



**CITY COUNCIL WORKSHOP
WEDNESDAY - JANUARY 25, 2023 - 5:30 PM
Notice of AGENDA
City Council Chamber/Municipal Courtroom
2801 Ranch Road 1869
Liberty Hill, TX 78642**

**Angela Jones
Amanda L Young
Chris Pezold**

**Crystal Mancilla
Will Crossland
Liz Branigan**

LIVE VIDEO ACCESS AND RECORDINGS

The live video link will be on the City's Facebook page. Following the meeting, the link for the live meeting will be removed.

The recording of the meeting will be placed on the City's webpage: www.libertyhilltx.gov

PLEASE SILENCE YOUR CELL PHONES

1) CALL TO ORDER AND ESTABLISH QUORUM

2) REGULAR AGENDA

- a) Presentation and Report by Public Sector Personnel Consultants representative Sam Heinz, regarding Liberty Hill employee salary survey, as commissioned by City Council 7-27-22. (HR Director James Harris)

[Liberty Hill Wrap-Up Presentation.pptx](#)

[Salary Survey 1-25-2023 By department salary and benefits combined.pdf](#)

3) ADJOURNMENT

The City Council, Boards, and Commissions reserve the right to reconvene, recess, realign, change the order of business, or adjourn into Executive Session at any time during the course of the meeting, prior to adjournment, to discuss any item listed above, as authorized by Texas Government Code Section §551.071 (Consultation with Attorney), §551.072 (Deliberations about Real Property), §551.073 (Deliberations about Gifts and Donations), §551.074 (Personnel Matters), §551.076 (Deliberations about Security Devices), and §551.087 (Development). In compliance with the Americans with Disabilities Act, the City of Liberty Hill will provide reasonable accommodation for persons attending meetings. To better serve you, requests need to be received 48 hours prior to the meeting. Contact the City Secretary at 512-778-5449 – Extension 125.

POSTING CERTIFICATION: I, ELAINE SIMPSON – CITY SECRETARY – CITY OF LIBERTY HILL certify that the attached notice of meeting was duly posted on the bulletin board at City Hall located at 926 Loop 332, Liberty Hill, Texas 78642 and on the City website (www.libertyhilltx.gov) on the _____ day of _____, 202_ at _____. Elaine Simpson – City Secretary.

REMOVAL CERTIFICATION: I ELAINE SIMPSON – CITY SECRETARY – CITY OF LIBERTY HILL certify that the attached notice of meeting was removed from the bulletin board at City Hall located at 926 Loop 332, Liberty Hill, Texas 78642 on the _____ day of _____, 202_ at _____.
INITIALS _____



**CITY COUNCIL WORKSHOP CITY COUNCIL
WORKSHOP
WEDNESDAY - JANUARY 25, 2023
2801 Ranch Road 1869 - Liberty Hill**

AGENDA ITEM 2.a

**Presentation and Report by Public Sector Personnel Consultants representative Sam Heinz,
regarding Liberty Hill employee salary survey, as commissioned by City Council 7-27-22. (HR Director
James Harris)**

Findings and Recommendations of the Classification and Compensation Study and Recommended FY 2023 Salary Plan

For the City of Liberty Hill, TX
December 2023

Classification and Compensation Study Scope

- Planning
- Employee Briefings and PAQ Handout
- Job Analysis and Classification Study
- Market Survey and Analysis of External Competitiveness
- Discussion of Salary Schedule Design
- Market-Sensitive Range Recommendations Referencing Survey Data
- Analysis of Internal Alignment
- Fiscal Impact of Proposed Salary Plan
- Implementation Recommendations
- Rewrite Job Descriptions with information from PAQ's

Study Phases

Sept.
2022

- Meet with City Manager and HR Director to discuss project timeline and goals
- Introduce study to employees; distribute Position Analysis Questionnaires

Oct.
2022

- PAQ's completed; review job titles and classification system
- Confirm comparator agencies; solicit information, begin market survey

Nov.
2022

- Survey completed; discuss pay plan design; assign all positions to market-sensitive ranges referencing survey data; perform review of internal alignment

Dec.
2022

- Provide a cost estimate for implementation of new pay plan
- Presentation to City Council and final reporting

Classification Review Process

Employee Participation

- Employees were invited to complete either an individual or group PAQ
- PAQ's or job descriptions were used to identify the number and level of distinct occupations at the City
- Employee classifications were reviewed to verify their classification was appropriate based on duties described in the PAQ

Management Participation

- Proposed classifications reviewed by Human Resources Director
- Feedback was evaluated and incorporated into classification plan where appropriate

Job Analysis – Classification Process

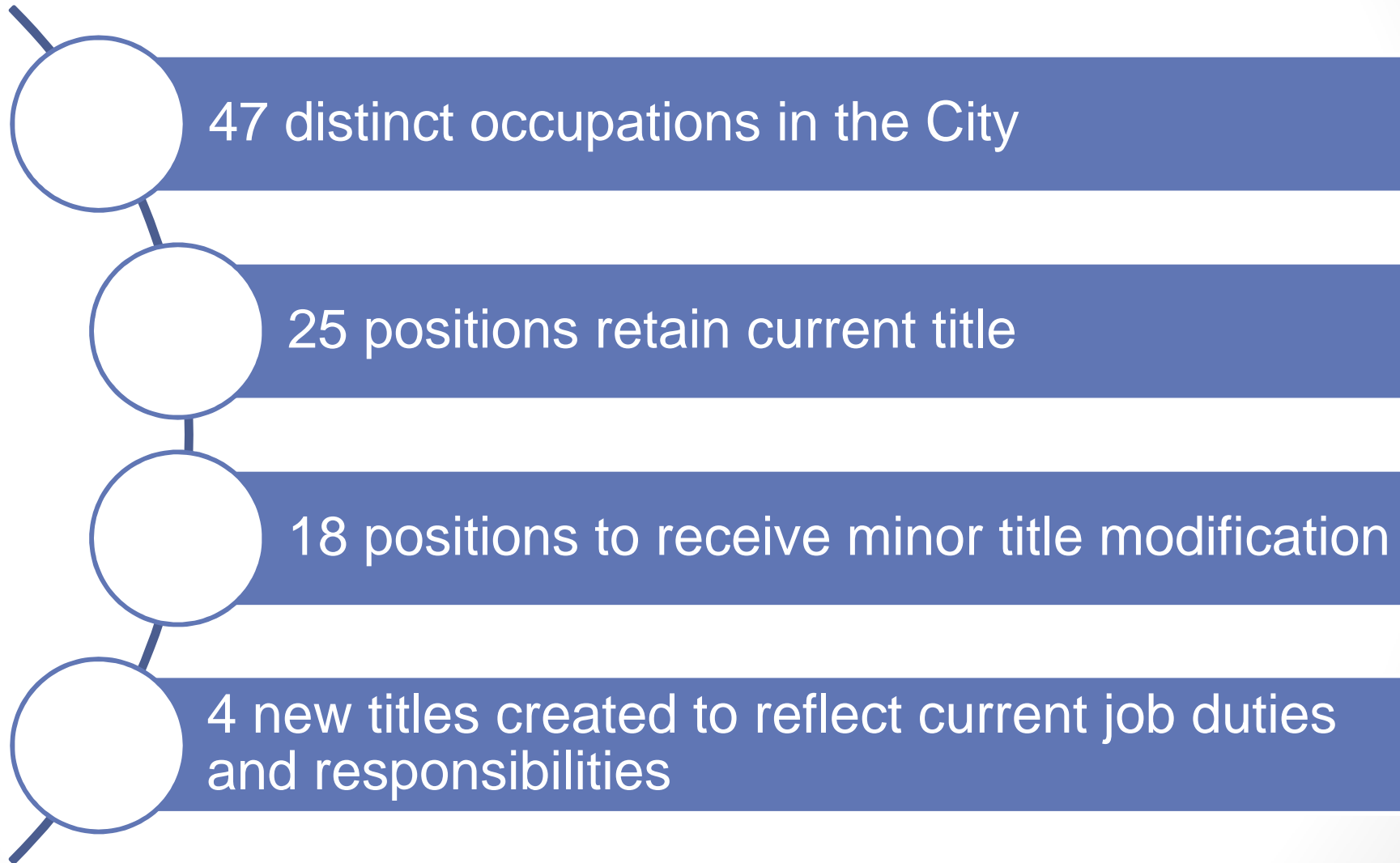
Position Analysis Questionnaire

- Used as basis for identification of:
 - Occupations
 - Job families
 - Job series (levels)
- Development of job descriptions

Proper Classification

- Foundation for sound pay practices
- Titles should describe the work being performed
- Titles should be consistent with industry standards

Classification Review Findings



Market Survey and Analysis of External Competitiveness

- Market competitors include employers that the city competes with to obtain and retain qualified employees
- Jobs being compared not the employers
- Solicited Pay Plans, Organizational Charts, and Job Descriptions to aid in the process of job matching
- Private sector data included where applicable

Market Competitors

Bee Cave, City of	Leander, City of
Bell, County of	Manor, City of
Burnet, City of	Marble Falls, City of
Burnet, County of	Pflugerville, City of
Cedar Park, City of	Round Rock, City of
Georgetown, City of	Taylor, City of
Hutto, City of	Williamson, County of
Lakeway, City of	

Private sector data from the Economic Research Institute for the Central Texas region

Director and Managerial position matches excluded or adjusted for scope from cities with >50K population

Selection of Benchmark Positions

- Benchmark positions are those jobs that are commonly found at most of the competitor employers
- No such thing as a “perfect match”
- Benchmarks are defined as 70% similar duties, responsibilities, and Knowledge, Skills, and Abilities (KSAs)
- Data collected for 45 current positions
- Additional levels benchmarked for future reference as city continues to grow

Example of a Benchmark Survey Worksheet

City of Irving Current Job Title	Survey Job Class	Survey Organization	Irving Midpoint	Market Midpoint	Variance	
					\$	%

Utility Heavy Equipment Operator			\$42,456	\$45,026	-\$2,570	-6.05%
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Heavy Equipment Operator II	Denton		\$51,927			
Sr Equipment Operator	Fort Worth		\$48,170			
Pw Heavy Equip Oper-Water	Carrollton		\$46,923			
Pub Works Equip Operator, Sr	Plano		\$46,461			
Heavy Equipment Operator II	Garland	Market Average	\$45,344			
Heavy Equipment Operator	Richardson		\$44,640			
Heavy Equipment Operator II	Frisco		\$44,508			
Heavy Equipment Operator	Dallas		\$44,244			
Heavy Equip Opr III	Arlington		\$43,334			
Heavy Equipment Operator	Lewisville		\$43,333			
Equipment Operator II	Mesquite		\$42,744			
Heavy Equipment Op-Wtr Dist	Grand Prairie		\$42,562			Current Rank
		Public Sector Average:	\$45,349			
Heavy Equipment Operator	Regional Private Sector		\$44,702			
		Private Sector Average:	\$44,702			
		Prevailing Rate:	\$45,026			

Salary Schedule

- The City adopted a formal salary schedule in the previous budget cycle. This salary schedule has been in use for new hires, but not in use for all positions in the organization.
Recommend full implementation of the salary schedule.
- Current Salary Schedule consists of:
 - 15 ranges
 - 20 Steps, "A" through "T"
 - Varying distance between the midpoints of each range
 - 75% range width

	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R	S	T
	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL	ANNUAL
Range PO3	\$28,891	\$29,765	\$30,659	\$31,574	\$32,302	\$33,488	\$34,507	\$35,526	\$36,608	\$37,690	\$38,834	\$39,998	\$41,184	\$42,432	\$43,701	\$45,011	\$46,363	\$47,757	\$49,192	\$50,669
Range PO4	\$31,408	\$32,344	\$33,322	\$34,320	\$35,360	\$36,421	\$37,502	\$38,626	\$39,790	\$40,976	\$43,035	\$43,472	\$44,782	\$46,114	\$47,507	\$48,942	\$50,419	\$51,938	\$53,498	\$55,099
Range PO5	\$34,091	\$35,110	\$36,171	\$37,253	\$38,376	\$39,520	\$40,706	\$41,933	\$43,181	\$44,491	\$45,822	\$47,195	\$48,610	\$50,066	\$51,563	\$53,123	\$54,725	\$56,368	\$58,053	\$59,800
Range PO6	\$31,107	\$32,230	\$33,374	\$40,539	\$41,766	\$43,014	\$44,304	\$45,635	\$47,008	\$48,422	\$49,878	\$51,355	\$52,915	\$54,496	\$56,118	\$57,803	\$59,530	\$61,318	\$63,149	\$65,042
Range PO7	\$40,498	\$41,704	\$42,973	\$44,262	\$45,573	\$46,946	\$48,360	\$49,816	\$51,293	\$52,832	\$54,434	\$56,056	\$57,741	\$59,467	\$61,256	\$63,086	\$66,227	\$68,224	\$70,262	\$72,363
Range PO8	\$44,491	\$45,822	\$47,195	\$48,610	\$50,066	\$51,584	\$53,123	\$54,725	\$56,368	\$58,053	\$59,800	\$61,589	\$63,440	\$65,333	\$67,080	\$69,306	\$71,386	\$73,528	\$75,733	\$78,000
Range PO9	\$49,005	\$50,482	\$51,979	\$53,539	\$55,162	\$56,805	\$58,510	\$60,278	\$62,088	\$63,939	\$65,853	\$67,829	\$69,867	\$71,968	\$74,131	\$76,357	\$78,624	\$80,974	\$83,408	\$85,925
Range PO10	\$50,502	\$52,021	\$53,581	\$55,182	\$56,846	\$58,552	\$60,299	\$62,109	\$63,981	\$65,894	\$67,870	\$69,909	\$72,010	\$74,173	\$76,398	\$78,686	\$81,037	\$83,470	\$85,966	\$88,546
Range PO11	\$56,492	\$58,177	\$59,924	\$61,734	\$63,585	\$65,499	\$67,454	\$69,472	\$71,573	\$73,715	\$75,920	\$78,208	\$80,538	\$82,971	\$85,446	\$88,005	\$90,646	\$93,371	\$96,158	\$99,050
Range PO12	\$63,300	\$65,187	\$67,142	\$69,160	\$71,240	\$73,382	\$75,587	\$77,854	\$80,184	\$82,576	\$85,072	\$87,610	\$90,251	\$92,955	\$95,742	\$98,613	\$102,066	\$105,123	\$108,285	\$111,530
Range PO13	\$70,900	\$73,008	\$75,213	\$77,459	\$79,789	\$82,181	\$84,635	\$87,173	\$89,794	\$92,498	\$95,264	\$98,114	\$101,067	\$104,104	\$107,224	\$110,448	\$114,317	\$117,749	\$121,285	\$124,925
Range PO14	\$79,400	\$81,785	\$84,219	\$86,757	\$89,357	\$92,040	\$94,806	\$97,635	\$100,568	\$103,584	\$106,704	\$109,907	\$113,194	\$116,584	\$120,099	\$123,698	\$128,024	\$131,872	\$135,824	\$139,901
Range PO15	\$89,000	\$91,644	\$94,411	\$97,240	\$100,152	\$103,147	\$106,246	\$109,429	\$112,715	\$116,105	\$119,579	\$123,178	\$126,859	\$130,666	\$134,597	\$138,632	\$143,478	\$147,784	\$152,214	\$156,790
Range PO16	\$99,600	\$104,728	\$107,869	\$111,093	\$114,421	\$117,874	\$121,410	\$125,050	\$128,794	\$132,662	\$136,635	\$140,733	\$144,955	\$149,302	\$153,795	\$158,392	\$163,946	\$168,854	\$173,930	\$179,150
Range PO17	\$111,600	\$114,940	\$118,394	\$121,930	\$125,590	\$129,376	\$133,255	\$137,238	\$141,357	\$145,600	\$149,968	\$154,461	\$159,099	\$163,883	\$168,792	\$173,846	\$179,941	\$185,349	\$190,902	\$196,622
Range PO18	\$125,000	\$128,731	\$132,600	\$136,573	\$140,670	\$144,893	\$149,240	\$153,712	\$158,330	\$163,072	\$167,981	\$173,014	\$178,194	\$183,539	\$189,051	\$194,730	\$201,545	\$207,605	\$213,824	\$220,251

Range Assignments

- Positions assigned to the range whose midpoint is closest to the market midpoint.
- Example:
 - Administrative Assistant – Market Midpoint \$47,479

Range	Step A	Step B	Step C	Step D	Step E	Step F	Step G	Step H	Step I	Step J	Midpoint
PO5	\$34,612	\$36,342	\$38,159	\$40,067	\$42,071	\$44,174	\$46,383	\$48,702	\$51,137	\$53,694	\$44,153
PO6	\$36,342	\$38,159	\$40,067	\$42,071	\$44,174	\$46,383	\$48,702	\$51,137	\$53,694	\$56,379	\$46,361
PO7	\$38,159	\$40,067	\$42,071	\$44,174	\$46,383	\$48,702	\$51,137	\$53,694	\$56,379	\$59,198	\$48,679

- Market Midpoint is closest to the midpoint of Range 6;
Assign the Administrative Assistant position to Range 6

Internal Equity/Internal Alignment

- Use survey data as primary guide for range placement.
- Also consider how positions relate to one another within the organization, which positions the organization values similarly.
- As responsibilities increase, so should the range.
 - General Rule of thumb:
 - At least 10-15% (2-3 ranges) between sequential job series.
 - At least 20-25% (4-5 ranges) between supervisors and direct reports.
- Encourage career progression and progression within job families/series.
- Additional levels and positions surveyed and modeled out for future reference

Implementation Steps

- Adopt the Proposed Job Classification Recommendations
- Fully implement and integrate all employees into the salary schedule
- Implement the market-sensitive Range Assignments proposed for each position in the City
- Estimated cost to implement market-sensitive ranges for all employees: **\$62,889, or 1.5% of current payroll**
 - Cost stems from two sources:
 - Moving any employee whose current salary is below the proposed range minimum up to minimum (1 employee)
 - Placing each employee on the step that is closest to, but not less than, their current salary

Total cost when adding TMRS/FICA/Medicare: \$71,737

Questions/Comments?

City of Liberty Hill
Annual Salary Adjustment Costs
Including TMRS, FICA, and Medicare
per Salary Survey - January 2023

By Department

	Row Labels	Sum of Total Costs	
Administration	10-10	\$	11,267
Police	10-20		22,198
Municipal Court	10-30		1,738
Development Services	10-35		15,753
Parks & Rec	10-40		717
Streets & Drainage	10-46		2,221
Wastewater Treatment	50-50		13,568
Water	52-70		4,276
Grand Total		\$	71,737

By Fund

General Fund	10	\$	53,893
Wastewater Fund	50		13,568
Water Fund	52		4,276
Grand Total		\$	71,737

FY 2023 Budget

Fund	Revenue		Expenses		Over/(Under)
General *	\$	9,821,615	\$	9,380,474	\$ 441,141
Wastewater		12,070,500		8,321,444	3,749,056
Water		4,068,500		2,117,199	1,951,301
Grand Total	\$	25,960,615	\$	19,819,117	\$ 6,141,498

*Expenses includes the costs for the recently approved Park Maintenance Technician position and increase of pay for Director of Communications and Community Engagement