




HISTORIC  
FRANKLIN  
TENNESSEE

# MEMORANDUM

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July 19, 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 information to consider the adoption of a new Comprehensive Classification and Compensation plan ("Pay Plan").

## 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, market-based 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 The existing pay plan is outdated and has not been reviewed in a comprehensive manner in many years.

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 focus group meetings with a wide 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 departments 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 (12.5% between pay grades compared to 5% between pay grades in the current plan).



- Senior management has reviewed the data, which has been shared with department directors. The consultants have worked extensively with department directors to make sure all jobs are accurately represented in the pay plan.
- At the June 25<sup>th</sup> Work Session, the Board of Mayor and Aldermen discussed the draft plan and report.
- During the month of July, 25 meetings were held with employees throughout the organization to discuss and answer questions about the draft pay plan.

Implementation of the new pay plan with Board of Mayor and Aldermen approval is proposed to be in two phases. Phase 1 will consist of implementing pay adjustments during the first quarter of Fiscal Year 2013-14 (September 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 experience and job performance *within* their respective pay grades. Methodology for accomplishing this will be developed later this year.

A resolution adopting the new Classification and Compensation Plan is attached (Attachment A). The resolution would establish a new Classification and Compensation Plan, completely replacing the existing pay plan. Also attached is the updated Classification and Compensation Study report from Burris, Thompson & Associates (Attachment B). In order to effectively implement the plan, an updated Wage and Salary Policy has been draft (Attachment C). This policy provides guidance for adjusting the plan over time to remain competitive in the market, implementing performance evaluations, establishing pay for new hires (internal and external), and making pay adjustments/increases.

#### **Financial Impact**

The approved 2013-14 budget includes funding for the implementation of Phase 1 of the new classification and compensation plan in the amount of approximately \$400,000. The budget anticipates implementation during the first quarter of the fiscal year.

#### **Recommendation**

The approval of Resolution 2013-45 adopting a new Classification and Compensation Plan for the City of Franklin and adoption of the Wage and Salary Policy is recommended.

Attachment A:

Resolution 2013-45 - A Resolution to  
Adopt a Position Classification and Pay  
Plan for Employees of the City of  
Franklin, Tennessee

## RESOLUTION 2013-45

### A RESOLUTION TO ADOPT A POSITION CLASSIFICATION PLAN AND PAY PLAN FOR THE EMPLOYEES OF THE CITY OF FRANKLIN, TENNESSEE

**WHEREAS**, in September 2012, the City of Franklin, Tennessee contracted with Burris, Thompson & Associates to conduct a comprehensive classification and compensation study; and

**WHEREAS**, the goal of this effort was to update the City's pay plan to provide a highly competitive pay structure to attract and retain top talent to deliver high-quality services to the community; and

**WHEREAS**, using data gathered by Burris, Thompson & Associates, all City job descriptions have been revised and the revisions have been reviewed by the City's Department Directors; and

**WHEREAS**, using data gathered by Burris, Thompson & Associates, including responses from other public and private sector employers, a market rate for each City job has been identified; and

**WHEREAS**, all City jobs have been assigned to a new set of pay grades and pay ranges have been proposed, reducing the number of pay grades from 22 to 15, with greater differences between pay grades; and

**WHEREAS**, the new proposed pay plan reflects positioning the City to be a highly competitive employer within the market which is support the continued delivery of high quality service to the community; and

**WHEREAS**, full implementation of the Classification and Compensation plan will be implemented in two phases over two budget years and the adopted Budget for Fiscal Year 2013-14 incorporates the recommended first phase of adjustments which raises pay for all employees that are below the minimum pay grade in the pay plan.

**NOW, THEREFORE, BE IT RESOLVED** by the Board of Mayor and Aldermen of the City of Franklin, Tennessee, that:

**Section 1.** The City of Franklin hereby adopts as its position classification plan the City of Franklin Proposed Pay Structure, attached as Exhibit A.

**Section 2.** The City of Franklin hereby adopts as its pay plan the City of Franklin Market Data and Proposed Pay Grades by Market Rate, attached as Exhibit B.

**Section 3.** The implementation of the pay plan will occur in two phases. Phase 1 will implement pay adjustments beginning \_\_\_\_\_, 2013, to ensure all employees' salaries are at least at the new pay range minimums for their jobs. Phase 2 will occur during Fiscal Year 2014-15 to adjust employee pay as needed to better reflect job tenure and job performance within the respective pay grades.

Adopted this \_\_\_\_ day of \_\_\_\_\_, 2013.

**ATTEST:**

**CITY OF FRANKLIN, TENNESSEE**

**By:** \_\_\_\_\_  
**Eric S. Stuckey**  
**City Administrator**

**By:** \_\_\_\_\_  
**Dr. Ken Moore**  
**Mayor**

**Approved as to form by:**

\_\_\_\_\_  
**Kristen L. Corn, Staff Attorney**

# Exhibit A - CITY OF FRANKLIN PROPOSED PAY STRUCTURE

----- PROPOSED PAY RANGE -----

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

85%                      12.5% progression                      120%

**Exhibit B -  
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
					\$ 159,754	
NONE	NONE		O	\$ 127,803	\$ 150,356	\$ 180,427
					\$ 142,003	
ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	\$ 129,225	N	\$ 113,603	\$ 133,650	\$ 160,380
ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLNG	\$ 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	
FIRE DEPUTY CHIEF	FIRE	\$ 97,608	K	\$ 79,787	\$ 93,867	\$ 112,640
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
SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	\$ 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 CHIEF ASST	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-ADMINISTRATION	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-TRAINING	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
RISK MANAGER	HR	\$ 82,661	J	\$ 70,921	\$ 83,437	\$ 100,124
ASSISTANT DIRECTOR HUMAN RESOURCES	HR	\$ 82,372	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-FIRE MARSHALL	FIRE	\$ 82,305	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
ASSISTANT STREET DIRECTOR	STREET	\$ 78,602	J	\$ 70,921	\$ 83,437	\$ 100,124
					\$ 78,802	
TRAFFIC/TRANSPORTATION ENG	ENG-TOC	\$ 78,622	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
LONG RANGE PLANNING SUPERVISOR	PLNG	\$ 76,034	I	\$ 63,041	\$ 74,166	\$ 88,999
GIS MANAGER	IT	\$ 75,118	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
POLICE LIEUTENANT	POLICE	\$ 73,783	I	\$ 63,041	\$ 74,166	\$ 88,999
COMMUNICATIONS MANAGER	ADM-COMM	\$ 73,764	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CAPTAIN	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
SERVICE DIVISION SUPERINTENDENT	WATER-WD	\$ 71,103	I	\$ 63,041	\$ 74,166	\$ 88,999
ADMINISTRATIVE SERVICES OFFICER	FIRE	\$ 70,526	I	\$ 63,041	\$ 74,166	\$ 88,999

**Exhibit B -**  
**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
FIRE CAPTAIN/TRAINING OFFICER	FIRE	\$ 70,405	I	\$ 63,041	\$ 74,166	\$ 88,999
BUILDING OFFICIAL	BNS	\$ 70,388	I	\$ 63,041	\$ 74,166	\$ 88,999
WATER RECLAMATION SUPERINTENDENT	WATER-SP	\$ 70,171	I	\$ 63,041	\$ 74,166	\$ 88,999
ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	\$ 69,977	I	\$ 63,041	\$ 74,166	\$ 88,999
					\$ 70,046	
PRINCIPAL PLANNER	PLNG	\$ 69,944	H	\$ 56,036	\$ 65,925	\$ 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
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 ENGINEER II	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
FINANCIAL MANAGER	FINANCE	\$ 66,258	H	\$ 56,036	\$ 65,925	\$ 79,110
SHAREPOINT ANALYST	IT	\$ 66,251	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
WATER PLANT SUPERINTENDENT	WATER-WP	\$ 64,647	H	\$ 56,036	\$ 65,925	\$ 79,110
PLANS EXAMINER III	BNS	\$ 64,184	H	\$ 56,036	\$ 65,925	\$ 79,110
EMS OFFICER	FIRE	\$ 64,040	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC OPERATIONS MANAGER II	ENG-TOC	\$ 63,701	H	\$ 56,036	\$ 65,925	\$ 79,110
STAFF ENGINEER II	ENG	\$ 63,526	H	\$ 56,036	\$ 65,925	\$ 79,110
FACILITIES SUPERINTENDENT	PARKS	\$ 63,228	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	\$ 62,313	H	\$ 56,036	\$ 65,925	\$ 79,110
					\$ 62,263	
ASSISTANT WASTEWATER PLANT SUP'T	WATER-SP	\$ 62,247	G	\$ 49,810	\$ 58,600	\$ 70,320
WASTEWATER COLLECTION ASST SUP'T.	WATER-SC	\$ 61,713	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER DISTRIBUTION ASSISTANT SUP'T	WATER-WD	\$ 61,713	G	\$ 49,810	\$ 58,600	\$ 70,320
RECREATION SUPERINTENDENT	PARKS	\$ 61,396	G	\$ 49,810	\$ 58,600	\$ 70,320
OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	\$ 61,391	G	\$ 49,810	\$ 58,600	\$ 70,320
SAFETY COORDINATOR	HR	\$ 61,048	G	\$ 49,810	\$ 58,600	\$ 70,320
PLANNER SR	PLNG	\$ 60,745	G	\$ 49,810	\$ 58,600	\$ 70,320
TRAFFIC OPERATIONS MANAGER I	ENG-TOC	\$ 60,392	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 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
FIRE INSPECTOR	FIRE	\$ 58,030	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	\$ 57,792	G	\$ 49,810	\$ 58,600	\$ 70,320
LAND PLANNER (no TN Reg)	PLNG	\$ 57,661	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER PLANT ASSISTANT SUPERINTENDENT	WATER-WP	\$ 57,386	G	\$ 49,810	\$ 58,600	\$ 70,320
INFORMATION IMAGING SPECIALIST/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
SANITATION & ENV SERV MANAGER	SANITATION & ENV SERV.	\$ 56,380	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
ROAD INSPECTOR SENIOR	STREET	\$ 55,151	G	\$ 49,810	\$ 58,600	\$ 70,320
					\$ 55,345	



**Exhibit B -  
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
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
INFORMATION SYSTEMS ANALYST I	IT	\$ 54,646	F	\$ 44,276	\$ 52,089	\$ 62,507
PRETREATMENT COORDINATOR	WATER-SP	\$ 54,620	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
TELECOMMUNICATIONS TECHNICIAN I	IT	\$ 52,559	F	\$ 44,276	\$ 52,089	\$ 62,507
FACILITIES FOREMAN	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
LANDSCAPING & GROUNDS FOREMAN	PARKS	\$ 51,388	F	\$ 44,276	\$ 52,089	\$ 62,507
LANDSCAPE MAINTENANCE SUPERVISOR	STREET	\$ 51,388	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANS EXAMINER I	BNS	\$ 51,384	F	\$ 44,276	\$ 52,089	\$ 62,507
ATHLETIC FOREMAN	PARKS	\$ 51,225	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
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
BUILDING ASSOCIATE	BNS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
OFFICE MANAGER	VARIOUS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	\$ 49,371	F	\$ 44,276	\$ 52,089	\$ 62,507
WATER QUALITY SPECIALIST I	ENG - STMWTR	\$ 49,330	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANNER	PLNG	\$ 49,307	F	\$ 44,276	\$ 52,089	\$ 62,507
TRANSFER STATION MANAGER	SANITATION & ENV SERV.	\$ 49,281	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	\$ 49,198	F	\$ 44,276	\$ 52,089	\$ 62,507
					\$ 49,195	
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
WASTEWATER OPERATOR SENIOR	WATER-SP	\$ 48,481	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
BUILDING INSPECTOR II	BNS	\$ 47,185	E	\$ 39,356	\$ 46,301	\$ 55,561
RESEARCH & PLANNING ANALYST	PARKS	\$ 47,136	E	\$ 39,356	\$ 46,301	\$ 55,561
ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	\$ 46,964	E	\$ 39,356	\$ 46,301	\$ 55,561
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
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
ATHLETIC CREW CHIEF	PARKS	\$ 45,673	E	\$ 39,356	\$ 46,301	\$ 55,561
UTILITY INSPECTOR	WATER-WA	\$ 45,401	E	\$ 39,356	\$ 46,301	\$ 55,561

**Exhibit B -  
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
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
FINANCIAL TECHNICIAN II	FINANCE	\$ 44,981	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
SR. COMMUNICATIONS OFFICER	POLICE	\$ 44,472	E	\$ 39,356	\$ 46,301	\$ 55,561
TECHNICAL SUPPORT SPECIALIST	VARIOUS	\$ 44,460	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
SAN & ENV SERV CREW SUPERVISOR	SANITATION & ENV SERV.	\$ 43,871	E	\$ 39,356	\$ 46,301	\$ 55,561
FIREFIGHTER	FIRE	\$ 43,331	E	\$ 39,356	\$ 46,301	\$ 55,561
POLICE OFFICER	POLICE	\$ 42,224	E	\$ 39,356	\$ 46,301	\$ 55,561
					\$ 43,729	
WASTEWATER OPERATOR I	WATER-SP	\$ 43,847	D	\$ 34,983	\$ 41,156	\$ 49,387
SEWER EQUIPMENT TECH	WATER-SC	\$ 43,398	D	\$ 34,983	\$ 41,156	\$ 49,387
PLANNING ASSISTANT	PLNG	\$ 43,347	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
LEAD LANDSCAPE MAINTENANCE WORKER	STREET	\$ 42,145	D	\$ 34,983	\$ 41,156	\$ 49,387
BUILDING INSPECTOR I	BNS	\$ 41,917	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR	VARIOUS	\$ 40,356	D	\$ 34,983	\$ 41,156	\$ 49,387
BACKFLOW INSPECTOR	WATER-WD	\$ 41,521	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	VARIOUS	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
GENERAL SERVICES TECHNICIAN	FIRE	\$ 40,913	D	\$ 34,983	\$ 41,156	\$ 49,387
PLANNING ASSOCIATE	PLNG	\$ 40,677	D	\$ 34,983	\$ 41,156	\$ 49,387
FINANCIAL TECHNICIAN I (A/P Specialist)	FINANCE	\$ 40,557	D	\$ 34,983	\$ 41,156	\$ 49,387
TV TRUCK SEWER INSPECTOR	WATER-SC	\$ 40,346	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	PARKS	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	STREET-FM	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	WATER-WD	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
COMMUNICATIONS OFFICER	POLICE	\$ 39,707	D	\$ 34,983	\$ 41,156	\$ 49,387
STRIPING TECHNICIAN	STREET-TRAFFIC	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
SAN & ENV SERV DRIVER/OPERATOR II	S/W-COLL	\$ 39,390	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN	BNS	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN	PLNG	\$ 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/SW	\$ 38,666	C	\$ 31,096	\$ 36,583	\$ 43,900
BILLING/COLLECTIONS TECH	REV-MGT	\$ 37,640	C	\$ 31,096	\$ 36,583	\$ 43,900
SAN & ENV SERV DRIVER/OPERATOR I	S/W-COLL	\$ 37,342	C	\$ 31,096	\$ 36,583	\$ 43,900
SCALE OPERATOR	S/W-DISP	\$ 37,236	C	\$ 31,096	\$ 36,583	\$ 43,900
DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	\$ 37,142	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES MAINTENANCE WORKER	SANITATION & ENV SERV.	\$ 36,511	C	\$ 31,096	\$ 36,583	\$ 43,900
PARKS 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
LANDSCAPE MAINTENANCE WORKER SR	STREET	\$ 35,032	C	\$ 31,096	\$ 36,583	\$ 43,900
					\$ 34,551	

**Exhibit B -  
CITY OF FRANKLIN  
MARKET DATA AND PROPOSED PAY GRADES  
BY MARKET RATE**

JOB TITLE	DEPT	July 1 2013	NEW GRADE	----- PROPOSED PAY RANGE -----		
		Market Rate		Min	Mid	Max
FACILITIES WORKER	PARKS	\$ 33,623	B	\$ 27,640	\$ 32,518	\$ 39,022
RECORDS CLERK	POLICE	\$ 33,587	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	VARIOUS	\$ 32,373	B	\$ 27,640	\$ 32,518	\$ 39,022
DROP OFF SITE ATTENDANT	SW-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
SAN & ENV SERVICES WORKER	SW-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 B:

Comprehensive Classification and  
Compensation Study Report

# **City of Franklin**

## **Comprehensive Classification and Compensation Study**

### **Findings and Recommendations**

**July 19, 2013**

**Prepared by:**

**Burris, Thompson & Associates**



**Contact: Steve Thompson**  
1101 Woodvale Drive  
Nashville, TN 37204-3940  
(615) 500-7931  
[stevenjthompson@comcast.net](mailto:stevenjthompson@comcast.net)

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**Attachments**

- Attachment I – Job Questionnaire
- Attachment II – Public Sector Benchmark Employers
- Attachment IIIA – Market Data (Job Table) By Market Rate
- Attachment IIIB – Market Data (Job Table) By Department
- Attachment IV – Employee Salaries & Proposed Adjustments
- Attachment V – Proposed Pay Structure
- Attachment VI – Wage & Salary Administration Policy Draft

# 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 92.8% 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 \$428,482, 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, Burriss, 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 65<sup>th</sup> to 70<sup>th</sup> 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 65<sup>th</sup> percentile incumbent salary of the broader 23 benchmark group). The City decided to use the 70<sup>th</sup> percentile of the public sector data as its **public sector** market target (at the 70<sup>th</sup> percentile, 3 out of 10 employers pay more and 7 out of 10 pay less). Note that the 70<sup>th</sup> 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 50<sup>th</sup> 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 70<sup>th</sup> 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 70<sup>th</sup> percentile rate of the data from the 23 benchmark cities and counties, and
- The median (or 70<sup>th</sup> 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 Groundworker, 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 (perceptions) 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 92.8%. One can say that, overall, City of Franklin salaries are currently at approximately 93% of the City's desired market target, or approximately 7% 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 86.4% and 99.1%. Forty-seven employees have a market index below 80%. Seventeen 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 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.

<b>Table I – Market Index by Department</b>	
<b>Department</b>	<b>Market Index</b>
Administration	101.8%
Bldg & Neighborhood Services	90.3%
Engineering	92.4%
Finance, Revenue, Purch, Court	97.8%
Fire	89.7%
Human Resources	90.4%
Legal	80.9%
Information Technology	85.0%
Parks & Recreation	95.3%
Planning & Sustainability	89.5%
Police	94.8%
Sanitation & Environmental Services	98.2%
Streets	92.5%
Water	92.6%
<b>Overall</b>	<b>92.8%</b>

## **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 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 3<sup>rd</sup> 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 3<sup>rd</sup> 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 169 employees totaling \$398,033 which represents a 1.3% impact on total City salaries. Adding the employer share of FICA taxes results in a total payroll cost of \$428,482. Individual employee increases vary from less than \$100 to \$12,981 (equal to 25.9% of salary). Half of the 169 employees would receive between \$826 and \$3,008 (or between 2.1% and 7.4%). The median increase of \$1,735 (or 4.1%) probably better represents what the 'typical' employee would receive. See Attachment IV for detail by department.

<b>Table II – Phase I Pay Adjustments by Department</b>		
<b>Department</b>	<b>Amount</b>	<b>% of Payroll</b>
Administration	\$2,697	0.3%
Bldg & Neighborhood Services	\$24,869	2.1%
Engineering	\$4,274	0.5%
Finance, Revenue, Purch, Court	\$12,695	0.8%
Fire	\$122,070	1.7%
Human Resources	\$9,977	2.0%
Legal	\$6,078	3.0%
Information Technology	\$20,927	2.4%
Parks & Recreation	\$11,026	0.8%
Planning & Sustainability	\$8,936	1.0%
Police	\$91,135	1.3%
Sanitation & Environmental Services	\$10,432	0.6%
Streets	\$47,345	1.8%
Water	\$25,574	0.9%
<b>Overall</b>	<b>\$398,033</b>	<b>1.3%</b>

## **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:**

<b>Job Task a)</b> 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.
<b>Work Output:</b> Properly operating office equipment
<b>Skills:</b> Basic knowledge of office machine operation and maintenance. Ability to understand written instructions. Basic mechanical aptitude.

<b>Job Task 1) _____ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 2) _____ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 3) _____ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 4) _____ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 5) ___ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 6) ___ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 7) ___ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 8) ___ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 9) _____ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

<b>Job Task 10) _____ % of time:</b>
<b>Work Output:</b>
<b>Skills:</b>

**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

7/19/2013

# Attachment II City of Franklin Pay Study Benchmarks

<u>City</u>	<u>Pop.</u>	<u>Supplemental Survey</u>
Nashville, TN	605,473	Carmel, IN
Huntsville, AL	179,653	O'Fallon, MO
Chattanooga, TN	171,349	Smyrna, GA
Cary, NC	136,600	
Clarksville, TN	124,565	
Murfreesboro, TN	105,209	
High Point, NC	103,396	
Asheville, NC	76,636	
Hoover, AL	72,988	
Jackson, TN	63,732	
Johnson City, TN	63,141	
Decatur, AL	56,459	
Hendersonville, TN	48,332	
Kingsport, TN	44,758	
Germantown, TN	41,102	
Cleveland, TN	40,261	
Smyrna, TN	39,724	
Collierville, TN	39,646	
Brentwood, TN	30,516	
Oak Ridge, TN	27,751	
Maryville, TN	27,258	
Farragut, TN	20,689	
Williamson County		
<b>Respondent Median =</b>	<b>59,800</b>	
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
					\$ 159,754	
NONE	NONE		O	\$ 127,803	\$ 150,356	\$ 180,427
					\$ 142,003	
ASSIST CITY ADMIN-FINANCE/ADMINISTRATION	FINANCE	\$ 129,225	N	\$ 113,603	\$ 133,650	\$ 160,380
ASSIST CITY ADMIN-COMMUNITY DEVELOPMENT	PLNG	\$ 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	
FIRE DEPUTY CHIEF	FIRE	\$ 97,608	K	\$ 79,787	\$ 93,867	\$ 112,640
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
SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	\$ 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 CHIEF ASST	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-ADMINISTRATION	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-TRAINING	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
RISK MANAGER	HR	\$ 82,661	J	\$ 70,921	\$ 83,437	\$ 100,124
ASSISTANT DIRECTOR HUMAN RESOURCES	HR	\$ 82,372	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-FIRE MARSHALL	FIRE	\$ 82,305	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
ASSISTANT STREET DIRECTOR	STREET	\$ 78,602	J	\$ 70,921	\$ 83,437	\$ 100,124
					\$ 78,802	
TRAFFIC/TRANSPORTATION ENG	ENG-TOC	\$ 78,622	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
LONG RANGE PLANNING SUPERVISOR	PLNG	\$ 76,034	I	\$ 63,041	\$ 74,166	\$ 88,999
GIS MANAGER	IT	\$ 75,118	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
POLICE LIEUTENANT	POLICE	\$ 73,783	I	\$ 63,041	\$ 74,166	\$ 88,999
COMMUNICATIONS MANAGER	ADM-COMM	\$ 73,764	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CAPTAIN	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
SERVICE DIVISION SUPERINTENDENT	WATER-WD	\$ 71,103	I	\$ 63,041	\$ 74,166	\$ 88,999
ADMINISTRATIVE SERVICES OFFICER	FIRE	\$ 70,526	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		----- PROPOSED PAY RANGE -----		
		Market Rate	NEW GRADE	Min	Mid	Max
FIRE CAPTAIN/TRAINING OFFICER	FIRE	\$ 70,405	I	\$ 63,041	\$ 74,166	\$ 88,999
BUILDING OFFICIAL	BNS	\$ 70,388	I	\$ 63,041	\$ 74,166	\$ 88,999
WATER RECLAMATION SUPERINTENDENT	WATER-SP	\$ 70,171	I	\$ 63,041	\$ 74,166	\$ 88,999
ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	\$ 69,977	I	\$ 63,041	\$ 74,166	\$ 88,999
					\$ 70,046	
PRINCIPAL PLANNER	PLNG	\$ 69,944	H	\$ 56,036	\$ 65,925	\$ 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
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 ENGINEER II	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
FINANCIAL MANAGER	FINANCE	\$ 66,258	H	\$ 56,036	\$ 65,925	\$ 79,110
SHAREPOINT ANALYST	IT	\$ 66,251	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
WATER PLANT SUPERINTENDENT	WATER-WP	\$ 64,647	H	\$ 56,036	\$ 65,925	\$ 79,110
PLANS EXAMINER III	BNS	\$ 64,184	H	\$ 56,036	\$ 65,925	\$ 79,110
EMS OFFICER	FIRE	\$ 64,040	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC OPERATIONS MANAGER II	ENG-TOC	\$ 63,701	H	\$ 56,036	\$ 65,925	\$ 79,110
STAFF ENGINEER II	ENG	\$ 63,526	H	\$ 56,036	\$ 65,925	\$ 79,110
FACILITIES SUPERINTENDENT	PARKS	\$ 63,228	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC MAINTENANCE MANAGER	STREET-TRAFFIC	\$ 62,313	H	\$ 56,036	\$ 65,925	\$ 79,110
					\$ 62,263	
ASSISTANT WASTEWATER PLANT SUP'T	WATER-SP	\$ 62,247	G	\$ 49,810	\$ 58,600	\$ 70,320
WASTEWATER COLLECTION ASST SUP'T.	WATER-SC	\$ 61,713	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER DISTRIBUTION ASSISTANT SUP'T	WATER-WD	\$ 61,713	G	\$ 49,810	\$ 58,600	\$ 70,320
RECREATION SUPERINTENDENT	PARKS	\$ 61,396	G	\$ 49,810	\$ 58,600	\$ 70,320
OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	\$ 61,391	G	\$ 49,810	\$ 58,600	\$ 70,320
SAFETY COORDINATOR	HR	\$ 61,048	G	\$ 49,810	\$ 58,600	\$ 70,320
PLANNER SR	PLNG	\$ 60,745	G	\$ 49,810	\$ 58,600	\$ 70,320
TRAFFIC OPERATIONS MANAGER I	ENG-TOC	\$ 60,392	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 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
FIRE INSPECTOR	FIRE	\$ 58,030	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	\$ 57,792	G	\$ 49,810	\$ 58,600	\$ 70,320
LAND PLANNER (no TN Reg)	PLNG	\$ 57,661	G	\$ 49,810	\$ 58,600	\$ 70,320
WATER PLANT ASSISTANT SUPERINTENDENT	WATER-WP	\$ 57,386	G	\$ 49,810	\$ 58,600	\$ 70,320
INFORMATION IMAGING SPECIALIST/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
SANITATION & ENV SERV MANAGER	SANITATION & ENV SERV.	\$ 56,380	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
ROAD INSPECTOR SENIOR	STREET	\$ 55,151	G	\$ 49,810	\$ 58,600	\$ 70,320
					\$ 55,345	

# 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
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
INFORMATION SYSTEMS ANALYST I	IT	\$ 54,646	F	\$ 44,276	\$ 52,089	\$ 62,507
PRETREATMENT COORDINATOR	WATER-SP	\$ 54,620	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
TELECOMMUNICATIONS TECHNICIAN I	IT	\$ 52,559	F	\$ 44,276	\$ 52,089	\$ 62,507
FACILITIES FOREMAN	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
LANDSCAPING & GROUNDS FOREMAN	PARKS	\$ 51,388	F	\$ 44,276	\$ 52,089	\$ 62,507
LANDSCAPE MAINTENANCE SUPERVISOR	STREET	\$ 51,388	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANS EXAMINER I	BNS	\$ 51,384	F	\$ 44,276	\$ 52,089	\$ 62,507
ATHLETIC FOREMAN	PARKS	\$ 51,225	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
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
BUILDING ASSOCIATE	BNS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
OFFICE MANAGER	VARIOUS	\$ 49,391	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC STRIPING & SIGN SUPERVISOR	STREET-TRAFFIC	\$ 49,371	F	\$ 44,276	\$ 52,089	\$ 62,507
WATER QUALITY SPECIALIST I	ENG - STMWTR	\$ 49,330	F	\$ 44,276	\$ 52,089	\$ 62,507
PLANNER	PLNG	\$ 49,307	F	\$ 44,276	\$ 52,089	\$ 62,507
TRANSFER STATION MANAGER	SANITATION & ENV SERV.	\$ 49,281	F	\$ 44,276	\$ 52,089	\$ 62,507
TRAFFIC SIGNAL TECH II	STREET-TRAFFIC	\$ 49,198	F	\$ 44,276	\$ 52,089	\$ 62,507
					\$ 49,195	
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
WASTEWATER OPERATOR SENIOR	WATER-SP	\$ 48,481	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
BUILDING INSPECTOR II	BNS	\$ 47,185	E	\$ 39,356	\$ 46,301	\$ 55,561
RESEARCH & PLANNING ANALYST	PARKS	\$ 47,136	E	\$ 39,356	\$ 46,301	\$ 55,561
ASSISTANT COMMUNICATIONS SUPERVISOR	POLICE	\$ 46,964	E	\$ 39,356	\$ 46,301	\$ 55,561
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
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
ATHLETIC CREW CHIEF	PARKS	\$ 45,673	E	\$ 39,356	\$ 46,301	\$ 55,561
UTILITY INSPECTOR	WATER-WA	\$ 45,401	E	\$ 39,356	\$ 46,301	\$ 55,561

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

July 1 2013

----- PROPOSED PAY RANGE -----

JOB TITLE	DEPT	Market	NEW	PROPOSED PAY RANGE		
		Rate	GRADE	Min	Mid	Max
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
FINANCIAL TECHNICIAN II	FINANCE	\$ 44,981	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
SR. COMMUNICATIONS OFFICER	POLICE	\$ 44,472	E	\$ 39,356	\$ 46,301	\$ 55,561
TECHNICAL SUPPORT SPECIALIST	VARIOUS	\$ 44,460	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
SAN & ENV SERV CREW SUPERVISOR	SANITATION & ENV SERV.	\$ 43,871	E	\$ 39,356	\$ 46,301	\$ 55,561
FIREFIGHTER	FIRE	\$ 43,331	E	\$ 39,356	\$ 46,301	\$ 55,561
POLICE OFFICER	POLICE	\$ 42,224	E	\$ 39,356	\$ 46,301	\$ 55,561
					\$ 43,729	
WASTEWATER OPERATOR I	WATER-SP	\$ 43,847	D	\$ 34,983	\$ 41,156	\$ 49,387
SEWER EQUIPMENT TECH	WATER-SC	\$ 43,398	D	\$ 34,983	\$ 41,156	\$ 49,387
PLANNING ASSISTANT	PLNG	\$ 43,347	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
LEAD LANDSCAPE MAINTENANCE WORKER	STREET	\$ 42,145	D	\$ 34,983	\$ 41,156	\$ 49,387
BUILDING INSPECTOR I	BNS	\$ 41,917	D	\$ 34,983	\$ 41,156	\$ 49,387
EQUIPMENT OPERATOR	VARIOUS	\$ 40,356	D	\$ 34,983	\$ 41,156	\$ 49,387
BACKFLOW INSPECTOR	WATER-WD	\$ 41,521	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	VARIOUS	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
GENERAL SERVICES TECHNICIAN	FIRE	\$ 40,913	D	\$ 34,983	\$ 41,156	\$ 49,387
PLANNING ASSOCIATE	PLNG	\$ 40,677	D	\$ 34,983	\$ 41,156	\$ 49,387
FINANCIAL TECHNICIAN I (A/P Specialist)	FINANCE	\$ 40,557	D	\$ 34,983	\$ 41,156	\$ 49,387
TV TRUCK SEWER INSPECTOR	WATER-SC	\$ 40,346	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	PARKS	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	STREET-FM	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	WATER-WD	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
COMMUNICATIONS OFFICER	POLICE	\$ 39,707	D	\$ 34,983	\$ 41,156	\$ 49,387
STRIPING TECHNICIAN	STREET-TRAFFIC	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
SAN & ENV SERV DRIVER/OPERATOR II	SW-COLL	\$ 39,390	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN	BNS	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN	PLNG	\$ 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/SW	\$ 38,666	C	\$ 31,096	\$ 36,583	\$ 43,900
BILLING/COLLECTIONS TECH	REV-MGT	\$ 37,640	C	\$ 31,096	\$ 36,583	\$ 43,900
SAN & ENV SERV DRIVER/OPERATOR I	SW-COLL	\$ 37,342	C	\$ 31,096	\$ 36,583	\$ 43,900
SCALE OPERATOR	SW-DISP	\$ 37,236	C	\$ 31,096	\$ 36,583	\$ 43,900
DIGITAL MEDIA SPECIALIST PART-TIME	ADM-COMM	\$ 37,142	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES MAINTENANCE WORKER	SANITATION & ENV SERV.	\$ 36,511	C	\$ 31,096	\$ 36,583	\$ 43,900
PARKS 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
LANDSCAPE MAINTENANCE WORKER SR	STREET	\$ 35,032	C	\$ 31,096	\$ 36,583	\$ 43,900
					\$ 34,551	

**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
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	VARIOUS	\$ 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
SAN & ENV SERVICES 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
GROUNDS WORKER	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

July 1 2013

----- PROPOSED PAY RANGE -----

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
CIP EXECUTIVE/CITY ENGINEER	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
ADMINISTRATIVE ASSISTANT	ADM-CIP	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
RECORDING SECRETARY-BOMA	ADM	\$ 38,692	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES MAINTENANCE WORKER	ADM-FACILITIES/SW	\$ 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
ADMINISTRATIVE SECRETARY	ADM	\$ 32,373	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
ADMINISTRATIVE ASSISTANT	VARIOUS	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
PERMIT TECHNICIAN	BNS	\$ 39,009	D	\$ 34,983	\$ 41,156	\$ 49,387
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 ENGINEER II	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
TRAFFIC OPERATIONS MANAGER II	ENG-TOC	\$ 63,701	H	\$ 56,036	\$ 65,925	\$ 79,110
STAFF ENGINEER II	ENG	\$ 63,526	H	\$ 56,036	\$ 65,925	\$ 79,110
TRAFFIC OPERATIONS MANAGER I	ENG-TOC	\$ 60,392	G	\$ 49,810	\$ 58,600	\$ 70,320
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
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

# 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
WATER QUALITY SPECIALIST I	ENG - STMWTR	\$ 49,330	F	\$ 44,276	\$ 52,089	\$ 62,507
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
PAYROLL SPECIALIST	FINANCE	\$ 45,797	E	\$ 39,356	\$ 46,301	\$ 55,561
FINANCIAL TECHNICIAN II	FINANCE	\$ 44,981	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	\$ 97,608	K	\$ 79,787	\$ 93,867	\$ 112,640
FIRE CHIEF ASST	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-ADMINISTRATION	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-TRAINING	FIRE	\$ 87,150	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CHIEF ASST-FIRE MARSHALL	FIRE	\$ 82,305	J	\$ 70,921	\$ 83,437	\$ 100,124
FIRE CAPTAIN	FIRE	\$ 73,710	I	\$ 63,041	\$ 74,166	\$ 88,999
ADMINISTRATIVE SERVICES OFFICER	FIRE	\$ 70,526	I	\$ 63,041	\$ 74,166	\$ 88,999
FIRE CAPTAIN/TRAINING OFFICER	FIRE	\$ 70,405	I	\$ 63,041	\$ 74,166	\$ 88,999
ASSISTANT FIRE MARSHAL	FIRE	\$ 68,164	H	\$ 56,036	\$ 65,925	\$ 79,110
EMS OFFICER	FIRE	\$ 64,040	H	\$ 56,036	\$ 65,925	\$ 79,110
FIRE LIEUTENANT	FIRE	\$ 59,201	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE INSPECTOR	FIRE	\$ 58,030	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE AND LIFE SAFETY EDUCATOR	FIRE	\$ 57,792	G	\$ 49,810	\$ 58,600	\$ 70,320
FIRE ENGINEER	FIRE	\$ 54,979	F	\$ 44,276	\$ 52,089	\$ 62,507
FIREFIGHTER	FIRE	\$ 43,331	E	\$ 39,356	\$ 46,301	\$ 55,561
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
ASSISTANT DIRECTOR HUMAN RESOURCES	HR	\$ 82,372	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
OCCUPATIONAL HEALTH & SAFETY SPECIALIST	HR	\$ 61,391	G	\$ 49,810	\$ 58,600	\$ 70,320
SAFETY COORDINATOR	HR	\$ 61,048	G	\$ 49,810	\$ 58,600	\$ 70,320
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
ADMINISTRATIVE ASSISTANT	HR	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
MUNICIPAL INFORMATION TECHNOLOGY DIR.	IT	\$ 109,442	L	\$ 89,760	\$ 105,600	\$ 126,720
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

# 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
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
INFORMATION IMAGING SPECIALIST/TRAINER	IT	\$ 57,334	G	\$ 49,810	\$ 58,600	\$ 70,320
TELECOMMUNICATIONS TECHNICIAN II	IT	\$ 56,234	G	\$ 49,810	\$ 58,600	\$ 70,320
INFORMATION SYSTEMS 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 FOREMAN	PARKS	\$ 52,493	F	\$ 44,276	\$ 52,089	\$ 62,507
GROUND & LANDSCAPING FOREMAN	PARKS	\$ 51,388	F	\$ 44,276	\$ 52,089	\$ 62,507
ATHLETIC FOREMAN	PARKS	\$ 51,225	F	\$ 44,276	\$ 52,089	\$ 62,507
ARBORIST	PARKS	\$ 48,447	E	\$ 39,356	\$ 46,301	\$ 55,561
RESEARCH & PLANNING ANALYST	PARKS	\$ 47,136	E	\$ 39,356	\$ 46,301	\$ 55,561
MAINTENANCE CREW CHIEF	PARKS	\$ 45,765	E	\$ 39,356	\$ 46,301	\$ 55,561
ATHLETIC CREW CHIEF	PARKS	\$ 45,673	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	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	PARKS	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	PARKS	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
PARKS 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
GROUNDS WORKER	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
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	\$ 57,661	G	\$ 49,810	\$ 58,600	\$ 70,320
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	PLNG	\$ 39,009	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		----- PROPOSED PAY RANGE -----		
		Market Rate	NEW GRADE	Min	Mid	Max
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	\$ 73,783	I	\$ 63,041	\$ 74,166	\$ 88,999
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
POLICE OFFICER	POLICE	\$ 42,224	E	\$ 39,356	\$ 46,301	\$ 55,561
COMMUNICATIONS SUPPORT COORDINATOR	POLICE	\$ 42,519	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
ADMINISTRATIVE SECRETARY	POLICE	\$ 32,373	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
SANITATION & ENV SERVICES DIRECTOR	SANITATION & ENV SERV.	\$ 89,061	K	\$ 79,787	\$ 93,867	\$ 112,640
ASST DIR, SANITATION & ENV SERVICES	SANITATION & ENV SERV.	\$ 69,977	I	\$ 63,041	\$ 74,166	\$ 88,999
SANITATION & ENV SERV MANAGER	SANITATION & ENV SERV.	\$ 56,380	G	\$ 49,810	\$ 58,600	\$ 70,320
TRANSFER STATION MANAGER	SANITATION & ENV SERV.	\$ 49,281	F	\$ 44,276	\$ 52,089	\$ 62,507
SAN & ENV SERV CREW SUPERVISOR	SANITATION & ENV SERV.	\$ 43,871	E	\$ 39,356	\$ 46,301	\$ 55,561
SAN & ENV SERV DRIVER/OPERATOR II	SANITATION & ENV SERV.	\$ 39,390	D	\$ 34,983	\$ 41,156	\$ 49,387
SAN & ENV SERV DRIVER/OPERATOR I	SANITATION & ENV SERV.	\$ 37,342	C	\$ 31,096	\$ 36,583	\$ 43,900
FACILITIES MAINTENANCE WORKER	SANITATION & ENV SERV.	\$ 36,511	C	\$ 31,096	\$ 36,583	\$ 43,900
SCALE OPERATOR	SANITATION & ENV SERV.	\$ 37,236	C	\$ 31,096	\$ 36,583	\$ 43,900
ADMINISTRATIVE SECRETARY	SANITATION & ENV SERV.	\$ 32,373	B	\$ 27,640	\$ 32,518	\$ 39,022
DROP OFF SITE ATTENDANT	SANITATION & ENV SERV.	\$ 31,358	B	\$ 27,640	\$ 32,518	\$ 39,022
SAN & ENV SERVICES WORKER	SANITATION & ENV SERV.	\$ 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	\$ 78,602	J	\$ 70,921	\$ 83,437	\$ 100,124
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
LANDSCAPE MAINTENANCE SUPERVISOR	STREET	\$ 51,388	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
ROAD INSPECTOR	STREET	\$ 49,686	F	\$ 44,276	\$ 52,089	\$ 62,507

# ATTACHMENT IIIB CITY OF FRANKLIN MARKET DATA AND PROPOSED PAY GRADES BY DEPARTMENT

July 1 2013

----- PROPOSED PAY RANGE -----

Market      NEW  
Rate      GRADE

JOB TITLE

DEPT

Min

Mid

Max

JOB TITLE	DEPT	Market Rate	NEW GRADE	Min	Mid	Max
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
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
LEAD LANDSCAPE MAINTENANCE WORKER	STREET	\$ 42,145	D	\$ 34,983	\$ 41,156	\$ 49,387
ADMINISTRATIVE ASSISTANT	STREET	\$ 40,984	D	\$ 34,983	\$ 41,156	\$ 49,387
INVENTORY SPECIALIST	STREET-FM	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
STRIPING TECHNICIAN	STREET-TRAFFIC	\$ 39,501	D	\$ 34,983	\$ 41,156	\$ 49,387
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 SUPT	WATER-SP	\$ 62,247	G	\$ 49,810	\$ 58,600	\$ 70,320
ASSISTANT WASTEWATER COLLECTION SUPT.	WATER-SC	\$ 61,713	G	\$ 49,810	\$ 58,600	\$ 70,320
ASSISTANT WATER DISTRIBUTION SUPT	WATER-WD	\$ 61,713	G	\$ 49,810	\$ 58,600	\$ 70,320
ASSISTANT WATER PLANT SUPERINTENDENT	WATER-WP	\$ 57,386	G	\$ 49,810	\$ 58,600	\$ 70,320
PRETREATMENT COORDINATOR	WATER-SP	\$ 54,620	F	\$ 44,276	\$ 52,089	\$ 62,507
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 I	WATER-SP	\$ 43,847	D	\$ 34,983	\$ 41,156	\$ 49,387
SEWER EQUIPMENT TECH	WATER-SC	\$ 43,398	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
INVENTORY SPECIALIST	WATER-WD	\$ 40,125	D	\$ 34,983	\$ 41,156	\$ 49,387
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	VARIOUS	\$ 44,460	E	\$ 39,356	\$ 46,301	\$ 55,561
EQUIPMENT OPERATOR	VARIOUS	\$ 40,356	D	\$ 34,983	\$ 41,156	\$ 49,387

# Attachment IV - City of Franklin Current Salaries and Proposed Pay Adjustments 7/18/2013

DEPT	Current Salary		Market Rate	Jul-13 Salary	Jul-13 Market Index	Adjustment		Number Employees	Pct. Inc.
	Annual Salary	Rate				To Min	Needed		
Administration	\$ 1,039,940	\$ 1,040,927	\$ 1,059,950	101.8%	\$ 2,697		2	0.3%	
BNS	\$ 1,181,903	\$ 1,332,110	\$ 1,203,307	90.3%	\$ 24,869		8	2.1%	
Engineering	\$ 921,643	\$ 1,016,637	\$ 939,076	92.4%	\$ 4,274		2	0.5%	
Finance, Purch., Rev., Court	\$ 1,580,444	\$ 1,648,026	\$ 1,611,227	97.8%	\$ 12,695		5	0.8%	
Fire	\$ 7,167,519	\$ 8,143,995	\$ 7,308,151	89.7%	\$ 122,070		53	1.7%	
Human Resources	\$ 498,553	\$ 561,908	\$ 507,868	90.4%	\$ 9,977		4	2.0%	
Legal	\$ 198,254	\$ 249,982	\$ 202,219	80.9%	\$ 6,078		3	3.0%	
Information Technology	\$ 860,483	\$ 1,031,369	\$ 876,867	85.0%	\$ 20,927		5	2.4%	
Parks & Recreation	\$ 1,439,647	\$ 1,532,095	\$ 1,459,684	95.3%	\$ 11,026		5	0.8%	
Planning & Sustainability	\$ 865,834	\$ 986,481	\$ 883,151	89.5%	\$ 8,936		4	1.0%	
Police	\$ 6,632,479	\$ 7,129,443	\$ 6,760,985	94.8%	\$ 91,135		49	1.3%	
Sanitation & Env. Services	\$ 1,767,016	\$ 1,832,831	\$ 1,799,875	98.2%	\$ 10,432		3	0.6%	
Street	\$ 2,569,751	\$ 2,832,452	\$ 2,618,639	92.5%	\$ 47,345		14	1.8%	
Water	\$ 2,938,873	\$ 3,236,889	\$ 2,996,421	92.6%	\$ 25,574		12	0.9%	
<b>TOTAL</b>	\$ 29,662,339	\$ 32,575,145	\$ 30,227,420	92.8%	\$ 398,033		169	1.3%	
						1.0765	\$ 428,482		

With FICA

# ATTACHMENT V CITY OF FRANKLIN PROPOSED PAY STRUCTURE

----- PROPOSED PAY RANGE -----

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

85%                      12.5% progression                      120%

Attachment C:  
Wage and Salary Policy

**Attachment VI**  
**City of Franklin**  
**Wage and Salary Policy**  
**DRAFT July 19, 2013**

## **I. Purpose**

This policy provides guidelines for the administration of employee wages and salaries, including starting pay rates, pay increases, promotional increases, and othersalary adjustments.

## **II. Policy Objectives**

This policy is intended to promote the following:

- Ensure competitive pay practices to allow the City of Franklin to effectively compete in the labor market for the talent needed to serve the needs of citizens.
- Ensure fair, consistent, and unbiased treatment of employees relative to pay administration.
- Ensure cost effectiveness of City payroll expense.

## **III. Compensation Strategy**

The City has high expectations for employee application of technical expertise, customer service, and accountability for results. To ensure the City is able to attract and retain employees with the desired knowledge, skills, and abilities needed to perform job duties at a high level, the City positions its pay practices to be above average compared to other employers.

## **IV. Job Descriptions**

A written job description is to be developed and maintained for each position recognized by the City. Job descriptions are to follow the prescribed format (seeAppendix I). Periodically (at least once each year), job descriptions are to be reviewed by incumbents and/or supervisors to ensure they are up-to-date. To aid in this process, Department Directors will be reminded to review the job descriptions in their department as one of the first steps in preparing their annual budget proposals. This will facilitate inclusion of new jobs in departmental budget submissions. Supervisors are responsible for accurate job documentation and are to be certain that up-to-date job descriptions are submitted to the Human Resources Department.

## **V. Pay Structure: Pay Grades and Pay Ranges**

### **A. Job Market Rates**

The City's pay plan reflects a market drivenapproach to establishing pay rates for City employees. Accordingly, a **Target Market Rate** is defined for each job. The Target Market Rate is a guidepost for the administration of compensation for each job.

The Target Market Rate is determined from labor market data from localgovernment and general business and industry. For most jobs, the**Target Market Rate** is the **average of two numbers**:

- Reflecting the “above average” pay strategy of the City- the pay rate representing the **70<sup>th</sup> percentile** of the **local government labor market data** for the job, and
  - The pay rate representing the **50<sup>th</sup> percentile** of the labor market data from **general business and industry** for the job. (For technical, in-demand jobs, the pay rate used represents the 70<sup>th</sup> percentile.)

For jobs found only in other municipalities, the “Target Market Rate” the City used in the Pay Plan is the 70<sup>th</sup> percentile of the local government data.

## **B. Pay Structure**

The City of Franklin Pay Structure is comprised of 16 Pay Grades, each with a corresponding pay range (see Appendix II). The pay range is defined by a midpoint, a minimum at 85% of the midpoint, and a maximum at 120% of the midpoint. The pay ranges in adjacent Pay Grades are 12.5% apart. The pay ranges are designed so that the midpoints approximate the Target Market Rates of jobs assigned to that Pay Grade.

## **C. Assignment of Jobs to Pay Grades**

Each job is to be assigned to the Pay Grade for which the pay range midpoint best matches the Target Market Rate for the job. Exceptions may be made if strategic business considerations dictate that certain jobs (not employees) should be valued differently than their market value. Such exceptions must be approved by the City Administrator.

## **D. Adjustment of Pay Structure**

The Pay Structure is subject to review on a periodic basis by the Human Resources Director and City Administrator. The pay structure may be adjusted periodically as necessary to ensure that the City’s pay practices remain competitive with changes in labor market conditions. If a review is proposed and deemed to be appropriate by the Board of Mayor and Alderman, it will consist of:

- 1) Gathering comparative salary data for approximately 30 to 40 selected benchmark jobs from, when possible, the same sources representing the same benchmark employers used for the pay study conducted to develop the pay plan.
- 2) Comparing market salary data obtained for each benchmark job with the corresponding City of Franklin Pay Grade and Pay Range.
- 3) Determining the required adjustment to the City Pay Ranges to ensure that midpoints of each Pay Grade will more accurately approximate the Target Market Rates of jobs in each Pay Grade. Normally, if an adjustment is needed, this is accomplished by increasing the Pay Ranges by some common percentage.
- 4) Evaluating the City’s ability to pay and, if necessary, adjusting the percentage determined in step 3 above as appropriate.

In lieu of Steps 1 and 2, the City may review available published data related to employers’ actual and projected pay structure adjustments.

Based on the above analyses, the Human Resources Director will recommend the magnitude of the adjustment of the Pay Structure, if one is needed, for approval by the City Administrator and BOMA.

[Note: normally, changes in the cost-of-living are not the basis for the structure adjustment. To be competitive in the labor market, the City must track the cost of labor (i.e., prevailing wage and salary levels). To the extent other employers' actual pay rates reflect their response, if any, to changing cost-of-living, then the structure adjustment process described in V D above will include it.]

## **VI. New Hire Rates of Pay**

The pay range minimum for a job classification is the normal hiring rate, except in those cases where circumstances (such as applicant qualifications inability to fill the position at the hiring rate, or regulatory requirements) warrant employment of an individual at a higher pay rate for that classification. Department Directors shall have the authority to determine salary offers to be made to job candidates when the proposed offer falls between the minimum and the first quartile of the pay range for that position. The current pay rates, qualifications, and skill levels of existing job incumbents should be carefully considered before the starting pay rate for a particular new employee is established. Salary offers are to be provided to the Human Resources Department for delivery after candidates have been selected.

Hiring managers and Human Resources jointly determine salary offers to be made to job candidates. A department director desiring to employ an applicant at a starting pay rate above the 25<sup>th</sup> percentile of the pay range for that position must submit a written justification to the Human Resources Director and City Administrator for consideration. The City Administrator with the recommendation of the Human Resources Director will determine if the request shall be approved. (Note: new positions will normally be budgeted at the 25<sup>th</sup> percentile of the pay range.)

## **VII. Pay Adjustments**

### **A. Annual Increases**

#### **1. Eligibility**

All regular full-time and part-time employees employed before January 1<sup>st</sup> of the current calendar year, provided their performance evaluation is in the "acceptable" range or higher, are eligible for a possible pay increase effective the first complete pay period in July (or other date as determined by the City Administrator with approval of the Board of Mayor and Alderman) each year.

#### **2. Annual Increase Budget**

##### **▪ Annual Increases.**

Each year, the City of Franklin BOMA will consider authorizing an overall Pay Increase Budget. Normally, the Pay Increase Budget will fund increases for all eligible employees. However, this depends on availability of funds to do so. Annual increases reward employees for continued service and reflect employees' increasing job knowledge, skills, and performance.



- **Structure Adjustment**

If deemed appropriate by the BOMA as described in V D above, the Pay Increase Budget may also include an amount needed to fund a structure adjustment.

### **3. Performance Evaluations**

- **Performance Period**

The performance period for which employee job performance is to be evaluated is the calendar year: January 1 – December 31. All employees eligible for an increase each July 1 must have received a written performance evaluation for the performance period ending the prior December 31.

- **Performance Review Schedule**

Performance evaluation drafts are to be completed at the end of each calendar year and submitted to Human Resources by January 10 of the following year. Performance evaluations, *after possible revisions to reflect final year end results and all required approvals*, are to be communicated to employees no later than February 15.

Employees hired after January 1 are to receive a performance evaluation at the end of their first 6 months of employment and at the end of the 12 month probationary period but would not be eligible for a pay increase until the next July 1.

For recent hires, if less than three months have elapsed since a probationary review was completed; completion of a new annual performance evaluation at the end of the calendar year is optional.

- **Performance Evaluation Documentation**

The annual evaluation is to be completed by the supervisor using prescribed forms. The employee's overall performance rating will be the average of 1) the rating on job performance standards, and 2) the rating on major objectives.

- **Employees Receiving "Does Not Meet Standards" Rating**

Employees receiving an overall "Does Not Meet Standards" rating are not eligible to receive an increase July 1<sup>st</sup>. Such employees will be re-evaluated after 90 days but will not be eligible for an increase until the *next* July 1<sup>st</sup>, provided their performance has improved to "Meets Standards." Should the employee's 90-day evaluation continue to be a "Does Not Meet Standards" rating, an extension of the additional evaluation period may be granted by the Department Director in agreement with the Human Resources Director and City Administrator.

### **4. Pay Increase Recommendation**

All eligible employees who receive a "Meets Standards" rating or better will be eligible to receive the Pay Increase effective the first day of the first complete pay period in July, subject to available funds as described in VII A 2 above. The amounts of individual employee increases will be based on the approved Pay Increase Budget and guidelines provided to Department Directors concerning how pay is to reflect performance.

### **5. Pay Increases - Employees on Leave of Absence**

Employees on approved medical, FMLA, military, or disability leave of absence on July 1

will be eligible to receive the approved pay increase, provided their recent performance evaluation was in the "Meets Standards" range or higher. For employees on approved medical, FMLA, military, or disability leave of absence for whom a performance evaluation was not completed, completion of the performance evaluation and eligibility for an approved pay increase will be postponed until their return to active employment (pay increases, if any, will be made retroactive to the appropriate July 1 date).

For non-FMLA personal leave, appraisals and eligibility for pay increases will be postponed until return to active employment (and possibly beyond the date of return to work in cases where such absence exceeds four months - eligibility for pay increases will normally be postponed one month for every month of leave beyond four).

## **B. Promotional Increases**

### **1. Definition of Promotion**

Placement of an individual in a job which is in a Pay Grade that is higher than the individual's current Pay Grade will be considered a promotion. (Temporary job reassignments of less than six months will not normally be considered a promotion.) All promotions must be approved by the HR Director.

### **2. Increase Amount**

At the time of the promotion, the individual's salary is to be adjusted to reflect the increased demands and responsibility of the new position per the pay plan. Salaries of other incumbents (if any) already in the new position and the promoted individual's credentials will be considered in determining the amount of the promotional adjustment. If a promotion is to a supervisory position, normally the promotional adjustment will be sufficient to create some pay differential between the promoted employee and subordinates, though experience/service time of all employees involved will be a factor impacting the practicality of doing so. Managers will have discretion, subject to approval of Human Resources, in recommending promotional increases to pay rates anywhere within the first quarter of the pay range. Recommended promotional adjustments resulting in pay rates beyond the first quartile of the pay range must be approved by the City Administrator.

## **C. Temporary Reassignment – Out of Class Pay**

Temporary adjustments to pay rates of employees assigned temporarily (for 20 or more consecutive work days or the equivalent work shifts but not longer than six months) to perform work of higher level jobs will be made at the discretion of management.

## **D. Lateral Job Reassignments**

Reassignment from one job to another in the same Pay Grade will be considered a lateral move. No immediate adjustment to pay will be made. Lateral moves that serve to broaden employees' skills and knowledge and improve City efficiency and results may be encouraged.

## **E. Reassignment to a Lower Pay Grade**

There may be instances in which an employee is reassigned to a position in a lower Pay Grade. Additionally, employees may voluntarily ask to move to a job in a lower Pay Grade, perhaps through the job posting/bidding process. Whether or not a reduction in pay should occur in

these situations depends on consideration of all of the following:

1. How will the employee's pay rate compare with pay rates of other incumbents in the Lower graded job or similar jobs?
2. How long has the employee been in the former job?
3. Was the reassignment related to the employee's performance or to a reduction in force or organizational change?
4. Where will the employee's pay rate fall in the new (lower) PayRange?

Normally, the employee's pay rate will be reduced to be consistent with rates of pay of other incumbents in the new job who possess similar skills and tenure. Pay adjustments must be approved by the Human Resources Director and City Administrator.

## **F. Re-Classification of Position**

A job may be re-classified if warranted by significant changes in job responsibilities. To request a re-classification, department Directors must submit a revised job description and completed request for re-classification form to the Human Resources Director. The Target Market Rate of the job will be determined based on comparison of the job to available salary survey data. The job will be reassigned to a different Pay Grade if indicated by the new Target Market Rate for the job. Re-classification of a job to a higher Pay Grade normally would be treated as a promotion which must be approved by the City Administrator. Section "E" above would apply to re-classification of a job to a lower Pay Grade.

## **G. Equity Adjustments**

Adjustments to correct pay inconsistencies or inequitable situations related to pay may occasionally be necessary due to one or more of the following:

- A need to match more closely the prevailing pay levels in the market to be competitive.
- Recognition that an employee's pay rate does not adequately reflect the employee's total experience and qualifications.
- Insufficient pay differential between supervisor and subordinates.
- Other pay compression related concerns.

Department Directors may recommend equity adjustments by submitting a written justification to Human Resources. All such adjustments must be approved by the HR Director. Recommended equity adjustments resulting in pay rates beyond the first quarter of the pay range must be approved by the City Administrator. If budgeted funds are not available, the recommended equity adjustment may need to be submitted with the annual budget for approval by the BOMA.

## **H. Budgetary Constraints**

Nothing in this policy shall be construed as any guarantee of future pay increases. City management and the BOMA will make every effort to ensure administration of wages and salaries in a manner consistent with the intent of this policy, but any employee pay adjustments will be subject to availability of funds as determined in the budgeting process.

## **Appendix I**

### **City of Franklin**

#### **Job Description Format**

**Job Title:**  
**Reports To:**  
**Supervises:**  
**FLSA Status:**  
**Approved Date:**

### **I. Purpose of Job**

Brief statement of why the job exists.

### **II. Essential Job Duties**

#### **A. Job Task A**

- Detail 1
- Detail 2
- Detail 3
- Detail 4
- Detail 5

#### **B. Job Task B**

- Detail 1
- Detail 2
- Detail 3
- Detail 4
- Detail 5

#### **C. Job Task C**

- Detail 1
- Detail 2
- Detail 3
- Detail 4
- Detail 5

**Etc.....**

### **III. Other Job Duties**

Performs other job duties as assigned, including:

- Minor task 1
- Minor task 2
- Etc.

## Appendix I (Continued)

### IV. Primary Job Challenges

Primary challenges of this position.

### V. Equipment Operated

### VI. Key Competencies Required

- **Job Content Knowledge**

Statement of required job content related competencies.

- **Language Skills: [SELECT ONE]**

\_\_\_\_\_ 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.

- **Mathematical Skills:**

\_\_\_\_\_ 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.

## Appendix I (Continued)

- \_\_\_\_\_ 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.
- **Reasoning Ability:**
    - \_\_\_\_\_ 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 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.
  - **Teamwork:** Develops constructive and cooperative working relationships with others. Encourages others to express their ideas and opinions. Provides input into identifying and solving problems. Anticipates need of others for information about job tasks and work environment and provides it to them in a timely manner. Willingly assists others with job tasks when appropriate.

## VII. Physical Demands and Work Environment

**Physical Demands:** Performance of the essential duties of this job requires the incumbent to:

- Occasionally Frequently Regularly stands.
- Occasionally Frequently Regularly walks.
- Occasionally Frequently Regularly sits.
- Occasionally Frequently Regularly use hands to finger, handle, or feel.
- Occasionally Frequently Regularly reaches with hands and arms.

## Appendix I (Continued)

Occasionally Frequently Regularly climbs or balance.  
 Occasionally Frequently Regularly stoop, kneel, crouch, or crawl.  
 Occasionally Frequently Regularly talks or hears.  
 Occasionally Frequently Regularly taste or smell.  
 Occasionally Frequently Regularly lifts up to 10 pounds.  
 Occasionally Frequently Regularly lifts up to 25 pounds.  
 Occasionally Frequently Regularly lifts up to 50 pounds.  
 Occasionally Frequently Regularly lifts up to 100 pounds.  
 Occasionally Frequently Regularly lifts more than 100 pounds.

**Work Environment:** Performance of the essential duties of this job requires:

Occasional Frequent Regular exposure to wet or humid conditions (non-weather).  
 Occasional Frequent Regular Work near moving mechanical parts  
 Occasional Frequent Regular work in high, precarious places  
 Occasional Frequent Regular exposure to fumes or airborne particles  
 Occasional Frequent Regular exposure to toxic or caustic chemicals  
 Occasional Frequent Regular exposure to outdoor weather conditions  
 Occasional Frequent Regular exposure to extreme cold (non-weather)  
 Occasional Frequent Regular exposure to extreme heat (non-weather)  
 Occasional Frequent Regular exposure to risk of electrical shock  
 Occasional Frequent Regular work with explosives.  
 Occasional Frequent Regular risk of radiation.  
 Occasional Frequent Regular exposure to vibration.

The work environment is very quiet (examples: forest trail, isolation booth for hearing test) quiet (examples: library, private office). Moderately noisy (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).

## VIII. Qualifications

**Education and Experience:** The required knowledge, skill, and abilities to satisfactorily perform job duties are normally acquired through *[see below]*

- \_\_\_\_\_ 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.

## Appendix I (Continued)

- \_\_\_\_\_ 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.

### **Required Certifications/Licenses:**



## Appendix II Pay Structure

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