

CHATHAM COUNTY
PHASE I
MARKET COMPARISON REVIEW



JANUARY 10, 2024

INCLUDED IN PHASE I STUDY

- Animal Resources
- Court-Related Programs
- Detention Center
- Elections
- Emergency Communications
- Emergency Management
- Facilities Maintenance Technicians
- Sheriff's Office

67 Classification Titles Representing 242 Employees

FOCUS OF STUDY

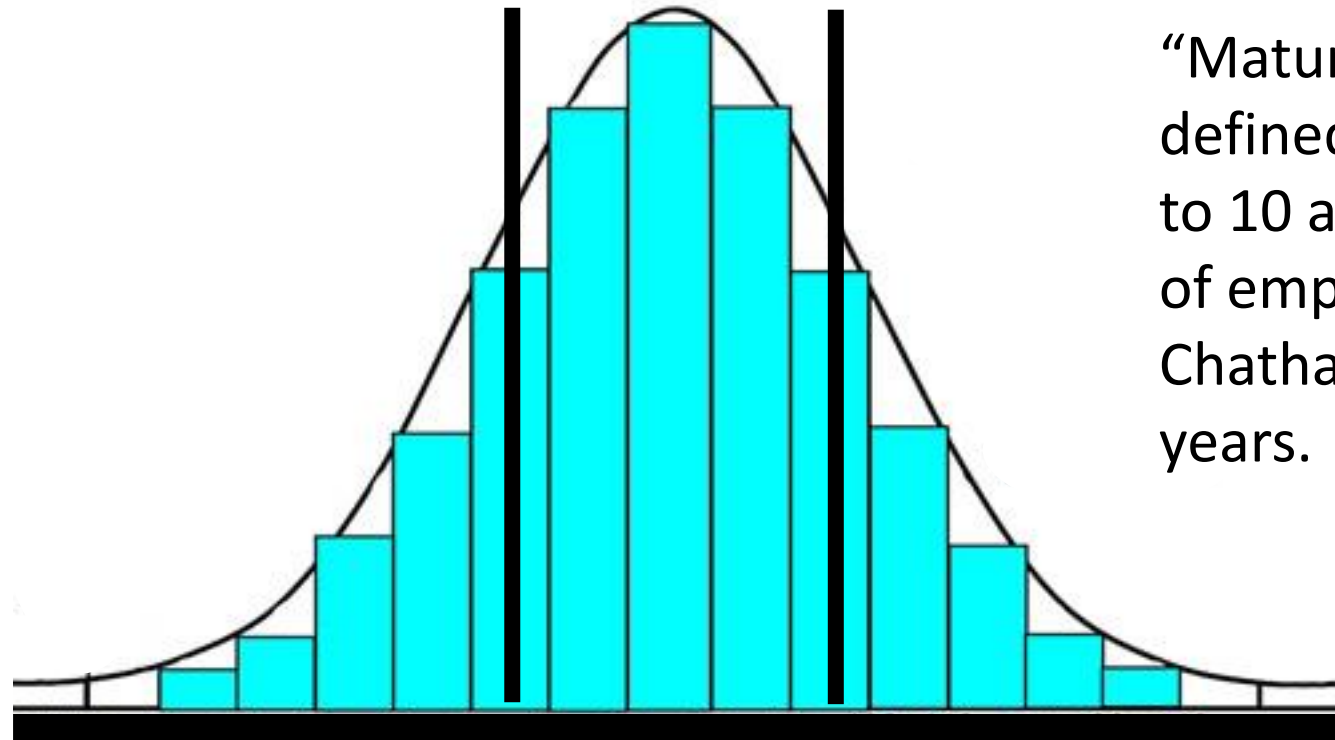
- Market Competitive Positioning
- Employee Recruitment
- Employee Retention
- Salary Compression

WORKFORCE ANALYSIS AT BEGINNING OF STUDY

Standard Deviation “Bell” Curve

In a mature workforce, practically every element regarding employees’ pay and performance would expect to be within standard deviations and resemble the “Bell Curve”

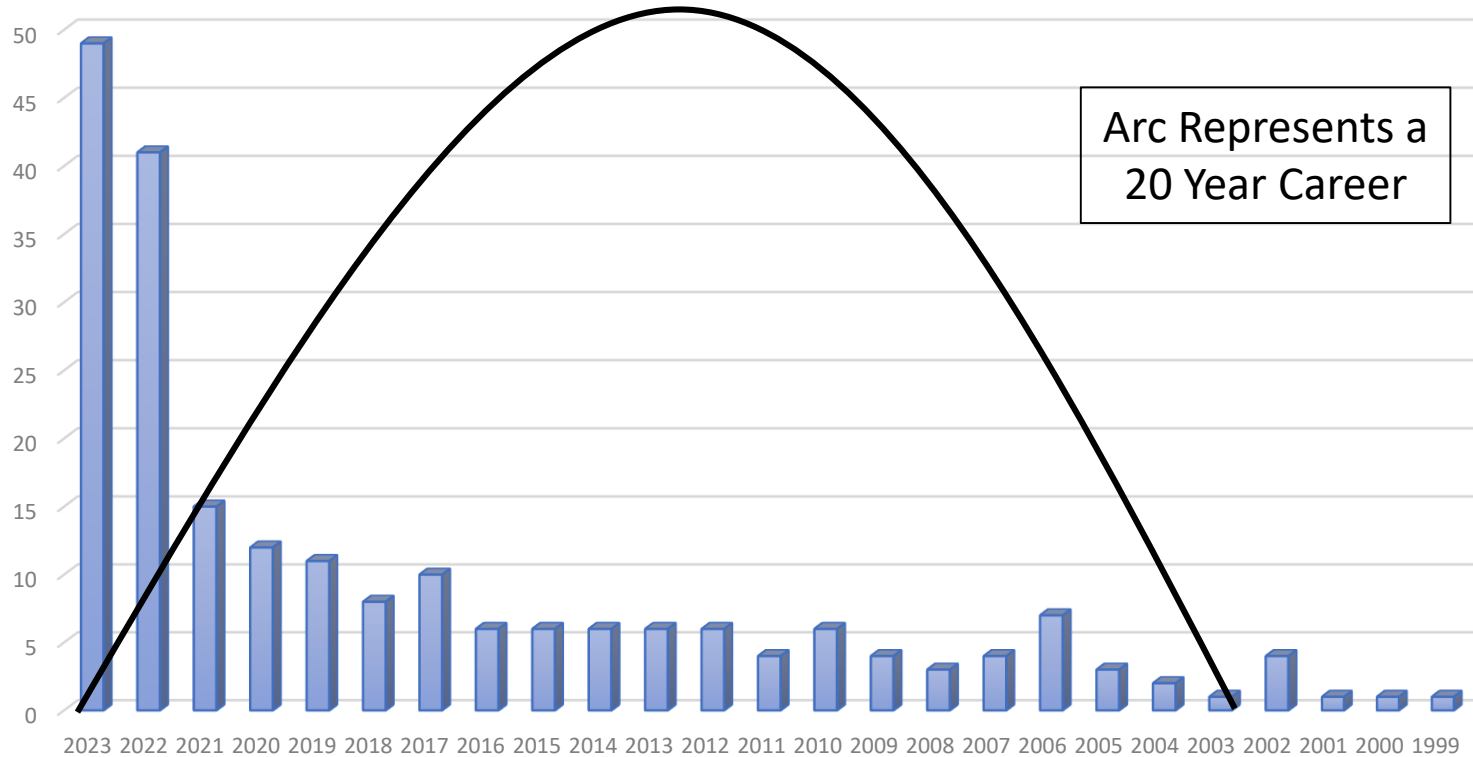
Two-thirds of workforce, typically, should be located within the middle third of the measured metric.



“Mature Workforce” defined as having 8 to 10 average years of employment.
Chatham County: 6.0 years.

EMPLOYEE DISTRIBUTION BY YEAR EMPLOYED

As of 10/16/23

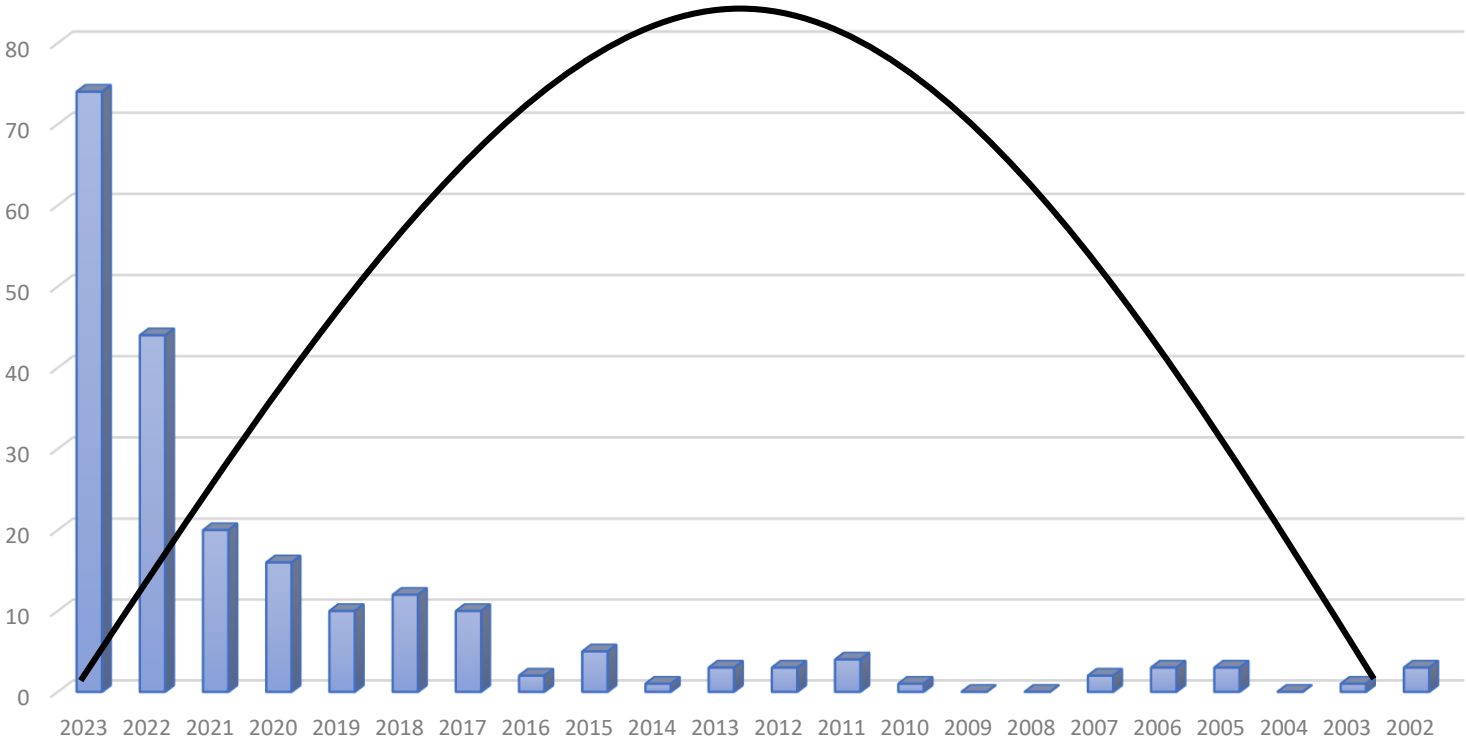


Current		
< 2 Yrs	90	41.5%
< 5 Yrs	128	58.9%
< 10 Yrs	164	75.6%
AVG	6.0 Yrs	

May 2021 *		
< 2 Yrs	87	16.9%
< 5 Yrs	228	44.2%
< 10 Yrs	346	67.1%
Avg: 8.3 Yrs.		

EMPLOYEE DISTRIBUTION BY YEAR IN CURRENT POSITION

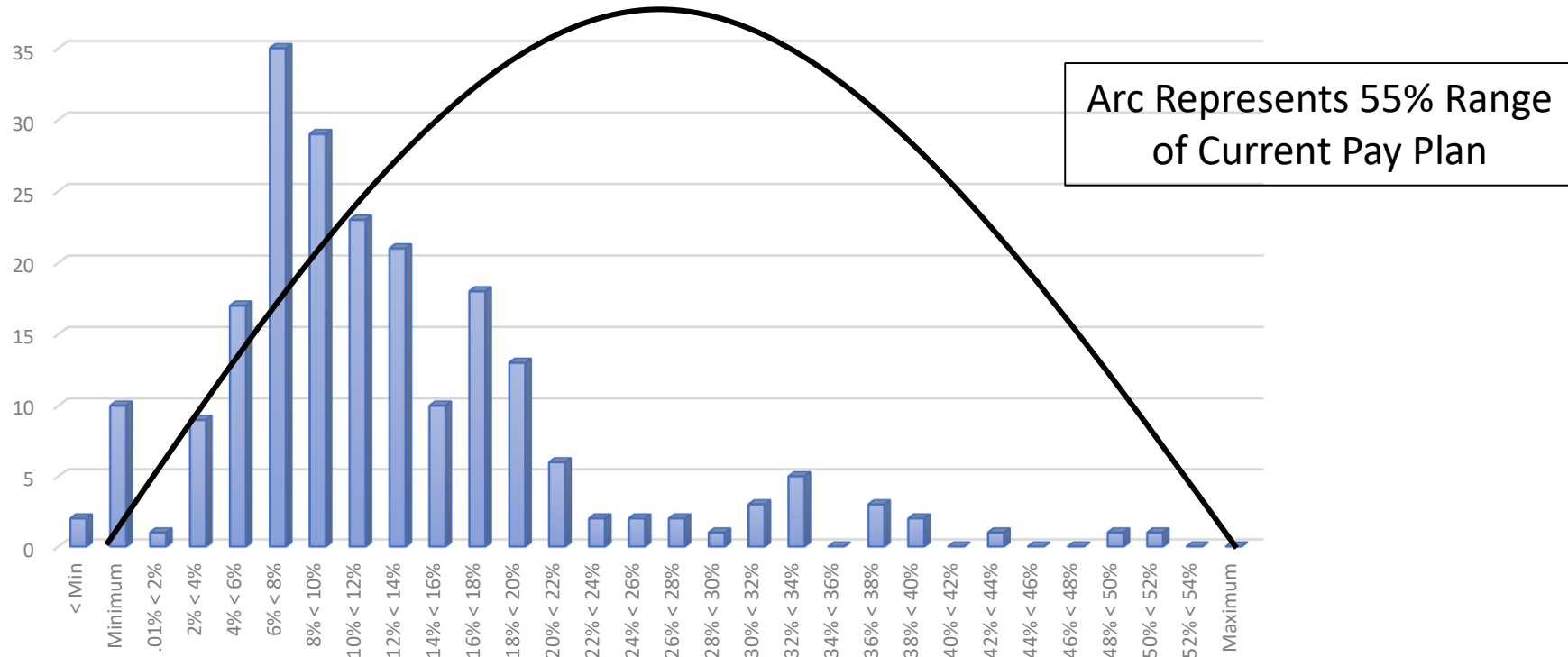
As of 10/16/23



< 2 Yrs	118	54.4%
< 5 Yrs	164	75.6%
< 10 Yrs	195	89.4%
AVG	3.8 Yrs	

EMPLOYEE SALARIES DISTRIBUTION SHOWN AS PERCENT ABOVE MINIMUM

As of 10/16/23



Current		
< 2%	12	5.99%
< 5%	31	14.29%
< 10%	103	47.47%
AVG	12.57%	

May 2021		
< 2%	215	41.9%
< 5%	341	66.5%
< 10%	401	78.2%
Avg 6.14%		

DEPARTMENT COMPARISONS

	Average Years of Employment	Average Years in Position	Salary Average % Above Minimum
Animal Resources	2.0	1.4	6.89%
Court-Related	5.5	5.3	7.97%
Detention	5.1	4.0	18.19%
Elections	6.4	3.8	7.93%
Emerg. Commun	6.0	2.1	8.89%
Emerg. Mgmt.	9.2	8.7	28.83%
Facilities Maint.	1.2	1.2	7.93%
Sheriff	7.0	4.0	12.54%

MARKET COMPARISONS

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Municipal Governments	County Governments	
Apex	Alamance	Moore
Cary	Durham	Orange
Fuquay-Varina	Guilford	Randolph
Holly Springs	Harnett	Wake
Pittsboro	Lee	
Sanford		

Deputy Sheriff	Forecast	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
	3%								
Apex			60,090	73,610	93,139	63,453	0.86	55.0%	Police Officer I
Cary			56,035	71,448	86,861	62,132	0.87	55.0%	Police Officer I
Fuquay-Varina			57,006	74,108	91,209	63,030	0.85	60.0%	Police Officer I
Holly Springs			54,260	67,825	81,390	57,097	0.84	50.0%	Police Officer
Pittsboro			52,333	65,416	81,116	58,054	0.89	55.0%	Patrol Officer
Sanford			62,060	82,229	102,339	67,739	0.82	64.9%	Police Officer
Alamance County			42,240	53,350	64,458	50,004	0.94	52.6%	Deputy Sheriff I
Durham County			52,504	70,986	89,467	64,370	0.91	70.4%	Deputy Sheriff
Guilford County			43,430	50,149	63,149		0.00	45.4%	Deputy Sheriff
Harnett County			49,963	66,201	82,438	54,715	0.83	65.0%	Deputy Sheriff
Lee County			52,232	66,595	80,959	55,161	0.83	55.0%	Deputy Sheriff
Moore County			46,773	51,568	70,161	55,158	1.07	50.0%	Deputy Sheriff
Orange County			44,957	59,312	78,176	58,891	0.99	73.9%	Deputy Sheriff I
Randolph County			42,995	54,602	66,209	48,248	0.88	54.0%	Deputy Sheriff I
Wake County			50,540	68,229	85,918	59,220	0.87	70.0%	Deputy Sheriff
Chatham County		61	48,850	62,281	75,713	53,556	0.86	55.0%	
Average	52,696	-4.5%	51,161	65,042	81,133	58,377	0.90	58.6%	-8.3%
Median (50th pctile)	53,799	-6.5%	52,232	66,595	81,390	58,472	0.88	55.8%	-8.4%
Recommendation		62	51,291	65,396	79,500			55.0%	
Recommendation		63	53,856	68,667	83,476			55.0%	

Staff Sergeant	Forecast	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
	3%								
Apex			79,362	97,219	123,012	97,234	1.00	55.0%	Police Sergeant
Cary			75,109	99,518	123,926	93,409	0.94	65.0%	Police Sergeant
Fuquay-Varina			76,393	99,311	122,228	90,111	0.91	60.0%	Police Sergeant
Holly Springs			72,594	90,747	108,901	83,445	0.92	50.0%	Police Sergeant
Pittsboro			63,611	81,103	98,596	65,484	0.81	55.0%	Patrol Sergeant
Sanford			79,205	104,947	130,689	86,867	0.83	65.0%	Police Sergeant
Alamance County			51,355	65,203	79,051	73,972	1.13	53.9%	Deputy Sheriff Sergeant
Durham County			57,886	78,262	98,637	82,489	1.05	70.4%	Deputy Sheriff Sergeant
Guilford County			61,838	75,754	95,389		0.00	54.3%	Deputy Sheriff Sergeant
Harnett County			63,766	84,490	105,214	72,129	0.85	65.0%	Deputy Sheriff Sergeant
Lee County			66,662	84,995	103,327	69,863	0.82	55.0%	Deputy Sheriff Sergeant
Moore County			51,568	56,854	77,352	62,042	1.09	50.0%	Deputy Sheriff Sergeant
Orange County			52,137	68,783	90,660	81,623	1.19	73.9%	Deputy Sheriff Sergeant
Randolph County			52,293	66,396	80,499	57,048	0.86	53.9%	Deputy Sheriff Sergeant
Wake County			75,677	90,813	105,948	92,885	1.02	40.0%	Deputy Sheriff Sergeant
Chatham County		66	62,348	79,492	96,637	67,362	0.85	55.0%	
Average	67,256	-4.5%	65,297	82,960	102,895	79,186	0.95	57.6%	-14.9%
Median (50th pctile)	65,679	-2.2%	63,766	84,490	103,327	82,056	0.97	62.0%	-17.9%
<u>Recommendation</u>		67	65,463	83,464	101,466			55.0%	
<u>Recommendation</u>		68	68,737	87,638	106,541			55.0%	

Detention Officer	Forecast	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
	3%								
Alamance County			42,240	53,350	64,458	49,371	0.93	52.6%	Detention Officer I
Durham County			50,004	67,605	85,207	58,519	0.87	70.4%	Detention Officer
Guilford County			43,430	50,149	63,149		0.00	45.4%	Detention Services Officer
Harnett County			43,160	57,186	71,213	46,076	0.81	65.0%	Detention Officer
Lee County			51,059	65,100	79,142	48,494	0.74	55.0%	Detention Officer
Moore County			42,426	46,773	63,638	49,059	1.05	50.0%	Detention Officer
Orange County			40,731	53,732	70,822	58,205	1.08	73.9%	Detention Officer I
Randolph County			40,936	51,981	63,026	44,129	0.85	54.0%	Detention Officer I
Wake County			50,540	63,175	75,810	54,268	0.86	50.0%	Detention Officer
Chatham County		59	44,308	56,492	68,676	53,329	0.94	55.0%	
Average	46,296	-1.4%	44,947	56,561	70,718	51,015	0.90	57.3%	4.5%
Median (50th pctile)	44,455	2.7%	43,160	53,732	70,822	49,215	0.92	64.1%	8.4%
Recommendation		60	46,522	59,315	72,110			55.0%	

Maintenance Tech I	Forecast 3%	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
Apex			48,427	59,323	75,062	52,733	0.89	55.0%	Facilities Maint Mechanic
Cary			34,403	43,867	53,331	44,262	1.01	55.0%	Facilities Maint Worker
Fuquay-Varina			38,346	49,849	61,353	47,042	0.94	60.0%	Parks Maint Worker
Holly Springs			40,546	50,688	60,830	45,728	0.90	50.0%	Maint Tech I (Parks/Facilities)
Pittsboro			37,192	47,409	57,647	41,950	0.88	55.0%	Maintenance Worker
Sanford			39,620	52,497	65,374	49,736	0.95	65.0%	Facilities Maint Tech
Alamance County			37,656	47,392	57,127	38,938	0.82	51.7%	Maintenance Tech
Durham County			41,315	55,751	70,186	48,223	0.86	69.9%	Maintenance Tech
Guilford County			33,496	38,520	50,474		0.00	50.7%	Building Maint Asst
Harnett County			40,042	53,056	66,069	41,486	0.78	65.0%	Facilities Maint Tech I
Lee County			36,248	46,216	56,185	38,969	0.84	55.0%	Maintenance Worker
Moore County			38,481	42,426	57,721	46,526	1.10	50.0%	Maintenance Tech
Orange County			42,791	56,453	74,409	48,088	0.85	73.9%	Facilities Maint Tech I
Randolph County			35,403	44,826	54,540	38,355	0.86	54.1%	Maintenance Tech I
Wake County			40,348	54,466	68,585	54,739	1.01	70.0%	General Trades Tech
Maintenance Tech I		57	40,189	51,240	62,291	43,511	0.85	55.0%	
Average	40,123	3.2%	38,954	49,516	61,926	45,484	0.92	59.0%	-4.3%
Median (50th pctile)	39,635	4.4%	38,481	49,849	60,830	46,127	0.93	58.1%	-5.7%
Recommendation		57	40,189	51,240	62,291			55.0%	

Telecommunicator I	Forecast	Grade	Minimum	Midpoint	Maximum	Salary	CR	Range	Compared Classification
	3%								
Apex			48,427	59,323	75,062	49,204	0.83	55.0%	Telecommunicator I
Cary			48,422	61,734	75,046	48,422	0.78	55.0%	Emergency Comm Officer I
Fuquay-Varina			48,940	63,622	78,304	48,940	0.77	60.0%	Telecommunicator I
Holly Springs			45,570	56,962	68,355	45,570	0.80	50.0%	Telecommunicator I
Pittsboro									No Comparable Classification
Sanford			41,642	55,176	68,710	45,232	0.82	65.0%	Telecommunicator
Alamance County			40,642	51,276	61,908	46,551	0.91	52.3%	Telecommunicator
Durham County			43,381	58,538	73,695	54,358	0.93	69.9%	Telecommunicator
Guilford County			40,611	47,717	64,145		0.00	57.9%	Emergency Commun Specialist
Harnett County			45,316	60,045	74,774	55,818	0.93	65.0%	Telecommunicator EMD
Lee County			41,456	52,856	64,257	46,963	0.89	55.0%	Communications Dispatcher
Moore County			40,405	44,546	60,607	45,396	1.02	50.0%	Telecommunicator
Orange County			40,731	53,732	70,822	53,117	0.99	73.9%	Telecommunicator
Randolph County			37,816	47,904	58,263	46,255	0.97	54.1%	Telecommunicator
Wake County			36,596	49,404	62,212	47,892	0.97	70.0%	Telecommunicator
Chatham County		57	40,189	51,240	62,291	40,189	0.78	55.0%	
Average	44,140	-6.2%	42,854	54,488	68,297	48,748	0.89	59.4%	-17.6%
Median (50th pctile)	42,795	-3.3%	41,549	54,454	68,532	47,892	0.88	64.9%	-16.1%
Recommendation		59	44,308	56,492	68,676			55.0%	

RECOMMENDATIONS

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- Adopt Market Comparison Pay Grade Assignments For Each Position.
- Adopt Employee Salary Implementation Recommendation Designed to Address Salary Compression, Employee Recruitment and Retention

RECOMMENDATIONS

Several Implementation Options were reviewed, each with the common thread of recognizing employee service time.

Advantages:

- Creates methodology of salary establishment based on length of employment or time in current position.
- Addresses salary compression
- Aides in employee recruitment
- Aides in employee retention

THANK YOU
I WELCOME YOUR QUESTIONS