ATTACHMENT B

Classification and Compensation Study
Final Draft Report

Town of Carrboro, North Carolina

September 2022

MANAGEMENT ADVISORY GROUP INTERNATIONAL, INC
PREPARING FOR TOMORROW, TODAY...

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MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

September 6, 2022

Julie Eckenrode, MPA, IPMA-SCP
Human Resources Director
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919.918.7308

Dear Julie,

Management Advisory Group International, Inc. (MAG) is pleased to present this final draft *Classification and Compensation Study Report* to the Town of Carrboro. 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 (internal relationships) and market analysis (external competitiveness). The report is organized into the following sections:

- Section 1: Compensation Philosophy
- Section 2: Introduction and Approach
- Section 3: Selected Compensation Policies
- Section 4: Current/Original Pay Structure and Plans
- Section 5: Salary Survey Summary
- Section 6: Proposed Pay Structures and Plans
- Section 7: Alphabetical Class List
- Section 8: Class Comparison List

MAG would like to express our thanks to all employees and staff who have participated in this important project. We look forward to your questions and input concerning the proposed plan. Please feel free to contact us at (703) 590-7250 as needed.

Sincerely,

Donald C. Long

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Town of Carrboro, North Carolina

Classification & Compensation Study

Final Draft Report

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SECTION 1.0
Proposed Compensation Philosophy

1.0 Proposed Compensation Philosophy for the Town of Carrboro

The Town of Carrboro 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 being 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. The Town will compare responsibilities, skill level, knowledge, ability and judgment to determine similarity, and evaluate the equity of pay differentials.

D. Other relevant factors may include unforeseen economic, regulatory or service changes.

E. We seek 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 Methodology

2.0 Introduction & Methodology

Introduction

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

- market review;
- current organizational structure;
- discussions with human resources professionals and management;
- job analysis based on current class/job descriptions and completion of Job Analysis Questionnaires by incumbent employees;
- 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 classifications.

Project Focus

The objectives of the study were to:

- Conduct a review of included Town job titles;
- Review salary and compensation information from similar/competitor organizations;
- Develop a revised classification plan; and,
- Develop a revised compensation and pay plan;
- 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 CARRBORO
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 and Town leadership to clearly define the scope, goal(s), and objective(s) for the proposed study.

Developed Comprehensive Market Survey – MAG developed a market survey document for target agencies. Reviewed/evaluated class/job descriptions for included classifications to gather job specific information on scope/level of duties/responsibilities and essential job attributes.

Reviewed Job Analysis Questionnaires – Reviewed/evaluated current job duties provided by nearly all employees in the online Job Analysis Questionnaire for included classifications. Questionnaires were completed for 88 of the 89 job titles (Public Works Director is vacant).

Reviewed market information – Reviewed market data from target organizations for selected (33) Town benchmark classifications.

Conducted Job Analysis – Analyzed jobs and created profiles based on information in current class/job descriptions and the data in the Job Analysis Questionnaires.

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

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

Revised Draft Report – Incorporated the Town's technical review of materials.

Develop & Submit Final Report – Submit a Final Report upon final review at a date to be determined.

Approach Overview

The study methodology included:

- collection of current personnel, human resources and organizational background information;
- review/analysis of current class/job descriptions;
- identification of classification benchmarks;
- conduct a market review of the Town's market position;
- monitoring of Job Analysis Questionnaires completed by employees;
- review of the job data provided by employees; and,
- analysis with recommendations concerning the relative ranking of included Town government positions to develop a classification plan that will ensure internal equity.

Initial Meetings and Orientation

Upon agreement to proceed, the project team met with 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 HR management to discuss these systems, and developed an understanding of concerns to be addressed.

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 order responsibilities of the work into a compensation and classification plan that serves as a starting point for making current and future compensation and classification decisions.

Market Review

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 Review reflected the variety of duties and responsibilities in which Town government employees engage.

In establishing a competitive market for the employees of the Town, and to enable the Town to support growth, recruitment and retention in the exciting years ahead, MAG developed a list of target organizations to be reviewed.

Organizations typically included as competitors in a market review are those that are:

- competing with Town government for employees, for positions at all levels of the pay structure;
- geographically situated in such a fashion as to almost 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.

Organizations surveyed and reviewed included:

Chapel Hill

Clayton

Durham

Apex

Garner

Hillsborough

Holly Springs

Kernersville

Orange County

Morrisville

Chatham County

Sanford

Statesville

Thomasville

Cary

Raleigh

Greensboro

Burlington

OWASA

Mebane

Proposed Pay Plans

Specific details of the plans are provided in report tables starting in section 6.0. The proposed pay plans put employees into a Unified range plan. 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; and
- Longevity within the current position.

If the employee's current salary exceeds the target salary, then the calculations did not provide any further adjustment. No employee is recommended for any decrease in salary, even if the current salary substantially 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 market data supports an increase in pay range maximum. Progressive governments often coordinate with MAG on an annual basis to refresh their market competitive position to ensure that they do not "lose ground" from a compensation perspective.

Pay Plan Structure

MAG has established a Unified pay plan structure for all included positions within the scope of the study. It provides for ranges of approximately 55% from minimum to maximum, which reflects the market surveyed. There is 5% between each pay grade. The structure recommended is transparent, permits employees to have a perspective that provides some security, but it still wholly dependent on the Town's ability to fund future structure adjustments.

Plan Implementation

MAG recommends that the new compensation structure go into effect as soon as feasible along with the recommended salary adjustments. The initial calculations reflect the optimal implementation plan. The first suggested action is to provide an across the board amount to eligible employees, then to bring employees at least to the minimum of the recommended pay range. An additional action of providing "equity" adjustments, based on time in position, is also noted. If this level of funding is not practical, MAG can work with Administration to identify more affordable options for implementation. The total costs are noted in sections 9.0 (indicates costs per job title or classification) and 10.0 (indicates detail of implementation by employee).

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 is a common practice for an organization to offer a higher starting salary to sought after employees who may be seen as "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 perks like shift differentials and overtime pay. Sometimes pay inequities occur 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 large 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 may 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 poor performance in employees, which hurts the bottom line and ultimately affects everyone. There may also be retention issues related to salary compression. Those who feel slighted are more likely to look for alternate employment. High turnover rates are costly to any organization.

It may also be harder to recruit from within for higher level positions if employees see no economic benefit in accepting the added responsibility and work of a promotion.

Purpose of the Implementation Plan:

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

To the extent that any uniform formula may result in unintended consequences, there may be isolated instances where administrative adjustments would be needed in order to address an inequity that is not readily apparent. This is not intended to address internal inequities, perceived by employees, that 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 Policy Recommendations

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;
- 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 a high 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.

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 or required by collective bargaining agreements, 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 Council. 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%. Any increase of more than 10% would require documentation by the department or agency and a supporting recommendation from Human Resources.

   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.

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 grade adjusted accordingly. 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 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.

Temporary Assignment(s)

1. "Acting" 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 "acting" assignment(s) would be anticipated to last more than 30 days, but less than 6 months. A temporary or "acting" 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.

D. 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.

   "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.

5. 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.

E. 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.

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 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.

The placement of employees within the newly proposed salary plan is based on a formula designed to address internal equity. *No salary for any employee is recommended for reduction.* Each employee has a calculated target salary and is then recommended for placement within the range.

Proposed Compensation Under the New Plan

The Classification Manager® software has established a target salary for each employee by first calculating the cost to raise the incumbent to the minimum of the new range (if appropriate). A formula is then applied that calculates a target salary for the employee based on the total days of service in his/her proposed job class. This calculation is based on the number of days in the "Years to Maximum" and the difference between the range minimum and maximum, in dollars.

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.

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.

SECTION 4.0
Current or Original Pay Structures/Plans

Original Pay Plan - Carrboro, NC

Annual Duty Days - 260 Annual Hours - 2080

Pay Plan

Original Class		Min	Mid	Max	%Range	%Below	%Above
Grade Interim					**0.00%**	**0.00%**	**0.00%**
ASST TO MAYOR / TOWN CLERK	AMTC						
INTERIM PW DIRECTOR	IPWD						
TOWN CLERK	TWCK						
TOWN MANAGER	TWMG						
Grade 1		**$26,322**	**$33,562**	**$40,800**	**55.00%**	**27.51%**	**21.57%**
CUSTODIAN	CUST	$26,322	$33,562	$40,800			
Grade 2		**$27,639**	**$35,240**	**$42,840**	**55.00%**	**27.50%**	**21.57%**
PROGRAM SUPPORT ASSISTANT I	PS I	$27,639	$35,240	$42,840			
Grade 3		**$29,021**	**$37,002**	**$44,983**	**55.00%**	**27.50%**	**21.57%**
SOLID WASTE EQUIP OPERATOR I	SOL	$29,021	$37,002	$44,983			
Grade 4		**$30,472**	**$38,852**	**$47,230**	**54.99%**	**27.50%**	**21.56%**
MAINT/CONSTRUCTION WORKER I	MC-W	$30,472	$38,852	$47,230			
PROGRAM SUPPORT ASST II - FT	PSII	$30,472	$38,852	$47,230			
PROGRAM SUPPORT ASST II - PT	PSPT	$30,472	$38,852	$47,230			
Grade 5		**$31,996**	**$40,795**	**$49,593**	**55.00%**	**27.50%**	**21.57%**
ACCT TECH/RECEPTIONIST	ATI	$31,996	$40,795	$49,593			
PERMIT TECHNICIAN	PT	$31,996	$40,795	$49,593			
SOLID WASTE EQUIP OPERATOR II	SWII	$31,996	$40,795	$49,593			
Grade 6		**$33,595**	**$42,834**	**$52,073**	**55.00%**	**27.50%**	**21.57%**
ACTIVITY MANAGER	ACTM	$33,595	$42,834	$52,073			
FIRE TRAINEE	FT	$33,595	$42,834	$52,073			
MAINT/CONSTRUCTION WORKER II	CWII	$33,595	$42,834	$52,073			
MECHANIC I	MC I	$33,595	$42,834	$52,073			
SOLID WASTE EQUIP OP II/CREW	SWCR	$33,595	$42,834	$52,073			
Grade POT		**$37,595**	**$46,834**	**$56,073**	**49.15%**	**24.58%**	**19.73%**
POLICE TRAINEE	POT	$37,595	$46,834	$56,073			
Grade 8		**$37,038**	**$47,224**	**$57,410**	**55.00%**	**27.50%**	**21.57%**
ADMINISTRATIVE ASSISTANT	AA	$37,038	$47,224	$57,410			
BUILDING MAINTENANCE SPEC	BMSP	$37,038	$47,224	$57,410			
FIREFIGHTER/RELIEF DRIVER	FF	$37,038	$47,224	$57,410			
MAINTENANCE/CONSTRUCT WKR III	SMSP	$37,038	$47,224	$57,410			
MECHANIC II	MCII	$37,038	$47,224	$57,410			
Grade 9		**$38,892**	**$49,586**	**$60,281**	**55.00%**	**27.50%**	**21.57%**
CODE ENFORCEMENT OFFICER I	CEOI	$38,892	$49,586	$60,281			
CREW LEADER	STCL	$38,892	$49,586	$60,281			
Grade 10		**$40,835**	**$52,064**	**$63,295**	**55.00%**	**27.50%**	**21.57%**
COMMUNICATION & ENGAGEMENT SPE	CES	$40,835	$52,064	$63,295			
GIS TECHNICIAN	GIST	$40,835	$52,064	$63,295			
HORTICULTURIST	HORT	$40,835	$52,064	$63,295			
Grade 11		**$42,878**	**$54,668**	**$66,458**	**54.99%**	**27.50%**	**21.57%**
CODE ENFORCEMENT OFFICER II	CEO2	$42,878	$54,668	$66,458			
FACILITIES SUPERVISOR	FACS	$42,878	$54,668	$66,458			
FIRE DRIVER OPERATOR	FDRO	$42,878	$54,668	$66,458			
RECREATION SUPERVISOR	RECS	$42,878	$54,668	$66,458			
Grade 12		**$45,020**	**$57,400**	**$69,782**	**55.00%**	**27.50%**	**21.57%**
BUILDING MAINTENANCE SUPERVISO	BMSU	$45,020	$57,400	$69,782			

Original Pay Plan - Carrboro, NC

Annual Duty Days - 260 Annual Hours - 2080

Pay Plan

Original Class		Min	Mid	Max	%Range	%Below	%Above
Grade 12		**$45,020**	**$57,400**	**$69,782**	**55.00%**	**27.50%**	**21.57%**
ENGINEERING INSPECTOR	ENIN	$45,020	$57,400	$69,782			
FIRE DRIVER MECHANIC	FDRM	$45,020	$57,400	$69,782			
FLEET MAINTENANCE SUPERVISOR	FMSU	$45,020	$57,400	$69,782			
PAYROLL & BENEFITS COORDIN	ATII	$45,020	$57,400	$69,782			
PLANNER/ZONING DEVELOP SPEC.	PZDS	$45,020	$57,400	$69,782			
Grade PO1		**$46,878**	**$58,668**	**$70,458**	**50.30%**	**25.15%**	**20.10%**
POLICE OFFICER	POI	$46,878	$58,668	$70,458			
Grade 13		**$47,175**	**$60,271**	**$73,271**	**55.32%**	**27.76%**	**21.57%**
ASSISTANT TO PW DIRECTOR	ADAN	$47,175	$60,271	$73,271			
CODE ENFORCEMENT OFFICER III	CEO3	$47,175	$60,271	$73,271			
FIRE LIEUTENANT	FRLT	$47,175	$60,271	$73,271			
GIS SPECIALIST	GIS	$47,175	$60,271	$73,271			
MANAGEMENT ASSISTANT	MGAT	$47,175	$60,271	$73,271			
SOLID WASTE SUPERVISOR	SWSV	$47,175	$60,271	$73,271			
Grade PO2		**$49,020**	**$61,400**	**$73,782**	**50.51%**	**25.25%**	**20.17%**
POLICE OFFICER II	POII	$49,020	$61,400	$73,782			
Grade 14		**$49,636**	**$63,285**	**$76,935**	**55.00%**	**27.50%**	**21.57%**
ENGINEER I	ENGI	$49,636	$63,285	$76,935			
FACILITIES ADMINISTRATOR	FAOO	$49,636	$63,285	$76,935			
HUMAN RESOURCES ANALYST	PERA	$49,636	$63,285	$76,935			
MANAGEMENT SPECIALIST	MSPC	$49,636	$63,285	$76,935			
STORMWATER ADMINISTRATOR	SWAD	$49,636	$63,285	$76,935			
STREETS & GROUNDS SUPERVISOR	STSU	$49,636	$63,285	$76,935			
Grade PO5		**$51,175**	**$64,271**	**$77,271**	**50.99%**	**25.59%**	**20.23%**
		$51,175	$64,271	$77,271			
		$51,175	$64,271	$77,271			
		$51,175	$64,271	$77,271			
POLICE OFFICER III	POIII	$51,175	$64,271	$77,271			
POLICE OFFICER III	PIII	$51,175	$64,271	$77,271			
Grade 15		**$52,117**	**$66,449**	**$80,782**	**55.00%**	**27.50%**	**21.57%**
ASSOCIATE PLANNER	ASPL	$52,117	$66,449	$80,782			
ENVIROMENTAL PLANNER	ENPL	$52,117	$66,449	$80,782			
ENVIRON SUSTAINABILITY COORD	ENSC	$52,117	$66,449	$80,782			
FIRE CAPTAIN	FCAP	$52,117	$66,449	$80,782			
FIRE TRAINING CAPTAIN	FTCAP	$52,117	$66,449	$80,782			
IT SUPPORT ENGINEER I	ITSI	$52,117	$66,449	$80,782			
RECREATION ADMINISTRATOR	RECA	$52,117	$66,449	$80,782			
STAFF ACCOUNTANT	STAC	$52,117	$66,449	$80,782			
STORMWATER SPECIALIST	SWSP	$52,117	$66,449	$80,782			
TRANSPORTATION PLANNER	TRPL	$52,117	$66,449	$80,782			
Grade PSGT		**$53,636**	**$67,285**	**$80,935**	**50.90%**	**25.45%**	**20.29%**
POLICE SERGEANT	PSGT	$53,636	$67,285	$80,935			
Grade 16		**$54,723**	**$69,772**	**$84,821**	**55.00%**	**27.50%**	**21.57%**
ACCOUNTING & GRANTS SUPERVISOR	A&GS	$54,723	$69,772	$84,821			
CAPITAL PROJECTS MANAGER	CPM	$54,723	$69,772	$84,821			
IT SYSTEMS ADMINISTRATOR	ITSA	$54,723	$69,772	$84,821			
Grade 17		**$57,459**	**$73,261**	**$89,061**	**55.00%**	**27.50%**	**21.57%**

Original Pay Plan - Carrboro, NC

Annual Duty Days - 260 Annual Hours - 2080

Pay Plan

Original Class		Min	Mid	Max	%Range	%Below	%Above
Grade 17		**$57,459**	**$73,261**	**$89,061**	**55.00%**	**27.50%**	**21.57%**
DEPUTY FIRE CHIEF	DFC	$57,459	$73,261	$89,061			
IT SUPPORT ENGINEER II	ITSE	$57,459	$73,261	$89,061			
Grade POLT		**$58,723**	**$73,772**	**$88,821**	**51.25%**	**25.63%**	**20.40%**
POLICE LIEUTENANT	POLT	$58,723	$73,772	$88,821			
Grade 18		**$60,332**	**$76,923**	**$93,514**	**55.00%**	**27.50%**	**21.57%**
CODE ENFORCEMENT SUPERVISOR	CESUP	$60,332	$76,923	$93,514			
DEPUTY FINANCE DIRECTOR	DFID	$60,332	$76,923	$93,514			
DEVELOPMENT REVIEW ADMINISTRAT	DEVR	$60,332	$76,923	$93,514			
PLANNING ADMINISTRATOR	PLAD	$60,332	$76,923	$93,514			
PUBLIC WORKS SUPERINTENDENT	PWSU	$60,332	$76,923	$93,514			
STORMWATER UTILITY MANAGER	SWUM	$60,332	$76,923	$93,514			
Grade PCPT		**$67,348**	**$84,770**	**$102,190**	**51.73%**	**25.87%**	**20.55%**
POLICE CAPTAIN	PCPT	$67,348	$84,770	$102,190			
Grade 21		**$69,842**	**$89,049**	**$108,255**	**55.00%**	**27.50%**	**21.57%**
COMMUNICATION & ENGAGEMENT DIR	C&ED	$69,842	$89,049	$108,255			
ECONOMIC DEV. DIRECTOR	ECDD	$69,842	$89,049	$108,255			
Grade 22		**$73,334**	**$93,501**	**$113,667**	**55.00%**	**27.50%**	**21.57%**
HOUSING & COMM SVCS DIRECTOR	HCSD	$73,334	$93,501	$113,667			
HR DIRECTOR	PERD	$73,334	$93,501	$113,667			
INFO & TECH DIRECTOR	MIT	$73,334	$93,501	$113,667			
R&P CULT. RES. DIR. - RACE&EQ	RPCR	$73,334	$93,501	$113,667			
Grade 23		**$77,000**	**$98,177**	**$119,352**	**55.00%**	**27.50%**	**21.57%**
FINANCE DIRECTOR	FID	$77,000	$98,177	$119,352			
FIRE CHIEF	FC	$77,000	$98,177	$119,352			
PLANNING DIRECTOR	PLDI	$77,000	$98,177	$119,352			
Grade 24		**$80,851**	**$103,084**	**$125,318**	**55.00%**	**27.50%**	**21.57%**
PUBLIC WORKS DIRECTOR	PWDR	$80,851	$103,084	$125,318			
Grade PCH		**$84,851**	**$107,084**	**$129,318**	**52.41%**	**26.20%**	**20.76%**
POLICE CHIEF	PCHF	$84,851	$107,084	$129,318			

90 Unique Class Titles

SECTION 5.0
Salary Survey Data

Salary Survey Results for CARRBORO, NC

Job Class Title	Averages For Each Job Class							CARRBORO						
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min		Mid		Max		Range Width
CUSTODIAN	$27,865	$35,502	$43,140				54.8%	$26,322	-5.9%	$33,562	-5.8%	$40,800	-5.7%	55.0%
MAINT/CONSTRUCTION WORKER I	$32,428	$41,691	$50,954				57.1%	$30,472	-6.4%	$38,852	-7.3%	$47,230	-7.9%	55.0%
SOLID WASTE EQUIP OPERATOR I	$32,359	$42,185	$52,010				60.7%	$29,021	-11.5%	$37,002	-14.0%	$44,983	-15.6%	55.0%
PERMIT TECHNICIAN	$36,190	$47,088	$57,986				60.2%	$31,996	-13.1%	$40,795	-15.4%	$49,593	-16.9%	55.0%
MECHANIC I	$36,408	$47,214	$58,019				59.4%	$33,595	-8.4%	$42,834	-10.2%	$52,073	-11.4%	55.0%
ADMINISTRATIVE ASSISTANT	$36,438	$47,343	$58,249				59.9%	$37,038	1.6%	$47,224	-0.3%	$57,410	-1.5%	55.0%
CREW LEADER	$38,498	$50,420	$62,342				61.9%	$38,892	1.0%	$49,586	-1.7%	$60,281	-3.4%	55.0%
FIREFIGHTER/RELIEF DRIVER	$40,161	$51,692	$63,223				57.4%	$37,038	-8.4%	$47,224	-9.5%	$57,410	-10.1%	55.0%
CODE ENFORCEMENT OFFICER I	$43,169	$56,249	$69,328				60.6%	$38,892	-11.0%	$49,586	-13.4%	$60,281	-15.0%	55.0%
GIS TECHNICIAN	$44,409	$57,787	$71,164				60.2%	$40,835	-8.8%	$52,064	-11.0%	$63,295	-12.4%	55.0%
PAYROLL & BENEFITS COORDIN	$45,099	$58,620	$72,141				60.0%	$45,020	-0.2%	$57,400	-2.1%	$69,782	-3.4%	55.0%
POLICE OFFICER	$46,480	$59,456	$72,433				55.8%	$46,878	0.8%	$58,668	-1.3%	$70,458	-2.8%	50.3%
RECREATION SUPERVISOR	$46,197	$60,068	$73,938				60.0%	$42,878	-7.7%	$54,668	-9.9%	$66,458	-11.3%	55.0%
SOLID WASTE SUPERVISOR	$45,969	$60,407	$74,845				62.8%	$47,175	2.6%	$60,271	-0.2%	$73,271	-2.1%	55.3%
BUILDING MAINTENANCE SUPERVISO	$46,815	$60,926	$75,037				60.3%	$45,020	-4.0%	$57,400	-6.1%	$69,782	-7.5%	55.0%
HUMAN RESOURCES ANALYST	$48,465	$63,393	$78,320				61.6%	$49,636	2.4%	$63,285	-0.2%	$76,935	-1.8%	55.0%
FIRE LIEUTENANT	$50,492	$64,567	$78,641				55.8%	$47,175	-7.0%	$60,271	-7.1%	$73,271	-7.3%	55.3%
STAFF ACCOUNTANT	$51,057	$66,634	$82,210				61.0%	$52,117	2.0%	$66,449	-0.3%	$80,782	-1.8%	55.0%
IT SUPPORT ENGINEER I	$52,927	$69,094	$85,261				61.1%	$52,117	-1.6%	$66,449	-4.0%	$80,782	-5.5%	55.0%
FIRE CAPTAIN	$57,275	$73,402	$89,529				56.3%	$52,117	-9.9%	$66,449	-10.5%	$80,782	-10.8%	55.0%
POLICE SERGEANT	$59,100	$75,125	$91,151				54.2%	$53,636	-10.2%	$67,285	-11.7%	$80,935	-12.6%	50.9%
IT SYSTEMS ADMINISTRATOR	$57,822	$75,933	$94,044				62.6%	$54,723	-5.7%	$69,772	-8.8%	$84,821	-10.9%	55.0%
POLICE LIEUTENANT	$63,980	$82,547	$101,114				58.0%	$58,723	-9.0%	$73,772	-11.9%	$88,821	-13.8%	51.3%
PUBLIC WORKS SUPERINTENDENT	$64,980	$84,831	$104,681				61.1%	$60,332	-7.7%	$76,923	-10.3%	$93,514	-11.9%	55.0%
POLICE CAPTAIN	$70,947	$92,199	$113,451				59.9%	$67,348	-5.3%	$84,770	-8.8%	$102,190	-11.0%	51.7%
ECONOMIC DEV. DIRECTOR	$81,014	$107,254	$133,493				64.8%	$69,842	-16.0%	$89,049	-20.4%	$108,255	-23.3%	55.0%
HR DIRECTOR	$82,278	$108,412	$134,547				63.5%	$73,334	-12.2%	$93,501	-15.9%	$113,667	-18.4%	55.0%
PLANNING DIRECTOR	$82,432	$108,627	$134,821				63.6%	$77,000	-7.1%	$98,177	-10.6%	$119,352	-13.0%	55.0%
INFO & TECH DIRECTOR	$83,581	$109,217	$134,854				61.3%	$73,334	-14.0%	$93,501	-16.8%	$113,667	-18.6%	55.0%
PUBLIC WORKS DIRECTOR	$85,548	$112,874	$140,199				63.9%	$80,851	-5.8%	$103,084	-9.5%	$125,318	-11.9%	55.0%
FINANCE DIRECTOR	$88,452	$116,822	$145,192				64.1%	$77,000	-14.9%	$98,177	-19.0%	$119,352	-21.7%	55.0%
FIRE CHIEF	$91,087	$119,966	$148,844				63.4%	$77,000	-18.3%	$98,177	-22.2%	$119,352	-24.7%	55.0%
POLICE CHIEF	$92,653	$122,029	$151,404				63.4%	$84,851	-9.2%	$107,084	-14.0%	$129,318	-17.1%	52.4%
Survey Averages	**$56,442**	**$73,623**	**$90,805**				**60.33%**	$52,491	-7.53%	$66,767	-10.27%	$81,037	-12.05%	54.38%

SECTION 6.0
Proposed Pay Structure/Plan

Proposed Pay Grades - Carrboro, NC

Pay Plan: Unified

F/T Annual Days: 260

F/T Annual Hours: 1950

Grade	Min	Annual Mkt	Max	Width	%Below	%Above	Midpoint
101	$31,557	**$38,500**	$48,895	54.94%	22.00%	27.00%	$40,226
102	$33,135	**$40,425**	$51,340	54.94%	22.00%	27.00%	$42,238
103	$34,792	**$42,446**	$53,907	54.94%	22.00%	27.00%	$44,349
104	$36,532	**$44,569**	$56,602	54.94%	22.00%	27.00%	$46,567
105	$38,358	**$46,797**	$59,432	54.94%	22.00%	27.00%	$48,895
106	$40,276	**$49,137**	$62,404	54.94%	22.00%	27.00%	$51,340
107	$42,290	**$51,594**	$65,524	54.94%	22.00%	27.00%	$53,907
108	$44,404	**$54,173**	$68,800	54.94%	22.00%	27.00%	$56,602
109	$46,625	**$56,882**	$72,240	54.94%	22.00%	27.00%	$59,432
110	$48,956	**$59,726**	$75,852	54.94%	22.00%	27.00%	$62,404
111	$51,404	**$62,712**	$79,645	54.94%	22.00%	27.00%	$65,524
112	$53,974	**$65,848**	$83,627	54.94%	22.00%	27.00%	$68,800
113	$56,673	**$69,140**	$87,808	54.94%	22.00%	27.00%	$72,240
114	$59,506	**$72,597**	$92,199	54.94%	22.00%	27.00%	$75,852
115	$62,481	**$76,227**	$96,809	54.94%	22.00%	27.00%	$79,645
116	$65,606	**$80,039**	$101,649	54.94%	22.00%	27.00%	$83,627
117	$68,886	**$84,041**	$106,732	54.94%	22.00%	27.00%	$87,809
118	$72,330	**$88,243**	$112,068	54.94%	22.00%	27.00%	$92,199
119	$75,947	**$92,655**	$117,672	54.94%	22.00%	27.00%	$96,809
120	$79,744	**$97,288**	$123,555	54.94%	22.00%	27.00%	$101,650
121	$83,731	**$102,152**	$129,733	54.94%	22.00%	27.00%	$106,732
122	$87,918	**$107,260**	$136,220	54.94%	22.00%	27.00%	$112,069
123	$92,314	**$112,623**	$143,031	54.94%	22.00%	27.00%	$117,672
124	$96,929	**$118,254**	$150,182	54.94%	22.00%	27.00%	$123,556

Proposed Pay Grades - Carrboro, NC

F/T Annual Days *260*

F/T Annual Hours *1950*

Pay Plan Unified

Grade	*Min*	Annual *Mkt*	*Max*	*Width*	*%Below*	*%Above*	*Midpoint*
125	$101,776	**$124,166**	$157,691	54.94%	22.00%	27.00%	$129,733
126	$106,864	**$130,375**	$165,576	54.94%	22.00%	27.00%	$136,220
127	$112,208	**$136,893**	$173,855	54.94%	22.00%	27.00%	$143,031
128	$117,818	**$143,738**	$182,547	54.94%	22.00%	27.00%	$150,183
129	$123,709	**$150,925**	$191,675	54.94%	22.00%	27.00%	$157,692
130	$129,894	**$158,471**	$201,258	54.94%	22.00%	27.00%	$165,576

Proposed Pay Plans

Carrboro, NC

	Code	Proposed Class Title	Ann Min	Mkt	Ann Max
Unified					
101			$31,557	$38,500	$48,895
	CUST	CUSTODIAN			
	PS I	PROGRAM SUPPORT ASSISTANT I			
102			$33,135	$40,425	$51,340
	SOL	SOLID WASTE EQUIP OPERATOR I			
103			$34,792	$42,446	$53,907
	MC-W	MAINT/CONSTRUCTION WORKER I			
	PSII	PROGRAM SUPPORT ASST II - FT			
	PSPT	PROGRAM SUPPORT ASST II - PT			
104			$36,532	$44,569	$56,602
	ATI	ACCT TECH/RECEPTIONIST			
	SWII	SOLID WASTE EQUIP OPERATOR II			
105			$38,358	$46,797	$59,432
	ACTM	ACTIVITY MANAGER			
	FT	FIRE TRAINEE			
	CWII	MAINT/CONSTRUCTION WORKER II			
	MC I	MECHANIC I			
	PT	PERMIT TECHNICIAN			
106			$40,276	$49,137	$62,404
	POT	POLICE TRAINEE			
	SWCR	SOLID WASTE EQUIP OP III			
107			$42,290	$51,594	$65,524
	AA	ADMINISTRATIVE ASSISTANT			
	BMSP	BUILDING MAINTENANCE SPEC			
	FF	FIREFIGHTER/RELIEF DRIVER			
	SMSP	MAINTENANCE/CONSTRUCT WKR III			
	MCII	MECHANIC II			
108			$44,404	$54,173	$68,800
	CEOI	CODE ENFORCEMENT OFFICER I			
	STCL	CREW LEADER			
109			$46,625	$56,882	$72,240
	AMTC	ASST TO MAYOR / TOWN CLERK			
	CES	COMMUNICATION & ENGAGEMENT SPECIALIST			
	GIST	GIS TECHNICIAN			
	HORT	HORTICULTURIST			
110			$48,956	$59,726	$75,852
	CEO2	CODE ENFORCEMENT OFFICER II			
	FACS	FACILITIES SUPERVISOR			
	FDRO	FIRE DRIVER OPERATOR			
	RECS	RECREATION SUPERVISOR			
111			$51,404	$62,712	$79,645
	FDRM	FIRE DRIVER MECHANIC			

Proposed Pay Plans

Carrboro, NC

	Code	Proposed Class Title	Ann Min	Mkt	Ann Max
Unified					
111			$51,404	$62,712	$79,645
	ATII	PAYROLL & BENEFITS COORDINATOR			
	POI	POLICE OFFICER I			
112			$53,974	$65,848	$83,627
	CEO3	CODE ENFORCEMENT OFFICER III			
	ENIN	ENGINEERING INSPECTOR			
	FRLT	FIRE LIEUTENANT			
	POII	POLICE OFFICER II			
113			$56,673	$69,140	$87,808
	BMSU	BUILDING MAINTENANCE SUPERVISOR			
	ENGI	ENGINEER I			
	FMSU	FLEET MAINTENANCE SUPERVISOR			
	PERA	HUMAN RESOURCES ANALYST			
	ASPL	PLANNER			
	PZDS	PLANNER/ZONING DEVELOP SPEC.			
	POIII	POLICE OFFICER III			
	SWSV	SOLID WASTE SUPERVISOR			
	STSU	STREETS & GROUNDS SUPERVISOR			
114			$59,506	$72,597	$92,199
	ADAN	ASSISTANT TO PW DIRECTOR			
	BC	BATTALION CHIEF			
	ENPL	ENVIRONMENTAL PLANNER			
	MSPC	HOUSING & COMM SVCS COORDINATOR			
	ITSI	IT SUPPORT ENGINEER I			
	PSGT	POLICE SERGEANT			
	MGAT	PROCUREMENT COORDINATOR			
	STAC	STAFF ACCOUNTANT			
	SWAD	STORMWATER ADMINISTRATOR			
	TRPL	TRANSPORTATION PLANNER			
115			$62,481	$76,227	$96,809
	FAOO	FACILITIES ADMINISTRATOR			
	GIS	GIS ADMINISTRATOR			
	PERASR	HUMAN RESOURCES ANALYST - SENIOR			
	ITSA	IT SYSTEMS ADMINISTRATOR			
	RECA	RECREATION ADMINISTRATOR			
	SWSP	STORMWATER SPECIALIST			
116			$65,606	$80,039	$101,649
	A&GS	ACCOUNTING & GRANTS SUPERVISOR			
	ATTM	ASSISTANT TO THE TOWN MANAGER			
	CPM	CAPITAL PROJECTS MANAGER			
	ENSC	ENVIRONMENTAL SUSTAINABILITY COORD			
	ITSE	IT SUPPORT ENGINEER II			
	POLT	POLICE LIEUTENANT			
117			$68,886	$84,041	$106,732
	CESUP	CODE ENFORCEMENT SUPERVISOR			

Proposed Pay Plans

Carrboro, NC

	Code	Proposed Class Title	Ann Min	Mkt	Ann Max
Unified					
117			$68,886	$84,041	$106,732
	GM	GRANTS MANAGER			
	PWSU	PUBLIC WORKS SUPERINTENDENT			
	REM	RACE AND EQUITY MANAGER			
	SWUM	STORMWATER UTILITY MANAGER			
118			$72,330	$88,243	$112,068
	DEVR	DEVELOPMENT REVIEW ADMINISTRATOR			
	PLAD	PLANNING ADMINISTRATOR			
119			$75,947	$92,655	$117,672
	DFID	DEPUTY FINANCE DIRECTOR			
	DFC	DEPUTY FIRE CHIEF			
	PCPT	POLICE CAPTAIN			
122			$87,918	$107,260	$136,220
	C&ED	COMMUNICATION & ENGAGEMENT DIRECTOR			
	ECDD	ECONOMIC DEV. DIRECTOR			
	HCSD	HOUSING & COMM SVCS DIRECTOR			
123			$92,314	$112,623	$143,031
	PERD	HR DIRECTOR			
	MIT	INFO & TECH DIRECTOR			
	RPCR	RECREATION, PARKS AND CULTURAL RESOURCES DIRECTOR			
124			$96,929	$118,254	$150,182
	FID	FINANCE DIRECTOR			
	FC	FIRE CHIEF			
	PLDI	PLANNING DIRECTOR			
125			$101,776	$124,166	$157,691
	PCHF	POLICE CHIEF			
	PWDR	PUBLIC WORKS DIRECTOR			
126			$106,864	$130,375	$165,576
	CREO	CHIEF RACE AND EQUITY OFFICER			
128			$117,818	$143,738	$182,547
	ATM	ASSISTANT TOWN MANAGER			

91 Active Proposed Classes in the Unified Pay Plan

SECTION 7.0
Alphabetical Listing of Job Classes

Proposed Class List By Title

Carrboro, NC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
A							
ACCOUNTING & GRANTS SUPERVISOR	A&GS	Unified	116	$65,606	$80,039	$101,649	1
ACCT TECH/RECEPTIONIST	ATI	Unified	104	$36,532	$44,569	$56,602	1
ACTIVITY MANAGER	ACTM	Unified	105	$38,358	$46,797	$59,432	1
ADMINISTRATIVE ASSISTANT	AA	Unified	107	$42,290	$51,594	$65,524	6
ASSISTANT TO PW DIRECTOR	ADAN	Unified	114	$59,506	$72,597	$92,199	1
ASSISTANT TO THE TOWN MANAGER	ATTM	Unified	116	$65,606	$80,039	$101,649	0
ASSISTANT TOWN MANAGER	ATM	Unified	128	$117,818	$143,738	$182,547	0
ASST TO MAYOR / TOWN CLERK	AMTC	Unified	109	$46,625	$56,882	$72,240	1
B							
BATTALION CHIEF	BC	Unified	114	$59,506	$72,597	$92,199	4
BUILDING MAINTENANCE SPEC	BMSP	Unified	107	$42,290	$51,594	$65,524	1
BUILDING MAINTENANCE SUPERVISOR	BMSU	Unified	113	$56,673	$69,140	$87,808	1
C							
CAPITAL PROJECTS MANAGER	CPM	Unified	116	$65,606	$80,039	$101,649	1
CHIEF RACE AND EQUITY OFFICER	CREO	Unified	126	$106,864	$130,375	$165,576	0
CODE ENFORCEMENT OFFICER I	CEOI	Unified	108	$44,404	$54,173	$68,800	1
CODE ENFORCEMENT OFFICER II	CEO2	Unified	110	$48,956	$59,726	$75,852	1
CODE ENFORCEMENT OFFICER III	CEO3	Unified	112	$53,974	$65,848	$83,627	1
CODE ENFORCEMENT SUPERVISOR	CESUP	Unified	117	$68,886	$84,041	$106,732	1
COMMUNICATION & ENGAGEMENT DIRECTOR	C&ED	Unified	122	$87,918	$107,260	$136,220	1
COMMUNICATION & ENGAGEMENT SPECIALIST	CES	Unified	109	$46,625	$56,882	$72,240	1
CREW LEADER	STCL	Unified	108	$44,404	$54,173	$68,800	3
CUSTODIAN	CUST	Unified	101	$31,557	$38,500	$48,895	1
D							
DEPUTY FINANCE DIRECTOR	DFID	Unified	119	$75,947	$92,655	$117,672	1
DEPUTY FIRE CHIEF	DFC	Unified	119	$75,947	$92,655	$117,672	1
DEVELOPMENT REVIEW ADMINISTRATOR	DEVR	Unified	118	$72,330	$88,243	$112,068	1
E							
ECONOMIC DEV. DIRECTOR	ECDD	Unified	122	$87,918	$107,260	$136,220	1
ENGINEER I	ENGI	Unified	113	$56,673	$69,140	$87,808	1
ENGINEERING INSPECTOR	ENIN	Unified	112	$53,974	$65,848	$83,627	1
ENVIRONMENTAL PLANNER	ENPL	Unified	114	$59,506	$72,597	$92,199	1
ENVIRONMENTAL SUSTAINABILITY COORD	ENSC	Unified	116	$65,606	$80,039	$101,649	1

Proposed Class List By Title

Carrboro, NC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
F							
FACILITIES ADMINISTRATOR	FAOO	Unified	115	$62,481	$76,227	$96,809	1
FACILITIES SUPERVISOR	FACS	Unified	110	$48,956	$59,726	$75,852	1
FINANCE DIRECTOR	FID	Unified	124	$96,929	$118,254	$150,182	1
FIRE CHIEF	FC	Unified	124	$96,929	$118,254	$150,182	1
FIRE DRIVER MECHANIC	FDRM	Unified	111	$51,404	$62,712	$79,645	1
FIRE DRIVER OPERATOR	FDRO	Unified	110	$48,956	$59,726	$75,852	8
FIRE LIEUTENANT	FRLT	Unified	112	$53,974	$65,848	$83,627	6
FIRE TRAINEE	FT	Unified	105	$38,358	$46,797	$59,432	1
FIREFIGHTER/RELIEF DRIVER	FF	Unified	107	$42,290	$51,594	$65,524	16
FLEET MAINTENANCE SUPERVISOR	FMSU	Unified	113	$56,673	$69,140	$87,808	1
G							
GIS ADMINISTRATOR	GIS	Unified	115	$62,481	$76,227	$96,809	1
GIS TECHNICIAN	GIST	Unified	109	$46,625	$56,882	$72,240	1
GRANTS MANAGER	GM	Unified	117	$68,886	$84,041	$106,732	0
H							
HORTICULTURIST	HORT	Unified	109	$46,625	$56,882	$72,240	1
HOUSING & COMM SVCS COORDINATOR	MSPC	Unified	114	$59,506	$72,597	$92,199	1
HOUSING & COMM SVCS DIRECTOR	HCSD	Unified	122	$87,918	$107,260	$136,220	1
HR DIRECTOR	PERD	Unified	123	$92,314	$112,623	$143,031	1
HUMAN RESOURCES ANALYST	PERA	Unified	113	$56,673	$69,140	$87,808	1
HUMAN RESOURCES ANALYST - SENIOR	PERASR	Unified	115	$62,481	$76,227	$96,809	1
I							
INFO & TECH DIRECTOR	MIT	Unified	123	$92,314	$112,623	$143,031	1
IT SUPPORT ENGINEER I	ITSI	Unified	114	$59,506	$72,597	$92,199	1
IT SUPPORT ENGINEER II	ITSE	Unified	116	$65,606	$80,039	$101,649	1
IT SYSTEMS ADMINISTRATOR	ITSA	Unified	115	$62,481	$76,227	$96,809	1
M							
MAINT/CONSTRUCTION WORKER I	MC-W	Unified	103	$34,792	$42,446	$53,907	6
MAINT/CONSTRUCTION WORKER II	CWII	Unified	105	$38,358	$46,797	$59,432	1
MAINTENANCE/CONSTRUCT WKR III	SMSP	Unified	107	$42,290	$51,594	$65,524	1
MECHANIC I	MC I	Unified	105	$38,358	$46,797	$59,432	1
MECHANIC II	MCII	Unified	107	$42,290	$51,594	$65,524	1
P							

Proposed Class List By Title

Carrboro, NC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
PAYROLL & BENEFITS COORDINATOR	ATII	Unified	111	$51,404	$62,712	$79,645	1
PERMIT TECHNICIAN	PT	Unified	105	$38,358	$46,797	$59,432	1
PLANNER	ASPL	Unified	113	$56,673	$69,140	$87,808	1
PLANNER/ZONING DEVELOP SPEC.	PZDS	Unified	113	$56,673	$69,140	$87,808	2
PLANNING ADMINISTRATOR	PLAD	Unified	118	$72,330	$88,243	$112,068	1
PLANNING DIRECTOR	PLDI	Unified	124	$96,929	$118,254	$150,182	1
POLICE CAPTAIN	PCPT	Unified	119	$75,947	$92,655	$117,672	2
POLICE CHIEF	PCHF	Unified	125	$101,776	$124,166	$157,691	1
POLICE LIEUTENANT	POLT	Unified	116	$65,606	$80,039	$101,649	6
POLICE OFFICER I	POI	Unified	111	$51,404	$62,712	$79,645	5
POLICE OFFICER II	POII	Unified	112	$53,974	$65,848	$83,627	4
POLICE OFFICER III	POIII	Unified	113	$56,673	$69,140	$87,808	5
POLICE SERGEANT	PSGT	Unified	114	$59,506	$72,597	$92,199	8
POLICE TRAINEE	POT	Unified	106	$40,276	$49,137	$62,404	1
PROCUREMENT COORDINATOR	MGAT	Unified	114	$59,506	$72,597	$92,199	1
PROGRAM SUPPORT ASSISTANT I	PS I	Unified	101	$31,557	$38,500	$48,895	1
PROGRAM SUPPORT ASST II - FT	PSII	Unified	103	$34,792	$42,446	$53,907	3
PROGRAM SUPPORT ASST II - PT	PSPT	Unified	103	$34,792	$42,446	$53,907	1
PUBLIC WORKS DIRECTOR	PWDR	Unified	125	$101,776	$124,166	$157,691	1
PUBLIC WORKS SUPERINTENDENT	PWSU	Unified	117	$68,886	$84,041	$106,732	2
R							
RACE AND EQUITY MANAGER	REM	Unified	117	$68,886	$84,041	$106,732	0
RECREATION ADMINISTRATOR	RECA	Unified	115	$62,481	$76,227	$96,809	1
RECREATION SUPERVISOR	RECS	Unified	110	$48,956	$59,726	$75,852	4
RECREATION, PARKS AND CULTURAL RESOURCES DIRECTOR	RPCR	Unified	123	$92,314	$112,623	$143,031	1
S							
SOLID WASTE EQUIP OP III	SWCR	Unified	106	$40,276	$49,137	$62,404	2
SOLID WASTE EQUIP OPERATOR I	SOL	Unified	102	$33,135	$40,425	$51,340	4
SOLID WASTE EQUIP OPERATOR II	SWII	Unified	104	$36,532	$44,569	$56,602	1
SOLID WASTE SUPERVISOR	SWSV	Unified	113	$56,673	$69,140	$87,808	1
STAFF ACCOUNTANT	STAC	Unified	114	$59,506	$72,597	$92,199	1
STORMWATER ADMINISTRATOR	SWAD	Unified	114	$59,506	$72,597	$92,199	1
STORMWATER SPECIALIST	SWSP	Unified	115	$62,481	$76,227	$96,809	1
STORMWATER UTILITY MANAGER	SWUM	Unified	117	$68,886	$84,041	$106,732	1

Proposed Class List By Title

Carrboro, NC

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
STREETS & GROUNDS SUPERVISOR	STSU	Unified	113	$56,673	$69,140	$87,808	1
T							
TRANSPORTATION PLANNER	TRPL	Unified	114	$59,506	$72,597	$92,199	1

91 Job Classes

SECTION 8.0
Class Comparison List of Positions

(Compares current to proposed titles and ranges)

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Class Comparison List By Pay Plan
Carrboro, NC

Proposed Pay Plan: Unified

Grade			*Annual Range*		
			Min	*Mkt*	*Max*
Proposed Class Title	*Original Title*	*Working Title*			
101			$31,557	$38,500	$48,895
CUSTODIAN	CUSTODIAN		26,322	33,562	40,800
PROGRAM SUPPORT ASSISTANT I	PROGRAM SUPPORT ASSISTANT I		27,639	35,240	42,840
102			$33,135	$40,425	$51,340
SOLID WASTE EQUIP OPERATOR I	SOLID WASTE EQUIP OPERATOR I		29,021	37,002	44,983
103			$34,792	$42,446	$53,907
MAINT/CONSTRUCTION WORKER I	MAINT/CONSTRUCTION WORKER I		30,472	38,852	47,230
PROGRAM SUPPORT ASST II - FT	PROGRAM SUPPORT ASST II - FT		30,472	38,852	47,230
PROGRAM SUPPORT ASST II - PT	PROGRAM SUPPORT ASST II - PT		30,472	38,852	47,230
104			$36,532	$44,569	$56,602
ACCT TECH/RECEPTIONIST	ACCT TECH/RECEPTIONIST		31,996	40,795	49,593
SOLID WASTE EQUIP OPERATOR II	SOLID WASTE EQUIP OPERATOR II		31,996	40,795	49,593
105			$38,358	$46,797	$59,432
ACTIVITY MANAGER	ACTIVITY MANAGER		33,595	42,834	52,073
FIRE TRAINEE	FIRE TRAINEE		33,595	42,834	52,073
MAINT/CONSTRUCTION WORKER II	MAINT/CONSTRUCTION WORKER II		33,595	42,834	52,073
MECHANIC I	MECHANIC I		33,595	42,834	52,073
PERMIT TECHNICIAN	PERMIT TECHNICIAN		31,996	40,795	49,593
106			$40,276	$49,137	$62,404
POLICE TRAINEE	POLICE TRAINEE		37,595	46,834	56,073
SOLID WASTE EQUIP OP III	SOLID WASTE EQUIP OP II/CREW		33,595	42,834	52,073
107			$42,290	$51,594	$65,524
ADMINISTRATIVE ASSISTANT	ADMINISTRATIVE ASSISTANT		37,038	47,224	57,410
BUILDING MAINTENANCE SPEC	BUILDING MAINTENANCE SPEC		37,038	47,224	57,410
FIREFIGHTER/RELIEF DRIVER	FIREFIGHTER/RELIEF DRIVER		37,038	47,224	57,410
MAINTENANCE/CONSTRUCT WKR III	MAINTENANCE/CONSTRUCT WKR III		37,038	47,224	57,410
MECHANIC II	MECHANIC II		37,038	47,224	57,410

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Class Comparison List By Pay Plan
Carrboro, NC

Proposed Pay Plan: Unified

Grade			*Annual Range*		
			Min	*Mkt*	*Max*
Proposed Class Title	*Original Title*	*Working Title*			
108			$44,404	$54,173	$68,800
CODE ENFORCEMENT OFFICER I	CODE ENFORCEMENT OFFICER I		38,892	49,586	60,281
CREW LEADER	CREW LEADER		38,892	49,586	60,281
109			$46,625	$56,882	$72,240
ASST TO MAYOR / TOWN CLERK	ASST TO MAYOR / TOWN CLERK		0	0	0
COMMUNICATION & ENGAGEMENT SPECIALIST	COMMUNICATION & ENGAGEMENT SPE		40,835	52,064	63,295
GIS TECHNICIAN	GIS TECHNICIAN		40,835	52,064	63,295
HORTICULTURIST	HORTICULTURIST		40,835	52,064	63,295
110			$48,956	$59,726	$75,852
CODE ENFORCEMENT OFFICER II	CODE ENFORCEMENT OFFICER II		42,878	54,668	66,458
FACILITIES SUPERVISOR	FACILITIES SUPERVISOR		42,878	54,668	66,458
FIRE DRIVER OPERATOR	FIRE DRIVER OPERATOR		42,878	54,668	66,458
RECREATION SUPERVISOR	RECREATION SUPERVISOR		42,878	54,668	66,458
111			$51,404	$62,712	$79,645
FIRE DRIVER MECHANIC	FIRE DRIVER MECHANIC		45,020	57,400	69,782
PAYROLL & BENEFITS COORDINATOR	PAYROLL & BENEFITS COORDIN		45,020	57,400	69,782
POLICE OFFICER I	POLICE OFFICER		46,878	58,668	70,458
112			$53,974	$65,848	$83,627
CODE ENFORCEMENT OFFICER III	CODE ENFORCEMENT OFFICER III		47,175	60,271	73,271
ENGINEERING INSPECTOR	ENGINEERING INSPECTOR		45,020	57,400	69,782
FIRE LIEUTENANT	FIRE LIEUTENANT		47,175	60,271	73,271
POLICE OFFICER II	POLICE OFFICER II		49,020	61,400	73,782
113			$56,673	$69,140	$87,808
BUILDING MAINTENANCE SUPERVISOR	BUILDING MAINTENANCE SUPERVISO		45,020	57,400	69,782
ENGINEER I	ENGINEER I		49,636	63,285	76,935
FLEET MAINTENANCE SUPERVISOR	FLEET MAINTENANCE SUPERVISOR		45,020	57,400	69,782
HUMAN RESOURCES ANALYST	HUMAN RESOURCES ANALYST		49,636	63,285	76,935
PLANNER	ASSOCIATE PLANNER		52,117	66,449	80,782
PLANNER/ZONING DEVELOP SPEC.	PLANNER/ZONING DEVELOP SPEC.		45,020	57,400	69,782

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Class Comparison List By Pay Plan
Carrboro, NC

Proposed Pay Plan: Unified

Grade			*Annual Range*		
			Min	*Mkt*	*Max*
Proposed Class Title	*Original Title*	*Working Title*			
113			$56,673	$69,140	$87,808
POLICE OFFICER III	POLICE OFFICER III		51,175	64,271	77,271
SOLID WASTE SUPERVISOR	SOLID WASTE SUPERVISOR		47,175	60,271	73,271
STREETS & GROUNDS SUPERVISOR	STREETS & GROUNDS SUPERVISOR		49,636	63,285	76,935
114			$59,506	$72,597	$92,199
ASSISTANT TO PW DIRECTOR	ASSISTANT TO PW DIRECTOR		47,175	60,271	73,271
BATTALION CHIEF	FIRE CAPTAIN		52,117	66,449	80,782
BATTALION CHIEF	FIRE TRAINING CAPTAIN		52,117	66,449	80,782
ENVIRONMENTAL PLANNER	ENVIROMENTAL PLANNER		52,117	66,449	80,782
HOUSING & COMM SVCS COORDINATOR	MANAGEMENT SPECIALIST		49,636	63,285	76,935
IT SUPPORT ENGINEER I	IT SUPPORT ENGINEER I		52,117	66,449	80,782
POLICE SERGEANT	POLICE SERGEANT		53,636	67,285	80,935
PROCUREMENT COORDINATOR	MANAGEMENT ASSISTANT		47,175	60,271	73,271
STAFF ACCOUNTANT	STAFF ACCOUNTANT		52,117	66,449	80,782
STORMWATER ADMINISTRATOR	STORMWATER ADMINISTRATOR		49,636	63,285	76,935
TRANSPORTATION PLANNER	TRANSPORTATION PLANNER		52,117	66,449	80,782
115			$62,481	$76,227	$96,809
FACILITIES ADMINISTRATOR	FACILITIES ADMINISTRATOR		49,636	63,285	76,935
GIS ADMINISTRATOR	GIS SPECIALIST		47,175	60,271	73,271
HUMAN RESOURCES ANALYST - SENIOR	HUMAN RESOURCES ANALYST		49,636	63,285	76,935
IT SYSTEMS ADMINISTRATOR	IT SYSTEMS ADMINISTRATOR		54,723	69,772	84,821
RECREATION ADMINISTRATOR	RECREATION ADMINISTRATOR		52,117	66,449	80,782
STORMWATER SPECIALIST	STORMWATER SPECIALIST		52,117	66,449	80,782
116			$65,606	$80,039	$101,649
ACCOUNTING & GRANTS SUPERVISOR	ACCOUNTING & GRANTS SUPERVISOR		54,723	69,772	84,821
ASSISTANT TO THE TOWN MANAGER			0	0	0
CAPITAL PROJECTS MANAGER	CAPITAL PROJECTS MANAGER		54,723	69,772	84,821
ENVIRONMENTAL SUSTAINABILITY COORD	ENVIRON SUSTAINABILITY COORD		52,117	66,449	80,782
IT SUPPORT ENGINEER II	IT SUPPORT ENGINEER II		57,459	73,261	89,061
POLICE LIEUTENANT	POLICE LIEUTENANT		58,723	73,772	88,821
117			$68,886	$84,041	$106,732
CODE ENFORCEMENT SUPERVISOR	CODE ENFORCEMENT SUPERVISOR		60,332	76,923	93,514

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Class Comparison List By Pay Plan
Carrboro, NC

Proposed Pay Plan: Unified

Grade / *Proposed Class Title*	*Original Title*	*Working Title*	*Annual Range* Min	Mkt	Max
117			$68,886	$84,041	$106,732
GRANTS MANAGER			0	0	0
PUBLIC WORKS SUPERINTENDENT	INTERIM PW DIRECTOR		0	0	0
PUBLIC WORKS SUPERINTENDENT	PUBLIC WORKS SUPERINTENDENT		60,332	76,923	93,514
RACE AND EQUITY MANAGER			0	0	0
STORMWATER UTILITY MANAGER	STORMWATER UTILITY MANAGER		60,332	76,923	93,514
118			$72,330	$88,243	$112,068
DEVELOPMENT REVIEW ADMINISTRATOR	DEVELOPMENT REVIEW ADMINISTRAT		60,332	76,923	93,514
PLANNING ADMINISTRATOR	PLANNING ADMINISTRATOR		60,332	76,923	93,514
119			$75,947	$92,655	$117,672
DEPUTY FINANCE DIRECTOR	DEPUTY FINANCE DIRECTOR		60,332	76,923	93,514
DEPUTY FIRE CHIEF	DEPUTY FIRE CHIEF		57,459	73,261	89,061
POLICE CAPTAIN	POLICE CAPTAIN		67,348	84,770	102,190
122			$87,918	$107,260	$136,220
COMMUNICATION & ENGAGEMENT DIRECTOR	COMMUNICATION & ENGAGEMENT DIR		69,842	89,049	108,255
ECONOMIC DEV. DIRECTOR	ECONOMIC DEV. DIRECTOR		69,842	89,049	108,255
HOUSING & COMM SVCS DIRECTOR	HOUSING & COMM SVCS DIRECTOR		73,334	93,501	113,667
123			$92,314	$112,623	$143,031
HR DIRECTOR	HR DIRECTOR		73,334	93,501	113,667
INFO & TECH DIRECTOR	INFO & TECH DIRECTOR		73,334	93,501	113,667
RECREATION, PARKS AND CULTURAL RESOURCES DIRECTOR	RECREATION, PARKS AND CULTURAL RESOURCES DIRECTOR		73,334	93,501	113,667
124			$96,929	$118,254	$150,182
FINANCE DIRECTOR	FINANCE DIRECTOR		77,000	98,177	119,352
FIRE CHIEF	FIRE CHIEF		77,000	98,177	119,352
PLANNING DIRECTOR	PLANNING DIRECTOR		77,000	98,177	119,352
125			$101,776	$124,166	$157,691
POLICE CHIEF	POLICE CHIEF		84,851	107,084	129,318
PUBLIC WORKS DIRECTOR	PUBLIC WORKS DIRECTOR		80,851	103,084	125,318

Class Comparison List By Pay Plan
Carrboro, NC

Proposed Pay Plan: Unified

Grade			*Annual Range*		
			Min	*Mkt*	*Max*
Proposed Class Title	*Original Title*	*Working Title*			
126			$106,864	$130,375	$165,576
CHIEF RACE AND EQUITY OFFICER			0	0	0
128			$117,818	$143,738	$182,547
ASSISTANT TOWN MANAGER			0	0	0

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IMPLEMENTATION SUMMARY PAGE

Summary for Carrboro, NC

Current Payroll		$9,500,939	# Positions	163	
Flat 2% Adjustment	$190,019		# Positions Adjusted (any type)	163	# Not Adj 0
Adjustment To Minimum	$114,267		# Adjusted To Minimum	42	
Adjustment Toward Mkt	$0		# Adjusted Toward Market	0	
Equity Adjustment	$151,084		# Equity Adjusted	59	
Adjustment To Step	$0		# Adjusted To Step	0	
OrgExp Adjustment	$0		# OrgExp Adjustments	0	
Stipends / Supplements	$67,673		# Assignment	94	
Total Applied Adjustments	$455,370				
Proposed Payroll		$9,956,309	% Change in Total Payroll	4.79%	
FICA Rate: 0					
Proposed Payroll plus FICA		$9,956,309			