



# Public Services Departmental Assessment & Outlook

*1 September 2026*

*City of Isle of Palms*

*Presented by PS Director, Robert Asero*

# *Agenda*



- Purpose
- Bottom Line
- Organizational Review
- Vision and Department Functions
- Detailed Assessment
- Staff / Fleet / Facilities
- Key Findings
- Key Conclusions
- Moving Forward
- Discussion and Questions

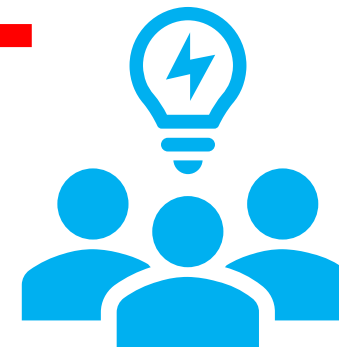
# Purpose

The Public Services Department exists to provide reliable, equitable, and community-centered services. Improvements to operations and delivering responsive, transparent service through collaboration, innovation, and responsible stewardship of public resources. Our purpose is to ensure that every interaction with our department reflects professionalism, accountability, and a renewed dedication to serving the community with integrity.

# *Bottom Line*

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- In the short term, PS has sufficient personnel, equipment, and facilities to perform daily operations, with no immediate resource shortfall that threatens service delivery.
- The principal near operational risk is the aging sanitation fleet and its effect on vehicle maintenance cost, reliability, and operational flexibility.
- New ideas that challenge the status quo on operations will be considered to achieve efficiencies, save on cost, and address regional growth that impacts IOP.



# Organizational

Director

Assistant  
director-vacant

Stormwater  
Foreman CDL

Sanitation  
Foreman CDL

10 CDL drivers

5-11 temporary  
staff



## **CURRENT FLEET**

2008 Mack w/ 31yd Loadmaster Packer (PW22)  
2009 Mack w/ 31yd Loadmaster Packer (PW24)  
2014 Mack w/ 30yd Packer (PW26)  
2016 Mack w/ 30yd Packer (PW16)  
2018 Mack w/ 30yd Packer (PW28)  
2025 Mack w/30yd Packer (PW 40)

2006 Caterpillar wheel loader  
2022 Caterpillar wheel loader

2020 Mack dump truck (PW 21)  
2018 Mack dump truck (PW 27)

2022 F150 4x4  
2025 F150 4x4  
2016 Ford F350 4x4 with hopper  
2017 Ford F250 with hopper  
2019 Dodge Ram 1500 4x4 (PW-30)  
2019 Dodge Ram 1500 4x4 w/ 6 ft bed (PW-29)  
2023 Chevy 3500 HD for storm water (PW34)  
Obrien jet Vac trailer  
JCB mini excavator  
JCB skid Steer



## *Facilities*

- *800 sq ft office*
- *Maintenance garage*
- *Wash station*
- *40-foot storage container*
- *Fueling station*
- *City owned trash compactor*



# *Vision and Department Functions*

## Department Functions:

### **The Future of the Public Services Department**

The future of the Public Services Department is defined by modernization, efficiency, accountability and strategic investment. Innovative operations, sustainable practices and high-quality service delivery will help form the foundation of a department prepared not only for current demands, but for the challenges and opportunities of the next decade

- Sanitation\*
- Stormwater Management\*
- Personnel Management
- Training
- Contract and Vendor Management
- Facilities Maintenance / Emergency Support
- Fleet and Equipment Management
- City owned asset management





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## *Staff*

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Internal changes to public services staff

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Reorganization of job descriptions duties

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Public Services Assistant Director position

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Reduction of temporary labor cost

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Redefine temporary labor job descriptions and duties





# Fleet

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Streamline sanitation route collections

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Implement side loading operations

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Update aging fleet FY 27 or ASAP

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Update fleet accordingly to fit current size and needs

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Reduction vehicle maintenance budget

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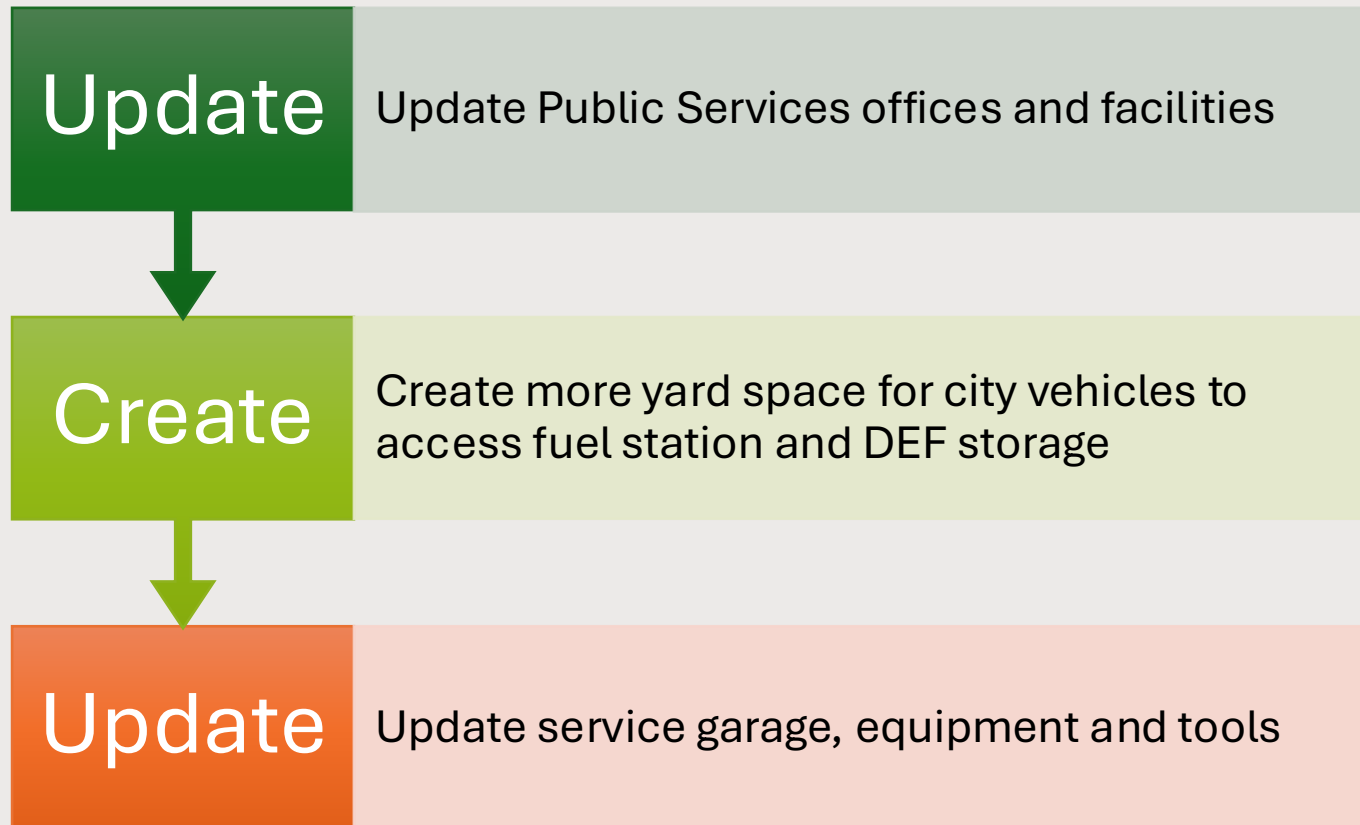
Sanitation fleet tonnage audit







# *Public services facilities*



# *Additional Key Findings*



- Sanitation and Stormwater foremen positions are key enablers for Director for PS operations.
- Update solid waste ordinance for operations reduction of volume.
- Use of temp labor is effective but has drawbacks that may outweigh value in long term.
- Combination of niche equipment like the Jet vac when combined with targeted drainage contracts has proven highly effective in maintaining our drainage systems. This is a good example of right sizing the servicing of a requirement.
- PS main site is a likely candidate for substantial refurbishment.
- Critical gap identified is administrative actions such as processing purchase orders and crafting RFBs. Possible area of improvement for senior staff and consideration in Deputy hire.
- Training and professional development program is an area that could be improved.
- New beach trash contracts are proving highly effective and flexible.



## Key Conclusions

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Organizational structure and staffing level are generally adequate for current operations, but administrative capacity and workforce development require improvement.

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Sanitation operations are the center of gravity for PS Department. The *critical requirement* for sanitation is the sanitation fleet.

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Aging sanitation fleet coupled with rising maintenance costs necessitates reevaluation of operational approach.

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More efficient sanitation operations will enable better fulfillment of other PS functions throughout the city

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The current PS facility remains functional but requires a comprehensive condition/needs assessment.

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Targeted contracting and specialized in-house capabilities can be combined to improve efficiency without unnecessarily expanding permanent staff or fleet.

# *Moving forward*



- **Sanitation Fleet**  
Develop a sustainable sanitation operating and fleet-replacement strategy. 10 year capital plan
- Streamline sanitation route collections
- Implement side loading operations
- Update fleet accordingly to fit current size and needs
- Reduction vehicle maintenance budget
- **Workforce Development & Administration**  
Strengthen training, professional development, and administrative capacity.
- **Public Services Main Site**  
Conduct a comprehensive facility condition and needs assessment.
- **Operational Efficiency**  
Continue evaluating the how we perform our functions, particularly sanitation.





# Discussion and Questions