

**PERSONNEL COMMITTEE**  
10:00 a.m., Thursday, March 6, 2014

The regular meeting of the Personnel Committee was held at 10:00 a.m. on Thursday, March 6, 2014 in the City Hall Conference Room, 1207 Palm Boulevard, Isle of Palms, South Carolina. Attending the meeting were Councilmembers Bettelli and Harrington, Chair Ferencz, City Administrator Tucker, Assistant to the Administrator Dziuban and City Clerk Copeland; a quorum was present to conduct business.

1. Chair Ferencz called the meeting to order and acknowledged that the press and public had been duly notified of the meeting in accordance with the Freedom of Information Act.

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

**MOTION: Councilmember Bettelli moved to approve the minutes of the regular meeting of February 11, 2014 as submitted; Councilmember Harrington seconded and the motion PASSED UNANIMOUSLY.**

3. **Citizens' Comments – None**

4. **Old Business**

A. **Status of Evaluation Tools**

Administrator Tucker reminded the Committee that the form currently being used is no longer supported; there are many positive things about the OMNI form and it has served the City well. It self-calculates and will not let the user move forward without doing the work; it has made the City very efficient in the evaluation process.

When the OMNI form was selected, the department heads were tasked with studying various programs and coming up with a recommendation for a new form since they are the primary users. The Administrator has followed the same process this time, and the research is being done to find the best tool that fits with the kind of things the City is trying to evaluate and still give the flexibility to do the evaluations on-line and self-calculate.

Councilmember Harrington asked if the Municipal Association has a recommendation; the Administrator responded that various local governments use a variety of tools.

Since the Committee was discussing evaluation tools, Chair Ferencz directed the Committee's attention to a sheet from the meeting packet titled "Personnel Committee Tasks." The Chair explained that she and the Administrator had established a list of the major tasks the Committee wants to accomplish with a timeline so that the Committee does not get to the end of the year with tasks not done.

Councilmember Bettelli noted that, according to the MASC monthly magazine, the wage survey will be on their website by March 10<sup>th</sup>.

**B. Consideration of City-wide Mechanic vs Contracted Service, Value of Fleet**

The Administrator stated that, since the last meeting, the Fire Department has been tasked with gathering the requested information.

Chief Graham distributed a handout that listed the City's fleet by Department, and the cover sheet is a summary of the fleet value by Department along with a total fleet value of approximately four million two hundred thousand dollars (\$4,200,000). The generators listed are the generators for each City-owned building; they are currently being worked on by a mechanic that comes to the island, not a service company. The other motorized equipment owned by the City is also serviced by a person who comes to the island. The street pumps in the Public Works Department were inadvertently left off the list; their replacement value is about thirteen thousand dollars (\$13,000) each according to Director Pitts.

Chair Ferencz repeated the question from the last meeting "Can one mechanic handle all of the City's fleet?"

Chief Graham commented that, at one time, the City had a non-certified mechanic as an employee, but he knew the City's equipment and took care of it. When that person was no longer full-time, the Fire Department fleet was not getting the attention that it had, so an employee of the Fire Department with a mechanical background and moved into the full-time mechanic's position. When the Fire Department fleet was back in shape, the need for a fire inspector outweighed the need for City mechanic, and he became a part-time employee.

When the City started buying E-1 equipment from Florida, a company from Bishopville would drive to the island, not charging for travel time, to fix the trucks at a rate of sixty to seventy dollars (\$60-\$70) per hour. When this company went out of business, the City had to hire a mechanic with a company in Georgia; this company did charge for travel time and a higher per hour rate than before. The Chief then went to Mount Pleasant Fire Department to investigate how they maintained their fleet and found that they were contracted with a company called First Vehicle; this company hired another mechanic to work on the City's fire equipment without a contract. Initially the costs were quite high because the equipment needed a lot of work, but, as the work was done, the costs went down. If the City were to hire a certified mechanic, the bulk of the work could be done on the island, but there would be some occasions when a truck leaves the island for repairs.

Chair Ferencz asked the contingent of Fire Department personnel attending the meeting if they thought the City needed a mechanic now, and they answered in the affirmative.

Chief Buckhannon stated that the Police Department fleet is composed of twenty-one (21) cars, a couple of pickup trucks, ATVs and a low-speed vehicle; the challenge to staff is that they are making decisions about things they know nothing about – they are at the mercy of a mechanic, and no two (2) mechanics seem to agree. The Chief sees this problem being eliminated with a mechanic on staff.

Councilmember Harrington questioned that one (1) person could perform all of the service needed for the City's fleet.

Chief Graham added that having a mechanic on staff would mean that City equipment is kept in good working order through preventative maintenance, as well as daily and weekly upkeep.

Councilmember Harrington asked if the Department could tell the Committee what the cost is for routine maintenance of each vehicle, the cost of oil changes, etc., and Chief Graham indicated that they could.

Chief Graham remarked that she is much more interested in preventing problems than in fixing them once they occur.

The Chair stated that it is well-known that preventative maintenance will help, but is an unquantifiable kind of issue that the Committee needs to win this debate with Council. Chair Ferencz asked whether preventative maintenance would extend the life of equipment.

Responding to the Chair's question about why Mount Pleasant contracts with a service and does not employ mechanics, Councilmember Bettelli stated that Mount Pleasant provides the space for the work to be done. Administrator Tucker explained that the City would not attract a fleet service company to have one (1) person work out of one (1) bay. Chair Ferencz thought it would be important for the City to know why Mount Pleasant has chosen to go this route.

Director Pitts indicated that Mount Pleasant's fleet contract was bid and First Vehicle receives a specific amount of money, maybe a million dollars (\$1,000,000) a year, to staff their facility and maintain their fleet. The Director intimated that Mount Pleasant may not be completely satisfied with the level of service they are receiving.

Battalion Chief Bullock stated that an electric valve is broken on one of the trucks, and it needs to go to Carolina Auto Electric or a mechanic come to the island for repairs. If the truck is taken to the shop and stays, an engineer will be off-island to drive it there while he is being paid overtime; another employee must take a second vehicle to drive the engineer back. The same scenario will occur in reverse when the truck has been repaired. While the truck is at Carolina Auto Electric, it is a half million dollars' (\$500,000) worth of equipment left out in the weather with no security.

Chair Ferencz asked if there was enough work to keep a mechanic busy on a daily basis to justify the expenditure. Chief Graham was confident that there is sufficient work to keep a mechanic busy.

### **C. Status of Gathering Wage Ranges from Other Local Governments**

Administrator Tucker reported that this is an ongoing task. When the adjustment was made to the Fire Department wage ranges, it became evident that there may be other positions in other departments that need adjustments as well. The Administrator said that she has begun to collect wage ranges from other local governments via the MASC managers' Listserve to reach out to her counterparts throughout the state; to-date she has received five or six (5-6), but she wants to get a few more. Once the Administrator has a representative sample, the City's wage ranges will be compared to them in order to make recommendations to the Committee.

The Administrator added that the City has some employees who are top performers are at the top of their wage range, which means that they do not get any more money. In some respects, those high performers are penalized for being top performers for some years. This task is important to ensure that the City does not lag behind other municipalities and not to be punitive to the top performers.

#### **D. Status of Staffing City-wide**

Administrator Tucker stated that the Fire Department is trying to fill vacancies; the Police Department has recently received a resignation from a patrol officer. The Police Department is also trying to recruit Beach Services Officers (BSOs) for this season, and the Recreation Department is hiring camp counselors for the summer.

Responding to Chair Ferencz's query, the Administrator indicated that the BSOs are full-time employees from March through September, and the City anticipates hiring six (6).

Chair Ferencz asked whether the City expected to get the grant from Charleston County to offset a portion of BSO wages again. The City Administrator indicated that the City will certainly ask again and that, although there are no guarantees, she has not received any indications that the grant will not be offered.

Director Page said that she expects to hire eight or nine (8-9) camp counselors, but several will be returning from last summer.

Chief Buckhannon said that BSOs must be eighteen (18) years of age and high school graduates , as well as have a clean driving record and pass a background check.

### **5. New Business**

#### **A. Review of Isle of Palms City Administrator's Job Description and Discussion of Evaluation Process**

Chair Ferencz said that, rather than looking at the evaluation tool being used and tweaking it, she wants to look at the job description to know what the Administrator is being asked to do; the present job description was written in 1993. The Chair explained that she is accustomed to seeing descriptions that have key performance indicators (KPI), which can be translated into an evaluation tool.

Administrator Tucker noted that all job descriptions are on the City's intranet and are in the same format; if one (1) changed, all will need to be changed to be consistent. The only changes that have been made to job descriptions would be in requirements for the job, such as EMT requirements in the Fire Department.

Councilmember Bettelli commented that, in the early 2000s, the City hired a consultant to review the job descriptions and wage ranges, and they re-wrote many job descriptions.

Administrator Tucker stated that the Archer study was never adopted by the City. Archer's final work product was a compensation study that recommended significant increases to the salary ranges, and those adjustments would have been approximately six hundred thousand dollars (\$600,000). The Administrator added that Archer re-wrote all of the City's job descriptions, and she reiterated that the City never adopted that work product.

Chair Ferencz said that she would like to see the Archer job descriptions as a point of reference.

Chair Ferencz expressed interest in creating a job description that has measurable outcomes, and she wants to see if that is the way the Archer descriptions are written. If that is the case, an evaluation tool could be written based on the job description.

**B. Review of FY15 Operating and Capital Budgets for General Government and the Building Department**

In the Mayor and Council's operating budget, two (2) line items have been increased for FY15; the state retirement system has a small increase slated for the coming year, and an increase with the State Health Plan is anticipated.

In the General Government operating budget, a six percent (6%) merit pool is contemplated, and the first five (5) lines of this budget are a function of wages and increase accordingly.

The other line items that increase in FY15 are:

Debt Service – Principal	\$453,000
Rec Bond, PSB bond and Fire Station 2	
Memberships and dues	4,435
Anticipated increase in SC City & County Managers	
Maintenance and service contracts	32,785
Detailed in budget	
Insurance	21,201
Current rates plus 5%	
Rents and leases	8,550
Increased post office box rent	
Professional services	33,080
Possible audit expense increase	

On the General Government Capital Budget, the only change is in the Capital Outlay line which includes the following:

Audio-visual system for Council Chambers	40,000
Replace City Hall fence	18,000
Integrated financial software covering all City functions and compatible with Rec Trac and JEMS court system	175,000

The City Hall fencing was installed in 1992, but could be deferred if necessary.

Following a discussion on the undergrounding of power lines, Chair Ferencz asked staff to find out the cost to underground the remaining above-ground lines on the island and to communicate the information with the Public Works Committee.

General Government expenditures assigned to Municipal Accommodations Fee are:

Debt service – principal	\$58,000
40% of \$145,000 principal on Rec GO Bond	
Debt service – interest	23,856
40% of \$59,640 interest on Rec GO Bond	
Bank service charges	100
Gas and electric	370
Service to Breach Inlet Welcome sign	
Maintenance and service contracts	31,000
Trim & replace roadside palms, maintain Carmen R. Bunch Park, streetprint refurb/adds	
Professional services	38,560
DHEC water sampling costs, 50% wayfinding sign plan design and parking management plan design	
Miscellaneous	10,000
Holiday decorations and replacement US and state flags	
Capital Outlay	40,000
Replace Welcome sign at Connector, 50% of fabrication and installation of Phase III wayfinding signs	

For General Government, Hospitality Tax will cover the costs of sixty percent (60%) of the costs for the principal and interest on the GO bond for Fire Station 2 and improvements to 1207 and 1301 Palm Boulevard.

Expenditures assigned to the State ATAX fund that have increased for FY15 are:

Bank service charges	75
Professional services	38,000
50% of wayfinding sign plan design and parking management plan design	
Promotion – general	25,000
Website T-shirt giveaway, ongoing website maintenance including off-site backup disaster recovery	
30% costs to CVB	468,000
Transferred to Charleston Visitors Bureau according to state law	

Also reviewed were the Disaster Recovery Reserve and the Plant-a-Palm funds. Administrator Tucker stated that the City will host a Disaster Expo on Wednesday, May 21<sup>st</sup> at the Public Safety Building.

In conclusion, the Administrator reviewed the new budgetary tool – a schedule of operating expenses for Mayor and Council and for General Government, spreads them by fund and shows the percent of budget being paid by said fund. According to this schedule, seventy-five

percent (75%) of the operating expenditures are paid from the General Fund and Capital Projects Fund.

As in General Government, the first six (6) lines of the Building Department operating budget is wages, with a six percent (6%) merit pool, and other expenditures that are a function of wages. Other line items reflecting a change for FY15 are:

Meetings and seminars	\$ 1,000
Increased to cover attendance at Business License Officers Association meetings	
Maintenance and service contracts	6,500
Increased for maintenance of new and larger generator	
Insurance	8,909
Anticipated increases	
Rents and leases	3,500
Copier and 10'x20' storage unit	

In the capital budget for the Building Department are:

Non-capital tools	3,700
Replace 1 laptop computer and document folding/sealing printer	
Capital outlay	28,000
Replace pickup truck	

Since Director Kerr acknowledged that the truck is in good condition and has approximately seventy thousand (70,000) miles, the Committee agreed to defer the purchase of a new one for a year.

The new schedule for the Building Department shows ninety-two percent (92%) of operating expenses being paid from the General Fund.

## **6. Miscellaneous Business**

### **Discussion of Strategic Plan and Comprehensive Plan**

Chair Ferencz reported on a meeting she had attended what Rock Hill, South Carolina discussed their strategic plan, of which the tasks became their Comprehensive Plan; they review and update every three (3) years. The Chair said that she has not seen a mission statement or a vision statement for the City.

**Next Meeting Date: 10:00 a.m., Thursday, April 10, 2014 in the Conference Room.**

## **7. Executive Session – not needed**

**8. Adjourn**

**Motion: Councilmember Bettelli moved to adjourn the meeting at 12:08 p.m.;  
Chair Ferencz seconded and the motion PASSED UNANIMOUSLY.**

Respectfully submitted:

Marie Copeland  
City Clerk