



CITY OF SMYRNA, GEORGIA **PAY PLAN UPDATE, 2018**

Consultant's Findings & Recommendations

Presented February 2018 by:



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PROJECT OVERVIEW & BACKGROUND

The Archer Company was engaged by the City of Smyrna (the City) to update its pay plan for 2018. The pay plan, which was originally developed in 1998 and has been maintained cooperatively by the Archer Company since that time, includes one hundred and fifty-four (154) classifications spread across thirty-two (32) pay grades. The primary focus of this update was to conduct a market analysis and make recommendations for updating the pay ranges to help the City remain competitive in the market within which it competes for talent. While past updates have included a review of internal equity, the City determined that this was not necessary in 2018 because all City job titles have undergone a comprehensive review in recent years, and we have worked closely with Human Resources to maintain the classification structure since that time.

The methodology used to conduct this analysis varied slightly from past engagements. The Archer Company last conducted a salary survey in 2014, providing updates to this data in 2015 and 2016. These surveys utilized the standard practice of compiling data for benchmark classifications—this provides market data for a representative sample of City classifications in order to make generalizations about the entire pay plan. Due to a lot of recent changes in the market, the City opted to conduct a more comprehensive salary survey, requesting that the Archer Company compile data for every classification in the City's pay plan. In order to accommodate this request, we skipped the standard salary survey and requested payroll data from the targeted jurisdictions—this allowed us to compile data for most of the classifications without placing too high of a burden on the Human Resources staff of survey participants. All other methodologies used for analyzing the data and calculating the pay ranges were the same as those used to maintain the pay plan over time.

The information herein represents the consultant's final report and recommendations. The Archer Company will continue to work closely with the City's management in order to ensure the success and long-term viability of the pay plan and to facilitate the implementation of our recommendations.

PROJECT TASKS & METHODOLOGY

Based on our agreement of the City's needs, the Archer Company undertook the following approach to accomplish the objectives established for this study. Specific project tasks included: (1) conducting the market analysis; (2) reviewing the current pay ranges against the market data and updating the pay plan (salary ranges, classifications, and pay grades) if necessary to reflect the findings; and (3) preparation of reports and recommendations. Each task is discussed in further detail below:

1. **Salary Survey:** In order to assess the impact of current labor market and related economic conditions on the City's pay plan, the Archer Company compiled wage and salary data for one hundred and thirty-five (135) of the City's one hundred and fifty-four (154) job titles. Data was compiled from twelve (12) organizations representative of the City's competitive market. Representative organizations are selected in accordance with the following characteristics: (1) organizations with which the City competes for employees; (2) organizations which are recognized as important, or influential, in the local market place; (3) organizations which are

within proximity to the City's competitive market (i.e. the same geographic region); and/or (4) organizations with similar population, demographics, and scope of services. The Archer Company worked with the City to ensure the list of targeted jurisdictions was representative of similar municipal governments with which the City competes for its labor pool; data was compiled from the following jurisdictions:

Representative Organizations:

- *Cobb County*
- *City of Acworth*
- *City of Brookhaven*
- *City of Chamblee*
- *City of Douglasville*
- *City of Duluth*
- *City of Dunwoody*
- *City of Kennesaw*
- *City of Marietta*
- *City of Roswell*
- *City of Sandy Springs*
- *City of Suwanee*

Market Analysis: As salary data was compiled, the Archer Company thoroughly and carefully reviewed the data for validity and accuracy. In some cases, an organization did not have an appropriate match for a particular benchmark position; in other cases, data for specific positions was either so far above or below the median of other responses that its inclusion in the survey would have materially skewed the results. In some instances, peripheral data about the organization raised questions regarding the validity of that organization's match, even where the salary provided appeared to coincide with responses from other organizations. In all of these cases, the Archer Company carefully examined the responses and discarded data determined to be poor comparisons to the City benchmarks.

While the goal is to use as much of the data gathered as possible, further analysis of the market data determines whether or not specific organizations or benchmarks will be included in the analysis. In every case, care was taken to avoid making changes that materially skewed the results (i.e. molding the market average by selectively discarding responses). To be included in the analysis, benchmark positions must meet three requirements: (1) a minimum number of matches from responding jurisdictions; (2) the definition of the benchmark has not changed significantly from the description provided in the survey; and (3) the matches from an organization remain true to the intent of the benchmark description, e.g. a position at the department director level in the City may be a manager's position in most organizations. Next, each salary range provided is compared to the market average for the corresponding benchmark. Those responses that were significantly above or below the market average were again examined for validity and appropriateness for inclusion in the regression. If it was concluded that a response was an outlier, the response was eliminated, and the market average was recalculated to reflect the shift in matching responses. As a general rule, a response is considered an outlier when the variance from the market average is greater than twenty percent (20%). These benchmarks were examined carefully, and benchmarks where no clear average could be discerned were not used in the analysis.

Results of the Market Analysis: After a long period of stagnant wages, the competitive market in Metro Atlanta has been thawing in the last 2-3 years; local governments have begun to once again increase their pay ranges regularly and funding pay increases for employees. As the results of the salary survey show in Exhibit 1, about two-thirds of Smyrna's pay ranges are below market; however, most of these are within 5% of market, which is likely attributable to changes in the market in the past two years (Smyrna last increased its ranges in 2015). Still, ranges for one-third of the classifications have fallen more than 5% below market (almost 15% of classifications are more than 10% below). Except for ranked positions in Police and Fire, most of these ranges represent classifications in grades 15 and below, which suggests that there has been greater movement at the low end of the pay scale. This has a disproportional impact on the majority of the City's front-line personnel. Salary ranges for senior management positions are within +/- 5% of market.

As hinted at above, the ranges for the intermediate ranks of Police and Fire (Police Sergeant, Police Lieutenant, Police Major, Fire Lieutenant, and Battalion Chief) were between 8-13% below market. We have seen increased market pressure for these promotional positions in Public Safety, and the market data for these classifications is very consistent across local jurisdictions. As a result, we have recommended pay grade increases to better align these classifications with the market.

2. **Updating the Pay Ranges:** The Archer Company uses a combination of mathematical regression and statistical trend analysis (moving average) to integrate the relative worth of benchmark classifications (job evaluation points) with the competitive worth of each benchmark in the competitive labor market. The regression analysis calculates a pay line which is then used as the basis for calculating the recommended pay ranges. Based on our findings from the market analysis, the Archer Company is recommending that the City increase its pay ranges between 2-5%, with the larger increases at the bottom of the pay scale. Increasing the ranges by a larger percentage (but proportionally) would allow the City to prevent future lags in the market position and reaffirm a more competitive position in the local market. By pairing the increase in the ranges with funding for employee merit increases, the City will ensure that salaries remain competitive for recruitment and retention of talent.
3. **Preparation of Reports:** The Archer Company has detailed our findings and the recommendations of the study in this report, which shows the recommended pay plan for the organization (classifications, pay grade, salary ranges). The report was reviewed in draft form with the City Management to solicit their input prior to the finalization of our recommendations. While this report represents the concluding steps in this study, the Archer Company will continue to provide on-going pay plan maintenance and support services to the City as described below.

MAINTAINING THE PAY PLAN

Regular maintenance and adjustment of the recommended pay plan will ensure the viability of this plan as a long-term solution to the City's compensation needs. The Archer Company will continue to work with the City to provide guidance and support with the on-going maintenance of the pay plan. The reports included in the exhibits show the list of classifications in the City's pay plan, along with the recommended pay grades and salary ranges for each position. Pay grades for each classification were determined by applying the job evaluation points to the resulting pay schedule as described herein. If the job evaluation points for a new classification are known, the recommended pay grade and salary range can be determined using this schedule. Thus, the recommended plan offers unlimited expansion as the organization grows and positions are added. The Archer Company offers job analysis and evaluation services to aid the City with the placement of new positions or positions that have changed into pay grades within the pay plan.

Adding New Positions: As new positions and/or classifications are created, a comprehensive job analysis and evaluation should be performed to accurately measure the value of the position to the organization. The results of the evaluation will determine proper grade placement and salary range for these positions and provide information needed for budgeting and recruitment.

Reclassification of Existing Positions: Likewise, individual positions or classifications should be reviewed as job duties and responsibilities are added, taken away, or otherwise modified. Such reviews are typically initiated by the department head, however the City's policies may also provide for a means by which employees can request a review of their classification if they feel that their position is not properly classified.

Adjustment of the Salary Ranges: It is our recommendation that the City continue to adjust pay ranges annually to maintain parity with changes in the competitive market. Annual adjustments typically take the form of a percentage increase applied uniformly to the minimum, midpoint, and maximum of all pay grades. Economic indicators such as the *Employment Cost Index* and *Consumer Price Index* are readily available to provide the City with guidance for determining the appropriate percentage. The City should continue to conduct a more complete analysis and assessment of its competitive market every three to five years by updating the salary survey and redrawing the pay lines.

Across-the-Board increases: As pay ranges are adjusted annually, the salaries of those employees whose performance meets or exceeds expectations should keep pace with or grow beyond adjustments to the pay ranges. By approving a salary increase for each employee equal to the percentage by which the pay ranges increase (sometimes referred to as a cost-of-living-adjustment, or COLA), the City will ensure that employees retain their relative placement in the pay ranges when the pay plan is adjusted. A variation on this theme is to fold the across-the-board or COLA adjustment into the scale of increases awarded on a pay-or-performance basis; this could be structured to exclude any employees from the COLA if their performance falls below acceptable levels.

Merit Adjustments: It is our recommendation that the City continue to fund annual merit raises that are awarded on the basis of performance. Merit increases would be awarded as a percentage of the midpoint of each employee's pay range based on a sliding scale of performance increments that is determined annually according to the distribution of scores and the funds available in the merit pool. Merit increases can either include or be awarded in addition to Cost of Living Adjustments.

EXHIBITS

- ◆ **Exhibit 1 • *Market Data for Benchmark Positions***
- ◆ **Exhibit 2 • *Pay Schedule*:** This report shows the pay plan structure with the grades and salary ranges (minimum, midpoint, and maximum).
- ◆ **Exhibit 3 • *Job Classification List—Grade Order*:** This report shows the classified titles listed in recommended grade order with salary range (minimum, midpoint, and maximum) provided.

Exhibit 1

City of Smyrna, Georgia
Pay Plan Update, 2018

Market Analysis, 2017

Compiled for Smyrna by the Archer Company

= low number of matches

V = significant variance in data

M? = questionable match to benchmark

Code Order

Code	Classification	FLSA	Grade	CMIN	CMID	CMAV	CAVG	#	Notes	MMIN	MMID	MMAX	MAVG	%Min	%Mid	COMPA
0010	RECEPTIONIST	N	4	24,284	30,355	36,426	30,060	4		27,076	33,312	40,564	35,055	-10.3%	-8.9%	0.90
0012	OFFICE ASSISTANT	N	6	27,186	33,983	40,779	32,933	8		28,141	35,068	42,860	32,243	-3.4%	-3.1%	0.94
0014	CENTRAL RECORDS ASSISTANT	N	7	28,637	35,796	42,956	32,900	7		29,509	36,511	44,528	31,451	-3.0%	-2.0%	0.90
0016	UTILITY SERVICES CLERK	N	7	28,637	35,796	42,956	31,234	8		29,757	37,237	45,829	32,449	-3.8%	-3.9%	0.84
0018	UTILITY SERVICES CLERK, SENIOR	N	9	31,539	39,424	47,309		7		32,123	40,111	49,461	37,950	-1.8%	-1.7%	0.00
0022	CENTRAL RECORDS SUPERVISOR	N	10	32,990	41,237	49,485	49,485	4		40,325	50,553	61,206		-18.2%	-18.4%	0.98
0026	ADMINISTRATIVE ASSISTANT	N	11	34,441	43,051	51,661	35,302	9		33,501	41,793	51,022	39,767	2.8%	3.0%	0.84
0028	DEPARTMENT ADMINISTRATIVE ASSISTANT	N	12	35,892	44,865	53,838	42,849	4		34,436	43,670	53,870	42,720	4.2%	2.7%	0.98
0030	UTILITY BILLING COORDINATOR	N	12	35,892	44,865	53,838	39,824	4		33,709	41,647	51,330	40,583	6.5%	7.7%	0.96
1101	CREW WORKER	N	4	24,284	30,355	36,426	25,759	11		25,616	32,089	39,379	27,331	-5.2%	-5.4%	0.80
1102	CREW LEADER	N	6	27,186	33,983	40,779	33,118	5		29,772	37,200	45,413	33,782	-8.7%	-8.6%	0.89
1105	MAINTENANCE TECHNICIAN	N	6	27,186	33,983	40,779	30,754	4		29,227	37,292	46,102	38,716	-7.0%	-8.9%	0.82
1106	MAINTENANCE TECHNICIAN, SENIOR	N	8	30,088	37,610	45,132	33,437	7		33,468	41,915	51,477	37,798	-10.1%	-10.3%	0.80
1107	CREW CHIEF	N	8	30,088	37,610	45,132		4		33,261	41,573	51,058	40,057	-9.5%	-9.5%	0.00
1110	EQUIPMENT OPERATOR	N	7	28,637	35,796	42,956	31,283	7		28,189	35,393	43,603	32,825	1.6%	1.1%	0.88
1112	EQUIPMENT OPERATOR, SENIOR	N	8	30,088	37,610	45,132	34,726	4		31,010	38,919	47,945	34,061	-3.0%	-3.4%	0.89
1114	HEAVY EQUIPMENT OPERATOR	N	11	34,441	43,051	51,661	38,931	4		33,908	43,202	53,375	37,981	1.6%	-0.3%	0.90
1116	SANITATION TRUCK DRIVER	N	8	30,088	37,610	45,132	34,063	9		29,613	37,233	45,782	33,270	1.6%	1.0%	0.91
1120	UTILITY METER INSTALLATION TECHNICIAN	N	6	27,186	33,983	40,779	32,233	1	#	28,815	36,020	46,104	31,723	-5.7%	-5.7%	0.89
4110	CITY ADMINISTRATOR	E	33	97,558	121,947	146,336	157,838	4		120,568	150,813	187,758	154,141	-19.1%	-19.1%	1.05
4111	ASSISTANT CITY ADMINISTRATOR	E	32	91,754	114,692	137,631	92,000	7		95,033	119,708	144,925	118,932	-3.5%	-4.2%	0.77
4112	MANAGER, INFORMATION TECHNOLOGY	E	21	49,676	62,095	74,514	61,153	6		54,234	68,488	83,664	63,981	-8.4%	-9.3%	0.89
4113	INFORMATION SYSTEMS SPECIALIST	E	18	44,598	55,747	66,896	58,119	5		43,762	54,455	67,926	51,362	1.9%	2.4%	1.07
4114	EXECUTIVE ASSISTANT	N	15	40,245	50,306	60,367	51,408	9		40,361	49,862	60,466	50,142	-0.3%	0.9%	1.03
4115	SERVER ADMINISTRATOR	E	18	44,598	55,747	66,896	56,375	4	V	47,058	57,704	71,921	59,095	-5.2%	-3.4%	0.98
4116	DIRECTOR, INFORMATION TECHNOLOGY	O	30	80,146	100,183	120,219		6		81,513	98,569	126,817	99,187	-1.7%	1.6%	0.00
4117	DEPUTY CITY CLERK	N	12	35,892	44,865	53,838	0	7		38,012	47,164	57,604	44,249	-5.6%	-4.9%	0.00
4118	GIS COORDINATOR	E	19	46,049	57,561	69,073	50,364	6		42,488	53,467	65,875	51,030	8.4%	7.7%	0.94
4120	DIRECTOR, HUMAN RESOURCES & RISK MGMT	E	30	80,146	100,183	120,219	91,485	8		82,765	99,163	126,659	96,805	-3.2%	1.0%	0.92
4122	HUMAN RESOURCES MANAGER	E	22	52,578	65,722	78,867	58,000	7		54,258	67,773	83,382	67,809	-3.1%	-3.0%	0.86
4124	EMPLOYEE BENEFITS COORDINATOR	E	17	43,147	53,933	64,720	52,000	6		43,882	55,071	67,799	51,672	-1.7%	-2.1%	0.94
4127	HUMAN RESOURCES TECHNICIAN	N	12	35,892	44,865	53,838	40,004	4		35,989	45,647	56,235	37,877	-0.3%	-1.7%	0.88
4130	DIRECTOR, FINANCE	E	31	85,950	107,437	128,925	97,854	9		87,222	107,536	132,813	79,094	-1.5%	-0.1%	0.91
4132	PURCHASING MANAGER	E	22	52,578	65,722	78,867	52,578	3	M?	58,169	70,572	92,087	69,162	-9.6%	-6.9%	0.75
4133	ACCOUNTS PAYABLE / PAYROLL COORDINATOR	N	12	35,892	44,865	53,838	49,205	5		34,416	42,959	52,443	40,858	4.3%	4.4%	1.15
4134	BUDGET OFFICER	E	20	47,500	59,374	71,249	51,694	5		48,705	62,337	76,973	55,169	-2.5%	-4.8%	0.83
4135	ACCOUNTING COORDINATOR	E	17	43,147	53,933	64,720	64,720	4		44,234	55,364	68,763	53,117	-2.5%	-2.6%	1.17
4136	BUSINESS LICENSE OFFICER	N	12	35,892	44,865	53,838		4		36,567	45,507	56,378	39,971	-1.8%	-1.4%	0.00
4137	PROPERTY TAX SPECIALIST	N	12	35,892	44,865	53,838		4		39,103	48,448	58,712	45,282	-8.2%	-7.4%	0.00
4139	PURCHASING BUYER	N	14	38,794	48,492	58,191	0	4		38,422	47,463	58,474	49,948	1.0%	2.2%	0.00
4141	MANAGER, UTILITY SERVICES	E	20	47,500	59,374	71,249	70,813	2	#	52,684	64,609	82,954	60,737	-9.8%	-8.1%	1.10
4142	UTILITY SERVICES FOREMAN	N	11	34,441	43,051	51,661	45,055	3		39,073	46,654	55,509	58,098	-11.9%	-7.7%	0.97
4143	UTILITY SERVICES METER TECHNICIAN	N	7	28,637	35,796	42,956		4		29,416	36,474	45,064	34,115	-2.6%	-1.9%	0.00

Market Analysis, 2017

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= low number of matches

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Code Order

Code	Classification	FLSA	Grade	CMIN	CMID	CMAV	CAVG	#	Notes	MMIN	MMID	MMAX	MAVG	%Min	%Mid	COMPA
4144	UTILITY SERVICES METER TECH, SR	N	9	31,539	39,424	47,309	0	4		31,343	39,230	49,282	39,433	0.6%	0.5%	0.00
4145	CONTROLLER	E	23	55,480	69,350	83,220	80,730	2	#,M?	64,656	79,435	101,975	78,136	-14.2%	-12.7%	1.02
4190	CITY CLERK	E	29	74,342	92,928	111,513	83,053	8		66,950	86,563	103,531	79,321	11.0%	7.4%	0.96
4191	CLERK OF COURT	N	17	43,147	53,933	64,720	53,485	8		48,594	59,727	71,705	55,281	-11.2%	-9.7%	0.90
4192	COURT SERVICES CLERK	N	8	30,088	37,610	45,132	32,465	9		30,206	37,602	45,990	34,799	-0.4%	0.0%	0.86
4194	CHIEF PROBATION OFFICER	E	18	44,598	55,747	66,896		3		47,417	59,453	74,521	55,203	-5.9%	-6.2%	0.00
4195	COURT SERVICES CLERK, SENIOR	N	9	31,539	39,424	47,309		7		33,228	41,261	50,849	34,582	-5.1%	-4.5%	0.00
4197	PROBATION OFFICER	N	15	40,245	50,306	60,367		4		39,177	49,553	61,885	49,622	2.7%	1.5%	0.00
4199	WARRANT OFFICER	N	15	40,245	50,306	60,367	0	1	#	38,438	49,982	61,526		4.7%	0.6%	0.00
4209	FORENSICS EVIDENCE SPECIALIST	N	16	41,696	52,120	62,544	60,192	7	M?	36,041	45,394	55,822	42,605	15.7%	14.8%	1.33
4210	CHIEF OF POLICE	E	31	85,950	107,437	128,925	116,482	10		90,741	111,513	139,084	115,436	-5.3%	-3.7%	1.04
4211	DEPUTY POLICE CHIEF	E	28	69,989	87,487	104,984	82,652	9		74,074	91,780	112,865	94,040	-5.5%	-4.7%	0.90
4212	POLICE MAJOR	E	23	55,480	69,350	83,220	69,618	11		63,634	79,504	96,999	80,691	-12.8%	-12.8%	0.88
4213	POLICE LIEUTENANT	N	20	47,500	59,374	71,249	62,385	11		55,298	69,190	84,528	69,016	-14.1%	-14.2%	0.90
4214	POLICE SERGEANT	N	18	44,598	55,747	66,896	59,511	11		48,697	60,980	74,353	58,741	-8.4%	-8.6%	0.98
4215	POLICE OFFICER-UNCERTIFIED	N	13	37,343	46,679	56,014	37,343	6		36,892	46,087	58,519	39,130	1.2%	1.3%	0.81
4216	DETENTION OFFICER	N	10	32,990	41,237	49,485	36,551	4		32,710	40,330	48,829	40,748	0.9%	2.3%	0.91
4218	JAIL COOK	N	6	27,186	33,983	40,779	27,866	3		27,626	33,984	41,442	33,970	-1.6%	0.0%	0.82
4220	POLICE OFFICER	N	15	40,245	50,306	60,367	43,856	12		39,635	49,006	59,186	46,784	1.5%	2.7%	0.89
4221	GCIC SPECIALIST	N	10	32,990	41,237	49,485	57,562	2	#	31,531	40,990	50,449	34,174	4.6%	0.6%	1.40
4222	MASTER PATROL OFFICER	N	16	41,696	52,120	62,544	54,355	7		43,405	55,136	66,868	51,494	-3.9%	-5.5%	0.99
4223	DETENTION SHIFT SUPERVISOR	N	13	37,343	46,679	56,014	42,565	4		40,037	49,445	60,211	43,258	-6.7%	-5.6%	0.86
4225	CRIME INTELLIGENCE ANALYST	N	13	37,343	46,679	56,014	37,343	4	M?	39,200	48,975	60,763	42,290	-4.7%	-4.7%	0.76
4227	CHIEF JAILER	N	17	43,147	53,933	64,720	52,000	3	M?	50,955	64,959	80,857	60,994	-15.3%	-17.0%	0.80
4229	POLICE QUARTERMASER	N	13	37,343	46,679	56,014	45,104	0								
4253	COMMUNICATIONS SHIFT SUPERVISOR	N	13	37,343	46,679	56,014	45,192	5		41,603	52,455	63,625	49,587	-10.2%	-11.0%	0.86
4255	COMMUNICATIONS OFFICER	N	10	32,990	41,237	49,485		6		34,632	43,570	53,327	34,268	-4.7%	-5.4%	0.00
4257	PUBLIC SAFETY SYSTEMS ADMINISTRATOR	N	16	41,696	52,120	62,544	0	0	#							
4260	FIRE CHIEF	E	31	85,950	107,437	128,925	113,089	3		94,387	112,937	146,083	115,755	-8.9%	-4.9%	1.00
4261	DEPUTY FIRE CHIEF	E	28	69,989	87,487	104,984	90,250	2	V	70,122	87,621	110,394	94,682	-0.2%	-0.2%	1.03
4262	FIRE BATTALION CHIEF	E	23	55,480	69,350	83,220	73,691	3		63,506	79,473	100,620	85,397	-12.6%	-12.7%	0.93
4263	FIRE LIEUTENANT	N	20	47,500	59,374	71,249	62,742	3		52,475	65,690	82,476	64,024	-9.5%	-9.6%	0.96
4264	FIRE ENGINEER	N	18	44,598	55,747	66,896	57,163	2	#	43,519	53,470	67,868	54,919	2.5%	4.3%	1.07
4265	FIREFIGHTER TRAINEE	N	13	37,343	46,679	56,014	37,343	1	#	36,483	43,921	55,183	40,541	2.4%	6.3%	0.85
4266	FIREFIGHTER I	N	15	40,245	50,306	60,367	42,547	2	#	40,111	49,251	62,499	42,263	0.3%	2.1%	0.86
4267	FIREFIGHTER II	N	16	41,696	52,120	62,544	50,463	2	#	41,919	51,471	65,309	50,395	-0.5%	1.3%	0.98
4268	FIRE HYDRANT INSPECTOR	N	12	35,892	44,865	53,838		1	#	30,612	39,796	48,979	48,963	17.2%	12.7%	0.00
4271	FIRE INSPECTOR / INVESTIGATOR	N	20	47,500	59,374	71,249		3		47,047	58,780	73,791	65,233	1.0%	1.0%	0.00
4274	FIRE TRAINING OFFICER	N	20	47,500	59,374	71,249		0	#							
4275	FIRE BATTALION CHIEF, PREVENTION	E	23	55,480	69,350	83,220	75,484	3		63,502	79,473	100,620	75,236	-12.6%	-12.7%	0.95
4310	DIRECTOR, COMMUNITY DVLPMENT/PLANNER	E	30	80,146	100,183	120,219	117,783	7		76,199	95,627	116,711	86,572	5.2%	4.8%	1.23
4311	CHIEF BUILDING OFFICIAL	E	23	55,480	69,350	83,220	81,000	6		59,402	75,579	92,169	75,872	-6.6%	-8.2%	1.07
4312	BUILDING INSPECTOR	N	14	38,794	48,492	58,191	51,389	8		41,761	52,301	63,866	54,785	-7.1%	-7.3%	0.98
4313	CITY MARSHAL-CODE ENFORCEMENT	N	12	35,892	44,865	53,838		5		35,875	45,229	56,124	43,593	0.0%	-0.8%	0.00
4314	ZONING INSPECTOR	N	11	34,441	43,051	51,661		6		34,479	43,408	53,560	43,085	-0.1%	-0.8%	0.00
4316	PLANNER I	E	15	40,245	50,306	60,367		4		41,296	52,198	65,233	42,360	-2.5%	-3.6%	0.00
4317	LEAD CITY MARSHAL-CODE ENFORCEMENT	N	16	41,696	52,120	62,544	58,191	2	#	41,119	50,471	64,028	48,833	1.4%	3.3%	1.15

Market Analysis, 2017

Compiled for Smyrna by the Archer Company

= low number of matches

V = significant variance in data

M? = questionable match to benchmark

Code Order

Code	Classification	FLSA	Grade	CMIN	CMID	CMAV	CAVG	#	Notes	MMIN	MMID	MMAX	MAVG	%Min	%Mid	COMPA
4318	PLANNER II	E	17	43,147	53,933	64,720	56,755	4		45,724	57,516	71,636	47,334	-5.6%	-6.2%	0.99
4320	ECONOMIC DEVELOPMENT COORDINATOR	E	17	43,147	53,933	64,720		7		45,782	56,977	69,713	51,586	-5.8%	-5.3%	0.00
4321	PLANNER / INSPECTOR	E	15	40,245	50,306	60,367		2	#	42,719	52,471	66,588	54,142	-5.8%	-4.1%	0.00
4322	SENIOR PLANNER	E	18	44,598	55,747	66,896	62,072	7		48,112	60,045	73,590	49,921	-7.3%	-7.2%	1.03
4325	ECONOMIC DEVELOPMENT MANAGER	E	24	58,382	72,977	87,573	76,747	6	V	65,744	81,445	99,902	93,383	-11.2%	-10.4%	0.94
4330	DIRECTOR, PARKS AND RECREATION	E	30	80,146	100,183	120,219		9		78,788	97,429	119,814	95,722	1.7%	2.8%	0.00
4331	ASSISTANT DIRECTOR, RECREATION	E	24	58,382	72,977	87,573		8		58,143	71,662	86,927	76,493	0.4%	1.8%	0.00
4332	COMMUNITY CENTER SUPERVISOR	N	8	30,088	37,610	45,132		1	#	35,215	44,019	56,344		-14.6%	-14.6%	0.00
4341	PARK SUPERINTENDENT	E	21	49,676	62,095	74,514		5		47,754	59,533	72,176	60,955	4.0%	4.3%	0.00
4343	PARKS MAINTENANCE FOREMAN	N	12	35,892	44,865	53,838		5		37,256	46,768	57,245	41,583	-3.7%	-4.1%	0.00
4351	SENIOR PROGRAMS COORDINATOR	E	15	40,245	50,306	60,367		6		43,841	53,411	64,733	51,729	-8.2%	-5.8%	0.00
4353	RECREATION COORDINATOR	N	10	32,990	41,237	49,485	33,815	5	M?	38,636	47,630	58,092	47,334	-14.6%	-13.4%	0.71
4361	ATHLETICS & AQUATICS COORDINATOR	E	15	40,245	50,306	60,367		4		43,125	54,173	66,666	42,103	-6.7%	-7.1%	0.00
4362	HEAD LIFEGUARD	N	6	27,186	33,983	40,779	27,866	1	#	27,215	34,020	43,545		-0.1%	-0.1%	0.82
4370	DIRECTOR, LIBRARY	E	29	74,342	92,928	111,513		1	#	69,612	87,016	111,380	84,761	6.8%	6.8%	0.00
4371	LIBRARY AIDE	N	4	24,284	30,355	36,426	0	1	#	25,616	32,020	40,986	28,825	-5.2%	-5.2%	0.00
4372	TECHNICAL SERVICES LIBRARIAN	E	15	40,245	50,306	60,367		1	#	41,614	52,018	66,583	44,432	-3.3%	-3.3%	0.00
4373	LIBRARY ASSOCIATE	N	14	38,794	48,492	58,191	0	1	#	38,414	48,018	61,464	40,001	1.0%	1.0%	0.00
4374	YOUTH SERVICES LIBRARIAN	E	16	41,696	52,120	62,544		1	#	43,214	54,018	69,143	49,825	-3.5%	-3.5%	0.00
4375	LIBRARY CLERK	N	6	27,186	33,983	40,779	33,510	0								
4376	LIBRARY CLERK, SENIOR	N	7	28,637	35,796	42,956		0								
4377	ADULT SERVICES LIBRARIAN	E	16	41,696	52,120	62,544	43,155	1	#	41,614	52,018	66,583	44,432	0.2%	0.2%	0.83
4380	EVENTS & SALES ASSISTANT	N	8	30,088	37,610	45,132	32,243	2	#, V, M?	38,507	48,994	59,471	49,000	-21.9%	-23.2%	0.66
4381	DIRECTOR, KEEP SMYRNA BEAUTIFUL	E	26	64,186	80,232	96,278	75,000	3		45,825	57,307	72,154	67,284	40.1%	40.0%	1.31
4382	RECYCLING CENTER COORDINATOR	N	12	35,892	44,865	53,838	41,746	1	#	41,647	54,141	66,635	54,080	-13.8%	-17.1%	0.77
4383	ASST DIRECTOR, KEEP SMYRNA BEAUTIFUL	N	13	37,343	46,679	56,014	56,014	3		38,817	49,166	60,689	39,006	-3.8%	-5.1%	1.14
4384	RECYCLING CENTER ASSISTANT	N	6	27,186	33,983	40,779	34,833	4		24,533	30,824	37,482	27,789	10.8%	10.2%	1.13
4385	FACILITY EVENTS COORDINATOR	E	15	40,245	50,306	60,367	47,979	6	V, M?	39,494	50,528	61,566	49,227	1.9%	-0.4%	0.95
4390	DIRECTOR, COMMUNITY RELATIONS	E	26	64,186	80,232	96,278	82,800	6		62,564	79,073	98,056	76,039	2.6%	1.5%	1.05
4395	COMMUNITY RELATIONS ASSISTANT	N	13	37,343	46,679	56,014	46,000	7		37,559	47,473	58,083	45,193	-0.6%	-1.7%	0.97
4410	DIRECTOR, PUBLIC WORKS	E	31	85,950	107,437	128,925	104,392	9		82,966	102,767	127,152	114,062	3.6%	4.5%	1.02
4411	ASSISTANT DIRECTOR, PUBLIC WORKS	E	24	58,382	72,977	87,573	83,548	7		63,099	78,788	97,316	88,785	-7.5%	-7.4%	1.06
4412	SUPERVISOR, STREETS	E	21	49,676	62,095	74,514	54,200	6	V, M?	49,610	62,009	74,528	61,908	0.1%	0.1%	0.87
4413	WAREHOUSE ATTENDANT	N	6	27,186	33,983	40,779		2	#	28,566	35,054	44,447	36,501	-4.8%	-3.1%	0.00
4414	SUPERVISOR, WAREHOUSE	E	18	44,598	55,747	66,896	0	2	#, V	44,646	54,441	69,000	58,094	-0.1%	2.4%	0.00
4415	STREET FOREMAN	N	12	35,892	44,865	53,838	42,000	6		36,664	45,836	56,395	46,626	-2.1%	-2.1%	0.92
4416	TRAFFIC SIGNAL TECHNICIAN	N	12	35,892	44,865	53,838	39,057	5		35,546	45,235	56,324	36,054	1.0%	-0.8%	0.86
4417	ADMINISTRATIVE SERVICES COORDINATOR	N	13	37,343	46,679	56,014		5		37,976	48,125	59,782	43,428	-1.7%	-3.0%	0.00
4418	CITY ENGINEER	E	29	74,342	92,928	111,513	93,389	7		68,140	86,535	107,330	80,964	9.1%	7.4%	1.08
4419	SUPERVISOR, BUILDINGS & GROUNDS (4419)	O	21	49,676	62,095	74,514	51,250	4		50,558	63,851	80,216	57,996	-1.7%	-2.8%	0.80
4422	SUPERVISOR, FLEET MAINTENANCE	E	21	49,676	62,095	74,514	56,500	4	M?	44,892	56,697	70,817	63,656	10.7%	9.5%	1.00
4423	FLEET MAINTENANCE FOREMAN	N	12	35,892	44,865	53,838	46,477	4		37,807	47,211	58,492	46,367	-5.1%	-5.0%	0.98
4424	MECHANIC	N	9	31,539	39,424	47,309	31,539	7		30,264	37,870	46,555	36,013	4.2%	4.1%	0.83
4426	MECHANIC, SENIOR	N	10	32,990	41,237	49,485	37,929	4		35,340	43,711	54,283	42,533	-6.7%	-5.7%	0.87
4432	SUPERVISOR, SANITATION	E	21	49,676	62,095	74,514	54,729	3		49,679	63,109	78,132	63,482	0.0%	-1.6%	0.87
4434	SANITATION FOREMAN	N	12	35,892	44,865	53,838	50,200	5		38,951	48,654	60,188	50,113	-7.9%	-7.8%	1.03
4442	SUPERVISOR, WATER AND SEWER	E	21	49,676	62,095	74,514	56,408	2	#	48,494	59,578	75,571	57,959	2.4%	4.2%	0.95

Market Analysis, 2017

Compiled for Smyrna by the Archer Company

= low number of matches

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Code Order

Code	Classification	FLSA	Grade	CMIN	CMID	CMAx	CAVG	#	Notes	MMIN	MMID	MMAX	MAVG	%Min	%Mid	COMPA
4443	WATER/SEWER FOREMAN	N	12	35,892	44,865	53,838	49,130	3		38,925	48,770	61,188	45,775	-7.8%	-8.0%	1.01
4445	UTILITIES LOCATOR	N	11	34,441	43,051	51,661	41,558	1	#	34,691	41,799	52,560	37,190	-0.7%	3.0%	0.99
4450	ENVIRONMENTAL INSPECTOR	N	12	35,892	44,865	53,838	0	6		37,450	46,968	58,017	44,129	-4.2%	-4.5%	0.00

Exhibit 2

City of Smyrna, Georgia

Pay Plan Update, 2018

Pay Schedule (Grades and Salary Ranges)

Prepare for the City of Smyrna by the Archer Company

	<i>Current Ranges (Adopted 2016)</i>			<i>Proposed Ranges for 2018</i>			
Grade	Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum	% Increase
1	19,931	24,914	29,897	20,934	26,167	31,401	5.0%
2	21,382	26,728	32,073	22,397	27,996	33,596	4.7%
3	22,833	28,542	34,250	23,860	29,826	35,791	4.5%
4	24,284	30,355	36,426	25,324	31,655	37,986	4.3%
5	25,735	32,169	38,603	26,787	33,484	40,181	4.1%
6	27,186	33,983	40,779	28,250	35,313	42,376	3.9%
7	28,637	35,796	42,956	29,714	37,142	44,571	3.8%
8	30,088	37,610	45,132	31,177	38,971	46,766	3.6%
9	31,539	39,424	47,309	32,640	40,801	48,961	3.5%
10	32,990	41,237	49,485	34,104	42,630	51,156	3.4%
11	34,441	43,051	51,661	35,567	44,459	53,351	3.3%
12	35,892	44,865	53,838	37,030	46,288	55,546	3.2%
13	37,343	46,679	56,014	38,494	48,117	57,741	3.1%
14	38,794	48,492	58,191	39,957	49,946	59,936	3.0%
15	40,245	50,306	60,367	41,420	51,775	62,131	2.9%
16	41,696	52,120	62,544	42,884	53,605	64,326	2.8%
17	43,147	53,933	64,720	44,347	55,434	66,521	2.8%
18	44,598	55,747	66,896	45,810	57,263	68,716	2.7%
19	46,049	57,561	69,073	47,274	59,092	70,911	2.7%
20	47,500	59,374	71,249	48,737	60,921	73,106	2.6%
21	49,676	62,095	74,514	50,932	63,665	76,398	2.5%
22	52,578	65,722	78,867	53,859	67,323	80,788	2.4%
23	55,480	69,350	83,220	56,785	70,982	85,178	2.4%
24	58,382	72,977	87,573	59,712	74,640	89,568	2.3%
25	61,284	76,605	91,925	62,639	78,298	93,958	2.2%
26	64,186	80,232	96,278	65,565	81,957	98,348	2.1%
27	67,087	83,859	100,631	68,492	85,615	102,738	2.1%
28	69,989	87,487	104,984	71,419	89,273	107,128	2.0%
29	74,342	92,928	111,513	75,809	94,761	113,713	2.0%
30	80,146	100,183	120,219	81,662	102,077	122,493	1.9%
31	85,950	107,437	128,925	87,515	109,394	131,273	1.8%
32	91,754	114,692	137,631	93,369	116,711	140,053	1.8%

Exhibit 3

City of Smyrna, Georgia
Pay Plan Update, 2018

Job Classification Listing (Grade Order)

Prepared for the City by the Archer Company

Code	Classification	FLSA	Grade	C-Min	C-Mid	C-Max	Grade	P-Min	P-Mid	P-Max
1101	CREW WORKER	N	4	24,284	30,355	36,426	4	25,324	31,655	37,986
4371	LIBRARY AIDE	N	4	24,284	30,355	36,426	4	25,324	31,655	37,986
0010	RECEPTIONIST	N	4	24,284	30,355	36,426	4	25,324	31,655	37,986
1102	CREW LEADER	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
4362	HEAD LIFE GUARD	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
4218	JAIL COOK	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
4375	LIBRARY CLERK	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
1105	MAINTENANCE TECHNICIAN	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
0012	OFFICE ASSISTANT	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
4384	RECYCLING CENTER ASSISTANT	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
1120	UTILITY METER INSTALLATION TECHNICIAN	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
4413	WAREHOUSE ATTENDANT	N	6	27,186	33,983	40,779	6	28,250	35,313	42,376
0014	CENTRAL RECORDS ASSISTANT	N	7	28,637	35,796	42,956	7	29,714	37,142	44,571
1110	EQUIPMENT OPERATOR	N	7	28,637	35,796	42,956	7	29,714	37,142	44,571
4376	LIBRARY CLERK, SENIOR	N	7	28,637	35,796	42,956	7	29,714	37,142	44,571
0016	UTILITY SERVICES CLERK	N	7	28,637	35,796	42,956	7	29,714	37,142	44,571
4143	UTILITY SERVICES METER TECHNICIAN	N	7	28,637	35,796	42,956	7	29,714	37,142	44,571
4332	COMMUNITY CENTER SUPERVISOR	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
4192	COURT SERVICES CLERK	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
1107	CREW CHIEF	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
1112	EQUIPMENT OPERATOR, SENIOR	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
4380	EVENTS & SALES ASSISTANT	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
1106	MAINTENANCE TECHNICIAN, SENIOR	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
	PARKS MAINTENANCE TECHNICIAN, SR	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
1116	SANITATION TRUCK DRIVER	N	8	30,088	37,610	45,132	8	31,177	38,971	46,766
4195	COURT SERVICES CLERK, SENIOR	N	9	31,539	39,424	47,309	9	32,640	40,801	48,961
4424	MECHANIC	N	9	31,539	39,424	47,309	9	32,640	40,801	48,961
0018	UTILITY SERVICES CLERK, SENIOR	N	9	31,539	39,424	47,309	9	32,640	40,801	48,961
4144	UTILITY SERVICES METER TECH, SR	N	9	31,539	39,424	47,309	9	32,640	40,801	48,961
0022	CENTRAL RECORDS SUPERVISOR	N	10	32,990	41,237	49,485	10	34,104	42,630	51,156
4255	COMMUNICATIONS OFFICER	N	10	32,990	41,237	49,485	10	34,104	42,630	51,156
4216	DETENTION OFFICER	N	10	32,990	41,237	49,485	10	34,104	42,630	51,156
4221	GCIC SPECIALIST	N	10	32,990	41,237	49,485	10	34,104	42,630	51,156
4426	MECHANIC, SENIOR	N	10	32,990	41,237	49,485	10	34,104	42,630	51,156
4353	RECREATION COORDINATOR	N	10	32,990	41,237	49,485	10	34,104	42,630	51,156
0026	ADMINISTRATIVE ASSISTANT	N	11	34,441	43,051	51,661	11	35,567	44,459	53,351
1114	HEAVY EQUIPMENT OPERATOR	N	11	34,441	43,051	51,661	11	35,567	44,459	53,351
4445	UTILITIES LOCATOR	N	11	34,441	43,051	51,661	11	35,567	44,459	53,351
4142	UTILITY SERVICES FOREMAN	N	11	34,441	43,051	51,661	11	35,567	44,459	53,351
4314	ZONING INSPECTOR	N	11	34,441	43,051	51,661	11	35,567	44,459	53,351
4133	ACCOUNTS PAYABLE / PAYROLL COORDINATOR	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4419	BUILDING & GROUNDS FOREMAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4136	BUSINESS LICENSE OFFICER	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4313	CITY MARSHAL-CODE ENFORCEMENT	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
0028	DEPARTMENT ADMINISTRATIVE ASSISTANT	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4117	DEPUTY CITY CLERK	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4450	ENVIRONMENTAL INSPECTOR	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4268	FIRE HYDRANT INSPECTOR	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4423	FLEET MAINTENANCE FOREMAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4127	HUMAN RESOURCES TECHNICIAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
	OPEN RECORDS COORDINATOR (PD)	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4343	PARKS MAINTENANCE FOREMAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4137	PROPERTY TAX SPECIALIST	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4382	RECYCLING CENTER COORDINATOR	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4434	SANITATION FOREMAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4415	STREET FOREMAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4416	TRAFFIC SIGNAL TECHNICIAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
0030	UTILITY BILLING COORDINATOR	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4443	WATER/SEWER FOREMAN	N	12	35,892	44,865	53,838	12	37,030	46,288	55,546
4417	ADMINISTRATIVE SERVICES COORDINATOR	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741

Code	Classification	FLSA	Grade	C-Min	C-Mid	C-Max	Grade	P-Min	P-Mid	P-Max
4383	ASST DIRECTOR, KEEP SMYRNA BEAUTIFUL	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4253	COMMUNICATIONS SHIFT SUPERVISOR	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4395	COMMUNITY RELATIONS ASSISTANT	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4225	CRIME INTELLIGENCE ANALYST	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4223	DETENTION SHIFT SUPERVISOR	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4265	FIREFIGHTER TRAINEE	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4337	PARK RANGER-UNCERTIFIED	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4215	POLICE OFFICER-UNCERTIFIED	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4229	POLICE QUARTERMASER	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
	SUPPORT SERVICES COORDINATOR (FD)	N	13	37,343	46,679	56,014	13	38,494	48,117	57,741
4312	BUILDING INSPECTOR	N	14	38,794	48,492	58,191	14	39,957	49,946	59,936
4373	LIBRARY ASSOCIATE	N	14	38,794	48,492	58,191	14	39,957	49,946	59,936
4139	PURCHASING BUYER	N	14	38,794	48,492	58,191	14	39,957	49,946	59,936
	ADMINISTRATIVE SERVICES COORDINATOR, SR	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4361	ATHLETICS & AQUATICS COORDINATOR	E	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4226	CRIME INTELLIGENCE ANALYST, SR		15	40,245	50,306	60,367	15	41,420	51,775	62,131
4114	EXECUTIVE ASSISTANT	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4385	FACILITY EVENTS COORDINATOR	E	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4266	FIREFIGHTER I	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4336	PARK RANGER	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4321	PLANNER / INSPECTOR	E	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4316	PLANNER I	E	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4220	POLICE OFFICER	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4197	PROBATION OFFICER	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4351	SENIOR PROGRAMS COORDINATOR	E	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4372	TECHNICAL SERVICES LIBRARIAN	E	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4199	WARRANT OFFICER	N	15	40,245	50,306	60,367	15	41,420	51,775	62,131
4377	ADULT SERVICES LIBRARIAN	E	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4267	FIREFIGHTER II	N	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4209	FORENSICS EVIDENCE SPECIALIST	N	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4317	LEAD CITY MARSHAL-CODE ENFORCEMENT	N	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4222	MASTER PATROL OFFICER	N	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4335	PARK RANGER, SENIOR	N	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4257	PUBLIC SAFETY SYSTEMS ADMINISTRATOR	N	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4374	YOUTH SERVICES LIBRARIAN	E	16	41,696	52,120	62,544	16	42,884	53,605	64,326
4135	ACCOUNTING COORDINATOR	E	17	43,147	53,933	64,720	17	44,347	55,434	66,521
4227	CHIEF JAILER	N	17	43,147	53,933	64,720	17	44,347	55,434	66,521
4191	CLERK OF COURT	N	17	43,147	53,933	64,720	17	44,347	55,434	66,521
4320	ECONOMIC DEVELOPMENT COORDINATOR	E	17	43,147	53,933	64,720	17	44,347	55,434	66,521
4124	EMPLOYEE BENEFITS COORDINATOR	E	17	43,147	53,933	64,720	17	44,347	55,434	66,521
4318	PLANNER II	E	17	43,147	53,933	64,720	17	44,347	55,434	66,521
4272	PLANS EXAMINER	N	17	43,147	53,933	64,720	17	44,347	55,434	66,521
	CERTIFICATION MANAGER (PD)	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4194	CHIEF PROBATION OFFICER	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4264	FIRE ENGINEER	N	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4113	INFORMATION SYSTEMS SPECIALIST	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
	PARKS MAINTENANCE COORDINATOR	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4322	SENIOR PLANNER	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4115	SERVER ADMINISTRATOR	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4414	SUPERVISOR, WAREHOUSE	E	18	44,598	55,747	66,896	18	45,810	57,263	68,716
4119	SYSTEMS ADMINISTRATOR		18	44,598	55,747	66,896	18	45,810	57,263	68,716
4118	GIS COORDINATOR	E	19	46,049	57,561	69,073	19	47,274	59,092	70,911
4134	BUDGET OFFICER	E	20	47,500	59,374	71,249	20	48,737	60,921	73,106
4271	FIRE INSPECTOR / INVESTIGATOR	N	20	47,500	59,374	71,249	20	48,737	60,921	73,106
4274	FIRE TRAINING OFFICER	N	20	47,500	59,374	71,249	20	48,737	60,921	73,106
4141	MANAGER, UTILITY SERVICES	E	20	47,500	59,374	71,249	20	48,737	60,921	73,106
4214	POLICE SERGEANT	N	18	44,598	55,747	66,896	20	48,737	60,921	73,106
4150	SPECIAL PROJECTS COORDINATOR	E	20	47,500	59,374	71,249	20	48,737	60,921	73,106
4263	FIRE LIEUTENANT	N	20	47,500	59,374	71,249	21	50,932	63,665	76,398
4112	MANAGER, INFORMATION TECHNOLOGY	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398
4341	PARK SUPERINTENDENT	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398
4419	SUPERVISOR, BUILDINGS & GROUNDS (4419)	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398
4422	SUPERVISOR, FLEET MAINTENANCE	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398
4432	SUPERVISOR, SANITATION	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398
4412	SUPERVISOR, STREETS	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398
4442	SUPERVISOR, WATER AND SEWER	E	21	49,676	62,095	74,514	21	50,932	63,665	76,398

Code	Classification	FLSA	Grade	C-Min	C-Mid	C-Max	Grade	P-Min	P-Mid	P-Max
4455	ASSISTANT CITY ENGINEER (4455)	E	22	52,578	65,722	78,867	22	53,859	67,323	80,788
4122	HUMAN RESOURCES MANAGER	E	22	52,578	65,722	78,867	22	53,859	67,323	80,788
4132	PURCHASING MANAGER	E	22	52,578	65,722	78,867	22	53,859	67,323	80,788
4311	CHIEF BUILDING OFFICIAL	E	23	55,480	69,350	83,220	23	56,785	70,982	85,178
4145	CONTROLLER	E	23	55,480	69,350	83,220	23	56,785	70,982	85,178
4213	POLICE LIEUTENANT	N	20	47,500	59,374	71,249	23	56,785	70,982	85,178
4411	ASSISTANT DIRECTOR, PUBLIC WORKS	E	24	58,382	72,977	87,573	24	59,712	74,640	89,568
4331	ASSISTANT DIRECTOR, RECREATION	E	24	58,382	72,977	87,573	24	59,712	74,640	89,568
4325	ECONOMIC DEVELOPMENT MANAGER	E	24	58,382	72,977	87,573	24	59,712	74,640	89,568
4262	FIRE BATTALION CHIEF	E	23	55,480	69,350	83,220	25	62,639	78,298	93,958
4275	FIRE BATTALION CHIEF, PREVENTION	E	23	55,480	69,350	83,220	25	62,639	78,298	93,958
4212	POLICE MAJOR	E	23	55,480	69,350	83,220	25	62,639	78,298	93,958
4390	DIRECTOR, COMMUNITY RELATIONS	E	26	64,186	80,232	96,278	26	65,565	81,957	98,348
4381	DIRECTOR, KEEP SMYRNA BEAUTIFUL	E	26	64,186	80,232	96,278	26	65,565	81,957	98,348
4261	DEPUTY FIRE CHIEF	E	28	69,989	87,487	104,984	28	71,419	89,273	107,128
4211	DEPUTY POLICE CHIEF	E	28	69,989	87,487	104,984	28	71,419	89,273	107,128
4190	CITY CLERK	E	29	74,342	92,928	111,513	29	75,809	94,761	113,713
4418	CITY ENGINEER	E	29	74,342	92,928	111,513	29	75,809	94,761	113,713
4370	DIRECTOR, LIBRARY	E	29	74,342	92,928	111,513	29	75,809	94,761	113,713
4310	DIRECTOR, COMMUNITY DVLPMENT/PLANNER	E	30	80,146	100,183	120,219	30	81,662	102,077	122,493
4120	DIRECTOR, HUMAN RESOURCES & RISK MGMT	E	30	80,146	100,183	120,219	30	81,662	102,077	122,493
4116	DIRECTOR, INFORMATION TECHNOLOGY		30	80,146	100,183	120,219	30	81,662	102,077	122,493
4330	DIRECTOR, PARKS AND RECREATION	E	30	80,146	100,183	120,219	30	81,662	102,077	122,493
4210	CHIEF OF POLICE	E	31	85,950	107,437	128,925	31	87,515	109,394	131,273
4130	DIRECTOR, FINANCE	E	31	85,950	107,437	128,925	31	87,515	109,394	131,273
4410	DIRECTOR, PUBLIC WORKS	E	31	85,950	107,437	128,925	31	87,515	109,394	131,273
4260	FIRE CHIEF	E	31	85,950	107,437	128,925	31	87,515	109,394	131,273
4111	ASSISTANT CITY ADMINISTRATOR	E	32	91,754	114,692	137,631	32	93,369	116,711	140,053