



# CLASSIFICATION AND TOTAL COMPENSATION STUDY RECOMMENDATIONS

Final Report

October 30, 2007

**CONFIDENTIAL**

Prepared by:



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October 29, 2007

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# Executive Summary

## Background

In October of 2006, the City of Chattanooga (City) engaged The Segal Company (Segal) to conduct a classification and a total compensation study. Specifically, the goals of this study were to:

- Adopt a total compensation approach
- Adopt an open range pay plan that is market sensitive
- Tailor options for moving through the plan to support department or group needs
- Consider options for those topped-out
- Link employee pay to performance measures that are tied to the City's mission and goals
- Conduct employee presentations to distribute questionnaires and to explain the study and process
- Conduct interviews and/or focus groups and review current class specifications for each City position
- Create job families and/or career paths where feasible
- Prepare job descriptions
- Allocate positions to appropriate classifications
- Conduct an employee appeal process for employees who are dissatisfied with the results of the classification study
- Determine benchmarks and survey participants
- Analyze market data, make salary structure recommendations, and assign classifications to pay ranges
- Estimate cost for implementation of recommendations
- Recommend a pay for performance system and a performance appraisal system as well as rules for program maintenance
- Provide administrative guidelines

- Present findings to the Mayor and/or designee(s)

## Summary of Methodology and Findings

### Classification Study

As a basis for recommending change to the City's classification structure, Segal reviewed job analysis questionnaires, current job descriptions, as well as conducted interviews and classification review committees.

This information was used to develop a new classification structure that would allow the City to add jobs and maintain the overall classification system in the future. The system was developed with the goal of ensuring flexibility, internal equity, and usability.

The recommended classification structure reduced the current 407 job classifications to a new classification structure with 387 recommended job classifications by streamlining and refining classifications to match the way work is currently being performed today.

**Job Evaluation Study** Segal worked with the Project Team to determine an appropriate method of job evaluation, define jobs and job series, and identify relevant compensable factors.

The recommended job evaluation system resulted in a job evaluation system based on market competitiveness and eight defined compensable factors for various levels of classifications within occupational groups.

### Total Compensation Study

Segal collected market data by conducting a custom survey and a separate survey utilizing published data. In conducting the custom survey, Segal and the Project Team identified 26 organizations (both locally and regionally) that represents public sector entities of similar size, and/or specifically identified organizations with which the City competes for talent. This custom survey covered 50 benchmark job titles jointly selected by the City and Segal. The survey utilizing published sources, covered an additional 30 benchmarks and was conducted in order to gather data from additional public sector and private sector organizations.

The market data suggest that the City’s pay ranges are, on average, **not** market competitive across the pay range in comparison to market data as can be seen in **Table 1**.

**TABLE 1**  
**City of Chattanooga Overall Market Position**

	Chattanooga as a Percent of Market		
	Range Minimum	Range Midpoint	Range Maximum
<b>Custom Survey</b>	93%	91%	90%
<b>Published Survey</b>	84%	82%	81%
<b>Overall</b>	91%	89%	88%

The City’s pay ranges, on average, are below market when compared to the market data. Out of 80 benchmarks, only 33 are at or above average.

Custom Survey Data

Comparing the City’s midpoint pay rates by job title to the average midpoint pay rates of the responding jurisdictions, Segal found that:

- 28 job titles are more than 5% below the market midpoint
- 18 job titles are within +/- 5% of the market midpoint
- 4 job titles are more than 5% above the market midpoint

Published Data

Comparing the City’s midpoint pay rates by job title to the average midpoint pay rates of the published surveys, Segal found that:

- 17 job titles are more than 5% below the market midpoint
- 9 job titles are within +/- 5% of the market midpoint
- 2 job titles are more than 5% above the market midpoint
- 2 job titles had no pay range data

## Summary of Recommendations

### Classification Recommendations

Segal recommends the City fully adopt and implement the following:

- The proposed classification structure
- New job descriptions

Please see **Appendix A** for a complete list of new classification titles.

### Job Evaluation Recommendations

Segal recommends the City fully adopt and implement the following:

- The proposed job evaluation methodology for internal equity purposes

Please see **Appendix B** for the internal rankings by occupational group.

### Total Compensation Recommendations

Segal recommends the City implement the following:

- A total compensation philosophy, which is based on wages, recurring paid time off, employer contribution for medical benefits (including dental and vision), and retirement.

### Compensation Recommendations

- The following proposed salary structures: General Pay Plan, Skilled/Trades Pay Plan, Fire Pay Plan, and the Police Pay Plan as found in **Appendix H**.

### Pay Practice Recommendations

- The City should consider certification pay for some jobs. For example, several surveyed employers offered certification pay to Public Safety and Systems Analysts classifications.
- The City should consider on-call pay and shift differentials. For example, several surveyed employers offered on call pay, paying \$.25 to \$1.50 per hour. Numerous surveyed employers also offer shift differentials ranging from \$.32 to \$.60 an hour for the second shift, and \$.52 to \$1.00 an hour for the third shift.
- Notwithstanding the City's performance based focus for the pay structure, the City might consider some form of longevity pay to be competitive with surveyed employers and to serve as a retention tool.

## **Benefits Recommendations**

- The City might consider decreasing the amount of employer contributions for medical benefits and consider offering dental and vision plans.

# Methodology

## Classification Methodology

In order to conduct a comprehensive classification study, Segal took the following steps:

- Created a customized job analysis questionnaire
- Conducted employee orientations
- Reviewed employee completed job analysis questionnaires
- Conducted Department Head interviews/CRCs
- Developed a revised classification structure
- Allocated employees to the new classification structure
- Developed new job descriptions

## Job Evaluation Methodology

In consultation with the City's Project Team, Segal developed a custom job evaluation system which utilized the following steps:

- Determined appropriate job evaluation methodology
- Determined compensable factors for determining internal equity
- Determined compensable factoring levels
- Applied custom job evaluation methodology

## Total Compensation Methodology

### Survey Participants

In consultation with the City's Project Team, Segal developed a customized survey instrument (see **Appendix C**) that was distributed to 26 jurisdictions (locally and regionally) identified by Segal and the Project Team as representing its competitive labor market, these included:

- City of Akron, OH
- Athens-Clarke County, GA
- City of Charleston, SC
- City of Baton Rouge, LA
- City of Charlotte, NC
- City of Columbia, SC
- City of Columbus, GA
- City of Durham, NC
- City of Huntsville, AL
- City of Jackson, MS
- City of Knoxville, TN
- City of Lexington, KY
- City of Little Rock, AR
- City of Lubbock, TX
- City of Memphis, TN
- City of Raleigh, NC
- City of Savannah, GA
- City of Shreveport, LA
- City of Springfield, MO
- City of Tallahassee, FL
- Hamilton County, TN
- Knox County, TN
- Louisville-Jefferson County, KY
- Metro Nashville Government, TN
- Montgomery City/County, AL
- State of Tennessee

The survey was distributed via e-mail on August 24<sup>th</sup> to the Human Resources Department of each jurisdiction. By September 19<sup>th</sup>, we received completed responses from fifteen of the twenty-six jurisdictions, as shown below.

- Athens-Clarke County, GA
- City of Baton Rouge, LA
- City of Charlotte, NC
- City of Knoxville, TN
- City of Little Rock, AR
- City of Lubbock, TX
- City of Raleigh, NC
- City of Shreveport, LA
- City of Springfield, MO
- Hamilton County, TN
- Knox County, TN
- Louisville-Jefferson County, KY
- Metro Nashville Government, TN
- Montgomery City/County, AL (pay only)
- State of Tennessee

## Geographic Differentials

The collected salary survey information was adjusted to account for any differences in the cost of labor between the survey respondent's location and Chattanooga, TN. We used the Economic Research Institutes' Geographic Assessor series to calculate geographic differences. This approach normalizes the comparators' salaries in order to draw accurate compensation findings. **Table 2** shows the percentage adjustment applied to salary data from each survey respondent as appropriate.

**TABLE 2**  
**Geographic Differentials**

Comparator	ERI Matching City	Percentage Adjustment
Athens-Clarke County	Athens, GA	101.0%
City of Baton Rouge	Baton Rouge, LA	97.0%
City of Charlotte	Charlotte, NC	92.1%
City of Knoxville Knox County	Knoxville, TN	99.2%
City of Little Rock	Little Rock, AR	101.2%
City of Lubbock	Lubbock, TX	103.3%
City of Raleigh	Raleigh, NC	92.2%
City of Shreveport	Shreveport, LA	100.6%
City of Springfield	Springfield, MO	100.9%
Louisville-Jefferson County	Louisville, KY	94.1%
Metro Nashville Government	Nashville, TN	95.9%
Montgomery City/County	Montgomery, AL	101.2%
State of Tennessee	Nashville, TN	95.90%

## Published Sources

For the published data, Segal referenced the following eighteen published data sources for compensation data and made matches to benchmarks jobs where possible. Market data was aged to be effective October 1, 2007 and where possible Southeast data was used. If Southeast data was not available, then United States data was used and adjusted to Chattanooga.

- 2006/2007 Burris & Associates Local Government Wage & Salary Survey
  - Data cut: Large Municipalities
- 2007 Chattanooga Area Wage & Salary Survey
  - Data cut: All Totals/Averages

- 2007 City of Charlotte Regional Survey
  - Data cut: Median
  
- 2006 Member Compensation Survey – Association of Zoos and Aquariums
  - Data cut: Southeast/South
  
- 2006 Mercer Executive Survey
  - Data cut: Southeast (AL, AR, FL, GA, IN, KY, MS, NC, OH, SC, TN, VA, and WV)
  
- 2006 Mercer Finance, Accounting, and Legal Survey
  - Data cut: Southeast (AL, AR, FL, GA, IN, KY, MS, NC, OH, SC, TN, VA, and WV)
  
- 2006 Human Resources Personnel Compensation Survey
  - Data cut: Southeast (AL, AR, FL, GA, IN, KY, MS, NC, OH, SC, TN, VA, and WV)
  
- 2006 Mercer Information Technology Survey
  - Data cut: Southeast (AL, AR, FL, GA, IN, KY, MS, NC, OH, SC, TN, VA, and WV)
  
- 2006 Mercer Metropolitan Benchmark Survey
  - Data cut: Southeast (AL, AR, FL, GA, IN, KY, MS, NC, OH, SC, TN, VA, and WV)
  
- 2006 Watson Wyatt Human Resources Personnel Compensation Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)
  
- 2006 Watson Wyatt Information Technology and e-Commerce Personnel Compensation
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)
  
- 2007 Watson Wyatt Middle Management Personnel Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)
  
- 2007 Watson Wyatt Office Personnel Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)
  
- 2007 Watson Wyatt Professional Administrative Services Personnel Compensation Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)

- 2007 Watson Wyatt Professional Specialized Services Personnel Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)
- 2006 Watson Wyatt Sales and Marketing Personnel Compensation Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)
- 2007 Watson Wyatt Technician and Skilled Trades Personnel Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL), United States
- 2006 Watson Wyatt Top Management Compensation Survey
  - Data cut: Southeast (WV, VA, NC, SC, KY, TN, MS, AL, GA, and FL)

## **Custom Survey Design**

Segal worked with the client and the Project Team to develop a customized survey document (see **Appendix C**). The survey document included questions on the following:

### **Background**

- Number of “Full-Time” Positions
- Total Operating Budget

### **Compensation**

- Range Minimum Base Salary
- Range Maximum Base Salary
- Actual Average Salary

### **Pay Practices**

- Types of Pay Plans
- Movement Through Pay Range/Grade
- Pay Progression Increases/Overall Adjustments
- Alternative Work Week Definitions
- Premium Pay
- Certification Pay
- On-Call Pay
- Call-Back Pay
- Shift Differential Pay
- Overtime Accrual
- Compensatory Time

### **Benefits**

- PTO vs. Traditional Leave Plans
- Holidays and Other Paid Time Off
- Health Benefit Cost Information
- Health and Welfare Benefits
- Retirement/Pension Cost Information
- Executive Benefits
- Public Safety Benefits

## **Benchmark Job Titles**

The custom survey solicited salary information on 50 benchmark job titles and the published survey market priced 30 benchmark job titles as shown on the following pages. These 80 benchmarks were selected to represent a cross-section of the City's current classification and compensation structure. These 80 jobs represent approximately 50% of the City's employees.

### **Custom Survey**

#### **Accounting/Finance:**

- Management and Budget Analyst
- Manager, Financial Operations

#### **Air Pollution:**

- Air Pollution Instrument Technician

#### **Courts:**

- Courts Operations Assistant

#### **Facilities Maintenance:**

- Building Maintenance Mechanic
- Fleet Mechanic

#### **Fire:**

- Fire Captain
- Fire Lieutenant
- Firefighter

#### **Grounds:**

- Golf Course Superintendent
- Grounds Crew Leader
- Grounds Crew Worker

#### **Human Resources:**

- Administrator, Personnel

#### **Information Technology:**

- GIS Specialist

#### **Inspections:**

- Combination Inspector
- Construction Inspector
- Electrical Inspector

#### **Library:**

- Librarian
- Library Assistant

#### **MBWTP:**

- Electrical/Instrumentation Technician
- Plant Maintenance Mechanic
- Plant Operator, Senior
- Plant Superintendent

#### **Neighborhood Services:**

- Code Enforcement Inspector

#### **Park Rangers:**

- Park Ranger

#### **Parks and Recreation:**

- Director of Parks
- Director of Recreation

**Planning:**

- Executive Director, Planning

**Police:**

- Police Chief
- Police Lieutenant
- Police Officer
- Police Sergeant

**Police – Civilian:**

- Fingerprint Technician
- Property Technician

**Pretreatment:**

- Monitoring Technician

**Public Works:**

- Water Quality Technician

**Public Works Management:**

- Administrator, Public Works
- Deputy Administrator, Public Works

**Purchasing:**

- Manager, Purchasing

**PW Maint/Construction:**

- Equipment Operator
- Heavy Equipment Operator, Senior
- Sewer Maintenance Crew Supervisor
- Street Maintenance Crew Worker
- Street Maintenance Manager
- Street Maintenance Technician
- Traffic Electrician

**Recreation:**

- Recreation Facility Manager
- Recreation Specialist

**Water Quality:**

- Laboratory Technician

**Zoo:**

- Zookeeper

## **Published Survey**

### **Accounting/Finance:**

- Accountant
- Accounting Manager
- Accounting Technician
- Budget Officer
- Director of Internal Audit
- Fiscal Technician, Senior
- Internal Auditor
- Payroll Technician
- Tax Specialist

### **Administrative Support:**

- Administrative Support Assistant, Senior
- Administrative Support Specialist

### **Customer Service:**

- Customer Service Representative

### **Engineering:**

- Engineering Manager
- Engineering Technician
- Staff Engineer I

### **Facilities Maintenance:**

- Custodian

### **Human Resources:**

- Personnel Generalist

### **Information Technology:**

- Chief Information Officer
- IT Support Services Manager
- IT Technician

- Network Engineer
- Programmer

### **Marketing/PR:**

- Public Relations Coordinator

### **Multicultural:**

- Compliance Officer

### **Neighborhood Services:**

- Community Development Specialist

### **Planning:**

- Planner, Senior

### **Purchasing:**

- Buyer
- Inventory Clerk

### **Risk Management**

- Occupational Health and Safety Coordinator

# Study Findings

## Classification Study Findings

The recommended classification system resulted in:

- A classification structure that reduces the current 407 job classifications to 387 by streamlining and refining classifications to match the way work is currently performed.

**Appendix A** contains a complete job title listing of the 387 job titles.

## Job Evaluation Study Findings

The recommended job evaluation system resulted in:

- A recommended job evaluation system approach, which focuses on market driven external equity based on the benchmark jobs in the market survey and uses a job evaluation tool consisting of eight compensable factors for ranking of non-benchmark jobs. The eight compensable factors are:
  - Career Level
  - Education, Experience, and Certification/Licensure
  - Supervision Received, Supervision of Others, and Supervision Complexity
  - Complexity
  - Results of Action
  - Personal Contacts
  - Hazardous Working Conditions

The results of the job evaluation methodology rankings by occupational group can be found in **Appendix B**.

## Total Compensation Study Findings

Overall, Segal found the City's total compensation package to be below market including salary ranges, and employer contributions to dental/vision benefits, and in the primary retirement program. However, the City is more generous in the portions of the medical premiums that are paid for by the City for Employee +1 and Family plan coverage.

**Table 3** summarizes the major organizational characteristics for each of the survey respondents.

**TABLE 3  
Surveyed Jurisdictions Budget and Staff Size**

<b>SURVEYED EMPLOYER</b>	<b>Total Operating Budget</b>	<b># of Full-time Employees</b>
Athens-Clarke County, GA	\$151,359,253	1,528
City of Baton Rouge, LA	\$621,310,990	4,572
City of Charlotte, NC	\$906,000,000	6,552
City of Knoxville, TN	\$163,000,000	1,472
City of Little Rock, AR	\$182,969,870	1,892
City of Lubbock, TX	\$533,255,644	2,221
City of Raleigh, NC	\$557,066,589	3,740
City of Shreveport, LA	NR	NR
City of Springfield, MO	\$255,122,000	1,670
Hamilton County, TN	\$533,903,639	1,688
Knox County, TN	\$602,801,125	1,141
Louisville-Jefferson County, KY	\$715,387,800	6,355
Metro Nashville Government	\$1,300,000,000	9,200
Montgomery City County, AL	\$206,275,276	3,000
State of Tennessee	\$27,480,000,000	51,519
<b>City of Chattanooga, TN</b>	<b>\$163,484,557</b>	<b>2,400</b>

\*City of Lubbock includes Electric Utilities

### Compensation Findings

**Table 4** compares the City’s salary ranges to the markets that were surveyed.

**TABLE 4  
City of Chattanooga Overall Market Position**

	<b>Chattanooga as a Percent of Market</b>		
	<b>Range Minimum</b>	<b>Range Midpoint</b>	<b>Range Maximum</b>
<b>Custom Survey</b>	93%	91%	90%
<b>Published Survey</b>	84%	82%	81%
<b>Overall</b>	91%	89%	88%

In general, Segal considers a salary range to be “at market” if it is within 10% of the market average – that is, 95 percent to 105 percent of the market average. Salaries below market are those that are less than 95 percent of the market average, while salaries above market are those over 105 percent of the market.

Using these standards, the market data suggest that the City’s pay ranges are, on average, below market. However, there is significant market variance among the benchmarks as detailed below.

Custom Survey Data

Comparing the City’s midpoint pay rates by job title to the average midpoint pay rates of the responding jurisdictions in the custom survey, Segal found that:

- 28 job titles are more than 5% below the market midpoint
- 18 job titles are within +/- 5% of the market midpoint
- 4 job titles are more than 5% above the market midpoint

For details, see **Table 5 (on the following page)**

**TABLE 5**  
**City of Chattanooga Pay Rates as a Percent of Custom Market Survey Data**

Benchmark Job Title	As a % of Market Minimum	As a % of Market Midpoint	As a % of Market Maximum	As a % of Market Actual Average Salaries
Administrator, Personnel	101%	95%	91%	111%
Administrator, Public Works	90%	83%	80%	98%
Air Pollution Instrument Technician	96%	100%	102%	95%
Building Maintenance Mechanic	82%	82%	82%	85%
Code Enforcement Inspector	90%	92%	94%	93%
Combination Inspector	92%	94%	96%	105%
Construction Inspector	102%	102%	103%	113%
Court Operations Assistant	93%	91%	90%	108%
Deputy Administrator, Public Works	89%	84%	81%	117%
Director of Parks	84%	75%	70%	80%
Director of Recreation	97%	92%	89%	113%
Electrical / Instrumentation Technician	99%	99%	99%	79%
Electrical Inspector	93%	96%	99%	112%
Equipment Operator	100%	102%	103%	111%
Executive Director, Planning	91%	84%	80%	96%
Fingerprint Technician	86%	89%	91%	77%
Fire Captain	73%	77%	79%	80%
Fire Lieutenant	71%	74%	76%	73%

Benchmark Job Title	As a % of Market Minimum	As a % of Market Midpoint	As a % of Market Maximum	As a % of Market Actual Average Salaries
Firefighter	88%	90%	92%	88%
Fleet Mechanic	91%	94%	96%	87%
GIS Specialist	79%	77%	76%	69%
Golf Course Superintendent	145%	119%	100%	124%
Grounds Crew Leader	100%	104%	107%	105%
Grounds Crew Worker	104%	98%	93%	105%
Heavy Equipment Operator, Senior	105%	107%	109%	104%
Laboratory Technician	114%	114%	114%	139%
Librarian	91%	92%	93%	95%
Library Assistant	87%	92%	95%	69%
Management and Budget Analyst	105%	102%	101%	120%
Manager, Financial Operations	109%	101%	97%	94%
Manager, Purchasing	91%	86%	84%	102%
Monitoring Technician	85%	88%	90%	79%
Park Ranger	73%	73%	73%	68%
Plant Maintenance Mechanic	104%	102%	101%	89%
Plant Operator, Senior	108%	108%	108%	104%
Plant Superintendent	107%	101%	98%	119%
Police Chief	92%	84%	80%	88%
Police Lieutenant	88%	89%	89%	89%
Police Officer	97%	94%	92%	94%
Police Sergeant	86%	88%	90%	87%
Property Technician	96%	97%	97%	117%
Recreation Facility Manager	89%	90%	91%	100%
Recreation Specialist	96%	97%	98%	93%
Sewer Maintenance Crew Supervisor	89%	92%	95%	87%
Street Maintenance Crew Worker	109%	103%	98%	120%
Street Maintenance Manager	87%	90%	92%	89%
Street Maintenance Technician	97%	96%	95%	104%
Traffic Electrician	97%	99%	100%	114%
Water Quality Technician	82%	83%	84%	103%
Zookeeper	91%	98%	103%	91%

Published Data

Comparing the City’s midpoint pay rates by job title to the average midpoint pay rates of the published surveys, Segal found that:

- 17 job titles are more than 5% below the market midpoint
- 9 job titles are within +/- 5% of the market midpoint

- 2 job titles are more than 5% above the market midpoint
- 2 job titles had no pay range data

**Table 6** shows the City's benchmark job titles as a percent of the market minimum, midpoint, maximum, and actual average salary (sorted alphabetically by job title) measured against published sources. Those percentages in **red** signify the benchmark job titles below market (less than 95%), those in **black** signify the benchmark titles at market (95% to 105%), and those in **blue** signify the benchmark job titles above market (greater than 105%).

**TABLE 6**  
**City of Chattanooga Pay Rates as a Percent of Published Survey Data**

Benchmark Job Title	As a % of Market Minimum	As a % of Market Midpoint	As a % of Market Maximum	As a % of Market Average
Accountant	111%	111%	111%	103%
Accounting Manager	87%	84%	83%	97%
Accounting Technician	97%	100%	101%	93%
Administrative Support Assistant, Senior	99%	102%	104%	105%
Administrative Support Specialist	99%	100%	101%	97%
Budget Officer	92%	92%	91%	95%
Buyer	75%	74%	74%	65%
Chief Information Officer	55%	53%	51%	57%
Community Development Specialist	103%	104%	105%	90%
Compliance Officer	NA	NA	NA	NA
Custodian	114%	100%	92%	105%
Customer Service Representative	94%	95%	96%	100%
Director of Internal Audit	75%	74%	73%	67%
Engineering Manager	63%	62%	61%	67%
Engineering Technician	107%	108%	108%	114%
Executive Assistant	90%	93%	95%	85%
Fiscal Technician, Senior	88%	88%	87%	89%
Internal Auditor	100%	99%	97%	96%
Inventory Clerk	90%	92%	94%	90%
IT Support Services Manager	61%	60%	59%	67%
IT Technician	81%	82%	82%	76%
Network Engineer	87%	85%	83%	103%
Occupational Health and Safety Coordinator	95%	92%	90%	NA
Payroll Technician	94%	95%	95%	80%
Personnel Generalist	93%	91%	90%	96%
Planner, Senior (Transportation)	84%	75%	70%	62%
Programmer	82%	82%	82%	69%
Public Relations Coordinator	96%	95%	94%	78%
Staff Engineer I	88%	88%	87%	95%
Tax Specialist	NA	NA	NA	NA

In addition to showing the City’s market competitiveness for all benchmark jobs, Segal also grouped the 80 benchmark job titles by job family and calculated an aggregate job family market competitiveness figure. **Table 7** details the City’s market competitiveness of each job family. Below the table are general observations on the market competitiveness of each job family.

**TABLE 7**  
**City of Chattanooga as a Percent of Market by Job Family**

JOB FAMILY AND JOB TITLE	Minimum	Midpoint	Maximum	Actual Salaries
<b>ACCOUNTING/FINANCE</b>				
Accountant	111%	111%	111%	103%
Accounting Manager	87%	84%	83%	97%
Accounting Technician	97%	100%	101%	93%
Budget Officer	92%	92%	91%	95%
Director of Internal Audit	75%	74%	73%	67%
Fiscal Technician, Senior	88%	88%	87%	89%
Internal Auditor	100%	99%	97%	96%
<b><i>Management and Budget Analyst</i></b>	105%	102%	101%	120%
<b><i>Manager, Financial Operations</i></b>	109%	101%	97%	94%
Payroll Technician	94%	95%	95%	80%
Tax Specialist	NA	NA	NA	NA
<b>Job Family Average</b>	<b>89%</b>	<b>87%</b>	<b>86%</b>	<b>86%</b>
<b>ADMINISTRATIVE SUPPORT</b>				
Administrative Support Assistant, Senior	99%	102%	104%	105%
Administrative Support Specialist	99%	100%	101%	97%
Executive Assistant	90%	93%	95%	85%
<b>Job Family Average</b>	<b>95%</b>	<b>98%</b>	<b>99%</b>	<b>94%</b>
<b>AIR POLLUTION CONTROL</b>				
<b><i>Air Pollution Instrument Technician</i></b>	96%	100%	102%	95%
<b>Job Family Average</b>	<b>96%</b>	<b>100%</b>	<b>102%</b>	<b>95%</b>
<b>COURTS</b>				
<b><i>Court Operations Assistant</i></b>	93%	91%	90%	108%
<b>Job Family Average</b>	<b>93%</b>	<b>91%</b>	<b>90%</b>	<b>108%</b>
<b>CUSTOMER SERVICE</b>				
Customer Service Representative	94%	95%	96%	100%
<b>Job Family Average</b>	<b>94%</b>	<b>95%</b>	<b>96%</b>	<b>100%</b>
<b>ENGINEERING</b>				
Engineering Manager	63%	62%	61%	67%
Engineering Technician	107%	108%	108%	114%
Staff Engineer I	88%	88%	87%	95%
<b>Job Family Average</b>	<b>79%</b>	<b>78%</b>	<b>77%</b>	<b>83%</b>
<b>FACILITIES MANAGEMENT</b>				
<b><i>Building Maintenance Mechanic</i></b>	82%	82%	82%	85%
Custodian	114%	100%	92%	105%
<b><i>Fleet Mechanic</i></b>	91%	94%	96%	87%
<b>Job Family Average</b>	<b>93%</b>	<b>91%</b>	<b>90%</b>	<b>91%</b>

*Custom benchmark job titles are in bold and italics.*

**TABLE 7 (CONTINUED)**  
**City of Chattanooga as a Percent of Market by Job Family**

JOB FAMILY AND JOB TITLE	Minimum	Midpoint	Maximum	Actual Average
<b>FIRE</b>				
<i>Fire Captain</i>	73%	77%	79%	80%
<i>Fire Lieutenant</i>	71%	74%	76%	73%
<i>Firefighter</i>	88%	90%	92%	88%
<b>Job Family Average</b>	<b>76%</b>	<b>79%</b>	<b>81%</b>	<b>79%</b>
<b>GROUNDS</b>				
<i>Golf Course Superintendent</i>	145%	119%	100%	124%
<i>Grounds Crew Leader</i>	100%	104%	107%	105%
<i>Grounds Crew Worker</i>	104%	98%	93%	105%
<b>Job Family Average</b>	<b>120%</b>	<b>109%</b>	<b>101%</b>	<b>113%</b>
<b>HUMAN RESOURCES</b>				
<i>Administrator, Personnel</i>	101%	95%	91%	111%
Personnel Generalist	93%	91%	90%	96%
<b>Job Family Average</b>	<b>98%</b>	<b>93%</b>	<b>91%</b>	<b>106%</b>
<b>INFORMATION TECHNOLOGY</b>				
Chief Information Officer	55%	53%	51%	57%
<i>GIS Specialist</i>	79%	77%	76%	69%
IT Support Services Manager	61%	60%	59%	67%
IT Technician	81%	82%	82%	76%
Network Engineer	87%	85%	83%	103%
Programmer	82%	82%	82%	69%
<b>Job Family Average</b>	<b>68%</b>	<b>66%</b>	<b>66%</b>	<b>68%</b>
<b>INSPECTIONS</b>				
<i>Combination Inspector</i>	92%	94%	96%	105%
<i>Construction Inspector</i>	102%	102%	103%	113%
<i>Electrical Inspector</i>	93%	96%	99%	112%
<b>Job Family Average</b>	<b>95%</b>	<b>97%</b>	<b>99%</b>	<b>110%</b>
<b>LIBRARY</b>				
<i>Librarian</i>	91%	92%	93%	95%
<i>Library Assistant</i>	87%	92%	95%	69%
<b>Job Family Average</b>	<b>89%</b>	<b>92%</b>	<b>94%</b>	<b>83%</b>
<b>MARKETING/PR</b>				
Public Relations Coordinator	96%	95%	94%	78%
<b>Job Family Average</b>	<b>96%</b>	<b>95%</b>	<b>94%</b>	<b>78%</b>

*The custom benchmark job titles are in bold and italics.*

TABLE 7 (CONTINUED)

City of Chattanooga as a Percent of Market by Job Family

JOB FAMILY AND JOB TITLE	Minimum	Midpoint	Maximum	Actual Average
<b>MBWTP</b>				
Electrical / Instrumentation Technician	99%	99%	99%	79%
Plant Maintenance Mechanic	104%	102%	101%	89%
Plant Operator, Senior	108%	108%	108%	104%
Plant Superintendent	107%	101%	98%	119%
<b>Job Family Average</b>	<b>105%</b>	<b>102%</b>	<b>101%</b>	<b>102%</b>
<b>MULTICULTURAL</b>				
Compliance Officer	NA	NA	NA	NA
<b>Job Family Average</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>	<b>NA</b>
<b>NEIGHBORHOOD SERVICES</b>				
Code Enforcement Inspector	90%	92%	94%	93%
Community Development Specialist	103%	104%	105%	90%
<b>Job Family Average</b>	<b>97%</b>	<b>98%</b>	<b>99%</b>	<b>92%</b>
<b>PARK RANGERS</b>				
Park Ranger	73%	73%	73%	68%
<b>Job Family Average</b>	<b>73%</b>	<b>73%</b>	<b>73%</b>	<b>68%</b>
<b>PARKS AND RECREATION MANAGEMENT</b>				
Director of Parks	84%	75%	70%	80%
Director of Recreation	97%	92%	89%	113%
<b>Job Family Average</b>	<b>90%</b>	<b>83%</b>	<b>79%</b>	<b>94%</b>
<b>PLANNING</b>				
Executive Director, Planning	91%	84%	80%	96%
Planner, Senior (Transportation)	84%	75%	70%	62%
<b>Job Family Average</b>	<b>89%</b>	<b>81%</b>	<b>76%</b>	<b>83%</b>
<b>POLICE</b>				
Police Chief	92%	84%	80%	88%
Police Lieutenant	88%	89%	89%	89%
Police Officer	97%	94%	92%	94%
Police Sergeant	86%	88%	90%	87%
<b>Job Family Average</b>	<b>90%</b>	<b>87%</b>	<b>86%</b>	<b>89%</b>
<b>POLICE - CIVILIAN</b>				
Fingerprint Technician	86%	89%	91%	77%
Property Technician	96%	97%	97%	117%
<b>Job Family Average</b>	<b>91%</b>	<b>93%</b>	<b>94%</b>	<b>94%</b>
<b>PRETREATMENT</b>				
Monitoring Technician	85%	88%	90%	79%
<b>Job Family Average</b>	<b>85%</b>	<b>88%</b>	<b>90%</b>	<b>79%</b>

Custom benchmark job titles are in bold and italics.

**TABLE 7 (CONTINUED)**  
**City of Chattanooga as a Percent of Market by Job Family**

JOB FAMILY AND JOB TITLE	Minimum	Midpoint	Maximum	Actual Average
<b>PUBLIC WORKS</b>				
Water Quality Technician	82%	83%	84%	103%
<b>Job Family Average</b>	<b>82%</b>	<b>83%</b>	<b>84%</b>	<b>103%</b>
<b>PUBLIC WORKS MANAGEMENT</b>				
Administrator, Public Works	90%	83%	80%	98%
Deputy Administrator, Public Works	89%	84%	81%	117%
<b>Job Family Average</b>	<b>89%</b>	<b>84%</b>	<b>81%</b>	<b>106%</b>
<b>PURCHASING</b>				
Buyer	75%	74%	74%	65%
<i>Inventory Clerk</i>	90%	92%	94%	90%
Manager, Purchasing	91%	86%	84%	102%
<b>Job Family Average</b>	<b>85%</b>	<b>83%</b>	<b>82%</b>	<b>87%</b>
<b>PW MAINT/CONSTRUCTION</b>				
<i>Equipment Operator</i>	100%	102%	103%	111%
Heavy Equipment Operator, Senior	105%	107%	109%	104%
Sewer Maintenance Crew Supervisor	89%	92%	95%	87%
<i>Street Maintenance Crew Worker</i>	109%	103%	98%	120%
Street Maintenance Manager	87%	90%	92%	89%
<i>Street Maintenance Technician</i>	97%	96%	95%	104%
Traffic Electrician	97%	99%	100%	114%
<b>Job Family Average</b>	<b>96%</b>	<b>97%</b>	<b>98%</b>	<b>101%</b>
<b>RECREATION</b>				
Recreation Facility Manager	89%	90%	91%	100%
Recreation Specialist	96%	97%	98%	93%
<b>Job Family Average</b>	<b>92%</b>	<b>93%</b>	<b>94%</b>	<b>97%</b>
<b>RISK MANAGEMENT</b>				
Occupational Health and Safety Crd.	95%	92%	90%	NA
<b>Job Family Average</b>	<b>95%</b>	<b>92%</b>	<b>90%</b>	<b>NA</b>
<b>WATER QUALITY</b>				
Laboratory Technician	114%	114%	114%	139%
<b>Job Family Average</b>	<b>114%</b>	<b>114%</b>	<b>114%</b>	<b>139%</b>
<b>ZOO</b>				
<i>Zookeeper</i>	91%	98%	103%	91%
<b>Job Family Average</b>	<b>91%</b>	<b>98%</b>	<b>103%</b>	<b>91%</b>

*Custom benchmark job titles are in bold and italics.*

➤ The following job families are overall above the market at market midpoint:

- Grounds
- Water Quality

➤ The following job families are overall at the market midpoint:

- Administrative Support
- Air Pollution Control
- Customer Service
- Inspections
- Marketing/PR
- MBWTP
- Neighborhood Services
- Public Works Maint/Construction
- Zoo

The following job families are overall below the market midpoint:

- |                                   |                           |
|-----------------------------------|---------------------------|
| • Accounting/Finance              | • Planning                |
| • Courts                          | • Police                  |
| • Engineering                     | • Police-Civilian         |
| • Facilities Management           | • Pretreatment            |
| • Fire                            | • Public Works            |
| • Human Resources                 | • Public Works Management |
| • Information Technology          | • Purchasing              |
| • Library                         | • Recreation              |
| • Park Rangers                    | • Risk Management         |
| • Parks and Recreation Management |                           |

## **Benefits Analysis Findings**

### Paid Time Off (PTO)

The City's use of PTO in lieu of traditional sick leave/vacation programs could be a unique recruiting advantage. Typically, PTO is less than the sum of the discrete leave entitlements, since it considers actual average sick leave usage. Assuming that actual sick leave usage is approximately one half the entitlements then the City's leave program on average is competitive. We do however recommend that the City increase its PTO for employees with 10 years of service to 33 days of PTO.

**Tables 8-11** on the following pages compare the City's PTO average to other vacation/annual leave for 5, 10, 15, and 20 years of service.

**TABLE 8**  
**TOTAL LEAVE COMPARISON FOR EMPLOYEES WITH 5 YEARS OF SERVICE**

Vacation/Annual Leave for Five Years of Completed Service					
SURVEYED EMPLOYER	Type of Leave Program	Sick Leave Days	Paid Vacation Leave	Holidays	Total Days
Athens-Clarke County, GA	Traditional	12	12	9	33
City of Baton Rouge, LA	Traditional	12	15	11	38
City of Charlotte, NC	Traditional	12	10	10	32
City of Knoxville, TN	Traditional	12	15	9	36
City of Little Rock, AR	Traditional	10	15	8	33
City of Lubbock, TX	Traditional	15	10	11	36
City of Raleigh, NC	Traditional	12	15	11	38
City of Shreveport, LA	Traditional	10	NR	10	20
City of Springfield, MO	Traditional	12	10	9	31
Hamilton County, TN	Combined Paid Time Off			10	29
Knox County, TN	Traditional	12	17	12	41
Louisville-Jefferson County, KY	Traditional	12	15	8	35
Metro Nashville Government, TN	Traditional	12	15	10	37
State of Tennessee	Traditional	12	18	11	41
Market Average					35
<b>City of Chattanooga, TN</b>	<b>Combined Paid Time Off</b>				<b>31</b>

\*Market Average does not include Shreveport

**TABLE 9**  
**TOTAL LEAVE COMPARISON FOR EMPLOYEES WITH 10 YEARS OF SERVICE**

Vacation/Annual Leave for Ten Years of Completed Service					
SURVEYED EMPLOYER	Type of Leave Program	Sick Leave Days	Paid Vacation Leave	Holidays	Total Days
Athens-Clarke County, GA	Traditional	12	15	9	36
City of Baton Rouge, LA	Traditional	12	18	11	41
City of Charlotte, NC	Traditional	12	15	10	37
City of Knoxville, TN	Traditional	12	20	9	41
City of Little Rock, AR	Traditional	10	15	8	33
City of Lubbock, TX	Traditional	15	14	11	40
City of Raleigh, NC	Traditional	12	18	11	41
City of Shreveport, LA	Traditional	10	NR	10	20
City of Springfield, MO	Traditional	12	15	9	36
Hamilton County, TN	Combined Paid Time Off			10	29
Knox County, TN	Traditional	12	21	12	45
Louisville-Jefferson County, KY	Traditional	12	20	8	40
Metro Nashville Government, TN	Traditional	12	15	10	37
State of Tennessee	Traditional	12	21	11	44
Market Average					38
<b>City of Chattanooga, TN</b>	<b>Combined Paid Time Off</b>				<b>31</b>

\*Market Average does not include Shreveport

**TABLE 10  
TOTAL LEAVE COMPARISON FOR EMPLOYEES WITH 15 YEARS OF SERVICE**

Vacation/Annual Leave for Fifteen Years of Completed Service					
SURVEYED EMPLOYER	Type of Leave Program	Sick Leave Days	Paid Vacation Leave	Holidays	Total Days
Athens-Clarke County, GA	Traditional	12	18	9	39
City of Baton Rouge, LA	Traditional	12	21	11	44
City of Charlotte, NC	Traditional	12	18	10	40
City of Knoxville, TN	Traditional	12	24	9	45
City of Little Rock, AR	Traditional	10	18	8	36
City of Lubbock, TX	Traditional	15	19	11	45
City of Raleigh, NC	Traditional	12	21	11	44
City of Shreveport, LA	Traditional	10	NR	10	20
City of Springfield, MO	Traditional	12	15	9	36
Hamilton County, TN	Combined Paid Time Off			10	29
Knox County, TN	Traditional	12	21	12	45
Louisville-Jefferson County, KY	Traditional	12	25	8	45
Metro Nashville Government, TN	Traditional	12	20	10	42
State of Tennessee	Traditional	12	21	11	44
Market Average					41
<b>City of Chattanooga, TN</b>	<b>Combined Paid Time Off</b>				<b>35</b>

\*Market Average does not include Shreveport

**TABLE 11  
TOTAL LEAVE COMPARISON FOR EMPLOYEES WITH 20 YEARS OF SERVICE**

Vacation/Annual Leave for Twenty Years of Completed Service					
SURVEYED EMPLOYER	Type of Leave Program	Sick Leave Days	Paid Vacation Leave	Holidays	Total Days
Athens-Clarke County, GA	Traditional	12	20	9	41
City of Baton Rouge, LA	Traditional	12	24	11	47
City of Charlotte, NC	Traditional	12	20	10	42
City of Knoxville, TN	Traditional	12	24	9	45
City of Little Rock, AR	Traditional	10	22	8	40
City of Lubbock, TX	Traditional	15	20	11	46
City of Raleigh, NC	Traditional	12	24	11	47
City of Shreveport, LA	Traditional	10	NR	10	20
City of Springfield, MO	Traditional	12	20	9	41
Hamilton County, TN	Combined Paid Time Off			10	29
Knox County, TN	Traditional	12	24	12	48
Louisville-Jefferson County, KY	Traditional	12	25	8	45
Metro Nashville Government, TN	Traditional	12	25	10	47
State of Tennessee	Traditional	12	24	11	47
Market Average					43
<b>City of Chattanooga, TN</b>	<b>Combined Paid Time Off</b>				<b>39</b>

\*Market Average does not include Shreveport

## Medical/Dental/Vision Benefits

When comparing the City’s PPO plan, the most prevalent type of health benefit plan in the market place, we found that the City is currently paying a slightly lower than average share of costs for single plan coverage, and a higher share of cost for the family plan coverage. The City could consider shifting more of the cost for Employee Plus One and Family Plan coverage to the employee. Please see **Table 12**.

**TABLE 12  
COST SHARING ARRANGEMENT  
FOR PPO MEDICAL BENEFITS**

SURVEYED EMPLOYER	Plan	Employer Share		
		Single	Employer +1	Family
Athens-Clarke County, GA	Blue Cross/Blue Shield	65%	65%	65%
City of Baton Rouge, LA	N/A	N/A	N/A	N/A
City of Charlotte, NC	Aetna and Wellpath	88%	67%	67%
City of Knoxville, TN	Blue Cross/Blue Shield	94%	73%	68%
City of Little Rock, AR	Cigna	100%	N/A	59%
City of Lubbock, TX	Blue Cross/Blue Shield of Texas	100%	78%	69%
City of Raleigh, NC	NR	NR	NR	NR
City of Shreveport, LA	NR	NR	NR	NR
City of Springfield, MO	City of Springfield Health Plan	100%	0%	0%
Hamilton County, TN	BCBST	89%	89%	89%
Knox County, TN	Cariten	86%	N/A	73%
Louisville-Jefferson County, KY	Humana	90%	80%	70%
Metro Nashville Government, TN	Blue Cross	78%	80%	80%
State of Tennessee	Blue Cross/Blue Shield	80%	80%	80%
<b>Market Average</b>		<b>88%</b>	<b>68%</b>	<b>66%</b>
<b>City of Chattanooga, TN</b>	<b>Blue Cross/Blue Shield</b>	<b>80%</b>	<b>80%</b>	<b>80%</b>

While many employers in the market offer dental and vision plans, their employees typically pay a higher share of the cost. The City does not pay for dental and vision. For specific cost sharing information, please see **Tables 36-38** in **Appendix E**.

## **Retirement/Pension Findings**

Both the City’s and its employees’ contribution to the defined benefit retirement plan, as a percentage of pay, is significantly lower on average than the surveyed employers. However, the City contributes approximately three quarters of the total cost while on average surveyed employers contributed about two thirds of the total cost. Please see **Table 13** on the following page.

**TABLE 13  
CONTRIBUTION RATES AS A PERCENT OF PAY**

<b>SURVEYED EMPLOYER</b>	<b>Plan Name</b>	<b>Employer Contribution</b>	<b>Employee Contribution</b>
Athens-Clarke County, GA	ACC Pension Plan	10.34%	N/A
City of Baton Rouge, LA	City Parish Employees' Retirement System	16.22%	9.50%
City of Charlotte, NC	North Carolina Local Government Retirement	4.78%	6.00%
City of Knoxville, TN	City of Knoxville Employees Pension	7.15%	6.00%
City of Little Rock, AR	Money Purchase Plan	4.00%	3.50%
City of Lubbock, TX	Texas Municipal Retirement System	15.73%	7.00%
City of Raleigh, NC	NCLGERS	NR	6.00%
City of Shreveport, LA	Employee Retirement Services	13.15%	9.00%
City of Springfield, MO	LAGERS	18.40%	N/A
Hamilton County, TN	Tennessee Consolidated Retirement System	15.01%	N/A
Knox County, TN	Asset Accumulation Plan	6.00%	6.00%
Louisville-Jefferson County, KY	Kentucky Retirement	16.16%	5.00%
Metro Nashville Government, TN	Metro Pension	NR	N/A
State of Tennessee	Tennessee Consolidated Retirement System	13.62%	Varies
<b>Market Average</b>		<b>11.71%</b>	<b>6.44%</b>
<b>City of Chattanooga, TN</b>	<b>General Pension Plan</b>	<b>6.36%</b>	<b>2.00%</b>

The City is competitive in regards to supplemental retirement plans, as most comparators either do not offer, or contribute to a supplemental plan. Please see **Tables 14 and 15**.

**TABLE 14  
SUPPLEMENTAL PLANS - 401 (a)**

<b>SURVEYED EMPLOYER</b>	<b>Eligibility</b>	<b>Employer Contribution</b>	<b>Employee Contribution</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A
City of Little Rock, AR	One Year From Hire Date	0.00%	1-10%
City of Lubbock, TX	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	NR	NR	NR
City of Springfield, MO	N/A	N/A	N/A
Hamilton County, TN	N/A	N/A	N/A
Knox County, TN	All Employees	6.00%	6.00%
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee	All Employees	Up to \$50.00 per mo.	Up to \$15,000
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 15  
SUPPLEMENTAL PLANS - 457 (b)**

SURVEYED EMPLOYER	Eligibility	Employer Contribution	Employee Contribution
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	All Employees	\$260/yr	Up to \$15,500
City of Little Rock, AR	Immediate	0.00%	Up to \$15,500
City of Lubbock, TX	N/A	0.00%	Up to \$15,500
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	NR	NR	NR
City of Springfield, MO	All Except Temp and Seasonal	\$10 per pay period	Up to \$15,500
Hamilton County, TN	All Employees	0.00%	Up to \$15,500
Knox County, TN	All Employees - Matched after 5 yrs	2-6%	Up to \$15,500
Louisville-Jefferson County, KY	Regular Full Time Employees	0.00%	Varies
Metro Nashville Government, TN	Active Employees	0.00%	NR
State of Tennessee	All Employees	0.00%	Up to \$15,500
<b>City of Chattanooga, TN</b>	<b>Full-time Employees</b>	<b>0.00%</b>	<b>Up to \$15,500</b>

**Pay Practices**

Most surveyed employers rely on either a grade and step structure, or use structures with grades with and no steps.

**TABLE 16  
PAY SCHEDULE DESIGN**

SURVEYED EMPLOYER	Grade and Step	Grades, No Steps	No Ranges	Other
Athens-Clarke County, GA		√		
City of Baton Rouge, LA	√			
City of Charlotte, NC	√*			Broadbands
City of Knoxville, TN				Broadbands
City of Little Rock, AR	√			
City of Lubbock, TX	√	√		Broadbands
City of Raleigh, NC	NR	NR	NR	NR
City of Shreveport, LA	√			
City of Springfield, MO	√			
Hamilton County, TN		√		
Knox County, TN	√			
Louisville-Jefferson County, KY	√	√		
Metro Nashville Government, TN	√			
State of Tennessee	√	√		
<b>City of Chattanooga, TN</b>	<b>√</b>			

\*Police/Fire

The surveyed employers use a variety of longevity, budget process, and individual performance as a determinant of their employees' movement through a pay schedule.

**TABLE 17  
EMPLOYEE'S MOVEMENT THROUGH A PAY RANGE/GRADE**

SURVEYED EMPLOYER	Longevity	Budget Process/ Affordability	Individual Performance	Other
Athens-Clarke County, GA		√	√	
City of Baton Rouge, LA	√	√		
City of Charlotte, NC			√	
City of Knoxville, TN				Cost of Living Increases; no Salary Increases
City of Little Rock, AR				Across the Board Increases; Considering Merit Increases for 2008
City of Lubbock, TX		√		
City of Raleigh, NC			√	Movement through Range/Quartile
City of Shreveport, LA		√	√	
City of Springfield, MO	√		√	
Hamilton County, TN	√	√	√	Compa-ratio Compared to their Peers
Knox County, TN		√	√	
Louisville-Jefferson County, KY	√	√		
Metro Nashville Government, TN	√			
State of Tennessee				Structure Adjustments
<b>City of Chattanooga, TN</b>	√	√	√	

**Alternative Work Week**

Six of the 14 responding participants' offer 4/10's as an alternative workweek while several of the participants indicated that alternative workweeks are at the discretion of the individual department. Non-exempt and exempt employees have more flexibility with alternative workweeks than management. Please see **Tables 18 and 19** on the following page.

**TABLE 18  
ALTERNATIVE WORK WEEK**

Are alternative workweeks offered?			
SURVEYED EMPLOYER	4/10's	9/80's	Other
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA			At the Discretion of Individual Departments
City of Charlotte, NC	√		Fire Schedules
City of Knoxville, TN	√		
City of Little Rock, AR	√		At the Discretion of Individual Departments
City of Lubbock, TX	√		
City of Raleigh, NC	√		Shifts May Vary to Department Needs
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A
Hamilton County, TN	√		25 Hours per Week
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee			Flex-Time. Varies by Division/Work Unit.
<b>City of Chattanooga, TN</b>	√		

**TABLE 19  
ALTERNATIVE WORK WEEK BY EMPLOYEE CATEGORY**

SURVEYED EMPLOYER	Non Exempt	Exempt/Professional	Management
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	√	√	
City of Charlotte, NC	√	√	
City of Knoxville, TN	√	√	√
City of Little Rock, AR	Varies	Varies	Varies
City of Lubbock, TX	√		
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A
Hamilton County, TN	√		
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A
State of Tennessee	√	√	√
<b>City of Chattanooga, TN</b>	√		

## Certification Pay

Seven of the fourteen responding survey participants indicated that they offer pay supplements for attainment of certification or license beyond the minimum requirement of the job. These supplements vary in form, the City currently does not offer any such premiums. (**Please see Table 20**).

**TABLE 20  
CERTIFICATION PAY**

SURVEYED EMPLOYER	Does your organization pay for certifications?							
	Yes	No	Group	Dollar Amt./%	Group	Dollar Amt./%	Group	Dollar Amt./%
Athens-Clarke County, GA	√		Systems Analysts	\$2,000 per Certification				
City of Baton Rouge, LA		√						
City of Charlotte, NC	√		Treatment Plant Operators	Move to Different Rate	Utilities	\$250 Lump Sum	Auto Mechanics	3% Additional to Base
City of Knoxville, TN		√						
City of Little Rock, AR	√		Emergency Medical Technicians	\$100/month	Fleet Services	\$156/year		
City of Lubbock, TX	√		Police/Fire	\$50-\$175/month	Solid Waste	\$50-\$100/month	Inspectors	\$50-\$150/month
City of Raleigh, NC	√		All employees	\$2,000 per yr				
City of Shreveport, LA	√		Mechanics	\$600/yr				Only Certain Departments
City of Springfield, MO		√						
Athens-Clarke County, GA	√		Systems Analysts	\$2,000 per Certification				
Hamilton County, TN		√						
Knox County, TN		√						
Louisville-Jefferson County, KY		√						
Metro Nashville Government		√						
State of Tennessee	√		Certified Prof Secretary	9.20%	Various Departments	4.50%		
<b>City of Chattanooga, TN</b>		√						

## Longevity Pay

Nine of the fourteen responding survey participants indicated that they pay some form of longevity pay. Amounts vary widely based on employee group, bargaining units, and years of service. For example, for all employees the City of Knoxville pays \$120 per year of service beginning on an employee's 5<sup>th</sup> year of service and Hamilton County pays for all employees with at least five years of service \$50 per year of service with a maximum of \$1,000 based on available funding. Other participants have longevity negotiated in a wide number of bargaining agreements. Please see **Appendix D** for more detailed responses.

## On-Call Pay

Eight of the fourteen responding survey participants indicated that they offer on-call pay to their employees. Please see **Table 21**.

**TABLE 21**  
**"ON-CALL" PAY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Dollar Amt.</b>
Athens-Clarke County, GA	√		
City of Baton Rouge, LA		√	
City of Charlotte, NC	√		\$.25 per hr
City of Knoxville, TN	√		Varies
City of Little Rock, AR	√		Regular Rate with Caps
City of Lubbock, TX		√	
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	√		
City of Springfield, MO	√		
Hamilton County, TN		√	
Knox County, TN	√		\$1.50 per Hour
Louisville-Jefferson County, KY		√	
Metro Nashville Government, TN	√		Varies
State of Tennessee		√	
<b>City of Chattanooga, TN</b>		√	

**Call-Back Pay**

Eight of the fourteen responding survey participants indicated that they offer call-back pay to their employees. Typically, the rates range from the regular rate of pay to time and a half. Please see **Table 22**.

**TABLE 22  
"CALL-BACK" PAY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Dollar Amt.</b>	<b>% of Base</b>
Athens-Clarke County, GA		√		
City of Baton Rouge, LA	√			150%
City of Charlotte, NC	√		Hourly Rate/OT if Applicable	
City of Knoxville, TN	√		Varies	
City of Little Rock, AR	√		Varies Depending on Emergency	
City of Lubbock, TX	√			150%
City of Raleigh, NC	NR	NR	NR	NR
City of Shreveport, LA		√		
City of Springfield, MO	√			150%
Hamilton County, TN	√		Hourly Rate/OT if Applicable	
Knox County, TN		√		
Louisville-Jefferson County, KY	√		Hourly Rate/OT if Applicable	
Metro Nashville Government, TN		√		
State of Tennessee		√		
<b>City of Chattanooga, TN</b>	√		<b>Varies by Department</b>	

## Shift Differentials

Eight of the fourteen responding participants offer shift differentials to their employees. Typically, the differentials range between \$.32 to \$1.00 per hour. Currently, the City does not offer any shift differentials.

**TABLE 23**  
**SHIFT DIFFERENTIAL PAY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Dollar Amt.</b>
Athens-Clarke County, GA		√	
City of Baton Rouge, LA	√		\$.50/hr - 2nd Shift and \$1.00/hr - 3rd Shift
City of Charlotte, NC		√	
City of Knoxville, TN	√		2.5% - 2nd Shift and 2.5% - 3rd Shift
City of Little Rock, AR	√		\$.32/hr - 2nd Shift and \$.52/hr - 3rd Shift
City of Lubbock, TX	√		150%
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA		√	
City of Springfield, MO	√		\$.50/hr - 2nd Shift and \$1.00/hr - 3rd Shift
Hamilton County, TN		√	
Knox County, TN		√	
Louisville-Jefferson County, KY	√		Varies by CBA
Metro Nashville Government, TN	√		\$.60/hr - 2nd Shift and \$.70/hr - 3rd Shift
State of Tennessee	√		4.5% - 9.2% - 2nd Shift and 4.5% - 9.2% 3rd Shift
<b>City of Chattanooga, TN</b>		√	

See **Appendix D** for complete details on the pay practice information.

# Conclusions and Recommendations

## Classification Recommendations

Segal recommends the City fully adopt and implement the following:

- The proposed classification structure
- New job descriptions

## Job Evaluation Recommendations

Segal recommends the City fully adopt and implement the following:

- The proposed job evaluation methodology for internal equity purposes

## Total Compensation Recommendations

Segal recommends the City implement the following:

- A total compensation philosophy, which is based on wages, recurring paid time off, employer contribution for medical benefits (including dental and vision), and retirement.

## Compensation Recommendations

The City's current general pay plan consists of 50 grades with variable intervals between grades and variable range spread for ranges. In terms of the current salary structure, the City's ranges are below market as evidenced in the following table.

**TABLE 24**  
**City of Chattanooga Overall Market Position**

	Chattanooga as a Percent of Market		
	Range Minimum	Range Midpoint	Range Maximum
Custom Survey	93%	91%	90%
Published Survey	84%	82%	81%
Overall	91%	89%	88%

We recommend the City adopt the proposed General Salary Structure in **Appendix H**, which was created by using the market average midpoint data as an anchor point. The open range salary structure was designed with 55% wide ranges and a 5% midpoint progression used consistently throughout the salary structure.

We recommend the City adopt the proposed Skilled/Trades Structure in **Appendix H**, which was created by using the market average midpoint data as an anchor point. The open range salary structure was designed with 30% wide ranges and a 5% midpoint progression used consistently throughout the salary structure.

We recommend the City adopt the proposed **Fire Salary Structure** in **Appendix H**, which reflects increases based on market data, and the addition of three additional ranges to account for additional levels of management. The structure was created by adjusting pay for Firefighters and Senior Firefighters by 10%, and then determining appropriate progression to midpoints as follows: from F2 to F3 by 31.4%, F3 to F4 by 13.37%, from F4 to F5 by 20.7%, from F5 to F6, F6 to F7 and F7 to F8 by 5% each, and from F8 to F9 by 7.42%. Pay grades F1 thru F4 will continue to be a step structure, allowing employees to progress through each step as they become fully competent in the job. At grade F5 the structure becomes an open range with steps to midpoint in order to ensure pay for performance among management classifications within the Fire Department.

The proposed **Police Salary Structure** in **Appendix H** increases the current structure by 15% and divides the first pay range into zones that are created to encourage progression through the Police Officer Career Ladder. Police Sergeants, Police Lieutenants, and Police Captains will have an open range with steps to midpoint and the pay range for the Assistant Chiefs will be an open range. This is also done in order to ensure pay for performance among management classifications within the Police Department.

Based on the survey we have recommended job series for Benchmarks and non-Benchmark jobs, which are market competitive and are shown in **Appendix H**. Once the benchmarks were placed on the salary structure, the remaining jobs were slotted based on their relationship to other jobs within their designated job family.

### **Pay Practice Recommendations**

- The City should consider certification pay for some jobs. For example, several surveyed employers offered certification pay to Public Safety and Systems Analysts classifications.

- The City should consider on-call pay and shift differentials. For example, several surveyed employers offered on call pay, paying \$.25 to \$1.50 per hour. Numerous surveyed employers also offer shift differentials ranging from \$.32 to \$.60 an hour for the second shift, and \$.52 to \$1.00 an hour for the third shift.
- Notwithstanding the City's performance based focus for the pay structure, the City might consider some form of longevity pay to be competitive with surveyed employers and to serve as a retention tool.

### **Benefits Recommendations**

- The City might consider decreasing the amount of employer contributions for medical benefits and consider offering dental and vision plans.

**City of Chattanooga**  
**Proposed Job Classifications**

Proposed Job Title			
<b>A</b>	Accident Investigator	Air Toxics Coordinator	
	Accountant	Animal Services Officer	
	Accountant, Senior	Animal Services Officer, Senior	
	Accounting Manager	Animal Services Supervisor	
	Accounting Technician	Application Services Manager	
	Accounting Technician, Senior	Aquatics Program Manager	
	Accounts Payable Supervisor	Asbestos Coordinator	
	Administrative Support Assistant	Assistant City Engineer	
	Administrative Support Assistant, Senior	Assistant City Traffic Engineer	
	Administrative Support Specialist	Assistant City Treasurer	
	Administrator, City Finance Officer	Assistant Director, City Wide Services Administration	
	Administrator, Education, Arts, and Culture	Assistant Director, City Wide Services Operations	
	Administrator, Human Services	Assistant Director, Library	
	Administrator, Neighborhood Services	Assistant Fire Chief	
	Administrator, Parks and Recreation	Assistant Golf Course Superintendent	
	Administrator, Personnel	Assistant Golf Manager	
	Administrator, Public Works	Assistant Manager, Purchasing	
	Air Pollution Control Engineer	Assistant Police Chief	
	Air Pollution Ctrl Eng, Senior	Assistant Zoo Director	
	Air Pollution Instrument Technician	Assoc Air Poll Ctrl Engineer	
	Air Pollution Investigator	Athletics Complex Manager	
	<b>B</b>	Benefits Specialist	Building Inspector, Senior
		Bicycle Program Coordinator	Building Maintenance Mechanic
		Biologist	Building Maintenance Mechanic, Senior
Box Office Supervisor		Business Manager, Civic Facilities	
Budget Officer		Business Tax Inspector	
Building Inspector		Buyer	
Building Inspection Manager		Buyer, Senior	
Building Inspector Supervisor			

**City of Chattanooga**  
**Proposed Job Classifications**

Proposed Job Title	
<b>C</b>	Champions Club Coordinator
	Chemist
	Chief Information Officer
	Circulation Supervisor
	City Attorney
	City Court Clerk
	City Engineer
	City Traffic Engineer
	City Treasurer
	Code Enforcement Inspector
	Code Enforcement Inspector Supervisor
	Codes Coordinator
	Codes Coordinator, Senior
	Combination Inspector
	Communications Assistant
	Communications Officer
	Communications Shift Supervisor
	Community & Economic Development Manager
	Community Development Program Coordinator
	Community Development Specialist
	Community Facilities Supervisor
	Community Housing Specialist
	Compensation Management Analyst
	Compliance Officer
	Construction Engineer
	Construction Engineer, Senior
Construction Inspector	
Construction Inspector Supervisor	
Construction Inspector, Senior	
Construction Program Supervisor	
Court Operations Assistant	
Court Operations Supervisor	
Court Operations Technician	
Court Operations Technician, Senior	
Crew Scheduler	
Crime Scene Technician	
Cultural Arts Coordinator	
Custodian	
Custodian, Senior	
Customer Service Representative	
Customer Service Representative, Senior	
Customer Service Supervisor	
<b>D</b>	Data Analyst
	Data Specialist
	Department Personnel Specialist
	Departmental Occupational Safety and Health Coordinator
	Deputy Administrator, Finance
	Deputy Administrator, Human Services
	Deputy Administrator, Neighborhood Services
	Deputy Administrator, Personnel
	Deputy Administrator, Public Works
	Deputy Chief Info Officer
	Deputy Fire Chief
	Deputy Police Chief
	Development Ombudsman
	Director of Comprehensive Planning
	Director of Design Center
	Director of General Services
	Director of Internal Audit
	Director of Operations
Director of Planning Information	
Director of Transportation Planning	
Director, Air Pollution Control	
Director, City Wide Services	
Director, Civic Facilities	
Director, Golf Course	
Director, Land Development Office	
Director, Library	
Director, Multicultural Affairs	
Director, Parks	
Director, Recreation	
Director, Risk Management and Insurance	

**City of Chattanooga**  
**Proposed Job Classifications**

Proposed Job Title			
<b>E</b>	Electrical Inspector	Electronic Surveillance/Evidence Technician	
	Electrical Inspector Supervisor	Engineer, Senior	
	Electrical Inspector, Senior	Engineering Contracts Coordinator	
	Electrical/Instrumentation Technician	Engineering Coordinator	
	Electrical/Instrumentation Technician, Chief	Engineering Manager	
	Electrician Apprentice	Engineering Technician	
	Electrician Assistant	Equipment Operator	
	Electronic Communications Technician	Events and Marketing Specialist	
	Electronic Communications Technician Supervisor	Executive Assistant	
	Electronic Communications Technician, Senior	Executive Director, Planning	
	<b>F</b>	Facilities Marketing Coordinator	Firefighter, Senior
		Fingerprint Technician	Fiscal Analyst
Fire & Police Recruitment Supervisor		Fiscal Technician	
Fire Battalion Chief		Fiscal Technician, Senior	
Fire Cadet		Fleet Maintenance Shift Supervisor	
Fire Captain		Fleet Maintenance Shop Supervisor	
Fire Chief		Fleet Mechanic	
Fire Division Chief		Fleet Mechanic, Senior	
Fire Equipment Specialist		Fleet Services Manager	
Fire Investigator		Fleet Services Specialist	
Fire Lieutenant		Fleet Technician	
Fire Staff Officer		Forestry Inspector	
Firefighter		Forestry Supervisor	
<b>G</b>		Gas/Mechanical Inspector	Grants Specialist, Senior
	Gas/Mechanical Inspector, Senior	Graphics and Technology Specialist	
	General Services Technology Specialist	Graphics Artist	
	GIS Specialist	Graphics Supervisor	
	GIS Specialist, Senior	Grounds Crew Leader	
	GIS Systems and Database Administrator	Grounds Crew Worker	
	Golf Course Superintendent	Grounds Manager	
	Golf Manager	Grounds Supervisor	
	Grants Specialist	Groundskeeper	

**City of Chattanooga**  
**Proposed Job Classifications**

Proposed Job Title		
<b>H</b>	Head Librarian	HVAC Assistant
	Heavy Equipment Operator	HVAC Specialist
	Heavy Equipment Operator, Senior	Hydraulic Engineer
	Historic Preservation Coordinator	
<b>I</b>	Internal Auditor	IT Manager, Library
	Internal Auditor, Senior	IT Manager, Public Works
	Inventory Clerk	IT Specialist
	Inventory Clerk, Senior	IT Support Services Manager
	Inventory Control Coordinator	IT Support Services Supervisor
	IT Business Project Analyst	IT Technician
	IT Manager, Fire Department	IT Technician, Senior
<b>L</b>	Laboratory Technician	Library Assistant
	Laboratory Technician, Senior	Library Assistant, Senior
	Landfill Manager	Library Associate
	Landfill Technician	Library Clerk
	Librarian	Library Community Relations Coordinator
	Librarian, Senior	Library Page
<b>M</b>	Maintenance Superintendent	Manager, Champion's Club
	Maintenance Supervisor	Manager, Codes and Neighbor Relations
	Management and Budget Analyst	Manager, Financial Operations
	Management and Budget Analyst, Senior	Manager, Purchasing
	Manager, Accreditation	Master Police Officer
	Manager, Air Monitoring	Monitoring Technician
	Manager, APC Engineering	Municipal Forester
	Manager, APC Operations	
<b>N</b>	Neighborhood Relations Specialist	Network Engineer
	Neighborhood Services Program Coordinator	Network Engineer, Senior
	Network Analyst	Network Manager

*City of Chattanooga  
Proposed Job Classifications*

Proposed Job Title	
<b>O</b>	Occupational Health and Safety Coordinator      Office Supervisor
<b>P</b>	Painter      Plumbing Inspector
	Park Ranger      Plumbing Inspector Supervisor
	Park Ranger Supervisor      Plumbing Inspector, Senior
	Parking Meter Technician      Police Cadet
	Payroll Supervisor      Police Captain
	Payroll Technician      Police Chief
	Payroll Technician, Senior      Police Information Center Manager
	Permit Clerk      Police Lieutenant
	Personnel Assistant      Police Officer I
	Personnel Generalist      Police Officer II
	Personnel Records Specialist      Police Officer III
	Personnel Technician      Police Quality Assurance Technician
	Photographic Lab Technician      Police Records Operations Supervisor
	Planner      Police Records Technician
	Planner, Senior      Police Sergeant
	Planner, Principal      Police Service Technician
	Planning Technician      Police Service Technician, Senior
	Plans Review Specialist      Pool Technician
	Plant Maintenance Lubricator      Pretreatment Inspector
	Plant Maintenance Mechanic      Pretreatment Supervisor
	Plant Maintenance Mechanic, Chief      Programmer
	Plant Maintenance Supervisor      Programmer, Senior
	Plant Operations Supervisor      Project Engineer
	Plant Operator      Property Technician
	Plant Operator, Chief      Public Information Specialist
	Plant Operator, Principal      Public Relations Coordinator
	Plant Operator, Senior      Public Relations Coordinator, Senior
	Plant Superintendent      Purchasing Technician
<b>Q</b>	Quality Control Manager

**City of Chattanooga**  
**Proposed Job Classifications**

Proposed Job Title			
<b>R</b>	Real Property Manager	Recreation Program Coordinator	
	Recreation Assistant	Recreation Specialist	
	Recreation Division Manager	Refuse Collection Inspector	
	Recreation Facility Manager	Renewal Community Manager	
<b>S</b>	Sanitary Review Specialist	Soil Engineering Specialist	
	Sanitation Manager	Staff Attorney	
	Sanitation Supervisor	Staff Engineer I	
	Sanitation Worker	Staff Engineer II	
	Security Guard	Stormwater Manager	
	Sewer Construction Manager	Street Maintenance Crew Worker	
	Sewer Maintenance Crew Leader	Street Maintenance Manager	
	Sewer Maintenance Crew Supervisor	Street Maintenance Supervisor	
	Sewer Maintenance Truck Operator	Street Maintenance Technician	
	Sewer Maintenance Worker	Subdivisions Coordinator	
	Sewer Project Coordinator	Supervisor, Civic Facilities Operations	
	Sewer Technician	Survey Instrument Technician	
	Sign Fabricator	Survey Party Chief	
	Site Development Chief	Systems and Database Administrator	
	Skate Park Manager	Systems and Database Administrator, Senior	
	<b>T</b>	Tax Specialist	Traffic Electronics Technician
		Tax Supervisor	Traffic Engineering Designer
Technical Coordinator		Traffic Engineering Technician	
Telecommunications Manager		Traffic Operations Analyst	
Telecommunications Coordinator		Traffic Operations Crew Leader	
Terminal Agency Coordinator		Traffic Operations Crew Worker	
Therapeutic Program Coordinator		Traffic Operations Manager	
Therapeutic Recreation Specialist		Traffic Operations Supervisor	
Tire Servicer		Traffic Signal Designer	
Traffic Construction Operator		Training Specialist	
Traffic Electrician		Tree Trimmer	
Traffic Electrician, Senior		Tree Trimmer Supervisor	
Traffic Electrician Supervisor			
Traffic Electronic Supervisor			

**City of Chattanooga**  
**Proposed Job Classifications**

Proposed Job Title		
<b>W</b>	Warehouse Crew Worker	Water Quality Supervisor
	Waste Resources Division Manager	Water Quality Technician
	Waste Resources Plant Engineer	Watershed Specialist
	Waste Resources Sys Engineer	Web Information Coordinator
	Waste Resources Systems Specialist	Welder
	Water Quality Manager	Wellness Coordinator
	<b>Z</b>	Zoning and Sign Inspector Supervisor
Zoo Director		Zookeeper, Senior
Zoo Education Curator		

*City of Chattanooga*  
*Job Rankings by Occupational Group*

Proposed Title	Ranking
<b>Accounting/Finance Family</b>	
Administrator, City Finance Officer	1
Deputy Administrator, Finance	2
Budget Officer	3
Manager, Financial Operations	3
City Treasurer	4
Accounting Manager	5
Assistant City Treasurer	6
Accountant, Senior	7
Management and Budget Analyst, Senior	7
Grants Specialist, Senior	8
Accountant	9
Fiscal Analyst	9
Management and Budget Analyst	9
Tax Supervisor	9
Accounts Payable Supervisor	10
Grants Specialist	10
Payroll Supervisor	10
Accounting Technician, Senior	11
Fiscal Technician, Senior	11
Payroll Technician, Senior	11
Accounting Technician	12
Business Tax Inspector	12
Fiscal Technician	12
Payroll Technician	12
Tax Specialist	13
<b>Air Pollution Control</b>	
Director, Air Pollution Control	1
Manager, APC Engineering	2
Manager, Air Monitoring	3
Manager, APC Operations	3
Air Pollution Ctrl Eng, Senior	4
Air Pollution Control Engineer	5
Air Toxics Coordinator	6
Asbestos Coordinator	6
Assoc Air Poll Ctrl Engineer	6
Air Pollution Instrument Technician	7
Air Pollution Investigator	8
<b>Animal/Zoo</b>	
Zoo Director	1
Assistant Zoo Director	2
Animal Services Supervisor	3
Animal Services Officer, Senior	4
Zoo Education Curator	4
Zookeeper, Senior	4
Animal Services Officer	5
Zookeeper	5
<b>Courts</b>	
City Court Clerk	1
Court Operations Supervisor	2
Court Operations Technician, Senior	3
Court Operations Technician	4
Court Operations Assistant	5

**City of Chattanooga**  
**Job Rankings by Occupational Group**

Proposed Title	Ranking
<b>Customer/Admin. Support</b>	
Police Information Center Manager	1
Customer Service Supervisor	2
Data Analyst	3
Executive Assistant	3
Office Supervisor	4
Police Records Operations Supervisor	4
Administrative Support Specialist	5
Data Specialist	5
Terminal Agency Coordinator	5
Customer Service Representative, Senior	6
Customer Service Representative	7
Administrative Support Assistant, Senior	8
Police Quality Assurance Technician	8
Permit Clerk	9
Police Records Technician	9
Police Service Technician	9
Administrative Support Assistant	10
<b>Econ Dev</b>	
Renewal Community Manager	1
<b>Electrical/Electronics</b>	
Electronic Communications Technician Supervisor	1
Traffic Electrician Supervisor	1
Traffic Electronic Supervisor	1
Electrical/Instrumentation Technician, Chief	1
Electronic Communications Technician, Senior	2
Traffic Electrician, Senior	2
Traffic Signal Designer	3
Electronic Communications Technician	4
Traffic Electrician	4
Traffic Electronics Technician	4
Electrical/Instrumentation Technician	5
Electrician Apprentice	5
Electrician Assistant (New Needs To Be Evaluated)	6
<b>Engineering</b>	
Administrator, Public Works	1
Deputy Administrator, Public Works	2
City Engineer	3
Assistant City Engineer	4
City Traffic Engineer	4
Director, Land Development Office	4
Engineering Manager	5
Site Development Chief	5
Stormwater Manager	5
Waste Resources Plant Engineer	5
Assistant City Traffic Engineer	6
Construction Program Supervisor	7
Engineer, Senior	7
Hydraulic Engineer	7
Project Engineer	8
Construction Engineer, Senior	9
Engineering Coordinator	9
Staff Engineer II	9
Waste Resources Sys Engineer	9
Construction Engineer	10
Soil Engineering Specialist	10
Staff Engineer I	10
Traffic Engineering Designer	11
Engineering Contracts Coordinator	12
Survey Party Chief	12
Engineering Technician	13
Plans Review Specialist	13
Sanitary Review Specialist	13
Survey Instrument Technician	13
Traffic Engineering Technician	13

*City of Chattanooga*  
*Job Rankings by Occupational Group*

Proposed Title	Ranking
<b>Facilities</b>	
Maintenance Superintendent	1
Maintenance Supervisor	2
HVAC Specialist	3
Building Maintenance Mechanic, Senior	4
Welder	4
Building Maintenance Mechanic	5
Painter	5
Pool Technician	5
HVAC Assistant	6
Custodian, Senior	7
Custodian	8
<b>Fleet</b>	
Fleet Services Manager	1
Fleet Maintenance Shop Supervisor	2
Fleet Maintenance Shift Supervisor	3
Fleet Mechanic, Senior	4
Fire Equipment Specialist	5
Fleet Mechanic	5
Fleet Technician	6
Fleet Services Specialist	7
Tire Servicer	8
<b>Forestry/Grounds</b>	
Director, Parks	1
Municipal Forester	1
Forestry Supervisor	2
Grounds Manager	2
Golf Course Superintendent	3
Tree Trimmer Supervisor	3
Assistant Golf Course Superintendent	4
Grounds Supervisor	4
Forestry Inspector	5
Groundskeeper	5
Tree Trimmer	5
Grounds Crew Leader	6
Grounds Crew Worker	7
<b>Human Resources</b>	
Administrator, Personnel	1
Deputy Administrator, Personnel	2
Director, Multicultural Affairs	3
Director, Risk Management and Insurance	3
Compensation Management Analyst	4
Occupational Health and Safety Coordinator	4
Training Specialist	4
Compliance Officer	5
Departmental Occupational Safety and Health Coordinator	5
Fire & Police Recruitment Supervisor	6
Personnel Generalist	6
Personnel Records Specialist	6
Department Personnel Specialist	7
Benefits Specialist	8
Accident Investigator	9
Community Housing Specialist	9
Personnel Technician	9
Personnel Assistant	10
<b>Human Services</b>	
Administrator, Human Services	1
Deputy Administrator, Human Services	2

**City of Chattanooga**  
**Job Rankings by Occupational Group**

Proposed Title	Ranking
<b>Information Technology</b>	
Chief Information Officer	1
Deputy Chief Info Officer	2
Application Services Manager	3
IT Support Services Manager	3
Network Manager	3
Telecommunications Manager	3
GIS Systems and Database Administrator	4
IT Business Project Analyst	4
IT Manager, Public Works	4
Systems and Database Administrator, Senior	4
General Services Technology Specialist	5
IT Manager, Fire Department	5
IT Manager, Library	5
IT Support Services Supervisor	5
Network Engineer, Senior	6
Systems and Database Administrator	6
Programmer, Senior	7
Web Information Coordinator	7
IT Specialist	8
Telecommunications Coordinator	8
GIS Specialist, Senior	9
Programmer	9
Waste Resources Systems Specialist	9
GIS Specialist	10
IT Technician, Senior	10
Network Engineer	10
IT Technician	11
Network Analyst (new to be evaluated)	
<b>Inspections</b>	
Building Inspection Manager	1
Manager, Codes and Neighbor Relations	2
Codes Coordinator, Senior	3
Development Ombudsman	4
Zoning and Sign Inspector Supervisor	4
Building Inspector Supervisor	5
Construction Inspector Supervisor	5
Electrical Inspector Supervisor	5
Plumbing Inspector Supervisor	5
Code Enforcement Inspector Supervisor	6
Building Inspector, Senior	7
Combination Inspector	7
Construction Inspector, Senior	7
Electrical Inspector, Senior	7
Gas/Mechanical Inspector, Senior	7
Plumbing Inspector, Senior	7
Building Inspector	8
Electrical Inspector	8
Gas/Mechanical Inspector	8
Plumbing Inspector	8
Codes Coordinator	9
Construction Inspector	9
Code Enforcement Inspector	10
Refuse Collection Inspector	11
<b>Internal Audit</b>	
Director of Internal Audit	1
Internal Auditor, Senior	2
Internal Auditor	3
<b>Legal</b>	
City Attorney	1
Staff Attorney	2

**City of Chattanooga**  
**Job Rankings by Occupational Group**

Proposed Title	Ranking
<b>Leisure Services</b>	
Administrator, Parks and Recreation	1
Administrator, Education, Arts, and Culture	2
Director, Recreation	2
Recreation Division Manager	3
Supervisor, Civic Facilities Operations	3
Athletics Complex Manager	4
Director, Civic Facilities	4
Manager, Champion's Club	4
Aquatics Program Manager	5
Business Manager, Civic Facilities	5
Director, Golf Course	5
Recreation Program Coordinator	6
Therapeutic Program Coordinator	6
Wellness Coordinator	6
Bicycle Program Coordinator	7
Golf Manager	7
Assistant Golf Manager	8
Community Facilities Supervisor	8
Recreation Facility Manager	8
Skate Park Manager	8
Therapeutic Recreation Specialist	9
Box Office Supervisor	10
Champions Club Coordinator	10
Technical Coordinator	10
Cultural Arts Coordinator	11
Recreation Specialist	12
Recreation Assistant	13
<b>Library</b>	
Director, Library	1
Assistant Director, Library	2
Head Librarian	3
Librarian, Senior	4
Librarian	5
Circulation Supervisor	6
Library Assistant	7
Library Clerk	8
Library Page	9
Library Assistant, Senior (New To Be Evaluated)	
Library Associate (New to be Evaluated)	
<b>Marketing/PR</b>	
Public Relations Coordinator, Senior	1
Graphics Supervisor	2
Public Relations Coordinator	2
Facilities Marketing Coordinator	3
Library Community Relations Coordinator	3
Events and Marketing Specialist	4
Public Information Specialist	4
Graphics and Technology Specialist	5
Graphics Artist	6
<b>MBWTP</b>	
Waste Resources Division Manager	1
Plant Superintendent	2
Plant Maintenance Supervisor	3
Plant Operations Supervisor	3
Plant Maintenance Mechanic, Chief	4
Plant Operator, Chief	4
Plant Operator, Principal	5
Plant Maintenance Mechanic	6
Plant Operator, Senior	6
Plant Operator	7
Plant Maintenance Lubricator	8

*City of Chattanooga*  
*Job Rankings by Occupational Group*

Proposed Title	Ranking
<b>Neighborhood Services</b>	
Administrator, Neighborhood Services	1
Deputy Administrator, Neighborhood Services	2
Community & Economic Development Manager	3
Community Development Program Coordinator	4
Neighborhood Relations Specialist	5
Neighborhood Services Program Coordinator	5
Community Development Specialist	6
<b>Planning</b>	
Executive Director, Planning	1
Director of Design Center	2
Director of Operations	3
Director of Transportation Planning	3
Director of Planning Information	3
Director of Comprehensive Planning	4
Subdivisions Coordinator	4
Planner, Principal	5
Planner, Senior	6
Historic Preservation Coordinator	7
Planner	7
Planning Technician	8
<b>Police-Civilian</b>	
Manager, Accreditation	1
Communications Shift Supervisor	2
Electronic Surveillance/Evidence Technician	2
Communications Officer	3
Photographic Lab Technician	4
Property Technician	5
Police Service Technician, Senior	6
Communications Assistant	7
Fingerprint Technician	8
<b>Purchasing</b>	
Director of General Services	1
Manager, Purchasing	2
Real Property Manager	3
Buyer, Senior	4
Buyer	5
Inventory Control Coordinator	6
Inventory Clerk, Senior	7
Purchasing Technician	7
Inventory Clerk	8
Warehouse Crew Worker	9
Assistant Manager, Purchasing (New Needs to be Evaluated)	

*City of Chattanooga*  
*Job Rankings by Occupational Group*

Proposed Title	Ranking
<b>PW Maint/Construction</b>	
Director, City Wide Services	1
Assistant Director, City Wide Services Operations	2
Assistant Director, City Wide Services Administration	3
Landfill Manager	3
Sanitation Manager	3
Sewer Construction Manager	3
Street Maintenance Manager	3
Traffic Operations Manager	3
Sewer Project Coordinator	4
Traffic Operations Analyst	4
Sanitation Supervisor	5
Sewer Maintenance Crew Supervisor	5
Street Maintenance Supervisor	5
Traffic Operations Supervisor	5
Crew Scheduler	6
Sewer Maintenance Crew Leader	6
Traffic Operations Crew Leader	6
Heavy Equipment Operator, Senior	7
Landfill Technician	7
Sewer Maintenance Truck Operator	7
Traffic Construction Operator	7
Heavy Equipment Operator	8
Equipment Operator	9
Sewer Technician	9
Sign Fabricator	10
Parking Meter Technician	11
Street Maintenance Technician	11
Sanitation Worker	12
Sewer Maintenance Worker	12
Street Maintenance Crew Worker	12
Traffic Operations Crew Worker	12
<b>Security</b>	
Park Ranger Supervisor	1
Park Ranger	2
Security Guard	3
<b>Water Quality</b>	
Water Quality Manager	1
Quality Control Manager	2
Water Quality Supervisor	3
Watershed Specialist	4
Chemist	5
Pretreatment Supervisor	5
Biologist	6
Pretreatment Inspector	7
Laboratory Technician, Senior	8
Monitoring Technician	9
Water Quality Technician	9
Laboratory Technician	10

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

**GENERAL INFORMATION**

<b>Employer</b>					
<b>Name</b>					
<b>Title</b>					
<b>Email</b>					
<b>Phone</b>					
<b>Address1</b>					
<b>Address2</b>					
<b>City</b>		<b>State</b>		<b>Zip</b>	

**BACKGROUND INFORMATION**

<b>Total Operating Budget (2007 fiscal year)</b>	
<b>Number of Full-Time Positions</b>	
<b>Required Work Week (40 hrs., 35 hrs., etc.)</b>	

<p><b>What is your organization's definition of "<u>full-time</u>" employee for benefits eligibility?</b></p> <p><i>For example: "Regularly scheduled to work at least 35 hours per week."</i></p>

<p><b>What is your organization's definition of "<u>part-time</u>" employee for benefits eligibility?</b></p> <p><i>For example: "Regularly scheduled to work at least 20 hours per week."</i></p>

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Pay Plan/Pay Schedule Information

**1. What type(s) of pay plan(s) cover current employees? Check all that apply.**

- Grade and Step
  Grades, No Steps (ranges with minimums and maximums)  
 No Ranges (flat rates only)
  Other, please explain \_\_\_\_\_

**2. What determines an employee's movement through a pay schedule? Check all that apply.**

- Longevity (time in job)
  Budget Process/Financial Ability  
 Individual Performance
  Other, please explain \_\_\_\_\_

**3. What were your most recent overall adjustments to the pay schedule, such as across-the-board, cost of living, etc.; and, are any additional adjustments scheduled for later this year?**

<b>Non Exempt (Support/Technical):</b>	FY 2007/2008: _____	FY 2007/2008: _____
<b>Exempt/Professional:</b>	FY 2007/2008: _____	FY 2007/2008: _____
<b>Management</b>	FY 2007/2008: _____	FY 2007/2008: _____

Alternative Work Week

**4. Are alternative workweeks offered? Check all that apply.**

- 4/10's (Please answer Question #5 and continue.)
  9/80's (Please answer Question #5 and continue.)  
 Other \_\_\_\_\_ (Please answer Question #5 and continue.)

**5. If an alternative workweek is available, for which employee groups? Check all that apply.**

- Non Exempt (Support/Technical)
  Exempt/Professional
  Management

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Premium Pay\*

**6. Are employees eligible for any of the following additions to base pay?**

Category	Job Groups or Titles Eligible	Amount and/or Description
<input type="checkbox"/> Degree Attainment:		
\$_____ (Bachelor's)		
\$_____ (Master's)		
<input type="checkbox"/> Bilingual pay:		
<input type="checkbox"/> Tool allowance:		
<input type="checkbox"/> Uniform allowance:		
<input type="checkbox"/> Longevity:		
<input type="checkbox"/> Other:		

Certification Pay\*

**7. Does your organization pay for certifications obtained by employees? If yes, please list the names of the certifications and the payment (specify "per hour", "monthly", or "annually") for such certifications:**       Yes     No

	Dollar Amt: _____ % of Base Salary: _____
	Dollar Amt: _____ % of Base Salary: _____
	Dollar Amt: _____ % of Base Salary: _____
	Dollar Amt: _____ % of Base Salary: _____
	Dollar Amt: _____ % of Base Salary: _____
	Dollar Amt: _____ % of Base Salary: _____
	Dollar Amt: _____ % of Base Salary: _____

**\*Please attach copies of all relevant policies.**

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

On-call\*

**8. Does your organization offer "On-call" pay to any employees?**

("On-call" pay is an additional payment that is made to employees who are required to be available for work either by phone or by a beeper, for a designated period of time).

Yes  No

**9. If "On-call" pay is offered to any employees, please provide the amount of "On-call" pay that is offered, if different from base pay amount (in either a flat-dollar amount per hour, or a percentage of base amount):**

Flat Dollar Amount: \$ \_\_\_\_\_

Percent of Base: \_\_\_\_\_%

Call-back\*

**10. Does your organization offer "call-back" pay to any employees?**

("Call-back" pay refers to a guarantee of pay for a minimum amount of time when employees are called back to their work at times when they would not ordinarily have to work).

Yes  No

**11. If "call-back" pay is offered to any employees, please indicate the minimum guaranteed time an employee will receive in "call-back" pay, if applicable.**

No minimum guarantee

2 hours

4 hours

Other (please specify) \_\_\_\_\_

**12. If "call-back" pay is offered to any employees, please provide the amount of "call-back" pay that is offered in either a flat-dollar amount per hour, or a percentage of base amount:**

Flat Dollar Amount: \$ \_\_\_\_\_

Percent of Base: \_\_\_\_\_%

***\*Please attach copies of all relevant policies.***

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Shift Differentials\*

13. Does your organization offer shift differentials for any employees?  Yes  No

14. If your organization offers shift differentials to any employees, please indicate the flat dollar amount per hour or percentage of base that is offered, for the 2<sup>nd</sup> Shift (typically late afternoon/evening shift, i.e. 3pm – 11pm):

Flat Dollar Amount: \$ \_\_\_\_\_ Percent of Base: \_\_\_\_\_%

15. Please indicate the flat dollar amount per hour or percentage of base that is offered for the 3rd Shift (typically late evening/early morning shift, i.e. 11pm – 7am)

Flat Dollar Amount: \$ \_\_\_\_\_ Percent of Base: \_\_\_\_\_%

Overtime\*

16. After how many hours do you begin to pay your employees overtime?

- After 8 hours per day  After 40 hours per week  
 Other, please indicate \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

17. Is overtime allowed on a regular basis in your organization, or is it limited? If it is limited, please specify what the limit is per week.

- Yes, overtime is allowed on a regular basis  No, overtime is limited. Indicate limit per week:  
\_\_\_\_\_

Compensatory Time\*

18. Does your organization offer compensatory time to any employees? (for some employee groups compensatory time may be offered in the week that extra hours are worked)

- Yes, compensatory time is offered  No, it is not offered

***\*Please attach copies of all relevant policies.***

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Paid Time Off

**19. Which type of program do you have for granting paid time off?**

- Paid Time Off (PTO), which combines vacation, holidays, and sick into a single annual pool of time off  
(Please answer Question #20 and continue through #22)
- Traditional Sick Leave and Vacation Time Accrual  
(Please skip to Question #23 and continue.)

Paid Time Off Policy

**20. How many PTO days does an employee earn in a year?**

Non Exempt (Support/Technical):		Exempt/Professional:		Management:	
Years of Service	Number of Days	Years of Service	Number of Days	Years of Service	Number of Days
0-10 years	_____	0-10 years	_____	0-10 years	_____
11-17 years	_____	11-17 years	_____	11-17 years	_____
18+ years	_____	18+ years	_____	18+ years	_____

**21. Can employees carry over unused PTO leave to the following year?**

- Non Exempt (Support/Technical):**  Yes  No  
 If Yes, what is the maximum number of days that an employee can "bank?" (If there is no limit, please write "unlimited.") \_\_\_\_\_ Days
- Exempt/Professional:**  Yes  No  
 If Yes, what is the maximum number of days that an employee can "bank?" (If there is no limit, please write "unlimited.") \_\_\_\_\_ Days
- Management:**  Yes  No  
 If Yes, what is the maximum number of days that an employee can "bank?" (If there is no limit, please write "unlimited.") \_\_\_\_\_ Days

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Paid Time Off Policy (cont'd)

**22. Can employees cash out unused PTO days?**

**Non Exempt (Support/Technical):**

- Yes at Termination  
 Yes at Year End  
 No

If Yes, what is the maximum number of days that can be cashed out? \_\_\_\_\_ Days

If Yes, what is the number of days that can be in the bank? \_\_\_\_\_ Days

**Exempt/Professional:**

- Yes at Termination  
 Yes at Year End  
 No

If Yes, what is the maximum number of days that can be cashed out? \_\_\_\_\_ Days

If Yes, what is the number of days that can be in the bank? \_\_\_\_\_ Days

**Management:**

- Yes at Termination  
 Yes at Year End  
 No

If Yes, what is the maximum number of days that can be cashed out? \_\_\_\_\_ Days

If Yes, what is the number of days that can be in the bank? \_\_\_\_\_ Days

Paid Sick Leave

**23. How many paid sick leave days does an employee earn in a year?**

**Non Exempt (Support/Technical):**

\_\_\_\_\_ Days

**Exempt/Professionals:**

\_\_\_\_\_ Days

**Management:**

\_\_\_\_\_ Days

**24. Can employees carry over unused sick leave to the following year?**

**Non Exempt (Support/Technical):**

- Yes     No

If Yes, what is the maximum number of days that can be carried over per year? \_\_\_\_\_ Days

**Exempt/Professionals:**

- Yes     No

If Yes, what is the maximum number of days that can be carried over per year? \_\_\_\_\_ Days

**Management:**

- Yes     No

If Yes, what is the maximum number of days that can be carried over per year? \_\_\_\_\_ Days



CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Paid Sick Leave (cont'd)

**25. Can employees cash out unused sick leave days?**

**Non Exempt (Support/Technical):**

- Yes at Termination
- Yes at Year End
- No

If Yes, what is the maximum number of days that can be cashed out?

\_\_\_\_\_ Days

If Yes, what is the maximum dollar amount, if any?

\$\_\_\_\_\_

If Yes, what % are the days cashed out at?

\_\_\_\_\_%

**Exempt/Professionals:**

- Yes at Termination
- Yes at Year End
- No

If Yes, what is the maximum number of days that can be cashed out?

\_\_\_\_\_ Days

If Yes, what is the maximum dollar amount, if any?

\$\_\_\_\_\_

If Yes, what % are the days cashed out at?

\_\_\_\_\_%

**Management:**

- Yes at Termination
- Yes at Year End
- No

If Yes, what is the maximum number of days that can be cashed out?

\_\_\_\_\_ Days

If Yes, what is the maximum dollar amount, if any?

\$\_\_\_\_\_

If Yes, what % are the days cashed out at?

\_\_\_\_\_%

CITY OF CHATTANOOGA, TN  
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Paid Vacation Leave

**26. How many paid vacation days does an employee earn in a year?**

Non Exempt (Support/Technical):		Exempt/Professional:		Management:	
Years of Service	Number of Days	Years of Service	Number of Days	Years of Service	Number of Days
0-10 years	_____	0-10 years	_____	0-10 years	_____
11-17 years	_____	11-17 years	_____	11-17 years	_____
18+ years	_____	18+ years	_____	18+ years	_____

**27. Can employees carry over unused vacation/annual leave days?**

**Non Exempt (Support/Technical):**

If Yes, what is the maximum number of days that an employee can "bank?" (If there is no limit, please write "unlimited.")

Yes     No  
\_\_\_\_\_ Days

**Exempt/Professional:**

If Yes, what is the maximum number of days that an employee can "bank?" (If there is no limit, please write "unlimited.")

Yes     No  
\_\_\_\_\_ Days

**Management:**

If Yes, what is the maximum number of days that an employee can "bank?" (If there is no limit, please write "unlimited.")

Yes     No  
\_\_\_\_\_ Days

**28. Can employees cash out unused vacation/annual leave days?**

**Non Exempt (Support/Technical):**

If Yes, what is the maximum number of days that can be cashed out?

Yes at Termination  
 Yes at Year End  
 No  
\_\_\_\_\_ Days

**Exempt/Professional:**

If Yes, what is the maximum number of days that can be cashed out?

Yes at Termination  
 Yes at Year End  
 No  
\_\_\_\_\_ Days

**Management:**

If Yes, what is the maximum number of days that can be cashed out?

Yes at Termination  
 Yes at Year End  
 No  
\_\_\_\_\_ Days



CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Other Paid Leave

**29. How many paid holidays does an employee receive in a year?**

<b>Non Exempt (Support/Technical):</b>	_____	days/year
<b>Exempt/Professional:</b>	_____	days/year
<b>Management:</b>	_____	days/year

**30. How many bereavement days does an employee receive in a year?**

<b>Non Exempt (Support/Technical):</b>	_____	days/event
<b>Exempt/Professional:</b>	_____	days/event
<b>Management:</b>	_____	days/event

**31. How many personal days can an employee receive (in addition to paid holidays, vacation, and sick leave) in a year?**

<b>Non Exempt (Support/Technical):</b>	_____	days/year
<b>Exempt/Professional:</b>	_____	days/year
<b>Management:</b>	_____	days/year

**32. How many other paid leave days can an employee receive in a year in addition to the above?**

<b>Non Exempt (Support/Technical):</b>	_____	days/year
<b>Exempt/Professional:</b>	_____	days/year
<b>Management:</b>	_____	days/year

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Health Benefit Cost Information

Please answer the following questions for your health, dental, and vision plans. If you have more than one of each plan described below, respond based on the plan with the highest enrollment. In addition, if you use 4 tier rates put the Employee +Spouse in the EE+1 column.

	<u>Monthly Cost</u> <i>(Employee Portion)</i>			<u>Monthly Cost</u> <i>(Employee Portion)</i>		
	EE only	EE + 1	Family	EE only	EE + 1	Family
<b>33. Preferred Provider Organization (PPO)</b> Carrier Name: _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
<b>34. Health Maintenance Organization (HMO)</b> Carrier Name: _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____
<b>35. High Deductible Health Plan (HDHP)</b> Carrier Name: _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____	\$ _____

**36. Indicate which medical plan above (questions 33-35) has the highest participation:** \_\_\_\_\_

**37. For the Plan with the highest enrollment, indicate the patient's cost at the time of service:**

Office Visit (Primary Care):	\$ _____ Deductible	_____ % Coinsurance	\$ _____ Copay
Prescriptions (Generic):		\$ _____ Copay	_____ % Coinsurance
Prescriptions (Formulary Brand):		\$ _____ Copay	_____ % Coinsurance
Prescriptions (Non-Formulary Brand):		\$ _____ Copay	_____ % Coinsurance

**Note:** If your organization does not have traditional copays or deductibles please explain below:


CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Health Benefit Cost Information (cont'd.)						
	<u>Monthly Cost</u> <i>(Employer Portion)</i>			<u>Monthly Cost</u> <i>(Employee Portion)</i>		
	EE only	EE + 1	Family	EE only	EE + 1	Family
<b>38. Dental Indemnity/PPO</b>  Carrier Name:  _____ \$ _____    \$ _____    \$ _____	\$	\$	\$	\$	\$	\$
<b>39. Dental Maintenance Organization (DMO)</b>  Carrier Name:  _____ \$ _____    \$ _____    \$ _____	\$	\$	\$	\$	\$	\$
<b>40. Vision Plan</b>  Carrier Name:  _____ \$ _____    \$ _____    \$ _____	\$	\$	\$	\$	\$	\$

Other Health and Welfare Benefits		
<b>41. Please indicate which types of the following benefits are offered to employees.</b>		
Type of Benefit	Details	Monthly Cost, if any, to EMPLOYER
<input type="checkbox"/> Opt-Out Benefit (cash in lieu of medical/dental benefits)	Medical: \$ _____ /per year Dental: \$ _____ /per year	_____
<input type="checkbox"/> Health Savings Account	\$ _____ max contrib./year	_____
<input type="checkbox"/> Long-Term Disability	\$ _____ monthly max, benefit ____ % of pay	_____
<input type="checkbox"/> Basic Group Life Insurance	\$ _____ max benefit, ____ multiple of pay	_____

CITY OF CHATTANOOGA, TN  
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Other Health and Welfare Benefits (cont'd)	
<b>42. Does your organization provide any employee voluntary benefits (i.e. AFLAC)? If yes, please describe below:</b>	___Yes    ___No

Wellness Benefits	
<b>43. Please indicate which types of the following benefits are provided to employees.</b>	
Type of Benefit	Details
<input type="checkbox"/> Wellness Clinic	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Fitness Center	<input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Other _____	
<input type="checkbox"/> Other _____	

Misc. Benefits
<b>44. Do you allow general employees to take their work vehicles home?   <input type="checkbox"/> Yes   <input type="checkbox"/> No</b>

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Retirement/Pension Cost Information			
<p>Please answer the following questions regarding your retirement plans, including the contribution rate for both employer and employee. If the contribution amount is voluntary (not required), enter the maximum rate that may be contributed. If the employer contribution is a "match," indicate the maximum or limit on the match.</p>			
PRIMARY PLANS	TYPE OF PLAN	EMPLOYER CONTRIBUTION	EMPLOYEE CONTRIBUTION
<b>45. Primary Retirement Plan</b> Name of Plan: _____	<b>Choose one</b> <input type="checkbox"/> Defined Benefit <input type="checkbox"/> Defined Contribution	% of base pay	% of base pay
SUPPLEMENTAL PLANS	TYPE OF PLAN	EMPLOYER CONTRIBUTION	EMPLOYEE CONTRIBUTION
<b>46. Supplemental Retirement Plan #1</b> 401 (a) Eligibility _____		% of base pay	% of base pay
<b>47. Supplemental Retirement Plan #2</b> 457 (b) Deferred Comp. Eligibility _____		% of base pay	% of base pay

Medical Insurance for Retirees		
<b>48. Do you offer medical insurance to retirees? <input type="checkbox"/> Yes <input type="checkbox"/> No</b> <b>If yes, what is the retiree's monthly cost for your most popular medical plan?</b>		
Retiree Only	\$ _____ per month with Medicare	\$ _____ per month without Medicare
Retiree Plus One	\$ _____ per month with Medicare	\$ _____ per month without Medicare
Family	\$ _____ per month with Medicare	\$ _____ per month without Medicare

OPEB
<b>49. How does your organization comply with the Other Post Employment Benefits (OPEB) requirements?</b>

CITY OF CHATTANOOGA, TN  
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Benefits Related Directly to Executives

Executive Compensation*	
<b>50. Is your executive pay schedule separate from merit or regular employees' pay plans?</b>	
<input type="checkbox"/> Yes <input type="checkbox"/> No	
<b>51. Does your organization offer any benefits or perks that are available only to executive-level employees? <input type="checkbox"/> Yes   <input type="checkbox"/> No</b>	
<b>If yes, please indicate which of the following you offer to executives.</b>	
Type of Benefit	Details
<input type="checkbox"/> Cell Phones	\$ _____ /per year
<input type="checkbox"/> Car Allowance	\$ _____ /per year
<input type="checkbox"/> Parking	\$ _____ /per year
<input type="checkbox"/> Housing Allowance	\$ _____ /per year
<input type="checkbox"/> Reimbursement for Conference Attendance Fees	\$ _____ /per year
<input type="checkbox"/> Supplemental Health Insurance	\$ _____ /per year
<input type="checkbox"/> Supplemental Life Insurance	\$ _____ /per year
<input type="checkbox"/> Job-related Liability Insurance	\$ _____ /per year
<input type="checkbox"/> Professional Association Fees	\$ _____ /per year
<input type="checkbox"/> Other _____	\$ _____ /per year

***\*Please attach copies of all relevant policies and salary schedules.***

CITY OF CHATTANOOGA, TN  
 2007 Total Compensation Survey  
 Benefits Directly Related to Public Safety Positions

**Police**

52. Do you allow sworn police officers to take their patrol cars home?  Yes  No

53. What is the regularly scheduled work cycle for Sworn Police?

	<b>Hours</b>	<b>per</b>	<b>Days</b>
<i>For example</i>	40 hours	per	5 days
	_____ hours	per	_____ days

54. After how many hours is overtime paid (or compensatory time earned)?

	<b>Hours</b>	<b>per</b>	<b>Days</b>
<i>For example</i>	160 hours	per	28 days
	_____ hours	per	_____ days

**Alternative Work Week**

55. Are alternative workweeks offered? *Check all that apply.*

- 4/10's  9/80's  
 Other \_\_\_\_\_

56. Please list which groups are eligible for an alternative workweek.

\_\_\_\_\_  
 \_\_\_\_\_

**Retirement/Pension Cost Information**

PRIMARY PLANS	TYPE OF PLAN	EMPLOYER CONTRIBUTION	EMPLOYEE CONTRIBUTION
57. Primary Retirement Plan Name of Plan: _____	Choose one <input type="checkbox"/> Defined Benefit <input type="checkbox"/> Defined Contribution	% of base pay	% of base pay

CITY OF CHATTANOOGA, TN  
2007 Total Compensation Survey

Benefits Directly Related to Public Safety Positions (con't.)

**Fire**

**58. Do you allow fire personnel to take their cars home?**  Yes  No

**59. What is the regularly scheduled work cycle for Fire personnel?**

	<b>Hours</b>	<b>per</b>	<b>Days</b>
<i>For example</i>	40 hours	per	5 days
	_____ hours	per	_____ days

**Fire - Alternative Work Week**

**60. After how many hours is overtime paid (or compensatory time earned)?**

	<b>Hours</b>	<b>per</b>	<b>Days</b>
<i>For example</i>	160 hours	per	28 days
	_____ hours	per	_____ days

**61. Are alternative workweeks offered? Check all that apply.**

- 4/10's  9/80's  
 Other \_\_\_\_\_

**62. Please list which groups are eligible for an alternative workweek.**

\_\_\_\_\_  
 \_\_\_\_\_  
 \_\_\_\_\_

**Retirement/Pension Cost Information**

PRIMARY PLANS	TYPE OF PLAN	EMPLOYER CONTRIBUTION	EMPLOYEE CONTRIBUTION
<b>63. Primary Retirement Plan</b> Name of Plan: _____	<b>Choose one</b> <input type="checkbox"/> Defined Benefit <input type="checkbox"/> Defined Contribution	% of base pay	% of base pay

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Instructions for the Next Page

**Please complete the table on the next page by matching your organization's jobs to the City of Chattanooga's positions.**

*Summary Job Descriptions* are attached to help you with the matching. These jobs may not match those in your organization exactly, but please provide information for those job titles that are at least an 80% match.

**Question A:** Degree of Match – Please indicate the strength of match using +, =, -.

**Question B:** What is the scheduled minimum base salary for this job title?  
*(the lowest rate in the pay range)*

**Question C:** What is the scheduled maximum base salary for this job title?  
*(the highest rate in the pay range)*

**Question D:** What is the actual salary for this job title?

**Please provide a copy of the current pay schedules for these job titles.**

Please return the completed survey document by September 19, 2007 to [cmercerc@segalco.com](mailto:cmercerc@segalco.com) or, send hard copy to:

The Segal Company  
Carol Mercer  
1230 W Washington Street Suite 501  
Tempe, AZ 85281-1248  
Fax: (602) 381-4090

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#	Benchmark Job Family	Job Title and Description
		<b>Administrator, Public Works</b>
1.	Reports to: Mayor	Provides strategic direction and coordinates the actions of the five divisions of the Public Works Department. Duties include: addressing infrastructure services and other critical needs of the City within allotted resources; ensuring compliance with applicable laws, ordinances, policies and practices, administering operational and capital budgets; directing departmental personnel actions, serving as a liaison; and carrying out the directives of the Mayor.  <b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Engineering, Business Administration, or related field, and ten years varied public works experience, with six years at the management level.
	<b>Job Family Includes</b>	Deputy Administrator, Public Works; <i>Administrator Public Works</i>
		<b>Administrator, Personnel</b>
2.	Reports to: Chief of Staff	Directs planning and delivery of comprehensive human resource programs to the City, including recruitment, records retention, compensation, classification, employee benefits and wellness, employee relations, training, and risk management. Duties include: developing and implementing policies, procedures, and programs that affect City employees; advising the Mayor on significant personnel issues; resolving procedural, operational, and other human resource related conflicts; and, managing the department budget.  <b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Business Administration, Human Resources, or related field, and ten years varied human resources experience, with six years at the management level.
	<b>Job Family Includes</b>	Deputy Administrator, Personnel; <i>Administrator, Personnel</i>
		<b>Air Pollution Instrument Tech</b>
3.	Reports to: Air Monitoring Manager	Performs technical work in support of air pollution control. Duties include: maintaining, calibrating, and repairing electronic and mechanical components of air monitoring equipment; recording and reporting air quality data, and performing technical duties in maintaining computers.  <b>MINIMUM QUALIFICATIONS:</b> Associates Degree in Electrical/Electronics and two years previous experience and/or training in maintaining and troubleshooting electrical and electronic systems, with specific experience in computer telecommunications and telemetry.
	<b>Job Family Includes</b>	Stand alone classification

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#	Benchmark Job Family	Job Title and Description
		<b>Building Maintenance Mechanic</b>
4.	Reports to: Varies	<p>Performs a variety of routine carpentry, electrical, plumbing, and heating and air conditioning maintenance activities, including installing, repairing, and performing maintenance work on buildings and equipment. Work requires multiple skills across more than one trade (e.g. electrical, HVAC, plumbing, welding).</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and one year of relevant building maintenance experience. Depending on area of assignment, some positions may require: licensure or certification in an electrical, plumbing, HVAC, welding, or other applicable trade.</p>
	<b>Job Family Includes</b>	<i>Building Maintenance Mechanic</i> , Building Maintenance Mechanic, Senior
		<b>Code Enforcement Inspector</b>
5.	Reports to: Code Enforcement Inspector Supervisor	<p>Conducts on-site inspections of minimum housing standards, litter, overgrowth, illegal dumping, and abandoned vehicles. Duties also include: maintaining records of inspections; issuing warrants and citations; presenting court cases; and conducting title searches.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and one year of related experience. Requires: ICC and Housing Inspection Certifications and Special Police Commission Certification.</p>
	<b>Job Family Includes</b>	<i>Code Enforcement Inspector</i> , Code Enforcement Inspector Supervisor; Code Enforcement & Neighborhood Relations Manager
		<b>Combination Inspector</b>
6.	Reports to: Varies	<p>Conducts inspections requiring specialized certification related to buildings inspections, including plumbing systems, electrical systems, and gas-mechanical systems to ensure compliance with relevant codes. Duties include: conducting inspections; enforcing applicable codes; and, meeting with stakeholder to discuss results.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Completion of trades apprenticeship or training in a skilled trades area and four years of building and specialized building inspections experience. Requires ICC Building Certification and an additional ICC certification in a specialty area such as Electrical, Plumbing, Gas, or Mechanical.</p>
	<b>Job Family Includes</b>	Stand alone classification

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#	Benchmark Job Family	Job Title and Description
		<b>Construction Inspector</b>
7.	Reports to: Various	<p>Inspects paving and roadway construction projects and materials, right-of-ways, streets, sanitary and storm sewer systems and other related infrastructures to ensure compliance with relevant codes. Performs project coordination activities to include scheduling, initiating payment, maintaining records, and coordinating with engineers and contractors.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and two years of related construction experience. Requires Special Police Commission Certification and Construction Inspection Certification.</p>
	<b>Job Family Includes</b>	<i>Construction Inspector</i> , Construction Inspector Senior, Construction Inspector Supervisor
		<b>Court Operations Assistant</b>
8.	Reports to: Court Operations Supervisor	<p>Performs a variety of routine clerical activities in support of court operations. Duties include: answering phones, performing cashiering duties, processing daily mail, performing data entry for citations, preparing court paperwork, suspending/reinstating drivers' licenses, processing checks and refunds, providing customer service, and pulling warrants and tickets.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and six months customer service experience. Ability to obtain Tennessee Bureau of Investigation TIES/NCIC/NLETS Operator Certification within six months of hire.</p>
	<b>Job Family Includes</b>	<i>Court Operations Assistant</i> , Court Operations Technician, Court Operations Technician Senior, Court Operations Supervisor, City Court Clerk
		<b>Deputy Administrator, Public Works</b>
9.	Reports to: Administrator, Public Works	<p>Serves as Chief of Staff for the Department of Public Works and assists in coordinating actions of the five divisions, including Waste Resources, Traffic Engineering, Land Development, Engineering, and Citywide Services. Duties include: overseeing daily activities of five divisions to ensure compliance with applicable laws, ordinances, policies, and practices; managing and preparing department operational and capital budgets; monitoring expenditures and adjusting budget requirements; and, managing departmental personnel actions including hiring, dismissals, disciplinary actions, and grievances.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Engineering, Construction Management, or related field and ten years public works experience, to include budget preparation and supervisory experience.</p>
	<b>Job Family Includes</b>	<i>Deputy Administrator Public Works</i> , Administrator Public Works

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#	Benchmark Job Family	Job Title and Description
		<b>Director of Parks</b>
10.	Reports to: Administrator, Parks & Recreation	Provides strategic direction for the Parks Division. Duties include: hiring, training, and evaluating division staff; coordinating division projects and work activities; managing reservations of park facilities; supervising investigation of accidents or incidents; developing and administering the division budget; representing the division with the public and City to set goals and to identify funding availability; and, developing and administering policies and procedures. <b><u>MINIMUM QUALIFICATIONS:</u></b> Bachelor is Degree in Parks Administration, or related field, and eight years increasingly responsible parks management experience.
	<b>Job Family Includes</b>	Stand alone classification
		<b>Director of Recreation</b>
11.	Reports to: Administrator, Parks & Recreation	Provides strategic direction for the Recreation Division. Duties include: hiring, training, and evaluating division staff; developing and administering the division budget; representing the division with the public and City to set goals and to identify funding availability; evaluating programs, projects, and activities to ensure division is providing the right services; performing marketing and public relations responsibilities; and, developing and administering policies and procedures. <b><u>MINIMUM QUALIFICATIONS:</u></b> Bachelor's Degree in Recreation Administration, or related field, and eight years increasingly responsible recreation management experience.
	<b>Job Family Includes</b>	Stand alone classification
		<b>Electrical Inspector</b>
12.	Reports to: Electrical Inspector Supervisor	Conducts inspections of new and existing wiring to ensure compliance with relevant codes. Duties include reviewing electrical plans, conducting inspections, investigating complaints, identifying code deficiencies, providing code interpretation, and issuing certificates of completion. <b><u>MINIMUM QUALIFICATIONS:</u></b> Completion of an electrical apprenticeship or training in a skilled trades area and two years of experience in, electrical maintenance, electrical inspection, electrical construction or as an electrical contractor. Requires Special Police Commission Certification and a Journeyman Electrician's License.
	<b>Job Family Includes</b>	<i>Electrical Inspector</i> , Electrical Inspector Senior, Electrical Inspector Supervisor

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#	Benchmark Job Family	Job Title and Description
		<b>Electrical/Instrumentation Technician</b>
13.	Reports to: Chief Electrical/ Instrumentation Technician	<p>Performs journey-level maintenance and repair of electrical and electronic equipment associated with wastewater, storm water, and leachate transportation and treatment. Duties include: troubleshooting and repairing electrical equipment, performing preventative maintenance, designing and building control systems and interfaces, building and troubleshooting telemetry and radio systems, fabricating and maintaining a variety of electrical systems, and providing guidance to contractors.</p> <p><b><u>MINIMUM QUALIFICATIONS:</u></b> Vocational training in electronics, instrumentation, electricity or equivalent field and one year of electrical/electronic maintenance experience. Must be working towards an Electrician Journeyman's License.</p>
	<b>Job Family Includes</b>	<i>Electrical/Instrumentation Technician</i> , Chief Electrical/Instrumentation Technician
		<b>Equipment Operator</b>
14.	Reports to: Varies	<p>Operates a wide variety of equipment to include trucks, tractors, mowers and other equipment to complete tasks for various maintenance or construction projects. Other duties include: inspecting and preparing equipment for safe operation, performing light maintenance on equipment, cleaning vehicles, and performing basic and semi-skilled labor to assist in completion of projects.</p> <p><b><u>Typical equipment operated might include:</u></b> special utility vehicles such as dead animal truck, chemical/herbicide trucks, water trucks, agriculture tractors with bush hog, flail or batwing attachments, rear-mounted mowers, commercial riding mowers, and small skid steer loaders.</p> <p><b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., and one year of related parks, street, or construction experience. Requires a Valid Class D TN Drivers License, some positions may require a Class B CDL with appropriate endorsements related to area of assignment.</p>
	<b>Job Family Includes</b>	<i>Equipment Operator</i> , Heavy Equipment Operator, Heavy Equipment Operator Senior

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#	Benchmark Job Family	Job Title and Description
		<b>Executive Director, Planning</b>
15.	Reports to: Regional Planning Commission	<p>Manages and directs all activities and functions of the Regional Planning Agency. Responsible for all decisions regarding final disposition of plans, studies, staff recommendations, and all other Planning Agency products. Duties also include serving as the primary liaison/advisor and/or contact between Agency and elected officials, media, other governmental departments and agencies, legal staffs, developers, and public/private organizations.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree Engineering, Urban Planning or related field with Master's level course work in the field and six years previous experience that includes managerial and supervisory experience in the area of urban planning, budgeting, architecture and oral and written communication experience.</p>
	<b>Job Family Includes</b>	Stand alone classification
		<b>Fingerprint Technician</b>
16.	Reports to: Police Sergeant	<p>Updates and maintains applicable database of fingerprint records related to arrests and police personnel applicants. Duties include: preparing print cards for data entry, filing, and maintaining print card records, searching fingerprint identification files in AFIS to match prints, examining details and checking minutia points of prints, and preparing required forms, logs and reports.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and a minimum of six months clerical experience in a police department. Ability to obtain TIES/NCIC/NLETS Query Certification and successful completion of Fingerprint Pattern Interpretation &amp; Identification Course within six months of hire.</p>
	<b>Job Family Includes</b>	Stand alone classification
		<b>Fire Captain</b>
17.	Reports to: Fire Battalion Chief	<p>Supervises and participates in rescue, fire prevention, station and equipment maintenance, assigned equipment and apparatus training and emergency medical care for an assigned shift. Duties include: supervising subordinate staff; training staff in the use of applicable tools and equipment; conducting inspections of district hydrants, hoses, roadways, and buildings; ensuring constant readiness of assigned crew; planning and responding to emergency situations; and providing public relations.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D. and six years of firefighting experience, including two years at the Lieutenant level. Requires a valid Class D TN drivers license, with F endorsement; Firefighter Certification; EMT-IV Certification; HMTO Certification; Engine Driver/Pump Operator Certification; and, Vehicle Extrication Technician Certificate.</p>
	<b>Job Family Includes</b>	Fire Cadet, Firefighter, Firefighter Senior, Fire Lieutenant, <i>Fire Captain</i> , Fire Battalion Chief

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#	Benchmark Job Family	Job Title and Description
		<b>Fire Lieutenant</b>
18.	Reports to: Fire Captain	Serves as a lead to crews in emergency operations, a fire instructor, and performs duties of a firefighter in EMS calls and during fire suppression. Other duties include: documenting daily activities, providing public relations, completing extrication and scene stabilization, stabilizing and removing basic hazmat threats, and maintaining basic cleanliness of fire hall.  <b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D. and four years of progressively responsible Firefighter experience. Requires a valid Class D TN drivers license with F endorsement; Firefighter Certification; EMT-IV Certification; HMTO Certification; Engine Driver/Pump Operator Certification; and, Vehicle Extrication Technician Certificate.
	<b>Job Family Includes</b>	Fire Cadet, Firefighter, Firefighter Senior, <i>Fire Lieutenant</i> , Fire Captain, Fire Battalion Chief
		<b>Firefighter</b>
19.	Reports to: Fire Captain	Performs firefighting and emergency response activities. Duties include: attending daily training, applying First Responder care in emergency situations, performing fire suppression duties, performing vehicle extrications, preparing and maintaining service call records, stocking emergency vehicles, and maintaining the fire hall.  <b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and successful completion of the Firefighter Academy. Requires a valid Class D TN drivers license with F endorsement; and EMT-IV Certification. Some positions may require Vehicle Extrication Technician Certification and HMTO Certification
	<b>Job Family Includes</b>	Fire Cadet, <i>Firefighter</i> , Firefighter Senior, Fire Lieutenant, Fire Captain, Fire Battalion Chief
		<b>Fleet Mechanic</b>
20.	Reports to: Fleet Maintenance Shift Supervisor	Performs fabrication, maintenance, and/or repair of City vehicles and equipment. Duties include: troubleshooting and diagnosing vehicle and equipment problems with the computer module, repairing trucks and equipment such as: overhauls; paint/body work; and, repairs to hydraulics, cooling systems, drivelines, transmissions and electrical systems. Conducts service calls to repair disabled vehicles.  <b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., completion of a certified mechanic technical training program, and two years fleet maintenance experience. Requires Class B CDL and ASE Certification.
	<b>Job Family Includes</b>	Tire Servicer, Fleet Technician, <i>Fleet Mechanic</i> , Fleet Mechanic Senior, Fleet Maintenance Shift Supervisor, Fleet Maintenance Shop Supervisor

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#	Benchmark Job Family	Job Title and Description
		<b>GIS Specialist</b>
21.	Reports to: IT Manager, Public Works	<p>Develops and maintains the City's geographic information system to facilitate research, planning, presentation and reporting of information. Analyzes, plans, creates, manages and implements GIS applications. Provides technical assistance to citizens, design professionals, and City staff.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Associate's Degree with training emphasis in Geographic Information Systems, mapping, database design, or other closely related field and one year previous experience involving geographical information systems or relational databases. Requires Arc GIS Certification.</p>
	<b>Job Family Includes</b>	Stand alone classification
		<b>Golf Course Superintendent</b>
22.	Reports to: Director, Parks	<p>Performs the work of the Assistant Superintendent as well as supervising, directing, scheduling, and evaluating staff. Duties include: purchasing equipment, parts, supplies, and tools; assisting with preparing the course maintenance budget and tracking expenditures; planning course maintenance assignments around special events; and planning special greens projects.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Course work or specialized training with Agronomy, Horticulture, Turf Grass Management, or related field and four years progressively responsible golf course maintenance experience.</p>
	<b>Job Family Includes</b>	Assistant Golf Course Superintendent, <i>Golf Course Superintendent</i> , Director Golf Course
		<b>Grounds Crew Leader</b>
23.	Reports to: Grounds Supervisor	<p>Leads the work of grounds crew workers that provide various grounds and landscaping duties including: removing debris and trash from City grounds; planting flowers and trees; building and repairing fences; painting facilities; and, cleaning park restrooms. May also: lead ball field crews in grooming, chalking, raking, and shoveling; operate and perform repairs and preventative maintenance for mowers, weed eaters, and other small engine equipment; inspect park equipment; assign work to and monitor crewmembers; and answer crew worker questions and provide direction.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D. and two years related work experience, including grounds equipment operation.</p>
	<b>Job Family Includes</b>	Grounds Crew Worker, <i>Grounds Crew Leader</i> , Groundskeeper, Grounds Supervisor, Grounds Manager

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#	Benchmark Job Family	Job Title and Description
		<b>Grounds Crew Worker</b>
24.	Reports to: Grounds Supervisor	<p>Maintains City landscape and parks facilities to include: removing debris and trash from City grounds; planting flowers and trees; building and repairing fences; painting facilities; and, cleaning park restrooms. May perform the following duties: assisting ball field crews by grooming, chalking, raking, and shoveling; assisting with golf course maintenance, including mowing and aerating greens and fairways; operating and providing minor repairs and preventative maintenance for mowers, weed eaters, and other small engine equipment; and, assisting in park equipment inspection.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D. and six months of relevant work experience, including grounds equipment operation.</p>
	<b>Job Family Includes</b>	<i>Grounds Crew Worker</i> , Grounds Crew Leader, Groundskeeper, Grounds Supervisor, Grounds Manager
		<b>Heavy Equipment Operator, Senior</b>
25.	Reports to: Various	<p>Operates a variety of large equipment where the operation requires a high degree of skill, dexterity, and exacting tolerances in performing work related to maintenance and/or construction projects. Other duties include: operating equipment in lower classifications, inspecting and preparing equipment for safe operation, and performing semi-skilled labor in order to assist in completing projects.</p> <p><u>Typical equipment operated might include:</u> tractor-trailers, excavators, oil distributors, low boys, rubber-tired loaders with large volume and weight capacities, compactor, scraper, wood chipper, paving machine, milling machine, motor grader, automated garbage truck with articulated arm, hydraulic excavators, track and large bulldozers.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and four years of experience operating heavy equipment. Requires a Class A, or A restricted, or Class B CDL with appropriate endorsement related to the area of assignment..</p>
	<b>Job Family Includes</b>	Equipment Operator, Heavy Equipment Operator, <i>Heavy Equipment Operator, Senior</i>

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#	Benchmark Job Family	Job Title and Description
		<b>Laboratory Technician</b>
26.	Reports to: Quality Control Manager	Performs qualitative and quantitative analysis on a variety of wastewater, industrial and plant samples. Duties include: collecting and analyzing samples, preparing samples for analysis, preparing and maintaining a variety of records, calibrating laboratory equipment, and monitoring laboratory supplies and inventory.  <b>MINIMUM QUALIFICATIONS:</b> Associates Degree with coursework in Chemistry, Biology, Environmental Science and two years prior laboratory analysis experience in an industrial or municipal setting.
	<b>Job Family Includes</b>	<i>Laboratory Technician</i> , Laboratory Technician Senior, Chemist, Quality Control Manager
		<b>Librarian</b>
27.	Reports to: Head Librarian	Performs professional level work to assist patrons in library usage. Duties include: conducting reference interviews and assisting patrons with locating materials and using library technology; researching and recommending new materials to be added to the collection; processing interlibrary loans; and, specializing in providing one of the following administrative duties such as maintaining the library website, processing passport applications, providing notary services, and, maintaining statistics and providing reports.  <b>MINIMUM QUALIFICATIONS:</b> Masters in Library Science and one year of library experience.
	<b>Job Family Includes</b>	Library Assistant, Library Assistant Senior, <i>Librarian</i> , Librarian Senior, Head Librarian
		<b>Library Assistant</b>
28.	Reports to: Head Librarian	Performs paraprofessional support in a library to include: assisting patrons with library systems, equipment, and databases; answering patron reference questions; requesting books from other libraries on behalf of patrons; balancing cash drawers; creating displays; performing branch opening and closing activities; and assisting other staff with creating and presenting activities, programming, and collection maintenance. May provide guidance to other library staff and volunteers.  <b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., completion of related college coursework and one year related library experience.
	<b>Job Family Includes</b>	<i>Library Assistant</i> , Library Assistant Senior, Librarian, Librarian Senior, Head Librarian

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#	Benchmark Job Family	Job Title and Description
		<b>Management and Budget Analyst</b>
29.	Reports to: Budget Officer	Performs entry-level, professional budgeting and management analysis. Duties include providing annual budget support, performing research and analysis related to management objectives, creating and preparing reports, preparing cash flow statements, and preparing year-end schedules for auditors.  <b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Accounting, Finance, or related field and two years of budgeting or analytical experience.
	<b>Job Family Includes</b>	<i>Management and Budget Analyst</i> , Management and Budget Analyst Senior, Budget Officer
		<b>Manager, Purchasing</b>
30.	Reports to: Director of General Services	Manages, directs, and approves the procurement and sale of surplus City property. Duties include: developing procurement strategies, policies, and regulations for the City; hiring, training, and evaluating buyers and mail services staff; developing budget for division; overseeing the City's competitive bid process; attending conventions and conferences to actively promote the City's procurement process; directing mail services for City; and, managing the City's purchasing software system.  <b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Business Administration or related field and six years progressively responsible purchasing experience. Possession of, or ability to obtain, Public Purchasing Officer Certification.
	<b>Job Family Includes</b>	Purchasing Technician, Buyer, Buyer Senior, <i>Manager Purchasing</i>
		<b>Manager, Financial Operations</b>
31.	Reports to: Administrator, Finance	Manages and oversees the overall accounting, payroll, and disbursement functions. Duties include: applying Generally Accepted Accounting Principles (GAAP) to develop and write procedures; maintaining compliance with federal, state, and local laws; ensuring compliance with Governmental Accounting Standard Board (GASB) rules on accounting; coordinating with external auditors conducting City audit; managing preparation of the Comprehensive Annual Financial Audit; and, supervising and evaluating staff.  <b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Accounting or Finance and eight years of financial or accounting experience, including supervisory experience. Certified Public Accounting Certification.
	<b>Job Family Includes</b>	Stand alone classification

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#	Benchmark Job Family	Job Title and Description
		<b>Monitoring Technician</b>
32.	Reports to: Pretreatment Supervisor	<p>Collects and monitors wastewater discharges from industries and food service facilities to ensure pretreatment compliance with federal, state and local regulations and to ensure that appropriate equipment is in place. Typical duties include: inspecting industrial and food service facilities for regulatory compliance; installing and maintaining monitoring equipment; collecting samples; monitoring rivers; conducting special investigations and, assisting industry representatives with solving problems.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Associate's Degree in Environmental Science, Chemistry, Biology or a related field and three years of related pretreatment experience. Requires Pretreatment Collections Systems Certification and Special Police Commission Certification.</p>
	<b>Job Family Includes</b>	<i>Monitoring Technician</i> , Pretreatment Inspector, Pretreatment Supervisor
		<b>Park Ranger</b>
33.	Reports to: Park Ranger Supervisor	<p>Monitors the safety of parks and/or recreational facilities and provides customer service to patrons. Duties include: patrolling park facilities, opening and securing facilities, enforcing park rules and regulations, providing customer service to park patrons, and ensuring safety of visitors, escorting staff.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Ability to obtain CPR and First Aid Certification within six months of hire.</p>
	<b>Job Family Includes</b>	<i>Park Ranger</i> , Park Ranger Supervisor
		<b>Plant Maintenance Mechanic</b>
34.	Reports to: Chief Maintenance Mechanic	<p>Performs skilled-level wastewater plant maintenance activities related to monitoring the performance of mechanical/electrical systems to ensure proper operations. Duties include: diagnosing and repairing primary and secondary equipment and machinery problems within the wastewater plant, disassembling and rebuilding centrifuges, inspecting, diagnosing and repairing problems at remote wastewater sites, reviewing blueprints and diagrams, and performing preventative maintenance.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and three years experience that includes mechanical and electrical repair or maintenance preferably at an industrial or wastewater plant. Must be able to obtain a Forklift Certification.</p>
	<b>Job Family Includes</b>	Plant Maintenance Lubricator, <i>Plant Maintenance Mechanic</i> , Chief Maintenance Mechanic, Plant Maintenance Supervisor

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#	Benchmark Job Family	Job Title and Description
		<b>Plant Operator, Senior</b>
35.	Reports to: Chief Plant Operator	<p>Performs skilled activities related to monitoring, operating, and maintaining primary and secondary wastewater systems. Duties include: collecting samples for analysis, reviewing data and making recommendations on required corrective actions, monitoring meters and systems for correct operations, operating and maintaining applicable equipment, implementing collection and treatment processes, recording and maintaining applicable records and logs, monitoring and adjusting control settings on systems, serving as a relief computer operator, and cleaning and maintaining facilities. Positions are either assigned to the oxygen plant, or the liquids or solids groups.</p> <p><b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., supplemented by vocational/technical training in wastewater treatment plant operations and one year experience as a plant operator. Positions may be required to obtain a Grade III Wastewater Treatment Plant Operator Certification.</p>
	<b>Job Family Includes</b>	Plant Operator, <i>Plant Operator Senior</i> , Plant Operator Principal, Chief Plant Operator, Plant Operations Supervisor
		<b>Plant Superintendent</b>
36.	Reports to: Waste Resources Division Manager	<p>Manages the operation and maintenance of the City's wastewater treatment plant, pumping stations, combined sewer facilities, and other related facilities. Duties include: managing daily operations and maintenance activities; coordinating between staff and other departments, organizations and agencies; developing, implementing, and revising policies and procedures; compiling and monitoring statistical data; forecasting and justifying budgetary needs; and, managing resources.</p> <p><b><u>MINIMUM QUALIFICATIONS:</u></b> Bachelor of Science in Environmental Engineering, or a related field and eight years of progressively responsible experience in a wastewater facility, including one year as a supervisor. Requires Registration as a Professional Engineer, Grade IV Wastewater Operator Certification, and Grade II Collection System Operator Certification.</p>
	<b>Job Family Includes</b>	<i>Plant Superintendent</i> , Waste Resources Division Manager

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#	Benchmark Job Family	Job Title and Description
		<b>Police Chief</b>
37.	Reports to: Mayor	<p>Provides strategic direction for the police department and ensuring public safety for the City. Duties include: directing the Deputy and Assistant Chiefs on various resource needs of the department; overseeing and ensures efficient resources and fiscal management of the department; administering the department budget; assessing department training needs; attending City cabinet meetings and sitting on various boards and committees to ensure the needs of the department and public are met; and, establishing partnerships that promote citizen safety and outreach.</p> <p><b><u>MINIMUM QUALIFICATIONS:</u></b> Bachelor's Degree in Criminal Justice, or a related field and ten years of progressively responsible supervisory experience and/or training in law enforcement, criminal investigations, police administration through the ranks of Sergeant, Lieutenant, and Captain, with seven years at a management level. Requires a valid Class D TN drivers license, P.O.S.T. Certification and CPR Certification.</p>
	<b>Job Family Includes</b>	Deputy Chief of Police, <i>Police Chief</i>
		<b>Police Officer</b>
38.	Reports to: Police Sergeant	<p>Enforces city codes, ordinances, laws, and regulations by patrolling, performing surveillance, investigating crimes, responding to emergency calls, and performing other public safety activities. Duties include: Enforcing all city and state codes, ordinances, laws, and regulations in order to protect life and property and to prevent crime and promote security; maintaining visibility by patrolling assigned area, city streets, parks, neighborhoods, and businesses to ensure security; makes observations for prowlers, vagrants, suspicious persons, and other violators; performing surveillance of various locations and of criminal suspects; collects and reviews data; develops trends and/or patterns pertaining to locations/suspects; files intelligence reports; and, investigating reported crimes; interviews and obtains statements from victims, witnesses, suspects, and confidential informants; processes crime scenes; gathers, prepares, and submits evidence to crime lab.</p> <p><b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., graduation from the Police Training Academy, four months of working with a Field Training Officer, a mandatory one-on-one session with an officer serving as a career counselor, and written recommendations from the supervisor with input from the Field Training Officer.</p>
	<b>Job Family Includes</b>	Police Cadet, <i>Police Officer I/II/III</i> , Police Master Officer, Police Sergeant, Police Lieutenant, Police Captain

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#	Benchmark Job Family	Job Title and Description
		<b>Police Sergeant</b>
39.	Reports to: Police Lieutenant	Supervises subordinate staff and participates in the enforcement of laws, statutes, and ordinances of the City of Chattanooga and the State of Tennessee while protecting the constitutional rights, lives, and property of the citizens of the community. Oversees and participates in investigations, special details, the preparation of reports, and/or specific assignments within assigned division.  <b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., completion of college coursework, three years of progressively responsible sworn service as an active law enforcement officer. Requires P.O.S.T. Certification, CPR Certification, and basic supervision and leadership training such as MTAS Municipal Management Academy Level I (or similar training).
	<b>Job Family Includes</b>	Police Cadet, Police Officer I/II/III, Police Master Officer, <i>Police Sergeant</i> , Police Lieutenant, Police Captain
		<b>Police Lieutenant</b>
40.	Reports to: Police Captain	Supervises and coordinates the activities of assigned first line supervisory law enforcement staff engaged in the enforcement of laws, statutes, and ordinances of the City of Chattanooga and the State of Tennessee. Performs specialized and/or technical activities within assigned area of responsibility. Oversees grants and participates in the development and implementation of division budgets.  <b><u>MINIMUM QUALIFICATIONS:</u></b> High School, or G.E.D., completion of college coursework, and three years experience as a Police Sergeant. Requires CPR Certification, P.O.S.T. Certification, and basic supervision and leadership training such as MTAS Municipal Management Academy Level II (or similar training)
	<b>Job Family Includes</b>	Police Cadet, Police Officer I/II/III, Police Master Officer, Police Sergeant, <i>Police Lieutenant</i> , Police Captain
		<b>Property Technician</b>
41.	Reports to: Police Sergeant	Maintains the custody of property/evidence taken into custody by the department, until release or disposal is authorized. Duties include: processing and maintaining the intake, chain of custody, and out-processing of property/evidence; maintaining documentation associated with property; and, preparing and maintaining a variety of correspondence and reports associated with property.  <b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., and one year of related experience in a police department. Must be able to pass Firearm Certification exam and obtain NCIC Query and Basic Certification.
	<b>Job Family Includes</b>	Stand alone classification

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#	Benchmark Job Family	Job Title and Description
		<b>Recreation Facility Manager</b>
42.	Reports to: Area Recreation Manager	Plans and directs the daily operation of a recreation facility. Duties include: hiring, training, and evaluating facility staff; planning and implementing recreational programs; establishing and interpreting facility policies and procedures; monitoring facilities and grounds to ensure safety and proper working condition; running reports on facility performance; handling employee and citizen complaints; and, assisting with program activities. May write and oversee grants.  <b>MINIMUM QUALIFICATIONS:</b> Bachelor's Degree in Recreation or related field and four years increasingly responsible recreation experience. Possession of, or ability to obtain, First Aid/CPR Certifications.
	<b>Job Family Includes</b>	Recreation Assistant, Recreation Specialist, <i>Recreation Facility Manager</i>
		<b>Recreation Specialist</b>
43.	Reports to: Varies	Instructs and participates in daily recreation and art activities for diverse populations, including children, adults, and seniors. Duties include: coaching and/or officiating sporting events; conducting administrative tasks such as creating program attendance reports, reserving facilities, and creating marketing materials; assisting with researching, grant writing and budget developing activities for new programs; and, serving on City committees and attending local neighborhood meetings as a representative of the City; may maintain vehicles for program transportation; may collect fees for programs or facilities usage and may train and oversee volunteer staff.  <b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and two years related recreation programming experience. Ability to obtain First Aid/CPR Certification or certifications specific to area of assignment.
	<b>Job Family Includes</b>	Recreation Assistant, <i>Recreation Specialist</i> , Recreation Facility Manager
		<b>Sewer Maintenance Crew Supervisor</b>
44.	Reports to: Sewer Construction Manager	Supervises and assigns work to staff engaged in the repair and maintenance of sewer lines and wastewater treatment equipment and systems, including: hiring, training, and evaluating crew workers; responding to citizen sewer complaints; creating work orders; and, completing and maintaining activity sheets.  <b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., and four years progressively responsible sewer maintenance experience. Requires a valid Class A CDL.
	<b>Job Family Includes</b>	Sewer Maintenance Worker, Sewer Maintenance Technician, Sewer Maintenance Crew Leader, <i>Sewer Maintenance Supervisor</i> , Sewer Construction Manager

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#	Benchmark Job Family	Job Title and Description
		<b>Street Maintenance Crew Worker</b>
45.	Reports to: Streets Maintenance Supervisor	Performs various basic public works duties including: sweeping sidewalks; blowing and raking leaves; removing debris from ditches; removing dead animals from roadways; placing traffic signs around construction areas; assisting with traffic control; cleaning trucks; delivering and retrieving work vehicles; and, picking up parts, supplies, and materials.  <b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., and less than three months of related work experience.
	<b>Job Family Includes</b>	<i>Street Maintenance Crew Worker</i> , Street Maintenance Technician, Streets Maintenance Supervisor, Streets Maintenance Manager
		<b>Street Maintenance Technician</b>
46.	Reports to: Streets Maintenance Supervisor	Performs street maintenance duties to include: mixing, pouring and finishing concrete for base anchors, sidewalks, and roadways; patching and repairing roadways with asphalt or concrete; assuring concrete is poured properly; cutting and laying pipes; and, installing, maintaining, and repairing guard rails.  <b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., and one year of relevant work experience, including concrete construction experience.
	<b>Job Family Includes</b>	Street Maintenance Crew Worker, <i>Street Maintenance Technician</i> , Streets Maintenance Supervisor, Streets Maintenance Manager
		<b>Street Maintenance Manager</b>
47.	Reports to: Assistant Director, City-Wide Services	Manages the daily operations of the street maintenance division. Duties include: evaluating supervisors and their staff, preparing and monitoring area budget and expenditures; and, coordinating and scheduling projects. Work is performed with general direction, working from broad goals and policies.  <b><u>MINIMUM QUALIFICATIONS:</u></b> High School Diploma, or G.E.D., and five years of progressively responsible street maintenance experience, including one year of supervisory experience.
	<b>Job Family Includes</b>	Street Maintenance Crew Worker, Street Maintenance Technician, Streets Maintenance Supervisor, <i>Streets Maintenance Manager</i>

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#	Benchmark Job Family	Job Title and Description
		<b>Traffic Electrician</b>
48.	Reports to: Traffic Electrician Supervisor	<p>Installs, repairs, maintains, and removes high voltage electrical traffic control devices. Duties include: serving as a lead to lower level traffic electrician staff, performing general electrical wiring, inspecting intersection equipment, and reviewing blue prints, specifications and diagrams.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., completion of an electrical apprenticeship or vocational training and four years experience in electrical maintenance, traffic signal installation or traffic construction. Requires City of Chattanooga and Journeyman Electrical Licenses; and a valid Class D TN drivers license. Possession of or ability to obtain, International Municipal Signal Association Level I Technician Certification.</p>
	<b>Job Family Includes</b>	Electrician Assistant, <i>Traffic Electrician</i> , Traffic Electrician Senior, Traffic Electrician Supervisor
		<b>Water Quality Technician</b>
49.	Reports to: Water Quality Supervisor	<p>Performs technical duties in support of the storm water management program. Duties include: monitoring watershed activities such as stream inspections, detecting and eliminating illicit discharge, analyzing a variety of watershed data, enforcing applicable ordinances and regulations, conducting investigations, preparing enforcement letters, and participating in community outreach activities.</p> <p><b>MINIMUM QUALIFICATIONS:</b> Associates Degree with coursework in Chemistry, Biology and one year water quality sampling experience. Must be able to obtain Erosion and Sediment Control and HazMat Certifications.</p>
	<b>Job Family Includes</b>	<i>Water Quality Technician</i> , Biologist, Watershed Specialist, Water Quality Supervisor, Water Quality Manager
		<b>Zookeeper</b>
50.	Reports to: Assistant Zoo Director	<p>Provides food, water, shelter, and care for the animals of the Zoo. Duties include: cleaning and maintaining the animal exhibits and educating the public regarding the Zoo and its animal collection.</p> <p><b>MINIMUM QUALIFICATIONS:</b> High School Diploma, or G.E.D., course work or vocational training in Biology, Animal Husbandry, or related field, and five months previous experience involving animal care in a veterinary or zoo environment.</p>
	<b>Job Family Includes</b>	<i>Zookeeper</i> , Zookeeper Senior

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**PAY RATE INFORMATION**

	Job Title	Matching Title	Strength of Match =, >, <	# of Positions	Scheduled Pay Range		Actual Average Annual Salary
					Minimum	Maximum	
1	Administrator, Public Works				\$	\$	\$
2	Administrator, Personnel				\$	\$	\$
3	Air Pollution Instrument Technician				\$	\$	\$
4	Building Maintenance Mechanic				\$	\$	\$
5	Code Enforcement Inspector				\$	\$	\$
6	Combination Inspector				\$	\$	\$
7	Construction Inspector				\$	\$	\$
8	Court Operations Assistant				\$	\$	\$
9	Deputy Administrator, Public Works				\$	\$	\$
10	Director of Parks				\$	\$	\$
11	Director of Recreation				\$	\$	\$
12	Electrical Inspector				\$	\$	\$
13	Electrical/Instrumentation Technician				\$	\$	\$

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**PAY RATE INFORMATION**

	Job Title	Matching Title	Strength of Match =, >, <	# of Positions	Scheduled Pay Range		Actual Average Annual Salary
					Minimum	Maximum	
14	Equipment Operator				\$	\$	\$
15	Executive Director, Planning				\$	\$	\$
16	Fingerprint Technician				\$	\$	\$
17	Fire Captain				\$	\$	\$
18	Fire Lieutenant				\$	\$	\$
19	Firefighter				\$	\$	\$
20	Fleet Mechanic				\$	\$	\$
21	GIS Specialist				\$	\$	\$
22	Golf Course Superintendent				\$	\$	\$
23	Grounds Crew Leader				\$	\$	\$
24	Grounds Crew Worker				\$	\$	\$
25	Heavy Equipment Operator, Senior				\$	\$	\$
26	Laboratory Technician				\$	\$	\$

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PAY RATE INFORMATION							
	Job Title	Matching Title	Strength of Match =, >, <	# of Positions	Scheduled Pay Range		Actual Average Annual Salary
					Minimum	Maximum	
27	Librarian				\$	\$	\$
28	Library Assistant				\$	\$	\$
29	Management and Budget Analyst				\$	\$	\$
30	Manager, Purchasing				\$	\$	\$
31	Manager, Financial Operations				\$	\$	\$
32	Monitoring Technician				\$	\$	\$
33	Park Ranger				\$	\$	\$
34	Plant Maintenance Mechanic				\$	\$	\$
35	Plant Operator, Senior				\$	\$	\$
36	Plant Superintendent				\$	\$	\$
37	Police Chief				\$	\$	\$
38	Police Officer				\$	\$	\$
39	Police Sergeant				\$	\$	\$

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PAY RATE INFORMATION							
	Job Title	Matching Title	Strength of Match =, >, <	# of Positions	Scheduled Pay Range		Actual Average Annual Salary
					Minimum	Maximum	
40	Police Lieutenant				\$	\$	\$
41	Property Technician				\$	\$	\$
42	Recreation Facility Manager				\$	\$	\$
43	Recreation Specialist				\$	\$	\$
44	Sewer Maintenance Crew Supervisor				\$	\$	\$
45	Street Maintenance Crew Worker				\$	\$	\$
46	Street Maintenance Technician				\$	\$	\$
47	Street Maintenance Manager				\$	\$	\$
48	Traffic Electrician				\$	\$	\$
49	Water Quality Technician				\$	\$	\$
50	Zookeeper				\$	\$	\$

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**TABLE 2  
PAY SCHEDULE DESIGN**

<b>SURVEYED EMPLOYER</b>	<b>Grade and Step</b>	<b>Grades, No Steps</b>	<b>No Ranges</b>	<b>Other</b>
Athens-Clarke County, GA		√		
City of Baton Rouge, LA	√			
City of Charlotte, NC	√*			Broadbands
City of Knoxville, TN				Broadbands
City of Little Rock, AR	√			
City of Lubbock, TX	√	√		Broadbands
City of Raleigh, NC	NR	NR	NR	NR
City of Shreveport, LA	√			
City of Springfield, MO	√			
Hamilton County, TN		√		
Knox County, TN	√			
Louisville-Jefferson County, KY	√	√		
Metro Nashville Government, TN	√			
State of Tennessee	√	√		
<b>City of Chattanooga, TN</b>	√			

\*Police/Fire

**TABLE 3  
EMPLOYEE'S MOVEMENT THROUGH A PAY RANGE/GRADE**

<b>SURVEYED EMPLOYER</b>	<b>Longevity</b>	<b>Budget Process/ Affordability</b>	<b>Individual Performance</b>	<b>Other</b>
Athens-Clarke County, GA		√	√	
City of Baton Rouge, LA	√	√		
City of Charlotte, NC			√	
City of Knoxville, TN				Cost of Living Increases; no Salary Increases
City of Little Rock, AR				Across the Board Increases; Considering Merit Increases for 2008
City of Lubbock, TX		√		
City of Raleigh, NC			√	Movement through Range/Quartile
City of Shreveport, LA		√	√	
City of Springfield, MO	√		√	
Hamilton County, TN	√	√	√	Compa-ratio Compared to their Peers
Knox County, TN		√	√	
Louisville-Jefferson County, KY	√	√		
Metro Nashville Government, TN	√			
State of Tennessee				Structure Adjustments
<b>City of Chattanooga, TN</b>	√	√	√	

**TABLE 4**  
**RECENT ACROSS-THE-BOARD ADJUSTMENTS**  
**TO PAY SCHEDULES**

<b>SURVEYED EMPLOYER</b>	<b>Non-Exempt FY 2007/2008</b>	<b>Exempt/ Professional FY 2007/2008</b>	<b>Management FY 2007/2008</b>	<b>Comments</b>
Athens-Clarke County, GA	3.50% (Non-Union)	3.50% (Non-Union)	3.50% (Non-Union)	4% Pay Table Adjustment 2007/2008
City of Baton Rouge, LA	None	None	None	
City of Charlotte, NC	3.00%	3.00%	3.00%	
City of Knoxville, TN	3.025%	3.025%	3.025%	
City of Little Rock, AR	Greater of 4% or \$1,050	Greater of 4% or \$1,050	Greater of 4% or \$1,050	
City of Lubbock, TX	\$1,200 COLA*	\$1,200 COLA*	\$1,200 COLA*	*All Employees Except Sworn Fire Which Received \$1,800 COLA
City of Raleigh, NC	1.50%	1.50%	1.50%	
City of Shreveport, LA	None	None	None	
City of Springfield, MO	2%	2%	2%	
Hamilton County, TN	Market Driven	Market Driven	Market Driven	
Knox County, TN	2%	2%	2%	
Louisville-Jefferson County, KY	3.50%	3.50%	3.50%	
Metro Nashville Government, TN	2%	2%	2%	
State of Tennessee	3%	3%	3%	
<b>City of Chattanooga, TN</b>	<b>3%</b>	<b>3%</b>	<b>3%</b>	

**TABLE 5  
ALTERNATIVE WORK WEEK**

<b>Are alternative workweeks offered?</b>			
<b>SURVEYED EMPLOYER</b>	<b>4/10's</b>	<b>9/80's</b>	<b>Other</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA			At the Discretion of Individual Departments
City of Charlotte, NC	√		Fire Schedules
City of Knoxville, TN	√		
City of Little Rock, AR	√		At the Discretion of Individual Departments
City of Lubbock, TX	√		
City of Raleigh, NC	√		Shifts May Vary to Department Needs
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A
Hamilton County, TN	√		25 Hours per Week
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee			Flex-Time. Varies by Division/Eork Unit.
<b>City of Chattanooga, TN</b>	√		

**TABLE 6  
ALTERNATIVE WORK WEEK BY EMPLOYEE CATEGORY**

<b>SURVEYED EMPLOYER</b>	<b>Non Exempt</b>	<b>Exempt/Professional</b>	<b>Management</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	√	√	
City of Charlotte, NC	√	√	
City of Knoxville, TN	√	√	√
City of Little Rock, AR	Varies	Varies	Varies
City of Lubbock, TX	√		
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A
Hamilton County, TN	√		
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee	√	√	√
<b>City of Chattanooga, TN</b>	√		

**TABLE 7  
PREMIUM PAY**

SURVEYED EMPLOYER	Degree Attainment		Bilingual Pay		Tool Allowance	
	Eligible Group(s)	Amt/Description	Eligible Group(s)	Amt/Description	Eligible Group(s)	Amt/Description
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	Police and Fire	\$1500 per year for Bachelor's				
City of Charlotte, NC	Police and Fire	5% for Associate's and 10% for Bachelor's	Police and Fire	5% in Addition to Base Pay	Auto Mechanics	up to \$500/yr
City of Knoxville, TN	Uniformed Police	7.5% for Bachelor's or Masters				
City of Little Rock, AR	Uniformed Police	Depending on Degree				
City of Lubbock, TX	Sworn Police/Fire	\$110 per mo. for Bachelor's, \$125 per mo. for Masters	All employees Except Sworn Police/Fire	\$40 per month		
City of Raleigh, NC	N/A	N/A	N/A	N/A	N/A	N/A
City of Shreveport, LA	Civil Service	and \$150 per mo. for Masters				
City of Springfield, MO	Police	\$250 Annually for Associate's, \$500 Annually for Bachelor's				
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY					Mechanics	\$150/yr
Metro Nashville Government, TN	Police and Fire	Masters				
State of Tennessee	N/A	N/A	N/A	N/A	N/A	N/A
<b>City of Chattanooga, TN</b>					<b>Trades</b>	<b>\$200/yr</b>

Pay Practice Tables

**TABLE 7  
PREMIUM PAY CONT.**

SURVEYED EMPLOYER	Uniform Allowance		Longevity		Other	
	Eligible Group(s)	Amt/Description	Eligible Group(s)	Amt/Description	Eligible Group(s)	Amt/Description
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	Police Officers and Detectives	\$400 per year - Suit allowance, \$600 per year - Low Profile Dress	All Full-Time Employees	5% of Base Salary at 10 yrs; 1% per yr Thereafter Until 20% Max		
City of Charlotte, NC	Some Police on Vice Squads	\$600.yr for Officers required to Wear Civilian Clothing	Employees Hired Before 1983	Varies		
City of Knoxville, TN	Uniformed Police and Fire	\$500 per year	All Employees	\$120 per Year Beginning on 5th year of Service		
City of Little Rock, AR	Uniformed Police	\$700 per year	All Employees	Varies		
City of Lubbock, TX	Sworn Police	\$1,200 Reimbursement	Sworn Police/Fire	\$4/mo. X Yrs Service, Max. \$100 mo.	Stability - All employees	\$50/yr X # yrs Service, Min. \$150 Max. \$1,200, Annual Lump Sum
City of Raleigh, NC			All Employees after 5 yrs	1% of Base Pay after 5 yrs, 2% of Base Pay after 10 yrs		
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	Fire, Police, Public Works, Health, Parks, E-911, and Art Museum	Varies by title	All Employees Hired Before 1/1/05	\$300/yr After 5 yrs, \$600/yr After 10 yrs, \$900/yr After 20 yrs, and \$1200/yr After 20 yrs.		
Hamilton County, TN	Sheriff, EMS, County Parks and Recreation	EMS - \$600/yr, Parks and Rec - \$500/yr, and Sheriff - \$540/yr	All employees who have Completed at least 5 years of Service	\$50 per yr of Service - Capped at \$1,000 (Based on Available Funding)		
Knox County, TN			Full Time Employees with 15 years of Service	15 years - \$400, 20 years - \$500		
Louisville-Jefferson County, KY	Police	\$1,500 Reimbursement per yr	Unions (29 CBAs)	Varies by CBA		
Metro Nashville Government, TN	Police Officers	\$400/yr	All Employees after 5 yrs	5th year of Service, Maximum		
State of Tennessee			Employees who are Employed for at least 36 months	\$100 per year of service, with a Maximum Payment of \$3,000		
<b>City of Chattanooga, TN</b>	<b>Sworn Police, Fire, and City Court Officers</b>	<b>City Court Officers-\$250/yr Sworn Police/Fire- \$500/yr</b>				

**TABLE 8  
CERTIFICATION PAY**

SURVEYED EMPLOYER	Does your organization pay for certifications?							
	Yes	No	Group	Dollar Amt./%	Group	Dollar Amt./%	Group	Dollar Amt./%
Athens-Clarke County, GA	√		Systems Analysts	\$2,000 per Certification				
City of Baton Rouge, LA		√						
City of Charlotte, NC	√		Treatment Plant Operators	Move to Different Rate	Utilities	\$250 Lump Sum	Auto Mechanics	3% Additional to Base
City of Knoxville, TN		√						
City of Little Rock, AR	√		Emergency Medical Technicians	\$100/month	Fleet Services	\$156/year		
City of Lubbock, TX	√		Police/Fire	\$50-\$175/month	Solid Waste	\$50-\$100/month	Inspectors	\$50-\$150/ month
City of Raleigh, NC	√		All employees	\$2,000 per yr				
City of Shreveport, LA	√		Mechanics	\$600/yr				Only Certain Departments
City of Springfield, MO		√						
Hamilton County, TN		√						
Knox County, TN		√						
Louisville-Jefferson County, KY		√						
Metro Nashville Government, TN		√						
State of Tennessee	√		Certified Prof Secretary	9.20%	Various Departments	4.50%		
<b>City of Chattanooga, TN</b>		√						

**TABLE 9  
"ON-CALL" PAY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Dollar Amt.</b>
Athens-Clarke County, GA	√		
City of Baton Rouge, LA		√	
City of Charlotte, NC	√		\$.25 per hr
City of Knoxville, TN	√		Varies
City of Little Rock, AR	√		Regular Rate with Caps
City of Lubbock, TX		√	
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	√		
City of Springfield, MO	√		
Hamilton County, TN		√	
Knox County, TN	√		\$1.50 per Hour
Louisville-Jefferson County, KY		√	
Metro Nashville Government, TN	√		Varies
State of Tennessee		√	
<b>City of Chattanooga, TN</b>		√	

**TABLE 10  
"CALL-BACK" PAY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Dollar Amt.</b>	<b>% of Base</b>
Athens-Clarke County, GA		√		
City of Baton Rouge, LA	√			150%
City of Charlotte, NC	√		Hourly Rate/OT if Applicable	
City of Knoxville, TN	√		Varies	
City of Little Rock, AR	√		Varies Depending on Emergency	
City of Lubbock, TX	√			150%
City of Raleigh, NC	NR	NR	NR	NR
City of Shreveport, LA		√		
City of Springfield, MO	√			150%
Hamilton County, TN	√		Applicable	
Knox County, TN		√		
Louisville-Jefferson County, KY	√		Hourly Rate/OT if Applicable	
Metro Nashville Government, TN		√		
State of Tennessee		√		
<b>City of Chattanooga, TN</b>	√		<b>Varies by Department</b>	

**TABLE 11**  
**"CALL-BACK" PAY CON'T.**

SURVEYED EMPLOYER	Minimum time received in call-back pay (if applicable)			
	No Minimum	2 hours	4 hours	% of Base/Comments
Athens-Clarke County, GA	N/A	N/A	N/A	N/A
City of Baton Rouge, LA			√	
City of Charlotte, NC		√		
City of Knoxville, TN		√		2.5% - 2nd and 3rd Shift
City of Little Rock, AR				3 hrs or Actual hrs Worked, Whichever is Greater
City of Lubbock, TX		√		3% - 2nd Shift and 5% for 3rd Shift
City of Raleigh, NC	NR	NR	NR	NR
City of Shreveport, LA	NR	NR	NR	NR
City of Springfield, MO			√	
Hamilton County, TN			√	
Knox County, TN	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY				Minimum Varies by CBA
Metro Nashville Government, TN	NR	NR	NR	NR
State of Tennessee	N/A	N/A	N/A	N/A
<b>City of Chattanooga, TN</b>			√	

**TABLE 12**  
**SHIFT DIFFERENTIAL PAY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Dollar Amt.</b>
Athens-Clarke County, GA		√	
City of Baton Rouge, LA	√		\$ .50/hr - 2nd Shift and \$1.00/hr - 3rd Shift
City of Charlotte, NC		√	
City of Knoxville, TN	√		2.5% - 2nd Shift and 2.5% - 3rd Shift
City of Little Rock, AR	√		\$.32/hr - 2nd Shift and \$.52/hr - 3rd Shift
City of Lubbock, TX	√		150%
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA		√	
City of Springfield, MO	√		\$.50/hr - 2nd Shift and \$1.00/hr - 3rd Shift
Hamilton County, TN		√	
Knox County, TN		√	
Louisville-Jefferson County, KY	√		Varies by CBA
Metro Nashville Government, TN	√		\$.60/hr - 2nd Shift and \$.70/hr - 3rd Shift
State of Tennessee	√		4.5% - 9.2% - 2nd Shift and 4.5% - 9.2% 3rd Shift
<b>City of Chattanooga, TN</b>		√	

**TABLE 13  
OVERTIME ACCRUAL**

<b>SURVEYED EMPLOYER</b>	<b>After 8 hours per day</b>	<b>After 40 hours per week</b>
Athens-Clarke County, GA	√	
City of Baton Rouge, LA		√
City of Charlotte, NC		√
City of Knoxville, TN		√
City of Little Rock, AR		√
City of Lubbock, TX		√
City of Raleigh, NC	NR	NR
City of Shreveport, LA		√
City of Springfield, MO		√
Hamilton County, TN		√
Knox County, TN		√
Louisville-Jefferson County, KY		√
Metro Nashville Government, TN		√
State of Tennessee		√
<b>City of Chattanooga, TN</b>		√

**TABLE 14  
OVERTIME ALLOWED REGULARLY**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>
Athens-Clarke County, GA	√		
City of Baton Rouge, LA	√		
			Off Duty Police Officers are the Only Department Limited
City of Charlotte, NC	√		
City of Knoxville, TN	√		Varies
City of Little Rock, AR	√		
City of Lubbock, TX	√		
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	√		
City of Springfield, MO	√		
Hamilton County, TN		√	Limit is Based on Budget
			Limited to Hourly Employees in Select Departments
Knox County, TN	√		
Louisville-Jefferson County, KY	√		Depends on the Needs of the Department
Metro Nashville Government, TN		√	
			Varies by Agency According to Need and Funding
State of Tennessee	√		
<b>City of Chattanooga, TN</b>	√		

**TABLE 15  
COMPENSATORY TIME ALLOWED**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>
Athens-Clarke County, GA	√		
City of Baton Rouge, LA	√		
City of Charlotte, NC	√		
City of Knoxville, TN	√		Varies
City of Little Rock, AR	√		
City of Lubbock, TX	√		
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	√		
City of Springfield, MO	√		
Hamilton County, TN	√		
Knox County, TN	√		
Louisville-Jefferson County, KY	√		
Metro Nashville Government, TN	√		
State of Tennessee	√		
<b>City of Chattanooga, TN</b>	√		

**TABLE 16  
MISC PAY PRACTICES**

<b>Allow employees to take home work vehicles?</b>		
<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>
Athens-Clarke County, GA		√
City of Baton Rouge, LA		√
City of Charlotte, NC	√	
City of Knoxville, TN		√
City of Little Rock, AR	√	
City of Lubbock, TX		√
City of Raleigh, NC	NR	NR
City of Shreveport, LA	NR	NR
City of Springfield, MO		√
Hamilton County, TN	√	
Knox County, TN	√ (Depends on Dept)	
Louisville-Jefferson County, KY		√
Metro Nashville Government, TN		√
State of Tennessee		√
<b>City of Chattanooga, TN</b>	√	

**TABLE 17**  
**PAID TIME OFF**

<b>Type of PTO Program:</b>		
<b>SURVEYED EMPLOYER</b>	<b>Paid Time Off (PTO)</b>	<b>Traditional Sick Leave/Vacation Time Accrual</b>
Athens-Clarke County, GA		√
City of Baton Rouge, LA		√
City of Charlotte, NC		√
City of Knoxville, TN		√
City of Little Rock, AR	√ (Non-Union)	√ (Union)
City of Lubbock, TX		√
City of Raleigh, NC		√
City of Shreveport, LA		√
City of Springfield, MO		√
Hamilton County, TN	√	
Knox County, TN		√
Louisville-Jefferson County, KY		√
Metro Nashville Government, TN		√
State of Tennessee		√
<b>City of Chattanooga, TN</b>	√	

**TABLE 18  
PAID TIME OFF POLICY**

SURVEYED EMPLOYER	Number of PTO days employee earns per year:											
	Non-Exempt				Exempt/Professional				Management			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	25	25	28	32	25	25	28	32	23	23	31	35
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	19	22	27	29	19	22	27	29	19	22	27	29
Knox County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Market Average</b>	<b>22</b>	<b>24</b>	<b>28</b>	<b>31</b>	<b>22</b>	<b>24</b>	<b>28</b>	<b>31</b>	<b>21</b>	<b>23</b>	<b>29</b>	<b>32</b>
<b>City of Chattanooga, TN</b>	<b>31</b>	<b>31</b>	<b>35</b>	<b>39</b>	<b>31</b>	<b>31</b>	<b>35</b>	<b>39</b>	<b>31</b>	<b>31</b>	<b>35</b>	<b>39</b>

**TABLE 19  
PAID TIME OFF POLICY CON'T**

SURVEYED EMPLOYER	Carry over of unused PTO to the following year.								
	Non-Exempt			Exempt/Professional			Management		
	Yes	No	Max Days	Yes	No	Max Days	Yes	No	Max Days
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	√		40	√		40	√		50
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	√		210	√		210	√		210
Knox County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Market Average</b>			<b>125</b>			<b>125</b>			<b>130</b>
<b>City of Chattanooga, TN</b>	√		<b>100</b>	√		<b>100</b>	√		<b>100</b>

**TABLE 20  
PAID TIME OFF POLICY CONT**

SURVEYED EMPLOYER	Cash out of unused PTO days?														
	Non-Exempt					Exempt/Professional					Management				
	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	If Yes, # of days banked	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	If Yes, # of days banked	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	If Yes, # of days banked
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	√			Unlimited		√			Unlimited		√			Unlimited	
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	√			210	210	√			210	210	√			210	210
Knox County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>City of Chattanooga, TN</b>	√			<b>60</b>	<b>30</b>	√			<b>60</b>	<b>30</b>	√			<b>60</b>	<b>30</b>

**TABLE 21**  
**SICK LEAVE DAYS PER YEAR**

<b>SURVEYED EMPLOYER</b>	<b>Non-Exempt</b>	<b>ExemptProfessional</b>	<b>Management</b>
Athens-Clarke County, GA	12	12	12
City of Baton Rouge, LA	12	12	12
City of Charlotte, NC	12	12	12
City of Knoxville, TN	12	12	12
City of Little Rock, AR	10	10	10
City of Lubbock, TX	15	15	15
City of Raleigh, NC	12	12	12
City of Shreveport, LA	10	10	10
City of Springfield, MO	12	12	12
Hamilton County, TN	N/A	N/A	N/A
Knox County, TN	12	12	12
Louisville-Jefferson County, KY	12	12	12
Metro Nashville Government, TN	12	12	12
State of Tennessee	12	12	12
<b>Market Average</b>	<b>12</b>	<b>12</b>	<b>12</b>
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

\*Baton Rouge and Little Rock amounts increase with years of service.

**TABLE 22**  
**PAID SICK LEAVE CONT**

SURVEYED EMPLOYER	Carry over of unused sick leave to the following year.								
	Non-Exempt			Exempt/Professional			Management		
	Yes	No	Max Days	Yes	No	Max Days	Yes	No	Max Days
Athens-Clarke County, GA	√		Unlimited	√		Unlimited	√		Unlimited
City of Baton Rouge, LA	√		Unlimited	√		Unlimited	√		Unlimited
City of Charlotte, NC	√		Unlimited	√		Unlimited	√		Unlimited
City of Knoxville, TN	√		Unlimited			Unlimited			Unlimited
City of Little Rock, AR	√		125	√		125	√		125
City of Lubbock, TX	√		200	√		200	√		200
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	√		NR	√		NR	√		NR
City of Springfield, MO	√		180	√		180	√		180
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	√		Unlimited	√		Unlimited	√		Unlimited
Louisville-Jefferson County, KY	√		Unlimited	√		Unlimited	√		Unlimited
Metro Nashville Government, TN	√		120	√		120	√		120
State of Tennessee	√		Unlimited	√		Unlimited	√		Unlimited
<b>Market Average</b>			<b>156</b>			<b>156</b>			<b>156</b>
<b>City of Chattanooga, TN</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

\* Little Rock's max days are unlimited if hired before 1980

**TABLE 23  
PAID SICK LEAVE CONT.**

SURVEYED EMPLOYER	Can employees cash out unused sick leave days?																	
	Non-Exempt						Exempt/Professional						Management					
	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	If Yes, Max \$ amt	If Yes, % days cashed out	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	If Yes, Max \$ amt	If Yes, % days cashed out	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	If Yes, Max \$ amt	If Yes, % days cashed out
Athens-Clarke County, GA			√					√						√				
City of Baton Rouge, LA	*√			Unlimited			*√		Unlimited				*√		Unlimited			
City of Charlotte, NC	*√			43.5			*√		43.5				*√		43.5			
City of Knoxville, TN			√					√						√				
City of Little Rock, AR			√					√						√				
City of Lubbock, TX	√			90			√		90				√		90			
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	
City of Shreveport, LA			√					√						√				
City of Springfield, MO	√			120		75%	√		120		75%	√	120				75%	
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	
Knox County, TN			√					√						√				
Louisville-Jefferson County, KY			√					√						√				
Metro Nashville Government, TN			√					√						√				
State of Tennessee	*√			NR			*√		NR				*√	NR				
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	

\* Yes at Retirement

**TABLE 24**  
**PAID VACATION LEAVE**

SURVEYED EMPLOYER	Number of days employee earns per year:											
	Non-Exempt				Exempt/Professional				Management			
	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years	5 Years	10 Years	15 Years	20 Years
Athens-Clarke County, GA	12	15	18	20	12	15	18	20	12	15	18	20
City of Baton Rouge, LA	15	18	21	24	15	18	21	24	15	18	21	24
City of Charlotte, NC	10	15	18	20	10	15	18	20	10	15	18	20
City of Knoxville, TN	15	20	24	24	15	20	24	24	15	20	24	24
City of Little Rock, AR	15	15	18	22	15	15	18	22	15	15	18	22
City of Lubbock, TX	10	14	19	20	10	14	19	20	10	14	19	20
City of Raleigh, NC	15	18	21	24	15	18	21	24	15	18	21	24
City of Shreveport, LA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Springfield, MO	10	15	15	20	10	15	15	20	10	15	20	20
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	17	21	21	24	17	21	21	24	17	21	21	24
Louisville-Jefferson County, KY	15	20	25	25	15	20	25	25	15	20	25	25
Metro Nashville Government, TN	15	15	20	25	15	15	20	25	15	15	20	25
State of Tennessee	18	21	21	24	18	21	21	24	18	21	21	24
<b>Market Average</b>	<b>14</b>	<b>17</b>	<b>20</b>	<b>23</b>	<b>14</b>	<b>17</b>	<b>20</b>	<b>23</b>	<b>14</b>	<b>17</b>	<b>21</b>	<b>23</b>
<b>City of Chattanooga, TN</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

**TABLE 25  
PAID VACATION LEAVE CON'T**

SURVEYED EMPLOYER	Carry over of unused vacation/leave to the following year.								
	Non-Exempt			Exempt/Professional			Management		
	Yes	No	Max Days	Yes	No	Max Days	Yes	No	Max Days
Athens-Clarke County, GA	√		25			25			25
City of Baton Rouge, LA	√		120	√		120	√		120
City of Charlotte, NC	√		2 X Accrual			2 X Accrual			2 X Accrual
City of Knoxville, TN	√		2 X Accrual	√		2 X Accrual	√		2 X Accrual
City of Little Rock, AR	√		30	√		30	√		30
City of Lubbock, TX	√		5	√		5	√		5
City of Raleigh, NC	√		50	√		50	√		50
City of Shreveport, LA	√		NR	√		NR	√		NR
City of Springfield, MO	√		2 X Accrual	√		2 X Accrual	√		2 X Accrual
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	√		42	√		42	√		42
Louisville-Jefferson County, KY	√		60	√		60	√		60
Metro Nashville Government, TN	√		3 X Accrual	√		3 X Accrual	√		3 X Accrual
State of Tennessee	√		42	√		42	√		42
<b>Market Average</b>			<b>47</b>			<b>47</b>			<b>47</b>
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 26  
PAID VACATION LEAVE CON'T**

SURVEYED EMPLOYER	Can employees cash out unused vacation/annual leave days?											
	Non-Exempt				Exempt/Professional				Management			
	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out	Yes at Term	Yes at Year End	No	If Yes, Max # cashed out
Athens-Clarke County, GA	√			Unlimited	√			Unlimited	√			Unlimited
City of Baton Rouge, LA	√			120	√			120	√			120
City of Charlotte, NC			√				√				√	
City of Knoxville, TN	√			2 X Accrual	√			2 X Accrual	√			2 X Accrual
City of Little Rock, AR	√			30	√			30	√			30
City of Lubbock, TX	√			20	√			20	√			20
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	√			NR	√			NR	√			NR
City of Springfield, MO	√			25	√			25	√			25
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	√			Unlimited	√			Unlimited	√			Unlimited
Louisville-Jefferson County, KY	√			40	√			40	√			40
Metro Nashville Government, TN	√			3 X Accrual	√			3 X Accrual	√			3 X Accrual
State of Tennessee	√			Unlimited	√			Unlimited	√			Unlimited
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 27**  
**PAID HOLIDAYS PER YEAR**

<b>SURVEYED EMPLOYER</b>	<b>Non-Exempt</b>	<b>Exempt/Professional</b>	<b>Management</b>
Athens-Clarke County, GA	9	9	9
City of Baton Rouge, LA	11	11	11
City of Charlotte, NC	10	10	10
City of Knoxville, TN	9	9	9
City of Little Rock, AR	8	8	8
City of Lubbock, TX	11	11	11
City of Raleigh, NC	11	11	11
City of Shreveport, LA	10	10	10
City of Springfield, MO	9	9	9
Hamilton County, TN	10	10	10
Knox County, TN	12	12	12
Louisville-Jefferson County, KY	8	8	8
Metro Nashville Government, TN	10	10	10
State of Tennessee	11	11	11
<b>Market Average</b>	<b>10</b>	<b>10</b>	<b>10</b>
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 28**  
**BEREAVEMENT DAYS PER YEAR**

<b>SURVEYED EMPLOYER</b>	<b>Non-Exempt</b>	<b>Exempt/Professional</b>	<b>Management</b>
Athens-Clarke County, GA	3	3	3
City of Baton Rouge, LA	3	3	3
City of Charlotte, NC	5	5	5
City of Knoxville, TN	3	3	3
City of Little Rock, AR	3	3	3
City of Lubbock, TX	3	3	3
City of Raleigh, NC	N/A	N/A	N/A
City of Shreveport, LA	4	4	4
City of Springfield, MO	3	3	3
Hamilton County, TN	3	3	3
Knox County, TN	3	3	3
Louisville-Jefferson County, KY	3	3	3
Metro Nashville Government, TN	5	5	5
State of Tennessee	3	3	3
<b>Market Average</b>	<b>3</b>	<b>3</b>	<b>3</b>
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

\*City of Little Rock gives 3 days for in state, 4 days for out of state

**TABLE 29**  
**TOTAL NUMBER OF PERSONAL DAYS PER YEAR**

<b>SURVEYED EMPLOYER</b>	<b>Non-Exempt</b>	<b>Exempt/Professional</b>	<b>Management</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	1	1	1
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A
City of Little Rock, AR	3	3	3
City of Lubbock, TX	N/A	N/A	N/A
City of Raleigh, NC	1.5	1.5	1.5
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	4	4	4
Hamilton County, TN	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY	2	2	2
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A
<b>Market Average</b>	<b>2</b>	<b>2</b>	<b>2</b>
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

\*City of Louisville offers Non-Union up to 3, Unions 1-3

**TABLE 30**  
**TOTAL NUMBER OF OTHER PAID LEAVE DAYS PER YEAR**

<b>SURVEYED EMPLOYER</b>	<b>Non-Exempt</b>	<b>Exempt/Professional</b>	<b>Management</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A
City of Little Rock, AR	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A
City of Raleigh, NC	N/A	N/A	N/A
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	0	5	5
Hamilton County, TN	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee	Varies	Varies	Varies
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

\*Three respondents reported Military leave at 15 days.

**TABLE 31**  
**MONTHLY COST AND COST SHARING ARRANGEMENT**  
**FOR PPO MEDICAL BENEFITS**

SURVEYED EMPLOYER	Plan	SINGLE		Employee + 1		FAMILY		Employee Share		
		Employer	Employee	Employer	Employee	Employer	Employee	Single	Employee +1	Family
Athens-Clarke County, GA	Blue Cross/Blue Shield	\$118	\$64	\$230	\$124	\$342	\$184	35%	35%	35%
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	Aetna and Wellpath	\$318	\$43	\$612	\$301	\$653	\$322	12%	33%	33%
City of Knoxville, TN	Blue Cross/Blue Shield	\$342	\$21	\$342	\$128	\$342	\$158	6%	27%	32%
City of Little Rock, AR	Cigna	\$275	N/A	N/A	N/A	\$470	\$328	0%	N/A	41%
City of Lubbock, TX	Blue Cross/Blue Shield of Texas	\$504	\$0	\$813	\$235	\$728	\$320	0%	22%	31%
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Springfield, MO	City of Springfield Health Plan	\$364	N/A	N/A	\$350	N/A	\$350	0%	100%	100%
Hamilton County, TN	BCBST	\$357	\$44	\$748	\$92	\$1,069	\$132	11%	11%	11%
Knox County, TN	Cariten	\$364	\$61	N/A	N/A	\$775	\$288	14%	N/A	27%
Louisville-Jefferson County, KY	Humana	\$305	\$34	\$542	\$136	\$712	\$305	10%	20%	30%
Metro Nashville Government, TN	Blue Cross	\$428	\$120	\$1,172	\$293	\$1,172	\$293	22%	20%	20%
State of Tennessee	Blue Cross/Blue Shield	\$380	\$95	\$568	\$142	\$948	\$237	20%	20%	20%
<b>Market Average</b>		<b>\$341</b>	<b>\$54</b>	<b>\$628</b>	<b>\$200</b>	<b>\$721</b>	<b>\$265</b>	<b>12%</b>	<b>32%</b>	<b>34%</b>
<b>City of Chattanooga, TN</b>	<b>Blue Cross/Blue Shield</b>	<b>\$287</b>	<b>\$72</b>	<b>\$562</b>	<b>\$141</b>	<b>\$788</b>	<b>\$197</b>	<b>20%</b>	<b>20%</b>	<b>20%</b>

**TABLE 32**  
**MONTHLY COST AND COST SHARING ARRANGEMENT**  
**FOR HMO MEDICAL BENEFITS**

SURVEYED EMPLOYER	Plan	SINGLE		Employee + 1		FAMILY		Employee Share		
		Employer	Employee	Employer	Employee	Employer	Employee	Single	Employee +1	Family
Athens-Clarke County, GA	Blue Cross/Blue Shield	\$107	\$33	\$187	\$101	\$273	\$147	24%	35%	35%
City of Baton Rouge, LA	Blue Cross/Blue Shield	\$290	\$97	\$523	\$288	\$650	\$392	25%	35%	38%
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	Cigna	\$365	\$25	N/A	N/A	\$832	\$168	6%	N/A	17%
Louisville-Jefferson County, KY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Nashville Government, TN	Cigna	\$111	\$444	\$268	\$1,072	\$268	\$1,072	80%	80%	80%
State of Tennessee	Cigna	\$380	\$67	\$568	\$104	\$948	\$171	15%	15%	15%
<b>Market Average</b>		<b>\$250</b>	<b>\$133</b>	<b>\$387</b>	<b>\$391</b>	<b>\$594</b>	<b>\$390</b>	<b>30%</b>	<b>41%</b>	<b>37%</b>
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 33**  
**MONTHLY COST AND COST SHARING ARRANGEMENT**  
**FOR HIGH DEDUCTIBLE HEALTH PLAN**

SURVEYED EMPLOYER	Plan	SINGLE		Employee + 1		FAMILY		Employee Share		
		Employer	Employee	Employer	Employee	Employer	Employee	Single	Employee +1	Family
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	Blue Cross/Blue Shield	\$342	\$5	\$342	\$95	\$342	\$124	1%	22%	27%
City of Little Rock, AR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY	Humana	\$250	\$28	\$450	\$50	\$666	\$167	10%	10%	20%
Metro Nashville Government, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Market Average</b>		<b>\$296</b>	<b>\$16</b>	<b>\$396</b>	<b>\$72</b>	<b>\$504</b>	<b>\$145</b>	<b>6%</b>	<b>16%</b>	<b>23%</b>
<b>City of Chattanooga, TN</b>	<b>Blue Cross/Blue Shield</b>	<b>\$262</b>	<b>\$0</b>	<b>\$512</b>	<b>\$0</b>	<b>\$713</b>	<b>\$0</b>	<b>0%</b>	<b>0%</b>	<b>0%</b>

**TABLE 34**  
**MEDICAL PLAN WITH HIGHEST PARTICIPATION**

<b>SURVEYED EMPLOYER</b>	<b>PPO</b>	<b>HMO</b>	<b>HDHP</b>
Athens-Clarke County, GA		√	
City of Baton Rouge, LA		√	
City of Charlotte, NC	√		
City of Knoxville, TN	√		
City of Little Rock, AR	√		
City of Lubbock, TX	√		
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	√		
City of Springfield, MO	√		
Hamilton County, TN	√		
Knox County, TN	√		
Louisville-Jefferson County, KY	√		
Metro Nashville Government, TN		√	
State of Tennessee	√		
<b>City of Chattanooga, TN</b>	√		

**TABLE 35**  
**PATIENT COST FOR PLAN WITH HIGHEST ENROLLMENT**

SURVEYED EMPLOYER	Office Visit (Primary Care)			Prescriptions (Generic)		Prescriptions (Formulary Brand)		Prescriptions (Non-Formulary Brand)	
	Deductible	Coinsurance	Copay	Coinsurance	Copay	Coinsurance	Copay	Coinsurance	Copay
Athens-Clarke County, GA	N/A	N/A	\$20	N/A	\$10	N/A	\$20	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	\$25	N/A	\$10	N/A	\$25	N/A	\$45
City of Charlotte, NC	N/A	N/A	\$20	N/A	\$10	N/A	\$25	N/A	\$40
City of Knoxville, TN	\$300	10%	\$20	N/A	\$5	N/A	\$10	N/A	\$40
City of Little Rock, AR	\$250	20%	\$15	N/A	\$7	N/A	\$25	N/A	\$40
City of Lubbock, TX	N/A	N/A	\$25	N/A	\$15	N/A	\$30	N/A	\$50
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	\$500	N/A	\$20	N/A	\$10	N/A	\$30	N/A	\$50
City of Springfield, MO	\$350	20%	N/A	20%	\$5	20%	\$5	20%	\$5
Hamilton County, TN	N/A	N/A	\$30	N/A	\$5	N/A	\$20	N/A	\$40
Knox County, TN	N/A	N/A	\$30	N/A	\$10	N/A	\$20	N/A	\$35
Louisville-Jefferson County, KY	\$500	20%	\$20	N/A	\$10	N/A	\$20	N/A	\$40
Metro Nashville Government, TN	N/A	N/A	\$10	N/A	\$10	N/A	\$20	N/A	\$10
State of Tennessee	\$300	N/A	N/A	N/A	\$5	N/A	\$20	N/A	\$40
<b>Market Average</b>	<b>\$367</b>	<b>18%</b>	<b>\$21</b>	<b>20%</b>	<b>\$9</b>	<b>20%</b>	<b>\$21</b>	<b>20%</b>	<b>\$36</b>
<b>City of Chattanooga, TN</b>	<b>\$500</b>	<b>N/A</b>	<b>\$25</b>	<b>N/A</b>	<b>\$10</b>	<b>N/A</b>	<b>\$20</b>	<b>N/A</b>	<b>\$40</b>

**TABLE 36**  
**MONTHLY COST AND COST SHARING ARRANGEMENT**  
**FOR DENTAL INDEMNITY/PPO**

SURVEYED EMPLOYER	Plan	SINGLE		Employee + 1		FAMILY		Employee Share		
		Employer	Employee	Employer	Employee	Employer	Employee	Single	Employee +1	Family
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	Starmount Life Insurance Co.	\$13	\$12	\$27	\$25	\$49	\$45	48%	48%	48%
City of Charlotte, NC	Benefit Management Services	\$25	\$6	\$25	\$37	\$25	\$58	18%	59%	70%
City of Knoxville, TN	Cigna	N/A	\$13	N/A	N/A	NR	NR	100%	N/A	NR
City of Little Rock, AR	Delta Dental	\$19	N/A	N/A	N/A	\$25	\$23	0%	N/A	49%
City of Lubbock, TX	Blue Cross Blue Shield of Texas	\$36	N/A	\$51	\$15	\$39	\$27	0%	23%	41%
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Springfield, MO	Assurant	N/A	\$41	N/A	\$77	N/A	\$124	100%	100%	100%
Hamilton County, TN	Assurant	N/A	\$12	N/A	\$20	N/A	\$30	100%	100%	100%
Knox County, TN	Delta Dental of TN	N/A	\$27	N/A	N/A	N/A	\$78	100%	N/A	100%
Louisville-Jefferson County, KY	Delta Preferred	N/A	\$18	N/A	\$35	N/A	\$58	100%	100%	100%
Metro Nashville Government, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Tennessee	Assurant	N/A	\$9	N/A	\$16	N/A	\$22	100%	100%	100%
<b>Market Average</b>		<b>\$23</b>	<b>\$17</b>	<b>\$34</b>	<b>\$32</b>	<b>\$35</b>	<b>\$52</b>	<b>67%</b>	<b>76%</b>	<b>79%</b>
<b>City of Chattanooga, TN</b>	<b>Blue Cross/Blue Shield</b>	<b>\$0</b>	<b>\$23</b>	<b>\$0</b>	<b>\$52</b>	<b>\$0</b>	<b>\$72</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**TABLE 37**  
**MONTHLY COST AND COST SHARING ARRANGEMENT**  
**FOR DENTAL MAINTENANCE ORGANIZATION**

SURVEYED EMPLOYER	Plan	SINGLE		Employee + 1		FAMILY		Employee Share		
		Employer	Employee	Employer	Employee	Employer	Employee	Single	Employee +1	Family
Athens-Clarke County, GA	Ameritas	N/A	\$26	N/A	\$50	N/A	\$84	100%	100%	100%
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	United Healthcare Dental	N/A	\$10	N/A	N/A	N/A	\$35	100%	N/A	100%
Louisville-Jefferson County, KY	Delta Care	N/A	\$10	N/A	\$19	N/A	\$30	100%	100%	100%
Metro Nashville Government, TN	Delta Dental	\$137	N/A	\$137	\$34	\$137	\$34	0%	20%	20%
State of Tennessee	Delta Dental	N/A	\$16	N/A	\$31	N/A	\$49	100%	100%	100%
<b>Market Average</b>		<b>\$137</b>	<b>\$15</b>	<b>\$137</b>	<b>\$33</b>	<b>\$137</b>	<b>\$46</b>	<b>80%</b>	<b>80%</b>	<b>84%</b>
<b>City of Chattanooga, TN</b>	<b>Assurant PrePaid</b>	<b>N/A</b>	<b>\$12</b>	<b>N/A</b>	<b>\$19</b>	<b>N/A</b>	<b>\$30</b>	<b>100%</b>	<b>100%</b>	<b>100%</b>

**TABLE 38**  
**MONTHLY COST AND COST SHARING ARRANGEMENT**  
**FOR VISION PLAN**

SURVEYED EMPLOYER	Plan	SINGLE		Employee + 1		FAMILY		Employee Share		
		Employer	Employee	Employer	Employee	Employer	Employee	Single	Employee +1	Family
Athens-Clarke County, GA	Ameritas	N/A	\$7	N/A	\$11	N/A	\$17	100%	100%	100%
City of Baton Rouge, LA	Spectera (United Health)	N/A	\$6	N/A	\$10	N/A	\$17	100%	100%	100%
City of Charlotte, NC	Vision Services Plan	\$11	N/A	\$17	N/A	\$28	N/A	0%	0%	0%
City of Knoxville, TN	Spectera	N/A	\$6	N/A	N/A	NR	NR	100%	N/A	NR
City of Little Rock, AR	VSP - rider on medical plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Springfield, MO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Hamilton County, TN	BCBST - rider on medical plan	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	Spectera Vision	N/A	\$6	N/A	N/A	N/A	\$15	100%	N/A	100%
Louisville-Jefferson County, KY	Compbenefits	N/A	\$6	N/A	\$11	N/A	\$17	100%	100%	100%
Metro Nashville Government, TN	Spectera	\$4	\$1	\$13	\$4	\$13	\$4	20%	24%	24%
State of Tennessee	Limited vision included with HMO	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>Market Average</b>		<b>\$7</b>	<b>\$5</b>	<b>\$15</b>	<b>\$9</b>	<b>\$20</b>	<b>\$14</b>	<b>74%</b>	<b>65%</b>	<b>81%</b>
<b>City of Chattanooga, TN</b>	<b>Vision Services Plan</b>	<b>\$0.00</b>	<b>\$12.70</b>	<b>N/A</b>	<b>N/A</b>	<b>\$0.00</b>	<b>\$27.84</b>	<b>100%</b>	<b>N/A</b>	<b>100%</b>

**TABLE 39  
HEALTH AND WELFARE BENEFITS CON'T**

SURVEYED EMPLOYER	Opt-Out	Details	Monthly Cost to Employer	Health	Details	Monthly Cost to Employer	Long-Term	Details	Monthly Cost to Employer	Life	Details	Monthly Cost to Employer
	Benefit			Savings			Disability			Insurance		
Athens-Clarke County, GA							√	\$7,000 Monthly Max, Benefit 60% of Pay	Varies	√	\$350,000 Max Benefit, 2 Multiple of Pay plus \$5,000	Varies
City of Baton Rouge, LA										√	\$25,000 Max Benefit	\$5.58 per Employee
City of Charlotte, NC							√	NR	\$.13/\$100	√	\$100,000 Max Benefit	\$.096/\$1000
City of Knoxville, TN	√	Medical	\$500 per year	√			√	NR	NR	√	\$50,000 Max Benefit, twice Multiple of Pay	NR
City of Little Rock, AR				√	\$5,000 Max Contribution/yr	\$3.00 per Employee	√	\$7,500 Monthly Max, Benefit 60% of Pay	\$.25/\$1000	√	\$500,000 Max Benefit, 1-3 times Multiple of Pay	\$.22/\$1000
City of Lubbock, TX							√	\$5,000 Monthly Max, Benefit 60% Pay	\$0.00	√	\$10,000 Max Benefit	\$0.08
City of Raleigh, NC										√	NR	NR
City of Shreveport, LA	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Springfield, MO										√	\$100,000 Max Benefit, three times Multiple of Pay	\$0.00
Hamilton County, TN										√	\$20,000 Max Benefit	\$4.20 per Employee
Knox County, TN							√	Benefit 50% of Pay	Varies	√	\$50,000 Max Benefit, 1 and 1/2 Multiple of Pay	\$.14/\$1000
Louisville-Jefferson County, KY				√	\$2,850/\$5,250 Max Contrib./yr	\$0.00	√	50% of Pay	Varies	√	\$50,000 Max Benefit	Varies
Metro Nashville Government, TN	√	NR	N/A	√	\$2,000 Max Contrib./yr	N/A	√	\$7,500 Monthly Max, Benefit 4/9% of Pay	NR	√	\$50,000 Max Benefit	\$0.00
State of Tennessee				√	\$7,500 Max Contrib./yr	\$0.00				√	\$50,000 Max Benefit	NR
<b>City of Chattanooga, TN</b>				√	<b>\$2,900 Max Contrib./yr</b>	<b>\$25.00</b>	√	<b>\$5,000 Max</b>	<b>.45 per \$100</b>	√	<b>\$50,000 Max Benefit</b>	<b>\$.17 per \$1,000</b>

**TABLE 40  
VOLUNTARY BENEFITS**

<b>SURVEYED EMPLOYERS</b>	<b>Yes</b>	<b>No</b>	<b>Comments</b>
Athens-Clark County, GA	√		Flexible Spending, Dental, Vision, and Contributory Life
City of Baton Rouge, LA		√	
City of Charlotte, NC	√		AD&D, and Voluntary Long Term Care
City of Knoxville, TN		√	
City of Little Rock, AR	√		Transamerica - Wrap Lite Insurance, Voluntary AD&D, and a Cancer Plan
City of Lubbock, TX	√		Vision Plan, Cancer Insurance, Pre-Paid Legal Plan, Additional Life Insurance, Dependent Life Insurance, Long Term Disability, and Personal Accident Insurance
City of Raleigh, NC	√		AD&D, Disability Income, Reimbursement Accounts, and EAP
City of Shreveport, LA	√		Supplemental Life Insurance
City of Springfield, MO	√		AFLAC: Cancer and Intensive Care Supplemental Coverage
Hamilton County, TN	√		STD, LTD, Supplemental life, Flexible Spending Accounts
Knox County, TN	√		AFLAC and Security Benefits
Louisville-Jefferson County, KY	√		AFLAC & Colonial
Metro Nashville Government, TN	√		Supplemental Life
State of Tennessee	√		Optional Universal & Term Life Insurance and Optional Special Life Insurance
<b>City of Chattanooga, TN</b>	√		<b>Vision, Cancer, Heart/Stroke, Accident, Short Term Disability, and Universal Life Insurance</b>

**TABLE 41  
WELLNESS BENEFITS**

<b>SURVEYED EMPLOYERS</b>	<b>Wellness Clinic</b>	<b>Fitness Center</b>	<b>Other</b>	<b>Other</b>
Athens-Clarke County, GA		√	Incentive Prices and up to \$400 on Health Insurance Premium	Flut Shots, Blood Draw, and Lunch and Learns
City of Baton Rouge, LA	N/A	N/A	N/A	N/A
City of Charlotte, NC		√		
City of Knoxville, TN	√			
City of Little Rock, AR	√ (Onsite Nurse)		Discounts to Fitness Centers	
City of Lubbock, TX		√	Medical Clinic	
City of Raleigh, NC	√			
City of Shreveport, LA	N/R	N/R	N/R	N/R
City of Springfield, MO			Health Risk Assessments	
Hamilton County, TN		√	Non-Tobacco Incentive \$5.00 Reduction in Medical Premium	
Knox County, TN			Discount Rates for Fitness Center	
Louisville-Jefferson County, KY	N/A	N/A	N/A	N/A
Metro Nashville Government, TN			Employee Assistance Program	
State of Tennessee	√		Employee Assistance Program	
<b>City of Chattanooga, TN</b>	√	√		

**TABLE 42**  
**PRIMARY RETIREMENT PLAN - CONTRIBUTION RATES AS A PERCENT OF PAY**

SURVEYED EMPLOYER	Plan Name	Type of Plan		Employer Contribution	Employee Contribution
		Defined Benefit	Defined Contribution		
Athens-Clarke County, GA	ACC Pension Plan	√		10.34%	N/A
City of Baton Rouge, LA	City Parish Employees' Retirement System	√		16.22%	9.50%
City of Charlotte, NC	North Carolina Local Government Retirement	√		4.78%	6.00%
City of Knoxville, TN	City of Knoxville Employees Pension	√		7.15%	6.00%
City of Little Rock, AR	Money Purchase Plan		√	4.00%	3.50%
City of Lubbock, TX	Texas Municipal Retirement System		√	15.73%	7.00%
City of Raleigh, NC	NCLGERS	NR		NR	6.00%
City of Shreveport, LA	Employee Retirement Services	√		13.15%	9.00%
City of Springfield, MO	LAGERS	√		18.40%	N/A
Hamilton County, TN	Tennessee Consolidated Retirement System	√		15.01%	N/A
Knox County, TN	Asset Accumulation Plan		√	6.00%	6.00%
Louisville-Jefferson County, KY	Kentucky Retirement	√		16.16%	5.00%
Metro Nashville Government, TN	Metro Pension	√		NR	N/A
State of Tennessee	Tennessee Consolidated Retirement System	√		13.62%	Varies
<b>Market Average</b>				<b>11.71%</b>	<b>6.44%</b>
<b>City of Chattanooga, TN</b>	<b>General Pension Plan</b>	√		<b>6.36%</b>	<b>2.00%</b>

**TABLE 43**  
**SUPPLEMENTAL PLANS - 401 (a)**

<b>SURVEYED EMPLOYER</b>	<b>Eligibility</b>	<b>Employer Contribution</b>	<b>Employee Contribution</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A
City of Little Rock, AR	One Year From Hire Date	0.00%	1-10%
City of Lubbock, TX	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	NR	NR	NR
City of Springfield, MO	N/A	N/A	N/A
Hamilton County, TN	N/A	N/A	N/A
Knox County, TN	All Employees	6.00%	6.00%
Louisville-Jefferson County, KY	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee	All Employees	Up to \$50.00 per mo.	Up to \$15,000
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 44**  
**SUPPLEMENTAL PLANS - 457 (b)**

<b>SURVEYED EMPLOYER</b>	<b>Eligibility</b>	<b>Employer Contribution</b>	<b>Employee Contribution</b>
Athens-Clarke County, GA	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	All Employees	\$260/yr	Up to \$15,500
City of Little Rock, AR	Immediate	0.00%	Up to \$15,500
City of Lubbock, TX	N/A	0.00%	Up to \$15,500
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	NR	NR	NR
City of Springfield, MO	All Except Temp and Seasonal	\$10 per pay period	Up to \$15,500
Hamilton County, TN	All Employees	0.00%	Up to \$15,500
Knox County, TN	All Employees - Matched after 5 yrs	2-6%	Up to \$15,500
Louisville-Jefferson County, KY	Regular Full Time Employees	0.00%	Varies
Metro Nashville Government, TN	Active Employees	0.00%	NR
State of Tennessee	All Employees	0.00%	Up to \$15,500
<b>City of Chattanooga, TN</b>	<b>Full-time Employees</b>	<b>0.00%</b>	<b>Up to \$15,500</b>

**TABLE 45  
MEDICAL INSURANCE FOR RETIREES**

SURVEYED EMPLOYER	Cost with Medicare					Cost without Medicare		
	Yes	No	Retiree Only	Retiree + 1	Family	Retiree Only	Retiree + 1	Family
Athens-Clarke County, GA	√		N/A	N/A	\$131	\$138	\$269	\$399
City of Baton Rouge, LA	√		NR	NR	NR	NR	NR	NR
City of Charlotte, NC	NR		NR	NR	NR	NR	NR	NR
City of Knoxville, TN	√		\$357	N/A	\$728	N/A	N/A	N/A
City of Little Rock, AR	√		N/A	N/A	N/A	\$69	N/A	\$592
City of Lubbock, TX	√		\$157	\$323	N/A	\$272	\$507	\$592
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	NR	NR	NR	NR	NR	NR	NR	NR
City of Springfield, MO	√		\$271	N/A	\$527	\$364	N/A	\$714
Hamilton County, TN	√		N/A	N/A	N/A	\$267	\$561	\$801
Knox County, TN	√		\$168	\$336	N/A	\$426	\$1,063	\$1,063
Louisville-Jefferson County, KY		√						
Metro Nashville Government, TN	√		\$55	\$129	\$129	\$121	\$293	\$293
State of Tennessee	√		\$90	\$90	\$90	\$190	\$284	\$474
<b>Market Average</b>			<b>\$183</b>	<b>\$220</b>	<b>\$321</b>	<b>\$231</b>	<b>\$496</b>	<b>\$616</b>
<b>City of Chattanooga, TN</b>	√		<b>\$107</b>	<b>\$211</b>	<b>\$295</b>	<b>\$107</b>	<b>\$211</b>	<b>\$295</b>

**TABLE 46  
OTHER POST EMPLOYMENT BENEFITS**

<b>SURVEYED EMPLOYER</b>	<b>Comments</b>
Athens-Clarke County, GA	OPEB Evaluation complete - Decision has not been made at which Level this will be Funded
City of Baton Rouge, LA	NR
City of Charlotte, NC	NR
City of Knoxville, TN	NR
City of Little Rock, AR	Offer COBRA Coverage
City of Lubbock, TX	N/A
City of Raleigh, NC	2007-2008 Adopted Budget Includes full Funding of Retiree Medical Benefits on an Actuarial Basis
City of Shreveport, LA	NR
City of Springfield, MO	Implementing a HDHP with an HAS beginning 1/1/08 for Non-Medicare Eligible Retirees
Hamilton County, TN	NR
Knox County, TN	NR
Louisville-Jefferson County, KY	Maintained and Managed by Kentucky Retirement System for all Public Employees
Metro Nashville Government, TN	Offers Continuous Health Coverage/COBRA
State of Tennessee	COBRA and Retiree Health Insurance
<b>City of Chattanooga, TN</b>	<b>Established OPEB Trust</b>

**TABLE 47**  
**EXECUTIVE COMPENSATION SEPARATE PAY PLAN**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>
Athens-Clarke County, GA		√
City of Baton Rouge, LA		√
City of Charlotte, NC		√
City of Knoxville, TN		√
City of Little Rock, AR		√
City of Lubbock, TX		√
City of Raleigh, NC	NR	NR
City of Shreveport, LA	√	
City of Springfield, MO	√	
Hamilton County, TN		√
Knox County, TN		√
Louisville-Jefferson County, KY	√	
Metro Nashville Government, TN		√
State of Tennessee	√	
<b>City of Chattanooga, TN</b>		√

**TABLE 48  
EXECUTIVE SPECIFIC BENEFITS OFFERED**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>
Athens-Clarke County, GA	√	
City of Baton Rouge, LA	√	
City of Charlotte, NC	√	
City of Knoxville, TN		√
City of Little Rock, AR	√	
City of Lubbock, TX	√	
City of Raleigh, NC	NR	NR
City of Shreveport, LA	√	
City of Springfield, MO	√	
Hamilton County, TN		√
Knox County, TN	√	
Louisville-Jefferson County, KY		√
Metro Nashville Government, TN	√	
State of Tennessee	√	
<b>City of Chattanooga, TN</b>		√

## Benefit Tables

**TABLE 49**  
**EXECUTIVE SPECIFIC BENEFITS**

SURVEYED EMPLOYER	Cell Phones	Cost	Car Allowance	Cost	Parking	Cost	Housing Allowance	Cost	Conf Reimb.	Cost
Athens-Clarke County, GA	√	Varies	√	Varies					√	Varies
City of Baton Rouge, LA	√	Varies			√	Varies				
City of Charlotte, NC			√	Varies						
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	√	Varies	√	Varies	√	Free			√	Varies
City of Lubbock, TX	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	√	Varies	√	Varies						
City of Springfield, MO	√	\$840/ yr	√	\$5160/yr						
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN	√	Varies	√	Varies					√	Varies
Louisville-Jefferson County, KY										
Metro Nashville Government, TN	√	\$28/mo.								
State of Tennessee	√	Varies	√	Varies	√				√	Varies
<b>City of Chattanooga, TN</b>	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A

Benefit Tables

**TABLE 49  
EXECUTIVE SPECIFIC BENEFITS CONT**

<b>SURVEYED EMPLOYER</b>	<b>Supp Health</b>	<b>Cost</b>	<b>Supp Life</b>	<b>Cost</b>	<b>Liability Insurance</b>	<b>Cost</b>	<b>Prof Assoc Fees</b>	<b>Cost</b>	<b>Other</b>	<b>Cost</b>	<b>Comments</b>
Athens-Clarke County, GA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Baton Rouge, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Little Rock, AR	√	Varies	√	Varies			√	Varies			
City of Lubbock, TX									√	Varies	Other - Total Cost of Dependent Health/Dental, Cost Varies per yr
City of Raleigh, NC	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO							√	Varies			
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Knox County, TN							√	Varies			
Louisville-Jefferson County, KY	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Metro Nashville Government, TN	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Benefit Tables

**TABLE 50**  
**POLICE - ALLOWED TO TAKE VEHICLE HOME**

SURVEYED EMPLOYER	Yes	No
Athens-Clarke County, GA		√
City of Baton Rouge, LA	√	
City of Charlotte, NC		√
City of Knoxville, TN	√	
City of Little Rock, AR	√	
City of Lubbock, TX	√	
City of Raleigh, NC	NR	NR
City of Shreveport, LA	N/A	N/A
City of Springfield, MO	√	
Hamilton County, TN	√	
Knox County, TN	N/A	
Louisville-Jefferson County, KY	√	
Metro Nashville Government, TN	√	
State of Tennessee	√	
<b>City of Chattanooga, TN</b>	√	

Benefit Tables

**TABLE 51  
POLICE - REGULARLY SCHEDULED WORK CYCLE**

<b>SURVEYED EMPLOYER</b>	<b>Hours/Day</b>	<b>Hours/Year</b>
Athens-Clarke County, GA	171/28	2080*
City of Baton Rouge, LA	40/7	2080
City of Charlotte, NC	86/14	2080
City of Knoxville, TN	40/5	2052
City of Little Rock, AR	40/5	2080
City of Lubbock, TX	40/7	2080
City of Raleigh, NC	NR	2184
City of Shreveport, LA	N/A	N/A
City of Springfield, MO	40/7	2080
Hamilton County, TN	40/7	2080
Knox County, TN	N/A	N/A
Louisville-Jefferson County, KY	40/7	2080
Metro Nashville Government, TN	NR	2080
State of Tennessee	171/28	2080
<b>City of Chattanooga, TN</b>	<b>171/28</b>	<b>2080</b>

\*Varies by position

**TABLE 52**  
**POLICE - COMPENSATORY TIME EARNED (HOURS PER DAY)**

<b>SURVEYED EMPLOYER</b>	<b>Hours/Day</b>
Athens-Clarke County, GA	171/28
City of Baton Rouge, LA	40/7
City of Charlotte, NC	86/14
City of Knoxville, TN	40/5
City of Little Rock, AR	40/5
City of Lubbock, TX	40/7
City of Raleigh, NC	NR
City of Shreveport, LA	N/A
City of Springfield, MO	40/7
Hamilton County, TN	40/7
Knox County, TN	N/A
Louisville-Jefferson County, KY	40/7
Metro Nashville Government, TN	NR
State of Tennessee	171/28
<b>City of Chattanooga, TN</b>	<b>171/28</b>

**TABLE 53**  
**POLICE - ALTERNATIVE WORK WEEK**

<b>Are alternative workweeks offered for Police?</b>			
<b>SURVEYED EMPLOYER</b>	<b>4/10's</b>	<b>9/80's</b>	<b>Other</b>
City of Baton Rouge, LA	N/A	N/A	N/A
Athens-Clarke County, GA	N/A	N/A	N/A
City of Charlotte, NC	√		N/A
City of Knoxville, TN	N/A	N/A	N/A
City of Little Rock, AR	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A
City of Montgomery, AL	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO	√		
Hamilton County, TN			12 hour shifts
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY	√		
Metro Nashville Government, TN	N/A	N/A	N/A
State of Tennessee	N/A	N/A	N/A
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

**TABLE 54**  
**POLICE - ELIGIBLE GROUPS FOR ALTERNATIVE WORK WEEKS**

<b>SURVEYED EMPLOYER</b>	<b>Groups</b>
Athens-Clarke County, GA	N/A
City of Baton Rouge, LA	All
City of Charlotte, NC	>Utilities Weekend Crews >Police Telecommunications >Other Jobs As Needed
City of Knoxville, TN	N/A
City of Little Rock, AR	N/A
City of Lubbock, TX	N/A
City of Raleigh, NC	NR
City of Shreveport, LA	N/A
City of Springfield, MO	All Police Officers
Hamilton County, TN	Uniformed Police
Knox County, TN	N/A
Louisville-Jefferson County, KY	>Bicycle Patrol >Mid-Day Patrol
Metro Nashville Government, TN	N/A
State of Tennessee	NR
<b>City of Chattanooga, TN</b>	<b>N/A</b>

**TABLE 55**  
**POLICE - PRIMARY RETIREMENT PLAN**

SURVEYED EMPLOYER	Plan Name	Type of Plan		Employer Contribution	Employee Contribution
		Defined Benefit	Defined Contribution		
Athens-Clarke County, GA	ACC Pension	√		10.34%	N/A
City of Baton Rouge, LA	City Parish Employees' Retirement System	√		16.22%	9.50%
City of Charlotte, NC	NC State Employees Retirement System	√		4.78%	6.00%
City of Knoxville, TN	City of Knoxville Employees Pension	√		16.22%	6.00%
City of Little Rock, AR	WPI	√		12.35%	6.00%
City of Lubbock, TX	Texas Mun Retirement		√	15.73%	7.00%
City of Raleigh, NC	NR	NR	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	City of Springfield Police and Fire Pension Fund	√		26.63%	8.50%
Hamilton County, TN	Tennessee Consolidated Retirement System	√		15.01%	N/A
Knox County, TN	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY	Kentucky Retirement	√		33.08%	8.00%
Metro Nashville Government, TN	Metro Pension	√		NR	N/A
State of Tennessee	Tennessee Consolidated Retirement System	√		14.60%	Varies
<b>Market Average</b>				<b>16.50%</b>	<b>7.29%</b>
<b>City of Chattanooga, TN</b>	<b>Fire and Police Pension Fund</b>	√		<b>23.56%</b>	<b>8.00%</b>

**TABLE 56**  
**FIRE - ALLOWED TO TAKE VEHICLE HOME**

<b>SURVEYED EMPLOYER</b>	<b>Yes</b>	<b>No</b>
Athens-Clarke County, GA		√
City of Baton Rouge, LA	√	
City of Charlotte, NC		√ (Except Fire Chief, Deputy)
City of Knoxville, TN	√ (Few)	
City of Little Rock, AR		√
City of Lubbock, TX		√
City of Raleigh, NC	NR	NR
City of Shreveport, LA	N/A	N/A
City of Springfield, MO	√	
Hamilton County, TN	N/A	N/A
Knox County, TN	N/A	N/A
Louisville-Jefferson County, KY		√
Metro Nashville Government, TN		√
State of Tennessee	NR	NR
<b>City of Chattanooga, TN</b>	√	

Benefit Tables

**TABLE 57  
FIRE - REGULARLY SCHEDULED WORK CYCLE**

<b>SURVEYED EMPLOYER</b>	<b>Hours/Day</b>	<b>Hours/Year</b>
Athens-Clarke County, GA	Varies	2080
City of Baton Rouge, LA	40/7	2080
City of Charlotte, NC	182/24	2704
City of Knoxville, TN	40/5	2912
City of Little Rock, AR	204/27	2920
City of Lubbock, TX	106/14	2080
City of Raleigh, NC	NR	2920
City of Shreveport, LA	N/A	N/A
City of Springfield, MO	112/14	2912
Hamilton County, TN	N/A	N/A
Knox County, TN	N/A	N/A
Louisville-Jefferson County, KY	128/14	2920
Metro Nashville Government, TN	NR	2080
State of Tennessee	NR	2764
<b>City of Chattanooga, TN</b>	<b>212/28</b>	<b>2758</b>

Benefit Tables

**TABLE 58  
FIRE - COMPENSATORY TIME EARNED (HOURS PER DAY)**

SURVEYED EMPLOYER	Hours/Day
Athens-Clarke County, GA	Varies
City of Baton Rouge, LA	40/5
City of Charlotte, NC	52/5
City of Knoxville, TN	40/5
City of Little Rock, AR	216/27
City of Lubbock, TX	40/5
City of Raleigh, NC	NR
City of Shreveport, LA	N/A
City of Springfield, MO	112/14
Hamilton County, TN	N/A
Knox County, TN	N/A
Louisville-Jefferson County, KY	24/3
Metro Nashville Government, TN	24/2
State of Tennessee	NR
<b>City of Chattanooga, TN</b>	<b>60/5</b>

Benefit Tables

**TABLE 59  
FIRE - ALTERNATIVE WORK WEEK**

SURVEYED EMPLOYER	Are alternative workweeks offered for Fire?		
	4/10's	9/80's	Other
City of Baton Rouge, LA	N/A	N/A	N/A
Athens-Clarke County, GA	N/A	N/A	N/A
City of Charlotte, NC	N/A	N/A	N/A
City of Knoxville, TN	N/A	N/A	N/A
City of Little Rock, AR	N/A	N/A	N/A
City of Lubbock, TX	N/A	N/A	N/A
City of Raleigh, NC	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A
City of Springfield, MO			√
Hamilton County, TN	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A
Louisville-Jefferson County, KY			40 Hour Week
Metro Nashville Government, TN			Varies Depending on Need
State of Tennessee	NR	NR	NR
<b>City of Chattanooga, TN</b>	<b>N/A</b>	<b>N/A</b>	<b>N/A</b>

Benefit Tables

**TABLE 60**  
**FIRE - ELIGIBLE GROUPS FOR ALTERNATIVE WORK WEEKS**

<b>SURVEYED EMPLOYER</b>	<b>Group 1</b>
Athens-Clarke County, GA	N/A
City of Baton Rouge, LA	N/A
City of Charlotte, NC	N/A
City of Knoxville, TN	N/A
City of Little Rock, AR	N/A
City of Lubbock, TX	N/A
City of Raleigh, NC	NR
City of Shreveport, LA	N/A
City of Springfield, MO	N/A
Hamilton County, TN	N/A
Knox County, TN	N/A
Louisville-Jefferson County, KY	>Training >Headquarters
Metro Nashville Government, TN	Varies Depending on Need
State of Tennessee	NR
<b>City of Chattanooga, TN</b>	<b>N/A</b>

**TABLE 61**  
**FIRE - PRIMARY RETIREMENT PLAN**

SURVEYED EMPLOYER	Plan Name	Type of Plan		Employer Contribution	Employee Contribution
		Defined Benefit	Defined Contribution		
Athens-Clarke County, GA	ACC Pension	√		10.34%	N/A
City of Baton Rouge, LA	City Parish Employees' Retirement System	√		16.22%	9.50%
City of Charlotte, NC	Firefighters Retirement Plan	√		4.78%	6.00%
City of Knoxville, TN	City of Knoxville Employees Pension	√		16.55%	6.00%
City of Little Rock, AR	WPFI	√		15.50%	6.00%
City of Lubbock, TX	City of Lubbock Fire Pension	√		19.34%	11.00%
City of Raleigh, NC	NR	NR	NR	NR	NR
City of Shreveport, LA	N/A	N/A	N/A	N/A	N/A
City of Springfield, MO	City of Springfield Police and Fire Pension Fund	√		26.63%	8.50%
Hamilton County, TN	N/A	N/A	N/A	N/A	N/A
Knox County, TN	N/A	N/A	N/A	N/A	N/A
Louisville-Jefferson County, KY	Kentucky Retirement	√		33.08%	8.00%
Metro Nashville Government, TN	Metro Pension	√		NR	N/A
State of Tennessee	N/A	N/A	N/A	N/A	N/A
<b>Market Average</b>				<b>17.81%</b>	<b>7.86%</b>
<b>City of Chattanooga, TN</b>	<b>Fire and Police Pension Fund</b>	√		<b>23.56%</b>	<b>8.00%</b>

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Administrator, Personnel</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Human Resources Director	1	\$67,813	\$84,767	\$101,720	\$90,279
City of Baton Rouge, LA	Human Resources Director	1	\$70,216	\$83,706	\$97,196	\$97,196
City of Charlotte, NC	HR Key Business Executive	1	NA	NA	NA	\$129,943
City of Knoxville, TN	Civil Service Director	1	NA	NA	NA	\$85,213
City of Little Rock, AR	Director of Human Resources	1	\$78,521	\$98,151	\$117,782	\$108,151
City of Lubbock, TX	Director of Human Resources	1	\$52,941	\$104,430	\$155,919	\$74,376
City of Raleigh, NC	Personnel Director	1	\$67,404	\$93,530	\$119,657	\$116,280
City of Shreveport, LA	Director of Personnel	1	\$58,233	\$75,517	\$92,801	NA
City of Springfield, MO	Director of Human Resources	1	\$66,907	\$84,369	\$101,830	\$101,830
Hamilton County Govt, TN	Director of Human Resources	1	\$78,060	\$97,575	\$117,089	\$89,676
Knox County Govt, TN	Sr. Director Human Resources	1	\$64,761	\$84,189	\$103,616	\$96,335
Louisville-Jefferson Cnty, KY	Director	1	\$69,552	\$109,287	\$149,022	\$93,024
Metro Nashville Govt, TN	Human Resources Director	1	\$80,621	\$120,469	\$160,317	\$106,701
Montgomery City/County, AL	Personnel Director (City/County)	1	\$92,098	\$111,601	\$131,104	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$71,093</b>	<b>\$90,490</b>	<b>\$109,887</b>	<b>\$109,887</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$70,594</b>	<b>\$95,633</b>	<b>\$120,671</b>	<b>\$99,084</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>101%</b>	<b>95%</b>	<b>91%</b>	<b>111%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$71,093</b>	<b>\$90,490</b>	<b>\$109,887</b>	<b>\$109,887</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$70,594</b>	<b>\$95,633</b>	<b>\$120,671</b>	<b>\$99,084</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>101%</b>	<b>95%</b>	<b>91%</b>	<b>111%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Knoxville has no formal pay range  
 City of Charlotte has no formal pay range  
 State of Tennessee has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Administrator, Public Works</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Public Works Director	1	\$70,519	\$88,149	\$105,779	\$96,398
City of Baton Rouge, LA	Public Works Director	1	\$77,414	\$92,286	\$107,159	\$104,037
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Neighborhood & Public Svc Dir	1	NA	NA	NA	\$106,810
City of Little Rock, AR	Director of Public Works	1	\$81,838	\$102,298	\$122,758	\$104,212
City of Lubbock, TX	Director of Public Works	1	\$52,941	\$104,430	\$155,919	\$120,861
City of Raleigh, NC	Public Works Director	NA	\$80,884	\$105,959	\$131,033	\$123,783
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Director of Public Works	1	\$74,756	\$94,191	\$113,625	\$113,625
Hamilton County Govt, TN	Administrator, Public Works	1	\$99,923	\$124,904	\$149,884	\$109,641
Knox County Govt, TN	Sr Dir Engineering & P.W.	1	\$103,991	\$135,189	\$166,386	\$126,275
Louisville-Jefferson Cnty, KY	Director	1	\$69,552	\$109,287	\$149,022	\$97,394
Metro Nashville Govt, TN	Public Works Director	1	\$110,278	\$165,748	\$221,218	\$124,559
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$73,626</b>	<b>\$93,721</b>	<b>\$113,815</b>	<b>\$109,429</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$82,210</b>	<b>\$112,244</b>	<b>\$142,278</b>	<b>\$111,600</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>90%</b>	<b>83%</b>	<b>80%</b>	<b>98%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$73,626</b>	<b>\$93,721</b>	<b>\$113,815</b>	<b>\$109,429</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$82,210</b>	<b>\$112,244</b>	<b>\$142,278</b>	<b>\$111,600</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>90%</b>	<b>83%</b>	<b>80%</b>	<b>98%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Knoxville has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Air Pollution Instrument Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Air Quality Control Specialist II	3	\$34,042	\$40,317	\$46,592	\$43,548
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Laboratory Technician	1	\$29,113	\$34,936	\$40,758	\$35,481
Louisville-Jefferson Cnty, KY	Air Pollution Technician II	5	\$28,244	\$36,758	\$45,272	\$31,688
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>2</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$35,021</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$30,466</b>	<b>\$37,337</b>	<b>\$44,207</b>	<b>\$36,906</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>96%</b>	<b>100%</b>	<b>102%</b>	<b>95%</b>
<b>CITY OF CHATTANOOGA</b>		<b>2</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$35,021</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$30,466</b>	<b>\$37,337</b>	<b>\$44,207</b>	<b>\$36,906</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>96%</b>	<b>100%</b>	<b>102%</b>	<b>95%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Building Maintenance Mechanic</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	Systems Maint Mechanic	30	NA	NA	NA	\$37,349
City of Knoxville, TN	Trades Craftworker	11	\$21,824	\$33,232	\$44,640	\$24,792
City of Little Rock, AR	Building Maint Mechanic	1	\$26,598	\$32,308	\$38,017	\$28,943
City of Lubbock, TX	Building Maint Tech II	6	\$23,184	\$30,768	\$38,353	\$30,447
City of Raleigh, NC	Maintenance Mechanic I	13	\$29,407	\$38,380	\$47,352	\$40,490
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	Skilled Craft Specialist	19	\$32,090	\$40,113	\$48,135	\$36,324
Knox County Govt, TN	Maintenance Specialist	2	\$33,331	\$39,997	\$46,664	\$35,266
Louisville-Jefferson Cnty, KY	Maintenance Worker - TM	5	\$34,977	\$45,477	\$55,978	\$33,704
Metro Nashville Govt, TN	Building Maint Mechanic	11	\$30,132	\$32,645	\$35,158	\$31,993
Montgomery City/County, AL	Building Maint Mechanic	3	\$27,927	\$33,842	\$39,756	\$37,127
State of Tennessee	Building Maint Worker 2	218	\$21,439	\$27,872	\$34,305	\$26,150
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$22,942</b>	<b>\$29,089</b>	<b>\$35,235</b>	<b>\$27,954</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$28,091</b>	<b>\$35,463</b>	<b>\$42,836</b>	<b>\$32,962</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>82%</b>	<b>82%</b>	<b>82%</b>	<b>85%</b>
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$22,942</b>	<b>\$29,089</b>	<b>\$35,235</b>	<b>\$27,954</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$28,091</b>	<b>\$35,463</b>	<b>\$42,836</b>	<b>\$32,962</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>82%</b>	<b>82%</b>	<b>82%</b>	<b>85%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

City of Charlotte has no formal pay range

Louisville-Jefferson County - TM is an abbreviation for Teamster Master Contract

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Code Enforcement Inspector</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Code Enforcement Officer	3	\$31,265	\$39,081	\$46,897	\$33,608
City of Baton Rouge, LA	Code Enforcement Specialist	2	\$25,204	\$30,046	\$34,888	NA
City of Charlotte, NC	Code Enforcement Inspector	41	NA	NA	NA	\$37,826
City of Knoxville, TN	Codes Enforcement Officer	3	\$24,800	\$35,712	\$46,624	\$33,912
City of Little Rock, AR	Code Enforcement Officer	33	\$25,987	\$32,484	\$38,981	\$29,708
City of Lubbock, TX	Codes Inspector	8	\$25,203	\$33,379	\$41,554	\$31,099
City of Raleigh, NC	Housing Inspector I	13	\$32,422	\$43,619	\$54,816	\$36,737
City of Shreveport, LA	Code Enforcement Inspector	11	\$28,625	\$36,691	\$44,758	NA
City of Springfield, MO	Code Compliance Investigator	1	\$40,463	\$47,651	\$54,840	\$44,493
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Code Enforcement Officer	3	\$38,161	\$45,793	\$53,425	\$40,342
Louisville-Jefferson Cnty, KY	Code Enforcement Officer I	20	\$31,238	\$33,685	\$36,131	\$33,215
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Housing Code Inspector	9	\$37,692	\$45,673	\$53,654	\$41,386
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$33,775</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$31,005</b>	<b>\$38,529</b>	<b>\$46,052</b>	<b>\$36,233</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>90%</b>	<b>92%</b>	<b>94%</b>	<b>93%</b>
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$33,775</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$31,005</b>	<b>\$38,529</b>	<b>\$46,052</b>	<b>\$36,233</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>90%</b>	<b>92%</b>	<b>94%</b>	<b>93%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Combination Inspector</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Inspector II	2	\$33,971	\$42,464	\$50,958	\$40,935
City of Baton Rouge, LA	Construction Combo Inspector II	4	\$32,167	\$38,347	\$44,527	\$40,775
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Combination Inspector	2	\$32,938	\$43,435	\$53,931	\$38,981
City of Raleigh, NC	Code Enforcmnt Inspector (III)	43	\$35,745	\$48,090	\$60,434	\$46,165
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Combination Inspector	0	\$31,606	\$37,346	\$43,087	NA
Hamilton County Govt, TN	Building Inspector	9	\$33,714	\$42,143	\$50,571	\$38,461
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Combination Codes Inspector	0	\$42,715	\$49,123	\$55,532	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>8</b>	<b>\$31,812</b>	<b>\$40,406</b>	<b>\$49,000</b>	<b>\$43,062</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$34,694</b>	<b>\$42,993</b>	<b>\$51,291</b>	<b>\$41,064</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>92%</b>	<b>94%</b>	<b>96%</b>	<b>105%</b>
<b>CITY OF CHATTANOOGA</b>		<b>8</b>	<b>\$31,812</b>	<b>\$40,406</b>	<b>\$49,000</b>	<b>\$43,062</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$34,694</b>	<b>\$42,993</b>	<b>\$51,291</b>	<b>\$41,064</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>92%</b>	<b>94%</b>	<b>96%</b>	<b>105%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Construction Inspector</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Public Works Inspector	9	\$35,326	\$44,157	\$52,988	\$41,708
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	Construction Inspector	83	NA	NA	NA	\$41,609
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	Foreman I	15	\$28,376	\$35,471	\$42,566	\$34,341
City of Lubbock, TX	Engineering Inspector	4	\$25,203	\$33,379	\$41,554	\$25,787
City of Raleigh, NC	Engineering Inspector	11	\$30,878	\$41,542	\$52,205	\$40,136
City of Shreveport, LA	Construction Inspector	15	\$24,126	\$30,801	\$37,476	NA
City of Springfield, MO	Street & Sewer Const Inspector	9	\$31,607	\$37,347	\$43,087	\$39,483
Hamilton County Govt, TN	Engineering Project Inspector	2	\$33,714	\$42,143	\$50,571	\$39,608
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>7</b>	<b>\$30,454</b>	<b>\$38,745</b>	<b>\$47,036</b>	<b>\$42,582</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$29,890</b>	<b>\$37,834</b>	<b>\$45,778</b>	<b>\$37,525</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>102%</b>	<b>102%</b>	<b>103%</b>	<b>113%</b>
<b>CITY OF CHATTANOOGA</b>		<b>7</b>	<b>\$30,454</b>	<b>\$38,745</b>	<b>\$47,036</b>	<b>\$42,582</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$29,890</b>	<b>\$37,834</b>	<b>\$45,778</b>	<b>\$37,525</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>102%</b>	<b>102%</b>	<b>103%</b>	<b>113%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Court Operations Assistant</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Court Clerk	16	\$26,943	\$33,678	\$40,414	\$29,507
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	City Court Assistant	6	\$19,245	\$29,958	\$40,672	\$22,229
City of Little Rock, AR	Court Operations Assistant	14	\$24,773	\$30,966	\$37,160	\$28,028
City of Lubbock, TX	Customer Service Rep	12	\$19,789	\$26,353	\$32,918	\$22,162
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Court Services Representative	5	\$17,482	\$21,218	\$24,954	\$18,129
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Administrative Assistant - CPO	3	\$23,839	\$28,607	\$33,375	\$31,786
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Court Operations Clerk I	17	\$23,757	\$28,787	\$33,817	\$26,819
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$20,650</b>	<b>\$25,986</b>	<b>\$31,322</b>	<b>\$27,542</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$22,261</b>	<b>\$28,510</b>	<b>\$34,758</b>	<b>\$25,523</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>93%</b>	<b>91%</b>	<b>90%</b>	<b>108%</b>
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$20,650</b>	<b>\$25,986</b>	<b>\$31,322</b>	<b>\$27,542</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$22,261</b>	<b>\$28,510</b>	<b>\$34,758</b>	<b>\$25,523</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>93%</b>	<b>91%</b>	<b>90%</b>	<b>108%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Deputy Administrator, Public Works</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Public Service Deputy Director	1	\$54,560	\$81,840	\$109,120	\$58,971
City of Little Rock, AR	Asst Director of Public Works	2	\$76,286	\$95,357	\$114,429	\$95,419
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Deputy Dir Engineering & P.W.	1	\$79,334	\$103,135	\$126,935	\$89,535
Louisville-Jefferson Cnty, KY	Assistant Director	5	\$59,614	\$87,178	\$114,741	\$79,770
Metro Nashville Govt, TN	Public Works Associate Director	1	\$80,621	\$103,378	\$126,135	\$88,711
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$62,224</b>	<b>\$79,182</b>	<b>\$96,140</b>	<b>\$96,140</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$70,083</b>	<b>\$94,178</b>	<b>\$118,272</b>	<b>\$82,482</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>89%</b>	<b>84%</b>	<b>81%</b>	<b>117%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$62,224</b>	<b>\$79,182</b>	<b>\$96,140</b>	<b>\$96,140</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$70,083</b>	<b>\$94,178</b>	<b>\$118,272</b>	<b>\$82,482</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>89%</b>	<b>84%</b>	<b>81%</b>	<b>117%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Director of Parks</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Parks & Recreation Deputy Dir	1	\$54,560	\$81,840	\$109,120	\$74,969
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Park Operations Manager	1	\$47,807	\$62,772	\$77,737	\$64,418
City of Raleigh, NC	Parks Superintendent	1	\$55,453	\$76,947	\$98,442	\$96,767
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Director	1	\$69,552	\$109,287	\$149,022	\$101,289
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Assistant Commissioner 2	43	\$59,324	\$77,115	\$94,906	\$92,653
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$48,284</b>	<b>\$61,409</b>	<b>\$74,534</b>	<b>\$68,808</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$57,339</b>	<b>\$81,592</b>	<b>\$105,846</b>	<b>\$86,019</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>84%</b>	<b>75%</b>	<b>70%</b>	<b>80%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$48,284</b>	<b>\$61,409</b>	<b>\$74,534</b>	<b>\$68,808</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$57,339</b>	<b>\$81,592</b>	<b>\$105,846</b>	<b>\$86,019</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>84%</b>	<b>75%</b>	<b>70%</b>	<b>80%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Director of Recreation</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Parks & Recreation Deputy Dir	1	\$54,560	\$81,840	\$109,120	\$74,969
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Recreation Services Manager	1	\$47,807	\$62,772	\$77,737	\$54,790
City of Raleigh, NC	Recreation Superintendent	2	\$55,453	\$76,947	\$98,442	\$84,459
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Recreation Superintendent	1	\$49,406	\$64,227	\$79,049	\$47,375
Louisville-Jefferson Cnty, KY	Recreation Administrator	2	\$39,870	\$51,819	\$63,768	\$54,823
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Athletic Div Superintendent	1	\$52,083	\$63,112	\$74,141	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$48,284</b>	<b>\$61,409</b>	<b>\$74,534</b>	<b>\$71,672</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$49,863</b>	<b>\$66,786</b>	<b>\$83,710</b>	<b>\$63,283</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>97%</b>	<b>92%</b>	<b>89%</b>	<b>113%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$48,284</b>	<b>\$61,409</b>	<b>\$74,534</b>	<b>\$71,672</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$49,863</b>	<b>\$66,786</b>	<b>\$83,710</b>	<b>\$63,283</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>97%</b>	<b>92%</b>	<b>89%</b>	<b>113%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 Knox County - Recreation Superintendent is below the minimum of the pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Electrical / Instrumentation Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Instrumentation Technician	1	\$33,971	\$42,464	\$50,958	\$37,145
City of Baton Rouge, LA	Instrument Technician	7	\$27,787	\$33,125	\$38,463	\$34,571
City of Charlotte, NC	Instrument Technician	4	NA	NA	NA	\$45,461
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Water Systems Electrician	7	\$29,930	\$39,535	\$49,140	\$41,405
City of Raleigh, NC	Instrument Technician	5	\$32,422	\$43,619	\$54,816	\$43,684
City of Shreveport, LA	Electrical/Instrumentation Tech	15	\$28,625	\$36,691	\$44,758	NA
City of Springfield, MO	Instrumentation Technician	1	\$30,935	\$37,011	\$43,087	\$36,559
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Electronics Technician 2	8	\$23,292	\$30,283	\$37,274	\$31,073
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$30,426</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$29,566</b>	<b>\$37,533</b>	<b>\$45,499</b>	<b>\$38,557</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>79%</b>
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$30,426</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$29,566</b>	<b>\$37,533</b>	<b>\$45,499</b>	<b>\$38,557</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>99%</b>	<b>99%</b>	<b>99%</b>	<b>79%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Electrical Inspector</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	Electrical Inspector	2	\$25,987	\$32,484	\$38,981	\$33,325
City of Lubbock, TX	Electrical Inspector	2	\$29,930	\$39,535	\$49,140	\$34,024
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Electrical Inspector	3	\$36,937	\$43,601	\$50,264	\$48,593
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Electrician I	1	\$35,664	\$42,797	\$49,930	\$38,722
Louisville-Jefferson Cnty, KY	Electrical Inspector I	3	\$28,929	\$37,159	\$45,389	\$28,655
Metro Nashville Govt, TN	Electrical Inspector	4	\$35,820	\$41,192	\$46,565	\$38,044
Montgomery City/County, AL	Electrical Inspector	5	\$37,692	\$45,673	\$53,654	\$44,342
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>2</b>	<b>\$30,545</b>	<b>\$38,791</b>	<b>\$47,036</b>	<b>\$42,538</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$32,994</b>	<b>\$40,349</b>	<b>\$47,703</b>	<b>\$37,958</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>93%</b>	<b>96%</b>	<b>99%</b>	<b>112%</b>
<b>CITY OF CHATTANOOGA</b>		<b>2</b>	<b>\$30,545</b>	<b>\$38,791</b>	<b>\$47,036</b>	<b>\$42,538</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$32,994</b>	<b>\$40,349</b>	<b>\$47,703</b>	<b>\$37,958</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>93%</b>	<b>96%</b>	<b>99%</b>	<b>112%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Equipment Operator</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Maintenance Worker I	115	\$17,912	\$21,353	\$24,794	\$20,100
City of Charlotte, NC	Equipment Operator II	151	NA	NA	NA	\$26,988
City of Knoxville, TN	Equipment Operator	37	\$18,848	\$27,280	\$35,712	\$23,629
City of Little Rock, AR	Equipment Operator I	12	\$19,650	\$23,100	\$26,550	\$19,899
City of Lubbock, TX	Equipment Operator I	NA	\$19,789	\$26,353	\$32,918	\$22,280
City of Raleigh, NC	Equipment Operator I	61	\$23,042	\$30,071	\$37,101	\$26,756
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Maintenance Worker	42	\$21,638	\$26,108	\$30,578	\$26,958
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Light Equipment Operator II	7	\$23,764	\$28,518	\$33,271	\$29,706
Louisville-Jefferson Cnty, KY	Equipment Operator	39	\$25,073	\$32,608	\$40,144	\$29,731
Metro Nashville Govt, TN	Equipment Operator	20	\$25,025	\$27,172	\$29,319	\$26,876
Montgomery City/County, AL	Heavy Equipment Operator	14	\$22,861	\$27,702	\$32,543	\$28,796
State of Tennessee	Heavy Maint Worker 2	NA	\$19,771	\$25,697	\$31,624	\$25,320
<b>CITY OF CHATTANOOGA</b>		<b>18</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$28,443</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$21,579</b>	<b>\$26,906</b>	<b>\$32,232</b>	<b>\$25,587</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>100%</b>	<b>102%</b>	<b>103%</b>	<b>111%</b>
<b>CITY OF CHATTANOOGA</b>		<b>18</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$28,443</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$21,579</b>	<b>\$26,906</b>	<b>\$32,232</b>	<b>\$25,587</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>100%</b>	<b>102%</b>	<b>103%</b>	<b>111%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range  
 Louisville-Jefferson County - TM is an abbreviation for Teamster Master Contract  
 Louisville-Jefferson County - Unable to verify data

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Executive Director, Planning</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Planning Director	1	\$67,813	\$84,767	\$101,720	\$90,118
City of Baton Rouge, LA	Planning Director	1	\$70,216	\$83,706	\$97,196	\$91,617
City of Charlotte, NC	Planning Key Business Executive	1	NA	NA	NA	\$135,791
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	Dir of Planning & Development	1	\$78,521	\$98,151	\$117,782	\$96,518
City of Lubbock, TX	Director of Planning	1	\$52,941	\$104,430	\$155,919	\$94,749
City of Raleigh, NC	Planning Director	NA	\$67,404	\$93,530	\$119,657	\$114,075
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Dir of Planning & Development	1	\$74,756	\$94,191	\$113,625	\$105,062
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Director	1	\$69,552	\$109,287	\$149,022	\$87,243
Metro Nashville Govt, TN	Planning Executive Director	20	\$110,278	\$165,748	\$221,218	\$141,412
Montgomery City/County, AL	Director of City Development	1	\$83,144	\$100,751	\$118,357	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$68,558</b>	<b>\$87,258</b>	<b>\$105,958</b>	<b>\$101,879</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$74,959</b>	<b>\$103,840</b>	<b>\$132,722</b>	<b>\$106,287</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>91%</b>	<b>84%</b>	<b>80%</b>	<b>96%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$68,558</b>	<b>\$87,258</b>	<b>\$105,958</b>	<b>\$101,879</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$74,959</b>	<b>\$103,840</b>	<b>\$132,722</b>	<b>\$106,287</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>91%</b>	<b>84%</b>	<b>80%</b>	<b>96%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Fingerprint Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Police Fingerprint Technician I	11	\$19,702	\$23,487	\$27,272	\$24,542
City of Charlotte, NC	Latent Fingerprint Examiner	3	NA	NA	NA	\$45,319
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	Fingerprint Technician	0	\$18,111	\$22,373	\$26,635	NA
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Forensic Evidence Technician	2	\$26,234	\$31,082	\$35,930	\$35,059
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Fingerprint ID Technician II	2	\$28,733	\$36,405	\$44,078	\$36,895
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Latent Finger Print Examiner	2	\$33,632	\$40,754	\$47,877	\$39,566
State of Tennessee	Fingerprint Identification Spec 2	7	\$24,282	\$31,561	\$38,840	\$29,463
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$26,952</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$25,115</b>	<b>\$30,944</b>	<b>\$36,772</b>	<b>\$35,141</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>86%</b>	<b>89%</b>	<b>91%</b>	<b>77%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$26,952</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$25,115</b>	<b>\$30,944</b>	<b>\$36,772</b>	<b>\$35,141</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>86%</b>	<b>89%</b>	<b>91%</b>	<b>77%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Fire Captain</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Fire Captain	11	\$62,996	\$78,744	\$94,493	\$84,412
City of Baton Rouge, LA	Fire Captain	116	\$52,379	\$58,399	\$64,420	\$62,875
City of Charlotte, NC	Fire Captain	171	\$58,016	\$62,588	\$67,161	\$67,651
City of Knoxville, TN	Fire Officer	96	\$35,233	\$44,393	\$53,554	\$39,935
City of Little Rock, AR	Fire Captain	96	\$49,870	\$51,968	\$54,066	\$53,803
City of Lubbock, TX	Fire Captain	23	\$86,140	\$88,861	\$91,582	\$91,022
City of Raleigh, NC	Fire Captain	92	\$37,066	\$49,434	\$61,801	\$56,070
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Fire Captain	33	\$36,635	\$45,341	\$54,046	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Fire District Chief	14	NA	NA	NA	\$51,608
Metro Nashville Govt, TN	Fire Captain	183	\$63,843	\$74,249	\$84,655	\$82,974
Montgomery City/County, AL	Fire Captain	31	\$41,606	\$50,417	\$59,227	NA
State of Tennessee	Firefighter Manager	1	\$43,092	\$56,024	\$68,956	\$61,728
<b>CITY OF CHATTANOOGA</b>		<b>74</b>	<b>\$37,794</b>	<b>\$46,099</b>	<b>\$54,404</b>	<b>\$52,254</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$51,534</b>	<b>\$60,038</b>	<b>\$68,542</b>	<b>\$65,208</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>73%</b>	<b>77%</b>	<b>79%</b>	<b>80%</b>
<b>CITY OF CHATTANOOGA</b>		<b>74</b>	<b>\$37,794</b>	<b>\$46,099</b>	<b>\$54,404</b>	<b>\$52,254</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$51,534</b>	<b>\$60,038</b>	<b>\$68,542</b>	<b>\$65,208</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>73%</b>	<b>77%</b>	<b>79%</b>	<b>80%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 Annual salaries have been standardized to Chattanooga's 2758 hours per year.  
 Louisville-Jefferson County - Unable to verify data.

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

Fire Lieutenant						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Fire Lieutenant	28	\$57,608	\$72,010	\$86,412	\$73,914
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Master Firefighter	78	\$31,005	\$38,521	\$46,037	\$33,346
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Fire Lieutenant	46	\$76,628	\$78,126	\$79,624	\$79,026
City of Raleigh, NC	Fire Lieutenant	NA	\$31,814	\$42,044	\$52,274	\$46,272
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Truck Captain	12	\$36,635	\$45,341	\$54,046	\$49,995
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Fire Lieutenant	6	\$59,134	\$68,004	\$76,873	\$74,725
Montgomery City/County, AL	Fire Lieutenant	79	\$37,751	\$45,745	\$53,739	NA
State of Tennessee	Firefighter Supervisor	3	\$38,026	\$49,432	\$60,838	\$54,201
<b>CITY OF CHATTANOOGA</b>		<b>73</b>	<b>\$32,602</b>	<b>\$40,609</b>	<b>\$48,615</b>	<b>\$42,780</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$46,075</b>	<b>\$54,903</b>	<b>\$63,731</b>	<b>\$58,783</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>71%</b>	<b>74%</b>	<b>76%</b>	<b>73%</b>
<b>CITY OF CHATTANOOGA</b>		<b>73</b>	<b>\$32,602</b>	<b>\$40,609</b>	<b>\$48,615</b>	<b>\$42,780</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$46,075</b>	<b>\$54,903</b>	<b>\$63,731</b>	<b>\$58,783</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>71%</b>	<b>74%</b>	<b>76%</b>	<b>73%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
Annual salaries have been standardized to Chattanooga's 2758 hours per year.

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Firefighter</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Firefighter	60	\$29,693	\$37,116	\$44,540	\$34,157
City of Baton Rouge, LA	Firefighter	226	\$35,092	\$43,313	\$51,533	\$41,912
City of Charlotte, NC	Firefigther I	120	\$31,470	\$35,871	\$40,273	\$35,321
City of Knoxville, TN	Firefighter	0	\$25,368	\$29,595	\$33,823	NA
City of Little Rock, AR	Firefighter	155	\$29,514	\$36,499	\$43,485	\$40,168
City of Lubbock, TX	Firefighter	157	\$51,052	\$59,896	\$68,741	\$58,039
City of Raleigh, NC	Firefighter	83	\$26,374	\$35,272	\$44,169	\$28,908
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Firefighter	84	\$29,697	\$37,190	\$44,684	\$35,620
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Firefighter	209	NA	NA	NA	\$33,336
Metro Nashville Govt, TN	Firefighter I	0	\$48,336	\$55,586	\$62,836	NA
Montgomery City/County, AL	Firefighter	157	\$29,224	\$35,413	\$41,601	NA
State of Tennessee	Firefighter I	15	\$23,242	\$30,218	\$37,193	\$29,705
<b>CITY OF CHATTANOOGA</b>		<b>52</b>	<b>\$28,705</b>	<b>\$35,738</b>	<b>\$42,771</b>	<b>\$32,871</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$32,642</b>	<b>\$39,634</b>	<b>\$46,625</b>	<b>\$37,463</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>88%</b>	<b>90%</b>	<b>92%</b>	<b>88%</b>
<b>CITY OF CHATTANOOGA</b>		<b>52</b>	<b>\$28,705</b>	<b>\$35,738</b>	<b>\$42,771</b>	<b>\$32,871</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$32,642</b>	<b>\$39,634</b>	<b>\$46,625</b>	<b>\$37,463</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>88%</b>	<b>90%</b>	<b>92%</b>	<b>88%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 Annual salaries have been standardized to Chattanooga's 2758 hours per year.  
 Louisville-Jefferson County - Unable to verify salary range.

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Fleet Mechanic</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Automotive Technician	3	\$28,285	\$35,356	\$42,427	\$33,386
City of Baton Rouge, LA	Automotive Mechanic	14	\$26,464	\$31,548	\$36,632	\$28,284
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Mechanic	9	\$21,824	\$33,232	\$44,640	\$28,749
City of Little Rock, AR	Automotive Technician I	7	\$26,663	\$32,228	\$37,793	\$27,456
City of Lubbock, TX	Equipment Technician	7	\$25,203	\$33,379	\$41,554	\$33,427
City of Raleigh, NC	Motor Equipment Mechanic	11	\$29,407	\$39,563	\$49,720	\$35,985
City of Shreveport, LA	Mechanic Automotive	16	\$24,072	\$30,774	\$37,476	NA
City of Springfield, MO	Equipment Technician	8	\$28,375	\$34,073	\$39,771	\$36,617
Hamilton County Govt, TN	Equipment Mechanic	7	\$30,544	\$38,180	\$45,815	\$33,274
Knox County Govt, TN	Mechanic	2	\$29,113	\$34,936	\$40,758	\$29,540
Louisville-Jefferson Cnty, KY	Mechanic III - Hvy Equipment	14	\$34,018	\$35,681	\$37,345	NA
Metro Nashville Govt, TN	Automotive Mechanic	2	\$32,513	\$35,219	\$37,925	\$37,253
Montgomery City/County, AL	Auto Mechanic	12	\$27,927	\$33,842	\$39,756	\$34,909
State of Tennessee	Automotive Master Mechanic	3	\$26,376	\$34,288	\$42,200	\$37,465
<b>CITY OF CHATTANOOGA</b>		<b>13</b>	<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$28,618</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$27,913</b>	<b>\$34,450</b>	<b>\$40,987</b>	<b>\$33,029</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>91%</b>	<b>94%</b>	<b>96%</b>	<b>87%</b>
<b>CITY OF CHATTANOOGA</b>		<b>13</b>	<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$28,618</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$27,913</b>	<b>\$34,450</b>	<b>\$40,987</b>	<b>\$33,029</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>91%</b>	<b>94%</b>	<b>96%</b>	<b>87%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>GIS Specialist</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	GIS Analyst	12	NA	NA	NA	\$47,042
City of Knoxville, TN	Geographic Information Analyst	1	\$28,768	\$42,458	\$56,147	\$34,745
City of Little Rock, AR	GIS Analyst	1	\$34,533	\$43,167	\$51,800	\$37,216
City of Lubbock, TX	GIS Coordinator	4	\$38,117	\$50,171	\$62,225	\$45,839
City of Raleigh, NC	GIS Specialist	NA	\$34,044	\$45,800	\$57,557	\$43,795
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	GIS Specialist	3	\$40,076	\$50,095	\$60,114	\$42,602
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Geographic Info Sys Specialist	4	\$28,929	\$37,159	\$45,389	\$33,548
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	GIS Analyst	5	\$37,692	\$45,673	\$53,654	\$40,084
State of Tennessee	GIS Analyst 2	NA	\$40,520	\$52,666	\$64,813	\$46,277
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$28,515</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$35,335</b>	<b>\$45,899</b>	<b>\$56,462</b>	<b>\$41,239</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>79%</b>	<b>77%</b>	<b>76%</b>	<b>69%</b>
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$28,515</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$35,335</b>	<b>\$45,899</b>	<b>\$56,462</b>	<b>\$41,239</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>79%</b>	<b>77%</b>	<b>76%</b>	<b>69%</b>

**Notes:**

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 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Golf Course Superintendent</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Golf Course Coordinator	1	\$30,256	\$35,464	\$40,672	NA
City of Little Rock, AR	Golf Course Superintendent	3	\$35,611	\$44,514	\$53,417	\$46,739
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Golf Course Superintendent	3	\$26,234	\$31,082	\$35,930	\$35,930
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Golf Operations Supv II	5	\$32,099	\$41,426	\$50,752	\$36,797
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Golf Course Superintendent	1	\$42,119	\$51,039	\$59,958	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>2</b>	<b>\$48,349</b>	<b>\$48,349</b>	<b>\$48,349</b>	<b>\$49,316</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$33,264</b>	<b>\$40,705</b>	<b>\$48,146</b>	<b>\$39,822</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>145%</b>	<b>119%</b>	<b>100%</b>	<b>124%</b>
<b>CITY OF CHATTANOOGA</b>		<b>2</b>	<b>\$48,349</b>	<b>\$48,349</b>	<b>\$48,349</b>	<b>\$49,316</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$33,264</b>	<b>\$40,705</b>	<b>\$48,146</b>	<b>\$39,822</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>145%</b>	<b>119%</b>	<b>100%</b>	<b>124%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Grounds Crew Leader</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Landscape Crew Leader	13	\$31,265	\$39,081	\$46,897	\$37,450
City of Baton Rouge, LA	Maintenance Worker II	104	\$19,748	\$23,542	\$27,336	\$23,995
City of Charlotte, NC	Labor Crew Chief II	NA	NA	NA	NA	\$35,337
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Park Assistant Foreman	5	\$25,203	\$33,379	\$41,554	\$29,070
City of Raleigh, NC	Lead Service Worker	55	\$24,193	\$31,575	\$38,956	\$29,827
City of Shreveport, LA	Crew Leader, Grounds	21	\$22,180	\$28,248	\$34,317	NA
City of Springfield, MO	Grounds Maint Crew Leader	5	\$25,227	\$30,337	\$35,447	\$34,016
Hamilton County Govt, TN	Lead Parks Maint Specialist	2	\$25,068	\$31,336	\$37,603	\$29,438
Knox County Govt, TN	Crew Leader/Grounds Maint	10	\$31,151	\$37,381	\$43,611	\$34,004
Louisville-Jefferson Cnty, KY	Park Worker II	78	\$22,861	\$24,681	\$26,502	\$25,777
Metro Nashville Govt, TN	Maintenance and Repair Leader I	48	\$31,434	\$34,110	\$36,785	\$34,622
Montgomery City/County, AL	Labor Foreman II	19	\$23,608	\$28,607	\$33,606	\$29,360
State of Tennessee	Grounds Worker 3	13	\$22,349	\$29,046	\$35,744	\$26,736
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$32,302</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$25,357</b>	<b>\$30,944</b>	<b>\$36,530</b>	<b>\$30,803</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>100%</b>	<b>104%</b>	<b>107%</b>	<b>105%</b>
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$32,302</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$25,357</b>	<b>\$30,944</b>	<b>\$36,530</b>	<b>\$30,803</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>100%</b>	<b>104%</b>	<b>107%</b>	<b>105%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Grounds Crew Worker</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Landscape Groundskeeper	5	\$24,261	\$30,326	\$36,391	\$25,566
City of Baton Rouge, LA	Maintenance Worker I	115	\$17,912	\$21,353	\$24,794	\$20,100
City of Charlotte, NC	Landscape Crew Member	10	NA	NA	NA	\$25,268
City of Knoxville, TN	Horticulture Service Worker	7	\$18,848	\$27,280	\$35,712	\$26,194
City of Little Rock, AR	Parks Maintenance Worker	30	\$20,822	\$24,523	\$28,224	\$22,571
City of Lubbock, TX	Sr. Grounds Maint Worker	15	\$19,789	\$26,353	\$32,918	\$22,172
City of Raleigh, NC	Service Worker	289	\$19,904	\$25,977	\$32,050	\$23,883
City of Shreveport, LA	Crew Member, Grounds	58	\$16,028	\$20,181	\$24,335	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	Parks Maintenance Specialist	39	\$22,711	\$28,389	\$34,066	\$24,393
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Park Worker I	9	\$19,906	\$21,452	\$22,998	\$21,256
Metro Nashville Govt, TN	Maintenance and Repair Worker I	113	\$21,811	\$23,622	\$25,433	\$22,525
Montgomery City/County, AL	Service Maintenance Worker I	224	\$19,127	\$23,177	\$27,227	\$22,776
State of Tennessee	Grounds Worker I	29	\$17,320	\$22,510	\$27,700	\$20,282
<b>CITY OF CHATTANOOGA</b>		<b>107</b>	<b>\$20,650</b>	<b>\$24,023</b>	<b>\$27,396</b>	<b>\$24,218</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$19,870</b>	<b>\$24,595</b>	<b>\$29,321</b>	<b>\$23,082</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>104%</b>	<b>98%</b>	<b>93%</b>	<b>105%</b>
<b>CITY OF CHATTANOOGA</b>		<b>107</b>	<b>\$20,650</b>	<b>\$24,023</b>	<b>\$27,396</b>	<b>\$24,218</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$19,870</b>	<b>\$24,595</b>	<b>\$29,321</b>	<b>\$23,082</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>104%</b>	<b>98%</b>	<b>93%</b>	<b>105%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Heavy Equipment Operator, Senior</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Heavy Equipment Operator II	15	\$29,623	\$37,029	\$44,435	\$33,129
City of Baton Rouge, LA	Heavy Equipment Operator	73	\$21,772	\$25,954	\$30,137	\$26,328
City of Charlotte, NC	Equipment Operator III	48	NA	NA	NA	\$32,078
City of Knoxville, TN	Equipment Operator III	20	\$18,848	\$27,280	\$35,712	\$26,105
City of Little Rock, AR	Equipment Operator V	8	\$24,239	\$29,298	\$34,357	\$28,567
City of Lubbock, TX	Heavy Equipment Operator	29	\$23,184	\$30,768	\$38,353	\$26,740
City of Raleigh, NC	Equipment Op III; SWS EO III	71	\$25,403	\$33,154	\$40,905	\$33,612
City of Shreveport, LA	Driver Operator Heavy	30	\$20,422	\$25,936	\$31,450	NA
City of Springfield, MO	Equipment Operator III	11	\$26,843	\$32,215	\$37,588	\$37,587
Hamilton County Govt, TN	Heavy Equipment Operator	13	\$29,072	\$36,340	\$43,608	\$32,397
Knox County Govt, TN	Heavy Equipment Operator I	10	\$29,113	\$34,936	\$40,758	\$34,768
Louisville-Jefferson Cnty, KY	Senior Equipment Operator	16	\$28,968	\$37,648	\$46,329	\$35,055
Metro Nashville Govt, TN	Equipment Operator 3	90	\$29,542	\$32,004	\$34,466	\$32,854
Montgomery City/County, AL	Heavy Equipment Operator II	2	\$23,608	\$28,608	\$33,608	\$29,857
State of Tennessee	Equipment Operator	14	\$24,282	\$31,561	\$38,840	\$29,701
<b>CITY OF CHATTANOOGA</b>		<b>30</b>	<b>\$26,743</b>	<b>\$33,944</b>	<b>\$41,144</b>	<b>\$32,739</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$25,351</b>	<b>\$31,624</b>	<b>\$37,896</b>	<b>\$31,341</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>105%</b>	<b>107%</b>	<b>109%</b>	<b>104%</b>
<b>CITY OF CHATTANOOGA</b>		<b>30</b>	<b>\$26,743</b>	<b>\$33,944</b>	<b>\$41,144</b>	<b>\$32,739</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$25,351</b>	<b>\$31,624</b>	<b>\$37,896</b>	<b>\$31,341</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>105%</b>	<b>107%</b>	<b>109%</b>	<b>104%</b>

**Notes:**

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City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Laboratory Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Laboratory Technician	3	\$29,623	\$37,029	\$44,435	\$33,119
City of Baton Rouge, LA	Laboratory Technician	4	\$27,787	\$33,125	\$38,463	\$31,100
City of Charlotte, NC	Water Quality Tech	8	NA	NA	NA	\$31,809
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Lab Technician	5	\$25,203	\$33,379	\$41,554	\$28,731
City of Raleigh, NC	Laboratory Analyst	4	\$29,407	\$38,380	\$47,352	\$29,758
City of Shreveport, LA	Laboratory Analyst	6	\$28,625	\$36,691	\$44,758	NA
City of Springfield, MO	Laboratory Technician	1	\$19,581	\$23,684	\$27,787	\$27,787
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Laboratory Technician	22	\$19,771	\$25,697	\$31,624	\$27,430
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$41,512</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$25,714</b>	<b>\$32,569</b>	<b>\$39,425</b>	<b>\$29,962</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>114%</b>	<b>114%</b>	<b>114%</b>	<b>139%</b>
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$41,512</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$25,714</b>	<b>\$32,569</b>	<b>\$39,425</b>	<b>\$29,962</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>114%</b>	<b>114%</b>	<b>114%</b>	<b>139%</b>

**Notes:**

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 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

Librarian						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Librarian I	29	\$30,636	\$36,521	\$42,406	\$34,932
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Librarian I	7	\$34,185	\$45,057	\$55,929	\$40,791
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Reference Librarian	11	\$40,330	\$52,429	\$64,528	\$46,307
Louisville-Jefferson Cnty, KY	Librarian I	3	\$28,929	\$37,159	\$45,389	\$36,640
Metro Nashville Govt, TN	Librarian	32	\$35,820	\$41,192	\$46,565	\$37,788
Montgomery City/County, AL	Librarian I	11	\$29,956	\$36,300	\$42,644	\$32,611
State of Tennessee	Librarian I	2	\$25,295	\$32,878	\$40,462	\$36,173
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$35,859</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$32,164</b>	<b>\$40,219</b>	<b>\$48,275</b>	<b>\$37,892</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>91%</b>	<b>92%</b>	<b>93%</b>	<b>95%</b>
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$35,859</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$32,164</b>	<b>\$40,219</b>	<b>\$48,275</b>	<b>\$37,892</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>91%</b>	<b>92%</b>	<b>93%</b>	<b>95%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Library Assistant</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Library Technician I	77	\$24,004	\$28,615	\$33,226	\$27,480
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Library Assistant	11	\$27,459	\$36,322	\$45,185	\$29,475
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Library Branch Asst.II	4	\$29,113	\$34,936	\$40,758	\$29,733
Louisville-Jefferson Cnty, KY	Library Assistant L/U	72	\$28,048	\$30,240	\$32,432	\$30,397
Metro Nashville Govt, TN	Library Associate	41	\$26,110	\$30,028	\$33,947	\$28,962
Montgomery City/County, AL	Library Assistant II	3	\$23,757	\$28,787	\$33,817	NA
State of Tennessee	Library Assistant	0	\$15,847	\$20,599	\$25,352	NA
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$20,129</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$24,905</b>	<b>\$29,932</b>	<b>\$34,960</b>	<b>\$29,209</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>87%</b>	<b>92%</b>	<b>95%</b>	<b>69%</b>
<b>CITY OF CHATTANOOGA</b>		<b>5</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$20,129</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$24,905</b>	<b>\$29,932</b>	<b>\$34,960</b>	<b>\$29,209</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>87%</b>	<b>92%</b>	<b>95%</b>	<b>69%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Management and Budget Analyst</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Budget Analyst	3	\$39,387	\$49,234	\$59,081	\$48,494
City of Baton Rouge, LA	Budget Analyst	2	\$35,464	\$42,277	\$49,091	\$40,514
City of Charlotte, NC	Budget & Eval Analyst (all levels)	7	NA	NA	NA	\$63,755
City of Knoxville, TN	Financial Analyst	NA	\$37,200	\$62,248	\$87,296	\$37,818
City of Little Rock, AR	Budget & Management Analyst	1	\$35,611	\$44,514	\$53,417	\$42,470
City of Lubbock, TX	Financial Analyst	1	\$31,070	\$41,018	\$50,966	\$36,155
City of Raleigh, NC	Budget Analyst	4	\$41,379	\$57,419	\$73,459	\$45,583
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Financial Analyst	8	\$36,937	\$43,601	\$50,264	\$47,171
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Accountant I/Budget	NA	\$40,330	\$52,429	\$64,528	\$43,798
Louisville-Jefferson Cnty, KY	Budget Analyst I	4	\$39,870	\$51,819	\$63,768	\$47,249
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Budget Officer	1	\$46,926	\$56,864	\$66,801	NA
State of Tennessee	Budget Analyst 2	10	\$28,678	\$37,280	\$45,882	\$38,452
<b>CITY OF CHATTANOOGA</b>		<b>3</b>	<b>\$39,414</b>	<b>\$50,100</b>	<b>\$60,785</b>	<b>\$53,404</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$37,532</b>	<b>\$48,973</b>	<b>\$60,414</b>	<b>\$44,678</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>105%</b>	<b>102%</b>	<b>101%</b>	<b>120%</b>
<b>CITY OF CHATTANOOGA</b>		<b>3</b>	<b>\$39,414</b>	<b>\$50,100</b>	<b>\$60,785</b>	<b>\$53,404</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$37,532</b>	<b>\$48,973</b>	<b>\$60,414</b>	<b>\$44,678</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>105%</b>	<b>102%</b>	<b>101%</b>	<b>120%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

City of Charlotte has no formal pay range

Montgomery City/County - Budget Officer is not a department head

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Manager, Financial Operations</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Financial Administrator	1	\$48,861	\$62,091	\$75,322	\$55,174
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	Chief Accountant	1	NA	NA	NA	\$88,121
City of Knoxville, TN	Finance Deputy Director	1	\$54,560	\$81,840	\$109,120	\$98,547
City of Little Rock, AR	City Controller	1	\$54,003	\$67,505	\$81,007	\$79,110
City of Lubbock, TX	Director of Accounting	1	\$52,941	\$104,430	\$155,919	\$97,996
City of Raleigh, NC	Controller	1	\$55,453	\$76,947	\$98,442	\$93,071
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Director of Finance	1	\$74,756	\$94,191	\$113,625	\$105,062
Hamilton County Govt, TN	Director of Accounting	1	\$67,310	\$84,138	\$100,966	\$77,137
Knox County Govt, TN	Manager Accounting	1	\$56,565	\$73,534	\$90,503	\$92,177
Louisville-Jefferson Cnty, KY	Director	1	\$69,552	\$109,287	\$149,022	\$102,263
Metro Nashville Govt, TN	Finance Manager	NA	\$68,225	\$84,740	\$101,255	NA
Montgomery City/County, AL	Comptroller	1	\$52,083	\$63,112	\$74,141	NA
State of Tennessee	Chief of Accounts	1	\$59,324	\$77,115	\$94,906	\$104,040
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$64,756</b>	<b>\$82,412</b>	<b>\$100,068</b>	<b>\$84,659</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$59,469</b>	<b>\$81,578</b>	<b>\$103,686</b>	<b>\$90,245</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>109%</b>	<b>101%</b>	<b>97%</b>	<b>94%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$64,756</b>	<b>\$82,412</b>	<b>\$100,068</b>	<b>\$84,659</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$59,469</b>	<b>\$81,578</b>	<b>\$103,686</b>	<b>\$90,245</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>109%</b>	<b>101%</b>	<b>97%</b>	<b>94%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Manager, Purchasing</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Purchasing Administrator	1	\$48,861	\$62,091	\$75,322	\$65,741
City of Baton Rouge, LA	Purchasing Director	1	\$66,873	\$79,720	\$92,568	\$66,873
City of Charlotte, NC	Procurement Services Manager	1	NA	NA	NA	\$88,059
City of Knoxville, TN	Purchasing Agent	1	\$40,672	\$67,456	\$94,240	\$75,282
City of Little Rock, AR	Purchasing Agent	1	\$46,724	\$58,405	\$70,086	\$64,332
City of Lubbock, TX	Director of Purchasing	1	\$52,941	\$104,430	\$155,919	\$86,726
City of Raleigh, NC	Purchasing Manager	1	\$47,903	\$66,470	\$85,038	\$83,151
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Purchasing Agent	1	\$45,395	\$53,475	\$61,555	\$61,555
Hamilton County Govt, TN	Director of Purchasing	1	\$62,504	\$78,131	\$93,757	\$72,134
Knox County Govt, TN	Deputy Director Purchasing	1	\$69,293	\$90,082	\$110,870	\$90,082
Louisville-Jefferson Cnty, KY	Purchasing Supervisor	1	\$44,528	\$58,102	\$71,676	\$57,544
Metro Nashville Govt, TN	Purchasing Agent	0	\$68,225	\$84,740	\$101,255	NA
Montgomery City/County, AL	Purchasing Agent	1	\$52,083	\$63,112	\$74,141	NA
State of Tennessee	Purchasing Director	1	\$45,537	\$59,197	\$72,857	\$67,709
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$48,284</b>	<b>\$61,409</b>	<b>\$74,534</b>	<b>\$74,534</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$53,195</b>	<b>\$71,185</b>	<b>\$89,176</b>	<b>\$73,266</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>91%</b>	<b>86%</b>	<b>84%</b>	<b>102%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$48,284</b>	<b>\$61,409</b>	<b>\$74,534</b>	<b>\$74,534</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$53,195</b>	<b>\$71,185</b>	<b>\$89,176</b>	<b>\$73,266</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>91%</b>	<b>86%</b>	<b>84%</b>	<b>102%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formula pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Monitoring Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Environmental Specialist	11	\$27,787	\$33,125	\$38,463	\$35,487
City of Charlotte, NC	Environmental Compliance Spec	5	NA	NA	NA	\$41,024
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	Industrial Pretreatment Technician	4	\$29,407	\$38,380	\$47,352	\$35,280
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Pretreatment Inspector	2	\$36,937	\$43,601	\$50,264	\$41,502
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Environmental Specialist	13	\$31,248	\$37,498	\$43,747	\$40,509
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Environmental Specialist 3	269	\$31,152	\$40,491	\$49,830	\$38,169
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$26,743</b>	<b>\$33,944</b>	<b>\$41,144</b>	<b>\$30,671</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$31,306</b>	<b>\$38,619</b>	<b>\$45,931</b>	<b>\$38,662</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>85%</b>	<b>88%</b>	<b>90%</b>	<b>79%</b>
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$26,743</b>	<b>\$33,944</b>	<b>\$41,144</b>	<b>\$30,671</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$31,306</b>	<b>\$38,619</b>	<b>\$45,931</b>	<b>\$38,662</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>85%</b>	<b>88%</b>	<b>90%</b>	<b>79%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Park Ranger</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Park Ranger	3	\$26,234	\$31,082	\$35,930	\$34,035
Hamilton County Govt, TN	Park Ranger	20	\$26,338	\$32,922	\$39,506	\$29,418
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Park Police	6	\$29,105	\$33,472	\$37,839	\$29,105
Montgomery City/County, AL	Park Ranger Corporal	1	\$33,754	\$40,182	\$46,610	NA
State of Tennessee	Park Ranger 2	112	\$25,295	\$32,878	\$40,462	\$29,712
<b>CITY OF CHATTANOOGA</b>		<b>6</b>	<b>\$20,650</b>	<b>\$25,005</b>	<b>\$29,360</b>	<b>\$20,650</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$28,145</b>	<b>\$34,107</b>	<b>\$40,070</b>	<b>\$30,567</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>73%</b>	<b>73%</b>	<b>73%</b>	<b>68%</b>
<b>CITY OF CHATTANOOGA</b>		<b>6</b>	<b>\$20,650</b>	<b>\$25,005</b>	<b>\$29,360</b>	<b>\$20,650</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$28,145</b>	<b>\$34,107</b>	<b>\$40,070</b>	<b>\$30,567</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>73%</b>	<b>73%</b>	<b>73%</b>	<b>68%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Plant Maintenance Mechanic</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Maintenance Mechanic	9	\$29,623	\$37,029	\$44,435	\$37,643
City of Baton Rouge, LA	Plant Mechanic I	11	\$27,787	\$33,125	\$38,463	\$29,027
City of Charlotte, NC	Treatment Plant Mechanic	25	NA	NA	NA	\$36,769
City of Knoxville, TN	Skilled Trades Craftworker	6	\$21,824	\$33,232	\$44,640	\$28,382
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Water Systems Mechanic	9	\$27,459	\$36,322	\$45,185	\$35,298
City of Raleigh, NC	Plant Maintenance Mechanic	30	\$29,407	\$38,380	\$47,352	\$34,524
City of Shreveport, LA	Operator	25	\$24,126	\$30,801	\$37,476	NA
City of Springfield, MO	Plant Maintenance Mechanic	6	\$28,375	\$34,073	\$39,771	\$37,818
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$30,398</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$26,943</b>	<b>\$34,709</b>	<b>\$42,475</b>	<b>\$34,209</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>104%</b>	<b>102%</b>	<b>101%</b>	<b>89%</b>
<b>CITY OF CHATTANOOGA</b>		<b>10</b>	<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$30,398</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$26,943</b>	<b>\$34,709</b>	<b>\$42,475</b>	<b>\$34,209</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>104%</b>	<b>102%</b>	<b>101%</b>	<b>89%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Plant Operator, Senior</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Water Pollution Control Operator	21	\$28,285	\$35,356	\$42,427	\$32,301
City of Baton Rouge, LA	Treatment Plant Operator III	3	\$30,636	\$36,521	\$42,406	\$41,207
City of Charlotte, NC	Treatment Plant Operator	63	NA	NA	NA	\$33,614
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Treatment Plant Operator	14	\$25,203	\$33,379	\$41,554	\$31,402
City of Raleigh, NC	Senior Treatment Plant Operator	20	\$32,422	\$43,619	\$54,816	\$43,140
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Plant Operator II	6	\$26,234	\$31,082	\$35,930	\$33,506
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Treatment Plant Operator	16	\$20,599	\$26,773	\$32,947	\$27,875
<b>CITY OF CHATTANOOGA</b>		<b>15</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$36,247</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$27,230</b>	<b>\$34,455</b>	<b>\$41,680</b>	<b>\$34,721</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>108%</b>	<b>108%</b>	<b>108%</b>	<b>104%</b>
<b>CITY OF CHATTANOOGA</b>		<b>15</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$36,247</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$27,230</b>	<b>\$34,455</b>	<b>\$41,680</b>	<b>\$34,721</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>108%</b>	<b>108%</b>	<b>108%</b>	<b>104%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Plant Superintendent</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Supt. Of Water Pollution Control	1	\$48,861	\$61,076	\$73,292	\$60,173
City of Baton Rouge, LA	WW Treatment Plant Manager	1	\$49,902	\$59,489	\$69,076	\$69,076
City of Charlotte, NC	WW Treatment Plant Supervisor	4	NA	NA	NA	\$65,767
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	WW Treatment Plant Supt	1	\$52,941	\$104,430	\$155,919	\$84,087
City of Raleigh, NC	WW Treatment Fac Manager	4	\$47,903	\$66,470	\$85,038	\$66,067
City of Shreveport, LA	Plant Manager	2	\$48,587	\$62,879	\$77,170	NA
City of Springfield, MO	Plant Superintendent	1	\$48,837	\$57,526	\$66,215	\$66,215
Hamilton County Govt, TN	Wastewater Manager	0	\$42,105	\$52,631	\$63,157	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Treatment Plant Superintendent	3	\$68,225	\$84,740	\$101,255	\$84,936
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$54,621</b>	<b>\$69,488</b>	<b>\$84,355</b>	<b>\$84,355</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$50,920</b>	<b>\$68,655</b>	<b>\$86,390</b>	<b>\$70,903</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>107%</b>	<b>101%</b>	<b>98%</b>	<b>119%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$54,621</b>	<b>\$69,488</b>	<b>\$84,355</b>	<b>\$84,355</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$50,920</b>	<b>\$68,655</b>	<b>\$86,390</b>	<b>\$70,903</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>107%</b>	<b>101%</b>	<b>98%</b>	<b>119%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

Police Chief						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Police Chief	1	\$71,875	\$89,844	\$107,812	\$117,565
City of Baton Rouge, LA	Police Chief	1	\$77,414	\$92,286	\$107,159	\$107,159
City of Charlotte, NC	Police Chief	1	NA	NA	NA	\$155,489
City of Knoxville, TN	Police Chief	1	NA	NA	NA	\$144,217
City of Little Rock, AR	Chief of Police	1	\$81,838	\$102,298	\$122,758	\$120,825
City of Lubbock, TX	Police Chief	1	\$68,824	\$155,338	\$241,852	\$131,598
City of Raleigh, NC	Police Chief	1	\$84,928	\$111,256	\$137,584	\$121,704
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Police Chief	1	\$75,071	\$94,610	\$114,149	\$114,149
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Police Chief	1	\$99,327	\$134,114	\$168,901	\$147,489
Metro Nashville Govt, TN	Police Chief	1	\$108,116	\$162,498	\$216,881	\$151,385
Montgomery City/County, AL	Police Chief	1	\$92,098	\$111,601	\$131,104	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$77,429</b>	<b>\$98,569</b>	<b>\$119,709</b>	<b>\$115,096</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$84,388</b>	<b>\$117,094</b>	<b>\$149,800</b>	<b>\$131,158</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>92%</b>	<b>84%</b>	<b>80%</b>	<b>88%</b>
<b>CITY OF CHATTANOOGA</b>		<b>1</b>	<b>\$77,429</b>	<b>\$98,569</b>	<b>\$119,709</b>	<b>\$115,096</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$84,388</b>	<b>\$117,094</b>	<b>\$149,800</b>	<b>\$131,158</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>92%</b>	<b>84%</b>	<b>80%</b>	<b>88%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 Athens-Clarke County - Police Chief is over the maximum of the pay range  
 City of Charlotte has no formal pay range  
 City of Knoxville has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Police Lieutenant</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Police Lieutenant	15	\$47,509	\$59,386	\$71,264	\$60,885
City of Baton Rouge, LA	Police Lieutenant	55	\$45,291	\$46,671	\$48,050	\$48,048
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Police Lieutenant	26	\$46,255	\$55,304	\$64,354	\$52,646
City of Little Rock, AR	Police Lieutenant	30	\$49,881	\$62,352	\$74,822	\$63,078
City of Lubbock, TX	Police Lieutenant	11	\$70,501	\$72,755	\$75,009	\$73,593
City of Raleigh, NC	Police Lieutenant	21	\$42,077	\$56,072	\$70,066	\$68,015
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Police Lieutenant	7	\$45,248	\$58,082	\$70,916	\$69,776
Hamilton County Govt, TN	Sheriff Lieutenant	10	\$44,236	\$55,295	\$66,354	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Police Lieutenant	62	\$58,484	\$66,225	\$73,966	\$66,234
Metro Nashville Govt, TN	Police Lieutenant	45	\$52,900	\$60,837	\$68,773	\$66,814
Montgomery City/County, AL	Police Lieutenant	39	\$43,929	\$53,232	\$62,535	\$54,377
State of Tennessee	THP Lieutenant	87	\$45,399	\$56,435	\$67,471	\$68,919
<b>CITY OF CHATTANOOGA</b>		<b>16</b>	<b>\$43,403</b>	<b>\$51,969</b>	<b>\$60,535</b>	<b>\$56,251</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$49,309</b>	<b>\$58,554</b>	<b>\$67,798</b>	<b>\$62,944</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>88%</b>	<b>89%</b>	<b>89%</b>	<b>89%</b>
<b>CITY OF CHATTANOOGA</b>		<b>16</b>	<b>\$43,403</b>	<b>\$51,969</b>	<b>\$60,535</b>	<b>\$56,251</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$49,309</b>	<b>\$58,554</b>	<b>\$67,798</b>	<b>\$62,944</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>88%</b>	<b>89%</b>	<b>89%</b>	<b>89%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 State of Tennessee - THP Lieutenant is over the maximum of the pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Police Officer</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Police Officer	62	\$30,317	\$37,897	\$45,476	\$35,191
City of Baton Rouge, LA	Police Officer	422	\$28,324	\$33,765	\$39,206	\$35,081
City of Charlotte, NC	Police Officer	1,310	NA	NA	NA	\$49,592
City of Knoxville, TN	Police Officer	95	\$31,172	\$37,708	\$44,244	\$32,539
City of Little Rock, AR	Police Officer	416	\$33,822	\$42,124	\$50,426	\$46,658
City of Lubbock, TX	Police Officer	184	\$43,516	\$49,150	\$54,784	\$52,574
City of Raleigh, NC	Police Officer	116	\$28,669	\$38,721	\$48,773	\$30,178
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Police Officer	199	\$31,838	\$41,145	\$50,453	\$41,991
Hamilton County Govt, TN	Sherrif's Deputy	75	\$32,090	\$40,113	\$48,135	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Police Officer	933	\$30,025	\$38,764	\$47,503	\$40,555
Metro Nashville Govt, TN	Police Officer I	43	\$35,739	\$41,099	\$46,459	\$36,886
Montgomery City/County, AL	Police Officer	138	\$30,856	\$37,390	\$43,924	\$32,946
State of Tennessee	Trooper	651	\$31,336	\$38,955	\$46,573	\$43,024
<b>CITY OF CHATTANOOGA</b>		<b>314</b>	<b>\$31,229</b>	<b>\$37,358</b>	<b>\$43,486</b>	<b>\$37,518</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$32,309</b>	<b>\$39,736</b>	<b>\$47,163</b>	<b>\$39,768</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>97%</b>	<b>94%</b>	<b>92%</b>	<b>94%</b>
<b>CITY OF CHATTANOOGA</b>		<b>314</b>	<b>\$31,229</b>	<b>\$37,358</b>	<b>\$43,486</b>	<b>\$37,518</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$32,309</b>	<b>\$39,736</b>	<b>\$47,163</b>	<b>\$39,768</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>97%</b>	<b>94%</b>	<b>92%</b>	<b>94%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Police Sergeant</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Police Sergeant	29	\$43,446	\$52,279	\$61,111	\$51,981
City of Baton Rouge, LA	Police Sergeant	116	\$40,527	\$42,405	\$44,284	\$44,065
City of Charlotte, NC	Police Sergeant	166	NA	NA	NA	\$68,222
City of Knoxville, TN	Sergeant	47	\$40,724	\$49,221	\$57,718	\$45,974
City of Little Rock, AR	Police Sergeant	72	\$52,991	\$54,830	\$56,668	\$55,991
City of Lubbock, TX	Police Sergeant	52	\$62,623	\$63,838	\$65,054	\$64,277
City of Raleigh, NC	Police Sergeant	94	\$37,111	\$50,404	\$63,697	\$60,637
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Police Sergeant	29	\$41,051	\$52,898	\$64,746	\$61,269
Hamilton County Govt, TN	Sheriff's Sergeant	15	\$39,098	\$48,873	\$58,647	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Police Sergeant	152	\$47,934	\$52,377	\$56,820	\$51,633
Metro Nashville Govt, TN	Police Sergeant	199	\$48,149	\$55,373	\$62,597	\$59,902
Montgomery City/County, AL	Police Sergeant	54	\$39,859	\$48,299	\$56,740	\$47,883
State of Tennessee	THP Sergeant	157	\$38,770	\$48,196	\$57,621	\$58,664
<b>CITY OF CHATTANOOGA</b>		<b>81</b>	<b>\$37,993</b>	<b>\$45,478</b>	<b>\$52,962</b>	<b>\$48,595</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$44,357</b>	<b>\$51,583</b>	<b>\$58,808</b>	<b>\$55,875</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>86%</b>	<b>88%</b>	<b>90%</b>	<b>87%</b>
<b>CITY OF CHATTANOOGA</b>		<b>81</b>	<b>\$37,993</b>	<b>\$45,478</b>	<b>\$52,962</b>	<b>\$48,595</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$44,357</b>	<b>\$51,583</b>	<b>\$58,808</b>	<b>\$55,875</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>86%</b>	<b>88%</b>	<b>90%</b>	<b>87%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

City of Charlotte has no formal pay range

State of Tennessee - THP Sergeant is over the maximum of the pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Property Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Police Evidence Technician	NA	\$26,464	\$31,548	\$36,632	NA
City of Charlotte, NC	Police Property Control Tech	17	NA	NA	NA	\$29,596
City of Knoxville, TN	Evidence Technician	3	\$24,800	\$35,712	\$46,624	\$29,270
City of Little Rock, AR	Property Technician	4	\$22,111	\$27,474	\$32,836	\$27,012
City of Lubbock, TX	Property Room Attendant	3	\$19,789	\$26,353	\$32,918	\$21,227
City of Raleigh, NC	Police Evidence Specialist	4	\$26,673	\$34,811	\$42,950	\$32,273
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Police Services Representative	45	\$21,953	\$26,507	\$31,061	\$26,841
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Property Room Clerk - Police	8	\$25,758	\$27,373	\$28,987	\$27,363
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Forensic Technician	27	\$23,292	\$30,283	\$37,274	\$25,426
<b>CITY OF CHATTANOOGA</b>		<b>7</b>	<b>\$22,942</b>	<b>\$29,098</b>	<b>\$35,253</b>	<b>\$31,895</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$23,855</b>	<b>\$30,008</b>	<b>\$36,160</b>	<b>\$27,376</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>96%</b>	<b>97%</b>	<b>97%</b>	<b>117%</b>
<b>CITY OF CHATTANOOGA</b>		<b>7</b>	<b>\$22,942</b>	<b>\$29,098</b>	<b>\$35,253</b>	<b>\$31,895</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$23,855</b>	<b>\$30,008</b>	<b>\$36,160</b>	<b>\$27,376</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>96%</b>	<b>97%</b>	<b>97%</b>	<b>117%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Recreation Facility Manager</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Facility Supervisor	12	\$42,094	\$52,617	\$63,140	\$52,132
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Recreation Center Leader	22	\$24,800	\$35,712	\$46,624	\$30,982
City of Little Rock, AR	Recreation Facility Supervisor	5	\$31,394	\$39,243	\$47,091	\$38,826
City of Lubbock, TX	Recreation Center Supervisor	4	\$29,930	\$39,535	\$49,140	\$30,038
City of Raleigh, NC	Rec Facility & Prgrm Supervisor II	25	\$34,043	\$45,800	\$57,557	\$38,407
City of Shreveport, LA	Manager Recreation Center	16	\$22,180	\$28,248	\$34,317	NA
City of Springfield, MO	Community Rec Svcs Admin	6	\$40,372	\$47,606	\$54,839	\$50,593
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Recreation Manager	6	\$32,099	\$41,426	\$50,752	\$38,852
Metro Nashville Govt, TN	Facility Manager	3	\$47,869	\$55,051	\$62,232	\$52,514
Montgomery City/County, AL	Community Center Director III	15	\$37,692	\$45,673	\$53,654	\$41,622
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>16</b>	<b>\$30,545</b>	<b>\$38,791</b>	<b>\$47,036</b>	<b>\$41,733</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$34,247</b>	<b>\$43,091</b>	<b>\$51,935</b>	<b>\$41,552</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>89%</b>	<b>90%</b>	<b>91%</b>	<b>100%</b>
<b>CITY OF CHATTANOOGA</b>		<b>16</b>	<b>\$30,545</b>	<b>\$38,791</b>	<b>\$47,036</b>	<b>\$41,733</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$34,247</b>	<b>\$43,091</b>	<b>\$51,935</b>	<b>\$41,552</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>89%</b>	<b>90%</b>	<b>91%</b>	<b>100%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Recreation Specialist</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Program Specialist	12	\$38,034	\$47,542	\$57,050	\$44,170
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Recreation Program Specialist	4	\$24,800	\$35,712	\$46,624	\$36,344
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	Recreation Specialist	18	\$16,028	\$20,181	\$24,335	NA
City of Springfield, MO	Community Rec Specialist	4	\$19,581	\$23,684	\$27,787	\$22,986
Hamilton County Govt, TN	Recreation Specialist	1	\$29,072	\$36,340	\$43,608	\$37,677
Knox County Govt, TN	Recreation Coordinator	1	\$27,209	\$32,650	\$38,092	\$31,872
Louisville-Jefferson Cnty, KY	Recreation Specialist	1	\$28,244	\$36,758	\$45,272	\$31,316
Metro Nashville Govt, TN	Recreation Leader	50	\$29,105	\$33,472	\$37,839	\$31,136
Montgomery City/County, AL	Recreation Leader II	7	\$29,956	\$36,300	\$42,644	\$32,221
State of Tennessee	Recreation Specialist I	2	\$23,292	\$30,283	\$37,274	\$24,943
<b>CITY OF CHATTANOOGA</b>		<b>27</b>	<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$30,145</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$26,532</b>	<b>\$33,292</b>	<b>\$40,052</b>	<b>\$32,518</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>96%</b>	<b>97%</b>	<b>98%</b>	<b>93%</b>
<b>CITY OF CHATTANOOGA</b>		<b>27</b>	<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$30,145</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$26,532</b>	<b>\$33,292</b>	<b>\$40,052</b>	<b>\$32,518</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>96%</b>	<b>97%</b>	<b>98%</b>	<b>93%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Sewer Maintenance Crew Supervisor</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Construction & Maint Supvsr I	5	\$32,619	\$40,774	\$48,928	\$39,362
City of Baton Rouge, LA	Maint Worker Supervisor II	26	\$27,787	\$33,125	\$38,463	\$31,902
City of Charlotte, NC	Zone Manager	4	NA	NA	NA	\$58,544
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Construction & Maint Formn	1	\$27,459	\$36,322	\$45,185	\$36,256
City of Raleigh, NC	Utility Supervisor III	8	\$32,422	\$43,619	\$54,816	\$44,239
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Sewer Ops Coordinator	1	\$36,937	\$43,601	\$50,264	\$50,264
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Water Maint Supervisor	0	\$40,468	\$43,876	\$47,283	NA
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>27</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$37,606</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$32,949</b>	<b>\$40,219</b>	<b>\$47,490</b>	<b>\$43,428</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>89%</b>	<b>92%</b>	<b>95%</b>	<b>87%</b>
<b>CITY OF CHATTANOOGA</b>		<b>27</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$37,606</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$32,949</b>	<b>\$40,219</b>	<b>\$47,490</b>	<b>\$43,428</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>89%</b>	<b>92%</b>	<b>95%</b>	<b>87%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Street Maintenance Crew Worker</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	Laborer	14	\$16,247	\$19,368	\$22,489	\$12,749
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Public Service Worker I	44	\$18,848	\$27,280	\$35,712	\$20,442
City of Little Rock, AR	Laborer	36	\$18,513	\$21,670	\$24,828	\$19,188
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	Service Worker	289	\$19,904	\$25,977	\$32,050	\$23,883
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Laborer I	5	\$19,399	\$23,279	\$27,159	\$20,469
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Maintenance and Repair Worker I	103	\$21,811	\$23,622	\$25,433	\$22,719
Montgomery City/County, AL	Service Maintenance Worker I	224	\$19,127	\$23,177	\$27,227	\$22,776
State of Tennessee	Highway Maint Worker I	769	\$17,320	\$22,510	\$27,700	\$19,660
<b>CITY OF CHATTANOOGA</b>		<b>107</b>	<b>\$20,650</b>	<b>\$24,023</b>	<b>\$27,396</b>	<b>\$24,218</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$18,896</b>	<b>\$23,360</b>	<b>\$27,825</b>	<b>\$20,236</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>109%</b>	<b>103%</b>	<b>98%</b>	<b>120%</b>
<b>CITY OF CHATTANOOGA</b>		<b>107</b>	<b>\$20,650</b>	<b>\$24,023</b>	<b>\$27,396</b>	<b>\$24,218</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$18,896</b>	<b>\$23,360</b>	<b>\$27,825</b>	<b>\$20,236</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>109%</b>	<b>103%</b>	<b>98%</b>	<b>120%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Baton Rouge - Laborer is below the minimum of the pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Street Maintenance Manager</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Streets & Drainage Wrkr Superntdnt	1	\$48,861	\$61,076	\$73,292	\$64,323
City of Baton Rouge, LA	P.W. Superintendent	10	\$41,054	\$48,941	\$56,828	\$45,537
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	Public Service Area Mgr I	5	\$28,768	\$42,458	\$56,147	\$47,151
City of Little Rock, AR	Street Maint Superintendent	2	\$39,826	\$49,782	\$59,738	\$51,518
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	No Match	NA	NA	NA	NA	NA
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Maintenance & Repair Ldr 2	47	\$34,893	\$37,772	\$40,651	\$39,027
Montgomery City/County, AL	Street Construction Super	1	\$42,119	\$51,039	\$59,958	NA
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>8</b>	<b>\$34,344</b>	<b>\$43,637</b>	<b>\$52,929</b>	<b>\$44,101</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$39,254</b>	<b>\$48,511</b>	<b>\$57,769</b>	<b>\$49,511</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>87%</b>	<b>90%</b>	<b>92%</b>	<b>89%</b>
<b>CITY OF CHATTANOOGA</b>		<b>8</b>	<b>\$34,344</b>	<b>\$43,637</b>	<b>\$52,929</b>	<b>\$44,101</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$39,254</b>	<b>\$48,511</b>	<b>\$57,769</b>	<b>\$49,511</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>87%</b>	<b>90%</b>	<b>92%</b>	<b>89%</b>

**Notes:**

- Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN
- City of Raleigh - Unable to verify match
- City of Springfield - Unable to verify match
- Hamilton County - Unable to verify match
- Knox County - Unable to verify match
- Louisville-Jefferson County - Unable to verify match

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Street Maintenance Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Streets & Drainage Worker I	12	\$25,601	\$32,002	\$38,403	\$26,461
City of Baton Rouge, LA	Maintenance Worker I	115	\$17,912	\$21,353	\$24,794	\$20,100
City of Charlotte, NC	Street Crew Member	56	NA	NA	NA	\$22,063
City of Knoxville, TN	Public Service Worker II	24	\$18,848	\$27,280	\$35,712	\$22,678
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Cement Finisher	3	\$21,272	\$28,287	\$35,302	\$28,033
City of Raleigh, NC	Concrete Mason	3	\$24,193	\$31,575	\$38,956	\$33,199
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Maintenance Worker	42	\$21,638	\$26,108	\$30,578	\$26,958
Hamilton County Govt, TN	Highway Maint Specialist	45	\$23,861	\$29,826	\$35,791	\$25,273
Knox County Govt, TN	Laborer II	9	\$20,757	\$25,221	\$29,685	\$24,905
Louisville-Jefferson Cnty, KY	Equipment Operator - TM	28	NA	NA	NA	\$32,706
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Service Maint Worker II	180	\$19,874	\$24,082	\$28,290	\$22,180
State of Tennessee	Highway Maint Worker 2	427	\$19,771	\$25,697	\$31,624	\$25,320
<b>CITY OF CHATTANOOGA</b>		<b>49</b>	<b>\$20,650</b>	<b>\$25,986</b>	<b>\$31,322</b>	<b>\$26,820</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$21,373</b>	<b>\$27,143</b>	<b>\$32,914</b>	<b>\$25,823</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>97%</b>	<b>96%</b>	<b>95%</b>	<b>104%</b>
<b>CITY OF CHATTANOOGA</b>		<b>49</b>	<b>\$20,650</b>	<b>\$25,986</b>	<b>\$31,322</b>	<b>\$26,820</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$21,373</b>	<b>\$27,143</b>	<b>\$32,914</b>	<b>\$25,823</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>97%</b>	<b>96%</b>	<b>95%</b>	<b>104%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

City of Charlotte has no formal pay range

Louisville-Jefferson County - TM is an abbreviation for Teamster Master Contract

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Traffic Electrician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	Traffic Signal Tech III	1	\$36,679	\$45,849	\$55,019	\$43,376
City of Baton Rouge, LA	Traffic Signal Technician II	3	\$27,787	\$33,125	\$38,463	\$28,342
City of Charlotte, NC	Transportation Electronics Tech I	3	NA	NA	NA	\$37,815
City of Knoxville, TN	Traffic Engineering Technician	4	\$24,800	\$35,712	\$46,624	\$25,132
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Traffic Signal Technician	4	\$27,459	\$36,322	\$45,185	\$37,193
City of Raleigh, NC	Traffic Signal Technician	10	\$29,407	\$38,380	\$47,352	\$37,572
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Senior Signal Technician	4	\$34,041	\$40,316	\$46,592	\$45,342
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	EM Electrician "A" Journeyman	13	NA	NA	NA	\$42,727
Metro Nashville Govt, TN	Signal Tech	5	\$31,760	\$34,364	\$36,968	\$33,412
Montgomery City/County, AL	Traffic Control Tech I	3	\$30,615	\$37,098	\$43,581	\$33,495
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>3</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$41,500</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$30,319</b>	<b>\$37,646</b>	<b>\$44,973</b>	<b>\$36,441</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>97%</b>	<b>99%</b>	<b>100%</b>	<b>114%</b>
<b>CITY OF CHATTANOOGA</b>		<b>3</b>	<b>\$29,277</b>	<b>\$37,175</b>	<b>\$45,073</b>	<b>\$41,500</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$30,319</b>	<b>\$37,646</b>	<b>\$44,973</b>	<b>\$36,441</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>97%</b>	<b>99%</b>	<b>100%</b>	<b>114%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN

City of Charlotte has no formal pay range

Louisville-Jefferson County has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Water Quality Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	Engineering Serv Invest	2	NA	NA	NA	\$38,254
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	No Match	NA	NA	NA	NA	NA
City of Lubbock, TX	Environ Comp Spec I - Strmwtr	NA	\$34,185	\$45,057	\$55,929	NA
City of Raleigh, NC	Stormwater Control Inspector	9	\$30,878	\$41,542	\$52,205	\$39,796
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Storm Water Technician	1	\$31,607	\$37,347	\$43,087	\$34,775
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	Watershed Coordinator	1	\$35,664	\$42,797	\$49,930	\$37,698
Louisville-Jefferson Cnty, KY	No Match	NA	NA	NA	NA	NA
Metro Nashville Govt, TN	Water Quality Analyst	1	\$32,341	\$37,192	\$42,043	\$32,341
Montgomery City/County, AL	No Match	NA	NA	NA	NA	NA
State of Tennessee	Environmental Specialist 3	269	\$31,152	\$40,491	\$49,830	\$38,169
<b>CITY OF CHATTANOOGA</b>		<b>3</b>	<b>\$26,743</b>	<b>\$33,944</b>	<b>\$41,144</b>	<b>\$38,090</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$32,638</b>	<b>\$40,738</b>	<b>\$48,837</b>	<b>\$36,839</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>82%</b>	<b>83%</b>	<b>84%</b>	<b>103%</b>
<b>CITY OF CHATTANOOGA</b>		<b>3</b>	<b>\$26,743</b>	<b>\$33,944</b>	<b>\$41,144</b>	<b>\$38,090</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$32,638</b>	<b>\$40,738</b>	<b>\$48,837</b>	<b>\$36,839</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>82%</b>	<b>83%</b>	<b>84%</b>	<b>103%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
 City of Charlotte has no formal pay range

**CITY OF CHATTANOOGA  
DETAILED CUSTOM MARKET DATA (ADJUSTED)**

<b>Zookeeper</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Custom Survey</b>						
Assoc of Zoos & Aquariums	Keeper	534	\$22,750	\$28,041	\$33,332	\$26,421
Athens-Clarke County Govt, GA	No Match	NA	NA	NA	NA	NA
City of Baton Rouge, LA	No Match	NA	NA	NA	NA	NA
City of Charlotte, NC	No Match	NA	NA	NA	NA	NA
City of Knoxville, TN	No Match	NA	NA	NA	NA	NA
City of Little Rock, AR	Animal Keeper	21	\$23,134	\$27,853	\$32,571	\$26,198
City of Lubbock, TX	No Match	NA	NA	NA	NA	NA
City of Raleigh, NC	No Match	NA	NA	NA	NA	NA
City of Shreveport, LA	No Match	NA	NA	NA	NA	NA
City of Springfield, MO	Zookeeper	13	\$21,953	\$26,507	\$31,061	\$27,568
Hamilton County Govt, TN	No Match	NA	NA	NA	NA	NA
Knox County Govt, TN	No Match	NA	NA	NA	NA	NA
Louisville-Jefferson Cnty, KY	Keeper II Z/U	37	\$27,774	\$30,005	\$32,236	\$30,710
Metro Nashville Govt, TN	No Match	NA	NA	NA	NA	NA
Montgomery City/County, AL	Zookeeper I	14	\$22,861	\$27,702	\$32,543	\$24,360
State of Tennessee	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$24,630</b>
<b>Comparator Market Average: Custom Survey</b>			<b>\$23,694</b>	<b>\$28,022</b>	<b>\$32,349</b>	<b>\$27,051</b>
<b>City of Chattanooga As a % of Market Average: Custom Survey</b>			<b>91%</b>	<b>98%</b>	<b>103%</b>	<b>91%</b>
<b>CITY OF CHATTANOOGA</b>		<b>4</b>	<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$24,630</b>
<b>OVERALL MARKET AVERAGE</b>			<b>\$23,694</b>	<b>\$28,022</b>	<b>\$32,349</b>	<b>\$27,051</b>
<b>City of Chattanooga As a % of Overall Market Average</b>			<b>91%</b>	<b>98%</b>	<b>103%</b>	<b>91%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN  
2006 Member Compensation Survey - Association of Zoos & Aquariums; eff date: 1/1/06; data cut: Southeast/South

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Accountant						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Accountant	22	\$36,543	\$44,989	\$53,436	\$41,852
Chattanooga Area Wage & Salary Survey (2007)	Accountant	75	\$38,124	\$49,056	\$59,987	\$46,328
City of Charlotte Regional Survey	Accountant I	9	\$34,524	\$44,482	\$54,441	\$41,646
Mercer	Accountant - Associate	1,708	\$34,457	\$43,566	\$52,675	\$39,870
Watson Wyatt	Accountant Level 1	559	\$34,476	\$43,856	\$53,235	\$40,459
<b>CITY OF CHATTANOOGA</b>			<b>\$39,414</b>	<b>\$50,100</b>	<b>\$60,785</b>	<b>\$43,299</b>
<b>Published Data Average:</b>			<b>\$35,625</b>	<b>\$45,190</b>	<b>\$54,755</b>	<b>\$42,031</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>111%</b>	<b>111%</b>	<b>111%</b>	<b>103%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Finance, Accounting, and Legal Survey; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Professional Administrative Services Personnel Compensation; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Accounting Manager</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Accounting Manager	27	\$65,176	\$84,516	\$103,856	\$75,729
City of Charlotte Regional Survey	Accounting Manager	12	\$49,141	\$64,737	\$80,333	\$70,177
Mercer	General Accounting Manager	756	\$66,416	\$88,485	\$110,554	\$86,299
Watson Wyatt	General Accounting Manager	440	\$64,288	\$84,213	\$104,138	\$81,728
<b>CITY OF CHATTANOOGA</b>			<b>\$53,353</b>	<b>\$67,872</b>	<b>\$82,390</b>	<b>\$76,054</b>
<b>Published Data Average:</b>			<b>\$61,255</b>	<b>\$80,488</b>	<b>\$99,720</b>	<b>\$78,483</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>87%</b>	<b>84%</b>	<b>83%</b>	<b>97%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Finance, Accounting, and Legal Survey; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Middle Management Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Accounting Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Accounting Clerk	98	\$27,475	\$32,163	\$36,852	\$28,726
Chattanooga Area Wage & Salary Survey (2007)	Accounting Clerk I	34	\$25,818	\$31,427	\$37,037	\$28,733
City of Charlotte Regional Survey	Accounting Clerk	11	\$23,872	\$30,204	\$36,537	\$29,121
Mercer	Accounting Clerk - Intermediate	1,729	\$23,318	\$29,929	\$36,539	\$29,877
Watson Wyatt	Accounting Clerk Level 1	1,204	\$23,866	\$30,240	\$36,615	\$29,578
<b>CITY OF CHATTANOOGA</b>			<b>\$24,208</b>	<b>\$30,712</b>	<b>\$37,216</b>	<b>\$27,238</b>
<b>Published Data Average:</b>			<b>\$24,870</b>	<b>\$30,793</b>	<b>\$36,716</b>	<b>\$29,207</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>97%</b>	<b>100%</b>	<b>101%</b>	<b>93%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Administrative Support Assistant, Senior</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Administrative Support/Secretary I	66	\$23,168	\$27,697	\$32,227	\$27,347
Chattanooga Area Wage & Salary Survey (2007)	Secretary/Admin Assistant I	118	\$23,123	\$29,278	\$35,433	\$29,561
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Administrative Asst - Associate	3,951	\$23,318	\$28,680	\$34,041	\$29,564
Watson Wyatt	Secretary - Level 1	414	\$23,322	\$29,913	\$36,504	\$29,406
<b>CITY OF CHATTANOOGA</b>			<b>\$22,942</b>	<b>\$29,398</b>	<b>\$35,853</b>	<b>\$30,327</b>
<b>Published Data Average:</b>			<b>\$23,233</b>	<b>\$28,892</b>	<b>\$34,551</b>	<b>\$28,970</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>99%</b>	<b>102%</b>	<b>104%</b>	<b>105%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Administrative Support Specialist</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Administrative Support/Secretary II	79	\$27,475	\$33,638	\$39,801	\$30,572
Chattanooga Area Wage & Salary Survey (2007)	Secretary/Admin Assistant II	102	\$26,339	\$32,847	\$39,355	\$33,917
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Administrative Asst - Intermediate	4,489	\$28,315	\$36,591	\$44,867	\$34,769
Watson Wyatt	Administrative Asst - Level 2	2,093	\$30,623	\$38,887	\$47,151	\$38,836
<b>CITY OF CHATTANOOGA</b>			<b>\$28,010</b>	<b>\$35,560</b>	<b>\$43,110</b>	<b>\$33,433</b>
<b>Published Data Average:</b>			<b>\$28,188</b>	<b>\$35,491</b>	<b>\$42,794</b>	<b>\$34,524</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>99%</b>	<b>100%</b>	<b>101%</b>	<b>97%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Budget Officer						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Planning/Budget Manager	7	\$61,839	\$73,431	\$85,023	\$90,953
City of Charlotte Regional Survey	Budget & Evaluation Manager	3	\$50,997	\$67,381	\$83,765	\$79,619
Mercer	Budget Manager	144	\$70,580	\$93,586	\$116,592	\$94,106
Watson Wyatt	Budgetary Control Manager	71	\$69,358	\$90,449	\$111,540	\$87,914
<b>CITY OF CHATTANOOGA</b>			<b>\$58,422</b>	<b>\$74,335</b>	<b>\$90,248</b>	<b>\$83,304</b>
<b>Published Data Average:</b>			<b>\$63,193</b>	<b>\$81,212</b>	<b>\$99,230</b>	<b>\$88,148</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>92%</b>	<b>92%</b>	<b>91%</b>	<b>95%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Finance, Accounting, and Legal Survey; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Middle Management Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Buyer</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Buyer II	71	\$45,616	\$57,313	\$69,010	\$54,913
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Buyer - Intermediate	692	\$36,123	\$47,834	\$59,545	\$49,031
Watson Wyatt	Buyer level 2	275	\$40,053	\$51,258	\$62,462	\$47,557
<b>CITY OF CHATTANOOGA</b>			<b>\$30,545</b>	<b>\$38,791</b>	<b>\$47,036</b>	<b>\$32,704</b>
<b>Published Data Average:</b>			<b>\$40,597</b>	<b>\$52,135</b>	<b>\$63,672</b>	<b>\$50,500</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>75%</b>	<b>74%</b>	<b>74%</b>	<b>65%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Professional Specialized Services Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Chief Information Officer</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Information Systems Head	8	\$67,892	\$85,696	\$103,499	\$90,199
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Chief Information Officer - Corp	57	\$160,835	\$215,747	\$270,660	\$240,159
Watson Wyatt	CIO/Top IT Executive	81	\$148,330	\$195,767	\$243,203	\$229,502
<b>CITY OF CHATTANOOGA</b>			<b>\$68,558</b>	<b>\$87,258</b>	<b>\$105,958</b>	<b>\$105,958</b>
<b>Published Data Average:</b>			<b>\$125,686</b>	<b>\$165,737</b>	<b>\$205,788</b>	<b>\$186,620</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>55%</b>	<b>53%</b>	<b>51%</b>	<b>57%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

Mercer - 2006 Executive; eff date 3/1/06; data cut: Southeast

Waston Wyatt - 2006 Top Management Compensation; eff date 4/1/06; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Community Development Specialist</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Housing Rehab Specialist	5	\$31,200	\$38,277	\$45,354	\$39,276
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	Housing Rehabilitation Specialist	4	\$32,864	\$42,339	\$51,813	\$42,323
Mercer	No Match	NA	NA	NA	NA	NA
Watson Wyatt	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>			<b>\$33,078</b>	<b>\$42,022</b>	<b>\$50,965</b>	<b>\$36,872</b>
<b>Published Data Average:</b>			<b>\$32,032</b>	<b>\$40,308</b>	<b>\$48,584</b>	<b>\$40,799</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>103%</b>	<b>104%</b>	<b>105%</b>	<b>90%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Compliance Officer</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	No Match	NA	NA	NA	NA	NA
Watson Wyatt	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>			<b>\$35,612</b>	<b>\$45,252</b>	<b>\$54,892</b>	<b>\$44,375</b>
<b>Published Data Average:</b>						
<b>City of Chattanooga As a % of Published Data Average:</b>						

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.  
 Data has been aged to reflect September 2007 salaries.  
 For published data sources, range data reflect percentiles of actual salaries reported.

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Custodian						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Custodian	27	\$19,307	\$22,913	\$26,520	\$21,789
Chattanooga Area Wage & Salary Survey (2007)	Custodian	331	\$18,847	\$25,075	\$31,303	\$23,928
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Custodial Work	2,982	\$16,552	\$21,236	\$25,921	\$21,236
Watson Wyatt	Janitor - Level 1	410	\$18,049	\$22,612	\$27,175	\$22,207
<b>CITY OF CHATTANOOGA</b>			<b>\$20,650</b>	<b>\$23,040</b>	<b>\$25,430</b>	<b>\$23,342</b>
<b>Published Data Average:</b>			<b>\$18,189</b>	<b>\$22,959</b>	<b>\$27,730</b>	<b>\$22,290</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>114%</b>	<b>100%</b>	<b>92%</b>	<b>105%</b>

*Notes:*

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Technician and Skilled Trades Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Customer Service Representative</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Customer Service Rep I	361	\$27,117	\$33,094	\$39,071	\$31,739
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Customer Service Rep - Assoc	8,215	\$21,653	\$27,639	\$33,624	\$24,359
Watson Wyatt	Customer Service Asst Level 1	1,877	\$24,070	\$30,699	\$37,329	\$27,334
<b>CITY OF CHATTANOOGA</b>			<b>\$22,942</b>	<b>\$29,098</b>	<b>\$35,253</b>	<b>\$27,685</b>
<b>Published Data Average:</b>			<b>\$24,280</b>	<b>\$30,477</b>	<b>\$36,675</b>	<b>\$27,811</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>94%</b>	<b>95%</b>	<b>96%</b>	<b>100%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Director of Internal Audit						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	Director of Internal Audit	9	\$64,679	\$82,315	\$99,951	\$106,497
Mercer	Audit Director	61	\$93,690	\$121,277	\$148,863	\$126,482
Watson Wyatt	Top Auditor/General Auditor	39	\$124,456	\$162,707	\$200,957	\$161,513
<b>CITY OF CHATTANOOGA</b>			<b>\$71,093</b>	<b>\$90,490</b>	<b>\$109,887</b>	<b>\$88,726</b>
<b>Published Data Average:</b>			<b>\$94,275</b>	<b>\$122,099</b>	<b>\$149,923</b>	<b>\$131,497</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>75%</b>	<b>74%</b>	<b>73%</b>	<b>67%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

Charlotte - Director of Internal Audit actual average is over the max of the pay range

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Executive; eff date 3/1/06; data cut: Southeast

Waston Wyatt - 2006 Top Management Compensation; eff date 4/1/06; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Engineering Manager						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Engineering Manager	371	\$78,596	\$104,100	\$129,605	\$104,204
Watson Wyatt	Engineering Manager	431	\$81,728	\$104,594	\$127,460	\$103,022
<b>CITY OF CHATTANOOGA</b>			<b>\$50,818</b>	<b>\$64,641</b>	<b>\$78,463</b>	<b>\$69,416</b>
<b>Published Data Average:</b>			<b>\$80,162</b>	<b>\$104,347</b>	<b>\$128,532</b>	<b>\$103,613</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>63%</b>	<b>62%</b>	<b>61%</b>	<b>67%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Middle Management Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Engineering Technician</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burris & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	CAD Operator	5	\$39,091	\$48,865	\$58,638	\$32,811
City of Charlotte Regional Survey	Drafting Technician	5	\$26,568	\$33,857	\$41,146	\$33,814
Mercer	No Match	NA	NA	NA	NA	NA
Watson Wyatt	No Match	NA	NA	NA	NA	NA
Watson Wyatt US Data	Civil Engineering Tech - Level 1	13	\$26,828	\$34,291	\$41,753	\$32,963
<b>CITY OF CHATTANOOGA</b>			<b>\$33,078</b>	<b>\$42,022</b>	<b>\$50,965</b>	<b>\$37,956</b>
<b>Published Data Average:</b>			<b>\$30,829</b>	<b>\$39,004</b>	<b>\$47,179</b>	<b>\$33,196</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>107%</b>	<b>108%</b>	<b>108%</b>	<b>114%</b>

*Notes:*

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Watson Wyatt - 2007 Technician and Skilled Trades Personnel; eff date 3/1/07; data cut: United States

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Executive Assistant						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Administrative Assistant	23	\$31,485	\$34,709	\$37,934	\$34,518
Chattanooga Area Wage & Salary Survey (2007)	Exec Secretary/Admin Assistant	57	\$32,491	\$39,909	\$47,328	\$40,965
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Executive Secretary	2,031	\$34,145	\$44,243	\$54,340	\$47,574
Watson Wyatt	Secretary to Executive - All Levels	707	\$38,126	\$48,469	\$58,812	\$51,106
<b>CITY OF CHATTANOOGA</b>			<b>\$30,545</b>	<b>\$38,791</b>	<b>\$47,036</b>	<b>\$37,141</b>
<b>Published Data Average:</b>			<b>\$34,062</b>	<b>\$41,833</b>	<b>\$49,604</b>	<b>\$43,541</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>90%</b>	<b>93%</b>	<b>95%</b>	<b>85%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Fiscal Technician, Senior</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	No Match	NA	NA	NA	NA	NA
Watson Wyatt	Financial Analyst - Level 1	338	\$37,417	\$47,912	\$58,406	\$43,805
<b>CITY OF CHATTANOOGA</b>			<b>\$33,078</b>	<b>\$42,022</b>	<b>\$50,965</b>	<b>\$38,768</b>
<b>Published Data Average:</b>			<b>\$37,417</b>	<b>\$47,912</b>	<b>\$58,406</b>	<b>\$43,805</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>88%</b>	<b>88%</b>	<b>87%</b>	<b>89%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

Watson Wyatt - 2007 Professional Administrative Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Internal Auditor						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Internal Auditor	22	\$43,519	\$54,663	\$65,807	\$55,559
City of Charlotte Regional Survey	Internal Auditor	6	\$40,525	\$53,972	\$67,418	\$58,264
Mercer	Auditor - Intermediate	311	\$44,555	\$57,567	\$70,580	\$54,965
Watson Wyatt	Internal Auditor Level 2	141	\$43,501	\$56,835	\$70,169	\$54,249
<b>CITY OF CHATTANOOGA</b>			<b>\$43,214</b>	<b>\$54,945</b>	<b>\$66,676</b>	<b>\$53,453</b>
<b>Published Data Average:</b>			<b>\$43,025</b>	<b>\$55,759</b>	<b>\$68,494</b>	<b>\$55,759</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>100%</b>	<b>99%</b>	<b>97%</b>	<b>96%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Finance, Accounting, and Legal Survey; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Professional Administrative Services Personnel Compensation; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Inventory Clerk						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Inventory Control Clerk	14	\$24,147	\$29,425	\$34,702	\$29,732
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Supply/Stock Clerk	470	\$20,924	\$25,036	\$29,148	\$24,464
Watson Wyatt	Inventory Control Clerk Level 1	201	\$23,560	\$29,985	\$36,411	\$29,272
<b>CITY OF CHATTANOOGA</b>			<b>\$20,650</b>	<b>\$25,986</b>	<b>\$31,322</b>	<b>\$25,070</b>
<b>Published Data Average:</b>			<b>\$22,877</b>	<b>\$28,149</b>	<b>\$33,420</b>	<b>\$27,822</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>90%</b>	<b>92%</b>	<b>94%</b>	<b>90%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>IT Support Services Manager</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Manager Applications Systems	32	\$65,024	\$81,990	\$98,955	\$81,505
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	IS Admin/Planning Manager	99	\$63,605	\$82,447	\$101,289	\$102,851
Watson Wyatt	Top IT Operations Executive	68	\$113,972	\$150,406	\$186,840	\$158,087
<b>CITY OF CHATTANOOGA</b>			<b>\$49,550</b>	<b>\$63,024</b>	<b>\$76,497</b>	<b>\$76,497</b>
<b>Published Data Average:</b>			<b>\$80,867</b>	<b>\$104,948</b>	<b>\$129,028</b>	<b>\$114,148</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>61%</b>	<b>60%</b>	<b>59%</b>	<b>67%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

Mercer - IS Admin/Planning Manager actual average is over the max of the pay range

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Information Technology; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2006 Information Technology and e-Commerce Personnel Compensation; eff date 4/1/06; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

IT Technician						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	User Support Technician	29	\$30,530	\$36,810	\$43,090	\$34,094
Chattanooga Area Wage & Salary Survey (2007)	PC Maintenance Technician	31	\$32,297	\$41,742	\$51,187	\$38,319
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Help Desk Spprt Srvc Spec - Assoc	364	\$31,751	\$41,744	\$51,738	\$37,997
Watson Wyatt	PC Maintenance Tech Level 1	66	\$30,927	\$37,822	\$44,717	\$36,200
<b>CITY OF CHATTANOOGA</b>			<b>\$25,474</b>	<b>\$32,327</b>	<b>\$39,180</b>	<b>\$27,968</b>
<b>Published Data Average:</b>			<b>\$31,376</b>	<b>\$39,529</b>	<b>\$47,683</b>	<b>\$36,652</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>81%</b>	<b>82%</b>	<b>82%</b>	<b>76%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Information Technology; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Technician and Skilled Trades Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Network Engineer						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Network Analyst	12	\$46,027	\$58,304	\$70,581	\$54,114
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Network Engineer - Associate	94	\$38,517	\$53,768	\$69,018	\$49,239
Watson Wyatt	LAN Administrator Level 2	136	\$46,295	\$59,581	\$72,868	\$54,806
<b>CITY OF CHATTANOOGA</b>			<b>\$38,147</b>	<b>\$48,484</b>	<b>\$58,820</b>	<b>\$54,312</b>
<b>Published Data Average:</b>			<b>\$43,613</b>	<b>\$57,218</b>	<b>\$70,822</b>	<b>\$52,720</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>87%</b>	<b>85%</b>	<b>83%</b>	<b>103%</b>

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Information Technology; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2006 Professional Specialized Services Personnel; eff date 3/1/07; data cut Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Occupational Health and Safety Coordinator</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Safety Coordinator	7	\$37,523	\$47,295	\$57,067	\$45,015
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	Safety Specialist	6	\$34,150	\$45,866	\$57,583	\$52,032
Mercer	Safety Specialist	161	\$52,571	\$70,268	\$87,965	\$65,375
Watson Wyatt	Safety Representative - Level 3	132	\$51,796	\$67,937	\$84,078	\$66,328
<b>CITY OF CHATTANOOGA</b>			<b>\$41,949</b>	<b>\$53,332</b>	<b>\$64,714</b>	
<b>Published Data Average:</b>			<b>\$44,010</b>	<b>\$57,841</b>	<b>\$71,673</b>	<b>\$57,187</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>95%</b>	<b>92%</b>	<b>90%</b>	

**Notes:**

Data has been adjusted to reflect the geographic differences in the cost of labor for Chattanooga, TN.

Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Human Resources; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2006 Human Resources Personnel Compensation; eff date 4/1/06; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Payroll Technician						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Payroll Clerk	16	\$29,724	\$34,137	\$38,549	\$34,306
Chattanooga Area Wage & Salary Survey (2007)	Payroll Clerk I	56	\$24,328	\$29,579	\$34,831	\$31,384
City of Charlotte Regional Survey	Payroll Representative	5	\$23,715	\$32,754	\$41,794	\$32,129
Mercer	Payroll Clerk - Associate	227	\$24,880	\$32,635	\$40,391	\$30,189
Watson Wyatt	Payroll Clerk Level 1	122	\$25,804	\$33,045	\$40,287	\$31,515
<b>CITY OF CHATTANOOGA</b>			<b>\$24,208</b>	<b>\$30,712</b>	<b>\$37,216</b>	<b>\$25,391</b>
<b>Published Data Average:</b>			<b>\$25,690</b>	<b>\$32,430</b>	<b>\$39,170</b>	<b>\$31,905</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>94%</b>	<b>95%</b>	<b>95%</b>	<b>80%</b>

**Notes:**

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Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Office Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Personnel Generalist</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	HR Generalist	10	\$35,267	\$44,813	\$54,359	\$43,257
Chattanooga Area Wage & Salary Survey (2007)	Personnel Generalist	31	\$43,539	\$55,508	\$67,477	\$54,918
City of Charlotte Regional Survey	HR Analyst	9	\$38,877	\$52,713	\$66,549	\$50,256
Mercer	HR Generalist - Associate	275	\$37,372	\$49,395	\$61,419	\$45,700
Watson Wyatt	HR Generalist - Level 1	73	\$36,226	\$46,399	\$56,571	\$42,973
<b>CITY OF CHATTANOOGA</b>			<b>\$35,612</b>	<b>\$45,252</b>	<b>\$54,892</b>	<b>\$45,603</b>
<b>Published Data Average:</b>			<b>\$38,256</b>	<b>\$49,765</b>	<b>\$61,275</b>	<b>\$47,421</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>93%</b>	<b>91%</b>	<b>90%</b>	<b>96%</b>

**Notes:**

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Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Human Resources; eff 3/1/06; data cut: Southeast

Watson Wyatt - 2006 Human Resources Personnel Compensation; eff date 4/1/06; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Planner, Senior (Transportation)</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	Transportation Planner III	5	\$42,178	\$60,036	\$77,894	\$64,016
Mercer	No Match	NA	NA	NA	NA	NA
Watson Wyatt	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>			<b>\$35,612</b>	<b>\$45,252</b>	<b>\$54,892</b>	<b>\$39,974</b>
<b>Published Data Average:</b>			<b>\$42,178</b>	<b>\$60,036</b>	<b>\$77,894</b>	<b>\$64,016</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>84%</b>	<b>75%</b>	<b>70%</b>	<b>62%</b>

*Notes:*

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For published data sources, range data reflect percentiles of actual salaries reported.

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Programmer						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	IS Programmer/Analyst	36	\$46,446	\$55,624	\$64,803	\$57,314
Chattanooga Area Wage & Salary Survey (2007)	Programmer/Analyst I	48	\$42,265	\$54,038	\$65,811	\$57,130
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Applications Sys Analyst - Assoc	212	\$41,224	\$55,069	\$68,914	\$50,384
Watson Wyatt	General Prgrmmr/Analyst Level 1	163	\$38,302	\$48,942	\$59,581	\$47,229
<b>CITY OF CHATTANOOGA</b>			<b>\$34,344</b>	<b>\$43,637</b>	<b>\$52,929</b>	<b>\$36,598</b>
<b>Published Data Average:</b>			<b>\$42,059</b>	<b>\$53,418</b>	<b>\$64,777</b>	<b>\$53,014</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>82%</b>	<b>82%</b>	<b>82%</b>	<b>69%</b>

**Notes:**

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Data has been aged to reflect September 2007 salaries.

For published data sources, range data reflect percentiles of actual salaries reported.

2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

Mercer - 2006 Information Technology; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2006 Professional Specialized Services Personnel; eff date 3/1/07; data cut Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Public Relations Coordinator						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	Public Relations Specialist	59	\$34,810	\$44,142	\$53,474	\$42,462
City of Charlotte Regional Survey	Communications Specialist	8	\$31,220	\$39,296	\$47,371	\$43,136
Mercer	Public Relations Coordinator	79	\$33,208	\$43,202	\$53,195	\$49,864
Watson Wyatt	Public Relations Rep - Level 2	23	\$43,596	\$56,934	\$70,273	\$50,343
<b>CITY OF CHATTANOOGA</b>			<b>\$34,344</b>	<b>\$43,637</b>	<b>\$52,929</b>	<b>\$36,035</b>
<b>Published Data Average:</b>			<b>\$35,709</b>	<b>\$45,893</b>	<b>\$56,078</b>	<b>\$46,451</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>96%</b>	<b>95%</b>	<b>94%</b>	<b>78%</b>

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2007 Chattanooga Area Wage & Salary Survey; eff date 2/1/07; data cut: All Totals/Averages

2007 City of Charlotte Regional Survey; eff date 5/1/07; data cut: Median

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2006 Sales & Marketing Personnel Compensation; eff date 4/1/06; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

Staff Engineer I						
Respondent	Matching Job Title	# of EEs	Minimum	Midpoint	Maximum	Actual Average
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	Staff Engineer	14	\$40,830	\$50,875	\$60,921	\$48,205
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	Civil Engineer - Associate	413	\$41,224	\$53,091	\$64,958	\$47,990
Watson Wyatt	Civil Engineer Level 1	35	\$39,647	\$51,156	\$62,665	\$48,875
<b>CITY OF CHATTANOOGA</b>			<b>\$35,612</b>	<b>\$45,252</b>	<b>\$54,892</b>	<b>\$46,178</b>
<b>Published Data Average:</b>			<b>\$40,567</b>	<b>\$51,707</b>	<b>\$62,848</b>	<b>\$48,357</b>
<b>City of Chattanooga As a % of Published Data Average:</b>			<b>88%</b>	<b>88%</b>	<b>87%</b>	<b>95%</b>

**Notes:**

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2006/2007 Burriss & Assoc Local Gov't Wage & Salary Survey; eff date 12/31/06; data cut: Large

Mercer - 2006 Metropolitan Benchmark; eff date 3/1/06; data cut: Southeast

Watson Wyatt - 2007 Professional Specialized Services Personnel; eff date 3/1/07; data cut: Southeast

**CITY OF CHATTANOOGA  
PUBLISHED MARKET DATA (ADJUSTED)**

<b>Tax Specialist</b>						
<b>Respondent</b>	<b>Matching Job Title</b>	<b># of EEs</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>	<b>Actual Average</b>
<b>Published Survey</b>						
Burriss & Associates Local Government Survey (2006-2007)	No Match	NA	NA	NA	NA	NA
Chattanooga Area Wage & Salary Survey (2007)	No Match	NA	NA	NA	NA	NA
City of Charlotte Regional Survey	No Match	NA	NA	NA	NA	NA
Mercer	No Match	NA	NA	NA	NA	NA
Watson Wyatt	No Match	NA	NA	NA	NA	NA
<b>CITY OF CHATTANOOGA</b>			<b>\$21,673</b>	<b>\$27,481</b>	<b>\$33,288</b>	<b>\$28,573</b>
<b>Published Data Average:</b>						
<b>City of Chattanooga As a % of Published Data Average:</b>						

**Notes:**

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 Data has been aged to reflect September 2007 salaries.  
 For published data sources, range data reflect percentiles of actual salaries reported.

PROPOSED GENERAL PLAN GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
1	\$18,137/ \$20,650*	\$22,959	\$28,125	Administrative Support Assistant Library Page Recreation Assistant
	\$19,044/ \$20,650*			Library Clerk
2	\$19,996/ \$20,650*	\$25,312	\$31,008	
	\$20,997			Communications Assistant
3	\$22,046	\$27,907	\$34,186	Court Operations Assistant Inventory Clerk Permit Clerk Personnel Assistant Police Records Technician Police Service Technician
	\$23,149			Administrative Support Assistant, Senior Court Operations Technician Customer Service Representative Fingerprint Technician Inventory Clerk, Senior Library Assistant Police Service Technician, Senior Property Technician
4	\$24,306	\$30,767	\$37,690	Customer Service Representative, Senior Data Specialist Personnel Technician Police Quality Assurance Technician Purchasing Technician Tax Specialist Zoo Education Curator
	\$25,521			Accounting Technician Business Tax Inspector Fiscal Technician Inventory Control Coordinator Laboratory Technician Library Assistant, Senior (new) Payroll Technician Recreation Specialist
5	\$26,798	\$33,921	\$41,553	Accident Investigator Administrative Support Specialist Circulation Supervisor Communications Officer Court Operations Technician, Senior Graphics Artist Laboratory Technician, Senior Planning Technician Terminal Agency Coordinator
	\$28,137			Accounting Technician, Senior Benefits Specialist Community Housing Specialist Cultural Arts Coordinator Fiscal Technician, Senior Graphics and Technology Specialist Payroll Technician, Senior Photographic Lab Technician
6	\$28,137	\$35,617	\$43,631	

\*Current City Living Wage

PROPOSED GENERAL PLAN GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
11	\$29,544	\$37,398	\$45,812	Box Office Supervisor Champions Club Coordinator Events and Marketing Specialist
12	\$31,021	\$39,268	\$48,103	Asbestos Coordinator Assoc Air Poll Ctrl Engineer Community Development Specialist Communications Shift Supervisor Data Analyst IT Technician Librarian Office Supervisor Plans Review Specialist Police Records Operations Supervisor Sanitary Review Specialist Therapeutic Recreation Specialist
13	\$32,573	\$41,231	\$50,508	Air Toxics Coordinator Community Facilities Supervisor Engineering Contracts Coordinator Executive Assistant Librarian, Senior Library Associate (new) Neighborhood Relations Specialist Neighborhood Services Program Coordinator Recreation Facility Manager Skate Park Manager
14	\$34,201	\$43,293	\$53,033	Accounts Payable Supervisor Bicycle Program Coordinator Community Development Program Coordinator Court Operations Supervisor Customer Service Supervisor Facilities Marketing Coordinator Library Community Relations Coordinator Payroll Supervisor Public Information Specialist Sewer Project Coordinator Traffic Engineering Designer Traffic Operations Analyst
15	\$35,911	\$45,457	\$55,685	Assistant Zoo Director Biologist Department Personnel Specialist Grants Specialist GIS Specialist IT Technician, Senior Police Information Center Manager Public Relations Coordinator Recreation Program Coordinator Therapeutic Program Coordinator Wellness Coordinator

PROPOSED GENERAL PLAN GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
16	\$37,707	\$47,730	\$58,469	<b>Accountant</b> <b>Assistant Director, City Wide Services Administration</b> <b>Business Manager, Civic Facilities</b> <b>Development Ombudsman</b> <b>Fire &amp; Police Recruitment Supervisor</b> <b>Fiscal Analyst</b> <b>Graphics Supervisor</b> <b>Head Librarian</b> <b>Historic Preservation Coordinator</b> <b>Landfill Manager</b> <b>Management and Budget Analyst</b> <b>Personnel Generalist</b> <b>Planner</b> <b>Renewal Community Manager</b> <b>Sanitation Manager</b> <b>Sewer Construction Manager</b> <b>Street Maintenance Manager</b> <b>Tax Supervisor</b> <b>Traffic Operations Manager</b> <b>Training Specialist</b> <b>Zoo Director</b>
17	\$39,592	\$50,117	\$61,393	<b>Buyer</b> <b>Chemist</b> <b>Construction Engineer</b> <b>Departmental Occupational Safety and Health Coordinator</b> <b>Fleet Services Manager</b> <b>Grants Specialist, Senior</b> <b>Manager, Accreditation</b> <b>Personnel Records Specialist</b> <b>Pre-treatment Supervisor</b> <b>Soil Engineering Specialist</b> <b>Staff Engineer I</b>
18	\$41,572	\$52,622	\$64,462	<b>Aquatics Program Manager</b> <b>Air Pollution Control Engineer</b> <b>Director, Golf Course</b> <b>GIS Specialist, Senior</b> <b>Maintenance Superintendent</b> <b>Manager, Air Monitoring</b> <b>Manager, APC Operations</b> <b>Programmer</b> <b>Public Relations Coordinator, Senior</b> <b>Waste Resources Systems Specialist</b> <b>Watershed Specialist</b>

PROPOSED GENERAL PLAN GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
19	\$43,650	\$55,254	\$67,686	Air Pollution Ctrl Eng, Senior Accountant, Senior Athletics Complex Manager Buyer, Senior Compliance Officer Compensation Management Analyst Director, Civic Facilities Engineering Coordinator Internal Auditor IT Specialist Management and Budget Analyst, Senior Manager, Champion's Club Network Engineer Occupational Health and Safety Coordinator Staff Engineer II Telecommunications Coordinator Waste Resources Sys Engineer Water Quality Supervisor
20	\$45,833	\$58,016	\$71,070	Assistant Manager, Purchasing Community & Economic Development Manager Construction Engineer, Senior Internal Auditor, Senior Manager, Codes and Neighbor Relations Planner, Senior (Transportation) Programmer, Senior Project Engineer Quality Control Manager Recreation Division Manager Supervisor, Civic Facilities Operations Web Information Coordinator Systems and Database Administrator
21	\$48,124	\$60,917	\$74,623	Building Inspection Manager IT Support Services Supervisor Network Engineer, Senior Planner, Principal Real Property Manager
22	\$50,531	\$63,963	\$78,355	Administrator, Education, Arts, and Culture Assistant City Treasurer Assistant Director, Library Construction Program Supervisor Director of Recreation Engineer, Senior General Services Technology Specialist Hydraulic Engineer IT Manager, Fire Department IT Manager, Library Network Analyst

PROPOSED GENERAL PLAN GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
23	\$53,057	\$67,161	\$82,272	Assistant City Traffic Engineer GIS Systems and Database Administrator IT Business Project Analyst IT Manager, Public Works Plant Superintendent Staff Attorney Systems and Database Administrator, Senior Water Quality Manager
24	\$55,710	\$70,519	\$86,386	Assistant Director, City Wide Services Operations City Court Clerk Director of Comprehensive Planning Director, Library Engineering Manager Manager, APC Engineering Manager, Purchasing Site Development Chief Stormwater Manager Subdivisions Coordinator Waste Resources Plant Engineer
25	\$58,496	\$74,045	\$90,705	Assistant City Engineer City Traffic Engineer Director of Operations Director of Planning Information Director of Transportation Planning Director, City Wide Services Director, Land Development Office Municipal Forester Waste Resources Division Manager
26	\$61,420	\$77,747	\$95,240	Accounting Manager Application Services Manager City Treasurer Director of Design Center Director of General Services Director, Multicultural Affairs Director of Parks Director, Risk Management and Insurance IT Support Services Manager Network Manager Telecommunications Manager
27	\$64,491	\$81,635	\$100,002	Budget Officer City Engineer Director of Internal Audit Manager, Financial Operations
28	\$67,716	\$85,716	\$105,003	Deputy Administrator, Human Services Deputy Administrator, Neighborhood Services Deputy Administrator, Personnel Deputy Police Chief

PROPOSED GENERAL PLAN GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
29	\$71,102	\$90,002	\$110,253	Deputy Administrator, Finance Deputy Administrator, Public Works Deputy Chief Info Officer Director, Air Pollution Control
30	\$74,657	\$94,502	\$115,765	Administrator, Human Services Administrator, Neighborhood Services Administrator, Personnel
31	\$78,390	\$99,227	\$121,554	Administrator, Parks and Recreation Executive Director, Planning
32	\$82,309	\$104,189	\$127,631	
33	\$86,425	\$109,398	\$134,013	Administrator, City Finance Officer Administrator, Public Works Chief Information Officer City Attorney
34	\$90,746	\$114,868	\$140,714	Police Chief
35	\$95,283	\$120,612	\$147,749	

PROPOSED SKILLED/TRADES GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
1	\$19,871/ \$20,650*	\$22,959	\$25,840	Custodian Sanitation Worker Security Guard Sewer Maintenance Worker Street Maintenance Crew Worker Tire Servicer Traffic Operations Crew Worker Warehouse Crew Worker
2	\$20,865	\$24,107	\$27,132	Custodian, Senior Fleet Services Specialist Grounds Crew Worker
3	\$21,908	\$25,312	\$28,489	Plant Maintenance Lubricator Parking Meter Technician
4	\$23,003	\$26,578	\$29,913	Equipment Operator Electrician Assistant Fleet Technician HVAC Assistant Sewer Technician Street Maintenance Technician Zookeeper
5	\$24,153	\$27,907	\$31,409	Sign Fabricator Zookeeper, Senior
6	\$25,361	\$29,302	\$32,980	Animal Services Officer Forestry Inspector Grounds Crew Leader Groundskeeper Heavy Equipment Operator Tree Trimmer
7	\$26,629	\$30,767	\$34,629	Animal Services Officer, Senior Heavy Equipment Operator, Senior Landfill Technician Plant Operator Sewer Maintenance Truck Operator Traffic Construction Operator
8	\$27,961	\$32,306	\$36,360	Air Pollution Investigator Crew Scheduler Refuse Collection Inspector Sewer Maintenance Crew Leader Traffic Operations Crew Leader
9	\$29,359	\$33,921	\$38,178	Building Maintenance Mechanic Electrician Apprentice Fire Equipment Specialist Fleet Mechanic Painter Park Ranger Plant Maintenance Mechanic Plant Operator, Senior Pool Technician

\*Current City Living Wage

PROPOSED SKILLED/TRADES GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
10	\$30,826	\$35,617	\$40,087	<b>Air Pollution Instrument Technician</b> <b>Animal Services Supervisor</b> <b>Assistant Golf Course Superintendent</b> <b>Building Maintenance Mechanic, Senior</b> <b>Electronic Communications Technician</b> <b>Electrical / Instrumentation Technician</b> <b>Electronic Surveillance/Evidence Technician</b> <b>Fleet Mechanic, Senior</b> <b>Grounds Supervisor</b> <b>Traffic Electrician</b> <b>Traffic Electronics Technician</b> <b>Traffic Engineering Technician</b> <b>Tree Trimmer Supervisor</b> <b>Welder</b>
11	\$32,368	\$37,398	\$42,091	<b>Code Enforcement Inspector</b> <b>Construction Inspector</b> <b>HVAC Specialist</b> <b>Monitoring Technician</b> <b>Park Ranger Supervisor</b> <b>Plant Operator, Principal</b> <b>Technical Coordinator</b>
12	\$33,986	\$39,268	\$44,196	<b>Building Inspector</b> <b>Codes Coordinator</b> <b>Construction Inspector, Senior</b> <b>Electrical Inspector</b> <b>Electronic Communications Technician, Senior</b> <b>Engineering Technician</b> <b>Gas/Mechanical Inspector</b> <b>Golf Course Superintendent</b> <b>Plumbing Inspector</b> <b>Pretreatment Inspector</b> <b>Sanitation Supervisor</b> <b>Sewer Maintenance Crew Supervisor</b> <b>Street Maintenance Supervisor</b> <b>Survey Instrument Technician</b> <b>Traffic Electrician, Senior</b> <b>Traffic Signal Designer</b> <b>Traffic Operations Supervisor</b> <b>Water Quality Technician</b>
13	\$35,685	\$41,231	\$46,406	<b>Assistant Golf Manager</b> <b>Building Inspector, Senior</b> <b>Combination Inspector</b> <b>Electrical Inspector, Senior</b> <b>Fleet Maintenance Shift Supervisor</b> <b>Gas/Mechanical Inspector, Senior</b> <b>Plant Maintenance Mechanic, Chief</b> <b>Plant Operator, Chief</b> <b>Plumbing Inspector, Senior</b> <b>Survey Party Chief</b>
14	\$37,470	\$43,293	\$48,726	<b>Forestry Supervisor</b> <b>Golf Manager</b> <b>Grounds Manager</b>

PROPOSED SKILLED/TRADES GRADE ASSIGNMENTS

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
15	\$39,343	\$45,457	\$51,162	Code Enforcement Inspector Supervisor
				Construction Inspector Supervisor
				Electronic Communications Technician Supervisor
				Electrical/Instrumentation Technician, Chief
				Fleet Maintenance Shop Supervisor
				Maintenance Supervisor
				Plant Maintenance Supervisor
				Plant Operations Supervisor
				Traffic Electrician Supervisor
				Traffic Electronic Supervisor
16	\$41,310	\$47,730	\$53,720	Building Inspector Supervisor
				Electrical Inspector Supervisor
				Plumbing Inspector Supervisor
				Zoning and Sign Inspector Supervisor
17	\$43,376	\$50,117	\$56,406	Codes Coordinator, Senior

PROPOSED FIRE GRADE ASSIGNMENTS

Grade	Job Title	Minimum	Midpoint								Maximum	
F1 Stp1	Fire Cadet	\$31,577										
F1	Firefighter	\$31,577	\$33,125	\$34,670	\$36,220	\$37,767	\$39,313	\$40,858	\$42,407	\$43,954	\$45,503	47,049
F2	Firefighter, Senior	\$33,004	\$34,622	\$36,237	\$37,857	\$39,473	\$41,096	\$42,712	\$44,331	\$45,947	\$47,566	49,188
F3	Fire Lieutenant	\$43,358	\$45,485	\$47,606	\$49,734	\$51,858	\$54,007	\$56,130	\$58,258	\$60,383	\$62,511	64,656
F4	Fire Captain	\$49,132	\$51,542	\$53,945	\$56,357	\$58,764	\$61,229	\$63,636	\$66,048	\$68,457	\$70,869	73,325
F5	Fire Battalion Chief	\$59,274	\$62,182	\$65,081	\$67,990	\$70,894	\$73,903					88,532
F6	Fire Division Chief	\$62,238	\$65,291	\$68,335	\$71,390	\$74,439	\$77,598					92,959
F7	Assistant Fire Chief	\$65,350	\$68,556	\$71,752	\$74,960	\$78,161	\$81,479					97,607
F8	Deputy Fire Chief	\$68,579	\$71,943	\$75,297	\$78,663	\$82,022	\$85,552					102,532
F9	Fire Chief	\$73,664	\$77,277	\$80,880	\$84,496	\$88,104	\$91,896					110,135

PROPOSED POLICE GRADE ASSIGNMENTS

Grade	Job Title	Minimum		Midpoint				Maximum		
P1	Police Cadet	\$34,118								
P2	Police Officer I	\$35,913	\$37,674							15 yr diff
P3	Police Officer II			\$39,436	\$41,199					
P4	Police Officer III				\$42,961	\$44,725				
P5	Master Police Officer						\$46,483	\$48,245	\$50,009	\$55,000
P6	Police Sergeant	\$43,692	\$45,842	\$47,994	\$50,146	\$52,296			\$60,906	
P7	Police Lieutenant	\$49,913	\$52,376	\$54,838	\$57,301	\$59,764			\$69,615	
P8	Police Captain	\$56,135	\$58,906	\$61,681	\$64,453	\$67,227			\$78,317	
P9	Assistant Police Chief	\$73,246				87,757			\$102,268	



THE SEGAL COMPANY

## MEMORANDUM

**To:** Donna Kelley  
**From:** Carol Mercer/Elliot Susseles  
**Date:** November 29, 2007  
**Re:** Regarding Alternative General Pay Schedule

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In addition to the previously recommended General Pay Plan and the Skilled Trades Pay Plan, we are providing an alternative schedule, which combines the two schedules. The alternative schedule will allow the City time to further discuss a skilled trades pay plan with Department Heads and come to agreement as to which job titles are appropriate for such a pay plan.

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ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
1	\$18,137/ \$20,650*	\$22,959	\$28,125	Administrative Support Assistant Custodian Library Page Recreation Assistant Sanitation Worker Security Guard Sewer Maintenance Worker Street Maintenance Crew Worker Tire Servicer Traffic Operations Crew Worker Warehouse Crew Worker
2	\$19,044/ \$20,650*	\$24,107	\$29,531	Custodian, Senior Fleet Services Specialist Grounds Crew Worker Library Clerk
3	\$19,996/ \$20,650*	\$25,312	\$31,008	Parking Meter Technician Plant Maintenance Lubricator
4	\$20,997	\$26,578	\$32,558	Communications Assistant Electrician Assistant Equipment Operator Fleet Technician HVAC Assistant Sewer Technician Street Maintenance Technician Zookeeper
5	\$22,046	\$27,907	\$34,186	Court Operations Assistant Inventory Clerk Permit Clerk Personnel Assistant Police Records Technician Police Service Technician Sign Fabricator Zookeeper, Senior
6	\$23,149	\$29,302	\$35,895	Administrative Support Assistant, Senior Animal Services Officer Court Operations Technician Customer Service Representative Fingerprint Technician Forestry Inspector Grounds Crew Leader Groundskeeper Heavy Equipment Operator Inventory Clerk, Senior Library Assistant Police Service Technician, Senior Property Technician Tree Trimmer

\*Current City Living Wage

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
7	\$24,306	\$30,767	\$37,690	Animal Services Officer, Senior Customer Service Representative, Senior Data Specialist Heavy Equipment Operator, Senior Landfill Technician Personnel Technician Plant Operator Police Quality Assurance Technician Purchasing Technician Sewer Maintenance Truck Operator Tax Specialist Traffic Construction Operator Zoo Education Curator
8	\$25,521	\$32,306	\$39,574	Accounting Technician Air Pollution Investigator Business Tax Inspector Crew Scheduler Fiscal Technician Inventory Control Coordinator Laboratory Technician Library Assistant, Senior (new) Payroll Technician Recreation Specialist Refuse Collection Inspector Sewer Maintenance Crew Leader Traffic Operations Crew Leader
9	\$26,798	\$33,921	\$41,553	Accident Investigator Administrative Support Specialist Building Maintenance Mechanic Circulation Supervisor Communications Officer Court Operations Technician, Senior Electrician Apprentice Fire Equipment Specialist Fleet Mechanic Graphics Artist Laboratory Technician, Senior Painter Park Ranger Planning Technician Plant Maintenance Mechanic Plant Operator, Senior Pool Technician Terminal Agency Coordinator

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
10	\$28,137	\$35,617	\$43,631	Accounting Technician, Senior
				Air Pollution Instrument Technician
				Animal Services Supervisor
				Assistant Golf Course Superintendent
				Benefits Specialist
				Building Maintenance Mechanic, Senior
				Community Housing Specialist
				Cultural Arts Coordinator
				Electrical/Instrumentation Technician
				Electronic Communications Technician
				Electronic Surveillance/Evidence Technician
				Fiscal Technician, Senior
				Fleet Mechanic, Senior
				Graphics and Technology Specialist
				Grounds Supervisor
				Payroll Technician, Senior
				Photographic Lab Technician
				Traffic Electrician
				Traffic Electronics Technician
				Traffic Engineering Technician
Tree Trimmer Supervisor				
Welder				
11	\$29,544	\$37,398	\$45,812	Box Office Supervisor
				Champions Club Coordinator
				Code Enforcement Inspector
				Construction Inspector
				Events and Marketing Specialist
				HVAC Specialist
				Monitoring Technician
				Park Ranger Supervisor
				Plant Operator, Principal
				Technical Coordinator

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
12	\$31,021	\$39,268	\$48,103	Asbestos Coordinator
				Assoc Air Poll Ctrl Engineer
				Building Inspector
				Codes Coordinator
				Communications Shift Supervisor
				Community Development Specialist
				Construction Inspector, Senior
				Data Analyst
				Electrical Inspector
				Electronic Communications Technician, Senior
				Engineering Technician
				Gas/Mechanical Inspector
				Golf Course Superintendent
				IT Technician
				Librarian
				Office Supervisor
				Plans Review Specialist
				Plumbing Inspector
				Police Records Operations Supervisor
				Pretreatment Inspector
				Sanitary Review Specialist
				Sanitation Supervisor
				Sewer Maintenance Crew Supervisor
				Street Maintenance Supervisor
				Survey Instrument Technician
				Therapeutic Recreation Specialist
Traffic Electrician, Senior				
Traffic Operations Supervisor				
Traffic Signal Designer				
Water Quality Technician				
13	\$32,573	\$41,231	\$50,508	Air Toxics Coordinator
				Assistant Golf Manager
				Building Inspector, Senior
				Combination Inspector
				Community Facilities Supervisor
				Electrical Inspector, Senior
				Engineering Contracts Coordinator
				Executive Assistant
				Fleet Maintenance Shift Supervisor
				Gas/Mechanical Inspector, Senior
				Librarian, Senior
				Library Associate (new)
				Neighborhood Relations Specialist
				Neighborhood Services Program Coordinator
				Plant Maintenance Mechanic, Chief
				Plant Operator, Chief
				Plumbing Inspector, Senior
				Recreation Facility Manager
				Skate Park Manager
				Survey Party Chief

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
14	\$34,201	\$43,293	\$53,033	Accounts Payable Supervisor
				Bicycle Program Coordinator
				Community Development Program Coordinator
				Court Operations Supervisor
				Customer Service Supervisor
				Facilities Marketing Coordinator
				Forestry Supervisor
				Golf Manager
				Grounds Manager
				Library Community Relations Coordinator
				Payroll Supervisor
				Public Information Specialist
				Sewer Project Coordinator
				Traffic Engineering Designer
Traffic Operations Analyst				
15	\$35,911	\$45,457	\$55,685	Assistant Zoo Director
				Biologist
				Code Enforcement Inspector Supervisor
				Construction Inspector Supervisor
				Department Personnel Specialist
				Electrical/Instrumentation Technician, Chief
				Electronic Communications Technician Supervisor
				Fleet Maintenance Shop Supervisor
				GIS Specialist
				Grants Specialist
				IT Technician, Senior
				Maintenance Supervisor
				Plant Maintenance Supervisor
				Plant Operations Supervisor
				Police Information Center Manager
				Public Relations Coordinator
				Recreation Program Coordinator
				Therapeutic Program Coordinator
				Traffic Electrician Supervisor
				Traffic Electronic Supervisor
Wellness Coordinator				

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
16	\$37,707	\$47,730	\$58,469	<b>Accountant</b> <b>Assistant Director, City Wide Services Administration</b> <b>Building Inspector Supervisor</b> <b>Business Manager, Civic Facilities</b> <b>Development Ombudsman</b> <b>Electrical Inspector Supervisor</b> <b>Fire &amp; Police Recruitment Supervisor</b> <b>Fiscal Analyst</b> <b>Graphics Supervisor</b> <b>Head Librarian</b> <b>Historic Preservation Coordinator</b> <b>Landfill Manager</b> <b>Management and Budget Analyst</b> <b>Personnel Generalist</b> <b>Planner</b> <b>Plumbing Inspector Supervisor</b> <b>Renewal Community Manager</b> <b>Sanitation Manager</b> <b>Sewer Construction Manager</b> <b>Street Maintenance Manager</b> <b>Tax Supervisor</b> <b>Traffic Operations Manager</b> <b>Training Specialist</b> <b>Zoning and Sign Inspector Supervisor</b> <b>Zoo Director</b>
17	\$39,592	\$50,117	\$61,393	<b>Buyer</b> <b>Chemist</b> <b>Codes Coordinator, Senior</b> <b>Construction Engineer</b> <b>Departmental Occupational Safety and Health Coordinator</b> <b>Fleet Services Manager</b> <b>Grants Specialist, Senior</b> <b>Manager, Accreditation</b> <b>Personnel Records Specialist</b> <b>Pretreatment Supervisor</b> <b>Soil Engineering Specialist</b> <b>Staff Engineer I</b>
18	\$41,572	\$52,622	\$64,462	<b>Aquatics Program Manager</b> <b>Air Pollution Control Engineer</b> <b>Director, Golf Course</b> <b>GIS Specialist, Senior</b> <b>Maintenance Superintendent</b> <b>Manager, Air Monitoring</b> <b>Manager, APC Operations</b> <b>Programmer</b> <b>Public Relations Coordinator, Senior</b> <b>Waste Resources Systems Specialist</b> <b>Watershed Specialist</b>

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
19	\$43,650	\$55,254	\$67,686	Air Pollution Ctrl Eng, Senior Accountant, Senior Athletics Complex Manager Buyer, Senior Compliance Officer Compensation Management Analyst Director, Civic Facilities Engineering Coordinator Internal Auditor IT Specialist Management and Budget Analyst, Senior Manager, Champion's Club Network Engineer Occupational Health and Safety Coordinator Staff Engineer II Telecommunications Coordinator Waste Resources Sys Engineer Water Quality Supervisor
20	\$45,833	\$58,016	\$71,070	Assistant Manager, Purchasing Community & Economic Development Manager Construction Engineer, Senior Internal Auditor, Senior Manager, Codes and Neighbor Relations Planner, Senior (Transportation) Programmer, Senior Project Engineer Quality Control Manager Recreation Division Manager Supervisor, Civic Facilities Operations Web Information Coordinator Systems and Database Administrator
21	\$48,124	\$60,917	\$74,623	Building Inspection Manager IT Support Services Supervisor Network Engineer, Senior Planner, Principal Real Property Manager
22	\$50,531	\$63,963	\$78,355	Administrator, Education, Arts, and Culture Assistant City Treasurer Assistant Director, Library Construction Program Supervisor Director of Recreation Engineer, Senior General Services Technology Specialist Hydraulic Engineer IT Manager, Fire Department IT Manager, Library Network Analyst

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
23	\$53,057	\$67,161	\$82,272	Assistant City Traffic Engineer GIS Systems and Database Administrator IT Business Project Analyst IT Manager, Public Works Plant Superintendent Staff Attorney Systems and Database Administrator, Senior Water Quality Manager
24	\$55,710	\$70,519	\$86,386	Assistant Director, City Wide Services Operations City Court Clerk Director of Comprehensive Planning Director, Library Engineering Manager Manager, APC Engineering Manager, Purchasing Site Development Chief Stormwater Manager Subdivisions Coordinator Waste Resources Plant Engineer
25	\$58,496	\$74,045	\$90,705	Assistant City Engineer City Traffic Engineer Director of Operations Director of Planning Information Director of Transportation Planning Director, City Wide Services Director, Land Development Office Municipal Forester Waste Resources Division Manager
26	\$61,420	\$77,747	\$95,240	Accounting Manager Application Services Manager City Treasurer Director of Design Center Director of General Services Director, Multicultural Affairs Director of Parks Director, Risk Management and Insurance IT Support Services Manager Network Manager Telecommunications Manager
27	\$64,491	\$81,635	\$100,002	Budget Officer City Engineer Director of Internal Audit Manager, Financial Operations
28	\$67,716	\$85,716	\$105,003	Deputy Administrator, Human Services Deputy Administrator, Neighborhood Services Deputy Administrator, Personnel Deputy Police Chief

ALTERNATIVE GENERAL PAY PLAN

Grade	Minimum	Midpoint	Maximum	Proposed Job Title
29	\$71,102	\$90,002	\$110,253	Deputy Administrator, Finance Deputy Administrator, Public Works Deputy Chief Info Officer Director, Air Pollution Control
30	\$74,657	\$94,502	\$115,765	Administrator, Human Services Administrator, Neighborhood Services Administrator, Personnel
31	\$78,390	\$99,227	\$121,554	Administrator, Parks and Recreation Executive Director, Planning
32	\$82,309	\$104,189	\$127,631	
33	\$86,425	\$109,398	\$134,013	Administrator, City Finance Officer Administrator, Public Works Chief Information Officer City Attorney
34	\$90,746	\$114,868	\$140,714	Police Chief
35	\$95,283	\$120,612	\$147,749	