

# Classification and Total Compensation Study and Analysis

*for the*



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# ***The City of Boerne***

## **EXECUTIVE SUMMARY**

### ***Classification and Total Compensation Study and Analysis***

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#### **Assignment**

The City of Boerne retained Ray Associates, Inc. to assist the City in conducting a total compensation study (salaries and benefits), specifically custom salary and benefits surveys to solicit information for comparable jobs from 14 other Texas cities and/or public utilities, as well as to look at classification issues, if any, to ensure accurate job titles.

This engagement was conducted collaboratively with the City, with the City's Human Resources staff performing some of the work under the guidance of Ray Associates, Inc., resulting in cost savings for the City of Boerne.

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#### **City of Boerne's Current Position in the Market – Salaries**

Ray Associates, Inc. included 45 jobs in the custom salary survey. We received an adequate number of survey responses (at least three employers) providing **actual** salary data for 44 of the 45 benchmark jobs (received fewer than three matches for Public Works General Superintendent). In gathering **salary range/structure** data in the survey, we likewise did not receive at least three matches for one job, Deputy City Manager – Economic Development Director. Therefore, the numbers below reference the 44 benchmark positions for both actual salaries and salary ranges for the 44 benchmark positions for which we received sufficient salary data.

The survey data reveals that, with a few exceptions, the City's actual salaries most frequently fall within the **ranges** applicable to the top third of the market, or 66.67<sup>th</sup> percentile. However, there were several instances where the Boerne salaries were more than five percent above or below the top third, and a significant portion of these differed from the market by double digit percentages.

The numbers and percentages in the examples below are based on the data reported by the 14 selected market employers for 44 of the 45 benchmark jobs.

### ***Salary Range Minimums (Entry)***

- ❖ None of Boerne's current **entry** salaries for the 44 benchmark jobs (Step 1 of the pay grade) were the **lowest or next-to-the-lowest** when compared to respondents' entry level salaries reported for **salary range** data for a comparable job.
- ❖ Boerne's **entry** levels for **salary ranges** were **within plus or minus 5%** of the top third of the other cities' entry levels for comparable jobs for 18 of the 44 benchmark jobs (**40.9%**) for which an adequate number of matches were found
- ❖ The **entry** level of the pay range to which Boerne jobs are currently assigned is **more than 5% below the top third** of the market (66.67<sup>th</sup> percentile – where one-third of the employers pay more and two-thirds pay less) for **31.84%** of the benchmark jobs (14 of the 44 jobs for which adequate pay range data was provided). For **half of these** 15.9% of the benchmark jobs (seven of the 14 for which the entry is more than 5% below the top third), Boerne's entry levels were below the target entry salary by **double digits**.
- ❖ Conversely, Boerne's entry of the pay range was **more than 5% above the market** for 12 of the 44 jobs (**27.3%**), and in **eight of those 12 instances** (18.2% of the time), the City's entry salary was higher than the entry at the top third of the market by **double digit** differences. This does not, however, translate into Boerne employees being overpaid, since most pay ranges have approximately a 50% band width (difference between entry and maximum of the pay range).
- ❖ And the entry salary of Boerne's current pay range was **highest or next-to-the-highest** for 12 of the 44 benchmark jobs (**27.3%**) when compared to the entry level salaries of the benchmark jobs for which at least three cities reported comparable jobs.

### ***Salary Range Maximums***

- ❖ None of Boerne's range **maximums** were the **lowest or next-to-the-lowest** in the market for the 44 benchmark jobs for which at least three other cities or public utilities reported comparable jobs.
- ❖ For **eight jobs (18.2%)** for which adequate pay range survey data was reported, Boerne's current range **maximums** were **below the top third** by **more than 5%**, and half of those (four of the eight jobs) were below the top third by **double digit percentages**.
- ❖ However, Boerne's current range **maximums** were **above the top third** by **more than 5%** for 18 of the 44 benchmarks (**40.9%**), and 11 of those (**25%**) were above the market's 66.67<sup>th</sup> percentile for pay range maximum by double digit differences. This

should not alarm the City management or City Council since only six employees (2.5% of the workforce) are currently paid at the maximum for their pay grade. Four additional employees' pay will be "red circled," or temporarily "frozen," but since all four of those employees are Probationary Police Officers, they will be paid within the appropriate pay range within less than one year, as soon as each of them fully qualifies to be upgraded to Police Officer I.

- ❖ Boerne's pay range **maximum** for 18 of the 44 benchmark jobs for which adequate data was obtained (**40.9%**) is **within plus or minus 5%** of the pay range maximum at the 66.67<sup>th</sup> percentile (top third) of the market.
- ❖ And the **maximum** salary of Boerne's current pay range was **highest or next-to-the-highest** for 11 of the 44 benchmark jobs (**25%**) when compared to the maximum level salaries of the benchmark jobs for which at least three cities reported comparable jobs.

### *Actual Salaries*

- ❖ Of the 44 jobs for which adequate **actual salary** data was reported, Boerne's **actual current salary was more than 5% below the top third** 17 times (**38.6% of the time**) when compared with the **lowest actual salary** being paid by others for comparable jobs, and 12 of those 17 times (**29.3%** overall), Boerne's salary was lower by **double digit** percentages.
- ❖ Similarly, when compared with the **highest actual salary** being paid by the other cities and public utilities, Boerne's actual salaries were **more than 5% below the top third** salary in the market for 25 of the 44 benchmark jobs (**56.8% of the time**), and 19 of those (**43.2%**) were lower by **double digit** percentages.
- ❖ Conversely, **14 (31.8%)** of the **actual salaries** for the City of Boerne's 44 benchmark jobs are **more than 5% above the actual 66.67<sup>th</sup> percentile** in the market when comparing the **lowest salaries actually being paid** by others; and **nine** of Boerne's benchmark jobs (**20.5%**) are actually paid more than 5% **above the top third** when compared to the **highest salaries currently being paid** by the other cities and public utilities.
- ❖ Boerne's **actual salaries** were **within plus or minus 5%** of the 66.67<sup>th</sup> percentile (top third) for 12 of the 44 benchmark jobs (**27.3%**) when compared to the **lowest actual** salaries being paid by others and for nine of the 44 benchmark jobs (**20.5%**) when compared to the highest actual salaries being paid by the other cities and public utilities.
- ❖ Only once was Boerne the **lowest or next-to-the-lowest payer** in the market when comparing actual salaries for the 44 benchmark jobs (**2.3% of the time**).

- ❖ Conversely, Boerne’s **actual salaries** were the **highest or next-to-the-highest** in the market for 12 of the 44 benchmark jobs (**27.3%**). This does not mean that the City of Boerne is overpaying for these 12 jobs, since only six Boerne employees (2.5% of the workforce) are currently paid at the maximum for their pay grade.

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## **Recommendations**

1. Adopt the classification recommendations of Ray Associates (job title changes and reclassification of some positions).
2. Adopt the recommended Fiscal Year 2013-2014 placement of all City jobs on the revised General Government and Police Pay Schedule and the separate, revised Fire Department Pay Schedule to bring the City’s salary structure in line with the top one-third (66.67<sup>th</sup> percentile) of the market. This will involve salary adjustments for those City employees whose newly adjusted current salary is still below the market-based recommended entry level for the position.
3. Re-check ECI and CPI data as times draws nearer to adopting the new Fiscal Year 2014-2014 budget and apply an appropriate across-the-board adjustment to all numbers on both pay schedules to adjust the City’s pay schedules effective October 1, 2014, as most other cities and public utilities will also be adjusting their pay structures October 1, 2014.
4. In future years, we recommend that the City make annual across-the-board adjustments, even if they are small, based on a percentage of base pay, and that those adjustments always be applied to the City’s salary schedule.
  - a. Future salary schedule adjustments should be at least equivalent to the percent change in the U.S. Department of Labor’s Employment Cost Index (ECI) for salaries and wages over the preceding 12-month period available from the U.S. Bureau of Labor Statistics’ web site ([www.bls.gov](http://www.bls.gov)); ECI today is approximately 2.0 percent.
  - b. The ECI figures should be supplemented by calls to the benchmark employers used in this study and/or review of other supplemental data to determine what the market in which the City of Boerne competes is planning for salary structure adjustments.
5. Carefully review the Benefits Tables contained behind Appendix B and the section of this report headed “Findings and Conclusions – Benefits” to determine where the City would like to place its priorities relating to employee benefits. We recommend focusing on:

- a. Ensuring that the City's Sick and Vacation Leave provisions are providing the best added value for the City.
- b. Providing a more competitive, City-paid life insurance benefit for City employees.
- c. Initiating a Certification Pay Program for Water and Wastewater employees.
- d. Creating a tuition reimbursement program that can assist City employees in returning to school to broaden their knowledge and learn best practices.
- e. Consider increasing the funds allocated for adjustments and performance-based increases for Fiscal Year 2014-2014 to 4.0%.

There are several other components of the benefits package that are worthy of consideration for later, but the above five, in our professional opinion, are the ones that will add the most value.

In most local government organizations, employee salaries and fringe benefits comprise between 50 and 75% of the total budget. As evidenced by the City Council's approval to proceed with this study, together with your past history, we know you recognize that it is important to invest in your employees, as human capital is your most valuable asset. This need for investment in human capital is underscored by the changes occurring as the Baby Boomer generation leaves the workforce. The ability to attract and retain talented, highly competent employees to meet the needs of a demanding citizenry in rapidly changing times will help to contain costly turnover.

# ***The City of Boerne***

## ***FULL REPORT***

### ***Compensation Study and Analysis***

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#### **Assignment**

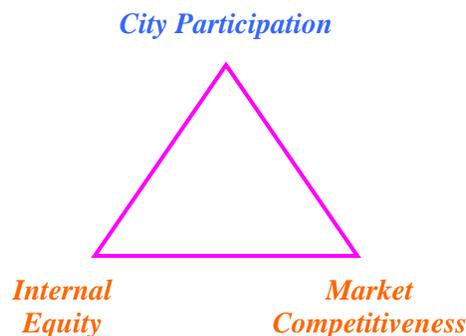
The City of Boerne retained Ray Associates, Inc. to assist the City in conducting a total compensation study (salaries and benefits), specifically custom salary and benefits surveys to solicit information for comparable jobs from 14 other Texas cities and/or public utilities, as well as to look at classification issues, if any, to ensure accurate job titles.

This engagement was conducted collaboratively with the City, with the City's Human Resources staff performing some of the work under the guidance of Ray Associates, Inc., resulting in cost savings for the City of Boerne.

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#### **Methodology**

A compensation study is only as successful, and as applicable, as the accuracy of the data it generates. This is the key reason that Ray Associates believes in customized, current surveys tailored to the jobs and needs of the City rather than using published data from a secondary source. The comparability of Boerne jobs to those in a secondary source survey may be questionable. To ensure the accuracy of the data gathered and presented through our compensation study for the City of Boerne, Ray Associates used a triangular approach:



All of our compensation recommendations are based on the results from the market survey as compared with the City's existing internal equity relationships. To make the comparisons of Boerne jobs against jobs at the other market employers, we requested the same data from the City that we gathered from the other employers in the study.

## **City Participation**

The City of Boerne's Human Resources Manager performed the following portions of the study in collaboration with and under the guidance of Ray Associates, Inc.:

- ◆ Drafted job summaries for the salary survey, listing duties and responsibilities for each benchmark job, as well as the educational and experience requirements, based on current job descriptions and knowledge of the job.
- ◆ Pre-called each benchmark city and/or utility to obtain their agreement to participate in the survey and to obtain the telephone number and email address for the appropriate contact person, prior to Ray Associates' distribution of the survey login information.
- ◆ Followed up with the benchmark cities to encourage them to complete the surveys.
- ◆ Coordinated follow-up contacts with the benchmark cities to verify questionable data or obtain additional information.
- ◆ Coordinated telephone and in-person conferences with city management to discuss the results of the surveys.

## **Internal Equity**

The City of Boerne has continued to use Ray Associates' copyrighted Point Factor Job Analysis System© (PFJA) and guidelines since our initial compensation study for the City in the late 1980s. Internal equity relationships have been maintained in accordance with the guidelines since that time.

Having the internal equity analysis function performed internally not only saved the City money, but it also provided the City with in-house expertise in job evaluation, allowing the City to update classifications as jobs change or new jobs are added.

Ray Associates' methodology is primarily market-based; however, when adequate market data (at least three employers reporting a comparable job) is not available for some jobs, or when the jobs reported by market employers are not close matches, the point factor scores have allowed the City to tie all jobs to the market because the benchmark jobs were initially placed on the pay schedule according to the market in the late 1980s and updated with market data in studies conducted in 1999, 2004, 2009, and now again in 2013-2014.

Because of the history of internal equity using Ray Associates' Point Factor Job Analysis System©, in this study, we relied on current internal equity, rather than incurring the additional expense of having all employees complete new questionnaires and re-scoring all of the jobs.

## **Salary Survey – Process Followed**

### **Selection of Survey Employers, Position in Market, Jobs to Survey, and Analysis of Survey Results**

*Selection of Benchmark Employers for the Survey.* The following cities and public utilities were selected by the Boerne City Council for classification and compensation studies that Ray Associates, Inc. has performed for the City in past years. These 14 cities and public utilities were selected several years ago based on a variety of comparability factors, including population, staff size, ad valorem taxable value, sales tax revenue, median household income, median cost of a house or condo, city services provided, and geographic proximity to Boerne.

City of Brenham	City of New Braunfels
City of Fredericksburg	City of San Marcos
City of Georgetown	City of Schertz
City of Kerrville	City of Seguin
City of Lampasas	City of Weatherford
CPS Energy	Kerrville Public Utility Board
New Braunfels Utilities	Pedernales Electric Coop

The four public utilities asked to have their salary and benefits information shown without indicating the utility to which the information applied. Therefore, these four utilities were each assigned an employer number, without regard to the order in which they are listed above.

This is a good mix of employers against which to compare Boerne's salaries because:

- ❖ They are all within the State of Texas;
- ❖ Some are smaller, some larger;
- ❖ Several of the cities operate electric utilities; and
- ❖ With the inclusion of the four electric public utilities, this mix of employers was necessary in order to cover the full range and scope of services provided by the City of Boerne.

***Determination of Desired Position in the Survey Market.*** The City Council for the City of Boerne decided in past studies that they wanted to be able to compete in the top one-third of the market, or at the 66.67<sup>th</sup> percentile, where one-third of the cities are paying more and two-thirds are paying less. Throughout this report we refer to “target market” or “the top third” or “the 66.67<sup>th</sup> percentile,” all of which refer to that position in the market where one-third of the employers pay more and two-thirds pay less.

It is important to note that the City of Boerne's operation of both electric and gas utilities makes it unique in the market, since utility companies, and even cities that operate utilities, typically pay higher salaries than cities without enterprise funds. This was a factor in the choice of employers for the surveys and also a factor in the City Council's decision several years ago to compete in the market at the 66.67<sup>th</sup> percentile, or top third. The other major influence on the Council's decision to compete above mid-market was the fact that very few City of Boerne employees can afford to live in the City of Boerne. Some pass up other employers to drive to Boerne to come to work.

***Selection of Jobs to Include in the Salary Market Survey.*** Ray Associates worked with the City's Human Resources staff to identify 45 benchmark jobs to be used in the custom salary survey. In the selection process, we took care to include jobs from each job family, each department, and at various pay levels to ensure market coverage of a broad cross-section of jobs throughout the City.

***Preparing the Salary Survey Instrument and Launching the Survey.*** Based on current job descriptions and the City's knowledge of each job, the City's Human Resources staff prepared draft job summaries for the 45 benchmark jobs for the survey. Using summaries of the duties and responsibilities of the job and the required qualifications (education, experience, certifications) helps to ensure “apples to apples” comparisons. Ray Associates reviewed and edited the summaries and prepared the on-line salary survey

instrument for the other cities and/or public utilities to use to login and enter their data. The City's Human Resources staff contacted each of the survey employers to identify the appropriate person to whom to direct the surveys, obtaining telephone numbers and email addresses. Ray Associates then contacted each of the 14 cities and/or public utilities by email and provided each of them a unique password to use in entering their responses to the survey on-line.

For each benchmark job, we requested:

- ❖ The actual lowest and actual highest salary each employer is currently paying an incumbent in the job, and
- ❖ The employer's pay range (minimum and maximum salaries in their pay schedule/structure) established for each job.

***Analysis of Salary Survey Results.*** We prepared charts for each of the 45 jobs for which we received adequate market data (at least three cities reporting a comparable job). There are two charts for each benchmark job that compare (1) the actual low and high salaries currently paid by each surveyed employer and (2) the salary range/structure established for the job (see Appendix A) against the same data applicable to Boerne. Each chart includes a calculation of the survey average (unweighted average), the median minimum and median maximum (50<sup>th</sup> percentile at the entry and maximum or the range), and the target market position (top third, or 66.67<sup>th</sup> percentile) at both the entry and the maximum of the range, as well as how the City of Boerne's salaries compare to each of the calculated market figures.

We received an adequate number of survey responses (at least three employers) providing **actual salary** data for 44 of the 45 benchmark jobs (insufficient actual salary data for Public Works General Superintendent) and an adequate number of responses for **salary range/structure data** for 44 of the 45 City of Boerne benchmark jobs (insufficient salary range data for Deputy City Manager – Economic Development Director). Therefore, Appendix A to this report contains 88 bar charts, two for each job title, except for the two benchmark jobs for which we did not receive at least three responses. Each bar chart graphically illustrates Boerne's position in the market compared to actual salaries and to salary structures.

We have included the limited data we received for the other two jobs (insufficient actual salary data for Public Works General Superintendent and insufficient salary range data for Deputy City Manager – Economic Development Director), even though we did not

receive responses from a sufficient number of employers to be able to use the data in our placements on the pay schedule. Not all employers were able to match all of the Boerne jobs to similar jobs in their organizations.

Obtaining data on salaries actually paid in the market is important because it can reveal whether employers use the full range of their established compensation structures, use only portions of the salary ranges, or pay some employees outside the pay structure, either above or below. However, the most valuable information for comparative purposes for most positions is how each job fits within the employer's overall structure and how its pay compares with the salaries paid to other employees within that organization, as illustrated by the pay grade to which the job is assigned (thus, the salary range data). Then it is important to review how each of those salary ranges compares to the salary ranges used by the other cities in the overall market. Therefore, the second chart for each job title in Appendix A (salary range data) should correlate most closely to the minimums and maximums of the pay ranges recommended for most jobs in the City of Boerne.

The exceptions to placing an emphasis on the salary range/structure data are the City Manager, Deputy City Manager – Economic Development Director, and City Attorney. The Public Works Director would be a fourth position to fall into this category. However, that position was not selected as a benchmark for the salary survey this year. For the three jobs listed above, Ray Associates placed the emphasis on the actual salary data for two primary reasons:

- ❖ Many cities do not place these jobs on their pay schedules, and instead consider them “Unclassified,” setting compensation annually. Therefore, the salary range data is much more limited than the actual salary data.
- ❖ These positions are the most closely tied to the City's electric and gas utilities, so they need to be competitive with comparable jobs in cities that run such utilities and with separate public utilities, such as the four included in this survey.

### **Pay Schedules**

All City of Boerne employees are on the same pay schedule with the single exception of the certified fire positions that require employees to work for 24 hours, followed by 48 hours off. Since those Fire Department employees' pay is calculated differently from the rest of the City's employees, their pay schedule is separate from the main City pay schedule.

Ray Associates made no changes to the City's current General Government and Police Pay Schedule, but prepared a new Fire Department Pay Schedule and placed the Firefighter/EMT and Fire Lieutenant on the new pay schedule. General Government and Police employees work 2,080 hours per year excluding overtime, and Firefighter/EMTs and Fire Lieutenants work 2,756 hours per year excluding overtime. The Fair Labor Standards Act (FLSA) allows certified fire employees, and EMS employees that are fully incorporated into the fire service, to work 212 hours in an official 28-day work period before accruing overtime compensation at the rate of one and one-half times the regular rate of pay. Their "official working hours" include time spent sleeping.

With the fire schedules being 24 hours of work, followed by 48 hours off, these employees will work 120 hours per pay period for two pay periods in a row, followed by a pay period of 96 working hours. This schedule results in 28-day official work periods that include overtime in each 28-day period (240 scheduled working hours during one 28-day period, followed by two 28-day periods with 216 scheduled working hours). Therefore, each 28 days (every two pay periods), these fire employees accrue either four or 28 hours of overtime from their regular working schedule, without working any additional shifts.

### ***General Government and Police Pay Schedule (Appendix C)***

Ray Associates placed each Boerne general government job on the City's current 2013-2014 (current) pay schedule (see Appendix C):

- ◆ Begins at \$11.21 per hour (Pay Grade 1), with pay grades progressing at approximately 5% intervals (industry standard) from Pay Grade 1 to Pay Grade 38. In pay grade 14, we added the sub-steps that the Police Department currently uses for Probationary Police Officer through Senior Police Officer:
  - ✓ 14-A – Probationary Police Officer (Step 1 only)
  - ✓ 14-B – Police Officer I (Steps 2-6)
  - ✓ 14-C – Police Officer II (Steps 7-11)
  - ✓ 14-D – Senior Police Officer (Steps 12 to maximum)

Each level is tied specifically to experience, college hours, and certification requirements, and an officer must achieve the required number of college hours, plus the certification level, as well as have the required years of experience in order to advance.

- All City jobs are on this pay schedule except for Firefighter/EMT and Fire Lieutenant:

- ✓ Some pay grades have no job titles assigned.
  - ✓ Both exempt and non-exempt jobs are on the same pay schedule.
  - ✓ The lowest classified City of Boerne job is in Pay Grade 2.
  - ✓ The highest classified City of Boerne job is in Pay Grade 34.
- ◆ Each pay grade has 14 steps, with 2.5% between each step, followed by an open range of 10% between Step 14 and the maximum of the range. The open range portion is reserved only for top performers.
  - ◆ The pay schedule is interlocking, with the third step of pay grade 2 equal to the first step of pay grade 1, and so on throughout the pay schedule.
  - ◆ Range width (difference between entry and maximum pay) is slightly over 50%. Our experience has shown that most utilities use at least a 50% band width.

### ***Recommended Separate Fire Pay Schedule***

#### ***Fire Pay Schedule (Appendix C)***

- ◆ Only two positions are currently on the separate Fire Department Pay Schedule: the Firefighter/EMT and Fire Lieutenant. These are the only fire position that work on the three-platoon system, working for 24 hours followed by 48 hours off.
- ◆ Firefighter/EMT is in pay grade Fire 13, for which the entry level is in accordance with the market data; and Fire Lieutenant is in pay grade Fire 21 based on internal equity, as that position was not of the benchmarks in the salary survey. The structure of the Fire Department pay schedule is the same as the General Government and Police Pay Schedule, except that the hourly rates are multiplied by 2,756 hours to achieve the annual pay, rather than the 2,080 hours used in the other pay schedule.
- ◆ The only rates shown on the separate Fire Department Pay Schedule are hourly and annual, since their biweekly pay varies based on their work schedule.

***Salaries that are Beyond the Maximum of the New Pay Grade.*** Ray Associates does not recommend that any employee's salary be cut as a result of being beyond the specified maximum of the pay grade. Instead, if an employee's current salary is above the new maximum for the pay grade, that employee's base salary should be "red circled," or

frozen, until such time as the pay schedule has been adjusted a sufficient number of times that the employee's salary once again falls within the acceptable range.

Only four City employees' salaries have been "red circled," and all four are Probationary Police Officers. Once each of these officers has satisfied the necessary requirements to become Police Officer I, his/her salary will once again fall within the appropriate range for that job. There are an additional six City employees who are at the maximum step in their pay grade. Employees who are at the maximum step for the pay grade receive base pay increases when the entire pay schedule is adjusted across-the-board, i.e., for a cost of living adjustment. Any performance-based increases for employees who are paid at the maximum for their pay grade are disbursed in lump sums and do not add to the employee's base pay.

### **Placement of City Jobs on the Pay Schedules**

Placement of Boerne's jobs onto the pay schedules was a two-step process:

1. ***Placing jobs for which adequate market data was obtained.*** We first placed the jobs for which we were able to obtain adequate market data (at least three employers reporting pay for comparable jobs) on the recommended Fiscal Year 2013-2014 pay schedule, using the target minimum salary from the salary range charts to approximate the entry level at the 66.67<sup>th</sup> percentile, and the target maximum salary to approximate the pay grade maximum at the 66.67<sup>th</sup> percentile of the market.

We used the actual salary data to verify that the 14 responding employers were utilizing the full pay range assigned to the job and to identify any outliers (actual salaries reported that were either below the entry of the range or above the maximum of the range) that required further investigation and checking back with the employers as needed to ensure the accuracy of the data. There were a few instances where we placed greater emphasis on current internal equity because we did not consider all of the jobs reported by the other cities and/or public utilities to be good matches to the jobs in Boerne.

2. ***Placing the remaining City jobs.*** To place the remaining City jobs on the pay schedule, we identified the appropriate "job family" for each job and compared the current internal equity of that job with the placement of the jobs in the same job family which were placed based on the market data. Job families are

categories of jobs that have a relationship with one another, both internally within the City and in the external market, because they involve related kinds of work, i.e., Executive, Supervisor, Financial, Administrative Support, Police, Fire, Labor, etc.

This process resulted in changes in current internal equity if the market treated one family of jobs differently from another, but the City's current pay structure had previously paid a job or jobs in those two job families the same. The result is that all jobs were impacted by the market, either directly because we received adequate market data for that job, or indirectly because the job is in a job family with at least one of the benchmark jobs for which we received adequate market data, and the newly established internal equity was maintained between the surveyed benchmark job and the non-benchmark jobs, as well as the job(s) for which adequate market data was not available.

### **Benefits Survey – Process Followed**

Ray Associates provided the City of Boerne with its standard detailed benefits survey for review to allow the City to suggest any changes to ensure complete coverage of the City's benefits package. After receiving the City's input, we made the requested adjustments to the benefits survey and sent login information to each survey city and/or public utility so they could complete the survey. We followed up with several employers by email and/or telephone to clarify the information they had submitted on the benefits survey.

*Analysis of Benefits Survey Results.* We compared and analyzed the various components of each employer's benefits package and prepared a detailed table showing how each component compared to the same benefit at each of the 14 surveyed cities and/or public utilities. These detailed tables are contained in this report at Appendix B. We also discuss our findings and recommendations related to the City's benefits package later in this narrative report.

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## **Findings and Conclusions – Classification and Salaries**

The analysis and recommendations contained in this report are based on the market surveys of the 14 employers listed previously in this report and the City's current internal equity, which has

been established over time using Ray Associates’ copyrighted Point Factor Job Analysis System©, which is industry standard.

**Classification Changes to be More Consistent with the Market or Internally**

In reviewing classifications of the City’s jobs, Ray Associates recognized some positions for which a change in job title would reflect more clearly the level of duties and responsibilities of the job and/or would make the City’s job titles more consistent with comparable positions in the market. Some of these changes are minor, but will promote consistency in the job naming process. All of these have been discussed with the City’s management staff and are agreeable to them. On the inventories of job titles (Appendix D), the following recommended changes appear:

**Table1  
Recommended Classification Changes**

<b>Current Job Title</b>	<b>Recommended Job Title</b>
Animal Control Supervisor	ACS Supervisor/Animal Control Officer
Animal Control Officer	Assistant Animal Control Officer
Convention/Community Center Supervisor	Civic Center Supervisor
Finance Officer	Finance Officer – General Finance
Athletic/Aquatic Coordinator	Athletic/Aquatic Supervisor
Special Event/Recreation Program Coordinator	Special Event/Recreation Program Supervisor
Admin and Public Works Administrative Assistant II	Development Assistant – Administration

**City of Boerne’s Current Position in the Market – Salaries**

Ray Associates, Inc. included 45 jobs in the custom salary survey. We received an adequate number of survey responses (at least three employers) providing **actual** salary data for 44 of the 45 benchmark jobs (received fewer than three matches for Public Works General Superintendent). In gathering **salary range/structure** data in the survey, we likewise did not receive at least three matches for one job, Deputy City Manager – Economic Development Director. Therefore, the numbers below reference the 44 benchmark positions for both actual

salaries and salary ranges for the 44 benchmark positions for which we received sufficient salary data.

The survey data reveals that, with a few exceptions, the City's actual salaries most frequently fall within the **ranges** applicable to the top third of the market, or 66.67<sup>th</sup> percentile. However, there were several instances where the Boerne salaries were more than five percent above or below the top third, and a significant portion of these differed from the market by double digit percentages.

The numbers and percentages in the examples below are based on the data reported by the 14 selected market employers for 44 of the 45 benchmark jobs.

### ***Salary Range Minimums (Entry)***

- ❖ None of Boerne's current **entry** salaries for the 44 benchmark jobs (Step 1 of the pay grade) were the **lowest or next-to-the-lowest** when compared to respondents' entry level salaries reported for **salary range** data for a comparable job.
- ❖ Boerne's **entry** levels for **salary ranges** were **within plus or minus 5%** of the top third of the other cities' entry levels for comparable jobs for 18 of the 44 benchmark jobs (**40.9%**) for which an adequate number of matches were found
- ❖ The **entry** level of the pay range to which Boerne jobs are currently assigned is **more than 5% below the top third** of the market (66.67<sup>th</sup> percentile – where one-third of the employers pay more and two-thirds pay less) for **31.84%** of the benchmark jobs (14 of the 44 jobs for which adequate pay range data was provided). For **half of these** 15.9% of the benchmark jobs (seven of the 14 for which the entry is more than 5% below the top third), Boerne's entry levels were below the target entry salary by **double digits**.
- ❖ Conversely, Boerne's entry of the pay range was **more than 5% above the market** for 12 of the 44 jobs (**27.3%**), and in **eight of those 12 instances** (18.2% of the time), the City's entry salary was higher than the entry at the top third of the market by **double digit** differences. This does not, however, translate into Boerne employees being overpaid, since most pay ranges have approximately a 50% band width (difference between entry and maximum of the pay range).
- ❖ And the entry salary of Boerne's current pay range was **highest or next-to-the-highest** for 12 of the 44 benchmark jobs (**27.3%**) when compared to the entry level salaries of the benchmark jobs for which at least three cities reported comparable jobs.

### *Salary Range Maximums*

- ❖ None of Boerne's range **maximums** were the **lowest or next-to-the-lowest** in the market for the 44 benchmark jobs for which at least three other cities or public utilities reported comparable jobs.
- ❖ For **eight jobs (18.2%)** for which adequate pay range survey data was reported, Boerne's current range **maximums** were ***below* the top third** by **more than 5%**, and half of those (four of the eight jobs) were below the top third by **double digit percentages**.
- ❖ However, Boerne's current range **maximums** were ***above* the top third** by **more than 5%** for 18 of the 44 benchmarks (**40.9%**), and 11 of those (**25%**) were above the market's 66.67<sup>th</sup> percentile for pay range maximum by double digit differences. This should not alarm the City management or City Council since only six employees (2.5% of the workforce) are currently paid at the maximum for their pay grade. Four additional employees' pay will be "red circled," or temporarily "frozen," but since all four of those employees are Probationary Police Officers, they will be paid within the appropriate pay range within less than one year, as soon as each of them fully qualifies to be upgraded to Police Officer I.
- ❖ Boerne's pay range **maximum** for 18 of the 44 benchmark jobs for which adequate data was obtained (**40.9%**) is **within plus or minus 5%** of the pay range maximum at the 66.67<sup>th</sup> percentile (top third) of the market.
- ❖ And the **maximum** salary of Boerne's current pay range was **highest or next-to-the-highest** for 11 of the 44 benchmark jobs (**25%**) when compared to the maximum level salaries of the benchmark jobs for which at least three cities reported comparable jobs.

### *Actual Salaries*

- ❖ Of the 44 jobs for which adequate **actual salary** data was reported, Boerne's **actual current salary was more than 5% *below* the top third** 17 times (**38.6% of the time**) when compared with the **lowest actual salary** being paid by others for comparable jobs, and 12 of those 17 times (**29.3% overall**), Boerne's salary was lower by **double digit percentages**.
- ❖ Similarly, when compared with the **highest actual salary** being paid by the other cities and public utilities, Boerne's actual salaries were **more than 5% *below* the top third** salary in the market for 25 of the 44 benchmark jobs (**56.8% of the time**), and 19 of those (**43.2%**) were lower by **double digit percentages**.
- ❖ Conversely, **14 (31.8%)** of the **actual salaries** for the City of Boerne's 44 benchmark jobs are **more than 5% *above*** the actual 66.67<sup>th</sup> percentile in the market when comparing

the **lowest salaries actually being paid** by others; and **nine** of Boerne’s benchmark jobs (**20.5%**) are actually paid more than 5% **above the top third** when compared to the **highest salaries currently being paid** by the other cities and public utilities.

- ❖ Boerne’s **actual salaries** were **within plus or minus 5%** of the 66.67<sup>th</sup> percentile (top third) for 12 of the 44 benchmark jobs (**27.3%**) when compared to the **lowest actual salaries** being paid by others and for nine of the 44 benchmark jobs (**20.5%**) when compared to the highest actual salaries being paid by the other cities and public utilities.
- ❖ Only once was Boerne the **lowest or next-to-the-lowest payer** in the market when comparing actual salaries for the 44 benchmark jobs (**2.3% of the time**).
- ❖ Conversely, Boerne’s **actual salaries** were the **highest or next-to-the-highest** in the market for 12 of the 44 benchmark jobs (**27.3%**). This does not mean that the City of Boerne is overpaying for these 12 jobs, since only six Boerne employees (2.5% of the workforce) are currently paid at the maximum for their pay grade.

**Table 2**

**Boerne’s Salary Position in the Market**

**(Based on Salary RANGE Data Reported;**

**Shown as Below or Above Only if More Than 5% Below or Above Market Median)**

Job Title	Boerne Position re Market Range Entry at 50 <sup>th</sup> Percentile			Boerne Position re Market Range Maximum at 50 <sup>th</sup> Percentile		
	Below	At	Above	Below	At	Above
Administrative Assistant to the Chief of Police			√			√
Adult and Young Adult Services Librarian		√			√	
Animal Control Officer		√			√	
Assistant City Manager		√			√	
Assistant Fire Chief	√				√	
Athletic and Aquatic Supervisor	√				√	
Billing Specialist	√				√	
Building Maintenance Technician	√			√		
Chief Building Inspector	√					√

Job Title	Boerne Position re Market Range Entry at 50 <sup>th</sup> Percentile			Boerne Position re Market Range Maximum at 50 <sup>th</sup> Percentile		
	Below	At	Above	Below	At	Above
Chief of Police			√			√
City Attorney	√				√	
City Manager			√	√		
Code Enforcement Officer		√				√
Convention & Visitors Bureau Director			√			√
Customer Service & Billing Administrator		√				√
Customer Service Specialist			√			√
Deputy City Manager – Economic Development Director	<i>Insufficient Data</i>			<i>Insufficient Data</i>		
Deputy Municipal Court Clerk I		√				√
Dispatcher II			√	√		
Facility Maintenance and Events Coordinator		√				√
Finance Officer – Payroll and Cash Management			√			√
Fire Chief		√			√	
Firefighter – EMT		√				√
Groundsman I	√				√	
Human Resources Generalist	√				√	
IT Specialist II		√				√
Lead Meter Technician and Coordinator	√			√		
Library Assistant - Circulations and Volunteer Coordination	√				√	
Lineworker I	√			√		
Mechanic		√			√	
Meter Technician	√			√		
Network Administrator		√			√	

Job Title	Boerne Position re Market Range Entry at 50 <sup>th</sup> Percentile			Boerne Position re Market Range Maximum at 50 <sup>th</sup> Percentile		
	Below	At	Above	Below	At	Above
Police Lieutenant			√			√
Police Officer I		√		√		
Police Records Clerk			√			√
Public Works Administrative Assistant	√				√	
Public Works General Superintendent		√			√	
Purchasing Coordinator			√			√
Senior Planner			√			√
Service Worker I – Parks			√			√
Service Worker I – Water/Wastewater		√			√	
Service Worker II – Streets		√			√	
Special Projects Director (Main Street Director)		√			√	
Treatment Plants Superintendent		√				√
Water/Wastewater Plant Operator I	√			√		

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## Findings and Conclusions – Benefits

### Boerne’s Benefits Position in the Market

Appendix B contains detailed benefits tables show each component of Boerne’s employee benefits package and how each component compares with the closest component of each of the 14 benchmark cities and public utilities’ benefits packages. The following illustrates some of the highlights:

- ❖ **Health/Medical Insurance** – Despite a variety of plans, the most prevalent type of plan offered (by nine of the 14 cities/utilities) is a PPO plan. The City of Boerne provides health/medical insurance to its employees through the TML Employee Benefits Pool.

- ✓ Boerne's **rates are competitive**, as both the City and the employee pay less for the coverage than the other cities/utilities are paying in all configurations with the sole exception of employee-with-family, for which employees pay \$21 a month more than the average from the market. The City may want to consider paying a slightly higher portion for this one configuration, since the City currently pays approximately \$150 per month less than the average from the market. Some employers are paying almost twice as much as the City of Boerne is paying for employee and family coverage.
- ✓ While there are some differences, some in Boerne employees' favor and some in the other cities'/utilities' favor, it appears the City of Boerne's **health/medical** insurance plan provisions and cost, **overall, are competitive** in the marketplace.
- ❖ **Life Insurance** – Boerne does not appear to be competitive in its life insurance offerings for its employees. The City of Boerne offers and pays for \$25,000 life insurance for each employee. While we understand that employees are permitted to purchase additional life insurance at the City's group rates, up to three times the employee's annual salary, this is at the employee's cost, not the City's. We did not ask the other cities/utilities whether they allow their employees to purchase additional life insurance at the employer's group rate, so we did not have consistent information from the other employers on this issue. We did notice on some of the cities' websites that they, too, allow their employees to purchase additional life insurance at the employee's cost. So, the City of Boerne's life insurance benefit to its employees is ***significantly below*** that offered by the majority of the other employers (**nine of the 14, or 64.3%**) offer at least one times the employee's annual salary, paid completely by the employer.
- ❖ **Short-Term and Long-Term Disability** – The City of Boerne offers both short-term and long-term disability coverage to its employees at the employee's cost. **Half** of the respondents (seven of the 14 cities/utilities) **offer short-term disability**, with four paying 100% of the cost and the other three offering the benefit as an option at the employee's expense. Ten of the 14 respondents (**71.4%**) **offer long-term disability** to their employees, and **only two require the employee to pay** for it. Seven (half) pay 100% of the cost for the coverage, and one other offers 50% coverage at no cost to the employee, so the City is ***below the top third of the market*** on this benefit.
- ❖ **Retiree Insurance** – While all but one of the cities and utilities offer health insurance to their employees after retirement, only five of the other 14 cities/utilities (**35.7%**) pay any portion of the retiree insurance premiums. The city is **competing *at the top third of the***

market in providing this benefit. As most of the others do, the City of Boerne has service requirements for eligibility for the City to pay a portion of premium.

- ❖ **Certification and Other Add-On Pay** – City of Boerne **certification pay** is below the top third of the market, especially for Police (Fire certification pay is closer to the top third, though still below). The same is true for **other add-on pay** for both Fire and Police. Four of the 10 cities (**40%**) pay for additional certifications for both Fire and Police personnel, so the City of Boerne is not competitive in the top third of the market.
- ❖ **K-9 Pay** – The City of Boerne does not pay additional compensation to its K-9 officer. Five of the 10 cities, **or 50%** (utilities do not have a need for this benefit) provide some form of additional compensation for their K-9 officer(s), so the City of Boerne is **not below the top third of the market** in offering this benefit.
- ❖ **Step-Up Pay for Certified Fire Personnel** – Eight of the 10 cities, **or 80%**, pay step-up pay for fire personnel who are required to serve temporarily outside their classification. The City of Boerne below the top third of the market by not offering this benefit.
- ❖ **Schedule for Purposes of Calculating Overtime Pay** – City of Boerne certified peace officers work 12-hour days which are averaged over a 28-day work period, and overtime accrues after an officer has worked 160 hours in a 28-day work period. Only two other cities use a 28-day work period for FLSA purposes, making the City of Boerne below the top third of the market for this benefit. Six of the 10 cities (60%) use a 14-day official work period, and two use a seven-day period, under Sec. 207(k) of the Fair Labor Standards Act, which works to the employee's advantage. The same is true for certified fire personnel, as seven of the 10 cities designate a 14-day official work period, two use 28 days, and one is unclear as to the official work period under FLSA.
- ❖ **Uniform Cleaning for Police and Fire Personnel** – The City of Boerne is **the only city** that provides cleaning for its police and fire personnel's uniforms. Four of the other cities, however, report that they offer a uniform allowance, but the annual amounts do not appear to be comparable to the cost of regularly paying for cleaning the employees' uniforms. Boerne is the only city that provides cleaning services for its police and fire personnel. Boerne is paying above the top third of the market for this benefit.
- ❖ **Sick Leave** – The City of Boerne provides a mixed bag by comparison with the market when it comes to sick leave benefits:
  - ✓ Slightly **more sick leave to its Police** employees than most of the other respondents provide, but slightly **less sick leave to its General Government and**

**Certified Fire** personnel than others in the market.

- ✓ Only three of the other 14 respondents (**21.4%**) offer a **sick leave buy-back program**, so the City of Boerne is providing an **above the top third of the market** benefit here.
  - ✓ Boerne does not **pay sick leave upon termination**, but six of the other 14 employers do (**42.8%**). While Boerne is **not competing in the top third** of the market on this benefit, we do not necessarily recommend the City begin providing this benefit because of the negative effect it can have on the City's fund balance requirements.
  - ✓ The City of Boerne and six of the other 14 respondents (**42.8%**) stated that they pay sick leave upon retirement. Certified Police and Fire personnel are required to be paid for sick leave upon retirement, so it is possible that some of the cities may have responded with that in mind. We are not clear as to whether all of these cities pay all of their employees' accumulated sick leave upon retirement. Some may have a maximum number of hours that may be paid upon retirement, especially since three of the cities that reported they pay sick leave upon retirement also report that they have no maximum accrual amount of sick leave.
- ❖ **Sick Leave Count as Hours Worked for Purposes of Accruing Overtime** – Only three others of the 14 respondents (**21.4%**) allow sick leave time off to count as hours worked for the purpose of accruing and being paid for overtime. By providing this benefit, the City of Boerne is **above the top third of the market**.
- ✓ You will notice a **different situation** in the market for **vacation leave** and for **holiday time** counting as hours worked for overtime accrual, as six of the 14 respondents do count vacation leave and seven of the 14 count holiday time as hours worked.
- ❖ **Vacation Leave** – The City of Boerne provides a mixed bag with regard to vacation leave benefits, similarly to sick leave benefits:
- ✓ The City's **General Government** employees' **vacation leave accrual** benefits are **below market** by comparison with the average rates of vacation leave accrual among the other 14 surveyed employers.
  - ✓ For **Police** personnel, the City provides levels of leave accrual **above the market** for each increment after 20 years of service, but the accrual rate for the first 20 years is **below** what others are providing their Police personnel.

- ✓ For **Fire** personnel, the **other cities are much more generous** with leave accrual from the beginning and at each increment throughout their service with the City. Boerne definitely is **below the market** in provision of this benefit.
  - ✓ Boerne is **below market** on both its **maximum accrual levels** and its **maximum carryover levels** for all of its categories of employees.
  - ✓ However, the City of Boerne is **above the market** by offering a **buy-back program for up to one week of vacation**. **None of the other cities/utilities** provide such a benefit.
  - ✓ Perhaps the City may want to consider ceasing treating sick leave as hours worked for the purpose of overtime accrual, but add to the vacation leave accrual schedule for its employees. This would make the City's leave time, as a whole, more competitive with the market would likely be more appreciated by most employees, especially the youngest employees.
- ❖ **Holiday Leave** – City of Boerne employees get 13 paid holidays a year. The average number of holidays per year for the other 14 survey respondents is 11, giving Boerne employees **18.1% more holidays** than the average in the market, which is **slightly above the top third**.
  - ❖ **Tuition Reimbursement** – Among the survey respondents, 11 of the 14 (**78.6%**) have a tuition reimbursement program. The City of Boerne is definitely **below the market** in not providing this benefit.
  - ❖ **Water and Wastewater Certification Pay** – The City of Boerne does not pay certification pay for water or wastewater certification pay licenses. The City does allow its employees to take the tests for these certifications during paid working hour, and the City pays for the license testing. However, three other cities (**27.3%**) pay their employees extra for attaining a C Water or Wastewater license; four (**36.4%**) pay their employees extra for attaining a B license; and five (**45.5%**) pay their employees extra for attaining an A license; so the City is **below the top third of the market** on this benefit. These licenses are applicable only to 11 of the employers, so that is the number that was used in the calculation of percentages. These data support the City to **initiate certification pay at least for employees who attain either a B certification license or an A license** in either water or wastewater.
  - ❖ **Certification Pay for Other Certifications** – The City of Boerne is **above the market** for paying certifications beyond fire, police, and water/wastewater. Only three others of the 14 respondents (**21.4%**) provide pay for any other certifications.

- ❖ **Adjustments to the Pay Structure** – Of the 12 benchmark employers who responded to this question, nine (75%) gave a zero increase at least once in the last three years, so Boerne is above market on this benefit. However, when the **top third (66.67<sup>th</sup> percentile)** is calculated, including the cities that gave zero increases each year, Boerne is **only above market for FY 2011-2012**. The top 66.67<sup>th</sup> percentile for the increases given in **2012-2013 and 2013-2014 was 2.0%** for each year, which puts Boerne exactly at the top third of the market.

Even if the market data had not come out to show that two of the three years, Boerne was in line with the top third of the market, we definitely would **not** have recommended changing the practice of making annual conservative adjustments to the pay structure. This is what has put the City of Boerne in a competitive position for attracting and retaining qualified, competent employees and preventing “sticker shock” from the results of salary surveys. We are likely to see these employers who have been at zero for three years in a row begin scrambling to keep their talent as the economy continues to be more and more robust over the next year or two. Overall, we consider Boerne’s modest 2% adjustments each year to have been the right thing to do.

- ❖ **Automatic Increases** – Only two of the 14 respondents indicated they, like Boerne, provide an “automatic” increase, and in each case, they indicated, as did the City of Boerne, that they **evaluate for performance**, and one indicated the “automatic” increase is **tied to performance**, as is Boerne’s. The other two employers who reported these increases indicated their increases were 5%, rather than the more modest 2.5% that Boerne uses. Boerne is above the market on this benefit, but we encourage you to continue to set funds aside for performance-based step increases because this is **considered a best practice**.

- ❖ **Merit Increases Granted Over the Past Three Years and Projected for Next Year** – While looking at the averages of the merit increases given by the 14 survey respondents over the past three years and projected for FY 2014-15 may lead one to think that Boerne had been overly generous over the last few years, a close examination of the data will provide a different conclusion. Boerne’s merit increases have been modest and consistent with those given by others in the market, but when you include the zeroes in the averages, the data becomes distorted.

A review of the data to determine the top third, or 66.67<sup>th</sup> percentile, reflects that Boerne’s increases were below the top third of the market for 2011-2012, but consistent with the top third for 2012-2013 and 2013-2014. Our assessment is that Boerne has positioned itself correctly in the top third of the market and has followed a steady, consistent path to ensure that level of competitiveness.

However, when you review the data shown for the six employers who provided their budgeted percentages for Fiscal Year 2014-2015, the coming year, **Boerne is below the top third of the market** with its projected 3.0% increase allowance. The top third of the market is at 4.0%.

- ❖ **Lump Sum Merit Rewards** – Although 10 of the 12 benchmark employers who responded to this question do not follow this practice, this is another best practice in human resource management that we believe serves cities well. Cities and public utilities tend to have many long-term employees, and typically not lots of opportunities to move up to higher classifications in small organizations like the City of Boerne. Having a policy in place that allows for lump sum performance-based rewards for excellent performance can add value to everything the City does. And the long-term corporate knowledge of staff makes it possible for the City to continue to move forward smoothly, without constant and costly turnover. The City is **above market** on this benefit, too, but that is because Boerne is a progressive City. This is a much more common practice in the Dallas-Fort Worth Metroplex area.

The following pages contain a table that reflects the competitiveness of the City of Boerne's benefits package at a glance, component by component.

**Table 11**  
**Summary of Market Benefits for the City of Boerne**

	Boerne Below Market	Comparable	Boerne Above Market
<b>Health Benefits</b>			
Cost to Employee per month for Employee Only			✓
Cost to Employee per month for Spouse			✓
Cost to Employee per month for Children/Dependents			✓
Cost to Employee per month for Family	✓		
Amount of Co-Pay		✓	
Deductible for Employee			✓
Deductible for Family			✓
Maximum Out-of-Pocket Annually for Individual		✓	
Maximum Out-of-Pocket Annually for Family		✓	
Dental Ins. Cost per month for Employee			✓
Dental Ins. Cost per month for Spouse, Child(ren), Family	✓		
Vision Ins. Cost per month for Employee			✓
Vision Ins. Cost per month for Spouse, Child(ren), Family			✓
Drug Card		✓-	
FSA Eligible Reimbursements (Cafeteria Plan)		✓+	
Employee Assistance Program		✓	
<b>Life Insurance</b>			
Coverage Amount	✓		

**Table 11 (Continued)**  
**Summary of Market Benefits for City of Boerne**

	Boerne Below Market	Comparable	Boerne Above Market
<b>Disability Insurance</b>			
Short-Term Disability Availability	✓		
Long-Term Disability Availability	✓		
<b>Retirement/Savings Plans</b>			
Defined Contribution Plan		✓	
Employee Contribution		✓	
Organization Contribution Ratio		✓	
Years to Vest		✓	
Deferred Compensation		✓	
Buy Back Service Credits		✓	
Health Insurance Availability for Retirees		✓	
Retiree Insurance Cost		✓+	
<b>Sick Leave</b>			
Leave Accrual per Year	✓ <i>Especially Fire &amp; Police</i>		
Maximum Accrual	✓ <i>Especially Fire &amp; Police</i>		
Available for Use by Family Members		✓	
Buy Back of Unused Sick Leave			✓

**Table 11 (Continued)**  
**Summary of Market Benefits for City of Boerne**

	Boerne Below Market	Comparable	Boerne Above Market
<b>Sick Leave, Continued</b>			
Pay Sick Leave on Termination	✓		
Pay Sick Leave to Retirees		✓	
Sick Leave Donation Program		✓	
Use of Sick Leave Count as Hours Worked			✓ <i>Yes</i>
<b>Vacation Leave</b>			
Leave Accrual per Year	✓		✓ <i>Police after 20 yrs</i>
Maximum Accrual	✓		
Maximum Carryover	✓		
Buy Back of Unused Vacation Leave			✓
Vacation Leave Count as Hours Worked		✓	
Holidays – Number per Year			✓
Holidays Count as Hours Worked		✓ <i>Yes</i>	
<b>Police and Fire</b>			
Certification Pay	✓ <i>Especially Police</i>		
Other Types of Pay	✓		
Official Work Period to Base OT Pay	✓ <i>2 Weeks Most Common</i>		
Pay Step-Up Pay (* <i>See Chapter 141.033 LGC</i> )	✓ <i>Fire Only *</i>	✓ <i>Police *</i>	

**Table 11 (Continued)**  
**Summary of Market Benefits for City of Boerne**

	Boerne Below Market	Comparable	Boerne Above Market
<b>Police and Fire, Continued</b>			
Restrictions on Step-Up Pay		✓	
K-9 Pay	✓		
Uniform Allowance		✓	
Uniform Cleaning			✓
Allowed to Take Police Vehicle/Motorcycle Home		✓	
Receive Ammunition Allowance to Practice		✓	
Pay for Time to Practice at Shooting Range		✓	
Longevity Pay			✓
<b>Miscellaneous Benefits</b>			
Car Provided		✓	
Car Allowance		✓+	
Certification/Incentive Pay – Non-Public Safety	✓ <i>W/WW certifications</i>		✓ <i>Slightly on Gen Govt</i>
Education Pay – Non-Public Safety		✓	
On-Call Pay		✓	
Longevity Pay			✓
Pro-Rata Benefits for Regular Part-Time Employees		✓	
Tuition Reimbursement	✓		
Uniform Allowance	✓		
Uniform Cleaning		✓	
Cell Phone Provided or Allowance		✓ <i>(Non-Mgmt.)</i>	
Personal Use of Cell Phone Allowed		✓	

**Table 11 (Continued)**  
**Summary of Market Benefits for City of Boerne**

	Boerne Below Market	Comparable	Boerne Above Market
<b>Miscellaneous Benefits, Continued</b>			
Exempt Employee Overtime Policy		✓ <i>No</i>	
Exempt Employee Docked for Partial Days		✓ <i>Yes</i>	
Regular Pay Schedule Adjustments		✓ <i>Yes</i>	
<b>Salary Structure Adjustments:</b>			
2011-2012			✓
2012-2013		✓	
2013-2014		✓	
Three Years Together		✓+	
Automatic Increase			✓
Evaluate for Performance		✓	
Tie Pay Increases to Performance		✓	
<b>Merit/Performance Increases:</b>			
2011-2012	✓ ( <i>lump sum</i> )		
2012-2013		✓	
2013-2014		✓	
Three Years Together		✓-	
% Employees Receiving Merit	✓		
2014-2015 Projected Merit	✓		
Offer Lump Sum Merit			✓

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## Transition/Implementation Cost – Salaries Only

Ray Associates has provided the City with a detailed Transition Cost Schedule that shows the necessary migration of each employee to the recommended placement on the current or new pay schedule. This cost does not include any recommended changes to the City's benefits plan or benefits costs directly tied to salaries (e.g., retirement match, Social Security, Medicare, etc.). However, Ray Associates conducted a detailed benefits survey for the City of Boerne. Detailed tables of benefits comparisons, component by component, are included in this report as Appendix B, and benefits findings and recommendations are discussed later in this narrative report.

***Process Followed: Placing Each City Job On the Current or Revised Pay Schedule.*** Placing each employee in the proper job title and in the appropriate pay grade and step on the appropriate pay schedule resulted in varying amounts of increases, with some employees receiving either very little increase or no increase at all simply to place their job in the appropriate pay grade and on the step that was closest to but not less than their current salary. Since Ray Associates utilized the City's current General Government and Police Pay Schedule, and since that pay schedule is interlocking (that is, the same pay shows up diagonally across the pay schedule), most employees were able to be placed on that pay schedule without an increase, unless they received an increase to go to the new entry level (Step 1) of the pay grade. In fact, 222 of the City's 239 employees (92.9%) received no increase in implementation of the recommendations resulting from this study.

The separate Fire Department Pay Schedule did change, but the changes resulted in only minor adjustments to those employees' pay (ranging from zero to less than one percent). The total adjustments in the **Fire Department** totaled **less than 1% (0.62%)** of current payroll.

The overall cost to the City of Boerne to implement our recommendations immediately is only **\$39,937 for a 12-month period (0.35% of total payroll)**, which is reduced to \$9,984.25 if implemented June 1, 2014, for the remaining three months of the 2013-2014 Fiscal Year.

### **Commendation to the City Council and City Administration**

The reason the implementation cost resulting from this study is so small is that the City Council and the City Administration have been persistent and consistent in making adjustments to the City's pay schedules annually, as well as providing for performance-based pay increases for those employees who are performing their jobs well. Because of your diligence, the City has been able to maintain a competitive position in the market; been able to attract and retain talented, qualified employees; and been able to accomplish these things without the significant budgetary impacts that cities experience when they retain a consultant for a compensation study after failing to provide regular salary adjustments for their employees. It is because of the City's diligence over the past two decades, and

especially over the last 10 years, that **the total cost to implement the recommendations from this study is just slightly more than one-third of one percent (0.35%)**, if spread over a 12-month period, and only 0.09% of annual payroll if implemented June 1, 2014.

***Future Steps.*** Beginning with the new Fiscal Year 2014-2015 pay schedule, it will be important for the City of Boerne to continue to apply across-the-board increases to all of the numbers on the pay schedules annually during the budget process. These across-the-board structure adjustments should continue to be in percentage amounts that are at least equivalent to the percent change in the U.S. Department of Labor's Employment Cost Index (ECI) for salaries and wages over the preceding 12-month period. In addition to checking the ECI rate for the preceding 12 months, it is a good idea to call and check with the benchmark employers used in this compensation study to see what adjustments they contemplate for the new fiscal year.

Taking these steps annually should help to keep the City's pay structure competitive. Compensation theory says never apply flat dollar amount structure adjustments to the pay schedule, as that would distort the integrity of the pay structure and ultimately cause compression problems between the lower classified jobs and the higher classified jobs.

If across-the-board percentage adjustments are not applied to every number on the pay schedule in future years, the City of Boerne's salary structure will very quickly fall below the market that has been established as a result of this and previous studies. Failure to make annual adjustments could result in costly turnover that would hamper the City's recruitment efforts in years to come, and could have a direct impact on the City's ability to provide the desired level of services to its residents.

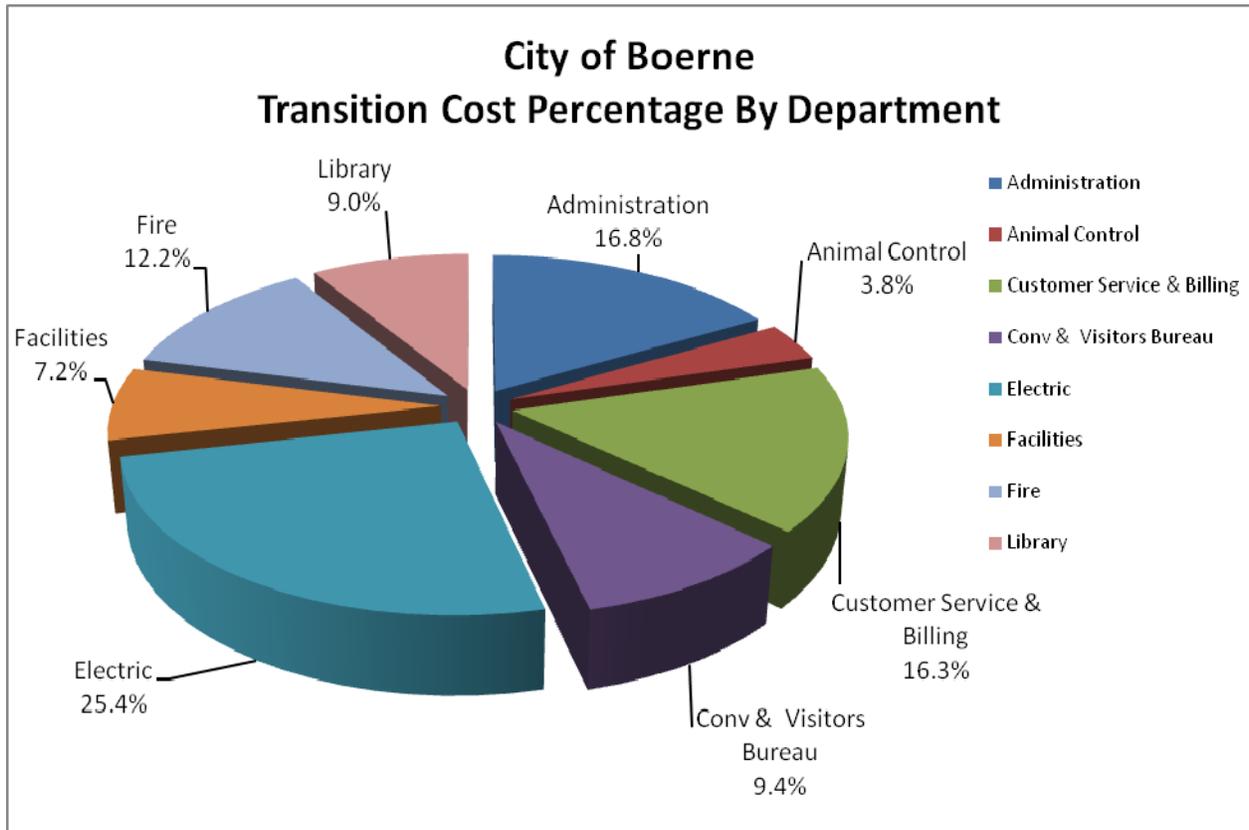
### **Distribution of Implementation/Transition Cost**

Below are some observations about the distribution of implementation cost:

- ❖ The following departments incurred zero transition cost as a result of this study:
  - ✓ Convention/Community Center
  - ✓ Code Enforcement
  - ✓ Dispatch
  - ✓ Finance
  - ✓ Fire Marshal
  - ✓ Gas Department
  - ✓ Information Technology

- ✓ Municipal Court
  - ✓ Parks and Recreation
  - ✓ Planning and Zoning
  - ✓ Police
  - ✓ Public Works
  - ✓ Streets
  - ✓ Water and Wastewater
  - ✓ Water and Wastewater Plants
- ❖ The **Electric Department** and **Customer Service and Billing Department** together comprise almost half of the total transition cost. Some of the positions in the Electric Department needed to be reallocated to higher pay grades based on the market data. In addition, the implementation of automated meter reading has affected pay for positions involved in that process, since those positions will now become much more technologically complex.
- ❖ Two positions in **Administration** also required adjustment, as did one position in **Animal Control**, one in the **Convention & Visitors Bureau**, and one in **Facilities**. The revised separate **Fire Department** Schedule resulted in a very minor adjustment for one position, but since there are several incumbents in that position, that change represented 12.2% of the overall transition cost. Several **part-time Library Aides** also will receive an adjustment based on the market study.
- ❖ The total implementation cost is quite small, slightly more than one-third of one percent of the annual payroll to cover the period from June through August 2014.

The pie chart on the following page provides a pictorial look at the distribution of transition costs by department:




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## Compensation Trends

### Data Sources for This Section of the Report

The following were the primary sources of information for this report:

1. The latest U. S. Department of Labor, Bureau of Labor Statistics, Employment Cost Index released January 31, 2014 (most recent data released by BLS; data for the first quarter of 2014 is expected to be released April 30, 2014);
2. The latest Consumer Price Index information released on April 15, 2014 (most current data available by BLS);
3. The latest unemployment statistics published by the Texas Workforce Commission for March 2014; and
4. Surveys conducted by nationally recognized corporations and organizations that reflect salary increases applied in calendar year 2013 by public and private sector employers and projected increases for calendar year 2014. These data sources are helpful in identifying compensation trends.

Our analysis of data from the Bureau of Labor Statistics deals with the changes in ECI for an annualized 12-month period ending December 31, 2013 (the most recent data available from the Bureau of Labor Statistics). For CPI we are looking at the period from March 2013 to March 2014. The numbers reflected in the tables contained in this report for ECI and CPI are *not* seasonally adjusted.

### **Employment Cost Index (ECI)**

Ray Associates recommends that the City utilize the Department of Labor's Employment Cost Index (ECI) as a major factor in determining the appropriate percentage adjustment to be made each year. However, it will be important for you also to check with at least some of the benchmark cities and public utilities surveyed in this study each year to see what across-the-board and performance-based adjustments they are planning for the next fiscal year. This is a good double check against the BLS national data.

The salaries and wages data from the Employment Cost Index (ECI), published by the U.S. Department of Labor, Bureau of Labor Statistics ([www.bls.gov](http://www.bls.gov)), for all private industry workers, state and local government workers, professional and business services, and for the region to which Texas is assigned, are important indicators of what is necessary to pay competitive salaries at the City of Boerne. ECI data is published only quarterly, and the most current data available at this time this report is being written is through December 31, 2013, end of the last calendar year. Data for the first quarter of 2014 is scheduled to be released April 30, 2014, only a few days from today.

As we look forward toward the end of 2014, it is helpful to take an historical look at trends over the past few years. One thing is clear: even in the wake of a slow economic turnaround, we still see wage and salary increases continuing to occur across the country in all sectors of employment.

Several of the tables in this report contain comparative historical and forecast data relating to salaries and economic trends.

**Table 3**  
**Employment Cost Index (ECI) Data**  
**12-Month Period Ended December 31, 2013**

Index	% Increase in Wages and Salaries (12-month period ended December 2013)
Private Industry Workers National, All (excluding incentive paid organizations)	1.8%
Private Industry Workers Management, Professional & Related	2.1%
State and Local Government Workers, Public Administration	1.4%
West South Central U.S. (Includes Arkansas, Louisiana, Oklahoma, and Texas)	2.5%
<b>Average</b>	<b>2.0%</b>
Source: U.S. Bureau of Labor Statistics, issued January 31, 2014.	

**Consumer Price Index (CPI)**

CPI measures changes in the cost of consumer goods. It is **not as useful an indicator for judging the competitiveness of the salary and benefits market as ECI**, but it is an important economic indicator of the buying power of employees' paychecks.

In the case of CPI data, we also use the latest 12-month data published by the Bureau of Labor Statistics for two Texas metropolitan areas: Dallas–Fort Worth and Houston–Galveston–Brazoria.

Table 4, Consumer Price Index Data, on the following page, shows the Consumer Price Index data for all urban consumers (CPI-U) for the 12-month period ended March 31, 2014 (Houston-Galveston-Brazoria data are for the period ended February 28, 2014, due to a different collection and release schedule).

**Table 4**  
**Consumer Price Index (CPI) Data**

Index	% Increase (12-month period)
CPI-U (South Urban – All Urban Consumers, Nonmetro Areas, size: Less Than 50,000 – U.S. City Average, March 2013 to March 2014)	1.6%
CPI-U (Houston-Galveston-Brazoria, Feb. 2013 to Feb. 2014)	2.9%
CPI-U (Dallas-Fort Worth, March 2013 to March 2014)	1.0%
<b>Average</b>	<b>1.8%</b>
Source: U.S. Bureau of Labor Statistics, issued April 15, 2014.	

**Compensation Trends – State and National Information**

The economy continues to improve each year, and most people are now convinced we have come out of the economic recession that began in 2008. Living in Texas certainly provides a significant buffer by comparison with the rest of the United States, with Texas still designated as one of the best places in the country to be in a slow economy.

**Texas Compensation Trends**

The Texas economy continues to be more robust than most other areas of the nation, and the preceding 12 months are very encouraging, especially by comparison with last year’s numbers. According to the **Texas Workforce Commission**, the unemployment rates in March 2014, as compared with March 2013, were as listed in Table 5 on the following page.

In the data available from the Texas Workforce Commission, seasonally adjusted data is available for the national and statewide numbers, but not for more local information.

**Table 5**  
**Comparative Unemployment Rates**  
**March 2013 and March 2014**

Year	United States	Texas	Alamo Workforce Development Area	Kendall County	City of New Braunfels*
2013	7.5%	6.4%	5.9%	5.3%	6.9%
2014	6.7%	5.5%	4.9 %	4.3%	4.1%

\* City of Boerne data not available on TWC website.

Another important statistic is that employment in Texas has increased by 282,987 from March 2013 to March 2014.

**National Compensation Trends**

The information that follows is derived from numerous national compensation-related surveys, some of which contained Texas-specific data. There are definite trends among the results reported in all of these surveys. The most important trends include consistent predictions for:

- ✓ Slightly higher than 3.0% for salary budget increases for 2014, the first time this projection has been above 3.0% since 2008 (World at Work says 3.1%).
- ✓ Increased use of bonuses (sign-on/hiring bonuses, spot bonuses, retention bonuses, project completion bonuses) and variable pay (lump sum, performance-based rewards).
- ✓ More frequent adjustments – Adjustments to base salaries outside of the normal periodic (merit) increase have also increased substantially.
- ✓ Increased differentiation based on performance. For 2013, high performers can expect a 4.1% average pay increase compared to only 2.7% for middle performers (approximately a 52% increase).
- ✓ Concern about the ability to retain top talent with limited salary budgets, and employees beginning to look at other employers as a result of the improved economy.

Specific survey information follows:

The **Society for Human Resource Management (SHRM)**, in a December 6, 2013 article written by Joseph Coombs entitled “Looking Ahead to the 2014 Job Market,” reported on a *National Association of Business Economics’ (NABE)* October 2013 Industry Survey which stated that “a net of 27 percent of surveyed U.S. organizations will add jobs in the next six months (37 percent said their payrolls will expand, while 10 percent said their payrolls may shrink either through attrition or layoffs).

“The **service sector** is forecast to have the **highest rate of job growth**, with a net of **40 percent of respondents expecting to add jobs and have no layoffs**. The goods-producing sector is expected to have the lowest job-creation rate, at a net of 5 percent,” according to NABE survey results.

The National Association of Colleges and Employers’ *NACE 2014 Job Outlook Survey*, conducted Aug. 5 through Sept. 13, 2013, reported that employers will hire approximately eight percent more new college graduates for U.S. operations in 2013-14 than they did in 2012-13. This survey was conducted among NACE’s college-recruiting professional members.

**World at Work**, the preeminent national compensation organization’s *38<sup>th</sup> Annual Salary Budget Increase Survey for 2013-2014*, published in August 2013, with data gathered in May 2013, reported the following:

**Table 6**  
**Total Salary Budget Increases by**  
**Employee Category (Zeroes Included)**

	Actual 2011		Actual 2012		Projected 2013		Actual 2013		Projected 2014	
	Mean	Median	Mean	Median	Mean	Median	Mean	Median	Mean	Median
Non-exempt Hourly Nonunion	2.7%	3.0%	2.8%	3.0%	2.9%	3.0%	2.9%	3.0%	3.0%	3.0%
Non-exempt Salaried	2.8%	3.0%	2.9%	3.0%	3.0%	3.0%	2.9%	3.0%	3.1%	3.0%
Exempt Salaried	2.8%	3.0%	2.9%	3.0%	3.0%	3.0%	2.9%	3.0%	3.1%	3.0%
Officers/Executives	2.8%	3.0%	2.8%	3.0%	3.0%	3.0%	2.9%	3.0%	3.1%	3.0%
All	2.8%	3.0%	2.8%	3.0%	3.0%	3.0%	2.9%	3.0%	3.1%	3.0%

A new survey conducted by World at Work, according to an article by Stephen Miller on the SHRM website March 21, 2014, stated that “an overwhelming percentage of organizations rely on incentive-based pay practices to compete for top talent and to motivate employees. And, especially when it comes to short-term cash incentives, employers are offering a broader array of bonus rewards.” He was basing these statements on a study conducted by World at Work in conjunction with Deloitte Consulting and Vivient Consulting.

Taken in October 2013, the survey received responses from more than 350 publicly traded companies, 190 mostly large private, for-profit companies, and 175 nonprofit and government organizations.

**Table 7**  
**Organizations Offering Employee Incentive Plans**

	Publicly Traded	Privately Held	Non-Profit/ Government
Annual incentive plans	90%	86%	76%
Spot awards	66%	39%	42%
Retention bonus	61%	27%	38%
Discretionary bonus plans	41%	47%	40%
Long-term incentive plans	88%	56%	16%
<i>Source: World at Work, Deloitte Consulting and Vivient Consulting</i>			

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## Recommendations

1. Adopt the classification recommendations of Ray Associates (job title changes and reclassification of some positions) and implement the changes June 1, 2014.
2. Adopt the recommended Fiscal Year 2013-2014 placement of all City jobs on the revised General Government and Police Pay Schedule and the separate, revised Fire Department Pay Schedule to bring the City’s salary structure in line with the top one-third (66.67th percentile) of the market. This will involve salary adjustments for those City employees whose newly adjusted current salary is still below the market-based recommended entry level for the position. We recommend implementation effective June 1, 2014.
3. Re-check ECI and CPI data as time draws nearer to adopting the new Fiscal Year 2014-2015 budget and apply an appropriate across-the-board adjustment to all numbers on both pay schedules to adjust the City’s pay schedules effective October 1, 2014, as most other cities and public utilities will also be adjusting their pay structures October 1, 2014.

4. In future years, we recommend that the City make annual across-the-board adjustments, even if they are small, based on a percentage of base pay, and that those adjustments always be applied to the City's salary schedules.
  - a. Future salary schedule adjustments should be at least equivalent to the percent change in the U.S. Department of Labor's Employment Cost Index (ECI) for salaries and wages over the preceding 12-month period available from the U.S. Bureau of Labor Statistics' web site ([www.bls.gov](http://www.bls.gov)); ECI today is approximately 2.0 percent.
  - b. The ECI figures should be supplemented by calls to the benchmark employers used in this study and/or review of other supplemental data to determine what the market in which the City of Boerne competes is planning for salary structure adjustments. [The six employers who reported salary budget projections for Fiscal Year 2014-2015 reflected a 4.0% adjustment representing the top third of the market, or 66.67<sup>th</sup> percentile.]
5. Carefully review the Benefits Tables contained behind Appendix B and the section of this report headed "Findings and Conclusions – Benefits" to determine where the City would like to place its priorities relating to employee benefits. We recommend focusing on:
  - a. Ensuring that the City's Sick and Vacation Leave provisions are providing the best added value for the City.
  - b. Providing a more competitive, City-paid life insurance benefit for City employees.
  - c. Initiating a Certification Pay Program for Water and Wastewater employees.
  - d. Creating a tuition reimbursement program that can assist City employees in returning to school to broaden their knowledge and learn best practices.
  - e. Consider increasing the funds allocated for adjustments and performance-based increases for Fiscal Year 2014-2014 to 4.0%.

There are several other components of the benefits package that are worthy of consideration for later, but the above five, in our professional opinion, are the ones that will add the most value.

In most local government organizations, employee salaries and fringe benefits comprise between 50 and 75% of the total budget. As evidenced by the City Council's approval to proceed with this study, together with your past history, we know you recognize that it is important to invest in your employees, as human capital is your most valuable asset. This need for investment in human capital is underscored by the changes occurring as the Baby Boomer generation leaves the workforce. The ability to attract and retain talented, highly competent employees to meet the needs of a demanding citizenry in rapidly changing times will help to contain costly turnover.

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## Implementation Results

Instituting new placements on the pay schedules so that the entry and maximum of each pay grade are approximately at the 66.67<sup>th</sup> percentile in the current market will place the City in a position to continue to be successful in attracting and retaining talented, qualified, competent applicants to fill vacancies that exist now or will occur in the future.

Continuing to devote annual attention by top management and the City Council during the budget process will be important to maintain the City's competitive position in the market.

*Sustaining Competitiveness in the Market.* The United States in general, and Boerne specifically, likely will experience significant turnover during the next five years. Public employers tend to have longer term employees than most private sector organizations, and most Texas cities have very good retirement opportunities through the Texas Municipal Retirement System and ICMA. Because of these factors, Boerne may find itself losing employees to neighboring cities or other public utilities whose ranks are being thinned by many retiring "Baby Boomer" employees.

In most cities and public utilities in Texas, a high percentage of the employees are either eligible to retire now or will become eligible to retire within the next five years. There will not be a sufficient number of potential *qualified* employees in the market to fill the vacant positions, because the Baby Boomer generation is so much larger than the subsequent Generation X, Generation Y, and Millennium generations. As neighboring cities and public utilities are seeking experienced replacements for the "brain drain" they will surely face, Boerne could find itself scrambling to maintain a competent, well trained staff.

The City needs to be prepared to address this dilemma. Maintaining a competitive total compensation plan (salaries and benefits) will be a major factor in being able to attract and retain the best employees, making it even more important to review the City's compensation plan and market competitiveness annually and to make annual adjustments to the City's pay structure. Providing for training and development for employees at all levels, and ensuring that your managers and supervisors are trained in proper leadership and motivational methods, will also make a difference.

## **Important Consideration: Retention/Low Turnover**

According to Leigh Branham, Vice President at Right Management Consultants, one of the world's leading firms in human resources consulting, "The cost of hiring and training a new employee can vary from **25% to 200% of annual compensation**. Costs include customer service disruption, emotional costs, loss of morale, burnout/absenteeism among remaining employees, loss of experience, continuity, and "corporate memory," in addition to the obvious costs of recruiting and time lost. Branham goes into more detail in his book, *Keeping the People Who Keep You in Business: 24 Ways to Hang On to Your Most Valuable Talent*.

Loree Griffith, a principal with Mercer's rewards consulting business, advises that as employers navigate the continuing economic recovery, they are focusing on retaining employees and engaging top talent. "Recognition programs, career development, training opportunities, and creative communication campaigns – efforts that help keep employees engaged and motivated – along with incentive pay strategies will give organizations a competitive edge." This will be especially important as business continues to improve and move at a faster pace.

Faced with these types of information, most employers decide it is worthwhile to invest in current employees in order to keep them.

Implementing the recommendations of Ray Associates' study will make a statement to the City of Boerne's employees that the Council continues to be serious about employee retention.

# **Appendix A**

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## **Salary Survey Charts Actual Salary Charts Followed by Salary Range Charts**

**City of Boerne**

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**Index of Salary Comparison Data  
ACTUAL SALARY and SALARY RANGE Charts**

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## Notes to Salary Comparison Charts

Ray Associates compared the salary levels of 45 City of Boerne job titles to the **actual salaries** and salary **ranges** for similar jobs with 14 other employers. The actual salary results for all 45 of the job titles and salary range data for 44 of the job titles for which data was provided are shown on a job-by-job basis in the following charts (one job did not produce three employers reporting comparable jobs for salary ranges - Deputy City Manager - Economic Development Director). A summary of the chart data at the top of each page shows:

### For Actual Salary Charts (left hand side of each page):

- 1) *The Overall Average Salary*: The overall average of **actual salaries** for the job. This figure is calculated by averaging the actual salary levels for all organizations **except** City of Boerne. The mid-point between the actual minimum and the actual maximum salaries being paid by other employers was used if the employer was paying multiple incumbents different salaries. This is an unweighted average.
- 2) *Target for Average Salary*: This figure is calculated by calculating the 66.7th percentile of the average of the actual salary levels for all organizations **except** the City of Boerne. The 66.7th percentile represents the City of Boerne's target at the top third of the market.
- 3) *The Median Minimum Salary*: The median calculation **excludes** the City of Boerne. This median is the lowest salary actually being paid by the middle case employer, excluding the City of Boerne. If there are an even number of employers reporting data, then the median minimum is the mid-point between the lowest salaries being paid by the two middle case employers. The median minimum is the 50<sup>th</sup> percentile for the lowest actual salaries currently being paid in the market.
- 4) *The Median Maximum Salary*: The median calculation **excludes** the City of Boerne. This median is the highest salary actually being paid by the middle case employer, excluding the City of Boerne. If there are an even number of employers reporting data, then the median maximum is the mid-point between the highest salaries being paid by the two middle case employers. The median maximum is the 50<sup>th</sup> percentile for the highest actual salaries currently being paid in the market.
- 5) *Target for Median Salary – Minimum and Maximums*: The median calculation **excludes** the City of Boerne. The target for median salary is the 66.7th percentile of the minimum and maximum medians of the market.
- 6) *City of Boerne % Above/Below Average*: In the case of a range of actual salaries being paid for a City of Boerne job, the mid-point between the minimum and the maximum is used in the calculation. The percentage shown reflects how far above (positive number) or below (negative number) the market *average* (the 50<sup>th</sup> percentile) the City of Boerne salary falls.
- 7) *City of Boerne % Above/Below Average Target*: In the case of a range of actual salaries being paid for a MUD job, the mid-point between the minimum and the maximum is used in the calculation. The percentage shown reflects how far above (positive number) or below (negative number) the market *average* target (the 66.7th percentile) the City of Boerne salary falls.
- 8) *City of Boerne % Above/Below Median Minimum*: Only minimum figures are used, both for the City of Boerne and for other survey respondents. The percentage shown reflects how far above (positive number) or below (negative number) the market *median* (the 50<sup>th</sup> percentile) the City of Boerne salary falls.
- 9) *City of Boerne % Above/Below Median Target*: Only minimum figures are used, both for the City of Boerne and for other survey respondents. The percentage shown reflects how far above (positive number) or below (negative number) the market *median* target (the 66.7th percentile) the City of Boerne salary falls.
- 10) *City of Boerne % Above/Below Median Maximum*: Only maximum figures are used, both for the City of Boerne and for other survey respondents. The percentage shown reflects how far above (positive number) or below (negative number) the market *maximum* (the 50<sup>th</sup> percentile) the City of Boerne salary falls.
- 11) *City of Boerne % Above/Below Median Maximum Target*: Only maximum figures are used, both for the City of Boerne and for other survey respondents. The percentage shown reflects how far above (positive number) or below (negative number) the market *maximum* target (the 66.7th percentile) the City of Boerne salary falls.
- 12) *Chart*: The salary levels on each chart are in descending order by the minimum actual salary level currently being paid by each employer.
- 13) All salary levels are shown in annualized terms.

## For Salary Range Charts (right hand side of each page):

- 1) *The Overall Average Salary (in range data)*: The overall average of **the mid-point of the salary range** for the job. This figure is calculated by averaging the minimum and the maximum of the salary range for each organization, and then averaging the midpoints for all organizations **except** the City of Boerne. This is an unweighted average.
- 2) *Target for Average Salary*: This figure is calculated by calculating the 66.7<sup>th</sup> percentile of the average of the actual salary levels for all organizations **except** the City of Boerne. The 66.7<sup>th</sup> percentile represents the City of Boerne's target at the top third of the market.
- 3) *The Median of Range Minimum*: The median calculation **excludes** the City of Boerne. This median calculation represents the minimum of the salary **range** assigned to the middle case employer. If there are an even number of employers reporting data, then the median is the midpoint between the range minimums for the two middle case employers. The median also represents the 50<sup>th</sup> percentile, meaning that 50 percent of the employers have range minimum level salaries above this salary, and 50 percent have range minimum level salaries below this salary. This calculation normally represents the entry level of a salary range at mid-market.
- 4) *The Median of Range Maximum*: The median calculation **excludes** the City of Boerne. This median calculation represents the maximum of the salary **range** assigned to the middle case employer. If there are an even number of employers reporting data, then the median is the midpoint between the range maximums for the two middle case employers. The median also represents the 50<sup>th</sup> percentile, meaning that 50 percent of the employers have range maximum level salaries above this salary, and 50 percent have range maximum level salaries below this salary. This calculation normally represents the top level of a salary range at mid-market.
- 5) *Target for Median Salary – Minimum and Maximums*: The median calculation **excludes** the City of Boerne. The target for median salary is the 66.7<sup>th</sup> percentile of the minimum and maximum medians of the market.
- 6) *City of Boerne % Above/Below Average Range Minimum*: The minimums of the salary ranges are used in this calculation. The percentage shown reflects where the City of Boerne's minimum (entry) salary falls in relation to the **average** market salary range minimum.
- 7) *City of Boerne % Above/Below Average Target*: The mid-point between the minimum and the maximum is used in the calculation. The percentage shown reflects how far above (positive number) or below (negative number) the market *average* target (the 66.7<sup>th</sup> percentile) the City of Boerne salary falls.
- 8) *City of Boerne % Above/Below Median Minimum*: Only range minimum figures are used. The percentage shown reflects where the City of Boerne's minimum (entry) salary falls in relation to the **median** market salary range minimum.
- 9) *City of Boerne % Above/Below Median Maximum*: Only range maximum figures are used. The percentage shown reflects where the City of Boerne's maximum salary falls in relation to the average market salary range maximum.
- 10) *The City of Boerne % Above/Below Median Minimum Target*: Only range minimum figures are used, both for the City of Boerne and for other survey respondents. The percentage shown reflects how far above (positive number) or below (negative number) the median range target the City of Boerne range minimum salary falls in relation to the target median minimum (66.7<sup>th</sup> percentile).
- 11) *The City of Boerne % Above/Below Median Maximum Target*: Only range maximum figures are used, both for the City of Boerne and for other survey respondents. The percentage shown reflects how far above (positive number) or below (negative number) the median range target the City of Boerne range minimum salary falls (66.7<sup>th</sup> percentile).
- 12) *Chart*: The salary levels on each chart are arranged in descending order according to the minimums of the salary ranges reported by each employer, including the City of Boerne.
- 13) All salary levels are shown in annualized terms
- 14) All of the salary levels listed are based on information obtained from survey documents completed by each employer based on current payrolls. The salaries listed in this set of charts are salary ranges established for each position by the respondent employer, regardless of whether an employee is currently being compensated at either the minimum or the maximum of the range.

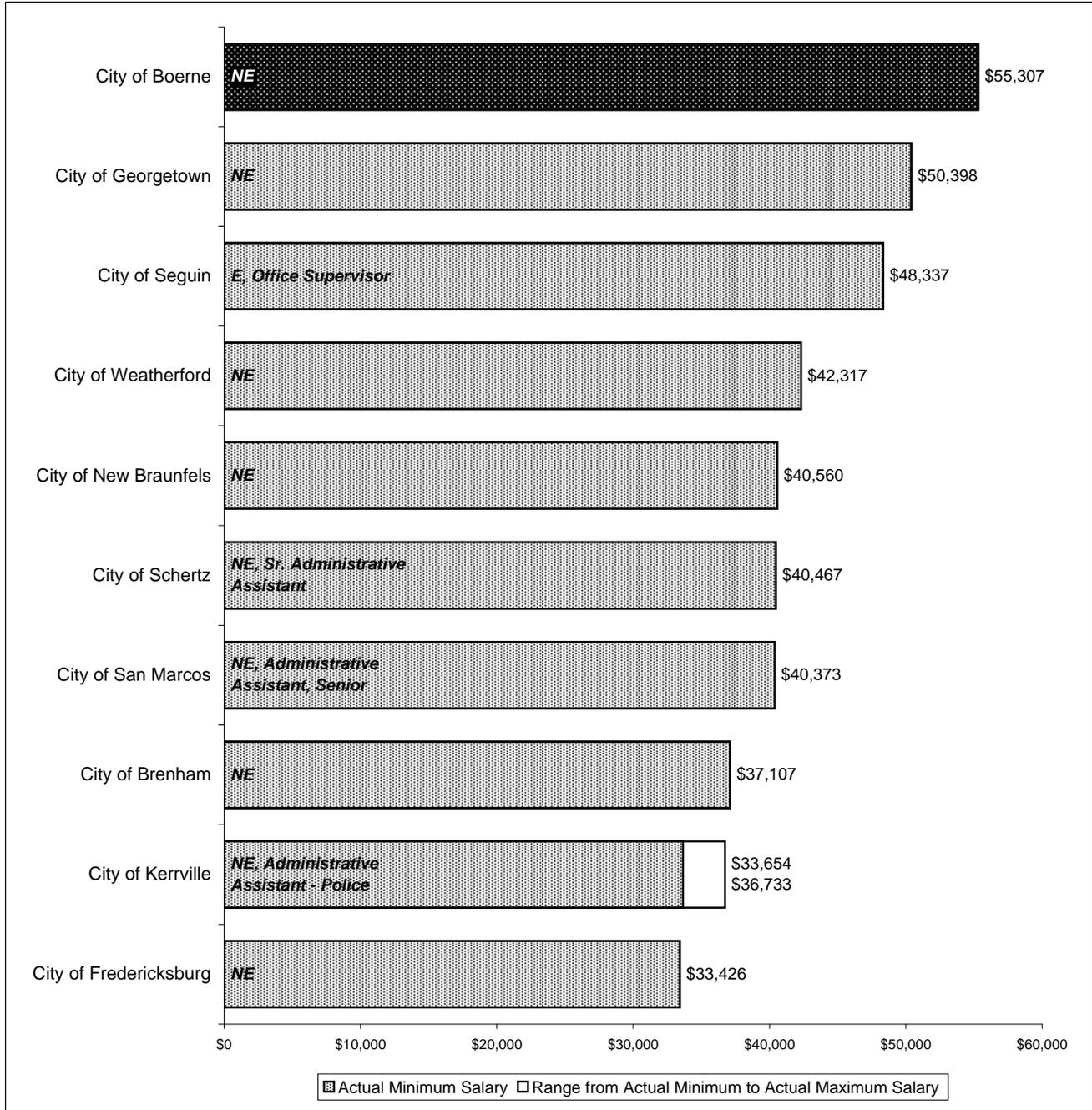
**Survey Conducted:  
February 2014**

**Ray Associates, Inc.  
Salary Survey**

**Administrative Assistant to the Chief of Police**

Overall Average Salary:	\$40,909	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$41,146	City of Boerne % Above Avg. Target: 34.4%
Median Minimum Salary:	\$40,467	
Target for Med. Min. Salary:	\$41,146	City of Boerne % Above Med. Min. Target: 34.4%
Median Maximum Salary:	\$40,467	
Target for Med. Max. Salary:	\$41,146	City of Boerne % Above Med. Max. Target: 34.4%

*(All exclude City of Boerne)*



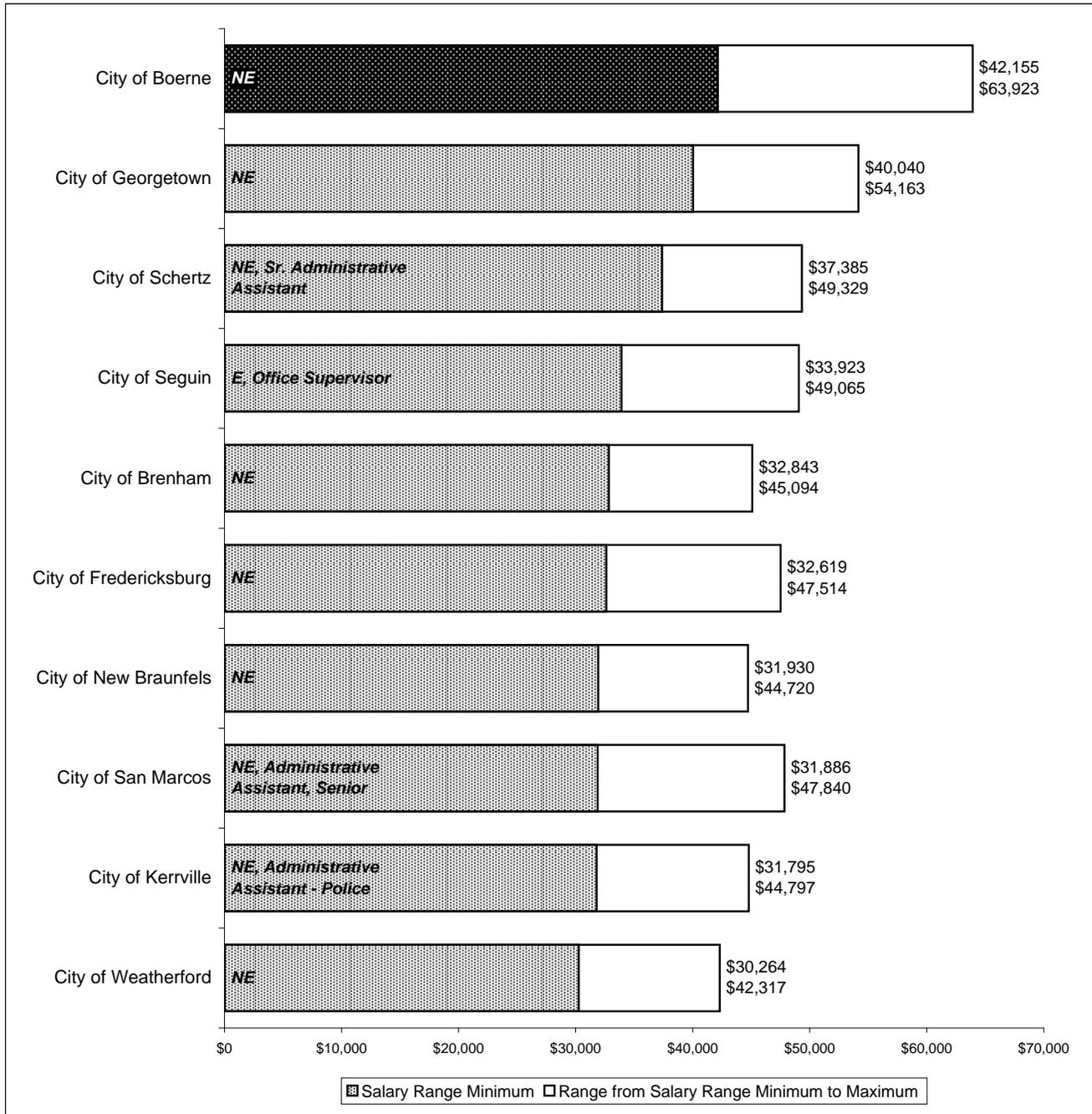
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Administrative Assistant to the Chief of Police**

Overall Average Salary:	\$40,418	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$40,542	City of Boerne % Above Avg. Target: 30.8%
Median Minimum Salary:	\$32,619	
Target for Med. Min. Salary:	\$33,203	City of Boerne % Above Med. Min. Target: 27.0%
Median Maximum Salary:	\$47,514	
Target for Med. Max. Salary:	\$48,248	City of Boerne % Above Med. Max. Target: 32.5%

*(All exclude City of Boerne)*

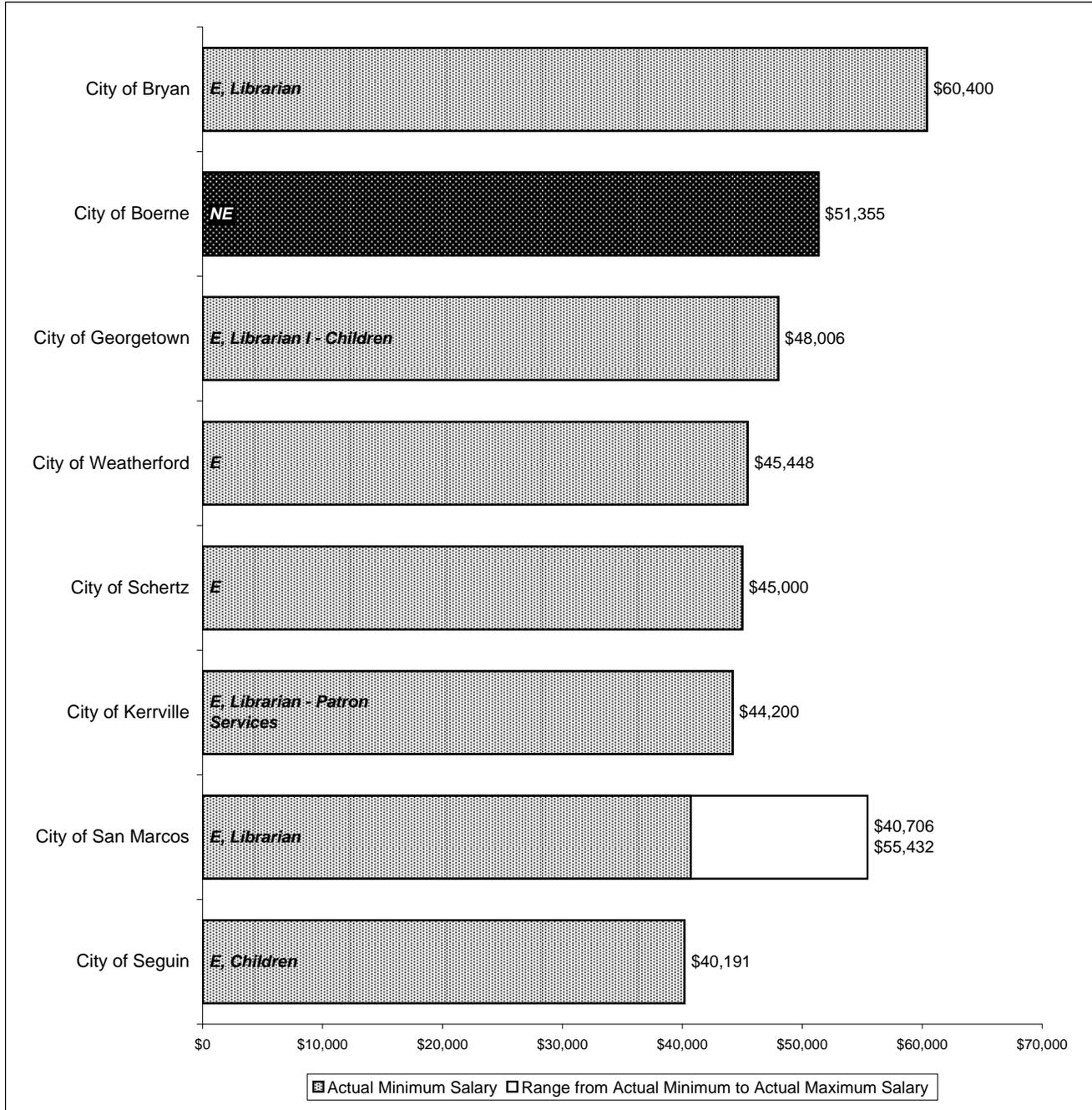


**Ray Associates, Inc.  
Salary Survey**

**Adult and Young Adult Services Librarian**

Overall Average Salary: \$47,331  
 Target for Avg. Salary: \$48,006  
 Median Minimum Salary: \$45,000  
 Target for Med. Min. Salary: \$45,448  
 Median Maximum Salary: \$45,448  
 Target for Med. Max. Salary: \$48,007  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 7.0%  
 City of Boerne % Above Med. Min. Target: 13.0%  
 City of Boerne % Above Med. Max. Target: 7.0%



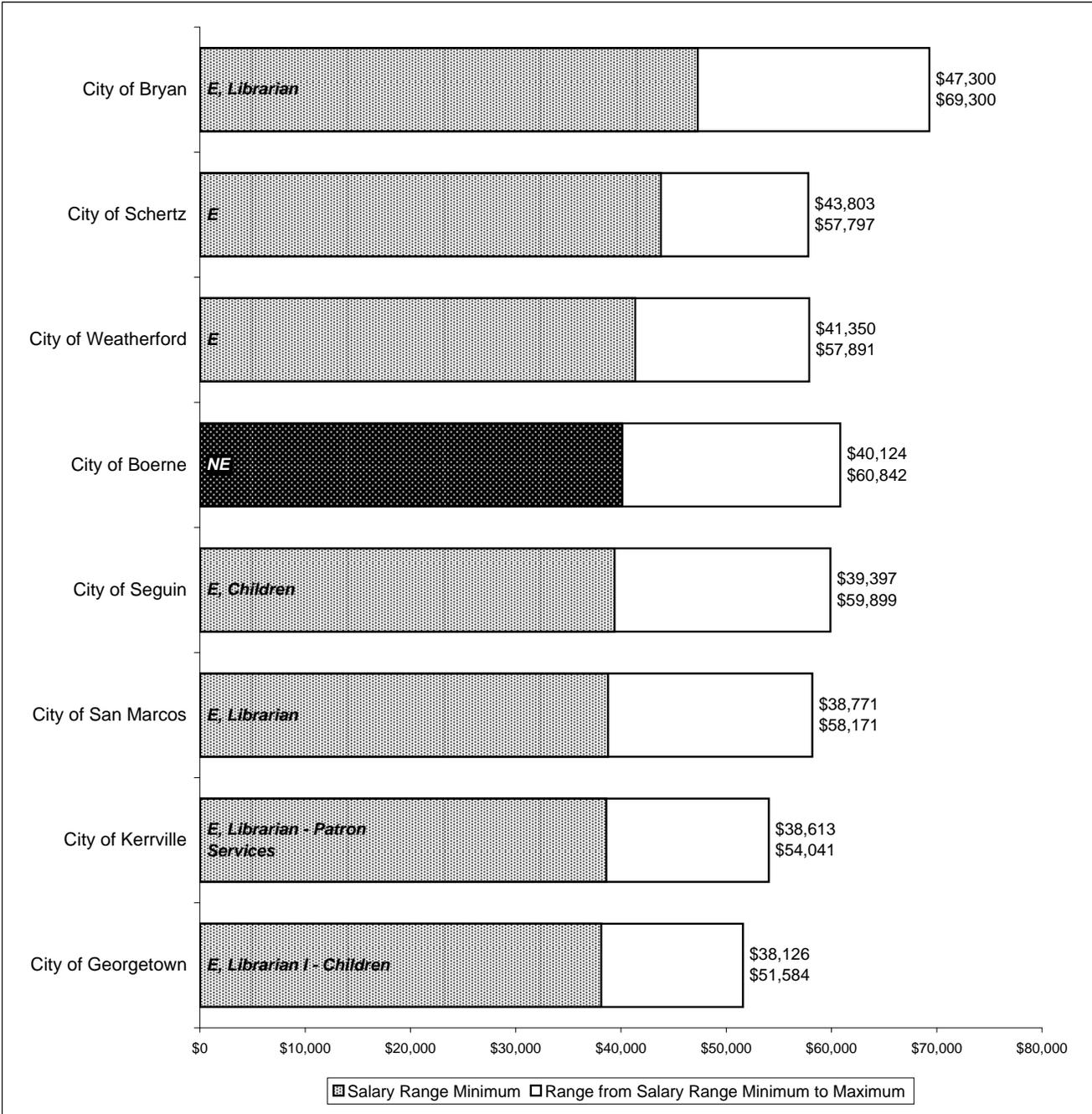
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Adult and Young Adult Services Librarian**

Overall Average Salary:	\$49,717	City of Boerne Target: Top third of the surveyed market	
Target for Avg. Salary:	\$49,648	City of Boerne % Above Avg. Target:	1.7%
Median Minimum Salary:	\$39,397		
Target for Med. Min. Salary:	\$41,350	City of Boerne % Below Med. Min. Target:	-3.0%
Median Maximum Salary:	\$57,891		
Target for Med. Max. Salary:	\$58,171	City of Boerne % Below Med. Max. Target:	4.6%

*(All exclude City of Boerne)*

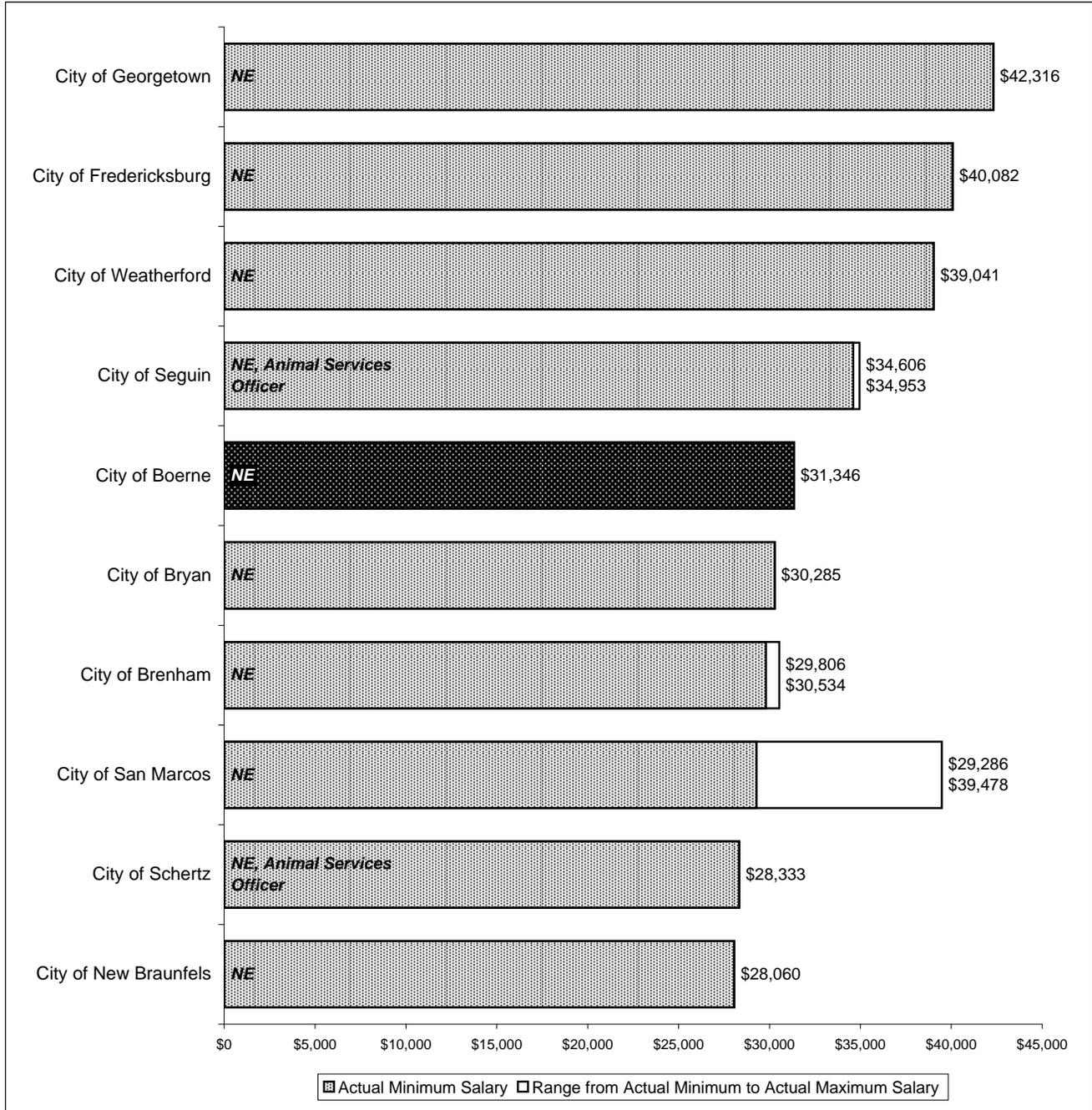


**Ray Associates, Inc.  
Salary Survey**

**Animal Control Officer**

Overall Average Salary: \$34,161  
 Target for Avg. Salary: \$36,200  
 Median Minimum Salary: \$30,285  
 Target for Med. Min. Salary: \$36,084  
 Median Maximum Salary: \$34,953  
 Target for Med. Max. Salary: \$39,187  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -13.4%  
 City of Boerne % Below Med. Min. Target: -13.1%  
 City of Boerne % Below Med. Max. Target: -20.0%



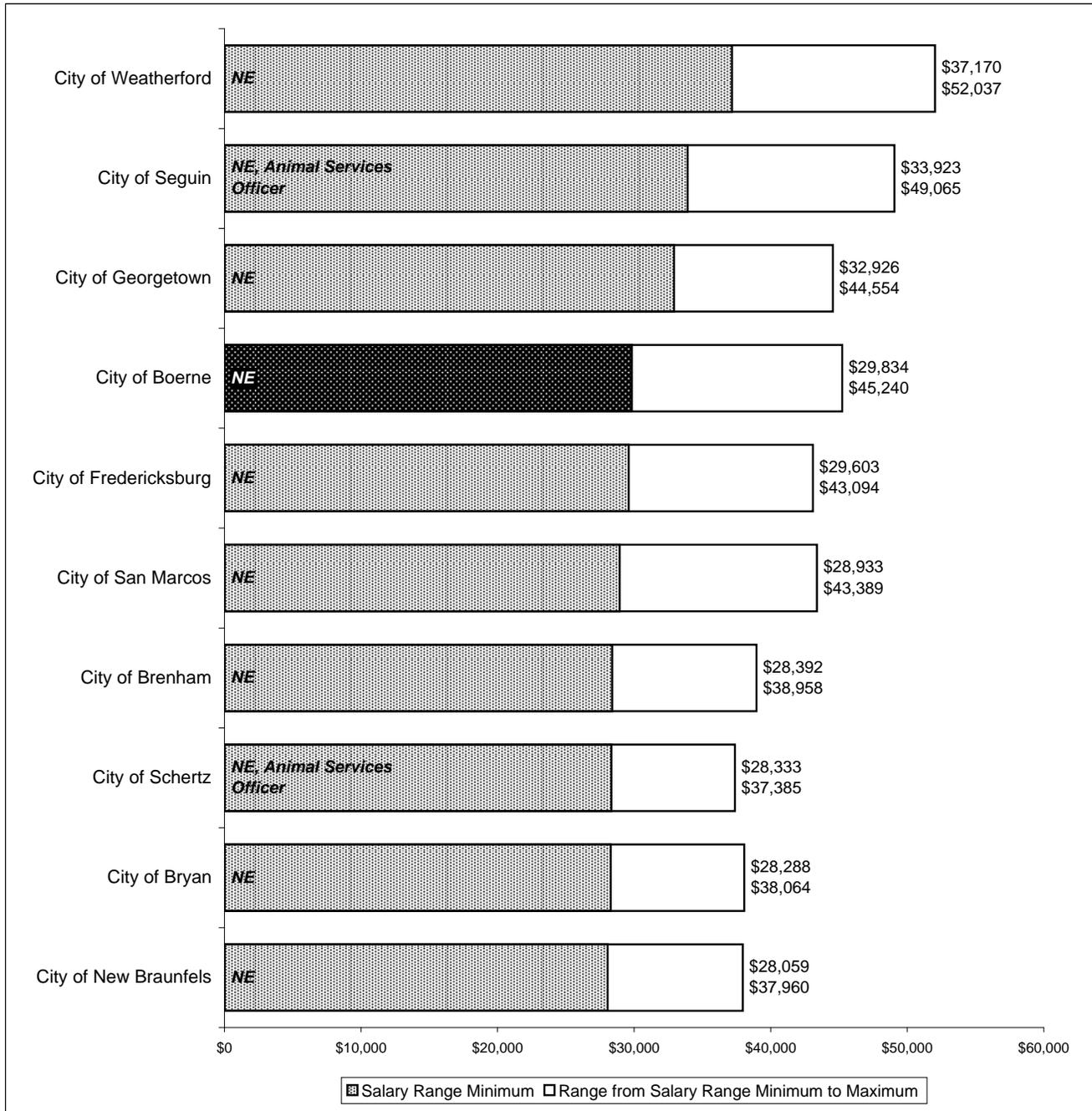
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Animal Control Officer**

Overall Average Salary:	\$36,674	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$37,146	City of Boerne % Above Avg. Target: 1.1%
Median Minimum Salary:	\$28,933	
Target for Med. Min. Salary:	\$30,711	City of Boerne % Below Med. Min. Target: -2.9%
Median Maximum Salary:	\$43,094	
Target for Med. Max. Salary:	\$43,777	City of Boerne % Below Med. Max. Target: 3.3%

*(All exclude City of Boerne)*

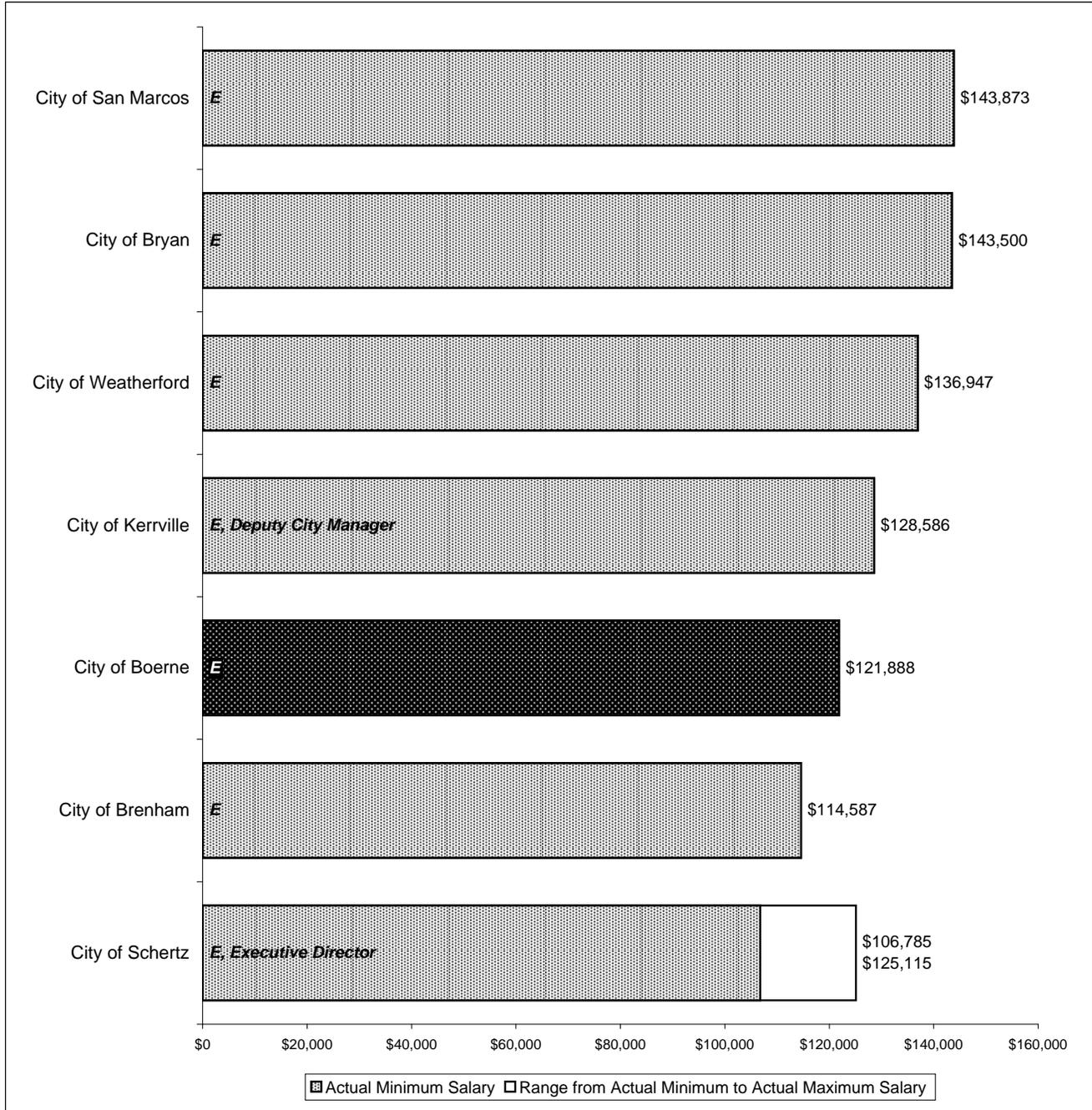


**Ray Associates, Inc.  
Salary Survey**

**Assistant City Manager**

Overall Average Salary: \$130,574  
 Target for Avg. Salary: \$139,131  
 Median Minimum Salary: \$132,767  
 Target for Med. Min. Salary: \$139,131  
 Median Maximum Salary: \$132,767  
 Target for Med. Max. Salary: \$139,131  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -12.4%  
 City of Boerne % Below Med. Min. Target: -12.4%  
 City of Boerne % Below Med. Max. Target: -12.4%



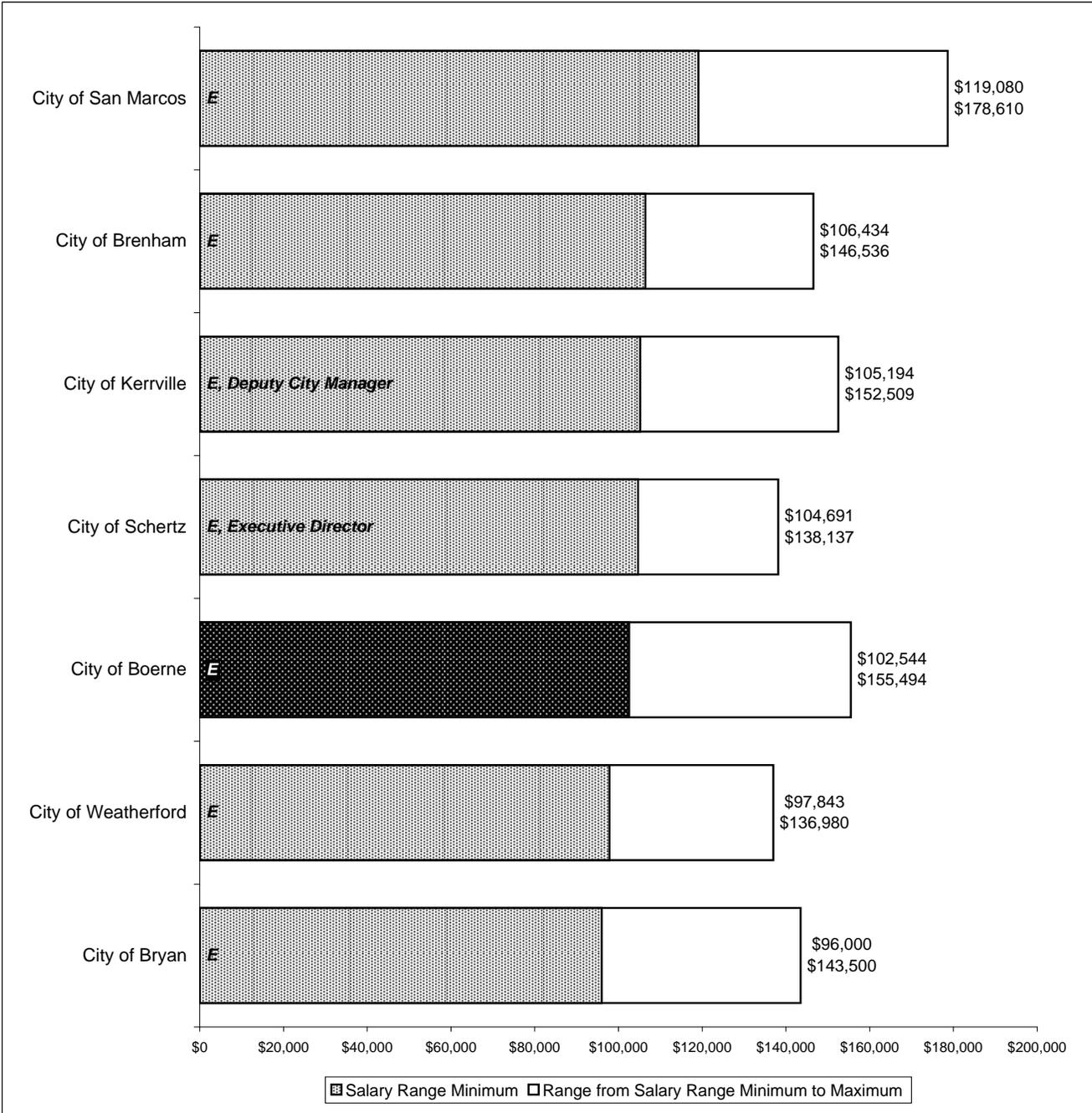
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Assistant City Manager**

Overall Average Salary:	\$127,126	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$127,274	City of Boerne % Above Avg. Target: 1.4%
Median Minimum Salary:	\$104,943	
Target for Med. Min. Salary:	\$105,607	City of Boerne % Below Med. Min. Target: -2.9%
Median Maximum Salary:	\$145,018	
Target for Med. Max. Salary:	\$148,527	City of Boerne % Below Med. Max. Target: 4.7%

*(All exclude City of Boerne)*

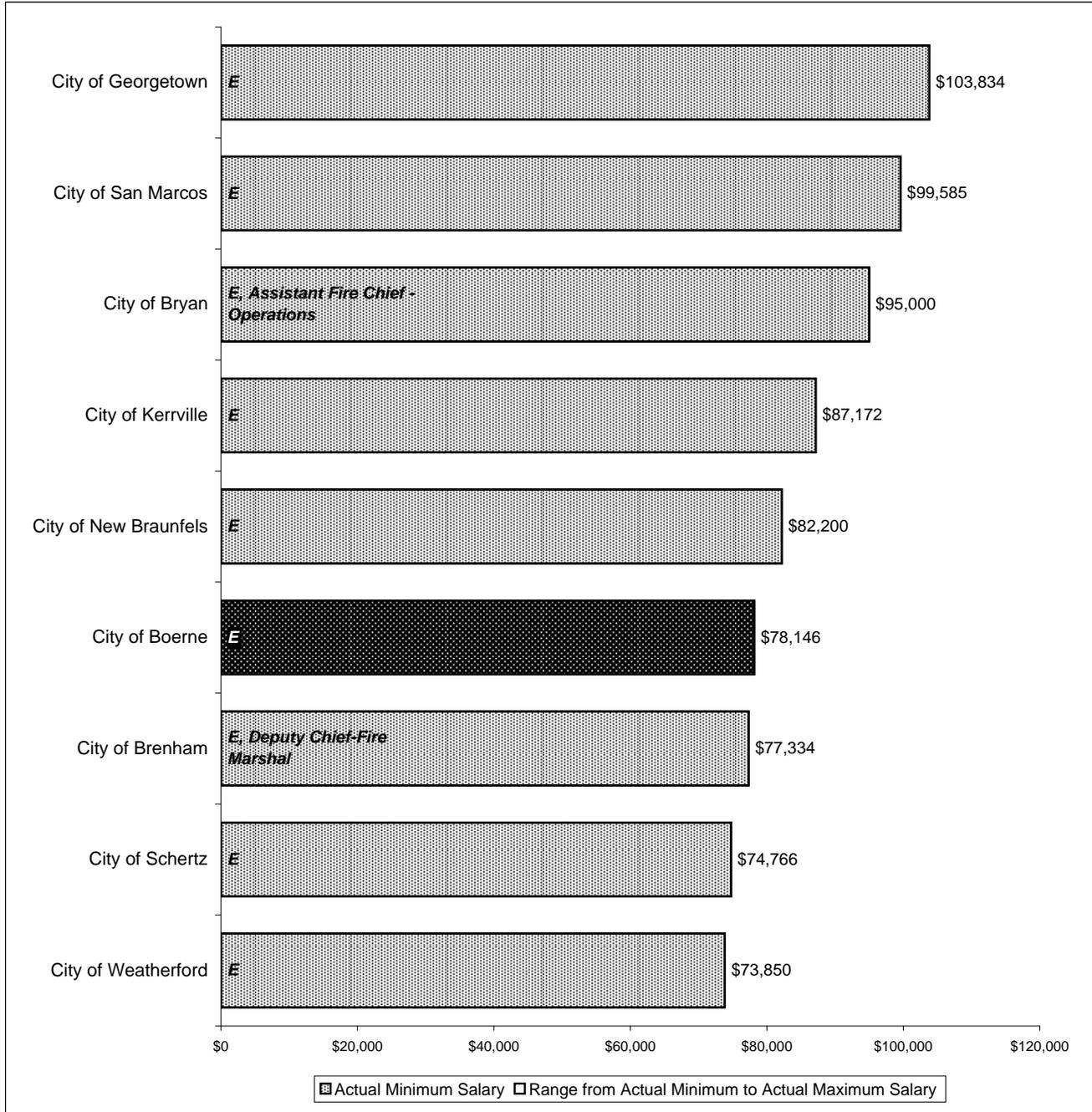


**Ray Associates, Inc.  
Salary Survey**

**Assistant Fire Chief**

Overall Average Salary:	\$86,718	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$92,391	City of Boerne % Below Avg. Target: -15.4%
Median Minimum Salary:	\$84,686	
Target for Med. Min. Salary:	\$92,391	City of Boerne % Below Med. Min. Target: -15.4%
Median Maximum Salary:	\$84,686	
Target for Med. Max. Salary:	\$92,391	City of Boerne % Below Med. Max. Target: -15.4%

*(All exclude City of Boerne)*



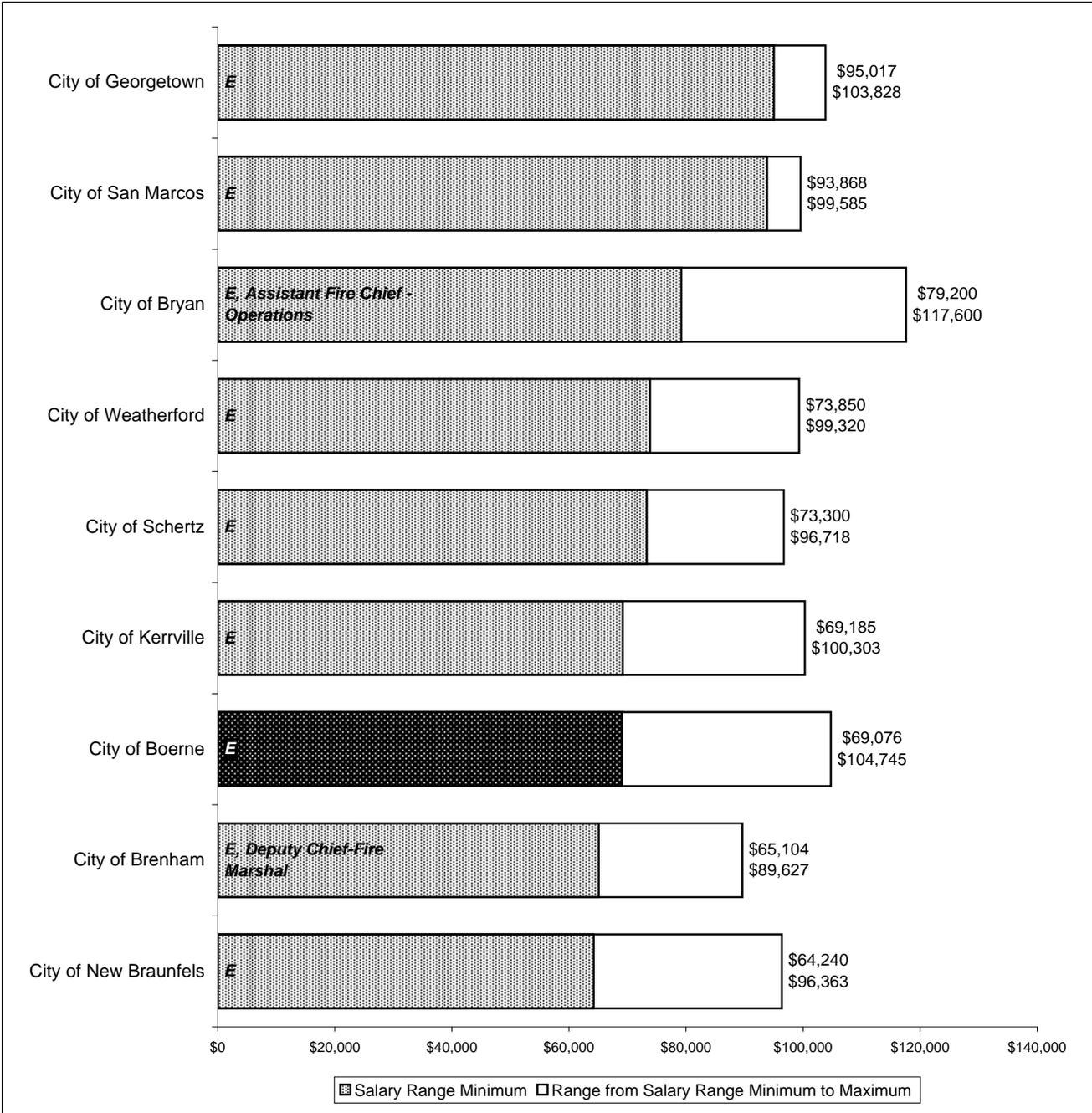
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Assistant Fire Chief**

Overall Average Salary: \$88,569  
 Target for Avg. Salary: \$93,346  
 Median Minimum Salary: \$73,575  
 Target for Med. Min. Salary: \$77,417  
 Median Maximum Salary: \$99,453  
 Target for Med. Max. Salary: \$100,064  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -6.9%  
 City of Boerne % Below Med. Min. Target: -10.8%  
 City of Boerne % Below Med. Max. Target: 4.7%

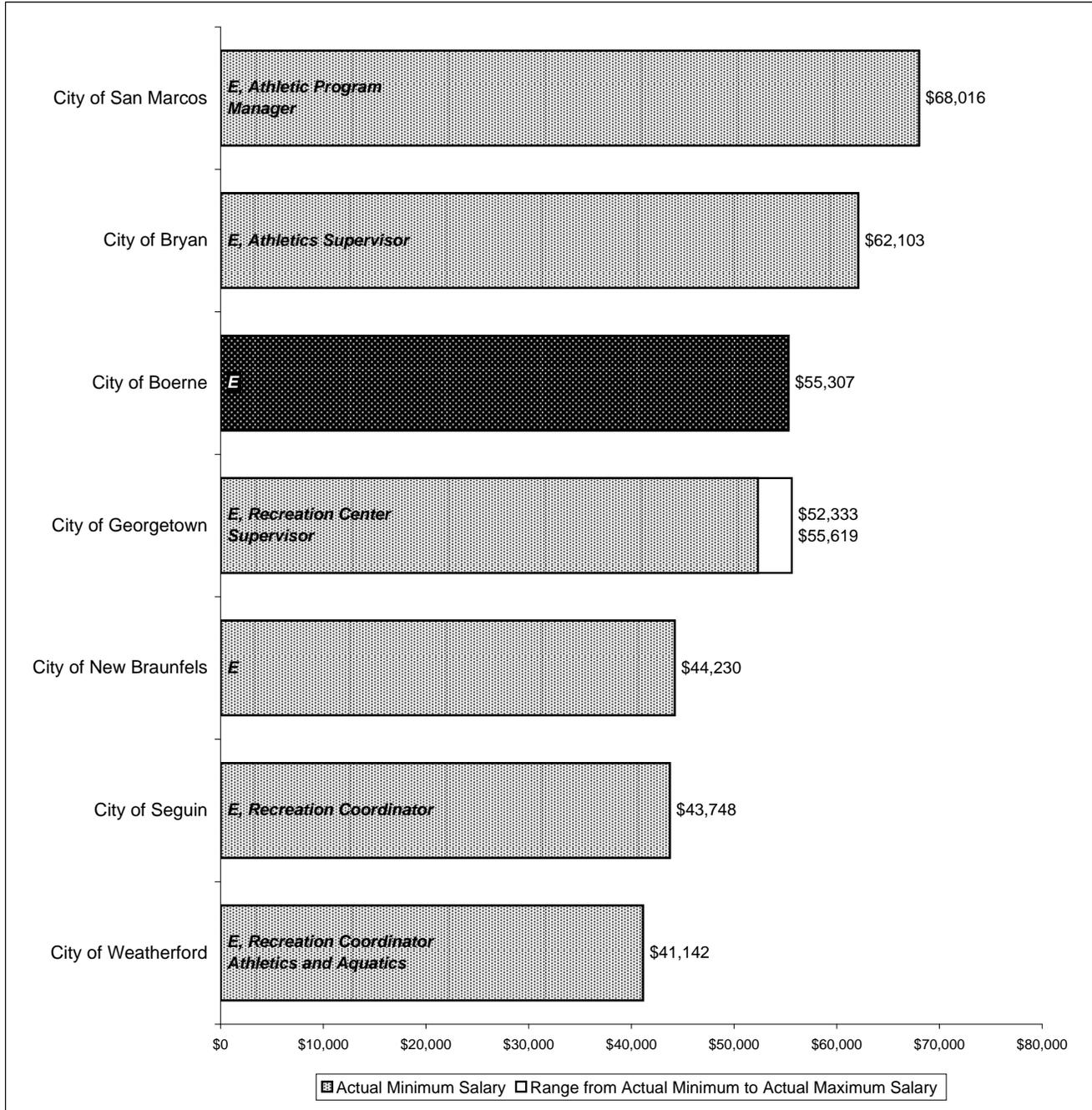


**Ray Associates, Inc.  
Salary Survey**

**Athletic and Aquatic Supervisor**

Overall Average Salary:	\$52,203	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$56,685	City of Boerne % Below Avg. Target: -2.4%
Median Minimum Salary:	\$48,281	
Target for Med. Min. Salary:	\$55,590	City of Boerne % Below Med. Min. Target: -0.5%
Median Maximum Salary:	\$49,925	
Target for Med. Max. Salary:	\$57,781	City of Boerne % Below Med. Max. Target: -4.3%

*(All exclude City of Boerne)*



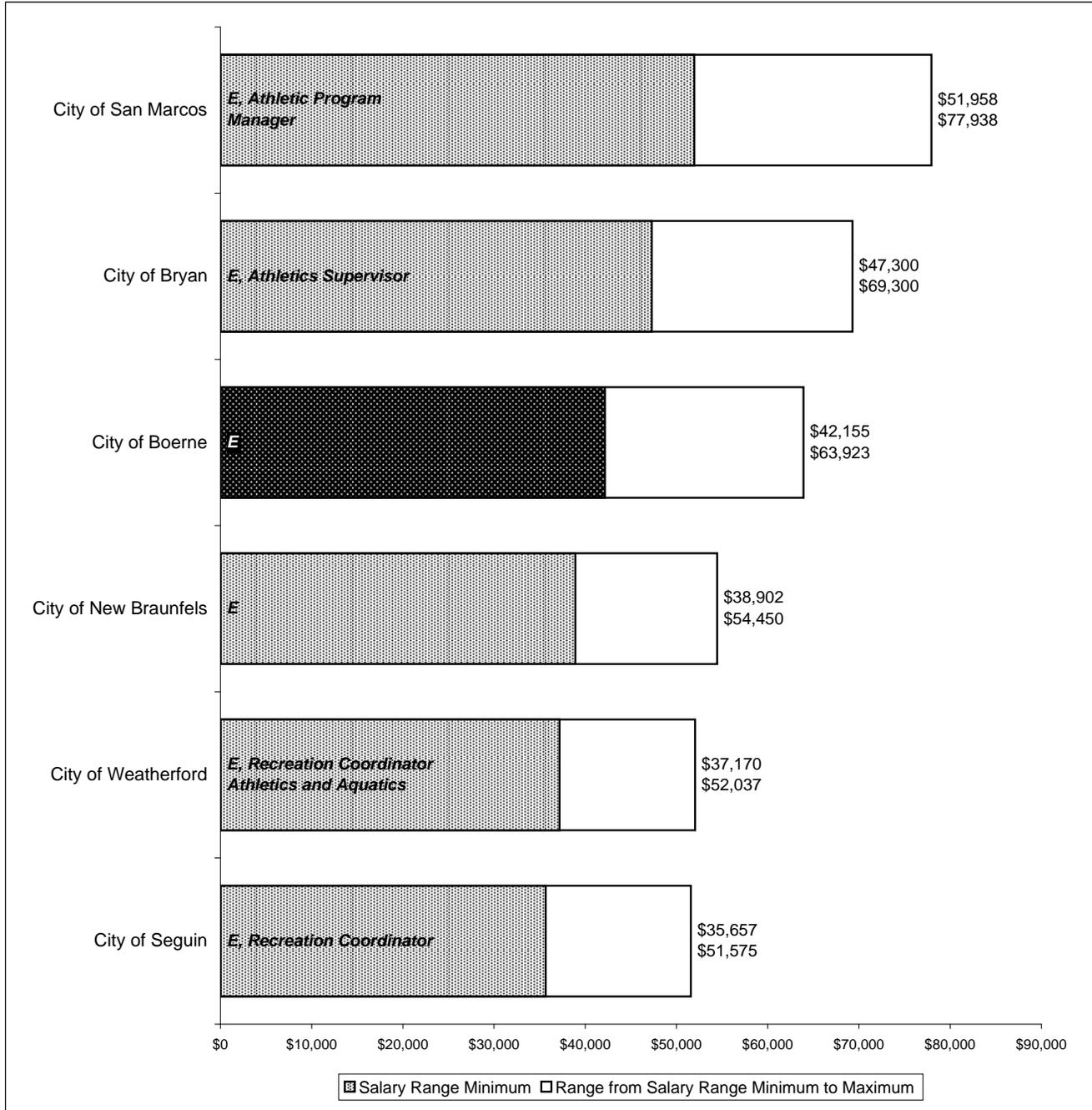
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Athletic and Aquatic Supervisor**

Overall Average Salary:	\$51,629	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$54,425	City of Boerne % Below Avg. Target: -2.5%
Median Minimum Salary:	\$38,902	
Target for Med. Min. Salary:	\$44,501	City of Boerne % Below Med. Min. Target: -5.3%
Median Maximum Salary:	\$54,450	
Target for Med. Max. Salary:	\$64,350	City of Boerne % Below Med. Max. Target: -0.7%

*(All exclude City of Boerne)*

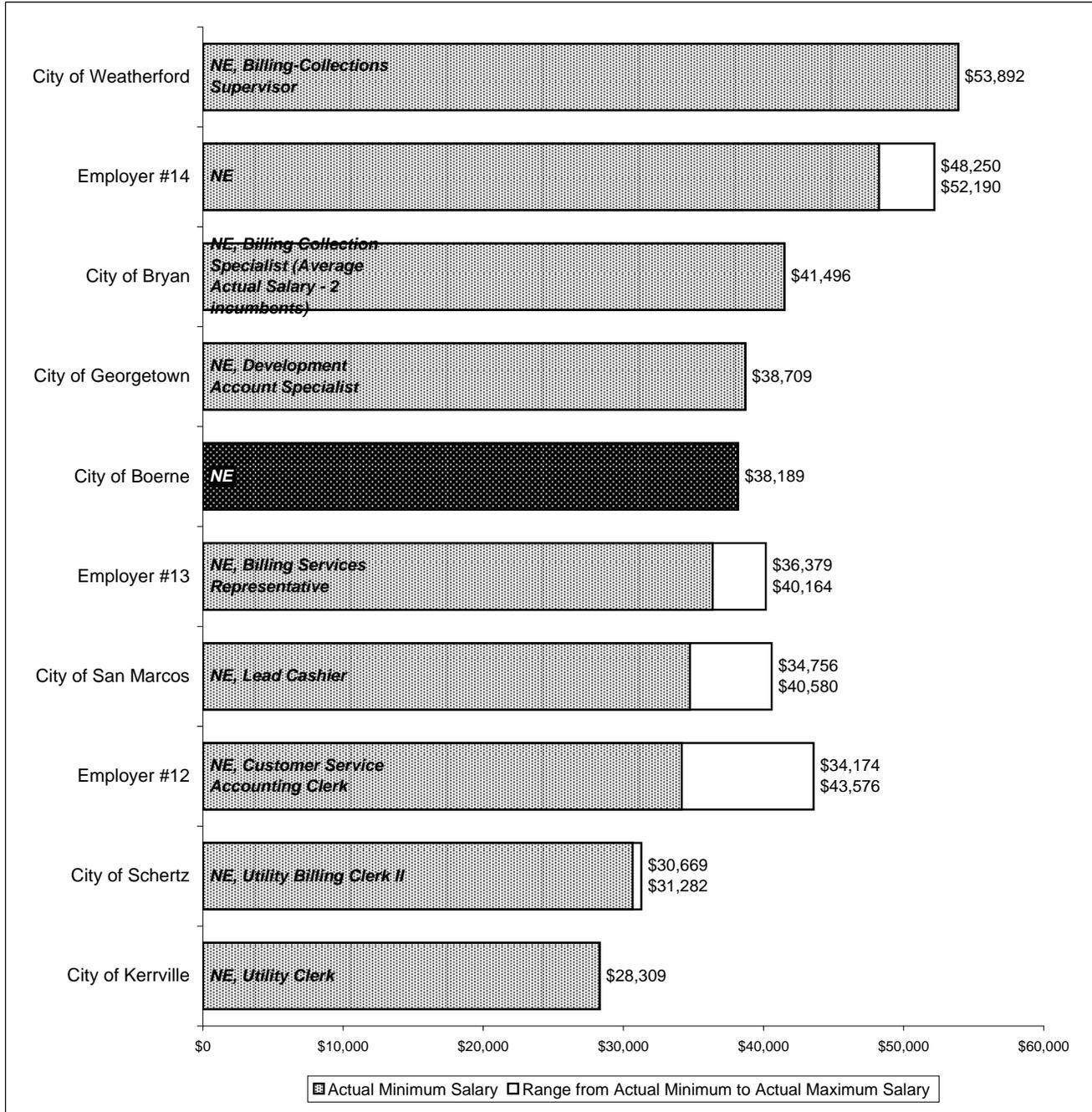


**Ray Associates, Inc.  
Salary Survey**

**Billing Specialist**

Overall Average Salary:	\$39,824	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$39,749	City of Boerne % Below Avg. Target: -3.9%
Median Minimum Salary:	\$36,379	
Target for Med. Min. Salary:	\$39,638	City of Boerne % Below Med. Min. Target: -3.7%
Median Maximum Salary:	\$40,580	
Target for Med. Max. Salary:	\$42,189	City of Boerne % Below Med. Max. Target: -9.5%

(All exclude City of Boerne)



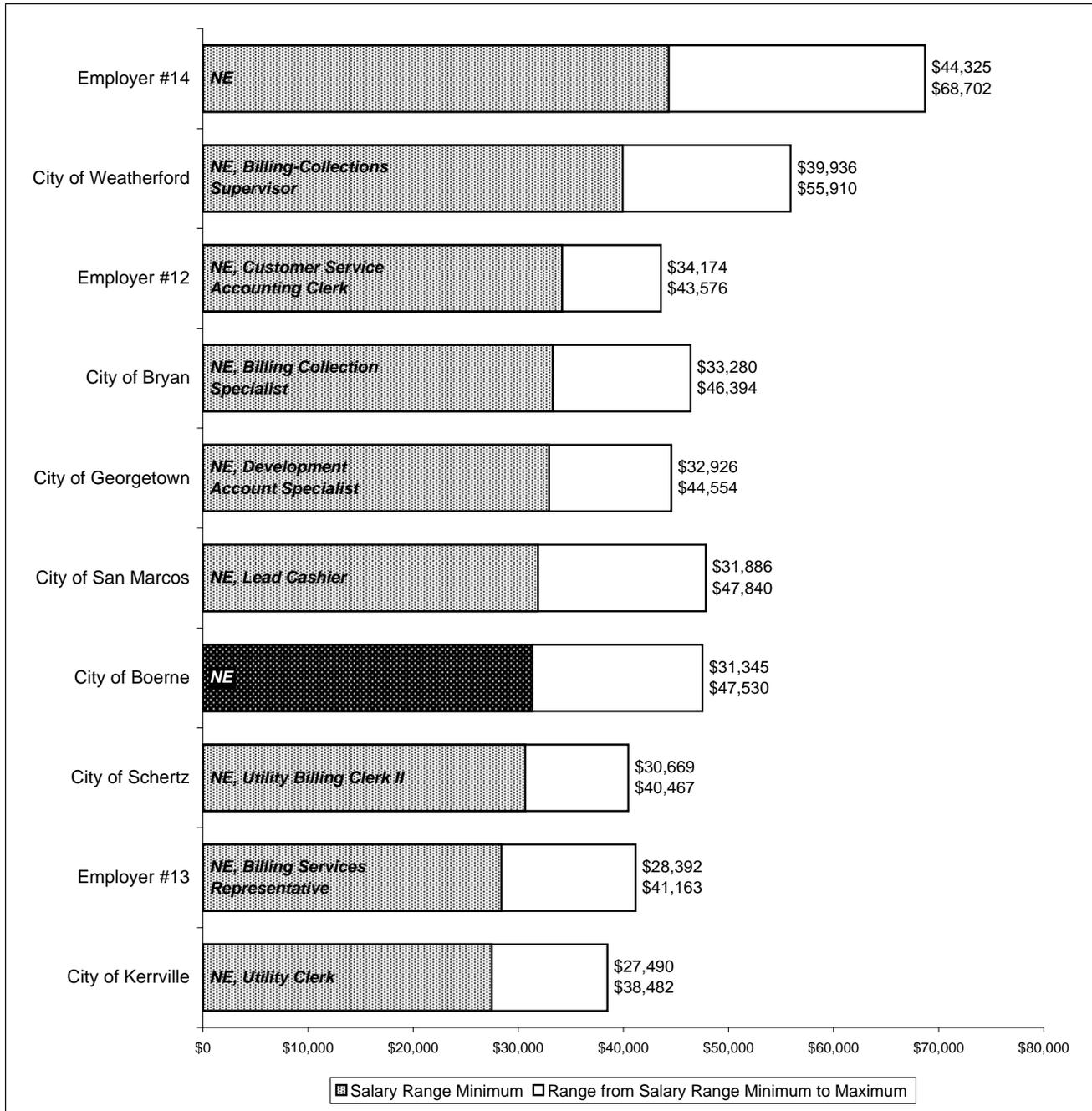
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Billing Specialist**

Overall Average Salary:	\$40,565	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$39,846	City of Boerne % Below Avg. Target: -1.0%
Median Minimum Salary:	\$32,926	
Target for Med. Min. Salary:	\$33,578	City of Boerne % Below Med. Min. Target: -6.7%
Median Maximum Salary:	\$44,554	
Target for Med. Max. Salary:	\$46,876	City of Boerne % Below Med. Max. Target: 1.4%

(All exclude City of Boerne)

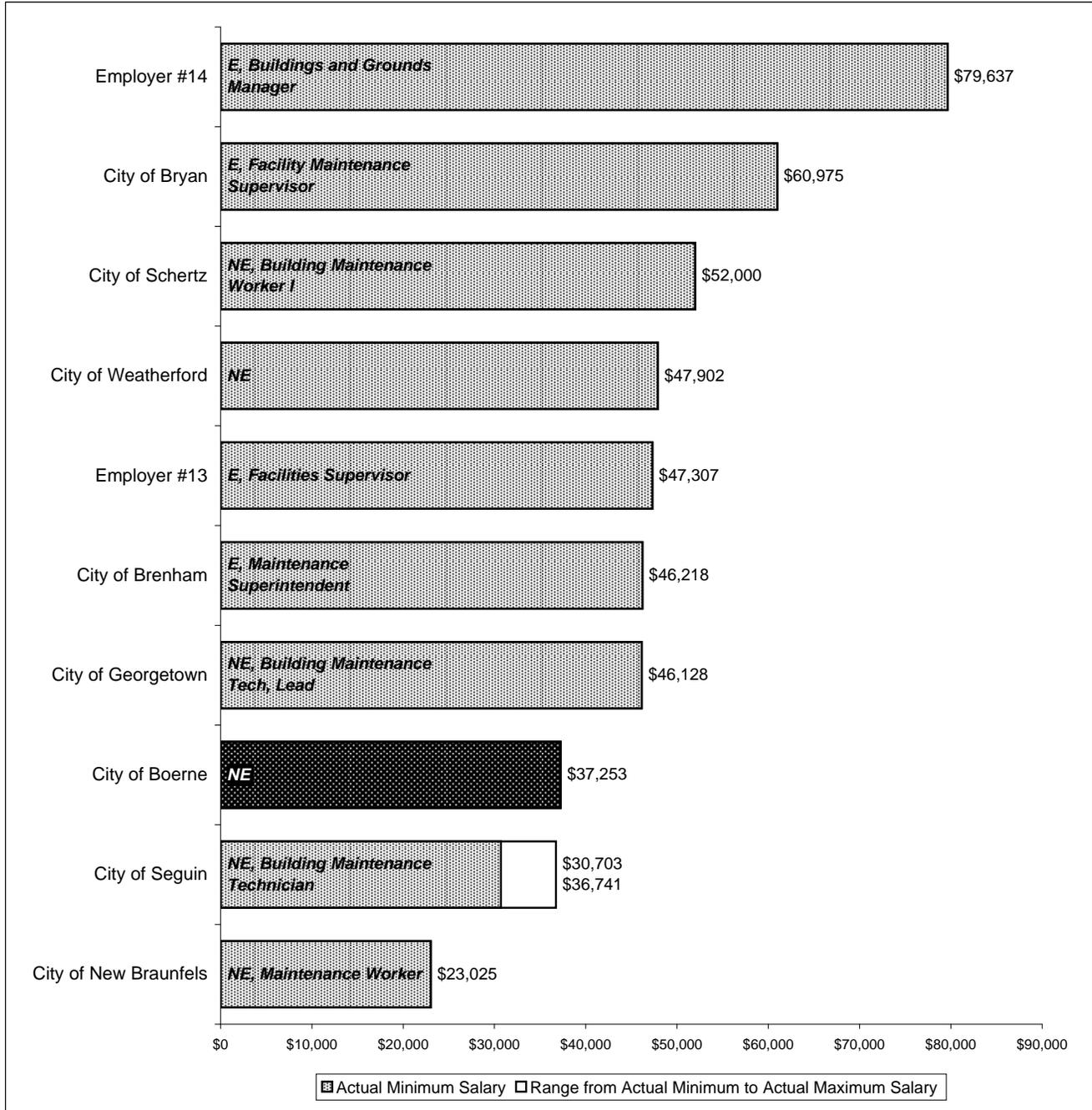


**Ray Associates, Inc.  
Salary Survey**

**Building Maintenance Technician**

Overall Average Salary:	\$48,546	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$49,268	City of Boerne % Below Avg. Target: -24.4%
Median Minimum Salary:	\$47,307	
Target for Med. Min. Salary:	\$49,268	City of Boerne % Below Med. Min. Target: -24.4%
Median Maximum Salary:	\$47,307	
Target for Med. Max. Salary:	\$49,268	City of Boerne % Below Med. Max. Target: -24.4%

(All exclude City of Boerne)



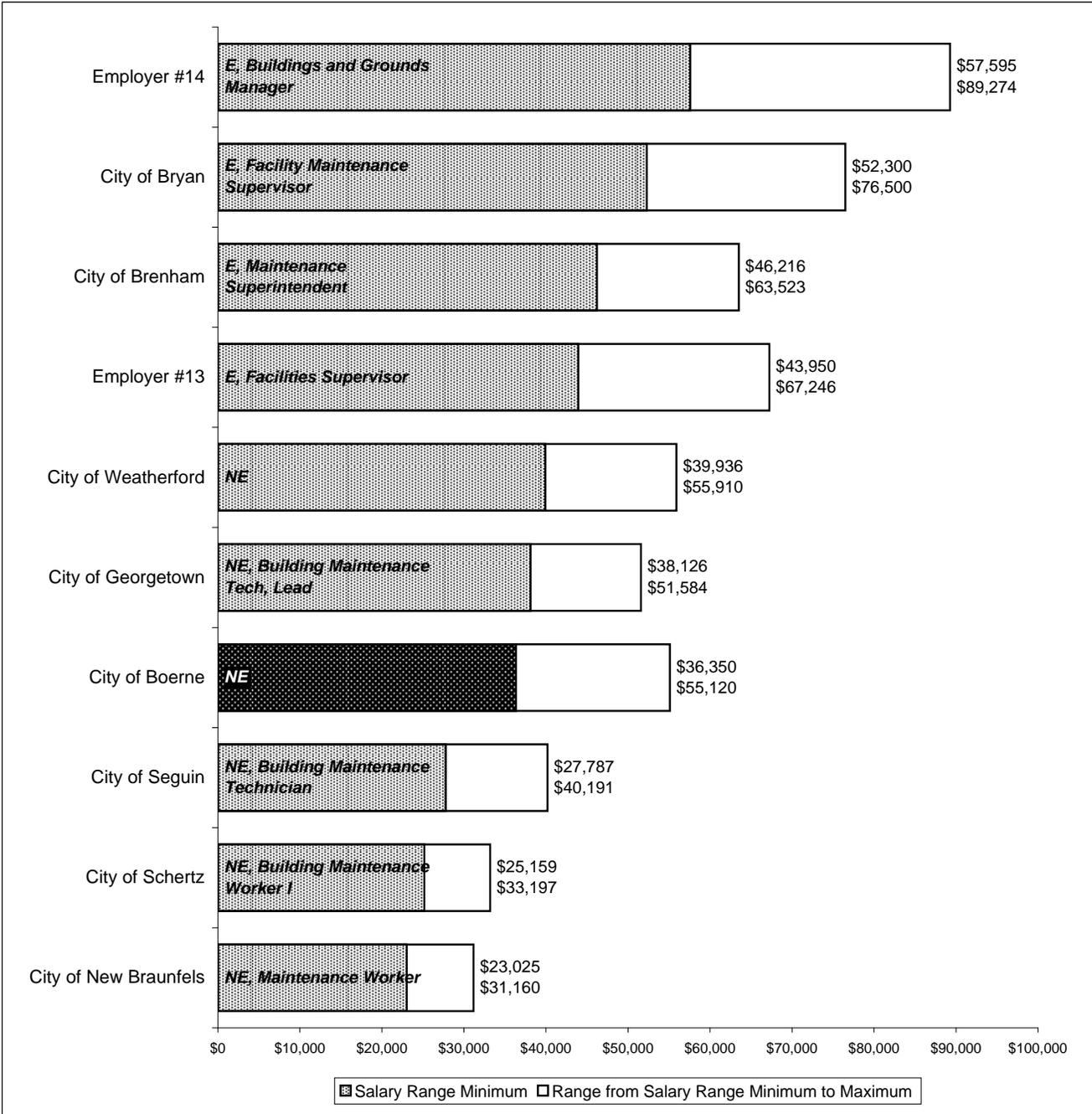
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Building Maintenance Technician**

Overall Average Salary:	\$47,927	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$55,112	City of Boerne % Below Avg. Target: -17.0%
Median Minimum Salary:	\$39,936	
Target for Med. Min. Salary:	\$44,705	City of Boerne % Below Med. Min. Target: -18.7%
Median Maximum Salary:	\$55,910	
Target for Med. Max. Salary:	\$64,764	City of Boerne % Below Med. Max. Target: -14.9%

(All exclude City of Boerne)

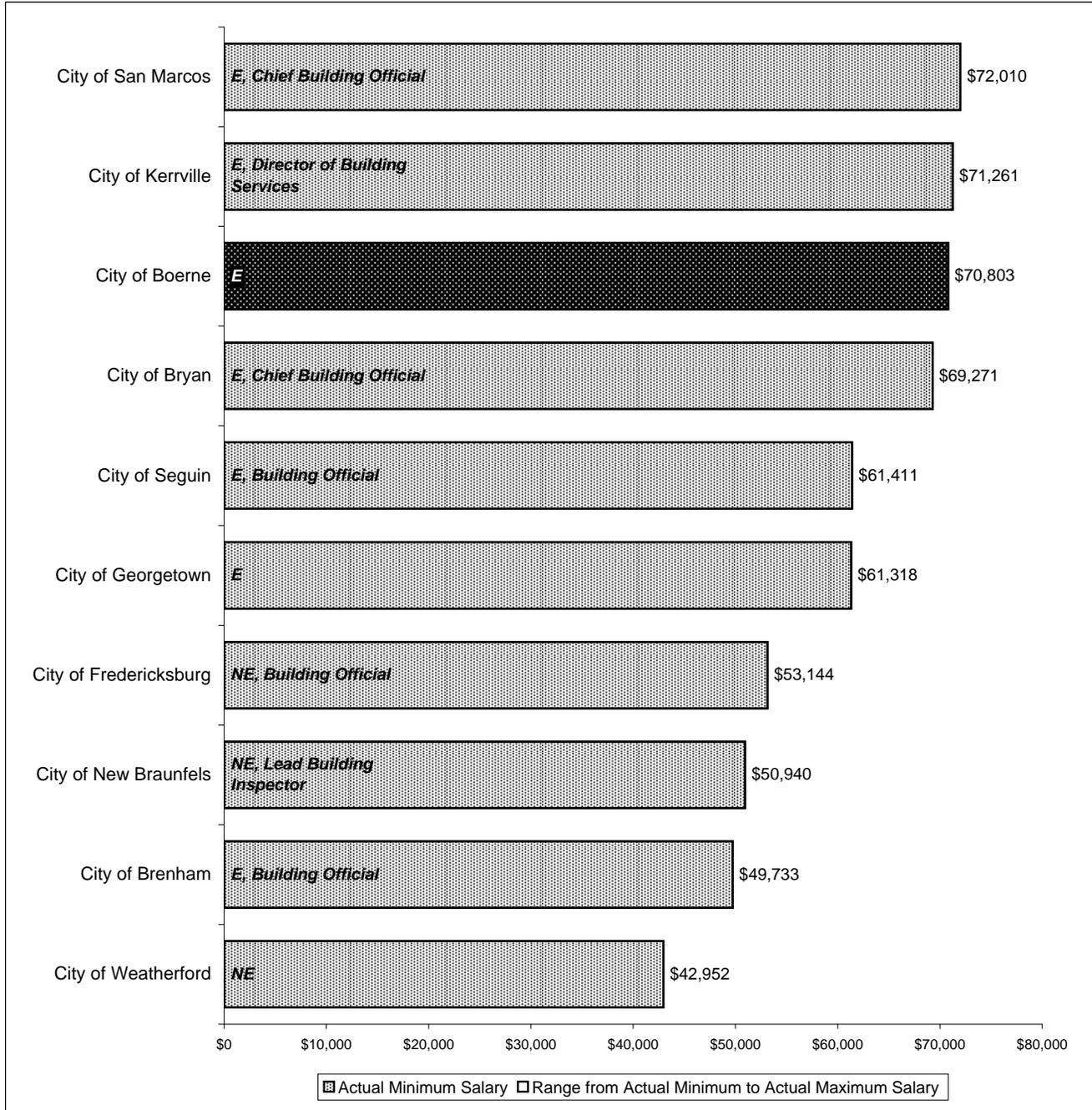


**Ray Associates, Inc.  
Salary Survey**

**Chief Building Inspector**

Overall Average Salary:	\$59,116	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$64,031	City of Boerne % Above Avg. Target: 10.6%
Median Minimum Salary:	\$61,318	
Target for Med. Min. Salary:	\$64,031	City of Boerne % Above Med. Min. Target: 10.6%
Median Maximum Salary:	\$61,318	
Target for Med. Max. Salary:	\$64,031	City of Boerne % Above Med. Max. Target: 10.6%

*(All exclude City of Boerne)*



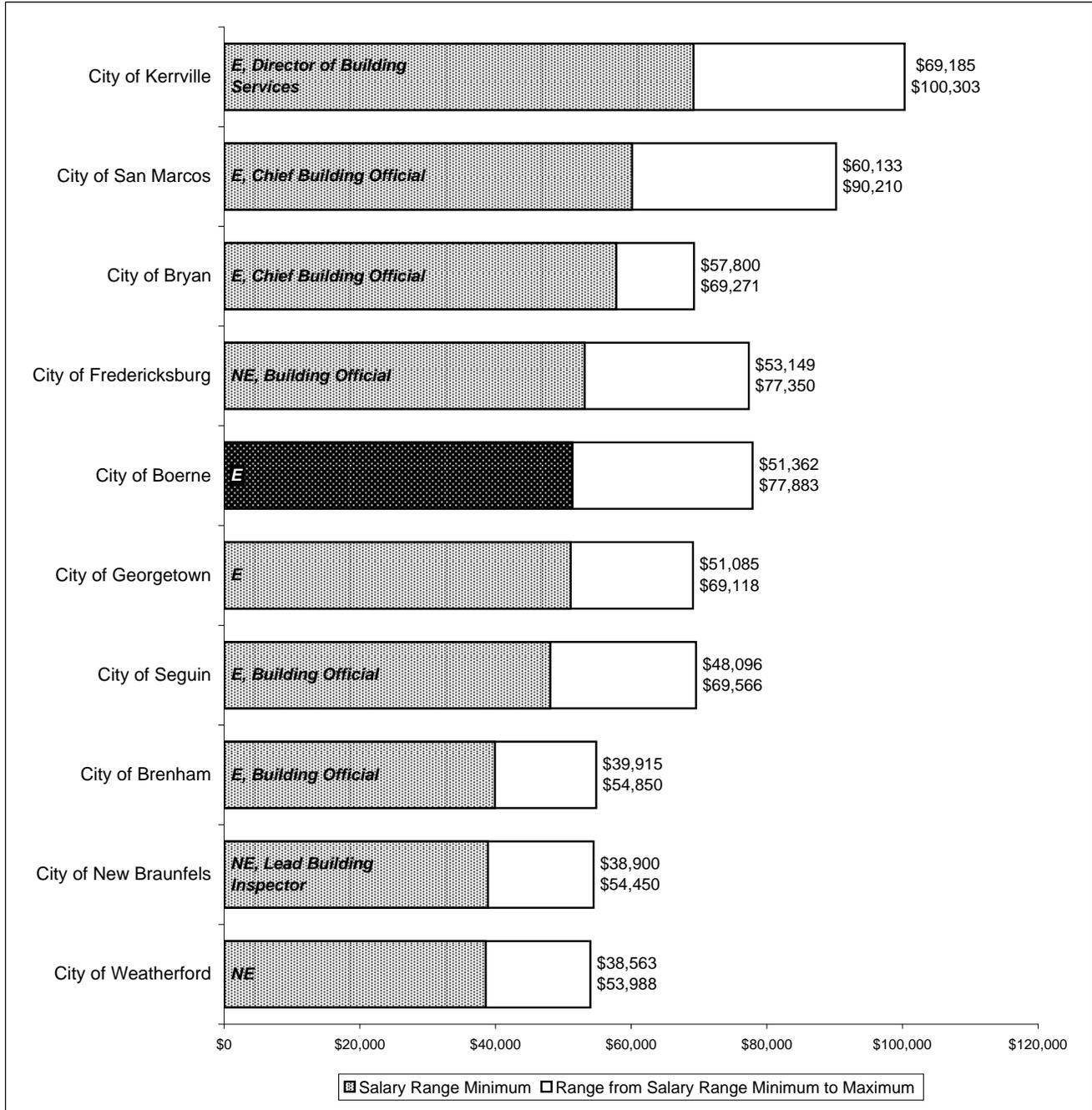
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Chief Building Inspector**

Overall Average Salary:	\$60,885	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$64,107	City of Boerne % Above Avg. Target: 0.8%
Median Minimum Salary:	\$51,085	
Target for Med. Min. Salary:	\$54,699	City of Boerne % Below Med. Min. Target: -6.1%
Median Maximum Salary:	\$69,271	
Target for Med. Max. Salary:	\$72,161	City of Boerne % Below Med. Max. Target: 7.9%

*(All exclude City of Boerne)*

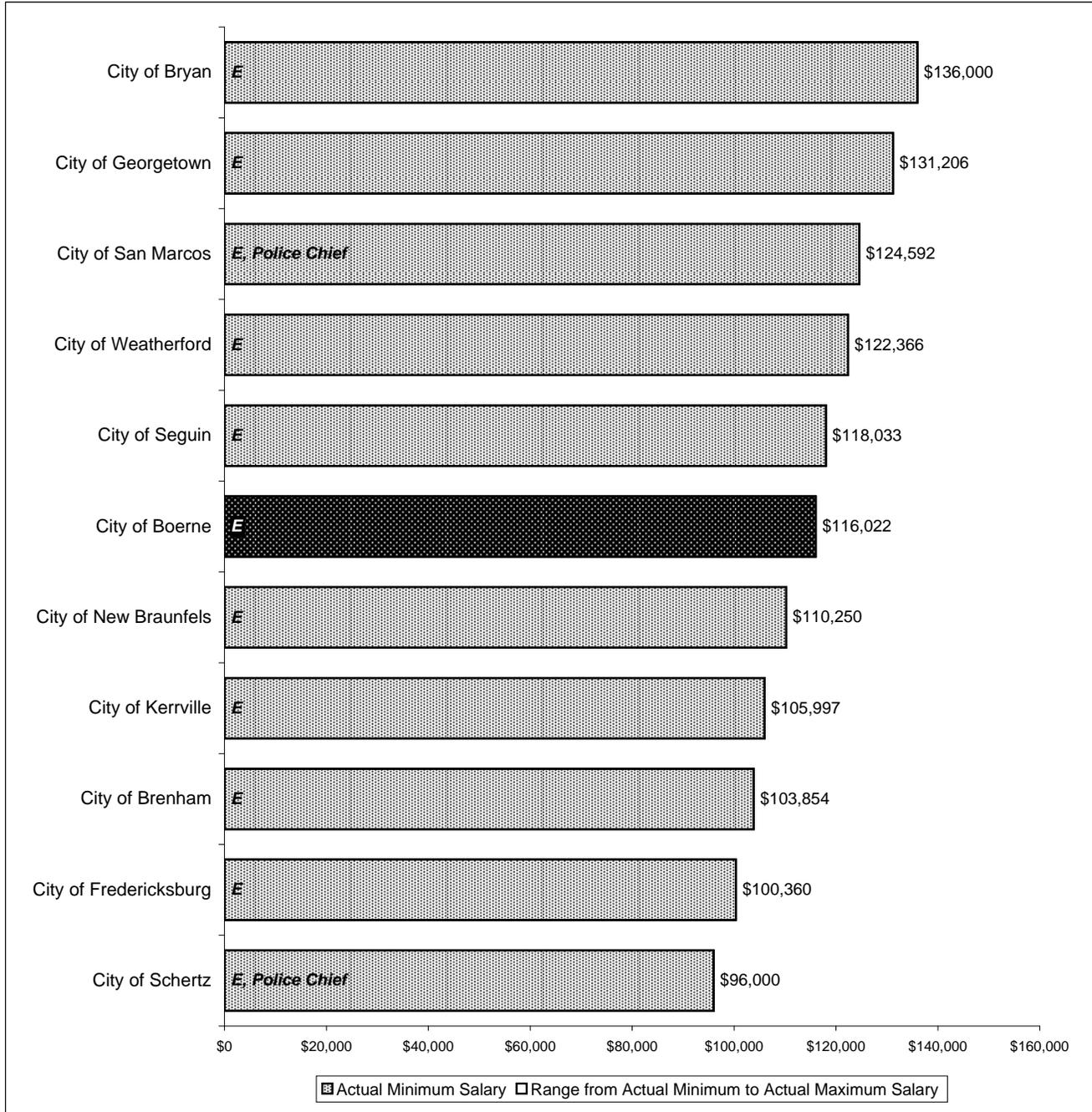


**Ray Associates, Inc.  
Salary Survey**

**Chief of Police**

Overall Average Salary:	\$114,866	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$122,366	City of Boerne % Below Avg. Target: -5.2%
Median Minimum Salary:	\$114,142	
Target for Med. Min. Salary:	\$122,366	City of Boerne % Below Med. Min. Target: -5.2%
Median Maximum Salary:	\$114,142	
Target for Med. Max. Salary:	\$122,366	City of Boerne % Below Med. Max. Target: -5.2%

(All exclude City of Boerne)



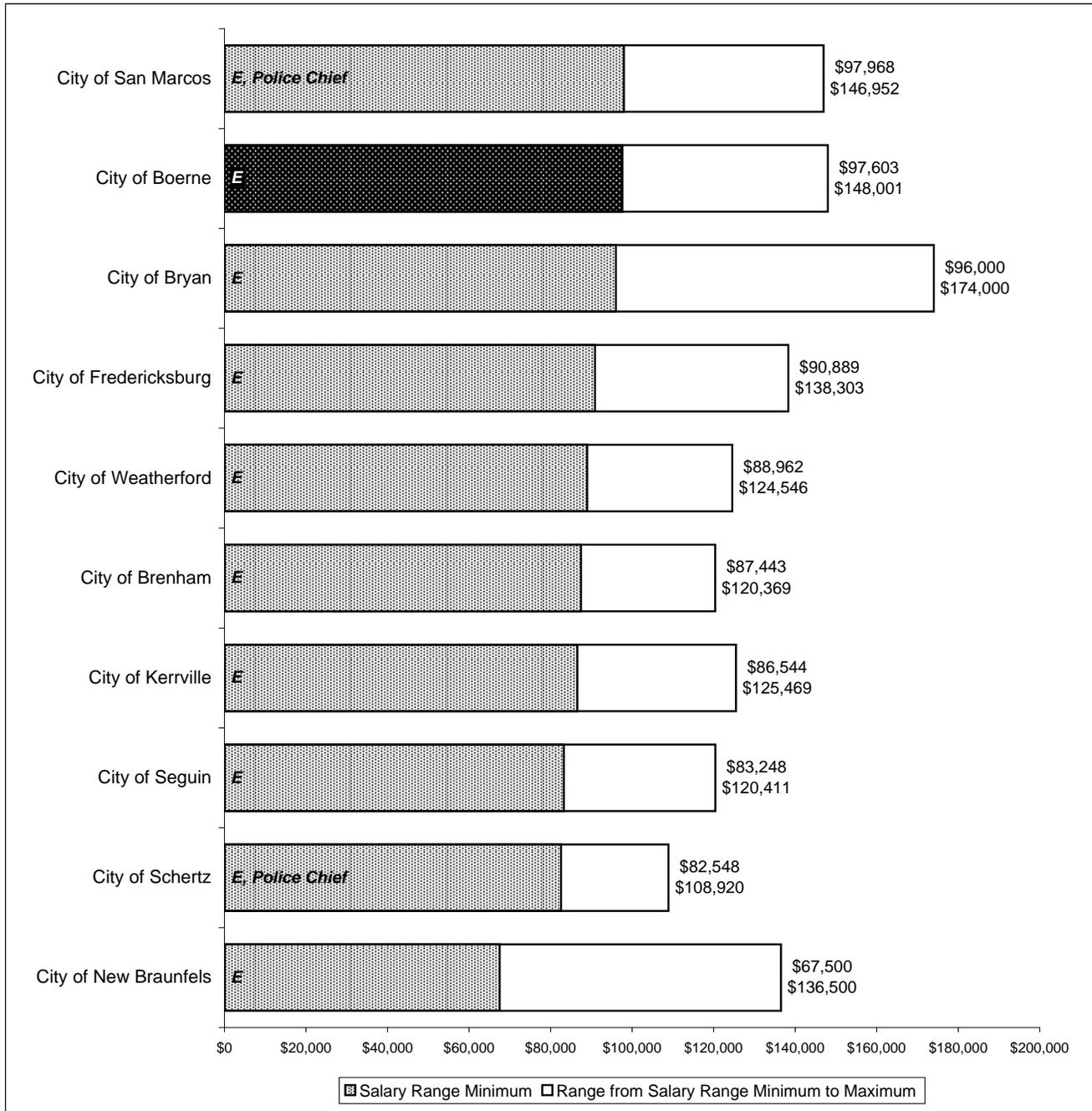
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Chief of Police**

Overall Average Salary:	\$109,810	<i>City of Boerne Target: Top third of the surveyed market</i>	
Target for Avg. Salary:	\$109,368	City of Boerne % Above Avg. Target:	12.3%
Median Minimum Salary:	\$87,443		
Target for Med. Min. Salary:	\$89,604	City of Boerne % Above Med. Min. Target:	8.9%
Median Maximum Salary:	\$125,469		
Target for Med. Max. Salary:	\$137,101	City of Boerne % Above Med. Max. Target:	8.0%

*(All exclude City of Boerne)*

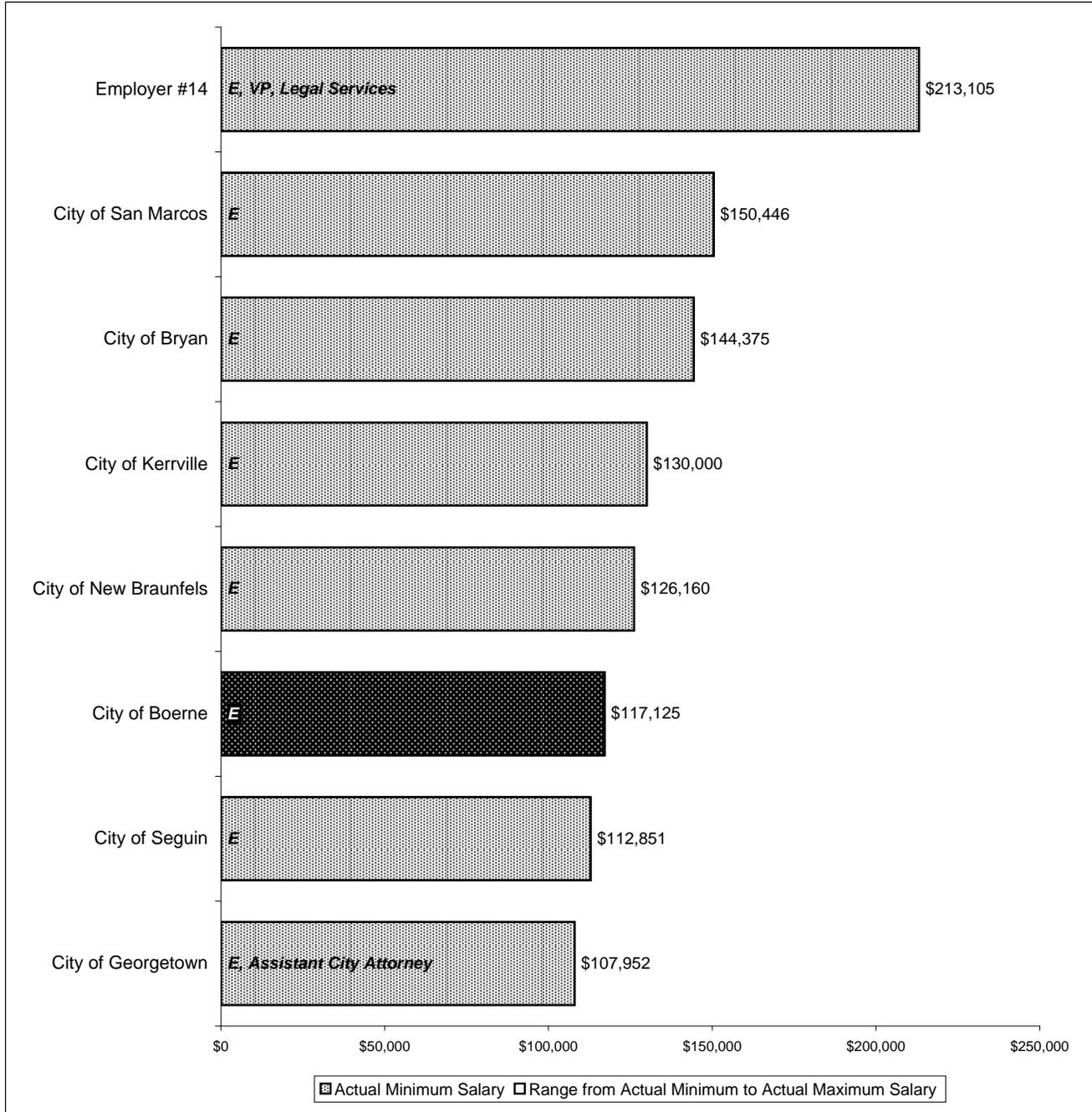


**Ray Associates, Inc.  
Salary Survey**

**City Attorney**

Overall Average Salary:	\$140,698	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$144,375	City of Boerne % Below Avg. Target: -18.9%
Median Minimum Salary:	\$130,000	
Target for Med. Min. Salary:	\$144,375	City of Boerne % Below Med. Min. Target: -18.9%
Median Maximum Salary:	\$130,000	
Target for Med. Max. Salary:	\$144,375	City of Boerne % Below Med. Max. Target: -18.9%

(All exclude City of Boerne)



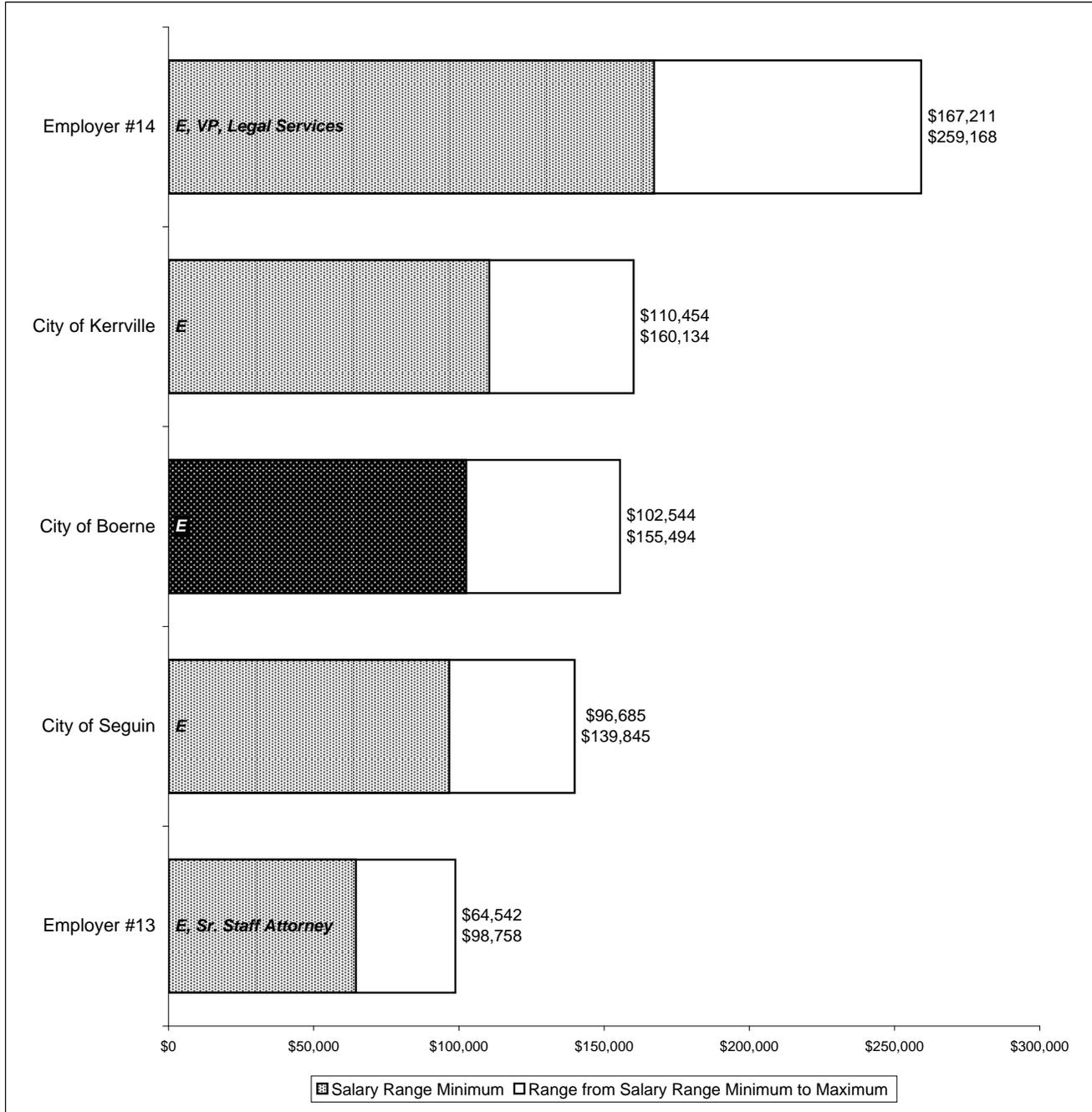
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**City Attorney**

Overall Average Salary:	\$137,100	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$135,295	City of Boerne % Below Avg. Target: -4.6%
Median Minimum Salary:	\$103,570	
Target for Med. Min. Salary:	\$110,455	City of Boerne % Below Med. Min. Target: -7.2%
Median Maximum Salary:	\$149,990	
Target for Med. Max. Salary:	\$160,135	City of Boerne % Below Med. Max. Target: -2.9%

*(All exclude City of Boerne)*

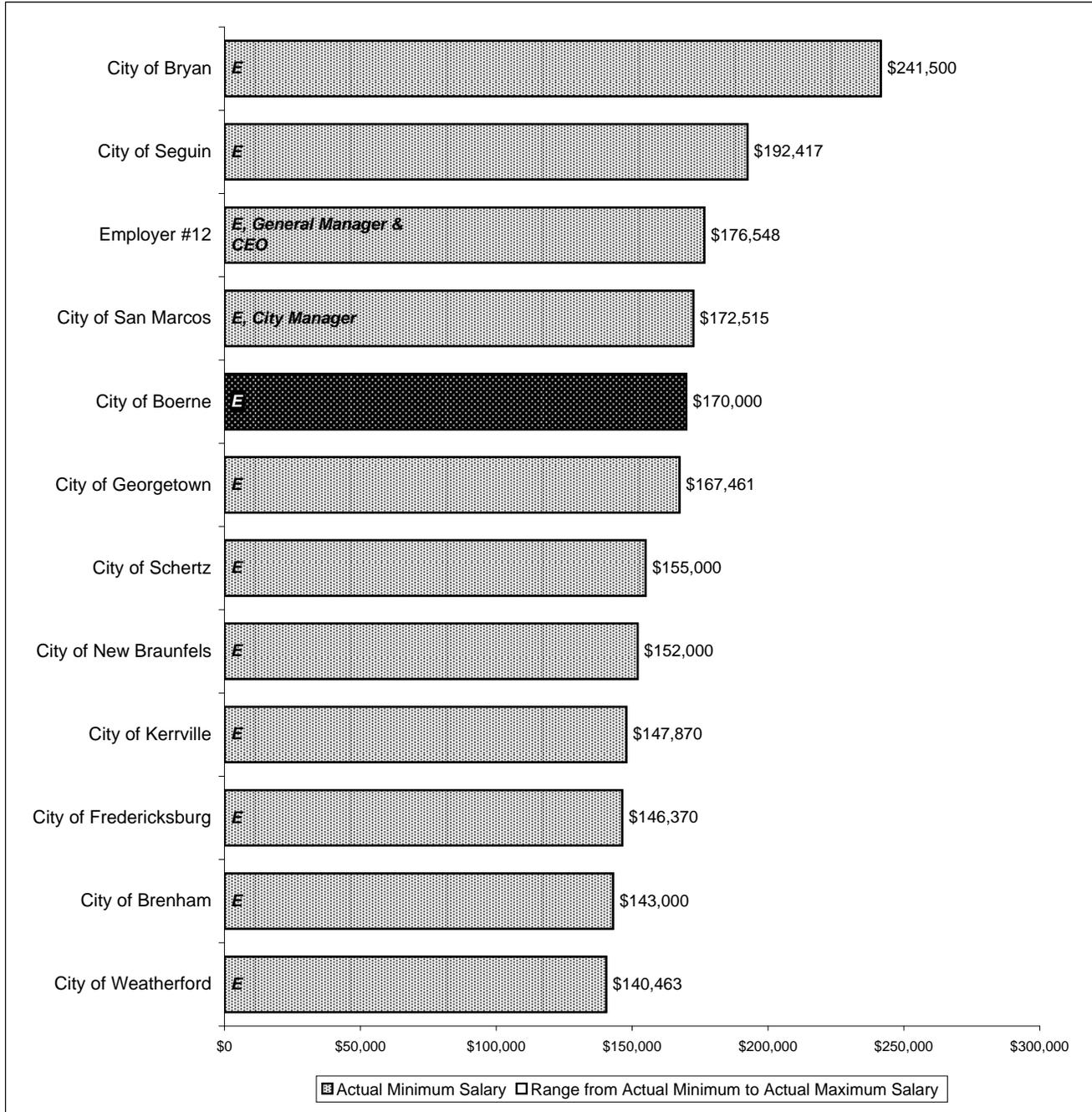


**Ray Associates, Inc.  
Salary Survey**

**City Manager**

Overall Average Salary:	\$166,831	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$170,830	City of Boerne % Below Avg. Target: -0.5%
Median Minimum Salary:	\$155,000	
Target for Med. Min. Salary:	\$170,830	City of Boerne % Below Med. Min. Target: -0.5%
Median Maximum Salary:	\$155,000	
Target for Med. Max. Salary:	\$170,830	City of Boerne % Below Med. Max. Target: -0.5%

(All exclude City of Boerne)



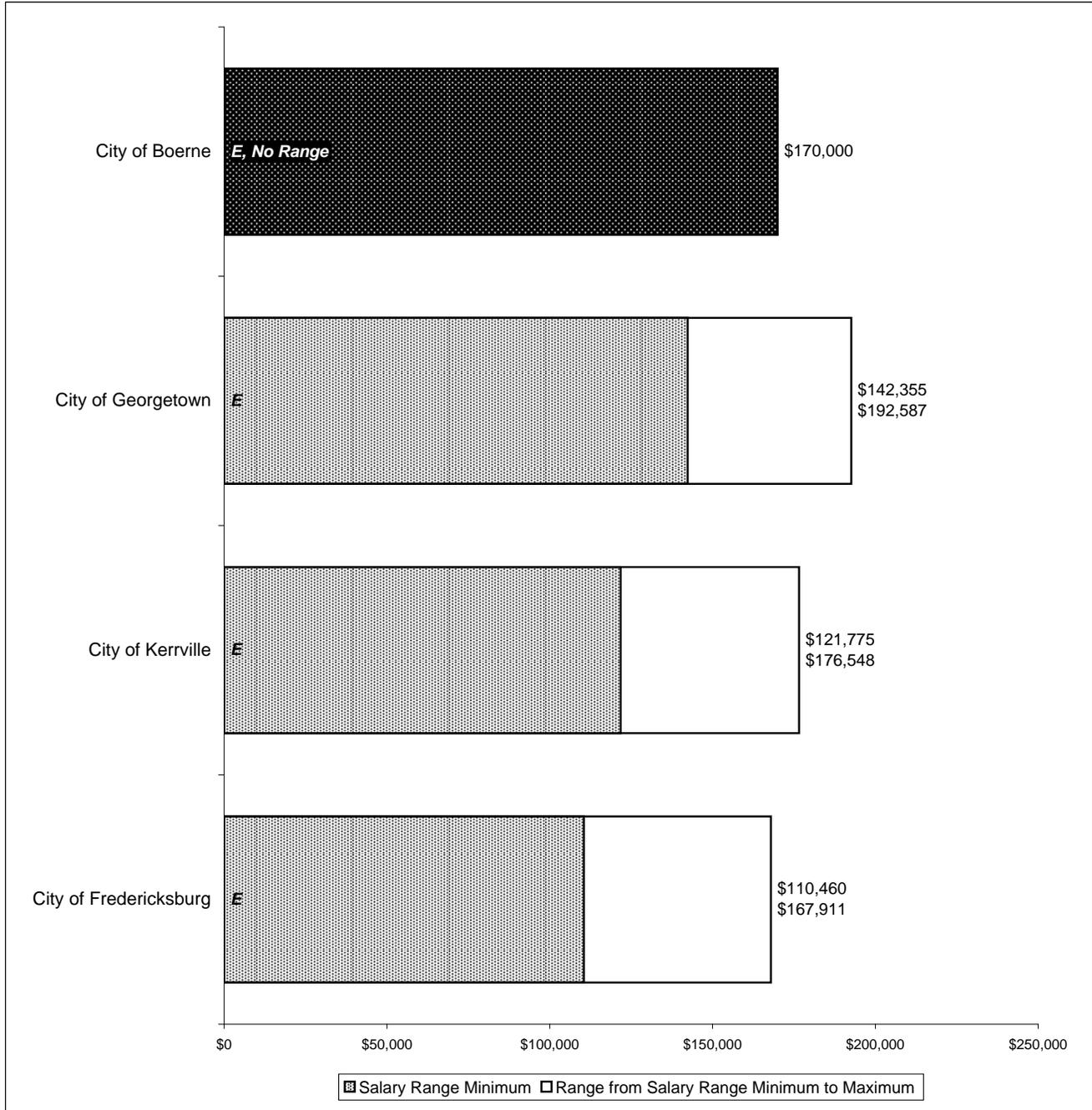
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**City Manager**

Overall Average Salary:	\$151,939	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$155,265	City of Boerne % Above Avg. Target: 9.5%
Median Minimum Salary:	\$121,775	
Target for Med. Min. Salary:	\$128,635	City of Boerne % Above Med. Min. Target: 32.2%
Median Maximum Salary:	\$176,548	
Target for Med. Max. Salary:	\$181,894	City of Boerne % Above Med. Max. Target: -6.5%

*(All exclude City of Boerne)*

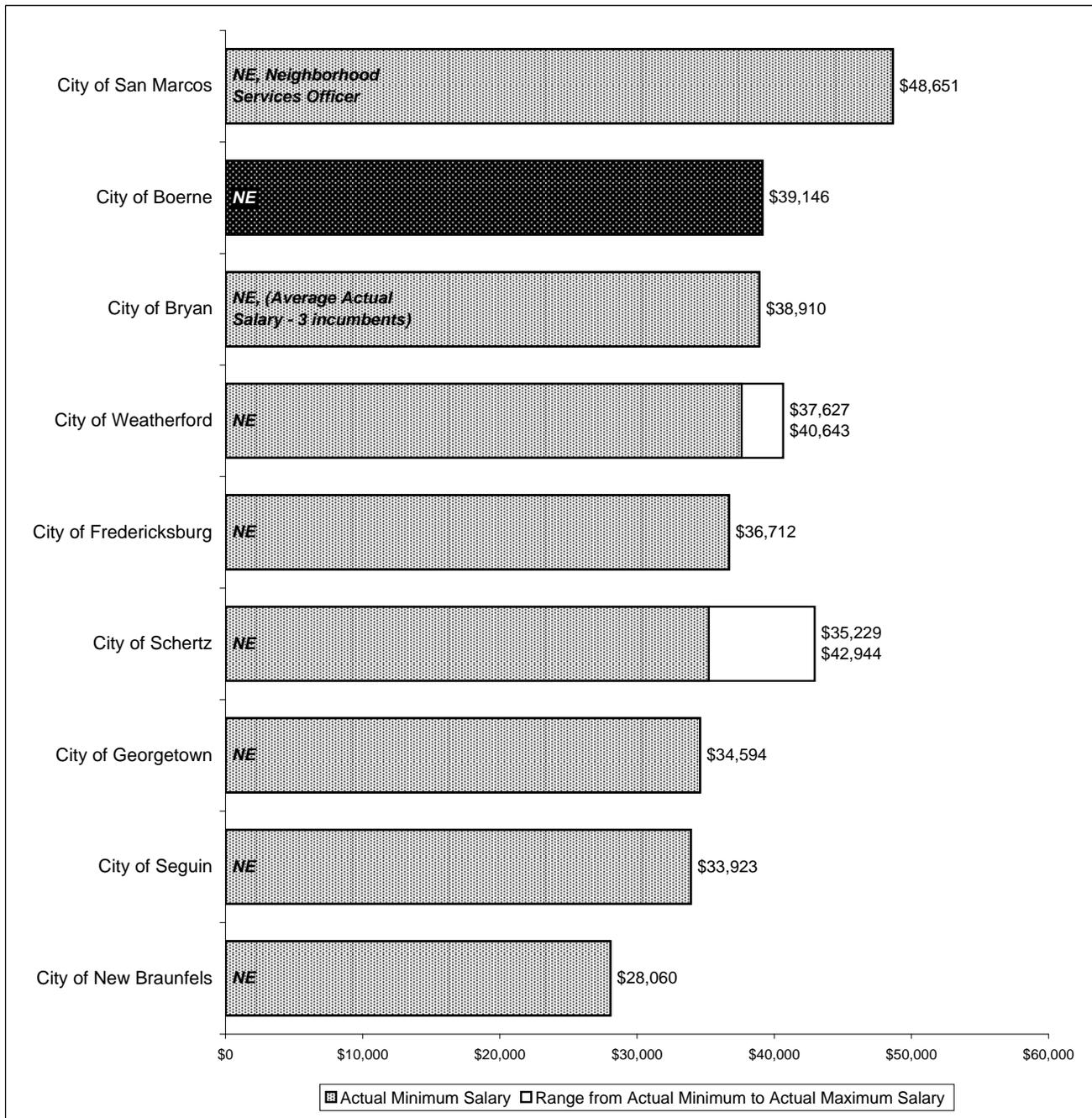


**Ray Associates, Inc.  
Salary Survey**

**Code Enforcement Officer**

Overall Average Salary: \$37,384  
 Target for Avg. Salary: \$39,028  
 Median Minimum Salary: \$35,971  
 Target for Med. Min. Salary: \$37,322  
 Median Maximum Salary: \$37,811  
 Target for Med. Max. Salary: \$40,065  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 0.3%  
 City of Boerne % Above Med. Min. Target: 4.9%  
 City of Boerne % Above Med. Max. Target: -2.3%



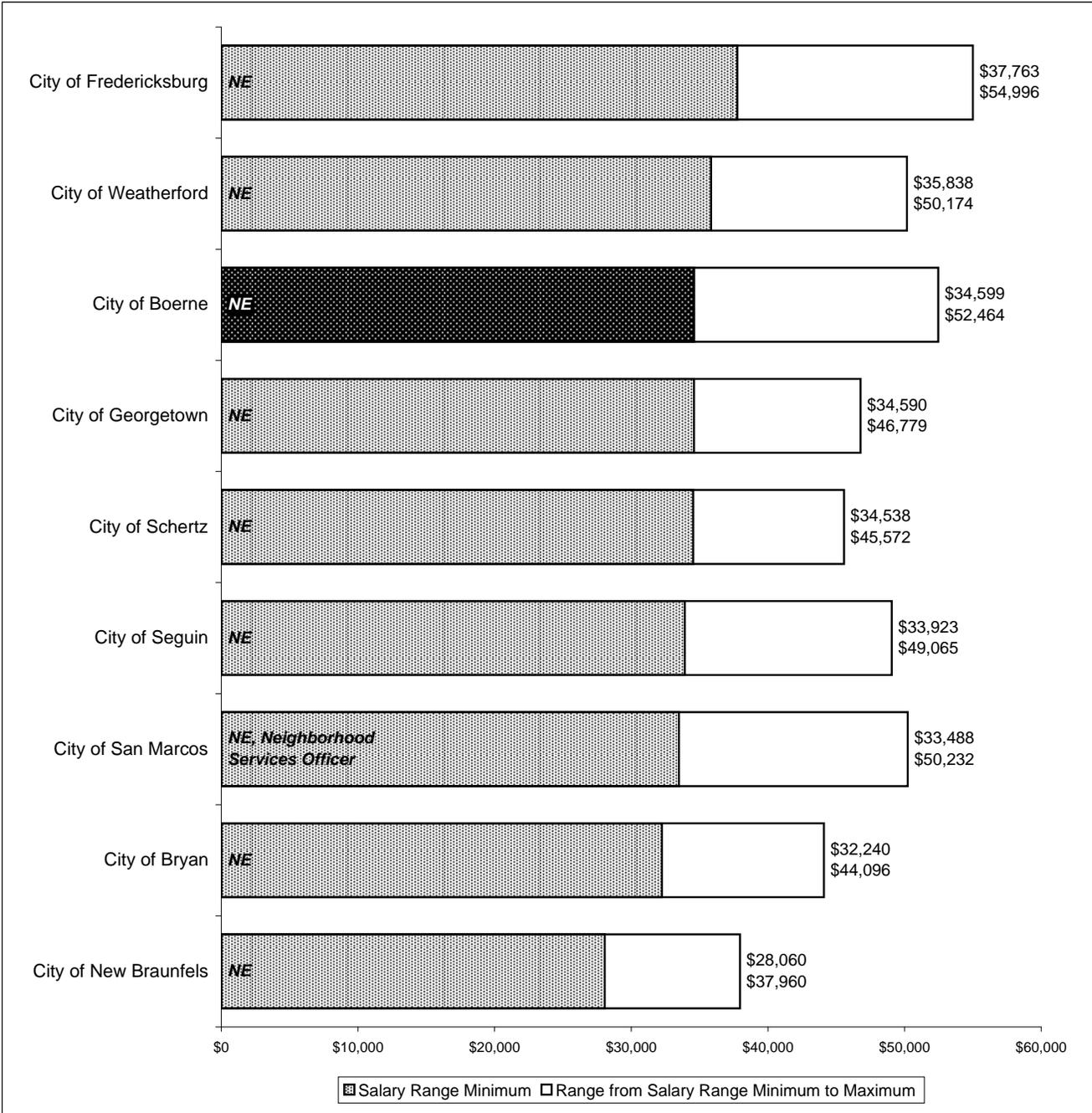
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Code Enforcement Officer**

Overall Average Salary:	\$40,582	<i>City of Boerne Target: Top third of the surveyed market</i>	
Target for Avg. Salary:	\$41,738	City of Boerne % Above Avg. Target:	4.3%
Median Minimum Salary:	\$34,231		
Target for Med. Min. Salary:	\$34,573	City of Boerne % Above Med. Min. Target:	0.1%
Median Maximum Salary:	\$47,922		
Target for Med. Max. Salary:	\$49,804	City of Boerne % Above Med. Max. Target:	5.3%

*(All exclude City of Boerne)*

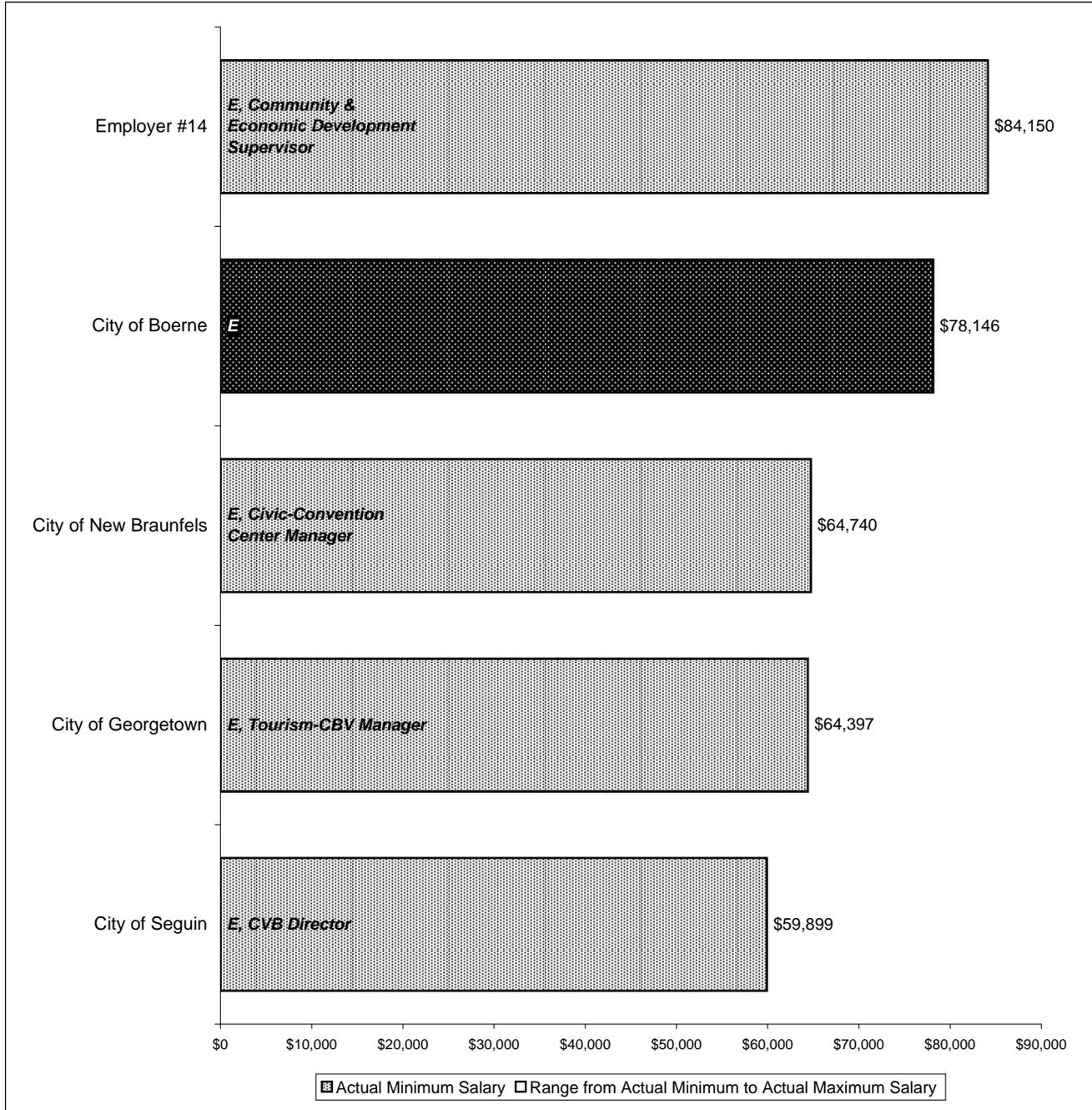


**Ray Associates, Inc.  
Salary Survey**

**Convention and Visitors Bureau Director**

Overall Average Salary: \$68,296  
 Target for Avg. Salary: \$64,740  
 Median Minimum Salary: \$64,568  
 Target for Med. Min. Salary: \$64,740  
 Median Maximum Salary: \$64,568  
 Target for Med. Max. Salary: \$64,740  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 20.7%  
 City of Boerne % Above Med. Min. Target: 20.7%  
 City of Boerne % Above Med. Max. Target: 20.7%



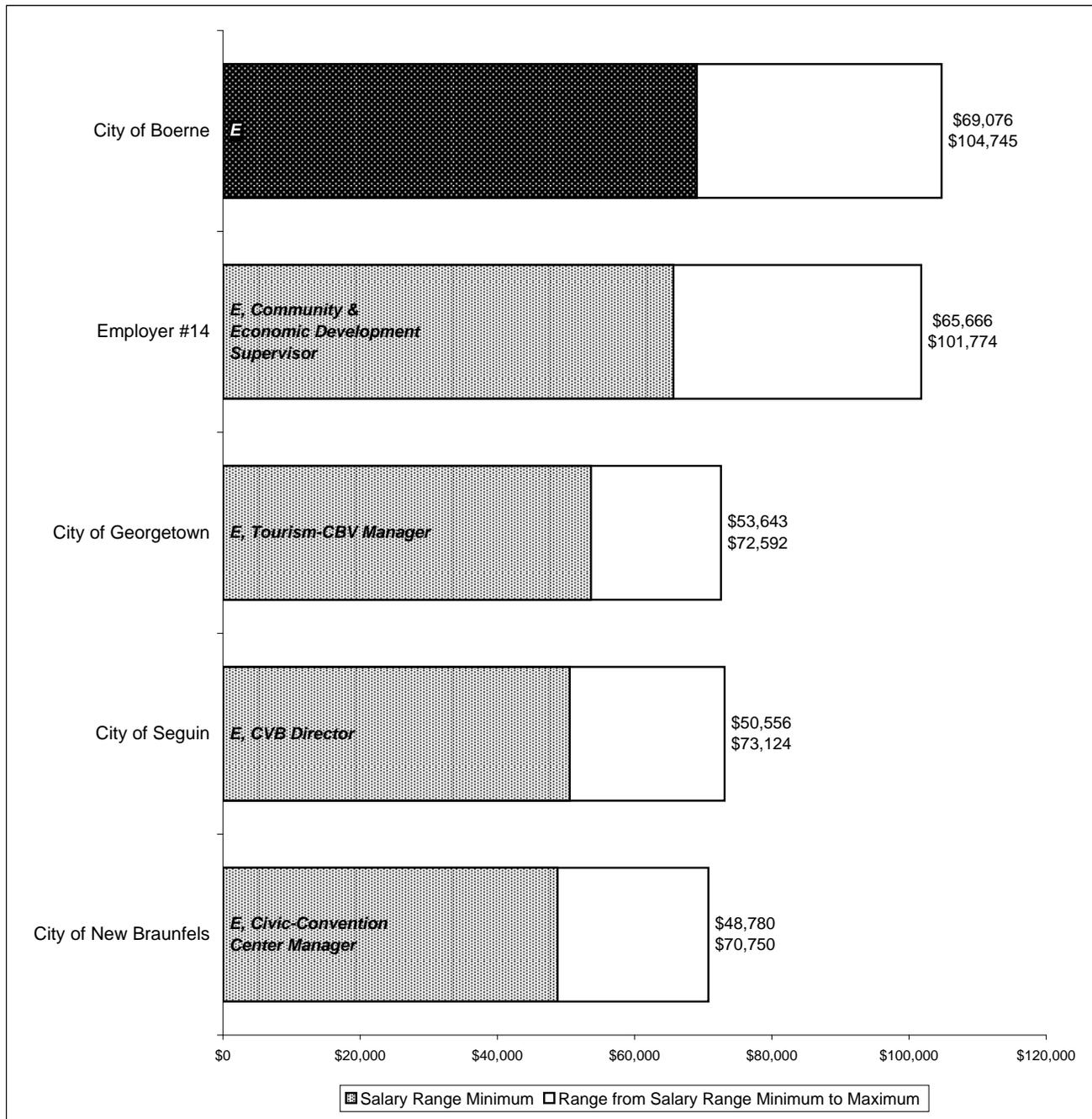
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Convention and Visitors Bureau Director**

Overall Average Salary:	\$67,111	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$63,118	City of Boerne % Above Avg. Target: 37.7%
Median Minimum Salary:	\$52,100	
Target for Med. Min. Salary:	\$53,643	City of Boerne % Above Med. Min. Target: 28.8%
Median Maximum Salary:	\$72,858	
Target for Med. Max. Salary:	\$73,124	City of Boerne % Above Med. Max. Target: 43.2%

*(All exclude City of Boerne)*

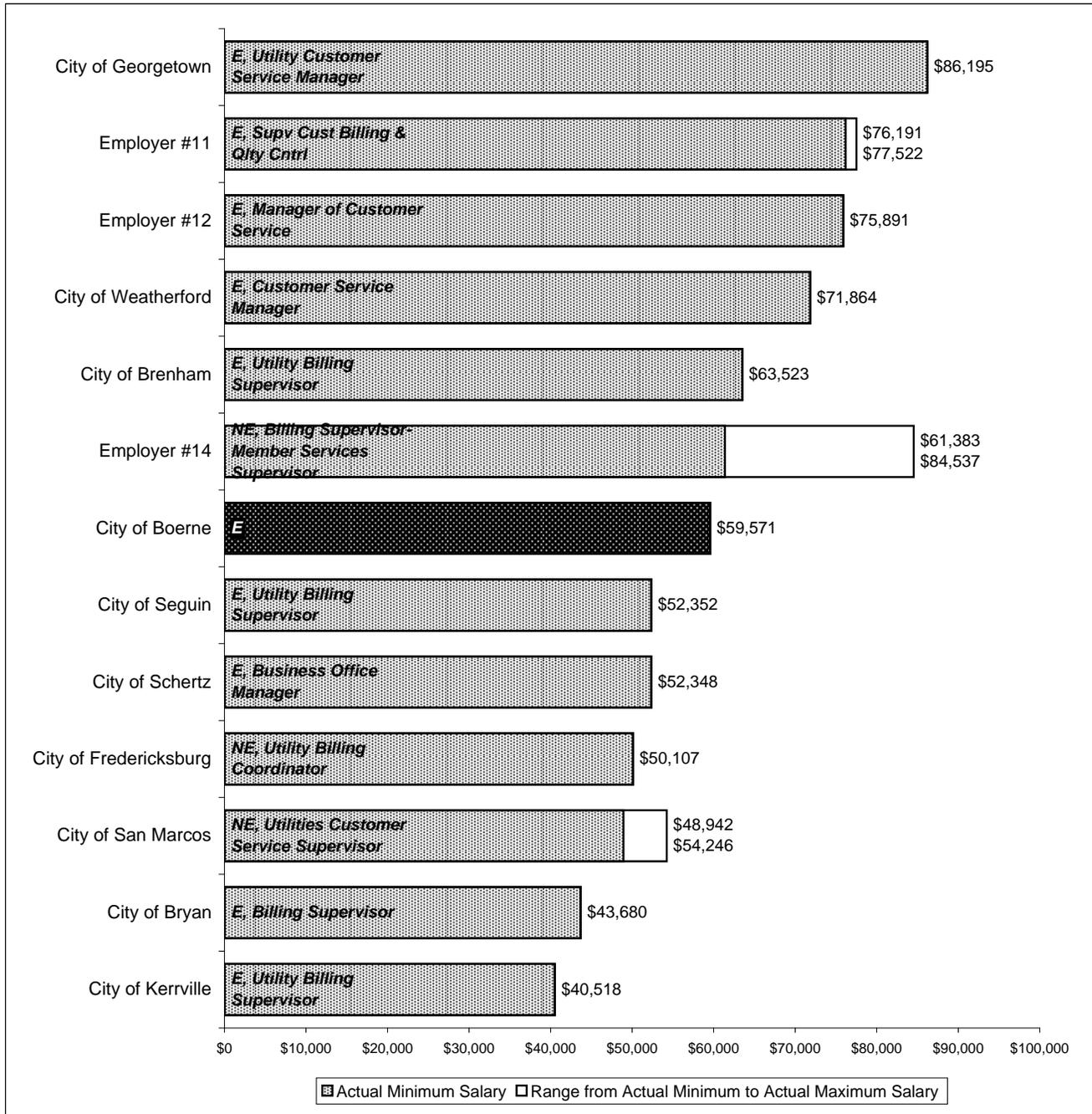


**Ray Associates, Inc.  
Salary Survey**

**Customer Service and Billing Administrator**

Overall Average Salary:	\$61,491	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$72,229	City of Boerne % Below Avg. Target: -17.5%
Median Minimum Salary:	\$56,868	
Target for Med. Min. Salary:	\$66,304	City of Boerne % Below Med. Min. Target: -10.2%
Median Maximum Salary:	\$58,885	
Target for Med. Max. Salary:	\$73,206	City of Boerne % Below Med. Max. Target: -18.6%

(All exclude City of Boerne)



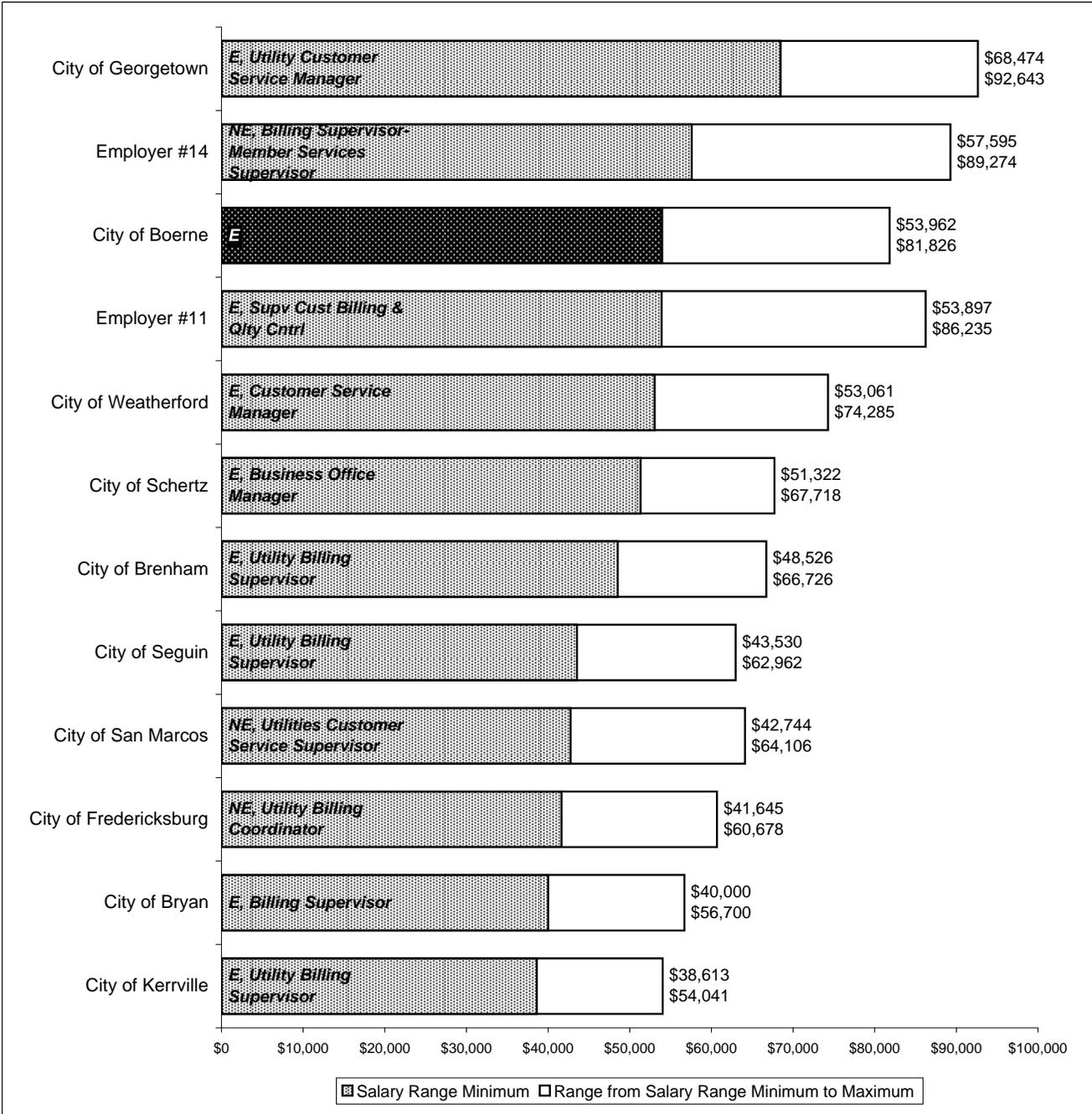
Salary Range Data  
Using Range Minimums

Ray Associates, Inc.  
Salary Survey

Customer Service and Billing Administrator

Overall Average Salary:	\$59,762	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$62,289	City of Boerne % Above Avg. Target: 9.0%
Median Minimum Salary:	\$48,526	
Target for Med. Min. Salary:	\$52,481	City of Boerne % Above Med. Min. Target: 2.8%
Median Maximum Salary:	\$66,726	
Target for Med. Max. Salary:	\$72,096	City of Boerne % Above Med. Max. Target: 13.5%

(All exclude City of Boerne)



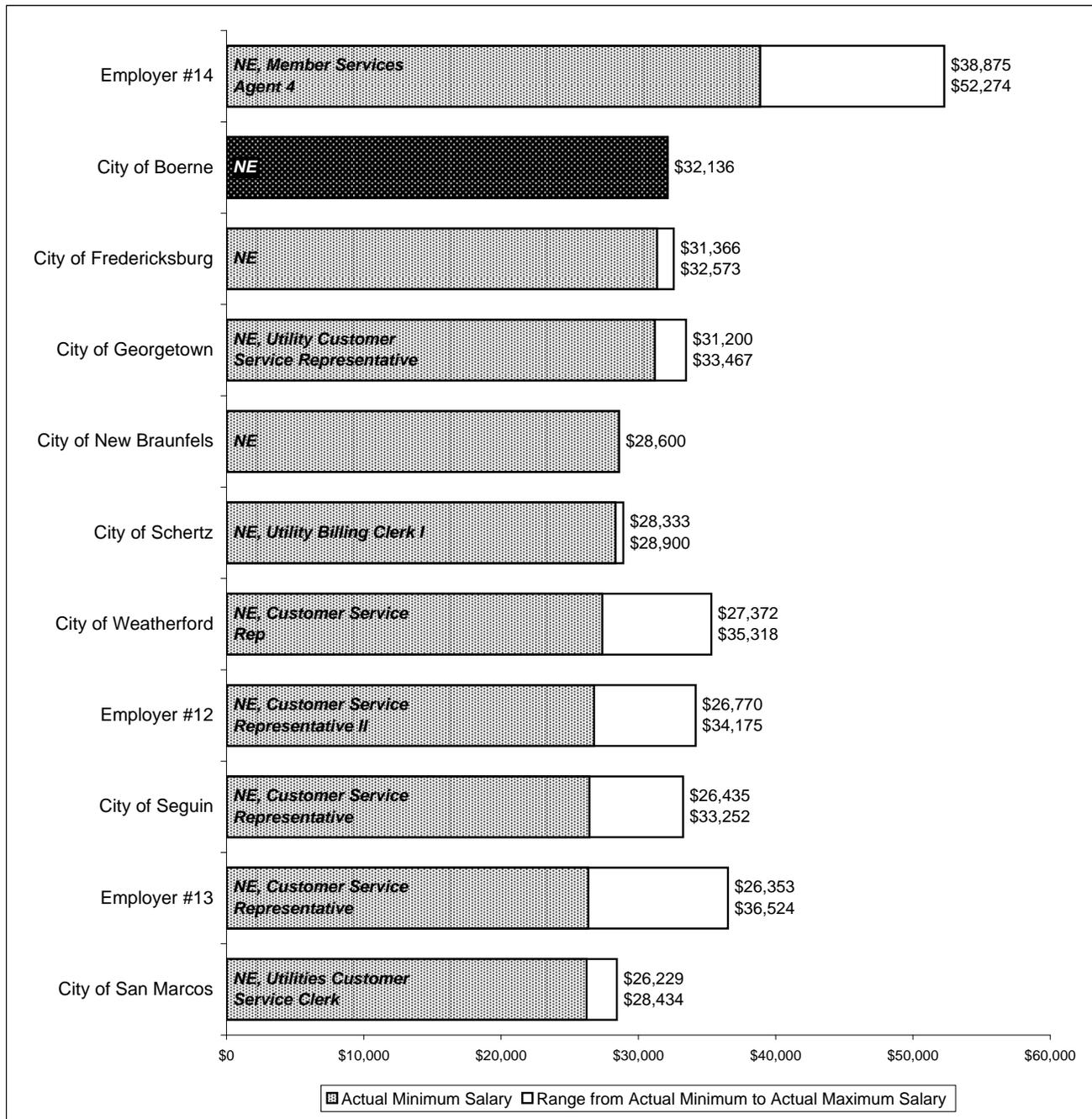
**Ray Associates, Inc.  
Salary Survey**

**Customer Service Specialist**

Overall Average Salary: \$31,753  
 Target for Avg. Salary: \$31,439  
 Median Minimum Salary: \$27,853  
 Target for Med. Min. Salary: \$28,600  
 Median Maximum Salary: \$33,360  
 Target for Med. Max. Salary: \$34,175

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 2.2%  
 City of Boerne % Above Med. Min. Target: 12.4%  
 City of Boerne % Above Med. Max. Target: -6.0%

(All exclude City of Boerne)



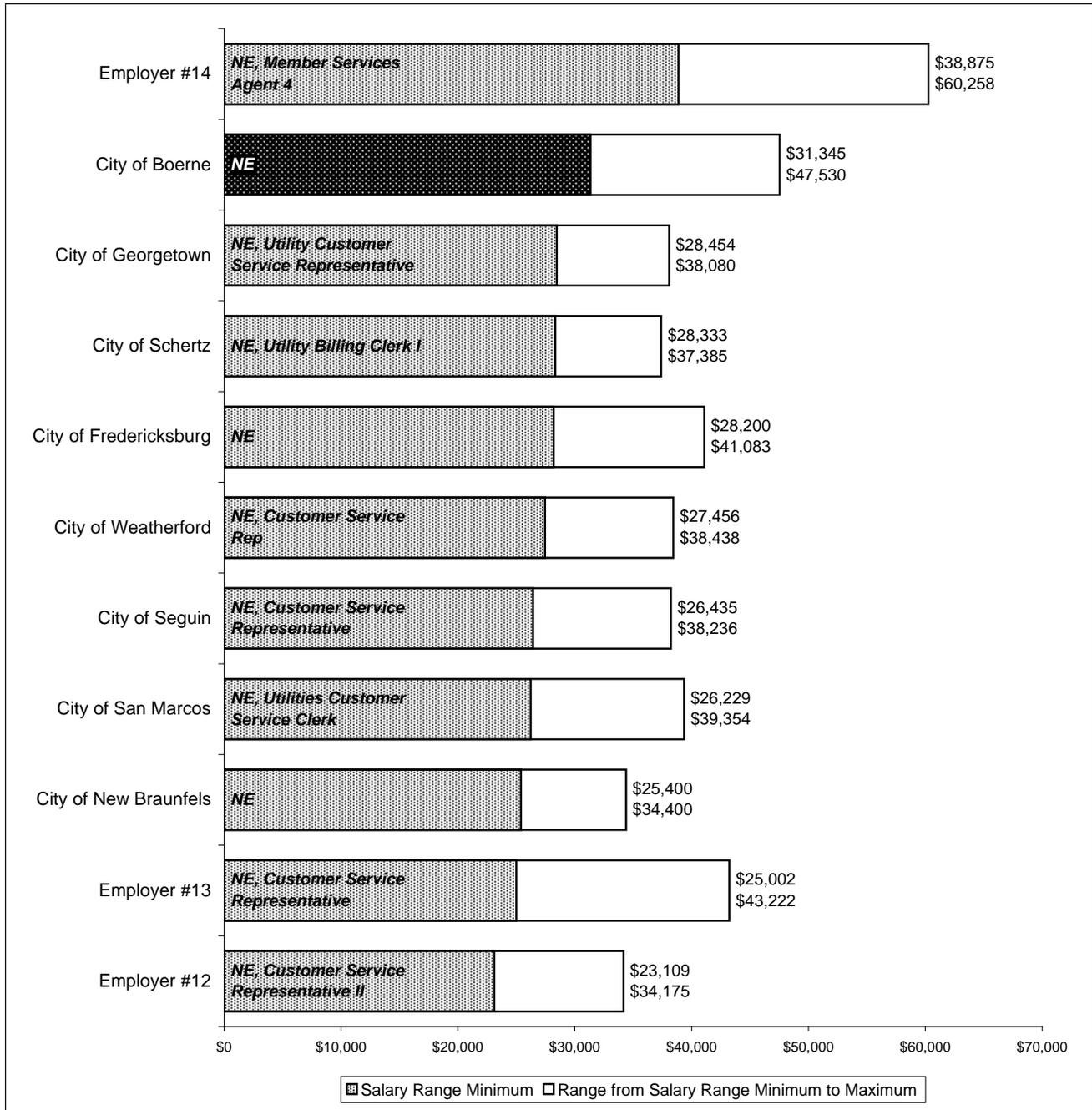
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Customer Service Specialist**

Overall Average Salary:	\$34,106	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$33,267	City of Boerne % Above Avg. Target: 18.5%
Median Minimum Salary:	\$26,946	
Target for Med. Min. Salary:	\$28,200	City of Boerne % Above Med. Min. Target: 11.2%
Median Maximum Salary:	\$38,337	
Target for Med. Max. Salary:	\$39,354	City of Boerne % Above Med. Max. Target: 20.8%

*(All exclude City of Boerne)*

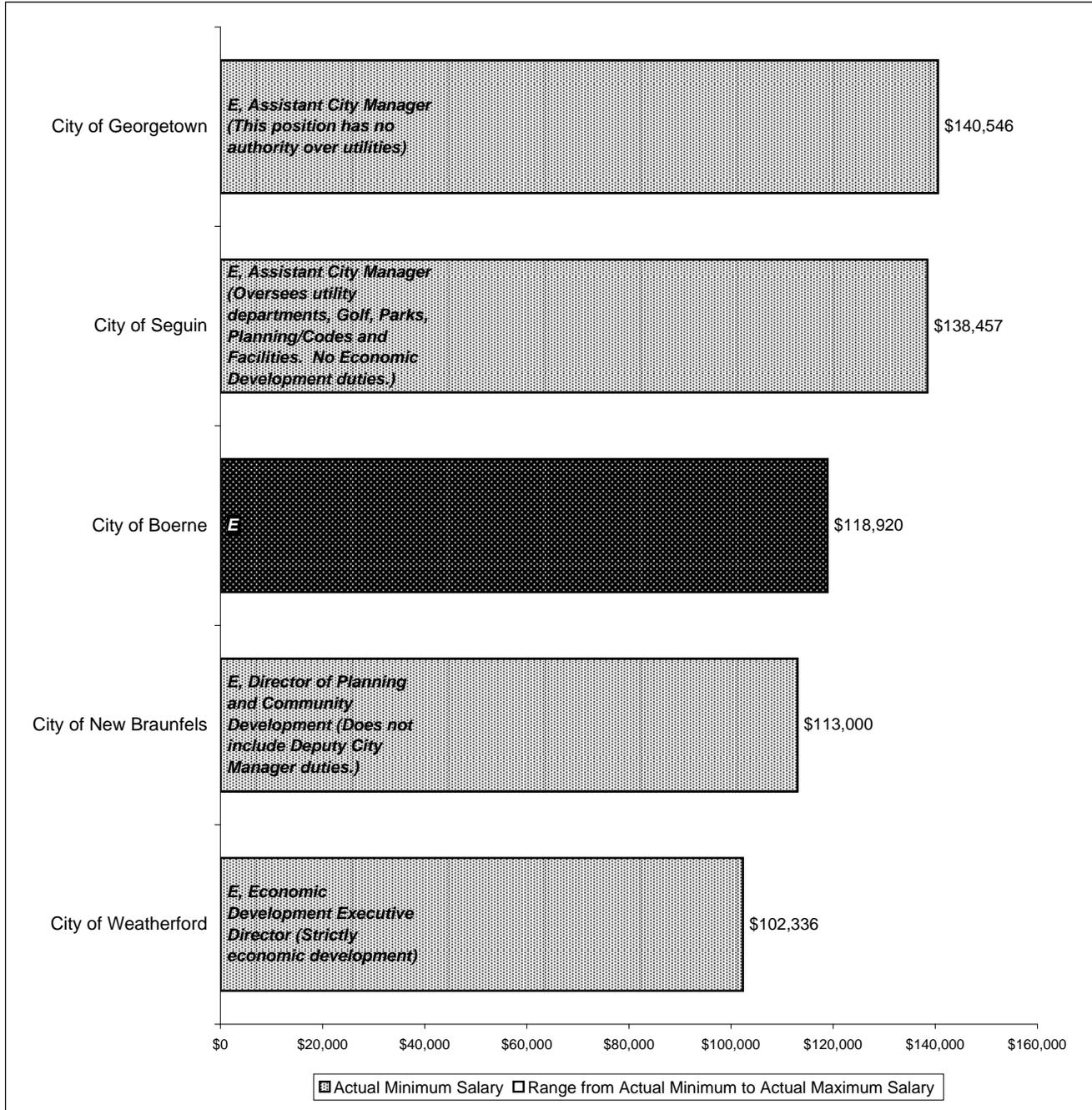


**Ray Associates, Inc.  
Salary Survey**

**Deputy City Manager - Economic Development  
Director**

Overall Average Salary:	\$123,585	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$138,457	City of Boerne % Below Avg. Target: -14.1%
Median Minimum Salary:	\$125,729	
Target for Med. Min. Salary:	\$138,457	City of Boerne % Below Med. Min. Target: -14.1%
Median Maximum Salary:	\$125,729	
Target for Med. Max. Salary:	\$138,457	City of Boerne % Below Med. Max. Target: -14.1%

*(All exclude City of Boerne)*



**Job Title: Deputy City Manager - Economic Development Director**

**Chart Data Table**

		<b>Minimum</b>	<b>Maximum</b>	<b>Average</b>	<b>Comments</b>
zclient	City of Boerne	\$152,235	\$152,235	\$152,235	E, No Range
Employer #9	City of Seguin	\$112,290	\$162,416	\$137,353	E, Assistant City Manager (Oversees utility departments, Golf, Parks, Planning-Codes and Facilities. No Economic Development duties.)
Employer #6	City of New Braunfels	\$67,500	\$136,500	\$102,000	E, Director of Planning and Community Development (Does not include Deputy City Manager duties.)

**Insufficient Data - No Salary Chart**

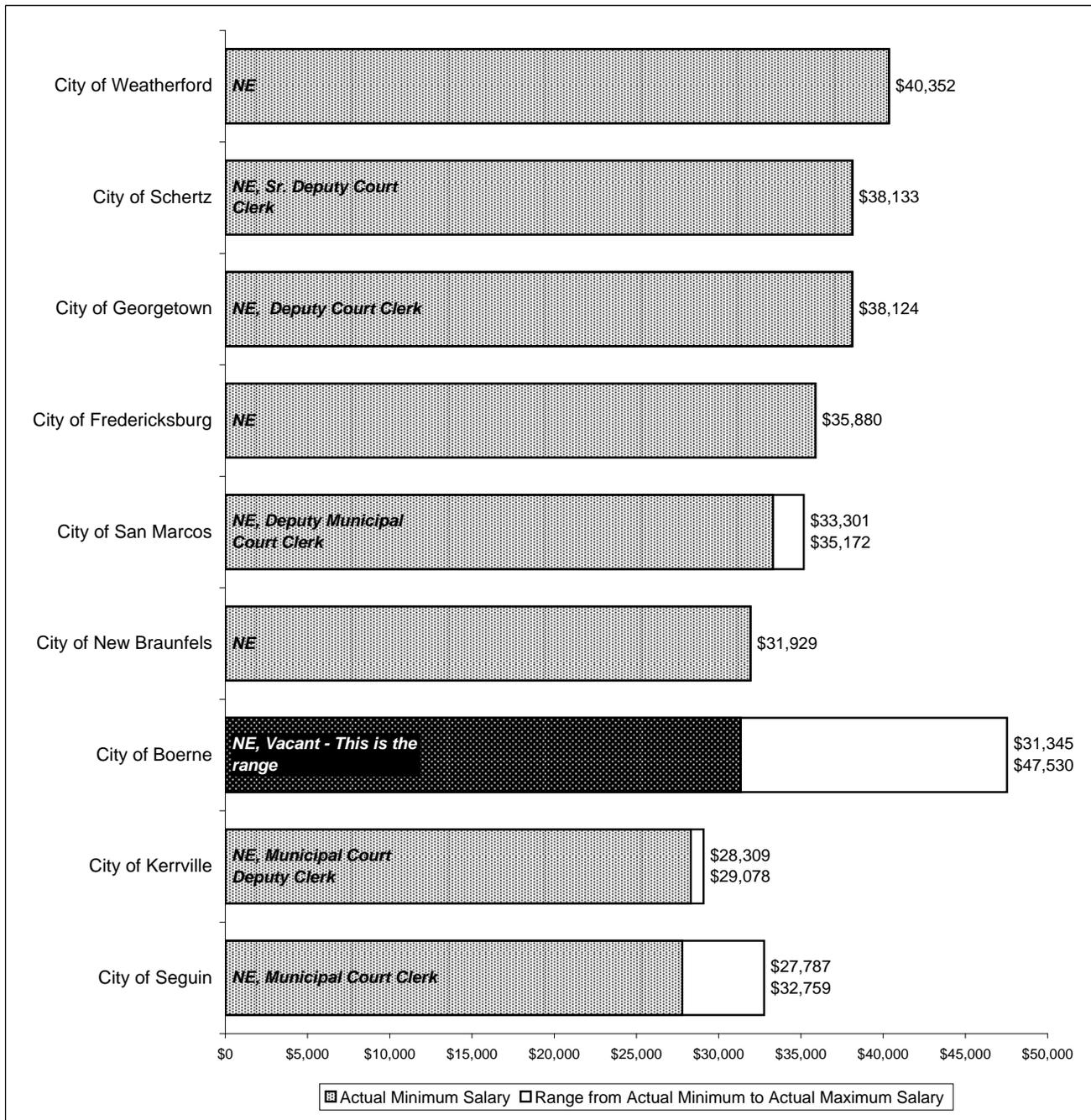
**Ray Associates, Inc.  
Salary Survey**

**Deputy Municipal Court Clerk I**

Overall Average Salary: \$34,703  
 Target for Avg. Salary: \$37,376  
 Median Minimum Salary: \$34,591  
 Target for Med. Min. Salary: \$37,376  
 Median Maximum Salary: \$35,526  
 Target for Med. Max. Salary: \$37,376

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 5.5%  
 City of Boerne % Below Med. Min. Target: -16.1%  
 City of Boerne % Below Med. Max. Target: 27.2%

(All exclude City of Boerne)



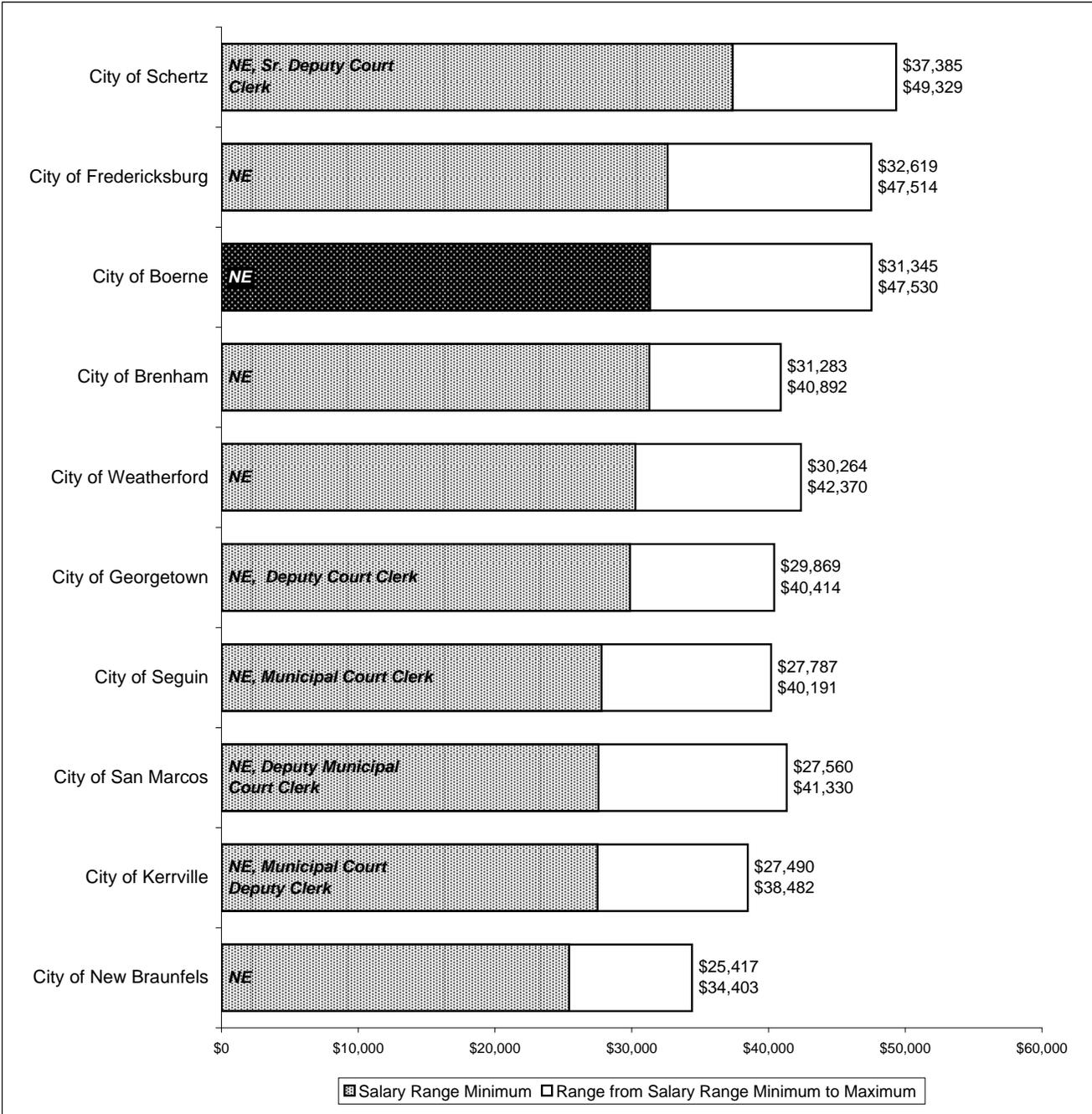
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Deputy Municipal Court Clerk I**

Overall Average Salary:	\$35,811	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$36,164	City of Boerne % Above Avg. Target: 9.1%
Median Minimum Salary:	\$29,869	
Target for Med. Min. Salary:	\$30,604	City of Boerne % Above Med. Min. Target: 2.4%
Median Maximum Salary:	\$40,892	
Target for Med. Max. Salary:	\$41,677	City of Boerne % Above Med. Max. Target: 14.0%

*(All exclude City of Boerne)*



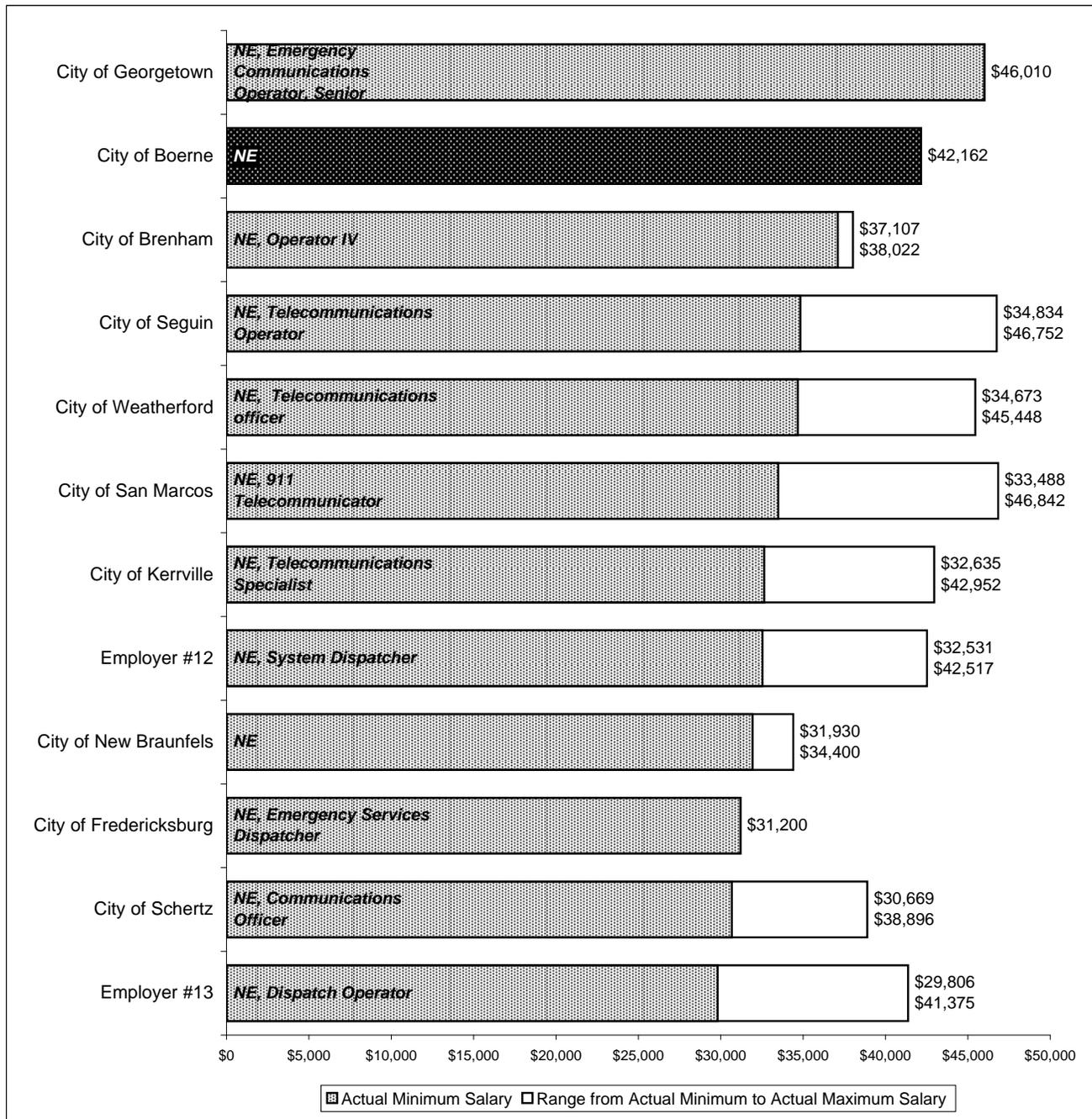
**Ray Associates, Inc.  
Salary Survey**

**Dispatcher II**

Overall Average Salary: \$37,695  
 Target for Avg. Salary: \$39,305  
 Median Minimum Salary: \$32,635  
 Target for Med. Min. Salary: \$34,278  
 Median Maximum Salary: \$42,517  
 Target for Med. Max. Salary: \$44,616

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 7.3%  
 City of Boerne % Above Med. Min. Target: 23.0%  
 City of Boerne % Above Med. Max. Target: -5.5%

(All exclude City of Boerne)



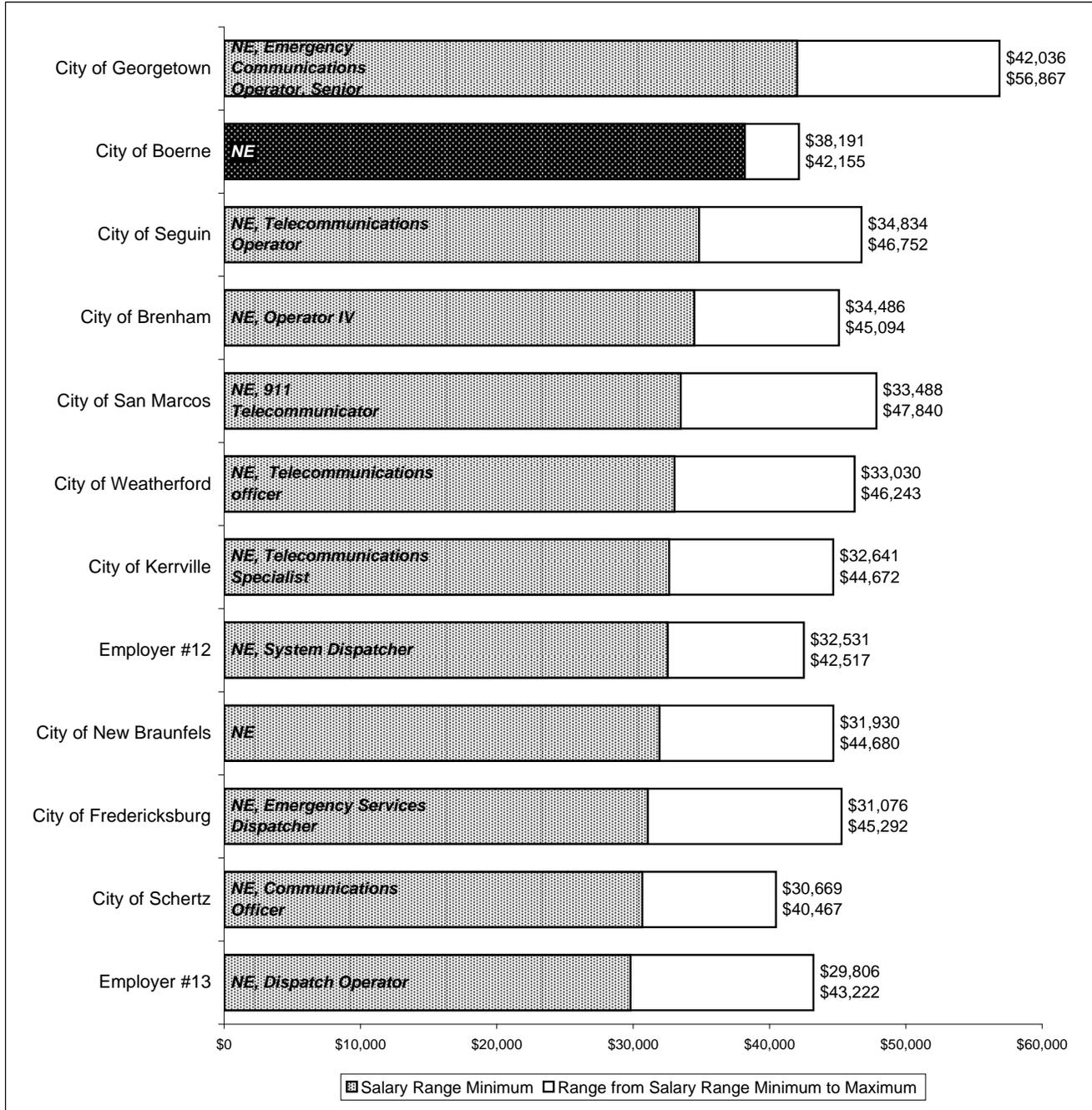
Salary Range Data  
Using Range Minimums

Ray Associates, Inc.  
Salary Survey

Dispatcher II

Overall Average Salary:	\$39,553	City of Boerne Target: Top third of the surveyed market	
Target for Avg. Salary:	\$39,739	City of Boerne % Above Avg. Target:	1.1%
Median Minimum Salary:	\$32,641		
Target for Med. Min. Salary:	\$33,335	City of Boerne % Above Med. Min. Target:	14.6%
Median Maximum Salary:	\$45,094		
Target for Med. Max. Salary:	\$45,926	City of Boerne % Above Med. Max. Target:	-8.2%

(All exclude City of Boerne)

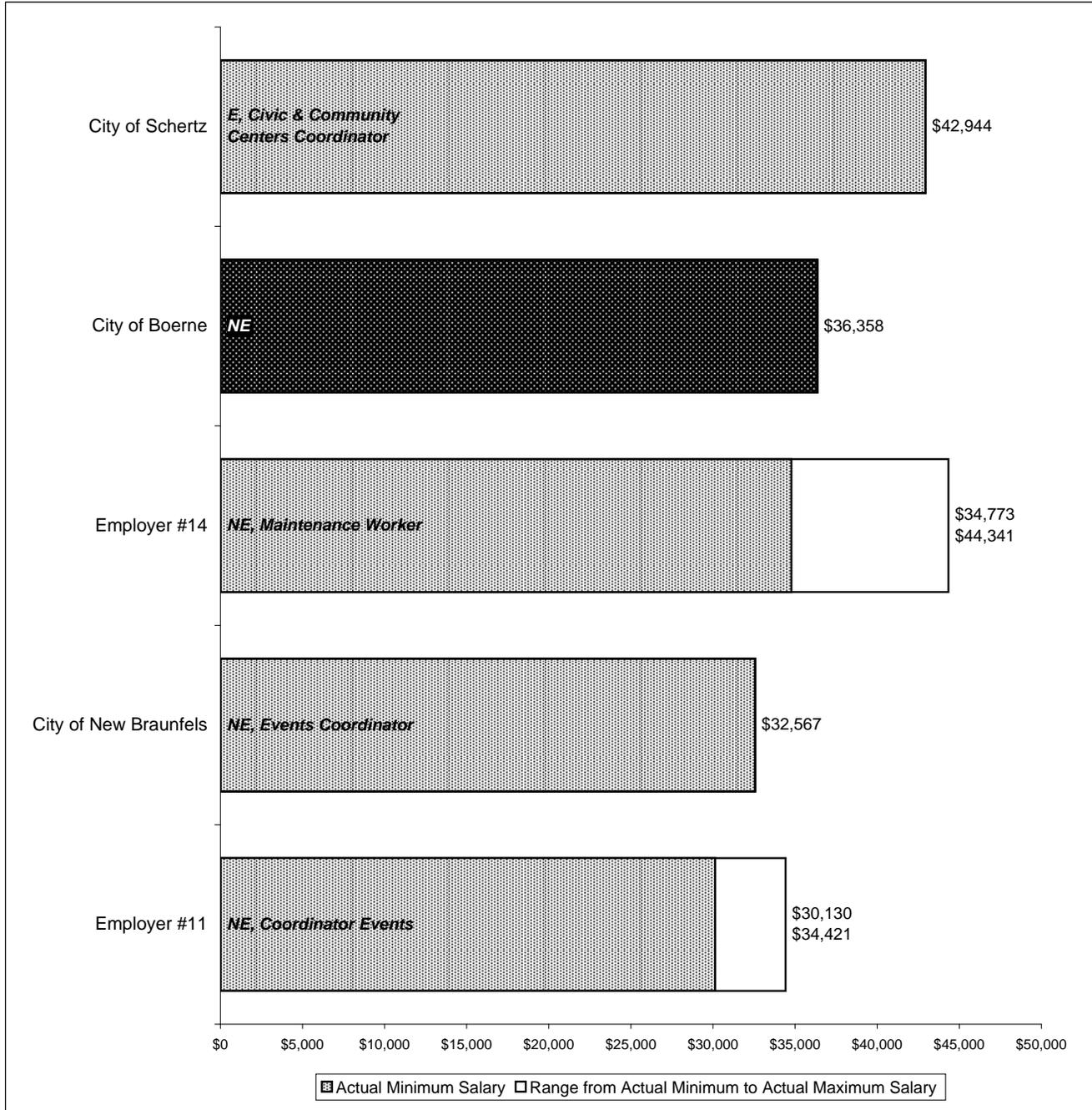


**Ray Associates, Inc.  
Salary Survey**

**Facility Maintenance and Events Coordinator**

Overall Average Salary: \$36,836  
 Target for Avg. Salary: \$39,557  
 Median Minimum Salary: \$33,670  
 Target for Med. Min. Salary: \$34,773  
 Median Maximum Salary: \$38,683  
 Target for Med. Max. Salary: \$42,944  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -8.1%  
 City of Boerne % Above Med. Min. Target: 4.6%  
 City of Boerne % Above Med. Max. Target: -15.3%



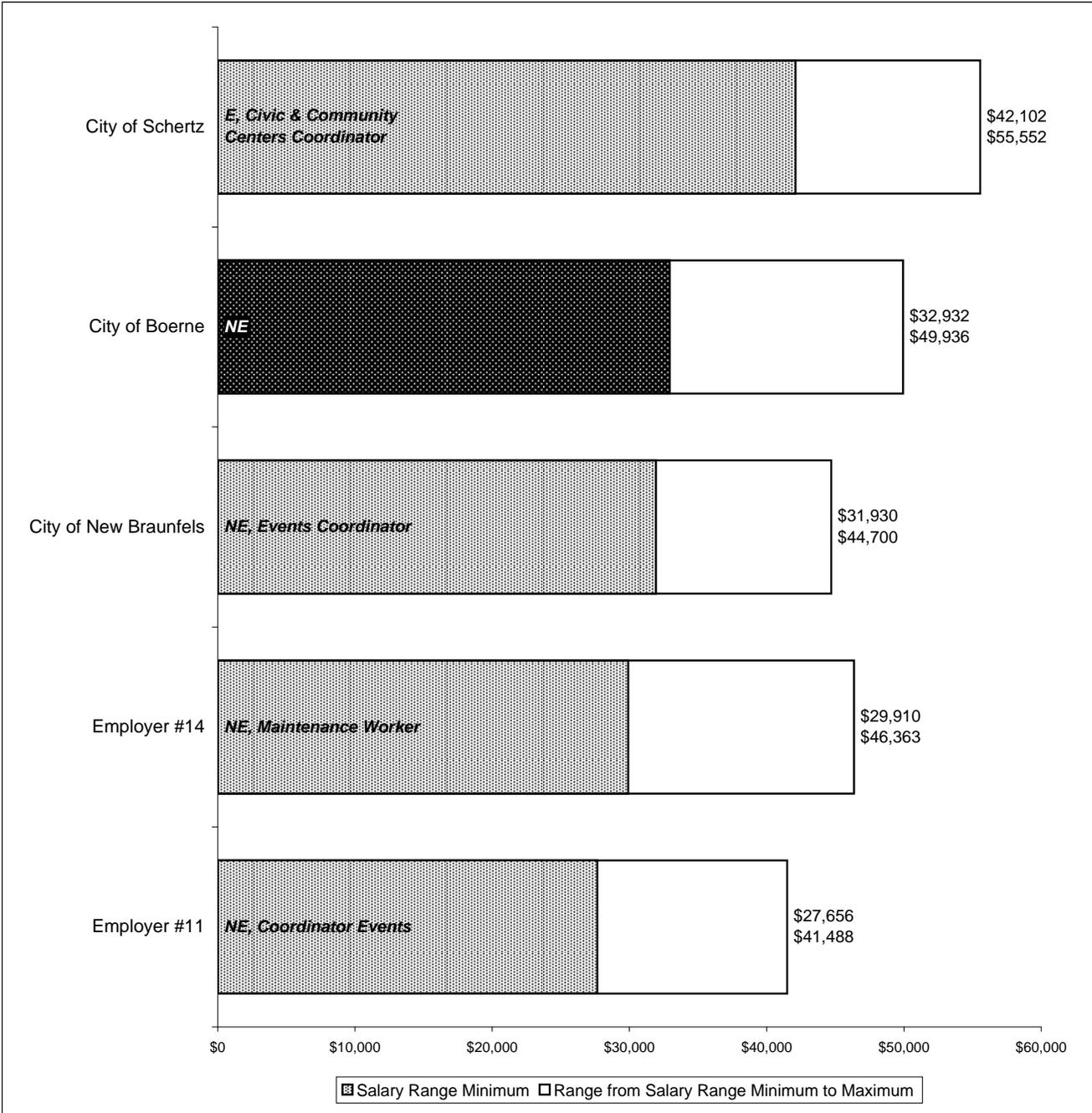
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Facility Maintenance and Events Coordinator**

Overall Average Salary:	\$39,963	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$38,315	City of Boerne % Above Avg. Target: 8.1%
Median Minimum Salary:	\$30,920	
Target for Med. Min. Salary:	\$31,930	City of Boerne % Above Med. Min. Target: 3.1%
Median Maximum Salary:	\$45,532	
Target for Med. Max. Salary:	\$46,363	City of Boerne % Above Med. Max. Target: 7.7%

*(All exclude City of Boerne)*

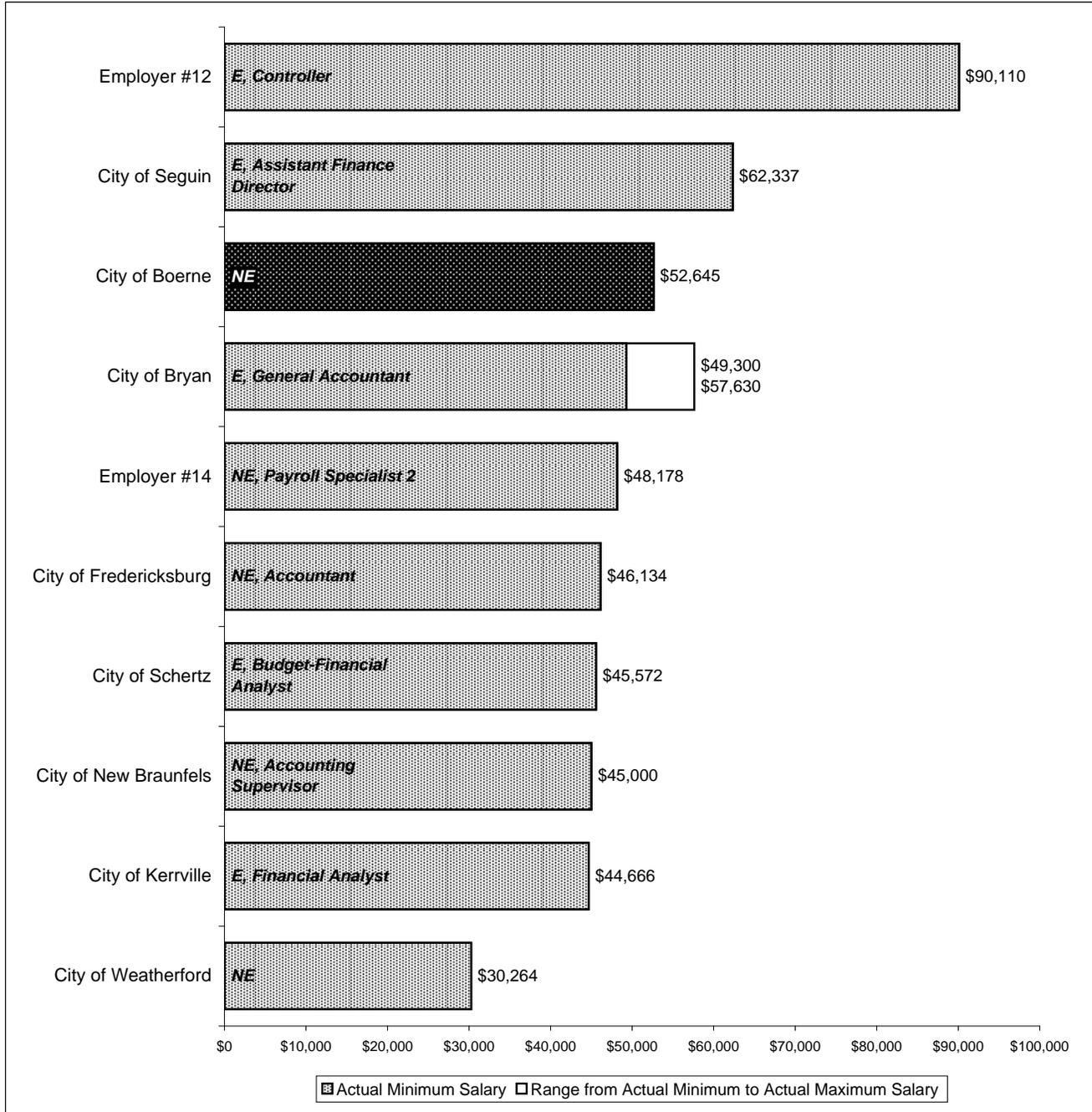


**Ray Associates, Inc.  
Salary Survey**

**Finance Officer - Payroll and Cash Management**

Overall Average Salary:	\$51,747	City of Boerne Target: Top third of the surveyed market	
Target for Avg. Salary:	\$49,940	City of Boerne % Above Avg. Target:	5.4%
Median Minimum Salary:	\$46,134		
Target for Med. Min. Salary:	\$48,552	City of Boerne % Above Med. Min. Target:	8.4%
Median Maximum Salary:	\$46,134		
Target for Med. Max. Salary:	\$51,329	City of Boerne % Above Med. Max. Target:	2.6%

(All exclude City of Boerne)



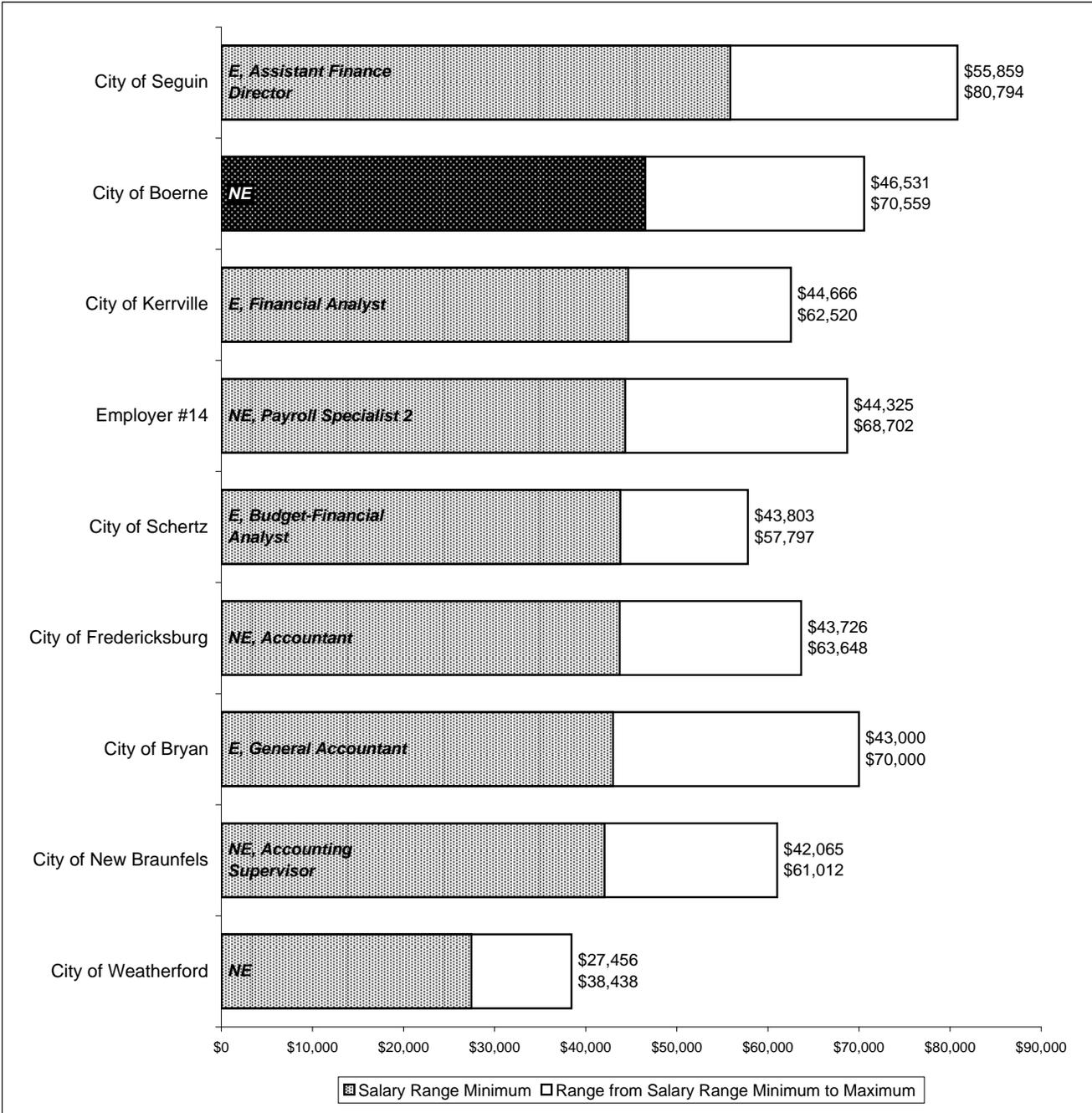
*Salary Range Data  
Using Range Minimums*

**Ray Associates, Inc.  
Salary Survey**

**Finance Officer - Payroll and Cash Management**

Overall Average Salary:	\$52,988	<i>City of Boerne Target: Top third of the surveyed market</i>	
Target for Avg. Salary:	\$55,562	City of Boerne % Above Avg. Target:	5.4%
Median Minimum Salary:	\$43,765		
Target for Med. Min. Salary:	\$44,151	City of Boerne % Above Med. Min. Target:	5.4%
Median Maximum Salary:	\$63,084		
Target for Med. Max. Salary:	\$67,018	City of Boerne % Above Med. Max. Target:	5.3%

*(All exclude City of Boerne)*

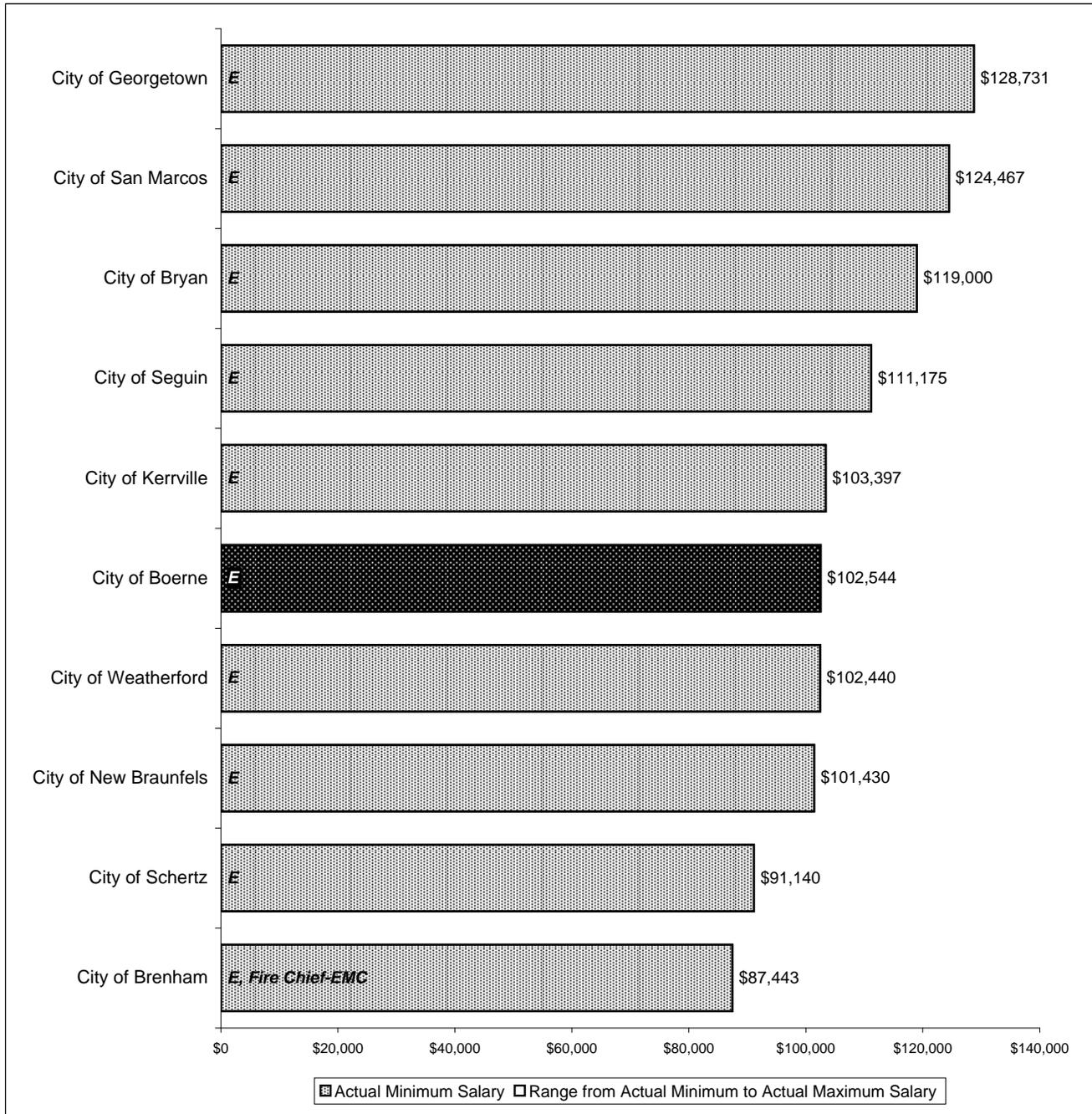


**Ray Associates, Inc.  
Salary Survey**

**Fire Chief**

Overall Average Salary:	\$107,691	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$113,784	City of Boerne % Below Avg. Target: -9.9%
Median Minimum Salary:	\$103,397	
Target for Med. Min. Salary:	\$113,784	City of Boerne % Below Med. Min. Target: -9.9%
Median Maximum Salary:	\$103,397	
Target for Med. Max. Salary:	\$113,784	City of Boerne % Below Med. Max. Target: -9.9%

(All exclude City of Boerne)



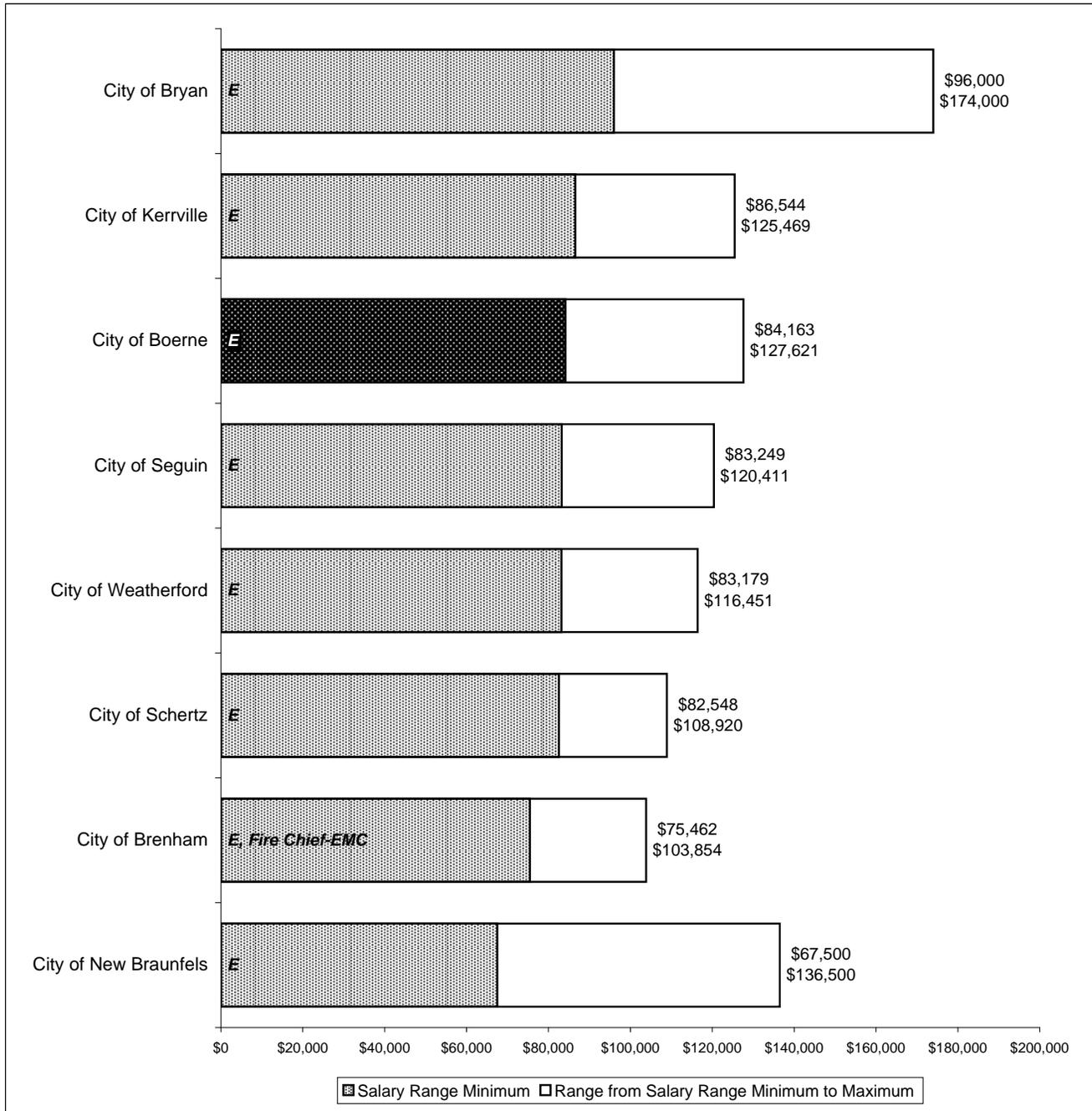
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Fire Chief**

Overall Average Salary:	\$104,292	<i>City of Boerne Target: Top third of the surveyed market</i>	
Target for Avg. Salary:	\$102,000	City of Boerne % Above Avg. Target:	3.8%
Median Minimum Salary:	\$83,179		
Target for Med. Min. Salary:	\$83,249	City of Boerne % Above Med. Min. Target:	1.1%
Median Maximum Salary:	\$120,411		
Target for Med. Max. Salary:	\$125,469	City of Boerne % Above Med. Max. Target:	1.7%

*(All exclude City of Boerne)*

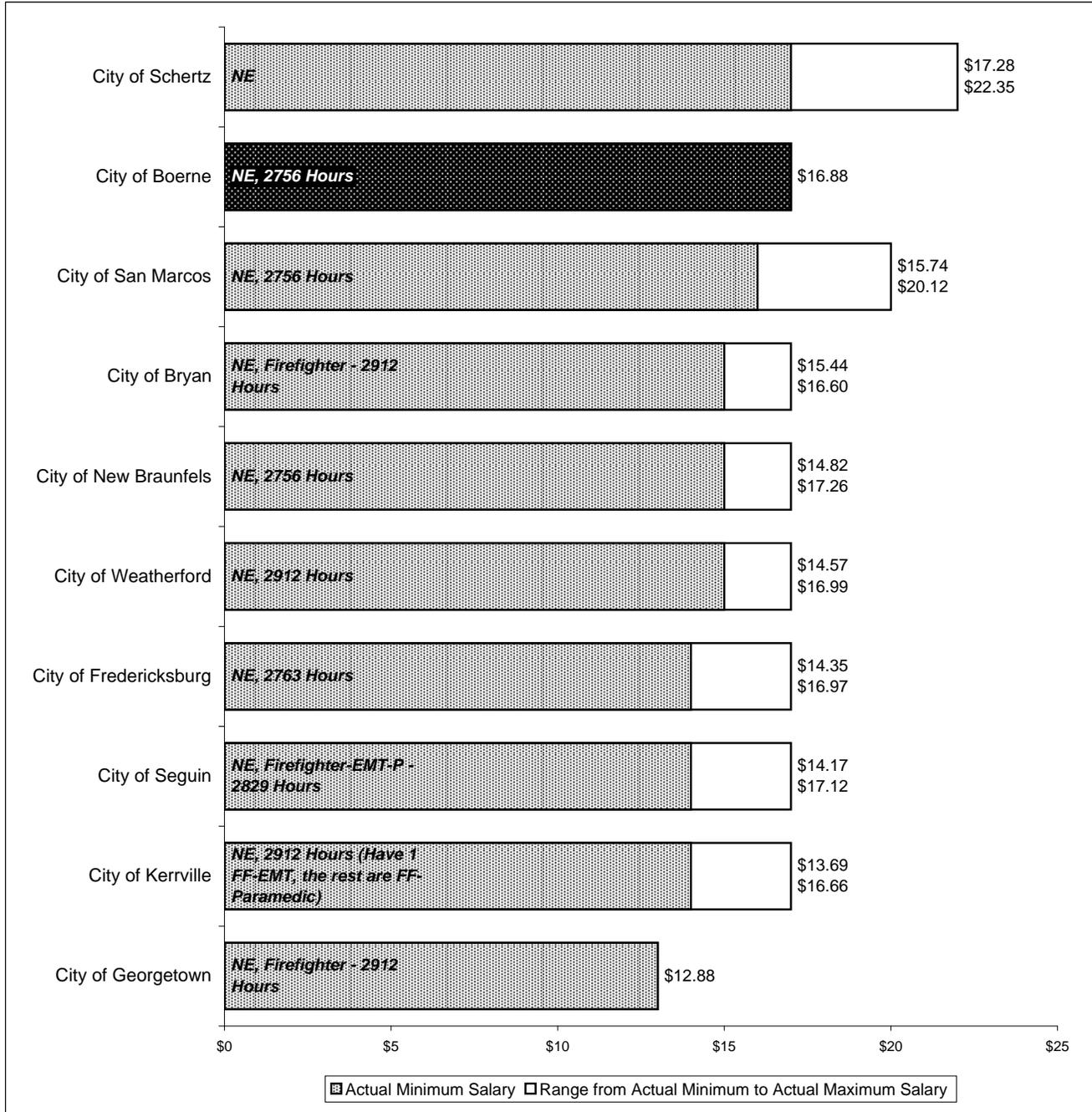


**Ray Associates, Inc.  
Salary Survey**

**Firefighter - EMT**

Overall Average Salary:	\$16.10	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$16.03	City of Boerne % Above Avg. Target: 5.3%
Median Minimum Salary:	\$14.57	
Target for Med. Min. Salary:	\$15.03	City of Boerne % Above Med. Min. Target: 12.3%
Median Maximum Salary:	\$16.99	
Target for Med. Max. Salary:	\$17.17	City of Boerne % Above Med. Max. Target: -1.7%

(All exclude City of Boerne)



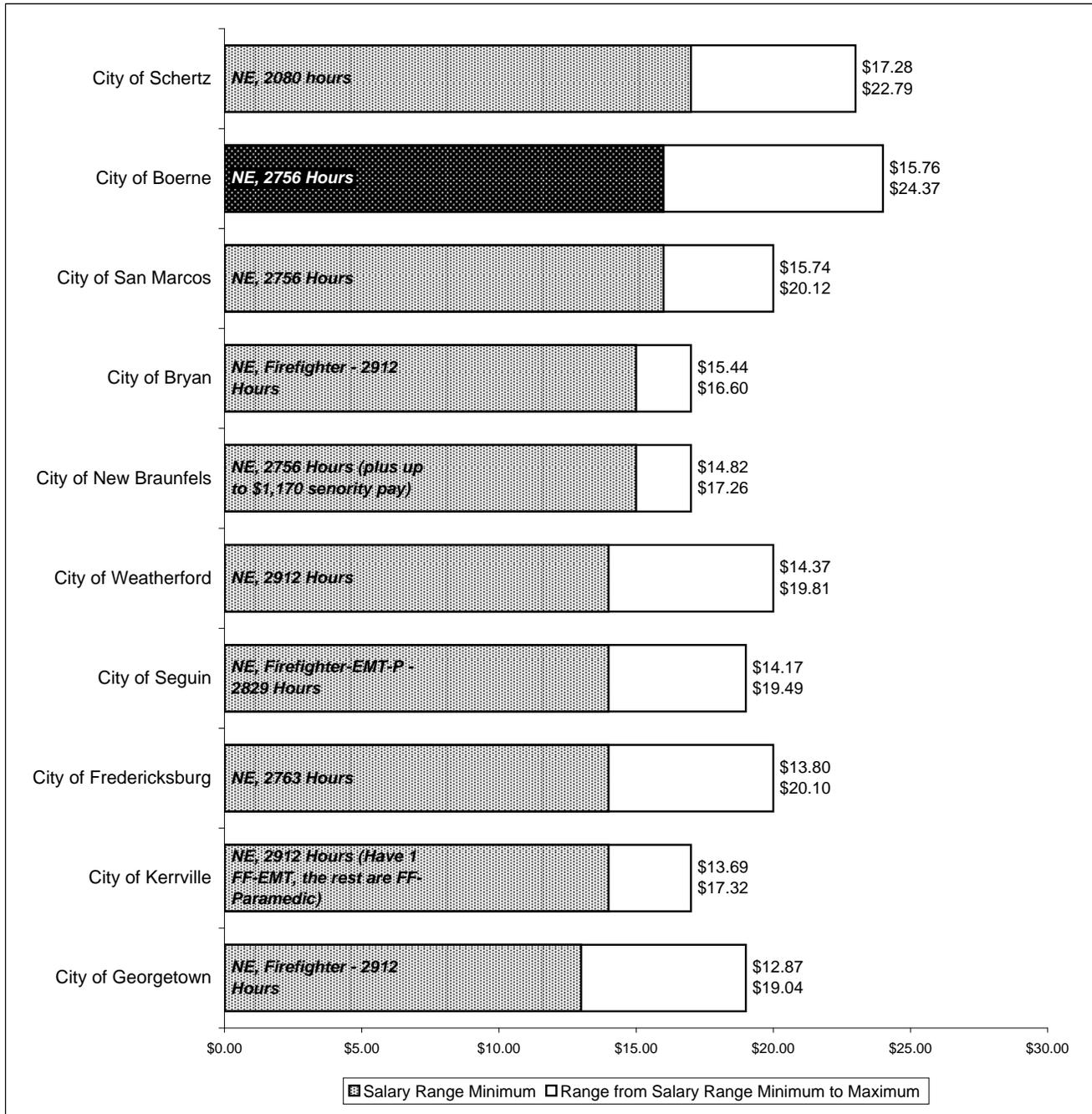
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Firefighter - EMT**

Overall Average Salary:	\$16.93	City of Boerne Target: Top third of the surveyed market	
Target for Avg. Salary:	\$17.00	City of Boerne % Above Avg. Target:	18.1%
Median Minimum Salary:	\$14.37		
Target for Med. Min. Salary:	\$15.03	City of Boerne % Above Med. Min. Target:	4.9%
Median Maximum Salary:	\$19.49		
Target for Med. Max. Salary:	\$19.91	City of Boerne % Above Med. Max. Target:	22.4%

*(All exclude City of Boerne)*

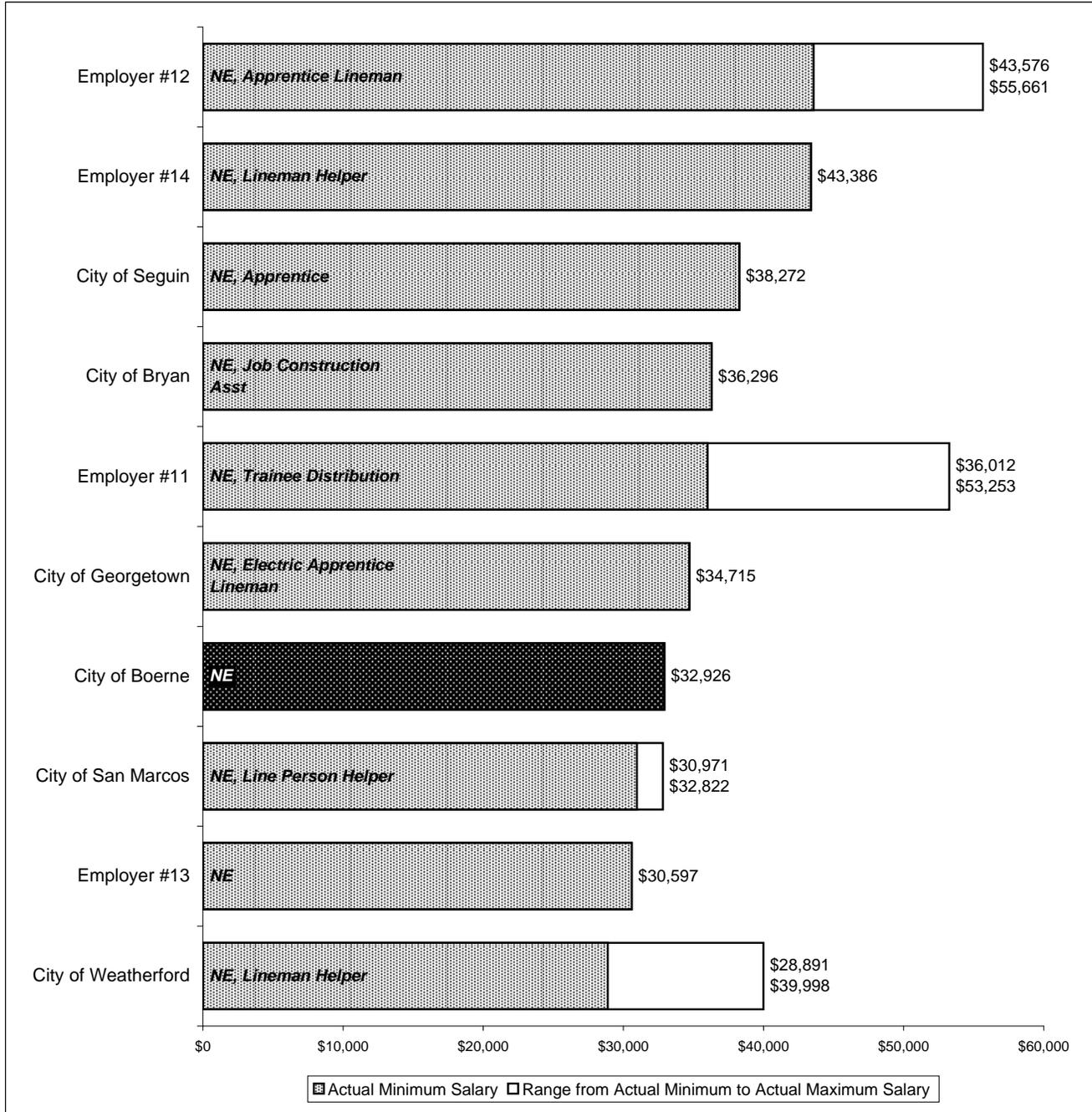


**Ray Associates, Inc.  
Salary Survey**

**Groundsman I**

Overall Average Salary:	\$38,206	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$39,977	City of Boerne % Below Avg. Target: -17.6%
Median Minimum Salary:	\$36,012	
Target for Med. Min. Salary:	\$36,955	City of Boerne % Below Med. Min. Target: -10.9%
Median Maximum Salary:	\$38,272	
Target for Med. Max. Salary:	\$41,127	City of Boerne % Below Med. Max. Target: -19.9%

(All exclude City of Boerne)



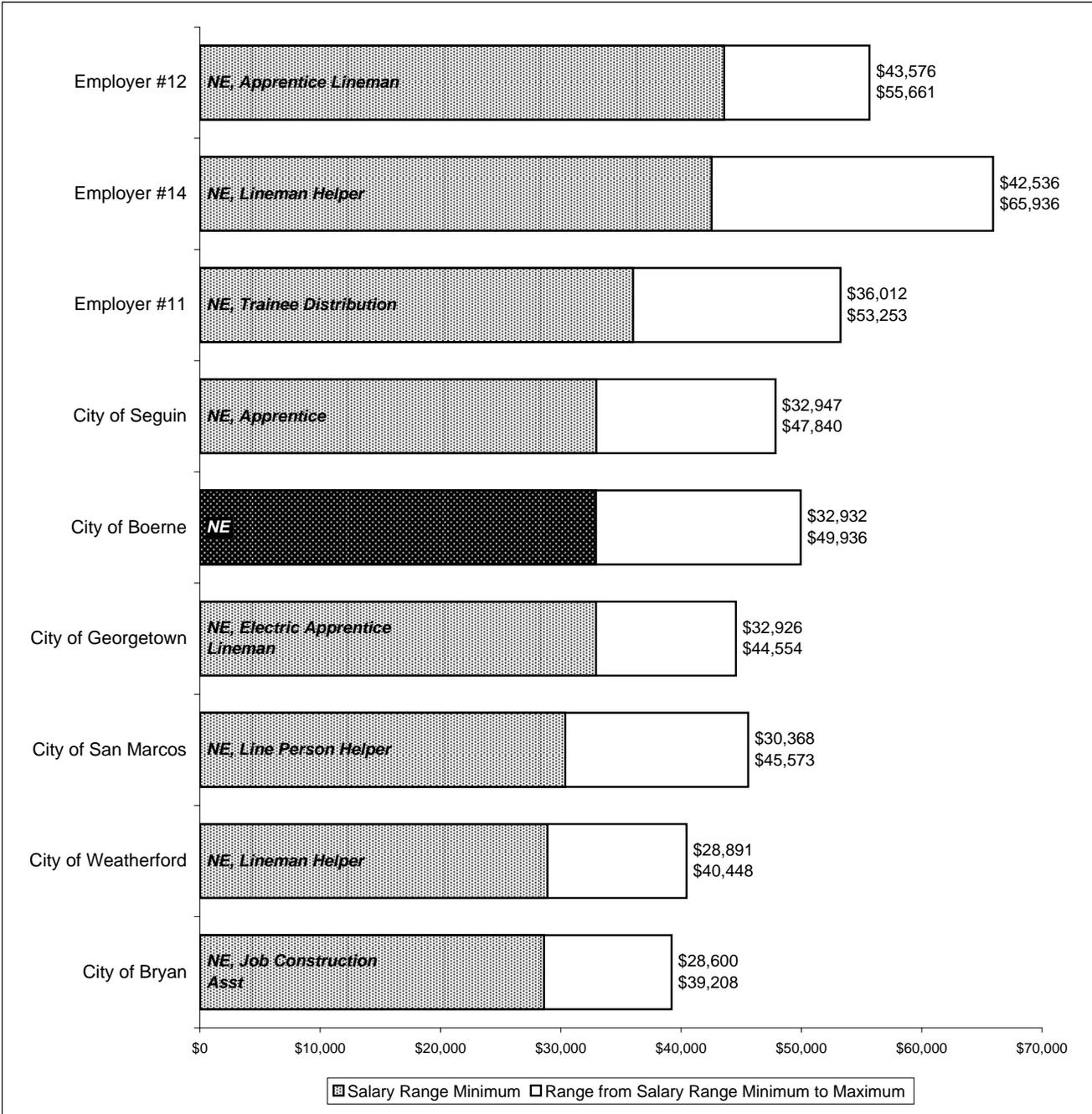
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Groundsman I**

Overall Average Salary:	\$41,771	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$43,220	City of Boerne % Below Avg. Target: -4.1%
Median Minimum Salary:	\$32,937	
Target for Med. Min. Salary:	\$34,990	City of Boerne % Below Med. Min. Target: -5.9%
Median Maximum Salary:	\$46,707	
Target for Med. Max. Salary:	\$51,449	City of Boerne % Below Med. Max. Target: -2.9%

(All exclude City of Boerne)

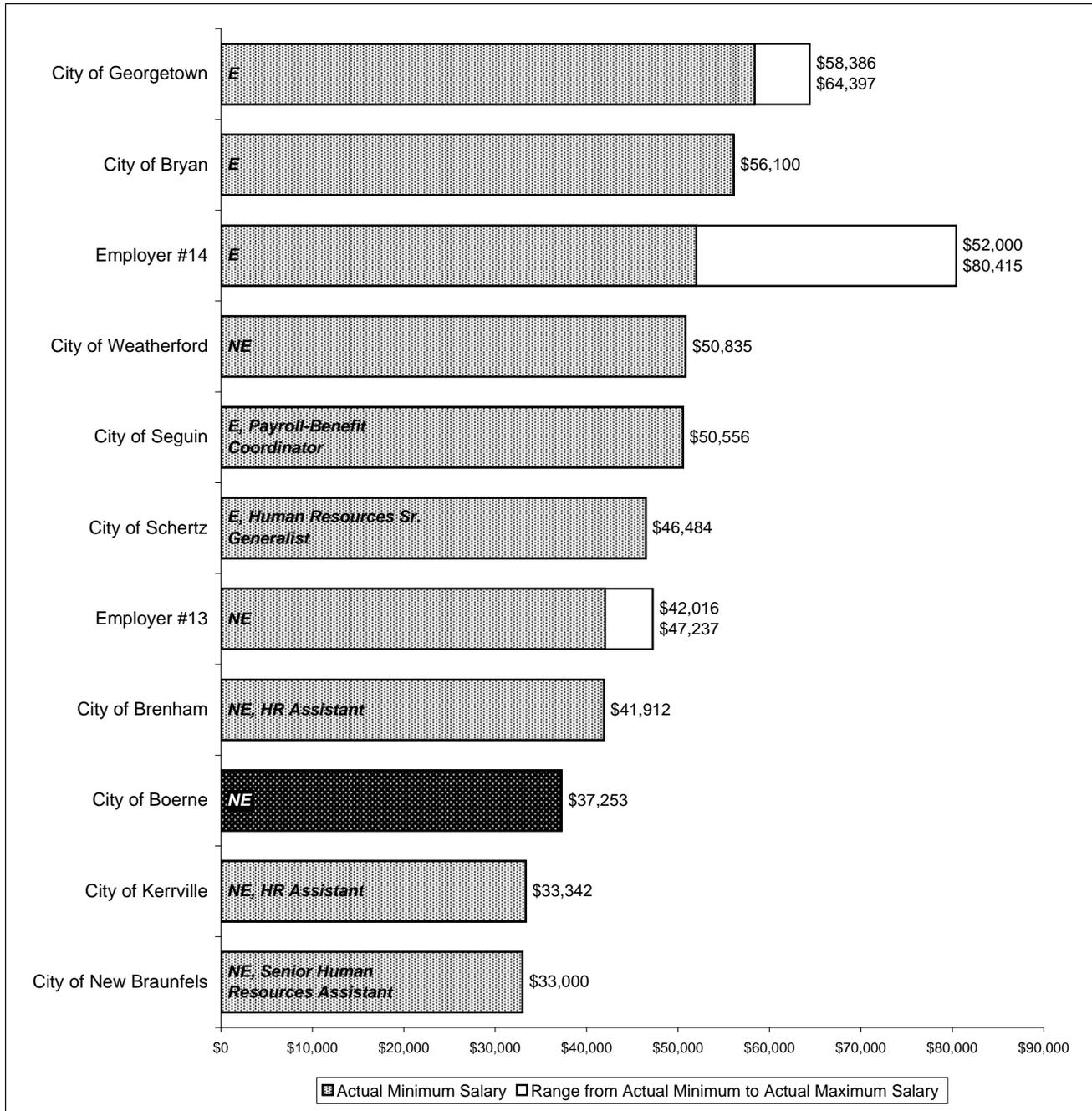


**Ray Associates, Inc.  
Salary Survey**

**Human Resources Generalist**

Overall Average Salary:	\$48,445	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$50,835	City of Boerne % Below Avg. Target: -26.7%
Median Minimum Salary:	\$48,520	
Target for Med. Min. Salary:	\$50,835	City of Boerne % Below Med. Min. Target: -26.7%
Median Maximum Salary:	\$48,897	
Target for Med. Max. Salary:	\$50,835	City of Boerne % Below Med. Max. Target: -26.7%

*(All exclude City of Boerne)*



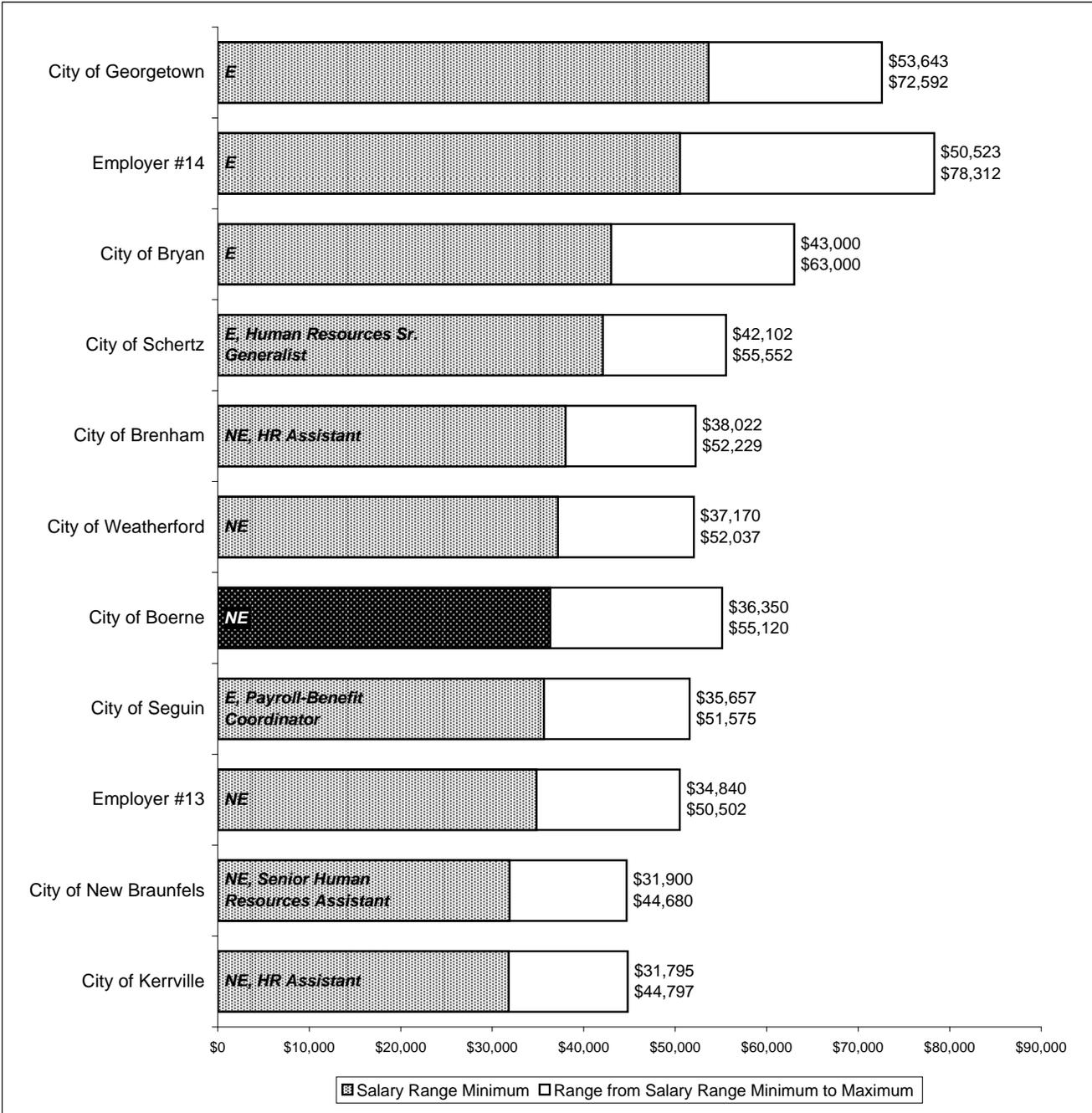
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Human Resources Generalist**

Overall Average Salary:	\$48,196	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$48,827	City of Boerne % Below Avg. Target: -6.3%
Median Minimum Salary:	\$37,596	
Target for Med. Min. Salary:	\$42,102	City of Boerne % Below Med. Min. Target: -13.7%
Median Maximum Salary:	\$52,133	
Target for Med. Max. Salary:	\$55,552	City of Boerne % Below Med. Max. Target: -0.8%

*(All exclude City of Boerne)*

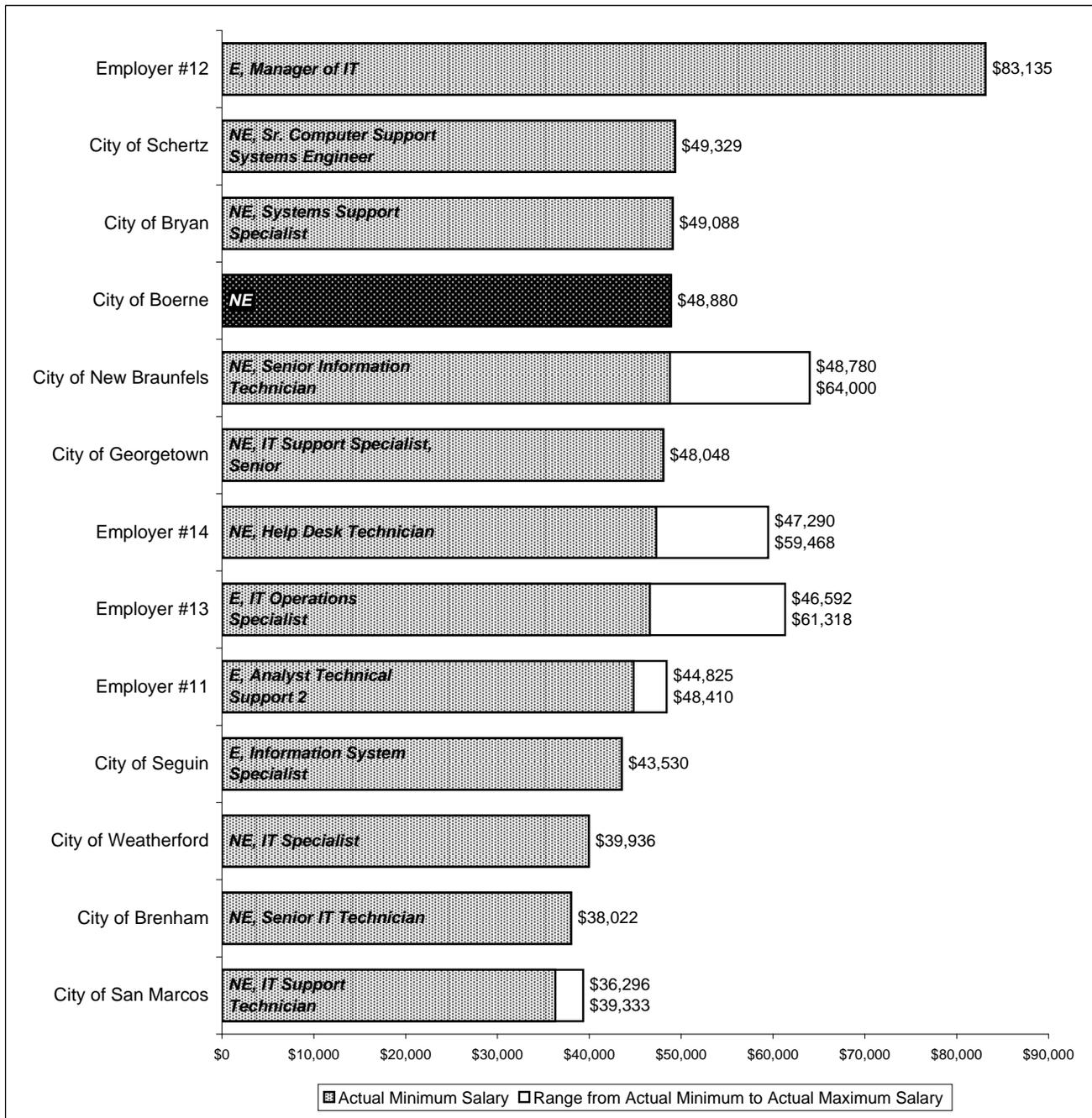


**Ray Associates, Inc.  
Salary Survey**

**IT Specialist II**

Overall Average Salary:	\$49,937	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$50,679	City of Boerne % Below Avg. Target: -3.6%
Median Minimum Salary:	\$46,941	
Target for Med. Min. Salary:	\$48,292	City of Boerne % Above Med. Min. Target: 1.2%
Median Maximum Salary:	\$48,749	
Target for Med. Max. Salary:	\$52,709	City of Boerne % Above Med. Max. Target: -7.3%

(All exclude City of Boerne)



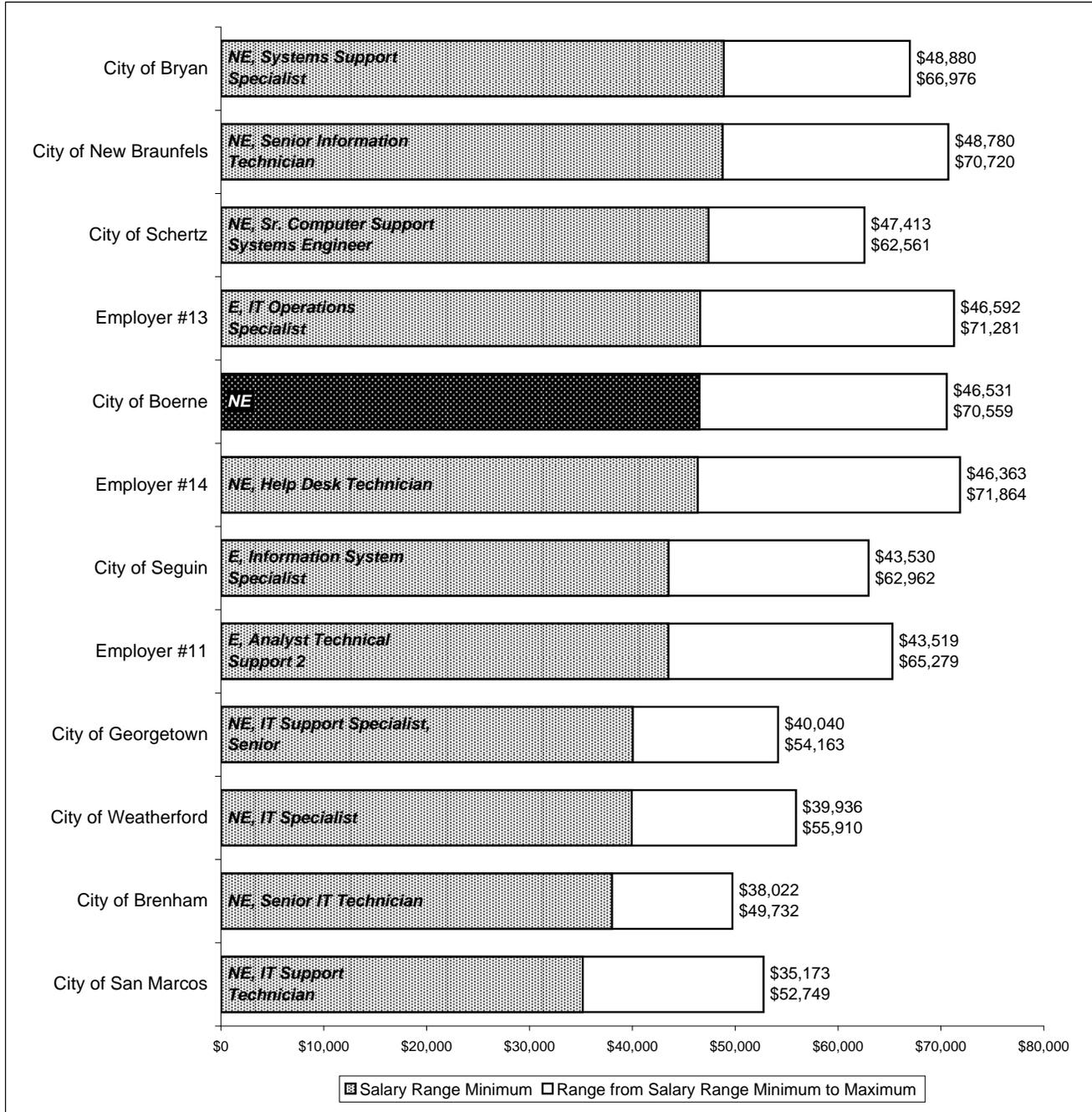
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**IT Specialist II**

Overall Average Salary:	\$52,838	<i>City of Boerne Target: Top third of the surveyed market</i>	
Target for Avg. Salary:	\$56,948	City of Boerne % Above Avg. Target:	2.8%
Median Minimum Salary:	\$43,530		
Target for Med. Min. Salary:	\$46,516	City of Boerne % Above Med. Min. Target:	0.0%
Median Maximum Salary:	\$62,962		
Target for Med. Max. Salary:	\$66,410	City of Boerne % Above Med. Max. Target:	6.2%

*(All exclude City of Boerne)*

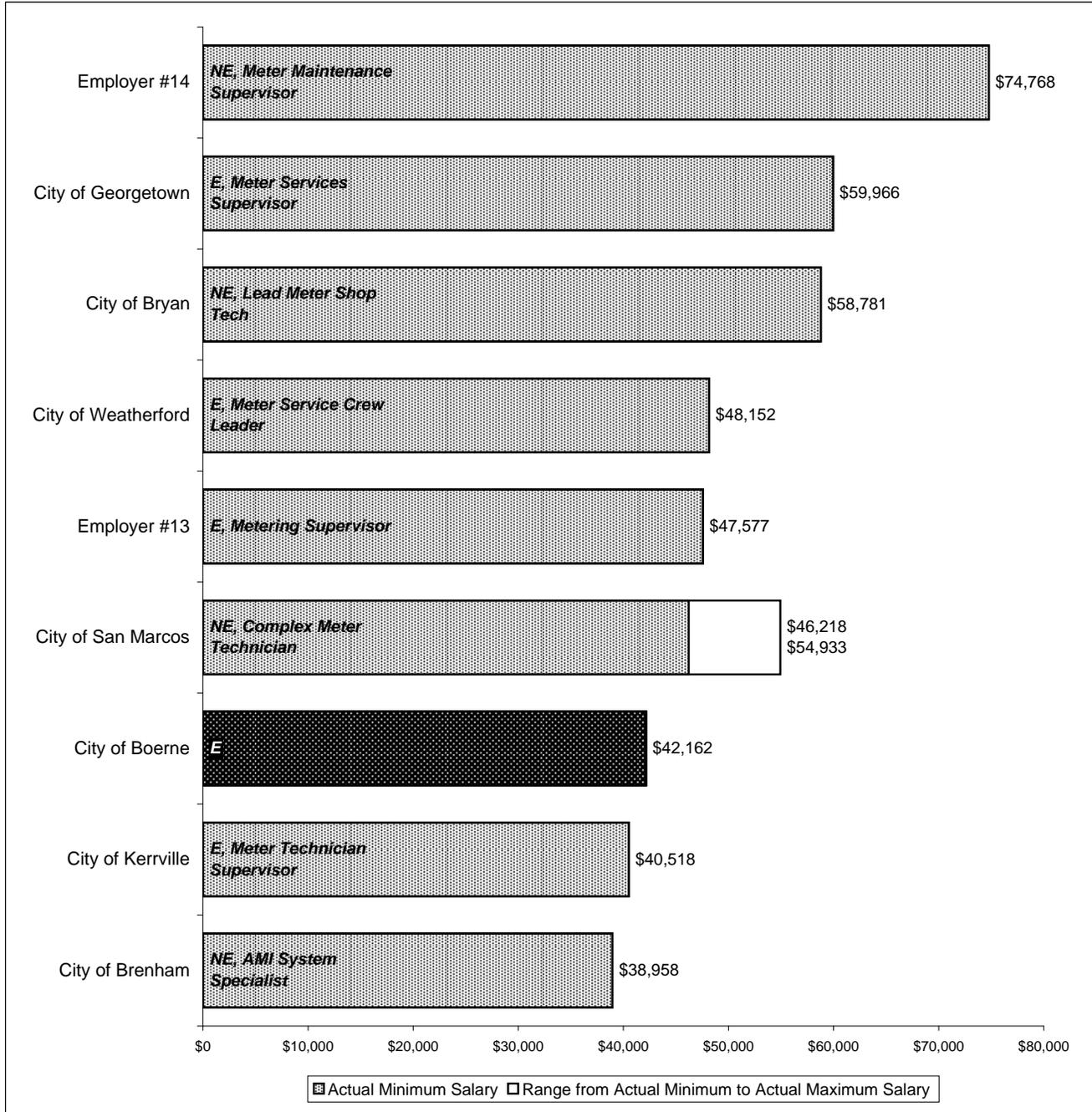


**Ray Associates, Inc.  
Salary Survey**

**Lead Meter Technician and Coordinator**

Overall Average Salary:	\$52,412	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$56,046	City of Boerne % Below Avg. Target: -24.8%
Median Minimum Salary:	\$47,865	
Target for Med. Min. Salary:	\$55,238	City of Boerne % Below Med. Min. Target: -23.7%
Median Maximum Salary:	\$51,543	
Target for Med. Max. Salary:	\$57,498	City of Boerne % Below Med. Max. Target: -26.7%

(All exclude City of Boerne)



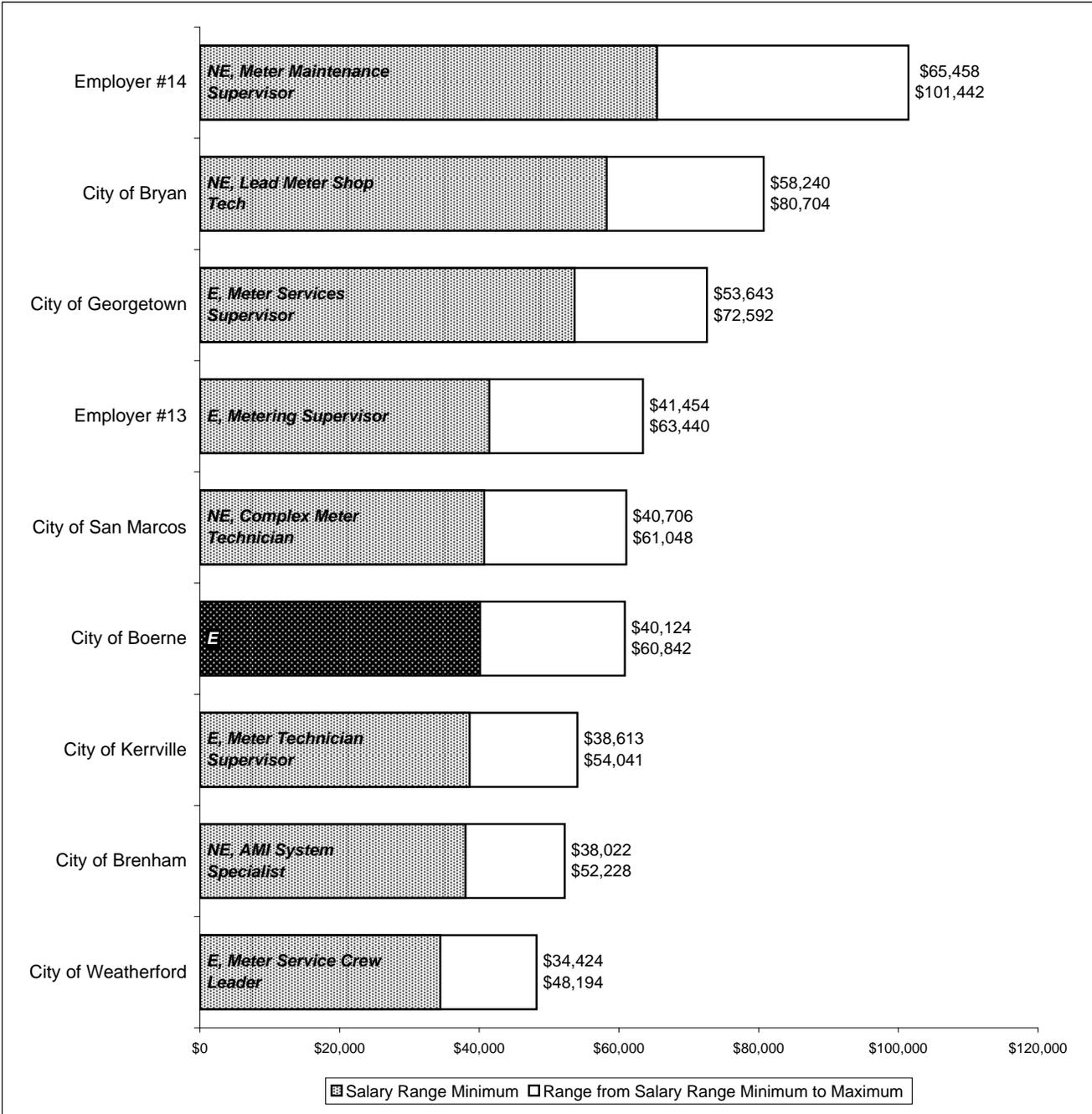
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Lead Meter Technician and Coordinator**

Overall Average Salary:	\$56,516	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$59,561	City of Boerne % Below Avg. Target: -15.2%
Median Minimum Salary:	\$41,080	
Target for Med. Min. Salary:	\$49,580	City of Boerne % Below Med. Min. Target: -19.1%
Median Maximum Salary:	\$62,244	
Target for Med. Max. Salary:	\$69,542	City of Boerne % Below Med. Max. Target: -12.5%

(All exclude City of Boerne)

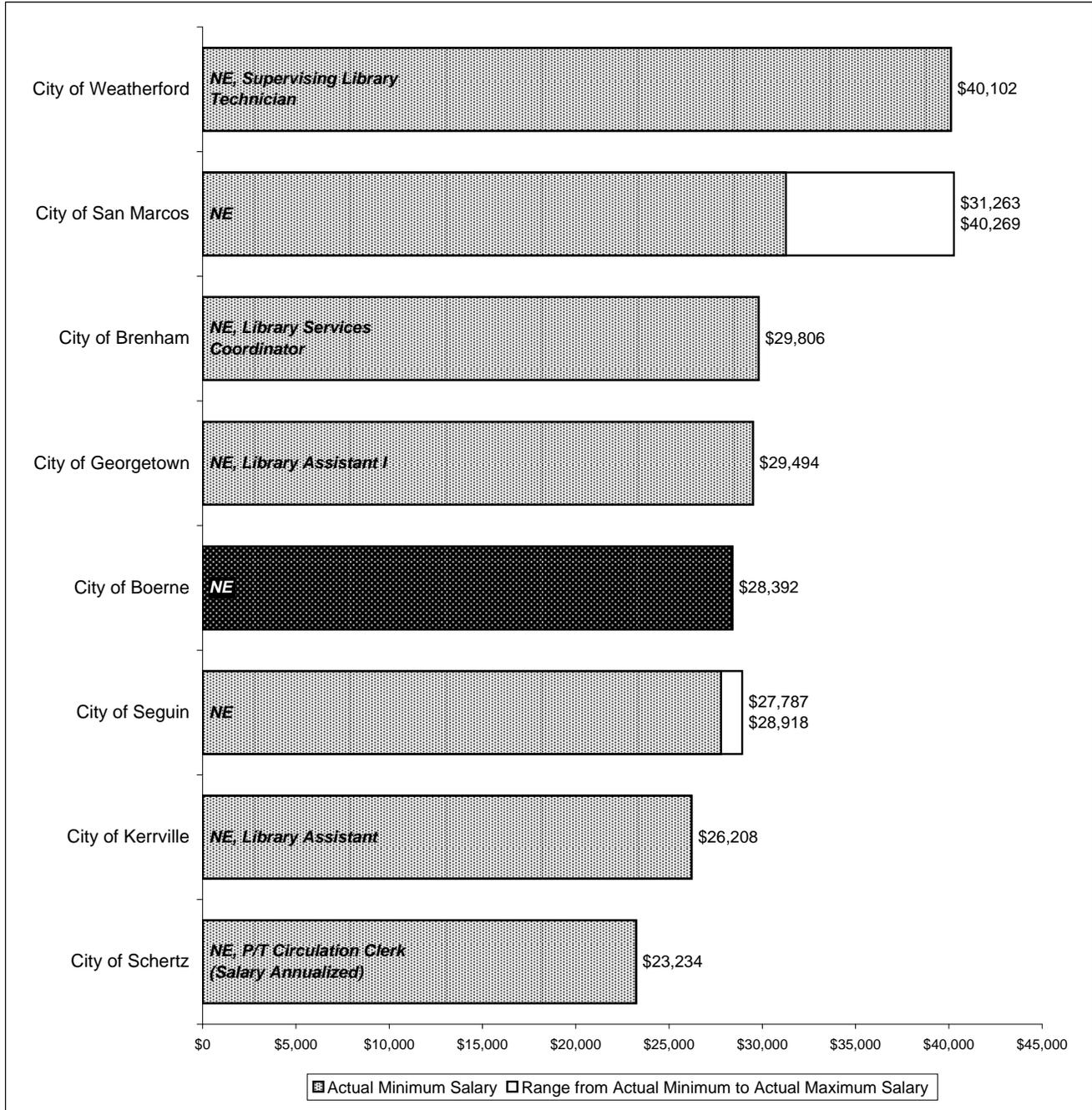


**Ray Associates, Inc.  
Salary Survey**

**Library Assistant - Circulations and Volunteer  
Coordination**

Overall Average Salary:	\$30,423	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$29,806	City of Boerne % Below Avg. Target: -4.7%
Median Minimum Salary:	\$29,494	
Target for Med. Min. Salary:	\$29,806	City of Boerne % Below Med. Min. Target: -4.7%
Median Maximum Salary:	\$29,494	
Target for Med. Max. Salary:	\$29,806	City of Boerne % Below Med. Max. Target: -4.7%

(All exclude City of Boerne)



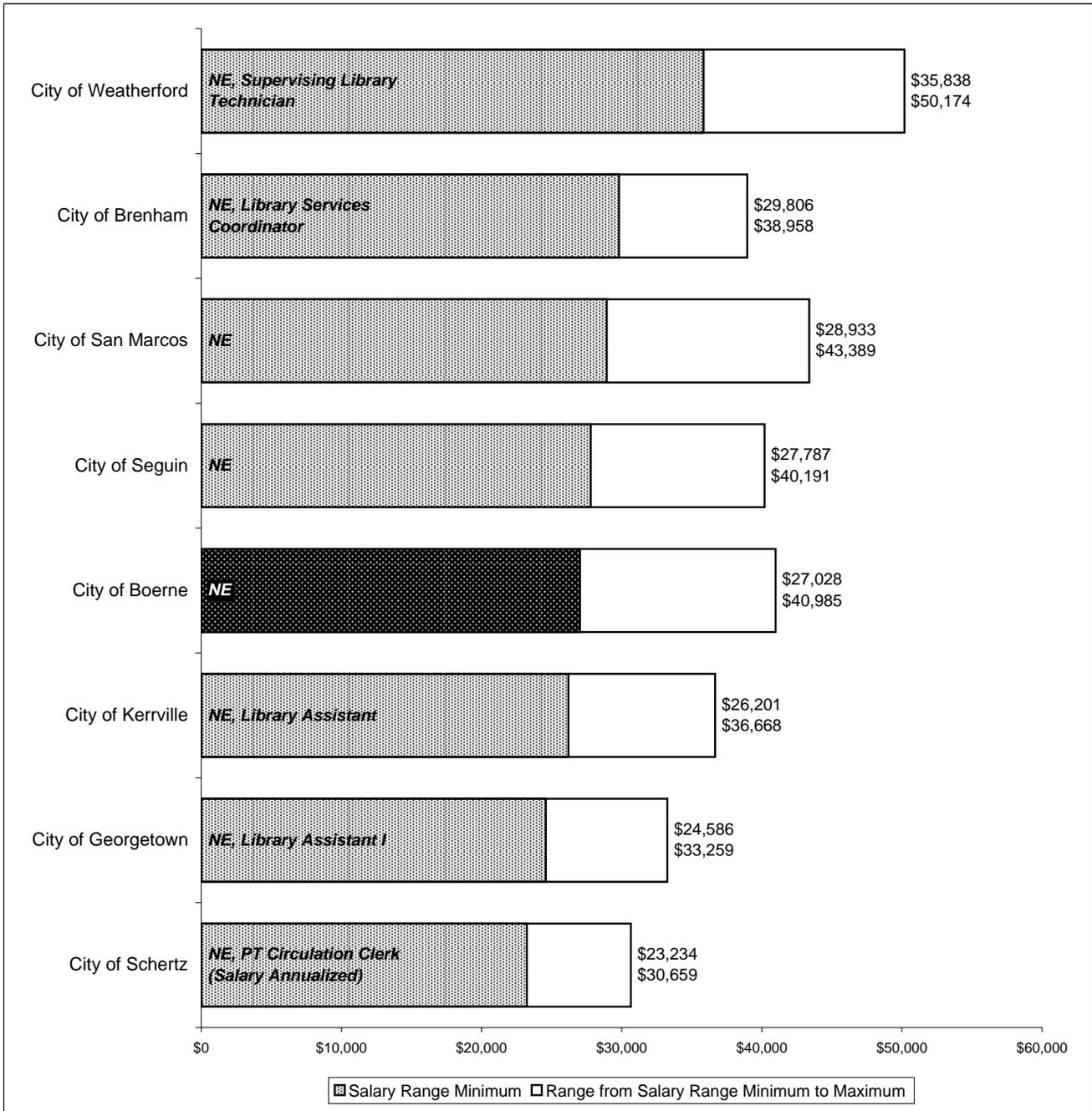
*Salary Range Data  
Using Range Minimums*

**Ray Associates, Inc.  
Salary Survey**

**Library Assistant - Circulations and Volunteer  
Coordination**

Overall Average Salary:	\$33,549	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$34,382	City of Boerne % Below Avg. Target: -1.1%
Median Minimum Salary:	\$27,787	
Target for Med. Min. Salary:	\$28,933	City of Boerne % Below Med. Min. Target: -6.6%
Median Maximum Salary:	\$38,958	
Target for Med. Max. Salary:	\$40,191	City of Boerne % Below Med. Max. Target: 2.0%

*(All exclude City of Boerne)*

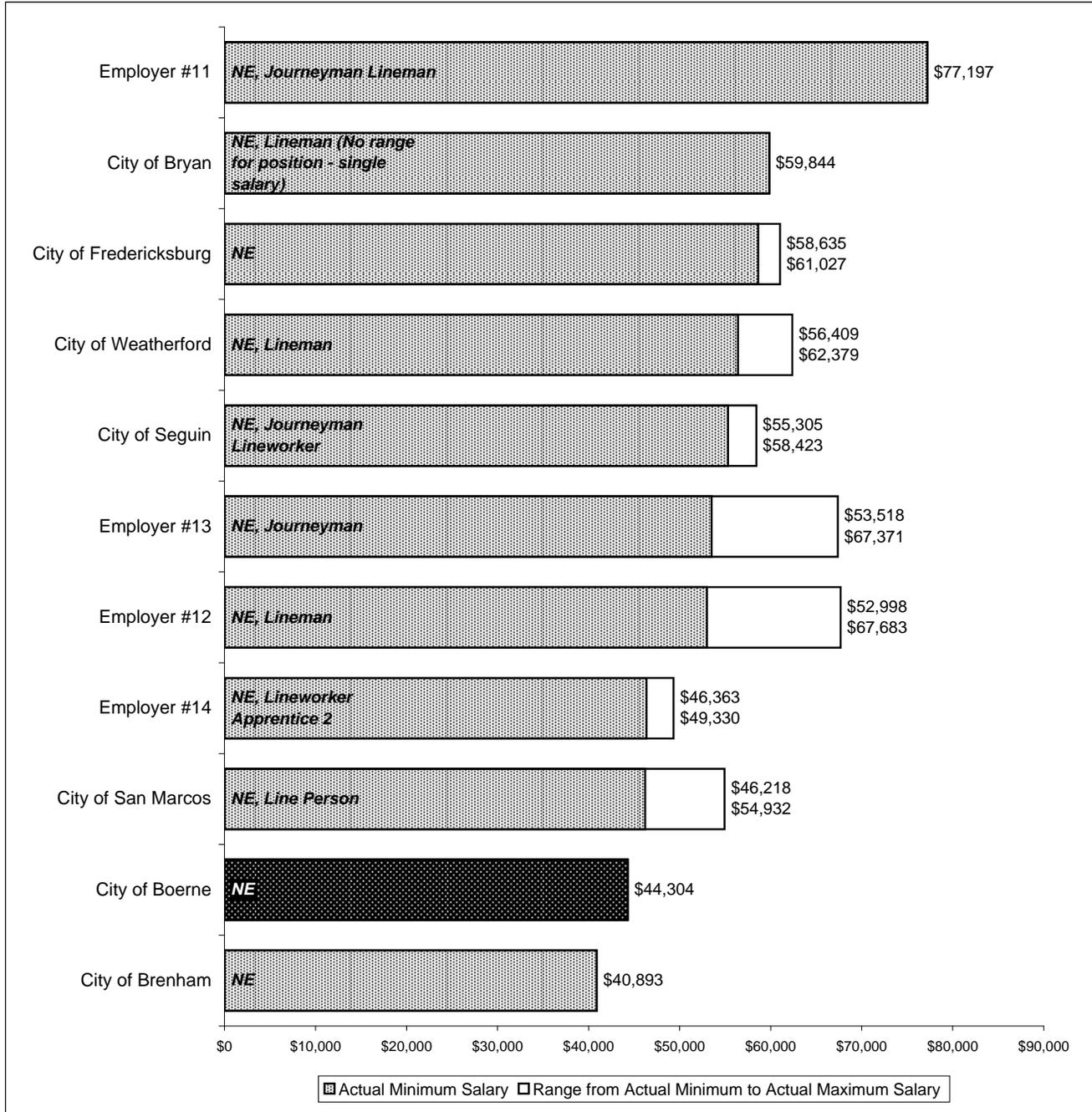


**Ray Associates, Inc.  
Salary Survey**

**Lineworker I**

Overall Average Salary:	\$57,323	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$59,844	City of Boerne % Below Avg. Target: -26.0%
Median Minimum Salary:	\$54,412	
Target for Med. Min. Salary:	\$56,409	City of Boerne % Below Med. Min. Target: -21.5%
Median Maximum Salary:	\$60,436	
Target for Med. Max. Salary:	\$62,379	City of Boerne % Below Med. Max. Target: -29.0%

(All exclude City of Boerne)



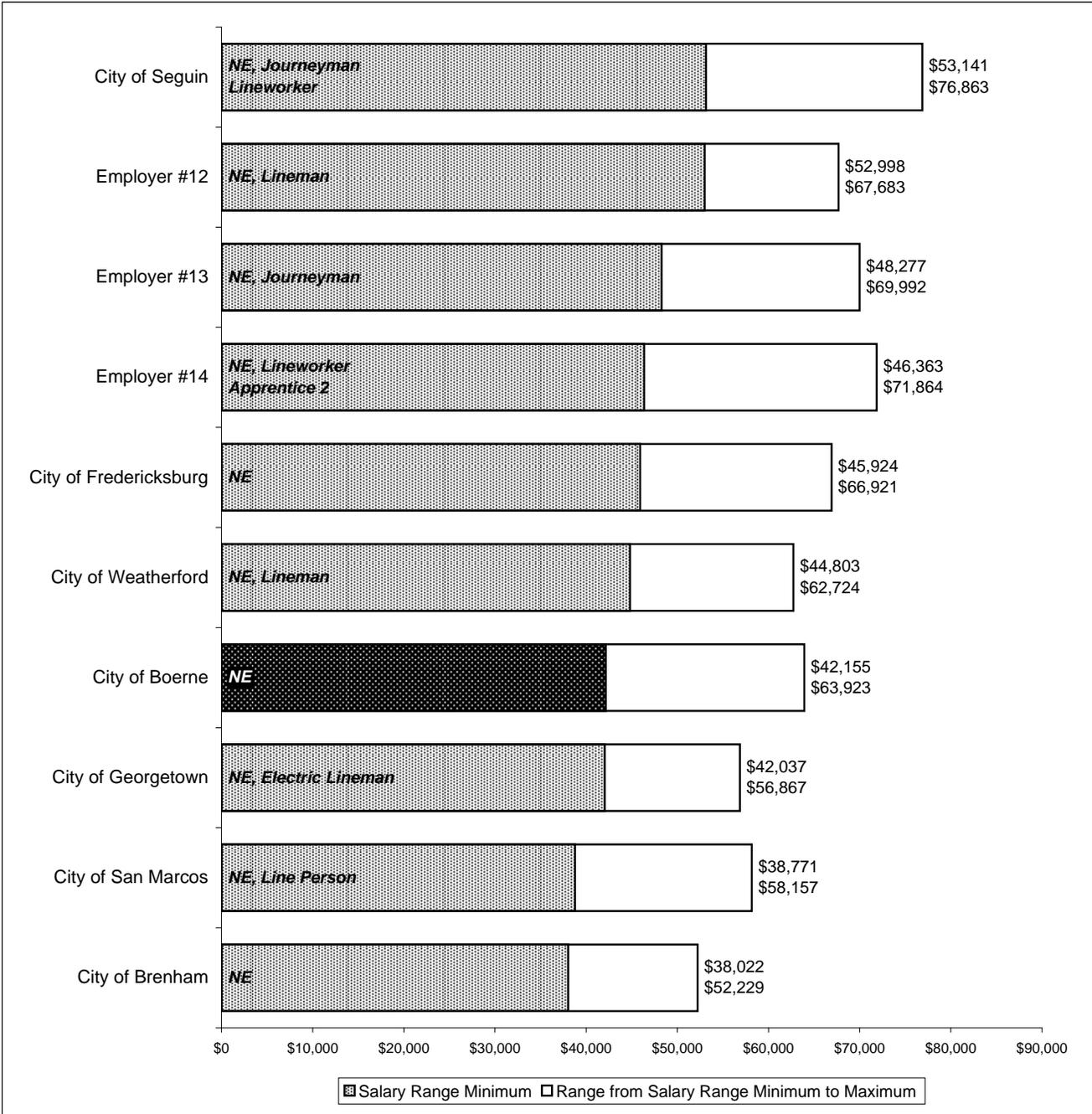
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Lineworker I**

Overall Average Salary:	\$55,202	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$59,121	City of Boerne % Below Avg. Target: -10.3%
Median Minimum Salary:	\$45,924	
Target for Med. Min. Salary:	\$47,001	City of Boerne % Below Med. Min. Target: -10.3%
Median Maximum Salary:	\$66,921	
Target for Med. Max. Salary:	\$68,453	City of Boerne % Below Med. Max. Target: -6.6%

*(All exclude City of Boerne)*

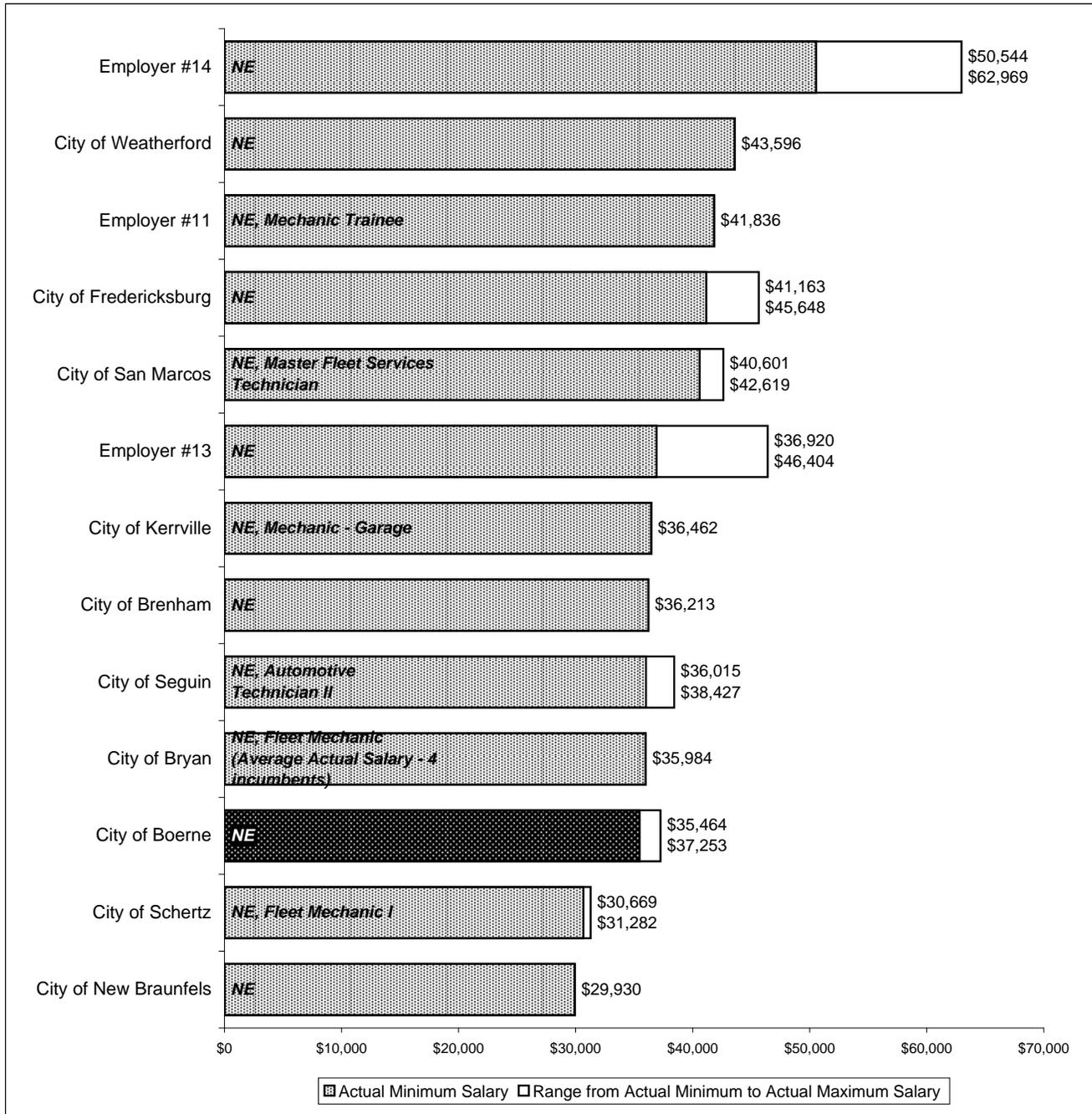


**Ray Associates, Inc.  
Salary Survey**

**Mechanic**

Overall Average Salary:	\$39,638	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$41,720	City of Boerne % Below Avg. Target: -12.9%
Median Minimum Salary:	\$36,691	
Target for Med. Min. Salary:	\$40,788	City of Boerne % Below Med. Min. Target: -13.1%
Median Maximum Salary:	\$40,132	
Target for Med. Max. Salary:	\$42,945	City of Boerne % Below Med. Max. Target: -13.3%

*(All exclude City of Boerne)*



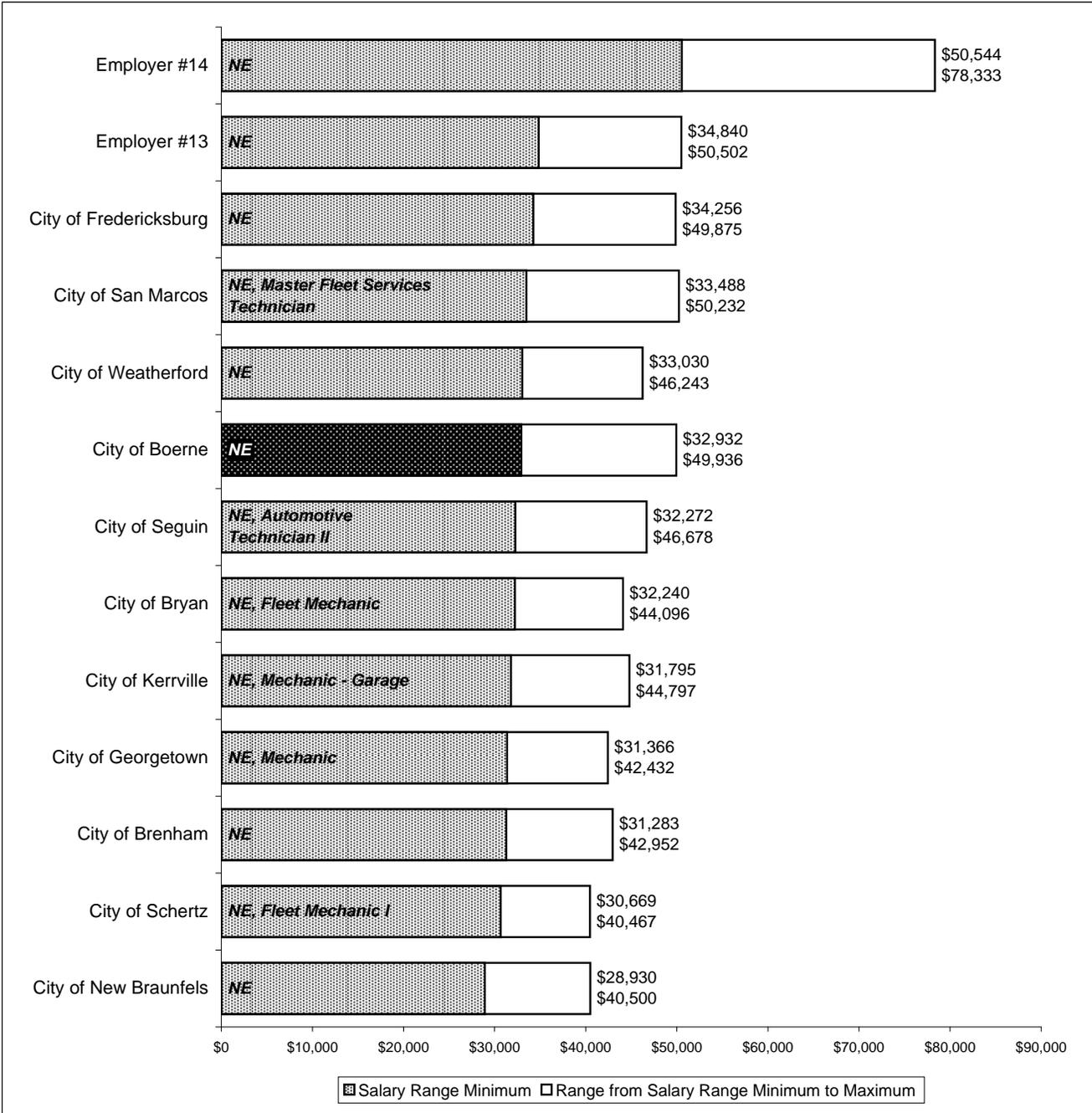
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Mechanic**

Overall Average Salary:	\$40,909	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$40,378	City of Boerne % Above Avg. Target: 2.6%
Median Minimum Salary:	\$32,256	
Target for Med. Min. Salary:	\$33,183	City of Boerne % Below Med. Min. Target: -0.8%
Median Maximum Salary:	\$45,520	
Target for Med. Max. Salary:	\$47,744	City of Boerne % Below Med. Max. Target: 4.6%

(All exclude City of Boerne)

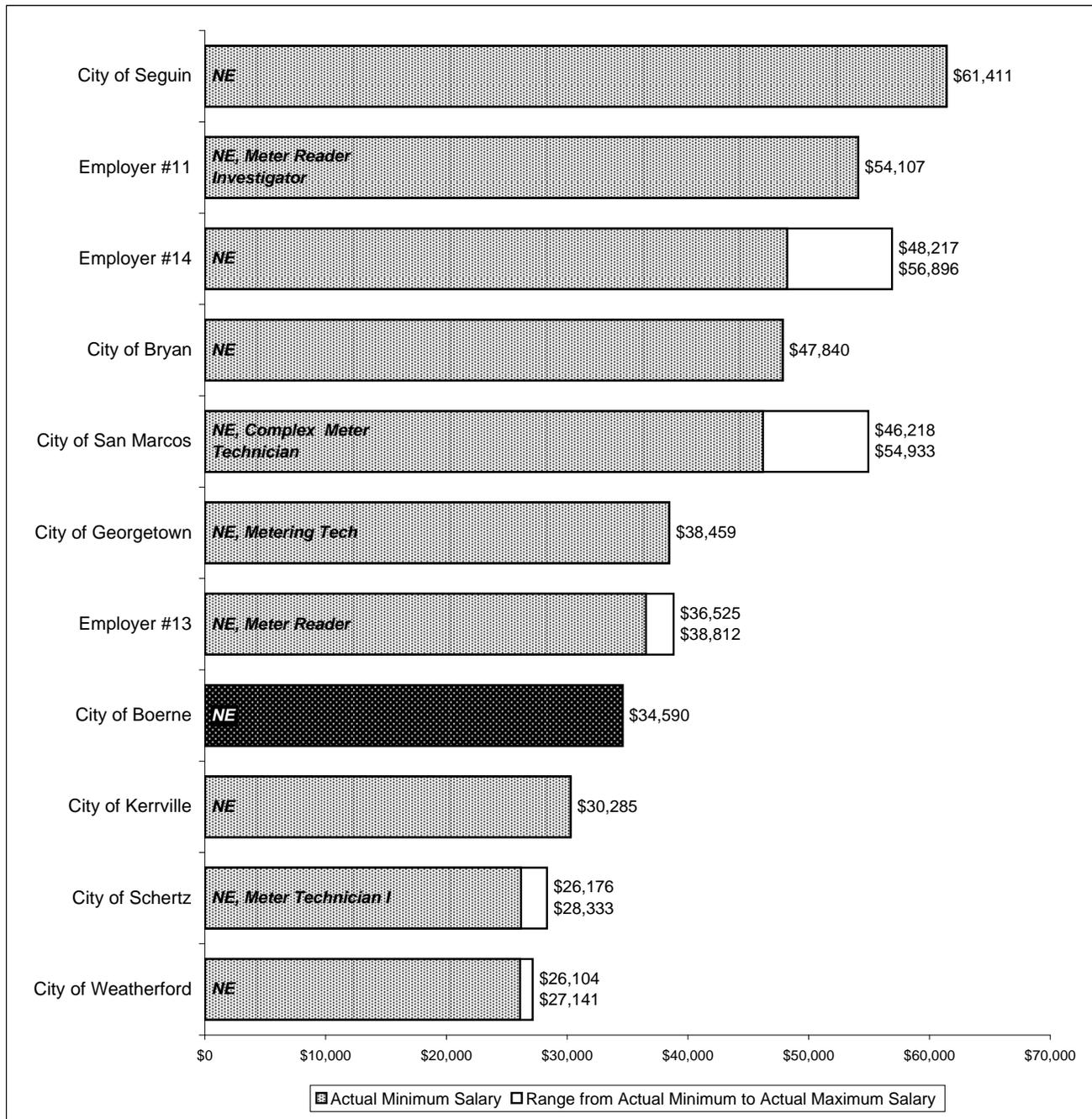


**Ray Associates, Inc.  
Salary Survey**

**Meter Technician**

Overall Average Salary:	\$42,678	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$50,576	City of Boerne % Below Avg. Target: -31.6%
Median Minimum Salary:	\$42,339	
Target for Med. Min. Salary:	\$47,840	City of Boerne % Below Med. Min. Target: -27.7%
Median Maximum Salary:	\$43,326	
Target for Med. Max. Salary:	\$54,107	City of Boerne % Below Med. Max. Target: -36.1%

(All exclude City of Boerne)



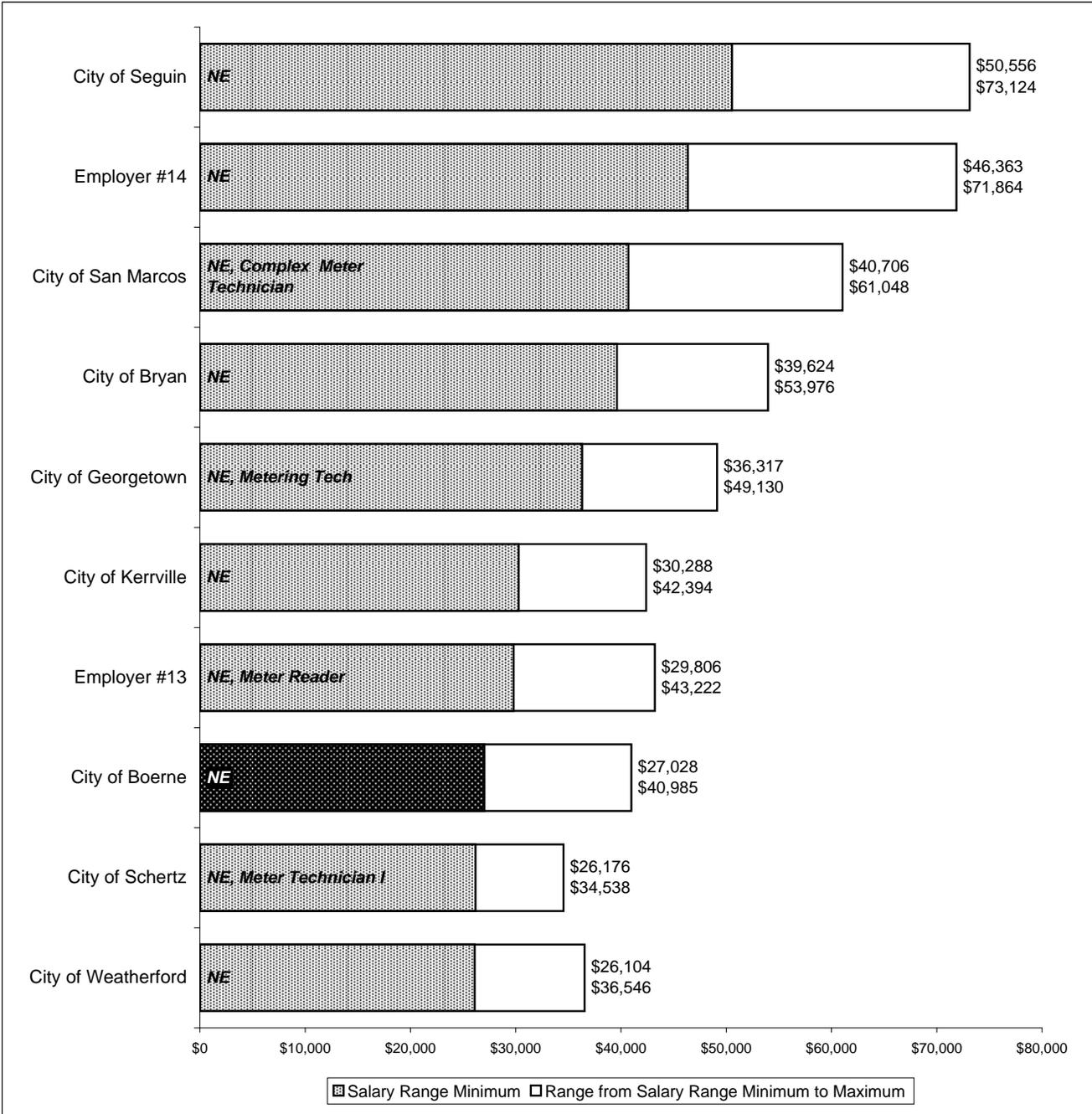
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Meter Technician**

Overall Average Salary:	\$43,988	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$48,159	City of Boerne % Below Avg. Target: -29.4%
Median Minimum Salary:	\$36,317	
Target for Med. Min. Salary:	\$39,985	City of Boerne % Below Med. Min. Target: -32.4%
Median Maximum Salary:	\$49,130	
Target for Med. Max. Salary:	\$56,334	City of Boerne % Below Med. Max. Target: -27.2%

*(All exclude City of Boerne)*

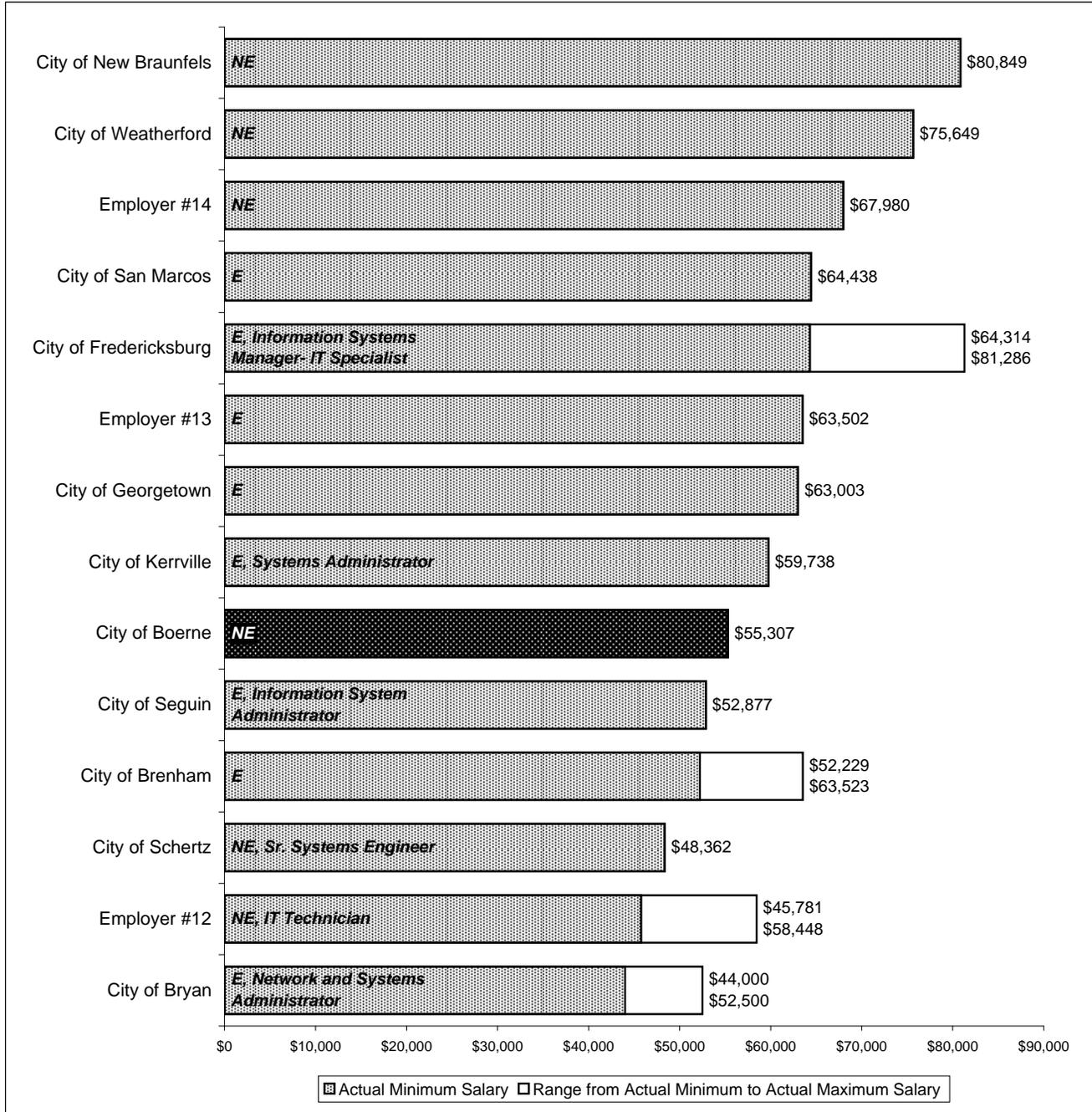


**Ray Associates, Inc.  
Salary Survey**

**Network Administrator**

Overall Average Salary:	\$62,111	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$64,438	City of Boerne % Below Avg. Target: -14.2%
Median Minimum Salary:	\$63,003	
Target for Med. Min. Salary:	\$64,314	City of Boerne % Below Med. Min. Target: -14.0%
Median Maximum Salary:	\$63,502	
Target for Med. Max. Salary:	\$64,438	City of Boerne % Below Med. Max. Target: -14.2%

*(All exclude City of Boerne)*



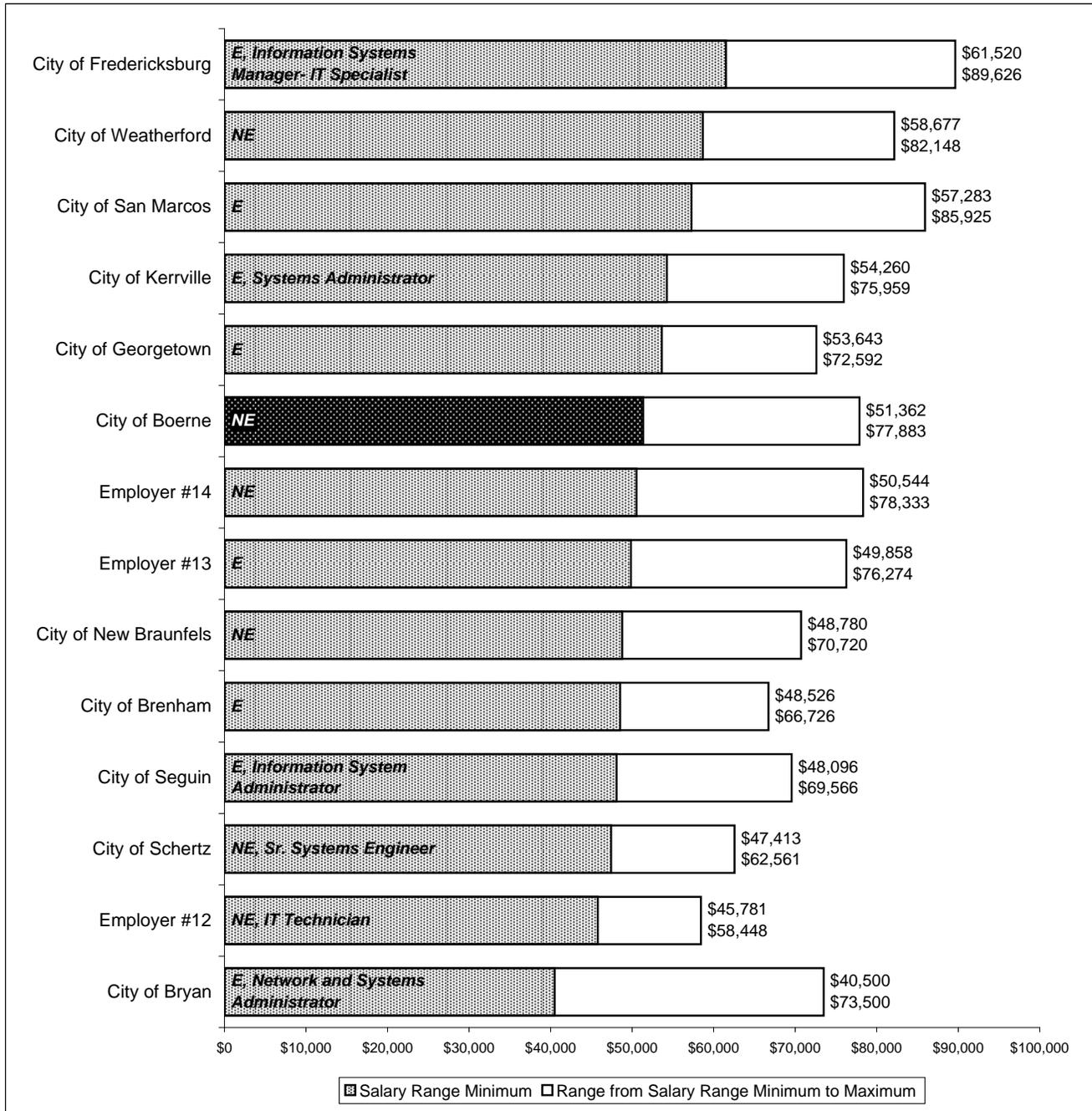
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Network Administrator**

Overall Average Salary:	\$62,587	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$64,438	City of Boerne % Above Avg. Target: 0.3%
Median Minimum Salary:	\$49,858	
Target for Med. Min. Salary:	\$53,643	City of Boerne % Below Med. Min. Target: -4.3%
Median Maximum Salary:	\$73,500	
Target for Med. Max. Salary:	\$76,274	City of Boerne % Below Med. Max. Target: 2.1%

(All exclude City of Boerne)



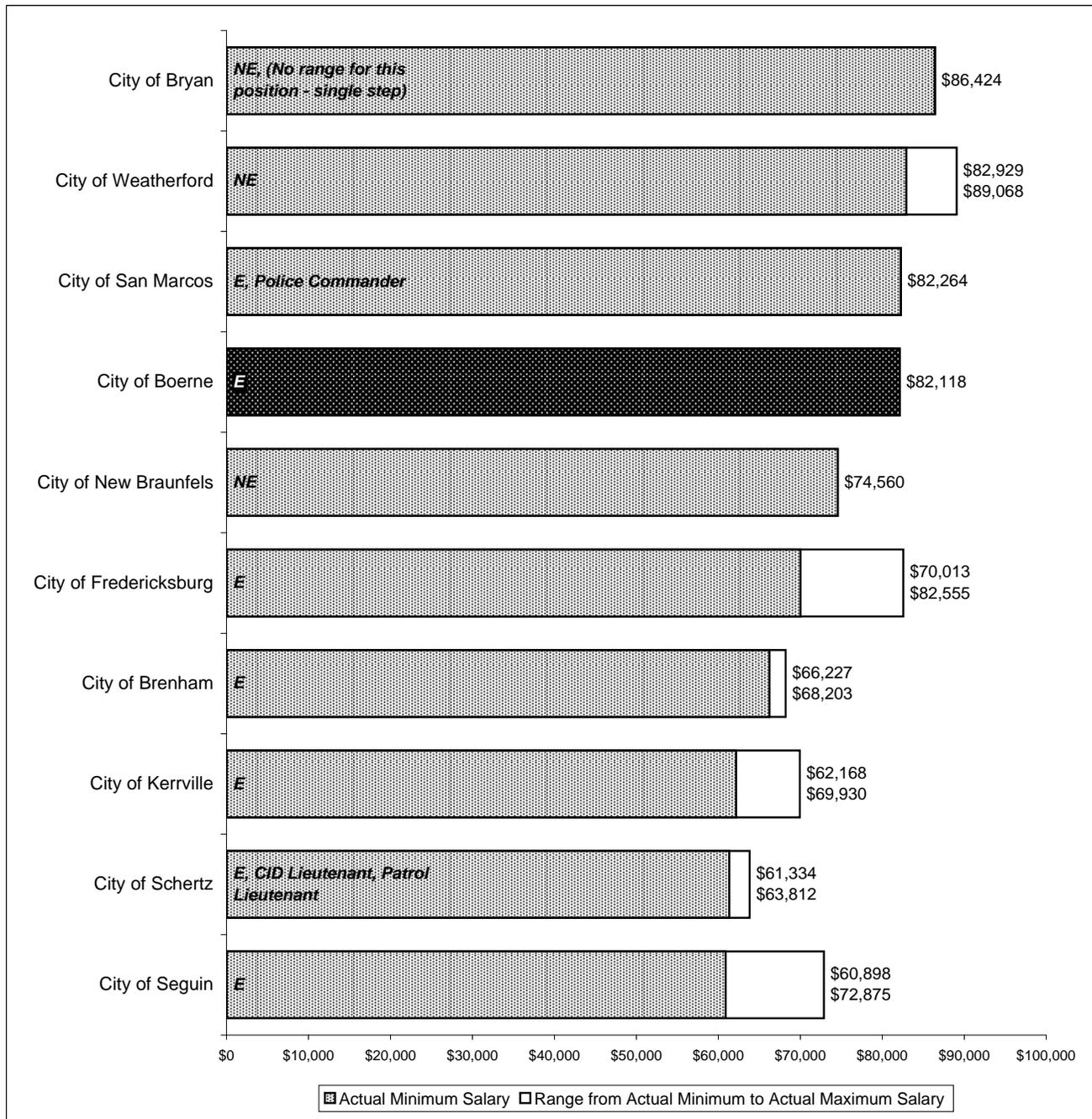
**Ray Associates, Inc.  
Salary Survey**

**Police Lieutenant**

Overall Average Salary: \$74,250  
 Target for Avg. Salary: \$78,277  
 Median Minimum Salary: \$70,013  
 Target for Med. Min. Salary: \$77,128  
 Median Maximum Salary: \$74,560  
 Target for Med. Max. Salary: \$82,361

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 4.9%  
 City of Boerne % Above Med. Min. Target: 6.5%  
 City of Boerne % Above Med. Max. Target: -0.3%

(All exclude City of Boerne)



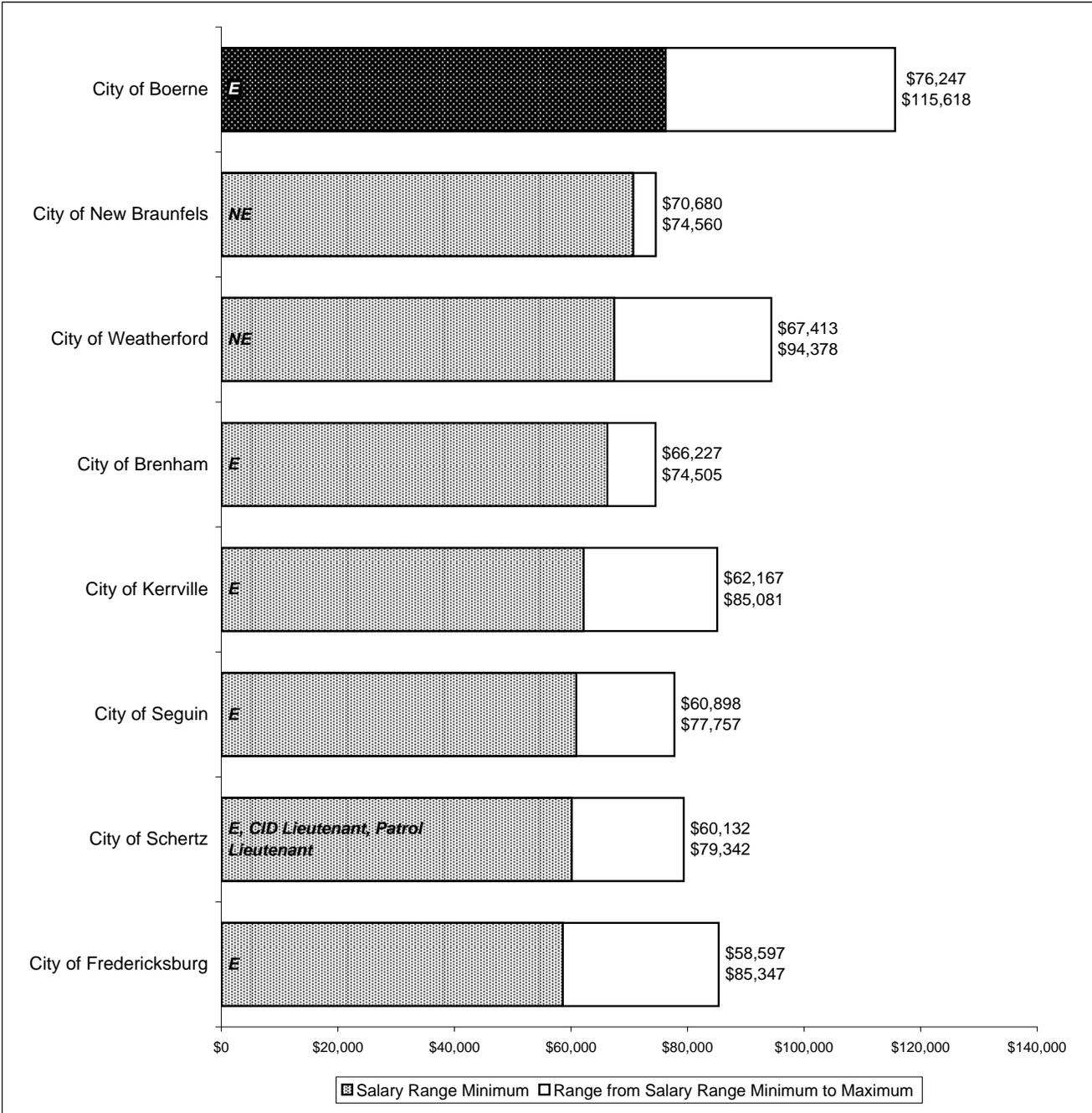
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Police Lieutenant**

Overall Average Salary:	\$72,649	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$72,620	City of Boerne % Above Avg. Target: 32.1%
Median Minimum Salary:	\$62,167	
Target for Med. Min. Salary:	\$66,227	City of Boerne % Above Med. Min. Target: 15.1%
Median Maximum Salary:	\$79,342	
Target for Med. Max. Salary:	\$85,081	City of Boerne % Above Med. Max. Target: 35.9%

*(All exclude City of Boerne)*

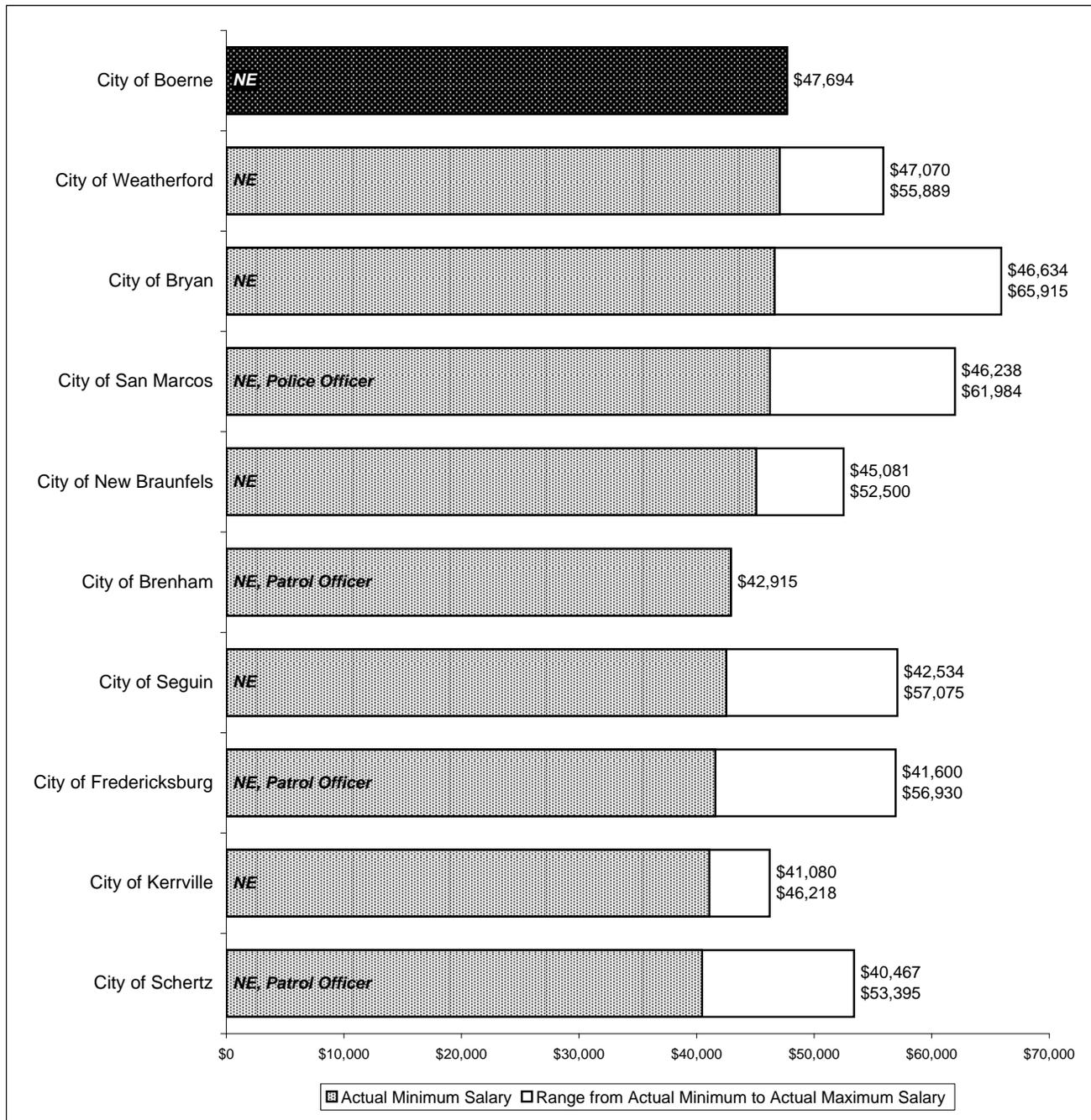


**Ray Associates, Inc.  
Salary Survey**

**Police Officer I**

Overall Average Salary: \$49,247  
 Target for Avg. Salary: \$50,363  
 Median Minimum Salary: \$42,915  
 Target for Med. Min. Salary: \$45,467  
 Median Maximum Salary: \$55,889  
 Target for Med. Max. Salary: \$56,978  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -5.3%  
 City of Boerne % Above Med. Min. Target: 4.9%  
 City of Boerne % Above Med. Max. Target: -16.3%



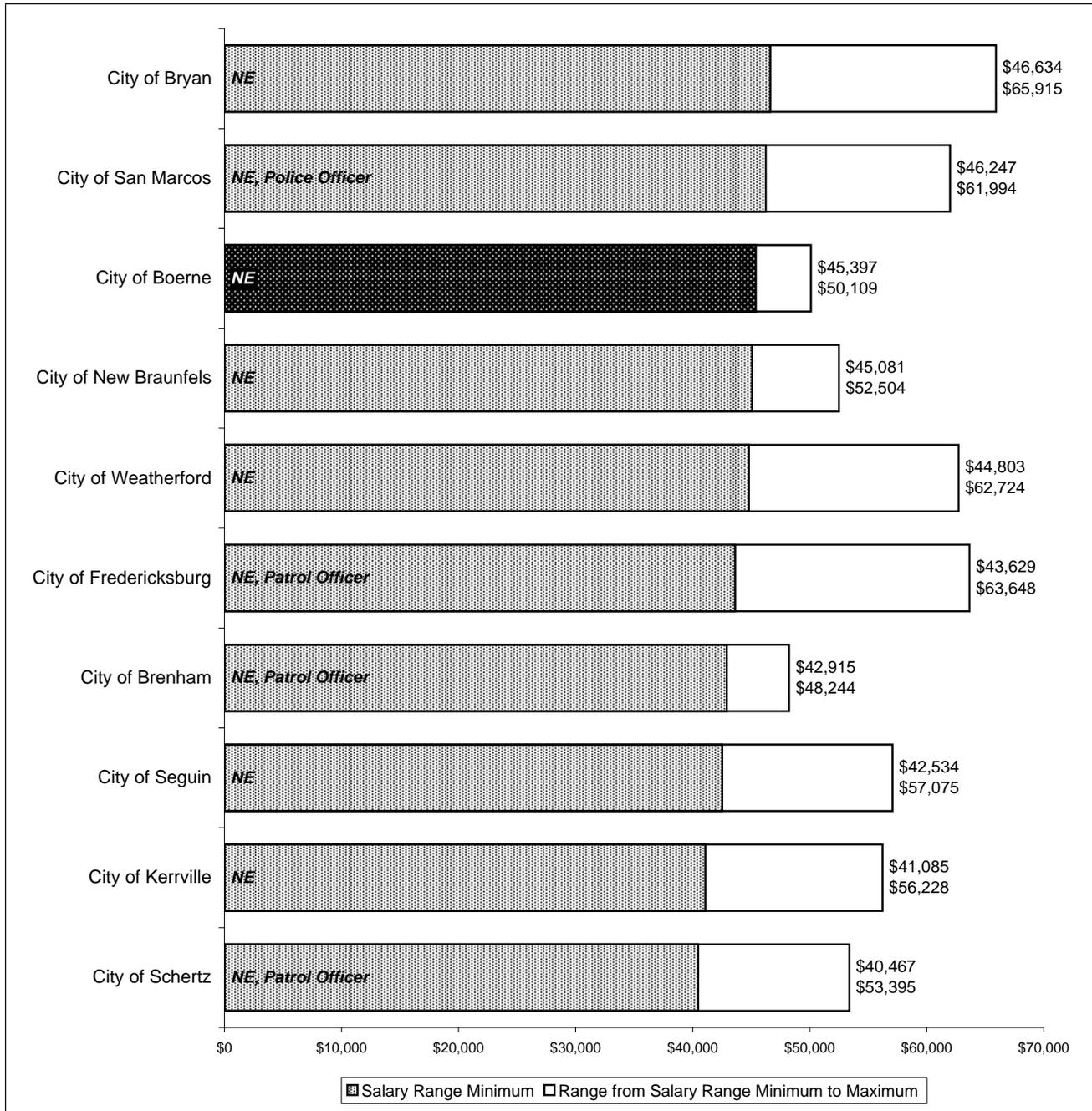
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Police Officer I**

Overall Average Salary:	\$50,840	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$53,680	City of Boerne % Below Avg. Target: -11.0%
Median Minimum Salary:	\$43,629	
Target for Med. Min. Salary:	\$44,896	City of Boerne % Above Med. Min. Target: 1.1%
Median Maximum Salary:	\$57,075	
Target for Med. Max. Salary:	\$62,237	City of Boerne % Above Med. Max. Target: -19.5%

*(All exclude City of Boerne)*

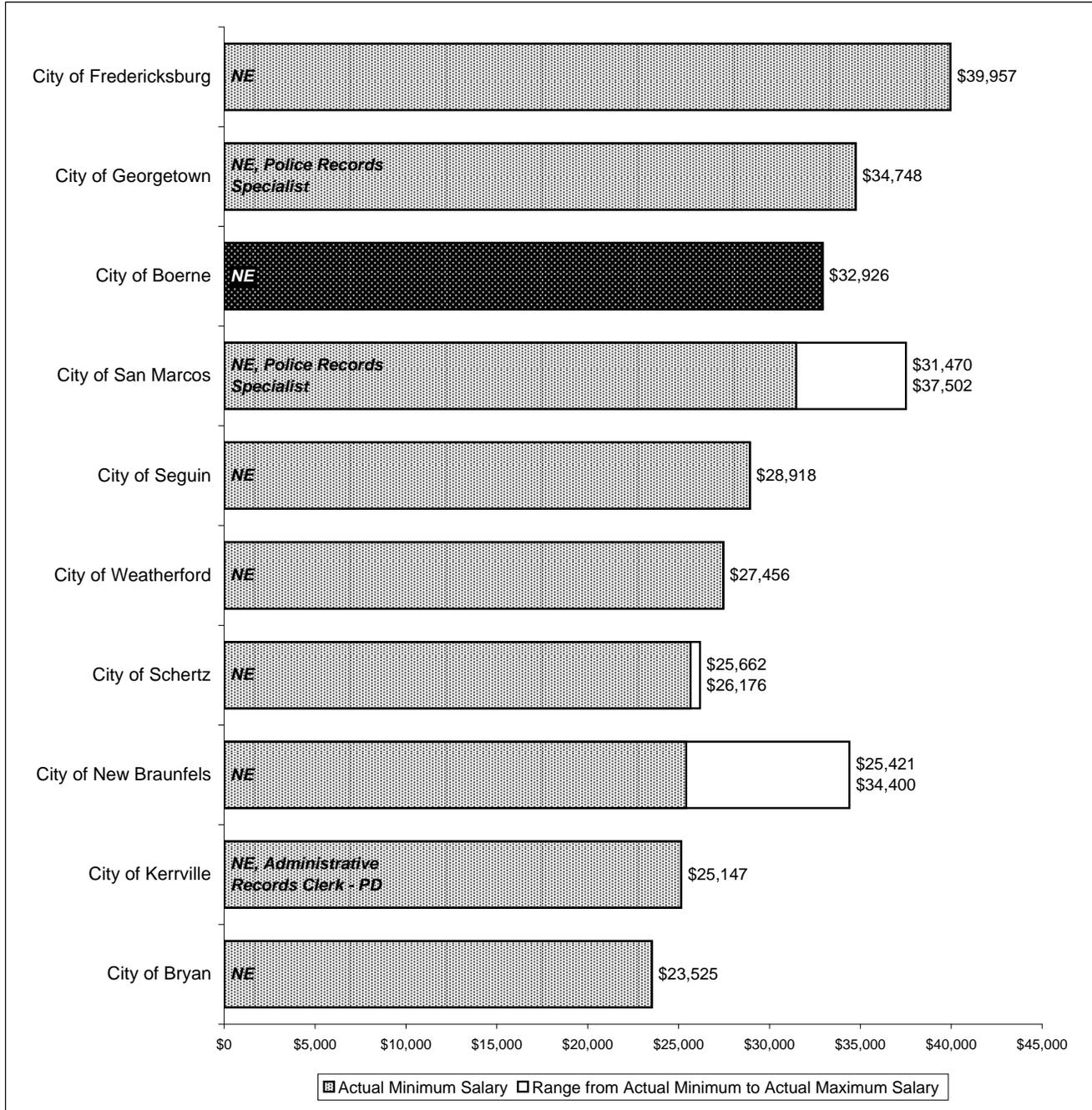


**Ray Associates, Inc.  
Salary Survey**

**Police Records Clerk**

Overall Average Salary: \$30,007  
 Target for Avg. Salary: \$31,436  
 Median Minimum Salary: \$27,456  
 Target for Med. Min. Salary: \$29,769  
 Median Maximum Salary: \$28,918  
 Target for Med. Max. Salary: \$34,516  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 4.7%  
 City of Boerne % Above Med. Min. Target: 10.6%  
 City of Boerne % Above Med. Max. Target: -4.6%



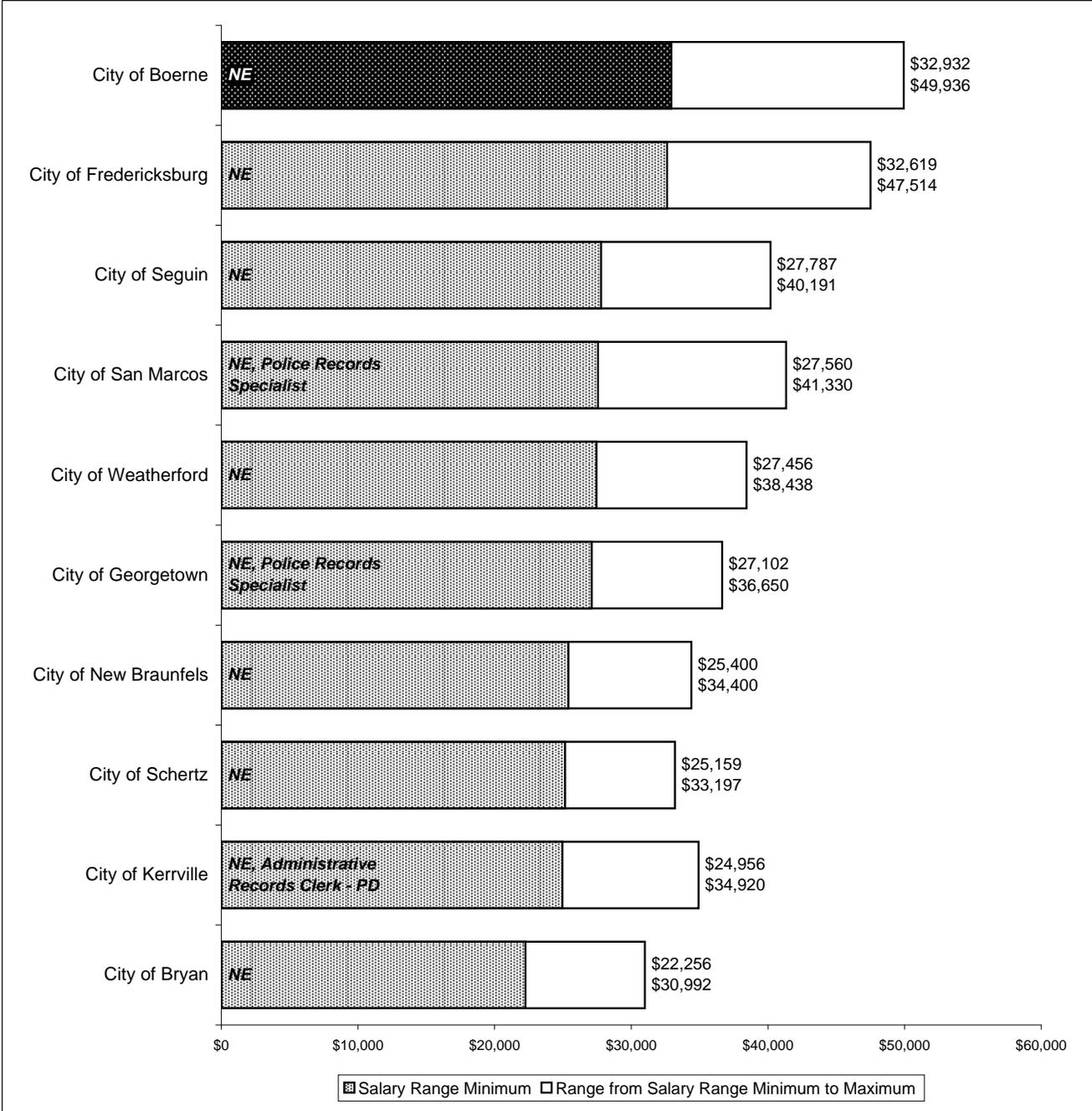
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Police Records Clerk**

Overall Average Salary:	\$32,107	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$33,294	City of Boerne % Above Avg. Target: 24.4%
Median Minimum Salary:	\$27,102	
Target for Med. Min. Salary:	\$27,491	City of Boerne % Above Med. Min. Target: 19.8%
Median Maximum Salary:	\$36,650	
Target for Med. Max. Salary:	\$39,022	City of Boerne % Above Med. Max. Target: 28.0%

*(All exclude City of Boerne)*



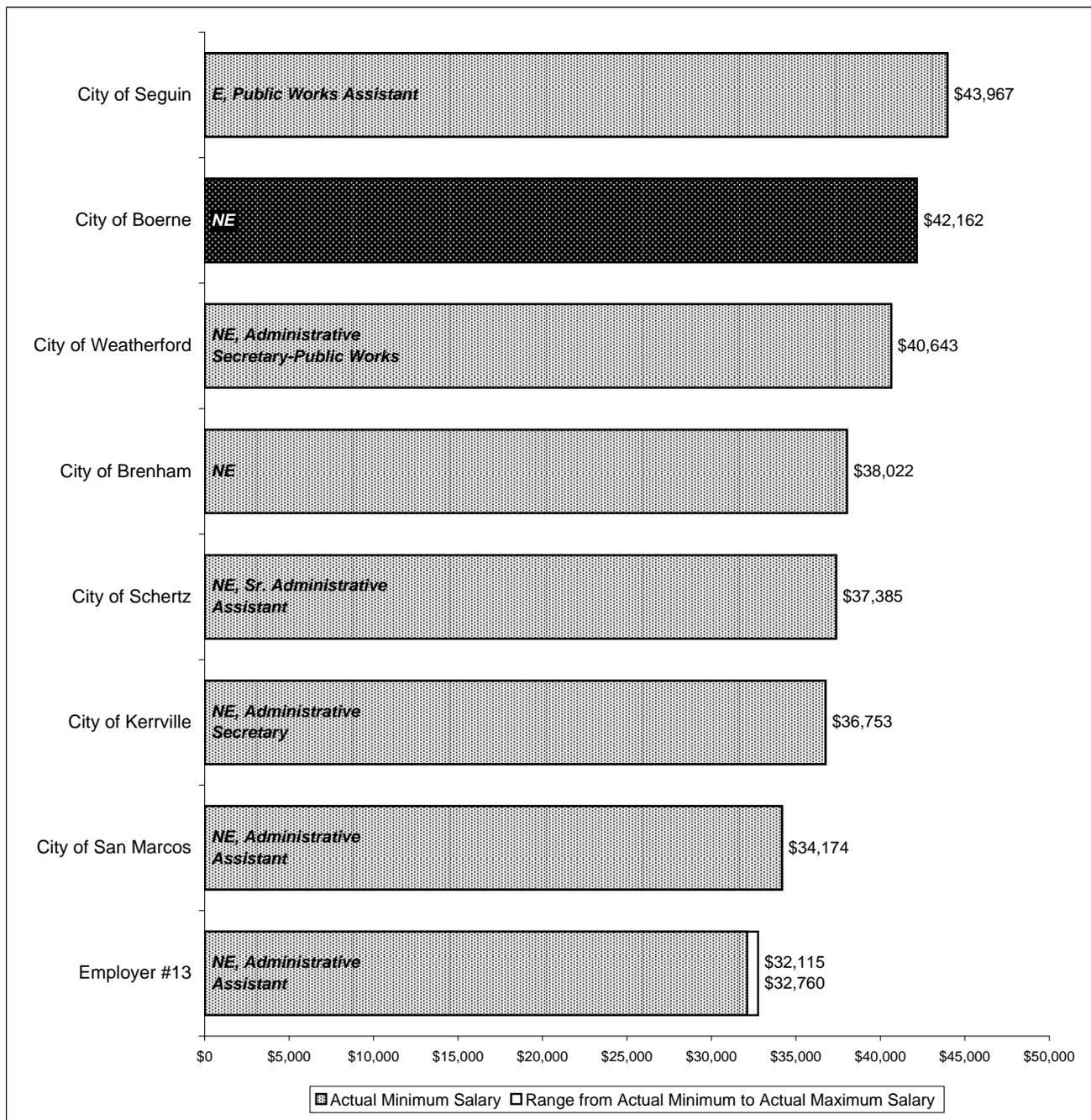
**Ray Associates, Inc.  
Salary Survey**

**Public Works Administrative Assistant**

Overall Average Salary: \$37,626  
 Target for Avg. Salary: \$38,022  
 Median Minimum Salary: \$37,385  
 Target for Med. Min. Salary: \$38,022  
 Median Maximum Salary: \$37,385  
 Target for Med. Max. Salary: \$38,022

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 10.9%  
 City of Boerne % Above Med. Min. Target: 10.9%  
 City of Boerne % Above Med. Max. Target: 10.9%

(All exclude City of Boerne)



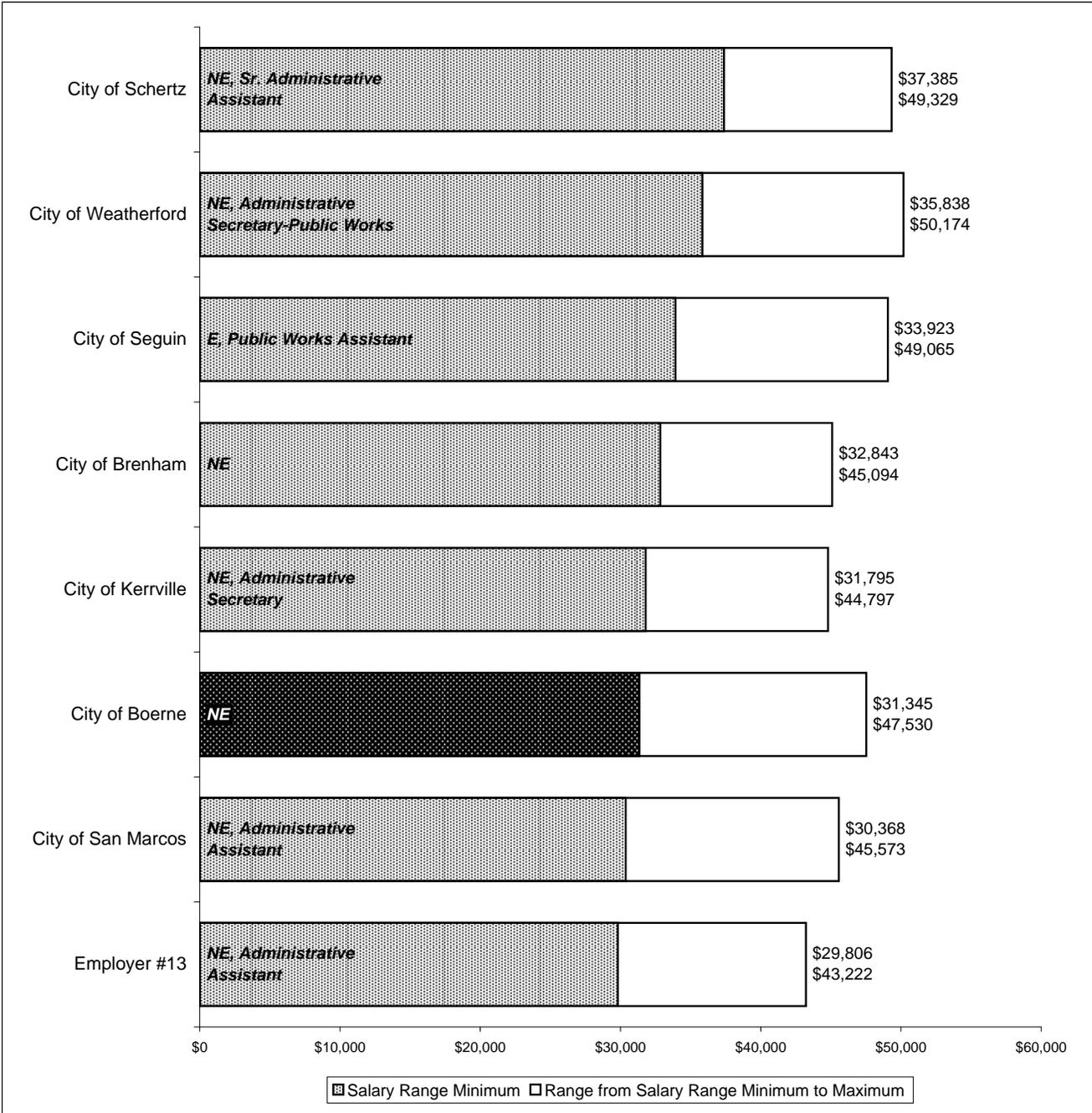
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Public Works Administrative Assistant**

Overall Average Salary:	\$39,944	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$41,494	City of Boerne % Below Avg. Target: -5.0%
Median Minimum Salary:	\$32,843	
Target for Med. Min. Salary:	\$33,923	City of Boerne % Below Med. Min. Target: -7.6%
Median Maximum Salary:	\$45,573	
Target for Med. Max. Salary:	\$49,065	City of Boerne % Below Med. Max. Target: -3.1%

*(All exclude City of Boerne)*



**Job Title: Public Works General Superintendent**

**Chart Data Table**

		<b>Minimum</b>	<b>Maximum</b>	<b>Average</b>	<b>Comments</b>
zclient	City of Boerne	\$76,253	\$76,253	\$76,253	E
Employer #9	City of Seguin	\$63,911	\$63,911	\$63,911	E, Water-Wastewater Maintenance Superintendent

**Insufficient Data - No Salary Chart**

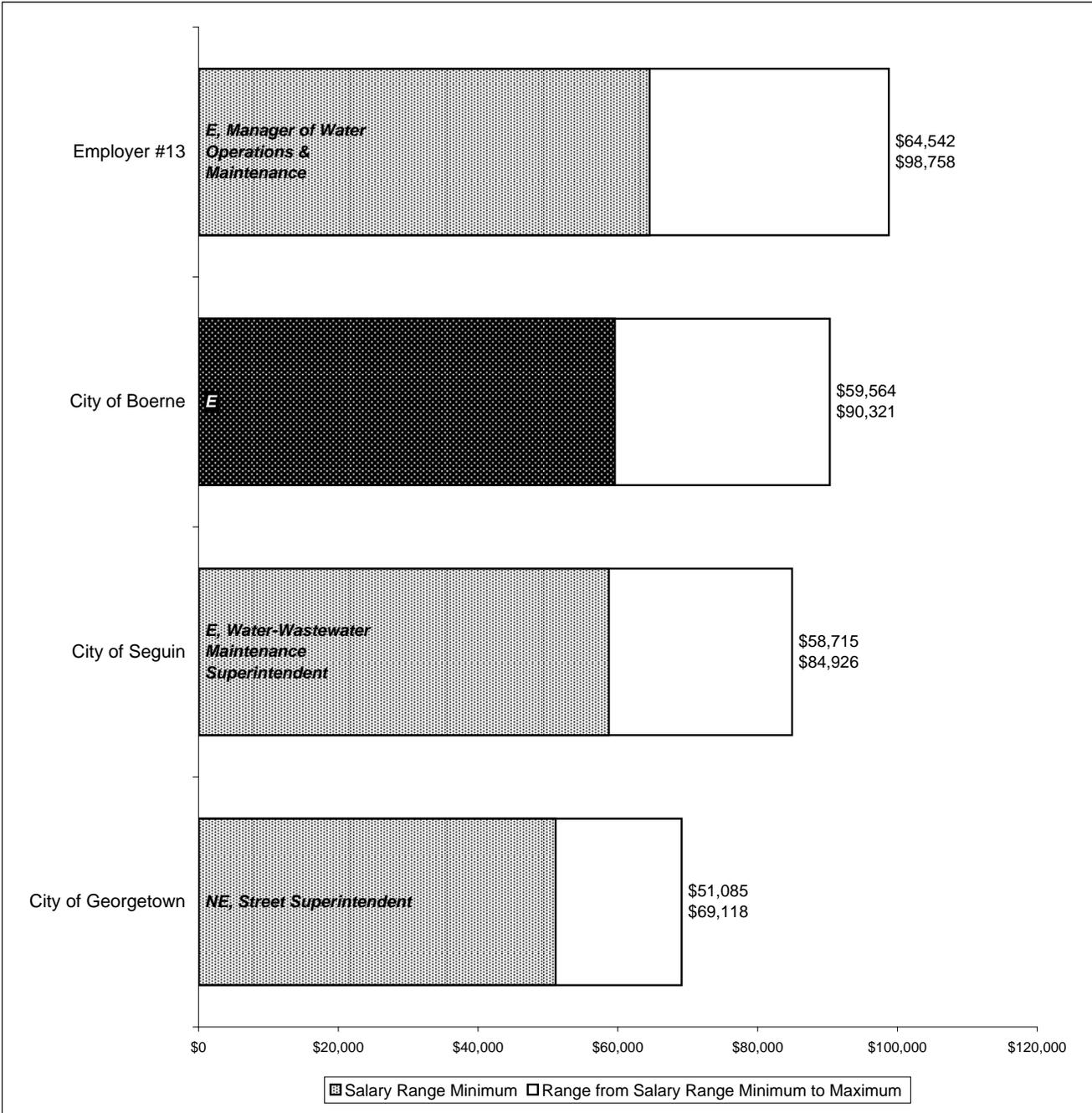
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Public Works General Superintendent**

Overall Average Salary: \$71,191  
 Target for Avg. Salary: \$75,097  
 Median Minimum Salary: \$58,715  
 Target for Med. Min. Salary: \$60,657  
 Median Maximum Salary: \$84,926  
 Target for Med. Max. Salary: \$89,537  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -0.2%  
 City of Boerne % Below Med. Min. Target: -1.8%  
 City of Boerne % Below Med. Max. Target: 0.9%

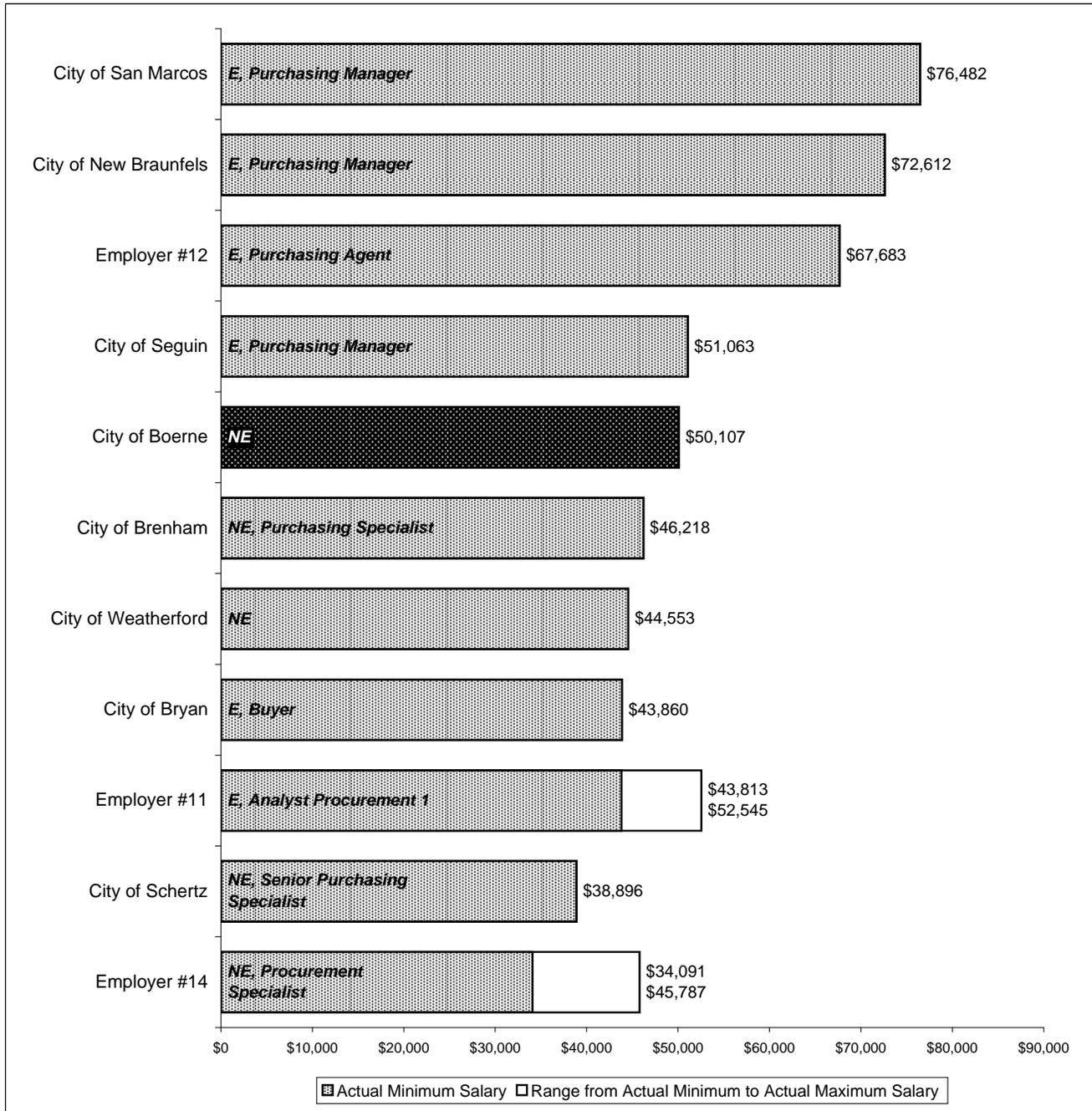


**Ray Associates, Inc.  
Salary Survey**

**Purchasing Coordinator**

Overall Average Salary:	\$52,948	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$51,063	City of Boerne % Below Avg. Target: -1.9%
Median Minimum Salary:	\$45,386	
Target for Med. Min. Salary:	\$51,063	City of Boerne % Below Med. Min. Target: -1.9%
Median Maximum Salary:	\$48,641	
Target for Med. Max. Salary:	\$52,545	City of Boerne % Below Med. Max. Target: -4.6%

(All exclude City of Boerne)



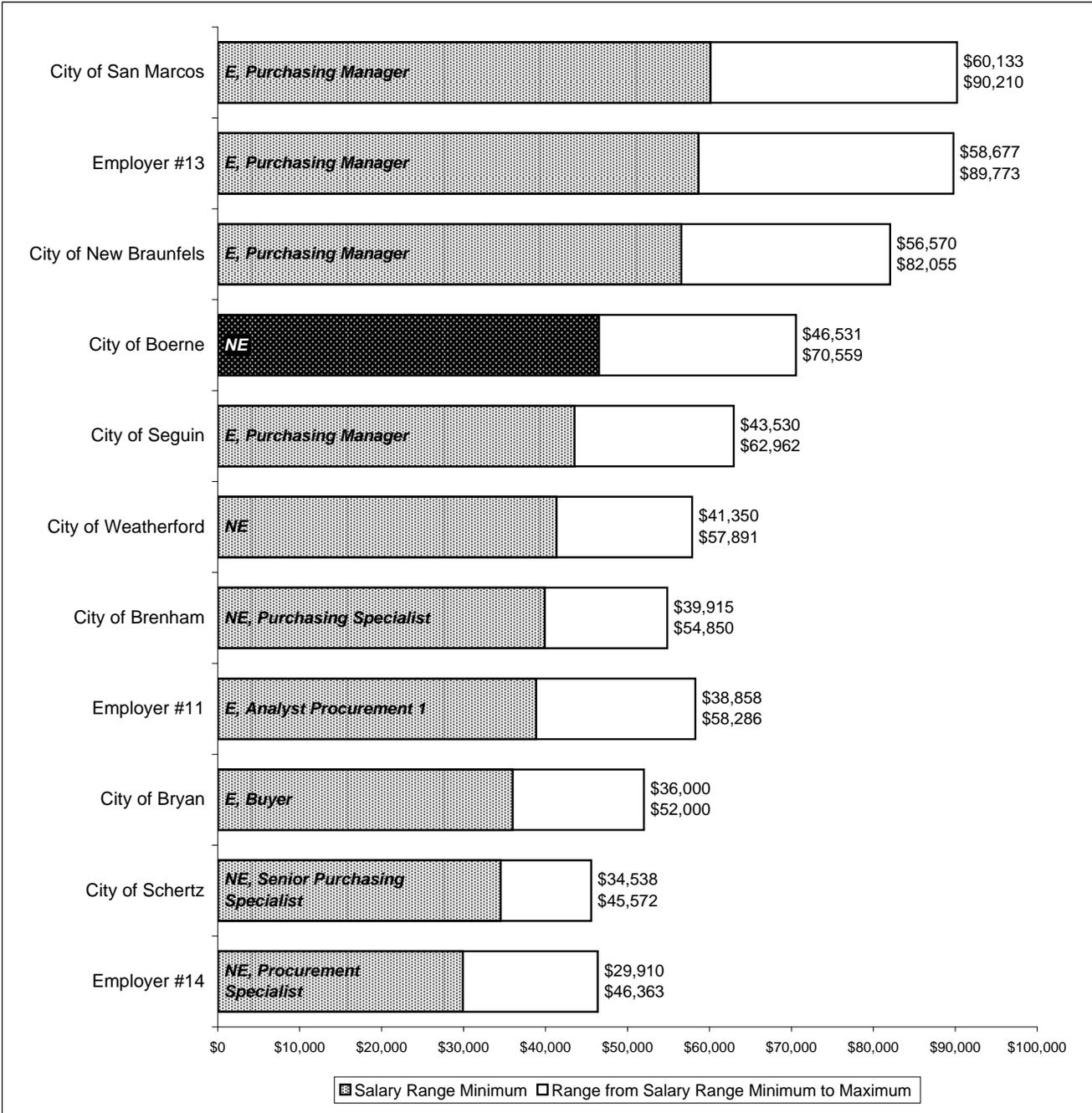
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Purchasing Coordinator**

Overall Average Salary:	\$53,972	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$53,246	City of Boerne % Above Avg. Target: 10.0%
Median Minimum Salary:	\$40,633	
Target for Med. Min. Salary:	\$43,530	City of Boerne % Above Med. Min. Target: 6.9%
Median Maximum Salary:	\$58,089	
Target for Med. Max. Salary:	\$62,963	City of Boerne % Above Med. Max. Target: 12.1%

*(All exclude City of Boerne)*

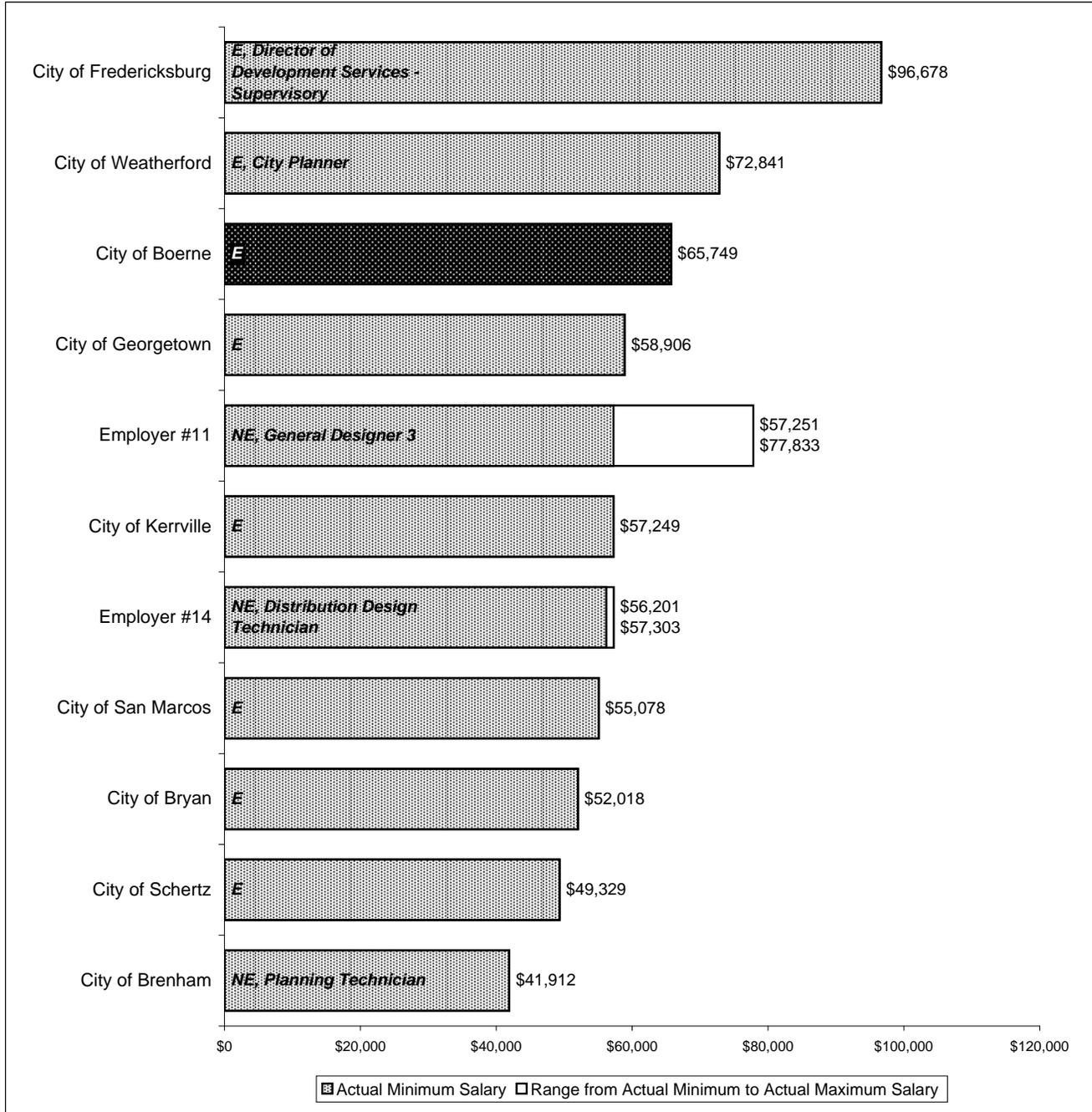


**Ray Associates, Inc.  
Salary Survey**

**Senior Planner**

Overall Average Salary:	\$60,830	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$58,906	City of Boerne % Above Avg. Target: 11.6%
Median Minimum Salary:	\$56,725	
Target for Med. Min. Salary:	\$57,251	City of Boerne % Above Med. Min. Target: 14.8%
Median Maximum Salary:	\$57,276	
Target for Med. Max. Salary:	\$58,906	City of Boerne % Above Med. Max. Target: 11.6%

*(All exclude City of Boerne)*



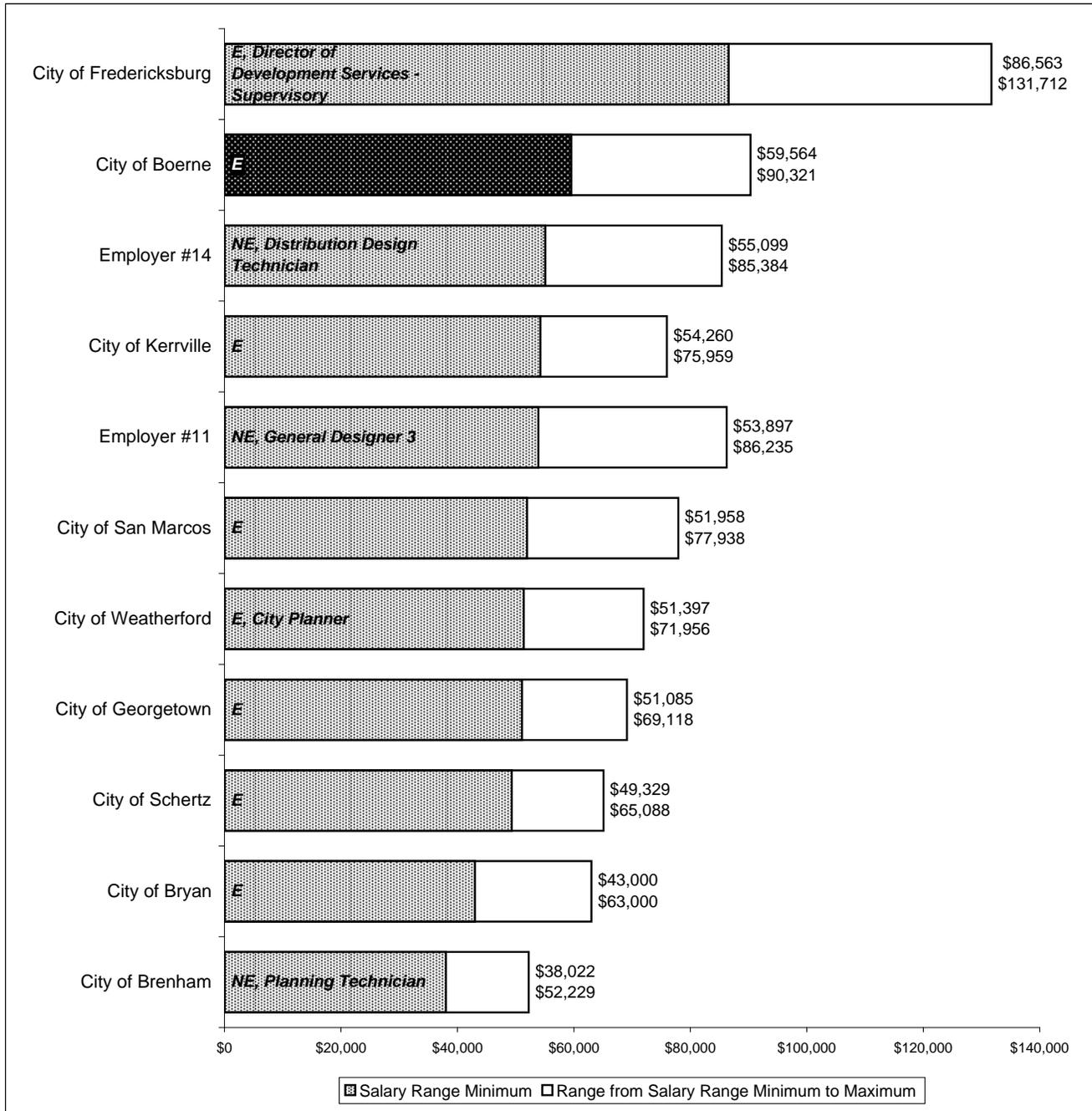
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Senior Planner**

Overall Average Salary:	\$65,661	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$65,110	City of Boerne % Above Avg. Target: 15.1%
Median Minimum Salary:	\$51,678	
Target for Med. Min. Salary:	\$53,897	City of Boerne % Above Med. Min. Target: 10.5%
Median Maximum Salary:	\$73,958	
Target for Med. Max. Salary:	\$77,938	City of Boerne % Above Med. Max. Target: 15.9%

(All exclude City of Boerne)

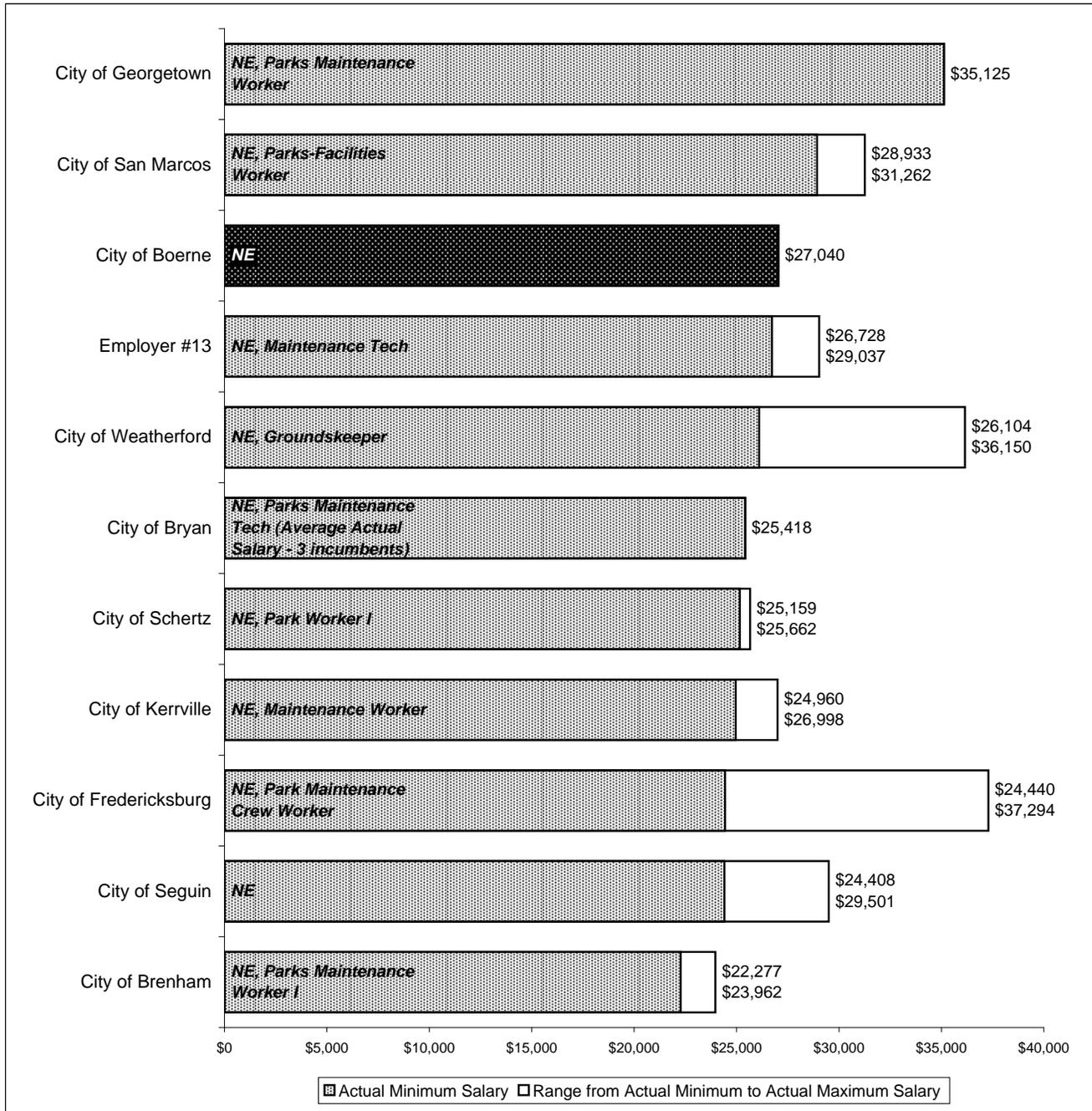


**Ray Associates, Inc.  
Salary Survey**

**Service Worker I - Parks**

Overall Average Salary:	\$28,198	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$30,098	City of Boerne % Below Avg. Target: -10.2%
Median Minimum Salary:	\$25,289	
Target for Med. Min. Salary:	\$26,104	City of Boerne % Above Med. Min. Target: 3.6%
Median Maximum Salary:	\$29,269	
Target for Med. Max. Salary:	\$31,262	City of Boerne % Above Med. Max. Target: -13.5%

*(All exclude City of Boerne)*



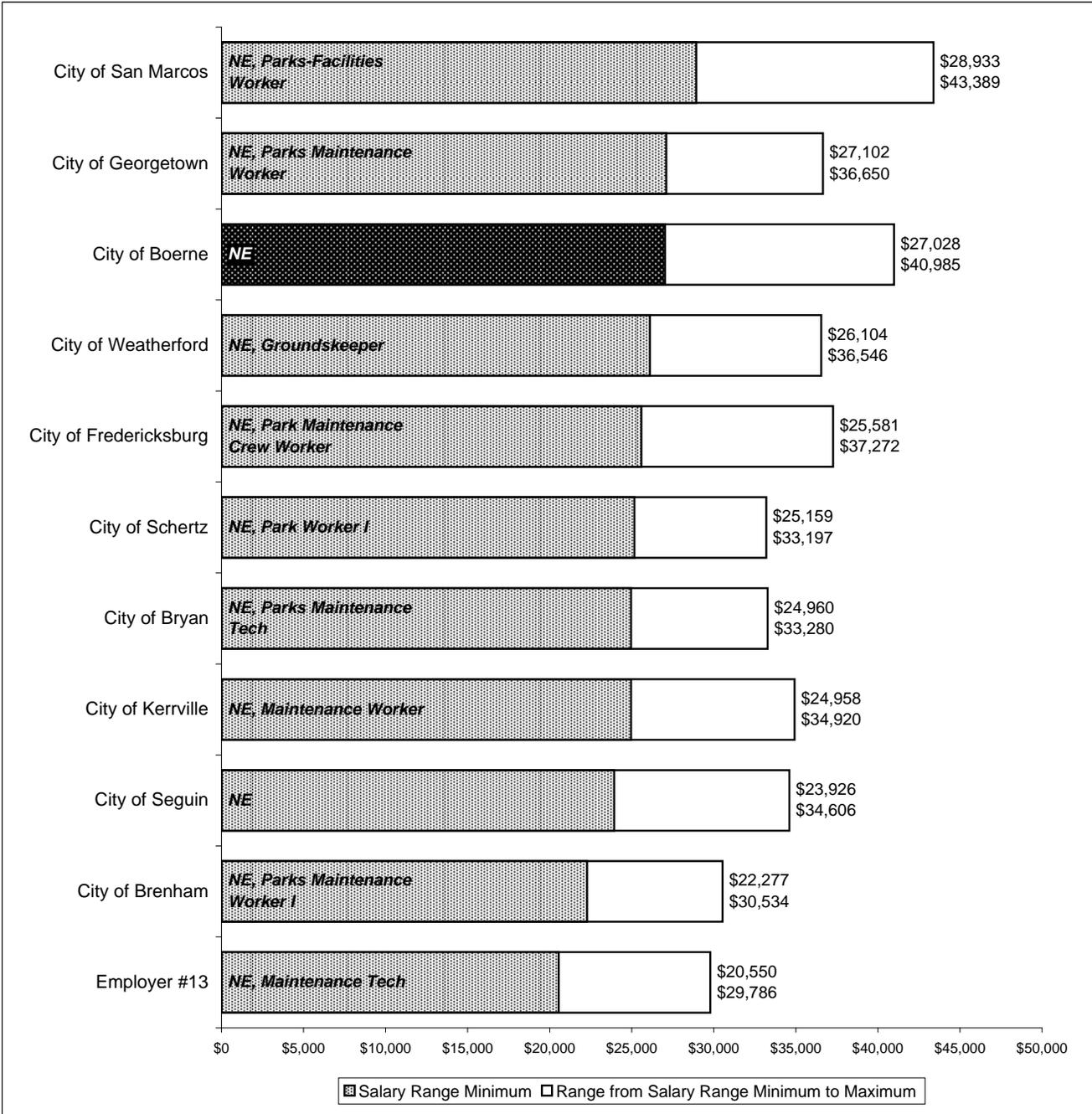
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Service Worker I - Parks**

Overall Average Salary:	\$29,987	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$31,325	City of Boerne % Above Avg. Target: 8.6%
Median Minimum Salary:	\$25,060	
Target for Med. Min. Salary:	\$25,581	City of Boerne % Above Med. Min. Target: 5.7%
Median Maximum Salary:	\$34,763	
Target for Med. Max. Salary:	\$36,546	City of Boerne % Above Med. Max. Target: 12.1%

*(All exclude City of Boerne)*

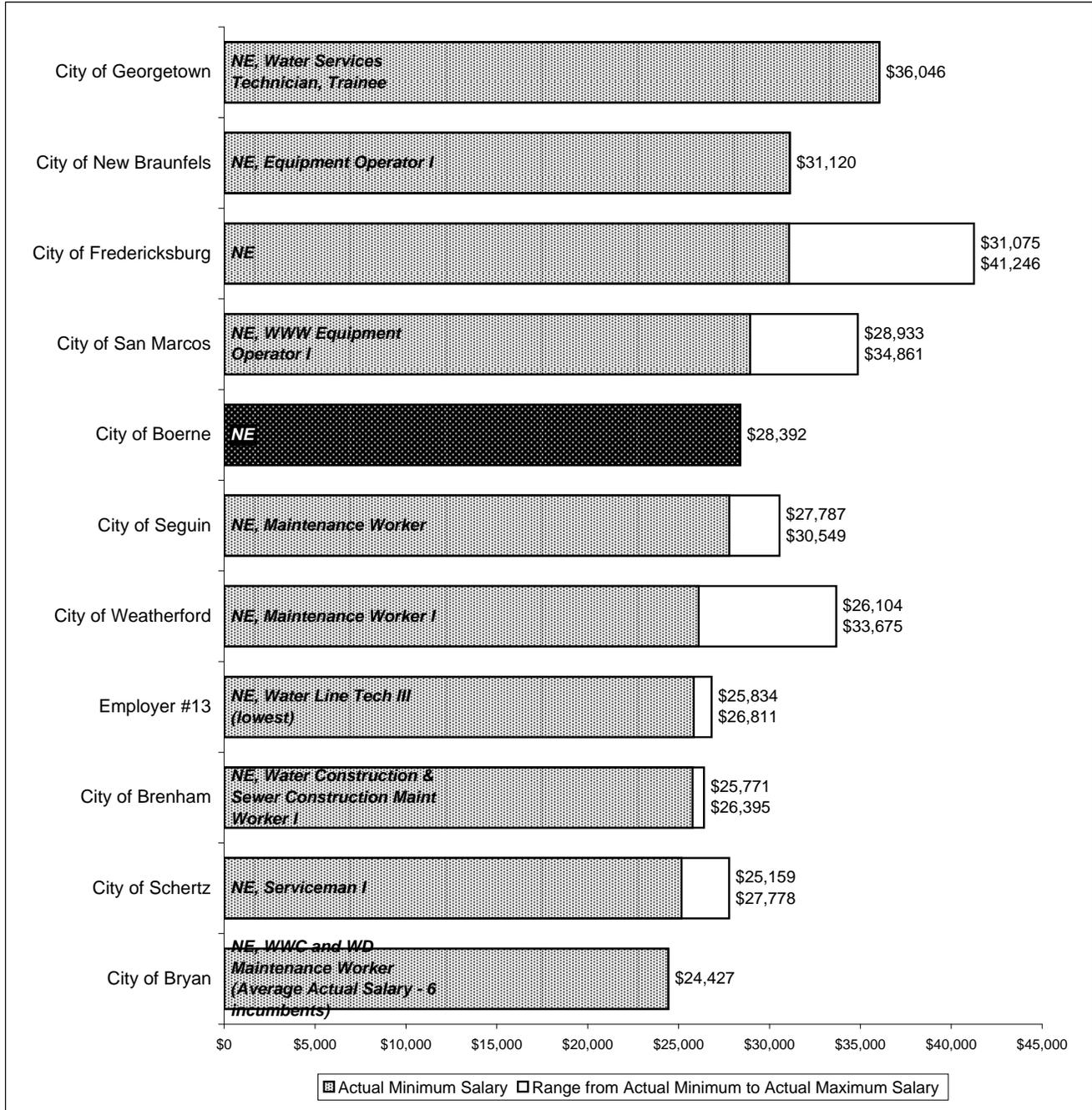


**Ray Associates, Inc.  
Salary Survey**

**Service Worker I - Water - Wastewater**

Overall Average Salary:	\$29,758	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$31,120	City of Boerne % Below Avg. Target: -8.8%
Median Minimum Salary:	\$26,946	
Target for Med. Min. Salary:	\$28,933	City of Boerne % Below Med. Min. Target: -1.9%
Median Maximum Salary:	\$30,835	
Target for Med. Max. Salary:	\$33,675	City of Boerne % Below Med. Max. Target: -15.7%

(All exclude City of Boerne)



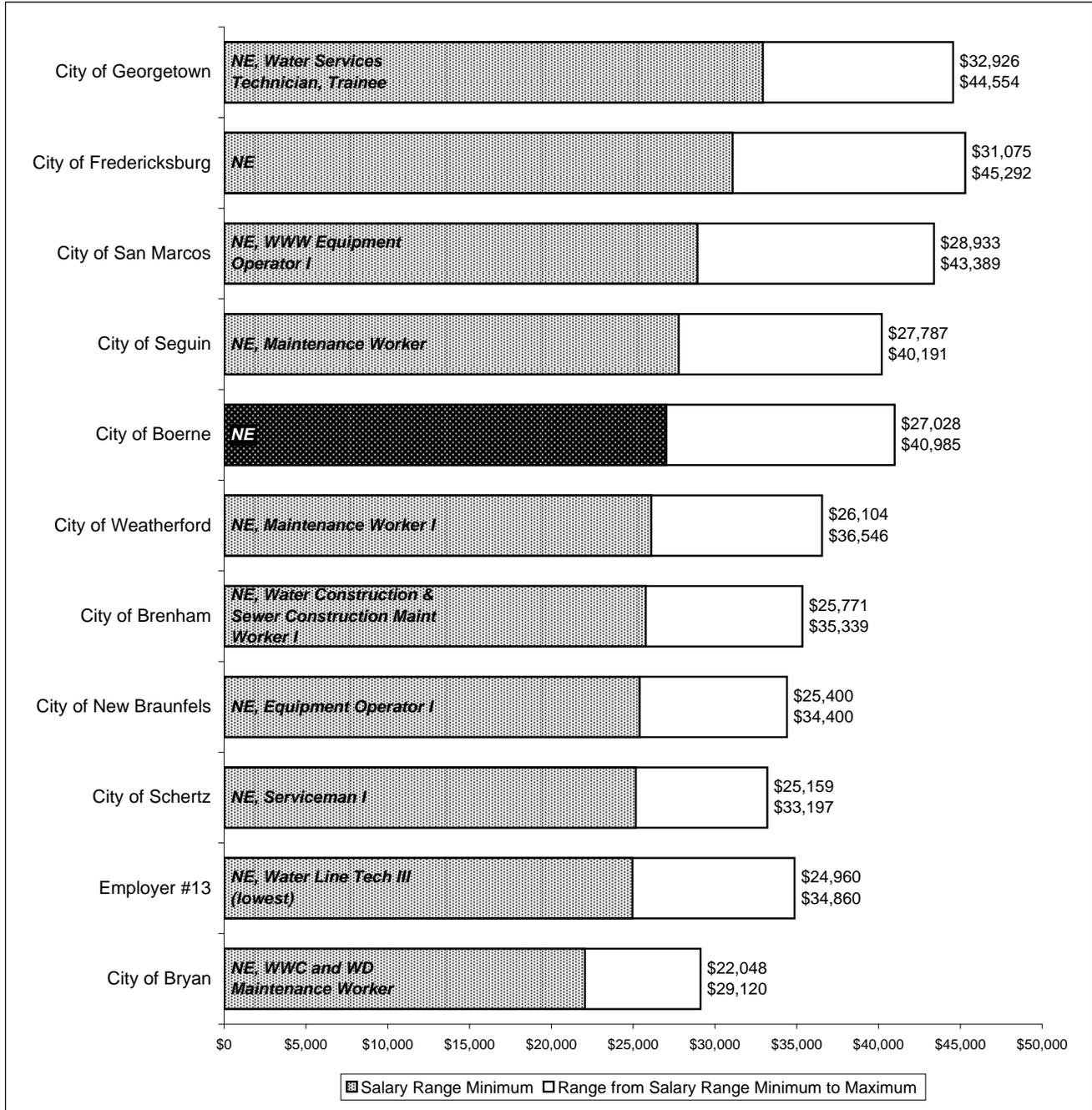
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Service Worker I - Water - Wastewater**

Overall Average Salary:	\$32,353	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$33,989	City of Boerne % Above Avg. Target: 0.1%
Median Minimum Salary:	\$25,938	
Target for Med. Min. Salary:	\$27,787	City of Boerne % Below Med. Min. Target: -2.7%
Median Maximum Salary:	\$35,943	
Target for Med. Max. Salary:	\$40,191	City of Boerne % Below Med. Max. Target: 2.0%

*(All exclude City of Boerne)*

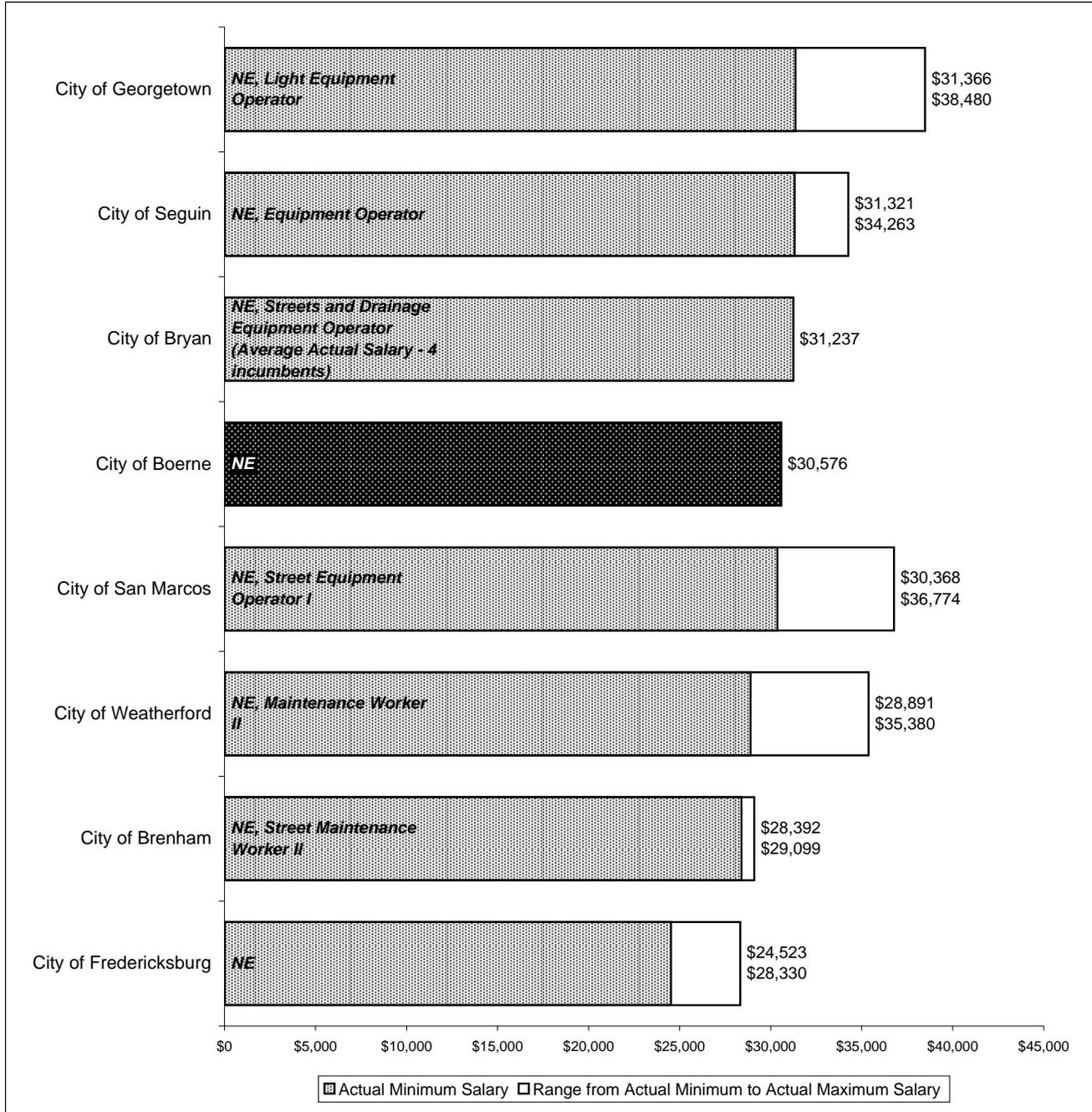


**Ray Associates, Inc.  
Salary Survey**

**Service Worker II - Street**

Overall Average Salary:	\$31,404	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$32,792	City of Boerne % Below Avg. Target: -6.8%
Median Minimum Salary:	\$30,368	
Target for Med. Min. Salary:	\$31,237	City of Boerne % Below Med. Min. Target: -2.1%
Median Maximum Salary:	\$34,263	
Target for Med. Max. Salary:	\$35,380	City of Boerne % Below Med. Max. Target: -13.6%

(All exclude City of Boerne)



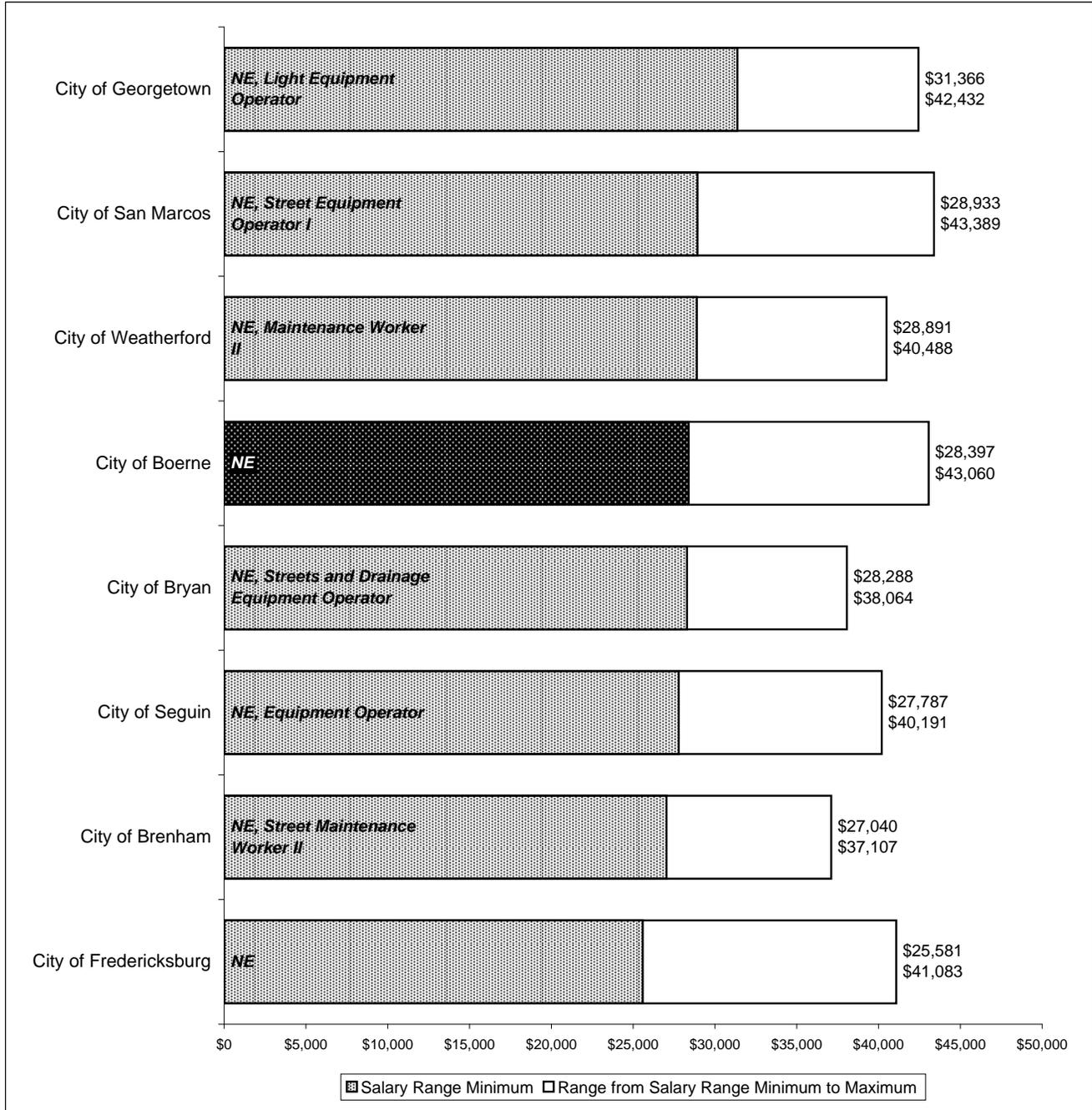
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Service Worker II - Street**

Overall Average Salary:	\$34,331	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$34,690	City of Boerne % Above Avg. Target: 3.0%
Median Minimum Salary:	\$28,288	
Target for Med. Min. Salary:	\$28,891	City of Boerne % Below Med. Min. Target: -1.7%
Median Maximum Salary:	\$40,488	
Target for Med. Max. Salary:	\$41,083	City of Boerne % Below Med. Max. Target: 4.8%

*(All exclude City of Boerne)*

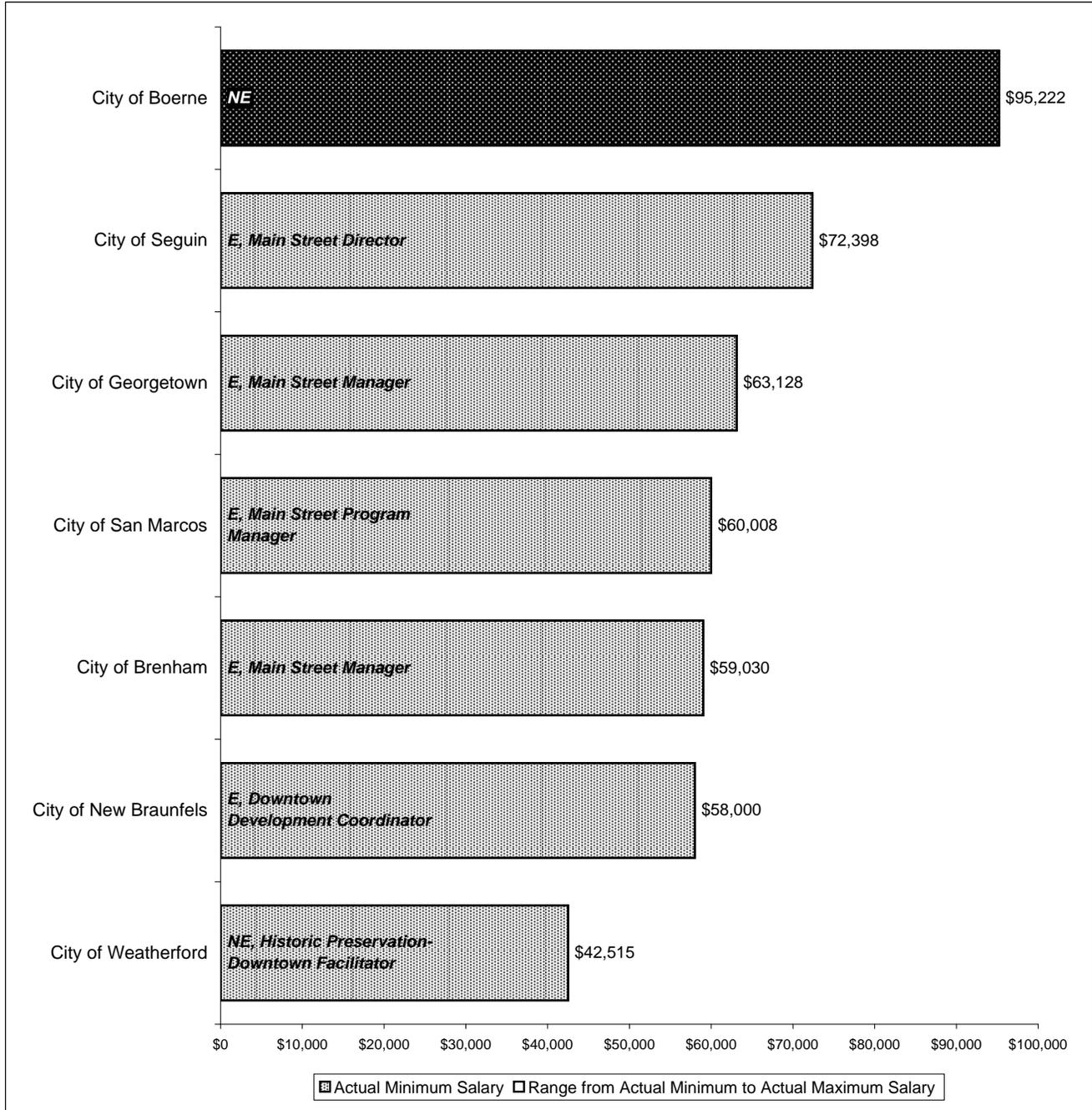


**Ray Associates, Inc.  
Salary Survey**

**Special Projects Director (Main Street Director)**

Overall Average Salary:	\$59,180	<i>City of Boerne Target: Top third of the surveyed market</i>
Target for Avg. Salary:	\$61,048	City of Boerne % Above Avg. Target: 56.0%
Median Minimum Salary:	\$59,519	
Target for Med. Min. Salary:	\$61,048	City of Boerne % Above Med. Min. Target: 56.0%
Median Maximum Salary:	\$59,519	
Target for Med. Max. Salary:	\$61,048	City of Boerne % Above Med. Max. Target: 56.0%

*(All exclude City of Boerne)*



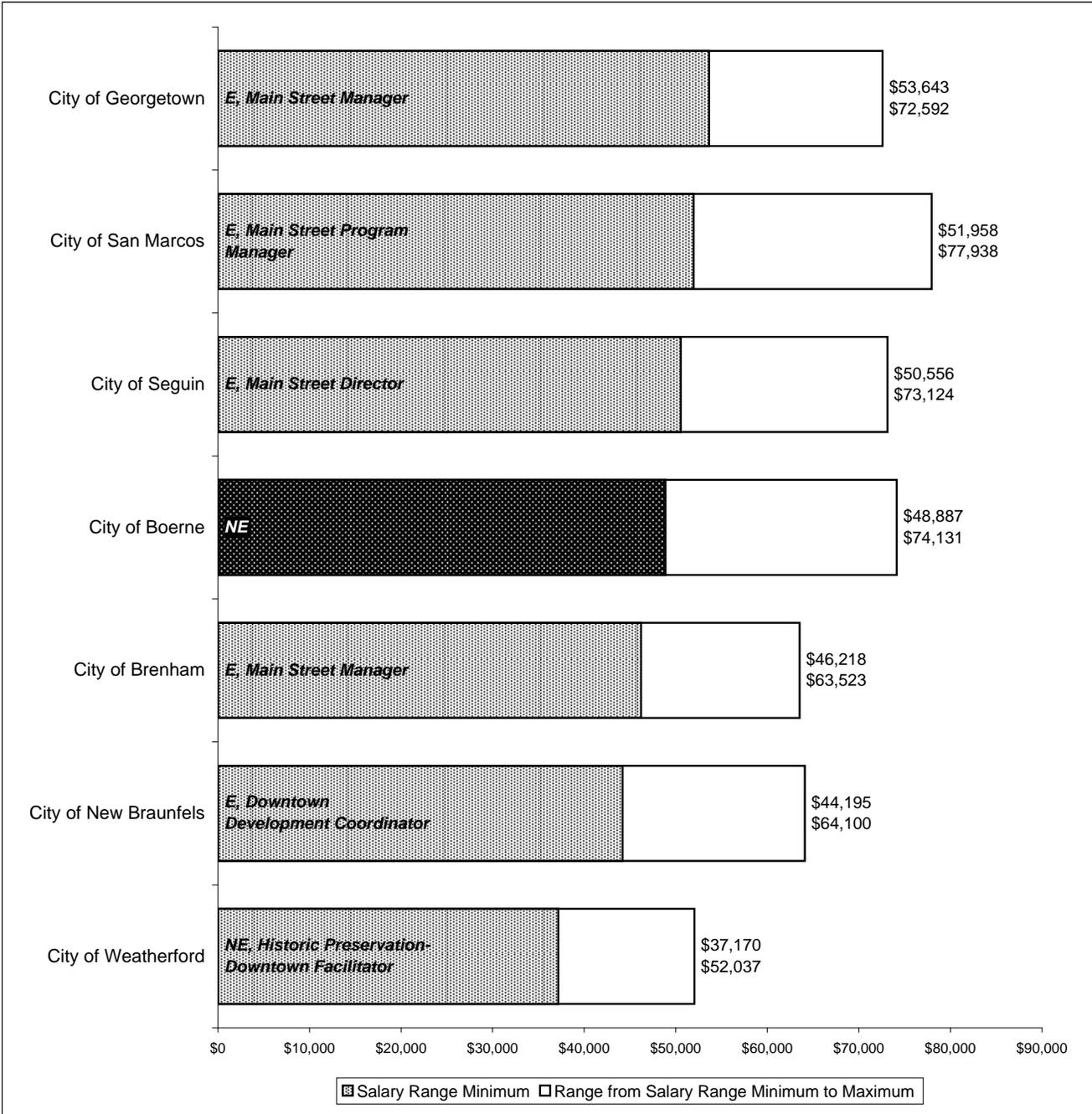
Salary Range Data  
Using Range Minimums

Ray Associates, Inc.  
Salary Survey

Special Projects Director (Main Street Director)

Overall Average Salary:	\$57,255	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$62,266	City of Boerne % Below Avg. Target: -1.2%
Median Minimum Salary:	\$48,387	
Target for Med. Min. Salary:	\$51,023	City of Boerne % Below Med. Min. Target: -4.2%
Median Maximum Salary:	\$68,346	
Target for Med. Max. Salary:	\$72,769	City of Boerne % Below Med. Max. Target: 1.9%

(All exclude City of Boerne)

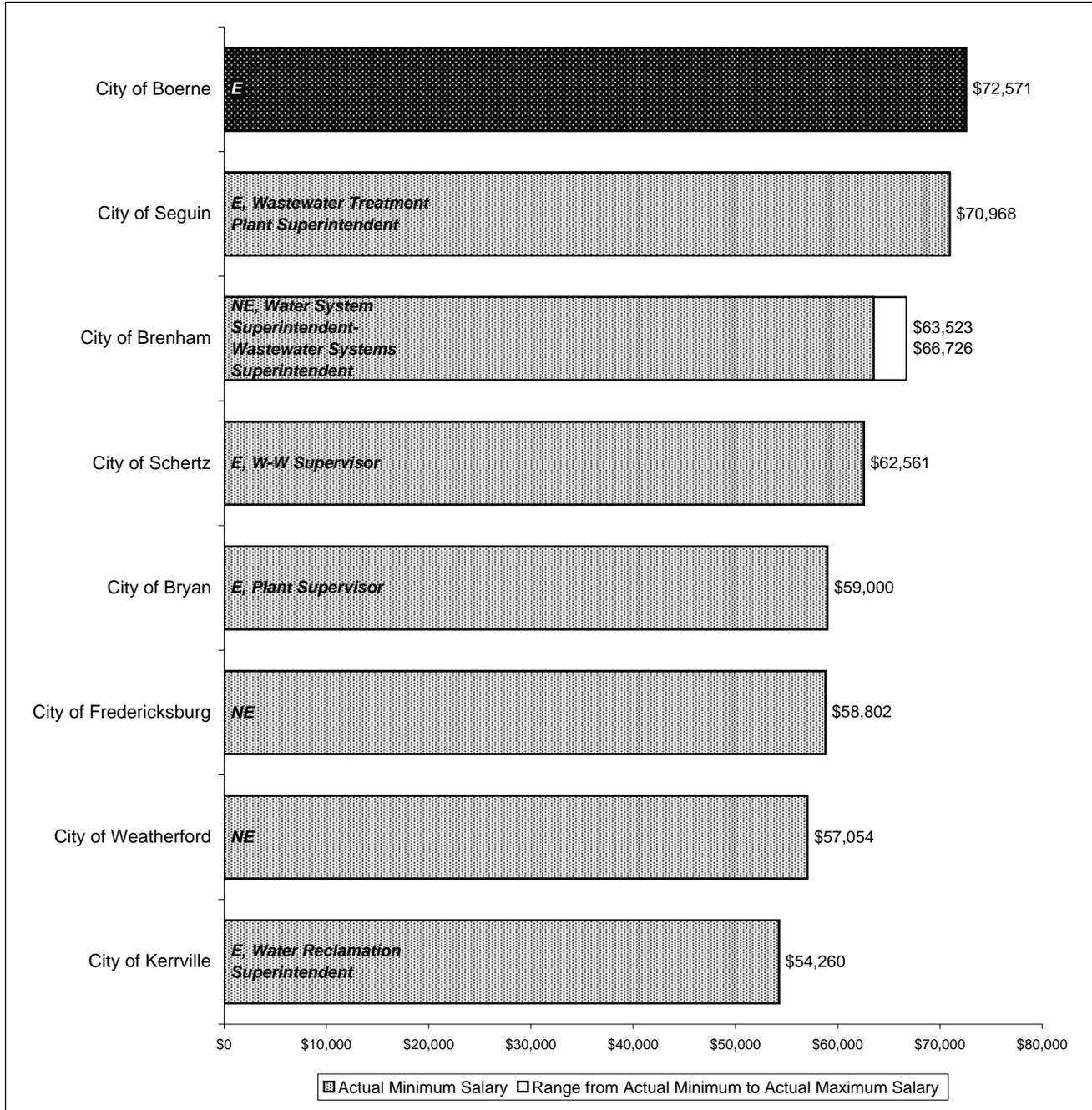


**Ray Associates, Inc.  
Salary Survey**

**Treatment Plants Superintendent**

Overall Average Salary: \$61,110  
 Target for Avg. Salary: \$62,561  
 Median Minimum Salary: \$59,000  
 Target for Med. Min. Salary: \$62,561  
 Median Maximum Salary: \$59,000  
 Target for Med. Max. Salary: \$62,561  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Above Avg. Target: 16.0%  
 City of Boerne % Above Med. Min. Target: 16.0%  
 City of Boerne % Above Med. Max. Target: 16.0%



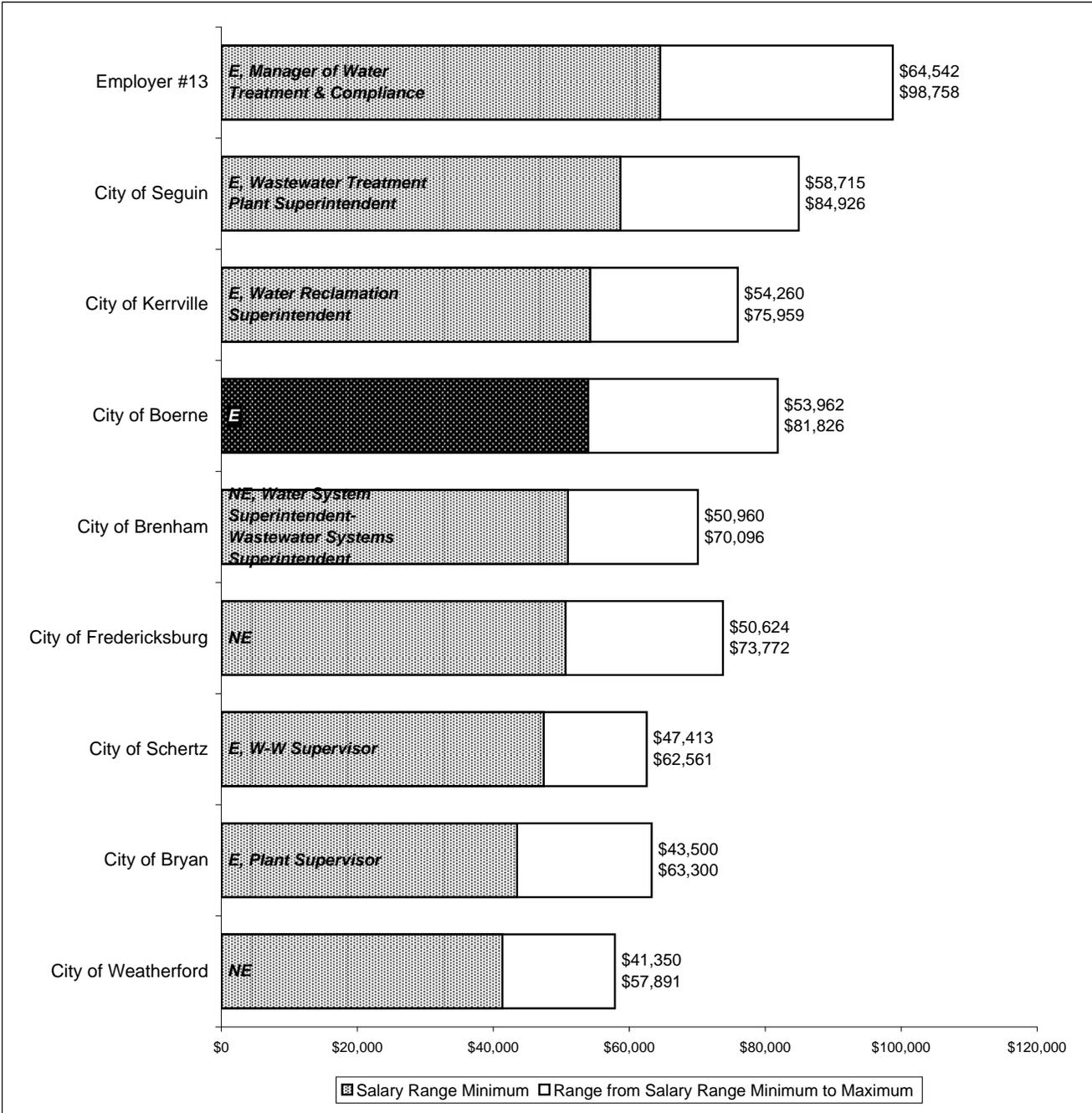
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Treatment Plants Superintendent**

Overall Average Salary:	\$62,414	<i>City of Boerne Target: Top third of the surveyed market</i>	
Target for Avg. Salary:	\$64,139	City of Boerne % Above Avg. Target:	5.9%
Median Minimum Salary:	\$50,792		
Target for Med. Min. Salary:	\$53,160	City of Boerne % Above Med. Min. Target:	1.5%
Median Maximum Salary:	\$71,934		
Target for Med. Max. Salary:	\$75,230	City of Boerne % Above Med. Max. Target:	8.8%

*(All exclude City of Boerne)*

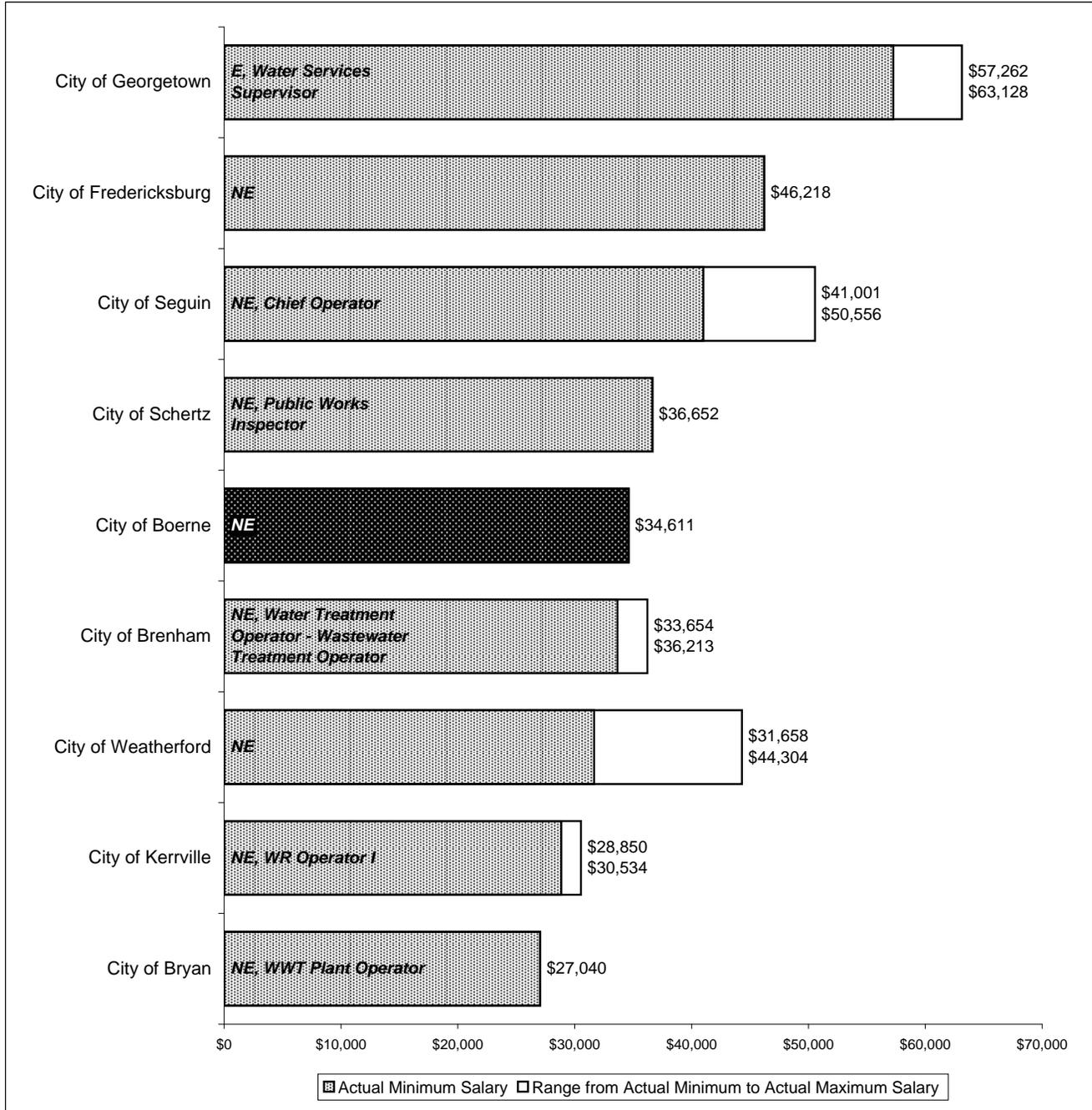


**Ray Associates, Inc.  
Salary Survey**

**Water - Wastewater Plant Operator I**

Overall Average Salary: \$39,811  
 Target for Avg. Salary: \$43,180  
 Median Minimum Salary: \$35,153  
 Target for Med. Min. Salary: \$39,551  
 Median Maximum Salary: \$40,478  
 Target for Med. Max. Salary: \$45,580  
 (All exclude City of Boerne)

City of Boerne Target: Top third of the surveyed market  
 City of Boerne % Below Avg. Target: -19.8%  
 City of Boerne % Below Med. Min. Target: -12.5%  
 City of Boerne % Below Med. Max. Target: -24.1%



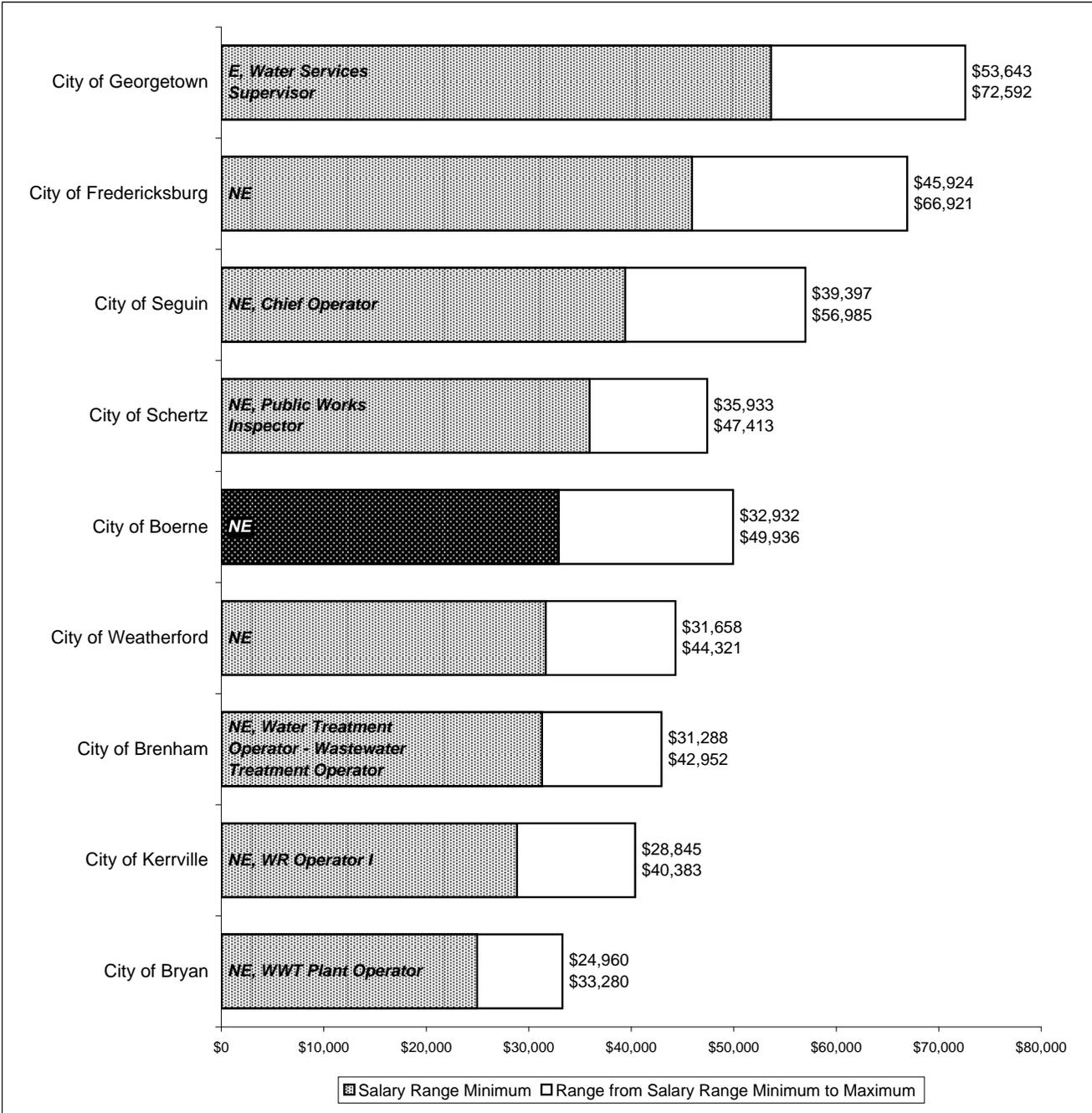
Salary Range Data  
Using Range Minimums

**Ray Associates, Inc.  
Salary Survey**

**Water - Wastewater Plant Operator I**

Overall Average Salary:	\$43,531	City of Boerne Target: Top third of the surveyed market
Target for Avg. Salary:	\$46,018	City of Boerne % Below Avg. Target: -10.0%
Median Minimum Salary:	\$33,796	
Target for Med. Min. Salary:	\$38,242	City of Boerne % Below Med. Min. Target: -13.9%
Median Maximum Salary:	\$45,867	
Target for Med. Max. Salary:	\$53,795	City of Boerne % Below Med. Max. Target: -7.2%

(All exclude City of Boerne)



# **Appendix B**

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## **Detailed Comparative Benefits Tables From 2014 Benefits Survey**

**City of Boerne**

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**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

<i>Organization</i>	<i>HMO</i>	<i>Self-Ins.</i>	<i>PPO</i>	<i>Indemnity Plan</i>	<i>HSA or HRA</i>	<i>Other</i>
City of Boerne						TML-IRP Employee Benefits Pool
City of Brenham			PPO			
City of Bryan			PPO		HSA or HSA	
City of Fredericksburg		Self Insurance				
City of Georgetown		Self Insurance				
City of Kerrville			PPO		HRA	
City of New Braunfels			PPO			
City of San Marcos		Self Insurance				
City of Schertz			PPO		HSA or HSA	
City of Seguin			PPO			
City of Weatherford		Self Insurance			HSA or HSA	
Employer #11			PPO			
Employer #12			PPO			
Employer #13		Self Insurance				
Employer #14			PPO			

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

<i>Organization</i>	<b>MOST PREVALENT</b>	<i>Health Savings Account (HSA) Provided?</i>	<i>If HSA Provided, Org. Contribution (per year)</i>
City of Boerne	TML-IRP Employee Benefits Pool	No	
City of Brenham	PPO	No	
City of Bryan	PPO	Yes	\$750 - \$1,250
City of Fredericksburg	Self-Insurance	No	
City of Georgetown	HSA/HRA	Yes	\$1,000
City of Kerrville	PPO	No	
City of New Braunfels	PPO	No	
City of San Marcos	Self-Insurance	No	
City of Schertz	PPO	Yes	\$1,162
City of Seguin	PPO	No	
City of Weatherford	Self-Insurance	Yes	\$757
Employer #11	PPO	No	
Employer #12	PPO	No	
Employer #13	Self-Insurance	No	
Employer #14	PPO	No	

**Ray Associates, Inc.  
Benefits Survey**

**Health Premiums**

Based on the most prevalent plan in the organization

<i>Organization</i>	<i>Most Prevalent Plan</i>	<u><i>Employee Only Premium/Month</i></u>		<u><i>w/ Child - Premium/Month</i></u>	
		<i>Paid by Org</i>	<i>Paid by EE</i>	<i>Paid by Org</i>	<i>Paid by EE</i>
City of Boerne	TML-IRP Employee Benefits Pool	\$359.24	\$0.00	\$451.52	\$171.36
City of Brenham	PPO	\$555.08	\$29.38	\$846.88	\$197.20
City of Bryan	PPO	\$601.02	\$51.62	\$601.02	\$221.46
City of Fredericksburg	Self-Insurance	\$485.00	\$0.00	\$485.00	\$340.00
City of Georgetown	HSA/HRA	\$465.00	\$10.00	\$747.26	\$65.00
City of Kerrville	PPO	\$390.92	\$0.00	\$630.27	\$198.50
City of New Braunfels	PPO	\$608.00	\$63.34	\$608.00	\$280.00
City of San Marcos	Self-Insurance	\$420.48	\$22.14	\$706.27	\$201.04
City of Schertz	PPO	\$475.97	\$0.00	\$475.97	\$469.97
City of Seguin	PPO	\$453.70	\$0.00	\$552.60	\$309.44
City of Weatherford	Self-Insurance	\$500.46	\$0.00	\$500.46	\$220.96
Employer #11	PPO	\$416.15	\$82.52	\$627.22	\$223.22
Employer #12	PPO	\$437.82	\$0.00	\$623.08	\$185.26
Employer #13	Self-Insurance	\$32.46	\$57.48	\$277.16	\$300.59
Employer #14	PPO	\$404.20	\$149.65	\$786.10	\$291.05

**AVERAGES:      \$446.16      \$33.30      \$604.81      \$250.26**

**Ray Associates, Inc.  
Benefits Survey**

**Health Premiums**

Based on the most prevalent plan in the organization

<i>Organization</i>	<i>Most Prevalent Plan</i>	<i>w/ Spouse - Premium/Month</i>		<i>w/ Family - Premium/Month</i>	
		<i>Paid by Org</i>	<i>Paid by EE</i>	<i>Paid by Org</i>	<i>Paid by EE</i>
City of Boerne	TML-IRP Employee Benefits Pool	\$515.07	\$289.40	\$640.62	\$522.56
City of Brenham	PPO	\$1,259.98	\$255.46	\$1,334.84	\$423.28
City of Bryan	PPO	\$601.02	\$288.04	\$601.02	\$366.84
City of Fredericksburg	Self-Insurance	\$485.00	\$460.00	\$485.00	\$800.00
City of Georgetown	HSA/HRA	\$1,019.16	\$270.00	\$1,019.16	\$270.00
City of Kerrville	PPO	\$668.14	\$231.00	\$863.06	\$384.00
City of New Braunfels	PPO	\$608.00	\$420.00	\$608.00	\$517.50
City of San Marcos	Self-Insurance	\$721.67	\$210.68	\$1,007.42	\$389.58
City of Schertz	PPO	\$475.97	\$563.26	\$475.97	\$877.49
City of Seguin	PPO	\$591.05	\$429.78	\$647.06	\$605.15
City of Weatherford	Self-Insurance	\$500.46	\$220.96	\$500.46	\$355.12
Employer #11	PPO	\$791.01	\$255.59	\$1,058.94	\$341.15
Employer #12	PPO	\$623.08	\$185.26	Pays 100% of EE and 50% of Dependents	
Employer #13	Self-Insurance	\$369.14	\$434.20	\$638.69	\$722.52
Employer #14	PPO	\$952.67	\$352.72	\$1,272.56	\$471.15

**AVERAGES:      \$690.45      \$326.93      \$808.63      \$501.83**

**Ray Associates, Inc.  
Benefits Survey**

**Health Premiums**

<i>Organization</i>	<i>Most Prevalent Plan</i>	<u><i>Deductibles (In Network)</i></u>		<u><i>EE's Co-Pay</i></u>	
		<i>Person</i>	<i>Family</i>	<i>Office Visit</i>	<i>Specialist Visit</i>
City of Boerne	TML-IRP Employee Benefits Pool	\$0	\$0	30%	30%
City of Brenham	PPO	\$600	\$1,200	\$25	\$25
City of Bryan	PPO	\$750	\$1,500	\$30	\$60
City of Fredericksburg	Self-Insurance	\$500	\$1,000	\$25	\$25
City of Georgetown	HSA/HRA	\$3,000	\$6,000	\$30	\$50
City of Kerrville	PPO	\$2,500	\$5,000	\$35	\$50
City of New Braunfels	PPO	\$400	\$1,200	\$25	\$50
City of San Marcos	Self-Insurance	\$750	\$1,500	\$25	\$50
City of Schertz	PPO	\$1,000	\$3,000	\$20	\$35
City of Seguin	PPO	\$1,000	\$3,000	\$20	\$35
City of Weatherford	Self-Insurance	\$1,000	\$3,000	\$0	\$0
Employer #11	PPO	\$500	\$1,500	20% After Deductible	20-30% After Deductible
Employer #12	PPO	\$600	\$1,200	20% After Deductible	20% After Deductible
Employer #13	Self-Insurance	\$3,000	\$6,000	\$35	\$35
Employer #14	PPO	\$500	\$1,500	\$30	\$30

**AVERAGES:      \$1,150.00      \$2,614.29      \$25.00      \$37.08**

<u>Max Out of Pocket</u>		
<i>Organization</i>	<i>Person</i>	<i>Family</i>
<b>City of Boerne</b>	Additional out of pocket per individual (x2 per family): \$3,000 in network/ "none" non network Inpatient Hospital: 90% in network / 50% non network Emergency Room: \$100 access fee - does not apply to ded/loop	
City of Brenham	\$2,500	\$5,000
City of Bryan	\$3,750	\$7,500
City of Fredericksburg	\$2,000	\$4,000
City of Georgetown	\$4,000	\$8,000
City of Kerrville	\$6,000	\$12,000
City of New Braunfels	\$1,000	\$3,000
City of San Marcos	\$3,000	\$6,000
City of Schertz	\$3,000	\$6,000
City of Seguin	\$4,000	\$12,000
City of Weatherford	\$3,000	\$6,000
Employer #11	\$2,500	\$6,250
Employer #12	\$2,000	\$4,000
Employer #13	\$6,000	\$12,000
Employer #14	\$1,000	\$3,000

**\$3,125.00**

**\$6,767.86**

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

***Dental Insurance***

<b>Organization</b>	<b>Dental Coverage?</b>	<b>Dental: ee only - paid by org</b>	<b>Dental: ee only - paid by ee</b>	<b>Dental: ee/child(ren) - paid by org</b>	<b>Dental: ee/child(ren) - paid by ee</b>
City of Boerne	Yes	\$30.14	\$0.00	\$30.14	\$34.92
City of Brenham	Yes	\$0.00	\$19.96	\$0.00	\$51.20
City of Bryan	Yes	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of Fredericksburg	No	N/A	N/A	N/A	N/A
City of Georgetown	Yes	Info Not Provided	\$0.00	Info Not Provided	\$22.68
City of Kerrville	Yes	\$19.34	\$0.00	\$19.34	\$35.61
City of New Braunfels	Yes	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of San Marcos	Yes	\$28.22	\$0.00	\$43.69	\$19.87
City of Schertz	Yes	\$12.09	\$0.00	\$12.09	\$18.06
City of Seguin	Yes	\$22.75	\$0.00	\$22.75	\$24.12
City of Weatherford	Yes	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
Employer #11	Yes	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
Employer #12	Yes	\$30.14	\$0.00	\$17.46	\$17.46
Employer #13	Yes	\$10.01	\$16.84	\$10.01	\$42.06
Employer #14	Yes	\$22.04	\$9.45	\$40.17	\$17.21
		<b>\$18.07</b>	<b>\$5.14</b>	<b>\$20.69</b>	<b>\$27.59</b>

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

***Dental Insurance***

<b>Organization</b>	<b><i>Dental: ee/spouse - paid by org</i></b>	<b><i>Dental: ee/spouse - paid by ee</i></b>	<b><i>Dental: ee/family - paid by org</i></b>	<b><i>Dental: ee/family - paid by ee</i></b>
City of Boerne	\$30.14	\$31.74	\$30.14	\$62.40
City of Brenham	\$0.00	\$40.92	\$0.00	\$72.16
City of Bryan	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of Fredericksburg	N/A	N/A	N/A	N/A
City of Georgetown	Info Not Provided	\$19.20	Info Not Provided	\$47.60
City of Kerrville	\$19.34	\$18.60	\$19.34	\$55.51
City of New Braunfels	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of San Marcos	\$48.09	\$15.47	\$57.11	\$28.89
City of Schertz	\$12.09	\$14.49	\$12.09	\$34.95
City of Seguin	\$22.75	\$21.00	\$22.75	\$43.10
City of Weatherford	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
Employer #11	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
Employer #12	\$15.87	\$15.87	\$31.20	\$31.20
Employer #13	\$10.01	\$44.20	\$10.01	\$74.10
Employer #14	\$49.08	\$21.03	\$66.93	\$28.68
	<b>\$22.15</b>	<b>\$23.42</b>	<b>\$27.43</b>	<b>\$46.24</b>

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

***Vision Insurance***

<b>Organization</b>	<b>Vision Coverage?</b>	<b>Vision: ee only - paid by org</b>	<b>Vision: ee only - paid by ee</b>	<b>Vision: ee/child(ren) - paid by org</b>	<b>Vision: ee/child(ren) - paid by ee</b>
City of Boerne	Yes	\$9.00	\$0.00	\$9.00	\$18.00
City of Brenham	Yes	\$0.00	\$5.20	\$0.00	\$10.40
City of Bryan	Yes	\$0.00	\$7.38	\$0.00	\$14.34
City of Fredericksburg	No	N/A	N/A	N/A	N/A
City of Georgetown	Yes	\$0.00	\$6.66	\$0.00	\$12.00
City of Kerrville	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of New Braunfels	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of San Marcos	No	N/A	N/A	N/A	N/A
City of Schertz	Yes	\$6.89	\$0.00	\$6.89	\$6.88
City of Seguin	Yes	\$0.00	\$9.88	\$0.00	\$17.24
City of Weatherford	No	N/A	N/A	N/A	N/A
Employer #11	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
Employer #12	Yes	\$9.00	\$0.00	\$9.00	\$18.00
Employer #13	Yes	\$0.00	\$6.26	\$0.00	\$11.74
Employer #14	No	N/A	N/A	N/A	N/A

**\$2.27      \$5.05      \$2.27      \$12.94**

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

***Vision Insurance***

<b>Organization</b>	<b><i>Vision: ee/spouse - paid by org</i></b>	<b><i>Vision: ee/spouse - paid by ee</i></b>	<b><i>Vision: ee/family - paid by org</i></b>	<b><i>Vision: ee/family - paid by ee</i></b>
City of Boerne	\$9.00	\$18.00	\$9.00	\$18.00
City of Brenham	\$0.00	\$10.40	\$0.00	\$14.64
City of Bryan	\$0.00	\$14.62	\$0.00	\$21.78
City of Fredericksburg	N/A	N/A	N/A	N/A
City of Georgetown	\$0.00	\$11.36	\$0.00	\$18.00
City of Kerrville	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of New Braunfels	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
City of San Marcos	N/A	N/A	N/A	N/A
City of Schertz	\$6.89	\$6.88	\$6.89	\$11.56
City of Seguin	\$0.00	\$21.32	\$0.00	28.68
City of Weatherford	N/A	N/A	N/A	N/A
Employer #11	Included in Health Plan	Included in Health Plan	Included in Health Plan	Included in Health Plan
Employer #12	\$9.00	\$18.00	\$9.00	\$18.00
Employer #13	\$0.00	\$11.74	\$0.00	\$16.71
Employer #14	N/A	N/A	N/A	N/A
	<b>\$2.27</b>	<b>\$13.47</b>	<b>\$2.27</b>	<b>\$18.48</b>

<b>Organization</b>	<b>Rx Card (EE is responsible for paying amounts/percentages)</b>
City of Boerne	Generic \$9 - \$10. Brand list \$38 - \$60 Cost share \$120.00
City of Brenham	Generic -\$0 - \$10 Brand - \$38.00 - \$60 Cost Share - \$120.00
City of Bryan	Generic - \$7 for 30 day supply Formulary - \$25 or 20% up to \$100 max Non-Formulary - \$40 or 40% up to \$200 max
City of Fredericksburg	Generic drugs - \$0 \$10 Formulary - 20% up to \$50 Non-formulary - 35% up to \$100
City of Georgetown	Generic -\$10.00 Formulary - \$40.00 Non-Formulary - \$70.00 HSA plan: must meet deductible for copays to be applicable
City of Kerrville	Generic -\$10.00 Formulary - \$30.00 Non-Formulary - 50.00 \$100 deductible
City of New Braunfels	None
City of San Marcos	Generics - \$0 Brand - \$30 Non-Preferred - \$75
City of Schertz	Generic -\$10.00 Formulary - \$30.00 Non-Formulary - 50.00
City of Seguin	Generic - \$10 Preferred - \$30 Non-preferred - \$60
City of Weatherford	Generic \$9 - \$10. Brand list \$38 - \$60 Cost share \$120.00
Employer #11	20% for generic; 20% after a \$25 deductible for formulary brand and 40% after a \$25 deductible for non-formulary brand
Employer #12	Generic \$0 -\$9
Employer #13	Generic - \$10 Preferred - \$40 Non Preferred -\$70
Employer #14	Generic \$10 generic Preferred brand name \$30 Non-preferred brand name \$45

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

<b>Organization</b>	<b>Employee Assistance Program</b>
City of Boerne	Deer Oaks EAP Services
City of Brenham	University of Texas Employee Assistance Program
City of Bryan	Yes, Details Not Provided
City of Fredericksburg	No
City of Georgetown	Counseling, legal assistance,worklife, wellcoach, saferide
City of Kerrville	3 visits
City of New Braunfels	Counseling for: Martial, job performance, family, communication, Manage depression & Anxiety, Parenting, Stress, and Substance Abuse. Also referrals.
City of San Marcos	1-5 Counseling Sessions (per issue, per year), legal and financial services with lawyer or financial professional, Work Life - resources/referrals), reimbursement for emergency cab fare, confidential health coaching, online tools and programs to achieve wellness goals
City of Schertz	Yes, Details Not Provided
City of Seguin	Counseling services for employee and all immediate family members. 6 free visits per year, per problem or issue.
City of Weatherford	No
Employer #11	Comprehensive diagnostic assessments,Individual, marital, family and group psychotherapies,Clinical coordination and consultation services, Crisis intervention services, Psycho-educational In-services Appropriate referrals for financial, legal or health plan needs.
Employer #12	No
Employer #13	Up to six free sessions for employee and/or family per calendar year
Employer #14	Financial counseling, grief counseling, family counseling, legal assistance, many more

**Ray Associates, Inc.  
Benefits Survey**

**Health Insurance**

*Cafeteria/ Pre-Tax Plans*

<i>Organization</i>	<i>Medical</i>	<i>Dental</i>	<i>Other Ins.</i>	<i>Dep. Care</i>	<i>Other</i>
City of Boerne	Yes	Yes	Yes - Vision & Life	Yes	Pre-tax Premium Conversion for dependent rates
City of Brenham	Yes			Yes	Cafeteria Plan
City of Bryan	Yes	Yes		Yes	Vision
City of Fredericksburg	Yes	Yes	Yes	Yes	Deferred Comp
City of Georgetown	Yes	Yes	Yes	Yes	
City of Kerrville	Yes	Yes			
City of New Braunfels	Yes		Yes	Yes	
City of San Marcos	Yes	Yes		Yes	
City of Schertz	Yes	Yes	Yes		
City of Seguin					
City of Weatherford	Yes	Yes	Yes	Yes	
Employer #11	Yes	Yes		Yes	Vision
Employer #12	Yes	Yes	Yes	Yes	
Employer #13	Yes	Yes	Yes	Yes	
Employer #14	Yes	Yes		Yes	

**Ray Associates, Inc.  
Benefits Survey**

**Life Insurance and Disability Insurance**

<i>Organization</i>	<i>Life Insurance Coverage</i>	<i>Coverage Amount</i>	<i>Employee Cost</i>
City of Boerne	Yes	\$25,000 (plus up 3 X Annual Salary at employee cost)	\$0.00
City of Brenham	Yes	2 X Annual Salary	\$0.00
City of Bryan	Yes	2 X Annual Salary	\$0.00
City of Fredericksburg	Yes	1 X Annual Salary	\$0.00
City of Georgetown	Yes	Life insurance coverage is paid 100% by employee based on age and volume	Varies
City of Kerrville	Yes	1 X Annual Salary (max \$50K)	\$0.00
City of New Braunfels	Yes	1 X Annual Salary plus an additional \$10K	\$0.00
City of San Marcos	Yes	\$25,000	\$0.00
City of Schertz	Yes	\$25,000	\$0.00
City of Seguin	Yes	\$25,000	\$0.00
City of Weatherford	Yes	\$5,000	\$0.00
Employer #11	Yes	2 X Annual Salary	\$0.13 per \$1,000 Above \$20,000 (Org pays first \$20,000)
Employer #12	Yes	2 X Annual Salary	\$0.00
Employer #13	Yes	1 x Annual Salary	\$0.00
Employer #14	Yes	3X Annual Salary up to \$500,000	\$0.00

**Ray Associates, Inc.  
Benefits Survey**

**Life Insurance and Disability Insurance**

<i>Organization</i>	<i>Short-Term Disability</i>	<i>Long-Term Disability</i>
City of Boerne	Yes - 100% Employee Paid	Yes - 100% Employee Paid
City of Brenham	No	Yes - No cost to employee
City of Bryan	No	Yes - No cost to employee
City of Fredericksburg	No	No
City of Georgetown	No	Yes - No cost to employee
City of Kerrville	Yes - 100% Employee Paid	No
City of New Braunfels	Yes - 100% Employee Paid	Yes - 100% Employee Paid
City of San Marcos	No	Yes - 100% Employee Paid
City of Schertz	Yes - \$700/year paid by employee	Yes - No cost to employee
City of Seguin	No	No
City of Weatherford	No	No
Employer #11	Yes - No cost to employee	Yes - 50% coverage at no cost to employee
Employer #12	Yes - No cost to employee	Yes - No cost to employee
Employer #13	Yes - No cost to employee	Yes - No cost to employee
Employer #14	Yes - No cost to employee	Yes - No cost to employee

**Ray Associates, Inc.  
Benefits Survey**

**Retirement Benefits**

<b>Organization</b>	<b>Participate in Social Security?</b>	<b>Type of Plan</b>	<b>Does Org Contribute to Plan?</b>	<b>Provider(s):</b>
City of Boerne	Yes	Defined Contribution	Yes	TMRS, ICMARC
City of Brenham	Yes	Defined Contribution Defined Benefit	Yes	TMRS
City of Bryan	Yes	Defined Contribution Defined Benefit	Yes	TMRS
City of Fredericksburg	Yes	Defined Contribution	Yes	TMRS
City of Georgetown	Yes	Defined Contribution	Yes	TMRS, ICMARC
City of Kerrville	Yes	Defined Contribution	Yes	TMRS
City of New Braunfels	No	Defined Contribution	Yes	TMRS
City of San Marcos	Yes	Defined Contribution	Yes	TMRS, ICMA (Voluntary)
City of Schertz	Yes	Defined Contribution Defined Benefit	Yes	TMRS, AXA, ICMA-CM
City of Seguin	Yes	Defined Contribution	Yes	TMRS
City of Weatherford	Yes	Defined Contribution Defined Benefit	Yes	TMRS
Employer #11	Yes	Defined Benefit	Yes	Self
Employer #12	Yes	Defined Contribution	Yes	TMRS
Employer #13	Yes	Defined Contribution	Yes	TMRS
Employer #14	Yes	Defined Contribution Defined Benefit	Yes	Wells Fargo

\*From TMRS Website if Applicable

**Ray Associates, Inc.  
Benefits Survey**

**Retirement Benefits**

<b>Organization</b>	<b>Years to Vest</b>	<b>Defined Contribution Plan</b>			
		<b>Employee Contribution</b>	<b>Organization Contribution</b>	<b>DCP - Contribution Ratio</b>	<b>Additional Contributions ?</b>
City of Boerne	5	7%	17.84%	2:1	No
City of Brenham	5	5%	6.69%	2:1	No
City of Bryan	5	7%	16.20%	2:1	No
City of Fredericksburg	5	5%	4.49%	2:1	No
City of Georgetown	5	7%	11.79%	2:1	No
City of Kerrville	5	7%	8.71%	2:1	No
City of New Braunfels	5	7%	16.45%	2:1	No
City of San Marcos	5	7%	17.75%	2:1	No
City of Schertz	5	7%	15.15%	2:1	No
City of Seguin	5	7%	10.91%	2:1	No
City of Weatherford	5	7%	16.71%	2:1	No
Employer #11	7 or Age 40	N/A	N/A	N/A	N/A
Employer #12	5	7%	11.33%	2:1	No
Employer #13	5	7%	14.71%	1.5:1	No
Employer #14	5	2%	10.00%	2:1	No

\*From TMRS Website if Applicable

**Ray Associates, Inc.  
Benefits Survey**

**Retirement Benefits**

<b>Organization</b>	<b>Defined Benefit Plan</b>		
	<b>Employee Required to contribute to Plan?</b>	<b>Benefit Fixed at time of retirement based on total contributions?</b>	<b>Benefit Indexed to inflation or other escalator?</b>
City of Boerne	N/A	N/A	N/A
City of Brenham	Yes	Yes	Yes
City of Bryan	Yes	Yes	Yes
City of Fredericksburg	N/A	N/A	N/A
City of Georgetown	N/A	N/A	N/A
City of Kerrville	N/A	N/A	N/A
City of New Braunfels	N/A	N/A	N/A
City of San Marcos	N/A	N/A	N/A
City of Schertz	Yes	Yes	No
City of Seguin	N/A	N/A	N/A
City of Weatherford	No	Yes	No
Employer #11	Yes	Yes	Yes
Employer #12	N/A	N/A	N/A
Employer #13	N/A	N/A	N/A
Employer #14	No	Yes	No

**Ray Associates, Inc.  
Benefits Survey**

**Retirement Benefits**

<b>Organization</b>	<b>Buy back service credits?</b>	<b>Any Restrictions on Buy-Back?</b>	<b>Deferred Compensation?</b>
City of Boerne	No	N/A	Yes - No contribution from org
City of Brenham	No	N/A	Yes - No contribution from org
City of Bryan	Yes	Months of service only	Yes - No contribution from org
City of Fredericksburg	No	N/A	Yes - No contribution from org
City of Georgetown	No	Restricted prior service credit and military service credit	Yes - No contribution from org
City of Kerrville	Yes	N/A	No
City of New Braunfels	No	N/A	Yes - No contribution from org
City of San Marcos	Yes	No	Yes - No contribution from org
City of Schertz	No	N/A	Yes - No contribution from org
City of Seguin	Yes	Time only, no contribution	Yes - No contribution from org
City of Weatherford	Yes	N/A	No
Employer #11	Yes	Rehires are allowed to repurchase prior time	Yes - No contribution from org
Employer #12	No	N/A	Yes - No contribution from org
Employer #13	No	N/A	No
Employer #14	No	N/A	No

<b>Organization</b>	<b>Health Insurance for Retirees?</b>	<b>Retiree Premiums paid by Organization</b>	<b>Retiree Premiums paid by Retiree</b>
City of Boerne	Yes	\$378 - \$567	Varies
City of Brenham	Yes	\$100 - \$200	Varies
City of Bryan	Yes	40%	60%
City of Fredericksburg	No	N/A	N/A
City of Georgetown	Yes	0%	100%
City of Kerrville	No	N/A	N/A
City of New Braunfels	Yes	0%	100%
City of San Marcos	Yes	0%	100%
City of Schertz	Yes	0%	100%
City of Seguin	Yes	0%	100%
City of Weatherford	Yes	100%	0%
Employer #11	Yes	84%	16%
Employer #12	Yes	0%	100%
Employer #13	Yes	0%	100%
Employer #14	Yes	75%	25%

<b>Organization</b>	<b>Service Req to Receive Org Portion?</b>
City of Boerne	<b>20 years of service = City Contribution \$378 25 years = City Contribution \$469.27 30 years = City Contribution \$567.76</b>
City of Brenham	Rule of 75. City pays a subsidy of \$100.00 on Employee only coverage City pays a subsidy of \$200.00 on Employee spouse, child, and family coverage
City of Bryan	Yes - Age 60 with 5 years of service; any age with 20 years of service. City will subsidize 40% if they meet the rule of 80.
City of Fredericksburg	
City of Georgetown	Must be TMRS retirement eligible to elect retiree insurance coverage
City of Kerrville	
City of New Braunfels	Yes
City of San Marcos	TMRS rules
City of Schertz	5 Years
City of Seguin	Hired prior to 01/01/08 with 20 yrs service & reached age 57, City will contribute 50% of contribution made for active employees. Hired prior to 01/01/08 with 25 yrs service, and reached age 57, City will contribute 100% of amount contributed for active employees. If eligible for TMRS service retirement are eligible to enroll in retiree plan but responsible for 100% of monthly premium.
City of Weatherford	Hired before October 1, 2008 and retire with 20 years of consecutive service and age 55 or greater.
Employer #11	35 years of service
Employer #12	No.
Employer #13	5 Years of Service/Age 60 20 Years of Service/Any Age
Employer #14	Rule of 80 date (in pension plan) prior to end of 2012 and retired prior to end of 2012. Premium paid by organization varies based on years of service

**Ray Associates, Inc.  
Benefits Survey**

**Police and Fire Policies**

*Police Certification Pay (Monthly)*

<b>Organization</b>	<b>Police Intermediate:</b>	<b>Police Advanced:</b>	<b>Police Master:</b>	<b>Police: Other</b>
City of Boerne	\$42	\$83	\$125	None
City of Brenham	\$50	\$100	\$150	None
City of Bryan	\$75	\$100	\$150	None
City of Fredericksburg	\$42	\$83	\$125	Night Differential - \$160/month
City of Georgetown	\$50	\$75	\$100	None
City of Kerrville	\$50	\$75	\$125	None
City of New Braunfels	None	None	None	None
City of San Marcos	\$0	\$0	\$0	Police: Shift Differential, Assignment Pay, On-Call, Bilingual, Premium Holidays, Residence Incentive, Education Fire: Advanced EMS, Residence Incentive, Education
City of Schertz	\$33	\$54	\$65	SWAT: \$50/month
City of Seguin	\$54	\$108	\$162	\$25 per pay period for certifications and/or assignments above and beyond what is required by the position
City of Weatherford	\$50	\$100	\$150	None

**AVERAGES:**                      **\$44.85**                      **\$71.24**                      **\$102.13**  
**Top Third (66.67%)**                      **\$50.00**                      **\$100.00**                      **\$150.00**

<i>Organization</i>	<i>Typical Work Schedule for Police Officers</i>
City of Boerne	Work schedule varies, but police work 12 hour shifts, 160 hours in 28 days. Any hours over the 160 are paid at time and a half compensatory time.
City of Brenham	2 on, 2 off, 3 on, 2 off, 2 on 3 off - per 14 days
City of Bryan	Week 1 - 2 days on, 2 days off, 3 days on Week 2 - 2 days off, 2 days on, 3 days off
City of Fredericksburg	1st week - 3 days on, 4 days off 2nd week - 4 days on, 3 days off
City of Georgetown	Info Not Provided
City of Kerrville	Info Not Provided
City of New Braunfels	They work 12-hour shifts but we let them choose their own days on/off. The only stipulation, obviously, is that they get 80 hours every two weeks. So they end up working 6 12-hour shifts and one 8-hour shift every two weeks. Some end up choosing to work seven on/seven off. Some work two on/one off.
City of San Marcos	12 hours shifts as follows: Shifts are a combination of 12 and 11 hour days and are built around 2-week rotation wherein the officers work 80 hours. If an officer reports to duty on Sunday, Mon, Tues, or Wed, they will work an 11-hour shift. If they report to duty on Thursday, Fri, or Sat, they work a 12-hour schedule. The two-week rotation looks like this: Week 1: Monday (work), Tuesday (work), Wed (off), Thurs (off), Fri (work), Sat (work), Sun (work) Week 2: Mon (off), Tues (off), Wed (work), Thurs (work), Fri (off), Sat (off), Sun (off).
City of Schertz	Info Not Provided
City of Seguin	Work three days, off two, work two days, off three. Four day weekend once per month.
City of Weatherford	5 days on/ two days off

**AVERAGES:**

**Ray Associates, Inc.  
Benefits Survey**

**Police and Fire Policies**

*Police*

<i>Organization</i>	<i>Official Work Period to Base OT pay</i>	<i># of Hours Police Officers Work/day</i>	<i>Pay Step-Up Pay?</i>	<i>Restrictions on Step-Up Pay</i>
City of Boerne	160 in 28 days	12	Yes	None
City of Brenham	84 hours in two weeks	12	Yes	None
City of Bryan	80 hours in two weeks	12	Yes	When there is a vacancy - they go to first level of next rank.
City of Fredericksburg	171 hours in 28 days	12	No	N/A
City of Georgetown	40 hours in 7 days	12	Yes	None
City of Kerrville	40 hours per week	8	Yes	None
City of New Braunfels	86 hours in 14 days	12	Yes	Varies
City of San Marcos	80 hours in two weeks	8	No	N/A
City of Schertz	80 hours in 2 weeks	10	Yes	None
City of Seguin	160 hours in 28 days	12	No	N/A
City of Weatherford	80 hours in two weeks	8	No	N/A

**AVERAGES:**

**10.6**

**Ray Associates, Inc.  
Benefits Survey**

**Police and Fire Policies**

*Police*

<b>Organization</b>	<b>K-9 Pay?</b>	<b>Uniform Allowance?</b>	<b>Uniform Cleaning?</b>
City of Boerne	No	No	Yes
City of Brenham	No	No	No
City of Bryan	Yes - 1 hour of standby pay for feed and care	Uniforms are provided, but a clothing allowance is provided to some.	Yes -Patrol - \$300/year Detectives - \$375/year
City of Fredericksburg	No	Yes - For employees that do not receive uniform pay - \$210/year	No
City of Georgetown	No	No	No
City of Kerrville	No	Info Not Provided	No
City of New Braunfels	Yes -3/4 of hourly rate	No	No
City of San Marcos	Yes - \$160/month	No	No
City of Schertz	Yes	Yes	No
City of Seguin	Yes - 8 hours of pay, per pay period, and \$25 per pay period for assignment pay.	Yes - \$325/per year for Police Chief, Deputy Chief, Captain, and plain clothes detectives.	No
City of Weatherford	No	\$56/month	No

**AVERAGES:**

**Ray Associates, Inc.  
Benefits Survey**

**Police and Fire Policies**

*Police*

<i>Organization</i>	<i>Allowed to Take Police Vehicle/ Motorcycle Home?</i>	<i>Receive Ammunition Allowance to Practice?</i>	<i>Pay for Time to Practice at the Shooting Range?</i>
City of Boerne	Yes - if residence is within 5 miles	No	Yes, for qualifying
City of Brenham	Yes - Must live within 8 miles of city limits	No	No
City of Bryan	Yes	No	No
City of Fredericksburg	Yes	No	Yes
City of Georgetown	Yes - within city limits or ETJ	No	Yes
City of Kerrville	No	No	Yes
City of New Braunfels	Yes	No	No
City of San Marcos	Yes - Within 5 miles of the City Limits. Exceptions by assignment.	No	No
City of Schertz	Yes	No	Yes
City of Seguin	Yes - if they reside within five miles of the City's ETJ	No	
City of Weatherford	Yes	No	Yes

**AVERAGES:**

**Ray Associates, Inc.  
Benefits Survey**

**Police and Fire Policies**

*Fire Certification Pay (Monthly)*

<i>Organization</i>	<i>Fire Intermediate:</i>	<i>Fire Advanced:</i>	<i>Fire Master:</i>	<i>Fire Other</i>
City of Boerne	\$42	\$83	\$125	None
City of Brenham	\$50	\$100	\$150	None
City of Bryan	\$75	\$100	\$150	Instructor I - III-M: \$25-\$100, Inspector A - Master: \$25 - \$100, Investigator Basic - Master: \$25 - \$100, Int EMT: \$50, Paramedic: \$150, Peace Officer Basic - Adv: \$50 - \$100, HazMat: \$50
City of Fredericksburg	\$0	\$0	\$0	None
City of Georgetown	\$50	\$75	\$100	Paramedic - \$150, Fire Investigator - \$50, Arson Investigator - \$75
City of Kerrville	\$50	\$75	\$125	None
City of New Braunfels	\$0	\$0	\$0	
City of San Marcos	\$50	\$75	\$100	None
City of Schertz	\$33	\$43	\$54	None
City of Seguin	\$54	\$54	\$54	\$25 per pay period for certifications and/or assignments above and beyond what is required by the position
City of Weatherford	\$50	\$75	\$150	\$150 for paramedics

**AVERAGES:**                      **\$41.17**                      **\$59.72**                      **\$88.32**  
**Top Third (66.67%)**                      **\$50.00**                      **\$83.34**                      **\$150.00**

**Ray Associates, Inc.  
Benefits Survey**

**Police and Fire Policies**

*Fire*

<b>Organization</b>	<b>Official Work Period to Base OT pay</b>	<b>Pay Step- Up Pay?</b>	<b>Restrictions on Step-Up Pay</b>	<b>Uniform Allowance?</b>	<b>Uniform Cleaning?</b>
City of Boerne	212 hours in 28 days	No	None	No	Yes
City of Brenham	106 hours in 14 days	Yes	None	No	No
City of Bryan	106 hours in 14 days	Yes	When there is a vacancy - they go to first level of next rank.	Uniforms are provided, but a clothing allowance is provided to some.	No
City of Fredericksburg	106 hours in 14 days	No	N/A	Yes - For employees that do not receive uniform pay - \$210/year	No
City of Georgetown	106 hours in 14 days	Yes	None	No	No
City of Kerrville	212 hours in 28 days	Yes	None	Info Not Provided	No
City of New Braunfels	106 hours in 14 days	Yes	Varies	No	No
City of San Marcos	106 hours in 14 days	Yes	None	No	No
City of Schertz	24 on, 48 off	Yes	None	Yes	No
City of Seguin	212 hours in 28 days	No	N/A	\$325/year for Fire Chief. Allowance paid in two installments of \$162.50 every six months.	No
City of Weatherford	106 hours in 14 days	Yes	None	No	No

**AVERAGES:**

**Ray Associates, Inc.  
Benefits Survey**

**Sick Leave**

<i>Organization</i>	<i>Family Use?</i>	<i>Maximum Leave Accrual/Year (hours)</i>		
		<i>General Government</i>	<i>Police</i>	<i>Fire</i>
City of Boerne	Yes	960	960	960
City of Brenham	Yes	600	600	840
City of Bryan	Yes	960	No Max	No Max
City of Fredericksburg	Yes	480	480	480
City of Georgetown	Yes	No Max	subject to civil service rules	subject to civil service rules
City of Kerrville	Yes	960	1200	1440
City of New Braunfels	No	960	No Max	No Max
City of San Marcos	Yes	No Max	No Max	No Max
City of Schertz	Yes	960	1200	1440
City of Seguin	Yes	480	480	720
City of Weatherford	Yes	720	720	1080
Employer #11	Yes	2080	N/A	N/A
Employer #12	No	1000	N/A	N/A
Employer #13	No	480	N/A	N/A
Employer #14	Yes	2000	N/A	N/A
<b>AVERAGES:</b>		<b>973.33</b>	<b>780.00</b>	<b>1,000.00</b>

# Ray Associates, Inc. Benefits Survey

## Sick Leave

<i>Organization</i>	<i>Does Org Buy Back Unused Leave</i>	<i>Does Org Pay Sick Leave on Termination?</i>	<i>Pay Any Sick Leave to Retirees?</i>
City of Boerne	Yes - After 300 hours accrued, City will buy back up to 40 hours	No	Yes
City of Brenham	No	No	No
City of Bryan	No	Yes	Yes
City of Fredericksburg	Yes	Yes	Yes
City of Georgetown	No	Yes	No
City of Kerrville	No	No	No
City of New Braunfels	Yes - General: 480 hours; Police: 720 hours; Fire: 1,080	Yes	Yes
City of San Marcos	No	Yes	Yes
City of Schertz	No	No	No
City of Seguin	No	No	No
City of Weatherford	Yes - Anything over 720 annually is bought back at 1/2	Yes	Yes
Employer #11	No	No	No
Employer #12	No	No	No
Employer #13	No	No	Yes
Employer #14	No	No	No

# Ray Associates, Inc. Benefits Survey

## Sick Leave

*Sick leave taken count as  
hours worked for  
overtime purposes?*

**Organization**                      **Sick Leave Donation Program?**

Organization	Sick Leave Donation Program?	Sick leave taken count as hours worked for overtime purposes?
City of Boerne	Time can be donated to sick employees only. Employees who donate have to exceed 300 hours.	Yes
City of Brenham	No	No
City of Bryan	No	No
City of Fredericksburg	We have a Catastrophic Sick Leave Pool. When the employee has exhausted their PTO, they may draw from the pool pending the approval of the City Manager.	Yes
City of Georgetown	No	No
City of Kerrville	No	No
City of New Braunfels	Catastrophic Leave: Must be qualified under FMLA serious medical hardship clause. Must have exhausted all forms of leave.	No
City of San Marcos	Employees must complete a Sick Leave Pool Membership Application and contribute leave annually for continued eligibility for Sick Leave Pool benefits.	No
City of Schertz	No	No
City of Seguin	Yes - shared sick leave pool	No
City of Weatherford	Yes	Yes
Employer #11	No	No
Employer #12	No	No
Employer #13	Employee Leave Sharing Program; must have catastrophic illness or event and have exhausted all of their own benefit leave possibilities	No
Employer #14	Yes	Yes

**Ray Associates, Inc.  
Benefits Survey**

**Vacation Leave**

*Leave Accrual/Year (hours)  
General Government*

<b>Organization</b>	<b>0-1 Year of Service</b>	<b>5 Years of Service</b>	<b>10 Years of Service</b>	<b>15 Years of Service</b>	<b>20 Years of Service</b>	<b>20 + Years of Service</b>
City of Boerne	80	80	96	120	144	160
City of Brenham	80	80	120	160	160	160
City of Bryan	80	96	120	136	160	160
City of Fredericksburg	96	144	144	168	192	192
City of Georgetown	80	120	136	160	160	160
City of Kerrville	96	128	128	160	160	192
City of New Braunfels	80	96	120	136	160	160
City of San Marcos	120	120	160	160	160	160
City of Schertz	96	120	160	160	160	160
City of Seguin	80	120	120	160	160	160
City of Weatherford	96	96	136	136	176	176
Employer #11	80	80	120	160	200	208
Employer #12	86	120	120	168	168	168
Employer #13	80	112	120	160	160	160
Employer #14	48	60	60	72	72	144
<b>AVERAGES:</b>	<b>86</b>	<b>107</b>	<b>126</b>	<b>150</b>	<b>161</b>	<b>169</b>

**Ray Associates, Inc.  
Benefits Survey**

**Vacation Leave**

*Leave Accrual/Year (hours)  
Police*

<b>Organization</b>	<b>0-1 Year of Service</b>	<b>5 Years of Service</b>	<b>10 Years of Service</b>	<b>15 Years of Service</b>	<b>20 Years of Service</b>	<b>20 + Years of Service</b>
<b>City of Boerne</b>	<b>106</b>	<b>106</b>	<b>127.2</b>	<b>159</b>	<b>190.8</b>	<b>212</b>
City of Brenham	80	80	120	160	160	160
City of Bryan	120	120	120	136	160	160
City of Fredericksburg	96	144	144	168	192	192
City of Georgetown	180	180	204	240	240	240
City of Kerrville	120	160	160	200	200	240
City of New Braunfels	120	120	120	136	136	136
City of San Marcos	120	120	160	160	160	160
City of Schertz	96	120	160	160	160	160
City of Seguin	80	120	120	160	160	160
City of Weatherford	96	96	136	136	176	176
Employer #11	N/A	N/A	N/A	N/A	N/A	N/A
Employer #12	N/A	N/A	N/A	N/A	N/A	N/A
Employer #13	N/A	N/A	N/A	N/A	N/A	N/A
Employer #14	N/A	N/A	N/A	N/A	N/A	N/A
<b>AVERAGES:</b>	<b>111</b>	<b>126</b>	<b>144</b>	<b>166</b>	<b>174</b>	<b>178</b>

**Ray Associates, Inc.  
Benefits Survey**

**Vacation Leave**

*Leave Accrual/Year (hours)*  
**Fire**

<b>Organization</b>	<b>0-1 Year of Service</b>	<b>5 Years of Service</b>	<b>10 Years of Service</b>	<b>15 Years of Service</b>	<b>20 Years of Service</b>	<b>20 + Years of Service</b>
City of Boerne	106	106	127.2	159	190.8	212
City of Brenham	144	144	216	288	288	288
City of Bryan	180	180	180	204	240	240
City of Fredericksburg	180	228	228	252	276	276
City of Georgetown	120	180	204	240	240	240
City of Kerrville	144	192	192	240	240	288
City of New Braunfels	120	136	136	136	160	160
City of San Marcos	180	180	240	240	240	240
City of Schertz	120	144	192	192	192	192
City of Seguin	120	180	180	240	240	240
City of Weatherford	136	136	196	196	265	265
Employer #11	N/A	N/A	N/A	N/A	N/A	N/A
Employer #12	N/A	N/A	N/A	N/A	N/A	N/A
Employer #13	N/A	N/A	N/A	N/A	N/A	N/A
Employer #14	N/A	N/A	N/A	N/A	N/A	N/A
<b>AVERAGES:</b>	<b>144</b>	<b>170</b>	<b>196</b>	<b>223</b>	<b>238</b>	<b>243</b>

**Ray Associates, Inc.  
Benefits Survey**

**Vacation Leave**

**Maximum Accrual (hours)**

<b>Organization</b>	<b>General Government</b>	<b>Police</b>	<b>Fire</b>
<b>City of Boerne</b>	<b>Up to Max Accrual 80-160</b>	<b>Up to Max Accrual 106-212</b>	<b>Up to Max Accrual 106-212</b>
City of Brenham	160	160	288
City of Bryan	No Max	No Max	No Max
City of Fredericksburg	Unlimited	Unlimited	Unlimited
City of Georgetown	240	240	360
City of Kerrville	Info Not Provided	Info Not Provided	Info Not Provided
City of New Braunfels	Previous year max + current year	Previous year max + current year	Previous year max + current year
City of San Marcos	No Max	No Max	No Max
City of Schertz	320	320	384
City of Seguin	2 X annual accrual	2 X annual accrual	2 X annual accrual
City of Weatherford	320	320	480
Employer #11	360	N/A	N/A
Employer #12	192 hrs	N/A	N/A
Employer #13	160	N/A	N/A
Employer #14	320	N/A	N/A
<b>AVERAGES:</b>	<b>269</b>	<b>260</b>	<b>378</b>

**Ray Associates, Inc.  
Benefits Survey**

**Vacation Leave**

***Maximum Hours Carried to Next Year?***

<b>Organization</b>	<b>General Government</b>	<b>Police</b>	<b>Fire</b>
City of Boerne	240	240	240
City of Brenham	80 or 120	80 or 120	144 or 216
City of Bryan	No Max	No Max	No Max
City of Fredericksburg	480	480	480
City of Georgetown	240	240	360
City of Kerrville	Info Not Provided	Info Not Provided	Info Not Provided
City of New Braunfels	sum of present year plus previous year	sum of present year plus previous year	sum of present year plus previous year
City of San Marcos	No Max	No Max	No Max
City of Schertz	320	320	384
City of Seguin	2 X annual accrual	2 X annual accrual	2 X annual accrual
City of Weatherford	320	320	480
Employer #11	160	N/A	N/A
Employer #12	200 hrs	N/A	N/A
Employer #13	one year at current accrual	N/A	N/A
Employer #14	320	N/A	N/A
<b>AVERAGES:</b>	<b>307</b>	<b>340</b>	<b>426</b>

# Ray Associates, Inc. Benefits Survey

# Vacation Leave

<i>Organization</i>	<i>Buy-Back?</i>	<i>Vacation leave count as hours worked for overtime purposes?</i>	<i>Exempt employees accrue time off for extra hours worked?</i>
City of Boerne	Yes - After 160 hours accrued, city will buy back up to one week of vacation	Yes	No
City of Brenham	No	No	No
City of Bryan	No	No	No
City of Fredericksburg	Yes - Upon termination/ retirement	Yes	No
City of Georgetown	No	No	No
City of Kerrville	No	Yes	Info Not Provided
City of New Braunfels	No	No	Yes - controlled by Department Director
City of San Marcos	No	Yes	Yes - Exempt employees receive an additional 48 hours of personal leave time per fiscal year.
City of Schertz	No	No	No
City of Seguin	Yes - At time of separation only, unless discharged for gross misconduct-conduct	No	Yes - Directors are granted five personal days per year to compensate for additional hours
City of Weatherford	No	No	No
Employer #11	Yes - Only at time of termination regardless of reason	Yes	No
Employer #12	No	Yes	No
Employer #13	No	No	No
Employer #14	No	Yes	No
<b>AVERAGES:</b>			

**Ray Associates, Inc.  
Benefits Survey**

**Vacation Leave**

*Exempt employees get deducted  
partial days (hours) for vacation or  
sick leave used?*

*Do holidays count as hours worked  
for overtime purposes?*

**Organization**

<b>Organization</b>	<i>Exempt employees get deducted partial days (hours) for vacation or sick leave used?</i>	<i>Do holidays count as hours worked for overtime purposes?</i>
City of Boerne	Yes	Yes
City of Brenham	No	No
City of Bryan	Yes	Yes
City of Fredericksburg	Yes	Yes
City of Georgetown	Yes	No
City of Kerrville	No	No
City of New Braunfels	Yes	No
City of San Marcos	Yes	Yes
City of Schertz	Yes	No
City of Seguin	Yes	No
City of Weatherford	No	Yes
Employer #11	Yes	Yes
Employer #12	Yes	Yes
Employer #13	No	No
Employer #14	Yes	Yes

**AVERAGES:**

**Ray Associates, Inc.  
Benefits Survey**

**Holiday Leave**

<b>Organization</b>	<b>Number of Holidays</b>	<b>New Year's Day</b>	<b>MLK Day</b>	<b>Good Friday</b>	<b>President's Day</b>
City of Boerne	13	√	√	√	√
City of Brenham	12	√	√	√	
City of Bryan	12	√	√	√	
City of Fredericksburg	10.5	√		√	
City of Georgetown	13	√	√		
City of Kerrville	10	√	√	√	
City of New Braunfels	13	√	√		√
City of San Marcos	12	√	√		√
City of Schertz	11	√	√		√
City of Seguin	12	√	√	√	
City of Weatherford	12	√	√		
Employer #11	12	√	√		
Employer #12	10	√		√	
Employer #13	9	√		√	
Employer #14	10	√	√		

**AVERAGES:** 11

**Ray Associates, Inc.  
Benefits Survey**

**Holiday Leave**

<b>Organization</b>	<b>Memorial Day</b>	<b>Independence Day</b>	<b>Labor Day</b>	<b>Veteran's Day</b>	<b>Thanksgiving Day</b>
City of Boerne	√	√	√	√	√
City of Brenham	√	√	√	√	√
City of Bryan	√	√	√		√
City of Fredericksburg	√	√	√	√	√
City of Georgetown	√	√	√		√
City of Kerrville	√	√	√		√
City of New Braunfels	√	√	√		√
City of San Marcos	√	√	√	√	√
City of Schertz	√	√	√	√	√
City of Seguin	√	√	√	√	√
City of Weatherford	√	√	√	√	√
Employer #11	√	√	√		√
Employer #12	√	√	√		√
Employer #13	√	√	√		√
Employer #14	√	√	√		√

**AVERAGES:**

**Ray Associates, Inc.  
Benefits Survey**

**Holiday Leave**

<b>Organization</b>	<b>Day After Thanksgiving</b>	<b>Christmas Day</b>	<b>Day Before/ After Christmas</b>	<b>Birthday</b>	<b>Other</b>
City of Boerne	√	√	√		Columbus Day
City of Brenham	√	√	√	√	
City of Bryan	√	√	√		2 Floating Holidays
City of Fredericksburg	√	√	√		1/2 for the County Fair
City of Georgetown	√	√	√		Four Personal Holidays
City of Kerrville	√	√	√		Floating Holiday
City of New Braunfels	√	√	√		City Founders day, 9/11, and Comal County Fair
City of San Marcos	√	√	√		Floating Holiday
City of Schertz	√	√			Personal Day
City of Seguin	√	√	√		One personal holiday
City of Weatherford	√	√	√	√	Floating holiday
Employer #11	√	√	√		Battle of Flowers Day, New Year's Eve, Floating Holiday
Employer #12	√	√	√		Floating Holiday
Employer #13	√	√	√		
Employer #14	√	√			2 Additional Days

**AVERAGES:**

<b>Organization</b>	<b>Regular part-time employees receive benefits on a pro-rata basis?</b>	<b>Tuition Reimbursement?</b>
City of Boerne	Yes	No
City of Brenham	No	Yes
City of Bryan	Yes - Part-time regular employees that work 20-30 hours per week.	No
City of Fredericksburg	No	6 credit hours per semester, and a passing grade of C or better. Reimburse 70% of tuition, books and required fees.
City of Georgetown	No	No
City of Kerrville	No	Yes
City of New Braunfels	Yes - Sick and Vacation Time Only	Yes
City of San Marcos	Yes - Over 20 hours are eligible for Medical/Dental & TMRS. Leave accruals are proportionate to hours worked.	Yes
City of Schertz	Yes - Only sick time	Yes
City of Seguin	Yes - Half-time employees receive sick and vacation at 50% of regular accrual amounts; participate in TMRS	No
City of Weatherford	No	Yes - 50% of tuition with a grade of C or better.
Employer #11	No	Undergraduate 3 hours = \$876.43; 6 hours = \$1,632.86, 9 hours = \$2,424.29 Graduate 3 hours = \$1,056.70; 6 hours = \$1,993.40; 9 hours = \$2,965.10
Employer #12	No	Yes - Reimbursement of 75% for grades C & above
Employer #13	Yes - 1/2 holiday pay	Yes - Reimburse tuition and fees at Tx State tuition rate; no textbooks 100% reimbursement for A or B 75% reimbursement for C.
Employer #14	Info Not Provided	Yes - \$3,000/year

Average:

<i>Organization</i>	<i>Longevity Pay?</i>	<i>Education Pay?</i>
<b>City of Boerne</b>	<b>60-240 months: \$5/month 241-360 months: \$6/month 361 + months: \$7/month</b>	<b>Yes</b>
City of Brenham	\$5/month (\$1,500/yr max)	No
City of Bryan	\$4/month (\$1,200/yr max)	No
City of Fredericksburg	\$4/month (no max)	Police department only: Associates - \$1,000 Bachelor's - \$2,000
City of Georgetown	\$7/month (\$1,092/yr max)	For civil service positions
City of Kerrville	\$4/month (\$1,200/yr max)	No
City of New Braunfels	\$6/month (\$1,950/year max)	No
City of San Marcos	\$4/month (\$1,200/yr max)	Yes - Police and Fire: Associate's: \$50/mo Bachelor's: \$75/mo Master's: \$100/mo
City of Schertz	\$10/month (\$1,680/year max)	\$1,000 per calendar year as long as it pertains to the city.
City of Seguin	\$4/month (\$1,200/yr max)	No
City of Weatherford	\$4/month (\$1,200/yr max)	No
Employer #11	No	No
Employer #12	Info Not Provided	No
Employer #13	No	No
Employer #14	No	No

Average:

**Ray Associates, Inc.**  
**Benefits Survey**

**Miscellaneous Benefits**

*MONTHLY certification pay amounts for the following certifications:*

<b>Organization</b>	<b>Water Class D:</b>	<b>Water Class C:</b>	<b>Water Class B:</b>	<b>Water Class A:</b>
City of Boerne	\$0	\$0	\$0	\$0
City of Brenham	\$0	\$0	\$0	\$0
City of Bryan	\$0	\$0	\$0	\$500 at completion, \$500 in next three Decembers, \$3,000 in fourth December.
City of Fredericksburg	\$17	\$25	\$33	\$42
City of Georgetown	Usually a \$0.50 per hour increase for each license			
City of Kerrville	\$0	\$50	\$75	\$200
City of New Braunfels	\$0	\$0	\$0	\$0
City of San Marcos	\$0	\$0	\$0	\$0
City of Schertz	\$0	\$0	\$0	\$0
City of Seguin	\$0	\$0	\$54	\$54
City of Weatherford	\$0	\$0	\$0	\$0
Employer #11	\$0	\$0	\$0	\$0
Employer #12	\$0	\$0	\$0	\$0
Employer #13	\$0	\$0	\$0	\$0
Employer #14	\$0	\$0	\$0	\$0
Average:	\$1	\$6	\$12	\$25

*MONTHLY certification pay amounts for the following certifications:*

<b>Organization</b>	<b>WW Class D:</b>	<b>WW Class C:</b>	<b>WW Class B:</b>	<b>WW Class A:</b>
City of Boerne	\$0	\$0	\$0	\$0
City of Brenham	\$0	\$0	\$0	\$0
City of Bryan	\$0	\$0	\$0	\$500 at completion, \$500 in next three Decembers, \$3,000 in fourth December.
City of Fredericksburg	\$17	\$25	\$33	\$42
City of Georgetown	Usually a \$0.50 per hour increase for each license			
City of Kerrville	\$0	\$50	\$75	\$200
City of New Braunfels	\$0	\$0	\$0	\$0
City of San Marcos	\$0	\$0	\$0	\$0
City of Schertz	\$0	\$0	\$0	\$0
City of Seguin	\$0	\$0	\$54	\$54
City of Weatherford	\$0	\$0	\$0	\$0
Employer #11	\$0	\$0	\$0	\$0
Employer #12	\$0	\$0	\$0	\$0
Employer #13	\$0	\$0	\$0	\$0
Employer #14	\$0	\$0	\$0	\$0
Average:	\$1	\$6	\$12	\$25

**Organization                      Other Certification or Incentive Pay Across Organization?**

City of Boerne	Certified City Secretary - \$42/mo, IPMA HR - \$42/mo, Dispatch: Intermediate \$42/mo and Advanced \$83/mo, Fire Marshal: Intermediate \$42, Advanced \$83, Masters \$125/mo, Municipal Court: Level I \$20, Level II \$25 and Level III \$30/mo
City of Brenham	No
City of Bryan	No
City of Fredericksburg	No
City of Georgetown	Bilingual - \$150.00 per month; only designated departments
City of Kerrville	Certified Ambulance Coder \$125/mo, Certified Flood Plain Manager \$75/mo, Certified Government Finance Officer \$125/mo, Certified Herbicide/Pesticide Applicator \$50/mo, Certified Payroll Professional \$125/mo, Professional in Human Resources - \$50/mo
City of New Braunfels	No
City of San Marcos	No
City of Schertz	Yes - Details not provided
City of Seguin	No
City of Weatherford	No
Employer #11	No
Employer #12	No
Employer #13	No
Employer #14	No

Average:

<i>Organization</i>	<i>Are certification amounts cumulative?</i>	<i>Is there a maximum dollar amount on certification pay?</i>
City of Boerne	Not Cumulative	No
City of Brenham	Not Cumulative	Yes - \$1,800 annually for Masters cert (police/fire)
City of Bryan	Depends on department/certification	Yes - Fire - \$225/month
City of Fredericksburg	Cumulative	No
City of Georgetown	Cumulative	Yes - only on fire and police-\$150
City of Kerrville	Not Cumulative	No
City of New Braunfels	Info Not Provided	No
City of San Marcos	Not Cumulative	Yes - Fire - \$100/mo
City of Schertz	Not Cumulative	Varies by department policy
City of Seguin	Cumulative - \$25/pay period for each certification above the required certification for the assigned position.	No
City of Weatherford	Not Cumulative	No
Employer #11	N/A	N/A
Employer #12	N/A	No
Employer #13	N/A	N/A
Employer #14	N/A	N/A

Average:

<i>Organization</i>	<i>Vehicles Provided?</i>
City of Boerne	All City employees have access to a City vehicle, but may not use daily.
City of Brenham	Police Chief
City of Bryan	Info Not Provided
City of Fredericksburg	Police Chief, Lieutenants, Electric Superintendent, Fire Marshal, Emergency Management Director
City of Georgetown	Police officers, Utility Workers, Chiefs, Assistant chiefs
City of Kerrville	Police and Fire Chief
City of New Braunfels	Public Works Staff, Environmental Inspectors, Animal Care, Refuse Collection
City of San Marcos	Police Officers, Fire Chief, Police Chief, Crew Leaders, Mail Services Coordinator, Inspectors, Code Enforcement, certain managers, Sanitarians, Fire Marshal, and others
City of Schertz	City Marshal, Police, and Fire Chiefs, Police Officers
City of Seguin	Police Chief, Fire Chief, Electric Utility Director, Electric Line Superintendent, Water/Wastewater Maintenance Superintendent, Parks Director, Public Works Director, Facilities Maintenance Superintendent.
City of Weatherford	Police Chief, Fire Chief, Fire Marshall, Assistant Fire Chief, Assistant Police Chief
Employer #11	Info Not Provided
Employer #12	None
Employer #13	Managers and supervisors in field operations
Employer #14	Executive level

Average:

<b>Organization</b>	<b>Car Allowance?</b>
City of Boerne	Yes - CM: \$900/mo and ACM: \$600/mo
City of Brenham	City Manager, Asst. City Manager, Directors, Superintendents
City of Bryan	City Manager - \$700, Police Chief - \$500, Asst Police Chief - \$400, Fire Chief - \$400, Asst Fire Chief - \$350, Fleet Manager - \$50, Other Dept Directors - \$175 - \$500
City of Fredericksburg	City Manager - \$735.44 Director of Public Works and Utilities - \$717.50 Director of Parks and Recreation - \$736.72
City of Georgetown	City Manager, Assistant City Managers, Economic Development Director - Amount Varies
City of Kerrville	City Manager, Deputy City Manager, Director of General Operations, Director of Public Works, Special Projects Manager - All Car Allowances are \$500 per month.
City of New Braunfels	Director's and above \$ 282.50
City of San Marcos	City Manager, City Attorney, Municipal Court Judge - \$550, Directors - \$350, Asst Directors - \$200
City of Schertz	Department Heads, Executive Directors , City Management - Amount Varies
City of Seguin	City Manager - \$700, Asst. City Manager - \$700, Director of Economic Development - \$700, Information System Manager - \$350, Information System Administrator - \$350, Information System Technician - \$350, Asst. Director of Economic Development - \$350
City of Weatherford	City Manager- \$600, Assistant City Manager - \$600, EDC Director - \$450, Utilities Director - \$400, Director of Planning and Public Works -\$400, Project Director - \$400, Engineer - \$400, Risk Manager - \$375, Electric Utilities Director - \$400, System Administrator - \$400, IT Director - \$400
Employer #11	Info Not Provided
Employer #12	General Manager & CEO - \$500/mo, Chief Engineer & Assistant GM - \$500/mo
Employer #13	Executive Level (3 Each) \$200 CEO \$600.00
Employer #14	None

Average:

<i>Organization</i>	<i>Uniform Allowance?</i>	<i>Uniform Cleaning?</i>
City of Boerne	No	Yes - Outside departments. Animal Control, Code Enforcement, Electric, Water and Gas Departments
City of Brenham	No	Yes - Utility departments uniforms are cleaned weekly by outside company if the employee chooses.
City of Bryan	Uniforms are provided, but a clothing allowance is provided to some.	See Police and Fire Pages
City of Fredericksburg	Yes - For employees that do not receive uniform pay - \$210/year	Yes - Electric, Golf, Landfill, Park, Street and Water - City pays 50%, employee pays 50%
City of Georgetown	No	Yes - Utilities departments, Warehouse
City of Kerrville	Info Not Provided	Yes - Weekly Uniform Service
City of New Braunfels	No	No
City of San Marcos	No	Yes - Service provided for certain departments (Public Services, Community Serv)
City of Schertz	Yes	Yes
City of Seguin	See Police and Fire Pages	No
City of Weatherford	See Police and Fire Pages	No
Employer #11	No	No
Employer #12	No	No
Employer #13	Yes - \$100 per year for jeans reimbursement.	Yes - Only Electric and Water division are laundered uniforms.
Employer #14	No	Yes

Average:

**Ray Associates, Inc.  
Benefits Survey**

**Miscellaneous Benefits**

<b>Organization</b>	<b>Please list positions that are provided a cell phone:</b>
<b>City of Boerne</b>	<b>Phone Provided: All essential personal. City Manager to department managers.</b>
City of Brenham	Phone Provided: City Manager, Asst. City Manager, Directors, Supervisors, Crew Leaders, On Call Personnel, Customer Service Personnel
City of Bryan	Info Not Provided
City of Fredericksburg	Phone Provided: City Manager, Directors of Public Works/Utilities, Parks and Rec, Finance, Development Services, Health, Emergency Services, Golf, IT, Police, all Department Superintendents which include Electric, EMS, Golf, Landfill, Park, Water and Street, all Police Sergeants and Patrol Officers, stand-by personnel for Water and Electric Departments, Fire Marshal.
City of Georgetown	Phone Provided: Based on department need
City of Kerrville	Phone Provided: All supervisors from Crew leader up to City Manager
City of New Braunfels	Phone Provided: Optional
City of San Marcos	Phone Provided: Directors & Managers per approval process and business necessity.
City of Schertz	Phone Provided: City Management Department Heads
City of Seguin	Phone Provided: Police Chief, Fire/EMS Chief, Battalion Chief on shift, each ambulance unit, some phones assigned to PD for special assignments
City of Weatherford	Phone Provided: All department directors and assistant directors
Employer #11	Available for all levels
Employer #12	Phone Provided: General Manager & CEO, Chief Engineer & Assistant, GM, General Foreman, Supervisor of System Operations & Outside Services, Distribution Engineer
Employer #13	Info Not Provided
Employer #14	Phone Provided: Supervisor and Manager positions as well as exempt IT positions

Average:

**Ray Associates, Inc.  
Benefits Survey**

**Miscellaneous Benefits**

<b>Organization</b>	<b>Please list positions that are provided a cell phone allowance and the MONTHLY allowance amounts:</b>	<b>Personal Use of Cell Phone Allowed?</b>
<b>City of Boerne</b>	<b>None</b>	<b>Yes</b>
City of Brenham	Employees can choose if they want to be provided a phone or have an allowance of \$25.00 or \$65.00 per month	Yes
City of Bryan	Many positions across the City - \$25 - \$40	Info Not Provided
City of Fredericksburg	None	Yes
City of Georgetown	Based on department need; employees can sometimes choose between the allowance or receiving a City issued cell phone	No
City of Kerrville	None	Yes
City of New Braunfels	Built into Car Allowance	No
City of San Marcos	All allowances \$75/mo.	Yes
City of Schertz	None	Yes
City of Seguin	Yes - Management (\$50 - \$75/mo)	No
City of Weatherford	All police department officers - \$25 a month, Risk manager - \$25, Utilities supervisors - \$25, Street supervisors - \$25 , Parks supervisors - \$25	Yes
Employer #11	None	Yes
Employer #12	\$30/month for each of the following positions: IT Department, Crew Leaders, Engineering Department, Customer Service Management, Purchasing Department, Executive Administration	No
Employer #13	PDA Allowance for Executives and Managers \$45/Month	Yes
Employer #14	None	Yes

Average:

<b>Organization</b>	<b>On-Call Pay?</b>
<b>City of Boerne</b>	<b>Yes - 8 hours/week if primary (addtl 4 if holiday); 6 hours/week if backup (additional 3 if holiday)</b>
City of Brenham	Yes - Water, Sewer, Gas, Electric personnel required to be on-call receives an additional 8 hours pay for the week they are on-call; and an additional 4 hours for any holiday periods during an on-call period
City of Bryan	Yes - Varies by department (IT, Water, Facilities, Utilities, CID)
City of Fredericksburg	Yes - Water and Electric - 8 hours of pay for week of stand by
City of Georgetown	Yes - Utility department-\$50.00
City of Kerrville	Yes - 4 hours pay if called out during off-duty time
City of New Braunfels	Yes - \$20/day
City of San Marcos	Yes - Only for approved Police Officers @ \$40/mo based on assignment.
City of Schertz	Yes
City of Seguin	Yes - Electric Line Crews, Water/Sewer Maintenance, Police Detectives, Animal Service Officers, Wastewater Operators. On-Call personnel receive 5.34 hours (at OT rate) for each week of on-call.
City of Weatherford	Yes - Water and Electric utilities
Employer #11	No
Employer #12	Yes - On-call employees are paid 1 hour per day for on-call duty (Monday - Friday = time & 1/2 / Saturdays & Sundays = double time). Positions = Dispatcher, Crew Leader, Lineman
Employer #13	Yes - 8 additional hours per week at regular rate of pay
Employer #14	No

Average:

**Ray Associates, Inc.  
Benefits Survey**

**Miscellaneous Benefits**

<b>Organization</b>	<b>Regular Pay Schedule Adjustments</b>	<b>Salary Adj: FY2011-2012</b>	<b>Salary Adj: FY2012-2013</b>	<b>Salary Adj: FY2013-2014</b>	<b>Employees Receiving Increase</b>
City of Boerne	Yes	2.0%	2.0%	2.0%	100%
City of Brenham	Yes	2.5%	3.0%	0.0%	90%
City of Bryan	Yes	0.0%	0.0%	0.0%	Police and Fire Received Step Increases
City of Fredericksburg	Yes	2.0%	2.5%	2.5%	99%
City of Georgetown	Yes	0.0%	0.0%	0.0%	N/A
City of Kerrville	Yes	0.0%	2.8%	3.0%	100%
City of New Braunfels	No	0.0%	0.0%	0.0%	N/A - Salaries are frozen
City of San Marcos	No	0.0%	0.00%	0.0%	N/A
City of Schertz	No	0.0%	0.0%	0.0%	N/A
City of Seguin	Yes	2%	2%	2%	100%
City of Weatherford	Yes	0.0%	2%	2%	100%
Employer #11	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided
Employer #12	Yes	3.5%	1.6%	2%	86%
Employer #13	No	0.0%	0.0%	0.0%	N/A
Employer #14	Yes	Info Not Provided	Info Not Provided	3.0%	Info Not Provided

Average: 0.5% 0.9% 0.9% 96.7%  
 Top Third (66.67%) 1.33% 2.0% 2.0%

<i>Organization</i>	<i>Automatic Increase?</i>	<i>Evaluate-for-Performance</i>	<i>Tied to Pay Increases?</i>
City of Boerne	Yes - 2.5%	Yes	Yes
City of Brenham	No	No	N/A
City of Bryan	No	Yes	Yes
City of Fredericksburg	No	Yes	No
City of Georgetown	No	Yes	Yes
City of Kerrville	No	Yes	No
City of New Braunfels	No	Yes	Yes
City of San Marcos	No	Yes	Yes
City of Schertz	No	Yes	Yes
City of Seguin	No	Yes	Yes
City of Weatherford	Yes - 5%	Yes	No
Employer #11	No	Yes	Yes
Employer #12	Yes - 5% - subject to performance	Yes	Yes
Employer #13	No	Yes	Yes
Employer #14	No	Yes	Yes

Average:

**Ray Associates, Inc.  
Benefits Survey**

**Miscellaneous Benefits**

<b>Organization</b>	<b>% Merit Adj Granted FY2011-2012</b>	<b>% Merit Adj Granted FY2012-2013</b>	<b>% Merit Adj Granted FY2013-2014</b>	<b>% EE's Rec'd Merit Adj: FY2012- 2013</b>	<b>% EE's Rec'd Merit Adj: FY2013- 2014</b>	<b>% Merit Budget: FY2014-2015</b>
<b>City of Boerne</b>	<b>Lump Sum - \$100 - \$500/ee</b>	<b>2.5%</b>	<b>3.0%</b>	<b>75%</b>	<b>75.0%</b>	<b>3%</b>
City of Brenham	N/A	N/A	N/A	N/A	N/A	N/A
City of Bryan	0%	2%	3%	Info Not Available	Info Not Available	Not Yet Determined 2- 4% est
City of Fredericksburg	0.0%	0.0%	0.0%	N/A	N/A	N/A
City of Georgetown	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided
City of Kerrville	0.0%	0.0%	0.0%	N/A	N/A	4.0%
City of New Braunfels	3.0%	0.0%	0.0%	N/A	N/A	4.0%
City of San Marcos	2.0%	2.0%	Info Not Available	Info Not Available	Info Not Available	Info Not Available
City of Schertz	0.0%	2.0%	2.0%	95.0%	95.0%	2.0%
City of Seguin	2-4%	2-4%	2-4%	80%	80%	2-4%
City of Weatherford	0.0%	0.0%	0.0%	N/A	N/A	0.0%
Employer #11	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided
Employer #12	5%	5%	5%	56%	57%	Info Not Provided
Employer #13	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided	Info Not Provided
Employer #14	3.0%	3.0%	3.0%	98.0%	95%	4.0%
Average:	1.0%	1.1%	1.1%	96.5%	95.0%	2.8%
Top Third (66.67%)	3.0%	2.33%	3.0%			4.0%

<i>Organization</i>	<i>Lump Sum Merit Rewards?</i>
City of Boerne	Yes
City of Brenham	No
City of Bryan	No
City of Fredericksburg	No
City of Georgetown	No
City of Kerrville	No
City of New Braunfels	No
City of San Marcos	No
City of Schertz	Receive lump sum for merit if hit the end of the pay range
City of Seguin	No
City of Weatherford	No
Employer #11	Info Not Provided
Employer #12	No
Employer #13	Info Not Provided
Employer #14	Yes

Average:

# **Appendix C**

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## **Fiscal Year 2013-2014 Pay Schedules General Government & Police Fire Department**

**City of Boerne**

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CITY OF BOERNE  
NEW FY 2013-2014 PAY SCHEDULE  
Effective: 05/01/2014

PAY GROUP	PAY BASIS	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13	STEP 14	Open Range	Range Maximum
1	A	23,316.80	23,899.20	24,481.60	25,105.60	25,729.60	26,374.40	27,019.20	27,705.60	28,392.00	29,099.20	29,827.20	30,576.00	31,345.60	32,136.00		35,339.20
	B	896.80	919.20	941.60	965.60	989.60	1,014.40	1,039.20	1,065.60	1,092.00	1,119.20	1,147.20	1,176.00	1,205.60	1,236.00		1,359.20
	H	11.21	11.49	11.77	12.07	12.37	12.68	12.99	13.32	13.65	13.99	14.34	14.70	15.07	15.45		16.99
2	A	24,481.60	25,105.60	25,729.60	26,374.40	27,019.20	27,705.60	28,392.00	29,099.20	29,827.20	30,576.00	31,345.60	32,136.00	32,926.40	33,758.40		37,128.00
	B	941.60	965.60	989.60	1,014.40	1,039.20	1,065.60	1,092.00	1,119.20	1,147.20	1,176.00	1,205.60	1,236.00	1,266.40	1,298.40		1,428.00
	H	11.77	12.07	12.37	12.68	12.99	13.32	13.65	13.99	14.34	14.70	15.07	15.45	15.83	16.23		17.85
3	A	25,729.60	26,374.40	27,019.20	27,705.60	28,392.00	29,099.20	29,827.20	30,576.00	31,345.60	32,136.00	32,926.40	33,758.40	34,590.40	35,464.00		39,000.00
	B	989.60	1,014.40	1,039.20	1,065.60	1,092.00	1,119.20	1,147.20	1,176.00	1,205.60	1,236.00	1,266.40	1,298.40	1,330.40	1,364.00		1,500.00
	H	12.37	12.68	12.99	13.32	13.65	13.99	14.34	14.70	15.07	15.45	15.83	16.23	16.63	17.05		18.75
4	A	27,019.20	27,705.60	28,392.00	29,099.20	29,827.20	30,576.00	31,345.60	32,136.00	32,926.40	33,758.40	34,590.40	35,464.00	36,358.40	37,252.80		40,976.00
	B	1,039.20	1,065.60	1,092.00	1,119.20	1,147.20	1,176.00	1,205.60	1,236.00	1,266.40	1,298.40	1,330.40	1,364.00	1,398.40	1,432.80		1,576.00
	H	12.99	13.32	13.65	13.99	14.34	14.70	15.07	15.45	15.83	16.23	16.63	17.05	17.48	17.91		19.70
5	A	28,392.00	29,099.20	29,827.20	30,576.00	31,345.60	32,136.00	32,926.40	33,758.40	34,590.40	35,464.00	36,358.40	37,252.80	38,188.80	39,145.60		43,056.00
	B	1,092.00	1,119.20	1,147.20	1,176.00	1,205.60	1,236.00	1,266.40	1,298.40	1,330.40	1,364.00	1,398.40	1,432.80	1,468.80	1,505.60		1,656.00
	H	13.65	13.99	14.34	14.70	15.07	15.45	15.83	16.23	16.63	17.05	17.48	17.91	18.36	18.82		20.70
6	A	29,827.20	30,576.00	31,345.60	32,136.00	32,926.40	33,758.40	34,590.40	35,464.00	36,358.40	37,252.80	38,188.80	39,145.60	40,123.20	41,121.60		45,240.00
	B	1,147.20	1,176.00	1,205.60	1,236.00	1,266.40	1,298.40	1,330.40	1,364.00	1,398.40	1,432.80	1,468.80	1,505.60	1,543.20	1,581.60		1,740.00
	H	14.34	14.70	15.07	15.45	15.83	16.23	16.63	17.05	17.48	17.91	18.36	18.82	19.29	19.77		21.75
7	A	31,345.60	32,136.00	32,926.40	33,758.40	34,590.40	35,464.00	36,358.40	37,252.80	38,188.80	39,145.60	40,123.20	41,121.60	42,161.60	43,201.60		47,528.00
	B	1,205.60	1,236.00	1,266.40	1,298.40	1,330.40	1,364.00	1,398.40	1,432.80	1,468.80	1,505.60	1,543.20	1,581.60	1,621.60	1,661.60		1,828.00
	H	15.07	15.45	15.83	16.23	16.63	17.05	17.48	17.91	18.36	18.82	19.29	19.77	20.27	20.77		22.85
8	A	32,926.40	33,758.40	34,590.40	35,464.00	36,358.40	37,252.80	38,188.80	39,145.60	40,123.20	41,121.60	42,161.60	43,201.60	44,283.20	45,406.40		49,940.80
	B	1,266.40	1,298.40	1,330.40	1,364.00	1,398.40	1,432.80	1,468.80	1,505.60	1,543.20	1,581.60	1,621.60	1,661.60	1,703.20	1,746.40		1,920.80
	H	15.83	16.23	16.63	17.05	17.48	17.91	18.36	18.82	19.29	19.77	20.27	20.77	21.29	21.83		24.01
9	A	34,590.40	35,464.00	36,358.40	37,252.80	38,188.80	39,145.60	40,123.20	41,121.60	42,161.60	43,201.60	44,283.20	45,406.40	46,529.60	47,694.40		52,457.60
	B	1,330.40	1,364.00	1,398.40	1,432.80	1,468.80	1,505.60	1,543.20	1,581.60	1,621.60	1,661.60	1,703.20	1,746.40	1,789.60	1,834.40		2,017.60
	H	16.63	17.05	17.48	17.91	18.36	18.82	19.29	19.77	20.27	20.77	21.29	21.83	22.37	22.93		25.22
10	A	36,358.40	37,252.80	38,188.80	39,145.60	40,123.20	41,121.60	42,161.60	43,201.60	44,283.20	45,406.40	46,529.60	47,694.40	48,880.00	50,107.20		55,120.00
	B	1,398.40	1,432.80	1,468.80	1,505.60	1,543.20	1,581.60	1,621.60	1,661.60	1,703.20	1,746.40	1,789.60	1,834.40	1,880.00	1,927.20		2,120.00
	H	17.48	17.91	18.36	18.82	19.29	19.77	20.27	20.77	21.29	21.83	22.37	22.93	23.50	24.09		26.50
11	A	38,188.80	39,145.60	40,123.20	41,121.60	42,161.60	43,201.60	44,283.20	45,406.40	46,529.60	47,694.40	48,880.00	50,107.20	51,355.20	52,644.80		57,907.20
	B	1,468.80	1,505.60	1,543.20	1,581.60	1,621.60	1,661.60	1,703.20	1,746.40	1,789.60	1,834.40	1,880.00	1,927.20	1,975.20	2,024.80		2,227.20
	H	18.36	18.82	19.29	19.77	20.27	20.77	21.29	21.83	22.37	22.93	23.50	24.09	24.69	25.31		27.84
12	A	40,123.20	41,121.60	42,161.60	43,201.60	44,283.20	45,406.40	46,529.60	47,694.40	48,880.00	50,107.20	51,355.20	52,644.80	53,955.20	55,307.20		60,840.00
	B	1,543.20	1,581.60	1,621.60	1,661.60	1,703.20	1,746.40	1,789.60	1,834.40	1,880.00	1,927.20	1,975.20	2,024.80	2,075.20	2,127.20		2,340.00
	H	19.29	19.77	20.27	20.77	21.29	21.83	22.37	22.93	23.50	24.09	24.69	25.31	25.94	26.59		29.25
13	A	42,161.60	43,201.60	44,283.20	45,406.40	46,529.60	47,694.40	48,880.00	50,107.20	51,355.20	52,644.80	53,955.20	55,307.20	56,700.80	58,115.20		63,918.40
	B	1,621.60	1,661.60	1,703.20	1,746.40	1,789.60	1,834.40	1,880.00	1,927.20	1,975.20	2,024.80	2,075.20	2,127.20	2,180.80	2,235.20		2,458.40
	H	20.27	20.77	21.29	21.83	22.37	22.93	23.50	24.09	24.69	25.31	25.94	26.59	27.26	27.94		30.73

A = Annual  
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CITY OF BOERNE  
NEW FY 2013-2014 PAY SCHEDULE  
Effective: 05/01/2014

PAY GROUP	PAY BASIS	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13	STEP 14	Open Range	Range Maximum
14	A B H	44,283.20 1,703.20 21.29	45,406.40 1,746.40 21.83	46,529.60 1,789.60 22.37	47,694.40 1,834.40 22.93	48,880.00 1,880.00 23.50	50,107.20 1,927.20 24.09	51,355.20 1,975.20 24.69	52,644.80 2,024.80 25.31	53,955.20 2,075.20 25.94	55,307.20 2,127.20 26.59	56,700.80 2,180.80 27.26	58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35		67,163.20 2,583.20 32.29
14-A	A B H	44,283.20 1,703.20 21.29															
14-B	A B H		45,406.40 1,746.40 21.83	46,529.60 1,789.60 22.37	47,694.40 1,834.40 22.93	48,880.00 1,880.00 23.50	50,107.20 1,927.20 24.09										
14-C	A B H							51,355.20 1,975.20 24.69	52,644.80 2,024.80 25.31	53,955.20 2,075.20 25.94	55,307.20 2,127.20 26.59	56,700.80 2,180.80 27.26					
14-D	A B H												58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35		67,163.20 2,583.20 32.29
15	A B H	46,529.60 1,789.60 22.37	47,694.40 1,834.40 22.93	48,880.00 1,880.00 23.50	50,107.20 1,927.20 24.09	51,355.20 1,975.20 24.69	52,644.80 2,024.80 25.31	53,955.20 2,075.20 25.94	55,307.20 2,127.20 26.59	56,700.80 2,180.80 27.26	58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84		70,553.60 2,713.60 33.92
16	A B H	48,880.00 1,880.00 23.50	50,107.20 1,927.20 24.09	51,355.20 1,975.20 24.69	52,644.80 2,024.80 25.31	53,955.20 2,075.20 25.94	55,307.20 2,127.20 26.59	56,700.80 2,180.80 27.26	58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40		74,131.20 2,851.20 35.64
17	A B H	51,355.20 1,975.20 24.69	52,644.80 2,024.80 25.31	53,955.20 2,075.20 25.94	55,307.20 2,127.20 26.59	56,700.80 2,180.80 27.26	58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40	69,076.80 2,656.80 33.21	70,803.20 2,723.20 34.04		77,875.20 2,995.20 37.44
18	A B H	53,955.20 2,075.20 25.94	55,307.20 2,127.20 26.59	56,700.80 2,180.80 27.26	58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40	69,076.80 2,656.80 33.21	70,803.20 2,723.20 34.04	72,571.20 2,791.20 34.89	74,380.80 2,860.80 35.76		81,827.20 3,147.20 39.34
19	A B H	56,700.80 2,180.80 27.26	58,115.20 2,235.20 27.94	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40	69,076.80 2,656.80 33.21	70,803.20 2,723.20 34.04	72,571.20 2,791.20 34.89	74,380.80 2,860.80 35.76	76,252.80 2,932.80 36.66	78,145.60 3,005.60 37.57		85,966.40 3,306.40 41.33
20	A B H	59,571.20 2,291.20 28.64	61,048.00 2,348.00 29.35	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40	69,076.80 2,656.80 33.21	70,803.20 2,723.20 34.04	72,571.20 2,791.20 34.89	74,380.80 2,860.80 35.76	76,252.80 2,932.80 36.66	78,145.60 3,005.60 37.57	80,100.80 3,080.80 38.51	82,118.40 3,158.40 39.48		90,313.60 3,473.60 43.42
21	A B H	62,587.20 2,407.20 30.09	64,147.20 2,467.20 30.84	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40	69,076.80 2,656.80 33.21	70,803.20 2,723.20 34.04	72,571.20 2,791.20 34.89	74,380.80 2,860.80 35.76	76,252.80 2,932.80 36.66	78,145.60 3,005.60 37.57	80,100.80 3,080.80 38.51	82,118.40 3,158.40 39.48	84,156.80 3,236.80 40.46	86,257.60 3,317.60 41.47		94,889.60 3,649.60 45.62
22	A B H	65,748.80 2,528.80 31.61	67,392.00 2,592.00 32.40	69,076.80 2,656.80 33.21	70,803.20 2,723.20 34.04	72,571.20 2,791.20 34.89	74,380.80 2,860.80 35.76	76,252.80 2,932.80 36.66	78,145.60 3,005.60 37.57	80,100.80 3,080.80 38.51	82,118.40 3,158.40 39.48	84,156.80 3,236.80 40.46	86,257.60 3,317.60 41.47	88,420.80 3,400.80 42.51	90,625.60 3,485.60 43.57		99,694.40 3,834.40 47.93

A = Annual  
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CITY OF BOERNE  
NEW FY 2013-2014 PAY SCHEDULE  
Effective: 05/01/2014

PAY GROUP	PAY BASIS	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13	STEP 14	Open Range	Range Maximum
23	A	69,076.80	70,803.20	72,571.20	74,380.80	76,252.80	78,145.60	80,100.80	82,118.40	84,156.80	86,257.60	88,420.80	90,625.60	92,892.80	95,222.40		104,748.80
	B	2,656.80	2,723.20	2,791.20	2,860.80	2,932.80	3,005.60	3,080.80	3,158.40	3,236.80	3,317.60	3,400.80	3,485.60	3,572.80	3,662.40		4,028.80
	H	33.21	34.04	34.89	35.76	36.66	37.57	38.51	39.48	40.46	41.47	42.51	43.57	44.66	45.78		50.36
24	A	72,571.20	74,380.80	76,252.80	78,145.60	80,100.80	82,118.40	84,156.80	86,257.60	88,420.80	90,625.60	92,892.80	95,222.40	97,593.60	100,048.00		110,052.80
	B	2,791.20	2,860.80	2,932.80	3,005.60	3,080.80	3,158.40	3,236.80	3,317.60	3,400.80	3,485.60	3,572.80	3,662.40	3,753.60	3,848.00		4,232.80
	H	34.89	35.76	36.66	37.57	38.51	39.48	40.46	41.47	42.51	43.57	44.66	45.78	46.92	48.10		52.91
25	A	76,252.80	78,145.60	80,100.80	82,118.40	84,156.80	86,257.60	88,420.80	90,625.60	92,892.80	95,222.40	97,593.60	100,048.00	102,544.00	105,102.40		115,627.20
	B	2,932.80	3,005.60	3,080.80	3,158.40	3,236.80	3,317.60	3,400.80	3,485.60	3,572.80	3,662.40	3,753.60	3,848.00	3,944.00	4,042.40		4,447.20
	H	36.66	37.57	38.51	39.48	40.46	41.47	42.51	43.57	44.66	45.78	46.92	48.10	49.30	50.53		55.59
26	A	80,100.80	82,118.40	84,156.80	86,257.60	88,420.80	90,625.60	92,892.80	95,222.40	97,593.60	100,048.00	102,544.00	105,102.40	107,744.00	110,427.20		121,472.00
	B	3,080.80	3,158.40	3,236.80	3,317.60	3,400.80	3,485.60	3,572.80	3,662.40	3,753.60	3,848.00	3,944.00	4,042.40	4,144.00	4,247.20		4,672.00
	H	38.51	39.48	40.46	41.47	42.51	43.57	44.66	45.78	46.92	48.10	49.30	50.53	51.80	53.09		58.40
27	A	84,156.80	86,257.60	88,420.80	90,625.60	92,892.80	95,222.40	97,593.60	100,048.00	102,544.00	105,102.40	107,744.00	110,427.20	113,193.60	116,022.40		127,628.80
	B	3,236.80	3,317.60	3,400.80	3,485.60	3,572.80	3,662.40	3,753.60	3,848.00	3,944.00	4,042.40	4,144.00	4,247.20	4,353.60	4,462.40		4,908.80
	H	40.46	41.47	42.51	43.57	44.66	45.78	46.92	48.10	49.30	50.53	51.80	53.09	54.42	55.78		61.36
28	A	88,420.80	90,625.60	92,892.80	95,222.40	97,593.60	100,048.00	102,544.00	105,102.40	107,744.00	110,427.20	113,193.60	116,022.40	118,913.60	121,888.00		134,076.80
	B	3,400.80	3,485.60	3,572.80	3,662.40	3,753.60	3,848.00	3,944.00	4,042.40	4,144.00	4,247.20	4,353.60	4,462.40	4,573.60	4,688.00		5,156.80
	H	42.51	43.57	44.66	45.78	46.92	48.10	49.30	50.53	51.80	53.09	54.42	55.78	57.17	58.60		64.46
29	A	92,892.80	95,222.40	97,593.60	100,048.00	102,544.00	105,102.40	107,744.00	110,427.20	113,193.60	116,022.40	118,913.60	121,888.00	124,945.60	128,065.60		140,878.40
	B	3,572.80	3,662.40	3,753.60	3,848.00	3,944.00	4,042.40	4,144.00	4,247.20	4,353.60	4,462.40	4,573.60	4,688.00	4,805.60	4,925.60		5,418.40
	H	44.66	45.78	46.92	48.10	49.30	50.53	51.80	53.09	54.42	55.78	57.17	58.60	60.07	61.57		67.73
30	A	97,593.60	100,048.00	102,544.00	105,102.40	107,744.00	110,427.20	113,193.60	116,022.40	118,913.60	121,888.00	124,945.60	128,065.60	131,268.80	134,555.20		147,992.00
	B	3,753.60	3,848.00	3,944.00	4,042.40	4,144.00	4,247.20	4,353.60	4,462.40	4,573.60	4,688.00	4,805.60	4,925.60	5,048.80	5,175.20		5,692.00
	H	46.92	48.10	49.30	50.53	51.80	53.09	54.42	55.78	57.17	58.60	60.07	61.57	63.11	64.69		71.15
31	A	102,544.00	105,102.40	107,744.00	110,427.20	113,193.60	116,022.40	118,913.60	121,888.00	124,945.60	128,065.60	131,268.80	134,555.20	137,904.00	141,356.80		155,500.80
	B	3,944.00	4,042.40	4,144.00	4,247.20	4,353.60	4,462.40	4,573.60	4,688.00	4,805.60	4,925.60	5,048.80	5,175.20	5,304.00	5,436.80		5,980.80
	H	49.30	50.53	51.80	53.09	54.42	55.78	57.17	58.60	60.07	61.57	63.11	64.69	66.30	67.96		74.76
32	A	107,744.00	110,427.20	113,193.60	116,022.40	118,913.60	121,888.00	124,945.60	128,065.60	131,268.80	134,555.20	137,904.00	141,356.80	144,892.80	148,512.00		163,363.20
	B	4,144.00	4,247.20	4,353.60	4,462.40	4,573.60	4,688.00	4,805.60	4,925.60	5,048.80	5,175.20	5,304.00	5,436.80	5,572.80	5,712.00		6,283.20
	H	51.80	53.09	54.42	55.78	57.17	58.60	60.07	61.57	63.11	64.69	66.30	67.96	69.66	71.40		78.54
33	A	113,193.60	116,022.40	118,913.60	121,888.00	124,945.60	128,065.60	131,268.80	134,555.20	137,904.00	141,356.80	144,892.80	148,512.00	152,235.20	156,041.60		171,641.60
	B	4,353.60	4,462.40	4,573.60	4,688.00	4,805.60	4,925.60	5,048.80	5,175.20	5,304.00	5,436.80	5,572.80	5,712.00	5,855.20	6,001.60		6,601.60
	H	54.42	55.78	57.17	58.60	60.07	61.57	63.11	64.69	66.30	67.96	69.66	71.40	73.19	75.02		82.52
34	A	118,913.60	121,888.00	124,945.60	128,065.60	131,268.80	134,555.20	137,904.00	141,356.80	144,892.80	148,512.00	152,235.20	156,041.60	159,931.20	163,924.80		180,315.20
	B	4,573.60	4,688.00	4,805.60	4,925.60	5,048.80	5,175.20	5,304.00	5,436.80	5,572.80	5,712.00	5,855.20	6,001.60	6,151.20	6,304.80		6,935.20
	H	57.17	58.60	60.07	61.57	63.11	64.69	66.30	67.96	69.66	71.40	73.19	75.02	76.89	78.81		86.69
35	A	124,945.60	128,065.60	131,268.80	134,555.20	137,904.00	141,356.80	144,892.80	148,512.00	152,235.20	156,041.60	159,931.20	163,924.80	168,022.40	172,224.00		189,446.40
	B	4,805.60	4,925.60	5,048.80	5,175.20	5,304.00	5,436.80	5,572.80	5,712.00	5,855.20	6,001.60	6,151.20	6,304.80	6,462.40	6,624.00		7,286.40
	H	60.07	61.57	63.11	64.69	66.30	67.96	69.66	71.40	73.19	75.02	76.89	78.81	80.78	82.80		91.08

A = Annual  
B = Biweekly  
H = Hourly

CITY OF BOERNE  
 NEW FY 2013-2014 PAY SCHEDULE  
 Effective: 05/01/2014

PAY GROUP	PAY BASIS	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13	STEP 14	Open Range	Range Maximum
36	A	131,268.80	134,555.20	137,904.00	141,356.80	144,892.80	148,512.00	152,235.20	156,041.60	159,931.20	163,924.80	168,022.40	172,224.00	176,529.60	180,960.00		199,035.20
	B	5,048.80	5,175.20	5,304.00	5,436.80	5,572.80	5,712.00	5,855.20	6,001.60	6,151.20	6,304.80	6,462.40	6,624.00	6,789.60	6,960.00		7,655.20
	H	63.11	64.69	66.30	67.96	69.66	71.40	73.19	75.02	76.89	78.81	80.78	82.80	84.87	87.00		95.69
37	A	137,904.00	141,356.80	144,892.80	148,512.00	152,235.20	156,041.60	159,931.20	163,924.80	168,022.40	172,224.00	176,529.60	180,960.00	185,473.60	190,112.00		209,123.20
	B	5,304.00	5,436.80	5,572.80	5,712.00	5,855.20	6,001.60	6,151.20	6,304.80	6,462.40	6,624.00	6,789.60	6,960.00	7,133.60	7,312.00		8,043.20
	H	66.30	67.96	69.66	71.40	73.19	75.02	76.89	78.81	80.78	82.80	84.87	87.00	89.17	91.40		100.54
38	A	144,892.80	148,512.00	152,235.20	156,041.60	159,931.20	163,924.80	168,022.40	172,224.00	176,529.60	180,960.00	185,473.60	190,112.00	194,854.40	199,742.40		219,710.40
	B	5,572.80	5,712.00	5,855.20	6,001.60	6,151.20	6,304.80	6,462.40	6,624.00	6,789.60	6,960.00	7,133.60	7,312.00	7,494.40	7,682.40		8,450.40
	H	69.66	71.40	73.19	75.02	76.89	78.81	80.78	82.80	84.87	87.00	89.17	91.40	93.68	96.03		105.63

A = Annual  
 B = Biweekly  
 H = Hourly

**City of Boerne PROPOSED Fire Department  
2013-14 Pay Schedule  
Effective 5/1/2014**

PAY GROUP	PAY BASIS	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	STEP 11	STEP 12	STEP 13	STEP 14	Open Range	Range Maximum
FIRE 13 Firefighter/EMT	A H	41,422.68 15.03	42,469.96 15.41	43,544.80 15.80	44,647.20 16.20	45,777.16 16.61	46,934.68 17.03	48,119.76 17.46	49,332.40 17.90	50,572.60 18.35	51,840.36 18.81	53,135.68 19.28	54,458.56 19.76	55,809.00 20.25	57,214.56 20.76		62,947.04 22.84
FIRE 14	A H	43,544.80 15.80	44,647.20 16.20	45,777.16 16.61	46,934.68 17.03	48,119.76 17.46	49,332.40 17.90	50,572.60 18.35	51,840.36 18.81	53,135.68 19.28	54,458.56 19.76	55,809.00 20.25	57,214.56 20.76	58,647.68 21.28	60,108.36 21.81		66,116.44 23.99
FIRE 15	A H	45,777.16 16.61	46,934.68 17.03	48,119.76 17.46	49,332.40 17.90	50,572.60 18.35	51,840.36 18.81	53,135.68 19.28	54,458.56 19.76	55,809.00 20.25	57,214.56 20.76	58,647.68 21.28	60,108.36 21.81	61,624.16 22.36	63,167.52 22.92		69,478.76 25.21
FIRE 16	A H	48,119.76 17.46	49,332.40 17.90	50,572.60 18.35	51,840.36 18.81	53,135.68 19.28	54,458.56 19.76	55,809.00 20.25	57,214.56 20.76	58,647.68 21.28	60,108.36 21.81	61,624.16 22.36	63,167.52 22.92	64,738.44 23.49	66,364.48 24.08		73,006.44 26.49
FIRE 17	A H	50,572.60 18.35	51,840.36 18.81	53,135.68 19.28	54,458.56 19.76	55,809.00 20.25	57,214.56 20.76	58,647.68 21.28	60,108.36 21.81	61,624.16 22.36	63,167.52 22.92	64,738.44 23.49	66,364.48 24.08	68,018.08 24.68	69,726.80 25.30		76,699.48 27.83
FIRE 18	A H	53,135.68 19.28	54,458.56 19.76	55,809.00 20.25	57,214.56 20.76	58,647.68 21.28	60,108.36 21.81	61,624.16 22.36	63,167.52 22.92	64,738.44 23.49	66,364.48 24.08	68,018.08 24.68	69,726.80 25.30	71,463.08 25.93	73,254.48 26.58		80,585.44 29.24
FIRE 19	A H	55,809.00 20.25	57,214.56 20.76	58,647.68 21.28	60,108.36 21.81	61,624.16 22.36	63,167.52 22.92	64,738.44 23.49	66,364.48 24.08	68,018.08 24.68	69,726.80 25.30	71,463.08 25.93	73,254.48 26.58	75,073.44 27.24	76,947.52 27.92		84,636.76 30.71
FIRE 20	A H	58,647.68 21.28	60,108.36 21.81	61,624.16 22.36	63,167.52 22.92	64,738.44 23.49	66,364.48 24.08	68,018.08 24.68	69,726.80 25.30	71,463.08 25.93	73,254.48 26.58	75,073.44 27.24	76,947.52 27.92	78,876.72 28.62	80,861.04 29.34		88,936.12 32.27
FIRE 21 Fire Lieutenant	A H	61,624.16 22.36	63,167.52 22.92	64,738.44 23.49	66,364.48 24.08	68,018.08 24.68	69,726.80 25.30	71,463.08 25.93	73,254.48 26.58	75,073.44 27.24	76,947.52 27.92	78,876.72 28.62	80,861.04 29.34	82,872.92 30.07	84,939.92 30.82		93,428.40 33.90

# **Appendix D**

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## **Inventories of Job Titles Arranged by Pay Group, Department, and Alphabetical**

**City of Boerne**

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**City of Boerne  
Inventory of Job Titles by Pay Grade**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Administration	City Manager	Unclassified	Exempt
Administration	Deputy City Manager/Dir. of Eco. Development	34	Exempt
Administration	Assistant City Manager	32	Exempt
Administration	City Attorney	32	Exempt
Police	Chief of Police	30	Exempt
Public Works	Public Works Director	30	Exempt
Planning & Zonning	Planning/Community Development Director	28	Exempt
Finance	Finance Director	27	Exempt
Fire	Fire Chief	27	Exempt
Police	Assistant Chief of Police	27	Exempt
Public Works	Plants/Engineering Administrator	27	Exempt
Information Technology	IT Director	26	Exempt
Library	Library Director	26	Exempt
Parks	Parks & Recreation Director	26	Exempt
Administration	City Secretary	24	Exempt
Fire	Assistant Fire Chief	24	Exempt
Fire Marshal	Fire Marshal	24	Exempt
Convention & Visitors Bureau	Convention & Visitors Bureau Director	23	Exempt
Electric	Electric Superintendent	23	Exempt
Planning & Zonning	Special Projects Director	23	Exempt
Police	Lieutenant Operations Division	23	Exempt
Finance	Assistant Finance Director	21	Exempt
Fire	Fire Lieutenant	FIRE 21	Nonexempt
Parks	Parks & Recreation Superintendent	21	Exempt
Police	Police Sergeant	20	Nonexempt
Public Works	Public Works General Superintendent	20	Exempt
Electric	Assistant Electric Superintendent	19	Exempt
Library	Assistant Library Director	19	Exempt
Planning & Zonning	Senior Planner	19	Exempt
Code Enforcement	Chief Building Inspector	18	Exempt
Customer Service & Billing	Customer Service & Billing Administrator	18	Exempt

## City of Boerne Inventory of Job Titles by Pay Grade

Department	Job Title	Pay Grade	FLSA Designation
Gas	Gas Construction Superintendent	18	Exempt
Information Technology	Network Administrator	18	Nonexempt
Public Works	Public Works Engineering Associate	18	Exempt
Wastewater Plants	Treatment Plants Superintendent	18	Exempt
Water/Wastewater	Water/Wastewater Construction Supt	18	Exempt
Administration	Public Relations Coordinator	17	Exempt
Convention/Community Center	Civic Center Supervisor	17	Exempt
Electric	Electric Lineworker II	17	Nonexempt
Fire Marshal	Fire Prevention Officer-Lieutenant	17	Nonexempt
Municipal Court	Municipal Court Clerk Supervisor	17	Exempt
Parks	Parks Superintendent	17	Exempt
Planning & Zoning	Resource Conserv & Eco Dev Coordinator	17	Nonexempt
Public Works	Public Works Senior Construction Inspector	17	Nonexempt
Public Works	Regulatory/Utility Service Administrator	17	Exempt
Street	Street Superintendent	17	Exempt
Planning & Zoning	Staff Planner	16	Nonexempt
Administration	Asst to Deputy City Manager & City Attorney	15	Nonexempt
Customer Service & Billing	Billing Supervisor	15	Exempt
Customer Service & Billing	Customer Service Supervisor	15	Exempt
Customer Service & Billing	Lead Meter Technician/Coordinator	15	Exempt
Electric	Electric Lineworker I	15	Nonexempt
Information Technology	IT Specialist II	15	Nonexempt
Public Works	Public Works Construction Inspector	15	Nonexempt
Street	Assistant Street Superintendent	15	Nonexempt
Wastewater Plants	Senior Plants Operator	15	Nonexempt
Finance	Finance Officer - General Finance	14	Nonexempt
Finance	Finance Officer A/P & G/L	14	Nonexempt
Finance	Finance Officer-Payroll & Cash Management	14	Nonexempt
Finance	Purchasing Coordinator	14	Nonexempt
Police	Senior Police Officer	14-D	Nonexempt
Police	Police Officer II	14-C	Nonexempt
Police	Police Officer I	14-B	Nonexempt
Police	Probationary Police Officer	14-A	Nonexempt
Parks	Assistant Parks Superintendent	14	Nonexempt
Parks	Athletic/Aquatic Supervisor	14	Exempt
Parks	Special Event/Recreation Program Supervisor	14	Nonexempt
Administration	Deputy City Secretary	13	Nonexempt
Administration	HR Generalist	13	Nonexempt
Code Enforcement	Building Inspector	13	Nonexempt

**City of Boerne  
Inventory of Job Titles by Pay Grade**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Dispatch	Dispatch Assistant Supervisor	13	Nonexempt
Fire	Firefighter/EMT	FIRE 13	Nonexempt
Gas	Gas Construction Crew Chief	13	Nonexempt
Information Technology	IT Specialist I	13	Nonexempt
Library	Adult/Young Adult Services Librarian	13	Exempt
Library	Youth Services Librarian	13	Exempt
Police	Administrative Assistant to Chief of Police	13	Nonexempt
Public Works	Geographic Information Systems Technician	13	Exempt
Street	Street Shop Foreman	13	Nonexempt
Water/Wastewater	Water/Wastewater Construction Crew Chief	13	Nonexempt
Water/Wastewater	Water/Wastewater Maint. Crew Chief	13	Nonexempt
Convention & Visitors Bureau	Marketing Specialist	12	Exempt
Convention & Visitors Bureau	Sales & Relations Administrator	12	Nonexempt
Convention/Community Center	Lead Facility/Event Coordinator	12	Nonexempt
Facilities	Building Maintenance	12	Nonexempt
Fire	Administrative Assistant Fire Department	12	Nonexempt
Planning & Zoning	Planning Associate	12	Nonexempt
Electric	Electric Groundsman II	11	Nonexempt
Municipal Court	Deputy Municipal Court Clerk II	11	Nonexempt
Police	Admin Assistant-Criminal Investigations	11	Nonexempt
Wastewater Plants	Plant Operator II	11	Nonexempt
Customer Service & Billing	Billing Specialist II	10	Nonexempt
Finance	Administrative Assistant - Finance	10	Nonexempt
Parks	Park Administrative Assistant	10	Nonexempt
Parks	Parks Crew Leader	10	Nonexempt
Planning & Zoning	Special Projects Administrative Assistant	10	Nonexempt
Administration	Development Assistant	10	Nonexempt
Public Works	Public Works Admin Asst II	10	Nonexempt
Public Works	Public Works Construction Admin Asst II	10	Nonexempt
Street	Street Crew Chief	10	Nonexempt
Animal Control	ACS Supervisor/Animal Control Officer	9	Nonexempt
Code Enforcement	Code Enforcement Officer	9	Nonexempt
Dispatch	Dispatcher I	9	Nonexempt
Dispatch	Dispatcher II	9	Nonexempt
Dispatch	Senior Dispatcher	9	Nonexempt
Electric	Electric Groundsman I	9	Nonexempt
Fire Marshal	Fire Inspector	9	Nonexempt
Library	Library Asst-Cataloging/Technical Services	9	Nonexempt
Administration	Administrative Clerk I	8	Nonexempt

**City of Boerne  
Inventory of Job Titles by Pay Grade**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Convention/Community Center	Facility Maintenance & Event Coordinator	8	Nonexempt
Customer Service & Billing	Billing Specialist I	8	Nonexempt
Customer Service & Billing	Lead Customer Service Specialist	8	Nonexempt
Customer Service & Billing	Meter Technician II	8	Nonexempt
Dispatch	Probationary Dispatcher	8	Nonexempt
Fire Marshal	Fire Marshal-Code Enforcement Officer	8	Nonexempt
Library	Administrative Assistant Library	8	Nonexempt
Police	Police Administrative Clerk II	8	Nonexempt
Police	Police Records Clerk I	8	Nonexempt
Street	Street Mechanic I	8	Nonexempt
Wastewater Plants	Plant Operator I	8	Nonexempt
Animal Control	Assistant Animal Control Officer	7	Nonexempt
Gas	Gas Service Worker III	7	Nonexempt
Information Technology	Admin Assistant - IT	7	Nonexempt
Municipal Court	Deputy Municipal Court Clerk I	7	Nonexempt
Public Works	Public Works Administrative Assistant	7	Nonexempt
Wastewater Plants	Plant Operator Trainee	7	Nonexempt
Customer Service & Billing	Customer Service Specialist I	6	Nonexempt
Customer Service & Billing	Meter Technician I	6	Nonexempt
Parks	Cemetery Groundskeeper	6	Nonexempt
Parks	Parks Service Worker III	6	Nonexempt
Street	Street Service Worker III	6	Nonexempt
Water/Wastewater	Water/Wastewater Service Worker III	6	Nonexempt
Gas	Gas Service Worker II	5	Nonexempt
Library	Library Assistant - Circulation	5	Nonexempt
Library	Library Assistant Adult/Young Adult	5	Nonexempt
Library	Library Assistant Youth/Extension Service	5	Nonexempt
Parks	Parks Service Worker II	5	Nonexempt
Street	Light Equipment Operator	5	Nonexempt
Street	Street Mechanic Apprentice	5	Nonexempt
Street	Street Service Worker II	5	Nonexempt
Wastewater Plants	Facility & Grounds Maint Worker II	5	Nonexempt
Customer Service & Billing	Customer Service/Billing Associate	4	Nonexempt
Facilities	Custodian	4	Nonexempt
Facilities	Custodian Part Time	4	Nonexempt
Gas	Gas Service Worker I	4	Nonexempt
Parks	Parks Service Worker I	4	Nonexempt
Street	Street Service Worker I	4	Nonexempt
Wastewater Plants	Facility & Grounds Maint Worker I	4	Nonexempt
Water/Wastewater	Water/Wastewater Service Worker I	4	Nonexempt

**City of Boerne**  
**Inventory of Job Titles by Pay Grade**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Library	Library Aide	3	Nonexempt
Library	Library Aide - PT	3	Nonexempt
Convention & Visitors Bureau	Volunteer Coordinator	2	Nonexempt

**City of Boerne  
Inventory of Job Titles by Department**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Administration	City Manager	Unclassified	Exempt
Administration	Deputy City Manager/Dir. of Eco. Development	34	Exempt
Administration	Assistant City Manager	32	Exempt
Administration	City Attorney	32	Exempt
Administration	City Secretary	24	Exempt
Administration	Public Relations Coordinator	17	Exempt
Administration	Asst to Deputy City Manager & City Attorney	15	Nonexempt
Administration	Deputy City Secretary	13	Nonexempt
Administration	HR Generalist	13	Nonexempt
Administration	Development Assistant	10	Nonexempt
Administration	Administrative Clerk I	8	Nonexempt
Animal Control	ACS Supervisor/Animal Control Officer	9	Nonexempt
Animal Control	Assistant Animal Control Officer	7	Nonexempt
Convention/Community Center	Civic Center Supervisor	17	Exempt
Convention/Community Center	Lead Facility/Event Coordinator	12	Nonexempt
Convention/Community Center	Facility Maintenance & Event Coordinator	8	Nonexempt
Code Enforcement	Chief Building Inspector	18	Exempt
Code Enforcement	Building Inspector	13	Nonexempt
Code Enforcement	Code Enforcement Officer	9	Nonexempt
Customer Service & Billing	Customer Service & Billing Administrator	18	Exempt
Customer Service & Billing	Billing Supervisor	15	Exempt
Customer Service & Billing	Customer Service Supervisor	15	Exempt
Customer Service & Billing	Lead Meter Technician/Coordinator	15	Exempt
Customer Service & Billing	Billing Specialist II	10	Nonexempt
Customer Service & Billing	Billing Specialist I	8	Nonexempt
Customer Service & Billing	Lead Customer Service Specialist	8	Nonexempt
Customer Service & Billing	Meter Technician II	8	Nonexempt
Customer Service & Billing	Customer Service Specialist I	6	Nonexempt
Customer Service & Billing	Customer Service/Billing Associate	4	Nonexempt
Customer Service & Billing	Meter Technician I	6	Nonexempt

**City of Boerne  
Inventory of Job Titles by Department**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Convention & Visitors Bureau	Convention & Visitors Bureau Director	23	Exempt
Convention & Visitors Bureau	Marketing Specialist	12	Exempt
Convention & Visitors Bureau	Sales & Relations Administrator	12	Nonexempt
Convention & Visitors Bureau	Volunteer Coordinator	2	Nonexempt
Dispatch	Dispatch Assistant Supervisor	13	Nonexempt
Dispatch	Dispatcher I	9	Nonexempt
Dispatch	Dispatcher II	9	Nonexempt
Dispatch	Senior Dispatcher	9	Nonexempt
Dispatch	Probationary Dispatcher	8	Nonexempt
Electric	Electric Superintendent	23	Exempt
Electric	Assistant Electric Superintendent	19	Exempt
Electric	Electric Lineworker II	17	Nonexempt
Electric	Electric Lineworker I	15	Nonexempt
Electric	Electric Groundsman II	11	Nonexempt
Electric	Electric Groundsman I	9	Nonexempt
Facilities	Building Maintenance	12	Nonexempt
Facilities	Custodian	4	Nonexempt
Facilities	Custodian Part Time	4	Nonexempt
Finance	Finance Director	27	Exempt
Finance	Assistant Finance Director	21	Exempt
Finance	Finance Officer - General Finance	14	Nonexempt
Finance	Finance Officer A/P & G/L	14	Nonexempt
Finance	Finance Officer-Payroll & Cash Management	14	Nonexempt
Finance	Purchasing Coordinator	14	Nonexempt
Finance	Administrative Assistant - Finance	10	Nonexempt
Fire	Fire Chief	27	Exempt
Fire	Assistant Fire Chief	24	Exempt
Fire	Administrative Assistant Fire Department	12	Nonexempt
Fire	Fire Lieutenant	FIRE 21	Nonexempt
Fire	Firefighter/EMT	FIRE 13	Nonexempt

**City of Boerne  
Inventory of Job Titles by Department**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Fire Marshal	Fire Marshal	24	Exempt
Fire Marshal	Fire Prevention Officer-Lieutenant	17	Nonexempt
Fire Marshal	Fire Inspector	9	Nonexempt
Fire Marshal	Fire Marshal-Code Enforcement Officer	8	Nonexempt
Gas	Gas Construction Superintendent	18	Exempt
Gas	Gas Construction Crew Chief	13	Nonexempt
Gas	Gas Service Worker III	7	Nonexempt
Gas	Gas Service Worker II	5	Nonexempt
Gas	Gas Service Worker I	4	Nonexempt
Information Technology	IT Director	26	Exempt
Information Technology	Network Administrator	18	Nonexempt
Information Technology	IT Specialist II	15	Nonexempt
Information Technology	IT Specialist I	13	Nonexempt
Information Technology	Admin Assistant - IT	7	Nonexempt
Library	Library Director	26	Exempt
Library	Assistant Library Director	19	Exempt
Library	Adult/Young Adult Services Librarian	13	Exempt
Library	Youth Services Librarian	13	Exempt
Library	Administrative Assistant Library	8	Nonexempt
Library	Library Assistant - Circulation	5	Nonexempt
Library	Library Assistant Adult/Young Adult	5	Nonexempt
Library	Library Assistant Youth/Extension Service	5	Nonexempt
Library	Library Asst-Cataloging/Technical Services	9	Nonexempt
Library	Library Aide	3	Nonexempt
Library	Library Aide - PT	3	Nonexempt
Municipal Court	Municipal Court Clerk Supervisor	17	Exempt
Municipal Court	Deputy Municipal Court Clerk II	11	Nonexempt
Municipal Court	Deputy Municipal Court Clerk I	7	Nonexempt
Parks	Parks & Recreation Director	26	Exempt

**City of Boerne  
Inventory of Job Titles by Department**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Parks	Parks & Recreation Superintendent	21	Exempt
Parks	Parks Superintendent	17	Exempt
Parks	Assistant Parks Superintendent	14	Nonexempt
Parks	Athletic/Aquatic Supervisor	14	Exempt
Parks	Special Event/Recreation Program Supervisor	14	Nonexempt
Parks	Park Administrative Assistant	10	Nonexempt
Parks	Parks Crew Leader	10	Nonexempt
Parks	Cemetery Groundskeeper	6	Nonexempt
Parks	Parks Service Worker III	6	Nonexempt
Parks	Parks Service Worker II	5	Nonexempt
Parks	Parks Service Worker I	4	Nonexempt
Planning & Zoning	Planning/Community Development Director	28	Exempt
Planning & Zoning	Special Projects Director	23	Exempt
Planning & Zoning	Senior Planner	19	Exempt
Planning & Zoning	Resource Conserv & Eco Dev Coordinator	17	Nonexempt
Planning & Zoning	Staff Planner	16	Nonexempt
Planning & Zoning	Planning Associate	12	Nonexempt
Planning & Zoning	Special Projects Administrative Assistant	10	Nonexempt
Police	Chief of Police	30	Exempt
Police	Assistant Chief of Police	27	Exempt
Police	Lieutenant Operations Division	23	Exempt
Police	Police Sergeant	20	Nonexempt
Police	Senior Police Officer	14-D	Nonexempt
Police	Police Officer II	14-C	Nonexempt
Police	Police Officer I	14-B	Nonexempt
Police	Probationary Police Officer	14-A	Nonexempt
Police	Administrative Assistant to Chief of Police	13	Nonexempt
Police	Admin Assistant-Criminal Investigations	11	Nonexempt
Police	Police Administrative Clerk II	8	Nonexempt
Police	Police Records Clerk I	8	Nonexempt
Public Works	Public Works Director	30	Exempt
Public Works	Plants/Engineering Administrator	27	Exempt
Public Works	Public Works General Superintendent	20	Exempt
Public Works	Public Works Engineering Associate	18	Exempt
Public Works	Public Works Senior Construction Inspector	17	Nonexempt

**City of Boerne  
Inventory of Job Titles by Department**

<b>Department</b>	<b>Job Title</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Public Works	Regulatory/Utility Service Administrator	17	Exempt
Public Works	Public Works Construction Inspector	15	Nonexempt
Public Works	Geographic Information Systems Technician	13	Exempt
Public Works	Public Works Admin Asst II	10	Nonexempt
Public Works	Public Works Construction Admin Asst II	10	Nonexempt
Public Works	Public Works Administrative Assistant	7	Nonexempt
Street	Street Superintendent	17	Exempt
Street	Assistant Street Superintendent	15	Nonexempt
Street	Street Shop Foreman	13	Nonexempt
Street	Street Crew Chief	10	Nonexempt
Street	Street Mechanic I	8	Nonexempt
Street	Street Service Worker III	6	Nonexempt
Street	Street Mechanic Apprentice	5	Nonexempt
Street	Light Equipment Operator	5	Nonexempt
Street	Street Service Worker II	5	Nonexempt
Street	Street Service Worker I	4	Nonexempt
Water/Wastewater	Water/Wastewater Construction Supt	18	Exempt
Water/Wastewater	Water/Wastewater Construction Crew Chief	13	Nonexempt
Water/Wastewater	Water/Wastewater Maint. Crew Chief	13	Nonexempt
Water/Wastewater	Water/Wastewater Service Worker III	6	Nonexempt
Water/Wastewater	Water/Wastewater Service Worker I	4	Nonexempt
Wastewater Plants	Treatment Plants Superintendent	18	Exempt
Wastewater Plants	Senior Plants Operator	15	Nonexempt
Wastewater Plants	Plant Operator II	11	Nonexempt
Wastewater Plants	Plant Operator I	8	Nonexempt
Wastewater Plants	Plant Operator Trainee	7	Nonexempt
Wastewater Plants	Facility & Grounds Maint Worker II	5	Nonexempt
Wastewater Plants	Facility & Grounds Maint Worker I	4	Nonexempt

**City of Boerne  
Inventory of Job Titles Arranged Alphabetically**

<b>Job Title</b>	<b>Department</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
ACS Supervisor/Animal Control Officer	Animal Control	9	Nonexempt
Admin Assistant - IT	Information Technology	7	Nonexempt
Admin Assistant-Criminal Investigations	Police	11	Nonexempt
Administrative Assistant - Finance	Finance	10	Nonexempt
Administrative Assistant Fire Department	Fire	12	Nonexempt
Administrative Assistant Library	Library	8	Nonexempt
Administrative Assistant to Chief of Police	Police	13	Nonexempt
Administrative Clerk I	Administration	8	Nonexempt
Adult/Young Adult Services Librarian	Library	13	Exempt
Assistant Animal Control Officer	Animal Control	7	Nonexempt
Assistant Chief of Police	Police	27	Exempt
Assistant City Manager	Administration	32	Exempt
Assistant Electric Superintendent	Electric	19	Exempt
Assistant Finance Director	Finance	21	Exempt
Assistant Fire Chief	Fire	24	Exempt
Assistant Library Director	Library	19	Exempt
Assistant Parks Superintendent	Parks	14	Nonexempt
Assistant Street Superintendent	Street	15	Nonexempt
Asst to Deputy City Manager & City Attorney	Administration	15	Nonexempt
Athletic/Aquatic Supervisor	Parks	14	Exempt
Billing Specialist I	Customer Service & Billing	8	Nonexempt
Billing Specialist II	Customer Service & Billing	10	Nonexempt
Billing Supervisor	Customer Service & Billing	15	Exempt
Building Inspector	Code Enforcement	13	Nonexempt
Building Maintenance	Facilities	12	Nonexempt
Cemetery Groundskeeper	Parks	6	Nonexempt
Chief Building Inspector	Code Enforcement	18	Exempt
Chief of Police	Police	30	Exempt
City Attorney	Administration	32	Exempt
City Manager	Administration	Unclassified	Exempt
City Secretary	Administration	24	Exempt
Civic Center Supervisor	Convention/Community Center	17	Exempt
Code Enforcement Officer	Code Enforcement	9	Nonexempt
Convention & Visitors Bureau Director	Convention & Visitors Bureau	23	Exempt
Custodian	Facilities	4	Nonexempt
Custodian Part Time	Facilities	4	Nonexempt
Customer Service & Billing Administrator	Customer Service & Billing	18	Exempt
Customer Service Specialist I	Customer Service & Billing	6	Nonexempt
Customer Service Supervisor	Customer Service & Billing	15	Exempt
Customer Service/Billing Associate	Customer Service & Billing	4	Nonexempt

**City of Boerne  
Inventory of Job Titles Arranged Alphabetically**

<b>Job Title</b>	<b>Department</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Deputy City Manager/Dir. of Eco. Development	Administration	34	Exempt
Deputy City Secretary	Administration	13	Nonexempt
Deputy Municipal Court Clerk I	Municipal Court	7	Nonexempt
Deputy Municipal Court Clerk II	Municipal Court	11	Nonexempt
Development Assistant	Administration	10	Nonexempt
Dispatch Assistant Supervisor	Dispatch	13	Nonexempt
Dispatcher I	Dispatch	9	Nonexempt
Dispatcher II	Dispatch	9	Nonexempt
Electric Groundsman I	Electric	9	Nonexempt
Electric Groundsman II	Electric	11	Nonexempt
Electric Lineworker I	Electric	15	Nonexempt
Electric Lineworker II	Electric	17	Nonexempt
Electric Superintendent	Electric	23	Exempt
Facility & Grounds Maint Worker I	Wastewater Plants	4	Nonexempt
Facility & Grounds Maint Worker II	Wastewater Plants	5	Nonexempt
Facility Maintenance & Event Coordinator	Convention/Community Center	8	Nonexempt
Finance Director	Finance	27	Exempt
Finance Officer - General Finance	Finance	14	Nonexempt
Finance Officer A/P & G/L	Finance	14	Nonexempt
Finance Officer-Payroll & Cash Management	Finance	14	Nonexempt
Fire Chief	Fire	27	Exempt
Fire Inspector	Fire Marshal	9	Nonexempt
Fire Lieutenant	Fire	FIRE 21	Nonexempt
Fire Marshal	Fire Marshal	24	Exempt
Fire Marshal-Code Enforcement Officer	Fire Marshal	8	Nonexempt
Fire Prevention Officer-Lieutenant	Fire Marshal	17	Nonexempt
Firefighter/EMT	Fire	FIRE 13	Nonexempt
Gas Construction Crew Chief	Gas	13	Nonexempt
Gas Construction Superintendent	Gas	18	Exempt
Gas Service Worker I	Gas	4	Nonexempt
Gas Service Worker II	Gas	5	Nonexempt
Gas Service Worker III	Gas	7	Nonexempt
Geographic Information Systems Technician	Public Works	13	Exempt
HR Generalist	Administration	13	Nonexempt
IT Director	Information Technology	26	Exempt
IT Specialist I	Information Technology	13	Nonexempt
IT Specialist II	Information Technology	15	Nonexempt

**City of Boerne**  
**Inventory of Job Titles Arranged Alphabetically**

<b>Job Title</b>	<b>Department</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Lead Customer Service Specialist	Customer Service & Billing	8	Nonexempt
Lead Facility/Event Coordinator	Convention/Community Center	12	Nonexempt
Lead Meter Technician/Coordinator	Customer Service & Billing	15	Exempt
Library Aide	Library	3	Nonexempt
Library Aide - PT	Library	3	Nonexempt
Library Assistant - Circulation	Library	5	Nonexempt
Library Assistant Adult/Young Adult	Library	5	Nonexempt
Library Assistant Youth/Extension Service	Library	5	Nonexempt
Library Asst-Cataloging/Technical Services	Library	9	Nonexempt
Library Director	Library	26	Exempt
Lieutenant Operations Division	Police	23	Exempt
Light Equipment Operator	Street	5	Nonexempt
Marketing Specialist	Convention & Visitors Bureau	12	Exempt
Meter Technician I	Customer Service & Billing	6	Nonexempt
Meter Technician II	Customer Service & Billing	8	Nonexempt
Municipal Court Clerk Supervisor	Municipal Court	17	Exempt
Network Administrator	Information Technology	18	Nonexempt
Park Administrative Assistant	Parks	10	Nonexempt
Parks & Recreation Director	Parks	26	Exempt
Parks & Recreation Superintendent	Parks	21	Exempt
Parks Crew Leader	Parks	10	Nonexempt
Parks Service Worker I	Parks	4	Nonexempt
Parks Service Worker II	Parks	5	Nonexempt
Parks Service Worker III	Parks	6	Nonexempt
Parks Superintendent	Parks	17	Exempt
Planning Associate	Planning & Zonning	12	Nonexempt
Planning/Community Development Director	Planning & Zonning	28	Exempt
Plant Operator I	Wastewater Plants	8	Nonexempt
Plant Operator II	Wastewater Plants	11	Nonexempt
Plant Operator Trainee	Wastewater Plants	7	Nonexempt
Plants/Engineering Administrator	Public Works	27	Exempt
Police Administrative Clerk II	Police	8	Nonexempt
Police Officer I	Police	14-B	Nonexempt
Police Officer II	Police	14-C	Nonexempt
Police Records Clerk I	Police	8	Nonexempt
Police Sergeant	Police	20	Nonexempt
Probationary Dispatcher	Dispatch	8	Nonexempt
Probationary Police Officer	Police	14-A	Nonexempt
Public Relations Coordinator	Administration	17	Exempt
Public Works Administrative Assistant	Public Works	7	Nonexempt

**City of Boerne  
Inventory of Job Titles Arranged Alphabetically**

<b>Job Title</b>	<b>Department</b>	<b>Pay Grade</b>	<b>FLSA Designation</b>
Public Works Admin Asst II	Public Works	10	Nonexempt
Public Works Construction Admin Asst II	Public Works	10	Nonexempt
Public Works Construction Inspector	Public Works	15	Nonexempt
Public Works Director	Public Works	30	Exempt
Public Works Engineering Associate	Public Works	18	Exempt
Public Works General Superintendent	Public Works	20	Exempt
Public Works Senior Construction Inspector	Public Works	17	Nonexempt
Purchasing Coordinator	Finance	14	Nonexempt
Regulatory/Utility Service Administrator	Public Works	17	Exempt
Resource Conserv & Eco Dev Coordinator	Planning & Zonning	17	Nonexempt
Sales & Relations Administrator	Convention & Visitors Bureau	12	Nonexempt
Senior Dispatcher	Dispatch	9	Nonexempt
Senior Planner	Planning & Zonning	19	Exempt
Senior Plants Operator	Wastewater Plants	15	Nonexempt
Senior Police Officer	Police	14-D	Nonexempt
Special Event/Recreation Program Supervisor	Parks	14	Nonexempt
Special Projects Administrative Assistant	Planning & Zonning	10	Nonexempt
Special Projects Director	Planning & Zonning	23	Exempt
Staff Planner	Planning & Zonning	16	Nonexempt
Street Crew Chief	Street	10	Nonexempt
Street Mechanic Apprentice	Street	5	Nonexempt
Street Mechanic I	Street	8	Nonexempt
Street Service Worker I	Street	4	Nonexempt
Street Service Worker II	Street	5	Nonexempt
Street Service Worker III	Street	6	Nonexempt
Street Shop Foreman	Street	13	Nonexempt
Street Superintendent	Street	17	Exempt
Treatment Plants Superintendent	Wastewater Plants	18	Exempt
Volunteer Coordinator	Convention & Visitors Bureau	2	Nonexempt
Water/Wastewater Construction Crew Chief	Water/Wastewater	13	Nonexempt
Water/Wastewater Construction Supt	Water/Wastewater	18	Exempt
Water/Wastewater Maint. Crew Chief	Water/Wastewater	13	Nonexempt
Water/Wastewater Service Worker I	Water/Wastewater	4	Nonexempt
Water/Wastewater Service Worker III	Water/Wastewater	6	Nonexempt
Youth Services Librarian	Library	13	Exempt

# **Appendix E**

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## **Benchmark Job Summaries Used in Salary Survey**

**City of Boerne**

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## ADMINISTRATION

**CITY MANAGER – Supervisory.** Oversees all city operations; supervises all department heads and directors, including assigning and reviewing work, completing performance reviews, and executing personnel actions such as hiring, firing, promoting, and disciplining employees; advises City Council on city activities and policy issues; prepares and manages annual city budget; develops and reviews city and department policies and procedures; communicates and negotiates with developers, community groups, committees and the general public; ensures city compliance with state, federal and local statutes and regulations, as well as with grant and contractual provisions. Makes contact and oversees work with businesses and industries to encourage their consideration of the City for future relocations or expansions. Requires a master's degree in public administration, business administration, finance, or a related field, plus at least three years of experience as a city manager or general government administrator or a bachelor's degree in public administration, business administration, finance, or a related field, plus at least five years of experience in public administration, at least three years of which involved city management or general government administration, or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**DEPUTY CITY MANAGER/ECONOMIC DEVELOPMENT DIRECTOR – Supervisory. \*\*\*PLEASE INDICATE IN THE NOTES IF YOUR POSITION DOES NOT INCLUDE DEPUTY CITY MANAGER OR ECONOMIC DEVELOPMENT DUTIES. \*\*\*** Oversees the management and coordinates the activities of the public works administration, the electric, water, gas, wastewater and wastewater treatment plants for compliance with all federal and state regulations to ensure efficiency, reliability, and safety in the delivery of utility services to residential and commercial customers. Oversees the management of the finance department, including the utility customer service and utility billing departments; the planning and community development department including code enforcement, and the library; parks and recreation including the cemetery. Oversees and directs the economic development program and initiatives for the City to promote the city as business friendly and advantageous for relocation or expansion. Interacts with news media and assists with and/or provides accurate news releases when required. Requires a bachelor's degree in business or public administration, engineering or finance with a minimum of seven years of municipal/utility experience; or a master's degree in business or public administration and a minimum of five years of municipal/utility management experience or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**ASSISTANT CITY MANAGER – Supervisory.** Perform highly responsible managerial and supervisory work in directing and overseeing all operations in Administration, Animal Services, Human Resources, Information Technology, Municipal Court and Public Relations. Responsible for developing and administering policies and procedures. Oversees and performs personnel management-related functions including health insurance coverage for employees, the city's classification/pay plan. Requires Master's or Bachelor's degree in Business, Government, Political Science, Public Administration, or a related field, with a minimum of five years of municipal experience; or High school graduation, or its equivalent, plus at least seven years of progressively responsible administrative and management experience in local government, including experience with multiple operations, services and activities in government; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**CITY ATTORNEY – Non-Supervisory.** Serves as legal counsel for the city. Drafts and reviews legal documents, correspondence, contracts, deeds, resolutions, easements, ordinances, affidavits, liens, release, leases, memorandum of law, and other legal instruments. Provides legal advice to all city departments; serves as representative for legislative issues, state, local and federal. Prosecutes violations in municipal court, directs prosecution activities and sets policy for handling misdemeanor cases. Requires four year college degree; graduate of an accredited law school with Juris Doctorate degree, licensed to practice in the state of

Texas, minimum of five years of public and municipal legal experience or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**HUMAN RESOURCES GENERALIST – Non-Supervisory.** Performs personnel management related functions for the city, including the processing of health insurance, cafeteria plan, deferred compensation, and the city’s retirement plan. Files Worker’s Compensation reports and claims; designates employees on Family Medical Leave Act (FMLA) when necessary; processes employment applications and training certifications. Requires a high school graduation plus at least one year of related experience or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**POLICE**

**ADMINISTRATIVE ASSISTANT TO THE CHIEF OF POLICE – Supervisory.** Performs secretarial functions requiring discretion and specialized knowledge for the Police Chief, Assistant Chief and patrol supervisors. Updates and maintains police policy manual and standard operating procedures for accuracy. Assists the public with questions which require general knowledge of police department procedures. Manages training and certificate files for officers and dispatchers and submits required paperwork to the Texas Commission on Law Enforcement Officer Standards and Education. Prepares monthly and annual activity report for department including officer’s citations, calls for service, arrests, accidents, etc. Requires a high school graduation plus at least two years of related experience or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**CHIEF OF POLICE – Supervisory.** Protects the city’s residents and property and enforces laws and ordinances as appropriate by supervising and managing the police department. Supervises and manages patrol, traffic control, accident investigation, radio patrol response, personal equipment issue and control, arrest and booking of suspects, work scheduling, and maintenance of accurate records. Assists with preparation of and administers budgets for police department and dispatch. Supervises, reviews, and makes recommendations concerning the work and employment status of department personnel. Assists patrol officers at the scene of a crime and acts as criminal investigator when necessary. Coordinates department activities, special events, and tasks with other law enforcement agencies. Meets with and responds to questions from the Council, other city officials, and the public when necessary. Requires bachelor's degree in Criminal Justice, or a related field, plus at least five years of experience in upper-level municipal law enforcement management; or high school graduation, or its equivalent, and sufficient college level and/or other training courses to attain Advanced Law Enforcement Certification, plus at least eight years of experience in municipal law enforcement, including at least five years of command-level experience; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities and satisfies state statutes. Master Peace Officer Certification by the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE); and appropriate Texas driver’s license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**POLICE LIEUTENANT – Supervisory.** Assumes management responsibility for the Criminal Investigation Division and the Operations Division; assumes command of the department in the absence of the Chief and Assistant Chief of Police. Recommends and administers policies and procedures; appropriate service and staffing levels; ensure compliance with

applicable federal, state, and local laws, codes, and regulations; and ensures safe work practices, quality, and accuracy. Oversees and participates in the development and administration of the Division's annual budget. Supervises, reviews and participates in the preparation of reports and other written material and the maintenance of departmental records especially as it applies to the recognition program; inspects departmental equipment and ensures that deficiencies are corrected. Responds to some of the most difficult inquiries and requests for information; conducts and oversees sensitive and complex internal and external investigations. Responds to major incidents reported to the Police Department and ensures that all personnel are following emergency management protocol; assumes command of incidents as needed for the situation until or if relieved by a higher ranking officer. Preferred bachelor's degree in Criminal Justice, or a related field, plus at least five years of police experience, including at least 3 years of supervisory duties, has completed an authorized First Line Supervisors Course or attended the FBINAA Academy or similarly recognized command school; or high school graduation, or its equivalent, plus at least 10 years of police experience four of which were at or above the rank of sergeant; or any equivalent combination of experience and training which the Chief feels provides the required knowledge, skills, and abilities. Intermediate Certifications from the Texas Commission on Law Enforcement Officer Standards and Education; appropriate valid Texas Driver's License.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**POLICE OFFICER I – Non-Supervisory.** Protects the city's residents and property and enforces laws and ordinances. Duties include patrolling an assigned area by vehicle or by foot to prevent crime and enforce laws and ordinances, responding to emergency calls and routine complaints, taking appropriate action. Directs traffic and escorts traffic. Questions witnesses, complainants, and suspects and takes statements and depositions. Keeps records and makes reports of activities. Assists emergency medical personnel, firefighters, and animal control officers. Serves warrants and appears in court as required. Requires High school graduation, or its equivalent, plus at least two years of related police experience (some college work in law enforcement preferred); or any equivalent combination for experience and training that provides the required knowledge, skills and abilities and satisfies state requirements; Basic Certification by the Texas Commission on Law Enforcement Officer Standards and Education (TCLEOSE), Valid Texas driver's license.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**POLICE RECORDS CLERK – Non-Supervisory.** Provides efficient record keeping and clerical assistance to the Police Department. Duties include typing various documents, receiving visitors, answering and relaying telephone calls and messages. Complete records checks, provide copies of accident and/or offense reports to persons upon request, Fingerprint citizens, officers, and dispatchers for various application requirements upon request and collect fees; prepares incident reports/prosecution reports for prosecutors reference misdemeanor cases not assigned to criminal investigators (Class C), and enters all arrest reports in the computer, verifying content, racial profiling, and accuracy; forwards to appropriate agencies. Requires high school graduation, or its equivalent; plus at least two years of experience (clerical preferred) or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**DISPATCHER II – Non-Supervisory.** Answers both emergency and non-emergency telephone equipment to include E911 and TTY/TDD for services to include law enforcement, fire, emergency medical service, utility personnel, and other related functions and directs inquiries from the public to the proper agency or organization. Maintains log of all radio and telephone communication and transactions in TLETS/NLETS, TCCIC/NCIC and other information processed. May testify in both criminal and/or civil court. Requires high school graduation or equivalent, with at least four years of experience in emergency telecommunications operations; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities. Must possess the State of Texas TCLEOSE Basic Telecommunications Operator Certification.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_

Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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## ANIMAL CONTROL

**ANIMAL CONTROL OFFICER – Non-Supervisory.** Assists in all operations of the Animal Care Center; responds to citizen complaints and routinely patrols the city for stray, vicious and dead animals; collects license, shelter fees and issues citations for violations of Animal Control laws; performs custodial work in Animal Care facilities. Assists supervisor with volunteer personnel in performance of assigned tasks ensuring correct policies, procedures and safety standards are maintained. Assists with events and programs related to animal services. Requires high school graduation or sufficient education to read and write legibly, or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities. Appropriate Texas driver’s license. Must obtain Basic Animal Control certificate within one year.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_

Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_

Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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## FIRE

**FIRE CHIEF – Supervisory.** Supervises and manages the Fire Department, Volunteers and Career Staff; plans, submits for approval, and administers departmental budget; reviews, prepares, and updates necessary departmental policies and procedures; supervises, reviews, and makes recommendations concerning the work and employment status of department personnel, and recruits volunteers for membership in the Fire Department; implements activities involving department training; enforces codes as applicable to public health, safety and welfare; serves as liaison to EMS and assists with the Emergency Operations Center; confers with other governmental officials and members of the public, relative to fire prevention, public safety programs, training and fire administration; assure that Department operations are performed in concert with all applicable laws, ordinances and policies/procedures from the City Council and City Manager; commands or assists at the scene of a fire; coordinates department activities, special events, and tasks with other agencies; collects, reviews, and maintains all fire records regarding fires in the Fire Department area; and maintains, controls, and inspects department facilities and equipment, including department vehicles and departmental equipment inventory. Requires Training in Firefighting & EMS; Incident Command (ICS); Hazardous Materials (HM); Weapons of Mass Destruction (WMD) and Emergency Management (EM) response; Special Rescue; Minimum of seven (7) years of responsible experience in upper level municipal fire management at the rank of Lieutenant or above; Associates Degree in Fire Science or related field; Possess a valid Texas driver’s license Class B, Fire Instructor II by TCFP; Masters Firefighters Certificate by TCFP; Basic Fire Inspector Certificate by TCFP; Basic Fire Investigator Certificate by TCFP; or Texas Fire/Arson Investigation Certificate by TCFP; Basic Emergency Medical Training (EMT) by TDSHS.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_

Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_

Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**ASSISTANT FIRE CHIEF – Supervisory.** In the absence of the Fire Chief, shall be in charge of and responsible for all activities of the Fire Department; directs the operations division of the Fire Department to ensure the most efficient and effective performance of delivering emergency services; assists in updating Fire Department policies and standard operating guidelines, the different use of personnel and equipment, the procurement of materials, supplies and equipment necessary for the operations of the department; assists in the preparation of proposed budgets, and the maintenance of adequate records of Fire Department activities; oversees the maintenance, repair, improvements and replacement of rescue, EMS and firefighting equipment along with other properties of the department; may respond to and take command at emergency incidents; confers with other governmental officials and members of the public, relative to fire prevention, public safety programs, training, and fire administration; may assist in origin and cause determination of fires; may participate in providing medical care to level of his/her certification; assure that Department operations are performed in concert with all applicable laws, ordinances and policies/procedures from the City Council and City Manager. Oversees and maintain training records on personnel for the Texas Fire Commission and Texas State Health Services. Requires Minimum of seven (7) years of responsible experience in firefighting work; (including 3 years supervisory at the rank of Lieutenant or above; Training in Firefighting & EMS; Incident Command (ICS); Hazardous Materials (HM); Weapons of Mass Destruction (WMD) and Emergency Management (EM) response; Special Rescue; Associates Degree in Fire Science or related field; High School Diploma or GED required; Advanced Firefighters Certificate by TCFP; Fire Instructor II by TCFP; Basic Fire Inspector Certificate by TCFP; Basic Fire

Investigator Certificate by TCFP; or Texas Fire/Arson Investigation certificate by TCFP; Basic Emergency Medical Training (EMT) by TDSHS; Appropriate valid Texas Driver's License; a class B commercial vehicle operator's license is required.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**FIREFIGHTER/EMT – Non-Supervisory.** Responds to fires, fire alarms, emergency medical calls and other emergency calls; performs rescue and emergency care at hazardous materials scenes, disasters, mass casualty situations, or where weapons of mass destruction have been used or may be present; performs rescue or rescue support functions at scenes requiring technical rescue, such as water/swift-water rescue, confined space rescue, trench rescue, vehicle extrication, vertical rescue, building collapse, or rescue from other types of entrapment; performs fire suppression functions including rescue, deploy and operate hose lines, ventilate roofs, perform salvage work after fires, and other related tasks associated with fire suppression; inspects, cleans and maintains apparatus, equipment, quarters and grounds; conducts inspections of businesses and fire hydrants to ensure compliance with City ordinances pertaining to fire prevention codes; participates in and occasionally conducts fire and Basic EMS training classes and drills. Requires High School diploma or GED equivalent is required; Training in Firefighting & EMS; Incident Command (ICS); Hazardous Materials (HM); Weapons of Mass Destruction (WMD) and Emergency Management (EM) response; Special Rescue; Basic Firefighters Certificate by TCFP; Basic Emergency Medical Training (EMT) by TDSHS; Appropriate valid Texas Driver's License; a Class B commercial vehicle operator's license is required before the completion of the probationary period.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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## LIBRARY

**ADULT AND YOUNG ADULT SERVICES LIBRARIAN – Non-Supervisory.** Responsible for the planning and management of all adult and young adult services and programs. Assists the Library Director in library operations. Manages local and family history archives and volunteers; maintains library website and social media services; coordinates and conducts training for library users; assists in developing and administering policies concerning library operations, budgets and financial reports, and programs. Requires a master's degree in library science from an ALA accredited institution plus two (2) years of experience in a related library setting.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**LIBRARY ASSISTANT CIRCULATIONS SERVICE AND VOLUNTEER COORDINATION – Non-Supervisory.** Manages the circulation desk including training volunteers and circulation desk staff; provides information and reference services to library patrons; oversees preparation of overdue notices and collection of fines; oversees the book drop removal. Duties include performing daily library functions, keeping patron records, and assisting with reporting. Requires High school graduation, or its equivalent; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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## PARKS AND RECREATION

**ATHLETIC AND AQUATIC SUPERVISOR – Supervisory.** Responsible for administrating all aspects of a variety of athletic leagues and recreational activities. Under general supervision, plans, organizes and maintains assigned athletic leagues, recreational programs, tournaments and events sponsored or co-sponsored by the City; implements program goals and objectives; and performs a variety of professional tasks in support of assigned area of responsibility. Responsible for

adminstrating the day to day operations of the City Pool and City Lake including hiring, training, and managing seasonal staff associated with those locations. Requires at least two years of progressively responsible experience in a similar position or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities. Must hold a valid Class "C" Texas driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**SERVICE WORKER I - PARKS – Non-Supervisory.** Assists in the upkeep and maintenance of city public areas, including but not limited to parks and athletic fields, park buildings, and facilities. Performs light carpentry, electrical irrigation and/or plumbing duties using various light equipment and hand tools as necessary. Requires High School graduation or its equivalent; or sufficient education to understand and follow instructions; or any equivalent combination of experience and training which provides the required knowledge, skills and abilities to perform the assigned duties.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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### CODE ENFORCEMENT

**CHIEF BUILDING INSPECTOR – Supervisory.** Oversees and performs building, plumbing, mechanical, gas, and electrical inspections within City limits to ensure compliance with City codes and ordinances. Interviews, trains, assigns work to, and evaluates departmental personnel; Provides technical advice and assistance to contractors, outside agencies, property owners, and City personnel on code or ordinance requirements; investigates and addresses complaints regarding unsafe, uninhabited, and dilapidated structures, unsightly lots, abandoned vehicles, and/or other code and ordinance violations; reviews sign permit applications for code conformance and issues sign permits. Requires High school graduation, or its equivalent, sufficient technical training to conduct code enforcement inspections, plus at least four years of experience in a building trade which included reading and interpreting blueprints (directly relevant trade school may be substituted for up to two years of experience), including at least one year as a building inspector for a city or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities, Plumbing Inspector Certification and appropriate Texas driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**CODE ENFORCEMENT OFFICER – Non-Supervisory.** Enforces City codes and ordinances by inspection of violations/complaints, preparing necessary documentation regarding code violations, and working with the public to solve problems with code violations. Inspects violations/complaints regarding trash, grass and dilapidated buildings; Prepares and evaluates proposals for cleanups, mowing and demolition work; Inspects work of contractors for approval and requisitions for payment; Files charges against violations in Municipal Court when necessary; Oversees demolition of condemned structures; Reviews residential building plans for code compliance. Requires high school graduation, or its equivalent, plus one-year experience in code enforcement, inspections or other public sector related field; or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities and satisfies state statutes. Certification as a registered Code Enforcement Officer with the State of Texas or the ability to obtain within one (1) year and appropriate Texas driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**CONVENTION AND VISITORS BUREAU**

**CONVENTION AND VISITORS BUREAU DIRECTOR – Supervisory.** Responsible for the development, advancement and support of tourism; Determines the methods of implementing operational policy, develops and evaluates tourism programs and services, oversees the day to day operations of the Convention and Visitors Bureau. Serves as the spokesperson for the CVB and interprets its programs to the public, making presentations to clubs, organizations, and other groups on a regular basis to educate and inform groups on tourism and communicate the importance of it in the local community; articulates research data to key stakeholders; Plans and submits for approval a departmental budget and administers budget; Investigates additional sources of tourism funding such as grants, coop opportunities, and or other opportunities; coordinates fund-raising efforts and events and becomes personally involved in the cultivation and solicitation of major prospects. Requires bachelor’s degree in Tourism and Recreation, Meetings and Destination Management, Mass Communications, Public Relations or Marketing, Business or closely related field; At least five years of experience in tourism/recreation, tourism activities, marketing, or public relations; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities, appropriate Texas driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
\_\_ Exact Match \_\_ Similar, but ours is more responsible \_\_ Similar, but ours is less responsible \_\_ No match

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**BOERNE CIVIC CENTER**

**FACILITY MAINTENANCE & EVENTS COORDINATOR – Non-Supervisory.** Responsible for the set-up and tear down of various events, as well as general custodial maintenance for the building and grounds of the Civic Center. Assists the Civic Center Supervisor in conducting tours when needed, explaining policies and procedures for closing the building. Requires high School graduation, or its equivalent, plus at least one year of general work experience; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
\_\_ Exact Match \_\_ Similar, but ours is more responsible \_\_ Similar, but ours is less responsible \_\_ No match

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**MUNICIPAL COURT**

**DEPUTY MUNICIPAL COURT CLERK I – Non-Supervisory.** Assists the Municipal Court Clerk in processing various misdemeanor complaints; receives payments from the general public; and assists in the operation of Municipal Court. Processes requests for Driving Safety, Deferred Disposition, statutory dismissals, payment extensions, continuances, and trials; Assists in preparing the docket and appropriate after-court case updating and documentation preparation; Properly clears active warrants when required. Processes new warrants and forwards to the Police Dept. Communications Center; Maintains up-to-date accurate court records, by updating case files as required, to include processing late notices, address changes, and entering applicable clerk comments. Requires high school graduation, or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities. Certification as a Notary Public preferred. Must be bondable. Must have ability to complete Annual Municipal Court Clerk Seminar training course (12 hours per year). Valid Class C Texas driver’s license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
\_\_ Exact Match \_\_ Similar, but ours is more responsible \_\_ Similar, but ours is less responsible \_\_ No match

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**FINANCE**

**FINANCE OFFICER-PAYROLL & Cash Management – Non-Supervisory.** Responsible for processing payroll; monitoring and maintaining appropriate cash balances and assisting with maintaining and recording investments and investment earnings. Perform the day-to-day activities of the Finance Department, including accounting, auditing, and maintaining financial records in accordance with City policies and procedures. Participates in preparation of City budget; Compiles reports and schedules for year-end audit; assists with completion of audit and work with auditors to resolve questions; compiles reports and schedules for City’s year-end Comprehensive Annual Financial Report. Requires bachelor’s degree in finance, accounting, or business administration; or associate’s degree in finance, accounting or business administration plus at least two years of

progressively responsible experience in general accounting system; or high school graduation, or its equivalent, plus at least four years of progressively responsible experience in a general accounting system; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities. Must be bondable. Must attend Public Funds Investment Training as required by the Public Funds Investment Act.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**PURCHASING COORDINATOR – Non-Supervisory.** Responsible for facilitating the purchasing process for the City including goods, services, inventory and supplies, while insuring compliance with legal and City policy requirements and budget limitations. Monitors contracts with vendors and tracks balance of funding available; Serves as the liaison between departments and vendors/suppliers; Maintains and updates the Purchasing Policy for the city. Requires a bachelor’s degree in public administration or business field is preferred; two years general buying experience ; or high school graduation, plus at least four years of progressively responsible experience in a general accounting system; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities, valid Texas driver’s license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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### UTILITIES

**BILLING SPECIALIST – Non-Supervisory.** Prepares and performs all related billing duties, including but not limited to service order accuracy, insuring all investigations of rereads and appropriate actions are taken, reviews cycles for corrections, balancing all preliminary records to final calculations prior to bill generation and final general ledger posting, and runs necessary reports; manages, produces, and coordinates printing of monthly bills; analyzes meter reports and prepares and processes related service orders; generates bill calculations, cycle billing, statement groups, emails, faxes, and bad debt account maintenance, and refund checks timely and accurately. Requires preferred one (1) year customer service experience; High school graduation or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas Driver's License.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**CUSTOMER SERVICE SPECIALIST – Non-Supervisory.** Greets customers and accepts various payments to the city; accepts and processes applications for utility service; performs daily reconciliation of cash; responds to customer inquiries and complaints; enters various types of information into computer system, including new entries and updates of existing information and statistical data; establishes, files, and updates master computer data files; and manually searches for files to assist departmental personnel and outside individuals. Requires at least three (3) years of experience in a customer service position; high school graduation, or its equivalent, plus at least one year of related experience; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Must be bondable.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**CUSTOMER SERVICE & BILLING ADMINISTRATOR – Supervisory.** Oversees the operations of the Customer Service and Billing Office, including supervising subordinate employees and ensuring that utility customers are accurately billed, payments for utility service are processed and applied appropriately, utilities processes and procedures are administered in a fair and compassionate manner, and providing excellent customer service to the residents . Maintains and updates the Utilities Rules and Regulations and operational procedures for the Customer Service and Billing Office, and oversees compliance. Requires high school graduation or its equivalent required; Bachelor Degree preferred or at least 7 years of supervisory experience and at least 3 years of experience in utility customer service or billing; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Must be bondable.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**LEAD METER TECHNICIAN & COORDINATOR – Supervisory.** Oversees the operation and activities of the Meter Technicians; acts as the Tantalus Network Administrator; performs technical work regarding the maintenance of the City’s utility meters including the verification of proper installation, setup, and communication with the automated meter system to accurately migrate information to the billing system. Requires minimum of three (3) years utility experience, preferred experience in AMI meters; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; High school graduation, or its equivalent; Appropriate Texas Driver's License.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**METER TECHNICIAN I – Non-Supervisory.** Responsible for reading, checking, programming, and maintaining the city’s electric, water, and gas meters; reports possible hazards. Troubleshoot, diagnose, correct and rectify meter problems identified in the field; Assist Customer Service and Billing Department with reports to help identify leaks, abnormal consumption, and meter tampering; communicates with customers, to include answering questions regarding the meters, possible leak notifications, and other basic questions. Requires high school graduation, or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas Driver's License.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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## **PUBLIC WORKS ADMINISTRATION**

**PUBLIC WORKS ADMINISTRATIVE ASSISTANT – Non-Supervisory.** Assists the Public Works Department with a variety of duties including new construction administration, receiving visitors, answering telephone calls, uniform tracking, and various other administrative duties. Calculates Capital Recovery Fees and utilities connection, removal, increase, and relocation fees. Requires high school graduation, plus at least three years of related experience; or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities; Must be bondable and possess valid Class C Texas driver’s license or available alternate means of transportation.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**PUBLIC WORKS GENERAL SUPERINTENDENT – Supervisory.** Ensures that the City’s streets, drainage system, water distribution system, sewer collection system, and natural gas distribution system are functioning reliably, safely and efficiently and meeting current required standards. Duties include directing and supervising the departments that maintain and operate the water distribution system, sewer collection system, natural gas distribution system, and street and drainage systems. Acts as project liaison with other utility companies, and contractors; interacts with the public, handling complaints and other customer input, and investigating problems. Requires ten (10) years of progressively responsible experience in the operation, construction and maintenance of streets, drainage facilities, water distribution systems, wastewater collection systems, and natural gas distribution systems, with at least five (5) years supervisory/management experience and the completion of high school; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas Drivers’ license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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## ELECTRIC

**LINEWORKER I – Non-Supervisory.** Assists in the installation and maintenance of overhead and underground electrical distribution systems and secondary services, including climbing utility poles to install and/or repair transformers, meters, switching systems, and street lights; operates all departmental equipment utilized in the installation and maintenance of the electrical system, such as bucket truck, digger derrick, pole truck, and other large trucks; cuts brush and trims trees to maintain existing right-of-way; keeps records of work performed and prepares reports as required; responds appropriately to customer inquiries, complaints, and requests for information. Requires high school graduation, or its equivalent, plus at least two years of experience as a groundsman; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas driver's license.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**GROUNDSMAN I – Non-Supervisory.** Assists electric construction lineworkers in replacing rotten poles and damaged cross arms; assists in installation of security lights, street lights, new electric utility lines; assists with the maintenance of department facilities, grounds, department equipment and vehicles, trimming trees and brush from power lines and easements. Requires high school graduation; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas driver's license.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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## STREET

**MECHANIC – Non-Supervisory.** Assists in maintaining city vehicles and equipment by changing and repairing tires on vehicles and road equipment, changing fluid and filters in vehicles, and performing other preventive and/or corrective maintenance duties. Requires high school graduation, or its equivalent, plus training as a mechanic and at least one year of experience in automotive repair, including some experience with heavy equipment repair; or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities; Valid Class A (minimum Class B) Texas driver's license.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**SERVICE WORKER II – Non-Supervisory.** Assists with maintenance of city streets, sidewalks, curbs, and drainage systems, using light equipment and hand tools; occasionally using heavy equipment; performs routine maintenance and inspections of equipment used; performs traffic control at work sites; and assists in maintaining, planting and trimming grass, trees, and brush. Requires sufficient education to read and write, plus at least one year of experience in the maintenance of roads, streets, and/or drainage systems; or any equivalent combination of experience and training that provides the required knowledge, skills, and abilities; Valid Class A Texas driver's license.

Current Actual Salary(ies): low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$\_\_\_\_\_ Maximum Pay of Salary Range: \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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## WATER/WASTEWATER PLANTS

**TREATMENT PLANTS SUPERINTENDENT – Supervisory.** Ensures that the City's water and wastewater treatment plant facilities are functioning reliably, safely and properly; meeting all required standards. Duties include directing and supervising the operation and maintenance of the water treatment plant, wells, wastewater treatment plant, and wastewater lift stations. Contributes information for annual departmental budget preparation and monitors and controls expenses against

budget; Monitors new, pending or proposed, rules, regulations and legislation regarding public drinking water and wastewater treatment; Monitors employees' performance and initiates necessary personnel actions, including performance evaluations, disciplinary actions, merit increase recommendations, and terminations. Requires ten (10) years of progressively responsible experience in the operation of water and wastewater treatment with responsibilities for surface water and ground water production; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; and High School Diploma or GED equivalent; Minimum of Class B Surface Water Operator and Class B Wastewater Treatment Plant Operator licenses from the Texas Commission on Environmental Quality; Appropriate Texas Drivers' license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**WATER/WASTEWATER PLANT OPERATOR I – Supervisory.** Maintains and operates the city's water treatment system in a safe, effective, and efficient manner in compliance with departmental policies and procedures and state and federal regulations. Requires technical expertise. Duties include operating water treatment plant, taking samples of water, performing tests on samples, recordkeeping, and maintaining facilities and equipment. Requires three years of experience in water production and operations; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; High School diploma or GED equivalent; Class C Surface Water and Class C in Wastewater Treatment Certification from the Texas Commission of Environmental Quality; appropriate Texas driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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### WATER/WASTEWATER

**SERVICE WORKER I – Non-Supervisory.** Provides general labor and assists with routine preventive maintenance and repairs on city water and wastewater facilities and equipment. Assists with the installation and maintenance of water and sewer lines, mains, and services; Assists in constructing water and sewer taps; Performs general maintenance, including cleaning facilities, clearing brush from right-of-ways, building fences, painting, digging ditches, mowing, trimming, and edging; Sets up barricades, cones, and construction signs, and flags as needed; Completes paperwork and necessary reports. Requires Sufficient education to read and write; Appropriate Texas Drivers' license; If performing welding, certification of qualifications for welding of polyethylene gas pipe for the type of welding performed.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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### INFORMATION TECHNOLOGY

**IT SPECIALIST II – Non-Supervisory.** Performs high level information technology support, troubleshooting, and maintenance of computer hardware and software including personal computers, local area networks, servers and other organization wide data and voice communication systems, Performs research and development of information technology solutions for the City. Perform duties associated with set-up, configuration and installation of system software products and peripherals, including printers, copiers, scanners, etc... Requires Associates Degree in Computer Science, Information Systems or its equivalent combination of progressively responsible experience of at least 7 years in information technology; High School graduation plus at least 10 years of experience in information technology, preferably for the public sector, or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; A+ Certification and Network + Certification; Appropriate Texas Driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match     Similar, but ours is more responsible     Similar, but ours is less responsible     No match

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**NETWORK ADMINISTRATOR – Non-Supervisory.** Responsible for installation, administration, connectivity, operation and maintenance of all network equipment, servers, network operating systems, and telephony computer systems. Responsible for network backups, network security including antivirus and intrusion detection. Implements and maintains security standards. Maintains inventory of all network equipment and related warranties and service level agreements. Interface with end users, provide computer and network related technical support for all city personnel involved in computing. Project manager for network infrastructure related projects. Requires Bachelor's degree in Computer Science, Management Information Systems, or related field of study, and one year experience as Network Administrator or closely related position. An Associate's degree and 5 years progressively responsible, closely related experience may substitute for a bachelor's degree; High School graduation plus at least 10 years of experience in information technology, preferably for the public sector; A+ Certification and Network + Certification; MSCE and/or CCNA certifications preferred; Appropriate Texas Driver's license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
 Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**PLANNING AND COMMUNITY DEVELOPMENT**

**SENIOR PLANNER – Non-Supervisory.** Assists in carrying out long range planning activities at the direction of the Planning and Community Development Director which includes annual review of the comprehensive plan and annexation policies, ordinance revisions and special projects; Reviews and approves the architectural, site, and building plans of commercial projects prior to the issuance of building permits; works closely with design professionals to insure the conformance of the project with various city design guidelines; Discusses and answers questions pertaining to the zoning ordinance as well as the appropriate zoning classification for proposed land uses with citizens, developers, real estate agents and staff; Utilizing various mapping software, prepares, revises and updates data in the ARC GIS mapping system as necessary. Requires Bachelor's Degree in Public Administration, Urban Planning, or a related field or a High school graduation plus at least six years of experience in municipal government, to include at least five years of experience in the municipal planning and zoning field; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas Driver's License.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
 Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**SPECIAL PROJECTS DIRECTOR (Main Street Director) – Non-Supervisory.** Coordinates projects and initiatives as assigned and oversees the City's activities within the downtown commercial district integrating historic preservation with economic development. Responsible for the development, conduct, execution, and documentation of the Hill Country Mile (HCM) initiative, and must be sensitive to design and preservation issues. Serves as the principal on-site staff person responsible for coordinating all HCM activities including branding, revitalization and enhancement of the commercial and aesthetic viability of historic downtown. Develops funding support through grants and other fundraising activities; oversees provision of grant-funded services and programs; monitors grant funded programs to assure requirements are met and in compliance with state and federal regulations, contracts and agreements; serves as the lead staff liaison with the Historical Landmark Commission; conducts periodic field investigations of municipal projects under construction as assigned; reviews landscape plans for compliance with landscape ordinance; prepares landscape plans, color renderings, cost estimates, specifications, construction drawings, perspective drawings and other necessary plans for the completion of landscape design projects. Requires Bachelor's Degree in Business, Real Estate Development, Urban Planning, Architecture, Landscape Architecture, Public Administration or a related field and five years of experience in economic development, tourism, public relations and/or marketing with current experience preferred in the areas of long range planning, financial analysis, marketing principles, and Texas statutes regarding economic development incentives; or an equivalent combination of education and experience. A proven track record of initiating and implementing innovative development and community projects and securing multiple sources of leverage funding and services for project financing; Must be bondable; a valid Class C Texas Driver license.

Current Actual Salary(ies): low: \$ \_\_\_\_\_ high: \$ \_\_\_\_\_ Your job title (if different): \_\_\_\_\_  
 Entry Pay of Salary Range: \$ \_\_\_\_\_ Maximum Pay of Salary Range: \$ \_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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**CITY FACILITIES**

**BUILDING MAINTENANCE TECHNICIAN – Supervisory.** Performs repairs and maintenance work on city buildings and facilities. Oversees and directs custodial staff; reviewing work schedules; training and evaluations; makes recommendations regarding staffing; Prepares, receives, and evaluates bids and provides oversight for facility projects; and orders custodial supplies. Requires sufficient education to read and write; or any equivalent combination of experience and training which provides the required knowledge, skills, and abilities; Appropriate Texas Driver’s license.

*Current Actual Salary(ies):* low: \$\_\_\_\_\_ high: \$\_\_\_\_\_ *Your job title (if different):* \_\_\_\_\_

*Entry Pay of Salary Range:* \$\_\_\_\_\_ *Maximum Pay of Salary Range:* \$\_\_\_\_\_  
 Exact Match       Similar, but ours is more responsible       Similar, but ours is less responsible       No match

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