



**Administration Committee
4:30 p.m., Thursday, January 18, 2024
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 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. Election of Chair and Vice Chair**
- 3. Citizen's Comments** – All comments have a time limit of three (3) minutes.
- 4. Approval of previous meeting's minutes** – November 20, 2023, November 30, 2023, December 7, 2023, and December 12, 2023.
- 5. Old Business** – None
- 6. New Business**
 - a. Discussion and consideration of upcoming vacancy in the Accommodation Tax Advisory Committee
 - b. Discussion of policy initiatives and projects for the committee to pursue in 2024.
- 7. Miscellaneous Business** – Next meeting date: February 1, 2024
- 8. Adjournment**



**Special Administration Committee Meeting
Monday, November 20, 2023
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 Bogosian, Pierce and Streetman

Staff Present: Administrator Fragoso, Director Kerr, various department heads

2. Citizen's Comments -- none

3. Approval of Previous Meeting's Minutes – September 14, 2023

Council Member Streetman made a motion to approve the minutes of the September 14, 2023, and Council Member Pierce seconded the motion. The motion passed unanimously.

4. Old Business -- none

5. New Business

A. Discussion and consideration of wage and compensation study results and recommendations

Stacy Whichel and Allie Crumpler of Evergreen joined the meeting via Zoom to answer Committee members' questions about the wage and compensation study.

Committee members expressed concern about a small sample size of data from peer municipalities. Ms. Whichel explained how they came up with average salary range data. She also explained how they need to FOIA salary data from municipalities and that a State statute allows municipalities to opt out of providing data for salary studies. She added that they use secondary sources to check against the data they do receive.

Administrator Fragoso said, "Just as a reminder for context. The City adopted and pursued a pretty comprehensive wage and compensation study report a couple years ago, and part of the compensation philosophy that City Council at that time adopted included wanting to be competitive and at market for our general positions and leading in Public Safety. I think with the results of this survey, it is showing us that what we have pretty much known throughout the year and the reason why we requested City Council to approve doing a review of our compensation plan is that we are falling behind compared to our neighbors particularly in the region, and that coupled with the reality of still having vacancies that haven't been filled in about a year, how long it has taken us to fill some of the vacancies that we have been able to fill really spoke to us a

need and frankly an urgent need to review this. I think there is an expectation or desire for Council to want to reaffirm the compensation philosophy, and if the City is still in a position of wanting to be leading in Public Safety and have competitive compensation for all employees then here are some options that we can look at and see how that would impact our current personnel or starting salaries for new recruitment and ultimately of course, how that impacts the City budget and in our efforts to plan forward. So there is a sense of urgency on my part just because I am seeing where we have been this year just how difficult it has been to fill vacancies. Just for example in the Police Department, we have three vacancies that we've been trying to fill. Those three folks did leave to another department, and we are seeing particularly in the Police Department, we are seeing a lot of people leave or just changing their careers. We know the challenges with policing in general in this nation are difficult, but we are seeing people leaving to other municipalities. We are seeing the quality of candidates that we have had to, that we are working on, and part of the reason why the vacancies have taken so long is people are just not meeting our minimum requirements. We see the same thing with fire paramedics. It's a new initiative that the City started this year. The folks that came to the City we've hired, all three have taken pay cuts to come work with us."

Ms. Whichel explained the options provided in the study how to adjust the salaries of City staff. Administrator Fragoso asked for clarity on how incoming Public Safety personnel with multiple years of service are compensated for that. Ms. Whichel explained how other municipalities value previous years of service, but cap it at a certain number. Chief Cornett and Chief Oliverius agreed that is how they have seen it done at previous departments. Chief Oliverius noted that retirement has been expanded from 25 to 28 years and the current step table does not reflect that.

Council Member Bogosian said he would like to handle the compensation plans for Public Safety personnel separately from General Government personnel. He would like to see a plan that adjusts the compensation of Public Safety personnel over a two-year period. Council Member Streetman expressed a sense of urgency in adjusting the Public Safety compensation in light of the City staff stating lower pay was their largest concern.

Administrator Fragoso said the City needs to recognize the specialties of Public Safety personnel, the increased call volume, and the increased expectations regarding level of service. She agreed there is a sense of urgency in increasing compensation to attract the best personnel.

She suggested, "If there is a recommendation that comes out of the Committee from a philosophical level, at a minimum, do we want to present to Council options that put police and fire first at a leading capacity compared to our peers? We can work with Evergreen to understand exactly what the numbers of that would be and how aggressive we can be to do that, to be competitive and present what the fully loaded cost would be to Council and what the projections would look like."

Council Member Bogosian agreed and would like to schedule another meeting following the holiday to dive deeper into the compensation for General Government.

B. Interviews for City's Boards and Commissions

Administrator Fragoso explained the openings that need to be filled across the City's boards and commission.

Ellen Gower explained why she would like to be on the Board of Zoning Appeals. She is involved in many island organizations including the Exchange Club and the Turtle Team. Ms. Gower believes the BOZA guidelines are clear so that if a variance request does not meet the guidelines, it cannot be granted.

Robert Miller also came before the Committee for a position on the Board of Zoning Appeals. He has no zoning experience, but he would like to be part of City leadership. He believes he may be tougher on variances as a lot of variances are not good for the community. He said he will learn about City code from the staff experts.

Susie Wheeler would like to be on the Board of Zoning Appeals. She does not have zoning experience but has worked in real estate settlements. She believes in listening to the concerns of those that come before the BOZA and balancing their requests with the law.

Laura Lovins explained her numerous works in support of the environment including the Turtle Team and the Audubon Shorebird Steward program. She also recently completed the South Carolina Master Naturalist Program to better understand the island environment. She would like to see the Environmental Advisory Committee address the "sleeping" problem related to septic tanks on the island. She would also like to see expanded leash laws to protect shorebird nests and restrictions on electric bikes on the beach.

Lucia Spiotta would like to be on the Environmental Advisory Committee. She is interested in learning how the government works, science, and how to use that knowledge to help protect the beach. She would like to learn more about the glass recycling program and bettering the flooding beach access paths.

Ted McKnight said he would like to be on ATAX so that he can learn more about how those tax dollars are used. He believes the ATAX money is being used to attract people to the island and is unsure how it helps the individual homeowner. He understands there needs to be legislative work done to change the 30% funds.

Mary Margaret Nelms believes her marketing, advertising, and leadership experience would benefit the ATAX Committee. She said she does not know about how intricacies of the ATAX law, but she would like to help grow tourism on the island. She was part of the "Know Before You Go" program helping visitors better navigate their trips to the beach.

Dane Buckout said he is primarily interested in being on the Environmental Advisory Committee, but he is willing to serve where needed. He said he does have a passion for protecting the environment and would also like to learn more about how the government works. He would like to see an increase in composting efforts on the island particularly with the restaurants. He believes the beach erosion at Breach Inlet is a big environmental challenge on the island and would like to learn more about the mitigation efforts.

Mike Boykin, interviewed via telephone, would like to bring his expertise of the sports and entertainment industry to the ATAX Committee. He sits on leadership councils in that industry and believes his leadership experience could be beneficial to the community. He would like to help optimize the ATAX money to benefit the island. Mr. Boykin believes his promotional experience could help bring events to the island.

MOTION: Council Member Bogosian made a motion to move into Executive Session in accordance with Section 30-4-70(a)(1) to discuss appointments to boards and commissions. Council Member Streetman seconded the motion. The motion passed unanimously.

The Administration Committee moved into Executive Session at 4:58pm.

The Administration Committee returned from Executive Session at 5:21pm.

MOTION: Council Member Bogosian made a motion to recommend to City Council the appointment of Ellen Gower, Robert Miller, and Susie Wheeler to the Board of Zoning Appeals. Council Member Pierce seconded the motion. The motion passed unanimously.

MOTION: Council Member Bogosian made a motion to recommend to City Council the appointment of Laura Lovins, Dane Buckout, and Lucia Spiotta (as a student member for a 1-year term) to the Environmental Advisory Committee. Council Member Streetman seconded the motion. The motion passed unanimously.

6. Miscellaneous Business

The next meeting of the Administration Committee will be scheduled after the holiday to further discuss the wage & compensation study and interview additional candidates for openings on the Planning Commission and Environmental Advisory Committee.

7. Adjournment

Council Member Streetman made a motion to adjourn, and Council Member Pierce seconded the motion. The meeting was adjourned at 5:23pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



**Special Administration Committee Meeting
Thursday, November 30, 2023
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 Bogosian, Pierce and Streetman

Staff Present: Administrator Fragoso, Director Kerr, various department heads

2. Purpose

A. Interview candidates for City's Boards and Commissions

Todd Murphy interviewed for an opening on the Planning Commission but would be willing to serve on any City board or commission. He is a member of the Turtle Team and several other civic organizations. He would like to support City leadership. He believes the Planning Commission is a high-impact committee. He has experience in planning and forecasting.

Park Williams told the Committee he is open to serving on any board or commission. He said he is looking for ways to better serve the community and believes he can make a positive impact.

B. Discussion and consideration of wage and compensation study results and recommendations

Stacy Whichel and Allie Crumpler of Evergreen joined the meeting via Zoom to answer Committee members' questions about the wage and compensation study.

Council Member Bogosian said the goals of this review of the wage and compensation study are to create a sustainable pay structure, achieve competitive compensation for City employees that is competitive with surrounding communities for equivalent responsibilities, and identify ways to fund staff compensation within budgetary constraints. Council Member Streetman said it is important to keep in mind the distances that City employees must travel to work for the City since they cannot afford to live on the island. Council Member Pierce said the Committee needs to identify "non-monetary levers" to use in attracting, hiring, and retaining employees.

Council Member Bogosian said it is important address the pay ranges so that they address prior experience.

Administrator Fragoso said, "If ultimately Council decides to allocate a portion of money for the department head to use, to distribute and make adjustments, we would still need to follow a classification schedule that makes sense. I think part of my goal is for us to agree on a

compensation philosophy. That was the starting point when we did the 2020 study, and the compensation philosophy adopted at that time was that the City wanted to be in a leading position in the market for Public Safety and at least market competitive for the general pay plan. So that is what we looked at at that time. We were a little bit more aggressive in the salary ranges for the classifications in the Police Department's step plan because at the time we had about six vacancies. We didn't have as many vacancies in the Fire Department, so we felt a heightened sense of urgency with PD to be even more competitive because we were competing with a smaller pool of applicants in the region. Our starting point for this process is consistent, at that time, leading in Public Safety."

She also added, "A couple years ago, City Council adopted a strategic plan for the first time, and one of the six priorities listed there was improving employee retention, included goals such as valuing our employees and creating reduced turnover and improving retention and creating opportunities for upward mobility." She later noted in the conversation that upward mobility and career-advancing opportunities are often difficult to find in small organizations such as the City of Isle of Palms.

Committee members engaged in an in-depth discussion with Ms. Whichel and Ms. Crumpler about their methodologies in determining pay ranges. Ms. Whichel and Ms. Crumpler will provide additional information to Committee members as requested. Additional conversation ensued around the implementation options presented in the study.

3. Executive Session

MOTION: Council Member Bogosian made a motion to enter into Executive Session according to Section 30-4-70(a)(1) to discuss appointments to boards and commissions. Council Member Streetman seconded the motion. The motion passed unanimously.

The Administration Committee moved into Executive Session at 3:06pm.

The Administration Committee returned from Executive Session at 3:29pm. Council Member Bogosian said no decisions were made.

MOTION: Council Member Bogosian made a motion to recommend to City Council the reappointment of Ray Burns and Rebecca Kovalich and the appointment of Mike Boykin to the open Hospitality seat and Park Williams to the at-large seat on the ATAX Committee. Council Member Pierce seconded the motion. The motion passed unanimously.

MOTION: Council Member Bogosian made a motion to recommend to City Council the reappointment of Ron Denton, Suzanne Nagelski, and Jeffrey Rubin and the appointment of Rich Steinert to the Planning Commission. Council Member Streetman seconded the motion. The motion passed unanimously.

MOTION: Council Member Bogosian made a motion to recommend to City Council the appointment of Todd Murphy to the Environmental Advisory Committee. Council Member Pierce seconded the motion. The motion passed unanimously.

4. Miscellaneous Business

The next meeting of the Administration Committee will be Wednesday, December 6, 2023 at 9:00am to further discuss the Wage & Compensation Study.

5. Adjournment

Council Member Streetman made a motion to adjourn, and Council Member Pierce seconded the motion. The meeting was adjourned at 3:31pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



**Special Administration Committee Meeting
Thursday, December 7, 2023, 1:30pm
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 Bogosian, Pierce and Streetman

Staff Present: Administrator Fragoso, Director Kerr, various department heads

2. Purpose

Discussion and consideration of wage and compensation study results and recommendations

Committee members remarked on the helpfulness of the new data provided by Evergreen. Council Member Bogosian said the goals of this review of the wage and compensation study: to create “a sustainable philosophy to go forward with; two, achieves compensation for City employees that is competitive with surrounding communities for equivalent responsibilities; three, stays within the City’s current budget constraints or identified funding sources; and four,” hiring and retention practices.

He noted that he has requested full and half-year financial impacts and funding sources of the model selected by the Committee. He suggested increasing Public Safety salaries to 60% of market rates and 50% for General government salaries. He would like the Public Safety ranges be set at 40% and the removal of COLA for the executive leadership team. He also detailed caps and range penetrations for General Government positions.

Council Member Bogosian asked Chief Cornett and Chief Oliverius about their current and past experiences with pay ranges and hiring people with several years of experience. They both agreed that having flexibility in hiring pay ranges based on experience will be critical in attracting and keeping qualified personnel. Administrator Fragoso said it will be important to continue to identify ways to keep competitive salaries for Public Safety staff.

Administrator Fragoso reiterated the changes requested by the Committee for further financial analysis: “for Police and Fire step plan, we are looking at the 60th percentile and 50th percentile for the general pay plan. You would like to see a 40% range spread for both Police and Fire’s steps and a 50% range spread for the General pay plan. You would like to see the ranges for grades 100-108 that is not adjusted by COLA, and then you would like to see total fully loaded cost by step adjustments for Police and Fire with some minor changes...and then for General Government, we are looking at a current range penetration with the new salary ranges presented

by Evergreen for G1 to G10 that capped at 7.5%, which is very close to the average that a current range penetration would include anyway, and then the fully loaded cost of the General Administration pay plan of G100-G108 capped at 5.5%.”

Administrator Fragoso noted that 12% of personnel costs are covered by tourism funds.

Council Member Bogosian said he would like to see Council fund an amount of money that will allow Administrator Fragoso and department heads to effectuate the changes he is proposing.

4. Miscellaneous Business

The next meeting of the Administration Committee will be Tuesday, December 12, 2023 at 3:00pm to further discuss the Wage & Compensation Study and make a recommendation to City Council.

5. Adjournment

Council Member Streetman made a motion to adjourn, and Council Member Pierce seconded the motion. The meeting was adjourned at 2:04pm.

Respectfully submitted,

Nicole DeNeane
City Clerk



**Special Administration Committee Meeting
Tuesday, December 12, 2023, 3:00pm
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 Bogosian, Pierce and Streetman

Staff Present: Administrator Fragoso, Director Kerr, various department heads

2. Purpose

Discussion and consideration of wage and compensation study results and recommendations

Council Member Bogosian said the financial analysis provided matches the Committee's thoughts on the plan for salary increases. He noted that some departments will have more pay adjustments than others. He suggested that hiring and retention practices be discussed by the new Administration Committee.

He then reviewed the proposed change to wages and salaries that will result in an approximate 14-15% pay increase for Public Safety employees via a \$550,000 pool of money for Administrator Fragoso and department heads to distribute appropriately.

Administrator Fragoso noted that \$550,000 is not a fully-loaded cost and "we're looking at a 45% in fringes that we would need to add to that." The suggested pay increases also affect the overtime budget. She said the fully-loaded cost, including vacancies, will cost between \$1.0-\$1.5 million.

Noting that the budget forecast currently has the City running ahead of budget, Council Member Bogosian believes the FY24 budget can absorb this proposed increase. However, City Council will need to consider other ways, including a tax increase, to properly fund these increases in FY25 and beyond.

Administrator Fragoso said, "In FY24, we have predicted that we will end the year with about a million dollars of surplus that would be transferred out to the Capital Projects [Fund]." She believes based on the \$1.7 million transfer to Capital Projects from FY23 and current trends that revenues for FY24 will also exceed the budget. She said, "I feel comfortable saying in FY24 a six-month impact of these adjustments could be absorbed, but for FY25 moving forward, even though we do end every year with a positive net result that is pretty healthy, we need to count on

that to continue to fund our capital projects to the point where a new revenue source will be imperative at that point.”

She suggested a more aggressive use of tourism funds in the future. Currently, tourism funds cover 5 positions in the Police Department, 9 in the Fire Department, and 50% of temporary labor in Public Works, representing 12% of personnel costs. She said City Council could adjust transfers of 25% from tourism funds if they wanted to do so.

She spoke to the general methodology of how the pool of money provided by City Council will be distributed among employees.

MOTION: Council Member Bogosian made a motion to recommend to City Council the funding of pay increases as described within the Administration Committee meetings. Council Member Pierce seconded the motion. The motion passed unanimously.

4. Miscellaneous Business

The Administration Committee will make its recommendations to City Council at a Special Meeting on Monday, December 18, 2023 at 5pm.

5. Adjournment

Council Member Streetman made a motion to adjourn, and Council Member Pierce seconded the motion. The meeting was adjourned at 3:24pm.

Respectfully submitted,

Nicole DeNeane
City Clerk