed to evaluate an employer's current ratio to their grade midpoint. The ratio is then applied to place employees into their new range at the same ratio vs. the midpoint. For example employees who are at the midpoint now (100% compa ratio) would be placed at their new range midpoint.

Total Implementation Costs

	Implementation Option	Total Implementation Cost	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
	Bring to New Minimum	\$205,363.35	66	\$ 3,111.57	6.2%
	Class Year Parity	\$830,729.29	84	\$ 9,889.63	17.2%
	Hire Year Parity	\$930,396.29	86	\$ 10,818.56	18.0%
	Current Range Penetration	\$850,631.45	90	\$ 9,451.46	15.9%
	Current Range Penetration Capped at 7.5%	\$442,155.58	90	\$ 4,912.84	8.9%
PS Only	Step to Step	\$472,604.99	48	\$ 9,845.94	16.8%
PS Only	Step Movement with 15% Cap	\$430,540.83	48	\$ 8,969.60	16.0%
PS Only	Step Plus One	\$526,372.26	48	\$ 10,966.09	18.8%
	Hybrid Year	\$880,164.16	86	\$ 10,234.47	17.5%
	Compa Ratio	\$962,882.18	90	\$ 10,698.69	19.2%
	Discounted Compa Ratio	\$785,399.63	85	\$ 9,240.00	16.2%

*Evergreen provided total cost estimates for current position's base salaries.

** Payroll summaries includes fully loaded cost for all positions (current and vacancies).

Proposed Pay Plan

60th Percentile

Fire Plan		Proposed Plan Starting Salary				\$ 49,000.00
		Fire Adjustment Key				0.0%
Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
F01	\$49,000.00	\$61,250.00	\$73,500.00	50.0%	-	1.7%
F02	\$53,900.00	\$67,375.00	\$80,850.00	50%	10.0%	1.7%
F03	\$59,290.00	\$74,112.50	\$88,935.00	50%	10%	1.7%
F04	\$65,219.00	\$81,523.75	\$97,828.50	50%	10%	1.7%
F05	\$71,740.90	\$89,676.13	\$107,611.35	50%	10%	1.7%

Police Plan		Proposed Plan Starting Salary				\$ 54,500.00
		Police Adjustment Key				0.0%
Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
P01	\$54,500.00	\$68,125.00	\$81,750.00	50.0%	-	1.7%
P02	\$59,950.00	\$74,937.50	\$89,925.00	50%	10.0%	1.7%
P03	\$65,945.00	\$82,431.25	\$98,917.50	50%	10%	1.7%
P04	\$72,539.50	\$90,674.38	\$108,809.25	50%	10%	1.7%
P05	\$79,793.45	\$99,741.81	\$119,690.18	50%	10%	1.7%

General Plan		Proposed Plan Starting Salary				\$ 40,000.00
		General Adjustment Key				0.0%
Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	
G01	\$40,000.00	\$51,000.00	\$62,000.00	55.0%	-	
G02	\$42,800.00	\$54,570.00	\$66,340.00	55%	7.0%	
G03	\$45,796.00	\$58,389.90	\$70,983.80	55%	7%	
G04	\$49,001.72	\$62,477.19	\$75,952.67	55%	7%	
G05	\$52,431.84	\$66,850.60	\$81,269.35	55%	7%	
G06	\$56,102.07	\$71,530.14	\$86,958.21	55%	7%	
G07	\$60,029.21	\$76,537.25	\$93,045.28	55%	7%	
G08	\$64,231.26	\$81,894.86	\$99,558.45	55%	7%	
G09	\$68,727.45	\$87,627.50	\$106,527.54	55%	7%	
G10	\$73,538.37	\$93,761.42	\$113,984.47	55%	7%	
G11	\$78,686.05	\$100,324.72	\$121,963.38	55%	7%	
G12	\$84,194.08	\$107,347.45	\$130,500.82	55%	7%	
G13	\$90,087.66	\$114,861.77	\$139,635.88	55%	7%	
G14	\$96,393.80	\$122,902.10	\$149,410.39	55%	7%	
G15	\$103,141.37	\$131,505.24	\$159,869.12	55%	7%	
G16	\$110,361.26	\$140,710.61	\$171,059.96	55%	7%	
G17	\$118,086.55	\$150,560.35	\$183,034.15	55%	7%	
G18	\$126,352.61	\$161,099.58	\$195,846.54	55%	7%	
G19	\$135,197.29	\$172,376.55	\$209,555.80	55%	7%	
G20	\$144,661.10	\$184,442.90	\$224,224.71	55%	7%	

Proposed Pay Plan Step Schedules 60th Percentile																									
Grades	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
F01	\$ 49,000.00	\$ 49,834.86	\$ 50,683.94	\$ 51,547.49	\$ 52,425.75	\$ 53,318.97	\$ 54,227.41	\$ 55,151.34	\$ 56,091.00	\$ 57,046.67	\$ 58,018.63	\$ 59,007.14	\$ 60,012.50	\$ 61,034.99	\$ 62,074.89	\$ 63,132.52	\$ 64,208.16	\$ 65,302.14	\$ 66,414.75	\$ 67,546.31	\$ 68,697.16	\$ 69,867.62	\$ 71,058.01	\$ 72,268.69	\$ 73,500.00
F02	\$ 53,900.00	\$ 54,818.34	\$ 55,752.33	\$ 56,702.23	\$ 57,668.32	\$ 58,650.87	\$ 59,650.16	\$ 60,666.47	\$ 61,700.10	\$ 62,751.34	\$ 63,820.49	\$ 64,907.86	\$ 66,013.75	\$ 67,138.48	\$ 68,282.38	\$ 69,445.77	\$ 70,628.98	\$ 71,832.35	\$ 73,056.22	\$ 74,300.95	\$ 75,566.88	\$ 76,854.38	\$ 78,163.82	\$ 79,495.56	\$ 80,850.00
F03	\$ 59,290.00	\$ 60,300.18	\$ 61,327.57	\$ 62,372.46	\$ 63,435.15	\$ 64,515.95	\$ 65,615.17	\$ 66,733.12	\$ 67,870.11	\$ 69,026.47	\$ 70,202.54	\$ 71,398.64	\$ 72,615.12	\$ 73,852.33	\$ 75,110.62	\$ 76,390.35	\$ 77,691.88	\$ 79,015.58	\$ 80,361.84	\$ 81,731.04	\$ 83,123.57	\$ 84,539.82	\$ 85,980.20	\$ 87,445.12	\$ 88,935.00
F04	\$ 65,219.00	\$ 66,330.19	\$ 67,460.32	\$ 68,609.70	\$ 69,778.67	\$ 70,967.55	\$ 72,176.69	\$ 73,406.43	\$ 74,657.12	\$ 75,929.12	\$ 77,222.79	\$ 78,538.50	\$ 79,876.64	\$ 81,237.57	\$ 82,621.68	\$ 84,029.38	\$ 85,461.07	\$ 86,917.14	\$ 88,398.03	\$ 89,904.15	\$ 91,435.92	\$ 92,993.80	\$ 94,578.22	\$ 96,189.63	\$ 97,828.50
F05	\$ 71,740.90	\$ 72,963.21	\$ 74,206.35	\$ 75,470.67	\$ 76,756.54	\$ 78,064.31	\$ 79,394.36	\$ 80,747.07	\$ 82,122.83	\$ 83,522.03	\$ 84,945.07	\$ 86,392.36	\$ 87,864.30	\$ 89,361.32	\$ 90,883.85	\$ 92,432.32	\$ 94,007.17	\$ 95,608.86	\$ 97,237.83	\$ 98,894.56	\$ 100,579.51	\$ 102,293.18	\$ 104,036.04	\$ 105,808.59	\$ 107,611.35

Grades	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16	17	18	19	20	21	22	23	24	25
P01	\$ 54,500.00	\$ 55,428.57	\$ 56,372.95	\$ 57,333.43	\$ 58,310.27	\$ 59,303.75	\$ 60,314.16	\$ 61,341.79	\$ 62,386.93	\$ 63,449.87	\$ 64,530.92	\$ 65,630.39	\$ 66,748.60	\$ 67,885.85	\$ 69,042.48	\$ 70,218.82	\$ 71,415.20	\$ 72,631.97	\$ 73,869.46	\$ 75,128.04	\$ 76,408.07	\$ 77,709.90	\$ 79,033.91	\$ 80,380.49	\$ 81,750.00
P02	\$ 59,950.00	\$ 60,971.42	\$ 62,010.25	\$ 63,066.77	\$ 64,141.30	\$ 65,234.13	\$ 66,345.58	\$ 67,475.97	\$ 68,625.62	\$ 69,794.86	\$ 70,984.01	\$ 72,193.43	\$ 73,423.46	\$ 74,674.44	\$ 75,946.73	\$ 77,240.70	\$ 78,556.72	\$ 79,895.16	\$ 81,256.41	\$ 82,640.85	\$ 84,048.87	\$ 85,480.89	\$ 86,937.31	\$ 88,418.53	\$ 89,925.00
P03	\$ 65,945.00	\$ 67,068.56	\$ 68,211.27	\$ 69,373.45	\$ 70,555.43	\$ 71,757.54	\$ 72,980.14	\$ 74,223.57	\$ 75,488.18	\$ 76,774.34	\$ 78,082.41	\$ 79,412.77	\$ 80,765.80	\$ 82,141.88	\$ 83,541.40	\$ 84,964.77	\$ 86,412.40	\$ 87,884.68	\$ 89,382.05	\$ 90,904.93	\$ 92,453.76	\$ 94,028.98	\$ 95,631.04	\$ 97,260.39	\$ 98,917.50
P04	\$ 72,539.50	\$ 73,775.42	\$ 75,032.40	\$ 76,310.79	\$ 77,610.97	\$ 78,933.30	\$ 80,278.15	\$ 81,645.92	\$ 83,037.00	\$ 84,451.77	\$ 85,890.66	\$ 87,354.05	\$ 88,842.38	\$ 90,356.07	\$ 91,895.55	\$ 93,461.25	\$ 95,053.64	\$ 96,673.15	\$ 98,320.26	\$ 99,995.43	\$ 101,699.14	\$ 103,431.88	\$ 105,194.14	\$ 106,986.43	\$ 108,809.25
P05	\$ 79,793.45	\$ 81,152.96	\$ 82,535.64	\$ 83,941.87	\$ 85,372.06	\$ 86,826.63	\$ 88,305.97	\$ 89,810.52	\$ 91,340.70	\$ 92,896.95	\$ 94,479.72	\$ 96,089.46	\$ 97,726.62	\$ 99,391.67	\$ 101,085.10	\$ 102,807.38	\$ 104,559.00	\$ 106,340.46	\$ 108,152.28	\$ 109,994.97	\$ 111,869.05	\$ 113,775.07	\$ 115,713.55	\$ 117,685.07	\$ 119,690.18

CITY OF ISLE OF PALMS **GENERAL FUND**

						Full Year			1/2 Year			Full Years				
GL Number	Description	ACTUAL	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET FY24	Evergreen Proposal 10% Cap Gen No Cap for PS	INCREASE/ (DECREASE) FROM FY24 BUDGET	BUDGET FY24 (6 MOS)	Evergreen Proposal Effective 1/1/24 (6 MOS)	Total Estimated Cost	FORECAST FY25	FORECAST FY26	FORECAST FY27	FORECAST FY28
		FY19	FY20	FY21	FY22	FY23										

SUMMARY OF PERSONNEL COSTS

SALARIES & WAGES	4,650,137	4,630,169	4,787,160	5,071,643	5,967,690	5,906,861	6,674,362	767,501	2,953,431	3,337,181	383,750	7,023,176	7,198,755	7,378,724	7,563,192
OVERTIME	482,531	552,680	515,719	532,521	580,586	559,979	647,220	87,241	279,990	323,610	43,620	663,400	679,985	696,985	714,410
PARTTIME	325,639	268,838	295,032	269,893	328,514	445,300	445,300	-	222,650	222,650	-	456,433	467,843	479,539	491,528
SUBTOTAL SALARIES & WAGES	5,458,306	5,451,686	5,597,911	5,874,057	6,876,790	6,912,140	7,766,881	854,741	3,456,070	3,883,441	427,371	8,143,008	8,346,584	8,555,248	8,769,129
% INCREASE FROM PRIOR YEAR	-2%	-0.1%	3%	5%	17%	1%	12%			12%		18%	2%	2%	2%

FICA	406,343	404,699	422,251	440,611	514,688	528,779	594,166	65,388	264,389	297,083	32,694	622,940	638,514	654,476	670,838
RETIREMENT	795,310	852,571	869,570	962,648	1,213,428	1,318,882	1,495,662	176,780	659,441	747,831	88,390	1,510,619	1,525,725	1,540,982	1,556,392
GROUP HEALTH	782,482	778,285	794,816	792,064	822,330	1,029,126	1,038,718	9,592	514,563	519,359	4,796	1,090,653	1,123,373	1,157,074	1,191,786
WORKERS COMP	182,209	179,520	182,544	242,595	286,292	302,817	344,001	41,184	151,409	172,000	20,592	352,601	361,416	370,451	379,713
UNEMPLOYMENT	-	3,000	1,994	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FRINGES	2,166,344	2,218,075	2,271,175	2,437,918	2,836,738	3,179,604	3,472,547	292,943	1,589,802	1,736,273	146,472	3,576,813	3,649,027	3,722,984	3,798,729
% INCREASE FROM PRIOR YEAR	3%	2.4%	2%	7%	16%	12%	9%			9%		12%	2%	2%	2%
% OF SALARIES & WAGES	40%	41%	41%	42%	41%	46%	45%		46%	45%		44%	44%	44%	43%

TOTAL PERSONNEL COSTS	7,624,650	7,669,761	7,869,086	8,311,975	9,713,528	10,091,744	11,239,428	1,147,685	5,045,872	5,619,714	573,842	11,719,821	11,995,611	12,278,232	12,567,859
% INCREASE FROM PRIOR YEAR	-1%	1%	3%	6%	17%	4%	11%			11%		16%	2%	2%	2%

Notes:

1. Fully loaded increase for 1 full year

\$ 1,147,685
2. Approximate increase for 6 mo impacting FY24 budget effective 1/1

\$ 573,842
3. FY24 budget assumed 95% of salary and wages for Police Department, and 75% of salary and wages of 6 new paramedics in Fire Department
4. Forecasted years assume all departments fully staffed at 100%
5. Market adjustment option assumes General Employees at the 50th percentile with adjustments capped at 10% (some employees may need larger % to be brought up to the new minimum)
6. Market adjustment option assumes Police and Fire Department step plan at the 60th percentile. Employees are placed in the same step in the new proposed plan.
7. This option yields average increases/adjustments as follows:

Police Department Step Pay Plan: 16.2% or \$9,815

Fire Department Step Pay Plan: 17.5% or \$9,864

General Pay Plan: 8.3% or \$5,430

CITY OF ISLE OF PALMS **GENERAL FUND**

						Full Year			1/2 Year			Full Years			
GL Number	Description	ACTUAL	ACTUAL	ACTUAL	ACTUAL	BUDGET	Evergreen Proposal 7.50% Cap Gen 15% Cap for PS	INCREASE/ (DECREASE) FROM FY24 BUDGET	BUDGET	Evergreen Proposal Effective 1/1/24 (6 MOS)	Total Estimated Cost	FORECAST	FORECAST	FORECAST	FORECAST
		FY19	FY20	FY21	FY22	FY23	FY24	FY24	FY24	FY24	FY24	FY25	FY26	FY27	FY28

SUMMARY OF PERSONNEL COSTS

SALARIES & WAGES	4,650,137	4,630,169	4,787,160	5,071,643	5,967,690	5,906,861	6,574,102	667,241	2,953,431	3,287,051	333,620	6,920,409	7,093,419	7,270,755	7,452,524
OVERTIME	482,531	552,680	515,719	532,521	580,586	559,979	638,766	78,787	279,990	319,383	39,394	654,736	671,104	687,882	705,079
PARTTIME	325,639	268,838	295,032	269,893	328,514	445,300	445,300	-	222,650	222,650	-	456,433	467,843	479,539	491,528
SUBTOTAL SALARIES & WAGES	5,458,306	5,451,686	5,597,911	5,874,057	6,876,790	6,912,140	7,658,168	746,028	3,456,070	3,829,084	373,014	8,031,577	8,232,367	8,438,176	8,649,130
% INCREASE FROM PRIOR YEAR	-2%	-0.1%	3%	5%	5%	1%	11%			11%		16%	2%	2%	2%

FICA	406,343	404,699	422,251	440,611	514,688	528,779	585,850	57,071	264,389	292,925	28,536	614,416	629,776	645,520	661,658
RETIREMENT	795,310	852,571	869,570	962,648	1,213,428	1,318,882	1,473,822	154,941	659,441	736,911	77,470	1,488,561	1,503,446	1,518,481	1,533,666
GROUP HEALTH	782,482	778,285	794,816	792,064	822,330	1,029,126	1,038,718	9,592	514,563	519,359	4,796	1,090,653	1,123,373	1,157,074	1,191,786
WORKERS COMP	182,209	179,520	182,544	242,595	286,292	302,817	339,208	36,391	151,409	169,604	18,196	347,689	356,381	365,290	374,423
UNEMPLOYMENT	-	3,000	1,994	-	-	-	-	-	-	-	-	-	-	-	-
SUBTOTAL FRINGES	2,166,344	2,218,075	2,271,175	2,437,918	2,836,738	3,179,604	3,437,598	257,995	1,589,802	1,718,799	128,997	3,541,318	3,612,976	3,686,366	3,761,533
% INCREASE FROM PRIOR YEAR	3%	2.4%	2%	7%	16%	12%	8%			8%		11%	2%	2%	2%
% OF SALARIES & WAGES	40%	41%	41%	42%	41%	46%	45%		46%	45%		44%	44%	44%	43%

TOTAL PERSONNEL COSTS	7,624,650	7,669,761	7,869,086	8,311,975	9,713,528	10,091,744	11,095,766	1,004,023	5,045,872	5,547,883	502,011	11,572,896	11,845,343	12,124,542	12,410,664
% INCREASE FROM PRIOR YEAR	-1%	1%	3%	6%	6%	4%	10%			9%		15%	2%	2%	2%

Notes:

1. Increase cost for full year

\$1,004,023
2. Approximate increase cost for half a year effective 1/1/24

\$502,011
3. FY24 budget assumed 95% of salary and wages for Police Department, and 75% of salary and wages of 6 new paramedics in Fire Department
4. Forecasted years assume all departments fully staffed at 100%
5. Market adjustment option assumes General Employees at the 50th percentile with adjustments capped at 7.5% (some employees may need larger % to be brought up to the new minimum)
6. Market adjustment option assumes Police and Fire Department step pay plan at the 60th percentile, and adjustments capped at 15%. This option moves employees off of their current step and places them on the step closest to the 15% adjustment. Step employees would not receive full credit for their level of tenure.
7. This option yields average increases/adjustments as follows:

Police Department Step Pay Plan: 16% or \$9,395

Fire Department Step Pay Plan: 16% or \$8,714

General Pay Plan: 6.3% or \$4,161