



Employee Compensation Study Lake Dallas, Texas

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Executive Summary

Paypoint HR is pleased to present this comprehensive Compensation and Classification Study to the City of Lake Dallas, Texas. The study began with an initial kick-off meeting with the City Manager and Finance Director on February 26, 2020. The Final Report was completed for presentation to the City Council in July 2020.

The point of the Executive Summary is to give an overview of the most important issues and opportunities identified by the consulting team during the study. The reader is highly encouraged to read the document in its entirety in order to gain an understanding of the recommendations within the report. The study takes into consideration both short and long-term concerns. The intent 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 compared existing pay to compensation scales of organizations identified to be valid comparators the City of Lake Dallas. This report provides a review and update of the classification and compensation plan for the City's employees. Paypoint HR has identified opportunities, but it is up to the City Council to determine which are most appropriate and the timing of implementation.

In considering the options for implementation, it is critical to understand the costs and benefits related to each option. By utilizing market data and analysis it is possible to make informed decisions with regard to possible changes. However, in addition to the quantitative economic cost and benefit, it is important to consider the social/cultural impact of implementation and management. Lake Dallas will need to consider all components in making final decisions.

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 initial baseline analysis and an external market survey of local public organizations to determine what the local labor market pays for specific jobs.

The study included approximately 38 employees within roughly 30 distinct positions. The study recommendations indicate what actions should be taken, to avoid loss of qualified staff and address difficulties in recruiting new employees for the City. In addition, it was expected that the study would recommend adjustments to the City's salary placement procedures, policies, and salary structure, to allow appropriate ongoing compensation administration.

Comprehensive surveys like this establish a credible pay structure that is fair for the work completed and strategically positions Lake Dallas competitively in the labor market. The desired result is the improved ability to attract and retain quality staff that perform at high levels to meet the growing demands of the community.

Major Milestones for the Project

Initial kick-off meetings with the City Manager and Finance Director on February 26th.

Employee Briefing Sessions were held over a two-day period on April 2nd and 3rd with groups of employees from all departments to discuss the project, their roles, and to review the job analysis questionnaire.

A custom website was created for the City to have employees complete a Position Vantage Point (PVP) job analysis questionnaire. A paper version of the PVP was made available as well.

The data from the completed paper version of employee PVP's was uploaded to the central database. For positions that did not have an incumbent to complete the PVP, the Project Team assigned a supervisor to complete it.

A second custom website was created with a copy of all 38 completed PVP's for managers to review. Managers were able to give their own responses to the same questions for the position.

All positions were reviewed by managers on a separate PVP website.

Paypoint HR conducted a job evaluation for an internal review of job family classifications based on the employee and manager responses to the PVP's.

An analysis of the existing pay scale was completed.

External Market Comparators were vetted using economic and demographic data to determine which comparators were most like Lake Dallas to ensure validity.

Internal positions were reviewed, and benchmark positions were selected for inclusion in the external survey.

The external market survey was sent out to a total of 24 comparator organizations and responses from 21 participants were collected. Typical surveys of this type yield a 5-10% response rate. The City's study response rate is considered excellent at 88%. Respondents included the following organizations:

Respondents (21/24)

Argyle	Aubrey	Azle
Celina	Corinth	Decatur
Denton	Heath	Hickory Creek
Highland Village	Kaufman	Kennedale
Krum	Lake Elm	Northlake
Oak Point	Princeton	Prosper
Richland Hills	Roanoke	Sanger

From both the internal and external market analysis, recommendations for a new pay scale was developed and individual job titles were assigned to the new pay grades.

Paypoint HR conducted 9 focus groups with approximately 35 employees from all departments. The Consultants met with employees by their peer categories over a two-day period on May 14th and 15th. The purpose of the focus groups was to gain a better understanding of the existing compensation plan and areas of possible improvement.

A draft report was generated for the Project Team along with updates to job descriptions. Job descriptions were updated and standardized using PVP responses from employees and managers.

Recommendations

The fiscal impact of the recommendations listed below are approximate costs for salary adjustments only assuming a 2080-hour work schedule for full-time general employees, 1040-hour for part-time employees. Adjustments for Police Officers and Sergeants are based on 2184 hours. The fiscal impact does not factor in associated costs for employee related benefits.

1. Raise the salary of 5 positions that are below grade minimums of the recommended salary scale, first, at a cost of \$13,546.
 - 1 Animal Shelter Manager (\$3,277),
 - 1 Crew Leader (\$2,723),
 - 1 Equipment Operator I (\$1,026),
 - 1 Equipment Operator II (\$1,360), and
 - 1 Public Works Superintendent (\$5,160).

2. Raise the salary of 9 positions that are *substantially* below market, second, at a cost of \$81,758.
 - 1 City Manager (\$30,493),
 - 1 Finance Director (\$20,403),
 - 2 Kennel Technicians (\$3,245 total),
 - 4 Library Assistants (\$17,285 total), and
 - 1 Police Chief (\$10,333).

3. Place 24 positions on the appropriate milestone level based on market, third, at a cost of \$51,164.
 - 1 Animal Control Officer (\$1,923),
 - 1 City Secretary (\$1,999),
 - 1 Code Enforcement Officer (\$516),
 - 1 Community Development Coordinator (\$302),
 - 1 Court Administrator (\$1,455),
 - 1 Director of Library Services (\$3,548),
 - 1 Equipment Operator II (\$3,100),
 - 1 Permit Technician (\$650),
 - 2 Police Lieutenants (\$5,780 total),
 - 10 Police Officers (\$21,583 total),
 - 2 Police Officer Detectives (\$4,776 total),
 - 1 Police Sergeant (\$5,244), and
 - 1 Record Clerk (\$288).

4. Additionally adjust 7 positions to properly account for tenure in position, fourth, at a cost of \$39,076.
 - 1 Crew Leader (\$4,608),
 - 1 Equipment Operator II (\$3,710),
 - 3 Police Officers (\$15,188 total),
 - 1 Police Officer Detective (\$7,594), and
 - 1 Record Clerk (\$7,976).
5. Adjust the salaries of positions that are near market with normal base-salary and tenure adjustments.
6. Discontinue making base-salary adjustments to the salaries of positions that are above or *substantially* above market until compensation is near market.

Scope of Work

1. Review background materials as needed, such as organizational charts, budgets, personnel rules and regulations, job descriptions, current pay plans and other related information.
2. Provide progress reports - not less than bi-weekly - outlining the following scope of work completed to date; scope of work completed during the period; and summary statement of project progress.
3. Work with the City staff to select the appropriate benchmark positions for the compensation survey.
4. Conduct a comprehensive analysis of the City's current compensation program, make recommendation for improvements, and suggest plans to address issues including, but not limited to, equity, recruitment and retention.
5. Meet with City staff to assess concerns and finalize the methodology to be used.
6. Present work plan to the City Council.
7. Hold employee kick-off meetings and assist City staff with communication tools to keep employees informed throughout the process.
8. Conduct a customized market salary and benefit package survey for all classification groups.
9. Perform survey data analysis and recommend pay structures.
10. Develop or assist with the development of job descriptions to ensure that content and titles are accurate and that the descriptions are consistent with FLSA, ADA and EEO considerations. Priority will be given to those identified by City staff.
11. Meet with City Management and key staff to determine implementation strategies (including multi-year implementation strategies if needed) to present to the City Council.
12. Present the completed study and implementation recommendations to City Council.
13. Prepare implementation cost scenarios with the assistance of City staff

Benefit Summary

Paypoint HR feels it is appropriate to consider benefits when addressing strategic planning of compensations as there is a dynamic relationship between employers and employees. When depicting the strategic elements of pay, external influences and an evolving business environment affect attraction, retention, and engagement.

A total reward review of compensation incorporates all components organizations utilize to cultivate quality employees. An effective total rewards strategy produces a workforce that has the right people in the right jobs who are motivated and engaged to meet goals and feel loyal to the organization and its success.

The elements that contribute to Total Rewards are:

- Compensation,
- Benefits,
- Work-life effectiveness,
- Recognition,
- Performance management, and
- Talent development.

The information provided in this portion of the report is not intended to be an exhaustive benefit survey comparing the benefit summaries, premiums, co-pays, and deductibles. The benefit survey was designed to get a snapshot of the participant's employee benefit offerings. Where possible, Paypoint HR uses the information gathered from the external survey to analyze findings.

Benefit offerings are often considered in aggregate data. Caution should be exercised in the following:

- When interpreting the information, as elements within each organization are not equal. For example, there may be more part-time or seasonal workers employed at an organization who are not eligible for benefits. Using part-time or seasonal wages in the calculation could skew the findings.
- When adjusting pay, certain costs such as medical premiums, workers' compensation premiums and pension contributions will automatically increase as pay increases. Responsible employers will consider the additional costs related to these changes.

Questions included in the External Benefit Survey

1. What do benefits cost the organization in relation to the total compensation?
2. Do you offer major medical, dental & vision benefits? What are the employer/employee contributions to premiums?
3. What are the co-pays, deductibles, and out of pocket maximums for the health insurance?
4. Do you offer a TMRS Retirement Plan? What is your matching ratio? Are you a 20 or 25 year City? If not, what retirement plan do you offer.
5. What other employer sponsored benefits do you offer? Do you offer life insurance, AD&D, Short-term/Long-term Disability etc.?
6. What voluntary benefits are available to employees? For example, critical illness, accident, and hospitalization?
7. Do you pay out when an employee leaves your employment?
8. What leave benefits do you offer?
9. Do you offer employees any auto allowances? Are there certain positions that it applies to? Is it use of vehicle or actual monthly payment?
10. What clothing or uniform allowances do you offer? Do you offer winter outerwear, safety shoes, protective eyewear, jeans, plain clothes for police, for example?

The City of Lake Dallas's Current Employee Benefit Offering

The City's Human Resources department distributes an annual *New Enrollment Guide* to employees each year. The Guide is available in print and outlines what benefits are available, who is eligible, how to enroll, and how to make changes.

Content of the Guide includes a summary of the benefits the City makes available to employees as well as vendor contacts for employees to receive additional information and customer service for their individual benefits. Additionally, the City has a Personnel Policies and Procedures Manual that covers policies for day to day operational items like Holidays, Vacation Leave, Sick Leave, Longevity Service Recognition, and Certification Pay.

List of Employee Benefits Sponsored by the City of Lake Dallas for Eligible Employees

Health Insurance - The City offers 5 plans options.

Dental Insurance -The dental plan offers pediatric annual orthodontia of \$1,000 orthodontia and a \$1,500 annual maximum for dental.

Vision Insurance - The vision plan has a \$10 copay for annual routine visits and discounts for eyeglasses and supplies.

Disability Income Benefits - The City pays for short and long-term disability coverage.

Life Insurance - The City pays for 1x the base earnings up to \$100,000 in group life and accidental death and dismemberment (AD&D) insurance for full-time employees. Employees may choose to purchase additional coverage.

Flexible Spending Account (FSA) - Employees may choose to sign up to have qualified expenses for medical or dependent care deducted pre-tax.

Freshbenies - The City offers this program for employee access to health advocacy, telehealth, behavioral health, prescription, dental, and vision savings and more.

Health Savings Account (HSA) -Employer contributions for those who elect one of the employee-only rate HSA plans is \$750.88 to \$1,344.46 per year depending on which of the 2 eligible HSA plan is selected.

Employee Assistance Program (EAP) - The City makes this plan available to eligible employees to help address personal challenges.

Supplemental Insurances - Employees may elect to purchase insurance for cancer, hospital or other events.

Employee Sick Leave Bank - Employees may donate leave for fellow employees who are unable to work for long periods of time.

Holiday Leave - Eligible employees qualify for 12 paid Holidays per year.

Personal Days - Eligible employees earn up to 2 Personal Days per year.

Vacation Leave - Depending on years of service, employees earn between 10 to 20 days of paid Vacation each year. Employees can accrue up to a maximum of 2 times their annual Vacation one year to the next, if there is an excess amount it is converted to Sick Leave.

Sick Leave - Eligible employees earn up to 9 days of Sick leave each year with no maximum but payout at end of employment is limited to 60 days.

Workers' Compensation - The City offers insurance in the event an employee is injured on the job.

Texas Municipal Retirement System (TMRS) - Eligible employees contribute 7% of their gross income, which is not taxable until withdrawn. The City contributes the required amount.

Social Security

Medicare

Benefit Survey Responses

The chart below provides counts and percentage breakdowns of the market peers and Lake Dallas’s full-time and part-time employees. The market comparator organizations were made up of, on average, 88% full-time employees and 12% part-time employees. For Lake Dallas, this percentage was 84% full-time, and 16% part-time. The number of full-time and part-time employees can influence the benefits offered by an organization. Logically, the more full-time, benefit eligible employees an organization has, it’s more likely that the amount paid towards benefit offerings will be higher.

Table 1 - Percentage of Full-Time and Part-Time Employees

Personnel Count	Market Average		Lake Dallas	
Full-Time Employees	115	88%	32	84%
Part-Time Employees	16	12%	6	16%
Total	131	100%	38	100%

The percentage of benefits in relation to total compensation is a common broad indicator that organizations use to assess how generous the discretionary benefits are at individual organizations. Total compensation refers to the compensation package (salary and benefits) an employee receives from its organization. Therefore, benefits as a percentage of total compensation is calculated by dividing benefits expressed as a dollar amount by the amount of total compensation (salary plus benefits).

This study asked respondents to state what they calculated towards benefits. Generally, benefits they cited included health, dental, and vision premiums; HSA contributions, life insurance; workers’ compensation; pension; tuition, and FICA, though organizations may calculate this number differently.

Lake Dallas’s cost of benefits as a percent of total compensation was roughly 29.5%. The external market comparator average was 32%. The national average for the cost of benefits as a percent of total compensation is between 30 and 35% for non-union employee groups and 40 and 45% for union employee groups. The study did not ask respondents to disclose the union presence or prevalence within their organization. Also, it is common for benefit contributions to vary depending on the compensation practices of the organization and the relative cost of benefits.

Major Medical, Dental and Vision

100% of respondents stated they offer medical, dental, and vision benefits to their employees. Analysis from the benefit survey findings yielded the following results on the amount employers contributed towards medical, dental, and vision premiums.

Medical Premiums

Individual Level

- The average percent paid by the responding employers for individual level medical premiums was 97%.
- Lake Dallas pays 100% of employee level premiums.

Family Level

- The average percent paid by the respondents for family level medical premiums was 47%
- Lake Dallas pays 59% of family level medical premiums.

Dental

Individual Level

- The average percent paid by the responding employers for individual level dental premiums was 75%.
- Lake Dallas pays 100% of employee level premiums.

Family Level

- The average percent paid by the responding employers for individual level dental premiums was 23%.
- Lake Dallas pays 0% of family level premiums.

Vision

Individual Level

- The average percent paid by the responding employers for individual level vision premiums was 47%.
- Lake Dallas pays 0% of employee level premiums.

Family Level

- The average percent paid by the responding employers for individual level vision premiums was 12%.
- Lake Dallas pays 0% of family level premiums.

The following chart showing the market responses for employer contributions to premiums.

Market Averages of Employer Contributions to Premiums by Insurance Type and Level						
	Medical		Dental		Vision	
Level	Single	Family	Single	Family	Single	Family
90% to 100%	93%	-	68.75%	-	-	-
80% to 89%	-	6.67%	6.25%	6.25%	-	-
70% to 79%	6.67%	13.33%	-	6.25%	-	-
60% to 69%	-	33.33%	-	12.5%	-	-
50% to 59%	-	13.33%	-	-	-	-
40% to 49%	-	-	-	6.25%	-	-
30% to 39%	-	-	-	6.25%	-	-
20% to 29%	-	6.67%	6.25%	-	-	-
10% to 19%	-	-	-	-	-	-
0% to 9%	-	-	18.75%	62.50%	100%	100%
Total	100%	100%	100%	100%	100%	100%

Out-of-Pocket (OOP) Maximums

The range for OOP costs for individual level coverage In-Network was \$2,000 to \$7,150 and for family \$5,400 to \$12,000. Out-of-Network OOP maximums for individual level ranged from \$5,400 to \$11,300 and for family \$10,800 to \$22,600. The OOP maximums for Lake Dallas's base plan fall within the ranges found in the external market at \$4,000 for individual and \$8,000 for family.

Retirement

Of the respondents, 94% of them reported offering the Texas Municipal Retirement System (TMRS) for retirement. All respondents reported participating in the TMRS, contributing at a 2:1 employer to employee ratio (with employees paying 7%) and offering a 20-year service retirement eligibility.

Employer Sponsored Benefits

The chart below lists the other employee sponsored benefits reported by respondents.

Benefit Type	% of Market Respondents That Offer Benefit
Life Insurance	88%
AD&D	65%
STD/LTD	82%
Other Benefits	30%

The City's benefits are comparable to what was reported by respondents.

Voluntary Benefits

The Voluntary Benefits reported as being offered by respondents include the following:

Benefit Type	% of Market Respondents That Offer Benefits
Critical Illness Insurance	53%
Accident Insurance	61%
Hospitalization Insurance	61%
Other Voluntary Benefits	100%

Lake Dallas offers comparable voluntary benefits to employees through AFLAC.

Leave Payout

Respondents reported Leave Payouts for the following Leave Types:

Leave Type	% of Market Respondents That Payout by Leave Type
Sick	58%
Vacation	100%
Compensatory Time Off	42%

Lake Dallas allows employees to accrue up to a maximum of 2 times their annual Vacation one year to the next, if there is an excess amount it is converted to Sick Leave. Sick Leave payout at end of employment is limited to 60 days.

Leave Benefits

The average number of Holidays reported was approximately 11.5 days.

Annual Vacation Leave accruals reported ranged from 10 to 25 days.

The Annual Sick Leave Days earned ranged from 4 to 20 days.

None of the respondents reported offering Paid Time Off (PTO), which is a combination of leave types.

Roughly 33% of respondents reported offering Personal Days Off.

Lake Dallas offers comparable leave benefits.

Auto Allowance

Of the respondents, 94 % of them reported offering auto allowance either in the form of a take home vehicle or an auto allowance. Of those responding, 44% reported offering a take home vehicle to certain eligible employees, 6% offered reimbursement, and 50% reported paying an allowance.

Lake Dallas offers an auto allowance for the position of City Manager only.

Focus Groups

The purpose of the focus groups was to have employees share valuable firsthand knowledge and opinions of the existing City of Lake Dallas pay structure. Each focus group generally lasted an hour and consisted of a Q & A session where Paypoint HR asked questions from a pre-set list of 5 questions. While the main point of the employee feedback is centered on classification and compensation, these topics naturally open discussion to a number of other factors. This is a normal communication pattern and the report addresses the topics as they presented themselves in the discussion. The City may want to further consider exploring issues raised during the study focus groups.

On May 14 and 15, 2020 Paypoint HR held nine virtual focus group sessions with employees.

All employees were invited to attend the focus group sessions and actual attendance was approximately 35 employees in total. Participation was strongly encouraged but voluntary. Employees who attended were given an acknowledgment form to sign that explained the ground rules for focus groups.

A copy of the list of questions is shown below:

1. What general trends/forces impact your and Lake Dallas's success?
 - a. Economic
 - b. Regulatory
 - c. Cultural
 - d. Technology
 - e. Organizational structure
 - f. Demographics
 - g. Political
 - h. Natural environment
2. Who are the City's competitors for labor? Who are industry leaders and what contributes to their success? Who are key sources of employees for Lake Dallas? Any recommendations?
3. Has the City had difficulty retaining, developing, motivating, and recruiting competent performers for any particular positions?
4. 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?
5. What recommendations for improvements do you have?

Employee Focus Group Responses:

A brief description of the comments made by focus group participants are summarized in the response section below. It is important to note that the views shared in this summary are not necessarily supported by Paypoint HR, nor are they fact-checked for accuracy. While the information included in this portion of the study is qualitative in nature, it is important to include any “perceived impressions” of employees so that the City has information and can choose to communicate and clarify as they see fit. The information that may identify the commenter has been removed. The feedback obtained provides a much stronger foundation for the study than simply reading the information from handbooks, job descriptions, and employment agreements. The comments and suggestions received during these meetings were compared by session and by topic to look for patterns, red flags, best practices, and areas of opportunity. They are one component to the study.

While the Focus Group questions are established to uncover areas of improvement it is also an opportunity to uncover strengths within the organization that the City should strive to maintain. The City of Lake Dallas had several areas where it stood out.

The City of Lake Dallas is a suburb Northwest of Dallas almost equidistant between Dallas and the City of Fort Worth. Tucked off highway 35 and situated along Lewisville Lake, the City is home to several parks and Lakeview Airport. Further, the Lake Dallas Independent School District is well respected and sought after by those with school aged children. These amenities draw locals and visitors alike to the City. While the City has enjoyed being a well-kept secret, employees felt that once commuters notice the City’s many positive attributes, Lake Dallas will quickly become less of an exit off of the highway and more of a destination. For this and other reasons, the employees of Lake Dallas don’t take their City for granted and are grateful to work for the community.

The Lake area has seen a boon for development as urbanites from the Dallas-Fort Worth Metroplex seek to shed the bustle of the city. This demographic seeks the experiences afforded by the Lake, parks and culture of the Lake area. This growth has spurred many changes in the Lake Dallas community and staff agreed most of these changes have been for the good. Employees are encouraged by efforts and partnerships that put the City in a position for smart growth.

Recently, the City of Lake Dallas has renewed its commitment to train and educate its employees to serve the community as respected professionals, something the staff has been grateful for and excited to take advantage of. It was expressed that the City hopes to augment these efforts by having employees join job-specific associations and participate in mentorship programs. Employees knowingly were up for the challenge of improving the City’s image and assist in shouldering the responsibility to represent the City in a positive light.

Just as they said they aren’t short on training and development; staff are also expressed feeling they were adequately equipped to do their jobs. In an economic climate where many in municipal and state governments simply must make do, employees felt Lake Dallas has

prioritized giving their people the tools for the job and is committed to repairing and replacing equipment when needed.

Overall, Lake Dallas staff described the City as a friendly, supportive place to work. As a relatively newer workforce with a positive Council and City Manager dynamic, they looked forward building an environment where employees felt encouraged to approach their supervisors about issues that matter to them just as easily as they can enjoy a potluck holiday lunch together. They felt through effective communication and open cooperation they can make the City a wonderful place to live and work.

General Trends

a. Economic

- Employees reported the COVID-19 pandemic had negatively impacted the local economy, but that it was too early to determine to what extent. They said the Ad valorem taxes were on target, though they expected to see a dip next year. Employees also said they expected sales tax, fines, and fees to be down as a result of the pandemic.
- Some participants noted that the City's \$5.2 million budget was largely funded by development in the area. They observed that development was beginning to slow down as developers were running out of land to build on in Lake Dallas. Participants thought rezoning existing areas for redevelopment would help revitalize the City.
- Staff added that new development occurring in Lake Dallas was a direct result of its proximity to large, up-and-coming, or well-established cities and the interstate.
- Employees said Lake Dallas leadership had been responsible stewards of taxpayer funds and had been conservative with spending. They described the City as being in a better position than other similar organizations due to the positive reserve fund balance. They felt this should help them avoid furlough and pay cuts in the wake of the COVID-19 pandemic.
- A few participants mentioned all large purchases had to be pre-approved by the City Manager. They said this policy was implemented to better anticipate and prioritize large purchases with respect to the budget.
- Staff shared that street maintenance was a huge part of the City's expenses, and the Road Maintenance Fund was a portion of the sales tax. They said amounts collected range from \$12,000 to \$20,000 per month and are at risk of fluctuating whenever sales slump, like during the pandemic.

- Employees mentioned visitors to Lake Dallas were an economic benefit to the City, because they spent money that transfers revenue from non-residents to local businesses and the City itself.
- Participants observed that prioritization in staffing, especially for new or lower-level managers was becoming more important. They said equity adjustments may be delayed by a year.
- A few staff expressed concern for the Animal Shelter and Library because, despite receiving public funds, these organizations have had to supplement with fundraising to maintain basic service levels.
- Participants believed there was an opportunity to work with the Community Development Corporation (CDC) on driving advertising but mentioned that neither the public nor local business owners have attended CDC meetings. In the past, it was said they had used a grant from Denton County to reach out to local businesses about opportunities.

b. Regulatory

- Staff mentioned they must do a great deal of reporting, auditing, data collection, site visits and more to remain compliant on the state and federal side. They said a lack of compliance on any level can result in asset forfeiture and/or fines. For example, the water utility has had to comply with the federal MS4 reporting schedule to ensure clean drinking water.
- Employees reported that a recent state mandate prevents them from increasing revenues by more than 3 percent year over year. They said they feared this would inhibit important capital projects and were hopeful the rate would be increased to 8 percent.
- Participants believed the state was possibly taking away the City's power to raise funds to meet demand for much needed services. For example, the Library had to meet certain state requirements just to receive funding.
- Staff noted that the City had a vast collection of ordinances that could be updated to clearer language to make them more relevant and add efficiency to the enforcement process.
 - For example, they referenced that the sign ordinances had been recently updated, but that these ordinances would need to be maintained over time.
 - They also mentioned that there was additional need to expand permitting use for zoning districts.
 - Some staff mentioned the regulations related to dealing with dangerous dogs were difficult to enforce and outdated.

- Employees said they hoped the new Director of Development Services would be able to work with Codes on updating ordinances.
- Several employees thought Code Enforcement and the Police Department have done a great job of working together enforcing the current laws and ordinances.
- Participants said each year new legislation had required new reporting and different databases for crimes and offense types. They said there were up to 90 questions on standard forms for basic offenses, and that the amount of administrative work can prevent them from doing their jobs well. They said the number of filing reports was too high for just one records manager to handle. They suggested additional administrative support would be of help in this area.

c. Cultural

- Most employees thought there was a cohesive, team-oriented attitude in Lake Dallas. They said staff wasn't afraid to go to their superiors with concerns when needed, and that they have healthy relationships with their coworkers - especially within their departments. Employees were proud to share how they have celebrated holidays and personal events together and supported each other during hard times.
- Participants reported that when departments need to work together, like Police and Public Works, they do so very well. They said even though they work for different departments and report to different locations, staff understood the importance of working together to get the job done, whatever that job may be.
- Staff believed the City had prioritized hiring the best possible people for each position and all department heads had either a bachelor's or master's degree. They said most employees saw the value in establishing an educated workforce.
- A few employees noted the City's increased budget for travel and training, in addition to joining relevant state organizations, so they can learn best practices and use resources from other communities. They stated they were pleased with this development.
- Participants shared that departments with physical locations outside City Hall have felt disconnected from the dynamics of City government and the larger group of City employees. They said these departments, like the Police, Library and Animal Control, were felt to have strong bonds within their departments, but that they would like to get to know others outside their departments and to build relationships with other City employees. They felt this translated into better service and response times by being able to communicate more openly and efficiently.

- Staff noted ongoing tensions between City Hall and the Police Department because of budgeting and costs discussions. Staff said the Police Department believed they were underpaid considering police reports increased by 30 percent since last year. They mentioned that everyone on both sides of the issue wished the matter were resolved.
- A few employees said there were one or two staffers working for the City who had not seemed interested in fostering a team atmosphere and had conducted themselves in a way that suggested they preferred the City remained divided. They emphasized that nearly every employee does the best they can with what they have, but that all employees needed to take the same approach towards willing compromise if conflicts are to be resolved and the citizens served well.
- Participants recognized, that despite some setbacks, the City's culture was improving in many departments. They said there had been some negativity, both in the public and within staff ranks, about the motivations of City Hall and the Police Department. Overall, participants believed the situation had been steadily improving for the last several years.

d. Technology and Tools

- Staff noted the significant strides the City had made throughout the past two years to update technology. They said computers had been updated and upgraded, compatible docking stations had been purchased and helpful software had been integrated into many departments.
- Employees mentioned that because most staff were already equipped with laptops, and the City had a mechanism in place to quickly purchase equipment for staff who still needed it, the pandemic-related stay-at-home orders had little negative impact on operations.
- Some participants pointed out that most equipment was now under a five-year replacement plan, except for streets and drainage. They said the City was working on incorporating streets and drainage into a preventative maintenance schedule, but other projects have taken precedence.
- Several staffers were pleased about the Pay Simple system for library fines, building permit fees, and more. They said this payment system had worked well and was very convenient.
- Some employees observed that although most departments had what they need, getting all the equipment each department needed had been an uphill battle with City Hall due to budget constraints.

- Participants universally acknowledged that there had been significant strides made in technology, and that they were more efficient with the right equipment. However, some staff mentioned the need for the following:
 - Tracking software and better hardware for Public Works
 - Audio/visual system for City Hall
 - The software system “Encode” for the Accounting Department
 - Additional laptops and computer microphones for the Library
 - Management software for the Building Department
 - Crime tracking software for the mobile computers, additional safety equipment and a new radio system for the Police Department
- Staff said the Police Department had made significant equipment improvements including radios, devices in vehicles such as laptops, programs for reality-based and virtual reality training, and more. Staff believed the Police fleet was a constant area of concern. They said this was because when a car was down, the schedule was disrupted, and officers had to figure out how they were going to work.
- Employees mentioned the Police Department’s successful use of grants to add an investigator position and buy ballistic vests. They observed that these funds came with a lot of strings attached and required a great deal of legwork to get off the ground.
- Some participants reported that the Animal Shelter was pleased to be converting to Shelter Pro after having been operating using hard copies. They also mentioned the Shelter was the farthest behind in terms of technology and tools. Participants said they had the oldest vehicle and facility, poor internet, a bad radio system and weren’t connected to the City’s server which had prevented them from backing up their data and communicating well with internal and external clients.
- Staff thought the Courts could use a software upgrade. They explained their current software was 10 years old and that there was an updated, less expensive version available. Staff said they were waiting for approval from the City Council to purchase the program later this year.

e. Organizational Structure

- Some employees believed authority was divided evenly, and that there wasn’t a single person or role with too much power. They said employees weren’t afraid to address issues with their next in command. They added that communication across departments and chain-of-command was usually straightforward, and that requests were generally addressed, although sometimes not resolved in a timely fashion.

- A few participants observed that there were several Directors with no subordinates which was perceived as top-heavy to some. They mentioned there were fewer situations like this than in the past.
- Staff said staffing levels varied based on which department head was most persistent in asking for additional positions, although the overall employee count had changed little in the last three years.
- A few employees mentioned that the Police Department suffered from losing two front-office employees in 2017. They said current support positions were stretched too thin as they had to maintain records, take care of open records requests, maintain the sex offender registry, give assistance to the Chief, and provide compliance support.
- Some participants thought the Police Department could benefit from more pre-shift communication to ensure nothing from the previous shift fell through the cracks. They also believed they'd benefit from an additional Sergeant, although none of the current officers were ready for such a promotion.
- Staff from the Animal Shelter has appreciated the opportunity to come to the table with the City Manager. They said doing so allows them to catch up, feel more connected to the City government and address any operational issues.
- A few employees believed Public Works would benefit from adding an administrative position to help with records management and data entry.
- A few participants wondered why consultants and outside firms were called in to analyze and address issues instead of investing in the tools to do such things internally.

f. Demographics

- Staff said the town was originally a rural fishing post with small parcels of land that had grown into the City of Lake Dallas throughout the years. They mentioned that the area had recently seen some growth due to its proximity to Dallas and Fort Worth.
- Employees noted Lake Dallas was originally predominantly Caucasian, but that as the town had grown, so too had the Latino and African American populations. They said in addition to Spanish-speaking residents, there were several residents who speak Russian. They commended the Library for doing their best to translate and serve these populations as needed.

- Participants reported that residents were on the older side, but with more and more families coming into the area the demographics were trending younger.
- Staff observed that some of the population was low-income, and that there were several trailer parks in Lake Dallas. They said the median income for the City of Lake Dallas wasn't below the national average, and that the poverty level was below the state average.
- Some employees mentioned the gentrification efforts underway in the City. They said many of the poor and minority populations were being pushed out to Lewisville and Corinth. Employees noted there were currently three or four middle class, suburban housing developments in the area.
- Participants mentioned how much development had changed the City of Lake Dallas. They said a 300-unit apartment was proposed to house young urban professionals commuting from surrounding cities. Participants thought many of the older population were against this, because they don't like change and want Lake Dallas to stay small, yet economically prosperous.
- Staff thought the City of Lake Dallas was a generally safe community. They said most of the crimes in the area were burglaries or other property-related crimes.
- Several employees believed the new toll bridge had significantly increased traffic into town and caused more traffic violations, accidents, and civil disputes for the Police to deal with. They also said there were more transient people coming into town which had increased calls and arrests for drug and alcohol-related offenses. Employees believed they were dealing less with locals and more with non-locals.
- Several participants discussed the high quality of the schools in the area. They said the schools were a big draw for families.

g. Political

- Staff recalled that four years ago, Lake Dallas suffered a political implosion which resulted in many terminations, resignations, and early retirements of leadership as well as rank-and-file employees. They said the City had worked hard since 2016 to pick up the pieces and rebuild trust.
- Employees mentioned that due to that significant turnover in 2016 and 2017, most of the current department heads had tenures of three years or less.
- Participants agreed the Mayor was approachable and brought a unique perspective, while council members were inquisitive and have respected the staff to make sound decisions. However, they thought City Council could do a better

job of understanding the inner workings of City management, perhaps by participating in orientation or training sessions.

h. Natural Environment

- Employees said the City of Lake Dallas was a lakeside community, although it no longer promoted itself this way. They thought the lake was still a big draw for visitors and residents who have used the lake for recreation.
- Participants reported that Willow Grove Park was on the lake with a long-term lease from the Army Corps. of Engineers. They said this park was well used and had great amenities including fishing, trails, camping, and more. A few participants observed that there had been recent issues with littering at the park that had drawn attention on social media. They believed staff had worked hard to keep all the parks clean, but that they were limited by a lack of resources.
- It was hoped that the City could work out an arrangement with the Army Corps of Engineers to provide additional services at Willow Grove Park. For example, employees felt offering lakeside food services would add to the ambience at the Park.
- Staff mentioned the presence of the highway through the City. They said the highway was extremely convenient but had caused terrible traffic conditions.
- Employees said the climate was very hot and muggy at times. They noted a few issues with extreme weather, and that during rain, the flooding and mud had been a challenge. They said that when flooding occurs, it had taken up to 20 minutes to navigate around the high-water area. Employees mentioned several road maintenance projects on the docket that could help this issue.
- Participants mentioned the City was just a 30-minute drive to Dallas and a 40-minute drive to Fort Worth. They thought the proximity to the Metroplex had advantages and disadvantages, depending on perspective.

Lake Dallas County's Competitors for Labor

- Staff said entities competing with the City of Lake Dallas for labor included the following:
 - Businesses in the Metroplex
 - Corinth
 - Denton City
 - Denton County
 - Frisco
 - Flower Mound
 - Hickory Creek
 - Highland Village
 - Kaufman
 - Lewisville
 - Little Elm
 - Shady Shores
 - University of North Texas
 - University of Texas
 - Water Districts
- Employees believed these organizations were successful, because they could pay more and offered better benefits than a small city. They also said most competing organizations had professional teams and solid finances, so employees didn't need to compromise on support and equipment.
- Some participants noted the additional training and certification opportunities as well as the upward mobility offered by large, successful organizations.
- Staff suggested using online resources like Indeed and LinkedIn to post job opportunities and attract new applicants. They said most applicants currently come by word of mouth, in addition to a few cold calls.

Difficult to Retain, Develop, Motivate, and Recruit Positions

- Employees believed low pay was one of the biggest barriers to recruitment, especially in the Police Department. They said local governments located just 20 minutes away had paid up to \$20,000 more per year for certain positions. They believed employees had stayed in Lake Dallas because they love their coworkers and their work.
- A few participants pointed out that the City had lacked job descriptions for many positions which had required more flexibility from employees. They said the work at Lake Dallas was more diverse because there was less specialization in each position due to being a small town and each person wearing many hats.

- Some staff thought finding skilled labor was even more difficult because permit technicians and other similar positions paid so much more in other municipalities within driving distance. They said some employees have used Lake Dallas as a steppingstone to gain experience.
- Employees reported that most staff had been with Lake Dallas for three or fewer years, because most career-track employees leave to make more money elsewhere. They said the loss of tenured employees was significant because when another was hired, they started the training and education process all over again.
- Participants expressed that hiring people and training them properly was a significant investment of time and money. They said the process usually takes several months and once the position was filled, they're in training for four to five months.
- Staff mentioned there had been many changes in the last few years in most director positions. For example, there had been four Animal Services Managers in the last six years.
- Employees said that Public Works had been trying to hire a specific position for more than 18 months. They believed there was a labor shortage preventing them from finding the right candidate. They added that the part-time Library position had been a challenge to fill because few students were studying library sciences.
- Participants observed that the Police Department also struggled to attract and retain competent candidates. They believed a labor shortage could be to blame, but there were also many applicants turned off by the low pay. They said qualified, experienced officers usually pull their applications once they find out the starting pay.
- Staff mentioned how little gratitude they receive from the public for a job well done. For example, Public Works said the job of street maintenance was thankless because people frequently complain about the state of the roads, no matter how recently repaired. They felt residents weren't appreciative of the work they do.
- Employees were glad a compensation study was being done but wondered if the effort was a waste of time for such a small city.

Compensation Plan

- Most participants admitted to not understanding the City's goals, and they felt staff were less motivated by pay and more by camaraderie and serving the public. They thought Lake Dallas should keep pace with the compensation of other local cities to remain competitive.
- Staff expressed that the pay plan was not aligned with goals. They said there were too many steps to get to the top, and that the system was outdated. Staff said it can take up to 20 years to get to the top tier with only a range of \$7,000 from bottom to top.
- Some employees believed the step plan, despite having some issues, had improved overall in the last several years. Still, staff said it's used more like a guide, rather than strictly followed. As a result, employees expressed frustration at not having predictability in compensation which prevents them from anticipating their pay for years in the future.
- Participants noted that equity adjustments had taken place from time to time to get employees to the most recent starting pay levels. They said some of the pay issues were the result of employees being given the wrong starting pay and put in the wrong tier from the start. All staff were appreciative of the most recent 4 percent raise.
- Several staff mentioned the need for the Police Department to have their own pay plan, because their hours were so different from civilian employees. They said they work 84 hours in a pay period but were on an 80-hour step pay plan. Staff added that Police don't receive additional pay for education or training, and that no other local Police Departments' pay was structured this way.
- A few employees observed that there was little advancement opportunity in the Library or Parks Department. They thought more opportunities would be motivating.
- Many participants expressed appreciation for the City's vested interest in training and educating its employees.
- Staff mentioned that when financial rewards can't be given, verbal acknowledgment or an award commemorating great performance would be received well. Many staff liked the Police Department's annual awards and thought a similar program would be motivating for non-sworn employees.

Employee Ideas

- Employees thought City Council should support the chain of command and the charter for communications. They said most staff know they don't take direction from the Council but ensuring everyone understands the chain of command would be helpful.
- Several participants noted the need to improve communication between leadership, so information flows accurately and without animosity from the top down. They said the decision-making process at the top should be consistent and transparent. They also wanted relationships between leadership, department heads and rank-and-file employees to be clearly defined.
- Employees suggested that the Mayor's office should have a process in place to ensure the Mayor always had the most up-to-date, accurate information to present to the public. They said that when the Mayor accidentally reports incorrect information, it should be the City Manager that provides the correction.
- Staff emphasized the need to ensure promotions, work distribution, rewards, and more aren't given out of favoritism but as result of honest, hard work. They wanted to make sure there was internal equity.
- Employees suggested that the pay plan should be revamped to have a clear cut, predictable pay schedule. Police staff suggested a separate pay plan for sworn staff.
- Staff noted that many employees have taken on extra jobs to cover living expenses. They suggested looking at other local governments' pay plans to better understand competitive pay. They also thought reducing the steps within bands and making sure the right positions were in the right bands would help.
- Participants mentioned that health benefits could be improved.
- Staff suggested that department heads should commit to conducting annual performance reviews so employees were able to understand what they've done well and how they can improve. They said they would appreciate performance-based raises, even as little as half a percent, because of a good review. Staff said this would help them feel that the City appreciated their hard work.
- Employees welcomed the emphasis on training but would like to take it to the next level by investing in both management and leadership training for department heads and others in leadership and management positions. Staff would like to see more funds for training in the areas of change management, anti-bullying, communication skills, basic software, and public sector best practices.

- A few participants spoke highly of the value of cross-training, job development and career progression. They thought this would be an effective, cost-conscious way to get additional training off the ground. Participants also said employees were often asked to take on more outside their work area, and that cross-training would address the knowledge gaps.
- Some staff mentioned an up-and-coming training cooperative between the City Managers of Corinth, Hickory Creek, Shady Shores and Lake Dallas. They said this group was considering bringing in trainers to share expenses and communally educate employees starting in 2021.
- Employees thought increasing the financial incentive for field employees to work toward certifications would be a good motivator. They believed a tiered incentive maxing out at \$100 a month would be effective.
- A few participants said additional pay for other specializations, like being bilingual or working on shifts would be motivating. They also thought revamping overtime and holiday pay would be fair.
- Staff wanted the City to find ways to motivate employees when revenues were low and to be able to do so in a transparent way. They want to feel appreciated and valued, no matter what the economic conditions.
- Employees suggested creating new revenue sources like a Crime Control District in the City to raise funds for the Police Department. They mentioned another option would be a drainage fee for Public Works or Parks. Employees acknowledged how another tax or fee could cause some citizen backlash but thought that the resulting revenue would position staff to serve the public more effectively.
- Participants mentioned a few gaps where additional staff was needed, like an administrative person for Public Works, another Library staffer and more front office help for the Police Department. They said in some cases, positions could be created to be shared by departments, or currently underutilized employees could have an updated job description to account for some of the gaps in service.
- Staff thought the Police Department needed a larger, more up-to-date office space. They said the pink desks, cracked floors, and plastic plants were embarrassing, and that there wasn't enough room for every officer to have their own workspace.
- A few employees believed the Animal Shelter should be reconfigured to move the dog run away from the lobby or invest in sound mitigation. They said that the noise had become such a problem that people have had to go outside to have a conversation.

- Some participants noted the library would benefit from a more durable building that was more resistant to storm damage.
- Several staffers mentioned the need for larger parking lots for the employees, particularly those in the Library and Police Station.
- Employees felt the new employee orientation process could be improved. They said they should develop a new employee handbook and take the time to introduce new employees to all staff.
- A few participants said the City should consider creating alternative work schedules, like working 7:30am to 5:30pm on Monday through Thursday, then taking a half-day on Friday.
- Some staff thought more sidewalks for foot traffic would be beneficial. They said they would like to walk to work, when possible.
- Employees thought that the City should recruit new businesses to develop new land and grow the local economy.

Comparators

Purpose

To determine economically comparable organizations for inclusion in the external market study by comparing economic metrics of City of Lake Dallas to those of similar communities.

Methodology

The goal was to understand how each of the twenty-four (24) identified communities compared with the City of Lake Dallas. The six (6) metrics that were chosen for evaluation were population, unemployment rate, labor force participation rate, median household income, cost of living adjustment, and median housing price. Each metric was assumed to be equally important and were examined individually and in combination.

A statistic was produced for each metric by first taking the absolute value of the difference between the metric for a similar community and the same metric for the City of Lake Dallas, for example, the difference between the population of City of Lake Dallas and the City of Corinth. The difference was then divided by the standard deviation to understand how the difference varied for each similar community in relation to the sample population of the twenty-four (24) communities as a whole.

If any of the metrics had a value in excess of three standard deviations, then the community was considered to not be a good comparator for the City of Lake Dallas - highlighted in **red** below. Comparators highlighted in **green** were perceived by the client as a valid comparator.

From a statistical perspective, Chebyshev's Inequality Theorem indicates that 88.8% of all data values would be within three (3) standard deviations of the mean for a generic distribution. If a normal distribution exists, then values less than three (3) standard deviations account for 99.73% of the population. The choice of comparison is therefore statistically sound and appropriate.

A summary table of these calculations is presented in the following tables. (Sample calculations are also presented.)

Table 2 – Potential Comparators – Texas Cities

Argyle	Aubrey	Azle	Celina
Corinth	Decatur	Denton	Glenn Heights
Heath	Hickory Creek	Highland Village	Kaufman
Kennedale	Krum	Little Elm	Melissa
Northlake	Oak Point	Princeton	Prosper
Richland Hills	Roanoke	Royse City	Sanger

For reference:

Population

Lake Dallas - 7,832
 Texas - 27,885,200
 United States - 321,368,864

Median Housing Price (MHP)

Lake Dallas - \$146,600
 Texas - \$161,700
 United States - \$204,900

Median Household Income (MHI)

Lake Dallas - \$67,908
 Texas - \$59,570
 United States - \$60,293

Cost of Living Adjustment (COLA)

Lake Dallas - 96.6
 Texas - 93.1
 United States - 100

Unemployment Rate (U Rate)

Lake Dallas - 5%
 Texas - 4%
 United States - 4%

Labor Force Participation Rate (LFP Rate)

Lake Dallas - 72%
 Texas - 65%
 United States - 63%

Table 3 - Economic Data of the Lake Dallas and Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Lake Dallas	7,832	\$146,600	\$67,908	96.6	5%	72%
Argyle	3,988	\$436,700	\$146,667	127.1	2%	69%
Aubrey	3,313	\$158,000	\$68,125	98.4	4%	74%
Azle	12,149	\$139,400	\$65,295	90.1	4%	63%
Celina	9,354	\$298,900	\$112,176	115.4	1%	75%
Corinth	21,158	\$238,800	\$96,670	107.0	4%	72%
Decatur	6,608	\$136,800	\$55,849	92.1	4%	69%
Denton	133,661	\$50,730	\$56,489	101.5	4%	68%
Glenn Heights	12,581	\$155,500	\$65,051	96.3	5%	70%
Heath	8,410	\$450,200	\$155,488	134.9	4%	61%
Hickory Creek	4,442	\$255,600	\$107,731	110.5	6%	69%
Highland Village	16,342	\$351,000	\$143,854	122.6	3%	71%
Kaufman	7,107	\$87,800	\$42,610	88.3	2%	58%
Kennedale	7,998	\$192,200	\$75,000	100.5	3%	66%
Krum	4,973	\$168,200	\$80,833	98.8	1%	77%
Little Elm	42,889	\$233,700	\$95,337	108.8	4%	77%
Melissa	8,492	\$279,000	\$113,532	114.5	1%	70%
Northlake	2,524	\$371,000	\$81,289	108.3	3%	80%
Oak Point	3,878	\$250,600	\$86,162	109.1	1%	67%
Princeton	9,765	\$178,900	\$63,635	101.8	3%	71%
Prosper	19,103	\$436,600	\$140,815	131.8	2%	70%
Richland Hills	8,052	\$124,300	\$61,431	88.7	1%	63%
Roanoke	7,899	\$311,700	\$88,958	109.0	3%	74%
Royse City	11,746	\$171,900	\$78,200	104.0	4%	74%
Sanger	8,023	\$136,200	\$62,606	96.7	3%	72%

Table 4 – Statistics of Potential Comparators

Community	Population	MHP	MHI	COLA	U Rate	LFP Rate
Argyle	0.15	2.59	2.50	2.38	2.12	0.58
Aubrey	0.17	0.10	0.01	0.14	0.71	0.39
Azle	0.17	0.06	0.08	0.51	0.71	1.74
Celina	0.06	1.36	1.40	1.47	2.83	0.58
Corinth	0.51	0.82	0.91	0.81	0.71	0.00
Decatur	0.05	0.09	0.38	0.35	0.71	0.58
Denton	4.84	0.86	0.36	0.38	0.71	0.77
Glenn Heights	0.18	0.08	0.09	0.02	0.00	0.39
Heath	0.02	2.71	2.78	2.99	0.71	2.13
Hickory Creek	0.13	0.97	1.26	1.08	0.71	0.58
Highland Village	0.33	1.82	2.41	2.03	1.42	0.19
Kaufman	0.03	0.52	0.80	0.65	2.12	2.71
Kennedale	0.01	0.41	0.22	0.30	1.42	1.16
Krum	0.11	0.19	0.41	0.17	2.83	0.97
Little Elm	1.35	0.78	0.87	0.95	0.71	0.97
Melissa	0.03	1.18	1.45	1.40	2.83	0.39
Northlake	0.20	2.00	0.42	0.91	1.42	1.55
Oak Point	0.15	0.93	0.58	0.98	2.83	0.97
Princeton	0.07	0.29	0.14	0.41	1.42	0.19
Prosper	0.43	2.59	2.31	2.75	2.12	0.39
Richland Hills	0.01	0.20	0.21	0.62	2.83	1.74
Roanoke	0.00	1.47	0.67	0.97	1.42	0.39
Royse City	0.15	0.23	0.33	0.58	0.71	0.39
Sanger	0.01	0.09	0.17	0.01	1.42	0.00

Sample Calculation

Sample Calculation for City of Cornith

Population Statistic

Maximum Population = 133,661 (Denton)

Minimum Population = 2,524 (Northlake)

City of Lake Dallas Population = 7,832

City of Corinth Population = 21,158

Sample Average = 15,291

Sample Standard Deviation (s) = 25,990

$$\text{Statistic} = \frac{|\text{City of Lake Dallas} - \text{City of Corinth}|}{s}$$

$$\text{Statistic} = \frac{|7,832 - 21,158|}{25,990}$$

$$\text{Statistic} = 0.51$$

Benchmark Positions

Benchmark positions 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 are selected to encompass the entire range of positions from the beginning of the pay ranges to the end and equally interspersed among the pay scale.

In Table 5, the benchmark positions used in the external survey are presented and marked in **green**. From this list of benchmark positions, all job titles employed by the City of Lake Dallas were examined.

Table 5 - Benchmark Positions

Job Title	Job Title
Accounting Clerk	Equipment Operator II
Administrative Assistant	Finance Director
Animal Control Officer	Kennel Technician
Animal Shelter Manager	Librarian
City Manager	Library Technicians
City Secretary	Municipal Court Clerk
Code Enforcement Officer	Permit Technician
Community Development Coordinator	Police Chief
Court Administrator	Police Lieutenant
Court Clerk	Police Officer
Crew Leader	Police Officer Detective
Deputy City Secretary	Police Sergeant
Development Services Director	Public Works Manager
Director of Library Services	Public Works Superintendent
Equipment Operator I	Record Clerk

Baseline Analysis

Current Salary Schedule

The salary schedule for all employees is presented in Table 6. Salary ranges identified with “+” denote police officers who work 2184 hours yearly. All other employees are on a 2080-hour work schedule. Midpoints for each salary grade have also been calculated for comparison with external market data.

Spread measures the percentage difference between the maximum and minimum salary for a position. It is also an indication of the lateral progression available to an employee within their job title. A narrow spread often leads to wage compression as the maximum salary is quickly achieved. A narrow spread can also lead to low morale and high turnover as economic advancement is limited. The salary schedule from Table 6 has a consistent spread of 98%. It is important that the spread is consistent amongst all employees so that all positions have a relatively equal advancement opportunity.

Table 6 – Current Salary Schedule

Current Grade	Min	Mid	Max
A	\$14.65	\$21.83	\$29.00
B	\$16.84	\$25.10	\$33.35
C	\$19.37	\$28.86	\$38.35
D	\$22.28	\$33.19	\$44.10
E	\$24.50	\$36.51	\$48.52
F	\$26.95	\$40.16	\$53.37
G	\$29.65	\$44.18	\$58.70
H	\$32.61	\$48.59	\$64.57
E+	\$23.33	\$34.77	\$46.21
F+	\$25.67	\$38.25	\$50.83

Ladders define the percentage salary difference between consecutive groups of job titles. Ladders can be used to differentiate employees with different knowledge, skills, and abilities and motivate career advancement. The ladders, that is, the percent difference between consecutive minimums, consecutive midpoints, and consecutive maximums, ranges from 10% to 15%. It is recommended that the ladders be consistent between grades.

Table 7 – Current Spread and Ladders

Current Grade	Spread	Min Ladder	Mid Ladder	Max Ladder
A	98.0%	-	-	-
B	98.0%	14.9%	15.0%	15.0%
C	98.0%	15.0%	15.0%	15.0%
D	97.9%	15.0%	15.0%	15.0%
E	98.0%	10.0%	10.0%	10.0%
F	98.0%	10.0%	10.0%	10.0%
G	98.0%	10.0%	10.0%	10.0%
H	98.0%	10.0%	10.0%	10.0%
E+	98.0%	-	-	-
F+	98.0%	10.0%	10.0%	10.0%

Overall Salary Distribution

The salary distribution for all employees is shown in Figure 1. The label “Percentage of Employees” on the ordinate y-axis reflects the total number of employees.

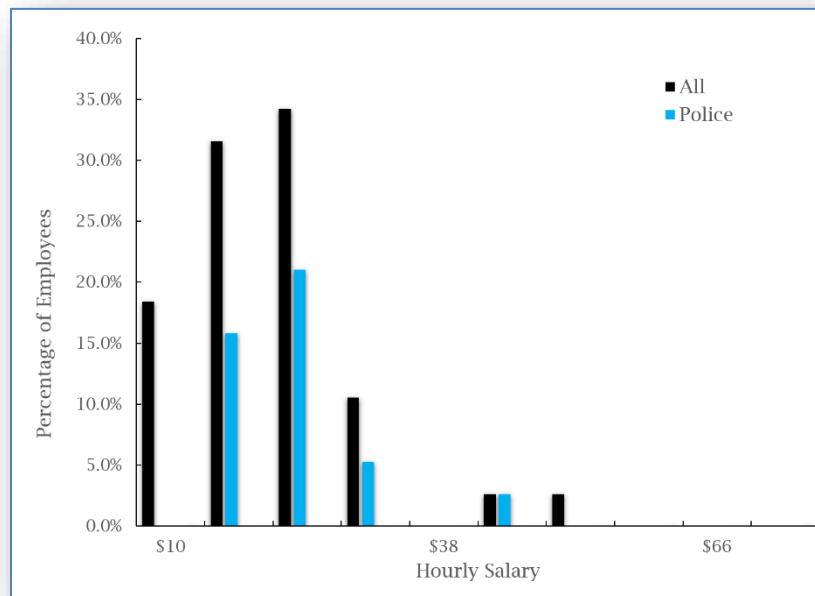


Figure 1 – Salary Distribution

A clear bimodal pattern does not exist which would demonstrate a two-tier compensation structure. It is preferable if there is a clear broad-banded bimodal distribution, that is, two bell curves, demonstrating both separation between supervisory and non-supervisory compensation and career progression within these two groups.

The concentration of employees in the upper end of the salary range in comparison to the lower end is not excessive, meaning that the organization is not top-heavy with respect to compensation.

Distribution Observations

Table 8 examines salaries of all employees with respect to the maximum and minimum of each grade. In Table 9, the distribution of salaries above or below the midpoint of each grade is presented

Table 8 – Employees Near Min/Max

Current Grade	Staff #	# near Min	% near Min	# near Max	% near Max
A	1	1	100%	0	0.0%
B	4	2	50.0%	0	0.0%
C	3	1	33.3%	0	0.0%
D	2	0	0.0%	0	0.0%
E	1	0	0.0%	0	0.0%
F	3	0	0.0%	0	0.0%
G	3	0	0.0%	0	0.0%
H	1	0	0.0%	0	0.0%
E+	12	5	41.7%	0	0.0%
F+	1	0	0.0%	0	0.0%
Sum	31	9	29.0%	0	0.0%

Table 9 – Employees Near Midpoint

Current Grade	Staff #	Below Mid	Below Mid %	Above Mid	Above Mid %
A	1	1	100%	0	0.0%
B	4	4	100%	0	0.0%
C	3	3	100%	0	0.0%
D	2	2	100%	0	0.0%
E	1	1	100%	0	0.0%
F	3	3	100%	0	0.0%
G	3	3	100%	0	0.0%
H	1	0	0.0%	1	100%
E+	12	12	100%	0	0.0%
F+	1	1	100%	0	0.0%
Sum	31	30	96.8%	1	3.2%

Observations

- Overall, there is a high concentration (29.0%) of salaries near the minimum.
- In Grade E+ (police officers), a high concentration of employees is near the minimum of the grade. A high concentration of employees at the extremes can lead to or be the cause of systemic employment issues including low morale, retention, etc.
- In Grades A through G and E+, a high concentration of employees is below the midpoint of each respective grade suggesting skewed distribution of salaries. A high concentration of employees below the midpoint can lead to or be the cause of systemic employment issues.
- Overall, there is a high concentration of employees below the midpoint of the grade (96.8%) suggesting, that is, there is an unbalanced distribution of salaries.
- No employees are currently being compensated above the maximum or below the minimum of the current respective grades

Compensable Factor Score from Position Vantage Point

To assist in determining the internal hierarchy of positions in the City, the employees and managers participated in the Position Vantage Point Job Survey. Questions asked in the PVP are divided into four areas: Background, Authority, Skill, and Environment. In these four areas, the following compensable factors were examined:

Education	Complexity
Certifications	Independence
Work Duties	Impact
Work Experience	Physical
Financial Authority	Working Conditions
Supervision	Interaction

Job descriptions were consulted to update both the minimum education level and minimum experience level required for each position. The responses were then evaluated, producing the Compensable Factor Score (CFS) as shown below. For positions, where there was insufficient data from the employee/manager survey, job descriptions were consulted to fill out the survey.

Upon the conclusion of this study, the City will be able to use this customized CFS Scoring system to analyze both new job titles and existing job titles where job duties have changed using the same metrics used to analyze the job titles in the table below. This will allow for all new and updated job titles to be examined fairly while also preserving internal equity at the City.

Table 10 – Compensable Factor Score

Current Grade	Job Title	CFS Score
N/A	City Manager	491.6
F	Development Services Director	312.8
F	Finance Director	312.6
H	Police Chief	312.3
F	Public Works Superintendent	103.7
G	City Secretary	101.5
G	Police Lieutenant	95.6
E	Public Works Manager	74.3

Current Grade	Job Title	CFS Score
F	Director of Library Services	70.5
F	Police Sergeant	60.7
D	Animal Shelter Manager	51.4
E	Police Officer Detective	38.5
C	Crew Leader	36.7
E	Police Officer	35.9
C	Record Clerk	30.0
D	Librarian	29.8
B	Equipment Operator II	25.8
C	Code Enforcement Officer	25.3
C	Accounting Clerk	25.0
B	Permit Technician	19.8
A	Equipment Operator I	19.7
B	Animal Control Officer	19.4
C	Municipal Court Clerk	17.6
C	Court Clerk	17.5
A	Administrative Assistant	17.2
N/A	Library Technician	14.3
N/A	Kennel Technician	4.4

External Market Comparison

A summary of the findings of the external market analysis is presented in Table 11 through Table 15. In Table 16 the external market findings for all job titles is presented, sorted alphabetically. The minimum, midpoint, and maximum hourly salary for each job title is presented first. The various market quantiles are then presented. Lastly the Compa-Ratio, the ratio of the grade's midpoint divided by the 50th percentile from the external market, which measures the extent of the deviation of the current salary range in comparison to the market median, is presented. Compensation of individual employees is considered separately.

Table 11 – Full-Time Positions Substantially Below Market (% Diff < -10%)

City Manager	Kennel Technician
Deputy City Secretary	Library Assistant
Development Services Director	Police Chief
Finance Director	

Table 12 – Full-Time Positions Below Market (-10% < % Diff < -5%)

None	
------	--

Table 13 – Full-Time Positions Near Market (-5% < % Diff < +5%)

Animal Shelter Manager	Police Lieutenant
Crew Leader	Public Works Superintendent

Table 14 – Full-Time Positions Above Market (+5% < % Diff < +10%)

City Secretary	Equipment Operator II
Court Administrator	Public Works Manager
Equipment Operator I	

Table 15 - Full-Time Positions Substantially Above Market (% Diff > +10%)

Accounting Clerk	Librarian
Administrative Assistant	Municipal Court Clerk
Animal Control Officer	Permit Technician
Code Enforcement Officer	Police Officer
Community Development Coordinator	Police Officer Detective
Court Clerk	Police Sergeant
Direct or Library Services	Record Clerk

Table 16 – External Market Comparison

	Accounting Clerk	Admin. Assistant	Animal Control Officer	Animal Shelter Manager	City Manager
Current Scale					
Grade	C	A	B	D	
Minimum	\$19.37	\$14.65	\$16.84	\$22.28	
Midpoint	\$28.86	\$21.83	\$25.10	\$33.19	\$53.94
Maximum	\$38.35	\$29.00	\$33.35	\$44.10	
Market Percentiles					
20%	\$20.00	\$16.89	\$17.34	\$26.77	\$60.10
25%	\$20.73	\$17.08	\$17.37	\$27.56	\$60.46
30%	\$21.17	\$17.69	\$18.04	\$28.75	\$61.54
35%	\$22.28	\$18.21	\$18.30	\$30.30	\$62.00
40%	\$22.35	\$18.59	\$18.92	\$31.42	\$64.12
45%	\$22.57	\$19.48	\$19.87	\$32.37	\$71.26
50%	\$22.91	\$19.62	\$20.64	\$32.82	\$71.97
55%	\$23.39	\$19.62	\$20.64	\$33.25	\$74.52
60%	\$23.39	\$20.30	\$20.75	\$33.85	\$76.54
65%	\$23.87	\$20.89	\$20.84	\$35.25	\$77.88
70%	\$25.21	\$21.60	\$23.42	\$38.76	\$93.81
75%	\$26.58	\$22.51	\$24.17	\$41.30	\$96.15
80%	\$27.26	\$24.52	\$24.86	\$42.67	\$97.93
Average	\$23.34	\$20.23	\$20.87	\$34.29	\$76.13
Compa-Ratio	+26.0%	+11.2%	+21.6%	+1.1%	-25.1%

	City Secretary	Code Enforce. Officer	Comm. Dev. Coordinator	Court Admin.	Court Clerk
Current Scale					
Grade	G	C	E	D	C
Minimum	\$29.65	\$19.37	\$24.50	\$22.28	\$19.37
Midpoint	\$44.18	\$28.86	\$36.51	\$33.19	\$28.86
Maximum	\$58.70	\$38.35	\$48.52	\$44.10	\$38.35
Market Percentiles					
20%	\$33.59	\$19.74	\$20.84	\$22.62	\$16.00
25%	\$34.81	\$20.05	\$22.56	\$26.11	\$16.05
30%	\$36.01	\$20.64	\$24.30	\$26.58	\$17.04
35%	\$37.17	\$20.88	\$24.79	\$27.24	\$18.49
40%	\$38.46	\$21.58	\$25.37	\$27.39	\$18.66
45%	\$39.28	\$22.87	\$26.69	\$30.52	\$18.89
50%	\$40.46	\$23.56	\$28.90	\$31.36	\$19.83
55%	\$41.42	\$24.01	\$29.62	\$32.96	\$19.83
60%	\$43.83	\$24.92	\$33.72	\$33.52	\$20.12
65%	\$44.53	\$25.48	\$36.46	\$33.75	\$21.14
70%	\$46.38	\$26.56	\$43.38	\$34.84	\$21.85
75%	\$46.55	\$27.35	\$44.58	\$36.34	\$22.05
80%	\$48.02	\$27.65	\$45.07	\$37.90	\$23.05
Average	\$41.70	\$23.65	\$32.99	\$31.04	\$19.44
Compa-Ratio	+9.2%	+22.5%	+26.3%	+5.8%	+45.5%

	Crew Leader	Deputy City Secretary	Dev. Services Director	Director of Library Services	Equipment Operator I
Current Scale					
Grade	C	C	F	F	A
Minimum	\$19.37	\$19.37	\$26.95	\$26.95	\$14.65
Midpoint	\$28.86	\$28.86	\$40.16	\$40.16	\$21.83
Maximum	\$38.35	\$38.35	\$53.37	\$53.37	\$29.00
Market Percentiles					
20%	\$22.90	\$28.77	\$38.61	\$29.66	\$16.94
25%	\$23.72	\$29.46	\$42.16	\$30.40	\$18.12
30%	\$24.66	\$30.17	\$43.25	\$31.19	\$18.63
35%	\$25.48	\$30.59	\$46.63	\$32.83	\$18.96
40%	\$26.39	\$32.55	\$53.37	\$33.65	\$19.44
45%	\$27.30	\$33.85	\$53.52	\$34.86	\$19.88
50%	\$28.12	\$33.92	\$53.80	\$34.86	\$20.00
55%	\$28.75	\$34.37	\$54.88	\$35.53	\$20.74
60%	\$29.67	\$35.04	\$56.29	\$35.89	\$21.69
65%	\$30.76	\$36.02	\$63.67	\$35.89	\$22.27
70%	\$32.12	\$37.83	\$66.23	\$36.20	\$22.78
75%	\$33.23	\$38.78	\$67.04	\$37.74	\$22.84
80%	\$34.33	\$39.54	\$68.15	\$38.49	\$23.74
Average	\$28.73	\$34.72	\$54.19	\$34.52	\$20.64
Compa-Ratio	+2.6%	-14.9%	-25.4%	+15.2%	+9.1%

	Equipment Operator II	Finance Director	Kennel Technician	Librarian	Library Technician
Current Scale					
Grade	B	F		D	
Minimum	\$16.84	\$26.95	\$10.40	\$22.28	
Midpoint	\$25.10	\$40.16	\$10.81	\$33.19	\$11.44
Maximum	\$33.35	\$53.37	\$11.22	\$44.10	
Market Percentiles					
20%	\$19.81	\$40.98	\$11.84	\$23.17	\$13.70
25%	\$20.43	\$43.27	\$12.00	\$23.17	\$14.24
30%	\$21.19	\$45.62	\$12.00	\$23.38	\$14.28
35%	\$21.85	\$46.24	\$12.00	\$23.43	\$14.66
40%	\$22.40	\$48.10	\$12.20	\$24.00	\$15.00
45%	\$23.25	\$48.72	\$12.56	\$25.24	\$15.25
50%	\$23.81	\$53.37	\$13.08	\$25.91	\$16.40
55%	\$24.33	\$54.98	\$13.97	\$27.82	\$17.21
60%	\$25.15	\$56.43	\$14.73	\$28.00	\$17.67
65%	\$25.65	\$64.51	\$15.38	\$28.81	\$17.94
70%	\$26.91	\$66.33	\$15.92	\$29.45	\$18.17
75%	\$27.79	\$69.23	\$16.57	\$29.80	\$18.44
80%	\$28.69	\$71.54	\$17.31	\$30.36	\$19.04
Average	\$24.34	\$55.63	\$14.25	\$27.07	\$16.45
Compa-Ratio	+5.4%	-24.8%	-17.4%	+28.1%	-30.2%

	Municipal Court Clerk	Permit Technician	Police Chief	Police Lieutenant	Police Officer
Current Scale					
Grade	C	B	H	G	E+
Minimum	\$19.37	\$16.84	\$32.61	\$29.65	\$23.33
Midpoint	\$28.86	\$25.10	\$48.59	\$44.18	\$34.77
Maximum	\$38.35	\$33.35	\$64.57	\$58.70	\$46.21
Market Percentiles					
20%	\$16.76	\$17.21	\$46.36	\$32.14	\$24.35
25%	\$17.21	\$18.37	\$48.08	\$32.38	\$25.68
30%	\$18.49	\$18.83	\$48.58	\$35.77	\$25.72
35%	\$18.51	\$19.52	\$48.78	\$38.13	\$25.85
40%	\$18.63	\$19.63	\$50.22	\$40.36	\$26.48
45%	\$19.33	\$19.82	\$51.93	\$42.65	\$26.78
50%	\$19.76	\$20.19	\$55.96	\$43.73	\$27.19
55%	\$20.25	\$20.36	\$57.69	\$44.75	\$27.93
60%	\$21.57	\$20.43	\$59.01	\$46.04	\$28.60
65%	\$21.89	\$21.43	\$62.76	\$47.63	\$28.85
70%	\$22.21	\$22.21	\$63.74	\$48.05	\$29.55
75%	\$23.05	\$22.93	\$66.87	\$50.84	\$30.60
80%	\$23.28	\$23.28	\$69.06	\$53.32	\$31.25
Average	\$20.02	\$20.46	\$56.79	\$43.57	\$27.94
Compa-Ratio	+46.1%	+24.3%	-13.2%	+1.0%	+27.9%

	Police Officer Detective	Police Sergeant	Public Works Manager	Public Works Supt.	Record Clerk
Current Scale					
Grade	E+	F+	E	F	C
Minimum	\$23.33	\$25.67	\$24.50	\$26.95	\$19.37
Midpoint	\$34.77	\$38.25	\$36.51	\$40.16	\$28.86
Maximum	\$46.21	\$50.83	\$48.52	\$53.37	\$38.35
Market Percentiles					
20%	\$23.33	\$30.22	\$24.13	\$28.54	\$20.77
25%	\$24.17	\$30.60	\$24.88	\$28.65	\$20.96
30%	\$25.13	\$30.72	\$27.37	\$32.79	\$21.37
35%	\$25.98	\$31.39	\$29.09	\$35.47	\$22.08
40%	\$26.94	\$32.20	\$30.42	\$38.42	\$23.69
45%	\$27.86	\$32.45	\$31.71	\$39.40	\$24.70
50%	\$28.71	\$32.45	\$34.18	\$40.51	\$25.22
55%	\$29.36	\$32.45	\$34.65	\$40.96	\$25.99
60%	\$30.29	\$33.94	\$35.69	\$41.15	\$28.14
65%	\$31.46	\$35.26	\$36.46	\$42.96	\$28.82
70%	\$32.84	\$35.72	\$37.43	\$45.29	\$30.03
75%	\$33.98	\$36.16	\$39.44	\$48.62	\$31.25
80%	\$35.11	\$37.12	\$40.51	\$53.94	\$32.39
Average	\$29.34	\$33.47	\$32.86	\$41.91	\$26.39
Compa- Ratio	+21.1%	+17.9%	+6.8%	-0.9%	+14.4%

Example – Animal Shelter Manager

The calculations below are relative to the job title, not any current or future employee in the position. For instance, the length of service with the City at this juncture has not been taken into account.

Under the existing classification system, the Animal Shelter Manager job title is classified as a Grade D. The corresponding minimum salary is \$22.28 per hour and maximum salary is \$44.10 per hour. The midpoint of the range, halfway between the minimum and maximum, is \$33.19 per hour.

In a survey that had 10 respondents, for example, at the 20th percentile 8 respondents paid more than the value indicated and 2 paid less. For the Animal Shelter Manager job title this amount is \$26.77.

In this study, the market level used for comparison is the 50th percentile. For the Animal Shelter Manager job title, the 50th percentile of the external market was found to be \$32.82 per hour. In comparing the existing classification system to the market, the 50th percentile is measured against the midpoint of \$33.19 per hour. The Compa-Ratio, measuring the distance between the 50th percentile and the midpoint, is found to be +1.1% in the calculation below. In other words, the Animal Shelter Manager job title is currently compensated 1.1% above the 50th percentile of the market.

$$\text{Compa - Ratio} = 1 - \frac{\text{Midpoint}}{\text{50th Percentile}}$$

$$\text{Compa - Ratio} = 1 - \frac{\$33.19}{\$32.82}$$

$$\text{Compa - Ratio} = +1.1\%$$

Proposed Salary Schedules

Police Officer

A recommended salary scale for Police Officers is shown in Table 17. The spread between the minimum and maximum salary was initially set to 60% (common value for all employees), an industry standard value, to allow for growth opportunities. For Officers, in particular, the minimum was subsequently set to be the current minimum salary, thus reducing the spread to 45%.

For Police Officers, a 7-milestone level plan is proposed where increases are given based upon budgetary considerations and satisfactory employee performance.

Table 17 – Proposed Salary Schedule – Police Officer

Milestone Level	Officer (OFC)	Sergeant (SGT)	Lieutenant (LT)
1	\$23.33	\$24.38	\$29.59
2	\$25.07	\$26.82	\$32.55
3	\$26.81	\$29.26	\$35.51
4	\$28.55	\$31.70	\$38.47
5	\$30.28	\$34.14	\$41.42
6	\$32.02	\$36.58	\$44.38
7	\$33.76	\$39.02	\$47.34

General Employees

A recommended salary scale for General Employees is shown in Table 18. The spread was also set to 60%. The number of pay grades was set to 25 to accommodate the range of CFS Scores. The Ladders, i.e., the distance between grades, was set to be 7.5%. Larger Ladders were included to increase the incentive for employees to seek positions of greater responsibility and to make it financially beneficial. The recommended salary scale incorporates 7 milestone levels where increases are given based upon budgetary considerations and satisfactory employee performance. In the future, it is possible to convert the salary schedule to a min/max range plan to allow for greater financial flexibility.

Table 18 – Proposed Salary Schedule – General Employees

Grade	Level 1 (Min)	Level 2	Level 3	Level 4 (Mid)	Level 5	Level 6	Level 7 (Max)
LD01	\$10.00	\$11.00	\$12.00	\$13.00	\$14.00	\$15.00	\$16.00
LD02	\$10.75	\$11.83	\$12.90	\$13.98	\$15.05	\$16.13	\$17.20
LD03	\$11.56	\$12.71	\$13.87	\$15.02	\$16.18	\$17.33	\$18.49
LD04	\$12.42	\$13.67	\$14.91	\$16.15	\$17.39	\$18.63	\$19.88
LD05	\$13.35	\$14.69	\$16.03	\$17.36	\$18.70	\$20.03	\$21.37
LD06	\$14.36	\$15.79	\$17.23	\$18.66	\$20.10	\$21.53	\$22.97
LD07	\$15.43	\$16.98	\$18.52	\$20.06	\$21.61	\$23.15	\$24.69
LD08	\$16.59	\$18.25	\$19.91	\$21.57	\$23.23	\$24.89	\$26.54
LD09	\$17.83	\$19.62	\$21.40	\$23.19	\$24.97	\$26.75	\$28.54
LD10	\$19.17	\$21.09	\$23.01	\$24.92	\$26.84	\$28.76	\$30.68
LD11	\$20.61	\$22.67	\$24.73	\$26.79	\$28.85	\$30.92	\$32.98
LD12	\$22.16	\$24.37	\$26.59	\$28.80	\$31.02	\$33.23	\$35.45
LD13	\$23.82	\$26.20	\$28.58	\$30.96	\$33.34	\$35.73	\$38.11
LD14	\$25.60	\$28.16	\$30.72	\$33.29	\$35.85	\$38.41	\$40.97
LD15	\$27.52	\$30.28	\$33.03	\$35.78	\$38.53	\$41.29	\$44.04
LD16	\$29.59	\$32.55	\$35.51	\$38.47	\$41.42	\$44.38	\$47.34
LD17	\$31.81	\$34.99	\$38.17	\$41.35	\$44.53	\$47.71	\$50.89
LD18	\$34.19	\$37.61	\$41.03	\$44.45	\$47.87	\$51.29	\$54.71
LD19	\$36.76	\$40.43	\$44.11	\$47.79	\$51.46	\$55.14	\$58.81
LD20	\$39.51	\$43.47	\$47.42	\$51.37	\$55.32	\$59.27	\$63.22
LD21	\$42.48	\$46.73	\$50.97	\$55.22	\$59.47	\$63.72	\$67.97
LD22	\$45.66	\$50.23	\$54.80	\$59.36	\$63.93	\$68.50	\$73.06
LD23	\$49.09	\$54.00	\$58.91	\$63.82	\$68.72	\$73.63	\$78.54
LD24	\$52.77	\$58.05	\$63.33	\$68.60	\$73.88	\$79.16	\$84.43
LD25	\$56.73	\$62.40	\$68.07	\$73.75	\$79.42	\$85.09	\$90.77

CFS Scoring by Grade

In Table 19, the correlation between CFS score and grade is presented. From this table, all positions have been placed.

Table 19 – Proposed Salary Schedule – CFS Range

Grade	Min	Max
LD01	0.0	11.1
LD02	11.1	12.1
LD03	12.1	13.2
LD04	13.2	14.5
LD05	14.5	16.1
LD06	16.1	18.0
LD07	18.0	20.2
LD08	20.2	23.0
LD09	23.0	26.4
LD10	26.4	30.6
LD11	30.6	35.9
LD12	35.9	42.6
LD13	42.6	51.2
LD14	51.2	62.3
LD15	62.4	77.1
LD16	77.1	96.9
LD17	96.9	140.5
LD18	140.5	193.5
LD19	193.5	236.6
LD20	236.7	283.1
LD21	283.1	332.9
LD22	333.0	386.6
LD23	386.6	444.2
LD24	444.2	506.2
LD25	506.2	572.8

Proposed Internal Equity

In Table 20, the resulting proposed internal equity for the City is presented for all employees.

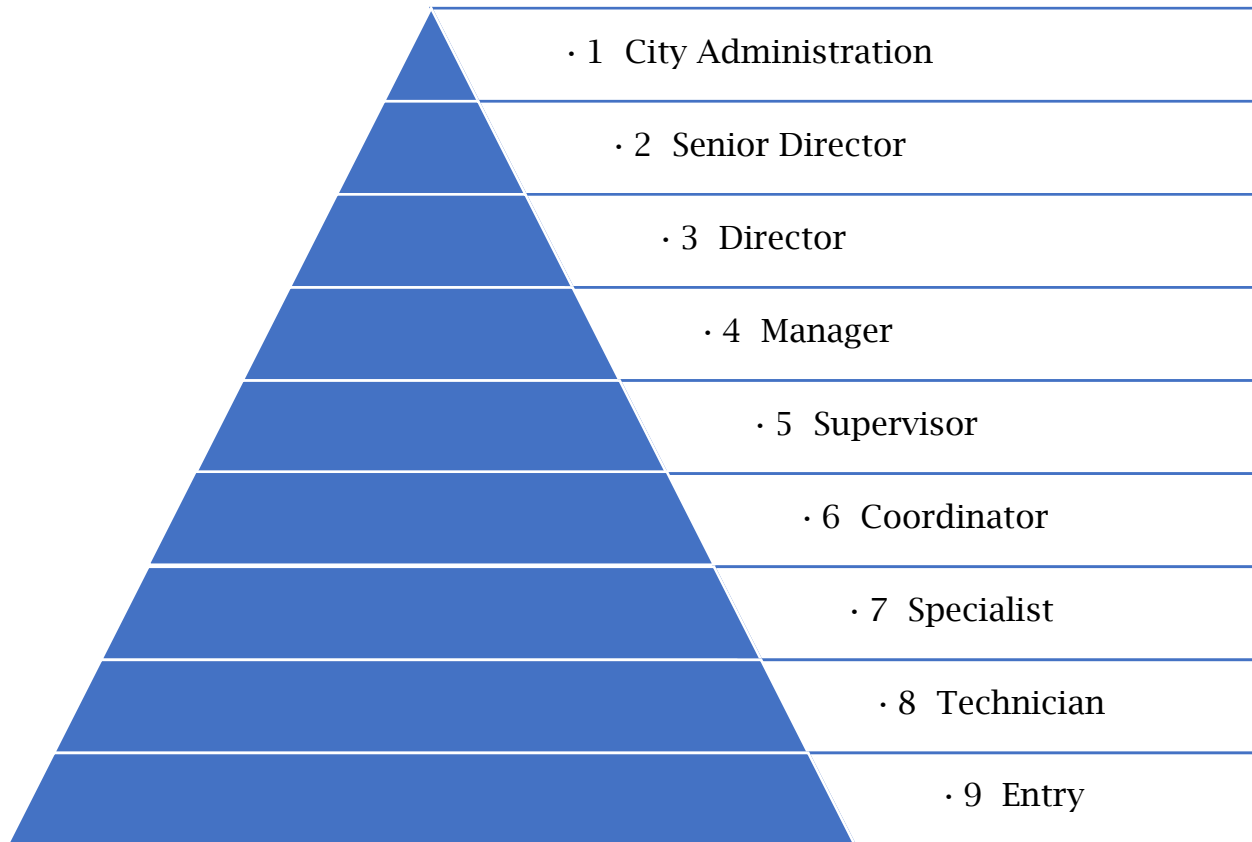
Table 20 – Proposed Internal Equity

Grade	Title
LD01	Kennel Technician
LD02	-
LD03	-
LD04	Library Assistant
LD05	-
LD06	Administrative Assistant Court Clerk Municipal Court Clerk
LD07	Animal Control Officer Equipment Operator I Permit Technician
LD08	-
LD09	Accounting Clerk Code Enforcement Officer Equipment Operator II
LD10	Librarian Record Clerk
LD11	-
LD12 OFC	Community Development Coordinator Crew Leader Police Officer Police Officer Detective
LD13	Court Administrator Deputy City Secretary
LD14 SGT	Animal Shelter Manager Police Sergeant
LD15	Director of Library Services Public Works Manager
LD16 LT	Police Lieutenant

Grade	Title
LD17	City Secretary Public Works Superintendent
LD18	-
LD19	-
LD20	-
LD21	Development Services Director Finance Director Police Chief
LD22	-
LD23	-
LD24	City Manager

Recommended Reclassifications

Career Progression Levels



The classification hierarchy can be implemented within each department to standardize career progression and allow employees to see how they fit in the organization as a whole. Placement on the career development chart is not in direct correlation to pay. For some departments, like emergency services, a more industry specific generally accepted hierarchy of positions may be appropriate.

Level	Category	Description
1	City Administration	Oversees all day-to-day operations within the organization.
2	Senior Director	Communicates at high levels and assists with development of a long-term strategic vision for the City.
3	Director	Oversees activities and operations for a department.
4	Manager	Manages activities and operations for a program.
5	Supervisor	Monitors, evaluates, and resolves complex internal policies with a short-term tactical approach.
6	Coordinator	Facilitates planning and implements projects for the City.
7	Specialist	Utilizes knowledge and experience in the application of a field to handle complex tasks.
8	Technician	Applies learned skills in day-to-day tasks.
9	Entry	Supports the services offered by the City.

For clarification the following provides more specific definitions of titles:

- Attendant / Aide - This position involves field specific task-oriented work.
- Assistant - This is a support position which relates to office, accounting and finance.
- Lead - This person leads by example. He or she organizes, assigns, makes decisions, and recognizes capabilities of staff in their charge.

While the City can guide employees in their professional growth, factors such as economic circumstances, organizational priorities, and community demands will also impact their career path. As a general trend, employees are taking a more pro-active approach to their own career development and will value an employer who allows for learning and training opportunities as opposed to one that does not.

Table 21 - Recommended Reclassification

Classification	Current Title	Title Change
Level 9	Kennel Technician	Kennel Assistant
Level 6	Animal Shelter Manager	Animal Shelter Administrator
Level 4	Community Development Coordinator	Community Development Manager

Recommended Salary Adjustments

Market

A regression analysis of the CFS Score and the salary survey results indicate that market median salary for all positions is predicted very well by the CFS Score. The coefficient of determination is **96%**, in other words, the knowledge, skills, and abilities identified in the employee/manager Position Vantage Point job description survey correlate extremely well with the external markets' valuation of the job positions at Lake Dallas.

In Table 22, salary recommendation for all general employees based on the external market findings is presented. Police Officer, Police Lieutenants, and Police Sergeants salaries are found in Table 23.

Table 22 –Market Salary Adjustments – General Employees

Name	Title	Current Grade	Current Rate	New Grade	New Rate
Bigham	Animal Control Officer	B	\$17.60	LD07-3	\$18.52
Uber	Animal Shelter Manager	D	\$24.03	LD14-1	\$25.60
Cabrales	City Manager		\$53.94	LD24-4	\$68.60
Delcambre	City Secretary	G	\$37.21	LD17-3	\$38.17
Rusnak	Code Enforcement Officer	C	\$19.37	LD09-2	\$19.62
Bentley	Community Development Coordinator	E	\$26.44	LD12-3	\$26.59
Fernandez	Court Administrator	D	\$25.50	LD13-2	\$26.20
Miller	Crew Leader	C	\$20.85	LD12-1	\$22.16
McAdams	Director of Library Services	F	\$28.57	LD15-2	\$30.28
Koebrick	Equipment Operator I	A	\$14.94	LD07-1	\$15.43
Guerrero	Equipment Operator II	B	\$18.13	LD09-2	\$19.62
Jacobs	Equipment Operator II	B	\$17.18	LD09-1	\$17.83
Sanchez	Finance Director	F	\$32.67	LD21-1	\$42.48
Gonzales	Kennel Technician	-	\$11.44	LD01-4	\$13.00
Harden	Kennel Technician	-	\$11.44	LD01-4	\$13.00
Foote	Library Assistant	-	\$10.40	LD04-3	\$14.91
January	Library Assistant	-	\$10.40	LD04-3	\$14.91

Name	Title	Current Grade	Current Rate	New Grade	New Rate
Marino	Library Assistant	-	\$10.99	LD04-3	\$14.91
Shambley	Library Assistant	-	\$11.22	LD04-3	\$14.91
Cowling	Permit Technician	B	\$18.21	LD07-3	\$18.52
Carolla	Police Chief	H	\$50.25	LD21-4	\$55.22
Cline	Public Works Superintendent	F	\$29.33	LD17-1	\$31.81
Beaty	Record Clerk	C	\$22.87	LD10-3	\$23.01

Table 23 -Market Salary Adjustments – Police Officer

Name	Title	Current Grade	Current Rate	New Grade	New Rate
Chiat	Police Officer	E+	\$23.34	PO-2	\$25.07
Cole	Police Officer	E+	\$23.34	PO-2	\$25.07
Deville	Police Officer	E+	\$23.61	PO-2	\$25.07
Grant	Police Officer	E+	\$29.39	PO-5	\$30.28
Horrilleno	Police Officer	E+	\$24.79	PO-2	\$25.07
LaBeau	Police Officer	E+	\$24.79	PO-2	\$25.07
Nelson	Police Officer	E+	\$24.79	PO-2	\$25.07
Oliver	Police Officer	E+	\$24.75	PO-2	\$25.07
Renes	Police Officer	E+	\$23.61	PO-2	\$25.07
Taylor	Police Officer	E+	\$23.61	PO-2	\$25.07
Hall	Police Officer Detective	E+	\$27.57	PO-4	\$28.55
Noseff	Police Officer Detective	E+	\$27.33	PO-4	\$28.55
Sawyer	Police Lieutenant	G	\$36.46	LT-4	\$38.47
Stone	Police Lieutenant	G	\$34.73	LT-3	\$35.51
Farrell	Police Sergeant	F+	\$29.30	SGT-4	\$31.70

Tenure

An examination of the tenure each employee has with the City was also conducted. An employee's years of service in their current position, using July 1, 2020 as the reference date, was compared against Table 24 to understand if the market adjustments described above was sufficient to properly account for tenure. In Table 25, the employees where an additional adjustment for tenure is identified. These adjustments should be considered as a one-time event and not indicative of any future salary adjustment based on service time.

Table 24 -Service Adjustment

Min (yrs)	Max (yrs)	Level
0	1.99	1
2.00	3.99	2
4.00	5.99	3
6.00	7.99	4
8.00	9.99	5
10.00	11.99	6
12.00	14.00	7

Table 25 -Tenure Salary Adjustments

Name	Title	Service (yrs)	Market Grade	New Grade	New Rate
Miller	Crew Leader	2.75	LD12-1	LD12-2	\$24.37
Jacobs	Equipment Operator II	2.11	LD09-1	LD09-2	\$19.62
Grant	Police Officer	13.57	PO-5	PO-7	\$33.76
LaBeau	Police Officer	5.22	PO-2	PO-3	\$26.81
Nelson	Police Officer	4.03	PO-2	PO-3	\$26.81
Noseff	Police Officer Detective	10.39	PO-4	PO-6	\$32.02
Beaty	Record Clerk	7.40	LD10-3	LD10-4	\$26.84