



Finance Committee Beaufort County, SC

This meeting will be held both in person in Council Chambers at 100 Ribaut Road, Beaufort, and virtually through Zoom. Please be aware that there is limited seating available for the in-person meeting and attendees must practice social distancing

**Monday, October 18, 2021
2:00 PM**

AGENDA

COMMITTEE MEMBERS:

MARK LAWSON, CHAIRMAN CHRIS HERVOCHON, VICE CHAIRMAN
GERALD DAWSON, BRIAN FLEWELLING,
STEWART RODMAN

1. CALL TO ORDER
2. PLEDGE OF ALLEGIANCE
3. PUBLIC NOTIFICATION OF THIS MEETING HAS BEEN PUBLISHED, POSTED, AND DISTRIBUTED IN COMPLIANCE WITH THE SOUTH CAROLINA FREEDOM OF INFORMATION ACT
4. APPROVAL OF AGENDA
5. **CITIZEN COMMENTS - (ANYONE who wishes to speak during the Citizen Comment portion of the meeting will limit their comments to no longer than three (3) minutes (a total of 15 minutes) and will address Council in a respectful manner appropriate to the decorum of the meeting, refraining from the use of profane, abusive, or obscene language)**
6. UPDATE FROM DALE BUTTS, ASSISTANT COUNTY ADMINISTRATOR; PINKY HARRIOTT, BUDGET DIRECTOR; AND HAYES WILLIAMS, CFO

AGENDA ITEMS

7. DISCUSSION AND PRESENTATION OF YEAR-TO-DATE FINANCIAL STATEMENTS FOR FY 2022.
8. PRESENTATION FROM EVERGREEN SOLUTIONS, LLC
9. APPROVAL OF A RESOLUTION FORMALLY ADOPTING THE BEAUFORT COUNTY EMPLOYEE CLASSIFICATION AND COMPENSATION PLAN. INCLUDED IN THE RESOLUTION IS EXHIBIT A - 2021 CLASSIFICATION AND COMPENSATION PLAN.
10. APPROVAL TO ACCEPT THE FUNDING AND APPROVE THE ATTACHED SPENDING PLAN FOR BCADAD'S \$79,212

- [11.](#) APPROVAL OF AN ORDINANCE CHANGING BEAUFORT COUNTY'S PROCUREMENT CODE, DIVISION 4 CONCERNING APPROVAL THRESHOLDS AND ADDITIONS TO THE CURRENT EXEMPTION SECTION.
- [12.](#) APPROVAL OF AN ORDINANCE TO AMEND THE FY2022 BUDGET ORDINANCE 2021/30 TO INCLUDE AN ADDITIONAL \$150,000 TO THE SOLICITOR'S OFFICE
- [13.](#) APPROVAL OF AN ORDINANCE DECLARING CERTAIN COUNTY OWNED REAL PROPERTY AS SURPLUS PROPERTY AND AUTHORIZING THE COUNTY ADMINISTRATOR TO EXECUTE ANY AND ALL NECESSARY DOCUMENTS TO SELL REAL PROPERTY IDENTIFIED AS TMS NO. R700 036 000 13J 0000, R700 036 000 0112 0000, R700 036 000 0109 0000, R700 036 000 002C 0000 AND R600 036 000 001B 0000
14. ADJOURNMENT

**TO WATCH COMMITTEE OR COUNTY COUNCIL MEETINGS OR FOR A COMPLETE LIST OF AGENDAS AND
BACKUP PACKAGES PLEASE VISIT:**

<https://beaufortcountysc.gov/council/council-committee-meetings/index.html>

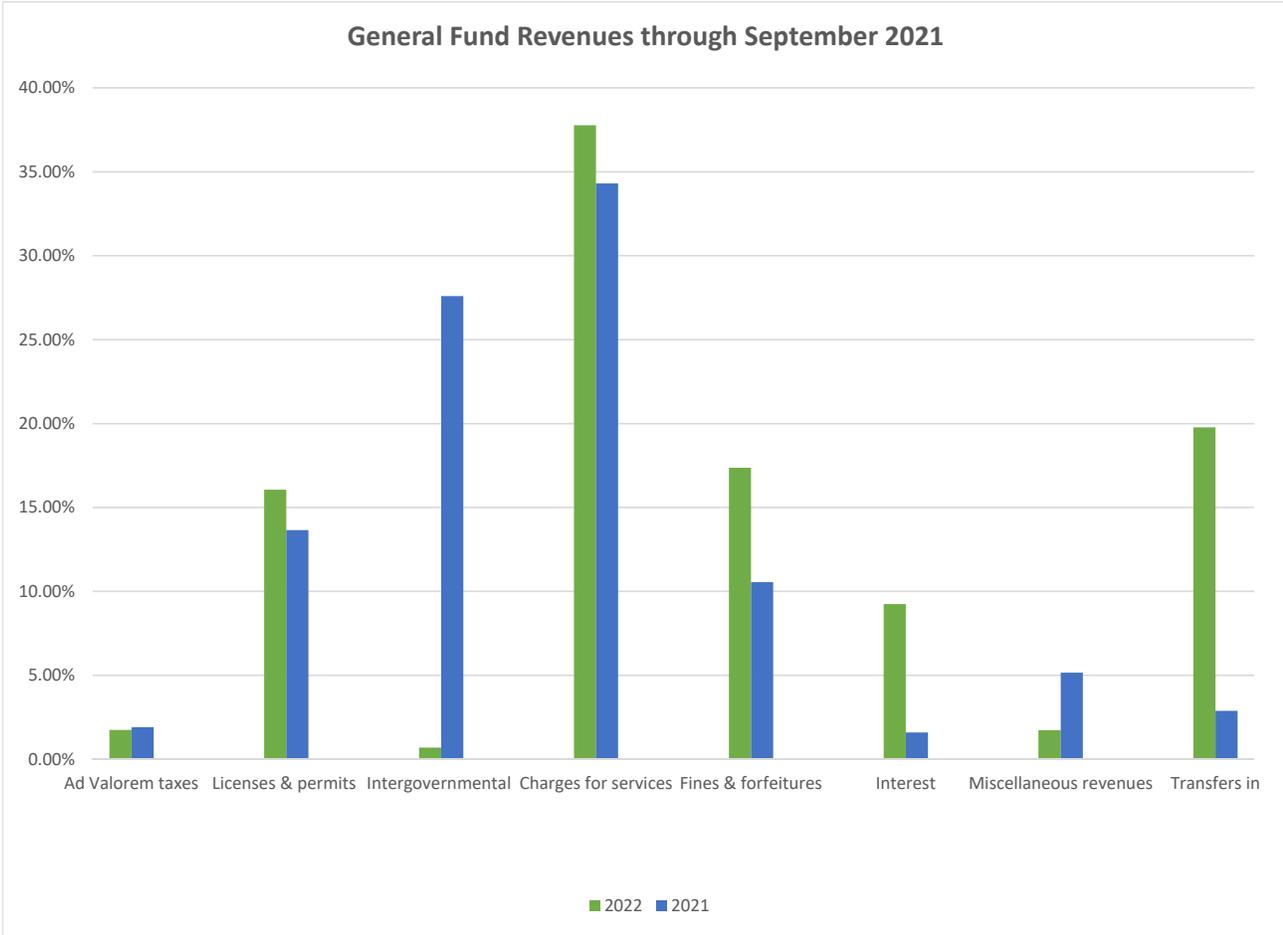


BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

ITEM TITLE:
<i>Discussion and presentation of year to date financial statements for FY 2022.</i>
MEETING NAME AND DATE:
Finance Committee 10/18/2021
PRESENTER INFORMATION:
Hayes Williams Chief Financial Officer 15 Minutes
ITEM BACKGROUND:
<i>Discussion and presentation of the year to date financial reports for FY 2022.</i>
PROJECT / ITEM NARRATIVE:
<i>Discussion and presentation of the year to date financial reports for FY 2022.</i>
FISCAL IMPACT:
None.
STAFF RECOMMENDATIONS TO COUNCIL:
Discussion and related questions.
OPTIONS FOR COUNCIL MOTION:
N/A

Executive Summary of Revenues and Expenditures
Through September 30, 2021

		<u>General Fund Revenues</u>
Budget:	\$	132,662,999
Revenue Collected to Date:	\$	8,454,906
Revenue Remaining to be Collected:	\$	124,208,093
Percent of Total Budget Collected:		6.37%
Percent of Year Completed:		25.00%



Function	Budget	To Date	% Received	% Year Completed
Ad Valorem taxes	\$ 100,823,197	\$ 1,761,933	1.75%	25.00%
Licenses & permits	\$ 4,013,750	\$ 644,696	16.06%	25.00%
Intergovernmental	\$ 10,108,473	\$ 71,248	0.70%	25.00%
Charges for services	\$ 14,179,400	\$ 5,357,078	37.78%	25.00%
Fines and forfeitures	\$ 692,100	\$ 120,243	17.37%	25.00%
Interest	\$ 175,700	\$ 16,245	9.25%	25.00%
Miscellaneous revenues	\$ 247,300	\$ 4,275	1.73%	25.00%
Transfers in	\$ 2,423,079	\$ 479,188	19.78%	25.00%

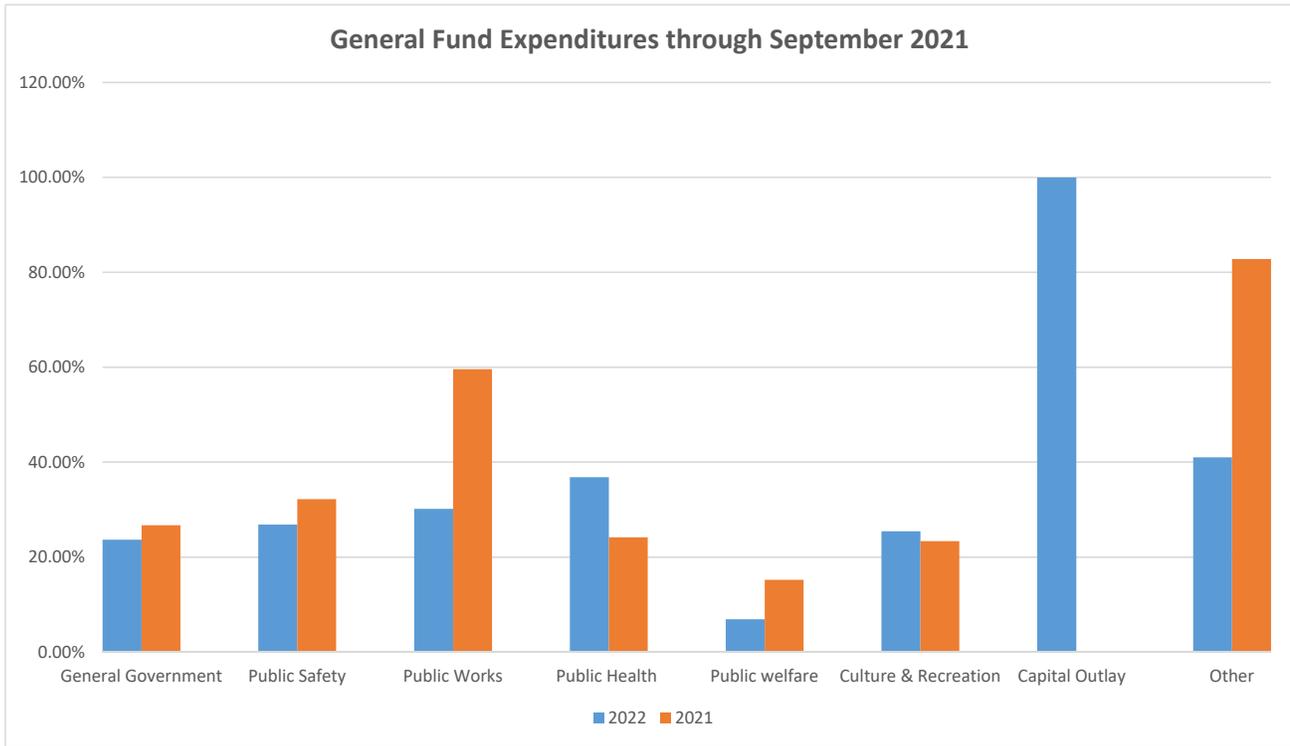
For revenues with variances over 5% of the year completed, a brief explanation is provided below:

- Ad Valorem taxes - following expectations, collections occur at end of calendar year.
- Licenses & permits - are currently lagging, they should correct by year end.
- Intergovernmental - The large intergovernmental revenues are collected quarterly.
- Charges for services - Register of Deeds continues to have a record year.
- Fines and forfeitures, collections are still lagging.
- Interest - rates are still low and lagging compared to budget.
- Miscellaneous revenues, currently lagging, they will correct by year end.
- Transfers in- first quarter transfers in have been recorded, slightly less than expected

Executive Summary of Revenues and Expenditures
Through September 30, 2021

	<u>General Fund Expenditures</u>	
Budget:	\$	132,402,978
Amendments and Transfers:	\$	(15,000)
Total FY 21 Budget:	\$	132,387,978
Actual Expenditures to Date:	\$	25,572,032
Encumbrances:	\$	8,862,905
Total Expensed & Encumbered to Date:	\$	34,434,937
	\$	97,953,041

Percent of Total Budget Expended: 26.01%
Percent of Year Completed: 25.00%



Expense Analysis

Function	Budget	To Date	% Received	% Year Completed
General Government	\$ 53,241,884	\$ 12,611,744	23.69%	25.00%
Public Safety	\$ 49,113,121	\$ 13,184,233	26.84%	25.00%
Public Works	\$ 11,278,437	\$ 3,401,107	30.16%	25.00%
Public Health	\$ 3,449,149	\$ 1,269,720	36.81%	25.00%
Public Welfare	\$ 633,849	\$ 43,885	6.92%	25.00%
Culture & Recreation	\$ 14,245,150	\$ 3,625,562	25.45%	25.00%
Capital Outlay	\$ -	\$ 298,686	100.00%	25.00%
Other	\$ 426,388	\$ -	0.00%	25.00%

For expenditures with variances over 5% of the year completed, a brief explanation is provided below:

Public Works - Slightly above budget, it should correct by year end.

Public Health - Paid first quarter of indigent health to Beaufort Memorial and Beaufort Jasper Comp Health.

Public Welfare - Together for Beaufort is in the process of paying out the first half of its grants. Typically there are two disbursements one in November time frame and one March time frame.

Capital Outlay - Relates to a purchase related to the 2021 Carryover budget.

Other - Prior month balance of \$250,000 recorded as liability for 2021 for Beaufort County Economic Development Corporation.

Beaufort County
 Detail of Revenues - General Fund
 For the Period July 1, 2021 - September 30, 2021

	Approved Budget 6/30/2022	Revised Budget 6/30/2022	Actual Spent & Encumbered 9/30/2021	Variances
Ad Valorem taxes				
Current taxes	\$ 89,878,716	\$ 89,878,716	\$ 116,875	\$ (89,761,841)
Delinquent taxes	1,388,317	1,388,317	144,056	(1,244,261)
Automobile taxes	8,356,164	8,356,164	1,447,454	(6,908,710)
3% & 7% penalties on tax	450,000	450,000	15,954	(434,046)
5% penalties on tax	750,000	750,000	37,594	(712,406)
Total Ad Valorem taxes	<u>100,823,197</u>	<u>100,823,197</u>	<u>1,761,933</u>	<u>(99,061,264)</u>
Licenses & permits				
Building permits	1,310,650	1,310,650	372,588	(938,062)
Electricians' licenses	3,000	3,000	-	(3,000)
Mobile home permits	15,000	15,000	3,605	(11,395)
Marriage licenses	60,000	60,000	20,055	(39,945)
Cable television franchises	434,300	434,300	-	(434,300)
Business license	2,100,000	2,100,000	248,448	(1,851,552)
Alcohol beverage license	90,800	90,800	-	(90,800)
Total licenses and permits	<u>4,013,750</u>	<u>4,013,750</u>	<u>644,696</u>	<u>(3,369,054)</u>
Intergovernmental				
State aid to subdivisions	7,269,783	7,269,783	-	(7,269,783)
Homestead exemption	2,150,000	2,150,000	-	(2,150,000)
Merchants inventory tax	186,310	186,310	46,577	(139,733)
Manufacturer tax exempt program	23,200	23,200	-	(23,200)
Motor carrier payments	215,000	215,000	21,671	(193,329)
Payments in lieu of taxes	210,000	210,000	-	(210,000)
Payments in lieu of taxes - federal	17,000	17,000	-	(17,000)
Local assessment fee UBER	8,500	8,500	-	(8,500)
Veteran's Officer stipend	5,480	5,480	-	(5,480)
Voter regulation and election stipends	11,000	11,000	3,000	(8,000)
Salary supplements for state	7,200	7,200	-	(7,200)
Poll	5,000	5,000	-	(5,000)
Total intergovernmental	<u>10,108,473</u>	<u>10,108,473</u>	<u>71,248</u>	<u>(10,037,225)</u>
Charges for services				
Register of Deeds	8,457,900	8,457,900	4,147,117	(4,310,783)
Sheriff's fees	43,900	43,900	7,802	(36,098)
Probate fees	595,100	595,100	243,491	(351,609)
Solicitor fees	1,600	1,600	-	(1,600)
Magistrate fees	142,000	142,000	32,241	(109,759)
Clerk of Court fees	115,000	115,000	21,236	(93,764)
Family Court fees	274,000	274,000	66,503	(207,497)
Master in Equity fees	291,000	291,000	26,263	(264,737)
Treasurer fees	28,600	28,600	2,258	(26,342)
Emergency Medical Service Fees	3,362,500	3,362,500	762,227	(2,600,273)
DSO fees	95,500	95,500	19,729	(75,771)
Animal Shelter fees	5,000	5,000	1,000	(4,000)
Library copy fees	2,000	2,000	-	(2,000)
Other fees	7,500	7,500	2,668	(4,832)

Beaufort County
 Detail of Revenues - General Fund
 For the Period July 1, 2021 - September 30, 2021

	Approved Budget 6/30/2022	Revised Budget 6/30/2022	Actual Spent & Encumbered 9/30/2021	Variances
Charges for services - (Continued)				
Video Production	36,800	36,800	-	(36,800)
Telephone services others	14,500	14,500	115	(14,385)
Detention Center Daywatch	3,300	3,300	-	(3,300)
Hilton Head Island holding facilities	34,800	34,800	-	(34,800)
Payroll services to Fire Departments	13,800	13,800	-	(13,800)
Credit card convenience fees	163,700	163,700	24,428	(139,272)
Parks and recreation fees	490,900	490,900	-	(490,900)
Total charges for services	<u>14,179,400</u>	<u>14,179,400</u>	<u>5,357,078</u>	<u>(8,822,322)</u>
Fines and forfeitures				
General Sessions fines	11,500	11,500	2,588	(8,912)
Bonds escrement	15,000	15,000	-	(15,000)
Magistrate fines	537,600	537,600	83,061	(454,539)
Other fines	15,000	15,000	-	(15,000)
Library fines	25,000	25,000	-	(25,000)
Forfeiture	3,000	3,000	-	(3,000)
Late penalties - Business Services	85,000	85,000	34,594	(50,406)
Total fines and forfeitures	<u>692,100</u>	<u>692,100</u>	<u>120,243</u>	<u>(571,857)</u>
Interest	<u>175,700</u>	<u>175,700</u>	<u>16,245</u>	<u>(159,455)</u>
Miscellaneous revenues				
Miscellaneous revenues	52,200	52,200	1,275	(50,925)
Rental of property to others	32,200	32,200	3,000	(29,200)
Sale of County property	162,900	162,900	-	(162,900)
Total miscellaneous revenues	<u>247,300</u>	<u>247,300</u>	<u>4,275</u>	<u>(243,025)</u>
Transfers in				
Transfers in other funds	<u>2,423,079</u>	<u>2,423,079</u>	<u>479,188</u>	<u>(1,943,891)</u>
Total transfers in	<u>2,423,079</u>	<u>2,423,079</u>	<u>479,188</u>	<u>(1,943,891)</u>
Total revenues General Fund	<u><u>\$ 132,662,999</u></u>	<u><u>\$ 132,662,999</u></u>	<u><u>\$ 8,454,906</u></u>	<u><u>\$ (124,208,093)</u></u>

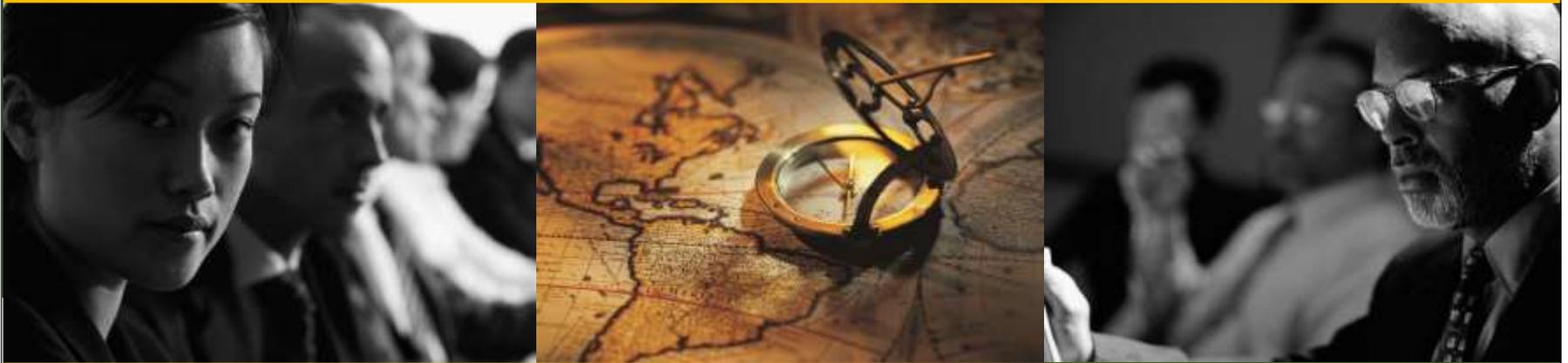
Beaufort County
 Detail of Expenditures - General Fund
 For the Period July 1, 2021 - September 30, 2021

	Approved Budget 6/30/2022	Revised Budget 6/30/2022	Actual Spent & Encumbered 9/30/2021	Variances
General Government				
Magistrate's Court	\$ 2,281,963	\$ 2,281,963	\$ 506,950	\$ 1,775,013
Clerk of Court and Family Court	1,610,387	1,664,562	273,108	1,391,454
Treasurer	2,276,591	2,276,591	465,743	1,810,848
Solicitor	1,887,500	1,887,500	471,875	1,415,625
Probate Court	944,724	944,724	195,883	748,841
County Council	977,085	977,085	175,177	801,908
Auditor	1,136,470	1,136,470	223,503	912,967
Coroner	794,875	794,875	325,864	469,011
Master in Equity	426,427	426,427	81,790	344,637
Legislative Delegation	68,789	68,789	10,951	57,838
County Administrator	1,940,950	1,940,950	393,146	1,547,804
Communications & accountability	303,609	303,609	54,401	249,208
Broadcast services	398,429	398,429	79,699	318,730
County Attorney	860,112	860,112	330,476	529,636
Finance	1,361,024	1,361,024	232,815	1,128,209
Risk management	4,885,446	4,903,446	764,568	4,138,878
Purchasing	208,686	208,686	41,430	167,256
Assessor	2,132,180	2,132,180	408,183	1,723,997
Register of deeds	528,477	539,595	110,099	429,496
Community planning and development	996,984	996,984	173,352	823,632
Business license	387,329	387,329	76,630	310,699
Voter registration and elections	935,486	935,486	262,650	672,836
Management & Geographical information systems	5,839,546	5,813,428	2,446,575	3,366,853
Records Management	669,218	669,218	76,103	593,115
Employee services	828,664	828,664	150,334	678,330
Nondepartmental	18,616,955	18,503,758	4,281,181	14,222,577
Total General Government	<u>53,297,906</u>	<u>53,241,884</u>	<u>12,611,744</u>	<u>40,630,140</u>
Public Safety				
Sheriff's office	27,947,144	27,947,144	7,307,477	20,639,667
Emergency Management - COVID-19 Supplies	-	-	27,211	(27,211)
EMS Emergency Medical Service	10,373,104	10,373,104	2,183,045	8,190,059
Traffic and transportation engineering	817,597	817,597	94,645	722,952
Detention Center	7,278,666	7,278,666	2,658,291	4,620,375
Building and codes enforcement	1,368,572	1,368,572	214,622	1,153,950
Animal services	1,287,016	1,328,038	698,942	629,096
Total Public Safety	<u>49,072,099</u>	<u>49,113,121</u>	<u>13,184,233</u>	<u>35,928,888</u>
Public Works				
Public works general support	4,808,699	4,808,699	1,626,085	3,182,614
Engineering	499,816	499,816	106,094	393,722
Facilities maintenance	5,969,922	5,969,922	1,666,773	4,303,149
Total Public Works	<u>11,278,437</u>	<u>11,278,437</u>	<u>3,401,107</u>	<u>7,877,330</u>
Public Health				
Mosquito control	1,662,599	1,662,599	589,639	1,072,960
Medical indigent act contributions	1,786,550	1,786,550	680,081	1,106,469
Total Public Health	<u>3,449,149</u>	<u>3,449,149</u>	<u>1,269,720</u>	<u>2,179,429</u>

Beaufort County
 Detail of Expenditures - General Fund
 For the Period July 1, 2021 - September 30, 2021

	Approved Budget 6/30/2022	Revised Budget 6/30/2022	Actual Spent & Encumbered 9/30/2021	Variances
Public Welfare Services				
Veteran's affairs office	181,182	181,182	43,885	137,297
Human services alliance	398,000	398,000	-	398,000
Human and social services	54,667	54,667	-	54,667
Total Public Welfare Services	<u>633,849</u>	<u>633,849</u>	<u>43,885</u>	<u>589,964</u>
Cultural and Recreational				
Parks and leisure services	5,190,351	5,190,351	978,778	4,211,573
Libraries	4,151,343	4,151,343	807,988	3,343,355
Education allocation	4,903,456	4,903,456	1,838,796	3,064,660
Total Cultural and Recreational	<u>14,245,150</u>	<u>14,245,150</u>	<u>3,625,562</u>	<u>10,619,588</u>
Capital outlay	-	-	298,686	(298,686)
Transfer to Debt Service Fund for Defeasement	-	-	-	-
Other - Economic Development	426,388	426,388	-	426,388
Total Expenditures General Fund	<u>\$ 132,402,978</u>	<u>\$ 132,387,978</u>	<u>\$ 34,434,937</u>	<u>\$ 97,953,041</u>

Classification & Compensation Study for Beaufort County, SC



Presentation of Results

Agenda

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

Completed Tasks:

- ✓ Conducted senior leader interviews.
- ✓ Assessed conditions of the current pay system.
- ✓ Reviewed the County's compensation philosophy.
- ✓ Conducted an internal equity analysis by reviewing Job Assessment Tool (JAT) input.
- ✓ Conducted external equity analysis by surveying the market to determine competitive salary ranges and benefits offerings.



- ✓ Revised pay plans to be competitive with the market.
- ✓ Individually assigned classifications to a pay grade/range.
- ✓ Developed optional methods for implementing the revised plan/pay ranges.
- ✓ Provided training in study methodology to HR.
- ✓ Prepared and provided Draft and Final Reports.

Received feedback from senior leaders:

- General concern that salaries were not competitive with the local market.
- Also concern about salary compression and lack of clarity about the current pay structure.
- Some titles could be clarified to better reflect the duties and responsibilities associated with the positions.

Reviewed type of pay plans administered:

- General Step Pay Plan
 - 31 grades, 21 steps (1.03% step increase)
 - 55% range spreads

- Shift Step Pay Plan (for employees working 24-hour shifts)
 - 7 grades, 21 steps (1.03% step increase)
 - 55% range spreads



Reviewed employees' salaries within pay ranges for the General Pay Plan:

Below the Midpoint	At the Midpoint	Above the Midpoint
612	1	178



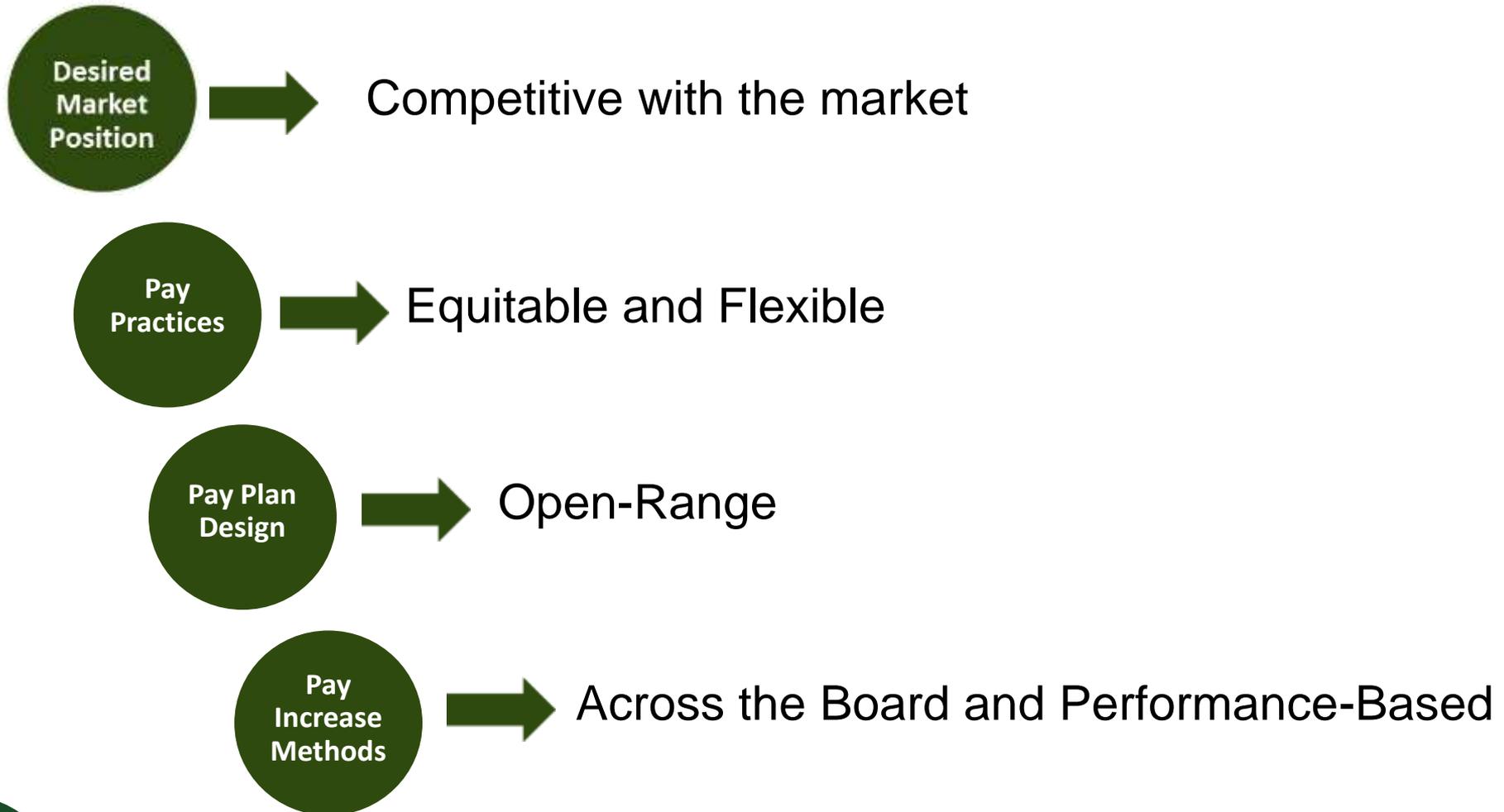
Reviewed employees' salaries within pay ranges for the Shift Pay Plan:

Below the Midpoint	At the Midpoint	Above the Midpoint
89	0	16



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

Reviewed the County's compensation philosophy:



Classification Review

Item 8.

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



Compensation Review

Conducted a salary survey; collected salary range data from 11 public-sector peers:

- for 44 benchmark classifications; representing cross-section of organization and salary grades*
- average number of matches for each classification of 5.5*
- not all peers had matches for all benchmark classifications*

Market Peers
Berkley County, SC
Charleston County, SC
Chatham County, GA
Dorchester County, SC
Lexington County, SC
City of Beaufort, SC
City of Charleston, SC
City of Pooler, GA
City of Savannah, GA
Town of Bluffton, SC
Town of Hilton Head Island, SC
Town of Mount Pleasant, SC
Town of Port Royal, SC
Beaufort-Jasper Water & Sewer Authority, SC
Beaufort County Schools
Beaufort Memorial Hospital

**Red indicates data obtained from peer*



Compensation Review *(Continued)*

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

Market Comparison at the Average

Benchmarks	Differential at the Range Minimum	Differential at the Range Midpoint	Differential at the Range Maximum
Overall Average	-4.0%	-6.1%	-7.4%

** Results indicate the average of the differentials to current plan for benchmark classifications.*

Conducted a benefits survey; collected benefits data from 8 public-sector peers:

- Medical premiums and deductibles were competitive with peers.
- Annual/Vacation and Sick leave accrual rates were competitive.
- Retirement offerings were also competitive.

Market Peers
Berkley County, SC
Charleston County, SC
Chatham County, GA
Dorchester County, SC
Lexington County, SC
City of Beaufort, SC
City of Charleston, SC
City of Pooler, GA
City of Savannah, GA
Town of Bluffton, SC
Town of Hilton Head Island, SC
Town of Mount Pleasant, SC
Town of Port Royal, SC
Beaufort-Jasper Water & Sewer Authority, SC
Beaufort County Schools
Beaufort Memorial Hospital

**Red indicates data obtained from peer*



- **Contain the following design features:**
 - General Pay Plan
 - Open-range
 - 31 pay grades
 - Range spread: 56%
 - Shift Pay Plan
 - Open-range
 - 11 pay grades
 - Range spread: 56%
- ***Individually slotted classifications - utilizing both internal and external equity.***

Proposed General Pay Plan

Item 8.

Grade	Minimum	Midpoint	Maximum	Range Spread
101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60	56%
102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60	56%
103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80	56%
104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40	56%
105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00	56%
106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40	56%
107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40	56%
108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20	56%
109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60	56%
110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20	56%
111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40	56%
112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40	56%
113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40	56%
114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40	56%
115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60	56%
116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20	56%
117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00	56%
118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00	56%
119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60	56%
120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80	56%
121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80	56%
122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40	56%
123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40	56%
124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60	56%
125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00	56%
126	\$ 85,650.40	\$ 109,595.20	\$ 133,577.60	56%
127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60	56%
128	\$ 94,429.56	\$ 120,827.20	\$ 147,284.80	56%
129	\$ 99,151.04	\$ 126,921.60	\$ 154,710.40	56%
130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40	56%
131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80	56%
132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37	56%



Proposed Shift Pay Plan

Item 8.

Grade	Minimum	Midpoint	Maximum	Range Spread
201	\$ 13.29	\$ 17.02	\$ 20.74	56%
202	\$ 13.96	\$ 17.87	\$ 21.78	56%
203	\$ 14.66	\$ 18.76	\$ 22.87	56%
204	\$ 15.39	\$ 19.70	\$ 24.01	56%
205	\$ 16.16	\$ 20.68	\$ 25.21	56%
206	\$ 16.97	\$ 21.72	\$ 26.47	56%
207	\$ 18.32	\$ 23.45	\$ 28.58	56%
208	\$ 18.74	\$ 23.99	\$ 29.24	56%
209	\$ 20.12	\$ 25.75	\$ 31.39	56%
210	\$ 22.38	\$ 28.64	\$ 34.92	56%
211	\$ 24.18	\$ 30.95	\$ 37.73	56%

Implementation Methods

- Evergreen developed, recommended, and provided several options for implementing the proposed pay plans.

Thank You!

Item 8.

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DIVISION 2. CLASSIFICATION AND COMPENSATION PLAN

Sec. 2-316. Adopted.

The county council adopts, in its entirety, that certain classification and compensation plan prepared for the county by Human Resource Professionals.

(Code 1982, § 2-56)

Sec. 2-317. Title.

The plan adopted in section 2-316 shall be referred to as the Beaufort County Employee Classification and Compensation Plan.

(Code 1982, § 2-57)

Sec. 2-318. Jurisdiction.

The county employee classification and compensation plan shall be implemented by the county human resources department, which shall conduct a complete review of the plan every two years and submit a written report to the county council. The plan shall be reviewed every four years by an outside consultant which also shall submit a plan to the county council.

(Code 1982, § 2-58)

Sec. 2-319. Applicability.

The county employee classification and compensation plan shall apply to all county employees with the exception of the following positions only:

- (1) Part-time employees;
- (2) Elected officials of the county;
- (3) Certain employees appointed by the governor; provided, however, employees of such officials are considered to be county employees to whom the plan shall apply; and
- (4) The master-in-equity, county magistrates, and the county administrator.

(Code 1982, § 2-59)

Secs. 2-320—2-345. Reserved.

EVERGREEN SOLUTIONS, LLC

Appendix A: Pay Plans

PROPOSED GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Grade Progression
101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60	56%	5%
102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60	56%	5%
103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80	56%	5%
104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40	56%	5%
105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00	56%	5%
106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40	56%	5%
107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40	56%	5%
108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20	56%	5%
109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60	56%	5%
110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20	56%	5%
111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40	56%	5%
112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40	56%	5%
113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40	56%	5%
114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40	56%	5%
115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60	56%	5%
116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20	56%	5%
117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00	56%	5%
118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00	56%	5%
119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60	56%	5%
120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80	56%	5%
121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80	56%	5%
122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40	56%	5%
123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40	56%	5%
124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60	56%	5%
125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00	56%	5%
126	\$ 85,650.40	\$ 109,595.20	\$ 133,577.60	56%	5%
127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60	56%	5%
128	\$ 94,429.56	\$ 120,827.20	\$ 147,284.80	56%	5%
129	\$ 99,151.04	\$ 126,921.60	\$ 154,710.40	56%	5%
130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40	56%	5%
131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80	56%	5%
132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37	56%	5%
133	\$ 120,518.71	\$ 154,263.95	\$ 188,009.19	56%	5%



PROPOSED SHIFT EMPLOYEE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
201	\$ 13.29	\$ 17.02	\$ 20.74	56%
202	\$ 13.96	\$ 17.87	\$ 21.78	56%
203	\$ 14.66	\$ 18.76	\$ 22.87	56%
204	\$ 15.39	\$ 19.70	\$ 24.01	56%
205	\$ 16.16	\$ 20.68	\$ 25.21	56%
206	\$ 16.97	\$ 21.72	\$ 26.47	56%
207	\$ 18.32	\$ 23.45	\$ 28.58	56%
208	\$ 18.74	\$ 23.99	\$ 29.24	56%
209	\$ 20.12	\$ 25.75	\$ 31.39	56%
210	\$ 22.38	\$ 28.64	\$ 34.92	56%
211	\$ 24.18	\$ 30.95	\$ 37.73	56%



EVERGREEN SOLUTIONS, LLC

Appendix B: Pay Grade Assignments

PROPOSED PAY GRADES GENERAL PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Custodian Solid Waste Attendant	101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60
Library Assistant Mail Courier Maintenance Worker Recreation Aide	102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60
Administrative Clerk Driver Grounds Maintenance Technician I Litter Control Worker Senior Library Assistant	103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80
Administrative Assistant Coroner Transport Deputy Clerk of Probate FOIA Specialist/Records Technician Real Property Recording Technician	104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40
Airport Maintenance Technician I Elections Technician Household Hazardous Waste Technician Maintenance Technician I Real Property Records Technician Recycling Technician Zoning & Development Analyst I	105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00
Animal Services Dispatcher Animal Services Technician Appeals/BAA Technician Appraisal Technician Broadcast Services Assistant Equipment Operator I Exemption Specialist Judicial Clerk I Judicial Jury Clerk Lifeguard Mosquito Control Technician Peer Support Specialist Real Property Transfer Clerk Records Management Technician Utility Operations Coordinator Zoning & Development Analyst II	106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40



**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Specialist				
Aviation Line Service Technician				
Claims & Insurance Coordinator				
Clerk of Probate				
Direct Care Specialist				
Grounds Maintenance Technician II				
Judicial Assistant				
Judicial Clerk, Child Support	107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40
Maintenance Technician II				
Recycling Coordinator				
Scheduling Clerk				
Senior Real Property Recording Technician				
Sign Technician				
Volunteer Coordinator				
Water Safety Instructor				
Carpenter Technician				
Clerk of Probate/Assistant Division Chief				
Customer Success Representative				
Field Grade Technician				
Fiscal Technician I				
Judicial Clerk II				
Judicial Fiscal Technician I				
Judicial Scheduling Clerk				
Painter	108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20
Personal Property Tax Analyst I				
Real Property Technician				
Senior Administrative Assistant				
Senior Maintenance Technician				
Stormwater Inspection Technician				
Traffic Signal Technician				
Voter Registration and Election Specialist				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Specialist I				
Accounts Receivable Specialist I				
Administrative Deputy				
Aircraft Mechanic				
Animal Services Officer				
Bookmobile Library Assistant				
Business License Specialist				
Code Enforcement Officer I				
Court Administrator				
Equipment Operator II				
Ground Maintenance Technician III				
Grounds Maintenance Technician III				
Human Services Specialist	109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60
Lead Mosquito Control Technician				
Library Specialist				
Litter Control/Enforcement Supervisor				
Maintenance Engineer				
Program Specialist				
Senior Administrative Specialist				
Senior Judicial Clerk, Child Support				
Senior Signal Technician				
Stormwater Inspection Technician Lead				
Veterans Affairs Counselor				
Worker's Compensation Specialist				
Zoning & Development Analyst III				
Airport Maintenance Technician II				
Airport Security Specialist				
Appraiser Apprentice				
Broadcast Services Specialist				
Court Reporter				
Elections System Specialist				
Fiscal Technician II				
Grounds Maintenance Crew Leader	110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20
Inmate Program & Service Coordinator				
Judicial Administrator				
Marketing Development Specialist				
Personal Property Tax Analyst II				
Refund Specialist				
Revenue Specialist				
Senior Voter Registration and Election Specialist				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Specialist II	111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40
Code Enforcement Officer				
Delinquent Tax Analyst				
Equipment Operator III				
Grounds Maintenance Crew Leader/Spray Technician				
Human Services Specialist				
Inmate Programs & Services Manager				
Residential House Manager				
Zoning & Development Analyst III				
Aquatics Supervisor	112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40
Athletics Supervisor				
Deputy Registrar				
Division Chief				
Executive Assistant				
Fiscal Technician III				
Legal Assistant				
Personal Property Tax Analyst III				
Senior Judicial Administrator				
Training and Outreach Coordinator				
Voter Registration and Election Manager				
Animal Services Supervisor				
Carpenter Specialist				
Contracts Manager				
Deputy Coroner				
Electrical Maintenance Specialist	113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40
Human Services Supervisor				
HVAC Maintenance Specialist				
IT Elections System Coordinator				
Lead Tax Analyst				
Personal Property Inspector				
Plumbing Maintenance Specialist				
Revenue Accountant				
Revenue Collector				
Senior Administrative Supervisor				
Senior Codes Enforcement Officer				
Senior IT Technician				
Solid Waste Foreman				
Staff Accountant				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Airport Maintenance Supervisor				
Airport Security Coordinator				
Assistant Operations Manager				
Business Manager				
Circulation Supervisor				
Enterprise Fund Business Manager				
Foreman				
Human Services Counselor	114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40
Lead Tax Analyst Trainer				
Marketing Coordinator				
Office Manager				
Payroll Specialist				
Real Estate Analyst				
Senior Maintenance Specialist				
Traffic Signal Tech Supervisor				
Administrative Manager				
Assessing Technician Analyst				
Family Court Administrator				
Fiscal Analyst				
Human Resources Specialist	115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60
Human Services Analyst				
Residential Inspector				
Residential Plans Examiner				
Senior Accountant				
SWI Utility Inspector				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Support Officer				
Aquatics Manager				
Assistant Grounds Maintenance Superintendent				
Athletic Manager				
Commercial Inspector				
Disaster Recovery Manager				
Fleet Manager				
Floodplain Manager				
GIS Analyst				
IT Analyst	116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20
Librarian				
Network & Systems Analyst				
Planning & Development Specialist				
Public Works Assistant Superintendent				
Registered Nurse				
Residential Appraiser				
Senior Executive Assistant				
Senior Human Services Analyst				
Web Administrator				
Assistant Stormwater Manager				
Chief Deputy Coroner				
Commerical Appraiser				
Finance Supervisor				
Fire Marshal/Commercial Inspector				
Fixed Wing Pilot	117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00
Grants Administrator				
Helicopter Pilot				
PAR Grounds Maintenance Superintendent				
Senior Librarian				
Special Projects Engineer				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Building Codes Senior Inspector				
Chief Pilot				
Clerk to Council				
Commercial Plans Examiner				
Communications Manager				
Correctional Security Lieutenant				
Correctional Training Lieutenant				
Dual-Rated Chief Pilot				
Facilities Maintenance Superintendent	118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00
Library Administrator				
Operations Manager				
Passive Parks Manager				
Planner				
Right-of-Way Manager				
Senior IT Analyst				
Solid Waste Superintendent				
Stormwater Supervisor-Administrative				
Assistant Deputy Auditor				
Assistant Deputy Treasurer				
Deputy Tax Collector				
Fiscal Operations Manager				
Human Services Manager				
Library Manager				
Logistics Officer				
Mosquito Control Supervisor	119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60
Public Works General Support Superintendent				
Public Works Grounds Maintenance Superintendent				
Quality Assurance Coordinator				
Roads & Drainage Superintendent				
Stormwater Infrastructure Superintendent				
Transportation Engineering Deputy Director				
Zoning & Development Administrator				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Building Codes Deputy Director				
Business Services Deputy Director				
Construction Manager				
EMS Training Officer				
Information Tech Support Admin				
Mosquito Control Deputy Director	120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80
Network Administrator				
Public Works Operations Manager				
Recreation Deputy Director				
Systems Administrator				
Voters Registration/Election Deputy Director				
Airport Deputy Director				
Broadcast Services Director				
Deputy Assessor				
Detention Center Deputy Director				
Emergency Medical Services Deputy Director				
Human Services Director				
IT Project Manager	121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80
Library Deputy Director				
Mosquito Control Director				
Records Management Director				
Risk Manager				
Stormwater Manager				
Veterans Affairs Director				
Purchasing Director				
Registrar	122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Animal Services Director				
Budget Director				
Business Services Director				
Capital Projects Director				
Deputy Auditor				
Deputy Treasurer				
DSN Deputy Director				
Facilities Management Director	123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40
Mapping & Apps Director				
Planning & Development Deputy Director				
Public Information Officer				
Public Works Deputy Director				
SW&R Director				
Tax Collector				
Transportation Engineering Director				
Voters/Registration Elections Director				
Building Codes Director				
Detention Center Director				
Emergency Medical Services Director	124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60
Library Director				
Probate Associate Judge				
Recreation Director				
Airport Director				
Alcohol & Drug Director				
Assessor				
DSN Director				
Finance Director	125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00
Human Resources Director				
IT Systems Director				
Planning & Development Director				
Public Works Director				
Chief Financial Officer				
Junior Deputy County Attorney	127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
ACA Community Services	130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40
ACA Development & Recreation				
ACA Engineering				
ACA Finance				
ACA IT & Communications				
ACA Public Safety				
Deputy County Attorney				
County Attorney	131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80
Deputy County Administrator	132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37

**PROPOSED PAY GRADES
SHIFT PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Airport Operations Officer	201	\$ 13.29	\$ 17.02	\$ 20.74
Senior Airport Operations Officer	202	\$ 13.96	\$ 17.87	\$ 21.78
Emergency Medical Technician	203	\$ 14.66	\$ 18.76	\$ 22.87
Emergency Medical Technician-Advanced	204	\$ 15.39	\$ 19.70	\$ 24.01
Paramedic	206	\$ 16.97	\$ 21.72	\$ 26.47
Correctional Officer Trainee	207	\$ 18.32	\$ 23.45	\$ 28.58
Correctional Officer	208	\$ 18.74	\$ 23.99	\$ 29.24
EMS Crew Chief				
Correctional Officer Lance Corporal	209	\$ 20.12	\$ 25.75	\$ 31.39
Senior Crew Chief				
Correctional Corporal	210	\$ 22.38	\$ 28.64	\$ 34.92
Correctional Sergeant	211	\$ 24.18	\$ 30.95	\$ 37.73
EMS Supervisor				

Classification and Compensation Study for Beaufort County, SC

FINAL REPORT



Evergreen Solutions, LLC

September 27, 2021

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EVERGREEN SOLUTIONS, LLC**Chapter 1 - Introduction**

Evergreen Solutions, LLC (Evergreen) conducted a Classification and Compensation Study for Beaufort County (the County) beginning in May 2020. This study was conducted in accordance with the Beaufort County Code of Ordinances: “[the classification and compensation] plan shall be reviewed every four years by an outside consultant...” (Section 2-318). The purpose of the study was to analyze its classification and total compensation (pay and benefits) system, and make recommendations to improve the County’s competitive position in the labor market. The study activities involved analyzing the internal and external equity of the County’s system and making recommendations in response to those findings.

Study tasks involved:

- holding a study kick-off meeting;
- analyzing the County’s current salary structure (pay plans) to determine its strengths and weaknesses;
- conducting employee outreach by conducting interviews with senior leaders;
- facilitating discussions with the County’s project team to develop an understanding of its compensation philosophy;
- collecting classification information through the Job Assessment Tool (JAT) process to analyze the internal equity of the County’s classification system;
- developing recommendations for improvements to classification titles as appropriate;
- conducting a market survey to assess the external equity (market competitiveness) of the County’s current pay system and benefit offerings;
- revising or developing a new competitive pay structure (pay plans) and slotting classifications into each while ensuring internal and external equity;
- developing the most appropriate method for transitioning employees’ salaries into new plans;
- providing the County with information and strategies regarding compensation and classification administration;
- preparing and submitting draft and final reports that summarize the study findings and recommendations; and



- updating job descriptions to reflect recommended classification changes and employee responses to the JAT, and Fair Labor Standards Act (FLSA) status recommendations. This step was still in progress at the time of the report and is expected to be completed by November 2021.

1.1 STUDY METHODOLOGY

Evergreen used a combination of quantitative and qualitative methods to develop recommendations to improve the County’s competitive position for its compensation system. Study activities included:

Kick-off Meeting

The kick-off meeting allowed members of the study team from the County (Amanda Kincaid and Katherine Mead) and Evergreen to discuss different aspects of the study. During the meeting, information about the County’s compensation (pay plans), classification structure and current pay philosophy was shared and the work plan for the study was finalized. The meeting also provided an opportunity for Evergreen to explain the types of data needed to begin the study.

Assessment of Current Conditions

This analysis provided an overall assessment of the County’s current pay structure (plans) and related employee data at the time of the study. The current pay plans and the progression of employees’ salaries through the pay ranges were examined during this process. The findings of this analysis are summarized in **Chapter 2** of this report.

Employee Outreach

Employee outreach was conducted virtually. The orientation sessions were facilitated through voiceover PowerPoint slides to help employees learn about the purpose of the study and receive specific information related to their participation in the study process. Evergreen consultants also conducted phone interviews with the County’s senior leaders (named in **Chapter 3**) to identify practices that were working well and to suggest areas of opportunities for improvement regarding the compensation system, benefits, classification system, and the employee performance evaluation system. The feedback received during both these methods is summarized in **Chapter 3** of this report.

Compensation Philosophy

Evergreen conducted meetings with the County’s project team to develop an understanding of its position with regard to employee compensation. Several key factors were examined and provided the framework for the recommended compensation system and related pay practices.



Classification Review - Internal Equity Analysis

To assess the internal equity of the County's classification system, all employees were asked during employee outreach to complete a JAT to describe the work they performed in their own words. Supervisors were then asked to review their employees' JATs and provide additional information as needed about the position. The information provided in the completed JAT's was utilized in the classification analysis in two ways. First, the work described was reviewed by Evergreen to ensure that classification titles were appropriate. Second, the JAT's were evaluated to quantify, by a scoring method, each classification's relative value within the organization. Each classification's score was based on employee and supervisor responses to the JAT, and the scores allowed for a comparison of classifications across the County.

Salary and Benefits Survey – External Equity Analysis

For the market survey, peers were identified that compete with the County for human resources and provide similar services. Classifications representing a cross-section of the departments and levels of work were selected as benchmarks for the salary survey. After the selection of peers and benchmarks, a survey tool was developed for the collection of salary range data for each benchmark. Included was a survey to collect data about the core and fringe benefits offered by peer organizations. The salary and benefits data collected during this survey were analyzed, and a summary provided which can be found in **Chapter 4** of this report.

Recommendations

During the review of the compensation philosophy, the County's project team identified its desire to be at a minimum, competitive with the labor market, and possibly establish a lead market position. Understanding this, and utilizing the findings of the analysis of both internal and external equity, a revised classification and compensation system was developed. Recommendations were also provided on how to maintain the compensation system going forward. A summary of all study findings and recommendations can be found in **Chapter 5** of this report.

1.2 REPORT ORGANIZATION

This report includes the following additional chapters:

- Chapter 2 – Assessment of Current Conditions
- Chapter 3 - Summary of Employee Outreach
- Chapter 4 – Market Summary
- Chapter 5 – Recommendations



Chapter 2 – Assessment of Current Conditions

The purpose of this evaluation was to provide an overall assessment of the County's compensation structure, employee salary progression, and employee counts in each department. Data included here reflect the conditions when the study began, and should be considered, as such, a snapshot in time. The insights gained from this evaluation provided the basis for further analysis through the course of this study and were not considered sufficient cause for recommendations independently. Instead, the results of this evaluation were considered during the analysis of internal equity and peer market data. Subsequently, appropriate compensation related recommendations were developed for the County and are described later in this report.

2.1 PAY PLAN ANALYSIS

The County administered two pay plans for full-time and part-time employees: one for general employees and another one for 24-hour shift workers (e.g. EMS employees, Airport Operations Officers). The following positions were excluded from this pay plan analysis because those positions do not have a salary range: County Administrator, Deputy Auditor, and Veteran Affairs Manager. **Exhibit 2A** illustrates the general pay plan, which had a step design with established minimum and maximum salaries. Step 11 served as the midpoint for the salary range. The salaries displayed are based on a 2,080-hour work year. The pay plan consisted of 31 grades, with 21 steps for 791 employees. Each pay grade within the plan had a range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of about 55.0 percent. Within each grade, there was about a one (1.03) percent increase between each step.

Exhibit 2B illustrates the 24-hour shift work pay plan, which also had a step design with established minimum and maximum salaries. Step 11 served as the midpoint for the salary range. The salaries displayed are the hourly rates since EMS employees and Airport Operations Officers work a different number of hours annually. The pay plan consisted of seven (7) grades, with 21 steps for 108 employees. Similar to the general pay plan, each pay grade within the plan had a range spread (the percentage difference between the minimum and maximum of the pay grades relative to the grade's minimum) of about 55.0 percent. Within each grade, there was about a one (1.03) percent increase between each step.



**EXHIBIT 2A
GENERAL EMPLOYEE PAY PLAN**

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
A11	\$ 19,373.34	\$ 19,906.11	\$ 20,438.87	\$ 20,971.64	\$ 21,504.41	\$ 22,037.17	\$ 22,569.94	\$ 23,102.71	\$ 23,635.47	\$ 24,168.24	\$ 24,701.01
A12	\$ 22,515.40	\$ 23,134.57	\$ 23,753.74	\$ 24,372.92	\$ 24,992.09	\$ 25,611.26	\$ 26,230.44	\$ 26,849.61	\$ 27,468.78	\$ 28,087.96	\$ 28,707.13
A13	\$ 25,773.07	\$ 26,363.03	\$ 27,068.61	\$ 27,774.19	\$ 28,479.77	\$ 29,185.35	\$ 29,890.93	\$ 30,596.51	\$ 31,302.09	\$ 32,007.67	\$ 32,713.25
B21	\$ 28,808.95	\$ 29,601.19	\$ 30,393.44	\$ 31,185.68	\$ 31,977.93	\$ 32,770.18	\$ 33,562.42	\$ 34,354.67	\$ 35,146.91	\$ 35,939.16	\$ 36,731.41
B22	\$ 31,951.00	\$ 32,829.66	\$ 33,708.31	\$ 34,586.96	\$ 35,465.61	\$ 36,344.27	\$ 37,222.92	\$ 38,101.57	\$ 38,980.22	\$ 39,858.88	\$ 40,737.53
B23	\$ 35,093.06	\$ 36,058.12	\$ 37,023.18	\$ 37,988.24	\$ 38,953.30	\$ 39,918.36	\$ 40,883.42	\$ 41,848.48	\$ 42,813.53	\$ 43,778.59	\$ 44,743.65
B24	\$ 39,027.71	\$ 40,100.97	\$ 41,174.23	\$ 42,247.50	\$ 43,320.76	\$ 44,394.02	\$ 45,467.28	\$ 46,540.54	\$ 47,613.81	\$ 48,687.07	\$ 49,760.33
B31	\$ 39,027.71	\$ 40,100.97	\$ 41,174.23	\$ 42,247.50	\$ 43,320.76	\$ 44,394.02	\$ 45,467.28	\$ 46,540.54	\$ 47,613.81	\$ 48,687.07	\$ 49,760.33
B25	\$ 43,745.51	\$ 44,948.52	\$ 46,151.52	\$ 47,354.52	\$ 48,557.52	\$ 49,760.52	\$ 50,963.52	\$ 52,166.53	\$ 53,369.53	\$ 54,572.53	\$ 55,775.53
B32	\$ 43,745.51	\$ 44,948.52	\$ 46,151.52	\$ 47,354.52	\$ 48,557.52	\$ 49,760.52	\$ 50,963.52	\$ 52,166.53	\$ 53,369.53	\$ 54,572.53	\$ 55,775.53
C41	\$ 47,680.16	\$ 48,991.37	\$ 50,302.57	\$ 51,613.78	\$ 52,924.98	\$ 54,236.18	\$ 55,547.39	\$ 56,858.59	\$ 58,169.80	\$ 59,481.00	\$ 60,792.21
C42	\$ 50,822.22	\$ 52,219.83	\$ 53,617.44	\$ 55,015.05	\$ 56,412.66	\$ 57,810.27	\$ 59,207.89	\$ 60,605.50	\$ 62,003.11	\$ 63,400.72	\$ 64,798.33
C43	\$ 53,964.28	\$ 55,448.29	\$ 56,932.31	\$ 58,416.33	\$ 59,900.35	\$ 61,384.37	\$ 62,868.38	\$ 64,352.40	\$ 65,836.42	\$ 67,320.44	\$ 68,804.45
C44	\$ 57,898.93	\$ 59,491.15	\$ 61,083.37	\$ 62,675.59	\$ 64,267.81	\$ 65,860.03	\$ 67,452.25	\$ 69,044.47	\$ 70,636.69	\$ 72,228.91	\$ 73,821.13
C45	\$ 62,616.73	\$ 64,338.69	\$ 66,060.65	\$ 67,782.61	\$ 69,504.57	\$ 71,226.53	\$ 72,948.49	\$ 74,670.45	\$ 76,392.41	\$ 78,114.37	\$ 79,836.33
C51	\$ 57,898.93	\$ 59,491.15	\$ 61,083.37	\$ 62,675.59	\$ 64,267.81	\$ 65,860.03	\$ 67,452.25	\$ 69,044.47	\$ 70,636.69	\$ 72,228.91	\$ 73,821.13
C52	\$ 62,616.73	\$ 64,338.69	\$ 66,060.65	\$ 67,782.61	\$ 69,504.57	\$ 71,226.53	\$ 72,948.49	\$ 74,670.45	\$ 76,392.41	\$ 78,114.37	\$ 79,836.33
D61	\$ 66,551.38	\$ 68,381.54	\$ 70,211.70	\$ 72,041.87	\$ 73,872.03	\$ 75,702.19	\$ 77,532.36	\$ 79,362.52	\$ 81,192.68	\$ 83,022.84	\$ 84,853.01
D62	\$ 69,693.44	\$ 71,610.00	\$ 73,526.57	\$ 75,443.14	\$ 77,359.71	\$ 79,276.28	\$ 81,192.85	\$ 83,109.42	\$ 85,025.99	\$ 86,942.56	\$ 88,859.13
D63	\$ 72,835.49	\$ 74,838.47	\$ 76,841.44	\$ 78,844.42	\$ 80,847.40	\$ 82,850.37	\$ 84,853.35	\$ 86,856.33	\$ 88,859.30	\$ 90,862.28	\$ 92,865.25
D64	\$ 76,770.14	\$ 78,881.32	\$ 80,992.50	\$ 83,103.68	\$ 85,214.86	\$ 87,326.04	\$ 89,437.21	\$ 91,548.39	\$ 93,659.57	\$ 95,770.75	\$ 97,881.93
D71	\$ 76,770.14	\$ 78,881.32	\$ 80,992.50	\$ 83,103.68	\$ 85,214.86	\$ 87,326.04	\$ 89,437.21	\$ 91,548.39	\$ 93,659.57	\$ 95,770.75	\$ 97,881.93
D72	\$ 76,770.14	\$ 78,881.32	\$ 80,992.50	\$ 83,103.68	\$ 85,214.86	\$ 87,326.04	\$ 89,437.21	\$ 91,548.39	\$ 93,659.57	\$ 95,770.75	\$ 97,881.93
E81	\$ 85,422.59	\$ 87,771.71	\$ 90,120.84	\$ 92,469.96	\$ 94,819.08	\$ 97,168.20	\$ 99,517.32	\$ 101,866.44	\$ 104,215.56	\$ 106,564.69	\$ 108,913.81
E82	\$ 88,564.65	\$ 91,000.18	\$ 93,435.71	\$ 95,871.23	\$ 98,306.76	\$ 100,742.29	\$ 103,177.82	\$ 105,613.35	\$ 108,048.87	\$ 110,484.40	\$ 112,919.93
E83	\$ 91,706.71	\$ 94,228.64	\$ 96,750.58	\$ 99,272.51	\$ 101,794.45	\$ 104,316.38	\$ 106,838.32	\$ 109,360.25	\$ 111,882.18	\$ 114,404.12	\$ 116,926.05
E91	\$ 95,641.36	\$ 98,271.49	\$ 100,901.63	\$ 103,531.77	\$ 106,161.91	\$ 108,792.04	\$ 111,422.18	\$ 114,052.32	\$ 116,682.46	\$ 119,312.59	\$ 121,942.73
E92	\$ 100,359.16	\$ 103,119.04	\$ 105,878.91	\$ 108,638.79	\$ 111,398.67	\$ 114,158.55	\$ 116,918.42	\$ 119,678.30	\$ 122,438.18	\$ 125,198.05	\$ 127,957.93
F101	\$ 104,293.81	\$ 107,161.89	\$ 110,029.97	\$ 112,898.05	\$ 115,766.13	\$ 118,634.21	\$ 121,502.29	\$ 124,370.37	\$ 127,238.45	\$ 130,106.53	\$ 132,974.61
F102	\$ 107,435.87	\$ 110,390.35	\$ 113,344.84	\$ 116,299.33	\$ 119,253.81	\$ 122,208.30	\$ 125,162.78	\$ 128,117.27	\$ 131,071.76	\$ 134,026.24	\$ 136,980.73
F103	\$ 110,577.92	\$ 113,618.82	\$ 116,659.71	\$ 119,700.60	\$ 122,741.50	\$ 125,782.39	\$ 128,823.28	\$ 131,864.17	\$ 134,905.07	\$ 137,945.96	\$ 140,986.85

Source: Created by Evergreen Solutions from data provided by the County as of May 2020.

**EXHIBIT 2A (Continued)
GENERAL EMPLOYEE PAY PLAN**

Grade	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Range Spread	Employees
A11	\$ 25,233.77	\$ 25,766.54	\$ 26,299.31	\$ 26,832.07	\$ 27,364.84	\$ 27,897.61	\$ 28,430.37	\$ 28,963.14	\$ 29,495.91	\$ 30,028.67	55%	55
A12	\$ 29,326.30	\$ 29,945.48	\$ 30,564.65	\$ 31,183.82	\$ 31,803.00	\$ 32,422.17	\$ 33,041.34	\$ 33,660.52	\$ 34,279.69	\$ 34,898.86	55%	34
A13	\$ 33,418.83	\$ 34,124.41	\$ 34,829.99	\$ 35,535.57	\$ 36,241.15	\$ 36,946.73	\$ 37,652.31	\$ 38,357.89	\$ 39,063.47	\$ 39,769.05	54%	75
B21	\$ 37,523.65	\$ 38,315.90	\$ 39,108.14	\$ 39,900.39	\$ 40,692.64	\$ 41,484.88	\$ 42,277.13	\$ 43,069.38	\$ 43,861.62	\$ 44,653.87	55%	180
B22	\$ 41,616.18	\$ 42,494.84	\$ 43,373.49	\$ 44,252.14	\$ 45,130.79	\$ 46,009.45	\$ 46,888.10	\$ 47,766.75	\$ 48,645.40	\$ 49,524.06	55%	146
B23	\$ 45,708.71	\$ 46,673.77	\$ 47,638.83	\$ 48,603.89	\$ 49,568.95	\$ 50,534.01	\$ 51,499.07	\$ 52,464.13	\$ 53,429.19	\$ 54,394.25	55%	58
B24	\$ 50,833.59	\$ 51,906.85	\$ 52,980.12	\$ 54,053.38	\$ 55,126.64	\$ 56,199.90	\$ 57,273.16	\$ 58,346.43	\$ 59,419.69	\$ 60,492.95	55%	9
B31	\$ 50,833.59	\$ 51,906.85	\$ 52,980.12	\$ 54,053.38	\$ 55,126.64	\$ 56,199.90	\$ 57,273.16	\$ 58,346.43	\$ 59,419.69	\$ 60,492.95	55%	29
B25	\$ 56,978.53	\$ 58,181.53	\$ 59,384.53	\$ 60,587.54	\$ 61,790.54	\$ 62,993.54	\$ 64,196.54	\$ 65,399.54	\$ 66,602.54	\$ 67,805.55	55%	19
B32	\$ 56,978.53	\$ 58,181.53	\$ 59,384.53	\$ 60,587.54	\$ 61,790.54	\$ 62,993.54	\$ 64,196.54	\$ 65,399.54	\$ 66,602.54	\$ 67,805.55	55%	7
C41	\$ 62,103.41	\$ 63,414.62	\$ 64,725.82	\$ 66,037.02	\$ 67,348.23	\$ 68,659.43	\$ 69,970.64	\$ 71,281.84	\$ 72,593.05	\$ 73,904.25	55%	58
C42	\$ 66,195.94	\$ 67,593.55	\$ 68,991.16	\$ 70,388.77	\$ 71,786.39	\$ 73,184.00	\$ 74,581.61	\$ 75,979.22	\$ 77,376.83	\$ 78,774.44	55%	44
C43	\$ 70,288.47	\$ 71,772.49	\$ 73,256.51	\$ 74,740.52	\$ 76,224.54	\$ 77,708.56	\$ 79,192.58	\$ 80,676.59	\$ 82,160.61	\$ 83,644.63	55%	20
C44	\$ 75,413.35	\$ 77,005.57	\$ 78,597.79	\$ 80,190.01	\$ 81,782.23	\$ 83,374.45	\$ 84,966.67	\$ 86,558.89	\$ 88,151.11	\$ 89,743.33	55%	5
C45	\$ 81,558.29	\$ 83,280.25	\$ 85,002.21	\$ 86,724.17	\$ 88,446.13	\$ 90,168.09	\$ 91,890.05	\$ 93,612.01	\$ 95,333.97	\$ 97,055.93	55%	9
C51	\$ 75,413.35	\$ 77,005.57	\$ 78,597.79	\$ 80,190.01	\$ 81,782.23	\$ 83,374.45	\$ 84,966.67	\$ 86,558.89	\$ 88,151.11	\$ 89,743.33	55%	8
C52	\$ 81,558.29	\$ 83,280.25	\$ 85,002.21	\$ 86,724.17	\$ 88,446.13	\$ 90,168.09	\$ 91,890.05	\$ 93,612.01	\$ 95,333.97	\$ 97,055.93	55%	8
D61	\$ 86,683.17	\$ 88,513.33	\$ 90,343.50	\$ 92,173.66	\$ 94,003.82	\$ 95,833.98	\$ 97,664.15	\$ 99,494.31	\$ 101,324.47	\$ 103,154.64	55%	6
D62	\$ 90,775.70	\$ 92,692.27	\$ 94,608.84	\$ 96,525.41	\$ 98,441.98	\$ 100,358.55	\$ 102,275.12	\$ 104,191.69	\$ 106,108.26	\$ 108,024.82	55%	5
D63	\$ 94,868.23	\$ 96,871.21	\$ 98,874.18	\$ 100,877.16	\$ 102,880.13	\$ 104,883.11	\$ 106,886.09	\$ 108,889.06	\$ 110,892.04	\$ 112,895.01	55%	11
D64	\$ 99,993.11	\$ 102,104.29	\$ 104,215.47	\$ 106,326.65	\$ 108,437.82	\$ 110,549.00	\$ 112,660.18	\$ 114,771.36	\$ 116,882.54	\$ 118,993.72	55%	1
D71	\$ 99,993.11	\$ 102,104.29	\$ 104,215.47	\$ 106,326.65	\$ 108,437.82	\$ 110,549.00	\$ 112,660.18	\$ 114,771.36	\$ 116,882.54	\$ 118,993.72	55%	0
D72	\$ 99,993.11	\$ 102,104.29	\$ 104,215.47	\$ 106,326.65	\$ 108,437.82	\$ 110,549.00	\$ 112,660.18	\$ 114,771.36	\$ 116,882.54	\$ 118,993.72	55%	0
E81	\$ 111,262.93	\$ 113,612.05	\$ 115,961.17	\$ 118,310.29	\$ 120,659.41	\$ 123,008.53	\$ 125,357.66	\$ 127,706.78	\$ 130,055.90	\$ 132,405.02	55%	0
E82	\$ 115,355.46	\$ 117,790.99	\$ 120,226.51	\$ 122,662.04	\$ 125,097.57	\$ 127,533.10	\$ 129,968.63	\$ 132,404.15	\$ 134,839.68	\$ 137,275.21	55%	0
E83	\$ 119,447.99	\$ 121,969.92	\$ 124,491.86	\$ 127,013.79	\$ 129,535.73	\$ 132,057.66	\$ 134,579.59	\$ 137,101.53	\$ 139,623.46	\$ 142,145.40	55%	4
E91	\$ 124,572.87	\$ 127,203.00	\$ 129,833.14	\$ 132,463.28	\$ 135,093.42	\$ 137,723.55	\$ 140,353.69	\$ 142,983.83	\$ 145,613.97	\$ 148,244.10	55%	0
E92	\$ 130,717.81	\$ 133,477.68	\$ 136,237.56	\$ 138,997.44	\$ 141,757.31	\$ 144,517.19	\$ 147,277.07	\$ 150,036.95	\$ 152,796.82	\$ 155,556.70	55%	0
F101	\$ 135,842.69	\$ 138,710.77	\$ 141,578.85	\$ 144,446.93	\$ 147,315.01	\$ 150,183.09	\$ 153,051.17	\$ 155,919.24	\$ 158,787.32	\$ 161,655.40	55%	0
F102	\$ 139,935.22	\$ 142,889.70	\$ 145,844.19	\$ 148,798.68	\$ 151,753.16	\$ 154,707.65	\$ 157,662.13	\$ 160,616.62	\$ 163,571.11	\$ 166,525.59	55%	0
F103	\$ 144,027.75	\$ 147,068.64	\$ 150,109.53	\$ 153,150.42	\$ 156,191.32	\$ 159,232.21	\$ 162,273.10	\$ 165,314.00	\$ 168,354.89	\$ 171,395.78	55%	0

Source: Created by Evergreen from data provided by the County as of May 2020.

**EXHIBIT 2B
24-HOUR SHIFT WORKER PAY PLAN**

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	
B22	\$ 12.31	\$ 12.65	\$ 12.99	\$ 13.33	\$ 13.67	\$ 14.01	\$ 14.35	\$ 14.68	\$ 15.02	\$ 15.36	\$ 15.70	
B23	\$ 13.54	\$ 13.92	\$ 14.29	\$ 14.66	\$ 15.04	\$ 15.41	\$ 15.78	\$ 16.15	\$ 16.52	\$ 16.89	\$ 17.26	
B24	\$ 15.03	\$ 15.44	\$ 15.85	\$ 16.26	\$ 16.69	\$ 17.10	\$ 17.51	\$ 17.92	\$ 18.33	\$ 18.75	\$ 19.17	
B31	\$ 15.03	\$ 15.44	\$ 15.85	\$ 16.26	\$ 16.69	\$ 17.10	\$ 17.51	\$ 17.92	\$ 18.33	\$ 18.75	\$ 19.17	
B25	\$ 16.84	\$ 17.30	\$ 17.77	\$ 18.23	\$ 18.69	\$ 19.16	\$ 19.62	\$ 20.09	\$ 20.55	\$ 21.01	\$ 21.47	
B32	\$ 16.84	\$ 17.30	\$ 17.77	\$ 18.23	\$ 18.69	\$ 19.16	\$ 19.62	\$ 20.09	\$ 20.55	\$ 21.01	\$ 21.47	
C42	\$ 19.53	\$ 20.06	\$ 20.60	\$ 21.14	\$ 21.68	\$ 22.22	\$ 22.75	\$ 23.29	\$ 23.82	\$ 24.36	\$ 24.91	
Grade	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19	Step 20	Step 21	Range Spread	Employees
B22	\$ 16.04	\$ 16.38	\$ 16.72	\$ 17.05	\$ 17.39	\$ 17.73	\$ 18.07	\$ 18.41	\$ 18.75	\$ 19.09	55%	54
B23	\$ 17.63	\$ 18.00	\$ 18.38	\$ 18.76	\$ 19.13	\$ 19.50	\$ 19.87	\$ 20.24	\$ 20.61	\$ 20.99	55%	39
B24	\$ 19.58	\$ 19.99	\$ 20.40	\$ 20.83	\$ 21.24	\$ 21.65	\$ 22.06	\$ 22.47	\$ 22.89	\$ 23.30	55%	6
B31	\$ 19.58	\$ 19.99	\$ 20.40	\$ 20.83	\$ 21.24	\$ 21.65	\$ 22.06	\$ 22.47	\$ 22.89	\$ 23.30	55%	0
B25	\$ 21.93	\$ 22.39	\$ 22.86	\$ 23.32	\$ 23.78	\$ 24.25	\$ 24.71	\$ 25.17	\$ 25.64	\$ 26.11	55%	3
B32	\$ 21.93	\$ 22.39	\$ 22.86	\$ 23.32	\$ 23.78	\$ 24.25	\$ 24.71	\$ 25.17	\$ 25.64	\$ 26.11	55%	0
C42	\$ 25.44	\$ 25.98	\$ 26.51	\$ 27.06	\$ 27.59	\$ 28.13	\$ 28.66	\$ 29.20	\$ 29.74	\$ 30.27	55%	3

Source: Created by Evergreen from data provided by the County as of May 2020.

2.2 EMPLOYEE SALARY PLACEMENT BY GRADE

When assessing the effectiveness of the County's pay plan and practices, it is important to analyze where employees' salaries fell within each pay range. Identifying those areas where there may have been clusters of employees' salaries could illuminate potential pay progression concerns within the current pay plan. It should be noted that employees' salaries, and the progression of the same, is associated with an organization's compensation philosophy—specifically, the method of salary progression and the availability of resources. Therefore, the placement of employees' salaries should be viewed with this context in mind.

Exhibit 2C illustrates the placement of employees' salaries in the general pay plan and 24-hour shift worker pay plan relative to pay grade minimums and maximums. The exhibit contains the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries at the minimum, and
- the number and percentage of employees with salaries over the maximum.



**EXHIBIT 2C
SALARY PLACEMENT OF GENERAL EMPLOYEES
BELOW AND AT MINIMUM AND AT AND ABOVE MAXIMUM BY GRADE**

Grade	Employees	# < Min	% < Min	# at Min	% at Min	# at Max	% at Max	# > Max	% > Max
A11	55	0	0.0%	12	25.0%	0	0.0%	0	0.0%
A12	34	0	0.0%	4	25.0%	0	0.0%	1	0.0%
A13	75	0	0.0%	16	1.4%	0	0.0%	0	0.0%
B21	180	0	0.6%	16	6.0%	0	0.0%	1	0.0%
B22	146	0	0.0%	13	0.7%	0	0.0%	1	0.7%
B23	58	0	0.0%	2	3.5%	0	0.0%	1	1.8%
B24	9	0	0.0%	1	11.1%	0	0.0%	0	0.0%
B31	29	0	0.0%	1	3.4%	0	0.0%	0	0.0%
B25	19	0	0.0%	0	0.0%	0	0.0%	0	0.0%
B32	7	0	0.0%	0	0.0%	0	0.0%	0	0.0%
C41	58	1	1.7%	3	5.2%	0	0.0%	0	0.0%
C42	44	0	0.0%	1	2.3%	0	0.0%	1	2.3%
C43	20	0	0.0%	4	22.2%	0	0.0%	0	0.0%
C44	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
C45	9	0	0.0%	2	22.2%	0	0.0%	1	11.1%
C51	8	0	0.0%	1	12.5%	0	0.0%	0	0.0%
C52	8	0	0.0%	0	12.5%	0	0.0%	1	12.5%
D61	6	0	0.0%	1	16.7%	0	0.0%	0	0.0%
D62	5	0	0.0%	0	0.0%	0	0.0%	0	0.0%
D63	11	0	0.0%	0	9.1%	0	0.0%	1	9.1%
D64	1	0	0.0%	0	0.0%	0	0.0%	0	0.0%
D71	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
D72	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E81	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E82	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E83	4	0	0.0%	0	0.0%	0	0.0%	1	25.0%
E91	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
E92	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
F101	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
F102	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
F103	0	0	0.0%	0	0.0%	0	0.0%	0	0.0%
Total	791	1	0.1%	77	9.7%	0	0.0%	9	1.1%

Source: Created by Evergreen from data provided by the County as of May 2020.

Employees with salaries at the grade minimum are typically new hires or are new to their classification following a recent promotion; on the other hand, employees with salaries at the grade maximum are typically highly experienced and proficient in their classification. There was one employee below the minimum, 77 employees (9.7 percent) at their pay grade minimum, no employees were at their pay grade maximum, and nine employees (1.1 percent) over their pay grade maximum. At the time of the analysis, the one employee with a salary range below the pay grade minimum was hired at a probationary rate. Their salary was brought up to the minimum once they meet minimum qualifications at a later date. Employees' salaries being outside of the pay range resulted either from management approval, or having

reached the maximum of their pay range. When conducting the same analyses for the 24-hour shift worker pay plan, out of 105 employees, no employees were below the minimum, at the minimum, at the maximum, or above the maximum.

Exhibit 2D and 2E illustrates the placement of employees' salaries relative to the pay grade midpoints (step 11). The exhibits contain the following:

- the pay grades,
- the number of employees in classifications assigned to the pay grade,
- the number and percentage of employees with salaries below the midpoint, and
- the number and percentage of employees with salaries above the midpoint of each pay grade.



**EXHIBIT 2D
SALARY PLACEMENT BELOW, AT, AND ABOVE THE MIDPOINT BY GRADE
FOR THE GENERAL EMPLOYEE PAY PLAN**

Grade	Employees	# < Mid	% < Mid	# = Mid	% = Mid	# > Mid	% > Mid
A11	55	48	75.0%	0	0.0%	7	25.0%
A12	34	26	75.0%	0	0.0%	8	25.0%
A13	75	63	82.9%	0	0.0%	12	17.1%
B21	180	152	83.6%	0	0.0%	28	16.4%
B22	146	114	77.4%	0	0.0%	32	22.6%
B23	58	47	80.7%	0	0.0%	11	19.3%
B24	9	6	66.7%	1	11.1%	2	22.2%
B31	29	22	75.9%	0	0.0%	7	24.1%
B25	19	14	73.7%	0	0.0%	5	26.3%
B32	7	6	85.7%	0	0.0%	1	14.3%
C41	58	45	77.6%	0	0.0%	13	22.4%
C42	44	26	58.1%	0	0.0%	18	41.9%
C43	20	14	66.7%	0	0.0%	6	33.3%
C44	5	4	80.0%	0	0.0%	1	20.0%
C45	9	8	88.9%	0	0.0%	1	11.1%
C51	8	4	50.0%	0	0.0%	4	50.0%
C52	8	6	75.0%	0	0.0%	2	25.0%
D61	6	2	33.3%	0	0.0%	4	66.7%
D62	5	2	40.0%	0	0.0%	3	60.0%
D63	11	3	27.3%	0	0.0%	8	72.7%
D64	1	0	0.0%	0	0.0%	1	100.0%
D71	0	0	0.0%	0	0.0%	0	0.0%
D72	0	0	0.0%	0	0.0%	0	0.0%
E81	0	0	0.0%	0	0.0%	0	0.0%
E82	0	0	0.0%	0	0.0%	0	0.0%
E83	4	0	0.0%	0	0.0%	4	100.0%
E91	0	0	0.0%	0	0.0%	0	0.0%
E92	0	0	0.0%	0	0.0%	0	0.0%
F101	0	0	0.0%	0	0.0%	0	0.0%
F102	0	0	0.0%	0	0.0%	0	0.0%
F103	0	0	0.0%	0	0.0%	0	0.0%
Total	791	612	77.4%	1	0.1%	178	22.5%

Source: Created by Evergreen from data provided by the County as of May 2020.

**EXHIBIT 2E
SALARY PLACEMENT BELOW, AT, AND ABOVE THE MIDPOINT BY GRADE
FOR THE 24-HOUR SHIFT WORKER PAY PLAN**

Grade	Employees	# < Mid	% < Mid	# = Mid	% = Mid	# > Mid	% > Mid
B22	54	49	88.1%	0	0.0%	5	11.9%
B23	39	30	75.0%	0	0.0%	9	25.0%
B24	6	4	66.7%	0	0.0%	2	33.3%
B31	0	0	0.0%	0	0.0%	0	0.0%
B25	3	0	0.0%	0	0.0%	0	0.0%
B32	0	3	100.0%	0	0.0%	0	0.0%
C42	3	3	100.0%	0	0.0%	0	0.0%
Total	105	89	84.8%	0	0.0%	16	15.2%

Employees with salaries close to the midpoint of a competitive pay range should be fully proficient in their classification and require minimal supervision to complete their job duties while performing satisfactorily. Within this framework, grade midpoint is commonly considered to be the salary an individual could reasonably expect for similar work in the market. Therefore, it is important to examine the percentage and number of employees with salaries above and below the calculated midpoint. In the general employee pay plan, there were 612 employees (77.4 percent) who had salaries below the midpoint of their respective range, one employee (0.1 percent) had their salary at the midpoint, and 178 employees (22.5 percent) had salaries above the midpoint. In the 24-hour shift worker pay plan, there were 89 employees (84.8 percent) that had salaries below the midpoint of their respective range, no employees had their salary at the midpoint, and 16 employees (15.2 percent) had salaries above the midpoint.

2.3 SUMMARY

Overall, the County’s compensation structure offered a firm foundation on which to improve. The key points of the current structure were:

- The County administered a step pay plan for 791 general employees with 31 pay grades and 21 steps; and each grade had a range spread of about 55.0 percent.
- The County also administered a step pay plan for 86 24-hour shift worker employees with 7 pay grades and 21 steps; each grade having a range spread of about 55.0 percent.
- The majority of County’s employees’ salaries in both pay plans were clustered below the midpoint, with 77.4 percent of general employees’ salaries and 84.8 percent of 24-hour shift worker employees’ salaries falling below the midpoint.

The County's pay plan provided employees with a clear progression of pay. However, it seems that many employees' salaries have not progressed over time with respect to their entire pay ranges and there is not strict adherence to the pay plans. The method by which they have progressed and should progress was examined in more detail during the review of the County's pay practices.

The information gained from this review of current conditions was used in conjunction with the market analysis data to develop recommendations for a more competitive pay plan that would align with the County's compensation philosophy moving forward. These recommendations can be found in **Chapter 5** of this report.

Chapter 3 - Summary of Employee Outreach

Evergreen consultants facilitated a process in June 2020 through which County’s senior leaders were invited to provide their input regarding several topic areas related to the market study. Solicited feedback included areas for improvement with regard to compensation (e.g. compression and competitiveness of salaries) and classification (e.g. title revision). The senior leaders are listed in the tables below and on the next page, with their corresponding titles at the time of the study.

Interviewee Name	Interviewee Title
Amanda Dickman	Library Director
Amanda Kincaid	Interim HR Director
Andrea Atherton	Capital Projects Director
Ashley Jacobs	County Administrator
Audra Antonacci	Codes Enforcement Director
Brittany Ward	Deputy County Attorney
Carl Wedler	Veterans Affairs Director
Chanel Lewis	Finance Supervisor
Charles Atkinson	Building Codes Director / ACA Community Services
Christopher Inglese	Deputy County Administrator
Cindy Carter	SW&R Director
Dale Butts	Registrar
Daniel Morgan	Mapping & Apps Director
David Ott	Coroner
David Thomas	Purchasing Director
David Wilhelm	ACA Public Works & Sustainability / Special Projects Director
Donna Ownby	EMS Director
Ebony Sanders	Assessor
Edra Stephens	Business Services Director
Edward Allen	Coroner
Elizabeth Farrell	Public Information Officer
Eric Greenway	Planning & Zoning Director / County Administrator
Esau Brown	Airport Operations Officer

Interviewee Name	Interviewee Title
Fred Leyda	Human Services Director
Gregg Hunt	Mosquito Control Director
James Beckert	Auditor
James Grooms	Broadcast Services Manager
Janet Andrews	Finance Supervisor
Jared Fralix	ACA Engineering
Jerri Roseneau	Clerk of Court
Jonathan Rembold	Airport Director
Katherine Mead	HR Specialist
Kathy Carter	Paralegal/Administrative Assistant
Kenneth Fulp	Probate Judge
Kurt Taylor	County Attorney
Kyle Jackson	Risk Manager
Linda Maietta	Senior Administrative Assistant (Finance)
Maria Walls	Treasurer
Marie Smalls	VR&E Director
Mark Roseneau	Facilities Director
Marvin Dukes	Master in Equity
Milton McBride	Library Director
Monica Spells	ACA Civic Engagement & Outreach
Nilesh Desai	Public Works Director
Patrick Hill	IT Director / CIO
Philip Foot	ACA Public Safety
Quandara Grant	Detention Center Director
Raymond Williams	Finance Director
Robert Bechtold	Deputy County Administrator
Sarah Brock	Clerk to Council
Shannon Loper	Recreation Director
Steven Donaldson	Alcohol & Drug Director
Tallulah Mcgee	Animal Services Director
Tom Keaveny	Deputy County Attorney
Whitney Richland	ACA Finance
William Love	DSN Director
William Stanley	Interim Records Management Director

Senior leaders participated in phone interviews with an Evergreen consultant and/or Human Resources, who asked a developed set of questions to gain their input regarding topic areas. Participant responses provided the study team with valuable information regarding the leaders' perceptions of the current compensation and classification system. Summarized in this chapter are their comments and perceptions related to the topic areas.



3.1 COMPENSATION

While participants expressed appreciation for the County’s dedication to conduct market studies to remain competitive, participants expressed concerns related to the County’s compensation system and provided the following suggestions for:

- improved market competitive salaries, especially with surrounding cities and towns;
- alleviation of salary compression between new hires and employees with longer tenure, as well as supervisors and their direct reports;
- employee salary increases associated with performance;
- promote a better understanding of the pay structure and hiring practices for new hire salaries; and
- modify the current pay structure so that employees do not reach the maximum of their pay grade so quickly.

3.2 CLASSIFICATION

General comments related to the classification of positions included that:

- many of the titles for administrative positions could be better distinguished within and across departments;
- many titles could be clarified to better reflect the duties and responsibilities associated with those positions; and
- some titles could benefit from a career ladder to recognize advancement in skills and certifications.

Senior leaders were also asked about any revisions to minimum education/experience requirements for positions within their departments. Overall, many senior leaders believed the minimum qualifications were fairly accurate, although there were a few areas where they believed a prospective employee’s experience should carry a little more weight than the degree obtained. For example, higher degrees would be more beneficial for counseling due to the complexity of those positions.

3.3 RECRUITMENT/RETENTION

Participants were also asked which positions within the County presented the greatest challenges with regard to recruitment and retention. Some of the positions mentioned by the senior leaders included:

- Building Inspectors;



- Correctional Officers;
- Deputy Clerks;
- Direct Care Workers;
- Drop Off Center Attendants;
- Grounds Maintenance Technicians; and
- Paramedics.

3.4 MARKET PEERS

Participants were also asked to identify organizations they considered to be market peers competing for employees performing similar work. The most common responses are listed below and were considered when developing the list of peers for the salary survey:

- Chatham County, GA;
- City of Beaufort, SC;
- City of Charleston, SC;
- City of Savannah, GA;
- Beaufort-Jasper Water & Sewer Authority, SC;
- Town of Bluffton, SC;
- Town of Hilton Head Island, SC; and
- Town of Port Royal, SC.

3.5 SUMMARY

The concerns expressed and reported above are generally common and exist in many organizations today. The County's commitment to seeking employee input and feedback regarding the compensation and classification system is a positive step toward improvement in these areas. Through the use of the conducted interviews, senior leaders consistently stated that the County's compensation system should be improved to be market competitive and internally equitable. Furthermore, the classification system should be reviewed to ensure that titles align appropriately with performed duties and responsibilities.



The input received during employee outreach provided a foundation for understanding the current environment and was considered while conducting the remainder of the study. The analyses discussed in the next chapter ultimately provided the basis for the recommendations provided in **Chapter 5** of this report.



Chapter 4 – Market Summary

This chapter provides a market analysis comparing the County's pay plan (salary ranges) and benefits to those at peer organizations. The data from targeted market peers were used to evaluate the overall compensation and benefits at the County at the time of this study. It is important to note that the market comparisons contained herein do not translate at the individual level and are instead used to provide an overall analysis. The utilized methodology is not intended to evaluate salaries paid to individuals. An employee's total compensation (salary and benefits) is determined through a combination of factors, which could include: the market conditions for a job, geographic location of the organization, the candidate's prior education and experience, and/or an individual's negotiation skills during the hiring process.

It should be noted that market comparisons are best thought of as a snapshot of current market conditions. In other words, market conditions can change; therefore, these market survey findings will be helpful for the County to remain current with its peers under the present market conditions.

4.1 SALARY SURVEY RESULTS

Evergreen collected pay range information from target organizations utilizing a salary survey tool. The development of this tool included selecting the benchmark classifications to be surveyed. A cross-section of the County's classifications was selected so that the surveyed positions made up a subset of all work areas and levels of classifications in the County. The job title, a description of assigned duties, and the education and experience requirements for each benchmarked classification were provided in the survey tool so that peers could determine if the position existed within their organization.

Evergreen received concurrence from the County's project team regarding the targets to which the survey was provided. Several factors were utilized when developing this peer list, including geographic proximity to the County, similar service offerings, organization size, relative population being served by the organization organizations to which the County is losing employees, and senior leader recommendations. Data were analyzed with adjustments for cost of living. A total of 16 peers were asked to participate, and 11 peer organizations (shown in **Exhibit 4A**) responded with data for the 44 benchmark classifications from which salary range data were collected.



**EXHIBIT 4A
MARKET PEERS**

Market Peers
Berkley County, SC
Charleston County, SC
Chatham County, GA
Dorchester County, SC
Lexington County, SC
City of Beaufort, SC
City of Charleston, SC
City of Pooler, GA
City of Savannah, GA
Town of Bluffton, SC
Town of Hilton Head Island, SC
Town of Mount Pleasant, SC
Town of Port Royal, SC
Beaufort-Jasper Water & Sewer Authority, SC
Beaufort County Schools
Beaufort Memorial Hospital

*Bold indicates data obtained from peer

The County expressed a desire to examine its pay plan overall as compared to a competitive position (at the average) with the market. To determine the position of the existing structure, Evergreen compared the County’s 2019 salary ranges for the benchmark classifications to the average of the market. It is important to note that the averages in the subsequent exhibits reflect an average of the salary ranges reported by each peer for a given benchmark classification. The market range data presented in this chapter were not the sole criteria for the proposed pay ranges. Some classifications’ grade assignments varied from their associated market range due to the other factors, such as the results of our internal hierarchy assessment. More detail on this analysis is provided in **Chapter 5**.

Exhibit 4B contains the following information:

- The market salary range information for each classification. This indicates the average of the minimum, midpoint, and maximum of the peer survey data for each benchmarked classification.
- The percent differentials (to the County’s existing salary ranges). A positive differential indicates the County pay range for these positions was above the targets’ average for that classification at the minimum, midpoint, or maximum. A negative differential indicates the County’s pay range was below the average for that classification. The final row provides the average percent differentials for the ranges’



minimum, midpoint, and maximum for all benchmarked classifications. This represents an average of all classifications' differentials.

- The survey average range width. This provides the average range width for each classification surveyed determined by the average minimum and average maximum salaries of the respondents, relative to the minimum. The average range width for all the classifications is provided in the final row. The number of responses collected for each classification is provided in the final column, and the average number of responses for all the classifications is provided in the final row.
- The number of survey responses for each classification is provided in the final column. The average number of responses for all the classifications is provided in the final row of the exhibit.



EXHIBIT 4B
SALARY SURVEY SUMMARY–AVERAGE

Classification	Survey Minimum		Survey Midpoint		Survey Maximum		Survey Avg Range	# Resp.
	Average	% Diff	Average	% Diff	Average	% Diff		
ADMINISTRATIVE SPECIALIST	\$33,762.76	-5.5%	\$43,238.83	-5.9%	\$52,714.90	-6.2%	56.1%	10
ANIMAL SERVICES OFFICER	\$33,562.78	4.4%	\$42,624.51	4.8%	\$51,686.23	5.1%	53.9%	5
ANIMAL SERVICES TECHNICIAN	\$30,302.00	-5.1%	\$38,666.05	-5.1%	\$47,030.10	-5.2%	55.1%	3
BUSINESS LICENSE CLERK	\$33,904.52	-5.9%	\$43,463.13	-6.5%	\$53,021.74	-6.8%	56.5%	4
CLERK TO COUNCIL	\$51,323.77	5.0%	\$66,921.10	2.8%	\$82,518.42	1.3%	60.9%	5
CODES ENFORCEMENT OFFICER	\$39,465.01	-11.7%	\$50,729.64	-12.5%	\$61,994.26	-13.1%	57.0%	8
COMMERCIAL APPRAISER	\$52,636.40	-3.5%	\$69,330.50	-6.8%	\$86,024.61	-8.8%	63.5%	3
CONSTRUCTION MANAGER	\$64,387.27	-2.8%	\$82,403.18	-3.2%	\$100,419.08	-3.4%	55.8%	7
CONTRACT SPECIALIST	\$46,129.87	-27.2%	\$59,027.45	-27.5%	\$71,925.03	-27.8%	55.9%	7
CORRECTIONAL CORPORAL	\$40,034.90	19.9%	\$51,489.57	6.0%	\$62,944.23	-4.0%	57.4%	4
CORRECTIONAL OFFICER I	\$36,174.85	12.3%	\$46,675.78	-3.2%	\$57,176.71	-14.3%	58.2%	5
CORRECTIONAL SERGEANT	\$45,648.65	14.5%	\$57,272.81	10.1%	\$68,896.98	7.0%	51.3%	4
COUNTY ATTORNEY	\$90,929.16	0.9%	\$123,169.63	-5.2%	\$155,410.10	-8.9%	70.9%	4
COURT SERVICES SPECIALIST	\$39,653.91	-21.5%	\$50,945.43	-22.2%	\$62,236.95	-22.7%	57.0%	7
CUSTODIAN	\$25,428.64	-12.2%	\$32,664.07	-12.9%	\$39,899.49	-13.4%	56.9%	7
ELECTIONS MANAGER	\$59,473.98	-22.0%	\$78,358.23	-25.2%	\$97,242.48	-27.3%	63.6%	4
EMS CREW CHIEF	\$47,818.34	3.8%	\$62,205.12	1.8%	\$76,591.90	0.5%	60.3%	4
EMS SUPERVISOR	\$54,309.22	2.4%	\$70,746.42	0.3%	\$87,183.61	-1.0%	60.7%	3
EQUIPMENT OPERATOR II	\$32,548.21	-1.9%	\$42,029.51	-3.1%	\$51,510.80	-3.9%	58.3%	8
FINANCE DIRECTOR	\$89,970.44	-21.0%	\$115,667.89	-21.9%	\$141,365.33	-22.4%	57.0%	8
FISCAL TECHNICIAN I	\$34,091.82	-16.8%	\$43,565.96	-17.0%	\$53,040.11	-17.2%	55.7%	5
FLEET MANAGER	\$62,882.97	-27.5%	\$79,500.71	-26.7%	\$96,118.45	-26.1%	52.4%	7
FOREMAN	\$40,650.06	-14.7%	\$52,557.97	-16.1%	\$64,465.89	-17.0%	58.6%	4
GRANTS ADMINISTRATOR	\$57,220.02	-5.9%	\$73,560.55	-6.7%	\$89,901.07	-7.2%	57.1%	5
IT ANALYST	\$46,774.70	8.3%	\$60,976.67	6.1%	\$75,178.64	4.7%	60.8%	6
LEGAL ASSISTANT	\$37,430.76	-6.5%	\$48,021.08	-7.1%	\$58,611.41	-7.5%	56.6%	6
MAINTENANCE WORKER	\$28,725.07	-10.8%	\$36,736.08	-11.6%	\$44,747.09	-11.8%	55.8%	6
MOSQUITO CONTROL SPECIALIST	\$32,198.35	-0.8%	\$41,540.38	-1.9%	\$50,882.41	-2.7%	58.1%	5
NETWORK ADMINISTRATOR	\$57,244.05	9.0%	\$73,909.71	7.7%	\$90,575.36	6.9%	58.1%	8
PARAMEDIC	\$43,319.10	-6.0%	\$55,116.69	-6.0%	\$66,914.29	-5.9%	54.5%	5
PLANNER	\$50,370.54	6.9%	\$64,331.45	6.7%	\$78,292.35	6.6%	55.5%	8
PROPERTY TAX TECHNICIAN	\$31,456.20	-8.8%	\$40,746.71	-10.4%	\$50,037.22	-11.4%	59.2%	3
PUBLIC INFORMATION OFFICER	\$61,714.32	16.5%	\$80,234.16	14.6%	\$98,754.00	13.4%	60.0%	9
REAL PROPERTY RECORDING TECHNICIAN	\$29,636.48	-2.8%	\$38,611.59	-5.0%	\$47,586.69	-6.4%	60.8%	3
RECORDS MANAGEMENT TECHNICIAN	\$34,679.89	-18.5%	\$44,346.35	-18.8%	\$54,012.81	-19.0%	55.7%	6
RECREATION SUPERVISOR	\$44,182.26	-12.4%	\$57,046.63	-13.7%	\$69,911.01	-14.5%	58.1%	3
RECYCLING TECHNICIAN	\$26,838.97	7.1%	\$34,866.04	5.2%	\$42,893.10	4.0%	60.0%	3
RESIDENTIAL APPRAISER	\$42,188.64	12.2%	\$56,210.59	7.8%	\$70,232.53	5.1%	66.7%	5
RESIDENTIAL INSPECTOR	\$43,852.10	8.4%	\$56,099.16	8.0%	\$68,346.21	7.8%	55.7%	8
RESIDENTIAL PLANS EXAMINER	\$47,608.21	-19.8%	\$60,929.74	-20.2%	\$74,251.27	-20.4%	56.1%	6
RISK MANAGER	\$67,385.81	-22.1%	\$85,927.52	-22.1%	\$104,469.23	-22.1%	55.2%	5
SENIOR MAINTENANCE SPECIALIST	\$38,204.08	13.5%	\$49,506.55	11.9%	\$60,809.01	10.9%	59.4%	4
SOLID WASTE ATTENDANT	\$25,281.78	-16.1%	\$32,395.91	-26.9%	\$39,510.04	-27.2%	56.5%	4
STORMWATER MANAGER	\$64,194.24	8.2%	\$82,796.51	7.1%	\$101,398.77	6.3%	58.0%	7
Overall Average		-4.0%		-6.1%		-7.4%	58.0%	5.5



Market Minimums

A starting point of the analysis was to compare the peer's market minimum for each classification to the County's range minimums. Market minimums are generally considered an entry level salary for employees who meet the minimum qualifications of a classification. Employees with salaries at or near the range minimums typically have not mastered the job and probably have not acquired the skills and experience necessary to be fully proficient in their classification.

As **Exhibit 4B** illustrates for benchmarked classifications, the County was, on average, approximately 4.0 percent below the average market position at the minimum of the respective salary ranges.

Market Midpoints

Market midpoints are important to consider because they are commonly recognized as the salary point at which employees are fully proficient in satisfactorily performing their work. As such, midpoint is often considered as the salary point at which a fully proficient employee could expect his or her salary to be placed.

As **Exhibit 4B** illustrates for the benchmarked classifications, the County was, on average, approximately 6.1 percent below the competitive market position at the midpoint of the respective salary ranges.

Market Maximums

In this section, salary range maximums are compared to the peers' average of maximums for each benchmarked classification. The market maximum is significant as it represents the upper limit salary that an organization might provide to retain and/or reward experienced and high performing employees. Additionally, being competitive at the maximum allows organizations to attract highly qualified individuals for in-demand classifications.

As **Exhibit 4B** illustrates for the benchmarked classifications in the General pay plan, the County was, on average, approximately 7.4 percent below the competitive market position at the maximum of the respective salary ranges.

Additional Compensation Related Questions

Peers were also asked to respond to additional questions regarding merit pay and longevity pay; education and certification incentives, and shift differential and holiday pay. Three peers responded to these questions.

Merit Pay and Longevity Pay

With regard to merit pay, two peers indicated that they provided merit increases to their employees, with the exact amounts varying based on performance evaluation scores. One peer indicate they provided longevity pay through an annual lump-sum that increases every five years of continuous service.



Education and Certification Incentive Pay

Peers also indicated they provided incentives for employees earning degrees or certifications beyond minimum qualifications. Incentives were typically provided only for public safety and engineering positions. Educational incentives for earning a degree beyond minimum qualifications ranged from a two to four percent annualized salary increase, depending on the degree. Certification incentives generally ranged from a one to four percent annualized salary increase depending on the certification obtained.

Shift Differential and Holiday Pay

Surveyed peers did not indicate they provided shift differential pay to their employees. The peers did indicate; however, that they offered holiday pay for their employees. One peer paid straight time for Public Safety employees working on a holiday while another peer paid employees time and a half for working on a holiday. The third peer allowed Public Safety employees to bank their time worked on a holiday for future leave.

4.2 SALARY SURVEY SUMMARY

It should again be noted that the standing of a classification's pay range compared to the market is not a definitive assessment of an individual employee's salary being equally above or below market. A salary range does, however, speak to the County's general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the County could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for experienced employees to remain at the County. From the analysis of the data gathered and discussed above, the benchmark classifications' ranges were generally found to be below the County's desired position of being competitive with the labor market.

4.3 BENEFITS SURVEY RESULTS

In addition to the salary survey, Evergreen conducted a benefit survey to compare the County's current employee benefits to those of its peers. The information provided in this section is a result of the analysis of the current benefits at the County and at each peer organization, which are subject to change. Benefit plans have intricacies that are not represented in this chapter; therefore, the data provided should not be used independently as a line-by-line comparison of benefits. It should also be noted that benefits are usually negotiated and acquired through third parties, so one-to-one comparisons can be difficult. The analysis below highlights the results of the benefits survey. Data were requested from the same peers contacted for the salary survey and subsequently collected from the eight peer organizations identified in **Exhibit 4C**.



**EXHIBIT 4C
MARKET PEERS**

Market Peers
Berkley County, SC
Charleston County, SC
Chatham County, GA
Dorchester County, SC
Lexington County, SC
City of Beaufort, SC
City of Charleston, SC
City of Pooler, GA
City of Savannah, GA
Town of Bluffton, SC
Town of Hilton Head Island, SC
Town of Mount Pleasant, SC
Town of Port Royal, SC
Beaufort-Jasper Water & Sewer Authority, SC
Beaufort County Schools
Beaufort Memorial Hospital

*Bold indicates data obtained from peer

Employee Health Plans

Exhibit 4D shows the number of health plans provided to current employees by the responding peers and the County. The average number of health plans provided (any combination of PPO, HMO, or HDHP) was 1.9 based on the market data. The County offered two PPO (Preferred Provider Organization) plans. Subsequent comparisons will be based on peers’ PPO plans.

**EXHIBIT 4D
NUMBER OF HEALTH PLANS**

Number of Plans	Peer Average	Beaufort County, SC
Number of health plans offered	1.9	2

Premiums and Deductibles

Exhibit 4E displays information regarding the PPO health plans of peers compared to the County’s plans (averaged between the two plans). Compared to their peers, the County’s employees paid more for employee only coverage, but paid lower premiums for employee plus child, employee plus spouse, and employee plus family coverage. The in network and out of network deductibles for the County’s medical plan were much lower compared to peers.



**EXHIBIT 4E
PPO HEALTH PLAN
PREMIUMS AND DEDUCTIBLES**

Premium Paid by Employee for:	Peer PPO Average	Beaufort County, SC
Percentage of peers offering each plan	87.5%	Yes
Employee coverage	\$63.35	\$108.34
Employee + Child	\$153.59	\$91.25
Employee + Spouse	\$236.98	\$230.75
Employee + Family	\$323.11	\$145.25

Premium Paid by Employer for:	Peer PPO Average	Beaufort County, SC
Employee coverage	\$524.13	\$499.37
Employee + Child	\$819.61	\$926.54
Employee + Spouse	\$985.71	\$984.65
Employee + Family	\$1,326.35	\$1,561.67

Deductibles	Peer PPO Average	Beaufort County, SC
Individual Maximum In Network	\$717.14	\$425.00
Individual Maximum Out of Network	\$1,412.50	\$850.00
Employee + Child Maximum In Network	\$1,314.29	\$850.00
Employee + Child Maximum Out of Network	\$2,637.50	\$1,700.00
Employee + Spouse Maximum In Network	\$1,314.29	\$850.00
Employee + Spouse Maximum Out of Network	\$2,637.50	\$1,700.00
Employee + Family Maximum In Network	\$3,500.00	\$850.00
Employee + Family Maximum Out of Network Network	\$3,537.50	\$1,700.00

*Premiums and deductibles are averaged for the County.



Other Insurance Plans

Exhibit 4F displays information from the responding peers regarding the cost to the employee for dental plans. Overall, the County’s employee-paid dental premiums were comparable to peers’ employee-paid dental premiums.

**EXHIBIT 4F
DENTAL PLANS**

Dental Premiums	Peer Average	Beaufort County, SC
Offered?	87.5%	Yes
Average number of plans offered	1.8	1
Employer cost employee only	\$16.01	\$26.35
Employee cost employee only	\$9.44	\$2.93
Employer cost employee plus child	\$16.01	\$26.35
Employee cost employee plus child	\$31.52	\$38.50
Employer cost employee plus spouse	\$16.01	\$26.35
Employee cost employee plus spouse	\$31.00	\$36.87
Employer cost employee plus family	\$16.01	\$26.35
Employee cost employee plus family	\$45.06	\$71.34

*One peer included dental coverage in medical premiums.

Exhibit 4G displays information from the responding peers regarding the cost to the employee for vision plans. The premiums for the County’s vision plan were, on average, a little higher than the vision premiums at peer organizations.



**EXHIBIT 4G
VISION PLANS**

Vision Premiums	Peer Average	Beaufort County, SC
Offered?	100.0%	Yes
Average number of plans offered	1.0	1
Employer cost employee only	\$0.00	\$0.00
Employee cost employee only	\$5.57	\$8.02
Employer cost employee plus child	\$0.00	\$0.00
Employee cost employee plus child	\$11.17	\$13.60
Employer cost employee plus spouse	\$0.00	\$0.00
Employee cost employee plus spouse	\$10.72	\$16.08
Employer cost employee plus family	\$0.00	\$0.00
Employee cost employee plus family	\$15.68	\$22.44

Exhibit 4H displays the percentage of responding peers who provided short- and long-term disability insurance. Like the County, 25.0 percent of peers offered employee paid short-term disability and 75.0 percent of peers offered employer paid long-term disability. The percentage of the salary the employee would receive for short-term disability and long-term disability at the County was similar to the percentage of salary employees would receive at peer organizations. Unlike the County, 50.0 percent of peers offered employer paid short-term disability and 50.0 percent of peers offered employee paid long-term disability.

**EXHIBIT 4H
DISABILITY INSURANCE**

Disability Insurance		Peer Percentage Offered	Percent of salary employee receives
Short-Term Disability	Employer Paid	50.0%	61.9%
	Beaufort County, SC	No	n/a
	Employee Paid	25.0%	60.0%
	Beaufort County, SC	Yes	66.7%
Long-Term Disability	Employer Paid	75.0%	62.4%
	Beaufort County, SC	Yes	60.0%
	Employee Paid	50.0%	64.3%
	Beaufort County, SC	No	n/a



Life Insurance

Employer-paid life insurance was provided by all peers, as well as the County. All of the peers, as well as the County, offered optional dependent coverage, additional employee paid life insurance, and accidental death insurance. The death benefit offered by peers and the County varied based on salary.

Tuition Reimbursement

Tuition reimbursement for employees was provided by 62.5 percent of peers, with an average reimbursement limit of \$3,000 for courses that were relevant to the employee's field of work. It should be noted; however, that some peers were suspending tuition reimbursement until at least the next fiscal year due to the economic fallout of COVID-19. The County, at the time of this study, did not offer tuition reimbursement.

Employee Leave and Holidays

Exhibit 4I provides the average accrual rates for sick, annual/vacation, and paid time off (PTO/single leave pool for sick and annual/vacation leave) for employees for peers and the County. Like the County, 62.5 percent of peers provided sick leave. The County provided an average monthly accrual rate for sick leave of 8.0 hours, which was similar to the average accrual rate of 7.4 hours per month for sick leave. Also like the County, 62.5 percent of peer respondents provided annual leave/vacation time. Peers provided a minimum monthly accrual rate of 7.4 hours and a maximum monthly accrual rate of 16.2 hours, compared to the County's 8.0 hours minimum and 16.7 hours maximum monthly accrual rates.

The County and 25.0 percent of its peers offered different rates of sick leave for Public Safety employees. The County and its peers offered similar rates of sick leave for Public Safety employees. The County's annual/vacation leave accrual rates are a little lower than the accrual rates for Public Safety employees at peer organizations.



EXHIBIT 4I LEAVE TIME ACCRUAL

Leave Accrual	Organization	Offered?	Minimum Accrual Rate in Hours (Monthly)	Years of service to accrue the minimum rate	Maximum Accrual Rate in Hours (Monthly)	Years of service to accrue the maximum rate	Absolute Maximum Accrual in Hours per Year
Sick Leave	Peer Average Offered	62.5%	7.4	0.0	7.4	0.0	525.0
	Beaufort County, SC	Yes	7.4	0.0	7.4	0.0	720.0
Annual/Vacation Leave	Peer Average Offered	62.5%	7.4	0.0	16.2	23.3	293.0
	Beaufort County, SC	Yes	8.0	0.5	16.7	10.0	280.0
Paid Time Off	Peer Average Offered	37.5%	9.8	0.0	16.3	14.7	210.4
	Beaufort County, SC	No	n/a	n/a	n/a	n/a	n/a
Leave Accrual	Organization	Offered?	Minimum Accrual Rate in Hours (Monthly)	Years of service to accrue the minimum rate	Maximum Accrual Rate in Hours (Monthly)	Years of service to accrue the maximum rate	Absolute Maximum Accrual in Hours for a Year
Public Safety Sick Leave (24 hour shifts)	Peer Average Offered	25.0%	11.2	0.0	11.2	0.0	1008.0
	Beaufort County, SC	Yes	11.3	0.0	11.3	0.0	1008.0
Public Safety Annual/Vacation Leave	Peer Average Offered	25.0%	11.2	0.0	25.3	15.0	384.0
	Beaufort County, SC	Yes	9.6	0.5	22.0	10.0	280.0

Bereavement Leave

Peers were also asked questions about bereavement leave. The County and 50.0 percent of peers indicated they offered their employees separate leave for bereavement for immediate family members, with an average of three days. Of those peers, three of them indicated they could use bereavement leave again in the event multiple cases occurred in a year. Peers indicated that immediate family members included: parents, in-laws, children, grandparents, grandchildren, and step-family.

Retirement Plan Benefits

Exhibit 4J displays the number of retirement plans provided and offered to employees, including the South Carolina Retirement System (SCRS) plan, the Police Officers Retirement System (PORS), a 401(k), and a 457(b) plan. The County, along with 75.0 percent of peers, offered the SCRS and PORS retirement plans. The employer and employee contribution limits from the County for the SCRS and PORS plans were comparable to peers. 87.5 percent of peers also offered a 457(b) plan to which employees could voluntarily contribute. 37.5 percent of peers also offered employees a 401(a) retirement account with employer-matched contributions. The County offered 401(k) and 457(b) retirement accounts to its employees, and all contributions were based on employees' contributions only; the County did not contribute to these accounts.



**EXHIBIT 4K
RETIREMENT**

Number of Plans	Peer Average	Beaufort County, SC
Number of retirement plans offered	3.1	4

Plan Type	Organization	Percentage Offered	Years to Fully Vest	Average Employer Contribution	Average Employee Contribution
SCRS	Peer Average	75.0%	8.0	15.3%	8.6%
	Beaufort County, SC	Yes	8.0	15.4%	9.0%
PORS	Peer Average	75.0%	7.9	17.9%	9.9%
	Beaufort County, SC	Yes	8.0	17.8%	9.8%
401(a)	Peer Average	37.5%	5.0	4.0%	4.0%
	Beaufort County, SC	Yes	n/a	n/a	varies
457(b)	Peer Average	87.5%	n/a	n/a	varies
	Beaufort County, SC	Yes	n/a	n/a	varies

4.4 BENEFITS SURVEY SUMMARY

The peer benefit data summarized in this chapter indicate that the County’s benefits offerings were, overall, competitive with its peers. For instance, the medical premiums were very competitive with peers. The retirement contributions and leave accrual rates were also comparable to peer organizations.

4.5 MARKET SUMMARY

It should again be noted that the standing of a benchmark’s pay range compared to The County’s desired market position is not a definitive assessment of an individual employee’s salary being equally above or below market. The pay range does, however, speak to the County’s general ability to recruit and retain talent over time. If a range minimum is significantly lower than the market would offer, the County could find itself losing out to its market peers when it seeks to fill a position. It is equally true that range maximums lower than the market maximums may serve as a disincentive for experienced employees to remain at the County, when the economy is more stable.

From the analysis of the data gathered in the external assessment discussed above, the County’s pay plans were found to be below its desired market position. When comparing employee benefits, the County was found to be generally competitive with its benefits offerings. All study findings and subsequent recommendations can be found in the next chapter of this report.



Chapter 5 - Recommendations

The analysis of the County's classification and compensation system revealed some areas of opportunity for improvement. Evergreen focused primarily on developing more competitive pay plans, as well as reviewing and making recommendations to the classification structure. Study recommendations, as well as the findings that led to each, are discussed in this chapter.

5.1 CLASSIFICATION SYSTEM

An organization's classification system establishes how its human resources are employed to perform its core services. The classification system consists of the titles and descriptions of the different classifications, or positions, which define how work is organized and assigned. It is essential that the titles and descriptions of an organization's classifications accurately depict the work being performed by employees in the classifications to ensure equity within the organization and to enable comparisons with positions at peer organizations. One of the purposes of a classification analysis is to identify such issues as incorrect titles and inconsistent titles across departments.

In the analysis of the County's classification system, Evergreen collected classification data through the Job Assessment Tool (JAT) and Management Issues Tool (MIT) processes. The JATs, which were completed by employees and reviewed by their supervisors, provided information about the type and level of work being performed for each of the County's classifications. In addition, the MIT process provided supervisors an opportunity to provide specific recommendations regarding the pay or classification of positions in their areas. Evergreen reviewed and utilized the data provided in the JATs and MITs as a basis for the classification recommendations below.

FINDING

Overall, the classification system utilized by the County was sound. However, there were a few instances of titles for positions that could be modified to better reflect the tasks assigned to the position.

RECOMMENDATION 1: Revise the titles of some classifications to better reflect job duties.

Exhibit 5A provides a list of the recommended changes to the classification system. Not listed are minor changes (e.g., spelling out abbreviated words) or classifications that are not recommended to be changed; however, listed are modifications to entire classifications. The foundation for these recommendations was the work performed by employees as described in their JATs, best practice in the Human Resources field, or unique needs which required a specific titling method.



**EXHIBIT 5A
PROPOSED CLASSIFICATION CHANGES**

Current Classification Title	Proposed Classification Title
*New title	Airport Deputy Director
*New title	Airport Maintenance Technician I
*New title	Aquatics Manager
*New title	Budget Director
*New title	Business Services Deputy Director
*New title	Dual-Rated Chief Pilot
*New title	Elections System Specialist
*New title	Elections Technician
*New title	Fiscal Technician III
*New title	Fixed Wing Pilot
*New title	Grounds Maintenance Crew Leader/Spray Technician
*New title	Grounds Maintenance Technician II
*New title	Grounds Maintenance Technician III
*New title	Lead Mosquito Control Technician
*New title	Legal Assistant
*New title	Office Manager
*New title	Personal Property Tax Analyst III
*New title	Real Estate Analyst
*New title	Senior Accountant
*New title	Training and Outreach Coordinator
A&D Patient Navigator	Peer Support Specialist
Administrative Assistant	Claims & Insurance Coordinator
Administrative Assistant	IT Elections System Coordinator
Administrative Assistant	Real Property Records Technician
Administrative Assistant	Voter Registration and Election Specialist
Administrative Clerk	Animal Services Dispatcher
Administrative Clerk	Senior Voter Registration and Election Specialist
Administrative Clerk	Voter Registration and Election Specialist
Administrative Manager	Senior Administrative Assistant
Administrative Specialist	Voter Registration and Election Manager
Administrative Specialist	Worker's Compensation Specialist
Airport Maintenance Technician	Airport Maintenance Technician II
Appraiser Apprentice	Appeals/BAA Technician
Assessing Technician	Real Property Research Technician
Assessing Technician	Real Property Transfer Clerk
Assistant Deputy Assessor	Deputy Assessor
Assistant Disaster Recovery Coordinator	Business Manager
Assistant Division Chief	Clerk of Probate/Assistant Division Chief

**EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES**

Current Classification Title	Proposed Classification Title
Assistant Superintendent/Equipment Operator III	Public Works Assistant Superintendent
Assistant Traffic & Transportation Engineer	Transportation Engineering Deputy Director
Bookmobile Libray Assistant IV	Bookmobile Library Assistant
Broadcast Services Manager	Broadcast Services Director
Business License Clerk	Business Services Specialist
Business License Clerk	Revenue Collector
Carpenter Technician	Carpenter Specialist
Chief Pilot-Part Time	Helicopter Pilot
Chief Real Property Technician	Deputy Registrar
Codes Enforcement Officer	Senior Codes Enforcement Officer
Commercial Combination Inspector	Commercial Inspector
Construction Management Director	Capital Projects Director
Contract Specialist	Contracts Manager
Correctional Lieutenant	Correctional Security Lieutenant
Cosy/Alliance Facilitator	Human Services Director
Court Administrator/Clerk Of Probate	Clerk of Probate
Court Administrator/Clerk Of Probate	Court Administrator
Court Services Specialist	Clerk of Probate/Assistant Division Chief
Court Services Specialist	Division Chief
Deputy Assessor - Admin	Deputy Assessor
Deputy Coroner	Chief Deputy Coroner
Deputy County Attorney	Junior Deputy County Attorney
Deputy Director	Detention Center Deputy Director
Deputy Director	Emergency Medical Services Deputy Director
Deputy Director	Mosquito Control Deputy Director
Director	Building Codes Director
Director	Detention Center Director
Director	Emergency Medical Services Director
Director	Facilities Management Director
Director, Inmate Programs & Services	Inmate Programs & Services Manager
Disaster Recovery Coordinator	Disaster Recovery Manager
Division Chief	Judicial Administrator
Driver	Mail Courier
Early Intervention Coordinator	Human Services Analyst
Elections Director	Voters/Registration Elections Director
Elections Manager	Voters Registration/Election Deputy Director
Executive Assistant	Senior Executive Assistant
Family Court Coordinator	Family Court Administrator
Finance Clerk	Accounts Payable Specialist I

**EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES**

Current Classification Title	Proposed Classification Title
Finance Clerk	Accounts Payable Specialist II
Finance Clerk	Accounts Receivable Specialist I
Finance Specialist	Payroll Specialist
Fiscal Technician	Customer Success Representative
Fiscal Technician	Enterprise Fund Business Manager
Fiscal Technician	Fiscal Technician I
Fiscal Technician	Fiscal Technician II
Fiscal Technician	Staff Accountant
Fiscal Technician - PN	Customer Success Representative
Fiscal Technician I - Recycling	Administrative Assistant
Fiscal Technician II	Revenue Specialist
Fiscal Technician III - Pn	Revenue Accountant
Fiscal Technician III - Treasurer	Revenue Accountant
General Support Superintendent	Public Works General Support Superintendent
Human Services Analyst	Senior Human Services Analyst
Human Services Specialist	Program Specialist
IT Specialist - Assessor	Assessing Technician Analyst
IT Specialist - Auditor	Senior IT Analyst
IT Technology Auditor	IT Analyst
Judgment Administrator	Senior Judicial Administrator
Judgment Room Clerk li	Judicial Fiscal Technician I
Judicial Clerk	Judicial Clerk I
Judicial Clerk	Judicial Clerk I
Judicial Clerk	Judicial Clerk II
Judicial Clerk	Judicial Clerk, Child Support
Judicial Clerk	Judicial Fiscal Technician I
Judicial Clerk	Judicial Jury Clerk
Judicial Clerk	Senior Judicial Clerk, Child Support
Lead Librarian	Library Administrator
Legal Assistant	Court Reporter
Librarian	Librarian
Library Clerk Part Time	Library Assistant
Maintenance Specialist	Maintenance Engineer
Maintenance Superintendent	PAR Grounds Maintenance Superintendent
Maintenance Superintendent	Public Works Grounds Maintenance Superintendent
Maintenance Worker	Equipment Operator I
Maintenance Worker	Maintenance Technician I
Maintenance Worker	Maintenance Technician II
Marketing Technician PN	Marketing Coordinator

**EXHIBIT 5A (CONTINUED)
PROPOSED CLASSIFICATION CHANGES**

Current Classification Title	Proposed Classification Title
Mosquito Control Specialist	Mosquito Control Technician
Operations Manager	Public Works Operations Manager
Paralegal/Administrative Assistant	Legal Assistant
Personal Property Tax Technician II	Personal Property Tax Analyst II
Personal Property Tax Technician III	Assistant Deputy Auditor
Personal Property Tax Technician III	Personal Property Tax Analyst II
Planning & Development Manager	Planning & Development Deputy Director
Pool Supervisor	Aquatics Supervisor
Property Tax Coordinator	Assistant Deputy Auditor
Property Tax Technician	Lead Tax Analyst
Property Tax Technician	Lead Tax Analyst Trainer
Property Tax Technician	Personal Property Tax Analyst I
Receptionist/Secretary/Clerk	Clerk of Probate
Recreation Manager	Recreation Deputy Director
Recreation Supervisor	Aquatics Supervisor
Register Of Deeds	Registrar
Scheduling Clerk	Judicial Scheduling Clerk
Senior Library Assistant	Senior Library Assistant
Senior Administrative Assistant	Executive Assistant
Senior Administrative Assistant	Senior Administrative Specialist
Senior Administrative Specialist	Administrative Deputy
Senior Administrative Specialist	Senior Administrative Supervisor
Senior Human Services Analyst	Human Services Counselor
Senior Human Services Analyst	Senior Human Services Analyst
Senior Inspector	Building Codes Senior Inspector
Senior IT Analyst	IT Project Manager
Senior IT Technician	Network & Systems Analyst
Senior Librarian	Network & Systems Analyst
Senior Library Specialist	Circulation Supervisor
Senior Library Specialist	IT Analyst
Senior Maintenance Specialist	Electrical Maintenance Specialist
Senior Maintenance Specialist	HVAC Maintenance Specialist
Senior Maintenance Specialist	Plumbing Maintenance Specialist
Senior Sign/Signal Technician	Senior Signal Technician
Senior Signal Technician	Traffic Signal Technician
Solid Waste Manager	Solid Waste Superintendent
Sr. Administrative Assistant	Refund Specialist
SWI MS4 Coordinator	Assistant Stormwater Manager
Tax Agent	Delinquent Tax Analyst
Training Specialist	Direct Care Specialist
Veterans Affairs Manager	Veterans Affairs Director
Web Design & Content Manager	Web Administrator

FINDING

When comparing the County's current job descriptions to the work described by employees in the JATs, Evergreen noted some tasks that were missing from the current job descriptions. This can happen over a period of time if the descriptions are not reviewed and updated on a regular basis. Some tasks in one classification are often reassigned to another classification. As such, these changes make it necessary that the County continues to update its job descriptions annually to ensure each job description accurately reflects the work performed.

RECOMMENDATION 2: Revise all job descriptions to include updated classification information provided in the JAT, and review job descriptions annually for accuracy.

The process of reviewing and updating the County's job descriptions, as well as comments received from employees and supervisors during outreach, revealed that the descriptions did not, in some cases, accurately reflect current work performed. To minimize this becoming a concern again in the future, Evergreen recommends a regular review of these descriptions, including FLSA status determinations.

A review of the employee's assigned job classification (description) should occur at least annually. Review of the FLSA determination for exempt or non-exempt status as well as other aspects of the job, (such as physical requirements required to perform essential functions) will also ensure consistent, continuous compliance with any Americans with Disabilities Act (ADA) protections. At the time of this report, Evergreen was in the process of revising the job descriptions for all classifications. The descriptions will be provided to the County under separate cover.

5.2 COMPENSATION SYSTEM

The compensation system analysis consisted of two parts: an external market assessment and an internal equity assessment. During the external market assessment, the County's pay ranges for selected benchmark classifications were compared to the average of the identified market. Details regarding the external market assessment were provided in **Chapter 4** of this report.

During the internal equity assessment, consideration of the relationships between positions and the type of work being performed by the County employees were reviewed and analyzed. Specifically, a composite score was assigned to each of the classifications that quantified the classification's level of five separate compensatory factors (leadership, working conditions, complexity, decision-making, and relationships). The level for each factor was determined based on responses to the JAT. The results of both analyses were utilized when developing the recommendations below.

FINDING

The County's salary ranges were overall found to be behind the market at the minimum (lagging, on average, 5.6 percent), midpoint (lagging, on average, by 6.9 percent), and

maximum (lagging, on average, by 7.7 percent) of the desired competitive market position. Implementing a revised competitive pay structure (pay plans) would provide the County with an improved ability to attract, hire and retain employees.

RECOMMENDATION 3: Change the County’s pay plans from step to open-range for general classifications and shift employees; slot all classifications into the plans based on external and internal equity; and implement by transitioning employees’ salaries into the plans.

Exhibit 5B shows the revised open-range pay plan for General employees. This plan has 31 pay grades, with uniform range spreads of 56 percent. **Exhibit 5C** shows the revised open-range pay plan for Shift employees. This plan has 11 pay grades, with uniform range spreads of 56 percent.

**EXHIBIT 5B
PROPOSED GENERAL PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread	Grade Progression
101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60	56%	5%
102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60	56%	5%
103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80	56%	5%
104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40	56%	5%
105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00	56%	5%
106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40	56%	5%
107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40	56%	5%
108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20	56%	5%
109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60	56%	5%
110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20	56%	5%
111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40	56%	5%
112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40	56%	5%
113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40	56%	5%
114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40	56%	5%
115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60	56%	5%
116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20	56%	5%
117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00	56%	5%
118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00	56%	5%
119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60	56%	5%
120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80	56%	5%
121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80	56%	5%
122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40	56%	5%
123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40	56%	5%
124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60	56%	5%
125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00	56%	5%
126	\$ 85,650.40	\$ 109,595.20	\$ 133,577.60	56%	5%
127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60	56%	5%
128	\$ 94,429.56	\$ 120,827.20	\$ 147,284.80	56%	5%
129	\$ 99,151.04	\$ 126,921.60	\$ 154,710.40	56%	5%
130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40	56%	5%
131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80	56%	5%
132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37	56%	5%
133	\$ 120,518.71	\$ 154,263.95	\$ 188,009.19	56%	5%



**EXHIBIT 5C
PROPOSED SHIFT EMPLOYEE PAY PLAN**

Grade	Minimum	Midpoint	Maximum	Range Spread
201	\$ 13.29	\$ 17.02	\$ 20.74	56%
202	\$ 13.96	\$ 17.87	\$ 21.78	56%
203	\$ 14.66	\$ 18.76	\$ 22.87	56%
204	\$ 15.39	\$ 19.70	\$ 24.01	56%
205	\$ 16.16	\$ 20.68	\$ 25.21	56%
206	\$ 16.97	\$ 21.72	\$ 26.47	56%
207	\$ 18.32	\$ 23.45	\$ 28.58	56%
208	\$ 18.74	\$ 23.99	\$ 29.24	56%
209	\$ 20.12	\$ 25.75	\$ 31.39	56%
210	\$ 22.38	\$ 28.64	\$ 34.92	56%
211	\$ 24.18	\$ 30.95	\$ 37.73	56%

Evergreen slotted each proposed classification into the appropriate pay range in each pay plan. Both internal and external equity were analyzed when slotting the classifications. Assigning pay grades to classifications requires a balance of internal equity, desired market position, and recruitment and retention concerns. Thus, market range data shown in **Chapter 4** were not the sole criteria for the proposed pay ranges. Some classifications' grade assignments varied from their associated market range due to the other factors mentioned above. **Exhibit 5D** shows the proposed pay grades for classifications in the General pay plan, **Exhibit 5E** shows the proposed pay grades for classifications in the Shift employee pay plan.



**EXHIBIT 5D
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Custodian Solid Waste Attendant	101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60
Library Assistant Mail Courier Maintenance Worker Recreation Aide Administrative Clerk Driver	102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60
Grounds Maintenance Technician I Litter Control Worker Senior Library Assistant	103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80
Administrative Assistant Coroner Transport Deputy Clerk of Probate FOIA Specialist/Records Technician Real Property Recording Technician	104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40
Airport Maintenance Technician I Elections Technician Household Hazardous Waste Technician Maintenance Technician I Real Property Records Technician Recycling Technician Zoning & Development Analyst I	105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00
Animal Services Dispatcher Animal Services Technician Appeals/BAA Technician Appraisal Technician Broadcast Services Assistant Equipment Operator I Exemption Specialist Judicial Clerk I Judicial Jury Clerk Lifeguard Mosquito Control Technician Peer Support Specialist Real Property Transfer Clerk Records Management Technician Utility Operations Coordinator Zoning & Development Analyst II	106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40

EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Specialist	107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40
Aviation Line Service Technician				
Claims & Insurance Coordinator				
Clerk of Probate				
Direct Care Specialist				
Grounds Maintenance Technician II				
Judicial Assistant				
Judicial Clerk, Child Support				
Maintenance Technician II				
Recycling Coordinator				
Scheduling Clerk				
Senior Real Property Recording Technician				
Sign Technician				
Volunteer Coordinator				
Water Safety Instructor				
Carpenter Technician	108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20
Clerk of Probate/Assistant Division Chief				
Customer Success Representative				
Field Grade Technician				
Fiscal Technician I				
Judicial Clerk II				
Judicial Fiscal Technician I				
Judicial Scheduling Clerk				
Painter				
Personal Property Tax Analyst I				
Real Property Technician				
Senior Administrative Assistant				
Senior Maintenance Technician				
Stormwater Inspection Technician				
Traffic Signal Technician				
Voter Registration and Election Specialist				

**EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Specialist I				
Accounts Receivable Specialist I				
Administrative Deputy				
Aircraft Mechanic				
Animal Services Officer				
Bookmobile Library Assistant				
Business License Specialist				
Code Enforcement Officer I				
Court Administrator				
Equipment Operator II				
Ground Maintenance Technician III				
Grounds Maintenance Technician III				
Human Services Specialist	109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60
Lead Mosquito Control Technician				
Library Specialist				
Litter Control/Enforcement Supervisor				
Maintenance Engineer				
Program Specialist				
Senior Administrative Specialist				
Senior Judicial Clerk, Child Support				
Senior Signal Technician				
Stormwater Inspection Technician Lead				
Veterans Affairs Counselor				
Worker's Compensation Specialist				
Zoning & Development Analyst III				
Airport Maintenance Technician II				
Airport Security Specialist				
Appraiser Apprentice				
Broadcast Services Specialist				
Court Reporter				
Elections System Specialist				
Fiscal Technician II				
Grounds Maintenance Crew Leader	110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20
Inmate Program & Service Coordinator				
Judicial Administrator				
Marketing Development Specialist				
Personal Property Tax Analyst II				
Refund Specialist				
Revenue Specialist				
Senior Voter Registration and Election Specialist				

**EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Specialist II	111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40
Code Enforcement Officer				
Delinquent Tax Analyst				
Equipment Operator III				
Grounds Maintenance Crew Leader/Spray Technician				
Human Services Specialist				
Inmate Programs & Services Manager				
Residential House Manager				
Zoning & Development Analyst III				
Aquatics Supervisor	112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40
Athletics Supervisor				
Deputy Registrar				
Division Chief				
Executive Assistant				
Fiscal Technician III				
Legal Assistant				
Personal Property Tax Analyst III				
Senior Judicial Administrator				
Training and Outreach Coordinator	113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40
Voter Registration and Election Manager				
Animal Services Supervisor				
Carpenter Specialist				
Contracts Manager				
Deputy Coroner				
Electrical Maintenance Specialist				
Human Services Supervisor				
HVAC Maintenance Specialist				
IT Elections System Coordinator				
Lead Tax Analyst				
Personal Property Inspector				
Plumbing Maintenance Specialist				
Revenue Accountant				
Revenue Collector				
Senior Administrative Supervisor				
Senior Codes Enforcement Officer				
Senior IT Technician				
Solid Waste Foreman				
Staff Accountant				

EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Airport Maintenance Supervisor				
Airport Security Coordinator				
Assistant Operations Manager				
Business Manager				
Circulation Supervisor				
Enterprise Fund Business Manager				
Foreman				
Human Services Counselor	114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40
Lead Tax Analyst Trainer				
Marketing Coordinator				
Office Manager				
Payroll Specialist				
Real Estate Analyst				
Senior Maintenance Specialist				
Traffic Signal Tech Supervisor				
Administrative Manager				
Assessing Technician Analyst				
Family Court Administrator				
Fiscal Analyst				
Human Resources Specialist	115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60
Human Services Analyst				
Residential Inspector				
Residential Plans Examiner				
Senior Accountant				
SWI Utility Inspector				

**EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Support Officer				
Aquatics Manager				
Assistant Grounds Maintenance Superintendent				
Athletic Manager				
Commercial Inspector				
Disaster Recovery Manager				
Fleet Manager				
Floodplain Manager				
GIS Analyst				
IT Analyst	116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20
Librarian				
Network & Systems Analyst				
Planning & Development Specialist				
Public Works Assistant Superintendent				
Registered Nurse				
Residential Appraiser				
Senior Executive Assistant				
Senior Human Services Analyst				
Web Administrator				
Assistant Stormwater Manager				
Chief Deputy Coroner				
Commerical Appraiser				
Finance Supervisor				
Fire Marshal/Commercial Inspector				
Fixed Wing Pilot	117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00
Grants Administrator				
Helicopter Pilot				
PAR Grounds Maintenance Superintendent				
Senior Librarian				
Special Projects Engineer				

**EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Building Codes Senior Inspector				
Chief Pilot				
Clerk to Council				
Commercial Plans Examiner				
Communications Manager				
Correctional Security Lieutenant				
Correctional Training Lieutenant				
Dual-Rated Chief Pilot				
Facilities Maintenance Superintendent	118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00
Library Administrator				
Operations Manager				
Passive Parks Manager				
Planner				
Right-of-Way Manager				
Senior IT Analyst				
Solid Waste Superintendent				
Stormwater Supervisor-Administrative				
Assistant Deputy Auditor				
Assistant Deputy Treasurer				
Deputy Tax Collector				
Fiscal Operations Manager				
Human Services Manager				
Library Manager				
Logistics Officer				
Mosquito Control Supervisor	119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60
Public Works General Support Superintendent				
Public Works Grounds Maintenance Superintendent				
Quality Assurance Coordinator				
Roads & Drainage Superintendent				
Stormwater Infrastructure Superintendent				
Transportation Engineering Deputy Director				
Zoning & Development Administrator				

EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Building Codes Deputy Director				
Business Services Deputy Director				
Construction Manager				
EMS Training Officer				
Information Tech Support Admin				
Mosquito Control Deputy Director	120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80
Network Administrator				
Public Works Operations Manager				
Recreation Deputy Director				
Systems Administrator				
Voters Registration/Election Deputy Director				
Airport Deputy Director				
Broadcast Services Director				
Deputy Assessor				
Detention Center Deputy Director				
Emergency Medical Services Deputy Director				
Human Services Director				
IT Project Manager	121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80
Library Deputy Director				
Mosquito Control Director				
Records Management Director				
Risk Manager				
Stormwater Manager				
Veterans Affairs Director				
Purchasing Director	122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40
Registrar				

**EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Animal Services Director				
Budget Director				
Business Services Director				
Capital Projects Director				
Deputy Auditor				
Deputy Treasurer				
DSN Deputy Director				
Facilities Management Director	123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40
Mapping & Apps Director				
Planning & Development Deputy Director				
Public Information Officer				
Public Works Deputy Director				
SW&R Director				
Tax Collector				
Transportation Engineering Director				
Voters/Registration Elections Director				
Building Codes Director				
Detention Center Director				
Emergency Medical Services Director	124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60
Library Director				
Probate Associate Judge				
Recreation Director				
Airport Director				
Alcohol & Drug Director				
Assessor				
DSN Director				
Finance Director	125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00
Human Resources Director				
IT Systems Director				
Planning & Development Director				
Public Works Director				
Chief Financial Officer				
Junior Deputy County Attorney	127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60

**EXHIBIT 5D (CONTINUED)
PROPOSED PAY GRADES
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
ACA Community Services				
ACA Development & Recreation				
ACA Engineering				
ACA Finance	130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40
ACA IT & Communications				
ACA Public Safety				
Deputy County Attorney				
County Attorney	131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80
Deputy County Administrator	132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37

**EXHIBIT 5E
PROPOSED PAY GRADES
SHIFT PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Airport Operations Officer	201	\$ 13.29	\$ 17.02	\$ 20.74
Senior Airport Operations Officer	202	\$ 13.96	\$ 17.87	\$ 21.78
Emergency Medical Technician	203	\$ 14.66	\$ 18.76	\$ 22.87
Emergency Medical Technician-Advanced	204	\$ 15.39	\$ 19.70	\$ 24.01
Paramedic	206	\$ 16.97	\$ 21.72	\$ 26.47
Correctional Officer Trainee	207	\$ 18.32	\$ 23.45	\$ 28.58
Correctional Officer	208	\$ 18.74	\$ 23.99	\$ 29.24
EMS Crew Chief				
Correctional Officer Lance Corporal	209	\$ 20.12	\$ 25.75	\$ 31.39
Senior Crew Chief				
Correctional Corporal	210	\$ 22.38	\$ 28.64	\$ 34.92
Correctional Sergeant				
EMS Supervisor	211	\$ 24.18	\$ 30.95	\$ 37.73

After assigning pay grades to classifications, the next step was to develop optional methods for transitioning employees' salaries into the new pay plans. This was done by establishing methods of calculating salaries in the proposed pay ranges and determining whether adjustments were necessary. Evergreen developed, recommended, and provided several options for implementing the proposed pay plan, which the County was considering at the time of this report.

5.3 SYSTEM ADMINISTRATION

The County's compensation system will continue to require periodic maintenance. The recommendations provided to improve the competitiveness of the plan were developed based on conditions at the time the data were collected. Without proper upkeep, the potential for recruitment and retention issues may increase as the compensation system becomes dated and less competitive.

RECOMMENDATION 4: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and make changes to pay grade assignments if necessary.

While it is unlikely that the pay structure (plans) in total will need to be adjusted for several years, a small number of classifications' pay grades may need to be reassigned more frequently. If the County is experiencing difficulty high turnover or challenges with recruiting one or more classifications, the County should collect salary range data from peer organizations to determine whether an adjustment is needed for the pay grade of the classification(s).

RECOMMENDATION 5: Conduct a comprehensive classification and compensation study every three to five years, subject to budget constraints and as market conditions are warranted.

Small-scale salary surveys can improve the market position of specific classifications, but it is recommended that a full classification and compensation study be conducted every three to five years to preserve both internal and external equity. Changes to classification and compensation do occur, and while the increments of change may seem minor, they can compound over time. A failure to react to these changes quickly has the potential to place the County in less than desirable position for recruiting and retaining quality employees.

RECOMMENDATION 6: Review and revise, as appropriate, existing pay practice guidelines including those for determining salaries of newly hired employees, progressing employee salaries through the pay plans and determining pay increases for employees who have been promoted to a different classification.

The method of moving salaries through the pay plan and setting new salaries for new hires, promotions, and transfers depends largely on an organization's compensation philosophy. It is important for the County to have established guidelines for each of these situations, and to ensure that they are followed consistently for all employees. Common practices for progressing and establishing employee salaries are outlined below.

New Hire Salaries

Typically, an employee holding the minimum education and experience requirements for an existing classification is hired at or near the classification's pay grade minimum. Sometimes, for recruiting purposes an organization might need to consider the ability to offer salaries to new employees that consider prior related experience. It is recommended that the County continue its current practices of establishing new hire salaries while preserving the internal equity of employees' salaries within each classification to the extent possible. Current employees' salaries should be improved, to some degree with implementation of the new plans and the proposed potential adjustments to employees' salaries.

Salary Progression

There are several common methods for salary progression including cost of living adjustments (COLA)/across the board and performance-based increases. The County currently utilizes both methods to progress salaries. It is recommended that the County continuously evaluate its practices to progress employees' salaries and if necessary, make improvements to preserve equitable pay practices, particularly in the administration of an employee performance evaluation process linked to individual employee pay increases.

5.4 SUMMARY

The recommendations in this chapter provide an update to the compensation and classification system for the County employees. Upon implementation, the County's competitiveness in the labor market will be improved and have a responsive compensation system for several years to come. While the upkeep of this will require work, the County will find that having a more competitive compensation system that enhances strong recruitment and employee retention is well worth this commitment.



Appendices



EVERGREEN SOLUTIONS, LLC

Appendix A: Pay Plans

PROPOSED GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread	Grade Progression
101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60	56%	5%
102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60	56%	5%
103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80	56%	5%
104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40	56%	5%
105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00	56%	5%
106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40	56%	5%
107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40	56%	5%
108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20	56%	5%
109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60	56%	5%
110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20	56%	5%
111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40	56%	5%
112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40	56%	5%
113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40	56%	5%
114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40	56%	5%
115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60	56%	5%
116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20	56%	5%
117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00	56%	5%
118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00	56%	5%
119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60	56%	5%
120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80	56%	5%
121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80	56%	5%
122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40	56%	5%
123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40	56%	5%
124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60	56%	5%
125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00	56%	5%
126	\$ 85,650.40	\$ 109,595.20	\$ 133,577.60	56%	5%
127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60	56%	5%
128	\$ 94,429.56	\$ 120,827.20	\$ 147,284.80	56%	5%
129	\$ 99,151.04	\$ 126,921.60	\$ 154,710.40	56%	5%
130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40	56%	5%
131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80	56%	5%
132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37	56%	5%
133	\$ 120,518.71	\$ 154,263.95	\$ 188,009.19	56%	5%



PROPOSED SHIFT EMPLOYEE PAY PLAN

Grade	Minimum	Midpoint	Maximum	Range Spread
201	\$ 13.29	\$ 17.02	\$ 20.74	56%
202	\$ 13.96	\$ 17.87	\$ 21.78	56%
203	\$ 14.66	\$ 18.76	\$ 22.87	56%
204	\$ 15.39	\$ 19.70	\$ 24.01	56%
205	\$ 16.16	\$ 20.68	\$ 25.21	56%
206	\$ 16.97	\$ 21.72	\$ 26.47	56%
207	\$ 18.32	\$ 23.45	\$ 28.58	56%
208	\$ 18.74	\$ 23.99	\$ 29.24	56%
209	\$ 20.12	\$ 25.75	\$ 31.39	56%
210	\$ 22.38	\$ 28.64	\$ 34.92	56%
211	\$ 24.18	\$ 30.95	\$ 37.73	56%



EVERGREEN SOLUTIONS, LLC

Appendix B: Pay Grade Assignments

PROPOSED PAY GRADES GENERAL PAY PLAN

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Custodian Solid Waste Attendant	101	\$ 25,292.80	\$ 32,385.60	\$ 39,457.60
Library Assistant Mail Courier Maintenance Worker Recreation Aide	102	\$ 26,557.44	\$ 33,987.20	\$ 41,433.60
Administrative Clerk Driver Grounds Maintenance Technician I Litter Control Worker Senior Library Assistant	103	\$ 27,885.31	\$ 35,692.80	\$ 43,492.80
Administrative Assistant Coroner Transport Deputy Clerk of Probate FOIA Specialist/Records Technician Real Property Recording Technician	104	\$ 29,279.58	\$ 37,502.40	\$ 45,718.40
Airport Maintenance Technician I Elections Technician Household Hazardous Waste Technician Maintenance Technician I Real Property Records Technician Recycling Technician Zoning & Development Analyst I	105	\$ 30,743.56	\$ 39,332.80	\$ 47,944.00
Animal Services Dispatcher Animal Services Technician Appeals/BAA Technician Appraisal Technician Broadcast Services Assistant Equipment Operator I Exemption Specialist Judicial Clerk I Judicial Jury Clerk Lifeguard Mosquito Control Technician Peer Support Specialist Real Property Transfer Clerk Records Management Technician Utility Operations Coordinator Zoning & Development Analyst II	106	\$ 32,280.73	\$ 41,308.80	\$ 50,398.40



**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Specialist				
Aviation Line Service Technician				
Claims & Insurance Coordinator				
Clerk of Probate				
Direct Care Specialist				
Grounds Maintenance Technician II				
Judicial Assistant				
Judicial Clerk, Child Support	107	\$ 33,894.77	\$ 43,388.80	\$ 52,894.40
Maintenance Technician II				
Recycling Coordinator				
Scheduling Clerk				
Senior Real Property Recording Technician				
Sign Technician				
Volunteer Coordinator				
Water Safety Instructor				
Carpenter Technician				
Clerk of Probate/Assistant Division Chief				
Customer Success Representative				
Field Grade Technician				
Fiscal Technician I				
Judicial Clerk II				
Judicial Fiscal Technician I				
Judicial Scheduling Clerk				
Painter	108	\$ 35,589.51	\$ 45,552.00	\$ 55,515.20
Personal Property Tax Analyst I				
Real Property Technician				
Senior Administrative Assistant				
Senior Maintenance Technician				
Stormwater Inspection Technician				
Traffic Signal Technician				
Voter Registration and Election Specialist				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Specialist I				
Accounts Receivable Specialist I				
Administrative Deputy				
Aircraft Mechanic				
Animal Services Officer				
Bookmobile Library Assistant				
Business License Specialist				
Code Enforcement Officer I				
Court Administrator				
Equipment Operator II				
Ground Maintenance Technician III				
Grounds Maintenance Technician III				
Human Services Specialist	109	\$ 37,368.99	\$ 47,881.60	\$ 58,385.60
Lead Mosquito Control Technician				
Library Specialist				
Litter Control/Enforcement Supervisor				
Maintenance Engineer				
Program Specialist				
Senior Administrative Specialist				
Senior Judicial Clerk, Child Support				
Senior Signal Technician				
Stormwater Inspection Technician Lead				
Veterans Affairs Counselor				
Worker's Compensation Specialist				
Zoning & Development Analyst III				
Airport Maintenance Technician II				
Airport Security Specialist				
Appraiser Apprentice				
Broadcast Services Specialist				
Court Reporter				
Elections System Specialist				
Fiscal Technician II				
Grounds Maintenance Crew Leader	110	\$ 39,237.43	\$ 50,273.60	\$ 61,235.20
Inmate Program & Service Coordinator				
Judicial Administrator				
Marketing Development Specialist				
Personal Property Tax Analyst II				
Refund Specialist				
Revenue Specialist				
Senior Voter Registration and Election Specialist				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Accounts Payable Specialist II	111	\$ 41,199.31	\$ 52,769.60	\$ 64,334.40
Code Enforcement Officer				
Delinquent Tax Analyst				
Equipment Operator III				
Grounds Maintenance Crew Leader/Spray Technician				
Human Services Specialist				
Inmate Programs & Services Manager				
Residential House Manager				
Zoning & Development Analyst III				
Aquatics Supervisor	112	\$ 43,259.27	\$ 55,348.80	\$ 67,454.40
Athletics Supervisor				
Deputy Registrar				
Division Chief				
Executive Assistant				
Fiscal Technician III				
Legal Assistant				
Personal Property Tax Analyst III				
Senior Judicial Administrator				
Training and Outreach Coordinator				
Voter Registration and Election Manager				
Animal Services Supervisor				
Carpenter Specialist				
Contracts Manager				
Deputy Coroner				
Electrical Maintenance Specialist	113	\$ 45,422.23	\$ 58,240.00	\$ 70,990.40
Human Services Supervisor				
HVAC Maintenance Specialist				
IT Elections System Coordinator				
Lead Tax Analyst				
Personal Property Inspector				
Plumbing Maintenance Specialist				
Revenue Accountant				
Revenue Collector				
Senior Administrative Supervisor				
Senior Codes Enforcement Officer				
Senior IT Technician				
Solid Waste Foreman				
Staff Accountant				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Airport Maintenance Supervisor				
Airport Security Coordinator				
Assistant Operations Manager				
Business Manager				
Circulation Supervisor				
Enterprise Fund Business Manager				
Foreman				
Human Services Counselor	114	\$ 47,693.35	\$ 61,048.00	\$ 74,422.40
Lead Tax Analyst Trainer				
Marketing Coordinator				
Office Manager				
Payroll Specialist				
Real Estate Analyst				
Senior Maintenance Specialist				
Traffic Signal Tech Supervisor				
Administrative Manager				
Assessing Technician Analyst				
Family Court Administrator				
Fiscal Analyst				
Human Resources Specialist	115	\$ 50,078.01	\$ 64,105.60	\$ 78,145.60
Human Services Analyst				
Residential Inspector				
Residential Plans Examiner				
Senior Accountant				
SWI Utility Inspector				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Administrative Support Officer				
Aquatics Manager				
Assistant Grounds Maintenance Superintendent				
Athletic Manager				
Commercial Inspector				
Disaster Recovery Manager				
Fleet Manager				
Floodplain Manager				
GIS Analyst				
IT Analyst	116	\$ 52,581.91	\$ 67,308.80	\$ 82,035.20
Librarian				
Network & Systems Analyst				
Planning & Development Specialist				
Public Works Assistant Superintendent				
Registered Nurse				
Residential Appraiser				
Senior Executive Assistant				
Senior Human Services Analyst				
Web Administrator				
Assistant Stormwater Manager				
Chief Deputy Coroner				
Commerical Appraiser				
Finance Supervisor				
Fire Marshal/Commercial Inspector				
Fixed Wing Pilot	117	\$ 55,211.01	\$ 70,720.00	\$ 86,216.00
Grants Administrator				
Helicopter Pilot				
PAR Grounds Maintenance Superintendent				
Senior Librarian				
Special Projects Engineer				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Building Codes Senior Inspector				
Chief Pilot				
Clerk to Council				
Commercial Plans Examiner				
Communications Manager				
Correctional Security Lieutenant				
Correctional Training Lieutenant				
Dual-Rated Chief Pilot				
Facilities Maintenance Superintendent	118	\$ 57,971.56	\$ 74,235.20	\$ 90,480.00
Library Administrator				
Operations Manager				
Passive Parks Manager				
Planner				
Right-of-Way Manager				
Senior IT Analyst				
Solid Waste Superintendent				
Stormwater Supervisor-Administrative				
Assistant Deputy Auditor				
Assistant Deputy Treasurer				
Deputy Tax Collector				
Fiscal Operations Manager				
Human Services Manager				
Library Manager				
Logistics Officer				
Mosquito Control Supervisor	119	\$ 60,870.14	\$ 77,916.80	\$ 94,993.60
Public Works General Support Superintendent				
Public Works Grounds Maintenance Superintendent				
Quality Assurance Coordinator				
Roads & Drainage Superintendent				
Stormwater Infrastructure Superintendent				
Transportation Engineering Deputy Director				
Zoning & Development Administrator				

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Building Codes Deputy Director				
Business Services Deputy Director				
Construction Manager				
EMS Training Officer				
Information Tech Support Admin				
Mosquito Control Deputy Director	120	\$ 63,913.65	\$ 81,827.20	\$ 99,756.80
Network Administrator				
Public Works Operations Manager				
Recreation Deputy Director				
Systems Administrator				
Voters Registration/Election Deputy Director				
Airport Deputy Director				
Broadcast Services Director				
Deputy Assessor				
Detention Center Deputy Director				
Emergency Medical Services Deputy Director				
Human Services Director				
IT Project Manager	121	\$ 67,109.33	\$ 85,924.80	\$ 104,748.80
Library Deputy Director				
Mosquito Control Director				
Records Management Director				
Risk Manager				
Stormwater Manager				
Veterans Affairs Director				
Purchasing Director				
Registrar	122	\$ 70,464.79	\$ 90,209.60	\$ 109,990.40

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Animal Services Director				
Budget Director				
Business Services Director				
Capital Projects Director				
Deputy Auditor				
Deputy Treasurer				
DSN Deputy Director				
Facilities Management Director	123	\$ 73,988.03	\$ 94,702.40	\$ 115,502.40
Mapping & Apps Director				
Planning & Development Deputy Director				
Public Information Officer				
Public Works Deputy Director				
SW&R Director				
Tax Collector				
Transportation Engineering Director				
Voters/Registration Elections Director				
Building Codes Director				
Detention Center Director				
Emergency Medical Services Director	124	\$ 77,687.44	\$ 99,424.00	\$ 121,201.60
Library Director				
Probate Associate Judge				
Recreation Director				
Airport Director				
Alcohol & Drug Director				
Assessor				
DSN Director				
Finance Director	125	\$ 81,571.81	\$ 104,436.80	\$ 127,296.00
Human Resources Director				
IT Systems Director				
Planning & Development Director				
Public Works Director				
Chief Financial Officer				
Junior Deputy County Attorney	127	\$ 89,932.92	\$ 115,128.00	\$ 140,337.60

**PROPOSED PAY GRADES (CONTINUED)
GENERAL PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
ACA Community Services	130	\$ 104,108.59	\$ 133,244.80	\$ 162,406.40
ACA Development & Recreation				
ACA Engineering				
ACA Finance				
ACA IT & Communications				
ACA Public Safety				
Deputy County Attorney				
County Attorney	131	\$ 109,314.02	\$ 139,880.00	\$ 170,580.80
Deputy County Administrator	132	\$ 114,779.73	\$ 146,918.05	\$ 179,056.37

**PROPOSED PAY GRADES
SHIFT PAY PLAN**

Classification Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Airport Operations Officer	201	\$ 13.29	\$ 17.02	\$ 20.74
Senior Airport Operations Officer	202	\$ 13.96	\$ 17.87	\$ 21.78
Emergency Medical Technician	203	\$ 14.66	\$ 18.76	\$ 22.87
Emergency Medical Technician-Advanced	204	\$ 15.39	\$ 19.70	\$ 24.01
Paramedic	206	\$ 16.97	\$ 21.72	\$ 26.47
Correctional Officer Trainee	207	\$ 18.32	\$ 23.45	\$ 28.58
Correctional Officer	208	\$ 18.74	\$ 23.99	\$ 29.24
EMS Crew Chief				
Correctional Officer Lance Corporal	209	\$ 20.12	\$ 25.75	\$ 31.39
Senior Crew Chief				
Correctional Corporal	210	\$ 22.38	\$ 28.64	\$ 34.92
Correctional Sergeant	211	\$ 24.18	\$ 30.95	\$ 37.73
EMS Supervisor				

RESOLUTION 2021/_____

WHEREAS, the Beaufort County Council Code of Ordinances requires that the county adopt, in its entirety, a classification and compensation plan and that the plan is to be reviewed every two years, with a written report submitted to County Council; and

WHEREAS, the classification and compensation plan is also required to be reviewed every four years by an outside consultant; and

WHEREAS, in fulfillment of these requirements, a study was conducted by Evergreen Solutions, LLC with the results being presented to County Council; and

WHEREAS, it is the collective will of County Council that Beaufort County remain competitive in its recruitment of talented staff; and

WHEREAS, Evergreen Solutions, LLC, working in conjunction with staff, have recommended changes to Beaufort County’s classification and compensation plan to help ensure the county remains a competitive employer; and

WHEREAS, these recommended changes are captured in Evergreen Solutions, LLC’s Classification and Compensation Study for Beaufort County, SC Final Report (Report), dated September 27, 2021 and are summarized in Exhibit “A” to this Resolution.

NOW, THEREFORE, BE IT RESOLVED, by the County Council of Beaufort County, in meeting duly assembled, that:

1. County Council hereby approves and adopts the findings and recommendations of the Report, and approves Exhibit “A” in its entirety and by reference herein as the “Beaufort County Employee Classification and Compensation Plan.”
2. The County Administrator is authorized to implement the findings and recommendations of the Report, and should consider the Report in future budgeting decisions.

Adopted this ____ day of October, 2021.

COUNTY COUNCIL OF BEAUFORT COUNTY

By: _____
Joseph Passiment, Jr.
Chairman

ATTEST:

Sarah Brock, Clerk to Council



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

ITEM TITLE:
Proviso 118.18 Contract
MEETING NAME AND DATE:
October 18, 2021 Finance Committee Meeting
PRESENTER INFORMATION:
Steve Donaldson, Director of BCADAD (AOD) 15 minutes
ITEM BACKGROUND:
Proviso 118.18 are state funds lobbied for on the Behavioral Health Services Association of SC (BHSA) for the county public alcohol and drug treatment providers, given harms created financially from COVID, including staff reductions. The funds are discretionary in nature, but the BHSA has envisioned those funds to be spent on employee engagement/retention/Staff Development/ and marketing. The funds will be sent directly, to each substance abuse authority with quarterly and annual deliverables until the funds are exhausted (no end date).
PROJECT / ITEM NARRATIVE:
The department spending plan, goals, and success criteria is attached. The summary of the goals is to enhance HR advertising for vacant positions by including the intent of providing a signing bonus; to provide one time bonus for current existing staff who remain with BCADAD until June 30, 2023; to enhance staff professional capacity skills, including specific training to provide services for the Department of Transportation; to enhance marketing, and to conduct staff team building.
FISCAL IMPACT:
No funds are requested from Beaufort County Government. The BCADAD would be better positioned to provide direct services to citizens through staff development and by obtaining the human resources necessary to provide for the current gaps, which also translates into increased revenues.
STAFF RECOMMENDATIONS TO COUNCIL:
Accept the funding and approve the attached spending plan for BCADAD's \$79,212 allocation from the proviso.
OPTIONS FOR COUNCIL MOTION:

State of South Carolina Data Collection Template - State Contributions

Instructions

This Excel workbook is designed to collect the information required by South Carolina Proviso 117.21 uniformly. The information must be emailed to **AGENCY CONTACT** as soon as possible but **no later than November 1, 2021**. There are 4 worksheets to be completed:

Basic Information - Complete each line to provide information about your organization, the organization contact and the appropriation to be received from the State.

Accounting - Provide details of how state funds will be spent in a way which easily relates to how the expenditures will be recorded in the entity's accounting records. Additional information must be provided to categorize expenditures by program or initiative, or to provide additional details for categories that exceed 10% of the total appropriation.

Goals - List the goals to be accomplished with the state funds to be received. Goals should be stated in a way that can be measured.

Success

Measures - List the success measures that will determine the effectiveness of the use of the state funds to be received. Success measures should be stated in a way that can be measured.

Please also read the

instructions on each worksheet. Additionally, please attach a copy of the following documents to your email response:

- 1) Entity's adopted budget for the current year
- 2) Entity's most recent annual financial statement. Per Proviso 117.21 contributions are not to be expended until financials are submitted to the state agency making the contribution.

These documents should be in Adobe PDF format.

Questions?

If you have questions about this workbook or the information requested, please contact **AGENCY CONTACT**. Stephen L. Dutton at sldutton@daodas.sc.gov

Basic Information for Your Organization

Your Org:	
Name	
Address (Street or PO Box)	
Address (City, State, Zip)	
Organization website address	
Organization type (nonprofit, local government, etc.)	

Organizati	
Name	
Position	
Telephone	
Email	

State Con	
Amount	
Purpose	
State Agency Providing Contribution	

Organization
Beaufort Alcohol and Drug Abuse Department
PO Drawer 1228
Beaufort, SC 29901-1228
https://beaufortcountysc.gov/alcohol-and-drug/
Government Non-profit

Person Contact
Steve Donaldson
Director
843-255-6008
sdonaldson@bcgov.net

Contribution
\$79,212
Staff development, engagement/retention, and marketing
DAODAS

Accounting of how the funds will be spent

Provide below an accounting of how the state funds will be spent*. Total expenditures should equal appropriation received. Expenditure descriptions similar to those used in your organization's accounts should be used to maximize comparability of this budget to your organization's accounting of actual amounts should be entered in whole dollars. Where applicable, group the expenditures by program. For any category exceeding 10% of the total state contribution, provide additional details or subcategory expenditures.

* Per Proviso 11-9-110, a contribution must not be made to an organization until it agrees in writing to allow the contribution to be audited by the State Auditor.

Description	Budget
Staff Development Retreat- Annually	
2021- December	1,037
2022- June	1,037
2022- December	1,038
Staff Professional Dues, Memberships, and Awards	
Professional Dues and Memberships fy 23 &24	8,100
(Includes BHSA, APSC Organization Dues, Staff NAADAC Dues, & certification/recertification, and employee recognition)	
Marketing	8,750
(Conference Vender Fees and giveaways, Staff Shirts, Rack Card Printing)	
Staff Capacity Building	
CARF Conference- Director 2022	1,500
CARF Conference- Director 2023	1,500
APSC Conference- 5 staff (Counselor/Peers) 2021 @700	3,500
APSC Conference- 5 staff (Counselor/Peers) 2022 @700	3,500
Prevention Confernce- National 1 staff 2022	2,000
Prevention Confernce- National 1 staff 2023	2,000
National Conference up to 4 staff @2,000- 2022	8,000
National Conference up to 4 staff @2,000- 2023	8,000
SAP UDS Trainer 2022	5,250

Hiring Bonus @ 1,250 per x 4 staff	5,000
Retention Bonus (\$1,000)- \$ 1,000x 19 for any staff here now and June 2023	19,000
Grand Total	79,212

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Goals to be accomplished

List the goals to be accomplished with the state funds to be received. Goals should be stated in a way that can be measured. At least one goal is required, but if there are more goals than lines provided, copy and paste the last line as needed to expand the list.

Goal	Description
1	At least 16 staff members will attend each June and December staff development retreats for team building in December 2021, June 2022, and December 2023. Any staff attending state and national training will do presentations to all staff at Staff Development Retreats individually or as a group.
2	Advertise and hire 2 counselor vacancies with sign-on incentives by January 2022.
3	Provide staff financial retention incentives. Thereby, retaining 90% of the current staff until June 30, 2023.
4	Market Services to at least one in-county conference annually to increase community awareness of BCADAD's presence.
5	15 staff will attend SAP UDS Training to enable BCADAD to assist with creating a DOT UDS Program.
6	Director will learn changes to CARF standards at annual CARF conferences, and then share back with all staff at capacity building team meeting for Leadership staff in 2022 and 2023.
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At least one goal is required. If additional lines are needed, copy and paste Goal 15.



Success Measures

List the success measures that will determine the effectiveness of the use of the state funds to be received. Success measures should be stated in a way that can be measured. At least one success measure is required, but if there are more success measures than lines provided, copy and paste the last line as needed to expand the list.

Measure	Description
1	At least 16 staff members attended staff development retreats for team building in December 2021, June 2022, and December 2023 for additional shared capacity building.
2	2 vacant counselor positions will be filled by January 2022.
3	BCADAD will recruit vacant counselor positions and retain 90% staff, currently on-board.
4	BCADAD markets services at local conference at least once annually.
5	The SAP UDS Training enables the department to apply as a SAP UDS site, which is then submitted.
6	Director shares CARF updates with Leadership Team in 2022 and 2023 for accreditation readiness and preparation.
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At least one success measure is required. If additional lines are needed, copy and paste Measure 15.



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

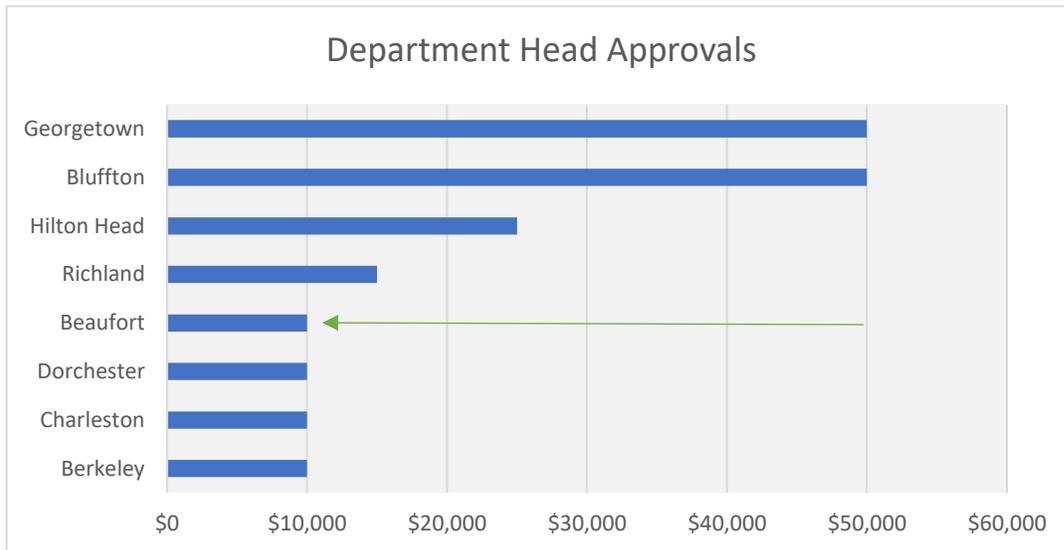
ITEM TITLE:
<i>Recommended Changes to Beaufort County Procurement Code, Division 4 concerning approval thresholds and to request additions to the current exemption section.</i>
MEETING NAME AND DATE:
Finance Committee October 18, 2021
PRESENTER INFORMATION:
<i>Dave Thomas, CPPO, Purchasing Director and Kurt Taylor General Council (10 minutes)</i>
ITEM BACKGROUND:
<i>The current Beaufort County Procurement Code, Division 4 was last updated in February 2014. The recommended threshold changes require an update to the current staff titles and their authority. The recommended increase to thresholds for staff approval takes into consideration the dramatic change in prices due to inflation, COVID 19, and the availability of Goods and Services requested by staff. The recommended additions to the exemption section is mainly due to the lack of qualified vendors and in most cases there is only one source available to provide the requested Goods or Services. Requesting quotes for these new exemptions is not the best procurement practice and is not practical.</i>
PROJECT / ITEM NARRATIVE:
<i>The attached recommended procurement code changes will increase the approval thresholds for Department Heads, Purchasing Director, Budget Director, County Administrator, Committees and Council. Staff is also recommending adding additional Goods and Services exemptions to the Code. Some of the major justifications for requesting the code changes are due to the current market for Goods and Services (inflation, increased cost) and the outbreak of COVID 19. Note, COVID 19 has contributed to reducing the number of available vendors and their ability to provide/deliver some services and supplies to the County. Furthermore, changing our thresholds and adding exemptions as requested by staff will improve our processes and provide a code for staff to follow, which is more in-line with "Best Practices" used by similar organizations.</i>
FISCAL IMPACT:
NA
STAFF RECOMMENDATIONS TO COUNCIL:
Approve or Deny the recommended changes to the Procurement Code
OPTIONS FOR COUNCIL MOTION:
<i>The Finance Committee approve the recommendation as stated in the attachments and send to County Council for approval and possible First Reading.</i>

Department Head Threshold

From **To**
\$ 10,000 \$ 15,000

Cities and Counties

Berkeley **Charleston** **Dorchester** **Beaufort** **Richland** **Hilton Head** **Bluffton**
\$ 10,000 \$ 10,000 \$ 10,000 \$ 10,000 \$ 15,000 \$ 25,000 \$ 50,000



Note: All other entities (Greenville, Horry, Lexington & Spartanburg) are \$10,000 or less

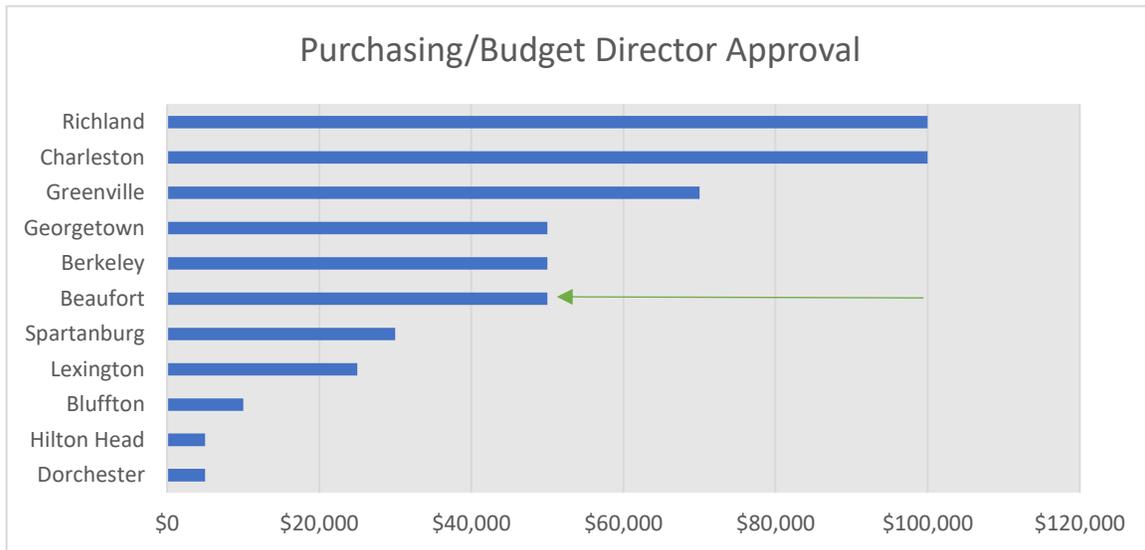
<u>Georgetown</u>	<u>Greenville</u>	<u>Horry</u>	<u>Lexington</u>	<u>Spartanburg</u>
\$ 50,000			\$10,000 or less	

Purchasing and/or Budget Director Threshold

From To
\$ 10,000 \$ 50,000

Cities and Counties

Dorchester Hilton Head Bluffton Lexington Spartanburg Beaufort Berkeley
\$ 5,000 \$ 5,000 \$ 10,000 \$ 25,000 \$ 30,000 \$ 50,000 \$ 50,000



Note: If the item was approved in the current budget, the Purchasing Director may approve the item. Otherwise, approval must be sought through the Budget Director with an amendment from another line item.

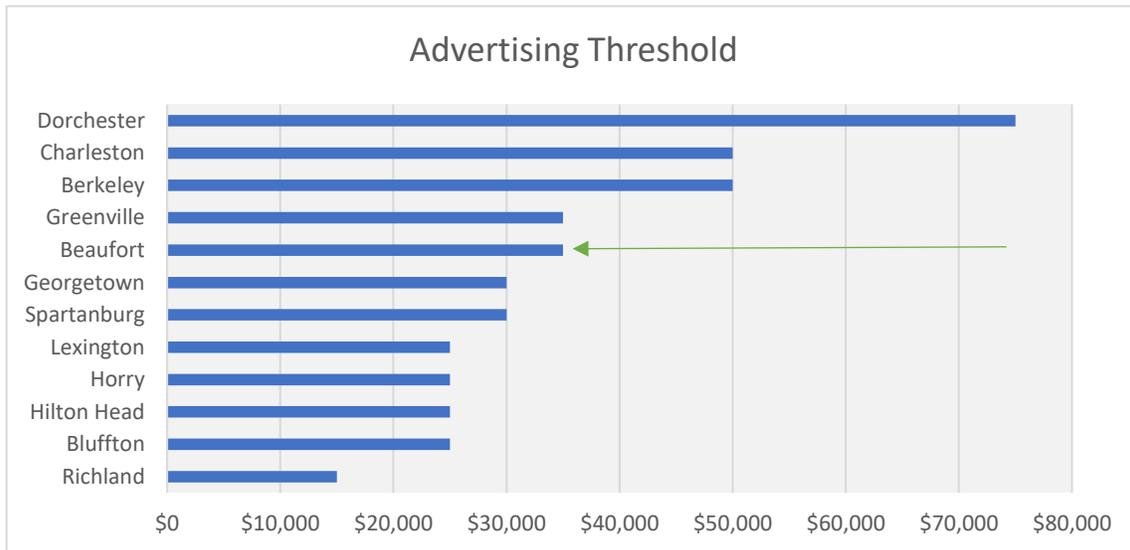
<u>Georgetown</u>	<u>Greenville</u>	<u>Charleston</u>	<u>Richland</u>	<u>Horry</u>
\$ 50,000	\$ 70,000	\$ 100,000	\$ 100,000	Unlimited

Advertising Threshold

From **To**
\$ 25,000 \$ 35,000

Cities and Counties

Richland **Bluffton** **Hilton Head** **Horry** **Lexington** **Spartanburg** **Georgetown**
\$ 15,000 \$ 25,000 \$ 25,000 \$ 25,000 \$ 25,000 \$ 30,000 \$ 30,000



Note: If the purchase is over \$35,000 and not available on a state, cooperative, or GSA contract, the Goods or Services must be publically advertised in accordance with our procurement code. This does not apply to our prequalified lists pre-qualified under 50K A & E and Contractor lists.

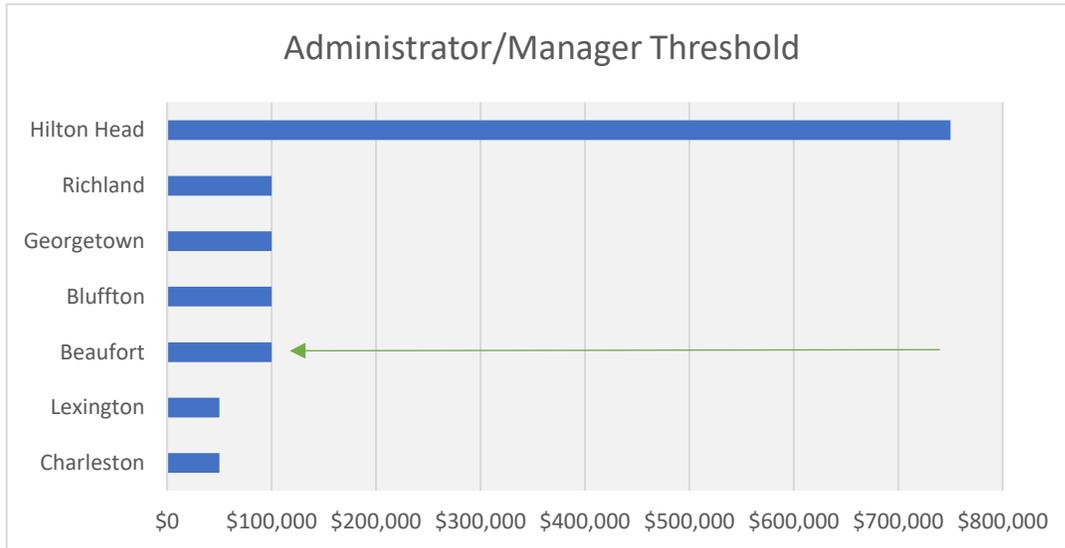
	<u>Beaufort</u>		<u>Greenville</u>		<u>Berkeley</u>		<u>Charleston</u>		<u>Dorchester</u>
\$	35,000	\$	35,000	\$	50,000	\$	50,000	\$	75,000

Administrator/Manager Threshold

From To
\$ 50,000 \$ 100,000

Cities and Counties

Charleston Lexington Beaufort Bluffton Georgetown Richland Hilton Head
\$ 50,000 \$ 50,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 100,000 \$ 750,000

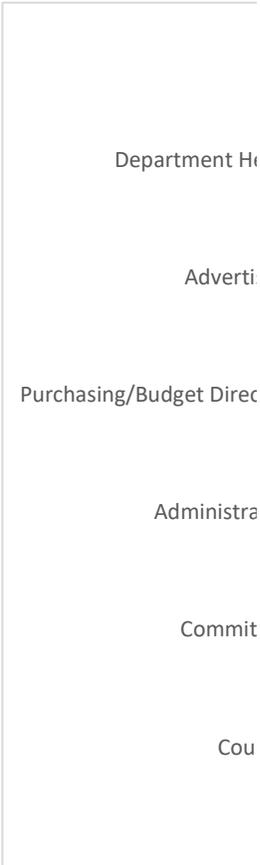


Note: If the item was approved in the current budget, the Purchasing Director may approve the item. Otherwise, approval must be sought through the Budget Director with an amendment from another line item.

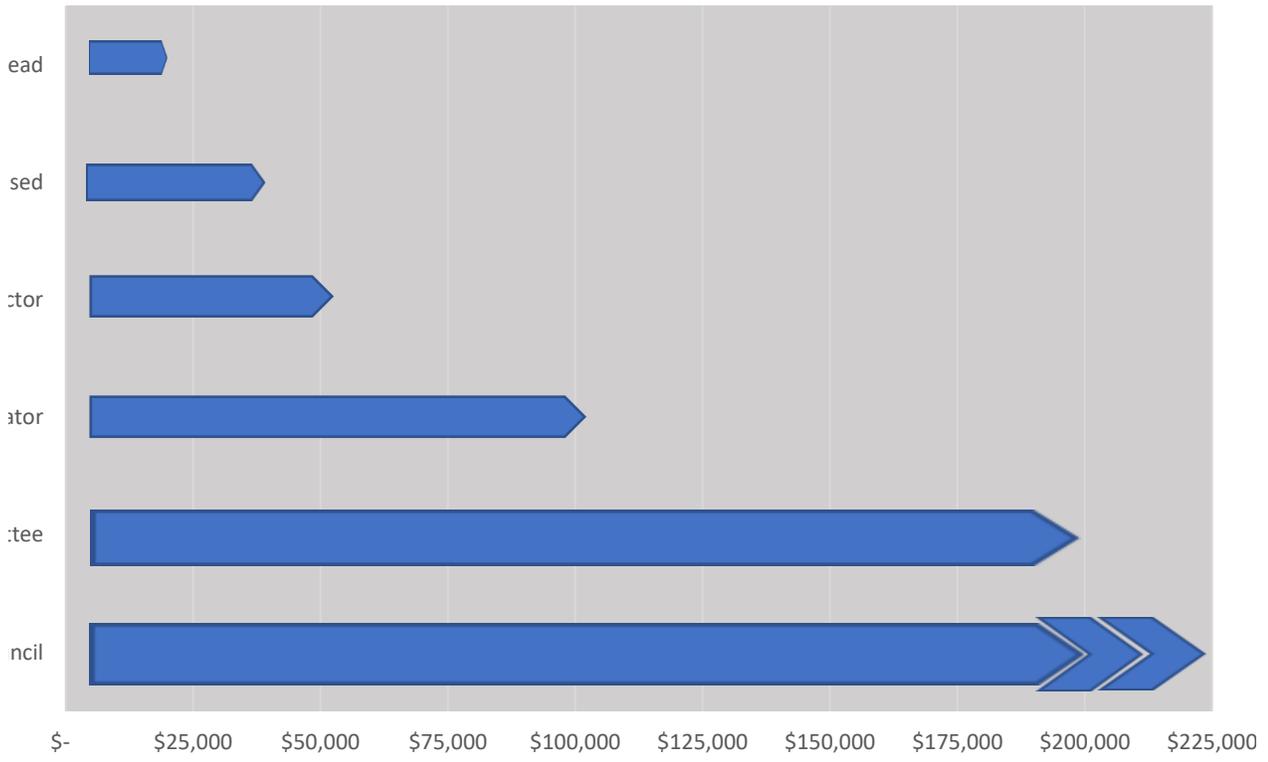
<u>Dorchester</u>	<u>Berkeley</u>	<u>Greenville</u>	<u>Horry</u>	<u>Spartanburg</u>
\$ 5,000,000	Unlimited	Unlimited	Unlimited	Unlimited

Summary of Purchasing Thresholds

Purchasing Thresholds	Old	New
Department Heads	\$ 10,000	\$ 15,000
Advertise for IFB/RFP/FRQ	\$ 25,000	\$ 35,000
Purchasing/Budget Director	\$ 25,000	\$ 50,000
Administrator	\$ 50,000	\$ 100,000
Committee	\$ 100,000	\$ 200,000
Council	Above \$100,000	Above \$200,000



Purchasing Thresholds



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Council Committee.dministratcing/Budget Advertisidpartment H
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PO
\$ 3,000

Exclusions/Exemptions-Price must be fair and reasonable.

Goods, Services or Other Expenditures that, by nature of what they are, may render the requirement to

Current Exemption Examples:

Utilities

Membership Dues

Postal stamps and fees

Education/Training

Additional Exclusions:

PO Box rentals

Aircraft Maintenance

Legal Fees

Advertising time and space in radio, television, and social media platforms

Other Changes

The County Administrator may approve contract renewals and be exempt from the dollar limitations on expenditure authority identified in this Section 2-509-Authority and duties of purchasing director, paragraph (d-e) Dollar limitations in paragraphs (1-4) provided that the funds have been approved by the county council as part of the annual budget appropriation process, and that any expenditure of funds regardless of the amount will not result in a budget deficit.

obtain 3 quotes impractical. Normally only one source is available.

Beaufort County Department Heads and Staff Comments **Supporting the Procurement Code Changes**

ACA-Public Safety:

In reference to the changes for Division 4, Procurement Code:

AS the ACA for the Public Safety Division, I support the presented changes to the threshold amounts in the procurement code. The vast majority of our everyday business is between \$1 and \$100,000; the change will help departments with their everyday operational needs. I am a firm believer that all Ordinances and Policies should be reviewed and changed as necessary to keep up with our changing times.

Director Mosquito Control:

- 1) The recommended Procurement Code changes will encourage an efficient and effective work flow for various County procurement actions
- 2) Standardize cost-saving procurement actions within a timely manner
- 3) Simplify the procurement processes among County Council, various County committees, and/or County staff

Human Resources Director:

I do not have any specific comment other than the changes seemed to be practical and in the spirit of improving the efficiency and agility of the purchasing process. Good work. Thanks for the opportunity to review.

Airports Director:

We like what you are doing and definitely support it. There have been times in the past when important projects that may not qualify, as emergencies but are still time-sensitive have been difficult to accomplish because of lower thresholds and the time it takes to get through the "pipeline." Therefore, the Purchasing Departments plan to align better with other counties similarly sized and situated is a very positive one.

ACA-Engineering:

I fully support this endeavor! An update to this ordinance will significantly allow staff to perform the functions of the County in a more expeditious manner. The change will require fewer resources manage and will allow staff to deliver projects and services more swiftly. I think the documentation detailing the number of expenditures in the proposed range of values displays that this is a small portion of County operations and this level of expenditures does not adversely affect the County's financials. Way to go!!!

Condensed Procurement Code Recommended Changes By Staff

Presented to the Finance Committee on October 18, 2021

Sec. 2-508. - Establishment, appointment and qualifications of purchasing director.

(a)

Establishment of position. There is created the position of purchasing director, who shall be the county's principal public procurement official. The purchasing director shall report to the Assistant County Administrator, Finance (ACA, Finance) ~~comptroller~~.

Sec. 2-509. - Authority and duties of purchasing director.

(8)

Perform other duties. Perform other duties as assigned by the county administrator and ACA, Finance. ~~Comptroller~~.

(d)

Dollar limitations. Provided that funds have been preapproved by the county council as part of the budget process, an award is made to the lowest responsive and responsible bidder, the contracting authority for the county, except as otherwise provided in [section 2-512](#) pertaining to authority to contract for certain services, [section 2-513](#) pertaining to exemption and [section 2-514](#) pertaining to exemption for real property, shall be as follows:

(1)

Purchasing Director, Budget Director, chief financial officer, and deputy county administrator or his/her designee, ~~\$10,000.00~~ \$50,000.00 or less.

(2)

County administrator or his designee, over \$25,000.00, but less than ~~\$50,000.00~~ \$100,000.00. County administrator or his designee, over \$25,000.00, but less than \$100,000.00. **Add this statement- The County Administrator may approve contract renewals and be exempt from the dollar limitations on expenditure authority identified in this Section 2-509-Authority and duties of purchasing director, paragraph (d-e) Dollar limitations in paragraphs (1-4) provided that the funds have been approved by the county council as part of the annual budget appropriation process, and that any expenditure of funds regardless of the amount will not result in a budget deficit.**

(3)

Council committee, over ~~\$50,000.00~~ \$100,000.00, but less than ~~\$100,000.00~~ \$200,000.00.

(4)

The county council, \$100,000.00 \$200,000.00 and over.

Continued on next page.

Sec. 2-513. - Exemption from procedures. See the highlighted recommended additions.

(4)

Postage stamps and postal fees. **Add-and U.S. Post Office box rentals.**

(5)

Professional dues, membership fees and seminar registration fees. **Add-Professional training.**

(8)

Advertisements in professional publications or newspapers. **Add-Advertising time and space in radio, television, and social media platforms including local Chamber of Commerce.**

(9) **Add-Legal Services, which must be approved by the County Administrator or County Council.**

(10) Add- Fixed Wing and Rotary Wing Aircraft Maintenance. Add

Sec. 2-517. - Small purchases.

Any contract not exceeding ~~\$25,000~~ \$35,000.00 shall be made in accordance with the small purchase procedures established in regulations and updated periodically by the purchasing director; provided, however, that purchase requirements shall not be artificially divided so as to constitute a small purchase under this section.

(Code 1982, § 12-18)

Sec. 2-541. - Fiscal responsibility.

Every contract modification, change order (CO), or contract price adjustment in excess of ten percent of the original price under a contract with the county pursuant to this division shall be subject to the requesting Department Head or his/her designated representative must receive prior approval by the **Budget and Purchasing Directors. comptroller** after receiving a report from the purchasing director as to the effect of the contract modification, change order, or contract price adjustment on the total project budget or the total contract budget. The requesting department must provide a copy of the approved electronic CO form to the Purchasing Department. Purchasing will attach a copy of the approved CO to the contract file before proceeding with the CO process. The Department may proceed with the CO once they

receive a copy of the updated purchase order. The CO must not exceed the overall budget, which was approved by County Council.

(Code 1982, § 12-42)

Procurement Code Recommended Changes By Staff

This is not the condensed version. If Council approves the changes, staff will provide a clean updated version for the three public readings.

Sec. 2-508. - Establishment, appointment and qualifications of purchasing director.

(a)

Establishment of position. There is created the position of purchasing director, who shall be the county's principal public procurement official. The purchasing director shall report to the Assistant County Administrator, Finance (ACA, Finance)..

Sec. 2-509. - Authority and duties of purchasing director.

(a)

Principal public procurement official. The purchasing director shall serve as the principal public procurement official of the county and shall be responsible for the procurement of supplies, services, and construction in accordance with this division, as well as the management and disposal of supplies.

(b)

Duties. In accordance with this division, the purchasing director shall:

(1)

Purchase. Purchase all supplies, materials, equipment, and contractual services required by county agencies and perform the purchasing-related functions required of the purchasing director in this division.

(2)

Negotiate contracts. Negotiate contracts for personal services and submit them for approval and award as provided in this division.

(3)

Use standard specifications. Use standard specifications wherever they are applicable to purchase orders and contracts, and ensure compliance with such specifications through adequate inspection of deliveries.

(4)

Transfer between agencies. Transfer between agencies supplies, materials, and equipment that are no longer needed by a holding agency but that can be used by the receiving agency.

(5)

Exchange, trade in and sell. Exchange, trade in or sell those supplies, materials and equipment which are surplus, obsolete or unused and which are found by the county administrator not to be required for public use.

(6)

Develop standard forms and conditions. Develop, with the approval of the county attorney as to legal sufficiency, standard forms and conditions of invitations to bid and purchase orders and contracts; develop and prescribe the use by agencies of other forms required in carrying out this division, and amend or eliminate any such forms.

(7)

Acquire and dispose of real property. Upon request of the county council and subject to its approval of each transaction, perform all delegable functions in connection with acquisition and disposal of real property.

(8)

Perform other duties. Perform other duties as assigned by the county administrator and ACA, Finance.

(c)

Operational procedures. Consistent with this division, the purchasing director shall adopt operational procedures relating to the execution of his duties.

(d)

Dollar limitations. Provided that funds have been preapproved by the county council as part of the budget process, an award is made to the lowest responsive and responsible bidder, the contracting authority for the county, except as otherwise provided in [section 2-512](#) pertaining to authority to contract for certain services, [section 2-513](#) pertaining to exemption and [section 2-514](#) pertaining to exemption for real property, shall be as follows:

(1)

Purchasing Director, Budget Director \$50,000.00 or less.

(2)

County administrator or his designee, over \$25,000.00, but less than \$100,000.00. ~~this statement-~~ The County Administrator may approve contract renewals and be exempt from the dollar limitations on expenditure authority identified in this Section 2-509-Authority and duties of purchasing director, paragraph (d-e) Dollar limitations in paragraphs (1-4) provided that the funds have been approved by the county council as part of the annual budget appropriation process, and that any expenditure of funds regardless of the amount will not result in a budget deficit.

(3)

Council committee, over \$100,000.00, but less than \$200,000.00.

(4)

The county council, \$200,000.00 and over.

(e)

Elected and appointed officials. Provided that funds have been approved by the county council as part of the annual budget appropriation process, and that any expenditure of funds regardless of the amount will not result in a budget deficit within any elected official's office, the sheriff, auditor, treasurer, clerk of court, coroner, solicitor, public defender, probate judge, and magistrates shall be exempt from the dollar limitations on expenditure authority identified above provided that they shall comply with all of [the] provisions of competitive purchasing as may be required by South Carolina law and the Beaufort County Purchasing Ordinance. The county council may request such reports and information as it deems necessary and prudent on the purchasing activities of these offices to ensure compliance with these provisions.

(Code 1982, § 12-10; Ord. No. 99-14, 5-24-1999; Ord. No. 2014/4, 2-10-2014)

Sec. 2-513. - Exemption from procedures. See the highlighted recommended additions.

The County Council may, by resolution, exempt specific supplies or services from the purchasing procedures required in this Code. The following supplies and services shall be exempt from the purchasing procedures required in this division; however, the purchasing director for just cause may limit or withdraw any exemptions provided for in this section:

(1)

Works of art for museum and public display.

(2)

Published books, library books, maps, periodicals, technical pamphlets.

(3)

Copyrighted educational films, filmstrips, slides and transparencies.

(4)

Postage stamps and postal fees. Add-and U.S. Post Office box rentals.

(5)

Professional dues, membership fees and seminar registration fees. Add-Professional training.

(6)

Medicine and drugs.

(7)

Utilities including gas, electric, water and sewer.

(8)

Advertisements in professional publications or newspapers. Add-Advertising time and space in radio, television, and social media platforms including local Chamber of Commerce.

Add (9) Legal Services, which must be approved by the County Administrator or County Council.

(10) Add- Fixed Wing and Rotary Wing Aircraft Maintenance. Add

Sec. 2-517. - Small purchases.

Any contract not exceeding \$35,000.00 shall be made in accordance with the small purchase procedures established in regulations and updated periodically by the purchasing director; provided, however, that purchase requirements shall not be artificially divided so as to constitute a small purchase under this section.

(Code 1982, § 12-18)

Sec. 2-521. - Requisition required.

Department heads shall use requisitions for goods or services for the operation of the department. Requisitions shall be processed according to the steps outlined in the purchasing administrative regulations.

(Code 1982, § 12-22)

Sec. 2-522. - Purchase order required.

Any purchase made with county funds shall be recorded on a purchase order bearing the quantity and description of each item to be purchased. If exceptions are made by the purchasing director, a control system shall be in effect.

(Code 1982, § 12-23)

Sec. 2-541. - Fiscal responsibility.

Every contract modification, change order, or contract price adjustment in excess of ten percent of the original price under a contract with the county pursuant to this division shall be subject of prior approval by the Purchasing Director and Budget Director, after receiving a report from the purchasing director as to the effect of the contract modification, change order, or contract price adjustment on the total project budget or the total contract budget. The requesting department must provide a copy of the approved electronic CO form to the Purchasing Department. Purchasing will attach a copy of the approved CO to the contract file before proceeding with the CO process. The Department may proceed with the CO once they receive a copy of the updated purchase order. The CO must not exceed the overall budget, which was approved by County Council.

(Code 1982, § 12-42)



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

ITEM TITLE:
Ordinance to Amend FY2022 Budget
MEETING NAME AND DATE:
Finance Committee- October 17, 2021
PRESENTER INFORMATION:
Pinky Harriott, Budget Director Duffie Stone, 14 th Circuit Solicitor 10 minutes
ITEM BACKGROUND:
N/A
PROJECT / ITEM NARRATIVE:
Recommendation to appropriate an additional \$150,000 to the Solicitor’s Office to hire additional attorneys.
FISCAL IMPACT:
Funding to be provided from the additional vacancy savings within the General Fund. \$150,000.00
STAFF RECOMMENDATIONS TO COUNCIL:
Staff recommends the approval of an additional \$150,000 transfer to the Solicitor’s Office
OPTIONS FOR COUNCIL MOTION:
Motion to approve Ordinance to Amend FY2022 Budget Move forward to Council for First Reading: October 25, 2021

ORDINANCE 2021/____

AN ORDINANCE TO AMEND BEAUFORT COUNTY ORDINANCE 2020/____ FOR FISCAL YEAR 2021-22 BEAUFORT COUNTY BUDGET TO PROVIDE FOR ADDITIONAL APPROPRIATIONS TO THE SOLICITOR’S OFFICE.

WHEREAS, on June ____, 2021, Beaufort County Council adopted Ordinance No. 2021/____ which sets the County's FY 2021-2022 budget and associated expenditures; and

WHEREAS, in the interest of good accounting practices and transparency in the budget process it is beneficial and necessary to amend the budget to reflect ADDITIONAL APPROPRIATIONS TO THE Solicitor’s Office;

NOW, THEREFORE, BE IT ORDAINED, by Beaufort County Council that the FY 2021-2022 Beaufort County Budget Ordinance (Ordinance 2021/____) is hereby amended as follows:

1. An additional \$150,000 is transferred to the Solicitor’s Office budget to hire additional attorneys.
2. The funds are to be transferred from countywide lapsed salaries for unfilled positions.

DONE this _____ day of December 2021.

COUNTY COUNCIL OF BEAUFORT COUNTY

By: _____
Joseph Passiment, Chairman

ATTEST:

Sarah Brock, Clerk to Council

First Reading:

Second Reading:

Public Hearing:

Third Reading:



BEAUFORT COUNTY COUNCIL AGENDA ITEM SUMMARY

ITEM TITLE:
AN ORDINANCE DECLARING CERTAIN COUNTY OWNED REAL PROPERTY AS SURPLUS PROPERTY AND AUTHORIZING THE COUNTY ADMINISTRATOR TO EXECUTE ANY AND ALL NECESSARY DOCUMENTS TO SELL REAL PROPERTY IDENTIFIED AS TMS NO. R700 036 000 13J 0000, R700 036 000 0112 0000, R700 036 000 0109 0000, R700 036 000 002C 0000 AND R600 036 000 001B 0000
MEETING NAME AND DATE:
Finance Committee, 10/12/2021
PRESENTER INFORMATION:
Brittany Ward, Deputy County Attorney 10 Minutes
ITEM BACKGROUND:
County staff presented to County Council on August 19, 2021 at a Special Called meeting.
PROJECT / ITEM NARRATIVE:
County staff and legal department reviewed County owned real property and have determined that the use of real property identified as TMS NO. R700 036 000 13J 0000, R700 036 000 0112 0000, R700 036 000 0109 0000, R700 036 000 002C 0000 AND R600 036 000 001B 0000 has discontinued. The properties are vacant and unoccupied. Appraisals on the aforementioned properties have or will be completed prior to advertising the sale of the property.
FISCAL IMPACT:
The sale of real property will be for an amount equal to or greater than fair market value.
STAFF RECOMMENDATIONS TO COUNCIL:
Approve to sell surplus properties.
OPTIONS FOR COUNCIL MOTION:
Disapprove. Move forward to Council for First Reading on October 25, 2021.

ORDINANCE 2021/_____

AN ORDINANCE DECLARING CERTAIN COUNTY OWNED REAL PROPERTY AS SURPLUS PROPERTY AND AUTHORIZING THE COUNTY ADMINISTRATOR TO EXECUTE ANY AND ALL NECESSARY DOCUMENTS TO SELL REAL PROPERTY IDENTIFIED AS TMS NO. R700 036 000 13J 0000, R700 036 000 0112 0000, R700 036 000 0109 0000, R700 036 000 002C 0000 AND R600 036 000 001B 0000

WHEREAS, Beaufort County (“County”) is the sole owner of the real properties with TMS Nos. R700 036 000 13J 0000, R700 036 000 0112 0000, R700 036 000 0109 0000, R700 036 000 002C 0000 and R600 036 000 001B 0000; hereinafter individually referenced as “Property” and collectively as “Properties”; and

WHEREAS, the County has determined that any use of the Properties has been discontinued, thereby leaving the Properties vacant and unoccupied; and

WHEREAS, each Property shall be sold at or above the fair market value, whereby such fair market value shall be determined by a licensed appraiser; and

WHEREAS, the County shall publicly advertise the sale of the Properties, and any bids for purchase received shall be reviewed and accepted by the County Administrator, or his designee, based on a purchase price and subsequent use of the property; and

WHEREAS, Beaufort County Council has determined that it is in the best interest of the citizens of Beaufort County to declare the Properties as surplus property and to sell the Properties upon such terms and conditions as may be most favorable to the County.

NOW, THEREFORE, BE IT ORDAINED by Beaufort County Council, that the above-described Properties be declared surplus property and authorize the County Administrator to execute any and all necessary documents to sell the surplus Properties upon such terms and conditions as determined to be reasonably prudent and in the best interest of the citizens of Beaufort County.

ADOPTED this ____ day of _____ 2021.

COUNTY COUNCIL OF BEAUFORT COUNTY

By: _____
Joseph F. Passiment, Chairman

ATTEST:

Sarah W. Brock, Clerk to Council

PAIGE POINT AREA PROPERTIES

- 1. R700 036 000 002C 0000**
616 Paige Point Road
- 2. R700 036 000 0112 0000**
743 Paige Point Road
- 3. R700 036 000 0109 000**
- 4. R700 036 000 013J 0000**
465 Paige Point Bluff



R600 036 000 001B 0000

270 GIBBET ROAD

