



**CITY COUNCIL
AGENDA MEMO**

Prepared By: Michele Sanchez

February 13, 2020

Professional Services Agreement with Paypoint HR

DESCRIPTION:

Consider and Act on a Resolution awarding a contract to Paypoint HR for a compensation study.

BACKGROUND INFORMATION:

The FY2020 budget was passed with funding set aside in order to complete a compensation study for the City of Lake Dallas. Staff worked on a Request for Proposal and it was sent out to nine firms to solicit bids for the study.

The City received one bid back from Paypoint HR, and later had a conference call with them to ask additional questions. The firm was able to answer all of Staffs questions and meet all the requirements for the study.

FINANCIAL CONSIDERATION:

Staff recommends contracting with Paypoint HR for a total of \$36,500, this is for an estimated 394 hours of work that it will take to complete this project.

RECOMMENDED MOTIONS:

I move to **approve/deny** a resolution awarding a professional services agreement with Paypoint HR for a compensation study for The City of Lake Dallas.

ATTACHMENT(S):

1. Professional Services Agreement
2. Compensation Study Proposal
3. Lake Dallas Communication Plan
4. Lake Dallas Position Vantage Point
5. Paypoint HR Presentation
6. Resolution

**Article IV
Compensation and Method of Payment**

4.1 Professional will be compensated in accordance with the amounts set forth in the Scope of Services. Unless otherwise provided herein, payment to Professional shall follow City's receipt and approval of Professional's detailed itemized statement for services that shows the actual Services performed, and the rates charges for each of the Services, in a form reasonably acceptable to City. City shall pay such statements not later than thirty (30) days after receipt and City verification of the Services described in the invoice unless otherwise provided herein. Notwithstanding the foregoing:

- (a) Total fees paid pursuant to this Agreement shall not exceed Thirty-Six Thousand Five Hundred and No/100 Dollars (\$36,500.00) unless agreed in writing by the Parties; and
- (b) In no case shall more than 80% of the fee due pursuant hereto be paid until delivery to City of the final written report and recommendation from the study as set forth in the Scope of Services.

4.2 Except where specifically stated to the contrary in this Agreement, Professional shall be responsible for all expenses related to the Services provided pursuant to this Agreement including, but not limited to, travel, copying and facsimile charges, telephone, internet and email charges.

**Article V
Devotion of Time; Personnel; and Equipment**

5.1 Professional shall devote such time as reasonably necessary for the satisfactory performance of the Services. Should City require additional services not included under this Agreement, Professional shall make reasonable effort to provide such additional services within the time schedule without decreasing the effectiveness of the performance of Services and shall be compensated for such additional services agreed in advance in writing by the Parties.

5.2 To the extent reasonably necessary for Professional to perform the Services, Professional shall be authorized to engage the services of any agents, assistants, persons, or corporations that Professional may deem proper to aid or assist in the performance of the Services. Professional shall bear the cost of any such personnel and assistance and shall not increase the total compensation to be paid Professional hereunder and shall not otherwise be reimbursed by City unless provided differently herein.

5.3 Professional shall furnish the facilities, equipment and personnel necessary to perform the Services required under this Agreement unless otherwise provided herein.

5.4 At all times during the Term of this Agreement, Professional and each person working for Professional under the authority of this Agreement shall possess, hold, and maintain in current standing such licenses, permits, and certifications required to perform the Services.

**Article VI
Miscellaneous**

6.1 **Entire Agreement.** This Agreement constitutes the sole and only agreement between the Parties with respect to the Services and supersedes any prior understandings written or oral agreements between the Parties with respect to the subject matter of this Agreement.

6.2 Assignment. Professional may not assign this Agreement without the prior written consent of City. In the event of an assignment by Professional to which City has consented, the assignee shall agree in writing with City to personally assume, perform, and be bound by all the covenants, and obligations contained in this Agreement.

6.3 Successors and Assigns. Subject to the provisions regarding assignment, this Agreement shall be binding on and inure to the benefit of the Parties and their respective heirs, executors, administrators, legal representatives, successors and assigns.

6.4 Governing Law; Venue. The laws of the State of Texas shall govern this Agreement without regard to any conflict of law rules; and venue for any action concerning this Agreement shall be in the State District Court of Denton County, Texas. The Parties agree to submit to the personal and subject matter jurisdiction of said court.

6.5 Amendments. This Agreement may be amended only by the written agreement of the Parties.

6.6 Severability. In the event any one or more of the provisions of this Agreement shall for any reason be held to be invalid, illegal, or unenforceable in any respect, such invalidity, illegality or unenforceability shall not affect any other provisions, and the Agreement shall be construed as if such invalid, illegal, or unenforceable provision had never been contained in it.

6.7 Independent Contractor. The Parties acknowledge and agree that Professional in satisfying the conditions of and performing the Services as provided in this Agreement, is acting independently, and that City assumes no responsibility or liabilities to any third party in connection with Professional's performance. Professional's performance of the Services by pursuant to this Agreement shall be in the capacity of an independent contractor, and not as an agent or employee of City. Professional shall supervise the performance of its Services and shall be entitled to control the manner and means by which Professional performs the Services, subject to the terms of this Agreement. Professional is not authorized to enter into any contractual agreements on behalf of City with any third-party or otherwise represent to any third-party that Professional has such agency authority.

6.8 Notice. Any notice required or permitted to be delivered hereunder may be sent by first class mail, overnight courier or by confirmed telefax or facsimile to the address specified below, or to such other Party or address as either Party may designate in writing, and shall be deemed received three (3) days after delivery set forth herein:

If intended for City:

Attn: City Manager
City of Lake Dallas
212 N. Main Street
Lake Dallas, Texas 75065

With Copy to:

Kevin B. Laughlin
Nichols, Jackson, Dillard, Hager & Smith, L.L.P.
500 North Akard, Suite 1800
Dallas, Texas 75201

If intended for Professional:

Paypoint HR, LLC
Attn: Karin Campbell
695 Santa Maria Lane
Davidsonville, Maryland 21035

Section 6.9. Insurance

A. Professional shall during the Term hereof maintain in full force and effect the following insurance:

(i) A commercial general liability policy of insurance for bodily injury, death and property damage insuring against all claims, demands or actions relating to the Professional's performance of services pursuant to this Agreement with a minimum combined single limit of not less than \$1,000,000.00 per occurrence for injury to persons (including death), and for property damage;

(ii) An automobile liability insurance policy covering any vehicles owned and/or operated by Professional, its officers, agents, and employees, and used in the performance of this Agreement with policy limits of not less than \$500,000.00 combined single limit and aggregate for bodily injury and property damage;

(iii) If Professional employs employees, Statutory Worker's Compensation Insurance at the statutory limits and Employers Liability covering all of Professional's employees involved in the provision of services under this Agreement with policy limit of not less than \$500,000.00; and

(iv) Professional Liability covering negligent acts, errors and omissions in the performance of professional services with policy limit of not less than \$1,000,000.00 per claim and \$1,000,000.00 in the aggregate.

B. Except as otherwise stated, all insurance and certificate(s) of insurance shall contain the following provisions:

(i) Name the City, its officers, and employees as additional insureds as to all applicable coverage (not including the Workers Compensation Insurance and Professional Liability);

(ii) Provide for at least thirty (30) days prior written notice to the City for cancellation or non-renewal of the insurance or reduction in coverage limits; and

(iii) Provide for a waiver of subrogation against the City for injuries, including death, property damage, or any other loss to the extent the same is covered by the proceeds of insurance (not including the Professional Liability Insurance).

C. All insurance companies providing the required insurance shall be authorized to transact business in Texas and rated at least "A" by AM Best or other equivalent rating service.

D. A certificate of insurance evidencing the required insurance and all endorsements shall be delivered to City prior to commencement of services.

6.10 Indemnification. CITY SHALL NOT BE LIABLE FOR ANY LOSS, DAMAGE, OR INJURY OF ANY KIND OR CHARACTER TO ANY PERSON OR PROPERTY ARISING FROM THE SERVICES PROVIDED BY PROFESSIONAL PURSUANT TO THIS AGREEMENT. PROFESSIONAL HEREBY WAIVES ALL CLAIMS AGAINST CITY, ITS OFFICERS, AGENTS AND EMPLOYEES (COLLECTIVELY REFERRED TO IN THIS SECTION AS “CITY”) FOR DAMAGE TO ANY PROPERTY OR INJURY TO, OR DEATH OF, ANY PERSON TO THE EXTENT ARISING AT ANY TIME AND FROM ANY CAUSE OTHER THAN THE NEGLIGENCE OR WILLFUL MISCONDUCT OF CITY OR BREACH OF CITY’S OBLIGATIONS HEREUNDER. PROFESSIONAL AGREES TO INDEMNIFY, DEFEND, AND SAVE HARMLESS CITY FROM AND AGAINST LIABILITIES, DAMAGES, CLAIMS, SUITS, COSTS (INCLUDING COURT COSTS, REASONABLE ATTORNEYS’ FEES AND COSTS OF INVESTIGATION) AND ACTIONS OF ANY KIND BY REASON OF INJURY TO OR DEATH OF ANY PERSON OR DAMAGE TO OR LOSS OF PROPERTY TO THE EXTENT CAUSED BY PROFESSIONAL’S NEGLIGENT PERFORMANCE OF SERVICES UNDER THIS AGREEMENT OR BY REASON OF ANY NEGLIGENT ACT OR OMISSION ON THE PART OF PROFESSIONAL, ITS OFFICERS, DIRECTORS, SERVANTS, EMPLOYEES, REPRESENTATIVES, CONSULTANTS, LICENSEES, SUCCESSORS OR PERMITTED ASSIGNS (EXCEPT WHEN SUCH LIABILITY, CLAIMS, SUITS, COSTS, INJURIES, DEATHS OR DAMAGES ARISE FROM OR ARE ATTRIBUTED TO NEGLIGENCE OF CITY, IN WHOLE OR IN PART, IN WHICH CASE PROFESSIONAL SHALL INDEMNIFY CITY ONLY TO THE EXTENT OR PROPORTION OF NEGLIGENCE ATTRIBUTED TO PROFESSIONAL AS DETERMINED BY A COURT OR OTHER FORUM OF COMPETENT JURISDICTION). PROFESSIONAL’S OBLIGATIONS UNDER THIS SECTION SHALL NOT BE LIMITED TO THE LIMITS OF COVERAGE OF INSURANCE MAINTAINED OR REQUIRED TO BE MAINTAINED BY PROFESSIONAL UNDER THIS AGREEMENT. THIS PROVISION SHALL SURVIVE THE TERMINATION OF THIS AGREEMENT.

6.11 Counterparts. This Agreement may be executed by the Parties hereto in separate counterparts, each of which when so executed and delivered shall be an original, but all such counterparts shall together constitute one and the same instrument. Each counterpart may consist of any number of copies hereof each signed by less than all, but together signed by all of the Parties hereto.

6.12 Exhibits. The exhibits attached hereto are incorporated herein and made a part hereof for all purposes.

6.13 Survival of Covenants. Any of the representations, warranties, covenants, and obligations of the Parties, as well as any rights and benefits of the Parties, pertaining to a period of time following the termination of this Agreement shall survive termination.

Signatures on Following Page

SIGNED AND AGREED this _____ day of _____, 2020.

City of Lake Dallas, Texas

By: _____
John Cabrales, Jr., City Manager

ATTEST:

Codi Delcambre, TRMC, City Secretary

APPROVED AS TO FORM:

Kevin B. Laughlin, City Attorney

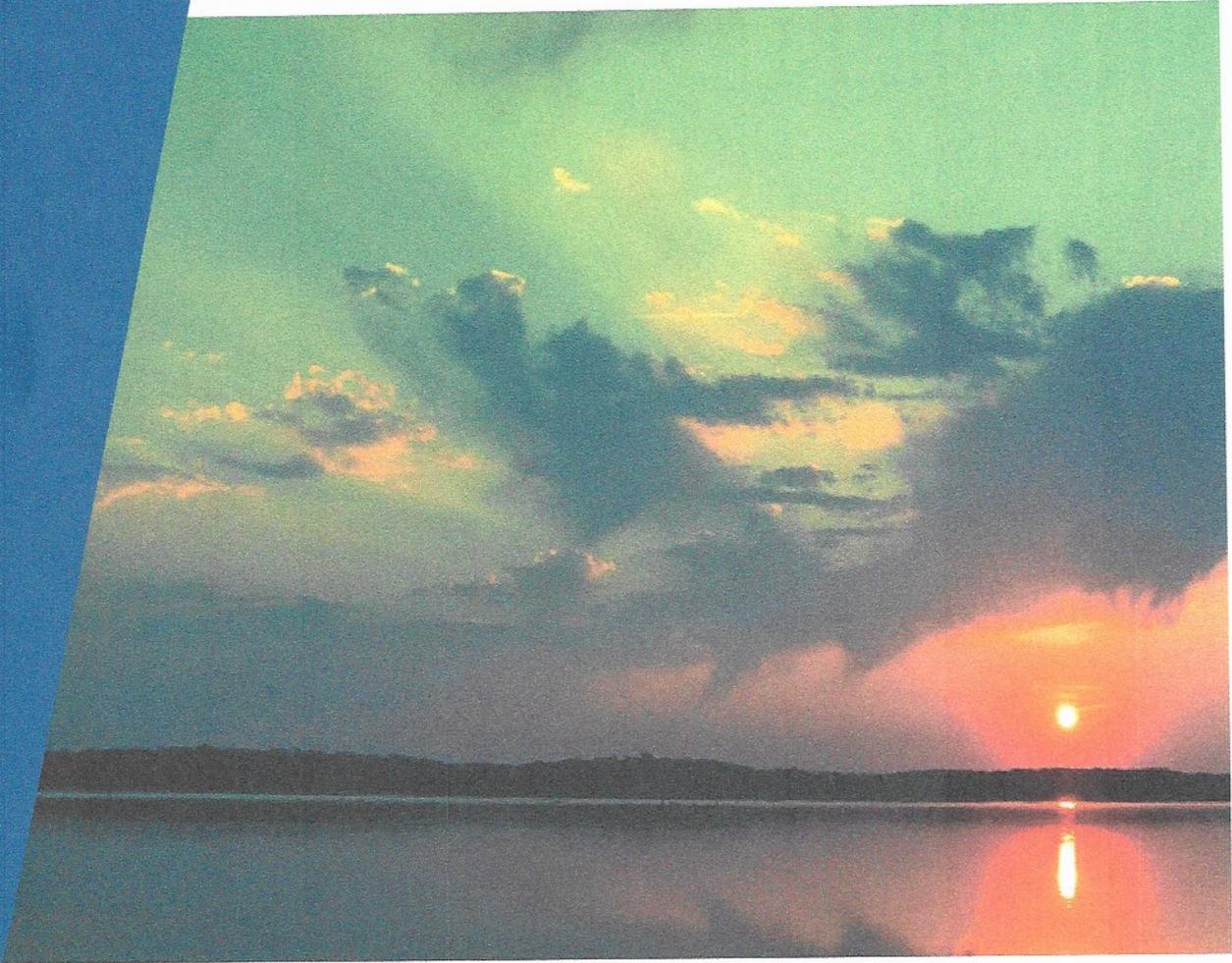
SIGNED AND AGREED this _____ day of _____, 2020.

Paypoint HR, LLC

By: _____
Karin Campbell, Member

EXHIBIT "A"

**SCOPE OF SERVICES TO
AGREEMENT FOR PROFESSIONAL SERVICES
CITY OF LAKE DALLAS AND PAYPOINT HR, LLC**



Employee Compensation Study
Lake Dallas, Texas
Copy

Tab 1

01/16/2020

City Hall
212 Main Street
Lake Dallas, TX 75065

Dear Sir or Madam,

Paypoint HR, LLC is pleased to present our response to the Lake Dallas's RFP for an Employee Compensation Study. Paypoint HR has the staff and experience to serve the City and to fulfill all requirements in the RFP within the time period specified. We will conduct the prescribed internal and external compensation study, wage and benefit, and communicate the findings and our recommendations to all stakeholders. Excellence, fairness, clarity, and transparency will be the guiding principles we will utilize in this endeavor.

It is our understanding that the City of Lake Dallas is seeking to revise and implement a validated job classification and compensation structure, due to the City's organization having changed substantially through department restructuring, position realignment, and elimination of positions. We are confident that our methodology can ensure a fair and equitable system both internally and externally and create a more fulfilling work environment for both management and workers.

As an authorized signatory and project manager, Mrs. Karin Campbell will serve as the primary contact by and between Paypoint HR and your office. Mrs. Campbell's contact information is as follows:

Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP
Paypoint HR, LLC
695 Santa Maria Lane
Davidsonville, MD 21035
E-Mail: Karin@PaypointHR.com
Telephone number: (443) 336-4272
<https://paypointhr.com/>

If you have any questions, please feel free to contact us. Our response to this RFP is valid and binding for a period of ninety (90) days from the date and time of the bid opening. We look forward to working with the City on this important project.

Sincerely,



Karin VM Campbell

Table of Contents

- Proposer’s Background2
- Qualifications and Project Proposal.....5
 - Qualifications5
 - Assessment of Needs6
 - Methodology.....8
- Phase 1 Classification/Competencies Component10
 - Task 1A - Project Start10
 - Task 1B - Baseline Evaluation11
 - Task 1C - Job Analysis Collection and Completion11
 - Task 1D - Job Evaluation and Classification Development12
 - Task 1E - Draft of Job Descriptions and Policy Guides.....14
 - Task 1F - Develop Guide for Implementation of Changes and Draft Interim Report14
- Phase 2 Compensation Component15
 - Task 2A - Identify Benchmark Positions and External Survey Comparator List15
 - Task 2B - Design and Distribute Survey16
 - Task 2C - Collect and Analyze Survey Data17
 - Task 2D - Internal Relationship Analysis and Alignment17
 - Task 2E - Preparation of Draft Report19
 - Task 2F - Deliver Final Report and Deliverables for Implementation20
- Implementation22
- Tentative Timeline22
- Maintenance.....24
- Project Team.....25
 - Project Manager25
 - Technical Director.....27
 - Organization of Proposed Project Team.....29
- Fees.....30
- References.....31
- List of Ongoing and Completed Projects32
- Miscellaneous34
 - Additional Service34

Tab 2

Proposer's Background

Paypoint HR, LLC (Consultant) is responding to the City of Lake Dallas request for proposals from qualified consultants to provide a Classification and Compensation Study. The purpose of the study is to help the City to be recognized as an employer of choice in the area. We will objectively examine job roles and their placement in the City's hierarchy, the external market's pay ranges for these same positions, and give recommendations for adjustments as warranted by the findings. The study recommendations will be substantiated using quantitative evaluations, so the City may make informed decisions.

Paypoint HR is an innovative, cost effective, and technologically advanced solution for the public sector's need to provide internally equitable and externally competitive pay plans. We are an independent Woman Owned Small Business (WOSB) and have been assisting the public sector achieve their pay plan objectives for eight years, since 2012. Our firm is located in Davidsonville, Maryland, which is in close proximity to the United State Naval Academy in Annapolis, Maryland and Washington, DC.

Paypoint HR is an independent Limited Liability Company registered in the State of Maryland who provides the public-sector consulting services on a national level. Our Federal Tax Identification number is: 47-5329087.

Karin Campbell and Dr. Rick Campbell are the owners of Paypoint HR, are legally authorized to represent Paypoint HR, and will serve as the main contacts for the project.

Project Manager - Primary Contact

Karin Campbell, SPHR, SHRM-SCP
695 Santa Maria Lane
Davidsonville, MD 21035
Karin@PaypointHR.com
(443) 336-4272

Technical Director - Secondary Contact

Dr. Rick Campbell
695 Santa Maria Lane
Davidsonville, MD 21035
Rick@PaypointHR.com
(540) 815-7837

Our overall approach to the field is unique. Our founding members hail from different practice areas related to classification and compensation. These specialty fields include compliance, research analytics, business strategy, and human resources. The common denominator that brings us together is helping our clients recruit and retain quality employees. We do this by collaborating on each project to give our clients strategic recommendations for achieving their goals. We believe we are the only firm that brings together experts from multiple specialty areas to design custom classification and compensation plans that give our clients a competitive edge in the labor markets where they compete.

Our team includes recognized experts in human resource management and understands that while we follow established standards, there is not a "one size fits all" solution to compensation management. The way we look at data is more thorough than our competitors. While we use "standard" calculations for determining pay, we also have the ability to create ad-hoc reports that meet specific Client needs. We help develop compliant

job descriptions and pay plans based on the most current regulations. Clients benefit from the compliance review and appeals processes through a reduction in grievances and an improved sense of equity. Our recommendations take into consideration the business and operational side of organizations.

We test our recommendations to ensure they are following sound business practices and will be a solid foundation for our clients going forward. The recommendations we make are intended to produce a structured program that gives ongoing guidance on how to improve an organization's ability to recruit, reward, motivate, and retain talent in a competitive environment. Specifically, we have developed an approach and methodology that incorporates the following:

- Market competitiveness;
- Recognition that compensation is comprised of more than just base pay levels;
- Consideration of changes in recent compensation trends and strategies;
- Customization of solutions that take into account the diversity of needs present within the Client's organization and allows the Client to select the components and options that best meet their overall needs.

Paypoint HR has developed proprietary cloud-based software we call Position Vantage Point (PVP), to conduct employee job analyses. This software helps update the job descriptions with the input from employees based on quantitative factors. Because employees help design their job descriptions and their results are saved in a separate secure file, it reduces the likelihood of grievances related to classification and also acts as a defense in the event of a dispute.

Once the recommendations are made for updates to classifications, job descriptions, and pay structures, the City will be given access to our custom designed tools for implementation and ongoing administration. We will create a Compensation Factor Scoring (CFS) system using information gathered during the study and allow the City online access to it going forward to help place positions in the future.

Paypoint HR, LLC realizes that the employees are the most valuable asset and will be treated accordingly. By including employee input in the project, it is our experience that they feel "heard" and "valued." As such, they will be more likely to find the pride and fulfillment that public service lends. This forward-thinking philosophy ensures the City will be seen as a great place to make a career as well as make a living.

Paypoint HR's personnel bring several decades of experience of providing total compensation solutions to the public sector. In our response to the Statement of Work, we explain in detail our business history, people, and processes to show the level of resources we bring to the City. Paypoint HR has staff ready to be deployed for this project and has the resources to confidently provide the City with exceptional service.

We are members of WorldatWork, International Public Management Association (IPMA), and the Society for Human Resource Management. Our personnel keep abreast of new and

emerging trends through continuing education in their respective fields and collaborate on each project to bring best practices to our recommendations. Our personnel are well respected and have served as speakers for industry associations, financial organizations, universities, and more. Our personnel are also members of industry organizations and serve on the Board for several groups. Typical studies incorporate a custom external market survey. We also have industry data readily available for use in our assessments. Information we have access to include the most recent survey reports conducted by industry associations, updates to regulations on a federal and state level, as well as latest trends and best practices. We anticipate the client's input on specific survey sources it would like us to use. We feel our expertise, processes, people, survey data library, and proprietary cloud-based software distinguish Paypoint HR from other contractors and will help the client reach its project goals.

We have extensive experience working with Boards of Trustees, Councils, Board of Supervisors, Unions, and Boards of Directors. Our methodology is built on working with our clients and their employees to make appropriate, project-focused recommendations and then staying with the Project Team to see the recommendations are put into place. Our clients have peace of mind knowing the key to our success is ensuring implementation of recommendations. We will see the project through to implementation by meeting project goals and offering excellent customer support beyond what is listed in the RFP.

Our current work load allows us to commit staff members to the successful completion of the project. We welcome the active participation of the project team throughout the entire study but understand that they will be engaged with other priorities as well. Paypoint HR expects support from the client in communication with key staff, setting up meetings, providing meeting resources as well as establishing reporting relationships, milestones, and timelines.

Tab 3

Qualifications and Project Proposal

Qualifications

Paypoint HR has conducted numerous studies for municipal entities all over the country. The examples below provide ample testament to our qualifications and experience.

Fort Walton Beach, Florida - Pay & Classification Study

Paypoint HR conducted a compensation philosophy and study for the city of Fort Walton Beach, Florida, reviewed and updated the classification and compensation plans for the city's employees. The study included approximately 297 full and part-time employees. Additionally, there were approximately 120 job classifications. The study ensured that an equitable compensation system was in place which compensated employees fairly in terms of external comparisons and reflected responsible public expenditure and policy.

Additionally, Paypoint HR updated and standardized 117 job descriptions as well as performing a benefits review.

Fort Walton Beach faced the challenge of pay compression, especially with regard to police.

Lebanon, Missouri - Compensation Philosophy and Study

Paypoint HR completed a compensation philosophy and study for Lebanon, Missouri. We reviewed and updated the classification and compensation plans for the city's employees. The study included approximately 149 full-time and 30 seasonal employees. The study ensured that an equitable compensation system was in place which compensated employees fairly in terms of external comparisons and reflected responsible public expenditure and policy. In addition, Paypoint HR prepared a multi-year implementation plan for the city to continue the implementation of Paypoint HR's recommendations.

Additionally, Paypoint HR provided updates to 94 job descriptions. Job descriptions were updated and standardized using PVP responses from employees and managers.

Rockingham County, Virginia - Employee Compensation and Classification

Paypoint HR conducted an employee compensation and classification study of public and private employers who were providing equitable services, and based on the study, determined current position/job descriptions needed to be updated. We updated the descriptions and prepared a comparative analysis that identified the county's competitive position in the labor market. We provided a recommendation for salaries and salary ranges and prepared recommendations for compensation procedures and policies.

Rockingham faced extreme difficulty in attracting and retaining quality staff. The county's seat is the incorporated city of Harrisonburg. The populations of both are very similar, though Rockingham covers a much larger land area. Harrisonburg is home of James Madison University and Eastern Mennonite University, who are also competitors for labor.

Town of Front Royal, Virginia - Compensation and Classification Study

The specific goal of the Classification and Compensation study was for the Mayor and Town Council to establish an equitable compensation system that treats full- and part-time employees fairly. Paypoint HR was tasked with preparation and evaluation of the town's existing plan covering approximately 161 full-time employees and approximately 16 part-time employees, including Police. The study took into consideration the duties, responsibilities, education requirements, and other relevant factors of each of the town's classifications. Job descriptions were revised, and new job descriptions were created based on the findings from the Position Vantage Point (PVP) job analysis questionnaire. The local labor market was surveyed to ensure that the town's overall package of compensation and benefits was competitive. Pay ranges were created along with recommendations concerning ongoing pay adjustments, ongoing pay scale maintenance, future market adjustments, demotions, promotions, and benefits.

Front Royal faced the challenge of losing trained staff to higher paying municipalities closer to the Northern Virginia region.

Assessment of Needs

Paypoint HR has done a preliminary review of possible hurdles specific to the City's ability to attract, motivate, and retain employees. Furthermore, our project history has familiarized us with similar markets and provides us a significant advantage compared to our competitors.

Our understanding of the project is that the City of Lake Dallas provides both its residents and visitors with a full range of municipal services, including but not limited to a Public Library; Parks and Recreation; Development Services; Animal Services; Police; and Public Works. The City desires to update their current Classification and Compensation plan in order to keep up with current compensation practices. The purpose is to attract and retain a high performing and engaged workforce that will continue providing excellent service to those who live in the City and those that visit the City's many attractions.

Possible Challenges

Paypoint HR found the following issues as possible sources of challenges:

- Economic and population growth,
- Organizational changes through departmental restructuring, position realignment, and elimination of positions,

- Increase in community demands and expectations for service offerings paired with limited resources to quickly adapt,
- An outdated salary structure,
- Difficulty recruiting qualified individuals for certain positions,
- Job roles have changed due to changing technology, increased regulations, etc.,
- Increasing cost of employee benefits,
- Pay compression, external inequity, and perception of internal inequities, and
- A highly competitive labor market with other public and private employers in the region competing for the same labor force.

These obstacles are independently problematic and collectively require a change from a tactical management style to a strategic management philosophy. We believe developing a long-term strategy for recruiting and retaining employees is the true intent of this RFP. Paypoint HR, LLC understands we will be working with an appointed team leader, key leadership staff, and stakeholders (Project Team) to validate the scope of services, methodology, timeliness, and other deliverables. We anticipate (3) on-site visits, but we remain flexible to meet your needs. We are planning that one meeting will be used to kick-off the project and for briefing sessions, one for focus groups, and one to present the findings of the study.

Methodology

Our methodology is comprehensive and encompasses all of the requirements specified in the RFP. Phase 1 focuses on the Classification/Internal Components. Phase 2 focuses on the Compensation/External Component. The standard methodology we will use to conduct both phases of the study is laid out in the flowchart and delineated below.

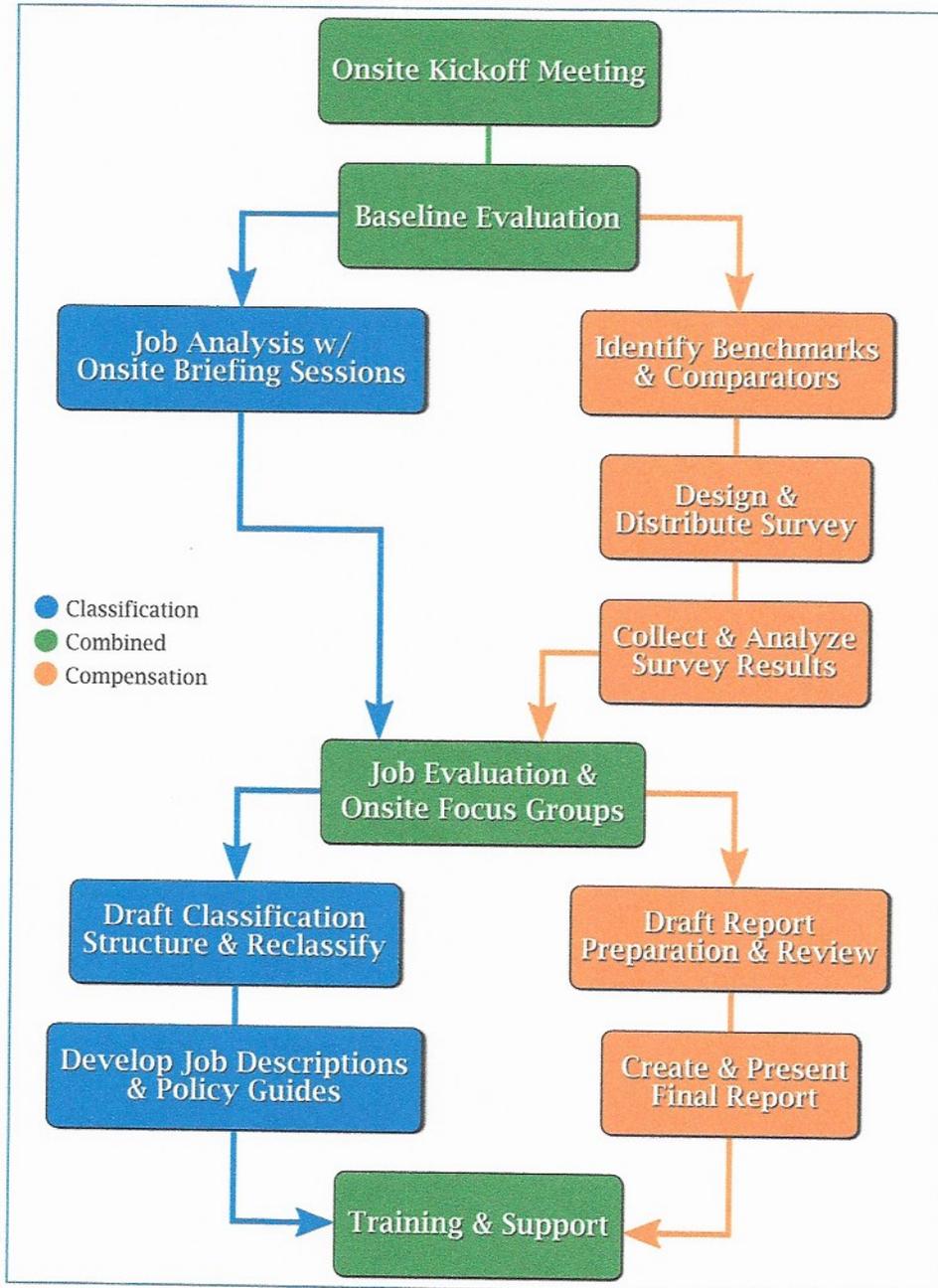


Figure 1 - Process Flow Chart

Paypoint HR plans to conduct the internal equity portion of the study prior to the external portion of the study though some activities will be conducted simultaneously. The reasons for this include:

- Job titles and job descriptions are, in the minds of the employees and their supervisors, inextricably associated with the “worth of the work” or pay. Compensation is often a highly emotional issue. By separating the two phases of the study, even though elements of the phases may be conducted concurrently, it gives us two separate yardsticks of measure.
- The compensation review will be completed when there is a full understanding of the scope of work, thereby ensuring that the data developed from the labor market and Client’s classifications are correct.

Paypoint HR uses an Agile philosophy and an expectation of excellence when approaching our projects. Based on the size and scope of each project, we determine the most effective utilization of resources and build our project team. We use secure, effective communication tools to safely and transparently share information. The Agile approach tends to take a people-centric perspective, implementing short phases or steps that rely on ongoing feedback. This continuously reshapes and refines the project path. The approach has proven successful over time and frees teams from using a cookie cutter approach to designing a custom work product. Using our Agile philosophy, we are able to offer faster turnaround and the dynamic ability to quickly adapt to changes.

Phase 1 – Classification/Competencies Component

- A. Project Start and Initial Meetings
- B. Baseline Data Collection and Initial Analysis
- C. Job Analysis Collection and Completion & Focus Groups
- D. Job Evaluation and Classification Development
- E. Draft Job Descriptions and Policy Guides
- F. Develop Guide for Implementation of Changes and Draft Interim Report

Phase 2 – Compensation Component

- A. Identify Benchmark Positions and External Survey Comparator List
- B. Design and Distribute Survey
- C. Collect and Analyze Survey Data
- D. Internal Relationship Analysis and Alignment
- E. Preparation of Draft Report
- F. Deliver Final Report and Deliverables for Implementation

We will look at both qualitative data and quantitative data throughout both the classification and compensation portions study. The purpose of statistical data allows us to capture a snapshot of the existing plan and create baselines on the existing plan. This gives us a starting point to uncover areas of possible review and revision recommendations.

Phase 1 Classification/Competencies Component

This phase of the assignment will result in the study of all classes that includes the comparison of classes within series and to other occupational levels within the organization. Study tasks include: project initiation and orientation, employee orientations, creation of custom survey websites for employees and managers, completion of Position Vantage Point by employees, desk audits by managers and/or Human Resources, and interviews with employees/focus groups. The cumulative information gathered will culminate in the preparation of revised or new class specifications, and a review process for all employees included in the scope of the study.

Task 1A - Project Start

The project initiation phase encompasses all the steps required to initiate the project. This task includes the following activities:

Kick-Off Activities

- Request pertinent materials prior to the project initiation meeting so that Paypoint HR has an understanding of the scope of the study, an understanding of client's current classifications, and is prepared to seek further relevant information during the initial meetings.
- Obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses. Identify current incumbents and gather any other documentation to gain better understanding of the client's operations.
- Meet Human Resources Director to discuss project context and methodology, determine reporting relationships, and clarify project understanding and Milestones to create the Communication Plan.
- Reach an agreement on a schedule for the project including all assignments and project milestones/deliverables and deadlines for completion of the assignment.
- Establish an agreeable communication schedule while identifying potential challenges and opportunities for the study.
- Schedule employee Kick-Off briefing sessions.
- Create an Executive Announcement Letter for distribution to staff.
- Initial review of relevant materials, including: (a) any previous projects, research, evaluations, or other studies that may be helpful to this project; (b) organizational charts for departments and divisions along with related job descriptions; (c) current position and classification descriptions, salary schedules, salary ranges, pay scales, payroll reports, and classification systems; (d) strategic business plans and budgets; (e) personnel policies and procedures; and (f) evaluation criteria.
- Discuss the Client's strategic direction and the short-term and long-term priorities.
- Review any data provided by the Client that may provide additional relevant insight.
- Review internal career ladders in order to identify needs, make recommendations, and keep positions competitive in the market.
- Maintain open lines of communication.

Task 1B - Baseline Evaluation

Paypoint HR will incorporate the accumulated knowledge and understanding of the project gathered at this point into a main client file. Data will be collected throughout the project and will be housed in this central location. The Baseline Evaluation Task evaluates the current system as outlined and includes the following activities:

- Conduct a comprehensive preliminary evaluation of the client's existing position review process. Conduct any necessary question and answer sessions. Develop an accurate database of client's employees for study and review data as well as career ladders. Understand the client's approach to compensation and overall philosophy on attracting and retaining competent staff.
- Review the existing pay structure and processes to look for potential problems to be resolved. Determine the strengths and weaknesses of the current pay plan(s).
- Complete an assessment of the current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.
- Conduct a thorough review of all background materials related to the client's classification system. Review information from the department head as well as incumbents. Conduct interviews as appropriate.
- Document accepted compensation and classification philosophy and budgets based on input from the Study Project Leaders and other key staff.
- Gain understanding of employee recruiting and retention processes to uncover challenges in the local labor market and provide guidance on market positioning strategies.
- Once a baseline is determined, establish the client's current position as compared to the local market using sources of data preferred by the client as well as Paypoint HR's resource library for consideration.
- Look at goals for recruiting and retention with regards to sustainable budget amounts that will support recommendations on market position strategy.
- Consider both current and anticipated information technology programs, software and staffing levels to support, implement, administer, and maintain the recommendations given to the client by Paypoint HR.

Task 1C - Job Analysis Collection and Completion

The job analysis portion of the study includes employee outreach. We find that by having employee involvement, your staff will feel more valued. By gaining insight from employees about their position and the overall pay structure, in their own words, the study deliverables will be more relevant and as a result, employees will be more inclined to accept recommendations.

During this stage in the process, the following milestones will be met:

- Create two custom websites; one for the employees to complete the job analysis questionnaire (Position Vantage Point, or PVP), and one for supervisors to review a copy of the responses from the employees they oversee.
- Conduct employee briefing sessions to review their role, the role of supervisors, the scope of work to be covered by the study and to explain how to complete the PVP.
- Employees will be given a period of time to complete the PVP, usually 10 - 14 days. They may complete them either online or by hand via hard copy.
- Paypoint HR will manually input responses that are completed via the hard copy and create a central database. This database will be used to create the Supervisors review website.
- Paypoint HR will map Supervisors to their respective work groups and create login credentials for them to review a copy of responses.
- Supervisors will be able to view a copy of the employee's response and give their own answers to the same questions. Typically, this takes 7 - 10 days. Supervisors will not be able to make changes to the employee's response.
- Employee focus groups will be held with peer groups. Each group is asked questions from the same list and Paypoint HR looks at responses systematically to look for patterns, common themes, and areas/ ideas for improvement.

Task 1D - Job Evaluation and Classification Development

Task 1D of the project acknowledges the job analysis information and supporting material. The City may have Paypoint HR utilize an existing classification method or choose to utilize Paypoint HR's Compensable Factor System (CFS). Once the job analysis PVP is distributed, Paypoint HR will:

- Facilitate collection of job descriptions, desk audits, and supporting materials from the Study Project Leaders or designated Human Resource department contact. The job descriptions, audits, and supporting reports will be reviewed and analyzed in detail along with other documentation to obtain an understanding of the duties and responsibilities assigned to each position.
- Identify the classification of existing positions utilizing the existing job evaluation system, review jobs, and characterize the internal equity relationships within the organization.
- Review all class specifications with the Study Project Leaders. Review each classification and score the classification using a point factor system or the system that the client has in place. Include an evaluation of results.
- Develop preliminary recommendations for the classification structure. The classification system designed at this point will be based solely on internal equity relationships and will be guided by scores for each classification. Essentially, a structure of classifications will be reviewed and classifications with similar scoring would be grouped into pay grades. The final decision on the minimums and maximums of the pay grades will be determined after the market data has been collected.

Prior to developing detailed class descriptions, our job evaluation will result in a classification plan concept and employee allocation discussion with the Project Team. We recognize the City will have its own factors to determine hierarchy. We will compare changes in business needs and operations, as well as any reorganization, with the established classification system and job families, as well as review internal relationships between classifications.

Our job evaluation method involves a quantitative approach. The whole position classification methodology examines your current evaluation criteria and augments it with other factors as needed. Our analysis will include our assessment methodology. We will list broad class concepts and highlight where significant changes may be recommended, such as expanding or collapsing class series in the same functional area and/or separating or combining classifications assigned to different functional areas. We will review and analyze current classification series, the number of classifications and classification levels, and job families. We will also review and update established titling guidelines for the studied classifications for appropriate and consistent titling.

A detailed, incumbent-specific allocation list for each position included in the study will be prepared, specifying current and proposed classification title and the impact of our recommendations (reclassification upgrade or downgrade, title change, or no change). After we have completed this process, a meeting will be arranged to review any recommended changes to the classification plan with the Study Project Leaders.

After preliminary approval of the class concepts and allocation lists, new and/or updated class descriptions will be developed for each proposed classification following the format approved by the client. We have a standard job description formats but are flexible to use a format preferred by the client.

From the review of the PVPs, desk audit reports and any interviews, we will update duties, responsibilities, and minimum qualifications of each class specification, as necessary, or develop new class specifications if duties, responsibilities, and minimum qualifications have changed significantly. We will recommend new classification/class levels and/or operational changes, business needs, and any reorganizations that require new classifications.

Index of Current to Recommend Job Classes

The Index of Current to Recommended Job Classes is an alphabetical listing of all job classes currently used by the client and the recommended disposition of each of those job classes and titles. Current data is from the payroll, class specifications, and/or job descriptions, classification plan, and PVPs. New data includes job class title and transaction codes.

Task 1E - Draft of Job Descriptions and Policy Guides

Task E of the project will draft a job class classification and allow for review by the City. This task includes the following activities:

- A draft copy of the revised/new class description with an allocation recommendation will be submitted to the Project Leaders.
- Department Heads and managers will receive a copy of their employees' draft job descriptions and will be asked to review their comments and feedback to verify and concur with the information provided.
- Subsequently each manager, supervisor, and employee will be given an opportunity to provide comments and concerns regarding any modifications to the classification structure and specifications.
- Our experience has been that this is one of the most critical phases of the project (but also one of the most time-consuming).
- Our proactive and effective communication process at this crossroad has always avoided formal appeals, adversarial meetings, or major conflicts after the study.
- Paypoint HR will provide a format for the client to show each employee whose position was studied, and how their position is being affected.
- The form will have two options for the employee's signature: one line is reserved for employees who have read and agree with their draft job description; the other line is reserved for employees who have read the draft class description and disagree with certain parts, want to make changes, want to add or delete information, or have general questions about the description and/or the process.

Task 1F - Develop Guide for Implementation of Changes and Draft Interim Report

A Draft Interim Report of the Classification Study will be completed and submitted to the client for review and comment. The report will contain:

- A recommended classification plan;
- A classification implementation and maintenance manual, including documentation regarding study goals and objectives, classification methodology, approach, and process, as well as analysis and resulting recommendations;
- The recommended allocation list and classification title changes, and
- Classification concepts and guidelines, as well as distinguishing characteristics and other pertinent information for implementation and continued maintenance of the pay plan.

Once we have received the City's comments regarding the Draft Interim Report and have made any necessary changes, a Final Classification Report will be developed that is compliant with State and Federal Regulations.

Phase 2 Compensation Component

This Section of the study will result in the development of labor market survey parameters and the collection and evaluation of labor market survey data. The findings from the compensation component will be reviewed and analyzed to look for areas of possible improvement. Paypoint HR will create a pay structure that meets the City's objectives. We will give the City perspective on the economic impact adoption of the recommendations will have on the City. This will make the factors for implementation clear and help anticipate needed steps to meet the overall goals.

Task 2A - Identify Benchmark Positions and External Survey Comparator List

Task 2A of the compensation portion of the study will include identifying benchmark job positions and identifying a mutually agreed upon list of external comparators to be included in the external survey. In order to complete this, the following steps will be taken:

- Involving the Study Project Leaders and stakeholders as appropriate, in the decision-making process.
- Agreement on which agencies are included *PRIOR* to beginning the study. Our experience has shown that this is the most advantageous approach.
- Conducting a thorough review of all materials to date including: employee database, classification listing, interviews, compensation review, and meetings with Project Management Team. This will be closely followed by an exploration of the Project Team's overall strategic compensation vision.
- Thoroughly reviewing the various components of existing compensation plans and policies as well as the regulatory environment surrounding compensation.
- Identifying highly competitive positions within the organization and customizing the survey where appropriate.
- Reviewing and discussing how a compensation program might be designed to support the organization's business strategy and organizational objectives.
- Confirming and discussing the Project Team's preferred percentile placement within the market place.
- Acknowledging the organization's policy with respect to internal pay equity and employee perceptions of fairness.
- Addressing the Project Team's philosophy with respect to employee retention including the role compensation plays in retention issues.
- Reviewing the Project Team's philosophy with respect to fiscal sensitivity and flexibility.

"Benchmark classes" are normally chosen to reflect a broad spectrum of class levels. The positions that are selected normally include classes that are most likely to be found in other similar agencies and will therefore provide a sufficient and valid sample for analysis.

Benchmark positions should encompass the entire range of positions from the beginning of the pay ranges to the end. There should be a number of positions equally interspersed among the pay scale. Positions that have been difficult to attract and retain excellent

employees should be included. Paypoint HR will offer information and examples for the Project Leaders to consider and which will provide a measurable, rational, fact-based, methodology to determine the relative job worth within the organization (as required by the EEOC).

Paypoint HR will conduct an economic analysis of regional public and private organizations to identify a preliminary unbiased list of appropriate comparators. The purpose of this step is to ensure the worthiness and legitimacy of using these organizations to develop recommendations. This adds validity to the findings and yields defensible results. We will keep in mind the Project Team's criteria on such factors as degree of competition for obtaining and retaining candidates for high quality staff, their location in the City's traditional recruitment areas, and their level of service complexity. Paypoint HR uses objective parameters to determine the legitimacy of findings. Below is a list of possible criteria to consider when selecting organizations to be sampled:

Sample List of Selection Criteria

Median Housing Price	Unemployment Rate
Median Household Income	Labor Force Participation Rate
Cost of Living Adjustment	High School Graduation Rate
Proximity	Population

Each organization considered is given a variance score related to data points and an aggregate variance score is created. This will help identify the organizations whose results will provide validity to the study. Upon identifying benchmark positions and the selected comparators, Paypoint HR will then create the document for surveying the selected organizations and conduct the external survey.

Task 2B - Design and Distribute Survey

In Task 2B of the study, it is anticipated that the creation and distribution of the external survey will take place. This analysis will include a detailed concise presentation of data to be collected. The survey will include job titles along with a brief summary of each position. This approach allows respondents to compare job description to job description and not just job titles, therefore ensuring true "matches" from the survey respondents.

Paypoint HR will send the survey to all comparators and, if necessary, complete Freedom of Information Act (FOIA) requests. We conduct all of the survey distribution, data collection, and analysis ourselves to ensure validity of the data and to enforce quality control. While there is an industry standard of 5-15% response rate for surveys, Paypoint HR typically receives 25-40% response rates. While the surveys are out for distribution, Paypoint HR will further examine the existing compensation environment to establish a baseline and keep in contact with the Project Team.

Task 2C – Collect and Analyze Survey Data

Following the distribution of the surveys, Paypoint HR will collect the data and conduct an in-depth review of the survey results with the Study Project Leaders, as appropriate. The purpose of this review is to identify any additional information needed or areas that require further analysis. Paypoint HR will examine salary spread for all grades, ladders between grades, and identify the possibility of positions being compensated differently than intended from the existing plan. We will examine the distribution of employee salaries to highlight challenges and conduct an analysis of wage compression using Paypoint HR's proprietary statistical processes. Positions that contribute to compression are specifically identified for adjustment.

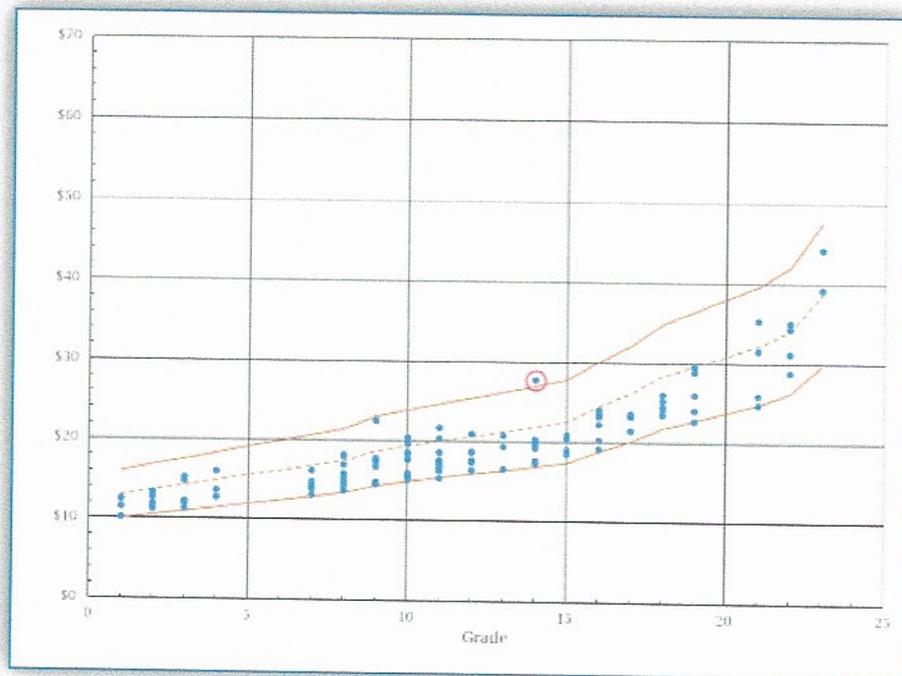


Figure 2 - Baseline Analysis of Client's Workforce

Task 2D – Internal Relationship Analysis and Alignment

To determine recommendations for internal equity, considerable attention will be given to this phase of the project. It is necessary to develop an internal position hierarchy based on the organizational value of each classification. By reviewing those factors, we will make recommendations regarding vertical salary differentials between classes in a class series (if recommended), as well as across departments.

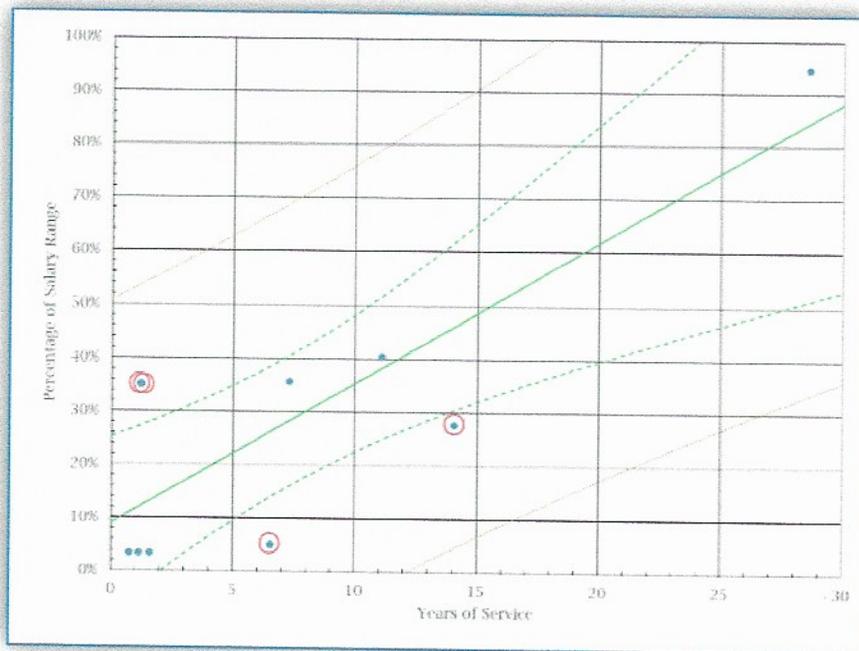


Figure 3 - Sample Internal Compression Analysis

Paypoint HR analytically develops an internal hierarchy based upon the job analysis responses. The ultimate goal of this critical step of the process is to address any internal equity issues and concerns with the current compensation system. We look for compression and inconsistencies. Our quantitative tool, Compensable Factor Score (CFS) system allows us to objectively compare between certain classifications.

We will create a sound and logical compensation structure for the various levels within each class series, so that career ladders are not only reflected in the classification system but also in the compensation system. The recommendations will contain pay differentials between levels that allow employees to progress on a clear path for career growth and development. Career ladders will be looked at both vertically and horizontally to mirror the classification structure that was developed during the classification section of the study. Paypoint HR's Compensable Factor Score (CFS) formulation provides a framework to construct an unbiased internal hierarchy of positions.

The internal hierarchy is correlated with the findings of the external market, external equity, by using Paypoint HR's non-linear statistical algorithm. A 90% or greater correlation is typical, lending to confidence that both the internal and external equity are sound and appropriate.

Paypoint HR may choose to supplement the survey data with information from our own internal library. This helps to identify outliers and get a pulse on how the study results compare to the market as a whole.

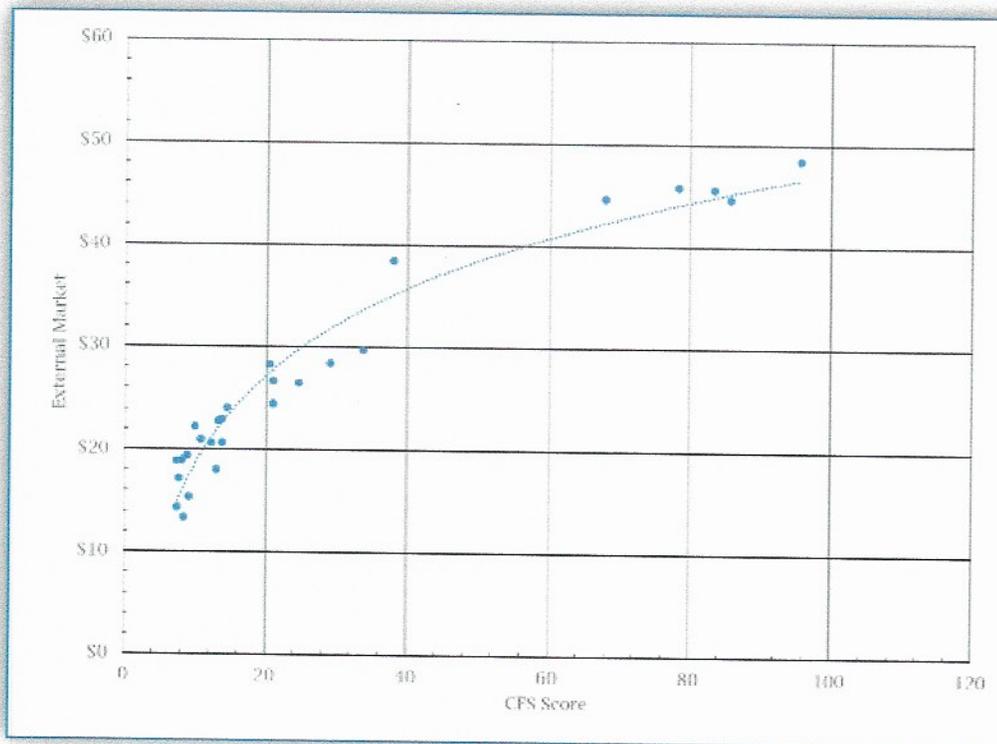


Figure 4 - Sample Comparison of Internal / External Hierarchy

Task 2E - Preparation of Draft Report

Depending on the data developed from the internal analysis, we will review and make recommendations regarding internal alignment of your salary structures including combining or expanding groups or salary scales. We will develop recommendations for pay grades and salary ranges for all classifications based on median and/or mean salaries from the comparable agencies based on the organization's overall compensation philosophy and policy.

- We will conduct a competitive pay analysis using the market data gathered to assist in the determination of external pay equity and the recommendation of a new base compensation level for each classification studied.
- We will conduct a comparative analysis to illustrate the relationships between current pay practices and the newly determined market conditions. We will also develop solutions to address pay equity issues. Our analysis includes information regarding the financial impact of addressing pay equity issues for the City. The end result is intended to create a market adjustment and implementation strategy supporting your goals, objectives, and budget considerations.

Positions will be categorized in a compensation ratio or “Compa-ratio” relating actual pay rates to market rates to determine if they are in-line with the external market. Positions will be classified by their Compa-ratio and determined to be either below, at, or above the market rate. We use these findings to make corrections to pay for each position which allows for fiscal impact analysis of recommendations.

The Draft Final Report will be completed and submitted to the Study Project Leaders for review and comment. The report will provide detailed compensation findings, documentation, and recommendations. The report will include the following information:

- A proposed Salary Range/Plan document;
- Any alternative compensation plans identified;
- Reports addressing employees whose base pay either is below or exceeds the market rate;
- The option to implement the recommended plan in phases;

After an initial round of feedback from the Study Project Leaders, we will make edits and resubmit the draft to the Project Team for review and approval. Final meetings with the Project Team and stakeholders will be conducted and any final adjustments are made prior to delivery of the final report to the appropriate stakeholders. Once all of your questions and concerns are addressed, a Final Report will be created and submitted in a bound format and electronic format.

Task 2F - Deliver Final Report and Deliverables for Implementation

Paypoint HR typically works on tight schedules that demand extensive communication. We first listen to our clients to understand their specific needs and then create recommendations that fulfill the purpose of the study. Our final report reviews the City’s background as related to the study and conveys complex concepts clearly and concisely. We feel this is one of our strongest attributes. An area of communication where we particularly excel is in the ability to communicate with employees at all levels of education and background. The concepts covered during employee outreach are reflected in the final report, as appropriate. This improves morale as the employees feel valued by knowing they have been heard. We are a liaison and have discovered opportunities and issues that would not have otherwise been utilized or addressed.

The final report includes an Executive Summary that summarizes the study methodology and gives recommendations for consideration by the City. The report highlights specific areas where an opportunity exists to improve the City’s Classification and Compensation programs. The strategic position of the existing plan is reviewed in relation to the findings and shows comparisons. Recommendations that affect the City’s budget are reviewed and their financial impacts are projected to ensure the City is able to support them. The Final Report is developed in a way that is relevant to the current market as well as allows the City to make a long-term strategic plan for attracting and retaining staff. The work product includes steps for implementation, training, and ongoing administration.

Our recommendations have been well received by our audiences. We have developed valued relationships and are considered by our clients and their employees as a trusted advisor. We welcome the opportunity to work with the City to prove ourselves as an excellent service-oriented firm.

Summary of List of Standard Deliverables

- On-site Kick-off meeting with Project Team and collaborative development of the Project Communication Plan.
- Project planning and methodology.
- Creation of two custom websites. One website will be used for completion of the job analysis by employees and the second is intended for the supervisor review of employee job analysis responses.
- On-site Briefing Sessions with All Employees to go over the scope of the project, their role, and to give direction on how to complete the job analysis.
- Job Evaluation report completed using scores from job analysis responses.
- Comparator Analysis reports to identify localities that compete for labor with the City.
- Development of agreed benchmark positions.
- External Market Survey for comparators with benchmark job titles and short job summaries.
- On-site Focus Groups with both qualitative and quantitative findings summary report.
- Update of Job Descriptions to include FSLA and ADA compliance (sample provided upon request).
- Creation of Recommendations for Reclassifications report, including job title simplification.
- Development of a Compensable Factor Scoring System report and website for use and maintenance of job evaluations and internal equity.
- Development of training for ongoing administration and implementation along with supporting materials and manual.
- Development of a salary structure based on the survey findings and job evaluations.
- Survey finding reports showing options for strategic position as compared to current position.
- Fiscal Impact report showing costs associated to the selected strategic market position.
- Cumulative Final Report for presentation which shows methodology, procedures, development of findings, work product deliverables, and the financial impact of recommendations.

Implementation

Communication with the Project Team and key stakeholders are described at each step in the process of our project methodology. We consider our audience for implementation to be the Project Team, Managers, and employees. We have tailored our process to involve each at the appropriate times. We incorporate meetings, frequently asked questions, questionnaires, informal appeals, reviews, and feedback sessions. Various media is used during the project to convey changes. We include: online access to information, written communication, forms, face-to-face meetings, electronic communication, as well as virtual meetings.

Weekly progress reports will be provided to the Project Team. Paypoint HR will also provide to the Project Team status reports every four weeks then bi-weekly the last 60 days. We keep our clients fully abreast of all activities that Paypoint HR undertakes during the course of our projects to ensure timely completion and to short-circuit any issues that may arise.

- Paypoint HR provides forms for discussions with personnel regarding how the changes affect them individually.
- We create Job Discussion Request (JDR) and Job Discussion Guide (JDG) forms for employees and their supervisors to complete and submit to the Human Resources department. While employees may not always agree with our recommendations, they have a "second chance" to ensure that they have been heard and to continue the educational process regarding why specific recommendations were made.
- A manual of instructions and training materials regarding the administration of the proposed compensation system;
- A list of implementation issues, schedules, fiscal impact statements, cost projections, and communications surrounding our recommendations;
- A guide for rules, policies, and procedures for you in implementing, managing, and maintaining the compensation system;
- Train the trainer sessions; and,
- Proprietary cloud-based software and support plan options.

Tentative Timeline

Our professional experience is that comprehensive studies of this scope and for this size organization take no more than 20 weeks to complete, allowing for adequate position vantage point completion, interview time, classification description development, compensation data collection and analysis, review of steps by the client, the development of final reports, and any appeals. Weekly progress reports will be provided to the client. Paypoint HR will also provide to the Project Team interim reports as the project progresses. We keep our clients fully abreast of all activities that Paypoint HR undertakes during the course of our projects to ensure timely completion and to short-circuit any issues that may arise. A customized schedule would be constructed in conjunction with both Paypoint HR and the City to meet the project requirements. Other than scheduling, communicating to staff, and gathering data, we do not anticipate using any other resources of Lake Dallas.

Responsible Party	Task Name	Start	End
City & Paypoint	Contract Awarded	02/13/2020	02/13/2020
Paypoint	Set up Client Data File and Website for PVP	02/14/2020	02/28/2020
City & Paypoint	Request for Information from HR	02/18/2020	01/03/2020
City & Paypoint	Kick off Meeting with Leadership	02/18/2020	02/19/2020
City	Distribute Announcement Letter & Briefing Session Meeting Times	02/24/2020	02/25/2020
City & Paypoint	Collect Contact Information for Comparables	02/18/2020	02/28/2020
Paypoint at City	Conduct Employee Briefing Sessions / PVP Roll-Out	03/16/2020	03/17/2020
City & Paypoint	Leadership Meeting	03/16/2020	03/17/2020
City	Employees Complete PVPs	03/16/2020	03/30/2020
City & Paypoint	Finalize Survey to Distribute	03/18/2020	03/20/2020
Paypoint	Distribute Surveys to Comparables	03/23/2020	03/25/2020
Comparables	Comparable Organizations Complete Surveys	03/23/2020	04/06/2020
Paypoint	Give Supervisors Access & Instruction on PVP Review	04/06/2020	04/07/2020
City	Managers Review Employees' PVP Responses	04/06/2020	04/20/2020
Paypoint	Review Survey Data Responses and Analyze Findings	04/07/2020	05/20/2020
Paypoint	Review PVP Results	04/21/2020	05/20/2020
Paypoint at City	Interviews/ Focus Groups with Employees	04/27/2020	04/28/2020
Paypoint	Generate Recommendations Based on Findings Including Fiscal Impact	04/27/2020	05/29/2020
City & Paypoint	Meeting to Review Recommendations in Draft Report	06/01/2020	06/01/2020
Paypoint	Incorporate Feedback from Client into Final Report	06/04/2020	06/10/2020
Paypoint at City	Present Final Report	06/11/2020	06/11/2020
Paypoint	Deliver Final Work Products and Customer Service	06/11/2020	Summer 2020

Maintenance

The City will receive tools from Paypoint HR for continued maintenance of the adopted pay plan. Example of these tools include:

- Access to the CFS system for placement of new positions or positions that have experienced a substantial change,
- Job description update processes and procedures, and
- A “Train the Trainer” guide for transfer of administration.

To conduct a proactive ongoing maintenance program for the client's compensation structure, we recommend an in-depth review of the pay plan every three years to consider internal and external equity among key benchmarked positions. During interim years, where there are issues of concern, brief reviews and updates should be conducted. Paypoint HR will be available as needed to support the client in the implementation process. By developing an ongoing maintenance plan, the client should expect to see the benefits and return on investment through reduced turnover, and fewer employee complaints.

Tab 4

Project Team

Paypoint HR has the following senior staff ready to be deployed for this project and has the resources to confidently provide the City with exceptional service. They are listed below:

Project Manager



Karin Campbell, SPHR, SHRM-SCP, IPMA-SCP

Bachelor of Science in Business Marketing, University of Maryland

Mrs. Karin Campbell has led Human Resource initiatives for more than 20 years. She has helped over 700+ employers and 15,000 employees with the development and delivery of customized HR solutions for employee management programs; conducting labor cost analysis of employee administration, benefits, retirement, workers' compensation, federal, state, and local taxes; budgeting for human capital including recruiting, onboarding, benefits, risk management, training, and compliance; and planning, design, and implementation of payroll administration, health, dental, vision, life, and AD&D insurance, pension as well as ancillary benefits within a limited timeframe to large workforces.

She has consulted with clients and their employees on complicated employment topics. Her responsibilities also include development and maintenance of compliance and risk management programs. She has taught OSHA compliance as an adjunct professor. Currently she holds SPHR, SHRM-SCP, and IPMA-SCP designations and serves on the Board for the ASHRM chapter. Karin has a strong understanding of current trends in the benefits industry. Karin worked from 1995-2002 for HRLogic, Inc., a wholly owned subsidiary of Fidelity Investments. Most recently Karin owned her own HR firm, Alpine HR, from 2003 until 2012, when she sold her business. In 2013, Karin along with her husband, Rick formed Paypoint HR, an HR consulting firm which specializes in employee compensation for both private and public-sector concerns.

Karin's expertise has been utilized in studies that involve:

- Employee Outreach - She has developed time tested approaches to gaining employee buy-in through effective communication and involvement of staff at all levels. She has created formats for briefing sessions, orientations, and focus groups that follow accepted industry protocol and takes into account both the qualitative and quantitative aspects of data collection. Her approach has allowed for better understanding of the nuances within organizations and uses it to formulate recommendations and overcome obstacles that positively impact acceptance.
- Policy Design and Implementation - She has created a process methodology for implementation of classification and compensation recommendations. The flow of the process lends itself to clear transfer of administration and maintenance from plan adoption through to long-term application.

- Communication Plans - She has led successful projects by creating communication plans with the input of each client to recognize project milestones and progress. She has created relationship reporting to ensure projects are completed on time and within budget.
- Business Strategy - She analyzes the strengths, weaknesses, opportunities, and threats faced by each client and the community they serve to incorporate resources into the final recommendations that maximize return. She has helped clients face challenges in gaining the financial commitment necessary to adopt and implement recommendations.

Karin has worked on the following recent projects:

Center School District, MO	Easter Seals Midwest, MO	Raytown School District, MO
Children's Therapeutic Learning Center, MO	Grandview School District, MO	St. Mark Child and Family Development Center, MO
Prince George's County Memorial Library System, MD	Guadalupe Center, Inc. Plaza de Ninos Preschool, MO	Richmond Metropolitan Transportation Authority, VA
City of Columbia, MO	Independence School District, MO	The Family Conservancy, MO
City of Fort Walton Beach, FL	Kansas City Public Schools, MO	The YMCA of Greater Kansas City, MO
City of Glenpool, OK	Knox County, IL	Town of Front Royal, VA
City of Lebanon, MO	Mid America Regional Council, MO	Township of Shelby, MI
City of Milford, DE	Montessori Regional Charter School, PA	Village of Tinley Park, IL
City of Nixa, MO	Northampton County Public Schools, VA	Warren County Public Schools, VA
City of Radford, VA	Oklahoma City Zoo, OK	Warren County, VA
City of Red Wing, MN	Operation Breakthrough, MO	Durham Public Schools, NC
City of Waynesboro, VA	City of Bethlehem, PA	City of Dover, NH
Town of Farmville, VA	City of Marion, IA	City of South Portland, ME

Technical Director



Dr. Rick Campbell

Ph.D. in Engineering Science and Mechanics, Penn State University
Bachelor of Science in Applied Mathematics, University of Virginia

Dr. Rick Campbell's extensive education and experience in the field of mathematics has enabled him to understand highly technical issues. Because he has managed both internal and external clients, he has developed the ability to take the most advanced problems and convert them into easily understood terms and processes. He has applied this experience to the field of compensation and classification for the past 7 years.

He has worked for NASA GSFC, GE Aircraft, and Lockheed Martin Space Systems among others. His roles included Team Lead, Project Manager, and Principal Engineer.

Dr. Campbell holds 7 U.S. and international patents for his creative ideas on product and process improvement. Rick has experience with Lean Six Sigma for both service organizations and manufacturing organizations. He brings his unique skills to Paypoint HR in order to improve the accuracy of our research findings and recommendations.

Rick's knowledge heavily influences the following areas of the study:

- Performance Based Pay - He has built pay plans that incorporate performance metrics and translates them into fair pay based on relevant goals. His plans maintain objectivity and are multifaceted. He has established performance review processes and standards for merit-based compensation pay. He has converted organizations to pay-for-performance that desired merit-pay programs and were limited by existing policy and structures.
- Big Data and Research Analytics - He has worked on projects that have required large data sets and has created the format to collect and manage the data that maintains integrity and validity. He has engineered programs that are user friendly yet robust in their functionality and interpolates data into meaningful information to a granular level.
- Trends analysis - He has reviewed and analyzed data that look for patterns and correlation to determine if they are valid indicators for comparison. He has looked at causality and correlation links to consider potential for predictability.
- Study Validity - He has determined appropriate metrics for comparison in the selection of comparator organizations and benchmark positions to ensure relevancy of findings.
- Financial Impact - He has applied both short-term and long-term implications of recommendations for clients to assist in the ability to project necessary funding and revenue sources.

Rick has worked on the following recent projects:

Center School District, MO	Easter Seals Midwest, MO	Raytown School District, MO
Children's Therapeutic Learning Center, MO	Grandview School District, MO	St. Mark Child and Family Development Center, MO
Prince George's County Memorial Library System, MD	Guadalupe Center, Inc. Plaza de Ninos Preschool, MO	Richmond Metropolitan Transportation Authority, VA
City of Columbia, MO	Independence School District, MO	The Family Conservancy, MO
City of Fort Walton Beach, FL	Kansas City Public Schools, MO	The YMCA of Greater Kansas City, MO
City of Glenpool, OK	Knox County, IL	Town of Front Royal, VA
City of Lebanon, MO	Mid America Regional Council, MO	Township of Shelby, MI
City of Milford, DE	Montessori Regional Charter School, PA	Village of Tinley Park, IL
City of Nixa, MO	Northampton County Public Schools, VA	Warren County Public Schools, VA
City of Radford, VA	Oklahoma City Zoo, OK	Warren County, VA
City of Red Wing, MN	Operation Breakthrough, MO	Durham Public Schools, NC
City of Waynesboro, VA	City of Bethlehem, PA	City of Dover, NH
Town of Farmville, VA	City of Marion, IA	City of South Portland, ME

Organization of Proposed Project Team

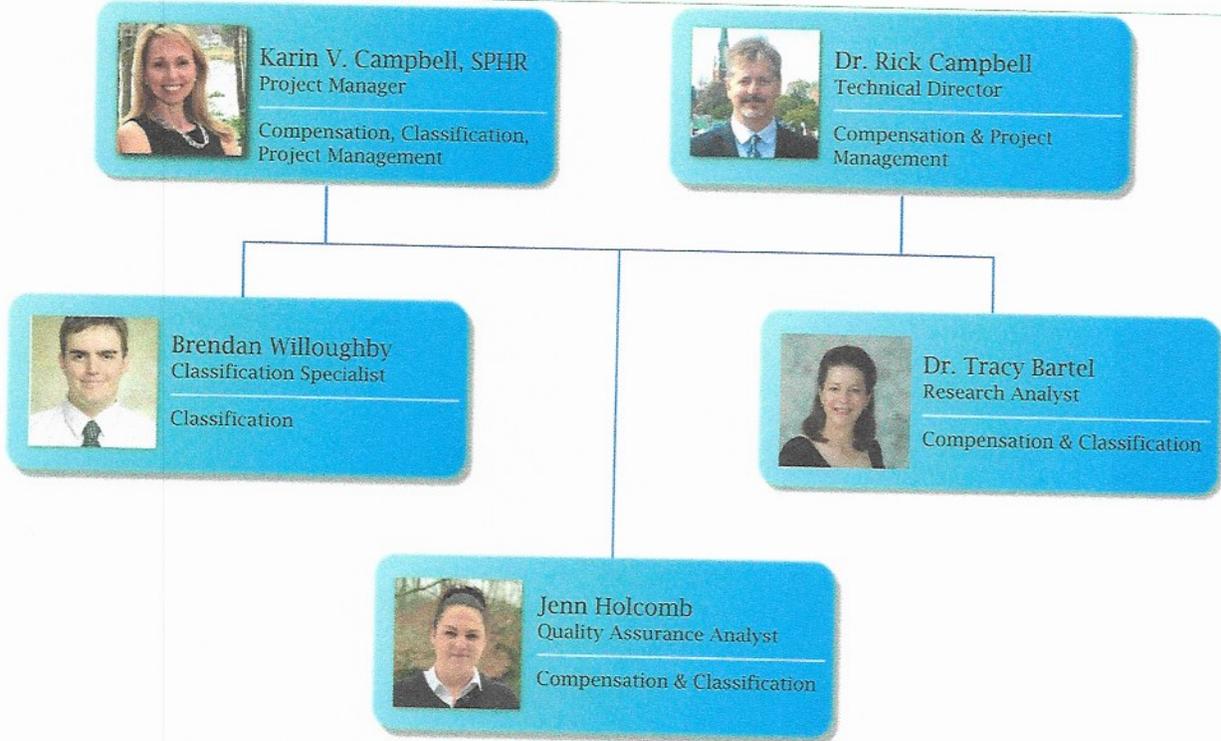


Figure 5 - Project Team Organization Chart

Tab 5

Fees

PHASE 1 Classification Component

Task	Hours
A Project Start and Initial Meetings	9
B Baseline Data Collections & Initial Analysis	19
C Job Analysis Collection/Completion & Focus Groups	29
D Job Evaluation and Classification Development	22
E Draft Job Descriptions and Policy Guides	46
F Develop Guide for Implementation of Changes and Draft Interim Report	21
Subtotal Professional Hours	146

PHASE 2 Compensation Component

Task	Hours
A Identify Benchmark Positions and External Survey Comparator List	14
B Design and Distribution of Survey (to include benefits)	15
C Collect and Analyze Survey Data	33
D Benefit Survey Analysis	21
E Compensation Survey Results Analysis	16
F Preparation of Draft Report	33
G Deliver Final Report and Work Products for Implementation	14
Subtotal Professional Hours	146

Total Estimated Hours of Phase 1 & Phase 2	292
---	------------

The standard consulting rate for the senior personnel listed, consistent with the Federal GSA schedule, is \$125 per hour of service. For a project entailing 394 hours of service, the total fee would be \$36,500. Our fee includes expenses associated with travel, phone, materials, and supplies. The total is an estimate of the time needed. Biweekly invoices, including a thorough delineation of services rendered, would be on a net 30-day basis. Paypoint expects support from the Client in communication with key staff, setting up meetings, and providing meeting resources, as well as establishing reporting relationships, milestones, and timelines.

Tab 6

References

Contact Name	Contact Info	Project Title and Service Dates
Roz Johnson Human Resources Director City of Stuart	121 SW Flagler Avenue Stuart, FL 34994 (772) 288-5322 rjohnson@ci.stuart.fl.us	Classification and Compensation Study 2019
Michelle D. Cichoki Director of Human Resources City of Bethlehem	10 East Church Street, Bethlehem, PA 18018 (610) 865-7015 Mcichoki@Bethlehem-PA.gov	Classification and Compensation Survey 2017
Janis Bush Director of Human Resources Garrett College	687 Mosser Road McHenry, MD 21541 (301) 387-3049 Janis.Bush@GarrettCollege.edu	Job Classification and Compensation Study 2018
Donna Swatzell Director of Finance City of Nixa	715 W. Mt. Vernon Street Nixa, MO 65714 (417) 724-5625 DSwatzell@Nixa.com	Employee Compensation, Benefits, and Classification Consulting Services 2018
Tarey Franxman Human Resources Director City of Fort Walton Beach	105 Miracle Strip Pkwy SW Fort Walton Beach, FL 32548 (850) 833-9506 TFranxman@FWB.org	Pay and Classification Study 2019
Kathy Milliken Human Resources Director City of Lebanon	401 South Jefferson Lebanon, MO 65536 (417) 991-2305 KJMilliken@LebanonMO.org	Compensation Philosophy and Study 2019
Jennifer Mongold Director of Human Resources Rockingham County	20 East Gay Street Harrisonburg, VA 22302 (540) 564-2740 JMongold@RockinghamCountyVA.gov	Classification and Compensation Study 2018
Julie Bush Director of Human Resources Town of Front Royal	102 E. Main Street, 2 nd Floor Front Royal, VA 22630 (540) 635-3929 JBush@FrontRoyalVA.com	Classification and Compensation Study 2017

Tab 7

List of Ongoing and Completed Projects

Stuart, Florida - Classification and Compensation Study

Status: *Completed*

Paypoint HR conducted a classification and compensation study for the city of Stuart, Florida. The study included approximately 275 employees within roughly 122 distinct positions. At the conclusion of the study, Paypoint HR established salary placement procedures, policies, and salary structure to allow appropriate ongoing compensation administration.

Paypoint HR also provided updates to 122 job descriptions. Job descriptions were updated and standardized using PVP responses from employees and managers. Additionally, Paypoint HR conducted a benefits review.

Stuart faced the challenge of losing trained staff to higher paying municipalities closer to the South Florida region.

City of Bethlehem, Pennsylvania - Classification and Compensation Survey

Status: *Completed*

This project consisted of a job classification and compensation survey of all non-represented full time, full-time contract, and seasonal employees; developed a pay-for-performance system suitable for the public environment; created and updated job descriptions; and made recommendations regarding the elimination of a 27th pay each decade.

The city of Bethlehem's non-represented employee workforce included 99 full time positions, 18 full-time contract positions, and 154 seasonal positions. The employee group study included variable educational levels that perform clerical, technical, management, professional, and executive duties.

It had been several decades since the last evaluation of compensation practices and policies were conducted. Since that time, inequities had crept into the environment based on poor or missing policy, decentralized decision making, and a lack of sound organizational management. Paypoint HR's recommendations halted and course corrected any inequities, both internal to the workforce and external as compared to employer contemporaries.

Garrett College, Maryland - Job Classification and Compensation Study

Status: *Completed*

Garrett College employed Paypoint HR to complete a job classification and compensation study involving 21 full-time faculty, 63 administrative employees, and 58 staff employees classified within 98 unique positions on a single pay plan. The purpose of the study was to

help the college be recognized as an employer of choice in the area by providing a viable cost effective and competitive pay structure. The study measured and provided analysis on salary and benefits provided at the other 15 Maryland community colleges, local universities, and private sector employers. Furthermore, the study included constructing an analytical placement policy for new hires which would consider education level, certifications, and promotion potential.

While Garrett College was challenged with low enrollment levels, both the college and Paypoint HR were challenged with an expansion of the project to include a college-wide staffing level review, including reductions, outsourcing, restructuring, and the creation of new positions.

City of Nixa, Missouri - Employee Compensation, Benefits, and Classification Study
Status: *Completed*

Paypoint HR presented the city of Nixa, Missouri with an employee compensation, benefits and classification study after a comprehensive review and update of the classification and compensation plan for the city's employees. The purpose of the study was to provide the leadership team and City Council with a process for ascertaining equitable value of positions on a competitive salary scale. The study included approximately 137 full-time employees within roughly 98 distinct positions. The study recommendations indicated what actions should be taken to avoid loss of qualified staff and addressed difficulties in recruiting new employees for Nixa. In addition, the study recommended adjustments to Nixa's salary placement procedures, policies, and salary structure to allow appropriate ongoing compensation administration.

The study was divided into two parts: a classification phase and a compensation phase. The classification phase included identification, review, and analysis of specific work being performed in various positions. That data was then used to simplify positions and match them to the external market in an "apples to apples" comparison. The compensation phase consisted of an external market survey of local public and private sector organizations to determine what the local labor market pays for specific jobs.

Challenges faced while working with the city of Nixa included having to come up with a new strategic vision when offering salary recommendations for their employees due to limitations created by the city's rich benefit package. In addition, the city struggled with competition for electric workers with the local co-ops.

Paypoint HR has never had to legally defend itself for services provided.

Tab 8

Miscellaneous

Paypoint HR has no conflict of interest with Lake Dallas or any worker there, and has had no previous engagements with the City of Lake Dallas.

Additional Service

Paypoint HR's 360° Performer Employee/Peer/Manager (EPM) System provides an analytical tool to measure the performance of employees by seeking the input of not only the individual employee and their respective manager, but also their peers within the organization. Paypoint HR's 360°-Performer System involves asking a series of performance related questions to each employee/manager while also allowing each employee/manager to answer the same questions about the performance of their peers/employees and their managers. The system categorizes the responses based on the respondent and delivers objective metrics to quantify performance. It is typically recommended that the employees who receive top scores receive an equal share of both a monetary and non-monetary form of compensation for their performance. Non-monetary forms of compensation can be anything from a parking spot to official public recognition to a department pizza party in their honor. For the employees who score low both relative to the responses of their peers and managers, it is recommended that remedial action be considered. A sample of questions that are typically asked follows but can be customized for the client. Narrative questions can also be included for employee feedback purposes.

360 Performer



Character

Question #1
This person is open to positive feedback and constructive criticism.

- Strongly agree
- Somewhat agree
- No opinion
- Somewhat disagree
- Strongly disagree

Question #2
This person is sensitive to satisfaction and morale in the organization.

- Strongly agree
- Somewhat agree
- No opinion
- Somewhat disagree
- Strongly disagree

Question #3
This person creates an atmosphere that inspires others to achieve at a higher level.

- Strongly agree
- Somewhat agree
- No opinion
- Somewhat disagree
- Strongly disagree

Use of Paypoint HR's 360 Employee/Peer/Manager (EPM) System would be provided at no cost for the first review. Subsequent reviews would be priced to reflect the needs of the client. Typically, Paypoint charges a setup fee of \$1,000 (waived) and \$50 per participant with a minimum purchase of \$2,500 worth of service.

VERSION 1.0
JANUARY 29, 2020



Employee Compensation Study

COMMUNICATION PLAN FOR:
LAKE DALLAS, TEXAS



Table of Contents

Wage and Compensation Study2

 Project Team Structure2

 Team Goals2

 Project Team & Task Force Assignments2

 Process Management3

 Project Timeline4

 Project Communication Document List6

 Project Communication Table6

 Risks and Issues Management.....7

 Potential Exceptions and Problems7

 Appropriate Corrective Measures8

 Tracking Risks and Issues8

 Data Request Letter Template.....9

 Executive Letter of Announcement Template..... 10

 Position Vantage Point Employee Login Instructions 12

 FAQ's For Job Analysis..... 14

 Acknowledgement Template 15

 Focus Group Question Template 16

 Focus Group Flier Template..... 17

 Message to All Employees 18

EMPLOYEE COMPENSATION STUDY

Our professional experience is that comprehensive studies of this scope and for this size of an organization take approximately 20 weeks from receipt of agreement to completion. The time period should allow for adequate Position Vantage Point (PVP) questionnaire completion, interviews, classification & job description development, compensation data collection and analysis, review steps by the Lake Dallas Project Team, the development of final reports, and any appeals.

PROJECT TEAM STRUCTURE

The communication plan benefits from having an internal Project Team. Key contacts for Project Team for this Study consists of:

Lake Dallas, TX

Michele Sanchez
Finance Director
msanchez@lakedallas.com
(940) 497-2226
212 Main Street
Lake Dallas, TX 75065

Paypoint HR Contacts

Karin Campbell
Paypoint HR Project Manager
Karin@PaypointHR.com
(443) 336-4272
695 Santa Maria Lane
Davidsonville, MD 21035

Rick Campbell
Paypoint HR Technical Director
Rick@PaypointHR.com
(540) 815-7837
695 Santa Maria Lane
Davidsonville, MD 21035

TEAM GOALS

The Project Team helps to leverage project communication by establishing reporting structures, scheduling project milestones, coordinating meeting times and locations as well as assisting in the distribution of information to appropriate stakeholders. The Project Team will help establish ground rules for the study, give suggestions for benchmarked positions and comparator agencies, collaborate on the development of recommendations, and give input on the final report draft. Involvement from the Project Team begins pre-project and continues through to post project implementation.

The Project Team will need to consider additional assistance from a Task Force consisting of employees, department heads, occupational groups and/or worksite representatives. The Task Force can receive more intensive and detailed briefings on the project in order to help disseminate information to their respective employee groups.

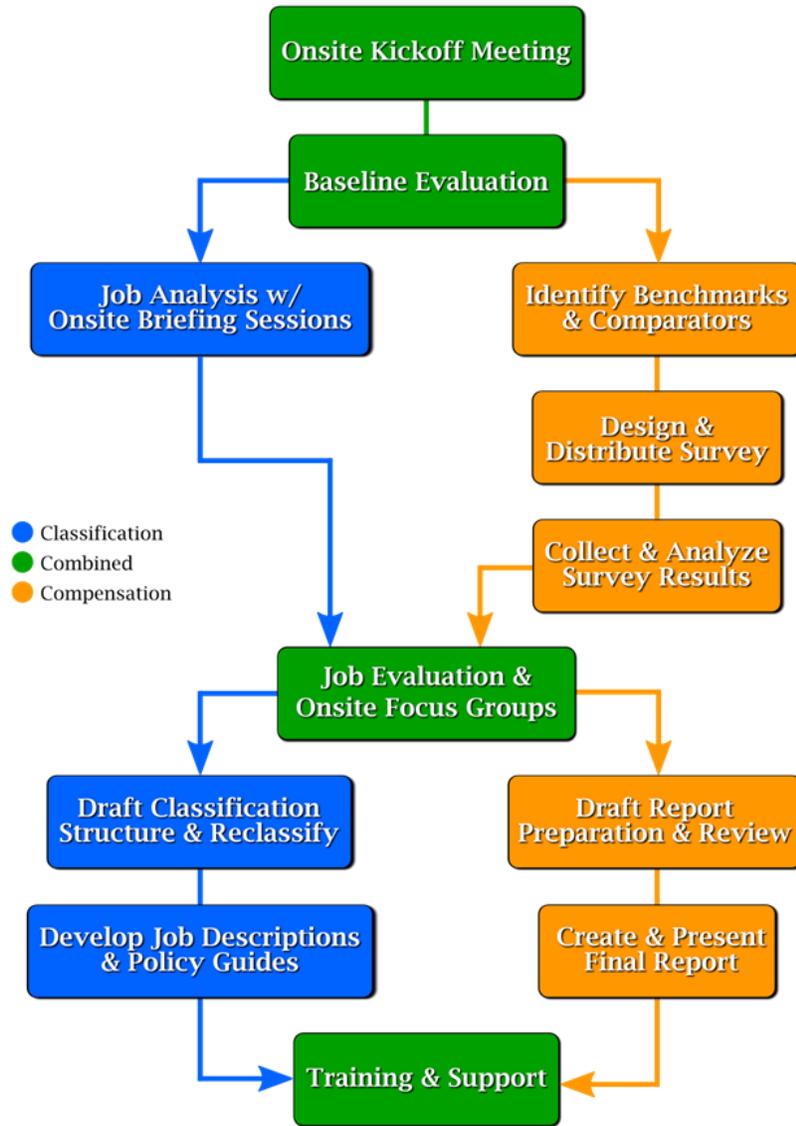
PROJECT TEAM & TASK FORCE ASSIGNMENTS

The Task Force will have team goals, team leads, and team roles. The Task Force will be the liaison between the Project Team and the employees. The role of the participants is to ensure clear communication channels, give feedback on types and timing of communication, and help ensure participation by employees in the PVP. The Task Force may also provide input on the job family hierarchy and help establish internal job worth and clarify job descriptions. Where further clarification is needed on positions, the Task Force will help select a fair

representative for interviews and help coordinate the interviews. The Task Force involvement begins once the project is underway and continues through post project implementation.

PROCESS MANAGEMENT

The flow chart below illustrates the process steps involved in completing the study.



Methodology Flow Chart

PROJECT TIMELINE

Responsible Party	Task Name	Start	End
City & Paypoint	Contract Reviewed and Ratified	2/13/2020	2/13/2020
Paypoint	Set up Client Data File and Website for PVP	2/14/2020	2/21/2020
City & Paypoint	Request for Information from HR	2/21/2020	2/29/2020
City & Paypoint	Kick off Meeting with Leadership	3/3/2020	3/4/2020
	- Coordinate Schedules & Determine Goals		
City & Paypoint	Collect Contact Information for Comparables	3/3/2020	3/21/2020
City	Distribute Announcement Letter & Meeting Times	3/4/2020	3/7/2020
City & Paypoint	Finalize Survey to Distribute	3/4/2020	3/25/2020
Paypoint at City	Employee Briefing Sessions / PVP Roll-Out	3/13/2020	3/14/2020
City & Paypoint	Leadership Meeting	3/13/2020	3/31/2020
	- Comparators & Benchmark Positions		
	- PVP Completion Status		
	- Project Timeline and Milestones		
	- Collect HR Data & Completed PVPs		
City	Employees Complete PVPs	3/13/2020	3/27/2020
Paypoint	Input Hard Copy PVP Data	3/30/2020	4/3/2020
Paypoint	Distribute Surveys to Comparables	3/30/2020	4/3/2020

Responsible Party	Task Name	Start	End
Comparables	Comparable Organizations Complete Surveys	4/3/2020	4/17/2020
Paypoint	Give Supervisors Access & Instruction on PVP Review	4/6/2020	4/11/2020
City	Managers Review Employees' PVP Responses	4/11/2020	4/25/2020
Paypoint at City	Interviews/ Focus Groups with Employees	4/17/2020	4/18/2020
Paypoint	Review Survey Data Responses and Analyze Findings	4/20/2020	5/11/2020
Paypoint	Generate Recommendations Based on Findings	4/20/2020	5/11/2020
Paypoint	Review PVP Results	4/28/2020	5/13/2020
Paypoint	Determine Fiscal Impact of Recommendations and Develop Draft Report	5/14/2020	5/27/2020
City & Paypoint	Meeting to Review Recommendations in Draft Report	5/22/2020	5/27/2020
	- Discuss Obstacles and Plans for Implementation		
Paypoint	Incorporate Feedback from Client into Final Report	5/28/2020	6/18/2020
Paypoint at City	Present Final Report	6/18/2020	6/18/2020
Paypoint	Deliver Final Work Products and Customer Service	6/18/2020	7/2/2020

PROJECT COMMUNICATION DOCUMENT LIST

Below is a list of documents generated for the project, the intended recipients of the documents, the parties responsible for completing the document, and the expectation for timing of initial distribution and/or updates.

PROJECT COMMUNICATION TABLE

Document	Recipients	Responsibilities	Update frequency
Executive Project Announcement Letter	All Staff	City	None
Project Schedule Timeline	All Staff	Paypoint HR & Project Team	By kick-off meeting
Initial Data Exchange	Paypoint HR	Client Project Team	At the beginning of the project through completion of Phase A
Memos/Bulletins/Progress Updates	All Staff	Paypoint HR & Project Team	Throughout the study until completion
FAQs	All Staff	Paypoint HR & Project Team	At the initial briefing
PVP's and Interview Documents	All Staff	Paypoint HR & Project Team	See schedule
Interim Report	Project Team	Paypoint HR	On completion of Classification phase
Updated Job Descriptions	All Staff	Paypoint HR	After completion of PVP's and interviews
Informal Appeals	All Staff	Paypoint HR with Project Team and Task Force	Reviewed initially with employee positions affected by actions to update classification/job descriptions then with all employees
Draft Report	Client Project Team	Paypoint HR	Once at the completion of the external study
Final Report	Leadership, Project Team, City Council	Paypoint HR	Once after completion of Phase B and after changes are adopted from client feedback
Copies of Extracts	Survey Participants (employees & comparable agencies)	City	Once upon approval of City Council
Salary Administration Video	All Staff	City	

Document	Recipients	Responsibilities	Update frequency
Update of Personnel Handbook and Personnel Policies	All Staff	City	Once after approval of plan recommendations
Individual Salary Plan Implementation Statements	All Staff	City	Each employee should receive a personalized statement.

RISKS AND ISSUES MANAGEMENT

POTENTIAL EXCEPTIONS AND PROBLEMS

As with any project, there is the potential for issues to arise. With that in mind, it is best to anticipate them and establish a plan to mitigate problems. It is helpful to identify potential problems that might arise during the project, list causes, symptoms, consequences, and possible solutions by developing action plans to enhance opportunities and reduce threats.

Timing	Risk description	Causes/ Symptoms/ Consequences	Possible Solutions	Mitigation plan
Pre/Post Announcement Letter	To address rumors of a class and comp study being conducted by an outside consultant and anxiety about what it means to them personally	Past Experiences, unfounded rumors, lack of communication	Communication by leadership to confirm support and quell any potential for rumors. Options-internal email, newsletter inserts, bulletins, videos, etc.	Executive Announcement, Briefing Sessions, FAQ's Ongoing progress updates Opportunity to address concerns with HR
Timely response to requests	Can be between any of the study participants including the consultant	Inaccurate expectations, unclear reporting relationships	Upfront ground rules, timelines, and reporting structure.	Consider group emails, contact lists, prioritize communication
Meeting venue /scheduling constraints	Employees unable to participate in meetings causing frustration and anxiety	Offsite locations, shift workers, limited meeting space	Session groups by last name or dept and use multiple meeting locations	Coordinate with staff alternatives for scheduling & attendance
Employee grievances	Employees concerned with actions taken with their position	Changes in job titles, job class, job desc, pay ranges	Before final have review with supervisors and consultant	Informal appeals process, personal salary plan statement

Timing	Risk description	Causes/ Symptoms/ Consequences	Possible Solutions	Mitigation plan
Buy-In by Leadership slow or weak	Does not accept recommendation of study	Political, financial, scheduling issues	Keep apprised of progress, ensure study is substantiated and defensible	Sound practices used in selecting comparator agencies, expectation that it may take several budget cycles for approval, give fiscal impact statements, and set clear timeline for implementation

APPROPRIATE CORRECTIVE MEASURES

TRACKING RISKS AND ISSUES

In the event there are concerns with the project process, policies and/or outcomes, it is helpful to develop a procedure to address the concern using the methodology designed for the project.

Date recorded	Risk description	Responsible Party	Impact	Mitigation plan
	Employee, Jane Smith is questioning her job description with regard to job responsibility and has signed off for an informal appeal	Task Leader	Non-acceptance of updated job description	Immediate Supervisor to review concern with employee. Supervisor can either approve or deny appeal. If in question, involve consultant & HR.
	Transition in leadership/management causing breakdown in communication	Client Project Team	Timeline not followed and communication breakdown	Plan to discuss impact with Project Team, keep in close communication with Project Team until the replacement is hired and then meet the new hire to update and review progress

DATA REQUEST LETTER TEMPLATE

February 14, 2020

Michelle Sanchez
Finance Director
212 Main Street
Lake Dallas, TX 75065

Subject: Request for Information

Dear Ms. Sanchez,

Paypoint HR is looking forward to working with Lake Dallas on this important project. In order to get started, we will need some background information from you.

You should receive an excel file along with this letter with a sample format for providing the majority of information. We will gladly accept supplemental materials though prefer workable documents whenever possible.

The following is a checklist of the data you will need to generate and send to us:

- Employee background data
- Names and emails of Supervisors
- Existing pay plan structure(s)
- List of benefits- PTO, health, dental, vision, pension, wellness, etc.
- Copy of:
 - Job descriptions (preferably in a searchable document format)
 - Organizational Charts
 - Most recent programs, policies, and philosophy (manuals, agreements, handbooks, collective bargaining agreements, etc.)
 - Administrative policies and procedures
 - Performance pay policies and budget
 - History - when was current plan established, what changes have taken place and why
 - Financial data such as revenues, budgets, annual reports, long-term and short-term strategic plans, mission, vision, values, and other relevant material

Input will be needed from the City's project team to establish valid competitive organizations and desired market positioning strategy.

If there is additional information you would like to provide, please include it. Thank you for your time and energy in gathering the data for the study. It is greatly appreciated.

Sincerely,



Karin VM Campbell
CEO

EXECUTIVE LETTER OF ANNOUNCEMENT TEMPLATE

Dear Staff,

We are pleased to announce that Lake Dallas, has authorized a study to review internal equity and external competitiveness of job classifications and compensation plans. The overarching purpose of the study is to ensure our compensation plan is appropriate for the work expected and allows us to retain and recruit qualified staff.

After a thorough review of potential consulting firms, we have selected a qualified human resources firm to prepare the evaluation of the City's current classification and compensation plans.

The well-respected firm, Paypoint HR, LLC is tasked with meeting the following study objectives:

- Review existing classifications, job descriptions, pay plans, and performance management.
- Conduct an external salary review of comparable organizations.
- Recommend a compensation schedule and classification management system based on survey findings, with consideration given to Cost of Living (COLA), the City's financial performance, and appropriate internal alignment of job classifications.
- Develop and provide recommendations and documentation for implementation of and training for all new and/or revised plans and programs, to serve current and future needs of the City and the employees.

Briefing Sessions

Paypoint HR, LLC will hold 30-minute-long briefings for all employees on **TBD and TBD**. Participation is required and you will be notified of specific times and locations once they are determined. The briefings will cover project methodology, goals, a timeline, frequently asked questions, and overall expectations.

After the briefings, Paypoint HR will be coordinating the explanation and distribution of a Position Vantage Point (PVP) questionnaire to allow you to provide information on your day-to-day job functions. It is important you take adequate time in completing the questionnaire so that there is a clear understanding of responsibilities of the position. Please keep in mind, the questionnaire is to determine the scope of your position and is not an evaluation of your performance. The consultant will use the information from your input to get an "apples to apples" comparison of benchmarked positions from a survey of comparable organizations. You will have 16 days to complete the questionnaire and are expected to return either a hard copy to your supervisors or submit an electronic copy by **TBD**.

Focus Groups

Shortly after completion of the questionnaires, Paypoint HR will conduct on-site job information focus groups with representative incumbents in positions where further clarity is needed. This will provide an additional opportunity to explain in your own words the scope and complexity of your position.

The study is expected to be completed in time for consideration of the upcoming budget year. You will be given notifications of any actions affecting your position's classification and salary range as soon as the City Council has reviewed the recommendations and adopted the updated plans. Salary adjustments are not guaranteed; however, **no salary will be reduced** as a result of this project.

If you have any questions, please contact City Administration.

Thank you.

Sincerely,

POSITION VANTAGE POINT EMPLOYEE LOGIN INSTRUCTIONS



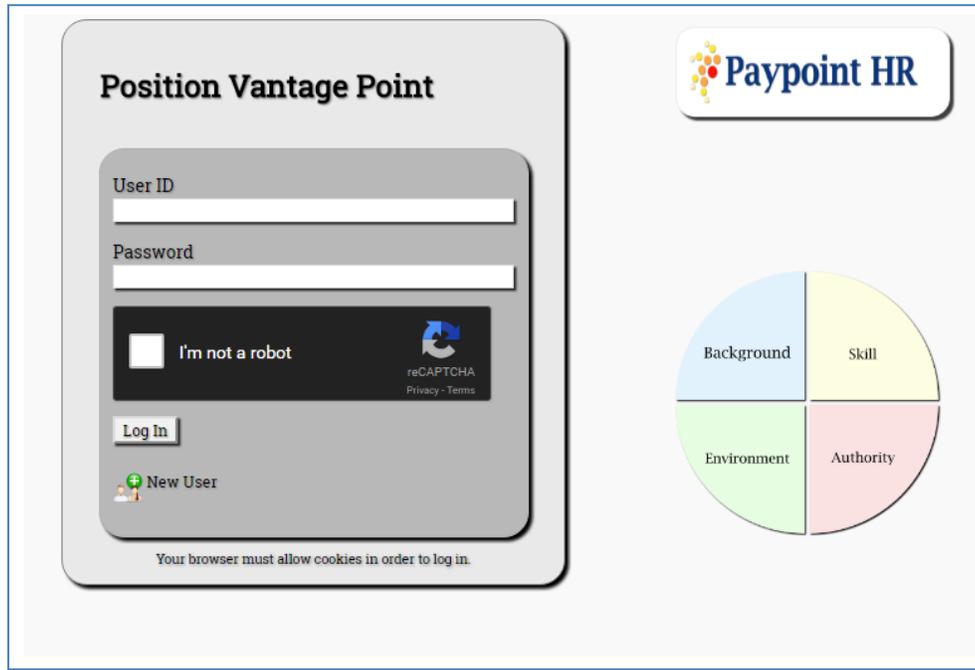
These instructions are intended to guide users through the basic functions of Paypoint HR's Position Vantage Point (PVP) software. Each organization has its own unique website for login.

Your website URL for login is: LakeDallas.PaypointHR.com

LOGIN Instructions

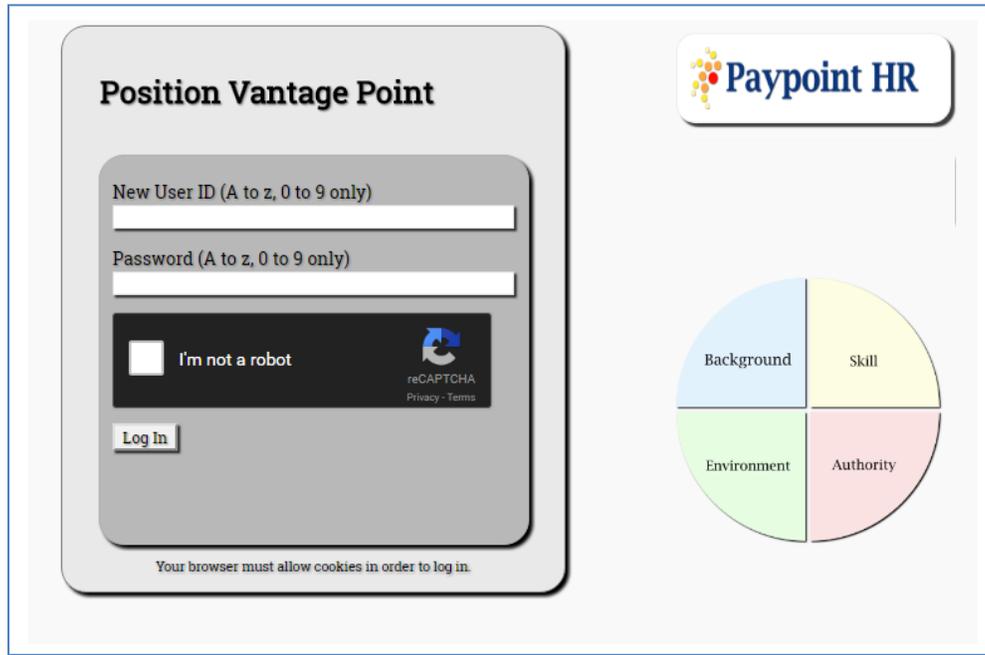
Step 1:

Go to the Paypoint HR Position Vantage Point (PVP) website for your organization:



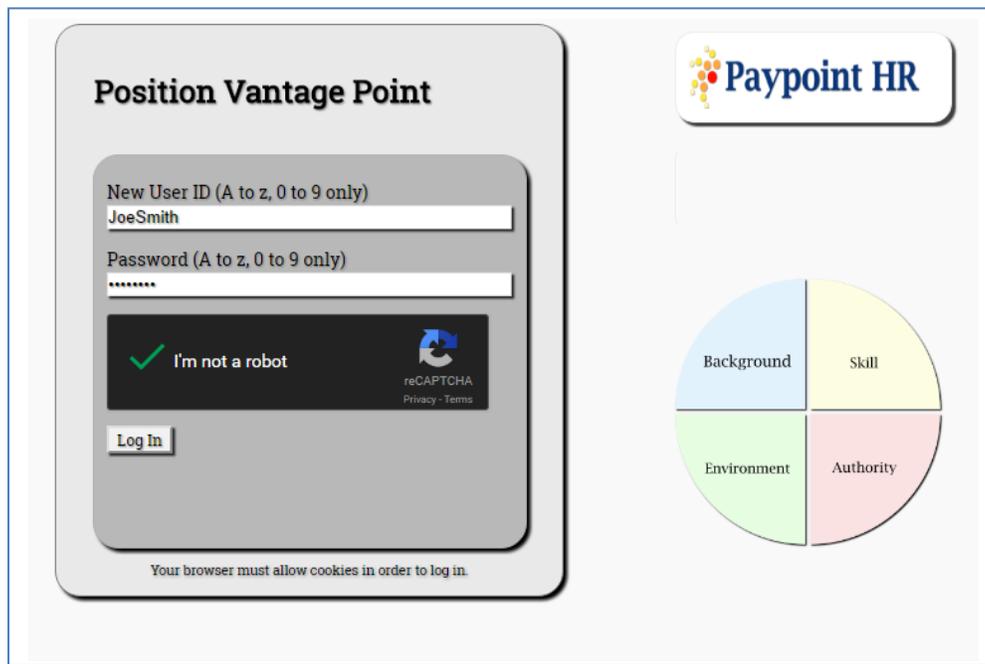
Step 2:

- A. Type in your unique User ID and Password in the appropriate login box.
- B. If you do not have a User ID and Password, select the “New User” icon in the bottom left corner. Keep a record of your User ID and Password for future sessions.
- C. Answer the reCAPTCHA privacy terms questions and then select Log In.



Step 3:

Once you have successfully entered in your User ID and Password, you will see the following screen and may begin giving responses.



Thank you for your participation!

FAQ'S FOR JOB ANALYSIS

What is this study/form?

The classification and compensation study is a mechanism to better determine how to pay employees fairly based on both internal and external equity. The Position Vantage Point (PVP) questionnaire asks questions about your job functions, for example, financial responsibilities, leadership roles, and physical requirements. The responses are strictly for the development of accurate job descriptions. This is ***not a performance review***. Your responses should be as objective as possible regarding job requirements.

Am I required to do this?

Usually participation is required. Keep in mind, we are evaluating your job to properly categorize it in the classification plan. If you do a good job accurately explaining your job, we will be more effective in correctly placing it in the classification system. If you don't complete the questions well, you will be trusting others to properly represent the work.

How do I access the form?

Depending on your access to computers and what format best suits the situation, you will be able to access the form online or via a hard copy. You will receive specific access information at the briefing sessions.

How am I expected to complete the form?

The quality of the findings is based on the quality of the information received. Your input is appreciated. Don't be concerned about the answers you give being overly precise, simply do your best. Completion of the form is as easy or as difficult as you want to make it. In addition to asking you about tasks required in your position, you will be asked to provide statements that establish various levels of involvement with regard to components used to develop pay. Typically, there are 10-15 components considered. You will be asked to make a statement about the component as it relates to your position. Below is a summary of the approach that our participants have suggested to make the process as simple as possible.

Read and re-read the entire list of questions looking for items that remind you of the work you perform. You will find you perform work at several levels. Check the highest level that best represents the level of work you perform on a regular basis as part of your job.

This component does not apply to me/my organization so what do I do?

If that is the case, this section will only take a few seconds of your time. All work will have some involvement with each component.

How hard is this going to be and how much of my time is it going to take?

The questionnaire takes less than one hour to complete, and it will require considerable thought to effectively describe what you do. With that being said, if it seems like it is taking longer than expected, you may be over-thinking it. Remember, the components relate to the work you do every day.

I don't have time to do it all, do I really have to participate?

Typically, we ask that the questionnaires be completed in a week to 10 business days. You can work on it a little at a time or in one sitting.

Who will see the results?

Your supervisor will see your results and give us input on your position too. Once you have finished the form, your responses cannot be changed by your supervisor. The supervisor will only agree or disagree with you. Often, supervisors provide additional information about job functions the employee has overlooked. Any additional comments made by the supervisors are completely separate. The responses of both you and your supervisor create a record that is recognized in the court system as having been prepared by "subject matter experts." In addition to your supervisor, we will review the document with the project team and appropriate stakeholders.

ACKNOWLEDGEMENT TEMPLATE

Acknowledgement of Focus Group Participation

Dear Participant,

We sincerely appreciate your willingness to participate in the Lake Dallas focus group for the Employee Compensation Study. We would like to hear your ideas and opinions on how Lake Dallas can use funds to improve its ability to attract and retain excellent staff.

Information learned from the focus groups will be used to make recommendations to the City Council. The focus groups are being held for all positions. Each focus group will consist of members from their respective departments. No personally identifiable information will be mentioned in the final report. Participation is voluntary and you can choose to stop at any time.

We want to encourage your input and emphasize there are no right or wrong answers. We want to hear many different viewpoints and would like to get everyone to let us know their thoughts. Please be open in sharing your ideas, even when your response may not agree with the rest of the group. Out of respect for one another, we ask that only one person speak at a time and that responses from all participants during the session be kept confidential outside of the meeting.

By signing below, you understand this information and agree to participate fully under the conditions stated above.

Department: _____ Job Title: _____

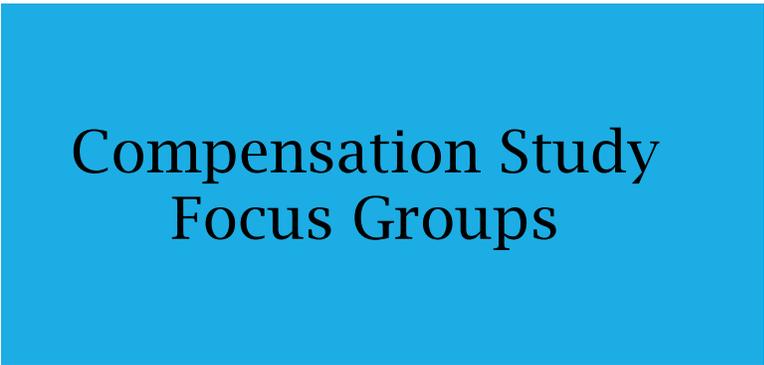
Signature: _____ Date: _____

FOCUS GROUP QUESTION TEMPLATE

Lake Dallas Employee Focus Group Questions

1. Is your current job description accurate?
2. Do you have a clear understanding of the City's goals?
3. What general trends/forces impact your and the City's success?
 - a. Economic
 - b. Regulatory
 - c. Cultural
 - d. Technology
 - e. Organizational structure
 - f. Demographics
 - g. Political
 - h. Natural environment
4. Who are the City's competitors for labor? Who are industry leaders and what contributes to their success?
5. Has the City had difficulty retaining, developing, motivating, and recruiting competent performers in any position?
6. Who are key sources of employees for the City? Any recommendations?
7. Do you understand your compensation plan?
 - a. Is it motivating/fair?
 - b. Is it in-line with City's goals?
 - c. Does it use the right metrics?
 - d. Does it allow for advancement in your career ladder?
 - e. Is it competitive?
 - f. What does it recognize? Education, tenure, performance?
8. Does the City's work environment encourage the following:
 - a. Personal growth,
 - b. Team Building,
 - c. Praise for effort, not just outcomes, or,
 - d. Kindness & caring?
9. Which do you prefer?
 - a. Individual incentives
 - b. Group incentives
 - c. Individual & Group incentives
10. What recommendations for improvements do you have?

FOCUS GROUP FLIER TEMPLATE



Lake Dallas is conducting focus groups for the study to ensure pay equity and wants your input.

Purpose:

City Administration is scheduling the focus groups and is requesting your participation. The focus groups are intended to get your thoughts on how we can improve our ability to retain and recruit excellent staff. Each Focus Group is expected to be approximately 1 hour. Paypoint HR is the consulting firm conducting the Focus Groups which will be conducted on **TBD**.

Details:

Who: All Employees

Date:

Times:

Location:

Interested?

Please see schedule for your assigned time. If you cannot make it in your assigned slot, you can move to another one provided it is in the group type.

To reserve your seat, please contact:

Contact Info
Telephone

Participation is voluntary.

Employee Briefing Sessions

Date: TBD

Time: 30-minute meetings

Purpose: Compensation Study Overview

Facilitator: Paypoint HR

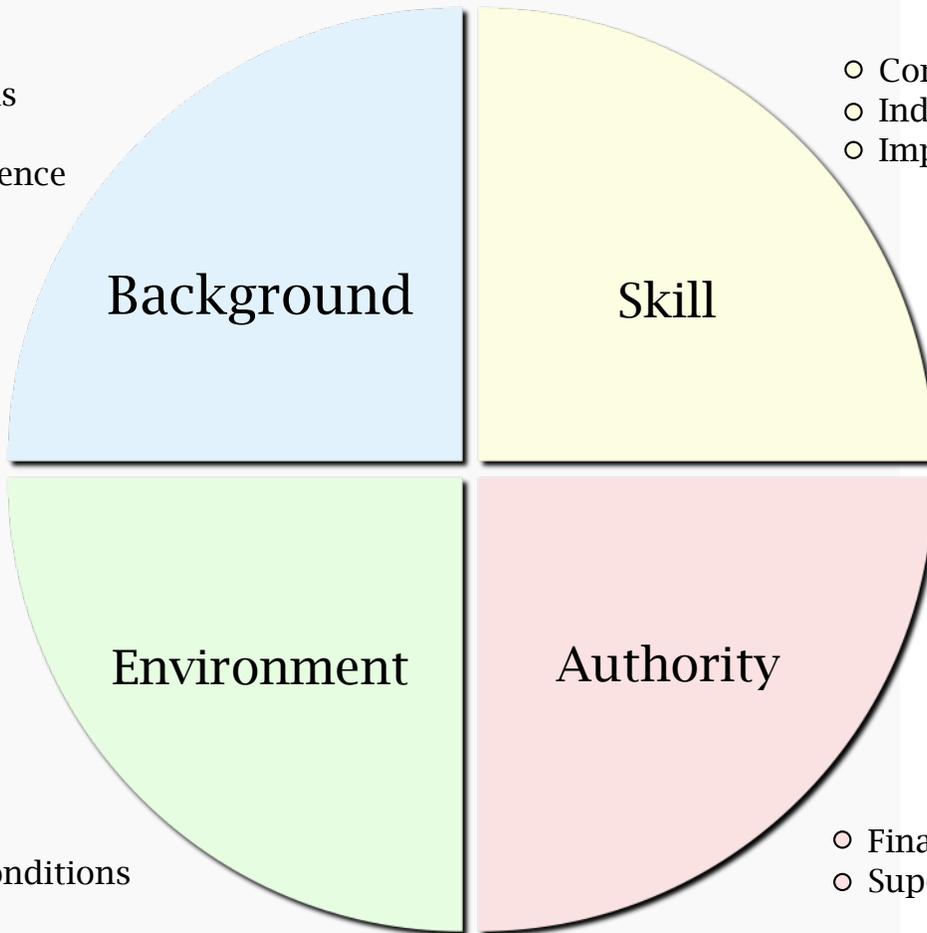
Message to All Employees

TBD	Group	Location
8.30am	Administrative Staff	Conference Room
9:00am	Department and Division Heads	Conference Room
11:00am	Employee Session for any Department	Conference Room
3:00pm	Employee Session for any Department	PW Administration
5:00pm	Employee Session for any Department	Conference Room
TBD	Group	Location
10:00am	Employee Session for any Department	Solid Waste Campus
11:00am	Employee Session for any Department	PW Administration
1:00pm	Employee Session for any Department	Conference Room

Position Vantage Point



- Education
- Certifications
- Work Duties
- Work Experience



- Complexity
- Independence
- Impact

- Physical
- Working Conditions
- Interaction

- Financial
- Supervision

You agree that the person who has completed the questionnaire is the same as the person identified in the Background section, you agree the information is true and accurate to the best of your ability, and you understand this information will be used to help develop a job description for your job title.

Signature

Position Vantage Point



Background

First Name

Last Name

Department

Job Title

Job Category

- Administrative (e.g., Accounts Payable, Admin. Assistant, Secretary)
- Education (e.g., Teacher, Librarian, Social Worker)
- Executive (e.g., Department Head, Assessor)
- Fire & Rescue (non-administrative)
- Laborer (e.g., Bus Driver, Custodian, Maintenance)
- Law Enforcement (non-administrative)
- Professional (e.g., Accountant, Marketing, Engineer, Lawyer)
- Skilled Trade (e.g., Mechanical/Electrical/Water Inspector)
- Trade Supervisor (e.g., Shift Supervisor, Foreman)
- Other (Other)

Status

- Full-Time Part-Time

Work Week (Hours)

Supervisor Name

Job Description

Position Vantage Point



Background (cont.)

Highest Education Level You Have Achieved

- High School
- High School Diploma/GED
- Trade School Certificate
- Associate Degree in a Related Field (AA/AS)
- Associate Degree Not in a Related Field (AA/AS)
- Bachelor Degree in a Related Field (BA/BS)
- Bachelor Degree Not in a Related Field (BA/BS)
- Master Degree in a Related Field (MA/MS/MBA)
- Master Degree Not in a Related Field (MA/MS/MBA)
- Specialist Degree in a Related Field
- Specialist Degree Not in a Related Field
- Doctorate Degree in a Related Field (PhD/JD/EdD)
- Doctorate Degree Not in a Related Field (PhD/JD/EdD)
- Other

Minimum Education Level that Should be Required for Job Title

- High School
- High School Diploma/GED
- Trade School Certificate
- Associate Degree in a Related Field (AA/AS)
- Associate Degree Not in a Related Field (AA/AS)
- Bachelor Degree in a Related Field (BA/BS)
- Bachelor Degree Not in a Related Field (BA/BS)
- Master Degree in a Related Field (MA/MS/MBA)
- Master Degree Not in a Related Field (MA/MS/MBA)
- Specialist Degree in a Related Field
- Specialist Degree Not in a Related Field
- Doctorate Degree in a Related Field (PhD/JD/EdD)
- Doctorate Degree Not in a Related Field (PhD/JD/EdD)
- Other

Required Certifications for Current Job Title

Position Vantage Point



Background (cont.)

Work Duties

(Importance (1 highest/10 lowest), Percentage of time (0 to 100), and Task Description)

1	<input type="checkbox"/>	<input type="text"/>
2	<input type="checkbox"/>	<input type="text"/>
3	<input type="checkbox"/>	<input type="text"/>
4	<input type="checkbox"/>	<input type="text"/>
5	<input type="checkbox"/>	<input type="text"/>
6	<input type="checkbox"/>	<input type="text"/>
7	<input type="checkbox"/>	<input type="text"/>
8	<input type="checkbox"/>	<input type="text"/>
9	<input type="checkbox"/>	<input type="text"/>
10	<input type="checkbox"/>	<input type="text"/>

Your Relevant Work Experience

In Current Job Title with Current Employer (years)	<input type="text"/>
In All Job Titles with Current Employer (years)	<input type="text"/>
In Current Job Title with All Employers (years)	<input type="text"/>
Min Required for Current Job Title (years)	<input type="text"/>

Comments

Position Vantage Point

Skill

Complexity Question #1

This position primarily involves routine or repetitive tasks, processes, or operations involving the application of well-defined rules, procedures, policies, guidelines, and/or instructions.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Complexity Question #2

This position primarily involves generally standardized tasks, processes, or operations involving the choice of action within well-defined rules, procedures, policies, guidelines, and/or instructions.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Complexity Question #3

This position primarily involves generally diversified tasks, processes, or operations involving the choice of action within well-defined rules, procedures, policies, guidelines, and/or instructions.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Complexity Question #4

This position primarily involves occasionally complex and diversified tasks, processes, or operations involving the development of rules, procedures, policies, guidelines, and/or instructions.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Complexity Question #5

This position primarily involves often complex and diversified tasks, processes, or operations involving the development of rules, procedures, policies, guidelines, and/or instructions.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Position Vantage Point



Skill (cont.)

Independence Question #1

My position primarily involves detailed work instructions with close supervisory review.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Independence Question #2

My position primarily involves detailed work instructions with regular supervisory review.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Independence Question #3

My position primarily involves general work instructions with regular supervisory review.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Independence Question #4

My position primarily involves broad latitude on work tasks with regular supervisory review.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Independence Question #5

My position primarily involves broad latitude on work tasks with minimal supervisory review.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Position Vantage Point

Skill (cont.)

Impact Question #1

Mistakes made in my position typically lead to only minor costs, waste, or inconvenience.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #2

Mistakes made in my position may lead to some costs, waste, or inconvenience.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #3

Mistakes made in my position may lead to significant costs, waste, or inconvenience.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #4

Mistakes made in my position may lead to major costs, waste, or inconvenience and short-term impact to the direction, goals, and reputation of the organization.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #5

Mistakes made in my position may lead to major costs, waste, or inconvenience and long-term impact to the direction, goals, and reputation of the organization.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Position Vantage Point



Environment

Physical Question #1

My position is not strenuous.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Physical Question #2

My position is slightly strenuous often requiring minimal physical exertion and/or lifting of light weight (< 20 pounds).

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Physical Question #3

My position is somewhat strenuous often requiring some physical exertion and/or lifting of moderate weight (< 40 pounds).

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Physical Question #4

My position is strenuous often requiring physical exertion and/or lifting of heavy weight (< 60 pounds).

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Physical Question #5

My position is very strenuous often requiring substantial physical exertion and/or lifting of very heavy weight (> 60 pounds).

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Position Vantage Point

Environment (cont.)

Working Condition Question #1

My position is located in a mild/non-hazardous working environment.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Working Condition Question #2

My position often involves occasional exposure to uncomfortable temperature noise, chemicals/gases, contagious diseases, and/or physical trauma.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Working Condition Question #3

My position often involves frequent exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, and/or physical trauma.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Working Condition Question #4

My position often involves consistent exposure to uncomfortable temperature, noise, chemicals/gases, contagious diseases, and/or physical trauma.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Working Condition Question #5

My position often involves potentially life-threatening exposure temperature, noise, chemical/gases, contagious diseases, and/or physical trauma.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Position Vantage Point



Environment (cont.)

Interaction Question #1

My position does not require regular interaction with employees or supervisors outside of those in my work area.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Interaction Question #2

My position requires regular interaction with employees and supervisors of other departments.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Interaction Question #3

My position requires regular interaction with administrative and technical staff including those outside the organization, i.e., vendors.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Interaction Question #4

My position requires regular interaction with executive level employees, senior managers, and directors.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Interaction Question #5

My position requires regular interaction with individuals outside the organization including community leaders, citizens, and the media.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Position Vantage Point



Authority

Financial Question #1

My position is not involved in financial/budgetary matters.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Financial Question #2

My position is involved with financial/budgetary matters including purchase orders, payments, grant funds, employee benefits, and the like.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Financial Question #3

My position manages the budget for the department / work unit.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Financial Question #4

My position allocates funds for the various departments / work units.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Financial Question #5

My position has purchasing authority without approval by another individual or external authority up to:

- None
- Less than \$1,000
- Less than \$2,500
- Less than \$5,000
- Less than \$10,000
- Less than \$25,000
- Less than \$50,000
- More than \$50,000

Position Vantage Point



Authority (cont.)

Supervision Question #1

My position has no supervisory responsibility/authority.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Supervision Question #2

My position involves the training and guidance of employees and the assignment, review, and approval of the work of others.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Supervision Question #3

Number of employees from Question #2.

Supervision Question #4

My position is a managerial position involving work evaluation and employee supervision including hiring, promotion, and termination without approval by another individual or external authority.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Supervision Question #5

Number of employees from Question #4.

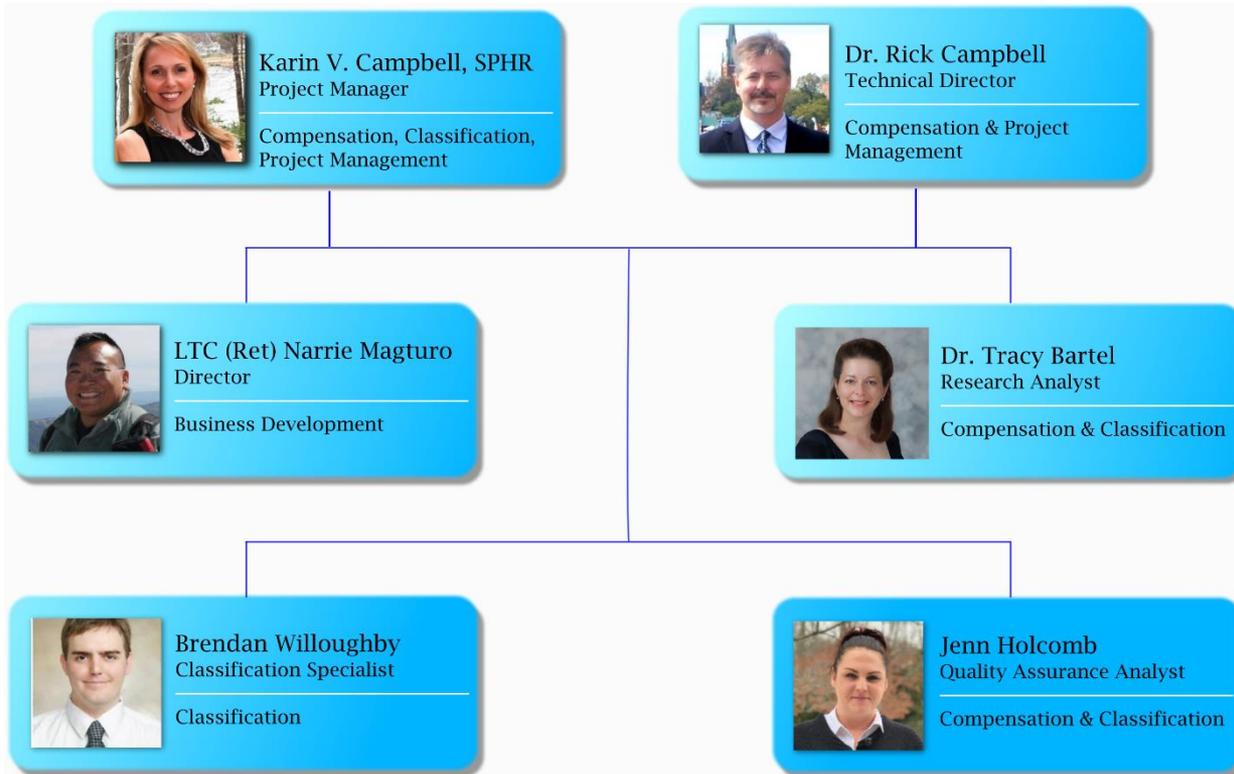
Comments



Employee Compensation Study
Lake Dallas, Texas

Introduction

Paypoint HR Project Team



About Paypoint HR

Service Ability

- 100% of what we do is centered around Classification and Compensation Studies.
- 95% of our clients are in the public sector.
- We have worked with a variety of organizations ranging in size from 7 to 5,000 employees.
- A typical client has 100 to 500 employees.

Experience

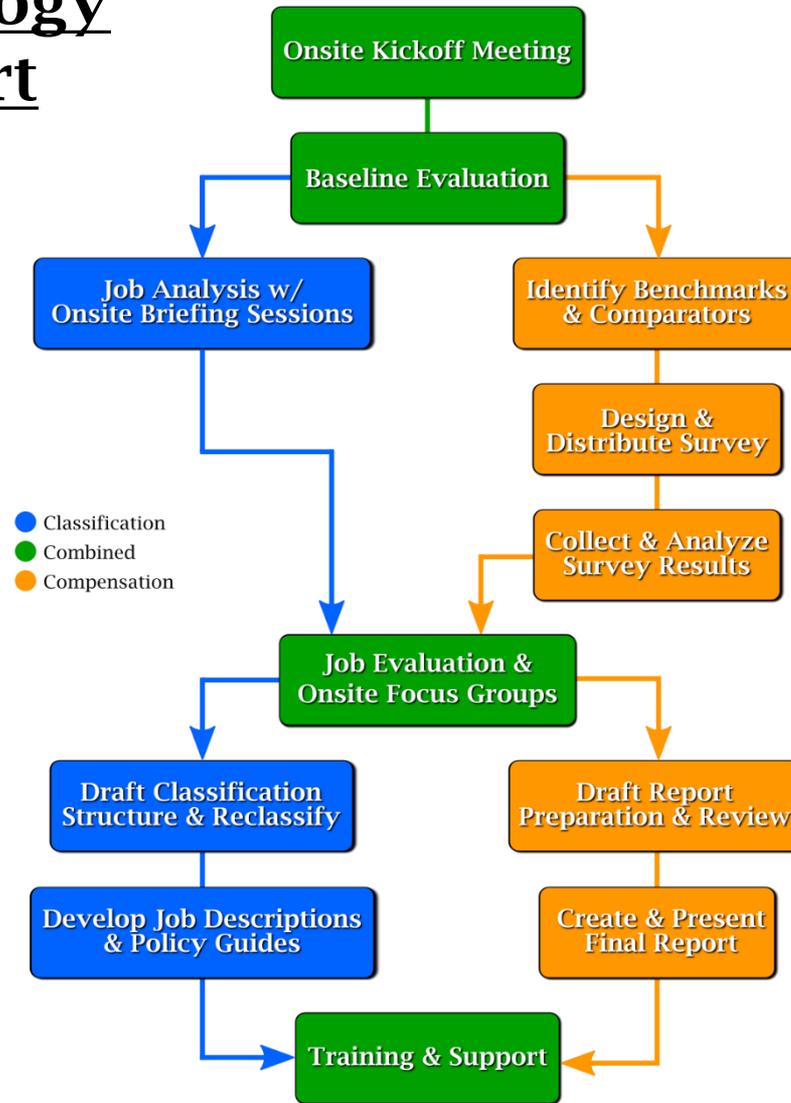
- Our team members each have several decades of experience.
- Each member has their own specialty area within Human Resources.

Project Communication Plan

PROJECT COMMUNICATION TABLE			
Document	Recipients	Responsibilities	Update frequency
Executive Project Announcement Letter	All Staff	City Council/City Manager	None
Project Schedule Timeline	All Staff	Paypoint HR & Client Project Team	At least monthly
Initial Data Exchange	Paypoint HR	Client Project Team	At the beginning of the project through completion of Phase A
Memos/Bulletins/Progress Updates	All Staff	Paypoint HR & Client Project Team	Periodic throughout the study until completion
FAQ's	All Staff		
Position Vantage Point Questionnaires and Interview Documents	All Staff		
Interim Report	Client Project Team		
Management and Employee Buy-In Materials/Updated Job Descriptions	All Staff		
Informal Appeals	All Staff		

PROJECT TEAM & TASK FORCE ASSIGNMENTS			
Name of team	Team goals	Team leads	Team roles
Project Team	Pre-project, mid-project and post-project communication	HR will be the main contact for the study and will coordinate meeting times, locations, and timing for communication	The Project Team will help establish ground rules for the study and give suggestions for benchmarked positions and comparator agencies.
Task Force	Reinforce clear communication and participation of their employee groups	Department Heads	The Task Force will be the liaison between the Project Team and the employees. The role of the participants is to ensure clear communication channels, give feedback on types and timing of communication, and help ensure participation by employees in the PVP. The Task Force may also provide input on the job family hierarchy and help establish internal job

Methodology Flow Chart



Approach to Classification

- Review background materials to establish a baseline,
- Communicate with leadership and employees,
 - ➔ • Kick-off meeting
 - Communication plan
- ➔ • Employee outreach
 - On-site orientation sessions with employees,
 - On-site focus groups/interviews,
- Develop, distribute, collect and review job analysis questionnaires,
- Analyze findings and conduct a job evaluation,
- Recommend job classification and succession plans,
- Recommend policy and procedure improvements including job descriptions, and
- Develop steps to ensure successful transferability, administration as well as ongoing maintenance.

Position Vantage Point Questionnaire

Position Vantage Point

Paypoint HR

Background

First Name

Last Name

Department

Job Title

Job Category

- Administrative (e.g., Accounts Payable, Admin. Ass)
- Education (e.g., Teacher, Librarian, Social Work)
- Executive (e.g., Department Head, Assessor) (non-administrative)
- Fire & Rescue (non-administrative)
- Laborer (e.g., Bus Driver, Custodian, Maintenance)
- Law Enforcement (non-administrative)
- Professional (e.g., Accountant, Marketing, Engineer)
- Skilled Trade (e.g., Mechanical/Electrical/Water Heats)
- Trade Supervisor (e.g., Shift Supervisor, Foreman)
- Other (Other)

Status

Full-Time Part-Time

Work Week (Hours)

Supervisor Name

Job Description

Position Vantage Point

Paypoint HR

Skill (cont.)

Impact Question #1
Mistakes made in my position typically lead to only minor costs, waste, or inconvenience.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #2
Mistakes made in my position may lead to some costs, waste, or inconvenience.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #3
Mistakes made in my position may lead to significant costs, waste, or inconvenience.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #4
Mistakes made in my position may lead to major costs, waste, or inconvenience and short-term impact to the direction, goals, and reputation of the organization.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Impact Question #5
Mistakes made in my position may lead to major costs, waste, or inconvenience and long-term impact to the direction, goals, and reputation of the organization.

- Strongly agree
- Somewhat agree
- Neither agree nor disagree (50/50)
- Somewhat disagree
- Strongly disagree

Job Description Update

Job Description City of xxx

Position Title: Clerk IV
Working Title: Accounts Receivable Clerk
Supervisor: Director of Finance
Grade: 9

Position/Category: Regular/Full-time
FLSA Status: Non - Exempt
Department: Finance

Primary Purpose:

The Accounts Receivable Clerk is directly responsible for performing data entry and related duties in posting accounts receivable payments. This includes maintaining ledgers, credit balances, and resolving account irregularities. The Accounts Receivable Clerk will also administer claims, refunds, adjustments, and any other accounting transactions related to Accounts Receivable management. This position involves diplomatic interaction with customers to provide billing information and support in order to facilitate swift payment of invoices due to the organization.

Supervision:

Under general direction and supervision of the Director of Finance.

Description of Work:

Essential Functions:

1. Performs the day-to-day processing of financial transactions to ensure that municipal finances are maintained and an effective, up to date and accurate manner.
2. Receives and verifies invoices and requisitions for goods and services.
3. Verifies that transactions comply with financial policies and procedures.
4. Prepares, verifies, and processes invoices and coding payment documents.
5. Prepares batches of invoices for data entry.
6. Maintains listing of accounts receivable.
7. Verifies general ledger.
8. Ensures the confidentiality and security of all financials.
9. Maintains a filing system for all financial documents.
10. Prepares requests for payment; balances and handles financial inquiries.
11. Records and balances revenues received.
12. Compiles, prepares, maintains, and files records, and reports.
13. Maintains financial records for required reports and audits.
14. Reviews and analyzes a variety of complex data.
15. Prepares necessary monthly journal entries.
16. Maintains contractual records and documentation such as receipt and control of all contract correspondence, contact information, contractual changes, status reports, contractual insurance and other documents.
17. Performs review of contracts for accuracy relating to invoicing.
18. Ensures contractual terms and conditions are met through payment and insurance requirements.
19. Performs collection attempts.



Job Description Accounts Receivable Clerk Clerk IV Pay Grade: XX

Employment Status: Full-Time
FLSA Status: Non-Exempt
Experience Required: Three (3) years' experience in accounting, business or related field or an equivalent combination of training and experience.
Minimum Education Requirements: Associate Degree in related field.
Department: Finance
Direct Supervisor: Director of Finance.
Supervisory Responsibility: Direct (0); Indirect (0)
Primary Work Location: Office setting.
Bargaining Unit Eligible: Unknown.
Certification: Valid Missouri driver's license.

Job Summary: This position is directly responsible for performing data entry and related duties in posting accounts receivable payments including maintaining ledgers, credit balances, and resolving account irregularities. The Accounts Receivable Clerk will also administer claims, refunds, adjustments, and any other accounting transactions related to Accounts Receivable management.

Essential Job Functions

An employee in this position may be called upon to do any or all of the following essential duties:

- Perform the day-to-day processing of financial transactions to ensure that municipal finances are maintained and an effective, up to date and accurate manner.
- Receive and verify invoices and requisitions for goods and services.
- Verify that transactions comply with financial policies and procedures.
- Prepare, verify, and process invoices and coding payment documents.
- Prepare batches of invoices for data entry.
- Maintain listing of accounts receivable.
- Verify general ledger and reconcile the inventory GL accounts.
- Ensure the confidentiality and security of all financials.
- Maintain a filing system for all financial documents.
- Prepare requests for payment; balance and handle financial inquiries.
- Record and balance revenues received.
- Compile, prepare, maintain, and file records and reports.
- Maintain financial records for required reports and audits.
- Review and analyze a variety of complex data.
- Prepare necessary monthly journal entries.
- Maintain contractual records and documentation such as receipt and control of all contract correspondence, contact information, contractual changes, status reports, contractual insurance and other documents.
- Perform review of contracts for accuracy relating to invoicing.
- Ensure contractual terms and conditions are met through payment and insurance requirements.

Effective Date:

1

Job Description Update

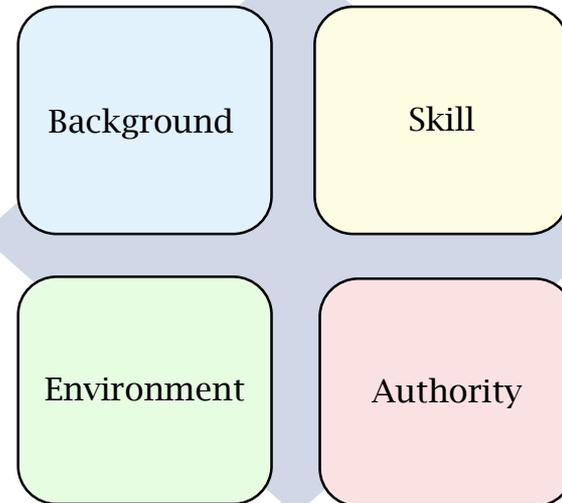
Current JobTitle	Job Category	Status	Work Reviewing Week Supervisor	Job Description in Their Own Words
CLERK-ACCOUNT REI	Administrative	Full-Time	40 KAT GILL	AS LISTED BY CITY NEED TO DEMONSTRATE STRONG COMPUTER SKILLS GOING INTO THIS POSITION
CLERK-ACCOUNT REI	Administrative	Full-Time	40 KAT GILL	The Accounts Receivable Clerk is directly responsible for performing data entry and related duties in posting accounts receivable payments This includes maintaining ledgers credit balances and resolving account irregularities The Accounts Receivable Clerk will also administer claims refunds adjustments and any other accounting transactions related to Accounts Receivable management This position involves diplomatic interaction with customers to provide billing information and support in order to facilitate swift payment of invoices due to the organization This position is also responsible for reconciling the inventory GL accounts

Current JobTitle	# 1	% of Time	Task 1	# 2	% of Time	Task 2	# 3	% of Time	Task 3	# 4	% of Time	Task 4	# 5	% of Time	Task 5
CLERK-ACCOUNT REI	1	20	INTERNAL TRANSFERS END OF MONTH	5	5	MONTHLY CONTRACT INVOICE GENERATION	2	15	CCC INVOICE GENERATION	3	5	COM DEV INVOICE GENERATION	4	10	ALL OTHER INVOICE GENERATION
CLERK-ACCOUNT REI	1	20	INTERNAL TRANSFERS INVENTORY END OF MONTH	5	5	MONTHLY CONTRACT INVOICE GENERATION	2	15	CCC INVOICE GENERATION	3	5	COM DEV INVOICE GENERATION	4	10	ALL OTHER INVOICE GENERATION

Compensable Factor Score

Evaluation Factors

- Education / Experience / Certifications
- Duties
- Complexity
- Independence
- Impact and Accountability
- Supervision and Authority
- Interaction
- Environment



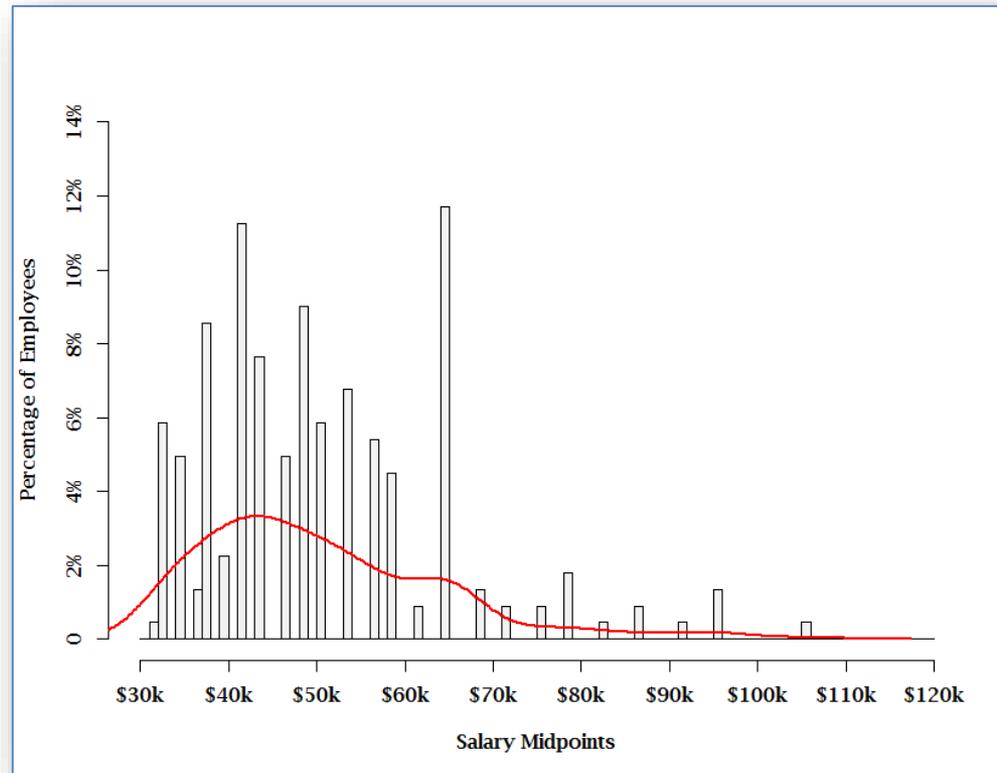
Compensable Factor Score

Current Grade	Job Title	CFS Score
30	Director, Finance	82.4
30	Chief, Police	81.7
30	Director, Human Resources	78.8
26	Captain, Police	69.5
24	Manager, Finance	48.9
24	Manager, WWTP	45.9
SGT	Sergeant, Police	32.8
21	Electric Line Crew Supervisor	23.8
20	Deputy Zoning Administrator	19.8
19	Network Engineer	18.6
19	Crew Supervisor, Streets	16.9
PO	Police Officer	13.7
17	WWTP Plant Operator 1	12.2
15	Administrative Assistant	11.9
9	Solid Waste Worker	8.6

Approach to Compensation

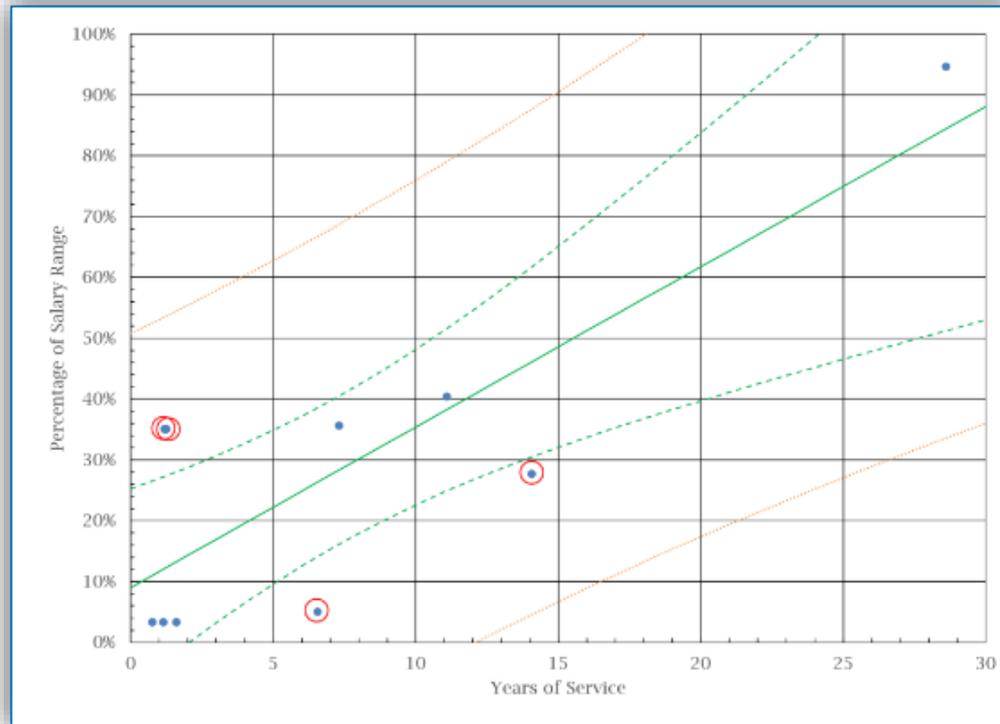
- Review current compensation practices,
- Conduct internal salary relationship analysis,
- Identify appropriate:
 - Benchmark positions,
 - Public sector comparator organizations
- Design and distribute custom external market salary survey,
- Collect & analyze results from the survey,
- Recommend externally competitive and internally equitable compensation structure,
- Prepare a draft report for review including fiscal impact analysis of recommendations,
- Create/present a written final report, and
- Implement transition plan for key staff to administer and maintain recommendations.

Salary Distribution Example



Takeaway: Salary distribution is well balanced for the city as a whole. Verify that the salary distribution is also balanced within each pay grade to identify compression issues and internal equity.

Compression Example

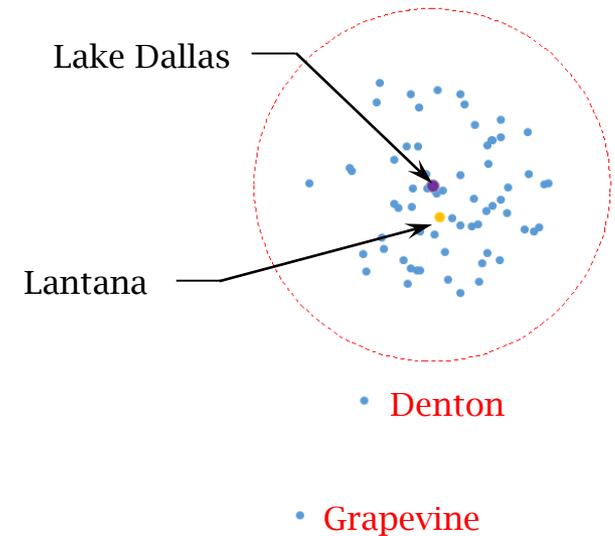


Takeaway: Statistical analysis algorithm identified possible sources of compression.

External Survey – Comparators

Comparator Factors

- Cost of Living Adjustment
- Labor Force Participation Rate
- Median Household Income
- Median Housing Price
- Unemployment Rate
- Population



Potential Comparators

Proximity: Corinth, Highland Village, Lantana, Oak Point

Population: Alamo Heights, Aransas Pass, Bastrop, Bridge City, Brownfield, Cleveland, Commerce, Crystal City, Cuero, Dalhart, Dayton, Eidson Road, Elsa, Fair Oaks Ranch, Fairview, Floresville, Fort Stockton, Gonzales, Graham, Heath, Helotes, Hempstead, Highland Park, Highlands, Hillsboro, Hitchcock, Hondo, etc.

External Market Example

Market Percentile	Maintenance Worker	Solid Waste Worker I	Office Assistant	Plant Operator 3
20%	\$13.48	\$11.02	\$12.91	\$16.27
25%	\$13.77	\$11.93	\$13.14	\$16.69
30%	\$13.92	\$12.63	\$13.70	\$17.15
35%	\$14.73	\$13.17	\$14.55	\$18.24
40%	\$15.17	\$13.72	\$15.22	\$18.96
45%	\$15.74	\$14.26	\$15.82	\$19.48
50%	\$15.87	\$14.50	\$16.27	\$19.83
55%	\$16.29	\$14.92	\$16.68	\$20.70
60%	\$17.51	\$15.56	\$16.81	\$21.28
65%	\$17.61	\$16.55	\$17.10	\$21.70
70%	\$17.76	\$16.83	\$17.85	\$22.43
75%	\$17.91	\$17.20	\$18.54	\$23.52
80%	\$18.09	\$17.56	\$19.14	\$24.47
Mean	\$16.04	\$14.69	\$16.01	\$20.11
Compa-Ratio	-10.3%	-2.0%	+4.1%	-8.5%

Takeaway: Properly classified Office Assistants are paid **4 %** above the average salary in the external market. Examine salaries relative to the strategic vision of the city; consider turnover and recruitment issues.

Recommended Salary Adjustments

CFS Score	Title	Current Grade	Current Rate	New Grade	New Rate
10.0	Account Technician	14	\$16.03	G03	\$17.81
11.9	Administrative Assistant	19	\$20.22	G05	\$20.22
69.5	Captain, Police	26	\$37.21	G15	\$41.13

Takeaway: Classification was simplified and updated based on employees & managers responses to PVP job survey. The Account Technician & Police Captain salaries were increased based on the external market. The Administrative Assistant's salary was above market and recommended to be frozen.

Recommendations Example

Salary Recommendations

1. Raise the salary of positions that are below the Living Wage for Tulsa County, first, that were not included in the study, i.e., Volunteer Fire Firefighters.
2. Raise the salary of Part-Time positions that are *substantially* below market, second, at a cost of \$10,427.
 - 2 Event Coordinators (\$10,427 total).
3. Raise the salary of Full-Time positions that are *substantially* below market and earn below the median household income of \$59,444 (\$28.58/hr) for Glenpool, third, at a cost of \$225,424.
 - 1 Administrative Assistant to the City Manager (\$11,216),
 - 1 Animal Control Officer (\$6,536),
 - 1 Building Maintenance Technician (\$4,424),
 - 1 Code Enforcement Officer (\$9,837),

Takeaway: Financial impact of recommendations presented in a manner that allows for implementation over several budget cycles if necessary. Employees at the lowest salaries are typically considered first along with difficult to retain positions.

Resources and Training

Resource	Purpose
Training	Helps you in preparation for employee discussions.
<ul style="list-style-type: none">• Job Descriptions• Salary Scale• Personalized Statements• Implementation Guides	Assist in meetings with employees and in explaining the new program.
Implementation and Appeals Manual <ul style="list-style-type: none">• Job Discussion Request Form (JDRF)• Job Discussion Guide (JDG)	These provide process management and evaluation guides.
Compensable Factor Score (CFS)	This is a custom reclassification tool.

Resources and Training

The PVP / CFS tool may be used for reclassification of an existing position or for the placement of a new job.

The image shows two overlapping screenshots of the Paypoint HR Position Vantage Point tool. The top screenshot is a login form with fields for User ID, Password, and a CAPTCHA. The bottom screenshot displays the results page, which includes a list of CFS scores for various categories and a total score of 52.8. A circular chart on the right side of the results page is divided into four quadrants: Background (blue), Skill (yellow), Environment (green), and Authority (pink). An orange oval highlights the word 'Score' and an orange arrow points from it to the 'Total Score: 52.8' field.

Position Vantage Point

Paypoint HR

User ID
Password

I'm not a robot

Background Skill

Position Vantage Point

Paypoint HR

CFS Score

- Education Score: 42.300
- Experience Score: 0.881
- Complexity Score: 1.322
- Independence Score: 0.110
- Impact Score: 1.322
- Physical Score: 1.487
- Working Condition Score: 0.413
- Interaction Score: 3.305
- Financial Score: 0.220
- Supervision Score: 1.487

Total Score: 52.8

Background Skill
Environment Authority

Implementation

Classification and Compensation Individual Results

YOU MUST ATTACH AN ORGANIZATIONAL CHART TO THIS FORM

Reason for Job Evaluation

New Permanent
 New Project-Em
 Existing Position
 Existing Position

Incumbent's Name
Job Title
Department / Division
Supervisor's Name, Title
Current Pay Grade
Current Hourly

Job Title
Department / Division
Supervisor's Name, Title
Current Pay Grade
Current Hourly

Agree: Disagree:

Department Head (sign /
Human Resources (sign /

Additional HR Notes

Job Discussion Guide

Position Title: _____ Grade/Step: _____
Department/Unit: _____

Written By:	Print	Sign	Date
Employee			
Manager/Supervisor			

Interviewer: _____

Completing this document Department representative of classification. As the current valuable information on the the job is being evaluated. No the job, presume that the job Consider only regular and re

The Job Description Review

1. The positions place
2. The jobs main purp
3. Questions regardin
 - a) **Authority:** Con personnel res level of advice
 - b) **Background:** C training, and s
 - c) **Skill:** Concent situation that
 - d) **Environment:** hazards and p

Job Discussion Request Form

Position Title: _____ Department/Unit: _____
Job Holder's Name: _____ Job Holder's Signature: _____

Instructions for Supervisor: Carefully review the attached Job Description prepared for your position by the HR Department and return this completed form to the HR Department within 10 days of receiving the description.

If you **Agree** with the responses designated by the HR department, initial the "Agree" line below, sign and date the form, and return it to the HR Department.

If you **Disagree** with one or more of the items, initial the "Disagree" line below, complete the chart as indicated, sign and date the form, obtain the Department Head signature, and return it to the HR Department with the Job Description.

Agree: _____ Disagree: _____ Other: _____

Supervisor (signature): _____ Department Head (signature): _____

Compensable Factor	Current Job Description Content	Proposed Change	Supervisor Explanation	Decision Explanation
Ex Knowledge/ Language	Ex: BS Accounting	Ex: CPA	Supervisor provides detailed explanation for disagreement & attached any supporting documentation	HR provides detailed explanation & attaches any supporting documentation.

Next Steps

**CITY OF LAKE DALLAS, TEXAS
RESOLUTION NO. 02132020- _____**

**A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF LAKE DALLAS, TEXAS
AUTHORIZING NEGOTIATION AND EXECUTION OF A PROFESSIONAL SERVICES
AGREEMENT WITH PAYPOINT HR, LLC TO CONDUCT AN EMPLOYEE
CLASSIFICATION AND COMPENSATION STUDY; PROVIDING AN EFFECTIVE DATE**

WHEREAS, the City Council has determined that in order to recruit and retain quality employees for the City, especially in the current environment of record low unemployment rates, the City must place itself in a position to offer competitive pay and benefits; and

WHEREAS, the City has not conducted a review of its employee job classifications or compensation rates in many years; and

WHEREAS, at the direction of the City Council, City Administration has obtained proposals for professional services relating to the conduct of an employee classification and compensation study, has identified Paypoint HR, LLC as a firm with the necessary professional skills and experience capable of providing the professional services described above, and recommends negotiating and executing a professional services agreement with Paypoint HR, LLC for a reasonable fee; and

WHEREAS, the City Council of the City of Lake Dallas finds it to be in public interest to concur in the foregoing recommendation;

NOW, THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF LAKE DALLAS, TEXAS, THAT:

SECTION 1. The City Manager be authorized to negotiate and execute a professional services agreement with Paypoint HR, LLC to provide professional services relating to the conduct of an employee classification and compensation study for a total fee and expenses not to exceed \$36,500.00.

SECTION 2. This Resolution shall be effective immediately upon approval.

PASSED AND APPROVED this the 13th day of February 2020.

APPROVED:

Michael Barnhart, Mayor

ATTEST:

Codi Delcambre, TRMC, City Secretary

APPROVED AS TO FORM:

Kevin B. Laughlin, City Attorney
(kbl:1/30/2020:113533)



CITY COUNCIL
AGENDA MEMO

Prepared By: John Cabrales Jr, City Manager

February 13, 2020

City of Corinth Five Year Contract for Fire and EMS Services

DESCRIPTION:

Receive a report and hold a discussion regarding the City of Corinth’s proposal for services and cost for fire and emergency medical services from the Lake Cities Fire Department.

BACKGROUND INFORMATION:

The City of Lake Dallas, along with the Town of Hickory Creek and Town of Shady Shores, have entered an Interlocal Agreement (ILA) with the City of Corinth for fire protection, fire suppression, firefighting and rescue services, emergency medical and fire prevention services. The five (5) year contract began on October 1, 2016 and expires on September 30, 2021. The cost for each year for this service is listed below in the Financial Considerations section.

The agreement requires each party to give notice to the other party no later than October 1, 2019, of the party’s intention to renew the agreement beyond the current term. The notice of intent is not binding, but it is required in order for the City of Corinth to provide the City of Lake Dallas no later than January 15, 2020, cost projections for the new agreement term. On September 26, 2019 the Lake Dallas City Council approved the Notice of Intent, and on January 9, 2020 the City of Corinth submitted the cost projections for the next five (5) year contract 2021-2026. If we come to terms on an agreement for the next five (5) years, this must be accomplished by July 1, 2020 under the terms of the current agreement.

The City of Corinth is proposing a reduction in the Cost Allocation percentage to the City of Lake Dallas from the current **20.10%** to **19.89%**. The Cost Allocation are based on the same cost drivers used in 2008, 2012 and 2016, which is based on the number of calls, the population and the assessed value for each city. The City of Corinth used the North Central Council of Governments population estimates, Denton Central Appraisal District valuations, and the LCFD call statistics to determine the five (5) year average of these cost drivers for 2015-2019 and the City of Lake Dallas showed the following averages.

Calls	25.11%
Population	20.82%
Assessed Value	13.76%

In FY 2022-23, LCFD plans to replace a medic unit with an annual lease of \$41,667 and do a radio upgrade at a cost of \$487,000. They also plan to replace the Quint in FY 2023-24 with an annual lease of \$145,455. LCFD is also proposing the addition of three (3) firefighters in FY 2024-25 with a \$257,466 fiscal impact in year one.

The revenue projections are listed below and beginning with FY 2021-22 the City of Corinth is not including the EMS Grant because this revenue source is probably going away. Also, the Staffing for Adequate Fire and Emergency Response (SAFER) grant ends in FY 2021-22. The Full-Time Equivalent (FTE) for LCFD increased from 44 to 53 as a result of the SAFER grant, and they plan to add three (3) FTE's in FY 2024-25 for a total of 56.

FY 2016-17	\$899,952		
FY 2017-18	\$865,710	Percent change	(0.038)
FY 2018-19	\$803,112	Percent change	(0.072)
FY 2019-20 (budgeted)	\$1,268,911	Percent change	0.580
FY 2020-21 (projected)	\$1,067,740	Percent change	(0.159)
FY 2021-22 (projected)	\$757,422	Percent change	(0.290)
FY 2022-23 (projected)	\$697,000	Percent change	(0.080)
FY 2023-24 (projected)	\$697,000	Percent change	0.000
FY 2024-25 (projected)	\$697,000	Percent change	0.000
FY 2025-26 (projected)	\$697,000	Percent change	0.000

The expenditure projections are listed below. Costs increased significantly in FY 2019-20 due to the addition of nine (9) firefighters. The increase in expenses in the proposed five years averages to 2.68% per year.

FY 2016-17	\$5,494,361		
FY 2017-18	\$5,937,279	Percent change	0.081
FY 2018-19	\$6,293,782	Percent change	0.060
FY 2019-20 (budgeted)	\$6,928,640	Percent change	0.101
FY 2020-21 (projected)	\$7,145,670	Percent change	0.031
FY 2021-22 (projected)	\$7,345,304	Percent change	0.028
FY 2022-23 (projected)	\$7,536,652	Percent change	0.026
FY 2023-24 (projected)	\$7,536,803	Percent change	0.000
FY 2024-25 (projected)	\$7,981,335	Percent change	0.059
FY 2025-26 (projected)	\$8,147,984	Percent change	0.021

There is a joint council meeting of the four lake cities scheduled for Tuesday, March 3, at 6 pm in the Corinth Public Safety Administration building, to discuss this proposal.

FINANCIAL CONSIDERATION:

The figures shown below represent the amount that the City of Lake Dallas has paid or is projected to pay the City of Corinth for the fire and ems service ILA.

Current Agreement

October 1, 2016 to September 20, 2017	\$957,179		
October 1, 2017 to September 30, 2018	\$961,025	Percent change	0.004
October 1, 2018 to September 30, 2019	\$978,607	Percent change	0.018
October 1, 2019 to September 30, 2020	\$977,911	Percent change	0.001
October 1, 2020 to September 30, 2021	\$979,605	Percent change	0.002

Proposed Agreement

October 1, 2021 to September 20, 2022	\$1,310,607	Percent change	0.338
October 1, 2022 to September 30, 2023	\$1,360,694	Percent change	0.038
October 1, 2023 to September 30, 2024	\$1,360,724	Percent change	0.000
October 1, 2024 to September 30, 2025	\$1,449,160	Percent change	0.065
October 1, 2025 to September 30, 2026	\$1,482,314	Percent change	0.023

RECOMMENDED MOTIONS:

None, discussion only

ATTACHMENT(S):

1. ILA with Corinth for Fire and EMS Services (Sept. 22, 2016)
2. Corinth Proposal (PowerPoint)

**INTERLOCAL AGREEMENT BETWEEN
THE CITY OF CORINTH, TEXAS AND THE CITY OF LAKE DALLAS, TEXAS
FOR FIRE SERVICES**

This Agreement is made on this 22nd day of September, 2016, between the City of Corinth, Texas (hereinafter "Corinth") and the City of Lake Dallas, Texas (hereinafter "Lake Dallas"), municipal corporations authorized by the Interlocal Cooperation Act, V.T.C.A. Government Code, Chapter 791 to enter into joint agreements for the performance of governmental functions and services such as fire protection, emergency medical and fire prevention services.

WHEREAS, Lake Dallas desires to enter into a contract with Corinth for the furnishing of fire protection, fire suppression, firefighting and rescue services, emergency medical services, fire prevention services and emergency management services as set forth in **Exhibit "A"** attached hereto and incorporated herein, within Lake Dallas for a period commencing on October 01, 2016, and ending at midnight on September 30, 2021;

NOW, THEREFORE, the parties agree as follows:

1. **TERM:** For the period beginning October 1, 2016 and expiring at midnight, September 30, 2021, (the "Term"), Corinth shall furnish fire protection, emergency medical and fire prevention services [all such services set forth in Exhibit "A" hereto and hereinafter referred to as "Fire Services"], utilizing firefighters employed by Corinth and firefighting apparatus and equipment owned by Corinth, all as the Fire Chief of Lake Cities Fire Department may determine in his sole discretion, to Lake Dallas within the corporate limits of Lake Dallas.
2. **RENEWAL:** Not later than Oct 1, 2019, each party shall give notice to the other party of its intention to renew this Agreement for an additional term. If both parties give notice of intent to renew, Corinth shall provide Lake Dallas with cost projections not later than January 15, 2020 to enable the parties to reach an agreement on rates for Fire Services for the renewal term and to approve a renewal Agreement not later than July 1, 2020.

3. **COMPENSATION:**

A. Payments.

1. Option #1: Lake Dallas agrees to make Annual Payments to Corinth pursuant to this Section. The Annual Payment for Fire Services shall increase by one percent (1%) each year during the term of this Agreement. The following amounts reflect the one percent (1%) increase and shall be due to Corinth for each year of this Agreement:

October 1, 2016 to September 30, 2017.....	\$957,179
October 1, 2017 to September 30, 2018.....	\$961,025
October 1, 2018 to September 30, 2019.....	\$978,607
October 1, 2019 to September 30, 2020.....	\$977,911
October 1, 2020 to September 30, 2021.....	\$979,605

2. Option #2: Lake Dallas agrees to make Annual Payments to Corinth pursuant to this Section. The Annual Payment for Fire Services will be a five year fixed payment of \$970,865.

3. Monthly Adjustments: Corinth shall make the following adjustments to the Lake Dallas Payments on a monthly basis:

- a. Wages & Benefits – New Firefighters: The amount budgeted for the three new firefighter positions will be credited to Lake Dallas monthly during the period of time the positions remain unfilled. The monthly credit will be equal to \$1,251 per firefighter or \$3,754 for all three firefighters.
- b. Corinth Station # 3: The lease amount for Corinth Station #3 will be included in the monthly payment made by Lake Dallas when the station is fully operational at an amount of \$1,028 per month.

In compliance with the Interlocal Cooperation Act, all payments to be made under this Agreement shall be made from current revenues legally available to the paying party. The parties understand and agree that the payments made hereunder are compensation to Corinth for providing Fire Services and that title to any and all vehicles and equipment leased, purchased, owned or controlled by Corinth utilizing funds paid to Corinth under this Agreement shall vest solely in Corinth, and Lake Dallas shall have no legal or equitable interest in assets purchased, leased, owned or controlled by Corinth.

4. **Payments Quarterly or Monthly.** Lake Dallas shall make Annual Payment in the amounts specified in Section A above; provided however that in the discretion of Lake Dallas, Lake Dallas may elect to pay such sums to Corinth in equal payments made on either a monthly or quarterly basis. All payments shall be due no later than the fifteen (15th) day of each applicable month or quarter preceding delivery of Fire Services under this Agreement.

C. **Default for Non-Payment.** Should Lake Dallas fail to timely make its monthly payment as required by subsection G hereof, then Lake Dallas shall be in default under this Agreement and interest shall accrue and become payable to Corinth in accordance with the percent of interest authorized by the Texas Prompt Payment Act (Chapter 2251, TEX. GOV'T. CODE, as amended). In such event, Corinth may suspend services until completion of the mediation process described in **Section 10.B.**

4. **PROVISION OF SERVICE:** Corinth shall have the exclusive right to prescribe the manner and method of giving the alarm for fire or other emergency service within **Lake Dallas.**

5. **AUTHORITY OF FIRE CHIEF:** The Fire Chief or other officers designated by the

Fire Chief shall, immediately upon arriving at the scene of any alarm or emergency, have the exclusive authority to direct the firefighting, rescue, fire prevention activities and emergency operations.

6. **APPLICABLE FIRE CODE:** All Fire Services provided pursuant to this contract shall be in accordance with the current International Fire Code, together with such amendments and subsequent editions as may be adopted by Lake Dallas from time to time and the Standard Operating Procedures of the Corinth Fire Department. Lake Dallas agrees that citations and criminal charges for Class C Misdemeanors issued by the Fire Chief for violations and offenses occurring within the territorial limits of Lake Dallas shall be filed and prosecuted in the Municipal Court for Lake Dallas.

7. **LIABILITY OF PARTIES:**

A. To the extent provided by law, all expenses of maintaining equipment, apparatus, salaries, insurance premiums, and any other expenses connected with the Fire Services to be performed by Corinth under this Agreement shall be at Corinth's expense, provided that each party shall be responsible for claims, demands, losses, damages and liabilities associated with the negligence of that party except Lake Dallas shall be responsible for any civil liability [including, but not limited to, attorney's fees in defending Corinth] that does not arise from Corinth's negligence and for which Lake Dallas would have otherwise been responsible if Lake Dallas were furnishing their own Fire Services in the absence of this Agreement (e.g. Lake Dallas issues a building permit for a structure designed in violation of the Fire Code and Corinth is sued for damages arising from a fire because of an error of the Lake Dallas Building Official).

B. If all or part of any civil liability (judgment or settlement) of Lake Dallas above is paid by a risk pool or insurance company with which Corinth has contracted for coverage, such risk pool or insurance company shall not be entitled to subrogation against Lake Dallas.

C. This Section 7 is in accordance with Section 791.006 (a-1), TEX. GOV'T. CODE, as the foregoing assignment of liability is intended to be different than the liability otherwise assigned under subsection (a) of Section 791.006, TEX. GOV'T CODE.

8. **NO WAIVER OF IMMUNITY:** Nothing in this Agreement shall give any claim or cause of action to any person or party not a party to this Agreement, nor create any claim or cause of action against Corinth or Lake Dallas which would not exist in the absence of this Agreement. Nothing in this Agreement shall add to or change the liability limits or immunities otherwise available to each party to this Agreement, and nothing in this Agreement shall be deemed or construed to waive any defense, privilege, or immunity of any of the parties to this Agreement nor of any of their elected officials, officers or employees, as to any claim or cause of action brought by any person or entity. This Agreement is not intended to and shall not be construed so as to

create a joint enterprise between the parties hereto.

9. INTERLOCAL COOPERATION ACT: This Agreement is made and entered into pursuant to the Texas Interlocal Cooperation Act.

10. REMEDIES FOR DEFAULT:

A. Either party to this Agreement can expect and may require the other party and its officials and employees to carry out, respect and enforce the terms and obligations of this Agreement. Should any party to this Agreement be in default under this Agreement, the other party shall provide thirty (30) days' written notice to remedy the default, after which notice such party shall promptly cure the default. Should the defaulting party fail to cure the default within the thirty-day period following notice, and after mediation, the parties fail to agree to continue this Agreement, the non-defaulting party may 1) terminate this Agreement or 2) reduce its monthly or quarterly payments, as applicable, in an amount commensurate with the cost of providing the service(s) that gave rise to the default

B. The parties agree that should any notice of default be given for any default (other than a default for nonpayment) and it is not cured to the satisfaction of the non-defaulting party within 30 days, the parties agree to submit to nonbinding mediation. Each party will name at least two and no more than three potential mediators (complete with resume) who are located in Texas. If the parties cannot mutually agree on a mediator, each party may strike all but one of the other party's proposed mediators, leaving a total of two names. The parties shall then select a name by coin toss. It is the intent of the parties that mediation be scheduled as soon as practical once the mediator is determined. The cost of the mediator shall be divided evenly by the parties whether or not the mediation results in resolution of the matters in controversy. Payments shall continue to be made until the mediation process is completed.

C. The foregoing remedies shall be cumulative; the election of one remedy shall not preclude pursuit of another.

D. All negotiations pursuant to this section are confidential and shall be treated as compromise and settlement negotiations for purposes of applicable rules of evidence to the extent allowed by law.

11. AGREEMENT IS CONTINGENT ON LEASE: Lake Dallas understands that Corinth plans to provide services contracted for under this Agreement in part from the Lake Dallas Fire House and that performance obligations under and the continuation of this Agreement is contingent upon the execution and continuation of the lease between the parties for Corinth's use of the Lake Dallas Fire House.

12. AMENDMENT/TERMINATION: This Agreement may only be amended or terminated by mutual written consent of the parties through resolutions approved by the

respective city councils for Corinth and Lake Dallas.

13. **NOTICES:** All notices required or permitted by this Agreement shall be made to the following individuals and addresses:

City of Corinth
% City Manager
3300 Corinth Parkway
Corinth, TX 76208

City of Lake Dallas
% City Manager
212 Main Street
Lake Dallas, TX 75065

14. **SEVERABILITY:** If a provision contained in this Agreement is held invalid for any reason, the invalidity does not affect other provisions of the Agreement that can be given effect without the invalid provision, and to this end the provisions of this Agreement are severable.

15. **VALIDITY AND ENFORCEABILITY:** If any current or future legal limitations affect the validity or enforceability of a provision of this Agreement, then the legal limitations are made a part of this Agreement and shall operate to amend this Agreement to the minimum extent necessary to bring this Agreement into conformity with the requirements of the limitations, and so modified, this Agreement shall continue in full force and effect.

16. **ENTIRE AGREEMENT:** This Agreement sets forth the entire agreement and understanding between Corinth and Lake Dallas as to the subject matter hereof and merges all prior discussions between them.

IN WITNESS whereof, the parties have executed same on the date set forth above by their respective officers, each of whom represents and attests that he/she has requisite to execute this Agreement on behalf of the appropriate party.

CITY OF CORINTH

CITY OF LAKE DALLAS



MAYOR



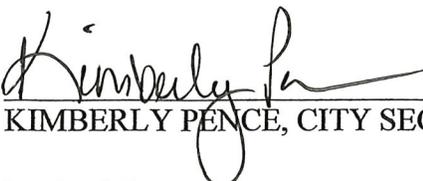


MAYOR



ATTEST:

ATTEST:



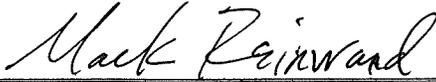
KIMBERLY PENCE, CITY SECRETARY



JONI VAUGHN, CITY SECRETARY

APPROVED AS TO FORM:

APPROVED AS TO FORM:



CITY ATTORNEY

CITY ATTORNEY

EXHIBIT "A" - FIRE SERVICES

1. *"Fire Services"* under and as used in the Agreement shall mean all of the following:

Fire protection, including firefighting, fire suppression and fire rescue services; emergency medical services including ambulance and paramedic services; fire prevention services, including, but not limited to, to building inspections (pertaining to compliance with fire codes), public education and assistance services, and arson investigations by a licensed arson investigator; emergency management services, such services to include but are not limited to the development, design and implementation of disaster and catastrophe protection and safety plans, emergency evacuation plans, and coordination with other emergency management coordinators, personnel and agencies.

2. *Service Levels, Benchmarks.* Corinth shall provide Fire Services at a minimum level comparable to that which is currently provided so long as the entity leasing Fire House No. 1 to the City of Corinth is not in default under such lease and/or such fire station is fit for human habitation and safe for housing of fire apparatus and equipment. Corinth's provision of Fire Protection Services and no action by Lake Dallas shall at any time result in a negative impact to the ISO rating for the Lake Cities (Corinth, Lake Dallas, Shady Shores and Hickory Creek) and none of the Lake Cities (by reason of similar Interlocal agreements) shall take any action that will have a negative impact on such ISO rating.

3. *Personnel, Equipment, Emergency Calls.* Corinth shall on each day, except when firefighters are involved in training or other scheduled functions, maintain a minimum staffing level of 9 firefighters and 1 captain per shift and at least 1 paramedic on each ambulance. Two fire apparatus and 2 ambulances shall be operational each day for fire services purposes except when such vehicles are being used for training or other scheduled functions. All firefighters shall be certified as such by the Texas Commission on Fire Protection. An expansion or increase in Lake Cities Fire Department, including the addition of facilities, equipment, vehicles, or personnel, shall not affect service levels.

4. *Mutual Aid.* In the provision of Fire Services, Corinth shall enter into such mutual aid agreements with adjacent and nearby firefighting, suppression, EMS and rescue service providers as Corinth may deem necessary and appropriate.

5. *Reporting.* Corinth shall furnish to Lake Dallas, reports indicating the number and nature

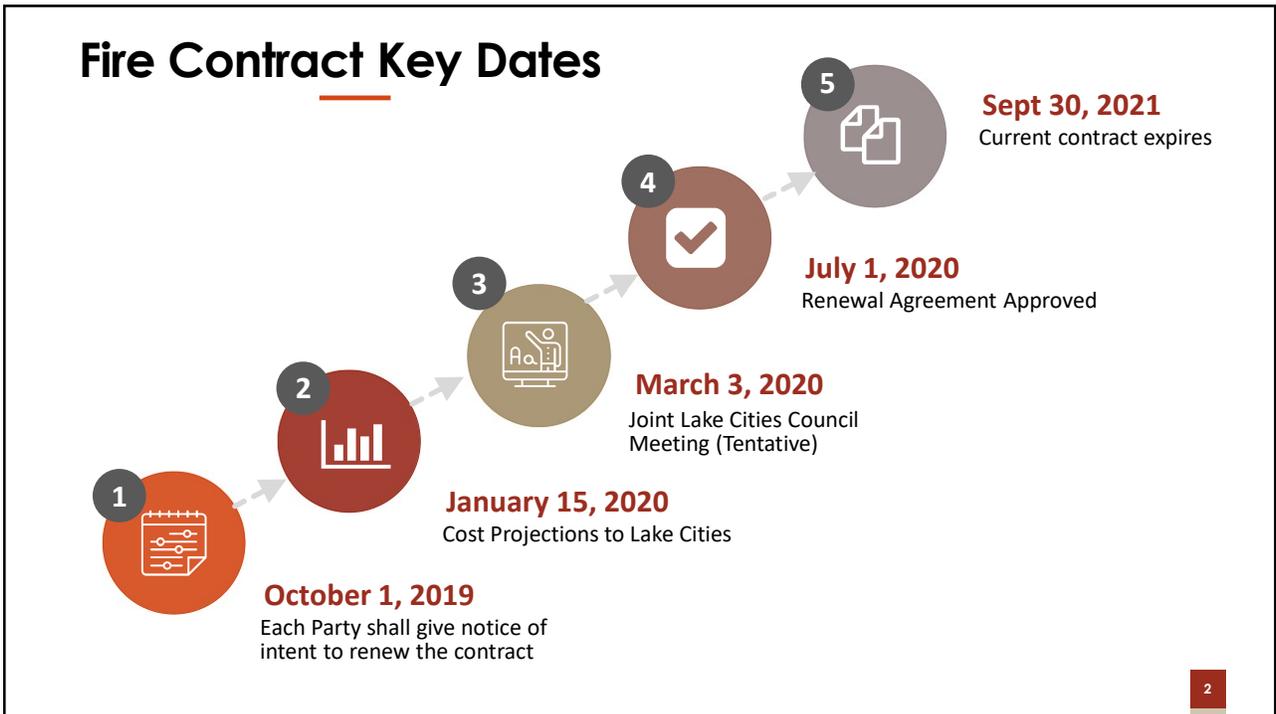
of calls for service, response times, inspections, and other information deemed pertinent to show service levels and other fire protection services activities. Upon request by Lake Dallas, Corinth shall make available within a reasonable time such information.



Lake Cities Fire Department

January 2020

1



2

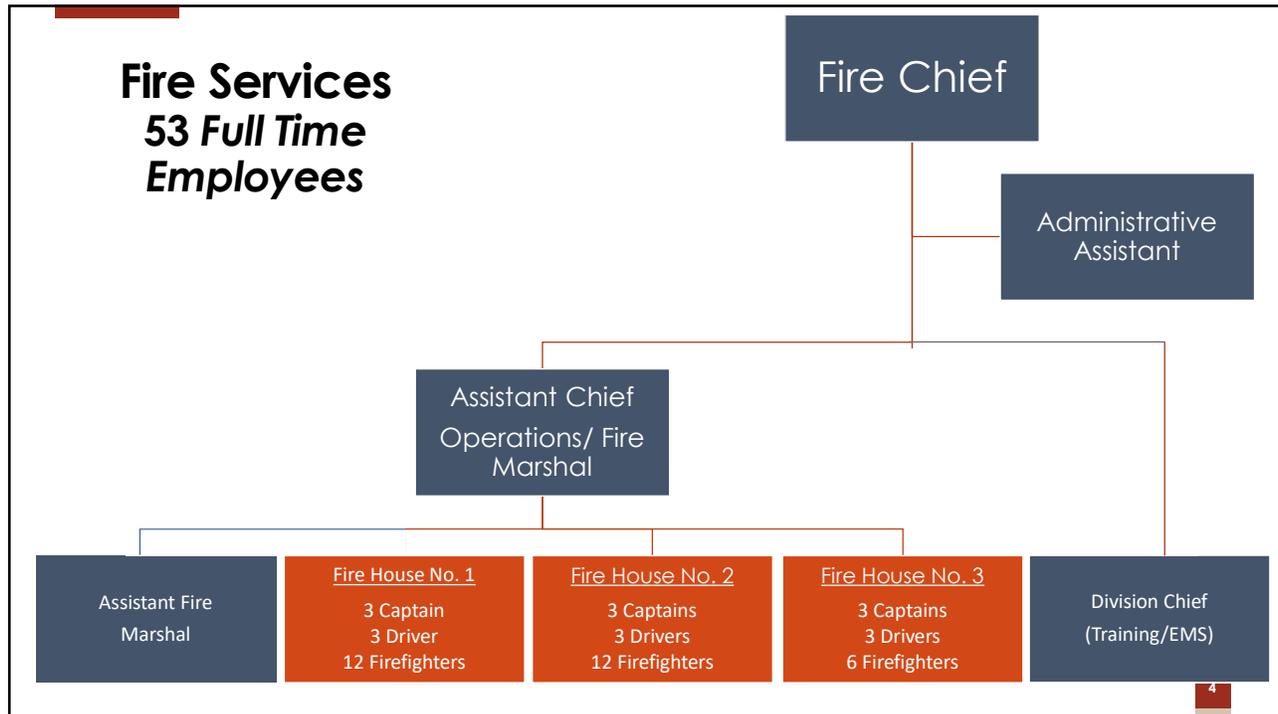
2



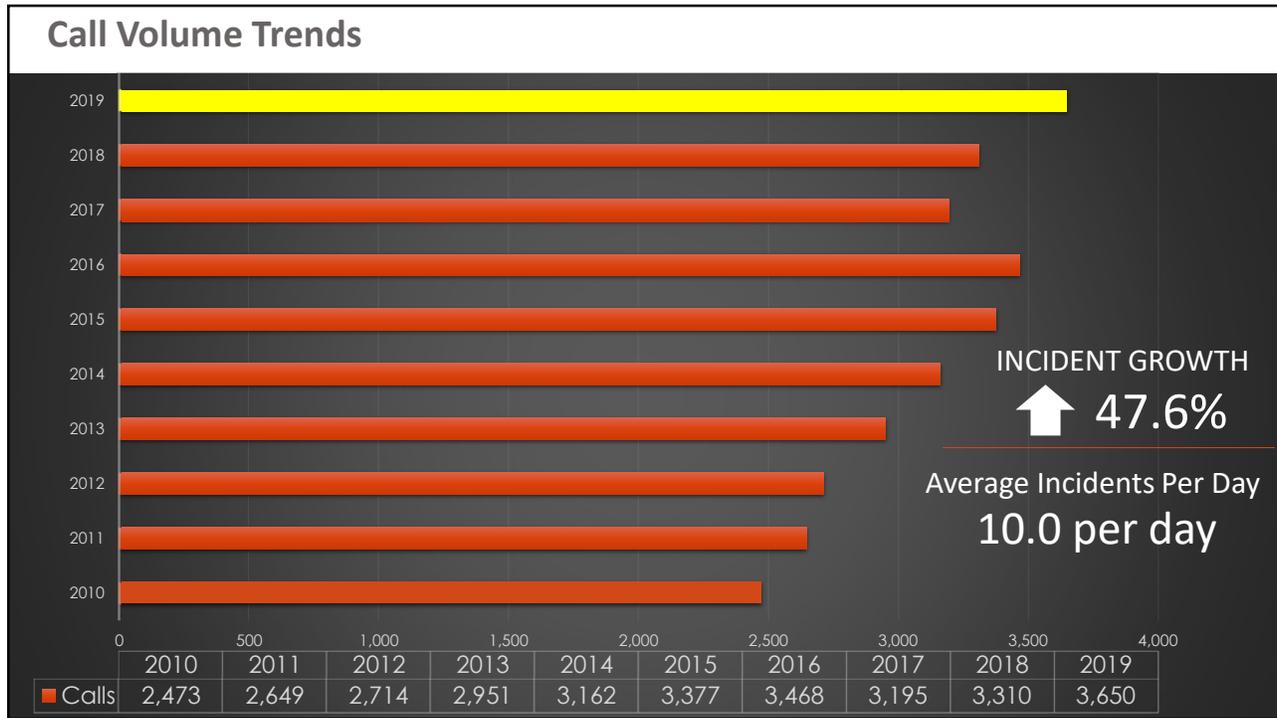
Administrative Overview

Lake Cities Fire Department

3



4



5



6

<p>Firehouse No.1 275 W. Main, Lake Dallas</p> 	<p>Firehouse No.2 2700 W. Shady Shores, Corinth</p> 	<p>Firehouse No.3 3750 Cliff Oaks, Corinth</p> 
<p>Station Staffing:</p> <ul style="list-style-type: none"> 1 Captain 1 Driver 4 Firefighters <p>Equipment</p> <ul style="list-style-type: none"> Engine 591 Medic 591 	<p>Station Staffing:</p> <ul style="list-style-type: none"> 1 Captain 1 Driver 4 Firefighters <p>Equipment:</p> <ul style="list-style-type: none"> Engine 592 Medic 592 Reserve Engine/Medic Brush, Fleet Trucks, ATV 	<p>Station Staffing:</p> <ul style="list-style-type: none"> 1 Captain 1 Driver 2 Firefighters <p>Equipment:</p> <ul style="list-style-type: none"> Quint 593, Heavy Rescue 593
<p>Minimum Firefighters on duty daily</p> <p style="text-align: center;">5</p>	<p>Minimum Firefighters on duty daily</p> <p style="text-align: center;">5</p>	<p>Minimum Firefighters on duty daily</p> <p style="text-align: center;">3</p>

7

Fire Operational Study Recommendations

• “CPSM looked for areas that could be viewed as needing improvement and found few that met such a need.”

<ul style="list-style-type: none"> ▪ Consider staffing 3 Battalion Chiefs to alleviate demand on administration ▪ Institute an internet-based video conferencing system to facilitate regular meeting forums ▪ Expand “Excellent” training program to include professional development programs ▪ Fill its vacant command position. (Filled) ▪ Prior to any anticipated, large public event, the fire and police departments should identify a common radio communications channel to be utilized for interoperability during the event 	<ul style="list-style-type: none"> ▪ Conduct a formal fire risk analysis for each of the four member communities ▪ Develop a written internal risk management program, including implementing a wellness program with a baseline physical screening ▪ Hazardous material incidents: maintaining control on incidents ▪ Consider CPSE fire accreditation ▪ Member cities should adopt the Community Risk Reduction philosophy ▪ Work with the medical director and dispatch to reduce the overall need to run with lights and siren to both EMS and fire calls
---	---

8

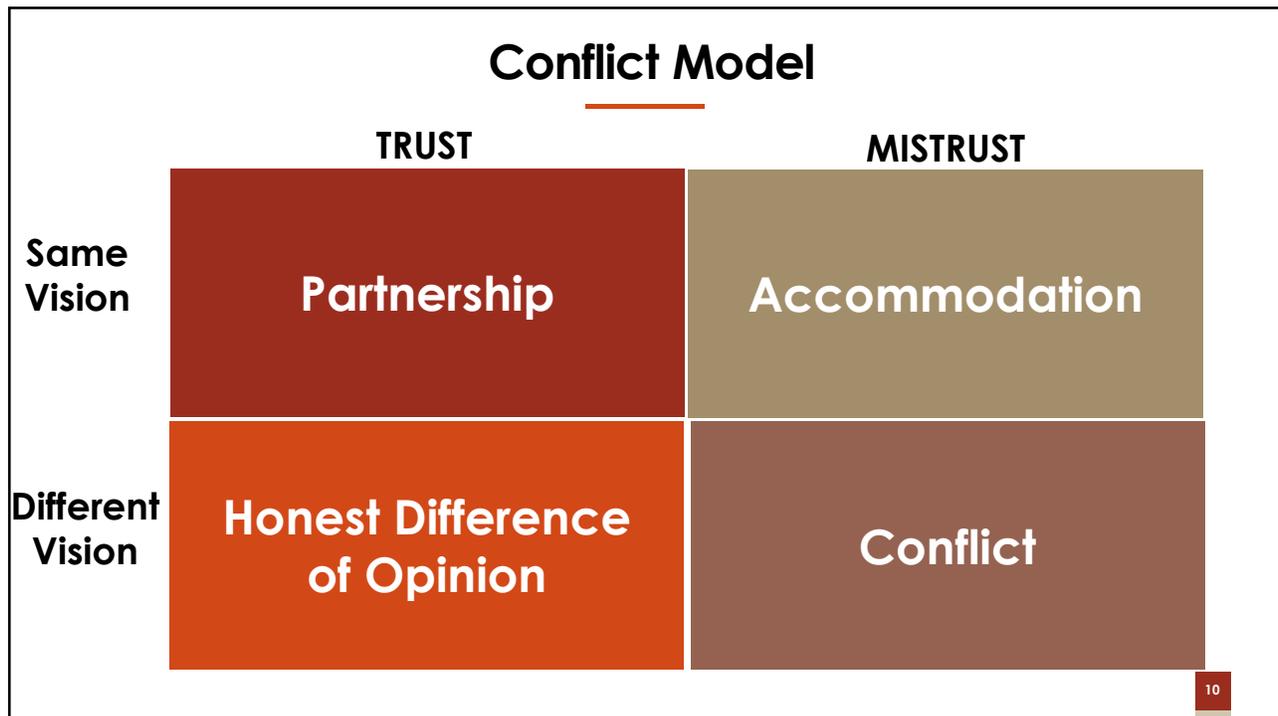
8



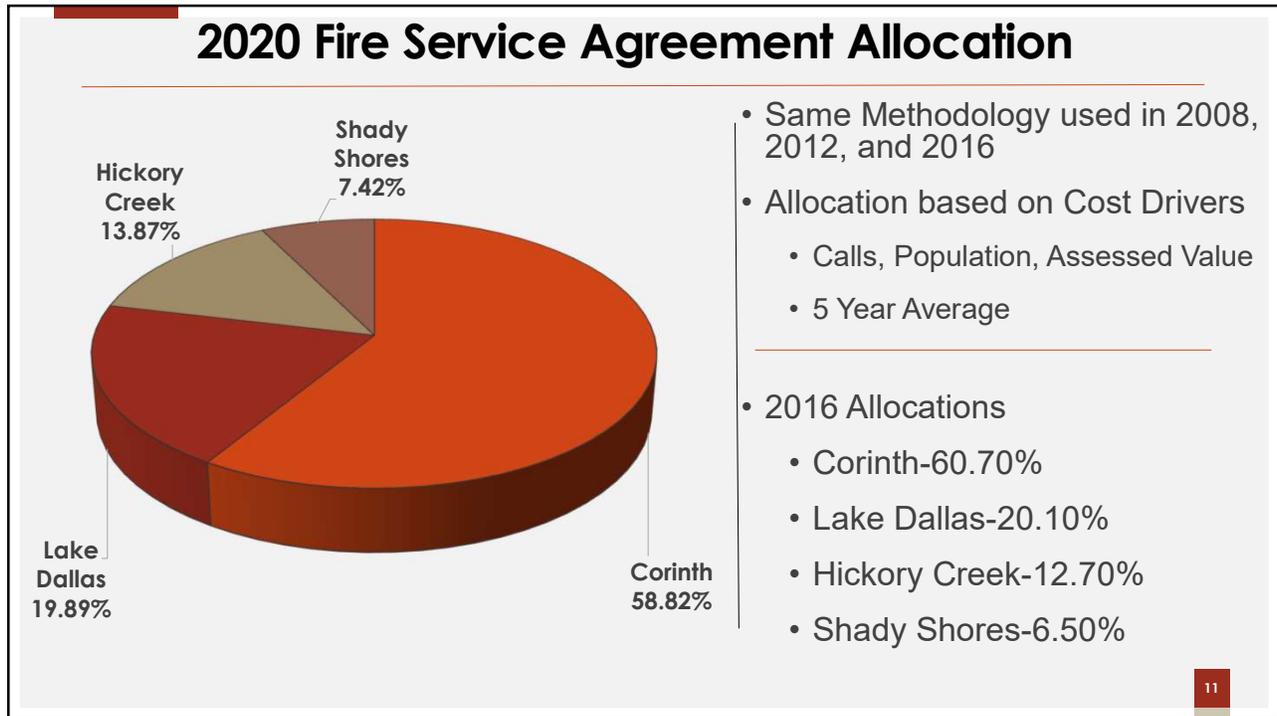
Service Agreement Overview

Lake Cities Fire Department

9



10



11

Service Agreement Allocation Analysis

	2015	2016	2017	2018	2019	2019 % Only	5 Year Average
Calls							
Corinth	1,705	1,650	1,518	1,593	1,744	53.66%	54.61%
Lake Dallas	747	755	698	786	789	24.28%	25.11%
Hickory Creek	390	485	401	387	531	16.34%	14.59%
Shady Shores	157	172	179	161	186	5.72%	5.69%
	2,999	3,062	2,796	2,927	3,250	100.00%	100.00%
Population							
Corinth	20,620	20,740	20,800	21,030	21,260	59.47%	59.95%
Lake Dallas	7,240	7,250	7,260	7,260	7,260	20.31%	20.82%
Hickory Creek	3,620	3,730	3,870	4,430	4,560	12.76%	11.60%
Shady Shores	2,640	2,660	2,660	2,680	2,670	7.47%	7.64%
	34,120	34,380	34,590	35,400	35,750	100.00%	100.00%
Assessed Valuation							
Corinth	1,638,520,892	1,799,383,154	1,952,654,794	2,159,281,283	2,376,455,965	61.95%	61.91%
Lake Dallas	376,064,041	403,644,299	438,159,570	468,994,553	518,652,104	13.52%	13.76%
Hickory Creek	392,362,715	427,769,614	471,201,451	565,479,302	613,021,123	15.98%	15.41%
Shady Shores	245,823,065	265,871,016	283,056,786	307,859,470	327,994,244	8.55%	8.92%
	2,652,770,713	2,896,668,083	3,145,072,601	3,501,614,608	3,836,123,436	100.00%	100.00%

Source: North Central Texas Council of Government Population estimates, Denton Central Appraisal District, Lake Cities Fire Department

12

New Programs FY2021-2026



PERSONNEL

- Addition of 3 Firefighters in FY2024-2025. Year 1 Impact \$257,466



VEHICLES

- Replace Medic 497 in FY2022-23. Annual lease \$41,667
- Replace Quint 469 in FY2023-24. Annual lease \$145,455



EQUIPMENT

- Radio Upgrade in FY 2022-23. \$487,000

REVENUE	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 BUDGET	2020-21 PROJECTED	2021-22	2022-23	2023-24	2024-25	2025-26
						PROPOSED 5 YEAR AGREEMENT				
SAFER GRANT	\$-	\$-	\$-	\$517,901	\$310,740	\$60,422	\$-	\$-	\$-	\$-
EMS	564,404	582,077	599,299	600,000	600,000	600,000	600,000	600,000	600,000	600,000
EMS GRANT REVENUE	139,462	91,681	41,983	60,000	60,000	-	-	-	-	-
DENTON COUNTY	52,592	54,793	35,493	55,000	55,000	55,000	55,000	55,000	55,000	55,000
RESCUE REVENUE	75,806	35,009	32,792	26,010	32,000	32,000	32,000	32,000	32,000	32,000
FIRE INSPECTIONS	14,032	11,737	4,818	10,000	10,000	10,000	10,000	10,000	10,000	10,000
DEPLOYMENT REIMB.	71,066	89,863	87,039	-	-	-	-	-	-	-
PUBLIC ED TRAINING	590	550	1,688	-	-	-	-	-	-	-
TOTAL	\$899,952	\$865,710	\$803,112	\$1,268,911	\$1,067,740	\$757,422	\$697,000	\$697,000	\$697,000	\$697,000

EMS Revenue Collections By Entity

	FY2018-19			FY2017-18			FY2016-2017			THREE YEAR AVERAGE		
	Net Billed	Collected	% Collected	Net Billed	Collected	% Collected	Net Billed	Collected	% Collected	Net Billed	Collected	% Collected
Corinth	\$ 542,671	\$ 341,776	63.0%	\$ 500,396	\$ 361,943	72.3%	\$ 518,871	\$ 343,165	66.1%	\$ 520,646	\$ 348,961	67.1%
Lake Dallas	280,940	131,035	46.6%	257,599	138,218	53.7%	246,984	125,962	51.0%	261,841	131,738	50.4%
Hickory Creek	145,361	73,289	50.4%	112,418	71,814	63.9%	115,475	66,814	57.9%	124,418	70,639	57.4%
Shady Shores	54,199	32,890	60.7%	28,817	18,927	65.7%	52,448	36,609	69.8%	45,154	29,475	65.4%
Out of District	17,049	7,679	45.0%	28,072	17,342	61.8%	20,266	10,072	49.7%	21,795	11,697	52.2%
Denton County	7,053	3,117	44.2%	16,645	6,376	38.3%	18,155	6,935	38.2%	13,951	5,476	40.2%
Resident	449	449	100.0%	1,260	-	0.0%				854	224	50.0%

Source: Information provided by Emergicon. This is a statistical information report only and should not be used for audit, accounting or reconciliation purposes.

EXPENSES	2016-17 ACTUAL	2017-18 ACTUAL	2018-19 ACTUAL	2019-20 BUDGET	2020-21 PROJECTED	2021-22	2022-23	2023-24	2024-25	2025-26
						PROPOSED 5 YEAR AGREEMENT				
FTE	44	44	53	53	53	53	53	53	56	56
WAGES & BENEFITS	4,478,436	4,735,640	5,060,329	5,690,291	5,863,314	6,022,432	6,175,287	6,323,840	6,468,535	6,586,042
3 Firefighters									257,466	266,505
Total Wages	4,478,436	4,735,640	5,060,329	5,690,291	5,863,314	6,022,432	6,175,287	6,323,840	6,726,001	6,852,547
PROF SERV	125,590	161,174	190,417	162,490	163,269	164,602	165,403	166,211	167,153	168,111
MAINT/OPER	252,530	233,983	219,303	190,807	230,800	235,097	231,212	229,431	267,049	275,819
SUPPLIES	220,384	196,585	233,212	265,276	236,627	245,042	287,411	255,111	258,217	261,383
UTILITIES	111,257	95,868	89,018	98,737	93,949	94,348	94,756	95,171	96,510	96,942
TRAINING	22,870	27,269	20,363	31,295	29,967	31,039	29,839	44,295	43,661	45,438
VEHICLES/EQUIPMENT	283,295	486,760	481,140	489,744	527,744	552,744	552,744	422,744	422,744	447,744
OPERATIONS	1,015,925	1,201,640	1,233,453	1,238,349	1,282,356	1,322,872	1,361,365	1,212,963	1,255,334	1,295,437
TOTAL	\$5,494,361	\$ 5,937,279	\$6,293,782	\$6,928,640	\$7,145,670	\$ 7,345,304	\$7,536,652	\$7,536,803	\$7,981,335	\$8,147,984

Expenditures do not include debt service payments for Fire House no.3, debt service payment for Fire Headquarters, Utilities for Fire Administration, Legal

Vehicle Replacement Schedule/Costs

	Replacement Schedule	2021-22 Projected	2022-23 Projected	2023-24 Projected	2024-25 Projected	2025-26 Projected
Capital Lease Payments						
Command Staff Lease – Tahoe 4 X 4 (4)	5 Years	36,298	36,298	47,305	47,305	47,305
Support Truck (2)	6 Years	18,797	18,797	18,797	18,797	20,676
Medic (497) *	5 Years	39,889	39,889	39,889	-	41,667
Medic (440)	(2 Reserve)	41,667	41,667	41,667	41,667	41,667
Medic (484)			41,667	41,667	41,667	41,667
Quint (469) *	10 Years	97,288	97,288	145,455	145,455	145,455
Pumper (496)	(2 Reserve)	65,075	65,075	65,075	65,075	65,075
Pumper (542)		77,925	77,925	77,925	77,925	77,925
Total Expenditures		376,939	418,606	477,779	437,890	481,436

*Medic 497 scheduled to be replaced in FY2025-26 and Quint 469 in FY2023-24

17

17

Current Service Agreement Allocations

Entity	Allocation Percentage	2016-17	2017-18	2018-19	2019-20	2020-21
		ACTUAL	ACTUAL	ACTUAL	BUDGET	PROJECTED
Corinth	60.70%	2,752,803	3,188,619	3,584,478	3,747,976	4,163,896
Lake Dallas	20.10%	938,730	961,025	978,607	977,911	979,605
Hickory Creek	12.70%	601,773	613,633	613,633	613,633	613,633
Shady Shores	6.50%	301,104	308,292	313,952	320,209	320,796
	100.0%	<u>4,594,409</u>	<u>5,071,569</u>	<u>5,490,670</u>	<u>5,659,729</u>	<u>6,077,930</u>

2016-2021

18

18

Fire Service Agreement Proposed Funding

Entity	2021-22 PROJECTED	2022-23 PROJECTED	2023-24 PROJECTED	2024-25 PROJECTED	2025-26 PROJECTED
Revenues	\$757,422	\$697,000	\$697,000	\$697,000	\$697,000
Less Expenditures	(7,345,304)	(7,536,652)	(7,536,803)	(7,981,335)	(8,147,984)
	<u>\$6,587,882</u>	<u>\$6,839,652</u>	<u>\$6,839,803</u>	<u>\$7,284,335</u>	<u>\$7,450,984</u>

Entity	Allocation Percentage	2021-22 PROJECTED	2022-23 PROJECTED	2023-24 PROJECTED	2024-25 PROJECTED	2025-26 PROJECTED
Corinth	58.82%	3,875,215	4,023,315	4,023,404	4,284,893	4,382,921
Lake Dallas	19.89%	1,310,607	1,360,694	1,360,724	1,449,160	1,482,314
Hickory Creek	13.87%	913,475	948,385	948,406	1,010,045	1,033,152
Shady Shores	7.42%	488,586	507,258	507,269	540,238	552,597
	100.0%	<u>\$6,587,882</u>	<u>\$6,839,652</u>	<u>\$6,839,803</u>	<u>\$7,284,335</u>	<u>\$7,450,984</u>

19

19

Public Safety Funding Analysis

Sorted by Fire Per Capita

ENTITY	POPULATION	GENERAL LEDGER BUDGET	FIRE BUDGET	Fire Per Capita	POLICE BUDGET	Police Per Capita	TOTAL PUBLIC SAFETY	Public Safety Per Capita
ROANOKE	8,530	22,342,361	4,730,124	554.5	6,529,803	765.5	11,259,927	1,320.0
KRUM	4,910	4,247,675	1,771,977	360.9	796,493	162.2	2,568,470	523.1
PILOT POINT	4,260	4,078,704	1,211,555	284.4	924,160	216.9	2,135,715	501.3
DENTON	134,460	136,461,548	31,932,002	237.5	36,025,849	267.9	67,957,851	505.4
LITTLE ELM	44,530	38,335,525	10,350,512	232.4	10,985,593	246.7	21,336,105	479.1
LEWISVILLE	105,640	99,205,642	23,275,345	220.3	29,575,108	280.0	52,850,453	500.3
THE COLONY	44,370	47,901,386	9,628,780	217.0	11,029,126	248.6	20,657,906	465.6
SANGER	8,800	8,276,364	1,829,356	207.9	1,736,005	197.3	3,565,361	405.2
HIGHLAND VILLAGE	15,650	18,715,616	3,109,185	198.7	5,125,210	327.5	8,234,395	526.2
SACHSE	24,910	19,563,143	4,541,005	182.3	5,436,091	218.2	9,977,096	400.5
MELISSA	10,820	9,017,564	1,929,720	178.3	2,151,858	198.9	4,081,578	377.2
CORINTH	21,260	20,865,519	3,741,986	176.0	4,642,795	218.4	8,384,781	394.4
MURPHY	20,080	15,091,468	2,985,033	148.7	4,024,619	200.4	7,009,652	349.1
LAKE DALLAS	7,260	5,117,068	977,911	134.7	1,780,838	245.3	2,758,749	380.0
HICKORY CREEK	4,560	6,113,893	613,633	134.6	959,400	210.4	1,573,033	345.0
SHADY SHORES	2,670	2,561,179	320,209	119.9	250,864	94.0	571,073	213.9
RIVER OAKS	8,290	5,466,661	987,455	119.1	1,838,951	221.8	2,826,406	340.9
WATAUGA	23,770	13,855,306	2,621,325	110.3	4,022,700	169.2	6,644,025	279.5
DOUBLE OAK	2,970	1,875,482	110,679	37.3	928,074	312.5	1,038,753	349.7
OAK POINT	3,680	4,167,641	-	-	-	-	2,570,157	698.4

20



**CITY COUNCIL
AGENDA MEMO**

Prepared By: John Cabrales Jr, City Manager

February 13, 2020

Board and Commission Application and Appointment Process

DESCRIPTION:

Receive a report and hold a discussion regarding amending the application and appointment process for City Boards and Commissions.

BACKGROUND INFORMATION:

The city council has the authority to appoint members of the Planning and Zoning Commission, Parks and Recreation Board, Keep Lake Dallas Beautiful Committee, Board of Adjustment, Library Board and Animal Shelter Advisory Board, Appeals Board and Community Development Corporation. The current application process includes the submission of a completed application form (attached). The appointment process involves bringing any submitted applications to the city council for appointment consideration. Staff typically sends the application via email ahead of time to the city council and to the current members on the specific board or commission being considered for appointment.

Staff was asked by a council member to place this item for discussion to consider submitting any application to the respective board or commission and get their recommendation before bringing the application before the city council. Staff has researched the Charter and the Community Development Corporation bylaws and has not found any language that would prevent changing the application process and include a review and recommendation by a board or commission.

FINANCIAL CONSIDERATION:

None

RECOMMENDED MOTIONS:

None, discussion only

ATTACHMENT(S):

1. Board or Commission Application Form



Boards and Commissions

Welcome to the City of Lake Dallas. Are you interested in serving your community on a board or commission? Volunteer today for one of the seven boards and commissions that support City Council. Thank you in advance for your interest in serving on one of our Boards and Commissions.

Boards and Commissions comprised of these volunteers are an integral and necessary part of local government and are highly appreciated. Typically, members are appointed to the Boards and Commissions by the Lake Dallas City Council by submitting an application, interviewing, and undergoing a background check. If approved, the City Council initiates an appointment in accordance with this policy.

Applications can be dropped off at City Hall, 212 Main Street, Lake Dallas. Candidates must be registered to vote in Lake Dallas. Candidates must have been a resident for at least six months and agree to serve a two-year term. Applicant must be twenty-one years of age.

If you have any questions, please call City Hall at 940-497-2226. Applications can be emailed to cdelcambre@lakedallas.com, mailed to City Hall, or faxed to 940-497-4485.

Lake Dallas Boards and Commissions

Animal Shelter Advisory Board

Board of Adjustments

Board of Appeals

Library Board

Parks and Recreation Board

Community Development Corporation (4-B)

Planning and Zoning Commission

Boards and Commissions

The City of Lake Dallas Animal Shelter Advisory Board

The City of Lake Dallas Animal Shelter Advisory Board. The board consists of six members. The Board meets three times a year.

Appeals Board

The purpose of this board is to hear testimony of terminated City workers as well as for hearing charges of corruption, discrimination, abuse of power, or abuse of policies from active City workers or citizens. The board consists of five regular members and three alternate members serving a two year term.

Board of Adjustment

Members of this board meet at the call of the chairperson within 30 days of receipt of written notice from anyone aggrieved as a result of the refusal of a building permit or administrative decision by the City Building Official. The board consists of five members and four alternate members serving a two year term.

Community Development Corporation (4B)

The Community Development Corporation (CDC) was created in January 2003 to foster improvements in the commercial area of the city and to enhance the quality of life in the city as a tool for attracting new businesses and residents. The board consists of seven members serving a two year term. The meetings are held 2nd Monday of every month at 7:00 p.m. at City Hall.

Library Advisory Board

The library advisory board is organized to advise the city council and act as a coordinating body through which individual citizens, business and industry, government, and private organizations may work together in the best interest of the people of the city concerning the constructive use of the city's public library. The board consists of five regular members and 2 alternate members serving a two year term.

Parks and Recreation Board

The members of the Parks, Recreation and Keep Lake Dallas Beautiful Board serve in an advisory capacity to the City Staff and Council on the planning and development of parks and recreation facilities and regulations governing their use and for the planning of special events. The board consists of seven regular members and four alternate members serving a two year term. The meetings are held on the 3rd Monday of every month at 7:00 p.m. at City Hall.

Planning & Zoning Commission

The Planning and Zoning Commission is charged with the responsibility of proposing plans, policies, and programs addressing the physical development and planning of the City. The board consists of five regular members and two alternate members serving a two year term. The meetings are held on the 3rd Thursday of the month at 7:00 p.m. at City Hall.

CITY OF LAKE DALLAS
212 Main Street, Lake Dallas, Texas 75065

APPLICATION TO SERVE ON BOARD OR COMMISSION

Notice: The City of Lake Dallas requires that all potential candidates for a City Board or Commission undergo a background check to ensure that no one with a criminal background or with inappropriate social media content is representing the city in any capacity. By signing this application you agree to undergo such background check and social media scrutiny. The applicant must also meet the requirements specified on the back of this form.

An acknowledgement and consent to a background check must be signed on the back of this form.

Name: _____ Date: _____

Street Address: _____

Mailing Address: _____

Employer: _____ Home/Cell Phone: _____

E-mail address: _____

Length of time as resident ____ Yrs ____ Months Date of Birth _____

Please number your choice of the boards, commissions or committee you would like to serve on by numbering your first, second and third choices:

_____ Board of Adjustment (Building)
_____ Planning & Zoning Commission
_____ Board of Appeals
_____ Animal Shelter Advisory Board

_____ Community Development Corporation
_____ Park & Recreation Board
_____ Library Board

List any board, commission or committee you currently serve on: _____

Please provide any education, experience, memberships or knowledge that you wish to be considered for your request to be appointed to the above: _____

Boards, commissions, and committees meet a minimum of one night each month and the meetings typically last 2 - 4 hours.

Please see reverse side

**City of Lake Dallas
Boards and Commissions Requirements**

All applicants for Boards or Commissions must meet the following requirements:

1. Must be a qualified (registered) voter.
2. Must be at least twenty-one (21) years of age.
3. Must be a resident of the city for at least six months preceding the appointment.
4. Must be current on payment of all taxes.
5. Must be of good moral character.
6. Must agree to comply with the attendance policy for Board and Commission meetings as outlined below.
7. Must interview with the City Council. (You will be contacted when an interview is scheduled)

Attendance / Conduct Policy:

If you choose to apply, it must be understood that as a member of a City Board or Commission you are a government representative and must conduct yourself in a professional and ethical manner at all times.

Furthermore, it is necessary that you accept your responsibilities and make every effort to attend each of the meetings as called and posted, generally once per month. We understand that there will be occasions when it is not possible to be in attendance, but establishing a quorum (the number of members necessary to hold a legal meeting) is often difficult if members do not make the necessary commitment to attend meetings.

Your service to the City is greatly appreciated and highly regarded since the City could not conduct all of the City's official duties without volunteers who willingly give time to our Boards and Commissions. But if you cannot meet the meeting requirement it would be in the best interest of the applicant as well as the City if you reconsider your application.

Currently, a position to a Board or Commission is relinquished if three consecutive meetings are missed or more than five in any calendar year.

Permission for Background Checks:

I (Print Name) _____, understand the meeting requirement and that by signing this form I am granting the City of Lake Dallas, through its officers, agents and administrative staff, permission to conduct a third party criminal history check. The results of the check will be utilized only to determine eligibility for membership to a City Board or Commission. Furthermore, I will agree to befriend a designated agent of the City to any and all Social Media Networks to which I belong including Facebook, Twitter, Skype or any other to which I am a member. I understand that the posting of inappropriate content on any social media as determined by the City of Lake Dallas is grounds for disqualification to any Board or Commission. Any false statement made in this application is also grounds for disqualification for membership to any City Board or Commission.

By signing this form I also acknowledge my commitment to serve if selected.

Signature: _____ **Date** _____

List All Social Media Memberships:



**CITY COUNCIL
AGENDA MEMO**

Prepared By: Layne Cline, Public Works Superintendent

February 13, 2020

Interactive Project Map Discussion

DESCRIPTION:

Receive a report and hold a discussion regarding the newly launched Public Works Interactive Projects Map.

BACKGROUND INFORMATION:

Staff developed and launched a Public Works Interactive Project Map on the city website. The map contains information about city projects, timelines, completion status and photos when applicable.

Staff was able to comprise an interactive map that provides information on street, sidewalk, drainage, parks and city facility projects. This interaction allows the public to receive information on capital projects in the planning stage, construction phase and those that have been recently completed. Citizen's will also be able to use the current notification system – Request Tracker - to report any public infrastructure issues or concerns such as pothole and stagnant water.

FINANCIAL CONSIDERATION:

None.

RECOMMENDED MOTIONS:

None, Discussion Only.

ATTACHMENT(S):

None.