

Classification and Compensation Study Final Report



CLEVELAND
TENNESSEE

EST. 1842

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Donald C. Long, Ph.D.
2992 Reidville Road
Spartanburg, SC 29301
703-590-7250 – phone
don@maginc.org



MANAGEMENT ADVISORY GROUP INTL., INC.

MANAGEMENT CONSULTING SERVICES

September 24, 2021

Kimberly Miller, HR Director
City of Cleveland
Office: 423-472-4551
kimmiller@clevelandtn.gov

Dear Kim,

Management Advisory Group International, Inc. (MAG) is pleased to present this final *Classification and Compensation Study Report* to the City of Cleveland. This report has been developed based on job analysis of included classifications (internal relationships) and market analysis (external competitiveness). This Final Report is organized into the following Sections:

- Section 1: Introduction and Approach
- Section 2: Compensation Philosophy
- Section 3: Selected Compensation Policies
- Section 4: Total Rewards
- Section 5: Salary Survey Summary
- Section 6: Proposed Pay Plans
- Section 7: Alphabetical Class List
- Section 8: Class Comparison List
- Section 9: Implementation Cost Summary

MAG would like to express our thanks to all employees and staff who have participated in this important project. If you have any questions, please don't hesitate to contact us at (703) 590-7250 as needed.

Sincerely,

Donald C. Long, Ph.D.
President, Management Advisory Group International, Inc.
2992 Reidville Road
Spartanburg, SC 29301
Phone: (703) 590-7250
Email: don@maginc.org



City of Cleveland, TN

Classification & Compensation Study Final Report

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SECTION 1.0
Introduction and Methodology

1.0 Introduction & Methodology

Introduction

The City of Cleveland contracted with Management Advisory Group International, Inc. (MAG) to conduct a compensation review and assessment of jobs study for current City classifications. This report presents the findings and recommendations of the study. MAG's findings and recommendations are based on:

- market review;
- current organizational structure;
- discussions with human resources professionals and management;
- job analysis based on current class/job descriptions and completion of Job Profile Questionnaires by incumbent employees;
- internal equity and external competitiveness considerations.

The goal of the City for this project was to provide the foundation for an appropriate classification and compensation system and pay plan based on current compensation levels for similar public sector employers, municipalities, and local market competitors. In response, MAG has developed a proposed pay plan and developed salary adjustment recommendations for current incumbents in included City of Cleveland classifications.

Project Focus

The objectives of the study were to:

- Conduct a review of included City job titles;
- Review salary and compensation information from similar/competitor organizations;
- Develop a revised classification plan; and,
- Develop a revised compensation and pay plan;
- Provide options for the City's consideration to find a reasonable and cost-effective way to transition to the new plan(s).

A list of project tasks and activities is indicated below by Exhibit 2-1.

**EXHIBIT 2-1
CITY OF CLEVELAND
PROJECT TASKS**

Project Initiation – Developed project proposal, work plan and timeline. Discussed with City administration and revised project work plan.

Initial Meetings – Met with City Human Resources administration and City leadership to clearly define the scope, goal(s), and objective(s) for the proposed study.

Developed Comprehensive Market Survey – MAG developed a market survey document for target agencies. Reviewed/evaluated class/job descriptions for included classifications to gather job specific information on scope/level of duties/responsibilities and essential job attributes.

Reviewed Job Analysis Questionnaires – Reviewed/evaluated current job duties provided by over 200 employees in the online Job Analysis Questionnaire for included classifications.

Reviewed market information – Reviewed market data from target organizations for selected City benchmark classifications.

Conducted Job Analysis – Analyzed jobs and created profiles based on information in current class/job descriptions and the data in the Job Analysis Questionnaires.

Developed Revised Pay Plan – Developed a preliminary proposed pay plan based on the results of the market information, job analysis profiles and internal/external equity considerations.

Developed Salary Adjustment Recommendations – Developed salary adjustment recommendations for all included City classifications based on the revised pay plan(s) and employee classification, longevity in current positions and current salary.

Developed & Submitted Draft Report – Developed and submitted a Draft Report for City review integrating the job analysis, proposed pay and classification plan, market information, and implementation recommendations.

Revised Draft Report – Incorporate the City’s technical review of materials.

Develop & Submit Final Report – Submit a Final Report upon final review at a date to be determined.



Approach Overview

The study methodology included:

- collection of current employee, human resources and organizational background information;
- review/analysis of current class/job descriptions;
- identification of classification benchmarks and target organizations;
- conducting a market review of the City's market position;
- monitoring of Job Analysis Questionnaires completed by employees;
- reviewing the job data provided by employees and their supervisors; and,
- analysis with recommendations concerning the relative ranking of included City Government positions to develop a classification plan that will ensure internal equity.

Initial Meetings and Orientation

Upon agreement to proceed, the project team met with Human Resources staff to discuss the study's objectives, along with the strengths and needs of the current organizational compensation management systems. City management provided input regarding the City's preferences and needs of the systems to be developed. MAG's representatives requested documentation about current compensation and classification programs, met with HR management to discuss these systems, and developed an understanding of concerns to be addressed.

The study results and outcomes are not the result of decisions made in isolation by the consultant but are the result of the consultants working to order responsibilities of the work into a compensation and classification plan that serves as a starting point for making current and future compensation and classification decisions.

Market Review

The City employs a wide range of jobs that contain a mix of work responsibilities found in both the public and private sectors. The Market Review reflected the variety of duties and responsibilities in which City Government employees engage.

In establishing a competitive market for the employees of the City of Cleveland, and to enable the City to support growth, recruitment and retention in the exciting years ahead, MAG developed a list of target organizations to be reviewed.

Organizations typically included as competitors in a market review are those that are:

- competing with City Government for employees, for either lower level or higher-level positions;
- geographically situated in such a fashion as to almost automatically be considered a competitor;
- structured similarly to the City, or providing similar types of services;
- attractive to highly valued employees for one reason or another; and,
- within a reasonable commuting distance.

Organizations surveyed (not all responded, such as Bradley County) and reviewed included:

- Chattanooga, TN
- Cleveland State Community College
- Collegedale, TN
- Collierville, TN
- Cookeville, TN
- Dalton, GA
- Farragut, TN
- Gainesville, GA
- Gallatin, TN
- Maryville, TN
- Murfreesboro, TN
- Oak Ridge, TN
- Spring Hill, TN
- O*Net Online

Proposed Pay Plans

Specific details of the plans are provided in report tables starting in section 6.0. The proposed pay plans put employees into a Unified range plan for general employees and separate pay plans for sworn law enforcement employees and certified fire employees. Employees performing the same duties were placed in the same class and pay grade, regardless of the number of hours (PT/FT). Classes with comparable scope and level of duties and responsibilities, as determined through an evaluation of MAG's Profile Factors, were placed in the same pay grade.

Implementation Costs

MAG's implementation options and recommendations consider the following:

- Current salary;
- Current job title; and
- Longevity within the current position.

If the employee's current salary exceeds the target salary, then the calculations did not provide any further adjustment. No employee is recommended for any decrease in salary, even if the current salary substantially exceeds the target salary.

MAG does recommend that any employee whose current salary exceeds the target salary should continue to advance through the ranges until they reach the range maximum.

No employee should receive any additional salary adjustments once their salary has reached the maximum of the range. The recommendation is to freeze the salary until market data supports an increase in pay range maximum. Progressive governments often coordinate with MAG on an annual basis to refresh their market competitive position to ensure that they do not "lose ground" from a compensation perspective.

Pay Plan Structures

MAG has established a Unified pay plan structure for all included positions within the scope of the study. It provides for ranges of approximately 50% from minimum to maximum. There is 5% between each pay grade. The structure recommended is transparent, permits employees to have a perspective that provides some security, but it still wholly dependent on the City's ability to fund future structure adjustments. The pay grade structures for Police and Fire have grades that are approximately 50% wide but the distance between grades varies significantly due to a request to create a structure that reflected the market.

Plan Implementation

MAG recommends that the new compensation structure go into effect as soon as feasible along with the recommended salary adjustments. The initial calculations reflect the optimal implementation plan. The first action is to bring employees at least to the minimum of the recommended pay range. An additional action of providing "equity" adjustments, based on time in current position, is also noted. If this level of funding is not practical, MAG can work with Administration to identify more affordable options for implementation. The total costs are noted in section 9.0.

Salary Compression

Salary compression, also known as wage or pay compression, is pay differential that results from various causes, but that is often deemed as unfair or unequal by members of the workforce within the organization. It is an issue that many management and human resources professionals deal with on a regular basis. There are numerous reasons for these kinds of differentials that

occur, and they often seem justified in the outset. However, over time, wage compression can lead to low morale and hurt feelings within the ranks of previously loyal employees.

Examples of Salary Compression

Salary compression is not a new concept. For example, it's a common practice for an organization to offer a higher starting salary to sought after employees who may be seen as "rock stars" or as someone who has a great deal to offer the organization. Higher pay is used as an incentive to lure the candidate. It is also seen when viewing fixed salaried professionals like managers and supervisors versus hourly employees who are eligible for perks like shift differentials and overtime pay. Sometimes pay inequities occur after a consolidation of two or more functional areas that were run very differently from one another previously. Wage compression can also occur in an organization with a large percentage of low wage earners when the low wage rates are increased; as new hires come on, they are earning the same amount as those who may have been with the organization for years.

Impact of Wage Compression

Impacts of wage compression can be seen on a one-to-one level or across entire organizations. Those whose pay is compressed, or who are receiving less money, are likely to be affected by low morale. They may feel discouraged, naturally. It doesn't make sense to continue working just as hard when their efforts are not perceived as being compensated.

This can lead to a more noticeable problem of poor performance in employees, which hurts the bottom line and ultimately affects everyone. There may also be retention issues related to salary compression. Those who feel slighted are more likely to look for alternate employment. High turnover rates are costly to any organization.

It may also be harder to recruit from within for higher level positions if employees see no economic benefit in accepting the added responsibility and work of a promotion.

Purpose of the Implementation Plan:

The foundation of the implementation calculation is one that is forward looking and does not look back on how current salaries came about. Transition to a new plan is not meant to change every pay decision, promotion or other legal changes in salary that have occurred over the tenure of the employee; nor is it meant to pretend the new pay structure should be retroactive in concept to the day an employee was hired.

To the extent that any uniform formula may result in unintended consequences, there may be isolated instances where administrative adjustments would be needed in order to address an inequity that is not readily apparent. This is not intended to address internal inequities, perceived by employees, that might result from previous pay structures or previous pay decisions. MAG assumes that all previous salary changes were based on information that was considered valid and appropriate at the time the decision was made.

SECTION 2.0
Proposed Compensation Philosophy

2.0 Proposed Compensation Philosophy for the City of Cleveland

The City of Cleveland strives to provide exemplary service to the community by being a model for 21st Century government.

Recognizing the importance of our workforce of dedicated and talented professional staff, we are committed to promoting organizational and community values that include: **exceptional service to the public; consistent and excellent performance; innovation; good fiscal, social, and environmental stewardship; and ethical behavior.**

To achieve and maintain our high standards of service and performance, the City must continue to attract and retain well-qualified staff who exemplify the organization's values. A public service environment that is attractive to such individuals depends upon many factors, including pride, teamwork, a competitive compensation program, and non-monetary benefits such as recognition in the workplace for accomplishments, professional development and opportunities for promotion and a positive work environment.

The City is committed to being an "employer of choice" as part of an overall strategy of attracting and retaining talent that will uphold the City's organizational values.

The compensation program is committed to retaining and attracting high-skilled, high-performing staff capable of delivering the highest standards of public service to our community. The City expects all staff to consistently perform to those high standards in their work performance, customer service, ethics and passion for public service.

The City strives to administer pay and benefits in a way that is fair and transparent to all, that provides equal pay for equal work, and that does not take into consideration race, ethnicity, religion, sex, gender, sexual orientation, gender identity or expression, or other factors unrelated to work performance.

In order to provide competitive, sustainable, and responsible compensation, the City will consider the following:

Total compensation which includes, but is not limited to, direct compensation, e.g. salary and indirect compensation such as health insurance, retirement, professional development and time-off benefits.

In evaluating competitive compensation, the City will consider:

- A. Financial sustainability as reflected by the City's financial forecasts and revenue projections, competing service priorities, long-term liabilities, capital improvement and other asset requirements, and fund reserve levels.
- B. The "relevant labor market" which may vary depending upon classification but is primarily defined by geographic region (predominately local and/or state-wide) and key markets (municipal and other government agencies) and if applicable, private sector when readily available and effectively comparable.
- C. "Internal Relationships" referring to the relative value of classifications to one another as determined by the City. The City will compare responsibilities, skill level, knowledge, ability and judgment to determine similarity, and evaluate the equity of pay differentials.
- D. Other relevant factors may include unforeseen economic, regulatory or service changes.
- E. We seek transparency with the community, recognizing that taxpayers and ratepayers ultimately fund all employee compensation and deserve commensurate value from all those who work for the City. This includes not only disclosure of the components of workforce compensation, but adequate advance notice of material policy changes in order to participate effectively in decision-making that affects the City's finances.

Ideally, every five years, the City will evaluate its compensation structure, programs and policies to assess market competitiveness, effectiveness and compliance with applicable State and federal law. This is with the understanding that more frequent adjustments to the compensation structure may be needed as a result of intermittent evaluations or other factors already cited. This will be accomplished by working with City human resources staff to fairly apportion compensation and benefits, utilizing all the resources and tools available to the City.

SECTION 3.0
Selected Compensation Policy Recommendations

3.0 – Selected Compensation Policies

As part of the overall study, Management Advisory Group typically offers observations and recommendations regarding best practices in compensation policies. These observations are not meant to replace existing policies, but to provide a fresh look and compare the City's compensation policies against "best practices". An objective statement of compensation policies also includes the expressed outcome to attract, reward and retain highly qualified employees who can help the City achieve its mission. In support of the vision statement, MAG observations may assist the City as it strives to provide a total compensation program that enables the City to:

- attract and retain a high-quality and diverse workforce;
- reward and retain qualified employees;
- provide a fair and consistent framework for assigning jobs;
- maintain salary structures at market competitive levels;
- ensure fair and consistent pay practices;
- comply with applicable laws and regulations; and,
- operate within the constraints of fiscal resources;
- be an employer that inspires excellence.

As an employer, the City embraces a fair and equitable compensation plan to support achievement of the following goals.

1. The City strives to provide a total compensation program that is fiscally sound, equitable and competitive in the defined marketplace.
2. Both benchmarking of select classifications and consideration of the job profile is used as a best practice for compensation of similar positions.
3. Competitive ranges are established for all positions to provide the flexibility needed to adapt to market changes, maintain internal equity and address needs of the City that will ensure a high level of service to the residents of the City.
4. Starting pay for new employees is based upon education and work experience related to positional requirements as well as market conditions.
5. Pay adjustments, other than allowances and supplements, are provided to employees when appropriate to address equity, market responsiveness, and consistency in the administration of the City's compensation program.
6. Employees are eligible for pay increases resulting from true promotions and reclassifications.

7. Part-time/temporary employees may not be eligible for the same benefits as full-time employees.
8. Fair Labor Standards requirements will be applied fairly and consistently to applicable positions.
9. Benefit plans and other non-cash compensation plans are reviewed periodically for competitiveness, cost effectiveness, and their value to employees and the City.
10. Pay ranges for the City job groups are reviewed as needed or required by collective bargaining agreements, but not less than every five years.

Compensation Policies:

The following recommendations cover recommendations for both the implementation of the plan, as well as the on-going administration of the plan.

Numerous opportunities exist for varied work experiences and career advancement within the City. The following outlines how associated pay changes can be administered based on the category of change. All final decisions on the administration of pay are subject to approval by the City Council. In all instances of employee/job reassignment, the employee would be placed in the range, not to exceed the maximum of the range unless specifically stated. Unless otherwise stated, any change in pay would be effective with the next full pay period.

A. Reclassification

1. When a job has been reclassified to a higher pay grade, the employee's salary shall increase at least 5% in the new pay grade that includes the new salary but is not more than the maximum salary of the new pay grade.

If the reclassification results in an upgrade of one pay grade, the employee's pay will be moved upward by 5%. An upgrade of two or more pay grades will increase the employee's pay by an additional 2.5% increase for each additional pay grade, up to a maximum of 15%. Any increase of more than 10% would require documentation by the department or agency and a supporting recommendation from Human Resources.

For general reclassifications done as a result of an internal or external compensation study, or as a result of a normal budget process review, if the employee has been in the position since on, or before, the first day of the fiscal year, the effective date of any approved change will be the first day of the fiscal year, or the effective date of implementation as approved by the City Council.

Otherwise, for an individual reclassification, done outside the normal budget cycle, the effective date of the pay increase will be consistent with the next full pay period.

Reclassification or changes in pay grade, whether resulting from an internal or external compensation study or individual change in pay grade, shall **not be** retroactive with respect to calculating the new salary.

Internal Equity Adjustments as a result of the implementation of a system-wide study shall not be subject to the same guidelines as the “Reclassification” guideline. Internal Equity Adjustments can be the result of the application of a formula, applied to all positions in the same pay plan, and are done to ensure that employees’ salaries are internally equitable and are not done to reflect an individual “job audit” of a single member incumbent.

Internal Equity Adjustments are also not tied to performance measures. ***The leadership may determine an Internal Equity Adjustment strategy that is separate and apart from the guidelines that cover reclassification.***

Internal Equity Adjustments, resulting from an internal or external comprehensive review, can be to a higher, or lower, pay grade and are not considered a reclassification, promotion or demotion.

2. When a job has been reclassified to a lower pay grade, the affected employee(s) shall have their pay grade adjusted accordingly. The effective date will be the day following the Council adoption date and the change will be reflected in the next full pay period.

If, after the pay grade adjustment, the employee(s) salary is greater than the maximum salary of the new pay range, the employee will continue to be paid at the higher rate of pay, the salary would be “frozen” and the employee is typically ineligible for any pay adjustment until the range “catches up” with the salary and allows for movement.

B. Promotion

1. When an employee is promoted, as a result of a job change or job progression, to a higher pay grade position, within the same, or to a different, salary schedule, the salary placement within the new pay grade shall be determined as follows: *apply 5% on the salary of the previous grade/schedule and salary for promotions of one pay grade, and an additional 2.5% for each additional pay grade up to a maximum of 15%.* The resulting pay will be no less than the minimum of the new pay grade and

no less than a 5% salary increase, but not more than the maximum salary of the assigned pay grade. The effective date will be the day of approval.

2. There may be times when the uniqueness of an individual job and level or necessary skills required by the City, and not just possessed by the incumbent, may require a higher salary schedule placement than stipulated in this section. Under such circumstances, the City Manager *may approve a higher salary placement within the assigned pay grade.*

C. Lateral Transfer

A lateral transfer occurs when an employee is transferred from one job class to another in the same pay grade. When there is no change in pay grade there shall be no adjustment in base salary. A lateral transfer is not considered a reclassification or a promotion.

Temporary Assignment(s)

1. “Acting” or temporary assignment(s) occurs when the City recognizes a critical job assignment need that must be met and cannot be met through the normal recruitment process. This can occur when an unexpected vacancy occurs; when a mission critical job cannot be filled in a timely fashion; or when a mission objective changes abruptly and requires an immediate action.
2. Temporary or “acting” assignment(s) would be anticipated to last more than 30 days, but less than 6 months. A temporary or “acting” assignment is to fill a vacancy and not to assume the duties of another employee who is on approved leave, i.e. vacation, holiday, medical, or other short-term absence(s).
3. If the position assigned is lower in pay grade (or substantially equivalent pay range) this would not result in a lower salary for the assigned employee even if the employee’s salary exceeded the maximum of the new pay range.
4. If the position assigned is higher in pay grade and extends beyond 30 days, but less than 6 months, there should be a 5% “temporary assignment” pay adjustment for the first pay grade and 2.5% for each additional pay grade to a maximum of 15% or the minimum of the grade, whichever is higher. The employee’s salary shall not exceed the maximum of the assigned range. Employees receiving temporary assignment pay shall sign an agreement acknowledging the understanding that they are receiving “Temporary Assignment Pay” and also acknowledging that when the temporary assignment ends, the “assignment pay” will also end.

D. Hiring

1. The hire rate for a new employee with no equivalent and/or relevant level experience is typically the minimum of the salary range to which the job classification is assigned.
2. New hiring rates (or re-hires) for employees may consider directly relevant experience and/or experience that can be verified by the Human Resources Department. *Employees who have left the City and have been officially terminated will be re-hired using this formula and will not be rehired at the previous salary.*
3. Internal Equity is an equally important consideration in filling a vacant position. Before a salary offer is made, Human Resources will also consider the current salaries, level of education, relevant licenses/certifications and length of service in the same/similar job class or classes of current incumbents. It is the policy of the City to make every effort to avoid inverted salary relationships by bringing in newly hired employees at a salary that exceeds the current salaries of comparably placed existing employees in the same/similar job class.
4. The Human Resources department may additionally consider a higher salary offer if the open position is determined to be a “hard to fill” position.

“Hard to fill” positions will be determined by the Human Resources Department and will be based on the length of time the position has remained unfilled, the difficulty to recruit, the “mission critical” nature of the work and the market conditions of the position, at the time of a vacancy.

5. Hiring Range is typically considered that span in salary between the minimum of the range and the market point for most positions. For Directorships or Assistant Director level positions, the qualifications of the applicant and/or the needs of the City should include the discretion to hire anywhere within the range. However, consideration should still be given to existing salaries of other employees who are in directly comparable leadership positions.

E. Maximum of the Range

Ranges are established to reflect the market value of a given job profile and not an incumbent. Once an employee reaches the maximum of his/her assigned range, the salary is frozen, and the employee is not eligible for any additional compensation unless there is a range movement that would result in a higher maximum.

G. Salary Adjustment for Department Directors

There should be some flexibility for making salary adjustments for Departmental Directors, beyond an annual increase, when it is based on exceptional performance. The salaries of other substantially equivalent employees should also be given consideration to not create undue inequity in the salary relationships between and among comparable levels of peers.

Future Salary Adjustment Recommendations

The cost to implement and maintain the compensation system should be driven by changes in the labor market and/or internal relationships and should be applied globally to the system, which, in turn, adjusts each salary range. Compensation systems that are well maintained address *two primary issues* on an annual basis:

- the cost to maintain competitiveness within the system; and
- the cost to adjust individual salaries.

From time to time, the City may determine the need to adjust pay grades/ranges based on some factor, such as the Employment Cost Index (ECI) to maintain competitiveness at salary range minimums and hiring rates, as well as accommodate current incumbent pay progression within the grades. Ideally, funding permitting, the City should conduct a salary/market review periodically to assess market conditions and ensure a competitive posture in personnel recruitment and retention. At this time, a more detailed comparison to the external market, as well as, to immediate competitors can be made using a comprehensive methodology such as that used in this review.

Proposed Compensation Plan

Regardless of an organization's philosophy concerning advancement opportunities afforded to employees, it is essential that movements in the economy, and more specifically, the labor market in which the City competes, be addressed at the system level. Accordingly, salary administration procedures should take their priority based on funding levels and the City's philosophies on pay.

Placement of Employees Within the New Proposed Ranges

For employees whose current salary level is below the minimum level in the assigned range, the salary level would be the minimum in the range.

For employees with current salary levels exceeding the maximum level in the assigned range, the salary would be frozen at that level, and the employee would be ineligible for any merit or cost of living increases until the range is adjusted to allow movement.

The placement of employees within the newly proposed salary plan is based on a formula designed to address internal equity. *No salary for any employee is recommended for reduction.* Each employee has a calculated target salary and is then recommended for placement within the range.

Proposed Compensation Under the New Plan

The Classification Manager[®] software has established a target salary for each employee by first calculating the cost to raise the incumbent to the minimum of the new range (if appropriate). A formula is then applied that calculates a target salary for the employee based on the total days of service in his/her proposed job class. This calculation is based on the number of days in the “Years to Maximum” and the difference between the range minimum and maximum, in dollars.

Plan Implementation

MAG recognizes that implementation of the new or revised compensation and classification programs must consider the financial disposition, current salary levels, and other variables unique to the City. Only after all these factors are considered, can a feasible implementation program be designed. MAG has worked to provide an implementation plan that will address the current inequities and will provide a framework for external competitiveness.

It is especially important that during the current economic times that the City retain its highly qualified work force by providing a fair, and competitive, compensation program. Additionally, it is equally important, that the City does not overpay for positions. The proposed implementation plan carefully balances these two important considerations.

SECTION 4.0
Introduction to Total Rewards

4.0 – Introduction to Total Rewards

Total Rewards

Total rewards are the monetary and non-monetary returns provided to employees in exchange for their time, talents, efforts and results. It involves the deliberate integration of five key elements that effectively attract, motivate and retain the talent required to achieve desired business results. The five key reward elements are:

- Remuneration/Compensation;
- Benefits;
- Work-Life;
- Performance and Recognition; and,
- Development and Career Opportunities.

These elements represent the “tool kit” from which an organization chooses to offer and align a value proposition that creates value for both the organization and the employee. An effective total rewards strategy is the art of combining these five elements into tailored packages designed to achieve optimal motivation. This results in satisfied, engaged and productive employees, who in turn create desired business performance and results. In this successful exchange relationship, the employee provides time, talent, efforts and results --- and the employer provides a total rewards package that is perceived as valuable by the employee.

The Context for Total Rewards

Total rewards operate in the context of an overall organizational strategy, organizational culture and human resources strategy. Indeed, an organization’s exceptional culture or external brand value may be considered a critical component of the total employment value proposition. In addition, other external influences on an organization that affect total rewards design include:

- Legal/regulatory issues;
- Cultural influences and practices;
- Competition; and,
- Labor market.

Total Reward Definitions and Examples

Remuneration/Compensation

Pay provided by an employer to an employee for services rendered (i.e. time, effort and skill).

Remuneration/Compensation comprises four core elements:

- Fixed pay – Also known as “base or basic pay”, fixed pay is nondiscretionary compensation that does not vary according to performance or results achieved. It usually is determined by the organization’s pay philosophy and structure.

- Variable pay – Also known as “pay at risk”, variable pay changes directly with the level of performance or results achieved. It is a one-time payment and must be re-established and re-earned each performance period.
- Short-term incentive pay – A form of variable pay, short-term incentive pay is designed to focus and reward performance over a period of one year or less.
- Long-term incentive pay – A form of variable pay, long-term incentive pay is designed to focus and reward performance over a period longer than one year.

Benefits

Programs an employer uses to supplement the cash compensation that employees receive. These programs are designed to protect the employee and his or her family from financial risks and can be categorized into the following elements:

- Social Insurance;
- Unemployment;
- Worker’s compensation;
- Social Security; and,
- Disability (occupational).

Group Insurance

- Medical
- Dental
- Vision
- Prescription Drug
- Mental Health
- Life Insurance
- Accidental Death and Dismemberment Insurance (AD&D)
- Disability
- Retirement
- Savings

Pay for Time Not Worked

These programs are designed to protect the employee’s income flow when not actively engaged at work.

- At work (breaks, clean-up time, uniform changing time); and,
- Away from work (vacation, government holidays, company holidays, personal days).

Work-Life

A specific set of organizational practices, policies and programs, plus a philosophy, which actively supports efforts to help employees achieve success at both work and home. There are seven major categories of organizational support for work-life effectiveness in the workplace. These categories encompass compensation, benefits and other human resources programs.

In combination, they address the key intersections of the worker, his or her family, the community and the workplace. The seven categories are:

- Workplace flexibility;
- Paid and unpaid time off;
- Health and well-being;
- Caring for dependents;
- Financial support;
- Community involvement; and,
- Management involvement/culture change interventions.

Performance & Recognition

Performance: A key component of organizational success, alignment of organizational, team and individual performance is assessed in order to understand what was accomplished, and how it was accomplished. Performance involves the alignment of organizational, team and individual effort toward the achievement of business goals and organizational success.

Performance planning is a process whereby expectations are established linking individual with team and organizational goals. Care is taken to ensure goals at all levels are aligned, and there is clear line of sight from performance expectations of individual employees all the way up to the organizational objectives and strategies set at the highest levels of the organization.

Performance is the manner of demonstrating a skill or capacity.

Performance feedback communicates how well people do a job or task compared to expectations, performance standards and goals. Performance feedback can motivate employees to improve performance.

Recognition acknowledges or gives special attention to employee actions, efforts, behavior or performance. It meets an intrinsic psychological need for appreciation of one's efforts and can support business strategy by reinforcing certain behaviors (e.g., extraordinary accomplishments) that contribute to organizational success. Whether formal or informal, recognition programs acknowledge employee contributions immediately after the fact, usually without predetermined goals or performance levels that the employee is expected to achieve. Awards can be cash or non-cash (e.g., verbal recognition, trophies, certificates, plaques, dinners, tickets, etc.). The value of recognition plans is that they:

- Reinforce the value of performance improvement;
- Foster continued improvement, although it is not guaranteed;
- Formalize the process of showing appreciation;
- Provide positive and immediate feedback; and,
- Foster communication of valued behavior and activities.

Development and Career Opportunities

Development: A set of learning experiences designed to enhance employees' applied skills and competencies. Development engages employees to perform better and engages leaders to advance their organization's people strategies.

Career Opportunities: A plan for employees to advance their career goals and may include advancement into a more responsible position in an organization. The organization supports career opportunities internally so that talented employees are deployed in positions that enable them to deliver their greatest value to the organization. Development and career opportunities include the following:

Learning Opportunities

- Tuition assistance;
- Corporate universities;
- New technology training;
- Attendance at outside seminars, conferences, virtual education, etc.;
- Self-development tools and techniques;
- On-the-job learning; rotational assignments at a progressively higher level;
- Sabbaticals with the express purpose of acquiring specific skills, knowledge or experience;
- Coaching/Mentoring;
- Leadership training;
- Access to experts/information networks association memberships, attendance and/or presentation at conferences;
- Exposure to resident experts; and,
- Formal or informal mentoring programs in or outside one's own organization.

Advancement Opportunities

Internships

- Apprenticeships with experts;
- International assignments;
- Internal job postings;
- Job advancement/promotion;
- Career ladders and pathways;
- Succession planning; and,
- Providing defined and respectable "on and off ramps" throughout the career life cycle.

An Integrated Total Rewards Strategy

Culture

Culture consists of the collective attitudes and behaviors that influence how individuals behave. Culture determines how and why a company operates in the manner that it does.

Typically, it is comprised of a set of often unspoken expectations, behavioral norms and performance standards to which the organization has become accustomed. Culture change is difficult to achieve because it involves changing attitudes and behaviors by altering their fundamental beliefs and values. Organizational culture is subject to internal and external influences; thus, culture is depicted as a contextual element of the total rewards model, overlapping within and outside the organization.

Environment

Environment is the total cluster of observable physical, psychological and behavioral elements in the workplace. It is the tangible manifestation of organizational culture. Environment sets the tone, as everyone who enters the workplace reacts to it, either consciously or unconsciously. Because they are directly observable and often measurable, specific elements of the environment can be deliberately manipulated or changed. The external environment in which an organization operates can influence the internal environment; thus, environment is depicted as a contextual element of the total rewards model, overlapping within and outside the organization.

Attraction

The ability of an organization to attract the right kind of talent necessary to achieve organizational success. Attraction of an adequate (and perpetual) supply of qualified talent is essential for the organization's survival, and it is one of the key planks of business strategy. One way an organization can address this issue is to determine which "attractors" within the total rewards program brings the kind of talent that will drive organizational success. A deliberate strategy to attract the quantity and quality of employees needed to drive organizational success is one of the key planks of business strategy.

Retention

An organization's ability to keep employees who are valued contributors to organizational success for as long as is mutually beneficial. Desired talent can be kept on staff by using a dynamic blend of elements from the total rewards package as employees move through their career lifecycles. However, not all retention is desirable, which is why a formal retention strategy with appropriate steps is essential.

Motivation

The ability to cause employees to behave in a way that achieves the highest performance levels. Motivation is comprised of two types:

- **Intrinsic Motivation** is linked to factors that include an employee's sense of achievement, respect for the whole person, trust, appropriate advancement opportunities and others, intrinsic motivation consistently results in higher performance levels.
- **Extrinsic Motivation** is most frequently associated with rewards that are tangible, such as compensation and benefits.

There are also defined levels of intensity regarding motivation:

- *Satisfaction* – how much I like things here.
- *Commitment* – how much I want to be here.
- *Engagement* – how much I will actually do to improve business results.

SECTION 5.0
Salary Survey Data Summary

Salary Survey Results Summary

Salary Survey Results for CLEVELAND, TN

Job Class Title	Averages For Each Job Class					CLEVELAND								
	Min	Mid	Max	Start	Avg	Actual	Range Width	Min	Mid	Max	Range Width			
PUBLIC SERVICE WORKER	\$25,956	\$32,872	\$39,787			\$34,382	53.3%	\$23,609	-9.9%	\$30,913	-6.3%	\$38,216	-4.1%	61.9%
TREE TRIMMER I	\$30,865	\$39,568	\$48,271				56.4%	\$29,615	-4.2%	\$38,776	-2.0%	\$47,937	-0.7%	61.9%
ANIMAL CONTROL OFFICER	\$33,465	\$42,076	\$50,687				51.5%	\$29,615	-13.0%	\$38,776	-8.5%	\$47,937	-5.7%	61.9%
ACCOUNTING TECHNICIAN	\$33,630	\$42,343	\$51,055				51.8%	\$29,615	-13.6%	\$38,776	-9.2%	\$47,937	-6.5%	61.9%
ACCOUNTS PAYABLE CLERK	\$36,129	\$44,449	\$52,768				46.1%	\$29,615	-22.0%	\$38,776	-14.6%	\$47,937	-10.1%	61.9%
MEO III	\$35,299	\$44,566	\$53,834				52.5%	\$33,171	-6.4%	\$43,432	-2.6%	\$53,693	-0.3%	61.9%
FIREFIGHTER	\$36,472	\$44,730	\$52,987				45.3%	\$37,148	1.8%	\$48,640	8.0%	\$60,132	11.9%	61.9%
EXECUTIVE SECRETARY I	\$36,623	\$47,083	\$57,542				57.1%	\$37,148	1.4%	\$48,640	3.2%	\$60,132	4.3%	61.9%
POLICE OFFICER	\$38,436	\$47,544	\$56,652			\$44,096	47.4%	\$37,148	-3.5%	\$48,640	2.3%	\$60,132	5.8%	61.9%
MECHANIC III	\$37,636	\$47,689	\$57,741			\$50,045	53.4%	\$41,607	9.5%	\$54,478	12.5%	\$67,349	14.3%	61.9%
ENGINEERING TECHNICIAN	\$39,707	\$50,589	\$61,471				54.8%	\$41,607	4.6%	\$54,478	7.1%	\$67,349	8.7%	61.9%
BUILDING INSPECTOR	\$39,979	\$50,609	\$61,239			\$43,472	53.2%	\$41,607	3.9%	\$54,478	7.1%	\$67,349	9.1%	61.9%
FIRE DRIVER/ENGINEER	\$41,793	\$51,077	\$60,360				44.4%	\$41,607	-0.4%	\$54,478	6.2%	\$67,349	10.4%	61.9%
RECREATION PROGRAM MANAGER	\$45,144	\$57,489	\$68,292			\$38,896	51.3%	\$46,601	3.1%	\$61,017	5.8%	\$75,432	9.5%	61.9%
ACCOUNTANT	\$47,472	\$60,091	\$72,711				53.2%	\$46,601	-1.9%	\$61,017	1.5%	\$75,432	3.6%	61.9%
FIRE LIEUTENANT	\$48,846	\$60,208	\$71,570				46.5%	\$46,601	-4.8%	\$61,017	1.3%	\$75,432	5.1%	61.9%
POLICE SERGEANT	\$48,878	\$60,335	\$71,792			\$53,518	46.9%	\$46,601	-4.9%	\$61,017	1.1%	\$75,432	4.8%	61.9%
ASSISTANT CITY CLERK	\$48,568	\$61,812	\$75,056			\$45,261	54.5%	\$52,193	6.9%	\$68,338	9.6%	\$84,484	11.2%	61.9%
FIRE CAPTAIN	\$54,467	\$65,783	\$77,098				41.6%	\$52,193	-4.4%	\$68,338	3.7%	\$84,484	8.7%	61.9%
FLEET MANAGER	\$55,033	\$71,418	\$87,804				59.5%	\$52,193	-5.4%	\$68,338	-4.5%	\$84,484	-3.9%	61.9%
POLICE LIEUTENANT	\$60,327	\$72,603	\$84,879			\$68,453	40.7%	\$52,193	-15.6%	\$68,338	-6.2%	\$84,484	-0.5%	61.9%
GIS ADMINISTRATOR	\$57,894	\$73,379	\$88,864				53.5%	\$58,456	1.0%	\$76,539	4.1%	\$94,622	6.1%	61.9%
FIRE BATTALION COMMANDER	\$64,013	\$76,168	\$88,323				38.0%	\$58,456	-9.5%	\$76,539	0.5%	\$94,622	6.7%	61.9%
POLICE CAPTAIN	\$64,939	\$80,968	\$96,996				49.4%	\$58,456	-11.1%	\$76,539	-5.8%	\$94,622	-2.5%	61.9%
HUMAN RESOURCES DIRECTOR	\$74,783	\$94,169	\$113,554			\$52,957	51.8%	\$73,326	-2.0%	\$96,010	1.9%	\$118,693	4.3%	61.9%
INFORMATION TECHNOLOGY DIRECTOR	\$77,216	\$97,711	\$118,206				53.1%	\$73,326	-5.3%	\$96,010	-1.8%	\$118,693	0.4%	61.9%
DIRECTOR OF PARKS & RECREATION	\$77,669	\$97,785	\$117,900			\$54,704	51.8%	\$82,125	5.4%	\$92,572	-5.6%	\$103,019	-14.4%	25.4%
CITY ENGINEER	\$80,920	\$101,818	\$122,716			\$97,323	51.7%	\$73,326	-10.4%	\$96,010	-6.0%	\$118,693	-3.4%	61.9%
PUBLIC WORKS DIRECTOR	\$86,328	\$109,345	\$132,362			\$83,075	53.3%	\$82,125	-5.1%	\$92,572	-18.1%	\$103,019	-28.5%	25.4%
POLICE CHIEF	\$90,887	\$110,742	\$130,597			\$76,398	43.7%	\$82,125	-10.7%	\$92,572	-19.6%	\$103,019	-26.8%	25.4%
FIRE CHIEF	\$89,549	\$112,452	\$135,355				51.2%	\$82,125	-9.0%	\$92,572	-21.5%	\$103,019	-31.4%	25.4%
ASSISTANT CITY MANAGER/CFO	\$89,794	\$113,622	\$137,450				53.1%	\$92,029	2.4%	\$120,498	5.7%	\$148,966	7.7%	61.9%

Survey Averages	\$54,022	\$67,597	\$81,123			\$57,122	50.37%	\$52,005	-3.88%	\$66,223	-2.07%	\$80,441	-0.85%	54.68%
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SECTION 6.0
Proposed Pay Plans

Proposed Pay Plans

**Proposed Pay Plans
Cleveland, TN**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
Fire				
201		\$37,722.13	\$41,871.56	\$56,526.61
3000	FIREFIGHTER			
3009	FIREFIGHTER GRANDFATHERED ACCR			
202		\$43,042.83	\$47,777.54	\$64,499.68
3001	FIRE DRIVER/ENGINEER			
203		\$50,095.83	\$55,606.37	\$75,068.60
2406	FIRE INSPECTOR			
3003	FIRE LIEUTENANT			
204		\$55,717.38	\$61,846.30	\$83,492.50
3004	FIRE CAPTAIN			
3007	FIRE CAPTAIN GRANDFATHERED ACC			
3005	FIRE TRAINING CAPTAIN			
205		\$65,263.33	\$72,442.30	\$97,797.09
3006	FIRE BATTALION COMMANDER			

9 Active Proposed Classes in the Fire Pay Plan

**Proposed Pay Plans
Cleveland, TN**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
Police				
301		\$39,686.08	\$44,051.55	\$59,469.60
3402	POLICE OFFICER			
3407	POLICE OFFICER/BOMB TECH			
3408	POLICE OFFICER/CRIMINAL INTELLIGENCE			
3410	POLICE OFFICER/CST			
3405	POLICE OFFICER/K9 UNIT			
3406	POLICE OFFICER/MPO			
3404	POLICE OFFICER/SRO			
3403	POLICE OFFICER/SRT			
302		\$50,128.29	\$55,642.40	\$75,117.23
3413	POLICE DETECTIVE			
3411	POLICE SERGEANT			
303		\$61,577.59	\$68,351.12	\$92,274.02
3412	POLICE LIEUTENANT			
304		\$66,189.13	\$73,469.94	\$99,184.42
3414	POLICE CAPTAIN			

12 Active Proposed Classes in the Police Pay Plan

**Proposed Pay Plans
Cleveland, TN**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
Unified				
102		\$27,281.08	\$30,282.00	\$40,880.70
3800	PUBLIC SERVICE WORKER			
5000	RECREATION ASSISTANT			
103		\$28,645.13	\$31,796.10	\$42,924.73
1008	ACCOUNTING ASSISTANT			
1001	RECORDS RECONCILIATION SPECIALIST			
4004	SIGN TECHNICIAN			
105		\$31,581.26	\$35,055.20	\$47,324.52
1002	ACCOUNTING TECHNICIAN			
1009	ADMINISTRATIVE ASSISTANT			
4000	EQUIPMENT OPERATOR I			
1024	EVIDENCE TECHNICIAN			
1025	EVIDENCE/RECORDS ASSISTANT			
1005	RECORDS RECONCILIATION SPECIALIST, SENIOR			
2795	SUPPORT SERVICES TECH			
107		\$34,818.34	\$38,648.36	\$52,175.29
3400	ANIMAL CONTROL OFFICER			
4001	EQUIPMENT OPERATOR II			
4006	GROUNDS SPECIALIST			
2805	RECREATION PROGRAMS SUPERVISOR			
1003	SHELTER OFFICE COORDINATOR			
4003	TREE TRIMMER I			
109		\$38,387.22	\$42,609.82	\$57,523.25
1004	ACCOUNTS PAYABLE TECHNICIAN			
3401	ANIMAL CONTROL OFFICER SR			
4009	BUILDING DIVISION TECHNICIAN			
2400	CODES INSPECTOR			
4007	CONCRETE/BRICK MASON			
4002	EQUIPMENT OPERATOR III			
2819	FLEET INVENTORY SPECIALIST			
2790	SUPPORT SERVICES SUPERVISOR			
4005	TREE TRIMMER II			
111		\$42,321.91	\$46,977.32	\$63,419.38
1011	ADMINISTRATIVE COORDINATOR			
2402	BUILDING INSPECTOR			
1010	BUSINESS TAX ASSOCIATE			
2404	CONSTRUCTION INSPECTOR			
4008	IT TECHNICIAN			
4010	MECHANIC			
2804	PARKS FACILITIES MAINTENANCE SUPERVISOR			
4011	PLANNER/CODE INSPECTION SUPERVISOR			
2803	SIGNS AND MARKINGS SUPERVISOR			
4018	SITE PLAN TECHNICIAN			
2401	STORMWATER INSPECTOR			

**Proposed Pay Plans
Cleveland, TN**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
Unified				
113		\$46,659.90	\$51,792.50	\$69,919.87
2801	CREW LEADER			
2802	FLEET MAINTENANCE SUPERVISOR			
1012	NETWORK OPERATIONS COORDINATOR			
2806	RECREATION CENTER SUPERVISOR			
2807	RECREATION PROGRAM MANAGER			
2403	SITE PLAN EXAMINER/BUILDING INSPECTOR			
2800	SUPPORT SERVICE MANAGER			
114		\$48,992.90	\$54,382.12	\$73,415.86
1026	ACCOUNTANT			
2405	CONSTRUCTION INSPECTOR/SAFETY COOR			
2810	GENERAL SUPERVISOR			
1007	PAYROLL/INSURANCE SPECIALIST			
1014	PURCHASING/BUDGET COORDINATOR			
4012	STORMWATER COORDINATOR			
117		\$56,715.41	\$62,954.10	\$84,988.03
1017	ACCOUNTANT SENIOR			
2811	ANIMAL CONTROL DIRECTOR			
1015	ASSISTANT CITY CLERK			
2812	FLEET DIRECTOR			
4014	TRANSPORTATION PLANNER			
118		\$59,551.18	\$66,101.80	\$89,237.44
1018	911 NETWORK ADMINISTRATION			
2818	DIRECTOR, POLICE ADMINISTRATIVE SERVICES			
4017	GIS ADMINISTRATOR			
4016	REDEVELOPMENT COORDINATOR			
4013	STAFF ENGINEER			
120		\$65,655.17	\$72,877.24	\$98,384.28
1016	ASSISTANT TO CITY MANAGER			
4015	ENGINEER - PE (STORM WATER)			
122		\$72,384.83	\$80,347.16	\$108,468.66
2823	ASSISTANT DIRECTOR - DES			
2814	ASSISTANT HUMAN RESOURCES DIRECTOR			
2820	ASSISTANT POLICE CHIEF			
2815	ASSISTANT PUBLIC WORKS DIRECTOR			
2821	DEPUTY FIRE CHIEF			
2000	FORESTRY/LANDSCAPING DIRECTOR			
2001	JETPORT MANAGER			
2817	TRANSPORTATION DIRECTOR			
2816	TRANSPORTATION ENGINEER - PE			
124		\$79,804.27	\$88,582.74	\$119,586.70
4019	CITY ENGINEER - PE			
2003	DIRECTOR OF HUMAN RESOURCES			

**Proposed Pay Plans
Cleveland, TN**

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
Unified				
124		\$79,804.27	\$88,582.74	\$119,586.70
2007	DIRECTOR OF PARKS & RECREATION			
2002	INFORMATION TECHNOLOGY DIRECTOR			
125		\$83,794.49	\$93,011.88	\$125,566.04
2006	DIRECTOR OF DEVELOPMENT & ENGINEERING			
2008	PUBLIC WORKS DIRECTOR			
127		\$92,383.41	\$102,545.60	\$138,436.55
2005	FIRE CHIEF			
2004	POLICE CHIEF			
129		\$101,852.72	\$113,056.52	\$152,626.30
1020	ASSISTANT CITY MANAGER/CFO			
134		\$129,992.75	\$144,291.95	\$194,794.14
1022	CITY MANAGER			

82 Active Proposed Classes in the Unified Pay Plan

Proposed Pay Plans
Cleveland, TN

<i>Code</i>	<i>Proposed Class Title</i>	<i>Ann Min</i>	<i>Mkt</i>	<i>Ann Max</i>
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103 Active Classes in Cleveland, TN

SECTION 7.0
Alphabetical Listing of Job Classes

Proposed Class List By Title

Proposed Class List By Title

Cleveland, TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
9							
911 NETWORK ADMINISTRATION	1018	Unified	118	\$59,551.18	\$66,101.80	\$89,237.44	<u>1</u>
A							
ACCOUNTANT	1026	Unified	114	\$48,992.90	\$54,382.12	\$73,415.86	<u>1</u>
ACCOUNTANT SENIOR	1017	Unified	117	\$56,715.41	\$62,954.10	\$84,988.03	<u>1</u>
ACCOUNTING ASSISTANT	1008	Unified	103	\$28,645.13	\$31,796.10	\$42,924.73	<u>2</u>
ACCOUNTING TECHNICIAN	1002	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>1</u>
ACCOUNTS PAYABLE TECHNICIAN	1004	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>1</u>
ADMINISTRATIVE ASSISTANT	1009	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>3</u>
ADMINISTRATIVE COORDINATOR	1011	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>5</u>
ANIMAL CONTROL DIRECTOR	2811	Unified	117	\$56,715.41	\$62,954.10	\$84,988.03	<u>1</u>
ANIMAL CONTROL OFFICER	3400	Unified	107	\$34,818.34	\$38,648.36	\$52,175.29	<u>2</u>
ANIMAL CONTROL OFFICER SR	3401	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>2</u>
ASSISTANT CITY CLERK	1015	Unified	117	\$56,715.41	\$62,954.10	\$84,988.03	<u>1</u>
ASSISTANT CITY MANAGER/CFO	1020	Unified	129	\$101,852.72	\$113,056.52	\$152,626.30	<u>1</u>
ASSISTANT DIRECTOR - DES	2823	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
ASSISTANT HUMAN RESOURCES DIRECTOR	2814	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
ASSISTANT POLICE CHIEF	2820	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
ASSISTANT PUBLIC WORKS DIRECTOR	2815	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
ASSISTANT TO CITY MANAGER	1016	Unified	120	\$65,655.17	\$72,877.24	\$98,384.28	<u>2</u>
B							
BUILDING DIVISION TECHNICIAN	4009	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>1</u>
BUILDING INSPECTOR	2402	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>2</u>
BUSINESS TAX ASSOCIATE	1010	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
C							
CITY ENGINEER - PE	4019	Unified	124	\$79,804.27	\$88,582.74	\$119,586.70	<u>1</u>
CITY MANAGER	1022	Unified	134	\$129,992.75	\$144,291.95	\$194,794.14	<u>1</u>
CODES INSPECTOR	2400	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>2</u>
CONCRETE/BRICK MASON	4007	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>1</u>
CONSTRUCTION INSPECTOR	2404	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
CONSTRUCTION INSPECTOR/SAFETY COOR	2405	Unified	114	\$48,992.90	\$54,382.12	\$73,415.86	<u>1</u>

Proposed Class List By Title

Cleveland, TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
CREW LEADER	2801	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>5</u>
D							
DEPUTY FIRE CHIEF	2821	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
DIRECTOR OF DEVELOPMENT & ENGINEERING	2006	Unified	125	\$83,794.49	\$93,011.88	\$125,566.04	<u>1</u>
DIRECTOR OF HUMAN RESOURCES	2003	Unified	124	\$79,804.27	\$88,582.74	\$119,586.70	<u>1</u>
DIRECTOR OF PARKS & RECREATION	2007	Unified	124	\$79,804.27	\$88,582.74	\$119,586.70	<u>1</u>
DIRECTOR, POLICE ADMINISTRATIVE SERVICES	2818	Unified	118	\$59,551.18	\$66,101.80	\$89,237.44	<u>1</u>
E							
ENGINEER - PE (STORM WATER)	4015	Unified	120	\$65,655.17	\$72,877.24	\$98,384.28	<u>1</u>
EQUIPMENT OPERATOR I	4000	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>10</u>
EQUIPMENT OPERATOR II	4001	Unified	107	\$34,818.34	\$38,648.36	\$52,175.29	<u>2</u>
EQUIPMENT OPERATOR III	4002	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>12</u>
EVIDENCE TECHNICIAN	1024	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>1</u>
EVIDENCE/RECORDS ASSISTANT	1025	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>1</u>
F							
FIRE BATTALION COMMANDER	3006	Fire	205	\$65,263.33	\$72,442.30	\$97,797.09	<u>3</u>
FIRE CAPTAIN	3004	Fire	204	\$55,717.38	\$61,846.30	\$83,492.50	<u>5</u>
FIRE CAPTAIN GRANDFATHERED ACC	3007	Fire	204	\$55,717.38	\$61,846.30	\$83,492.50	<u>0</u>
FIRE CHIEF	2005	Unified	127	\$92,383.41	\$102,545.60	\$138,436.55	<u>0</u>
FIRE DRIVER/ENGINEER	3001	Fire	202	\$43,042.83	\$47,777.54	\$64,499.68	<u>25</u>
FIRE INSPECTOR	2406	Fire	203	\$50,095.83	\$55,606.37	\$75,068.60	<u>3</u>
FIRE LIEUTENANT	3003	Fire	203	\$50,095.83	\$55,606.37	\$75,068.60	<u>18</u>
FIRE TRAINING CAPTAIN	3005	Fire	204	\$55,717.38	\$61,846.30	\$83,492.50	<u>1</u>
FIREFIGHTER	3000	Fire	201	\$37,722.13	\$41,871.56	\$56,526.61	<u>43</u>
FIREFIGHTER GRANDFATHERED ACCR	3009	Fire	201	\$37,722.13	\$41,871.56	\$56,526.61	<u>1</u>
FLEET DIRECTOR	2812	Unified	117	\$56,715.41	\$62,954.10	\$84,988.03	<u>1</u>
FLEET INVENTORY SPECIALIST	2819	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>1</u>
FLEET MAINTENANCE SUPERVISOR	2802	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>1</u>
FORESTRY/LANDSCAPING DIRECTOR	2000	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
G							
GENERAL SUPERVISOR	2810	Unified	114	\$48,992.90	\$54,382.12	\$73,415.86	<u>2</u>

Proposed Class List By Title

Cleveland, TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
GIS ADMINISTRATOR	4017	Unified	118	\$59,551.18	\$66,101.80	\$89,237.44	<u>1</u>
GROUNDS SPECIALIST	4006	Unified	107	\$34,818.34	\$38,648.36	\$52,175.29	<u>1</u>
I							
INFORMATION TECHNOLOGY DIRECTOR	2002	Unified	124	\$79,804.27	\$88,582.74	\$119,586.70	<u>1</u>
IT TECHNICIAN	4008	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
J							
JETPORT MANAGER	2001	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
M							
MECHANIC	4010	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>3</u>
N							
NETWORK OPERATIONS COORDINATOR	1012	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>1</u>
P							
PARKS FACILITIES MAINTENANCE SUPERVISOR	2804	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
PAYROLL/INSURANCE SPECIALIST	1007	Unified	114	\$48,992.90	\$54,382.12	\$73,415.86	<u>1</u>
PLANNER/CODE INSPECTION SUPERVISOR	4011	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
POLICE CAPTAIN	3414	Police	304	\$66,189.13	\$73,469.94	\$99,184.42	<u>2</u>
POLICE CHIEF	2004	Unified	127	\$92,383.41	\$102,545.60	\$138,436.55	<u>1</u>
POLICE DETECTIVE	3413	Police	302	\$50,128.29	\$55,642.40	\$75,117.23	<u>11</u>
POLICE LIEUTENANT	3412	Police	303	\$61,577.59	\$68,351.12	\$92,274.02	<u>8</u>
POLICE OFFICER	3402	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>38</u>
POLICE OFFICER/BOMB TECH	3407	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>2</u>
POLICE OFFICER/CRIMINAL INTELLIGENCE	3408	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>1</u>
POLICE OFFICER/CST	3410	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>1</u>
POLICE OFFICER/K9 UNIT	3405	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>3</u>
POLICE OFFICER/MPO	3406	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>5</u>
POLICE OFFICER/SRO	3404	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>8</u>
POLICE OFFICER/SRT	3403	Police	301	\$39,686.08	\$44,051.55	\$59,469.60	<u>8</u>
POLICE SERGEANT	3411	Police	302	\$50,128.29	\$55,642.40	\$75,117.23	<u>10</u>
PUBLIC SERVICE WORKER	3800	Unified	102	\$27,281.08	\$30,282.00	\$40,880.70	<u>10</u>
PUBLIC WORKS DIRECTOR	2008	Unified	125	\$83,794.49	\$93,011.88	\$125,566.04	<u>1</u>

Proposed Class List By Title

Cleveland, TN

Proposed Class Title	Code	Pay Plan	Grade	Min	Mkt	Max	#
PURCHASING/BUDGET COORDINATOR	1014	Unified	114	\$48,992.90	\$54,382.12	\$73,415.86	<u>1</u>

R

RECORDS RECONCILIATION SPECIALIST	1001	Unified	103	\$28,645.13	\$31,796.10	\$42,924.73	<u>3</u>
RECORDS RECONCILIATION SPECIALIST, SENIOR	1005	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>1</u>
RECREATION ASSISTANT	5000	Unified	102	\$27,281.08	\$30,282.00	\$40,880.70	<u>1</u>
RECREATION CENTER SUPERVISOR	2806	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>2</u>
RECREATION PROGRAM MANAGER	2807	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>1</u>
RECREATION PROGRAMS SUPERVISOR	2805	Unified	107	\$34,818.34	\$38,648.36	\$52,175.29	<u>0</u>
REDEVELOPMENT COORDINATOR	4016	Unified	118	\$59,551.18	\$66,101.80	\$89,237.44	<u>1</u>

S

SHELTER OFFICE COORDINATOR	1003	Unified	107	\$34,818.34	\$38,648.36	\$52,175.29	<u>1</u>
SIGN TECHNICIAN	4004	Unified	103	\$28,645.13	\$31,796.10	\$42,924.73	<u>1</u>
SIGNS AND MARKINGS SUPERVISOR	2803	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
SITE PLAN EXAMINER/BUILDING INSPECTOR	2403	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>1</u>
SITE PLAN TECHNICIAN	4018	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
STAFF ENGINEER	4013	Unified	118	\$59,551.18	\$66,101.80	\$89,237.44	<u>1</u>
STORMWATER COORDINATOR	4012	Unified	114	\$48,992.90	\$54,382.12	\$73,415.86	<u>1</u>
STORMWATER INSPECTOR	2401	Unified	111	\$42,321.91	\$46,977.32	\$63,419.38	<u>1</u>
SUPPORT SERVICE MANAGER	2800	Unified	113	\$46,659.90	\$51,792.50	\$69,919.87	<u>2</u>
SUPPORT SERVICES SUPERVISOR	2790	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>1</u>
SUPPORT SERVICES TECH	2795	Unified	105	\$31,581.26	\$35,055.20	\$47,324.52	<u>1</u>

T

TRANSPORTATION DIRECTOR	2817	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
TRANSPORTATION ENGINEER - PE	2816	Unified	122	\$72,384.83	\$80,347.16	\$108,468.66	<u>1</u>
TRANSPORTATION PLANNER	4014	Unified	117	\$56,715.41	\$62,954.10	\$84,988.03	<u>1</u>
TREE TRIMMER I	4003	Unified	107	\$34,818.34	\$38,648.36	\$52,175.29	<u>1</u>
TREE TRIMMER II	4005	Unified	109	\$38,387.22	\$42,609.82	\$57,523.25	<u>1</u>

103 Job Classes

SECTION 8.0
Class Comparison List

CLASS COMPARISON LIST BY PAY PLAN

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Class Comparison List By Pay Plan Cleveland, TN

Proposed Pay Plan: Fire

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
201				\$37,722	\$41,872	\$56,527
	FIREFIGHTER	FIREFIGHTER		37,148	48,640	60,131
	FIREFIGHTER GRANDFATHERED ACCR	FIREFIGHTER GRANDFATHERED ACCR		37,148	48,640	60,131
202				\$43,043	\$47,778	\$64,500
	FIRE DRIVER/ENGINEER	FIRE DRIVER/ENGINEER		41,606	54,477	67,348
	FIRE DRIVER/ENGINEER	FIREFIGHTER		37,148	48,640	60,131
203				\$50,096	\$55,606	\$75,069
	FIRE INSPECTOR	FIRE INSPECTOR		46,600	61,016	75,432
	FIRE LIEUTENANT	FIRE LIEUTENANT		46,600	61,016	75,432
	FIRE LIEUTENANT	FIRE LIEUTENANT GRANDFATHERED		46,600	61,016	75,432
204				\$55,717	\$61,846	\$83,493
	FIRE CAPTAIN	FIRE CAPTAIN		52,192	68,338	84,484
	FIRE CAPTAIN	FIRE CAPTAIN GRANDFATHERED ACC		52,192	68,338	84,484
	FIRE CAPTAIN GRANDFATHERED ACC			0	0	0
	FIRE TRAINING CAPTAIN	FIRE TRAINING CAPTAIN		52,192	68,338	84,484
205				\$65,263	\$72,442	\$97,797
	FIRE BATTALION COMMANDER	FIRE BATTALION COMMANDER		58,455	76,538	94,621
	FIRE BATTALION COMMANDER	FIRE BATTALION COMMANDER GRAND		58,455	76,538	94,621

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**Class Comparison List By Pay Plan
Cleveland, TN**

Proposed Pay Plan: Police

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
301				\$39,686	\$44,052	\$59,470
	POLICE OFFICER	POLICE OFFICER		37,148	48,640	60,131
	POLICE OFFICER	POLICE OFFICER/BRYNE		37,148	48,640	60,131
	POLICE OFFICER/BOMB TECH	POLICE OFFICER		37,148	48,640	60,131
	POLICE OFFICER/BOMB TECH	POLICE OFFICER/MPO		37,148	48,640	60,131
	POLICE OFFICER/CRIMINAL INTELLIGENCE	CRIMINAL INTELLIGENCE		37,148	48,640	60,131
	POLICE OFFICER/CST	POLICE OFFICER/CST		41,606	54,477	67,348
	POLICE OFFICER/K9 UNIT	POLICE OFFICER/K9 UNIT		37,148	48,640	60,131
	POLICE OFFICER/MPO	POLICE OFFICER		37,148	48,640	60,131
	POLICE OFFICER/MPO	POLICE OFFICER/MPO		37,148	48,640	60,131
	POLICE OFFICER/SRO	POLICE OFFICER		37,148	48,640	60,131
	POLICE OFFICER/SRO	POLICE OFFICER/SCHOOL RESOURCE		37,148	48,640	60,131
	POLICE OFFICER/SRT	POLICE OFFICER		37,148	48,640	60,131
	POLICE OFFICER/SRT	POLICE OFFICER/SRT		37,148	48,640	60,131
302				\$50,128	\$55,642	\$75,117
	POLICE DETECTIVE	POLICE DETECTIVE		46,600	61,016	75,432
	POLICE SERGEANT	POLICE SERGEANT		46,600	61,016	75,432
303				\$61,578	\$68,351	\$92,274
	POLICE LIEUTENANT	POLICE LIEUTENANT		52,192	68,338	84,484
304				\$66,189	\$73,470	\$99,184
	POLICE CAPTAIN	POLICE CAPTAIN		65,469	85,722	105,975

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Class Comparison List By Pay Plan Cleveland, TN

Proposed Pay Plan: Unified

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
102				\$27,281	\$30,282	\$40,881
	PUBLIC SERVICE WORKER	PUBLIC SERVICE WORKER		23,609	30,912	38,216
	RECREATION ASSISTANT	RECREATION ASSISTANT		23,609	30,912	38,216
103				\$28,645	\$31,796	\$42,925
	ACCOUNTING ASSISTANT	ACCOUNT CLERK		26,442	34,622	42,802
	RECORDS RECONCILIATION SPECIALIST	RECORDS CLERK		26,442	34,622	42,802
	SIGN TECHNICIAN	SIGN TECHNICIAN		26,442	34,622	42,802
105				\$31,581	\$35,055	\$47,325
	ACCOUNTING TECHNICIAN	ACCOUNTING TECHNICIAN		29,614	38,775	47,936
	ADMINISTRATIVE ASSISTANT	SECRETARY		29,614	38,775	47,936
	ADMINISTRATIVE ASSISTANT	SECRETARY I		29,614	38,775	47,936
	EQUIPMENT OPERATOR I	MEO I		26,442	34,622	42,802
	EVIDENCE TECHNICIAN	EVIDENCE TECH		29,614	38,775	47,936
	EVIDENCE/RECORDS ASSISTANT	SECRETARY/EVIDENCE TECH		29,614	38,775	47,936
	RECORDS RECONCILIATION SPECIALIST, SENIOR	RECORDS CLERK SR.		29,614	38,775	47,936
	SUPPORT SERVICES TECH	RECORDS CLERK		26,442	34,622	42,802
107				\$34,818	\$38,648	\$52,175
	ANIMAL CONTROL OFFICER	ANIMAL CONTROL OFFICER		29,614	38,775	47,936
	EQUIPMENT OPERATOR II	MEO II		29,614	38,775	47,936
	GROUNDS SPECIALIST	GROUNDS SPECIALIST		33,170	43,431	53,693
	RECREATION PROGRAMS SUPERVISOR			0	0	0
	SHELTER OFFICE COORDINATOR	VOLUNTEER COORDINATOR/CLERK		29,614	38,775	47,936
	TREE TRIMMER I	TREE TRIMMER I		29,614	38,775	47,936
109				\$38,387	\$42,610	\$57,523
	ACCOUNTS PAYABLE TECHNICIAN	ACCOUNTS PAYABLE CLERK		29,614	38,775	47,936
	ANIMAL CONTROL OFFICER SR	ANIMAL CONTROL OFFICER SR		33,170	43,431	53,693
	BUILDING DIVISION TECHNICIAN	BUILDING DIVISION TECHNICIAN		37,148	48,640	60,131
	CODES INSPECTOR	CODES INSPECTOR		37,148	48,640	60,131
	CONCRETE/BRICK MASON	BRICK MASON		33,170	43,431	53,693
	EQUIPMENT OPERATOR III	MEO III		33,170	43,431	53,693
	FLEET INVENTORY SPECIALIST	PARTS MANAGER		37,148	48,640	60,131
	SUPPORT SERVICES SUPERVISOR	SUPPORT SERVICE SUPERVISOR		33,170	43,431	53,693
	TREE TRIMMER II	TREE TRIMMER II		33,170	43,431	53,693

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Class Comparison List By Pay Plan Cleveland, TN

Proposed Pay Plan: Unified

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
111				\$42,322	\$46,977	\$63,419
	ADMINISTRATIVE COORDINATOR	ASSISTANT TO THE MAYOR		58,455	76,538	94,621
	ADMINISTRATIVE COORDINATOR	EXECUTIVE SECRETARY I		37,148	48,640	60,131
	BUILDING INSPECTOR	BUILDING INSPECTOR		41,606	54,477	67,348
	BUSINESS TAX ASSOCIATE	MUNICIPAL COURT/BUSINESS TAX		33,170	43,431	53,693
	CONSTRUCTION INSPECTOR	CONSTRUCTION INSPECTOR		41,606	54,477	67,348
	IT TECHNICIAN	IT TECHNICIAN		37,148	48,640	60,131
	MECHANIC	MECHANIC III		41,606	54,477	67,348
	PARKS FACILITIES MAINTENANCE SUPERVISOR	BUILDING MAINTENANCE SUPERVISOR		41,606	54,477	67,348
	PLANNER/CODE INSPECTION SUPERVISOR	CODES OFFICER		41,606	54,477	67,348
	SIGNS AND MARKINGS SUPERVISOR	SIGN MARKINGS SUPERVISOR		41,606	54,477	67,348
	SITE PLAN TECHNICIAN	ENGINEERING TECHNICIAN		41,606	54,477	67,348
	STORMWATER INSPECTOR	STORMWATER INSPECTOR		41,606	54,477	67,348
113				\$46,660	\$51,792	\$69,920
	CREW LEADER	FORESTRY INSPECTOR		41,606	54,477	67,348
	CREW LEADER	GENERAL SUPERVISOR I		41,606	54,477	67,348
	FLEET MAINTENANCE SUPERVISOR	AUTO MAINTENANCE SUPERVISOR		41,606	54,477	67,348
	NETWORK OPERATIONS COORDINATOR	NETWORK ADMINISTRATION I		41,606	54,477	67,348
	RECREATION CENTER SUPERVISOR	RECREATION CENTER SUPERVISOR		41,606	54,477	67,348
	RECREATION PROGRAM MANAGER	RECREATION PROGRAM MANAGER		46,600	61,016	75,432
	SITE PLAN EXAMINER/BUILDING INSPECTOR	BUILDING INSPECTOR		41,606	54,477	67,348
	SUPPORT SERVICE MANAGER	SUPPORT SERVICE SUPERVISOR		33,170	43,431	53,693
	SUPPORT SERVICE MANAGER	SUPPORT SERVICES MANAGER		46,600	61,016	75,432
114				\$48,993	\$54,382	\$73,416
	ACCOUNTANT	ACCOUNTANT		46,600	61,016	75,432
	CONSTRUCTION INSPECTOR/SAFETY COOR	CONSTRUCTION INSPECTOR/SAFETY		46,600	61,016	75,432
	GENERAL SUPERVISOR	GENERAL SUPERVISOR II		46,600	61,016	75,432
	GENERAL SUPERVISOR	PARK OPERATIONS MANAGER		46,600	61,016	75,432
	PAYROLL/INSURANCE SPECIALIST	PAYROLL/INSURANCE CLERK		29,614	38,775	47,936
	PURCHASING/BUDGET COORDINATOR	PURCHASING/BUDGET COORDINATOR		46,600	61,016	75,432

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Class Comparison List By Pay Plan Cleveland, TN

Proposed Pay Plan: Unified

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
114				\$48,993	\$54,382	\$73,416
	STORMWATER COORDINATOR	STORMWATER COORDINATOR		46,600	61,016	75,432
117				\$56,715	\$62,954	\$84,988
	ACCOUNTANT SENIOR	ACCOUNTANT SENIOR		52,192	68,338	84,484
	ANIMAL CONTROL DIRECTOR	ANIMAL CONTROL DIRECTOR		46,600	61,016	75,432
	ASSISTANT CITY CLERK	ASSISTANT CITY CLERK		52,192	68,338	84,484
	FLEET DIRECTOR	FLEET MANAGER		52,192	68,338	84,484
	TRANSPORTATION PLANNER	TRANSPORTATION PLANNER		52,192	68,338	84,484
118				\$59,551	\$66,102	\$89,237
	911 NETWORK ADMINISTRATION	911 NETWORK ADMINISTRATION		52,192	68,338	84,484
	DIRECTOR, POLICE ADMINISTRATIVE SERVICES	ADMINISTRATIVE SERVICES MANAGE		52,192	68,338	84,484
	GIS ADMINISTRATOR	GIS ADMINISTRATOR		58,455	76,538	94,621
	REDEVELOPMENT COORDINATOR	REDEVELOPMENT COORDINATOR		52,192	68,338	84,484
	STAFF ENGINEER	STAFF ENGINEER		52,192	68,338	84,484
120				\$65,655	\$72,877	\$98,384
	ASSISTANT TO CITY MANAGER	ASSISTANT TO CITY MANAGER		52,192	68,338	84,484
	ASSISTANT TO CITY MANAGER	ASSISTANT TO CITY MANAGER/ADMI		41,606	54,477	67,348
	ENGINEER - PE (STORM WATER)	STAFF DRAINAGE ENGINEER		52,192	68,338	84,484
122				\$72,385	\$80,347	\$108,469
	ASSISTANT DIRECTOR - DES	DES ASSISTANT DIRECTOR		73,326	96,009	118,692
	ASSISTANT HUMAN RESOURCES DIRECTOR	ASSISTANT HUMAN RESOURCES DIRE		58,455	76,538	94,621
	ASSISTANT POLICE CHIEF	ASSISTANT CHIEF - POLICE		65,469	85,722	105,975
	ASSISTANT PUBLIC WORKS DIRECTOR	ASST PUBLIC WORKS DIR/GSII		58,455	76,538	94,621
	DEPUTY FIRE CHIEF	DEPUTY CHIEF		65,469	85,722	105,975
	FORESTRY/LANDSCAPING DIRECTOR	FORESTRY/LANDSCAPING DIRECTOR		65,469	85,722	105,975
	JETPORT MANAGER	JETPORT MANAGER		73,326	96,009	118,692
	TRANSPORTATION DIRECTOR	PLANNING DIRECTOR		65,469	85,722	105,975
	TRANSPORTATION ENGINEER - PE	TRANSPORTATION PROJECT MANAGER		65,469	85,722	105,975
124				\$79,804	\$88,583	\$119,587

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Class Comparison List By Pay Plan Cleveland, TN

Proposed Pay Plan: Unified

<i>Grade</i>	<i>Proposed Class Title</i>	<i>Original Title</i>	<i>Working Title</i>	<i>Annual Range</i>		
				<i>Min</i>	<i>Mkt</i>	<i>Max</i>
124				\$79,804	\$88,583	\$119,587
	CITY ENGINEER - PE	CITY ENGINEER		73,326	96,009	118,692
	DIRECTOR OF HUMAN RESOURCES	HUMAN RESOURCES DIRECTOR		82,125	92,571	103,018
	DIRECTOR OF PARKS & RECREATION	DIRECTOR OF PARKS & RECREATION		82,125	92,571	103,018
	INFORMATION TECHNOLOGY DIRECTOR	INFORMATION TECHNOLOGY DIRECTO		82,125	92,571	103,018
125				\$83,794	\$93,012	\$125,566
	DIRECTOR OF DEVELOPMENT & ENGINEERING	DIRECTOR OF DEVELOPMENT & ENGI		82,125	92,571	103,018
	PUBLIC WORKS DIRECTOR	PUBLIC WORKS DIRECTOR		82,125	92,571	103,018
127				\$92,383	\$102,546	\$138,437
	FIRE CHIEF			0	0	0
	POLICE CHIEF	POLICE CHIEF		82,125	92,571	103,018
129				\$101,853	\$113,057	\$152,626
	ASSISTANT CITY MANAGER/CFO	ASSISTANT CITY MANAGER/CFO		92,028	120,497	148,966
134				\$129,993	\$144,292	\$194,794
	CITY MANAGER	CITY MANAGER		103,018	134,887	166,755

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SECTION 9.0
Implementation Cost Summary



Cleveland, TN Implementation Report

Summary for Cleveland, TN

Current Payroll	\$17,082,507	# Positions	329
Flat 0% Adjustment	\$0	# Positions Adjusted (any type)	129 # Not Adj 200
Adjustment To Minimum	\$99,440	# Adjusted To Minimum	47
Adjustment Toward Mkt	\$0	# Adjusted Toward Market	0
Adjustment Toward Maximum	\$95,105	# Adjusted Toward Maximum	106
Adjustment To Step	\$0	# Adjusted To Step	0
OrgExp Adjustment	\$0	# OrgExp Adjustments	0
Stipends / Supplements	\$0	# Assignment	0
Total Applied Adjustments	\$194,545		
Proposed Payroll	\$17,277,052	% Change in Total Payroll	1.14%
FICA Rate: 0			
Proposed Payroll plus FICA	\$17,277,052		