



TRINITY

NORTH CAROLINA

Planning and Zoning Positions

Market Analysis

As of May 14, 2025

Purpose

The City of Trinity's Finance and Human Resources Department has conducted a comprehensive employment position analysis for the Planning and Zoning Department. This position market analysis is intended to support the recruitment and retention of highly qualified and skilled professionals by ensuring that job roles, responsibilities, and compensation are aligned with current market standards and organizational needs.

1. Clarifies Job Responsibilities

- It defines the tasks, duties, and responsibilities of a position.
- Helps ensure both the employer and the employee understand what is expected.

2. Supports Effective Hiring

- Guides the creation of accurate job descriptions and specifications.
- Helps attract the right candidates by identifying the skills, qualifications, and experience needed.

3. Ensures Fair Compensation

- Provides a basis for comparing jobs within the organization.
- Supports equitable salary and benefits by aligning pay with responsibilities and required qualifications.

4. Supports Organizational Planning

- Assists in workforce planning, restructuring, and succession planning.
- Helps identify redundant roles, gaps in skills, or opportunities for efficiency.

In summary, employment position analysis is a foundational HR tool that helps align people, roles, and organizational goals effectively and legally.

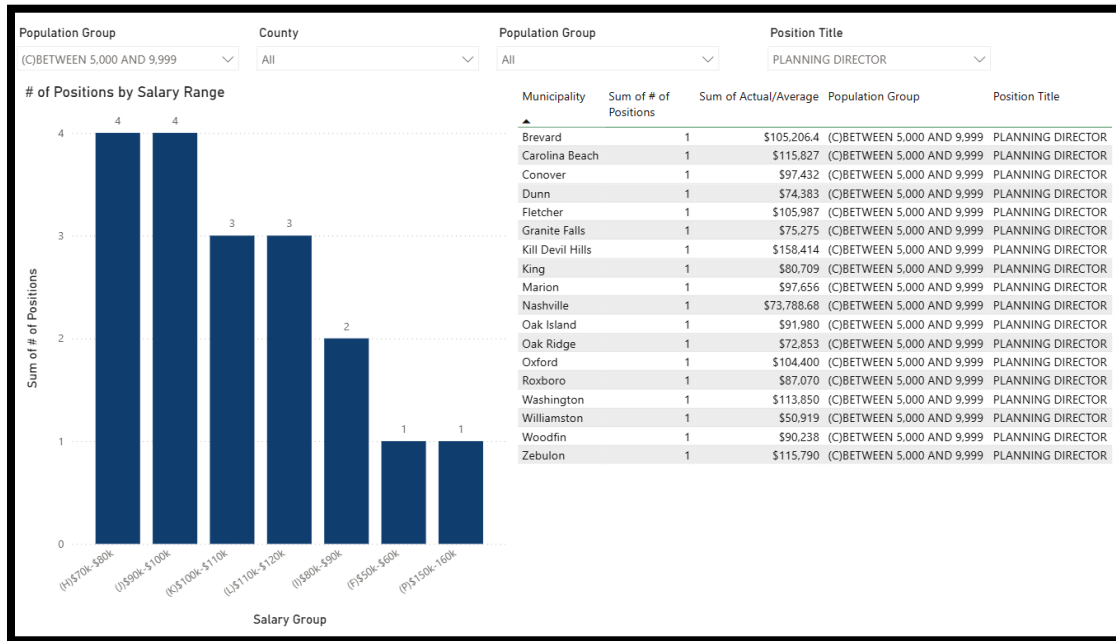
Positions to be Analyzed

The positions within the Planning and Zoning Department are being evaluated for the potential transition to full-time employment roles. This analysis aims to determine whether hiring full-time staff would result in more effective cost management and operational efficiency, thereby reducing the department's reliance on contracted personnel. These positions include Planning Director as well as Planner and Code Enforcement Officer.

Analysis Data

The North Carolina League of Municipalities (NCLM) routinely collects and analyzes a broad range of data from its member municipalities to enable meaningful comparisons among jurisdictions of similar size across the state. For the purpose of recommending appropriate salary ranges for the positions of Planning Director and Planner and Code Enforcement Officer, we will utilize current job market data. This analysis will focus on municipalities with populations up to 9,999, as well as benchmark data from neighboring and competitive jurisdictions, including Archdale, High Point, and Thomasville.

Municipalities Similar in Size

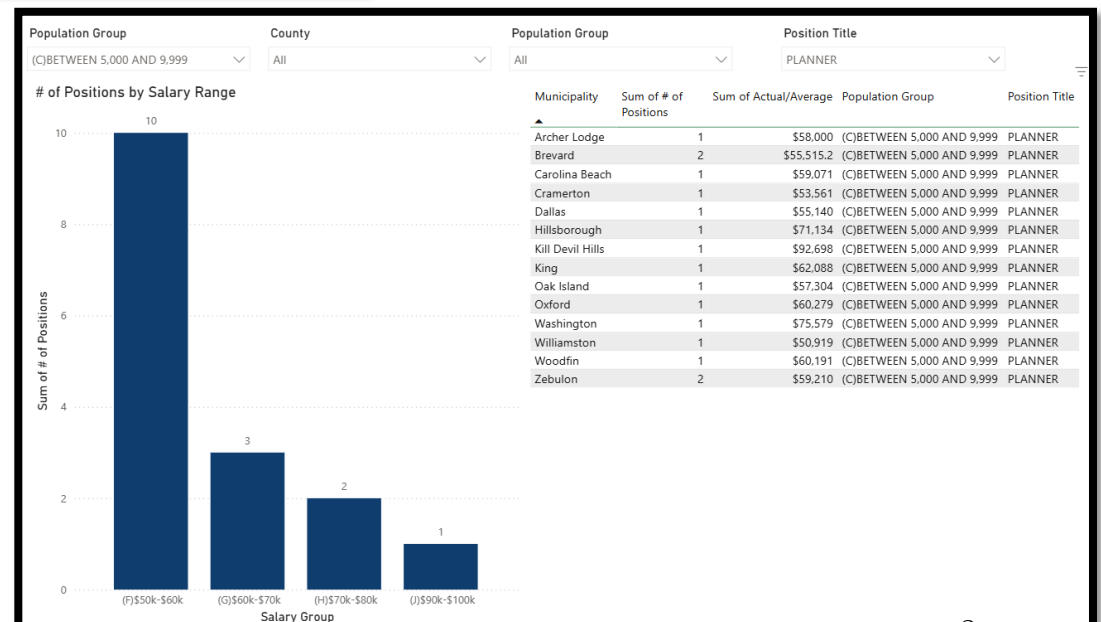


Planning Director

Average Salary: \$95,099

Planner and Code Enforcement Officer

Average Salary: \$62,192



Surrounding Municipalities – Average Wage

City of Archdale

Planning Director \$104,317

Planner and Code Enforcement Officer \$68,050

City of Thomasville

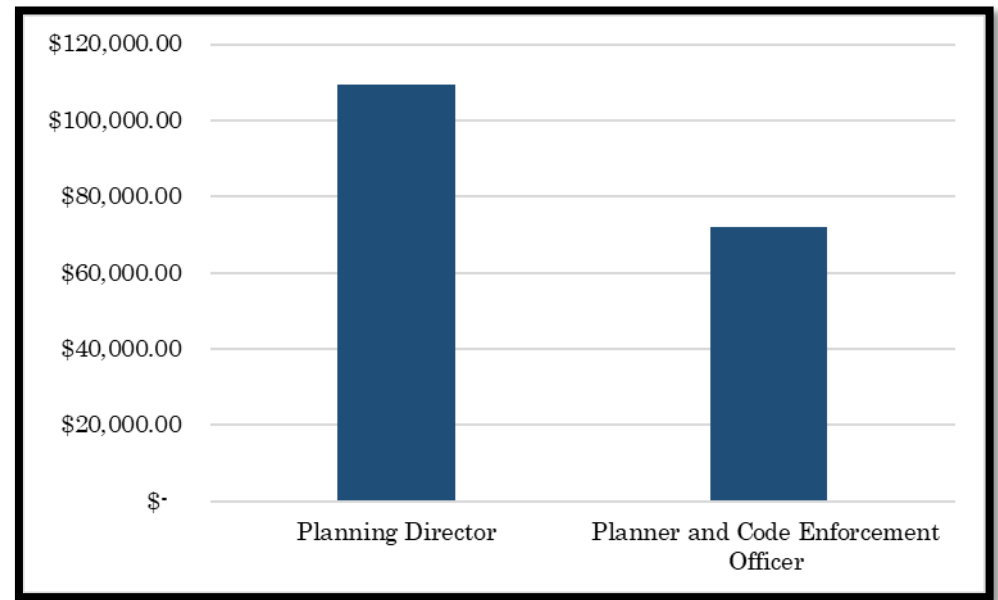
Planning Director \$82,259

Planner and Code Enforcement Officer \$76,339

City of High Point

Planning Director \$141,957

Planner and Code Enforcement Officer \$71,697



Based on the data collected, then the average salary for both the Planning Director and Planner and Code Enforcement Officer would be as follows.

Planning Director: \$90,000 (Grade 28) **Maximum Salary: \$121,429**

Planner and Code Enforcement Officer: \$69,569 (Grade 20) **Maximum Salary: \$82,221**

The hiring salary for the Planning Director position shall be up to \$90,000, while the hiring range for the Planner/Code Enforcement Officer positions shall be up to \$70,000, based on qualifications and experience.

Current Contracted Service

The City of Trinity contracts with Municipal Services, Inc. to provide all planning and code enforcement services for the City. Currently, the City utilizes 64 hours of planning services and 16 hours of code enforcement services per week. The combined weekly cost for these contracted services is \$5,440, resulting in an annual expenditure of approximately \$282,880.

Positions	Rates	Hrs Per Week	Total	Annual
Planner	\$72.00	64	\$4,608.00	\$ 239,616.00
Code Enforcement Officer	\$52.00	16	\$ 832.00	\$ 43,264.00
Contracted Total				\$ 282,880.00

Proposed Full -time Employees

To effectively budget for personnel, it is essential to account for both salaries and benefits based on a 26.5 payroll cycle. Below is the total estimated cost for the positions of Planning Director and Planner and Code Enforcement Officer. Please note that the rates provided are based on the City of Trinity's Fiscal Year 2024–2025 contract.

Positions	Salaries	Retirement (14.35%)	FICA (7.65%)	Insurance
Planning Director	\$ 90,000.00	\$ 12,915.00	\$ 6,885.00	\$ 16,700.00
Planner/Code Enforcement Officer	\$ 70,000.00	\$ 10,045.00	\$ 5,355.00	\$ 16,700.00
Grand Total	\$ 160,000.00	\$ 22,960.00	\$12,240.00	\$ 33,400.00
Department Total				\$ 228,600.00

Recommendation

Based on the information outlined above, the City of Trinity is projected to achieve total cost savings of \$54,280 by transitioning from contracted services to full-time staff within the Planning and Zoning Department.

In addition to the financial benefits, the current business environment further supports the value of investing in full-time personnel. It is recommended that the City implement a staggered transition plan, allowing contracted employees to assist in the training and onboarding of new full-time staff.

Specifically, the current contract Planner/Code Enforcement Officer should provide training to the incoming full-time Planner/Code Enforcement Officer for a period of four months. This training would consist of 8 hours per week dedicated to code enforcement and 12 hours per week focused on planning, totaling 20 hours weekly.

Furthermore, it is recommended that the contract Planning Director provide mentorship and transitional training to the new full-time Planning Director over an eight-month period, with a minimum of 24 hours of training per week.

This phased approach will ensure a smooth transfer of institutional knowledge and responsibilities, promoting continuity and operational effectiveness during the transition.





TRINITY

NORTH CAROLINA

Planning & Zoning Department Transition Work Plan

Project Title: Transition from Contracted Services to Full-Time Staff

Duration: July 2025 – February 2026

Prepared by: Human Resources

1. Objective

To transition the Planning and Zoning Department from contracted services to full-time personnel while ensuring continuity of operations, knowledge transfer, and cost savings.

2. Goals

- Hire full-time Planning Director and Code Enforcement Officer
- Facilitate effective training and knowledge transfer from contracted staff
- Achieve long-term cost savings of \$54,280
- Improve service continuity and institutional knowledge

3. Work Plan Summary

Phase	Activities	Timeline	Responsible Party	Outcome/Deliverable
Phase 1: Planning & Recruitment	Finalize job descriptions and advertise positions	July 2025	HR Department	Job postings released
	Conduct interviews and select candidates	August 2025	HR, Contract Staff and City Manager	Candidates selected
	Extend offers and finalize hiring	September 2025	HR Department	Employment offers accepted

Phase 2: Onboarding & Training (Code Enforcement Officer & Planner)	Begin training with contract staff	Sept – Dec 2025 (4 months)	Planning Director & Contracted Staff	20 hrs/week (8 hrs CE, 12 hrs Planning)
Phase 3: Onboarding & Training (Planning Director)	Begin transition training	Sept 2025 – April 2026 (8 months)	Contract Planning Director	24 hrs/week mentorship
Phase 4: Performance Monitoring	Evaluate new hires and knowledge transfer	Dec 2025 – Feb 2026	Department Heads	Training evaluation reports
Phase 5: Contract Conclusion	Gradually reduce and terminate contracts	Jan – Feb 2026	City Manager & Finance	Contracts closed

4. Key Performance Indicators (KPIs)

- 100% of training hours completed as scheduled
- Full-time staff fully integrated by February 2026
- Measurable improvements in service response time and consistency
- Realization of \$54,280 in cost savings annually

5. Budget Considerations

- Salary and benefit allocations for new hires (based on FY 2024–2025 budget)
- Temporary overlap with contracted staff during training period

Reference Page

North Carolina League of Municipalities (NCLM)

- **Resource:** Salary & Fringe Benefits Survey Results
- **Website:** <https://www.nclm.org/member-portal/salary-fringe-benefits-survey-results/>
- **Purpose:** Provides comprehensive salary and benefits data to assist municipalities in benchmarking and comparative analysis across the state.

City of Archdale – Human Resources Department

- **Website:** <https://www.archdale-nc.gov/>
- **Contact:**
 - **Phone:** (336) 431-9141
 - **Email:** info@archdale-nc.gov
- **Address:** 307 Balfour Drive, Archdale, NC 27263

City of High Point – Human Resources Department

- **Website:** <https://www.highpointnc.gov/>
- **Contact:**
 - **Phone:** (336) 883-3253
 - **Email:** humanresources@highpointnc.gov
- **Address:** 211 S. Hamilton Street, High Point, NC 27260

City of Thomasville – Human Resources Department

- **Website:** <https://www.thomasville-nc.gov/>
- **Contact:**
 - **Phone:** (336) 475-4210
 - **Email:** hr@thomasville-nc.gov
- **Address:** 10 Salem Street, Thomasville, NC 27360

These resources are valuable for conducting salary benchmarking, understanding regional compensation trends, and facilitating communication with neighboring municipalities for collaborative efforts.



Job Descriptions



PLANNER/CODE ENFORCEMENT OFFICER



Level	Experienced	Education Level	Bachelor's Degree
Department	Planning and Zoning	FLSA Status	Non-Exempt
Reports To	Planning/Zoning Director	Supervisory Responsibilities	No

Distinguishing Features of the Class

An employee in this class is responsible for professional-level planning duties enforcing zoning, land use, watershed and mobile home ordinances, and performing related planning functions. Work is performed independently and provides staff support to boards. Work includes reviewing zoning permits, and performing site review. Work requires considerable public contact with developers, boards, and the general public. Tact and courtesy are essential in performing assigned duties. Work is supervised by the Planning Director and is evaluated based on conferences and reviews of the assignment.

Duties and Responsibilities

- Administers the zoning permit process; reviews rezoning and variance applications; explains regulations and process requirements; reviews plans and makes recommendations and amendments to Planning Board; issues zoning and watershed permits.
- Explains and advises the public on regulations of zoning, water supply watershed, Falls watershed stormwater, and subdivision ordinances. Reviews development plans for zoning and subdivision regulations, and road standards; conducts site inspections and reviews.
- Reviews potential plans and projects for compliance with County ordinances such as zoning, subdivision, water supply watershed, stormwater, and floodplain hazard mitigation contained in the land development code.
- Prepares agenda, reports and packets for Planning Board and Board of Adjustment; serves as staff support and advisor to boards.

Additional Job Duties

Performs related duties as required.

Knowledge, Skills, and Abilities

- Knowledge and understanding of the principles and practices of community planning.
- Knowledge of the technical ordinance, codes and regulations pertaining to land use planning and development, including zoning and subdivision principles.
- Knowledge of basic governmental and administrative frameworks involved in effective planning.
- Skill in the use of computers for compiling reports, GIS mapping, developing presentation material, and storing and retrieving data.
- Ability to enforce zoning and other ordinances with tact and firmness.

- Ability to communicate effectively in oral and written form and make presentations.
- Ability to analyze planning issues and recommend solutions.
- Ability to organize and perform the administrative and technical support functions of the assigned boards.
- Ability to establish and maintain effective working relationships with city employees, county officials, developers and the general public.

Physical Requirements

- Must be able to physically perform the basic life operational functions of standing, walking, fingering, talking and hearing.
- Must be able to perform sedentary work, exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body.
- Must possess the visual acuity to prepare data, operate a computer, do extensive reading, review plans, and use measurement devices.

Desirable Education and Experience

Graduation from a four-year college or university with a major in urban planning, geography, landscape architecture or related field and some experience as a professional planner; or any equivalent combination of education, experience, and training.

Special Requirement

Possession of a valid North Carolina driver's license.

Salary Range

Hiring Range \$46,984 - \$70,475

Full Range \$46,984 – \$82,221

Physical Requirements:

Work may include sitting, walking, bending, kneeling, crouching, reaching, grasping, and stooping. Must be able to perform heavy work exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.

Motor/Sensory Requirements:

Grasping, feeling, and repetitive motions are required to accurately perform essential functions of job. Vocal communication is required for expressing or exchanging ideas by means of the spoken word, and conveying detailed or important instructions to others accurately, loudly, or quickly; hearing is required to perceive information at normal spoken word levels, and to receive detailed information through oral communications and/or to make fine distinctions in sound; visual acuity is required for depth perception, color perception, preparing and analyzing written or computer data, visual inspection involving small defects and/or small parts, use of measuring devices, operation or inspection of machines, operation of motor vehicles or equipment, determining the accuracy and thoroughness of work, and observing general surroundings and activities; the worker is subject to inside and outside environmental conditions, noise, hazards, and atmospheric conditions.

ADA Compliance

The requirements described here are representative of the abilities and skills that must be met by an employee to successfully perform the essential functions of this job. In accordance with the Americans with Disabilities Act (ADA), reasonable accommodations may be made to empower individuals with disabilities to undertake the essential duties and responsibilities of the position.

Environmental Factors:

Work may include both indoor and outdoor activity where employee is exposed to elements of nature: cold, hot, humidity, rain, snow, sleet, ice, etc. Work activity does not entail predictable or unpredictable exposure to blood or body fluids.

Conditions of Employment

Background check with local and state law enforcement agencies may be required. Must have and maintain a valid North Carolina driver's license with an acceptable driving record. Failure to comply with or fulfill these conditions may result in termination.



PLANNING DIRECTOR



Level	Experienced	Education Level	Bachelor's Degree
Department	Planning and Zoning	FLSA Status	Exempt
Reports To	City Manager	Supervisory Responsibilities	Yes

Distinguishing Features of the Class

An employee in this class is responsible for professional-level planning duties enforcing zoning, land use, watershed and mobile home ordinances, and performing related planning functions. Work is performed independently and provides staff support to boards. Work includes reviewing zoning permits, and performing site review. Work requires considerable public contact with developers, boards, and the general public. Tact and courtesy are essential in performing assigned duties. Work is supervised by the Planning Director and is evaluated based on conferences and reviews of the assignment.

Duties and Responsibilities

- Directs and manages the activities of the Planning and Zoning Department.
- Provides leadership in the development and implementation of comprehensive planning initiatives.
- Prepares and presents reports and recommendations to the City Council, Planning Board, and other bodies.
- Explains and advises the public on regulations of zoning, water supply watershed, Falls watershed stormwater, and subdivision ordinances. Reviews development plans for zoning and subdivision regulations, and road standards; conducts site inspections and reviews.
- Reviews potential plans and projects for compliance with County ordinances such as zoning, subdivision, water supply watershed, stormwater, and floodplain hazard mitigation contained in the land development code.
- Prepares agenda, reports and packets for Planning Board and Board of Adjustment; serves as staff support and advisor to boards.
- Supervises and evaluates planning and code enforcement staff

Additional Job Duties

Performs related duties as required.

Knowledge, Skills, and Abilities

- Thorough knowledge of principles and practices of urban and municipal planning.
- Familiarity with North Carolina General Statutes related to land use and zoning.
- Ability to interpret and apply complex zoning and subdivision regulations.
- Strong written and verbal communication skills, including presentation to public bodies.
- Skill in conflict resolution, facilitation, and community engagement.
- Proficiency with GIS, planning software, and Microsoft Office Suite.

- Ability to communicate effectively in oral and written form and make presentations.
- Ability to analyze planning issues and recommend solutions.
- Ability to organize and perform the administrative and technical support functions of the assigned boards.
- Ability to establish and maintain effective working relationships with city employees, county officials, developers and the general public.

Physical Requirements

- Must be able to physically perform the basic life operational functions of standing, walking, fingering, talking and hearing.
- Must be able to perform sedentary work, exerting up to 10 pounds of force occasionally and/or a negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects, including the human body.
- Must possess the visual acuity to prepare data, operate a computer, do extensive reading, review plans, and use measurement devices.

Desirable Education and Experience

Bachelor's degree in Urban Planning, Public Administration, Geography, or a related field with at least 5 years of experience as a professional planner; and have at least 2 years of supervisory or leadership role. Certification by the American Institute of Certified Planners (AICP) is preferred or must be obtained within 12 months of hire.

Special Requirement

Possession of a valid North Carolina driver's license.

Salary Range

Hiring Range \$69,388 - \$104,082

Full Range \$69,388 – \$121,429

Physical Requirements:

Work may include sitting, walking, bending, kneeling, crouching, reaching, grasping, and stooping. Must be able to perform heavy work exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.

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