



COMPENSATION COMPARISON STUDY

DECEMBER 5, 2011

TOWN COUNCIL MEETING

OBJECTIVES OF THE STUDY

- ❑ Conduct a Self-Evaluation of Our Compensation Plan Using Available Information
- ❑ Information Should Come from Neutral and Reliable Sources
- ❑ Identify a Peer Group of Towns Against Which to Compare Our Compensation Plan - now and in the future
- ❑ Provide Information to Determine if COLA Range Adjustment is Warranted
- ❑ Analyze Data and Report Findings

NORTH CAROLINA LEAGUE OF MUNICIPALITIES
2010 ANNUAL SURVEY USED AS PRIMARY DATA SOURCE OF STUDY

- ❑ NCLM Surveys Towns by Population
 - Sunset Beach is in the 2,500 to 4,999 Category
- ❑ 2010 Survey includes 42 Towns in Our Category
- ❑ Towns Selected as Similar (Peer Group) to Sunset Beach:
 - Emerald Isle
 - Kitty Hawk
 - Southern Shores
 - Wrightsville Beach
- ❑ Why Were They Selected? (See next slide)

PROFILES OF PEER GROUP

	EMERALD ISLE	KITTY HAWK	SOUTHERN SHORES	SUNSET BEACH	WRIGHTSVILLE BEACH
Primary Area	Barrier Island	Barrier Island	Barrier Island	Barrier Island & Mainland	Barrier Island
Total Area	5.6 Sq. Miles	8.2 Sq. Miles	4 Sq. Miles	6.3 Sq. Miles	1.3 Sq. Miles
Permanent Residence	3,982	3,481	2,666	3,434	2,696
Seasonal Population Change	YES	YES	YES	YES	YES
Number of Employees	58	40	23**	41	77
Budget FY 11/12	\$7.0 million	\$5.8 million	\$4.8 million	\$5.8 million	\$10.0 million**
Tax Rate FY 11/12	11.5¢/\$100	18¢/\$100	14¢/\$100	10.5¢/\$100	99¢/\$100
Number of Fire Stations	2	1	2	1	1
Fire Protection Rating	4	5	5	5	4
Number of Housing Units	6,735	3,196	2,369	5,110	2,751
GOVERNMENT					
Governing Body Type	Mayor-Council	Mayor-Council	Mayor-Council	Mayor-Council	Mayor-Council
Governing Body Size	6	5	5	6	5
Governing Body Compensation	\$48,138	\$6,300	\$18,600	\$13,892	\$34,200
COMPENSATION PLAN					
Grades in Salary Plan	18	18	15	22	19
Increase grade-to-grade	5%	5%	5%	5%	5%
Width of each grade	43%	47%	43%	50%	41%
Minimum of 1 st grade	\$23,500	\$29,218	\$31,660	\$22,629	\$23,728
Minimum of highest grade	\$53,863	\$63,779	\$62,687	\$61,387	\$57,237
Maximum of highest grade	\$75,291	\$93,623	\$89,549	\$92,080	\$80,677
Highest paid salary	\$107,600	\$84,628	\$109,500	\$110,577	\$80,454

** Volunteer Fire Dept.
7 to 14 in others

** Water & Sewer Dept. 13
people & \$3 million budget

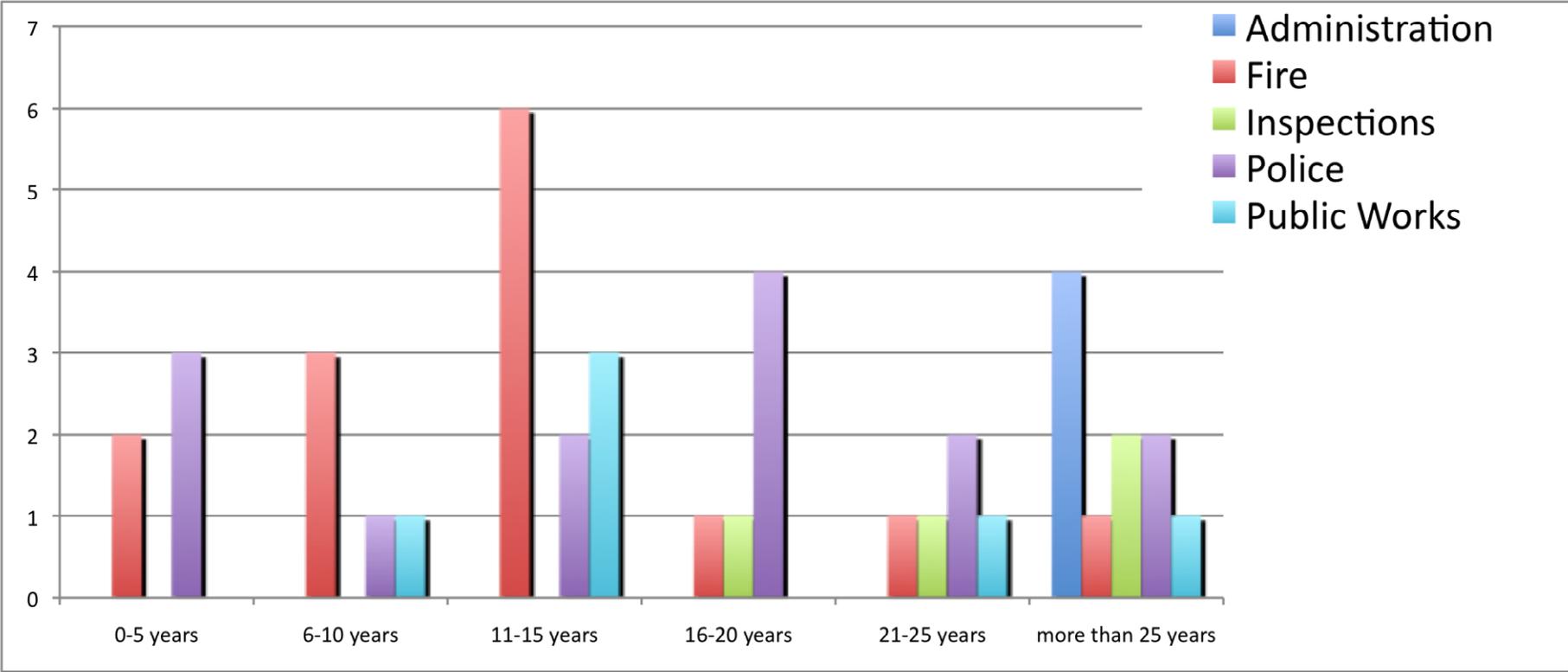
STAFFING DATA OF TOWNS BY MAJOR DEPARTMENTS

<u>STAFF AREA</u>	<u>ADMIN</u>	<u>FIRE</u>	<u>INSPECTIONS</u>	<u>POLICE</u>	<u>PUBLIC WORKS</u>	<u>TOTAL</u>
Emerald Isle	10	14	2	17	15	58
Kitty Hawk	8	7	3	18	4	40
Southern Shore	6	0	3	11	3	23
Sunset Beach	5	12	4	15	5	41
Wrightsville Beach	14	13	1	23	26	77

SUNSET BEACH EMPLOYEES' EXPERIENCE

Average years w/Town	6.9	4.9	4.5	10.5	3.7
Average years in field	37.3	12	24	15.4	18.1

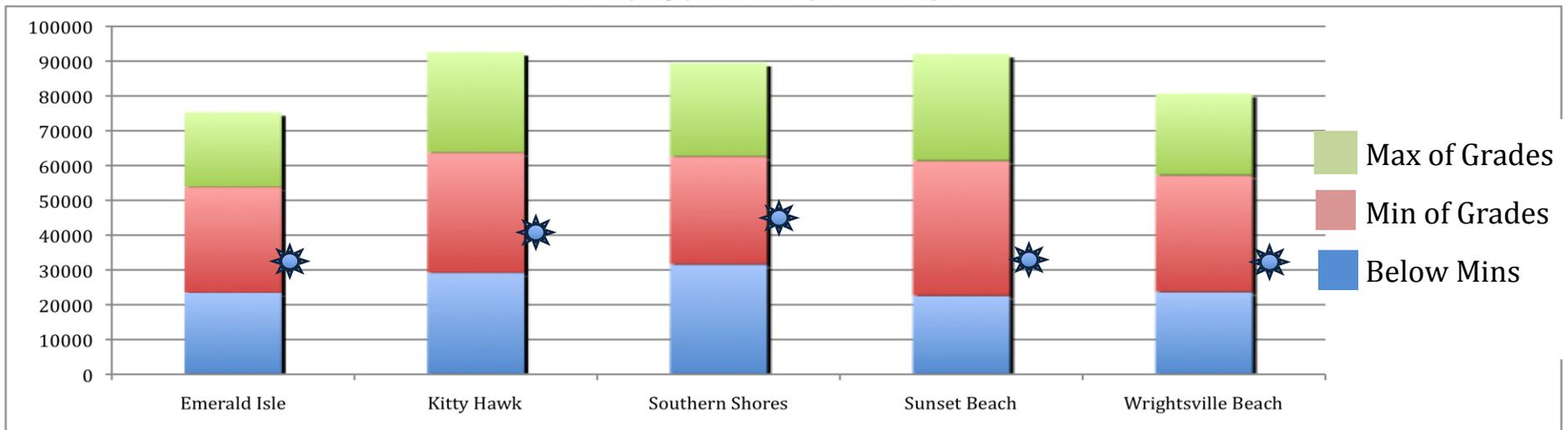
Sunset Beach Staff Years of Experience



76% of Sunset Beach employees have more than 10 years experience in their jobs

DOLLAR RANGE OF SALARY GUIDE

MINS & MAXS BY TOWN



BELOW MINIMUM STARTS AT ZERO AND GOES TO A DOLLAR LESS THAN MINIMUMS

Lowest

Minimum

23500

29218

31660

22629

23728

Lowest

Max

33605

42950

45274

33944

33456

Highest

Grade Min

53863

63779

62687

61387

57237

Highest

Grade Max

75291

93623

89549

92080

80677

DETAIL COMPARISON OF SALARY RANGES BY REPORTED JOB TITLES

JOB TITLE	JOB CODE	Emerald Isle		Kitty Hawk		Southern Shores		Sunset Beach		Wrightsville Beach	
		MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX	MIN	MAX
City Manager	10040	actual	107,600	actual	78,715	actual	109,500	actual	110,577	actual	80,454
City Clerk	10080	40,193	56,653	45,326	70,528	44,550	63,641	42,279	63,418	42,711	60,202
Finance Director	10120	51,298	72,305	57,849	84,919	59,702	85,285	51,156	76,734	49,443	69,691
Fire Chief	10130	51,298	72,305	63,779	93,623			61,387	92,080	54,511	76,835
Police Chief	10170	53,863	75,291	63,779	93,623	62,687	89,549	61,387	92,080	54,511	76,835
Public Works Director	10210	48,855	68,863	57,849	84,919	40,408	57,725	40,266	60,399	57,237	80,677
Building Code Inspector I M/L	20140							36,606	54,909	35,138	49,527
Building Code Inspector III M/L	20146			45,326	66,536			42,279	63,418		
Building Code Administrator	20150	40,193	56,653			49,116	70,165	61,387	92,080		
Customer Service Rep	20300							26,195	39,293		
Maintenance Worker I	20420	27,204	38,345					22,629	33,943	23,782	33,522
Maintenance Worker II	20430	29,992	42,275					23,760	35,640	28,907	40,744
Office Assistant	20600			29,218	42,890			24,948	37,422		
Assistant Fire Chief	30030	42,203	59,486					51,156	76,734		
Fire Station Supervisor	30080	38,279	53,955	41,112	63,368			40,266	60,399		
Fire Fighter	30090	29,992	42,275	35,514	57,458			30,254	45,381		
Fire Fighter Driver	30100	33,067	46,608					30,254	45,381	31,871	54,604
Community Resource Officer	30180							33,279	49,918		
Police Detective	30210			39,142	57,458			42,279	63,418	35,138	49,527
Assistant Police Chief	30250					49,116	70,165	51,156	76,734		
Police Officer	30260	33,067	46,608	35,514	57,458	40,408	57,725	33,279	49,918	33,464	49,527

Highest Range **All towns do not use the same job titles, which accounts for the blanks.**

RECAP OF RANGE COMPARISON BY JOB TITLE

JOB TITLE	MAX OF OUR RANGE VALUES To NEXT NEAREST PEER		MAX OF OUR RANGE VALUES To AVERAGE OF PEER GROUP	RANKING AT MAX WITHIN PEER GROUP
	JOB CODE	DEVIATION	DEVIATION	
City Manager	10040	1%	15%	1 of 5
City Clerk	10080	-10%	1%	2 of 5
Finance Director	10120	-10%	-2%	3 of 5
Fire Chief	10130	-2%	12%	2 of 4
Police Chief	10170	-2%	9%	2 of 5
Public Works Director	10210	-29%	-17%	3 of 5
Building Code Inspector I M/L	20140	10%	10%	1 of 2
Building Code Inspector III M/L	20146	-5%	-5%	2 of 2
Building Code Administrator	20150	24%	31%	1 of 3
Customer Service Rep	20300	N/C	N/C	1 of 1
Maintenance Worker I	20420	-11%	-6%	2 of 3
Maintenance Worker II	20430	-16%	-14%	3 of 3
Office Assistant	20600	-13%	-13%	2 of 2
Assistant Fire Chief	30030	22%	22%	1 of 2
Fire Station Supervisor	30080	-5%	3%	2 of 3
Fire Fighter	30090	-21%	-9%	2 of 3
Fire Fighter Driver	30100	-17%	-10%	2 of 2
Community Resource Officer	30180	N/C	N/C	1 of 1
Police Detective	30210	9%	16%	1 of 3
Assistant Police Chief	30250	9%	9%	1 of 2

JOB TITLES REPORTED B

Green Highlight = High

N/C = no comparable reported

GREEN HIGHLIGHT = HIGH MAX

JOB TITLES	CODE	EMERALD ISLE		KITTY HAWK*		SOUTHERN SHORES		SUNSET BEACH	WRIGHTSVILLE BEACH*		
		MIN	MAX	MIN	MAX	MIN	MAX		MIN	MAX	
ADMINISTRATION											
Administrative Support Specialist	20610	29,992	42,275			40,408	57,725			30,353	44,922
Executive Assistant	20070										
Human Resources/Personnel Dir.	10150			41,112	60,350						
Human Resources/Personnel Tech	20524									35,138	49,527
Planning Director	10160	51,298	72,305	60,742	89,165					54,511	76,835
Information Systems Mgr	20340									36,894	52,003
FIRE											
Public Safety Tele-communicator	30060	27,204	38,345								
Fire Battalion Chief	30085									40,677	57,334
INSPECTIONS											
Ordinance Enforcement Officer	20160			43,168	63,368						
Permit Specialist	20170	28,564	40,262	37,290	54,739	36,651	52,358				
Planner	20470					46,777	66,825			35,138	49,527
POLICE											
Animal Control Officer	30010									33,464	47,169
Police Division Commander	30160			47,593	69,863					44,847	63,212
Police Records Spec	30220	28,564	40,262			34,905	49,865				
Police Unit Supervisor	30270	38,279	53,955	41,112	60,350	42,428	60,611			40,677	57,334
Police Watch Commander	30275	42,203	59,486	45,326	66,536						
PUBLIC WORKS											
Building Maintenance Super	20250	33,067	46,608	33,823	49,650						
Maintenance Tech	20240			29,218	42,890	31,660	45,229			27,530	44,922
Equipment Operator I	20370	25,909	36,519								

NONE OF THESE JOBS EXIST IN SB; MANY ARE THE "SECONDARY DUTIES" PERFORMED BY OUR STAFF.

***NOTE: THE LOWEST PAID MANAGERS HAVE HIGH-RANKING SPECIALISTS DOING SOME OF THE DUTIES OF THE HIGHER PAID MANAGERS (SEE SLIDE #7).**

FINDINGS BASED ON ANALYSIS OF DATA

- Sunset Beach employees are NOT significantly over paid**
- Sunset Beach Salary Plan IS COMPARABLE to Peer Communities**
- Based on Job Titles, Ranges Vary in Comparison to Peers**

HOW SUNSET BEACH RANGES COMPARE BY JOB TITLE:

TO PEER WITH NEAREST MAX

7 are minus 10% or less

5 are minus 11 to 17%

2 are minus 21 & 29%

3 are plus 10% or less

2 are plus 22 & 24%

2 have no comparable positions reported

TO PEER AVERAGE AT MAX

6 are minus 10% or less

3 are minus 13 to 17%

5 are plus 10% or less

3 are plus 9 to 12%

2 are plus 22 & 31%

GENERAL COMMENTS

SUNSET BEACH COMPENSATION PLAN IS DEVELOPED ON SOUND PRINCIPLES WHICH:

- Provide a standardized and uniform structure from bottom to top
- Enable us to attract & retain qualified people
- Provide our employees growth within a job class
- Provide employees with career path opportunity

SUNSET BEACH JOB TITLES ARE ASSOCIATED WITH RANGES BASED UPON MANY FACTORS:

- Importance of the function to the Town
- Availability of the skills in the market place
- Education, experience, certifications, etc. required
- Primary and secondary duties associated with the title; most SB employees have a significant number of secondary duties beyond what their job titles suggest.

SUNSET BEACH PLAN IS REVIEWED PERIODICALLY & CHANGED AS NEEDED:

- When situations and/or conditions warrant it.

CLOSING QUESTIONS FOR COUNCIL

- Do You Agree with Comparable Towns Selected?
- Are You Satisfied With The Analysis?
- Is Our Position in the Peer Group Acceptable?
- Do You Want to Address **All Extreme** Anomalies?
- Should FY 11/12 COLA be added to our ranges?
 - Peer group has made no range adjustment for FY 11/12

