



HUMAN RESOURCES COMMITTEE

September 18, 2025



1. Call to Order



2. Public Comments



3. Discussion and possible action on Employee Wage Study



Employee Wage Study



Objectives

- Conduct a market analysis
- Assess Town's current pay ranges and identify those substantially below market
- Evaluate Town's public safety education and specialty training incentive programs compared to market
- Develop recommendations for structural adjustments, pay grade corrections, and administrative practices to maintain competitiveness
- Provide implementation framework balancing fiscal responsibility with long-term workforce strategy



Employee Wage Study



Methodology

- Focus on comparison ranges for positions (not specific employee)
- Salary survey for 72 full-time positions
- Peer group based on
 - Geographical proximity, organizational comparability , services
 - Emphasis on regional competition
- Factored in cost of living



Employee Wage Study



Survey Results - Market

- Market average salaries for each position at the minimum, midpoint and maximum of each pay range
- Not all positions included
 - May not have appropriate match in peer group
 - Not enough responses for statistical reliability
- Overall average
 - Minimum - Town lags market 9.4%
 - Midpoint - Town lags market 8.9%
 - Maximum - Town lags market 4.2%



2025 Wage Study



Survey Results – Non-Public Safety Positions

- 12 positions identified as >15% below market
- 30 total positions recommended for grade changes
 - Align with peers
 - Maintain internal equity
- Positions identified include:
 - Inspectors –lagging behind
 - IT – competes throughout state and private sector
 - Selected mid to upper management
 - previously focused on entry level positions
 - succession planning
 - Retention
 - Additional singular positions
- Method
 - Through grade level adjustments
 - Use compa-ratio



Employee Wage Study



Survey Results – Public Safety Positions

- Incentives in public safety departments
 - Amounts lag market
 - Education
 - Certifications/Specialized training
 - Limited eligibility for incentives
 - Education
 - Certifications/Specialized training
- Pay Grades
 - Pay difference currently inadequate for encouraging transition from hourly to salary in public safety departments to overcome
 - All Community Service Officers receive same rate regardless of duties



Employee Wage Study



Comparison of Public Safety Positions – Salary and Education Incentives

Fire Departments	Firefighter (high school)	Firefighter w/ Associate's Degree	Firefighter w/ Bachelor's Degree	Firefighter w/ Master's Degree
Goose Creek Fire Dept	\$ 61,149	\$ 61,149	\$ 61,149	\$ 61,149
St. Johns Fire District	\$ 55,263	\$ 56,920	\$ 58,026	\$ 59,131
TOMP - current salary	\$ 53,353	\$ 53,720	\$ 54,117	\$ 54,117
TOMP - current incentive		\$ 366	\$ 764	
TOMP - proposed - education incentive		\$ 1,500	\$ 3,000	\$ 4,500
TOMP - wage w/ proposed ed incentive	\$ 53,353	\$ 54,853	\$ 56,353	\$ 57,853

Reclassify salary Battalion Chiefs from Grade 218 to Grade 219

Compensation Study Report also recommends incentive pay for specialized training and certification.



Employee Wage Study



Comparison of Public Safety Positions – Salary and Education Incentives

Police Departments	Police Officer (high school)	Police Officer w/ Associate's Degree	Police Officer w/ Bachelor's Degree	Police Officer w/ Master's Degree	Police Officer w/ Doctorate
Charleston	\$ 59,322	\$ 63,482	\$ 67,912	\$ 72,675	\$ 77,771
TOMP - current salary	\$ 58,302	\$ 58,302	\$ 59,821	\$ 59,821	\$ 59,821
TOMP - current incentive	\$ 0	\$ 0	\$ 1,518	\$ 0	\$ 0
TOMP - proposed ed incentive		\$ 1,500	\$ 3,000	\$ 4,500	\$ 0
TOMP - wage w/ proposed education incentive	\$ 58,302	\$ 59,802	\$ 61,302	\$ 62,802	\$ 62,802

Police Department	Minimum	Midpoint	Maximum	increase from previous rate	New Minimum	New Midpoint	New Max
Lieutenant	\$78,998.40	\$98,737.60	\$123,427.20	additional 7%	\$84,639.36	\$105,805.44	\$132,263.04
Captain	\$91,228.80	\$114,046.40	\$142,563.20		\$97,758.46	\$122,205.28	\$152,763.81
Deputy Chief	\$105,372.80	\$131,705.60	\$164,632.00		\$112,911.02	\$141,147.10	\$176,442.20
Chief	\$121,680.00	\$152,110.40	\$190,132.80		\$130,412.23	\$163,024.90	\$203,790.74
Community Service Officer (CSO) - Patrol	\$42,224.00	\$52,790.40	\$65,998.40	additional 10%	\$46,392.32	\$57,990.40	\$72,488.00

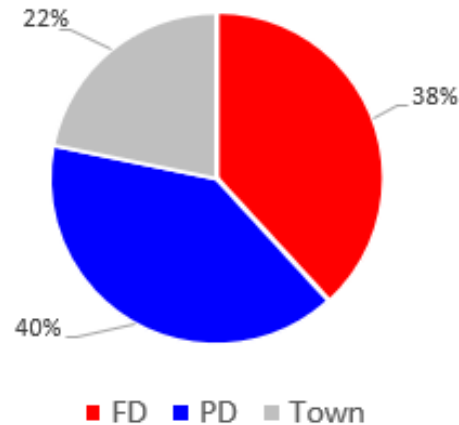
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Employee Wage Study



Total Costs



	Police	Fire	Town
Wages	\$120,000	\$ 32,000	\$335,000
Incentives	\$495,000	\$ 555,000	
	\$615,000	\$ 587,000	\$335,000

\$1,537,000

(preliminary costs subject to adjustments based on feedback and review)



Employee Wage Study



Recommendations

1. Compensation Structure

- A. Targeted grade adjustment for positions identified
 - i. Positions >15% below market, grade changes and related adjustments
 - ii. Increase grade by applying compa-ratio to compensation
- B. Increase the pay range spacing between hourly and salary positions in public safety pay scales
 - i. Police - increase min/mid/max of Lieutenant on up
 - ii. Fire - increase grade of salary Battalion Chiefs
- C. Increase incentives in public safety
 - i. Education - increase amounts, expand program
 - ii. Specialized Training/Certification - increase amounts, expand program

2. Compensation Administration - for future

- A. Hiring guidelines for determining salary
- B. Annual Salary Progression
 - i. increase overall pay grade structure
 - ii. individual increases and classifications assessments
- C. Promotion/Demotion/Transfer and Maximum
- D. Increase HR capacity for compensation/classification



4. Adjourn

