

# **CITY OF ISLE OF PALMS**

## **COMPENSATION STUDY**

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EVERGREEN SOLUTIONS, LLC

# AGENDA

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Study Goals

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Internal Review

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External Review

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Recommendations

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Next Steps

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Questions

# STUDY GOALS

## Internal Review

Review current classification and compensation system to review internal equity

- Assessment of Current Conditions

## External Review

Survey peer organizations to review external equity

- Market Survey

## Recommendations

Produce recommendations to provide the City with a system that is equitable, both internally and externally

# INTERNAL REVIEW

*Assessment of Current Conditions*

## Compensation Plan

- Four salary schedules based on functional groups
  - Administrative
  - Fire
  - General
  - Police
- Public Safety Plans are step plans, General and Administrative Plans are open range plans
- Consistent in design regarding midpoint progressions and range spreads for each plan

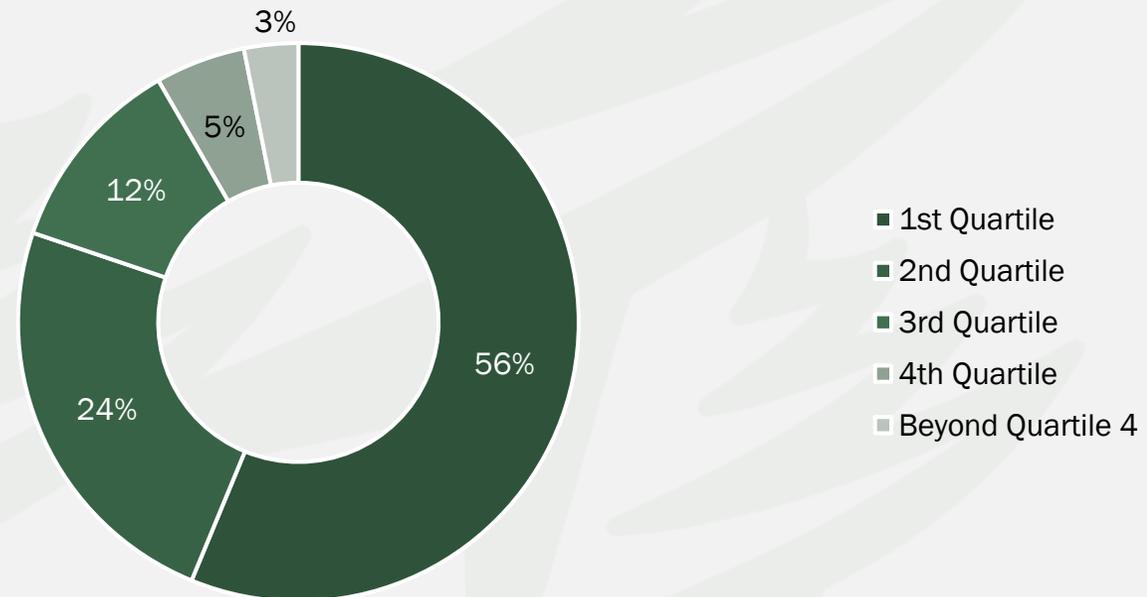
# INTERNAL REVIEW

## Assessment of Current Conditions

### Salary Distribution

- The overall average tenure for included employees is 9.5 years; median tenure is 3.8 years.
- 74.8% of employees are compensated below the midpoint of their pay ranges.
- 3 employees are compensated above the published maximum.

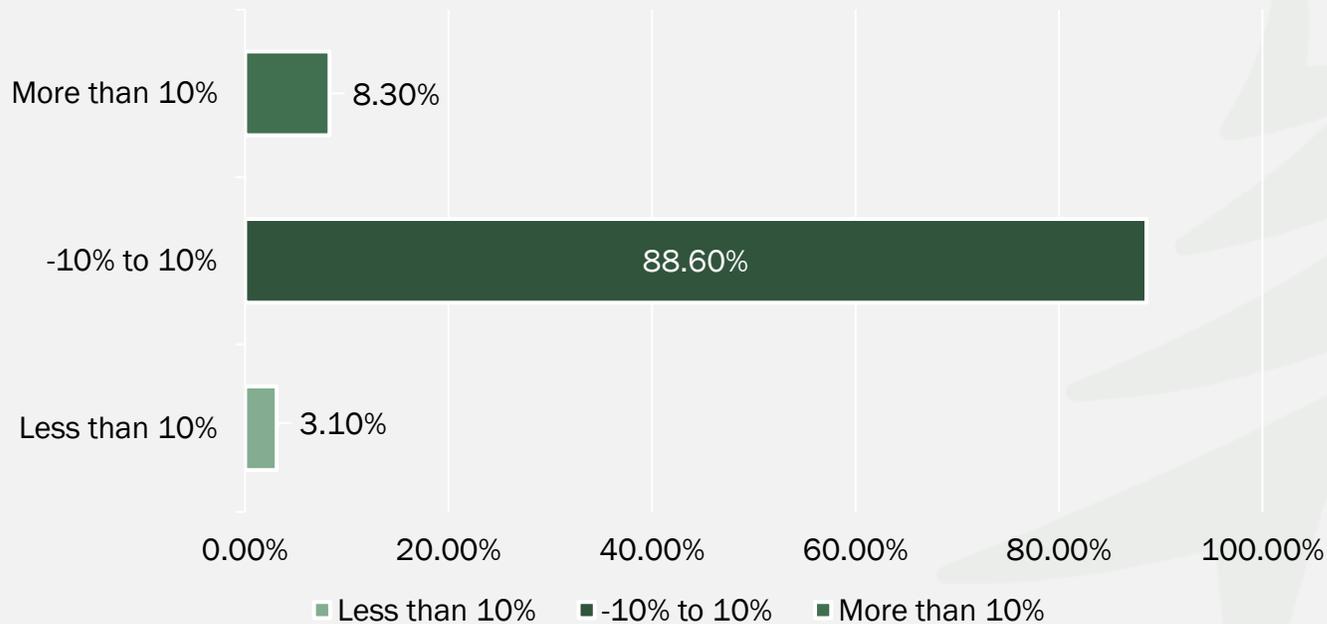
### Quartile Analysis



# INTERNAL REVIEW

Assessment of Current Conditions

## Actual vs. Projected Salary of Current Salary Range



### Compression Analysis

- The large majority of employees are making within 10 percent of expected placement in the salary range based on time in their current classification
- 8.3 percent of employees are making more than 10 more than expected. Increased placement may be due to hiring further into the range to stay competitive with market or placing further based on performance, higher credentials, etc.
  - 100% of these employees are within the first 5 years of class tenure

# EXTERNAL REVIEW

## *Market Survey Goals*

### Purpose of Market Survey

- Check for competitive compensation by comparing the City's positions with market peers
- Identify and address any inconsistencies or disparities in pay across similar positions

### Cost of Living Factor

- Provides the ability to align the proposed compensation system with the cost of living in the Isle of Palms area

# EXTERNAL REVIEW

## *Market Peers*

Beaufort County, SC	City of Beaufort, SC	City of Charleston, SC	City of Charleston, SC Fire	City of Folly Beach, SC	City of Goose Creek, SC
City of Hanahan, SC	City of Myrtle Beach, SC	City of Myrtle Beach, SC Fire	City of North Charleston, SC	Colleton County, SC	Hilton Head Island, SC Fire
St. John Fire District, SC	Town of Bluffton, SC	Town of Mount Pleasant, SC	Town of Mount Pleasant, SC Fire	Town of Sullivans Island Fire	Town of Sullivans Island, SC

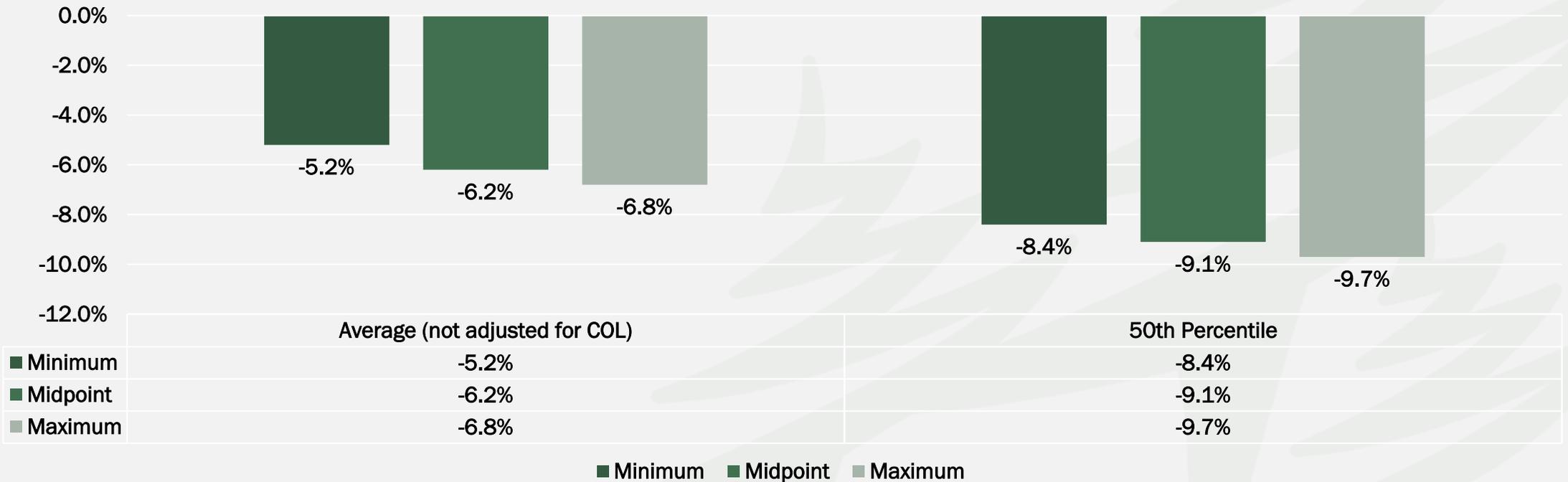
# EXTERNAL REVIEW

*Market Analysis*

Summary of Metrics	
Number of Peers	20
Number of Respondents	18
Percentage Received	90.0%
Number of Isle of Palms Positions Included	42
Classifications with Sufficient Matches for Inclusion	83.3%
Total Quality Matches	320+
Average Match Count	7.5

# EXTERNAL REVIEW

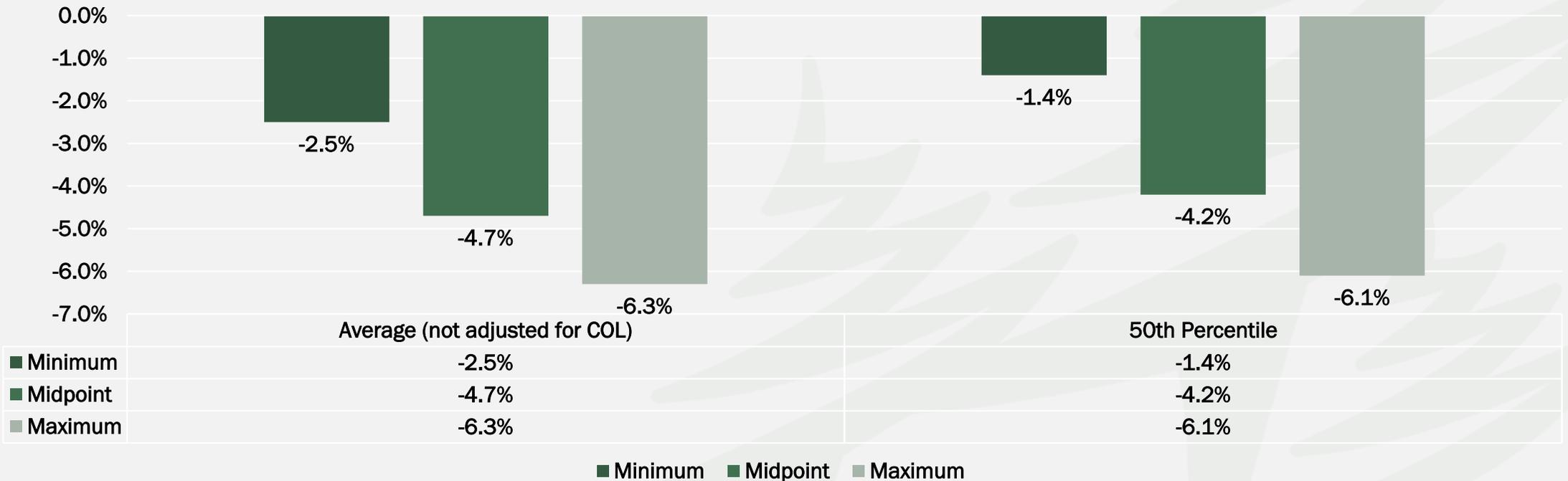
## Market Analysis – General and Administrative Positions



The City's published pay ranges are more competitive at the minimums of pay ranges, but lose ground toward the maximums since average range spreads are slightly narrower than market peers

# EXTERNAL REVIEW

## Market Analysis – Public Safety Positions



The City's published pay ranges are more competitive at the minimums of pay ranges, but lose ground toward the maximums since average range spreads are slightly narrower than market peers

# RECOMMENDATIONS

Implement updated pay plans for General, Public Safety, and Administrative employees

Assign all classifications to pay grades based on internal and external equity

Implement new plans using a defined implementation strategy

# RECOMMENDATIONS

## *Proposed Pay Plan – General*

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
G01	\$41,600.00	\$52,000.00	\$62,400.00	50.0%	-
G02	\$44,720.00	\$55,900.00	\$67,080.00	50.0%	7.5%
G03	\$48,074.00	\$60,092.50	\$72,111.00	50.0%	7.5%
G04	\$51,679.55	\$64,599.44	\$77,519.33	50.0%	7.5%
G05	\$55,555.52	\$69,444.40	\$83,333.27	50.0%	7.5%
G06	\$59,722.18	\$74,652.72	\$89,583.27	50.0%	7.5%
G07	\$64,201.34	\$80,251.68	\$96,302.02	50.0%	7.5%
G08	\$69,016.44	\$86,270.56	\$103,524.67	50.0%	7.5%
G09	\$74,192.68	\$92,740.85	\$111,289.02	50.0%	7.5%
G10	\$79,757.13	\$99,696.41	\$119,635.69	50.0%	7.5%

# RECOMMENDATIONS

## *Proposed Pay Plan – Fire*

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
F01	\$53,045.00	\$63,654.00	\$74,263.00	40%	-	1.4%
F02	\$58,879.95	\$70,655.94	\$82,431.93	40%	11%	1.4%
F03	\$65,356.74	\$78,428.09	\$91,499.44	40%	11%	1.4%
F04	\$72,545.99	\$87,055.18	\$101,564.38	40%	11%	1.4%
F05	\$80,526.04	\$96,631.25	\$112,736.46	40%	11%	1.4%
F06	\$89,383.91	\$107,260.69	\$125,137.47	40%	11%	1.4%

# RECOMMENDATIONS

## *Proposed Pay Plan – Police*

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression	Step Progression
P01	\$60,000.00	\$72,000.00	\$84,000.00	40%	-	1.4%
P02	\$66,300.00	\$79,560.00	\$92,820.00	40%	10.5%	1.4%
P03	\$73,261.50	\$87,913.80	\$102,566.10	40%	10.5%	1.4%
P04	\$80,953.96	\$97,144.75	\$113,335.54	40%	10.5%	1.4%
P05	\$89,454.12	\$107,344.95	\$125,235.77	40%	10.5%	1.4%

# RECOMMENDATIONS

## *Proposed Pay Plan – Administrative*

Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Grade Progression
G100	\$85,000.00	\$106,250.00	\$127,500.00	50.0%	-
G101	\$90,950.00	\$113,687.50	\$136,425.00	50.0%	7.0%
G102	\$97,316.50	\$121,645.63	\$145,974.75	50.0%	7.0%
G103	\$104,128.66	\$130,160.82	\$156,192.98	50.0%	7.0%
G104	\$111,417.66	\$139,272.08	\$167,126.49	50.0%	7.0%
G105	\$119,216.90	\$149,021.12	\$178,825.35	50.0%	7.0%
G106	\$127,562.08	\$159,452.60	\$191,343.12	50.0%	7.0%
G107	\$136,491.43	\$170,614.28	\$204,737.14	50.0%	7.0%
G108	\$146,045.83	\$182,557.28	\$219,068.74	50.0%	7.0%

# RECOMMENDATIONS

## Implementation Methods

Implementation Option	Description
<b>Bring to New Minimum/Closest Step</b>	A calculation is performed so that each employee's salary is adjusted to the minimum of their classification's proposed pay grade. If their salary is already within the proposed pay range, no adjustment is made. The employee is then moved to the next highest/closest step.
<b>Current Range Placement</b>	Realigns employees in their recommended salary ranges by maintaining their placement within the pay range that they have currently. For example, an employee currently at midpoint would move to midpoint in their recommended pay range, an employee currently 10% above minimum would move 10% above minimum in their new range, and an employee currently 15% below the range maximum would move to 15% below the range maximum in their newly recommended range.
<b>Step to Step</b>	Realigns employees into the same step they are currently at on the pay scale. For example, an employee currently at Step 2 would be placed at Step 2 on the new pay scale.

# RECOMMENDATIONS

*Implementation Methods – Estimated Costs*

Employee Group	Implementation Option	Estimated Implementation Cost (Base Salary only)	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Public Safety (Police/Fire)	Step to Step	\$ 270,022.28	55	\$4,908.93	7.3%
General/Administrative	Current Range Penetration	\$ 368,022.45	40	\$9,200.56	11.0%

**Total Base Salary Estimate: \$638,044.73**

# RECOMMENDATIONS

*Implementation Methods – Estimated Costs*

Employee Group	Implementation Option	Estimated Implementation Cost (Base Salary only)	# Employees Receiving Adjustments	Average Salary Adjustment	Average Percentage Adjustment
Public Safety (Police/Fire)	Step to Step	\$ 270,022.28	55	\$4,908.93	7.3%
General/Administrative	Discounted Range Penetration	\$ 286,486.58	40	\$7,162.16	8.6%

**Total Base Salary Estimate: \$556,508.86**

# RECOMMENDATIONS



Conduct a classification study to further investigate internal equity and to update job descriptions



Conduct annual small scale market surveys



Conduct classification and compensation studies every 3-5 years



Review compensation guidelines annually – revise as needed

- Compensation Philosophy outlining how employees will move through range
- Hiring Calculator / Promotional Calculator

# QUESTIONS



A large, stylized evergreen tree graphic in a dark green color, positioned on the right side of the page. The tree is composed of several layers of horizontal, pointed branches, creating a layered, geometric appearance.

# **EVERGREEN SOLUTIONS, LLC**

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