



TOWN OF KIAWAH ISLAND

21 BEACHWALKER DRIVE • KIAWAH ISLAND, SC 29455 • (843) 768-9166 • FAX (843) 768-4764

TOWN COUNCIL MEETING
Kiawah Island Municipal Center
Council Chambers
April 4, 2017; 2:00 PM

Mayor
Craig E. Weaver

Council Members
Jack Koach
Diana L. Mezzanotte
Chris Widuch
John R. Wilson

Town Administrator
Stephanie Monroe Tillerson

AGENDA

- I. Call to Order
- II. Pledge of Allegiance
- III. Approval of Minutes:
 - A. Minutes of the Town Council Workshop of January 26 & 27, 2017
 - B. Minutes of the Town Council Meeting of March 7, 2017
- IV. Mayor's Update:
- V. Citizens' Comments (Agenda Items Only):
- VI. Proclamation recognizing Earth Day 2017
- VII. Old Business
 - A. Ordinance 2017-01 – To Amend the Municipal Code of the Town of Kiawah Island to Change The Nomination from Ordinance Violation Penalty to Fine for Violating Provisions of Ordinance – **Second Reading** [Tab 3]
 - B. Ordinance 2017-02 - To Amend the Municipal Code of the Town of Kiawah Island to Change Language Penalizing Intent to Language Penalizing Activities Evidencing an Intent to Engage In Prohibited Businesses – **Second Reading** [Tab 4]
 - C. Ordinance 2017-03 - To Amend the Municipal Code of The Town of Kiawah Island to Change Nomination of Violations to Building Code from Ordinance Violation Penalty to Fine – **Second Reading** [Tab 5]
 - D. Ordinance 2017-04 - To Amend the Municipal Code of the Town of Kiawah Island to Change Building Code Violation Penalties to Be Nominated As Fines – **Second Reading** [Tab 6]
- VIII. New Business:
 - A. Ordinance 2017-05 - To Amend the Municipal Code of the Town of Kiawah Island to Provide For Residential Sprinkler Designs – **First Reading** [Tab 7]
 - B. Ordinance 2017-06 - To Amend the Municipal Code of the Town of Kiawah Island to Eliminate Garage Space Restrictions – **First Reading** [Tab 8]
 - C. Ordinance 2017-06 – An Ordinance to set qualification requirements for the Design of Fire Alarm Systems within the Town of Kiawah Island – **First Reading** [Tab 9]
 - D. Approval to Enter into a Contract with The Mercer Group to Conduct an Operations Review Of the Business License/Permit, Support Services/Code Enforcement, and Building Services Departments Public Works Committee Appointments [Tab 10]
 - E. Approval to Enter into a Contract with The Mercer Group to Complete a Classification and Compensation Study [Tab 11]
 - F. Approval of the Extension of AirMedCare Contract for an Additional Year. [Tab 12]
 - G. Approval of Employer Health Insurance Supplement to State Minimum Contribution for 2017 [Tab 13]
 - H. Approval to Increase Employee 401K Benefit for FY 2017 - 2018 [Tab 14]
- IX. Town Administrator's Report:
- X. Council Member:
 - a. Committee Updates
 - b. General Comments
- XI. Citizen Comments:
- XII. Executive Session:
- XIII. Adjournment:

TOWN OF KIAWAH ISLAND
2017 Council Workshop Meeting
Osprey Club House; Governor's Room
January 26-27, 2017

MINUTES

Thursday, January 26

Prior to calling the meeting to order, Mrs. Braswell-Edgerton gave members an in depth tour of the Town's recently unveiled new website.

Call to Order: *Mayor Weaver called the meeting to order at 1:00pm.*

Present at the meeting: Craig Weaver, Mayor
John R. Wilson, Mayor Pro-Tempore
Jack Koach
Diana Mezzanotte
Chris Widuch

Also Present: Stephanie Monroe Tillerson, Town Administrator
Dwayne Green, Town Attorney
Petra Reynolds, Town Clerk

Opening Comments:

Mayor Weaver thanked everyone for taking the time to attend the workshop and reviewed each of the items on the workshop agendas and the objectives of those discussions.

Town Finances & Budget:

- Finance Overview – Basic Town financial structure, major drivers of revenue and expense, Budget Process for FY 2017/2018 and approaches for financial reporting to Council

Mr. Wilson began the discussion of the Town's finances and the budget process by defining restricted and unrestricted funds. He gave a presentation on the functions of the Town, revenues and expenses, and the importance of using restricted funds as much as possible within the guidelines of the fund. He indicated that he wanted Council to be more involved in the budget process; being more informed, and having an opportunity to provide input on what is in the budget.

Mrs. Szubert presented an overview of the Town's finance. Discussion included funds, revenues, revenue sources, and department expenses.

Mrs. Szubert reviewed the different tax funds received by the Town. She stated the State Accommodation Taxes (SATAX) and Local Accommodation Taxes (LATAX) received were restricted to Tourism and Tourism related activities. New this year for LATAX funding was a required contract with Charleston County which states that if funds are not used as projected, the unused funds must be returned to County.

Mrs. Szubert reviewed the budget process which included short and long-term priorities and goals for the Town along with any special projects. She recommended the establishment of a formal fund balance policy and reviewed the budget calendar for the current year.

- State Accommodation Tax Allocation Process

Mrs. Szubert began discussion of the SATAX allocation process by reviewing the amount of funding that comes from the state and the requirement for a committee made up of representatives of the tourism industry to review applications and make funding recommendations to Council. She went through the previous year's application requests and funding amounts. Discussion included concerns expressed by the members of the SATAX committee on justification of applications and funding recommendations.

Staff/Human Resources - Discussion items for Council Input:

Mayor Weaver gave a brief overview of the workgroup put together to review the Town employee handbook along with the salary structure, administrative practices, and policies.

- Employee handbook revision and policy changes

Ms. Tillerson stated the goals of the workgroup were to review the current employee handbook, its policies, procedures, benefits, and the compensation and evaluation process. She discussed in detail each of the items and presented a copy of the proposed new handbook. She requested members review the handbook and provide feedback prior to legal review and Council approval.

Ms. Tillerson along with Mayor Weaver discussed some of the changes in the handbook to Personal Time Off (PTO), staff interaction with the media, and the policy manual. Ms. Tillerson stated the intent was to make it more employee friendly. There were very a small number of items taken out and few actual changes made but rather a consolidation and an elimination of the redundancy to provide better clarity.

- Proposed changes to the salary structure and salary adjustment process

Ms. Tillerson stated the workgroup made comparisons of salary structure and policies of several area Municipalities and entities. She discussed the workgroup recommendations for proposed changes to the performance evaluation process, pay for performance merit raises and changes to job ranges or grades and salary structure.

- Consideration of compliance process for ethical conduct

Mayor Weaver stated during the review of the policy manual special attention was given to any ethical conduct or conflict of interest policy to make sure they were well defined and easily understood. He suggested a compliance process policy be put in place. Following training, an employee exposure statement is signed annually, placed with the Town Attorney for review and then he reports back to Council.

Mayor Weaver felt that the implantation of this kind of a policy would to help move the Town forward and restore the faith of the Community following the event over the past two years.

Members engaged in an in-depth discussion on items of concern with the implementation of a compliance policy and if it is allowed in a Municipality. Council members agreed to move forward with additional research in the creation of a policy.

- Placement of authority for personnel actions

Mayor Weaver provided background on the lack of clarity on who was authorized to make decisions on many human resource issues. Discussion included a review of which decisions in making changes in salaries, policies, employment, and performance management are made by the Ways and Means Committee and Council and which are made by the Town Administrator.

- Periodic Council/Staff “workshops”

Mayor Weaver stated it was a recommendation to have a quarterly two-hour workshop with staff departments and Town Council. The workshop would offer interaction and conversation to provide a better understanding of focus, objectives, and programs of the different departments.

Meeting was adjourned at 4:45 pm.

Friday, January 27

Call to Order: Mayor Weaver called the meeting to order at 8:00 am.

Present at the meeting: Craig Weaver, Mayor
John R. Wilson, Mayor Pro-Tempore
Jack Koach
Diana Mezzanotte
Chris Widuch

Also Present: Stephanie Monroe Tillerson, Town Administrator
Dwayne Green, Town Attorney
Petra Reynolds, Town Clerk

Longer Term Strategic Issues:

- The path toward "build-out"
 - Overview of the development process
 - Overview of undeveloped areas of the Town
 - Impact of future build-out on primary Town responsibilities

Mr. Mark Permar began his presentation by stating he does work with the developer, Kiawah Partners, Kiawah Island Golf Resort, and has done work for Community Association. He gave a description of the basics and terms allowed in a development agreement with a property owner. He gave an overview of the history of the development of the Island and the events along with development and density concerns that led up to the preparation of a Development Agreement. The presentation of the Development Agreement with Kiawah Partners included the basic elements of the original agreement in 1994, as well as a detail of the notable changes made in the 2005, and 2013 revisions.

Mr. Permar gave an overview of the Development Agreement with the Kiawah Island Gold Resort

which was originated in 2001 and was then revised in 2010.

Mr. Permar used maps of the Island in different years to identify the different parcels owned by the Resort and Kiawah Partners. He stated that over 5,000 acres were privately owned and it was noted that there were still 1,000 lots left to be sold before build-out. Members engaged in an in-depth discussion of the properties owned by the Resort and the Partners along with the restrictions of development.

- Off-Island Roads & Transportation (Greenway / I-526)

Dr. Paul Roberts gave a PowerPoint presentation update on the subject of Johns Island roads. He stated with more and more people moving to the Island the issue of traffic has been gaining a voice and funds are available for allocation to road projects on Johns Island. Dr. Roberts reviewed the pick-fork project and the proposed project for a flyover at Main Road at Hwy 17 that included widening Main Road.

Dr. Roberts gave an overview of the study work done by BCDCOGS which included a future model of the traffic paths on and off the Island. In the four different scenarios he discussed, the data from the inclusion of the Cross-Island Parkway was the best scenario. Dr. Roberts reviewed the LPA study, which was not completed, but designated the proposed path of the parkway across the Island. He noted the number of parcels, grand trees, and existing homes that would be impacted was dramatically less than proposed alternatives.

Near-term Projects

Mr. John Labriola, Chairman of the Municipal Center Committee, began his discussion of the new Municipal Center by stating the building's scheduled completion date was July 1st. He reviewed the items to be completed in the coming months with substantial completion by June 1st and all final inspections taking place in June. He reviewed the financials stating the project was under budget and pointed out a \$250,000 line item for the town moving expenses along with \$150,000 for IT connections. Discussion included estimation of the hard and soft costs and the contingency amounts as they were developed at the start of the estimation of project cost.

Mr. Labriola presented an overview Municipal Center project going through the selection of design, DHEC approval, selection of the architect, the site work that had to be done, selection of building size, selection of interior configuration, selection of contractor and many discussions of traffic concerns.

- Municipal Center Completion and Move
- Overview of project, current status, timeline and move
- Council input on major pre-move activities:
 - Records retention
 - Ribbon-cutting ceremony
 - "Policy" on uses of vacant town center property

Ms. Tillerson stated the key date for staff preparation will be April 1st. She gave an overview of the preparations which will include the process of the disposal of records following the state records retention guidelines. She indicated she would be getting moving estimates, determining the moving of department based on when they can be shut down and looking a part-time person for

scanning, disposal, and organization.

Mrs. Braswell-Edgerton asked Council for their direction and feedback on preparations for the new Municipal Center grand opening. She reviewed the suggestions for paper take-a-ways from the grand opening or the creation of a coffee table book which could be placed in the lobby. Members discussed the merits of each of items, agreed to not have a paper take-a-way and to memorialize the event in a book or plaque.

Mrs. Braswell-Edgerton asked for feedback on the approach on the grand opening events. She questioned if the event should include food and music, inside or outside, of the building. Members discussed the options and recommended to having the event indoors.

Mayor Weaver gave a rundown of the suggested uses for the unused portion of the Municipal Center parcel which included a garden, produce stand, dog park and helicopter pad. He stated former Mayor Lipuma's suggestion was to not do anything with the site until the Municipal Center project was completed. He questioned if at this point, it was agreeable to continue on the same approach to look at the suggestions once the building and the move is completed or if any items merited any discussion. Members agreed with the current approach with only consideration being a helicopter pad and a strong request for no commercial operations.

- Discussion of initiatives to enhance Town services

Mayor Weaver stated that he and Ms. Tillerson were looking at streamlining and improving the efficiency of some of the services provided by the Town focusing mainly on the business license and permitting processes. He stated that there would be future discussions at Ways and Means and Town Council meeting starting with the ongoing business license audit project.

Adjourn

The meeting was adjourned at 12:07 pm.

Submitted by,

Petra S. Reynolds, Town Clerk

Approved by,

Craig E. Weaver, Mayor

Date

TOWN COUNCIL MEETING

Kiawah Island Municipal Center

Council Chambers

March 7, 2017; 2:00 PM

MINUTES

I. Call to Order

II. Pledge of Allegiance

Present at the meeting: Craig Weaver, Mayor
John R. Wilson, Mayor Pro-Tempore
Jack Koach
Diana Mezzanotte
Chris Widuch

Also Present: Stephanie Monroe Tillerson, Town Administrator
Dwayne Green, Town Attorney
Petra Reynolds, Town Clerk

III. Approval of Minutes:

A. Minutes of the Town Council Workshop of January 26 & 27, 2017

Mr. Wilson made a motion to approve the minutes of the January 26 & 27, 2017 Town Council Workshop Meeting. The motion was seconded by Mrs. Mezzanotte.

Approval of the minutes of the Town Council workshop of January 26 and 27, 2017 was deferred to the March Town Council meeting.

B. Minutes of the Town Council Meeting of February 7, 2017

Mrs. Mezzanotte made a motion to approve the minutes of the February 7, 2017/ Town Council Meeting. The motion was seconded by Mr. Widuch and the minutes were unanimously passed.

IV. Mayor's Update:

Dennis McGill – 100 Pleasant Valley Drive

Mr. McGill stated the minutes of the January 26th and 27th Town Council Workshop were not available until shortly before today's Council meeting. He indicated there was not enough time for review of the minutes if they are not posted in a timely manner and hoped this would not be a frequent occurrence.

Mr. McGill stated he asked for but did not receive the minutes from the Human Resources Workgroup he attended. He questioned if the Mayor or Council was distinguishing a workgroup as not requiring minutes. He felt a workgroup was similar to a committee and should therefore have minutes.

Mr. McGill congratulated the members of the new Council and wished them luck. He stated that even though the positions are volunteer he once again stated he felt the positions should be paid positions.

Wendy Kulick – 38 Marsh Edge Lane

Mrs. Kulick questioned why discussion of the former Town Administration Tumiko Rucker and the former Town Treasurer Ken Gunnells would take place in Executive Session. Since they are no longer Town employees, there should not be a reason there cannot be a public discussion.

She also questioned if other Municipalities in our area or in the State of SC provide subsidies for employee health insurance programs.

**V. Citizens' Comments (Agenda Items Only):
None**

VI. Presentations:

A. Steve Traynum, Coastal Science & Engineering – Annual Monitoring Report

Mayor Weaver stated Coastal Science & Engineering is the firm used to do surveying and to advise the Town on conditions of the beach and renourishment projects. He stated the presentation would be a review of the beach survey recently completed and would include the impact of last year's hurricane and possible issues which may have to be addressed in the future.

Mr. Traynum with Coastal Science & Engineering gave a PowerPoint presentation of the 2016 Beach Monitoring Report delayed to January 2017. He began by giving a brief overview of CSE and the Kiawah Island beach. He reviewed of the events that led to the Town Beach renourishment and post-project monitoring projects in 2006 and 2015. In the 2006 Restoration Project;

- Moved ~550,000 cubic yards of sand
- Inlet realignment plus beach restoration
- Used land-based equipment
- Cost of project was \$3.6 million

In the 2015 Channel Realignment Project;

- Moved 100,000 cubic yards of sand
- Limited beach restoration
- Focus on habitat conservation
- Cost of project was approximately \$958,000

Mr. Traynum reviewed the events of 2015-2016 which included Hurricane Joaquin in October 2015 and Hurricane Matthew in October 2016 which resulted in significant dune recession, damaged walkovers, and minor flooding. He discussed the damage and beach losses after the current storm, and the post storm configurations. Using photographs of different locations on the Island, he also reviewed the 2015 to 2017 volume changes, dune erosion, and beach recovery.

Mr. Traynum reviewed a summary of the presentation and recommendations:

- Overall, the island lost ~850,000 cubic yards of sand from Nov 2015 to Jan 2017, mostly due to Hurricane Matthew. Erosion was widespread.
- Dune erosion between 15 and 40 feet along residential area, higher along Kiawah Spit

- Recovery of the dune is ongoing and should be monitored by the Town
- No emergency action is presently recommended
- Should sand fence be installed, it should be placed as close to the primary dune as possible
- The east end project area continues to evolve
- Matthew opened a new channel near the 2006 channel location
- The ponded area near the driving range is mostly cut-off from tidal exchange, reducing erosion threat
- Permit allows for another project to be completed, if necessary, in 2018

Members questioned Mr. Traynum on the positioning of sand fencing areas of the beach which do not naturally accrete sand as potential projects, off shore recovery sand, and prediction of potential damage to the beach if another storm would occur this year with the current dune loss.

Mayor Weaver commented on the report and the concerns about the esthetics of the beach. He felt that making sure Kiawah has a healthy beach and protecting structures and property was one of the more important responsibilities of the Town. He reviewed efforts to complete the restoration of boardwalks, seeking a permit from OCRM for potential sand fencing, and continue discussions with CSE and other entities to determine future projects that would be beneficial to the recovery.

VII. Old Business

None

VIII. New Business:

Mr. Green read the presented State Statute on establishment and powers of the Municipal Courts in South Carolina.

SC Code 14-25-45- Powers, duties and jurisdiction of municipal courts. Each municipal court shall have jurisdiction to try all cases arising under the ordinances of the municipality for which established. The court shall also have all such powers, duties, and jurisdiction in criminal cases made under state law and conferred upon magistrates. The court shall have the power to punish for contempt of court by imposition of sentences up to the limits imposed on municipal courts. The court shall have no jurisdiction in civil matters.

Mr. Green indicated Town ordinances label violations as “ordinance violation penalties.” The Town Municipal Court Judge has requested to have uniform language in town Ordinances to reflect “a fine” in place of “ordinance violation penalties.” The four ordinances which follow make the language change in the existing ordinances in accordance with SC Code 14-25-45 and clearly announces the Municipal Court has the ability to fine and individual.

- A. **Ordinance 2017-01** – To Amend the Municipal Code of the Town of Kiawah Island to Change the Nomination from “Ordinance Violation Penalty” to “Fine” for Violating Provisions of Ordinance – **First Reading**
- B. **Ordinance 2017-02** - To Amend the Municipal Code of the Town of Kiawah Island to Change Language Penalizing Intent to Language Penalizing Activities Evidencing an Intent to Engage in Prohibited Businesses – **First Reading**

C. **Ordinance 2017-03 - To Amend the Municipal Code of The Town of Kiawah Island to Change Nomination of Violations to Building Code from Ordinance Violation Penalty to Fine – First Reading**

D. **Ordinance 2017-04 - To Amend the Municipal Code of the Town of Kiawah Island to Change Building Code Violation Penalties to Be Nominated As Fines – First Reading**

Mr. Koach made a motion to approve the first reading of Ordinance 2017-01, 2017-02, 2017-03, and 2017-04. The motion was seconded by Mr. Wilson.

Following discussion, the motion was unanimously passed.

E. **Public Works Committee Appointments**

Mayor Weaver stated at the last Council meeting the charter was approved to establish the Public Works Committee. He felt that though the Town is not responsible for a great deal of infrastructure, the intent of the Committee is to use its expertise to monitor the maintenance of the parkway, roundabout, bike path, the bridge and the review of possible Capital Projects.

Mayor Weaver made a motion to appoint, Jim Gilliam, David DeStefano, Warren Standard, Dan Kasman, and Stephen Sager to the 2017 Public Works Committee. The motion was seconded by Mr. Widuch.

Mayor Weaver stated for the moment he would be the Council Liaison but another member of Council would be taking over the position.

Following the discussion the motion was unanimously passed.

F. **Employee Insurance Subsidy**

Ms. Tillerson stated the Ways and Means Committee made a recommendation to approve the request to continue the current employee subsidy of \$131.00 for employee-only health insurance.

Mr. Wilson made a motion to recommend to Town Council the approval of the \$131.00 employee only health insurance subsidy. The motion was seconded by Mr. Widuch and unanimously passed.

In response to Mrs. Kulick's Citizen's Comment question, Mayor Weaver stated that the practice of paying a supplement to an employee health insurance plan is a common practice.

Following the discussion the motion was unanimously passed.

IX. **Town Administrator's Report:**

Ms. Tillerson reported she has scheduled Emergency Preparedness Training this month for Staff with the inclusion of representatives of the major entities and was in the process of scheduling for Council Members.

Ms. Tillerson reported the move to the new Municipal Center is anticipated to take place in late July to early August. In preparation of the move staff has begun digitizing in an effort to go more paperless and moving companies are giving estimates for the move.

Ms. Tillerson stated the first Departmental Workshop with Council would be taking place on Thursday and was with the Wildlife Department.

Mr. Lameo reported there were 25 private boardwalks which extended on the active beach further than the ten feet allowed by OCRM (Ocean and Coastal Resource Management). Homeowners were notified with ten responding. Four have done work with six opting to take the year allowed in Town Ordinance. He noted the Community Association only had seven boardwalks left to repair, five having approval from the ARB (Kiawah Island Architectural Review Board) with two still awaiting approval.

Mr. Lameo reported the drainage project along Beachwalker Drive is approximately 70% completed with an estimated completion in another week.

- X. **Council Member:**
 - a. Committee Updates
 - b. General Comments

Mr. Koach had no further comments.

Mr. Widuch reported the *Public Safety Committee* was informed that the re-bids are still being prepared for the new fire station. State approval of the sprinkler system in the temporary fire station trailer has not yet been obtained. The issue is expected to be resolved with delivery sometime in April. At the next meeting there will be a presentation made by Meducare Air. Mr. Widuch indicated the Municipal Center project is still within budget and reviewed the change orders approved or pending in the last month.

Mr. Wilson reported on the new Chairman of the State Infrastructure Bank along with the CHATS (Charleston Area Transportation Study) and County approval of funding for I526. He reported at the BCDCOG (Berkeley-Charleston-Dorchester Council of Governments) meeting they agreed to host Dr. Roberts to give his John's Island Roads presentation at the next County Council, Public Works Committee meeting.

Mrs. Mezzanotte reported the *Environmental Committee* worked with the Conservancy and other groups to identify initiatives to recommend funding to the Ways and Means Committee. She also noted the Environmental Committee created a subcommittee to look at the effects of Sea Level Rise on Kiawah.

Mrs. Mezzanotte reported *Arts Council* was in the process of finalizing the Arts and Cultural Events calendar of the 2017/2018 season which include twenty-six major events. She stated there had been seven Arts Council events over the past month, most of which were sold out and reviewed upcoming events.

Mayor Weaver commented on the Departmental Workshop discussed at the January Council Retreat. He stated the four Workshops would provide the opportunity to have in-depth discussions with the department staff members to gain a better understanding of what they do, and what priorities or issues they have.

XI. Citizen Comments:

Lynn Morgenstern – 164 Marsh Island Drive

Mrs. Morgenstern stated her comments were as a resident of the Town and not in any official capacity. She indicated she read the testimony given by the Mayor in connection to the Kiawah Utility rate case pending before the SC Public Service Commission (PSC). She felt his testimony raised important issues, was to the point and persuasive. She thanked the Mayor and Council for spearheading the effort and working with the Community Association to obtain fair utility rates.

Wendy Kulick – 38 Marsh Edge Lane

Mrs. Kulick thanked Mr. Green for his short, to the point and easy to understand presentation. She asked how long the Executive Session may take.

Mayor Weaver indicated the two items are thought to take approximately forty-five minutes and assured her in advance that no decision would be made and no votes would be taken and are information only items.

Mrs. Kulick made the suggestion that the pictures which were not included the CSE Report presentation be added before it is posted to the Town's website.

Mrs. Kulick thanked the Mayor for the time spent reading the unanswered questions and trying to make a determination on which have or have not been answered. She requested the Mayor answer the question of when the Town turned the forensic accountant's report over to the 9th Circuit Solicitor's Office and what has happened since then.

Dennis McGill – 100 Pleasant Valley Drive

Mr. McGill echoed the earlier comment made by Ms. Kulick on today's Executive Session. He also noted on the comments made by residents at the PSC hearing. He was unable to attend but said the comments made were well researched and presented. Mr. McGill stated he, along with other residents, would like to hear any the legal advice given by Mr. Ellerbe on the Utility Rate Case during Executive Session. He also wondered why discussion with the Town Attorney would have to take place in Executive Session.

Mr. Wilson responded to Mrs. Kulick earlier question by stated the forensic audit report was given to the Federal Prosecutors, but did not know if it was forwarded or shared with the 9th Circuit Solicitor's Office.

Greg Bragg – 176 Marsh Island Drive

Mr. Bragg questioned if there was a time frame in which the Town would be considering or doing the beach renourishment discussed earlier.

Mayor Weaver there was no timeline due to the fact that it is very early in the conversation. He indicated at this time it is unclear if there is a need to do something and what might need to be done. Part of the recommendation made earlier was for the Town to monitor the situation in the event a conclusion for some kind of action is required or at some later time.

Mr. Bragg asked about the time frame on the permitting process.

Mayor Weaver stated the Town will be moving forward on a permit to allow sand fencing and re-vegetation and/or allow another entity to do sand fencing. Any other permits involving renourishment would involve more engineering consideration work.

Mr. Widuch made a motion to go into Executive Session to Receive Legal Advice from Frank Ellerbe, Attorney Representing the Town on the Kiawah Island Utility Rate Case, and for discussion with the Town Attorney Regarding Former Town Administrator and Former Town Treasurer. The motion was seconded by Mrs. Mezzanotte and unanimously passed.

XII. Executive Session:

- A. To Receive Legal Advice from Frank Ellerbe, Attorney Representing the Town on the Kiawah Island Utility Rate Case.
- B. Discussion with the Town Attorney Regarding Former Town Administrator and Former Town Treasurer.

Mr. Wilson made a motion to return back to regular session. The motion was seconded by Mr. Widuch and unanimously passed.

Mr. Wilson made a motion to authorize Mayor Weaver and Mr. Ellerbe to negotiate and settle the KIU water rate case on behalf of the Town if in their judgment the terms are acceptable. The motion was seconded by Mrs. Mezzanotte and unanimously passed.

XIII. Adjournment:

Mr. Koach motioned to adjourn the meeting at 5:05 pm. The motion was seconded by Mr. Wilson and carried unanimously.

Submitted by,

Petra S. Reynolds, Town Clerk

Approved by,

Craig E. Weaver, Mayor

Date

DRAFT

TOWN OF KIAWAH ISLAND

Ordinance 2017-01

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO CHANGE THE TERM "ORDINANCE VIOLATION PENALTY" TO "FINE" FOR VIOLATING PROVISIONS OF ORDINANCE

WHEREAS, the Town of Kiawah Island Municipal Code Article 4, Chapter 3, Section 4-320 states: "Any person violating any provision of this article shall be deemed guilty of an offense and shall be subject to an ordinance violation penalty of up to \$500.00 or imprisonment for not more than 30 days, or both, upon conviction. Each day of violation shall be considered a separate offense. Punishment for violation shall not relieve the offender of liability for delinquent taxes, penalties, and costs provided for herein."

WHEREAS, the current language of the ordinance provides for violation penalties in the event of non-compliance which are civil in nature, and the municipal court is a criminal court specifically empowered to assess criminal fines for violation of specific ordinances; and

WHEREAS, the revision of the language from "ordinance violation penalty" to "fine" more accurately reflects the intent of the legislature in granting certain authority to municipal courts of the state:

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council. That the new revised ordinance should read as follows:

SECTION 1

Sec. 4-320. - Violations.

Any person violating any provision of this article shall be deemed guilty of an offense and shall be subject to a fine of up to \$500.00 or imprisonment for not more than 30 days, or both, upon conviction. Each day of violation shall be considered a separate offense. Punishment for violation shall not relieve the offender of liability for delinquent taxes, penalties, and costs provided for herein.

SECTION 2 – Severability

If any part of this Ordinance is held to be unconstitutional, it shall be construed to have been the legislative intent to pass said Ordinance without such unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons, property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property, or circumstances.

SECTION 3 – Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 4th DAY OF APRIL 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: March 7, 2017

Second Reading Approval: April 4, 2017

TOWN OF KIAWAH ISLAND

Ordinance 2017- 02

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO CHANGE LANGUAGE PENALIZING INTENT TO LANGUAGE PENALIZING ACTIVITIES EVIDENCING AN INTENT TO ENGAGE IN PROHIBITED BUSINESSES

WHEREAS, the Town of Kiawah Island Municipal Code Article 4, Chapter 4, Section 4-301 states:: “Every person engaged or intending to engage in any calling, business, occupation or profession referenced in section 4-323, in whole or in part, within the limits of the town, is required to pay an annual license fee based on gross income, as defined herein, and obtain a business license as herein provided.”

WHEREAS, the current ordinance arguably criminalizes intent, and a revision of such language would make clear council’s prohibition of specific activities rather than intent;

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council. That the new revised ordinance should read as follows:

SECTION 1

Sec. 4-301. – License Required

Every person engaged or engaged in any activities evidencing an intent to do the same in any calling, business, occupation or profession referenced in section 4-323, in whole or in part within the limits of the town, is required to pay an annual license fee based on gross income, as defined herein, and obtain a business license as herein provided.

SECTION 2 – Severability

If any part of this Ordinance is held to be unconstitutional, it shall be construed to have been the legislative intent to pass said Ordinance without such unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons, property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property, or circumstances.

SECTION 3 – Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 4th DAY OF APRIL 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: March 7, 2017

Second Reading Approval: April 4, 2017

TOWN OF KIAWAH ISLAND

Ordinance 2017- 03

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO VIOLATIONS TO BUILDING CODE FROM "ORDINANCE VIOLATION PENALTIES" TO "FINES"

WHEREAS, the Town of Kiawah Island Municipal Code Article 9, Chapter 4, Division 2, Section 9-201(d) states: "Commencing to perform construction activities on properties within the Town of Kiawah Island when the undertaking is \$200.00 or more prior to obtaining a contractor's license from the State of South Carolina and a permit from the Town of Kiawah Island shall constitute an ordinance violation and shall result in an ordinance violation penalty not to exceed \$500.00. Each day the ordinance violation continues constitutes a separate offense. "

WHEREAS, the current language of the ordinance provides for violation penalties in the event of non-compliance which are civil in nature, and the municipal court is a criminal court specifically empowered to assess criminal fines for violation of specific ordinances; and

WHEREAS, the revision of the language from "ordinance violation penalty" to "fine" more accurately reflects the intent of the legislature in granting certain authority to municipal courts of the state:

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council. That the new revised ordinance should read as follows:

SECTION 1

Sec. 9-201. – Licenses

(d) Commencing to perform construction activities on properties within the Town of Kiawah Island when the undertaking is \$200.00 or more prior to obtaining a contractor's license from the State of South Carolina and a permit from the Town of Kiawah Island shall constitute an ordinance violation and shall result in a fine not to exceed \$500.00. Each day the ordinance violation continues constitutes a separate offense.

SECTION 2. – Severability

If any part of this Ordinance is held to be unconstitutional, it shall be construed to have been the legislative intent to pass said Ordinance without such unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons,

property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property, or circumstances.

SECTION 3 – Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 4th DAY OF APRIL 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: March 7, 2017

Second Reading Approval: April 4, 2017

TOWN OF KIAWAH ISLAND

Ordinance 2017- 04

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO CHANGE BUILDING CODE VIOLATION PENALTIES TO BE NOMINATED AS FINES

WHEREAS, the Town of Kiawah Island Municipal Code Article 9, Chapter 2, Division 6 Section 9-124 states: "Any person who violates a provision of this code or fails to comply with any of the requirements thereof or who erects, constructs, alters or repairs a building or structure in violation of the approved construction documents or directive of the building official, or of a permit or certificate issued under the provisions of this code, shall be subject to penalties as prescribed by law."

(1) *Violation; mandamus and injunctive relief; penalty.*

- a. For a violation of the codes or regulations adopted pursuant to this article, the building official, adjacent or neighboring property owner who would be damaged by the violation, in addition to other remedies, may apply for injunctive relief, mandamus, or other appropriate proceeding. A court may grant temporary injunctive relief upon receipt of a verified affidavit asserting imminent danger or emergency situation.
- b. A person, firm, business, corporation, or other entity found to be in violation of this code must receive a citation and pay an ordinance violation penalty in an amount not to exceed \$200.00. Before being charged with a second violation, the person, firm, business, corporation, or other entity must be given ten business days from the date of the issuance of the citation to remedy the violation or submit a plan for correcting the violation.
- c. A person, firm, business, corporation, or other entity who fails to correct the violation or submit a plan for correcting the violation within ten business days of the issuance of the citation must pay an ordinance violation penalty not to exceed \$500.00. Each day a violation continues is a separate offense.

WHEREAS, the current language of the ordinance provides for violation penalties in the event of non-compliance which are civil in nature, and the municipal court is a criminal court specifically empowered to assess criminal fines for violation of specific ordinances; and

WHEREAS, the revision of the language from "ordinance violation penalty" to "fine" more accurately reflects the intent of the legislature in granting certain authority to municipal courts of the state:

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council. That the new revised ordinance should read as follows:

SECTION 1

Sec. 9-124. – Violations Penalties.

Any person who violates a provision of this code or fails to comply with any of the requirements thereof or who erects, constructs, alters or repairs a building or structure in violation of the approved construction documents or directive of the building official, or of a permit or certificate issued under the provisions of this code, shall be subject to penalties as proscribed by law.

(1) *Violation; mandamus and injunctive relief; penalty.*

- a. For a violation of the codes or regulations adopted pursuant to this article, the building official, adjacent or neighboring property owner who would be damaged by the violation, in addition to other remedies, may apply for injunctive relief, mandamus, or other appropriate proceeding. A court may grant temporary injunctive relief upon receipt of a verified affidavit asserting imminent danger or emergency situation.
- b. A person, firm, business, corporation, or other entity found to be in violation of this code must receive a citation and pay a fine in an amount not to exceed \$200.00. Before being charged with a second violation, the person, firm, business, corporation, or other entity must be given ten business days from the date of the issuance of the citation to remedy the violation or submit a plan for correcting the violation.
- c. A person, firm, business, corporation, or other entity who fails to correct the violation or submit a plan for correcting the violation within ten business days of the issuance of the citation must pay a fine not to exceed \$500.00. Each day a violation continues is a separate offense.

SECTION 2 – Severability

If any part of this Ordinance is held to be unconstitutional, it shall be construed to have been the legislative intent to pass said Ordinance without such unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons, property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property or circumstances.

SECTION 3 – Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 4th DAY OF APRIL 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: March 7, 2017

Second Reading Approval: April 4, 2017

TOWN OF KIAWAH ISLAND

Ordinance 2017-05

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO PROVIDE FOR RESIDENTIAL SPRINKLER DESIGNS

WHEREAS, the Town of Kiawah Building Ordinance 2013-08, Article 9, Section 20 states: "Fire protection system drawings, shop drawings, fire sprinkler specification sheets, manufacture specifications data for each system component for the fire protection system(s) shall be submitted to indicate conformance with this code and the construction documents and shall be approved prior to the start of system installation. All documentation shall be performed by a registered SC licensed engineer bearing his/her seal or fire sprinkler contractor with a qualifying party with a NICET Level IV Technician Certification in "Fire Protection Engineering Technology Automatic Sprinkler System Layout."

WHEREAS, a Level III Technician Certification in "Fire Protection Engineering Technology Automatic Sprinkler System Layout" should be added to Level IV as currently provided;

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council. That the new revised ordinance should read as follows:

SECTION 1

Sec. 9.20 – Fire Protection System Drawings

Fire protection system drawings, shop drawings, fire sprinkler specification sheets, manufacture specifications data for each system component for the fire protection system(s) shall be submitted to indicate conformance with this code and the construction documents and shall be approved prior to the start of system installation. All documentation shall be performed by a registered SC licensed engineer bearing his/her seal or fire sprinkler contractor with a qualifying party with a Level III or IV Technician Certification in "Fire Protection Engineering Technology Automatic Sprinkler System Layout."

Exception: Residential sprinkler drawings for a 13 D multi---purpose system shall be prepared at minimum by a NICET Level II or III Technician Certification in "Fire Protection Engineering Technology Automatic Sprinkler System Layout."

SECTION 2

If any part of this Ordinance is held to be unconstitutional, it shall be construed to have been the legislative intent to pass said Ordinance without such

unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons, property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property, or circumstances.

SECTION 3 Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 4th DAY OF APRIL 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: March 7, 2017

Second Reading Approval: April 4, 2017

TOWN OF KIAWAH ISLAND

Ordinance 2017-06

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO ELIMINATE GARAGE SPACE RESTRICTIONS

WHEREAS, the Town of Kiawah Flood Ordinance 2013-11, Article 14, Section 178(5) states, in relevant part, that Garages for elevated buildings “shall not exceed an overall dimension of 800 square feet”; and

WHEREAS, neither the NFIP nor FEMA provide a limitation on garage square footage; and

WHEREAS, the limitation on square footage has created a barrier to homeowners by prohibiting them from installing dehumidification systems to prevent mold growth underneath their homes; and

WHEREAS, the Town hereby wishes to amend its Municipal Code so as to remove any such barriers to homeowners.

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council that the new revised ordinance should read as follows:

SECTION 1. New Ordinance

Sec. 14.178 - Elevated Buildings

5) Properties that are located in areas that are designated as an "A" zone shall be permitted to utilize the structures perimeter footprint and an additional 300 square feet of enclosed space within the defined footprint to be used as storage.

SECTION 2

If any part of this Ordinance is held to be unconstitutional, it shall be construed to have been the legislative intent to pass said Ordinance without such unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons, property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property or circumstances.

SECTION 3. Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 4th DAY OF APRIL 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: March 7, 2017

Second Reading Approval: April 4, 2017

TOWN OF KIAWAH ISLAND

Ordinance 2017-07

AN ORDINANCE TO AMEND THE MUNICIPAL CODE OF THE TOWN OF KIAWAH ISLAND TO REQUIRE SPECIFIC QUALIFICATIONS FOR DESIGNING OF FIRE ALARM SYSTEMS

WHEREAS, the SC Alarm System Business Act (Title 408798310) permits an electrical contractor to design a fire alarm system;

WHEREAS, a fire alarm system requires a series of calculations, zone design, and is very complex in just the design requirements themselves;

WHEREAS, electrical contractors do not have the training, certification, or knowledge to perform this type of design work;

NOW, THEREFORE, BE IT ORDERED AND ORDAINED, by the Council of the Town of Kiawah Island, South Carolina and it is ordained by the authority of said Council.

SECTION 1

Sec. 9.3(1) – Fire Alarm System Drawings and Installation.

Fire alarm and emergency communication system plans and specifications shall be developed in accordance with adopted codes and by design professionals who are certified/licensed as either NICET Level III Technician Certification “Fire Protection Engineering Technology for Fire Alarm Systems”, or a SC certified Fire Protection Engineer.

Sec. 9.33(2) – Fire Alarm System Drawing Submittals.

Fire alarm system drawing submittals shall be provided with nomenclature section identifying the project street address, owner, date, and designers contact information and license or certification number. All submittals shall be included with product and manufacturer specification sheets, calculations, and all shop drawings. Plan sheets shall be completed on 24” x 32” dimensional paper. Plans shall include all of the following applicable items:

- (a) Building floor plan with proper floor name.
- (b) Location of all doors, windows, and walls (exterior and interior). Show all rated walls.
- (c) Location of all obstructions exceeding six feet above finished floor.
- (d) Intended use of each room (e.g. storage, classroom, restroom, vestibule, etc.).
- (e) Ceiling heights, ceiling details, and configuration. This information may be shown on an additional sheet (with reference key to each unique area).
- (f) Reflected ceiling details for all areas when devices and/or appliances are installed on the ceiling.

- (g) Location of main control panel, sub panels, power booster panels, annunciators, etc.
- (h) Location of associated branch circuit panels for all fire alarm system components.
- (i) Location of all detection devices and notification appliances along with temperature ratings and candela ratings.
- (j) Location of all ancillary components, i.e. door hold open devices, fuel shut off solenoid, interconnected HVAC fans and associated control equipment, interconnected fire/smoke dampers and associated control equipment, interconnected elevator control equipment (i.e. shunt trip, recall, etc.), and all other interconnected equipment and components.
- (k) Location of all fire sprinkler risers, waterflow switches, and tamper switches.
- (l) Location of all fire pumps and controllers.
- (m) Location of all remote alarm indicators.
- (n) Location of zone boundaries, if a conventional system.
- (o) Show approximate circuit layout including number of conductors.
- (p) Show all adjacent devices or appliances and rooms for tenant improvement work.
- (q) Riser Diagram: Complete riser diagram showing all devices by floor/area as connected to the circuit, device addresses, wire color-coding schedule, wire count, wire type and conduit fill with calculations shown.
- (r) Circuit wiring diagram. Device/appliance mounting height profile.
- (s) Typical device and ancillary device wiring.
- (t) The interface of fire safety control functions.
- (u) Voltage Drop Calculations:
- (v) Provide Voltage drop calculations for each circuit showing wire size, circuit load, and voltage drop.
- (w) Provide resistance values with supporting data sheets or provide NEC values and reference.
- (x) Indicate method used and show all formulas/equations. Standby Battery Calculation:
- (y) Provide Standby battery calculations for each control panel, sub panel, monitoring station transmitter, power supply or any component requiring secondary power.
- (z) Zone description and scripting details.

Sec. 9.33(3). – Fire Alarm System Installers

All individuals and or firms who engage in providing installation services for fire alarm systems shall be licensed by the State of South Carolina Contractor’s Licensing Board a Division of South Carolina Department of Licensing, Labor, and Regulation as a fire alarm system contractor.

SECTION 2 – Severability

If any part of this Ordinance is held to be unconstitutional, it shall be construed to

have been the legislative intent to pass said Ordinance without such unconstitutional provision, and the remainder of said Ordinance shall be deemed to be valid as if such portion had not been included. If said Ordinance, or any provisions thereof, is held to be inapplicable to any person, group of persons, property, kind of property, circumstances or set of circumstances such holding shall not affect the applicability thereof to any other persons, property, or circumstances.

SECTION 3 – Effective Date and Duration

This Ordinance shall be effective upon second reading approval.

PASSED, APPROVED, AND ADOPTED BY COUNCIL FOR THE TOWN OF KIAWAH ISLAND ON THIS 2nd DAY OF MAY 2017.

Craig Weaver, Mayor

Petra Reynolds, Town Clerk

First Reading Approval: April 4, 2017

Second Reading Approval: May 2, 2017



Request for Town Council Action

TO: Mayor and Council Members

FROM: Stephanie Monroe Tillerson, AICP, Town Administrator

SUBJECT: Organizational Review (Business License, Building Permits, and Code Compliance)

DATE: April 4, 2017

BACKGROUND:

At the January Town Council Work Session, one of the discussions centered around Town Services and what that means, what services do the Town provide that impact residents (directly or indirectly), what are the processes used to collect and account for revenue collected, and what are the Town's rules and regulations as it relates to Business Licenses, Building Permits, and Code Compliance.

Five objectives were reviewed when discussing Town services and the processes:

- Are the services the Town offer simple and user friendly;
- Are we ensuring maximum compliance as it relates to Business License;
- Are we encouraging rather than discouraging compliance and investment in the community;
- Are we making use of current technology to reduce the impact and cost to residents and Town staff; and
- Are we seeking ways to measure and enhance resident satisfaction.

The consensus was to review three departments: Business License, Building Permits, and Code Compliance Departments.

ANALYSIS:

As set out in the Town Procurement Code, Section 4-415, Professional Services the Mayor or his designee shall conduct discussions with no less than three firms. Staff reviewed or talked with four firms, but only two submitted proposals:

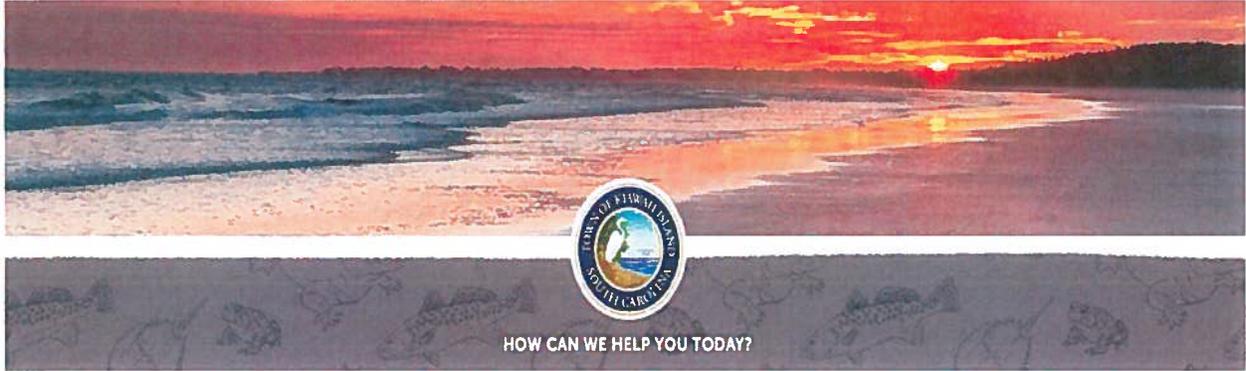
Evergreen Solutions, LLC – Tallahassee, FL (\$12,000)
Mercer Group – Marietta, GA (\$12,950)

After a telephone interview, the Mercer Group was selected to conduct an Organizational Review of Business License, Building Permit, and Code Compliance Services.

ACTION REQUESTED:

On Tuesday, March 28, 2017, Ways and Means recommended approval to enter into a contract Organizational Review Services with the Mercer Group in the amount not to exceed \$12,950.

BUDGET & FINANCIAL DATA: Current budget (100-42000-53304) Administration – Professional Consultants.



PROPOSAL

for an

***Organizational Review
of
Business License,
Building Permit, and
Code Compliance Services***

THE MERCER GROUP, INC.

1000 Whitlock Avenue
Suite 320-129
Marietta, Georgia 30064

770- 425-1775 Phone

www.mercergroupinc.com

March 10, 2017



The Mercer Group, Inc.

Consultants to Management

1000 Whitlock Avenue
Suite 320-129
Marietta, Georgia 30064
770-425-1775 Phone
www.mercergroupinc.com

March 10, 2017

Honorable Craig Weaver, Mayor
Ms. Stephanie Tillerson, Town Administrator
Town of Kiawah Island, South Carolina

Via Email

Dear Mayor Weaver and Ms. Tillerson:

The Mercer Group, Inc. is pleased to present this **Proposal** to conduct an **Organizational Review of Business License, Building Permit, and Code Compliance services**. The proposal is based on Steve Egan's phone conversations with you, as well as a review of the town's web site and published documents.

Structure of the Proposal

Our proposal includes this Cover Letter and the following five proposal chapters:

	<u>Pages</u>
I. UNDERSTANDING OF THE PROJECT	1-2
II. APPROACH, WORK PLAN, AND SCHEDULE	3-9
III. OVERVIEW OF OUR FIRM	10-13
IV. MERCER PROJECT TEAM	14-17
V. COST PROPOSAL	18

Overview of our Proposal

As you read the Proposal, you will note that the **Strengths of our Firm** are People, Project Experience, Consulting Tools and Methods, Commitment to the Public Sector, and Independence. **Specific reasons clients select our firm for the study are:**

1. **We're Different.** The Mercer Group team combines a depth and breadth of **personal, not just firm-wide, work and consulting experience** in the public sector that even the largest consulting firms cannot match.
2. **What You See Is What You Get.** Jim Mercer will direct and Steve Egan will conduct the project, with the support of technical specialists in community development, finance and budget, and technology. As the firm's Director of Management Studies, Steve will be your primary on-site consultant.
3. **Very Experienced Project Team.** Each Mercer consultant has over 30 years of public sector experience as government officials, appointed board members, and/or consultants to governments.
 - **Project Director: Jim Mercer,** the Mercer Group's President/CEO. He has consulted with the public sector for over 30 years and has completed over 250 management studies and over 2,000 executive recruitments. He started his career as an Assistant City Manager in Raleigh, North Carolina, and has a deep understanding of the workings of local government. And, Jim wrote the books on strategic planning, management, and dealing with lean times in the public sector.
 - **Project Manager/Lead Consultant: Steve Egan,** a Mercer Group Senior Vice-President and director of our Management Studies Practice. He is a former Fulton County, Georgia, budget official, who worked with county departments on finance, public policy, and management issues. He also served for over two years as interim public works and utilities director for the City of Highland Park, Michigan. As a consultant, he has completed over 185 public sector consulting projects over the past thirty years, including most of the projects cited later in our firm's qualifications.
 - **Technical Consultants:** Subject matter experts will support the project as off-site advisors to the core project team. These include:
 - **Inga Kennedy,** President of Planners for Environmental Quality, a Mercer strategic partner, for community and economic development issues,
 - **Janet Lazar,** CPA, a Mercer Senior Vice-President, for finance, budget, and human resource management issues, and
 - **Dr. Jack Harris,** a Mercer Vice-President, for technology issues.

4. **Consulting Track Record.** A total of over 2,500 projects across all of our consulting specialties in the past thirty years shows we have staying power, the technical skills you need for this project, and the ability to satisfy our clients.
5. **Resources and Time to Do It.** We have skilled people available and ready to conduct the project. This project will blend in nicely with current consulting assignments.
6. **Commitment to Do It Right.** Our references will attest to our ability to exceed their expectations.
7. **A Bias for ACTION and IMPLEMENTATION, not for a study that gathers dust of a shelf.** Each member of our project team has worked in government and many have served on public and non-profit boards. All of us are committed to making the public sector more efficient and effective.

Finally, we have the Tools, Commitment, and Independence to serve our clients effectively:

- **TOOLS:** We have a set of project-tested analytical methods, surveys, questionnaires, interview guides, and other tools to develop recommendations that provide long-term benefit to our clients. These include:
 - 50 Management Issues for Organizational Effectiveness
 - Organizational Climate and other Employee Survey
 - Job Analysis Questionnaire
 - Management Philosophy Profile
- **COMMITMENT:** Our project team is devoted exclusively to improving the management and services of state and local governments. As former government officials, we have been studied ourselves and are committed to preparing a report that is fair, practical, and implementable.
- **INDEPENDENCE:** Our firm is a professional consulting firm that is not connected to any state or national agencies, businesses, computer systems or services vendors, suppliers, or contractors. We will provide objective and independent recommendations.

If you have any questions or require additional information, please contact Steve Egan by phone at 770-425-1775 or by email to segan@mercergroupinc.com.

Very truly yours,

The Mercer Group, Inc.

**By: Stephen D. Egan, Jr.
Senior Vice-President and Project Manager**

I. UNDERSTANDING OF THE PROJECT

This chapter of the proposal reviews the **Background to the Study** and defines the **Scope of Work**.

A. BACKGROUND TO THE STUDY

Kiawah Island is a barrier island located 25 miles southwest of the city of Charleston, South Carolina. The island was developed after 1950 by a series of development companies that created the Kiawah Island Resort, residences, golf and recreational opportunities, and supporting services and businesses.

The island is 13.4 square miles in size and is home to 1,749 people as of the July 1, 2015 estimate by the U.S. Census Bureau (up from 1,626 as of April 1, 2010).

The **Town of Kiawah Island** was incorporated on September 13, 1988 and is governed as a Mayor-Council form of government with four town council members, one of whom is Mayor Pro Tem. The Mayor and three of the four Town Council members are new to their positions as of December 2016.

The Mayor directs the Municipal Court, Town Attorney, and Town Administrator. The Town Administrator is responsible for day-to-day town operations, supervising town departments and staff, including:

- Administration (Receptionist and Clerk to the Council)
- Planning and Zoning (by Charleston County)
- Treasurer (3 positions)
- Building Services (4 positions)
- Communications (2 positions)
- Environmental Services (2 positions)
- Public Works and Solid Waste (4 positions)

The town's FY 2016-2017 budget totals \$17,650,052 across the General, Capital, and Special Revenue Funds. Major revenue sources are Business Licenses (29% of all revenues) and Building Permits (20%).

B. SCOPE OF WORK

The Mayor asked the Mercer Group, Inc. to present a proposal to conduct an **Organizational Review of three town functions (Business Licenses Building Permit, and Code Compliance)** with a focus on management, staffing, process optimization, and customer service.

- **Business Licenses:** As the major source of the town's annual income, it is important that the business license process be effective and efficient. Specific issues to review are:
 - Ensure staffing levels, roles, and responsibilities are properly designed (3-4 employees in three departments are supporting the function)
 - Create a more efficient and customer-focused licensing process
 - Optimize the use of current technology and identify other technology needs
 - Maximize compliance and fee revenues (monitoring and auditing to ensure all required businesses are licensed and revenues are properly reported)
- **Building Permits:** The town, county, Architectural Review Board (ARB), and the Kiawah Island Community Association (KICA) are involved in the building permit process. Do they all work together effectively and efficiently?
- **Code Compliance:** Is the process optimal in serving the needs of the town and its citizens?

In addition, Mercer will review our *50 Management Issues for Organizational Effectiveness*, which are listed on Exhibit 1 in the next section of the proposal.

Deliverables will include periodic status meetings, draft and final reports, and meetings with the Project Steering Committee to review the draft report and with the Town Council to present the final results of the study.

The **Project Schedule** is expected to start in early April 2017 and will require about two months from project kickoff to delivery of the draft report. The draft review meeting, final report, and final presentation will follow in the third month. More information on the schedule is provided in Chapter II, Approach, Work Plan, and Schedule.

II. APPROACH, WORK PLAN, AND SCHEDULE

This chapter of the proposal provides a **Summary of our Approach**, a step-by-step **Work Plan**, and a **Project Schedule**.

A. SUMMARY OF OUR APPROACH

Mercer approaches every Organizational Assessment in a similar way, emphasizing:

- A strategic, high performance perspective founded on the Mercer Model for Managing in the Public Sector and our team's experience as local government managers, appointed board members, strategic planners, and management consultants.
- A comprehensive and participative process involving a wide range of officials, managers, employees, and stakeholders to help us gain a 360-degree understanding of the organization and the issues being analyzed.
- A project management philosophy that makes every effort to ensure "No Surprises."
- Regular interaction with the client's Project Steering Committee and Project Liaison, including in-depth reviews of draft deliverables before they are finalized and presented to the governing body and management team.
- A structured, step-by-step work plan based on similar successful projects and tailored to the specific needs of each client and project.
- An efficient project schedule that limits intrusion on client operations and meets client objectives for deliverables.
- Application of project-tested methods and principles, such as Mercer's *Strategic Management Process* and our *50 Management Issues for Organizational Effectiveness* (see Exhibit 1).
- Structured interview guides for elected officials, senior managers, employees, and customers/stakeholders. Issues identified in these interviews will be compiled in the SWOT Assessment (Strengths, Weaknesses, Opportunities, and Threats).
- Employee participation through interviews and completion of Job Duty Questionnaires and several confidential employee surveys, such as Mercer's proprietary Organizational Climate Survey (OCS).

Exhibit 1

50 Management Issues for Organizational Effectiveness

As we do in all our Management Studies, we will review the following **Fifty Management Issues** as the analytical foundation for the study.

Governance

1. Legal structure/form of government
2. Role of governing and advisory boards and committees
3. Staff support to these boards and committees
4. Policy-making and decision-making processes
5. Identification of and compliance with legal, regulatory, and policy requirements

Service Delivery Structure

6. Organizational location of services and activities both inside and outside the government
7. Interdepartmental cooperation among government departments
8. Intergovernmental cooperation across the region
9. Use of alternative service delivery opportunities, such as interlocal agreements, contracts, and privatization
10. Comparison with industry best practices, benchmarks, and Mercer's regional and national experience

Planning

11. Strategic planning process compared to the Mercer Model
12. Alignment of county-level vision, values, missions, strategies, long-term goals, and short-term objectives with departments and senior managers
13. Capital projects planning process, current plans, and plan oversight
14. Financial planning and budgeting processes, documents, and oversight
15. Operational planning processes, current plans, and plan oversight

Management Organization and Practices

16. Senior management organization structure
17. Internal workings of the management team
18. Management reporting and communications
19. Documentation of policies and procedures
20. Customer and stakeholder relations and communications
21. Organizational culture and values
22. Management philosophy and labor-management relations

Operations Management

23. Work standards and specifications
24. Work planning and scheduling
25. Unit and crew organization and staffing
26. Job classifications, roles, and duties
27. Adequacy of facilities, equipment, tools, technology, communications, and materials
28. Unit and crew supervision
29. Unit and crew operations, work flow, productivity, and cost-effectiveness
30. Yard, technical support, and administrative support operations
31. Activity and performance reporting and analysis
32. Emergency management plans and processes

Resource Management

33. Human resources management policies, practices, and processes
34. Training and career development program
35. Safety and risk management program
36. Employee and labor relations

37. Financial management and reporting
38. Financial transactions and processes
39. Project and activity cost accounting
40. Rates, fees, charges, and cost recovery practices
41. Internal service fund operations and charges

42. Information systems management and support services
43. Computer and technology applications (hardware and software)
44. Records management, including documents, mapping, and GIS

45. Purchasing and materials management
46. Warehouse and stores operations

47. Facilities management
48. Facility and grounds maintenance operations

49. Fleet and equipment management
50. Equipment specifications, procurement, and replacement

B. WORK PLAN

The Work Plan is organized into six tasks, each with several subtasks. A proposed project schedule follows the work plan.

Task 1: Project Initiation and Management (Site Visit #1). The purpose of Task 1 is to start the project with full agreement on scope and objectives, work plan, schedule, and deliverables; collect basic data on the town; and perform ongoing project administration. Subtasks are:

- **Subtask 1a: Project Startup.** Hold a Kickoff Meeting with the Project Steering Committee.
- **Subtask 1b: General Research.** Collect organizational, financial, job duty, workload, and other data relevant to the objectives of the study.
- **Subtask 1c: Questionnaires and Surveys.** Determine which Mercer tools to use, tailor them to this study, and distribute them to town employees.
- **Subtask 1d: Project Management.** Project administration and status reports.

Task 2: Initial Assessment (Site Visit #1). The purpose of Task 2 is to gain a preliminary understanding of the town and the services in the scope of the study based on interviews and research. The products of this task are a SWOT Assessment (Strengths, Weaknesses, Opportunities, and Threats) and identify Emerging Issues. Sub-tasks are:

- **Subtask 2a: Assessment Interviews with the Mayor and Town Council.** Conduct individual interviews with each current elected official and (optionally) past officials.
- **Subtask 2b: Assessment Interviews with the Management Team.** Conduct individual interviews with the Town Administrator, Treasurer, Building Official, Support Services Director, and Town Attorney.
- **Subtask 2c: Assessment Interviews with Key Collaborators.** Conduct individual interviews with the chair of the Architectural Review Board, chair of the Kiawah Island Community Association, and the County Planning Department.
- **Subtask 2d: Compilation of Information.** Review information collected to date in order to start the SWOT Assessment and the list of Emerging Issues. Continue the review and analysis in the office after the initial site visit.
- **Subtask 2e: Progress Report.** As the end of this site visit, meet with the Project Steering Committee to review the preliminary SWOT Assessment and Emerging Issues from the above interviews.

Task 3: Organizational and Process Review (Site Visit #2). The purpose of this task is to conduct in-depth fact finding to document current roles, responsibilities, and processes for the three functions in the study. The products of this task are service delivery structure, organization, staffing, operations, technology, and customer service analyses.

- **Subtask 3a: Internal Operations Review.** Meet individually with each town employee who works in Business Licenses, Building Permits, and Code Compliance. Review their Job Duty Questionnaire to ensure we fully understand their role and responsibilities, as well as to document the segment of the process they are responsible for, including policies and procedures, process workflow, handoffs of incoming and outgoing work, office layout, customer service practices, and technology application.
- **Subtask 3b: External Operations Review.** Meet with staff of the ARB, Community Association, and County to document their policies and procedures, roles, responsibilities, process workflow, handoffs, technology, and customer service practices.
- **Subtask 3c: Stakeholder Focus Groups.** Facilitate two to three focus groups with business owners (for business licenses), developers and contractors (building permits), and perhaps rental unit owners/managers. In addition, we will meet individually with representatives of the Kiawah Island Resort, Kiawah Partners, and Kiawah Island Conservatory to understand their perspectives on these three processes.
- **Subtask 3d: Compilation of Information.** Review information collected to date to expand the SWOT Assessment and Emerging Issues. Continue the review and analysis in the office after the second site visit.
- **Subtask 3e: Progress Report.** At the end of this site visit, meet with the Project Steering Committee to review the preliminary results of our in-depth review.

Task 4: Draft Report Preparation. The purpose of this task is to analyze Task 1, 2, and 3 information and data in order to conduct analyses, develop findings and preliminary recommendations, and prepare a draft report. During this subtask, our lead consultant may contact the town or collaborators to follow-up on open items, collect additional data, or seek clarification of information gathered earlier in the project.

- **Subtask 4a: Analysis of Fact Finding Information.** Analyze organizational, operational, technical, and financial data from earlier tasks and compile the results of the SWOT Assessment, Emerging Issues, questionnaires, and surveys.
- **Subtask 4b: Preliminary Findings and Recommendations.** Develop preliminary findings and recommendations based on the analyses in Subtask 4a.
- **Subtask 4c: Draft Report.** Document our preliminary findings, analyses, recommendations in a written draft report.

Task 5: Draft Report Review (Site Visit #3). The purpose of this task is to review the draft report with the Project Steering Committee.

- **Subtask 5a: Town Review of the Draft Report:** We expect that the Project Steering Committee will complete its review within ten (10) working days of receipt of the report.
- **Subtask 5b: Draft Report Review Meeting.** Our project manager will meet with the Committee to walk through the report to identify areas needing correction, explanation, expansion, or modification; to discuss alternative recommendations; and to identify implementation issues and timetables.

Task 6: Final Report (Site Visit #4). The purpose of this task is to prepare and present our final report.

- **Subtask 6a: Final Report.** Incorporate all required changes identified in Task 5 and issue the final report to the Mayor, Town Council, and Town Administrator. The final report will include an implementation plan and fiscal impact analysis.
- **Subtask 6b: Final Presentation.** Shortly after the final report is delivered, make final presentations of key findings and recommendations to the Mayor and Town Council and to the Town Administrator and managers and staff in Business Licenses, Building Permits, and Code Compliance.

C. PROJECT SCHEDULE

The **proposed project schedule of 13 weeks** is based on the assumptions that town officials, town staff, collaborators, and stakeholders will be reasonably available for interviews, and that the Project Steering Committee will be able to review and comment on the draft report within ten (10) days of receipt. The schedule is presented below by task, with kick-off in early April 2017.

<u>Task and Description</u>	<u>Start</u>	<u>Finish</u>	<u>Milestone</u>
<u>Project Management (Site Visit #1)</u>			
1a. Kickoff	Week 1	Week 1	Meeting
1b. Research	Week 1	Week 4	
1c. Questionnaires/Surveys	Week 1	Week 4	Document
1d. Administration	Week 1	Week 13+	
<u>Initial Assessment (Site Visit #1)</u>			
2a. Mayor/Council Interviews	Week 1	Week 1	Interviews
2b. Management Interviews	Week 1	Week 1	Interviews
2c. Collaborator Interviews	Week 1	Week 1	Interviews
2d. Compilation of Information	Week 1	Week 1	
2e. Progress Report	Week 1	Week 1	Meeting
<u>Organizational/Process Review (Site Visit #2)</u>			
3a. Internal Review	Week 4	Week 4	Interviews
3b. External Review	Week 4	Week 4	Interviews
3c. Stakeholder Focus Groups	Week 4	Week 4	Interviews
3d. Compilation of Information	Week 4	Week 4	
3e. Progress Report	Week 4	Week 4	Meeting
<u>Draft Report Preparation</u>			
4a. Analysis	Week 5	Week 8	
4b. Preliminary F&R	Week 5	Week 8	
4c. Draft Report	Week 7	Week 8	Report
<u>Draft Report Review (Site Visit #3)</u>			
5a. Client Review	Week 9	Week 10	
5b. Draft Review	Week 11	Week 11	Meeting
<u>Final Report (Site Visit #4)</u>			
6a. Final Report	Week 11	Week 12	Report
6b. Final Presentation	Week 13+	Week 13+	Presentation

III. OVERVIEW OF OUR FIRM

This section of the qualifications provides basic **Corporate Information** and reviews the **History and Structure** of the firm.

A. CORPORATE INFORMATION

The **Mercer Group, Inc.** is a management consulting firm incorporated in the State of Georgia and operating nationwide, with strongly established areas of practice in the Southeast, Midwest, and Southwest, and growing Northeast and Far West practices.

Our firm now has **thirty-one people serving the public sector from nineteen offices across the United States**, including the office of record for this project in Marietta, Georgia, and other Southeast region offices in Chesapeake, Virginia, and Raleigh, North Carolina.

Contacts Persons for This Project

JAMES L. MERCER, President and CEO

Project Director

Atlanta and Santa Fe Offices

(505) 466-9500 Office

(505) 660-7725 Cell

(505) 466-1274 Fax

jmerc@mercergroupinc.com

STEPHEN D. EGAN, JR., Senior Vice-President

Project Manager

Marietta/Atlanta Office

770-425-1775 Office

770-335-3245 Cell

segan@mercergroupinc.com

Mercer Group Website

Our corporate web site (www.mercergroupinc.com) provides additional information on our firm, bios of Mercer principals, project and client lists, and current executive recruitment assignments.

B. HISTORY AND STRUCTURE OF THE FIRM

James L. Mercer, a long-term public sector management consultant with several national firms, **started his own firm in 1981** and merged it with Wolfe and Associates, in 1984. In 1986, Mr. Mercer acquired the Human Resources and Organizational Consulting Practice of Wolfe and Associates and formed Mercer, Slavin, & Nevins, Inc. (MSN). In early 1990, he sold his interest in MSN and founded **The Mercer Group, Inc.** The Marietta and other state offices were added as our client base, practice areas, and staffing grew over the past twenty-seven years.

The Mercer Group, Inc. is a **Consortium Model** firm, with a core of key officers supplemented by associated independent consultants and specialty firms. The consortium members work together regularly and have long personal and professional relationships.

The Mercer Group, Inc. provides exceptionally high quality management consulting services to the public and non-profit sectors, including:

- State government agencies
- Local governments (counties, cities, towns, and villages)
- Utilities (solid waste, stormwater, water, and wastewater)
- School districts, special districts, colleges and universities
- Non-Profit organizations

Our consultants have conducted **over 500 successful planning, management, and organizational consulting projects** and over 2,000 executive recruitment assignments.

Specialty practice areas of our firm include:

- Strategic and functional business planning
- Public policy studies
- Management, organization, operations, and productivity improvement
- Organization development and training
- Human resource management
- Executive recruitment

In our internal operations and consulting practices, Mercer is in full **compliance with E.E.O.C. regulations** and our equal employment opportunity statement is available upon request.

The Mercer Group subscribes to the **Codes of Ethics** of the International City/County Management Association (ICMA) and the Institute of Management Consultants. Our President, James L. Mercer, is a Certified Management Consultant through the Institute.

C. RELEVANT PROJECTS

Business Licenses, Building Permits, and Code Compliance

Examples of **Management, Organizational, Financial, and Operations Improvement studies for the business license, building permit, and code compliance functions** are provided below.

- **City of Annapolis, Maryland:** Management and Operations Study of the Planning and Zoning Department. Similar study for Alexandria, Virginia.
- **City of Boulder, Colorado:** Management Study of Finance, Information Systems, Personnel, and Purchasing Departments.
- **City of Charlotte, North Carolina:** User Fee Policy Study for Engineering, Fire, Planning, and Transportation services. Similar Cost of Service/User Fee studies for ten other cities and counties in the Southeast.
- **City of Charlotte and Mecklenburg County, North Carolina:** Consolidation of Building Inspection and Code Enforcement Departments, followed by implementation assistance and staff training.
- **City of Concord, New Hampshire:** Information Systems Needs Assessment and Strategic Plan. Similar studies for Athens-Clarke County, Georgia; Georgetown, Kentucky, Utilities; and Volusia County, Florida.
- **City of Evans, Colorado:** Management Study of the Community Development and Public Works Departments.
- **Lapeer, Michigan, Construction Code Authority:** Management and Operations Study.
- **Village of Lincolnwood, Illinois:** Management and Organizational Review of Community Development, Building Inspections, and Code Enforcement services.
- **City of McDonough, Georgia:** Citywide Management and Organizational Study, included Finance, Community Development, and Economic Development..
- **City of Mountain Brook, Alabama:** Citywide Management Study followed by a Public Works Department Study.
- **Village of Oak Park, Illinois:** Management Study of Code Enforcement and Health.
- **City of Phoenix, Arizona:** Management Organization study and Teambuilding for the Development Services Department.
- **City of Wheat Ridge, Colorado:** Management Study of the Community Development and Parks & Recreation Departments.

State of South Carolina

In addition, we have served over a dozen local governments in South Carolina, including:

- **Beaufort County:** Fiscal Impact analysis for a Del Webb community.
- **Bluffton:** Strategic Plan Update.
- **Charleston County:** Review of Human Resources Practices for the Commissioners of Public Works.
- **Florence County:** Public Works and Fleet study.
- **Greenville:** Management Organization and Staffing study.
- **Greenville County Schools:** Management Audit of Non-Instructional Services.
- **Richland County:** County Manager Search.
- **Spartanburg/Spartanburg County:** Tax Equity/Double Taxation study.
- **Spartanburg Water & Sewer:** Consolidation Feasibility Analysis.
- **State of South Carolina:** Strategic Planning for the Budget and Control Board.

IV. MERCER PROJECT TEAM

We believe the combination of the Mercer core team's management consulting skills in strategic and functional business planning, service delivery strategies, and the management and operations of public services and our technical staff's training and experience in community development, finance, human resources, technology, and other functions create a team that "covers all the bases" for a study of this kind.

Available to staff the project team are the project director, project manager/lead consultant, and three technical specialists described below. Other technical specialists are available as needed.

Note that the members of the project team personally conducted the projects listed in the proposal.

A. CORE PROJECT TEAM

James L. Mercer, CMC (Project Director)

Jim Mercer, founder and President/CEO of the Mercer Group, will direct the project and be responsible for the quality of our services, as well as contractual and legal matters. He is based in Santa Fe, New Mexico, after two decades of residence in the Atlanta area.

A former Assistant City Manager in Raleigh, North Carolina, he has worked on over 250 state and local government management consulting projects and over 1,500 executive searches in a thirty-five year management consulting career, including many of our projects in the State of South Carolina.

Jim has authored over 200 articles and five books, including Public Management Systems, Managing Urban Government Services, Strategic Planning for the Public Sector, and Public Management in Lean Years: Operating in a Cutback Management Environment.

He holds a Bachelor of Science degree in Industrial Management from the University of Nevada-Reno and a Master of Business Administration from the same institution.

Stephen D. Egan, Jr. (Project Manager and Lead Consultant)

Steve Egan, a Mercer Group Senior Vice-President and national director of our Management Studies Practice, will be the project manager and lead consultant. Steve is based in Marietta, Georgia.

He started his local government service in the Fulton County, Georgia, Budget Office where he was responsible for analysis and monitoring of department budgets, developing program goals and performance measures, internal consulting, and special projects for the County Manager and Board of Commissioners.

Steve also served for 2+ years as interim Public Services and Water Director for the City of Highland Park, Michigan, a fiscally-challenged community inset in the City of Detroit, where he worked with Jan Lazar, our Finance and Human Resource Specialist.

Steve is a specialist in strategic and functional business planning; service delivery strategies; local government management; organizational and operations improvement; and community development, building services, public works, utilities, parks and recreation, and maintenance operations.

In thirty-five years of consulting with state and local governments, he has performed over 185 planning, service delivery structure, management and operational improvement, and financial studies and analyses, including many of our referenced projects in the State of South Carolina and most of the studies in finance, community development, and building services.

Steve is the co-author of Managing Professional Service Delivery: 9 Rules for Success, a primer on successfully delivering advisory services. He also has written many articles and delivered over 30 speeches and presentations on managing in the public sector.

He holds a Bachelor of Arts degree in History and Government from Norwich University in Northfield, Vermont, and a Master of Arts degree in Government from The American University in Washington, DC. He received training and mentoring on management consulting methods while a consultant at KPMG.

B. TECHNICAL SPECIALISTS

Three technical specialists will advise the core project team on issues in their area of expertise.

Inga Kennedy (Planning and Community Development Specialist)

Inga is President of Planners for Environmental Quality (PEQ), a Mercer strategic partner, and a former consultant for the Mercer Group. PEQ is MBE/WBE certified in Georgia and based in the Atlanta area. She will review the town's codes and plans, as well as advise on organizational and operational issues in building services and code enforcement.

Inga is an urban planning and community development consultant, who specializes in comprehensive and functional planning, review and development of codes and ordinances, community input and public hearings, and the administration of community development services. She served for four years as chair of the Fulton County Planning Commission and for six years as a member of the Clayton County Development Authority.

Including her time with the Mercer Group, she has consulted with over 100 local governments and conducted over 600 public meetings in her career. Twenty of these studies were as an employee of or in association with the Mercer Group. She supported Mercer studies in business license, building permits, and code compliance in Lincolnwood, Illinois; McDonough, Georgia; Oak Park, Illinois; and Wheat Ridge, Colorado.

Janet "Jan" Lazar (Finance and Human Resources Specialist)

Jan is a Mercer Group Senior Vice-President, residing in Sarasota, Florida. She is the former Assistant Finance Director and Budget Officer in Lansing, Michigan; a former president of the Michigan Government Finance Officers Association; and a former chair of the national GFPA's management and budget committee.

Her management consulting specialties include classification and compensation studies, employee benefit plan design and administration, labor negotiations, human resource management, financial and administrative services, and interim city manager assignments. She served, for example, as the interim city administrator, finance director, and human resources director for the city of Highland Park, Michigan, once that fiscally-challenged city was put under state control and administered by an Emergency Financial Manager.

She supported the financial and human resource analyses on Mercer projects for Beaver Creek, Ohio (fire staffing); Cloudcroft, New Mexico (police staffing); Florida Municipal Power Agency (human resource management); McDonough, Georgia (human resource management); Mountain Brook, Alabama (financial and human resource management); St. Paul, Minnesota, Regional Water Services (financial and human resource management); Southfield, Michigan (police staffing and human resource management); and Waterbury, Connecticut (public works staffing and human resource management).

Dr. Jack Harris (Technology Specialist)

Jack Harris is a Mercer Vice-President for Technology Services. He is an expert on software applications, IT organizational processes and procedures, business process re-engineering, education, strategic planning, and change management, with more than 30 years of successful experience in management and consulting positions in government and business. Dr. Harris will advise on technology issues and opportunities,

As a professional applied and organizational sociologist, Jack has significant skills, knowledge, and experience to help solve system and management issues in both the public and private sectors, including strategic planning, survey design-analysis, systems analysis, needs assessment, management planning, RFP development and implementation, competitive assessment, IT organization and re-engineering, and computer acquisition, outsourcing, project analysis, planning, development, implementation and contract management. He has served as project manager for several critical municipal application implementations and has developed financial, tax, utility, office automation and database management software.

Dr. Harris conducted over fifty IT Needs Assessments and Strategic Plans when with Barry Strock Consulting Associates (BSCA). He also designed and presented major re-engineering workshops for municipalities and non-profits, including the City of Milwaukee, Milwaukee County, ARMA, Alabama GFOA, and GMIS.

He co-authored articles on “Transforming Information Services: New Roles, New Strategies,” (with J. Jacobstein and B. Strock in the IQ Service Report, International City/County Managers Association, Spring, 2001) and “Embezzlement, a Real Cause for Concern” (with F. Bartz and B. Strock in PM-Public Management, Volume 82, Number 10, 2000). He and Barry Strock co-authored *The Municipal Computer Systems Handbook*. Dr. Harris is a tenured Professor of Sociology at Hobart and William Smith Colleges in Geneva, New York.

V. COST PROPOSAL

Based on our understanding of the project's objectives, scope, issues list, work plan, and deliverables, **our total, not-to-exceed fees and expenses for the Organizational Reviews of the three functions will be \$12,950.**

The budget is developed based on an average hourly billing rate of \$125 for our professional staff, plus expenses for travel, administrative support, and report production. Our Cost Proposal is negotiable based on your review of our assumptions regarding scope of work, issues to review, and work plan tasks that impact price. This quotation is firm for a period of 90 days from the date of this proposal.

We propose to submit bills as follows:

- **Project Initiation:** \$3,500 of the total project cost at project initiation.
- **Progress Bill:** \$3,500 of the total project cost at the completion of Tasks 1, 2, and 3.
- **Progress Bill:** \$3,500 upon delivery of the draft report.
- **Final Bill:** A final bill for the remaining \$2,450 of the total project cost budget upon delivery of the final report and final presentation.

Based on other local government projects, we expect The Mercer Group can comply with town requirements for insurance coverage.



Request for Ways and Means Action

TO: Mayor and Council Members

FROM: Stephanie Monroe Tillerson, AICP, Town Administrator

SUBJECT: Classification and Compensation Study

DATE: April 4, 2017

BACKGROUND:

At the January Town Council Work Session, staff presented for discussion purposes the proposed new salary grades and salary ranges. As you might recall, last year a Human Resource work group was established and lead by staff to assist in the review of the current Employee Handbook, salary grades and salary ranges and evaluation appraisals. The working group consisted of individuals with HR experience, Council liaison, and staff.

Russell Crane, HR experience
Theresa Widuch, HR experience
Maggie Hawkins, KICA, Director of Human Resources
Craig Weaver, Council Liaison
Stephanie Tillerson, Town Staff

The workgroup is confident that the proposed grades and salary ranges are consistent with the industry standard. The group looked at grades and ranges from five entities (KICA, Town of Hilton Head, City of Charleston, Town of Mount Pleasant, and Town of Bluffton). However, in the group review and discussions it was determined that professional assistance is needed to determine industry standard for compensation.

ANALYSIS:

As set out in the Town Procurement Code, Section 4-415, Professional Services the Mayor or his designee shall conduct discussions with no less than three firms. Staff reviewed three proposals to assistance with compensation review:

Evergreen Solutions, LLC – Tallahassee, FL (\$15,000)
Mercer Group – Louisburg, NC (\$8,950)
FGP – Greenville, SC (\$4,250 + \$580 per job description)

After telephone interviews and a discussion with the Mayor, the Mercer Group was selected to conduct a Classification and Compensation Study.

ACTION REQUESTED:

On Tuesday, March 28, 2017, the Ways and Means recommended approval to enter into a contract for Classification and Compensation Study with the Mercer Group in the amount not to exceed \$8,950.

BUDGET & FINANCIAL DATA: Current budget (100-42000-53304) Administration – Professional Consultants.



The Mercer Group, Inc.

Consultants to Management

3443 Highway 39 North
Louisburg, North Carolina 27549
919-496-2080
FAX 919-496-7995
E-mail: mercercnc@aol.com

March 6, 2017

Ms Stephanie Tillerson
Town Administrator
Town of Kiawah Island, South Carolina
Via Email

Dear Ms Tillerson:

Our proposal is for a Classification and Compensation Study for the Town of Kiawah Island. The Mercer Group, Inc. is pleased to provide this proposal in response to your inquiry. If selected, we can begin work promptly.

Our firm is uniquely qualified to provide these services. For your consideration, we draw your attention to our experienced project team and to our interactive approach:

Our project staff is experienced in many areas. Our team members have consulted extensively in this area and are recognized as experts in the field of employee classification and compensation, organizational analysis, performance evaluation, and staffing. The team members are **senior consultants** with vast experience in all areas of local government. In the 19 years that I have been with The Mercer Group, I have successfully researched, developed, and implemented more than 75 organizationally comprehensive compensation systems and classified over 30,000 positions.

Our style is interactive; that is, we form a partnership with the client to conduct a project and provide services. The Town will benefit through ease of implementation and maintenance of systems.

We are committed to successful implementation. Our work will be practical, realistic, and easy to understand. We will, if it is in the best monetary interest of the organization, structure a multi-year implementation plan to ensure that the results and recommendations study can be utilized and adopted.

Our Principal in Charge, James Mercer, possesses over 40 years of management consulting experience with local governments. The Mercer Group, Inc. was incorporated in the state of Georgia over 20 years ago and has conducted many similar compensation studies.

We are a growing firm. We offer the reputation of a respected national firm with the economy of a smaller company.

Our experience has shown that good Classification and Compensation studies are a combination of sound technical processes and an understanding of human nature. Our approach is sensitive to this in several ways. For instance, our position evaluation system uses a factor evaluation system that is industry standard and is sufficiently straightforward (transparent) so that how the process works and how factor scores and total scores for a position are derived is easily explainable and easily understood by employees, supervisors, and the executive board. We provide orientation sessions for all employees so that they understand the methodology of the study and how their positions will be evaluated, thus reducing anxiety. We will meet with every employee to discuss his/her questionnaire answers and get clarification. We provide an appeals process for any employee who feels that his/her position has been classified incorrectly. We work closely with you and your management team throughout the process to assure that you are informed and that there are no "surprises."

The Study should take approximately four months to complete, given prompt responses to the Market Survey by the market organizations.

We welcome the opportunity to discuss our proposal in person or teleconference.

This proposal is valid for 120 days from the date of receipt by the Town. We abide by all applicable rules of federal, state, and local entities. The Mercer Group, Inc. and the staff proposed have no conflicts of interest.

I am willing to come to Kiawah Island at my own expense to discuss my proposal in more depth, if you wish. We thank you for this opportunity and look forward to working with you on this important project. If you have any questions, please contact me at 919-496-2080.

Sincerely,

THE MERCER GROUP, INC.

A handwritten signature in black ink that reads "Phillip G. Robertson". The signature is written in a cursive style with a horizontal line extending from the end.

Phillip G. Robertson, Senior Vice-President

TOWN OF KIAWAH ISLAND, SOUTH CAROLINA

Proposal for a Classification and Compensation Study

March 6, 2017

THE MERCER GROUP, INC.

Corporate Headquarters:

5579 B Chamblee-Dunwoody
Suite 511
Atlanta, GA 30338
770-551-0403
FAX 770-399-9749

Raleigh Office:

Mr. Phillip Robertson
3443 Highway 39 North
Louisburg, North Carolina 27549
919-496-2080
FAX 919-496-7995
MercerNC@aol.com

COMPANY PROFILE AND CAPACITY

Phillip G. Robertson, Primary Consultant for This Project

Senior Vice President

The Mercer Group, Inc., North Carolina Office

3443 Highway 39 North

Louisburg, North Carolina 27549

Telephone: (919) 496-2080; FAX: (919) 496-7995

E-mail address: MercerNC@aol.com

Mr. James L. Mercer is the Chief Executive Officer of our firm and can be contacted at our corporate headquarters as follows:

James L. Mercer, President

The Mercer Group, Inc.

5579 B Chamblee-Dunwoody Road, Suite 511

Atlanta, Georgia 30338

Telephone: (770) 551-0403; FAX: (770) 399-9749

Federal Tax ID No.: 58-1877068

Web site address: <http://www.mercergruoinc.com>

ABOUT THE MERCER GROUP, INC.

The Mercer Group, Inc. will be the sole firm providing all services as described in this proposal. This proposal has been made without collusion with any other person or entity.

The Mercer Group, Inc. is a management consulting firm incorporated in the State of Georgia and operating nationwide. Founded by James L. Mercer, a long-term public management consultant, The Mercer Group, Inc., provides management consulting services to state and local governments, special districts, and private sector clients. The company's services include:

- Compensation and classification studies;
- Executive recruitment;
- Organization and operations analysis;
- Productivity improvement;
- Strategic planning;
- Management systems;
- Organization development and training;
- Privatization;
- Policy studies;
- Budget evaluation services; and
- General management consulting.

Mr. Mercer started his own firm in 1981 and, in 1984, merged it with another consulting firm, Wolfe & Associates, Inc. On June 1, 1986, Mr. Mercer acquired the Human Resource and Organizational Consulting Practice of Wolfe & Associates, Inc. This acquisition formed the basis for Mercer, Slavin & Nevins, Inc. He sold his interest in Mercer, Slavin & Nevins, Inc. early in 1990 and founded The Mercer Group, Inc.

BUSINESS MODEL

The Mercer Group, Inc. is a **Consortium Model** firm, with a core of key staff members supplemented by associated independent consultants and specialty firms. The consortium members work together regularly and have long personal and professional relationships. This business model allows us to:

- Staff each engagement with precisely the right mix of consulting professionals, who have the specific managerial, functional, and technical skills needed to fully satisfy the project objectives.
- Eliminate pressure to assign salaried staff who may be available, but lack the experience or capabilities necessary to be effective and efficient in serving our clients.
- Offer competitive rates for very senior consultants due to our reduced administrative and overhead costs.

LISTING OF WORKING OFFICE

This project will be conducted by the Louisburg, North Carolina branch. The Louisburg branch is staffed by Senior Vice President Phillip Robertson. The Louisburg office specializes in Compensation and Classification Studies, Performance Evaluation Systems, FLSA Compliance, and Executive Recruitment. The staff has over 40 years' experience.

There are not any past, on-going or potential conflicts of interest which the consultants may have as a result of performing work for this project. The Mercer Group, Inc. has not divulged, discussed, or compared our proposal with other proposers and has not colluded with any other proposer or parties to a proposal whatsoever. Further, Phillip Robertson has full authority to sign this proposal on behalf of The Mercer Group, Inc.

PROJECT TEAM

The team we are proposing for this project includes our most experienced consultants.

The Principal in Charge of the project will be James L. Mercer. Mr. Mercer is President of our firm. He is a Certified Management Consultant and has extensive experience in all phases of management consulting including compensation, classification, and performance appraisal. Mr.

Mercer will be available if needed to assist in this project.

The Project Manager will be Phillip Robertson, Senior Vice President of our firm. He possesses extensive knowledge of all phases of staffing studies, compensation and classification and all areas of local government management. He will be responsible for assuring the quality of our work, the adherence to expected schedules and the delivery of our work products.

Resumes for each of our team members are included in this section.

James L. Mercer, President

Mr. Mercer holds a Master of Business Administration degree from the University of Nevada, Reno, and a Bachelor of Science degree in Industrial Management from the same institution. He has also received a Certificate in Municipal Administration from the University of North Carolina at Chapel Hill, and is a graduate of the Executive Development Program at Cornell University. Mr. Mercer has more than 26 years' experience in management consulting. He has authored three books, co-authored three books, and has written more than 250 articles on various phases of public management. His experience covers the following functional areas: compensation and classification, organization analysis, management systems, productivity improvement, seminars/training, public sector executive search, strategic planning, and general consulting. Examples of Mr. Mercer's experience in each of these functional areas are listed below:

Mr. Mercer personally worked with Dr. Rensis Likert, considered by many to be the "father of participative management," on the design of data collection instrumentation (using Likert's survey research instruments) to compare 27 test and 27 control medium-sized local governments across the country on the issues of receptivity to new technology and innovation. This experiment formed the basis for the current national local government database in this area.

Prior to forming The Mercer Group, Mr. Mercer was President of Mercer, Slavin, & Nevins, Inc. and a Regional Vice President of Wolfe & Associates, Inc., with which he previously merged his own local government consulting firm, James Mercer & Associates, Inc. He has also been Director of Government Consulting Services in the southeastern and southwestern regions of the United States for Coopers & Lybrand. He has been a National Program Director with Public Technology, Inc., and served as Assistant City Manager of Raleigh, North Carolina. This was preceded by ten years of private sector and university faculty and staff experience. Mr. Mercer is a frequent featured speaker, organizer and panelist at local government conferences, professional, and civic clubs, etc., on issues of productivity improvement, management, office automation, entrepreneurship, etc.

Mr. Mercer has received many honors, including the prestigious George C. Franklin Memorial Award from the North Carolina League of Municipalities for Excellence in Public Administration and election to Beta Gamma Sigma, the national honor society in business and administration. He has also served on several private and public Boards, including the University of Nevada Foundation, the School of Business Advisory Board at California

Polytechnic State University in San Luis Obispo, and the Public Administration Program at the University of South Carolina. Mr. Mercer has been quoted in The New York Times, Forbes, Public Management, American City and County, and many other national and local publications. His professional affiliations include:

- International City/County Management Association;
- American Society for Public Administration;
- Institute of Industrial Engineers (past Chapter President);
- The Technology Transfer Society (Board of Directors - 5 terms); and
- International Association of Quality Circles.

Phillip Robertson, Senior Vice-President

3443 Hwy. 39 North

Louisburg, North Carolina 27549

Office telephone: 919-496-2080 Cellular telephone: 919-349-7239

Fax: 919-496-7995

Mr. Robertson has 40 years' experience in the public sector. Mr. Robertson joined The Mercer Group, Inc. in 1998.

*** Compensation and Classification studies performed and managed by Mr. Robertson:**

Hernando County, Florida; The Housing Authority of Covington, Kentucky; The City of East Point, Georgia; Martin County, Florida; Ouachita Parish, Louisiana, Public Library; The City of Monmouth, Oregon; The City of Monroe, Georgia; The City of Peachtree City, Georgia; The Development Authority of Peachtree City, Georgia; Pitt County, North Carolina; Okaloosa County, Florida; Okaloosa County Detention Center; Martin County, Florida Sheriff's Office; The City of Henderson, Nevada; the Town of Berlin, Connecticut; Choctawhatchee Electric Cooperative in Defuniak Springs, Florida; The City of Duncan, Oklahoma; Calcasieu Parish, Louisiana Public Library System; The City of Colonial Heights, Virginia; Nye County, Nevada; Decatur Illinois Housing Authority; The City of Rochester Hills, MI (co-managed with Tom Dority); The City of Garden City, Georgia; The Town of Glastonbury, Connecticut; The Town of Kitty Hawk, North Carolina; The Town of Holly Springs, North Carolina; Sun 'N Lake of Sebring, Florida, Improvement District; Okaloosa, Florida, Gas District; The City of Sunny Isles Beach, Florida; The City of Frankfort, Kentucky; Peachtree City, Georgia, Tourism Association; The City of Sioux City, Iowa; The City of Glen Heights, Texas; The City of Daytona Beach, Florida; The City of Jacksonville, Florida; The City of Osawatomie, Kansas; Gordon College in Barnesville, Georgia; Assisted Housing Risk Management Association, IL; Iowa League of Cities; Peachtree City Water and Sewerage Authority; The Town of Minturn, Colorado; The City of Loma Linda, California; Public Agency Risk Sharing Authority of California, Sacramento; The City of Hercules, California; The City of Mooresville, North Carolina; Salt

River Landfill, Scottsdale, AZ; Jackson County, North Carolina; Clayton State University in Morrow, Georgia; Rhode Island Airport Authority; The City of Vernon, California; Metropolitan District Commission in Hartford, CT; The City of Glenwood Springs, Colorado; The City of Eagle, Idaho; The Town of Wethersfield, CT; The City of Davie, Florida; Yankton County, South Dakota; City of Pensacola, Florida; North Carolina State Firefighters Association; Craven Community College in New Bern, North Carolina; Lee County, Georgia; Cumberland County ABC Board (Fayetteville, N.C.); Portland, Maine; Goldsboro, North Carolina; Cheyenne, Wyoming; Huntersville, North Carolina; Spring Lake, North Carolina; Southland Utility Services, Florida; Kentucky League of Cities; Nevada City, California; Johnston County, North Carolina; Defuniak Springs, Florida (Ongoing); East Point, Georgia (Ongoing) .

* **Executive Searches:**

The City of Arkansas City, Kansas-City Manager 2006; The City of Federal Heights, Colorado-City Manager 2007; The City of Liberty, Texas – City Manager 2007; The City of Hanover Park, Illinois – Chief Information Officer 2007; The City of Union City, Georgia – City Administrator 2008; Choctawhatchee Electric Cooperative – Chief Operating Officer 2007; The City of Tipp City, Ohio – City Manager 2008; The Town of Mooresville, North Carolina – Engineering Manager 2008; The Town of Mooresville, North Carolina – City Manager 2008; Orange County, North Carolina – Emergency Services Director 2008; Orange County, North Carolina – County Attorney 2009; Town of Harrisburg, North Carolina – Finance Director 2008; Orange County, North Carolina – County Manager 2009; Decatur, Illinois, Housing – Executive Director- 2010; Lee County, Georgia – County Manager- 2011, Tipp City Ohio-Library Director – 2011, Holland Michigan – City Manager – 2012, Troy Michigan – City Manager -2012, Yankton South Dakota – City Manager – 2012, Milliken Colorado – Town Administrator – 2014, Petoskey Michigan – City Manager – 2015, Clinton County, Ohio, Port Authority – Executive Director - 2015 .

* **Organizational and Staffing Studies:**

The City of Frankfort, Kentucky; Okaloosa Gas District, Florida; Peachtree City Tourism Association, Georgia; Choctawhatchee Electric Cooperative; and City of Hercules, California

* **Performance Evaluation Systems:**

Pitt County North Carolina; The City of Colonial Heights, Virginia; Sun’N Lake Improvement District; Peachtree City Water and Sewerage Authority; and The Village of Carol Stream, IL; Rockaway Township, New Jersey (ongoing)

* **Organizational Climate Surveys**

Assisted Housing Risk Management Association, IL; and Horizons of Okaloosa County, Florida;

Additional Experience:

- * Former Management Information Systems Director for the North Carolina Division of Employment and Training.
- * Extensive experience in organizational analysis at the local and state government levels
- * Former Human Resources Director for a Division of the North Carolina State Government.
- * Former Assistant City Manager for Clayton, North Carolina.
- * Extensive experience in Grant Management at the Federal, State, and Local levels.
- * Extensive experience and expertise with information systems management at the Federal, State, and Local levels.

Mr. Robertson has a MA in Public Administration from Appalachian State University in Boone, North Carolina and a BA in History from Wake Forest University in Winston-Salem, North Carolina. He has also done doctoral work at North Carolina State University in Raleigh, North Carolina.

Joan L. Miller, Vice President

3443 Hwy. 39 North
Louisburg, North Carolina 27549
Office: 919-496-2080

Ms. Miller has 26 years of experience in municipal government as a city planner, housing specialist, and grants manager. Her areas of expertise include the following:

Policy and Procedure Research, Development, and Implementation
Fiscal Analysis as a Function of Policy Options
Transportation and Recreation Program Planning and Implementation
Water Quality Improvements
Code Enforcement and Residential Rental Inspection
Comprehensive Plan Development, Modification, and Interpretation
Environmental Review
Grants Development, Administration, Reporting and Closeout
Housing Rehabilitation Program Planning, Development, and Implementation

Ms. Miller is a graduate of North Carolina State University.

REFERENCES

The Mercer Group, Inc. has been conducting compensation and classification studies since its inception in 1990. Phillip Robertson has been the manager of all Mercer Group Compensation and Classification Studies for the past 19 years. The references below are for studies similar to your project.

The following are references for similar projects that have been conducted by Phillip Robertson:

Mr. Anthony Massey, City Manager

Columbia, Tennessee

Cell: 931-982-3069

(Previously County Administrator Lee County, Georgia, and City Manager of Frankfort, KY during our studies there)

Compensation and Classification Study 2004; Organizational Study 2009 for City of Frankfort, Kentucky

Compensation and Classification Study 2012 for Lee County, Georgia

Mrs. Kay Godwin

Deputy County Manager

Okaloosa County Human Resources Department

601B North Pearl Street

Crestview, Florida 32536

850-651-7515

Compensation and Classification Study for Board of County Commissioners and Supervisor of Elections. The original project was completed in 2000. The Mercer Group maintained the system for the county through 2004. The Mercer Group was contacted again in 2006 and has continued provided services through 2016.

Dr. Susan Van Buren

Director of Human Resources and Organizational Development

Choctawhatchee Electric Cooperative

Defuniak Springs, FL

850-892-2111

Compensation and Classification Study

The original project was completed in 2000.

A comprehensive update was conducted in 2004.

Another Full Compensation and Classification Study 2012

We continue to provide update services.

PROJECT SCHEDULE, APPROACH, AND METHODOLOGY

The Mercer Group, Inc. believes that the Classification and Compensation Study must have extensive client participation. Our experience has shown that successful assignments are characterized by:

- A mutual understanding between the client and the consultant staff of the objectives, study process, timing, and end products of the study;
- A thorough understanding of the current situation by the consultants before proceeding with detailed analysis;
- Providing opportunities for participation and input by staff; and
- A thorough review of draft reports with the Mayor and others of his choosing.

Our work plan includes provision for each of the items listed above. The specific participation of Town officials and staff is described as follows:

Town Administrator - The Town Administrator (or her designee) is the principal client(s) for the project. The principal client will receive a thorough briefing and description of the study process and methodology. At the end of the study, the principal client will receive a briefing on all findings and recommendations as well as briefings throughout the process as appropriate. It is important that the principal client be involved in the key policy issues to ensure the overall effectiveness of the resulting Classification and Compensation systems to meet the needs of the organization.

Management (Department/Division Heads) —Management will be involved in the study by participating in a briefing session with the consultants, completing questionnaires, meeting individually with the consultants to review the scope of their operations, and identifying any specific concerns they may have with respect to their current classification, compensation or organizational systems. Key management will likewise be involved in reviewing a draft of all job analysis recommendations including position placement recommendations and class specifications.

Employees — All employees whose positions are included in the study must feel that they have a role in the process and that their input is both sought and welcomed. That role and input will be introduced and explained by a thorough and accurate initial presentation about the project. Employees then will be asked to complete position questionnaires and will be given opportunities to be involved further in the process through interviews, job audits (when necessary), and appeal procedures.

Administrative Staff — Designated Administrative Staff will be asked to assist in the distribution and collection of the position questionnaires and assist the consultants in setting up meetings and

interviews.

The Mercer Group, Inc. approach to Classification and Compensation stresses participation at all levels. The result will be a new system that is truly developed by those who must live with it.

Work Program and Schedule

In order to meet the client's specific objectives for this project, we have developed a work plan consisting of five (5) phases and seven (7) steps, as follows:

Phase I

STEP 1. Orientation

Because of the significance of a classification and compensation study, a clear understanding of and agreement to the work plan is critical. We will begin the project by meeting with all appropriate officials including but not limited to the Town Administrator and department heads and others necessary to clarify the following issues:

- Specific issues regarding the current classification and pay structure(s);
- Specific issues regarding individual Departments and Divisions (group meetings and individual meetings with each department head);
- Understanding of the objectives for the systems;
- Review of The Mercer Group, Inc. classification and analysis methodology, including specific forms such as the position questionnaire;
- Policies regarding review and employee appeal of recommendations;
- Begin development of a list of organizations for the "market analysis," including public and private employers (Management will participate in the process of development of the comparable organization list); and
- Implementation strategy for results of the study.

At the orientation, we will also obtain information on current practices. We will then provide the initial communication to employees through group meetings, written explanations, or both, depending on the needs of the organization. The Mercer Group, Inc. prefers to meet with employee groups to review the process and how the employees are going to be asked to participate. Classification and Compensation Studies can produce anxiety with employees. We have found that open discussions with employees at the beginning of the study helps employees understand what to expect from us and what we are going to ask of them. It also allows

employees the opportunity to voice any concerns or questions and meet the consultants. During orientation we generally provide our contact information to employees and encourage them to contact us at any point during the process if they have questions or concerns.

Phase II

STEP 2. Classification Process

The job analysis classification portion of the study will begin with the distribution of Position Questionnaires to all employees. The Position Questionnaire is typically distributed and reviewed during the Employee Group Orientation meetings. The Position Questionnaire is important to the Classification and Compensation process because the information obtained becomes the basis for:

- The classification system;
- The development of "benchmark" positions;

Because the questionnaire is important, we will review and edit our questionnaire with management to ensure its appropriateness.

Upon receipt of the questionnaires, we will interview positions for employees having submitted questionnaires to confirm and clarify the information.

At a minimum we must have a sufficient sample size of each class or job title to ensure a thorough understanding of each position. We will also conduct job audits when necessary.

All reasonable accommodation will be made to ensure that all employees who wish to participate in the interview process will be given the opportunity to do so. Our history with studies of 50 or fewer employees has been that on average, 100% of all employees participate in interviews. Employees who have the same job title and agree that they are performing the same job duties can interview as group with a sufficient sample size.

Employees who have the same job title and do NOT agree that they are performing the same job duties will be interviewed separately. It may be that at the end of the study we recommend that these positions remain in the same classification or the duties and responsibilities may be such that a separate classification is recommended. If we do not allow employees to choose if they want to interview together or separately it greatly undermines the results of the study and the employee "buy in".

We will begin interviews in each department with the lowest classifications and work up to the Department Heads. This approach allows us to obtain a good understanding of the organization and to discuss issues and problems at each succeeding level.

Interviews generally take 15 minutes for individuals and 30 minutes for groups. During the interview the consultant will review the submitted questionnaire with the employee and as clarification questions. This is also an opportunity to employees who communicate more

effectively in an oral format the opportunity to discuss their position with the consultant.

Upon completion of the position questionnaire and interview process, we will analyze classifications by the duties and responsibilities.

As a result of the questionnaire and interview process, we normally obtain information regarding organizational and personnel issues outside of the scope of this project. We will provide an informal report to the principal client covering those issues which appear to be significant, if desired.

To develop the proper classifications and provide internal equity, we will use The Mercer Group Factor Evaluation System (FES). Such systems are used to provide numerical rankings for classifications and positions. A detailed description of our job measurement methodology is included as Exhibit II.

During the classification process, we will address the issues of parity among departments, appropriate titles, consolidation of classifications, creation of new classifications and logical career ladders.

After the completion of the interviews and the application of the FES, the consultants will meet with each Department Head to review the preliminary factoring for the position in her/his department. This is a time that the consultants will be able to obtain clarifications on issues with any positions that were not clear in the interview and questionnaire. These meetings help familiarize the Department Heads with how the classification system works. The preliminary factoring will also be reviewed with the principal client(s) from an organizational perspective.

After the recommendations have been approved, copies of the recommended class specifications, and title changes should be provided to incumbents for review. Should an employee feel that his/her recommended classification is inaccurate; an appeal may be made to the Review Committee. The make-up of the Review Committee will be established at project orientation. We will recommend a methodology to make the process fair and non-threatening to the individual employees.

EXHIBIT II

THE MERCER GROUP, INC. FACTOR EVALUATION SYSTEM OVERVIEW

Each functional position will be analyzed and assigned a level for all 10 factors outlined below, based on the completion of a position questionnaire followed by an interview. **In cases where employees hold the same position title but are of the opinion that their duties are materially different, separate interviews and factoring will be done.**

FACTOR 1. KNOWLEDGE REQUIRED BY THE POSITION

Factor 1 measures the nature and extent of information or facts which the worker must understand to do acceptable work (e.g. steps, procedures, practices, rules, policies, theories principle, and concepts) and the nature and extent of the skills needed to apply that knowledge. To be used as a basis for selecting a level under this factor, a knowledge must be required and applied.

FACTOR 2. SUPERVISORY CONTROLS

“Supervisory controls” covers the nature and extent of direct or indirect controls exercised by the supervisor, the employee’s responsibility, and the review of completed work.

Controls are exercised by the supervisor in the way the assignments are made, instructions are given to the employee, priorities and deadlines are set, and objectives and boundaries are defined.

Responsibility of the employee depends upon the extent to which the employee is expected to develop the sequence and timing of various aspects of the work, to modify or recommend modification of instructions, and to participate in establishing priorities and defining objectives.

The degree of review of completed work depends upon the nature and extent of the review (close and detailed review of each phase of the assignment, detailed review of the finished assignment, spot-check of finished work for accuracy, or review only for adherence to policy).

FACTOR 3. SUPERVISION EXERCISED

Factor 3 measures the knowledge that may be required to supervise or manage small or specialized organizational units, mid-level divisions, and major operations within the total organization or the entire organization.

FACTOR 4. GUIDELINES

This factor covers the nature of guideline and the judgment needed to apply them. Guides may include manuals, established policies and procedures, engineering handbooks or the organization’s personnel manual. The guidelines may be related to the specific occupation rather than organizational. For instance, a CPA may work under specific guidelines imposed by the profession rather than the organization.

Individual jobs in different occupations vary in the specificity, application and availability of guidelines for performance of assignments. Consequently, the constraints and judgmental demand placed upon employees also vary. For example, the existence of specific instructions, procedures and policies may limit the opportunity of the employee to make or recommend decisions or actions. In the absence of procedures or under broadly stated objectives, employees in some occupations may use considerable judgment in researching literature and developing new methods.

FACTOR 5. COMPLEXITY

This factor covers the nature, number, variety, and intricacy of tasks, steps, processes or methods in the work performed; the difficulty in identifying what needs to be done; and the difficulty and originality involved in performing the work.

FACTOR 6. SCOPE AND EFFECT

Scope and effect covers the relationship between the nature of the work, i.e. the purpose, breadth and the depth of the assignments and the effect of the work products or services both within and outside the organization.

Effect measures such things as whether the work output facilitates the work of others, provides timely services of a

personal nature, or impacts on the adequacy of decisions.

FACTOR 7. PERSONAL CONTACTS

This factor includes face-to-face contacts and telephone and radio dialogue with persons not in the supervisory chain. Levels described under this factor are based on what is required to make the initial contact, the difficulty of the communicating with those contacted, and the setting in which the contact takes place.

Above the lowest level, points should be credited under this factor only for contacts which are essential for successful performance of the work and which have a demonstrable impact on the difficulty and responsibility of the work performed.

The relationship of Factors 7 and 8 presumes that the same contacts will be evaluated for both factors. Therefore, use the personal contact which serves as the basis for the level selected for Factor 8 as the basis for selecting a level for Factor 7.

FACTOR 8. PURPOSE OF CONTACTS

Purpose of personal contact range from factual exchanges of information to situations involving significant or controversial issues and differing view points, goals or objectives. The personal contacts which as the basis for the level selected for this factor must be the same as the contact which are the basis for the level selected in Factor 7.

FACTOR 9. PHYSICAL DEMANDS

The "Physical Demands" factor includes physical characteristics and abilities (e.g. agility and dexterity requirements) and the physical exertion involved in the work (e.g. stooping, bending, climbing, walking, or running). To some extent the frequency or intensity of physical exertion must be considered, e.g. is the exertion continuous or on an infrequent basis.

FACTOR 10 WORK ENVIRONMENT

The "Work Environment" factor considers the risks and discomfort in the employee's physical surroundings or the nature of the work assigned and the safety regulations required. Although the use of safety precautions can practically eliminate a certain danger or discomfort, such situation typically place additional demands upon the employee in carrying out safety regulations or wearing protective equipment.

Phase III

STEP 3. Market Analysis

Using the specifications developed through the questionnaire/interview process, we will work with the organization to select a representative number of positions to be used as "benchmarks" for a market comparison survey.

The survey instrument will be developed as part of our assessment and understanding of the needs of the organization. We recommend that a broad base of private and public organizations be used. Through meetings with management we will work together to identify the organizations to be included in this survey.

The survey instrument will be customized for the organization and left with the organization for

continued use in maintaining the system. All information will be analyzed by The Mercer Group, Inc. and a detailed report will be prepared regarding the responses. This analysis and report will be done on Excel spreadsheets and provided to the organization with training on how to update the spreadsheets in maintaining the system.

We recommend that the market analysis survey be repeated in its entirety at least once every two years with parts of it used more often. We will provide the organization with the instrument and training in the analysis of data.

Using the market research data, a set of specific recommendations regarding the level of Compensation for all classes will be developed. In this part of the study, we will:

Provide pay levels for all classes;

Provide recommendations on policy decisions such as range widths, new-hire level guidelines, and mechanisms for slotting; and

Provide alternative implementation strategies for the system, including the cost of each alternative.

Phase IV

STEP 4. FLSA Analysis

Once classifications (jobs) are identified for the new system each position will be preliminarily reviewed and analyzed for the appropriate FLSA designation of Exempt or Non-Exempt, keeping in mind that the final determination of the status must be made for each employee – ***employees are exempt or non-exempt, not positions.***

STEP 5: Training and System Maintenance

Training will be provided for all appropriate personnel in the administration of the new Compensation and Classification systems, including:

- The Factor Evaluation System for classification of new positions and reclassifications as they occur;
- The market survey instrument for continued update of the salary system; and
- Implementation procedures.

We provide telephone consultation for one year following the study. Many of our clients keep us on contract following the first year to assistance as needed. We provide this assistance on an

hourly rate.

STEP 6. Reporting and Documentation

Throughout the project The Mercer Group, Inc. will provide the organization with written or oral updates. Specifically, we will provide:

- Status reports at each step of the process.
- Special reports or requests when policy decisions need to be made.
- Preliminary final report for review by appropriate officials.
- Final report.

We will also make a presentation of findings and recommendations to management, staff and the governing board, as necessary.

EXHIBIT I

RESULTS OF THE CLASSIFICATION PHASE:

- **Classification standards for all classes and levels proposed;**
- **Class specifications for all classifications;**
- **FLSA designation for exempt or non-exempt status for each employee included in the study (keep in mind that these recommendations [especially for the Administrative and Executive Exemptions] may need to be revisited -at no additional charge- as the proposed 12/2016 changes to FLSA are currently in litigation);**
- **Allocation of each position to an appropriate classification to ensure internal equity.**

RESULTS OF THE COMPENSATION PHASE:

- **Development of comprehensive market survey instrument for continued use by the organization;**
- **Development of appropriate salary guidelines;**
- **Assignment of appropriate salary range to each classification;**
- **Development of written guidelines of the total system.**

PRICE PROPOSAL

The not-to-exceed total cost of the Classification and Compensation Study for Kiawah Island will be \$8,950. This includes all expenses related to 5 days on site spread across 3 separate trips during the course of the study. *If the successful completion of the study should require more trips or more time on site there will be no additional charges.*

The Town's cost for The Mercer Group, Inc. for services rendered under this agreement will not exceed the agreed upon price unless an increase is authorized in writing by the organization. We will comply with all applicable laws, rules and regulations of federal, state and local government entities.

Our ability to carry out the work required will be drawn greatly from our past experience in providing similar services to others, and we expect to continue such work in the future. We will, to the degree possible, preserve the confidential nature of any information received from you or developed during the work in accordance with our professional standards.

We assure you that we will devote our best efforts to carrying out the engagement. The results obtained, our recommendations and any written material provided by us will represent our best judgment based on the information available to us. Our liability, if any, will not be greater than the amount paid to us for the services rendered.

This proposal constitutes the agreement between us. It cannot be modified except in writing by both parties. Our agreement will be interpreted according to the laws of the State of South Carolina.



Request for Ways and Means Action

TO: Mayor and Council Members

FROM: Stephanie Monroe Tillerson, AICP, Town Administrator

SUBJECT: Meducare (AirMedCare Network) Municipal Site Membership

DATE: April 4, 2017

BACKGROUND:

On April 20, 2016, the Town entered into a one-year contract with AirMedCare Network (Meducare) to provide air medical transport services for Kiawah Island residents. The contract is up for reconsideration to renew next month. The Public Safety Committee at its March 15, 2017 regular scheduled meeting had a presentation from Meducare representative Wes McAden. After the Town signed up with AirMedCare, three other municipalities contracted with AirMedCare for Municipal Site Membership services: Town of Edisto Beach, Town of McClellanville, and Town of Seabrook Island. While the Town had a few air medical transport services during our contract period, those individuals airlifted to the hospital were not Town residents. Therefore, the Municipal Site Membership plan was not activated.

After discussion, the Committee made a motion to recommend to the Ways and Means Committee that the AirMedCare Municipal Site Plan Membership be renewed for another year at the same cost of \$8,163.00 (annual).

ANALYSIS:

The Municipal Site Membership will cover transport that originates out of Charleston County. There is no cost to residents with medical insurance. A resident can upgrade to a full coverage membership for \$35.00 (annual) that will give them coverage in over 220 locations across 32 states. **Coverage also applies to renters provided that it is their primary residence.**

Resident Defined:

Any individual who owns a home on the island, regardless of whether it is their primary residence, would be considered a "resident" and eligible for coverage under the Municipal Site Plan (MSP). For example, John Q Taxpayer's primary residence is in Columbia, SC and as such, he is considered part of that tax base. He owns a second home on Kiawah that he lives in for just three months out of the year. For purposes of the Municipal Site Plan, he would be considered a "resident" of Kiawah, covered by the plan and eligible to upgrade to a full membership for just \$35.00. That being said, if John lets Nephew Tim and his family use his beach house for a week during the summer, they would not be covered by the Municipal Site Plans.

Coverage:

The MSP will provide coverage for all **insured** household residents from a pickup location originating anywhere in Charleston County (this allows for coverage both on and off the island) and all subsequent flights. (For example, patient is air lifted to MUSC and then transported to the burn unit in Augusta, GA. In this situation, both flights would be covered by membership.)

If a member resident is **uninsured** at the time of transport, Med-Trans Medical transport will bill the member the "Medicare Allowable Rate." The uninsured member resident may elect to pay \$35.00 to upgrade to a "Full Membership" and receive no bill along with gaining coverage across a 32 state service area

*****Any member resident may elect to obtain a "Full Membership" for \$35.00 per year. Again, this will provide full coverage across a 32 state service area and for the uninsured.**

ACTION REQUESTED:

On Tuesday, March 28, 2017, the Ways and Means recommended the approval to enter into a contract to approve the request to renew the annual agreement with AirMedCare for Municipal Site Plan Membership services at an annual rate of \$8,163.00. It comes as a recommendation from the Public Safety Committee.

BUDGET & FINANCIAL DATA: This is listed in the proposed FY 2017-2018 Budget under line item (100-42000-58100) Administration - Miscellaneous Expenditure.

**AirMedCare Network Municipal Site Membership
For Town of Kiawah Island, SC**

Organization: Town of Kiawah Island, SC
Address: 21 Beach Walker Dr
Kiawah Island, SC 29455
Contact: Mayor Craig Weaver
Phone: 843-768-9166
Email: cweaver@kiawahisland.org
County: Charleston

Membership Sales Manager/ Base: Wes McAden/MT220 HD

Covered Individuals and Transports:

Any individual whom resides within the boundaries of Kiawah Island, SC when transported for medical necessity by MEDUCARE (or any AirMedCare Network Provider) will be covered under the standard terms and conditions for an AirMedCare Network membership (attached), except:

- Transport must be:
 - From a pickup location in Charleston County, SC;
- If the covered person transported is uninsured at the time of transport, Med-Trans Corporations will bill the covered person at the “Medicare Allowable Rate” for the transport.

Fees:

Kiawah Island, SC will pay to AirMedCare Network a total of \$8,163.00 annual.

Upgrade Benefit to Covered Individuals:

Any individual who resides within the boundaries of Kiawah Island, SC may elect to obtain a full household membership (which waives T&C exemptions listed above and included coverage outside the herein listed service area) for an additional \$35/year.

Duration:

This agreement will be effective upon AirMedCare Network’s receipt of (a) this agreement signed by the participating Organization AND (b) payment for the amount as provided above. This agreement will be effective for one (1) year, and will be evaluated by both parties for renewal at least thirty (30) days prior to the end of the one (1) year term.



Terms and Conditions

AirMedCare Network is an alliance of affiliated air ambulance providers* (each a "Company"). An AirMedCare Network membership automatically enrolls you as a member in each Company's membership program. Membership ensures the patient will have no out-of-pocket flight expenses if flown by a Company by providing prepaid protection against a Company's air ambulance costs that are not covered by a member's insurance or other benefits or third party responsibility, subject to the following terms and conditions:

1. Patient transport will be to the closest appropriate medical facility for medical conditions that are deemed by AMCN Provider attending medical professionals to be life- or limb-threatening, or that could lead to permanent disability, and which require emergency air ambulance transport. A patient's medical condition, not membership status, will dictate whether or not air transportation is appropriate and required. Under all circumstances, an AMCN Provider retains the sole right and responsibility to determine whether or not a patient is flown.
2. AMCN Provider air ambulance services may not be available when requested due to factors beyond its control, such as use of the appropriate aircraft by another patient or other circumstances governed by operational requirements or restrictions including, but not limited to, equipment manufacturer limitations, governmental regulations, maintenance requirements, patient condition, age or size, or weather conditions. FAA restrictions prohibit most AMCN Provider aircraft from flying in inclement weather conditions. The primary determinant of whether to accept a flight is always the safety of the patient and medical flight crews. Emergent ground ambulance transport of a member by an AMCN Provider will be covered under the same terms and conditions.
3. Members who have insurance or other benefits, or third party responsibility claims, that cover the cost of ambulance services are financially liable for the cost of AMCN Provider services up to the limit of any such available coverage. In return for payment of the membership fee, the AMCN Provider will consider its air ambulance costs that are not covered by any insurance, benefits or third party responsibility available to the member to have been fully prepaid. The AMCN Provider reserves the right to bill directly any appropriate insurance, benefits provider or third party for services rendered, and members authorize their insurers, benefits providers and responsible third parties to pay any covered amounts directly to the AMCN Provider. Members agree to remit to the AMCN Provider any payment received from insurance or benefit providers or any third party for air medical services provided by the AMCN Provider, not to exceed regular charges. Neither the Company nor AirMedCare Network is an insurance company. Membership is not an insurance policy and cannot be considered as a secondary insurance coverage or a supplement to any insurance coverage. **Neither the Company nor AirMedCare Network will be responsible for payment for services provided by another ambulance service.**
4. Membership starts 15 days after the Company receives a complete application with full payment; however, the waiting period will be waived for unforeseen events occurring during such time. Members must be natural persons. Memberships are non-refundable and non-transferable.
5. Some state laws prohibit Medicaid beneficiaries from being offered membership or being accepted into membership programs. By applying, members certify to the Company that they are not Medicaid beneficiaries.
6. These terms and conditions supersede all previous terms and conditions between a member and the Company or AirMedCare Network, including any other writings, or verbal representations, relating to the terms and conditions of membership.

*Air Evac EMS, Inc. / EagleMed LLC / Med-Trans Corporation / REACH Air Medical Services, LLC —
These terms and conditions apply to all AirMedCare Network participating provider membership programs, regardless of which participating provider transports you.



Initial _____

Agreed to by:

Signature

Printed Name

Title

Organization Name

Date

Signature

Keith Hovey

Printed Name

Vice President

Title

Membership

Division

Date

Initial _____





AirMedCare NETWORK®

The BEST THING to happen... ...on the worst day of your life.



REACHSM Air Medical Services

America's largest air medical membership network, providing the highest levels of care and access for you, your family and your community.

The AirMedCare Network combines the membership programs of four leading air ambulance operators, the largest of its kind in the United States. Through the AirMedCare Network, each company's membership enjoys the benefits of the membership program across a combined 32 state service area.

For those of us living in rural America, our recovery can depend on how much time it takes to be transported to emergency medical treatment. An air ambulance can cut that transportation time in half.

In the event you are flown for a life or limb-threatening emergency, we will work with your benefits provider to secure payment for your flight. Whatever your benefits provider pays will be considered payment in full. Even with medical insurance, an air medical transport can leave you with unexpected out-of-pocket expenses, burdening your finances & family. As a member you will have no out-of-pocket expenses related to your flight if you are flown by any AirMedCare Network participating provider. Each membership applies to any member in a participating company who is transported by another participating company. All members share the same best-selling membership plan, under the same terms and conditions and at the same low price.

- Over 240 aircraft locations across 32 states
- Over 2.5 million network members
- Over 70 years of combined experience
- Most Commission on Accreditation of Medical Transport Services (CAMTS) accredited aircraft locations in any membership network

Our mission is to make it possible for people living in rural areas to get the life-saving emergency care they need, when they need it. Thanks to the support of over 2.5 million members, AirMedCare Network providers can provide financial peace of mind for you and your family...while providing this vital service to our community. Completed enrollment forms may be mailed to: AirMedCare Network P.O. Box 948, West Plains, MO 65775. If you have any additional questions please do not hesitate to contact me.

For more information contact your local Membership Sales Manager:

Wes McAden • 843-708-6192
wes.mcaden@amgh.us



JOIN BY PHONE
800-793-0010



JOIN ONLINE
joinairmedcarenetwork.com



JOIN BY MAIL
Fill out the application

AirMedCare Network participating providers include:

- Air Evac Lifeteam • REACH Air Medical Services
- Med-Trans Air Medical Transport

- AEROCARE • AIR LINK • AirLink CCT • Air Reach • AnMed Life Flight • Arizona LIFELINE • Cal-Ore Life Flight • EagleMed
- FlightCare • GHS Med Trans • Life Air Rescue • LIFE FORCE
- LIFESTAR • McAlester Regional Air Care • Meducare Air
- Memorial Star Transport • Mercy Air Care • Mercy AIR MED • Methodist AirCare • North Colorado Med Evac • Regional One • Shannon AirMed1 • Southern Colorado CareConnect • UT LIFESTAR • Wings Air Rescue • Women's Hospital of Texas (WHoT)

*Verify your local providers at
www.AirMedCareNetwork.com





REQUEST FOR TOWN COUNCIL ACTION

TO: Mayor and Council Members
FROM: Stephanie Monroe Tillerson, AICP, Town Administrator
SUBJECT: 2017 Health Insurance Supplement
DATE: April 4, 2017

BACKGROUND:

The Town Council reviews the employee health insurance supplement annually. Currently, the Town provides a \$131.00 per employee-only supplement for health insurance premiums (excluding Tobacco Surcharge). Employees are responsible for the full cost of any dependent or family coverage.

ACTION REQUESTED:

On Tuesday, February 28, 2017, the Ways and Means Committee recommended to approve the continuation of the current health insurance supplement of \$131.00 for the employee only portion of the Health, Dental, and Vision insurance coverage.

BUDGET & FINANCIAL DATA: General Fund (budgeted funds available)

South Carolina PEBA State Health Insurance Plan

2017 Monthly Insurance Premiums

EMPLOYEE COST

	# of Employees under this plan	Health Insurance	Health only % share	Dental	Dental Plus	Vision	Max Employee Cost	Current Town Supplment Amount	Employee New Cost	Employee % share with Supplement
Employee only	6	\$ 98.16	21%	\$ -	\$ 25.96	\$ 7.00	\$ 131.12	\$ 131.00	\$ 0.12	0%
Employee/spouse	4	\$ 254.62	26%	\$ 7.64	\$ 52.46	\$ 14.00	\$ 328.72	\$ 131.00	\$ 197.72	23%
Employee/children	2	\$ 144.58	20.5%	\$ 13.72	\$ 60.50	\$ 14.98	\$ 233.78	\$ 131.00	\$ 102.78	15%
Full family	5	\$ 308.10	25%	\$ 21.34	\$ 78.60	\$ 21.98	\$ 430.02	\$ 131.00	\$ 299.02	28.5%

EMPLOYER COST (Min. Employer Contribution)

	# of Employees under this plan	Health Insurance	Health only % share	Dental	Dental Plus	Vision	Employer Cost	Employer Cost with Supplment Amount	Employer % share with Supplement
Employee only	6	\$ 364.80	79%	\$ 13.48	\$ -	\$ -	\$ 378.28	\$ 509.28	100%
Employee/spouse	4	\$ 722.58	74%	\$ 13.48	\$ -	\$ -	\$ 736.06	\$ 867.06	77%
Employee/children	2	\$ 559.88	79.5%	\$ 13.48	\$ -	\$ -	\$ 573.36	\$ 704.36	85%
Full family	5	\$ 904.68	75%	\$ 13.48	\$ -	\$ -	\$ 918.16	\$ 1,049.16	71.5%



REQUEST FOR TOWN COUNCIL ACTION

TO: Mayor and Town Council
FROM: Stephanie Monroe Tillerson, AICP, Town Administrator
SUBJECT: South Carolina Deferred Compensation Program Benefit for FY 2017 - 2018
DATE: April 4, 2017

BACKGROUND: As part of a benefit to Town employees, the Town currently matches 50 percent of an eligible employee's contribution to the South Carolina Deferred Compensation Program up to \$2,000 during one calendar year per employee that participates in the program.

The request is for the Town to continue the match of 50 percent of an eligible employee's contribution to the South Carolina Deferred Compensation Program up to \$3,000. Presently, there are nine (9) employees participating in the Program.

ACTION REQUESTED: On February 28, 2017, Ways and Means made a recommendation to Approve to Town Council to approve the 50 percent match increase up to \$3,000 during one calendar year per employee that participates in the program effective July 1, 2017.

BUDGET & FINANCIAL DATA: General Fund (budgeted funds available)

