**M-E-M-O-R-A-N-D-U-M**

**CONSENT ITEM #4**

TO: Board of Delegates, Piedmont Triad Regional Council

FROM: David Hill, Management Analyst

DATE: August 21, 2019

RE: Request to adjust the Assignment of Classifications to Grades and otherwise implement the classification and pay study

In September of 2018, the Executive Committee approved engaging in a classification and pay study for the PTRC. A class and pay study was last completed in 2011 as part of the merger process. A few changes have been made to the plan since then but the changes were typically to add a classification or otherwise adjust for a specific re-organization.

*The process and employee participation -*

The study is an exercise in job analysis, labor market analysis, and the reconciliation of those factors leading to the validation of the job-worth hierarchy and pay structure. Attached is diagram 1. The diagram is from an American Compensation Association seminar. This diagram illustrates the process for establishing a job-worth hierarchy. That process was substantially the activities associated with the classification and pay study conducted during this study.

The study began by facilitating orientation sessions with the employees for the purpose of explaining the study and to distribute and explain the position description questionnaires. Employees completed a lengthy questionnaire which were subsequently reviewed by their immediate supervisor. The questionnaires provided the basic information necessary to address the classification criteria. Next interviews were conducted with all incumbents from each classification that had a desire to be interviewed and we interviewed at least one incumbent from each active classification. The interviews provided an opportunity to see the employee's work environment, to ask the employee additional questions, to allow the employee to add information that may have been left off the questionnaire, and to obtain a "personal feel" for the position.

The specifics of job analysis are continued on the next page.

*Job Analysis –*

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After the collection of the questionnaires and conducting the interviews we began the job analysis phase. Job analysis was the process used to determine what groups of activities and functions were similar enough to deserve similar treatment related to compensation. The consultants utilized the factor comparison method of whole job ranking. The duties and responsibilities of individual positions were evaluated to determine the relative level of difficulty and responsibility.

The factors used were generally accepted principles in the personnel field and included;

1. Working conditions,

2. Nature and significance of public contacts,

3. Variety and complexity of work,

4. Decision making,

5. Consequence of error,

6. Supervision given,

7. Supervision received, and

8. Knowledge, skills, and abilities

*Labor Market Analysis –*

Salary data was collected from public employers in our labor market that employ a considerable number of employees similar to PTRC and representative of the market. Included were: Alamance County, Davidson County, Forsyth County, Guilford County, Randolph County, Rockingham County, Archdale, Burlington, Greensboro, High Point, Kernersville, Lexington, and Winston-Salem. Some additional comparisons were made when too few comparisons can be found in the Piedmont Triad but sufficient comparisons exist statewide. Entry level or minimum salary was the primary point of comparison. The target was 100%+ of entry. 22 benchmark classes were identified and 14 benchmark classes scored lower than the target. On average the study moved the PTRC from 98% of market entry to 103%. See charts 1. Regional Planner, 2. Accountant, 3. Ombudsman, and 4. Community Development Director. Also, see table 1. Score Sheet of Core Benchmarks.

A significant number of benchmark classes were less than the target therefore a 1.5% adjustment to the overall minimum, pay target, and maximum scale is recommended.

*Job-Content Emphasis & Reconciliation of Internal and External Considerations -*

The analysis used emphasized job-content. This method emphasizes the prominence of internal equity over sheer market-data. This has been an accepted methodology of public sector employers for some time. With the job-content emphasis market data was placed into the context of work and supervisory relationships in PTRC. An example of job-content and application of internal equity is that a technical position such as Web Applications Developer would not be placed above the Chief Administrative Officer even though there may be market data to support such an assignment.

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*Validation of the job-worth hierarchy and pay structure -*

The most conservative approach to making recommendations was to maintain the existing pay plan. (See Table 2. PTRC pay table.) Corrections for market and re-classification were made by assigning each classification to an existing salary grade based on an assessment of the classification, market data collected, and internal relationships. Each employee was confirmed as classified or re-classified. Implementation costs of the recommended changes were based on the movement from current assigned classification and grade to proposed classification and grade. Implementation adjusts employees to minimum of the proposed grade, unless the developmental increase for the proposed grade is greater. Also, the minimum adjustment will apply to all positions in a similar comparison group. See diagram 2. Illustration of Implementation and diagram 3. Illustration of Minimum Adjustment.

*Recommendation to Adopt the Assignment of Classes to Grades & Results -*

Through implementing the recommendations of the classification and pay study the PTRC provides a comprehensive review of job analysis. The PTRC’s adoption of the changes to the assignment of classes to grades and providing on instructions regarding the methods of salary change fully implements the study. This action establishes a job-worth hierarchy and the associated pay structure. The results of this action were that the PTRC pays comparable entry level salaries to local government employers throughout labor market and the system of job analysis and classification was confirmed. See Table 1. Assignment of Classes to Grades and Table 4. Summary of Changes and Recommendations.

68 of 92 positions were recommended for a grade assignment adjustment and the average adjustment was 4.4% of salary. The annualized base salary increase is estimated at $79,099.

The Executive Director concurs and recommends the adoption of the class and pay study.



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Assignment of Classes to Grades

Position Description Questionnaires

Indicates methods applied and terminology used in the PTRC.

Diagram 1.

Diagram 2. Illustration of Implementation, a position adjusted from grade 19 to 20 adjusts from a $1,525 developmental increase to a $1,605 developmental increase. The “ → “ symbol represents the developmental increase anticipated in the compensation plan. Eight increments are anticipated between minimum and pay target. Movement beyond pay target is only due to exceptional performance.

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Minimum Pay Target Maximum

$38,762 → → → → → → → → $50,394 $62,027

 $1,454 Grade 18

$40,704 → → → → → → → → $52,907 $68,382

 $1,525 Grade 19

$42,731 → → → → → → → → $55,567 $68,381

 $1,605 Grade 20

$44,884 → → → → → → → → $58,332 $71,802

 $1,681 Grade 21

Diagram 3. Illustration of Minimum Adjustment, an adjustment for one position to minimum impacts all similarly assigned positions. The intent is to maintain the spread and position within the range. This method was use with project inspectors and coordinators and department directors. The following illustrates an incumbent in a pay grade, see symbol, “ ☺ “ being adjusted to a relative position in the proposed pay grade based the minimum increase another incumbent receives. Implementation applies to positions scheduled for 30 hours plus with longevity greater than one year.

Minimum Pay Target Maximum

$38,762 $50,394 $62,027

 **☺**  **☺** Grade 18: Housing Rehab Specialist

$40,704 $52,907 $68,382

 Grade 19

$42,731 $55,567 $68,381

 **☺**  Grade 20: Housing Sr. Rehab Specialist

$44,884 $58,332 $71,802

**☺** **☺** **☺**  Grade 21: CD Project Coordinator

Chart 1. Regional Planner I, currently at grade 20 and proposed at grade 21. The green and blue vertical lines are visual aids. The blue vertical line illustrates the minimum intersection with entry and the green line illustrates the average actual intersection.

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Chart 2. Accountant, currently at grade 20 and proposed at grade 20. The green and blue vertical lines are visual aids. The blue vertical line illustrates the minimum intersection with entry and the green line illustrates the average actual intersection.

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Chart 3.Ombudsman, currently at grade 20 and proposed at grade 21. The green and blue vertical lines are visual aids. The blue vertical line illustrates the minimum intersection with entry and the green line illustrates the average actual intersection.

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Chart 4. Community Development (CD) Director, currently at grade 32 and proposed at grade 34. The green and blue vertical lines are visual aids. The blue vertical line illustrates the minimum intersection with entry and the green line illustrates the average actual intersection.

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Table 1. Score Sheet of Core Benchmarks.

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|  |  |  |  |  |
| --- | --- | --- | --- | --- |
| Title | PG | Current % Entry | Proposed % Entry | PTRC Average to Market Score |
| IT Manager | 28 | 114% | 114% | 123% |
| Maintenance Technician | 16 | 113% | 113% | 98% |
| Contracts Accountability Spec | 19 | 110% | 110% | 119% |
| Pretrial Release Coordinator | 21 | 108% | 114% | 112% |
| Accountant | 21 | 104% | 104% | N/A |
| Regional Planning Director | 34 | 104% | 115% | 99% |
| Accounting Technician II | 17 | 101% | 101% | 98% |
| CD Program Intake II | 14 | 100% | 100% | 92% |
| Finance Assistant Director | 29 | 99% | 104% | 99% |
| CD Director | 34 | 99% | 99% | 86% |
| Office Assistant | 13 | 98% | 98% | 87% |
| Regional Planner I | 21 | 98% | 103% | 93% |
| HR Analyst | 21 | 97% | 102% | 85% |
| Long Term Care Ombudsman | 21 | 97% | 101% | 107% |
| Workforce Program Manager | 27 | 94% | 103% | 78% |
| Regional Planner Senior | 26 | 93% | 97% | 87% |
| Regional Planner II | 23 | 93% | 97% | 76% |
| Finance Director | 34 | 92% | 102% | 91% |
| CD Project Inspector I | 19 | 91% | 96% | 73% |
| Assistant Director | 37 | 88% | 97% | 90% |
| Community Engagement Spec | 21 | 87% | 92% | 79% |
| Clerk to the Board | 21 | 82% | 100% | 74% |
|  |  |  |  |  |
| Average |  | 98% | 103% | 93% |

Table 2. PTRC Assignment of Classes to Grades Salary Grades (Annual salary based on 2,080 hours)

**CONSENT ITEM #4 CONTINUED**

|  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- |
| Title | Grade | Minimum | Pay Target | Maximum | DI |
| General Staff | 9 | $15,080.00 |  | $31,668.00 |  |
| Intern | 9 | $15,080.00 |  | $31,668.00 |  |
| Office Assistant | 12 | $28,923.44 | $37,600.47 | $46,277.50 | $1,084.63 |
| Mobile Unit Operator | 13 | $30,380.17 | $39,479.44 | $48,599.82 | $1,137.41 |
| CD Program Intake I | 13 | $30,380.17 | $39,479.44 | $48,599.82 | $1,137.41 |
| CD Program Intake II | 14 | $31,900.23 | $41,463.97 | $51,027.70 | $1,195.47 |
| Database Technician | 14 | $31,900.23 | $41,463.97 | $51,027.70 | $1,195.47 |
| Program Assistant | 14 | $31,900.23 | $41,463.97 | $51,027.70 | $1,195.47 |
| CD Program Specialist I | 15 | $33,483.63 | $43,532.94 | $53,582.26 | $1,256.16 |
| Accounting Technician I | 15 | $33,483.63 | $43,532.94 | $53,582.26 | $1,256.16 |
| CD Administrative Coordinator | 15 | $33,483.63 | $43,532.94 | $53,582.26 | $1,256.16 |
| Maintenance Technician | 16 | $35,151.48 | $45,707.48 | $56,263.48 | $1,319.50 |
| Workforce Program Assistant | 17 | $36,924.89 | $47,987.58 | $59,071.38 | $1,382.84 |
| OMIT HR Specialist | 17 | $36,924.89 | $47,987.58 | $59,071.38 | $1,382.84 |
| Aging MIS Specialist | 17 | $36,924.89 | $47,987.58 | $59,071.38 | $1,382.84 |
| Accounting Technician II | 17 | $36,924.89 | $47,987.58 | $59,071.38 | $1,382.84 |
| CD Program Specialist II | 18 | $38,761.63 | $50,394.34 | $62,027.06 | $1,454.09 |
| Business Engagement Spec | 19 | $40,703.94 | $52,906.67 | $65,130.52 | $1,525.34 |
| Contracts Accountability Spec | 19 | $40,703.94 | $52,906.67 | $65,130.52 | $1,525.34 |
| CD Project Inspector I | 19 | $40,703.94 | $52,906.67 | $65,130.52 | $1,525.34 |
| District Resource Center Coord | 20 | $42,730.69 | $55,566.78 | $68,381.77 | $1,604.51 |
| CD Project Inspector II | 20 | $42,730.69 | $55,566.78 | $68,381.77 | $1,604.51 |
| Clerk to the Board | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| HR Analyst | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Aging Program Planner | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Family Caregiver Support Spec | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Workforce Program Coord | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Long Term Care Ombudsman | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Accountant | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Workforce Business Svcs Coord | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Regional Planner I | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Pretrial Release Coordinator | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Community Engagement Spec | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| CD Project Coordinator | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Strategic Initiatives Coord | 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 |
| Project Reentry Coordinator | 22 | $47,121.98 | $61,267.02 | $75,390.95 | $1,768.13 |
| Management Analyst | 23 | $49,486.53 | $64,328.26 | $79,170.00 | $1,855.22 |
| CD Supervisor | 23 | $49,486.53 | $64,328.26 | $79,170.00 | $1,855.22 |
| Long Term Care Sr Ombudsman | 23 | $49,486.53 | $64,328.26 | $79,170.00 | $1,855.22 |
|  |  |  |  |  |  |
| Title | Grade | Minimum | Pay Target | Maximum | DI |
| Regional Planner II | 23 | $49,486.53 | $64,328.26 | $79,170.00 | $1,855.22 |
| Accountant Senior | 23 | $49,486.53 | $64,328.26 | $79,170.00 | $1,855.22 |
| Special Projects Manager | 24 | $51,956.63 | $67,537.29 | $83,117.94 | $1,947.58 |
| Information Data Svcs Manager | 25 | $54,553.41 | $70,915.21 | $87,277.01 | $2,045.23 |
| Regional Planner Senior | 26 | $57,276.86 | $74,462.02 | $91,647.19 | $2,148.15 |
| Workforce Program Manager | 27 | $60,148.09 | $78,177.74 | $96,228.50 | $2,253.71 |
| Regional Planning Asst Dir | 27 | $60,148.09 | $78,177.74 | $96,228.50 | $2,253.71 |
| IT Manager | 28 | $63,145.99 | $82,083.46 | $101,042.03 | $2,367.18 |
| AAA Assistant Director | 29 | $66,312.79 | $86,200.30 | $106,087.80 | $2,485.94 |
| Finance Assistant Director | 29 | $66,312.79 | $86,200.30 | $106,087.80 | $2,485.94 |
| Area Agency on Aging Director | 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 |
| CD Director | 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 |
| Workforce Program Director | 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 |
| Regional Planning Director | 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 |
| Criminal Justice Prg Director | 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 |
| Finance Director | 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 |
| Assistant Director | 37 | $97,945.32 | $127,366.16 | $157,740.00 | $3,677.60 |

**CONSENT ITEM #4 CONTINUED**

Table 3. Salary Table (Annual salary based on 2,080 hours)

**CONSENT ITEM #4 CONTINUED**

|  |  |  |  |  |  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- | --- |
| Grade | Min Ann | Target Annual | Max Annual | DI Annual | Min Hrly | Tar Hrly | Max Hourly | DI Hrly | DI 20 Hour | DI 30 Hour | 30 Hour Pay Target | 20 Hours Pay Target |
| 9 | $15,080.00 |  | $31,668.00 |  | $7.25 |  | $15.23 |  |  |  |  |  |
| 10 | $26,242.22 | $34,116.99 | $41,991.77 | $984.35 | $12.62 | $16.40 | $20.19 | $0.47 | $492.17 | $738.26 | $25,587.74  | $17,058.50  |
| 11 | $27,551.16 | $35,805.95 | $44,081.86 | $1,031.85 | $13.25 | $17.21 | $21.19 | $0.50 | $515.92 | $773.89 | $26,854.46  | $17,902.98  |
| 12 | $28,923.44 | $37,600.47 | $46,277.50 | $1,084.63 | $13.91 | $18.08 | $22.25 | $0.52 | $542.31 | $813.47 | $28,200.35  | $18,800.24  |
| 13 | $30,380.17 | $39,479.44 | $48,599.82 | $1,137.41 | $14.61 | $18.98 | $23.37 | $0.55 | $568.70 | $853.06 | $29,609.58  | $19,739.72  |
| 14 | $31,900.23 | $41,463.97 | $51,027.70 | $1,195.47 | $15.34 | $19.93 | $24.53 | $0.57 | $597.73 | $896.60 | $31,097.98  | $20,731.98  |
| 15 | $33,483.63 | $43,532.94 | $53,582.26 | $1,256.16 | $16.10 | $20.93 | $25.76 | $0.60 | $628.08 | $942.12 | $32,649.71  | $21,766.47  |
| 16 | $35,151.48 | $45,707.48 | $56,263.48 | $1,319.50 | $16.90 | $21.97 | $27.05 | $0.63 | $659.75 | $989.63 | $34,280.61  | $22,853.74  |
| 17 | $36,924.89 | $47,987.58 | $59,071.38 | $1,382.84 | $17.75 | $23.07 | $28.40 | $0.66 | $691.42 | $1,037.13 | $35,990.68  | $23,993.79  |
| 18 | $38,761.63 | $50,394.34 | $62,027.06 | $1,454.09 | $18.64 | $24.23 | $29.82 | $0.70 | $727.04 | $1,090.57 | $37,795.76  | $25,197.17  |
| 19 | $40,703.94 | $52,906.67 | $65,130.52 | $1,525.34 | $19.57 | $25.44 | $31.31 | $0.73 | $762.67 | $1,144.01 | $39,680.00  | $26,453.34  |
| 20 | $42,730.69 | $55,566.78 | $68,381.77 | $1,604.51 | $20.54 | $26.71 | $32.88 | $0.77 | $802.26 | $1,203.38 | $41,675.09  | $27,783.39  |
| 21 | $44,884.11 | $58,332.46 | $71,801.91 | $1,681.04 | $21.58 | $28.04 | $34.52 | $0.81 | $840.52 | $1,260.78 | $43,749.34  | $29,166.23  |
| 22 | $47,121.98 | $61,267.02 | $75,390.95 | $1,768.13 | $22.65 | $29.46 | $36.25 | $0.85 | $884.07 | $1,326.10 | $45,950.27  | $30,633.51  |
| 23 | $49,486.53 | $64,328.26 | $79,170.00 | $1,855.22 | $23.79 | $30.93 | $38.06 | $0.89 | $927.61 | $1,391.41 | $48,246.20  | $32,164.13  |
| 24 | $51,956.63 | $67,537.29 | $83,117.94 | $1,947.58 | $24.98 | $32.47 | $39.96 | $0.94 | $973.79 | $1,460.69 | $50,652.97  | $33,768.64  |
| 25 | $54,553.41 | $70,915.21 | $87,277.01 | $2,045.23 | $26.23 | $34.09 | $41.96 | $0.98 | $1,022.61 | $1,533.92 | $53,186.41  | $35,457.60  |
| 26 | $57,276.86 | $74,462.02 | $91,647.19 | $2,148.15 | $27.54 | $35.80 | $44.06 | $1.03 | $1,074.07 | $1,611.11 | $55,846.52  | $37,231.01  |
| 27 | $60,148.09 | $78,177.74 | $96,228.50 | $2,253.71 | $28.92 | $37.59 | $46.26 | $1.08 | $1,126.85 | $1,690.28 | $58,633.30  | $39,088.87  |
| 28 | $63,145.99 | $82,083.46 | $101,042.03 | $2,367.18 | $30.36 | $39.46 | $48.58 | $1.14 | $1,183.59 | $1,775.39 | $61,562.59  | $41,041.73  |
| 29 | $66,312.79 | $86,200.30 | $106,087.80 | $2,485.94 | $31.88 | $41.44 | $51.00 | $1.20 | $1,242.97 | $1,864.45 | $64,650.22  | $43,100.15  |
| 30 | $69,627.38 | $90,507.14 | $111,386.91 | $2,609.97 | $33.47 | $43.51 | $53.55 | $1.25 | $1,304.99 | $1,957.48 | $67,880.36  | $45,253.57  |
| 31 | $73,089.74 | $95,025.11 | $116,960.48 | $2,741.92 | $35.14 | $45.69 | $56.23 | $1.32 | $1,370.96 | $2,056.44 | $71,268.83  | $47,512.56  |
| 32 | $76,763.23 | $99,775.31 | $122,808.50 | $2,876.51 | $36.91 | $47.97 | $59.04 | $1.38 | $1,438.26 | $2,157.38 | $74,831.48  | $49,887.66  |
| 33 | $80,584.50 | $104,757.74 | $128,952.10 | $3,021.66 | $38.74 | $50.36 | $62.00 | $1.45 | $1,510.83 | $2,266.24 | $78,568.31  | $52,378.87  |
| 34 | $84,616.90 | $110,014.63 | $135,391.26 | $3,174.72 | $40.68 | $52.89 | $65.09 | $1.53 | $1,587.36 | $2,381.04 | $82,510.97  | $55,007.32  |
| 35 | $88,839.30 | $115,524.86 | $142,168.21 | $3,335.70 | $42.71 | $55.54 | $68.35 | $1.60 | $1,667.85 | $2,501.77 | $86,643.65  | $57,762.43  |
| 36 | $93,281.26 | $121,301.11 | $149,276.62 | $3,502.48 | $44.85 | $58.32 | $71.77 | $1.68 | $1,751.24 | $2,626.86 | $90,975.83  | $60,650.55  |
| 37 | $97,945.32 | $127,366.16 | $156,740.45 | $3,677.60 | $47.09 | $61.23 | $75.36 | $1.77 | $1,838.80 | $2,758.20 | $95,524.62  | $63,683.08  |

Table 4. Summary of Changes and Recommendations

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This table presents the changes and recommendations of the study by classification. The implementation used is illustrated in diagrams 2 & 3.

|  |  |  |  |  |  |  |  |
| --- | --- | --- | --- | --- | --- | --- | --- |
| CURRENT TITLE | PROPOSED TITLE | # | CG | PG | Δ |  Costs  | % Δ |
| Accounting Technician II | Accountant | 2 | 17 | 21 | 4 |  Hourly, as needed position  |
| Clerk to the Board | Clerk to the Board | 1 | 17 | 21 | 4 |  2,509  | 11.7% |
| HR Specialist | HR Analyst | 1 | 17 | 21 | 4 |  4,328  | 18.9% |
| Mobile Unit Operator | Mobile Unit Operator | 1 | 9 | 13 | 4 |  Hourly, as needed position  |
| Regional Planner II | Regional Planner Senior | 1 | 22 | 26 | 4 |  2,897  | 8.8% |
| Assistant Director | Assistant Director | 1 | 34 | 37 | 3 |  7,192  | 10.0% |
| Housing Grants Coordinator | CD Supervisor | 1 | 20 | 23 | 3 |  3,708  | 12.0% |
| Housing Rehab Specialist | CD Project Coordinator | 2 | 18 | 21 | 3 |  6,723  | 7.9% |
| Weatherization IA Lead | CD Supervisor | 1 | 20 | 23 | 3 |  2,449  | 8.9% |
| WX Program Asst Lead | CD Administrative Coordinator | 1 | 15 | 18 | 3 |  217  | 0.0% |
| Area Agency on Aging Director | Area Agency on Aging Director | 1 | 32 | 34 | 2 |  3,213  | 7.6% |
| Criminal Justice Prg Director | Criminal Justice Prg Director | 1 | 32 | 34 | 2 |  3,213  | 6.2% |
| Finance Director | Finance Director | 1 | 32 | 34 | 2 |  3,213  | 6.2% |
| Housing Program Director | CD Director | 1 | 32 | 34 | 2 |  3,213  | 6.9% |
| Office Assistant | Database Technician | 1 | 12 | 14 | 2 |  845  | 9.5% |
| Office Assistant | Program Assistant | 4 | 12 | 14 | 2 |  2,158  | 8.6% |
| Regional Planning Director | Regional Planning Director | 1 | 32 | 34 | 2 |  3,213  | 7.7% |
| WeatherizationInspectorAuditor | CD Project Inspector II | 3 | 18 | 20 | 2 |  4,830  | 7.7% |
| Workforce Program Director | Workforce Program Director | 1 | 32 | 34 | 2 |  3,213  | 7.2% |
| Workforce Program Manager | Workforce Program Manager | 1 | 25 | 27 | 2 |  3,687  | 10.5% |
| AAA Assistant Director | AAA Assistant Director | 1 | 28 | 29 | 1 |  153  | 3.5% |
| Aging Program Planner | Aging Program Planner | 5 | 20 | 21 | 1 |  1,555  | 4.4% |
|  |  |  |  |  |  |  |  |
| CURRENT TITLE | PROPOSED TITLE | # | CG | PG | Δ | Costs | % Δ |
| District Resource Center Coord**CONSENT ITEM #4 CONTINUED** | District Resource Center Coord | 1 | 19 | 20 | 1 |  101  | 3.5% |
| Family Caregiver Support Spec | Family Caregiver Support Spec | 1 | 20 | 21 | 1 |  102  | 3.1% |
| Finance Assistant Director | Finance Assistant Director | 1 | 28 | 29 | 1 |  153  | 3.0% |
| Housing Inspector | CD Project Inspector I | 1 | 18 | 19 | 1 |  579  | 5.2% |
| Housing Sr Rehab Specialist | CD Project Coordinator | 1 | 20 | 21 | 1 |  3,214  | 3.1% |
| Long Term Care Ombudsman | Long Term Care Ombudsman | 3 | 20 | 21 | 1 |  1,402  | 4.4% |
| Long Term Care Sr Ombudsman | Long Term Care Sr Ombudsman | 1 | 22 | 23 | 1 |  114  | 3.5% |
| Management Analyst | Community Engage Specialist | 1 | 20 | 21 | 1 |  102  | 0.0% |
| Management Analyst | Management Analyst | 8 | 20 | 21 | 1 |  Hourly, as needed position  |
| Office Assistant | CD Program Intake I | 1 | 12 | 13 | 1 |  69  | 3.7% |
| Pretrial Release Coordinator | Pretrial Release Coordinator | 3 | 20 | 21 | 1 |  306  | 3.5% |
| Program Assistant | CD Program Specialist I | 1 | 14 | 15 | 1 |  78  | 3.7% |
| Regional Planner I | Regional Planner I | 4 | 20 | 21 | 1 |  2,599  | 5.1% |
| Regional Planner II | Regional Planner II | 1 | 22 | 23 | 1 |  114  | 3.8% |
| Regional Planner Senior | Regional Planner Senior | 1 | 25 | 26 | 1 |  100  | 3.2% |
| Workforce Business Svcs Coord | Workforce Business Svcs Coord | 4 | 20 | 21 | 1 |  6,344  | 7.7% |
| Workforce Prg Specialist | Workforce Prg Specialist | 1 | 19 | 20 | 1 |  101  | 4.0% |
| Workforce Program Coordinator | Workforce Program Coordinator | 1 | 20 | 21 | 1 |  102  | 3.7% |
| Accountant Senior | Accountant Senior | 1 | 23 | 23 | 0 |  27  | 0.0% |
| Accounting Technician I | Accounting Technician I | 2 | 15 | 15 | 0 |  38  | 0.0% |
| Accounting Technician II | Accounting Technician II | 2 | 17 | 17 | 0 |  38  | 0.0% |
| Aging MIS Specialist | Aging MIS Specialist | 1 | 17 | 17 | 0 |  19  | 0.0% |
| Contracts Accountability Spec | Contracts Accountability Spec | 1 | 19 | 19 | 0 |  22  | 0.0% |
| General Staff | General Staff | 2 | 9 | 9 | 0 |  615  | 9.7% |
|  |  |  |  |  |  |  |  |
| CURRENT TITLE | PROPOSED TITLE | # | CG | PG | Δ | Costs | % Δ |
| Housing Specialist I | CD Program Intake II | 1 | 14 | 14 | 0 |  17  | 0.0% |
| Housing Specialist II | CD Program Specialist II | 1 | 18 | 18 | 0 |  22  | 0.0% |
| Information Data Svcs Manager | Information Data Svcs Manager | 1 | 25 | 25 | 0 |  22  | 0.0% |
| IT Manager | IT Manager | 1 | 28 | 28 | 0 |  34  | 0.0% |
| Maintenance Technician | Maintenance Technician | 1 | 16 | 16 | 0 |  10  | 0.0% |
| Program Assistant | CD Program Intake II | 3 | 14 | 14 | 0 |  51  | 1.0% |
| Program Assistant | Program Assistant | 1 | 14 | 14 | 0 |  -  | 0.0% |
| Project Reentry Coordinator | Project Reentry Coordinator | 1 | 22 | 22 | 0 |  27  | 0.0% |
| Strategic Initiatives Coord | Strategic Initiatives Coord | 1 | 21 | 21 | 0 |  23  | 0.0% |
| Workforce Executive Assistant | Workforce Program Assistant | 1 | 17 | 17 | 0 |  19  | 1.5% |
| Intern | Intern | 3 | 9 | 9 | 0 |  |  |
|  |  |  |  |  |  |  |  |
|  | Total  |  79,099  |  |
|  | Average  |  | 4.5% |

**CONSENT ITEM #4 CONTINUED**