

Classification and Compensation Study
Final Report

for

Town of Chapel Hill, NC



November 10, 2021 (Revised)



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MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

November 10, 2021

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Dear Cliff,

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

We would ask you and top staff to review the report and MAG's compensation and classification recommendations. This report has been developed based on:

- Job Analysis of included classifications based on job descriptions (internal relationships);
- Market Analysis (external competitiveness)
- Department Head Interviews; and
- Previously submitted departmental reclassification requests.

The Final Report is organized into the following Sections:

- Section 1: Proposed Compensation Philosophy
- Section 2: Introduction and Approach
- Section 3: Selected Compensation Policies
- Section 4: Total Rewards
- Section 5: Salary Survey Summary
- Section 6: Benefits Survey Summary
- Section 7: Proposed Pay Plans
- Section 8: Total Cost Summary Sheet



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- Section 9: FLSA Recommendations
- Section 10: Appendix: Police Incentives Memo

In addition to the recommendations included in this report, MAG recommends the following policy/procedural recommendations based on staff feedback, a review of Town current practices, MAG expertise, and compensation best practices guidelines:

- Phase Implementation I is based on the recommendations outlined in the report. All Town employees, whose salary is below the proposed minimums in the proposed pay plans, should be increased to the new minimums of the proposed pay plans effective January 1, 2022.
- Phase Implementation II should be effective July 1, 2022, and will consist of providing all current Town employees with a 3% base pay increase. The increase will be calculated based on each employee's mid-point of their assigned pay grade based on the MAG proposed pay ranges.
- Consider adopting a Step-and-Grade pay plan structure for Fire, Police and Transit Operators to improve recruitment and retention.
- Starting with July 1, of 2023, the Town must increase all the pay ranges within the five pay plans to ensure competitiveness. The amount of the adjustment should be based on a review of the most recently published Employment Cost Index report (ECI), which is published by the Federal Department of Labor, Bureau of Labor Statistics.
- Starting July 1, 2023, the Town should adopt the practice of providing current employees with an annual cost of living adjustment. The cost-of-living increase will be in addition to any other increase such as a merit increase. The ECI can be used as a barometer for determining the COLA amount for Town employees. It is important to note that the above adjustment recommendation to the pay structure will not exceed 50% of the approved cost-of-living amount. For example, if Town Council approves a 3% COLA for employees, the adjustment or increase to the pay ranges would be no more than 1.5%. This method of calculation helps with employee progression through the pay ranges.
- Reclassification requests from departments should be limited to once a year, in accordance with the development of the annual budget. We recommend March or April timeframe.
- The Town should reinstate the merit pay program to reward high-achieving employees. One approach to consider is allowing departments to budget 2% of their payroll to distribute based on performance.



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- Implement a tuition reimbursement program for employees trying to obtain an Associate's or Bachelor's Degree.
- The Human Resources Department should develop a five-year workforce plan and update annually.

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

Sincerely,

RHC
Russell Campbell

Senior Vice President
Management Advisory Group International, Inc.
2992 Reidville Road
Spartanburg, SC 29301



Town of Chapel Hill, North Carolina
Classification & Compensation Study Final Report

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SECTION 1.0
Proposed Compensation Philosophy

1.0 Town of Chapel Hill Proposed Compensation Philosophy

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

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

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

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

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

In evaluating competitive compensation, the Town will consider:

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

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

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

SECTION 2.0
Introduction and Approach

2.0 Introduction & Approach

Introduction

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

- salary survey results;
- current organizational structure;
- meetings with employees, supervisory, managerial, and senior management employees;
- job analysis based on current class/job descriptions; and
- internal equity and external competitiveness considerations.

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

Project Focus

The objectives of the study were to:

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

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

**EXHIBIT 2-1
TOWN OF CHAPEL HILL
PROJECT TASKS**

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

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

Conducted Department Head Interviews – Conducted sessions to gather input regarding the proposed project. Reviewed/evaluated class/job descriptions for included classifications to gather job specific information on scope/level of duties/responsibilities and essential job attributes.

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

Collected/Analyzed Compensation Data – Collected and reviewed compensation data from respondent organizations.

Conducted Job Analysis – Performed analysis of compensable factors based on completed JAQ's.

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

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

Developed & Submitted Draft Report – Developed and submitted a Draft Report for Town review integrating the job analysis, proposed pay and classification plan, salary survey, and implementation recommendations. **June 5, 2020**

Revised Draft Report – Incorporated the Town 's technical review of materials. **July 14, 2020**

Develop & Submit Final Report – Submitted a Final Report upon final review. **November 10, 2021**

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

**EXHIBIT 2-2
TOWN OF CHAPEL HILL
PROJECT FLOWCHART**



Approach Overview

To begin the study, MAG requested and reviewed preliminary information and arranged for on-site work with the Town. At this time, MAG conducted initial meetings with Town administration and tailored several instruments to be used in conducting the compensation and classification analysis, including:

- Current class/job descriptions;
- a Market Salary Survey to be conducted with comparable classifications with a selected group of agencies and employers; and
- An Administrative Issues Form for Department Heads.

The study methodology included:

- collection of current personnel, human resources, and organizational background information;
- identification and selection of comparable agencies for the market salary survey;
- identification of classification benchmarks;
- conduct of a salary survey for selected positions;
- analysis with recommendations concerning the relative ranking of Town Government positions to develop a classification plan that will ensure internal equity; and
- Interviews with Department Heads.

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

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

Initial Meetings and Orientation

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

The project team also conducted meetings for Department Heads to provide an overview of the scope, content, and methodology of the study, encourage employee cooperation and commitment, and established appropriate time frames for completing and returning necessary forms.

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

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

Market Salary Survey

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

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

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

- competing with Town Government for employees, for either lower level or higher-level positions;
- geographically situated in such a fashion as to automatically be considered a competitor;
- structured similarly to the Town, or providing similar types of services;
- attractive to highly valued employees for one reason or another; and
- within a reasonable commuting distance.

Surveyed:

- City of Raleigh, NC
- City of Durham, NC
- City of Greensboro, NC
- City of Charlotte, NC
- City of Burlington, NC
- Town of Carrboro, NC
- Town of Cary, NC
- Town of Apex, NC
- Town of Holly Springs, NC
- UNC-Chapel Hill
- Chapel Hill-Carrboro City Schools, NC
- Wake County Public Schools, NC
- Alamance County, NC
- Durham County, NC
- Guilford County, NC
- Orange County, NC
- Wake County, NC
- O*NET

Benchmark Classes

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

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

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

Proposed Pay Plans

The Town requested that MAG keep the current compensation structure, which consists of five pay plans – Senior Management, Exempt, Non-Exempt, Fire, and Police. Specific details of the plan are provided in report tables starting in section 6.0. The Town employees were placed into one of the proposed pay plans. Employees performing the same duties were placed in the same class and pay grade, regardless of the number of hours (PT/FT).

Implementation Costs

MAG's implementation options and recommendations consider the following:

- Current salary;
- Current job title or rank; and,

No employee is recommended for any decrease in salary, even if the current salary exceeds the target salary. MAG does recommend that any employee whose current salary exceeds the target salary should continue to advance through the ranges until they reach the range maximum.

No employee should receive any additional salary adjustments once their salary has reached the maximum of the range.

The recommendation is to freeze the salary until there is enough market adjustment to provide an increase.

Plan Implementation

MAG recommends that the new compensation structure go into effect as soon as feasible along with the recommended salary adjustments.

Salary Compression

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

Examples of Salary Compression

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

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

Impact of Wage Compression

Impacts of wage compression can be seen on a one-to-one level or across entire organizations. Those whose pay is compressed, or who are receiving less money, are likely to be affected by low morale.

They will feel discouraged, naturally. It doesn't make sense to continue working just as hard when their efforts are not perceived as being compensated. This can lead to a more noticeable problem of deficient performance in employees, which hurts the bottom line and affects everyone. There may also be retention issues related to salary compression. Those who feel slighted are more likely to look for alternate employment. High turnover rates are costly to any organization. It may also be harder to recruit from within for higher level positions if employees see no economic benefit in accepting the added responsibility and work of a promotion.

Purpose of the Implementation Plan

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

To the extent that any uniform formula may result in unintended consequences, there may be isolated instances where administrative adjustments would be needed to address an inequity that is not readily apparent. This is not intended to address internal inequities, perceived by employees, which might result from previous pay structures or previous pay decisions. MAG assumes that all previous salary changes were based on information that was considered valid and appropriate at the time the decision was made.

SECTION 3.0
Selected Compensation Policies

3.0 – Selected Compensation Policies

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

- attract and retain a high-quality and diverse workforce;
- reward and retain qualified employees;
- provide a fair and consistent framework for assigning jobs;
- maintain salary structures at market competitive levels;
- ensure fair and consistent pay practices;
- comply with applicable laws and regulations; and,
- operate within the constraints of fiscal resources; and
- be an employer that inspires excellence.

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

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

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

Compensation Policies:

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

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

A. Reclassification

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

If the reclassification results in an upgrade of one pay grade, the employee's pay will be moved upward by 5%. An upgrade of two or more pay grades will increase the employee's pay by an additional 2.5% increase for each additional pay grade, up to a maximum of 15%.

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

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

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

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

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

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

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

B. Promotion

1. When an employee is promoted, as a result of a job change or job progression, to a higher pay grade position, within the same, or to a different, salary schedule, the salary placement within the new pay grade shall be determined as follows: *apply 5% on the salary of the previous grade/schedule and salary for promotions of one pay grade, and an additional 2.5% for each additional pay grade up to a maximum of 15%.* The resulting pay will be no less than the minimum of the new pay grade and no less than a 5% salary increase, but not more than the maximum salary of the assigned pay grade. The effective date will be the day of approval.
2. There may be times when the uniqueness of an individual job and level or necessary skills required by the Town, and not just possessed by the incumbent, may require a higher salary schedule placement than stipulated in this section. Under such circumstances, the Town Manager *may approve a higher salary step placement within the assigned pay grade.*

C. Lateral Transfer

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

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D. Temporary Assignment(s)

1. "Interim" or temporary assignment(s) occurs when the Town recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires an immediate action.
2. Temporary or "interim" assignment(s) would be anticipated to last more than 30 days, but less than 6 months. A temporary or "interim" assignment is to fill a vacancy and not to assume the duties of another employee who is on approved leave, i.e., vacation, holiday, medical, or other short-term absence(s).
3. If the position assigned is lower in pay grade (or substantially equivalent pay range) this would not result in a lower salary for the assigned employee even if the employee's salary exceeded the maximum of the new pay range.
4. If the position assigned is higher in pay grade and extends beyond 30 days, but less than 6 months, there should be a 5% "temporary assignment" pay adjustment for the first pay grade and 2.5% for each additional pay grade to a maximum of 15% or the minimum of the grade, whichever is higher. The employee's salary shall not exceed the maximum of the assigned range. Employees receiving temporary assignment pay shall sign an agreement acknowledging the understanding that they are receiving "Temporary Assignment Pay" and also acknowledging that when the temporary assignment ends, the "assignment pay" will also end.

E. Hiring

1. The hire rate for a new employee with no equivalent and/or relevant level experience is typically the minimum of the salary range to which the job classification is assigned.
2. New hiring rates (or re-hires) for employees may consider directly relevant experience and/or experience that can be verified by the Human Resources Department. *Employees who have left the Town and have been officially terminated will be re-hired using this formula and will not be rehired at the previous salary.* Re-hires who have left the Town's employ will be considered using the same formula as new hires.
3. Internal Equity is an equally important consideration in filling a vacant position. Before a salary offer is made, Human Resources will also consider the current salaries, level of education, relevant licenses/certifications, and length of service in the same/similar job class or classes of current incumbents. It is the policy of the Town to make every effort to avoid inverted salary relationships by bringing in newly hired employees at a salary that exceeds the current salaries of comparably placed existing employees in the same/similar job class.
4. The Human Resources department may additionally consider a higher salary offer if the open position is determined to be a "hard to fill" position.

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5. "Hard to fill" positions will be determined by the Human Resources Department and will be based on the length of time the position has remained unfilled, the difficulty to recruit, the "mission critical" nature of the work and the market conditions of the position, at the time of a vacancy.
6. Hiring Range is typically considered that span in salary between the minimum of the range and the market point for most positions. For Directorships or Assistant Director level positions, the qualifications of the applicant and/or the needs of the Town should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable leadership positions.

F. Maximum of the Range

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

G. Salary Adjustment for Department Directors

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

H. Demotion

1. Voluntary Demotion

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

2. Involuntary Demotion

If an employee is involuntarily demoted as a result of disciplinary action, for example, or action related to unacceptable job performance, the rate of pay may be reduced by at least 2.5% per grade reduction or by a minimum of 5%; and the employee's salary must be reduced to at least the maximum of the lower Pay Grade, and may be placed at any salary within the lower Pay Grade as long as there is a minimum 5% reduction in pay. The employee will be placed on conditional status for a period of twelve months.

There will be no salary increase at the end of the conditional period. The salary is established in the same manner as for voluntary demotion.

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

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

Future Salary Adjustment Recommendations

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

- the cost to maintain competitiveness within the system; and
- the cost to adjust individual salaries.

From time to time, the Town may determine the need to adjust pay grades/ranges based on some factor, such as the Employment Cost Index (ECI) to maintain competitiveness at salary range minimums and hiring rates, as well as accommodate current incumbent pay progression within the grades. Ideally, funding permitting, the Town should conduct a salary/market review periodically to assess market conditions and ensure a competitive posture in personnel recruitment and retention. At this time, a more detailed comparison to the external market, as well as, to immediate competitors can be made using a comprehensive methodology such as that used in this review.

Proposed Compensation Plan

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

Placement of Employees Within the New Proposed Ranges

For employees, whose current salary level is below the minimum level in the assigned range, the new the salary level would be the minimum in the range.
For employees with current salary levels exceeding the maximum level in the assigned range, the salary would be frozen at that level, and the employee would be ineligible for any merit or cost of living increases until the range is adjusted to allow movement.

No salary for any employee is recommended for reduction.

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Plan Implementation

MAG recognizes that implementation of the new or revised compensation and classification programs must consider the financial disposition, current salary levels, and other variables unique to the Town. Only after all these factors are considered, can a feasible implementation program be designed. MAG has worked to provide an implementation plan that will address the current inequities and will provide a framework for external competitiveness.

Those employees whose pay is below the proposed minimums of the study, should have their salaries adjusted to the minimum on January 1, 2022. To address salary compression within the Town's pay structure, MAG recommends an additional adjustment of 3% for all current employees on July 1, 2022. The 3% adjustments should be calculated off the mid-point of the employees' pay grade in the MAG study.

It is especially important that during the current economic times that the Town retain its highly qualified work force by providing a fair, and competitive, compensation program. Additionally, it is equally important, that the Town does not overpay for positions. The proposed implementation plan carefully balances these two important considerations.

Career Path vs Career Ladders

Career Path vs Career Ladder What is the Difference?

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

A Career Path is designed to encourage students to enter a certain field of study (e.g., public health laboratory science) and to demonstrate the possibilities within that field of study.

A career path for a field of study in laboratory science can begin with a position as a laboratory aide, then a laboratory technician, followed by a laboratory scientist.

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

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

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

Employee Performance and Compensation in the Public Sector

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

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

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

The transition to pay for performance in government should be managed as organizational change since it redefines the role of managers and their relationship with staff. Managers who have relied on micromanagement will need to relinquish control. Performance-related pay makes no sense where employees are tightly controlled. The problem of inflated performance ratings will have to end. It also changes employee job and career expectations. The highest hurdle promises to be creating performance processes that generate credible and defensible year-end ratings. Recognizing star performers as well those whose performance is unacceptable is important to every employer. That's obviously central to pay for performance.

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

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

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

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

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

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

Skill-based Pay

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

Competency Based Pay

The term competency-based pay describes a system where rewards are based on the use of competence without consideration for results. The premise is that individual performance depends on having relevant competencies and higher levels of competence will produce superior performance. A competency base pay system focuses on individuals. In practice, competency-based systems are seldom used in a pure form. Competency may be one of the factors determining pay, but performance may also be a factor.

Application

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

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Trends

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

SECTION 4.0
Total Rewards

4.0 – Introduction to Total Rewards

Total Rewards

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

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

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

The Context for Total Rewards

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

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

Total Reward Definitions and Examples

Remuneration/Compensation

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

Remuneration/Compensation comprises four core elements:

- Fixed pay – Also known as “base or basic pay”, fixed pay is nondiscretionary compensation that does not vary according to performance or results achieved. It usually is determined by the organization’s pay philosophy and structure.

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- Variable pay – Also known as “pay at risk”, variable pay changes directly with the level of performance or results achieved. It is a one-time payment and must be re-established and re-earned each performance period.
- Short-term incentive pay – A form of variable pay, short-term incentive pay is designed to focus and reward performance over a period of one year or less.
- Long-term incentive pay – A form of variable pay, long-term incentive pay is designed to focus and reward performance over a period longer than one year.

Benefits

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

- Social Insurance;
- Unemployment;
- Worker’s compensation;
- Social Security; and,
- Disability (occupational).

Group Insurance

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

Pay for Time Not Worked

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

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

Work-Life

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

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

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

Performance & Recognition

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

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

Performance is the manner of demonstrating a skill or capacity.

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

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

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

Development and Career Opportunities

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

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

Learning Opportunities

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

Advancement Opportunities

Internships

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

An Integrated Total Rewards Strategy

Culture

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

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

Environment

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

Attraction

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

Retention

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

Motivation

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

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

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There are also defined levels of intensity regarding motivation:

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

SECTION 5.0
Salary Survey Summary

Salary Survey Results for CHAPEL HILL, NC

Job Class Title	Averages For Each Job Class						CHAPEL HILL							
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
RECREATION ASSISTANT	\$25,469	\$32,925	\$40,381				58.5%	\$29,219	12.8%	\$38,277	14.0%	\$47,334	14.7%	62.0%
TRANSIT OPERATOR-FIXED ROUTE	\$28,792	\$35,322	\$41,853				45.4%	\$27,827	-3.5%	\$36,454	3.1%	\$45,080	7.2%	62.0%
PARK MAINTENANCE SPLST	\$29,249	\$36,538	\$43,826				49.8%	\$26,757	-9.3%	\$35,052	-4.2%	\$43,347	-1.1%	62.0%
OFFICE ASSISTANT	\$30,161	\$36,694	\$43,228				43.3%	\$27,827	-8.4%	\$36,454	-0.7%	\$45,080	4.1%	62.0%
SOLID WASTE COLLECTOR	\$30,403	\$39,194	\$47,984				57.8%	\$27,827	-9.3%	\$36,454	-7.5%	\$45,080	-6.4%	62.0%
LIBRARY EXPERIENCE ASSISTANT	\$28,925	\$39,884	\$50,844				75.8%	\$29,219	1.0%	\$38,277	-4.2%	\$47,334	-7.4%	62.0%
CONSTRUCTION WORKER II	\$33,898	\$42,541	\$51,183				51.0%	\$29,219	-16.0%	\$38,277	-11.1%	\$47,334	-8.1%	62.0%
AQUATICS SPECIALIST	\$33,248	\$43,068	\$52,889				59.1%	\$26,520	-25.4%	\$34,100	-26.3%	\$41,679	-26.9%	57.2%
SOLID WASTE EQUIP OP I	\$32,937	\$43,257	\$53,577				62.7%	\$29,219	-12.7%	\$38,277	-13.0%	\$47,334	-13.2%	62.0%
LIBRARY ACCOUNTS COORDINATOR	\$33,307	\$44,670	\$56,033				68.2%	\$43,627	23.7%	\$57,151	21.8%	\$70,675	20.7%	62.0%
BLDG MAINT MECH II	\$37,250	\$47,393	\$57,537				54.5%	\$33,824	-10.1%	\$44,310	-7.0%	\$54,796	-5.0%	62.0%
STREET CREW SUPERVISOR	\$36,753	\$47,421	\$58,089				58.1%	\$37,291	1.4%	\$48,852	2.9%	\$60,412	3.8%	62.0%
ACCOUNTING TECH II	\$37,042	\$47,484	\$57,927				56.4%	\$35,516	-4.3%	\$46,526	-2.1%	\$57,535	-0.7%	62.0%
PERMIT TECHNICIAN	\$37,241	\$47,718	\$58,195				56.3%	\$30,680	-21.4%	\$40,191	-18.7%	\$49,701	-17.1%	62.0%
HUMAN SERVICES COORD	\$38,863	\$47,735	\$56,606				45.7%	\$47,117	17.5%	\$61,723	22.7%	\$76,329	25.8%	62.0%
FORENSIC & EVIDENCE SPECIALIST	\$38,092	\$48,195	\$58,298				53.0%	\$43,581	12.6%	\$57,091	15.6%	\$70,601	17.4%	62.0%
MAINTENANCE MECHANIC-HOUSING	\$36,664	\$48,293	\$59,922				63.4%	\$29,219	-25.5%	\$38,277	-26.2%	\$47,334	-26.6%	62.0%
TRAFFIC SIGNAL TECH II	\$37,779	\$48,336	\$58,894				55.9%	\$35,516	-6.4%	\$46,526	-3.9%	\$57,535	-2.4%	62.0%
SENIOR HEAVY EQUIPMENT OPER	\$36,939	\$48,397	\$59,855				62.0%	\$33,824	-9.2%	\$44,310	-9.2%	\$54,796	-9.2%	62.0%
LEAD SIGN & MARKING TECH	\$38,306	\$50,359	\$62,412				62.9%	\$37,291	-2.7%	\$48,852	-3.1%	\$60,412	-3.3%	62.0%
PAYROLL SPECIALIST	\$39,161	\$50,854	\$62,547				59.7%	\$37,291	-5.0%	\$48,852	-4.1%	\$60,412	-3.5%	62.0%
LANDSCAPE CREW LEADER	\$39,452	\$51,352	\$63,251				60.3%	\$35,516	-11.1%	\$46,526	-10.4%	\$57,535	-9.9%	62.0%
MECHANIC III - BUS	\$39,702	\$51,996	\$64,291				61.9%	\$30,680	-29.4%	\$40,191	-29.4%	\$49,701	-29.4%	62.0%
FIREFIGHTER LEVEL I	\$39,719	\$52,196	\$64,673				62.8%	\$37,128	-7.0%	\$45,604	-14.5%	\$54,080	-19.6%	45.7%
PURCHASING SPECIALIST	\$40,826	\$52,296	\$63,767				56.2%	\$35,516	-15.0%	\$46,526	-12.4%	\$57,535	-10.8%	62.0%
RECREATION SPECIALIST	\$41,970	\$54,100	\$66,229				57.8%	\$33,824	-24.1%	\$44,310	-22.1%	\$54,796	-20.9%	62.0%
HOUSING OFFICER I	\$41,292	\$54,836	\$68,379				65.6%	\$35,516	-16.3%	\$46,526	-17.9%	\$57,535	-18.8%	62.0%
ASST ARBORIST	\$44,159	\$56,514	\$68,868				56.0%	\$32,214	-37.1%	\$42,200	-33.9%	\$52,186	-32.0%	62.0%
FIRE EQUIPMENT OPERATOR	\$44,538	\$56,723	\$68,908				54.7%	\$42,887	-3.8%	\$53,464	-6.1%	\$64,040	-7.6%	49.3%
CRISIS COUNSELOR	\$43,599	\$56,823	\$70,047				60.7%	\$47,117	7.5%	\$61,723	7.9%	\$76,329	8.2%	62.0%
ADMINISTRATIVE COORDINATOR	\$42,734	\$57,440	\$72,147				68.8%	\$40,395	-5.8%	\$52,918	-8.5%	\$65,440	-10.2%	62.0%
POLICE OFFICER I	\$45,185	\$58,601	\$72,016				59.4%	\$42,000	-7.6%	\$44,100	-32.9%	\$46,200	-55.9%	10.0%
CODE ENFORCEMENT OFFICER	\$43,966	\$58,659	\$73,353				66.8%	\$33,824	-30.0%	\$44,310	-32.4%	\$54,796	-33.9%	62.0%
SPECIAL OLYMPICS COORDINATOR	\$45,427	\$59,041	\$72,654				59.9%	\$39,156	-16.0%	\$51,295	-15.1%	\$63,433	-14.5%	62.0%
COMMUNICATIONS SPECIALIST	\$45,663	\$60,057	\$74,451				63.0%	\$41,114	-11.1%	\$53,859	-11.5%	\$66,604	-11.8%	62.0%
PARK MAINTENANCE SUPV	\$44,995	\$60,327	\$75,659				68.1%	\$41,114	-9.4%	\$53,859	-12.0%	\$66,604	-13.6%	62.0%
ASST PARKING SVCS SUPV	\$44,798	\$60,470	\$76,141				70.0%	\$35,516	-26.1%	\$46,526	-30.0%	\$57,535	-32.3%	62.0%

Salary Survey Results for CHAPEL HILL, NC

Job Class Title	Averages For Each Job Class					CHAPEL HILL								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
SOLID WASTE SERV SUPERVISOR	\$45,913	\$60,486	\$75,059				63.5%	\$43,581	-5.4%	\$57,091	-5.9%	\$70,601	-6.3%	62.0%
MUNICIPAL ARBORIST	\$45,701	\$60,539	\$75,377				64.9%	\$35,516	-28.7%	\$46,526	-30.1%	\$57,535	-31.0%	62.0%
INFORMATION TECH ANALYST	\$46,569	\$60,885	\$75,200				61.5%	\$43,581	-6.9%	\$57,091	-6.6%	\$70,601	-6.5%	62.0%
ENGINEERING INSPECTOR	\$47,928	\$60,949	\$73,970				54.3%	\$37,291	-28.5%	\$48,852	-24.8%	\$60,412	-22.4%	62.0%
SUPERVISOR-TRANSIT	\$48,180	\$61,009	\$73,838				53.3%	\$37,291	-29.2%	\$48,852	-24.9%	\$60,412	-22.2%	62.0%
PLANNER	\$46,823	\$61,042	\$75,261				60.7%	\$40,395	-15.9%	\$52,918	-15.4%	\$65,440	-15.0%	62.0%
MECHANIC SUPERVISOR	\$48,274	\$61,506	\$74,737				54.8%	\$43,581	-10.8%	\$57,091	-7.7%	\$70,601	-5.9%	62.0%
FACILITIES SUPERVISOR	\$49,536	\$63,686	\$77,836				57.1%	\$50,886	2.7%	\$66,661	4.5%	\$82,436	5.6%	62.0%
MECHANIC SUPERVISOR-BUS	\$53,842	\$64,519	\$75,196				39.7%	\$43,627	-23.4%	\$57,151	-12.9%	\$70,675	-6.4%	62.0%
ACCTG SUPV-PAYROLL & PAYABLES	\$50,225	\$65,019	\$79,812				58.9%	\$55,466	9.4%	\$72,661	10.5%	\$89,855	11.2%	62.0%
LIBRARY SYSTEMS MANAGER	\$48,048	\$65,592	\$83,135				73.0%	\$50,886	5.6%	\$66,661	1.6%	\$82,436	-0.8%	62.0%
BUDGET ANALYST	\$52,810	\$66,641	\$80,473				52.4%	\$47,117	-12.1%	\$61,723	-8.0%	\$76,329	-5.4%	62.0%
RECREATION SUPERVISOR	\$49,806	\$66,825	\$83,843				68.3%	\$40,395	-23.3%	\$52,918	-26.3%	\$65,440	-28.1%	62.0%
PARK MAINTENANCE SUPT	\$50,844	\$66,932	\$83,019				63.3%	\$60,458	15.9%	\$79,200	15.5%	\$97,942	15.2%	62.0%
FIRE CAPTAIN	\$51,825	\$67,034	\$82,244				58.7%	\$55,679	6.9%	\$69,605	3.7%	\$83,530	1.5%	50.0%
POLICE SERGEANT	\$55,003	\$71,100	\$87,197				58.5%	\$53,604	-2.6%	\$67,982	-4.6%	\$82,359	-5.9%	53.6%
SURVEY/PROJECT COORD	\$56,092	\$72,666	\$89,240				59.1%	\$47,117	-19.0%	\$61,723	-17.7%	\$76,329	-16.9%	62.0%
RECREATION MANAGER-P&R	\$55,283	\$74,217	\$93,151				68.5%	\$55,466	0.3%	\$72,661	-2.1%	\$89,855	-3.7%	62.0%
TRAFFIC SIGNAL SYSTEM ENGINEER	\$62,778	\$81,328	\$99,877				59.1%	\$55,466	-13.2%	\$72,661	-11.9%	\$89,855	-11.2%	62.0%
SOLID WASTE SERVICES MANAGER	\$61,154	\$81,814	\$102,475				67.6%	\$60,458	-1.2%	\$79,200	-3.3%	\$97,942	-4.6%	62.0%
TECHNICAL SERVICES MANAGER	\$62,329	\$82,169	\$102,010				63.7%	\$60,458	-3.1%	\$79,200	-3.7%	\$97,942	-4.2%	62.0%
SYSTEMS & SUPPORT MANAGER	\$63,808	\$85,303	\$106,799				67.4%	\$60,458	-5.5%	\$79,200	-7.7%	\$97,942	-9.0%	62.0%
BATTALION CHIEF	\$66,701	\$85,628	\$104,555				56.8%	\$62,042	-7.5%	\$79,054	-8.3%	\$96,065	-8.8%	54.8%
PURCHASING & CONTRACTS MANAGER	\$64,596	\$85,759	\$106,922				65.5%	\$50,886	-26.9%	\$66,661	-28.6%	\$82,436	-29.7%	62.0%
FLEET MANAGER	\$64,764	\$86,338	\$107,912				66.6%	\$55,466	-16.8%	\$72,661	-18.8%	\$89,855	-20.1%	62.0%
FIRE MARSHAL	\$65,701	\$87,558	\$109,416				66.5%	\$67,814	3.1%	\$88,837	1.4%	\$109,859	0.4%	62.0%
NETWORK ADMINISTRATOR	\$67,468	\$90,025	\$112,583				66.9%	\$50,886	-32.6%	\$66,661	-35.0%	\$82,436	-36.6%	62.0%
PLANNING MANAGER	\$70,123	\$91,187	\$112,252				60.1%	\$60,458	-16.0%	\$79,200	-15.1%	\$97,942	-14.6%	62.0%
COMMUNICATIONS MANAGER	\$70,311	\$93,302	\$116,292				65.4%	\$60,458	-16.3%	\$79,200	-17.8%	\$97,942	-18.7%	62.0%
ASST DIR-LIB/HEAD PUBLIC SERV	\$70,267	\$96,521	\$122,775				74.7%	\$72,561	3.2%	\$95,055	-1.5%	\$117,549	-4.4%	62.0%
ASSISTANT FIRE CHIEF	\$76,074	\$99,803	\$123,531				62.4%	\$67,814	-12.2%	\$88,837	-12.3%	\$109,859	-12.4%	62.0%
ECONOMIC DEVLMT COORDINATOR	\$81,022	\$107,307	\$133,592				64.9%	\$71,830	-12.8%	\$94,098	-14.0%	\$116,365	-14.8%	62.0%
DIR-PARKS AND REC	\$89,596	\$117,253	\$144,910			\$150,509	61.7%	\$85,405	-4.9%	\$111,880	-4.8%	\$138,355	-4.7%	62.0%
DIR-TRANSPORTATION	\$88,021	\$118,857	\$149,693				70.1%	\$99,069	11.2%	\$129,781	8.4%	\$160,492	6.7%	62.0%
POLICE CHIEF-ASSISTANT	\$90,188	\$119,026	\$147,865				64.0%	\$77,641	-16.2%	\$101,710	-17.0%	\$125,778	-17.6%	62.0%
DIR-PUBLIC WORKS	\$97,761	\$130,548	\$163,334			\$161,096	67.1%	\$99,069	1.3%	\$129,781	-0.6%	\$160,492	-1.8%	62.0%
DIR-HUMAN RESOURCE DEVELOPMENT	\$101,854	\$135,761	\$169,667			\$186,368	66.6%	\$85,405	-19.3%	\$111,880	-21.3%	\$138,355	-22.6%	62.0%

Salary Survey Results for CHAPEL HILL, NC

Job Class Title	Averages For Each Job Class					CHAPEL HILL						
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width	
FIRE CHIEF	\$104,588	\$140,540	\$176,492			\$145,018	68.7%	\$99,069 -5.6%	\$129,781 -8.3%	\$160,492 -10.0%	62.0%	
POLICE CHIEF\EXE DIR COMM SAFE	\$110,618	\$144,377	\$178,136			\$147,992	61.0%	\$99,069 -11.7%	\$129,781 -11.2%	\$160,492 -11.0%	62.0%	
LEGAL ADVISOR-SR	\$116,192	\$152,339	\$188,485			\$167,644	62.2%	\$85,405 -36.0%	\$111,880 -36.2%	\$138,355 -36.2%	62.0%	
Survey Averages	\$52,690	\$68,975	\$85,261			\$159,771	60.92%	\$48,564 -8.50%	\$63,305 -8.96%	\$78,046 -9.24%	60.71%	

SECTION 6.0
Benefits Survey Summary

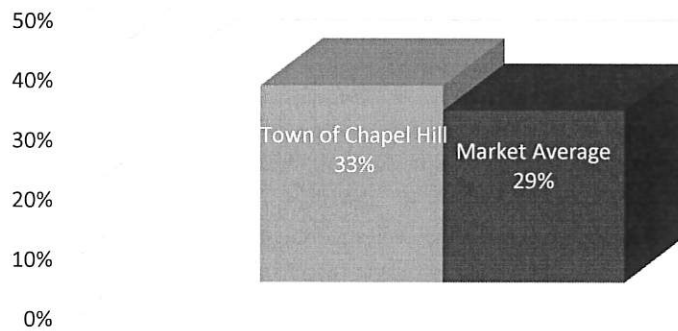
Benefits Survey for the Town of Chapel Hill

Employee Benefits make up what percentage of employee compensation?

Town of Chapel Hill 33%

Market Average 29%

Percentage of Employee Benefits



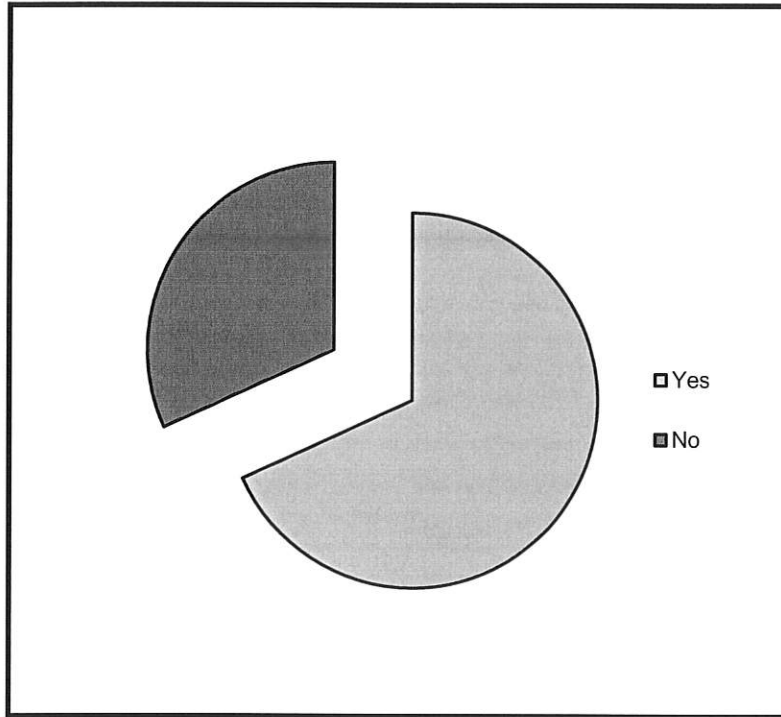
MAG Comments

The Town's employee benefits average one third of employee compensation (varies between 20% and 45%). This is slightly higher than the 29% market average. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

Do you offer a Cafeteria Plan (IRS Section 125)?

Chapel Hill	Yes
Yes	68%
No	32%



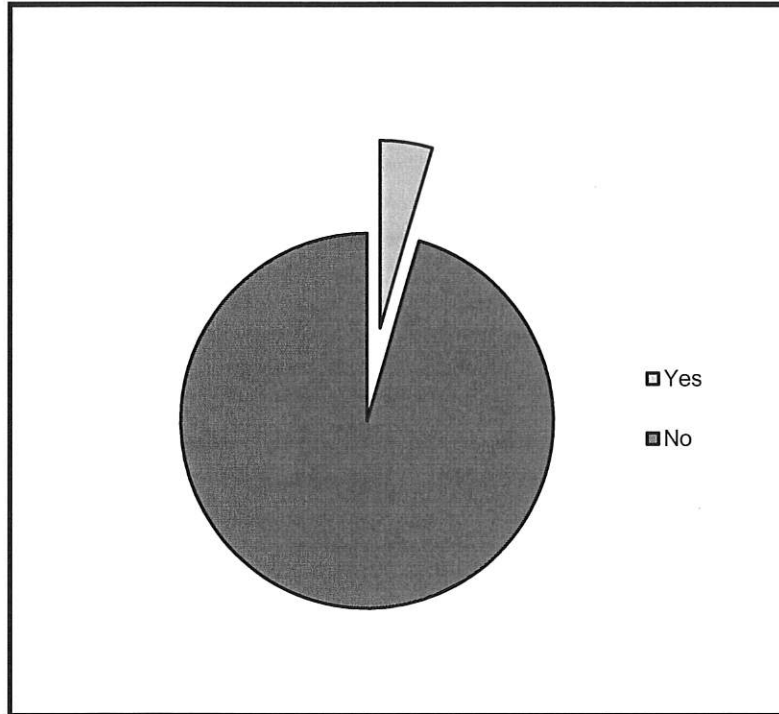
MAG Comments

The Town offers a Cafeteria Plan which is consistent with the majority of market responses.

Benefits Survey for the Town of Chapel Hill

Are employees required to waive certain insurances in order to receive employer contributions?

Chapel Hill	No
Yes	5%
No	95%



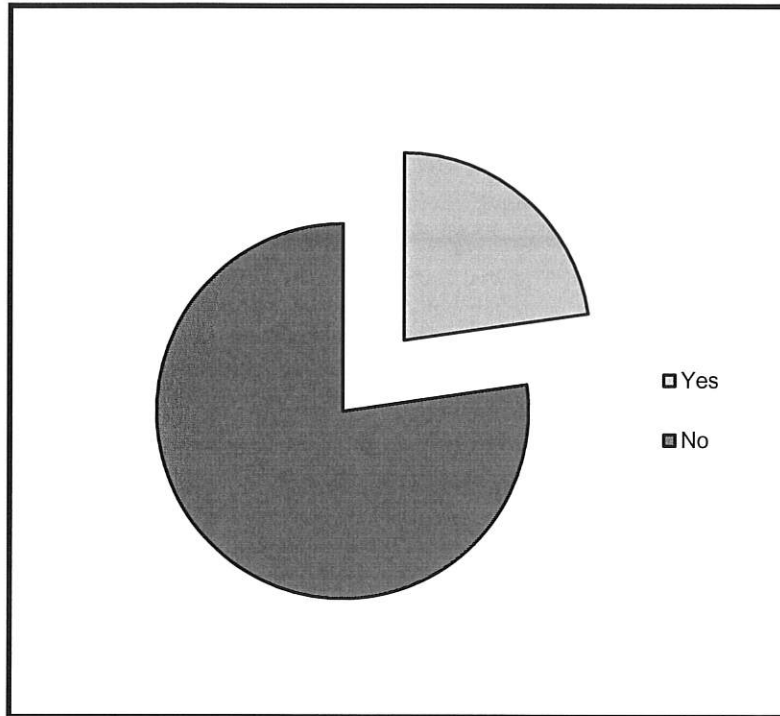
MAG Comments

The Town does not require employees to waive certain insurances to receive employer contributions. This policy is consistent with the vast majority of market responses.

Benefits Survey for the Town of Chapel Hill

Do you provide benefits for Part-Time employees?

Chapel Hill	Yes
Yes	23%
No	77%



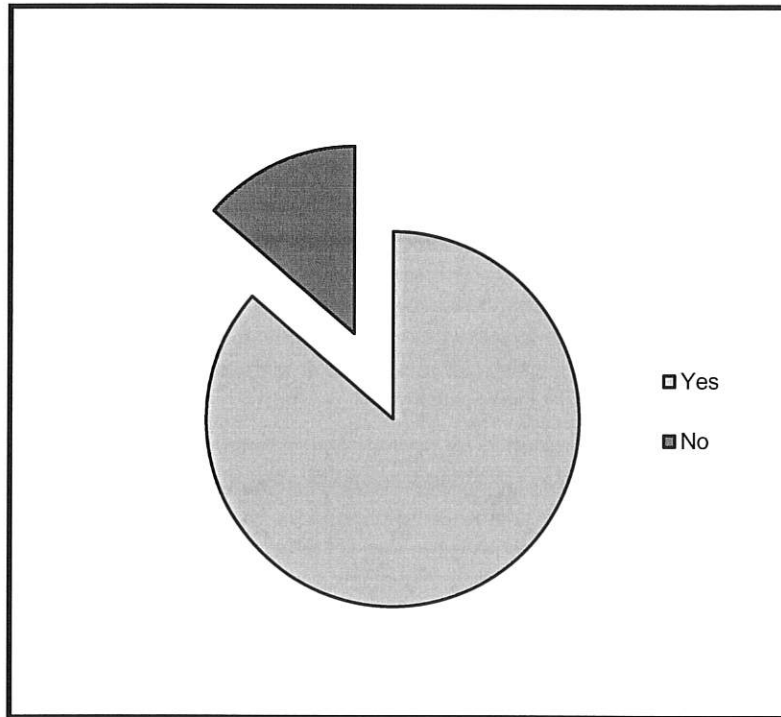
MAG Comments

The Town provides benefits to part-time employees. The majority of market respondents do not. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

Do you have a Tuition/Educational Assistance Policy for employees?

Chapel Hill	Yes
Yes	86%
No	14%



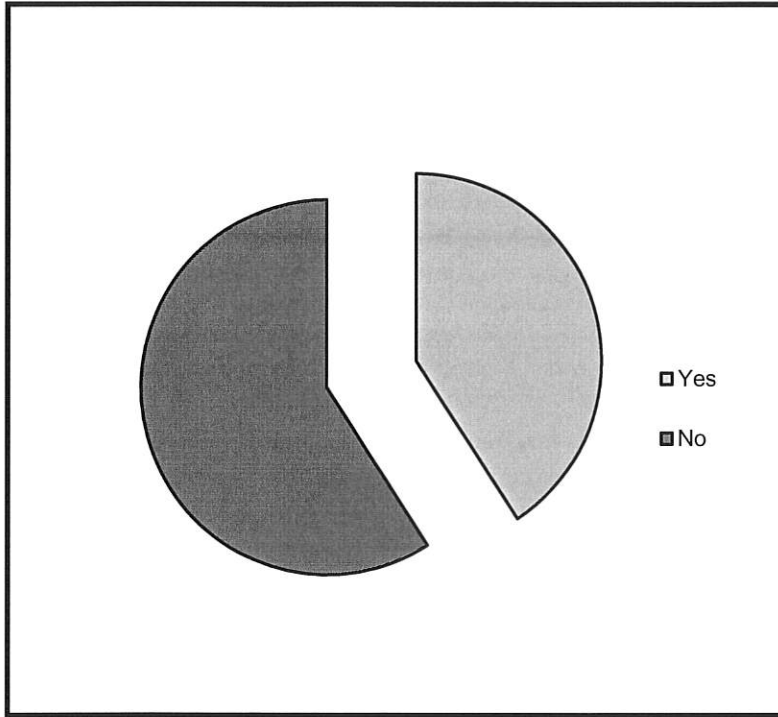
MAG Comments

The Town offers Tuition/Educational Assistance. This policy is consistent with most market respondents.

Benefits Survey for the Town of Chapel Hill

Do you provide Education Incentive Pay
for employee degree attainment?

Chapel Hill	Yes
Yes	41%
No	59%



MAG Comments

The Town offers Education Incentive Pay for degree attainment to Fire and Police. Most agencies do not offer Education Incentive Pay at any level. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

How many Total Paid Leave Days are accrued for the following years of employment?

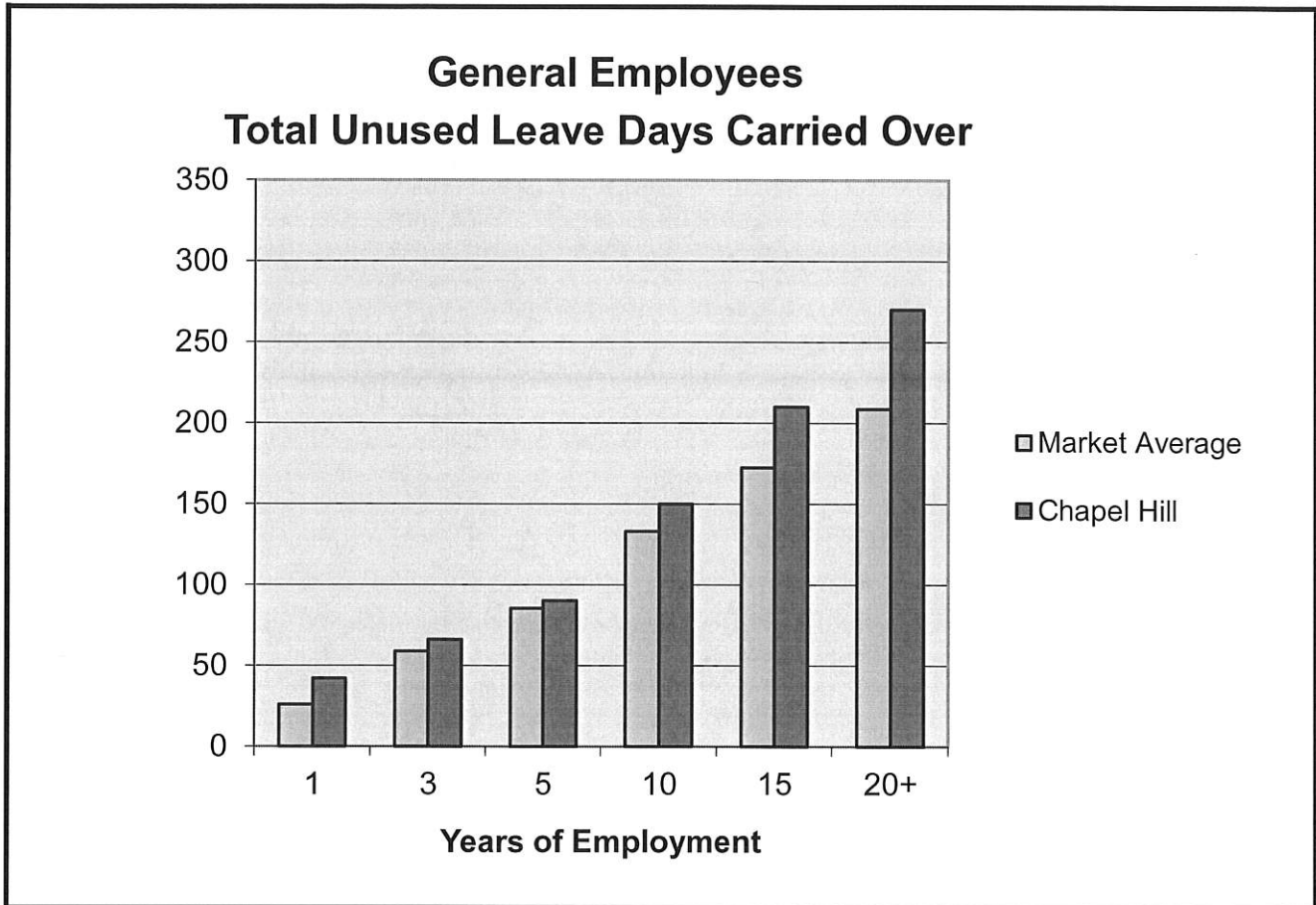


MAG Comments

The Town leads the market in paid days accrued for all Years of Service categories.

Benefits Survey for the Town of Chapel Hill

How many of the following Total Unused Leave Days can be carried over to the next year?

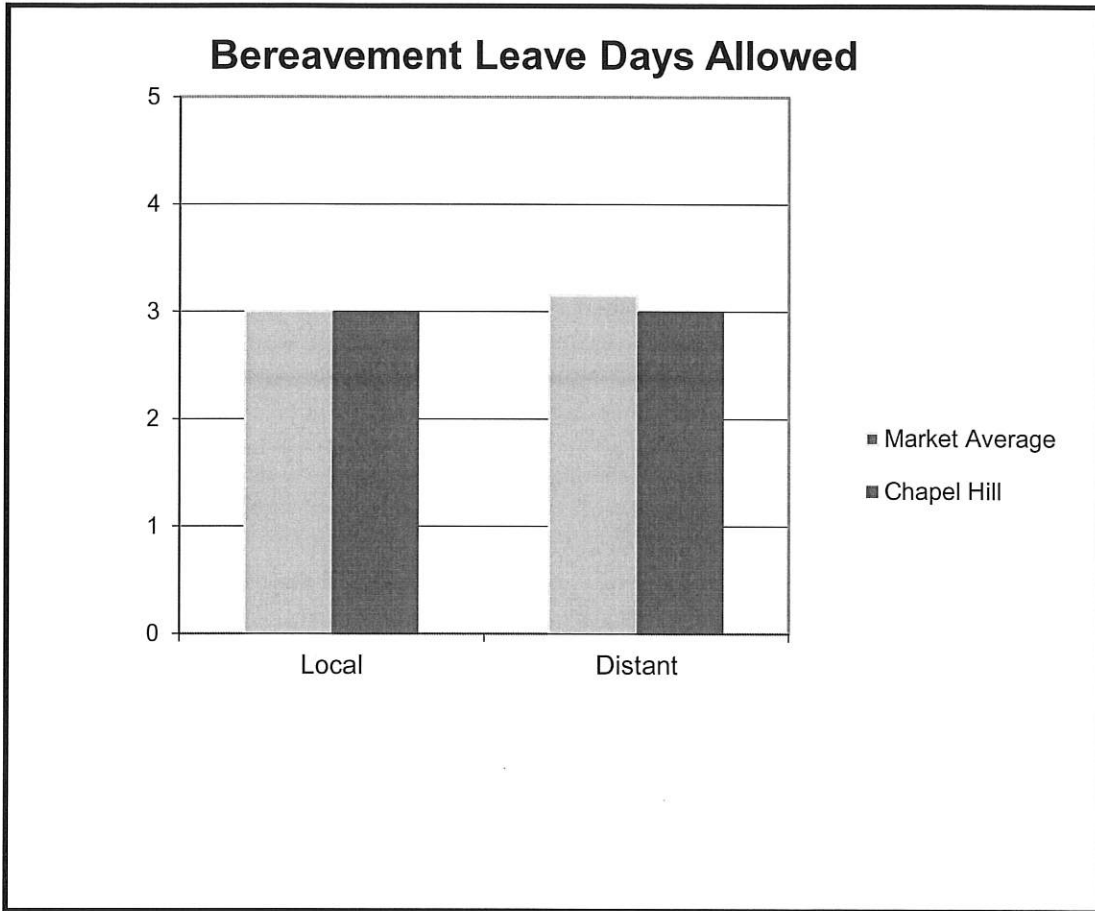


MAG Comments

Due to the Town's generous policy of unlimited carryover for Sick Leave, they lead the market in total unused leave days carried over. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

How many days of Bereavement Leave do you offer?



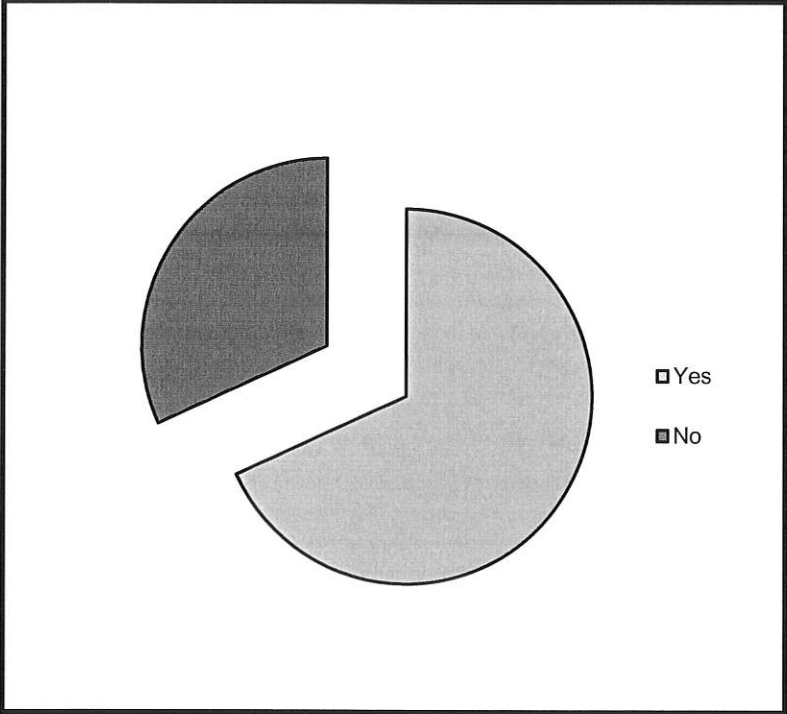
MAG Comments

The Town is consistent with the market average of 3 days for bereavement leave.

Benefits Survey for the Town of Chapel Hill

Are employees compensated for Standby or On-Call status?

Chapel Hill	Yes
Yes	68%
No	32%



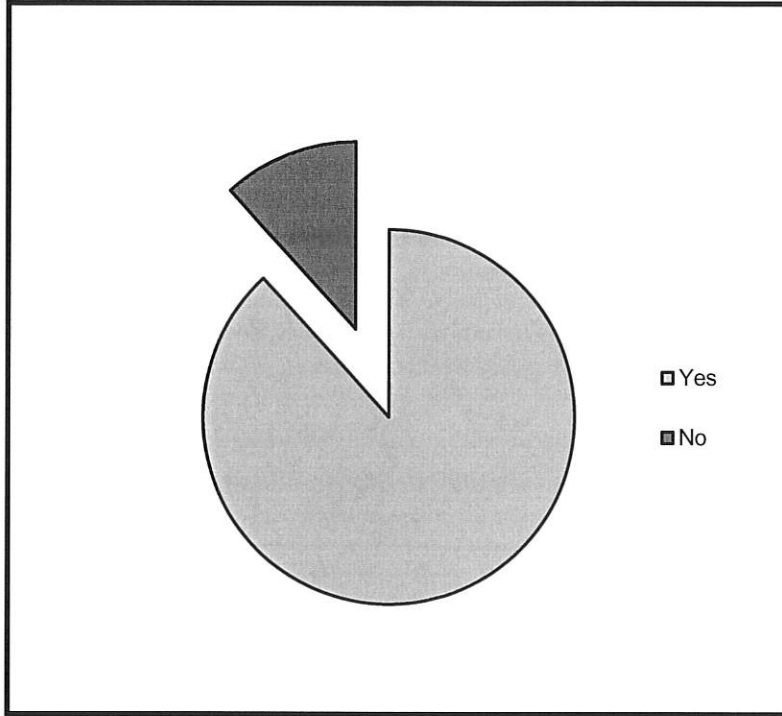
MAG Comments

The Town compensates employees for Standby or On-Call status. This policy is consistent with the majority of market responses.

Benefits Survey for the Town of Chapel Hill

Does Standby Status require employees to remain on call via cell phone?

Chapel Hill	Yes
Yes	88%
No	12%

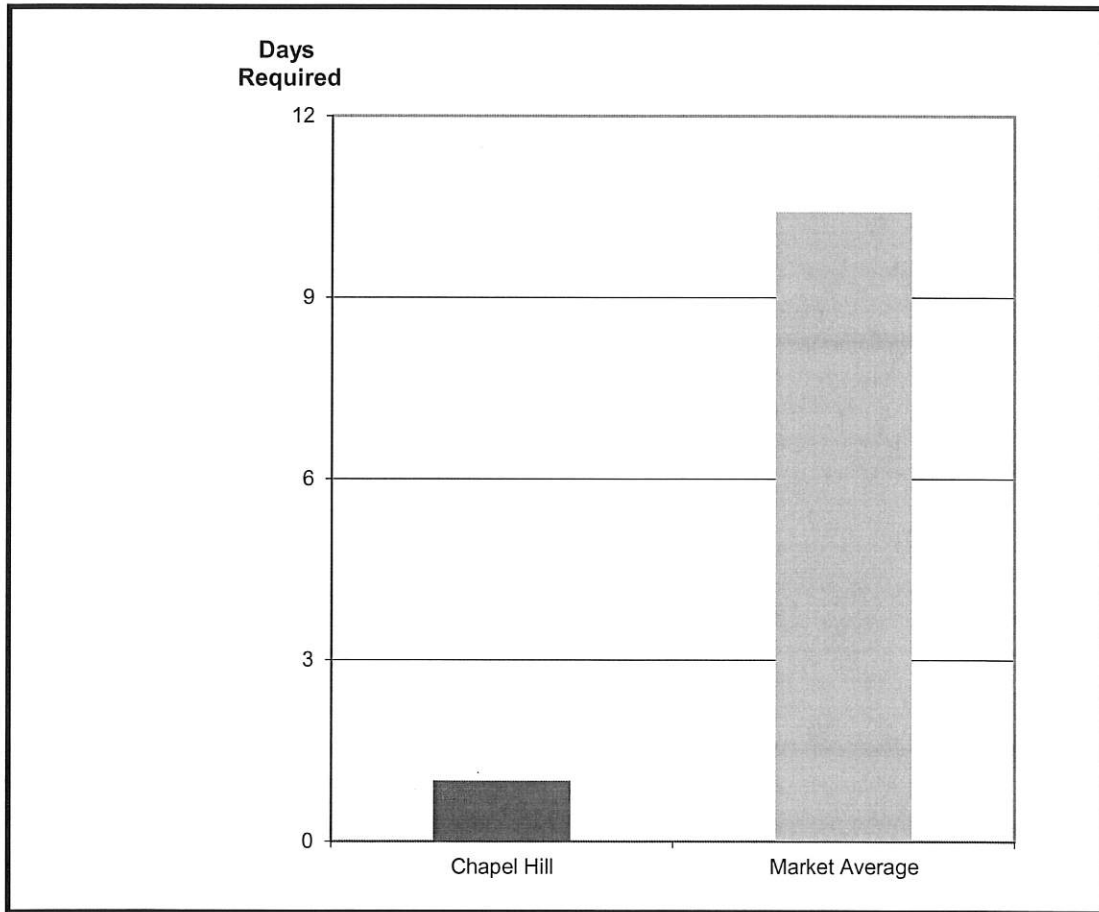


MAG Comments

The Town requires employees on Standby Status to remain on call via cell phone. This policy is consistent with the vast majority of market responses.

Benefits Survey for the Town of Chapel Hill

How many days in an "Acting" or Temporary" capacity, at a higher level, before employees receive additional compensation?



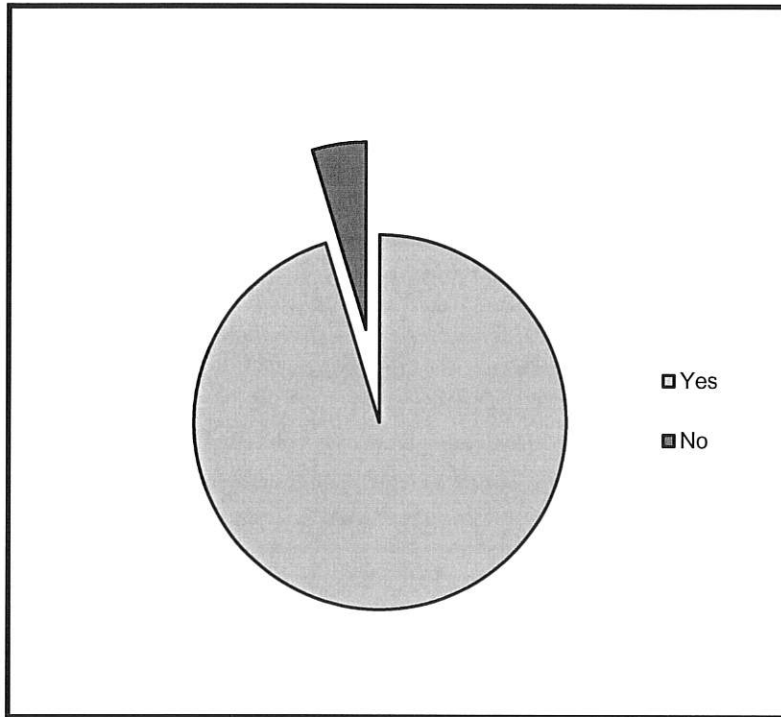
MAG Comments

The Town provides immediate additional compensation. This policy is well ahead of the market average of 10 days. No change is recommended.

Benefits Survey for the Town of Chapel Hill

Do you provide "take-home" vehicles for employees?

Chapel Hill	No
Yes	95%
No	5%



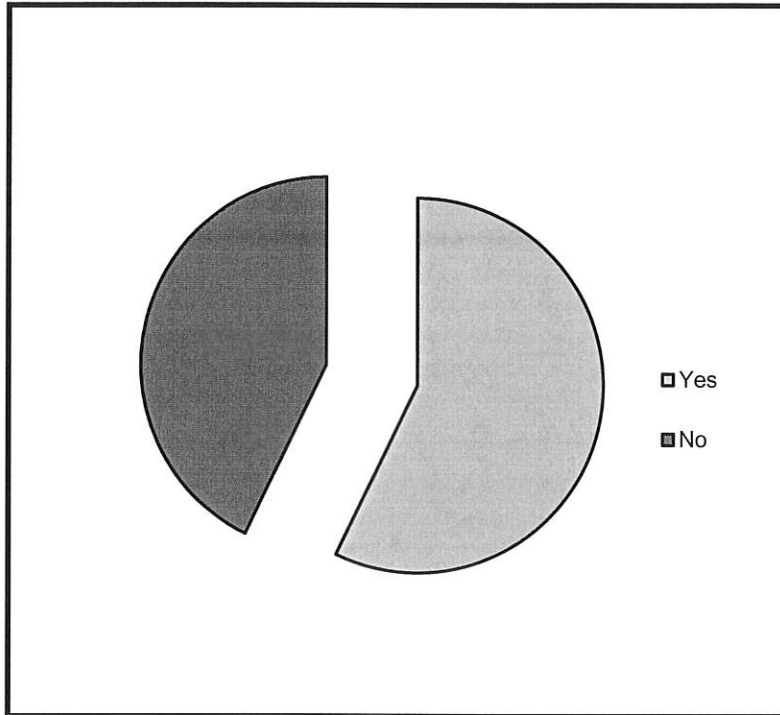
MAG Comments

Chapel Hill does not provide take home vehicles. The overwhelming majority of respondents provide take home vehicles for law enforcement. The Town should review this policy.

Benefits Survey for the Town of Chapel Hill

Do you offer a Vehicle Allowance for employees?

Chapel Hill	No
Yes	57%
No	43%



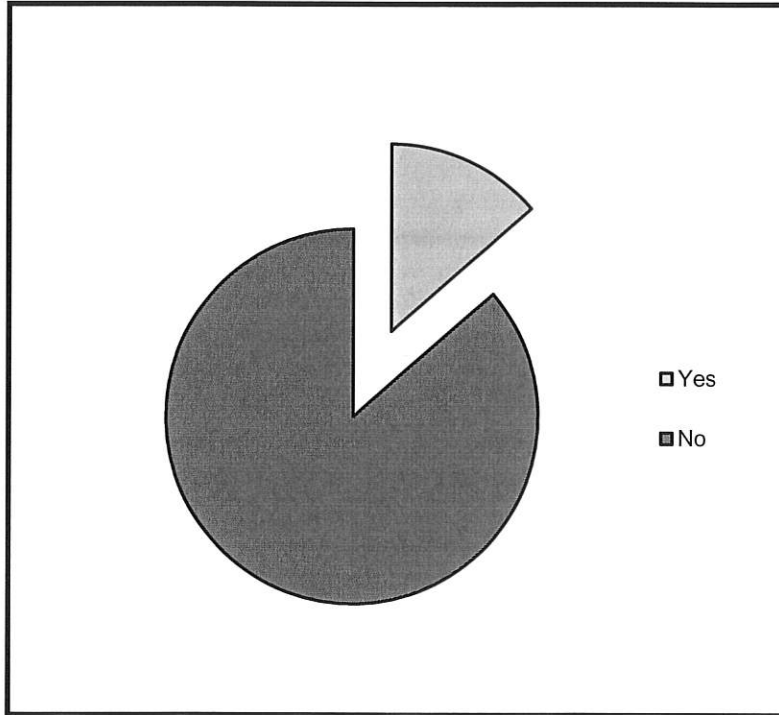
MAG Comments

The Town does not offer a Vehicle Allowance. A small majority of market respondents offer a Vehicle Allowance to municipal administrators. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

Are Exempt Employees (under FLSA) paid overtime?

Chapel Hill	No
Yes	14%
No	86%



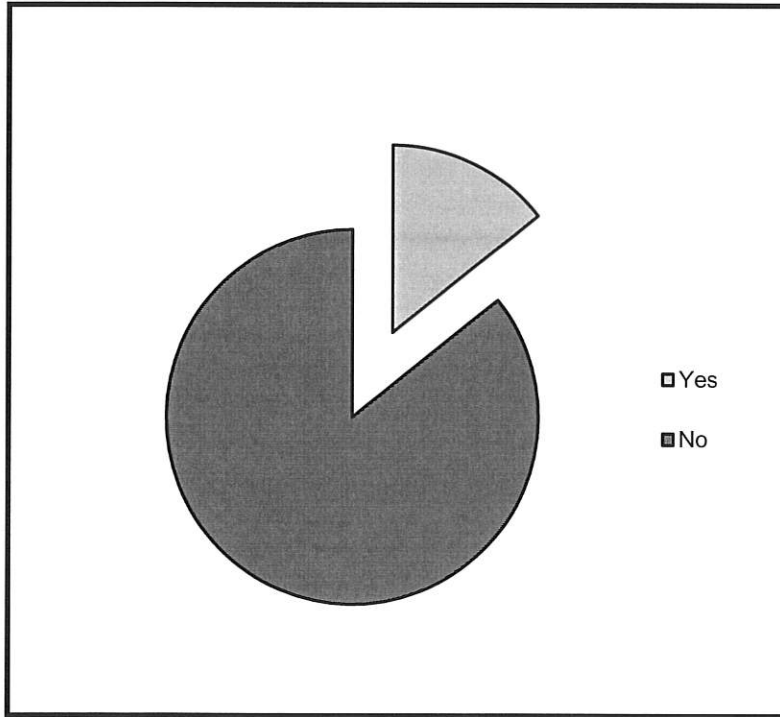
MAG Comments

The Town does not pay overtime to Exempt Employees (under FLSA). This policy is consistent with the vast majority of market responses.

Benefits Survey for the Town of Chapel Hill

Are Exempt Employees (under FLSA) provided Comp Time for overtime hours worked?

Chapel Hill	Yes
Yes	14%
No	86%



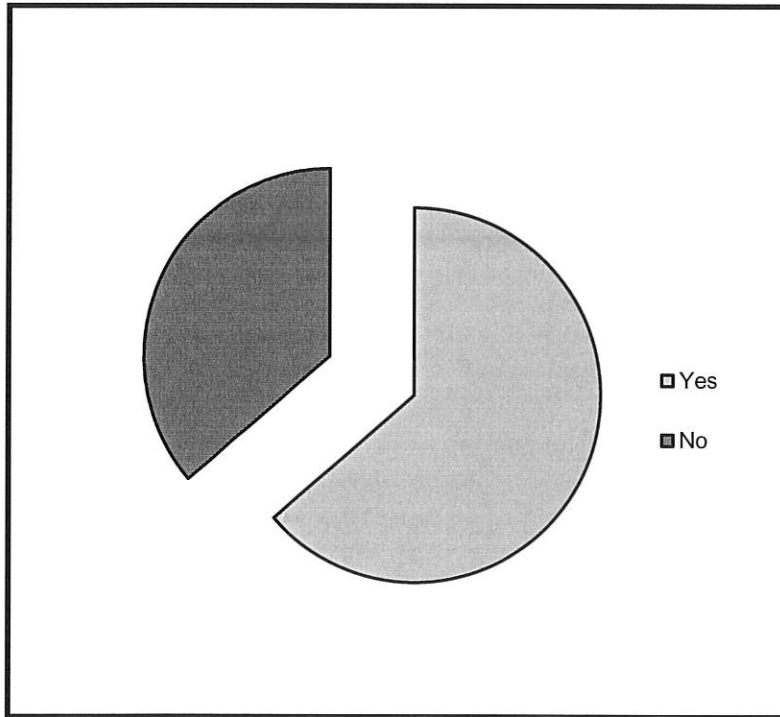
MAG Comments

The Town provides Comp Time to Exempt Employees (under FLSA) for overtime hours worked. The vast majority of market respondents do not. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

Are you Self-Insured?

Chapel Hill	No
Yes	64%
No	36%



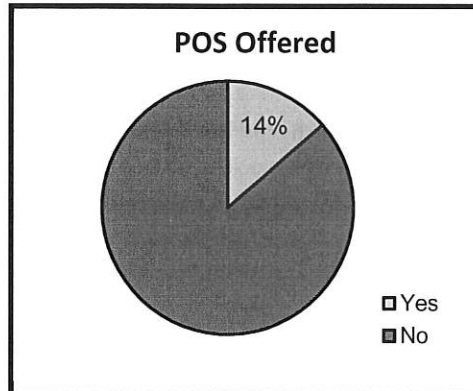
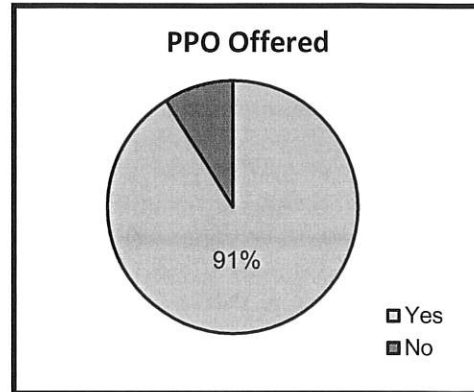
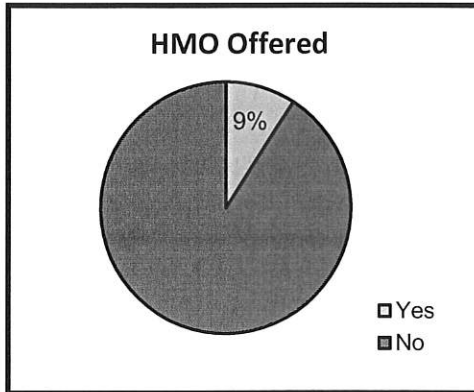
MAG Comments

Unlike the majority of respondents, the Town is not self-insured. No changes are recommended.

Benefits Survey for the Town of Chapel Hill

What kind of Health Insurance plan do you offer?

	HMO	PPO	POS
Chapel Hill	No	Yes	No
Yes	9%	91%	14%
No	91%	9%	86%



MAG Comments

The Town offers a highly competitive PPO Health Plan. This is consistent with the overwhelming majority of the market. Life and Disability Insurance options are also consistent with the market.

What is the maximum annual dollar amount and percentage of premium paid by the employer for the following type of insurance?

PPO

Respondent Name	Employee Only			Employee + Family		
	Premium Total	Employer Pays		Premium Total	Employer Pays	
		Pct	Dollar Amt		Pct	Dollar Amt
Market Average	\$7,335	89%	\$6,615	\$15,959	68%	\$10,932
Chapel Hill	\$9,360	100%	\$9,360	\$25,944	68%	\$17,642

What is the maximum percentage of premium paid by the employer for the following types of insurance?

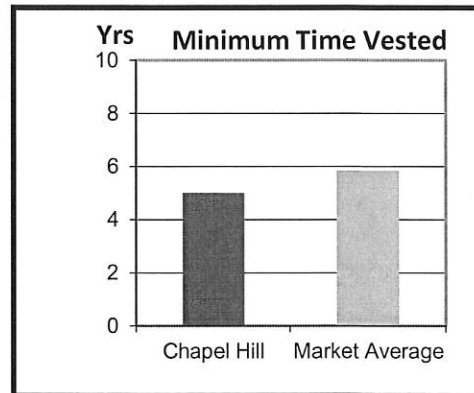
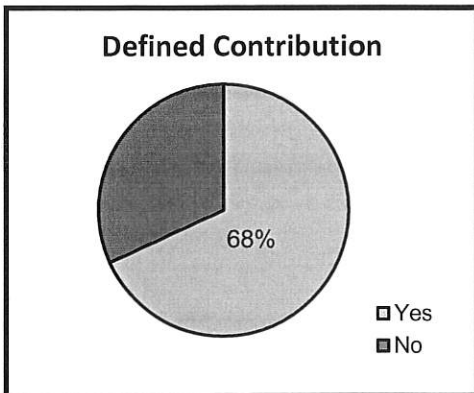
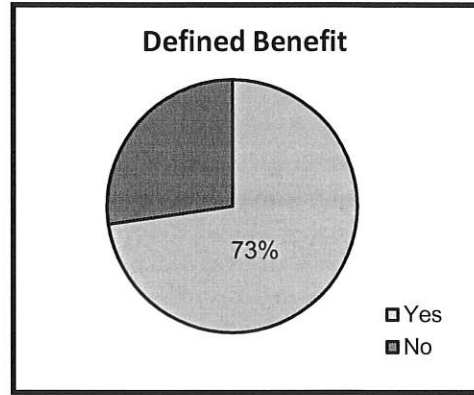
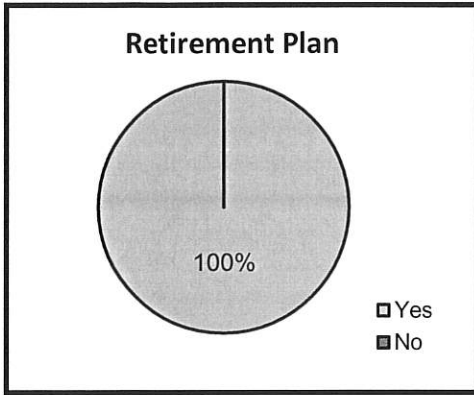
Miscellaneous

Respondent Name	Percent paid by Employer				
	Life Insurance	Disability Insurance		Nursing Home	Cancer Policy
		Short-Term	Long-Term		
Market Average	100%	100%	94%		
Chapel Hill	100%	100%	100%		

Benefits Survey for the Town of Chapel Hill

Do you offer an Employee Retirement Plan?

	Retirement Plan	Defined Benefit	Defined Contribution
Chapel Hill	YES	YES	YES
Yes	100%	73%	68%
No	0%	27%	32%



MAG Comments

Chapel Hill offers competitive retirement plans that are consistent with market responses. The Town's minimum time vested for their pension plan is slightly lower than the market average.

SECTION 7.0
Proposed Pay Plans

Proposed Pay Plans
Chapel Hill, NC

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Mid</i>	<i>Hrly Max</i>
Senior Management							
I		\$77,517	\$100,884	\$124,252	\$37.27	\$48.50	\$59.74
1013	OPERATIONS MANAGER-HOUSING						
II		\$81,393	\$105,929	\$130,464	\$39.13	\$50.93	\$62.72
0625	ASSISTANT FIRE CHIEF						
0128	COMMUNITY RESILIENCE OFFICER						
0719	POLICE LEGAL ADVISOR						
1112	SR MANAGER/PARK PLANNING & OPS						
III		\$89,735	\$116,786	\$143,837	\$43.14	\$56.15	\$69.15
1012	ASSISTANT DIR-AFFORDABLE HOUSING & COMMUNITY CONNECTIONS						
0920	ASSISTANT DIR-BUILDING & DEVELOPMENT SERVICES						
0315	ASSISTANT DIR-BUSINESS MANAGEMENT						
1011	ASSISTANT DIR-HOUSING						
0424	ASSISTANT DIR-HRD						
1213	ASSISTANT DIR-LIBRARY						
1111	ASSISTANT DIR-P&R-REC OPS						
0811	ASSISTANT DIR-PLANNING						
1320	ASSISTANT DIR-PUBLIC WORKS						
XXXX	ASSISTANT DIR-TRANSIT ADMIN						
0512	ASSISTANT DIR-TRANSPORTATION						
0132	DIVERSITY EQUITY & INCLUSION OFFICER						
0614	EMERGENCY MGMT COORDINATOR						
0615	FIRE CHIEF-DEPUTY						
0863	MANAGER OF ENGINEERING INFRAST						
0121	OMBUDS-SR.						
IV		\$109,074	\$141,955	\$174,835	\$52.44	\$68.25	\$84.06
0711	POLICE CHIEF-ASSISTANT						
0718	POLICE LEGAL ADVISOR-SR						
V		\$126,267	\$164,331	\$202,394	\$60.71	\$79.01	\$97.30
1008	DIR-AFFORDABLE HOUSING & COMMUNITY CONNECTIONS						
0909	DIR-BUILDING & DEV SERVICES						
0310	DIR-BUSINESS MANAGEMENT						
0210	DIR-COMMUNICATIONS-PUBLIC						
0116	DIR-ECONOMIC DEVELOPMENT						
1010	DIR-HOUSING						
0410	DIR-HUMAN RESOURCE DEVELOPMENT						
1110	DIR-PARKS AND REC						
0810	DIR-PLANNING						
1310	DIR-PUBLIC WORKS						
0510	DIR-TRANSPORTATION						
1209	EXEC DIR-COMM ARTS & CULTURE						
0848	EXEC DIR-TECHNOLOGY SOLUTIONS						
0610	FIRE CHIEF						
0709	POLICE CHIEF						
VI		\$132,581	\$172,547	\$212,514	\$63.74	\$82.96	\$102.17
VII		\$146,170	\$190,233	\$234,296	\$70.27	\$91.46	\$112.64
0114	TOWN MANAGER-DEPUTY						

39 Active Proposed Classes in the Senior Management Pay Plan

Proposed Pay Plans
Chapel Hill, NC

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Mid</i>	<i>Hrly Max</i>
Exempt							
108		\$42,829	\$56,741	\$70,654	\$20.59	\$27.28	\$33.97
1025	HOUSING OFFICER II						
109		\$44,969	\$59,578	\$74,186	\$21.62	\$28.64	\$35.67
	NONE						
110		\$47,218	\$62,557	\$77,896	\$22.70	\$30.08	\$37.45
2111	ADMINISTRATIVE COORDINATOR						
0926	ENGINEERING INSPECTOR-SR						
111		\$49,579	\$65,685	\$81,791	\$23.84	\$31.58	\$39.32
0226	ASSISTANT TOWN CLERK						
1035	COMMUNITY CONNECTIONS COORD						
2112	POLICE ANALYST						
2177	RECORDS RETENTION MANAGER						
1133	SPECIALIZED RECREATION COORD						
0893	STORMWATER ANALYST						
112		\$52,058	\$68,969	\$85,880	\$25.03	\$33.16	\$41.29
0329	ACCOUNTANT - HOUSING						
1021	COMM. DEVEL. PROGRAM MANAGER						
0534	COMMUNITY OUTREACH MANAGER						
0755	CRISIS COUNSELOR						
2176	GRAPHIC ARTIST						
1709	HOUSING MAINTENANCE SUPERVISOR						
1020	HUMAN SERVICES COORDINATOR						
XXXX	PERMIT CENTER SUPERVISOR						
0835	PLANNER I						
1132	SPECIALIZED RECREATION COORD-CERT						
113		\$54,661	\$72,418	\$90,174	\$26.28	\$34.82	\$43.35
2110	ADMINISTRATIVE ANALYST						
1268	CHILD & FAMILY OUTREACH COORD						
0225	COMMUNICATIONS SPECIALIST						
1349	COMMUNITY HISTORY COORD						
0859	GIS ANALYST						
0936	INSPECTION SUPERVISOR						
0751	LEAD CRISIS COUNSELOR						
1265	LIBRARY ACCOUNTS COORDINATOR						
1140	MARKETING & RESOURCE DEVELOPMENT ADMIN						
1251	MARKETING & COMM COORD						
0875	NETWORK ADMINISTRATOR						
1336	OCC HEALTH & SAFETY OFFICER						
1455	PARK MAINTENANCE SUPV						
0834	PLANNER II						
1117	PUBLIC ART COORDINATOR						
1349	PROJECT MANAGER						
1130	RECREATION SUPERVISOR						
1273	SPECIAL EVENTS COORDINATOR						
0929	SR. COMMERCIAL PLANS REVIEWER						
1451	STORMWATER MAINT SUPERVISOR						
1450	STREETS SUPERVISOR						
0880	SURVEY PROJECT COORDINATOR						
0852	SYSTEMS ADMINISTRATOR						
0859	SYSTEMS SPECIALIST						
0525	TRAINING COORDINATOR						
1272	TRAINING & DEVELOPMENT COORD - LIBRARY						
0130	URBAN DESIGNER						
0872	WEB ADMINISTRATOR						

Proposed Pay Plans
Chapel Hill, NC

Exempt	Code	Proposed Class Title	Ann Min	Mid	Ann Max	Hrly Min	Mid	Hrly Max
114			\$60,264	\$79,841	\$99,418	\$28.97	\$38.38	\$47.80
	0338	ACCOUNTS PAYABLE COORDINATOR						
	1023	AFFORDABLE HOUSING DEVELOPMENT OFFICER						
	0871	BUSINESS ANALYST						
	2227	DEPUTY TOWN CLERK						
	1410	FACILITIES SUPERVISOR						
	0438	HR CONSULTANT						
	0326	PAYROLL COORDINATOR						
	0830	SENIOR PLANNER						
	1445	SOLID WASTE OPERATIONS SVCS COORD						
	0859	GIS ANALYST						
	0135	SUSTAINABILITY PROGRAM ANALYST						
	0532	TRANSIT DEVELOPMENT MGR I						
115			\$63,277	\$83,832	\$104,388	\$30.42	\$40.30	\$50.19
	0516	ADMINISTRATIVE SVCS MANAGER						
	1332	ASSISTANT MAINTENANCE MANAGER						
	XXXX	SENIOR GIS ANALYST						
	0318	BUDGET & MANAGEMENT ANALYST						
	0136	ECONOMIC DEVELOPMENT MANAGER						
	2109	MANAGEMENT ANALYST						
	0133	PARKING OPERATIONS ADMINISTRATOR						
	1351	PROJECT MANAGER-SR						
	XXXX	RECREATION SUPERVISOR-SR						
	0437	SENIOR-HRD CONSULTANT						
	1613	TRAFFIC SIGNAL SYSTEM ENGINEER						
116			\$66,441	\$88,024	\$109,608	\$31.94	\$42.32	\$52.70
	0316	ACCOUNTING SUPV-PAYROLL & PAYABLES						
	1270	ACQUISITIONS & COLL. MANAGER						
	0553	ASST OPERATIONS MANAGER-DEMAND						
	XXXX	BUSINESS OPERATIONS MANAGER						
	0750	CRISIS UNIT SUPERVISOR						
	0525	DEPUTY OPERATIONS MANAGER						
	0527	GRANTS COMPLIANCE MANAGER						
	0129	LEGAL SERVICES ADMINISTRATOR						
	1271	LIBRARY EXPERIENCE MANAGER						
	0123	OMBUDS						
	0825	PRINCIPAL PLANNER						
	0360	PURCHASING & CONTRACTS MANAGER						
	0539	TRANSIT DEVELOPMENT MGR II						
	1269	YOUTH & FAMILY EXP. MANAGER						
117			\$69,763	\$92,425	\$115,088	\$33.54	\$44.44	\$55.33
	1027	AFFORDABLE HOUSING MANAGER						
	0762	COMMUNITY SERVICES PLANNER						
	0867	ENGINEER III						
	0000	ENGINEERING COORDINATOR-SR						
	XXXX	GIS MANAGER						
118			\$73,251	\$97,047	\$120,842	\$35.22	\$46.66	\$58.10
	1401	FACILITIES MANAGER						
	1425	FLEET MANAGER						
	0422	RISK MANAGER						
119			\$76,914	\$101,899	\$126,884	\$36.98	\$48.99	\$61.00
	0323	ACCOUNTING MANAGER						
	XXXX	ACCOUNTING PROJECTS MANAGER						
	0911	BUILDING OPERATIONS MANAGER						
	0869	BUSINESS ANALYST-SR						
	1352	CAPITAL PROJECT MANAGER						
	0224	COMMUNICATIONS MANAGER						
	0321	FINANCIAL SYSTEMS MANAGER						
	0879	IT OPERATIONS MANAGER						
	1329	MAINTENANCE MANAGER						
	0521	MANAGER-TRANSIT OPERATIONS						
	1350	PARK MAINTENANCE SUPT						
	0815	PLANNING MANAGER						
	1120	RECREATION MANAGER						
	0868	SENIOR ENGINEER						

Proposed Pay Plans
Chapel Hill, NC

0869 BUSINESS SERVICES MANAGER
1440 SOLID WASTE SERVICES MANAGER
1326 STREETS & CONSTRUCTION SVCS SUPT
1607 TRAFFIC ENGINEERING MANAGER
0538 TRANSIT PLANNING MANAGER

120		\$80,759	\$106,994	\$133,229	\$38.83	\$51.44	\$64.05
0119	ASSISTANT TO THE MANAGER						
0877	CHIEF INFORMATION SECURITY OFFICER						

Proposed Pay Plans
Chapel Hill, NC

109 Active Proposed Classes in the Exempt Pay Plan

Code	Proposed Class Title	Ann Min	Mid	Ann Max	Hrly Min	Mid	Hrly Max
NonExempt							
204		\$28,988	\$38,405	\$47,822	\$13.94	\$18.46	\$22.99
	None						
205		\$30,438	\$40,325	\$50,213	\$14.63	\$19.39	\$24.14
	None						
206		\$31,959	\$42,341	\$52,723	\$15.36	\$20.36	\$25.35
	1906 CONSTRUCTION WORKER I						
	1705 HOUSING MAINTENANCE MECHANIC HELPER						
	2174 OFFICE ASSISTANT						
	1837 PARTS CLERK						
	1845 SERVICE ATTENDANT						
207		\$33,558	\$44,459	\$55,360	\$16.13	\$21.37	\$26.62
	0575 PARKING ENFORCEMENT OFFICER						
	2215 RECORDS TECHNICIAN						
	1645 SIGN & MARKING TECH I						
	2015 SOLID WASTE COLLECTOR						
208		\$35,235	\$46,681	\$58,127	\$16.94	\$22.44	\$27.95
	1840 BUS SERVICE TECHNICIAN						
	1907 CONSTRUCTION WORKER II						
	2020 PARK MAINTENANCE SPECIALIST						
	2010 SOLID WASTE EQUIP OP I						
209		\$36,997	\$49,015	\$61,034	\$17.79	\$23.57	\$29.34
	2157 ADMINISTRATIVE ASSISTANT						
	1416 BLDG MAINT MECH I						
	1818 FLEET TECHNICIAN I						
	1827 MECHANIC I-BUS						
	0765 DEVELOPMENT TECH I						
	1145 RECREATION ASSISTANT						
	1612 TRAFFIC SIGNAL TECH I						
210		\$38,847	\$51,466	\$64,085	\$18.68	\$24.74	\$30.81
	1143 AQUATICS SPECIALIST						
	1261 LIBRARY EXPERIENCE ASSISTANT						
	2022 PARK MAINTENANCE SPLST-CERT						
	XXXX DEVELOPMENT TECH II						
	1036 RESIDENT SERVICES COORDINATOR						
	1640 SIGN & MARKING TECH II						
	1915 SOLID WASTE EQUIP OP II						
	0540 TRANSIT OPERATOR-DEMAND RESPONSE						
	0545 TRANSIT OPERATOR-FIXED ROUTE						
211		\$40,789	\$54,039	\$67,289	\$19.61	\$25.98	\$32.35
	1417 BLDG MAINT MECH II						
	1908 CONSTRUCTION WORKER III						
	1820 FLEET TECHNICIAN II						
	1030 HOUSING OFFICER I						
	2157 HRD TECHNICIAN						
	XXXX DEVELOPMENT TECH - SENIOR						
	0763 RECORDS SUPERVISOR						
	1639 SIGN & MARKING TECH III						
	1910 SOLID WASTE EQUIP OP III						
	1934 STREET SWEEPER EQUIP OP						
	1610 TRAFFIC SIGNAL TECH II						
212		\$42,828	\$56,741	\$70,654	\$20.59	\$27.28	\$33.97
	0339 ACCOUNTING TECH II						
	0571 ASSISTANT PARKING SVCS SUPV						
	0942 CODE ENFORCEMENT OFFICER						
	0764 COMMUNITY SAFETY OUTREACH COORD.						
	1909 CONSTRUCTION WORKER IV						
	1929 LEAD CONSTRUCTION WORKER						
	1263 LIBRARY EXPERIENCE SPECIALIST						
	1821 MECHANIC II-BUS						

Proposed Pay Plans
Chapel Hill, NC

1125 RECREATION SPECIALIST
0365 REVENUE COLLECTOR
2022 SR HEAVY EQUIPMENT OPERATOR
0543 TRANSIT OPERATOR - SENIOR

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mid</i>	<i>Ann Max</i>	<i>Hrly Min</i>	<i>Mid</i>	<i>Hrly Max</i>
NonExempt							
213		\$44,969	\$59,578	\$74,186	\$21.62	\$28.64	\$35.67
1135	ASSISTANT RECREATION SUPV						
1418	BLDG MAINT MECH III						
0941	CODE ENFORCEMENT OFFICER - SENIOR						
1922	CONSTRUCTION CREW SUPERVISOR						
1928	DRAINAGE CREW SUPERVISOR						
0925	ENGINEERING INSPECTOR						
0884	ENGINEERING TECHNICIAN						
0761	FORENSIC & EVIDENCE SPECIALIST						
1701	HOUSING MAINTENANCE MECHANIC						
0434	HRD SPECIALIST						
1638	LEAD SIGN & MARKING TECH						
1819	MECHANIC III-BUS						
2021	PARK MAINTENANCE CREW LEADER						
0344	PAYROLL SPECIALIST						
1818	SENIOR FLEET TECHNICIAN						
1449	SOLID WASTE SVCS CREW SUPV						
0891	STORMWATER SPECIALIST						
1465	STREET INSPECTOR						
1490	STREETS CREW SUPERVISOR						
1609	TRAFFIC SIGNAL TECH III						
0518	TRANS DEM. MGMT COM MGR						
214		\$47,218	\$62,557	\$77,896	\$22.70	\$30.08	\$37.45
1630	ASSISTANT ARBORIST						
0886	COMMUNITY EDUCATION COORD						
1263	LIBRARY EXPERIENCE TECHNICIAN						
1611	LEAD TRAFFIC SIGNAL TECH						
215		\$49,579	\$65,685	\$81,791	\$23.84	\$31.58	\$39.32
1414	FACILITIES SYSTEMS TECHNICIAN						
2217	FLEET SYSTEMS TECHNICIAN						
0855	INFORMATION TECH ANALYST						
0935	INSPECTOR I						
0570	PARKING SERVICES SUPERVISOR						
1835	PARTS SUPERVISOR						
0361	PURCHASING SPECIALIST						
0440	RISK CLAIMS ADMINISTRATOR						
1701	SR HOUSING MAINTENANCE MECHANIC						
0530	SUPERVISOR-TRANSIT						
1608	TRAFFIC SIGNAL SYSTEMS ANALYST						
0552	TRAINING & SAFETY SPECIALIST - TRANSIT						
0530	TRANSIT SUPERVISOR						
216		\$52,058	\$68,969	\$85,880	\$25.03	\$33.16	\$41.29
1431	FLEET SUPERVISOR						
0857	INFORMATION TECH ANALYST-SR						
XXXX	INSPECTOR II						
1430	MECHANIC SUPERVISOR - BUS						
217		\$54,661	\$72,418	\$90,174	\$26.28	\$34.82	\$43.35

Proposed Pay Plans
Chapel Hill, NC

0930 INSPECTOR - SENIOR
 1625 MUNICIPAL ARBORIST

87 Active Proposed Classes in the NonExempt Pay Plan

Code	Proposed Class Title	Ann Min	Mid	Ann Max	Hrly Min	Mid	Hrly Max
Fire							
F1		\$39,400			\$18.94		
0651	FIREFIGHTER RECRUIT						
F2		\$43,678	\$56,844	\$70,010	\$21.00	\$27.33	\$33.66
0650	FIREFIGHTER LEVEL I						
F3		\$45,862	\$59,687	\$73,512	\$22.05	\$28.70	\$35.34
0645	FIREFIGHTER-MASTER						
F4		\$48,154	\$62,670	\$77,187	\$23.15	\$30.13	\$37.11
0635	FIRE EQUIPMENT OPERATOR						
F5		\$53,090	\$69,094	\$85,099	\$25.52	\$33.22	\$40.91
0636	FIRE INSPECTOR I						
0633	FIRE LIEUTENANT						
F6		\$55,745	\$72,549	\$89,354	\$26.80	\$34.88	\$42.96
0637	FIRE INSPECTOR II						
F7		\$59,960	\$78,035	\$96,109	\$28.83	\$37.52	\$46.21
0624	EMERGENCY MGMT PLANNER						
0630	FIRE CAPTAIN						
0000	FIRE LOGISTICS OFFICER						
0632	FIRE MARSHAL - ASSISTANT						
0655	FIRE TECHNOLOGY OFFICER						
F8		\$66,106	\$86,033	\$105,961	\$31.78	\$41.36	\$50.94
0631	FIRE MARSHAL- DEPUTY						

Proposed Pay Plans
Chapel Hill, NC

		Ann Min	Mid	Ann Max	Hrly Min	Mid	Hrly Max
F9		\$72,882	\$94,852	\$116,821	\$35.04	\$45.60	\$56.16
	0620 BATTALION CHIEF						
14 Active Proposed Classes in the Fire Pay Plan							
	<i>Code</i>	<i>Proposed Class Title</i>					
Police							
P1			\$50,000		\$24.04		
	0746	POLICE OFFICER RECRUIT					
P2			\$50,000	\$51,462	\$52,923	\$24.04	\$24.74
	0745	POLICE OFFICER I					\$25.44
P3			\$55,000	\$58,500	\$62,000	\$26.44	\$28.13
	0740	POLICE OFFICER II					\$29.81
P4			\$65,000	\$70,000	\$75,000	\$31.25	\$33.65
	0735	POLICE OFFICER III					\$36.06
P5			\$69,230	\$79,615	\$90,000	\$33.28	\$38.28
	0730	POLICE OFFICER IV					\$43.27
P6			\$76,153	\$85,672	\$95,191	\$36.61	\$41.19
	0725	POLICE SERGEANT					\$45.76
P7			\$83,768	\$94,239	\$104,710	\$40.27	\$45.31
	0720	POLICE LIEUTENANT					\$50.34

Proposed Pay Plans
Chapel Hill, NC

P8		\$92,145	\$103,663	\$115,181	\$44.30	\$49.84	\$55.38
	0715 POLICE CAPTAIN						
8 Active Proposed Classes in the Police Pay Plan							
Code	Proposed Class Title	Ann Min	Mid	Ann Max	Hrly Min	Mid	Hrly Max
257 Active Proposed Classes in Chapel Hill, NC							

SECTION 8.0
Total Cost Summary Sheet

SECTION 9.0
FLSA Recommendations

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Proposed Class FLSA Recommendations List Chapel Hill, NC

Proposed Class Title	Code	Exempt
ACCOUNTANT - HOUSING	329	<input checked="" type="checkbox"/>
ACCOUNTING SUPV-PAYROLL & PAYABLES	316	<input checked="" type="checkbox"/>
ACCOUNTING SUPV-REVENUE	317	<input checked="" type="checkbox"/>
ACCOUNTING SUPV-TREASURY	333	<input checked="" type="checkbox"/>
ACCOUNTING TECH	339	<input type="checkbox"/>
ACQUISITIONS & COLL. MANAGER	1270	<input checked="" type="checkbox"/>
ADAPTAVE RECREATION COORD	1132	<input checked="" type="checkbox"/>
ADMINISTRATIVE ANALYST	2110	<input checked="" type="checkbox"/>
ADMINISTRATIVE COORDINATOR	2111	<input checked="" type="checkbox"/>
ADMINISTRATIVE FIRE CHIEF	619	<input checked="" type="checkbox"/>
ADMINISTRATIVE SVCS MANAGER	516	<input checked="" type="checkbox"/>
ADMINSTRATIVE ASSISTANT	2157	<input type="checkbox"/>
AFFORDABLE HOUSING MANAGER	1027	<input checked="" type="checkbox"/>
AFFORDABLE HOUSING OFFICER	1023	<input checked="" type="checkbox"/>
AQUATICS SPECIALIST	1143	<input type="checkbox"/>
ARBORIST	1625	<input type="checkbox"/>
ASSISTANT ARBORIST	1630	<input type="checkbox"/>
ASSISTANT BUILDING OP MANG	938	<input checked="" type="checkbox"/>
ASSISTANT DIR-ADMIN SVCS	549	<input checked="" type="checkbox"/>
ASSISTANT DIR-BUSINESS MANAGEMENT	315	<input checked="" type="checkbox"/>
ASSISTANT DIR-HOUSING & COMMUNITY	1012	<input checked="" type="checkbox"/>
ASSISTANT DIR-LIB/HEAD PUBLIC SERV	1213	<input checked="" type="checkbox"/>
ASSISTANT DIR-P&R-REC OPS	1111	<input checked="" type="checkbox"/>
ASSISTANT DIR-PUBLIC WORKS	1320	<input checked="" type="checkbox"/>
ASSISTANT DIR-TRANSPORTATION	512	<input checked="" type="checkbox"/>
ASSISTANT FIRE CHIEF	625	<input checked="" type="checkbox"/>
ASSISTANT MAINTENANCE MANAGER - TRA	1332	<input checked="" type="checkbox"/>
ASSISTANT MANAGER-TRANSIT	525	<input checked="" type="checkbox"/>
ASSISTANT OPS MANAGER - TRANSIT	553	<input checked="" type="checkbox"/>
ASSISTANT PARKING SVCS SUPV	571	<input type="checkbox"/>
ASSISTANT PLANNING DIRECTOR	813	<input checked="" type="checkbox"/>
ASSISTANT RECREATION SUPV	1135	<input type="checkbox"/>
ASSISTANT TO THE MANAGER	119	<input checked="" type="checkbox"/>
ASSISTANT TOWN CLERK	226	<input type="checkbox"/>
BATTALION CHIEF	620	<input checked="" type="checkbox"/>
BLDG MAINT MECH II	1417	<input type="checkbox"/>
BLDG MAINT MECH III	1418	<input type="checkbox"/>
BUDGET ANALYST	318	<input checked="" type="checkbox"/>
BUILDING INSPECTOR DIRECTOR	911	<input checked="" type="checkbox"/>
BUILDING MAINTENANCE MECHANIC	1701	<input type="checkbox"/>
BUS DRIVER	545	<input type="checkbox"/>
BUS SERVICE TECHNICIAN	1840	<input type="checkbox"/>
BUSINESS ANALYST	871	<input checked="" type="checkbox"/>
CHIEF SECURITY OFFICER	877	<input checked="" type="checkbox"/>
CHILD & FAMILY OUTREACH COORD	1268	<input checked="" type="checkbox"/>
CODE ENFORCEMENT OFFICER	942	<input type="checkbox"/>
COMM. DEVEL. PROGRAM MANAGER	1021	<input checked="" type="checkbox"/>
COMM. SAFETY OUTREACH COORD	764	<input type="checkbox"/>
COMMUNICATIONS MANAGER	224	<input checked="" type="checkbox"/>

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DRAFT**Proposed Class FLSA Recommendations List****Chapel Hill, NC**

Proposed Class Title	Code	Exempt
COMMUNICATIONS SPECIALIST	225	<input type="checkbox"/>
COMMUNITY CONNECTIONS COORD	1035	<input type="checkbox"/>
COMMUNITY EDUCATION COORD	886	<input type="checkbox"/>
COMMUNITY OUTREACH MANAGER	534	<input checked="" type="checkbox"/>
COMMUNITY RESILIENCE OFFICER	128	<input checked="" type="checkbox"/>
COMMUNITY SERVICES PLANNER	762	<input checked="" type="checkbox"/>
CONSTRUCTION CREW SUPERVISOR	1922	<input type="checkbox"/>
CONSTRUCTION WORKER	1907	<input type="checkbox"/>
CONSTRUCTION WORKER - SENIOR	1908	<input type="checkbox"/>
CRISIS COUNSELOR	755	<input checked="" type="checkbox"/>
CRISIS UNIT SUPERVISOR	750	<input checked="" type="checkbox"/>
CULTURAL ARTS COORDINATOR	1117	<input checked="" type="checkbox"/>
CUSTOMER SERVICE TECH	765	<input type="checkbox"/>
DEPUTY TOWN CLERK	2227	<input checked="" type="checkbox"/>
DIR. BUILDING & DEVELOPMENT SERVICES	1709	<input type="checkbox"/>
DIR. ECONOMIC DEV. & PARKING SERVICE	116	<input checked="" type="checkbox"/>
DIR-BUSINESS MANAGEMENT	310	<input checked="" type="checkbox"/>
DIR-COMMUNICATIONS-PUBLIC	210	<input checked="" type="checkbox"/>
DIR-HOUSING	1010	<input checked="" type="checkbox"/>
DIR-HUMAN RESOURCE DEVELOPMENT	410	<input checked="" type="checkbox"/>
DIR-PARKS AND REC	1110	<input checked="" type="checkbox"/>
DIR-PLANNING & DEVELOPMENT SVC	810	<input checked="" type="checkbox"/>
DIR-POLICY & STRATEGIC INITIATIVES	124	<input checked="" type="checkbox"/>
DIR-PUBLIC WORKS	1310	<input checked="" type="checkbox"/>
DIR-TRANSPORTATION	510	<input checked="" type="checkbox"/>
DIVERSITY & EQUITY OFFICER	0132	<input checked="" type="checkbox"/>
DRAINAGE CREW SUPERVISOR	1928	<input type="checkbox"/>
DRAINAGE MAINT SUPERVISOR	1451	<input checked="" type="checkbox"/>
ECONOMIC DEVELOPMENT SPECIALIST	131	<input checked="" type="checkbox"/>
EMERGENCY MANAGEMENT COORD	614	<input checked="" type="checkbox"/>
EMERGENCY MGMT PLANNER	624	<input checked="" type="checkbox"/>
ENGINEER III	867	<input checked="" type="checkbox"/>
ENGINEERING COORDINATOR-SR	870	<input checked="" type="checkbox"/>
ENGINEERING INSPECTOR	925	<input type="checkbox"/>
ENGINEERING INSPECTOR-SR	926	<input checked="" type="checkbox"/>
ENGINEERING TECHNICIAN	884	<input type="checkbox"/>
EXEC DIR.-HOUSING & COMMUNITY	1009	<input checked="" type="checkbox"/>
EXEC DIR-COMM ARTS & CULTURE	1209	<input checked="" type="checkbox"/>
EXEC DIR-TECHNOLOGY SOLUTIONS	848	<input checked="" type="checkbox"/>
FACILITIES MANAGER	1401	<input checked="" type="checkbox"/>
FACILITIES SUPERVISOR	1410	<input checked="" type="checkbox"/>
FACILITIES SYSTEMS TECHNICIAN	1414	<input type="checkbox"/>
FINANCIAL SYSTEMS MANAGER	321	<input checked="" type="checkbox"/>
FIRE CAPTAIN	630	<input type="checkbox"/>
FIRE CHIEF	610	<input checked="" type="checkbox"/>
FIRE EQUIPMENT OPERATOR	635	<input type="checkbox"/>
FIRE INSPECTOR	636	<input type="checkbox"/>
FIRE LIEUTENANT	633	<input type="checkbox"/>
FIRE MARSHAL	617	<input checked="" type="checkbox"/>

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Proposed Class FLSA Recommendations List Chapel Hill, NC

Proposed Class Title	Code	Exempt
FIRE MARSHAL - ASSISTANT	632	<input type="checkbox"/>
FIRE MARSHAL- DEPUTY	631	<input checked="" type="checkbox"/>
FIREFIGHTER LEVEL I	650	<input type="checkbox"/>
FIREFIGHTER RECRUIT	644	<input type="checkbox"/>
FIREFIGHTER-MASTER	645	<input type="checkbox"/>
FLEET MANAGER	1425	<input checked="" type="checkbox"/>
FORENSIC & EVIDENCE SPECIALIST	761	<input type="checkbox"/>
GIS ANALYST	859	<input checked="" type="checkbox"/>
GRANTS COMPLIANCE MANAGER	527	<input checked="" type="checkbox"/>
GRAPHIC ARTIST	2176	<input type="checkbox"/>
HOUSING OFFICER I	1030	<input type="checkbox"/>
HOUSING OFFICER II	1025	<input checked="" type="checkbox"/>
HR CONSULTANT	438	<input checked="" type="checkbox"/>
HR SPECIALIST	439	<input type="checkbox"/>
HUMAN RESOURCES MANAGER	424	<input checked="" type="checkbox"/>
HUMAN RESOURCES TECHNICIAN	433	<input type="checkbox"/>
HUMAN SERVICES COORD	1020	<input checked="" type="checkbox"/>
INFORMATION TECH ANALYST	855	<input type="checkbox"/>
INFORMATION TECH ANALYST-SR	857	<input type="checkbox"/>
INSPECTOR - SENIOR	930	<input type="checkbox"/>
INSPECTOR SUPERVISOR	936	<input checked="" type="checkbox"/>
LEAD SIGN & MARKING TECH	1638	<input type="checkbox"/>
LEGAL ADVISOR-SR	718	<input checked="" type="checkbox"/>
LEGAL SERVICES ADMINISTRATOR	129	<input checked="" type="checkbox"/>
LIBRARY ACCOUNTS COORDINATOR	1265	<input checked="" type="checkbox"/>
LIBRARY ASSISTANT	1261	<input type="checkbox"/>
LIBRARY EXPERIENCE MANAGER	1271	<input checked="" type="checkbox"/>
LIBRARY EXPERIENCE SPECIALIST	1263	<input type="checkbox"/>
LIBRARY SYSTEMS MANAGER	1232	<input checked="" type="checkbox"/>
MAINTENANCE MANAGER	1329	<input checked="" type="checkbox"/>
MANAGEMENT ANALYST	2109	<input checked="" type="checkbox"/>
MANAGER OF ENGINEERING INFRAST	863	<input checked="" type="checkbox"/>
MARKETING & COMMUNICATIONS COORDI	1274	<input checked="" type="checkbox"/>
MARKETING & COMMUNICATIONS MGR	1238	<input checked="" type="checkbox"/>
MARKETING & SPONSORSHIP COORD	1140	<input type="checkbox"/>
MECHANIC - FLEET	1820	<input type="checkbox"/>
MECHANIC - SENIOR FLEET	1818	<input type="checkbox"/>
MECHANIC HELPER - BUS	1826	<input type="checkbox"/>
MECHANIC I-BUS	1827	<input type="checkbox"/>
MECHANIC II-BUS	1821	<input type="checkbox"/>
MECHANIC III-BUS	1819	<input type="checkbox"/>
MECHANIC SUPERVISOR - BUS	1430	<input checked="" type="checkbox"/>
MECHANIC SUPERVISOR - FLEET	1431	<input checked="" type="checkbox"/>
NETWORK ADMINISTRATOR	875	<input checked="" type="checkbox"/>
OCC HEALTH & SAFETY OFFICER	1336	<input checked="" type="checkbox"/>
OFFICE ASSISTANT	2174	<input type="checkbox"/>
OMBUDS	123	<input checked="" type="checkbox"/>
OMBUDS-SR.	121	<input checked="" type="checkbox"/>
OPERATIONS MANAGER-HOUSING	1013	<input checked="" type="checkbox"/>

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DRAFT**Proposed Class FLSA Recommendations List****Chapel Hill, NC**

Proposed Class Title	Code	Exempt
PARK MAINTENANCE CREW LEADER	2021	<input type="checkbox"/>
PARK MAINTENANCE SPECIALIST	2020	<input type="checkbox"/>
PARK MAINTENANCE SPLST-CERT	2022	<input type="checkbox"/>
PARK MAINTENANCE SUPT	1350	<input checked="" type="checkbox"/>
PARK MAINTENANCE SUPV	1455	<input type="checkbox"/>
PARKING ENFORCEMENT OFFICER	575	<input type="checkbox"/>
PARKING SERVICES SUPERVISOR	570	<input checked="" type="checkbox"/>
PARTS CLERK	1837	<input type="checkbox"/>
PARTS MANAGER	1835	<input type="checkbox"/>
PAYROLL COORDINATOR	326	<input checked="" type="checkbox"/>
PAYROLL SPECIALIST	344	<input type="checkbox"/>
PERMIT TECHNICIAN	2211	<input type="checkbox"/>
PERMITTING SYS ADMIN	817	<input type="checkbox"/>
PLANNER	835	<input checked="" type="checkbox"/>
PLANNER - SENIOR	834	<input checked="" type="checkbox"/>
PLANNER-PRINCIPAL	825	<input checked="" type="checkbox"/>
PLANNING & DEVELOPMENT MANAGER	1112	<input checked="" type="checkbox"/>
PLANNING MANAGER	815	<input checked="" type="checkbox"/>
PLANNING TECHNICIAN	845	<input type="checkbox"/>
POLICE ANALYST	2112	<input checked="" type="checkbox"/>
POLICE CAPTAIN	715	<input checked="" type="checkbox"/>
POLICE CHIEF	709	<input checked="" type="checkbox"/>
POLICE CHIEF-ASSISTANT	711	<input checked="" type="checkbox"/>
POLICE LEGAL ADVISOR	719	<input checked="" type="checkbox"/>
POLICE LIEUTENANT	720	<input checked="" type="checkbox"/>
POLICE OFFICER	745	<input type="checkbox"/>
POLICE OFFICER - MASTER	730	<input type="checkbox"/>
POLICE OFFICER - SENIOR	735	<input type="checkbox"/>
POLICE OFFICER RECRUIT	744	<input type="checkbox"/>
POLICE SERGEANT	725	<input type="checkbox"/>
PROCUREMENT SPECIALIST	528	<input type="checkbox"/>
PROJECT MANAGER	1349	<input checked="" type="checkbox"/>
PROJECT MANAGER-PW	1352	<input checked="" type="checkbox"/>
PURCHASING & CONTRACTS MANAGER	360	<input checked="" type="checkbox"/>
PURCHASING SPECIALIST	361	<input type="checkbox"/>
RECORDS RETENTION MANAGER	2177	<input checked="" type="checkbox"/>
RECORDS SUPERVISOR	763	<input type="checkbox"/>
RECORDS TECHNICIAN	2215	<input type="checkbox"/>
RECREATION ASSISTANT	1145	<input type="checkbox"/>
RECREATION MANAGER	1120	<input checked="" type="checkbox"/>
RECREATION SPECIALIST	1125	<input type="checkbox"/>
RECREATION SUPERVISOR	1130	<input checked="" type="checkbox"/>
REVENUE COLLECTOR	365	<input type="checkbox"/>
RISK CLAIMS ADMINISTRATOR	440	<input type="checkbox"/>
RISK MANAGER	422	<input checked="" type="checkbox"/>
SENIOR ANALYST	869	<input checked="" type="checkbox"/>
SENIOR ENGINEER	868	<input checked="" type="checkbox"/>
SENIOR HEAVY EQUIPMENT OPER	1926	<input type="checkbox"/>
SENIOR PLANNER	830	<input checked="" type="checkbox"/>

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Proposed Class FLSA Recommendations List Chapel Hill, NC

Proposed Class Title	Code	Exempt
SERVICE ATTENDANT	1845	<input type="checkbox"/>
SIGN & MARKING TECH	1645	<input type="checkbox"/>
SOLID WASTE COLLECTOR	2015	<input type="checkbox"/>
SOLID WASTE EQUIP OP - COMMERCIAL	1910	<input type="checkbox"/>
SOLID WASTE EQUIP OP - RESIDENTIAL	1915	<input type="checkbox"/>
SOLID WASTE SERV SUPERVISOR	1445	<input checked="" type="checkbox"/>
SOLID WASTE SERVICES MANAGER	1440	<input checked="" type="checkbox"/>
SOLID WASTE SVCS CREW SUPV	1449	<input type="checkbox"/>
SPECIAL EVENTS COORDINATOR	1273	<input checked="" type="checkbox"/>
SPECIAL OLYMPICS COORDINATOR	1133	<input type="checkbox"/>
SR. COMMERCIAL PLANS REVIEWER	929	<input checked="" type="checkbox"/>
STORMWATER ANALYST	893	<input checked="" type="checkbox"/>
STORMWATER SPECIALIST	891	<input type="checkbox"/>
STREET CREW SUPERVISOR	1490	<input type="checkbox"/>
STREET INSPECTOR	1465	<input type="checkbox"/>
STREET SWEEPER EQUIP OP	1934	<input type="checkbox"/>
STREETS SUPERVISOR	1450	<input checked="" type="checkbox"/>
SUPERVISOR-TRANSIT	530	<input type="checkbox"/>
SUPT-ST & CONT SVCS	1326	<input checked="" type="checkbox"/>
SURVEY PARTY CHIEF	880	<input checked="" type="checkbox"/>
SYSTEMS ADMINISTRATOR	852	<input checked="" type="checkbox"/>
TECHNICAL SERVICES MANAGER	879	<input checked="" type="checkbox"/>
TOWN MANAGER-DEPUTY	114	<input checked="" type="checkbox"/>
TRAFFIC ENGINEERING MANAGER	1607	<input checked="" type="checkbox"/>
TRAFFIC SIGNAL SYSTEM ENGINEER	1613	<input checked="" type="checkbox"/>
TRAFFIC SIGNAL SYSTEMS ANALYST	1608	<input type="checkbox"/>
TRAFFIC SIGNAL TECH	1610	<input type="checkbox"/>
TRAFFIC SIGNAL TECH - SENIOR	1609	<input type="checkbox"/>
TRAINING & DEVELOPMENT COORD - LIBRA	1272	<input checked="" type="checkbox"/>
TRAINING & SAFETY SPECIALIST - TRANSIT	552	<input type="checkbox"/>
TRAINING COORDINATOR	533	<input checked="" type="checkbox"/>
TRANS DEM. MGMT COM MGR	518	<input type="checkbox"/>
TRANSIT DEVELOPMENT MGR I	532	<input checked="" type="checkbox"/>
TRANSIT DEVELOPMENT MGR II	539	<input checked="" type="checkbox"/>
TRANSIT OPERATOR - SENIOR	543	<input type="checkbox"/>
TRANSIT OPERATOR-DEMAND RESPONSE	540	<input type="checkbox"/>
TRANSIT OPS MANAGER	521	<input checked="" type="checkbox"/>
TRANSIT PLANNING MANAGER	538	<input checked="" type="checkbox"/>
URBAN DESIGNER	130	<input checked="" type="checkbox"/>
WEB ADMINISTRATOR	872	<input checked="" type="checkbox"/>
YOUTH & FAMILY EXP. MANAGER	1269	<input checked="" type="checkbox"/>

DRAFT

Tuesday, May 11, 2021

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** FLSA Disclaimer: MAG consultants are not attorneys and do not offer legal opinions. The exemption status of any job classification should be reviewed by competent legal counsel.*

SECTION 10.0
Appendix: Police Incentives Memo



MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

September 21, 2021

Cliff Turner, Human Resources Development Director
Town of Chapel Hill
405 Martin Luther King Jr Blvd.
Chapel Hill, NC 27514

Re: Police Pay/Benefit Incentives

Cliff,

To improve recruit and retention efforts, MAG has proposed several incentives to help with the recruitment and retention of police officers. The list of incentives is attached to this memo. We encourage the town to review the recommendations and determine which ones are practical based on financial considerations and organization objectives.

In addition, we recommend that the town consider changing the practice of determining incentives based on a percentage of salary, which tends to favor long-tenured employees. From a best practices standpoint, most of the incentives, with a few exceptions, should be paid as supplements - particularly for those incentives tied to certifications that must be maintained to be eligible for the additional compensation. Administratively, it is easier for human resources and the police department to make pay adjustments or changes should the officer fail to maintain the certification criteria associated with the pay incentive by categorizing it as a supplement rather than including it in the base salary.

Finally, we have recommended that the police department adopt a vehicle take home policy. This incentive has proven to be a positive moral and recruitment tool in many departments nationally. To assist with this possible policy implementation, we have drafted a vehicle take home policy for possible consideration.

We believe that by adopting all or some of the incentive recommendations – along with the increased levels of compensation recommended in the compensation study - the Chapel Hill Police department will improve its position regionally with respect to recruiting and retention.

RC

Chapel Hill Police Department

Proposed Pay/Benefits Incentive

Incentive Type	Incentive Amount	Adjustment to Base Pay	Paid as a Supplement
Associate's Degree	\$1,200	Yes	
Bachelor's Degree	\$2,000	Yes	
Military Experience	\$1,000 Every 3 years if active duty (Capped at \$3K)	Yes	
Uniform Allowance	\$750 per year		Yes
Language (Spanish)	\$1,500		Yes
Field Training Officer	\$2,500		Yes
Non-Certified Signing Bonus*	\$3,000		Yes
Certified Lateral Signing Bonus*	\$5,000		Yes
Retention Bonus - five (5) years of continuous service**	\$3,500		Yes
Take home vehicle	Must be Police Officer II for eligibility Must reside in town or within 25 miles of town limits		
LE Advance Certificate***	\$1,500		Yes

* Note: Paid out in four (4) quarterly installments

** Note: Paid on 5th anniversary date with department

*** Note: Paid as a lump sum payment upon earning certification

Assigned Police Vehicle Take-Home Program

PURPOSE:

Establish uniform guidelines, restrictions, and eligibility criteria for the use of assigned vehicles for the Chapel Hill Police Department's Vehicle Take-Home Program.

POLICY:

This policy establishes the Department's Assigned Vehicle Take-Home Program. This program is approved and authorized by the City of Chapel Hill and the Chief of Police.

The Chapel Hill Police Department and the City of Chapel Hill has recognized the benefits of individually assigned cars for police personnel. The long-term asset value of the equipment is extended significantly because the cars are assigned to one operator, the mileage is extended, and the vehicle maintenance and care is improved. Vehicle assignments and replacements shall be in accordance with the fleet management policies of the department. Rank, privilege, duty assignment or seniority shall not govern assignment of the vehicles; however, when feasible priority will be given to those officers who live within the city limits of Chapel Hill.

The Vehicle Take-Home Program shall be considered a privilege extended by the city to authorized, designated, full time, regular, sworn police personnel and designated personnel approved by the Chief of Police. It shall not be considered an earned benefit, right or entitlement for any employee. While facilitating a personal transportation need, the program is designed to facilitate deployment of departmental staff in the event of disaster or other crises wherein response and deployment of personnel is essential to the safety and welfare of the City and the public.

To ensure the integrity of the program, strict procedures and prohibitions contained in this and other policies of the department shall govern it. Officers shall familiarize themselves with this and other pertinent policies and guidelines regarding the program. Any of these privileges may, at the discretion of the Chief of Police, be suspended or revoked in part or whole at any time for violation of any provision or departmental policy associated with vehicle care, maintenance or operation. Suspension or loss of these privileges shall not be subject to appeal or grievance.

PROCEDURES:

The City of Chapel Hill Police Department's Vehicle Take-Home Program is a privilege extended to authorized, designated and/or certified personnel of the department. To participate in this program, employees must have achieved sworn status and other standards required by law or this policy. Before the officer is authorized or eligible to participate in the Vehicle Take-Home Program, they must meet one or more of the criteria listed below that includes, but is not limited to:

- A. The officer shall have successfully completed the Field Training Program of the Chapel Hill Police Department and be in good standing with the department; and
- B. The officer resides within the city limits of Chapel Hill; or
- C. The officer resides within twenty-five (25) driving miles from police headquarters or Chapel Hill city limits. The distance and criteria is designated by the Chief of Police; or
- D. Those personnel as authorized by the Chief of Police.

GENERAL REGULATIONS:

- A. All authorized, designated personnel participating in the Vehicle Take-Home Program shall have in their possession a valid North Carolina Driver's License at all times while operating a police or other City vehicle. Off-duty officers shall also have in their possession their badge, department issued police identification, authorized and approved firearm and portable radio. Officers shall be appropriately attired in order to maintain a favorable public, professional image.
- B. Only sworn police officers of this department are permitted to operate assigned vehicles in an off-duty status. Seat belts must be used as required by City and departmental policy and state law.
- C. Unattended vehicles shall always be kept locked with keys removed at all times.
- D. When the vehicle is parked at the officer's residence all weapons, radios, and other high-risk items shall be stored in a locking trunk or truck vault. Computers which are not in a locking docking station shall be removed from the vehicle and securely stored in the trunk, truck vault or the officers' residence. Other law enforcement materials should be removed from plain view and shall be securely stored. It is the officer's responsibility to safeguard assigned equipment.
- E. Officers whose residence falls outside of the 25-mile radius may park their assigned vehicle at an approved government facility. The officer shall obtain a letter of authorization from the government facility and submit the letter to Fleet Maintenance personnel, to be kept on file. The security measures addressed above apply to vehicles stored at approved government facilities as well.

- F. When off-duty or while outside of the City of Chapel Hill, officers shall not take enforcement action unless absolutely necessary to protect the life of another (i.e.: crimes against persons or obviously intoxicated drivers). Other traffic violations, misdemeanors and property type crimes are not considered urgent or life threatening and do not require emergency intervention. If an offense is witnessed by the officer while outside the city limits of Chapel Hill, the officer may contact our department's communications dispatcher and have the proper jurisdiction contacted for enforcement action if necessary.
- G. Officers on or off duty, who intend to consume or possess, or who have consumed any amount of alcoholic beverage **shall never** drive any City owned vehicles.
- H. No off-duty marked police vehicle shall be parked on the lot of any alcoholic beverage establishment or in such proximity it may be reasonably inferred the officer is patronizing the establishment.
- I. The vehicle shall not be utilized for carrying heavy or excessive loads and shall not have objects protruding from the trunk or windows. Exception to this will be official equipment or evidence.

MAINTENANCE:

- A. Officers participating in the vehicle take-home program are responsible for ensuring all routine upkeep is performed on the vehicle. This includes ensuring the vehicle is kept clean, all equipment is operating properly, and scheduled maintenance is performed regularly. Officers assigned to morning watch may request in writing to the Vehicle Maintenance Officer to arrange for maintenance.
- B. Refer to additional regulations and procedures concerning maintenance and upkeep of the vehicle.