

COMPENSATION STUDY REPORT

Prepared for the City of Iowa Colony, TX

March 13, 2025

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DISCLAIMER

Logic Compensation Group (LCG) makes no warranties on the data presented in this report. While LCG has taken measures to ensure that data contained in this report has been collected, reviewed, validated, and calculated according to standard professional practice and that the content of this report is accurate, errors and omissions can occur.

SECTION 1: STUDY OBJECTIVES

The City of Iowa Colony's overall goals for its 2025 compensation study include attracting and retaining qualified employees and aligning with the comparable marketplace in terms of competitive wages.

The study achieved the following objectives:

- ❖ Collect and evaluate salary structure increases and salary increases.
- ❖ Ensure that the City maintains a competitive position within the market for its current positions.
- ❖ Ensure the City is prepared to offer competitive compensation packages when new positions are introduced.
- ❖ Collect and evaluate police certification pay.

SECTION 2: EXECUTIVE SUMMARY

The City of Iowa Colony (City) engaged Logic Compensation Group (LCG) to conduct a compensation study designed to maintain the compensation system implemented in 2022 and allow the City to continue attracting, rewarding, and retaining qualified staff to support the City's mission and programs.

To achieve the City's desired objectives, the compensation system must ensure that pay is internally aligned with other City jobs and externally aligned with the market. This section summarizes the four phases of the project.

PHASE 1 – STUDY INITIATION

Phase 1 began in November 2024 and was completed in December 2024. LCG consultants met with the City Manager and reviewed City information to understand the organization's current classification and compensation system and evaluate the need for an updated system. LCG consultants used the information obtained from the study initiation meeting and the documentation provided by the City to develop a custom compensation survey.

PHASE 2 – COMPENSATION SURVEY

Phase 2 began in November 2024 and was completed in January 2025. A comprehensive salary survey gathered compensation information from 19 comparable market comparators and 25 benchmark job classifications. Eighty-four percent (84%) of organizations responded to the survey.

Quality checks were performed on the data received. An analysis was performed to determine how the City compares to the market. The market survey results provided the basis for updating the City's salary structure.

For all classifications, the City's pay range minimums were compared to the 50th percentile of the market's pay range minimum, consistent with the City's pay strategy as established by the City Manager. The market difference was used to evaluate the City's competitive position.

Job Group	Market Difference City Minimum vs. Market Minimum
General	-10.7%
Police Officer	-14.5%
Police Sergeant	1.7%
Police Lieutenant	2.0%

Based on market data results, jobs were then evaluated relative to internal equity to the appropriate grade, and costs to implement the proposed salary structure adjustments were calculated. The existing step salary structure was maintained and updated according to market data for both the Police and General pay structures.

PHASE 3 – STUDY RECOMMENDATIONS AND REPORTS

Phase 3 began in February 2025 and was completed in March 2025. Study recommendations were shared with the City Manager. LCG drafted a report, which was shared with the City and then finalized with the City's feedback and input.

The full report that follows this executive summary details the entire project.

PHASE 4 – CLIENT SUPPORT

LCG scheduled four follow-up meetings over the course of the next year with the City to ensure that the systems implemented are working as designed for the City. These meetings will review City classification and compensation questions and issues.

SECTION 3: PROJECT STEPS & RESULTS

LCG believes that the most successful compensation studies are those that have been developed with the active participation of the organization's staff. Our approach, therefore, consisted of a series of logical and inter-related activities that provided for City management's input throughout the study. The activities and results associated with the classification and compensation study are detailed in the following sections.

PHASE 1: PROJECT INITIATION

OBJECTIVES

Phase 1 focused on managing the study relationship between Logic Compensation Group and the City, developing an understanding of the City's current compensation systems, and developing a framework that would guide the remainder of the study. This phase established the parameters surrounding the conduct of the study.

PROCESS & METHODOLOGY

LCG collected and reviewed a variety of documents related to the City's classification and compensation system, including current job descriptions and pay structures.

LCG met with the City Manager to discuss a number of aspects pertaining to the study. The purpose of this meeting was to discuss the City's current compensation system and:

- ❖ Identify what aspects of the compensation system were working well;
- ❖ Identify compensation areas in need of review and improvement;
- ❖ Determine prospective comparator organizations; and
- ❖ Determine metrics to assess the City's level of competitiveness in the market.

OUTCOMES & DELIVERABLES

Following the review of materials and meetings with the City Manager, the following deliverables were provided to the City for input and approval.

1. List of organizations and benchmark jobs to survey.
2. Development of a market survey designed to collect market information for comparison with the City.

PHASE 2: COMPENSATION SURVEY

OBJECTIVE

Market data were collected and analyzed to gain information about the salary levels of comparable jobs in organizations with whom the City competes for talent. LCG conducted a salary survey covering 25 benchmark classifications.

PROCESS & METHODOLOGY

Comparator Organizations Surveyed

LCG worked with the City Manager to determine which organizations to survey during the study initiation process. Comparator organizations identified during this process are shown below. Because of the growth of the City, seven new organizations were added to the comparator group noted in the table accordingly, and three comparators were removed as comparators. These organizations were the City of Dayton, the City of Jersey Village, and the City of La Marque. Considerable follow-up by both LCG and the City Manager was done to encourage completion of the survey. The participation rate for the City's survey was 84%, which represents a high level of survey participation.

Organizations Surveyed	Participation Status
City of Alvin	Returned
City of Angleton	Returned
City of Boerne*	Returned
City of Clute	Returned
City of Freeport	Returned
City of Gainesville*	Returned
City of Gatesville*	No Response
City of Glenn Heights*	Returned
City of Granbury*	Returned
City of Groves*	No Response
City of Humble*	Returned
City of Manvel	Returned
City of Mont Belvieu	Returned
City of Pearland	Returned
City of Richmond	Researched
City of Santa Fe	No Response
City of Seabrook	Returned
City of Tomball	Returned
City of Webster	Returned

*Organizations new to the comparator group.

Benchmark Classifications

LCG worked with the City Manager to select benchmark classifications for survey. The following classifications were identified as benchmark jobs:

Benchmark #	Benchmark Title	Benchmark #	Benchmark Title
1	City Manager	14	Code Enforcement Officer
2	City Secretary	15	Animal Control Officer
3	City Attorney	16	Utility Superintendent
4	Building Official	17	Public Works Foreman
5	Municipal Court Clerk /Administrator	18	Public Works Crew Leader
6	Deputy Court Clerk	19	Maintenance Worker I
7	Human Resources Manager	20	Police Chief
8	IT Systems Manager	21	Police Lieutenant
9	Senior Accountant	22	Police Sergeant
10	Accountant	23	Police Officer
11	Senior Permit Clerk	24	Telecommunication Operator/Police Dispatcher
12	Permit Clerk	25	Fire Marshal
13	Senior Planner		

Survey Development

LCG, in consultation with the City Manager, developed a customized survey to collect market pay data. To assist comparator organizations in determining appropriate job matches based on duties and responsibilities rather than title, the survey contained job summaries, required minimum qualifications, and typical supervision exercised for each classification. The following information was collected for each benchmark job and is effective as of December 1, 2024:

1. Comparator Organization's Matching Title
2. FLSA Status
3. Annual Base Hours Worked

4. Number of Incumbents
5. Average Time in Job (in years)
6. Average Annual Base Salary
7. Annual Range Minimum and Maximum

The survey also included questions on the following:

- ❖ Organizational Information
- ❖ Salary Structure Adjustments & Pay Increase Amounts
- ❖ Police Certification Incentive Offerings

Upon receipt of all completed participant surveys, LCG performed the following activities to ensure data integrity and appropriate matching of jobs by comparator organizations:

- ❖ Reviewed all data provided by comparator organizations.
- ❖ Adjusted salary data based on classification:
 - Police Officer, Police Sergeant, and Police Lieutenant were converted to hourly rates to ensure an accurate comparison of pay across different work schedules.
 - All other classifications were converted to an annual salary based on 2,080 hours.
- ❖ Performed follow-ups with comparator organizations to clarify any questions regarding data submitted.
- ❖ Performed outlier analysis to identify any data falling outside 2 standard deviations of the median and reviewed this data for exclusion from data analysis. No data was omitted from the data analysis.

OUTCOMES & DELIVERABLES

Following the quality checks, an assessment of how the City pays compared to the market was performed. A summary report showing the market data was prepared, discussed and reviewed by the City. This step served as both an internal review of the data and ensured the City's understanding of the market data. The market data sheets were provided under separate cover to the City. The following sections summarize the additional information surveyed. Questions are included prior to each chart below.

Summary of Comparator Organization Demographics

General organizational information was collected during the survey process and is summarized below. For reference and comparison purposes, the 2022 Compensation Study data have been included. It is important to note that the current comparator group differs from the 2022 comparator group surveyed.

Organization Data	2024 Total Customers	2022 Total Customers	2024 Annual Total Budget	2022 Annual Total Budget	2024 Total FTEs	2022 Total FTEs	2024 Regular PT EEs*	2024 # Job Titles	2022 # Job Titles
City	18,000	10,000	\$9.6M	\$7.6M	33	21	0	0	15
AVERAGE	23,182	22,807	\$64.3M	\$47.8M	223	190	27	101	96
MEDIAN	13,662	12,323	\$60.0M	\$34.5M	201	130	19	96	84
LOW	10,550	7,654	\$15.8M	\$19.1M	98	60	3	20	35
HIGH	130,000	125,825	\$126.4M	\$99.6M	827	795	95	211	215

*The 2022 survey did not include part-time employees' data.

Note: Not all organizations provided a response.

Summary of Pay Comparison Targets

Question: Competitive position in the market your organization strives for when comparing pay (i.e., median, average, 60%, 70%, etc.).

The City's pay comparison target remains the median, or 50th percentile. Targets utilized at other organizations are:

Pay Comparison Target	2024	2022
Median rate of pay	3	3
Average rate of pay	2	1
75 th Percentile	4	3
Other	3	1
Not Established or Unknown	7	4

Summary of Primary Metrics for Market Comparison

Question: Primary metric for comparing level of competitiveness in the market (i.e., range min, range max, range midpoints, actual salaries, etc.).

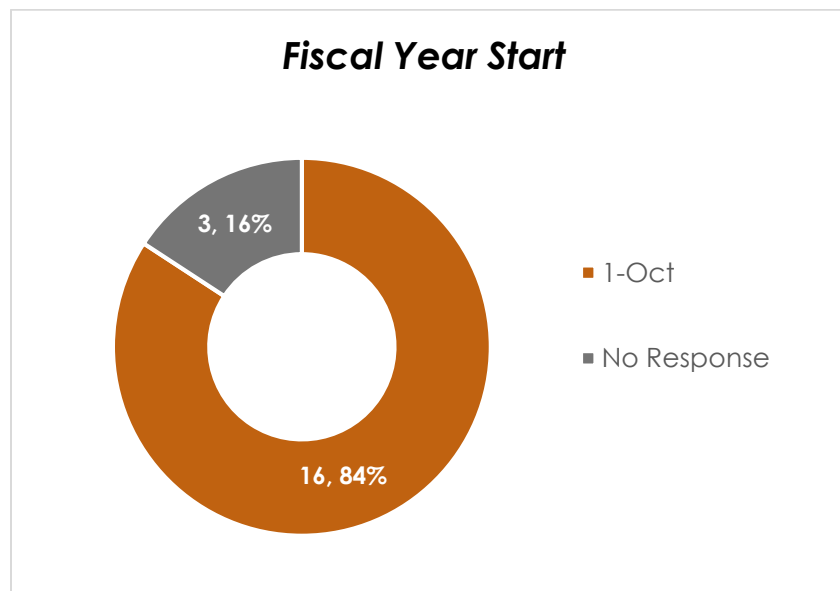
The City's primary metric for comparing pay was actual salaries in the 2022 study. This metric has been updated to range minimums because the City administers a step pay structure where new hires typically begin at the first step. For this reason, using range minimum as the primary metric will maintain the City's competitive position in the market. Metrics utilized at other organizations are:

Compensation Metric	2024	2022
Actual Salaries	3	2
Range Midpoint	4	4
Range Minimums	3	1
Entire Range	3	1
Not Established or Unknown	6	4

Summary of Fiscal Year Start, Pay Structure, and Salary Adjustments

Question: When does your Fiscal Year start?

The chart below summarizes the date of the start of the fiscal year reported by survey respondents.



Question: Please provide the **most recent average percentage increase** for the following increase types.

Only the Pay Structure summary includes the 2022 data because the Employee Increase data was not collected using the same method.

Pay Structure Adjustments

2024 (n=14) 2022 (n=6)	2024 Exec/ Mgmt	2022 Exec/ Mgmt	2024 Exempt	2022 Exempt	2024 Non- Exempt	2022 Non- Exempt	2024 Police	2022 Police
City of Iowa Colony	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%	3.00%
Average	2.25%	3.89%	2.82%	3.95%	2.36%	4.08%	3.03%	4.28%
Median	3.00%	4.00%	3.00%	4.00%	3.00%	4.00%	3.00%	4.00%
Low	0.00%	2.00%	0.00%	2.00%	0.00%	2.00%	0.00%	0.00%
High	5.00%	5.86%	5.00%	6.79%	5.00%	8.74%	8.37%	14.66%

Employee Increases (n=15)

	2024 Exec/Mgmt	2024 Exempt	2024 Non- Exempt	2024 Police
City of Iowa Colony	6%	5.5%	5.5%	6%
Average	3.89%	3.95%	4.08%	4.28%
Median	4.00%	4.00%	4.00%	4.00%
Low	2.00%	2.00%	2.00%	0.00%
High	5.86%	6.79%	8.74%	14.66%

Summary of Police Certification Pay

Question: Indicate the amount, in dollars or percent, offered for the following certifications.

Police certification pay was not surveyed in 2022.

Police Certification Pay (n=16)

	Basic*	Intermediate	Advanced	Master
City of Iowa Colony	\$0	\$2,100	\$2,700	\$3,300
Average	-	\$1,110	\$1,769	\$2,608
Median	-	\$1,000	\$1,800	\$2,400
Low	-	\$500	\$600	\$600
High	-	\$2,210	\$3,900	\$5,460

*Only one organization reported offering Basic Certification Pay.

**One organization indicated it did not offer Police Certification Pay.

Market Comparison Summary

Consistent with the City's pay strategy, City range minimums were compared to the median, or 50th percentile, of range minimums in the market. The median figure represents the point where 50% of the rates are below the median and 50% of the rates are above the median. Data were aged to October 1, 2025, consistent with the start of its fiscal year.

Consistent with professional compensation standards, LCG requires a minimum of five valid data points to be reported for a benchmark to make comparisons with and draw conclusions from market data. Using a minimum of five data points ensures a more reliable representation of the data that exists within the market and complies with Federal anti-trust safety zone guidelines. Three benchmarks did not receive the minimum number of valid responses; therefore, "N/A" is reflected in the market data sheets and summary comparison data found in Appendix A.

Upon consultation with the City Manager, specific management level classifications from the City of Pearland were removed from the data analysis because the scope of Pearland's jobs are significantly larger than the City of Iowa Colony. These include:

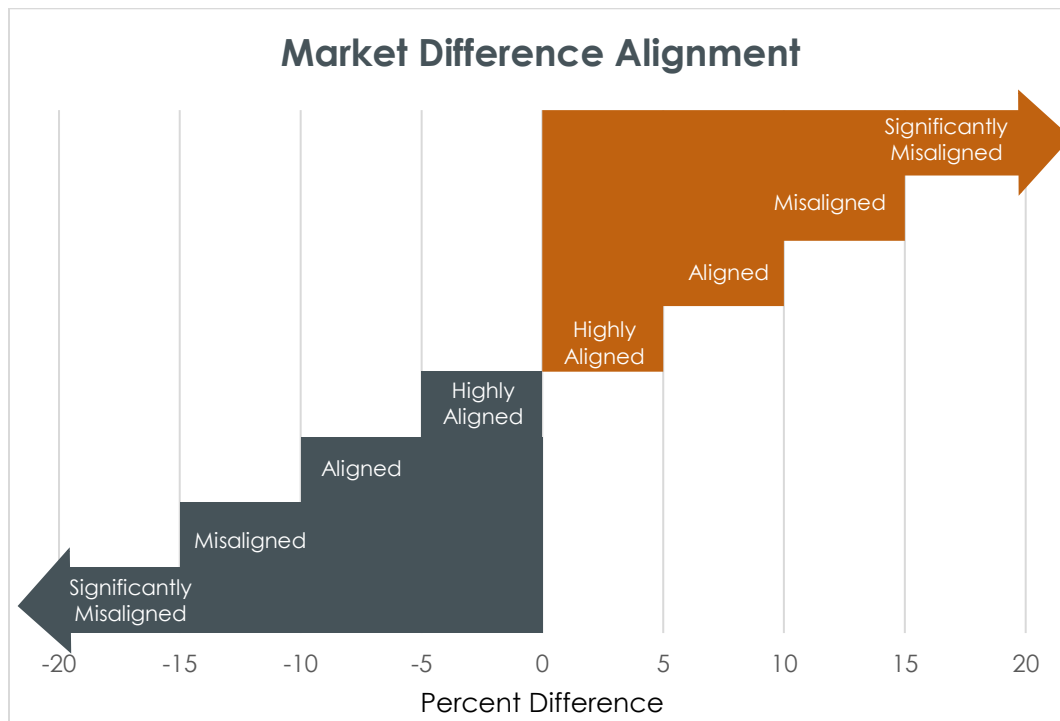
- ❖ City Manager
- ❖ City Secretary
- ❖ City Attorney
- ❖ Police Chief

The 2022 study used market index information to establish a pay structure using actual salaries to establish the pay range midpoints. The City determined that the 50th percentile of the market's pay range minimums would be the pay target for comparison with the City's pay range minimums for the purposes of this study. Because the City has an established structure, market difference information was used to update the City's pay structures.

When comparing the City to the market, LCG utilized a market difference to represent the City's position relative to the market. The market position alignment is described in the following table and chart.

Market Difference	Market Position of City's Pay Target
+/- 5%	Highly Aligned
+/- 5% to +/- 10%	Aligned
+/- 10% to +/- 15%	Misaligned
+/- 15% or more	Significantly Misaligned

This concept is depicted as follows.



The survey results showed that, from an aggregate perspective, the City's General classifications are misaligned with the market at -10.7 %. Furthermore, the City's Police classifications are highly aligned with the market at -2.1%. The market result summaries for each benchmark job are included in **Appendix A**.

While this information is reflective of the respective employee groups overall, individual job classifications varied from the market. The data shown for each benchmark job:

- ❖ Excludes the City's data.
- ❖ Includes data collected from all participant organizations.
- ❖ Is effective as of December 1, 2025.

A comparison of market pay range widths to the City's show a slight difference as depicted in the table below:

Range Widths	2024 City Average	2022 City Average	2024 Market Average	2022 Market Average
General	35.3%	35.2%	46.4%	45.8%
Police Officer, Sergeant, & Lieutenant	18.4%	34.5%*	39.1%	36.3%*

*2022 included Police Officer and Police Sergeant only.

PHASE 3: STUDY RECOMMENDATIONS & REPORT

OBJECTIVES

Using the market data, new General and Police compensation plans were developed. LCG also presented implementation options for the City's consideration and determined estimated implementation costs.

PROCESS & METHODOLOGY

Developed Salary Structure

General Classifications

After discussing salary structure options with the City Manager, a general pay structure was developed by applying the overall market difference of 10.7% to the current structure.

An additional step was also added to the existing pay structure for general employees to increase the range widths and more closely match those of the market. This update resulted in range widths at 38% for grades 1 through 16, and 47% for management grades 17 through 20. The wider range widths for higher level classifications provide more flexibility in base pay due to greater variability in function, experience, and market pay typically expected in management classifications.

While the salary ranges for job classifications will change in the updated structure, grades will remain the same for all classifications except the City Secretary, which significantly lags the market, and because of this situation, a one pay grade increase resulted. The resulting General pay structure is included in **Appendix B**.

Police Classifications

Logic Compensation Group discussed options for the Police pay structure, which includes the Police Officer, Police Sergeant, and Police Lieutenant classifications.

Pay grade PS1 includes the Police Officer classification and the market range minimum, significantly lagged the market with a market difference of -14.7%. The current PS1 steps were maintained at a 3% step difference. The Police Corporal and Police Investigator classifications found in grade PS1a were moved to the PS1 grade for ease of employee pay management and to reduce pay grade compression.

While Police Sergeant and Police Lieutenant pay were in general aligned with the market, their pay grades were adjusted to maintain adequate promotional thresholds. The PS2 grade, in which the Police Sergeant classification is assigned, was set 5% above the PS1 grade range max to establish a 5% promotion between these classifications. The current number of steps and the established 3% step difference used for grade PS2 were maintained from the City's current structure.

The PS3 grade, in which the Police Lieutenant classification is assigned, was set 5% above the PS2 grade range max to establish a 5% promotion between these classifications. The number of steps used for grade PS3 were expanded by 3 steps to match the PS2 structure. This extension enables compensation for longevity and experience in this classification. The 3% step difference was maintained consistent with the City's current Police pay structure.

The City may consider offering a certification pay for the Police Corporal and Police Investigator classifications to acknowledge and compensate the higher level responsibilities of these roles. However, certification pay for individuals may impact the promotional increases. The resulting Police pay structure is found in **Appendix B**.

Determined Implementation Cost

With updated pay structures developed, LCG estimated the cost of implementation. Individual employee adjustments are based on an employee's current compensation and step within their respective grade. Two options for the implementation of General and Police pay structures were developed:

1. Bring employees to the range minimum or the next highest step in the proposed structure.
2. Maintain the employee's current step in the proposed structure.

The total cost for General employees and for Police employees is summarized in the next table. The criteria used to determine the implementation cost impacts were:

- ❖ No employee would be paid less than the minimum of the new salary range for their job.
- ❖ No employee's salary would decrease from their current rate.
- ❖ All employees must have a salary that is on step.

Options by Group	Dollar Amount	% of Payroll
General Classifications		
Option 1 – Bring to Range Minimum or Next Highest Step	\$47,486	3.1%
Option 2 – Maintain Current Step in Updated Structure	\$155,833	10.2%
Police Classifications		
Option 1 – Bring to Range Minimum or Next Highest Step	\$69,700	7.8%
Option 2 – Maintain Current Step in Updated Structure	\$94,185	10.6%

If the projected implementation costs exceed the City's budget, implementation may need to be phased in over time, depending on the financial situation of the City. LCG does not recommend extending the phase-in period beyond two years, as by the third year, the market will have changed, which could result in the City's pay structures lagging the market if not updated on a regular basis.

The City Manager is excluded from any cost calculations because it is not included in the General salary structure. The City should consider adjustments to City Manager pay based on market data as the job is trailing the market by -8.9%

Guidelines for Structure and Pay Administration

The City may need to establish additional levels within job families to meet growth and work demands in the future. The City may also wish to apply discretion in some instances to account for performance and tenure that have not been accounted for in the implementation options. However, this situation can cause issues with employees

feeling like they have not been treated fairly or in alignment with implementation strategies. The preferred implementation methodology is to apply a consistent approach when implementing the study results and adjusting employee pay.

In terms of structure maintenance, the salary structures should be adjusted annually by a structure movement trend factor to maintain the City's desired level of competitiveness with the market. The structure adjustment can be determined by reviewing CPI or inflation rates, conducting a survey of the City's pay structure adjustment, considering budget forecasting, utilizing pay trend surveys and data, or any combination thereof.

In addition to adjusting the salary structures each year to keep pace with the market, the City should conduct a comprehensive base pay study similar to this study every three to four years.

OUTCOMES & DELIVERABLES

LCG recommends adopting the proposed salary structures and implementing the proposed salary changes to enable the City to retain current employees and attract future employees. Furthermore, LCG recommends ensuring that the City's pay administration guidelines align with study results.

Logic Compensation Group prepared a draft report for the City's review. Following the City's discussion and feedback, adjustments were incorporated to supplement and provide additional clarifications, and this final report was delivered. A virtual presentation to the City Council was made by LCG consultants.

PHASE 4: PROGRAM MAINTENANCE & CLIENT SUPPORT

Additional meetings with the City will be held following the City's implementation of study results. The purpose of these meetings is to assist the City with questions or issues following implementation of the study.

APPENDIX A: MARKET COMPARISON SUMMARY

GENERAL CLASSIFICATIONS

GENERAL CLASSIFICATIONS												ACTUAL SALARY		MARKET DATA COMPARISONS AT 50th PERCENTILE					
		Market Data				IOWA COLONY'S DATA						ACTUAL SALARY		RANGE MINIMUM		RANGE MAXIMUM		RANGE SPREADS	
		# Orgs	FLSA (NE vs. EX)	# Inc	Avg TIP	FLSA	# Inc	TIP	Avg Salary	Range Min	Range Max	Market 50th Salary	Market Diff Iowa Colony vs Mkt	Market 50th Range Min	Market Diff Iowa Colony vs Mkt	Market 50th Range Max	Market Diff Iowa Colony vs Mkt	Iowa Colony	Mkt Avg
1	City Manager	15	0% vs. 100%	15	7.4	EX	1	3.5	\$203,299	N/A	N/A	\$221,302	-8.9%	\$173,349	N/A	\$260,024	N/A	N/A	50.0%
2	City Secretary	14	0% vs. 100%	14	6.7	EX	1	7.5	\$76,752	\$64,521	\$86,840	\$112,587	-46.7%	\$104,377	-61.8%	\$152,546	-75.7%	34.6%	46.1%
3	City Attorney	3	N/A	N/A	N/A	EX	1	1.5	\$167,564	\$144,539	\$206,086	N/A	N/A	N/A	N/A	N/A	N/A	42.6%	N/A
4	Building Official	14	14% vs. 86%	14	5.9	EX	0	N/A	N/A	\$75,816	\$101,982	\$98,159	N/A	\$85,563	-12.9%	\$128,335	-25.8%	34.5%	50.0%
5	Municipal Court Clerk/Administrator	15	27% vs. 73%	17	8.5	EX	1	4.5	\$71,260	\$64,521	\$86,840	\$89,974	-26.3%	\$74,518	-15.5%	\$106,245	-22.3%	34.6%	42.6%
6	Deputy Court Clerk	15	93% vs. 7%	36	4.5	NE	1	3.5	\$41,246	\$33,841	\$45,531	\$44,921	-8.9%	\$38,270	-13.1%	\$56,711	-24.6%	34.5%	48.2%
7	Human Resources Manager	2	N/A	N/A	N/A	EX	0	N/A	N/A	\$75,816	\$101,982	N/A	N/A	N/A	N/A	N/A	N/A	34.5%	N/A
8	IT Systems Manager	5	N/A	N/A	N/A	EX	1	0.5	\$98,342	\$89,086	\$119,787	\$97,584	0.8%	N/A	N/A	N/A	N/A	34.5%	N/A
9	Senior Accountant	12	25% vs. 75%	12	2.2	EX	1	4.5	\$94,681	\$75,816	\$101,982	\$88,915	6.1%	\$77,595	-2.3%	\$113,215	-11.0%	34.5%	45.9%
10	Accountant	13	54% vs. 46%	15	3.8	NE	2	0.5	\$64,521	\$64,521	\$86,840	\$67,882	-5.2%	\$61,306	5.0%	\$88,707	-2.2%	34.6%	44.7%
11	Senior Permit Clerk	3	N/A	N/A	N/A	NE	1	7.0	\$50,336	\$46,737	\$62,878	N/A	N/A	N/A	N/A	N/A	N/A	34.5%	N/A
12	Permit Clerk	15	93% vs. 7%	24	3.9	NE	0	N/A	N/A	\$33,841	\$45,531	\$45,946	N/A	\$39,273	-16.1%	\$57,450	-26.2%	34.5%	46.3%
13	Senior Planner	9	0% vs. 100%	11	1.1	EX	0	N/A	N/A	\$75,816	\$101,982	\$77,425	N/A	\$67,100	11.5%	\$100,665	1.3%	34.5%	50.0%
14	Code Enforcement Officer	16	94% vs. 6%	32	4.3	NE	1	0.5	\$39,769	\$39,769	\$53,476	\$55,837	-40.4%	\$45,445	-14.3%	\$64,886	-21.3%	34.5%	42.8%
15	Animal Control Officer	12	100% vs. 0%	24	6.3	NE	1	0.5	\$39,769	\$39,769	\$53,476	\$49,181	-23.7%	\$41,271	-3.8%	\$59,475	-11.2%	34.5%	44.1%
16	Utility Superintendent	11	18% vs. 82%	12	7.7	NE	0	N/A	N/A	\$54,912	\$73,840	\$89,974	N/A	\$74,080	-34.9%	\$111,100	-50.5%	34.5%	50.0%
17	Public Works Foreman	11	64% vs. 36%	22	7.2	NE	1	4.5	\$70,283	\$54,912	\$73,840	\$67,919	3.4%	\$55,261	-0.6%	\$82,891	-12.3%	34.5%	50.0%
18	Public Works Crew Leader	8	100% vs. 0%	47	7.2	NE	1	0.5	\$40,768	\$39,769	\$53,476	\$53,723	-31.8%	\$49,092	-23.4%	\$64,209	-20.1%	34.5%	30.8%
19	Maintenance Worker I	15	100% vs. 0%	165	4.9	NE	2	0.5	\$33,841	\$33,841	\$45,531	\$42,833	-26.6%	\$38,268	-13.1%	\$55,837	-22.6%	34.5%	45.9%
20	Police Chief	15	0% vs. 100%	14	7.2	EX	1	6.0	\$134,409	\$123,011	\$175,406	\$156,938	-16.8%	\$123,670	-0.5%	\$182,898	-4.3%	42.6%	47.9%
24	Telecommunication Operator/Police Dispatcher	15	100% vs. 0%	130	4.2	NE	3	0.5	\$39,769	\$39,769	\$53,476	\$50,386	-26.7%	\$45,150	-13.5%	\$67,714	-26.6%	34.5%	50.0%
25	Fire Marshal	12	42% vs. 58%	13	5.9	EX	1	4.0	\$105,892	\$89,086	\$119,787	\$113,421	-7.1%	\$90,170	-1.2%	\$134,688	-12.4%	34.5%	49.4%
AGGREGATE COMPARISON					5.5	2.9						-13.8%		-10.7%		-19.7%		35.3%	46.4%

POLICE CLASSIFICATIONS

														Market Data Comparisons at 50th Percentile					
		Market Data				Iowa Colony's Data						Actual Salary		Range Minimum		Range Maximum		Range Spreads	
		# Orgs	FLSA (NE vs. EX)	# Inc	Avg TIP	FLSA	# Inc	TIP	Avg Salary	Range Min	Range Max	Market 50th Salary	Market Diff Iowa Colony vs Mkt	Market 50th Range Min	Market Diff Iowa Colony vs Mkt	Market 50th Range Max	Market Diff Iowa Colony vs Mkt	Iowa Colony	Mkt Avg
Bench ID	Benchmark Title																		
21	Police Lieutenant	12	50% vs. 50%	34	6.9	NE	1	1.0	\$50.47	\$49.00	\$53.54	\$56.28	-11.5%	\$48.03	2.0%	\$63.00	-17.7%	9.3%	31.2%
22	Police Sergeant	15	100% vs. 0%	103	6.8	NE	2	0.5	\$39.80	\$39.80	\$47.51	\$44.58	-12.0%	\$39.14	1.7%	\$55.50	-16.8%	19.4%	41.8%
23	Police Officer	16	100% vs. 0%	401	5.1	NE	8	2.0	\$29.58	\$27.88	\$35.32	\$35.56	-20.2%	\$31.91	-14.5%	\$46.04	-30.3%	26.7%	44.3%
AGGREGATE COMPARISON					6.3	1.2						-13.8%	-2.1%			-20.7%	18.4%	39.1%	

APPENDIX B: UPDATED PAY STRUCTURES

**City of Iowa Colony
2024-25 Proposed Pay Scale**

Title	Pay Grade	Steps	P (Minimum)	A	B	C	D	E	F	G	H	I	J	K	L	M (Maximum)	Step Spread	Range Spread
Deputy Court Clerk; Permits Clerk; Maintenance Worker I; Receptionist	10	Hourly	\$18.01	\$18.46	\$18.92	\$19.39	\$19.87	\$20.37	\$20.88	\$21.40	\$21.94	\$22.49	\$23.05	\$23.63	\$24.22	\$24.83	2.5%	37.9%
		Bi-Weekly	\$1,440.87	\$1,476.80	\$1,513.60	\$1,551.20	\$1,589.60	\$1,629.60	\$1,670.40	\$1,712.00	\$1,755.20	\$1,799.20	\$1,844.00	\$1,890.40	\$1,937.60	\$1,986.40		
		Annual	\$37,462.65	\$38,396.80	\$39,353.60	\$40,331.20	\$41,329.60	\$42,369.60	\$43,430.40	\$44,512.00	\$45,635.20	\$46,779.20	\$47,944.00	\$49,150.40	\$50,377.60	\$51,646.40		
9-1-1 Telecommunicator; Maintenance Crew Leader; Animal Control Officer; Code Enforcement Officer; Administrative Assistant	11	Hourly	\$21.16	\$21.69	\$22.23	\$22.79	\$23.36	\$23.94	\$24.54	\$25.15	\$25.78	\$26.42	\$27.08	\$27.76	\$28.45	\$29.16	2.5%	37.8%
		Bi-Weekly	\$1,692.80	\$1,735.20	\$1,778.40	\$1,823.20	\$1,868.80	\$1,915.20	\$1,963.20	\$2,012.00	\$2,062.40	\$2,113.60	\$2,166.40	\$2,220.80	\$2,276.00	\$2,332.80		
		Annual	\$44,012.80	\$45,115.20	\$46,238.40	\$47,403.20	\$48,588.80	\$49,795.20	\$51,043.20	\$52,312.00	\$53,622.40	\$54,953.60	\$56,326.40	\$57,740.80	\$59,176.00	\$60,652.80		
Permits Coordinator; Lead Telecommunicator	12	Hourly	\$24.86	\$25.48	\$26.12	\$26.77	\$27.44	\$28.13	\$28.83	\$29.55	\$30.29	\$31.05	\$31.83	\$32.63	\$33.45	\$34.29	2.5%	37.9%
		Bi-Weekly	\$1,988.80	\$2,038.40	\$2,089.60	\$2,141.60	\$2,195.20	\$2,250.40	\$2,306.40	\$2,364.00	\$2,423.20	\$2,484.00	\$2,546.40	\$2,610.40	\$2,676.00	\$2,743.20		
		Annual	\$51,708.80	\$52,998.40	\$54,329.60	\$55,681.60	\$57,075.20	\$58,510.40	\$59,966.40	\$61,464.00	\$63,003.20	\$64,584.00	\$66,206.40	\$67,870.40	\$69,576.00	\$71,323.20		
Public Works Foreman; Building Inspector; Comms/Records Supervisor	13	Hourly	\$29.21	\$29.94	\$30.69	\$31.46	\$32.25	\$33.06	\$33.89	\$34.74	\$35.61	\$36.50	\$37.41	\$38.35	\$39.31	\$40.29	2.5%	37.9%
		Bi-Weekly	\$2,336.80	\$2,395.20	\$2,455.20	\$2,516.80	\$2,580.00	\$2,644.80	\$2,711.20	\$2,779.20	\$2,848.80	\$2,920.00	\$2,992.80	\$3,068.00	\$3,144.80	\$3,223.20		
		Annual	\$60,756.80	\$62,275.20	\$63,835.20	\$65,436.80	\$67,080.00	\$68,764.80	\$70,491.20	\$72,259.20	\$74,068.80	\$75,920.00	\$77,812.80	\$79,748.00	\$81,764.80	\$83,803.20		
Mun Court Clerk/Administrator; Accountant; Utilities Superintendent;	14	Hourly	\$34.32	\$35.18	\$36.06	\$36.96	\$37.88	\$38.83	\$39.80	\$40.80	\$41.82	\$42.87	\$43.94	\$45.04	\$46.17	\$47.32	2.5%	37.9%
		Bi-Weekly	\$2,745.60	\$2,814.40	\$2,884.80	\$2,956.80	\$3,030.40	\$3,106.40	\$3,184.00	\$3,264.00	\$3,345.60	\$3,429.60	\$3,515.20	\$3,603.20	\$3,693.60	\$3,785.60		
		Annual	\$71,385.60	\$73,174.40	\$75,004.80	\$76,876.80	\$78,790.40	\$80,766.40	\$82,784.00	\$84,864.00	\$86,985.60	\$89,169.60	\$91,395.20	\$93,683.20	\$96,033.60	\$98,425.60		
City Secretary; Sr. Accountant; Building Official; HR Manager; Sr. Planner	15	Hourly	\$40.33	\$41.34	\$42.37	\$43.43	\$44.52	\$45.63	\$46.77	\$47.94	\$49.14	\$50.37	\$51.63	\$52.92	\$54.24	\$55.60	2.5%	37.9%
		Bi-Weekly	\$3,226.40	\$3,472.56	\$3,559.08	\$3,648.12	\$3,739.68	\$3,832.92	\$3,928.68	\$4,026.96	\$4,127.76	\$4,231.08	\$4,336.92	\$4,445.28	\$4,556.16	\$4,670.40		
		Annual	\$83,886.40	\$85,987.20	\$88,129.60	\$90,334.40	\$92,601.60	\$94,910.40	\$97,281.60	\$99,715.20	\$102,211.20	\$104,769.60	\$107,390.40	\$110,073.60	\$112,819.20	\$115,648.00		
Fire Marshal; IT Systems Manager; Finance Manager	16	Hourly	\$47.39	\$48.57	\$49.78	\$51.02	\$52.30	\$53.61	\$54.95	\$56.32	\$57.73	\$59.17	\$60.65	\$62.17	\$63.72	\$65.31	2.5%	37.8%
		Bi-Weekly	\$3,791.20	\$4,079.88	\$4,181.52	\$4,285.68	\$4,393.20	\$4,503.24	\$4,615.80	\$4,730.88	\$4,849.32	\$4,970.28	\$5,094.60	\$5,222.28	\$5,352.48	\$5,486.04		
		Annual	\$98,571.20	\$101,025.60	\$103,542.40	\$106,121.60	\$108,784.00	\$111,508.80	\$114,296.00	\$117,145.60	\$120,078.40	\$123,073.60	\$126,152.00	\$129,313.60	\$132,537.60	\$135,844.80		
Community Dev Director; Finance Director; Public Works Director	17	Hourly	\$55.68	\$57.35	\$59.07	\$60.84	\$62.67	\$64.55	\$66.49	\$68.48	\$70.53	\$72.65	\$74.83	\$77.07	\$79.38	\$81.76	3.0%	46.8%
		Bi-Weekly	\$4,454.40	\$4,817.40	\$4,961.88	\$5,110.56	\$5,264.28	\$5,422.20	\$5,585.16	\$5,752.32	\$5,924.52	\$6,102.60	\$6,285.72	\$6,473.88	\$6,667.92	\$6,867.84		
		Annual	\$115,814.40	\$119,288.00	\$122,865.60	\$126,547.20	\$130,353.60	\$134,264.00	\$138,299.20	\$142,438.40	\$146,702.40	\$151,112.00	\$155,646.40	\$160,305.60	\$165,110.40	\$170,060.80		
Police Chief/Dir. Public Safety; City Engineer	18	Hourly	\$65.42	\$67.38	\$69.40	\$71.48	\$73.62	\$75.83	\$78.10	\$80.44	\$82.85	\$85.34	\$87.90	\$90.54	\$93.26	\$96.06	3.0%	46.8%
		Bi-Weekly	\$5,233.60	\$5,659.92	\$5,829.60	\$6,004.32	\$6,184.08	\$6,369.72	\$6,560.40	\$6,756.96	\$6,959.40	\$7,168.56	\$7,383.60	\$7,605.36	\$7,833.84	\$8,069.04		
		Annual	\$136,073.60	\$140,150.40	\$144,352.00	\$148,678.40	\$153,129.60	\$157,726.40	\$162,448.00	\$167,315.20	\$172,328.00	\$177,507.20	\$182,832.00	\$188,323.20	\$193,980.80	\$199,804.80		
City Attorney; Assistant City Manager	19	Hourly	\$76.87	\$79.18	\$81.56	\$84.01	\$86.53	\$89.13	\$91.80	\$94.55	\$97.39	\$100.31	\$103.32	\$106.42	\$109.61	\$112.90	3.0%	46.9%
		Bi-Weekly	\$6,149.60	\$6,651.12	\$6,851.04	\$7,056.84	\$7,268.52	\$7,486.92	\$7,711.20	\$7,942.20	\$8,180.76	\$8,426.04	\$8,678.88	\$8,939.28	\$9,207.24	\$9,483.60		
		Annual	\$159,889.60	\$164,694.40	\$169,644.80	\$174,740.80	\$179,982.40	\$185,390.40	\$190,944.00	\$196,664.00	\$202,571.20	\$208,644.80	\$214,905.60	\$221,353.60	\$227,988.80	\$234,832.00		
	20	Hourly	\$90.32	\$93.03	\$95.82	\$98.69	\$101.65	\$104.70	\$107.84	\$111.08	\$114.41	\$117.84	\$121.38	\$125.02	\$128.77	\$132.63	3.0%	46.8%
		Bi-Weekly	\$7,225.60	\$7,814.52	\$8,048.88	\$8,289.96	\$8,538.60	\$8,794.80	\$9,058.56	\$9,330.72	\$9,610.44	\$9,898.56	\$10,195.92	\$10,501.68	\$10,816.68	\$11,140.92		
		Annual	\$187,865.60	\$193,502.40	\$199,305.60	\$205,275.20	\$211,432.00	\$217,776.00	\$224,307.20	\$231,046.40	\$237,972.80	\$245,107.20	\$252,470.40	\$260,041.60	\$267,841.60	\$275,870.40		

*Light blue text indicates future positions that the City has allocated into pay grades.

PUBLIC SAFETY (POLICE)

Title	Pay Grade		P	A	B	C	D	E	F	G	H	Step Spread	Range Spread
			(Minimum)			(Midpoint)					(Maximum)		
Police Officer; Police Corporal; Police Investigator	PS1	Hourly	\$31.91	\$32.87	\$33.86	\$34.88	\$35.93	\$37.01	\$38.12	\$39.26	\$40.44	3.0%	26.7%
		Bi-Weekly (84)	\$2,680.42	\$2,761.08	\$2,844.24	\$2,929.92	\$3,018.12	\$3,108.84	\$3,202.08	\$3,297.84	\$3,396.96		
		Annual (2184)	\$69,690.82	\$71,788.08	\$73,950.24	\$76,177.92	\$78,471.12	\$80,829.84	\$83,254.08	\$85,743.84	\$88,320.96		
		Bi-Weekly (80)	\$2,552.78	\$2,629.60	\$2,708.80	\$2,790.40	\$2,874.40	\$2,960.80	\$3,049.60	\$3,140.80	\$3,235.20		
		Annual (2080)	\$66,372.21	\$68,369.60	\$70,428.80	\$72,550.40	\$74,734.40	\$76,980.80	\$79,289.60	\$81,660.80	\$84,115.20		
Police Sergeant	PS2	Hourly	\$42.46	\$43.74	\$45.05	\$46.40	\$47.79	\$49.22	\$50.70			3.0%	19.4%
		Bi-Weekly (84)	\$3,566.81	\$3,674.16	\$3,784.20	\$3,897.60	\$4,014.36	\$4,134.48	\$4,258.80				
		Annual (2184)	\$92,737.01	\$95,528.16	\$98,389.20	\$101,337.60	\$104,373.36	\$107,496.48	\$110,728.80				
		Bi-Weekly (80)	\$3,396.96	\$3,499.20	\$3,604.00	\$3,712.00	\$3,823.20	\$3,937.60	\$4,056.00				
		Annual (2080)	\$88,320.96	\$90,979.20	\$93,704.00	\$96,512.00	\$99,403.20	\$102,377.60	\$105,456.00				
Police Lieutenant	PS3	Hourly	\$53.24	\$54.83	\$56.47	\$58.16	\$59.90	\$61.70	\$63.55			3.0%	19.4%
		Bi-Weekly (80)	\$4,258.80	\$4,386.40	\$4,517.60	\$4,652.80	\$4,792.00	\$4,936.00	\$5,084.00				
		Annual (2080)	\$110,728.80	\$114,046.40	\$117,457.60	\$120,972.80	\$124,592.00	\$128,336.00	\$132,184.00				