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City of Beaufort
1911 Boundary Street
Beaufort Municipal Complex
Beaufort, South Carolina 29902
(843) 525-7070

City Council Capital Projects Quarterly Workshop/Special Worksession
Agenda
August 26, 2025

Statement of Media Notification

"In accordance with South Carolina Code of Laws, 1976, Section 30-4-80(d), as amended, all local media was duly notified of the time, date, place and agenda of this meeting."

**Capital Projects Quarterly Workshop/Special Worksession - Planning Conference Room -
5:00 PM**

Please note, this meeting will be broadcast via zoom and live-streamed on Facebook. You can view the meeting at the City's page; City Beaufort SC

- I. Call to Order - Philip Cromer, Mayor**
- II. Presentation**
 - A. Capital Projects Update
- III. Discussion**
 - A. Employee Compensation Discussion
- IV. Adjourn**



City of Beaufort
Department Request for City Council Agenda Item

To: City Council **Date:** 08/21/2025
From: Raul Dominguez, Capital Projects Director
Item Name: Capital Projects Update
Meeting Date: August 26, 2025
Department: City Managers Office

Background Information:

Introduction:

Quarterly Project Overview

Background:

Legal Authority:

Staff Recommendation:

Placed on Agenda For:

Attachments:

1. August 26 Qtrly Meeting

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Neil Lipsitz
Mitch Mitchell
Josh Scallate

Tuesday August 26, 2025

MEMORANDUM

To: City Council

From: Raul Dominguez, *CIP Director*

Re: Capital Improvement Program Quarterly Report- Q-3 CY 2025

I. Summary Report

CIP Director continues to be immersed in integral meetings with our area partners such as Beaufort County Engineering, BJWSA, Dominion Energy, SCDOT, and LATS. These meetings help all of us stay informed on projects affecting our area and increase our project coordination.

The CIP Portal on the City website continues to be updated for the public in our ongoing efforts to expand our projects notifications and communications.

II. Project Updates

The following is a list of identified capital projects which have been completed to date:

Southside Park Phase 1

Pigeon Point Park

Allison Road

Pigeon Point Landing Repairs

Battery Shores Drainage

Battery Shores Paving

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Active Projects

The downtown and Point projects are set to kick off late September – early October.

King St – Contract has been awarded to J. H. Hiers pre-con meetings are being held to communicate timelines with affected stakeholders, business owners and public.

Charles/Craven – Bidding and Contract award is being managed by the South Carolina Office of Resilience those processes are under way.

Port Republic – Because of the increase in costs this project may not be possible to accomplish during this cycle of work however, this will be on the top of the list as a shovel ready project for the next Capital Project Planning session.

Waterfront Park – Engineering report has been added to AirTable. Phase 1A has been completed and we are looking to combine phase 1b & 2 for Waterfront Advisory Committee and City Council to review. Presentation of this phase to be made September 2nd for the WAC and Staff.

Day Dock – Staff and Engineers are working on efforts to open the day dock plans are still under review and consideration.

Washington St. Park – The park continues to come along very nicely, the framing is being wrapped with the cypress exterior as called for in the plans. Phase 2 RFP is out with an expected bid opening of September 18th.

Southside Park Phase 2 – An open house meeting was held with staff, Davis & Floyd, and Wood & Partners to gather community input. Phase two will consist of four items outlined in the Master Plan which are Dog Park upgrades, Disc Golf, Open Field play area, Additional Trails. The remaining items within the master plan will be addressed in Phase 3.

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1st SCVAD – The selection committee is still in the negotiations phase with regards to design/scope of services. The committee along with the stakeholder group are also looking into future funding possibilities via non-profits, grants, community outreaches etc.

Duke St – The Mayor, City Manager, and Deputy City Manager met with State Representatives to include SCDOT representatives to discuss the exception to on street parking request as approved in phase 1 & 2. I am also working with our local SCDOT engineer in efforts to accomplish this project. As part of this project there will be some improvements to the dip in the road.

Pigeon Point Landing – There has been community involvement, and a few ideas have been shared with staff and design/engineers. The design and engineering team have put the request into the equation, and they will not work for the benefit of all. However, there have been a couple of modifications based on those conversations which as you can see.

Bayard St. – Upon having onsite conversation with stakeholders, we have come to a mutual agreement of the re-alignment of the stormwater pipes, and the project is now in the final design stage. There is also a need for title clearing and this is also underway.

Pigeon Point Stormwater Study – The City was notified that the Brick Grant was being withdrawn as part of the government cutbacks for federal assistance. However, Alan Eisenman and I contacted the grant provider, and our grant is still good. The CIP department along with finance will be working together in preparing this RFP for posting.

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This concludes my report of these high-level projects, the remaining projects will be covered at our fourth quarter meeting.



City of Beaufort
Department Request for City Council Agenda Item

To: City Council **Date:** 08/21/2025
From: Alan Eisenman, Finance Director, John Sauve, Deputy City Manager
Item Name: Employee Compensation Discussion
Meeting Date: August 26, 2025
Department: City Managers Office

Background Information:

Introduction:

In Fiscal Year 25, Council budgeted for a compensation and workforce study. After completion of the procurement process, Management Advisory Group (MAG) was selected. During the spring of this year MAG completed a classification and compensation study. In Fiscal Year 26, Council budgeted for a 3% Cost of Living Adjustment (COLA), an up to 2.5% Merit Bonus, plus set aside of approximately 2.5% (\$621,090) for a placeholder, knowing that this study would be recommending market adjustments.

On July 8, 2025, Management Advisory Group (MAG) presented the Classification and Compensation Study Final Report to Council. City leadership convened a committee (Finance, Human Resources, City Manager's Office, and department representatives) to review MAG's report and produce implementation scenarios that incorporate department-level corrections and policy considerations. The committee developed multiple scenarios, and staff modeled the short- and long-term fiscal impacts with financial advisor First Tryon.

The Committee reviewing these options was comprised of:

Scott Marshall, *City Manager* (final review)

JJ Sauve, *Deputy City Manager*
Ivette Burgess, *Human Resources Director*
Alan Eisenman, *Finance Director*
Sandy Rice, *Assistant Finance Director*
Ashley Brandon, *Public Information Officer*
Linda Roper, *Downtown Operations Director*
Stephenie Price, *Police Chief*

Tim Ogden, *Fire Chief*
Nate Farrow, *Public Works Director*

Background:
Summary of Scenarios

The following summarizes the core features of each implementation scenario presented by Management Advisory Group and refined by the staff/committee. Use these short descriptions when comparing fiscal and policy tradeoffs in the memorandum.

1. Scenario #1 — MAG Final Report (as drafted).

Implements MAG's recommended pay-grade structure and pay adjustments without department-level corrections for recent promotions or compression anomalies. Represents the baseline MAG proposal used for initial fiscal modeling. **(FY26 modeled impact: \$671,786).**

2. Scenario #2 — MAG Final Report with Department Input Adjustments (*Committee recommendation*).

Combines MAG's pay-grade framework with department-submitted corrections (for example, recently promoted employees and overstated compressions). Includes a 3.5% Additional Cost-of-Living Adjustment (COLA) and adjustments to align employee pay with the revised grade minimums; raises the lowest minimum to \$40,988 to meet the committee's living-wage benchmark. Recommended for implementation because it preserves MAG's market alignment while correcting administratively identifiable errors. **(FY26 modeled impact: \$640,025).**

3. Scenario #3 — Department Input plus \$1,000 Public Safety Supplement.

Starts from department-corrected pay grades and adds a targeted, recurring supplement of \$1,000 to Police and Fire positions to improve public-safety competitiveness. Creates a higher recurring cost than Scenario #2 and affects multi-year fund projections accordingly. **(FY26 modeled impact: \$781,345).**

4. Scenario #4 — Department Input plus \$2,000 Public Safety Supplement.

Same as Scenario #4 but with a \$2,000 recurring supplement for Police and Fire. Produces the largest near-term and long-term budgetary impact among the scenarios presented and would require a sustainable funding plan if adopted. **(FY26 modeled impact: \$919,708).**

Legal Authority:**Staff Recommendation:**

Staff's recommendation for Council's consideration is Scenario #2 (MAG Final Report with Department Input Adjustments) and authorize funding the FY26 budget impact of \$640,025 from the General Fund unassigned fund balance, Parks and Tourism fund balance, and Stormwater fund balance as modeled by staff and First Tryon. A corresponding budget amendment to implement these changes effective retroactive to July 1, 2025 will be brought forward for Council's consideration in a future Council meeting.

Placed on Agenda For:**Attachments:**

1. Compensation Study Implementation Memorandum
2. Compensation Study Presentation
3. Compensation Study Scenario Summary
4. MAG Beaufort Final Report

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August 21, 2025

MEMORANDUM

To: City Council

From: Compensation Study Implementation Committee

Re: Compensation Plan Implementation Recommendation

Recommendation

Approve Scenario #2 (MAG Final Report with Department Input Adjustments) and authorize funding the FY26 budget impact of \$640,025 from the General Fund unassigned fund balance, Parks and Tourism fund balance, and Stormwater fund balance as modeled by staff and First Tryon.

Background

In Fiscal Year 25, Council budgeted for a compensation and workforce study. After completion of the procurement process, Management Advisory Group (MAG) was selected. During the spring of this year MAG completed a classification and compensation study. In Fiscal Year 26, Council budgeted for a 3% Cost of Living Adjustment (COLA), an up to 2.5% Merit Bonus, plus set aside of approximately 2.5% (\$621,090) for a placeholder, knowing that this study would be recommending market adjustments.

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4. Scenario #4 – Department Input plus \$2,000 Public Safety Supplement.

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Same as Scenario #4 but with a \$2,000 recurring supplement for Police and Fire. Produces the largest near-term and long-term budgetary impact among the scenarios presented and would require a sustainable funding plan if adopted. **(FY26 modeled impact: \$919,708).**

What Scenario #2 Does (*Committee Recommendation*)

- Implements a 3.5% Additional Cost of Living Adjustment (COLA) for all employees retroactive to 7/1/25.
- Adjusts employee pay to new MAG pay grade minimums with compression corrections informed by department input (e.g., recently promoted employees and overstated compressions were corrected).
- Raises the lowest minimum pay grade to \$40,988 to remain above the 2025 living wage benchmark cited by the committee.
- FY26 budget impact: (\$640,025).

Pros and Cons for Scenario #2 (*Committee Recommendation*)

Pros

- Retains MAG's market alignment while correcting identifiable departmental errors (promotions, overstated compression), increasing perceived fairness.
- Includes a 3.5% Additional COLA and raises lowest minimum to a living-wage benchmark, aiding recruitment and retention at entry levels.
- Corrects pay compression and aligns pay grades while honoring department-level promotions and adjustments.
- Brings lowest pay above a living wage benchmark, supporting recruitment and retention for entry-level roles.
- Lower near-term and multi-year fiscal pressure than scenarios that add degrees/certification pay or targeted public safety supplements.

Cons/Considerations

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- Requires careful HR verification of department corrections to avoid inconsistent application.
- Does not establish automatic ongoing pay for degrees and certifications (if Council desires incentive pay for educational attainment, Scenario #3 or a policy add-on will be required).
- Targeted supplements for Police and Fire are deferred; competitive pressures in public safety labor markets may continue. If Council prioritizes public safety supplementing, Scenario #4 or #5 should be considered with clear long-term funding plans.

Fiscal Analysis – Capacity to Fund FY26 Impact for Scenario #2 (*Committee Recommendation*)

Bottom line: Implementing Scenario #2 in FY26 costs \$640,025 that has currently not been budgeted. Staff recommends paying that one-time cost from the City's available fund balance so no tax increase or service cuts are required this year.

- **Simple comparison:** \$640,025 is about 34% of the projected one-time surplus for FY 25 (\$1,900,000).
- **What it does to reserves:** Using fund balance for this cost leaves the City with substantial reserves remaining; it does not exhaust the City's savings.
- **Multi-year outlook:** The financial model shows small net increases in the General Fund in later years (FY27: +\$150,000; FY28: +\$703,000). Parks & Tourism is projected to dip (FY27: (\$377,321); FY28: (\$114,021)) but begins from a strong reserve; Stormwater effects are negligible.
- **Practical implication:** Approving Scenario #2 and funding it from fund balance avoids immediate fiscal pain and is fiscally supportable under current projections, provided staff continues routine monitoring.

Recommended action: Approve Scenario #2, fund the FY26 cost (**\$640,025**) from the General Fund unassigned fund balance, and require quarterly fund-balance updates from Finance.

Alternatives Considered

Scenario #1 – MAG Final Report (as drafted)

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FY26 modeled impact: (\$671,786).

Pros

- Implements MAG's market-based recommendations without delay, ensuring full alignment to the consultant's market analysis.
- Provides a clear, consultant-backed justification for pay-grade and pay-range adjustments.
- Administrative implementation is straightforward because it follows the consultant deliverable without added policy design.

Cons

- Does not incorporate known department-level corrections (recent promotions, compression anomalies), which may produce perceived inequities or require corrective administrative actions later.
- Slightly higher FY26 cost than the committee-revised scenario without commensurate administrative refinement.
- May generate employee relations issues where department facts were not incorporated before implementation.

Scenario #3 – Department Input plus \$1,000 Public Safety Supplement

FY26 modeled impact: (\$781,345).

Pros

- Targets an acute market pressure area—public safety—helping recruitment and retention for Police and Fire in the near term.
- Simpler to administer than an education differential program; direct supplement tied to position classifications.
- Demonstrates Council prioritization of public safety compensation while retaining department-corrected pay-grade structure.

Cons

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- Adds recurring cost that worsens multi-year projections compared to Scenario #2.
- A fixed supplement may not fully resolve market competitiveness for hard-to-fill specialty roles within public safety.
- Creates precedent for position-specific supplements that can be difficult to remove or narrow later without impacting morale.

**Scenario #4 – Department Input plus \$2,000 Public Safety Supplement
FY26 modeled impact: (\$919,708).**

Pros

- Provides the strongest near-term recruitment and retention signal to Police and Fire among the presented options.
- May more effectively close pay gaps with regional comparators where competitive pressure is highest.

Cons

- Largest FY26 and recurring fiscal impact of all scenarios, significantly affecting multi-year fund projections and constraining other budget priorities.
- Increased long-term fiscal obligation necessitates identification of sustainable funding sources to avoid structural budget imbalance.
- Risks internal equity pressures across non-public-safety departments that do not receive supplements.

Implementation Steps (recommended if Council approves Scenario #2)

1. Approve Scenario #2 and authorize the FY26 budget amendment to implement the changes effective retroactive to 7/1/25.
2. Authorize use of General Fund unassigned fund balance, Parks and Tourism fund balance and Stormwater fund balance to cover the FY26 impact of \$640,025, with staff to identify and present the precise appropriation entries in the FY26 amended budget.

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3. Direct HR to coordinate pay adjustments, update payroll processes to incorporate new pay grades, and ensure retroactive pay is processed correctly.
4. Direct Finance and HR to include Scenario #2 in the long-term financial monitoring reports and present any necessary corrective actions if fund balances materially change in FY26.
5. If Council wishes to pursue degrees/certifications or public safety supplements in the near term, direct staff to return with (a) a policy and administrative framework for verifying and administering education/certification pay, and (b) updated multi-year fiscal modeling identifying sustainable funding sources.

City of Beaufort, South Carolina



EMPLOYEE COMPENSATION ADJUSTMENT SCENARIOS

AUGUST 26, 2025



Background

- Management Advisory Group (MAG) presented the Classification and Compensation Study Final Report on July 8, 2025 in Council Worksession meeting.
- City staff leadership committee formed to review MAG's report and to prepare various implementation scenarios.
- Analyzed the impact of implementation scenarios with long-term financial model with City's financial advisors, First Tryon



Implementation Scenarios

1. Management Advisory Group (MAG) Final Report
2. Management Advisory Group (MAG) Final Report with Department Input Adjustments- **Committee Recommended**
3. Management Advisory Group (MAG) Final Report with Department Input Adjustments and Implementation of Additional \$1,000 Fire and Police Support
4. Management Advisory Group (MAG) Final Report with Department Input Adjustments and Implementation of Additional \$2,000 Fire and Police Support



MAG Final Report/Scenario #1

- Includes 3.5% Cost of Living Adjustment (COLA) for all employees retroactive to 7/1/25.
- Includes adjustment to bring employees to new pay grade minimums
- Includes compression adjustments for internal alignment
- City staff added cost of overtime and working holidays and corresponding payroll benefits
- The fiscal year 2026 budget impact is (\$671,786).

MAG Final Report

Scenario #1 Summary



Category	Amount
3.5% Additional COLA	\$ 411,637
Adjustment to Minimum	\$ 326,190
Compression Adjustment	\$ 188,305
Overtime and Working Holidays Additional Cost	\$ 82,375
Total Benefits	\$ 284,369
Total Implementation Costs	\$ 1,292,876
FY26 Budget	\$621,090
FY26 Budget Impact	(\$671,786)

MAG Final Report with Department Input Adjustments Scenario #2



- Includes additional 3.5% Cost of Living Adjustment (COLA) for all employees retroactive to 7/1/25.
- Includes adjustment to bring employees to new pay grade minimums
- Finance, HR, and Assistant City Manager met with department directors to discuss MAG report
- Departments noticed that recent promotions were not included in Final MAG Report and some compression adjustments were overstated for longer tenured employees. These adjustments were taken into account in this scenario.
- Committee referenced living wage for single adult in Beaufort County is \$40,320 from United Way's 2025 Asset Limited, Income Constrained, Employed (ALICE) report. Committee increased the lowest minimum pay grade to \$40,988 to stay above the living wage.
- **Committee's recommended scenario**
- The fiscal year 2026 budget impact is (\$640,025).

MAG Final Report with Department Input Adjustments

Scenario #2 Summary



Category	Amount
Additional 3.5% COLA	\$ 396,034
Adjustment to Minimum	\$ 400,888
Compression Adjustment	\$ 104,801
Overtime and Working Holidays Additional Cost	\$ 82,017
Total Benefits	\$ 277,374
Total Implementation Costs	\$ 1,261,114
FY26 Budget	\$621,090
FY26 Budget Impact	(\$640,025)

Department Input Adjustments with Additional \$1,000 for Police and Fire Scenario #3



- Includes Department Input Adjustments
- Includes an additional \$1,000 per year increase for all firefighters and police officers with the exception of both Chiefs.
- Strategy is to gain a competitive edge in recruitment and retention.
- The fiscal year 2026 budget impact is (\$781,345).



Department Input Adjustments with Additional \$1,000 for Police and Fire Scenario #3 Summary

Category	Amount
Additional 3.5% COLA	\$ 396,034
Adjustment to Minimum	\$ 400,888
Compression Adjustment	\$ 104,801
Overtime and Working Holidays Additional Cost	\$ 93,131
Additional \$1,000 for Police and Fire	\$127,000
Total Benefits	\$ 280,581
Total Implementation Costs	\$ 1,402,434
FY26 Budget	\$621,090
FY26 Budget Impact	(\$781,345)

Department Input Adjustments with Additional \$2,000 for Police and Fire Scenario #4



- Includes Department Input Adjustments
- Includes an additional \$2,000 per year increase for all firefighters and police officers with the exception of both Chiefs.
- Strategy is to gain a competitive edge in recruitment and retention.
- The fiscal year 2026 budget impact is (\$919,708).



Department Input Adjustments with Additional \$2,000 for Police and Fire Scenario #4 Summary

Category	Amount
Additional 3.5% COLA	\$ 393,691
Adjustment to Minimum	\$ 400,888
Compression Adjustment	\$ 104,801
Overtime and Working Holidays Additional Cost	\$ 104,245
Additional \$2,000 for Police and Fire	\$254,000
Total Benefits	\$ 283,173
Total Implementation Costs	\$ 1,540,798
FY26 Budget	\$621,090
FY26 Budget Impact	(\$919,708)

11

Scenarios #1- #4 Summary



Category	Scenario #1 MAG	Scenario #2 MAG with Dept Input	Scenario #3 Dept Input with \$1k Fire and Police	Scenario #4 Dept Input with \$2k Fire and Police
Additional 3.5% COLA	\$ 411,637	\$ 396,034	\$ 396,034	\$ 393,691
Adjustment to Minimum	\$ 326,190	\$ 400,888	\$ 400,888	\$ 400,888
Compression Adjustment	\$ 188,305	\$ 104,801	\$ 104,801	\$ 104,801
Overtime and Working Holidays Additional Cost	\$ 82,375	\$ 82,017	\$ 93,131	\$ 104,245
Additional \$2,000 for Police and Fire	\$ -	\$ -	\$127,000	\$254,000
Total Benefits	\$ 284,369	\$ 277,374	\$ 280,581	\$ 283,173
Total Implementation Costs	\$ 1,292,876	\$ 1,261,114	\$ 1,402,434	\$ 1,540,798
FY26 Budget	\$621,090	\$621,090	\$621,090	\$621,090
FY26 Budget Impact	(\$671,786)	(\$640,025)	(\$781,345)	(\$919,708)



Fiscal Year 2026 Financial Impact

- City staff recommends using available fund balance to implement compensation study for FY26.

Fund	FY25 Projected Increase in Fund Balance	FY25 Projected Fund Balance	FY26 Projected Fund Balance	FY26 Budget Impact with Scenario #2
General	\$1,900,000	\$8,050,000 (Unassigned)	\$7,944,000 (Unassigned)	(\$541,125)
Parks and Tourism	\$376,000	\$4,636,000	\$3,775,000	(\$79,600)
Stormwater	<u>\$145,000</u>	<u>\$309,000</u>	<u>\$309,000</u>	<u>(\$19,300)</u>
Total	\$2,421,000	\$12,995,000	\$12,028,000	(\$640,025)



Long-Term Financial Impact

- City staff worked with financial advisors First Tryon updating the City's long term financial model with Scenario #2- MAG Final Report with Department Input Adjustments.
- Long-Term Financial Model shows net increase of General fund balance of the following:
 - FY27- \$150,000
 - FY28- \$703,000
- Long-Term Financial Model shows net decrease of Parks and Tourism fund balance of the following:
 - FY27- (\$377,321)
 - FY28- (\$114,021)
 - City can absorb due to healthy fund balance of \$4,636,000



Long-Term Financial Impact

- Long-Term Financial Model shows nominal net increase/decrease Stormwater fund balance of the following:
 - FY27- (\$1,900)
 - FY28- \$5,800



Future Considerations

- The MAG report mentions education, licensure, and certification pay with the following pay structure:
- Degrees
 - Associate: \$2,000
 - Bachelor: \$3,000
 - Masters- \$3,500
- Certification and Licensure: \$1,000
- Creates explicit pay incentives for educational attainment and professional licensure, supporting career development and professionalization of the workforce.
- Requires new policy, verification protocols, and administrative resources to document and audit eligibility, increasing HR workload and implementation risk.



Questions/Comments

Management Advisory Group (MAG) Final Report- Scenario #1

Department	Current Payroll	Flat 3.5%	Adj to Min	Comp Adj	Overtime and Working Holidays Additional Cost	Total Benefits	Total	Proposed Payroll	% Change	FY 2026 Budget for Compansation Study	3% COLA Already implemented	Remaining Budget for Comp Study	Benefits Budget for Comp Study	FY26 Budget Savings	FY26 Budget Impact
CITY MANAGER'S OFFICE	\$650,174	\$22,756	\$10,640	\$0	\$509	\$8,753	\$42,658	\$692,832	6.56%	\$45,537	\$23,967	\$21,570	\$5,654		(15,435)
DOWNTOWN OPERATIONS	\$241,961	\$8,469	\$6,019	\$0	\$0	\$3,944	\$18,432	\$260,392	7.62%	\$12,793	\$6,733	\$6,060	\$1,588		(10,783)
FINANCE	\$586,641	\$18,013	\$3,603	\$0	\$108	\$5,694	\$27,419	\$614,060	4.67%	\$34,110	\$17,953	\$16,158	\$4,235		(7,026)
FIRE	\$3,869,865	\$135,445	\$169,544	\$89,920	\$58,559	\$130,912	\$584,380	\$4,454,245	15.10%	\$238,649	\$125,604	\$113,044	\$32,658	\$108,000	(330,677)
HUMAN RESOURCES	\$225,373	\$7,888	\$0	\$0	\$0	\$2,067	\$9,956	\$235,328	4.42%	\$13,850	\$7,289	\$6,560	\$1,719		(1,676)
MUNICIPAL COURT	\$233,960	\$8,189	\$2,759	\$5,371	\$0	\$4,277	\$20,596	\$254,556	8.80%	\$16,452	\$8,659	\$7,793	\$2,043		(10,760)
COMMUNITY DEVELOPMENT	\$697,586	\$24,416	\$0	\$7,130	\$0	\$8,268	\$39,814	\$737,400	5.71%	\$39,687	\$20,888	\$18,799	\$4,927		(16,088)
POLICE	\$4,008,290	\$139,484	\$123,324	\$59,105	\$19,381	\$97,421	\$438,715	\$4,447,005	10.95%	\$255,165	\$134,297	\$120,868	\$34,919	\$68,796	(214,132)
PUBLIC WORKS	\$1,342,217	\$46,978	\$10,301	\$26,779	\$3,818	\$23,032	\$110,907	\$1,453,124	8.26%	\$76,440	\$40,231	\$36,208	\$9,490		(65,209)
Total	\$11,856,067	\$411,637	\$326,190	\$188,305	\$82,375	\$284,369	\$1,292,876	\$13,148,942	10.90%	\$732,683	\$385,622	\$347,060	\$97,233	\$176,796	(671,786)

Management Advisory Group (MAG) Final Report with Department Input Adjustments- Scenario #2

Department	Current Payroll	Flat 3.5%	Adj to Min	Comp Adj	Overtime and Working Holidays Additional Cost	Total Benefits	Total	Proposed Payroll	% Change	FY 2026 Budget for Compensation Study	3% COLA Already implemented	Remaining Budget for Comp Study	Benefits Budget for Comp Study	FY26 Budget Savings	FY26 Budget Impact
CITY MANAGER'S OFFICE	\$650,174	\$16,447	\$10,640	\$0	\$0	\$7,100	\$34,187	\$684,361	5.26%	\$45,537	\$23,967	\$21,570	\$5,654		(6,963)
DOWNTOWN OPERATIONS	\$241,961	\$8,469	\$6,019	\$5,000	\$848	\$5,330	\$25,665	\$267,626	10.61%	\$12,793	\$6,733	\$6,060	\$1,588		(18,017)
FINANCE	\$590,230	\$20,658	\$1,478	\$0	\$156	\$5,843	\$28,135	\$618,365	4.77%	\$34,110	\$17,953	\$16,158	\$4,235		(7,742)
FIRE	\$3,560,203	\$123,500	\$228,490	\$66,357	\$58,032	\$137,530	\$613,908	\$4,174,111	17.24%	\$238,649	\$125,604	\$113,044	\$32,658	\$108,000	(360,206)
HUMAN RESOURCES	\$225,373	\$7,888	\$0	\$0	\$0	\$2,067	\$9,956	\$235,328	4.42%	\$13,850	\$7,289	\$6,560	\$1,719		(1,676)
MUNICIPAL COURT	\$233,960	\$8,189	\$2,759	\$5,371	\$0	\$4,277	\$20,596	\$254,556	8.80%	\$16,452	\$8,659	\$7,793	\$2,043		(10,760)
COMMUNITY DEVELOPMENT	\$697,586	\$24,416	\$0	\$0	\$0	\$6,399	\$30,815	\$728,401	4.42%	\$39,687	\$20,888	\$18,799	\$4,927		(7,088)
POLICE	\$4,090,173	\$139,490	\$136,540	\$11,583	\$19,191	\$87,278	\$394,082	\$4,484,256	9.63%	\$255,165	\$134,297	\$120,868	\$34,919	\$68,796	(169,500)
PUBLIC WORKS	\$1,342,217	\$46,978	\$14,963	\$16,490	\$3,790	\$21,550	\$103,770	\$1,445,987	7.73%	\$76,440	\$40,231	\$36,208	\$9,490		(58,072)
Total	\$11,631,878	\$396,034	\$400,888	\$104,801	\$82,017	\$277,374	\$1,261,114	\$12,892,992	10.84%	\$732,683	\$385,622	\$347,060	\$97,233	\$176,796	(640,025)

Department Input Adjustments with Additional \$1,000 for Police and Fire- Scenario #3

Department	Current Payroll	Flat 3.5%	Adj to Min	Comp Adj	Additional \$1,000 Police- Fire	Overtime and Working Holidays Additional Cost	Total Benefits	Total	Proposed Payroll	% Change	FY 2026 Budget for Compensation Study	3% COLA Already implemented	Remaining Budget for Comp Study	Benefits Budget for Comp Study	FY26 Budget Savings	FY26 Budget Impact
CITY MANAGER'S OFFICE	\$650,174	\$16,447	\$10,640	\$0		\$0	\$7,100	\$34,187	\$684,361	5.26%	\$45,537	\$23,967	\$21,570	\$5,654		(6,963)
DOWNTOWN OPERATIONS	\$241,961	\$8,469	\$6,019	\$5,000		\$848	\$5,330	\$25,665	\$267,626	10.61%	\$12,793	\$6,733	\$6,060	\$1,588		(18,017)
FINANCE	\$590,230	\$20,658	\$1,478	\$0		\$156	\$5,843	\$28,135	\$618,365	4.77%	\$34,110	\$17,953	\$16,158	\$4,235		(7,742)
FIRE	\$3,560,203	\$123,500	\$228,490	\$66,357	\$62,000	\$65,599	\$139,717	\$685,662	\$4,245,865	19.26%	\$238,649	\$125,604	\$113,044	\$32,658	\$108,000	(431,959)
HUMAN RESOURCES	\$225,373	\$7,888	\$0	\$0		\$0	\$2,067	\$9,956	\$235,328	4.42%	\$13,850	\$7,289	\$6,560	\$1,719		(1,676)
MUNICIPAL COURT	\$233,960	\$8,189	\$2,759	\$5,371		\$0	\$4,277	\$20,596	\$254,556	8.80%	\$16,452	\$8,659	\$7,793	\$2,043		(10,760)
COMMUNITY DEVELOPMENT	\$697,586	\$24,416	\$0	\$0		\$0	\$6,399	\$30,815	\$728,401	4.42%	\$39,687	\$20,888	\$18,799	\$4,927		(7,088)
POLICE	\$4,090,173	\$139,490	\$136,540	\$11,583	\$65,000	\$22,738	\$88,298	\$463,649	\$4,553,822	11.34%	\$255,165	\$134,297	\$120,868	\$34,919	\$68,796	(239,067)
PUBLIC WORKS	\$1,342,217	\$46,978	\$14,963	\$16,490		\$3,790	\$21,550	\$103,770	\$1,445,987	7.73%	\$76,440	\$40,231	\$36,208	\$9,490		(58,072)
Total	\$11,631,878	\$396,034	\$400,888	\$104,801	\$127,000	\$93,131	\$280,581	\$1,402,434	\$13,034,312	12.06%	\$732,683	\$385,622	\$347,060	\$97,233	\$176,796	(781,345)

Department Input Adjustments with Additional \$2,000 for Police and Fire- Scenario #4

Department	Current Payroll	Flat 3.5%	Adj to Min	Comp Adj	Additional \$2,000 Police- Fire	Overtime and Working Holidays Additional Cost	Total Benefits	Total	Proposed Payroll	% Change	FY 2026 Budget for Compensation Study	3% COLA Already implemented	Remaining Budget for Comp Study	Benefits Budget for Comp Study	FY26 Budget Savings	FY26 Budget Impact
CITY MANAGER'S OFFICE	\$650,174	\$14,104	\$10,640	\$0		\$0	\$6,485	\$31,230	\$681,403	4.80%	\$45,537	\$23,967	\$21,570	\$5,654		(4,006)
DOWNTOWN OPERATIONS	\$241,961	\$8,469	\$6,019	\$5,000		\$848	\$5,330	\$25,665	\$267,626	10.61%	\$12,793	\$6,733	\$6,060	\$1,588		(18,017)
FINANCE	\$590,230	\$20,658	\$1,478	\$0		\$156	\$5,843	\$28,135	\$618,365	4.77%	\$34,110	\$17,953	\$16,158	\$4,235		(7,742)
FIRE	\$3,560,203	\$123,500	\$228,490	\$66,357	\$124,000	\$73,167	\$141,903	\$757,416	\$4,317,619	21.27%	\$238,649	\$125,604	\$113,044	\$32,658	\$108,000	(503,714)
HUMAN RESOURCES	\$225,373	\$7,888	\$0	\$0		\$0	\$2,067	\$9,956	\$235,328	4.42%	\$13,850	\$7,289	\$6,560	\$1,719		(1,676)
MUNICIPAL COURT	\$233,960	\$8,189	\$2,759	\$5,371		\$0	\$4,277	\$20,596	\$254,556	8.80%	\$16,452	\$8,659	\$7,793	\$2,043		(10,760)
COMMUNITY DEVELOPMENT	\$697,586	\$24,416	\$0	\$0		\$0	\$6,399	\$30,815	\$728,401	4.42%	\$39,687	\$20,888	\$18,799	\$4,927		(7,088)
POLICE	\$4,090,173	\$139,490	\$136,540	\$11,583	\$130,000	\$26,284	\$89,318	\$533,215	\$4,623,389	13.04%	\$255,165	\$134,297	\$120,868	\$34,919	\$68,796	(308,633)
PUBLIC WORKS	\$1,342,217	\$46,978	\$14,963	\$16,490		\$3,790	\$21,550	\$103,770	\$1,445,987	7.73%	\$76,440	\$40,231	\$36,208	\$9,490		(58,072)
Total	\$11,631,878	\$393,691	\$400,888	\$104,801	\$254,000	\$104,245	\$283,173	\$1,540,798	\$13,172,675	13.25%	\$732,683	\$385,622	\$347,060	\$97,233	\$176,796	(919,708)

Classification and Compensation Study Final Report for City of Beaufort, SC



July 24, 2025



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Classification & Compensation Study Executive Summary

It has been a pleasure collaborating with City leadership on the Classification and Compensation Study. We are pleased to present our findings & recommendations.

Since the report is lengthy and very technical, we thought it appropriate to provide a summary of the results along with some clarification on the different sections of the report. Below is a brief explanation of key aspects of the study.

Section 1: Compensation Philosophy

A compensation philosophy is an organization's formalized explanation of its compensation approach and structures. It is often used to advertise vacant positions, establish consistency in pay practices and encourage productivity among their employees. While Human Resources (HR) often designs and communicates the policies, they typically work with the organization's senior leadership to ensure their philosophies support organizational goals and add value to their operations.

Important considerations when developing a compensation philosophy:

- Equity
- Market Trends
- Organizational Objectives
- Recruitment
- Retention
- Budgeting

To assist with the development of a compensation philosophy, MAG has included a general outline of a philosophy that the City can use as a starting point to further develop a formal philosophy.

Section 2: Introduction & Approach

To begin the study, Management Advisory Group (MAG) requested that the City provide employee data to start the study process. Specifically, MAG requested detailed information on each employee – name, job title, salary, hire date, etc. Once that information was received, MAG, then, conducted an internal ranking of each position to determine grade placement on the new salary scales. **The internal ranking was based on the following criteria or Job Factors:**

- Data Responsibility
- People Responsibility
- Asset/Financial Responsibility
- Education Level Required for the Job
- Experience Level Required for the Job
- Mathematical/Statistical Analysis Requirements
- Judgement Required for the Job
- Decision-making Required for the Job
- Type of Equipment Operated or Utilized
- Safety Responsibility
- Physical Demands
- Complexity of the Work Performed
- Impact of Errors
- Unavoidable Hazards Exposure

Upon completion of the internal review, MAG conducted a market survey to determine the current market rate of pay for positions in the study. For analysis and comparison purposes, MAG collected salary and wage data from the following organizations:

- City of Cayce
- City of Charleston
- City of Clemson
- City of Hardeeville
- City of Savannah, GA
- City of West Columbia
- Town of Bluffton
- Town of Hilton Head
- Town of Moncks Corner
- Town of Port Royal
- Beaufort County
- Colleton County
- Jasper County
- O*NET

Private sector salary and wage data was collected from the Federal Department of Labor's Bureau of Labor Statistics via the online portal O*NET.

The final step to develop the new salary schedules was using MAG's software to statistically (Data & Statistical modeling technique known as linear regression) match the internal data with the market data to create the competitive new salary schedules.

Section 3: Selected Compensation Policies

In this section, MAG provides "Best Practices" policies to serve as a guide for maintaining the new compensation & classification system. MAG is not attempting to rewrite all HR policies, but rather providing guidelines based on our expertise and expertise to ensure consistency and fairness with the administration of the new plan. In many cases policies may already be in-place to address the compensation-related issues. If that is the case, the City can continue with existing policies, modify current policies based on our information presented or adopt the guidelines presented in their entirety.

The policy guidelines presented by MAG address compensation-related issues such as:

- Determining Starting Salaries for New Hires
- Compensation Determinations for Promotions
- Reclassification Impact on Compensation
- Lateral Transfers
- Voluntary Demotions
- Involuntary Demotions
- Temporary Assignment of Interim Job Roles

Section 4: Total Rewards

Compensation has two forms: Direct and Indirect. Direct compensation is typically salary or some other type of pay incentive provided directly to the employee, while indirect compensation consists of employee-related benefits paid on behalf of the employee by the employer. When put together, they form the total rewards package that the employee receives from the organization. In this section, MAG provides examples and general information regarding total rewards to assist the City with a review of its current offerings.

Section 5: Proposed Retention Incentive Pay Policy

In this section, MAG provides examples of various types of employee incentives to help improve morale within the organization. Employee incentives are rewards and privileges that motivate employees to meet organizational goals. In the workplace, employers may provide monetary or non-monetary incentives through an employee incentives program to encourage employees to uphold excellent behavior and job performance.

Section 6: Proposed Premium Pay Policies

The City of Beaufort may develop written plans to provide additional compensation for nonexempt employees who work non-standard shifts or who are subject to call back. Such plans may include shift differentials, on-call pay, call-back pay, and/or premium pay. The City recognizes that certain work-related circumstances call for compensation in the form of premium pay in addition to an individual's base salary. In this section, MAG provides specific recommendations for the following types of additional compensation:

- Shift Differential
- On-Call Pay
- Premium Pay
- Pay for Certifications, Education, and Licensure

Section 7: Salary Survey Summary

This section of the report shows the market survey results for a sampling of positions (Benchmark Jobs) within the City. When viewing this report, it is critical to understand that City positions in general have different work schedules based on annual days and annual hours worked. In order to understand current-market-pay conditions, we must establish a common baseline for annual duty days and hours worked.

Since the standard full-time annual hours worked in the U.S. is 2080 hours per year based on 260 days, the salary survey data and proposed salary ranges are based on 2080 annual work hours. However, we adjusted the Full-Time Equivalences (FTE's) of those employees who do not work 2080 annual hours to accurately reflect their actual annual work hours to determine any proposed pay adjustments recommended for implementation cost calculations.

As you review Section 7, you will see a line-by-line comparison of the market results as compared to the city's current ranges. The overall results of the market salary survey data indicate the City has fallen behind the market for the majority of benchmark positions documented in the Survey Summary. Below is a breakdown of the City's current pay ranges relative to the initial data from market peers.

Current Pay Structure		
Min	Mid	Max
-2.21%	-1.71%	-1.37%

The new pay structures, which are discussed and highlighted in Section 8, would bring the City's pay structure inline with current market levels.

Section 8: Proposed Pay Plan

This section of the report outlines the proposed classification and compensation plans developed by MAG. Understanding that job classes do not move in unison in the labor market, some occupations are more sensitive to issues of supply and demand in the labor market than others.

Also, overall economic conditions within the country have a profound impact on the overall labor market and can have varying degrees of impact on certain occupational groups and their prevailing compensation rates and wages. This is particularly true of public safety positions.

With that being said, MAG developed three separate pay plans for the City using the same regression model, but with structural adjustments to ensure competitiveness of the jobs on the respective plans. The three plans are: Fire, Police, and Unified.

Section 9: Alphabetical Classification List

This section takes the Proposed Pay Plan information and sorts the classifications by alphabetical order for quick reference.

Section 10: Class Comparison List

This section takes the Proposed Pay Plan information and sorts the classifications by pay grade for quick reference.

Section 11: Implementation Cost Summary

This single-page summary breaks down the total cost of implementing the proposed classification & compensation study developed by MAG:

Implementation Cost by Adjustment	
\$411,637	3.5% COLA
\$326,190	Adjustment to New Minimum
\$188,305	Compression Adjustment
\$926,132	Total Applied Adjustments
7.8%	Change in Total Payroll

Note: The above totals do not include the cost of Overtime Pay and Fringe Benefits



MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

July 24, 2025

Ivette Burgess
Human Resources Director
City of Beaufort
1911 Boundary St
Beaufort, SC 29902
(843) 525-7018
iburgess@cityofbeaufort.org

Dear Ivette,

Management Advisory Group International, Inc. (MAG) is pleased to present this *Final Compensation & Classification Study Report* to the City of Beaufort.

This report has been developed based on:

- Job analysis of included classifications based on Current Job Descriptions (internal relationships); and
- Market analysis (external competitiveness)

The Final Report is organized into the following Sections:

- Section 1: Proposed Compensation Philosophy
- Section 2: Introduction and Approach
- Section 3: Selected Compensation Policies
- Section 4: Total Rewards
- Section 5: Proposed Retention Incentive Pay Policy
- Section 6: Premium Pay Policy
- Section 7: Salary Survey Summary
- Section 8: Proposed Pay Plans
- Section 9: Alphabetical Classification List
- Section 10: Classification Comparison List
- Section 11: Implementation Cost Summary
- Section 12: Staffing & Workforce Assessment



MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

Please note that Sections 3, 4, 5, and 6 are presented as “Best Practice” guidelines to assist the City with maintaining the study. The City reserves the right to adopt as is, alter, or outright reject the information. The guidelines should not be interpreted as an attempt by MAG to write or revise any existing policies.

MAG would like to express our thanks to all employees and staff who have participated in this important project.

Sincerely,

Steve Foster
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Management Advisory Group, Inc.
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City of Beaufort, SC

Classification & Compensation Study Final Report

Table of Contents

Executive Summary

Transmittal Letter

Table of Contents

Section 1.0 – Proposed Compensation Philosophy..... Section 1

Section 2.0 – Introduction and Approach Section 2

Section 3.0 – Selected Compensation Policies Section 3

Section 4.0 – Total Rewards Section 4

Section 5.0 – Proposed Retention Incentive Pay Policy Section 5

Section 6.0 – Premium Pay Policies..... Section 6

Section 7.0 – Salary Survey SummarySection 7

Section 8.0 – Proposed Pay Plans..... Section 8

Section 9.0 – Alphabetical Classification List..... Section 9

Section 10.0 – Classification Comparison List Section 10

Section 11.0 – Implementation Cost Summary..... Section 11

Section 12.0 – Workforce Development Section 12



SECTION 1.0
Proposed Compensation Philosophy

1.0 – Proposed Compensation Philosophy

The City of Beaufort strives to provide exemplary service to the community by being a model for 21st Century municipal government operations. Recognizing the importance of our workforce of resolute and talented professional staff, we are committed to promoting organizational and community values that include **exceptional service to the public; consistent and excellent performance; innovation; good fiscal, social, and environmental stewardship; and ethical behavior.**

To achieve and maintain our ambitious standards of service and performance, the City must continue to attract and retain well-qualified staff who exemplify the organization's values. A public service environment that is attractive to such individuals depends upon many factors, including pride, teamwork, a competitive compensation program, and non-monetary benefits such as recognition in the workplace for accomplishments, professional development and opportunities for promotion and a positive work environment. The City is committed to being an "employer of choice" as part of an overall strategy of attracting and retaining talent that will uphold the City's organizational values.

The compensation program is committed to retaining and attracting high-skilled, high-performing staff capable of delivering the highest standards of public service to our community. The City expects all staff to consistently perform to those ambitious standards in their work performance, customer service, ethics, and passion for public service. The City strives to administer pay and benefits in a way that is fair and transparent to all, that provides equal pay for equal work, and that does not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

In order to provide competitive, sustainable, and responsible compensation, the City will consider the following:

Total compensation which consists of but is not limited to direct compensation, e.g., salary; and indirect compensation such as health insurance, retirement, professional development, work life balance policy & programs, and time-off benefits.

In evaluating competitive compensation, the City will consider:

- A. Financial sustainability as reflected by the City's financial forecasts and revenue projections, competing service priorities, long-term liabilities, capital improvement and other asset requirements, and fund reserve levels.
- B. The "relevant labor market" which may vary depending upon classification but is primarily defined by geographic region (local and/or state-wide) and key markets (private and non-profit agencies) and if applicable, private sector when readily available and effectively comparable.
- C. "Internal Relationships" refers to the relative value of classifications to one another as determined by the City.

- D. The City will compare responsibilities, skill level, knowledge, ability, and judgment to determine similarity, and evaluate the equity of pay differentials.
- E. Other relevant factors may include unforeseen economic, regulatory, or service changes.
- F. Transparency with the community, recognizing that taxpayers and ratepayers fund all employee compensation and deserve commensurate value from all those who work for the City. This includes not only disclosure of the components of workforce compensation, but adequate advance notice of material policy changes in order to participate effectively in decision-making that affects the City's finances.

Ideally, every three to five years, the City will evaluate its compensation structure, programs, and policies to assess market competitiveness, effectiveness and compliance with applicable State and federal law. This is with the understanding that more frequent adjustments to the compensation structure may be needed as a result of intermittent evaluations or other factors already cited. This will be accomplished by working with the City's Human Resources staff to fairly apportion compensation and benefits, utilizing all the resources and tools available to the City.

SECTION 2.0

Introduction and Approach

2.0 – Introduction & Approach

Introduction

The City of Beaufort contracted with Management Advisory Group International, Inc. (MAG) to conduct a compensation survey and assessment for all current City job classifications. This report presents the findings and recommendations of the study. MAG's findings and recommendations are based on:

- 2025 Labor Market Data
- 2026 Labor Market (Estimates)
- Current organizational structure
- Discussions with Human Resources and review of current compensation practices
- Interviews with Department Heads
- Job analysis & review based on current job descriptions
- Internal equity and external competitiveness considerations

The goal of the City for this project was to provide the foundation for an appropriate classification and compensation system and pay plan based on current compensation levels for similar public sector employers, and local market competitors. In response, MAG has developed a proposed pay plan and developed salary adjustment recommendations for current incumbents in included City classifications.

Project Focus

The objectives of the study were to:

- Conduct a review of all City job titles
- Review salary and compensation data from similar/competitor organizations
- Develop a revised classification plan
- Develop a revised compensation and pay plan
- Provide options for the City's consideration to find a reasonable and cost-effective way to transition to the new plan(s)

A list of project tasks and activities is indicated below by Exhibit 2-1.

EXHIBIT 2-1
City of Beaufort, SC
PROJECT TASKS

Project Initiation – Developed project proposal, work plan and timeline. Discussed with City administration and revised project work plan.

Initial Meetings – Discussed with City Human Resources administration, City leadership and key management to clearly define the scope, goal(s), and objective(s) for the proposed study.

Developed/Distributed Salary Survey Instrument – Conducted a salary survey to gather compensation information from target organizations for selected City benchmark classifications.

Collected/Analyzed Compensation Data – Collected and reviewed compensation data from published data sources.

Conducted Job Analysis – Performed analysis of compensable factors based on Job Profile Questionnaires.

Developed Revised Pay Plan – Developed a preliminary proposed pay plan based on the results of the market salary survey, job analysis, and internal/external equity considerations.

Developed Salary Adjustment Recommendations – Developed salary adjustment recommendations for all City classifications based on the revised pay plan(s) and employee classification, current salary, and longevity in current position.

Developed & Submitted Draft Report – Developed and submitted a Draft Report for City review integrating the job analysis, proposed pay and classification plan, salary survey, and implementation recommendations.

Revised Draft Report – Incorporated the City’s technical review of materials.

Develop & Submit Final Report – Submitted a Final Report upon final review.

Exhibit 2-2 illustrates a flow-chart process used for developing a proposed pay and classification plan.

EXHIBIT 2-2
City of Beaufort, SC
PROJECT FLOWCHART



Approach Overview

To begin the study, MAG requested and reviewed preliminary information from the City. At this time, MAG conducted initial discussions with human resources administration and tailored several instruments to be used in conducting the compensation and classification analysis, including:

- Job Profile Questionnaires (JPQs)
- A review of current labor market data (Market Survey), which included several data sources comparable to the City

The study methodology included:

- Collection of current personnel, human resources, and organizational background information
- Identification and selection of comparable agencies for the market data
- Identification of classification benchmarks
- Conducting a salary survey for selected positions
- Analysis with recommendations concerning the relative ranking of City positions to develop a classification plan to ensure internal equity

MAG developed job profiles for classifications covered in the study, based on the factors below, to identify an appropriate pay range. The development of a job profile typically includes numerous factors, such as:

- Involvement with Data, People, and Assets
- Experience/Vocational Requirements
- Educational/Vocational Requirements
- Mathematical Requirements
- Communications Requirements
- Judgment Requirements
- Impact of Decisions
- Complexity of Work
- Safety of Others Responsibilities
- Physical Requirements
- Equipment Usage
- Unavoidable Hazards

Initial Meetings and Orientation

Upon agreement to proceed, the project team communicated with Human Resources staff to discuss the study's objectives, along with the strengths and needs of the current organizational compensation management systems. City management provided input regarding the City's preferences and needs of the systems to be developed. MAG's representatives requested documentation about current compensation and classification programs, reviewed and discussed with management these systems, and developed an understanding of concerns to be addressed.

The project team also discussed with staff an overview of the scope, content, and methodology of the study, encouraged employee cooperation and commitment, and established appropriate time limits for completing and returning necessary forms.

MAG staff serve as a facilitator to bring these primary source data together in a meaningful way, organize it into a pay plan or plans, depending on the needs of the organization and to support and assist the organization with making crucial decisions regarding overall hierarchical placement of jobs.

The study results and outcomes are not the result of decisions made in isolation by the consultant but are the result of the consultants working to bring together all of the different viewpoints of the stakeholders, assisting and supporting in ordering responsibilities of the work into a compensation and classification plan that serves as a starting point for making current and future placement decisions.

Market Review

The City of Beaufort employs a wide range of jobs that contain a mix of work responsibilities found in both the public and private sectors. The market data utilized for selected benchmark positions reflected the variety of duties and responsibilities in which City employees engage. Market data is one of the key components of a classification and compensation study, as well as one of the more difficult and sensitive activities in the study process.

In a collaborative effort with the Human Resources staff, MAG developed a list of target organizations to be surveyed. Upon approval of the target list, the survey instrument, and the benchmark classifications, MAG reviewed the market and performed the technical analysis and evaluation of the collected data.

Organizations typically included as targets in a salary survey are those that are:

- Competing with the City for employees, for either lower level or higher-level positions
- Geographically situated in such a fashion as to automatically be considered a competitor
- Structured similarly to the City, or providing similar types of services
- Attractive to highly valued employees for one reason or another

Surveyed:

1. City of Cayce
2. City of Charleston
3. City of Clemson
4. City of Hardeeville
5. City of Savannah, GA
6. City of West Columbia
7. Town of Bluffton
8. Town of Hilton Head
9. Town of Moncks Corner
10. Town of Port Royal
11. Beaufort County
12. Colleton County
13. Jasper County
14. O*NET

****Note:** O*NET Online (aggregated salary information for the local area from the Federal Dept. of Labor, Bureau of Labor statistics to obtain private sector.

Benchmark Classes

The job classes included as benchmarks in the survey were clearly and concisely described. All classes had a clear and identifiable relationship to other City classes and were representative of the various functional areas within the various work areas/units within the City.

In the survey instrument, benchmark jobs were carefully described in a class profile. In addition to the statement of job duties and responsibilities, specific information pertaining to the education requirements and work experience needed for the class was included. The respondent's matching class title, annual minimum and maximum salary, duty days, and annual hours were also included in the survey.

The data from the survey was used to assist with the classification of the various jobs within the pay structure. It is important to note, however, that the market study simply serves as an indicator of market trends and the internal job analysis is the most critical element in determining pay grade assignment.

Proposed Pay Plans

Based on the uniqueness and diversity of positions within the City, MAG has proposed three separate pay plans: Unified, Fire, and Police. Although distinctive, both plans were built from the same linear regression payline. Employees performing the same duties were placed in the same class and pay grade, regardless of the number of hours (PT/FT).

Implementation Costs



MAG's implementation options and recommendations consider the following:

- Current salary
- Current job title or rank
- Length of time in current position (based on promotion date)
- Information from HR staff, Department Head Interviews, and comments from initial draft

No employee should receive any additional salary adjustments once their salary has reached the maximum of the range. The recommendation is to freeze the salary until market data supports an increase in pay range maximum. Progressive governments often coordinate with MAG on an annual basis to refresh their market competitive position to ensure that they do not "lose ground" from a compensation perspective.

Pay Plan Structure

MAG has established the Unified Pay Plan structure for the City with pay ranges of 55% from minimum to maximum and a 5% differential between each pay grade. Fire and Police Pay Plan structures include pay ranges of 55% and a 2.5% differential between pay grades. All recommended structures are transparent, permit employees to have a perspective that provides some security, but are still wholly dependent on the City's ability to fund future structure adjustments.

Plan Implementation

MAG recommends that the new compensation structure goes into effect as soon as feasible along with the recommended salary adjustments. First, all current employees receive a 3.5% Cost-of-Living Adjustment (COLA). Then, any employee below the minimum of their proposed pay grade range after the COLA are brought up to that level. Finally, those current employees whose pay is below their designated target salary are provided an additional "equity" adjustment to reach the target salary, which is designed to spur individual movement within their respective pay ranges, address salary compression, and serves as a hedge against inflation.

Please note that the system is hardwired to prevent any employee whose current salary exceeds the maximum of their proposed pay grade from receiving any type of adjustment. **However, MAG strongly recommends that anyone above the maximum receive the 3.5% adjustment because a COLA is theoretically not considered a pay raise, but, rather, a hedge against the increased cost of living.** MAG suggests that the new compensation structure go into effect at the start of the upcoming fiscal year.

The total cost summaries for each department are noted in Sections 11.

Annualized Implementation Cost: \$926,132 or a 7.8% increase to current payroll

****Note: Total Cost Numbers do not include Overtime Pay and Fringe Benefit Costs.**

Salary Compression

Salary compression, also known as wage or pay compression, is a pay differential that results from various causes, but that is often deemed as unfair or unequal by members of the workforce within the organization. It is an issue that many management and human resources professionals deal with on a regular basis. There are numerous reasons for these kinds of differentials that occur, and they often seem justified at the outset. However, over time, wage compression can lead to low morale and hurt feelings within the ranks of previously loyal employees.

Examples of Salary Compression

Salary compression is not a new concept. For example, it's a widespread practice for an organization to offer a higher starting salary to sought after employees who may be "rock stars" or as someone who has a great deal to offer the organization. Higher pay is used as an incentive to lure the candidate.

It is also seen when viewing fixed salaried professionals like managers and supervisors versus hourly employees who are eligible for rewards like shift differentials and overtime pay. Sometimes pay inequities are seen after a consolidation of two or more functional areas that were run very differently from one another previously. Wage compression can also occur in an organization with a sizable percentage of low wage earners when the low wage rates are increased; as new hires come on, they are earning the same amount as those who may have been with the organization for years.

Impact of Wage Compression

Impacts of wage compression can be seen on a one-to-one level or across entire organizations. Those whose pay is compressed, or who are receiving less money, are likely to be affected by low morale. They will feel discouraged, naturally. It doesn't make sense to continue working just as hard when their efforts are not perceived as being compensated. This can lead to a more noticeable problem of deficient performance in employees, which hurts the bottom line and affects everyone. There may also be retention issues related to salary compression.

Those who feel slighted are more likely to look for alternate employment. High turnover rates are costly to any organization. It may also be harder to recruit from within for higher level positions if employees see no economic benefit in accepting the added responsibility and work of a promotion.

Purpose of the Implementation Plan

The foundation of the implementation calculation is one that is forward looking and does not look back on how current salaries came about. Transition to a new plan is not meant to change every pay decision, promotion or other legal changes in salary that have occurred over the tenure of the employee; nor is it meant to pretend the new pay structure should be retroactive in concept to the day an employee was hired.

To the extent that any uniform formula may result in unintended consequences, there may be isolated instances where administrative adjustments would be needed in order to address an inequity that is not readily apparent. This is not intended to address internal inequities perceived by employees, which might result from previous pay structures or previous pay decisions.

MAG assumes that all previous salary changes were based on information that was considered valid and appropriate at the time the decision was made.

SECTION 3.0

Selected Compensation Policies

3.0 – Selected Compensation Policies

As part of the overall study, Management Advisory Group typically offers observations and recommendations regarding best practices in compensation policies. These observations are not meant to replace existing policies, but to provide a fresh look and compare Beaufort compensation policies against “best practices.” An objective statement of compensation policies also includes the expressed outcome to attract, reward, and retain qualified employees who can help the City achieve its mission. In support of the vision statement, MAG observations may assist the City as it strives to provide a total compensation program that enables the City to:

- Attract and retain a high-quality and diverse workforce
- Reward and retain qualified employees
- Provide a fair and consistent framework for assigning jobs
- Maintain salary structures at market competitive levels
- Ensure fair and consistent pay practices
- Comply with applicable laws and regulations
- Operate within the constraints of fiscal resources
- Be an employer that inspires excellence

As an employer, the City embraces a fair and equitable compensation plan to support the achievement of the following goals.

1. The City strives to provide a total compensation program that is fiscally sound, equitable and competitive in the defined marketplace.
2. Both benchmarking of select classifications and consideration of the job profile is used as a best practice for compensation of similar positions.
3. Competitive ranges are established for all positions to provide the flexibility needed to adapt to market changes, maintain internal equity and address the needs of the City that will ensure an elevated level of service to the community.
4. Starting pay for new employees is based upon education and work experience related to positional requirements as well as market conditions.
5. Pay adjustments, other than allowances and supplements, are provided to employees when appropriate to address equity, market responsiveness, and consistency in the administration of the City’s compensation program.
6. Employees are eligible for pay increases resulting from true promotions and reclassifications.
7. Part-time/temporary employees may not be eligible for the same benefits as full-time employees.
8. Fair Labor Standards requirements will be applied fairly and consistently to applicable positions.

3.0 City of Beaufort, SC

9. Benefit plans and other non-cash compensation plans are reviewed periodically for competitiveness, cost effectiveness, and their value to employees and the City.
10. Pay ranges for the City job groups are reviewed as needed, but not less than every five years.

Compensation Policies:

The following recommendations cover recommendations for both the implementation of the plan, as well as the on-going administration of the plan.

Numerous opportunities exist for varied work experiences and career advancement within the City. The following outlines how associated pay changes can be administered based on the category of change. All final decisions on the administration of pay are subject to approval by the City Manager based on feedback from Human Resources. In all instances of employee/job reassignment, the employee would be placed in the range, not to exceed the maximum of the range unless specifically stated. Unless otherwise stated, any change in pay will be effective with the next full pay period.

A. Reclassification

1. When a job has been reclassified to a higher pay grade, the employee's salary shall increase at least 5% in the new pay grade that includes the new salary but is not more than the maximum salary of the new pay grade.

If the reclassification results in an upgrade of one pay grade, the employee's pay will be moved upward by 5%. An upgrade of two or more pay grades will increase the employee's pay by an additional 2.5% increase for each additional pay grade, up to a maximum of 20%.

For general reclassifications done as a result of an internal or external compensation study, or as a result of a normal budget process review, if the employee has been in the position since on, or before, the first day of the fiscal year, the effective date of any approved change will be the first day of the fiscal year, or the effective date of implementation as approved by the City Council.

Otherwise, for an individual reclassification, done outside the normal budget cycle, the effective date of the pay increase will be consistent with the next full pay period.

Reclassification or changes in pay grade, whether resulting from an internal or external compensation study or individual change in pay grade, shall **not be** retroactive with respect to calculating the new salary.

Internal Equity Adjustments as a result of the implementation of a system-wide study shall not be subject to the same guidelines as the "Reclassification" guideline. Internal Equity Adjustments can be the result of the application of a formula, applied to all positions in the same pay plan, and are done to ensure that employees' salaries are internally equitable and are not done to reflect an individual "job audit" of a single member incumbent.

3.0 City of Beaufort, SC

Internal Equity Adjustments are also not tied to performance measures. ***The leadership may determine an Internal Equity Adjustment strategy that is separate and apart from the guidelines that cover reclassification.***

Internal Equity Adjustments, resulting from an internal or external comprehensive review, can be to a higher, or lower, pay grade and are not considered a reclassification, promotion, or demotion.

2. When a job has been reclassified to a lower pay grade, the affected employee(s) shall have their pay adjusted accordingly. The employee's salary will be placed within the salary range of the lower grade. The effective date will be the day following the City Council's adoption date of the budget and the change will be reflected in the next full pay period. If, after the pay grade adjustment, the employee(s) salary is greater than the maximum salary of the new pay range, the employee will continue to be paid at the higher rate of pay, the salary would be "frozen," and the employee is typically ineligible for any pay adjustment until the range "catches up" with the salary and allows for movement.

B. Promotion

1. When an employee is promoted, as a result of a job change or job progression, to a higher pay grade position, within the same, or to a different, salary schedule, the salary placement within the new pay grade shall be determined as follows: *apply 5% on the salary of the previous grade/schedule and salary for promotions of one pay grade, and an additional 2.5% for each additional pay grade up to a maximum of 20%.* The resulting pay will be no less than the minimum of the new pay grade and no less than a 5% salary increase, but not more than the maximum salary of the assigned pay grade. The effective date will be the day of approval.
2. There may be times when the uniqueness of an individual job and level or necessary skills required by the City, and not just possessed by the incumbent, may require a higher salary schedule placement than stipulated in this section. Under such circumstances, the City Manager *may approve a higher salary step within the assigned pay grade.*

C. Lateral Transfer

A lateral transfer occurs when an employee is transferred from one job class to another in the same pay grade. When there is no change in pay grade there shall be no adjustment in base salary. A lateral transfer is not considered a reclassification or a promotion.

D. Temporary Assignment(s)

1. "Interim" or temporary assignment(s) occurs when the City recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires immediate action.
2. Temporary or "interim" assignment(s) would be anticipated to last more than 30 days, but less than 6 months. A temporary or "interim" assignment is to fill a vacancy and not to assume the duties of another employee who is on approved leave, i.e., vacation, holiday, medical, or other short-term absence(s).
3. If the position assigned is lower in pay grade (or equivalent pay range) this would not result in a lower salary for the assigned employee even if the employee's salary exceeded the maximum of the new pay range.
4. If the position assigned is higher in pay grade and extends beyond 30 days, but less than 6 months, there should be a 5% "temporary assignment" pay adjustment for the first pay grade and 2.5% for each additional pay grade to a maximum of 20% or the minimum of the new grade, whichever is higher. The employee's salary shall not exceed the maximum of the assigned range. Employees receiving temporary assignment pay shall sign an agreement acknowledging the understanding that they are receiving "Temporary Assignment Pay" and also acknowledging that when the temporary assignment ends, the "assignment pay" will also end.

E. Hiring

1. The hire rate for a new employee with no equivalent and/or relevant level experience is typically the minimum of the salary range to which the job classification is assigned.
2. New hiring rates above the minimum (or re-hires) for employees with prior experience that is directly relevant experience and/or experience that can be verified by the Human Resources Department may be considered. To determine prior relevant experience credit, the chart below will apply. *Employees who have left the City and have been officially terminated will be re-hired using this formula and will not be rehired at the previous salary.* Re-hires who have left the City's employment will be considered using the same formula as new hires.

3.0 City of Beaufort, SC

Years of Experience	Starting Pay
1 to < 3	Pay Grade Minimum
3 to < 5	Pay Grade Minimum Plus 3%
5 to < 7	Pay Grade Minimum Plus 6%
7 to < 11	Pay Grade Minimum Plus 9%
11 to < 15	Pay Grade Minimum Plus 12%
15 to < 20	Pay Grade Minimum Plus 15%
20 or more	Pay Grade Minimum Plus 20%

3. Internal Equity is an equally important consideration in filling a vacant position. Before a salary offer is made, Human Resources will also consider the current salaries, level of education, relevant licenses/certifications, and length of service in the same/similar job class or classes of current incumbents. It is the policy of the City to make every effort to avoid inverted salary relationships by bringing in newly hired employees at a salary that exceeds the current salaries of comparably placed existing employees in the same/similar job class.
4. The Human Resources department may additionally consider a higher salary offer if the open position is determined to be a “hard to fill” position.
5. “Hard to fill” positions will be designated as such by the Human Resources Department and will be based on the length of time the position has remained unfilled, the difficulty to recruit, the “mission critical” nature of the work and the market conditions of the position, at the time of a vacancy.
6. Hiring Range is typically considered that span in salary between the minimum of the range and the market point for most positions. For Directorships or Assistant Director-level positions, the qualifications of the applicant and/or the needs of the City should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable leadership positions.

F. Maximum of the Range

Ranges are established to reflect the market value of a given job profile and not an incumbent. Once an employee reaches the maximum of his/her assigned range, the salary is frozen, and the employee is not eligible for any additional compensation unless there is a range movement that would result in a higher maximum.

G. Salary Adjustment for Department Directors

There should be some flexibility for making salary adjustments for Departmental Directors beyond an annual increase when it is based on exceptional performance. The salaries of other equivalent employees should also be given consideration to not create undue inequity in the salary relationships between and among comparable levels of peers.

H. Demotion

1. Voluntary Demotion

If the demotion is voluntary, placement at the appropriate level within the new salary grade would be based on experience and prior performance and must be approved by the Department Head and the Human Resources Department. In a voluntary demotion, the performance appraisal date remains unchanged.

2. Involuntary Demotion

If an employee is involuntarily demoted as a result of disciplinary action, for example, or action related to unacceptable job performance, the rate of pay may be reduced by at least 2.5% per grade reduction or by a minimum of 5%; and the employee's salary must be reduced to at least the maximum of the lower Pay Grade, and may be placed at any salary within the lower Pay Grade as long as there is a minimum 5% reduction in pay. The employee will be placed on conditional status for a period of twelve months. There will be no salary increase at the end of the conditional period. The salary is established in the same manner as for voluntary demotion.

A performance appraisal must be completed within twelve months of the date of the demotion. A proficient performance appraisal will result in release from conditional status. and continuation in the position subject to continued satisfactory performance.

There will be no salary increase at the end of the conditional period. The performance appraisal date shall be established one year from the effective date of the demotion.

Future Salary Adjustment Recommendations

The cost to implement and maintain the compensation system should be driven by changes in the labor market and/or internal relationships and should be applied globally to the system, which, in turn, adjusts each salary range. Compensation systems that are well maintained address *two primary issues* on an annual basis:

- The cost to maintain competitiveness within the system
- The cost to adjust individual salaries

From time to time, the City may determine the need to adjust pay grades/ranges based on some factor, such as the Employment Cost Index (ECI) to maintain competitiveness at salary range minimums and hiring rates, as well as accommodate current incumbent pay progression within the grades. Ideally, funding permitting, the City should conduct a salary/market review periodically to assess market conditions and ensure a competitive posture in personnel recruitment and retention. At this time, a more detailed comparison to the external market, as well as, to immediate competitors can be made using a comprehensive methodology such as that used in this review. MAG recommends that any adjustments to the pay plan be based on 50% of the approved COLA determined by the City Council. For example, if the City Council approves a 6% COLA, the pay ranges on all pay plans should increase by 3%. This will assist employee movement through their designated pay range because their actual increase is greater than the increase to the pay ranges.

Proposed Compensation Plan

Regardless of an organization's philosophy concerning advancement opportunities afforded to employees, it is essential that movements in the economy, and more specifically, the labor market in which the City competes, be addressed at the system level. Accordingly, salary administration procedures should take priority based on funding levels and the City's philosophy on pay.

Career Path vs Career Ladders

Career Path vs Career Ladder What is the Difference?

A career path is a track of employment with a progression of acquired education, experience, achievement, and responsibility, moving through job positions within a professional field or organization. For example, an analytical track career path, a managerial track career path, or a quality management track career path.

A Career Path is designed to encourage students to enter a certain field of study (e.g., Public Health Laboratory Science) and to demonstrate the possibilities within that field of study.

A career path for a field of study in Laboratory Science can begin with a position as a Laboratory Aide, then a Laboratory Technician, followed by a Laboratory Scientist.

3.0 City of Beaufort, SC

This career path then opens a wealth of interrelated Laboratory Science tracks, and a professional can move from one track to another over the course of a career.

A series of steps within a job classification, each with increasing responsibility as expertise is developed, allowing for recognition of professional growth. The steps on the career ladder may require competition for advancement. For example, progressing through the Federal GS System, or moving from Laboratory Scientist I to Laboratory Scientist II to Laboratory Scientist III.

A Career Ladder is designed to encourage and assist staff to further their professional development and to reward them for their commitment to professional growth and excellence without moving to a new career path.

Employee Performance and Compensation in the Public Sector

The theory of pay for performance is unquestioned. The practice is universal in the private sector and important to the growth of the U.S. economy. Rewarding superior performance has gained acceptance in all aspects of life. It's now a global practice.

Government is different from the private sector in three key respects though. Two of those differences—the fact that performance ratings and pay increases are not confidential, and that changes to the system inevitably involve politics—are likely to prompt resistance to program changes.

A third difference is that in the private sector, pay for performance triggers continuous attention to performance metrics. For many organizations, the incentives that motivate are the prospect of year-end bonuses and gains from stock ownership. Both reinforce the importance of organizational success. In business, financial rewards are solidly entrenched.

The transition to pay for performance in government should be managed as organizational change since it redefines the role of managers and their relationship with staff. Managers who have relied on micromanagement will need to relinquish control. Performance-related pay makes no sense where employees are tightly controlled. The problem of inflated performance ratings will have to end. It also changes employee jobs and career expectations. The highest hurdle promises to be creating performance processes that generate credible and defensible year-end ratings.

Recognizing star performers as well as those whose performance is unacceptable is important to every employer. That's obviously central to pay for performance.

3.0 City of Beaufort, SC

As a general proposition, we believe there are four fundamental requirements for an effective performance-based pay system:

1. Performance expectations are clearly defined and understood
2. Performance is measured accurately and communicated effectively by well-intentioned, trained Managers
3. The process is managed consistently across the organization
4. Differences in performance can result in meaningful differences in compensation outcomes

Government's purpose is to provide critical services requiring collective support through political processes. Effectiveness and cost control are the primary measures of success. In contrast, private sector organizations must create profit to exist, so their standards are different.

Although the transition to a pay for performance system is challenging, and requires a fundamental shift in thought processes, operations, it is an effective way of managing limited financial resources and rewarding key performers within government.

Alternative Approaches to Compensation: Skilled -Based & Competency-Based Pay

Traditional pay structures within organizations have traditionally been focused on the assigned job. Wages have been based on position and seniority and influenced by factors like the minimum wage and negotiation. Although skills and competence have been reflected indirectly, pay systems have not been designed to encourage the development of individuals. With technological advancements and the focus on productivity and quality, many organizations now recognize the need to focus on individual contributions.

Skill-based Pay

Skill-based systems have long been used to define jobs within the trades. Increasing skill levels are the determining factor in describing positions like apprentice, journeyman, and expert craftsman. Other examples of skill-based pay systems can be found among white-collar jobs where the organization is providing a career progression based on increasing technical skill as an alternative to being promoted through various management levels.

Competency Based Pay

The term competency-based pay describes a system where rewards are based on the use of competence without consideration for results. The premise is that individual performance depends on having relevant competencies and higher levels of competence will produce superior performance. A competency base pay system focuses on individuals.

In practice, competency-based systems are seldom used in a pure form. Competency may be one of the factors determining pay, but performance may also be a factor.

Application

While both skill- and competency-based pay systems are focused on individuals rather than jobs, how the individual is evaluated for pay purposes is different. Skill-based systems are better defined, having been used for years as the basis for defining certain jobs. Pay is based on skills verified by some type of assessment or certification. These pay systems have been applied both to blue-collar and white-collar jobs. In contrast, competency-based pay systems have been applied as components of a pay system and so far, have been applied to individuals at professional or management levels.

Trends

The tendency toward leaner organizations over the past few decades has contributed to the development of pay systems that favor employees with a broad base of skills and competencies. Some of the results related to this trend include reduced staffing levels and expectations of higher performance by individuals.

SECTION 4.0

Total Rewards

4.0 – Introduction to Total Rewards

Total Rewards

Total rewards are the monetary and non-monetary returns provided to employees in exchange for their time, talents, efforts, and results. It involves the deliberate integration of five key elements that effectively attract, motivate, and retain the talent required to achieve desired business results. The five key reward elements are:

- Remuneration/Compensation
- Benefits
- Work-Life
- Performance and Recognition
- Development and Career Opportunities

These elements represent the “tool kit” from which an organization chooses to offer and align a value proposition that creates value for both the organization and the employee. An effective total rewards strategy is the art of combining these five elements into tailored packages designed to achieve optimal motivation. This results in satisfied, engaged, and productive employees, who in turn create desired business performance and results. In this successful exchange relationship, the employee provides time, talent, effort, and results --- and the employer provides a total rewards package that is perceived as valuable by the employee.

The Context for Total Rewards

Total rewards operate in the context of an overall organizational strategy, organizational culture, and human resources strategy. Indeed, an organization’s exceptional culture or external brand value may be considered a critical component of the total employment value proposition. In addition, other external influences on an organization that affect total rewards design include:

- Legal/regulatory issues
- Cultural influences and practices
- Competition
- Labor market

Total Reward Definitions and Examples

Remuneration/Compensation

Pay provided by an employer to an employee for services rendered (i.e., time, effort, and skill).

Remuneration/Compensation comprises four core elements:

- Fixed pay – Also known as “base or basic pay,” fixed pay is nondiscretionary compensation that does not vary according to performance or results achieved. It usually is determined by the organization’s pay philosophy and structure.
- Variable pay – Also known as “pay at risk,” variable pay changes directly with the level of performance or results achieved. It is a one-time payment and must be re-established and re-earned each performance period.
- Short-term incentive pay – A form of variable pay; short-term incentive pay is designed to focus and reward performance over a period of one year or less.
- Long-term incentive pay – A form of variable pay; long-term incentive pay is designed to focus and reward performance over a period longer than one year.

Benefits

Programs an employer uses to supplement the cash compensation that employees receive. These programs are designed to protect the employee and his or her family from financial risks and can be categorized into the following elements:

- Social Insurance
- Unemployment
- Worker’s compensation
- Social Security
- Disability (occupational)

Group Insurance

- Medical
- Dental
- Vision
- Prescription Drug
- Mental Health
- Life Insurance
- Accidental Death and Dismemberment Insurance (AD&D)
- Disability

Pay for Time Not Worked

These programs are designed to protect the employee's income flow when not actively engaged at work.

- At work (breaks, clean-up time, uniform changing time)
- Away from work (vacation, government holidays, company holidays, personal days)

Work-Life

A specific set of organizational practices, policies, and programs, plus a philosophy, which actively supports efforts to help employees achieve success at both work and home. There are seven major categories of organizational support for work-life effectiveness in the workplace. These categories encompass compensation, benefits, and other human resources programs.

In combination, they address the key intersections of the worker, his or her family, the community, and the workplace. The seven categories are:

- Workplace flexibility
- Paid and unpaid time off
- Health and well-being
- Caring for dependents
- Financial support
- Community involvement
- Management involvement/culture change interventions

Performance & Recognition

Performance: A key component of organizational success, alignment of organizational, team and individual performance is assessed in order to understand what was accomplished, and how it was accomplished. Performance involves the alignment of organizational, team and individual effort toward the achievement of business goals and organizational success.

Performance planning is a process whereby expectations are established linking the individual with team and organizational goals. Care is taken to ensure goals at all levels are aligned, and there is a clear line of sight from performance expectations of individual employees all the way up to the organizational objectives and strategies set at the highest levels of the organization.

Performance is the manner of demonstrating a skill or capacity.

Performance feedback communicates how well people do a job or task compared to expectations, performance standards and goals. Performance feedback can motivate employees to improve performance.

Recognition acknowledges or gives special attention to employee actions, efforts, behavior, or performance. It meets an intrinsic psychological need for appreciation of one's efforts and can support business strategy by reinforcing certain behaviors (e.g., extraordinary accomplishments) that contribute to organizational success. Whether formal or informal, recognition programs acknowledge employee contributions immediately after the fact, usually without predetermined goals or performance levels that the employee is expected to achieve. Awards can be cash or non-cash (e.g., verbal recognition, trophies, certificates, plaques, dinners, tickets, etc.). The value of recognition plans is that they:

- Reinforce the value of performance improvement
- Foster continued improvement, although it is not guaranteed
- Formalize the process of showing appreciation
- Provide positive and immediate feedback
- Foster communication of valued behavior and activities

Development and Career Opportunities

Development: A set of learning experiences designed to enhance employees' applied skills and competencies. Development engages employees to perform better and engages leaders to advance their organization's people strategies.

Career Opportunities: A plan for employees to advance their career goals and may include advancement into a more responsible position in an organization. The organization supports career opportunities internally so that talented employees are deployed in positions that enable them to deliver their greatest value to the organization. Development and career opportunities include the following:

Learning Opportunities

- Tuition assistance
- Corporate universities
- Innovative technology training
- Attendance at outside seminars, conferences, virtual education, etc.
- Self-development tools and techniques
- On-the-job learning; rotational assignments at a progressively higher level
- Sabbaticals with the express purpose of acquiring specific skills, knowledge, or experience
- Coaching/Mentoring
- Leadership training
- Access to experts/information networks association memberships, attendance and/or presentation at conferences
- Exposure to resident experts
- Formal or informal mentoring programs in or outside one's own organization

Advancement Opportunities

Internships

- Apprenticeships with experts
- International assignments
- Internal job postings
- Job advancement/promotion
- Career ladders and pathways
- Succession planning
- Providing defined and respectable “on and off ramps” throughout the career life cycle

An Integrated Total Rewards Strategy

Culture

Culture consists of the collective attitudes and behaviors that influence how individuals behave. Culture determines how and why a company operates in the manner that it does.

Typically, it is comprised of a set of often unspoken expectations, behavioral norms, and performance standards to which the organization has become accustomed. Culture change is difficult to achieve because it involves changing attitudes and behaviors by altering their fundamental beliefs and values. Organizational culture is subject to internal and external influences; thus, culture is depicted as a contextual element of the total rewards model, overlapping within and outside the organization.

Environment

The environment is the total cluster of observable physical, psychological, and behavioral elements in the workplace. It is the tangible manifestation of organizational culture. Environment sets the tone, as everyone who enters the workplace reacts to it, either consciously or unconsciously. Because they are directly observable and often measurable, specific elements of the environment can be deliberately manipulated or changed. The external environment in which an organization operates can influence the internal environment; thus, environment is depicted as a contextual element of the total rewards model, overlapping within and outside the organization.

Attraction

The ability of an organization to attract the right kind of talent necessary to achieve organizational success. The attraction of an adequate (and perpetual) supply of qualified talent is essential for the organization’s survival, and it is one of the key planks of business strategy. One way an organization can address this issue is to determine which “attractors” within the total rewards program brings the kind of talent that will drive organizational success. A deliberate strategy to attract the quantity and quality of employees needed to drive organizational success is one of the key planks of business strategy.

Retention

An organization's ability to keep employees who are valued contributors to organizational success for as long as is mutually beneficial. Desired talent can be retained on staff by using a dynamic blend of elements from the total rewards package as employees move through their career lifecycles. However, not all retention is desirable, which is why a formal retention strategy with appropriate steps is essential.

Motivation

The ability to cause employees to behave in a way that achieves the highest performance levels. Motivation is comprised of two types:

- **Intrinsic Motivation** is linked to factors that include an employee's sense of achievement, respect for the whole person, trust, appropriate advancement opportunities and others, intrinsic motivation consistently results in higher performance levels.
- **Extrinsic Motivation** is most frequently associated with rewards that are tangible, such as compensation and benefits.

There are also defined levels of intensity regarding motivation:

- *Satisfaction* – how much I like things here
- *Commitment* – how much I want to be here
- *Engagement* – how much I will actually do to improve business results

SECTION 5.0
Proposed Retention Incentive Pay Policy

5.0 – Proposed Retention Incentive Pay Policy

Purpose

The purpose of the Retention Incentive Pay Policy is to recognize those employees who have faithfully served the citizens of the City through their continued service as employees of Beaufort.

Rules for Longevity Pay

- A. Only full-time regular and part-time regular employees will be eligible to receive retention pay. Part-time regular employees will receive retention pay that will be prorated based on the number of hours the employee normally works compared to a 40-hour week.
- B. Employees will be recognized for continued service to the City based on the number of completed years that the employee has worked for the City. Calculation payout is based on the employee's anniversary date.
- C. Only continuous unbroken years of service will be computed when determining the amount of retention pay an employee is to receive.
- D. Employees who leave employment with the City, but are reinstated within thirty (30) calendar days of their date of termination will not have this period considered as a break in service for the purpose of determining the amount of retention pay.
- E. The following amounts of retention pay will be given to eligible employees based on the number of completed years of service to the City:

Retention Incentive Pay Scale			
Years of Service	Amount	Years of Service	Amount
1	\$200	11	\$1,350
2	\$250	12	\$1,500
3	\$350	13	\$1,750
4	\$500	14	\$1,900
5	\$650	15	\$2,050
6	\$750	16	\$2,200
7	\$850	17	\$2,350
8	\$950	18	\$2,500
9	\$1,050	19	\$2,700
10	\$1,200	20 +	\$3,000

5.0 City of Beaufort, SC

- F. The retention pay will be paid as a lump sum on the employee's anniversary date. The employee will be responsible for all applicable taxes associated with the longevity pay.
- G. Continuation of retention pay distributions are contingent upon the approval of funding for this program by the City Council through the annual budget process.

SECTION 6.0

Premium Pay Policies

6.0 – Premium Pay Policies

The City of Beaufort may develop written plans to provide additional compensation for nonexempt employees who work non-standard shifts or who are subject to call back. Such plans may include shift differentials, on-call pay, call-back pay, and/or premium pay. The City recognizes that certain work-related circumstances call for compensation in the form of premium pay in addition to an individual's base salary.

Shift Differential

A shift differential is a fixed amount of money expressed on a cents per hour basis. Shift differentials are provided for each hour actually worked to supplement base pay. Shift differentials apply only to hours actually worked and are included in the regular rate of pay in the calculation of overtime. Pay rate increases are not applied to shift differentials. The shift differential may cause the hourly base pay rate to exceed the pay range maximum of the salary range without violating applicable Human Resources Policies and Procedures on wage and salary administration. **The rate of pay for shift differential is \$1.25 per hour.**

On-Call Pay

Employees are on call when they are scheduled to respond if called back to perform work. Unless another amount is approved in accordance with this procedure, employees on call are paid one hour of straight time for each on-call period up to 24 hours. Such pay is for the inconvenience of being on call and is not for actual hours worked. On-call pay is included in the computation of the employee's regular rate of pay, but is not considered hours worked for the purpose of calculating overtime. Employees scheduled to be on call should be given advance notice when practical. Regardless of whether a written plan is in place, all employees entitled to on-call pay under federal or state law will be compensated for such time. Supervisors must notify the Department of Human Resources if employees not covered by a written plan are required to be on-call. Call-Back Pay Call-back pay is to compensate employees for the interruption and inconvenience when they are required to report to work at an unexpected time or day. Employees who are called back to work will be paid for a minimum of three hours, regardless of the number of hours worked. An employee who works more than three hours when called back will be paid based on actual hours worked. Travel time is not considered hours worked. Overtime pay will be based solely on actual hours worked. Call-back pay does not apply to scheduled work hours. Employees who are required to return to work two hours or less before their normal shift time and who continue working into the normal shift or who are held over beyond their normal shift are not considered called back and will be paid only for actual hours worked. Each employee is required to report to work when called back unless excused by the supervisor on duty. Employees may not evade contact or fail to respond when contacted.

Premium Pay

The City may develop premium pay plans to provide additional compensation for exempt employees to ensure continuity of services during emergencies, unusual circumstances, late shift work schedules, weekend work, and holidays. Premium pay is at the rate of at least one and one-half times the employee's regular rate of pay. Employees will not receive both premium pay and overtime pay (nonexempt) for the same hours of work regardless of the total number of hours the employee works during the week.

Education, Licensure & Certification Pay

The purpose of this policy is to provide guidance regarding additional compensation to eligible staff employees of the City who (after their employment date and completion of their Introductory Period) attain additional job-related or job-enhancing degrees from regionally accredited colleges and universities and/or job-related or job-enhancing professional certifications and licensures from appropriate agencies.

The City encourages and rewards continuing education among its employees. Therefore, budget permitting, all regular staff who have satisfactory job performance may be considered for a salary increase upon completion of additional job-related or job-enhancing degrees from regionally accredited colleges and universities and/or upon receiving select job-related or job-enhancing certifications or licensures. These certifications/licensures are frequently from nationally recognized certifying or licensing organizations. Regular part-time staff should receive a prorated amount based upon their full-time equivalency (FTE). For example, an eligible part-time employee of 0.50 FTE may be eligible for an amount equal to 50% of the \$3,500 for a Masters' degree.

Prior to enrolling in a degree, certification, or licensure program, the employee must receive appropriate approval by using the ***Request for Compensation for Additional Degrees, Certifications, and Licensures form***. Failure to do so in advance may result in denial of the request.

Once the degree, certification, or licensure has been obtained, the employee should provide documentation of such accomplishment to their respective department. At that time, a Personnel Action form should be submitted, along with a copy of the approved *Compensation for Additional Degrees, Certifications, and Licensures Form*, and the appropriate documentation from the employee to increase the employee's base salary. The Personnel Action form should only include the increase as it pertains to this policy and should not include other raises and/or merit increases. An increase in an employee's base salary should not be included using the budget process.

6.0 City of Beaufort, SC

If an employee has an approved *Compensation for Additional Degrees, Certifications, and Licensures Form* and transfers to another department, the employee must seek full approval from the new department in order for the salary increase to be paid. The new department is not required to approve the form and/or salary increase.

Increases, to the extent permitted under the City budget, will be effective the first of the month following the completion of the degree, certification, or licensure.

Degree

- **Associate: \$2,000**
- **Bachelor: \$3,000**
- **Masters/EDS/JDS: \$3,500**

Certification/Licensure

- **Certification: \$1,000**
- **Licensure: \$1,000**

The types of certifications and licensures that may be rewarded are typically those that are nationally recognized across a wide variety of industries. These require continuing education to maintain the certification or licensure or have an expiration date. Although it is not possible to list all the designations, examples include Operators, Certified Public Accountant, Professional Engineer, Skilled-Craft Occupations, and Professional Architect.

SECTION 7.0

Salary Survey Summary

Salary Survey Results for BEAUFORT, SC

Job Class Title	Averages For Each Job Class			BEAUFORT							
	Min	Mid	Max	Range Width	Min		Mid		Max		Range Width
ASSOCIATE II - PARKS	\$38,570	\$45,858	\$53,147	37.8%	\$37,702	-2.3%	\$46,970	2.4%	\$56,238	5.5%	49.2%
MECHANIC	\$38,864	\$47,437	\$56,010	44.1%	\$33,175	-17.1%	\$41,247	-15.0%	\$49,318	-13.6%	48.7%
COURT CLERK II	\$39,539	\$48,655	\$57,770	46.1%	\$38,917	-1.6%	\$48,252	-0.8%	\$57,587	-0.3%	48.0%
ASSOCIATE II - STORMWATER	\$40,001	\$48,979	\$57,956	44.9%	\$37,702	-6.1%	\$46,970	-4.3%	\$56,238	-3.1%	49.2%
ADMINISTRATIVE ASSISTANT	\$40,123	\$49,465	\$58,807	46.6%	\$39,043	-2.8%	\$49,183	-0.6%	\$59,323	0.9%	51.9%
PERMIT TECHNICIAN	\$39,192	\$49,974	\$60,756	55.0%	\$43,791	10.5%	\$54,567	8.4%	\$65,343	7.0%	49.2%
FIREFIGHTER	\$44,662	\$50,322	\$55,983	25.3%	\$39,731	-12.4%	\$45,825	-9.8%	\$51,919	-7.8%	30.7%
SRO	\$44,960	\$52,867	\$60,774	35.2%	\$45,062	0.2%	\$56,879	7.1%	\$68,697	11.5%	52.5%
FIREFIGHTER I	\$42,997	\$53,356	\$63,716	48.2%	\$45,975	6.5%	\$55,433	3.7%	\$64,892	1.8%	41.1%
FIREFIGHTER II	\$48,194	\$55,564	\$62,934	30.6%	\$47,604	-1.2%	\$58,801	5.5%	\$69,999	10.1%	47.0%
OFFICE MANAGER - PUBLIC WORKS	\$45,941	\$55,972	\$66,002	43.7%	\$43,595	-5.4%	\$54,244	-3.2%	\$64,893	-1.7%	48.9%
HR SPECIALIST	\$44,297	\$56,536	\$68,775	55.3%	\$43,791	-1.2%	\$54,567	-3.6%	\$65,343	-5.3%	49.2%
PATROLMAN I	\$48,281	\$57,331	\$66,381	37.5%	\$51,145	5.6%	\$62,346	8.0%	\$73,547	9.7%	43.8%
PLANNER	\$47,909	\$59,548	\$71,188	48.6%	\$43,791	-9.4%	\$54,567	-9.1%	\$65,343	-8.9%	49.2%
FIREFIGHTER III	\$54,950	\$63,699	\$72,448	31.8%	\$52,011	-5.7%	\$64,498	1.2%	\$76,985	5.9%	48.0%
RESIDENTIAL INSPECTOR	\$51,074	\$63,968	\$76,863	50.5%	\$51,090	0.0%	\$63,337	-1.0%	\$75,584	-1.7%	47.9%
PATROLMAN II	\$54,893	\$64,037	\$73,181	33.3%	\$54,168	-1.3%	\$67,595	5.3%	\$81,022	9.7%	49.6%
ACCOUNTING CLERK	\$52,030	\$65,362	\$78,695	51.2%	\$51,090	-1.8%	\$63,337	-3.2%	\$75,584	-4.1%	47.9%
PATROLMAN III	\$59,727	\$69,404	\$79,080	32.4%	\$59,612	-0.2%	\$74,418	6.7%	\$89,224	11.4%	49.7%
FACILITIES MAINTENANCE SUPERVISOR	\$56,509	\$70,831	\$85,153	50.7%	\$52,256	-8.1%	\$66,683	-6.2%	\$81,111	-5.0%	55.2%
FIRE LIEUTENANT	\$55,714	\$72,414	\$89,114	59.9%	\$58,092	4.1%	\$72,307	-0.1%	\$86,523	-3.0%	48.9%
POLICE SERGEANT	\$64,475	\$75,829	\$87,183	35.2%	\$61,930	-4.1%	\$76,496	0.9%	\$91,062	4.3%	47.0%
FIRE CAPTAIN	\$66,754	\$82,260	\$97,766	46.5%	\$66,709	-0.1%	\$82,534	0.3%	\$98,360	0.6%	47.4%
PUBLIC INFORMATION OFFICER	\$67,850	\$83,732	\$99,614	46.8%	\$63,265	-7.2%	\$78,423	-6.8%	\$93,581	-6.4%	47.9%
POLICE LIEUTENANT	\$77,295	\$90,339	\$103,384	33.8%	\$71,535	-8.1%	\$90,923	0.6%	\$110,312	6.3%	54.2%
CITY CLERK	\$73,293	\$91,545	\$109,797	49.8%	\$63,265	-15.9%	\$78,423	-16.7%	\$93,581	-17.3%	47.9%
BATTALION CHIEF	\$75,755	\$92,299	\$108,842	43.7%	\$73,502	-3.1%	\$91,906	-0.4%	\$110,311	1.3%	50.1%
BUILDING OFFICIAL	\$75,549	\$94,714	\$113,878	50.7%	\$75,561	0.0%	\$93,483	-1.3%	\$111,405	-2.2%	47.4%
POLICE CAPTAIN	\$79,189	\$94,944	\$110,698	39.8%	\$77,225	-2.5%	\$98,086	3.2%	\$118,946	6.9%	54.0%
COURT ADMINISTRATOR	\$76,241	\$97,277	\$118,314	55.2%	\$63,265	-20.5%	\$78,423	-24.0%	\$93,581	-26.4%	47.9%
DEPUTY FIRE CHIEF - FIRE MARSHAL	\$87,697	\$108,237	\$128,777	46.8%	\$81,297	-7.9%	\$102,671	-5.4%	\$124,045	-3.8%	52.6%
PUBLIC WORKS DIRECTOR	\$86,855	\$108,313	\$129,771	49.4%	\$95,379	8.9%	\$115,670	6.4%	\$135,960	4.6%	42.5%
FIRE CHIEF	\$90,835	\$113,841	\$136,847	50.7%	\$95,379	4.8%	\$115,670	1.6%	\$135,960	-0.7%	42.5%
COMMUNITY DEVELOPMENT DIRECTOR	\$92,270	\$116,470	\$140,669	52.5%	\$95,379	3.3%	\$115,670	-0.7%	\$135,960	-3.5%	42.5%
HUMAN RESOURCES DIRECTOR	\$94,153	\$117,983	\$141,813	50.6%	\$95,379	1.3%	\$115,670	-2.0%	\$135,960	-4.3%	42.5%
POLICE CHIEF	\$94,287	\$118,175	\$142,063	50.7%	\$95,379	1.1%	\$115,670	-2.2%	\$135,960	-4.5%	42.5%

Salary Survey Results for BEAUFORT, SC

Job Class Title	Averages For Each Job Class			BEAUFORT							
	Min	Mid	Max	Range Width	Min		Mid		Max		Range Width
FINANCE DIRECTOR	\$93,880	\$119,081	\$144,282	53.7%	\$95,379	1.6%	\$115,670	-2.9%	\$135,960	-6.1%	42.5%
DEPUTY CITY MANAGER	\$108,391	\$136,935	\$165,479	52.7%	\$102,174	-6.1%	\$126,689	-8.1%	\$151,204	-9.4%	48.0%
Survey Averages	\$62,979	\$77,462	\$91,945	45.19%	\$61,614		\$76,161		\$90,707		47.22%
					-2.21%		-1.71%		-1.37%		

SECTION 8.0

Proposed Pay Plan

Proposed Pay Plan
City of Beaufort, SC

FIRE Grade	Code	Proposed Class Title	Based on 2756 Annual Hours					
			Ann Min	Ann Mid	Ann Max	Hrly Min	Hrly Mid	Hrly Max
201			\$47,000	\$59,897	\$72,794	\$17.05	\$21.73	\$26.41
	470-ffrec	FIREFIGHTER/EMT RECRUIT						
203			\$49,379	\$62,929	\$76,479	\$17.92	\$22.83	\$27.75
	470-ff1e	FIREFIGHTER I/EMT						
206			\$53,176	\$67,768	\$82,359	\$19.29	\$24.59	\$29.88
	470-ff1a	FIREFIGHTER I/EMT ADVANCED						
207			\$54,506	\$69,462	\$84,418	\$19.78	\$25.20	\$30.63
	470-ff2e	FIREFIGHTER II/EMT						
209			\$57,265	\$72,978	\$88,692	\$20.78	\$26.48	\$32.18
	470-ff1p	FIREFIGHTER I/PARAMEDIC						
	470-ff2a	FIREFIGHTER II/EMT ADVANCED						
211			\$60,164	\$76,673	\$93,182	\$21.83	\$27.82	\$33.81
	470-ff3e	FIREFIGHTER III/EMT*						
212			\$61,668	\$78,590	\$95,512	\$22.38	\$28.52	\$34.66
	470-ff2p	FIREFIGHTER II/PARAMEDIC						
213			\$63,210	\$80,555	\$97,899	\$22.94	\$29.23	\$35.52
	470-ff3a	FIREFIGHTER III/EMT ADVANCED						
215			\$66,410	\$84,633	\$102,855	\$24.10	\$30.71	\$37.32
	470-ff3p	FIREFIGHTER III/PARAMEDIC						
218			\$71,516	\$91,140	\$110,764	\$25.95	\$33.07	\$40.19
	470-firelta	FIRE LIEUTENANT/EMT ADVANCED						
220			\$75,137	\$95,754	\$116,372	\$27.26	\$34.74	\$42.22
	470-fireltp	FIRE LIEUTENANT/PARAMEDIC						
222			\$78,940	\$100,602	\$122,263	\$28.64	\$36.50	\$44.36
	482-cpta	FIRE CAPTAIN/EMT ADVANCED						
224			\$82,937	\$105,695	\$128,452	\$30.09	\$38.35	\$46.61
	482-cptp	FIRE CAPTAIN/PARAMEDIC						
226			\$87,135	\$111,045	\$134,955	\$31.62	\$40.29	\$48.97
	483-bce	BATTALION CHIEF/EMT*						
228			\$91,547	\$116,667	\$141,787	\$33.22	\$42.33	\$51.45
	483-bca	BATTALION CHIEF/EMT ADVANCED						
230			\$96,181	\$122,573	\$148,965	\$34.90	\$44.47	\$54.05
	483-bcp	BATTALION CHIEF/PARAMEDIC						

17 Active Proposed Classes in the FIRE Pay Plan

* Incumbent Position Only

Proposed Pay Plan
City of Beaufort, SC

FIRE-PT			Based on 2080 Annual Hours					
Grade	Code	Proposed Class Title	Ann Min	Ann Mid	Ann Max	Hrly Min	Hrly Mid	Hrly Max
401			\$35,471	\$45,204	\$54,938	\$17.05	\$21.73	\$26.41
	470-ffrec-pt	FIREFIGHTER/EMT RECRUIT - PT						
403			\$37,267	\$47,493	\$57,719	\$17.92	\$22.83	\$27.75
	470-ff1e-pt	FIREFIGHTER I/EMT - PT						
407			\$41,136	\$52,423	\$63,711	\$19.78	\$25.20	\$30.63
	470-ff2e-pt	FIREFIGHTER II/EMT - PT						
411			\$45,406	\$57,865	\$70,325	\$21.83	\$27.82	\$33.81
	470-ff3e-pt	FIREFIGHTER III/EMT* - PT						
413			\$47,705	\$60,795	\$73,885	\$22.93	\$29.23	\$35.52
	470-ff3a-pt	FIREFIGHTER III/EMT ADVANCED - PT						

5 Active Proposed Classes in the FIRE-PT Pay Plan

* Incumbent Position Only

Proposed Pay Plan
City of Beaufort, SC

POLICE			Based on 2236 Annual Hours					
Grade	Code	Proposed Class Title	Ann Min	Ann Mid	Ann Max	Hrly Min	Hrly Mid	Hrly Max
301			\$60,000	\$76,464	\$92,928	\$26.83	\$34.20	\$41.56
	420-p1	POLICE OFFICER I						
303			\$63,038	\$80,335	\$97,632	\$28.19	\$35.93	\$43.66
	420-p2	POLICE OFFICER II						
305			\$66,229	\$84,402	\$102,575	\$29.62	\$37.75	\$45.87
	431-inv1	INVESTIGATOR I						
	420-p3	POLICE OFFICER III						
307			\$69,582	\$88,675	\$107,768	\$31.12	\$39.66	\$48.20
	431-inv2	INVESTIGATOR II						
	430	POLICE CORPORAL						
309			\$73,104	\$93,164	\$113,224	\$32.69	\$41.67	\$50.64
	440-sgt	POLICE SERGEANT						
311			\$76,805	\$97,880	\$118,956	\$34.35	\$43.77	\$53.20
	440-1stsgt	POLICE 1ST SERGEANT						

8 Active Proposed Classes in the POLCE Pay Plan

Proposed Pay Plan
City of Beaufort, SC

UNIFIED			Based on 2080 Annual Hours					
Grade	Code	Proposed Class Title	Ann Min	Ann Mid	Ann Max	Hrly Min	Hrly Mid	Hrly Max
101			\$39,036	\$49,748	\$60,459	\$18.77	\$23.92	\$29.07
	515-a1parks	ASSOCIATE I - PARKS						
	515-a1sw	ASSOCIATE I - STORMWATER						
102			\$40,988	\$52,235	\$63,482	\$19.71	\$25.11	\$30.52
	516-a2gs	ASSOCIATE II - GENERAL SUPPORT						
	516-a2parks	ASSOCIATE II - PARKS						
	520-a2sw	ASSOCIATE II - STORMWATER						
103			\$43,037	\$54,847	\$66,656	\$20.69	\$26.37	\$32.05
	104-aacd	ADMIN ASST - COMMUNITY & DEVELOPMENT						
	104-aapd	ADMIN ASST - POLICE						
	104-aapw	ADMIN ASST - PUBLIC WORKS						
	100	COURT CLERK II						
	104-aahr	HUMAN RESOURCES ASSISTANT						
104			\$45,189	\$57,589	\$69,989	\$21.73	\$27.69	\$33.65
	104-aa2recpd1	POLICE RECORDS CLERK						
105			\$47,449	\$60,469	\$73,489	\$22.81	\$29.07	\$35.33
	146	ACCOUNTING CLERK I						
	237	BUSINESS LICENSE ADMINISTRATOR						
	209	BUSINESS LICENSE INSPECTOR						
	104-etcoord	EVENTS AND TOUR COORDINATOR						
	525	FLEET TECHNICIAN						
	226	PERMIT TECHNICIAN						
	520-traftech	TECHNICIAN - TRAFFIC						
106			\$49,821	\$63,492	\$77,163	\$23.95	\$30.53	\$37.10
	149	EVIDENCE TECHNICIAN						
107			\$52,312	\$66,667	\$81,021	\$25.15	\$32.05	\$38.95
	459	COURT SECURITY OFFICER						
	148	OFFICE MANAGER - FIRE						
	147	OFFICE MANAGER - POLICE						
	234-plan	PLANNER I						
108			\$54,928	\$70,000	\$85,072	\$26.41	\$33.65	\$40.90
	238-accclk	ACCOUNTING CLERK II						
	2020	DEPUTY CLERK OF COURT						
109			\$57,674	\$73,500	\$89,326	\$27.73	\$35.34	\$42.95
	541-gensupspv	GENERAL SUPPORT SUPERVISOR						
	111	OFFICE MANAGER - PUBLIC WORKS						
	541-svparks	PARKS SUPERVISOR						
	220-resins	RESIDENTIAL INSPECTOR						
	420-p1sro	SCHOOL RESOURCE OFFICER I						
	541-swsupv	STORMWATER SUPERVISOR						

Proposed Pay Plan
City of Beaufort, SC

UNIFIED			Based on 2080 Annual Hours					
Grade	Code	Proposed Class Title	Ann Min	Ann Mid	Ann Max	Hrly Min	Hrly Mid	Hrly Max
110			\$60,558	\$77,175	\$93,792	\$29.11	\$37.10	\$45.09
	104-cpsc	CAPITAL PROJECTS SUPPORT COORDINATOR						
	234	DEVELOPMENT REVIEW COORDINATOR						
	104-aahrcmo	HUMAN RESOURCES SPECIALIST						
	420-p2sro	SCHOOL RESOURCE OFFICER II						
	451	VICTIMS ADVOCATE/SERVICES COORDINATOR						
111			\$63,586	\$81,034	\$98,482	\$30.57	\$38.96	\$47.35
	104-cass	ACCREDITATION MANAGER						
	204	DOWNTOWN MANAGER						
	541-facmainspv	FACILITIES MAINTENANCE SUPERVISOR						
	234-plan2	PLANNER II						
	420-p3sro	SCHOOL RESOURCE OFFICER III						
112			\$66,765	\$85,085	\$103,406	\$32.10	\$40.91	\$49.71
	485	FIRE INSPECTOR						
	541-opsmgr	OPERATIONS MANAGER						
113			\$70,103	\$89,340	\$108,576	\$33.70	\$42.95	\$52.20
	222	CODES ENFORCEMENT MANAGER						
	440-sgtsr	SCHOOL RESOURCE SERGEANT						
115			\$77,289	\$98,497	\$119,705	\$37.16	\$47.35	\$57.55
	440-sgttrain	POLICE SERGEANT - TRAINING						
116			\$81,153	\$103,422	\$125,690	\$39.02	\$49.72	\$60.43
	201	CITY CLERK						
	234-plan3	PLANNER III						
	438	POLICE MASTER SERGEANT						
	116	PUBLIC INFORMATION OFFICER						
117			\$85,211	\$108,593	\$131,975	\$40.97	\$52.21	\$63.45
	444-ltinvt	INVESTIGATIONS LIEUTENANT						
	444	POLICE LIEUTENANT						
118			\$89,472	\$114,023	\$138,574	\$43.02	\$54.82	\$66.62
	202	COURT ADMINISTRATOR						
	238-fssprocadm	FINANCIAL SYSTEMS SPECIALIST/PROCUREMENT ADMINISTRATOR						
	261	MEDICAL TRAINING OFFICER						
	238-senacct	SENIOR ACCOUNTANT						
119			\$93,945	\$119,724	\$145,502	\$45.17	\$57.56	\$69.95
	220-bldgoff	BUILDING OFFICIAL						
	483-cpttrain	FIRE CAPTAIN - TRAINING						
	487	FIRE MARSHAL						
	410	POLICE CAPTAIN						

Proposed Pay Plan
City of Beaufort, SC

UNIFIED			Based on 2080 Annual Hours					
Grade	Code	Proposed Class Title	Ann Min	Ann Mid	Ann Max	Hrly Min	Hrly Mid	Hrly Max
121			\$103,575	\$131,995	\$160,416	\$49.80	\$63.46	\$77.12
	489-dfcadm	DEPUTY FIRE CHIEF - ADMINISTRATION						
	489-dfcops	DEPUTY FIRE CHIEF - OPERATIONS						
	445	DEPUTY POLICE CHIEF						
	117	DIRECTOR OF PUBLIC PROJECTS						
	576	PUBLIC WORKS DIRECTOR						
122			\$108,753	\$138,595	\$168,437	\$52.29	\$66.63	\$80.98
	233	COMMUNITY DEVELOPMENT DIRECTOR						
	205	HUMAN RESOURCES DIRECTOR						
123			\$114,191	\$145,525	\$176,859	\$54.90	\$69.96	\$85.03
	118	DIRECTOR OF DOWNTOWN OPERATIONS						
	240	FINANCE DIRECTOR						
124			\$119,900	\$152,801	\$185,702	\$57.64	\$73.46	\$89.28
	490	FIRE CHIEF						
	450	POLICE CHIEF						
129			\$153,027	\$195,017	\$237,008	\$73.57	\$93.76	\$113.95
	241	DEPUTY CITY MANAGER						
132			\$177,148	\$225,757	\$274,366	\$85.17	\$108.54	\$131.91
	200	CITY MANAGER						

73 Active Proposed Classes in the UNIFIED Pay Plan

SECTION 9.0

Alphabetical Classification List

Proposed Class List By Title

City of Beaufort SC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
A							
ACCOUNTING CLERK I	146	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>1</u>
ACCOUNTING CLERK II	238-acc	UNIFIED	108	\$54,928	\$70,000	\$85,072	<u>1</u>
ACCREDITATION MANAGER	104-cas	UNIFIED	111	\$63,586	\$81,034	\$98,482	<u>1</u>
ADMIN ASST - COMMUNITY & DEVELOPMENT	104-aac	UNIFIED	103	\$43,037	\$54,847	\$66,656	<u>1</u>
ADMIN ASST - POLICE	104-aap	UNIFIED	103	\$43,037	\$54,847	\$66,656	<u>1</u>
ADMIN ASST - PUBLIC WORKS	104-aap	UNIFIED	103	\$43,037	\$54,847	\$66,656	<u>1</u>
ASSOCIATE I - PARKS	515-a1p	UNIFIED	101	\$39,036	\$49,748	\$60,459	<u>3</u>
ASSOCIATE I - STORMWATER	515-a1s	UNIFIED	101	\$39,036	\$49,748	\$60,459	<u>4</u>
ASSOCIATE II - GENERAL SUPPORT	516-a2g	UNIFIED	102	\$40,988	\$52,235	\$63,482	<u>1</u>
ASSOCIATE II - PARKS	516-a2p	UNIFIED	102	\$40,988	\$52,235	\$63,482	<u>4</u>
ASSOCIATE II - STORMWATER	520-a2s	UNIFIED	102	\$40,988	\$52,235	\$63,482	<u>3</u>
B							
BATTALION CHIEF/EMT ADVANCED	483-bca	FIRE	228	\$91,547	\$116,667	\$141,787	<u>2</u>
BATTALION CHIEF/EMT*	483-bce	FIRE	226	\$87,135	\$111,045	\$134,955	<u>1</u>
BATTALION CHIEF/PARAMEDIC	483-bcp	FIRE	230	\$96,181	\$122,573	\$148,965	<u>0</u>
BUILDING OFFICIAL	220-bld	UNIFIED	119	\$93,945	\$119,724	\$145,502	<u>1</u>
BUSINESS LICENSE ADMINISTRATOR	237	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>1</u>
BUSINESS LICENSE INSPECTOR	209	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>1</u>
C							
CAPITAL PROJECTS SUPPORT COORDINATOR	104-cps	UNIFIED	110	\$60,558	\$77,175	\$93,792	<u>1</u>
CITY CLERK	201	UNIFIED	116	\$81,153	\$103,422	\$125,690	<u>1</u>
CITY MANAGER	200	UNIFIED	132	\$177,148	\$225,757	\$274,366	<u>1</u>
CODES ENFORCEMENT MANAGER	222	UNIFIED	113	\$70,103	\$89,340	\$108,576	<u>1</u>
COMMUNITY DEVELOPMENT DIRECTOR	233	UNIFIED	122	\$108,753	\$138,595	\$168,437	<u>1</u>
COURT ADMINISTRATOR	202	UNIFIED	118	\$89,472	\$114,023	\$138,574	<u>1</u>
COURT CLERK II	100	UNIFIED	103	\$43,037	\$54,847	\$66,656	<u>2</u>
COURT SECURITY OFFICER	459	UNIFIED	107	\$52,312	\$66,667	\$81,021	<u>4</u>
D							
DEPUTY CITY MANAGER	241	UNIFIED	129	\$153,027	\$195,017	\$237,008	<u>1</u>
DEPUTY CLERK OF COURT	2020	UNIFIED	108	\$54,928	\$70,000	\$85,072	<u>1</u>
DEPUTY FIRE CHIEF - ADMINISTRATION	489-dfc	UNIFIED	121	\$103,575	\$131,995	\$160,416	<u>1</u>
DEPUTY FIRE CHIEF - OPERATIONS	489-dfc	UNIFIED	121	\$103,575	\$131,995	\$160,416	<u>1</u>
DEPUTY POLICE CHIEF	445	UNIFIED	121	\$103,575	\$131,995	\$160,416	<u>1</u>

Proposed Class List By Title

City of Beaufort SC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
DEVELOPMENT REVIEW COORDINATOR	234	UNIFIED	110	\$60,558	\$77,175	\$93,792	<u>1</u>
DIRECTOR OF DOWNTOWN OPERATIONS	118	UNIFIED	123	\$114,191	\$145,525	\$176,859	<u>1</u>
DIRECTOR OF PUBLIC PROJECTS	117	UNIFIED	121	\$103,575	\$131,995	\$160,416	<u>1</u>
DOWNTOWN MANAGER	204	UNIFIED	111	\$63,586	\$81,034	\$98,482	<u>1</u>
E							
EVENTS AND TOUR COORDINATOR	104-etc	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>1</u>
EVIDENCE TECHNICIAN	149	UNIFIED	106	\$49,821	\$63,492	\$77,163	<u>1</u>
F							
FACILITIES MAINTENANCE SUPERVISOR	541-fac	UNIFIED	111	\$63,586	\$81,034	\$98,482	<u>1</u>
FINANCE DIRECTOR	240	UNIFIED	123	\$114,191	\$145,525	\$176,859	<u>1</u>
FINANCIAL SYSTEMS SPECIALIST/PROCUREMENT ADMINISTRATION	238-fss	UNIFIED	118	\$89,472	\$114,023	\$138,574	<u>1</u>
FIRE CAPTAIN - TRAINING	483-cptt	UNIFIED	119	\$93,945	\$119,724	\$145,502	<u>1</u>
FIRE CAPTAIN/EMT ADVANCED	482-cpt	FIRE	222	\$78,940	\$100,602	\$122,263	<u>3</u>
FIRE CAPTAIN/PARAMEDIC	482-cpt	FIRE	224	\$82,937	\$105,695	\$128,452	<u>0</u>
FIRE CHIEF	490	UNIFIED	124	\$119,900	\$152,801	\$185,702	<u>1</u>
FIRE INSPECTOR	485	UNIFIED	112	\$66,765	\$85,085	\$103,406	<u>1</u>
FIRE LIEUTENANT/EMT ADVANCED	470-firel	FIRE	218	\$71,516	\$91,140	\$110,764	<u>5</u>
FIRE LIEUTENANT/PARAMEDIC	470-firel	FIRE	220	\$75,137	\$95,754	\$116,372	<u>3</u>
FIRE MARSHAL	487	UNIFIED	119	\$93,945	\$119,724	\$145,502	<u>1</u>
FIREFIGHTER I/EMT	470-ff1	FIRE	203	\$49,379	\$62,929	\$76,479	<u>3</u>
FIREFIGHTER I/EMT - PT	470-ff1	FIRE-PT	403	\$37,267	\$47,493	\$57,719	<u>1</u>
FIREFIGHTER I/EMT ADVANCED	470-ff1	FIRE	206	\$53,176	\$67,768	\$82,359	<u>0</u>
FIREFIGHTER I/PARAMEDIC	470-ff1	FIRE	209	\$57,265	\$72,978	\$88,692	<u>0</u>
FIREFIGHTER II/EMT	470-ff2	FIRE	207	\$54,506	\$69,462	\$84,418	<u>10</u>
FIREFIGHTER II/EMT - PT	470-ff2	FIRE-PT	407	\$41,136	\$52,423	\$63,711	<u>1</u>
FIREFIGHTER II/EMT ADVANCED	470-ff2	FIRE	209	\$57,265	\$72,978	\$88,692	<u>3</u>
FIREFIGHTER II/PARAMEDIC	470-ff2	FIRE	212	\$61,668	\$78,590	\$95,512	<u>2</u>
FIREFIGHTER III/EMT ADVANCED	470-ff3	FIRE	213	\$63,210	\$80,555	\$97,899	<u>6</u>
FIREFIGHTER III/EMT ADVANCED - PT	470-ff3	FIRE-PT	413	\$47,705	\$60,795	\$73,885	<u>1</u>
FIREFIGHTER III/EMT*	470-ff3	FIRE	211	\$60,164	\$76,673	\$93,182	<u>2</u>
FIREFIGHTER III/EMT* - PT	470-ff3	FIRE-PT	411	\$45,406	\$57,865	\$70,325	<u>2</u>
FIREFIGHTER III/PARAMEDIC	470-ff3	FIRE	215	\$66,410	\$84,633	\$102,855	<u>3</u>
FIREFIGHTER/EMT RECRUIT	470-ffre	FIRE	201	\$47,000	\$59,897	\$72,794	<u>3</u>
FIREFIGHTER/EMT RECRUIT - PT	470-ffre	FIRE-PT	401	\$35,471	\$45,204	\$54,938	<u>2</u>

Proposed Class List By Title

City of Beaufort SC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
FLEET TECHNICIAN	525	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>1</u>
G							
GENERAL SUPPORT SUPERVISOR	541-gen	UNIFIED	109	\$57,674	\$73,500	\$89,326	<u>1</u>
H							
HUMAN RESOURCES ASSISTANT	104-aah	UNIFIED	103	\$43,037	\$54,847	\$66,656	<u>1</u>
HUMAN RESOURCES DIRECTOR	205	UNIFIED	122	\$108,753	\$138,595	\$168,437	<u>1</u>
HUMAN RESOURCES SPECIALIST	104-aah	UNIFIED	110	\$60,558	\$77,175	\$93,792	<u>1</u>
I							
INVESTIGATIONS LIEUTENANT	444-ltin	UNIFIED	117	\$85,211	\$108,593	\$131,975	<u>1</u>
INVESTIGATOR I	431-inv	POLICE	305	\$66,229	\$84,402	\$102,575	<u>4</u>
INVESTIGATOR II	431-inv	POLICE	307	\$69,582	\$88,675	\$107,768	<u>0</u>
M							
MEDICAL TRAINING OFFICER	261	UNIFIED	118	\$89,472	\$114,023	\$138,574	<u>1</u>
O							
OFFICE MANAGER - FIRE	148	UNIFIED	107	\$52,312	\$66,667	\$81,021	<u>1</u>
OFFICE MANAGER - POLICE	147	UNIFIED	107	\$52,312	\$66,667	\$81,021	<u>1</u>
OFFICE MANAGER - PUBLIC WORKS	111	UNIFIED	109	\$57,674	\$73,500	\$89,326	<u>1</u>
OPERATIONS MANAGER	541-ops	UNIFIED	112	\$66,765	\$85,085	\$103,406	<u>1</u>
P							
PARKS SUPERVISOR	541-spv	UNIFIED	109	\$57,674	\$73,500	\$89,326	<u>1</u>
PERMIT TECHNICIAN	226	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>1</u>
PLANNER I	234-pla	UNIFIED	107	\$52,312	\$66,667	\$81,021	<u>1</u>
PLANNER II	234-pla	UNIFIED	111	\$63,586	\$81,034	\$98,482	<u>0</u>
PLANNER III	234-pla	UNIFIED	116	\$81,153	\$103,422	\$125,690	<u>1</u>
POLICE 1ST SERGEANT	440-1st	POLICE	311	\$76,805	\$97,880	\$118,956	<u>4</u>
POLICE CAPTAIN	410	UNIFIED	119	\$93,945	\$119,724	\$145,502	<u>2</u>
POLICE CHIEF	450	UNIFIED	124	\$119,900	\$152,801	\$185,702	<u>1</u>
POLICE CORPORAL	430	POLICE	307	\$69,582	\$88,675	\$107,768	<u>0</u>
POLICE LIEUTENANT	444	UNIFIED	117	\$85,211	\$108,593	\$131,975	<u>2</u>
POLICE MASTER SERGEANT	438	UNIFIED	116	\$81,153	\$103,422	\$125,690	<u>2</u>
POLICE OFFICER I	420-p1	POLICE	301	\$60,000	\$76,464	\$92,928	<u>9</u>
POLICE OFFICER II	420-p2	POLICE	303	\$63,038	\$80,335	\$97,632	<u>6</u>
POLICE OFFICER III	420-p3	POLICE	305	\$66,229	\$84,402	\$102,575	<u>4</u>
POLICE RECORDS CLERK	104-aa2	UNIFIED	104	\$45,189	\$57,589	\$69,989	<u>2</u>

Proposed Class List By Title

City of Beaufort SC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mid	Max	#
POLICE SERGEANT	440-sgt	POLICE	309	\$73,104	\$93,164	\$113,224	<u>6</u>
POLICE SERGEANT - TRAINING	440-sgtt	UNIFIED	115	\$77,289	\$98,497	\$119,705	<u>1</u>
PUBLIC INFORMATION OFFICER	116	UNIFIED	116	\$81,153	\$103,422	\$125,690	<u>1</u>
PUBLIC WORKS DIRECTOR	576	UNIFIED	121	\$103,575	\$131,995	\$160,416	<u>1</u>
R							
RESIDENTIAL INSPECTOR	220-resi	UNIFIED	109	\$57,674	\$73,500	\$89,326	<u>1</u>
S							
SCHOOL RESOURCE OFFICER I	420-p1s	UNIFIED	109	\$57,674	\$73,500	\$89,326	<u>1</u>
SCHOOL RESOURCE OFFICER II	420-p2s	UNIFIED	110	\$60,558	\$77,175	\$93,792	<u>1</u>
SCHOOL RESOURCE OFFICER III	420-p3s	UNIFIED	111	\$63,586	\$81,034	\$98,482	<u>2</u>
SCHOOL RESOURCE SERGEANT	440-sgt	UNIFIED	113	\$70,103	\$89,340	\$108,576	<u>1</u>
SENIOR ACCOUNTANT	238-sen	UNIFIED	118	\$89,472	\$114,023	\$138,574	<u>1</u>
STORMWATER SUPERVISOR	541-sws	UNIFIED	109	\$57,674	\$73,500	\$89,326	<u>1</u>
T							
TECHNICIAN - TRAFFIC	520-traf	UNIFIED	105	\$47,449	\$60,469	\$73,489	<u>2</u>
V							
VICTIMS ADVOCATE/SERVICES COORDINATOR	451	UNIFIED	110	\$60,558	\$77,175	\$93,792	<u>1</u>

103 Job Classes

SECTION 10.0
Class Comparison List

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: FIRE						
Grade	Proposed Class Title	Original Title	Working Title	Annual Range		
				Min	Mid	Max
201				\$47,000	\$59,897	\$72,794
	FIREFIGHTER/EMT RECRUIT	FIREFIGHTER		39,731	45,825	51,919
	FIREFIGHTER/EMT RECRUIT	FIREFIGHTER RECRUIT		39,731	45,825	51,919
203				\$49,379	\$62,929	\$76,479
	FIREFIGHTER I/EMT	FIREFIGHTER I		45,974	55,433	64,891
	FIREFIGHTER I/EMT	FIREFIGHTER RECRUIT		39,731	45,825	51,919
207				\$54,506	\$69,462	\$84,418
	FIREFIGHTER II/EMT	FIREFIGHTER I		45,974	55,433	64,891
	FIREFIGHTER II/EMT	FIREFIGHTER II		47,604	58,801	69,998
	FIREFIGHTER II/EMT	FIREFIGHTER III		52,011	64,498	76,985
	FIREFIGHTER II/EMT	FIREFIGHTER RECRUIT		39,731	45,825	51,919
209				\$57,265	\$72,978	\$88,692
	FIREFIGHTER II/EMT ADVANCED	FIREFIGHTER II		47,604	58,801	69,998
	FIREFIGHTER II/EMT ADVANCED	FIREFIGHTER RECRUIT		39,731	45,825	51,919
211				\$60,164	\$76,673	\$93,182
	FIREFIGHTER III/EMT*	FIREFIGHTER III		52,011	64,498	76,985
212				\$61,668	\$78,590	\$95,512
	FIREFIGHTER II/PARAMEDIC	FIREFIGHTER II		47,604	58,801	69,998
213				\$63,210	\$80,555	\$97,899
	FIREFIGHTER III/EMT ADVANCED	FIREFIGHTER III		52,011	64,498	76,985
	FIREFIGHTER III/EMT ADVANCED	FIREFIGHTER RECRUIT		39,731	45,825	51,919
215				\$66,410	\$84,633	\$102,855
	FIREFIGHTER III/PARAMEDIC	FIREFIGHTER III		52,011	64,498	76,985
218				\$71,516	\$91,140	\$110,764
	FIRE LIEUTENANT/EMT ADVANCED	LIEUTENANT FIRE		58,091	72,307	86,523
220				\$75,137	\$95,754	\$116,372
	FIRE LIEUTENANT/PARAMEDIC	FIRE LIEUTENANT		58,091	72,307	86,523
	FIRE LIEUTENANT/PARAMEDIC	LIEUTENANT FIRE		58,091	72,307	86,523
222				\$78,940	\$100,602	\$122,263
	FIRE CAPTAIN/EMT ADVANCED	CAPTAIN		66,708	82,534	98,359
226				\$87,135	\$111,045	\$134,955
	BATTALION CHIEF/EMT*	BATTALION CHIEF		73,502	91,906	110,310
228				\$91,547	\$116,667	\$141,787

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Class Comparison List By Pay Plan
City of Beaufort SC

Proposed Pay Plan: FIRE					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
228			\$91,547	\$116,667	\$141,787
BATTALION CHIEF/EMT ADVANCED	BATTALION CHIEF		73,502	91,906	110,310

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: FIRE-PT					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
401			\$35,471	\$45,204	\$54,938
FIREFIGHTER/EMT RECRUIT - PT	FIREFIGHTER		39,731	45,825	51,919
403			\$37,267	\$47,493	\$57,719
FIREFIGHTER I/EMT - PT	FIREFIGHTER		39,731	45,825	51,919
407			\$41,136	\$52,423	\$63,711
FIREFIGHTER II/EMT - PT	FIREFIGHTER		39,731	45,825	51,919
411			\$45,406	\$57,865	\$70,325
FIREFIGHTER III/EMT* - PT	FIREFIGHTER		39,731	45,825	51,919
FIREFIGHTER III/EMT* - PT	PATROLMAN		59,612	74,417	89,223
413			\$47,705	\$60,795	\$73,885
FIREFIGHTER III/EMT ADVANCED - PT	FIREFIGHTER		39,731	45,825	51,919

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: POLICE					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
301			\$60,000	\$76,464	\$92,928
POLICE OFFICER I	PATROLMAN I		51,145	62,346	73,546
POLICE OFFICER I	PATROLMAN I		59,612	74,417	89,223
303			\$63,038	\$80,335	\$97,632
POLICE OFFICER II	PATROLMAN II		54,167	67,594	81,021
POLICE OFFICER II	PATROLMAN II		51,145	62,346	73,546
305			\$66,229	\$84,402	\$102,575
INVESTIGATOR I	INVESTIGATOR I		54,167	67,594	81,021
INVESTIGATOR I	INVESTIGATOR I		59,612	74,417	89,223
INVESTIGATOR I	PATROLMAN III		54,167	67,594	81,021
POLICE OFFICER III	MASTER POLICE OFFICER		59,612	74,417	89,223
POLICE OFFICER III	PATROLMAN III		51,145	62,346	73,546
POLICE OFFICER III	PATROLMAN III		54,167	67,594	81,021
309			\$73,104	\$93,164	\$113,224
POLICE SERGEANT	SERGEANT		61,930	76,496	91,061
POLICE SERGEANT	SERGEANT		59,612	74,417	89,223
311			\$76,805	\$97,880	\$118,956
POLICE 1ST SERGEANT	1ST SERGEANT		63,165	80,250	97,334

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: UNIFIED					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
101			\$39,036	\$49,748	\$60,459
ASSOCIATE I - PARKS	ASSOCIATE I - PARKS		33,174	41,246	49,318
ASSOCIATE I - STORMWATER	ASSOCIATE I - STORMWATER		33,174	41,246	49,318
102			\$40,988	\$52,235	\$63,482
ASSOCIATE II - GENERAL SUPPORT	ASSOCIATE II - GENERAL SUPPORT		37,702	46,970	56,238
ASSOCIATE II - PARKS	ASSOCIATE II - PARKS		37,702	46,970	56,238
ASSOCIATE II - STORMWATER	ASSOCIATE II - STORMWATER		37,702	46,970	56,238
103			\$43,037	\$54,847	\$66,656
ADMIN ASST - COMMUNITY & DEVELOPMENT	ADMIN ASST - COMMUNITY & DEVELOPMENT		38,916	48,251	57,587
ADMIN ASST - POLICE	ADMINISTRATIVE ASSISTANT		39,042	49,182	59,322
ADMIN ASST - PUBLIC WORKS	ADMIN ASST - PUBLIC WORKS		39,276	49,589	59,901
COURT CLERK II	COURT CLERK II		38,916	48,251	57,587
HUMAN RESOURCES ASSISTANT	ADMINISTRATIVE ASSISTANT		38,916	48,251	57,587
104			\$45,189	\$57,589	\$69,989
POLICE RECORDS CLERK	ADMINISTRATIVE ASSISTANT II - RECORDS CLERK		39,042	49,182	59,322
POLICE RECORDS CLERK	ADMINISTRATIVE ASSISTANT II - RECORDS CLERK		39,042	49,182	59,322
105			\$47,449	\$60,469	\$73,489
ACCOUNTING CLERK I	ACCOUNTING CLERK III		43,790	54,566	65,343
BUSINESS LICENSE ADMINISTRATOR	BUSINESS LICENSE ADMINISTRATOR		43,790	54,566	65,343
BUSINESS LICENSE INSPECTOR	BUSINESS LICENSE INSPECTOR		43,790	54,566	65,343
EVENTS AND TOUR COORDINATOR	EVENTS AND TOUR COORDINATOR		43,790	54,566	65,343
FLEET TECHNICIAN	MECHANIC		33,174	41,246	49,318
PERMIT TECHNICIAN	PERMIT TECHNICIAN		43,790	54,566	65,343
TECHNICIAN - TRAFFIC	TECHNICIAN - TRAFFIC		43,595	54,244	64,893
106			\$49,821	\$63,492	\$77,163
EVIDENCE TECHNICIAN	EVIDENCE TECHNICIAN		45,061	56,879	68,696
107			\$52,312	\$66,667	\$81,021
COURT SECURITY OFFICER	COURT SECURITY		59,612	74,417	89,223
COURT SECURITY OFFICER	COURT SECURITY		51,145	62,346	73,546
OFFICE MANAGER - FIRE	OFFICE MANAGER-FIRE		46,277	58,135	69,992
OFFICE MANAGER - POLICE	OFFICE MANAGER-POLICE		45,061	56,879	68,696

7/3/2025 10:38:02 AM

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: UNIFIED					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
107			\$52,312	\$66,667	\$81,021
PLANNER I	PLANNER		43,790	54,566	65,343
108			\$54,928	\$70,000	\$85,072
ACCOUNTING CLERK II	ACCOUNTING CLERK		51,090	63,336	75,583
DEPUTY CLERK OF COURT	DEPUTY CLERK OF COURT		51,090	63,336	75,583
109			\$57,674	\$73,500	\$89,326
GENERAL SUPPORT SUPERVISOR	GENERAL SUPPORT - SUPERVISOR		52,255	66,683	81,111
OFFICE MANAGER - PUBLIC WORKS	OFFICE MANAGER - PUBLIC WORKS		43,595	54,244	64,893
PARKS SUPERVISOR	SUPERVISOR - PARKS		52,255	66,683	81,111
RESIDENTIAL INSPECTOR	RESIDENTIAL INSPECTOR		51,090	63,336	75,583
SCHOOL RESOURCE OFFICER I	PATROLMAN III/SRO		45,061	56,879	68,696
STORMWATER SUPERVISOR	STORMWATER SUPERVISOR		52,255	66,683	81,111
110			\$60,558	\$77,175	\$93,792
CAPITAL PROJECTS SUPPORT COORDINATOR	CAPITAL PROJECTS SUPPORT COORDINATOR		51,090	63,336	75,583
DEVELOPMENT REVIEW COORDINATOR	DEVELOPMENT REVIEW COORDINATOR		51,090	63,336	75,583
HUMAN RESOURCES SPECIALIST	HUMAN RESOURCES SPECIALIST		38,916	48,251	57,587
SCHOOL RESOURCE OFFICER II	PATROLMAN II - SRO		54,167	67,594	81,021
VICTIMS ADVOCATE/SERVICES COORDINATOR	VICTIMS ADVOCATE/SERVICES COORDINATOR		54,167	67,594	81,021
111			\$63,586	\$81,034	\$98,482
ACCREDITATION MANAGER	COMMUNITY AFFAIRS & STANDARDS SPECIALIST		39,042	49,182	59,322
DOWNTOWN MANAGER	DOWNTOWN MANAGER		51,090	63,336	75,583
FACILITIES MAINTENANCE SUPERVISOR	FACILITIES MAINTENANCE SUPERVISOR		52,255	66,683	81,111
SCHOOL RESOURCE OFFICER III	PATROLMAN III/SRO		77,225	98,085	118,946
112			\$66,765	\$85,085	\$103,406
OPERATIONS MANAGER	OPERATIONS MANAGER		62,694	78,662	94,630
113			\$70,103	\$89,340	\$108,576
CODES ENFORCEMENT MANAGER	CODES ENFORCEMENT MANAGER		63,264	78,422	93,580
SCHOOL RESOURCE SERGEANT	SRO SERGEANT		61,930	76,496	91,061

7/3/2025 10:38:02 AM

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: UNIFIED					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
115			\$77,289	\$98,497	\$119,705
POLICE SERGEANT - TRAINING	TRAINING SERGEANT		63,165	80,250	97,334
116			\$81,153	\$103,422	\$125,690
CITY CLERK	CITY CLERK		63,264	78,422	93,580
PLANNER III	PLANNER III		63,264	78,422	93,580
POLICE MASTER SERGEANT	MASTER SERGEANT		68,139	82,886	97,634
PUBLIC INFORMATION OFFICER	PUBLIC INFORMATION OFFICER		63,264	78,422	93,580
117			\$85,211	\$108,593	\$131,975
INVESTIGATIONS LIEUTENANT	INVESTIGATIONS LIEUTENANT		71,534	90,923	110,312
POLICE LIEUTENANT	LIEUTENANT		71,534	90,923	110,312
POLICE LIEUTENANT	PATROL LIEUTENANT		71,534	90,923	110,312
118			\$89,472	\$114,023	\$138,574
COURT ADMINISTRATOR	COURT ADMINISTRATOR		63,264	78,422	93,580
FINANCIAL SYSTEMS SPECIALIST/PROCUREMENT ADMINISTRATOR	FINANCIAL SYSTEMS SPECIALIST/PROCUREMENT ADMINISTRATOR		63,264	78,422	93,580
MEDICAL TRAINING OFFICER	MEDICAL TRAINING OFFICER		77,497	95,522	113,547
SENIOR ACCOUNTANT	SENIOR ACCOUNTANT		63,264	78,422	93,580
119			\$93,945	\$119,724	\$145,502
BUILDING OFFICIAL	BUILDING OFFICIAL		75,560	93,482	111,404
FIRE CAPTAIN - TRAINING	CAPTAIN - TRAINING		77,497	95,522	113,547
FIRE MARSHAL	DEPUTY FIRE CHIEF - FIRE MARSHAL		81,297	102,671	124,044
POLICE CAPTAIN	CAPTAIN		77,225	98,085	118,946
121			\$103,575	\$131,995	\$160,416
DEPUTY FIRE CHIEF - ADMINISTRATION	DEPUTY FIRE CHIEF - ADMINISTRATION		81,297	102,671	124,044
DEPUTY FIRE CHIEF - OPERATIONS	DEPUTY FIRE CHIEF - OPERATIONS		81,297	102,671	124,044
DIRECTOR OF PUBLIC PROJECTS	DIRECTOR OF PUBLIC PROJECTS		95,379	115,669	135,960
PUBLIC WORKS DIRECTOR	PUBLIC WORKS DIRECTOR		95,379	115,669	135,960
122			\$108,753	\$138,595	\$168,437
COMMUNITY DEVELOPMENT DIRECTOR	COMMUNITY DEVELOPMENT DIRECTOR		95,379	115,669	135,960
HUMAN RESOURCES DIRECTOR	HUMAN RESOURCES DIRECTOR		95,379	115,669	135,960
123			\$114,191	\$145,525	\$176,859

7/3/2025 10:38:02 AM

Class Comparison List By Pay Plan City of Beaufort SC

Proposed Pay Plan: UNIFIED					
Grade			Annual Range		
			Min	Mid	Max
Proposed Class Title	Original Title	Working Title			
123			\$114,191	\$145,525	\$176,859
DIRECTOR OF DOWNTOWN OPERATIONS	DIRECTOR OF DOWNTOWN OPERATION		95,379	115,669	135,960
FINANCE DIRECTOR	FINANCE DIRECTOR		95,379	115,669	135,960
124			\$119,900	\$152,801	\$185,702
FIRE CHIEF	FIRE CHIEF		95,379	115,669	135,960
POLICE CHIEF	POLICE CHIEF		95,379	115,669	135,960
129			\$153,027	\$195,017	\$237,008
DEPUTY CITY MANAGER	DEPUTY CITY MANAGER		102,173	126,688	151,204
132			\$177,148	\$225,757	\$274,366
CITY MANAGER	CITY MANAGER		124,915	155,157	185,400

SECTION 11.0

Implementation Cost Summary

City of Beaufort SC Implementation Report

DRAFT

Summary for City of Beaufort SC

Current Payroll	\$11,856,067	# Positions	183
Flat 3.5% Adjustment	\$411,637	# Positions Adjusted (any type)	182 # Not Adj 1
Adjustment To Minimum	\$326,190	# Adjusted To Minimum	77
Adjustment Toward Mid	\$0	# Adjusted Toward Mid Pt	0
Adjustment For Compression	\$188,305	# Adjusted For Compression	71
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
 Total Applied Adjustments	 \$926,132		
Proposed Payroll	\$12,782,199	% Change in Total Payroll	7.81%
FICA Rate: 0			
Proposed Payroll plus FICA	\$12,782,199		

SECTION 12.0

Staffing & Workforce Assessment

12.0 – Staffing and Workforce Assessment

The City has sought consulting assistance to conduct a review of current workforce levels to determine if the current number of staff (FTE's) meets organizational needs. Based on the review, MAG was requested to provide recommendations for the addition or elimination of FTE's. This portion of the project supplements the primary scope of work which has focused on the compensation study.

MAG conducted formal interviews with the City management team and department heads, using a prescribed format to discuss service delivery, staffing levels, and any unmet needs. The most significant major finding in terms of organizational structure was that the span of control for the City Manager is within the range (5-9 direct reports to the City Manager) found in other municipalities MAG has studied in recent years.

Current Organization Structure

The current organizational structure provided by the City indicates nine (9) direct reports to the City Manager position. They include:

- Deputy City Manager
- Downtown Operations Director
- City Clerk
- Police Chief
- Fire Chief
- Finance Director
- Human Resources Director
- Public Works Director
- Community Development Director

The current organizational structure, span of control, and reporting relationships to the City Manager are not recommended for change. The City has developed and monitored Strategic Plans since 2019, in which priorities are discussed, resulting in “key focus areas”. This is an excellent practice that should be continued, as it provides guidance to departments and assigns responsibility to the appropriate department. There are 43 Initiatives in the current Strategic Plan. The City is at the forefront of best practices in this area and should be commended.

Overall Number of Full-Time Equivalent (FTE) Positions

City budget documents indicate that there are a total of 192 FTE's across all departments and funds. Most departments have remained stable (at the same level) the last few years. A few School Resource Officers and an IT position were added in FY 2024. Also, a Director of Public Projects position (three-year temporary FTE funded by ARPA) was added in FY 2025, due to the increase in the number of capital projects. The IT position was eliminated in FY 2025. Overall, the number of FTE's is 192, including the five (5) positions for City Council. Most positions are in the Police and Fire departments.

Departmental Comments and Recommendations

Office of the City Manager

This office has five (5) FTE's, including the City Manager, Deputy City Manager, Director of Public Projects, City Clerk, and Public Information Officer.

The areas of need appear to be in Public Information and records management for the City Clerk.

In the next budget cycle, the City should consider adding the following position:

- Media Specialist to support the Public Information Officer

Within a 2-3 year timeframe, the City should consider adding:

- Records/Data Management Specialist to support the City Clerk

Within five (5) years, the City should consider an Emergency/Risk Manager position.

No other positions are suggested for the Office of the City Manager.

Downtown Operations Department

This department is a standalone department that reports directly to the City Manager.

There are currently three (3) FTE positions, including the Director of Downtown Operations, Downtown Manager, and Events & Tour Coordinator.

As the number of events being held by more organizations and with new pavilions in the City for private events, the City should consider:

In the next budget cycle, the City should consider adding the following position:

- Administrative Assistant

Within a 2-3 year timeframe, the City should consider adding:

- A Laborer position.

Within five (5) years, the City should consider an additional Tour Coordinator position, depending on demands in the community.

No other positions are suggested.

Municipal Court Administration

This department indicates four (4) FTE's, with one (1) being vacant.

Positions include the Court Administrator, a Deputy Clerk of Court (vacant), and two (2) Court Clerk II positions.

Within two (2) years, the City should consider the addition of one (1) Court Clerk II position, and promotion of one of the Court Clerk II incumbents to a Court Clerk III level (as a lead position).

Human Resources Department

This department reports directly to the City Manager. There are currently three (3) positions in Human Resources. This level of staffing is normal for a city with an employment level similar to Beaufort

Human Resources should be tasked with overseeing the implementation of the classification and compensation study.

If a Risk Management function and position is ultimately established in the City, it would be appropriate to locate in Human Resources.

No other staffing recommendations are provided.

Finance Department

This department reports directly to the City Manager.

There are seven (7) FTE's, including the Finance Director, Financial Systems Specialist, Senior Accountant, Accounting Clerk, Accounting Clerk III, Business License Administrator, and Business License Inspector.

Within the next budget cycle, the City should consider a position to focus on risk management. This type of position is often assigned to Human Resources or Finance. Internal discussion should determine the most appropriate and efficient placement.

Community Development Department

This department is currently a standalone department reporting directly to the City Manager. Demands on the department have remained fairly stable in the last several years, and the staffing level has remained the same. The work is not entry level due to its complexity and public interactions, and support for boards and commissions. No additional positions are recommended.

If the economy and resulting development are slowed, consideration should be given to reducing the workforce in this area, including Building Inspectors, Planners, and clerical support. If development continues, no reductions are recommended.

Public Works Department

Current functions in Public Works include solid waste, streets and traffic, facilities maintenance, parks maintenance, and administration. Staffing levels have remained stable over the last several years.

The department reports that there are 25 FTE's, including three (3) vacant positions. Over the next five (5) years, the department anticipates greater responsibility for stormwater infrastructure needs, parks development, expected new equipment and facilities, and more in-house tree work, lighting, and traffic signal work.

If current contracted work is brought in-house to be done by Public Works, the City should anticipate requests for additional staffing. Positions could include Parks Associates (3) and Stormwater Associates (2).

Any additional FTE's would be a function of the change in contracted work. Otherwise, staffing levels are appropriate for the work required.

Fire Department

Similar to many other municipalities, the Fire Department has had challenges hiring and retaining certified Firefighters and Paramedics. MAG's compensation recommendations should be helpful on this issue. The City is fortunate that there has been limited turnover in the Fire Department, even as the number of annual calls has increased in recent years (doubled since 2017). The Fire Department is unique in that it also has responsibility for the Town of Port Royal.

The staffing levels in the department appear to be sufficient, with the number of stations (4) and shifts to be covered. Future considerations should include a Fire Inspector.

No other staffing recommendations are made at this time. Within five (5) years, an outside review should be considered to determine whether a stand-alone ladder company is needed, and whether stations are needed in Burton and Lady's Island. That would imply 12-15 new positions for each new station, if it is determined to be necessary.

Further, within a few years, an outside review should be completed to determine if savings might be possible from some form of consolidation with County EMS.

Police Department

Overall demands on the department have increased. There have been an increasing number of community events, increasing demand of responsiveness to requests (speeding/complaints), increases in mental health issues, and increases in homeless crises. As with many other municipalities, all of the increases for time and attention have placed a strain on officers for limited resources available.

The department reports 60 full-time positions and six (6) part-time positions. There are 2.5 vacant Officer positions. Staffing levels for Police Departments are typically a function of:

- Trends in calls for service (CFS) over the past five (5) years
- Review of self-initiated events, current workload, types of CFS
- Risks and hazards within the community that need to be considered
- Population and growth trends
- Methods of deployment and assignment
- Impact of external laws and regulations
- Overtime and lost time (sick, comp leave, vacation data)
- Consideration of alternative shift schedules on staffing levels
- Response time data
- Community expectations for service levels

There are now 55 sworn positions, and the Department forecasts a need for 70 sworn positions in five (5) years. No changes are recommended at this time. However, growth and service demands and the criteria above should be monitored continuously.