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## Introduction

At the request of the City of Smyrna, the Carl Vinson Institute of Government (Institute of Government) at the University of Georgia entered into an agreement with the City of Smyrna to develop a new classification and compensation plan for employees covered under the City's personnel plan. *Elected officials, temporary part-time employees, and contract employees were not included in the project.*

The objectives of the project were to:

1. Develop a new classification system by utilizing job analysis and market-based pricing techniques.
2. Collect and analyze wage survey data.
3. Analyze and format the wage survey data for use in establishing competitive pay levels and develop a recommended compensation plan.
4. Advise City of Smyrna administrative personnel in each component of the classification and compensation plan development to ensure the implementation and maintenance of the system.

The process used to collect the necessary data and to design a compensation plan for the positions covered under the City of Smyrna's personnel plan consisted of several steps. The first step involved the Institute of Government conducting a series of virtual project orientation sessions with administrators, supervisors, and employees from the City of Smyrna.

Employees received position description questionnaires after the orientation sessions. The position description questionnaire covered major aspects of the employee's position as well as the working conditions of the position. After reviewing all of the completed questionnaires, Institute of Government representatives interviewed departmental supervisors and non-supervisory employees. The purpose of the job analysis interviews was to verify and supplement information on the completed questionnaires.

Next, the Institute of Government developed a classification plan in order to group together similar positions for pay purposes. The Institute of Government utilized job analysis techniques and market pricing methods to assign each classification to a salary grade for the purposes of establishing pay differentials among positions. The classification plan section of the report reviews this process in further detail.

The next phase of the project was to collect and analyze a variety of salary survey data in order to make assessments about the compensation paid by other organizations. Salary survey sources included published data from the State of Georgia's Department of Community Affairs. The Institute of Government also conducted a custom salary survey of comparable local governments identified by administrators from the City of Smyrna. Appendices C through F provide the summarized results of the surveys.

Finally, the Institute of Government utilized the salary survey data (and classification plan) to design a compensation plan for the City of Smyrna's consideration. After completion of these phases, it may be necessary to review the recommendations outlined in the report with appropriate administrators from the City of Smyrna. It is the intention of the Institute of Government to continue to provide a high level of technical assistance in this process.

## Position Descriptions

The Institute of Government developed new position descriptions for all identified positions in the City of Smyrna. A position description summarizes the most important features of the position. The information provided on a position description includes an overview of the general nature of the work, specific duty responsibilities, scope and effect, working conditions, and suggested minimum qualifications. One hundred eighty-one (181) position descriptions were developed for the project. Appendix A provides an example of a position description for a Police Officer.

The process used to collect the necessary data and develop the position descriptions involved the distribution of a questionnaire to all participating City of Smyrna employees. The questionnaire collected information about major aspects of an employee's position such as their major duties, knowledge requirements, work environment, and supervisory responsibility.

All of the completed questionnaires were submitted to the Institute of Government for analysis and review. The Institute of Government interviewed select jobholders for each existing position in the City of Smyrna. The purpose of the interviews was to improve understanding of each position and to confirm that the content of the questionnaires was correct. Additionally, the interview process helped increase employee participation and understanding of the classification and compensation study process.

After the completion of the employee interviews, technical writers from the Institute of Government utilized the collected position activity information to develop position descriptions. The final step of the position description process will be to verify the accuracy and content of the descriptions. Verification will permit select jobholders and supervisors to review and determine whether the proposed position descriptions are accurate and complete.

## Classification Plan

The Institute of Government identified one hundred eighty-one (181) unique position classifications for the City of Smyrna. Position classifications are assigned to one of thirty-five (35) salary grades. Each salary grade has a pay range associated with it. The pay ranges will be reviewed in a later section of the report. Appendix B displays all of the position classifications and grades sorted by department.

The classification plan was developed by utilizing job analysis and market-based pricing techniques. Job analysis involves collecting information about the general nature of specific positions within an organization. The Institute of Government used conventional job analysis methods (i.e. structured questionnaires, interviews, etc.) to learn about the unique positions in the City of Smyrna.

The job analysis information allowed the Institute of Government to develop a position-based classification plan. Positions serve as the basic unit of analysis in a position-based classification plan. Market pricing methods were subsequently utilized to organize positions together for compensation purposes. This approach seeks to group together positions by matching pay for a very large percentage of positions with the rates paid in the external market. The developed classification plan will help ensure the City of Smyrna maintains a strategic market position within relevant industries (i.e. sworn law enforcement), type of organization (i.e. local governments), and geographic location (i.e. Atlanta-Sandy Springs-Marietta, GA metropolitan area).

## Salary Surveys

The Institute of Government conducted two salary surveys for this project in order to assess the compensation paid by other comparable employers. A variety of salary surveys were included in this process to cross-check or “validate” the results of each salary survey.

The first salary survey involved collecting salary survey information from county and municipal governments within the relevant labor market for the City of Smyrna. Appendix C presents survey summary results for sixty (60) benchmark positions from eighteen (18) county and municipal governments. A benchmark position is a standard position that is used as a reference point for making compensation decisions. The salary survey summary results from Appendix C were derived from the Georgia Department of Community Affairs (DCA) wage and salary database. *The analyzed survey data indicates the current minimum annual salaries offered by the City of Smyrna for the examined positions are approximately 7% behind the 3<sup>rd</sup> quartile (p75) minimum annual salaries offered by the analyzed organizations.* Table I (page 7) displays the organizations included from the survey.

The Institute of Government also conducted a custom salary survey specifically for this project. The summarized results presented in Appendix D, Appendix E, and Appendix F features benefits, pay data for fifty-five (55) benchmark positions, and compensation administration practices from ten (10) county and municipal governments within the State of Georgia. *The analyzed survey data indicates the current minimum annual salaries offered by the City of Smyrna for the examined positions are approximately 9% behind the 3<sup>rd</sup> quartile (p75) minimum annual salaries offered by the analyzed organizations.* Table II (page 8) displays the responding organizations for Appendix D, Appendix E, and Appendix F. It also includes a variety of information about their organizational compensation practices.

**Table I: Local Government Salary Survey Population Group**

<b>Organization</b>	<b>Estimated Population</b>	<b>Full-time Employees</b>	<b>Part-time Employees</b>
<i>County</i>			
Cherokee County	265,274	1,490	320
<i>Municipalities</i>			
City of Acworth	22,726	167	9
City of Alpharetta	67,897	407	5
City of Brookhaven	56,112	136	19
City of Canton	32,347	122	5
City of Chamblee	30,842	148	0
City of Douglasville	34,036	250	30
City of Duluth	29,676	150	20
City of Dunwoody	49,326	93	1
City of Johns Creek	85,192	227	14
City of Kennesaw	34,712	189	16
City of Marietta	60,786	683	26
City of Powder Springs	15,801	62	15
City of Roswell	95,434	578	340
City of Sandy Springs	109,928	469	77
City of Snellville	20,185	100	22
City of Suwanee	21,803	105	22
City of Woodstock	33,625	204	15



**Table II: Custom Salary Survey Population Group & Organizational Compensation Information**

<b>Organization*</b>	<b>Total No. of Full-Time Employees</b>	<b>Total No. of Part-Time Employees</b>	<b>Utilize Formal Classification &amp; Compensation Plan</b>	<b>Offer Merit Increases</b>	<b>Value of Last Merit Increase</b>	<b>Offer Cost of Living Adjustments</b>	<b>Value of Last Cost of Living Adjustment</b>	<b>Plan to Offer a Cost of Living Adjustment Next Fiscal Year</b>	<b>Estimated Percentage (%) Value of the Upcoming Cost of Living Adjustment</b>
City of Canton	119	6	Yes	No	N/A	Yes	5%	No	N/A
City of Woodstock	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A	N/A
City of Marietta	676	27	Yes	No	N/A	Yes	3%	No	N/A
City of Duluth	152	16	Yes	Yes	N/A	Yes	2%	Yes	3%
City of Suwanee	103	12	Yes	Yes	4%	No	N/A	No	N/A
City of Powder Springs	57	18	Yes	No	N/A	Yes	2.8%	Yes	To be determined
City of Alpharetta	410	3	Yes	Yes	3%	Yes	3%	N/A	N/A
City of Acworth	164	24	Yes	Yes	4%	No	5%	No	N/A

## Compensation Plan

The Institute of Government developed a compensation plan for the City of Smyrna's consideration. The proposed compensation plan developed for the City of Smyrna is based on an internal value system reflected in the proposed classification plan and on a series of salary surveys to help ensure an externally equitable and competitive salary structure. Table III displays the key characteristics of the City of Smyrna's proposed compensation plan. Table IV (pages 11) displays the proposed compensation plan.

**Table III: Compensation Plan Characteristics**

<b>Compensation Plan</b>	<b>Salary Structure Labor Market Position</b>	<b>Salary Structure Design</b>	<b>Pay-Level Policy</b>	<b>No. of Grades</b>
<b>Pay Band Plan</b> (Table IV)	Approximately at the 3 <sup>rd</sup> quartile entry rate (p75) relative to the examined local governments (Appendix C and Appendix D)	Pay Band (55% Range)	Lead	35

The compensation plan on Table IV (page 11) employs a pay band design. The pay range for each grade on the wage and salary structures are exactly fifty-five percent (55%). There are no step intervals on the pay band plan. An advantage of a pay band design is organizational flexibility in setting wages and salaries while placing controls on salaries (minimum and maximum rates) for each salary grade. Additionally, it permits an employee to enjoy more rapid salary growth (when budgetary availability permits) compared to traditional pay systems. The disadvantages of the pay band design are a greater need for salary justifications (performance or market-based) and a greater need for monitoring to ensure non-discriminatory wage practices.

The compensation levels associated with the compensation plan represent a lead (pay above market rate) pay-level policy. A lead pay-level policy maximizes the ability of an organization to

attract and retain quality employees and minimize employee dissatisfaction with pay. Table V displays the probable effects of this pay level policy.

**Table V: Probable Relationships between Pay Policies and Compensation Objectives**

Policy	Compensation Objectives				
	Ability to Attract	Ability to Retain	Contain Labor Costs	Reduce Pay Dissatisfaction	Increase Productivity
<i>Lead (Pay above market)</i>	+	+	-	+	?

Source: Milkovich, George T, and Jerry M. Newman., 2005. Compensation. McGraw-Hill. p. 205.

There are several actions that the City of Smyrna should consider to keep the proposed compensation plan current. These proposed actions are not automatic and should be contingent upon the organization’s fiscal condition.

The first recommendation is an annual market adjustment to the adopted compensation plan. This adjustment should be applied as an increase to the salary scale and as a general percentage increase for all employees. It is recommended that the market adjustment be linked to a measure of inflation such as the Consumer Price Index or Employment Cost Index. Both of these indices are calculated by the Bureau of Labor Statistics. The second recommendation is to provide additional adjustments to individual employees based solely on or a combination of their time in position, performance (merit), and/or knowledge/skill acquisition. These individual adjustments would be applied as an increase within the respective salary range of each employee.

Thus, the City of Smyrna may budget for two annual personnel cost adjustments: 1) an across-the-board increase which raises every employee’s salary and pay equally when market conditions dictate, and 2) annual individual employee increases linked to employee service, knowledge/skill acquisition, and/or performance.

**Table IV**  
**Proposed Pay Band Compensation Plan**  
**City of Smyrna Personnel Project**

<b>Grade</b>	<b>Minimum Annual Salary</b>	<b>Mid-Point Annual Salary</b>	<b>Maximum Annual Salary</b>	<b>Range Spread</b>
FD - 9	\$100,761	\$128,470	\$156,179	55.00%
FD - 8	\$87,754	\$111,886	\$136,018	55.00%
FD - 7	\$76,579	\$97,638	\$118,697	55.00%
FD - 6	\$67,849	\$86,508	\$105,166	55.00%
FD - 5	\$59,120	\$75,377	\$91,635	55.00%
FD - 4	\$54,817	\$69,892	\$84,967	55.00%
FD - 3	\$50,546	\$64,447	\$78,347	55.00%
FD - 2	\$46,275	\$59,001	\$71,727	55.00%
FD - 1	\$43,192	\$55,069	\$66,947	55.00%
GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
GOVT - 13	\$64,049	\$81,663	\$99,276	55.00%
GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
GOVT - 5	\$38,543	\$49,142	\$59,741	55.00%
GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
GOVT - 3	\$34,938	\$44,546	\$54,154	55.00%
GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
MGMT - 4	\$109,420	\$139,511	\$169,602	55.00%
MGMT - 3	\$102,194	\$130,298	\$158,401	55.00%
MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
MGMT - 1	\$80,068	\$102,086	\$124,105	55.00%
PD - 8	\$102,437	\$130,607	\$158,778	55.00%
PD - 7	\$89,435	\$114,030	\$138,625	55.00%
PD - 6	\$80,756	\$102,964	\$125,172	55.00%
PD - 5	\$67,128	\$85,588	\$104,048	55.00%
PD - 4	\$57,416	\$73,206	\$88,995	55.00%
PD - 3	\$51,744	\$65,974	\$80,204	55.00%
PD - 2	\$46,744	\$59,599	\$72,454	55.00%
PD - 1	\$43,192	\$55,069	\$66,947	55.00%

## Implementation Strategy

The following paragraphs present an implementation strategy for the City of Smyrna's consideration. Contract employees, temporary part-time employees, and elected officials are not included in the proposed implementation strategy. Furthermore, the estimated cost figures do not include benefit costs, payroll tax expenditures, supplemental pay, or current overtime expenditures. Thus, the following cost figures do not represent the City's total personnel costs. Table VI (page 14) depicts the implementation strategy costs. Table VII (page 15) provides an overview of the total cost of implementation by department.

The first step of the implementation strategy is to implement the proposed classifications (Appendix B) and the developed compensation plan (Table IV) by assigning all full-time and permanent part-time employees to their recommended classification, salary grade, and salary range. The rates on the compensation plan were developed by analyzing the collected salary survey data. Initial assignments on the compensation plan (Table IV) were determined by placing full-time and permanent part-time employees at the minimum annual salary or hourly rate for their proposed salary grade if their current annual salary or hourly rate was below the minimum annual salary for their proposed salary grade. Annual salaries or hourly rates were not adjusted for full-time employees and part-time employees whose current annual salary or hourly rate was above the minimum annual salary or hourly rate for their proposed grade. The estimated cost to implement the full-time employee range minimum adjustments is \$336,139 for full-time employees. The estimated cost to implement the part-time employee range minimum adjustments is \$26,991 for permanent part-time employees.

The second step of the implementation strategy is to address pay compression issues within the City of Smyrna. Pay compression occurs when employee salaries group closely together regardless of length or quality of service to the organization. Pay compression can create pay

dissatisfaction and employee turnover, which can threaten the competitive advantage of an organization. There are several factors that contribute to pay compression. These factors include: historically modest budgets for employee salary increases (creates situations where the salaries of new hires outpace existing employees), departments not adhering to established human resources policies (i.e., hiring guidelines, promotional increases, etc.), and compensation not being properly integrated in situations where organizations acquire, consolidate, or reorganize operating units.

To address this issue, the Institute of Government developed a formula where each year of time position equates to approximately 2.20% adjustment in the pay range above the minimum (i.e. 2 years of time in position equals approximately 4.40% above pay range minimum). Full-time employees whose proposed salary after the first step is below their projected formula pay would be brought to the projected salary above the minimum associated with the time in their current position. Full-time employees whose proposed salary in their pay range is at or above their projected salary based on their time in current position are not eligible for the compression adjustment. Additionally, full-time employees will not be brought beyond the maximum salary associated with their proposed salary range. The estimated compression adjustment for full-time employees for the pay band compensation plan is \$563,997.

The compression adjustment framework targets employees whose salaries are lagging for their time in their position. Please note that the compression adjustment is not a mandatory action and should only be provided to full-time employees who have met performance standards. Part-time employees are also not eligible for the compression adjustment.

**Table VI**  
**Estimated Cost of Implementation**  
**City of Smyrna Personnel Project**

	<b>Estimated Range Minimum Adjustment Costs<sup>1</sup></b>	<b>Full-Time Employee Compression Adjustment Costs<sup>2</sup></b>	<b>Part-Time Employee Range Minimum Adjustments</b>	<b>Estimated Total Implementation Cost</b>
<b>Pay Band Compensation Plan</b>	\$336,139 (1.70%)	\$563,997 (2.81%)	\$26,991	\$927,127

<sup>1</sup> Increases based on an analyzed payroll of \$19,725,715 for the included full-time employees. The figures presented are exclusive of benefit costs, overtime expenditures, and supplemental pay.

<sup>2</sup> Figures presented are the estimated cost for the pay band compression adjustment increases. The compression adjustment calculations for employees are based on their time in current position and their proposed salary in their pay range. Each year of time position equates to 2.20% adjustment in the pay range above the minimum (i.e. 2 years of time in position equals 4.40% above pay range minimum). Employees whose proposed salary is below their recommended pay range based on their time in position would be brought to the percentage above the minimum associated with the time in their current position. Part-time employees are also not eligible for the compression adjustment. Employees whose salary exceeds the maximum of their pay range are also not eligible for the compression adjustment.

**Table VII**  
**Estimated Total Cost of Implementation by Department**  
**City of Smyrna Personnel Project**

<b>Department</b>	<b>Number of Employees in Department</b>	<b>Number of Employees Eligible for Range Minimum Adjustments</b>	<b>Sum of New Salary (Range Minimum) \$ Difference</b>	<b>Number of Employees Eligible for Compression Adjustments</b>	<b>Sum of Compression Adjustment \$ Difference</b>	<b>Estimated Total Department Cost</b>
ADMINISTRATION	4	0	\$0	0	\$0	\$0
CITY CLERK'S OFFICE	2	0	\$0	1	\$3,116	\$3,116
CITY CLERK'S OFFICE - MUNICIPAL COURT	7	0	\$0	3	\$15,543	\$15,543
COMMUNITY DEVELOPMENT	13	3	\$6,904	7	\$25,208	\$32,112
COMMUNITY RELATIONS	2	0	\$0	1	\$20,377	\$20,377
ECONOMIC DEVELOPMENT	2	0	\$0	0	\$0	\$0
ENGINEERING	6	3	\$12,817	4	\$3,776	\$16,593
ENVIRONMENTAL SERVICES	5	1	\$133	2	\$1,942	\$2,075
FINANCE	7	3	\$4,403	3	\$12,827	\$17,229
FINANCE - WATER	8	8	\$25,050	8	\$11,652	\$36,702
FIRE	77	19	\$46,947	33	\$61,835	\$108,782
HUMAN RESOURCES	5	0	\$0	0	\$0	\$0



<b>Department</b>	<b>Number of Employees in Department</b>	<b>Number of Employees Eligible for Range Minimum Adjustments</b>	<b>Sum of New Salary (Range Minimum) \$ Difference</b>	<b>Number of Employees Eligible for Compression Adjustments</b>	<b>Sum of Compression Adjustment \$ Difference</b>	<b>Estimated Total Department Cost</b>
INFORMATION TECHNOLOGY	6	1	\$21	3	\$9,778	\$9,799
LIBRARY	7	3	\$10,181	6	\$48,176	\$58,357
MUSEUM	1	0	\$0	0	\$0	\$0
PARKS & RECREATION - ADMINISTRATION	3	0	\$508	2	\$841	\$1,349
PARKS & RECREATION - ATHLETICS & RECREATION	3	2	\$9,731	2	\$13,514	\$23,246
PARKS & RECREATION - FACILITIES	8	3	\$8,343	5	\$8,941	\$17,284
PARKS & RECREATION - PARKS MAINTENANCE	5	2	\$7,024	3	\$9,835	\$16,860
POLICE	88	10	\$20,722	66	\$69,295	\$90,017
POLICE - 911	19	12	\$27,174	15	\$45,486	\$72,660
POLICE - JAIL	17	13	\$23,844	15	\$40,438	\$64,282
PUBLIC WORKS - ADMINISTRATION	6	3	\$15,872	4	\$6,217	\$22,089
PUBLIC WORKS - BUILDINGS & GROUNDS	4	2	\$5,965	4	\$6,628	\$12,594
PUBLIC WORKS - FLEET MAINTENANCE	7	2	\$8,911	5	\$29,911	\$38,822
PUBLIC WORKS - RECYCLING	4	3	\$11,648	4	\$6,004	\$17,652

<b>Department</b>	<b>Number of Employees in Department</b>	<b>Number of Employees Eligible for Range Minimum Adjustments</b>	<b>Sum of New Salary (Range Minimum) \$ Difference</b>	<b>Number of Employees Eligible for Compression Adjustments</b>	<b>Sum of Compression Adjustment \$ Difference</b>	<b>Estimated Total Department Cost</b>
PUBLIC WORKS - SANITATION	24	13	\$51,121	21	\$70,379	\$121,500
PUBLIC WORKS - STREETS	11	4	\$20,830	8	\$24,217	\$45,047
PUBLIC WORKS - WAREHOUSE	3	1	\$1,653	2	\$3,300	\$4,952

**Appendix A**  
**Sample Position Description**  
**City of Smyrna Personnel Project**



**Police Officer**  
Police Department

PD/9

**JOB SUMMARY**

This position is responsible for participating in patrol operations in the enforcement of local, state, and federal law and in providing for the safety and security of the public.

**MAJOR DUTIES**

1. Patrols assigned zones; responds to calls; investigates complaints; detects and apprehends violators; issues citations and makes arrests; serves warrants.
2. Patrols the city to enforce traffic laws; conducts surveillance to identify suspected DUI activity.
3. Responds to vehicle accidents and prepares reports as assigned; renders aid to injured persons; requests other assistance; directs traffic; investigates fatal incidents; draws diagrams.
4. Conducts preliminary investigations of crimes as assigned; investigates illegal drug activities; responds to citizen complaints; opens cases; gathers information; traces and recovers stolen property; conducts interviews; arrests offenders; fingerprints and photographs offenders; conducts surveillance operations.
5. Responds to crime scenes; identifies, collects, marks, and preserves evidence; takes photographs; collects fingerprints.
6. Coordinates and participates in the training of department personnel; serves as Training Officer as assigned; evaluates, develops, and implements training program; maintains personnel training and certification records; develops annual training budget.
7. Serves as Community Relations Officer as assigned; manages department social media communications; makes presentations to community groups; prepares press releases; participates in the recruitment of job applications; performs graphic design duties to create posters, flyers, etc.
8. Serves as Park Ranger as assigned; patrols and enforces city ordinances at city parks and other city property, including community center and library; provides security for city-sponsored events; provides courtroom security.
9. Manages a K9 Unit as assigned; trains and cares for assigned animal; deploys K9 unit to detect drugs in vehicles, buildings, outdoors, and in other locations; tracks suspects that flee from the scene of crimes; deploys K9 unit to locate missing persons.
10. Serves as warrant officer as assigned; arrests wanted persons; serves warrants and maintains related files and records.
11. Provides traffic direction and escorts for parades and other events.
12. Transports prisoners, witnesses, and others.
13. Assists stranded motorists.
14. Serves on special teams and task forces as assigned.
15. Performs minor maintenance and repair on assigned vehicles and equipment; inspects and tests equipment to ensure safety.
16. Performs related duties.

**KNOWLEDGE REQUIRED BY THE POSITION**

1. Knowledge of law enforcement principles and practices.
2. Knowledge of criminal investigation principles and practices.
3. Knowledge of crime scene processing and evidence collection principles and practices.

4. Knowledge of department training requirements.
5. Knowledge of local, state, and federal laws.
6. Skill in the enforcement of local, state, and federal laws.
7. Skill in conducting criminal investigations.
8. Skill in the use of specialized law enforcement vehicles and equipment.
9. Skill in working with the public.
10. Skill in oral and written communication.

## **SUPERVISORY CONTROLS**

The supervisor assigns work in terms of general instructions. The supervisor spot-checks completed work for compliance with procedures, accuracy, and the nature and propriety of the final results.

## **GUIDELINES**

Guidelines include the Official Code of Georgia Annotated, federal law, local ordinances, and city and department policies and procedures. These guidelines require judgment, selection, and interpretation in application.

## **COMPLEXITY/SCOPE OF WORK**

- The work consists of related law enforcement duties. The need to respond to potentially dangerous and life-threatening situations contributes to the complexity of the position.
- The purpose of this position is to perform uniform patrol and other law enforcement functions in order to enforce the law and provide for the safety and security of the general public. Success in this position contributes to enforcement of the law and to the health and safety of the general public.

## **CONTACTS**

- Contacts are typically with co-workers, other city personnel, court personnel, attorneys, business owners, bank employees, representatives of other law enforcement agencies, victims of crimes, witnesses, suspects, and members of the general public.
- Contacts are typically to provide services, to give or exchange information, to motivate persons, or to resolve problems.

## **PHYSICAL DEMANDS/ WORK ENVIRONMENT**

- The work is typically performed while sitting at a desk or table or while intermittently sitting, standing, walking, bending, crouching, or stooping, the employee frequently lifts light and heavy objects, climbs ladders, uses tools or equipment requiring a high degree of dexterity, distinguishes between shades of color, and utilizes the sense of smell.
- The work is typically performed in an office and outdoors, in inclement weather and at emergency scenes. The employee may be exposed to contagious or infectious diseases, irritating chemicals, and dangers associated with law enforcement and emergency response activities. Work requires the use of protective devices and other specialized law enforcement equipment.

## **SUPERVISORY AND MANAGEMENT RESPONSIBILITY**

None.

## **MINIMUM QUALIFICATIONS**

- High school diploma or equivalent required.
- More than one year of related experience.
- Possession of or ability to readily obtain a valid driver's license issued by the State of Georgia for the type of vehicle or equipment operated.
- Ability to meet current requirements set forth by the Police Standards and Training Council for the State of Georgia.

**Appendix B**  
**Position/Grade Analysis by Grade**  
**City of Smyrna Personnel Project**

<b>Department</b>	<b>Proposed UGA Position Title</b>	<b>Grade</b>	<b>Minimum Annual Salary</b>	<b>Mid-Point Annual Salary</b>	<b>Maximum Annual Salary</b>	<b>Range Spread</b>
ADM/1	City Administrator	UNC	N/A	N/A	N/A	N/A
ADM/2	Deputy City Administrator	MGMT - 4	\$109,420	\$139,511	\$169,602	55.00%
ADM/3	Special Projects Manager	GOVT - 12	\$64,049	\$81,663	\$99,276	55.00%
ADM/4	Executive Assistant	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
ADM/5	Customer Service Receptionist	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
ADM/6	Administrative Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
CC - MC/1	Municipal Court Administrator	GOVT - 13	\$64,049	\$81,663	\$99,276	55.00%
CC - MC/2	Court Services Coordinator	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
CC - MC/3	Probation Officer	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
CC - MC/4	Court Services Clerk Sr	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
CC - MC/5	Municipal Court Clerk	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
CC - MC/6	Bailiff	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
CC/1	City Clerk	MGMT - 1	\$80,068	\$102,086	\$124,105	55.00%
CC/2	Deputy City Clerk	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
CC/3	Customer Service Receptionist	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
CD/1	Director of Community Development	MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
CD/2	Chief Building Official	GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
CD/3	Planner II	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
CD/4	Building Inspector	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
CD/5	Lead City Marshal	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
CD/6	Planner I	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
CD/7	Permit Specialist	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
CD/8	City Marshal - Code Enforcement Officer	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%

CD/9	Business License Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
CD/10	Administrative Assistant	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
CR/1	Community Relations Director	MGMT - 1	\$80,068	\$102,086	\$124,105	55.00%
CR/2	Community Relations Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
ED/1	Economic Development Director	MGMT - 1	\$80,068	\$102,086	\$124,105	55.00%
ED/2	Economic Development Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
ENG/1	City Engineer	MGMT - 1	\$80,068	\$102,086	\$124,105	55.00%
ENG/2	Assistant City Engineer	GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
ENG/3	Environmental & Erosion Inspector	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
ENG/4	Stormwater Inspector	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
ENG/5	Traffic Signal Technician	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
ENG/6	Traffic Signal Technician Trainee	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
ES/1	Environmental Services Director	GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
ES/2	Keep Smyrna Beautiful Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
ES/3	Recycling Center Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
ES/4	Recycling Center Attendant	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
ES/5	Community Services Worker	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
FD/1	Fire Chief & Director of Emergency Management	FD - 9	\$100,761	\$128,470	\$156,179	55.00%
FD/2	Deputy Fire Chief & Deputy Emergency Management Director	FD - 8	\$87,754	\$111,886	\$136,018	55.00%
FD/3	Fire Division Chief – Training	FD - 7	\$76,579	\$97,638	\$118,697	55.00%
FD/4	Fire Division Chief – Fire Marshal	FD - 7	\$76,579	\$97,638	\$118,697	55.00%
FD/5	Fire Battalion Chief	FD - 7	\$76,579	\$97,638	\$118,697	55.00%
FD/6	Deputy Fire Marshal	FD - 6	\$67,849	\$86,508	\$105,166	55.00%
FD/7	Fire Captain	FD - 6	\$67,849	\$86,508	\$105,166	55.00%
FD/8	Fire Captain – EMS	FD - 6	\$67,849	\$86,508	\$105,166	55.00%
FD/9	Fire Lieutenant – Training	FD - 5	\$59,120	\$75,377	\$91,635	55.00%
FD/10	Fire Lieutenant – Prevention	FD - 5	\$59,120	\$75,377	\$91,635	55.00%
FD/11	Fire Lieutenant	FD - 5	\$59,120	\$75,377	\$91,635	55.00%
FD/12	Fire Engineer	FD - 4	\$54,817	\$69,892	\$84,967	55.00%

FD/13	Emergency Management Specialist	GOVT - 9	\$47,109	\$60,064	\$73,019	55.00%
FD/14	Fire Support Services Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
FD/15	Firefighter II	FD - 3	\$50,546	\$64,447	\$78,347	55.00%
FD/16	Firefighter I	FD - 2	\$46,744	\$59,599	\$72,454	55.00%
FD/17	Firefighter	FD - 1	\$43,192	\$55,069	\$66,947	55.00%
FD/18	Administrative Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
FD/19	Fire Hydrant Inspector	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
FD/20	Administrative Assistant	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
FIN/1	Assistant City Administrator & Finance Director	MGMT - 3	\$102,194	\$130,298	\$158,401	55.00%
FIN/2	Assistant Finance Director	GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
FIN/3	Budget Officer	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
FIN/4	Purchasing Manager	GOVT - 13	\$64,049	\$81,663	\$99,276	55.00%
FIN/5	Tax & Accounts Payable Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
FIN/6	Accounts Payable Technician	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
FIN/7	Purchasing & Records Technician	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
FIN/8	Finance Director	MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
FIN-WAT/1	Utility Services Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
FIN-WAT/2	Utility Meter Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
FIN-WAT/3	Utility Billing Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
FIN-WAT/4	Utility Services Meter Technician	GOVT - 3	\$34,938	\$44,546	\$54,154	55.00%
FIN-WAT/5	Utility Customer Service Representative	GOVT - 3	\$34,938	\$44,546	\$54,154	55.00%
HR/1	Director of Human Resources & Risk Management	MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
HR/2	Human Resources Manager	GOVT - 13	\$64,049	\$81,663	\$99,276	55.00%
HR/3	HRIS & Payroll Specialist	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
HR/4	Benefits Specialist	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
HR/5	Human Resources & Risk Management Technician	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
IT/1	Director of Information Technology	MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
IT/2	Assistant Director of Information Technology	GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
IT/3	System Administrator	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
IT/4	GIS Manager	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%

IT/5	Web Administrator	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
IT/6	Information Systems Specialist	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
LIB/1	Library Director	MGMT - 1	\$80,068	\$102,086	\$124,105	55.00%
LIB/2	Technical Services Librarian	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
LIB/3	Youth Services Librarian	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
LIB/4	Adult Services Librarian	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
LIB/5	Young Adult Librarian	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
LIB/6	Circulation Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
LIB/7	Library Associate - Technical Services	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
LIB/8	Library Associate - Adult Services	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
LIB/9	Library Associate - Youth Services	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
LIB/10	Library Clerk	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
LIB/11	Library Aide	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
MUS/1	Museum Manager	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
PD- - JAIL/1	Police Major	PD - 6	\$80,756	\$102,964	\$125,172	55.00%
PD- - JAIL/2	Jail Administrator	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PD- - JAIL/3	Jail Sergeant	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PD- - JAIL/4	Detention Officer II	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
PD- - JAIL/5	Detention Officer I	GOVT - 5	\$38,543	\$49,142	\$59,741	55.00%
PD- - JAIL/6	Lead Jail Cook	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PD- - JAIL/7	Jail Cook	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PD/1	Chief of Police	PD - 8	\$102,437	\$130,607	\$158,778	55.00%
PD/2	Deputy Chief of Police	PD - 7	\$89,435	\$114,030	\$138,625	55.00%
PD/3	Police Major	PD - 6	\$80,756	\$102,964	\$125,172	55.00%
PD/4	Police Lieutenant	PD - 5	\$67,128	\$85,588	\$104,048	55.00%
PD/5	Police Sergeant	PD - 4	\$57,416	\$73,206	\$88,995	55.00%
PD/6	Police Officer II	PD - 3	\$51,744	\$65,974	\$80,204	55.00%
PD/7	Police Officer I	PD - 2	\$46,744	\$59,599	\$72,454	55.00%
PD/8	Warrant Officer	PD - 2	\$46,744	\$59,599	\$72,454	55.00%
PD/9	Police Officer	PD - 1	\$43,192	\$55,069	\$66,947	55.00%



PD/10	Certification Manager	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
PD/11	Police Records Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PD/12	Criminal Intelligence Analyst	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PD/13	Open Records Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PD/14	Police Quartermaster	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PD/15	GCIC Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PD/16	Property & Evidence Custodian	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PD/17	Administrative Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PD/18	Records Assistant	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PD-911/1	Public Safety Systems Administrator	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PD-911/2	Communications Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PD-911/3	Communications Officer II	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
PD-911/4	Communications Officer I	GOVT - 5	\$38,543	\$49,142	\$59,741	55.00%
PR - ADM/1	Director of Parks & Recreation	MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
PR - ADM/2	Administrative Assistant	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PR - AR/1	Recreation Services Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PR - AR/2	Athletics & Aquatics Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PR - AR/3	Recreation Program Coordinator	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PR - AR/4	Head Lifeguard - Wolfe Center Therapy Pool	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PR - AR/5	Lifeguard	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PR - AR/6	Open Gym Attendant	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PR - FAC/1	Facilities Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PR - FAC/2	Community Center Event Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PR - FAC/3	Historic Parks & Recreation Facilities Event Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PR - FAC/4	Facilities Maintenance Technician II	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PR - FAC/5	Facilities Maintenance Technician I	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PR - FAC/6	Customer Service Receptionist	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PR - FAC/7	Community Center Attendant	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PR - PARKS/1	Parks Maintenance Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%

PR - PARKS/2	Parks Maintenance Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PR - PARKS/3	Parks Maintenance Technician III	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PR - PARKS/4	Parks Maintenance Technician II	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PR - PARKS/5	Parks Maintenance Technician I	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PW - BG/1	Building & Grounds Manager	GOVT - 11	\$56,432	\$71,951	\$87,470	55.00%
PW - BG/2	Maintenance Technician III	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PW - BG/3	Maintenance Technician II	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW - BG/4	Maintenance Technician I	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PW - WS/1	Water & Sewer Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PW - WS/2	Water & Sewer Supervisor	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
PW - WS/3	Field Operations Foreman	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
PW - WS/4	Water & Sewer Jet Truck Operator	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
PW - WS/5	Water & Sewer Equipment Operator II	GOVT - 5	\$38,543	\$49,142	\$59,741	55.00%
PW - WS/6	Utilities Locator	GOVT - 5	\$38,543	\$49,142	\$59,741	55.00%
PW - WS/7	Water & Sewer Equipment Operator I	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW - WS/8	Water & Sewer Crew Leader	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW - WS/9	Utility Meter Maintenance Technician	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW - WS/10	Water & Sewer Maintenance Worker	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PW-ADM/1	Public Works Director	MGMT - 2	\$92,911	\$118,461	\$144,011	55.00%
PW-ADM/2	Assistant Public Works Director	GOVT - 14	\$72,167	\$92,013	\$111,859	55.00%
PW-ADM/3	Capital Projects Manager	GOVT - 13	\$64,049	\$81,663	\$99,276	55.00%
PW-ADM/4	Administrative Coordinator	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PW-ADM/5	Administrative Clerk	GOVT - 2	\$33,136	\$42,248	\$51,360	55.00%
PW-FM/1	Fleet Manager	GOVT - 13	\$64,049	\$81,663	\$99,276	55.00%
PW-FM/2	Fleet Maintenance Supervisor	GOVT - 10	\$51,771	\$66,007	\$80,244	55.00%
PW-FM/3	Mechanic III	GOVT - 8	\$44,854	\$57,189	\$69,524	55.00%
PW-FM/4	Mechanic II	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
PW-FM/5	Mechanic I	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%

PW-SAN/1	Sanitation Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PW-SAN/2	Sanitation Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PW - SAN 3	Sanitation Truck Driver Foreman	GOVT - 7	\$42,600	\$54,315	\$66,029	55.00%
PW-SAN/3	Sanitation Truck Driver	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW-SAN/4	Sanitation Worker	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PW-ST/1	Streets Manager	GOVT - 12	\$61,094	\$77,895	\$94,696	55.00%
PW-ST/2	Streets Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PW-ST/3	Equipment Operator III	GOVT - 6	\$40,345	\$51,440	\$62,535	55.00%
PW-ST/4	Equipment Operator II	GOVT - 5	\$38,543	\$49,142	\$59,741	55.00%
PW-ST/5	Equipment Operator I	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW-ST/6	Streets Crew Leader	GOVT - 4	\$36,740	\$46,844	\$56,948	55.00%
PW-ST/7	Streets Maintenance Worker	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%
PW-WH/1	Warehouse Supervisor	GOVT - 9	\$47,109	\$60,064	\$73,018	55.00%
PW-WH/2	Warehouse Attendant	GOVT - 1	\$31,333	\$39,950	\$48,566	55.00%

**Appendix C**  
**Local Government Salary Survey Summary**  
**City of Smyrna Personnel Project**

<b>CVIOG Position Title</b>	<b>City of Smyrna Minimum Annual Salary</b>	<b>Minimum Annual Rate Mean</b>	<b>Compa-Ratio (Smyrna Minimum / Mean Minimum)</b>	<b>Minimum Annual Rate Median</b>	<b>Compa-Ratio (Smyrna Minimum / Median Minimum)</b>	<b>3rd Quartile Minimum Annual Rate</b>	<b>Compa-Ratio (Smyrna Minimum / 3rd Quartile Minimum)</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>3rd Quartile Maximum Annual Rate</b>
Accounts Payable Technician	\$38,511	\$39,498	-2.50%	\$39,978	-3.67%	\$43,160	-10.77%	\$59,208	\$59,977	\$66,269
Administrative Assistant	\$36,990	\$36,262	2.01%	\$36,026	2.67%	\$38,126	-2.98%	\$61,701	\$59,197	\$66,443
Administrative Coordinator	\$40,034	\$32,332	23.82%	\$29,120	37.48%	\$40,019	0.04%	\$55,060	\$55,060	\$59,987
Assistant City Administrator & <i>Finance Director</i>	\$91,016	\$103,234	-11.84%	\$95,913	-5.11%	\$103,915	-12.41%	\$149,016	\$143,256	\$159,636
Assistant City Engineer	\$56,013	\$62,888	-10.93%	\$59,989	-6.63%	\$74,194	-24.50%	\$111,422	\$109,384	\$116,480
Benefits Specialist	\$46,121	\$48,531	-4.97%	\$46,641	-1.12%	\$49,731	-7.26%	\$78,021	\$74,814	\$83,093
Budget Officer	\$50,686	\$49,451	2.50%	\$50,473	0.42%	\$52,114	-2.74%	\$76,216	\$77,723	\$79,373
Building Inspector	\$41,555	\$43,653	-4.81%	\$43,514	-4.50%	\$44,366	-6.34%	\$69,276	\$68,973	\$72,029
Buildings & Grounds Manager	\$52,969	\$46,453	14.03%	\$41,226	28.49%	\$53,424	-0.85%	\$93,074	\$70,133	\$113,964

<b>CVIOG Position Title</b>	<b>City of Smyrna Minimum Annual Salary</b>	<b>Minimum Annual Rate Mean</b>	<b>Compa-Ratio (Smyrna Minimum / Mean Minimum)</b>	<b>Minimum Annual Rate Median</b>	<b>Compa-Ratio (Smyrna Minimum / Median Minimum)</b>	<b>3rd Quartile Minimum Annual Rate</b>	<b>Compa-Ratio (Smyrna Minimum / 3rd Quartile Minimum)</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>3rd Quartile Maximum Annual Rate</b>
Chief Building Official	\$65,145	\$70,367	-7.42%	\$66,088	-1.43%	\$74,273	-12.29%	\$103,281	\$105,581	\$105,893
City Clerk	\$78,841	\$74,853	5.33%	\$76,381	3.22%	\$81,598	-3.38%	\$107,789	\$108,494	\$119,375
City Marshal - Code Enforcement Officer	\$38,511	\$40,224	-4.26%	\$39,645	-2.86%	\$41,891	-8.07%	\$64,328	\$60,868	\$68,973
Communications Officer I	\$35,468	\$34,989	1.37%	\$34,513	2.77%	\$36,708	-3.38%	\$59,560	\$55,563	\$63,063
Community Relations Coordinator	\$43,077	\$51,373	-16.15%	\$45,802	-5.95%	\$60,091	-28.31%	\$79,444	\$71,966	\$95,971
Customer Service Receptionist	\$26,337	\$28,882	-8.81%	\$28,350	-7.10%	\$30,878	-14.71%	\$43,597	\$41,059	\$46,759
Deputy City Administrator	\$97,104	\$104,243	-6.85%	\$101,486	-4.32%	\$113,937	-14.77%	\$155,579	\$155,022	\$167,851
Deputy City Clerk	\$38,511	\$44,039	-12.55%	\$42,807	-10.03%	\$45,008	-14.43%	\$67,621	\$67,840	\$71,988
Deputy Fire Chief & Deputy Emergency Management Director	\$74,276	\$77,161	-3.74%	\$73,645	0.86%	\$88,640	-16.21%	\$119,831	\$118,722	\$129,522
Deputy Police Chief	\$89,435	\$85,290	4.86%	\$81,598	9.60%	\$89,517	-0.09%	\$128,322	\$129,522	\$139,628
Director of Community Development	\$91,016	\$92,876	-2.00%	\$87,871	3.58%	\$89,150	2.09%	\$132,784	\$136,395	\$145,876

<b>CVIOG Position Title</b>	<b>City of Smyrna Minimum Annual Salary</b>	<b>Minimum Annual Rate Mean</b>	<b>Compa-Ratio (Smyrna Minimum / Mean Minimum)</b>	<b>Minimum Annual Rate Median</b>	<b>Compa-Ratio (Smyrna Minimum / Median Minimum)</b>	<b>3rd Quartile Minimum Annual Rate</b>	<b>Compa-Ratio (Smyrna Minimum / 3rd Quartile Minimum)</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>3rd Quartile Maximum Annual Rate</b>
Director of Human Resources & Risk Management	\$84,928	\$86,387	-1.69%	\$84,082	1.01%	\$89,150	-4.74%	\$125,544	\$126,904	\$141,493
Director of Information Technology	\$84,928	\$95,004	-10.61%	\$87,872	-3.35%	\$113,570	-25.22%	\$132,367	\$133,845	\$144,528
Director of Parks & Recreation	\$84,928	\$87,751	-3.22%	\$85,429	-0.59%	\$89,150	-4.74%	\$125,035	\$131,175	\$139,584
Economic Development Director	\$78,841	\$76,061	3.66%	\$75,086	5.00%	\$83,471	-5.55%	\$119,013	\$112,634	\$134,896
Equipment Operator I	\$30,903	\$30,160	2.46%	\$30,160	2.46%	\$30,160	2.46%	\$43,826	\$43,826	\$43,826
Equipment Operator I	\$30,903	\$31,343	-1.40%	\$31,221	-1.02%	\$33,374	-7.40%	\$48,392	\$48,630	\$52,737
Equipment Operator III	\$36,990	\$33,373	10.84%	\$32,833	12.66%	\$36,316	1.86%	\$50,876	\$49,067	\$52,421
Fire Captain	\$59,056	\$65,999	-10.52%	\$68,752	-14.10%	\$70,975	-16.79%	\$97,154	\$97,909	\$100,529
Fire Chief & <i>Director of Emergency Management</i>	\$91,016	\$64,803	40.45%	\$64,803	40.45%	\$64,803	40.45%	\$64,803	\$64,803	\$64,803
<i>Fire Chief</i> & Director of Emergency Management	\$91,016	\$103,752	-12.28%	\$99,840	-8.84%	\$113,752	-19.99%	\$148,116	\$142,507	\$159,424
Fire Division Chief – Fire Marshal	\$65,145	\$69,618	-6.43%	\$72,587	-10.25%	\$79,837	-18.40%	\$101,690	\$97,909	\$113,633

<b>CVIOG Position Title</b>	<b>City of Smyrna Minimum Annual Salary</b>	<b>Minimum Annual Rate Mean</b>	<b>Compa-Ratio (Smyrna Minimum / Mean Minimum)</b>	<b>Minimum Annual Rate Median</b>	<b>Compa-Ratio (Smyrna Minimum / Median Minimum)</b>	<b>3rd Quartile Minimum Annual Rate</b>	<b>Compa-Ratio (Smyrna Minimum / 3rd Quartile Minimum)</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>3rd Quartile Maximum Annual Rate</b>
Fire Engineer	\$47,642	\$54,532	-12.63%	\$53,081	-10.25%	\$56,347	-15.45%	\$77,538	\$79,381	\$80,755
Fire Lieutenant	\$52,969	\$55,936	-5.30%	\$55,093	-3.85%	\$58,986	-10.20%	\$84,962	\$82,724	\$86,201
Firefighter	\$43,077	\$41,211	4.53%	\$40,593	6.12%	\$42,827	0.58%	\$63,874	\$63,994	\$68,046
HRIS & Payroll Specialist	\$46,121	\$43,010	7.23%	\$43,441	6.17%	\$45,854	0.58%	\$67,582	\$68,620	\$72,363
Human Resources & Risk Management Technician	\$38,511	\$41,398	-6.97%	\$40,962	-5.98%	\$44,082	-12.64%	\$64,077	\$65,551	\$66,144
Maintenance Technician I	\$29,380	\$30,311	-3.07%	\$31,096	-5.52%	\$31,720	-7.38%	\$47,404	\$47,237	\$51,054
Maintenance Technician I (Parks & Recreation)	\$29,380	\$27,569	6.57%	\$29,037	1.18%	\$29,786	-1.36%	\$43,948	\$44,554	\$48,173
Mechanic I	\$33,946	\$33,414	1.59%	\$34,445	-1.45%	\$37,035	-8.34%	\$54,778	\$54,018	\$57,585
Mechanic III	N/A	\$45,926	N/A	\$45,926	N/A	\$45,926	N/A	\$71,198	\$71,198	\$71,198
Municipal Court Administrator	\$62,100	\$54,491	13.96%	\$48,663	27.61%	\$64,260	-3.36%	\$81,788	\$73,005	\$97,014
Planner I	\$43,077	\$48,108	-10.46%	\$46,176	-6.71%	\$51,492	-16.34%	\$81,501	\$77,978	\$87,443

<b>CVIOG Position Title</b>	<b>City of Smyrna Minimum Annual Salary</b>	<b>Minimum Annual Rate Mean</b>	<b>Compa-Ratio (Smyrna Minimum / Mean Minimum)</b>	<b>Minimum Annual Rate Median</b>	<b>Compa-Ratio (Smyrna Minimum / Median Minimum)</b>	<b>3rd Quartile Minimum Annual Rate</b>	<b>Compa-Ratio (Smyrna Minimum / 3rd Quartile Minimum)</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>3rd Quartile Maximum Annual Rate</b>
Police Chief	\$102,437	\$101,171	1.25%	\$98,973	3.50%	\$101,249	1.17%	\$151,186	\$154,437	\$159,483
Police Lieutenant	\$67,128	\$60,451	11.05%	\$59,858	12.14%	\$61,568	9.03%	\$92,452	\$90,730	\$100,048
Police Major	\$76,839	\$76,763	0.10%	\$75,610	1.63%	\$81,258	-5.44%	\$113,738	\$116,521	\$120,811
Police Officer	\$46,744	\$43,111	8.43%	\$43,189	8.23%	\$46,466	0.60%	\$69,225	\$69,883	\$72,036
Police Sergeant	\$57,416	\$54,266	5.81%	\$53,206	7.91%	\$57,328	0.15%	\$82,489	\$82,029	\$89,184
Probation Officer	\$47,642	\$39,229	21.45%	\$39,229	21.45%	\$39,561	20.43%	\$67,039	\$67,039	\$69,493
Property & Evidence Custodian	\$36,990	\$38,226	-3.23%	\$38,210	-3.19%	\$40,636	-8.97%	\$59,515	\$58,552	\$61,568
Public Works Director	\$91,016	\$81,987	11.01%	\$81,058	12.28%	\$87,880	3.57%	\$118,941	\$127,837	\$131,820
Records Assistant	\$30,903	\$33,039	-6.47%	\$33,145	-6.77%	\$35,001	-11.71%	\$51,402	\$53,942	\$56,549
Recreation Coordinator	\$35,468	\$40,742	-12.94%	\$43,285	-18.06%	\$46,210	-23.25%	\$66,138	\$67,569	\$72,112
Recycling Center Coordinator	\$38,511	\$44,524	-13.50%	\$44,524	-13.50%	\$44,752	-13.94%	\$58,018	\$58,018	\$64,992



<b>CVIOG Position Title</b>	<b>City of Smyrna Minimum Annual Salary</b>	<b>Minimum Annual Rate Mean</b>	<b>Compa-Ratio (Smyrna Minimum / Mean Minimum)</b>	<b>Minimum Annual Rate Median</b>	<b>Compa-Ratio (Smyrna Minimum / Median Minimum)</b>	<b>3rd Quartile Minimum Annual Rate</b>	<b>Compa-Ratio (Smyrna Minimum / 3rd Quartile Minimum)</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>3rd Quartile Maximum Annual Rate</b>
Sanitation Manager	\$52,969	\$56,660	-6.51%	\$56,660	-6.51%	\$56,660	-6.51%	\$90,656	\$90,656	\$90,656
Sanitation Truck Driver	\$32,424	\$31,132	4.15%	\$30,919	4.87%	\$31,502	2.93%	\$47,840	\$47,924	\$48,423
Sanitation Worker	\$26,337	\$27,801	-5.27%	\$27,914	-5.65%	\$29,037	-9.30%	\$43,618	\$43,264	\$44,554
Streets Manager	\$52,969	\$57,828	-8.40%	\$53,893	-1.71%	\$65,988	-19.73%	\$83,152	\$83,304	\$84,975
Streets Supervisor	\$38,511	\$45,169	-14.74%	\$43,347	-11.16%	\$47,745	-19.34%	\$71,559	\$70,304	\$72,741
Utility Customer Service Representative	\$30,903	\$32,224	-4.10%	\$31,200	-0.95%	\$36,369	-15.03%	\$52,441	\$51,293	\$57,918
Utility Services Meter Technician	\$30,903	\$31,439	-1.71%	\$30,607	0.97%	\$32,666	-5.40%	\$49,483	\$49,151	\$51,870

**Appendix D**  
**Custom City of Smyrna Salary Survey Summary**  
**City of Smyrna Personnel Project**

<b>Proposed UGA Position Title</b>	<b>N</b>	<b>Median Number of Full-Time Employees in Position</b>	<b>Median Number of Scheduled Annual Hours</b>	<b>Current Smyrna Minimum Annual Salary</b>	<b>Median Minimum Annual Salary</b>	<b>Current Smyrna Median Minimum Compa-Ratio</b>	<b>3rd Quartile Annual Salary</b>	<b>Current Smyrna 3rd Quartile Minimum Compa-</b>	<b>Median Employee Annual Salary</b>	<b>3rd Quartile Employee Annual Salary</b>	<b>Median Maximum Annual Salary</b>	<b>3rd Quartile Maximum Annual Salary</b>
Accounts Payable Technician	7	1.00	2080	\$38,511	\$38,563	-0.13%	\$41,959	-8.22%	\$43,368	\$43,569	\$59,738	\$64,653
Administrative Coordinator	5	2.00	2080	\$40,034	\$40,197	-0.41%	\$43,788	-8.57%	\$47,902	\$48,214	\$61,277	\$61,685
Assistant City Administrator & Finance Director	7	1.00	2080	\$91,016	\$94,081	-3.26%	\$97,033	-6.20%	\$138,673	\$145,766	\$143,524	\$150,376
Assistant Finance Director	3	1.00	2080	\$59,056	\$59,269	-0.36%	\$67,574	-12.60%	\$80,722	\$87,608	\$91,867	\$106,503
Assistant Public Works Director	6	1.00	2080	\$62,100	\$61,370	1.19%	\$72,594	-14.45%	\$90,730	\$98,363	\$93,538	\$121,973
Benefits Specialist	2	1.00	2080	\$46,121	\$67,542	-31.71%	\$68,231	-32.40%	\$71,924	\$73,462	\$112,530	\$115,880
Budget Officer	5	1.00	2080	\$50,686	\$51,667	-1.90%	\$52,478	-3.41%	\$62,332	\$69,385	\$80,059	\$81,764
Building Inspector	5	3.00	2080	\$41,555	\$44,458	-6.53%	\$46,653	-10.93%	\$50,554	\$56,014	\$76,630	\$79,785
Chief Building Official	6	1.00	2080	\$65,145	\$65,163	-0.03%	\$73,705	-11.61%	\$87,422	\$90,660	\$99,190	\$123,635
Chief of Police	7	1.00	2080	\$102,437	\$94,286	8.64%	\$99,114	3.35%	\$120,241	\$130,913	\$145,169	\$153,571

<b>Proposed UGA Position Title</b>	<b>N</b>	<b>Median Number of Full-Time Employees in Position</b>	<b>Median Number of Scheduled Annual Hours</b>	<b>Current Smyrna Minimum Annual Salary</b>	<b>Median Minimum Annual Salary</b>	<b>Current Smyrna Median Minimum Compa-Ratio</b>	<b>3rd Quartile Annual Salary</b>	<b>Current Smyrna 3rd Quartile Minimum Compa-</b>	<b>Median Employee Annual Salary</b>	<b>3rd Quartile Employee Annual Salary</b>	<b>Median Maximum Annual Salary</b>	<b>3rd Quartile Maximum Annual Salary</b>
City Clerk	7	1.00	2080	\$78,841	\$64,907	21.47%	\$79,321	-0.60%	\$80,766	\$84,058	\$98,298	\$107,231
City Engineer	4	1.00	2080	\$78,841	\$75,096	4.99%	\$77,731	1.43%	\$80,796	\$92,033	\$121,363	\$131,718
City Marshal - Code Enforcement Officer	6	2.00	2080	\$38,511	\$42,374	-9.12%	\$46,185	-16.62%	\$50,716	\$55,439	\$70,879	\$77,796
Communications Officer I	3	10.00	2184	\$40,034	\$38,563	3.81%	\$41,506	-3.55%	\$46,471	\$50,363	\$57,553	\$58,645
Communications Shift Supervisor	3	1.00	2132	\$43,077	\$50,241	-14.26%	\$53,599	-19.63%	\$64,536	\$66,581	\$83,284	\$91,196
Community Relations Director	4	1.00	2080	\$71,232	\$60,664	17.42%	\$64,807	9.91%	\$81,702	\$85,061	\$94,014	\$101,306
Criminal Intelligence Analyst	5	1.00	2080	\$40,034	\$43,205	-7.34%	\$45,281	-11.59%	\$48,516	\$48,942	\$64,808	\$70,740
Deputy City Administrator	6	1.00	2080	\$97,104	\$90,626	7.15%	\$95,871	1.29%	\$140,427	\$145,010	\$135,939	\$164,100
Detention Officer I	1	12.00	2236	\$35,468	\$43,781	-18.99%	\$43,781	-18.99%	\$45,413	\$45,413	\$65,716	\$65,716
Director of Community Development	6	1.00	2080	\$91,016	\$86,893	4.74%	\$90,626	0.43%	\$112,112	\$116,168	\$134,684	\$135,939
Director of Human Resources & Risk Management	7	1.00	2080	\$84,928	\$70,062	21.22%	\$81,068	4.76%	\$91,012	\$107,100	\$106,876	\$122,502

<b>Proposed UGA Position Title</b>	<b>N</b>	<b>Median Number of Full-Time Employees in Position</b>	<b>Median Number of Scheduled Annual Hours</b>	<b>Current Smyrna Minimum Annual Salary</b>	<b>Median Minimum Annual Salary</b>	<b>Current Smyrna Median Minimum Compa-Ratio</b>	<b>3rd Quartile Annual Salary</b>	<b>Current Smyrna 3rd Quartile Minimum Compa-</b>	<b>Median Employee Annual Salary</b>	<b>3rd Quartile Employee Annual Salary</b>	<b>Median Maximum Annual Salary</b>	<b>3rd Quartile Maximum Annual Salary</b>
Director of Information Technology	6	1.00	2080	\$84,928	\$76,211	11.44%	\$92,747	-8.43%	\$97,371	\$123,489	\$114,317	\$143,790
Director of Parks & Recreation	6	1.00	2080	\$84,928	\$87,848	-3.32%	\$92,076	-7.76%	\$138,091	\$143,239	\$134,784	\$144,518
Economic Development Director	6	1.00	2080	\$78,841	\$63,179	24.79%	\$68,987	14.28%	\$75,000	\$75,897	\$96,365	\$109,563
Environmental & Erosion Inspector; and Stormwater Inspector	4	1.50	2080	\$38,511	\$46,575	-17.31%	\$47,192	-18.39%	\$58,776	\$47,192	\$72,858	\$76,082
Equipment Operator I	6	3.00	2080	\$30,903	\$33,301	-7.20%	\$33,426	-7.55%	\$36,215	\$37,190	\$50,628	\$50,757
Equipment Operator II	4	0.50	2080	\$32,424	\$34,384	-5.70%	\$35,558	-8.81%	\$35,510	\$35,510	\$53,295	\$55,112
Fire Battalion Chief	2	3.00	2834	\$65,145	\$75,834	-14.10%	\$75,846	-14.11%	\$100,198	\$102,947	\$126,161	\$128,657
Fire Chief	2	1.00	2080	\$91,016	\$93,114	-2.25%	\$97,974	-7.10%	\$128,411	\$132,387	\$153,826	\$159,021
Fire Division Chief – Fire Marshal	2	1.00	2080	\$65,145	\$75,845	-14.11%	\$75,861	-14.13%	\$97,626	\$98,911	\$126,146	\$128,650
Fire Engineer	2	28.00	2834	\$47,642	\$49,759	-4.25%	\$51,102	-6.77%	\$63,070	\$63,139	\$81,602	\$81,685
Fire Lieutenant	3	6.00	2834	\$52,969	\$59,434	-10.88%	\$60,671	-12.69%	\$73,213	\$74,907	\$98,985	\$99,046

Proposed UGA Position Title	N	Median Number of Full-Time Employees in Position	Median Number of Scheduled Annual Hours	Current Smyrna Minimum Annual Salary	Median Minimum Annual Salary	Current Smyrna Median Minimum Compa-Ratio	3rd Quartile Annual Salary	Current Smyrna 3rd Quartile Minimum Compa-	Median Employee Annual Salary	3rd Quartile Employee Annual Salary	Median Maximum Annual Salary	3rd Quartile Maximum Annual Salary
Firefighter I	2	16.00	2834	\$43,077	\$44,153	-2.44%	\$45,613	-5.56%	\$49,282	\$50,279	\$77,861	\$79,648
HRIS & Payroll Specialist	5	1.00	2080	\$46,121	\$43,523	5.97%	\$51,780	-10.93%	\$54,033	\$56,331	\$67,460	\$85,820
Information Systems Specialist	4	1.00	2080	\$47,642	\$41,225	15.57%	\$45,209	5.38%	\$41,413	\$42,941	\$64,001	\$70,127
Maintenance Technician I	7	2.00	2080	\$29,380	\$32,177	-8.69%	\$35,641	-17.57%	\$39,268	\$42,279	\$53,191	\$62,750
Mechanic I	4	0.50	2080	\$33,946	\$35,110	-3.32%	\$35,256	-3.72%	\$40,068	\$41,922	\$53,295	\$60,312
Municipal Court Administrator	6	1.00	2080	\$62,100	\$53,028	17.11%	\$63,418	-2.08%	\$75,253	\$98,899	\$82,184	\$98,298
Parks Maintenance Manager	4	1.00	2080	\$52,969	\$57,200	-7.40%	\$66,539	-20.39%	\$81,135	\$89,478	\$88,234	\$104,687
Parks Maintenance Technician I	7	3.00	2080	\$29,380	\$31,923	-7.97%	\$32,145	-8.60%	\$32,916	\$34,810	\$48,659	\$54,481
Planner II	6	1.00	2080	\$47,642	\$50,835	-6.28%	\$56,020	-14.95%	\$64,944	\$70,250	\$83,628	\$89,050
Police Lieutenant	7	5.00	2184	\$67,128	\$61,900	8.45%	\$62,725	7.02%	\$76,079	\$81,749	\$97,302	\$100,613
Police Major	7	2.00	2080	\$76,839	\$70,033	9.72%	\$80,255	-4.26%	\$90,093	\$107,081	\$116,532	\$125,721

<b>Proposed UGA Position Title</b>	<b>N</b>	<b>Median Number of Full-Time Employees in Position</b>	<b>Median Number of Scheduled Annual Hours</b>	<b>Current Smyrna Minimum Annual Salary</b>	<b>Median Minimum Annual Salary</b>	<b>Current Smyrna Median Minimum Compa-Ratio</b>	<b>3rd Quartile Annual Salary</b>	<b>Current Smyrna 3rd Quartile Minimum Compa-</b>	<b>Median Employee Annual Salary</b>	<b>3rd Quartile Employee Annual Salary</b>	<b>Median Maximum Annual Salary</b>	<b>3rd Quartile Maximum Annual Salary</b>
Police Officer	7	26.00	2184	\$46,744	\$43,781	6.77%	\$46,460	0.61%	\$48,512	\$51,700	\$70,740	\$72,016
Police Sergeant	7	7.00	2184	\$57,416	\$52,642	9.07%	\$56,975	0.77%	\$63,023	\$64,779	\$81,764	\$90,492
Public Works Director	7	1.00	2080	\$91,016	\$88,203	3.19%	\$94,997	-4.19%	\$118,535	\$123,473	\$134,389	\$146,095
Records Assistant	6	2.75	2080	\$30,903	\$33,526	-7.83%	\$34,963	-11.61%	\$37,583	\$41,371	\$53,435	\$55,347
Recreation Program Coordinator	6	2.00	2080	\$35,468	\$42,536	-16.62%	\$47,073	-24.65%	\$49,265	\$52,891	\$65,853	\$74,256
Sanitation Manager	3	1.00	2080	\$52,969	\$49,504	7.00%	\$52,510	0.88%	\$60,919	\$62,918	\$74,256	\$80,038
Sanitation Worker; and Streets Maintenance Worker	5	6.00	2080	\$26,337	\$31,720	-16.97%	\$35,461	-25.73%	\$36,719	\$39,142	\$49,130	\$53,191
Streets Supervisor	5	1.00	2080	\$38,511	\$51,073	-24.60%	\$53,360	-27.83%	\$58,028	\$62,595	\$76,609	\$80,677
System Administrator	5	1.00	2080	\$47,642	\$59,800	-20.33%	\$68,919	-30.87%	\$70,998	\$79,034	\$92,643	\$103,917
Truck Driver (Sanitation)	3	3.50	2080	\$32,424	\$33,426	-3.00%	\$33,905	-4.37%	\$35,336	\$36,063	\$53,295	\$54,290
Utility Customer Service Representative	6	2.50	2080	\$30,903	\$35,412	-12.73%	\$41,024	-24.67%	\$42,203	\$47,544	\$56,710	\$65,580

<b>Proposed UGA Position Title</b>	<b>N</b>	<b>Median Number of Full-Time Employees in Position</b>	<b>Median Number of Scheduled Annual Hours</b>	<b>Current Smyrna Minimum Annual Salary</b>	<b>Median Minimum Annual Salary</b>	<b>Current Smyrna Median Minimum Compa- Ratio</b>	<b>3rd Quartile Annual Salary</b>	<b>Current Smyrna 3rd Quartile Minimum Compa-</b>	<b>Median Employee Annual Salary</b>	<b>3rd Quartile Employee Annual Salary</b>	<b>Median Maximum Annual Salary</b>	<b>3rd Quartile Maximum Annual Salary</b>
Utility Services Meter Technician	4	1.00	2080	\$30,903	\$32,126	-3.81%	\$34,502	-10.43%	\$35,568	\$37,544	\$48,188	\$51,748

**Appendix E**  
**Custom Benefits Administration Practices Survey Summary**  
**City of Smyrna Personnel Project**

***Healthcare***

**1. Does your organization offer a group health insurance plan?**

Answer	Count
Yes	7
No	0
<b>Total</b>	<b>7</b>

**2. Is the group health insurance that you offer a fully-insured plan, a self-insured plan, or some other kind of plan?**

Answer	Count
Fully-insured plan	5
Self-insured plan	2
Other	0
<b>Total</b>	<b>7</b>

**3. What type of group health insurance plan(s) does your organization offer (please check all that apply)?**

Answer	Count
HMO	2
PPO	2
POS	4
Other (HDHP)	1
<b>Total</b>	<b>9</b>



**4. What individuals are eligible for group health insurance coverage by your organization (please check all that apply)?**

<b>Answer</b>	<b>Count</b>
Single (Incumbent Employee)	7
Single with Spouse/Partner	7
Family	7
Retiree	2
<b>Total</b>	<b>23</b>

**5. What is your calendar year deductible for your HMO group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	2	\$1,500	\$4,000	\$2,750	\$2,750
Single with Spouse/Partner	2	\$4,500	\$8,000	\$6,250	\$6,250
Family	2	\$4,500	\$8,000	\$6,250	\$6,250
Retiree	0	N/A	N/A	N/A	N/A

**6. What is your calendar year maximum out of pocket expenses for your HMO group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	2	\$3,500	\$6,000	\$4,750	\$4,750
Single with Spouse/Partner	2	\$7,000	\$12,000	\$9,500	\$9,500
Family	2	\$7,000	\$12,000	\$9,500	\$9,500
Retiree	0	N/A	N/A	N/A	N/A

**7. What is the annual percentage of health insurance premiums paid by the EMPLOYER within your organization for the HMO health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	1	97%	97%	97%	97%
Single with Spouse/Partner	1	75%	75%	75%	75%
Family	1	75%	75%	75%	75%
Retiree	0	N/A	N/A	N/A	N/A

**8. What is your calendar year deductible for your PPO group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	2	\$1,000	\$5,000	\$3,000	\$3,000
Single with Spouse/Partner	2	\$1,000	\$10,000	\$5,500	\$5,500
Family	2	\$2,000	\$10,000	\$6,000	\$6,000
Retiree	1	\$1,000	\$1,000	\$1,000	\$1,000

**9. What is your calendar year maximum out of pocket expenses for your PPO group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	2	\$3,000	\$7,500	\$5,250	\$5,250
Single with Spouse/Partner	2	\$3,000	\$15,000	\$9,000	\$9,000
Family	2	\$6,000	\$15,000	\$10,500	\$10,500
Retiree	1	\$3,000	\$3,000	\$3,000	\$3,000

**10. What is the annual percentage of health insurance premiums paid by the EMPLOYER within your organization for the PPO health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	2	90%	97%	93.5%	93.5%
Single with Spouse/Partner	2	67%	84%	75.5%	75.5%
Family	2	67%	84%	75.5%	75.5%
Retiree	1	90%	90%	90%	90%

**11. What is your calendar year deductible for your POS group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	4	\$500	\$3,000	\$1,375	\$1,000
Single with Spouse/Partner	3	\$1,000	\$3,000	\$1,667	\$1,000
Family	4	\$1,500	\$9,000	\$4,125	\$3,000
Retiree	1	\$1,000	\$1,000	\$1,000	\$1,000

**12. What is your calendar year maximum out of pocket expenses for your POS group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	4	\$500	\$7,350	\$4,800	\$5,675
Single with Spouse/Partner	3	\$1,000	\$14,700	\$7,350	\$6,350
Family	4	\$1,500	\$14,700	\$9,725	\$11,350
Retiree	1	\$7,350	\$7,350	\$7,350	\$7,350

**13. What is the annual percentage of health insurance premiums paid by the EMPLOYER within your organization for the POS health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	4	85%	95%	91%	92%
Single with Spouse/Partner <sup>1</sup>	4	50%	90%	73.33%	80%
Family <sup>1</sup>	4	50%	90%	73.33%	80%
Retiree	1	85%	85%	85%	85%

<sup>1</sup>The Employer pays 95% of the health insurance premiums for employee and 85% per dependent.

**14. What is your calendar year deductible for your other (HDHP, etc.) group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	1	\$2,800	\$2,800	\$2,800	\$2,800
Single with Spouse/Partner	1	\$5,200	\$5,200	\$5,200	\$5,200
Family	1	\$5,200	\$5,200	\$5,200	\$5,200
Retiree	0	N/A	N/A	N/A	N/A

**15. What is your calendar year maximum out of pocket expenses for your other (HDHP, etc.) group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	1	\$3,500	\$3,500	\$3,500	\$3,500
Single with Spouse/Partner	1	\$7,000	\$7,000	\$7,000	\$7,000
Family	1	\$7,000	\$7,000	\$7,000	\$7,000
Retiree	0	N/A	N/A	N/A	N/A

**16. What is the annual percentage of health insurance premiums paid by the EMPLOYER within your organization for the other (HDHP, etc.) group health plan?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Single (Incumbent Employee)	N/A	N/A	N/A	N/A	N/A
Single with Spouse/Partner	N/A	N/A	N/A	N/A	N/A
Family	N/A	N/A	N/A	N/A	N/A
Retiree	N/A	N/A	N/A	N/A	N/A

**17. Does your organization offer an employee wellness program? A wellness program is intended to improve and promote health and fitness that's usually offered through the employer (although your health insurance plan may administer it). The program allows you or plan to offer you premium discounts, cash rewards, gym memberships, and other incentives to participate. Some examples of wellness programs include programs to help you stop smoking, diabetes management programs, weight loss programs, and preventative health screenings**

<b>Answer</b>	<b>Count</b>
Yes	7
No	1
<b>Total</b>	<b>8</b>

***Retirement***

**18. Does your organization offer a defined benefit plan?**

<b>Answer</b>	<b>Count</b>
Yes	6
No	1
<b>Total</b>	<b>7</b>

**19. Does your organization's defined benefit plan have a normal retirement age for general government employees?**

<b>Answer</b>	<b>Count</b>
Yes	6
No	0
<b>Total</b>	<b>6</b>

**20. What is the normal retirement age for a general government employee?**

<b>Answer</b>	<b>Count</b>
65	6
<b>Total</b>	<b>6</b>

**21. Does your organization's defined benefit plan have a normal retirement age for public safety employees?**

<b>Answer</b>	<b>Count</b>
Yes	5
No	1
<b>Total</b>	<b>6</b>

**22. What is the normal retirement age for a sworn law enforcement employee?**

<b>Answer</b>	<b>Count</b>
65	3
65 or Rule of 80 with a minimum 55 years old	1
<b>Total</b>	<b>4</b>

**23. What is the normal retirement age for a certified fire service employee?**

<b>Answer</b>	<b>Count</b>
N/A	3
65 or Rule of 80 with a minimum 55 years old	1
<b>Total</b>	<b>4</b>

**24. Does your organization's defined benefit plan have any type of age plus years of service to receive normal retirement?**

<b>Answer</b>	<b>Count</b>
Yes	3
No	3
<b>Total</b>	<b>6</b>

**25. Please describe your age plus years of service formula for a general government employee.**

<b>Answer</b>	<b>Count</b>
Age 65 years old	1
Age plus years of service totaling 80 and a minimum of age 55 for a full benefit	1
52 + years of service = 80	1
<b>Total</b>	<b>3</b>

**26. Please describe your age plus years of service formula for a sworn law enforcement employee.**

<b>Answer</b>	<b>Count</b>
Rule of 80: Age (minimum 55 years old) plus years of service equal 80.	1
Age plus years of service totaling 80 and a minimum of age 55 for a full benefit	1
52 + years of service = 80	1
N/A	2
<b>Total</b>	<b>5</b>

**27. Please describe your age plus years of service formula for a certified fire service employee.**

<b>Answer</b>	<b>Count</b>
Rule of 80: Age (minimum 55 years old) plus years of service equal 80.	1
Age plus years of service totaling 80 and a minimum of age 55 for a full benefit	1
N/A	3
<b>Total</b>	<b>5</b>

**28. What is the percentage of base compensation contributed by the EMPLOYER within your organization towards an employee's defined benefit plan?**

<b>Answer</b>	<b>Count</b>
At least 14.5%	1
8%	1
6%	1
6.7%	1
9.6%	1
<b>Total</b>	<b>5</b>



**29. What is the percentage of base compensation contributed by the EMPLOYEE within your organization towards an employee's defined benefit plan?**

<b>Answer</b>	<b>Count</b>
2%	1
4%	1
0%	3
<b>Total</b>	<b>5</b>

**30. Please describe how your organization calculates an employees' final defined benefit upon retirement (i.e. years of service x final average salary x multiplier = final defined benefit).**

<b>Answer</b>	<b>Count</b>
2.0% x final average earnings x years and months of credited service. Final average earnings are the average of your earnings for the period of 5 consecutive years in which they are highest. Majority of times it is the last 5 years of employment.	1
Years of service with a maximum of 35 x final average earnings over a five-year period x multiplier of 2.1% = final defined benefit	1
1.5% x years of full-time service x average highest five years of salary	1
Years of service x final average salary x 1.75%	1
Credited service x final average earnings x 2% = final defined benefit	1
<b>Total</b>	<b>5</b>

**31. Does your organization offer a defined contribution plan?**

<b>Answer</b>	<b>Count</b>
Yes	7
No	0
<b>Total</b>	<b>7</b>

**32. Please describe how your organization calculates an employees' final defined benefit upon retirement (i.e. years of service x final average salary x multiplier = final defined benefit).**

<b>Answer</b>	<b>Count</b>
Employees hired on or after January 1, 2022: Automatic Employer Paid Contribution of 5% with an additional up to 5% employer match	1
After 6 months probationary period, City contributes to employee's plan. If the employee contributes 3%, the City will contribute 5%. Capped at 5%. No match if the employee contributes less than 3%.	1
1/2% for each 1% employee contributes, up to a maximum of 2% match (So if employee contributes 4% or more, they receive the city's max 2% match)	1
The City matches 2% for an employee contribution of 4%.	1
We match up to 2.5% for employees and 5.5% for department heads	1
<b>Total</b>	<b>5</b>

*Paid Time Off*

**33. How many paid holidays per year does your organization offer?**

<b>Answer</b>	<b>Count</b>
9	1
10	2
10.5	2
10 + 1 Personal Day	1
11	2
<b>Total</b>	<b>8</b>

**34. What type of leave program(s) does your organization offer (please select all that apply)?**

<b>Answer</b>	<b>Count</b>
Annual and/or Vacation: Annual and/or vacation leave is defined as leave used for time away from work for rest, relaxation, travel, handling personal matters and other planned reasons. This leave is typically scheduled in advance.	5
Sick Leave: Sick leave is defined as leave typically used for absences due to an employee's own illness or injury, or to care for an employee's sick family member. This leave can be unplanned or foreseeable.	5
Paid Time Off (PTO): PTO is defined as a bank of leave time that employees may use for any reason, such as personal or family illness, personal reasons, vacation, or any other reason determined by the employee. This leave can be planned or unplanned.	2
None of the above.	0
<b>Total</b>	<b>12</b>

**35. How many annual hours of annual and/or vacation leave does a general government employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	4	40	96	74	80
Year 5	4	96	120	114	120
Year 10	4	120	160	146	152

**36. How many annual hours of annual and/or vacation leave does a sworn law enforcement employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	4	40	96	74	80
Year 5	4	96	120	114	120
Year 10	4	120	160	146	152

**37. How many annual hours of annual and/or vacation leave does a certified fire service employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	1	112	112	112	112
Year 5	1	168	168	168	168
Year 10	1	201.6	201.6	201.6	201.6

**38. Are there a maximum number of annual and/or vacation leave hours an employee can accrue?**

<b>Answer</b>	<b>Count</b>
Yes	5
No	0
<b>Total</b>	<b>5</b>

**39. What are the maximum number of annual and/or vacation leave hours a general government employee can accrue?**

<b>Answer</b>	<b>Count</b>
200	1
240	2
420	1
180 Hours for 1-10 years; and 280 Hours for 10+ years	1
<b>Total</b>	<b>5</b>

**40. What are the maximum number of annual and/or vacation leave hours a sworn law enforcement employee can accrue?**

<b>Answer</b>	<b>Count</b>
200	1
240	1
252	1
420	1
180 Hours for 1-10 years; and 280 Hours for 10+ years	1
<b>Total</b>	<b>5</b>

**41. What are the maximum number of annual and/or vacation leave hours a certified fire service employee can accrue?**

<b>Answer</b>	<b>Count</b>
720	1
<b>Total</b>	<b>1</b>

**42. How many annual hours of sick leave does a general government employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	4	64	96	84	88
Year 5	4	64	96	84	88
Year 10	4	64	96	84	88

**43. How many annual hours of sick leave does a sworn law enforcement employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	4	64	96	84	88
Year 5	4	64	96	84	88
Year 10	4	64	96	84	88

**44. How many annual hours of sick leave does a certified fire service employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	1	112	112	112	112
Year 5	1	112	112	112	112
Year 10	1	112	112	112	112

**45. Are there a maximum number of sick leave hours an employee can accrue?**

<b>Answer</b>	<b>Count</b>
Yes	3
No	2
<b>Total</b>	<b>5</b>

**46. What are the maximum number of sick leave hours a general government employee can accrue?**

<b>Answer</b>	<b>Count</b>
240	1
320	1
1,040	1
<b>Total</b>	<b>3</b>

**47. What are the maximum number of sick leave hours a sworn law enforcement employee can accrue?**

<b>Answer</b>	<b>Count</b>
240	1
320	1
1,040	1
<b>Total</b>	<b>3</b>

**48. What are the maximum number of annual and/or vacation leave hours a certified fire service employee can accrue?**

<b>Answer</b>	<b>Count</b>
No Maximum	1

**49. How many annual hours of paid time off does a general government employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	2	120	160	140	140
Year 5	2	160	216	188	188
Year 10	2	200	240	220	220

**50. How many annual hours of paid time off does a sworn law enforcement employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	2	129	165	147	147
Year 5	2	172	225	198.5	198.5
Year 10	2	215	251	233	233

**51. How many annual hours of paid time off does a certified fire service employee earn in the following years of service?**

	<b>N</b>	<b>Lowest Value</b>	<b>Highest Value</b>	<b>Average</b>	<b>Median</b>
Year 1	1	186	186	186	186
Year 5	1	260	260	260	260
Year 10	1	292	292	292	292

**52. Are there a maximum number of paid time off hours an employee can accrue?**

<b>Answer</b>	<b>Count</b>
Yes	2
No	0
<b>Total</b>	<b>2</b>



**53. What are the maximum number of paid time off hours a general government employee can accrue?**

<b>Answer</b>	<b>Count</b>
640	1
680	1
<b>Total</b>	<b>2</b>

**54. What are the maximum number of paid time off hours a sworn law enforcement employee can accrue?**

<b>Answer</b>	<b>Count</b>
688	1
728	1
<b>Total</b>	<b>2</b>

**55. What are the maximum number of paid time off hours a certified fire service employee can accrue?**

<b>Answer</b>	<b>Count</b>
836	1

**56. Does your organization administer a leave donation or leave sharing program? Leave donation or leave sharing program are defined as programs designed to allow employees to donate accrued paid time off (PTO), vacation or sick leave to a general pool to be used by fellow employees who experience medical emergencies or who are affected by major disasters and have exhausted all paid leave available to them.**

<b>Answer</b>	<b>Count</b>
Yes	3
No	3
<b>Total</b>	<b>6</b>

**57. Does your organization administer a leave buy-back program? A leave buy-back program is defined as a program that allows an employee to sell his or her unused leave time back to the employer.**

<b>Answer</b>	<b>Count</b>
Yes	4
No	3
<b>Total</b>	<b>7</b>

**58. Please describe your organization's leave buy-back program.**

<b>Answer</b>	<b>Count</b>
Employees are required to use a maximum number of PTO each year. The number of hours to take off is based on years of service. Employee who used the required annual minimum personal leave hours AND exceed their maximum personal leave accruals on June 30th of each fiscal year, are eligible to receive a personal leave incentive of up to 80 hours for general employees, up to 88 hours for sworn police department employees, and up to 106 hours for certified fire department employees based on actual accruals.	1
Sick Leave Buyback of up to 40 hours per year based on how many hours burned	1
Only upon serious finance need, and must be approved by dept director and city manager	1
Anything over 240 is paid back at 1/2 hourly rate to the employee	1
<b>Total</b>	<b>4</b>

**Appendix F**  
**Custom Compensation Administration Practices Survey Summary**  
**City of Smyrna Personnel Project**

**1. How does your organization adjust the pay for an employee when they are promoted to a position of greater responsibility or involving more skill (higher classification)?**

- Depends on the grade of the position being moved too.
- Promotions are reviewed with 5% being a good benchmark, but we place employees where they compare to their peer group. based on the pay grade of the new job; each grade is worth 5%, so a promotion to a job 1 grade higher would be a 5% increase
- There is a flat percentage of increase for the promotion or the employee is brought to the minimum of the new pay range, whichever is greater.
- 7% raise or to minimum of new range (which is ever is higher
- 10% increase or brought up to the new minimum in new grade level, whichever is higher
- To the minimum of the pay grade for that position or 7%, whichever is higher.

**2. Does your organization offer a hiring incentive program for a Deputy Sheriff or Police Officer positions?**

Answer	Count
Yes	4
No	3
<b>Total</b>	<b>7</b>

**3. If yes, please provide a description of the hiring incentive program below:**

- Entry pay is set based on education and experience as a P.O.S.T.-certified officer, with active duty military service substituting in the initial entry steps.
- 5% extra pay for at least 5 years of qualifying law enforcement experience, 5% extra pay for foreign language fluency; \$1500 hiring incentive after being released to solo patrol, \$1500 after one year of employment.
- When an officer is hired, if they have an Associate’s Degree, Bachelor’s Degree, or Master’s Degree they shall be entitled for their starting pay to be said percentage higher than the minimum starting pay. 2.5% with Associates Degree 5% with Bachelor’s Degree 5%; and 7.5% with Master’s Degree. In addition, if an Officer is hired with five (5) or more years of law enforcement experience their starting pay shall be increased by 2.5% after any educational incentive.

**4. Does your organization pay the monthly Peace Officers' Annuity & Benefit (POAB) Fund dues for incumbent employees in Deputy Sheriff or Police Officer positions?**

<b>Answer</b>	<b>Count</b>
Yes	4
No	3
<b>Total</b>	<b>7</b>

**5. Does your organization offer incentive pay or a competency-based pay program for sworn law enforcement employees when incumbent employees complete job-related training, education, or certification (i.e. POST Advanced)?**

<b>Answer</b>	<b>Count</b>
Yes	3
No	3
<b>Total</b>	<b>6</b>

**6. If yes, please describe your incentive pay or a competency-based pay program for sworn law enforcement employees when incumbent employees complete job-related training, education, or certification (i.e. POST Advanced)**

- Bachelor's Degree - \$3000; Intermediate (IC) - \$1000; Associate Degree - \$1500; Field Training Officer (FTO) - \$1500; GA POST Management Certification (PMC) - \$2000; Field Training Officer Commander - \$500; Professional Management Program - \$1500; Bi-lingual - \$1500; GA POST Supervision Certification (PSC) - \$1500; Criminal Investigator Certification (CIC) - \$1500; Advanced (AC) - \$1250; Senior Police Officer (SPO) - \$1500; Traffic Accident Reconstruction Specialist (ARC) - \$1500; and Narcotics Investigator Certification (NIC) - \$1500.
- Promotion to Senior Police Officer with completion of education, Intermediate POST, and time on the force. Additionally, educational achievement boosts pay as long as the officer didn't come in at the specified level.
- Incentive proficiency pay.
  - a. General purpose. To encourage job-related higher education and professional development and to provide an incentive to city employees for broadening their educational background in order to become more proficient and professional in the performance of their perspective city jobs.

- b. Statement of policy. It is the policy of the city to provide incentive pay to full-time employees who, during their employment with the city, complete an approved degree or bona fide certification program which is directly applicable to the respective position with the city.
- c. Eligibility. All regular-status, full-time employees are eligible to participate in the incentive proficiency pay (also known as incentive pro pay) program upon completion of an approved degree or certification program.
- d. Examples of degree, diploma and/or certification programs. The following degrees will make an employee eligible for incentive pro pay if the degree program is directly applicable to the employee's position with the city (as determined by the department head and the city manager) and is from an accredited college or university:
- Associate's degree.
  - Bachelor's degree.
  - Master's degree.
- e. Completion of a work-related diploma program from an accredited vocational-technical or other educational institution will also make an employee eligible for incentive pro pay if such a program can be successfully compared to a degree program at the Associate's level (as determined by the department head and the city manager). In addition, certain certification programs may make an employee eligible for incentive pro pay if the certification program is directly applicable to the employee's position with the city (as determined by the department head and the city manager). For the purposes of this policy, a certification program shall consist of a combination of the following: minimum of 100 hours training; or a required number of years' experience within the profession; and a required educational level; and a required body of knowledge. Furthermore, certification is a voluntary action by a professional group to establish a system to grant recognition to professionals who have met a stated level of training and/or work experience. Certifications differ from certificate programs because certifications, by definition, include an experience component. Certificate programs, on the other hand, award certificates once a course of study has been completed and do not require previous work experience.
- f. Incentive amount. Upon completion of an approved degree, diploma or certification program, a city employee will be awarded one of the following based upon circumstances and the decision of the city manager. A one-time bonus as a percentage of his/her current rate of pay (annualized) as follows:
- Certifications 2%
  - Associate's degree 2%
  - Bachelor's degree. 3%

- Master's degree 6%

Note: If an employee obtains a Bachelor's Degree without obtaining an Associate's Degree, then the bonus amount is five percent. Furthermore, the bonus award is limited to one program per calendar year.

- g. Evidence of completion. Upon completion of an approved degree or certification program, the city employee is required to submit evidence of completion to his or her department head. After review and approval, the department head will submit all documents and a letter requesting the incentive pro pay to the personnel administrator and the city manager for approval and processing.
- h. Effective date. Requests for incentive pro pay must be received by the city manager within 30 days of when the degree or certification was awarded.
- i. Reimbursement. If an employee who has received an incentive pro pay bonus voluntarily leaves the city's employ within two years of receiving this bonus, he/she will be required to reimburse the entire amount to the city.
- j. Exclusions. The incentive pro pay program is not intended to be used to reward employees who have participated in various short-term workshops, seminars or programs while employed by the city and will only be awarded to employees who have completed a bona fide degree, diploma or certification program. An approved list of certification programs will be maintained by the personnel administrator. City employees who must complete mandated training in order to successfully complete their working test period (for example, POST requirements) are not eligible for incentive pro pay for completing mandated training. (Instead, such employees are eligible to receive a merit increase at the conclusion of the working-test period.)
- k. The incentive pay program is not intended to be used by employees for degrees/certifications they received before they began their employment with the city or before the effective date of this program

**7. Does your organization offer a hiring incentive program for your Firefighter position?**

<b>Answer</b>	<b>Count</b>
Yes	2
No	3
<b>Total</b>	<b>5</b>

**8. If yes, please provide a description of the hiring incentive program below.**

- Entry pay is set based on education and experience as a certified firefighter and Advanced EMT or Paramedic.

**9. Does your Fire Service provide incentive pay to Firefighters possessing Emergency Medical Services certification and/or licensure?**

Answer	Count
Yes	1
No	4
<b>Total</b>	<b>5</b>

**10. If yes, please provide a description your EMS certification and/or licensure incentive pay program below:**

- Additional adjustment provided after receiving Paramedic. There is also a Master Firefighter progression program and Master Firefighter Engineer progression program.

**11. Does your Fire Service provide incentive pay to Firefighters serving on special units or teams (i.e. search and rescue unit; dive team; Haz-Mat team, etc.)?**

Answer	Count
Yes	1
No	4
<b>Total</b>	<b>5</b>

**12. If yes, please provide a description your EMS certification and/or licensure incentive pay program below:**

- Fire Shift Inspectors have pay they receive while performing those duties.

**13. Does your Fire Service provide additional compensation to Fire Service personnel temporarily serving in a ride-up or relief capacity (i.e. Firefighter serves as a Fire Apparatus Officer on a single shift when the Fire Apparatus Officer is absent)?**

<b>Answer</b>	<b>Count</b>
Yes	1
No	3
<b>Total</b>	<b>4</b>

**14. If yes, please describe how you provide additional compensation to Fire Service personnel temporarily serving in a ride-up or relief capacity.**

- The City has a 5% Acting Pay program for all employees

**15. Does your organization pay the monthly Georgia Firefighters' Pension Fund (GPPF) dues for incumbent employees in Fire Service positions?**

<b>Answer</b>	<b>Count</b>
Yes	4
No	0
<b>Total</b>	<b>4</b>