



Compensation Analysis Report

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Respectfully submitted by:



Doug Martella, President
Michael Coon, VP

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Project Scope

In May 2023, the City of Glen Rose engaged with GoVirtual CFO to conduct a compensation market analysis for all city positions.

The goals of the project included:

1. Survey benchmark cities to gather market data on compensation, certification pay, and benefits.
2. Analyze market data. Consolidate data by position review for accuracy, analyze, and compare to current City of Glen Rose information.
3. Recommend pay plan.
4. Provide a transition plan and organizational plan for the future of Glen Rose.
5. Deliver a report with findings.

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Market Research & Analysis

Market research is based on analyzing benchmark city data. Benchmark cities are selected based on many factors, including size of the organization, population, geographic proximity, socioeconomics, and organizational layout. Ten (10) cities were originally chosen by the City of Glen Rose for this project:

1. Albany
2. Aledo
3. Alvarado
4. Cleburne
5. Granbury
6. Hallettsville
7. Joshua
8. Overton
9. Stephenville
10. Weatherford

All of the selected cities, except for Albany, submitted information regarding the actual salaries paid to their employees. Some cities also included data regarding vehicle allowances, specialty pays, and benefits. All the salary data was consolidated by position, reviewed, analyzed, and compared to the current salaries for all Glen Rose's employees. Attachment C – Benchmark Salary Data) summarizes the market salaries for comparable positions with the benchmark cities. Attachment D – Benchmark Other Pay & Benefits contains a summary of the other pay and benefits information that was submitted by the nine (9) participating benchmark cities.

While the benchmark cities tend to provide good comparisons for Glen Rose's hourly employees, there are concerns that the larger benchmark cities (Stephenville, Cleburne, Granbury, and Weatherford) are not suitable comparisons for the Glen Rose's executive level positions. These cities with much larger populations tend to have more complex organizations requiring the management of larger budgets and personnel counts. Therefore, an alternative benchmark group was created for these executive positions. Attachment E – Executive Alternative Salary Data summarizes the market salaries for comparable positions in 16 cities that have organizations closer in size to Glen Rose. For the cities added as alternative benchmarks, salary data was taken from other publicly available salary surveys.

Pay Plan Development and Structure

Market Analysis

GoVirtual CFO reviewed the current pay for all Glen Rose employees and their respective positions. Based on this review, the market analysis data, and communication with the City Manager, salary ranges were developed to allow the city to be more competitive within the general marketplace and specifically with surrounding cities.

As a starting point, GoVirtual CFO used the data from the benchmark cities to calculate the mean and median salary for all the positions in the City of Glen Rose. For Glen Rose's executive level positions, an alternative benchmark analysis was completed using a similar methodology. The alternative benchmark cities were selected based on population and organizational size. After completing the benchmark analysis, GoVirtual CFO decided to use the median pay for each position as the basis for placing positions into the pay plan structure. Using the median pay is one way to represent the average pay for the average tenured employee in each position for the City's labor market. The median was selected over the mean because it is less susceptible to being influenced by data that could be considered outliers.

Pay Plan Structure

The recommended pay plan (Attachment A – Proposed Compensation Plan) includes 10 pay grades that fall under four different categories of employees: general, police, supervisory, and executive. Included below is a summary of the methodology used to determine each pay grade. Unless otherwise noted, the midpoint for each pay grade was rounded to the nearest hundred for the median market salary or the average median market salary for all the positions listed in each pay grade.

General Employee Pay Grades

G01: is comprised of the Utility Billing Clerk, Public Works Tech I, and Waste Water Treatment Tech I positions. Glen Rose employees that are currently staffing these positions tend to be paid similarly and the benchmarking data shows the median salary for the comparison positions are only separated by about 1%.

G02: is comprised of the administrative assistant, Animal Control Officer/Code Compliance, and Public Works Tech II positions. The average salary of Glen Rose employees in the first two positions listed is a strong match. Currently Glen Rose pays the average Public Works Tech II about 9% more on an annual basis. However, the benchmark data shows that other cities in the labor market pay these positions similarly and that there is only a variance of about 2% for the median market pay for each of these positions.

G03: is comprised of the Code Enforcement Officer and the Waste Water Treatment Operator. The two positions are not currently being paid similarly by the City of Glen Rose. In fact, the payroll information provided suggests that the code compliance position is the City's lowest paid position. The market data does not suggest that the Operator position should be paid more than the Public Works Tech II position. However, the city currently pays the Operator position about 11% more than the Public Works Tech II position. So, to provide upwards mobility and to support succession planning within the Public Works positions, the operator position was grouped with the code enforcement position with a midpoint 10% higher than the midpoint of the previous pay grade. The median market salary for the Code Enforcement Officer is similar to the selected midpoint.

With regards to the Waste Water Treatment Operator position, it should be noted that a job description was not provided for the position. Given the job description, there may be additional rationale supporting a higher salary for the position than the salary paid to the Public Work Tech II position.

Police Employee Pay Grade

P01: there is currently only one pay grade in this category. The only position included is the Police Officer.

Supervisory Employee Pay Grades

S01: is comprised of the Lead Animal Control Officer/Code Compliance and Waste Water Plan Chief Operator positions. Since the lead animal control position is currently vacant, a comparison regarding how Glen Rose currently pays employees in the two positions could not be completed. However, the benchmarking data shows the median salary for the two positions is relatively close.

S02: is comprised of the City Secretary – Court Administrator position. To determine the market salary for this position, GoVirtual CFO used the Sr. Accountant and other similar titles. While the position does support the City Secretary and supervise the Court Clerk, the majority of the written job description refers to senior level accounting and financial responsibilities such as serving as the Treasurer, overseeing the City's accounts payable/receivable processes, and assisting with the annual audit and budget processes.

Executive Employee Pay Grades

E01: is comprised of the Building Official and City Secretary positions. The decision to pair these positions in the same pay grade came as a result of the median salaries for the alternative benchmark cities being within 0.2% of each other. However, GoVirtual CFO is not recommending using the market median to set the median pay for these two positions. Looking at the alternative benchmark cities, four (4) of the eight (8) cities pay the city secretary position less than 53% of the salary paid to the City Administrator/Manager position. The other four (4) cities pay the city secretary position an average of 69% of the City Administrator/Manager position, with the highest ratio being 72%. Based on the salary of Glen Rose's former City Administrator and its relation to the salary of the City's City Secretary (72.6%), it appears that the City's historical compensation philosophy matches paying the City Secretary at the higher end of the ratios seen in the market. So, the midpoint for this paygrade was set at 72% of the midpoint for the City Administrator (E04) pay grade.

E02: is comprised of the Public Works Director position. The market data from the alternative benchmark cities shows that the median Public Works Director salary is halfway between the median salaries for the Building Official and City Secretary and the salary for the Police Chief. Since the market median salary for the Public Works Director is almost identical to the midpoint used for the previous pay grade, this pay grade was adjusted to have a midpoint halfway between the pay grade for the Building Official and City Secretary and the pay grade for the Police Chief, which equates to about a 5% difference between pay grades E01 and E03.

E03: is comprised of the Police Chief Position. The midpoint for this pay grade is 5% higher than the midpoint for the previous pay grade and equal to the median salary for the alternative benchmark cities.

Benchmark Other Pay & Benefits

GoVirtualCFO compiled the other pay and benefits information submitted by the benchmark cities for the City's review and analysis. Please see Attachment D – Benchmark Other Pay & Benefits for further details.

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Transition Plan Costs

After comparing the recommended pay plan to current salaries for the City's employees, GoVirtual CFO found that five (5) employees are currently being compensated at an amount below the recommended minimum salary for their proposed pay grade. The positions for those employees are listed below.

- Code Enforcement Officer
- Building Official
- City Secretary
- Public Works Director
- Police Chief

GoVirtual CFO recommends adjusting these employees' pay up to the minimum salary for their recommended pay grade. These adjustments would range in value from \$543 to \$6,700 and total \$22,713. In addition to the increased salary costs, the City should also plan on additional benefits costs related to TMRS contributions, payroll taxes, and other benefits with costs based on salary.

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Other Recommendations

1. Maintaining the Pay Plan

GoVirtual CFO recommends completing a full salary survey every three (3) to five (5) years to ensure the City continues to compensate its employees at market rates. However, if the City suspects that large shifts have occurred in the market before the next full survey is scheduled, additional surveys can be conducted for specific pay groups or for all positions.

To help maintain salaries at a level commensurate with the selected benchmark cities, it is recommended that the pay grades be adjusted for regional cost of living increases each year.

2. Retention & Advancing Employees with a Pay Grade

Since Glen Rose is a smaller organization and promotion opportunities can be limited, GoVirtual CFO has recommended wide pay grades to allow employees more opportunity to advance within their pay grade. The hope is that maintaining a higher maximum pay for each pay grade will limit the likelihood that employees resign from the city for lateral position changes.

To advance employees within a pay grade, GoVirtual CFO recommends that Glen Rose implement merit-based pay adjustments that are funded each year during the budget process as funding allows.

For employees that have reached the maximum salary within their pay range, one-time payments can be utilized to continue to recognize high performers.

3. Placing New Hires within a Pay Range

GoVirtual CFO recommends placing new hires within their pay grade based on their experience, knowledge, and skills that will contribute to their success in the position and overall contribution to the City. Not every new employee should be placed at the bottom of the pay scale and the City should be judicious when placing employees above the midpoint as it will limit their future salary progression within their pay range.

4. Changes to Titles or Job Descriptions

During our analysis, GoVirtual was not provided a job description for the Operator position. If a job description does not exist for the position, it is recommended that one be created promptly.

While creating the pay grades, GoVirtual CFO used the Sr. Accountant job title for comparing the Deputy City Secretary/Court Administrator position to the market. If the City believes that this is not a good match, GoVirtual CFO recommends adjusting the job description and using the Accountant or Court Administrator job title as the market comparisons. The median salary for those two positions is \$60,188 and \$54,282, respectively. It is also recommended that the City consider changing the job title to either Sr. Accountant/Court Administrator or Accountant/Court Administrator, based upon the final decision of which position title is used for the market comparison.

Attachments

A – Proposed Compensation Plan

Pay Grade	Position Title(s)	Rate	Pay Range		
			Minimum	Midpoint	Maximum
G01	Utility Billing Clerk	Hourly	\$14.18	\$17.74	\$21.30
	Public Works Tech I	Annual	\$29,500	\$36,900	\$44,300
	Waste Water Treatment Tech I				
G02	Administrative Assistant	Hourly	\$15.72	\$19.66	\$23.61
	Administrative Assistant - Court Clerk	Annual	\$32,700	\$40,900	\$49,100
	Animal Control Officer/Code Compliance				
	Public Works Tech II				
G03	Code Enforcement Officer	Hourly	\$17.31	\$21.63	\$25.96
	Waste Water Treatment Operator	Annual	\$36,000	\$45,000	\$54,000
P01	Police Officer	Hourly	\$22.98	\$28.70	\$34.42
		Annual	\$47,800	\$59,700	\$71,600
S01	Lead Animal Control Officer/Code Compliance	Hourly	\$21.06	\$26.30	\$31.54
	Waste Water Plant Chief Operator	Annual	\$43,800	\$54,700	\$65,600
S02	Deputy City Secretary - Court Administrator	Hourly	\$28.17	\$35.24	\$42.31
		Annual	\$58,600	\$73,300	\$88,000
E01*	Building Official	Hourly	\$36.15	\$45.17	\$54.23
	City Secretary	Annual	\$75,200	\$93,960	\$112,800
E02*	Public Works Director	Hourly	\$38.03	\$47.55	\$57.07
		Annual	\$79,100	\$98,900	\$118,700
E03*	Police Chief	Hourly	\$39.90	\$49.90	\$59.90
		Annual	\$83,000	\$103,800	\$124,600
E04*	City Administrator	Hourly	\$50.19	\$62.74	\$75.29
		Annual	\$104,400	\$130,500	\$156,600

*Recommended pay grades based on data from alternative benchmark cities. See details in Attachment E.

B – Recommended Implementation Plan

Position	Employee Name	Current Salary	New Pay Grade	Minimum Salary	Pay Change	Proposed Pay	Midpoint Salary
Public Works Tech 1	Sheldon Bybee	41,018	G01	29,500	-	41,018	36,900
Public Works Tech 1	Christopher Shipman	34,632	G01	29,500	-	34,632	36,900
Utility Billing Clerk	Guadalupe Gutierrez	35,298	G01	29,500	-	35,298	36,900
Animal Control Officer	Christy Wilson	38,938	G02	32,700	-	38,938	40,900
Admin. Asst. Building	Jodi Holthe	38,272	G02	32,700	-	38,272	40,900
Admin. Asst. Court Clerk	Emily Holder	38,251	G02	32,700	-	38,251	40,900
Public Works Tech II	William Williams	45,365	G02	32,700	-	45,365	40,900
Public Works Tech II	Andrew Wilson	41,538	G02	32,700	-	41,538	40,900
Public Works Tech II	Santos De La Garza	42,328	G02	32,700	-	42,328	40,900
Public Works Tech II	Matthew Taylor	39,146	G02	32,700	-	39,146	40,900
Code Compliance	Justice McRae	29,349	G03	36,000	6,651	36,000	45,000
WWTP Operator	Coy Dorries	46,634	G03	36,000	-	46,634	45,000
Police Officer	Jesus Ramirez	51,230	P01	47,800	-	51,230	59,700
WWTP Chief Operator	James Powell	56,576	S01	43,800	-	56,576	54,700
Deputy City Secretary	Maria Sosol	60,218	S02	58,600	-	60,218	73,300
Building Official*	Larry Allen	68,500	E01	75,200	6,700	75,200	93,960
City Secretary*	Staci King	71,441	E01	75,200	3,759	75,200	93,960
Public Works Director*	James Holder	78,557	E02	79,100	543	79,100	98,900
Police Chief*	Buck Martin	77,940	E03	83,000	5,060	83,000	103,800
TOTAL		935,230		852,100	22,713	957,942	1,065,320

*Recommended pay grades based on data from alternative benchmark cities. See details in Attachment E.

C – Benchmark Salary Data

Administrative Assistant - Building		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Admin Asst.	38,876
Cleburne	Secretary	47,554
Granbury	Administrative Assistant	43,662
Hallettsville	Police Administrative Assistant	45,490
Joshua	Administrative Assistant	43,798
Overton	Pd Administrative Assistant	39,312
Stephenville	Department Assistant	34,410
Weatherford	Admin Assistant	51,973
Mean		43,134
Median		43,730
Glen Rose		38,272

Administrative Assistant - Court Clerk		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Deputy Court Clerk	43,181
Cleburne	CLERK, DEPUTY	37,575
Granbury	Deputy Court Clerk	35,536
Hallettsville	Court Clerk	38,563
Joshua	Court Clerk	57,138
Overton	Court Clerk	39,312
Stephenville		
Weatherford	DEPUTY COURT CLERK/JCM	43,781
Mean		42,155
Median		39,312
Glen Rose		38,241

Animal Control Officer/Code Compliance		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Animal Control Officer	38,376
Cleburne	Officer-Animal Control	38,646
Granbury	Animal Control Officer	51,573
Hallettsville		
Joshua	Animal Control Officer	38,480
Overton		
Stephenville	Animal Service Off	37,357
Weatherford	Animal Control Officer	53,256
Mean		42,948
Median		38,563
Glen Rose		38,938

Building Official		
Benchmark City	Benchmark Position Title	Average Salary
Aledo	Building Official	82,800
Alvarado		
Cleburne	Building Official	101,334
Granbury		
Hallettsville		
Joshua		
Overton		
Stephenville	Building Official	80,615
Weatherford	Building Official	105,836
Mean		92,646
Median		92,067
Glen Rose		68,500

City Administrator		
Benchmark City	Benchmark Position Title	Average Salary
Aledo	City Manager	175,536
Alvarado	City Manager	134,992
Cleburne	City Manager	273,163
Granbury	City Manager	228,617
Hallettsville	City Administrator / City Secretary	97,032
Joshua	City Manager	151,800
Overton	City Manager	77,000
Stephenville	City Manager	155,000
Weatherford	City Manager	269,000
Mean		173,571
Median		155,000
Glen Rose		Vacant

City Secretary		
Benchmark City	Benchmark Position Title	Average Salary
Aledo	City Secretary	93,673
Alvarado		
Cleburne	City Secretary	105,959
Granbury	City Secretary	87,607
Hallettsville		
Joshua	City Secretary	104,759
Overton	Interim City Secretary	38,000
Stephenville	City Secretary	66,186
Weatherford	City Secretary	105,836
Mean		86,003
Median		93,673
Glen Rose		71,441

Code Enforcement Officer		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Code Enforcement Officer	49,920
Cleburne	Officer-Code Enforcement	48,277
Granbury	Sanitarian/Code Enforcement Officer	64,290
Hallettsville		
Joshua	Code Enforcement Officer	42,994
Overton		
Stephenville	Code Comp/Health	39,166
Weatherford	Code Enforcement Officer I	41,704
Mean		47,725
Median		45,635
Glen Rose		29,349

Deputy City Secretary/Court Administrator		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Billing/Accounting Director	84,569
Cleburne	Senior Accountant	81,144
Granbury		
Hallettsville		
Joshua		
Overton		
Stephenville	Sr Accountant	65,395
Weatherford	Acct/Budget Coordinator	62,160
Mean		73,317
Median		73,269
Glen Rose		60,218

Lead Animal Control Officer/Code Compliance		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado		
Cleburne	Manager, Animal Services	55,986
Granbury		
Hallettsville		
Joshua	Animal Services Supervisor	48,797
Overton		
Stephenville		
Weatherford	Animal Control Officer Sup	55,940
Mean		53,574
Median		55,940
Glean Rose		Vacant

Operator		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado		
Cleburne	Plant Operator, WTP	40,230
Granbury	85 Utility Equipment Operator II	40,974
Hallettsville	Water & Wastewater Laborer	41,226
Joshua		
Overton		
Stephenville	Water Plant Operator	34,320
Weatherford	Water Plant Operator I	40,926
Mean		39,535
Median		40,926
Glen Rose		46,634

Police Chief		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Police Chief	125,848
Cleburne	Chief, Police	165,152
Granbury	Chief of Police	163,873
Hallettsville	Chief of Police	100,667
Joshua	Police Chief	108,665
Overton	Police Chief	68,250
Stephenville	Police Chief	115,672
Weatherford		
Mean		121,161
Median		115,672
Glen Rose		77,940

Police Officer		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Patrol Officer	56,279
Cleburne	Officer	72,501
Granbury	Patrol Officer	83,086
Hallettsville	Police Officer	54,603
Joshua	Police Officer	62,520
Overton	Police Officer/Code Enforcement	40,660
Stephenville	Police Officer	56,859
Weatherford	Police Officer	63,865
Mean		61,297
Median		59,689
Glen Rose		51,230

Public Works Director		
Benchmark City	Benchmark Position Title	Average Salary
Aledo	Director of Public Works	124,000
Alvarado	Public Works Director	98,105
Cleburne	Director - Public Works	167,300
Granbury	Public Works Director	96,606
Hallettsville	Director of Public Works	69,285
Joshua	Public Works Director	80,904
Overton		
Stephenville	Dir Public Works	115,502
Weatherford	Dir of Capital Impr. Projects	145,790
Mean		112,187
Median		106,804
Glen Rose		78,557

Public Works Tech I & Waste Water Treatment Plant Tech I		
Benchmark City	Benchmark Position Title	Average Salary
Aledo	Public Works Maint.	39,128
Alvarado	Parks Maintenance I	36,161
Cleburne	Maintenance Worker	36,729
Granbury	Treatment Plant Maintenance Tech	34,650
Hallettsville	Streets Laborer	36,608
Joshua	Park Maintenance	43,734
Overton	PW- Water/Sewer Tech	32,985
Stephenville	Light Equip Oper	32,806
Weatherford	Maintenance Tech	36,838
Mean		36,627
Median		36,608
Glen Rose		37,835

Public Works Tech II		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Utility Maintenance II	45,677
Cleburne	Maintenance Worker II	38,646
Granbury		
Hallettsville		
Joshua		
Overton		
Stephenville	Heavy Equip Op-St	38,193
Weatherford	Const. Maint. Work 2 (W/Ww)	47,119
Mean		42,409
Median		42,162
Glen Rose		42,099

Utility Billing Clerk		
Benchmark City	Benchmark Position Title	Average Salary
Aledo		
Alvarado	Utility Billing Clerk I	37,274
Cleburne	Clerk, Utility Billing	32,490
Granbury	Utility Billing Clerk	40,647
Hallettsville	Utility Billing Specialist	33,010
Joshua		
Overton	UB Senior Clerk/Finance Clerk	41,496
Stephenville	Utility Billing Clerk	32,926
Weatherford	Utility Representative	37,159
Mean		36,429
Median		37,159
Glen Rose		35,298

Waste Water Plant Chief Operator		
Benchmark City	Benchmark Position Title	Average Salary
Aledo	CHIEF W/W PLANT OPERATOR	62,400
Alvarado		
Cleburne	PLANT OPERATOR (C+), WTP	55,718
Granbury	Water Treatment Plant Operator I	52,531
Hallettsville	Water & Wastewater Supervisor	54,288
Joshua		
Overton		
Stephenville	WATER PLANT OP II	46,488
Weatherford	WASTEWATER PLANT OPERATOR II	51,697
Mean		53,854
Median		53,410
Glen Rose		56,576

D – Benchmark Other Pay & Benefits

	Aledo	Alvarado	Cleburne	Granbury	Hallettsville	Joshua	Overton	Weatherford	Stephenville
Health		100% employee + \$300/month dependent	Varies by selected plan. 2 plans offer 100% employee	100% of Employee, if employee participates in Wellness Program		100% employee		Varies by selected plan. 1 plan offers 100% employee	City contributes \$108/month
Dental		100% Employee	100% Employee			100% Employee		100% Employee	100% per employee
Vision		100% Employee	100% Employee			100% Employee		No Contribution	No Contribution
Hearing		100% Employee		No Contribution			\$661.72/Month towards each employees benefits	No Contribution	No Contribution
Short-Term Disability		100% Employee		No Contribution				No Contribution	No Contribution
Long-Term Disability		100% Employee		No Contribution				No Contribution	No Contribution
Life Insurance		\$30,000 for employee		\$15,000 for employee		\$50,000 employee, \$10,000 spouse, \$5,000 children		\$5,000 for employee	\$25,000 for employee
Health Savings account								\$101.86/month	
Advanced Certifications		\$360 annually							
Intermediate Certifications		\$720 annually							
Master Certifications		\$1,080 annually							
Appreciation Pay	\$292.91 lump sum								
Education Pay				\$1,200 City Manager					
Car Allowance	\$3,600 City Manager		\$5,400 City Manager	\$12,000 City Manager		\$9,600 City Manager	\$6,000 City Manager and Utility Supervisor	\$9,600 City Manager	
	\$2,400 Building Official		\$4,800 ACM					\$7,200 ACM	
	\$1,384 PW Director		\$4,200 PIO					\$4,800 All Directors	
			\$3,000 Parks, PW, CD Directors						

E – Executive Alternative Salary Data

Building Official			
Benchmark City	Pop.	Benchmark Position Title	Average Salary
Aledo	5,600	Building Official	82,800
Alvarado	5,927		
Hallettsville	2,782		
Joshua	8,900		
Overton	2,314		
Shady Shores	2,958		
Blue Mound	2,500		
Dalworthington Gardens	2,273	Building Official	80,380
Pantego	2,500		
Hudson Oaks	2,800		
Justin	5,600	Building Official	75,000
Springtown	3,750		
Willow Park	5,500	Building Official	90,000
Lakeside	2,120		
Decatur	7,430	Building Official	108,150
River Oaks	7,524		
Mean			87,266
Median			82,800
Glen Rose			68,500

City Administrator			
Benchmark City	Pop.	Benchmark Position Title	Average Salary
Aledo	5,600	City Manager	175,536
Alvarado	5,927	City Manager	134,992
Hallettsville	2,782	City Administrator / City Secretary	97,032
Joshua	8,900	City Manager	151,800
Overton	2,314	City Manager	77,000
Shady Shores	2,958	Town Administrator	84,000
Blue Mound	2,500	City Administrator / Finance Director	87,600
Dalworthington Gardens	2,273	City Administrator / City Secretary	118,830
Pantego	2,500	City Manager	107,333
Hudson Oaks	2,800	City Administrator	135,000
Justin	5,600	City Manager	150,000
Springtown	3,750	City Administrator / Director of Public Safety	148,000
Willow Park	5,500	City Manager	164,980
Lakeside	2,120	Town Administrator / City Secretary	126,013
Decatur	7,430	City Manager	165,000
River Oaks	7,524	City Manager/ Building Official	117,790
Mean			127,557
Median			130,503
Glen Rose			Vacant

City Secretary			
Benchmark City	Pop.	Benchmark Position Title	Average Salary
Aledo	5,600	City Secretary	93,673
Alvarado	5,927		
Hallettsville	2,782		
Joshua	8,900	City Secretary	104,759
Overton	2,314		
Shady Shores	2,958		
Blue Mound	2,500		
Dalworthington Gardens	2,273		
Pantego	2,500	City Secretary	76,770
Hudson Oaks	2,800	City Secretary	87,956
Justin	5,600	City Secretary	61,280
Springtown	3,750		
Willow Park	5,500	City Secretary	73,500
Lakeside	2,120		
Decatur	7,430	City Secretary	83,155
River Oaks	7,524	City Secretary	82,167
Mean			82,908
Median			82,661
Glen Rose			71,441

Police Chief			
Benchmark City	Pop.	Benchmark Position Title	Average Salary
Aledo	5,600		
Alvarado	5,927	Police Chief	125,848
Hallettsville	2,782	Chief of Police	100,667
Joshua	8,900	Police Chief	108,665
Overton	2,314	Police Chief	68,250
Shady Shores	2,958		
Blue Mound	2,500	Chief of Police	85,000
Dalworthington Gardens	2,273	Director of Public Safety	125,000
Pantego	2,500	Police Chief	102,000
Hudson Oaks	2,800	Police Chief	117,500
Justin	5,600	Chief of Police	120,000
Springtown	3,750		
Willow Park	5,500	Chief of Police	103,791
Lakeside	2,120	Police Chief	95,000
Decatur	7,430	Chief of Police	115,609
River Oaks	7,524	Police Chief	89,774
Mean			104,393
Median			103,791
Glen Rose			77,940

Public Works Director			
Benchmark City	Pop.	Benchmark Position Title	Average Salary
Aledo	5,600	Director of Public Works	124,000
Alvarado	5,927	Public Works Director	98,105
Hallettsville	2,782	Director of Public Works	69,285
Joshua	8,900	Public Works Director	80,904
Overton	2,314		
Shady Shores	2,958		
Blue Mound	2,500		
Dalworthington Gardens	2,273	Public Works Director	90,099
Pantego	2,500		
Hudson Oaks	2,800	Director of Operations	115,656
Justin	5,600	Public Works Director	93,730
Springtown	3,750		
Willow Park	5,500	Director of Public Works	100,000
Lakeside	2,120	Public Works Director	78,864
Decatur	7,430	Public Works Director	100,886
River Oaks	7,524	Public Works Director	87,454
Mean			94,453
Median			93,730
Glen Rose			78,557