



Compensation/ Market Study (Phase 2)

Alamance County, North Carolina



Pay Philosophy

- Lead, Lag, or Match

External Competitiveness

- Peer Organizations
- Labor Markets

Internal Consistency

- Job Content (job evaluation, comparable worth)
- Equity Adjustment: Jobs adjusting to align with other similar jobs

Individual Contribution

- Personal allocation (seniority, merit pay, skill pay)

Determinants of Compensation

Project Overview

COMPLETE

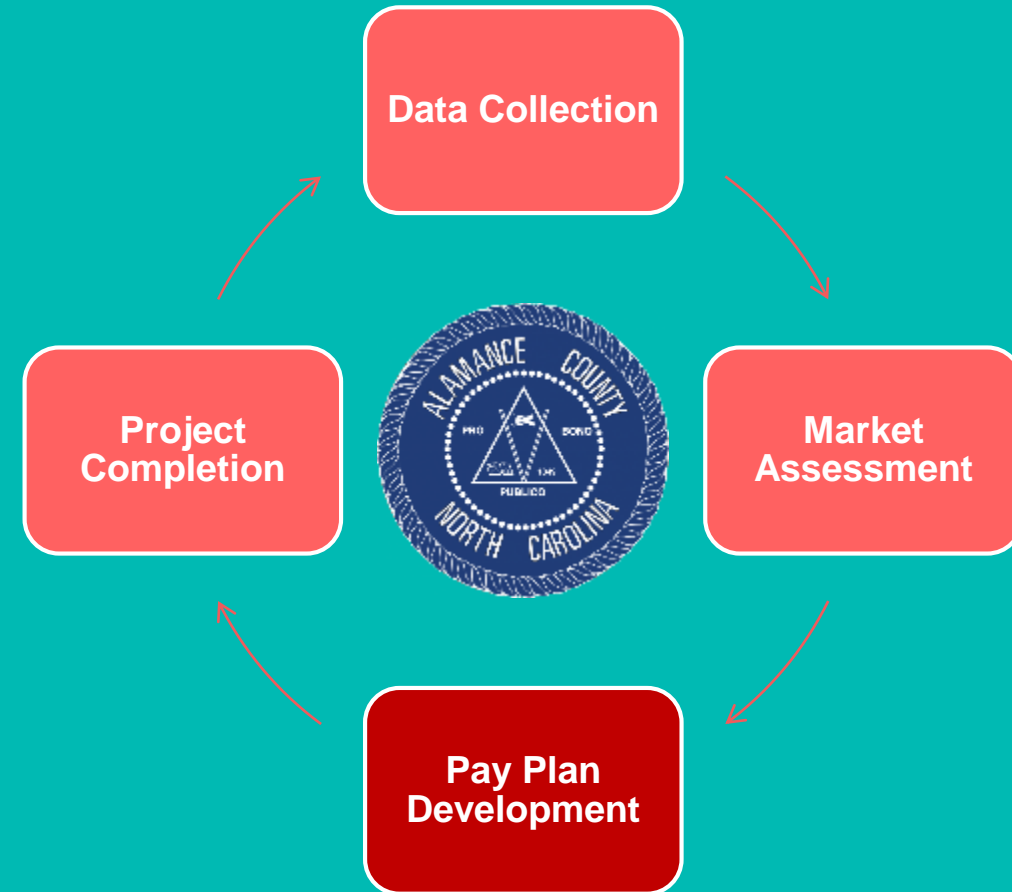
- ✓ **Data Collection:** project planning meetings, data requested from Alamance County.
- ✓ **Market Assessment:** collection of base pay and pay practice information from peer organizations.

IN PROGRESS

- **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.

NEXT

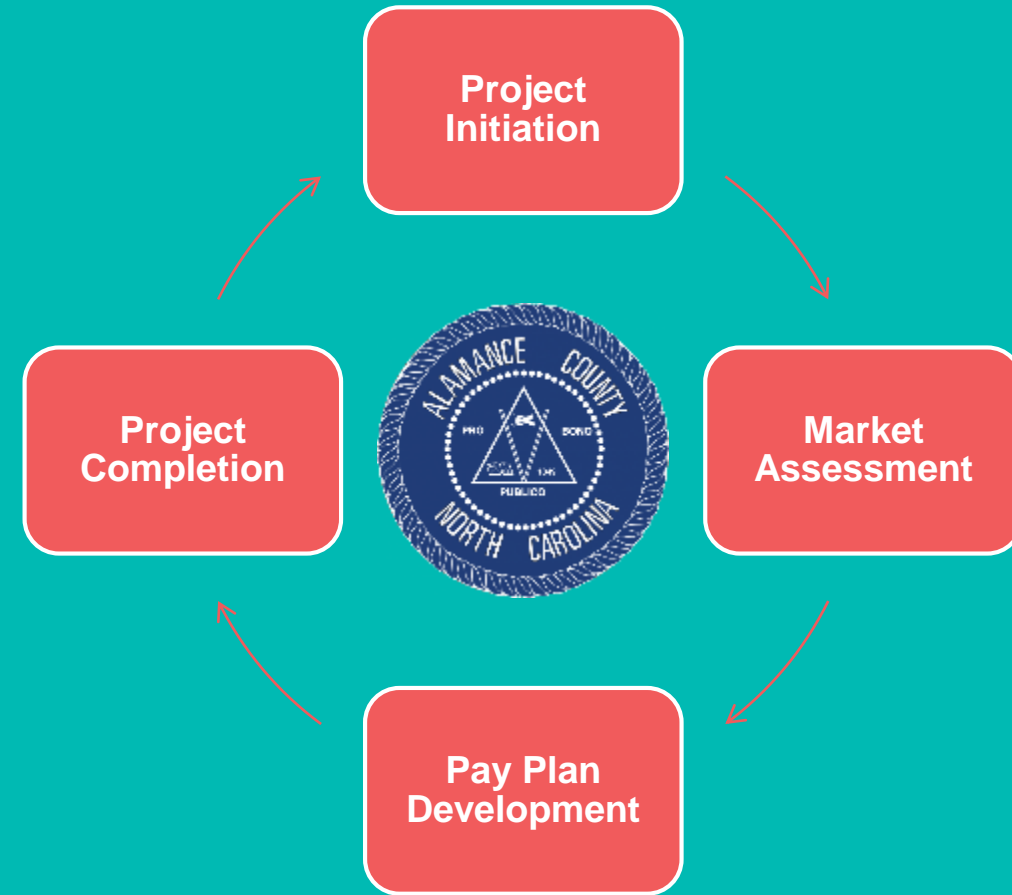
- **Project Completion:** final report delivered, final presentation, project documentation delivery.



Project Overview

Market Assessment

- Peer Organizations (15): We partnered with the County to identify comparable and competitive peer organizations to include in the study. These organizations look like you and work like you relative to size (revenue, population served, or number of employees), service offerings, geography, growth, etc.
 - Published salary survey data will be incorporated as a private sector comparison.
- Benchmark Positions: 118 positions (33%) were included as benchmarks in the survey.
- Adjustment & Quality Control: Some adjustments were made to collected data to account for differences in work week, fiscal year, and geographic labor cost. *We do not weight the data.*
 - Results are analyzed for quality control; reports demonstrating market averages and a comparison to the market will be prepared for your review.



Market Assessment: Peer Organizations

- The County identified 15 public peer organizations to be included in the study
- Data was collected or compiled from all 15 of those, **shown in bold below**.
- Data from **3 published surveys** included to represent the “private sector”

1. **Caswell County**
2. **Catawba County**
3. **Chatham County**
4. **Davidson County**
5. **Durham County**
6. **Granville County**
7. **Guilford County**
8. **Orange County**
9. **Person County**
10. **Randolph County**

11. **Rockingham County**
12. **Wake County**
13. **City of Greensboro, NC**
14. **City of Durham, NC**
15. **City of Burlington, NC**
16. **Bureau of Labor Statistics**
17. **Comp Analyst**
18. **Economic Research Institute**



Market Assessment: Cost of Labor Differentials

Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.

Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	COL	Avg Base
9/20/2024	Alamance County, NC 2024	Graham, NC	92.3	\$71,758.71

Peer #	Peer Organization	Locality Used	COL	GeoDiff %
1	Caswell County	Danville, VA	90.6	1.7%
2	Catawba County	Newton, NC	91.7	0.6%
3	Chatham County	Pittsboro, NC	102.3	-10.0%
4	Davidson County	Lexington, NC	93.4	-1.1%
5	Durham County	Durham, NC	104.8	-12.5%
6	Granville County	Oxford, NC	88.2	4.1%
7	Guilford County	Greensboro, NC	94.9	-2.6%
8	Orange County	Hillsborough, NC	104.3	-12.0%
9	Person County	Roxboro, NC	101.9	-9.6%
10	Randolph County	Asheboro, NC	94.3	-2.0%
11	Rockingham County	Reidsville, NC	94.0	-1.7%
12	Wake County	Raleigh, NC	100.7	-8.4%
13	City of Greensboro, NC	Greensboro, NC	94.9	-2.6%
14	City of Durham, NC	Durham, NC	104.8	-12.5%
15	City of Burlington, NC	Burlington, NC	92.2	0.1%
16	Comp Analyst	NC State Average	93.8	-1.5%
17	Economic Research Institute (ERI)	NC State Average	93.8	-1.5%
18	BLS	NC State Average	93.8	-1.5%

Cost of labor differentials collected from Economic Research Institutes Geographic Assessor tool which utilizes figures published by the Bureau of Labor Statistics.

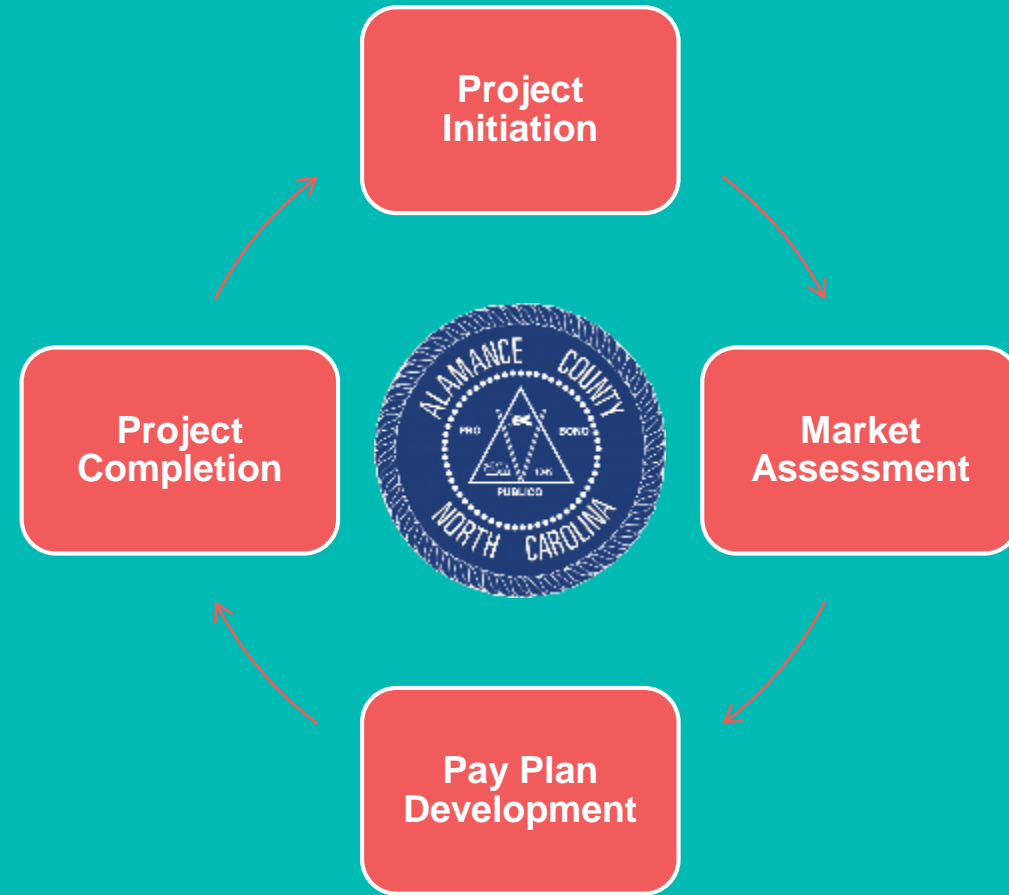
Market Assessments: Results

- In total 118 positions were included in the market survey as benchmark positions.
 - Overall, the study yielded market values for 94.1% of the County's benchmark positions.
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- Average minimum, midpoint, and maximum results were prepared for the 111 benchmarks with sufficient data.
 - A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.
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- On average, the County is 4.2% **above** market at the minimum, 1.8% **above** market at the midpoint, and 0.1% **above** market at the maximum.
 - **Draft pay plans can be aligned to 100% of market at the midpoints, pending approval from BOCC.**

Project Overview

Pay Plan Development

- Pay Plan: Baker Tilly used your existing pay plan to make recommendations for adjustment and developed a new pay plan that is tailored to the study's results.
- Grade assignments: were determined based on existing equity and external results (current grade groupings and market midpoints).
- Implementation: With finalized grade assignments, we prepared implementation calculations across 3 scenarios that will assist your organization in adopting the new classification and compensation system.



Pay Plan Design

Current Pay Plan

Current Grade	Current Min	Current Mid	Current Max	Hourly Min	Hourly Mid	Hourly Max	Range Spread	MidDiff%
100	\$30,042	\$36,050	\$42,059	\$14.44	\$17.33	\$20.22	40.00%	
101	Not in use							
102	\$32,493	\$38,992	\$45,491	\$15.62	\$18.75	\$21.87	40.00%	4.00%
103	\$33,792	\$40,551	\$47,309	\$16.25	\$19.50	\$22.74	40.00%	4.00%
104	\$35,145	\$42,173	\$49,202	\$16.90	\$20.28	\$23.65	40.00%	4.00%
105	\$36,551	\$43,860	\$51,170	\$17.57	\$21.09	\$24.60	40.00%	4.00%
106	\$38,012	\$45,615	\$53,217	\$18.28	\$21.93	\$25.59	40.00%	4.00%
107	\$39,532	\$47,439	\$55,345	\$19.01	\$22.81	\$26.61	40.00%	4.00%
108	\$41,113	\$49,336	\$57,558	\$19.77	\$23.72	\$27.67	40.00%	4.00%
109	\$42,758	\$51,309	\$59,862	\$20.56	\$24.67	\$28.78	40.00%	4.00%
110	\$44,468	\$53,362	\$62,255	\$21.38	\$25.65	\$29.93	40.00%	4.00%
111	\$45,427	\$55,496	\$66,596	\$21.84	\$26.68	\$32.02	46.60%	4.00%
112	\$46,617	\$58,271	\$69,926	\$22.41	\$28.02	\$33.62	50.00%	5.00%
113	\$48,948	\$61,185	\$73,421	\$23.53	\$29.42	\$35.30	50.00%	5.00%
114	\$51,395	\$64,244	\$77,092	\$24.71	\$30.89	\$37.06	50.00%	5.00%
115	\$53,966	\$67,457	\$80,949	\$25.95	\$32.43	\$38.92	50.00%	5.00%
116	\$56,664	\$70,830	\$84,997	\$27.24	\$34.05	\$40.86	50.00%	5.00%
117	\$59,497	\$74,371	\$89,245	\$28.60	\$35.76	\$42.91	50.00%	5.00%
118	\$62,472	\$78,089	\$93,707	\$30.03	\$37.54	\$45.05	50.00%	5.00%
119	\$65,596	\$81,994	\$98,394	\$31.54	\$39.42	\$47.30	50.00%	5.00%
120	\$68,875	\$86,094	\$103,313	\$33.11	\$41.39	\$49.67	50.00%	5.00%
121	\$72,318	\$90,398	\$108,478	\$34.77	\$43.46	\$52.15	50.00%	5.00%
122	\$75,934	\$94,918	\$113,900	\$36.51	\$45.63	\$54.76	50.00%	5.00%
123	\$79,731	\$99,664	\$119,597	\$38.33	\$47.92	\$57.50	50.00%	5.00%
124	\$82,858	\$105,644	\$128,431	\$39.84	\$50.79	\$61.75	55.00%	6.00%
125	\$87,829	\$111,983	\$136,135	\$42.23	\$53.84	\$65.45	55.00%	6.00%
126	\$93,099	\$118,701	\$144,303	\$44.76	\$57.07	\$69.38	55.00%	6.00%
127	\$98,685	\$125,824	\$152,962	\$47.44	\$60.49	\$73.54	55.00%	6.00%
128	\$103,620	\$132,115	\$160,611	\$49.82	\$63.52	\$77.22	55.00%	5.00%
129	Not in use							
130	\$114,240	\$145,656	\$177,072	\$54.92	\$70.03	\$85.13	55.00%	5.00%
131	Not in use							
132	\$125,950	\$160,586	\$195,223	\$60.55	\$77.20	\$93.86	55.00%	5.00%
133	Not in use							
134	\$138,859	\$177,046	\$215,232	\$66.76	\$85.12	\$103.48	55.00%	5.00%
135	\$145,802	\$185,897	\$225,992	\$70.10	\$89.37	\$108.65	55.00%	5.00%
136	\$153,092	\$195,192	\$237,292	\$73.60	\$93.84	\$114.08	55.00%	5.00%

- Open plan (no defined steps), 37 grades (numbered 100-136)
- 40-55% range spreads (distance from min to max)
- 4-6% midpoint differential (distance between each grade at the midpoint)
- Starting minimum wage is \$14.44/hour (\$30,042 annual)



Proposed General Pay Plan

Grade	Minimum	Midpoint	Maximum	Hourly Minimum	Hourly Midpoint	Hourly Maximum	Range Spread	Midpoint Differential
100	\$30,250	\$36,300	\$42,350	\$14.54	\$17.45	\$20.36	40%	
101	\$31,460	\$37,752	\$44,044	\$15.13	\$18.15	\$21.18	40%	4%
102	\$32,718	\$39,262	\$45,805	\$15.73	\$18.88	\$22.02	40%	4%
103	\$34,027	\$40,832	\$47,638	\$16.36	\$19.63	\$22.90	40%	4%
104	\$35,388	\$42,465	\$49,543	\$17.01	\$20.42	\$23.82	40%	4%
105	\$36,804	\$44,164	\$51,525	\$17.69	\$21.23	\$24.77	40%	4%
106	\$38,275	\$45,930	\$53,585	\$18.40	\$22.08	\$25.76	40%	4%
107	\$39,806	\$47,767	\$55,728	\$19.14	\$22.96	\$26.79	40%	4%
108	\$41,398	\$49,677	\$57,957	\$19.90	\$23.88	\$27.86	40%	4%
109	\$43,053	\$51,664	\$60,274	\$20.70	\$24.84	\$28.98	40%	4%
110	\$44,776	\$53,731	\$62,686	\$21.53	\$25.83	\$30.14	40%	4%
111	\$45,321	\$55,880	\$66,440	\$21.79	\$26.87	\$31.94	47%	4%
112	\$46,939	\$58,674	\$70,409	\$22.57	\$28.21	\$33.85	50%	5%
113	\$49,286	\$61,608	\$73,929	\$23.70	\$29.62	\$35.54	50%	5%
114	\$51,750	\$64,688	\$77,625	\$24.88	\$31.10	\$37.32	50%	5%
115	\$54,338	\$67,923	\$81,507	\$26.12	\$32.66	\$39.19	50%	5%
116	\$57,056	\$71,320	\$85,584	\$27.43	\$34.29	\$41.15	50%	5%
117	\$59,909	\$74,886	\$89,864	\$28.80	\$36.00	\$43.20	50%	5%
118	\$62,904	\$78,630	\$94,356	\$30.24	\$37.80	\$45.36	50%	5%
119	\$66,049	\$82,562	\$99,074	\$31.75	\$39.69	\$47.63	50%	5%
120	\$69,352	\$86,690	\$104,029	\$33.34	\$41.68	\$50.01	50%	5%
121	\$72,819	\$91,024	\$109,229	\$35.01	\$43.76	\$52.51	50%	5%
122	\$76,460	\$95,575	\$114,690	\$36.76	\$45.95	\$55.14	50%	5%
123	\$80,283	\$100,354	\$120,425	\$38.60	\$48.25	\$57.90	50%	5%
124	\$83,432	\$106,376	\$129,320	\$40.11	\$51.14	\$62.17	55%	6%
125	\$88,438	\$112,759	\$137,079	\$42.52	\$54.21	\$65.90	55%	6%
126	\$93,744	\$119,524	\$145,303	\$45.07	\$57.46	\$69.86	55%	6%
127	\$99,369	\$126,696	\$154,022	\$47.77	\$60.91	\$74.05	55%	6%
128	\$105,332	\$134,298	\$163,264	\$50.64	\$64.57	\$78.49	55%	6%
129	\$110,598	\$141,013	\$171,427	\$53.17	\$67.79	\$82.42	55%	5%
130	\$116,129	\$148,064	\$180,000	\$55.83	\$71.18	\$86.54	55%	5%
131	\$121,936	\$155,468	\$189,001	\$58.62	\$74.74	\$90.87	55%	5%
132	\$128,033	\$163,242	\$198,451	\$61.55	\$78.48	\$95.41	55%	5%
133	\$134,435	\$171,405	\$208,374	\$64.63	\$82.41	\$100.18	55%	5%
134	\$141,158	\$179,976	\$218,795	\$67.86	\$86.53	\$105.19	55%	5%
135	\$148,216	\$188,975	\$229,735	\$71.26	\$90.85	\$110.45	55%	5%
136	\$155,627	\$198,424	\$241,222	\$74.82	\$95.40	\$115.97	55%	5%

- Open plan (no defined steps), 37 grades (numbered 100-136)
- 40-55% range spreads
- 4-6% midpoint differential
- Aligned to 100% of market midpoints
- Starting minimum wage is \$14.54/hour (\$30,250 annual)



Grade Assignments

- Positions move at a different pace than each other in the market and a set percentage shift would over correct some and under correct others.

		Alamance County, NC 2024			Market					
Department	Position Title	Current Minimum	Current Midpoint	Current Maximum	Average Minimum	+ / (-) Mkt	Average Midpoint	+ / (-) Mkt	Average Maximum	+ / (-) Mkt
CENTRAL COMMUNICATIONS	CCOM OPERATIONS MGR	\$51,395	\$64,244	\$77,092	\$56,439.48	▲ 9.8%	\$73,001.05	▲ 13.6%	\$89,562.62	▲ 16.2%
CENTRAL COMMUNICATIONS	CCOM QA SPECIALIST	\$46,617	\$58,271	\$69,926	\$51,365.73	▲ 10.2%	\$63,784.99	▲ 9.5%	\$76,204.25	▲ 9.0%
CENTRAL COMMUNICATIONS	COMMUNICATIONS SUPERVISOR	\$46,617	\$58,271	\$69,926	\$53,834.64	▲ 15.5%	\$68,709.10	▲ 17.9%	\$83,583.55	▲ 19.5%
CENTRAL COMMUNICATIONS	SHIFT SUPERVISOR	\$46,617	\$58,271	\$69,926	\$51,692.01	▲ 10.9%	\$65,426.74	▲ 12.3%	\$79,161.46	▲ 13.2%
HEALTH	ADVANCED PRACTICE PROVIDER II	\$79,731	\$99,664	\$119,597	\$93,856.06	▲ 17.7%	\$121,689.27	▲ 22.1%	\$149,522.48	▲ 25.0%
HEALTH	ADVANCED PRACTICE PROVIDER III	\$87,829	\$111,982	\$136,135	\$94,058.61	▲ 7.1%	\$127,224.64	▲ 13.6%	\$160,390.66	▲ 17.8%
HEALTH	BUSINESS OFFICER II	\$65,596	\$81,995	\$98,394	\$57,999.58	▼ (11.6%)	\$75,824.62	▼ (7.5%)	\$93,649.66	▼ (4.8%)
HEALTH	HS PLANNER/EVALUATOR IV	\$68,875	\$86,094	\$103,313	\$56,748.72	▼ (17.6%)	\$72,598.83	▼ (15.7%)	\$88,448.94	▼ (14.4%)
HEALTH	PEER SUPPORT SPECIALIST	\$46,617	\$58,271	\$69,926	\$35,037.24	▼ (24.8%)	\$45,839.31	▼ (21.3%)	\$56,641.38	▼ (19.0%)
HEALTH	PERSONNEL TECHNICIAN III	\$46,617	\$58,271	\$69,926	\$48,593.75	▲ 4.2%	\$62,835.44	▲ 7.8%	\$77,077.12	▲ 10.2%
HEALTH	PHE II	\$48,948	\$61,185	\$73,421	\$45,015.90	▼ (8.0%)	\$57,266.99	▼ (6.4%)	\$69,518.09	▼ (5.3%)
HEALTH	PHN DIRECTOR II	\$82,858	\$105,645	\$128,431	\$79,654.10	▼ (3.9%)	\$99,329.23	▼ (6.0%)	\$119,004.37	▼ (7.3%)
HEALTH	PHYSICIAN III-A	\$145,802	\$185,897	\$225,992	\$155,463.37	▲ 6.6%	\$205,337.63	▲ 10.5%	\$255,211.89	▲ 12.9%
HEALTH	PROCESSING ASST IV	\$38,012	\$45,615	\$53,217	\$31,858.45	▼ (16.2%)	\$40,362.83	▼ (11.5%)	\$48,867.20	▼ (8.2%)
HEALTH	PROCESSING ASST V	\$41,113	\$49,336	\$57,558	\$33,408.43	▼ (18.7%)	\$42,989.81	▼ (12.9%)	\$52,571.19	▼ (8.7%)
HEALTH	PUBLIC HEALTH ED III	\$59,497	\$74,371	\$89,245	\$53,096.88	▼ (10.8%)	\$64,045.68	▼ (13.9%)	\$74,994.49	▼ (16.0%)
HEALTH	SOCIAL WORKER II	\$48,948	\$61,185	\$73,421	\$44,966.33	▼ (8.1%)	\$57,769.95	▼ (5.6%)	\$70,573.57	▼ (3.9%)
HEALTH	SOIL SCIENTIST	\$59,497	\$74,371	\$89,245	\$47,275.67	▼ (20.5%)	\$61,882.51	▼ (16.8%)	\$76,489.34	▼ (14.3%)
INSPECTIONS	CENTRAL PERMITTING SPEC	\$46,617	\$58,271	\$69,926	\$38,779.43	▼ (16.8%)	\$49,120.93	▼ (15.7%)	\$59,462.43	▼ (15.0%)
INSPECTIONS	CODE INSPECTOR II	\$48,948	\$61,185	\$73,421	\$50,950.83	▲ 4.1%	\$65,099.33	▲ 6.4%	\$79,247.83	▲ 7.9%
INSPECTIONS	DIRECTOR OF INSPECTIONS	\$87,829	\$111,982	\$136,135	\$80,452.09	▼ (8.4%)	\$102,684.05	▼ (8.3%)	\$124,916.01	▼ (8.2%)
LANDFILL	CDL DRIVER	\$46,617	\$58,271	\$69,926	\$38,840.75	▼ (16.7%)	\$50,511.47	▼ (13.3%)	\$62,182.19	▼ (11.1%)
LANDFILL	LANDFILL HEAVY EQUIP MECHANIC	\$51,395	\$64,244	\$77,092	\$44,018.61	▼ (14.4%)	\$57,505.82	▼ (10.5%)	\$70,993.03	▼ (7.9%)

Red ▼%= Market Below
Blue ▲%= Market Above

Market					
Average Minimum	+ / (-) Mkt	Average Midpoint	+ / (-) Mkt	Average Maximum	+ / (-) Mkt
AVERAGE	▼ (4.2%)	AVERAGE	▼ (1.8%)	AVERAGE	▼ (0.1%)



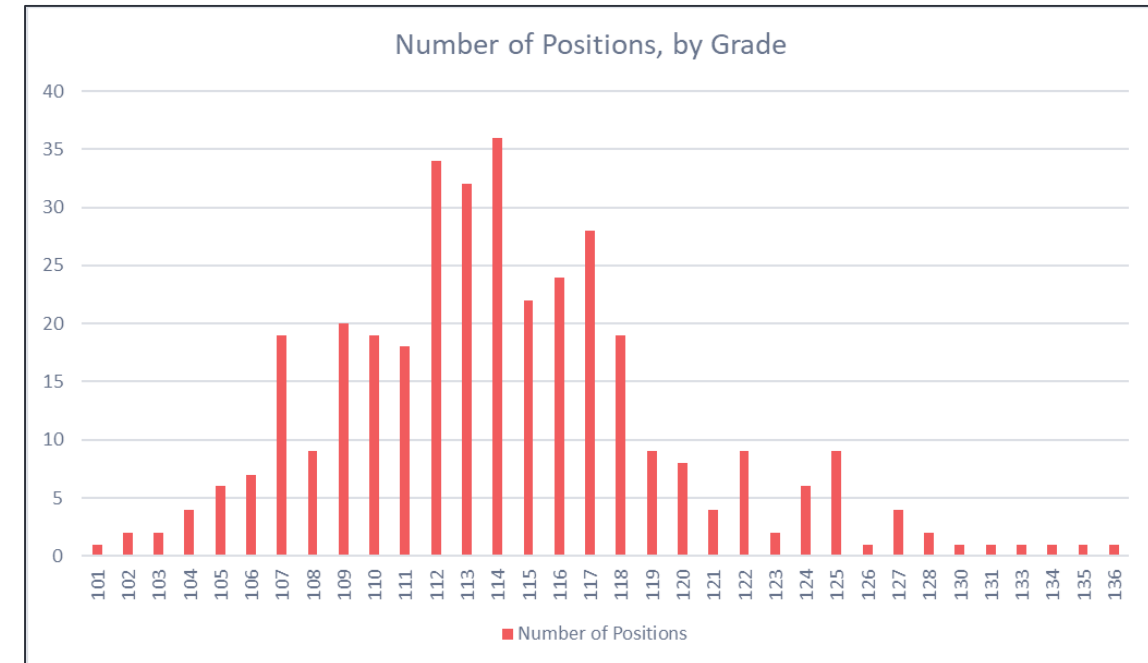
Grade Assignments

Positions were assigned based on the following:

- External equity (market midpoints)
- Existing equity (current midpoints and grade groupings)
- Career progressions
- Supervisor / Subordinate separation

The following information is NOT considered:

- The person in the position
- Performance
- Length of service
- Existing employee salary



- Preliminary grade assignments were reviewed with the County's project team to ensure positions were assigned to the correct grade and address any outliers.

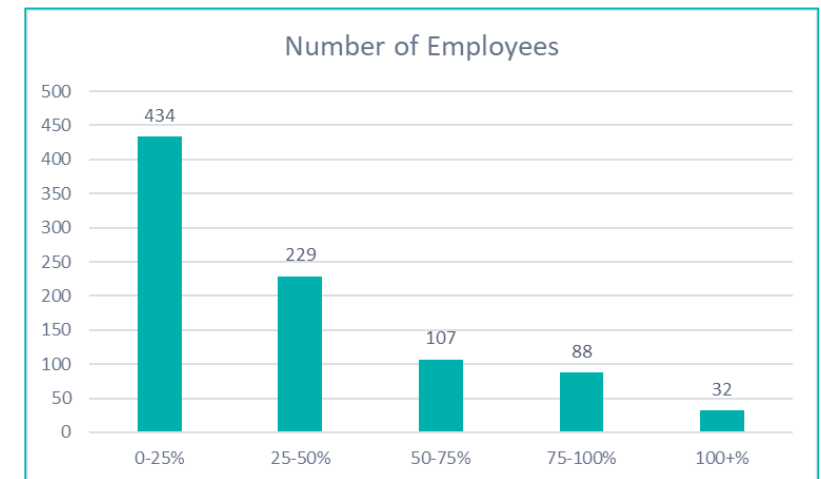
Employee Compensation

A large portion of employees (n=415, 39%) have been in their current position for one year or less, indicating a significant amount of recent hiring or movement within the organization.

The majority of full-time employees fall within the lower half (0-50%) of their pay range, indicating most employees are not yet at their midpoint (market values) in their positions.

Annual movement within the pay range helps keep salaries competitive and incentivizes employees to stay, reducing turnover.

Regular adjustments based on tenure and performance help address pay compression and ensure that employees are fairly compensated for their experience and contributions.





Implementation Scenarios

Calculations reflect base pay only.

Baker Tilly does not recommend a pay decrease for any employee as a result of the study.

Implementation Scenarios for Pay Plan:

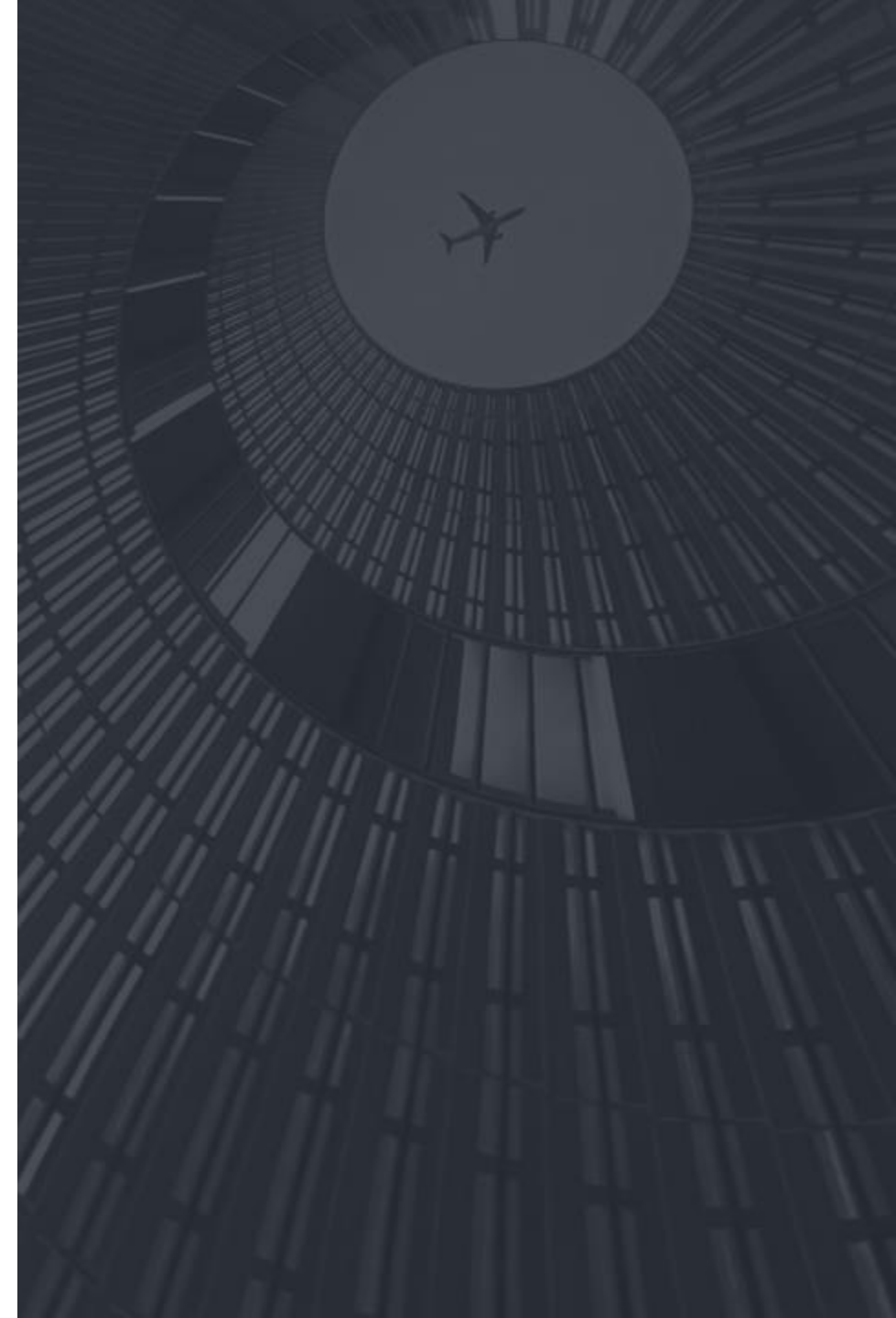
1. Employees move to the minimum of their assigned pay grade if their current salary is below. All other employees retain their existing salary. This is to get all employees onto the pay plan.
2. Starts by moving employees to the minimum of their assigned pay grade then calculating 2% x years in position, capped at 7 years. For example: if an employee has been in their position with Alamance County for 3 years, the employee's new salary would be calculated by adding 6% to the minimum of their newly assigned pay grade. Any employees whose current salary is greater than that calculation would retain their existing salary.

Baker Tilly Recommendations



We urge Alamance County to:

- ✓ Approve the proposed pay plan and position grade assignments.
- ✓ Approve an implementation scenario that addresses the County's compensation philosophy, business goals, and that is fiscally attainable and sustainable.
- ✓ Continue efforts to maintain the classification and compensation system:
 - Routinely review positions, job descriptions, and market conditions.
 - Adjust pay structures (and salaries), as needed, to maintain market competitiveness.
 - Commit to advancing employees through their assigned pay ranges based on the County's policies.



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