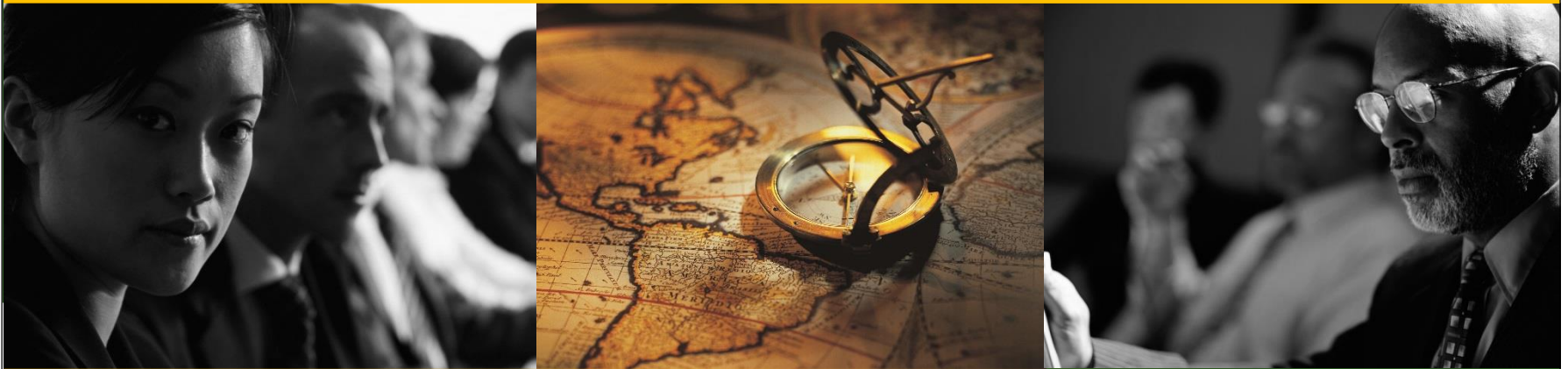


Wage and Compensation Analysis for the City of Isle of Palms, SC



Presentation of Results



Evergreen Solutions, LLC

October 19, 2021

Agenda

- Study Process
- Employee Outreach
- Current Conditions
- Compensation Philosophy
- Classification Review
- Compensation Review
- New Pay Plans



Study Process

Completed Tasks:

- ✓ Conducted employee outreach.
- ✓ Assessed conditions of the current pay system.
- ✓ Reviewed the City's compensation philosophy.
- ✓ Conducted external equity analysis by surveying the market to determine competitive salary ranges.
- ✓ Revised pay plans to be competitive with the market.
- ✓ Individually assigned classifications to a pay grade/range.

Remaining Tasks:

- Review Mount Pleasant Comp Report.
- Develop optional methods for implementing the revised plans/pay ranges.
- Prepare/Provide Draft and Final Reports.
- Provide training in study methodology to HR.
- Provide revised job descriptions.

Received feedback from employees:

- Employees enjoy working with the City and serving the local community.
- General concern that salaries were not competitive with the market.
- Also concern about lack of clarity about salary progression.

Current Conditions

Reviewed current pay structure:

- The City had an individual pay range associated with each position, but otherwise no uniform pay structure.
- The range spreads (difference between minimum and maximum) were 50%.



Current Conditions (Continued)

Reviewed employees' salaries within pay ranges:

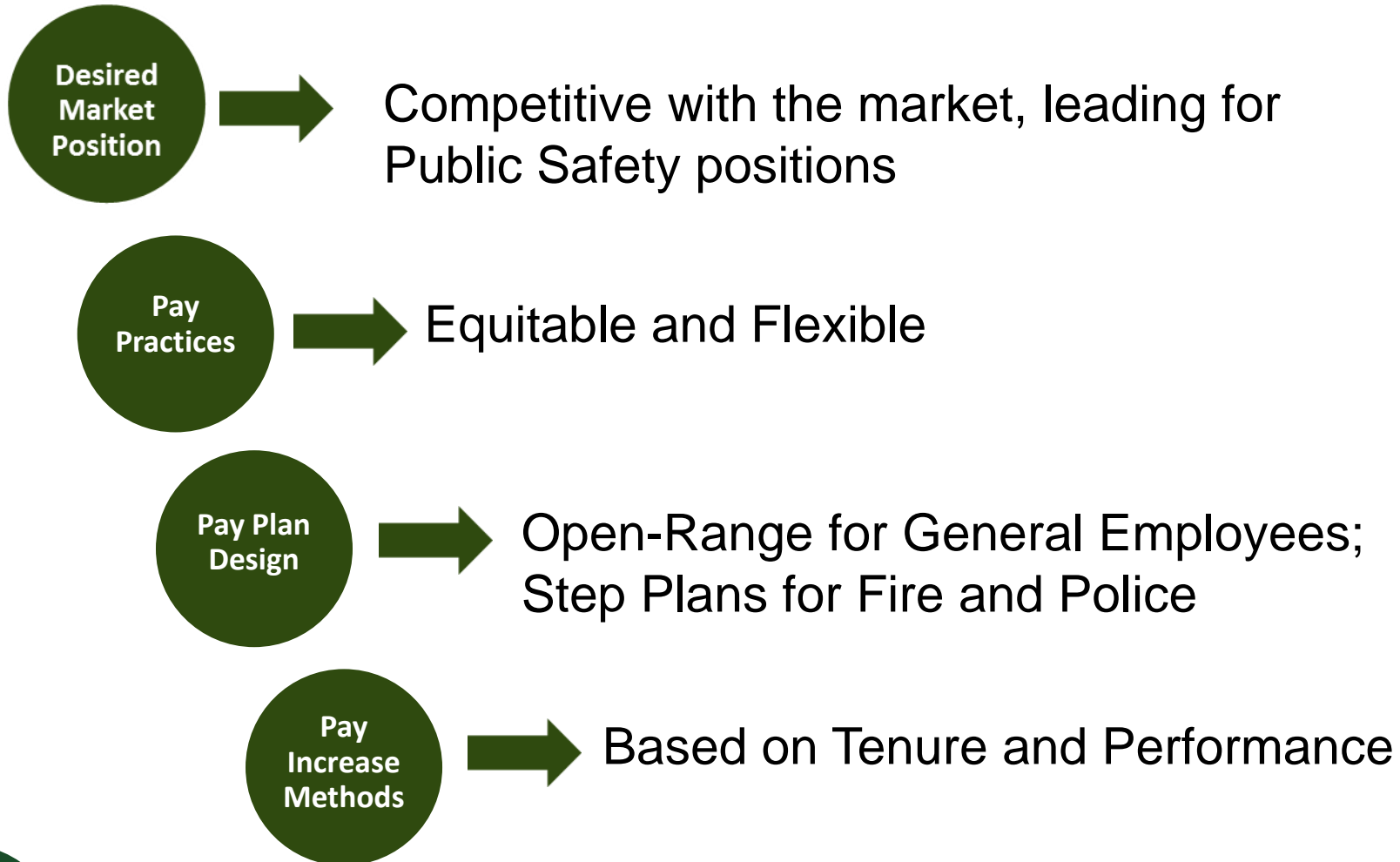
1st Quartile	2nd Quartile	3rd Quartile	4th Quartile
52.9%	26.4%	6.9%	13.8%



Midpoint is typically considered “market” as employees receiving pay at this point should be proficient and satisfactorily performing the duties of their classification.

Compensation Philosophy

Reviewed the City's compensation philosophy:



Classification Review

- Reviewed employee input and supervisor review of Job Assessment Tools (JATs);
- Utilizing compensable factor scoring methodology, determined classification hierarchy/**internal equity**;
- Made appropriate changes to classification system.



Compensation Review

Conducted a salary survey; collected salary range data from 16 public-sector peers:

- for 29 benchmark classifications; representing cross-section of organization and salary grades*
- average number of matches for each classification of 6.4*
- not all peers had matches for all benchmark classifications*

Market Peers
City of Asbury Park, NJ Fire Department
City of Beaufort, SC
City of Charleston, SC and
City of Daytona Beach, FL
City of Folly Beach, SC
City of Garden City, GA Fire Department
City of Goose Creek, SC
City of Hanahan, SC
City of Midway, FL Fire & Rescue
City of Myrtle Beach, SC and Myrtle Beach Fire Department
City of North Charleston, SC
City of Sarasota, FL
City of St. Petersburg, FL
City of Tampa, FL
Town of Bluffton, SC
Town of Edisto Beach, SC
Town of Hilton Head Island, SC Fire & Rescue
Town of Mount Pleasant, SC
Town of Sullivan's Island, SC
Town of Summerville, SC
Charleston County, SC
Beaufort County, SC

**Bold indicates data obtained from peer*



Compensation Review *(Continued)*

Collected salary range data for benchmark classifications (subset of all); conducted **external equity** analysis by comparing the data at the desired market position:

Market Comparison for General Classifications at Market Average:

Benchmarks	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-14.7%	-14.7%	-14.7%

Market Comparison for Fire at the Market Average:

Benchmarks	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-11.6%	-12.5%	-13.2%

Market Comparison for Police at the Market Average:

Benchmarks	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-19.4%	-16.8%	-14.9%

* Results indicate the differentials to current ranges for benchmark classifications.



Compensation Review *(Continued)*

*Conducted a benefits survey;
collected benefits data from 7
public-sector peers:*

- Medical deductibles were competitive with peers.
- Retirement offerings were also competitive.
- Annual/vacation leave accrual were potential areas of improvement.

Market Peers
City of Daytona Beach, FL
City of Folly Beach, SC
City of Goose Creek, SC
City of North Charleston, SC
Town of Hilton Head Island, SC
Town of Sullivan's Island, SC
Town of Summerville, SC

Proposed Pay Plans

- **Contain the following design features:**
 - General
 - Open-range
 - 20 pay grades
 - Range spread: 55%
 - Police Step Pay Plan
 - Step-plan
 - 5 pay grades, 25 steps (1.25% step increase)
 - Range spread: 35%
 - Fire Step Pay Plan
 - Step-plan
 - 5 pay grades, 25 steps (1.25% step increase)
 - Range spread: 35%
- ***Individually slotted classifications*** - utilizing both internal and external equity.

Proposed General Pay Plan

Grade	Minimum	Midpoint	Maximum	Range Spread
110	\$ 31,200.00	\$ 39,780.00	\$ 48,360.00	55%
111	\$ 33,384.00	\$ 42,564.60	\$ 51,745.20	55%
112	\$ 35,720.88	\$ 45,544.12	\$ 55,367.36	55%
113	\$ 38,221.34	\$ 48,732.21	\$ 59,243.08	55%
114	\$ 40,896.84	\$ 52,143.47	\$ 63,390.10	55%
115	\$ 43,759.61	\$ 55,793.51	\$ 67,827.40	55%
116	\$ 46,822.79	\$ 59,699.05	\$ 72,575.32	55%
117	\$ 50,100.38	\$ 63,877.99	\$ 77,655.59	55%
118	\$ 53,607.41	\$ 68,349.45	\$ 83,091.48	55%
119	\$ 57,359.93	\$ 73,133.91	\$ 88,907.89	55%
120	\$ 61,375.12	\$ 78,253.28	\$ 95,131.44	55%
121	\$ 65,671.38	\$ 83,731.01	\$ 101,790.64	55%
122	\$ 70,268.38	\$ 89,592.18	\$ 108,915.99	55%
123	\$ 75,187.16	\$ 95,863.63	\$ 116,540.10	55%
124	\$ 80,450.27	\$ 102,574.09	\$ 124,697.91	55%
125	\$ 86,081.78	\$ 109,754.27	\$ 133,426.77	55%
126	\$ 92,107.51	\$ 117,437.07	\$ 142,766.64	55%
127	\$ 98,555.03	\$ 125,657.67	\$ 152,760.30	55%
128	\$ 105,453.89	\$ 134,453.71	\$ 163,453.52	55%
129	\$ 112,835.66	\$ 143,865.47	\$ 174,895.27	55%

Proposed Police Pay Plan

Grade/Steps	1	2	3	4	5	6	7
P01	\$43,000.00	\$43,537.50	\$44,081.72	\$44,632.74	\$45,190.65	\$45,755.53	\$46,327.48
P02	\$47,300.00	\$47,891.25	\$48,489.89	\$49,096.01	\$49,709.71	\$50,331.09	\$50,960.22
P03	\$52,030.00	\$52,680.38	\$53,338.88	\$54,005.62	\$54,680.69	\$55,364.19	\$56,056.25
P04	\$57,233.00	\$57,948.41	\$58,672.77	\$59,406.18	\$60,148.75	\$60,900.61	\$61,661.87
P05	\$62,956.30	\$63,743.25	\$64,540.04	\$65,346.79	\$66,163.63	\$66,990.68	\$67,828.06
Grade/Steps	8	9	10	11	12	13	14
P01	\$46,906.57	\$47,492.90	\$48,086.56	\$48,687.65	\$49,296.24	\$49,912.44	\$50,536.35
P02	\$51,597.23	\$52,242.19	\$52,895.22	\$53,556.41	\$54,225.87	\$54,903.69	\$55,589.98
P03	\$56,756.95	\$57,466.41	\$58,184.74	\$58,912.05	\$59,648.45	\$60,394.06	\$61,148.98
P04	\$62,432.64	\$63,213.05	\$64,003.22	\$64,803.26	\$65,613.30	\$66,433.46	\$67,263.88
P05	\$68,675.91	\$69,534.36	\$70,403.54	\$71,283.58	\$72,174.63	\$73,076.81	\$73,990.27
Grade/Steps	15	16	17	18	19	20	21
P01	\$51,168.05	\$51,807.65	\$52,455.25	\$53,110.94	\$53,774.83	\$54,447.01	\$55,127.60
P02	\$56,284.86	\$56,988.42	\$57,700.78	\$58,422.04	\$59,152.31	\$59,891.71	\$60,640.36
P03	\$61,913.35	\$62,687.26	\$63,470.85	\$64,264.24	\$65,067.54	\$65,880.89	\$66,704.40
P04	\$68,104.68	\$68,955.99	\$69,817.94	\$70,690.66	\$71,574.30	\$72,468.97	\$73,374.84
P05	\$74,915.15	\$75,851.59	\$76,799.73	\$77,759.73	\$78,731.73	\$79,715.87	\$80,712.32
Grade/Steps	22	23	24	25			
P01	\$55,816.70	\$56,514.40	\$57,220.83	\$57,936.10			
P02	\$61,398.37	\$62,165.85	\$62,942.92	\$63,729.70			
P03	\$67,538.20	\$68,382.43	\$69,237.21	\$70,102.68			
P04	\$74,292.02	\$75,220.67	\$76,160.93	\$77,112.94			
P05	\$81,721.22	\$82,742.74	\$83,777.02	\$84,824.24			

Proposed Fire Pay Plan

Grade/Steps	1	2	3	4	5	6	7
F01	\$40,000.00	\$40,500.00	\$41,006.25	\$41,518.83	\$42,037.81	\$42,563.29	\$43,095.33
F02	\$44,000.00	\$44,550.00	\$45,106.88	\$45,670.71	\$46,241.59	\$46,819.61	\$47,404.86
F03	\$48,400.00	\$49,005.00	\$49,617.56	\$50,237.78	\$50,865.75	\$51,501.58	\$52,145.35
F04	\$53,240.00	\$53,905.50	\$54,579.32	\$55,261.56	\$55,952.33	\$56,651.73	\$57,359.88
F05	\$58,564.00	\$59,296.05	\$60,037.25	\$60,787.72	\$61,547.56	\$62,316.91	\$63,095.87
Grade/Steps	8	9	10	11	12	13	14
F01	\$43,634.02	\$44,179.44	\$44,731.69	\$45,290.83	\$45,856.97	\$46,430.18	\$47,010.56
F02	\$47,997.42	\$48,597.39	\$49,204.86	\$49,819.92	\$50,442.67	\$51,073.20	\$51,711.61
F03	\$52,797.16	\$53,457.13	\$54,125.34	\$54,801.91	\$55,486.93	\$56,180.52	\$56,882.78
F04	\$58,076.88	\$58,802.84	\$59,537.88	\$60,282.10	\$61,035.63	\$61,798.57	\$62,571.05
F05	\$63,884.57	\$64,683.12	\$65,491.66	\$66,310.31	\$67,139.19	\$67,978.43	\$68,828.16
Grade/Steps	15	16	17	18	19	20	21
F01	\$47,598.19	\$48,193.17	\$48,795.58	\$49,405.53	\$50,023.10	\$50,648.38	\$51,281.49
F02	\$52,358.01	\$53,012.48	\$53,675.14	\$54,346.08	\$55,025.41	\$55,713.22	\$56,409.64
F03	\$57,593.81	\$58,313.73	\$59,042.65	\$59,780.69	\$60,527.95	\$61,284.55	\$62,050.60
F04	\$63,353.19	\$64,145.11	\$64,946.92	\$65,758.76	\$66,580.74	\$67,413.00	\$68,255.66
F05	\$69,688.51	\$70,559.62	\$71,441.61	\$72,334.63	\$73,238.81	\$74,154.30	\$75,081.23
Grade/Steps	22	23	24	25			
F01	\$51,922.51	\$52,571.54	\$53,228.68	\$53,894.04			
F02	\$57,114.76	\$57,828.69	\$58,551.55	\$59,283.45			
F03	\$62,826.23	\$63,611.56	\$64,406.71	\$65,211.79			
F04	\$69,108.86	\$69,972.72	\$70,847.38	\$71,732.97			
F05	\$76,019.74	\$76,969.99	\$77,932.12	\$78,906.27			

Thank You!

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