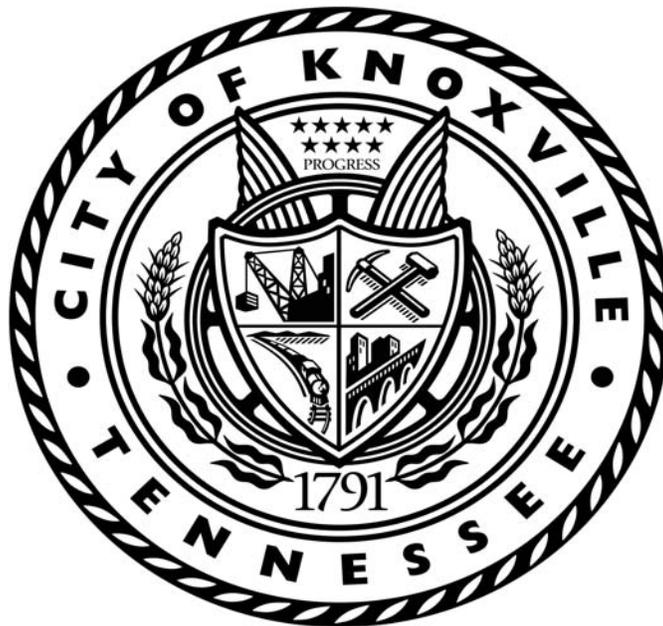


**Recommended Compensation Plan
City of Knoxville**



**Mayor Bill Haslam
May 1, 2008**

Document prepared by City of Knoxville Department of Policy and Communications

Recommended Compensation Plan: 2008 – 2011

City of Knoxville

Mayor Bill Haslam

In July, 2007 Mayor Haslam, in consultation with City Council, initiated a process that would lead to a thorough study of the City of Knoxville's employee compensation. This followed discussion among the administration, council, and employee representatives regarding the degree to which compensation for City employees was competitive with that of like cities. Moreover there has been continuing concern about a variety of issues relative to compensation, including recurring compression of salaries and pay equity. While the city code requires an annual salary survey to address some of these questions, others remained unaddressed, including the value of the City of Knoxville's benefits and population of cities to be included in the survey conducted by the Civil Service Department.

Oversight

The commitment to address these concerns among the administration, council, and city employees mandated a major study that would include not only pay and benefits but also the structures for compensation in the uniformed bodies and general government. It also mandated full involvement of employees and council. The scope of the question required an outside consulting team with experience in personnel compensation plans. Moreover it was essential that this study be done such that the results were accepted as legitimate by all parties.

Mayor Haslam appointed Deputy to the Mayor Larry Martin to coordinate and guide the process, assisted by Civil Service Director Vicki Hatfield and Policy and Communications Director William Lyons. Mayor Haslam asked Councilman Bob Becker to serve on the advisory committee, chaired by Larry Martin, along with Hatfield and Lyons and other directors and representatives of employee groups (Anita Cash, Inspections Department; Scott Coffey, Police Department; Sterling Owen, Police Chief; Sam Anderson, Sr. Director of Operations and Efficiency; Bob Key, Fire Chief; Kevin Faddis, Fire Department) . Boyce Evans, Purchasing Agent, served as staff to the committee. The advisory committee participated in every aspect of the study, including the clear consensus choice of Mercer from among those submitting materials during the Request for Proposals process, reviewing Mercer's strategy for choice of cities to be included for comparison, their choices, and the data collected from each city.

Goals

The goal of the Mercer study was to provide an unbiased assessment of the City of Knoxville's employee compensation structure, including its position relative to market on salary, benefits, and total compensation, its internal equity and the manner in which employees moved through the salary ranges - specifically relative to salary compression. In addition Mercer was tasked with identifying changes to the compensation structure necessary to the above. Mercer was also asked to make recommendations for improvement in the performance pay plan.

Compensation Study Timeline

DATE	MEETING/EVENT	PURPOSE OF MEETING/EVENT
24-Jul-07	RFQ Available	Solicit statements of qualifications from providers
14-Aug-07	Qualifications Opened	Opened submitted statements of qualifications
16-Aug-07	Advisory Committee	Mercer, Milliman, Waters Group, and Evergreen selected as the firms to interview.
23-Aug-07	Advisory Committee	Consultant Interviews
27-Aug-07	Advisory Committee	Mercer Human Resources unanimously selected
11-Sep	City Council Meeting	Contract with Mercer approved
25-Sep-07	Advisory Committee	Meeting with Mercer to provide initial guidance.
16-Oct-07	Advisory Committee	Reviewed Mercer's proposed custom survey instrument and the recommended survey participant list.
07-Nov-07	Focus Group Meetings:	Provided feedback to Mercer on salary structure, current performance pay program, and other issues.
08-Nov-07	Mercer meeting with Mayor	Mercer provided the Mayor a project overview
	Large employee group meeting; Advisory Committee Meeting	Mercer explained to a large employee group the scope of the project and plan to proceed
07-Jan-08	Advisory Committee	Reviewed the position matches
21-Feb-08	Advisory Committee	Mercer presented the competitive results of the compensation and benefits study.
21-Feb-08	Advisory Committee Meeting	Mercer provided proposed pay scales and preliminary placement of jobs into grades.
28-Feb-08	Advisory Committee Meeting	The committee met to discuss grade assignments and propose grade changes after examination.
13-Mar-08	Advisory Committee Meeting	Reviewed study implementation cost projections.
10-Apr-08	Advisory Committee Meeting	Update of the project to date including recommended position grades, recommended salary ranges for various grades and steps, and implementation information.
10-Apr-08	Recommendation sent to Mayor Haslam for consideration	

Findings

Mercer reported that compensation of City of Knoxville employees lagged behind its peers. Specifically, 2007-2008 base salaries were 82% of projected market for 2008-2009. Benefits, on the other hand, exceeded market by 5%. Overall, City of Knoxville employees' 2007-2008 total compensation is equal to 89% of projected 2008-2009 market, or approximately 92% on a year-to-year basis. Mercer also found that the City's present system of compensation in Fire and Police tends to lead to systematic compression, where newly hired employees make almost as much as their counterparts with significantly more experience

Recommendations

Mercer recommends beginning the process to move the City of Knoxville's total compensation for salary and benefits to the market level of its peers. To sustain market competitiveness Mercer also recommends conducting a thorough study of salaries and benefits every five years. In addition the City is urged to continue to conduct its annual salary survey to monitor jobs such that compensation does not drift significantly out of line for specific positions.

Mercer recommends discontinuing the anniversary pay raise for employees reaching "status" after a year's employment with the City. Finally, Mercer recommends that police and fire positions be re-structured to a "step" system and general government positions be aligned into fourteen pay grades. Rather they recommend giving those with less than one year of service a pro-rated increase for that year.

Implementation

This implementation plan places into effect a policy of total compensation of City of Knoxville employees at 100% of market. It puts in place a plan to achieve this in three years. It also puts in place a step structure for uniformed classifications to minimize the problem of compression of employee salaries. This plan enacts the "best practices" recommendations from Mercer Consulting regarding structure for Fire and Police as well as for general government. This plan will affect over 3 in 4 people over the three years. In the first year 56% will receive greater than the 2.5% raise. In the second year that will climb to 68% and in the third year 77%. Again, the definition of market used throughout this report is the traditional 100% of the median for comparable organizations.

Mayor Haslam has included the Mercer recommendations in the 2008-2009 budget that he has submitted to council. The implementation will take place over the next three budget years such that City of Knoxville employees will be compensated at 100% of what market is projected to be for total compensation for their job by July 1, 2010. The plan will be implemented in a targeted manner, with those most below market receiving the largest increases. Each employee will receive a minimum 2.5% raise each year regardless of their status relative to market

General government employees will be placed within the designated grades based using the number of years in their current position, under the assumption that an employee with ten years of experience should be at midpoint in the range. Employees in a position are not credited for any experience past the midpoint of their respective range during the phase-in period. Employees' compensation will reach 100% of market by the beginning of the 2010-2011 fiscal year.

General Government Grade Structure: 2010 - 2011

GG Structure - Year 1				GG Structure - Year 2			GG Structure - Year 3		
Grade	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
1	\$18,092	\$21,711	\$28,615	\$19,342	\$23,211	\$28,615	\$20,439	\$24,527	\$28,615
2	\$19,775	\$23,882	\$31,620	\$21,141	\$25,532	\$31,620	\$22,339	\$26,980	\$31,620
3	\$21,697	\$26,369	\$35,069	\$23,196	\$28,191	\$35,069	\$24,511	\$29,789	\$35,069
4	\$23,895	\$29,226	\$39,039	\$25,546	\$31,245	\$39,039	\$26,995	\$33,017	\$39,039
5	\$26,418	\$32,515	\$43,619	\$28,243	\$34,761	\$43,619	\$29,844	\$36,732	\$43,619
6	\$29,316	\$36,307	\$48,915	\$31,342	\$38,816	\$48,915	\$33,119	\$41,016	\$48,915
7	\$32,656	\$40,695	\$55,054	\$34,912	\$43,506	\$55,054	\$36,892	\$45,973	\$55,054
8	\$36,513	\$45,782	\$62,191	\$39,035	\$48,945	\$62,191	\$41,249	\$51,720	\$62,191
9	\$40,978	\$51,695	\$70,507	\$43,809	\$55,266	\$70,507	\$46,293	\$58,400	\$70,507
10	\$46,161	\$58,588	\$80,227	\$49,350	\$62,636	\$80,227	\$52,148	\$66,187	\$80,227
11	\$52,191	\$66,644	\$91,616	\$55,796	\$71,248	\$91,616	\$58,960	\$75,288	\$91,616
12	\$59,228	\$76,085	\$104,997	\$63,320	\$81,342	\$104,997	\$66,910	\$85,954	\$104,997
13	\$67,461	\$87,181	\$120,765	\$72,122	\$93,204	\$120,765	\$76,211	\$98,489	\$120,765
14	\$77,121	\$100,258	\$139,399	\$82,449	\$107,184	\$139,399	\$87,124	\$113,262	\$139,399

Fire and Police employees will be placed in a step based on experience such that they are at market at the end of three years. If present pay is higher than the step indicated during the phase-in period the employee is placed on the next highest step. Here, the market step for each position is indicated in the table. This varies somewhat by position between steps 7 -11. Employees will be compensated at 100% of the estimated 2010-2011 market compensation (highlighted below) for their positions by the beginning of the 2010-2011 fiscal year. After that point all will continue to move through the step system.

Fire Department Structures: 2010 - 2011

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
YEAR 1	0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs	17 yrs	18 yrs
FIREFIGHTER RECRUIT	\$29,034	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Firefighter	\$29,760	\$30,355	\$30,962	\$31,581	\$32,213	\$32,857	\$33,514	\$34,185	\$34,868	\$35,566	\$36,277	\$37,002	\$37,743	\$38,497	\$39,267	-	-	-	-
Senior Firefighter	\$31,802	\$32,438	\$33,087	\$33,748	\$34,423	\$35,112	\$35,814	\$36,530	\$37,261	\$38,006	\$38,766	\$39,542	\$40,332	\$41,139	\$41,962	-	-	-	-
Master Firefighter	\$33,984	\$34,664	\$35,357	\$36,064	\$36,785	\$37,521	\$38,271	\$39,037	\$39,818	\$40,614	\$41,426	\$42,255	\$43,100	\$43,962	\$44,841	-	-	-	-
Fire Officer	\$38,316	\$39,082	\$39,863	\$40,661	\$41,474	\$42,303	\$43,150	\$44,013	\$44,893	\$45,791	\$46,706	\$47,641	\$48,593	\$49,565	\$50,557	\$51,568	-	-	-
Fire Assistant Chief	\$44,326	\$45,213	\$46,117	\$47,039	\$47,980	\$48,940	\$49,918	\$50,917	\$51,935	\$52,974	\$54,033	\$55,114	\$56,216	\$57,341	\$58,487	\$59,657	\$60,850	-	-
Sr Fire Asst Chief	\$52,305	\$53,351	\$54,418	\$55,506	\$56,617	\$57,749	\$58,904	\$60,082	\$61,284	\$62,509	\$63,759	\$65,035	\$66,335	\$67,662	\$69,015	\$70,396	\$71,804	\$73,240	-
Fire Deputy Chief	\$61,886	\$63,124	\$64,387	\$65,674	\$66,988	\$68,328	\$69,694	\$71,088	\$72,510	\$73,960	\$75,439	\$76,948	\$78,487	\$80,057	\$81,658	\$83,291	\$84,957	\$86,656	\$88,389

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
YEAR 2	0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs	17 yrs	18 yrs
FIREFIGHTER RECRUIT	\$30,117	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Firefighter	\$30,870	\$31,487	\$32,117	\$32,759	\$33,415	\$34,083	\$34,765	\$35,460	\$36,169	\$36,893	\$37,630	\$38,383	\$39,151	\$39,934	\$40,732	-	-	-	-
Senior Firefighter	\$32,988	\$33,648	\$34,321	\$35,007	\$35,708	\$36,422	\$37,150	\$37,893	\$38,651	\$39,424	\$40,212	\$41,017	\$41,837	\$42,674	\$43,527	-	-	-	-
Master Firefighter	\$35,252	\$35,957	\$36,676	\$37,410	\$38,158	\$38,921	\$39,699	\$40,493	\$41,303	\$42,129	\$42,972	\$43,831	\$44,708	\$45,602	\$46,514	-	-	-	-
Fire Officer	\$39,745	\$40,540	\$41,351	\$42,178	\$43,021	\$43,882	\$44,759	\$45,655	\$46,568	\$47,499	\$48,449	\$49,418	\$50,406	\$51,414	\$52,443	\$53,492	-	-	-
Fire Assistant Chief	\$45,980	\$46,899	\$47,837	\$48,794	\$49,770	\$50,765	\$51,781	\$52,816	\$53,873	\$54,950	\$56,049	\$57,170	\$58,314	\$59,480	\$60,669	\$61,883	\$63,120	-	-
Sr Fire Asst Chief	\$54,256	\$55,341	\$56,448	\$57,577	\$58,729	\$59,903	\$61,101	\$62,324	\$63,570	\$64,841	\$66,138	\$67,461	\$68,810	\$70,186	\$71,590	\$73,022	\$74,482	\$75,972	-
Fire Deputy Chief	\$64,195	\$65,479	\$66,789	\$68,124	\$69,487	\$70,877	\$72,294	\$73,740	\$75,215	\$76,719	\$78,254	\$79,819	\$81,415	\$83,043	\$84,704	\$86,398	\$88,126	\$89,889	\$91,687

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
YEAR 3	0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs	17 yrs	18 yrs
FIREFIGHTER RECRUIT	\$31,226	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-	-
Firefighter	\$32,007	\$32,647	\$33,300	\$33,966	\$34,645	\$35,336	\$36,045	\$36,766	\$37,501	\$38,251	\$39,016	\$39,797	\$40,592	\$41,404	\$42,232	-	-	-	-
Senior Firefighter	\$34,203	\$34,887	\$35,585	\$36,297	\$37,023	\$37,763	\$38,518	\$39,289	\$40,074	\$40,876	\$41,693	\$42,527	\$43,378	\$44,245	\$45,130	-	-	-	-
Master Firefighter	\$36,550	\$37,281	\$38,027	\$38,787	\$39,563	\$40,354	\$41,161	\$41,985	\$42,824	\$43,681	\$44,554	\$45,445	\$46,354	\$47,281	\$48,227	-	-	-	-
Fire Officer	\$41,209	\$42,033	\$42,874	\$43,731	\$44,606	\$45,498	\$46,408	\$47,336	\$48,283	\$49,248	\$50,233	\$51,238	\$52,263	\$53,308	\$54,374	\$55,462	-	-	-
Fire Assistant Chief	\$47,673	\$48,627	\$49,599	\$50,591	\$51,603	\$52,635	\$53,688	\$54,761	\$55,857	\$56,974	\$58,113	\$59,276	\$60,461	\$61,670	\$62,904	\$64,162	\$65,445	-	-
Sr Fire Asst Chief	\$56,255	\$57,380	\$58,527	\$59,698	\$60,892	\$62,110	\$63,352	\$64,619	\$65,911	\$67,229	\$68,574	\$69,945	\$71,344	\$72,771	\$74,227	\$75,711	\$77,225	\$78,770	-
Fire Deputy Chief	\$66,559	\$67,891	\$69,248	\$70,633	\$72,046	\$73,487	\$74,957	\$76,456	\$77,985	\$79,545	\$81,136	\$82,758	\$84,413	\$86,102	\$87,824	\$89,580	\$91,372	\$93,199	\$95,063

Market steps are highlighted

Police Department Structures: 2010 - 2011

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
YEAR 1	0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs	17 yrs	18 yrs
Police Officer Recruit	\$29,582																		
Police Officer	\$30,322	\$30,929	\$31,547	\$32,178	\$32,822	\$33,478	\$34,148	\$34,831	\$35,527	\$36,238	\$36,962	\$37,702	\$38,456	\$39,225	\$40,009	-	-	-	-
Police Officer I	\$31,809	\$32,445	\$33,084	\$33,756	\$34,431	\$35,120	\$35,822	\$36,539	\$37,269	\$38,015	\$38,775	\$39,551	\$40,342	\$41,148	\$41,971	-	-	-	-
Police Officer II	\$33,368	\$34,035	\$34,716	\$35,410	\$36,118	\$36,841	\$37,578	\$38,329	\$39,096	\$39,878	\$40,675	\$41,489	\$42,319	\$43,165	\$44,028	-	-	-	-
Police Officer III	\$35,004	\$35,704	\$36,418	\$37,147	\$37,890	\$38,647	\$39,420	\$40,209	\$41,013	\$41,833	\$42,670	\$43,523	\$44,394	\$45,281	\$46,187	-	-	-	-
Police Officer IV	\$36,719	\$37,454	\$38,203	\$38,967	\$39,746	\$40,541	\$41,352	\$42,179	\$43,023	\$43,883	\$44,761	\$45,656	\$46,569	\$47,500	\$48,450	-	-	-	-
Sergeant	\$40,392	\$41,200	\$42,024	\$42,864	\$43,722	\$44,596	\$45,488	\$46,398	\$47,326	\$48,272	\$49,238	\$50,223	\$51,227	\$52,252	\$53,297	\$54,363	-	-	-
Police Lieutenant	\$45,239	\$46,144	\$47,066	\$48,008	\$48,968	\$49,947	\$50,946	\$51,965	\$53,004	\$54,065	\$55,146	\$56,249	\$57,374	\$58,521	\$59,692	\$60,886	\$62,103	-	-
Police Captain	\$51,572	\$52,603	\$53,655	\$54,728	\$55,823	\$56,939	\$58,078	\$59,239	\$60,424	\$61,633	\$62,865	\$64,123	\$65,405	\$66,713	\$68,048	\$69,408	\$70,797	\$72,213	-
Police Deputy Chief	\$61,886	\$63,124	\$64,387	\$65,674	\$66,988	\$68,328	\$69,694	\$71,088	\$72,510	\$73,960	\$75,439	\$76,948	\$78,487	\$80,057	\$81,658	\$83,291	\$84,957	\$86,656	\$88,389

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
YEAR 2	0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs	17 yrs	18 yrs
Police Officer Recruit	\$30,686																		
Police Officer	\$31,453	\$32,082	\$32,724	\$33,379	\$34,046	\$34,727	\$35,422	\$36,130	\$36,853	\$37,590	\$38,341	\$39,108	\$39,890	\$40,688	\$41,502	-	-	-	-
Police Officer I	\$32,996	\$33,656	\$34,329	\$35,015	\$35,716	\$36,430	\$37,159	\$37,902	\$38,660	\$39,433	\$40,222	\$41,026	\$41,847	\$42,684	\$43,537	-	-	-	-
Police Officer II	\$34,613	\$35,305	\$36,011	\$36,731	\$37,466	\$38,215	\$38,980	\$39,759	\$40,554	\$41,365	\$42,193	\$43,037	\$43,897	\$44,775	\$45,671	-	-	-	-
Police Officer III	\$36,310	\$37,036	\$37,777	\$38,532	\$39,303	\$40,089	\$40,891	\$41,709	\$42,543	\$43,394	\$44,262	\$45,147	\$46,050	\$46,971	\$47,910	-	-	-	-
Police Officer IV	\$38,089	\$38,851	\$39,628	\$40,421	\$41,229	\$42,054	\$42,895	\$43,753	\$44,628	\$45,520	\$46,431	\$47,359	\$48,306	\$49,273	\$50,258	-	-	-	-
Sergeant	\$41,899	\$42,737	\$43,592	\$44,464	\$45,353	\$46,260	\$47,185	\$48,129	\$49,091	\$50,073	\$51,075	\$52,096	\$53,138	\$54,201	\$55,285	\$56,391	-	-	-
Police Lieutenant	\$46,927	\$47,865	\$48,822	\$49,799	\$50,795	\$51,811	\$52,847	\$53,904	\$54,982	\$56,082	\$57,203	\$58,347	\$59,514	\$60,705	\$61,919	\$63,157	\$64,420	-	-
Police Captain	\$53,496	\$54,565	\$55,657	\$56,770	\$57,905	\$59,063	\$60,245	\$61,450	\$62,679	\$63,932	\$65,211	\$66,515	\$67,845	\$69,202	\$70,586	\$71,998	\$73,438	\$74,907	-
Police Deputy Chief	\$64,195	\$65,479	\$66,789	\$68,124	\$69,487	\$70,877	\$72,294	\$73,740	\$75,215	\$76,719	\$78,254	\$79,819	\$81,415	\$83,043	\$84,704	\$86,398	\$88,126	\$89,889	\$91,687

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16	Step 17	Step 18	Step 19
YEAR 3	0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs	16 yrs	17 yrs	18 yrs
Police Officer Recruit	\$31,816																		
Police Officer	\$32,612	\$33,264	\$33,929	\$34,608	\$35,300	\$36,006	\$36,726	\$37,461	\$38,210	\$38,974	\$39,754	\$40,549	\$41,360	\$42,187	\$43,030	-	-	-	-
Police Officer I	\$34,211	\$34,895	\$35,593	\$36,305	\$37,031	\$37,772	\$38,527	\$39,298	\$40,084	\$40,885	\$41,703	\$42,537	\$43,388	\$44,255	\$45,141	-	-	-	-
Police Officer II	\$35,887	\$36,605	\$37,337	\$38,084	\$38,846	\$39,623	\$40,415	\$41,223	\$42,048	\$42,889	\$43,747	\$44,622	\$45,514	\$46,424	\$47,353	-	-	-	-
Police Officer III	\$37,647	\$38,400	\$39,168	\$39,952	\$40,751	\$41,566	\$42,397	\$43,245	\$44,110	\$44,992	\$45,892	\$46,810	\$47,746	\$48,701	\$49,675	-	-	-	-
Police Officer IV	\$39,492	\$40,282	\$41,088	\$41,909	\$42,747	\$43,602	\$44,474	\$45,364	\$46,271	\$47,197	\$48,141	\$49,103	\$50,086	\$51,087	\$52,109	-	-	-	-
Sergeant	\$43,442	\$44,311	\$45,197	\$46,101	\$47,023	\$47,964	\$48,923	\$49,901	\$50,899	\$51,917	\$52,956	\$54,015	\$55,095	\$56,197	\$57,321	\$58,467	-	-	-
Police Lieutenant	\$48,655	\$49,628	\$50,620	\$51,633	\$52,666	\$53,719	\$54,793	\$55,889	\$57,007	\$58,147	\$59,310	\$60,496	\$61,706	\$62,940	\$64,199	\$65,483	\$66,793	-	-
Police Captain	\$55,466	\$56,575	\$57,706	\$58,861	\$60,038	\$61,239	\$62,463	\$63,713	\$64,987	\$66,287	\$67,612	\$68,965	\$70,344	\$71,751	\$73,186	\$74,649	\$76,142	\$77,665	-
Police Deputy Chief	\$66,559	\$67,891	\$69,248	\$70,633	\$72,046	\$73,487	\$74,957	\$76,456	\$77,985	\$79,545	\$81,136	\$82,758	\$84,413	\$86,102	\$87,824	\$89,580	\$91,372	\$93,199	\$95,063

The shaded third year tables represent what market for each position is projected to be in 2010-2011. This is the target point for the three-year phasing of the compensation plan. The first two tables will guide the transition to market. Employees can identify their market position by the years they will have in their grade in 2010-2011. Employees with fewer years than indicated for market will be placed according to their years in the present position.

Cost of Implementation

Mayor Haslam's implementation plan places over 9.3 million dollars into city employee pay over the next three years. This is \$3,800,000 in addition to the amount generated by a 2.5% annual increase.

Implementation Cost	2008-2009	2009-2010	2010-2011	Total
2.5% Annual Adjustment Cost. Every employee receives at least 2.5% regardless of position relative to market.	\$1,800,000	\$1,845,000	\$1,891,025	\$5,536,125
Plan Implementation: Incremental Cost of Base Pay Adjustments Including Fringes	\$1,111,000	\$1,201,000	\$1,493,000	\$3,805,000
Total Pay and Fringe Increases to Employees	\$2,911,000	\$3,046,000	\$3,384,025	\$9,341,125
Percent of Employees receiving increases greater than 2.5%. These vary as necessary to achieve market for each individual by the end of year 3.	56%	68%	77%	

Impact on Employees

Appendix 2 contains examples for cases in general government, police, and fire. These depict the situations for actual employees who are above market, close to market, and below market.

Increases over the next three years will range from 2.5% each year for those who are somewhat over market to over twenty percent for those who are well below market. In some cases employees who are slightly above market for 2008-2009 will receive greater than a 2.5% increase in the second and/or third year because the market itself is increasing. Appendix 5 contains the assignment of positions to the new pay grades for general government.

The three year implementation plan will bring each person to their respective market position by the 2010-2011 fiscal year. The key for each employee is thus the step structure or pay grade for that year as shown in Appendix 2. Again, those tables show where the market will be at that time. It is, in effect a moving target. Salary increases will be phased in a targeted manner over the next three years.

General Government Example

For general government we will use Utility worker (Sr.), with three years in Job Class as of July 1, 2008 for the example. The current salary is \$22,083. The first step in ascertaining what the next three years will bring for this employee, and for all in general government, is to turn to Appendix 5 in order to see what salary grade Mercer assigned to this position – pay grade 2. Civil Service confirmed this assignment.

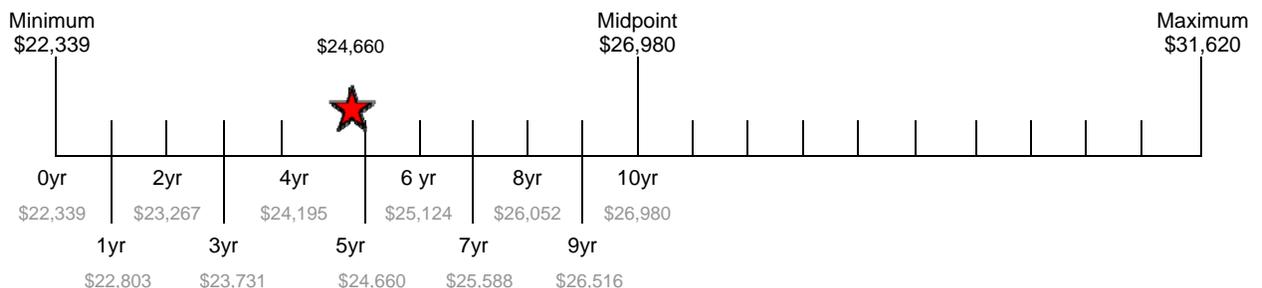
The next step is to turn to the tables presented earlier. There are three tables that will help locate the compensation for each of the next three years. The shaded table on the right represents where Mercer estimates salaries should be on July 1, 2010. Proper assignment here will assure that the employee is compensated at 100% of market for total compensation. The first two tables represent where salaries will be assigned on July 1, 2008 and July 1, 2009 as the plan is implemented.

The next step is to locate the values for Grade 2. Each grade has a minimum, midpoint, and maximum column. The minimum is for new employees to that grade. The midpoint represents ten years in the position. Mercer recommended using the midpoint of the range to assign salaries that represent market compensation for that position assigned to that grade. The shaded midpoint column for 2010-2011 thus represents what the market salary for a position will be at that time.

The utility worker chosen for this example has three years of experience on July 1, 2008. She will have five years of experience on July 1, 2011. Her market compensation at time should be 50% of the difference between the minimum column figure (\$22,339) and the midpoint column figure (26,980). This figure is \$24,660.

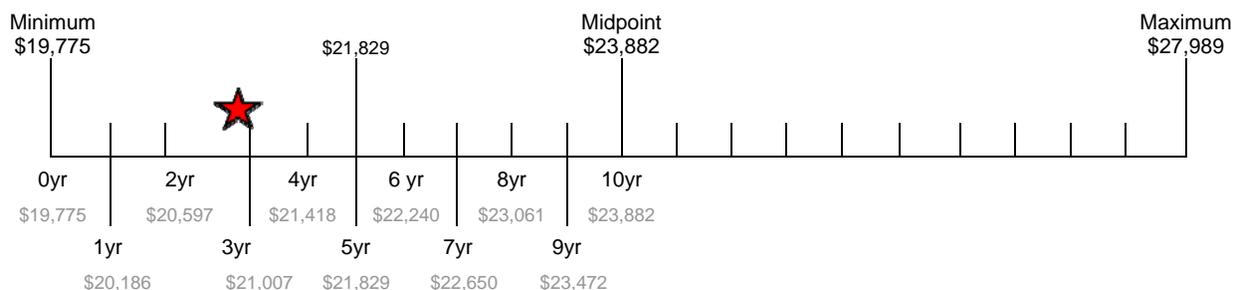
Since the present salary is \$22,083 this person should have his salary increased by \$2,577 for the budget year that begins on July 1, 2011. That is an 11.7% increase over the next three years.

Year 3 Table for Market Compensation (2010 – 2011)

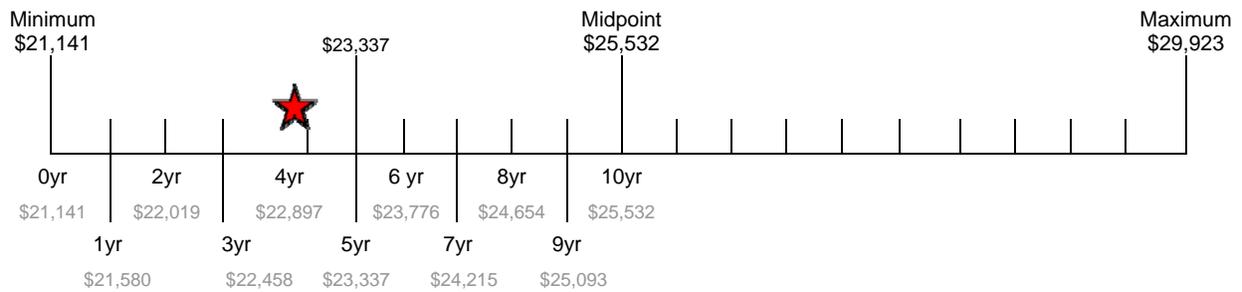


The Year 1 and Year 2 structures demonstrate the implementation path. The salary for July 1, 2008 is thus figured at the 3 year level using the Year-1 table; the salary for July 1, 2009 is likewise computed using the 4 year level for the Year-2 table. These tables represent movement to market, but are not yet at market for the first two years. Again, the Year-3 table is at market for that year.

Year 1 (2008-2009) Implementation Table



Year 2 (2009-2010) Implementation Table



By following the procedure she would thus be on target to receive a salary of \$21,007 on July 1, 2008 and \$22,887 on July 1, 2009. Since this employee is already above these levels the employee will receive the minimum of 2.5% in each year. Thus the salary is increased to \$22,635 the first year and then another 2.5% to \$23,201 the second year. In order to reach the target of \$24,660 the third year increase is 6.3%.

The basic concept is that each employee will reach market for his or her position and experience by the 2010 – 2011 budget year. Regardless of where an employee’s present salary stands relative to market, each employee will receive at least 2.5% during each year of implementation. Two other examples are shown in the appendix – a person presently at market and a person well below market.

Uniformed Services Example

The uniformed services are a bit easier to work with because of the step system. As with general government, the phase-in period is three years. Our example in the fire department is a senior firefighter with six years in the job classification as of July 1, 2008. His present salary is \$32,032. His market salary target for the 2010-2011 year can be found at step 8 for the senior firefighter row. This is the market step for this position. As was the case in general government, no person is placed above the market step for his or her salary in computing the salary for 2010- 2011. Employees will progress through the step system from that date forward.

Grade	Step 1 0 yrs	Step 2 1 yr	Step 3 2 yrs	Step 4 3 yrs	Step 5 4 yrs	Step 6 5 yrs	Step 7 6 yrs	Step 8 7 yrs	Step 9 8 yrs	Step 10 9 yrs	Step 11 10 yrs	Step 12 11 yrs	Step 13 12 yrs	Step 14 13 yrs	Step 15 14 yrs
YEAR 1	\$31,802	\$32,438	\$33,087	\$33,748	\$34,423	\$35,112	\$35,814	\$36,530	\$37,261	\$38,006	\$38,766	\$39,542	\$40,332	\$41,139	\$41,962
YEAR 2	\$32,988	\$33,648	\$34,321	\$35,007	\$35,708	\$36,422	\$37,150	\$37,893	\$38,651	\$39,424	\$40,212	\$41,017	\$41,837	\$42,674	\$43,527
YEAR 3	\$34,203	\$34,887	\$35,585	\$36,297	\$37,023	\$37,763	\$38,518	\$39,289	\$40,074	\$40,876	\$41,693	\$42,527	\$43,378	\$44,245	\$45,130

Market Steps are highlighted

Thus his target salary is \$39,289 to be reached by July, 2010. This represents a 22.7% increase over the three year phase in period. According to the six year figure for the year-1 table, his salary will be \$35,814 after July 1, 2008. This represents an 11.8% increase for the first year of implementation. His second salary adjustment on July 1, 2009 will bring him to the seven year level of \$37,893. This is a 5.8% increase. His third year adjustment to reach market will be 3.7%.

Looking Ahead

Meetings have been scheduled with employees to discuss and explain the implementation process. This report appears on both the City Intranet as well as the City of Knoxville web page. The City of Knoxville Civil Service Department has prepared computer assistance for employees wishing to make projections similar to those shown in the examples provided in this report. The implementation plan does not include directors, deputy directors, or temporary employees.

Every City of Knoxville employee, including those who are presently at or above market compensation for their position, will receive at least a 2.5% increase in each of the next three years. By July 1, 2010 every full time employee in the City of Knoxville's base salary will exceed \$20,000.

Implementation of this plan will bring about a fundamental change in the compensation structure for City of Knoxville employees. This plan brings predictability to compensation over the next three budget cycles and recognizes that the appropriate compensation level is that of peer cities and organizations.

The City recommends following Mercer's recommendation that the yearly salary survey conducted by Civil Service continue with a goal of identifying any major shifts in the market, but that major studies such as this one be conducted every five years.

At this point it appears that the funds to support this structure will be available in the next three years. Of course, any salary implementation plan assumes that the City is financially able to provide funding.

Appendix 1 General Government Classifications

Job Code	Class Title	Pay Plan	Grade	Minimum	Midpoint	Maximum
3074	Accounting and Budget Manager	D	10	\$46,161	\$58,588	\$80,227
3020	Accounting Clerk	D	3	\$21,697	\$26,369	\$35,069
3021	Accounting Clerk, Senior	D	4	\$23,895	\$29,226	\$39,039
3022	Accounting Technician	D	4	\$23,895	\$29,226	\$39,039
2005	Administrative Assistant	D	6	\$29,316	\$36,307	\$48,915
2010	Administrative Manager I	D	8	\$36,513	\$45,782	\$62,191
2015	Administrative Manager II	D	9	\$40,978	\$51,695	\$70,507
2001	Administrative Supervisor	D	7	\$32,656	\$40,695	\$55,054
2023	Administrative Technician	D	6	\$29,316	\$36,307	\$48,915
9017	Animal Control Officer	D	3	\$21,697	\$26,369	\$35,069
9018	Animal Control Officer, Senior	D	4	\$23,895	\$29,226	\$39,039
9019	Animal Control Supervisor	D	6	\$29,316	\$36,307	\$48,915
2164	Applications Services Manager	D	13	\$67,461	\$87,181	\$120,765
4094	Aquatics Coordinator	D	6	\$29,316	\$36,307	\$48,915
4047	Arborist	D	6	\$29,316	\$36,307	\$48,915
1058	Assistant City Recorder	D	7	\$32,656	\$40,695	\$55,054
2215	Assistant Community Development Administrator	D	10	\$46,161	\$58,588	\$80,227
3058	Assistant Purchasing Agent	D	9	\$40,978	\$51,695	\$70,507
4095	Assistant Recreation Program Specialist - Boxing	D	4	\$23,895	\$29,226	\$39,039
4099	Assistant Recreation Program Specialist - Fitness	D	4	\$23,895	\$29,226	\$39,039
4100	Assistant Recreation Program Specialist - General	D	4	\$23,895	\$29,226	\$39,039
4098	Assistant Recreation Program Specialist - Music	D	4	\$23,895	\$29,226	\$39,039
4025	Athletics Coordinator	D	7	\$32,656	\$40,695	\$55,054
2075	Attorney	D	12	\$59,228	\$76,085	\$104,997
2076	Attorney, Senior	D	12	\$59,228	\$76,085	\$104,997
5600	Audio-Video Technician	D	5	\$26,418	\$32,515	\$43,619
7069	Automotive Service Worker	D	5	\$26,418	\$32,515	\$43,619
2085	Benefits Assistant	D	4	\$23,895	\$29,226	\$39,039
2082	Benefits Coordinator	D	9	\$40,978	\$51,695	\$70,507
4013	Box Office Clerk	D	3	\$21,697	\$26,369	\$35,069
4014	Box Office Manager	D	5	\$26,418	\$32,515	\$43,619
6070	Building & Zoning Inspector	D	6	\$29,316	\$36,307	\$48,915
6096	Building Inspections Director	D	DIR	--	--	--
7016	Building Superintendent	D	7	\$32,656	\$40,695	\$55,054
6077	Building, Zoning & Plans Review Chief	D	10	\$46,161	\$58,588	\$80,227
7022	Bus Driver	D	3	\$21,697	\$26,369	\$35,069
3055	Buyer	D	6	\$29,316	\$36,307	\$48,915
3056	Buyer, Senior	D	6	\$29,316	\$36,307	\$48,915
2024	Capital Projects Technician	D	6	\$29,316	\$36,307	\$48,915
6090	Chief Building Official	D	12	\$59,228	\$76,085	\$104,997
2501	Chilhowee Park General Manager	D	11	\$52,191	\$66,644	\$91,616
2503	Chilhowee Park Operations Manager	D	10	\$46,161	\$58,588	\$80,227
5700	City Architect	D	10	\$46,161	\$58,588	\$80,227
3013	City Court Assistant	D	3	\$21,697	\$26,369	\$35,069
3012	City Court Assistant, Senior	D	4	\$23,895	\$29,226	\$39,039
1057	City Court Clerk	D	10	\$46,161	\$58,588	\$80,227

5054	City Hydrologist	D	10	\$46,161	\$58,588	\$80,227
1056	City Recorder	D	10	\$46,161	\$58,588	\$80,227
5017	City Surveyor	D	9	\$40,978	\$51,695	\$70,507
2504	Civic Coliseum Assistant General Manager	D	10	\$46,161	\$58,588	\$80,227
3079	Civic Coliseum Financial Analyst	D	8	\$36,513	\$45,782	\$62,191
2502	Civic Coliseum General Manager	D	11	\$52,191	\$66,644	\$91,616
2009	Civic Coliseum Operations Manager	D	10	\$46,161	\$58,588	\$80,227
5008	Civil Designer	D	8	\$36,513	\$45,782	\$62,191
5024	Civil Engineer I	D	8	\$36,513	\$45,782	\$62,191
5025	Civil Engineer II	D	9	\$40,978	\$51,695	\$70,507
5027	Civil Engineer III	D	10	\$46,161	\$58,588	\$80,227
5002	Civil Engineer IV	D	11	\$52,191	\$66,644	\$91,616
5028	Civil Engineering Chief	D	12	\$59,228	\$76,085	\$104,997
5018	Civil Engineering Technician I	D	5	\$26,418	\$32,515	\$43,619
5019	Civil Engineering Technician II	D	6	\$29,316	\$36,307	\$48,915
5020	Civil Engineering Technician III	D	7	\$32,656	\$40,695	\$55,054
2033	Civil Service Deputy Director	D	DIR	--	--	--
2025	Civil Service Director	D	DIR	--	--	--
3040	Claims Representative	D	6	\$29,316	\$36,307	\$48,915
2181	Codes Enforcement Officer	D	6	\$29,316	\$36,307	\$48,915
2180	Codes Enforcement Officer, Senior	D	7	\$32,656	\$40,695	\$55,054
2210	Codes Enforcement Section Manager	D	9	\$40,978	\$51,695	\$70,507
3068	Collections Manager	D	8	\$36,513	\$45,782	\$62,191
3065	Collections Officer	D	3	\$21,697	\$26,369	\$35,069
3066	Collections Officer, Senior	D	4	\$23,895	\$29,226	\$39,039
3067	Collections Supervisor	D	5	\$26,418	\$32,515	\$43,619
9031	Community Corrections Program Manager	D	8	\$36,513	\$45,782	\$62,191
2214	Community Development Administrator	D	11	\$52,191	\$66,644	\$91,616
2232	Community Development Director	D	DIR	--	--	--
2192	Community Development Project Specialist	D	6	\$29,316	\$36,307	\$48,915
2193	Community Development Project Specialist, Senior	D	7	\$32,656	\$40,695	\$55,054
3078	Comptroller	D	12	\$59,228	\$76,085	\$104,997
2050	Computer Operator	D	4	\$23,895	\$29,226	\$39,039
2203	Construction Management Supervisor	D	8	\$36,513	\$45,782	\$62,191
3069	Contract Manager	D	9	\$40,978	\$51,695	\$70,507
4026	Coordinator of Athletic Officials	D	4	\$23,895	\$29,226	\$39,039
9026	Crime Analysis Supervisor	D	8	\$36,513	\$45,782	\$62,191
9020	Crime Analyst	D	4	\$23,895	\$29,226	\$39,039
9024	Crime Analyst, Senior	D	5	\$26,418	\$32,515	\$43,619
9030	Crime Prevention Specialist	D	3	\$21,697	\$26,369	\$35,069
7005	Custodian	D	1	\$18,092	\$21,711	\$28,615
1002	Customer Service Representative	D	3	\$21,697	\$26,369	\$35,069
1004	Customer Service Supervisor	D	7	\$32,656	\$40,695	\$55,054
2060	Data Control Specialist	D	3	\$21,697	\$26,369	\$35,069
1005	Data Entry Operator	D	2	\$19,775	\$23,882	\$31,620
2053	Data Entry Operator, Senior	D	3	\$21,697	\$26,369	\$35,069
7028	Demolition Specialist	D	4	\$23,895	\$29,226	\$39,039
6097	Deputy Director of Plans Review and Building Inspections	D	DIR	--	--	--
1001	Deputy to the Mayor	D	DIR	--	--	--

2231	Development Deputy Director	D	DIR	--	--	--
6095	Development Services Codes Administrator	D	11	\$52,191	\$66,644	\$91,616
3095	Director of Finance and Accountability	D	DIR	--	--	--
2080	Director of Law	D	DIR	--	--	--
2099	Director of Public Service	D	DIR	--	--	--
2006	Director of Public Works	D	DIR	--	--	--
2002	Director of Redevelopment Projects	D	DIR	--	--	--
2208	Disability Services Coordinator	D	8	\$36,513	\$45,782	\$62,191
9021	Domestic Violence Program Coordinator	D	6	\$29,316	\$36,307	\$48,915
9022	Domestic Violence Program Manager	D	7	\$32,656	\$40,695	\$55,054
2194	Economic & Community Development Project Manager	D	8	\$36,513	\$45,782	\$62,191
6030	Electrical Inspector	D	6	\$29,316	\$36,307	\$48,915
6035	Electrical Inspector Chief	D	9	\$40,978	\$51,695	\$70,507
9092	Emergency Management Deputy Director	D	DIR	--	--	--
9090	Emergency Management Director	D	DIR	--	--	--
9093	Emergency Management Operations Officer	D	7	\$32,656	\$40,695	\$55,054
9091	Emergency Management Training Officer	D	5	\$26,418	\$32,515	\$43,619
5053	Engineering Deputy Director	D	DIR	--	--	--
5051	Engineering Director	D	DIR	--	--	--
5029	Engineering Planning Chief	D	12	\$59,228	\$76,085	\$104,997
5021	Engineering Systems Manager	D	9	\$40,978	\$51,695	\$70,507
2168	Enterprise Support Manager	D	13	\$67,461	\$87,181	\$120,765
7025	Equipment Operator I	D	3	\$21,697	\$26,369	\$35,069
7026	Equipment Operator II	D	4	\$23,895	\$29,226	\$39,039
7121	Equipment Operator II - Double Flail Mower	D	4	\$23,895	\$29,226	\$39,039
7122	Equipment Operator II - Flusher	D	4	\$23,895	\$29,226	\$39,039
7123	Equipment Operator II - Front Loader Hi-Lift	D	4	\$23,895	\$29,226	\$39,039
7124	Equipment Operator II - Knuckleboom	D	4	\$23,895	\$29,226	\$39,039
7126	Equipment Operator II - Pothole Patcher	D	4	\$23,895	\$29,226	\$39,039
7125	Equipment Operator II - Right of Way Mower	D	4	\$23,895	\$29,226	\$39,039
7127	Equipment Operator II - Roll-Back Dump Truck	D	4	\$23,895	\$29,226	\$39,039
7128	Equipment Operator II - Side Mower	D	4	\$23,895	\$29,226	\$39,039
7129	Equipment Operator II - Slope Master	D	4	\$23,895	\$29,226	\$39,039
7130	Equipment Operator II - Sweeper	D	4	\$23,895	\$29,226	\$39,039
7131	Equipment Operator II - Tandem Dump Truck	D	4	\$23,895	\$29,226	\$39,039
7132	Equipment Operator II - Tree Truck	D	4	\$23,895	\$29,226	\$39,039
7027	Equipment Operator III	D	5	\$26,418	\$32,515	\$43,619
7033	Equipment Operator III - Backhoe	D	5	\$26,418	\$32,515	\$43,619
7040	Equipment Operator III - Boom Mower	D	5	\$26,418	\$32,515	\$43,619
7034	Equipment Operator III - Concrete Truck	D	5	\$26,418	\$32,515	\$43,619
7035	Equipment Operator III - Ditching Machine	D	5	\$26,418	\$32,515	\$43,619
7036	Equipment Operator III - Garbage Truck	D	5	\$26,418	\$32,515	\$43,619
7037	Equipment Operator III - Grade-All	D	5	\$26,418	\$32,515	\$43,619
7038	Equipment Operator III - Road Grader	D	5	\$26,418	\$32,515	\$43,619
7039	Equipment Operator III - Vac-All	D	5	\$26,418	\$32,515	\$43,619
7041	Equipment Operator III - Vac-Con	D	5	\$26,418	\$32,515	\$43,619
7011	Events Duty Manager	D	4	\$23,895	\$29,226	\$39,039
7061	Events Services Coordinator	D	7	\$32,656	\$40,695	\$55,054
9036	Evidence Technician	D	4	\$23,895	\$29,226	\$39,039

9037	Evidence Technician, Senior	D	5	\$26,418	\$32,515	\$43,619
1040	Executive Assistant	D	6	\$29,316	\$36,307	\$48,915
7162	Facilities Services Assistant Manager	D	7	\$32,656	\$40,695	\$55,054
7161	Facilities Services Manager	D	8	\$36,513	\$45,782	\$62,191
2190	Fair Housing Specialist	D	6	\$29,316	\$36,307	\$48,915
2191	Fair Housing Specialist, Senior	D	7	\$32,656	\$40,695	\$55,054
9033	Family Justice Center Program Manager	D	8	\$36,513	\$45,782	\$62,191
3090	Finance Deputy Director	D	DIR	--	--	--
3075	Finance Specialist	D	6	\$29,316	\$36,307	\$48,915
3076	Financial Analyst	D	8	\$36,513	\$45,782	\$62,191
3077	Financial Analyst, Senior	D	9	\$40,978	\$51,695	\$70,507
2040	Fire Planning & Operations Manager	D	9	\$40,978	\$51,695	\$70,507
9039	Firearms Examiner	D	6	\$29,316	\$36,307	\$48,915
7174	Fleet Administrative Manager	D	9	\$40,978	\$51,695	\$70,507
7175	Fleet Coordinator	D	9	\$40,978	\$51,695	\$70,507
2017	Fleet Services Deputy Director	D	DIR	--	--	--
2018	Fleet Services Director	D	DIR	--	--	--
4018	Football/Basketball Program Coordinator	D	6	\$29,316	\$36,307	\$48,915
2086	Fuel and Safety Technician	D	4	\$23,895	\$29,226	\$39,039
6050	Gas-Mechanical Inspector	D	6	\$29,316	\$36,307	\$48,915
5006	Geographic Information Analyst	D	7	\$32,656	\$40,695	\$55,054
5007	Geographic Information Coordinator	D	8	\$36,513	\$45,782	\$62,191
5005	Geographic Information Operator	D	5	\$26,418	\$32,515	\$43,619
4017	Golf Course Coordinator	D	6	\$29,316	\$36,307	\$48,915
3072	Grant Management Coordinator	D	9	\$40,978	\$51,695	\$70,507
4036	Greenways Coordinator	D	7	\$32,656	\$40,695	\$55,054
9015	Guard	D	1	\$18,092	\$21,711	\$28,615
6020	Hazardous Waste Coordinator	D	6	\$29,316	\$36,307	\$48,915
6021	Hazardous Waste Technician	D	4	\$23,895	\$29,226	\$39,039
6022	Hazardous Waste Technician, Senior	D	5	\$26,418	\$32,515	\$43,619
2069	Help Desk Coordinator	D	7	\$32,656	\$40,695	\$55,054
2059	Help Desk Technician	D	5	\$26,418	\$32,515	\$43,619
2061	Help Desk Technician, Senior	D	6	\$29,316	\$36,307	\$48,915
4045	Horticulture Services Manager	D	8	\$36,513	\$45,782	\$62,191
4049	Horticulture Services Worker	D	3	\$21,697	\$26,369	\$35,069
2200	Housing Manager	D	9	\$40,978	\$51,695	\$70,507
2202	Housing Rehabilitation Specialist	D	5	\$26,418	\$32,515	\$43,619
2201	Housing Rehabilitation Specialist, Senior	D	6	\$29,316	\$36,307	\$48,915
2032	Human Resource Analyst	D	7	\$32,656	\$40,695	\$55,054
2031	Human Resource Analyst, Senior	D	8	\$36,513	\$45,782	\$62,191
2030	Human Resource Office Manager	D	8	\$36,513	\$45,782	\$62,191
2021	Human Resource Technician	D	4	\$23,895	\$29,226	\$39,039
2022	Human Resource Technician, Senior	D	5	\$26,418	\$32,515	\$43,619
2211	Human Services Coordinator	D	8	\$36,513	\$45,782	\$62,191
2049	Information Processing Specialist	D	4	\$23,895	\$29,226	\$39,039
2068	Information Systems Deputy Director	D	DIR	--	--	--
2070	Information Systems Director	D	DIR	--	--	--
6080	Inspector, Senior	D	7	\$32,656	\$40,695	\$55,054
3073	Internal Auditor	D	9	\$40,978	\$51,695	\$70,507

4104	Job Developer - COK Sr. Aides	D	5	\$26,418	\$32,515	\$43,619
2073	Law Clerk	D	3	\$21,697	\$26,369	\$35,069
2079	Law Deputy Director	D	DIR	--	--	--
2071	Law Office Technician	D	5	\$26,418	\$32,515	\$43,619
2074	Legal Assistant	D	6	\$29,316	\$36,307	\$48,915
1035	Legal Secretary	D	5	\$26,418	\$32,515	\$43,619
7104	Licensed Electrician	D	7	\$32,656	\$40,695	\$55,054
6029	Limited Plans Reviewer	D	5	\$26,418	\$32,515	\$43,619
7180	Mail Clerk	D	2	\$19,775	\$23,882	\$31,620
7181	Mail Clerk, Senior	D	3	\$21,697	\$26,369	\$35,069
7183	Mail Room Supervisor	D	4	\$23,895	\$29,226	\$39,039
9038	Maintenance Crew Leader	D	7	\$32,656	\$40,695	\$55,054
7030	Master Equipment Operator	D	6	\$29,316	\$36,307	\$48,915
2056	Master Systems Analyst	D	11	\$52,191	\$66,644	\$91,616
2058	Master Systems Engineer	D	11	\$52,191	\$66,644	\$91,616
7067	Mechanic	D	6	\$29,316	\$36,307	\$48,915
7068	Mechanic, Senior	D	7	\$32,656	\$40,695	\$55,054
2067	MIS Project Manager	D	12	\$59,228	\$76,085	\$104,997
7064	Motorcycle Mechanic	D	6	\$29,316	\$36,307	\$48,915
7065	Motorcycle Mechanic, Senior	D	7	\$32,656	\$40,695	\$55,054
2250	Municipal Court Administrator	D	10	\$46,161	\$58,588	\$80,227
1020	Office Assistant I	D	2	\$19,775	\$23,882	\$31,620
1022	Office Assistant II	D	3	\$21,697	\$26,369	\$35,069
7059	Paint & Body Repair Technician	D	6	\$29,316	\$36,307	\$48,915
2037	PARC Executive Director	D	8	\$36,513	\$45,782	\$62,191
9014	Parking Attendant	D	1	\$18,092	\$21,711	\$28,615
5055	Parking Meter Crew Leader	D	5	\$26,418	\$32,515	\$43,619
5049	Parking Meter Technician	D	4	\$23,895	\$29,226	\$39,039
4035	Parks & Recreation Deputy Director	D	DIR	--	--	--
4028	Parks & Recreation Director	D	DIR	--	--	--
4011	Parks & Recreation Facility Foreman	D	5	\$26,418	\$32,515	\$43,619
4016	Parks & Recreation Field Maintenance Coordinator	D	3	\$21,697	\$26,369	\$35,069
4009	Parks & Recreation Maintenance Coordinator	D	4	\$23,895	\$29,226	\$39,039
3038	Pension Assistant	D	4	\$23,895	\$29,226	\$39,039
3100	Pension Board Executive Director	D	DIR	--	--	--
3037	Pension Board Supervisor	D	5	\$26,418	\$32,515	\$43,619
6028	Permit Technician	D	3	\$21,697	\$26,369	\$35,069
6027	Permit Technician, Senior	D	4	\$23,895	\$29,226	\$39,039
1070	Photographic Records Technician	D	3	\$21,697	\$26,369	\$35,069
1075	Photographic Records Technician, Senior	D	4	\$23,895	\$29,226	\$39,039
1039	Planning and Operations Manager	D	9	\$40,978	\$51,695	\$70,507
6075	Plans Examiner	D	6	\$29,316	\$36,307	\$48,915
6040	Plumbing Inspector	D	6	\$29,316	\$36,307	\$48,915
6045	Plumbing, Mechanical, & Gas Inspector Chief	D	9	\$40,978	\$51,695	\$70,507
9040	Police Cadet	D	1	\$18,092	\$21,711	\$28,615
9085	Police Chief	P	DIR	--	--	--
9025	Police Planner	D	8	\$36,513	\$45,782	\$62,191
9032	Police Planning & Grant Manager	D	9	\$40,978	\$51,695	\$70,507
1037	Principal Secretary	D	5	\$26,418	\$32,515	\$43,619

7046	Print Shop Manager	D	6	\$29,316	\$36,307	\$48,915
7042	Print Shop Operator	D	4	\$23,895	\$29,226	\$39,039
2057	Programmer Technician	D	5	\$26,418	\$32,515	\$43,619
2036	Public Affairs Specialist	D	7	\$32,656	\$40,695	\$55,054
2039	Public Affairs Specialist, Senior	D	8	\$36,513	\$45,782	\$62,191
2004	Public Assemblies Director	D	DIR	--	--	--
7017	Public Assemblies Maintenance Superintendent	D	7	\$32,656	\$40,695	\$55,054
7055	Public Assemblies Skilled Trades Craftsworker	D	6	\$29,316	\$36,307	\$48,915
7056	Public Assemblies Trades Craftsworker	D	3	\$21,697	\$26,369	\$35,069
7057	Public Assemblies Utility Worker	D	1	\$18,092	\$21,711	\$28,615
7058	Public Assemblies Utility Worker, Senior	D	2	\$19,775	\$23,882	\$31,620
2034	Public Information Officer	D	10	\$46,161	\$58,588	\$80,227
2035	Public Relations Specialist	D	6	\$29,316	\$36,307	\$48,915
7018	Public Service Area Manager I	D	8	\$36,513	\$45,782	\$62,191
7019	Public Service Area Manager II	D	9	\$40,978	\$51,695	\$70,507
7120	Public Service Construction Manager	D	8	\$36,513	\$45,782	\$62,191
7031	Public Service Construction Supervisor	D	7	\$32,656	\$40,695	\$55,054
7049	Public Service Construction Worker	D	3	\$21,697	\$26,369	\$35,069
7024	Public Service Coordinator	D	6	\$29,316	\$36,307	\$48,915
2097	Public Service Deputy Director	D	DIR	--	--	--
7020	Public Service Foreman I	D	6	\$29,316	\$36,307	\$48,915
7021	Public Service Foreman II	D	7	\$32,656	\$40,695	\$55,054
7032	Public Service Maintenance Coordinator	D	6	\$29,316	\$36,307	\$48,915
2020	Public Service Operations Manager	D	10	\$46,161	\$58,588	\$80,227
7052	Public Service Worker I	D	1	\$18,092	\$21,711	\$28,615
7053	Public Service Worker II	D	2	\$19,775	\$23,882	\$31,620
5023	Public Utility Coordinator	D	7	\$32,656	\$40,695	\$55,054
3060	Purchasing Agent	D	11	\$52,191	\$66,644	\$91,616
3080	Real Estate Manager	D	10	\$46,161	\$58,588	\$80,227
1076	Records Specialist	D	3	\$21,697	\$26,369	\$35,069
1077	Records Specialist, Senior	D	4	\$23,895	\$29,226	\$39,039
4081	Recreation Area Supervisor	D	7	\$32,656	\$40,695	\$55,054
4010	Recreation Center Leader	D	5	\$26,418	\$32,515	\$43,619
4012	Recreation Center Leader, Senior	D	6	\$29,316	\$36,307	\$48,915
4085	Recreation Program Specialist - Adaptive	D	5	\$26,418	\$32,515	\$43,619
4086	Recreation Program Specialist - Arts & Crafts	D	5	\$26,418	\$32,515	\$43,619
4087	Recreation Program Specialist - Boxing	D	5	\$26,418	\$32,515	\$43,619
4089	Recreation Program Specialist - Dance	D	5	\$26,418	\$32,515	\$43,619
4084	Recreation Program Specialist - Music	D	5	\$26,418	\$32,515	\$43,619
4092	Recreation Program Specialist, Senior - Arts & Crafts	D	6	\$29,316	\$36,307	\$48,915
4074	Recreation Superintendent	D	8	\$36,513	\$45,782	\$62,191
5016	Registered Land Surveyor	D	8	\$36,513	\$45,782	\$62,191
2206	Rehabilitation Finance Specialist	D	6	\$29,316	\$36,307	\$48,915
2209	Rehabilitation Finance Specialist, Senior	D	7	\$32,656	\$40,695	\$55,054
2212	Rehabilitation Finance Supervisor	D	8	\$36,513	\$45,782	\$62,191
2207	Rehabilitation Finance Technician	D	4	\$23,895	\$29,226	\$39,039
2087	Retirement Services Coordinator	D	7	\$32,656	\$40,695	\$55,054
3071	Revenue Administrator	D	10	\$46,161	\$58,588	\$80,227
2084	Risk Analyst	D	7	\$32,656	\$40,695	\$55,054

2081	Risk/Benefits Manager	D	12	\$59,228	\$76,085	\$104,997
5151	Safety & Health Coordinator	D	9	\$40,978	\$51,695	\$70,507
1042	Safety City Aide	D	2	\$19,775	\$23,882	\$31,620
1041	Safety City Coordinator	D	6	\$29,316	\$36,307	\$48,915
7029	Scale Operator	D	3	\$21,697	\$26,369	\$35,069
9013	Security Chief	D	2	\$19,775	\$23,882	\$31,620
7023	Semi-Truck Driver	D	4	\$23,895	\$29,226	\$39,039
4027	Senior Aide Program Coordinator	D	7	\$32,656	\$40,695	\$55,054
7048	Senior Director of Operations and Efficiency	D	DIR	--	--	--
2230	Senior Director of Policy and Communications	D	DIR	--	--	--
1225	Senior Director of South Waterfront	D	DIR	--	--	--
9023	Service Request Representative	D	3	\$21,697	\$26,369	\$35,069
5030	Sign & Marking Crew Leader	D	6	\$29,316	\$36,307	\$48,915
5031	Sign & Marking Specialist	D	4	\$23,895	\$29,226	\$39,039
5032	Sign & Marking Specialist, Senior	D	5	\$26,418	\$32,515	\$43,619
5033	Sign & Marking Supervisor	D	7	\$32,656	\$40,695	\$55,054
5035	Sign Construction Technician	D	5	\$26,418	\$32,515	\$43,619
6006	Sign Enforcement Inspector	D	5	\$26,418	\$32,515	\$43,619
5034	Sign Shop Supervisor	D	7	\$32,656	\$40,695	\$55,054
5037	Signal Installation Crew Leader	D	7	\$32,656	\$40,695	\$55,054
5040	Signal Installation Supervisor	D	8	\$36,513	\$45,782	\$62,191
5036	Signal Installer	D	4	\$23,895	\$29,226	\$39,039
5042	Signal Installer, Senior	D	5	\$26,418	\$32,515	\$43,619
5041	Signal Maintenance Supervisor	D	8	\$36,513	\$45,782	\$62,191
5038	Signal Repair Technician	D	5	\$26,418	\$32,515	\$43,619
5039	Signal Repair Technician, Senior	D	6	\$29,316	\$36,307	\$48,915
7051	Skilled Trades Craftworker	D	6	\$29,316	\$36,307	\$48,915
3064	Small Business Specialist	D	5	\$26,418	\$32,515	\$43,619
6012	Solid Waste Project Manager	D	7	\$32,656	\$40,695	\$55,054
6009	Solid Waste Reduction Specialist	D	6	\$29,316	\$36,307	\$48,915
2008	Special Assistant	D	DIR	--	--	--
2007	Special Assistant/Strategic Initiatives	D	DIR	--	--	--
2014	Special Events Deputy Director	D	DIR	--	--	--
2012	Special Events Director	D	DIR	--	--	--
2013	Special Mayoral Assistant/Community Relations Director	D	DIR	--	--	--
9035	Special Police Officer	D	4	\$23,895	\$29,226	\$39,039
9034	Special Police Officer, Senior	D	5	\$26,418	\$32,515	\$43,619
4015	Stage Manager	D	6	\$29,316	\$36,307	\$48,915
3005	Stock Clerk	D	2	\$19,775	\$23,882	\$31,620
7144	Stores System Clerk	D	3	\$21,697	\$26,369	\$35,069
7145	Stores System Manager	D	6	\$29,316	\$36,307	\$48,915
5059	Stormwater Design Reviewer	D	8	\$36,513	\$45,782	\$62,191
5060	Stormwater Engineer I	D	8	\$36,513	\$45,782	\$62,191
5061	Stormwater Engineer II	D	9	\$40,978	\$51,695	\$70,507
5062	Stormwater Engineer III	D	10	\$46,161	\$58,588	\$80,227
5003	Stormwater Engineer IV	D	11	\$52,191	\$66,644	\$91,616
5056	Stormwater Engineering Technician I	D	5	\$26,418	\$32,515	\$43,619
5057	Stormwater Engineering Technician II	D	6	\$29,316	\$36,307	\$48,915
5058	Stormwater Engineering Technician III	D	7	\$32,656	\$40,695	\$55,054

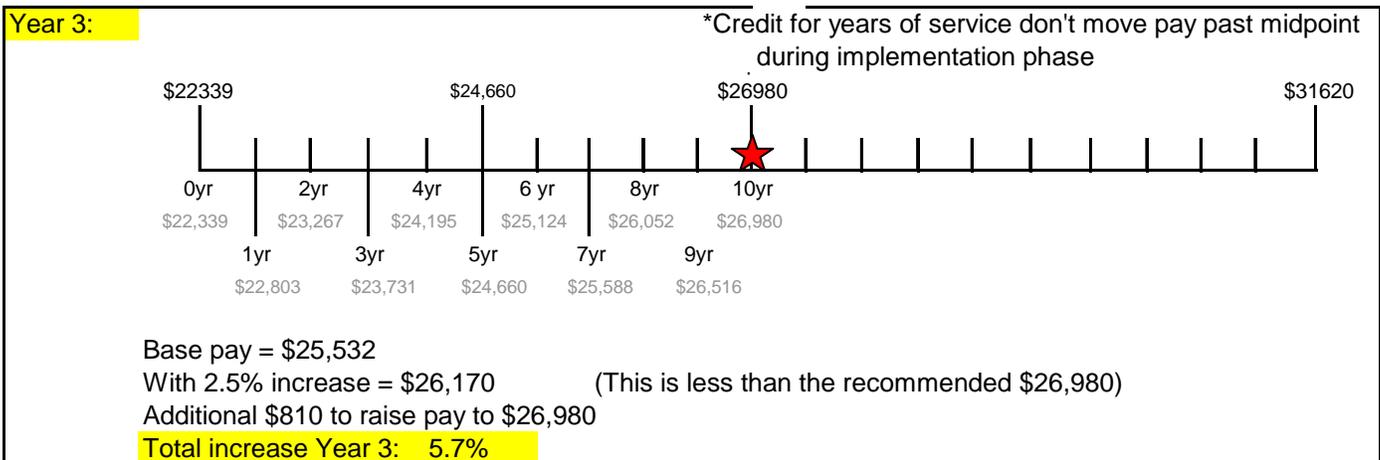
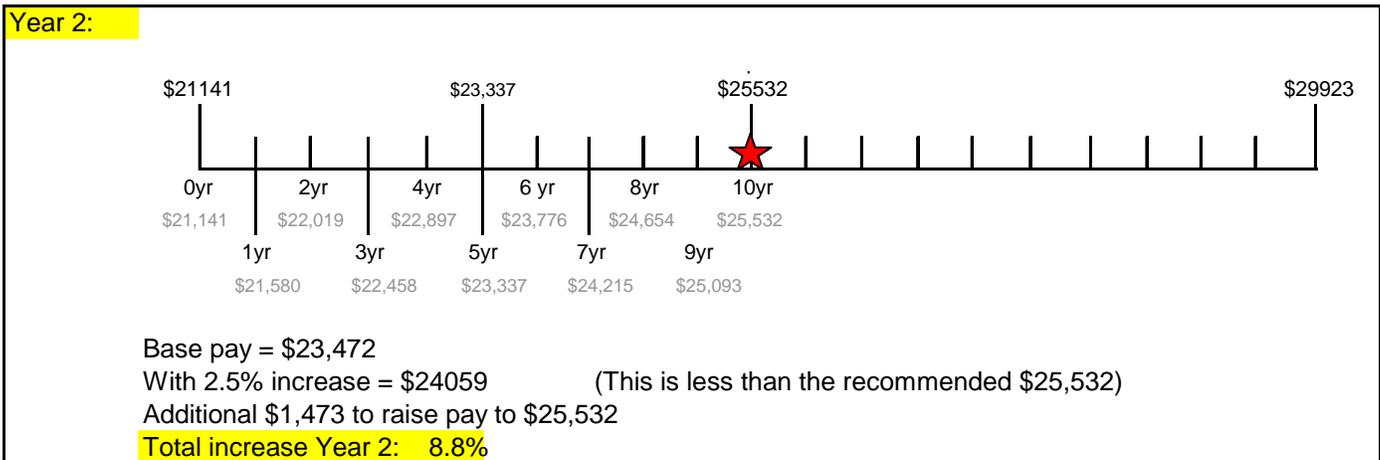
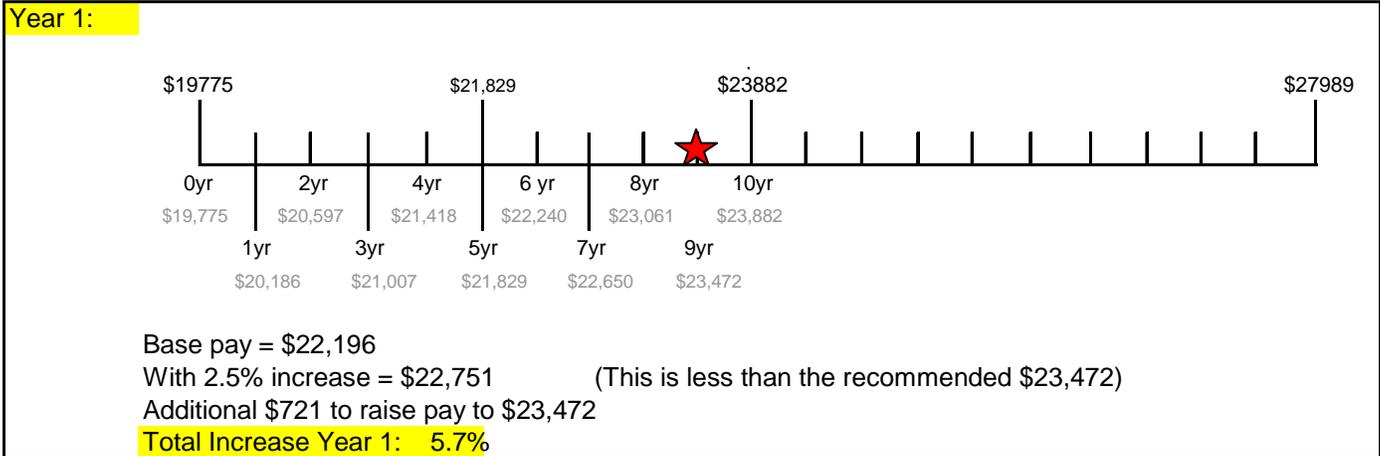
5015	Survey Party Chief	D	7	\$32,656	\$40,695	\$55,054
2063	Systems Analyst	D	9	\$40,978	\$51,695	\$70,507
2065	Systems Analyst, Senior	D	10	\$46,161	\$58,588	\$80,227
2052	Systems Engineer	D	9	\$40,978	\$51,695	\$70,507
2051	Systems Engineer, Senior	D	10	\$46,161	\$58,588	\$80,227
5026	Technical Services Administrator	D	9	\$40,978	\$51,695	\$70,507
2350	Technical Writer	D	5	\$26,418	\$32,515	\$43,619
9016	Technology Unit Supervisor	D	8	\$36,513	\$45,782	\$62,191
1003	Telephone Operator	D	1	\$18,092	\$21,711	\$28,615
7078	Tire & Service Worker	D	2	\$19,775	\$23,882	\$31,620
7077	Tire Maintenance Foreman	D	3	\$21,697	\$26,369	\$35,069
7050	Trades Craftsworker	D	3	\$21,697	\$26,369	\$35,069
2042	Traffic Analyst	D	6	\$29,316	\$36,307	\$48,915
5046	Traffic Engineer I	D	8	\$36,513	\$45,782	\$62,191
5047	Traffic Engineer II	D	9	\$40,978	\$51,695	\$70,507
5052	Traffic Engineer III	D	10	\$46,161	\$58,588	\$80,227
5004	Traffic Engineer IV	D	11	\$52,191	\$66,644	\$91,616
5048	Traffic Engineering Chief	D	12	\$59,228	\$76,085	\$104,997
5043	Traffic Engineering Technician I	D	5	\$26,418	\$32,515	\$43,619
5044	Traffic Engineering Technician II	D	6	\$29,316	\$36,307	\$48,915
5022	Traffic Engineering Technician III	D	7	\$32,656	\$40,695	\$55,054
2041	Training Specialist	D	6	\$29,316	\$36,307	\$48,915
9044	Transportation Officer	D	4	\$23,895	\$29,226	\$39,039
9043	Transportation Officer, Senior	D	5	\$26,418	\$32,515	\$43,619
3085	Treasurer	D	12	\$59,228	\$76,085	\$104,997
5063	Urban Growth Manager	D	9	\$40,978	\$51,695	\$70,507
7012	Utility Worker	D	1	\$18,092	\$21,711	\$28,615
7013	Utility Worker, Senior	D	2	\$19,775	\$23,882	\$31,620
7080	Vehicle Impoundment Assistant	D	3	\$21,697	\$26,369	\$35,069
7083	Vehicle Impoundment Assistant, Senior	D	4	\$23,895	\$29,226	\$39,039
7081	Vehicle Impoundment Supervisor	D	6	\$29,316	\$36,307	\$48,915
7073	Vehicle Maintenance Supervisor I	D	8	\$36,513	\$45,782	\$62,191
7074	Vehicle Maintenance Supervisor II	D	8	\$36,513	\$45,782	\$62,191
7079	Vehicle Parts Clerk	D	3	\$21,697	\$26,369	\$35,069
7082	Vehicle Parts Clerk, Senior	D	4	\$23,895	\$29,226	\$39,039
7075	Vehicle Shop Manager	D	9	\$40,978	\$51,695	\$70,507
9027	Victim Services Counselor	D	4	\$23,895	\$29,226	\$39,039
6015	Waste Facility Manager	D	7	\$32,656	\$40,695	\$55,054
2054	Webmaster	D	10	\$46,161	\$58,588	\$80,227
2083	Worker's Compensation Specialist	D	5	\$26,418	\$32,515	\$43,619
6071	Zoning Coordinator	D	7	\$32,656	\$40,695	\$55,054
6079	Zoning Inspector	D	5	\$26,418	\$32,515	\$43,619

General Government Example: Person presently below market

Public Service Worker II
 9 years in Job Class
 Assigned to Pay Grade 2
 Current Salary: \$22,196

★ Where the employee should be relative to midpoint based on years of service.

(does not include longevity or other pay additions)



Total increase for the 3 year period: 21.6%

Police Example: Person presently above market



Where the employee should be relative to midpoint based on years of service.

Sergeant

1 year in Job Class

Current Salary: \$45,153 (does not include longevity or other pay additions)

Year 1:															
Sergeant Grade															
											Market				
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$40,392.17	\$41,200.01	\$42,024.01	\$42,864.49	\$43,721.78	\$44,596.22	\$45,488.14	\$46,397.91	\$47,325.86	\$48,272.38	\$49,237.83	\$50,222.59	\$51,227.04	\$52,251.58	\$53,296.61	\$54,362.54
<p>Base Pay = \$45,153.00</p> <p>With 2.5% increase = \$46,281.83 (This is greater than the recommended \$41,200.01, so no adjustment is made)</p> <p>Current pay must be matched with closest step that is equal to or higher than current salary (Step 8)</p> <p>Additional \$116.08 increase to place on Step = \$46,397.91</p> <p>Total increase Year 1: 2.8%</p>															

Year 2:															
Sergeant Grade															
											Market				
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$41,899.11	\$42,737.09	\$43,591.83	\$44,463.67	\$45,352.94	\$46,260.00	\$47,185.20	\$48,128.91	\$49,091.48	\$50,073.31	\$51,074.78	\$52,096.28	\$53,138.20	\$54,200.96	\$55,284.98	\$56,390.68
<p>Base Pay = \$46,397.91</p> <p>With 2.5% increase = \$47,557.86 (This is greater than the recommended \$43,591.83, so no adjustment is made)</p> <p>Current pay must be matched with closest step that is equal to or higher than current salary (Step 8)</p> <p>Additional \$571.05 increase to place on Step = \$48,128.91</p> <p>Total increase Year 2: 3.7%</p>															

Year 3:															
Sergeant Grade															
											Market				
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$43,442.17	\$44,311.01	\$45,197.23	\$46,101.18	\$47,023.20	\$47,963.66	\$48,922.94	\$49,901.39	\$50,899.42	\$51,917.41	\$52,955.76	\$54,014.87	\$55,095.17	\$56,197.08	\$57,321.02	\$58,467.44
<p>Base Pay = \$48,128.91</p> <p>With 2.5% increase = \$49,332.13 (This is greater than the recommended \$46,101.18, so no adjustment is made)</p> <p>Current pay must be matched with closest step that is equal to or higher than current salary (Step 8)</p> <p>Additional \$569.26 increase to place on Step = \$49,901.39</p> <p>Total increase Year 3: 3.7%</p>															

Police Example: Person presently below market

★ Where the employee should be relative to midpoint based on years of service.

Sergeant
 12 years in Job Class
 Current Salary: \$44,506 (does not include longevity or other pay additions)

Year 1:															
Sergeant Grade															
											★ Market				
*Note: credited service can't move someone past midpoint in implementation phase															
Step 1 0 yrs	Step 2 1 yr	Step 3 2 yrs	Step 4 3 yrs	Step 5 4 yrs	Step 6 5 yrs	Step 7 6 yrs	Step 8 7 yrs	Step 9 8 yrs	Step 10 9 yrs	Step 11 10 yrs	Step 12 11 yrs	Step 13 12 yrs	Step 14 13 yrs	Step 15 14 yrs	Step 16 15 yrs
\$40,392.17	\$41,200.01	\$42,024.01	\$42,864.49	\$43,721.78	\$44,596.22	\$45,488.14	\$46,397.91	\$47,325.86	\$48,272.38	\$49,237.83	\$50,222.59	\$51,227.04	\$52,251.58	\$53,296.61	\$54,362.54
Base Pay = \$44,506 With 2.5% increase = \$45,618.65 (This is less than the recommended \$49,237.83) Current pay must be matched with Step 11 Additional \$3,619.18 increase to place on Step = \$49,237.83 Total increase Year 1: 10.6%															

Year 2:															
Sergeant Grade															
											★ Market				
*Note: credited service can't move someone past midpoint in implementation phase															
Step 1 0 yrs	Step 2 1 yr	Step 3 2 yrs	Step 4 3 yrs	Step 5 4 yrs	Step 6 5 yrs	Step 7 6 yrs	Step 8 7 yrs	Step 9 8 yrs	Step 10 9 yrs	Step 11 10 yrs	Step 12 11 yrs	Step 13 12 yrs	Step 14 13 yrs	Step 15 14 yrs	Step 16 15 yrs
\$41,899.11	\$42,737.09	\$43,591.83	\$44,463.67	\$45,352.94	\$46,260.00	\$47,185.20	\$48,128.91	\$49,091.48	\$50,073.31	\$51,074.78	\$52,096.28	\$53,138.20	\$54,200.96	\$55,284.98	\$56,390.68
Base Pay = \$49,237.83 With 2.5% increase = \$50,468.78 (This is less than the recommended \$51,074.78) Current pay must be matched with Step 11 Additional \$606.00 increase to place on Step = \$51,074.78 Total increase Year 2: 3.7%															

Year 3:															
Sergeant Grade															
											★ Market				
*Note: credited service can't move someone past midpoint in implementation phase															
Step 1 0 yrs	Step 2 1 yr	Step 3 2 yrs	Step 4 3 yrs	Step 5 4 yrs	Step 6 5 yrs	Step 7 6 yrs	Step 8 7 yrs	Step 9 8 yrs	Step 10 9 yrs	Step 11 10 yrs	Step 12 11 yrs	Step 13 12 yrs	Step 14 13 yrs	Step 15 14 yrs	Step 16 15 yrs
\$43,442.17	\$44,311.01	\$45,197.23	\$46,101.18	\$47,023.20	\$47,963.66	\$48,922.94	\$49,901.39	\$50,899.42	\$51,917.41	\$52,955.76	\$54,014.87	\$55,095.17	\$56,197.08	\$57,321.02	\$58,467.44
Base Pay = \$51,074.78 With 2.5% increase = \$52,351.65 (This is less than the recommended \$52,955.76) Pay is adjusted to match step 11 Additional \$604.11 increase to place on Step = \$52,955.76 Total increase Year 3: 3.7%															

Total increase for the 3 year period: 19.0%

Fire Example: Person presently below market

Fire Example: Person below market

★ Where the employee should be relative to midpoint based on years of service.

Senior FF
 4 years in Job Class
 Current Salary: \$33,500 (does not include longevity or other pay additions)

Year 1:															
Senior FF Grade															
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$31,801.77	\$32,437.81	\$33,086.56	\$33,748.29	\$34,423.26	\$35,111.72	\$35,813.96	\$36,530.24	\$37,260.84	\$38,006.06	\$38,766.18	\$39,541.50	\$40,332.33	\$41,138.98	\$41,961.76	
Base Pay = \$33,500 With 2.5% increase = \$34,337.50 (This is less than the recommended \$34,423.26) Current pay must be matched with Step 5 Additional \$85.76 increase to place on Step = \$34,423.26 Total increase Year 1: 2.8%															

Year 2:															
Senior FF Grade															
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$32,988.22	\$33,647.99	\$34,320.94	\$35,007.36	\$35,707.51	\$36,421.66	\$37,150.09	\$37,893.10	\$38,650.96	\$39,423.98	\$40,212.46	\$41,016.71	\$41,837.04	\$42,673.78	\$43,527.26	
Base Pay = \$34,423.26 With 2.5% increase = \$35,283.84 (This is less than the recommended \$36,421.66) Current pay must be matched with Step 6 Additional \$1,137.82 increase to place on Step = \$36,421.66 Total increase Year 2: 5.8%															

Year 3:															
Senior FF Grade															
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$34,203.11	\$34,887.17	\$35,584.92	\$36,296.61	\$37,022.55	\$37,763.00	\$38,518.26	\$39,288.62	\$40,074.39	\$40,875.88	\$41,693	\$42,527.27	\$43,377.81	\$44,245.37	\$45,130.28	
Base Pay = \$36,421.66 With 2.5% increase = \$37,332.20 (This is less than the recommended \$38,518.26) Current pay must be matched with Step 7 Additional \$1,186.05 increase to place on Step = \$38,518.26 Total increase Year 3: 5.8%															

Total increase for the 3 year period: 15.0%

Fire Example: Person close to market

★ Where the employee should be relative to midpoint based on years of service.

Senior FF
18 years in Job Class

Current Salary: \$39,070 (does not include longevity or other pay additions)

Year 1:															
Senior FF Grade															
Market															
*Note: credited service can't move someone past midpoint in implementation phase															
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$31,801.77	\$32,437.81	\$33,086.56	\$33,748.29	\$34,423.26	\$35,111.72	\$35,813.96	\$36,530.24	\$37,260.84	\$38,006.06	\$38,766.18	\$39,541.50	\$40,332.33	\$41,138.98	\$41,961.76	
Base Pay = \$39,070 With 2.5% increase = \$40,046.75 (This is greater than the recommended \$36,530.24, so no adjustment is made) Current pay must be matched with closest step that is equal to or higher than current salary (Step 13) Additional \$285.58 increase to place on Step = \$40,332.33 Total increase Year 1: 3.2%															

Year 2:															
Senior FF Grade															
Market															
*Note: credited service can't move someone past midpoint in implementation phase															
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$32,988.22	\$33,647.99	\$34,320.94	\$35,007.36	\$35,707.51	\$36,421.66	\$37,150.09	\$37,893.10	\$38,650.96	\$39,423.98	\$40,212.46	\$41,016.71	\$41,837.04	\$42,673.78	\$43,527.26	
Base Pay = \$40,332.33 With 2.5% increase = \$41,340.64 (This is greater than the recommended \$37,893.10, so no adjustment is made) Current pay must be matched with closest step that is equal to or higher than current salary (Step 13) Additional \$496.40 increase to place on Step 8 = \$41,837.04 Total increase Year 2: 3.7%															

Year 3:															
Senior FF Grade															
Market															
*Note: credited service can't move someone past midpoint in implementation phase															
Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15	Step 16
0 yrs	1 yr	2 yrs	3 yrs	4 yrs	5 yrs	6 yrs	7 yrs	8 yrs	9 yrs	10 yrs	11 yrs	12 yrs	13 yrs	14 yrs	15 yrs
\$34,203.11	\$34,887.17	\$35,584.92	\$36,296.61	\$37,022.55	\$37,763.00	\$38,518.26	\$39,288.62	\$40,074.39	\$40,875.88	\$41,693	\$42,527.27	\$43,377.81	\$44,245.37	\$45,130.28	
Base Pay = \$41,837.04 With 2.5% increase = \$42,882.97 (This is greater than the recommended \$39,288.62, so no adjustment is made) Current pay must be matched with closest step that is equal to or higher than current salary (Step 13) Additional \$494.85 increase to place on Step 8 = \$43,377.81 Total increase Year 3: 3.7%															

Total increase for the 3 year period: 11.0%