

# **Metropolitan Government of Nashville and Davidson County**

Compensation Current State Assessment

April 2, 2014



**Deloitte.**

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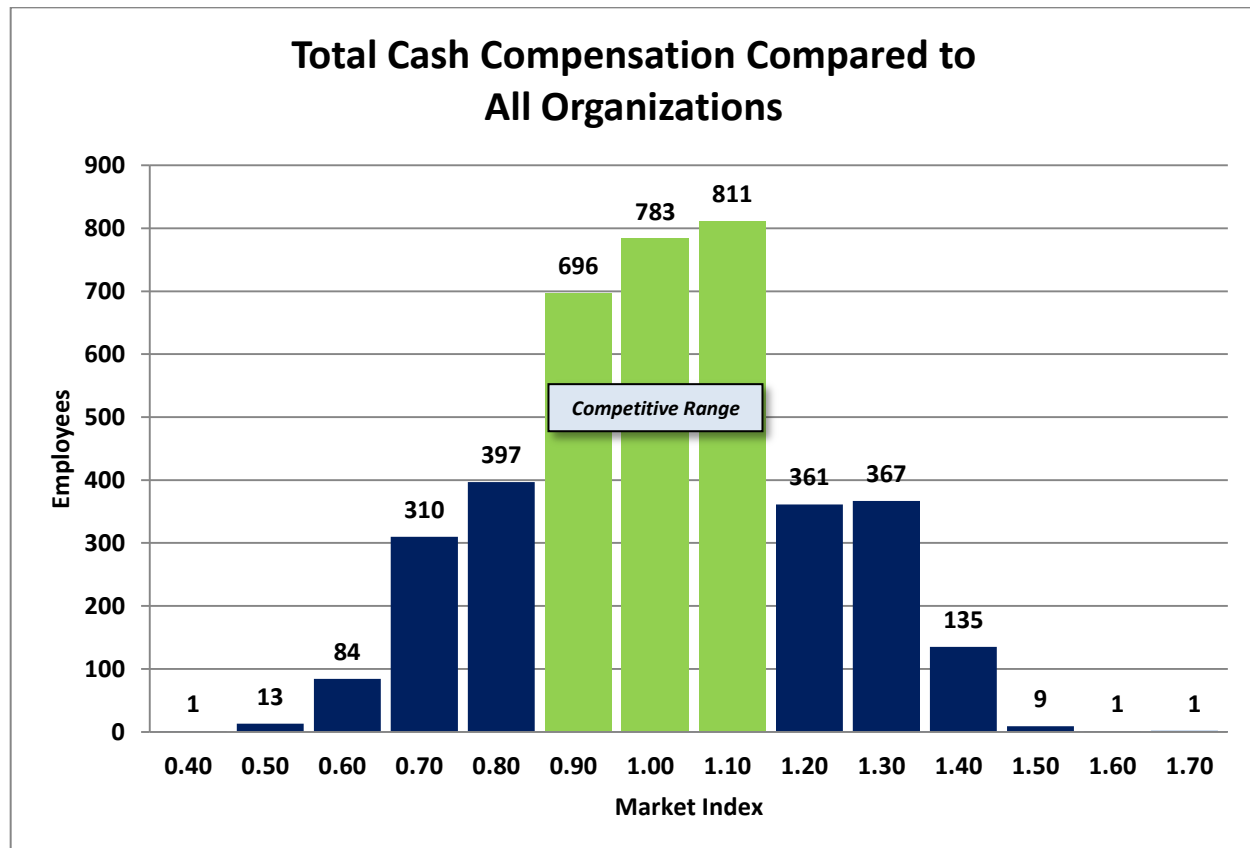
## Executive Summary

Competitive compensation benchmarks were established for Metropolitan Government of Nashville and Davidson County (“Metro” or the “Client”) positions using various sources of survey data both published and proprietary as listed in the Methodology section. The tables below compare the Metro incumbents’ base salaries and total cash compensation (TCC equals the sum of base salary and annual bonus opportunity) *as of January 2014* to market practice on an overall basis with **All Organizations** data and **Government** specific data. In general, the Market Index indicates that Metro employees are paid slightly above market. However, over a third of employee salaries are currently below the market median (before consideration of benefit values provided under separate cover).

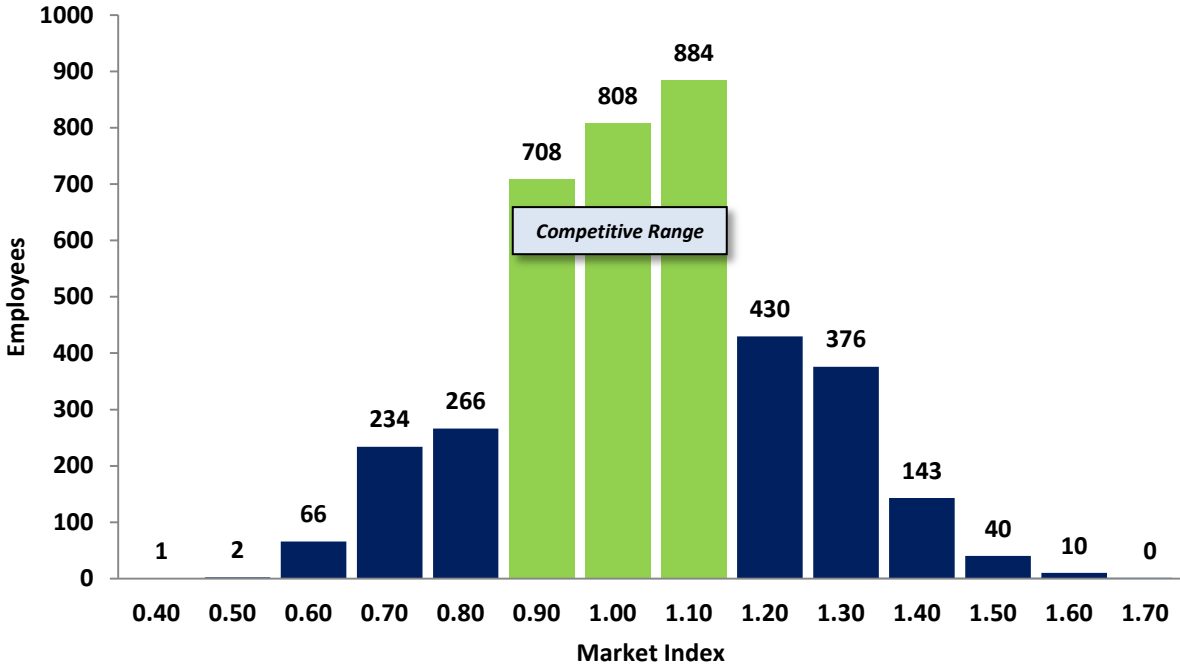
Metric	All Organizations	Government
Average Base Salary Market Index	1.05	1.08
Average TCC Market Index	1.06	1.08
# of Benchmarked Jobs	147	147
% Employees Below 1.00 Base Market Index	38.5%	32.4%
% Employees Below 1.00 TCC Market Index	37.8%	32.2%
<i>Market Index = Metro Salary / Market Composite</i>		

**Note:** Each employee’s data is included in this statistical summary one time.

The graph below illustrates that most Metro employees fall within the competitive range of their positions; that is, +/- 10% of the relevant market rate.



# Total Cash Compensation Compared to Government Organizations



The overall compensation data analysis shows that base salaries and TCC approximate the median of the survey data for both *All Organizations* and *Government* specific survey data.

Element of Compensation	Metro Compared to <i>All Organizations</i> Market Data		
	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Base Salary	11.2%	-1.8%	-13.9%
Total Cash Compensation	11.1%	-2.1%	-14.6%
Element of Compensation	Metro Compared to <i>Government specific</i> Market Data		
	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile
Base Salary	16.8%	3.5%	-8.9%
Total Cash Compensation	16.9%	3.4%	-9.2%

*Note: Each job is included in the summary statistics one time.*

An analysis by pay type indicates that one type, Health Department, which contain only one position with 8 employees, is paid significantly below market (see highlight below). There are also two pay types, Emergency Telecommunications and Public Safety, that are paid significantly above market (see darker highlights below).

Pay Type	# EEs	All Organizations		Government	
		Market Index (Base)	Market Index (TCC)	Market Index (Base)	Market Index (TCC)
Correctional Officers (CO)	213	0.98	0.98	0.98	0.98
<b>Emergency Telecommunications (ET)</b>	<b>95</b>	<b>1.19</b>	<b>1.20</b>	<b>1.21</b>	<b>1.22</b>
<b>Health Department (HD)*</b>	<b>8</b>	<b>0.76</b>	<b>0.76</b>	<b>0.80</b>	<b>0.80</b>
<b>Public Safety (PS)</b>	<b>1,899</b>	<b>1.17</b>	<b>1.18</b>	<b>1.17</b>	<b>1.18</b>
Standard Range (SR)	1,143	0.93	0.93	1.00	0.99
Trades General (TG)	441	0.91	0.92	0.93	0.94
Trades Leads (TL)	79	1.01	1.02	1.08	1.08
Trades Supervisory (TS)	71	0.93	0.93	0.96	0.96

Custom survey results showed a similar pay trend. Overall, jobs included in the custom study were within the competitive range of +/- 10% of the median of the group of 16 comparator organizations. (See page 15 for a full list of the organizations included in the analysis.)

- Two key, high population jobs are within a narrower +/- 5% range of competitive market values: Police Officer 2 and Fire Fighter 2

**Health Department (HD)\*** - Only one job of this pay type was actually benchmarked.

## Background

Metropolitan Government of Nashville and Davidson County (“Metro” or the “Client”) engaged Deloitte Consulting LLP (“Deloitte”) to provide a comprehensive study of Metro’s current compensation and benefits package.

The scope of the compensation assessment project includes base salary and total cash compensation. Deloitte Consulting conducted a competitive benchmark analysis of total compensation for selected positions using published salary survey information. In addition, a custom survey of similar municipalities was conducted. Results provided under separate cover.

This report encompasses:

- A review and analysis of 147 unique positions and compensation across All Industries/Organizations scope data and a separate Government specific scope, including data for base salary and total cash compensation
- Detailed compensation data by pay type

The balance of this report summarizes our findings and observations and includes a comparison of current Metro pay levels for the positions to market data based on a review of published compensation survey data.

## Methodology

Deloitte collected external salary data on 147 benchmark jobs representing around 4,000 employees in various job groups, levels, and departments throughout Metro. A “benchmark job” is a job commonly found in the market and used as a reference point to make salary comparisons because pay data for these jobs are readily available in published surveys. To be considered a benchmark, for the purposes of this study, a job was required to have one or more matches to external data. Metro identified a list of preferred benchmark job titles and prioritized them according to their interest in obtaining competitive salary data. Deloitte then used Metro’s list of benchmark titles to guide the collection of survey data.

Job comparisons were made based on input from Metro and the summary descriptions from the surveys. The market median (50th percentile) served as the point of comparison for assessing competitiveness, but data from the 25th and 75th percentiles were utilized as well. Additionally, a -6.3% geographic differential was applied where 50th percentile market salaries are lower than \$90,000 to reflect the Nashville and Davidson County labor market wage rates. Premiums and discounts were applied to ensure correct job and level matches.

The market analysis included data from several salary surveys, and data were updated to April 1, 2014 using an annual aging factor of 2.2%. This factor represents the 2014 projected merit increases for all industries based on the 2013-14 United States WorldatWork Salary Budget Survey.

- For all positions, Metro’s compensation has been compared with that of Government organizations and All Industries survey scope.

- *Metro's base salary represents data as of January 2014.*
- For positions with multiple incumbents, the average Metro salary for the position is used when calculating variance to market data.
- For Part-Time positions, annual (full-time equivalent) base salary was calculated by multiplying hourly wage by 2,080 hours.
- Total Cash Compensation includes base salary, performance bonus and longevity pay provided for the most recent fiscal year.
- All market data have been reviewed for consistency between survey sources and scope factors to eliminate skewed or unreliable data.

The following surveys were used for the market analysis:

Survey Titles
AWWA Large Utility Survey
City of Atlanta Peer Market Compensation Survey
City of Chattanooga Salary Survey
Kenexa CompAnalyst United States
Knoxville Salary & Benefits Survey 2011-2012
Mercer HR Consulting Inc.'s Benchmark Database – Executive Report
Mercer HR Consulting Inc.'s Benchmark Database – Finance, Accounting, and Legal Report
Mercer HR Consulting Inc.'s Benchmark Database -- Human Resources Report
Mercer HR Consulting Inc.'s Benchmark Database -- Information Technology report
Mercer HR Consulting Inc.'s Benchmark Database -- Corporate Marketing and Communications Report
Mercer HR Consulting Inc.'s Benchmark Database -- Metropolitan
Mercer HR Consulting Inc.'s Integrated Health Networks Compensation Survey Module 5 -- Healthcare Provider Individual Contributors
Towers Watson's General Industry Accounting and Finance Compensation Survey Report -- U.S.
Towers Watson's Survey Report on Health Care Administrative and Support Personnel Compensation
Towers Watson's Survey Report on Health Care Clinical and Professional Compensation
Towers Watson's Survey Report on Middle Management Compensation
Towers Watson's Survey Report on Office Personnel Compensation
Towers Watson's Survey Report on Professional Administrative Services Personnel Compensation
Towers Watson's Survey Report on Technician and Skilled Trades Personnel Compensation

## Interpreting this Report

The following analysis presents market data for both base salary and total cash compensation (base plus bonus) for Metro positions. Each job was analyzed for its competitiveness in relation to the market using the Market Index. The Market Index is one indicator of market competitiveness and is calculated by dividing an employee's pay by the market pay for that job. An index of 1.00 indicates that the incumbent's salary is aligned perfectly with the external salary data. Additionally, the analysis below utilizes an average of the incumbent salaries within each job. The average is then compared to the relevant market rate for each data cut -- All Organizations and Government survey data.

The median, or 50th percentile, is often used as a point of comparison in analyzing market data because it is less susceptible to extreme data points. The 50th percentile identifies the middle rate in the data set, and answers the question: "What is the middle salary in a set of salaries ranked from high to low?" The 50th percentile is an important benchmark in market-based compensation programs because it allows the organization to track incumbents whose pay might lead or lag the market.

To determine the competitiveness of an individual's actual salary compared to the market, several factors should be considered, including:

- The knowledge, skills and abilities the individual brings to the job
- The performance of the individual in the job
- The experience or tenure of the individual in the job
- The market demand for the skills the individual possesses
- The criticality of the position to the organization and the organization's current profitability

In general, a Market Index between 0.90 and 1.10 is considered market competitive.



## Salary Survey Findings by Pay Grade

The following pages contain Deloitte’s market analysis of published salary survey data by job within each pay type. The highlighted row at the beginning of each section represents the overall average for the pay type.

Pay Type	Metro Title	Metro			Market Index (All Orgs)		Market Index (Govt)	
		# Jobs	Base Avg	TCC Avg	Base Mkt Index (All)	TCC Mkt Index (All)	Base Mkt Index (Govt)	TCC Mkt Index (Govt)
<b>CO</b>		<b>2</b>	<b>\$39,547</b>	<b>\$39,938</b>	<b>0.99</b>	<b>1.00</b>	<b>0.99</b>	<b>1.00</b>
	Correctional Officer 1	1	\$34,042	\$34,185	0.97	0.98	0.97	0.98
	Correctional Officer Sergeant	1	\$45,053	\$45,692	1.02	1.03	1.02	1.03
<b>ET</b>		<b>3</b>	<b>\$48,334</b>	<b>\$48,800</b>	<b>1.13</b>	<b>1.14</b>	<b>1.14</b>	<b>1.15</b>
	Emergency Telecommunications Manager	1	\$66,790	\$67,624	1.12	1.14	1.12	1.14
	Emergency Telecommunications Officer 1	1	\$29,238	\$29,268	1.01	1.01	1.02	1.02
	Emergency Telecommunications Officer 4	1	\$48,975	\$49,506	1.25	1.26	1.27	1.28
<b>HD</b>		<b>1</b>	<b>\$72,469</b>	<b>\$72,826</b>	<b>0.76</b>	<b>0.76</b>	<b>0.80</b>	<b>0.80</b>
	Public Health Nurse Practitioner	1	\$72,469	\$72,826	0.76	0.76	0.80	0.80
<b>PS</b>		<b>12</b>	<b>\$59,767</b>	<b>\$60,316</b>	<b>1.17</b>	<b>1.17</b>	<b>1.18</b>	<b>1.19</b>
	Emergency Medical Technician 1	1	\$42,955	\$42,955	1.41	1.40	1.49	1.49
	Fire Captain	1	\$70,176	\$71,087	1.12	1.13	1.12	1.13
	Fire District Chief	1	\$76,747	\$77,682	1.01	1.02	1.01	1.02
	Fire Fighter 2	1	\$50,867	\$51,250	1.12	1.13	1.12	1.13
	Fire Fighter 3	1	\$63,732	\$64,667	1.31	1.33	1.31	1.33
	Fire Recruit	1	\$37,400	\$37,436	1.04	1.04	1.04	1.04
	Paramedic 2	1	\$58,153	\$58,661	1.31	1.32	1.42	1.43
	Police Captain	1	\$86,778	\$87,664	1.17	1.18	1.17	1.18
	Police Lieutenant	1	\$73,820	\$74,660	1.13	1.11	1.13	1.11
	Police Officer 2	1	\$52,828	\$53,245	1.21	1.22	1.21	1.22
	Police Officer Trainee	1	\$37,915	\$37,915	1.08	1.08	1.08	1.08
	Police Sergeant	1	\$65,835	\$66,576	1.11	1.12	1.11	1.12

Pay Type	Metro Title	Metro		Market Index (All Orgs)		Market Index (Govt)		
		# Jobs	Base Avg	TCC Avg	Base Mkt Index (All)	TCC Mkt Index (All)	Base Mkt Index (Govt)	TCC Mkt Index (Govt)
<b>SR</b>		<b>74</b>	<b>\$51,395</b>	<b>\$51,832</b>	<b>0.95</b>	<b>0.94</b>	<b>1.01</b>	<b>1.01</b>
	Administrative Services Officer 2	1	\$41,244	\$41,718	0.92	0.90	1.03	1.01
	Administrative Services Officer 4	1	\$61,516	\$62,184	1.16	1.13	1.31	1.27
	Archives Assistant 1	1	\$22,884	\$22,884	0.88	0.88	0.81	0.80
	Archivist	1	\$68,501	\$69,436	1.16	1.17	1.16	1.18
	Attorney 1	1	\$55,087	\$55,087	0.73	0.69	0.87	0.84
	Attorney 3	1	\$92,640	\$93,119	0.61	0.55	0.83	0.80
	Building Inspector 1	1	\$51,256	\$52,191	1.14	1.16	1.17	1.19
	Building Inspector 2	1	\$50,766	\$51,351	0.95	0.96	0.98	0.99
	Circulation Assistant 1	1	\$24,093	\$24,171	0.86	0.85	0.93	0.93
	Communicable Disease Investigator	1	\$42,719	\$43,263	0.79	0.80	0.80	0.81
	Compliance Inspector 3	1	\$47,567	\$48,218	0.80	0.77	0.91	0.89
	Concessions Clerk 1	1	\$23,504	\$23,580	1.12	1.13	1.14	1.14
	Crime Scene Technician 1	1	\$42,056	\$42,299	1.17	1.18	1.17	1.18
	Customer Service Field Representative 3	1	\$38,706	\$39,425	0.77	0.77	0.81	0.81
	Engineer 1	1	\$55,173	\$55,411	0.87	0.86	0.95	0.94
	Engineer 3	1	\$86,358	\$86,935	1.10	1.10	1.19	1.18
	Engineer in Training	1	\$52,416	\$52,663	0.89	0.87	0.97	0.94
	Engineering Technician 1	1	\$36,408	\$36,930	0.85	0.86	0.90	0.91
	Engineering Technician 3	1	\$51,262	\$51,963	0.92	0.92	1.06	1.06
	Environmental Compliance Officer 3	1	\$57,618	\$58,291	1.08	1.08	1.17	1.18
	Environmental Laboratory Manager	1	\$71,059	\$71,683	0.85	0.83	0.75	0.75
	Finance Officer 1	1	\$42,750	\$43,162	0.87	0.87	0.88	0.88
	Finance Officer 3	1	\$57,086	\$57,458	0.97	0.96	1.03	1.03
	Golf Course Manager	1	\$56,748	\$57,683	1.20	1.22	1.20	1.22
	Historic Preservationist 1	1	\$47,663	\$47,911	1.18	1.19	1.18	1.19
	Historic Preservationist 2	1	\$62,280	\$62,280	1.28	1.28	1.28	1.28
	Human Resources Administrator	1	\$69,921	\$70,471	1.13	1.12	1.02	1.01
	Human Resources Analyst 1	1	\$37,169	\$37,263	0.78	0.77	0.85	0.85
	Human Resources Analyst 3	1	\$59,784	\$60,411	0.84	0.82	1.04	1.06
	Human Resources Assistant 1	1	\$30,657	\$31,014	0.82	0.82	0.87	0.88
	Human Resources Manager	1	\$84,520	\$85,229	0.91	0.88	0.90	0.89
	Information Systems Advisor 1 - Network Engineer	1	\$72,029	\$72,647	0.97	0.94	1.07	1.05
	Information Systems Advisor 2	1	\$82,074	\$82,598	1.06	1.05	1.14	1.05
	Information Systems Assistant Director	1	\$105,506	\$105,864	0.84	0.75	0.99	0.89
	Information Systems Communications Analyst 3	1	\$56,061	\$56,556	0.86	0.84	0.90	0.89
	Information Systems Division Manager	1	\$84,229	\$84,806	0.76	0.72	0.82	0.83
	Information Systems Operations Technician 1	1	\$37,646	\$37,952	1.01	1.00	1.10	1.10
	Information Systems Operations Technician 2	1	\$44,511	\$44,979	0.97	0.97	1.09	1.09

Pay Type	Metro Title	Metro			Market Index (All Orgs)		Market Index (Govt)	
		# Jobs	Base Avg	TCC Avg	Base Mkt Index (All)	TCC Mkt Index (All)	Base Mkt Index (Govt)	TCC Mkt Index (Govt)
<b>SR</b>		<b>74</b>	<b>\$51,395</b>	<b>\$51,832</b>	<b>0.95</b>	<b>0.94</b>	<b>1.01</b>	<b>1.01</b>
	Law Clerk	1	\$36,192	\$36,289	0.78	0.76	0.90	0.91
	Legal Secretary 1	1	\$34,223	\$34,429	0.87	0.85	0.94	0.93
	Legal Secretary 2	1	\$43,641	\$44,313	0.88	0.87	1.10	1.10
	Librarian 1	1	\$43,996	\$44,372	0.85	0.85	1.03	1.02
	Library Associate 1	1	\$32,224	\$32,566	0.97	0.98	1.06	1.07
	Library Manager 1	1	\$53,456	\$53,856	0.84	0.84	0.85	0.85
	Library Manager 3	1	\$68,953	\$69,542	0.92	0.92	0.93	0.93
	Naturalist 3	1	\$42,006	\$42,452	0.85	0.85	0.93	0.93
	Nature Center Manager	1	\$50,355	\$50,548	1.00	1.00	1.02	1.02
	Office Support Manager	1	\$47,881	\$48,695	0.97	0.98	1.08	1.10
	Office Support Representative 1	1	\$27,711	\$27,878	0.96	0.96	1.03	1.03
	Office Support Representative 2	1	\$29,221	\$29,517	0.87	0.87	0.84	0.84
	Office Support Representative 3	1	\$33,270	\$33,710	0.86	0.86	0.83	0.83
	Office Support Specialist 1	1	\$36,112	\$36,566	1.03	1.02	1.06	1.06
	Office Support Specialist 2	1	\$41,033	\$41,657	1.00	1.00	1.06	1.07
	Paralegal	1	\$38,681	\$38,910	0.84	0.82	0.99	0.99
	Planner 1	1	\$45,002	\$45,175	0.93	0.90	1.04	1.03
	Planner 3	1	\$70,736	\$71,250	1.01	0.97	1.17	1.16
	Planning Manager 2	1	\$87,658	\$88,373	0.81	0.72	1.00	0.89
	Plans Examiner 2	1	\$60,596	\$60,995	0.80	0.77	0.87	0.83
	Police Crisis Counselor 2	1	\$52,353	\$52,803	1.33	1.35	1.36	1.37
	Police Identification Analyst 2	1	\$52,260	\$53,153	1.22	1.24	1.22	1.24
	Property Guard 2	1	\$27,615	\$27,760	0.83	0.83	0.88	0.88
	Radio Technician 2	1	\$47,958	\$48,893	1.05	1.06	1.17	1.17
	Radio Technician 3	1	\$47,530	\$47,997	0.85	0.85	0.96	0.95
	Recreation Leader	1	\$35,407	\$35,610	0.84	0.83	0.96	0.97
	Research Analyst 2	1	\$59,405	\$59,694	1.04	1.03	1.15	1.12
	Safety Coordinator	1	\$64,551	\$65,019	1.05	1.04	1.21	1.20
	Social Work Associate	1	\$33,105	\$33,105	0.84	0.84	0.84	0.84
	Social Worker 1	1	\$39,396	\$39,616	0.85	0.85	0.85	0.86
	Social Worker 2	1	\$43,480	\$43,826	0.80	0.81	0.84	0.84
	Specialized Skills Supervisor	1	\$49,357	\$49,742	1.01	0.99	1.06	1.04
	Treatment Plant Assistant Manager	1	\$58,072	\$58,287	1.01	1.01	1.07	1.07
	Treatment Plant Manager	1	\$77,389	\$78,208	1.10	1.11	1.14	1.16
	Water Quality Analyst 1	1	\$36,192	\$36,208	0.96	0.96	0.96	0.96
	Water Quality Analyst 2	1	\$52,743	\$53,431	1.21	1.23	1.21	1.23

Pay Type	Metro Title	Metro			Market Index (All Orgs)		Market Index (Government)	
		# Jobs	Base Avg	TCC Avg	Base Mkt Index (All)	TCC Mkt Index (All)	Base Mkt Index (Govt)	TCC Mkt Index (Govt)
<b>TG</b>		<b>20</b>	<b>\$34,932</b>	<b>\$35,283</b>	<b>0.97</b>	<b>0.97</b>	<b>1.02</b>	<b>1.02</b>
	Automotive Mechanic	1	\$38,460	\$38,754	1.10	1.11	1.14	1.15
	Building & Grounds Electrician	1	\$40,924	\$40,924	1.02	1.01	1.13	1.13
	Building Maintenance Leader	1	\$34,179	\$34,905	1.20	1.20	1.21	1.23
	Building Maintenance Worker	1	\$28,599	\$28,709	0.84	0.83	0.98	0.98
	Carpenter 1	1	\$41,066	\$41,616	1.10	1.10	1.17	1.18
	Custodian 1	1	\$26,406	\$26,785	1.07	1.08	1.16	1.18
	Equipment Mechanic	1	\$41,280	\$41,673	1.20	1.21	1.21	1.22
	Equipment Operator 1	1	\$30,200	\$30,443	0.99	1.00	0.99	1.00
	Equipment Operator 3	1	\$36,611	\$37,064	1.05	1.06	1.05	1.06
	Industrial Electrician 1	1	\$43,470	\$43,833	0.93	0.92	1.02	1.02
	Maintenance & Repair Worker 1	1	\$26,289	\$26,541	0.76	0.76	0.76	0.76
	Maintenance & Repair Worker 2	1	\$29,257	\$29,738	0.75	0.75	0.74	0.74
	Maintenance & Repair Worker 3	1	\$32,105	\$32,521	0.70	0.70	0.72	0.71
	Plumber	1	\$43,843	\$44,679	1.14	1.16	1.18	1.20
	Radio Technician 1	1	\$36,981	\$37,091	0.93	0.92	1.02	1.01
	Sanitation Worker	1	\$31,374	\$31,714	1.31	1.31	1.30	1.31
	Signal Technician 2	1	\$42,970	\$43,566	0.98	0.97	1.04	1.03
	Treatment Plant Technician 1	1	\$34,702	\$34,802	0.91	0.91	0.90	0.90
	Water Maintenance Technician 2	1	\$27,774	\$27,774	0.73	0.72	0.78	0.78
	Water Maintenance Technician 3	1	\$32,149	\$32,533	0.74	0.75	0.79	0.80
<b>TL</b>		<b>8</b>	<b>\$45,868</b>	<b>\$46,446</b>	<b>1.03</b>	<b>1.04</b>	<b>1.10</b>	<b>1.10</b>
	Building Maintenance Lead Mechanic	1	\$43,526	\$44,151	0.89	0.89	1.04	1.04
	Equipment Mechanic Leader	1	\$51,129	\$51,982	1.16	1.18	1.19	1.21
	Industrial Electrician 2	1	\$44,692	\$44,725	0.98	0.97	1.01	1.00
	Industrial Electronics Technician 1	1	\$45,732	\$45,732	1.16	1.15	1.21	1.20
	Industrial Electronics Technician 2	1	\$51,427	\$52,106	1.13	1.14	1.18	1.19
	Maintenance And Repair Leader 1	1	\$38,735	\$39,492	1.01	1.02	1.10	1.10
	Maintenance And Repair Leader 2	1	\$43,445	\$44,333	1.02	1.03	1.06	1.07
	Signal Technician 3	1	\$48,263	\$49,046	0.93	0.93	1.01	1.01
<b>TS</b>		<b>9</b>	<b>\$52,681</b>	<b>\$53,521</b>	<b>0.98</b>	<b>0.98</b>	<b>1.02</b>	<b>1.02</b>
	Custodial Services Supervisor	1	\$40,312	\$41,096	0.97	0.98	1.07	1.08
	Equipment Shop Supervisor	1	\$58,990	\$59,870	1.05	1.06	1.11	1.12
	Greenskeeper 2	1	\$44,780	\$45,344	1.28	1.29	1.36	1.37
	Industrial Maintenance Supervisor 1	1	\$60,087	\$61,022	0.93	0.90	1.00	0.97
	Industrial Maintenance Supervisor 2	1	\$63,258	\$64,191	0.85	0.82	0.91	0.88
	Signal Maintenance Supervisor	1	\$49,987	\$50,922	0.89	0.91	0.89	0.91
	Treatment Plant Shift Operator	1	\$52,961	\$53,833	0.95	0.97	0.95	0.97
	Treatment Plant Shift Supervisor	1	\$54,272	\$54,991	0.89	0.86	0.86	0.83
	Water Maintenance Supervisor	1	\$49,486	\$50,421	0.97	0.99	1.00	1.02

Pay Type	Metro Title	Metro		Market Composite (All Orgs)		Market Composite (Govt)	
		Base Avg	TCC Avg	Base 50th (All)	TCC 50th (All)	Base 50th (Govt)	TCC 50th (Govt)
<b>Vacant</b>							
	Accountant Chief	-	-	\$126,657	\$143,434	\$111,398	\$116,282
	Archives Assistant 2	-	-	\$29,820	\$30,381	\$30,258	\$31,111
	Automotive Mechanic Leader	-	-	\$48,778	\$49,271	\$46,154	\$46,332
	Budget Officer	-	-	\$114,276	\$119,747	\$101,042	\$103,692
	Fire Lieutenant	-	-	\$54,536	\$54,536	\$54,536	\$54,536
	Greenskeeper 1	-	-	\$29,817	\$30,009	\$27,941	\$28,028
	Information Systems Advisor 1 - Security Engineer	-	-	\$61,565	\$62,421	\$56,428	\$61,848
	Information Systems Applications Specialist 2	-	-	\$74,611	\$76,858	\$69,474	\$71,568
	Information Systems Applications Specialist 3-EBS	-	-	\$120,918	\$124,475	\$119,963	\$122,997
	Information Systems Applications Specialist 3-Orac	-	-	\$105,146	\$108,239	\$104,315	\$106,954
	Information Systems Communications Analyst 1	-	-	\$46,694	\$47,471	\$42,228	\$42,586
	Librarian 3	-	-	\$60,253	\$60,845	\$49,817	\$50,283
	Painter 2	-	-	\$41,482	\$41,572	\$37,823	\$37,876
	Police Crisis Counselor 1	-	-	\$34,116	\$34,116	\$33,399	\$33,399
	Property Guard 1	-	-	\$27,064	\$27,183	\$26,486	\$26,618
	Safety Inspector 1	-	-	\$37,699	\$38,772	\$39,940	\$41,061
	Signal Technician 1	-	-	\$39,855	\$40,894	\$36,506	\$37,453
	Water Maintenance Technician 1	-	-	\$32,033	\$32,098	\$32,191	\$32,255

## Custom Survey Results

Deloitte Consulting conducted a custom compensation and benefits survey on behalf of Metro. Details of the results including survey job descriptions, key policy provisions and benefits information is provided under separate cover.

Overall, base salaries are within a competitive range of +/- 10% of the market median (50<sup>th</sup> percentile) based on the custom survey data reported by 16 comparator organizations (listed on the following page)

- Two key, high population jobs are within a narrower +/- 5% range of competitive market values: Police Officer 2 and Fire Fighter 2

Position	Metro	Peer Group				Variance			
	Base Salary (Average)	# Orgs that Matched this Position	25th %ile	50th %ile (Median)	75th %ile	Average	25th %ile	50 <sup>th</sup> %ile (Median)	75th %ile
Helicopter Pilot	\$47,958	2	N/A	N/A	N/A	N/A	N/A	N/A	N/A
Police Captain	\$86,778	8	\$75,398	\$85,311	\$93,405	1.4%	15.1%	1.7%	-7.1%
Police Lieutenant	\$73,820	9	\$71,245	\$76,502	\$83,160	-4.0%	3.6%	-3.5%	-11.2%
Police Officer 2	\$52,828	13	\$49,564	\$51,563	\$53,853	0.8%	6.6%	2.5%	-1.9%
Police Officer Trainee	\$37,915	12	\$35,821	\$37,972	\$44,237	-3.2%	5.8%	-0.2%	-14.3%
Police Sergeant	\$65,835	10	\$65,247	\$73,256	\$79,200	-9.6%	0.9%	-10.1%	-16.9%
Fire Lieutenant	N/A	7	\$62,412	\$70,643	\$72,824	N/A	N/A	N/A	N/A
Fire Captain	\$70,176	10	\$70,312	\$76,308	\$80,119	-6.1%	-0.2%	-8.0%	-12.4%
Fire District Chief	\$76,747	10	\$83,301	\$88,914	\$92,988	-11.5%	-7.9%	-13.7%	-17.5%
Fire Engineer	\$62,371	7	\$56,488	\$62,906	\$65,246	4.0%	10.4%	-0.9%	-4.4%
Fire Fighter 2	\$50,867	12	\$45,338	\$48,027	\$53,506	3.7%	12.2%	5.9%	-4.9%
Fire Recruit	\$37,400	11	\$32,902	\$36,040	\$38,628	3.5%	13.7%	3.8%	-3.2%
Emergency Medical Technician 2	\$50,816	3	N/A	N/A	N/A	30.1%	N/A	N/A	N/A
Paramedic 2	\$58,153	4	N/A	N/A	N/A	11.5%	N/A	N/A	N/A
Fire Arson Investigator 1	\$55,051	5	\$68,423	\$70,075	\$70,284	-21.0%	-19.5%	-21.4%	-21.7%
Correctional Officer 1	\$34,042	5	\$34,619	\$38,474	\$39,611	-10.1%	-1.7%	-11.5%	-14.1%
Correctional Officer Sergeant	\$45,053	5	\$42,131	\$43,116	\$50,645	-0.8%	6.9%	4.5%	-11.0%
Correctional Officer Lieutenant	\$52,202	3	N/A	N/A	N/A	-0.6%	N/A	N/A	N/A
Police Identification Analyst 1	\$45,999	9	\$38,432	\$47,406	\$52,988	-1.6%	19.7%	-3.0%	-13.2%

## **Participating Organizations**

Compensation data for sixteen (16) municipalities are included in the custom survey analysis.

- City of Atlanta
- City of Charlotte
- City of Cincinnati
- City of Columbus
- City of Kansas City
- City of Memphis
- City of Oklahoma City
- City of San Antonio
- City of St. Louis
- Fulton County
- Indianapolis City
- Jacksonville City
- Louisville Metro Government
- Mecklenburg County
- Shelby County
- Tampa City