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ITEM #3
WRKS 06/25/13

MEMORANDUM

June 14, 2013

TO: Board of Mayor and Aldermen

FROM: Eric Stuckey, City Administrator 
Shirley Harmon, Human Resources Director

SUBJECT: City of Franklin Comprehensive Classification and Compensation Study

Purpose

The purpose of this memorandum is to provide the Board of Mayor and Aldermen (BOMA) with a report on the City's comprehensive classification and compensation study.

Background

In September of 2012, the City awarded a contract to Burris, Thompson & Associates to conduct a comprehensive classification and compensation study. The goal of this effort is to update the City of Franklin's pay plan to provide a highly competitive pay structure that attracts and retains top talent to deliver high-quality city services to the community. The existing pay plan is outdated and has been reviewed in a comprehensive manner in over a decade.

To date the following have been accomplished:

- The consultants have interviewed department directors to get overviews of their departments and identify and discuss the most troublesome pay-related issues.
- All employees have completed the job questionnaires, describing their duties and the needed skills, knowledge and abilities for their positions.
- Burris, Thompson & Associates conducted two focus group meetings with a cross-section of City employees to get feedback related to employees' pay related concerns.
- Burris, Thompson & Associates has revised all job descriptions and sent drafts to department directors for review.
- 23 cities responded to the salary survey - Burris, Thompson & Associates has compiled the data from the survey and a database of general business and industry to identify a market rate for all City of Franklin jobs. Jobs were assigned to a new set of pay grades – and pay ranges have been proposed. The new pay plan reflects positioning Franklin above the average of the comparison group and has fewer grades, 15, instead of the current 22, with greater differences between pay ranges.



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- Senior management has reviewed the data, which has been shared with department directors. The consultants will continue to work with department directors to make sure all jobs are accurately represented in the pay plan.
- Burris, Thompson & Associates will present a final recommended pay plan with final implementation cost projections to the Board of Mayor and Aldermen with my recommendation for implementation in July. The recommended budget for Fiscal Year 2013-14 includes funding for the implementation of the new pay plan.

Implementation of the new pay plan with Board of Mayor and Aldermen approval will likely occur in two phases. Phase 1 will consist of implementing pay adjustments during the first quarter of Fiscal Year 2013-14 (September/October of 2013) necessary to ensure all employees' salaries are at least at the new pay range minimums for their jobs. Phase 2, to be completed during the following fiscal year (FY2014-15), will focus on adjusting employee pay as needed to better reflect job tenure and job performance *within* their respective pay grades. Methodology for accomplishing this will be developed later this year.

Financial Impact

The proposed 2013-14 budget, which will have its third and final vote on June 25th, includes funding for the implementation of the new classification and compensation plan. The budget anticipates implementation during the first quarter of the fiscal year.

Recommendation

It is recommended that staff be directed to bring the new classification and compensation plan forward for review at the July 23rd BOMA work session.

City of Franklin

Comprehensive Classification and Compensation Study

Findings and Recommendations

June 20, 2013

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Burris, Thompson & Associates



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City of Franklin

Comprehensive Classification and Compensation Study

I. Executive Summary

Burris, Thompson & Associates was engaged by the City of Franklin to conduct a labor market study, review the competitiveness of its wage and salary program, and recommend changes to ensure its ongoing effectiveness. To accomplish this we interviewed key staff members and conducted employee focus groups to learn of concerns and issues related to the current pay plan and City pay practices. Part of this process focused on articulating the City's pay philosophy and objectives. Overall, and over time the City wishes to offer salaries that are above average in order to attract top level talent to be able to provide the best possible level of service to citizens. We compiled comparative market salary data representing an above average market position from selected benchmark public sector employers and general business and industry. Overall, City of Franklin employee salaries are currently at 92% of the above average market target. Based on the market data Burris, Thompson & Associates developed a recommended pay structure comprised of 16 pay grades each with a pay range extending from 85% to 120% of a control point representing the nominal market target for jobs in the pay grade. Phase I implementation of the pay plan would cost \$259,778, including FICA. These adjustments would be made in the third quarter 2013.

II. Study Objectives

The objective of the **Comprehensive Classification and Compensation Study** was to ensure that the City of Franklin's pay practices:

- Support the City's efforts to provide top quality services to citizens by helping to attract and retain top level talent.
- Lay the foundation for building a performance based culture and moving toward a pay-for-performance approach to managing pay.
- Support employee development that will feed the pipeline for meeting future City staffing needs, especially for management level positions.
- Provide for fair and unbiased treatment of employees relative to pay administration.
- Ensure cost effectiveness of City of Franklin payroll expense and reflect the City's ability to fund compensation expenditures.

III. Methodology

A. Fact Finding

In order to better understand how work and employees are organized, the nature of individuals' jobs, and how the City of Franklin's pay plan might be best positioned to support

the City's delivery of services to citizens, Burris, Thompson & Associates interviewed supervisory and management staff. We also conducted two focus group meetings, each comprised of a cross section of City employees, to learn about their perceptions of current pay practices and to solicit ideas related to desirable features of a pay plan and pay administration policy.

We also discussed pay plan design objectives and how the City wanted to position its pay levels in the market with senior City management and the Human Resources Director.

B. Job Analysis

1. Job Questionnaires

All City employees completed a job questionnaire (see Attachment I). Employees were asked to provide information about their job responsibilities, working conditions and physical requirements, job competency requirements, and required qualifications.

2. Job Description Writing

Burris, Thompson & Associates reviewed all questionnaires and drafted job descriptions for all jobs. Drafts were submitted to department heads for review and comments. Based on feedback, Burris, Thompson & Associates revised the job description drafts as appropriate.

C. Market Data

1. Salary Survey – Public Sector Data

City of Franklin management, with input from Burris, Thompson & Associates, selected a set of public sector benchmark employers that would be representative of the competitive labor market for Franklin on the basis of comparable demographics and/or proximity to Franklin. Most of these had participated in Burris, Thompson & Associates' 2012 Public Sector Wage and Salary Survey. Data were solicited from those that had not participated, using the same survey format. By December 15, 2012 we had received responses from several of these, which when added to those that had responded to our original survey, created a group of 23 benchmark public sector employers (see Attachment II):

2. High Growth – High Income City Comparison Group

To supplement data from the 23 respondents to the Burris, Thompson & Associates survey, we also compiled a list of eight additional cities that we identified as being very comparable to Franklin in terms of growth, household income, and operating philosophy that might serve as useful benchmarks. A supplementary survey of only planning and IT jobs was distributed to this group and three responded. Data from these three cities plus 12 of the 23 general respondent cities that could also be characterized as relatively high growth and/or high income were analyzed separately.

3. General Business Data

The City of Franklin also competes with general business and industry for employees for many of its jobs. Market data from general business and industry for jobs similar to those found at the City of Franklin were compiled from the Economic Research Institute (ERI) Salary Assessor (January 2012 database of salary data for several hundred job titles for many US locations based on survey data – used data for the Nashville-Franklin area).

All salary data were projected to July 1, 2013.

4. City of Franklin Target Market Position

Based on input from department heads and employees and observation of the level of City of Franklin work activities and standards, Burris, Thompson & Associates suggested that the City consider an above average market position. Positioning salaries over time to be above average would enhance the City's ability to attract and retain the quality of talent required to meet these high standards in a high growth environment. Data from the supplementary high growth city comparison group suggested that targeting the 65th to 70th percentile of the data of the broader (23 benchmarks) comparison group would position Franklin more appropriately than targeting the average. (For the planning and IT jobs compared, the average incumbent salary of the high growth group generally equated to the 65th percentile incumbent salary of the broader 23 benchmark group). The City decided to use the 70th percentile of the public sector data as its **public sector** market target (at the 70th percentile, 3 out of 10 employers pay more and 7 out of 10 pay less). Note that the 70th percentile, though it varies from job to job, is typically about 7% above the average rate.

The City determined that for most City jobs, targeting the 50th percentile (the middle of the market) of the **general business and industry** salary data would be appropriate. For technical jobs and high demand professional jobs, the City decided to target the 70th percentile to enable it to be competitive for the best talent with general business and industry employers.

5. Target Market Rates

A **Target Market Rate** was determined for each City of Franklin job from the survey data. For each job, the Market Rate was determined by calculating the average of:

- The 70th percentile rate of the data from the 23 benchmark cities and counties, and
- The median (or 70th percentile for highly competitive job categories) rate from the ERI database for general business and industry.

D. Job Evaluation/Classification

There are two primary methods for classifying jobs – a job content evaluation method and a market slotting method. Job content evaluation approaches are generally falling out of favor among employers, mostly because they are cumbersome to maintain and difficult to explain to employees. A market slotting approach was used in this study as it is more objective and more easily explained. In a market slotting approach, jobs are classified based on their value in the labor market. Jobs that are valued similarly in the market are classified together. In the case of Franklin, jobs with similar Target Market Rates are assigned to the same pay grade.

E. Pay Structure Development

Burris, Thompson & Associates developed a pay structure (pay grades and pay ranges based on the market data). This was an iterative process involving varying the starting point of the structure, the distance between pay ranges of adjacent pay grades, and the width (low to high) of the pay ranges. The goal is a structure that fits the data best and, as a validity check that appropriately renders a few obvious job hierarchical relationships – e.g., Police Sergeant is in a pay grade above that of Police Officer, Accountant above Payroll Clerk, Equipment Operator above Groundswoker, etc.

F. Determination of Employee Salary Adjustments

At a minimum, implementation of a new pay structure usually requires adjustment of all salaries currently below their respective pay range minimums to those pay range minimums. This can be calculated before or after applying an across the board increase, if one is implemented.

Implementation of a new pay plan is an appropriate time to address pay compression issues between supervisory staff and their subordinates or between experienced employees and recent hires. Determination of adjustments to mitigate compression problems are largely based on consideration of experience and job tenure.

IV. Findings

A. Management and Employee Perceptions of Current Pay Practices

Key points that surfaced in interviews of key staff and the employee focus group meetings include:

- Retirees get higher COLA than recent cost-of-living adjustments provided to City employees.
- Pay compression is a problem – in some cases new employees are paid as much as those who have been with the City a long time, or hourly paid employees promoted to a salaried job actually earn less than before the promotion and often less than their subordinates.
- Performing out-of-class work is not compensated appropriately or at all. Employees take on extra job duties and are not compensated for it.

- In one department, part time employees are paid more than fulltime employees in the same job who have additional duties and must be certified.
- Don't understand min and max of pay ranges.
- Would like "Green Paystubs" i.e., clear access to pay check and pay related records.
- It takes too long or is impossible to top out.
- A step plan may be better than the current plan – the Fire department developed a step plan themselves but it was rejected.
- Employees like the stipends available for Police (SWAT, FTO, etc.)
- Expensive costs of living. Cannot afford to live in the City.
- Disconnect between performance expectations & pay – high standards but "average" pay.
- How are certifications weighted in determining pay? Tuition reimbursement? If I get a degree will I be compensated?
- Some employees were skeptical about administration applying any changes recommended by pay study.
- Cost of living adjustment is good.
- Overall pay levels are competitive, starting rates for new employees are too low for some jobs.
- How jobs get classified into a pay grade is not clear.
- Job reclassification process is not very transparent and takes too long.

Some employees talked about the performance review process and past instances of "merit" pay.

- Performance evaluation process is odd and depending on when it is performed there may not be enough funding for merit increases.
- Different supervisors rate performance differently – it's not fair.
- When merit increases were given, everyone got one – merit pay was poorly managed – everyone received about the same increase when some probably should not have received anything and some probably deserved more.
- Evaluations used for pay raises and raises were given late.

B. Burris, Thompson & Associates Review of Current Pay Practices

Burris, Thompson & Associates' review of the City's current pay practices yielded the following observations:

- How the current pay structure was developed is not clear.
- The differentials between employees' pay rates and their supervisors' pay rates do not seem to be adequate in some cases.
- The difference between pay ranges at the lower pay grades is 5% - distinctions seemingly too small to be worth making.
- Even the 10% difference between pay ranges at the upper grade levels seems to be slightly insufficient, resulting in a few too many pay grades.
- Current pay ranges are 40% (at lower levels) to 58% (at the top grade) in width, which seems appropriate.

Pay-for-performance was discussed with managers and the focus group. Their concerns were noted above. Our additional observation is that the key to a successful merit pay program is well defined (in advance) performance expectations. Objective, quantifiable if possible but at least observable performance measures need to be defined at the department and individual employee level. This is a challenge for public sector organizations. An emphasis on competency development and teamwork may be more appropriate than a focus on individual job performance. Still, we are seeing increasing pressure on public sector organizations to do more with less – how this can be done without evaluating employee performance is unclear. Somewhat of a safe approach would be to make minimal distinctions between employees – perhaps characterizing most employees as proficient but identifying a few who are widely recognized as routinely going above and beyond in terms of effort and working smarter, and identifying a few who are not performing fully to expectations.

Given current economic conditions, it is an employers' labor market for most jobs. However, increasing technical requirements in utilities, dispatch, IT, engineering, and other areas of municipal government make retention of key employees increasingly important. Sound pay administration can be viewed as preventive maintenance in the management of these key human assets.

Pay is only one factor in attracting and retaining good employees. Employees have different needs, but generally the opportunity to learn and apply new skills while performing new and different job tasks is probably more important than pay as long as pay is "in the ball park" for being competitive. Employee benefits, respectful interpersonal interactions, good communication, and comfortable working conditions are also important for employee retention. The City of Franklin should continue to pay attention to these other aspects of total rewards.

C. City of Franklin Salaries Market Comparison

Comparative salary data are provided in Attachment IIIA. The **Target Market Rate** determined from the survey data as described in III C 4 above is shown for each job. Again, this Target Market Rate represents an above average salary for an individual with typical tenure in the job (probably seven to eight years). Recent City of Franklin hires would be paid less than this amount while very seasoned incumbents would typically be paid more.

For each City of Franklin employee a **Target Market Index** was determined. The target market index is calculated by dividing the employee's current salary by the target market rate for his/her job. An index of 100% would indicate that the employee's current salary is at 100% of the target market rate for his/her job. Attachment IV shows that the average City of Franklin employee target market index is 92.1%. One can say that, overall, City of Franklin salaries are currently at approximately 92% of the City's desired market target, or approximately 8% below the market target. The target market index by department is shown in Table I.

Fifty percent of City of Franklin employees have current target market indexes between 85.4% and 98.7%. Sixty-one employees have a market index below 80%. Fifteen employees have salaries above 120% of the target market rate for their jobs. Given the City's (aggressive) desired target market position, salaries below 80% of the target would be

considered relatively low while those above 120% would generally be considered too high. Employee pay rates at 80% to 90% of the market target would, within their pay plans, be considered somewhat low by most employers, but still appropriate for new or recent hires with little experience.

Thus, current City of Franklin salaries are overall a little low relative the City's market target but probably competitive for most employees.

Table I – Market Index by Department	
Department	Market Index
Administration	99.9%
Bldg & Neighborhood Services	92.0%
Engineering	91.4%
Finance, Revenue, Purch, Court	95.9%
Fire	90.5%
Human Resources	91.9%
Legal	79.3%
Information Technology	83.4%
Parks & Recreation	94.4%
Planning & Sustainability	88.1%
Police	93.1%
Sanitation & Environmental Services	97.1%
Streets	90.9%
Water	91.4%
Overall	92.1%

IV. Recommendations

A. Proposed Pay Structure

The recommended City of Franklin Pay Structure is shown in Attachment V. The recommended structure is comprised of Pay Grades and Pay Ranges. Jobs are assigned to one of 16 Pay Grades. Each Pay Grade has been assigned a Pay Range with a minimum that is 85% of the control point and a maximum that is 120% of the control point. The Pay Range control point approximates the Target Market Rate of jobs assigned to that Pay Grade.

B. Proposed Job Classifications

Each City of Franklin job is assigned to the Pay Grade for which the control point most closely matches the Target Market Rate for the job. Attachments IIIA and IIIB show the assignment of jobs to pay grades.

C. Proposed Employee Salary Adjustments

The City has decided to increase the pay rates of all employees hired before January 1, 2013 by 2% effective July 2013. Full implementation of the new Pay Structure would normally be

accompanied by moving all pay rates to the minimum of their respective pay ranges if they are below those minimums after the July 2013 increases, and by further adjusting individual employee pay rates as needed to address pay inequities or compression problems. The City has decided to accomplish this in two phases. **Phase I**, to be implemented in the 3rd quarter of 2013, will consist of adjusting pay rates to the pay range minimums if they are still below the minimums after the July 2013 increases. **Phase II**, to be implemented in July 2014, will consist of adjusting individual employee pay rates as necessary to eliminate or mitigate pay compression problems, address any pay inequities, and ensure that employee salaries are more consistent with time in position. It is anticipated that some, though not all, employees would receive such an additional equity pay adjustment. To the extent that individual employee pay rates after the July and 3rd quarter 2013 pay adjustments are generally consistent with time in position, additional equity pay adjustments will not be necessary.

Table II shows that the total cost of Phase I of implementing the new proposed pay plan as described above would require pay adjustments for 108 employees totaling \$241,317 which represents a 0.8% impact on total City salaries. Adding the employer share of FICA taxes results in a total payroll cost of \$259,778. Individual employee increases vary from less than \$100 to \$7,438 (equal to 15.3% of salary). Half of the 108 employees would receive between \$764 and \$3,023 (or between 1.8% and 7.2%). The median increase of \$1,770 probably better represents what the 'typical' employee would receive. See Attachment IV for detail by department.

Table II – Phase I Pay Adjustments by Department		
Department	Amount	% of Payroll
Administration	\$2,697	0.3%
Bldg & Neighborhood Services	\$13,459	1.0%
Engineering	\$4,274	0.5%
Finance, Revenue, Purch, Court	\$12,695	0.8%
Fire	\$21,571	0.3%
Human Resources	\$7,796	1.4%
Legal	\$6,078	3.0%
Information Technology	\$20,927	2.4%
Parks & Recreation	\$10,814	0.7%
Planning & Sustainability	\$8,936	1.0%
Police	\$38,659	0.6%
Sanitation & Environmental Services	\$8,410	0.5%
Streets	\$54,502	2.1%
Water	\$30,501	1.0%
Overall	\$241,317	0.8%

D. Proposed Pay Policies

1. Wage and Salary Administration Policy

To guide administration of wages and salaries, a policy is needed. Attachment VI contains a proposed pay policy. Note that the policy indicates that the pay plan should

be periodically reviewed and adjusted as needed to keep pace with changes in the cost of labor (not necessarily the cost of living). Burris, Thompson & Associates will be working with department heads to fine tune the policy to meet the needs of the City.

2. Pay for Certification Policy

Ideas related to a policy governing how certifications and other employee professional development accomplishments could be compensated have been drafted. The objective would be to create an incentive for employees to seek additional training and reward them for it. Significant questions remain to be addressed. Burris, Thompson & Associates will be working with department heads to develop a policy to meet the needs of the City.

Attachment I - City of Franklin - Job Analysis Questionnaire

Name: _____ Job Title: _____

Department: _____

Reports To: Name: _____ Title: _____

Positions Supervised: _____

Approximate Tenure in Position: _____ Date Completed : ____/____/____

A. GENERAL PURPOSE OF JOB: In one or two sentences describe the job's primary purpose or contribution to the department or organization.

B. ESSENTIAL DUTIES AND RESPONSIBILITIES:

Job Tasks: Briefly describe the six to ten most important functions or responsibilities of your job. Group tasks together that are similar or that are components of a larger responsibility under one job function or responsibility. For example, instead of separately listing eight different reports of expenses that you prepare, it may be appropriate to group and describe them under a "Prepare reports of expenses" job function. Or, preparing a report may be the last step in performing one particular job function. For example, you prepare a report of findings after conducting an inspection. Conducting the inspection and then preparing the report are two components of "Conducts Inspections".

Please provide enough detail to communicate the nature and complexity of the work. For example, "Developing reports" does not say much - it would be more useful if one were to describe the nature of the reports ("brief summaries of research," "detailed observations of events," "spreadsheets containing data and calculations," etc.), how you obtained the data for the reports, and for what purpose the reports were to be used. Just a listing of the names of reports may not be helpful. Be sure to include important duties that may be performed only weekly, monthly, or annually, and any that occur at irregular intervals – again, if they are relatively important to the purpose of your job.

Percent of Time: For each task, indicate approximately how much of your time is required to perform the task. It may be helpful to think in terms of percentage of your workweek, a quarter, or even an entire year.

Work Output: For each task, identify the "product" or other output of the job task.

Skills: Finally, for each task indicate the two or three most important skills, abilities, or areas of knowledge you think are needed to complete the task.

Example:

Job Task a) 15% of time: Perform routine maintenance on office equipment.
- Change cartridges and ribbons or refill ink, toner, etc.
- Replace broken paper trays or other user repairable parts.
- Periodically run machine automatic calibration routines.
- Clean machines monthly.
Work Output: Properly operating office equipment
Skills: Basic knowledge of office machine operation and maintenance. Ability to understand written instructions. Basic mechanical aptitude.

Job Task 1) ____ % of time:
Work Output:
Skills:

Job Task 2) ____ % of time:
Work Output:
Skills:

Job Task 3) ____ % of time:
Work Output:
Skills:

Job Task 4) ____ % of time:
Work Output:
Skills:

Job Task 5) ____ % of time:
Work Output:
Skills:

Job Task 6) ____ % of time:
Work Output:
Skills:

Job Task 7) ____ % of time:
Work Output:
Skills:

Job Task 8) ____ % of time:
Work Output:
Skills:

Job Task 9) _____ % of time:
Work Output:
Skills:

Job Task 10) _____ % of time:
Work Output:
Skills:

C. SUPERVISORY RESPONSIBILITIES:

Does this job have supervisory responsibilities? (Please Circle) Yes No
 Are there subordinate supervisors reporting to this job? (Please Circle) Yes No
 If yes, how many subordinate *supervisors* report to this job? _____
 Are there other non-supervisory employees who report directly to this job? (Please Circle) Yes No
 If yes, how many non-supervisory employees are directly supervised by this job? _____

D. EDUCATION and/or EXPERIENCE: Select the level of education and/or experience needed to successfully accomplish the essential duties of this job.

- _____ Level 1: No prior experience or training.
- _____ Level 2: Less than high school education; or up to one month related experience or training; or equivalent combination of education and experience.
- _____ Level 3: High school diploma or general education degree (GED); or one to three months related experience and/or training; or equivalent combination of education and experience.
- _____ Level 4: One year certificate from college or technical school; or three to six months related experience and/or training; or equivalent combination of education and experience.
- _____ Level 5: Associate's degree (A. A.) or equivalent from two-year college or technical school; or six months to one year related experience and/or training; or equivalent combination of education and experience.
- _____ Level 6: Bachelor's degree (B. A.) from four-year College or university; or two to three years related experience and/or training; or equivalent combination of education and experience.
- _____ Level 7: Fifth Year College or university program certificate; or three to four years related experience and/or training; or equivalent combination of education and experience.
- _____ Level 8: Master's degree (M. A.) or equivalent; or five to ten years related experience and/or training; or equivalent combination of education and experience.
- _____ Level 9: Doctoral degree (Ph. D.) or equivalent; or more than 10 years related experience and/or training; or equivalent combination of education and experience.

E. LANGUAGE SKILLS: Select the level of language (ability to read, write, and speak) needed to successfully accomplish the essential duties of this job.

- _____ Level 1: Ability to read a limited number of two- and three-syllable words and to recognize similarities and differences between words and between series of numbers. Ability to print and speak simple sentences.
- _____ Level 2: Ability to read and comprehend simple instructions, short correspondence, and memos. Ability to write simple correspondence. Ability to effectively present information in one-on-one and small group situations to customers, vendors, and other employees of the organization.
- _____ Level 3: Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write routine reports and correspondence. Ability to speak effectively before groups of customers or employees of organization.
- _____ Level 4: Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, customers, and the general public.
- _____ Level 5: Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or boards of directors.
- _____ Level 6: Ability to read, analyze, and interpret the most complex documents. Ability to respond effectively to the most sensitive inquiries or complaints. Ability to write speeches and articles using original or innovative techniques or style. Ability to make effective and persuasive speeches and presentations on controversial or complex topics to top management, public groups, and/or boards of directors.

F. MATHEMATICAL SKILLS: Select the level of mathematical skills and abilities needed to successfully accomplish the essential duties of this job.

- _____ Level 1: Ability to add and subtract two digit numbers and to multiply and divide with 10's and 100's. Ability to perform these operations using units of American money and weight measurement, volume, and distance.
- _____ Level 2: Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs.
- _____ Level 3: Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.
- _____ Level 4: Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry.

G: REASONING ABILITY: Select the level of reasoning skills and abilities needed to successfully accomplish the essential duties of this job.

- _____ Level 1: Ability to apply common sense understanding to carry out simple one- or two-step instructions. Ability to deal with repetitive situations with the need for only occasional or no choices to be made.
- _____ Level 2: Ability to apply common sense understanding to carry out detailed but uninvolved written or oral instructions. Ability to deal with problems by choosing from a very small number of known choices with great reliance on how problems were dealt with before.
- _____ Level 3: Ability to apply common sense understanding to carry out multi-step instructions furnished in written, oral, or diagram form. Ability to deal with problems by choosing from several known choices with frequent reliance on how problems were dealt with before.
- _____ Level 4: Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. In decision making, some choices are known while others may need to be identified. Some reliance on precedent. Ability to interpret a variety of complex instructions furnished in written, oral, diagram, or schedule form.
- _____ Level 5: Ability to define complex problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.
- _____ Level 6: Ability to apply principles of logical or scientific thinking to a wide range of intellectual and practical problems. Ability to deal with nonverbal symbolism (formulas, scientific equations, graphs, musical notes, etc.) at the highest level. Ability to deal with a variety of abstract and concrete variables.

H. CERTIFICATES, LICENSES, and REGISTRATIONS: List the licenses, certificates, or registrations that are required to perform the essential duties of this job.

I. PHYSICAL DEMANDS: How much on-the-job time is spent in the following physical activities? Show the amount of time by checking the appropriate boxes below.

---- Amount of Time ----				
	None	Under 1/3	1/3 To 2/3	Over 2/3
Stand				
Walk				
Sit				
Use hands to finger, handle, or feel				
Reach with hands and arms				
Climb or balance				
Stoop, kneel, crouch, or crawl				
Talk or hear				
Taste or smell				

Does this job require that weight be lifted or force be exerted? If so, how much and how often (portion of your time on-the-job)? Check the appropriate boxes below.

---- Amount of Time ----				
	None	Under 1/3	1/3 To 2/3	Over 2/3
Up to 10 pounds				
Up to 25 pounds				
Up to 50 pounds				
Up to 100 pounds				
More than 100 pounds				

J. WORK ENVIRONMENT: How much exposure to the following environmental conditions does this job require? Show the amount of time by checking the appropriate boxes below.

	---- Amount of Time ----			
	None	Under 1/3	1/3 To 2/3	Over 2/3
Wet or humid conditions (non-weather)				
Work near moving mechanical parts				
Work in high, precarious places				
Fumes or airborne particles				
Toxic or caustic chemicals				
Outdoor weather conditions				
Extreme cold (non-weather)				
Extreme heat (non-weather)				
Risk of electrical shock				
Work with explosives				
Risk of radiation				
Vibration				

How much noise is typical for the work environment of this job? Check the appropriate level below.

- ☐ Very quiet (examples: forest trail, isolation booth for hearing test)
☐ Quiet (examples: library, private office)
☐ Moderate noise (examples: business office with computers and printers, light traffic)
☐ Loud (examples: metal can manufacturing department, large earth-moving equipment)
☐ Very loud (examples: jack hammer work, front row at rock concert)

Make notes on the specific job duties that are affected by the environmental conditions selected above.

K. GREATEST CHALLENGES: Briefly describe the greatest challenges you face in your job.

Reviewed by Supervisor _____ Date: ____/____/____
 Signature

6/20/2013

Attachment II

City of Franklin

Pay Study Benchmarks

<u>City</u>	<u>Pop.</u>	Data In	Supplemental <u>Survey</u>
Nashville, TN	605,473	YES	Carmel, IN
Huntsville, AL	179,653	YES	O'Fallon, MO
Chattanooga, TN	171,349	YES	Smyrna, GA
Cary, NC	136,600	YES	
Clarksville, TN	124,565	YES	
Murfreesboro, TN	105,209	YES	
High Point, NC	103,396	YES	
Asheville, NC	76,636	YES	
Hoover, AL	72,988	YES	
Jackson, TN	63,732	YES	
Johnson City, TN	63,141	YES	
Decatur, AL	56,459	YES	
Hendersonville, TN	48,332	YES	
Kingsport, TN	44,758	YES	
Germantown, TN	41,102	YES	
Cleveland, TN	40,261	YES	
Smyrna, TN	39,724	YES	
Collierville, TN	39,646	YES	
Brentwood, TN	30,516	YES	
Oak Ridge, TN	27,751	YES	
Maryville, TN	27,258	YES	
Farragut, TN	20,689	YES	
Williamson County		YES	
Respondent Median =	59,800		
Franklin =	65,000		

ATTACHMENT IIIA

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES BY MARKET RATE

JOB TITLE	DEPT	July 1 2013		----- PROPOSED PAY RANGE -----		
		Market Rate	NEW GRADE	Min	Mid	Max
CITY ADMINISTRATOR	ADM	\$ 169,885	P	\$ 143,778	\$ 169,151	\$ 202,981
NONE	NONE		O		\$ 159,754	
					\$ 150,356	
					\$ 142,003	
ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLNG	\$ 129,225	N	\$ 113,603	\$ 133,650	\$ 160,380
ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	\$ 129,225	N	\$ 113,603	\$ 133,650	\$ 160,380
					\$ 126,225	
CITY ATTORNEY	LEGAL	\$ 121,083	M	\$ 100,980	\$ 118,800	\$ 142,560
CIP EXECUTIVE/CITY ENGINEER	ADM-CIP	\$ 116,492	M	\$ 100,980	\$ 118,800	\$ 142,560
CHIEF OF POLICE	POLICE	\$ 115,926	M	\$ 100,980	\$ 118,800	\$ 142,560
					\$ 112,200	
MUNICIPAL INFORMATION TECHNOLOGY DIR.	IT	\$ 109,442	L	\$ 89,760	\$ 105,600	\$ 126,720
HUMAN RESOURCES DIRECTOR	HR	\$ 106,426	L	\$ 89,760	\$ 105,600	\$ 126,720
PARKS DIRECTOR	PARKS	\$ 104,586	L	\$ 89,760	\$ 105,600	\$ 126,720
DIRECTOR OF WATER MANAGEMENT	WATER-WA	\$ 102,888	L	\$ 89,760	\$ 105,600	\$ 126,720
PLANNING & SUSTAINABILITY DIRECTOR	PLNG	\$ 102,781	L	\$ 89,760	\$ 105,600	\$ 126,720
FIRE CHIEF	FIRE	\$ 102,498	L	\$ 89,760	\$ 105,600	\$ 126,720
STAFF ATTORNEY II	LEGAL	\$ 101,496	L	\$ 89,760	\$ 105,600	\$ 126,720
DIRECTOR OF ENGINEERING	ENG	\$ 101,273	L	\$ 89,760	\$ 105,600	\$ 126,720
					\$ 99,734	
STREET DIRECTOR	STREET	\$ 95,430	K	\$ 79,787	\$ 93,867	\$ 112,640
COMPTROLLER	FINANCE	\$ 91,499	K	\$ 79,787	\$ 93,867	\$ 112,640
BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	\$ 91,408	K	\$ 79,787	\$ 93,867	\$ 112,640
POLICE DEPUTY CHIEF	POLICE	\$ 89,151	K	\$ 79,787	\$ 93,867	\$ 112,640
SOLID WASTE DIRECTOR	SANITATION & ENV	\$ 89,061	K	\$ 79,787	\$ 93,867	\$ 112,640
					\$ 88,652	
ASSISTANT DIRECTOR OF ENGINEERING	ENG	\$ 87,908	J	\$ 70,921	\$ 83,437	\$ 100,124
APPLICATIONS PROJECT LEADER	IT	\$ 87,552	J	\$ 70,921	\$ 83,437	\$ 100,124
SYSTEMS/DATABASE MANAGER	IT	\$ 87,259	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE DEPUTY CHIEF	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
RISK MANAGER	HR	\$ 82,661	J	\$ 70,921	\$ 83,437	\$ 100,124
BENEFITS MANAGER	HR	\$ 79,866	J	\$ 70,921	\$ 83,437	\$ 100,124
TELECOMMUNICATIONS MANAGER	IT	\$ 79,261	J	\$ 70,921	\$ 83,437	\$ 100,124
ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	\$ 79,216	J	\$ 70,921	\$ 83,437	\$ 100,124
NETWORK MANAGER	IT	\$ 79,148	J	\$ 70,921	\$ 83,437	\$ 100,124
					\$ 78,802	
TRAFFIC/TRANSPORTATION ENG	ENG-TOC	\$ 78,622	I	\$ 63,041	\$ 74,166	\$ 88,999
ASSISTANT STREET DIRECTOR	STREET	\$ 77,805	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST-FIRE MARSHALL	FIRE	\$ 77,459	I	\$ 63,041	\$ 74,166	\$ 88,999
STAFF ATTORNEY I	LEGAL	\$ 77,355	I	\$ 63,041	\$ 74,166	\$ 88,999
ENGINEERING SUPERVISOR	ENG	\$ 76,387	I	\$ 63,041	\$ 74,166	\$ 88,999
PURCHASING MANAGER	PURCHASING	\$ 76,205	I	\$ 63,041	\$ 74,166	\$ 88,999
CURRENT PLANNING SUPERVISOR	PLNG	\$ 76,034	I	\$ 63,041	\$ 74,166	\$ 88,999
GIS MANAGER	IT	\$ 75,118	I	\$ 63,041	\$ 74,166	\$ 88,999
LONG RANGE PLANNING SUPERVISOR	PLNG	\$ 76,034	I	\$ 63,041	\$ 74,166	\$ 88,999
STAFF ENGINEER III	ENG	\$ 74,802	I	\$ 63,041	\$ 74,166	\$ 88,999
FACILITIES PROJECT MANAGER	ADM-FACILITIES	\$ 74,592	I	\$ 63,041	\$ 74,166	\$ 88,999
COMMUNICATIONS MANAGER	ADM-COMM	\$ 73,764	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST-ADMINISTRATION	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST-TRAINING	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
BUILDING OFFICIAL	BNS	\$ 70,388	I	\$ 63,041	\$ 74,166	\$ 88,999
SERVICE DIVISION SUPERINTENDENT	WATER-WD	\$ 71,103	I	\$ 63,041	\$ 74,166	\$ 88,999

ATTACHMENT IIIA CITY OF FRANKLIN MARKET DATA AND PROPOSED PAY GRADES BY MARKET RATE

JOB TITLE	DEPT	July 1 2013	NEW	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
WATER RECLAMATION SUPERINTENDENT	WATER-SP	\$ 70,171	I	\$ 63,041	\$ 74,166	\$ 88,999
PRINCIPAL PLANNER	PLNG	\$ 69,944	H	\$ 56,036	\$ 70,046	\$ 79,110
NETWORK ANALYST	IT	\$ 68,835	H	\$ 56,036	\$ 65,925	\$ 79,110
INFORMATION SYSTEMS ANALYST II	IT	\$ 68,330	H	\$ 56,036	\$ 65,925	\$ 79,110
ASSISTANT FIRE MARSHAL	FIRE	\$ 68,164	H	\$ 56,036	\$ 65,925	\$ 79,110
ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV	\$ 68,071	H	\$ 56,036	\$ 65,925	\$ 79,110
EMPLOYEE RELATIONS MANAGER	HR	\$ 67,658	H	\$ 56,036	\$ 65,925	\$ 79,110
ZONING/DEVELOPMENT COORDINATOR	BNS	\$ 67,234	H	\$ 56,036	\$ 65,925	\$ 79,110
UTILITIES PROJECT MANAGER	ENG / WATER - ADM	\$ 67,003	H	\$ 56,036	\$ 65,925	\$ 79,110
POLICE LIEUTENANT	POLICE	\$ 66,914	H	\$ 56,036	\$ 65,925	\$ 79,110
STORM WATER COORDINATOR	ENG - STMWTR	\$ 66,526	H	\$ 56,036	\$ 65,925	\$ 79,110
FINANCIAL MANAGER	FINANCE	\$ 66,258	H	\$ 56,036	\$ 65,925	\$ 79,110
SHAREPOINT ANALYST	IT	\$ 66,251	H	\$ 56,036	\$ 65,925	\$ 79,110
ASSISTANT DIRECTOR HUMAN RESOURCES	HR	\$ 65,963	H	\$ 56,036	\$ 65,925	\$ 79,110
BUSINESS PROCESS IMPROVEMENT MANAGER & C	FINANCE	\$ 65,621	H	\$ 56,036	\$ 65,925	\$ 79,110
FLEET MAINTENANCE MANAGER	STREET-FM	\$ 65,190	H	\$ 56,036	\$ 65,925	\$ 79,110
FIRE CAPTAIN	FIRE	\$ 64,858	H	\$ 56,036	\$ 65,925	\$ 79,110
WATER PLANT SUPERINTENDENT	WATER-WP	\$ 64,647	H	\$ 56,036	\$ 65,925	\$ 79,110
ASST. SOLID WASTE DIRECTOR	SANITATION & ENV	\$ 64,472	H	\$ 56,036	\$ 65,925	\$ 79,110
PLANS EXAMINER III	BNS	\$ 64,184	H	\$ 56,036	\$ 65,925	\$ 79,110
STAFF ENGINEER II	ENG	\$ 63,526	H	\$ 56,036	\$ 65,925	\$ 79,110
ASSISTANT WASTEWATER PLANT SUP'T	WATER-SP	\$ 63,470	H	\$ 56,036	\$ 65,925	\$ 79,110
FACILITIES SUPERINTENDENT	PARKS	\$ 63,228	H	\$ 56,036	\$ 65,925	\$ 79,110
WASTEWATER COLLECTION ASST SUP'T.	WATER-SC	\$ 62,936	H	\$ 56,036	\$ 65,925	\$ 79,110
ADMINISTRATIVE SERVICES OFFICER	FIRE	\$ 62,633	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	\$ 62,313	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC OPERATIONS MANAGER	ENG-TOC	\$ 61,288	H	\$ 56,036	\$ 65,925	\$ 79,110
RECREATION SUPERINTENDENT	PARKS	\$ 61,396	G	\$ 49,810	\$ 62,263	\$ 70,320
OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	\$ 61,391	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER DISTRIBUTION ASSISTANT SUP'T	WATER-WD	\$ 60,904	G	\$ 49,810	\$ 58,600	\$ 70,320
PLANNER SR	PLNG	\$ 60,745	G	\$ 49,810	\$ 58,600	\$ 70,320
EMS OFFICER	FIRE	\$ 60,540	G	\$ 49,810	\$ 58,600	\$ 70,320
CABLE TV COORDINATOR	ADM-COMM	\$ 60,195	G	\$ 49,810	\$ 58,600	\$ 70,320
ASSISTANT CITY RECORDER - RECORDS	ADM	\$ 59,643	G	\$ 49,810	\$ 58,600	\$ 70,320
NETWORK TECHNICIAN II	IT	\$ 59,542	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE LIEUTENANT	FIRE	\$ 59,201	G	\$ 49,810	\$ 58,600	\$ 70,320
ZONING ADMINISTRATOR	BNS	\$ 59,100	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER PLANT ASSISTANT SUPERINTENDENT	WATER-WP	\$ 58,609	G	\$ 49,810	\$ 58,600	\$ 70,320
PRETREATMENT COORDINATOR	WATER-SP	\$ 58,595	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER QUALITY SPECIALIST II	ENG - STMWTR	\$ 58,430	G	\$ 49,810	\$ 58,600	\$ 70,320
POLICE SERGEANT	POLICE	\$ 58,282	G	\$ 49,810	\$ 58,600	\$ 70,320
BUILDING INSPECTOR IV	BNS	\$ 58,063	G	\$ 49,810	\$ 58,600	\$ 70,320
GIS SPECIALIST SR	IT	\$ 57,923	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE AND LIFE SAFETY EDUCATOR	FIRE	\$ 57,435	G	\$ 49,810	\$ 58,600	\$ 70,320
BUSINESS SERV. APP ANALYST/SYSTEMS TRAINER	IT	\$ 57,334	G	\$ 49,810	\$ 58,600	\$ 70,320
PLANS EXAMINER II	BNS	\$ 57,307	G	\$ 49,810	\$ 58,600	\$ 70,320
SUSTAINABILITY/GRANTS COORDINATOR	PLNG	\$ 56,874	G	\$ 49,810	\$ 58,600	\$ 70,320
STAFF ENGINEER I	ENG	\$ 56,490	G	\$ 49,810	\$ 58,600	\$ 70,320
TELECOMMUNICATIONS TECHNICIAN II	IT	\$ 56,234	G	\$ 49,810	\$ 58,600	\$ 70,320
RIGHT OF WAY AGENT	ENG	\$ 55,971	G	\$ 49,810	\$ 58,600	\$ 70,320
PUBLIC OUTREACH SPECIALIST	ADM-COMM	\$ 55,680	G	\$ 49,810	\$ 58,600	\$ 70,320

ATTACHMENT IIIA CITY OF FRANKLIN MARKET DATA AND PROPOSED PAY GRADES BY MARKET RATE

JOB TITLE	DEPT	July 1 2013	NEW	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
ROAD INSPECTOR SENIOR	STREET	\$ 55,151	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE INSPECTOR	FIRE	\$ 58,036	F	\$ 44,276	\$ 52,089	\$ 62,507
SAFETY COORDINATOR	HR	\$ 55,291	F	\$ 44,276	\$ 52,089	\$ 62,507
FIRE ENGINEER	FIRE	\$ 54,979	F	\$ 44,276	\$ 52,089	\$ 62,507
HOUSING DEVELOPMENT COORDINATOR	BNS	\$ 54,776	F	\$ 44,276	\$ 52,089	\$ 62,507
APPLICATIONS ANALYST I	IT	\$ 54,646	F	\$ 44,276	\$ 52,089	\$ 62,507
LAND PLANNER (no TN Reg)	PLNG	\$ 53,848	F	\$ 44,276	\$ 52,089	\$ 62,507
CUSTOMER SERVICE SUPERVISOR	REV-MGT	\$ 53,237	F	\$ 44,276	\$ 52,089	\$ 62,507
HUMAN RESOURCES ANALYST	HR	\$ 52,993	F	\$ 44,276	\$ 52,089	\$ 62,507
ITS SPECIALIST	ENG-TOC	\$ 52,810	F	\$ 44,276	\$ 52,089	\$ 62,507
NETWORK TECHNICIAN I	IT	\$ 52,707	F	\$ 44,276	\$ 52,089	\$ 62,507
FIRE CAPTAIN/TRAINING OFFICER	FIRE	\$ 52,650	F	\$ 44,276	\$ 52,089	\$ 62,507
TELECOMMUNICATIONS TECHNICIAN I	IT	\$ 52,559	F	\$ 44,276	\$ 52,089	\$ 62,507
FACILITIES CREW CHIEF	PARKS	\$ 52,493	F	\$ 44,276	\$ 52,089	\$ 62,507
BUILDING INSPECTOR III	BNS	\$ 52,452	F	\$ 44,276	\$ 52,089	\$ 62,507
FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	\$ 51,924	F	\$ 44,276	\$ 52,089	\$ 62,507
PARALEGAL	LEGAL	\$ 51,544	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANS EXAMINER I	BNS	\$ 51,384	F	\$ 44,276	\$ 52,089	\$ 62,507
NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	\$ 51,156	F	\$ 44,276	\$ 52,089	\$ 62,507
ACCOUNT MANAGEMENT SUPERVISOR	REV-MGT	\$ 51,054	F	\$ 44,276	\$ 52,089	\$ 62,507
FINANCIAL ANALYST	FINANCE	\$ 50,962	F	\$ 44,276	\$ 52,089	\$ 62,507
STORM WATER INSPECTOR	STMWTR - ST	\$ 49,853	F	\$ 44,276	\$ 52,089	\$ 62,507
SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	\$ 49,813	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN	STREET-TRAFFIC	\$ 49,791	F	\$ 44,276	\$ 52,089	\$ 62,507
SOLID WASTE SUPERVISOR	SANITATION & ENV	\$ 49,780	F	\$ 44,276	\$ 52,089	\$ 62,507
TRANSFER STATION SUPERVISOR	SANITATION & ENV	\$ 49,780	F	\$ 44,276	\$ 52,089	\$ 62,507
ROAD INSPECTOR	STREET	\$ 49,686	F	\$ 44,276	\$ 52,089	\$ 62,507
MASTER PATROL OFFICER/DETECTIVE	POLICE	\$ 49,442	F	\$ 44,276	\$ 52,089	\$ 62,507
SURETY COORDINATOR	PLNG	\$ 49,407	F	\$ 44,276	\$ 52,089	\$ 62,507
OFFICE MANAGER	VARIOUS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
BUILDING ASSOCIATE	BNS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	\$ 49,371	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANNER	PLNG	\$ 49,307	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	\$ 49,198	F	\$ 44,276	\$ 52,089	\$ 62,507
NEIGHBORHOOD RESOURCES COORDINATOR	BNS	\$ 49,086	E	\$ 39,356	\$ 46,301	\$ 55,561
BENEFITS ANALYST	HR	\$ 48,919	E	\$ 39,356	\$ 46,301	\$ 55,561
UTILITIES CREW CHIEF	WATER-WD	\$ 48,909	E	\$ 39,356	\$ 46,301	\$ 55,561
GROUND & LANDSCAPING FOREMAN	PARKS	\$ 48,633	E	\$ 39,356	\$ 46,301	\$ 55,561
WASTEWATER OPERATOR SENIOR	WATER-SP	\$ 48,481	E	\$ 39,356	\$ 46,301	\$ 55,561
ATHLETIC FOREMAN	PARKS	\$ 48,470	E	\$ 39,356	\$ 46,301	\$ 55,561
LANDSCAPE MAINTENANCE SUPERVISOR	STREET	\$ 48,470	E	\$ 39,356	\$ 46,301	\$ 55,561
ARBORIST	PARKS	\$ 48,447	E	\$ 39,356	\$ 46,301	\$ 55,561
GIS SPECIALIST	IT	\$ 48,436	E	\$ 39,356	\$ 46,301	\$ 55,561
EXECUTIVE ASSISTANT	ADM	\$ 48,307	E	\$ 39,356	\$ 46,301	\$ 55,561
STORM WATER SUPERVISOR	STMWTR - ST	\$ 47,837	E	\$ 39,356	\$ 46,301	\$ 55,561
STREET CREW SUPERVISOR	STREET	\$ 47,837	E	\$ 39,356	\$ 46,301	\$ 55,561
WATER OPERATOR SR	WATER-WP	\$ 47,782	E	\$ 39,356	\$ 46,301	\$ 55,561
IT HELP DESK ADMINISTRATOR	IT	\$ 47,756	E	\$ 39,356	\$ 46,301	\$ 55,561
RESEARCH & PLANNING ANALYST	PARKS	\$ 47,543	E	\$ 39,356	\$ 46,301	\$ 55,561
BUILDING INSPECTOR II	BNS	\$ 47,185	E	\$ 39,356	\$ 46,301	\$ 55,561
ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	\$ 46,964	E	\$ 39,356	\$ 46,301	\$ 55,561

ATTACHMENT IIIA CITY OF FRANKLIN MARKET DATA AND PROPOSED PAY GRADES BY MARKET RATE

JOB TITLE	DEPT	July 1 2013		----- PROPOSED PAY RANGE -----			
		Market Rate	NEW GRADE	Min	Mid	Max	
ACCOUNTING OFFICER	REV-MGT	\$ 46,464	E	\$ 39,356	\$ 46,301	\$ 55,561	
RECORDS SUPERVISOR	POLICE	\$ 46,375	E	\$ 39,356	\$ 46,301	\$ 55,561	
COMPOST FACILITY MANAGER	STREET	\$ 46,019	E	\$ 39,356	\$ 46,301	\$ 55,561	
LIFT STATION TECHNICIAN	WATER-SC	\$ 45,879	E	\$ 39,356	\$ 46,301	\$ 55,561	
FINANCIAL TECHNICIAN II (Payroll Specialist)	FINANCE	\$ 45,797	E	\$ 39,356	\$ 46,301	\$ 55,561	
MAINTENANCE CREW CHIEF	PARKS	\$ 45,765	E	\$ 39,356	\$ 46,301	\$ 55,561	
UTILITY INSPECTOR	WATER-WA	\$ 45,401	E	\$ 39,356	\$ 46,301	\$ 55,561	
ZONING ENFORCEMENT OFFICER	BNS	\$ 45,202	E	\$ 39,356	\$ 46,301	\$ 55,561	
PURCHASING SPECIALIST	PURCHASING	\$ 45,130	E	\$ 39,356	\$ 46,301	\$ 55,561	
CHIEF DEPUTY COURT CLERK	COURT	\$ 44,998	E	\$ 39,356	\$ 46,301	\$ 55,561	
WASTEWATER MAINTENANCE TECHNICIAN	WATER-SP	\$ 44,944	E	\$ 39,356	\$ 46,301	\$ 55,561	
INFRARED SYSTEM TECHNICIAN	STREET	\$ 44,878	E	\$ 39,356	\$ 46,301	\$ 55,561	
PROGRAMMING COORDINATOR	PARKS	\$ 44,713	E	\$ 39,356	\$ 46,301	\$ 55,561	
TECHNICAL SUPPORT SPECIALIST II	VARIOUS	\$ 44,588	E	\$ 39,356	\$ 46,301	\$ 55,561	
SR. COMMUNICATIONS OFFICER	POLICE	\$ 44,472	E	\$ 39,356	\$ 46,301	\$ 55,561	
TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	\$ 44,133	E	\$ 39,356	\$ 46,301	\$ 55,561	
WATER QUALITY SPECIALIST I	ENG - STMWTR	\$ 43,990	E	\$ 39,356	\$ 46,301	\$ 55,561	
MECHANIC	STREET-FM	\$ 43,932	E	\$ 39,356	\$ 46,301	\$ 55,561	
HEAVY EQUIPMENT OPERATOR	VARIOUS	\$ 41,121	E	\$ 39,356	\$ 46,301	\$ 55,561	
					\$ 43,729		
WASTEWATER OPERATOR	WATER-SP	\$ 43,847	D	\$ 34,983	\$ 41,156	\$ 49,387	
PLANNING ASSISTANT	PLNG	\$ 43,347	D	\$ 34,983	\$ 41,156	\$ 49,387	
FIREFIGHTER	FIRE	\$ 43,331	D	\$ 34,983	\$ 41,156	\$ 49,387	
WATER OPERATOR	WATER-WP	\$ 43,224	D	\$ 34,983	\$ 41,156	\$ 49,387	
PROGRAM SPECIALIST	PARKS	\$ 42,750	D	\$ 34,983	\$ 41,156	\$ 49,387	
HUMAN RESOURCES TECHNICIAN	HR	\$ 42,623	D	\$ 34,983	\$ 41,156	\$ 49,387	
COMMUNICATIONS SUPPORT COORDINATOR	POLICE	\$ 42,519	D	\$ 34,983	\$ 41,156	\$ 49,387	
FINANCIAL TECHNICIAN	REV-MGT	\$ 42,461	D	\$ 34,983	\$ 41,156	\$ 49,387	
POLICE OFFICER	POLICE	\$ 42,224	D	\$ 34,983	\$ 41,156	\$ 49,387	
BUILDING INSPECTOR I	BNS	\$ 41,917	D	\$ 34,983	\$ 41,156	\$ 49,387	
SOLID WASTE CREW FOREMAN	SANITATION & ENV	\$ 41,823	D	\$ 34,983	\$ 41,156	\$ 49,387	
BACKFLOW INSPECTOR	WATER-WD	\$ 41,521	D	\$ 34,983	\$ 41,156	\$ 49,387	
ATHLETIC CREW CHIEF	PARKS	\$ 41,235	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	WATER	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	STREET-FM	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	STREET	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	POLICE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	PLNG	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	PARKS	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	FIRE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	FIRE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	FINANCE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	ENG	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	ENG	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
GENERAL SERVICES TECHNICIAN	FIRE	\$ 40,913	D	\$ 34,983	\$ 41,156	\$ 49,387	
TECHNICAL SUPPORT SPECIALIST I	VARIOUS	\$ 40,892	D	\$ 34,983	\$ 41,156	\$ 49,387	
PLANNING ASSOCIATE	PLNG	\$ 40,677	D	\$ 34,983	\$ 41,156	\$ 49,387	
TV TRUCK SEWER INSPECTOR	WATER-SC	\$ 40,346	D	\$ 34,983	\$ 41,156	\$ 49,387	
STOCKROOM SUPERVISOR	WATER-WD	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387	
FACILITIES INVENTORY CLERK	PARKS	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387	
INVENTORY SPECIALIST	STREET-FM	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387	
FINANCIAL TECHNICIAN I (A/P Specialist)	FINANCE	\$ 40,557	D	\$ 34,983	\$ 41,156	\$ 49,387	
TRACTOR TRAILER DRIVER	S/W-DISP	\$ 41,121	D	\$ 34,983	\$ 41,156	\$ 49,387	

ATTACHMENT IIIA

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES BY MARKET RATE

JOB TITLE	DEPT	July 1 2013	NEW	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
COMMUNICATIONS OFFICER	POLICE	\$ 39,707	D	\$ 34,983	\$ 41,156	\$ 49,387
TECHNICAL SUPPORT SPECIALIST	STREET	\$ 39,522	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	PARKS	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	WATER-WD	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	WATER-SC	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	STMWTR - ST	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
STRIPING TECHNICIAN	STREET-TRAFFIC	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
SOLID WASTE DRIVER/OPERATOR II	S/W-COLL	\$ 39,390	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN II	PLNG	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN II	BNS	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387
EVIDENCE TECHNICIAN	POLICE	\$ 38,971	D	\$ 34,983	\$ 41,156	\$ 49,387
				\$ 38,870		
PURCHASING TECHNICIAN	PURCHASING	\$ 38,755	C	\$ 31,096	\$ 36,583	\$ 43,900
RECORDING SECRETARY-BOMA	ADM	\$ 38,692	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES MAINTENANCE WORKER	ADM-FACILITIES	\$ 38,666	C	\$ 31,096	\$ 36,583	\$ 43,900
SEWER EQUIPMENT TECH	WATER-SC	\$ 37,770	C	\$ 31,096	\$ 36,583	\$ 43,900
BILLING/COLLECTIONS TECH	REV-MGT	\$ 37,640	C	\$ 31,096	\$ 36,583	\$ 43,900
PERMIT TECHNICIAN I	PLNG	\$ 37,448	C	\$ 31,096	\$ 36,583	\$ 43,900
PERMIT TECHNICIAN I	BNS	\$ 37,448	C	\$ 31,096	\$ 36,583	\$ 43,900
SOLID WASTE DRIVER/OPERATOR I	S/W-COLL	\$ 37,342	C	\$ 31,096	\$ 36,583	\$ 43,900
DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	\$ 37,142	C	\$ 31,096	\$ 36,583	\$ 43,900
MAINTENANCE WORKER	PARKS	\$ 36,511	C	\$ 31,096	\$ 36,583	\$ 43,900
METER READER SENIOR	WATER-WB	\$ 35,548	C	\$ 31,096	\$ 36,583	\$ 43,900
DEPUTY COURT CLERK	COURT	\$ 35,357	C	\$ 31,096	\$ 36,583	\$ 43,900
UTILITY SERVICE WORKER	WATER-WD	\$ 35,177	C	\$ 31,096	\$ 36,583	\$ 43,900
EQUIPMENT OPERATOR	STREET	\$ 35,160	C	\$ 31,096	\$ 36,583	\$ 43,900
EQUIPMENT OPERATOR	STMWTR - ST	\$ 35,160	C	\$ 31,096	\$ 36,583	\$ 43,900
LANDSCAPE MAINTENANCE WORKER SR	STREET	\$ 35,032	C	\$ 31,096	\$ 36,583	\$ 43,900
				\$ 34,551		
SCALE OPERATOR	S/W-DISP	\$ 34,053	B	\$ 27,640	\$ 32,518	\$ 39,022
FACILITIES WORKER	PARKS	\$ 33,623	B	\$ 27,640	\$ 32,518	\$ 39,022
RECORDS CLERK	POLICE	\$ 33,567	B	\$ 27,640	\$ 32,518	\$ 39,022
VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	\$ 33,442	B	\$ 27,640	\$ 32,518	\$ 39,022
ATHLETIC TURF WORKER	PARKS	\$ 33,087	B	\$ 27,640	\$ 32,518	\$ 39,022
METER READER	WATER-WB	\$ 32,549	B	\$ 27,640	\$ 32,518	\$ 39,022
ADMINISTRATIVE SECRETARY	STREET-FM	\$ 32,373	B	\$ 27,640	\$ 32,518	\$ 39,022
SECRETARY (PT)	STREET	\$ 32,373	B	\$ 27,640	\$ 32,518	\$ 39,022
ADMINISTRATIVE SECRETARY	S/W-COLL	\$ 32,373	B	\$ 27,640	\$ 32,518	\$ 39,022
ADMINISTRATIVE SECRETARY	S/W-ADM	\$ 32,373	B	\$ 27,640	\$ 32,518	\$ 39,022
DROP OFF SITE ATTENDANT	S/W-COLL	\$ 31,358	B	\$ 27,640	\$ 32,518	\$ 39,022
PARKING ENFORCEMENT OFFICER	POLICE	\$ 30,784	B	\$ 27,640	\$ 32,518	\$ 39,022
LANDSCAPE MAINTENANCE WORKER	STREET	\$ 30,054	B	\$ 27,640	\$ 32,518	\$ 39,022
TREE WORKER (PT)	PARKS	\$ 29,828	B	\$ 27,640	\$ 32,518	\$ 39,022
SOLID WASTE WORKER	S/W-COLL	\$ 29,823	B	\$ 27,640	\$ 32,518	\$ 39,022
LANDSCAPING WORKER	PARKS	\$ 29,542	B	\$ 27,640	\$ 32,518	\$ 39,022
GROUNDWORKER	PARKS	\$ 28,448	B	\$ 27,640	\$ 32,518	\$ 39,022
CREW WORKER	STREET	\$ 26,032	B	\$ 27,640	\$ 32,518	\$ 39,022
CUSTODIAN	ADM-FACILITIES	\$ 25,591	B	\$ 27,640	\$ 32,518	\$ 39,022
CASHIER (PT)	REV-MGT	\$ 24,875	B	\$ 27,640	\$ 32,518	\$ 39,022
				\$ 30,712		
SCHOOL PATROL	POLICE	\$ 23,648	A	\$ 24,569	\$ 28,905	\$ 34,686

AttACHMENT IIIB

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES By DEPARTMENT

JOB TITLE	DEPT	July 1 2013	NEW GRADE	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
CITY ADMINISTRATOR	ADM	\$ 169,885	P	\$ 143,778	\$ 169,151	\$ 202,981
CIP EXECUTIVE	ADM-CIP	\$ 116,492	M	\$ 100,980	\$ 118,800	\$ 142,560
FACILITIES PROJECT MANAGER	ADM-FACILITIES	\$ 74,592	I	\$ 63,041	\$ 74,166	\$ 88,999
COMMUNICATIONS MANAGER	ADM-COMM	\$ 73,764	I	\$ 63,041	\$ 74,166	\$ 88,999
CABLE TV COORDINATOR	ADM-COMM	\$ 60,195	G	\$ 49,810	\$ 58,600	\$ 70,320
ASSISTANT CITY RECORDER - RECORDS	ADM	\$ 59,643	G	\$ 49,810	\$ 58,600	\$ 70,320
PUBLIC OUTREACH SPECIALIST	ADM-COMM	\$ 55,680	G	\$ 49,810	\$ 58,600	\$ 70,320
FACILITIES MAINTENANCE SUPERVISOR	ADM-FACILITIES	\$ 51,924	F	\$ 44,276	\$ 52,089	\$ 62,507
EXECUTIVE ASSISTANT	ADM	\$ 48,307	E	\$ 39,356	\$ 46,301	\$ 55,561
RECORDING SECRETARY-BOMA	ADM	\$ 38,692	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES MAINTENANCE WORKER	ADM-FACILITIES	\$ 38,666	C	\$ 31,096	\$ 36,583	\$ 43,900
DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	\$ 37,142	C	\$ 31,096	\$ 36,583	\$ 43,900
VIDEO PRODUCTION ASSISTANT (PT)	ADM-COMM	\$ 33,442	B	\$ 27,640	\$ 32,518	\$ 39,022
CUSTODIAN	ADM-FACILITIES	\$ 25,591	B	\$ 27,640	\$ 32,518	\$ 39,022
BLDG AND NEIGHBORHOOD SERVICES DIR.	BNS	\$ 91,408	K	\$ 79,787	\$ 93,867	\$ 112,640
BUILDING OFFICIAL	BNS	\$ 70,388	I	\$ 63,041	\$ 74,166	\$ 88,999
ZONING/DEVELOPMENT COORDINATOR	BNS	\$ 67,234	H	\$ 56,036	\$ 65,925	\$ 79,110
PLANS EXAMINER III	BNS	\$ 64,184	H	\$ 56,036	\$ 65,925	\$ 79,110
ZONING ADMINISTRATOR	BNS	\$ 59,100	G	\$ 49,810	\$ 58,600	\$ 70,320
BUILDING INSPECTOR IV	BNS	\$ 58,063	G	\$ 49,810	\$ 58,600	\$ 70,320
PLANS EXAMINER II	BNS	\$ 57,307	G	\$ 49,810	\$ 58,600	\$ 70,320
HOUSING DEVELOPMENT COORDINATOR	BNS	\$ 54,776	F	\$ 44,276	\$ 52,089	\$ 62,507
BUILDING INSPECTOR III	BNS	\$ 52,452	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANS EXAMINER I	BNS	\$ 51,384	F	\$ 44,276	\$ 52,089	\$ 62,507
NEIGHBORHOOD RESOURCES SUPERVISOR	BNS	\$ 51,156	F	\$ 44,276	\$ 52,089	\$ 62,507
BUILDING ASSOCIATE	BNS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
NEIGHBORHOOD RESOURCES COORDINATOR	BNS	\$ 49,086	E	\$ 39,356	\$ 46,301	\$ 55,561
BUILDING INSPECTOR II	BNS	\$ 47,185	E	\$ 39,356	\$ 46,301	\$ 55,561
ZONING ENFORCEMENT OFFICER	BNS	\$ 45,202	E	\$ 39,356	\$ 46,301	\$ 55,561
BUILDING INSPECTOR I	BNS	\$ 41,917	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN II	BNS	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN I	BNS	\$ 37,448	C	\$ 31,096	\$ 36,583	\$ 43,900
CHIEF DEPUTY COURT CLERK	COURT	\$ 44,998	E	\$ 39,356	\$ 46,301	\$ 55,561
DEPUTY COURT CLERK	COURT	\$ 35,357	C	\$ 31,096	\$ 36,583	\$ 43,900
DIRECTOR OF ENGINEERING	ENG	\$ 101,273	L	\$ 89,760	\$ 105,600	\$ 126,720
ASSISTANT DIRECTOR OF ENGINEERING	ENG	\$ 87,908	J	\$ 70,921	\$ 83,437	\$ 100,124
TRAFFIC/TRANSPORTATION ENG	ENG-TOC	\$ 78,622	I	\$ 63,041	\$ 74,166	\$ 88,999
ENGINEERING SUPERVISOR	ENG	\$ 76,387	I	\$ 63,041	\$ 74,166	\$ 88,999
STAFF ENGINEER III	ENG	\$ 74,802	I	\$ 63,041	\$ 74,166	\$ 88,999
UTILITIES PROJECT MANAGER	ENG / WATER - ADM	\$ 67,003	H	\$ 56,036	\$ 65,925	\$ 79,110
STORM WATER COORDINATOR	ENG - STMWTR	\$ 66,526	H	\$ 56,036	\$ 65,925	\$ 79,110
STAFF ENGINEER II	ENG	\$ 63,526	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC OPERATIONS MANAGER	ENG-TOC	\$ 61,288	H	\$ 56,036	\$ 65,925	\$ 79,110
WATER QUALITY SPECIALIST II	ENG - STMWTR	\$ 58,430	G	\$ 49,810	\$ 58,600	\$ 70,320
STAFF ENGINEER I	ENG	\$ 56,490	G	\$ 49,810	\$ 58,600	\$ 70,320

AttACHMENT IIIB

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES By DEPARTMENT

JOB TITLE	DEPT	July 1 2013		----- PROPOSED PAY RANGE -----		
		Market Rate	NEW GRADE	Min	Mid	Max
RIGHT OF WAY AGENT	ENG	\$ 55,971	G	\$ 49,810	\$ 58,600	\$ 70,320
ITS SPECIALIST	ENG-TOC	\$ 52,810	F	\$ 44,276	\$ 52,089	\$ 62,507
WATER QUALITY SPECIALIST I	ENG - STMWTR	\$ 43,990	E	\$ 39,356	\$ 46,301	\$ 55,561
ADMINISTRATIVE ASSISTANT	ENG	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	ENG	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	\$ 129,225	N	\$ 113,603	\$ 133,650	\$ 160,380
COMPTROLLER	FINANCE	\$ 91,499	K	\$ 79,787	\$ 93,867	\$ 112,640
FINANCIAL MANAGER	FINANCE	\$ 66,258	H	\$ 56,036	\$ 65,925	\$ 79,110
BUSINESS PROCESS IMPROVEMENT MANAGER & C	FINANCE	\$ 65,621	H	\$ 56,036	\$ 65,925	\$ 79,110
FINANCIAL ANALYST	FINANCE	\$ 50,962	F	\$ 44,276	\$ 52,089	\$ 62,507
FINANCIAL TECHNICIAN II (Payroll Specialist)	FINANCE	\$ 45,797	E	\$ 39,356	\$ 46,301	\$ 55,561
ADMINISTRATIVE ASSISTANT	FINANCE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
FINANCIAL TECHNICIAN I (A/P Specialist)	FINANCE	\$ 40,557	D	\$ 34,983	\$ 41,156	\$ 49,387
FIRE CHIEF	FIRE	\$ 102,498	L	\$ 89,760	\$ 105,600	\$ 126,720
FIRE DEPUTY CHIEF	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-FIRE MARSHALL	FIRE	\$ 77,459	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST-ADMINISTRATION	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CHIEF ASST-TRAINING	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
ASSISTANT FIRE MARSHAL	FIRE	\$ 68,164	H	\$ 56,036	\$ 65,925	\$ 79,110
FIRE CAPTAIN	FIRE	\$ 64,858	H	\$ 56,036	\$ 65,925	\$ 79,110
ADMINISTRATIVE SERVICES OFFICER	FIRE	\$ 62,633	H	\$ 56,036	\$ 65,925	\$ 79,110
EMS OFFICER	FIRE	\$ 60,540	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE LIEUTENANT	FIRE	\$ 59,201	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE AND LIFE SAFETY EDUCATOR	FIRE	\$ 57,435	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE INSPECTOR	FIRE	\$ 58,036	F	\$ 44,276	\$ 52,089	\$ 62,507
FIRE ENGINEER	FIRE	\$ 54,979	F	\$ 44,276	\$ 52,089	\$ 62,507
FIRE CAPTAIN/TRAINING OFFICER	FIRE	\$ 52,650	F	\$ 44,276	\$ 52,089	\$ 62,507
FIREFIGHTER	FIRE	\$ 43,331	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	FIRE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	FIRE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
GENERAL SERVICES TECHNICIAN	FIRE	\$ 40,913	D	\$ 34,983	\$ 41,156	\$ 49,387
HUMAN RESOURCES DIRECTOR	HR	\$ 106,426	L	\$ 89,760	\$ 105,600	\$ 126,720
RISK MANAGER	HR	\$ 82,661	J	\$ 70,921	\$ 83,437	\$ 100,124
BENEFITS MANAGER	HR	\$ 79,866	J	\$ 70,921	\$ 83,437	\$ 100,124
EMPLOYEE RELATIONS MANAGER	HR	\$ 67,658	H	\$ 56,036	\$ 65,925	\$ 79,110
ASSISTANT DIRECTOR HUMAN RESOURCES	HR	\$ 65,963	H	\$ 56,036	\$ 65,925	\$ 79,110
OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	\$ 61,391	G	\$ 49,810	\$ 58,600	\$ 70,320
SAFETY COORDINATOR	HR	\$ 55,291	F	\$ 44,276	\$ 52,089	\$ 62,507
HUMAN RESOURCES ANALYST	HR	\$ 52,993	F	\$ 44,276	\$ 52,089	\$ 62,507
BENEFITS ANALYST	HR	\$ 48,919	E	\$ 39,356	\$ 46,301	\$ 55,561
HUMAN RESOURCES TECHNICIAN	HR	\$ 42,623	D	\$ 34,983	\$ 41,156	\$ 49,387
MUNICIPAL INFORMATION TECHNOLOGY DIR.	IT	\$ 109,442	L	\$ 89,760	\$ 105,600	\$ 126,720

AttACHMENT IIIB

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES By DEPARTMENT

JOB TITLE	DEPT	July 1 2013	NEW GRADE	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
APPLICATIONS PROJECT LEADER	IT	\$ 87,552	J	\$ 70,921	\$ 83,437	\$ 100,124
SYSTEMS/DATABASE MANAGER	IT	\$ 87,259	J	\$ 70,921	\$ 83,437	\$ 100,124
TELECOMMUNICATIONS MANAGER	IT	\$ 79,261	J	\$ 70,921	\$ 83,437	\$ 100,124
NETWORK MANAGER	IT	\$ 79,148	J	\$ 70,921	\$ 83,437	\$ 100,124
GIS MANAGER	IT	\$ 75,118	I	\$ 63,041	\$ 74,166	\$ 88,999
NETWORK ANALYST	IT	\$ 68,835	H	\$ 56,036	\$ 65,925	\$ 79,110
INFORMATION SYSTEMS ANALYST II	IT	\$ 68,330	H	\$ 56,036	\$ 65,925	\$ 79,110
SHAREPOINT ANALYST	IT	\$ 66,251	H	\$ 56,036	\$ 65,925	\$ 79,110
NETWORK TECHNICIAN II	IT	\$ 59,542	G	\$ 49,810	\$ 58,600	\$ 70,320
GIS SPECIALIST SR	IT	\$ 57,923	G	\$ 49,810	\$ 58,600	\$ 70,320
BUSINESS SERV. APP ANALYST/SYSTEMS TRAINER	IT	\$ 57,334	G	\$ 49,810	\$ 58,600	\$ 70,320
TELECOMMUNICATIONS TECHNICIAN II	IT	\$ 56,234	G	\$ 49,810	\$ 58,600	\$ 70,320
APPLICATIONS ANALYST I	IT	\$ 54,646	F	\$ 44,276	\$ 52,089	\$ 62,507
NETWORK TECHNICIAN I	IT	\$ 52,707	F	\$ 44,276	\$ 52,089	\$ 62,507
TELECOMMUNICATIONS TECHNICIAN I	IT	\$ 52,559	F	\$ 44,276	\$ 52,089	\$ 62,507
GIS SPECIALIST	IT	\$ 48,436	E	\$ 39,356	\$ 46,301	\$ 55,561
IT HELP DESK ADMINISTRATOR	IT	\$ 47,756	E	\$ 39,356	\$ 46,301	\$ 55,561
CITY ATTORNEY	LEGAL	\$ 121,083	M	\$ 100,980	\$ 118,800	\$ 142,560
STAFF ATTORNEY II	LEGAL	\$ 101,496	L	\$ 89,760	\$ 105,600	\$ 126,720
STAFF ATTORNEY I	LEGAL	\$ 77,355	I	\$ 63,041	\$ 74,166	\$ 88,999
PARALEGAL	LEGAL	\$ 51,544	F	\$ 44,276	\$ 52,089	\$ 62,507
PARKS DIRECTOR	PARKS	\$ 104,586	L	\$ 89,760	\$ 105,600	\$ 126,720
FACILITIES SUPERINTENDENT	PARKS	\$ 63,228	H	\$ 56,036	\$ 65,925	\$ 79,110
RECREATION SUPERINTENDENT	PARKS	\$ 61,396	G	\$ 49,810	\$ 58,600	\$ 70,320
FACILITIES CREW CHIEF	PARKS	\$ 52,493	F	\$ 44,276	\$ 52,089	\$ 62,507
GROUND & LANDSCAPING FOREMAN	PARKS	\$ 48,633	E	\$ 39,356	\$ 46,301	\$ 55,561
ATHLETIC FOREMAN	PARKS	\$ 48,470	E	\$ 39,356	\$ 46,301	\$ 55,561
ARBORIST	PARKS	\$ 48,447	E	\$ 39,356	\$ 46,301	\$ 55,561
RESEARCH & PLANNING ANALYST	PARKS	\$ 47,543	E	\$ 39,356	\$ 46,301	\$ 55,561
MAINTENANCE CREW CHIEF	PARKS	\$ 45,765	E	\$ 39,356	\$ 46,301	\$ 55,561
PROGRAMMING COORDINATOR	PARKS	\$ 44,713	E	\$ 39,356	\$ 46,301	\$ 55,561
PROGRAM SPECIALIST	PARKS	\$ 42,750	D	\$ 39,356	\$ 41,156	\$ 55,561
ATHLETIC CREW CHIEF	PARKS	\$ 41,235	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	PARKS	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
FACILITIES INVENTORY CLERK	PARKS	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	PARKS	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
MAINTENANCE WORKER	PARKS	\$ 36,511	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES WORKER	PARKS	\$ 33,623	B	\$ 27,640	\$ 32,518	\$ 39,022
ATHLETIC TURF WORKER	PARKS	\$ 33,087	B	\$ 27,640	\$ 32,518	\$ 39,022
TREE WORKER (PT)	PARKS	\$ 29,828	B	\$ 27,640	\$ 32,518	\$ 39,022
LANDSCAPING WORKER	PARKS	\$ 29,542	B	\$ 27,640	\$ 32,518	\$ 39,022
GROUNDWORKER	PARKS	\$ 28,448	B	\$ 27,640	\$ 32,518	\$ 39,022
ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLNG	\$ 129,225	N	\$ 113,603	\$ 133,650	\$ 160,380
PLANNING & SUSTAINABILITY DIRECTOR	PLNG	\$ 102,781	L	\$ 89,760	\$ 105,600	\$ 126,720
CURRENT PLANNING SUPERVISOR	PLNG	\$ 76,034	I	\$ 63,041	\$ 74,166	\$ 88,999

AttACHMENT IIIB

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES By DEPARTMENT

JOB TITLE	DEPT	July 1 2013		----- PROPOSED PAY RANGE -----			
		Market Rate	NEW GRADE	Min	Mid	Max	
LONG RANGE PLANNING SUPERVISOR	PLNG	\$ 76,034	I	\$ 63,041	\$ 74,166	\$ 88,999	
PRINCIPAL PLANNER	PLNG	\$ 69,944	H	\$ 56,036	\$ 65,925	\$ 79,110	
PLANNER SR	PLNG	\$ 60,745	G	\$ 49,810	\$ 58,600	\$ 70,320	
SUSTAINABILITY/GRANTS COORDINATOR	PLNG	\$ 56,874	G	\$ 49,810	\$ 58,600	\$ 70,320	
LAND PLANNER (no TN Reg)	PLNG	\$ 53,848	F	\$ 44,276	\$ 52,089	\$ 62,507	
SURETY COORDINATOR	PLNG	\$ 49,407	F	\$ 44,276	\$ 52,089	\$ 62,507	
PLANNER	PLNG	\$ 49,307	F	\$ 44,276	\$ 52,089	\$ 62,507	
PLANNING ASSISTANT	PLNG	\$ 43,347	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	PLNG	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
PLANNING ASSOCIATE	PLNG	\$ 40,677	D	\$ 34,983	\$ 41,156	\$ 49,387	
PERMIT TECHNICIAN II	PLNG	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387	
PERMIT TECHNICIAN I	PLNG	\$ 37,448	C	\$ 31,096	\$ 36,583	\$ 43,900	
CHIEF OF POLICE	POLICE	\$ 115,926	M	\$ 100,980	\$ 118,800	\$ 142,560	
POLICE DEPUTY CHIEF	POLICE	\$ 89,151	K	\$ 79,787	\$ 93,867	\$ 112,640	
POLICE LIEUTENANT	POLICE	\$ 66,914	H	\$ 56,036	\$ 65,925	\$ 79,110	
POLICE SERGEANT	POLICE	\$ 58,282	G	\$ 49,810	\$ 58,600	\$ 70,320	
MASTER PATROL OFFICER/DETECTIVE	POLICE	\$ 49,442	F	\$ 44,276	\$ 52,089	\$ 62,507	
ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	\$ 46,964	E	\$ 39,356	\$ 46,301	\$ 55,561	
RECORDS SUPERVISOR	POLICE	\$ 46,375	E	\$ 39,356	\$ 46,301	\$ 55,561	
SR. COMMUNICATIONS OFFICER	POLICE	\$ 44,472	E	\$ 39,356	\$ 46,301	\$ 55,561	
COMMUNICATIONS SUPPORT COORDINATOR	POLICE	\$ 42,519	D	\$ 34,983	\$ 41,156	\$ 49,387	
POLICE OFFICER	POLICE	\$ 42,224	D	\$ 34,983	\$ 41,156	\$ 49,387	
ADMINISTRATIVE ASSISTANT	POLICE	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387	
COMMUNICATIONS OFFICER	POLICE	\$ 39,707	D	\$ 34,983	\$ 41,156	\$ 49,387	
EVIDENCE TECHNICIAN	POLICE	\$ 38,971	D	\$ 34,983	\$ 41,156	\$ 49,387	
RECORDS CLERK	POLICE	\$ 33,567	B	\$ 27,640	\$ 32,518	\$ 39,022	
PARKING ENFORCEMENT OFFICER	POLICE	\$ 30,784	B	\$ 27,640	\$ 32,518	\$ 39,022	
SCHOOL PATROL	POLICE	\$ 23,648	A	\$ 24,569	\$ 28,905	\$ 34,686	
PURCHASING MANAGER	PURCHASING	\$ 76,205	I	\$ 63,041	\$ 74,166	\$ 88,999	
PURCHASING SPECIALIST	PURCHASING	\$ 45,130	E	\$ 39,356	\$ 46,301	\$ 55,561	
PURCHASING TECHNICIAN	PURCHASING	\$ 38,755	C	\$ 31,096	\$ 36,583	\$ 43,900	
CUSTOMER SERVICE SUPERVISOR	REV-MGT	\$ 53,237	F	\$ 44,276	\$ 52,089	\$ 62,507	
ACCOUNT MANAGEMENT SUPERVISOR	REV-MGT	\$ 51,054	F	\$ 44,276	\$ 52,089	\$ 62,507	
ACCOUNTING OFFICER	REV-MGT	\$ 46,464	E	\$ 39,356	\$ 46,301	\$ 55,561	
FINANCIAL TECHNICIAN	REV-MGT	\$ 42,461	D	\$ 34,983	\$ 41,156	\$ 49,387	
BILLING/COLLECTIONS TECH	REV-MGT	\$ 37,640	C	\$ 31,096	\$ 36,583	\$ 43,900	
CASHIER (PT)	REV-MGT	\$ 24,875	B	\$ 27,640	\$ 32,518	\$ 39,022	
SOLID WASTE DIRECTOR	SANITATION & ENV	\$ 89,061	K	\$ 79,787	\$ 93,867	\$ 112,640	
ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV	\$ 64,472	H	\$ 56,036	\$ 65,925	\$ 79,110	
SOLID WASTE SUPERVISOR	SANITATION & ENV	\$ 49,780	F	\$ 44,276	\$ 52,089	\$ 62,507	
TRANSFER STATION SUPERVISOR	SANITATION & ENV	\$ 49,780	F	\$ 44,276	\$ 52,089	\$ 62,507	
SOLID WASTE CREW FOREMAN	SANITATION & ENV	\$ 41,823	D	\$ 34,983	\$ 41,156	\$ 49,387	
SOLID WASTE DRIVER/OPERATOR II	SANITATION & ENV	\$ 39,390	D	\$ 34,983	\$ 41,156	\$ 49,387	

AttACHMENT IIIB

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES By DEPARTMENT

JOB TITLE	DEPT	July 1 2013		NEW GRADE	----- PROPOSED PAY RANGE -----		
		Market Rate			Min	Mid	Max
SOLID WASTE DRIVER/OPERATOR I	SANITATION & ENV	\$ 37,342		C	\$ 31,096	\$ 36,583	\$ 43,900
TRACTOR TRAILER DRIVER	SANITATION & ENV	\$ 37,378		D	\$ 34,983	\$ 41,156	\$ 49,387
SCALE OPERATOR	SANITATION & ENV	\$ 34,053		B	\$ 27,640	\$ 32,518	\$ 39,022
ADMINISTRATIVE SECRETARY	SANITATION & ENV	\$ 32,373		B	\$ 27,640	\$ 32,518	\$ 39,022
ADMINISTRATIVE SECRETARY	SANITATION & ENV	\$ 32,373		B	\$ 27,640	\$ 32,518	\$ 39,022
DROP OFF SITE ATTENDANT	SANITATION & ENV	\$ 31,358		B	\$ 27,640	\$ 32,518	\$ 39,022
SOLID WASTE WORKER	SANITATION & ENV	\$ 29,823		B	\$ 27,640	\$ 32,518	\$ 39,022
STREET DIRECTOR	STREET	\$ 95,430		K	\$ 79,787	\$ 93,867	\$ 112,640
ASSISTANT STREET DIRECTOR	STREET	\$ 77,805		I	\$ 63,041	\$ 74,166	\$ 88,999
FLEET MAINTENANCE MANAGER	STREET-FM	\$ 65,190		H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	\$ 62,313		H	\$ 56,036	\$ 65,925	\$ 79,110
ROAD INSPECTOR SENIOR	STREET	\$ 55,151		G	\$ 49,810	\$ 58,600	\$ 70,320
STORM WATER INSPECTOR	STMWTR - ST	\$ 49,853		F	\$ 44,276	\$ 52,089	\$ 62,507
SENIOR FLEET MAINTENANCE TECHNICIAN	STREET-FM	\$ 49,813		F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC SIGNALIZATION & MAINTENANCE ELECTRICIAN	STREET-TRAFFIC	\$ 49,791		F	\$ 44,276	\$ 52,089	\$ 62,507
ROAD INSPECTOR	STREET	\$ 49,886		F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	\$ 49,371		F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	\$ 49,198		F	\$ 44,276	\$ 52,089	\$ 62,507
LANDSCAPE MAINTENANCE SUPERVISOR	STREET	\$ 48,470		E	\$ 39,356	\$ 46,301	\$ 55,561
STORM WATER SUPERVISOR	STMWTR - ST	\$ 47,837		E	\$ 39,356	\$ 46,301	\$ 55,561
STREET CREW SUPERVISOR	STREET	\$ 47,837		E	\$ 39,356	\$ 46,301	\$ 55,561
COMPOST FACILITY MANAGER	STREET	\$ 46,019		E	\$ 39,356	\$ 46,301	\$ 55,561
INFRARED SYSTEM TECHNICIAN	STREET	\$ 44,878		E	\$ 39,356	\$ 46,301	\$ 55,561
TRAFFIC SIGNAL TECH I	STREET-TRAFFIC	\$ 44,133		E	\$ 39,356	\$ 46,301	\$ 55,561
MECHANIC	STREET-FM	\$ 43,932		E	\$ 39,356	\$ 46,301	\$ 55,561
ADMINISTRATIVE ASSISTANT	STREET	\$ 40,984		D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	STREET-FM	\$ 40,984		D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	STREET-FM	\$ 40,125		D	\$ 34,983	\$ 41,156	\$ 49,387
TECHNICAL SUPPORT SPECIALIST	STREET	\$ 39,522		D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	STMWTR - ST	\$ 39,501		D	\$ 34,983	\$ 41,156	\$ 49,387
STRIPING TECHNICIAN	STREET-TRAFFIC	\$ 39,501		D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR	STMWTR - ST	\$ 35,160		C	\$ 31,096	\$ 36,583	\$ 43,900
EQUIPMENT OPERATOR	STREET	\$ 35,160		C	\$ 31,096	\$ 36,583	\$ 43,900
LANDSCAPE MAINTENANCE WORKER SR	STREET	\$ 35,032		C	\$ 31,096	\$ 36,583	\$ 43,900
SECRETARY (PT)	STREET	\$ 32,373		B	\$ 27,640	\$ 32,518	\$ 39,022
ADMINISTRATIVE SECRETARY	STREET-FM	\$ 32,373		B	\$ 27,640	\$ 32,518	\$ 39,022
LANDSCAPE MAINTENANCE WORKER	STREET	\$ 30,054		B	\$ 27,640	\$ 32,518	\$ 39,022
CREW WORKER	STREET	\$ 26,032		B	\$ 27,640	\$ 32,518	\$ 39,022
DIRECTOR OF WATER MANAGEMENT	WATER-WA	\$ 102,888		L	\$ 89,760	\$ 105,600	\$ 126,720
ASSISTANT DIRECTOR OF WATER MANAGEMENT	WATER-WA	\$ 79,216		J	\$ 70,921	\$ 83,437	\$ 100,124
SERVICE DIVISION SUPERINTENDENT	WATER-WD	\$ 71,103		I	\$ 63,041	\$ 74,166	\$ 88,999
WATER RECLAMATION SUPERINTENDENT	WATER-SP	\$ 70,171		I	\$ 63,041	\$ 74,166	\$ 88,999
WATER PLANT SUPERINTENDENT	WATER-WP	\$ 64,647		H	\$ 56,036	\$ 65,925	\$ 79,110
ASSISTANT WASTEWATER PLANT SUP'T	WATER-SP	\$ 63,470		H	\$ 56,036	\$ 65,925	\$ 79,110
WASTEWATER COLLECTION ASST SUP'T.	WATER-SC	\$ 62,936		H	\$ 56,036	\$ 65,925	\$ 79,110
WATER DISTRIBUTION ASSISTANT SUP'T	WATER-WD	\$ 60,904		G	\$ 49,810	\$ 58,600	\$ 70,320
WATER PLANT ASSISTANT SUPERINTENDENT	WATER-WP	\$ 58,609		G	\$ 49,810	\$ 58,600	\$ 70,320

AttACHMENT IIIB

CITY OF FRANKLIN

MARKET DATA AND PROPOSED PAY GRADES By DEPARTMENT

JOB TITLE	DEPT	July 1 2013	NEW GRADE	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
PRETREATMENT COORDINATOR	WATER-SP	\$ 58,595	G	\$ 49,810	\$ 58,600	\$ 70,320
UTILITIES CREW CHIEF	WATER-WD	\$ 48,909	E	\$ 39,356	\$ 46,301	\$ 55,561
WASTEWATER OPERATOR SENIOR	WATER-SP	\$ 48,481	E	\$ 39,356	\$ 46,301	\$ 55,561
WATER OPERATOR SR	WATER-WP	\$ 47,782	E	\$ 39,356	\$ 46,301	\$ 55,561
LIFT STATION TECHNICIAN	WATER-SC	\$ 45,879	E	\$ 39,356	\$ 46,301	\$ 55,561
UTILITY INSPECTOR	WATER-WA	\$ 45,401	E	\$ 39,356	\$ 46,301	\$ 55,561
WASTEWATER MAINTENANCE TECHNICIAN	WATER-SP	\$ 44,944	E	\$ 39,356	\$ 46,301	\$ 55,561
WASTEWATER OPERATOR	WATER-SP	\$ 43,847	D	\$ 34,983	\$ 41,156	\$ 49,387
WATER OPERATOR	WATER-WP	\$ 43,224	D	\$ 34,983	\$ 41,156	\$ 49,387
BACKFLOW INSPECTOR	WATER-WD	\$ 41,521	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	WATER	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
TV TRUCK SEWER INSPECTOR	WATER-SC	\$ 40,346	D	\$ 34,983	\$ 41,156	\$ 49,387
STOCKROOM SUPERVISOR	WATER-WD	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	WATER-SC	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR SR	WATER-WD	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
SEWER EQUIPMENT TECH	WATER-SC	\$ 37,770	C	\$ 31,096	\$ 36,583	\$ 43,900
METER READER SENIOR	WATER-WB	\$ 35,548	C	\$ 31,096	\$ 36,583	\$ 43,900
UTILITY SERVICE WORKER	WATER-WD	\$ 35,177	C	\$ 31,096	\$ 36,583	\$ 43,900
METER READER	WATER-WB	\$ 32,549	B	\$ 27,640	\$ 32,518	\$ 39,022
OFFICE MANAGER	VARIOUS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
TECHNICAL SUPPORT SPECIALIST II	VARIOUS	\$ 44,588	E	\$ 39,356	\$ 46,301	\$ 55,561
HEAVY EQUIPMENT OPERATOR	VARIOUS	\$ 41,121	E	\$ 39,356	\$ 46,301	\$ 55,561
TECHNICAL SUPPORT SPECIALIST I	VARIOUS	\$ 40,892	D	\$ 34,983	\$ 41,156	\$ 49,387

Attachment IV - City of Franklin

Current Salaries, Market Indexes, and Proposed Pay Adjustments

Department	Current Salary Annual Salary	Market Rate	Market Index	Jul-13 Salary	Adjustment		Pct. Inc.
					To Min Needed		
ADMINISTRATION, COMMUNICATION, FACILITIES	\$ 1,039,940	\$ 1,040,927	99.9%	\$ 1,059,950	\$ 2,697		0.3%
BUILDING AND NEIGHBORHOOD SERV.	\$ 1,308,092	\$ 1,422,286	92.0%	\$ 1,332,021	\$ 13,459		1.0%
ENGINEERING	\$ 921,643	\$ 1,008,716	91.4%	\$ 939,076	\$ 4,274		0.5%
FINANCE, REVENUE, PURCH. COURT	\$ 1,580,444	\$ 1,648,026	95.9%	\$ 1,611,227	\$ 12,695		0.8%
FIRE	\$ 7,167,519	\$ 7,919,302	90.5%	\$ 7,308,151	\$ 21,571		0.3%
HUMAN RESOURCES	\$ 563,605	\$ 613,503	91.9%	\$ 574,220	\$ 7,796		1.4%
LEGAL	\$ 198,254	\$ 249,982	79.3%	\$ 202,219	\$ 6,078		3.0%
IT	\$ 860,483	\$ 1,031,369	83.4%	\$ 876,867	\$ 20,927		2.4%
PARKS	\$ 1,439,647	\$ 1,524,454	94.4%	\$ 1,459,684	\$ 10,814		0.7%
PLANNING & SUSTAINABILITY	\$ 865,834	\$ 982,668	88.1%	\$ 883,151	\$ 8,936		1.0%
POLICE	\$ 6,632,479	\$ 7,120,842	93.1%	\$ 6,760,985	\$ 38,659		0.6%
SANITATION & ENV. SERVICES	\$ 1,767,016	\$ 1,819,959	97.1%	\$ 1,799,875	\$ 8,410		0.5%
STREETS	\$ 2,569,751	\$ 2,827,672	90.9%	\$ 2,618,639	\$ 54,502		2.1%
WATER	\$ 2,938,873	\$ 3,216,292	91.4%	\$ 2,996,421	\$ 30,501		1.0%

CITY TOTAL

\$ 29,853,580 \$ 32,425,988 92.1% \$ 30,422,486 \$ 241,317 0.8%

W/FICA \$ 241,317
\$ 259,778

ATTACHMENT V

CITY OF FRANKLIN

PROPOSED PAY STRUCTURE

----- PROPOSED PAY RANGE -----				
NEW GRADE		Min	Mid	Max
P	\$	143,778	\$ 169,151	\$ 202,981
			\$ 159,754	
O	\$	127,803	\$ 150,356	\$ 180,427
			\$ 142,003	
N	\$	113,603	\$ 133,650	\$ 160,380
			\$ 126,225	
M	\$	100,980	\$ 118,800	\$ 142,560
			\$ 112,200	
L	\$	89,760	\$ 105,600	\$ 126,720
			\$ 99,734	
K	\$	79,787	\$ 93,867	\$ 112,640
			\$ 88,652	
J	\$	70,921	\$ 83,437	\$ 100,124
			\$ 78,802	
I	\$	63,041	\$ 74,166	\$ 88,999
			\$ 70,046	
H	\$	56,036	\$ 65,925	\$ 79,110
			\$ 62,263	
G	\$	49,810	\$ 58,600	\$ 70,320
			\$ 55,345	
F	\$	44,276	\$ 52,089	\$ 62,507
			\$ 49,195	
E	\$	39,356	\$ 46,301	\$ 55,561
			\$ 43,729	
D	\$	34,983	\$ 41,156	\$ 49,387
			\$ 38,870	
C	\$	31,096	\$ 36,583	\$ 43,900
			\$ 34,551	
B	\$	27,640	\$ 32,518	\$ 39,022
			\$ 30,712	
A	\$	24,569	\$ 28,905	\$ 34,686
		85%	2.5% progressio	120%