

City	Title	Population	Email	Does your city utilize a "step" pay plan?	Since your city does not use a "step" pay plan system, how do you determine annual increases for employees?	Do you give COLA and annual raise increases together at the same time or at different times during the year?	Do you give COLA and annual raise increases together at the same time or at different times during the year? -- Comments	What is the pay increase for promotions?
Alcoa	Human Resources Director	10,978	mthompson@cityofalcoa-tn.gov	Yes		Different times	[Different times] COLA given at beginning of fiscal year - July Merit raises given on anniversary date	Minimum of 5%
Arlington	Town Administrator	14,549	cdurant@townofarlington.org	No	Budgeted percentages are given to all employees not at their maximum. Fire is the only department with a step plan.	Same time		
Athens	Human Resources Director	14,084	nedmonds@athensn.gov	No	Annual increases are determined by council during budget discussions, typically based off of CPI.	Same time		If the promotion results in a change in pay class, the employee moves to the minimum of the new pay class. If they are above the minimum, the pay increase is 4%.
Atoka	Town Recorder	10,008	dpickard@townofatoka.com	No	We budget for a COLA raise of 2% -3%. We are currently working towards merit raises with an annual employee evaluation	Same time		2% - 3%
Bartlett	Personnel Director	57,786	tarchdeacon@cityofbartlett.org	Yes		Different times	[Different times] July 1st across the board raise. Step increases typically on annual employment date of the employee.	Attempt a minimum of 5%
Bristol	Human Resources Director	27,147	mlwilliams@bristoltn.org	No	Based on recommendation from compensation consultant, budget, and market data.	Same time		5% for non competitive and 7.5% for competitive
Chattanooga	Interim HR Director	181,099	sjefferson@chattanooga.gov	No	Cost of living is considered as is available funding.	Same time		At least 6% increase or minimum of new pay grade.
Clinton	Human Resources Manager	10,056	asylvester@clintontn.net	No	Annual cost of living increase based on the average benchmarked increases	Other	[Other] Only have a COLA	Varies
Collegedale	Human Resources Manager	11,109	kboyd@collegedaletn.gov	No	Cost of living adjustments and raises for positions as determined by market salary data.	Same time		
Collierville	Human Resources Director	51,324	jjeffries@colliervilletn.gov	Yes		Other	[Other] We do not administer a COLA increase	5%
Cookeville	Human Resources Director	34,842	csells@cookeville-tn.gov	No	Annual increases are based upon scores of employees' personnel performance evaluation. Each fiscal year the City Council determines maximum amount of allowable raise, typically 2-3%. For previous two fiscal years we've been provided a 4% market adjustment to nearly all wages/salaries.	Other	[Other] COLA is at the beginning of the fiscal year. The annual raise is provided on anniversary of employee's date of hire.	Depends on the department and position
Crossville	Human Resources Manager	12,071	leah.crockett@crossvilletn.gov	Yes		Same time		Dependent on the promotion and where the employee is in their Grade of the plan

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Dyersburg	Human Resources Director	16,164	steague@dyersburgtn.gov	Yes		Always at the beginning of the fiscal year if one is given		It varies – they go up 2 steps from present position and to the nearest higher step on new position.
Elizabethton	Personnel Director, Risk Management Director	14,546	alyons@cityofelizabethton.org	No	City Council approves annual cost of living adjustment.	Other	[Other] Although we do not give annual step increases, our pay plan does have multiple steps. If someone obtains a certification or specialized training they may be advanced on our pay plan, but annual step increases haven't been funded for 10 years. Otherwise, annual cost of living adjustments or promotions are the means for an employee to increase in pay.	Typically 10% or higher.
Germantown	Human Resources Director	41,333	oterrell-jordan@germantown-tn.gov	Yes		Different times	[Different times] We do not give COLA but we give merit and step increases	5-10%
Goodlettsville	Human Resources Director	17,789	dwest@goodlettsville.gov	No	COLA or amount approved in the budget.	Same time		depends on the job classification
Greeneville	Human Resources Director	15,479	pfuller@greenevilletn.gov	No	COLA and percentage increase together. 2022 - 1% for all. Additionally, a 2.5% increase for those with a satisfactory performance review.	Same time		2.5%
Jackson	Personnel Director	68,205	lhenning@jacksontn.gov	Yes		Different times	[Different times] COLA raises (if being given) are implemented at the beginning of the fiscal year. Public safety officers receive annual increases during anniversary month. Other employees also receive step increases incrementally 3 months; 6 months until topped out.	Depends on the position

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Johnson City	Interim Human Resources Director	71,046	bwilson@johnsoncitytn.org	No	The percentage of a merit pay increase is dependent on the employee's annual evaluation score. To be eligible for merit pay, employees must score a 3 (meets expectations) or higher on their annual evaluation. A scoring matrix is developed that sets the evaluation score and assigns a merit increase. For example, if 3% is budgeted for merit, then evaluation scores of 3 (meets expectations) receive 2.5% merit; evaluation score of 4 (exceeds expectations) 3.0% merit; and evaluation scores of 5 (outstanding) 3.5% merit.. The amount of the individual merit increase for each evaluation score would be adjusted depending on the dollar amount (percentage) budgeted for merit pay.	Same time		10%
Knoxville	Director of Human Resources	190,740	kdummond@knoxvilletn.gov	No	Charter allots for a 2.5% COLA.	Other	[Other] we do not give annual raises.	5% per pay grade
Lakeland	Finance Director, Human Resources Director	13,904	mwalker@lakelandtn.org	No	Annual increases are determined based upon (first) any general national/local wage increase percentage using BLS data, then mid-year increases are based upon merit/performance evaluations (pool of 1% of wages overall).	Different times	[Different times] Please see previous comment. 'COLA' does not use traditional 'cost of living' but rather Bureau of Labor Statistics wage increase data. Midyear 'merit' increases are performance based.	Typically a 5% minimum.
Lawrenceburg	Human Resources Director	11,633	dedwards@lawrenceburgtn.gov	Yes		Same time		Varies by job description.
Lebanon	Human Resources Director	38,431	sylvia.reichle@lebanontn.org	No	We have a MIN, MID, MAX pay range assigned to every position and pay grade. We instituted a new pay policy in 2016 that provides for annual COLA every budget. We also provide a standard 'service pay adjustment' of 1.25% for all regular full time and regular part time employees each January, provided the employee has one year of service. The COLA percentage varies depending upon factors such as inflation, CPI, unemployment rate in the local labor market. The HR Director conducts annual research on standard market pay adjustments within nearby counties, municipalities and some relevant private sector businesses and makes further recommendations if certain positions need adjusting during the budget process.	Different times	[Different times] COLA at budget in July, service pay (similar to a step increase) each January	Depends on the position, the employee's prior experience, training, education, certifications and what others in similar roles are earning.

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Lenoir City	City Administrator	10,117	ascott@lenoircitytn.gov	Yes		Different times	[Different times] Step increases come for certain people at certain intervals. COLA raises come at one time right after 7/1	Varies
Manchester	Chief Financial Officer	12,212	banderson@cityofmanchestertn.com	No	Board of mayor and alderman include COLA increases during the budget process.	Other	[Other] Done thru the budget process. No step plan in place.	Depends on position
Martin	Human Resources Director	10,825	bnewton@cityofmartin.net	Yes		Different times	[Different times] Annual raises are given on the employees work anniversary. COLA raises are given on 7/01, the beginning of a new budget year.	Varies in each department
Maryville	Human Resources Manager	31,907	lgcrawford@maryville-tn.gov	Yes		Different times	[Different times] COL July 1 and step increase on annual evaluation date.	Minimum 5%
Memphis	Chief Human Resources Officer	633,104	alex.smith@memphistn.gov	Yes		Same time		Seven percent
Millington	City Manager	10,582	k.findley@millingtontn.gov	No	cost of living	Same time		5%
Morristown	City Administrator	30,431	tcocox@mymorristown.com	Yes		Same time		10%
Mt. Juliet	Human Resources Manager	39,289	jsouthards@mtjuliet-tn.gov	Yes		Different times	[Different times] COLA is given on 7/1 each year. Step raises are on anniversary date.	To the next higher rate in the promotion steps, from what they are making before the promotion.
Nashville	Assistant Human Resources Director	511,546	Michael.d.taylor@nashville.gov	Yes		Different times		
Nolensville	Human Resources Director	13,829	mduenez@nolensvilletn.gov	Yes		Same time		Step 1 of new grade being promoted to or 5%, whichever is greater
Red Bank	Finance Director, Interim City Manager	11,899	jalexander@redbanktn.gov	No	Cost of Living Adjustment.	Same time		Depends on the position promoted to.
Shelbyville	City Manager	23,557	josh.ray@shelbyvilletn.org	Yes		Different times	[Different times] COLA occurs at the beginning of the fiscal year, Merit occurs at the beginning of the calendar year.	Instead of steps, we utilize pay ranges within our pay plan
Tullahoma	Human Resources Director	20,339	cbrace@tullahommatn.gov	Yes		Same time		Varies
Union City	Personnel Administrator	11,170	personnel@unioncitytn.gov	Yes		Different times	[Different times] If the City is given a COLA raise it is on July 1. Employees get annual raises on their anniversary date.	Depends on the position they are promoted to.

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White House	Human Resources Director	12,982	aburns@whitehousetn.gov	Yes		Same time		5% per grade

Survey Statistics Report

	Count
Completed Surveys	37
Invitations Sent	61
Total Response Rate	61%