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**Town of Davidson**  
**Phase 2 Project Report**  
**Classification & Market Recommendations**  
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**Overview:** After completing the Staffing Plan (Phase 1 of the project), I reviewed all current job descriptions to insure that positions are correctly classified to reflect the required job duties and responsibilities, qualifications and skills to be successful in the role and that internal equity is maintained across all Town Departments and positions. I also analyzed compensation data from 14 communities including actual salaries being performed for similar jobs as those in Davidson as well as the salary ranges for each position to determine if the Town's pay plan is competitive with the market. There were 31 job classifications included in the survey. All but one of the communities is in the local labor market from which the Town currently recruits staff. Several of the communities are benchmark communities for the Town including Harrisburg, Knightdale and Waxhaw,

**Methodology:** I utilized the following methodology when conducting the compensation analysis for each job classification in the survey. This methodology is consistent with HR best practices for compensation/market analysis. To determine a market rate for each job classification, I calculated the average actual salaries being paid by the 14 communities surveyed plus the Town of Davidson. In some cases, I adjusted the market rate for outliers (high or low) that might skew the data where there was not an appropriate job match (e.g. the Police Chief for the City of Charlotte would be paid far above the local market rate given the size and scope of that position compared to Police Chiefs in smaller jurisdictions, so that salary was not included in the adjusted market rate). For most classifications, it was not necessary to adjust for outliers. Once the market rate was calculated, a market range was then established, which represents 95% to 105% of the market rate. I then compared the midpoint of Davidson's salary range for each job classification to the appropriate market range as determined from the survey data to determine if the Town's salary range was at, above, or below market. I was able to complete the analysis for 28 of the 31 job classifications in the survey. In some cases, if there was limited survey response, I included appropriate data from the League of Municipalities Annual Salary Survey. Once I determined how competitive the Town's salary ranges are compared to the market, I also considered the actual salaries being paid to employees compared to the market/midpoint.

Since Davidson's Fire Department classifications are all part-time and most of the survey participants have full-time Fire positions, it was not possible to develop market rates for the Fire positions from the survey data. I did compare the hourly salary rates being paid by the Town for Fire Chief, Fire Captain and Firefighters with those being paid by Huntersville, Cornelius and Odell Fire Departments that also utilize part-time staffing. The Town's current hourly rates are competitive with those jurisdictions.

I was also asked to determine if the hourly rates being paid temporary employees in the Town were competitive—specifically the hourly rates being paid to Crossing Guards, Park & Recreation seasonal staff and bus drivers. While

we didn't include these positions in the survey, I did use available salary data from several local jurisdictions to make these comparisons.

**Findings:** Overall, the Town's pay plan and salary ranges are competitive with the market with 20 of 28 pay ranges at or above the market for those classifications. Eight classifications have pay ranges that are below market by 5%-15%. Of the five classifications that have pay ranges above the market, only two were sufficiently above market to justify a recommendation to move them down. I have listed the job classifications below that are at, above or below market:

**At Market:**

- Park & Recreation Director
- Planner
- Senior Planner
- HR Manager (considering salary range for combined role)
- Receptionist
- Code Enforcement Officer
- Crew Leader
- Custodian
- Maintenance Technician
- Maintenance Specialist
- Operations Supervisor
- Police Officer
- Detective
- Police Sergeant
- Assistant Chief

**Below Market:**

- Town Clerk (considering salary range for combined role)
- Public Information Officer
- Finance Director
- Planning Director
- Police Chief
- Public Works Director
- Economic Development Director
- Assistant Town Manager

**Above Market:**

- Staff Attorney
- Recreation Program Coordinator
- Accountant
- Administrative Assistant (classification not currently being used)
- Police Records Clerk

The Town is most competitive for administrative and some professional positions and is least competitive with Management/Director positions and the Town Clerk. When analyzing employee salaries being paid for those in job

classifications where the Town's salary range is below market, six employees had salaries that were also below market.

I also reviewed the salaries of employees being paid below market even if their salary range was competitive with the market. When considering their qualifications and years of service, those employees appeared to be appropriately compensated consistent with their qualifications.

While the Fire Department salaries are currently competitive with the limited sources I was able to identify, it is important to have a method to continue to evaluate part-time salary rates for Fire staff and have an opportunity for providing salary increases periodically to part-time Fire staff as the market changes in order to be competitive and able to hire qualified staff into these positions.

The Town is currently paying at or above market for all temporary positions including crossing guards, and Park & Recreation seasonal positions, so no adjustments are needed for those positions at this time.

When assessing overall market data and salary ranges, it was apparent that the Town would be more competitive when hiring entry level employees (especially Police Officers) if the hiring rate was eliminated from the Town's Pay Plan. Only the Police Department regularly utilizes the hiring rate as other Departments generally hire experienced people and pay them higher in the range commensurate with their education and experience. While the salary range for Police Officers was competitive with the market, most jurisdictions no longer utilize a hiring rate and therefore, Davidson would be more competitive if it hired new Police Officers at the minimum of the range—a 5% over the hiring rate.

**Recommendations:** A Compensation Summary Analysis spreadsheet has been prepared showing the positions, the current range midpoint, the market or adjusted market rate, the market range and the proposed new range with % increase that represents (see attached), but in summary, my recommendations are as follows:

1. Increase the salary ranges for the 8 classifications that are below market, so that the new midpoint of the range will be at or within the market range as identified by the survey. Two classifications (Town Clerk and Finance Director) need only a 5% adjustment to be competitive; four classifications (Economic Development Director, Planning Director, Police Chief and Public Works Director) need a 10% adjustment; and two classifications (Public Information Officer and Assistant Town Manager) need a 15% adjustment. Even with a 15% adjustment to the salary range for the Assistant Town Manager, this position will remain outside of the market range but the increase will make the position much more competitive. Six of the eight employees whose salaries are below the new midpoint should receive salary increases to bring their salaries closer to the market. The other two employees are already being paid at or above market and should not receive a market adjustment, but would be eligible to receive a merit salary increase.
2. Decrease the salary ranges for the 2 classifications (Staff Attorney and Administrative Assistant) that are significantly above market, so that the new midpoint of the range will be at or within the market range as identified by the survey. The Administrative Assistant classification is not currently in use, but may be in the near future if the Staffing Plan recommendations are implemented. The current Town salary range for that position is higher because this position also included grant-writing responsibilities which are outside the scope of the Administrative Assistant classifications as defined for the market survey. The other 3 classifications that are above market (Accountant, Police Records Clerk and Recreation Program Coordinator) are not sufficiently above market to warrant reducing the salary ranges for those classifications. Further, they are appropriately classified to reflect internal equity within the Town's Classification & Pay Plan.
3. Reclassify the Maintenance Specialist position from salary grade 16 to 17. Most all of the positions in the Town are correctly classified based on my review of job descriptions and organization charts. I am recommending that

the Maintenance Specialist position that is currently classified only one salary grade (5%) higher than the Maintenance Technician be increased by 5%, which will provide a two-grade (10%) difference between the two positions. This will provide a better career ladder for Public Works positions and hopefully enhance the Town's ability to recruit and retain experienced Public Works staff. This will also recognize that the Town sometimes needs to hire more experienced staff to take on additional responsibilities who have special qualifications (commercial drivers' license (CDL) to operate heavy equipment) and be able to compensate them appropriately. Since this is a job reclassification, the employee will be eligible for a 5% increase under the Town's current pay policy.

4. Continue to evaluate the salary rates for regular part-time employees in the Fire Department using market data to insure that the Town's salaries are competitive with others in the local labor market.

5. Include temporary positions in the Town's Classification Plan so there will be a defined salary range and rate of pay for these positions. Crossing guards are currently included in the plan, but the Park & Recreation seasonal positions are not.

6. Eliminate the hiring rate for all classifications in the Town's Pay Plan and hire entry level employees at the minimum of the range. This will increase the Town's competitiveness when hiring entry level employees, particularly Police Officers. The hiring rate is no longer a best practice or regularly used by organizations when developing their pay plans. Attached is a proposed Pay Plan structure with the hiring rates removed and the changes in salary ranges in red as recommended.

Overall, the Market Study shows that the Town's Pay Plan is generally competitive with the exception of most of the Management and Town Clerk positions. Continuing to offer competitive merit increases to recognize employee performance and move them through their salary ranges and periodically assessing the market to insure the Town's salary ranges remain competitive will enhance the Town's ability to attract and retain a qualified and high-performing workforce to meet the current and future needs of the community.

## Town of Davidson Classification & Pay Plan

GRADE	CLASSIFICATION	FLSA	MINIMUM	MIDPOINT	MAXIMUM
12	Custodian	NE	\$ 23,301	\$ 28,294	\$ 34,397
13	Crossing Guard	NE	\$ 24,467	\$ 29,710	\$ 36,117
	Park & Recreation Assistants (seasonal)	NE			
14			\$ 25,690	\$ 31,195	\$ 37,924
15	Maintenance Technician	NE	\$ 26,972	\$ 32,754	\$ 39,820
16			\$ 28,323	\$ 34,393	\$ 41,811
17	Receptionist	NE	\$ 29,739	\$ 36,113	\$ 43,901
	Maintenance Specialist	NE			
18			\$ 31,226	\$ 37,917	\$ 46,097
19	Crew Leader	NE	\$ 32,788	\$ 39,814	\$ 48,401
	Code Enforcement Officer	NE			
	Administrative Assistant	NE			
20	Police Records Clerk	NE	\$ 34,427	\$ 41,805	\$ 50,820
21	Police Officer	NE	\$ 36,149	\$ 43,895	\$ 53,362
22			\$ 37,956	\$ 46,091	\$ 56,032
23	Police Detective	NE	\$ 39,854	\$ 48,395	\$ 58,833
	Recreation Program Coordinator	NE			
	Police Corporal	NE			
24	Planner	NE	\$ 41,847	\$ 50,814	\$ 61,774
	Accountant	E			
	Human Resources Manager	NE			
25	Police Sergeant	NE	\$ 43,939	\$ 53,354	\$ 64,862
	Affordable Housing Manager	E			
	Town Clerk	NE			
26	Operations Supervisor	E	\$ 46,136	\$ 56,021	\$ 68,105
27	Senior Planner	NE	\$ 48,443	\$ 58,823	\$ 71,511
28			\$ 50,864	\$ 61,765	\$ 75,086
29	Public Information Officer	E	\$ 53,408	\$ 64,853	\$ 78,841
30		E	\$ 56,080	\$ 68,096	\$ 82,783
31	Assistant Police Chief	E	\$ 58,852	\$ 71,501	\$ 86,922
	Park & Recreation Director	E			
	Economic Development Manager	E			
32			\$ 61,826	\$ 75,076	\$ 91,269
33	Public Works Director	E	\$ 64,918	\$ 78,831	\$ 95,833
34	Planning Director	E	\$ 68,165	\$ 82,772	\$ 100,624
35	Staff Attorney	E	\$ 71,572	\$ 86,910	\$ 105,656
36	Finance Director	E	\$ 75,151	\$ 91,256	\$ 110,938
37	Police Chief	E	\$ 78,908	\$ 95,819	\$ 116,486
38	Assistant Town Manager	E	\$ 82,854	\$ 100,611	\$ 122,310
NG	Town Manager	E			

Compensation Summary Analysis	Current Midpoint	Market Range +/-5% of Market	Market/Adj Rate	Relationship to Market	Recommended Salary Range Change w/new Midpoint
<b>Management Positions</b>					
Assistant Town Manager	\$ 86,910	\$107,979-\$119,345	\$ 113,662	Below Market	15% - \$100,611
Public Information Officer	\$ 56,021	\$63,051-\$69,687	\$ 66,369	Below Market	15% - \$64,853
Finance Director	\$ 86,910	\$89,458-\$98,874	\$ 94,166	Below Market	5% - \$91,256
Fire Chief					No Change - \$18 per hour
Park & Recreation Director	\$ 71,501	\$70,599-\$78,031	\$ 74,315	At Market	No Change
Planning Director	\$ 75,076	\$81,767-\$90,374	\$ 86,070	Below Market	10% - \$82,722
Police Chief	\$ 86,910	\$94,011-\$103,525	\$ 98,595	Below Market	10% - \$95,819
Public Works Director	\$ 71,501	\$80,090-\$88,520	\$ 84,305	Below Market	10% - \$78,831
Economic Development Manager	\$ 64,853	\$70,894-\$78,456	\$ 74,720	Below Market	10% - \$71,501
<b>Professional Positions</b>					
Attorney	\$ 125,096	\$84,391-\$93,274	\$ 88,832	Above Market	Reduce, \$86,910
Planner	\$ 50,814	\$45,921-\$50,755	\$ 48,338	At Market	No Change
Recreation Program Coordinator	\$ 48,395	\$42,509-\$46,983	\$ 44,746	Above Market	No Change, title only
Senior Planner	\$ 58,823	\$53,057-\$58,641	\$ 55,849	At Market	No Change
Town Clerk	\$ 50,814	\$53,217-\$58,819	\$ 56,018	Below Market	5% - \$53,354
<b>Administrative Positions</b>					
Accountant	\$ 50,814	\$43,772-\$48,380	\$ 46,076	Above Market	No Change
Administrative Assistant	\$ 46,091	\$36,856-\$40,736	\$ 38,796	Above Market	Reduce 15%, \$39,814
HR Manager	\$ 50,814	\$49,112-\$54,282	\$ 51,697	At Market	No Change/title only
Receptionist	\$ 36,113	\$32,452-\$35,868	\$ 34,160	At Market	No Change - FTE
Police Records Clerk	\$ 41,805	\$34,811-\$38,475	\$ 36,643	Above Market	No Change

<b>Labor, Trades &amp; Technical Positions</b>					
Code Enforcement Officer	\$ 39,814	\$39,223-\$43,351	\$ 41,287	At Market	No Change-FTE
Crew Leader	\$ 39,814	\$39,907-\$44,107	\$ 42,007	At Market	No Change
Custodian	\$ 28,294	\$25,387-\$28,059	\$ 26,723	At Market	No Change
Maintenance Technician	\$ 32,754	\$31,394-\$34,698	\$ 33,046	At Market	No Change
Maintenance Specialist	\$ 34,393	\$34,521-\$38,155	\$ 36,338	At Market	Reclass - 5%, \$36,113
Operations Supervisor	\$ 56,021	\$54,425-\$60,155	\$ 57,290	At Market	No Change
<b>Public Safety Positions</b>					
Firefighter					No Change-\$12 per hour
Fire Captain					No Change-\$15 per hour
Police Officer	\$ 43,895	\$40,453-\$44,711	\$ 42,582	At Market	No Change
Detective	\$ 48,395	\$47,786-\$52,816	\$ 50,301	At Market	No Change
Police Sergeant	\$ 53,354	\$53,285-\$58,893	\$ 56,089	At Market	No Change
Police Captain/Asst Chief	\$ 71,501	\$71,463-\$78,985	\$ 75,224	At Market	No Change