



**Administration Committee  
1:00 p.m., Monday, February 9, 2026  
City Hall Council Chambers  
1207 Palm Boulevard, Isle of Palms, SC**

**Public Comment:**

Citizens who wish to speak during the meeting must email their first and last name, address and topic to Nicole DeNeane, City Clerk, at [nicoled@iop.net](mailto:nicoled@iop.net) no later than 3:00 p.m. the day before the meeting. Citizens may also provide written public comment here: <https://www.iop.net/public-comment-form>

**Agenda**

- 1. Call to order and acknowledgement that the press and the public have been duly notified of the meeting in accordance with the Freedom of Information Act.**
- 2. Citizen's Comments** – All comments have a time limit of three (3) minutes.
- 3. Approval of previous meeting's minutes** – January 14, 2026
- 4. Old Business**
  - A. Discussion on Spirit of the Island Award nomination for Dudley Spangler
  - B. Discussion on Wage and Compensation Study and incentives
  - C. Discussion on City Organizational Chart
  - D. Discussion on Code of Ethics and Conduct
- 5. New Business**
  - A. Discussion on procurement/purchasing procedures
  - B. Discussion and consideration of tuition reimbursement policy
  - C. Discussion on review of City Code
  - D. Discussion and consideration of Resilience Officer job description
  - E. Review of 10-year Capital Plan for General Government and Building Department
- 6. Adjournment**



**Administration Committee Meeting  
1:00pm, Thursday, January 8, 2026  
1207 Palm Boulevard, Isle of Palms, SC and  
broadcasted live on YouTube: <https://www.youtube.com/user/cityofisleofpalms>**

**MINUTES**

**1. Call to Order**

Present: Council members Miller, Pierce, and Ward

Staff Present: Administrator Kerr, Deputy Administrator Kuester, HR Officer Ladd

**2. Approval of Previous meeting's minutes**

**MOTION: Council Member Ward made a motion to approve the minutes of the December 2, 2025 meeting. Council Member Pierce seconded the motion. The motion passed unanimously.**

Council Member Ward asked it be noted he requested further discussion regarding his effort to recognize long-serving Council members as discussed in the last meeting.

**3. Election of Chair and Vice Chair**

Council Member Miller nominated Council Member Pierce as Chair of the Administration Committee. Council Member Pierce seconded the motion. All members voted in favor of Council Member Pierce as Chair of the Administration Committee.

Council Member Pierce nominated Council Member Miller as Vice Chair of the Administration Committee. Council Member Miller seconded the motion. All members voted in favor of Council Member Miller as Vice Chair of the Administration Committee.

**MOTION: Council Member Pierce made a motion to add a discussion about recognizing long-serving Council members to the agenda. Council Member Miller seconded the motion. The motion passed unanimously.**

**4. Old Business**

**A. Discussion of parameters for program to recognize long-term Council members**

Council Member Ward said he has been working with Polly Moore on the design of a commemorative pin for long-term Council members. He believes he will have another idea by the February meeting to share with the Committee. He said that he will also share the spreadsheet identifying all 121 Council members since 1953, noting there have only been 11-12 that served for more than 10 years,

Administrator Kerr noted that part of this discussion will include the development of standards for such awards going forward. Council Member Pierce suggested researching similar programs in other municipalities.

## **B. Update on Wage & Compensation Study**

Council Member Pierce would like the verbiage of the discussion to include compensation on future agendas.

Administrator Kerr stated that Evergreen is still awaiting responses from 4 municipalities, some of which are municipalities the City has lost employees to. Staff will be reaching out to those municipalities directly to ask for their participation. He also noted that they have some concerns about the data. HR Officer Ladd wants to make sure they are comparing “apples to apples” and that their recommendations matches the City’s compensation philosophy.

Council Member Pierce asked for the City’s organizational chart. He would like to see the actual compensation (to include base pay, overtime, and benefits). He would also like pay groups split out into each individual. He would also like to see what other municipalities offer as “compensation levers” and have that laid out in a spreadsheet to compare across municipalities.

HR Officer Ladd said that incentive detail was part of the scope of work in the Evergreen study.

Council Member Pierce would like Chief Cornett and Chief Oliverius to attend the February meeting to speak on incentive and retention efforts.

Administrator Kerr said that information received between meetings will be forwarded to Committee members.

## **5. New Business**

### **Discussion on Code of Ethics and Conduct**

Council Member Miller noted that the City’s Code of Conduct for elected officials is not codified, and it is voluntary. She would like to work towards creating a clear policy identifying who the code applies to and a process detailing what happens from the point an ethics complaint is made through any sort of punishment. She will look at how other municipalities handle the matter. Administrator Kerr suggested she speak with the City’s MASC field representative.

Council members Pierce and Ward spoke in support of the idea. Committee members noted that the City’s current Code of Conduct has no procedure, consequences, or independent component.

**6. Miscellaneous Business**

The next meeting of the Administration Committee will be held on Monday, February 9, 2026 at 1pm.

**7. Adjournment**

Council Member Ward made a motion to adjourn, and Council Member Miller seconded the motion. The meeting was adjourned at 1:53pm.

Respectfully submitted,

Nicole DeNeane  
City Clerk



# EXECUTIVE SUMMARY

## PROJECT OVERVIEW

Evergreen Solutions was selected by the City of Isle of Palms in September 2025 to conduct a comprehensive compensation study. The study included an internal analysis and a market analysis, with the findings detailed below. Recommendations include modified pay plans to promote market alignment to strengthen the City's ability to attract and retain quality employees.

## FINDINGS

### Salary Distribution and Progression

Most employees earn below midpoint, with the greatest concentration of employees in the first quartile. Overall average tenure is 9.6 years, whereas median tenure is 3.8 years.

Data shows that the City has been hiring above the minimums of pay ranges, suggesting that ranges may need to be updated in order to be more competitive.

### Internal Equity and Pay Compression

Data shows some decreased salary progression for tenured employees along with increased placement of newer employees. This indicates that the City is starting to experience compression between newly hired and more tenured employees. This pattern can impact employee morale in instances where compensation does not increase consistently based on tenure and institutional knowledge.

### Market Competitiveness Lag

City pay plans are below public sector market peers, on average. The areas farthest behind the market average include Nutrition, Transportation, and clerical positions.

Additionally, the City has a narrower range spread (distance from minimum starting salary to maximum earning salary) on average than market peers, which translates to less earning potential and reduced competitiveness toward the maximum of published ranges.

| Market Position | Pay Range Minimum | Pay Range Midpoint | Pay Range Maximum |
|-----------------|-------------------|--------------------|-------------------|
| Straight Avg    | -3.8%             | -5.4%              | -6.5%             |
| 40th Per.       | -3.5%             | -4.7%              | -5.5%             |
| 50th Per.       | -6.1%             | -7.5%              | -8.5%             |
| 60th Per.       | -8.7%             | -10.5%             | -12.0%            |

## RECOMMENDATIONS

To support the City's ability to recruit and retain employees in a competitive labor market, the following is recommended:

### 1. Compensation System

Update the City's existing pay plans for employees to adjust for market competitiveness; review placement of positions within the proposed plans to ensure consistency and internal equity.

Update the General and Administrative plans according to the 50<sup>th</sup> percentile, and the Public Safety plans according to the 60<sup>th</sup> percentile of the market to maintain competitive edge attained from the prior study for those positions.

### 2. Classification System

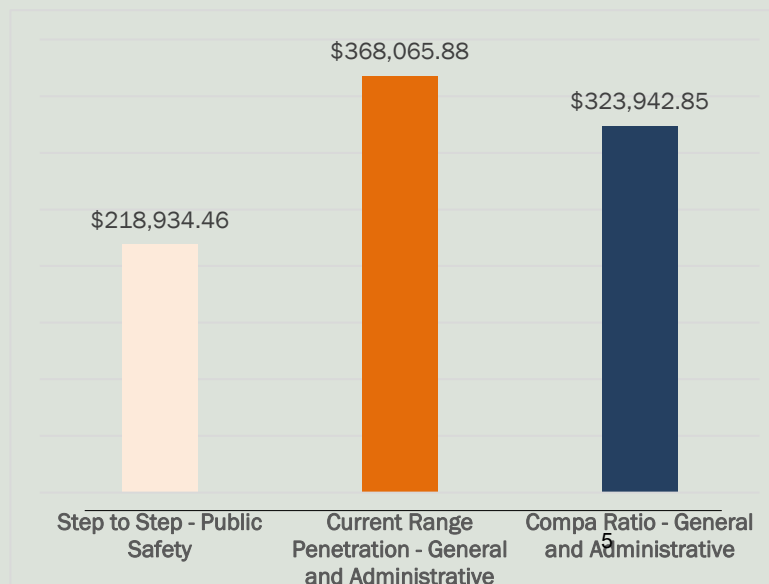
Conduct a comprehensive review of duties and responsibilities for each position within the City to ensure internal equity and update job descriptions as appropriate. Review classification levels to ensure clear definitions and that roles are appropriately titled.

### 3. System Administration

Conduct small-scale surveys as needed and review compensation guidelines annually. Develop a compensation philosophy that outlines how employees will move through the range. Implement a hiring calculator (provided by EGS) to help inform hiring decisions.

## IMPLEMENTATION COSTS

Several methods were developed and reviewed to estimate the costs of updating the City's pay plans. Current range penetration and compa ratio options maintain General and Administrative employees' current placement within the pay plan while providing flexibility to align with financial resources. Budgetary caps can be added to any implementation option to accommodate budgetary needs. Maintaining current step placement for Public Safety positions is also provided.



| Market Peers                    | Cost of Living Index |
|---------------------------------|----------------------|
| City of Isle of Palms, SC       | 107.4                |
| Beaufort County, SC             | 106.0                |
| Charleston County, SC           | 107.4                |
| City of Beaufort, SC            | 106.0                |
| City of Charleston, SC          | 107.4                |
| City of Charleston, SC Fire     | 107.4                |
| City of Folly Beach, SC         | 107.4                |
| City of Goose Creek, SC         | 98.3                 |
| City of Hanahan, SC             | 98.3                 |
| City of Myrtle Beach, SC        | 95.4                 |
| City of Myrtle Beach, SC Fire   | 95.4                 |
| City of North Charleston, SC    | 107.4                |
| Colleton County, SC             | 98.4                 |
| Hilton Head Island, SC Fire     | 106.0                |
| St. John Fire District, SC      | 107.4                |
| Town of Bluffton, SC            | 106.0                |
| Town of Mount Pleasant, SC      | 107.4                |
| Town of Mount Pleasant, SC Fire | 107.4                |
| Town of Sullivan's Island Fire  | 107.4                |
| Town of Sullivan's Island, SC   | 107.4                |
| Town of Summerville, SC         | 99.1                 |

Indicates peer who has not yet provided data

Rank by Pay Range Average

| Organization                    | Rank |
|---------------------------------|------|
| City of Myrtle Beach, SC        | 1    |
| St. John Fire District, SC      | 2    |
| Beaufort County, SC             | 3    |
| City of Myrtle Beach, SC Fire   | 4    |
| Town of Mount Pleasant, SC      | 5    |
| City of North Charleston, SC    | 6    |
| Hilton Head Island, SC Fire     | 7    |
| City of Charleston, SC          | 8    |
| City of Folly Beach, SC         | 9    |
| Town of Mount Pleasant, SC Fire | 10   |
| City of Charleston, SC Fire     | 11   |
| Town of Sullivan's Island, SC   | 12   |
| City of Isle of Palms, SC       | 13   |
| Town of Bluffton, SC            | 14   |
| City of Goose Creek, SC         | 15   |
| City of Beaufort, SC            | 16   |

| Summary of Metrics   |       |
|--|-------|
| Number of Peers  | 20    |
| Number of Respondents                                      | 17    |
| Percentage Received  | 85.0% |
|  |       |
| Number of Isle of Palms Positions Included                 | 42    |
| Positions with Limited Matches                             | 7     |
| Percentage of Positions with Sufficient Data for Inclusion | 83.3% |
| Total Quality Matches                                      | 310+  |
| Average Match Count  | 7.30  |

Market Position Summary with Myrtle Beach Included:

| Market Position                | Survey Minimum<br>% Difference | Survey Midpoint<br>% Difference | Survey Maximum<br>% Difference | Survey Average<br>Range | Isle of Palms<br>Average Range<br>Spread |
|--------------------------------|--------------------------------|---------------------------------|--------------------------------|-------------------------|--|
| Average (Not Adjusted for COL) | -4.9%                          | -6.5%                           | -7.7%                          | 52.1%                   | 47.8%                                    |
| 40th Percentile                | -4.2%                          | -5.6%                           | -6.6%                          |                         |  |
| 50th Percentile                | -7.2%                          | -8.9%                           | -10.1%                         |                         |  |
| 60th Percentile                | -9.9%                          | -12.0%                          | -13.7%                         |                         |  |

Isle of Palms is currently at roughly the 26th percentile in relation to market peers (at the minimum)

Isle of Palms is more competitive at the minimums of pay ranges, but loses ground since their average range spread is slightly narrower on average than market peers

Market Position Summary with Myrtle Beach Excluded:

| Market Position                | Survey Minimum<br>% Difference | Survey Midpoint<br>% Difference | Survey Maximum<br>% Difference | Survey Average<br>Range | Isle of Palms<br>Average Range<br>Spread |
|--------------------------------|--------------------------------|---------------------------------|--------------------------------|-------------------------|--|
| Average (Not Adjusted for COL) | -3.8%                          | -5.4%                           | -6.5%                          | 51.2%                   | 47.8%                                    |
| 40th Percentile                | -3.5%                          | -4.7%                           | -5.5%                          |                         |  |
| 50th Percentile                | -6.1%                          | -7.5%                           | -8.5%                          |                         |  |
| 60th Percentile                | -8.7%                          | -10.5%                          | -12.0%                         |                         |  |

Isle of Palms is currently at roughly the 29th percentile in relation to market peers (at the minimum) with Myrtle Beach excluded

|                               |    |
|-------------------------------|----|
| Town of Sullivans Island Fire | 17 |
| City of Hanahan, SC           | 18 |

Rank by Pay Range Minimum

| Organization                    | Rank |
|---------------------------------|------|
| St. John Fire District, SC      | 1    |
| City of Myrtle Beach, SC        | 2    |
| Beaufort County, SC             | 3    |
| Town of Mount Pleasant, SC      | 4    |
| City of North Charleston, SC    | 5    |
| City of Myrtle Beach, SC Fire   | 6    |
| City of Charleston, SC          | 7    |
| Hilton Head Island, SC Fire     | 8    |
| City of Folly Beach, SC         | 9    |
| Town of Sullivans Island, SC    | 10   |
| Town of Mount Pleasant, SC Fire | 11   |
| City of Isle of Palms, SC       | 12   |
| City of Charleston, SC Fire     | 13   |
| Town of Bluffton, SC            | 14   |
| Town of Sullivans Island Fire   | 15   |
| City of Beaufort, SC            | 16   |
| City of Goose Creek, SC         | 17   |
| City of Hanahan, SC             | 18   |

**City of Isle of Palms Employee Salary \$50,000 or more as of 12/31/2025**

| Department         | Position Title                     | Salary  | Overtime | Fringe Benefits | Total Annual Salary |
|--------------------|------------------------------------|---------|----------|-----------------|---------------------|
| General Government | City Administrator                 | 170,629 | -        | 55,300          | 225,929             |
| General Government | Finance Director                   | 115,799 | -        | 35,152          | 150,950             |
| General Government | Human Resources Manager            | 71,632  | -        | 21,174          | 92,806              |
| General Government | Clerk of Court                     | 83,316  | 470      | 23,466          | 107,253             |
| General Government | Accounts Payable/Admin Assistant   | 52,940  | -        | 27,724          | 80,664              |
| Police Department  | Police Chief                       | 123,070 | -        | 44,038          | 167,109             |
| Police Department  | Deputy Chief                       | 100,850 | -        | 39,319          | 140,169             |
| Police Department  | Lieutenant                         | 78,010  | -        | 24,449          | 102,459             |
| Police Department  | Sergeant Patrol                    | 80,416  | 16,262   | 28,414          | 125,091             |
| Police Department  | Sergeant Patrol                    | 76,887  | 12,208   | 25,783          | 114,878             |
| Police Department  | Sergeant Patrol                    | 78,676  | 3,073    | 28,818          | 110,566             |
| Police Department  | Sergeant Patrol                    | 70,391  | 4,329    | 33,769          | 108,488             |
| Police Department  | Sergeant Patrol Training           | 92,672  | 3,826    | 28,376          | 124,875             |
| Police Department  | Sergeant Detective                 | 82,284  | 10,215   | 27,526          | 120,025             |
| Police Department  | Detective                          | 65,906  | 12,842   | 24,606          | 103,353             |
| Police Department  | Detective                          | 61,974  | 5,993    | 22,316          | 90,283              |
| Police Department  | Special Services Corporal          | 71,418  | 4,013    | 27,476          | 102,907             |
| Police Department  | Patrol Officer - Certified         | 62,572  | 2,008    | 31,615          | 96,196              |
| Police Department  | Patrol Officer - Certified         | 50,116  | 13,337   | 21,357          | 84,810              |
| Police Department  | Patrol Officer - Certified         | 52,151  | 3,882    | 27,413          | 83,446              |
| Police Department  | Patrol Officer - Certified         | 57,734  | 3,927    | 13,383          | 75,044              |
| Police Department  | Patrol Officer - Certified         | 49,398  | 5,679    | 19,578          | 74,655              |
| Police Department  | Police Executive Assistant         | 67,690  | 2,082    | 22,699          | 92,471              |
| Police Department  | Communications Technician          | 56,015  | 17,321   | 23,456          | 96,791              |
| Police Department  | Communications Technician          | 54,602  | 13,858   | 22,420          | 90,880              |
| Police Department  | Communications Technician          | 45,576  | 9,220    | 19,518          | 74,314              |
| Fire Department    | Fire Chief                         | 129,016 | -        | 45,301          | 174,318             |
| Fire Department    | Deputy Chief of Special Operations | 97,328  | -        | 38,571          | 135,898             |
| Fire Department    | Deputy Chief of Fire Operations    | 80,886  | -        | 28,882          | 109,768             |
| Fire Department    | Fire Marshall                      | 60,262  | -        | 30,698          | 90,960              |
| Fire Department    | Battalion Chief                    | 130,804 | 33,597   | 48,614          | 213,015             |
| Fire Department    | Battalion Chief                    | 91,418  | 3,023    | 37,957          | 132,398             |
| Fire Department    | Battalion Chief                    | 92,482  | 7,255    | 29,064          | 128,801             |
| Fire Department    | Fire Captain                       | 69,574  | 45,175   | 42,271          | 157,020             |
| Fire Department    | Fire Captain                       | 85,478  | 22,139   | 40,756          | 148,373             |
| Fire Department    | Fire Captain                       | 80,005  | 20,042   | 39,148          | 139,195             |
| Fire Department    | Fire Captain                       | 80,502  | 10,275   | 43,644          | 134,422             |
| Fire Department    | Fire Captain                       | 75,459  | 20,738   | 28,312          | 124,508             |
| Fire Department    | Fire Captain                       | 76,232  | 11,403   | 26,493          | 114,128             |
| Fire Department    | Fire Engineer                      | 65,394  | 25,121   | 37,124          | 127,638             |
| Fire Department    | Fire Engineer                      | 62,827  | 18,484   | 35,169          | 116,480             |
| Fire Department    | Fire Engineer                      | 60,810  | 20,054   | 28,630          | 109,493             |
| Fire Department    | Fire Engineer                      | 44,603  | 18,178   | 35,778          | 98,560              |
| Fire Department    | Fire Engineer                      | 58,005  | 7,864    | 31,889          | 97,757              |
| Fire Department    | Fire Engineer                      | 54,919  | 12,544   | 22,209          | 89,671              |
| Fire Department    | Fire Engineer                      | 57,877  | 5,956    | 23,031          | 86,864              |
| Fire Department    | Fire Engineer                      | 53,472  | 10,771   | 21,525          | 85,769              |
| Fire Department    | Fire Engineer                      | 52,414  | 9,870    | 21,109          | 83,393              |
| Fire Department    | Firefighter                        | 54,426  | 53,703   | 30,846          | 138,976             |
| Fire Department    | Firefighter                        | 55,433  | 13,184   | 22,454          | 91,071              |
| Fire Department    | Firefighter                        | 47,999  | 12,680   | 20,768          | 81,447              |

**Note: Non-elected municipal employees whose base annual pay > \$50,000 (includes overtime, bonuses, stipends and benefits).**



**City of Isle of Palms Employee Salary \$50,000 or more as of 12/31/2025**

| Department              | Position Title                  | Salary  | Overtime | Fringe Benefits | Total Annual Salary |
|-------------------------|---------------------------------|---------|----------|-----------------|---------------------|
| Fire Department         | Firefighter                     | 46,999  | 7,069    | 23,028          | 77,096              |
| Fire Department         | Firefighter                     | 46,560  | 8,500    | 19,574          | 74,634              |
| Fire Department         | Firefighter                     | 48,527  | 4,906    | 19,229          | 72,662              |
| Fire Department         | Firefighter                     | 45,494  | 4,926    | 18,589          | 69,010              |
| Fire Department         | Paramedic/Firefighter           | 59,796  | 30,558   | 27,071          | 117,425             |
| Fire Department         | Paramedic/Firefighter           | 56,399  | 15,817   | 23,218          | 95,434              |
| Fire Department         | Paramedic/Firefighter           | 57,070  | 14,294   | 23,037          | 94,401              |
| Fire Department         | Paramedic/Firefighter           | 50,700  | 10,042   | 20,721          | 81,463              |
| Fire Department         | Admin Assistant (75%)           | 53,517  | -        | 19,247          | 72,764              |
| Public Works Department | Public Works Director           | 107,896 | -        | 33,508          | 141,403             |
| Public Works Department | Assistant Public Works Director | 81,143  | -        | 32,958          | 114,101             |
| Public Works Department | Public Works Foreman            | 57,411  | 6,679    | 19,775          | 83,865              |
| Public Works Department | Public Works Stormwater         | 61,020  | 3,901    | 19,929          | 84,850              |
| Public Works Department | Vehicle Operator/CDL            | 67,283  | 1,163    | 20,583          | 89,029              |
| Public Works Department | Vehicle Operator/CDL            | 66,416  | 1,893    | 20,558          | 88,867              |
| Public Works Department | Vehicle Operator/CDL            | 51,844  | 4,750    | 28,402          | 84,995              |
| Public Works Department | Vehicle Operator/CDL            | 59,546  | 4,314    | 19,981          | 83,841              |
| Building Department     | Building Official               | 51,844  | 4,750    | 14,983          | 71,577              |
| Recreation Department   | Recreation Director             | 89,404  | -        | 28,048          | 117,452             |
| Recreation Department   | Recreation Assistant Director   | 67,519  | -        | 20,411          | 87,931              |
| Recreation Department   | Recreation Supervisor           | 63,636  | 1,310    | 30,340          | 95,285              |
| Recreation Department   | Recreation Supervisor           | 51,406  | 406      | 17,496          | 69,308              |
| Recreation Department   | Parks & Facilities Specialist   | 50,089  | 733      | 20,600          | 71,422              |

**Note: Non-elected municipal employees whose base annual pay > \$50,000 (includes overtime, bonuses, stipends and benefits).**

## EVERGREEN STUDY METHODOLOGY

Project activities included:

- conducting a project kick-off meeting
- conducting a salary survey
- developing recommendations for compensation management
- developing detailed implementation plans; and
- creating the draft and final reports.

### **Kickoff Meeting**

The kickoff meeting provides an opportunity to discuss the history of the organization, finalize the work plan, and begin the employee data collection process. Data collection of relevant background material (including existing pay plans, organization charts, policies, procedures, training materials, job descriptions, and other pertinent material) is part of this process.

### **Assessment of Current Conditions**

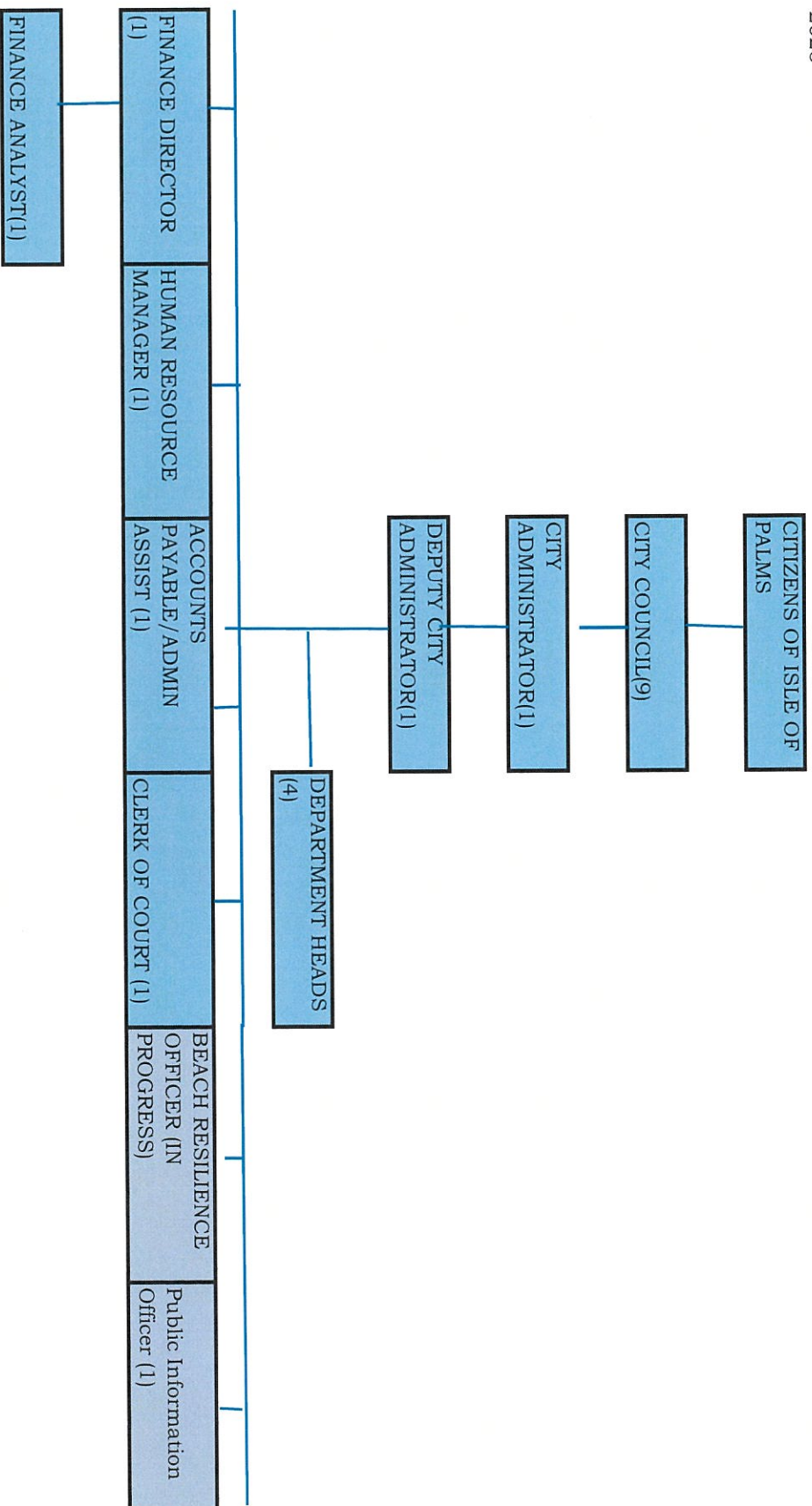
This analysis provides an overall assessment of the existing pay plans and related data for the City's employees at the time the study began. The progression of employee salaries through pay grades and employee tenure.

### **Salary Survey**

The external market is defined as identified peers with which the City competes for qualified employees, including those that have similar characteristics, demographics, and service offerings as the target organization. A market survey tool will be created to solicit salary information from each of the peer organizations. When the results are received, the data is analyzed, and entered to provide aggregate findings. and the distribution of employees in the City are all examined during this process.

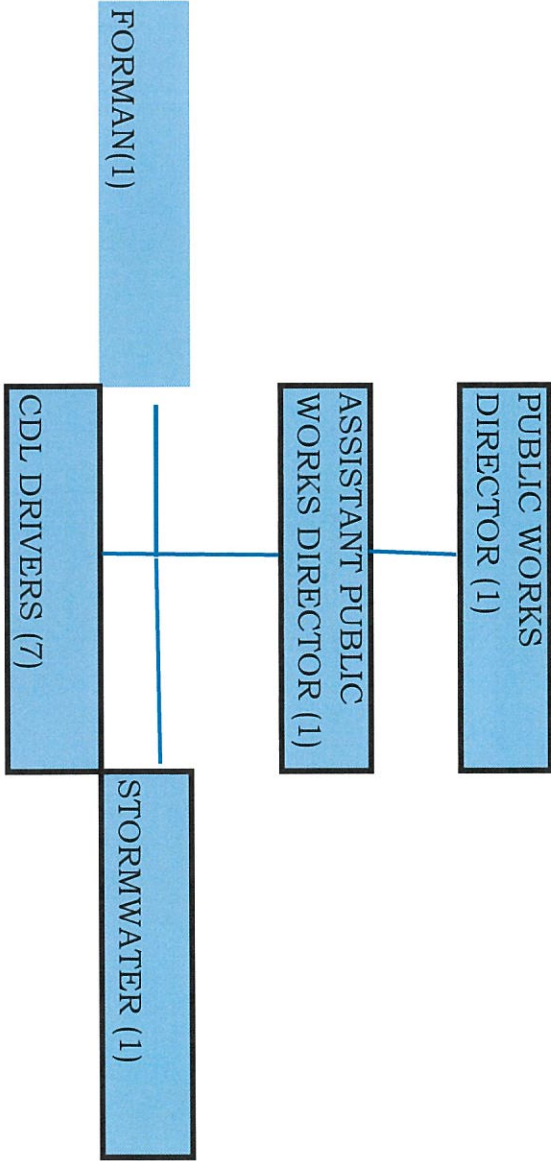
### **Recommendations**

the City identified its desired market position and compensation philosophy. Subsequently, the pay plan and job slotting within the system are adjusted to account for this desired position in the market. When the market positions have been identified the costs associated with each step of the analysis will take place. This will give the City the opportunity to view the total cost associated with the structural changes.



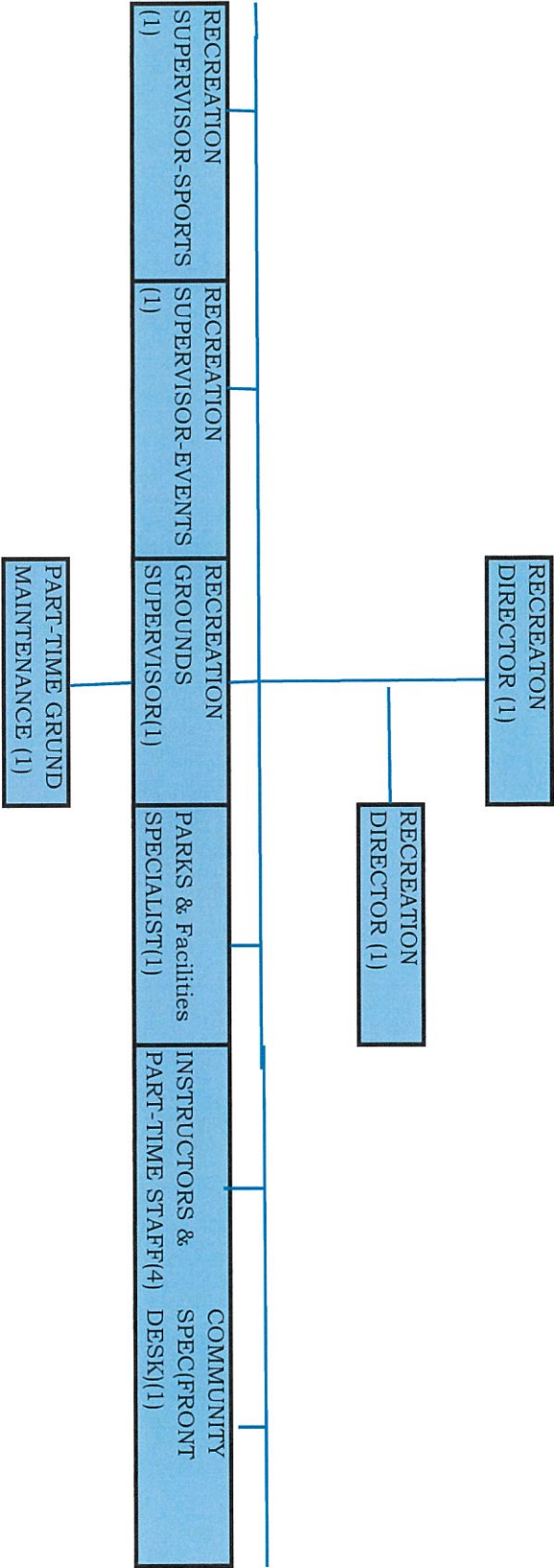
PUBLIC WORKS

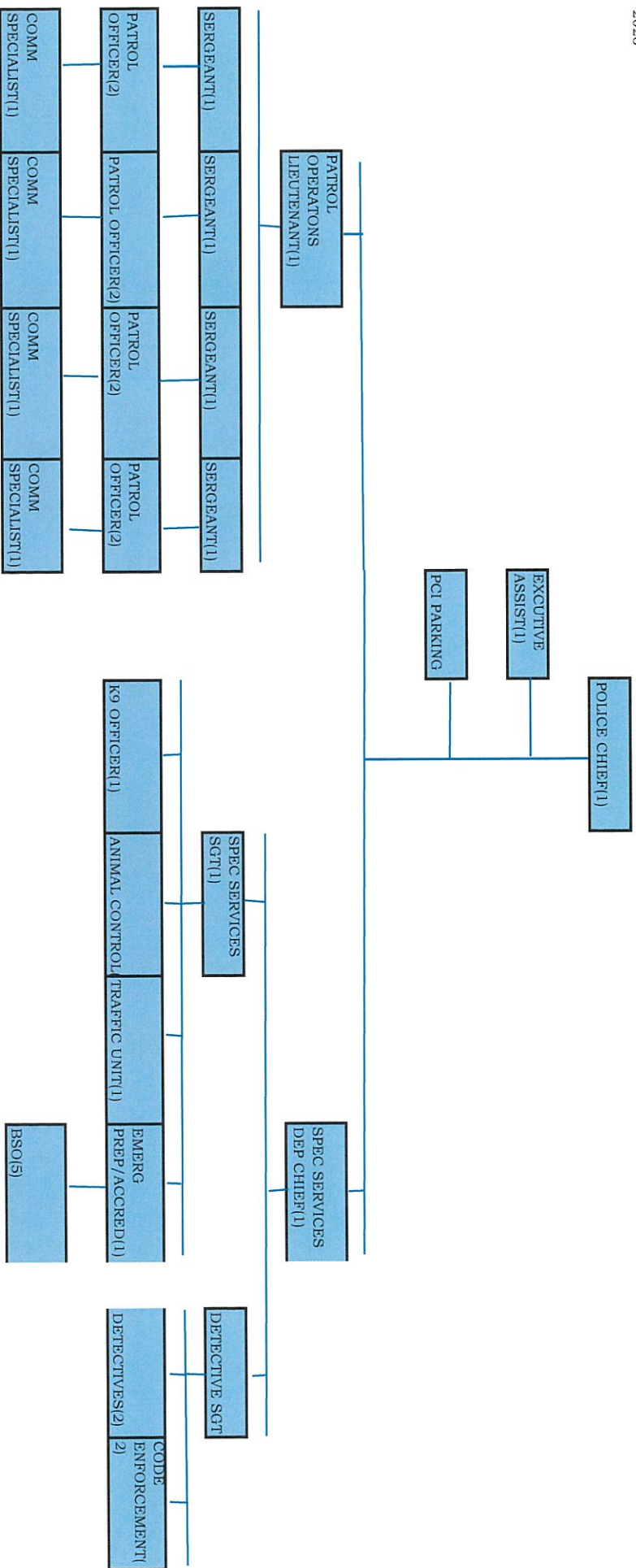
2026



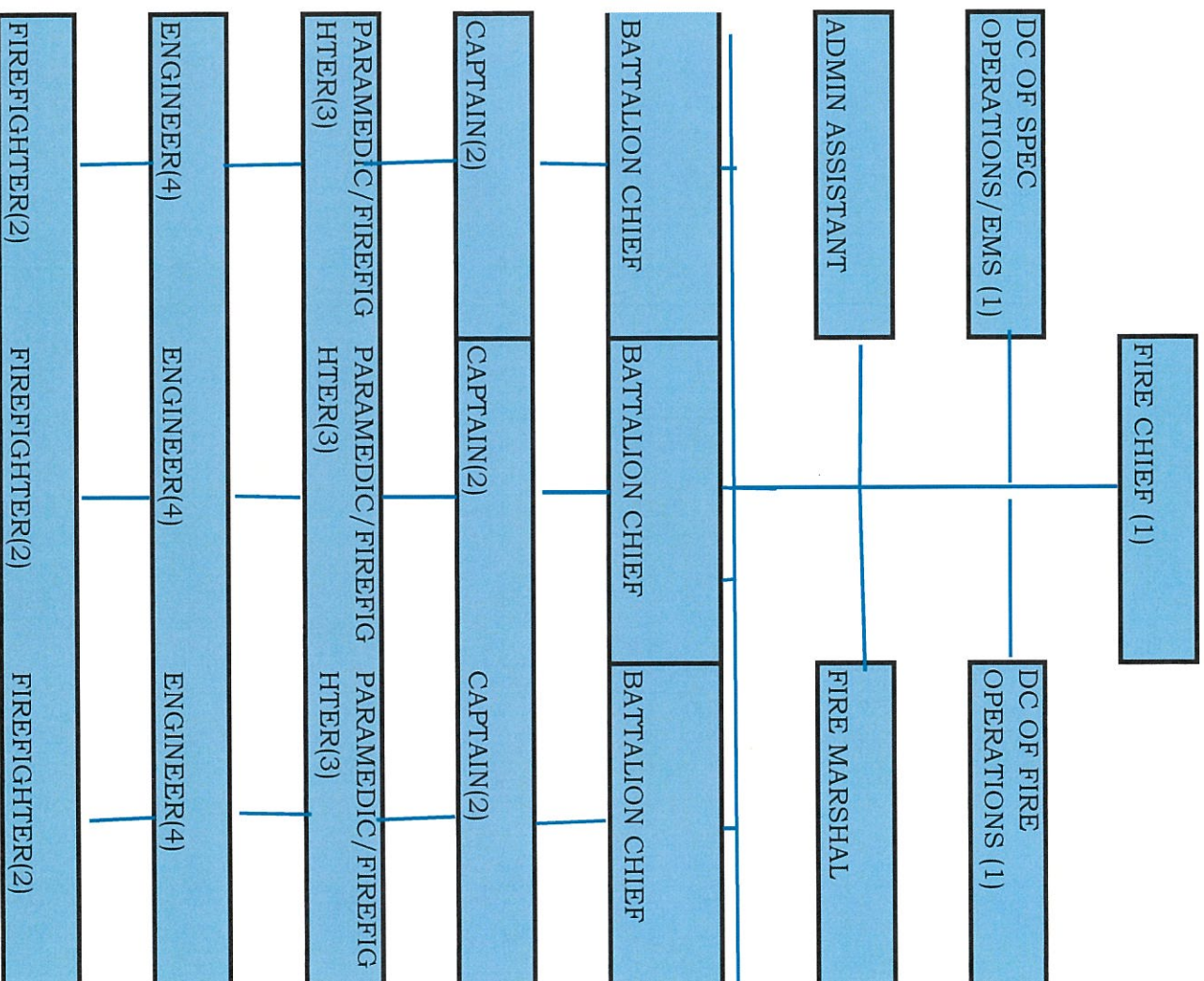
RECREATION

2026









BUILDING

2026

CITY  
ADMINISTRATOR(1)

|                      |                            |  |                                |
|----------------------|----------------------------|--|--------------------------------|
|                      |                            |  |                                |
| BUILDING OFFICIAL(1) | ZONING<br>ADMINISTRATOR(1) | BUSINESS LICENSE<br>/ PERMITS CLERKS (2) | SHORT-TERM RENTAL<br>COORD (1) |





# ISLE OF PALMS POLICE DEPARTMENT

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PROPOSED INCENTIVES

# ISLE OF PALMS POLICE DEPARTMENT RECOMMENDED INCENTIVES

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- Recommended incentives for education
  - Professional investment in career, builds quick decision-making skills and creates problem solvers.
- Recommend incentive pay for advanced certification and skills.
  - Based on advanced certifications that are necessary to adequately train our personnel or deliver advanced services to our community.
  - Local departments:
    - Sullivan's Island PD = max of \$10,000
    - Folly Beach PS = max of \$14,250 (includes fire certifications too since they are public safety)
- Prior police experience that our residents and visitors benefit from





## RETAIN THE BEST

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- Education
- Bi-lingual
- Instructor certification incentives
- Specialized advanced training incentives
- Pay for prior experience





## *Retain the Best*

- Education to *Base Pay*
- Skill Pay for Advanced Certs
- Experience Counts!



# ISLE OF PALMS FIRE RESCUE

PROPOSED INCENTIVES  
2026





# Education

- **Impact:** Educated employees enhance leadership, decision-making, and risk management. Incentives encourage long-term professional investment.





# Training and Instructor Incentives

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- **Impact:** Training officers multiply organizational effectiveness. Incentives retain institutional knowledge and reduce external training costs.







## Specialized and High-Risk Operations

- **Impact:** Isle of Palms is a coastal, tourism-driven barrier island with inherent marine, technical rescue, and mass-casualty risks. Incentivizing specialty skills directly improves public safety outcomes.

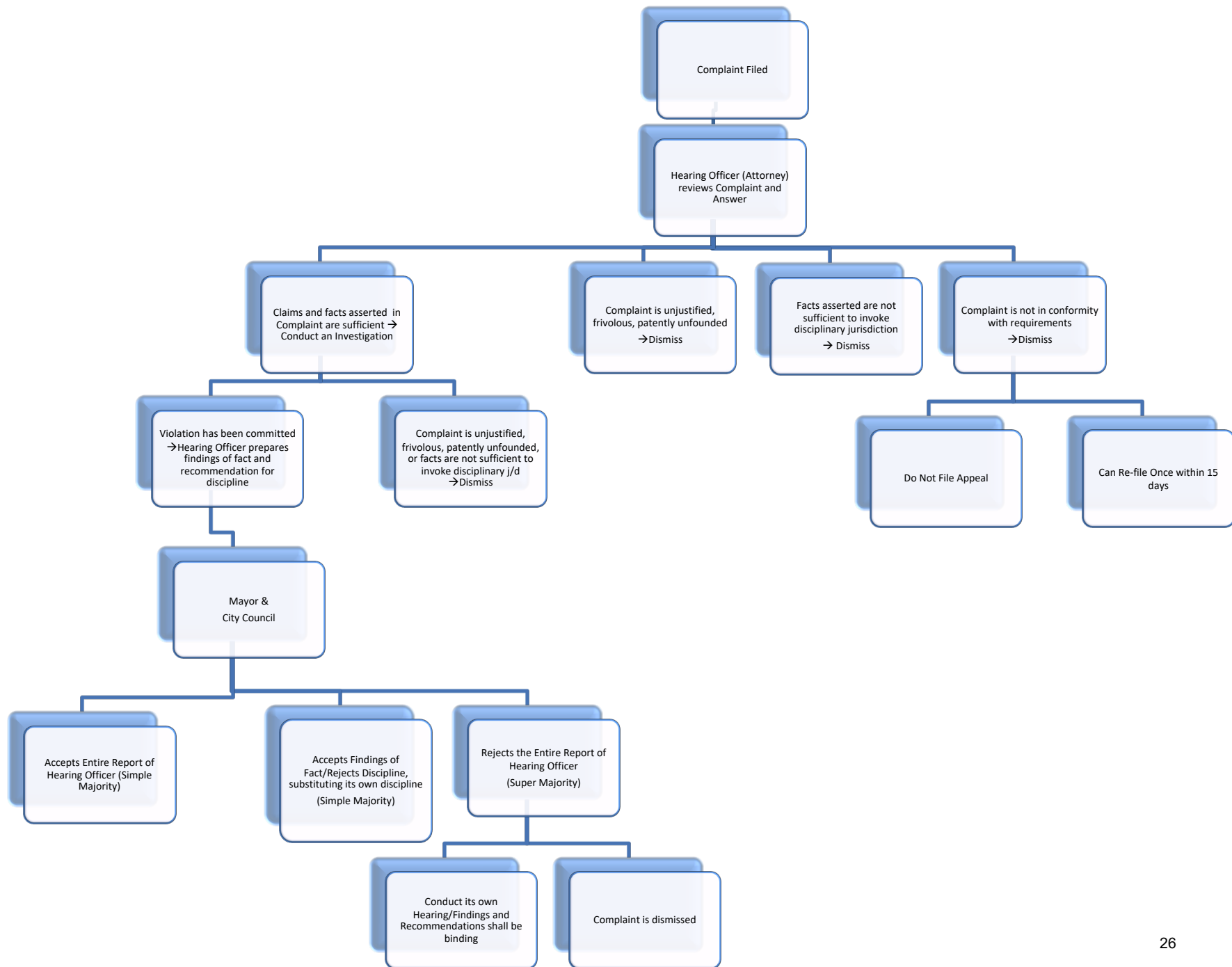




## Professional Credentials (CFAI / CPSE/Bi-Lingual, SCBA Technician)

- **Impact:** Credentialed leaders improve policy development, accreditation readiness, fiscal stewardship, preventative and acute maintenance tasks to standard, along with strategic risk-based planning.





## ETHICS ORDINANCE SURVEY GRID

|                                      | <b>Abbeville</b><br><i>Adopted 2019</i>         | <b>Charleston</b><br><i>Adopted 2021</i>                            | <b>Hartsville</b><br><i>Adopted 2021</i>   | <b>Beaufort<br/>Bluffton<br/>Columbia<br/>Greenville<br/>Surfside<br/>Beach</b>                       | <b>Isle of Palms</b><br><b>(for discussion)</b>                        |
|--------------------------------------|---|---|--|---|--|
| <b>Codified</b>                      | Yes<br><a href="#">Art. VI - Code of Ethics</a> | Yes<br><a href="#">Art. II, Div. 1, Sec. 2-29 - Code of Conduct</a> | Yes<br><a href="#">Part II, Chapter 2, Art. I, Div. 2 - Code of Conduct</a>              | Varies:<br>Codifies Conflict of interest and ethics language in governance and procurement provisions | Yes  |
| <b>Member Defined</b>                | Public officials & employees (Incl. appointees) | Mayor & Council   | Elected officials<br>City employees<br>Volunteers<br>Boards<br>Commissions<br>Committees |   | Public officials & Appointees (Boards, Commissions, Committees)        |
| <b>Ethical Standards</b>             | Use of city office, position, information       | Oath of office; state ethics rules; Robert's Rules of Order         | Use of city office, position, information  |   | Use of city office, position, information                              |
| <b>Conflicts of Interest defined</b> | Yes   | No  | Yes, generally   |   | Yes  |
| <b>Gifts/gratuities defined</b>      | Yes   | No  | Yes  |   | Yes  |
| <b>Type of Review /Hearing</b>       | CC Review process is private                    | CC: Public  | Not specified  |   | <i>See Flow Chart</i><br>Complaint sent to Hearing Officer             |
| <b>Process for Hearing</b>           | Mayor gives complaint to CC; 1 year statute     | CC Motion; two 2 <sup>nd</sup> motions; 2/3 vote                    | No   |   | Hearing Officer sets timeline and process                              |
| <b>Voting</b>                        | Accused does not vote; majority vote            | Accused can vote; 2/3 of members present and voting                 | Not addressed  |   | Hearing Officer sends findings and recommendations to City Council     |
| <b>Sanctions</b>                     | Admonition; reprimand; censure                  | Censure; remove seniority/ committee status                         |  |   | CC can accept (simple maj)/reject (supermaj) findings/ recommendations |

## ***CHAPTER 10. PURCHASING PROCEDURES<sup>1</sup>***

### **Sec. 1-10-1. Purchasing agent; specified duties.**

The City Administrator or City Administrator's designee shall serve as the Purchasing Agent for the City. The Purchasing Agent shall be responsible for and supervise:

- (a) The purchase of supplies, materials and equipment and contractual services required by any office, department or agency of the City.
- (b) The storage and distribution of all supplies, materials and equipment required by any office, department or agency of the City.
- (c) Establishing written specifications, whenever practicable, for supplies, materials and equipment required by any office, department or agency of the City. Such specifications shall be definite and certain.
- (d) Maintaining, whenever practicable, a perpetual inventory record of all materials, supplies or equipment stored in storerooms or warehouses.
- (e) Obtaining as full and open competition as practical on all purchases, contracts and sales.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-2. Formal contract procedure.**

Except as otherwise provided herein, all expenditures exceeding \$25,000.00 shall be made by formal written contract. Any expenditure not exceeding the amount of \$25,000.00 may be made in accordance with small purchase procedures promulgated by the Purchasing Agent; provided, however, that no contract or purchase shall be subdivided to avoid the requirements of this section.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-3. Approval of expenditures, sales and contract assignments.**

- (a) Council approval shall be required for the following expenditures, sales and contract assignments:
  - (1) Unbudgeted expenditures in excess of \$10,000.00;
  - (2) All expenditures in excess of \$25,000.00;
  - (3) All sales of personal property when the estimated value exceeds \$10,000.00; and
  - (4) Assignments of contracts in excess of \$10,000.00.

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<sup>1</sup>Editor's note(s)—Ord. No. 2017-01, § 1, adopted Feb. 28, 2017, repealed the former Ch. 10, §§ 1-10-1—1-10-15, and enacted a new Ch. 10 as set out herein. The former Ch. 10 pertained to similar subject matter and derived from Ord. No. 2004-2, § 1(1-10-1—1-10-15), adopted April 27, 2004; Ord. No. 2005-1, § 1, adopted March 22, 2005; and Ord. No. 2013-11, § 1, adopted Oct. 22, 2013.

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- (b) The Purchasing Agent may authorize the following expenditures, sales and contract assignments without Council approval:
- (1) All expenditures of \$10,000.00 or less;
  - (2) Purchases of gasoline, which otherwise comply with the terms of this chapter, in amounts not to exceed \$25,000.00;
  - (3) All sales of personal property when the estimated value is \$10,000.00 or less; and
  - (4) Assignments of contracts that are \$10,000.00 or less.
- (c) The Purchasing Agent may also authorize any budgeted expenditure approved in the current fiscal year's budget, where the price does not exceed the budget estimate by more than ten percent (10%), if the total expenditure does not exceed \$25,000.00. The Purchasing Agent shall submit a report of the expenditure to City Council which shall be entered in the minutes of Council.

(Ord. No. 2017-01, § 1, 2-28-2017)

#### **Sec. 1-10-4. Competitive procurement requirements; exceptions.**

- (a) *When required.*
- (1) Expenditures of \$5,000.00 or less: Competitive procurement is not required for expenditures of \$5,000.00 or less if prices are considered by the Purchasing Agent or Department Head to be fair and reasonable.
  - (2) Expenditures exceeding \$5,000.00: Before any purchases or contracts for supplies, materials, equipment or services exceeding \$5,000.00 are made, the Purchasing Agent or Department Head shall give reasonable opportunity for competitive procurement.
    - (i) For purchases or contracts in excess of \$5,000.00 but not more than \$10,000.00, the Purchasing Agent or Department Head shall obtain either verbal or written competitive price quotes from at least two (2) vendors, unless only one (1) vendor is available. Informal quotes may be accepted verbally or via email, provided that the Purchasing Agent or Department Head retains appropriate documentation consisting of the name of the vendor, price quote, name of vendor's representative providing the quote, and the date of quote.
    - (ii) For purchases or contracts in excess of \$10,000.00 but not more than \$25,000.00, the Purchasing Agent or Department Head shall obtain at least three (3) informal written bids, unless three (3) vendors are not available. Informal written bids may be accepted via email.
    - (iii) Purchases or contracts in excess of \$25,000.00 shall be awarded pursuant to the formal competitive sealed bidding or competitive sealed proposals methods as provided in section 1-10-5, unless otherwise provided in this chapter.
  - (3) No contract or purchase shall be subdivided to avoid the competitive procurement requirements of this section.
  - (4) The Purchasing Agent or City Council has the authority to cancel a request for bids or proposals or other solicitation, and to reject any or all bids or proposals in whole or in part, and to waive informalities or irregularities in bids or proposals received when it is determined to be in the best interest of the City.
- (b) *Exceptions.*

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- (1) In the event of any emergency affecting the public welfare, health or safety, the competitive procurement requirements of this section shall not apply. A full report of any emergency purchase shall be filed by the Purchasing Agent with City Council and shall be entered in the minutes of Council.
  - (2) The competitive procurement requirements of this section shall not apply to the procurement of professional services where the person employed is customarily employed on a fee basis rather than by competitive bidding such as legal, medical, consulting, appraiser, auditor or accounting services. The Purchasing Agent may secure professional services by direct negotiation and selection, taking into account the type of services required, the proximity (location) of the professional providing the services, the capability of the professional to produce the required service within a reasonable time, past performance, and the ability to meet budget requirements. Nothing herein shall be deemed to prohibit the City from using competitive procurement procedures for professional services if City Council determines it is in the best interests of the City.
  - (3) The following types of expenditures are exempt from the competitive procurement requirements of this section:
    - (i) Utilities including gas, electric, water and sewer;
    - (ii) Information technology;
    - (iii) Maintenance and repairs to vehicles, machinery or equipment necessary in providing an essential City service;
    - (iv) Maintenance or service contracts which are made with the manufacturer or authorized service agent;
    - (v) Replacement parts of existing equipment supplied by the original equipment manufacturer or authorized dealer;
    - (vi) Routine, recurring purchases (e.g., office supplies);
    - (vii) Works of art and holiday decorations for public display;
    - (viii) Competitive online bidding, including, but not limited to, reverse auctions.
    - (ix) Corrective work necessary for repairing or replacing faulty or defective workmanship, design or materials, as determined by the Purchasing Agent.
  - (4) An expenditure may be made without competitive procurement when the Purchasing Agent reasonably determines that there is only one (1) qualified source for the required goods or services, or that a particular source has a unique ability or knowledge with respect to the required goods or services, or when there is only one (1) source which is compatible with existing equipment, software, systems, or services and the Purchasing Agent sets forth such determination and the basis therefor in a written statement submitted to City Council and entered in the minutes of Council.
  - (5) An expenditure may be made without competitive procurement when an item is required for trial use or testing. The Purchasing Agent shall set forth such determination and the basis therefor in a written statement submitted to City Council and entered in the minutes of Council.
  - (6) The Purchasing Agent may obtain goods and services from an awarded bidder in a competitive bidding process utilized within the preceding twelve (12) months by another political subdivision of the state for substantially the same goods or services when the Purchasing Agent has good reason to believe that the awarded bidder is the lowest qualified bidder at the time the City obtains such goods and services.
  - (7) Competitive procurement shall not be required for goods and services purchased through a state contract awarded by the purchasing division of the State of South Carolina, or when an item that is

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equivalent or superior to a state contract item is purchased at a price equal to or less than the state contract price.

- (8) An expenditure may be made without competitive procurement when it is determined by the Purchasing Agent that the expenditure is critical to the City and time does not permit for solicitation or resolicitation in accordance with the procedures set forth in this chapter. The Purchasing Agent shall set forth such determination and the basis therefor in a written statement submitted to City Council and entered in the minutes of Council.
- (9) The approval requirements set forth in section 1-10-3 shall apply to the expenditures listed in each exception hereinabove; provided, however, that City Council approval shall not be required for emergency purchases pursuant to paragraph (b)(1) of this section.

(Ord. No. 2017-01, § 1, 2-28-2017; Ord. No. 2018-12, §§ 1—3, 7-24-2018)

### **Sec. 1-10-5. Methods of source selection.**

(a) *Definitions.*

- (1) *Request for information (RFI)* shall mean an informal request for information on potential vendors or service providers to determine what products and services are available and the capabilities of the vendors/providers in terms of offerings and strengths for the purpose of developing a future procurement process, developing strategy, and/or building a database. The RFI is not a procurement method and does not result directly in the award of a contract. In the event that sufficient information is received, the City may, but is not obligated to, initiate a competitive bidding opportunity. No contractual obligation whatsoever on behalf of the City shall arise from the RFI process.
- (2) *Request for bids (RFB)* shall mean a formal request to prospective vendors soliciting price quotations or bids.
- (3) *Request for proposals (RFP)* shall mean a formal solicitation for proposals based on a generalized scope of work with contract award to the responsible person(s) submitting the most advantageous and responsive proposal.
- (4) *Request for qualifications (RFQ)* shall mean a formal solicitation for professional/technical capabilities.
- (b) *Request for information (RFI).* A request for information may be used prior to the issuance of a request for bids (RFB), request for proposals (RFP), or request for qualifications (RFQ) for any contract for City improvements, materials, equipment, or services costing more than \$25,000.00, if requested by City Council.
- (c) *Competitive sealed bidding.*

- (1) *Conditions for use.* Except as otherwise provided in this chapter, all contracts for City improvements, materials, equipment, or services costing more than \$25,000.00 shall be awarded by competitive sealed bidding.
- (2) *Request for bids (RFB).* A request for bids shall be issued and shall include a purchase description, and all contractual terms and conditions applicable to the procurement.
- (3) *Public notice.* Public notice of the invitation for bids shall be published in a newspaper of general circulation in the City and on the City's website at least five (5) days before the last day set for receipt of bids. The newspaper notice required herein shall include a general description of the articles or services to be purchased, state where bid forms and specifications may be secured, and the time and place for opening of sealed bids. In the event that, after advertising as aforesaid, no bids are received, the Purchasing Agent shall, with approval of the City Council, solicit bids by mail, telephone,

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newspaper, posting on the City's website, or by any other reasonable manner to secure responsible bidders.

- (4) *Sealing.* Bids shall be submitted to the Purchasing Agent securely sealed in an envelope, and shall be identified on the envelope in accordance with bid instructions.
- (5) *Opening.* Bids shall be opened in public in the presence of one (1) or more witnesses at the time and place stated in the public notices.
- (6) *Tabulation.* A tabulation of all bids received shall be available for public inspection.
- (7) *Rejection of bids.* The Purchasing Agent or City Council has the authority to reject all bids, parts of all bids, or all bids for any one (1) or more supplies or contractual services included in the proposed contract.
- (8) *Bidders in default to City.* The Purchasing Agent shall not accept the bid of a vendor or contractor who is delinquent in the payment of taxes, licenses, or other monies due to the City.
- (9) *Right to waiver.* The City has the right, but not the obligation, to waive informalities or irregularities in a bid received and allow the bid to be considered.
- (10) *Bid instructions.* Bid instructions shall be prepared or approved by the Purchasing Agent. In the event of a conflict between the bid instructions and this chapter, the provisions of this chapter shall control.
- (11) *Pre-qualification.* When it is considered impracticable to initially prepare a purchase description to support an award based on price, an invitation for proposals may be issued requesting the submission of unpriced offers to be followed by an invitation for bids complete with cost and pricing information limited to those bidders whose offers have been qualified under the criteria set forth in the first solicitation.
- (12) *Award.* Contracts shall be awarded to the lowest responsible bidder. In determining the lowest responsible bidder, in addition to price, the Purchasing Agent and City Council shall consider:
  - (i) The ability, capacity and skill of the bidder to perform the contract or provide the service required;
  - (ii) Whether the bidder can perform the contract or provide the service promptly, or within the time specified, without delay or interference;
  - (iii) The character, integrity, reputation, judgment, experience and efficiency of the bidder;
  - (iv) The quality of performance of previous contracts or services;
  - (v) The previous and existing compliance by the bidder with laws and ordinances relating to the contracts or services;
  - (vi) The sufficiency of the financial resources and ability of the bidder to perform the contract or provide the service;
  - (vii) The quality, availability and adaptability of the supplies or contractual services to the particular use required;
  - (viii) The ability of the bidder to provide future maintenance and service for the use of the subject of the contract;
  - (ix) The number and scope of conditions attached to the bid;
  - (x) The ability of the bidder to meet the specifications or to offer an acceptable alternative equivalent.



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- (13) *Award to other than low bidder.* When the award is not given to the lowest bidder, a full and complete statement of the reasons for same shall be prepared or approved by the Purchasing Agent, filed with the documents relating to the transaction, and held for a period of not less than three (3) years.
- (14) *Tie bids.* If two (2) or more bidders submit the low bid, quality and service being equal, the contract shall be awarded to the local bidder. If two (2) or more of such bids are submitted by local bidders, the contract shall be awarded to one (1) of the local bidders by drawing lots in public. If local bidders are not involved in the tie bids, the Purchasing Agent shall award the contract to one (1) of the outside tie bidders by drawing lots in public.
- (15) *Bid deposits.* The Purchasing Agent or City Council shall have the authority to require a bid deposit, which shall be prescribed in the public notices inviting sealed bids. Upon entering into a contract, bidders shall be entitled to return of a required bid deposit. The City shall retain a successful bidder's bid deposit upon failure of bidder to enter into a contract within thirty (30) days after the award; provided, however, that the City Council, in its sole discretion, may waive this forfeiture.
- (16) *Performance bonds.* The Purchasing Agent or City Council shall have the authority to require a performance bond before entering into a contract, in such form and amount as the Purchasing Agent or City Council deems reasonably necessary to protect the best interest of the City. The requirement of a performance bond shall be stated in any bid instructions.
- (17) *Payment bond/labor and material bond.* The Purchasing Agent or City Council may require a payment bond and labor and material bond, before entering into a contract, in such form and amount as the Purchasing Agent deems reasonably necessary to protect the best interest of the City. The requirements of such bonds shall be stated in any bid instructions.
- (18) *Negotiations authorized.*
- (i) Generally, sealed bids are not negotiated, but in the event that all bids are rejected because of the amount of the bid, the Purchasing Agent is authorized in situations where the City's best interest precludes resolicitation of bids of a reduced scope, to negotiate an adjustment in the bid price of the lowest responsible bidder, including changing the bid specifications, in order to bring the bid within the amount of funds deemed by the Purchasing Agent or City Council to be available for the contract. If such negotiations are unsuccessful, the Purchasing Agent is authorized to enter into new negotiations with the next lowest responsible bidder, and likewise the third and sequential bidders until a bid price acceptable to the City is obtained. If the Purchasing Agent is unsuccessful in the first round of negotiations, negotiations may be reopened with any bidder with whom negotiations have occurred. If a contract is still not able to be negotiated, the scope of the request for bids may be changed in an effort to reduce the cost to a fair, reasonable and acceptable amount and all responsive bidders must be allowed to submit their best and final offers/bids.
  - (ii) When all bids received are rejected and are not successfully negotiated as provided by subsection (ii) of this section and it is determined by the Purchasing Agent or City Council that time or other circumstances will not permit the delay required to resolicit competitive sealed bids, a contract may be negotiated provided that:
    - 1. Each responsible bidder who submitted a bid under the original solicitation is notified of the determination and is given reasonable opportunity to negotiate;
    - 2. The negotiated price is lower than the lowest rejected bid by any responsible and responsive bidder under the original solicitation; and
    - 3. The negotiated price is the lowest negotiated price offered by any responsible and responsive bidder.

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(d) *Competitive sealed proposals.*

- (1) *Conditions for use.* When the Purchasing Agent determines in writing that the use of competitive sealed bidding is either not practicable or not advantageous to the City, a contract for City improvements, materials, equipment, or services costing more than \$25,000.00 may be awarded by competitive sealed proposals.
- (2) *Request for proposals (RFP).* Proposals shall be solicited through a formal request for proposals.
- (3) *Public notice.* Public notice of the request for proposals shall be given in the same manner as provided for competitive sealed bidding.
- (4) *Sealing.* Proposals shall be submitted to the Purchasing Agent securely sealed in an envelope, and shall be identified on the envelope in accordance with the instructions in the request for proposals.
- (5) *Proposal opening.* Proposals shall be publicly opened in the presence of one (1) or more witnesses at the time and place stated in the public notices. Only the names of the offerors shall be disclosed at the proposal opening. Contents of competing offerors shall not be disclosed during the process of review and discussions. Proposals shall be for public inspection after contract award. Proprietary or confidential information marked as such in each proposal shall not be disclosed without written consent of the offeror. Late proposals shall neither be opened nor considered for award; however, the name and address of the late offeror and the time of attempted delivery shall be recorded wherever practicable.
- (6) *Rejection of bids.* The Purchasing Agent or City Council has the authority to reject all proposals, parts of all proposals, or all proposals for any one (1) or more supplies or contractual services included in the proposed contract.
- (7) *Bidders in default to City.* The Purchasing Agent shall not accept the proposal of a vendor or contractor who is delinquent in the payment of taxes, licenses, or other monies due to the City.
- (8) *Right to waiver.* The City has the right, but not the obligation, to waive informalities or irregularities in a proposal received and allow the proposal to be considered.
- (9) *Discussion with responsible offerors and revisions to proposals.* As provided in the request for proposals, discussions may be conducted with responsible offerors who submit proposals determined to be reasonably susceptible of being selected for award for the purpose of clarification to assure full understanding of, and responsiveness to, the solicitation requirements. Offerors shall be accorded fair and equal treatment with respect to any opportunity for discussion and revision of proposals, and such revisions may be permitted after submissions and prior to award for the purpose of obtaining best and final offers. In conducting discussions, there shall be no disclosure of any information derived from proposals submitted by competing offerors.
- (10) *Evaluation factors.* The request for proposals shall state the evaluation factors and, if necessary, the relative importance of price and of each other evaluation factor.
- (11) *Negotiations with preferred offeror.* After proposals have been evaluated, negotiations may be held with the preferred offeror in an effort to reach terms advantageous to the City. Notwithstanding this provision, requests for proposals may incorporate contract terms to which all offerors shall be expected to adhere.
- (12) *Award.* Award shall be made to the responsible offeror whose proposal is determined in writing to be most advantageous to the City taking into consideration the evaluation factors set forth in the request for proposals and any addenda thereto. No other factors or criteria shall be used in the evaluation. The contract file shall contain the basis on which the award is made.

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- (13) *Performance bonds.* The Purchasing Agent or City Council shall have the authority to require a performance bond before entering into a contract, in such form and amount as the Purchasing Agent or City Council deems reasonably necessary to protect the best interest of the City. The requirement of a performance bond shall be stated in the request for proposal.
  - (14) *Payment bond/labor and material bond.* The Purchasing Agent or City Council may require a payment bond and labor and material bond, before entering into a contract, in such form and amount as the Purchasing Agent deems reasonably necessary to protect the best interest of the City. The requirements of such bonds shall be stated in the request for proposal.

(Ord. No. 2017-01, § 1, 2-28-2017)

#### **Sec. 1-10-6. Construction contracting.**

- (a) The Purchasing Agent may recommend the appropriate method of construction contracting for a particular project. In determining which method to recommend, the Purchasing Agent shall consider the City's requirements, the scope of the project, its resources, and the potential contractor's capabilities.
- (b) City Council finds that certain non-traditional means of public construction project management, such as construction management services, design-build services, or turnkey management services, can be in the best interests of the City in certain circumstances. Such services allow for the selection of a single business to perform and manage the complete design and construction of a project. Therefore, the following methods may be employed under the following circumstances:
  - (1) The Purchasing Agent shall have the discretion to use construction management services, design-build services, or turnkey management services as alternatives for construction contracting administration. In exercising such discretion, the Purchasing Agent shall consider the method which, in the Purchasing Agent's discretion, is the most advantageous to the City and will result in the most timely, economical, and successful completion of the construction project.
  - (2) If the Purchasing Agent determines that the use of construction management services, design-build services or turnkey management services is the most advantageous means of securing the construction contracting administration as set forth in paragraph (b)(1) of this section, and the amount of services to be secured thereby is anticipated to exceed \$500,000.00, the selection of the method of construction contracting administration shall be submitted for review to the Ways and Means Committee of City Council. Within fifteen (15) days after notice of such review, an interested party shall submit to the Ways and Means Committee written comments which set forth the position of the party with respect to the decision as to which construction contracting method to use. At the next meeting of the Committee, which shall not occur until after at least fifteen (15) days following notice of such review, those who submitted comments may address the Committee. Following the meeting of the Committee, if City Council does not reject the selection of this method, the construction contracting administration shall be secured in the manner set forth in paragraph (b)(3) of this section.
  - (3) The City shall use the competitive sealed proposal method set forth in this chapter for the purposes of procuring construction management services, design build services, or turnkey management services or any other similar type of construction management contract. The Purchasing Agent may retain outside consulting services to prepare such requests for proposals. The request for proposals for any of these services shall set forth the criteria which the City will be using to select the successful proposal.

(Ord. No. 2017-01, § 1, 2-28-2017)

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### **Sec. 1-10-7. Architect-engineering services.**

- (a) *Definition.* As used in this section "architect-engineering services" shall mean those professional services associated with the practice of architecture, professional engineering, landscape architecture, and interior design pertaining to construction, as defined by the laws of this State, as well as incidental services that members of these professions and those in their employ may logically or justifiably perform, including studies, investigations, surveys, evaluations, consultations, planning, programming conceptual designs, plans and specifications, cost estimates, inspections, shop drawing reviews, sample recommendations, preparation of operating and maintenance manuals, and other related services.
- (b) *Request for qualifications (RFQ).* Contracts shall be awarded by request for qualifications for architect-engineering services.
- (c) *Public announcement.* It is the policy of the City to publicly announce all requirements for architect-engineering services through a request for qualifications and to negotiate such contracts on the basis of demonstrated competence and qualification at fair and reasonable prices. In the procurement of such services, the Purchasing Agent shall request firms to submit a statement of qualifications and performance data.
- (d) *Selection process.* When practicable, the Purchasing Agent shall conduct discussions with no less than three (3) firms regarding the contract and shall select from among them no less than three (3) of the firms deemed most qualified to provide the required services. The selection shall be made in order of preference, based on criteria established by the Purchasing Agent.
- (e) *Negotiation.* The Purchasing Agent shall negotiate a contract with the highest qualified firm for architect-engineering services at a compensation which is considered to be fair and reasonable to the City. In making this decision, the Purchasing Agent shall take into account the established value, the scope, the complexity, and the professional nature of the services to be rendered. If a satisfactory contract cannot be negotiated with the firm considered to be most qualified, negotiations with that firm shall be formally terminated. The Purchasing Agent shall then undertake negotiations with the second most qualified firm. Failing accord with the second most qualified firm, the Purchasing Agent shall formally terminate negotiations. The Purchasing Agent shall then undertake negotiations with the third most qualified firm. Should the Purchasing Agent be unable to negotiate a contract with any of the selected firms, the Purchasing Agent shall select additional firms in order of their competence and qualifications, and the Purchasing Agent shall continue negotiations in accordance with this section until an agreement is reached unless it is determined by the Purchasing Agent that in the best interests of the City, the process should be terminated or modified.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-8. Multi-term contracts.**

Unless otherwise provided by law, a contract for supplies or services may be entered into for any period of time deemed to be in the best interest of the City, provided the term of the contract and conditions of renewal or extension, if any, are included in the original solicitation and funds are available for the first fiscal period at the time of contracting. When funds are not appropriated or otherwise made available to support continuation of performance in a subsequent fiscal period, the contract shall be canceled with no penalty to the City and such condition shall be included as a provision of the multi-term contract.

(Ord. No. 2017-01, § 1, 2-28-2017)

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### **Sec. 1-10-9. Additional projects completed under existing contract terms.**

Contracts may be awarded on projects without additional open competition and formal solicitation when:

- (a) The Purchasing Agent determines that it is a like and similar project to a project under a current contract which was the subject of open competition and formal solicitation by competitive sealed bidding or request for proposals, or was entered into by sole source in accordance with this chapter; and
- (b) The Purchasing Agent determines that it is the method most practicable and advantageous to the City; and
- (c) The Purchasing Agent determines that the project and scope of the project were identified with reasonable certainty in previous open competition or formal solicitation to ensure fair notice of potential additional work being the subject of the competition or solicitation and that there was fair competition to potential contractors; and
- (d) The Purchasing Agent sets forth such determination and the basis therefor in a written statement submitted to City Council and entered in the minutes of Council.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-10. Appeals.**

Any actual or prospective bidder, offeror, contractor or subcontractor who is aggrieved in connection with the solicitation or award of a contract may appeal the award to the City Council. The appeal, setting forth the grievance, shall be submitted in writing to the Purchasing Agent within fifteen (15) days after such aggrieved person knew or should have known of the facts giving rise thereto.

- (a) *Hearing.* City Council shall convene and shall review and hear comments from the appellant and any other party intervening. The City Council's authority shall be rendered in a manner consistent with this chapter.
- (b) *Decision.* The Purchasing Agent shall give written notice of City Council's decision to the appellant within twenty (20) days of the rendering of the decision. City Council's decision shall state the reasons for the action taken.
- (c) *Finality of decision.* A decision rendered herein is considered final and conclusive. Such a decision is the final administrative review and the decision of the City which can be appealed to the County Court of Common Pleas.
- (d) *Limitation of damages; reimbursement for reasonable costs.* If an aggrieved bidder demonstrates to City Council, by a preponderance of the evidence, that such bidder should have been awarded a contract pursuant to this chapter, but was not, then such bidder may petition City Council for reimbursement of its actual costs, not to exceed \$5,000.00, incurred in connection with the solicitation, including bid preparation, which shall be such bidder's sole remedy at law or in equity for City's failure to award the contract to the bidder. Upon receipt of such petition, City Council may order the computation of a reasonable reimbursement amount and make such reimbursement as it deems equitable, including reimbursement of bid preparation costs, not to exceed the sum of \$5,000.00.

(Ord. No. 2017-01, § 1, 2-28-2017)

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### **Sec. 1-10-11. Materials testing.**

The Purchasing Agent shall have the authority to require chemical and physical tests of samples submitted with bids and samples of deliveries which are reasonably necessary to determine their quality and conformance with the specifications. In the performance of such tests, the Purchasing Agent shall have the authority to make use of laboratory facilities of any agency of the City or any outside laboratory.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-12. Financial interest of city officials and employees prohibited.**

No member of City Council or any officer or employee of the City shall have a financial interest in any contract or in the sale to the City or to a contractor supplying the City of any land, material, supplies or services. Strict compliance with S.C. Code 1976, §§ 5-7-130 and 5-21-30 is required of all City officials and employees. Any violation of this section with the knowledge express or implied of the person or corporation contracting with the City shall render the contract voidable by the Purchasing Agent or City Council. All Councilmembers and City officials shall also comply with all applicable state ethics laws regarding such contracts. This section is not intended to prohibit the award of contracts to City employees at public auction for the sale of City personal property or surplus supplies which have become obsolete, unusable or unsuitable for public use, provided that such sales are conducted in accordance with the conditions and requirements set forth in the City personnel manual and in conformance with the provisions of this chapter.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-13. Surplus property, materials and supplies.**

- (a) All departments of the City shall submit to the Purchasing Agent, at such times and in such form as the Purchasing Agent deems appropriate, reports showing stocks of all supplies which are no longer used or which have become obsolete, worn out or scrapped.
- (b) Upon the approval of the Purchasing Agent, surplus stock may be transferred to other offices, departments or agencies of the City.
- (c) Upon the approval of the Purchasing Agent, all surplus property, materials, or supplies which have become obsolete, unusable, or unsuitable for public use may be sold, exchanged, or traded in on new supplies.
- (d) When the estimated value is \$10,000.00 or less, sales may be accomplished by any method that serves the best interest of the City as determined by the Purchasing Agent.
- (e) When the estimated value exceeds \$10,000.00, sales shall be made to the highest responsible bidder after a properly noticed solicitation of bids/proposals or public auction; provided, however, that property may be sold directly to another governmental agency without bids or public auction upon the approval of the Purchasing Agent.
- (f) All proceeds received from such sales shall be paid to the appropriate fund of the City.
- (g) Surplus property, materials, or supplies may be donated to another governmental agency or nonprofit entity upon the approval of the Purchasing Agent if the estimated value is \$10,000.00 or less or upon the approval of City Council if the estimated value exceeds \$10,000.00.

(Ord. No. 2017-01, § 1, 2-28-2017)

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#### **Sec. 1-10-14. Seized assets and unclaimed properties.**

All seized assets and unclaimed properties, including, but not limited to, cars, bicycles, jewelry and other miscellaneous items, shall be disposed of in one (1) of the following procedures, subject to the approval of the Chief of Police or the Chief's designee, and in accordance with state law and the general orders and protocols established by the Police Department:

- (a) The City may place the property within the regular operating inventory of the City for use by the City.
- (b) When the estimated value is \$10,000.00 or less, sales may be accomplished by any method that serves the best interest of the City as determined by the Purchasing Agent.
- (c) When the estimated value exceeds \$10,000.00, sales shall be made to the highest responsible bidder after a properly noticed solicitation of bids/proposals or public auction; provided, however, that property may be sold directly to another governmental agency without bids or public auction upon the approval of the Purchasing Agent.
- (d) All proceeds from such sales shall be paid to the appropriate fund of the City.
- (e) The property may be donated to another governmental agency or nonprofit entity upon the approval of the Purchasing Agent if the estimated value is \$10,000.00 or less or upon the approval of City Council if the estimated value exceeds \$10,000.00.

(Ord. No. 2017-01, § 1, 2-28-2017)

#### **Sec. 1-10-15. Gifts and rebates.**

The Purchasing Agent and every other officer and employee of the City are expressly prohibited from accepting, directly or indirectly, from any person to which any purchase order or contract is, or might be awarded, any rebate, gift, money, or anything of value whatsoever, except where given for the use and benefit of the City.

(Ord. No. 2017-01, § 1, 2-28-2017)

#### **Sec. 1-10-16. Cooperative and intergovernmental purchasing.**

The Purchasing Agent shall have the authority to join with other governmental units in cooperative purchasing plans and to enter into purchase contracts with other governmental units without the formality of publication and receiving competitive bids as otherwise required in this chapter when the best interest of the City would be served thereby.

(Ord. No. 2017-01, § 1, 2-28-2017; Ord. No. 2018-12, § 4, 7-24-2018)

#### **Sec. 1-10-17. Compliance with federal requirements; compliance with disbursement and management requirements of financing documents.**

Where a procurement involves the expenditure of federal assistance or contract funds, the Purchasing Agent shall comply with such federal law and authorized regulations which are mandatorily applicable, and which are not presently reflected in this chapter. Notwithstanding where requirements within this chapter are more restrictive, such federal requirements shall be followed.

Where a procurement involves the expenditure of funds, which are the proceeds of bonds or certificates of participation, or other financing instruments or documents, the Purchasing Agent shall comply with the terms of

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such financing as they relate to the disbursement of funds and/or management of projects, insofar as such terms are mandatorily applicable and which are not presently reflected in this article. Notwithstanding where requirements within this chapter are more restrictive, such financing requirements shall be followed.

(Ord. No. 2017-01, § 1, 2-28-2017)

### **Sec. 1-10-18. Real property transactions.**

(a) The following rules shall apply to the purchase and sale of City-owned real property:

- (1) The City shall sell, contract to sell, acquire by purchase, exchange or gift, real property only upon approval of City Council. At least one (1) appraisal by a certified appraiser shall be received.
- (2) A public hearing may be held at the discretion of City Council, after reasonable public notice, prior to final Council action being taken to sell or contract to sell real property owned by the City. Sale of real property may not occur until approval of an ordinance upon second reading.
- (3) Subject to paragraph (5) below, the sale or other disposal of real property owned by the City shall be made pursuant to the request for proposals method.
- (4) Notwithstanding paragraph (1) above, the exchange of real property is to be permitted only after appraisal of both properties by two (2) certified appraisers, unless both the parties agree in writing to accept the appraisal results of one (1) certified appraiser.
- (5) City Council shall retain the authority to determine an appropriate alternative method for offering any City-owned real property for sale.

(b) The following rules shall apply to the lease of real property by the City:

- (1) Subject to paragraph (3) below, the City shall contract to lease or sublease real property, or contract to lease real property owned by the City, only upon approval of City Council.
- (2) The request for proposals method may be used for the lease of real property owned by the City if City Council determines it is in the best interests of the City; provided, however, that renewals or amendments of existing leases shall not be subject to the request for proposals method.
- (3) A public hearing may be held at the discretion of City Council, after reasonable public notice, prior to final Council action being taken to contract to lease real property owned by the City. Lease of City-owned real property may not occur until approval of an ordinance upon second reading.

(Ord. No. 2017-01, § 1, 2-28-2017)



## 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 February 28<sup>th</sup> prior to the next FY to initiate in July. 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 Human Resources Manager.

Upon completion of a course, a reimbursement request must be filed with the Human Resources Manager 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 such as subsidized Pell Grants and/or Public Service Loan Forgiveness (PSLF) the reimbursement from the City of Isle of Palms will be limited to the amount unfunded by such other sources.

Employees terminating from the City's employment within one year of an approved course reimbursement ~~may be~~ **will 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 a cap of \$15,000**, 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.



## Position Description

*An individual must be able to perform the essential job functions of this multidisciplinary role. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential job functions described herein. Since every duty associated with this position may not be described herein, employees may be required to perform duties not specifically spelled out in the job description, but which may be reasonably considered to be incidental in the performance of their duties just as though they were actually written out in this job description.*

|                   |   |
|-------------------|---|
| <b>Job Title:</b> | <b>Coastal Resilience Officer and Project Manager</b> |
|-------------------|---|

**Department:** General Government

**Pay Grade:** G08

**FLSA Status:** Exempt

### **JOB SUMMARY**

The Coastal Resilience Officer and Project Manager supports the City of Isle of Palms by leading planning, design, and implementation of projects that strengthen the island's long-term resilience to sea level rise, storm surge, tidal flooding, and erosion. This role focuses on barrier island restoration, municipal adaptation planning, and flood mitigation infrastructure that protects residents, natural resources, and critical public assets. The position works across city departments, consultants, state and federal agencies, and the Isle of Palms community to deliver effective, science-based resilience solutions. The position will require management of projects including stormwater infrastructure, flood mitigation, beach repair and renourishment that may or may not have a direct nexus with Coastal Resilience.

### **ESSENTIAL JOB FUNCTIONS:**

#### **Barrier Island Resilience (Isle of Palms Focus)**

- Engage with key municipal bodies, such as committees, to formulate, implement and guide multi-year strategies that achieve long range goals specified in key source documents such as the City's strategic plan, Local Comprehensive Beach Management Plan, Sea Level Rise Adaptation Plan and Master Drainage Plan for example.
- Manage dune restoration, beach nourishment, and nature-based shoreline stabilization projects along Isle of Palms' oceanfront and inlet adjacent areas.

- Coordinate with coastal engineers, ecologists, and contractors to ensure designs reflect local sediment dynamics, erosion patterns, and storm impact history.
- Lead monitoring programs for dune health, shoreline change, and post storm recovery.
- Navigate South Carolina coastal permitting requirements, including SCDES critical area regulations and USACE approvals.

### **Municipal Adaptation Planning**

- Develop and update municipal resilience and climate adaptation plans aligned with Isle of Palms' strategic goals, hazard mitigation priorities, and regional initiatives.
- Conduct vulnerability assessments for city owned facilities, beach access points, drainage systems, emergency routes, and natural resources.
- Facilitate public workshops, council briefings, and stakeholder engagement to ensure adaptation strategies reflect community values and equity considerations.
- Prepare policy recommendations, adaptation pathways, and implementation schedules for City Council and department leadership.

### **Flood Mitigation Infrastructure**

- Manage planning and delivery of flood mitigation projects such as stormwater system upgrades, pump stations, tide control structures, and green infrastructure installations.
- Oversee feasibility studies, engineering design reviews, environmental assessments, and construction oversight.
- Coordinate with Public Works, Building & Planning, and external consultants to ensure infrastructure is climate ready and compliant with municipal standards.

### **Cross Departmental Responsibilities**

- Develop scopes of work, budgets, schedules, and procurement documents for resilience projects.
- Coordinate with local, state, and federal entities with an aim toward securing funding solutions for beach resilience; prepare and manage grant applications and reporting for FEMA BRIC, NOAA Coastal Resilience, NFWF, and state funding programs.
- Ensure compliance with federal, state, and local regulations, including coastal zone management rules and environmental review processes.
- Produce technical reports, presentations, and updates for City Council, city staff, community groups, and funding partners.
- Track emerging resilience science, engineering approaches, and policy developments relevant to South Carolina barrier islands.
- Perform other related duties as assigned.

**MINIMUM REQUIREMENTS TO PERFORM WORK:**

- Bachelor's degree in coastal engineering, environmental science, marine science, urban planning, natural resource management, or a related field (Master's preferred).
- 3–7 years of experience managing coastal, environmental, or infrastructure projects, preferably within a municipal or public sector setting.
- Excellent communication skills, both written and verbal

**Knowledge, Skills and Abilities:**

- Knowledge of barrier island processes, sediment transport, inlet dynamics, and nature-based solutions.
- Experience with South Carolina coastal permitting SCDES, USACE processes, and environmental review requirements.
- Strong project management skills, including budgeting, scheduling, and contractor oversight.
- Excellent communication skills, with the ability to present technical information to elected officials, staff, and the public.
- Proficiency with GIS, modeling tools, or environmental data platforms is a plus.
- Preferred Skills
- Experience with dune and beach restoration, living shorelines, or wetland enhancement in the Southeast.
- Familiarity with municipal planning processes, hazard mitigation plans, and resilience policy development.
- Knowledge of stormwater systems, green infrastructure design, and flood risk modeling.
- Project management certification (PMP, CAPM) or coastal resilience training credentials.
- Experience working with coastal communities facing chronic flooding or erosion.

**PHYSICAL DEMANDS:**

The physical demands consist of sedentary work which requires exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body. The incumbent must have the ability to balance while maintaining body equilibrium; and crouch by bending the body downward; use hands and fingers to feel, grasp, and handle; hear by perceiving the nature of sounds at normal speaking levels; mental acuity; use hands and arms to lift, pull, push, and reach; make repetitive motions; speak and talk, stand, walk, and stoop; and use visual acuity by viewing things including color, depth perception, and field vision.

**WORK ENVIRONMENT:**

- Combination of office work, field site visits on the island, and community engagement activities.

- Occasional evening meetings and coastal travel for site assessments, partner coordination, and regional resilience initiatives.

*The City of Isle of Palms has the right to revise this position description at any time, and does not represent in any way a contract of employment.*

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Supervisor (or HR) Signature

\_\_\_\_\_  
Date

|     | C  | D  | E            | F                                 | I       | J         | K         | L       | M       | N       | O       | P         | Q       | R       | S       |
|-----|--|--|--------------|-----------------------------------|---------|-----------|-----------|---------|---------|---------|---------|-----------|---------|---------|---------|
| 1   | <div>City of Isle of Palms, SC</div> <div>Capital Planning Model</div> |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 2   |  |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 3   |  |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 4   |  |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 5   |  |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 6   | Capital Improvement Plan   |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 7   | New, Major Changes, Deferred from FY26                                 |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 8   | 1  | 2  | 3            | 4                                 | 7       | 8         | 9         | 10      | 11      | 12      | 13      | 14        | 15      | 16      | 17      |
| 9   | On/Off   | Description  | Funding Type | Fund                              | 2026    | 2027      | 2028      | 2029    | 2030    | 2031    | 2032    | 2033      | 2034    | 2035    | 2036    |
| 43  | Off  |  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 44  | On   | General Government   |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 45  | On   | Audio Visual (AV) improvements for Council Chamber   | Cash         | Capital Projects Fund             |         |           |           | 50,000  |         |         |         |           |         |         |         |
| 46  | On   | City Hall parking lot fence replacement  | Cash         | Capital Projects Fund             |         |           |           |         |         |         |         |           |         |         |         |
| 47  | On   | Replace framing and metal doors at City Hall   | Cash         | Capital Projects Fund             |         | 40,000    |           |         |         |         |         |           |         |         |         |
| 48  | On   | Elevator equipment modernization   |              | Capital Projects Fund             |         | 70,000    |           |         |         |         |         |           |         |         |         |
| 49  | On   | City Hall generator  | Cash         | Capital Projects Fund             |         |           |           |         | 75,000  |         |         |           |         |         |         |
| 50  | On   | Court software replacement   | Cash         | State Accommodations Tax Fund     |         |           |           |         |         | -       |         |           |         |         |         |
| 51  | On   | Message boards at Connector and Breach Inlet   | Cash         | State Accommodations Tax Fund     |         |           |           |         |         |         |         |           |         |         |         |
| 52  | On   | Admin & Mayor's radios as needed   | Cash         | Capital Projects Fund             |         |           | -         |         | 20,000  |         |         |           |         |         |         |
| 53  | On   | FEMA Flood Mitigation project on Forest Trail, fully offset by grant funds. Deferred 325,200 of the 625,000 from FY24. | Cash         | Capital Projects Fund             | 100,000 |           |           |         |         |         |         |           |         |         |         |
| 54  | On   | Resurface City Hall parking lot  | Cash         | Capital Projects Fund             |         |           |           |         | 30,000  |         |         |           |         |         |         |
| 55  | On   | Reconfigure Upstairs Conference Room to add Office Space   | Cash         | Capital Projects Fund             | 50,000  |           |           |         |         |         |         |           |         |         |         |
| 56  | On   | Planning, design & construction for City Hall repair and reconfiguration. Assumes debt for \$4M in FY2X.               | Cash         | Capital Projects Fund             |         |           |           |         |         |         |         |           |         |         |         |
| 57  | Off  |  |              |                                   | 150,000 | 110,000   | -         | 50,000  | 125,000 | -       | -       | -         | -       | -       | -       |
| 58  | On   | Police Department  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 59  | On   | 26 Patrol Vehicles total on average are replaced in the 6th year.  | Cash         |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 60  | On   | Patrol SUVs on average are replaced in the 6th year.   | Cash         | Capital Projects Fund             | 64,000  | 64,000    | -         | 66,000  | 68,000  | 70,000  | 72,000  | 74,000    | 76,000  | 78,000  | 80,000  |
| 61  | On   | Patrol SUVs on average are replaced in the 6th year.   | Cash         | Municipal Accommodations Fee Fund | 64,000  | 64,000    | -         | -       | 68,000  | 70,000  | -       | 74,000    | 76,000  | 78,000  | -       |
| 62  | On   | Patrol SUVs on average are replaced in the 6th year.   | Cash         | Hospitality Tax Fund              |         |           |           | -       | 68,000  | -       | 72,000  | 74,000    | 76,000  | -       | 80,000  |
| 63  | On   | 2 Patrol SUVs on average are replaced in the 6th year. (New Officers)  | Cash         | State Accommodations Tax Fund     |         | 128,000   |           |         |         |         |         |           |         |         |         |
| 64  | On   | 3 Patrol sedans  | Cash         | Capital Projects Fund             |         |           |           |         |         |         |         |           |         |         |         |
| 65  | On   | Patrol F150 pickup trucks  | Cash         | Capital Projects Fund             |         | 67,000    | 69,000    | 71,000  |         | -       |         |           |         | 83,000  |         |
| 66  | On   | Patrol F150 pickup trucks  | Cash         | Municipal Accommodations Fee Fund |         |           |           |         |         |         |         |           |         |         |         |
| 67  | On   | Patrol F150 pickup trucks  | Cash         | Hospitality Tax Fund              | 67,000  |           | 69,000    |         |         |         |         |           |         |         |         |
| 68  | On   | Beach services 4WD pickup  | Cash         | State Accommodations Tax Fund     |         |           | 50,000    |         |         |         |         |           |         | 64,000  |         |
| 69  | On   | ACO 4WD Pickup Truck   | Cash         | Capital Projects Fund             |         |           |           |         |         | 51,000  |         |           |         |         |         |
| 70  | On   | (2) 2025 Yamaha ATV Beach services utility   | Cash         | State Accommodations Tax Fund     | 22,000  |           | 23,000    |         |         | 26,000  |         |           | 29,000  |         |         |
| 71  | On   | (2) 2024 4x4 UTV W/ plow attachment  | Cash         | Hospitality Tax Fund              |         | -         |           | 24,000  |         |         | 27,000  |           |         | 30,000  |         |
| 72  | On   | Pickup truck for Code Enforcement  | Cash         | Hospitality Tax Fund              |         |           |           | 55,000  |         |         | 59,000  |           |         | 65,000  |         |
| 73  | On   | Low speed vehicles (LSVs) for parking mgt  | Cash         | State Accommodations Tax Fund     |         |           |           |         |         | -       |         |           |         |         |         |
| 74  | On   | 2022 Polaris GEM transfer to PCI   | Cash         | Capital Projects Fund             |         | -         | -         |         |         |         | -       |           | -       |         |         |
| 75  | On   | Front Beach surveillance system (approx. 7 cameras)  | Cash         | State Accommodations Tax Fund     |         |           | 35,000    |         |         |         |         | 40,000    |         |         |         |
| 76  | On   | Recording equipment (tie in with outside surveillance sys)   | Cash         | Municipal Accommodations Fee Fund |         |           |           | 20,000  |         |         |         |           |         |         |         |
| 77  | On   | Computer servers per VC3 recommendation (need more information)  | Cash         | State Accommodations Tax Fund     | 18,000  | 18,000    |           |         | 21,000  | 22,000  |         |           |         | 26,000  |         |
| 78  | On   | PD radios (in-car & walkies) (58 radios at \$6K in FY28)   | Cash         | Hospitality Tax Fund              |         | 21,500    | 348,000   |         |         |         |         |           |         |         |         |
| 79  | On   | Speed radar & trailer  | Cash         | State Accommodations Tax Fund     | 20,000  | 8,500     |           |         |         |         |         |           |         |         |         |
| 80  | On   | 7 traffic counters located at Connector & Breach Inlet   | Cash         | Capital Projects Fund             |         | -         |           |         |         | 30,000  |         |           |         |         | 30,000  |
| 81  | On   | Two license plate reader (LPRs) for mobile parking enforcement   | Cash         | Municipal Accommodations Fee Fund |         |           |           |         |         |         |         |           |         |         |         |
| 82  | On   | Police & Court Records Management System ( cloudbase Civic RMS)  | Cash         | State Accommodations Tax Fund     |         | 70,000    | 21,500    | 22,000  | 22,500  | 23,000  | 23,500  | 24,000    | 24,500  | 25,000  | 25,500  |
| 83  | On   | De-escalation & Use of Force training simulation sys (software & hardware)   | Cash         | Municipal Accommodations Fee Fund |         | -         |           |         |         |         |         |           |         |         |         |
| 84  | On   | Add automatic license plate reader for IOP Connector for investigative purposes. Recurring \$5k fee for subscription   | Cash         | State Accommodations Tax Fund     |         |           | 13,000    |         |         |         | 15,000  |           |         |         |         |
| 85  | On   | Evidence refrigerator  | Cash         | Capital Projects Fund             |         |           |           |         |         |         |         |           |         |         |         |
| 86  | On   | Mobile digital billboard   | Cash         | Capital Projects Fund             |         |           |           |         |         |         | 20,000  |           |         |         |         |
| 87  | On   | New computers (replace windows 10 PCs 16 Units @\$2500)  | Cash         | Municipal Accommodations Fee Fund | 40,000  |           |           |         |         |         | 20,000  |           |         |         |         |
| 88  | On   | Taser (Conducted Energy Weapons) Upgrade   | Cash         | State Accommodations Tax Fund     |         |           |           |         |         |         |         |           |         |         |         |
| 89  | On   | Public Safety Building access control system (1/2 Police)  | Cash         | Capital Projects Fund             |         |           |           |         |         |         |         |           |         |         |         |
| 90  | On   | Public Safety Building access control system (1/2 Police)  | Cash         | State Accommodations Tax Fund     |         |           |           |         |         |         |         |           |         |         |         |
| 91  | On   | IT Room battery back-up replaced FY25  | Cash         | Hospitality Tax Fund              |         |           |           |         | 12,000  |         |         |           |         | 15,000  |         |
| 92  | On   | Public Safety Drone (Drone as First Responder Software)  | Cash         | State Accommodations Tax Fund     |         | 37,150    |           |         | 40,500  |         |         | 44,000    |         |         | 47,000  |
| 93  | On   | Drone First Responder Docking System (5 years)   | Cash         | Capital Projects Fund             |         | 375,000   |           |         |         |         |         |           |         |         |         |
| 94  | On   | PSB Gate 50%   | Cash         | State Accommodations Tax Fund     | 6,000   |           |           |         |         |         |         |           |         |         |         |
| 95  | On   | In-Car Cradlepoint (16 patrol vehicles)  | Cash         | Municipal Accommodations Fee Fund |         | 33,000    | 8,700     | 8,700   | 8,700   | 8,700   | 38,000  | 9,000     | 9,000   | 9,000   | 9,000   |
| 96  | On   | AI traffic signal  | Cash         | State Accommodations Tax Fund     |         | 100,000   | 12,000    | 12,000  | 12,000  | 12,000  | 12,000  | 12,500    | 12,500  | 12,500  | 12,500  |
| 97  | On   | AI report writing software (25 officers @ \$60 mthly)  | Cash         | Hospitality Tax Fund              |         | 18,000    | 19,000    | 20,000  | 21,000  | 22,000  | 23,000  | 24,000    | 25,000  | 26,000  | 27,000  |
| 98  | Off  |  |              |                                   | 301,000 | 1,004,150 | 668,200   | 298,700 | 341,700 | 334,700 | 381,500 | 375,500   | 328,000 | 511,500 | 311,000 |
| 99  | On   | Fire Department  |              |                                   |         |           |           |         |         |         |         |           |         |         |         |
| 100 | On   | 2021 E-One Typhoon Fire Engine E1002 (Pumper) (LT 24 mths) Station 2   | New Debt     | State Accommodations Tax Fund     |         |           |           |         |         |         |         | 1,500,000 |         |         |         |
| 101 | On   | 2009 E-One Typhoon Fire Engine E1001 (Pumper) (LT 24 mths) Station 1 (Moved from FY25 to FY28 & \$1M to \$1.5M).       | New Debt     | Municipal Accommodations Fee Fund |         |           | 1,500,000 |         |         |         |         |           |         |         |         |

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|     | C                                      | D   | E            | F                                 | I         | J         | K         | L         | M       | N       | O         | P       | Q         | R       | S      |
|-----|--|---|--------------|-----------------------------------|-----------|-----------|-----------|-----------|---------|---------|-----------|---------|-----------|---------|--------|
| 1   |  |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 2   | City of Isle of Palms, SC              |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 3   | Capital Planning Model                 |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 4   |  |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 5   |  |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 6   | Capital Improvement Plan               |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 7   | New, Major Changes, Deferred from FY26 |   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 8   | 1                                      | 2   | 3            | 4                                 | 7         | 8         | 9         | 10        | 11      | 12      | 13        | 14      | 15        | 16      | 17     |
| 9   | On/Off                                 | Description   | Funding Type | Fund                              | 2026      | 2027      | 2028      | 2029      | 2030    | 2031    | 2032      | 2033    | 2034      | 2035    | 2036   |
| 153 | On                                     | 2008 Mack Packer (PW22) Side Loader (18m LT) (Letter of Intent FY24)(\$255K to \$390K)  | Cash         | Capital Projects Fund             |           | 430,000   |           |           |         |         |           |         |           |         |        |
| 154 | On                                     | 2009 Mack w/ 31yd Loadmaster Packer (PW24) Replace w/ sideloader  | Cash         | State Accommodations Tax Fund     |           |           | 435,000   |           |         |         |           |         |           |         |        |
| 155 | On                                     | 2014 Mack w/ 30yd Packer (PW26)   | Cash         | Municipal Accommodations Fee Fund |           |           |           | 440,000   | -       |         |           |         |           |         |        |
| 156 | On                                     | 2016 Mack w/ 30yd Packer (PW16)   | Cash         | Capital Projects Fund             |           |           |           |           |         |         | 480,000   |         |           |         |        |
| 157 | On                                     | 2018 Mack w/ 30yd Packer (PW27) (~ FY33)  | Cash         | State Accommodations Tax Fund     |           |           |           |           |         |         |           |         |           | 510,000 |        |
| 158 | On                                     | 2006 Caterpillar trash loader (keep the old one as reserve)   | Cash         | Municipal Accommodations Fee Fund |           |           |           |           |         |         |           |         |           |         |        |
| 159 | On                                     | 2021 Mack Flatbed (PW 21) (~ FY36)  | Cash         | Capital Projects Fund             |           |           |           |           |         |         |           | 100,000 |           |         |        |
| 160 | On                                     | 2018 Mack Flatbed (PW 28)   | Cash         | State Accommodations Tax Fund     |           |           |           |           | 90,000  |         |           |         |           |         |        |
| 161 | On                                     | 2022 Chevy 3500 Diesel to trailor jet VAC   | Cash         | Municipal Accommodations Fee Fund |           |           |           |           |         |         | 70,000    |         |           |         |        |
| 162 | On                                     | 2014 F150 4x4   | Cash         | State Accommodations Tax Fund     |           |           |           |           |         |         |           |         |           |         |        |
| 163 | On                                     | Ford F150 (Public Works Director) (Decreased by \$10K)  | Cash         | Municipal Accommodations Fee Fund |           |           |           |           |         | 50,000  |           |         |           |         |        |
| 164 | On                                     | Hopper for 2016 Ford F350   | Cash         | Hospitality Tax Fund              | 68,000    |           |           |           |         |         |           |         |           |         |        |
| 165 | On                                     | 2017 Ford F-250 w/ Hopper   | Cash         | Capital Projects Fund             |           |           |           |           |         |         |           | 55,000  |           |         |        |
| 166 | On                                     | 2019 Dodge Ram 1500 4x4 (PW-30)   | Cash         | Capital Projects Fund             |           |           | 37,000    |           |         |         |           |         |           | 39,000  |        |
| 167 | On                                     | 2019 Dodge Ram 1500 4x4 w/ 6 ft bed (PW-29)   | Cash         | State Accommodations Tax Fund     |           |           | 37,000    |           |         |         |           |         |           |         |        |
| 168 | On                                     | Radios  | Cash         | Capital Projects Fund             |           |           |           |           | 20,000  |         |           |         |           |         |        |
| 169 | On                                     | Four 4-in flood water pumps as needed   | Cash         | Municipal Accommodations Fee Fund | 20,000    |           |           | 20,000    |         |         |           |         |           |         |        |
| 170 | On                                     | Z-track mower for rights of way   | Cash         | Municipal Accommodations Fee Fund |           |           |           |           |         | 20,000  |           |         |           |         |        |
| 171 | On                                     | Skid Steer purchased in FY16 - Deferred from FY25 to FY26   | Cash         | State Accommodations Tax Fund     |           |           | 60,000    |           |         |         |           |         |           |         |        |
| 172 | On                                     | Purchase surveying equipment for in-house drainage maintenance  | Cash         | Capital Projects Fund             |           |           |           |           |         |         |           |         |           |         |        |
| 173 | On                                     | Provision for relocation or improvements to Front Beach Compactor   | Cash         | Hospitality Tax Fund              |           |           |           |           |         |         |           |         |           |         |        |
| 174 | On                                     | Jet Vac trailer for stormwater maintenance  | Cash         | Municipal Accommodations Fee Fund |           |           |           |           | 60,000  |         |           |         |           |         |        |
| 175 | On                                     | Front beach trash compactor purchased in FY15   | Cash         | State Accommodations Tax Fund     |           |           | 60,000    |           |         |         |           |         |           |         |        |
| 176 | On                                     | Fuel Dispensers   | Cash         | Capital Projects Fund             | 20,000    |           |           |           |         |         |           |         |           |         |        |
|     | On                                     | Provision to move electric lines underground. Dominion Energy matches the City's 50% contribution (Moved from FY24 to FY25) 14th Ave in FY25 and 41st Ave in FY26 | Cash         | Municipal Accommodations Fee Fund | 131,000   |           |           |           |         |         |           |         |           |         |        |
| 178 | On                                     | Rehab golf cart path along Palm Blvd connecting 18th and 20th Ave   | Cash         | State Accommodations Tax Fund     |           |           |           |           |         |         |           |         |           | 50,000  |        |
| 179 | Off                                    | 96 Gallon Carts (transition 4,500 carts over 3 years for new side loader)   | Cash         | General Fund                      | 100,000   | 100,000   |           |           |         |         |           |         |           |         |        |
| 180 | On                                     | Building Maintainence Contingency - Calculated as 1% of Public Works Building insured value including HVAC system. INCR TO 2% IN FY27                             | Cash         | Capital Projects Fund             |           |           |           |           |         |         |           |         |           |         |        |
| 181 | On                                     | General drainage contingency for small projects   | Cash         | Capital Projects Fund             | 100,000   | 100,000   | 100,000   | 100,000   | 100,000 | 100,000 | 100,000   | 100,000 | 100,000   | 100,000 |        |
| 182 | On                                     | Annual drainage for comprehensive plan  | Cash         | Capital Projects Fund             |           | 250,000   | 250,000   | 250,000   | 250,000 | 250,000 | 250,000   | 250,000 | 250,000   | 250,000 |        |
| 183 | On                                     | Design & permitting for next drainage project (Myrtle & 19th)   | Cash         | Capital Projects Fund             |           | 100,000   |           |           |         |         |           |         |           |         |        |
|     | On                                     | Drainage improvement on Palm Blvd between 38th and 41st Funded by \$1M state budget allocation  |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 184 | On                                     |   | Cash         | Capital Projects Fund             | 1,850,000 | 2,200,000 | 3,000,000 |           |         |         |           |         |           |         |        |
| 185 | On                                     | Repeat drainage work based on 3-year maintenance rotation   | Cash         | Municipal Accommodations Fee Fund | 198,668   | 198,668   | 198,668   | 198,668   | 198,668 | 198,668 | 198,668   | 198,668 | 198,668   | 198,668 |        |
| 186 | On                                     | Phase 3 - Waterway Blvd Multi-use path elevation. City is seeking grant funds to offset this cost.  | Cash         | Capital Projects Fund             | 1,480,000 | 1,700,000 |           |           |         |         |           |         |           |         |        |
| 187 | On                                     | Phase 3 - Waterway Blvd Multi-use path elevation. City is seeking grant funds to offset this cost.  | Cash         | State Accommodations Tax Fund     | 520,000   |           |           |           |         |         |           |         |           |         |        |
| 188 | Off                                    |   |              |                                   | 4,807,668 | 5,175,668 | 4,080,668 | 1,008,668 | 718,668 | 618,668 | 1,098,668 | 703,668 | 1,058,668 | 637,668 | -      |
| 189 | On                                     | Building Department   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
| 190 | On                                     | 2018 Chevy pickup truck   | Cash         | Capital Projects Fund             |           | 45,000    |           |           |         |         |           |         |           | 40,000  |        |
| 191 | Off                                    |   |              |                                   | -         | 45,000    | -         | -         | -       | -       | -         | -       | -         | 40,000  | -      |
| 192 | On                                     | Recreation Department   |              |                                   |           |           |           |           |         |         |           |         |           |         |        |
|     | On                                     | Playground Equipment 5-12 Big Toy & 2-5 year old Toddler Toy and pour & play surfacing. (Scoreboard -only with failure FY26+)                                     | Cash         | State Accommodations Tax Fund     | 20,000    | 20,000    | 20,500    | 21,500    | 22,500  | 23,500  | 24,500    | 25,500  | 26,500    | 27,000  | 27,500 |
| 194 | On                                     | Basketball scoreboard in gymnasium  | Cash         | State Accommodations Tax Fund     |           |           |           |           |         |         |           |         |           |         |        |
| 195 | On                                     | Upgrade IT & Video Conference System in Magnolia/Palmetto rooms for better livestreaming  | Cash         | Capital Projects Fund             |           | 60,000    | -         |           |         |         |           |         |           |         |        |
| 196 | On                                     | Acoustical Panels for Gymnasium   | Cash         | State Accommodations Tax Fund     |           |           |           |           |         |         |           |         |           |         |        |
| 197 | On                                     | Recreation -1 SUV   | Cash         | Municipal Accommodations Fee Fund |           |           |           |           |         | 48,000  |           |         |           |         |        |
| 198 | On                                     | Toro Groomer  | Cash         | Capital Projects Fund             |           |           |           | 20,000    |         |         |           |         |           |         |        |
| 199 | On                                     | Golf Cart   | Cash         | Hospitality Tax Fund              |           |           |           | 12,500    |         |         |           | 14,000  |           |         |        |
| 200 | On                                     | Computer server for security cameras  | Cash         | Capital Projects Fund             |           |           | 8,000     |           |         |         | 10,000    |         |           |         |        |
| 201 | On                                     | 2018 Ford F-150   | Cash         | Municipal Accommodations Fee Fund |           |           |           |           |         |         | 48,000    |         |           |         |        |
| 202 | On                                     | Bi-Parting walk-draw curtain in Gym   | Cash         | Capital Projects Fund             |           |           |           |           |         |         |           | 15,000  |           |         |        |
| 203 | On                                     | Soccer Goals  | Cash         | Municipal Accommodations Fee Fund | 8,000     |           |           |           | 9,000   |         |           |         |           |         |        |
| 204 | On                                     | Construct sand volley ball court  | Cash         | Capital Projects Fund             |           |           | -         | 28,000    |         |         |           |         |           |         |        |
| 205 | On                                     | Lift for changing ceiling lights and tiles (\$12K to \$15K)   | Cash         | Capital Projects Fund             |           |           |           |           |         |         |           |         |           | 15,000  |        |
| 206 | On                                     | Floor Scrubber (new model better for sanitizing)  | Cash         | Capital Projects Fund             |           | -         | 9,000     |           |         |         |           | 10,000  |           |         |        |
| 207 | On                                     | Lights on soccer field (installed FY17 w/ 25yr warranty)  | Cash         | State Accommodations Tax Fund     |           |           |           |           |         |         |           |         |           |         | 49     |

|     | C  | D  | E            | F                                 | I       | J       | K       | L       | M       | N       | O       | P       | Q       | R                        | S       |
|-----|--|--|--------------|-----------------------------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|--------------------------|---------|
| 1   | <div>City of Isle of Palms, SC</div> <div>Capital Planning Model</div> <div>Capital Improvement Plan</div> <div>New, Major Changes, Deferred from FY26</div> |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 2   |  |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 3   |  |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 4   |  |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 5   |  |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 6   |  |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 7   |  |  |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 8   | 1  | 2  | 3            | 4                                 | 7       | 8       | 9       | 10      | 11      | 12      | 13      | 14      | 15      | 16                       | 17      |
| 9   | On/Off   | Description  | Funding Type | Fund                              | 2026    | 2027    | 2028    | 2029    | 2030    | 2031    | 2032    | 2033    | 2034    | 2035                     | 2036    |
| 208 | On   | Interior basketball goals with retractable system (FY40)   | Cash         | State Accommodations Tax Fund     |         |         |         |         |         |         |         |         |         |                          |         |
| 209 | On   | John Deere Z-TRAK mower  | Cash         | State Accommodations Tax Fund     |         | -       | 15,000  |         |         | -       |         | 16,000  |         |                          |         |
| 210 | On   | Tennis Fencing (~ every 10 years)  | Cash         | Hospitality Tax Fund              | 30,000  |         |         |         |         |         |         |         |         |                          |         |
| 211 | On   | Covered walkway to front entrance  | Cash         | Capital Projects Fund             |         |         |         |         |         |         |         |         |         |                          |         |
| 212 | On   | Christmas Tree for Front Beach area  | Cash         | Capital Projects Fund             |         |         |         |         |         | 22,000  |         |         |         |                          |         |
| 213 | On   | Fencing on Softball Field  | Cash         | Municipal Accommodations Fee Fund |         |         |         | 50,000  |         |         |         |         |         |                          |         |
| 214 | On   | Fencing on Soccer Field  | Cash         | Capital Projects Fund             | 8,000   |         |         |         |         |         |         |         |         |                          |         |
| 215 | On   | Fencing on Baseball Field  | Cash         | Municipal Accommodations Fee Fund |         | -       | 25,000  |         |         |         |         |         |         |                          |         |
| 216 | On   | Dog Park fencing and play equipment  | Cash         | Municipal Accommodations Fee Fund |         |         |         |         |         |         |         |         |         |                          |         |
| 217 | On   | John Deere Tractor   | Cash         | State Accommodations Tax Fund     |         |         | 25,000  |         |         |         |         |         |         |                          |         |
| 218 | On   | 4 outdoor basketball goals and posts   | Cash         | State Accommodations Tax Fund     |         | 22,000  |         |         |         | 30,000  |         |         |         |                          |         |
| 219 | On   | Picnic Shelter design & contruction  | Cash         | State Accommodations Tax Fund     |         | 92,000  |         |         |         |         |         |         |         |                          |         |
| 220 | On   | Baseball, softball, tennis & basketball lights (FY37)  | Cash         | State Accommodations Tax Fund     |         |         |         |         |         |         |         |         |         |                          |         |
| 221 | On   | Ground & exterior building lights  | Cash         | Municipal Accommodations Fee Fund |         | 25,000  |         |         |         |         |         |         |         |                          |         |
| 222 | On   | Construct fitness room expansion   | Cash         | Municipal Accommodations Fee Fund |         |         |         |         |         |         |         |         |         |                          | 675,000 |
| 223 | On   | Equipment for fitness room expansion   | Cash         | Municipal Accommodations Fee Fund |         |         |         |         |         |         |         |         |         |                          | 120,000 |
| 224 | On   | Construct outdoor fitness court  | Cash         | Municipal Accommodations Fee Fund |         |         |         |         |         |         |         |         |         |                          |         |
| 225 | On   | Reconstruct 2 Tennis Courts  | Cash         | Municipal Accommodations Fee Fund | 65,000  |         |         |         |         |         |         |         |         |                          |         |
| 226 | On   | Reconstruct 2 Tennis Courts  | Cash         | State Accommodations Tax Fund     | 65,000  |         |         |         |         |         |         |         |         |                          |         |
| 227 | On   | Reconstruct 2 Tennis Courts  | Cash         | Recreation Building Fund          | 60,000  |         |         |         |         |         |         |         |         |                          |         |
| 228 | On   | Resurface Tennis Courts  | Cash         | Capital Projects Fund             |         |         |         |         |         | 25,000  |         |         |         |                          |         |
| 229 | On   | Reconstruct and reconfigure Outdoor Basketball Courts  | Cash         | Municipal Accommodations Fee Fund |         |         | 25,000  |         |         |         |         |         |         |                          |         |
| 230 | On   | Resurface pickleball courts  | Cash         | Hospitality Tax Fund              |         |         | 10,000  |         |         |         |         |         |         |                          |         |
| 231 | On   | Lighting for pickleball courts (moved from FY24 to FY25)   | Cash         | Hospitality Tax Fund              |         |         |         |         |         |         |         |         |         |                          |         |
| 232 | On   | Covered trailer for events   | Cash         | State Accommodations Tax Fund     |         |         |         |         |         |         |         |         |         |                          |         |
| 233 | On   | Flooring High Tide   | Cash         | Capital Projects Fund             |         |         |         |         |         |         |         | 30,000  |         |                          |         |
| 234 | On   | Flooring office and lobby  | Cash         | Capital Projects Fund             | 20,000  |         |         |         |         |         |         |         |         |                          |         |
| 235 | On   | Resurface Parking Lot  | Cash         | Capital Projects Fund             |         |         |         |         | 150,000 |         | -       |         |         |                          |         |
| 236 | On   | Rehabilitate softball, baseball and multipurpose fields (FY30+)  | Cash         | Capital Projects Fund             |         |         |         |         |         | 100,000 |         |         |         |                          |         |
| 237 | On   | Construct gymnasium in accordance with Master Plan   | Cash         | Municipal Accommodations Fee Fund |         |         |         |         |         |         |         |         |         |                          |         |
| 238 | On   | Hallway and Lobby Lights   | Cash         | Hospitality Tax Fund              | 12,000  |         |         |         |         |         |         |         |         |                          |         |
| 239 | On   | Roof repairs/replacement   | Cash         | Capital Projects Fund             |         | 150,000 |         |         |         |         |         |         |         |                          |         |
| 240 | On   | Gymnasium Flooring   | Cash         | State Accommodations Tax Fund     |         |         |         | 85,000  |         |         |         |         |         |                          |         |
| 241 | On   | Gymnasium Restroom Renovation  | Cash         | Capital Projects Fund             |         |         |         | 25,000  |         |         |         |         |         |                          |         |
| 242 | On   |  |              |                                   | 288,000 | 369,000 | 137,500 | 242,000 | 172,500 | 227,500 | 112,500 | 110,500 | 26,500  | 42,000                   | 822,500 |
| 243 | On   | Front Beach Area, including Public Restrooms, Parking Meters and Parking Lots  | Cash         | Hospitality Tax Fund              |         |         |         |         |         |         |         |         |         |                          |         |
|     | On   | Parking Meter kiosks (5 total kiosks to supplement mobile payments). Remainder of old kiosks will be removed from service when they become too expensive to maintain. Move to Text2Park sys. | Cash         | Hospitality Tax Fund              |         |         |         |         | 20,000  |         |         |         |         |                          |         |
| 244 | On   | New benches in the Front Beach area  | Cash         | State Accommodations Tax Fund     | 25,000  |         |         |         |         |         |         |         |         |                          |         |
| 245 | On   | Replace Front Beach irrigation system & repair associated infrastructure   | Cash         | State Accommodations Tax Fund     |         |         |         |         |         | 175,000 |         |         |         |                          |         |
| 247 | On   | Add, replace or rehabilitate public art  | Cash         | Capital Projects Fund             |         | 10,000  |         |         |         |         | 10,000  |         |         |                          |         |
| 248 | On   | Resurface City-owned portion of Ocean Blvd   | Cash         | State Accommodations Tax Fund     |         | 100,000 |         |         |         |         |         |         |         |                          |         |
| 249 | On   | Repair sidewalks on Ocean Blvd between 10th and 14th   | Cash         | State Accommodations Tax Fund     | 70,000  | 70,000  |         |         |         |         |         |         |         |                          |         |
| 250 | On   | Assign Fund Balance for Future Expenditures  | Cash         | Municipal Accommodations Fee Fund |         | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000                   | 25,000  |
| 251 | On   | Assign Fund Balance for Future Expenditures  | Cash         | Hospitality Tax Fund              |         | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000                   | 25,000  |
| 252 | On   | Assign Fund Balance for Future Expenditures  | Cash         | State Accommodations Tax Fund     |         | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000  | 25,000                   | 25,000  |
| 253 | Off  |  |              |                                   | 95,000  | 255,000 | 75,000  | 75,000  | 95,000  | 250,000 | 85,000  | 75,000  | 75,000  | 75,000                   | 75,000  |
| 254 | On   | Breach Inlet Boat Ramp   |              |                                   |         |         |         |         |         |         |         |         |         |                          |         |
| 255 | On   | Rehabilitate concrete ramp (last done in FY00)   | Cash         | Capital Projects Fund             |         |         | 75,000  |         |         |         |         |         |         |                          |         |
| 256 | Off  |  |              |                                   | -       | -       | 75,000  | -       | -       | -       | -       | -       | -       | -                        | -       |
| 257 | On   | Beach Maintenance, Monitoring and Access   |              | Beach Preservation Fee Fund       |         |         |         |         |         |         |         |         |         |                          |         |
|     | Off  | Repl/repair/add dune walkovers (approx. 57 accesses)(Funded by FY24 State budget allocation (SCPRT) of \$500K)   | Cash         | Beach Preservation Fee Fund       | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000 | 250,000                  | 250,000 |
| 259 | Off  | Nourishment permitting including up to \$100K for additional borings for borrow z  | Cash         | Beach Preservation Fee Fund       | 300,000 |         |         |         |         |         |         |         |         |                          |         |
|     | On   | Improve emergency vehicular access at IOP County Park (Moved from FY24 to FY25)  | Cash         | Beach Preservation Fee Fund       |         |         |         |         |         |         |         |         |         |                          |         |
| 260 | Off  | Mobi Mat/Access Rec material for beach accesses as needed  | Cash         | Beach Preservation Fee Fund       | 35,000  | 15,000  | 35,000  | 15,000  | 35,000  | 15,000  | 35,000  | 15,000  | 35,000  | 35,000                   | 15,000  |
|     | On   | Design & permitting related to next large scale off-shore project (Moved from FY24 to F25 & \$225K to \$365K)  | Cash         | Beach Preservation Fee Fund       |         | 575,000 |         |         |         |         |         | 450,000 |         | 600,000                  |         |
| 263 | On   | Feasibility Study - Breach Inlet Project   | Cash         | Beach Preservation Fee Fund       |         |         |         |         |         |         |         |         |         |                          |         |
| 264 | Off  | USACE Breach Inlet Project (Construction start March 2024)   | Cash         | Beach Preservation Fee Fund       | 20,000  |         |         |         |         |         |         |         |         |                          |         |
| 265 | On   | Construction of next large scale project Breach Inlet  | Cash         | Beach Preservation Fee Fund       |         |         |         |         |         |         |         |         |         | 10,943,167 <sup>50</sup> |         |

|     | C  | D  | E            | F                           | I         | J         | K         | L       | M       | N       | O       | P         | Q       | R          | S       |
|-----|--|--|--------------|-----------------------------|-----------|-----------|-----------|---------|---------|---------|---------|-----------|---------|------------|---------|
| 1   | <div>City of Isle of Palms, SC</div> <div>Capital Planning Model</div> <div>Capital Improvement Plan</div> <div>New, Major Changes, Deferred from FY26</div> |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 2   |  |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 3   |  |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 4   |  |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 5   |  |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 6   |  |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 7   |  |  |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 8   | 1  | 2  | 3            | 4                           | 7         | 8         | 9         | 10      | 11      | 12      | 13      | 14        | 15      | 16         | 17      |
| 9   | On/Off   | Description  | Funding Type | Fund                        | 2026      | 2027      | 2028      | 2029    | 2030    | 2031    | 2032    | 2033      | 2034    | 2035       | 2036    |
| 266 | On   | Construction of next large scale project Wild Dunes (rough estimate of City's contribution - 25%, cost shared with WDCA)                         | Cash         | Beach Preservation Fee Fund |           |           |           |         |         |         |         |           |         | 8,550,698  |         |
| 267 | Off  | Groin permitting   | Cash         | Beach Preservation Fee Fund | 150,000   |           |           |         |         |         |         |           |         |            |         |
| 268 | On   | Groins   | Cash         | Capital Projects Fund       |           |           | 4,000,000 |         |         |         |         |           |         |            |         |
| 269 | On   | Update Beach Management Plan   | Cash         | Beach Preservation Fee Fund |           |           | 25,000    |         |         |         |         |           |         |            |         |
| 270 | On   | Shoal Management Wild Dunes (25%, cost shared with WDCA)   | Cash         | Beach Preservation Fee Fund |           |           |           |         |         |         |         | 430,500   |         |            |         |
| 271 | On   | Inlet Management   | Cash         | Beach Preservation Fee Fund |           |           |           |         |         |         |         |           |         |            |         |
| 272 | On   | Sea Level Rise Adaptation Plan   | Cash         | Beach Preservation Fee Fund |           |           |           |         |         |         |         |           |         |            |         |
| 273 | On   | Required post project monitoring (FY24 is last year)   | Cash         | Beach Preservation Fee Fund |           |           |           |         |         |         |         |           |         |            |         |
| 274 | Off  | Ongoing monitoring of shoreline  | Cash         | Beach Preservation Fee Fund | 100,000   | 100,000   | 100,000   | 100,000 | 100,000 | 100,000 | 100,000 | 100,000   | 100,000 | 100,000    | 100,000 |
| 275 | On   |  |              |                             | 855,000   | 940,000   | 4,410,000 | 365,000 | 385,000 | 365,000 | 385,000 | 1,245,500 | 385,000 | 20,478,865 | 365,000 |
| 276 | On   | Isle of Palms Marina   |              |                             |           |           |           |         |         |         |         |           |         |            |         |
| 277 | Off  | Public Greenspace  | Cash         | Marina Enterprise Fund      | 150,000   | 150,000   |           |         |         |         |         |           |         |            |         |
| 278 | Off  | Resurface City's portion of reconfigure Parking Lot  | Cash         | Marina Enterprise Fund      | 150,000   | 300,000   |           |         |         |         |         |           |         |            |         |
| 279 | On   | Engineer, design & Construction oversight improvements to public dock and T dock on ICW  | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 280 | On   | Bidding & construction oversight - public dock & T dock construction   | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 281 | On   | New public dock offset by ARPA \$1M  | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 282 | On   | T dock repairs (\$166K of \$200K moved from FY24 to FY25)  | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 283 | On   | Replace bulkhead (FY33+)   | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 284 | On   | Replace boat ramp (FY33+)  | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 285 | On   | Replace Marina docks along Morgan Creek (FY40+)  | Cash         | Marina Enterprise Fund      |           |           |           |         |         |         |         |           |         |            |         |
| 286 | Off  | Marina maintenance contingency for common areas not covered by leases. Calculated as .6% of insured boat ramp, bulkhead and dock value.          | Cash         | Marina Enterprise Fund      | 75,000    | 75,000    | 75,000    | 75,000  | 75,000  | 75,000  | 75,000  | 75,000    | 75,000  | 75,000     | 75,000  |
| 287 | Off  | Marina dredging - Funded by State Budget Allocation FY25 includes permit coordination, bidding and construction admin. (Moved from FY25 to FY26) | Cash         | Marina Enterprise Fund      | 1,500,000 | 1,500,000 |           |         |         |         |         |           |         |            |         |
| 288 | On   | Re-coat marina bulkhead  | Cash         | Marina Enterprise Fund      |           | 450,000   |           |         |         |         |         |           |         |            |         |