CLARKSVILLE CITY COUNCIL
EXECUTIVE SESSION
JUNE 29, 2017
IMMEDIATELY FOLLOWING SPECIAL SESSION

COUNCIL CHAMBERS
106 PUBLIC SQUARE
CLARKSVILLE, TENNESSEE

AGENDA

1) CONSENT AGENDA

All items in this portion of the agenda are considered to be routine and non-controversial by the Council and may be approved by one motion; however, a member of the Council may request that an item be removed for separate consideration under the appropriate committee report:

1. **ORDINANCE 67-2016-17** (Second Reading) Amending the Zoning Ordinance and Map of the City of Clarksville, application of Ronnie Goad for zone change on property at the termini of Ellington Drive, Ellsworth Drive, and Bellshire Drive from R-4 Multiple Family Residential District to R-1A Single Family Residential District

2. **ORDINANCE 68-2016-17** (Second Reading) Amending the Zoning Ordinance and Map of the City of Clarksville, application of J & N Enterprises, Shane Lemay-Agent, for zone change on property at the intersection of Prewitt Lane and Whitfield Road from AG Agricultural District to R-4 Multiple Family Residential District

3. **RESOLUTION 2-2017-18** Approving a Certificate of Compliance for a retail liquor store for Todd Morris (Elite Wine & Spirits - 1875 Madison Street)

4. Adoption of Minutes: May 30, June 1, June 8, June 12, June 15, June 19

5. Approval of Board Appointments:

   Adjustments & Appeals Board: Fulton Wilson (reappointment) – July 2017 through June 2021

   Arts & Heritage Development Council: Dr. Phil Kemmerly (replace Elizabeth Rankin-term expired) – July 2017 through June 2020

Economic & Community Development Board: Melinda Shepard (reappointment) – July 2017 through June 2021

Regional Airport Authority: Col. Rob Salome (replace Charles Hand-term expired) – July 2017 through June 2022

Senior Citizens Board: Glenda Warren (replace Laura Ruizesparza-resigned) – July 2017 through June 2020

2) FINANCE COMMITTEE
Jeff Burkhart, Chair

1. **ORDINANCE 77-2016-17** Approving and adopting the Fox Lawson & Associates updated pay plan for Fiscal Year 2017-18 *(Finance Committee: Approval)*

2. **RESOLUTION 36-2016-17** (Postponed by City Council June 15th) Approving an economic impact plan submitted by the Montgomery County Industrial Development Board on behalf of Kroger Limited Partnership *(Finance Committee: Approval)*

3. **ORDINANCE 1-2017-18** Amending the FY18 Budget to combine Golf Courses and Parks & Recreation departmental funding *(Finance Committee: Approval)*

4. **RESOLUTION 1-2017-18** Adopting the 2017-18 CDBG-HOME-ESG Action Plan *(Finance Committee: Approval)*

3) GAS & WATER COMMITTEE
Bill Powers, Chair

1. Department Reports

4) HOUSING & COMMUNITY DEVELOPMENT COMMITTEE
David Allen, Chair

1. Department Reports

5) PARKS & RECREATION
Valerie Guzman, Chair

1. Department Reports

6) PUBLIC SAFETY COMMITTEE
(Building & Codes, Fire & Rescue, Police)
Geno Grubbs, Chair

1. Department Reports

7) STREETS & GARAGE COMMITTEE
Mike Alexander, Chair

1. Department Reports

8)TRANSPORTATION COMMITTEE
Deanna McLaughlin, Chair

1. Department Reports

9) NEW BUSINESS

1. **RESOLUTION 3-2017-18** Approving an interlocal agreement between the City of Clarksville and the Clarksville-Montgomery County Industrial Development Board relative to utility relocation for LG Electronics *(Mayor McMillan)*

10) MAYOR AND STAFF REPORTS

11) PUBLIC COMMENTS

12) ADJOURNMENT

ORDINANCE 67-2016-17

AMENDING THE ZONING ORDINANCE AND MAP OF THE CITY OF CLARKSVILLE, APPLICATION OF RONNIE GOAD FOR ZONE CHANGE ON PROPERTY AT THE TERMINI OF ELLINGTON DRIVE, ELLSWORTH DRIVE AND BELLSHIRE DRIVE

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the Zoning Ordinance and Map of the City of Clarksville, Tennessee are hereby amended by designating the zone classification of the property described in Exhibit A, currently zoned R-4 Multiple Family Residential District, as R-1A Single Family Residential District.

PUBLIC HEARING: June 1, 2017
FIRST READING: June 1, 2017
SECOND READING:
EFFECTIVE DATE:

EXHIBIT A

Beginning at an iron pin (old) found in the north right of way of Bellshire Drive, said pin being the southeast corner of Lot #88 of the Bellshire Section "D" subdivision plat as recorded in Plat Book "G," Page 77, R.O.M.C.T., thence leaving said right of way and with the east boundary of said Lot #88, North 01 degrees 29 minutes 21 seconds East for a distance of 129.46 feet to an iron pin (new) set in the southern boundary of Lot #76 of said plat;

Thence with the south and east boundary of said Lot #76 the following two calls: South 82 degrees 29 minutes 06 seconds East for a distance of 39.76 feet to an iron pin (new);

Thence, North 07 degrees 30 minutes 54 seconds East for a distance of 153.06 feet to an iron pin (new) set in the southern boundary of Ellsworth Drive, said pin being the northeast corner of said Lot #76;

Thence with the south right of way of said Ellsworth Drive, South 82 degrees 29 minutes 06 seconds East for a distance of 20.52 feet to an iron pin (new);

Thence with the terminus of said right of way and the eastern boundary of Lot #75 of said plat, North 07 degrees 30 minutes 54 seconds East for a distance of 208.86 feet to an iron pin (new), said pin being the northeast corner of said Lot #75;

Thence with the north boundary of Lot #75, North 82 degrees 34 minutes 31 seconds West for a distance of 6.48 feet to an iron pin (new);

Thence with the eastern boundary of Lot #68 of said plat and the terminus of Ellington Drive, North 11 degrees 03 minutes 29 seconds East for a distance of 213.49 feet to an iron

pin (new), said pin being the northeastern terminus of Ellington Drive, said pin also being in the south boundary of Lot #67 of said plat;

Thence with the south and east boundary of said Lot #67 the following two calls: South 78 degrees 59 minutes 19 seconds East for a distance of 13.17 feet to an iron pin (new);

Thence, North 11 degrees 03 minutes 29 seconds East for a distance of 149.78 feet to an iron pin (new), said pin being the northeast corner of said Lot #67, said pin also being in the south boundary of the Hilldale Church of Christ, Inc. property as recorded in O.R.V. 589, Page 1674, R.O.M.C.T.;

Thence leaving said Bellshire Section "D" subdivision and with the south boundary of said Hilldale Church of Christ property and the south boundary of the Clarksville Christian School, Inc. property as recorded in O.R.V. 1313, Page 701, R.O.M.C.T., South 79 degrees 01 minutes 49 seconds East for a distance of 299.26 feet to an iron pin (new), said pin being the southwest corner of the Tupeno Partnership property as recorded in O.R.V. 759, Page 1146, R.O.M.C.T.;
Thence with the south boundary of said Tupeno Partnership property, South 79 degrees 17 minutes 22 seconds East for a distance of 731.26 feet to an iron pin (new), said pin being in the west boundary of the Hilldale Baptist Church, Inc. property as recorded in O.R.V. 554, Page 237, R.O.M.C.T.;

Thence with the west boundary of said Hilldale Baptist Church property, South 08 degrees 56 minutes 09 seconds West for a distance of 905.07 feet to an iron pin (new), said pin being in the north boundary of the Clarkland property as recorded in O.R.V. 660, Page 1473, R.O.M.C.T.;

Thence with the north boundary of said Clarkland property, South 71 degrees 41 minutes 59 seconds West for a distance of 205.94 feet to an iron pin (new), said pin being the northeast corner of the Lynda Ann Holt Conner property as recorded in O.R.V. 573, Page 122, R.O.M.C.T.;

Thence with the north boundary of said Conner property, North 86 degrees 08 minutes 11 seconds West for a distance of 862.94 feet to an iron pin (new);

Thence leaving said Conner property on a new division line and continuing further with the eastern boundary of Lot #89 of the previously mentioned plat and the terminus of Bellshire Drive, North 01 degrees 29 minutes 21 seconds East for a distance of 258.12 feet to an iron pin (new), said pin being the northeast terminus of said Bellshire Drive; Thence with the north right of way of said Bellshire Drive, North 88 degrees 30 minutes 39 seconds West for a distance of 8.59 feet to the point of beginning.

Said Tract contains 25.22 +/- acres.
(Further identified as Tax Map 81, Parcel 38.00 p/o)

ORDINANCE 68-2016-17

AMENDING THE ZONING ORDINANCE AND MAP OF THE CITY OF CLARKSVILLE, APPLICATION OF J & N ENTERPRISES, SHANE LEMAY-AGENT, FOR ZONE CHANGE ON PROPERTYAT THE INTERSECTION OF PREWITT LANE AND WHITFIELD ROAD

BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the Zoning Ordinance and Map of the City of Clarksville, Tennessee are hereby amended by designating the zone classification of the property described in Exhibit A, currently zoned AG Agricultural District, as R-4 Multiple Family Residential District.

PUBLIC HEARING: June 1, 2017
FIRST READING: June 1, 2017
SECOND READING:
EFFECTIVE DATE:

EXHIBIT A

Beginning at a point, which point is 377 feet north 82 degrees 30 minutes west of Whitfield Road, and is also a point in an unnamed road, and runs with said unnamed road north 82 degrees 30 minutes west 133 feet to another point in said unnamed road; thence on a new line south 3 degrees 30 minutes east 765 feet +/-, to an iron pin; thence north 78 degrees 10 minutes east 133 feet to an iron pin; thence north 3 degrees 30 minutes west 720 feet +/- to the point of beginning, said tract containing 2.2 +/- acres (Further identified as Tax Map 42, Parcel 13.00)

RESOLUTION 2-2017-18

A RESOLUTION RENEWING A RETAIL LIQUOR STORE CERTIFICATE OF COMPLIANCE FOR TODD MORRIS FOR OPERATION OF ELITE WINE & SPIRITS

WHEREAS, Todd Morris has applied for a Certificate of Compliance from the City of Clarksville according to regulations of the Tennessee Alcoholic Beverage Commission, for operation of Elite Wine & Spirits, LLC, 1875 Madison Street; and

WHEREAS, according to a local criminal history check, the applicant who are to be in actual charge of said business has not been convicted of a felony within a ten year period immediately preceding the date of the application and, if a corporation, that the executive officers, or those in control, have not been convicted of a felony within a ten year period immediately preceding the date of the application; and further that it is the undersigned's opinion that the applicant will not violate any provisions of *Tennessee Code Annotated, Title 57, Chapter 3*; and

WHEREAS, the applicant has secured a location which complies with all restrictions of the laws, ordinances, or resolutions; and

WHEREAS, the applicant has complied with the residency provision; and

WHEREAS, the issuance of this license will not exceed the numerical limit established in City Code Sec. 2-205.

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the Clarksville City Council hereby approves a Certificate of Compliance for Todd Morris for operation of Elite Wine & Spirits, LLC, 1875 Madison Street, Clarksville, Tennessee.

ADOPTED:

CLARKSVILLE CITY COUNCIL
SPECIAL SESSION
MAY 30, 2017

MINUTES

CALL TO ORDER

A special session of the Clarksville City Council was called to order by Mayor Kim McMillan on Tuesday, May 30, 2017, at 4:30 p.m. in City Council Chambers, 106 Public Square, Clarksville, Tennessee.

PRAYER AND PLEDGE OF ALLEGIANCE

A prayer was offered by Councilman Jeff Burkhart; the Pledge of Allegiance was led by Councilwoman Deanna McLaughlin.

ATTENDANCE

PRESENT: Richard Garrett (Ward 1), Deanna McLaughlin (Ward 2), Ron Erb (Ward 3), Tim Chandler (Ward 4), Valerie Guzman, Mayor Pro Tem (Ward 5), Wanda Smith (Ward 6), Geno Grubbs (Ward 7), Jeff Henley (Ward 9), Mike Alexander (Ward 10), Bill Powers (Ward 11), Jeff Burkhart (Ward 12)

ABSENT: David Allen (Ward 8)

NASHVILLE PREDITORS VIEWING EVENT

Mayor McMillan invited the public to the city-sponsored viewing event scheduled for May 31st on Public Square to watch the Nashville Preditors National Hockey League team play the Pittsburgh Penguins in second game of the Stanley Cup Final.

FY18 BUDGET WORK SESSION

OVERVIEW

CFO Laurie Matta distributed the budget summary to the Council. She noted the City's major accomplishments during FY17 including paving of 42 miles of streets, removal of Ringgold Bridge, construction and dedication of Fire Station 11 (I-24 Exit 1), lighting of Heritage Park and Swan Lake Park, expansion of the Senior Citizens Center, and no audit findings.

Proposed amendments to the FY17 Budget included adjusting projected revenues to $88,000,000 with 35% from property taxes, 17% from sales tax, and 21% from intergovernmental funds. Local option 2.5% sales tax revenues totaled $59,700,000 with $15,900,000 going toward the general fund and road improvement fund and the remainder going toward schools.

Ms. Matta said general government departments were expected to complete FY17 expenditures approximately $500,000 under budget.

The $94.3 million FY18 Budget was being proposed with no tax increase and a 1.5% general wage increase for city employees.

MAYOR'S OPENING REMARKS

Mayor McMillan opened the floor to allow members of the City Council to ask questions regarding the proposed FY18 City of Clarksville budgets. Mayor McMillan said members could also contact department heads if their questions were not answered during the scheduled work sessions.

NOTE: The following transcriptions are listed in alphabetical order for convenience, but are not necessarily in the order they were recorded.

ADVERTISING

In response to Councilwoman McLaughlin's question, Communications Director Richard Stevens said the advertising appropriations will provide funding for one major state publication and two local publications and media monitoring would provide feedback on the City's advertising and public relations efforts.

ATHLETIC COMPLEX

In response to Councilman Garrett's question, Mayor McMillan said a sports organization who manages minor league teams has shown interest in managing a local facility.

In response to Councilwoman McLaughlin's question, Mayor McMillan said a site at I-24 Exit 8 is being proposed. She said the project would involve acquisition of multiple parcels.

BUILDING & CODES

In response to Councilwoman Smith's question, Director of Building & Codes Mike Baker said all thirty employees of the department are issued a cell phone. He said new equipment was being evaluated that could possibly replace some cell phones with two-way radios that would operate via the public safety radio system.

In response to Councilwoman McLaughlin's question, Mr. Baker said the proposed budget included funding to demolish a church building on Washington Street, possibly with private contributions.

EMPLOYEE COMPENSATION

In response to Councilwoman McLaughlin's question, Human Resources Director Will Wyatt said once the final pay analysis is received, some employees could receive more than the general wage increase of 1.5% after re-evaluation of some positions. He said approximately three years would be needed to create and implement a pay-for-performance plan. Mr. Wyatt said the City and its employees would be paying more for health insurance during the next fiscal year.

FUND BALANCE

In response to Councilwoman McLaughlin's question, Ms. Matta said the proposed FY18 Budget would provide a fund balance of approximately 20% of budgeted expenditures.

GNRC LOBBYIST

In response to Councilwoman McLaughlin's question, Mayor McMillan the Greater Nashville Regional Council asked members to share in the cost of hiring a lobbyist to insure that city and county members benefit from the IMPROVE Act recently passed by the Tennessee General Assembly.

LOCAL OPTION SALES TAX

In response to Councilman Garrett's question, Ms. Matta said if an additional 2.5% local option sales tax were approved by public referendum, it would generate approximately $3.2 million each for the City and for the school system.

MAYOR RECEPTIONIST

In response to Councilwoman McLaughlin's questions regarding the currently vacant receptionist position and funding for activities related to the U.S. Conference of Mayors, Mayor McMillan said the City Council could not veto specific line items, but can only amend total funding for a department.

MAYOR VEHICLE

In response to Councilwoman Smith's question, Fleet Manager Randy Reese said he recommended the vehicle currently being used by the mayor be replaced in accordance with the fleet management policy. In response to Councilwoman Smith's question, Mr. Reese said a new vehicle could be purchased on the state contract and the current vehicle would be transferred to another department.

NON-PROFIT AGENCIES

In response to Councilwoman McLaughlin's question, Ms. Matta a committee reviewed applications from non-profit organizations for FY18 funding to determine if the applications were complete, if financial information was submitted, and if the agencies were serving the city as a whole.

PARKING COMMISSION

In response to Councilwoman Smith's question, Parking Manager David Smith said all five employees are provided an electronic device, some of which generate citations, but also have cell phone capability. He said newer, less expensive equipment was being evaluated to reduce communication costs.

PARKS & RECREATION

In response to Councilman Henley's question, Ms. Matta said some requested expenditures for Parks & Recreation had recently been cut resulting in a reduced budget.

In response to Councilwoman McLaughlin's and Councilman Alexander's questions, Director of Parks & Recreation Jennifer Latourneau said the department was requesting funds to expand and improve the sound system at the Liberty Park Amphitheater.

Mrs. Latourneau said there were also plans to develop an urban wilderness in the Tanglewood Drive/Madison Street area that could provide access to the Blueway and Greenway.

Councilman Garrett said citizens have made requests for a recreational center in the northern area of the city. Mrs. Latourneau said the department was researching the possibility of building a regional center to serve a larger area.

STREET DEPARTMENT

In response to Councilman Garrett's question, Traffic Engineer Chris Cowan said the environmental study and preliminary engineering were underway to determine a plan for right-of-way acquisition for the proposed northeast corridor.

In response to Councilman Burkhart's question, Mr. Cowan said the proposed budget included funding for a traffic signal and turn lanes on Dunlop Lane.

In response to Councilwoman Smith's question, Mr. Cowan said the department installed left turn signals and signage at the intersection of College Street and Ninth Street. Councilwoman Smith asked for additional signage and additional left-turn time; Mr. Cowan said the improvements were made in accordance with the Uniform Traffic Control Manual. Councilman Chandler called for a point of order and was recognized by Mayor McMillan. Councilman Chandler said the discussion regarding this intersection was not relative to the FY18 Budget. Mayor McMillan agreed, but did not officially rule.

WATERWORKS BUILDING

In response to Councilwoman McLaughlin's question, Mayor McMillan reminded members that the City purchased the old waterworks property on Riverside Drive to meet federal requirements for river bank stabilization. She said some improvements had been made to the building, but no specific plans had been determined for its use. Councilman Chandler said some interest in the property may come from contacts made during the recent International Council of Shopping

Centers conference. Councilwoman McLaughlin mentioned that at least an easement may be needed for extension of the RiverWalk.

ADJOURNMENT

Councilwoman McLaughlin objected to adjournment, however, the meeting was adjourned at 6:40 p.m.

CLARKSVILLE CITY COUNCIL
REGULAR SESSION
JUNE 1, 2017

MINUTES

CALL TO ORDER

The regular session of the Clarksville City Council was called to order by Mayor Kim McMillan on Thursday, June 1, 2017, at 7:00 p.m. in City Council Chambers, 106 Public Square, Clarksville, Tennessee.

A prayer was offered by Pastor Richard Garrett, guest of Councilman Richard Garrett. The Pledge of Allegiance was led by Councilman Bill Powers.

ATTENDANCE

PRESENT: Richard Garrett (Ward 1), Deanna McLaughlin (Ward 2), Ron Erb (Ward 3), Valerie Guzman, Mayor Pro Tem (Ward 5), Tim Chandler (Ward 4), Wanda Smith (Ward 6), Geno Grubbs (Ward 7), David Allen (Ward 8), Jeff Henley (Ward 9), Mike Alexander (Ward 10), Bill Powers (Ward 11), Jeff Burkhart (Ward 12)

SPECIAL RECOGNITIONS

There were no special recognitions.

PLANNING COMMISSION PUBLIC HEARING

Councilman Grubbs made a motion to conduct a public hearing to receive comments regarding requests for zone change. The motion was seconded by Councilwoman McLaughlin. There was no objection.

ORDINANCE 67-2016-17 (First Reading) Amending the Zoning Ordinance and Map of the City of Clarksville, application of Ronnie Goad for zone change on property at the termini of Ellington Drive, Ellsworth Drive, and Bellshire Drive from R-4 Multiple Family Residential District to R-1A Single Family Residential District

No one spoke for or against this request.

ORDINANCE 68-2016-17 (First Reading) Amending the Zoning Ordinance and Map of the City of Clarksville, application of J & N Enterprises, Shane Lemay-Agent, for zone change on property at the intersection of Prewitt Lane and Whitfield Road from AG Agricultural District to R-4 Multiple Family Residential District

Shane Lemay said he intended to remove the existing mobile homes and construct apartments. He said plans include widening Prewitt Lane and install water lines at his expense.

No one expressed opposition.

Councilman Grubbs made a motion to revert to regular session. The motion was seconded by Councilman Alexander. There was no objection.

ADOPTION OF ZONING

The recommendation of the Regional Planning Staff and Commission were for approval of **ORDINANCE 67-2016-17**. Councilman Grubbs made a motion to adopt this ordinance on first reading. The motion was seconded by Councilwoman McLaughlin. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, Powers, Smith

The motion to adopt this ordinance passed.

The recommendation of the Regional Planning Staff and Commission were for approval of **ORDINANCE 68-2016-17**. Councilman Grubbs made a motion to adopt this ordinance on first reading. The motion was seconded by Councilwoman McLaughlin. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, Powers, Smith

The motion to adopt this ordinance passed.

CONSENT AGENDA

All items in this portion of the agenda are considered to be routine and non-controversial by the Council and may be approved by one motion; however, a member of the Council may request that an item be removed for separate consideration under the appropriate committee report:

1. **ORDINANCE 63-2016-17** (Second Reading) Amending the Official Code relative to promulgation of fees for park services

2. **ORDINANCE 64-2016-17** (Second Reading) Amending the Official Code relative to adoption of the International Code Council

3. **ORDINANCE 65-2016-17** (Second Reading) Authorizing sale of easements to TDOT for Hwy. 48/13 improvements

4. Adoption of Minutes: May 4

5. Approval of Board Appointments:

Adult Oriented Establishment Board: Chonoliah Teasley – June 2017 through December 2020

After Hours Establishment Board: Bob Davis – May 2017 through April 2019

Ethics Commission: Pat Young – July 2017 through June 2020

Designations Committee: Mary Fisher – June 2017 through April 2019

Power Board: Ronnie Jackson, Wayne Wilkinson – July 2017 through June 2020

Regional Airport Authority: John Hadley – July 2017 through June 2022

Board of Zoning Appeals: Gary Norris – June 2017 through December 2021

Councilman Burkhart made a motion to adopt the Consent Agenda as presented. The motion was seconded by Councilwoman McLaughlin. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, Powers, Smith

The motion to adopt the Consent Agenda as presented passed.

FINANCE COMMITTEE
Jeff Burkhart, Chair

Councilman Burkhart said all department were currently participating in the process to develop the upcoming fiscal year's budget.

GAS & WATER COMMITTEE
Bill Powers, Chair

Councilman Powers said utility upgrades and repairs for the downtown portion of Madison Street had been completed and resurfacing should take place mid-June.

HOUSING & COMMUNITY DEVELOPMENT COMMITTEE
David Allen, Chair

Councilman Allen said the First Time Homebuyers Program recently helped a family purchase a house on E Street with $2,450 in down-payment assistance and $3,749 in closing cost assistance.

Councilman Allen said First Presbyterian Church donated 47 hours for rehabilitation and landscaping services to a household on Pine Mountain Road through the City's Non-profit Rehabilitation Program which allows non-profit organizations to provide skilled labor and supervision while Community Development Block Grant funds are used to purchase materials.

PARKS & RECREATION COMMITTEE
Valerie Guzman, Chair

Councilwoman Guzman invited the public to the second Nashville Preditors NHL team Watch Party scheduled for June 3rd on Strawberry Alley. She said the Parks & Recreation Department was preparing for upcoming events including the Summer Youth Program, Civil War Camp, Summer Lights, Movies in the Park, and Youth Basketball Camp.

PUBLIC SAFETY/BUILDING & CODES COMMITTEE
Geno Grubbs, Chair

Councilman Grubbs shared the following monthly department statistics: Building & Codes Construction Division – 1,849 inspections; Building & Codes Enforcement Division – 534 cases; Building & Codes Administration – 67 single family permits; Building & Codes Abatement Division – 85 work orders; Fire & Rescue – 1,153 emergency runs; Police – 14,715 dispatched & self-initiated responses.

Mayor McMillan announced the recent hiring of seven new police officers.

STREETS & GARAGE COMMITTEE
Mike Alexander, Chair

Councilman Alexander shared the following monthly department statistics: Garage – 359 work orders with regular gas at a cost of $1.87/gallon and diesel fuel at a cost of $1.65 per gallon; Street Department – 370 work orders including paving of subdivisions including Copeland Village, Pine Ridge Village, Pondy Woods, and Stafford Place.

Councilman Alexander said debris pickup had resumed through June 12th.

TRANSPORTATION COMMITTEE
Deanna McLaughlin, Chair

Councilwoman McLaughlin shared the following monthly department statistics: Clarksville Transit System – 56,732 passengers; Clarksville-Nashville Express – 5,491 passengers.

Councilwoman McLaughlin invited the public to Clarksville Transit System's 30th Anniversary celebration on June 2nd at the Downtown Transfer Station.

NEW BUSINESS

ORDINANCE 66-2016-17 (First Reading) Amending the Official Code relative to the administrative processing fee for public designation requests

Councilwoman Guzman made a motion to postpone action on this ordinance indefinitely to allow further evaluation. The motion was seconded by Councilman Garrett. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, Powers, Smith

The motion to postpone action on this ordinance indefinitely passed.

RESOLUTION 35-2016-17 Approving appointment of members to the Metropolitan Government Charter Commission

Mayor McMillan made a motion to adopt this resolution. The motion was seconded by Councilman Grubbs. In response to Councilwoman McLaughlin's question, City Attorney Lance Baker said state law does not address the situation of a governing body failing to appoint members within thirty days of the adoption of the resolution to establish a commission. He said the appointment process would continue which could delay the start of the process to create a metro charter.

Councilwoman McLaughlin, Councilman Alexander, and Councilman Allen felt citizens from the general public, who were not employed or retired from city government, should have been considered. Mayor McMillan declined Councilman Alexander's request to change her nominees. Councilwoman McLaughlin later stated she would support the Mayor's recommendations in an effort to avoid a delay in the process.

Councilman Powers and Councilman Grubbs expressed support for the Mayor's nominees.

Councilman Burkhart called for the question. The question was seconded by Councilman Chandler. A voice vote was taken; the motion to cease discussion passed without objection. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this resolution unanimously passed.

MAYOR AND STAFF REPORTS

There were no Mayor or Staff reports.

ADJOURNMENT

The meeting was adjourned at 7:35 p.m.

CLARKSVILLE CITY COUNCIL
SPECIAL SESSION
JUNE 12, 2017

MINUTES

CALL TO ORDER

A special session of the Clarksville City Council was called to order by Mayor Kim McMillan on Monday, June 12, 2017, at 4:35 p.m. in City Council Chambers, 106 Public Square, Clarksville, Tennessee.

A prayer was offered by Councilman Tim Chandler; the Pledge of Allegiance was led by Mayor Pro Tem Valerie Guzman.

ATTENDANCE

PRESENT: Richard Garrett (Ward 1; arrived 4:37 p.m.), Deanna McLaughlin (Ward 2), Ron Erb (Ward 3), Tim Chandler (Ward 4), Valerie Guzman, Mayor Pro Tem (Ward 5), Geno Grubbs (Ward 7), Jeff Henley (Ward 9), Mike Alexander (Ward 10; arrived 4:44 p.m.), Bill Powers (Ward 11), Jeff Burkhart (Ward 12)

ABSENT: David Allen (Ward 8), Wanda Smith (Ward 6)

FY18 BUDGET WORK SESSION

NOTE: The following transcriptions are listed in alphabetical order for convenience, but are not necessarily in the order they were recorded.

ATHLETIC COMPLEX

In response to Councilman Alexander's question, Mayor McMillan said National Sports Services, LLC, had contacted the City directly regarding the possibility of a minor league baseball team using a local complex.

Mayor McMillan introduced Chris Camp, Lose & Associates, who previously completed a study of land options. Mr. Camp said a facility of this type would definitely impact surrounding properties with increased night time traffic, noise, and lighting. He stated that a complex of this nature would create a positive

economic impact and could also serve the local citizens. He said a minor league baseball operation could co-exist with local baseball activities and mentioned that both interstate exit sites could provide walking trails. In response to Councilman Powers' question, Mr. Camp said most sports stadiums are public property and are not owned by a sports team.

Mr. Camp noted his firm had recommended the Exit 8 site because of its distance from existing residential developments, lower traffic counts, better visibility, good water drainage, Blueway access, a recently installed traffic signal, and the possibility of utility cost sharing. He said even with baseball fields, this location would have sufficient land for other sports. In response to Councilman Burkhart's question, Mayor McMillan said extensive topographical and environmental studies had been performed on the Exit 8 land. In response to Councilman Garrett's question, she said property owners would not submit a letter of intent to sell at the appraised value, but she had received a memorandum of understanding from National Sports Services to locate and operate a baseball franchise.

Mr. Camp said the Exit 1 site had sink holes and was adjacent to residential subdivisions and recommended a smaller community center or park at this location.

Councilwoman McLaughlin said local sports activities should have priority.

EMPLOYEE INSURANCE

In response to Councilwoman McLaughlin's question, Human Resources Director Will Wyatt distributed a report comparing current employee insurance rates to proposed new rates. In response to Councilman Chandler's question, Mr. Wyatt said employees' cost of premiums had not been adjusted in nine years and said the rate percentages are different to allow an equal share of costs between individual and family plans.

POLICE PRECINCT 3

In response to Councilwoman McLaughlin's question regarding the effect on the debt if the Police Precinct 3 project was added to the FY18 budget, Chief Financial Officer Laurie Matta said if all requested projects are approved and finished, adding the precinct project could create an annual debt service of approximately $14 million.

SIDEWALKS

In response to Councilman Alexander's question regarding use of the Road Improvement Fund, Ms. Matta said she did not consider sidewalks as part of road construction. Councilman Burkhart said it would cost millions to install sidewalks in older subdivisions because of relocation of utilities. Councilwoman McLaughlin said installing sidewalks on major roadways should have priority.

MAYOR REPORTS

Mayor McMillan distributed the following reports for informational purposes: Care Here Annual Report, Memorandum of Understanding with National Sports Services, and Greater Nashville Regional Council benefits.

Mayor McMillan shared a copy of an email from Councilwoman Smith to the Street Department regarding turn lanes at the intersection of College Street and 9th Street which she considered a violation of the Official Charter.

ADJOURNMENT

The meeting was adjourned at 6:33 p.m.

CLARKSVILLE CITY COUNCIL
SPECIAL SESSION
JUNE 15, 2017

MINUTES

CALL TO ORDER

A special session of the Clarksville City Council was called to order by Mayor Kim McMillan on Thursday, June 15, 2016, at 4:35 p.m. in City Council Chambers, 106 Public Square, Clarksville, Tennessee.

A prayer was offered by Councilwoman Wanda Smith; the Pledge of Allegiance was led by Councilman Bill Powers.

ATTENDANCE

PRESENT: Richard Garrett (Ward 1), Deanna McLaughlin (Ward 2), Ron Erb (Ward 3), Tim Chandler (Ward 4), Valerie Guzman, Mayor Pro Tem (Ward 5), Wanda Smith (Ward 6), Geno Grubbs (Ward 7), Jeff Henley (Ward 9), Mike Alexander (Ward 10), Bill Powers (Ward 11), Jeff Burkhart (Ward 12; arrived 6:36 p.m.)

ABSENT: David Allen (Ward 8)

MOMENT OF SILENCE

Mayor McMillan held a moment of silence in honor of Fort Campbell soldiers Sgt. Eric M. Houck, Sgt. William M. Bays, and Cpl. Dillion C. Baldridge who were killed recently in northeastern Afghanistan.

CITY ATTORNEY RECOGNITION

Mayor McMillan announced City Attorney Lance Baker had been elected President of the Tennessee Municipal Attorneys Association.

PUBLIC HEARING: FY18 BUDGETS

There were no comments regarding the proposed FY18 City of Clarksville budgets.

INPUT FROM CHIEF FINANCIAL OFFICER

There was no objection to allowing CFO Laurie Matta to answer questions from the City Council during this meeting without a vote to go into public session.

IDB/KROGER ECONOMIC IMPACT PLAN

RESOLUTION 36-2016-17 Approving an economic impact plan submitted by the Montgomery County Industrial Development Board on behalf of Kroger Limited Partnership

Councilman Grubbs made a motion to adopt this resolution. The motion was seconded by Councilman Garrett. There was no objection to conducting a public session.

Mr. Baker introduced Attorney Tom Trent, Bradley Arant Boult Cummings, LLC, retained by Kroger, who briefly explained Kroger Company's new marketplace concept. Mr. Trent said this would be the State's eighth development of its kind, and the third in Middle Tennessee. The marketplace would have features not offered by traditional Kroger stores and would employ 200 to 250 new part time employees. Mr. Trent said the $24 million investment would act as a catalyst for additional development.

In response to Councilwoman McLaughlin's question, Chris Miller, Kroger Corporation, said the site plan had been approved by the Regional Planning Commission. Street Department Engineer Jack Frazier said a traffic study had been completed. Mayor McMillan said the Industrial Development Board had conducted public hearings.

There was no objection to reverting to special session.

Councilman Alexander made a motion to postpone action on this resolution to the July regular session to allow more time for review of the proposed plan. The motion was seconded by Councilman Garrett. The following vote was recorded:

AYE: Alexander, Chandler, Erb, Garrett, Guzman, Henley, McLaughlin, Smith

NAY: Grubbs, Powers

NOTE: Councilman Burkhart was not present for this vote.

The motion to postpone this resolution to the July regular session passed.

CODE AMENDMENT/TWO RIVERS COMPANY

ORDINANCE 76-2016-17 (First Reading) Amending the Official Code relative to the Central Business Improvement District (Two Rivers Company)

Councilwoman Guzman made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Chandler.

Councilwoman Guzman made a motion to allow input from Ms. Matta. The motion was seconded by Councilman Chandler. A voice vote was taken; Councilman Alexander voted "nay." The motion passed. Ms. Matta said the adoption of this ordinance would not dissolve the Central Business Improvement District/Two Rivers Company, but would all the organization to comply with less stringent accounting rules as a stand-alone non-profit agency instead of a government entity. She said any finding as a result of an audit of the CBID/TRC would become the City's liability if the organization is not separate from city government. Ms. Matta said an audit finding could cause the City to lose grants and have a negative effect on its bond rating.

There was no objection to allowing Attorney Dan Huffstutter, retained by TRC, to offer comments and answer questions. Mr. Huffstutter said the City could expect a letter soon from the State Comptroller stating the TRC is a jointly governed organization and not a separate component unit.

There was no objection to reverting to special session. Councilwoman McLaughlin made a motion to postpone action on this ordinance to the next regular session. The motion was seconded by Councilman Alexander. The following vote was recorded:

AYE: Alexander, Erb, Garrett, McLaughlin, Smith

NAY: Chandler, Grubbs, Guzman, Henley, McMillan, Powers

NOTE: Councilman Burkhart was not present for this vote.

The motion to postpone to the July regular session failed. Following discussion, Councilwoman Guzman made a motion to postpone action on this ordinance indefinitely. The motion was seconded by Councilman Chandler. The following vote was recorded:

AYE: Alexander, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, Powers, Smith

NOTE: Councilman Burkhart was not present for this vote.

The motion to postpone indefinitely passed.

RECESS

The City Council recessed at 5:35 p.m. and reconvened at 5:48 p.m.

EMPLOYEE WAGE INCREASE

Human Resources Director Will Wyatt summarized the most recent compensation study. He noted that this study did not include position reclassification, but did say classifications should be reviewed every three years. Mr. Wyatt said the study shows the City is competitive in compensation and benefits. In response to Councilman Chandler's question, he said the consultant recommended 360 employees receive more than a 1.5% increase as a result of time-in-position review. Mr. Wyatt said this study did not include Gas & Water or Department of Electricity employees.

In response to Councilwoman Smith's question, Mr. Wyatt said nation-wide studies show pay-for-performance plans for government employees are failing and noted the consultant said the City should wait at least three years before considering this type of plan.

ORDINANCE 69-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget Community Development

Councilman Alexander made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Garrett. There was no discussion. The following vote was recorded:

AYE: Alexander, Burkhart, Chandler, Erb, Garret, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this ordinance on first reading passed.

ORDINANCE 70-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget for the Clarksville Parking Commission

Councilman Powers made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Garrett. There was no discussion. The following vote was recorded:

AYE: Alexander, Burkhart, Chandler, Erb, Garret, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this ordinance on first reading passed.

ORDINANCE 71-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget for Clarksville Transit System

Councilman Grubbs made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Garrett. There was no discussion. The following vote was recorded:

AYE: Alexander, Burkhart, Chandler, Erb, Garret, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this ordinance on first reading passed.

ORDINANCE 72-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget for Clarksville Department of Electricity

Councilwoman Guzman made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Garrett. In response to Councilman Alexander's question, Mayor McMillan said a 1.5% general wage increase was being proposed for CDE employees. The following vote was recorded:

AYE: Alexander, Burkhart, Chandler, Erb, Garret, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this ordinance on first reading passed.

ORDINANCE 73-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget for Clarksville Gas & Water

Councilman Grubbs made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Powers. In response to Councilman Burkhart's question, Chief Financial Officer Fred Klein said the department was analyzing the feasibility of additional shifts to reduce the costs of overtime. He said this budget did not include funding for the redundant gas line because it had been determined too expensive. The following vote was recorded:

AYE: Alexander, Burkhart, Chandler, Erb, Garret, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this ordinance on first reading passed.

ORDINANCE 74-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget for the City of Clarksville Internal Service Fund

Councilman Grubbs made a motion to adopt this ordinance on first reading. The motion was seconded by Councilwoman Guzman. There was no discussion. The following vote was recorded:

AYE: Alexander, Burkhart, Chandler, Erb, Garret, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers, Smith

The motion to adopt this ordinance on first reading passed.

ORDINANCE 75-2016-17 (First Reading) Amending the FY17 Budget and establishing the FY18 Budget for the City of Clarksville General Government

Councilman Chandler made a motion to adopt this ordinance on first reading. The motion was seconded by Councilman Burkhart.

Councilwoman McLaughlin made a motion to divide the question by having separate votes on funding for the proposed athletic complex and for the proposed performing arts center. The motion was not seconded.

AMENDMENT #1 (ATHLETIC COMPLEX)

Councilwoman McLaughlin made a motion to delete $6.5 million for athletic complex land acquisition. The motion was seconded by Councilman Alexander. Councilman Alexander said city-wide street improvement should be a priority. Councilman Powers said a complex would be an asset that would offer opportunities to all sports enthusiasts and felt the City had the financial capability to start the development. The following vote was recorded:

AYE: Alexander, Burkhart, Erb, McLaughlin

NAY: Chandler, Garrett, Grubbs, Guzman, Henley, McMillan, Powers, Smith

The motion to delete $6.5 million for athletic complex land acquisition (Amendment #1) failed.

NOTE: Following the vote, Councilwoman Smith said she voted in error and indicated her intent to vote for this amendment.

AMENDMENT #2 (FORT CAMPBELL BOULEVARD)

Councilwoman McLaughlin made a motion to add $250,000 to the Regional Planning Commission's budget for a design overlay for Providence Boulevard/Fort Campbell Boulevard. The motion was seconded by Councilman Garrett. Councilwoman McLaughlin said this roadway currently had numerous vacant commercial properties and said the time was ideal to add an overlay that would encourage and improve future development along this route. Councilman Powers, Councilman Grubbs, and Councilwoman Guzman felt this proposal was too significant to consider during the budget project. Councilman Chandler said these properties could be improved through legislation and community development resources. Councilman Burkhart said traffic control and added signalization at intersections could help generate interest in new developments. Councilwoman McLaughlin asked Mayor McMillan to seek options for improvements to depressed 41A properties. The following vote was recorded:

AYE: Erb, Garrett, McLaughlin, Smith

NAY: Alexander, Burkhart, Chandler, Grubbs, Guzman, Helley, McMillan, Powers

The motion to add $250,000 for Fort Campbell Boulevard design overlay (Amendment #2) failed.

AMENDMENT #3 (TWO RIVERS COMPANY)

Councilwoman McLaughlin made a motion to add $150,000 for the Two Rivers Company. The motion was seconded by Councilman Garrett. Upon no objection to going out of session, Tammy Kilgore, Housing & Community Development, said the department did not have a façade program in place. There was no objection to reverting so special session. The following vote was recorded:

AYE: Erb, Garrett, McLaughlin, Smith

NAY: Alexander, Burkhart, Chandler, Grubbs, Guzman, Henley, McMillan, Powers

The motion to add $250,000 for Two Rivers Company (Amendment #3) failed.

AMENDMENT #4 (FROSTY MORN BUILDING)

Councilwoman Smith made a motion to add $1.5 million for demolition of the Frosty Morn Building located at 645 Frosty Morn Drive. The motion was seconded by Councilwoman McLaughlin. Councilwoman Smith said despite some recent improvements overseen by the Building & Codes Department, the property had been an eyesore for more than thirty years. In response to Councilman Alexander's

question, Ms. Matta said the land was currently appraised at $281,400. Following discussion, Councilman Burkhart called for the question. The question was seconded by Councilman Garrett. A voice vote was taken; the motion to cease discussion passed. The following vote was recorded:

AYE: Smith

NAY: Alexander, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers

The motion to add $1.5 million for demolition of the Frosty Morn building (Amendment #4) failed.

AMENDMENT #5 (PERFORMANING ARTS & CONFERENCE CENTER)

Councilwoman McLaughlin made a motion to delete $1,515,000 for a Performing Arts Center. The motion was seconded by Councilman Garrett. In response to Councilwoman McLaughlin's question, Mayor McMillan said the City was in the process of negotiating with the owners of the nearby bonding company. She said although the Roxy Board of Directors had already indicated a willingness to sell the theater building, no agreement had been reached regarding the Roxy's use of a new facility. The following vote was recorded:

AYE: Burkhart, Erb, Guzman, McLaughlin, Smith

NAY: Alexander, Chandler, Garrett, Grubbs, Henley, McMillan, Powers

The motion to delete $1,515,000 for a Performing Arts & Conference Center (Amendment #5) failed.

AMENDMENT #6 (NON-PROFIT AGENCIES)

Councilman Burkhart made a motion to delete $50,000 for non-profit agencies. The motion was seconded by Councilman Erb. Councilwoman Smith, Councilman Powers, and Councilman Chandler expressed support for this funding. Councilman Burkhart said citizens can donate to agencies of their choice and the City should not spend tax dollars for this purpose. The following vote was recorded:

AYE: Alexander, Burkhart, Erb, Grubbs, Guzman, McLaughlin

NAY: Chandler, Garrett, Henley, Powers, Smith

The motion to delete $50,000 for non-profit agencies passed.

AMENDMENT #1 (ATHLETIC COMPLEX)

Councilwoman Smith made a motion to reconsider Amendment #1 to delete funding for the proposed athletic complex. The motion was not seconded; no action was taken.

Councilman Alexander called for the question on the main motion. The question was seconded by Councilman Powers. A voice vote was taken; Councilwoman Smith voted "nay." The motion to cease discussion on **ORDINANCE 75-2016-17** passed. The following vote on the main motion was recorded:

AYE: Alexander, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McMillan, Powers

NAY: Burkhart, McLaughlin, Smith

The motion to adopt **ORDINANCE 75-2016-17** on first reading as amended**,** FY18 General Government Budget, passed.

ADJOURNMENT

The meeting was adjourned at 8:30 p.m.

CLARKSVILLE CITY COUNCIL
SPECIAL SESSION
JUNE 19, 2017

MINUTES

CALL TO ORDER

A special session of the Clarksville City Council was called to order by Mayor Kim McMillan on Monday, June 19, 2017, at 4:35 p.m. in City Council Chambers, 106 Public Square, Clarksville, Tennessee.

A prayer was offered was offered by Councilman David Allen; the Pledge of Allegiance was led by Councilwoman Deanna McLaughlin.

ATTENDANCE

PRESENT: Richard Garrett (Ward 1; arrived 4:48 p.m.), Deanna McLaughlin (Ward 2), Ron Erb (Ward 3), Tim Chandler (Ward 4), Valerie Guzman, Mayor Pro Tem (Ward 5), Geno Grubbs (Ward 7), David Allen (Ward 8), Jeff Henley (Ward 9; arrived 4:45 p.m.), Mike Alexander (Ward 10), Bill Powers (Ward 11), Jeff Burkhart (Ward 12

ABSENT: Wanda Smith (Ward 6)

FY18 COMMUNITY DEVELOPMENT BUDGET

ORDINANCE 69-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for Housing & Community Development

Councilman Grubbs made a motion to adopt this ordinance on second reading. The motion was seconded by Councilman Burkhart. There was no discussion. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Grubbs, Guzman, McLaughlin, McMillan, Powers

NOTE: Councilman Garrett and Councilman Henley were not present for this vote.

The motion to adopt the FY18 Community Development Budget on second reading passed.

FY18 PARKING COMMISSION BUDGET

ORDINANCE 70-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for the Clarksville Parking Commission

Councilman Grubbs made a motion to adopt this ordinance on second reading. The motion was seconded by Councilwoman Guzman. There was no discussion. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Grubbs, Guzman, McLaughlin, McMillan, Powers

NOTE: Councilman Garrett and Councilman Henley were not present for this vote.

The motion to adopt the FY18 Parking Commission Budget on second reading passed.

FY18 CLARKSVILLE TRANSIT SYSTEM BUDGET

ORDINANCE 71-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for Clarksville Transit System

Councilwoman McLaughlin made a motion to adopt this ordinance on second reading. The motion was seconded by Councilwoman Guzman. There was no discussion. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, McLaughlin, McMillan, Powers

NOTE: Councilman Henley was not present for this vote.

The motion to adopt the FY18 Clarksville Transit System Budget on second reading passed.

FY18 DEPARTMENT OF ELECTRICITY BUDGET

ORDINANCE 72-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for Clarksville Department of Electricity

Councilman Grubbs made a motion to adopt this ordinance on second reading. The motion was seconded by Councilman Alexander. There was no discussion. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, McLaughlin, McMillan, Powers

NOTE: Councilman Henley was not present for this vote.

The motion to adopt the FY18 Department of Electricity Budget on second reading passed.

FY18 GAS & WATER BUDGET

ORDINANCE 73-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for Clarksville Gas & Water

Councilman Grubbs made a motion to adopt this ordinance on second reading. The motion was seconded by Councilman Alexander. There was no discussion. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, McLaughlin, McMillan, Powers

NOTE: Councilman Henley was not present for this vote.

The motion to adopt the FY18 Gas & Water Budget on second reading passed.

FY18 INTERNAL SERVICE FUND BUDGET

ORDINANCE 74-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for the City of Clarksville Internal Service Fund

Councilman Chandler made a motion to adopt this ordinance on second reading. The motion was seconded by Councilman Powers. There was no discussion. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, McLaughlin, McMillan, Powers

NOTE: Councilman Henley was not present for this vote.

The motion to adopt the FY18 Internal Service Fund Budget on second reading passed.

FY18 GENERAL GOVERNMENT BUDGET

ORDINANCE 75-2016-17 (Second Reading) Amending the FY17 Budget and establishing the FY18 Budget for the City of Clarksville General Government

Councilman Garrett made a motion to adopt this ordinance on second reading. The motion was seconded by Councilman Powers.

Councilman Alexander made a motion to allow Chief Financial Officer Laurie Matta to answer questions without a vote to go into public session. The motion was seconded by Councilman Grubbs. A voice vote was taken; the motion passed without objection.

In response to Councilman Alexander's question, Ms. Matta said debt service on current capital projects was approximately $110,000 million per year.

Councilwoman McLaughlin felt critical expenses should take priority over borrowing money for new capital projects.

In response to Councilman Burkhart's question, Ms. Matta said if all proposed capital projects are approved and funded, a property tax may be required in the future.

Councilman Allen said the City must manage debt wisely to be able to pay back borrowed money in the future.

Councilman Grubbs said decisions should be made now to improve future quality of life for local citizens.

AMENDMENT #1: URBAN WILDERNESS

Councilman Burkhart made a motion to delete $450,000 for land acquisition for the proposed Urban Wilderness on Madison Street at Tanglewood Drive. The motion was seconded by Councilwoman McLaughlin.

Mayor McMillan said the project would be a continuation of the Clarksville Greenway and Blueway and would serve all citizens. She said the City was in a position to purchase the property and to protect and preserve the land.

Councilman Burkhart, Councilman Henley, Councilwoman McLaughlin, and Councilman Allen felt area residents should be given an opportunity to express their opinions on the project prior to approval of the budget. Councilman Grubbs and Councilman Alexander supported acquisition of the land to insure the future of the project.

The following vote on this amendment was recorded:

AYE: Allen, Burkhart, Erb, Guzman, Henley, McLaughlin

NAY: Alexander, Chandler, Garrett, Grubbs, McMillan, Powers

The motion to delete $450,000 for Urban Wilderness land acquisition failed due to lack of majority.

AMENDMENT #2: REGIONAL COMMUNITY CENTER

Councilman Garrett made a motion to add $500,000 for land acquisition for a regional community center on Tiny Town Road. The motion was seconded by Councilman Allen. Councilman Garrett reminded members that Lose & Associates suggested a regional community center for the site previously considered for an athletic complex. Councilman Allen expressed support for this amendment. Councilman Chandler said sufficient information was not currently available. Councilwoman Guzman said the project should be discussed with the Director of Parks & Recreation.

Councilman Chandler called for the question. The question was seconded by Councilman Alexander. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Chandler, Erb, Garrett, Grubbs, Guzman, Henley, McLaughlin, McMillan, Powers

The motion to cease discussion passed. The following vote on the amendment was recorded:

AYE: Allen, Erb, Garrett, Henley, McLaughlin, Powers

NAY: Alexander, Burkhart, Chandler, Grubbs, Guzman, McMillan

The motion to add $500,000 for a regional community center failed due to lack of majority.

AMENDMENT #3: NON-PROFIT AGENCIES

Councilman Powers made a motion to add back $50,000 for non-profit agency funding which was deleted on first reading. The motion was seconded by Councilman Chandler. Councilman Allen said the agencies can provide more services with additional funding and felt the City should support agencies who have served citizens in need. Councilman Burkhart said taxpayers should not fund the agencies. Following discussion, Councilman Alexander called for the question. The question was seconded by Councilwoman McLaughlin. A voice vote was taken; the motion to cease discussion on this amendment passed. The following vote on the amendment was recorded:

AYE: Allen, Chandler, Garrett, Grubbs, Henley, Powers

NAY: Alexander, Burkhart, Erb, Guzman, McLaughlin, McMillan

The motion to add back $50,000 for non-profit agencies failed due to lack of majority.

AMENDMENT #4: ATHLETIC COMPLEX

Councilman Alexander made a motion to delete $6.5 million for land acquisition for an athletic complex at Exit 8. The motion was seconded by Councilwoman McLaughlin.

Councilman Chandler said residents from neighboring counties had expressed support for this project. Councilwoman McLaughlin felt this project was not a priority. Councilman Allen said there was no specific plan for this development. Councilman Alexander said additional funds would be needed in future years to complete the project.

Following discussion, Councilman Garrett called for the question. The question was seconded by Councilman Alexander. A voice vote was taken. Even though there was objection, Mayor McMillan ruled in favor of the motion to cease discussion on this amendment. The following vote was recorded:

AYE: Alexander, Allen, Burkhart, Erb, Garrett, McLaughlin

NAY: Chandler, Grubbs, Guzman, Henley, McMillan, Powers

The motion to delete $6.5 million for land acquisition for an athletic complex failed due to lack of majority.

AMENDMENT #5: TWO RIVERS COMPANY

Councilwoman McLaughlin made a motion to add $150,000 for Two Rivers Company. The motion was seconded by Councilman Garrett. Ms. Matta said the State Comptroller views the TRC as a joint venture which may not have been the Council's original intention. Councilman Chandler said this vote should be delayed until the status of the TRC is determined by the State of Tennessee. Councilman Allen expressed support for the TRC's efforts and said the City should match funding already approved by Montgomery County.

Following discussion, Councilwoman McLaughlin called for the question. The question was seconded by Councilman Garrett. A voice vote was taken; with some objection the motion passed. The following vote on this amendment was recorded:

AYE: Alexander, Allen, Erb, Garrett, McLaughlin

NAY: Burkhart, Chandler, Grubbs, Guzman, Henley, McMillan, Powers

The motion to add $150,000 for Two Rivers Company failed.

AMENDMENT #6: REGIONAL COMMUNITY CENTER

Councilman Garrett made a motion to add $500,000 for land acquisition for a regional community center on Tiny Town Road. The motion was seconded by Councilman Allen. Councilman Alexander called for the question. The question was seconded by Councilman Chandler. A voice vote was taken; the motion to cease discussion passed. The following vote on the amendment was recorded:

AYE: Allen, Erb, Garrett, Henley, McLaughlin, Powers

NAY: Alexander, Burkhart, Chandler, Grubbs, Guzman, McMillan

The amendment to add $500,000 for a regional community center failed due to lack of majority.

FY18 GENERAL GOVERNMENT BUDGET

Councilman Alexander called for the question on the main motion. The question was seconded by Councilman Chandler. A voice vote was taken; the motion to cease discussion on the main motion passed. The following vote on the main motion was recorded:

AYE: Alexander, Chandler, Grubbs, Guzman, Henley, McMillan

NAY: Allen, Burkhart, Erb, Garrett, McLaughlin

The motion to adopt the FY18 General Government Budget on second reading passed.

ADJOURNMENT

The meeting was adjourned at 6:23 p.m.

CLARKSVILLE CITY COUNCIL
SPECIAL SESSION
JUNE 8, 2017

MINUTES

CALL TO ORDER

A special meeting of the Clarksville City Council was called to order by Mayor Kim McMillan on Thursday, June 8, 2017, at 4:00 p.m. in City Council Chambers, 106 Public Square, Clarksville, Tennessee.

A prayer was offered by Councilman Richard Garrett; the Pledge of Allegiance was led by Councilman Jeff Henley.

ATTENDANCE

PRESENT: Richard Garrett (Ward 1), Deanna McLaughlin (Ward 2), Ron Erb (Ward 3), Tim Chandler (Ward 4), Valerie Guzman, Mayor Pro Tem (Ward 5), Geno Grubbs (Ward 7), David Allen (Ward 8; arrived 4:38 p.m.), Jeff Henley (Ward 9), Mike Alexander (Ward 10; arrived 4:51 p.m.), Bill Powers (Ward 11), Jeff Burkhart (Ward 12)

ABSENT: Wanda Smith (Ward 6)

FY18 BUDGET WORK SESSION

NOTE: The following transcriptions are listed in alphabetical order for convenience, but are not necessarily in the order they were recorded.

ATHLETIC COMPLEX

In response to Councilwoman McLaughlin's question, Mayor McMillan said the requested $6.5 million would provide funding for land acquisition at Exit 8 and said the property owners had expressed willingness to sell for appraised value.

Councilman Allen felt the complex should be located near Exit 1 because of existing gas markets and restaurants. He said the owner of the Tiny Town Road property said there was no sink hole on the land that had been proposed for a sports complex.

Councilman Chandler and Councilman Powers expressed support for the Exit 8 site. Councilwoman Guzman felt the facility should be open to the public every day and not reserved for organized sports only. Councilman Garrett requested a letter from the property owners stating their intent to sell for appraised value and a letter from the minor league baseball team stating their willingness to contract for use of the facility.

DEBT

In response to Councilwoman McLaughlin's question, Chief Financial Officer Laurie Matta said the department was evaluating new options for issuing debt for major capital projects.

EMPLOYEE INSURANCE

In response to Councilman Chandler's question, Mr. Wyatt said an increase in employee co-pay of premiums would help sustain the health fund.

LEGAL DEPARTMENT

Councilwoman McLaughlin asked City Attorney Lance Baker for a comparison of costs for outside counsel and costs for employee salaries and benefits.

GENERAL WAGE INCREASE

In response to Councilman Chandler's question, Human Resources Director Will Wyatt said a pending compensation study may indicate some pay ranges should be adjusted which could result in some employees' receiving more than the recommended 1.5% general wage increase.

MULTI-MODAL ACCESS

In response to Councilwoman McLaughlin's question, Project Manager Hatem Shah said the two-phase project, 95% state-5% local funds, would provide sidewalk access to 41 bus shelters on Highway 41A.

PART-TIME SALARIES

Councilman Allen asked for a review of part-time salaries.

PERFORMING ARTS CENTER

In response to Councilwoman McLaughlin's question, Mayor McMillan said the requested $1.5 million would provide funding for acquisition of the Roxy Theater property and the Brenner Building property, but she did not have estimates for demolition of either structure. Mayor McMillan said the consultant has recommended fronting the building on Franklin Street instead of First Street.

POLICE PRECINCT 3

Councilwoman McLaughlin asked that consideration be given to including the Police Precinct 3 project in the FY18 budget. Mayor McMillan said the Clarksville-Montgomery County School Board may donate land for a precinct, but no agreement had been reached.

STREET LIGHTS

In response to Councilman Garrett's question, Mr. Shah said the Street Department was not ready to proceed with installing solar street light panels.

WATERWORKS BUIDLING

In response to Councilwoman McLaughlin's question, Mr. Shah said the building (on Riverside Drive) had been cleaned and the smoke stack was structurally sound.

ADJOURNMENT

The meeting was adjourned at 6:08 p.m.

ORDINANCE 77-2016-17

AN ORDINANCE APPROVING AND ADOPTING THE FOX LAWSON & ASSOCIATES UPDATE PAY PLAN FOR FISCAL YEAR 2017-18

WHEREAS, the City Council has previously adopted budget ordinances 75-2016-17 (General Fund); 73-2016-17 (Gas & Water); 71-2016-17 (CTS); 70-2016-17 Parking Commission); and 69-2016-17 (Housing and Community Development), which contain provisions for the pay / compensation of City employees, to include an across the board 1.5% general pay increase for all City employees, less Clarksville Department of Electricity employees whose pay is separately determined by the Superintendent and Power Board; and

WHEREAS, the City Council has previously authorized a contract for the conduct of an updated compensation study by an outside consultant, and said consultant, Fox Lawson and Associates, has conducted said study and delivered same to the City, which said study contains the recommendation of an across the board 1.5% general pay increase for all City employees, and in addition thereto, said study recommended an additional amount be paid for some employee positions in order remain competitive with market peers, all as set forth in the power point presentation study and spreadsheet, attached hereto and incorporated herein, as Exhibits A and B respectively; and

WHEREAS, the City Code at Section 1.5-401 (Employee compensation plan) and Section 1.5-403 (Adjustment of employee compensation plan) provides for the adjustment of employee compensation in order for the City's pay practices to remain competitive with labor market conditions; and

WHEREAS, the City Council finds it to be in the best interests of the City to approve, adopt and to implement the recommendations of said study, to include recommended changes to pay ranges for specific employee job positions, and to include the recommended pay / compensation increases for certain City employee positions as reflected in Exhibit B, in order for the City to remain competitive with market peers.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

(1) That the updated pay plan study and its recommendations, prepared and presented by Fox Lawson and Associates, Exhibit A hereto, is hereby approved and adopted, to include recommended changes to pay ranges for specific employee job positions, and to include the recommended pay / compensation increases for certain City employee positions as reflected in Exhibit B hereto, in order for the City to remain competitive with market peers.

(2) The Department of Human Resources, in consultation and coordination with the Department of Finance, shall implement the Fox Lawson updated compensation plan, Exhibit A hereto, to include recommended changes to pay ranges for specific employee job positions, and to include the recommended pay / compensation increases for certain City employee positions as reflected in Exhibit B hereto, in order for the City to remain competitive with market peers.

FIRST READING:
SECOND READING:
EFFECTIVE DATE:

Arthur J. Gallagher & Co.
BUSINESS WITHOUT BARRIERS™

City of Clarksville, TN

Compensation Study Final Report

JIM FOX | JUNE 2017

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Introduction

- City of Clarksville, TN engaged Arthur J. Gallagher (AJG) to conduct a compensation study for all city positions
- The objectives of the study involved
  - Collecting market salary and benefits information from comparable counties and cities
  - Developing salary structures that are market competitive
  - Providing implementation methods and calculating related costs

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Custom Survey Process

- The City identified 62 benchmark jobs for the study
- AJG worked with the City to identify 49 comparable County and City governments mainly in the Middle Southeast States as the comparable labor market
- These benchmarks and comparable organizations are the same jobs and organizations that were originally surveyed with
- AJG developed a customized survey covering organizational, pay practice, benefit questions, and a salary reporting form for the benchmarks
- The survey was distributed to the identified organizations
- AJG and made follow-up calls and emails throughout the survey process to encourage participation

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Custom Survey Process

- We asked the participants to make a match for only those jobs that reflected at least 70% of the duties as outlined in the benchmark summaries
- We reviewed and compiled the survey data for further analysis
- We followed-up directly with the participants to clarify and validate missing or questionable information
- Survey data was adjusted for the Clarksville, TN labor market using factors from the Economic Research Institute Geographic Assessor, and aged to 1/1/2017

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Custom Survey Process

- List of the 49 target survey participants:

No.	Organization	No.	Organization
1	City of Huntsville, AL	26	Anderson County, TN
2	City of Jonesboro, AR	27	Blount County, TN
3	City of Athens, GA	28	Bradley County, TN
4	City of Columbus, GA	29	City of Chattanooga, TN
5	City of Roswell, GA	30	City of Jackson, TN
6	City of Sandy Springs, GA	31	City of Knoxville, TN
7	City of Evansville, IN	32	City of Little Rock, TN
8	City of Bowling Green, KY	33	City of Murfreesboro, TN
9	Boone County, KY	34	City of Nashville, TN
10	Campbell County, KY	35	Clarksville Montgomery County School System, TN
11	Christian County, KY	36	Greene County, TN
12	City of Owensboro, KY	37	Johnson City, TN
13	Daviess County, KY	38	Madison County, TN
14	Hardin County, KY	39	Maury County, TN
15	Kenton County, KY	40	Montgomery County, TN
16	Madison County, KY	41	Putnam County, TN
17	McCracken County, KY	42	Rutherford County, TN
18	Pike County, KY	43	City of Sevierville, TN
19	Warren County, KY	44	Sullivan County, TN
20	City of Asheville, NC	45	Sumner County, TN
21	City of Fayetteville, NC	46	Washington County, TN
22	City of Gastonia, NC	47	Williamson County, TN
23	City of Winston-Salem, NC	48	Wilson County, TN
24	City of Columbia, SC	49	City of Lebanon, TN
25	City of Greenville, SC		

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Custom Survey Process

- We obtained salary and benefits information from the following 16 organizations:

City of Athens, GA	Clarksville Montgomery County School System, TN
Boone County, KY	Johnson City, TN
City of Fayetteville, NC	Maury County, TN
City of Gastonia, NC	Putnam County, TN
City of Winston-Salem, NC	City of Sevierville, TN
City of Chattanooga, TN	Williamson County, TN
City of Jackson, TN	Wilson County, TN
City of Murfreesboro, TN	City of Lebanon, TN

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Custom Survey Process

- General information of the 16 participating organizations:

	Citizens Served	Operating Budget 2016 (Million)	Full-Time Employee	Job Classification
City of Clarksville:	146,000	$178.8	1184	198
Average:	112,100	$151.0	1,007	254
25th Percentile:	67,014	$70.7	463	44
50th Percentile:	102,350	$161.8	841	247
75th Percentile:	163,770	$199.1	1,466	369

- The City's operating budget, number of full-time employees and job classifications are at the average level of the identified comparable market

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Custom Survey Process

- We follow the U.S. Department of Justice and Federal Trade Commission guidelines that state five job matches should exist per job in order to conduct statistical analyses or for drawing conclusions
- Actual salary data collected for 53 benchmark jobs matched this criterion
- 9 benchmark jobs did not have sufficient matches, and we used the following published survey sources as supplements
  - Towers Watson Surveys
  - Mercer Surveys
  - CompData Surveys
  - Economic Research Institute Salary Assessor

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Custom Survey Process

- List of the 9 benchmark jobs that included published survey sources in the market comparison

Customer Service Specialist	Training Specialist
Marketing Specialist	Health and Safety Manager
Project Manager	Security and Loss Prevention Officer
Public Utilities Supervisor	Utility Construction and Maintenance Supervisor
Public Utilities Superintendent	

- Two jobs did not have sufficient matches, and were excluded from the calculation of overall difference between the City and the Market

Energy Services Coordinator	Water Distribution/Wastewater Collection Assistant

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Custom Survey Process

- For each benchmark job, the percentage difference was calculated between the City and the market in terms of the City's salary
- The following guidelines are used when determining the competitive nature of the City's salary and benefits data:
  - Positive (+) figures indicate that the City pays above the designated market percentile rate;
  - Negative (-) figures indicate that the City pays below the designated market percentile rate
  - +/- 5% difference between the City and Market 50th percentile rate means that the City is "highly competitive" with the market
  - +/- 10 difference between the City and Market 50th percentile rate means that the City is "competitive" with the market
  - +/- 11-15% difference between the City and Market 50th percentile rate means that the City is "possibly misaligned" with the market
  - More than +/- 15% difference between the City and Market 50th percentile rate means that the City is "significantly misaligned" with the market

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Survey Results – Base Salary

- The overall difference between the City and the market regarding base salary:
  - This is the cumulative difference between all the benchmark jobs, not an average of the average differences

Compared to the Market (Base Salary)	25th Percentile	50th Percentile	75th Percentile
City Difference	10.9%	1.3%	-7.2%

- The City is highly competitive with the 50th percentile base salary rate of the market because it is within + or - 5% of the market

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Survey Results – Base Salary

- Among the 60 benchmarks that have market matches, 15 jobs (25%) are different from the market 50th percentile salary rates by more than 15%, which are considered significantly misaligned with the market
- The following lists show the base salary comparison of all benchmarks

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Survey Results – Base Salary

				ACTUAL SALARY COMPARISON						
NO.	BENCHMARK TITLE	NO.OF ORG	NO. OF INC	CITY ACTUAL	MKT 25TH	DIFF. WITH MKT 25TH	MKT 50TH	DIFF. WITH MKT 50TH	MKT 75TH	DIFF. WITH MKT 75TH
1	Senior Accountant	12	24	$56,748	$50,044	13.4%	$51,136	11.0%	$53,603	5.9%
2	Chief Financial Officer	13	20	$97,483	$99,518	-2.0%	$101,186	-3.7%	$119,297	-18.3%
3	Accounting Support Assistant	11	34	n/a	$34,767	n/a	$36,523	n/a	$42,814	n/a
4	Administrative Support Technician	10	171	$39,020	$29,720	31.3%	$32,225	21.1%	$32,747	19.2%
5	Administrative Support Specialist	12	125	$43,070	$33,076	30.2%	$34,006	26.7%	$37,111	16.1%
6	Code Enforcement Officer	12	45	$31,548	$37,999	-17.0%	$42,884	-26.4%	$45,591	-30.8%
7	Customer Service Representative	6	31	$32,477	$28,624	13.5%	$29,799	9.0%	$31,794	2.1%
8	Customer Service Specialist	192*	3174*	$37,557	$31,140	20.6%	$33,052	13.6%	$34,432	9.1%
9	Customer Service Supervisor	5	7	$43,674	$40,202	8.6%	$41,557	5.1%	$41,859	4.3%
11	Senior Engineer	9	24	$58,618	$61,165	-4.2%	$66,578	-12.0%	$68,197	-14.0%
12	Engineering Manager	10	13	$83,969	$73,908	13.6%	$84,257	-0.3%	$91,189	-7.9%
13	Equipment Maintenance Mechanic	13	57	$41,027	$32,803	25.1%	$34,316	19.6%	$38,832	5.7%
14	Senior Equipment Maintenance Mechanic	9	56	$50,767	$37,884	34.0%	$41,086	23.6%	$43,063	17.9%
15	Equipment Operator	13	214	$31,933	$30,465	4.8%	$33,871	-5.7%	$36,410	-12.3%
16	Equipment Operations Supervisor	7	32	$55,586	$44,408	25.2%	$45,585	21.9%	$49,203	13.0%
17	Firefighter	11	800	$36,720	$34,887	5.3%	$38,060	-3.5%	$39,437	-6.9%
18	Fire Captain	11	295	$61,273	$53,685	14.1%	$58,783	4.2%	$61,223	0.1%
19	Fire Chief	11	11	$100,779	$88,363	14.1%	$90,159	11.8%	$102,563	-1.7%
20	Fire Investigator	6	33	n/a	$46,941	n/a	$51,412	n/a	$51,950	n/a
21	Fire Prevention Officer	6	11	$58,453	$51,353	13.8%	$53,176	9.9%	$61,182	-4.5%

* Include data form published survey sources.

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Survey Results – Base Salary

				ACTUAL SALARY COMPARISON						
NO.	BENCHMARK TITLE	NO.OF ORG	NO. OF INC	CITY ACTUAL	MKT 25TH	DIFF. WITH MKT 25TH	MKT 50TH	DIFF. WITH MKT 50TH	MKT 75TH	DIFF. WITH MKT 75TH
22	GIS Technician	7	14	n/a	$36,646	n/a	$37,180	n/a	$42,738	n/a
23	Grounds and Facilities Maintenance Assistant	12	195	$22,544	$26,690	-15.5%	$28,671	-21.4%	$34,244	-34.2%
24	Grounds and Facilities Maintenance Specialist	9	81	$39,218	$31,279	25.4%	$36,752	6.7%	$39,790	-1.4%
25	Grounds and Facilities Maintenance Manager	8	29	$52,020	$47,839	8.7%	$51,665	0.7%	$56,621	-8.1%
26	Human Resources Analyst	5	13	$64,503	$53,434	20.7%	$54,110	19.2%	$55,638	15.9%
27	Human Resources Director	13	13	$87,380	$73,684	18.6%	$89,450	-2.3%	$100,758	-13.3%
28	Information Technology Specialist	10	24	$39,291	$38,953	0.9%	$41,615	-5.6%	$45,420	-13.5%
29	Information Technology Administrator	6	17	$48,815	$53,097	-8.1%	$59,691	-18.2%	$64,457	-24.3%
30	Applications Developer	6	10	$56,403	$57,110	-1.2%	$64,122	-12.0%	$67,545	-16.5%
31	Senior Building Inspector	10	18	$48,746	$41,384	17.8%	$47,182	3.3%	$56,124	-13.1%
32	Public Works Inspector	7	29	$49,261	$42,197	16.7%	$43,961	12.1%	$45,519	8.2%
33	Lab Technician	5	19	$33,659	$35,556	-5.3%	$38,030	-11.5%	$38,434	-12.4%
34	City Attorney	9	11	$121,059	$113,348	6.8%	$135,026	-10.3%	$157,605	-23.2%
35	Marketing Specialist	142*	813*	$35,298	$36,355	-2.9%	$39,001	-9.5%	$41,732	-15.4%
36	Materials Management Supervisor	5	14	$41,962	$33,388	25.7%	$33,906	23.8%	$38,177	9.9%
37	Meter Reader	6	34	$24,967	$27,347	-8.7%	$29,511	-15.4%	$32,023	-22.0%
38	Parks and Recreation Supervisor	8	111	$39,863	$44,064	-9.5%	$45,695	-12.8%	$46,210	-13.7%
39	Police Officer II	12	1459	$46,329	$35,516	30.4%	$41,367	12.0%	$44,034	5.2%
40	Police Officer III	8	414	$46,825	$42,741	9.6%	$44,567	5.1%	$46,923	-0.2%
41	Captain	11	50	$71,521	$68,992	3.7%	$71,608	-0.1%	$78,569	-9.0%

* Include data form published survey sources.

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Survey Results – Base Salary

				ACTUAL SALARY COMPARISON						
NO.	BENCHMARK TITLE	NO.OF ORG	NO. OF INC	CITY ACTUAL	MKT 25TH	DIFF. WITH MKT 25TH	MKT 50TH	DIFF. WITH MKT 50TH	MKT 75TH	DIFF. WITH MKT 75TH
42	Police Chief	13	13	$100,856	$90,159	11.9%	$101,162	-0.3%	$126,372	-20.2%
43	Dispatcher	12	214	$37,681	$33,250	13.3%	$35,945	4.8%	$37,722	-0.1%
44	Project Manager	162*	1262*	$73,354	$60,152	21.9%	$70,142	4.6%	$71,010	3.3%
45	Public Utilities Supervisor	407*	1258*	$46,669	$55,256	-15.5%	$65,793	-29.1%	$75,783	-38.4%
46	Public Utilities Superintendent	345*	678*	$121,059	$102,242	18.4%	$106,345	13.8%	$111,054	9.0%
47	Training Specialist	134*	612*	$38,559	$43,208	-10.8%	$46,119	-16.4%	$46,694	-17.4%
48	Health and Safety Manager	128*	530*	$68,434	$55,194	24.0%	$60,184	13.7%	$62,419	9.6%
49	Risk Management Coordinator	7	12	n/a	$41,760	n/a	$42,938	n/a	$46,001	n/a
50	Risk Manager	11	12	$77,345	$60,773	27.3%	$70,607	9.5%	$79,095	-2.2%
51	Security and Loss Prevention Officer	578*	9713*	$27,040	$28,264	-4.3%	$28,322	-4.5%	$29,590	-8.6%
52	Traffic Control Technician	9	34	$40,087	$33,393	20.0%	$36,036	11.2%	$37,884	5.8%
53	Transportation Shift Supervisor	5	15	$44,991	$40,776	10.3%	$41,620	8.1%	$53,311	-15.6%
54	Transportation Director	6	6	$92,868	$79,703	16.5%	$95,544	-2.8%	$104,729	-11.3%
55	Utility Construction and Maintenance Technician	5	76	$35,260	$24,614	43.3%	$30,975	13.8%	$31,242	12.9%
56	Utility Construction and Maintenance Supervisor	306*	691*	$47,771	$37,945	25.9%	$41,308	15.6%	$50,457	-5.3%
57	Water/Wastewater Maintenance Mechanic	6	36	$46,387	$33,331	39.2%	$37,342	24.2%	$38,902	19.2%
58	Water/Wastewater Treatment Plant Operations Assistant	5	58	$28,620	$30,375	-5.8%	$33,543	-14.7%	$34,316	-16.6%
59	Water/Wastewater Treatment Plant Operations Specialist	8	97	$41,626	$35,966	15.7%	$40,963	1.6%	$43,290	-3.8%
61	Water Distribution/Wastewater Collection Supervisor	7	29	$45,255	$44,931	0.7%	$47,979	-5.7%	$52,176	-13.3%
62	Mayor	6	9	$123,032	$115,145	6.8%	$129,020	-4.6%	$140,850	-12.7%

* Include data form published survey sources.

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Survey Results – Salary Structure

- The overall difference between the City and the market regarding salary structure:
  - This is the cumulative difference between all the benchmark jobs, not an average of the average differences

Compared to the Market (Salary Structure)	Minimum	Midpoint	Maximum
City Difference	0.4%	-5.1%	-6.7%

- The City is highly competitive at the salary range minimum because it is within + or - 5% of the market
- The City is competitive with the market for midpoint and maximum because it is within + or - 10% of the market

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Survey Results – Salary Structure

- Among the 60 benchmarks that have market matches, 13 positions (22%) are different from the market midpoints by more than 15%, which are considered significantly misaligned with the market
- The following lists show the salary range comparison of all benchmarks

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Survey Results – Salary Structure

		SALARY RANGE COMPARISON								
NO.	BENCHMARK TITLE	CITY MIN	MKT MIN	DIFF. WITH MKT MIN	CITY MID	MKT MID	DIFF. WITH MKT MID	CITY MAX	MKT MAX	DIFF. WITH MKT MAX
1	Senior Accountant	$49,531	$44,088	12.3%	$59,437	$58,207	2.1%	$69,344	$73,045	-5.1%
2	Chief Financial Officer	$75,662	$82,018	-7.7%	$98,361	$104,990	-6.3%	$121,059	$130,596	-7.3%
3	Accounting Support Assistant	n/a	$31,800	n/a	n/a	$40,786	n/a	n/a	$50,926	n/a
4	Administrative Support Technician	$33,113	$27,258	21.5%	$38,908	$34,749	12.0%	$44,703	$40,633	10.0%
5	Administrative Support Specialist	$35,298	$30,342	16.3%	$41,475	$38,441	7.9%	$47,652	$44,614	6.8%
6	Code Enforcement Officer	$30,929	$34,190	-9.5%	$36,342	$42,565	-14.6%	$41,755	$51,885	-19.5%
7	Customer Service Representative	$28,996	$26,832	8.1%	$33,345	$34,033	-2.0%	$37,694	$41,996	-10.2%
8	Customer Service Specialist	$30,929	$28,601	8.1%	$36,342	$38,774	-6.3%	$41,755	$50,216	-16.8%
9	Customer Service Supervisor	$40,757	$39,826	2.3%	$47,889	$52,379	-8.6%	$55,022	$65,853	-16.4%
11	Senior Engineer	$49,531	$55,242	-10.3%	$59,437	$70,188	-15.3%	$69,344	$81,386	-14.8%
12	Engineering Manager	$63,536	$66,858	-5.0%	$77,831	$83,415	-6.7%	$92,126	$96,842	-4.9%
13	Equipment Maintenance Mechanic	$33,113	$29,481	12.3%	$44,068	$37,415	17.8%	$55,022	$46,447	18.5%
14	Senior Equipment Maintenance Mechanic	$45,125	$33,739	33.7%	$53,022	$42,738	24.1%	$60,918	$52,514	16.0%
15	Equipment Operator	$28,996	$29,059	-0.2%	$33,345	$35,800	-6.9%	$37,694	$41,302	-8.7%
16	Equipment Operations Supervisor	$47,393	$35,390	33.9%	$56,871	$43,770	29.9%	$66,350	$52,751	25.8%
17	Firefighter	$35,285	$34,175	3.2%	$41,460	$42,233	-1.8%	$47,634	$48,023	-0.8%
18	Fire Captain	$45,799	$51,125	-10.4%	$57,249	$61,432	-6.8%	$68,699	$70,430	-2.5%
19	Fire Chief	$69,986	$79,520	-12.0%	$90,982	$101,468	-10.3%	$111,979	$122,959	-8.9%
20	Fire Investigator	n/a	$43,626	n/a	n/a	$51,961	n/a	n/a	$61,316	n/a
21	Fire Prevention Officer	$45,799	$46,867	-2.3%	$57,249	$56,756	0.9%	$68,699	$66,278	3.7%

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Survey Results – Salary Structure

		SALARY RANGE COMPARISON								
NO.	BENCHMARK TITLE	CITY MIN	MKT MIN	DIFF. WITH MKT MIN	CITY MID	MKT MID	DIFF. WITH MKT MID	CITY MAX	MKT MAX	DIFF. WITH MKT MAX
22	GIS Technician	n/a	$37,928	n/a	n/a	$46,238	n/a	n/a	$51,809	n/a
23	Grounds and Facilities Maintenance Assistant	$21,561	$26,314	-18.1%	$24,795	$32,732	-24.2%	$28,029	$37,626	-25.5%
24	Grounds and Facilities Maintenance Specialist	$37,482	$26,014	44.1%	$44,041	$35,152	25.3%	$50,600	$45,596	11.0%
25	Grounds and Facilities Maintenance Manager	$49,531	$46,383	6.8%	$59,437	$59,692	-0.4%	$69,344	$69,770	-0.6%
26	Human Resources Analyst	$49,531	$42,104	17.6%	$59,437	$56,146	5.9%	$69,344	$71,677	-3.3%
27	Human Resources Director	$75,662	$75,055	0.8%	$98,361	$93,799	4.9%	$121,059	$110,144	9.9%
28	Information Technology Specialist	$35,298	$39,004	-9.5%	$41,475	$48,218	-14.0%	$47,652	$55,029	-13.4%
29	Information Technology Administrator	$47,393	$52,567	-9.8%	$56,871	$65,454	-13.1%	$66,350	$74,735	-11.2%
30	Applications Developer	$47,393	$50,815	-6.7%	$56,871	$64,724	-12.1%	$66,350	$79,788	-16.8%
31	Senior Building Inspector	$40,757	$39,760	2.5%	$47,889	$49,360	-3.0%	$55,022	$55,190	-0.3%
32	Public Works Inspector	$40,757	$39,661	2.8%	$47,889	$50,977	-6.1%	$55,022	$58,881	-6.6%
33	Lab Technician	$30,929	$35,106	-11.9%	$36,342	$45,174	-19.6%	$41,755	$51,271	-18.6%
34	City Attorney	$75,662	$85,220	-11.2%	$98,361	$119,942	-18.0%	$121,059	$156,104	-22.5%
35	Marketing Specialist	$35,298	$33,506	5.3%	$41,475	$42,114	-1.5%	$47,652	$52,092	-8.5%
36	Materials Management Supervisor	$35,298	$34,550	2.2%	$41,475	$45,119	-8.1%	$47,652	$51,754	-7.9%
37	Meter Reader	$24,239	$27,764	-12.7%	$27,875	$35,588	-21.7%	$31,511	$40,176	-21.6%
38	Parks and Recreation Supervisor	$35,298	$37,750	-6.5%	$41,475	$48,247	-14.0%	$47,652	$61,669	-22.7%
39	Police Officer II	$40,002	$36,447	9.8%	$44,003	$45,052	-2.3%	$48,003	$51,559	-6.9%
40	Police Officer III	$43,368	$41,186	5.3%	$47,705	$48,561	-1.8%	$52,042	$52,762	-1.4%
41	Captain	$61,156	$59,431	2.9%	$70,330	$72,548	-3.1%	$79,504	$87,687	-9.3%

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Survey Results – Salary Structure

		SALARY RANGE COMPARISON								
NO.	BENCHMARK TITLE	CITY MIN	MKT MIN	DIFF. WITH MKT MIN	CITY MID	MKT MID	DIFF. WITH MKT MID	CITY MAX	MKT MAX	DIFF. WITH MKT MAX
42	Police Chief	$80,526	$82,714	-2.6%	$100,657	$104,511	-3.7%	$120,789	$126,910	-4.8%
43	Dispatcher	$35,298	$32,282	9.3%	$41,475	$40,362	2.8%	$47,652	$48,271	-1.3%
44	Project Manager	$57,016	$51,512	10.7%	$68,419	$74,310	-7.9%	$79,822	$94,691	-15.7%
45	Public Utilities Supervisor	$40,757	$48,796	-16.5%	$47,889	$63,538	-24.6%	$55,022	$81,362	-32.4%
46	Public Utilities Superintendent	$78,291	$71,644	9.3%	$101,779	$94,623	7.6%	$125,266	$120,207	4.2%
47	Training Specialist	$35,298	$43,262	-18.4%	$41,475	$53,221	-22.1%	$47,652	$65,264	-27.0%
48	Health and Safety Manager	$51,669	$47,138	9.6%	$62,004	$60,411	2.6%	$72,337	$72,821	-0.7%
49	Risk Management Coordinator	n/a	$41,744	n/a	n/a	$51,889	n/a	n/a	$59,848	n/a
50	Risk Manager	$57,016	$57,226	-0.4%	$68,419	$71,556	-4.4%	$79,822	$83,459	-4.4%
51	Security and Loss Prevention Officer	$24,239	$25,939	-6.6%	$27,875	$32,818	-15.1%	$31,511	$39,955	-21.1%
52	Traffic Control Technician	$30,929	$31,534	-1.9%	$36,342	$39,887	-8.9%	$41,755	$46,336	-9.9%
53	Transportation Shift Supervisor	$40,757	$40,616	0.3%	$47,889	$53,370	-10.3%	$55,022	$45,677	20.5%
54	Transportation Director	$75,662	$78,636	-3.8%	$98,361	$100,520	-2.1%	$121,059	$116,544	3.9%
55	Utility Construction and Maintenance Technician	$30,929	$28,275	9.4%	$36,342	$35,098	3.5%	$41,755	$38,993	7.1%
56	Utility Construction and Maintenance Supervisor	$40,757	$39,210	3.9%	$47,889	$50,325	-4.8%	$55,022	$56,159	-2.0%
57	Water/Wastewater Maintenance Mechanic	$37,482	$33,199	12.9%	$44,041	$43,351	1.6%	$50,600	$50,728	-0.3%
58	Water/Wastewater Treatment Plant Operations Assistant	$24,239	$30,749	-21.2%	$27,875	$39,971	-30.3%	$31,511	$44,251	-28.8%
59	Water/Wastewater Treatment Plant Operations Specialist	$35,298	$34,750	1.6%	$41,475	$44,615	-7.0%	$47,652	$53,026	-10.1%
61	Water Distribution/Wastewater Collection Supervisor	$40,757	$43,875	-7.1%	$47,889	$56,302	-14.9%	$55,022	$65,102	-15.5%
62	Mayor	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a	n/a

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Survey Results – Regression Analysis

- The following graphs show the scatter of the base salary and salary structure data for both the City and market
- We combined the market data with the DBM evaluations to develop trend lines through regression analysis
- The trend line (line of best fit) of each data set provides a visual recognition of the overall difference between the market rate and the City's base salary and salary structure data
- The trend lines confirm that the City is highly competitive at the market 50th percentile rate for base salary; and is competitive for the overall salary structure but has a narrower range spread than the market especially for the lower bands

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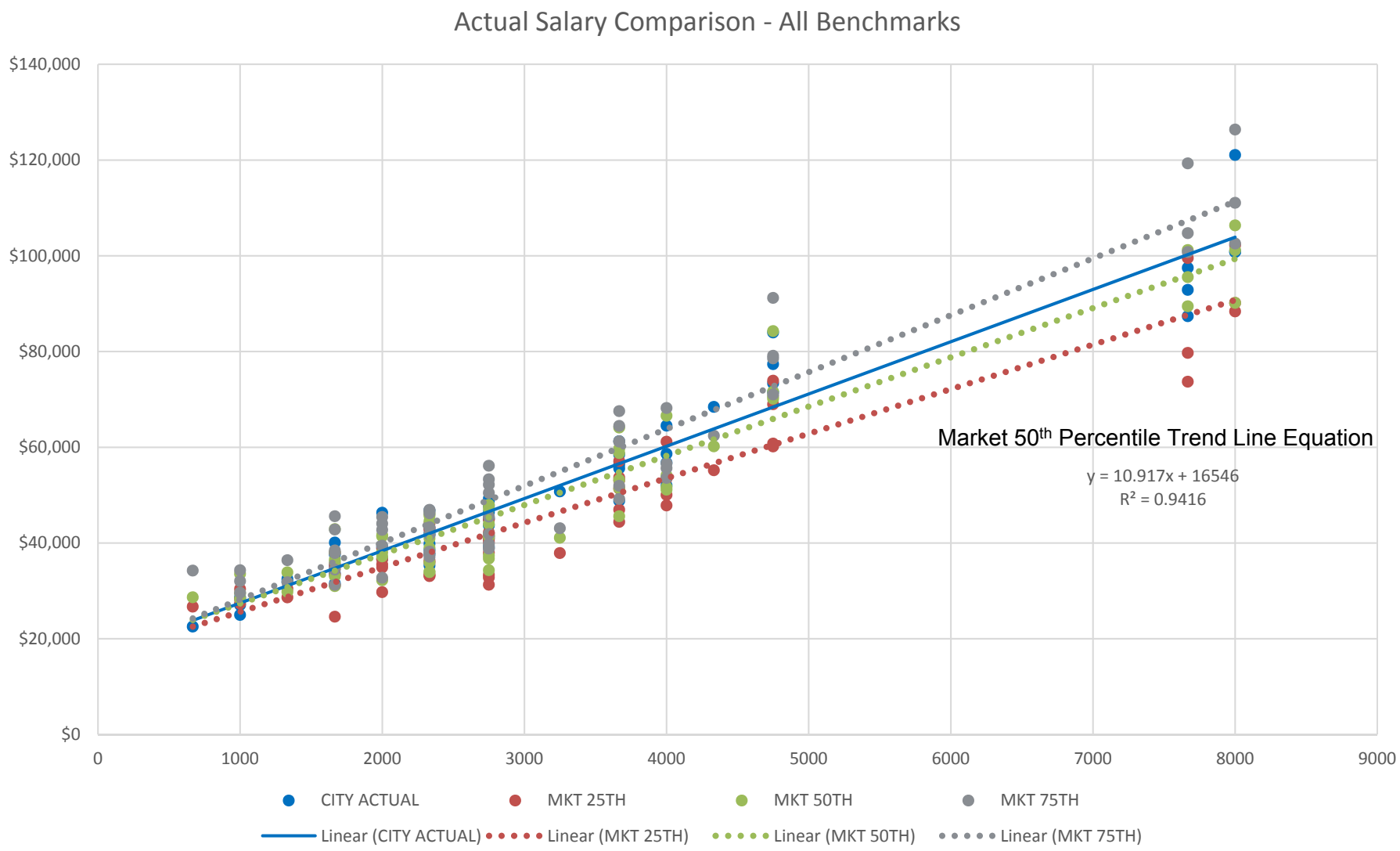
Survey Results – Regression Analysis



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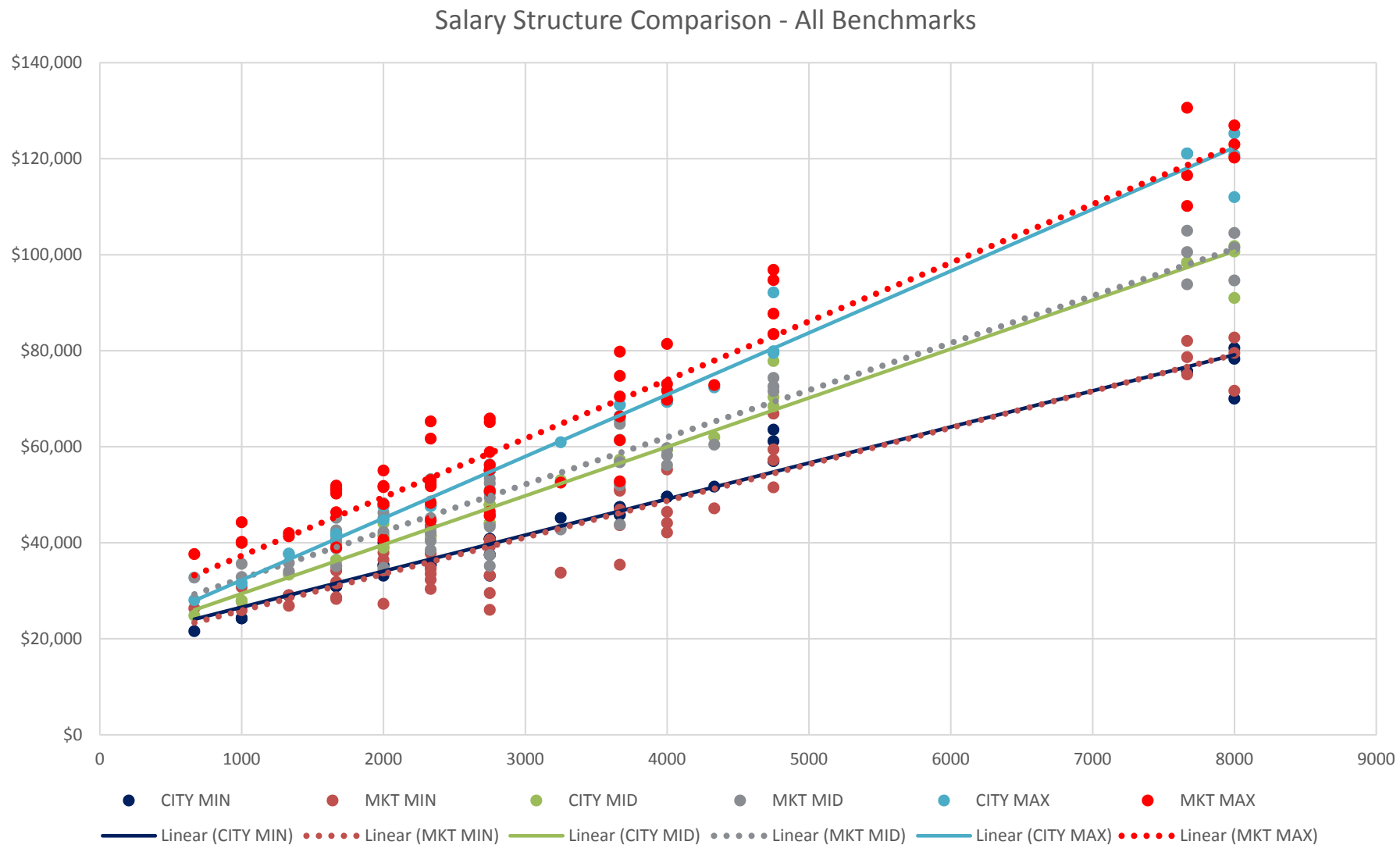
Survey Results – Regression Analysis



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Survey Results – Regression Analysis

- Because the Fire and Police departments currently have separate salary structures, we did separate regression analyzes for Nonsworn, Fire and Police benchmarks
- The following two charts for Nonsworn positions are similar to the charts of all jobs
  - The base salaries for Nonsworn positions are highly competitive at the market 50th percentile rate
  - The overall salary structure is competitive, but salary range spreads are narrower than the market especially for the lower bands

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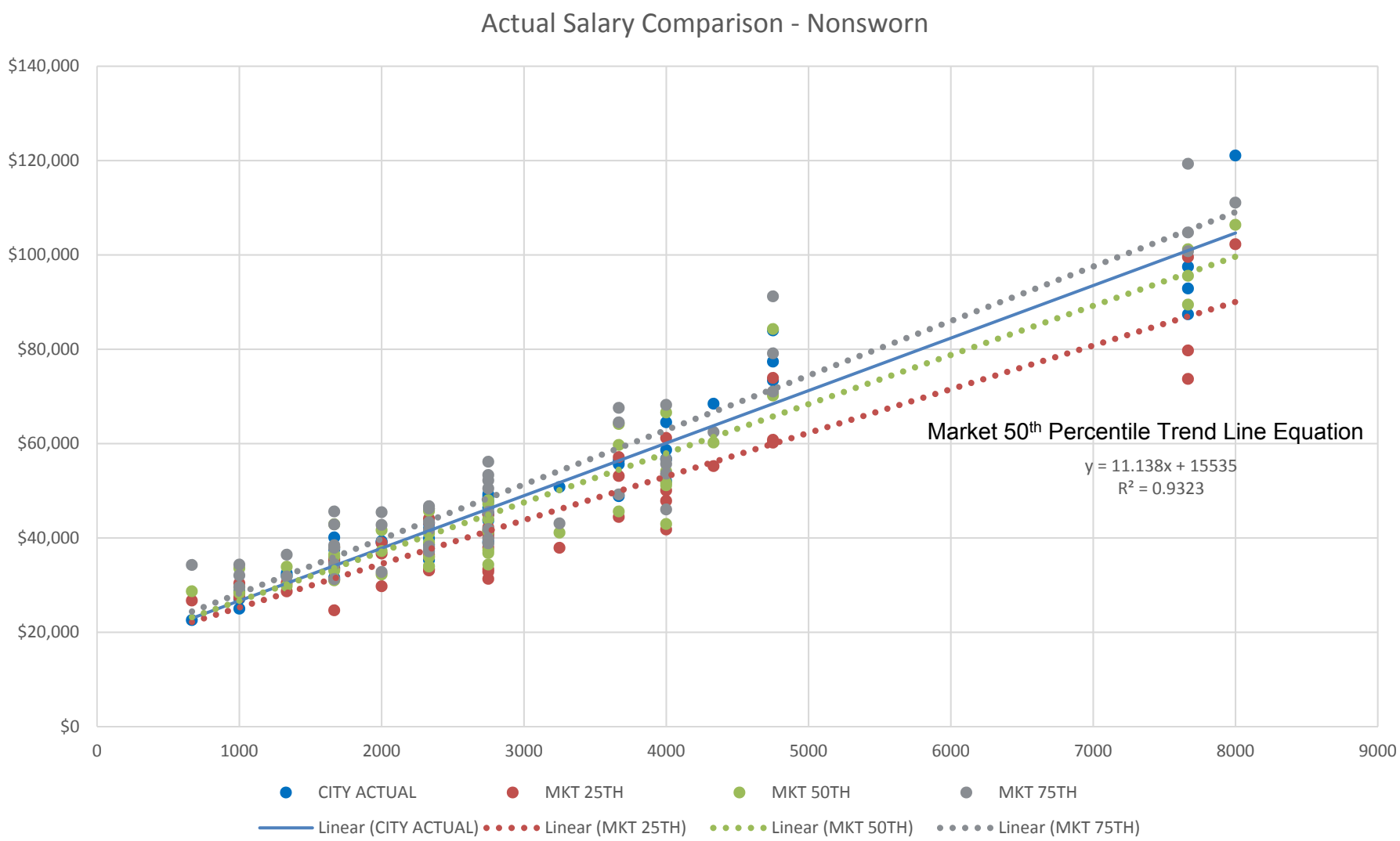
Survey Results – Regression Analysis



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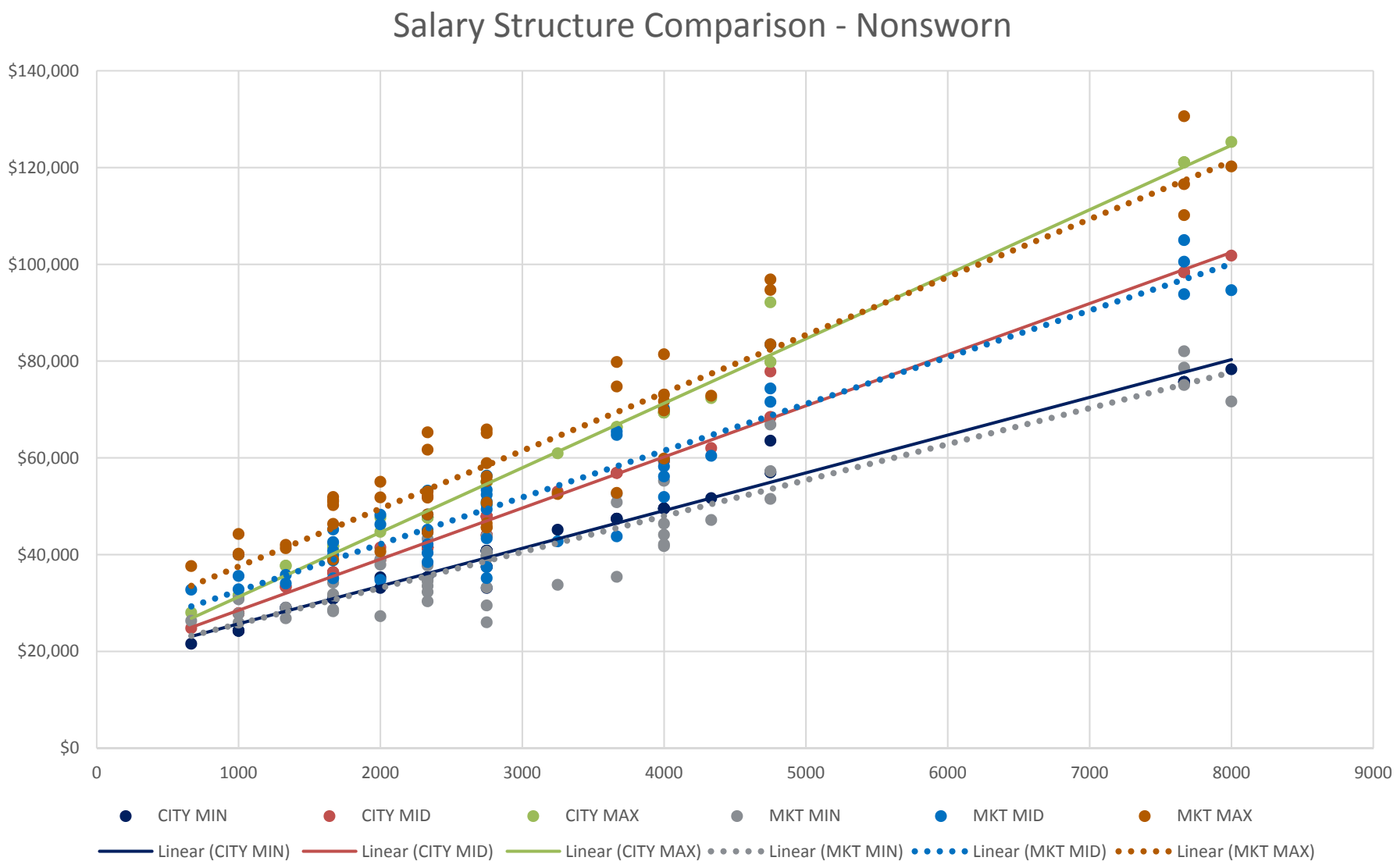
Survey Results – Regression Analysis



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Survey Results – Salary Structure

- The difference between the City and the market regarding average salary range spread for Nonsworn positions:

DBM Band	City (Nonsworn)	Market
Band A	30%	48.4%
Band B	35%	48.8%
Band C	40%	51.9%
Band E	60%	55.0%

* No benchmark job from Band D

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Survey Results – Regression Analysis

- The following three charts show base salary and salary structure comparison for Police positions
- Police base salary and salary range midpoints are highly competitive with the market, but salary range spreads are narrower than the market

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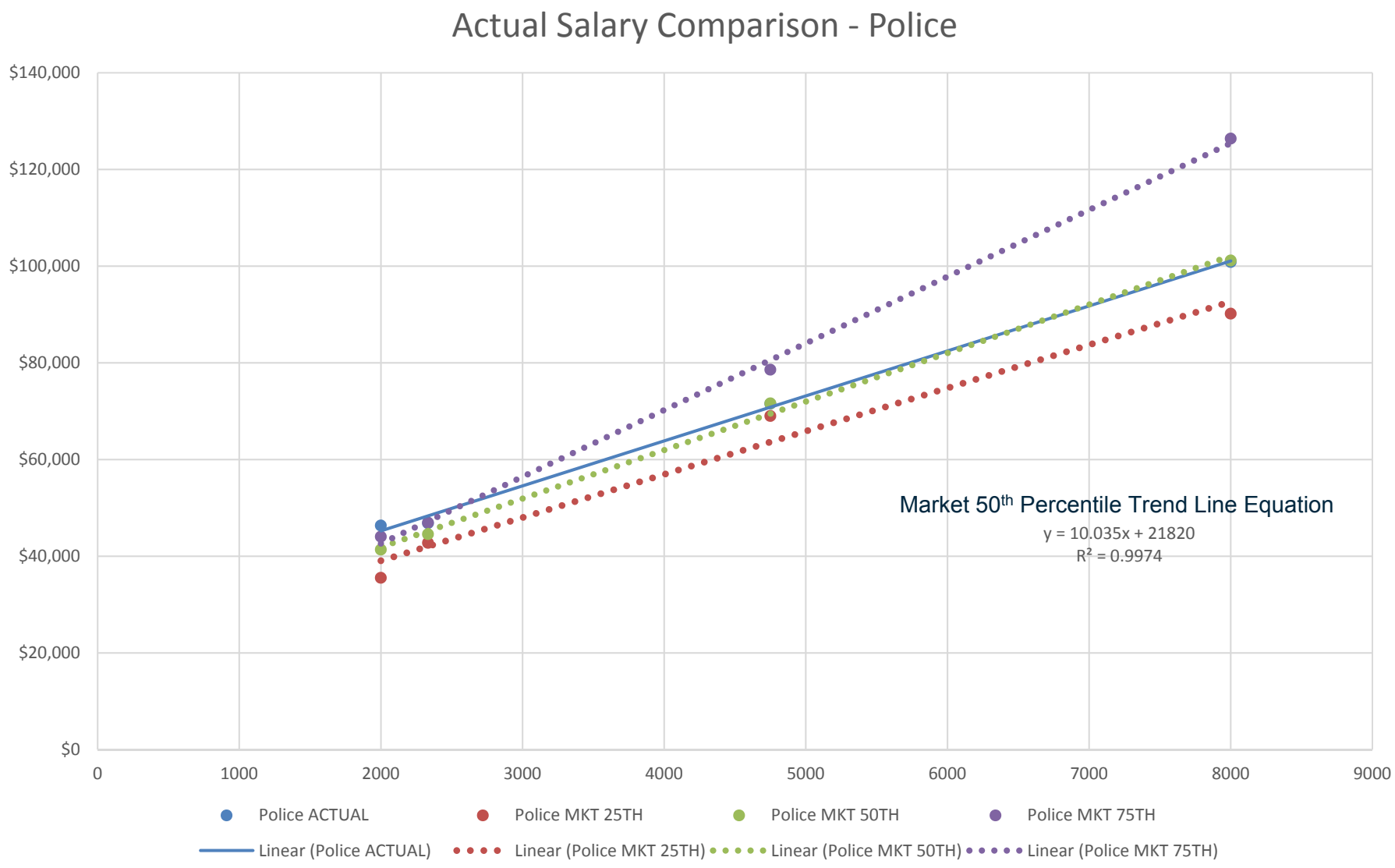
Survey Results – Regression Analysis



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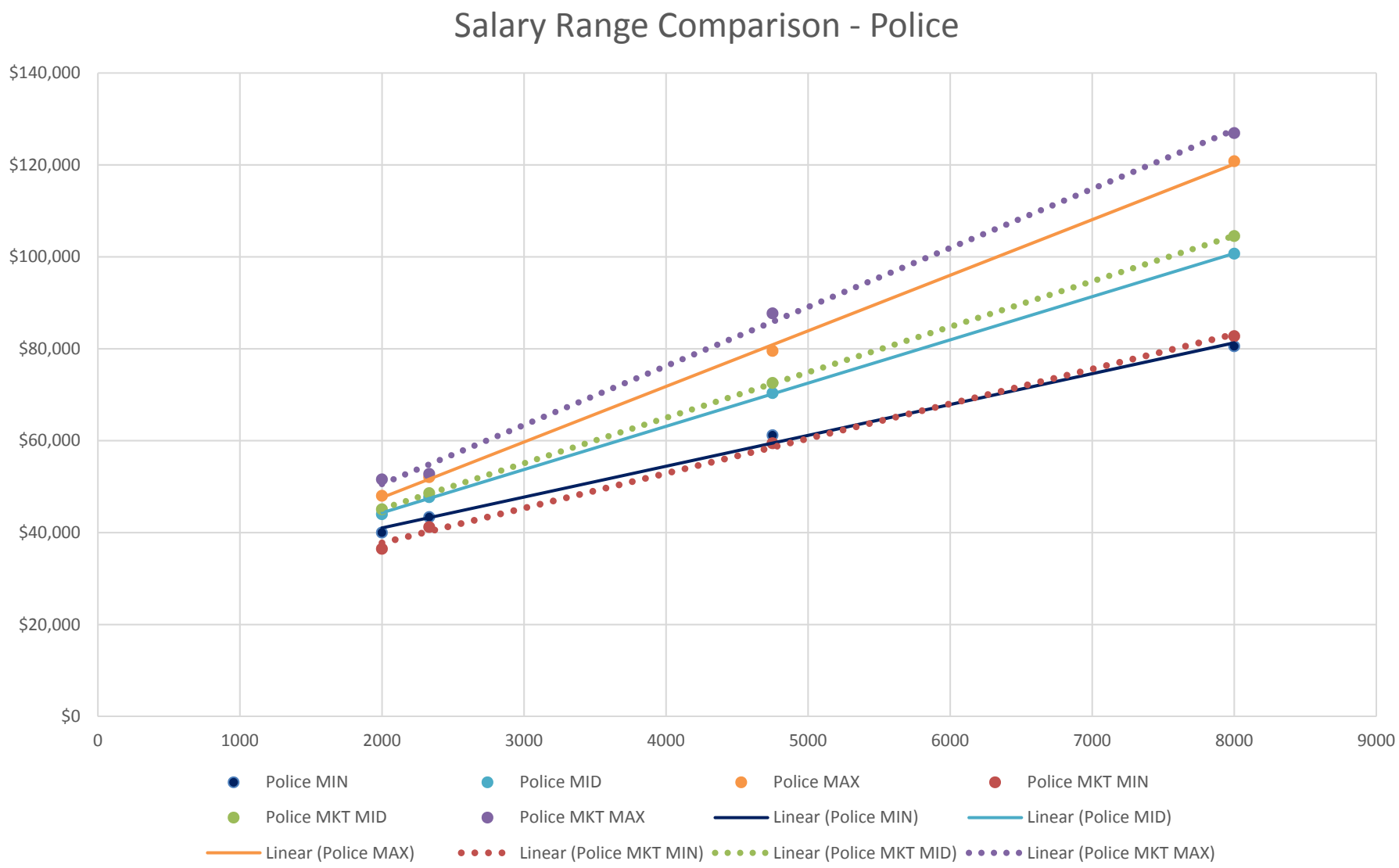
Survey Results – Regression Analysis



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Survey Results – Salary Structure

- The difference between the City and the market regarding average salary range spread for Police positions:

DBM Band	City (Police)	Market
Band B	20%	34.8%
Band C	30%	47.5%
Band E	50%	53.4%

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Survey Results – Regression Analysis

- The following three charts show base salary and salary structure comparison for Fire positions
- The overall base salaries for Fire positions are above the market median for 7.1%
- The salary range midpoints are lower than the market midpoints by 5.7%, and salary range spreads are narrower than the market
- The difference between the comparisons of Fire base salary and salary structure suggest that the average salary structure for Fire positions on the market is higher than the City, but the incumbents of the positions on the market are relatively new, thus are paid at the lower end of their salary range

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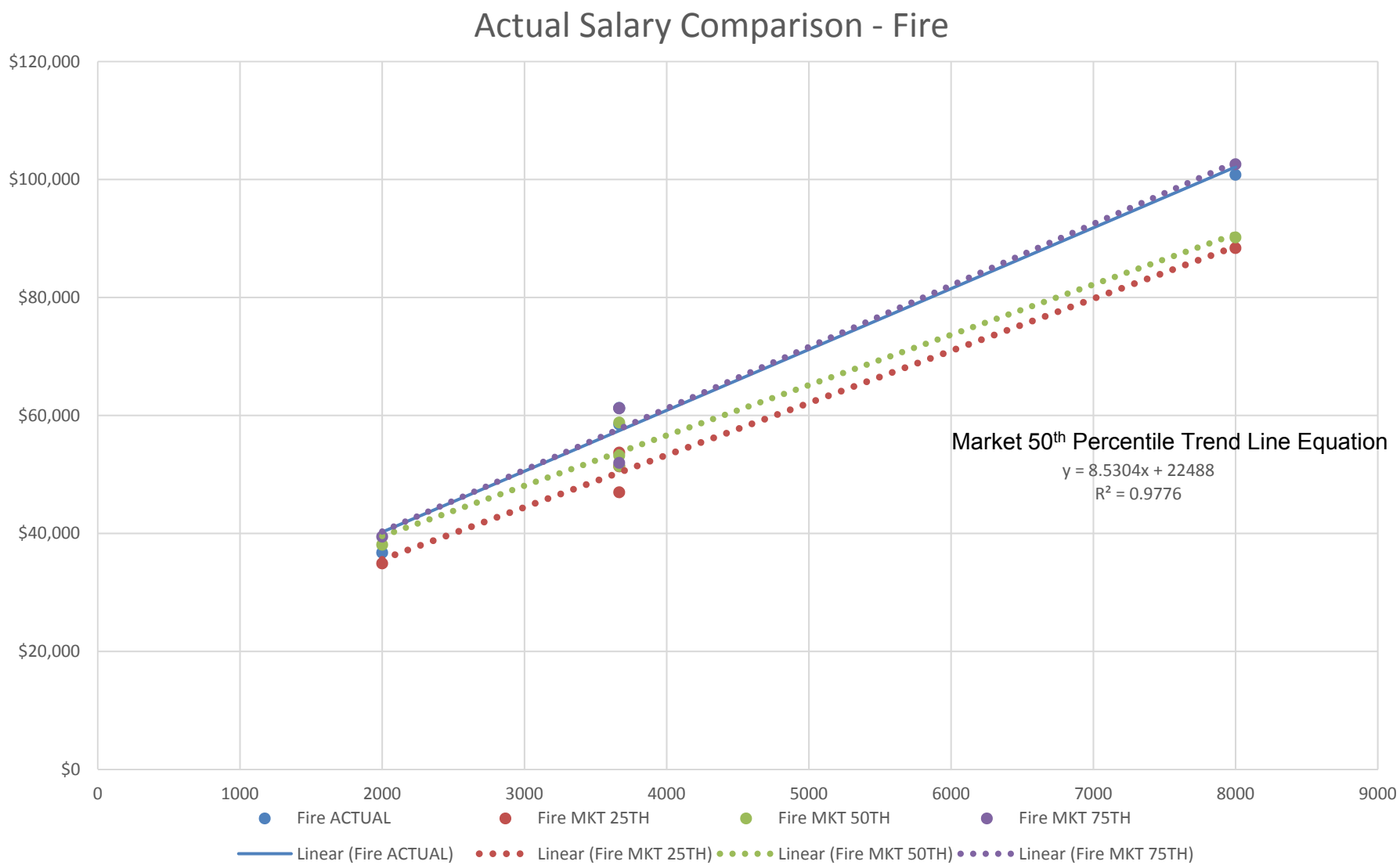
Survey Results – Regression Analysis



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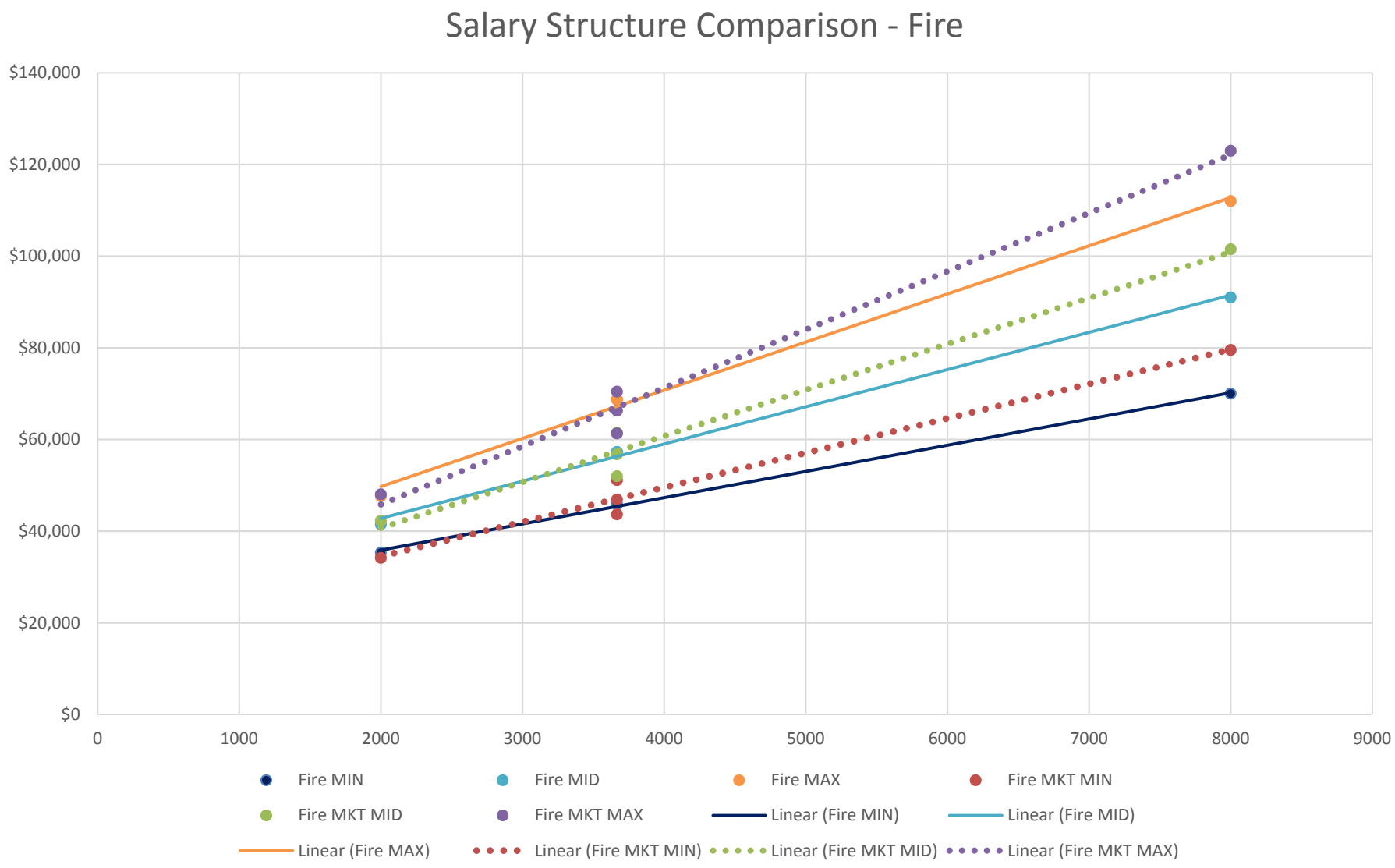
Survey Results – Regression Analysis



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Survey Results – Salary Structure

- The difference between the City and the market regarding average salary range spread for Nonsworn positions:

DBM Band	City (Fire)	Market
Band B	35%	40.5%
Band C	50%	39.9%
Band E	60%	54.6%

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Implementation – New Salary Structure

- By utilizing the combination of the market data and the current job grade, we are proposing salary structures for the Nonsworn, Police and Fire separately based on their market 50th percentile base salary rate – the midpoints of the structures are based on the market 50th percentile trend lines of the three sets of data
- The formula we used to develop the salary structures are shown on Slide 26, 30 and 34
- We also considered the City's current salary structure and range spreads for different bands in developing the range spreads of the new structures
- We aged the new salary structures to 7/1/2017 using salary structure trend factor from *Worldatwork*

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Implementation – New Salary Structure

- Nonsworn Structure:

DBM Rating	Minimum	Midpoint	Minimum	Salary Range
A11	$21,561	$24,795	$28,029	30%
A12	$24,239	$27,875	$31,511	30%
A13	$28,996	$33,345	$37,694	30%
B21	$30,929	$36,342	$41,755	35%
B22	$33,113	$38,908	$44,703	35%
B23	$35,298	$41,475	$47,652	35%
B24	$37,482	$44,041	$50,600	35%
B31	$40,757	$47,889	$55,022	35%
B25/B32	$45,125	$53,022	$60,918	35%
C41	$47,393	$56,871	$66,350	40%
C42	$49,531	$59,427	$69,344	40%
C43	$52,063	$64,434	$78,094	50%
C44/C51	$55,853	$69,125	$83,779	50%
C45/C52	$60,398	$74,750	$90,597	50%
D61	$64,188	$79,441	$96,282	50%
D62	$67,215	$83,187	$100,822	50%
D63	$70,242	$86,933	$105,362	50%
D64/D71	$74,032	$91,624	$111,048	50%
D65/D72	$78,577	$97,248	$117,865	50%
E81	$79,199	$101,939	$126,718	60%
E82	$82,109	$105,685	$131,375	60%
E83	$85,020	$109,431	$136,032	60%
E91	$88,664	$114,122	$141,863	60%
E92	$93,034	$119,747	$148,855	60%

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Implementation – New Salary Structure

- Police Structure:

DBM Rating	Grade	Minimum	Midpoint	Minimum	Salary Range
A12P	1000	$33,745	$33,745	$33,745	n/a
B21P	1667	$37,119	$40,831	$44,543	20%
B22P	2000	$40,002	$44,003	$48,003	20%
B23P	2333	$43,368	$47,705	$52,042	20%
B31P	2750	$47,933	$55,123	$62,313	30%
C42P	4000	$54,564	$62,748	$70,933	30%
C51P	4750	$61,156	$70,330	$79,504	30%
D61P	5667	$65,666	$80,439	$95,214	45%
E82P	8000	$80,117	$103,121	$128,187	60%

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Implementation – New Salary Structure

- Fire Structure:

DBM Rating	Grade	Minimum	Midpoint	Minimum	Salary Range
B21F	1667	$35,285	$41,560	$47,634	35%
B22F	2000	$37,433	$43,984	$50,535	35%
B31F	2750	$43,884	$51,564	$59,244	35%
C41F	3667	$45,799	$57,249	$68,699	50%
C42F	4000	$48,831	$61,039	$73,247	50%
C51F	4750	$52,167	$65,208	$78,249	50%
C52F	5250	$57,625	$72,031	$86,438	50%
D61F	5667	$62,452	$78,065	$93,678	50%
E82F	8000	$71,196	$91,639	$113,914	60%

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Implementation – Costing

- The City agreed to use the same matrix of the 2010 study to calculate individual employee Compa-Ratio based on their years of service for the City, and place all employees in the new structures.
- The following charts show the proposed Compa-Ratio based on employee year of service

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Implementation – Costing

- Proposed Compa-Ratio based on employee years of service

Year in Position	Band A	Band B	Band C	Band D	Band E
0	0.88	0.86	0.84	0.82	0.8
1	0.9	0.88	0.86	0.84	0.82
2	0.92	0.9	0.88	0.86	0.84
3	0.94	0.92	0.9	0.88	0.86
4	0.96	0.94	0.92	0.9	0.88
5	0.98	0.96	0.94	0.92	0.9
6	1.00	0.98	0.96	0.94	0.92
7	1.00	1.00	0.98	0.96	0.94
8	1.00	1.00	1.00	0.98	0.96
9	1.00	1.00	1.00	1.00	0.98
10	1.00	1.00	1.00	1.00	1.00
11	1.00	1.00	1.00	1.00	1.00
12	1.00	1.00	1.00	1.00	1.00
13	1.00	1.00	1.00	1.00	1.00
14	1.00	1.00	1.00	1.00	1.00
15	1.00	1.00	1.00	1.00	1.00
16	1.00	1.00	1.00	1.00	1.00
17	1.00	1.00	1.00	1.00	1.00
18	1.00	1.00	1.00	1.00	1.00
19	1.00	1.00	1.00	1.00	1.00
20	1.00	1.00	1.00	1.00	1.00
21	1.00	1.00	1.00	1.00	1.00
22	1.00	1.00	1.00	1.00	1.00
23	1.00	1.00	1.00	1.00	1.00
24	1.00	1.00	1.00	1.00	1.00
25	1.00	1.00	1.00	1.00	1.00
26	1.00	1.00	1.00	1.00	1.00
27	1.00	1.00	1.00	1.00	1.00
28	1.00	1.00	1.00	1.00	1.00
29	1.00	1.00	1.00	1.00	1.00
30	1.00	1.00	1.00	1.00	1.00

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Implementation – Costing

- Implementation cost

Current Salary Budget:	$39,010,818
No. of Employee below Minimum:	2
No. of Employee over Maximum:	3
No. of Employee Receive Compa-Ratio Increase:	331
Cost to bring Employee to Compa-Ratio Salary:	$546,888
% of Salary Budget for Compa-Ratio Increase:	1.40%

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Recommendation

- We recommend the City adopt the proposed three salary structures for Nonsworn, Police and Fire respectively based on market 50th percentile rate as well as the City's current salary structures and allocate employees in the assigned salary range using the Compa-Ration Method
  - The new salary structures reflect updated market pay level
  - The cost for implementing the new salary structures is minimal

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Recommendation

- The salary structures should be adjusted by a structure movement trend factor every year to remain competitive with the market
- In addition to adjusting the salary structures each year to keep pace with the market, the City should conduct a comprehensive market compensation study similar to this one at least every three years

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Pay Practice

Average Salary Increase	% General Increase	% Market Adjustment	% COLA	% Merit	% Step	Total % Salary Increase	Date of Increase
Clarksville:	2%	n/a	n/a	n/a	n/a	2%	7/1/2016
Summary:	6 organizations responded in his category, Average: 2.5%	2 organizations responded in this category, Average: 1.5%	4 organizations responded in this category, Average: 2.25%	4 organizations responded in this category, Average: 2.48%	No organization responded in this category	Average: 2.64%	10 organizations, 71%, reported salary increase during the 2nd half of 2016

Established Salary Structure	YES/NO	Salary Range Adjustment	% Increase
Clarksville:	Yes		n/a
10 organizations, 86%, have established salary structure.		6 organizations, 43%, reported salary range adjustments during 2016. The average range adjustment is 2%.	

- The City is competitive with the market for salary budget increase and established salary structure

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Pay Practice

Variable Pay Plans	Lump-Sum Bonuses	Gain Sharing	Team Incentives	Skill-Based Pay	Knowledge-Based Pay	Performance Pay	Longevity	Executive Incentive Plan	Other (list)
Clarksville:	n/a	n/a	n/a	n/a	n/a	n/a	Yes	n/a	n/a
Summary:	No organization responded in this category	No organization responded in this category	No organization responded in this category	No organization responded in this category	No organization responded in this category	3 organizations, 21%, responded in this category	7 organizations, 50%, responded in this category	No organization responded in this category	No organization responded in this category

- The City is competitive with the market for variable pay plans

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Pay Practice

Longevity (Year)	Clarksville	Average	25th Percentile	50th Percentile	75th Percentile
1	n/a	1 organization provides longevity pay for 1 year of service			
2	n/a	2 organizations provide longevity pay for 2 years of service			
3	n/a	3 organizations provide longevity pay for 3 years of service			
4	n/a	3 organizations provide longevity pay for 4 years of service			
5	n/a	310	250	300	375
6	$300	369	300	360	450
7	$350	427	350	420	525
8	$400	486	400	480	600
9	$450	544	450	540	675
10	$500	620	500	600	750
11	$550	679	550	660	825
12	$600	737	600	720	900
13	$650	796	650	780	975
14	$700	854	700	840	1,050
15	$750	930	750	900	1,125
16	$800	989	800	960	1,200
17	$850	1,047	850	1,020	1,275
18	$900	1,106	900	1,080	1,350
19	$950	1,164	950	1,140	1,425
20	$1,000	1,240	1,000	1,200	1,500
21	$1,050	1,299	1,050	1,260	1,575
22	$1,100	1,357	1,100	1,320	1,650
23	$1,150	1,416	1,150	1,380	1,725
24	$1,200	1,474	1,200	1,440	1,800
25	$1,250	1,533	1,250	1,500	1,875

1 organization provides longevity plan as a percentage of pay, from 2.5% to 7.5%.

- The City is below market median for longevity pay

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Benefits

Benefits as % of Salary	
Clarksville:	50%
Average:	34%
25th Percentile:	22%
50th Percentile:	33%
75th Percentile:	37%

- The City is above market median for total benefits as % of salary budget

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Benefits

Retirement Plan	% Employer Contribution	% Employee Contribution
Clarksville:	13.8%	0.0%
Average:	7.6%	3.6%
25th Percentile:	4.7%	0.0%
50th Percentile:	7.9%	5.0%
75th Percentile:	8.9%	5.8%

Retiree Insurance Benefits	Retirement Medical	Retirement Dental	Defined Benefit/ Contribution
Clarksville:	Yes	Yes	Defined Benefit
Summary:	11 organizations, 71%, provide current employee with Retiree Medical Insurance.	2 organizations, 14%, provide current employee with Retiree Dental Insurance.	Among the organizations providing retiree insurance benefits, 55% use defined benefit, 45% use defined contribution.

- The City is above market median for employer contribution to the retirement plans, and is competitive with the market for retiree insurance benefits

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Benefits

Paid Leave (days/year)	Holidays	Personal	Bereavement
Clarksville:	11	0	3
Average:	11	0	2
25th Percentile:	10	0	0
50th Percentile:	12	0	3
75th Percentile:	12	0	3

Carry-over Unused Leave	PTO	Vacation	Sick
Clarksville:	n/a	30	Unlimited
Summary:	1). 11 organizations, 79%, allow employees to carry-over unused vacation and sick days. 2). Reported carry-over vacation days range from 22 days to unlimited. 3 organizations, 21%, reported unlimited carry-over vacation days. 3). Reported carry-over sick days range from 60 days to unlimited. 8 organizations, 57%, reported unlimited carry-over vacation days.		

- The City is competitive with the market for annual paid leave days and carry-over unused leave days

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Benefits

Vacation Days/Year	less than 2 years	2 to 4.9 years	5 to 9.9 years	10 to 14.9 years	15 to 19.9 years	25 or more years
Clarksville:	12	12	12	15	20	30+
Average:	11	12	15	17	19	22
25th Percentile:	10	10	12	15	18	20
50th Percentile:	10	11	15	16	19	21
75th Percentile:	10	13	15	18	20	24

Sick Days/Year	less than 2 years	2 to 4.9 years	5 to 9.9 years	10 to 14.9 years	15 to 19.9 years	25 or more years
Clarksville:	12	12	12	12	12	12
Average:	12	12	12	12	12	12
25th Percentile:	12	12	12	12	12	12
50th Percentile:	12	12	12	12	12	12
75th Percentile:	12	12	12	12	12	12

- The City is competitive with the market for annual vacation and sick days

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Benefits

Flexible (Cafeteria) Benefits	Premium Conversion	Flexible Spending Account (FSA)	Simple Choice	Full Flex	Consumer Driven Health Plan (CDHP)
Clarksville:		X			
Summary:	4 organizations, 29%, responded in this category	12 organizations, 86%, responded in this category	3 organizations, 21%, responded in this category	No organization responded in this category	5 organizations, 36%, responded in this category

- The City is competitive with the market median for flexible benefits

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Benefits

Insurance Employer Contribution	Medical employee only	Medical employee + one	Medical Insurance employee + family	Dental employee only	Dental employee + one	Dental Insurance employee + family	Vision employee only	Vision employee + one	Vision Insurance employee + family
Clarksville:	$607.36	$1,052.97	$1,407.09	$34.50	$34.50	$34.50	n/a	n/a	n/a
Average:	$529.19	$1,028.12	$1,206.01	$24.22	$41.21	$41.72	$3.35	$5.11	$5.11
25th Percentile:	$379.64	$774.61	$857.00	$18.13	$29.42	$32.35	$2.78	$4.81	$4.81
50th Percentile:	$515.00	$948.67	$975.36	$19.00	$37.46	$37.69	$3.35	$5.11	$5.11
75th Percentile:	$693.00	$1,146.55	$1,618.00	$33.52	$49.25	$50.25	$3.93	$5.42	$5.42

Insurance Employee Contribution	Medical employee only	Medical employee + one	Medical Insurance employee + family	Dental employee only	Dental employee + one	Dental Insurance employee + family	Vision employee only	Vision employee + one	Vision Insurance employee + family
Clarksville:	$56.00	$180.00	$246.00	$0.00	$38.00	$88.00	n/a	n/a	n/a
Average:	$61.13	$202.32	$298.25	$14.59	$33.57	$45.90	$5.10	$10.22	$17.61
25th Percentile:	$4.66	$100.45	$202.49	$7.01	$16.08	$16.08	$3.58	$6.61	$14.95
50th Percentile:	$46.25	$235.20	$303.06	$10.00	$24.96	$40.00	$6.16	$11.16	$18.92
75th Percentile:	$112.81	$261.42	$421.96	$24.90	$55.79	$76.32	$6.79	$13.32	$20.83

- The City is above market median for employer contribution to the overall medical+dental+vision insurance plan

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Benefits

Insurance Employer Contribution	Group Life Insurance	Supplemental Life Insurance	Short-Term Disability	Long-Term Disability	Employee Assistance Programs
Clarksville:	$6.46	n/a	n/a	.43/$100	$1.78
Summary:	12 organizations, 86%, provide Group Life Insurance as employer cost.	No organization responded in this category.	1 organization, 7%, provides Short-Term Disability as employer cost.	8 organizations, 57%, provide Long-Term Disability as employer cost.	7 organizations, 50%, provide EAP as employer cost.

Insurance Employee Contribution	Group Life Insurance	Supplemental Life Insurance	Short-Term Disability	Long-Term Disability	Employee Assistance Programs
Clarksville:	$0.00	Varies by age and level of insurance	n/a	$0.00	$0.00
Summary:	$0.00	12 organizations, 79%, provide employee voluntary Supplemental Life Insurance. The cost varies by age and coverage	6 organizations, 43%, provide employee voluntary Short-Term Disability. The cost varies by employee salary.	4 organizations, 29%, provide employee voluntary Long-Term Disability. The cost varies by employee salary.	1 organization, 7%, provides employee voluntary EAP.

- The City is competitive with the market for employer contribution to group life insurance, long-term disability and employee assistance programs

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BUSINESS WITHOUT BARRIERS™

Thank You

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Proposed Structure for all Nonsworn Positions

DBM Rating	Grade	Coeff	Int	Age to Jul 2017	Minimum	Midpoint
A11	667			1.01	$21,561	$24,795
A12	1000			1.01	$24,239	$27,875
A13	1333			1.01	$28,996	$33,345
B21	1667			1.01	$30,929	$36,342
B22	2000			1.01	$33,113	$38,908
B23	2333			1.01	$35,298	$41,475
B31/B24	2750			1.01	$40,757	$47,889
B24	2750			1.01	$37,482	$44,041
B31	2750			1.01	$40,757	$47,889
B32/B25	3250			1.01	$45,125	$53,022
B25	3250			1.01	$45,125	$53,022
B32	3250			1.01	$45,125	$53,022
C41	3667			1.01	$47,393	$56,871
C42	4000			1.01	$49,531	$59,427
C43	4333	11.14	15535.00	1.01	$52,063	$64,434
C51/C44	4750	11.14	15535.00	1.01	$55,853	$69,125
C44	4750	11.14	15535.00	1.01	$55,853	$69,125
C51	4750	11.14	15535.00	1.01	$55,853	$69,125
C52/C45	5250	11.14	15535.00	1.01	$60,398	$74,750
C45	5250	11.14	15535.00	1.01	$60,398	$74,750
C52	5250	11.14	15535.00	1.01	$60,398	$74,750
D61	5667	11.14	15535.00	1.01	$64,188	$79,441
D62	6000	11.14	15535.00	1.01	$67,215	$83,187
D63	6333	11.14	15535.00	1.01	$70,242	$86,933
D71/D64	6750	11.14	15535.00	1.01	$74,032	$91,624
D64	6750	11.14	15535.00	1.01	$74,032	$91,624
D71	6750	11.14	15535.00	1.01	$74,032	$91,624
D72/D65	7250	11.14	15535.00	1.01	$78,577	$97,248
D65	7250	11.14	15535.00	1.01	$78,577	$97,248
D72	7250	11.14	15535.00	1.01	$78,577	$97,248
E81	7667	11.14	15535.00	1.01	$79,199	$101,939
E82	8000	11.14	15535.00	1.01	$82,109	$105,685
E83	8333	11.14	15535.00	1.01	$85,020	$109,431
E91	8750	11.14	15535.00	1.01	$88,664	$114,122
E92	9250	11.14	15535.00	1.01	$93,034	$119,747

Proposed Structure For Fire Department

DBM Rating	Grade	Coeff	Int	Age to Jul 2017	Fire Minimum	Fire Midpoint
B21F	1667	8.53	22488.00	1.01	$35,285	$41,560
B22F	2000	8.53	22488.00	1.01	$37,433	$43,984
B31F	2750	8.53	22488.00	1.01	$43,884	$51,564
C41F	3667	8.53	22488.00	1.01	$45,799	$57,249
C42F	4000	8.53	22488.00	1.01	$48,831	$61,039
C51F	4750	8.53	22488.00	1.01	$52,167	$65,208
C52F	5250	8.53	22488.00	1.01	$57,625	$72,031
D61F	5667	8.53	22488.00	1.01	$62,452	$78,065
E82F	8000	8.53	22488.00	1.01	$71,196	$91,639

Proposed Structure For Police Department

DBM Rating	Grade	Coeff	Int	Age to Jul 2017	Police Minimum	Police Midpoint
A12P	1000	10.04	21820.00	1.01	$33,745	$33,745
B21P	1667	10.04	21820.00	1.01	$37,119	$40,831
B22P	2000	10.04	21820.00	1.01	$40,002	$44,003
B23P	2333	10.04	21820.00	1.01	$43,368	$47,705
B31P	2750	10.04	21820.00	1.01	$47,933	$55,123
C42P	4000	10.04	21820.00	1.01	$54,564	$62,748
C51P	4750	10.04	21820.00	1.01	$61,156	$70,330
D61P	5667	10.04	21820.00	1.01	$65,666	$80,439
E82P	8000	10.04	21820.00	1.01	$80,117	$103,121

Maximum	Range Spread
$28,029	30%
$31,511	30%
$37,694	30%
$41,755	35%
$44,703	35%
$47,652	35%
$55,022	35%
$50,600	35%
$55,022	35%
$60,918	35%
$60,918	35%
$60,918	35%
$66,350	40%
$69,344	40%
$78,094	50%
$83,779	50%
$83,779	50%
$83,779	50%
$90,597	50%
$90,597	50%
$90,597	50%
$96,282	50%
$100,822	50%
$105,362	50%
$111,048	50%
$111,048	50%
$111,048	50%
$117,865	50%
$117,865	50%
$117,865	50%
$126,718	60%
$131,375	60%
$136,032	60%
$141,863	60%
$148,855	60%

Clarksville Current Structu

DBM Rating	Grade	Coeff	Int
A11	667		
A12	1000		
A13	1333		
B21	1667		
B22	2000		
B23	2333		
B31/B24	2750		
B24	2750		
B31	2750		
B32/B25	3250		
B25	3250		
B32	3250		
C41	3667		
C42	4000		
C43	4333		
C51/C44	4750		
C44	4750		
C51	4750		
C52/C45	5250		
C45	5250		
C52	5250		
D61	5667		
D62	6000		
D63	6333		
D71/D64	6750		
D64	6750		
D71	6750		
D72/D65	7250		
D65	7250		
D72	7250		
E81	7667		
E82	8000		
E83	8333		
E91	8750		
E92	9250		

Fire Maximum	Range Spread
$47,634	35%
$50,535	35%
$59,244	35%
$68,699	50%
$73,247	50%
$78,249	50%
$86,438	50%
$93,678	50%
$113,914	60%

Clarksville Current Struc

DBM Rating	Grade	Coeff	Int
B21F	1667		
B22F	2000		
B31F	2750		
C41F	3667		
C42F	4000		
C51F	4750		
C52F	5250		
D61F	5667		
E82F	8000		

Clarksville Current Structu

Police Maximum	Range Spread
$33,745	n/a
$44,543	20%
$48,003	20%
$52,042	20%
$62,313	30%
$70,933	30%
$79,504	30%
$95,214	45%
$128,187	60%

DBM Rating	Grade	Coeff	Int
A12P	1000		
B21P	1667		
B22P	2000		
B23P	2333		
B31P	2750		
C42P	4000		
C51P	4750		
D61P	5667		
E82P	8000		

·e For Nonsworn Personnel

All Minimum	All Midpoint	All Maximum	Range Spread
$21,561	$24,795	$28,029	30%
$24,239	$27,875	$31,511	30%
$28,996	$33,345	$37,694	30%
$30,929	$36,342	$41,755	35%
$33,113	$38,908	$44,703	35%
$35,298	$41,475	$47,652	35%
$37,482	$44,041	$50,600	
$37,482	$44,041	$50,600	35%
$40,757	$47,889	$55,022	35%
$45,125	$53,022	$60,918	35%
$47,393	$56,871	$66,350	40%
$49,531	$59,427	$69,344	40%
$51,669	$62,004	$72,337	40%
$53,807	$64,568	$75,329	40%
$53,807	$64,568	$75,329	40%
$53,807	$64,568	$75,329	40%
$61,292	$73,550	$85,809	40%
$63,536	$77,831	$92,126	45%
$65,025	$81,249	$96,173	48%
$69,116	$84,667	$100,219	45%
$72,611	$88,948	$105,285	45%
$76,800	$94,080	$111,360	45%
$75,662	$98,361	$121,059	60%
$78,291	$101,779	$125,266	60%
$80,920	$105,196	$129,472	60%
$82,791	$107,628	$132,465	60%
$88,161	$114,608	$141,056	60%

ture For Fire Department

Fire Minimum	Fire Midpoint	Fire Maximum	Range Spread
$35,285	$41,560	$47,634	35%
$37,433	$43,984	$50,535	35%
$43,884	$51,564	$59,244	35%
$45,799	$57,249	$68,699	50%
$48,831	$61,039	$73,247	50%
$52,167	$65,208	$78,249	50%
$57,625	$72,031	$86,438	50%
$62,452	$78,065	$93,678	50%
$69,986	$90,982	$111,979	60%

ıre For Police Department

Police Minimum	Police Midpoint	Police Maximum	Range Spread
$33,745	n/a	n/a	n/a
$37,119	$40,831	$44,543	20%
$40,002	$44,003	$48,003	20%
$43,368	$47,705	$52,042	20%
$47,933	$55,123	$62,313	30%
$54,564	$62,748	$70,933	30%
$61,156	$70,330	$79,504	30%
$65,666	$80,439	$95,214	45%
$80,526	$100,657	$120,789	50%

Time in Position

	0	1	2	3	4	5	6	7	8	9	10
A	0.88	0.90	0.92	0.94	0.96	0.98	1.00				
B	0.86	0.88	0.90	0.92	0.94	0.96	0.98	1.00			
C	0.84	0.86	0.88	0.90	0.92	0.94	0.96	0.98	1.00		
D	0.82	0.84	0.86	0.88	0.90	0.92	0.94	0.96	0.98	1.00	
E	0.80	0.82	0.84	0.86	0.88	0.90	0.92	0.94	0.96	0.98	1.00

time in po row

0	1
1	2
2	3
3	4
4	5
5	6
6	7
7	8
8	9
9	10
10	11

Option 2

Year in Pos	A	B	C	D	E
0	0.88	0.86	0.84	0.82	0.8
1	0.9	0.88	0.86	0.84	0.82
2	0.92	0.9	0.88	0.86	0.84
3	0.94	0.92	0.9	0.88	0.86
4	0.96	0.94	0.92	0.9	0.88
5	0.98	0.96	0.94	0.92	0.9
6	1.00	0.98	0.96	0.94	0.92
7	1.00	1.00	0.98	0.96	0.94
8	1.00	1.00	1.00	0.98	0.96
9	1.00	1.00	1.00	1.00	0.98
10	1.00	1.00	1.00	1.00	1.00
11	1.00	1.00	1.00	1.00	1.00
12	1.00	1.00	1.00	1.00	1.00
13	1.00	1.00	1.00	1.00	1.00
14	1.00	1.00	1.00	1.00	1.00
15	1.00	1.00	1.00	1.00	1.00
16	1.00	1.00	1.00	1.00	1.00
17	1.00	1.00	1.00	1.00	1.00
18	1.00	1.00	1.00	1.00	1.00
19	1.00	1.00	1.00	1.00	1.00
20	1.00	1.00	1.00	1.00	1.00
21	1.00	1.00	1.00	1.00	1.00
22	1.00	1.00	1.00	1.00	1.00
23	1.00	1.00	1.00	1.00	1.00
24	1.00	1.00	1.00	1.00	1.00
25	1.00	1.00	1.00	1.00	1.00
26	1.00	1.00	1.00	1.00	1.00
27	1.00	1.00	1.00	1.00	1.00
28	1.00	1.00	1.00	1.00	1.00
29	1.00	1.00	1.00	1.00	1.00
30	1.00	1.00	1.00	1.00	1.00

Option 3

Year in Po:	A	B	C	D	E
0	0.88	0.86	0.84	0.82	0.8
1	0.9	0.88	0.86	0.84	0.82
2	0.92	0.9	0.88	0.86	0.84
3	0.94	0.92	0.9	0.88	0.86
4	0.96	0.94	0.92	0.9	0.88
5	0.98	0.96	0.94	0.92	0.9
6	1.00	0.98	0.96	0.94	0.92
7	1.01	1.00	0.98	0.96	0.94
8	1.02	1.01	1.00	0.98	0.96
9	1.03	1.02	1.01	1.00	0.98
10	1.04	1.03	1.02	1.01	1.00
11	1.05	1.04	1.03	1.02	1.01
12	1.06	1.05	1.04	1.03	1.02
13	1.07	1.06	1.05	1.04	1.03
14	1.08	1.07	1.06	1.05	1.04
15	1.09	1.08	1.07	1.06	1.05
16	1.10	1.09	1.08	1.07	1.06
17	1.11	1.10	1.09	1.08	1.07
18	1.12	1.11	1.10	1.09	1.08
19	1.13	1.12	1.11	1.10	1.09
20	1.14	1.13	1.12	1.11	1.10
21	1.14	1.14	1.13	1.12	1.11
22	1.14	1.15	1.14	1.13	1.12
23	1.14	1.15	1.15	1.14	1.13
24	1.14	1.15	1.16	1.15	1.14
25	1.14	1.15	1.16	1.16	1.15
26	1.14	1.15	1.16	1.17	1.16
27	1.14	1.15	1.16	1.17	1.17
28	1.14	1.15	1.16	1.17	1.18
29	1.14	1.15	1.16	1.17	1.18
30	1.14	1.15	1.16	1.17	1.18

Effective Date: 7/1/2017

New Salary Structure | Compa-Ratio Implementation Cost | Include 1.5% General Increase

Employee ID	Job Description	Employee Location Code	Employee Department	Annual Salary	Pay Grade	Start Date	Band	Years in Position	Proposed Range Min	Proposed Range Mid	Proposed Range Max	Below Min	Over Max	Recommended Compa-Ratio	Compa-Ratio Salary	Compa-Ratio Increase	1.5% General increase	The Greater of Compa-Ratio and 1.5% General Increase	Proposed New Salary	Overall Cost
39879	MILITARY & VETERAN:	1100	ADMINISTRATION	$48,815	C41	12/13/14	C	2	$47,393	$56,871	$66,350	----	----	0.88	$50,046	$1,231	$49,547	Compa-Ratio	$50,046	$1,231
31003	CITY CLERK	1100	ADMINISTRATION	$74,598	C44	1/3/92	C	25	$55,853	$69,125	$83,779	----	----	1	$74,598	----	$75,717	1.5%	$75,717	$1,119
1252	SENIOR BUILDING INS	1910	BUILDING & CODES DI	$44,330	B31	4/1/07	B	10	$40,757	$47,889	$55,022	----	----	1	$47,889	$3,559	$44,995	Compa-Ratio	$47,889	$3,559
1254	ADMINISTRATIVE SUP	1910	BUILDING & CODES DI	$40,124	B23	4/16/07	B	10	$35,298	$41,475	$47,652	----	----	1	$41,475	$1,351	$40,726	Compa-Ratio	$41,475	$1,351
1609	BUILDING CODES DIRE	1910	BUILDING & CODES DI	$74,789	D71	7/1/13	D	4	$74,032	$91,624	$111,048	----	----	0.9	$82,461	$7,672	$75,911	Compa-Ratio	$82,461	$7,672
2833	PERMIT TECHNICIAN	1910	BUILDING & CODES DI	$35,193	B21	3/16/07	B	10	$30,929	$36,342	$41,755	----	----	1	$36,342	$1,149	$35,721	Compa-Ratio	$36,342	$1,149
4906	BUILDING INSPECTOR	1910	BUILDING & CODES DI	$45,825	B23	11/1/04	B	12	$35,298	$41,475	$47,652	----	----	1	$45,825	----	$46,512	1.5%	$46,512	$687
40770	CODES ENFORCEMEN	1910	BUILDING & CODES DI	$30,929	B21	5/1/16	B	1	$30,929	$36,342	$41,755	----	----	0.88	$31,981	$1,052	$31,393	Compa-Ratio	$31,981	$1,052
9135	CODES ENFORCEMEN	1910	BUILDING & CODES DI	$44,003	B31	8/1/14	B	2	$40,757	$47,889	$55,022	----	----	0.9	$44,003	----	$44,663	1.5%	$44,663	$660
9934	BUILDING INSPECTOR	1910	BUILDING & CODES DI	$45,044	B23	11/1/04	B	12	$35,298	$41,475	$47,652	----	----	1	$45,044	----	$45,720	1.5%	$45,720	$676
39685	PERMIT TECHNICIAN	1910	BUILDING & CODES DI	$36,939	B21	8/1/12	B	4	$30,929	$36,342	$41,755	----	----	0.94	$36,939	----	$37,493	1.5%	$37,493	$554
40214	BUILDING INSPECTOR	1910	BUILDING & CODES DI	$35,298	B23	5/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
40473	BUILDING INSPECTOR	1910	BUILDING & CODES DI	$35,298	B23	9/1/15	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
39424	SR CODE ENFOREC OF	1910	BUILDING & CODES DI	$35,644	B23	7/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$854	$36,179	Compa-Ratio	$36,498	$854
39985	GRDS & FAC MTN ASS	1910	BUILDING & CODES DI	$28,996	A13	7/1/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
13001	SENIOR BUILDING INS	1910	BUILDING & CODES DI	$54,486	B31	11/1/04	B	12	$40,757	$47,889	$55,022	----	----	1	$54,486	----	$55,303	1.5%	$55,303	$817
39330	GRDS & FAC MTN ASS	1910	BUILDING & CODES DI	$28,996	A13	7/1/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
39709	MECHANICAL INSPECT	1910	BUILDING & CODES DI	$36,357	B23	9/1/12	B	4	$35,298	$41,475	$47,652	----	----	0.94	$38,987	$2,630	$36,902	Compa-Ratio	$38,987	$2,630
38174	GRDS & FACILITIES CR	1910	BUILDING & CODES DI	$43,599	B31	8/16/05	B	11	$40,757	$47,889	$55,022	----	----	1	$47,889	$4,290	$44,253	Compa-Ratio	$47,889	$4,290
39463	BUILDING OFFICIAL/D	1910	BUILDING & CODES DI	$58,727	C51	8/16/11	C	5	$55,853	$69,125	$83,779	----	----	0.94	$64,977	$6,250	$59,608	Compa-Ratio	$64,977	$6,250
39969	DEPUTY BUILDING PL/	1910	BUILDING & CODES DI	$48,815	C41	11/16/13	C	3	$47,393	$56,871	$66,350	----	----	0.9	$51,184	$2,369	$49,547	Compa-Ratio	$51,184	$2,369
40215	BUILDING INSPECTOR	1910	BUILDING & CODES DI	$35,298	B23	11/16/14	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$2,030	$35,827	Compa-Ratio	$37,328	$2,030
20427	ADMIN SUPP SUPERVI	1910	BUILDING & CODES DI	$61,538	C41	1/1/99	C	18	$47,393	$56,871	$66,350	----	----	1	$61,538	----	$62,461	1.5%	$62,461	$923
38743	PERMIT TECHNICIAN	1910	BUILDING & CODES DI	$38,113	B21	5/13/08	B	9	$30,929	$36,342	$41,755	----	----	1	$38,113	----	$38,685	1.5%	$38,685	$572
39426	BUILDING INSPECTOR	1910	BUILDING & CODES DI	$36,357	B23	10/1/13	B	3	$35,298	$41,475	$47,652	----	----	0.92	$38,157	$1,800	$36,902	Compa-Ratio	$38,157	$1,800
6678	SR CODE ENFOREC OF	1910	BUILDING & CODES DI	$42,795	B23	4/1/14	B	3	$35,298	$41,475	$47,652	----	----	0.92	$42,795	----	$43,437	1.5%	$43,437	$642
32001	PERMIT TECHNICIAN	1910	BUILDING & CODES DI	$39,622	B21	2/1/14	B	3	$30,929	$36,342	$41,755	----	----	0.92	$39,622	----	$40,216	1.5%	$40,216	$594
40232	CODES ENFORCEMEN	1910	BUILDING & CODES DI	$31,858	B21	2/1/14	B	3	$30,929	$36,342	$41,755	----	----	0.92	$33,435	$1,577	$32,336	Compa-Ratio	$33,435	$1,577
39312	CODES ENFORCEMEN	1910	BUILDING & CODES DI	$30,929	B21	5/2/11	B	6	$30,929	$36,342	$41,755	----	----	0.98	$35,615	$4,686	$31,393	Compa-Ratio	$35,615	$4,686
30746	CODES ENFORCEMEN	1910	BUILDING & CODES DI	$31,858	B21	4/16/12	B	5	$30,929	$36,342	$41,755	----	----	0.96	$34,888	$3,030	$32,336	Compa-Ratio	$34,888	$3,030
38862	SR CODE ENFOREC OF	1910	BUILDING & CODES DI	$37,099	B23	11/29/06	B	10	$35,298	$41,475	$47,652	----	----	1	$41,475	$4,376	$37,655	Compa-Ratio	$41,475	$4,376
1330	ADMINISTRATIVE SUP	1245	CITY COURT	$44,268	B22	5/1/93	B	24	$33,113	$38,908	$44,703	----	----	1	$44,268	----	$44,932	1.5%	$44,932	$664
10323	ADMINISTRATIVE SUP	1245	CITY COURT	$44,268	B22	11/1/92	B	24	$33,113	$38,908	$44,703	----	----	1	$44,268	----	$44,932	1.5%	$44,932	$664
38145	CHF CT CLK/COLL SUP	1245	CITY COURT	$58,820	C42	6/16/05	C	12	$49,531	$59,427	$69,344	----	----	1	$59,427	$607	$59,702	1.5%	$59,702	$882
38234	ACCOUNTING SUPPOI	1245	CITY COURT	$34,938	B22	1/1/06	B	11	$33,113	$38,908	$44,703	----	----	1	$38,908	$3,970	$35,462	Compa-Ratio	$38,908	$3,970
39012	ADMINISTRATIVE SUP	1245	CITY COURT	$35,837	B22	9/1/09	B	7	$33,113	$38,908	$44,703	----	----	1	$38,908	$3,071	$36,375	Compa-Ratio	$38,908	$3,071
38500	EQUIPMENT MAINTEI	1960	CITY GARAGE	$40,757	B31	5/16/07	B	10	$40,757	$47,889	$55,022	----	----	1	$47,889	$7,132	$41,368	Compa-Ratio	$47,889	$7,132
38499	MATERIALS MANAGEI	1960	CITY GARAGE	$32,947	A13	6/1/07	A	10	$28,996	$33,345	$37,694	----	----	1	$33,345	$398	$33,441	1.5%	$33,441	$494
40855	SENIOR EQUIPMENT M	1960	CITY GARAGE	$45,125	B32	7/1/16	B	1	$45,125	$53,022	$60,918	----	----	0.88	$46,659	$1,534	$45,802	Compa-Ratio	$46,659	$1,534
3278	SENIOR EQUIPMENT M	1960	CITY GARAGE	$54,768	B32	11/23/87	B	29	$45,125	$53,022	$60,918	----	----	1	$54,768	----	$55,590	1.5%	$55,590	$822
40419	EQUIPMENT MAINTEI	1960	CITY GARAGE	$41,980	B31	6/1/15	B	2	$40,757	$47,889	$55,022	----	----	0.9	$43,100	$1,120	$42,610	Compa-Ratio	$43,100	$1,120
7055	EQUIPMENT MAINTEI	1960	CITY GARAGE	$41,755	B21	1/1/06	B	11	$30,929	$36,342	$41,755	----	----	1	$41,755	----	$42,381	1.5%	$42,381	$626
38273	EQUIPMENT MAINTEI	1960	CITY GARAGE	$46,197	B31	12/16/06	B	10	$40,757	$47,889	$55,022	----	----	1	$47,889	$1,692	$46,890	Compa-Ratio	$47,889	$1,692
39556	SENIOR EQUIPMENT M	1960	CITY GARAGE	$46,478	B32	3/16/12	B	5	$45,125	$53,022	$60,918	----	----	0.96	$50,901	$4,423	$47,175	Compa-Ratio	$50,901	$4,423
10308	ADMINISTRATIVE SUP	1960	CITY GARAGE	$44,703	B22	9/1/11	B	5	$33,113	$38,908	$44,703	----	----	0.96	$44,703	----	$45,374	1.5%	$45,374	$671
38446	FLEET MANAGER	1960	CITY GARAGE	$71,400	C51	3/16/07	C	10	$55,853	$69,125	$83,779	----	----	1	$71,400	----	$72,471	1.5%	$72,471	$1,071
39602	EQUIPMENT MAINTEI	1960	CITY GARAGE	$41,980	B31	4/16/12	B	5	$40,757	$47,889	$55,022	----	----	0.96	$45,973	$3,993	$42,610	Compa-Ratio	$45,973	$3,993
31952	MATERIALS MANAGEI	1960	CITY GARAGE	$47,652	B23	7/15/11	B	5	$35,298	$41,475	$47,652	----	----	0.96	$47,652	----	$48,367	1.5%	$48,367	$715
33603	EQUIP & FAC MNT SU	1960	CITY GARAGE	$63,964	C44	5/2/16	C	1	$55,853	$69,125	$83,779	----	----	0.86	$63,964	----	$64,923	1.5%	$64,923	$959

34412	SENIOR EQUIPMENT M	1960	CITY GARAGE	$56,695	B32	11/15/99	B	17	$45,125	$53,022	$60,918	----	----	1	$56,695	----	$57,545	1.5%	$57,545	$850
38765	SENIOR ACCOUNTANT	2000	COMMUNITY DEVELO	$62,963	C42	6/1/08	C	9	$49,531	$59,427	$69,344	----	----	1	$62,963	----	$63,907	1.5%	$63,907	$944
38408	SENIOR BUILDING INS	2000	COMMUNITY DEVELO	$47,423	B31	11/13/06	B	10	$40,757	$47,889	$55,022	----	----	1	$47,889	$466	$48,134	1.5%	$48,134	$711
38214	ACCOUNTANT	2000	COMMUNITY DEVELO	$59,327	C41	11/1/05	C	11	$47,393	$56,871	$66,350	----	----	1	$59,327	----	$60,217	1.5%	$60,217	$890
38940	HOUSING & COMMTY	2000	COMMUNITY DEVELO	$82,690	D71	6/1/09	D	8	$74,032	$91,624	$111,048	----	----	0.98	$89,791	$7,101	$83,930	Compa-Ratio	$89,791	$7,101
39363	ADMINISTRATIVE SUP	2000	COMMUNITY DEVELO	$38,528	B22	8/1/12	B	4	$33,113	$38,908	$44,703	----	----	0.94	$38,528	----	$39,106	1.5%	$39,106	$578
39470	ACCOUNTANT	1510	FINANCE AND ADMIN	$52,530	C41	8/22/11	C	5	$47,393	$56,871	$66,350	----	----	0.94	$53,459	$929	$53,318	Compa-Ratio	$53,459	$929
40740	ACCOUNTING SUPPOI	1510	FINANCE AND ADMIN	$34,840	B22	5/1/16	B	1	$33,113	$38,908	$44,703	----	----	0.88	$34,840	----	$35,363	1.5%	$35,363	$523
39085	ACCOUNTANT	1510	FINANCE AND ADMIN	$49,932	C41	3/16/10	C	7	$47,393	$56,871	$66,350	----	----	0.98	$55,734	$5,802	$50,681	Compa-Ratio	$55,734	$5,802
16701	REVENUE & COLLECTI	1510	FINANCE AND ADMIN	$54,421	C42	3/1/15	C	2	$49,531	$59,427	$69,344	----	----	0.88	$54,421	----	$55,237	1.5%	$55,237	$816
10201	FINANCE DIRECTOR	1510	FINANCE AND ADMIN	$87,234	D61	10/1/09	D	7	$64,188	$79,441	$96,282	----	----	0.96	$87,234	----	$88,543	1.5%	$88,543	$1,309
39052	SENIOR ACCOUNTANT	1510	FINANCE AND ADMIN	$59,410	C42	1/1/10	C	7	$49,531	$59,427	$69,344	----	----	0.98	$59,410	----	$60,301	1.5%	$60,301	$891
38647	SENIOR ACCOUNTANT	1510	FINANCE AND ADMIN	$60,958	C42	11/16/07	C	9	$49,531	$59,427	$69,344	----	----	1	$60,958	----	$61,872	1.5%	$61,872	$914
39920	CHIEF FINANCIAL OFFI	1510	FINANCE AND ADMIN	$97,438	E81	7/1/13	E	4	$79,199	$101,939	$126,718	----	----	0.88	$97,438	----	$98,900	1.5%	$98,900	$1,462
22351	ACCOUNTING MANAG	1510	FINANCE AND ADMIN	$67,581	C51	10/1/09	C	7	$55,853	$69,125	$83,779	----	----	0.98	$67,742	$161	$68,595	1.5%	$68,595	$1,014
23652	ACCOUNTING SUPPOI	1510	FINANCE AND ADMIN	$44,703	B22	10/26/87	B	29	$33,113	$38,908	$44,703	----	----	1	$44,703	----	$45,374	1.5%	$45,374	$671
38844	PAYROLL/ACCT SPECI/	1510	FINANCE AND ADMIN	$47,393	B31	5/1/15	B	2	$40,757	$47,889	$55,022	----	----	0.9	$47,393	----	$48,104	1.5%	$48,104	$711
40389	GRANTS ANALYST	1510	FINANCE AND ADMIN	$68,289	D61	5/1/15	D	2	$64,188	$79,441	$96,282	----	----	0.86	$68,319	$30	$69,313	1.5%	$69,313	$1,024
39877	ACCOUNTING SUPPOI	1510	FINANCE AND ADMIN	$34,107	B22	5/1/15	B	2	$33,113	$38,908	$44,703	----	----	0.9	$35,017	$910	$34,619	Compa-Ratio	$35,017	$910
38853	STAFF ANALYST	1510	FINANCE AND ADMIN	$49,496	C41	8/16/10	C	6	$47,393	$56,871	$66,350	----	----	0.96	$54,596	$5,100	$50,238	Compa-Ratio	$54,596	$5,100
38516	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,241	----	$42,875	1.5%	$42,875	$634
677	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$47,634	B21F	10/1/89	B	27	$35,285	$41,560	$47,634	----	----	1	$47,634	----	$48,349	1.5%	$48,349	$715
829	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	1/30/12	B	5	$35,285	$41,560	$47,634	----	----	0.96	$39,898	$3,554	$36,889	Compa-Ratio	$39,898	$3,554
38675	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$41,269	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$41,269	----	$41,888	1.5%	$41,888	$619
38504	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$40,230	B21F	6/18/07	B	10	$35,285	$41,560	$47,634	----	----	1	$41,560	$1,330	$40,833	Compa-Ratio	$41,560	$1,330
38838	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$41,269	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$41,269	----	$41,888	1.5%	$41,888	$619
40384	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	5/11/15	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
40941	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
1757	DISTRICT CHIEF	8000	FIRE - NON-ACCRUAL	$67,401	C42F	4/1/17	C	0	$48,831	$61,039	$73,247	----	----	0.84	$67,401	----	$68,412	1.5%	$68,412	$1,011
1758	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	12/16/03	B	13	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
1751	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,535	B22F	10/1/89	B	27	$37,433	$43,984	$50,535	----	----	1	$50,535	----	$51,293	1.5%	$51,293	$758
38839	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$41,269	B22F	11/1/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$41,269	----	$41,888	1.5%	$41,888	$619
40967	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/1/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
39730	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
40946	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/1/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
2164	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	8/13/07	B	9	$37,433	$43,984	$50,535	----	----	1	$47,183	----	$47,891	1.5%	$47,891	$708
40173	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
40171	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
39049	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$39,115	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$39,115	----	$39,702	1.5%	$39,702	$587
2734	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	11/29/04	B	12	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
39731	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
3257	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	4/14/11	B	6	$37,433	$43,984	$50,535	----	----	0.98	$47,692	----	$48,407	1.5%	$48,407	$715
40385	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	5/11/15	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
38505	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,241	----	$42,875	1.5%	$42,875	$634
3328	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$48,780	B22F	8/16/98	B	18	$37,433	$43,984	$50,535	----	----	1	$48,780	----	$49,512	1.5%	$49,512	$732
3503	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	2/16/01	B	16	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
40174	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
40953	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
3852	DISTRICT CHIEF	8000	FIRE - NON-ACCRUAL	$68,748	C42F	12/2/07	C	9	$48,831	$61,039	$73,247	----	----	1	$68,748	----	$69,779	1.5%	$69,779	$1,031
3820	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$44,940	B22F	5/10/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$44,940	----	$45,614	1.5%	$45,614	$674
39211	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
4522	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$56,723	B31F	11/17/99	B	17	$43,884	$51,564	$59,244	----	----	1	$56,723	----	$57,574	1.5%	$57,574	$851
4523	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	7/1/93	B	24	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
4561	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$43,124	B22F	5/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$43,124	----	$43,771	1.5%	$43,771	$647
40499	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288

40954	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/1/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
4652	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	12/16/03	B	13	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
4638	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$46,251	B22F	8/1/14	B	2	$37,433	$43,984	$50,535	----	----	0.9	$46,251	----	$46,945	1.5%	$46,945	$694
5027	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$48,489	B22F	3/1/10	B	7	$37,433	$43,984	$50,535	----	----	1	$48,489	----	$49,216	1.5%	$49,216	$727
5200	ASSISTANT CHIEF FIRE	8000	FIRE - NON-ACCRUAL	$76,640	C51F	2/21/02	C	15	$52,167	$65,208	$78,249	----	----	1	$76,640	----	$77,790	1.5%	$77,790	$1,150
40500	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
39295	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	2/28/11	B	6	$35,285	$41,560	$47,634	----	----	0.98	$40,729	$4,385	$36,889	Compa-Ratio	$40,729	$4,385
38383	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$43,134	B22F	5/10/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$43,134	----	$43,781	1.5%	$43,781	$647
5531	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	9/1/12	B	4	$37,433	$43,984	$50,535	----	----	0.94	$47,692	----	$48,407	1.5%	$48,407	$715
39695	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	10/21/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
38506	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	5/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$42,241	----	$42,875	1.5%	$42,875	$634
39480	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	9/12/11	B	5	$35,285	$41,560	$47,634	----	----	0.96	$39,898	$3,554	$36,889	Compa-Ratio	$39,898	$3,554
40507	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
6410	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	12/1/15	B	1	$43,884	$51,564	$59,244	----	----	0.88	$53,709	----	$54,515	1.5%	$54,515	$806
6639	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$46,681	B22F	4/1/17	B	0	$37,433	$43,984	$50,535	----	----	0.86	$46,681	----	$47,381	1.5%	$47,381	$700
6679	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	7/16/08	B	8	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
38251	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$43,193	B22F	5/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$43,193	----	$43,841	1.5%	$43,841	$648
39516	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
40209	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
40502	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40513	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
38507	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,241	----	$42,875	1.5%	$42,875	$634
7056	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$56,193	B31F	2/16/00	B	17	$43,884	$51,564	$59,244	----	----	1	$56,193	----	$57,036	1.5%	$57,036	$843
8038	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	4/26/11	B	6	$37,433	$43,984	$50,535	----	----	0.98	$47,692	----	$48,407	1.5%	$48,407	$715
39697	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	11/1/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
8035	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,094	B22F	11/16/01	B	15	$37,433	$43,984	$50,535	----	----	1	$49,094	----	$49,830	1.5%	$49,830	$736
40200	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
39308	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
9115	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$45,818	B22F	5/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$45,818	----	$46,505	1.5%	$46,505	$687
40498	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
38375	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	2/2/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,241	----	$42,875	1.5%	$42,875	$634
40503	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
10006	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	5/1/08	B	9	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
10220	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$54,783	B31F	6/1/12	B	5	$43,884	$51,564	$59,244	----	----	0.96	$54,783	----	$55,605	1.5%	$55,605	$822
40955	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
10213	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$45,834	B21F	5/16/17	B	0	$35,285	$41,560	$47,634	----	----	0.86	$45,834	----	$46,522	1.5%	$46,522	$688
10302	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,077	B22F	11/29/04	B	12	$37,433	$43,984	$50,535	----	----	1	$49,077	----	$49,813	1.5%	$49,813	$736
10351	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	1/1/96	B	21	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
11830	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$42,800	B21F	1/5/04	B	13	$35,285	$41,560	$47,634	----	----	1	$42,800	----	$43,442	1.5%	$43,442	$642
40208	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
40515	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
12260	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$44,459	B21F	5/16/17	B	0	$35,285	$41,560	$47,634	----	----	0.86	$44,459	----	$45,126	1.5%	$45,126	$667
12401	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	10/1/01	B	15	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
40516	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40945	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
12426	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	5/16/05	B	12	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
12703	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	7/16/04	B	12	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
39983	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	1/6/14	B	3	$35,285	$41,560	$47,634	----	----	0.92	$38,235	$1,891	$36,889	Compa-Ratio	$38,235	$1,891
13601	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$47,634	B21F	5/16/17	B	0	$35,285	$41,560	$47,634	----	----	0.86	$47,634	----	$48,349	1.5%	$48,349	$715
13703	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,200	B22F	11/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,200	----	$42,833	1.5%	$42,833	$633
14214	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	1/12/03	B	14	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
14205	ASSISTANT CHIEF FIRE	8000	FIRE - NON-ACCRUAL	$70,083	C51F	9/1/05	C	11	$52,167	$65,208	$78,249	----	----	1	$70,083	----	$71,134	1.5%	$71,134	$1,051
39294	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	2/2/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$38,706	$545	$38,733	1.5%	$38,733	$572
40667	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	4/25/16	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40951	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529

38508	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,210	B22F	5/10/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,210	----	$42,843	1.5%	$42,843	$633
39765	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	3/4/13	B	4	$35,285	$41,560	$47,634	----	----	0.94	$39,066	$2,722	$36,889	Compa-Ratio	$39,066	$2,722
14940	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	12/1/15	B	1	$43,884	$51,564	$59,244	----	----	0.88	$53,709	----	$54,515	1.5%	$54,515	$806
38663	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$41,150	B22F	3/1/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$41,150	----	$41,767	1.5%	$41,767	$617
40944	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
39101	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$58,671	C41F	11/1/14	C	2	$45,799	$57,249	$68,699	----	----	0.88	$58,671	----	$59,551	1.5%	$59,551	$880
38517	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	2/2/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,241	----	$42,875	1.5%	$42,875	$634
16207	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	10/15/06	B	10	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
17033	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$52,144	B31F	12/1/16	B	0	$43,884	$51,564	$59,244	----	----	0.86	$52,144	----	$52,926	1.5%	$52,926	$782
17204	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$47,634	B21F	11/29/04	B	12	$35,285	$41,560	$47,634	----	----	1	$47,634	----	$48,349	1.5%	$48,349	$715
17210	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	12/16/03	B	13	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
39767	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
40514	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40504	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
39102	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$39,115	B22F	4/12/10	B	7	$37,433	$43,984	$50,535	----	----	1	$43,984	$4,869	$39,702	Compa-Ratio	$43,984	$4,869
17526	ASSISTANT CHIEF FIRE	8000	FIRE - NON-ACCRUAL	$73,629	C51F	6/1/12	C	5	$52,167	$65,208	$78,249	----	----	0.94	$73,629	----	$74,733	1.5%	$74,733	$1,104
17704	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	7/1/07	B	10	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
17825	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$52,144	B31F	11/1/16	B	0	$43,884	$51,564	$59,244	----	----	0.86	$52,144	----	$52,926	1.5%	$52,926	$782
18153	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,535	B22F	10/1/89	B	27	$37,433	$43,984	$50,535	----	----	1	$50,535	----	$51,293	1.5%	$51,293	$758
18155	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$56,723	B31F	1/1/99	B	18	$43,884	$51,564	$59,244	----	----	1	$56,723	----	$57,574	1.5%	$57,574	$851
18629	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	5/1/15	B	2	$43,884	$51,564	$59,244	----	----	0.9	$53,709	----	$54,515	1.5%	$54,515	$806
18829	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,969	B22F	2/16/01	B	16	$37,433	$43,984	$50,535	----	----	1	$49,969	----	$50,719	1.5%	$50,719	$750
38037	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$44,106	B22F	7/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$44,106	----	$44,768	1.5%	$44,768	$662
39986	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	1/6/14	B	3	$35,285	$41,560	$47,634	----	----	0.92	$38,235	$1,891	$36,889	Compa-Ratio	$38,235	$1,891
40517	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
19628	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	1/1/05	B	12	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
39621	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
19730	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	7/1/13	B	4	$43,884	$51,564	$59,244	----	----	0.94	$53,709	----	$54,515	1.5%	$54,515	$806
19778	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	9/1/05	B	11	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
40949	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
20290	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$44,522	B21F	5/16/17	B	0	$35,285	$41,560	$47,634	----	----	0.86	$44,522	----	$45,190	1.5%	$45,190	$668
40959	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
40958	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
39481	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
40506	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
38518	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$42,241	----	$42,875	1.5%	$42,875	$634
39764	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	3/4/13	B	4	$35,285	$41,560	$47,634	----	----	0.94	$39,066	$2,722	$36,889	Compa-Ratio	$39,066	$2,722
21111	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$52,144	B31F	12/1/16	B	0	$43,884	$51,564	$59,244	----	----	0.86	$52,144	----	$52,926	1.5%	$52,926	$782
40952	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/1/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
40666	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	4/25/16	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
22080	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$64,154	C42F	1/1/13	C	4	$48,831	$61,039	$73,247	----	----	0.92	$64,154	----	$65,116	1.5%	$65,116	$962
39729	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/16/12	B	4	$35,285	$41,560	$47,634	----	----	0.94	$39,066	$2,722	$36,889	Compa-Ratio	$39,066	$2,722
22307	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	12/1/03	B	13	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
22328	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	8/1/98	B	18	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
40942	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
22803	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	9/16/01	B	15	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
38880	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$40,344	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$40,344	----	$40,949	1.5%	$40,949	$605
22908	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$62,932	C41F	1/1/05	C	12	$45,799	$57,249	$68,699	----	----	1	$62,932	----	$63,876	1.5%	$63,876	$944
40501	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
39696	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	8/6/12	B	4	$35,285	$41,560	$47,634	----	----	0.94	$39,066	$2,722	$36,889	Compa-Ratio	$39,066	$2,722
38439	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	5/11/15	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
40175	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
23657	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$61,698	C41F	4/1/17	C	0	$45,799	$57,249	$68,699	----	----	0.84	$61,698	----	$62,623	1.5%	$62,623	$925
40509	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40668	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	4/25/16	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288

23821	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$52,144	B31F	11/1/16	B	0	$43,884	$51,564	$59,244	----	----	0.86	$52,144	----	$52,926	1.5%	$52,926	$782
24043	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$46,132	B22F	6/23/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$46,132	----	$46,824	1.5%	$46,824	$692
24630	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,969	B22F	2/16/01	B	16	$37,433	$43,984	$50,535	----	----	1	$49,969	----	$50,719	1.5%	$50,719	$750
40508	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
26174	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	12/1/15	B	1	$43,884	$51,564	$59,244	----	----	0.88	$53,709	----	$54,515	1.5%	$54,515	$806
38662	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$41,269	B22F	11/1/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$41,269	----	$41,888	1.5%	$41,888	$619
24806	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,969	B22F	8/16/01	B	15	$37,433	$43,984	$50,535	----	----	1	$49,969	----	$50,719	1.5%	$50,719	$750
25209	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	10/15/06	B	10	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
39517	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	5/10/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$38,706	$545	$38,733	1.5%	$38,733	$572
39766	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	3/4/13	B	4	$35,285	$41,560	$47,634	----	----	0.94	$39,066	$2,722	$36,889	Compa-Ratio	$39,066	$2,722
25332	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	4/15/02	B	15	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
25800	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$56,604	B31F	11/17/99	B	17	$43,884	$51,564	$59,244	----	----	1	$56,604	----	$57,453	1.5%	$57,453	$849
40948	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
39971	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	1/6/14	B	3	$35,285	$41,560	$47,634	----	----	0.92	$38,235	$1,891	$36,889	Compa-Ratio	$38,235	$1,891
40172	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/27/14	B	2	$35,285	$41,560	$47,634	----	----	0.9	$37,404	$1,060	$36,889	Compa-Ratio	$37,404	$1,060
26133	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	8/1/98	B	18	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
40665	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	4/25/16	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
26130	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	5/1/15	B	2	$43,884	$51,564	$59,244	----	----	0.9	$53,709	----	$54,515	1.5%	$54,515	$806
26940	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	8/1/14	B	2	$37,433	$43,984	$50,535	----	----	0.9	$47,183	----	$47,891	1.5%	$47,891	$708
26799	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$56,195	B31F	11/25/00	B	16	$43,884	$51,564	$59,244	----	----	1	$56,195	----	$57,038	1.5%	$57,038	$843
26908	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	11/16/01	B	15	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
27315	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	2/16/08	B	9	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
27420	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	7/1/07	B	10	$37,433	$43,984	$50,535	----	----	1	$47,183	----	$47,891	1.5%	$47,891	$708
27678	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,510	B22F	3/1/90	B	27	$37,433	$43,984	$50,535	----	----	1	$50,510	----	$51,268	1.5%	$51,268	$758
38447	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$40,230	B21F	3/12/07	B	10	$35,285	$41,560	$47,634	----	----	1	$41,560	$1,330	$40,833	Compa-Ratio	$41,560	$1,330
27715	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$53,709	B31F	1/1/13	B	4	$43,884	$51,564	$59,244	----	----	0.94	$53,709	----	$54,515	1.5%	$54,515	$806
29301	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	12/16/03	B	13	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
40947	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
29345	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$54,782	B31F	4/1/12	B	5	$43,884	$51,564	$59,244	----	----	0.96	$54,782	----	$55,604	1.5%	$55,604	$822
29352	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	3/13/98	B	19	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
29802	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	3/1/08	B	9	$37,433	$43,984	$50,535	----	----	1	$47,183	----	$47,891	1.5%	$47,891	$708
29831	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	7/1/08	B	9	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
29854	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	9/1/06	B	10	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
31006	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$56,721	B31F	6/2/99	B	18	$43,884	$51,564	$59,244	----	----	1	$56,721	----	$57,572	1.5%	$57,572	$851
31012	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,878	B31F	10/1/08	B	8	$43,884	$51,564	$59,244	----	----	1	$55,878	----	$56,716	1.5%	$56,716	$838
38841	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$41,269	B22F	12/1/15	B	1	$37,433	$43,984	$50,535	----	----	0.88	$41,269	----	$41,888	1.5%	$41,888	$619
40512	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40950	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
31150	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	9/1/06	B	10	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
31154	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$52,144	B31F	12/1/16	B	0	$43,884	$51,564	$59,244	----	----	0.86	$52,144	----	$52,926	1.5%	$52,926	$782
31656	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	1/1/13	B	4	$37,433	$43,984	$50,535	----	----	0.94	$47,183	----	$47,891	1.5%	$47,891	$708
31708	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,094	B22F	9/18/01	B	15	$37,433	$43,984	$50,535	----	----	1	$49,094	----	$49,830	1.5%	$49,830	$736
31755	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$54,783	B31F	4/1/17	B	0	$43,884	$51,564	$59,244	----	----	0.86	$54,783	----	$55,605	1.5%	$55,605	$822
31764	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	8/11/12	B	4	$37,433	$43,984	$50,535	----	----	0.94	$47,183	----	$47,891	1.5%	$47,891	$708
39216	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$39,162	B22F	11/29/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$39,162	----	$39,749	1.5%	$39,749	$587
31972	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,042	B22F	11/1/04	B	12	$37,433	$43,984	$50,535	----	----	1	$50,042	----	$50,793	1.5%	$50,793	$751
32508	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$62,932	C41F	9/1/05	C	11	$45,799	$57,249	$68,699	----	----	1	$62,932	----	$63,876	1.5%	$63,876	$944
32800	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$50,535	B22F	8/1/87	B	29	$37,433	$43,984	$50,535	----	----	1	$50,535	----	$51,293	1.5%	$51,293	$758
32807	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$49,522	B22F	5/16/01	B	16	$37,433	$43,984	$50,535	----	----	1	$49,522	----	$50,265	1.5%	$50,265	$743
39732	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	10/16/12	B	4	$35,285	$41,560	$47,634	----	----	0.94	$39,066	$2,722	$36,889	Compa-Ratio	$39,066	$2,722
33327	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	12/1/03	B	13	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
40505	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40510	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
40518	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
34949	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$44,940	B22F	5/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$44,940	----	$45,614	1.5%	$45,614	$674

38513	CAPTAIN-FIRE	8000	FIRE - NON-ACCRUAL	$61,698	C41F	8/24/10	C	6	$45,799	$57,249	$68,699	----	----	0.96	$61,698	----	$62,623	1.5%	$62,623	$925
40664	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	4/25/16	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
35008	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	1/1/05	B	12	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
39694	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	10/23/16	B	0	$37,433	$43,984	$50,535	----	----	0.86	$38,161	----	$38,733	1.5%	$38,733	$572
35663	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$54,783	B31F	6/1/12	B	5	$43,884	$51,564	$59,244	----	----	0.96	$54,783	----	$55,605	1.5%	$55,605	$822
40511	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	9/28/15	B	1	$35,285	$41,560	$47,634	----	----	0.88	$36,573	$1,288	$35,814	Compa-Ratio	$36,573	$1,288
38514	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$42,241	B22F	5/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$42,241	----	$42,875	1.5%	$42,875	$634
40957	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	10/3/16	B	0	$35,285	$41,560	$47,634	----	----	0.86	$35,742	$457	$35,814	1.5%	$35,814	$529
38035	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$42,006	B21F	4/18/05	B	12	$35,285	$41,560	$47,634	----	----	1	$42,006	----	$42,636	1.5%	$42,636	$630
38384	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$36,344	B21F	1/6/14	B	3	$35,285	$41,560	$47,634	----	----	0.92	$38,235	$1,891	$36,889	Compa-Ratio	$38,235	$1,891
36403	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,692	B22F	5/17/03	B	14	$37,433	$43,984	$50,535	----	----	1	$47,692	----	$48,407	1.5%	$48,407	$715
36534	LIEUTENANT - FIRE	8000	FIRE - NON-ACCRUAL	$55,879	B31F	12/16/02	B	14	$43,884	$51,564	$59,244	----	----	1	$55,879	----	$56,717	1.5%	$56,717	$838
36539	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	7/1/15	B	2	$37,433	$43,984	$50,535	----	----	0.9	$47,183	----	$47,891	1.5%	$47,891	$708
36565	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$47,183	B22F	6/1/12	B	5	$37,433	$43,984	$50,535	----	----	0.96	$47,183	----	$47,891	1.5%	$47,891	$708
39972	FIREFIGHTER	8000	FIRE - NON-ACCRUAL	$35,285	B21F	1/6/14	B	3	$35,285	$41,560	$47,634	----	----	0.92	$38,235	$2,950	$35,814	Compa-Ratio	$38,235	$2,950
39521	FIRE ENGINEER	8000	FIRE - NON-ACCRUAL	$38,161	B22F	2/15/16	B	1	$37,433	$43,984	$50,535	----	----	0.88	$38,706	$545	$38,733	1.5%	$38,733	$572
4551	CAPTAIN FIRE	2200	FIRE DEPARTMENT	$61,698	C41F	10/15/10	C	6	$45,799	$57,249	$68,699	----	----	0.96	$61,698	----	$62,623	1.5%	$62,623	$925
6338	ASSISTANT CHIEF	2200	FIRE DEPARTMENT	$70,083	C51F	10/1/16	C	0	$52,167	$65,208	$78,249	----	----	0.84	$70,083	----	$71,134	1.5%	$71,134	$1,051
8481	CAPTAIN-FIRE	2200	FIRE DEPARTMENT	$61,698	C41F	10/22/12	C	4	$45,799	$57,249	$68,699	----	----	0.92	$61,698	----	$62,623	1.5%	$62,623	$925
9326	ASSISTANT CHIEF	2200	FIRE DEPARTMENT	$73,629	C51F	8/31/11	C	5	$52,167	$65,208	$78,249	----	----	0.94	$73,629	----	$74,733	1.5%	$74,733	$1,104
10203	FIRE LIEUTENANT	2200	FIRE DEPARTMENT	$54,782	B31F	5/25/10	B	7	$43,884	$51,564	$59,244	----	----	1	$54,782	----	$55,604	1.5%	$55,604	$822
13313	ADMIN SUPP SUPERVI	2200	FIRE DEPARTMENT	$48,815	C41	1/1/13	C	4	$47,393	$56,871	$66,350	----	----	0.92	$52,321	$3,506	$49,547	Compa-Ratio	$52,321	$3,506
15332	FIRE PREVENTION OFF	2200	FIRE DEPARTMENT	$60,063	C41F	1/25/13	C	4	$45,799	$57,249	$68,699	----	----	0.92	$60,063	----	$60,964	1.5%	$60,964	$901
38223	CAPTAIN FIRE	2200	FIRE DEPARTMENT	$60,063	C41F	10/1/16	C	0	$45,799	$57,249	$68,699	----	----	0.84	$60,063	----	$60,964	1.5%	$60,964	$901
20437	ASSISTANT CHIEF	2200	FIRE DEPARTMENT	$72,185	C51F	8/1/14	C	2	$52,167	$65,208	$78,249	----	----	0.88	$72,185	----	$73,268	1.5%	$73,268	$1,083
39742	ADMINISTRATIVE SUP	2200	FIRE DEPARTMENT	$38,427	B22	12/1/12	B	4	$33,113	$38,908	$44,703	----	----	0.94	$38,427	----	$39,003	1.5%	$39,003	$576
22011	CAPTAIN FIRE	2200	FIRE DEPARTMENT	$62,932	C41F	2/16/06	C	11	$45,799	$57,249	$68,699	----	----	1	$62,932	----	$63,876	1.5%	$63,876	$944
40150	ADMINISTRATIVE SUP	2200	FIRE DEPARTMENT	$24,967	A12	7/1/14	A	3	$24,239	$27,875	$31,511	----	----	0.94	$26,203	$1,236	$25,342	Compa-Ratio	$26,203	$1,236
38222	CAPTAIN FIRE	2200	FIRE DEPARTMENT	$58,671	C41F	12/16/15	C	1	$45,799	$57,249	$68,699	----	----	0.86	$58,671	----	$59,551	1.5%	$59,551	$880
27100	CHIEF FIRE	2200	FIRE DEPARTMENT	$100,779	E82F	10/8/99	E	17	$71,196	$91,639	$113,914	----	----	1	$100,779	----	$102,291	1.5%	$102,291	$1,512
38511	LIEUTENANT - FIRE	2200	FIRE DEPARTMENT	$52,144	B31F	11/16/16	B	0	$43,884	$51,564	$59,244	----	----	0.86	$52,144	----	$52,926	1.5%	$52,926	$782
36102	DEPUTY CHIEF FIRE	2200	FIRE DEPARTMENT	$80,572	D61F	8/1/16	D	0	$62,452	$78,065	$93,678	----	----	0.82	$80,572	----	$81,781	1.5%	$81,781	$1,209
38022	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$34,373	A13	4/1/05	A	12	$28,996	$33,345	$37,694	----	----	1	$34,373	----	$34,889	1.5%	$34,889	$516
529	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$37,366	B21	3/15/11	B	6	$30,929	$36,342	$41,755	----	----	0.98	$37,366	----	$37,926	1.5%	$37,926	$560
40233	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	9/1/16	A	0	$28,996	$33,345	$37,694	----	----	0.88	$29,344	$348	$29,431	1.5%	$29,431	$435
1362	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$34,317	A13	7/1/04	A	13	$28,996	$33,345	$37,694	----	----	1	$34,317	----	$34,832	1.5%	$34,832	$515
39368	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$29,866	A13	5/16/11	A	6	$28,996	$33,345	$37,694	----	----	1	$33,345	$3,479	$30,314	Compa-Ratio	$33,345	$3,479
40047	TRAFFIC CONTROL SPI	3100	HIGHWAY'S & STREET	$33,113	B22	12/16/15	B	1	$33,113	$38,908	$44,703	----	----	0.88	$34,239	$1,126	$33,610	Compa-Ratio	$34,239	$1,126
2102	ASSISTANT DIRECTOR	3100	HIGHWAY'S & STREET	$78,007	D61	5/1/13	D	4	$64,188	$79,441	$96,282	----	----	0.9	$78,007	----	$79,177	1.5%	$79,177	$1,170
38616	TRAFFIC CONTROL SPI	3100	HIGHWAY'S & STREET	$35,662	B22	9/5/07	B	9	$33,113	$38,908	$44,703	----	----	1	$38,908	$3,246	$36,197	Compa-Ratio	$38,908	$3,246
20255	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$36,339	A13	7/1/04	A	13	$28,996	$33,345	$37,694	----	----	1	$36,339	----	$36,884	1.5%	$36,884	$545
38653	ENGINEER	3100	HIGHWAY'S & STREET	$58,618	C42	12/16/07	C	9	$49,531	$59,427	$69,344	----	----	1	$59,427	$809	$59,497	1.5%	$59,497	$879
3357	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$41,980	B31	7/1/13	B	4	$40,757	$47,889	$55,022	----	----	0.94	$45,016	$3,036	$42,610	Compa-Ratio	$45,016	$3,036
40348	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	1/16/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
4921	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$32,220	A13	1/16/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$32,220	----	$32,703	1.5%	$32,703	$483
38911	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$23,905	A11	4/16/09	A	8	$21,561	$24,795	$28,029	----	----	1	$24,795	$890	$24,264	Compa-Ratio	$24,795	$890
38252	TRAFFIC CONTROL SPI	3100	HIGHWAY'S & STREET	$36,969	B22	4/1/06	B	11	$33,113	$38,908	$44,703	----	----	1	$38,908	$1,939	$37,524	Compa-Ratio	$38,908	$1,939
38851	ENGINEERING MANAC	3100	HIGHWAY'S & STREET	$74,180	C51	1/1/09	C	8	$55,853	$69,125	$83,779	----	----	1	$74,180	----	$75,293	1.5%	$75,293	$1,113
40974	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	10/1/16	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
39916	ADMINISTRATIVE SUP	3100	HIGHWAY'S & STREET	$34,107	B22	8/15/14	B	2	$33,113	$38,908	$44,703	----	----	0.9	$35,017	$910	$34,619	Compa-Ratio	$35,017	$910
6581	PUBLIC WORKS INSPE	3100	HIGHWAY'S & STREET	$50,983	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$50,983	----	$51,748	1.5%	$51,748	$765
7064	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$53,538	B31	5/1/01	B	16	$40,757	$47,889	$55,022	----	----	1	$53,538	----	$54,341	1.5%	$54,341	$803
40814	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	6/1/16	A	1	$21,561	$24,795	$28,029	----	----	0.9	$22,316	$755	$21,884	Compa-Ratio	$22,316	$755
40160	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	1/16/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
9826	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$37,694	A13	3/15/11	A	6	$28,996	$33,345	$37,694	----	----	1	$37,694	----	$38,259	1.5%	$38,259	$565

40159	NPDES COORDINATOF	3100	HIGHWAY'S & STREET	$57,783	C42	8/1/14	C	2	$49,531	$59,427	$69,344	----	----	0.88	$57,783	----	$58,650	1.5%	$58,650	$867
39675	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$29,866	A13	5/1/14	A	3	$28,996	$33,345	$37,694	----	----	0.94	$31,344	$1,478	$30,314	Compa-Ratio	$31,344	$1,478
38249	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$33,629	A13	4/1/06	A	11	$28,996	$33,345	$37,694	----	----	1	$33,629	----	$34,133	1.5%	$34,133	$504
10215	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$41,980	B31	3/16/17	B	0	$40,757	$47,889	$55,022	----	----	0.86	$41,980	----	$42,610	1.5%	$42,610	$630
10311	SENIOR ENGINEERING	3100	HIGHWAY'S & STREET	$84,298	D61	3/1/08	D	9	$64,188	$79,441	$96,282	----	----	1	$84,298	----	$85,562	1.5%	$85,562	$1,264
10339	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$25,518	A11	10/5/05	A	11	$21,561	$24,795	$28,029	----	----	1	$25,518	----	$25,901	1.5%	$25,901	$383
38310	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$34,264	B21	8/16/13	B	3	$30,929	$36,342	$41,755	----	----	0.92	$34,264	----	$34,778	1.5%	$34,778	$514
39925	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$31,858	B21	3/1/14	B	3	$30,929	$36,342	$41,755	----	----	0.92	$33,435	$1,577	$32,336	Compa-Ratio	$33,435	$1,577
11263	PUBLIC WORKS INSPE	3100	HIGHWAY'S & STREET	$50,689	B31	6/1/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$50,689	----	$51,449	1.5%	$51,449	$760
12428	TRAFFIC CONTROL SPI	3100	HIGHWAY'S & STREET	$43,398	B22	3/15/11	B	6	$33,113	$38,908	$44,703	----	----	0.98	$43,398	----	$44,049	1.5%	$44,049	$651
31932	ADMINISTRATIVE SUP	3100	HIGHWAY'S & STREET	$39,087	B22	3/15/11	B	6	$33,113	$38,908	$44,703	----	----	0.98	$39,087	----	$39,673	1.5%	$39,673	$586
39737	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$31,061	B21	8/1/16	B	0	$30,929	$36,342	$41,755	----	----	0.86	$31,254	$193	$31,527	1.5%	$31,527	$466
14938	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$37,328	A13	3/15/11	A	6	$28,996	$33,345	$37,694	----	----	1	$37,328	----	$37,888	1.5%	$37,888	$560
15305	LEAD TRAFFIC CONTR	3100	HIGHWAY'S & STREET	$48,317	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$48,317	----	$49,042	1.5%	$49,042	$725
15623	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$45,308	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$46,931	$1,623	$45,988	Compa-Ratio	$46,931	$1,623
38309	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$25,000	A11	6/1/06	A	11	$21,561	$24,795	$28,029	----	----	1	$25,000	----	$25,375	1.5%	$25,375	$375
39367	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$29,866	A13	5/16/11	A	6	$28,996	$33,345	$37,694	----	----	1	$33,345	$3,479	$30,314	Compa-Ratio	$33,345	$3,479
40341	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	5/4/15	A	2	$21,561	$24,795	$28,029	----	----	0.92	$22,811	$1,250	$21,884	Compa-Ratio	$22,811	$1,250
39024	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$32,538	B21	10/1/16	B	0	$30,929	$36,342	$41,755	----	----	0.86	$32,538	----	$33,026	1.5%	$33,026	$488
39982	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$29,866	A13	9/16/14	A	2	$28,996	$33,345	$37,694	----	----	0.92	$30,677	$811	$30,314	Compa-Ratio	$30,677	$811
18974	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$37,328	A13	3/15/11	A	6	$28,996	$33,345	$37,694	----	----	1	$37,328	----	$37,888	1.5%	$37,888	$560
40983	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	10/1/16	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
40094	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	11/16/15	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
39704	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	10/16/15	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
39915	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$29,866	A13	4/1/15	A	2	$28,996	$33,345	$37,694	----	----	0.92	$30,677	$811	$30,314	Compa-Ratio	$30,677	$811
19951	GRDS & FACILITIES CR	3100	HIGHWAY'S & STREET	$45,919	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$46,931	$1,012	$46,608	Compa-Ratio	$46,931	$1,012
40339	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	5/4/15	A	2	$21,561	$24,795	$28,029	----	----	0.92	$22,811	$1,250	$21,884	Compa-Ratio	$22,811	$1,250
38237	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$41,980	B31	2/1/14	B	3	$40,757	$47,889	$55,022	----	----	0.92	$44,058	$2,078	$42,610	Compa-Ratio	$44,058	$2,078
39332	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$22,207	A11	4/1/11	A	6	$21,561	$24,795	$28,029	----	----	1	$24,795	$2,588	$22,540	Compa-Ratio	$24,795	$2,588
22951	TRAFFIC CONTROL TE	3100	HIGHWAY'S & STREET	$40,087	B21	3/15/11	B	6	$30,929	$36,342	$41,755	----	----	0.98	$40,087	----	$40,688	1.5%	$40,688	$601
22946	TRAFFIC CONTROL SU	3100	HIGHWAY'S & STREET	$60,009	C41	3/15/11	C	6	$47,393	$56,871	$66,350	----	----	0.96	$60,009	----	$60,909	1.5%	$60,909	$900
40644	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	3/1/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
38491	SENIOR ACCOUNTANT	3100	HIGHWAY'S & STREET	$58,694	C42	5/1/07	C	10	$49,531	$59,427	$69,344	----	----	1	$59,427	$733	$59,574	1.5%	$59,574	$880
38655	GIS ADMINISTRATOR	3100	HIGHWAY'S & STREET	$56,383	C42	12/16/07	C	9	$49,531	$59,427	$69,344	----	----	1	$59,427	$3,044	$57,229	Compa-Ratio	$59,427	$3,044
39133	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$30,548	A13	5/1/10	A	7	$28,996	$33,345	$37,694	----	----	1	$33,345	$2,797	$31,006	Compa-Ratio	$33,345	$2,797
38716	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$23,905	A11	9/16/08	A	8	$21,561	$24,795	$28,029	----	----	1	$24,795	$890	$24,264	Compa-Ratio	$24,795	$890
24626	PUBLIC WORKS INSPE	3100	HIGHWAY'S & STREET	$53,516	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$53,516	----	$54,319	1.5%	$54,319	$803
24700	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$47,249	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$47,249	----	$47,958	1.5%	$47,958	$709
39712	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$28,996	A13	9/1/16	A	0	$28,996	$33,345	$37,694	----	----	0.88	$29,344	$348	$29,431	1.5%	$29,431	$435
39835	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$22,207	A11	11/16/13	A	3	$21,561	$24,795	$28,029	----	----	0.94	$23,307	$1,100	$22,540	Compa-Ratio	$23,307	$1,100
26212	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$40,579	B21	1/8/05	B	12	$30,929	$36,342	$41,755	----	----	1	$40,579	----	$41,188	1.5%	$41,188	$609
40962	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	9/1/16	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
39934	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$31,857	B21	1/16/15	B	2	$30,929	$36,342	$41,755	----	----	0.9	$32,708	$851	$32,335	Compa-Ratio	$32,708	$851
40973	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	10/1/16	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
28205	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$40,489	B21	3/15/11	B	6	$30,929	$36,342	$41,755	----	----	0.98	$40,489	----	$41,096	1.5%	$41,096	$607
29300	DIRECTOR	3100	HIGHWAY'S & STREET	$92,656	E81	11/1/07	E	9	$79,199	$101,939	$126,718	----	----	0.98	$99,901	$7,245	$94,046	Compa-Ratio	$99,901	$7,245
39334	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$40,757	B31	10/16/15	B	1	$40,757	$47,889	$55,022	----	----	0.88	$42,142	$1,385	$41,368	Compa-Ratio	$42,142	$1,385
31702	ENGINEERING SUPPO	3100	HIGHWAY'S & STREET	$56,472	C42	8/15/07	C	9	$49,531	$59,427	$69,344	----	----	1	$59,427	$2,955	$57,319	Compa-Ratio	$59,427	$2,955
22895	PUBLIC WORKS INSPE	3100	HIGHWAY'S & STREET	$49,397	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$49,397	----	$50,138	1.5%	$50,138	$741
32104	EQUIPMENT OPERATI	3100	HIGHWAY'S & STREET	$64,049	C45	6/16/13	C	4	$60,398	$74,750	$90,597	----	----	0.92	$68,770	$4,721	$65,010	Compa-Ratio	$68,770	$4,721
38197	EQUIPMENT OPERATI	3100	HIGHWAY'S & STREET	$55,144	C41	11/16/13	C	3	$47,393	$56,871	$66,350	----	----	0.9	$55,144	----	$55,971	1.5%	$55,971	$827
33401	EQUIPMENT OPERATI	3100	HIGHWAY'S & STREET	$55,660	C41	8/1/13	C	3	$47,393	$56,871	$66,350	----	----	0.9	$55,660	----	$56,495	1.5%	$56,495	$835
38259	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$33,629	A13	4/1/06	A	11	$28,996	$33,345	$37,694	----	----	1	$33,629	----	$34,133	1.5%	$34,133	$504
34203	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$37,328	A13	3/15/11	A	6	$28,996	$33,345	$37,694	----	----	1	$37,328	----	$37,888	1.5%	$37,888	$560
34829	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$41,755	B21	3/15/11	B	6	$30,929	$36,342	$41,755	----	----	0.98	$41,755	----	$42,381	1.5%	$42,381	$626

39868	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$29,866	A13	12/16/14	A	2	$28,996	$33,345	$37,694	----	----	0.92	$30,677	$811	$30,314	Compa-Ratio	$30,677	$811
38387	SENIOR EQUIPMENT (	3100	HIGHWAY'S & STREET	$33,508	B21	3/1/14	B	3	$30,929	$36,342	$41,755	----	----	0.92	$33,508	----	$34,011	1.5%	$34,011	$503
36105	ADMINISTRATIVE SUP	3100	HIGHWAY'S & STREET	$47,536	B23	3/15/11	B	6	$35,298	$41,475	$47,652	----	----	0.98	$47,536	----	$48,249	1.5%	$48,249	$713
36111	TRAFFIC CONTROL SPI	3100	HIGHWAY'S & STREET	$41,002	B22	3/15/11	B	6	$33,113	$38,908	$44,703	----	----	0.98	$41,002	----	$41,617	1.5%	$41,617	$615
38020	EQUIPMENT OPERATC	3100	HIGHWAY'S & STREET	$34,373	A13	4/1/05	A	12	$28,996	$33,345	$37,694	----	----	1	$34,373	----	$34,889	1.5%	$34,889	$516
38996	LEAD EQUIPMENT OP	3100	HIGHWAY'S & STREET	$42,681	B31	9/1/13	B	3	$40,757	$47,889	$55,022	----	----	0.92	$44,058	$1,377	$43,321	Compa-Ratio	$44,058	$1,377
40645	GROUNDS & FACILITIE	3100	HIGHWAY'S & STREET	$21,561	A11	3/1/16	A	1	$21,561	$24,795	$28,029	----	----	0.9	$22,316	$755	$21,884	Compa-Ratio	$22,316	$755
40638	SECURITY & LOSS PRE	1550	HUMAN RESOURCES	$27,040	A12	2/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$27,040	----	$27,446	1.5%	$27,446	$406
40806	SECURITY & LOSS PRE	1550	HUMAN RESOURCES	$27,040	A12	5/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$27,040	----	$27,446	1.5%	$27,446	$406
40637	SECURITY & LOSS PRE	1550	HUMAN RESOURCES	$27,040	A12	2/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$27,040	----	$27,446	1.5%	$27,446	$406
39615	RISK MANAGEMENT A	1550	HUMAN RESOURCES	$77,345	C51	4/1/12	C	5	$55,853	$69,125	$83,779	----	----	0.94	$77,345	----	$78,505	1.5%	$78,505	$1,160
38036	HEALTH & SAFETY MA	1550	HUMAN RESOURCES	$68,434	C43	8/1/15	C	1	$52,063	$64,434	$78,094	----	----	0.86	$68,434	----	$69,461	1.5%	$69,461	$1,027
16204	HUMAN RESOURCES A	1550	HUMAN RESOURCES	$66,404	C42	6/1/98	C	19	$49,531	$59,427	$69,344	----	----	1	$66,404	----	$67,400	1.5%	$67,400	$996
40805	SECURITY & LOSS PRE	1550	HUMAN RESOURCES	$27,040	A12	5/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$27,040	----	$27,446	1.5%	$27,446	$406
40575	HUMAN RESOURCES A	1550	HUMAN RESOURCES	$61,200	C42	1/1/16	C	1	$49,531	$59,427	$69,344	----	----	0.86	$61,200	----	$62,118	1.5%	$62,118	$918
38961	CLAIMS SPECIALIST	1550	HUMAN RESOURCES	$44,203	B31	3/16/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$46,931	$2,728	$44,866	Compa-Ratio	$46,931	$2,728
35108	HUMAN RESOURCES S	1550	HUMAN RESOURCES	$49,384	B31	4/15/13	B	4	$40,757	$47,889	$55,022	----	----	0.94	$49,384	----	$50,125	1.5%	$50,125	$741
40636	SECURITY & LOSS PRE	1550	HUMAN RESOURCES	$27,040	A12	2/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$27,040	----	$27,446	1.5%	$27,446	$406
38854	DIRECTOR	1550	HUMAN RESOURCES	$87,380	E81	12/15/08	E	8	$79,199	$101,939	$126,718	----	----	0.96	$97,862	$10,482	$88,691	Compa-Ratio	$97,862	$10,482
38032	HUMAN RESOURCES A	1550	HUMAN RESOURCES	$67,106	C42	4/4/05	C	12	$49,531	$59,427	$69,344	----	----	1	$67,106	----	$68,113	1.5%	$68,113	$1,007
39505	INFO TECH ADMINSITI	1920	INFORMATION SYSTEI	$48,815	C41	12/5/11	C	5	$47,393	$56,871	$66,350	----	----	0.94	$53,459	$4,644	$49,547	Compa-Ratio	$53,459	$4,644
40013	APPLICATIONS ANALY	1920	INFORMATION SYSTEI	$56,298	C42	2/16/14	C	3	$49,531	$59,427	$69,344	----	----	0.9	$56,298	----	$57,142	1.5%	$57,142	$844
40010	INFO TECHNOLOGY SI	1920	INFORMATION SYSTEI	$37,893	B22	2/16/14	B	3	$33,113	$38,908	$44,703	----	----	0.92	$37,893	----	$38,461	1.5%	$38,461	$568
39319	INFO TECHNOLOGY SI	1920	INFORMATION SYSTEI	$39,928	B22	3/16/11	B	6	$33,113	$38,908	$44,703	----	----	0.98	$39,928	----	$40,527	1.5%	$40,527	$599
39926	APPLICATIONS ANALY	1920	INFORMATION SYSTEI	$54,132	C42	7/1/13	C	4	$49,531	$59,427	$69,344	----	----	0.92	$54,673	$541	$54,944	1.5%	$54,944	$812
14525	ADMINISTRATIVE SUP	1920	INFORMATION SYSTEI	$41,417	B22	7/1/03	B	14	$33,113	$38,908	$44,703	----	----	1	$41,417	----	$42,038	1.5%	$42,038	$621
19941	SENIOR IT ADMINISTR	1920	INFORMATION SYSTEI	$64,519	C42	7/1/06	C	11	$49,531	$59,427	$69,344	----	----	1	$64,519	----	$65,487	1.5%	$65,487	$968
39252	INFO TECH ADMINSITI	1920	INFORMATION SYSTEI	$48,815	C41	1/1/14	C	3	$47,393	$56,871	$66,350	----	----	0.9	$51,184	$2,369	$49,547	Compa-Ratio	$51,184	$2,369
25321	SENIOR IT ADMINISTR	1920	INFORMATION SYSTEI	$64,118	C42	7/1/08	C	9	$49,531	$59,427	$69,344	----	----	1	$64,118	----	$65,080	1.5%	$65,080	$962
38236	APPLICATIONS DEVEL	1920	INFORMATION SYSTEI	$56,403	C41	1/1/06	C	11	$47,393	$56,871	$66,350	----	----	1	$56,871	$468	$57,249	1.5%	$57,249	$846
40982	APPLICATIONS SPECIA	1920	INFORMATION SYSTEI	$40,000	B23	10/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$40,000	----	$40,600	1.5%	$40,600	$600
39760	INFO TECHNOLOGY DI	1920	INFORMATION SYSTEI	$85,583	E81	2/1/13	E	4	$79,199	$101,939	$126,718	----	----	0.88	$89,707	$4,124	$86,867	Compa-Ratio	$89,707	$4,124
40274	INTERNAL AUDITOR II	1521	INTERNAL AUDITOR	$68,289	C43	4/13/15	C	2	$52,063	$64,434	$78,094	----	----	0.88	$68,289	----	$69,313	1.5%	$69,313	$1,024
39947	INTERNAL AUDITOR II	1521	INTERNAL AUDITOR	$71,454	C43	11/1/13	C	3	$52,063	$64,434	$78,094	----	----	0.9	$71,454	----	$72,526	1.5%	$72,526	$1,072
40867	INTERNAL AUDIT DIRE	1521	INTERNAL AUDITOR	$85,000	D71	7/1/16	D	1	$74,032	$91,624	$111,048	----	----	0.84	$85,000	----	$86,275	1.5%	$86,275	$1,275
38820	CITY ATTORNEY	1250	LEGAL DEPT	$121,059	E81	8/1/08	E	8	$79,199	$101,939	$126,718	----	----	0.96	$121,059	----	$122,875	1.5%	$122,875	$1,816
39636	DEPUTY CITY ATTORN	1250	LEGAL DEPT	$91,616	D71	5/16/12	D	5	$74,032	$91,624	$111,048	----	----	0.92	$91,616	----	$92,990	1.5%	$92,990	$1,374
39967	STAFF ATTORNEY 2	1250	LEGAL DEPT	$68,111	C44	11/1/13	C	3	$55,853	$69,125	$83,779	----	----	0.9	$68,111	----	$69,133	1.5%	$69,133	$1,022
16333	LEGAL EXECUTIVE ASS	1250	LEGAL DEPT	$50,108	B24	7/1/13	B	4	$37,482	$44,041	$50,600	----	----	0.94	$50,108	----	$50,860	1.5%	$50,860	$752
14910	ASST GOLF COURSE SI	5610	MASON RUDOLPH GC	$40,027	B22	3/1/04	B	13	$33,113	$38,908	$44,703	----	----	1	$40,027	----	$40,627	1.5%	$40,627	$600
40934	STAFF ATTORNEY/MA	1310	MAYOR'S OFFICE	$51,669	C43	8/1/16	C	0	$52,063	$64,434	$78,094	$394	----	0.84	$54,124	$2,455	$52,444	Compa-Ratio	$54,124	$2,455
40228	CHIEF OF ADMINISTRA	1310	MAYOR'S OFFICE	$90,553	D71	1/1/15	D	2	$74,032	$91,624	$111,048	----	----	0.86	$90,553	----	$91,911	1.5%	$91,911	$1,358
40490	CHIEF ADMINISTRATI\	1310	MAYOR'S OFFICE	$47,393	C41	8/16/16	C	0	$47,393	$56,871	$66,350	----	----	0.84	$47,772	$379	$48,104	1.5%	$48,104	$711
40924	PUBLIC INFORMATION	1310	MAYOR'S OFFICE	$60,000	C43	8/1/16	C	0	$52,063	$64,434	$78,094	----	----	0.84	$60,000	----	$60,900	1.5%	$60,900	$900
29131	PROJECT MANAGER	1970	MUNICIPAL PROPERTI	$73,354	C51	8/1/01	C	15	$55,853	$69,125	$83,779	----	----	1	$73,354	----	$74,454	1.5%	$74,454	$1,100
38658	ADMINISTRATIVE SUP	1511	PARKING AUTHORITY	$34,704	B22	1/2/08	B	9	$33,113	$38,908	$44,703	----	----	1	$38,908	$4,204	$35,225	Compa-Ratio	$38,908	$4,204
38361	PARKING ENFORCEME	1511	PARKING AUTHORITY	$24,967	A12	2/1/15	A	2	$24,239	$27,875	$31,511	----	----	0.92	$25,645	$678	$25,342	Compa-Ratio	$25,645	$678
38008	PARKING MANAGER	1511	PARKING AUTHORITY	$54,040	C42	1/16/05	C	12	$49,531	$59,427	$69,344	----	----	1	$59,427	$5,387	$54,851	Compa-Ratio	$59,427	$5,387
40877	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,561	A11	1/1/17	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
38878	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$22,207	A11	1/1/11	A	6	$21,561	$24,795	$28,029	----	----	1	$24,795	$2,588	$22,540	Compa-Ratio	$24,795	$2,588
18	PARKS & REC SUPERIN	5100	PARKS & RECREATION	$57,409	C42	3/16/11	C	6	$49,531	$59,427	$69,344	----	----	0.96	$57,409	----	$58,270	1.5%	$58,270	$861
643	COMMUNITY CENTER	5100	PARKS & RECREATION	$26,057	A12	11/1/09	A	7	$24,239	$27,875	$31,511	----	----	1	$27,875	$1,818	$26,448	Compa-Ratio	$27,875	$1,818
39219	ADMIN SUPP SUPERVI	5100	PARKS & RECREATION	$53,711	C41	9/17/10	C	6	$47,393	$56,871	$66,350	----	----	0.96	$54,596	$885	$54,517	Compa-Ratio	$54,596	$885
38950	FACILITY PROMOTION	5100	PARKS & RECREATION	$40,800	B31	8/1/15	B	1	$40,757	$47,889	$55,022	----	----	0.88	$42,142	$1,342	$41,412	Compa-Ratio	$42,142	$1,342
40375	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,561	A11	2/1/16	A	1	$21,561	$24,795	$28,029	----	----	0.9	$22,316	$755	$21,884	Compa-Ratio	$22,316	$755

40723	PARKS & REC SUPERVI	5100	PARKS & RECREATION	$40,000	B23	4/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$40,000	----	$40,600	1.5%	$40,600	$600
2815	PARKS & REC SUPERIN	5100	PARKS & RECREATION	$57,284	C42	3/16/11	C	6	$49,531	$59,427	$69,344	----	----	0.96	$57,284	----	$58,143	1.5%	$58,143	$859
3128	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$32,018	A13	3/16/11	A	6	$28,996	$33,345	$37,694	----	----	1	$33,345	$1,327	$32,498	Compa-Ratio	$33,345	$1,327
39512	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$29,866	A13	1/16/12	A	5	$28,996	$33,345	$37,694	----	----	0.98	$32,678	$2,812	$30,314	Compa-Ratio	$32,678	$2,812
38455	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$22,207	A11	1/1/11	A	6	$21,561	$24,795	$28,029	----	----	1	$24,795	$2,588	$22,540	Compa-Ratio	$24,795	$2,588
40519	DEPUTY DIRECTOR	5100	PARKS & RECREATION	$70,236	C51	12/13/16	C	0	$55,853	$69,125	$83,779	----	----	0.84	$70,236	----	$71,290	1.5%	$71,290	$1,054
4948	GRDS & FACILITIES CR	5100	PARKS & RECREATION	$49,253	B31	3/15/11	B	6	$40,757	$47,889	$55,022	----	----	0.98	$49,253	----	$49,992	1.5%	$49,992	$739
36312	SENIOR ACCOUNTANT	5100	PARKS & RECREATION	$61,215	C42	3/16/11	C	6	$49,531	$59,427	$69,344	----	----	0.96	$61,215	----	$62,133	1.5%	$62,133	$918
5728	COMMUNITY CENTER	5100	PARKS & RECREATION	$24,724	A12	6/1/15	A	2	$24,239	$27,875	$31,511	----	----	0.92	$25,645	$921	$25,095	Compa-Ratio	$25,645	$921
38444	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$28,996	A13	11/16/15	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
39010	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$22,207	A11	12/16/10	A	6	$21,561	$24,795	$28,029	----	----	1	$24,795	$2,588	$22,540	Compa-Ratio	$24,795	$2,588
10633	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$35,196	A13	7/1/11	A	6	$28,996	$33,345	$37,694	----	----	1	$35,196	----	$35,724	1.5%	$35,724	$528
38062	PARKS & REC SUPERIN	5100	PARKS & RECREATION	$51,017	C42	3/16/15	C	2	$49,531	$59,427	$69,344	----	----	0.88	$52,296	$1,279	$51,782	Compa-Ratio	$52,296	$1,279
10851	PARKS & REC SUPERVI	5100	PARKS & RECREATION	$41,152	B23	4/1/06	B	11	$35,298	$41,475	$47,652	----	----	1	$41,475	$323	$41,769	1.5%	$41,769	$617
40576	ADMINISTRATIVE SUP	5100	PARKS & RECREATION	$33,113	B22	1/1/17	B	0	$33,113	$38,908	$44,703	----	----	0.86	$33,461	$348	$33,610	1.5%	$33,610	$497
38276	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$33,503	A13	7/16/06	A	10	$28,996	$33,345	$37,694	----	----	1	$33,503	----	$34,006	1.5%	$34,006	$503
40849	GRDS & FACILITIES CR	5100	PARKS & RECREATION	$40,757	B31	6/1/16	B	1	$40,757	$47,889	$55,022	----	----	0.88	$42,142	$1,385	$41,368	Compa-Ratio	$42,142	$1,385
39937	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$29,866	A13	8/16/13	A	3	$28,996	$33,345	$37,694	----	----	0.94	$31,344	$1,478	$30,314	Compa-Ratio	$31,344	$1,478
39617	AQUA FACILITY MANA	5100	PARKS & RECREATION	$24,763	A12	5/1/15	A	2	$24,239	$27,875	$31,511	----	----	0.92	$25,645	$882	$25,134	Compa-Ratio	$25,645	$882
40525	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,561	A11	9/1/16	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
15543	GRDS & FACILITIES CR	5100	PARKS & RECREATION	$42,441	B31	12/16/10	B	6	$40,757	$47,889	$55,022	----	----	0.98	$46,931	$4,490	$43,078	Compa-Ratio	$46,931	$4,490
40258	RECREATION PROGRA	5100	PARKS & RECREATION	$36,356	B23	4/1/15	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$972	$36,901	Compa-Ratio	$37,328	$972
40078	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$38,606	B24	5/16/14	B	3	$37,482	$44,041	$50,600	----	----	0.92	$40,518	$1,912	$39,185	Compa-Ratio	$40,518	$1,912
39840	ASSOCIATE HISTORICA	5100	PARKS & RECREATION	$36,357	B23	5/16/15	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$971	$36,902	Compa-Ratio	$37,328	$971
16905	COMMUNITY CENTER	5100	PARKS & RECREATION	$24,967	A12	6/1/15	A	2	$24,239	$27,875	$31,511	----	----	0.92	$25,645	$678	$25,342	Compa-Ratio	$25,645	$678
31750	FORESTER	5100	PARKS & RECREATION	$51,017	C42	10/1/13	C	3	$49,531	$59,427	$69,344	----	----	0.9	$53,484	$2,467	$51,782	Compa-Ratio	$53,484	$2,467
40913	DEPARTMENT HUMAI	5100	PARKS & RECREATION	$40,000	B24	8/1/16	B	0	$37,482	$44,041	$50,600	----	----	0.86	$40,000	----	$40,600	1.5%	$40,600	$600
39196	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$28,996	A13	7/16/15	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
40033	EVENT PLANNING SPE	5100	PARKS & RECREATION	$43,075	B31	1/20/16	B	1	$40,757	$47,889	$55,022	----	----	0.88	$43,075	----	$43,721	1.5%	$43,721	$646
3862	DIRECTOR	5100	PARKS & RECREATION	$89,966	E81	10/1/16	E	0	$79,199	$101,939	$126,718	----	----	0.8	$89,966	----	$91,315	1.5%	$91,315	$1,349
18953	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$30,251	A13	12/16/07	A	9	$28,996	$33,345	$37,694	----	----	1	$33,345	$3,094	$30,705	Compa-Ratio	$33,345	$3,094
40471	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,992	A11	8/1/15	A	1	$21,561	$24,795	$28,029	----	----	0.9	$22,316	$324	$22,322	1.5%	$22,322	$330
38412	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$29,866	A13	4/1/15	A	2	$28,996	$33,345	$37,694	----	----	0.92	$30,677	$811	$30,314	Compa-Ratio	$30,677	$811
40470	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$28,996	A13	2/1/17	A	0	$28,996	$33,345	$37,694	----	----	0.88	$29,344	$348	$29,431	1.5%	$29,431	$435
38245	DEPUTY DIRECTOR	5100	PARKS & RECREATION	$70,236	C51	12/13/16	C	0	$55,853	$69,125	$83,779	----	----	0.84	$70,236	----	$71,290	1.5%	$71,290	$1,054
20271	GRDS & FAC MAINTEN	5100	PARKS & RECREATION	$52,020	C42	4/7/15	C	2	$49,531	$59,427	$69,344	----	----	0.88	$52,296	$276	$52,800	1.5%	$52,800	$780
23574	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$46,460	B24	3/16/11	B	6	$37,482	$44,041	$50,600	----	----	0.98	$46,460	----	$47,157	1.5%	$47,157	$697
39318	HISTORICAL INTEPRET	5100	PARKS & RECREATION	$48,815	C41	3/16/11	C	6	$47,393	$56,871	$66,350	----	----	0.96	$54,596	$5,781	$49,547	Compa-Ratio	$54,596	$5,781
40987	ATHLETIC COORDINAT	5100	PARKS & RECREATION	$35,298	B23	11/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$35,669	$371	$35,827	1.5%	$35,827	$529
39917	EVENT PLANNING SUP	5100	PARKS & RECREATION	$51,000	C42	2/8/16	C	1	$49,531	$59,427	$69,344	----	----	0.86	$51,107	$107	$51,765	1.5%	$51,765	$765
38618	ADMINISTRATIVE SUP	5100	PARKS & RECREATION	$37,472	B22	10/16/07	B	9	$33,113	$38,908	$44,703	----	----	1	$38,908	$1,436	$38,034	Compa-Ratio	$38,908	$1,436
38879	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$40,754	B24	4/1/09	B	8	$37,482	$44,041	$50,600	----	----	1	$44,041	$3,287	$41,365	Compa-Ratio	$44,041	$3,287
40688	PARKS & REC SUPERVI	5100	PARKS & RECREATION	$35,298	B23	2/6/17	B	0	$35,298	$41,475	$47,652	----	----	0.86	$35,669	$371	$35,827	1.5%	$35,827	$529
40102	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,561	A11	5/1/14	A	3	$21,561	$24,795	$28,029	----	----	0.94	$23,307	$1,746	$21,884	Compa-Ratio	$23,307	$1,746
40346	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,561	A11	12/1/14	A	2	$21,561	$24,795	$28,029	----	----	0.92	$22,811	$1,250	$21,884	Compa-Ratio	$22,811	$1,250
40398	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$21,561	A11	2/1/17	A	0	$21,561	$24,795	$28,029	----	----	0.88	$21,820	$259	$21,884	1.5%	$21,884	$323
40799	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$37,482	B24	5/1/16	B	1	$37,482	$44,041	$50,600	----	----	0.88	$38,756	$1,274	$38,044	Compa-Ratio	$38,756	$1,274
40800	ATHLETIC COORDINAT	5100	PARKS & RECREATION	$35,298	B23	5/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
39327	GROUNDS & FACILITIE	5100	PARKS & RECREATION	$22,207	A11	2/16/12	A	5	$21,561	$24,795	$28,029	----	----	0.98	$24,299	$2,092	$22,540	Compa-Ratio	$24,299	$2,092
40453	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$37,482	B24	7/1/15	B	2	$37,482	$44,041	$50,600	----	----	0.9	$39,637	$2,155	$38,044	Compa-Ratio	$39,637	$2,155
40034	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$38,606	B24	4/1/14	B	3	$37,482	$44,041	$50,600	----	----	0.92	$40,518	$1,912	$39,185	Compa-Ratio	$40,518	$1,912
39071	MARKETING COORDIN	5100	PARKS & RECREATION	$49,932	C41	3/16/11	C	6	$47,393	$56,871	$66,350	----	----	0.96	$54,596	$4,664	$50,681	Compa-Ratio	$54,596	$4,664
40990	MARKETING SPECIALI!	5100	PARKS & RECREATION	$35,298	B23	11/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$35,669	$371	$35,827	1.5%	$35,827	$529
39259	AQUA COORDINATOR	5100	PARKS & RECREATION	$36,357	B23	5/1/15	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$971	$36,902	Compa-Ratio	$37,328	$971
35533	GRDS & FAC MTN ASS	5100	PARKS & RECREATION	$30,346	A13	4/1/09	A	8	$28,996	$33,345	$37,694	----	----	1	$33,345	$2,999	$30,801	Compa-Ratio	$33,345	$2,999

40737	GRDS & FAC MTN SPE	5100	PARKS & RECREATION	$37,482	B24	12/1/16	B	0	$37,482	$44,041	$50,600	----	----	0.86	$37,875	$393	$38,044	1.5%	$38,044	$562
40251	ADMINISTRATIVE SUP	5100	PARKS & RECREATION	$37,527	B22	8/1/15	B	1	$33,113	$38,908	$44,703	----	----	0.88	$37,527	----	$38,090	1.5%	$38,090	$563
38299	EVENT PLANNING SPE	5100	PARKS & RECREATION	$40,757	B31	7/1/16	B	1	$40,757	$47,889	$55,022	----	----	0.88	$42,142	$1,385	$41,368	Compa-Ratio	$42,142	$1,385
26	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$60,655	C42P	8/1/11	C	5	$54,564	$62,748	$70,933	----	----	0.94	$60,655	----	$61,565	1.5%	$61,565	$910
39509	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	1/1/12	B	5	$35,298	$41,475	$47,652	----	----	0.96	$39,816	$3,459	$36,902	Compa-Ratio	$39,816	$3,459
40933	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	9/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$35,669	$371	$35,827	1.5%	$35,827	$529
40738	INFO TECHNOLOGY SI	2100	POLICE DEPARTMENT	$40,052	B22	4/1/16	B	1	$33,113	$38,908	$44,703	----	----	0.88	$40,052	----	$40,653	1.5%	$40,653	$601
751	POLICE OFFICER III	2100	POLICE DEPARTMENT	$52,042	B23P	1/29/96	B	21	$43,368	$47,705	$52,042	----	----	1	$52,042	----	$52,823	1.5%	$52,823	$781
30205	SERGEANT	2100	POLICE DEPARTMENT	$61,086	B31P	12/15/01	B	15	$47,933	$55,123	$62,313	----	----	1	$61,086	----	$62,002	1.5%	$62,002	$916
39483	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,652	B23P	11/1/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,652	----	$45,322	1.5%	$45,322	$670
39489	POLICE OFFICER III	2100	POLICE DEPARTMENT	$43,368	B23P	10/1/15	B	1	$43,368	$47,705	$52,042	----	----	0.88	$43,368	----	$44,019	1.5%	$44,019	$651
40672	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	11/12/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
827	CHIEF OF POLICE	2100	POLICE DEPARTMENT	$100,856	E82P	9/25/07	E	9	$80,117	$103,121	$128,187	----	----	0.98	$101,059	$203	$102,369	1.5%	$102,369	$1,513
40085	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/20/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
830	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$69,148	C42P	8/16/01	C	15	$54,564	$62,748	$70,933	----	----	1	$69,148	----	$70,185	1.5%	$70,185	$1,037
39241	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	12/1/15	B	1	$40,002	$44,003	$48,003	----	----	0.88	$44,003	----	$44,663	1.5%	$44,663	$660
1128	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$57,869	C42P	8/1/11	C	5	$54,564	$62,748	$70,933	----	----	0.94	$58,983	$1,114	$58,737	Compa-Ratio	$58,983	$1,114
40008	GRDS & FACILITIES CR	2100	POLICE DEPARTMENT	$41,980	B31	1/1/14	B	3	$40,757	$47,889	$55,022	----	----	0.92	$44,058	$2,078	$42,610	Compa-Ratio	$44,058	$2,078
40212	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,323	B22P	11/1/14	B	2	$40,002	$44,003	$48,003	----	----	0.9	$45,323	----	$46,003	1.5%	$46,003	$680
39676	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,235	B23P	7/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$44,235	----	$44,899	1.5%	$44,899	$664
1520	SENIOR ACCOUNTANT	2100	POLICE DEPARTMENT	$62,669	C42	3/16/11	C	6	$49,531	$59,427	$69,344	----	----	0.96	$62,669	----	$63,609	1.5%	$63,609	$940
38648	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,519	B23P	1/16/12	B	5	$43,368	$47,705	$52,042	----	----	0.96	$45,797	$278	$46,202	1.5%	$46,202	$683
39677	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/10/13	B	4	$37,119	$40,831	$44,543	----	----	0.94	$38,381	$148	$38,806	1.5%	$38,806	$573
1653	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	8/16/06	B	10	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
38816	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	7/16/13	B	3	$40,002	$44,003	$48,003	----	----	0.92	$44,003	----	$44,663	1.5%	$44,663	$660
39977	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	8/8/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
39511	EVIDENCE CUSTODIAN	2100	POLICE DEPARTMENT	$36,357	B23	9/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$36,357	----	$36,902	1.5%	$36,902	$545
1729	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,009	B23P	7/1/14	B	3	$43,368	$47,705	$52,042	----	----	0.92	$48,009	----	$48,729	1.5%	$48,729	$720
1818	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,177	B23P	12/1/15	B	1	$43,368	$47,705	$52,042	----	----	0.88	$48,177	----	$48,900	1.5%	$48,900	$723
40832	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	2/21/17	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
38858	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,305	B22P	12/16/13	B	3	$40,002	$44,003	$48,003	----	----	0.92	$46,305	----	$47,000	1.5%	$47,000	$695
2041	SERGEANT	2100	POLICE DEPARTMENT	$52,248	B31P	9/1/12	B	4	$47,933	$55,123	$62,313	----	----	0.94	$52,248	----	$53,032	1.5%	$53,032	$784
39531	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/1/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$38,233	----	$38,806	1.5%	$38,806	$573
39242	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,781	B23P	12/1/10	B	6	$43,368	$47,705	$52,042	----	----	0.98	$46,751	$970	$46,468	Compa-Ratio	$46,751	$970
40491	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/27/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
20826	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,319	B22P	12/16/09	B	7	$40,002	$44,003	$48,003	----	----	1	$47,319	----	$48,029	1.5%	$48,029	$710
38419	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,276	B22P	12/1/14	B	2	$40,002	$44,003	$48,003	----	----	0.9	$46,276	----	$46,970	1.5%	$46,970	$694
39240	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	7/16/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
39978	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	9/15/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
38279	SERGEANT	2100	POLICE DEPARTMENT	$49,371	B31P	7/1/14	B	3	$47,933	$55,123	$62,313	----	----	0.92	$50,713	$1,342	$50,112	Compa-Ratio	$50,713	$1,342
39079	DOMESTIC VIOLENCE	2100	POLICE DEPARTMENT	$40,559	B23	3/16/10	B	7	$35,298	$41,475	$47,652	----	----	1	$41,475	$916	$41,167	Compa-Ratio	$41,475	$916
39953	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/24/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
39678	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,235	B23P	7/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$44,235	----	$44,899	1.5%	$44,899	$664
2771	DISPATCH MANAGER	2100	POLICE DEPARTMENT	$52,273	C42	5/1/14	C	3	$49,531	$59,427	$69,344	----	----	0.9	$53,484	$1,211	$53,057	Compa-Ratio	$53,484	$1,211
2814	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,277	B22P	4/1/03	B	14	$40,002	$44,003	$48,003	----	----	1	$47,277	----	$47,986	1.5%	$47,986	$709
2816	POLICE OFFICER III	2100	POLICE DEPARTMENT	$50,199	B23P	10/1/06	B	10	$43,368	$47,705	$52,042	----	----	1	$50,199	----	$50,952	1.5%	$50,952	$753
38219	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,445	B22P	12/16/10	B	6	$40,002	$44,003	$48,003	----	----	0.98	$44,445	----	$45,112	1.5%	$45,112	$667
2826	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,697	B23P	5/16/10	B	7	$43,368	$47,705	$52,042	----	----	1	$47,705	$2,008	$46,382	Compa-Ratio	$47,705	$2,008
38832	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	1/1/16	B	1	$47,933	$55,123	$62,313	----	----	0.88	$48,508	$575	$48,652	1.5%	$48,652	$719
3154	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$39,236	B21	7/1/98	B	19	$30,929	$36,342	$41,755	----	----	1	$39,236	----	$39,825	1.5%	$39,825	$589
3255	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	8/1/02	B	14	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
25313	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$41,026	B23	10/1/14	B	2	$35,298	$41,475	$47,652	----	----	0.9	$41,026	----	$41,641	1.5%	$41,641	$615
39066	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,107	B22P	12/16/15	B	1	$40,002	$44,003	$48,003	----	$104	0.88	$48,107	----	$48,829	1.5%	$48,829	$722
39775	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	3/1/13	B	4	$35,298	$41,475	$47,652	----	----	0.94	$38,987	$2,630	$36,902	Compa-Ratio	$38,987	$2,630
3408	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$59,365	C42P	6/15/13	C	4	$54,564	$62,748	$70,933	----	----	0.92	$59,365	----	$60,255	1.5%	$60,255	$890

38409	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	1/16/15	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$971	$36,902	Compa-Ratio	$37,328	$971
39372	POLICE OFFICER III	2100	POLICE DEPARTMENT	$43,368	B23P	5/1/11	B	6	$43,368	$47,705	$52,042	----	----	0.98	$46,751	$3,383	$44,019	Compa-Ratio	$46,751	$3,383
40835	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/21/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
3817	POLICE OFFICER III	2100	POLICE DEPARTMENT	$49,936	B23P	8/1/11	B	5	$43,368	$47,705	$52,042	----	----	0.96	$49,936	----	$50,685	1.5%	$50,685	$749
40836	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/21/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
4403	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	7/1/97	B	20	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
38857	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,652	B23P	9/15/12	B	4	$43,368	$47,705	$52,042	----	----	0.94	$45,652	----	$46,337	1.5%	$46,337	$685
4530	SERGEANT	2100	POLICE DEPARTMENT	$51,998	B31P	8/1/11	B	5	$47,933	$55,123	$62,313	----	----	0.96	$52,918	$920	$52,778	Compa-Ratio	$52,918	$920
4531	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$62,122	C42P	11/1/08	C	8	$54,564	$62,748	$70,933	----	----	1	$62,748	$626	$63,054	1.5%	$63,054	$932
4643	POLICE OFFICER III	2100	POLICE DEPARTMENT	$49,191	B23P	3/15/07	B	10	$43,368	$47,705	$52,042	----	----	1	$49,191	----	$49,929	1.5%	$49,929	$738
40897	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	9/1/16	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
40898	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/19/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40355	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/9/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
5303	SERGEANT	2100	POLICE DEPARTMENT	$61,084	B31P	12/15/01	B	15	$47,933	$55,123	$62,313	----	----	1	$61,084	----	$62,000	1.5%	$62,000	$916
39913	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	6/16/13	B	4	$35,298	$41,475	$47,652	----	----	0.94	$38,987	$2,630	$36,902	Compa-Ratio	$38,987	$2,630
39928	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/1/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$38,233	----	$38,806	1.5%	$38,806	$573
5486	DISPATCHER	2100	POLICE DEPARTMENT	$45,179	B23	2/1/99	B	18	$35,298	$41,475	$47,652	----	----	1	$45,179	----	$45,857	1.5%	$45,857	$678
5485	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	7/1/02	B	15	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
38450	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$35,048	B21	9/16/07	B	9	$30,929	$36,342	$41,755	----	----	1	$36,342	$1,294	$35,574	Compa-Ratio	$36,342	$1,294
5934	CAPTAIN POLICE	2100	POLICE DEPARTMENT	$68,652	C51P	8/1/11	C	5	$61,156	$70,330	$79,504	----	----	0.94	$68,652	----	$69,682	1.5%	$69,682	$1,030
6103	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	6/16/05	B	12	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
40450	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	7/1/15	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$2,030	$35,827	Compa-Ratio	$37,328	$2,030
6202	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	1/6/96	B	21	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
39035	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,624	B23P	8/1/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,624	----	$46,308	1.5%	$46,308	$684
6402	SERGEANT	2100	POLICE DEPARTMENT	$61,705	B31P	3/1/97	B	20	$47,933	$55,123	$62,313	----	----	1	$61,705	----	$62,631	1.5%	$62,631	$926
40155	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	7/16/14	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$971	$36,902	Compa-Ratio	$37,328	$971
40219	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	7/22/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
40357	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/9/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
38467	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,593	B23P	8/1/11	B	5	$43,368	$47,705	$52,042	----	----	0.96	$45,797	$204	$46,277	1.5%	$46,277	$684
38625	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,479	B22P	10/1/12	B	4	$40,002	$44,003	$48,003	----	----	0.94	$45,479	----	$46,161	1.5%	$46,161	$682
38904	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$33,162	B21	9/1/11	B	5	$30,929	$36,342	$41,755	----	----	0.96	$34,888	$1,726	$33,659	Compa-Ratio	$34,888	$1,726
38230	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,751	B22P	12/16/10	B	6	$40,002	$44,003	$48,003	----	----	0.98	$46,751	----	$47,452	1.5%	$47,452	$701
7151	SENIOR INFORMATIOI	2100	POLICE DEPARTMENT	$46,093	B23	7/1/00	B	17	$35,298	$41,475	$47,652	----	----	1	$46,093	----	$46,784	1.5%	$46,784	$691
7303	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	12/1/00	B	16	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
40188	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/7/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
39215	DISPATCHER	2100	POLICE DEPARTMENT	$37,166	B23	9/1/10	B	6	$35,298	$41,475	$47,652	----	----	0.98	$40,646	$3,480	$37,723	Compa-Ratio	$40,646	$3,480
39681	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/22/13	B	4	$37,119	$40,831	$44,543	----	----	0.94	$38,381	$148	$38,806	1.5%	$38,806	$573
7815	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	8/16/08	B	8	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
38649	POLICE OFFICER III	2100	POLICE DEPARTMENT	$46,429	B23P	12/1/11	B	5	$43,368	$47,705	$52,042	----	----	0.96	$46,429	----	$47,125	1.5%	$47,125	$696
40899	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	9/1/16	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
39043	ACCOUNTING SUPPOI	2100	POLICE DEPARTMENT	$36,224	B22	11/16/11	B	5	$33,113	$38,908	$44,703	----	----	0.96	$37,352	$1,128	$36,767	Compa-Ratio	$37,352	$1,128
39044	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$32,640	B21	7/1/12	B	5	$30,929	$36,342	$41,755	----	----	0.96	$34,888	$2,248	$33,130	Compa-Ratio	$34,888	$2,248
39952	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/26/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
40837	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/21/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
8450	POLICE OFFICER III	2100	POLICE DEPARTMENT	$47,350	B23P	7/16/09	B	7	$43,368	$47,705	$52,042	----	----	1	$47,705	$355	$48,060	1.5%	$48,060	$710
40157	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	7/16/14	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$971	$36,902	Compa-Ratio	$37,328	$971
38201	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,770	B22P	10/16/10	B	6	$40,002	$44,003	$48,003	----	----	0.98	$46,770	----	$47,472	1.5%	$47,472	$702
38615	DISPATCH SUPERVISO	2100	POLICE DEPARTMENT	$42,701	B31	10/16/11	B	5	$40,757	$47,889	$55,022	----	----	0.96	$45,973	$3,272	$43,342	Compa-Ratio	$45,973	$3,272
39720	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/1/13	B	4	$37,119	$40,831	$44,543	----	----	0.94	$38,381	$148	$38,806	1.5%	$38,806	$573
9502	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	6/16/93	B	24	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
9718	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,216	B23P	5/1/08	B	9	$43,368	$47,705	$52,042	----	----	1	$48,216	----	$48,939	1.5%	$48,939	$723
9817	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,734	B23P	7/15/10	B	6	$43,368	$47,705	$52,042	----	----	0.98	$46,751	$1,017	$46,420	Compa-Ratio	$46,751	$1,017
39929	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/7/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
9921	SERGEANT	2100	POLICE DEPARTMENT	$60,514	B31P	5/1/02	B	15	$47,933	$55,123	$62,313	----	----	1	$60,514	----	$61,422	1.5%	$61,422	$908
39245	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	4/21/11	B	6	$37,119	$40,831	$44,543	----	----	0.98	$40,014	$1,781	$38,806	Compa-Ratio	$40,014	$1,781

9936	SERGEANT	2100	POLICE DEPARTMENT	$53,709	B31P	3/1/10	B	7	$47,933	$55,123	$62,313	----	----	1	$55,123	$1,414	$54,515	Compa-Ratio	$55,123	$1,414
10030	SERGEANT	2100	POLICE DEPARTMENT	$55,667	B31P	2/16/08	B	9	$47,933	$55,123	$62,313	----	----	1	$55,667	----	$56,502	1.5%	$56,502	$835
10007	SERGEANT	2100	POLICE DEPARTMENT	$53,803	B31P	5/15/13	B	4	$47,933	$55,123	$62,313	----	----	0.94	$53,803	----	$54,610	1.5%	$54,610	$807
39246	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	9/16/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
39930	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/5/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
39533	POLICE OFFICER II	2100	POLICE DEPARTMENT	$38,233	B21P	3/1/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$38,233	----	$38,806	1.5%	$38,806	$573
40538	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	1/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
40191	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/11/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
40838	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/21/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40900	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	9/1/16	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
40492	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/23/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
10683	SERGEANT	2100	POLICE DEPARTMENT	$51,837	B31P	8/1/11	B	5	$47,933	$55,123	$62,313	----	----	0.96	$52,918	$1,081	$52,615	Compa-Ratio	$52,918	$1,081
39225	POLICE OFFICER I	2100	POLICE DEPARTMENT	$44,730	B21P	4/17/11	B	6	$37,119	$40,831	$44,543	----	$187	0.98	$44,730	----	$45,401	1.5%	$45,401	$671
10795	SERGEANT	2100	POLICE DEPARTMENT	$61,081	B31P	12/15/01	B	15	$47,933	$55,123	$62,313	----	----	1	$61,081	----	$61,997	1.5%	$61,997	$916
38901	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,305	B22P	5/1/14	B	3	$40,002	$44,003	$48,003	----	----	0.92	$46,305	----	$47,000	1.5%	$47,000	$695
10853	CAPTAIN POLICE	2100	POLICE DEPARTMENT	$73,359	C51P	8/8/99	C	17	$61,156	$70,330	$79,504	----	----	1	$73,359	----	$74,459	1.5%	$74,459	$1,100
15634	POLICE OFFICER III	2100	POLICE DEPARTMENT	$52,042	B23P	12/16/98	B	18	$43,368	$47,705	$52,042	----	----	1	$52,042	----	$52,823	1.5%	$52,823	$781
39300	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	3/1/16	B	1	$40,002	$44,003	$48,003	----	----	0.88	$44,003	----	$44,663	1.5%	$44,663	$660
39979	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/16/13	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
38671	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,628	B22P	3/1/13	B	4	$40,002	$44,003	$48,003	----	----	0.94	$44,628	----	$45,297	1.5%	$45,297	$669
38280	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,323	B22P	5/16/11	B	6	$40,002	$44,003	$48,003	----	----	0.98	$45,323	----	$46,003	1.5%	$46,003	$680
10654	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$47,187	B23	1/16/07	B	10	$35,298	$41,475	$47,652	----	----	1	$47,187	----	$47,895	1.5%	$47,895	$708
11425	DEPUTY CHIEF	2100	POLICE DEPARTMENT	$82,551	D61P	2/16/08	D	9	$65,666	$80,439	$95,214	----	----	1	$82,551	----	$83,789	1.5%	$83,789	$1,238
40455	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/21/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
40087	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/20/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
40493	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/21/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
39951	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	10/1/13	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
39068	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,259	B22P	3/1/15	B	2	$40,002	$44,003	$48,003	----	----	0.9	$46,259	----	$46,953	1.5%	$46,953	$694
38856	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	2/16/17	B	0	$47,933	$55,123	$62,313	----	----	0.86	$47,933	----	$48,652	1.5%	$48,652	$719
12509	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$56,193	C42P	1/1/16	C	1	$54,564	$62,748	$70,933	----	----	0.86	$56,193	----	$57,036	1.5%	$57,036	$843
39485	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	4/1/17	B	0	$40,002	$44,003	$48,003	----	----	0.86	$44,003	----	$44,663	1.5%	$44,663	$660
38748	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,458	B22P	6/1/13	B	4	$40,002	$44,003	$48,003	----	----	0.94	$45,458	----	$46,140	1.5%	$46,140	$682
12727	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,698	B22P	5/16/11	B	6	$40,002	$44,003	$48,003	----	----	0.98	$44,698	----	$45,368	1.5%	$45,368	$670
38414	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	7/1/13	B	4	$43,368	$47,705	$52,042	----	----	0.94	$44,843	$173	$45,340	1.5%	$45,340	$670
40193	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/5/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
40839	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	2/21/17	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
14216	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	6/16/03	B	14	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
39745	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/10/12	B	4	$37,119	$40,831	$44,543	----	----	0.94	$38,381	$148	$38,806	1.5%	$38,806	$573
14213	SERGEANT	2100	POLICE DEPARTMENT	$55,801	B31P	2/16/08	B	9	$47,933	$55,123	$62,313	----	----	1	$55,801	----	$56,638	1.5%	$56,638	$837
40359	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/9/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
14502	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	4/1/16	B	1	$47,933	$55,123	$62,313	----	----	0.88	$48,508	$575	$48,652	1.5%	$48,652	$719
38396	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,207	B22P	10/1/11	B	5	$40,002	$44,003	$48,003	----	----	0.96	$46,207	----	$46,900	1.5%	$46,900	$693
39169	DISPATCHER	2100	POLICE DEPARTMENT	$37,166	B23	6/16/10	B	7	$35,298	$41,475	$47,652	----	----	1	$41,475	$4,309	$37,723	Compa-Ratio	$41,475	$4,309
38046	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,759	B23P	8/16/12	B	4	$43,368	$47,705	$52,042	----	----	0.94	$48,759	----	$49,490	1.5%	$49,490	$731
38623	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,479	B22P	10/1/12	B	4	$40,002	$44,003	$48,003	----	----	0.94	$45,479	----	$46,161	1.5%	$46,161	$682
38464	POLICE OFFICER III	2100	POLICE DEPARTMENT	$46,444	B23P	1/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$46,444	----	$47,141	1.5%	$47,141	$697
39040	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,624	B23P	10/16/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,624	----	$46,308	1.5%	$46,308	$684
15206	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,538	B22P	1/1/05	B	12	$40,002	$44,003	$48,003	----	----	1	$46,538	----	$47,236	1.5%	$47,236	$698
15231	DISPATCHER	2100	POLICE DEPARTMENT	$42,668	B23	9/3/04	B	12	$35,298	$41,475	$47,652	----	----	1	$42,668	----	$43,308	1.5%	$43,308	$640
40360	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/9/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
39980	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/16/12	B	4	$37,119	$40,831	$44,543	----	----	0.94	$38,381	$148	$38,806	1.5%	$38,806	$573
40194	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/7/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
15527	SERGEANT	2100	POLICE DEPARTMENT	$62,224	B31P	4/1/95	B	22	$47,933	$55,123	$62,313	----	----	1	$62,224	----	$63,157	1.5%	$63,157	$933
15612	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,157	B23P	10/1/08	B	8	$43,368	$47,705	$52,042	----	----	1	$48,157	----	$48,879	1.5%	$48,879	$722
39778	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,235	B23P	7/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$44,235	----	$44,899	1.5%	$44,899	$664

40904	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	9/1/16	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
15724	SERGEANT	2100	POLICE DEPARTMENT	$48,838	B31P	1/1/16	B	1	$47,933	$55,123	$62,313	----	----	0.88	$48,838	----	$49,571	1.5%	$49,571	$733
38377	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$36,914	B22	8/16/06	B	10	$33,113	$38,908	$44,703	----	----	1	$38,908	$1,994	$37,468	Compa-Ratio	$38,908	$1,994
16212	DISPATCH SUPERVISO	2100	POLICE DEPARTMENT	$49,268	B31	6/3/04	B	13	$40,757	$47,889	$55,022	----	----	1	$49,268	----	$50,007	1.5%	$50,007	$739
40017	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	2/16/14	B	3	$35,298	$41,475	$47,652	----	----	0.92	$38,157	$1,800	$36,902	Compa-Ratio	$38,157	$1,800
39776	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	3/1/13	B	4	$35,298	$41,475	$47,652	----	----	0.94	$38,987	$2,630	$36,902	Compa-Ratio	$38,987	$2,630
16219	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,781	B23P	7/15/10	B	6	$43,368	$47,705	$52,042	----	----	0.98	$46,751	$970	$46,468	Compa-Ratio	$46,751	$970
38047	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	10/16/15	B	1	$47,933	$55,123	$62,313	----	----	0.88	$48,508	$575	$48,652	1.5%	$48,652	$719
40456	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/21/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
20254	DISPATCH SUPERVISO	2100	POLICE DEPARTMENT	$44,800	B31	12/12/13	B	3	$40,757	$47,889	$55,022	----	----	0.92	$44,800	----	$45,472	1.5%	$45,472	$672
36529	SERGEANT	2100	POLICE DEPARTMENT	$54,143	B31P	6/15/13	B	4	$47,933	$55,123	$62,313	----	----	0.94	$54,143	----	$54,955	1.5%	$54,955	$812
38815	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,458	B23P	12/1/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,458	----	$46,140	1.5%	$46,140	$682
39719	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,235	B23P	3/16/17	B	0	$43,368	$47,705	$52,042	----	----	0.86	$44,235	----	$44,899	1.5%	$44,899	$664
17705	SERGEANT	2100	POLICE DEPARTMENT	$52,051	B31P	7/1/14	B	3	$47,933	$55,123	$62,313	----	----	0.92	$52,051	----	$52,832	1.5%	$52,832	$781
40088	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/20/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
40674	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	10/27/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40539	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	1/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
18173	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	1/16/08	B	9	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
18157	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	7/8/95	B	21	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
40675	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/16/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
39931	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/3/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
18435	POLICE OFFICER III	2100	POLICE DEPARTMENT	$51,902	B23P	4/12/99	B	18	$43,368	$47,705	$52,042	----	----	1	$51,902	----	$52,681	1.5%	$52,681	$779
18436	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	12/16/03	B	13	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
38210	DISPATCHER	2100	POLICE DEPARTMENT	$41,799	B23	1/16/06	B	11	$35,298	$41,475	$47,652	----	----	1	$41,799	----	$42,426	1.5%	$42,426	$627
18438	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$59,275	C42P	8/1/11	C	5	$54,564	$62,748	$70,933	----	----	0.94	$59,275	----	$60,164	1.5%	$60,164	$889
18416	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	1/1/08	B	9	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
40457	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	7/1/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$37,119	----	$37,676	1.5%	$37,676	$557
39532	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/1/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$38,233	----	$38,806	1.5%	$38,806	$573
39247	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	5/16/15	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
18463	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$55,798	C42P	11/16/15	C	1	$54,564	$62,748	$70,933	----	----	0.86	$55,798	----	$56,635	1.5%	$56,635	$837
39950	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	6/29/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
40767	GRDS & FAC MTN ASS	2100	POLICE DEPARTMENT	$28,996	A13	5/1/16	A	1	$28,996	$33,345	$37,694	----	----	0.9	$30,011	$1,015	$29,431	Compa-Ratio	$30,011	$1,015
17462	DISPATCHER	2100	POLICE DEPARTMENT	$42,668	B23	3/8/04	B	13	$35,298	$41,475	$47,652	----	----	1	$42,668	----	$43,308	1.5%	$43,308	$640
38018	MATERIALS MANAGEI	2100	POLICE DEPARTMENT	$41,877	B23	2/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$41,877	----	$42,505	1.5%	$42,505	$628
39303	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	10/1/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
18929	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$60,953	C42P	12/1/15	C	1	$54,564	$62,748	$70,933	----	----	0.86	$60,953	----	$61,867	1.5%	$61,867	$914
18912	POLICE OFFICER III	2100	POLICE DEPARTMENT	$51,137	B23P	7/1/10	B	7	$43,368	$47,705	$52,042	----	----	1	$51,137	----	$51,904	1.5%	$51,904	$767
40197	DISPATCHER	2100	POLICE DEPARTMENT	$37,423	B23	10/1/14	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,423	----	$37,984	1.5%	$37,984	$561
38465	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	11/1/16	B	0	$47,933	$55,123	$62,313	----	----	0.86	$47,933	----	$48,652	1.5%	$48,652	$719
40220	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	7/22/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
39643	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	5/16/12	B	5	$35,298	$41,475	$47,652	----	----	0.96	$39,816	$3,459	$36,902	Compa-Ratio	$39,816	$3,459
40494	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/21/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
19734	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$43,582	B23	12/16/08	B	8	$35,298	$41,475	$47,652	----	----	1	$43,582	----	$44,236	1.5%	$44,236	$654
38650	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,458	B22P	12/1/12	B	4	$40,002	$44,003	$48,003	----	----	0.94	$45,458	----	$46,140	1.5%	$46,140	$682
39679	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/26/13	B	4	$37,119	$40,831	$44,543	----	----	0.94	$38,381	$148	$38,806	1.5%	$38,806	$573
40843	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	2/21/17	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
40676	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	10/27/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40842	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	2/21/17	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
38668	POLICE OFFICER II	2100	POLICE DEPARTMENT	$45,458	B22P	3/1/13	B	4	$40,002	$44,003	$48,003	----	----	0.94	$45,458	----	$46,140	1.5%	$46,140	$682
39243	POLICE OFFICER III	2100	POLICE DEPARTMENT	$43,368	B23P	12/1/15	B	1	$43,368	$47,705	$52,042	----	----	0.88	$43,368	----	$44,019	1.5%	$44,019	$651
20307	POLICE OFFICER III	2100	POLICE DEPARTMENT	$51,536	B23P	8/15/02	B	14	$43,368	$47,705	$52,042	----	----	1	$51,536	----	$52,309	1.5%	$52,309	$773
40187	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/7/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
20312	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,166	B22P	3/1/09	B	8	$40,002	$44,003	$48,003	----	----	1	$47,166	----	$47,873	1.5%	$47,873	$707
39067	POLICE OFFICER III	2100	POLICE DEPARTMENT	$46,516	B23P	3/1/14	B	3	$43,368	$47,705	$52,042	----	----	0.92	$46,516	----	$47,214	1.5%	$47,214	$698
39639	POLICE OFFICER III	2100	POLICE DEPARTMENT	$43,368	B23P	8/1/15	B	1	$43,368	$47,705	$52,042	----	----	0.88	$43,368	----	$44,019	1.5%	$44,019	$651

40458	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/25/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
38855	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,176	B22P	12/1/15	B	1	$40,002	$44,003	$48,003	----	$173	0.88	$48,176	----	$48,899	1.5%	$48,899	$723
21556	SERGEANT	2100	POLICE DEPARTMENT	$52,202	B31P	8/1/11	B	5	$47,933	$55,123	$62,313	----	----	0.96	$52,918	$716	$52,985	1.5%	$52,985	$783
21586	SERGEANT	2100	POLICE DEPARTMENT	$61,084	B31P	12/15/01	B	15	$47,933	$55,123	$62,313	----	----	1	$61,084	----	$62,000	1.5%	$62,000	$916
40905	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	9/1/16	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
21624	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	7/1/08	B	9	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713
21802	SERGEANT	2100	POLICE DEPARTMENT	$61,705	B31P	10/29/98	B	18	$47,933	$55,123	$62,313	----	----	1	$61,705	----	$62,631	1.5%	$62,631	$926
40195	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/5/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
22346	POLICE OFFICER III	2100	POLICE DEPARTMENT	$49,008	B23P	5/15/11	B	6	$43,368	$47,705	$52,042	----	----	0.98	$49,008	----	$49,743	1.5%	$49,743	$735
39932	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/28/14	B	3	$37,119	$40,831	$44,543	----	----	0.92	$38,233	----	$38,806	1.5%	$38,806	$573
22349	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$41,529	B23	11/1/14	B	2	$35,298	$41,475	$47,652	----	----	0.9	$41,529	----	$42,152	1.5%	$42,152	$623
40218	EVIDENCE CUSTODIAN	2100	POLICE DEPARTMENT	$35,298	B23	8/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$35,669	$371	$35,827	1.5%	$35,827	$529
22527	DISPATCHER	2100	POLICE DEPARTMENT	$42,668	B23	3/31/04	B	13	$35,298	$41,475	$47,652	----	----	1	$42,668	----	$43,308	1.5%	$43,308	$640
40189	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/5/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
39487	POLICE OFFICER III	2100	POLICE DEPARTMENT	$43,368	B23P	9/1/16	B	0	$43,368	$47,705	$52,042	----	----	0.86	$43,368	----	$44,019	1.5%	$44,019	$651
39488	POLICE OFFICER III	2100	POLICE DEPARTMENT	$43,368	B23P	7/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$43,368	----	$44,019	1.5%	$44,019	$651
39779	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,235	B23P	7/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$44,235	----	$44,899	1.5%	$44,899	$664
40382	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	9/16/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
39034	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,605	B23P	8/1/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,605	----	$46,289	1.5%	$46,289	$684
22923	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	1/10/93	B	24	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
22950	SERGEANT	2100	POLICE DEPARTMENT	$53,604	B31P	11/16/15	B	1	$47,933	$55,123	$62,313	----	----	0.88	$53,604	----	$54,408	1.5%	$54,408	$804
40677	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	10/27/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
23004	SERGEANT	2100	POLICE DEPARTMENT	$53,529	B31P	9/1/10	B	6	$47,933	$55,123	$62,313	----	----	0.98	$54,021	$492	$54,332	1.5%	$54,332	$803
23208	SERGEANT	2100	POLICE DEPARTMENT	$55,806	B31P	11/1/08	B	8	$47,933	$55,123	$62,313	----	----	1	$55,806	----	$56,643	1.5%	$56,643	$837
38049	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,256	B23P	2/16/08	B	9	$43,368	$47,705	$52,042	----	----	1	$48,256	----	$48,980	1.5%	$48,980	$724
21156	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$43,846	B23	7/1/14	B	3	$35,298	$41,475	$47,652	----	----	0.92	$43,846	----	$44,504	1.5%	$44,504	$658
40365	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/21/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
23944	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,166	B22P	5/1/09	B	8	$40,002	$44,003	$48,003	----	----	1	$47,166	----	$47,873	1.5%	$47,873	$707
39501	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	12/1/16	B	0	$40,002	$44,003	$48,003	----	----	0.86	$44,003	----	$44,663	1.5%	$44,663	$660
23925	DEPUTY CHIEF	2100	POLICE DEPARTMENT	$82,451	D61P	2/16/08	D	9	$65,666	$80,439	$95,214	----	----	1	$82,451	----	$83,688	1.5%	$83,688	$1,237
23931	POLICE OFFICER III	2100	POLICE DEPARTMENT	$51,536	B23P	12/1/03	B	13	$43,368	$47,705	$52,042	----	----	1	$51,536	----	$52,309	1.5%	$52,309	$773
24054	POLICE OFFICER III	2100	POLICE DEPARTMENT	$51,536	B23P	3/16/02	B	15	$43,368	$47,705	$52,042	----	----	1	$51,536	----	$52,309	1.5%	$52,309	$773
39302	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	9/1/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
38983	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,613	B23P	1/1/13	B	4	$43,368	$47,705	$52,042	----	----	0.94	$45,613	----	$46,297	1.5%	$46,297	$684
24810	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	9/15/99	B	17	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
40459	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/23/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
39721	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,235	B23P	7/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$44,235	----	$44,899	1.5%	$44,899	$664
38406	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$35,794	B21	11/16/06	B	10	$30,929	$36,342	$41,755	----	----	1	$36,342	$548	$36,331	Compa-Ratio	$36,342	$548
24629	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	6/1/94	B	23	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
24649	POLICE OFFICER III	2100	POLICE DEPARTMENT	$49,088	B23P	10/1/11	B	5	$43,368	$47,705	$52,042	----	----	0.96	$49,088	----	$49,824	1.5%	$49,824	$736
40633	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	2/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
39500	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	12/1/16	B	0	$40,002	$44,003	$48,003	----	----	0.86	$44,003	----	$44,663	1.5%	$44,663	$660
40211	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	3/24/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
26118	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$40,114	B21	12/1/97	B	19	$30,929	$36,342	$41,755	----	----	1	$40,114	----	$40,716	1.5%	$40,716	$602
26144	SERGEANT	2100	POLICE DEPARTMENT	$60,516	B31P	5/1/02	B	15	$47,933	$55,123	$62,313	----	----	1	$60,516	----	$61,424	1.5%	$61,424	$908
38825	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,458	B23P	3/1/14	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,458	----	$46,140	1.5%	$46,140	$682
40222	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	8/30/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
26219	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,655	B23P	9/1/12	B	4	$43,368	$47,705	$52,042	----	----	0.94	$48,655	----	$49,385	1.5%	$49,385	$730
39371	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	5/1/16	B	1	$40,002	$44,003	$48,003	----	----	0.88	$44,003	----	$44,663	1.5%	$44,663	$660
40496	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	4/27/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$37,119	----	$37,676	1.5%	$37,676	$557
40841	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	2/19/17	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
38418	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$32,640	B21	7/1/12	B	5	$30,929	$36,342	$41,755	----	----	0.96	$34,888	$2,248	$33,130	Compa-Ratio	$34,888	$2,248
27112	DISPATCH SUPERVISO	2100	POLICE DEPARTMENT	$43,948	B31	9/1/14	B	2	$40,757	$47,889	$55,022	----	----	0.9	$43,948	----	$44,607	1.5%	$44,607	$659
39777	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	3/1/13	B	4	$35,298	$41,475	$47,652	----	----	0.94	$38,987	$2,630	$36,902	Compa-Ratio	$38,987	$2,630
40089	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/22/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573

40379	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/9/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
38621	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	4/30/16	B	1	$47,933	$55,123	$62,313	----	----	0.88	$48,508	$575	$48,652	1.5%	$48,652	$719
27639	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,089	B23P	12/16/08	B	8	$43,368	$47,705	$52,042	----	----	1	$48,089	----	$48,810	1.5%	$48,810	$721
38812	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,818	B23P	2/16/13	B	4	$43,368	$47,705	$52,042	----	----	0.94	$44,843	$25	$45,490	1.5%	$45,490	$672
40090	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/19/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
38661	DISPATCHER	2100	POLICE DEPARTMENT	$39,981	B23	1/2/08	B	9	$35,298	$41,475	$47,652	----	----	1	$41,475	$1,494	$40,581	Compa-Ratio	$41,475	$1,494
27654	SERGEANT	2100	POLICE DEPARTMENT	$61,085	B31P	12/15/01	B	15	$47,933	$55,123	$62,313	----	----	1	$61,085	----	$62,001	1.5%	$62,001	$916
28305	POLICE OFFICER III	2100	POLICE DEPARTMENT	$50,745	B23P	11/3/05	B	11	$43,368	$47,705	$52,042	----	----	1	$50,745	----	$51,506	1.5%	$51,506	$761
28310	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,663	B22P	1/1/08	B	9	$40,002	$44,003	$48,003	----	----	1	$46,663	----	$47,363	1.5%	$47,363	$700
28352	SERGEANT	2100	POLICE DEPARTMENT	$54,498	B31P	10/1/09	B	7	$47,933	$55,123	$62,313	----	----	1	$55,123	$625	$55,315	1.5%	$55,315	$817
29011	POLICE OFFICER III	2100	POLICE DEPARTMENT	$50,182	B23P	10/16/06	B	10	$43,368	$47,705	$52,042	----	----	1	$50,182	----	$50,935	1.5%	$50,935	$753
40190	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/11/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
38192	POLICE OFFICER III	2100	POLICE DEPARTMENT	$47,804	B23P	12/15/12	B	4	$43,368	$47,705	$52,042	----	----	0.94	$47,804	----	$48,521	1.5%	$48,521	$717
40678	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	10/27/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40183	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	1/29/15	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
29829	POLICE OFFICER II	2100	POLICE DEPARTMENT	$48,003	B22P	8/8/99	B	17	$40,002	$44,003	$48,003	----	----	1	$48,003	----	$48,723	1.5%	$48,723	$720
38221	SERGEANT	2100	POLICE DEPARTMENT	$49,371	B31P	5/1/14	B	3	$47,933	$55,123	$62,313	----	----	0.92	$50,713	$1,342	$50,112	Compa-Ratio	$50,713	$1,342
29861	SERGEANT	2100	POLICE DEPARTMENT	$49,371	B31P	6/15/13	B	4	$47,933	$55,123	$62,313	----	----	0.94	$51,816	$2,445	$50,112	Compa-Ratio	$51,816	$2,445
22949	ADMINISTRATIVE SUP	2100	POLICE DEPARTMENT	$46,749	B23	7/1/14	B	3	$35,298	$41,475	$47,652	----	----	0.92	$46,749	----	$47,450	1.5%	$47,450	$701
30652	CAPTAIN POLICE	2100	POLICE DEPARTMENT	$73,367	C51P	2/16/08	C	9	$61,156	$70,330	$79,504	----	----	1	$73,367	----	$74,468	1.5%	$74,468	$1,101
30813	DISPATCHER	2100	POLICE DEPARTMENT	$42,668	B23	1/16/04	B	13	$35,298	$41,475	$47,652	----	----	1	$42,668	----	$43,308	1.5%	$43,308	$640
39378	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	5/1/11	B	6	$40,002	$44,003	$48,003	----	----	0.98	$44,003	----	$44,663	1.5%	$44,663	$660
40416	DISPATCHER	2100	POLICE DEPARTMENT	$36,357	B23	6/1/15	B	2	$35,298	$41,475	$47,652	----	----	0.9	$37,328	$971	$36,902	Compa-Ratio	$37,328	$971
39037	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,605	B23P	8/1/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,605	----	$46,289	1.5%	$46,289	$684
40362	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	5/1/16	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
40223	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	7/22/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
38590	SERGEANT	2100	POLICE DEPARTMENT	$47,933	B31P	11/1/15	B	1	$47,933	$55,123	$62,313	----	----	0.88	$48,508	$575	$48,652	1.5%	$48,652	$719
31427	CAPTAIN POLICE	2100	POLICE DEPARTMENT	$73,509	C51P	2/16/08	C	9	$61,156	$70,330	$79,504	----	----	1	$73,509	----	$74,612	1.5%	$74,612	$1,103
31612	POLICE OFFICER III	2100	POLICE DEPARTMENT	$50,503	B23P	5/15/11	B	6	$43,368	$47,705	$52,042	----	----	0.98	$50,503	----	$51,261	1.5%	$51,261	$758
39250	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	10/1/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
40361	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/13/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
40930	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	9/1/16	B	0	$35,298	$41,475	$47,652	----	----	0.86	$35,669	$371	$35,827	1.5%	$35,827	$529
39450	POLICE OFFICER III	2100	POLICE DEPARTMENT	$44,670	B23P	10/1/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$44,670	----	$45,340	1.5%	$45,340	$670
31943	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,220	B23P	1/1/16	B	1	$43,368	$47,705	$52,042	----	----	0.88	$45,220	----	$45,898	1.5%	$45,898	$678
38244	POLICE OFFICER II	2100	POLICE DEPARTMENT	$46,300	B22P	3/16/13	B	4	$40,002	$44,003	$48,003	----	----	0.94	$46,300	----	$46,995	1.5%	$46,995	$694
38281	POLICE OFFICER II	2100	POLICE DEPARTMENT	$43,574	B22P	5/16/11	B	6	$40,002	$44,003	$48,003	----	----	0.98	$43,574	----	$44,228	1.5%	$44,228	$654
32402	POLICE OFFICER III	2100	POLICE DEPARTMENT	$49,591	B23P	9/1/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$49,591	----	$50,335	1.5%	$50,335	$744
39168	DOMESTIC VIOLENCE	2100	POLICE DEPARTMENT	$40,559	B23	6/16/10	B	7	$35,298	$41,475	$47,652	----	----	1	$41,475	$916	$41,167	Compa-Ratio	$41,475	$916
32520	SERGEANT	2100	POLICE DEPARTMENT	$50,086	B31P	7/1/16	B	1	$47,933	$55,123	$62,313	----	----	0.88	$50,086	----	$50,837	1.5%	$50,837	$751
40840	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	2/17/17	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40092	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/20/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
39301	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	10/16/11	B	5	$37,119	$40,831	$44,543	----	----	0.96	$39,198	$965	$38,806	Compa-Ratio	$39,198	$965
33028	CAPTAIN POLICE	2100	POLICE DEPARTMENT	$68,720	C51P	8/1/11	C	5	$61,156	$70,330	$79,504	----	----	0.94	$68,720	----	$69,751	1.5%	$69,751	$1,031
38620	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,539	B23P	4/1/11	B	6	$43,368	$47,705	$52,042	----	----	0.98	$46,751	$1,212	$46,222	Compa-Ratio	$46,751	$1,212
40679	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	10/27/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
39331	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	7/22/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
40009	GRDS & FAC MTN ASS	2100	POLICE DEPARTMENT	$29,866	A13	2/1/14	A	3	$28,996	$33,345	$37,694	----	----	0.94	$31,344	$1,478	$30,314	Compa-Ratio	$31,344	$1,478
33735	POLICE OFFICER III	2100	POLICE DEPARTMENT	$48,242	B23P	5/1/08	B	9	$43,368	$47,705	$52,042	----	----	1	$48,242	----	$48,966	1.5%	$48,966	$724
33831	POLICE OFFICER III	2100	POLICE DEPARTMENT	$49,262	B23P	11/1/14	B	2	$43,368	$47,705	$52,042	----	----	0.9	$49,262	----	$50,001	1.5%	$50,001	$739
38051	POLICE OFFICER III	2100	POLICE DEPARTMENT	$47,803	B23P	11/1/16	B	0	$43,368	$47,705	$52,042	----	----	0.86	$47,803	----	$48,520	1.5%	$48,520	$717
38195	SERGEANT	2100	POLICE DEPARTMENT	$50,051	B31P	5/1/14	B	3	$47,933	$55,123	$62,313	----	----	0.92	$50,713	$662	$50,802	1.5%	$50,802	$751
40895	POLICE OFFICER CADE	2100	POLICE DEPARTMENT	$33,745	A12P	9/1/16	A	0	$33,745	$33,745	$33,745	----	----	0.88	$33,745	----	$34,251	1.5%	$34,251	$506
39377	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	5/1/16	B	1	$40,002	$44,003	$48,003	----	----	0.88	$44,003	----	$44,663	1.5%	$44,663	$660
40648	DISPATCHER	2100	POLICE DEPARTMENT	$35,298	B23	3/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$1,200	$35,827	Compa-Ratio	$36,498	$1,200
34639	POLICE OFFICER II	2100	POLICE DEPARTMENT	$47,534	B22P	8/16/08	B	8	$40,002	$44,003	$48,003	----	----	1	$47,534	----	$48,247	1.5%	$48,247	$713

34937	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$62,324	C42P	2/16/08	C	9	$54,564	$62,748	$70,933	----	----	1	$62,748	$424	$63,259	1.5%	$63,259	$935
39427	MATERIALS MANAGEI	2100	POLICE DEPARTMENT	$36,357	B23	6/1/11	B	6	$35,298	$41,475	$47,652	----	----	0.98	$40,646	$4,289	$36,902	Compa-Ratio	$40,646	$4,289
35101	SERGEANT	2100	POLICE DEPARTMENT	$61,705	B31P	11/30/04	B	12	$47,933	$55,123	$62,313	----	----	1	$61,705	----	$62,631	1.5%	$62,631	$926
40681	POLICE OFFICER I	2100	POLICE DEPARTMENT	$37,119	B21P	10/27/16	B	0	$37,119	$40,831	$44,543	----	----	0.86	$37,119	----	$37,676	1.5%	$37,676	$557
40387	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/9/15	B	1	$37,119	$40,831	$44,543	----	----	0.88	$38,233	----	$38,806	1.5%	$38,806	$573
39369	POLICE OFFICER II	2100	POLICE DEPARTMENT	$44,003	B22P	5/1/16	B	1	$40,002	$44,003	$48,003	----	----	0.88	$44,003	----	$44,663	1.5%	$44,663	$660
27307	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$36,342	B21	8/1/15	B	1	$30,929	$36,342	$41,755	----	----	0.88	$36,342	----	$36,887	1.5%	$36,887	$545
38162	EVIDENCE CUSTODIAN	2100	POLICE DEPARTMENT	$41,877	B23	7/12/05	B	11	$35,298	$41,475	$47,652	----	----	1	$41,877	----	$42,505	1.5%	$42,505	$628
39851	ADMIN SUPPORT REC	2100	POLICE DEPARTMENT	$31,858	B21	5/1/13	B	4	$30,929	$36,342	$41,755	----	----	0.94	$34,161	$2,303	$32,336	Compa-Ratio	$34,161	$2,303
40093	POLICE OFFICER I	2100	POLICE DEPARTMENT	$38,233	B21P	12/22/14	B	2	$37,119	$40,831	$44,543	----	----	0.9	$38,233	----	$38,806	1.5%	$38,806	$573
36229	LIEUTENANT POLICE	2100	POLICE DEPARTMENT	$58,093	C42P	6/15/13	C	4	$54,564	$62,748	$70,933	----	----	0.92	$58,093	----	$58,964	1.5%	$58,964	$871
39069	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,624	B23P	9/16/13	B	3	$43,368	$47,705	$52,042	----	----	0.92	$45,624	----	$46,308	1.5%	$46,308	$684
36535	POLICE OFFICER III	2100	POLICE DEPARTMENT	$45,804	B23P	2/1/11	B	6	$43,368	$47,705	$52,042	----	----	0.98	$46,751	$947	$46,491	Compa-Ratio	$46,751	$947
36544	POLICE OFFICER III	2100	POLICE DEPARTMENT	$47,193	B23P	1/1/10	B	7	$43,368	$47,705	$52,042	----	----	1	$47,705	$512	$47,901	1.5%	$47,901	$708
38871	SENIOR PURCHASING	1518	PURCHASING OFFICE	$45,125	B32	4/1/16	B	1	$45,125	$53,022	$60,918	----	----	0.88	$46,659	$1,534	$45,802	Compa-Ratio	$46,659	$1,534
32819	PURCHASING SUPERV	1518	PURCHASING OFFICE	$65,442	D61	1/1/15	D	2	$64,188	$79,441	$96,282	----	----	0.86	$68,319	$2,877	$66,424	Compa-Ratio	$68,319	$2,877
40813	EQUIP MTN MECHANI	5620	SWAN LAKE GOLF COU	$36,000	B23	5/1/16	B	1	$35,298	$41,475	$47,652	----	----	0.88	$36,498	$498	$36,540	1.5%	$36,540	$540
12270	GOLF COURSE MAINT	5620	SWAN LAKE GOLF COU	$37,251	B21	1/8/05	B	12	$30,929	$36,342	$41,755	----	----	1	$37,251	----	$37,810	1.5%	$37,810	$559
20441	PRO SHOP ASSISTANT	5620	SWAN LAKE GOLF COU	$35,412	A13	5/15/08	A	9	$28,996	$33,345	$37,694	----	----	1	$35,412	----	$35,943	1.5%	$35,943	$531
40262	GOLF COURSE SUPERI	5620	SWAN LAKE GOLF COU	$49,378	C41	3/16/15	C	2	$47,393	$56,871	$66,350	----	----	0.88	$50,046	$668	$50,119	1.5%	$50,119	$741
34206	GOLF COURSE MANAG	5620	SWAN LAKE GOLF COU	$73,329	C51	11/29/04	C	12	$55,853	$69,125	$83,779	----	----	1	$73,329	----	$74,429	1.5%	$74,429	$1,100
40544	TRANSIT OPERATION S	9000	TRANSIT	$50,944	C41	10/1/11	C	5	$47,393	$56,871	$66,350	----	----	0.94	$53,459	$2,515	$51,708	Compa-Ratio	$53,459	$2,515
40546	TRANSIT DIRECTOR	9000	TRANSIT	$92,868	E81	10/13/14	E	2	$79,199	$101,939	$126,718	----	----	0.84	$92,868	----	$94,261	1.5%	$94,261	$1,393
40547	TRANSIT SHIFT SUPER	9000	TRANSIT	$50,316	B31	11/1/99	B	17	$40,757	$47,889	$55,022	----	----	1	$50,316	----	$51,071	1.5%	$51,071	$755
40549	TRANSIT OPERATIONS	9000	TRANSIT	$59,811	C41	4/1/11	C	6	$47,393	$56,871	$66,350	----	----	0.96	$59,811	----	$60,708	1.5%	$60,708	$897
40550	EQUIPMENT OPERATI	9000	TRANSIT	$54,628	C41	8/1/16	C	0	$47,393	$56,871	$66,350	----	----	0.84	$54,628	----	$55,447	1.5%	$55,447	$819
40551	TRANSIT EQUIPMENT	9000	TRANSIT	$40,757	B31	9/16/15	B	1	$40,757	$47,889	$55,022	----	----	0.88	$42,142	$1,385	$41,368	Compa-Ratio	$42,142	$1,385
41018	TRANSIT EQUIPMENT	9000	TRANSIT	$40,757	B31	1/1/17	B	0	$40,757	$47,889	$55,022	----	----	0.86	$41,185	$428	$41,368	1.5%	$41,368	$611
40552	TRANSIT SHIFT SUPER	9000	TRANSIT	$41,980	B31	10/1/14	B	2	$40,757	$47,889	$55,022	----	----	0.9	$43,100	$1,120	$42,610	Compa-Ratio	$43,100	$1,120
40553	TRANSIT SHIFT SUPER	9000	TRANSIT	$41,477	B31	9/1/15	B	1	$40,757	$47,889	$55,022	----	----	0.88	$42,142	$665	$42,099	Compa-Ratio	$42,142	$665
40554	TRANSIT GROUNDS &	9000	TRANSIT	$22,208	A11	7/1/15	A	2	$21,561	$24,795	$28,029	----	----	0.92	$22,811	$603	$22,541	Compa-Ratio	$22,811	$603
40652	TRANSIT EQUIPMENT	9000	TRANSIT	$24,239	A12	3/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$25,088	$849	$24,603	Compa-Ratio	$25,088	$849
40556	TRANSIT SENIOR ACC	9000	TRANSIT	$64,880	C42	5/1/01	C	16	$49,531	$59,427	$69,344	----	----	1	$64,880	----	$65,853	1.5%	$65,853	$973
40562	TRANSIT ACCOUNTIN	9000	TRANSIT	$34,107	B22	8/16/13	B	3	$33,113	$38,908	$44,703	----	----	0.92	$35,795	$1,688	$34,619	Compa-Ratio	$35,795	$1,688
40566	TRANSIT GROUNDS &	9000	TRANSIT	$37,482	B24	12/16/16	B	0	$37,482	$44,041	$50,600	----	----	0.86	$37,875	$393	$38,044	1.5%	$38,044	$562
41016	TRANSIT ACCOUNTAN	9000	TRANSIT	$47,393	C41	1/1/17	C	0	$47,393	$56,871	$66,350	----	----	0.84	$47,772	$379	$48,104	1.5%	$48,104	$711
40630	TRANSIT DISPATCHER	9000	TRANSIT	$30,929	B21	2/1/16	B	1	$30,929	$36,342	$41,755	----	----	0.88	$31,981	$1,052	$31,393	Compa-Ratio	$31,981	$1,052
40567	TRANSIT EQUIPMENT	9000	TRANSIT	$44,202	B31	4/1/09	B	8	$40,757	$47,889	$55,022	----	----	1	$47,889	$3,687	$44,865	Compa-Ratio	$47,889	$3,687
40579	TRANSIT DISPATCHER	9000	TRANSIT	$33,660	A13	2/16/06	A	11	$28,996	$33,345	$37,694	----	----	1	$33,660	----	$34,165	1.5%	$34,165	$505
40584	TRANSIT DISPATCHER	9000	TRANSIT	$32,835	B21	1/15/00	B	17	$30,929	$36,342	$41,755	----	----	1	$36,342	$3,507	$33,328	Compa-Ratio	$36,342	$3,507
40586	TRANSIT SHIFT SUPER	9000	TRANSIT	$46,190	B31	7/1/03	B	14	$40,757	$47,889	$55,022	----	----	1	$47,889	$1,699	$46,883	Compa-Ratio	$47,889	$1,699
40591	TRANSIT EQUIPMENT	9000	TRANSIT	$37,308	B21	3/1/03	B	14	$30,929	$36,342	$41,755	----	----	1	$37,308	----	$37,868	1.5%	$37,868	$560
40854	TRANSIT EQUIPMENT	9000	TRANSIT	$24,239	A12	6/1/16	A	1	$24,239	$27,875	$31,511	----	----	0.9	$25,088	$849	$24,603	Compa-Ratio	$25,088	$849
39713	TRANSIT BUSINESS AN	9000	TRANSIT	$53,220	C43	5/1/15	C	2	$52,063	$64,434	$78,094	----	----	0.88	$56,702	$3,482	$54,018	Compa-Ratio	$56,702	$3,482
40598	TRANSIT MARKET COO	9000	TRANSIT	$55,261	C41	9/1/15	C	1	$47,393	$56,871	$66,350	----	----	0.86	$55,261	----	$56,090	1.5%	$56,090	$829
40613	TRANSIT EQUIPMENT	9000	TRANSIT	$40,757	B31	8/1/14	B	2	$40,757	$47,889	$55,022	----	----	0.9	$43,100	$2,343	$41,368	Compa-Ratio	$43,100	$2,343
40616	TRANSIT MATERIALS T	9000	TRANSIT	$29,866	A13	9/1/14	A	2	$28,996	$33,345	$37,694	----	----	0.92	$30,677	$811	$30,314	Compa-Ratio	$30,677	$811
40570	TRANSIT FINANCE DIR	9000	TRANSIT	$63,536	D61	3/1/17	D	0	$64,188	$79,441	$96,282	$652	----	0.82	$65,141	$1,605	$64,489	Compa-Ratio	$65,141	$1,605
40625	TRANSIT ADMIN SUPP	9000	TRANSIT	$36,797	B23	2/16/06	B	11	$35,298	$41,475	$47,652	----	----	1	$41,475	$4,678	$37,349	Compa-Ratio	$41,475	$4,678
40622	TRANSIT DISPATCHER	9000	TRANSIT	$30,929	B21	12/1/14	B	2	$30,929	$36,342	$41,755	----	----	0.9	$32,708	$1,779	$31,393	Compa-Ratio	$32,708	$1,779
40628	TRANSIT EQUIPMENT	9000	TRANSIT	$59,763	C44	12/1/08	C	8	$55,853	$69,125	$83,779	----	----	1	$69,125	$9,362	$60,659	Compa-Ratio	$69,125	$9,362
40627	TRANSIT GROUNDS &	9000	TRANSIT	$25,600	A11	8/1/07	A	9	$21,561	$24,795	$28,029	----	----	1	$25,600	----	$25,984	1.5%	$25,984	$384

Salary Budget:	#####
No. of EE below Min:	2
No. of EE over Max:	3
No. of EE Receive Compa-Ratio Increase:	331
Cost to bring EE to Compa-Ratio Salary:	#####
% of Salary Budget for Compa-Ratio Increase:	1.40%

Overall Cost that include 1.5% General Increase and the Compa-Ratio Increase, whichever is Greater: $956,916

RESOLUTION 36-2016-17

A RESOLUTION APPROVING AN ECONOMIC IMPACT PLAN SUBMITTED BY THE MONTGOMERY COUNTY INDUSTRIAL DEVELOPMENT BOARD ON BEHALF OF KROGER LIMITED PARTNERSHIP I

WHEREAS, Montgomery County Industrial Development Board (IDB) has previously approved by resolution an Economic Impact Plan in connection with the development of a retail shopping center project, and has submitted said Economic Impact Plan for approval to both Montgomery County, Tennessee and the City of Clarksville, Tennessee, said IDB resolution and Economic Impact Plan together with all exhibits thereto, being attached hereto and incorporated herein as **Attachment One**; and

WHEREAS, the City Council of the City of Clarksville finds that approval of the economic impact plan, together with all exhibits thereto, and the resolution of the IDB, will further economic development and activity within the City, will lead to the creation of private sector jobs, and will increase property values, the property tax base, and sales taxes, and will be of benefit generally to City residents;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the resolution of the IDB, along with the Economic Impact Plan, together with all exhibits thereto, as attached hereto and incorporated herein as **Attachment One**, are hereby approved and adopted.

POSTPONED: June 15, 2017
ADOPTED:

RESOLUTION REGARDING ECONOMIC IMPACT PLAN

Resolution of the Board of Directors of The Industrial Development Board of the County of Montgomery (the **"Board"**), authorizing and approving the submission of an economic impact plan to the City of Clarksville, Tennessee (the "**City**") and to Montgomery County, Tennessee (the **"County"**).

WHEREAS, the Board is a public, nonprofit corporation organized and existing under, and by virtue of, the provisions of Chapter 53, Title 7, Tennessee Code Annotated, as amended (the **"Act"**); and

WHEREAS, the purpose of said Act, as stated therein, being to authorize the incorporation in the several municipalities in the State of Tennessee of public corporations to finance, acquire, construct, own, lease, equip and/or dispose of properties to the end that such corporations may be able to, among other things, maintain and increase employment opportunities by promoting industry, trade, commerce, tourism, and recreation by inducing manufacturing, industrial, governmental, educational, financial service, commercial, and recreational enterprises to locate or to remain in the State of Tennessee; and

WHEREAS, the Board desires to induce Kroger Limited Partnership I (the **"Company"**), to undertake a "project" within the meaning of the Act, consisting of retail shopping center containing approximately 128,000 square feet of retail space to be used as a Kroger Marketplace Store (the "**Project**"), on property located near the intersection of Tiny Town Road and Needmore Road in the City, and more particularly described in **Exhibit A** to the Economic Impact Plan (defined below); and

WHEREAS, the Board is authorized by the Act to, among other things, prepare and submit to the County and the City, for their approval, an economic impact plan pursuant to Section 312 of the Act; and

WHEREAS, the Board desires to approve the "Economic Impact Plan for the Marketplace Economic Development Area" (the **"Economic Impact Plan"**), attached hereto as **Exhibit A** and incorporated herein by reference, pursuant to which the Board would receive real and personal property taxes allocated to the Board pursuant to Section 312(h) of the Act (the **"Increment"**), and use the same to reimburse the Company (the **"Incentive"**), for its payment of a portion of the cost of constructing the Project as provided therein, together with such other costs as permitted by the Act (collectively, the "**Project Costs**"); and

WHEREAS, the Board is authorized by law and has deemed it necessary to provide the Incentive pursuant to the terms of a certain Project Agreement (the **"Project Agreement"**), attached hereto as **Exhibit B** and incorporated herein by reference to be entered into with the Company; and

WHEREAS, the proposed form of the Economic Impact Plan and the Project Agreement, have been presented to the Board for consideration and approval.

NOW, THEREFORE, the Board having held a public hearing relating to the proposed Economic Impact Plan after publishing notice of such hearing in a newspaper of general circulation in the County at least two (2) weeks prior to the date of the public hearing, which notice included the time, place and purpose of the hearing as well as notice of how a map of the subject area may be viewed by the public, be it resolved by The Industrial Development Board of the Montgomery County, Tennessee, as follows:

Section 1. Findings with Respect to the Project. The Board hereby finds with respect to the Project that the acquisition, construction and equipping thereof by means of the Incentive will develop trade and commerce in and adjacent to the City of Clarksville, and Montgomery County, Tennessee, will contribute to the general welfare, and will alleviate conditions of unemployment; and that the construction and equipping of the Project will be necessary and advantageous to the Board in furthering the purposes of the Act.

Section 2. Approval of the Incentive and the Economic Impact Plan. The general form, content, and provisions of the Economic Impact Plan, as presented to this meeting of the Board of Directors, and the grant of the Incentive as contemplated herein and in said Economic Impact Plan are hereby in all particulars approved; and the Chairman and the Vice Chairman, or either of them, and if requested, the Secretary or the Assistant Secretary of the Board are hereby authorized, empowered and directed to execute, acknowledge and deliver to the County and the City for their consideration and approval said Economic Impact Plan, in substantially the form now before this meeting of the Board of Directors, or with such changes therein as shall be approved by the officers of the Board executing the same, their execution thereof to constitute conclusive evidence of their approval of any and all such changes or revisions, in the name, and on behalf, of the Board.

The officers of the Board are hereby authorized, empowered, and directed, from and after the date hereof, to do all acts and things, and to execute all documents with the Company, the City and the County as may be necessary or convenient to carry out, and to comply with the provisions of said Economic Impact Plan.

Section 3. Project Agreement. The general form, content, and provisions of the Project Agreement, as presented to this meeting of the Board of Directors, is hereby in all particulars approved; and the Chairman and the Vice Chairman, or either of them, and if requested, the Secretary or the Assistant Secretary of the Board are hereby authorized, empowered and directed to execute, acknowledge and deliver said Project Agreement, in substantially the form now before this meeting of the Board of Directors, or with such changes therein as shall be approved by the officers of the Board executing the same, their execution thereof to constitute conclusive evidence of their approval of any and all such changes or revisions, in the name, and on behalf, of the Board.

The officers of the Board are hereby authorized, empowered, and directed, from and after the date hereof, to do all acts and things, and to execute all documents with the Company, the City and the County as may be necessary or convenient to carry out, and to comply with the provisions of said Project Agreement.

Section 4. Miscellaneous Acts. The officers of the Board are hereby authorized, empowered, and directed to do any and all such acts and things, and to execute, acknowledge, deliver, and, if applicable file or record, or cause to be filed or recorded, in any appropriate public offices, all such documents, instruments, memoranda and certifications, certifications hereinbefore authorized and approved, as may, in their discretion, be necessary or desirable to implement or comply with the intent of this Resolution, or any of the documents herein authorized and approved, or for the granting and implementation of the Incentive or the undertaking of the Project by the Company for the foregoing purposes, including without limitation, the execution, delivery and recordation of any memoranda, certificates or other documents or instruments as they may deem necessary or desirable in connection with the foregoing.

Section 5. Limited Obligation and Liability. The obligations of the Board under the Economic Impact Plan (the **"Obligations"**), and any payments with respect thereto, are limited obligations of the Board and shall not be deemed to constitute a general debt or liability of the Board, except insofar as the Increment has been received by the Board and the same is payable to the Company in accordance with the provisions of the Economic Impact Plan and in the Project Agreement referenced herein.

Section 6. Captions. The captions or headings in this Resolution are for convenience only and shall in no way define, limit, or describe the scope or intent of any provision hereof.

Section 7. Partial Invalidity. If any one or more of the provisions of this Resolution, or of any exhibit or attachment thereof, shall be held invalid, illegal, or unenforceable in any respect, by final decree of any court of lawful jurisdiction, such invalidity, illegality, or unenforceability shall not affect any other provision hereof, or of any exhibit or attachment thereto, but this Resolution, and the exhibits and attachments thereof, shall be construed the same as if such invalid, illegal, or unenforceable provision had never been contained herein or therein, as the case may be.

Approved and adopted this 10th day of May, 2017.

ATTEST:

_____
Secretary

(SEAL)

THE INDUSTRIAL DEVELOPMENT BOARD OF THE COUNTY OF MONTGOMERY

By: _____

Title: Chairman

EXHIBIT A

INDUSTRIAL DEVELOPMENT BOARD OF THE COUNTY OF MONTGOMERY

ECONOMIC IMPACT PLAN
FOR
THE MARKETPLACE ECONOMIC DEVELOPMENT AREA

1. **Authority for Economic Impact Plan.** Industrial development corporations are authorized under Section 312 of Tennessee Code Annotated § 7-53-101, *et. seq.* (the "Act") to prepare and submit to cities and counties an economic impact plan with respect to an area that includes a project within the meaning of the Act and such other properties that the industrial development corporation determines will be directly improved or benefited due to the undertaking of such project. The Act also authorizes cities and counties to apply and pledge new incremental tax revenues, which arise from the area subject to the economic impact plan, to industrial development corporations to pay the cost of projects or to pay debt service on bonds or other obligations issued by industrial development corporations to pay the cost of projects. The Industrial Development Board of the County of Montgomery (the **"Board"**) desires to adopt this Economic Impact Plan pursuant to the Act to provide an incentive in order to induce Kroger Limited Partnership I (the **"Company"**), to undertake the Project as provided herein.

2. **The Project**. The project consists of a retail shopping center containing approximately 128,000 square feet of retail space to be used as a Kroger Marketplace Store (the **"Project"**) to be constructed by the Company on property located near the intersection of Tiny Town Road and Needmore Road in Clarksville, Tennessee, as shown on **Exhibit A** (the **"Property"**). In order to make the Project financially feasible, the Board intends, subject to the approval of the City Council of the City of Clarksville, Tennessee (the **"City"**) and the Board of Commissioners of Montgomery County, Tennessee (the **"County"**), of this Economic Impact Plan, to provide a tax increment incentive pursuant to the Act to provide funds to pay or reimburse the Company for paying a portion of the cost of constructing the Project as provided herein, together with the transaction costs, closing costs, and legal expense of the adoption and implementation of this Economic Impact Plan and the provision of the incentive contemplated hereunder, and such other costs as permitted by the Act (collectively, the **"Project Costs"**), not to exceed the Maximum Contribution as provided in Section 5, below. The Board hereby agrees and determines that the Project is an eligible "project" within the meaning of Section 101(13) of the Act, and that the use of all or a portion of the Increment to fund the Project Costs of the Project is necessary or desirable.

3. **Boundaries of Plan Area**. The boundary of the area that would be subject to this Economic Impact Plan, and to the tax increment financing provisions described below (the **"Plan Area"**), is shown on **Exhibit B** attached hereto, and includes the Property, together with certain additional real property that is in the vicinity of the Property (the **"Additional Property"**), which the Board hereby agrees and determines is the property that will directly benefit from the development of the Project. The tax map and parcel numbers for the real property within the Plan Area are also set forth on **Exhibit B**. The Plan Area is hereby

declared to be subject to this Economic Impact Plan, and the Project is hereby identified as the project that will be located within the Plan Area. The Board shall have the right to remove any or all of the Additional Property from the Plan Area, upon written notice to the Company, in the event that the Board, together with the City as to the City's portion of the Increment and the County as to the County's portion of the Increment, desire to grant a property tax incentive for one or more projects (as defined in the Act) on any of the Additional Property.

4. **Expected Benefits to the City and the County**. The City and the County expect to benefit in many ways from the provision of the Project. Sales and use tax on the construction of the Project and building permit fees will be positively affected by the Project, and construction and equipping of the Project will create a an estimated 40 to 50 construction jobs. As noted in Section 5 below, the Project is anticipated to generate approximately $142,300 in additional real property taxes when fully assessed following the completion of the Project, and upon the completion of the incentive, all of the real property taxes shall be retained by and benefit the local governments.

Marketplace stores range in size from 100,000 to 145,000 and may also include a fuel center. These stores are carefully positioned in selected communities throughout the United States. These Marketplace stores are highly sought after by communities, in that they serve as "destination retail," and are a catalyst for growth and investment in areas neighboring the selected locations. The Marketplace concept is unique, offering a significant variety of food options, expanded fresh produce, prepared "Grab & Go" foods, specialty cuisine, and organic departments. Its non-traditional grocery offerings include a coffee shop, fuel center, clothing and apparel, pharmacy, medical clinic, Home Fashion and Décor, Bed and Bath, Kitchen and Small Appliances, Home Office, Baby World and Toys. Baby World includes a wide selection of baby basics like cribs, play yards, car seats, strollers, high chairs, baby swings and much more. The Toys department has a large assortment of quality toys to choose from, including name brands such as Fisher Price® and Mattel®, as well as hundreds of educational toys, electronic games, building blocks and plush animals for all ages. Home Fashion includes high quality furnishings from familiar brands – from rugs and lamps to furniture, linens, candles and baskets. The Marketplace store will also have Kroger's "ClickList" concept. ClickList is Kroger's new state-of-the-art online grocery ordering service, allowing customers to order online and pick up at the store without having to leave their car.

The Project is likely to serve as a catalyst for development on surrounding parcels, increasing the number of new jobs in the area and the tax base. The personal property taxes generated by the Project and the development of the Additional Property are not included in the incentive, and will be retained by the local governments. Unless the Board and local governments elect to remove the Additional Property form the Plan Area, the incremental increase in the real property taxes as a result of the development of that neighboring property will enable the repayment of the incentive more quickly, and once the Maximum Contribution is paid to the Company, the incentive will end and all of the property taxes generated in the Plan Area thereafter will be retained by and benefit the City and County sooner.

Importantly, the Company anticipates that the Project will result in a net increase of about 200 to 250 new jobs, which equates to approximately 110-140 full time equivalent jobs, at the Project location. Importantly, Kroger Marketplace stores have served as a training ground for

numerous employees as they develop key transferable skills in management and customer service, and then go into careers in management. The creation of this large number of new jobs in the City and the County is also expected to increase the number of spin off jobs in service sectors, including the retail, restaurant and entertainment areas, and to generate additional sales taxes as a result.

This Marketplace Store Project is projected to enhance the livability of the community by providing a greater ability to compete for retail sales with neighboring states. The estimated net increase in sales that could have otherwise gone to other states is estimated to average about $11.5 Million over the first 5 years after the commencement of store operations, and the total sales taxes to the City and County are estimated to average approximately $1.4 Million annually, which would not be part of the incentive and shall be retained by the local governments.

5. **Financial Assistance to Project; Distribution of Property Taxes**. The **"Base Tax Amount"** is defined as the portion of the City and County real property taxes that were payable with respect to the property in the Plan Area for 2016, being the year prior to the date of approval of this Economic Impact Plan. The Base Tax Amount for the tax map and parcel that includes the Property is $12,443, and the Base Tax Amount for the total property within the Plan Area is $32,488. The **"Increment"** is defined as the incremental increase in the City and County property taxes in the Plan Area over the Base Tax Amount, less any dedicated taxes as defined in the Uniformity in Tax Increment Financing Act of 2012, Tennessee Code Annotated § 9-23-101, *et. seq.* (the **"TIF Uniformity Act"**).

It is estimated by the tax assessor that the Project will have a tax appraisal valuation of approximately $3,590,116 when fully assessed following completion. Based upon current rates, the real property tax attributable to the completed Project is expected to be about $154,734 in City and County property taxes per annum, with the result that, based upon these assumptions, and assuming that the dedicated taxes at the County continue to be approximately 30.1466% and at the City continue to be approximately 7%, the dedicated taxes would be collectively about $33,420 per annum, and the Increment from the Project will be approximately $108,871 per annum. Since the development of the Additional Property and whether it will remain in the Plan Area is subject to a later decision of the local governments and the Board, the potential Increment available to repay the incentive hereunder to the Company is uncertain.

The Board will provide financial assistance to pay a portion of the Project Costs by entering into a Project Agreement with the Company (the **"Project Agreement"**), pursuant to which the Board will agree to pay the Increment to the Company to reimburse the Company for paying Project Costs, in the event that the Company undertakes and completes the Project. The term of the Project Agreement shall end, and the payment of the Increment to the Company shall terminate, the earlier of (i) when the Company has received Nine Hundred Thousand and No/100 Dollars ($900,000.00), being the maximum amount (the "**Maximum Contribution**"), or (ii) December 31, 2028, provided that if the Company has not received payment for the Increment with respect to the real property taxes for calendar year 2028 by such date, then the term shall continue until the Company receives that payment (which would be during March 2029 if the 2028 taxes are paid in February of 2029, or when a final decision as to an appeal thereof is rendered, the taxes paid and the Increment with respect thereto paid to the Company). It is agreed and understood that in any event, all of the Increment above the Maximum Contribution,

and all property taxes in the Plan Area for calendar years 2029 and later, shall be allocated and paid to City and the County the same as all other property taxes levied by the City and the County on all other property, and this Plan shall terminate.

Subject to the provisions of Section 312(j) of the Act, real property taxes, imposed on the property located within the Plan Area shall be allocated and distributed in accordance with 312(c) of the Act as follows:

(a) The Base Tax Amount shall be allocated to and, as collected, paid to the City and the County as all other taxes levied by the City and the County on all other properties; and

(b) Commencing for the taxes assessed for the 2017 calendar year, the Increment, if any, shall be allocated to and, when collected and paid to the City and the County, shall then be remitted to the Board and placed into a separate fund of the Board established to hold such payments until used to reimburse the Company for Project Costs under the Project Agreement.

6. **Qualified Use**. The Board, the City and the County, by the adoption of this Economic Impact Plan, find that the use of the Increment as described herein is in furtherance of promoting economic development in the City and the County, and that the use of the Increment as provided herein will develop trade and commerce in and adjacent to the City and the County, will contribute to the general welfare, and will alleviate conditions of unemployment; and that the construction and equipping of the Project will be necessary and advantageous to the Board in furthering the purposes of the Act.

7. **Approval Process**. Pursuant to Section 312 of the Act, the process for the approval of this Economic Impact Plan is as follows:

(a) The Board shall hold a public hearing relating to the proposed Economic Impact Plan after publishing notice of such hearing in a newspaper of general circulation in the County at least two (2) weeks prior to the date of the public hearing. The notice must include the time, place and purpose of the hearing as well as notice of how a map of the subject area may be viewed by the public. Following such public hearing, the Board will submit this Economic Impact Plan to the City and the County for approval.

(b) The governing body of the City and the County must approve this Economic Impact Plan for this Economic Impact Plan to be effective. Pursuant to the Act, this Economic Impact Plan may be approved by resolution of the governing body of the City and of the County, whether or not the local charter provisions of the governing body provide otherwise.

(c) Pursuant to Section 108 of the TIF Uniformity Act, the use of the Increment to reimburse the Company for Project Costs is subject to the Commissioner of the Department of Economic and Community Development and the Comptroller of the Treasury making a written determination that the use of tax increment revenues for such purposes is in the best interest of the State of Tennessee. If the written determination approving or rejecting these proposed uses is not rendered within thirty (30) days from

the receipt of the written request by the Commissioner of the Department of Economic and Community Development and the Comptroller of the Treasury, the uses shall be deemed approved.

(d) Once this Economic Impact Plan has been approved by the governing body of the City and the County, the clerk or other recording official of the City and the County shall transmit the following to the appropriate tax assessors and taxing agency affected: (a) a copy of the description of the property within the Plan Area, and (b) a copy of the Resolution approving the Economic Impact Plan, and any and all other filing required under the TIF Uniformity Act.

IN WITNESS WHEREOF, the Board, the City and the County have approved this Economic Impact Plan as evidenced by their respective signatures below.

APPROVED:

THE INDUSTRIAL DEVELOPMENT BOARD OF THE COUNTY OF MONTGOMERY

By: _____
Title: _____
Date: _____

APPROVED:

CITY OF CLARKSVILLE, TENNESSEE

By: _____
Title: _____
Date: _____

APPROVED:

MONTGOMERY COUNTY, TENNESSEE

By: _____
Title: _____
Date: _____

EXHIBIT A

DESCRIPTION OF THE PROPERTY

Land lying in Montgomery County, Tennessee, being part of the Twosome Partners property (parent tract), recorded in Volume 1159, Page 1589 in the Register's Office for Montgomery County, Tennessee, and being more particularly described as follows:

Beginning at a 1/2" iron pin found (ID: Weakley) lying in the south right of way line of Tiny Town Road (R/W varies), said pin being the northwest corner of the Joe Winn property (Vol. 617, Pg, 1288) and the northeast corner of this tract;

Thence leaving said south right of way line of the west line of said Winn property as follows:

South 00°57'07" east a distance of 318.91 feet to a 1/2" iron pin found (ID: Weakley);

Thence south 33°02'15" west a distance of 22.82 feet to a 1/2" iron pin found (ID: Weakley);

Thence south 00°26'09" east a distance of 353.12 feet to a 1/2" iron pin set;

Thence leaving said west line across said parent tract as follows:

South 67°47'23" west a distance of 755.69 feet to a 1/2" iron pin set;

Thence south 70°35'13" west a distance of 112.26 feet to a 5/8" iron pin found (ID: Byrd), said pin being the southeast corner of Lot 2 of the Twosome Partners Subdivision (Plat Book H, Page 33);

Thence with the east line of said Lot 2 north 22°12'22" west a distance of 311.65 feet to a 5/8" iron pin found (ID: Byrd), said pin being the northeast corner of said Lot 2;

Thence with the north line of said Lot 2 as follows:

South 66°07'04" west a distance of 158.26 feet to a 1/2" iron pin set;

Thence north 84°53'37" west a distance of 143.96 feet to a 1/2" iron pin set in the east right of way line of Needmore Road (R/W varies), said pin being the northwest corner of said Lot 2;

Thence with said east right of way line along a curve turning to the left having an arc length of 64.94 feet, a radius of 692.26 feet, a chord bearing of north 06°51'49" east, and a chord length of 64.92 feet to a 1/2" iron pin set, said pin being the southwest corner of Lot 1 of the Twosome Partners Subdivision (Plat Book F, Page 576);

Thence leaving said east right of way line with the south line of said Lot 1 as follows:

South 84°52'44" east a distance of 163.64 feet to a 1/2" iron pin set;

Thence along a curve turning to the left having an arc length of 25.31 feet, a radius of 50.00 feet, a chord bearing of north 80°37'16" east, and a chord length of 25.04 feet to a 1/2" iron pin set;

Thence north 66°07'16" east a distance of 148.46 feet to a 1/2" iron pin set, said pin being the southeast corner of said Lot 1;

Thence with the east line of said Lot 1 north 23°52'44" west a distance of 285.72 feet to a 1/2" iron pin set in the south right of way line of said Tiny Town Road, said pin being the northeast corner of said Lot 1;

Thence with said south right of way line as follows:

Along a curve turning to the right having an arc length of 7.35 feet, a radius of 4868.68 feet, a chord bearing of north 67°44'22" east, and a chord length of 7.35 feet to a 1/2" iron pin found (ID: 2082);

Thence north 67°48'05" east a distance of 875.85 feet to a 1/2" iron pin set;

Thence along a curve turning to the right having an arc length of 194.78 feet, a radius of 3064.25 feet, a chord bearing of north 69°37'22" east, and a chord length of 194.75 feet to the point of beginning,

Containing an area of 643,642 square feet or 14,776 acres, more or less, according to a survey by Clinton T. Head of Young Hobbs and Associates, 1202 Crossland Avenue, Clarksville, Tennessee, dated 8/25/2016.

EXHIBIT B

PLAN AREA AND LIST OF TAX PARCELS

See Highlighted Property on Attached Map for the Plan Area

Tax Map References:

The Property:

Map and Parcel No.:

A portion of 018 019.03 (as more particularly described on Exhibit A)

The Additional Property:

Map and Parcel Nos.:

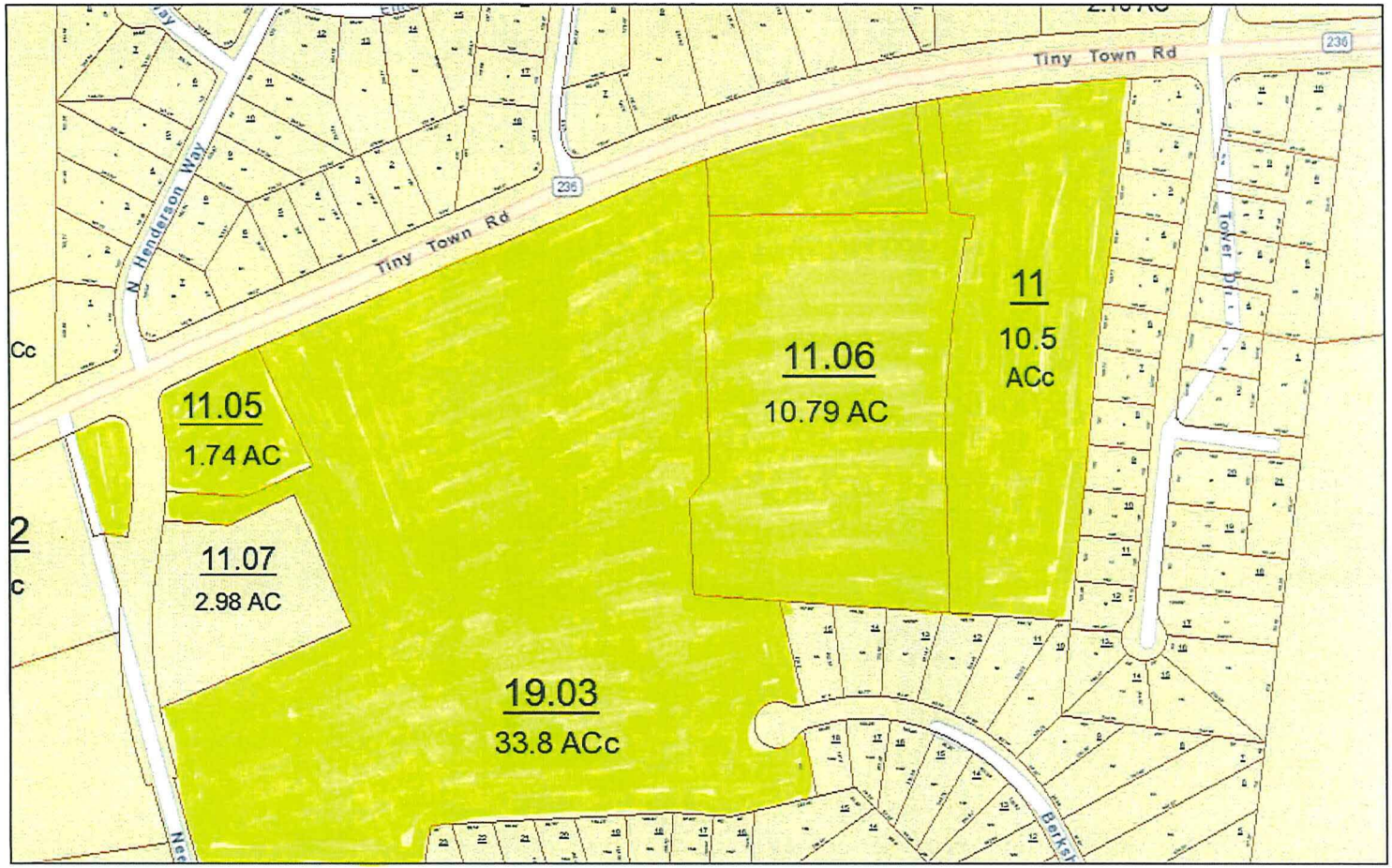
The portion of 018 019.03 that is not included within the Property (as more particularly described on Exhibit A)

007-011

007-011.05

007-011.06

Montgomery County TN Web Map



March 24, 2017

Parcels

1:4,514

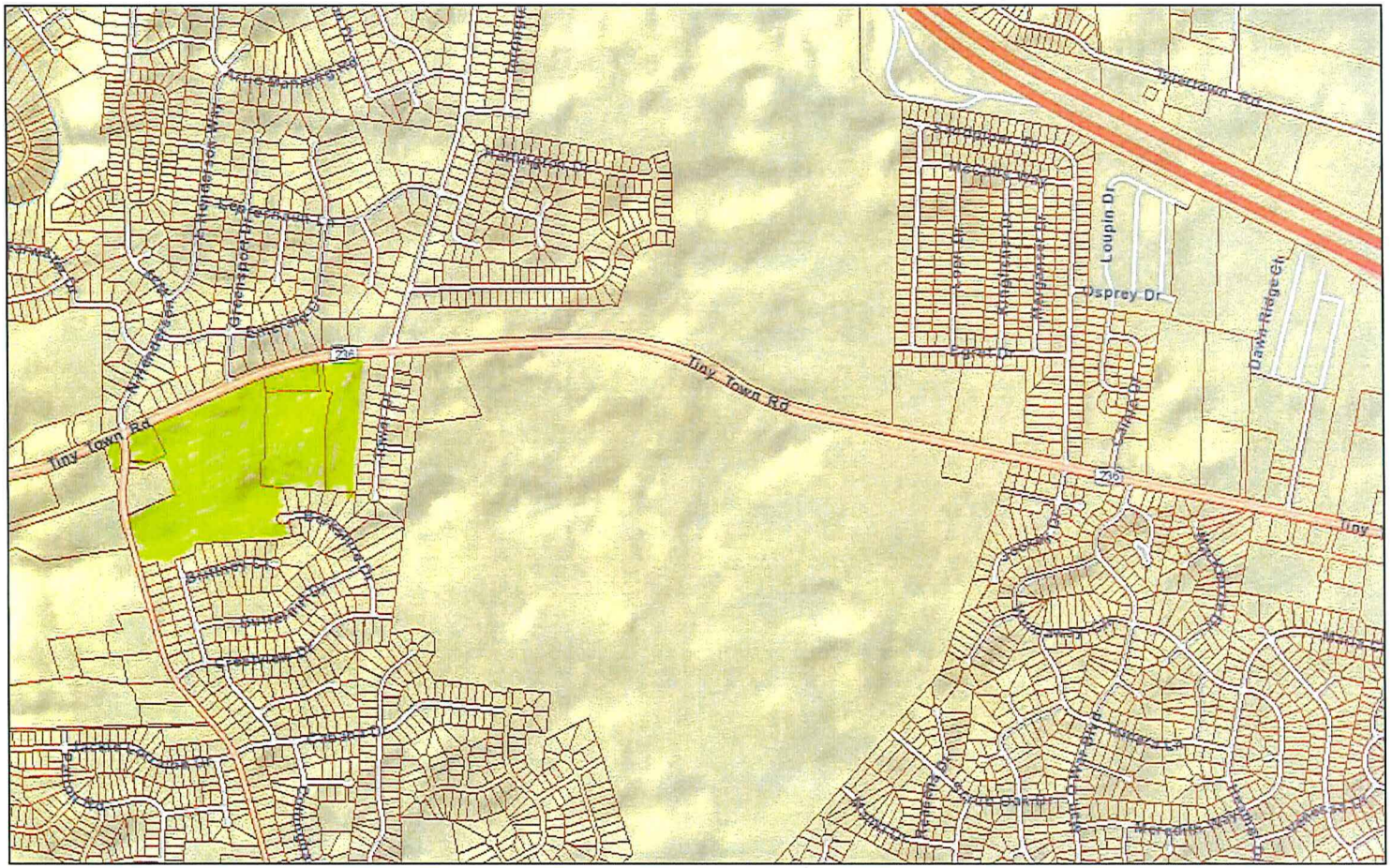
0 0.0375 0.075 0.15 mi

0 0.05 0.1 0.2 km

Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand),

Montgomery County Assessor of Property - Notice: A tax map has no legal standing other than the assessment of taxes. It cannot be used to establish boundary lines or transfer and convey property. A land surveyor licensed to practice land surveying in the State of Tennessee should be retained for all questions of boundary and/or location of lot lines.

Montgomery County TN Web Map



March 24, 2017

Parcels

1:18,056

0 0.15 0.3 0.6 mi

0 0.25 0.5 1 km

Sources: Esri, HERE, DeLorme, USGS, Intermap, INCREMENT P, NRCan, Esri Japan, METI, Esri China (Hong Kong), Esri Korea, Esri (Thailand),

Montgomery County Assessor of Property - Notice: A tax map has no legal standing other than the assessment of taxes. It cannot be used to establish boundary lines or transfer and convey property. A land surveyor licensed to practice land surveying in the State of Tennessee should be retained for all questions of boundary and/or location of lot lines.

EXHIBIT B
PROJECT AGREEMENT

THIS PROJECT AGREEMENT (hereinafter "Agreement") is made and entered into as of the ____ day of _____, 2016 (the "Effective Date"), by and among Industrial Development Board of the County of Montgomery, a public, nonprofit corporation organized and existing under the laws of the State of Tennessee (the "Board"), and Kroger Limited Partnership I (the "Company").

WITNESSETH:

WHEREAS, industrial development corporations ("Authorities") are authorized under Tennessee Code Annotated § 7-53-312 to prepare and submit to cities and counties an economic impact plan with respect to an area that includes a project within the meaning of Tennessee Code Annotated § 7-53-101 *et seq.* (the "IDB Act") and such other properties that the Authorities determine will be directly improved or benefited due to the undertaking of such project; and

WHEREAS, the IDB Act and the Uniformity in Tax Increment Financing Act of 2012, Tennessee Code Annotated § 9-23-101, et seq. (the "Uniformity Act"), also authorize Authorities, cities and counties to apply and pledge new incremental tax revenues which arise from the area subject to the economic impact plan to Authorities to promote economic development to pay the cost of projects or to pay debt service on bonds or other obligations issued by Authorities to pay the costs of projects; and

WHEREAS, pursuant to Section 312 of the IDB Act, the Board has approved, after a public hearing, an economic impact plan entitled "Industrial Development Board of the County of Montgomery Economic Impact Plan for the Marketplace Economic Development Area" (the "Plan"), and thereafter the Plan was approved by the City Council of the City of Clarksville, Tennessee (the "City") and the Board of Commissioners of Montgomery County, Tennessee (the "County"), and the Plan is incorporated herein by reference; and

WHEREAS, the Plan provides that in order to induce the Company to undertake a project consisting of a retail shopping center containing approximately 128,000 square feet of retail space to be used as a Kroger Marketplace Store (the "Project") to be constructed by the Company on property located near the intersection of Tiny Town Road and Needmore Road in Clarksville, Tennessee, as shown on Exhibit A (the "Property"); and

WHEREAS, in order to make the Project financially feasible, the Board shall, pursuant to Section 312(h) of the IDB Act and the Uniformity Act, use all of the Increment (as such term is defined in the Plan) to reimburse the Company for a portion of the cost of the Project as provided herein (the "Project Costs"); and

WHEREAS, it is the intent of the Board to formalize its intentions by entering into a binding agreement in the form of this Agreement with the Company.

NOW, THEREFORE, in consideration of the terms, conditions and mutual agreements by and between the parties, as hereinafter set forth in detail, the parties do hereby mutually agree as follows:

1. Definitions. Terms that are used herein that are not defined in this Agreement shall have the meaning ascribed thereto in the Plan.

2. Incentive. In the event that the Company undertakes and completes the Project, then:

(a) The Base Tax Amount shall be allocated to and, as collected, paid to the City and the County as all other real property taxes levied by the City and the County on all other properties; and

(b) Commencing for the taxes assessed for the 2017 calendar year, the Increment, if any, shall be allocated to and, when collected and paid to the City and the County, shall then be remitted to the Board and placed into a separate fund of the Board established to hold such payments until used to reimburse the Company for Project Costs under this Agreement; and

(c) The Company shall submit one or more written requests for the reimbursement of Project Costs setting forth the Company's wiring instructions for the payment thereof (the "Requisition(s)"), together with reasonable evidence (such as receipts, cancelled checks, officer's certificates, etc.) that it has paid or incurred said Project Costs to the Board; and

(d) The Board shall promptly, but in any event within thirty (30) days from the later of its receipt of (i) the Increment, and (ii) one or more Requisitions, reimburse the Company for the Project Costs by wire transfer of collected funds per the Requisitions, until the end of the term of this Agreement. The term of this Agreement shall end, and the payment of the Increment to the Company shall terminate, the earlier of (i) when the Company has received Nine Hundred Thousand and No/100 Dollars ($900,000.00), being the maximum amount (the "Maximum Contribution"), or (ii) December 31, 2028, provided that if the Company has not received payment for the Increment with respect to the real property taxes for calendar year 2028 by such date, then the term shall continue until the Company receives that payment (which would be during March 2029, if the 2028 taxes are paid in February of 2029 or when a final decision as to an appeal thereof is rendered, the taxes paid and the Increment with respect thereto paid to the Company). It is agreed and understood that in any event, all of the Increment above the Maximum Contribution, and all property taxes in the Plan Area for calendar years 2029 and later, shall be allocated and paid to City and the County the same as all other property taxes levied by the City and the County on all other property, and this Plan shall terminate.

3. Board Representations. The Board hereby represents, warrants, and covenants as follows as the basis for the undertakings on its part herein contained:

(a) That the Board: (i) was legally created and exists under the provisions of the IDB Act; (ii) has the power under the provisions of the IDB Act and the Uniformity Act to enter into the transactions contemplated by this Agreement and to carry out its obligations hereunder; and, (iii) has been duly authorized, by proper action, to execute, deliver and perform this Agreement and the Plan; and

(b) That the Project constitutes a "project" within the meaning of the IDB Act, and that the Board is entering into this Agreement and the Plan to aid in the funding of the Project to accomplish the public purposes of the IDB Act in order to induce and cause the Company to provide the Project, thereby maintaining and increasing employment opportunities, and furthering the welfare of the residents of the City and the County and of the State; and

(c) That the execution and delivery of this Agreement will be valid and binding on the Board and that neither the execution nor delivery of the foregoing documents, nor the consummation of the transactions contemplated thereby, nor the fulfillment of or compliance with the terms and conditions hereof or thereof, will violate any applicable law or conflict with or result in a breach of any of the terms, conditions, or provisions of any agreement or instrument to which the Board is now a party or by which it is bound; and

(d) That there is no action, suit, proceeding or, to the Board's knowledge, any inquiry or investigation at law or in equity or before or by any public board or body pending or, to the Board's knowledge, threatened against or affecting the Board or the Board's property, wherein an unfavorable decision, ruling or finding would have a material, adverse effect on the validity or enforceability of the this Agreement; and

(e) That the Board will not pledge the Increment or otherwise encumber the same.

4. Company Representations. The Company hereby represents, warrants, and covenants as follows as the basis for the undertakings on its part herein contained:

(a) That the Company: (i) is a limited partnership organized and existing under the laws of the state of its organization, and is duly qualified to do business in the State of Tennessee, (iii) has the power and authority to enter into this Agreement; and (iv) has duly authorized the execution, delivery, and performance of this Agreement and the undertaking of the Project; and

(b) That the execution and delivery of this Agreement will be valid and binding on the Company and that neither the execution nor delivery of the foregoing documents, nor the consummation of the transactions contemplated thereby, nor the fulfillment of or compliance with the terms and conditions hereof or thereof, will violate any applicable law or conflict with or result in a breach of any of the terms, conditions, or

provisions of any agreement or instrument to which the Company is now a party or by which it is bound; and

(c) The Company will not knowingly take, permit to be taken, fail to take, or permit to fail to be taken, any action which would cause the Project not to constitute an office project; and

(d) That there is no action, suit, proceeding or, to the Company's knowledge, any inquiry or investigation at law or in equity or before or by any public board or body pending or, to the Company's knowledge, threatened against or affecting the Company or the Company's property, wherein an unfavorable decision, ruling or finding would have a material, adverse effect on the validity or enforceability of the this Agreement, or the Company's ability to provide and operate the Project.

5. Board Breach.

(a) A default by the Board under this Agreement (a "Board Breach") shall occur if the Board fails to comply with any other provision of this Agreement and does not cure such failure within thirty (30) days after receipt of written notice from the Company; provided that if (i) such breach cannot be cured within such thirty (30) day period, (ii) the Board notifies the Company in writing stating the reasons for delay prior to expiration of such thirty (30) day period, (iii) the Board promptly commences curative actions within such thirty (30) day period, and (iv) the Board thereafter diligently and continuously pursues cure efforts, then the period for cure shall be extended for such period of time as shall reasonably be required under the circumstances, except that the Board shall not be entitled to any extension if the breach is monetary in nature.

(b) Upon the occurrence of a Board Default, the Company may pursue such remedies as may be available at law in equity.

6. Company Breach.

(a) A breach by Company under this Agreement (a "Company Breach") shall occur if Company fails to comply with any other provision of this Agreement and does not cure such failure within thirty (30) days after receipt of written notice from the Board; provided that if (i) such breach cannot be cured within such thirty (30) day period, (ii) the Company notifies the Board in writing stating the reasons for delay prior to expiration of such thirty (30) day period, (iii) the Company promptly commences curative actions within such thirty (30) day period, and (iv) the Company thereafter diligently and continuously pursues cure efforts, then the period for cure shall be extended for such period of time as shall reasonably be required under the circumstances, except that the Company shall not be entitled to any extension if the breach is monetary in nature.

(b) Upon the occurrence of a Company Breach, the Board may pursue such remedies as may be available at law in equity.

7. Cooperation. The Company and the Board agree that:

(a) Each party shall cooperate with the other party to provide such assistance as may reasonably be requested in connection with the fulfillment of each of its respective obligations under this Agreement; provided that the Company acknowledges that the City and County are independent from the Board and that the Board cannot guarantee its cooperation, but will work in good faith. Each party shall keep the other party informed of its actions taken in connection with this paragraph.

(b) Each party agrees that in exercising any rights of approval or consent it may have under this Agreement, it shall act in good faith.

8. Governing Law. This Agreement shall be governed and construed under and in accordance with the laws of the State of Tennessee and may not be modified or amended except in writing signed by all parties. Any legal venue for claims or actions arising from this Agreement shall be in Montgomery County, Tennessee.

9. Assignment. This Agreement shall not be assigned by either party hereto without the written consent of the other party, except that the Company may assign its interest hereunder to a Company Affiliate. A "Company Affiliate" shall mean (i) any parent, subsidiary or affiliate of Company that directly or indirectly controls Company, is under the direct or indirect control of Company, or is under common direct or indirect control with Company, or (ii) any person, firm or corporation who is the purchaser of all or substantially all of the assets of Company or is the successor to all of the assets and business of Company by virtue of a corporate merger or consolidation of, with or into Company or an affiliate thereof. "Control" shall mean voting control of the controlled entity.

10. Notices. All notices, certificates, and other communications hereunder shall be in writing, and shall be sufficiently given and shall be deemed given when delivered and, if delivered by mail, shall be sent by registered mail or certified mail, return receipt requested, postage prepaid, addressed as follows:

To the Board	Executive Director The Industrial Development Board of the County of Montgomery, Tennessee 25 Jefferson Street, Suite 300 P. O. Box 883 Clarksville, TN 37041-0883
With a copy to:	Richard H. Batson, Esq. Batson Nolan PLC 121 South Third Street P. O. Box O Clarksville, TN 37041

To the Company: Kroger Limited Partnership I
1014 Vine Street
Cincinnati, OH 45202
Attention: Tax Incentive and Credits

With a copy to: Bradley Arant Boult Cummings, PLC
1600 Division Street, Suite 700
Nashville, Tennessee 37203
Attention: J. Thomas Trent, Jr.

11. Limitation of Liability. Anything in this Agreement to the contrary notwithstanding, the performance by the Board or the Company of all duties and obligations imposed upon it hereby, the exercise by it of all powers granted to it hereunder, the carrying out of all covenants, agreements, and promises made by it hereunder, and the liability of the Board and the Company for all warranties and other covenants hereunder, shall be limited solely to its interest in and right to receive the Increment and neither the Board nor the Company shall not be required to effectuate any of its duties, obligations, powers or covenants hereunder except to the extent of such revenues and receipts. No recourse under or upon any obligation, covenant or agreement contained in this Agreement, or under any judgment obtained against the Board or the Company, or by the enforcement of any assessment or by any legal or equitable proceeding by virtue of any constitution or statute or otherwise or under any circumstances, under or independent of this Agreement, shall be had against any incorporator, member, employee, agent, director or officer, as such, past, present or future, of the Board or the Company, either directly or through the Board or the Company, or otherwise, for the payment of any sum that may be due and unpaid by the Board or the Company hereunder. Any and all personal liability of every nature, whether at common law or in equity, or by statute or by constitution or otherwise, of any such incorporator, member, employee, agent, director or officer, as such, to respond by reason of any act or omission on his or her part or otherwise, for the payment for the Board, the Company or any receiver thereof, of any sum, is hereby expressly waived and released as a condition of and in consideration for the execution of this Agreement.

12. Entire Agreement. This Agreement and the Plan constitute the final, complete and entire understanding of the Board and the Company with respect to the transactions contemplated by this Agreement.

13. Attorney Fees. In the event of any action or proceeding for enforcement of any of the terms or conditions of this Agreement, the prevailing party in such action, or the non-dismissing party where the dismissal occurs other than by reason of a settlement, will be entitled to recover, from the non-prevailing party, its reasonable costs and expenses, including without limitation reasonable attorneys' fees and costs of defense paid or incurred in good faith.

14. Severability. The invalidation of any one or more of the provisions of this Agreement or any part thereof by judgment of any court of competent jurisdiction shall not in

any way affect the validity of any other such provisions of the Agreement but the same shall remain in full force and effect.

15. Further Assurances. The Board and the Company each agree to execute and deliver such further documents and instruments as may be reasonably necessary to carry out the transaction contemplated by this Agreement.

16. Interpretation. The titles, captions and section headings herein are inserted for convenience only and are in no way intended to interpret, define, limit or expand the scope or content of this Agreement. This Agreement shall be construed without regard to any presumption or other rule requiring construction against the party causing this Agreement to be drafted. If any words or phrases in this Agreement shall have been stricken out or otherwise eliminated, whether or not any other words or phrases have been added, this Agreement shall be construed as if the words or phrases so stricken out or otherwise eliminated were never included in this Agreement and no implication or inference shall be drawn from the fact that said words or phrases were so stricken out or otherwise eliminated. Unless the context indicates otherwise, (i) the terms "hereof", "hereunder", "herein" and similar expressions refer to this Agreement as a whole, (ii) the singular shall include the plural and the masculine gender shall include the feminine and the neuter, and (iii) all references to sections and subsections shall be deemed references to the sections and subsections of this Agreement.

17. Time of the Essence. Time shall be of the essence in the performance of the terms and conditions of this Agreement.

18. Business Day. If any date on which performance or notice is due under this Agreement should fall on Saturday, Sunday or any other day on which the Company's offices are not open to the general public for business, performance or notice shall not be due until the next business day.

19. No Waiver. No waiver of any provision of this Agreement shall be deemed to have been made unless expressed in writing and signed by the party charged with making the waiver. No delay or omission in the exercise of any right or remedy accruing upon any breach of this Agreement shall impair such right or remedy or be construed as a waiver of any such breach. The waiver of any breach of this Agreement shall not be deemed to be a waiver of any other breach hereof.

20. Counterparts. This Agreement may be executed in counterparts, each of which shall constitute an original and all of which together shall constitute one and the same instrument.

21. Relationship. The relationship of the Board and the Company is solely that of independent third parties engaged in an arm's length transaction. Nothing contained herein shall be deemed or construed as creating a partnership, joint venture, agency relationship or other similar relationship between the Board and the Company.

In witness whereof the parties hereto have entered into this Agreement as of the Effective Date.

Board: INDUSTRIAL DEVELOPMENT BOARD OF MONTGOMERY COUNTY

By: _____
Title: _____
Date: _____

Company: KROGER LIMITED PARTNERSHIP I

By: _____
Title: _____
Date: _____

ORDINANCE 1-2017-18

AN ORDINANCE AMENDING THE 2017-18 GENERAL FUND OPERATING BUDGET (ORDINANCE 75-2016-17) AUTHORIZING THE CITY OF CLARKSVILLE TO COMBINE GOLF COURSES AND PARKS & RECREATION DEPARTMENTAL FUNDING

WHEREAS, Recently there has been a change in reporting for the Golf Courses (Mason Rudolph and Swan Lake); and

WHEREAS, Effective May, 2017 both golf courses fall under the direction of the Parks and Recreation Department; and

WHEREAS, City Council approved an appropriations and budget ordinance listing three (3) department lines; and

WHEREAS, the current department head would like to combine all three (3) areas under her direction into one (1) department line item for ease of management and operations.

NOW, THEREFORE, BE IT ORDAINED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the following General Fund Budget Amendment be made:

Remove	Golf Course - Mason Rudolph	$240,527
Remove	Golf Course – Swan Lake	$769,598
Remove	Parks and Recreation/Tree Board	$6,931,649
ADD	Parks and Recreation/Golf Courses/Tree Board	$7,941,774

BE IT FURTHER ORDAINED no additional funding is necessary.

FIRST READING:
SECOND READING:
EFFECTIVE DATE:

RESOLUTION 1-2017-18

A RESOLUTION AUTHORIZING THE GRANT APPLICATION AND ADOPTING THE 2017-2018 ANNUAL ACTION PLAN AND THE 2017-2018 BUDGET FOR COMMUNITY DEVELOPMENT BLOCK GRANT AND HOME PROGRAMS.

WHEREAS, the Citizens' Advisory Task Force was established by the Mayor and City Council to identify community needs and to recommend a program for community development and;

WHEREAS, the Citizens' Advisory Task Force has adopted a budget and program of expenditures for the City of Clarksville's Community Development Block Grant Program and HOME Program and;

WHEREAS, the Annual Action Plan has been developed to guide the development of program activities and implementation.

WHEREAS, the Community Development Block Grant, the HOME Program and the Community Outreach fund are multiyear funds. Unexpended prior year funds will roll over to the 2017-2018 “Budget and Program of Expenditures”.

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the 2017-2018 Annual Action Plan and the 2017-2018 “Budget and Program of Expenditures” is hereby adopted.

BE IT FURTHER RESOLVED that the Mayor, as the official representative of the City of Clarksville, is hereby authorized to submit an application, including all understandings and assurances therein, to act in connection with the application, and to provide any such additional information as may be required.

ADOPTED:

Annual Action Plan

City of Clarksville, Tennessee

For the HUD
CDBG, HOME, and ESG
Programs

For the one-year period
2017-2018

City of Clarksville
Office of Housing and Community Development
One Public Square
Clarksville, TN 37040

2017-2018 HOUSING AND COMMUNITY DEVELOPMENT BUDGET AND PROGRAM OF EXPENDITURES

ACTIVITY	BUDGET	
CDBG		
Public Service		CAP 15%
Manna Cafe	$ 30,000.00	
Salvation Army	$ 20,000.00	
Light House	$ 16,000.00	
Community Action Agency	$ 15,000.00	
Urban Ministries – Grace Assist	$ 12,500.00	
Urban Ministries – Safe House	$ 12,500.00	
Urban Ministries – Safe Place	$ 12,500.00	
Radical Mission	4 10,000.00	
Serenity House	$ 7,000.00	
Flourishing Families	$ 6,500.00	
Rehabilitation	$242,242.00	
Acquisition	$ 48,000.00	
Demolition and Clearance	$ 50,000.00	
Infrastructure	$100,000.00	
Neighborhood Public Facilities	$200,000.00	
Administration		CAP 20%
General Administration	$180,561.00	
Planning	$ 10,000.00	
Fair Housing	$ 5,000.00	
Total CDBG	**$977,803.00**	
HOME		
Rehabilitation	$224,801.00	
CHDO Set Aside	$ 52,960.00	
Homebuyers Assistance	$ 40,000.00	
Administration	$ 35,307.00	
Total HOME	**$353,068.00**	
EMERGENCY SOLUTIONS GRANT (STATE)		
Community Action Agency	$ 37,500.00	
United Methodist Urban Ministries	$ 37,500.00	
Serenity House	$ 37,500.00	
Salvation Army	$ 37,500.00	
Administration	$ 11,250.00	
Total Emergency Solutions Grant	**$161,250.00**	
SHELTER PLUS CARE GRANT		
Rental Assistance	$103,644.00	
Administration	$ 6,044.00	
Total Shelter Plus Care Grant	**$109,688.00**	

PROGRAM INCOME

CDBG 3% Loan Repayments	$125,000.00	To be used for rehabilitation
HOME Loan Repayments	$125,000.00	To be used for rehabilitation
Community Outreach Loan Repayments	$ 15,000.00	To be used for housing activities
MADC Loan Pool	$ 15,000.00	To be retained in the loan pool
Total Program Income	**$280,000.00**	
Total Grant Resources	**$1,881,809.00**	

CDBG Program Activities Budget $977,803	Proposed Budget 2017/2018	Description of Program
Administration	$180,561	Administration and planning activities associated with the management and monitoring of HUD funded projects and programs.
Planning	$10,000	
Fair Housing	$5,000	The City of Clarksville provides Fair Housing outreach and assistance to low income individuals with a variety of housing problems. Affirmatively furthering Fair Housing is a requirement of receiving CDBG Funds.
Housing		
Rehabilitation 2017-2018	$242,242	Program is designed to assist low and moderate-income households for major or minor repairs and accessibility modifications. The program will be available citywide. Program will also provide funds to non-profit organizations in order to maximize the impact of funds by using donated labor for housing repair efforts focused in the Neighborhood Enhancement Areas. - $80,000.
Acquisition	$48,000	Funds will be used to acquire land for the development of permanent affordable housing.
Neighborhood Public Facilities	$200,000	Funds will be used for acquisition, construction, reconstruction or installation of public facilities and improvements including recreational facilities for youth in low income census tracts.
Infrastructure	$100,000	Infrastructure projects in eligible census tracts that encourage the development of affordable residential housing.
Demolition & Clearance	$50,000	Funds are used to pay for the demolition of blighted properties with in qualified census tracks. It is expected that 2 blighted structures will be demolished.
Public Services		
Community Action Agency	$15,000	Funds are awarded annually to eligible non-profit and faith based groups and administered by OHCD staff to directly benefit low-income people, often people with special needs. These "special needs" populations include some of our most vulnerable residents: the elderly, children and youth, the homeless, people with mental and physical disabilities, people with chronic illnesses, people with addictions, and victims of violence and individuals living in Public Housing.
Flourishing Families	$6,500	
Lighthouse	$16,000	
Manna Café	$30,000	
Radical Mission PHEAP	$10,000	
Salvation Army	$20,000	
Serenity House	$7,000	
UMUM-Grace Assistance	$12,500	
UMUM-Safe House	$12,500	
UMUM-Safe Place	$12,500	
TOTAL	**$977,803**	

Estimated Prgram Income	**$125,000**	

HOME Program Activities Budget $353,068	Proposed Budget 2017/2018	Description of Program
Administration	$35,307	Administration and planning activities associated with the management and monitoring of HUD funded projects and programs.
Housing		
CHDO (Community Housing Development Organization Set-Aside)	$52,960	The CHDO allocation is required to be set-aside for affordable housing activities to be undertaken by non-profit housing Development Organizations. These set-aside funds must be invested in eligible housing. CHDO's increase the availability of affordable housing in the jurisdiction.
First Time Home Buyers Down Payment Assistance Program	$40,000	Funds are provided to low and moderate-income residents for down payments and closing costs to purchase homes within the Clarksville City limits. Eligible Borrowers may receive a grant and a deferred loan due apon sale or transfer of the home.
Homeowner Rehabilitation 2017 - 2018	$224,801	Home funds will be used to rehabilitate owner occupied housing units within the city limits of Clarksville that meet program requirements. Reconstruction will be made available to houses that have been identified as having code violations. All units will be built to code, using approved housing quality standards.
Totals	**$353,068**	

Estimated Program Income	**$125,000**	

2017-18 Annual Action Plan

Annual Action Plan

Executive Summary

AP-05 Executive Summary 1

The Process

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Appendix

Maps

ANNUAL ACTION PLAN
2017

Executive Summary

AP-05 Executive Summary - 24 CFR 91.200(c), 91.220(b)

1. Introduction

The City of Clarksville is an Entitlement City according to the U.S. Department of Housing and Urban Development (HUD) criteria. Accordingly, the City receives annual allocations of funds for Housing and Community Development Projects under the Community Development Block Grant Program (CDBG), and Home Investment Partnership Program (HOME). As an Entitlement City, and a Participating Jurisdiction (PJ) Clarksville is required to conduct a comprehensive assessment of its housing and community needs and to present a plan of action in a detailed format prescribed by HUD.

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

CDBG - Clarksville Action Plan 2017-2018

2. Summarize the objectives and outcomes identified in the Plan

This could be a restatement of items or a table listed elsewhere in the plan or a reference to another location. It may also contain any essential items from the housing and homeless needs assessment, the housing market analysis or the strategic plan.

Increase and preserve affordable housing:

- Fund homeowner rehab program
- Fund First Time Homebuyer Program
- Fund Low Income Housing Rental Projects with HOME Funds
- Continue to promote fair housing through education and training

Support accessibility improvements Revitalize targeted neighborhoods:

- Define "Targeted" neighborhoods using updated demographic data

- Review public infrastructure and ADA needs when determining project
- Purchase, construct and improve public facilities
- Reduce blight

Provide supportive services for people who are homeless and those at the risk of homelessness:

- Target individuals who meet the chronically homeless definition
- Connect people who are homeless with services, shelter and food
- Provide services for people with special needs
- Promote services that improve overall efficiency of the homeless system

One-year priorities:

- Increase and preserve affordable housing
- Revitalize targeted neighborhoods
- Provide support services for persons who are homeless or persons at risk of homelessness
- Increase economic opportunity

3. Evaluation of past performance

This is an evaluation of past performance that helped lead the grantee to choose its goals or projects.

Year	FTHB	REHAB	LIHTC	DEMO	RECONST
2011-2012	11	24	0	1	5
2012-2013	9	14	180	5	4
2013-2014	9	15	0	3	2
2014-2015	6	18	0	1	1
2015-2016	8	10	0	1	1

4. Summary of Citizen Participation Process and consultation process

Summary from citizen participation section of plan.

The following measures were taken to encourage citizen participation:

- Posted draft plans electronically on the City website
- Published all meetings with in the local newspaper
- Solicited comments from interested social service agencies.
- Held public meeting in a target area
- Held six meetings for Homeless Providers

5. Summary of public comments

This could be a brief narrative summary or reference an attached document from the Citizen Participation section of the Con Plan.

The City of Clarksville's Citizen's Participation Plan (CPP) is designed to ensure citizen participation in all of the Community Development Block Grant (CDBG) and HOME Investment Partnership (HOME) and Emergency Shelter Grant (ESG) funded program areas and to meet the requirements set forth in Section 104 of the 1974 Housing and Community Development Act, as amended, and 24 CFR 91 to provide for citizen involvement in the planning and implementation of the City of Clarksville's Community Development Program. This Plan is an essential element of Clarksville's present and future community development process and has been developed to comply with the regulations and requirements of the CDBG program. The primary goal of the Citizen Participation Plan is to provide all citizens of the community with adequate opportunity to participate in the planning, implementation, and assessment of the Clarksville CDBG program. The Plan sets forth policies and procedures for citizen participation, which are designed to maximize the opportunity for citizen participation in the community development process. Citizens are encouraged to participate in all phases of the CDBG program and will be provided full access to program information. However, final responsibility and authority for the development and implementation of CDBG program(s) will lie with the City of Clarksville.

The following items were discussed during the public meeting held March 09, 2017.

- Are homeless service providers duplicating services
- How much will funding be cut
- We can be done if services are cut
- More affordable housing is needed
- Partnership between community development and the housing authority is needed.

OMB Control No: 2506-0117 (exp. 07/31/2015)

6. Summary of comments or views not accepted and the reasons for not accepting them

All comments or views were accepted.

7. Summary

The 2017-2018 Action Plan will help the department prepare for upcoming projects and a vision of what is possible. The plan will help create vibrant, healthy neighborhoods and create affordable housing opportunities, and use public resources more efficiently and effectively. The extensive public input into this process, as well as in-depth data analysis has created a realistic but ambitious strategic plan that has broad public support. The report can become a

PR-05 Lead & Responsible Agencies – 91.200(b)

1. Agency/entity responsible for preparing/administering the Consolidated Plan

Describe the agency/entity responsible for preparing the Consolidated Plan and those responsible for administration of each grant program and funding source.

Agency Role	Name	Department/Agency
CDBG Administrator		Community and Economic Development
HOME Administrator		Community and Economic Development

Table 1 – Responsible Agencies

Narrative (optional)

Clarksville's Office of Community Development is the lead agency overseeing the development of the Annual Plan and is responsible for collaborating with other planning agencies, groups, organizations, and persons participating in the Annual Action Plan development.

The Action Plan is developed through a participatory process, described in detail, in the Citizen Participation section below. To gauge the nature and extent of needs to help the City prioritize the uses of limited funds (CDBG and HOME) and develop the Action Plan, the City used a number of research and outreach methods:

- Analysis of demographic and housing market characteristics and their impacts on housing and community development needs using statistical and empirical data
- Resources and data collected from a variety of agencies that provide housing assistance and community services

Consolidated Plan Public Contact Information

Clarksville Office of Housing and Community Development
One Public Square Suite 201

Clarksville, TN 37040-3463

931-648-6133

OMB Control No: 2506-0117 (exp. 07/31/2015)

AP-10 Consultation – 91.100, 91.200(b), 91.215(l)

1. Introduction

Consultation with the community and affected service providers is a fundamental component of the Action Plan process. The City of Clarksville welcomes and encourages the participation of all of its citizens in the development of these plans and in the review of progress in implementing plan activities. The City particularly encourages involvement by low and moderate income households residing in areas targeted for program activities (such as neighborhood revitalization areas and other neighborhoods), minorities and non-English speaking persons, as well as persons with disabilities. In addition, residents of public housing and other assisted housing are encouraged to participate. Finally, local and regional institutions and other organizations including businesses, neighborhood associations, housing developers, the Clarksville Housing Authority, and community and faith-based organizations are encouraged to become involved in the planning process. A special effort is made to assure that low and moderate-income persons, households in areas assisted by program activities and persons special needs have opportunities to participate. Copies of the plan has been posted on the City CDBG webpage.

Notices of public meetings and hearings have been published in the local newspaper

Provide a concise summary of the jurisdiction's activities to enhance coordination between public and assisted housing providers and private and governmental health, mental health and service agencies (91.215(l))

- · As administrators, the City of Clarksville OHCD staff have executed the following:
- · Continuing to participate in coordinated efforts for shelter and services assisting homeless individuals and families.
- · Attendance by staff for the Homeless No More steering committee.
- · Facilitated the Mayors symposium on Homelessness in Clarksville
- · Participate in local service provider coalition meetings
- Worked with THDA on Homeless issues
- Worked with other jurisdictions including Montgomery County, the Housing Authority, the Continuum of Care provider, and Tennessee Housing Development Agency (THDA) to help prioritize housing needs, provide homeless services to leverage federal and state funds for affordable housing, community development and related services.

Describe coordination with the Continuum of Care and efforts to address the needs of homeless persons (particularly chronically homeless individuals and families, families with children, veterans, and unaccompanied youth) and persons at risk of homelessness.

•

The City of Clarksville is represented on the Homeless No More Steering Board and actively coordinates with others in the Continuum to address the needs of homeless individuals and families including the chronically homeless, veterans and unaccompanied youth. The City of Clarksville holds local homeless coalition meetings that in turn are taken to the Homeless No More Steering Board for inclusion into the Continuum of Care goals and objectives.

- Local meetings where needs are taken up to the Continuum of Care for inclusion into the bigger picture so the needs of the homeless individuals/families, chronically homeless, homeless veterans, and unaccompanied youth can be addressed.

- Member of the Homeless No More Board along with homeless and/or formerly homeless individuals that represents those in needs of services and represent a broad-based group that because of their knowledge and/or interest in homeless

- Member of the HNM Committees: Compliance, Point-in-Time, Housing Inventory County, and 10-Year Plan

- Actively participates in the Point-in-Time Street and Shelter Counts by coordinating local resources, i.e., shelters, law enforcement, social service agencies, and CoC

- Requires HMIS participation with grant recipients and through HNM HMIS Lead, the city monitors compliance with HMIS participation

- Supports CoC Goals and Objectives: 1) Housing Stability; 2) Increase income/skills; 3) Greater self-determination; 4) Linkages to mainstream resources

- Provides through the CoC, 15 one-bedroom units for chronically homeless through vouchers. Presents renewal application to the HNM Ranking and Priority Committee for consideration for renewal

- Develops affordable housing with CoC provider

- Supports the acquisition or rehabilitation of facilities to house those at-risk and/or who are homeless

- Collaborated on centralized / coordinated assessment tools for the HNM area
- Encourage programs to support children in homeless facilities that are identified through the school systems

- Coordinates ESG funds to be used for homeless prevention, emergency shelter, and rapid re-housing.

- Engages in the planning for homeless projects in the CoC based on project essentialness, cost effectiveness, quality, and whether the project addresses the homeless issues identified for the Homeless No More CoC area.

- Coordinates assistance between local providers and HNM CoCThe HNM coalition's stategies to reduce homelessness and chronic homelessness in Clarksville is based on three levels. Emergency Shelters, Transitional Housing, and Permanent Supportive Housing

Describe consultation with the Continuum(s) of Care that serves the jurisdiction's area in determining how to allocate ESG funds, develop performance standards for and evaluate outcomes of projects and activities assisted by ESG funds, and develop funding, policies and procedures for the operation and administration of HMIS

ESG funds are distributed through THDA state agency, all CoC who want ESG funding must apply to THDA to include our office, consultation:

- As member of HNM Board, the City of Clarksville has contributed to the development of policies and procedures for the administration of the HMIS

- The Point-in-Time and Housing Inventory County serves as a part of the foundation in determining how to allocate ESG funds and in the development of performance standards & outcomes set forth by HUD's overall goals.

- At a minimum, the HNM CoC HMIS provides the city with HMIS reports, i.e., are ESG funded agencies enrolling homeless individuals/families into the HMIS; level of quality data being entered into the HMIS; & outcomes.

2. Describe Agencies, groups, organizations and others who participated in the process and describe the jurisdiction's consultations with housing, social service agencies and other entities

OMB Control No: 2506-0117 (exp. 07/31/2015)

Table 2 – Agencies, groups, organizations who participated

1	**Agency/Group/Organization**	Centerstone
	Agency/Group/Organization Type	Services-homeless Regional organization Foundation
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	
2	**Agency/Group/Organization**	Salvation Army
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-homeless Services-Employment Regional organization Foundation
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Strategy

OMB Control No: 2506-0117 (exp. 07/31/2015)

	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Member of the Homeless Coalition, consulted about availability of services. Outcomes are the services they provide
3	**Agency/Group/Organization**	United Methodist Urban Ministries
	Agency/Group/Organization Type	Housing Services-Children Services-Elderly Persons Services-Persons with Disabilities Services-Victims of Domestic Violence Services-homeless Services - Victims Foundation
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Strategy
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Member of the Homeless Coalition, consulted about availability of services.
4	**Agency/Group/Organization**	Flourishing Families
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-homeless Services-Education Services-Employment Neighborhood Organization

OMB Control No: 2506-0117 (exp. 07/31/2015)

	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homelessness Needs - Unaccompanied youth
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Member of the Homeless Coalition, consulted about availability of services.
5	**Agency/Group/Organization**	Serenity House Women's Shelter
	Agency/Group/Organization Type	Services - Housing Services-Children Services-Victims of Domestic Violence Services-homeless Services-Education Services-Employment Services - Victims
	What section of the Plan was addressed by Consultation?	Homeless Needs - Families with children Homelessness Needs - Unaccompanied youth
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Member of the Homeless Coalition, consulted about availability of services.
6	**Agency/Group/Organization**	safe harbor
	Agency/Group/Organization Type	Services-homeless Services-Education Services-Employment
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	

7	**Agency/Group/Organization**	Clarksville Montgomery County Community Action Agency
	Agency/Group/Organization Type	Housing Services - Housing Services-Children Services-Elderly Persons Services-homeless Services-Employment
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless Homeless Needs - Families with children Homelessness Needs - Veterans Homelessness Needs - Unaccompanied youth
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Member of the Homeless Coalition, consulted about availability of services.
8	**Agency/Group/Organization**	NASHVILLE CARES
	Agency/Group/Organization Type	Services-Persons with HIV/AIDS Services-homeless
	What section of the Plan was addressed by Consultation?	Homeless Needs - Chronically homeless
	Briefly describe how the Agency/Group/Organization was consulted. What are the anticipated outcomes of the consultation or areas for improved coordination?	Member of the Homeless Coalition, consulted about availability of services.

Identify any Agency Types not consulted and provide rationale for not consulting

We consulted with a broad range of agencies and we used a wide variety of techniques to solicit input. Federal, State, County, non-profits and citizens are part of the coalition. The membership is open to all and the meeting's agenda are published well in advance of each meeting. No agency was intentionally left out of the process.

Other local/regional/state/federal planning efforts considered when preparing the Plan

Name of Plan	Lead Organization	How do the goals of your Strategic Plan overlap with the goals of each plan?
Continuum of Care	Buffalo Valley	works closely to align HNM with consolidated plam
Transportation Plan	MPO	worked with MPO on future transit oriented housing

Table 3 – Other local / regional / federal planning efforts

Narrative (optional)

OMB Control No: 2506-0117 (exp. 07/31/2015)

AP-12 Participation – 91.105, 91.200(c)

1. Summary of citizen participation process/Efforts made to broaden citizen participation
Summarize citizen participation process and how it impacted goal-setting

The citizen participation process for the overarching Consolidated Plan set the goals and priorities for the five-year period. Barring any emerging urgent issues that could change the existing goals and priorities, there should be no changes to the current goals and priorities as identified in the Consolidated Plan. A public hearing to receive comments on the CAPER and other views on housing and community development was held in September however no comments were received at that time.

Citizen Participation Outreach

Sort Order	Mode of Outreach	Target of Outreach	Summary of response/attendance	Summary of comments received	Summary of comments not accepted and reasons	URL (If applicable)
1	Newspaper Ad	Non-targeted/broad community	please see sign in sheet		all comments accepted	
2	Public Meeting	Minorities Non-targeted/broad community	please see sign in sheet		all comments accepted	
3	Internet Outreach	Non-targeted/broad community				

OMB Control No: 2506-0117 (exp. 07/31/2015)

Table 4 – Citizen Participation Outreach

Expected Resources

AP-15 Expected Resources – 91.220(c) (1, 2)

Introduction

The anticipated resources identified in this section include Community Development Block Grant (CDBG) program funds for Clarksville, the

HOME investment Partnership program funds.

Priority Table

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
CDBG	public - federal	Acquisition Admin and Planning Economic Development Housing Public Improvements Public Services	977,803	125,000	0	1,102,803	0	

OMB Control No: 2506-0117 (exp. 07/31/2015)

Program	Source of Funds	Uses of Funds	Expected Amount Available Year 1				Expected Amount Available Reminder of ConPlan $	Narrative Description
			Annual Allocation: $	Program Income: $	Prior Year Resources: $	Total: $		
HOME	public - federal	Acquisition Homebuyer assistance Homeowner rehab Multifamily rental new construction Multifamily rental rehab New construction for ownership TBRA	353,068	125,000	0	478,068	0	
Continuum of Care	public - federal	Admin and Planning Housing	109,688	0	0	109,688	0	Single room occupancy for chronic homeless with mental or physical handicapped.
Other	public - state	Admin and Planning Public Services	161,250	0	0	161,250	0	To improve the quality of emergency shelters of the homeless, to help meet the cost of operating and maintaining emergency shelters

Table 5 - Expected Resources – Priority Table

Explain how federal funds will leverage those additional resources (private, state and local funds), including a description of how matching requirements will be satisfied

Because of both federal mandates and local policy, the city's entitlement programs require some level of "match" or leveraging. For instance, the HOME program requires a 25% match, which the city covers with its general funds. Sub-recipients are paid on a reimbursement basic, thereby spending their funds prior to getting reimbursed with CDBG funds which in essence is leveraging.

If appropriate, describe publically owned land or property located within the jurisdiction that may be used to address the needs identified in the plan

There is some publicly owned land located within the city, that may be used to address the needs identified in the plan. Funding will be needed to proceed with the plans.

Discussion

OMB Control No: 2506-0117 (exp. 07/31/2015)

Annual Goals and Objectives

AP-20 Annual Goals and Objectives - 91.420, 91.220(c)(3)&(e)

Goals Summary Information

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
1	Revitalize targeted neighborhoods	2015	2020	Non-Housing Community Development	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown	Neighborhood Revitalization Rehabilitation of Existing Housing Provide Administrative Structure for Planning, Imp	CDBG: $250,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2878 Persons Assisted Buildings Demolished: 2 Buildings Housing Code Enforcement/Foreclosed Property Care: 18 Household Housing Unit
2	Build community infrastrucure and service capacity	2015	2020	Non-Housing Community Development	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown	Neighborhood Revitalization Rehabilitate Public Facilities and Infrastructure	CDBG: $100,000	Public Facility or Infrastructure Activities other than Low/Moderate Income Housing Benefit: 2878 Persons Assisted

OMB Control No: 2506-0117 (exp. 07/31/2015)

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
3	Assist homeless and at-risk of homelessness with	2015	2020	Homeless	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown	Provide Support for Emergency Housing and Supporti Increase Permanent Supportive Housing for Homeless	CDBG: $142,000 Continuum of Care: $103,644 Emergency Solutions Grant: $150,000	Homeless Person Overnight Shelter: 1000 Persons Assisted Overnight/Emergency Shelter/Transitional Housing Beds added: 10 Beds Homelessness Prevention: 120 Persons Assisted
4	Expand and preserve Affordable Housing	2015	2020	Affordable Housing	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown	Neighborhood Revitalization Rehabilitation of Existing Housing	CDBG: $242,242 HOME: $349,801	Rental units rehabilitated: 1 Household Housing Unit Homeowner Housing Rehabilitated: 20 Household Housing Unit Direct Financial Assistance to Homebuyers: 8 Households Assisted

OMB Control No: 2506-0117 (exp. 07/31/2015)

Sort Order	Goal Name	Start Year	End Year	Category	Geographic Area	Needs Addressed	Funding	Goal Outcome Indicator
5	Admin and Planning	2015	2019	Admin and Planning	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown	Affirmatively Further Fair Housing Choice Provide Administrative Structure for Planning, Imp	CDBG: $195,561 HOME: $35,307 Continuum of Care: $6,044 Emergency Solutions Grant: $11,250	Other: 1 Other

Table 6 – Goals Summary

Goal Descriptions

1	**Goal Name**	Revitalize targeted neighborhoods
	Goal Description	
2	**Goal Name**	Build community infrastrucure and service capacity
	Goal Description	
3	**Goal Name**	Assist homeless and at-risk of homelessness with
	Goal Description	
4	**Goal Name**	Expand and preserve Affordable Housing
	Goal Description	

5	**Goal Name**	Admin and Planning
	Goal Description	

Table 7 – Goal Descriptions

Estimate the number of extremely low-income, low-income, and moderate-income families to whom the jurisdiction will provide affordable housing as defined by HOME 91.215(b):

six first time home buyers and three single family residential

OMB Control No: 2506-0117 (exp. 07/31/2015)

AP-35 Projects – 91.220(d)

Introduction

This section of the report indicated how the proposed 2016 Action Plan projects relate to the Consolidated Plan goals and objectives. Clarksville organizes a volunteer committee comprised of community members to prioritize and approve funding allocations.

#	Project Name
2	PLANNING
3	Fair Housing
4	HOMEOWNER OCCUPIED HOUSING REHAB PROGRAM
5	FIRST- TIME HOMEBUYER
6	ACQUISITION
7	DEMOLITION AND CLEARANCE
8	INFRASTRUCTURE
9	NEIGHBORHOOD PUBLIC FACILITIES
10	HOME PROGRAM CHDO SET-ASIDE
11	CDBG PUBLIC SERVICE

Table 8 – Project Information

Describe the reasons for allocation priorities and any obstacles to addressing underserved needs

Generally speaking, the CDBG and HOME funds will continue to fund the same or similar programs as in prior years. Much of the CDBG funding was used for housing rehabilitation and infrastructure improvements. These continue to be priority issues for the City. Last year, the City received far more applications for homeowner repair assistance than could be addressed with available funding. The demand for these programs continues to outpace available funding. The City will continue to address properties that CDBG funds can be used to support economic development and public service programs.

There is always a need for affordable housing in the City and a desire by the City and the public to increase homeownership rates. The HOME program will support increasing homeownership opportunities through down payment assistance programs and creating new affordable homeownership and lease to own units.

Projects

AP-38 Projects Summary

Project Summary Information

Table 9 – Project Summary

1	**Project Name**	PLANNING
	Target Area	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Admin and Planning
	Needs Addressed	Provide Administrative Structure for Planning, Imp
	Funding	CDBG: $10,000
	Description	Planning activities associated with the management and monitoring of HUD funded projects and programs
	Target Date	
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	

OMB Control No: 2506-0117 (exp. 07/31/2015)

2	**Project Name**	Fair Housing
	Target Area	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Expand and preserve Affordable Housing
	Needs Addressed	Affirmatively Further Fair Housing Choice
	Funding	CDBG: $5,000
	Description	FAIR HOUSING OUTREACH AND ASSISTANCE TO LOW TO MODERATE INCOME INDIVIDUALS AND FAMILIES WITH A VARIETY OF HOUSING PROBLEMS.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	FAIR HOUSING OUTREACH AND ASSISTANCE TO LOW TO MODERATE INCOME INDIVIDUALS AND FAMILIES WITH A VARIETY OF HOUSING PROBLEMS.
3	**Project Name**	HOMEOWNER OCCUPIED HOUSING REHAB PROGRAM
	Target Area	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown

OMB Control No: 2506-0117 (exp. 07/31/2015)

	Goals Supported	Revitalize targeted neighborhoods Expand and preserve Affordable Housing
	Needs Addressed	Rehabilitation of Existing Housing Neighborhood Revitalization
	Funding	CDBG: $367,242 HOME: $349,801
	Description	PROGRAM IS DESIGNED TO ASSIST LOW AND MODERATE INCOME HOUSEHOLDS FOR CODE RELATED REPAIRS INCLUDING WATER AND SEWER HOOK-UP AND ACCESSIBILITY MODIFICATIONS. THE PROGRAM WILL BE AVAILABLE CITY-WIDE. PROGRAM WILL ALSO PROVIDE FUNDS TO NON-PROFIT ORGANIZATIONS IN ORDER TO MAXIMIZE THE IMPACT OF FUNDS BY USING LABOR AND DONATED MATERIALS FOR HOUSING REPAIR EFFORTS FOCUSED IN THE NEIGHBORHOOD ENHANCEMENT AREAS.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	20 LOW TO MODERATE INCOME FAMILIES OR HOUSEHOLDS
	Location Description	
	Planned Activities	PROGRAM IS DESIGNED TO ASSIST LOW AND MODERATE INCOME HOUSEHOLDS FOR CODE RELATED REPAIRS INCLUDING WATER AND SEWER HOOK-UP AND ACCESSIBILITY MODIFICATIONS. THE PROGRAM WILL BE AVAILABLE CITY-WIDE. PROGRAM WILL ALSO PROVIDE FUNDS TO NON-PROFIT ORGANIZATIONS IN ORDER TO MAXIMIZE THE IMPACT OF FUNDS BY USING LABOR AND DONATED MATERIALS FOR HOUSING REPAIR EFFORTS FOCUSED IN THE NEIGHBORHOOD ENHANCEMENT AREAS.
	Project Name	FIRST- TIME HOMEBUYER

OMB Control No: 2506-0117 (exp. 07/31/2015)

4	**Target Area**	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Revitalize targeted neighborhoods Expand and preserve Affordable Housing
	Needs Addressed	Neighborhood Revitalization
	Funding	HOME: $40,000
	Description	FUNDS ARE PROVIDED TO LOW AND MODERATE INCOME RESIDENTS FOR DOWN PAYMENT AND CLOSING COSTS TO PURCHASE HOMES WITHIN THE CLARKSVILLE CITY LIMITS. ELIGIBLE BORROWERS WILL RECEIVE A LOAN FOR DOWN PAYMENT ASSISTANCE AND A 10-YEAR FORGIVABLE LOAN FOR CLOSING COSTS.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	8 LOW TO MODERATE INCOME HOUSEHOLDS
	Location Description	
	Planned Activities	FUNDS ARE PROVIDED TO LOW AND MODERATE INCOME RESIDENTS FOR DOWNPAYMENT AND CLOSING COSTS TO PURCHASE HOMES WITHIN THE CLARKSVILLE CITY LIMITS. ELIGIBLE BORROWERS WILL RECEIVE A LOAN FOR DOWNPAYMENT ASSISTANCE AND A 10-YEAR FORGIVABLE LOAN FOR CLOSING COSTS.
	Project Name	ACQUISITION

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5	**Target Area**	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Downtown
	Goals Supported	Revitalize targeted neighborhoods
	Needs Addressed	Neighborhood Revitalization
	Funding	CDBG: $48,000
	Description	FUNDS ARE DESIGNATED TO ACQUIRE LAND WITHIN THE CITY LIMITS FOR THE DEVELOPMENT OF PERMANENT AFFORDABLE HOUSING.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	1 LOW TO MODERATE INCOME FAMILY
	Location Description	
	Planned Activities	FUNDS ARE DESIGNATED TO ACQUIRE LAND WITHIN THE CITY LIMITS FOR THE DEVELOPMENT OF PERMANENT AFFORDABLE HOUSING.
6	**Project Name**	DEMOLITION AND CLEARANCE
	Target Area	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Revitalize targeted neighborhoods
	Needs Addressed	Neighborhood Revitalization

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	Funding	CDBG: $50,000
	Description	BLIGHTED AREAS IN A COMMUNITY ARE DETRIMENTAL TO THE HEALTH AND WELL-BEING OF THE NEIGHBORHOODS. CDBG FUNDS WILL BE USED TO STRENGTHEN CODE ENFORCEMENT INITIATIVES CITY-WIDE AND PARTICULARLY TARGET AREAS WHERE THERE IS SIGNIFICANT NEED.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	ESTIMATE 2 BUILDINGS WILL BE DEMOLISHED
	Location Description	
	Planned Activities	BLIGHTED AREAS IN A COMMUNITY ARE DETERIMENTAL TO THE HEALTH AND WELL-BEING OF THE NEIGHBORHOODS. CDBG FUNDS WILL BE USED TO STRENGTHEN CODE ENFORCEMENT INITIATIVES CITY-WIDE AND PARTICULARLY TARGET AREAS WHERE THERE IS SIGNIFICANT NEED.
7	**Project Name**	INFRASTRUCTURE
	Target Area	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Build community infrastrucure and service capacity
	Needs Addressed	Rehabilitate Public Facilities and Infrastructure
	Funding	CDBG: $100,000
	Description	INFRASTRUCTURE PROJECTS IN ELIGIBLE CENSUS TRACTS THAT ENCOURAGE THE DEVELOPMENT OF AFFORDABLE RESIDENTIAL HOUSING.
	Target Date	6/30/2018

	Estimate the number and type of families that will benefit from the proposed activities	AREA BENEFIT OF 13,490 PERSONS
	Location Description	INFRASTRUCTURE PROJECTS IN ELIGIBLE CENSUS TRACTS THAT ENCOURAGE THE DEVELOPMENT OF AFFORDABLE RESIDENTIAL HOUSING.
	Planned Activities	INFRASTRUCTURE PROJECTS IN ELIGIBLE CENSUS TRACTS THAT ENCOURAGE THE DEVELOPMENT OF AFFORDABLE RESIDENTIAL HOUSING.
8	**Project Name**	NEIGHBORHOOD PUBLIC FACILITIES
	Target Area	NEW PROVIDENCE HILL SOUTH CLARKSVILLE NEIGHBORHOOD Downtown
	Goals Supported	Revitalize targeted neighborhoods Build community infrastrucure and service capacity
	Needs Addressed	Rehabilitate Public Facilities and Infrastructure
	Funding	CDBG: $200,000
	Description	FUNDS WILL BE USED FOR ACQUISITION, CONSTRUCTION, RECONSTRUCTION OR INSTALLATION OF PUBLIC FACILITIES AND IMPROVEMENTS INCLUDING RECREATIONAL FACILITIES FOR YOUTH IN LOW INCOME CENSUS TRACTS
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	

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	Planned Activities	
9	**Project Name**	HOME PROGRAM CHDO SET-ASIDE
	Target Area	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Expand and preserve Affordable Housing
	Needs Addressed	Increase Permanent Supportive Housing for Homeless
	Funding	HOME: $52,960
	Description	TO PROVIDE AFFORDABLE, DECENT, SAFE AND SANITARY HOUSING OPPORTUNITIES FOR LOW AND MODERATE INCOME FAMILIES AND INDIVIDUALS
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	TO PROVIDE AFFORDABLE, DECENT, SAFE AND SANITARY HOUSING OPPORTUNITIES FOR LOW AND MODERATE INCOME FAMILIES AND INDIVIDUALS
	Project Name	CDBG PUBLIC SERVICE

10	**Target Area**	NEW PROVIDENCE HILL RED RIVER NEIGHBORHOOD SOUTH CLARKSVILLE NEIGHBORHOOD Northwest Clarksville Downtown
	Goals Supported	Build community infrastrucure and service capacity
	Needs Addressed	Rehabilitate Public Facilities and Infrastructure
	Funding	CDBG: $142,000
	Description	TO PROVIDE NONPROFIT PUBLIC SERVICE AGENCIES FUNDING TO PROVIDE VARIOUS SERVICES TO HOMELESS, THOSE AT RISK OF HOMELESSNESS, DOMESTIC VIOLENCE VICTIMS, LOW TO MODERATE HOUSEHOLDS IN NEED OF UTILITY ASSISTANCE, AIR CONDITIONERS/HEATERS, AND CASE MANAGEMENT, ETC.
	Target Date	6/30/2018
	Estimate the number and type of families that will benefit from the proposed activities	
	Location Description	
	Planned Activities	PROVIDE FUNDING TO THE FOLLOWING SUBRECIPIENTS: COMMUNITY ACTION AGENCY, FLOURISHING FAMILIES, GREENHILL HUMAN DEVELOPMENT, RADICAL MISSION, SERENITY HOUSE, AND URBAN MINISTRIES GRACE ASSISTANCE AND SAFE HOUSE PROGRAMS.

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AP-50 Geographic Distribution – 91.220(f)

Description of the geographic areas of the entitlement (including areas of low-income and minority concentration) where assistance will be directed

CDBG and HOME funds can be used throughout the city. Areas of high minority concentration include New Providence, Red River District, Downtown and South Clarksville. New Providence and Red River have the highest concentration of minorities in the city.

Geographic Distribution

Target Area	Percentage of Funds
NEW PROVIDENCE HILL	
RED RIVER NEIGHBORHOOD	
SOUTH CLARKSVILLE NEIGHBORHOOD	
Northwest Clarksville	
Downtown	

Table 10 - Geographic Distribution

Rationale for the priorities for allocating investments geographically

CDBG and HOME funds can be used throughout the city. Areas of high minority concentration include New Providence, Red River District, Downtown and South Clarksville. New Providence and Red River have the highest concentration of minorities in the city.

Discussion

The strategic plan does not designate any geographic area as priority. The needs in Clarksville are great and spread throughout the city.

Affordable Housing

AP-55 Affordable Housing – 91.220(g)

Introduction

Clarksville partners with THDA and several non-profit agencies to assist in projects designed to provide affordable homeowner housing including assistance to people with disabilities and homeless individuals and families. Clarksville operates a housing rehabilitation program within the city limits. Projects are limited to complete basic home repairs and improvements meeting Clarksville's rehabilitation specifications and minimum standards. Repairs will be made for homeowners who are 80% or less of the area median income (AMI). Clarksville will continue to foster development and preservation or maintenance of affordable housing developments in 2018. Creation of new affordable rental units remains a high priority. The Community and Economic Development department will try to coordinate with the Clarksville Housing Authority to encourage use of project based vouchers in HOME or LIHTC projects to meet the housing needs for those earning less than 30% MFI. Other associated goals for 2018 include preserving existing affordable rental housing, rehabilitation, and accessibility improvements to affordable rental and owner-occupied properties.

One Year Goals for the Number of Households to be Supported	
Homeless	1
Non-Homeless	1
Special-Needs	1
Total	3

Table 11 - One Year Goals for Affordable Housing by Support Requirement

One Year Goals for the Number of Households Supported Through	
Rental Assistance	0
The Production of New Units	0
Rehab of Existing Units	20
Acquisition of Existing Units	0
Total	20

Table 12 - One Year Goals for Affordable Housing by Support Type

Discussion

The proposed number of households to be supported includes First Time Homebuyers as well as minor

repair which is usually done for our senior citizens.

AP-60 Public Housing – 91.220(h)

Introduction

CHA continues to address the needs of public housing by improving the housing stock. Exterior renovations will include door and window/security screen replacements, security cameras, playground equipment. Design work for a duplex will be completed this year with construction to begin in 2017.

Actions planned during the next year to address the needs to public housing

CHA continues to address the needs of public housing by improving the housing stock. Planned exterior renovations include door and window/security screen replacements, security cameras, along with foundation, sidewalk, and water/sewer line repairs.

Actions to encourage public housing residents to become more involved in management and participate in homeownership

Monthly resident meetings are held to encourage resident involvement. Periodic notices, monthly calendars and a quarterly newsletter are delivered to each resident household informing them of meetings, activities and information the residents need to keep abreast of opportunities and activities that affect their communities. Partnerships with churches, banks, civic organizations, social service organizations, and local businesses have been made to provide resources and opportunities for the residents

If the PHA is designated as troubled, describe the manner in which financial assistance will be provided or other assistance

CHA is not designated as troubled.

Discussion

CHA is currently utilizing a ROSS grant to aid with our initiative to assist residents in earning their GED/HI-Set (High School Equivalency) diploma. To assist in the success of our residents; CHA is currently providing city bus passes so that transportation to the school is not a barrier and will begin to lend out hot spot internet connections to the participants so that much needed internet access is available to them without cost.

AP-65 Homeless and Other Special Needs Activities – 91.220(i)

Introduction

Clarksville will continue reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs. The City will continue to engage in its street outreach and engagement activities in order to reach its homeless its populations. These activities include an annual Point-In-Time Count, which helps identify homeless residents and assess their needs. The following needs are assessed during the annual count: chronic homelessness, homeless children and unaccompanied youth, the racial and ethnic makeup of the homeless population, mental health needs, and presence of a chronic health need or disability. The city will support and facilitate an expansion of street outreach to include multi-disciplinary practitioners from law enforcement, social services, health care, mental health care, faith-based groups, volunteers, non-profits, community-based organizations, and substance abuse recovery centers in alignment with its overall plan to end homelessness.

Describe the jurisdictions one-year goals and actions for reducing and ending homelessness including

Reaching out to homeless persons (especially unsheltered persons) and assessing their individual needs

The city of Clarksville will support the following one-year goals.

1) Provide funds to support emergency shelter renovations

2) Provide funds to support shelter operations and transitional housing.

3) Provide funding to increase permanent supportive housing opportunities and work to create a stronger network of providers of supportive and mainstream services to homeless clients.

With the active homeless agencies in Clarksville, the CoC works with agencies leadership to best address the homeless needs in the city.

Addressing the emergency shelter and transitional housing needs of homeless persons

The shelter program is designed to identify sheltered and unsheltered homeless persons, as well as those at risk of homelessness, and provide the services necessary to help those persons to quickly regain stability in permanent housing after experiencing a housing crisis and/or homelessness. Working with the lead agency of the Coc to help those who are homeless find shelter. The one-year action plan goals

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support the HNM plan.

Helping homeless persons (especially chronically homeless individuals and families, families with children, veterans and their families, and unaccompanied youth) make the transition to permanent housing and independent living, including shortening the period of time that individuals and families experience homelessness, facilitating access for homeless individuals and families to affordable housing units, and preventing individuals and families who were recently homeless from becoming homeless again

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that addresses housing, health, social services, employment, education, or youth needs.

Helping low-income individuals and families avoid becoming homeless, especially extremely low-income individuals and families and those who are: being discharged from publicly funded institutions and systems of care (such as health care facilities, mental health facilities, foster care and other youth facilities, and corrections programs and institutions); or, receiving assistance from public or private agencies that address housing, health, social services, employment, education, or youth needs.

The city has several strategic steps to address homeless prevention, which are detailed in the middle Tennessee Continuum of Care's 10-year plan to end Homelessness. The city will continue to support and facilitate actions on these steps. Safe Harbor men's facility provides shelter and jobs for men

discharged from prison. They are working on providing the same services for woman.

Discussion

One year goals for the number of households to be provided housing through the use of HOPWA for:
Short-term rent, mortgage, and utility assistance to prevent homelessness of the individual or family
Tenant-based rental assistance
Units provided in housing facilities (transitional or permanent) that are being developed, leased, or operated
Units provided in transitional short-term housing facilities developed, leased, or operated with HOPWA funds
Total

AP-75 Barriers to affordable housing – 91.220(j)

Introduction

Barriers to affordable housing can present in a variety of aspects and multiple entities including, but not limited to government and political agencies, banking and financial institutions, insurance industry regulations, zoning regulations, social and economic variables, neighborhood conditions, public policy legislation, and fair housing enforcement.

There are no incentives to produce affordable housing anywhere in the city. Despite attempts to develop affordable housing through the use of zoning and incentives, it has proven difficult to get developers to undertake affordable projects or to include affordable units in market rate projects.

Most of the single family and multi-family housing being built is for the active duty military. There is very little if any affordable housing being built particularly for families in the low to moderate-income range. The affordable units that are being built are built with Low Income Housing Tax Credits, and these are being jeopardized by the state controller and local tax assessor who have decided to tax the tax credits themselves and the units.

Actions it planned to remove or ameliorate the negative effects of public policies that serve as barriers to affordable housing such as land use controls, tax policies affecting land, zoning ordinances, building codes, fees and charges, growth limitations, and policies affecting the return on residential investment

Educate audiences on the need for affordable housing and address affordable housing myths (i.e. it will reduce my property values).Invest resources into land-assemblage and demolition to ready sites for affordable housing development. Increase financial resources dedicated to affordable housing. Currently, the City bears the burden of affordable housing supply.

Montgomery County Tax accessor and the State of TN Comptroller have implemented a policy to tax Low Income House Tax Credit projects. Buildings and tax credits are both taxed. The regional Land Use Plan has goals of promoting safe, affordable housing, through some expansion and/or clarification relating to group homes and transitional housing are suggested, and encourages linkages to employment centers and shopping areas and reducing concentrations of low-income persons, those with disabilites, minorities, the elderly, and those dependent upon special facilities and services. Despite attempts to develop affordable housing through the use of zoning and incentives, it has proven difficult

to get developers to undertake affordable projects, or to include affordable units in the markey place. The city did approve a PILOT, while the county government denied the PILOT request.

Discussion

This section summarizes the key findings of the AI document. Clarksville has an active fair housing program. However, focus group discussions and survey results in particular note a lack of knowledge about fair housing law, policies, and practices. The need for on-going education, awareness, and outreach remains, especially among lower income households and minorities.

Impediments:

Increased awareness - city needss to expand efforts

Limited Supply of Affordable - continue to use funding resources to address the need

Lack of Clear Complaint and Enforcement - Continue work with Human Relations Commission

Government Policies - Encourage developers to develop affordable housing

. Awarness of potential discrimination- Increase hosuing choice matters

AP-85 Other Actions – 91.220(k)

Introduction

This section reports additional efforts the city will undertake during the 2015-2016 program year to address residents' housing and community developments needs The city of Clarksville has multiple strategies to meet the needs of the community. The CDBG and HOME play an important role in the revitalization of the city. Despite the city's targeted use of federal and local resources to meet the underserved needs of the community, obstacles to meeting these needs persist. The goals set forth in this plan position the city to continue its focus on meeting needs in the areas of single-family housing, supportive services, and economic development. The city will continue to allocate federal and state resources to meet these needs and work with partners to identify and address underserved needs.

Actions planned to address obstacles to meeting underserved needs

While the City has pursued a variety of strategies to impact the identified needs of the community, the primary obstacle to meeting the underserved needs is the lack of sufficient financial resources. See the annual objectives and description of activities and identified need for specific projects and anticipated Beneficiaries/outcomes. Housing actions will primarily be accomplished through the administration of CDBG and HOME funds. Applications for both programs are

Actions planned to foster and maintain affordable housing

HOME funds will be used to foster affordable housing by assisting low-income homebuyers through the First Time Homebuyer Program and CHDO development activities. CDBG and HOME funds will be used for Housing Development Activities to develop affordable housing units in Clarksville.

CDBG funds will be used to maintain affordable housing through homeowner rehab and repair programs. The City will partner with local HUD approved homeowner counseling agencies to assist with foreclosure prevention and pre-purchase counseling.

The City fosters and maintains affordable housing by:

- Providing funds each year for the rehabilitation of owner occupied housing for people of low

and moderate income;

- Supporting projects using low income tax credit financing
- Promoting affordable and public housing projects;

Actions planned to reduce lead-based paint hazards

Clarksville funds programs and manages a housing rehabilitation program; both of which require a lead based paint inspection on all homes built prior 1978. Approximately 20,000 units (37.1%) were constructed before 1980, and thus might have lead-based paint hazard though only 2.5 % of the units were constructed before 1940 and only 11.3% were built before 1960. Because of the surge in growth in the preceding two decades, the median age for housing units in Clarksville is 1989.

Actions planned to reduce lead-based paint hazards

Clarksville funds programs and manages a housing rehabilitation program; both of which require a lead based paint inspection on all homes built prior 1978. Approximately 20,000 units (37.1%) were constructed before 1980, and thus might have lead-based paint hazard though only 2.5 % of the units were constructed before 1940 and only 11.3% were built before 1960. Because of the surge in growth in the preceding two decades, the median age for housing units in Clarksville is 1989.

Actions planned to reduce the number of poverty-level families

Clarksville has a substantial number of households with an income of less than $15,000: indeed 15.8 percent of households, some 7438 households, are below this figure. By definitions, 48.8 percent of Clarksville households are in the lowest median income categories. Poverty is an issue in Clarksville as 16.1 percent of the population had income in the preceding months that was below the established poverty level. Clarksville will use its CDBG an HOME funds to reduce the impacts of poverty on low and moderate-income families and individuals in the community while working diligently to help move people out of poverty. Working with community leaders, workforce development programs, job training opportunities for low-income persons will be looked at for ways to expand public service programs aimed at increasing self-sufficiency will be supported. . The following strategies consistent with Clarksville's overall Consolidated Plan strategies, will play a role in combating poverty:

- Support community vitality through activities that promote a diverse economic base and family

wage jobs while providing opportunities for low ÂÂÂÂÂÂ and moderate-income people to become financially independent;

- Support services designed to expand available affordable housing and services to assist homeless people to reach self-sufficiency; and
- Support programs that identify people who are homeless, assess their needs, and move them into appropriate housing and supportive services.
- Support activities which bring additional business and jobs into the community.

Actions planned to develop institutional structure

The Clarksville Office of Housing and Community Development is reviewing ways in which CDBG and HOME can be more integrated into community and economic development. The city will contribute to capacity build in the institutional structure by continuing to encourage coordination among service agencies, participating in cooperative efforts such as Middle Tennessee Affordable housing coalition, and the local homeless coalition, and the Veterans Outreach service providers.

Actions planned to enhance coordination between public and private housing and social service agencies

The City of Clarksville staff will serve on the Middle Tennessee Continuum of Care steering Committee, and the Middle Tennessee Affordable Housing Coalition. The staff will continue to coordinate with the Lincoln Homes Resident Council, along with other housing providers on housing needs for the low-

Actions planned to enhance coordination between public and private housing and social service agencies

The City of Clarksville staff will serve on the Middle Tennessee Continuum of Care steering Committee, and the Middle Tennessee Affordable Housing Coalition. The staff will continue to coordinate with the Lincoln Homes Resident

Discussion

Program Specific Requirements

AP-90 Program Specific Requirements – 91.220(l)(1,2,4)

Introduction

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

Community Development Block Grant Program (CDBG)
Reference 24 CFR 91.220(l)(1)

Projects planned with all CDBG funds expected to be available during the year are identified in the Projects Table. The following identifies program income that is available for use that is included in projects to be carried out.

1. The total amount of program income that will have been received before the start of the next program year and that has not yet been reprogrammed	0
2. The amount of proceeds from section 108 loan guarantees that will be used during the year to address the priority needs and specific objectives identified in the grantee's strategic plan.	0
3. The amount of surplus funds from urban renewal settlements	0
4. The amount of any grant funds returned to the line of credit for which the planned use has not been included in a prior statement or plan	0
5. The amount of income from float-funded activities	0
Total Program Income:	**0**

Other CDBG Requirements

1. The amount of urgent need activities	0
2. The estimated percentage of CDBG funds that will be used for activities that benefit persons of low and moderate income.Overall Benefit - A consecutive period of one, two or three years may be used to determine that a minimum overall benefit of 70% of CDBG funds is used to benefit persons of low and moderate income. Specify the years covered that include this Annual Action Plan.	0.00%

HOME Investment Partnership Program (HOME)
Reference 24 CFR 91.220(l)(2)

1. A description of other forms of investment being used beyond those identified in Section 92.205 is

OMB Control No: 2506-0117 (exp. 07/31/2015)

as follows:

City of Clarksville First-Time Homebuyer Program

The purpose of this program is to make funds available to qualified persons who wish to purchase a home but need financial support with initial costs. These costs include the down payment, as well as the closing costs and prepaid items required to obtain homeownership.

The Homeownership Assistance offered through the City's First-Time Homebuyer program is payable in accordance with specific guidelines. Down payment funds provided to first-time homebuyers will be given as a low-interest loan over a 10-year period. Closing Cost provided will be given as a 0% interest forgivable loan forgiven after 10 years as long as the homebuyer remains the owner/occupant. The agreement made between the buyer and the City will be attached to the property under a two Promissory Notes and a Deed of Trust, as a second mortgage loan.

The City's program is designed to assist families determined to earn income within 30%- 80% of the area median income for Clarksville, Tennessee. The current (2016) median income for Clarksville, Tennessee is set at $51,400. Maximum income limits will be adjusted according to the most recent income figures published by the Department of Housing and Urban Development.

Households with income between 30-80 percent of the Clarksville-Montgomery County median area income, as adjusted for household size. Gross income will be calculated based on the Homeownership Assistance Program Guidelines. To establish program eligibility, income of all household members 18 years and older must be taken into account. The borrower is required to provide all pertinent information requested by the City.

Borrowers must be first-time homebuyers or those who have not owned or held an interest in a primary residence in the last three years, except the following individual or individuals may not be excluded from this requirement.

_The combined income of all members of the household who will be living in the property must be included in the determination of income. The household's income must be projected as an annual income. It should be assumed that today's circumstances would continue for the next 12 months, unless there is verifiable evidence to the contrary.

2. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows:

    1. A description of the guidelines that will be used for resale or recapture of HOME funds when used for homebuyer activities as required in 92.254, is as follows: **Transfer of the Property or a**

OMB Control No: 2506-0117 (exp. 07/31/2015)

Beneficial Interest in Borrower. If all or any part of the **Property** or any interest in it is sold or transferred (or if a beneficial interest in **Borrower** is sold or transferred and **Borrower** is not a natural person) or fails to be used as the **Borrower's** principal residence without **Beneficiary's** prior written consent, **Beneficiary** may, at its option, require immediate payment in full of all sums secured by this **Security Instrument**. For purposes of this deed of trust the sale or transfer of any part or interest in the property shall include but not be limited to transfers by deed, lease, contract, option, will or by intestate succession. Any such transfer shall render any and all amounts due under the note immediately due and payable. **DEED OF TRUST section 16 Transfer of the Property or a Beneficial Interest in Borrower.** If **Beneficiary** exercises this option, **Beneficiary** shall give **Borrower** notice of acceleration. The notice shall provide a period of not less than 30 days from the date the notice is delivered or mailed within which **Borrower** must pay all sums secured by this **Security Instrument**. If **Borrower** fails to pay these sums prior to the expiration of this period, **Beneficiary** may invoke any remedies permitted by this **Security Instrument** without further notice or demand on **Borrower**.

3. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows:

Program overview

109. *Use of Recaptured Funds:*

All funds repaid to the City will be used to carry out local low income housing programs. These funds will be expended on a regular basis, and will not be allowed to accumulate for more than five years.

e) Compliance Period

Loans and grants made under the First-Time Homebuyer program require an affordability period of a minimum of five years, per the HOME Investment Partnership Program requirements. Should the property be sold or otherwise transferred prior to the five year affordability period, the down payment and closing costs shall immediately become due and payable.

1. A description of the guidelines for resale or recapture that ensures the affordability of units acquired with HOME funds? See 24 CFR 92.254(a)(4) are as follows: Please refer to the response

to question AP 90 #2, all funds repaid to the City will be used to carry out local low-income housing programs. These funds will be exxoended on a regular basis, and will not be allowed to accumulate for more than five years.

2. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows: The City of Clarksville does not anticipate using HOME funds in this manner.

4. Plans for using HOME funds to refinance existing debt secured by multifamily housing that is rehabilitated with HOME funds along with a description of the refinancing guidelines required that will be used under 24 CFR 92.206(b), are as follows:

   There is no existing multi-family debt.

Discussion

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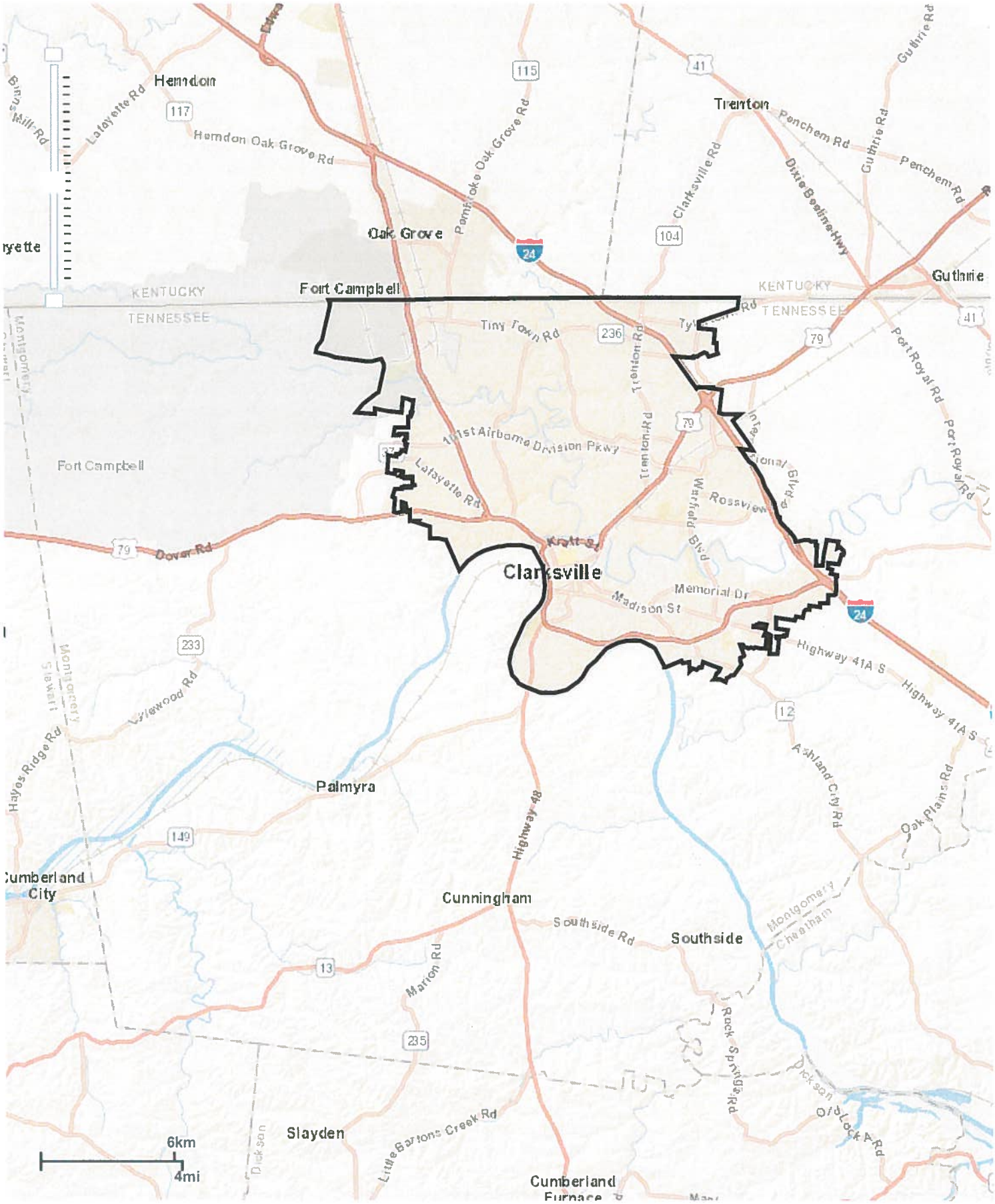

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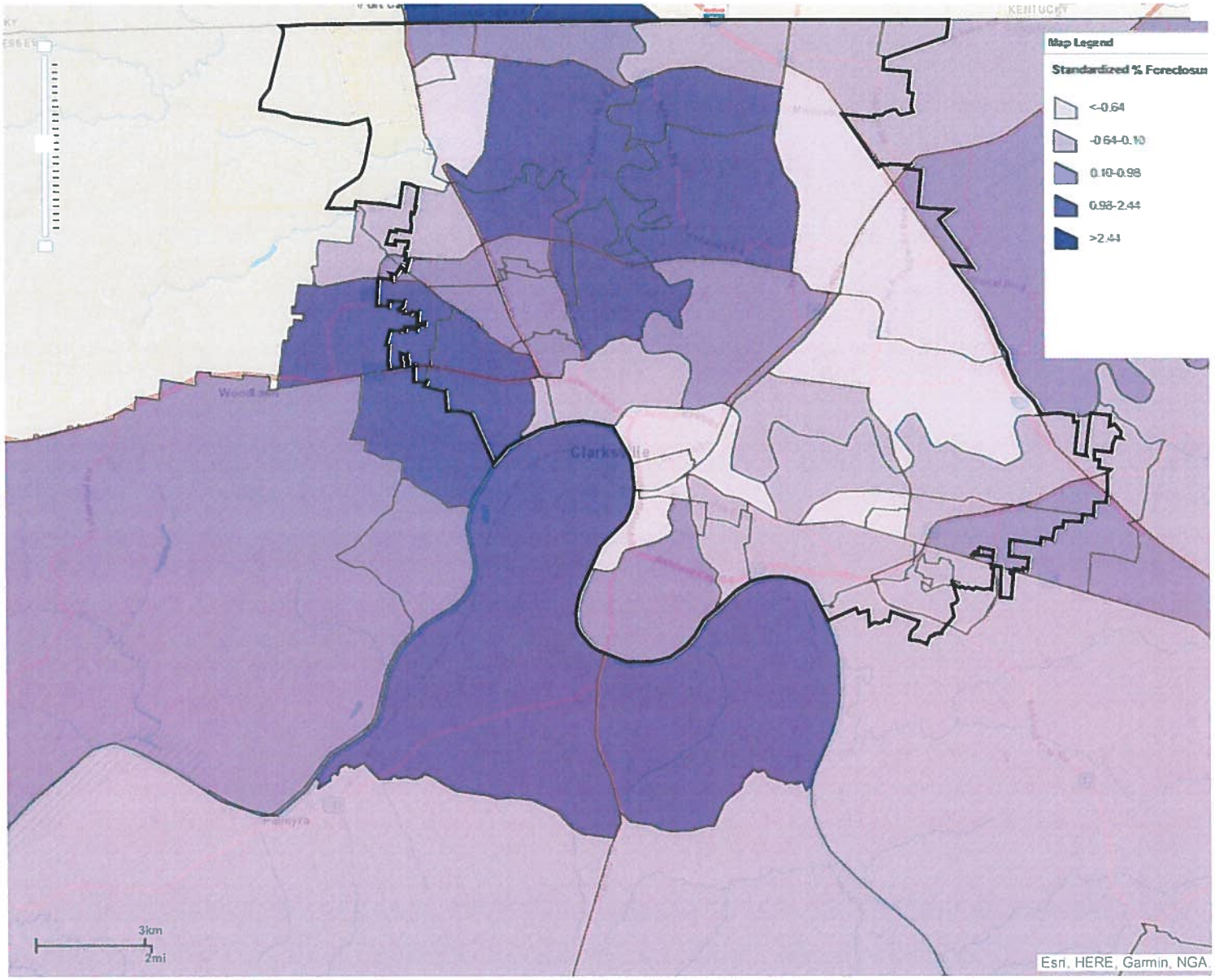

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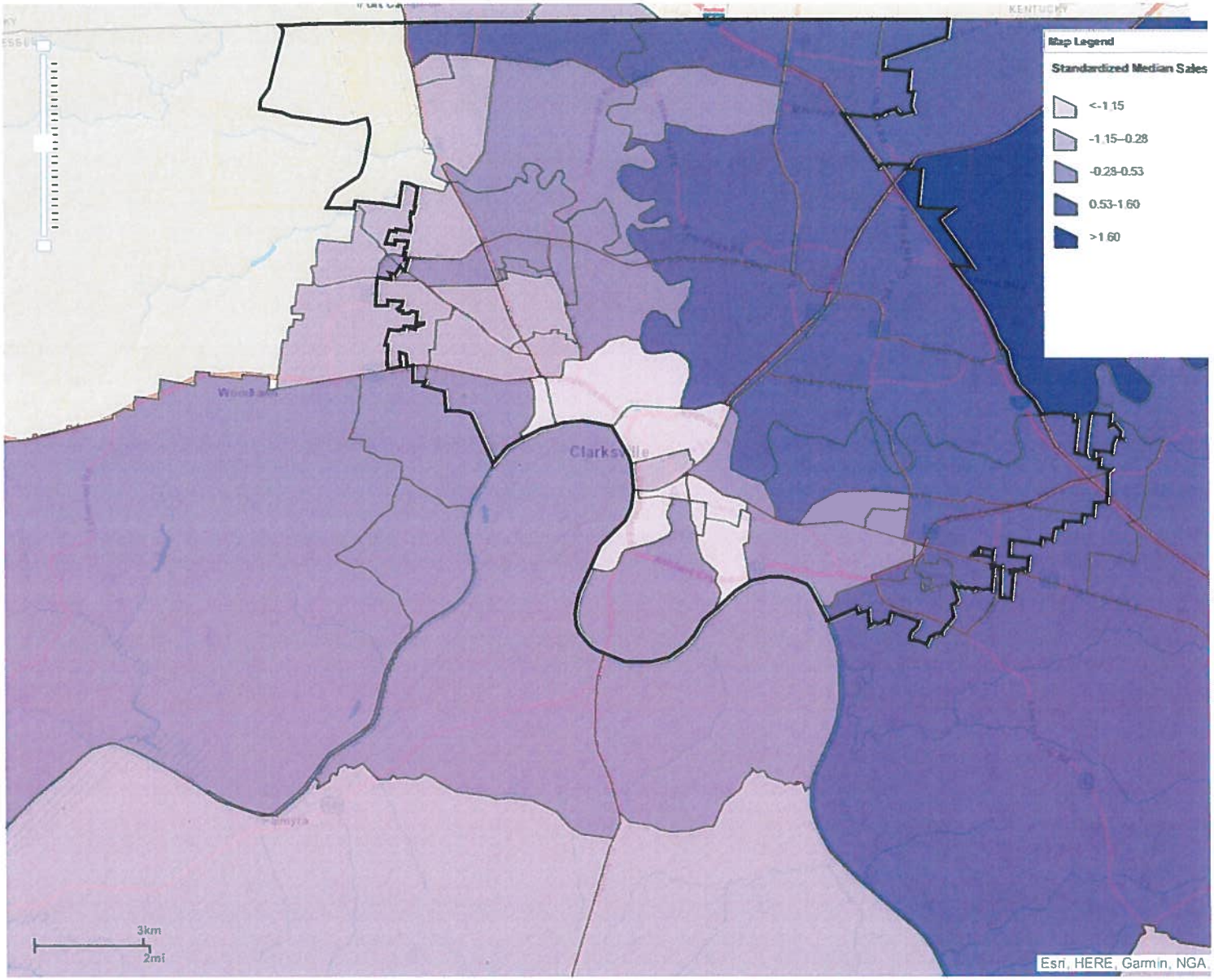

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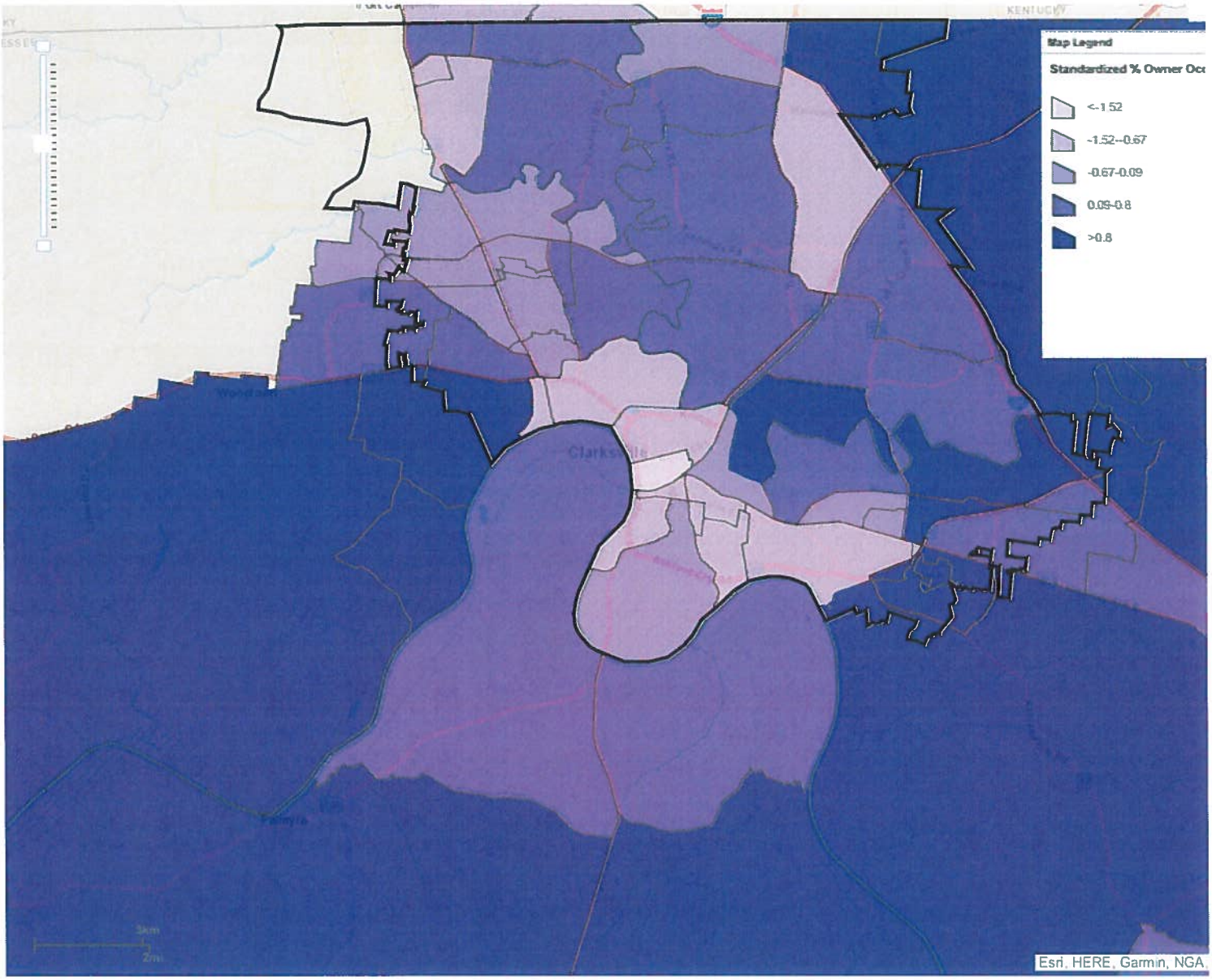

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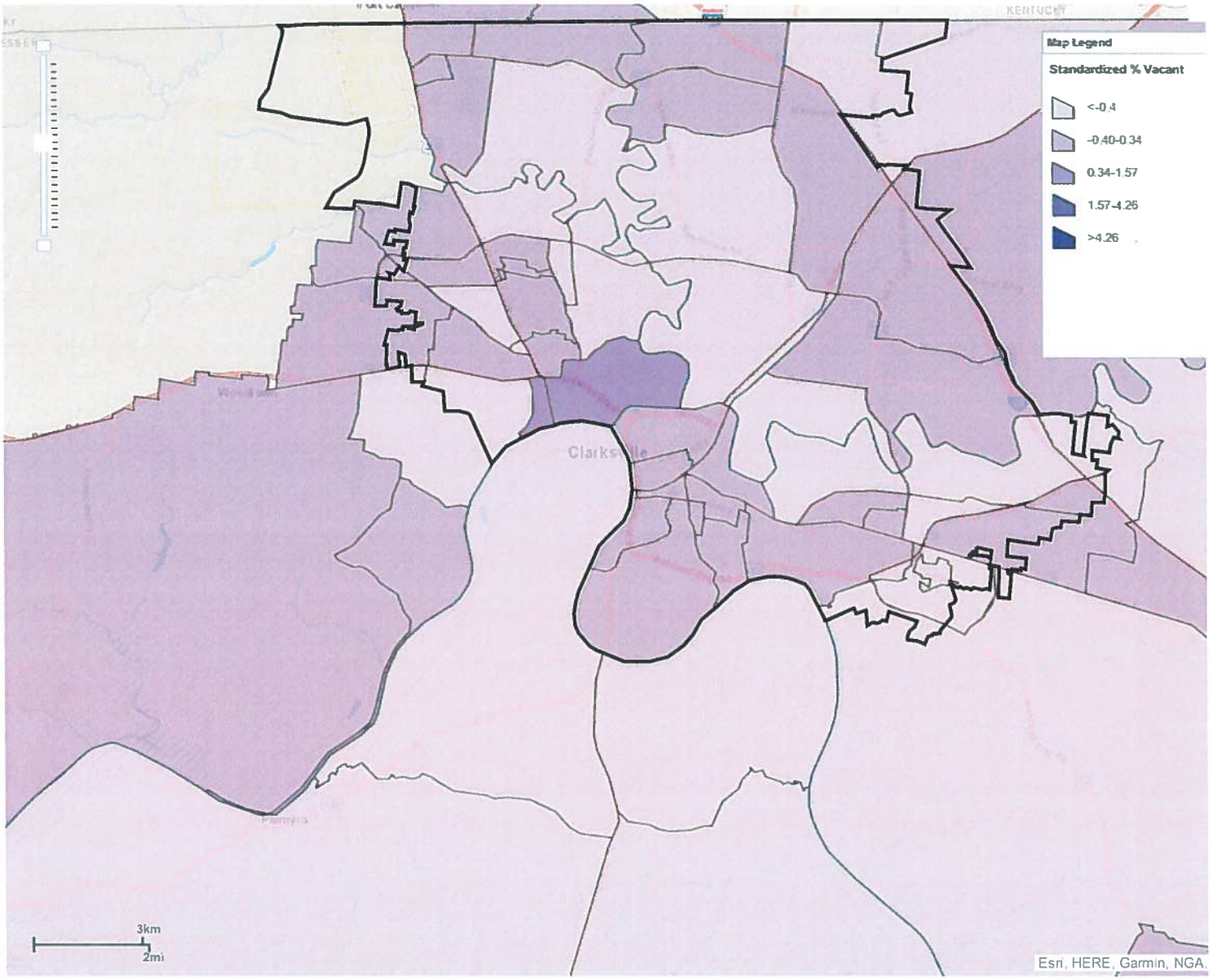

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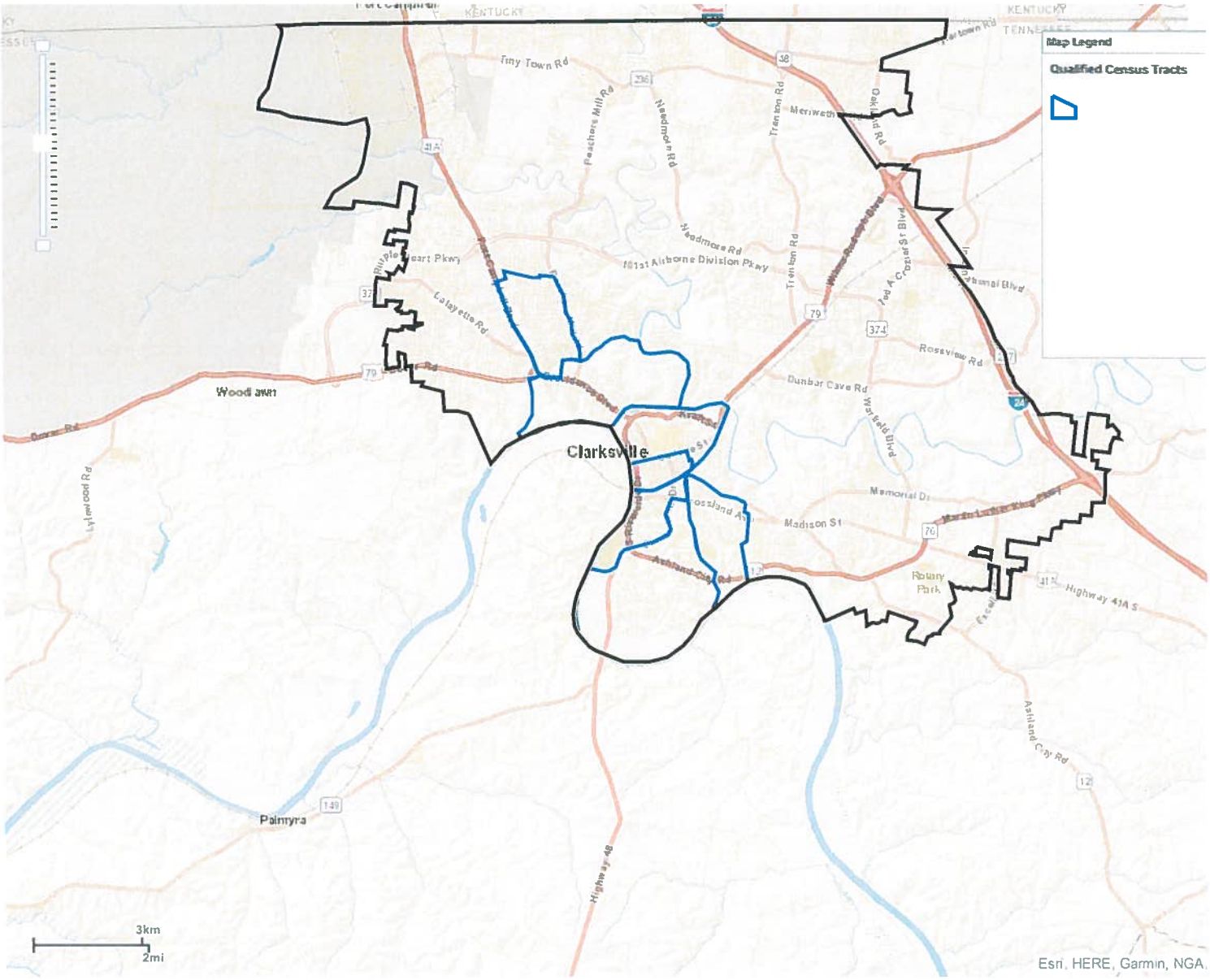

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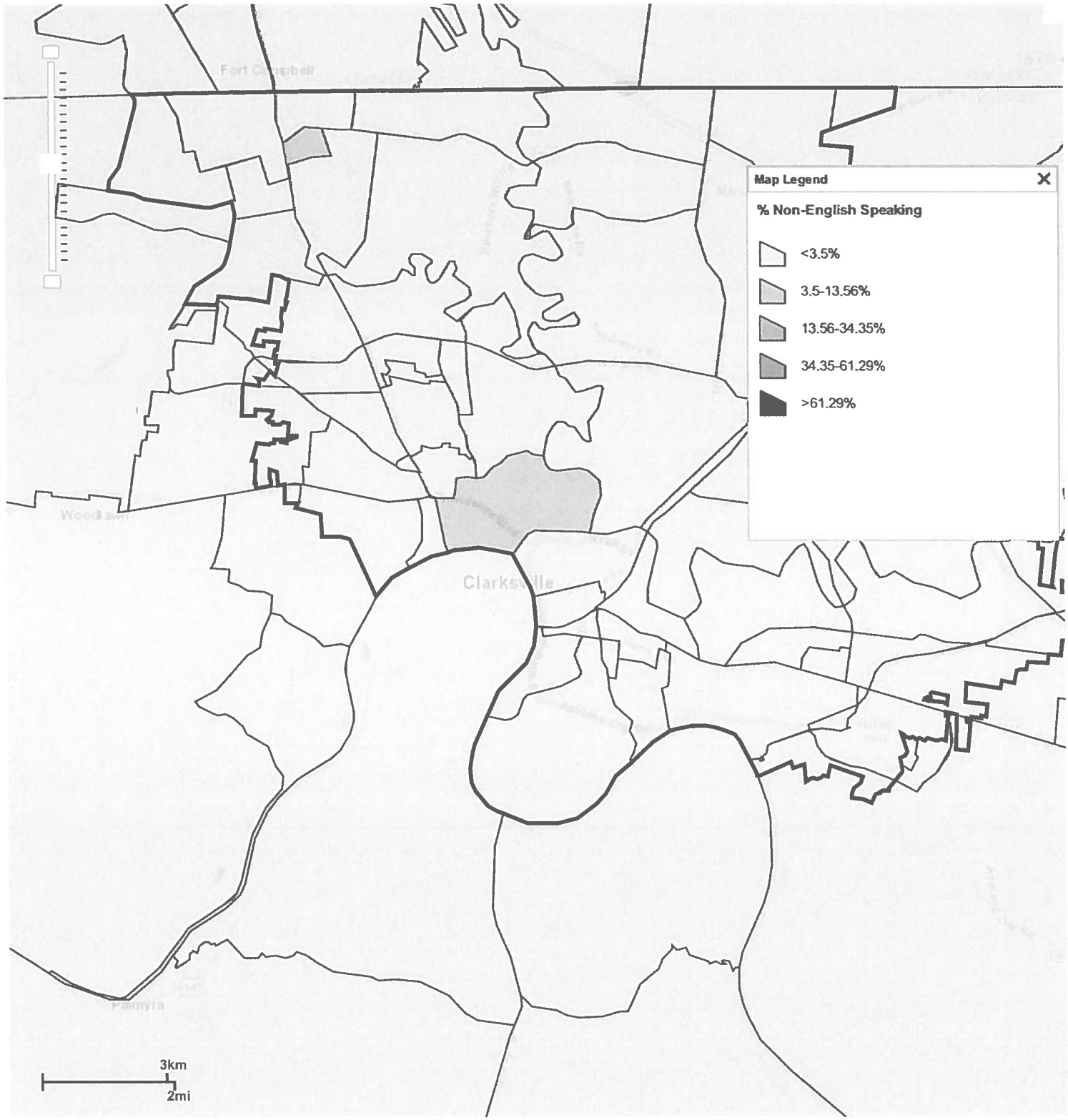

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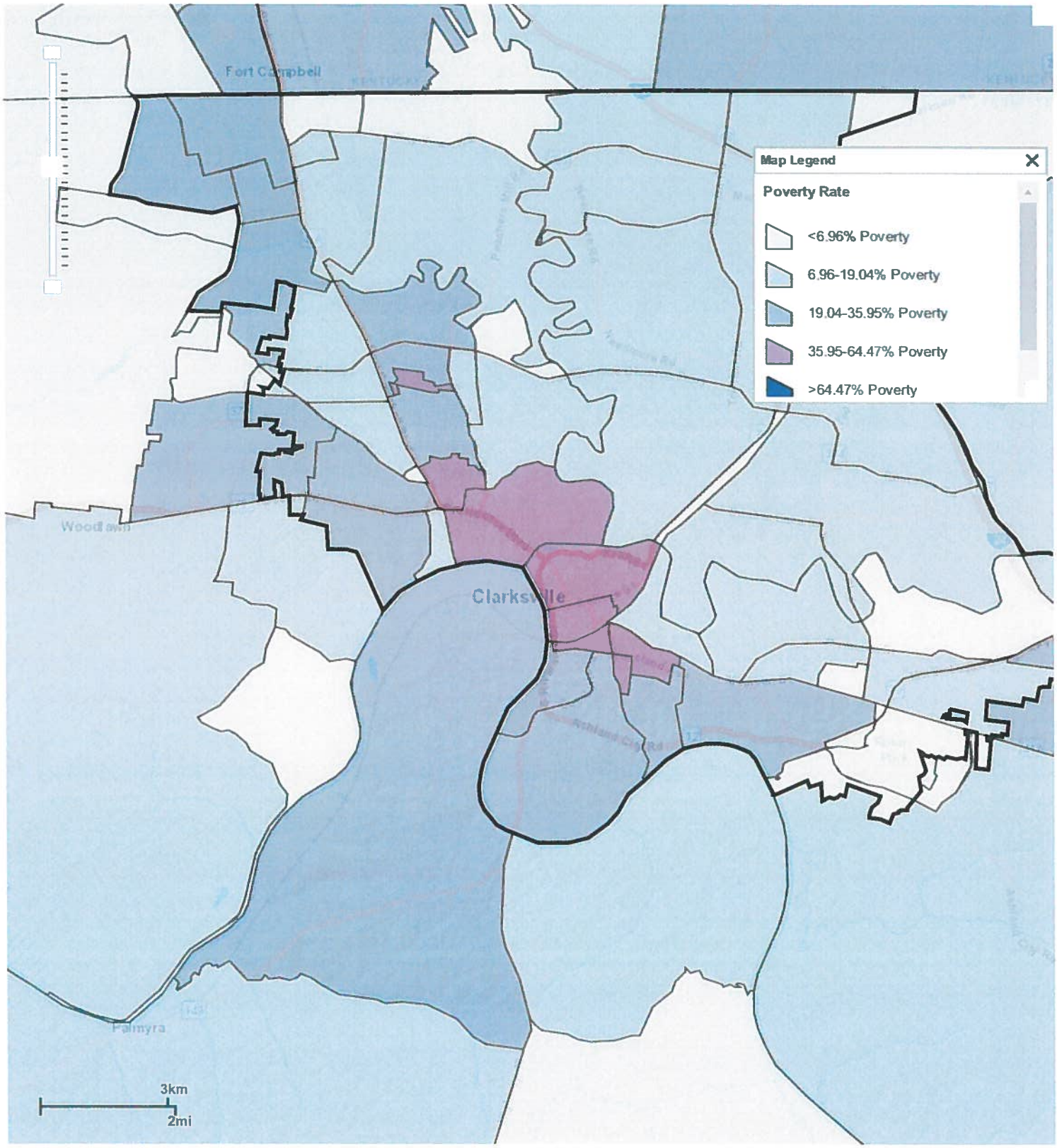

RESOLUTION 3-2017-18

A RESOLUTION AUTHORIZING AN INTERLOCAL AGREEMENT BETWEEN THE CITY OF CLARKSVILLE AND THE CLARKSVILLE-MONTGOMERY COUNTY INDUSTRIAL DEVELOPMENT BOARD FOR UTILITY RELOCATION FOR LG ELECTRONICS

BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF CLARKSVILLE, TENNESSEE:

That the Clarksville City Council hereby authorizes an interlocal agreement, attached hereto as Exhibit A, between the City of Clarksville, Tennessee, and the Clarksville-Montgomery County Industrial Development Board for utility relocation for LG Electronics USA.

ADOPTED:

Interlocal Agreement between

City of Clarksville, Tennessee and Industrial Development Board of the County of Montgomery, Tennessee

Industrial Park Utility Relocation Project – LG Electronics USA

This Interlocal Agreement is made and entered into this ___ day of _____, 2017, by and between the City of Clarksville, Tennessee, a Tennessee Municipal Corporation, hereinafter referred to as "City", and Industrial Development Board of the County of Montgomery, Tennessee, hereinafter referred to as "IDB",

W I T N E S S E T H:

WHEREAS, the IDB will perform both on-site and off-site improvements to serve a property located south of Tylertown Road and east of Jim Johnson Road in Clarksville, Tennessee, parts of which are further described in Deed Book Volume 1653, Page 2142 & ORV 1587, Page 1004, Tax Map 009, Parcel 014.01, Tax Map 010, Parcels 001.01 and 003.00, and Tax Map 015, Parcel 003.01, and as part of such improvements it will be necessary to extend and/or relocate certain of the City's water, wastewater and natural gas utilities ("Utilities"). The City and the IDB recognize that the IDB has qualified for grant funds in the amount of $1,542,200.00 inclusive of a nineteen percent (19%) match by the City in the amount of $293,018.00 for improvements of Utilities and agree that the IDB will enter into a single contract with a prime contractor ("Contractor") to perform only the off-site Utilities work ("Project") associated with the above referenced site improvements.

NOW, THEREFORE the City shall:

1. review and approve engineer's construction cost estimate, design drawings, specifications and bid items for the relocation or construction of sanitary sewer improvements associated with the Project and provide engineer's construction cost estimate, design drawings, specifications and bid items for the relocation or construction of potable water and natural gas improvements;
2. review and approve the bid prior to IDB's contract award, and have the right to reject any or all bids, if not in the best interest of the City; however, approval shall not be unreasonably withheld;
3. receive a copy of Contractor's monthly application for payment for review and approval with the understanding that Montgomery IDB desires to review and approve the payment application in a timely manner each month;
4. make payment in the amount of $293,018.00 which is nineteen percent (19%) the grant amount to the IDB;
5. inspect Contractor's utility work during the construction phase of the Project and notify the IDB if any utility work is not compliant with the specifications;
6. be responsible for responding to all utility-related Requests for Information during bidding and construction
7. be responsible for the review and approval of all Contractor submittals and return them to the IDB in a timely manner;

8. review and approve all work change directives, change proposals, claims and any other notices potentially resulting in a change of scope of work and contract fee;
9. review and approve contract change orders prior to issuance by the IDB; and

the IDB shall:

1. provide engineering services, including engineer's construction cost estimate, design drawings, specifications and bid items for the relocation or construction of sanitary sewer improvements associated with the Project;
2. bear the cost of engineering services related to the relocation of Utilities;
3. deed the water tank site known as the HSC Water Tank (which is further described in Exhibit A) to the City;
4. forward engineer's construction cost estimate, design drawings, specifications and bid items for the relocation or construction of sanitary sewer to the City for review and approval;
5. submit water and sewer plans along with the required review fees to the Tennessee Department of Environment and Conservation (TDEC) for approval;
6. prepare bid specifications for a single bid of the Project;
7. be the lead agency on the Project, handle the bid phase and ensure that all bids, contracts and other necessary documents are properly procured and executed;
8. grant the City the right to provide its own insight and input as is deemed necessary;
9. be responsible for the acquisition and cost associated with any right of way or easement required for Utilities;
10. provide bid results to the City for review and approval of the bid prior to contract award;
11. be responsible for additional costs in construction, design, or delays caused by any errors, omissions, or deficiencies;
12. award to and contract with a single Contractor for the Project;
13. compensate the Contractor for the Project in accordance with its contract with the Contractor;
14. invite City to all pre-bid, pre-construction and progress meetings;
15. forward all Requests for Information during bidding and construction phases for review and approval;
16. perform construction administration and management throughout the duration of the Project and agree to forward all Contractor submittals to the City for review and approval;
17. coordinate work change directives, change proposals, claims and any other notices potentially resulting in a change of scope of work and contract fee with the City, and only issue contract change orders upon approval by the City;
18. notify the City once a contract change order is duly executed, and provide a copy of the contract change order to the City;
19. reconcile the contract at completion of all Project work when Contractor reaches readiness for final payment and shall determine and notify the City of the exact Project contract fee;

20. be responsible for any Project-related costs in excess of the grant amount of $1,542,200,00;
21. utilize any grant funds within the scope of the grant in excess of final Contractor construction contract price for other utility infrastructure improvements in the Clarksville-Montgomery County Corporate Business Park North, which shall be coordinated with and agreed to by the City;
22. require its Contractor to provide a general one-year warranty and guarantee to the City that all work, including equipment, materials, products and workmanship, related to Utility relocation is free from all defects and that work was performed in accordance with the contract documents; as part of the warranty and guarantee, Contractor shall agree to correct, remove or replace any defective item at no cost to the City and extend the warranty and guarantee for an additional period of one year after such correction or removal and replacement has been satisfactorily completed; and

the City and IDB wish to reduce their agreement to a writing in accordance with Tennessee Code Annotated §12-9-108. In consideration of the mutual promises and covenants herein contained, the parties hereby mutually agree that the City will pay to the IDB an amount of $293,018.00 which is nineteen percent (19%) of the grant amount of $1,542,200.00 all of which shall be used for infrastructure improvements to the City's water, wastewater and/or natural gas utilities.

+ + END OF INTERLOCAL AGREEMENT BETWEEN THE
CITY OF CLARKSVILLE, TENNESSEE AND INDUSTRIAL DEVELOPMENT BOARD OF THE COUNTY OF MONTGOMERY, TENNESSEE+ +

INDUSTRIAL DEVELOPMENT BOARD OF THE COUNTY OF MONTGOMERY, TENNESSEE

By: _____
Carl Wilson, Chairman

STATE OF TENNESSEE
COUNTY OF MONTGOMERY

Personally appeared before me, the undersigned, a Notary Public, in and for said County and State, **Carl Wilson, Chairman**, with whom I am personally acquainted, and who, upon oath, acknowledged that he executed the within instrument for the purposes therein contained, and who further acknowledged that he is the Chairman of the maker, Industrial Development Board of the County of Montgomery, Tennessee, and he is authorized by the maker to execute the instrument on behalf of the maker.

Witness my hand and seal this ___ day of _____, 2017.

_____
NOTARY PUBLIC

My commission expires _____

(SEAL)

THE CITY OF CLARKSVILLE

By: _____
Mayor Kim McMillan

ATTEST:

_____
Sylvia Skinner, City Clerk

STATE OF TENNESSEE
COUNTY OF MONTGOMERY

Personally appeared before me, the undersigned, a Notary Public, in and for said County and State, **Kim McMillan, Mayor**, with whom I am personally acquainted, and who, upon oath, acknowledged that they executed the within instrument for the purposes therein contained, and who further acknowledged that they are the Mayor and City Clerk, respectively of the maker, City of Clarksville, a Tennessee Municipal Corporation, and they are authorized by the maker to execute the instrument on behalf of the maker.

Witness my hand and seal this ___ day of _____, 2017.

_____
NOTARY PUBLIC

My commission expires _____

(SEAL)