

**City Council Workshop**  
**November 28, 2017**  
**6:00 P.M.**  
**City Hall**

**Council Members Present:**

---

Mayor Michael J. Heitzler; Mayor Pro-Tem Mark Phillips; Councilmember James (Kimo) Esarey; Councilmember Debra Green-Fletcher; Councilmember Brandon Cox; Councilmember Gregory Habib; Councilmember Kevin Condon

**Council Members Absent:**

---

**Staff Present:**

---

City Administrator Jake Broom; Assistant City Administrator Daniel Moore; City Clerk Kelly J. Lovette

**Staff Absent:**

---

**I. Call to Order:**

Mayor Heitzler called the meeting to order at 6:00 p.m.

**II. Comments from the Audience:**

No comments or questions.

**III. Business:**

**Classification and Compensation Study Draft Report:** Mr. Broom began his presentation to City Council by stating Evergreen Solutions, LLC, was hired in June of 2017 to analyze the City's classification compensation system and to make recommendations. Mr. Broom stated the process included group orientation sessions with employees, focus groups, meetings with department heads and the completion of a job assessment tool. Mr. Broom summarized feedback that was received stating employees generally enjoy working for the City, but are concerned that the starting pay is not competitive in certain positions, which puts the City at a disadvantage regarding recruiting and retention. He stated employees stated the City's benefits are good, but the cost of dependent healthcare coverage is a big issue. He stated employees also voiced their concerns regarding the City's evaluation tool, of which Mr. Broom reminded City Council of the revamping of the Compensation Study Plan which will become effective in 2018. Mr. Broom stated the positions having the biggest issues with recruitment and retention were Firefighter/EMT's and Firefighter/Paramedics, Groundskeepers, Police Officers, Police Officer Trainees, Sanitation Equipment Operations and Water Distribution System Operators.

Mr. Broom stated currently the City administers a step based plan with twenty-six (26) pay grades. He stated Evergreen Solutions, worked to create target peers which were organization the City competes with for new employees, as well as loses current employees. Mr. Broom stated the list of target peers were selected by geographic proximity, size of the organization and relative population served. He stated data was adjusted for cost of living as needed and that Evergreen Solutions, determined the City's target peers were as follows: Charleston, Florence, Georgetown, Hanahan, Moncks Corner, Mt. Pleasant, North Charleston, Summerville, Berkeley, and Dorchester Counties; Berkeley County Water and Sanitation and the Charleston County Aviation Authority. Mr. Broom stated Evergreen Solutions, studied the salary ranges of the peers and discovered the City was on average 13.5% below market of the minimum of these ranges, with the midpoint being at 7.1% below market and the maximum was at 3.3% below market ranges. Mr. Broom stated the employees under the Golf Department and Information Technology Department were compared to private sector companies and the City's minimum salary range is 10.6 % below market, the midpoint was 18.5% below market, and the maximum was 23.2% below market. He stated employees that have a few years of tenure with the City earn salaries that are reasonably competitive with the City's target peers; however, we are attempting to hire new employees while offering much lower pay than the City's competitors.

Mr. Broom stated Evergreen Solutions, was recommending working to revise some job titles to accurately reflect the tasks employees perform, as well as revising all job descriptions based on the data that was received in the job assessment tool, create a new pay plan would include grades and salary ranges to bring the City in line with the market, conduct small scale salary surveys as needed to assess competitiveness. and conduct a full-scale Classification and Compensation Study every three to five years. Mr. Broom stated he feels every five to seven years is reasonable for a full-scale Classification and Compensation Study.

Mr. Broom stated, at the time Evergreen Solutions, completed the data portion of the study, the impact was \$122,000. He stated the City has set aside \$150,000 in the 2018 Non-Department Budget; however, that \$122,000, would continue to rise

as there has been some turnover and the City would need to fill vacancies. Mr. Broom stated most of the salaries that will increase were at the bottom end of the range; however, when the City hires a new person that number will increase. Mayor Heitzler inquired as to when the last Classification and Compensation Study took place. Mr. Broom stated in 2007, and that ninety-nine (99) out of two hundred and forty-six (246) employees were scheduled to receive a raise at the time the study was completed. He stated the smallest raise would be 0.1%, with the largest being 15.3%, with an average increase of 4.3%. Mr. Broom stated in dollar amounts the lowest increase would be \$40.20 and the highest would be \$3,955. Mr. Broom stated of the ninety-nine (99) people that will receive raises, 61% of them are in the Police Department, 16% are in the Fire Department, 6% are in the Golf Department, 7% are in the Recreation Department, 6% are in the Public Works and 4% are in the Administration Department; in general, the ranking file employees would be the ones receiving raises as most long-term employees are competitive due to continual pay performance raises. City Council discussed the Classification and Compensation Study in relation the increase to salaries and retention of employees. Mr. Broom stated the City was planning on implementing the pay change on January 1, 2018.

**General Fund Credit Card Credit Limit Increase Authorization:** Mr. Broom stated the credit card limit for the General Fund Credit Card was \$8,000, and he was requesting permission to increase the credit limit to the City credit card account with Synovus/NBSC to \$15,000. Mr. Broom stated this would not require a vote; however, he would need a letter signed by City Council. He stated this had no financial impact it was just for convenience and the City Clerk would provide a letter for City Council's signature after the meeting.

#### **IV. Comments from the Audience**

Mayor Heitzler recognized a student from Charleston Southern who stated she was in the Political Science Program. At this time, the student proceeded to ask Mayor Heitzler questions about how City Council conducted its meetings and what type of business was handled during their meetings. Mayor Heitzler answered all of the student's questions and thanked her for attending the meeting.

#### **V. Adjournment:**

Councilmember Esarey made a motion to adjourn. All in favor, non-opposed. Meeting adjourned at 6:33 p.m.

Date: December 12, 2017

\_\_\_\_\_  
**Kelly J. Lovette, MMC**  
City Clerk

*A copy of this meeting's agenda was sent to the Post and Courier and The Goose Creek Gazette; it was posted in City Hall 24 hours prior to the meeting.*