



CITY OF FULSHEAR

“FIND YOUR FUTURE IN FULSHEAR”

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CITY COUNCIL:

MAYOR: Aaron Groff

MAYOR PRO-TEM: Debra Cates

COUNCIL MEMBER: Kent Pool

COUNCIL MEMBER: John Kelly

COUNCIL MEMBER: Kaye Kahlich

COUNCIL MEMBER: Lisa Martin

COUNCIL MEMBER: Joel
Patterson

STAFF:

CITY MANAGER: Jack Harper

CITY SECRETARY: Kimberly
Kopecky

CITY ATTORNEY: J. Grady Randle

SPECIAL CITY COUNCIL MEETING

June 15, 2021

NOTICE IS HEREBY GIVEN OF A SPECIAL CITY COUNCIL MEETING OF THE CITY OF FULSHEAR TO BE HELD ON **Tuesday, June 15, 2021 AT 5:30 PM** IN IRENE STERN COMMUNITY CENTER, 6920 KATY FULSHEAR ROAD, FULSHEAR, TEXAS FOR CONSIDERING THE FOLLOWING ITEMS. THE CITY COUNCIL RESERVES THE RIGHT TO ADJOURN INTO EXECUTIVE SESSION AT ANY TIME DURING THE COURSE OF THIS MEETING TO DISCUSS ANY MATTERS LISTED ON THE AGENDA, AS AUTHORIZED BY THE TEXAS GOVERNMENT CODE, INCLUDING, BUT NOT LIMITED TO, SECTIONS 551.071 (CONSULTATION WITH ATTORNEY), 551.072 (DELIBERATIONS ABOUT REAL PROPERTY), 551.073 (DELIBERATIONS ABOUT GIFTS AND DONATIONS), 551.074 (PERSONNEL MATTERS), 551.076 (DELIBERATIONS ABOUT SECURITY DEVICES), 551.087 (ECONOMIC DEVELOPMENT), 418.175.183 (DELIBERATIONS ABOUT HOMELAND SECURITY ISSUES) AND AS AUTHORIZED BY THE TEXAS TAX CODE, INCLUDING, BUT NOT LIMITED TO, SECTION 321.3022 (SALES TAX INFORMATION).

Incidental Meeting Notice: A quorum of the City of Fulshear City Council, Planning and Zoning Commission, City of Fulshear Development Corporation (Type A), Fulshear Development Corporation (Type B), Parks and Recreation Commission, Historic Preservation and Museum Commission, Zoning Board of Adjustment, Charter Review Commission, or any or all of these, may be in attendance at the meeting specified in the foregoing notice, which attendance may constitute a meeting of such governmental body or bodies as defined by the Texas Open Meetings Act, Chapter

551, Texas Government Code. Therefore, in addition to the foregoing notice, notice is hereby given of a meeting of each of the above-named governmental bodies, the date, hour, place, and subject of which is the same as specified in the foregoing notice.

Notice Pertaining to Social Distancing Requirements: In accordance with the Texas Open Meetings Act, Chapter 551, Government Code, this meeting shall be open to the public, except as provided by said Act. However, any members of the public who attend the meeting are individually responsible for complying with any applicable proclamation or order issued by the governor or any local official which may be in effect at the time of the meeting, including but not limited to any restrictions which may require such members of the public to implement social distancing, to minimize social gatherings, or to minimize in-person contact with people who are not in the same household.

I. CALL TO ORDER

II. QUORUM AND ROLL CALL

III. CITIZEN'S COMMENTS

THIS IS AN OPPORTUNITY FOR CITIZENS TO SPEAK TO COUNCIL RELATING TO AGENDA AND NON-AGENDA ITEMS. SPEAKERS ARE ADVISED THAT COMMENTS CANNOT BE RECEIVED ON MATTERS WHICH ARE THE SUBJECT OF A PUBLIC HEARING ONCE THE HEARING HAS BEEN CLOSED. SPEAKERS ARE REQUIRED TO REGISTER IN ADVANCE AND MUST LIMIT THEIR COMMENTS TO THREE (3) MINUTES.

IV. BUSINESS

- A. DISCUSSION AND POSSIBLE ACTION TO ADOPT RESOLUTION NO. 2021-521 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS, REPEALING AND REPLACING RESOLUTION NO. 2016-330, ADOPTING A REVISED COMPENSATION AND CLASSIFICATION PLAN FOR CITY EMPLOYEES**
- B. CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-511, A RESOLUTION OF THE CITY OF FULSHEAR APPOINTING MEMBERS TO THE CITY'S PLANNING AND ZONING COMMISSION**
- C. CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-512, A RESOLUTION APPOINTING A REPRESENTATIVE FROM THE ETJ AS AN AD HOC VOTING MEMBER OF THE PLANNING AND ZONING COMMISSION WHEN IT ACTS AS THE CAPITAL IMPROVEMENTS ADVISORY COMMITTEE**
- D. CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-513, A RESOLUTION OF THE CITY OF FULSHEAR APPOINTING MEMBERS TO THE CITY'S PARKS AND RECREATION COMMISSION**
- E. CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-514, A RESOLUTION OF THE CITY OF FULSHEAR APPOINTING MEMBERS TO THE CITY'S HISTORIC PRESERVATION AND MUSEUM COMMISSION**
- F. CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-515, APPOINTING DIRECTORS TO THE BOARD OF THE CITY OF FULSHEAR DEVELOPMENT CORPORATION, A TYPE "A" ECONOMIC DEVELOPMENT SALES TAX CORPORATION**

- G. **CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-516, APPOINTING DIRECTORS TO THE BOARD OF THE FULSHEAR DEVELOPMENT CORPORATION, A TYPE "B" ECONOMIC DEVELOPMENT SALES TAX CORPORATION**
- H. **CONSIDERATION AND POSSIBLE ACTION TO APPROVE A DEVELOPMENT AGREEMENT BETWEEN THE CITY OF FULSHEAR AND CCR WEST, INC. AND FULSHEAR FF TEXAS HOLDINGS, L.P.**

V. **ADJOURNMENT**

NOTE: IN COMPLIANCE WITH THE AMERICAN WITH DISABILITIES ACT, THIS FACILITY IS WHEELCHAIR ACCESSIBLE AND ACCESSIBLE PARKING SPACES ARE AVAILABLE. REQUESTS FOR ACCOMMODATIONS OR INTERPRETIVE SERVICE MUST BE MADE AT LEAST 48 BUSINESS HOURS PRIOR TO THIS MEETING. PLEASE CONTACT THE CITY SECRETARY'S OFFICE AT 281-346-1796 FOR FURTHER INFORMATION.

I, KIMBERLY KOPECKY, CITY SECRETARY OF THE CITY, DO HEREBY CERTIFY THAT THE ABOVE NOTICE OF MEETING AND AGENDA FOR THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS WAS POSTED ON THURSDAY, JUNE 10, 2021 by 5:00 p.m. IN PLACE CONVENIENT AND READILY ACCESSIBLE AT ALL TIMES TO THE GENERAL PUBLIC, IN COMPLIANCE WITH CHAPTER 551, TEXAS GOVERNMENT CODE.

KIMBERLY KOPECKY, CITY SECRETARY

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021 **ITEMS:** IV.A.
DATE SUBMITTED: 6/4/2021 **DEPARTMENT:** Human Resources

PREPARED BY: Kristi Brashear **PRESENTER:** Kristi Brashear

SUBJECT: DISCUSSION AND POSSIBLE ACTION TO ADOPT RESOLUTION NO. 2021-521 A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS, REPEALING AND REPLACING RESOLUTION NO. 2016-330, ADOPTING A REVISED COMPENSATION AND CLASSIFICATION PLAN FOR CITY EMPLOYEES

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

The City engaged McGrath Human Resources to conduct a compensation and classification study to determine accurate placement of positions in the classification plan as well as market analysis to determine market compensation for each position. Human Resources with the assistance of the Consultant will present the results of the study and a recommendation to city council.

RECOMMENDATION

Staff recommends adoption of Resolution No. 2021-521.

ATTACHMENTS:

Description	Upload Date	Type
RESOLUTION NO. 2021-521	6/6/2021	Resolution
COMP & CLASS EXECUTIVE REPORT	6/6/2021	Exhibit
COMP & CLASS PRESENTATION	6/7/2021	Presentation

RESOLUTION NO. 2021-521

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS, REPEALING AND REPLACING RESOLUTION NO. 2016-330, ADOPTING A REVISED COMPENSATION AND CLASSIFICATION PLAN FOR CITY EMPLOYEES.

* * * * *

WHEREAS, the City Council of the City of Fulshear periodically reviews the compensation and classification plan for City employees to determine the appropriate classifications and compensation for positions; and

WHEREAS, in preparation for the FY 2022 Plan, the City completed a Compensation and Classification Study; and

WHEREAS, the City Council also recognizes the need to modify the plan to accommodate the growth of current and future staff positions; and

WHEREAS, the City Council previously adopted Resolution No. 2016-330, adopting a classification and compensation plan for City employees; and

WHEREAS, the Plan should be reviewed annually; and

WHEREAS, the City has reviewed the plan and desires to adopt the new plan by repealing and preplacing Resolution No. 2016-330;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS:

Section 1. Resolution No. 2016-330 is hereby repealed.

Section 2. The classification and compensation plan attached hereto as Exhibit A is hereby adopted.

PASSED, APPROVED, and ADOPTED on the ____ day of _____, 2021.

Aaron Groff, Mayor

ATTEST:

Kimberly Kopecky, City Secretary



Compensation and Classification Study Executive Report

for

The City of Fulshear
Texas



June 2021



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Executive Summary

The intent of the Executive Summary is to provide an overview of the most important issues and opportunities identified by the consulting team during the Study. Recipients of this Report are highly encouraged to read the document in its entirety to gain an understanding of the recommendations presented within the Report. The Executive Summary alone does not provide enough context or information upon which to base decisions or to judge the recommendations provided.

McGrath Human Resources Group was commissioned by the City of Fulshear to conduct a comprehensive Compensation and Classification Study. The Consultants utilized the following steps to make these compensation recommendations:

- Discussions with City Administration, Human Resources, and Department Directors.
- External market data was solicited from 25 comparable organizations selected jointly between the consulting team and City Administration.
- Internal position analysis based upon extensive information provided by incumbent employees describing job responsibilities, skills, and various competencies of the position, in addition to a review of job descriptions.
- Discussion of long-term need and ability to assist with the recruitment and retention of the City's human capital to manage the incredible growth the City is experiencing.

Based on this data and analysis, the following recommendations have been developed.

Compensation Recommendations

In order for the City of Fulshear to maintain a competitive edge with recruitment and retention, it is recommended the City establish its compensation philosophy to lead the market by paying wages higher than the current prevailing market. This compensation strategy may increase the supply of candidates, increase selection rates of qualified applicants, maintain productivity, and decrease unwanted employee turnover. This type of strategy is appropriate for an organization like Fulshear, which is located in a highly competitive labor market. It is recommended the Midpoint Rate within its Compensation System be set at 10% over the average Market.

The City desires to continue its range model compensation system for effective recruitment. The range model also serves as a retention tool. Having a range model, with established processes to facilitate the employee's ability to receive wage increases beyond cost of living, can be a performance motivator and a tool for professional growth and development, so the City can consider a true performance-based compensation program with this model at any time. Because the City is going through substantial growth, even within the course of the Study, additional positions have been identified by City Administration and Department Directors that may be needed in the next few years. The General Salary Schedule has been developed to accommodate the City's future position needs without the need to adjust the new compensation structure.

For Public Safety, a step model will more objectively accommodate the proficiency certificates identified by the Texas Commission on Law Enforcement in addition to lateral hires with previous law enforcement experience. Step models are not guaranteed wage increases, so this will be an



opportunity for the Police Department to develop a meaningful performance feedback program to align with the new compensation model.

In summary, the updated compensation systems will guide the City in providing above market compensation and maintains an internal alignment of positions at the same time. A path to move the City toward a performance-based program has been outlined, should this be desired.

Other Recommendations

A number of other recommendations have been made in the following areas:

- Vehicle Stipends
- Police Department Special Assignment Pay
- Temporary Assignment Pay
- On-call Pay
- Benefited Time Off Payouts

These recommendations provide a roadmap for the Human Resources Department and the City to provide best practices going forward. By developing and following a total compensation philosophy, the City should be in a favorable position to attract and retain a highly competent workforce.

The Consultants would like to extend appreciation to the City Manager, Human Resources Director, Department Directors, and employees for their time, cooperation, and sharing of information and perceptions with McGrath Human Resources Group.

Methodology

Data Collection

The project involved several steps: collection of data, interviews, and data analysis. The first step of this Study involved the gathering of data that pertains to current compensation practices within the City of Fulshear. The Consultants received information relating to current salaries, specific policies, collected market data, and current job descriptions.

Interviews were conducted with the City Manager, Human Resources Director, Department Directors, and other management personnel within each Department. The purpose of these meetings was to first, gain an understanding of the City's current compensation practices and philosophy; second, to solicit ideas and input from these stakeholders for future compensation methodologies and practices; and finally, to determine if there were any positions within the City that were difficult to recruit, retain, or were otherwise unique in the position's responsibilities. Employees were then asked to complete a Position Questionnaire (PQ) which provided extensive information about the positions. The Consultants utilized the Position Questionnaires completed by the employees, which had been reviewed by supervisory employees, to gain a better understanding of the job responsibilities, skills, and various competencies of the position.



Upon completion of the draft Compensation Schedule, the Consultants met with the City Manager and Human Resources Director to review salary recommendations and provide cost estimates. The Consultants then met with each Department Director to review the recommended Compensation Schedule for feedback prior to finalization. Any recommendations and feedback provided by the Directors were reviewed by the Consultants and taken into consideration in both its relation to the position analysis, the external market data, as well as the impact to internal equity within the entire Compensation System.

During the course of the Study, the City’s departments also identified long-term position needs. Positions that were identified at the onset of the project were included in the development of the Salary Schedule, so not all future positions have been included. Because of the competitive nature of the current market in the greater Houston area, along with only having some of these positions conceptual at this time, the City is recommended to add these positions once position responsibilities and minimum qualifications have been firmly identified to ensure proper placement. The City Human Resources Department or the consulting firm may add Classifications to the recommended Compensation System as needed.

Labor Market

In order to gain information from the external market, through interviews with the Department Directors and City Administration, a list of comparable organizations was established. The following comparable organizations were contacted:

Table 1: Comparable Organizations

ORGANIZATION	
Alvin*	Richmond
Angleton	Rosenberg
Bellaire	Seabrook
El Campo	Sealy
Friendswood	Shenandoah*
Katy	Stafford
La Porte	Sugar Land
Lake Jackson*	The Woodlands Township
League City	Tomball*
Manvel	Webster*
Missouri City	West University Place
Oak Ridge North	Wharton
Pearland	

**Did not participate*

Market Data Solicited

The market survey gathered the following information as of October 2020: Minimum, Midpoint, and Maximum salary for the positions as well as the average salary of the incumbents. Upon examination, salaries were eliminated if statistically too high or too low as to not skew the average (typically



within one-two standard deviations). Then, a new percentile amount was calculated with the remaining salaries. There was a great deal of time spent in the data analysis to ensure that each position was examined based on the data available and how the responsibilities of each position align within the City.

Market Analysis

It is standard compensation practice to establish a range around the Minimum or Market Rate to determine if employee compensation is in line with the comparable market. Employees can mistakenly assume that if the average Market Rate is \$25,000, then their salary should align to the Market Rate, not realizing many factors attribute to being above or below a Market Rate. Compensation practices look at a range around the average Market Rate where an employee should be by the time the employee is fully functioning within their position. Traditionally, organizations establish a 5%-10% range around the Market Rate. If an employee is making between 40%-60% of the Market Rate, the employee is considered fairly compensated. In order to analyze the salaries, a Comp Ratio is used. This is a ratio of the City's salary in relation to the external market data. A 50% Comp Ratio indicates the position is in line with the external Market. Thus, if a Ratio is within 40%-60% the salary is within an acceptable range.

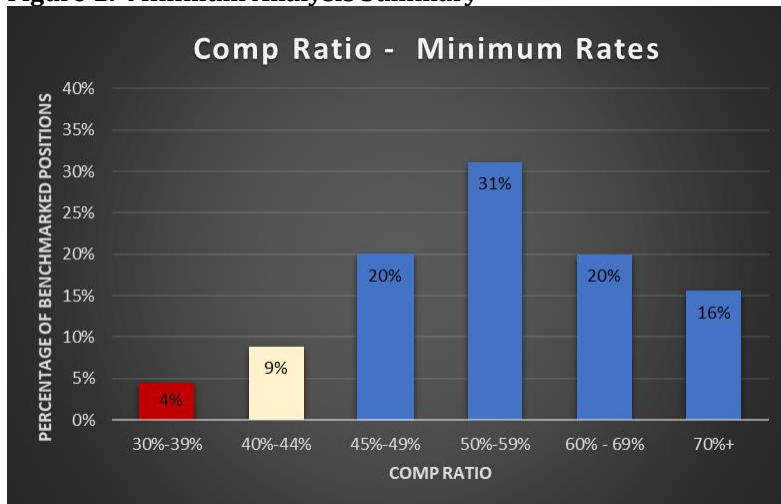
Minimum Salary Comparison

The analysis of the Minimum Salary Range gives the initial indication if starting salaries are within an acceptable Market Range. When building a salary schedule, consideration of this information will ensure the City's Minimums are within an acceptable range to the average Market Minimum; however, this analysis is only the beginning in the development of a Compensation Schedule.

The analysis of the City's Minimum Salary Range gives the initial indication if starting salaries are within an acceptable Market Range. Approximately 4% of the benchmarked job titles are below the average Market Minimums. There are an additional 9% of the positions that are in the lower 40% Comp Ratio that are still within the acceptable range; however, the positions are at risk of falling below the market in the near future. Overall, 87% of the positions are within the acceptable average Market Minimum. It would appear the majority of the City's minimum hiring salaries are adequate against the average market, although some adjustment will be required. Positions that have a higher Comp Ratio are mostly entry level in nature, to facilitate recruitment/retention from outside the local Fulshear community. The Figure below provides a summary of findings.



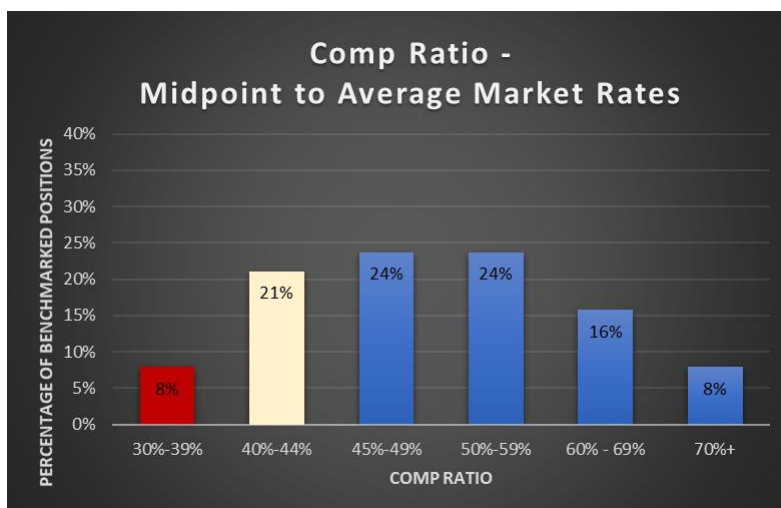
Figure 1: Minimum Analysis Summary



Midpoint Salary Comparison

Based on the average Minimum Rate findings, the Consultants wanted to know if the Midpoint was aligned with the average Market. Therefore, a Midpoint analysis between the City Midpoint and the Market average midpoint was conducted. Again, a Comp Ratio less than 40% would indicate the Salary Ranges may not be in line. Approximately 8% of the benchmarked job titles are below the average Market Midpoint Rates. There are an additional 21% of the positions that are in the lower 40% Comp Ratio that are within the acceptable range; however, these positions are at risk of falling below the market in the near future. Overall, 71% of the positions are within the acceptable average Market Midpoint. This may be an indication that not all Salary Ranges are keeping up with the external market. The Figure below provides a summary of findings:

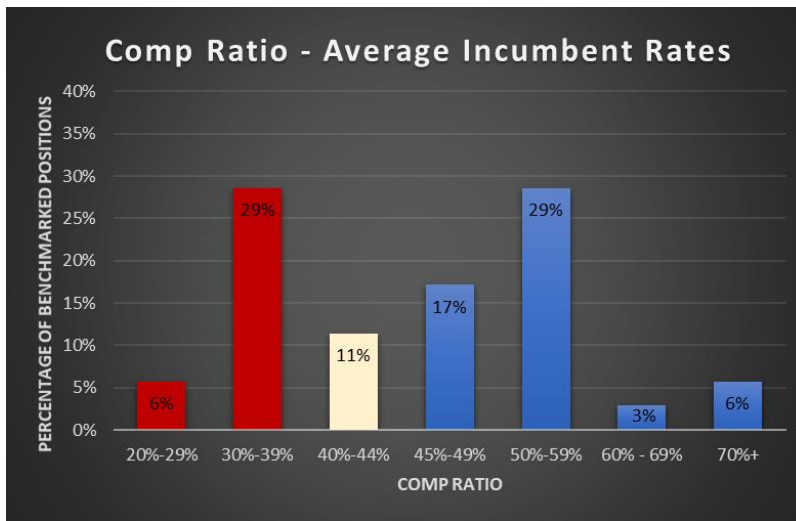
Figure 2: Midpoint Analysis Summary



Average Market Salary Analysis

The next step is to compare the current incumbent's salaries to the average Market Rate to assess how competitive incumbent wages are within the market. For this purpose, positions where there are more than one (1) incumbent, an *average* of the current employees is utilized. Overall, 35% of the positions are below the average Market Rate. There are another 11% of positions that are in the lower 40% Comp Ratio that are within the acceptable range; however, the positions are at risk of falling below the market in the near future. In total, 54% of the positions within the City are at or above the average Market Rate. In summary, the City has not consistently fared well when employee salaries are compared to the average Market Rate of employee salaries, although one needs to consider tenure of employees. The Figure below provides a summary of findings.

Figure 3: Average Incumbent Summary



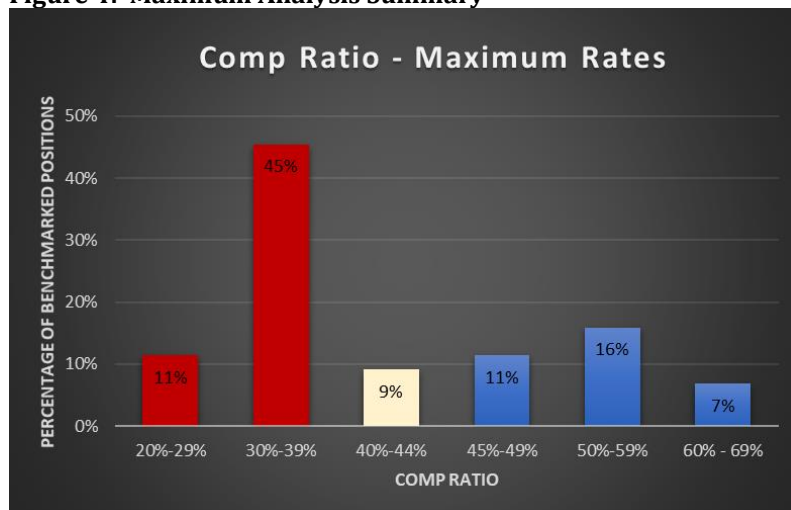
Maximum Salary Comparison

The Consultants then compared the City's Salary Range Maximum to the average Market Maximum. However, due to various types of salary range construction, one must always consider this may not be an exact comparison.

The City's salary range maximum is at or above the Market Maximum for only 23% of positions, while an additional 11% of positions are still within an acceptable distance from the average. This leaves 66% of positions with Maximum Rates that are under the Market Average. This is an indication that many of the Salary Ranges are not sufficient and likely need to be expanded. Each Salary Range needs a reestablished market average to ensure competitive wages throughout each Range. The following Figure provides a summary of findings.



Figure 4: Maximum Analysis Summary



Market Data Summary

Although the Minimum Rates are aligned with the average Market, the Salary Ranges themselves will need some adjustment to identify the market rate within the Range and extending the Maximum Rates. There will also be realignment of positions within the Pay Grades.

Current Compensation System

The general employee schedule is currently made up of 13 Pay Grades. Each Pay Grade has Minimum, Midpoint, and Maximum. The spread between Minimum and Maximum is 25%, with the midpoint at the true midpoint of the Range. A 25% Spread from Minimum to Maximum is a small Salary Range. Conventional Salary Ranges can have a Minimum to Maximum Salary Range between 35% – 50%.

The City recently eliminated merit pay, so all employees receive the same increase to progress through the Schedule in addition to annual Cost of Living Adjustments to the Salary Schedule. The City should be commended for prioritizing the maintenance of the Compensation System.

Police

The Police Schedule consists of four (4) rates for Police Officer and three (3) rates for Sergeant, all based on education level. The Lieutenant has a single rate of pay. These classifications are also listed on the City's main Salary Schedule, and it is understood that personnel just migrated to the main Salary Schedule in late 2020.

Because of the nature of public safety and recent perceptions of the profession, it is becoming progressively harder to hire qualified public safety personnel. Between 2013 and 2018, postings for government jobs have increased by 29% while applicant volume fell by 8%, resulting in a 37% gap (Neogov Job Seeker Report 2019) with law enforcement experiencing an overall 63% decrease in applicants, making this type of position one of the most difficult to fill (State and Local Government



Workforce 2019 Survey). Because of this, the competitive market for public safety can differ more than many other City positions. The City is recommended to separate its Police Department from the rest of the General Schedule in order to be responsive to shifts in market conditions specific to this profession, that may not be needed for all positions.

Compression

Compression is when salaries of job classifications of a higher rank or authority are paid less than positions of a lower rank or authority. There are several reasons why this may occur, including the amount of separation between positions in the Compensation System and compression due to overtime, when salary plus overtime of lower ranks exceeding the higher command ranks which most commonly occurs in public safety departments. When this occurs, it stifles an individual's willingness to promote as it often results in a reduction in pay. Due to this issue, the Consultants asked for salary information (base, overtime, and special pays) for a 12-month period.

Overall, the City does not have a compression issue based on the existing Salary Schedule nor overtime. The Police Department and City Administration should be commended for maintaining low overtime amounts in the Department.

Geography

The City of Fulshear is approximately 45 minutes west of downtown Houston and part of the western edge of the Houston-The Woodlands- Sugarland metro area. Although a small City, it is one of the largest growing communities in Texas, and the United States, and the fastest. The Median income in the community reaches \$170,000 with median housing at \$430,000. For this reason, many employees commute in, in lieu of living in the City. In order for the City to continue to provide its growing services to the community and its constituents at its current level of service, there will need to be a consideration to ensure the Salary Schedule is set to attract and retain not only the local employment market, but also individuals who are willing to commute from surrounding communities.

Compensation Philosophy

There are foundational aspects of compensation to assist with the development of a compensation philosophy to ensure the goals of compensation align with the goals of the organization. First, there are basic questions to consider:

1. What is considered a fair wage?
2. Are wages too high for the financial health of the organization?
3. Does the compensation system reflect the value of positions within the organization?
4. Is your compensation strong enough to retain employees?
5. Do you currently have a defined compensation philosophy?



6. If so, is your compensation philosophy keeping in line with labor market change, industry change, and organizational change?

The City is in business to provide services to the citizens, businesses, and visitors of the community. It does that through hiring qualified employees who lend their skills and talents to various positions within the organization. Without those individuals, the City would cease to provide adequate utilities, safety, and other essential services and process the necessary functions to keep those systems in place. Employees expect a compensation system that pays a competitive wage for the skills, education, and responsibilities of the position, and Fulshear employees have expressed there is a higher-than-normal expectation of its employees in this dynamic and growing organization. In order to be competitive for retention of existing personnel and have successful recruitment efforts to replace future turnover, the City needs to be highly competitive with targeted comparables.

The City values its quality services and sets high expectations of that service to its constituents. In order for the City of Fulshear to maintain a competitive edge with recruitment and retention, it is recommended the City establish its compensation philosophy to lead the market by paying wages higher than the current prevailing market. This compensation strategy may increase the supply of candidates, increase selection rates of qualified applicants, maintain productivity, and decrease unwanted employee turnover. A strategy of being a leader is appropriate for organizations located in highly competitive labor markets. Therefore, it is recommended the Midpoint Rate within its Compensation System be set at 10% over the average Market.

Recommended Salary Schedules

The salary structure is one of the basic building blocks of a base compensation program. The type of structure sends a clear message about an organization's approach to job design, work processes, and organization structure. The type of salary structures an organization chooses must fit its culture, business needs, and operating cycle.

The Consultant, in consultation with Administration, discussed the benefits and challenges between a range model, step model, or combination for the City. It was determined that based on these considerations, the City would be best served to continue a range model to provide broad salary ranges for effective recruitment. The range model also serves as a retention tool. Having a range model, with established processes to facilitate the employee's ability to receive wage increases beyond cost of living, can be a performance motivator and a tool for professional growth and development. The City can also consider performance-based compensation with this range model at any time.

Within Public Safety, it was determined the rank of Police Officer up through Captain would be placed on a step model to more objectively accommodate the proficiency certificates identified by the Texas Commission on Law Enforcement in addition to previous law enforcement or other related experience (such as military service). The Chief and Assistant Chief will remain on the City's General Schedule.



In order to ensure both the General Salary Schedule and Police Salary Schedule are comparable to the external Market, and also ensure internal equity among all the Salary Schedules, the Consultants initially built the Compensation Schedule as one (1) Schedule. This way, all the positions were placed utilizing the same methodology, were analyzed in the same manner, and internal equity (superior/subordinate positions) were evaluated so sufficient space was provided in order to provide promotional opportunities. Police positions were then divided out into its own Compensation System.

General Salary Schedule

The recommended Compensation System for positions in the Compensation Study is a range system, provided as Appendix A. There are twenty (20) Pay Grades on the recommended Salary Schedule. There is a 40% range between the Minimum and Maximum in Grades 100-170. This is broken down into 20% between Minimum to Midpoint, and 20% between Midpoint to Maximum. Grades 175-195 have a 50% range, broken down into 20% between Minimum to Midpoint, and 30% between Midpoint to Maximum. The Schedule has been developed around the Midpoint of the Schedule, which is set at 60% (10% over Market). The Range beyond the Midpoint should serve the City well for retention of personnel and aligns the City with what is offered by comparable employers, as well as recruitment and retention which will become an increasing challenge for the City as employees retire in the next several years.

Police Salary Schedule

The Police Salary Schedule is comprised of four (4) levels of Police Officer, Sergeant, Lieutenant, and Captain. Each Classification is further broken down to accommodate Proficiency Certifications with corresponding education levels (up to a master's degree). As a result, this Salary Schedule has a total of 23 defined Pay Grades. The Schedule is provided as Appendix B.

Each pay grade has 12 steps. There is 2.5% between each step, with an expectation that employees will progress through the steps annually with acceptable performance. The total salary range for each Pay Grade is 31%, which is narrower than the City's range model. This occurs because the step model is a predictable compensation program, so the range can be smaller. The City can now develop a procedure for lateral hires, to allow experienced police officers to be hired above Step 1. It is recommended this hiring procedure be transparent within the organization so current Officers understand what situations would allow a lateral transfer to enter the organization on higher steps.

Employee Placement

For purposes of implementation, employees on the Range Salary Schedule were placed to the Minimum of the Pay Range if under the new Minimum Rate. Employees already within the Range will see no immediate change. The City is recommended to allow tenured employees who may be behind in their Range to progress further into the Schedule to alleviate in-range Compression over



time. The City has been briefed on this and will look to rectify this in future budget years, as funds become available.

For purposes of implementation of the Police Salary Schedule, employees were placed to the Minimum of the Pay Range if under Step 1. If above Step 1, employees were placed on a step closest to the current salary, without a decrease, regardless of tenure in the position. This methodology is purely for implementation purposes.

Position Considerations

During the Study, there was an opportunity to align job titles and responsibilities. Some job titles were revised to either have consistency throughout the organization, or to become more current with the external market. These changes were discussed with City Administration and Department Directors and are reflected on the recommended Salary Schedules.

Position Placement

Placement onto the respective Salary Schedule is based upon several criteria:

- ❖ Point factor system
- ❖ Market analysis
- ❖ Compression analysis
- ❖ Internal equity

After considering all these elements, placement of some positions on the Salary Schedules have changed, with some positions now being placed in lower or higher pay grades than on the previous Schedule. This is not an indication that any given position has more or less value, or that a specific position is even to be compared with the other positions in that respective pay grade, so employees are advised not to compare themselves with other positions given the complexity of the factors that are considered during placement of positions. Similarly, this is not a “reclassification” process, where a position is being evaluated on changes in responsibility, authority, or decision making that may place the position in a higher or lower pay grade etc. This process is a complete reset of the Compensation System. This is sometimes difficult for employees, because they look only at where their position is placed on the Schedule and compare themselves to positions that have been placed higher. When this occurs, employees begin to compare their perception of the value of positions within the organization, and do not know, or disregard, the factors the Consultants considered when placing all the positions onto the Schedule.

Future Positions

Because the City is going through substantial growth, even within the course of the Study, additional positions have been identified by City Administration and Department Directors that were not included in the market analysis but may be needed in the foreseeable future. The General Salary Schedule has been developed to accommodate the City’s future position needs without the need to adjust the new compensation structure.



General Operational Guidelines

Maintenance of Salary Schedules

It is important for the City to have a standardized procedure to adjust the general Salary Schedule for consistency and for budgetary forecasting. It is the Consultant's recommendation that on a set date each year (such as October 1st), the Salary Schedule be increased by the national Consumer Price Index – Urban (CPI -U) percentage or by a local economic indicator, if preferred. For example, since budgeting is done at approximately the same time each year, the City should establish a specific month in which to capture the average of the previous twelve (12) months of the selected economic indicator for a recommended adjustment. The City will still maintain control if conditions and finances fluctuate in a specific year. It is recommended the adjustment to the Salary Schedule be done on a date other than salary increases, so employees understand there are two (2) separate adjustments per year. The following are the types of increases recommended:

Salary Schedule Adjustments

Annually, the Salary Schedules should be adjusted for economic reasons. Without maintaining the Salary Schedule, it will fall below the Market and the City will end up spending dollars to get it updated. Annual Salary Schedule adjustments will keep a competitive, fair, and fiscally sound Salary Schedule. It is important the City also budget dollars for increases to the overall Schedule each year. There may be years when the economy cannot support such increases; however, that should be the exception – not the norm.

Although parity between the two (2) Salary Schedules is important, economic factors may require the City to adjust either salary schedule differently than the other. The two Salary Schedules were created with this in mind. When this occurs, City Administration will need to monitor any compression between the Captains on the Police Salary Schedule and command staff on the General Salary Schedule and utilize the range accordingly.

Annual Adjustments

The Salary Schedule is based on a premise of annual salary adjustments. Each year, employees can receive the salary increase set by City Administration with acceptable performance unless an employee is on a Performance Improvement Plan. At this time, the City's intent is to provide an across-the-board program, but this could change in the future, if performance-based compensation is revisited.

The annual adjustment for the Police Salary Schedule will be one (1) step annually with acceptable performance unless an employee is on a Performance Improvement Plan.

Market Adjustments

Each budget cycle, Administration should evaluate the placement of current employees. If, even with acceptable performance, the employee's increases have been insufficient to move the employee through the Pay Range, a Market Adjustment to those employees may be given. This practice, in



subsequent years, should diminish as the City moves employees to appropriate parts of the Salary Range.

Compensation Policy Recommendations

With the updated Salary Schedule, the City now has a competitive Compensation System for recruitment and retention purposes. A comprehensive summary of recommended compensation policy guidelines has been provided to Human Resources. In order to minimize employment claims, it is the recommendation of the Consultants to consistently utilize structured guidelines when determining compensation. Administration is recommended to follow these established guidelines and update the City's compensation policy updates accordingly.

Market Updates

One of the main concerns in any Salary Schedule is the ability to keep it current. Often, an organization spends time and resources to review and reevaluate their Salary Schedule, resulting in providing employees or Pay Grades significant increases because either the positions or the Schedule is not in line with the external market. A Salary Schedule has a typical life span of three (3) to five (5) years, at which time market conditions typically necessitate a review. The City can strive to prolong the life of their Schedule if it continues to commit to maintaining its competitiveness with the external market by ensuring market updates occur. Given the speed in which the City is growing, and with the current competitive market changing, the City is recommended to conduct a market update in three (3) years. In addition, maintaining metrics should help indicate if an external market update is required even sooner.

Other Compensation

During the Study, alternative forms of compensation were discussed, including vehicle stipends, longevity, special pay, out of class pay, and on-call pay.

Vehicle Stipends

The City currently provides vehicle stipends to some Directors, but not all, and not consistent to whether one necessarily drives in the course of their position. The vehicle stipend is perceived internally as an additional form of compensation, which is accurate. It should be noted the City does not currently have a large fleet of vehicles available for use, so personal vehicles are used.

The use of vehicle stipends as a part of total compensation is not unheard of in the public sector. Whether access and use of a vehicle is needed for the course of work is often irrelevant, as this is a mechanism to increase the total compensation package without labeling the funds as wages. Vehicle stipends are taxable income.



The City is recommended to analyze who has a vehicle stipend against that actual use and need for it. The City may benefit from simply reimbursing IRS mileage rates for business use for low mileage users. For persons who would lose their current vehicle stipend as a result of this analysis, the vehicle stipend amount can be rolled into the base wage prior to placement on the Salary Schedule so this amount is included in base wages when moving to the new Compensation System. This allows the City to provide a competitive salary in lieu of wages in various “buckets” to make up a person’s total compensation. Only positions with a true need for regular vehicle use without access to a City vehicle should receive a vehicle stipend.

Longevity Pay

Longevity is a traditional and tenured benefit found in the public sector that rewards tenure with an organization but has not proven to be effective toward promoting efficient and effective services. The City does not currently have longevity, and this was a form of compensation identified as desirable. Financial resources would be better utilized by providing employees with above market competitive salaries, instead of providing alternative forms of compensation that are not always perceived by employees as compensation. The City will be better served by providing competitive salary ranges and focusing on competitive base compensation instead of alternative programs, such as longevity.

Special Pays

Situations exist when additional duties are assigned, but there is no dedicated classification on the Compensation System. The assignment of duties may require flexibility of assignment and there is no expectation for additional wages when not performing these duties. This can be addressed as a special pay. The Police Department has the need for special pays.

The Consultants recommend compensation for specific assignments within the Police Department for Field Training Officers (FTO) and Investigators. This type of non-base building compensation helps with retention and employee engagement and acknowledges these added duties. The City is recommended to continue special pay for these assignments and recommends the equivalent of 3% whether paid as a percentage or in the form of flat rate of pay added to the hourly rate. This must be included in the calculation of overtime.

Temporary Assignment Pay

Some vacated positions may require an interim appointment be made in order to continue effective operations of the department or work unit. This typically occurs when a Department Director or second in command position is temporarily vacated. Employees may be assigned an interim position to assist in carrying out those duties which must be continued. The length of assignment would typically be four (4) weeks to as long as six (6) months, but assignments longer than that should be re-evaluated to identify a long-term plan, as temporary assignments are not intended to be permanent.

When an employee is temporarily assigned to a position in a higher Pay Grade the City is recommended to temporarily increase pay equivalent to the difference between the employee’s current salary and the minimum placement into the temporary Pay Grade while in that position. If such placement results in no increase in compensation, the Human Resources Director and City



Manager may determine the placement within the Pay Grade that provides an appropriate gain in compensation equivalent to the new duties. The City is recommended to develop this as a written policy.

On-Call Pay

The intent of On-Call Pay is to compensate an employee to be available to report to work, if called upon, after normal business hours for emergency type situations within Public Works, such as an accident that caused damage to a traffic light, a road washout, or an electrical outage (non-inclusive examples).

As long as the City meets criteria to allow the employee to continue to engage in their own personal activities while on on-call, as described by the Department of Labor, actual on-call pay does not need to be included in the calculation of FLSA Overtime (29 CRF 553.221(d); FLSA Opinion letter FLSA 2008-14NA). It would be administratively prudent to simply select a nominal flat dollar amount per day for on-call status, which can then be added to the payroll, so any calculation of regular or overtime hours would not include this flat rate.

The City can then determine if employees actually called in to work while on-call will be paid automatic overtime. If so, the City's Policy should reflect this overtime pay as a premium overtime pay, so it is not also subject to FLSA overtime (double calculation). Employees may also be more willing to report to emergency events after hours if this payment is in the form of overtime. This type of special pay should not be used to extend a normal work shift, nor should it be used to call someone in to cover an absence. It should be defined for emergency type situations, in which additional assistance is needed to address an operational problem that cannot wait for the next scheduled workday. Regularly using on-call pay as a means of standard and routine work on a scheduled basis may require the flat rate to be included into overtime calculations if this is not handled correctly.

Therefore, it is recommended, the City specify which Departments are required to have employees on-call and establish a flat dollar amount for a specified time period. The Consultants recommend the Public Works Department be eligible for this special pay.

With the addition of On-Call Pay, the City may also wish to introduce a response time in which employees who are on-call must respond, since there is an expectation to perform work if called upon. A reasonable response time can be established by the City.

Benefits

During the course of the Study, benefits were discussed with the Human Resources Director, and the City's Administration has been making changes to enhance their benefit package over the past year, which no longer need to be addressed.



Appendix A: General Salary Schedule

PAY GRADE	RECOMMENDED TITLE	DEPT	SALARY RANGE		
			Minimum	Midpoint (60%)	Maximum
100			\$17.00	\$20.57	\$23.80
			\$35,360.00	\$42,785.60	\$49,504.00
	Customer Service Representative I	Any			
	Customer Service Representative I	Planning			
	Maintenance Worker I	PW			
	Customer Service Representative I	PW- Util Ser			
105			\$17.85	\$21.60	\$24.99
			\$37,128.00	\$44,928.00	\$51,979.20
	Administrative Assistant I	Any			
	Customer Service Representative II	Planning			
110			\$18.74	\$22.67	\$26.24
			\$38,979.20	\$47,153.60	\$54,579.20
	Account Technician I	Finance			
	Utility Maintenance Technician I	PW			
	Maintenance Worker II	PW			
115			\$19.68	\$23.82	\$27.55
			\$40,934.40	\$49,545.60	\$57,304.00
	Administrative Assistant II	Any			
	Deputy Court Clerk	Court			
	Account Technician II	Finance			
	Permit Technician	Planning			
	Utility Maintenance Technician II	PW			
	Facilities Maintenance Technician I	PW			
	Utility Services Specialist	PW - Util Ser			
120			\$20.66	\$25.00	\$28.92
			\$42,972.80	\$52,000.00	\$60,153.60
	Communications Specialist	Admin			
	Code Enforcement Officer	Planning			
	Traffic Control Maintenance Technician	PW			
	W/WW Operator in Training	PW			
	Facilities Maintenance Technician II	PW			
125			\$22.73	\$27.50	\$31.82
			\$47,278.40	\$57,200.00	\$66,185.60
	Help Desk Technician I	IT			
	Plans Examiner I	Planning			
	Engineering Technician	PW			
	Senior Utilities Maintenance Technician	PW			
	W/WW Operator	PW			



130			\$25.00	\$30.25	\$35.00
			\$52,000.00	\$62,920.00	\$72,800.00
	Assistant City Secretary	Admin			
	Human Resources Generalist	Admin			
	Accountant I	Finance			
	Help Desk Technician II	IT			
	Building Inspector I	Planning			
	Planner I	Planning			
	W/WW Lead Operator	PW			
	Executive Assistant	PW/Police			
135			\$27.50	\$33.28	\$38.50
			\$57,200.00	\$69,222.40	\$80,080.00
	Building Inspector II	Planning			
	Plans Examiner II	Planning			
140			\$28.88	\$34.95	\$40.43
			\$60,070.40	\$72,696.00	\$84,094.40
	Court Administrator	Court			
	Accountant II	Finance			
	Public Works Supervisor	PW			
	Utility Services Supervisor	PW - Util Ser			
145			\$30.32	\$36.69	\$42.45
			\$63,065.60	\$76,315.20	\$88,296.00
	[RESERVED FOR FUTURE USE]				
150			\$31.84	\$38.52	\$44.58
			\$66,227.20	\$80,121.60	\$92,726.40
	Communications Coordinator/PIO	Admin			
	Economic Development Coordinator	ED			
	Purchasing Coordinator	Finance			
	IT Systems Administrator	IT			
	Planner II	Planning			
	Senior Building Inspector	Planning			
	W/WW Superintendent	PW			
155			\$35.02	\$42.37	\$49.03
			\$72,841.60	\$88,129.60	\$101,982.40
	[RESERVED FOR FUTURE USE]				
160			\$38.52	\$46.61	\$53.93
			\$80,121.60	\$96,948.80	\$112,174.40
	Project Manager	PW			
165			\$42.37	\$51.27	\$59.32
			\$88,129.60	\$106,641.60	\$123,385.60
	City Secretary	Admin			
	IT Manager	IT			
	Chief Building Official	Planning			



170			\$46.61	\$56.40	\$65.25
			\$96,948.80	\$117,312.00	\$135,720.00
	Assistant Director - Finance	Finance			
	Assistant Director - Public Works Utilities	PW			
	City Engineer	PW			
175			\$51.27	\$62.04	\$76.91
			\$106,641.60	\$129,043.20	\$159,972.80
	Human Resources Director	Admin			
	Economic Development Director	ED			
	Finance Director	Finance			
	IT Director	IT			
	Assistant Police Chief	Police			
180			\$56.40	\$68.24	\$84.60
			\$117,312.00	\$141,939.20	\$175,968.00
	Planning Director	Planning			
	Public Works Director	PW			
185			\$59.22	\$71.65	\$88.83
			\$123,177.60	\$149,032.00	\$184,766.40
	Police Chief	Police			
190			\$68.10	\$82.40	\$102.15
			\$141,648.00	\$171,392.00	\$212,472.00
	Assistant City Manager	Admin			
195			\$71.51	\$86.53	\$107.27
			\$148,740.80	\$179,982.40	\$223,121.60
	City Attorney	Admin			



Appendix B: Police Salary Schedule

		1	2	3	4	5	6	7	8	9	10	11	12
P10	Police Officer I (2184)	\$61,700.00	\$63,242.50	\$64,823.56	\$66,444.15	\$68,105.25	\$69,807.88	\$71,553.08	\$73,341.91	\$75,175.46	\$77,054.85	\$78,981.22	\$80,955.75
		\$28.25	\$28.96	\$29.68	\$30.42	\$31.18	\$31.96	\$32.76	\$33.58	\$34.42	\$35.28	\$36.16	\$37.07
P11	Basic + Associates	\$62,317.00	\$63,874.93	\$65,471.80	\$67,108.59	\$68,786.30	\$70,505.96	\$72,268.61	\$74,075.33	\$75,927.21	\$77,825.40	\$79,771.03	\$81,765.31
		\$28.53	\$29.25	\$29.98	\$30.73	\$31.50	\$32.28	\$33.09	\$33.92	\$34.77	\$35.63	\$36.53	\$37.44
P12	Basic + BA	\$62,934.00	\$64,507.35	\$66,120.03	\$67,773.03	\$69,467.36	\$71,204.04	\$72,984.14	\$74,808.75	\$76,678.97	\$78,595.95	\$80,560.84	\$82,574.87
		\$28.82	\$29.54	\$30.27	\$31.03	\$31.81	\$32.60	\$33.42	\$34.25	\$35.11	\$35.99	\$36.89	\$37.81

P20	Police Officer II (2184)	\$62,934.00	\$64,507.35	\$66,120.03	\$67,773.03	\$69,467.36	\$71,204.04	\$72,984.14	\$74,808.74	\$76,678.96	\$78,595.93	\$80,560.83	\$82,574.85
		\$28.82	\$29.54	\$30.27	\$31.03	\$31.81	\$32.60	\$33.42	\$34.25	\$35.11	\$35.99	\$36.89	\$37.81
P21	Intermediate + Associates	\$63,563.34	\$65,152.42	\$66,781.23	\$68,450.76	\$70,162.03	\$71,916.08	\$73,713.98	\$75,556.83	\$77,445.75	\$79,381.89	\$81,366.44	\$83,400.60
		\$29.10	\$29.83	\$30.58	\$31.34	\$32.13	\$32.93	\$33.75	\$34.60	\$35.46	\$36.35	\$37.26	\$38.19
P22	Intermediate + BA	\$64,192.68	\$65,797.50	\$67,442.43	\$69,128.49	\$70,856.71	\$72,628.12	\$74,443.82	\$76,304.91	\$78,212.54	\$80,167.85	\$82,172.05	\$84,226.35
		\$29.39	\$30.13	\$30.88	\$31.65	\$32.44	\$33.25	\$34.09	\$34.94	\$35.81	\$36.71	\$37.62	\$38.57

P30	Police Officer III (2184)	\$64,192.68	\$65,797.50	\$67,442.44	\$69,128.50	\$70,856.71	\$72,628.13	\$74,443.83	\$76,304.93	\$78,212.55	\$80,167.86	\$82,172.06	\$84,226.36
		\$29.39	\$30.13	\$30.88	\$31.65	\$32.44	\$33.25	\$34.09	\$34.94	\$35.81	\$36.71	\$37.62	\$38.57
P31	Advanced + Associates	\$64,834.61	\$66,455.48	\$68,116.86	\$69,819.79	\$71,565.28	\$73,354.41	\$75,188.27	\$77,067.98	\$78,994.68	\$80,969.54	\$82,993.78	\$85,068.62
		\$29.69	\$30.43	\$31.19	\$31.97	\$32.77	\$33.59	\$34.43	\$35.29	\$36.17	\$37.07	\$38.00	\$38.95
P32	Advanced + BA	\$65,476.53	\$67,113.45	\$68,791.29	\$70,511.07	\$72,273.84	\$74,080.69	\$75,932.71	\$77,831.03	\$79,776.80	\$81,771.22	\$83,815.50	\$85,910.89
		\$29.98	\$30.73	\$31.50	\$32.29	\$33.09	\$33.92	\$34.77	\$35.64	\$36.53	\$37.44	\$38.38	\$39.34

P40	Police Officer IV (2184)	\$65,476.53	\$67,113.44	\$68,791.28	\$70,511.06	\$72,273.84	\$74,080.69	\$75,932.71	\$77,831.03	\$79,776.81	\$81,771.23	\$83,815.51	\$85,910.90
		\$29.98	\$30.73	\$31.50	\$32.29	\$33.09	\$33.92	\$34.77	\$35.64	\$36.53	\$37.44	\$38.38	\$39.34
P41	Master + Associates	\$66,131.30	\$67,784.57	\$69,479.19	\$71,216.17	\$72,996.58	\$74,821.50	\$76,692.04	\$78,609.34	\$80,574.58	\$82,588.94	\$84,653.67	\$86,770.01
		\$30.28	\$31.04	\$31.81	\$32.61	\$33.42	\$34.26	\$35.12	\$35.99	\$36.89	\$37.82	\$38.76	\$39.73
P42	Master + BA	\$66,786.06	\$68,455.71	\$70,167.11	\$71,921.28	\$73,719.32	\$75,562.30	\$77,451.36	\$79,387.65	\$81,372.35	\$83,406.65	\$85,491.82	\$87,629.12

		\$30.58	\$31.34	\$32.13	\$32.93	\$33.75	\$34.60	\$35.46	\$36.35	\$37.26	\$38.19	\$39.14	\$40.12
P43	Master + Masters	\$67,440.83	\$69,126.84	\$70,855.02	\$72,626.39	\$74,442.06	\$76,303.11	\$78,210.69	\$80,165.96	\$82,170.11	\$84,224.37	\$86,329.98	\$88,488.23
		\$30.88	\$31.65	\$32.44	\$33.25	\$34.09	\$34.94	\$35.81	\$36.71	\$37.62	\$38.56	\$39.53	\$40.52
P50	Sergeant (2184)	\$78,800.00	\$80,770.00	\$82,789.25	\$84,858.98	\$86,980.45	\$89,154.96	\$91,383.83	\$93,668.43	\$96,010.14	\$98,410.39	\$100,870.65	\$103,392.42
		\$36.08	\$36.98	\$37.91	\$38.85	\$39.83	\$40.82	\$41.84	\$42.89	\$43.96	\$45.06	\$46.19	\$47.34
P51	+ Associates	\$79,588.00	\$81,577.70	\$83,617.14	\$85,707.57	\$87,850.25	\$90,046.51	\$92,297.67	\$94,605.11	\$96,970.24	\$99,394.49	\$101,879.36	\$104,426.34
		\$36.44	\$37.35	\$38.29	\$39.24	\$40.22	\$41.23	\$42.26	\$43.32	\$44.40	\$45.51	\$46.65	\$47.81
P52	+ BA	\$80,376.00	\$82,385.40	\$84,445.04	\$86,556.16	\$88,720.06	\$90,938.06	\$93,211.51	\$95,541.80	\$97,930.34	\$100,378.60	\$102,888.06	\$105,460.27
		\$36.80	\$37.72	\$38.67	\$39.63	\$40.62	\$41.64	\$42.68	\$43.75	\$44.84	\$45.96	\$47.11	\$48.29
P53	+ Masters	\$81,164.00	\$83,193.10	\$85,272.93	\$87,404.75	\$89,589.86	\$91,829.61	\$94,125.34	\$96,478.48	\$98,890.44	\$101,362.70	\$103,896.77	\$106,494.19
		\$37.16	\$38.09	\$39.04	\$40.02	\$41.02	\$42.05	\$43.10	\$44.18	\$45.28	\$46.41	\$47.57	\$48.76

P60	Lieutenant (2080)	\$88,256.00	\$90,462.40	\$92,723.96	\$95,042.06	\$97,418.11	\$99,853.56	\$102,349.90	\$104,908.65	\$107,531.37	\$110,219.65	\$112,975.14	\$115,799.52
		\$42.43	\$41.42	\$42.46	\$43.52	\$44.61	\$45.72	\$46.86	\$48.04	\$49.24	\$50.47	\$51.73	\$53.02
P61	+ Associates	\$89,138.56	\$91,367.02	\$93,651.20	\$95,992.48	\$98,392.29	\$100,852.10	\$103,373.40	\$105,957.74	\$108,606.68	\$111,321.85	\$114,104.89	\$116,957.52
		\$40.81	\$41.83	\$42.88	\$43.95	\$45.05	\$46.18	\$47.33	\$48.52	\$49.73	\$50.97	\$52.25	\$53.55
P62	+ BA	\$90,021.12	\$92,271.65	\$94,578.44	\$96,942.90	\$99,366.47	\$101,850.63	\$104,396.90	\$107,006.82	\$109,682.00	\$112,424.04	\$115,234.64	\$118,115.51
		\$41.22	\$42.25	\$43.31	\$44.39	\$45.50	\$46.63	\$47.80	\$49.00	\$50.22	\$51.48	\$52.76	\$54.08
P63	+ Masters	\$90,903.68	\$93,176.27	\$95,505.68	\$97,893.32	\$100,340.65	\$102,849.17	\$105,420.40	\$108,055.91	\$110,757.31	\$113,526.24	\$116,364.39	\$119,273.51
		\$41.62	\$42.66	\$43.73	\$44.82	\$45.94	\$47.09	\$48.27	\$49.48	\$50.71	\$51.98	\$53.28	\$54.61

P70	Captain (2080)	\$98,846.72	\$101,317.89	\$103,850.84	\$106,447.11	\$109,108.29	\$111,836.00	\$114,631.90	\$117,497.70	\$120,435.14	\$123,446.02	\$126,532.17	\$129,695.47
		\$47.52	\$46.39	\$47.55	\$48.74	\$49.96	\$51.21	\$52.49	\$53.80	\$55.14	\$56.52	\$57.94	\$59.38
P71	+ Associates	\$99,835.19	\$102,331.07	\$104,889.35	\$107,511.58	\$110,199.37	\$112,954.36	\$115,778.22	\$118,672.68	\$121,639.49	\$124,680.48	\$127,797.49	\$130,992.42
		\$45.71	\$46.85	\$48.03	\$49.23	\$50.46	\$51.72	\$53.01	\$54.34	\$55.70	\$57.09	\$58.52	\$59.98
P72	+ BA	\$100,823.65	\$103,344.25	\$105,927.86	\$108,576.05	\$111,290.46	\$114,072.72	\$116,924.54	\$119,847.65	\$122,843.84	\$125,914.94	\$129,062.81	\$132,289.38
		\$46.16	\$47.32	\$48.50	\$49.71	\$50.96	\$52.23	\$53.54	\$54.88	\$56.25	\$57.65	\$59.09	\$60.57
P73	+ Masters	\$101,812.12	\$104,357.43	\$106,966.37	\$109,640.52	\$112,381.54	\$115,191.08	\$118,070.86	\$121,022.63	\$124,048.19	\$127,149.40	\$130,328.14	\$133,586.33
		\$46.62	\$47.78	\$48.98	\$50.20	\$51.46	\$52.74	\$54.06	\$55.41	\$56.80	\$58.22	\$59.67	\$61.17



Appendix F: Definitions

The following are definitions that helped guide the development of the Compensation System for the City of Fulshear.

Benchmark Position: A job that is commonly found and defined, used to make pay comparisons, either within the organization or to comparable jobs outside the organization.

Classifications: Job titles.

Compensation System: A system developed to compensate employees. This system includes a balance between internal equity and external competitiveness.

Compensation Data: Data derived from information regarding the salary range and the rate of pay of the incumbent(s) holding a benchmark position of the identified labor market.

Comp Ratio: The ratio of an actual pay range to the established position point (or average market rate). The Comp Ratio is used to measure and monitor an individual's actual rate of pay to the Position Point of the established pay range.

Compression: Pay differentials too small to be considered equitable. The term may apply to differences between (1) the pay of supervisors and subordinates; (2) the pay of experienced and newly hired personnel of the same job; and (3) pay range midpoints in successive job grades or related grades across pay structures.

CPI-U: Consumer Price Index – Urban: A measure of the average change over time in the prices paid by urban consumers for a market of consumer goods and services. It reflects the spending pattern for three population groups: all urban consumers, urban wage earners, and clerical workers. This group represents approximately 87% of the total U.S. population.

Demotion: The (re)assignment of an employee to a position in a lower pay grade or range in the organization's salary structure.

Labor Market: A location where labor is exchanged for wages. These locations are identified and defined by a combination of the following factors: geography; industry; education, experience and licensing or certification required; and job responsibilities.

Market Data: The technique of creating the financial value of a position based on the "going rate" for benchmark positions in the relevant labor markets.

Minimum Salary Range (Minimum): The minimum amount of compensation the organization has deemed appropriate for a position.

Maximum Salary Range (Maximum): The highest amount of compensation the organization has deemed appropriate for a position.



Market Average: Employee pay based upon the ‘average’ market rate; or the ‘average’ prevailing wage rate in the external market.

Market Rate (Market): The organization’s best estimate of the wage rate that is prevailing in the external market for a given position.

Market Average Range: A pay range in which the minimum and maximum of the range is established around the Average Market Rate.

Pay Grade: The grade, or placement of a position, within the salary structure.

Pay Grade Evaluation: The (re)assignment of a job to a higher or lower pay grade or pay range in the salary structure due to a job content (re)evaluation and/or significant change in the average market rate in the external labor market.

Performance Increase: An adjustment to an individual’s base pay rate based on performance or some other individual measure.

Promotion: The (re)assignment of an employee to a position in a higher pay grade or range in the organization’s salary structure.

Red Circle: The freezing of a rate of pay until such time that the salary schedule catches up to the pay rate. This is commonly used when implementing a new pay schedule when a tenured employee is above the range maximum or when an employee is placed on a lower pay grade that is not related to performance issues.

Salary Schedule Adjustment: An adjustment to the salary structure; the increase or decrease of a pay range, minimum – maximum. This is a method to maintain the salary range in relation to external market conditions.

Salary Schedule: The hierarchy of job grades and pay ranges established within an organization.

Step Increase: The progressive steps across a salary range that an employee may move to with satisfactory performance and progress within their job.

Step Schedule: Standardized progression pay rates that are established within a pay range. To move to the next step, one must have met acceptable performance standards.

Spread: The range of pay rates, from minimum to maximum.



City of Fulshear

2021 Compensation & Classification Study





First Compensation & Classification Plan was adopted in 2016.

Late 2019, engaged McGrath Human Resources Group to perform Compensation & Classification Study.

Compensation Strategic Goals

1 Attraction

2 Productivity

3 Retention

4 Compression

Established Compensation Philosophy:

To lead the market by paying wages higher than the current prevailing market.

Why?

- Fastest growing community in State/Nation, experiencing 1100% growth in last 10 years
- Estimated current population is 18,000, supported by 68 full-time City employees.
- High cost of living



Methodology

Interviews with City Manager, Human Resources, and Department Directors.

Review of data from current compensation system, current job descriptions, and current policies.

All positions requested to complete a Position Questionnaire (PQ). At least one (1) PQ was required per position.

Solicited compensation data and benefit data from 25 organizations (Minimum, Midpoint, Maximum, and Incumbent Salary).

Reviewed all position placements and title adjustments with Administration, Human Resources, and Department Directors prior to finalization.

Market Analysis

Compensation Ratio

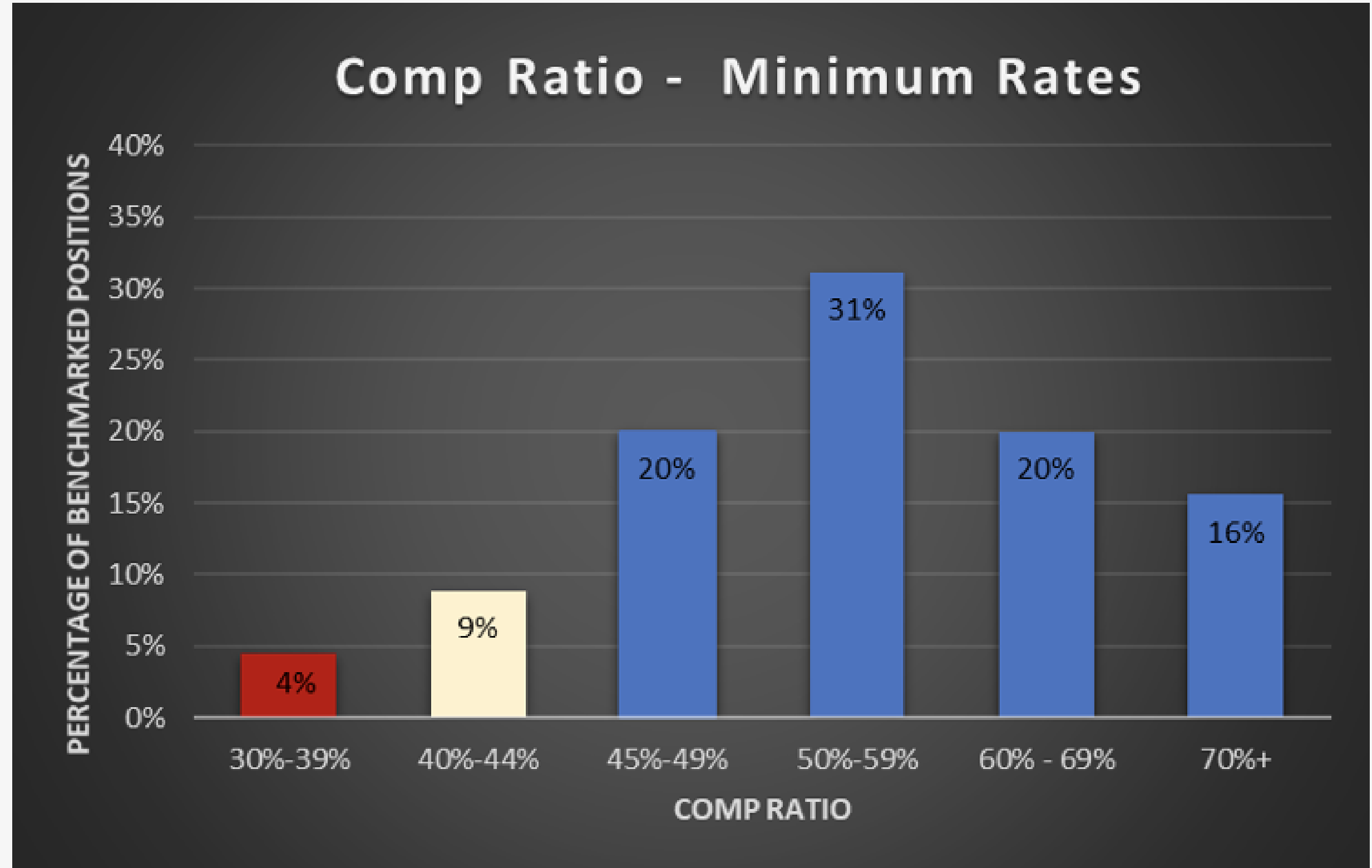
- A comparison of the City's salaries to the "Market"
- Average Market Rate: 50%
- Acceptable Comp Ratio Range: 40% - 60%
 - Review positions in the lower part of the range (40%-44%) for risk of falling too low in the near future

Citywide Minimum Analysis

4% under Market

9% at risk to fall
under Market

87% aligned
with the Market

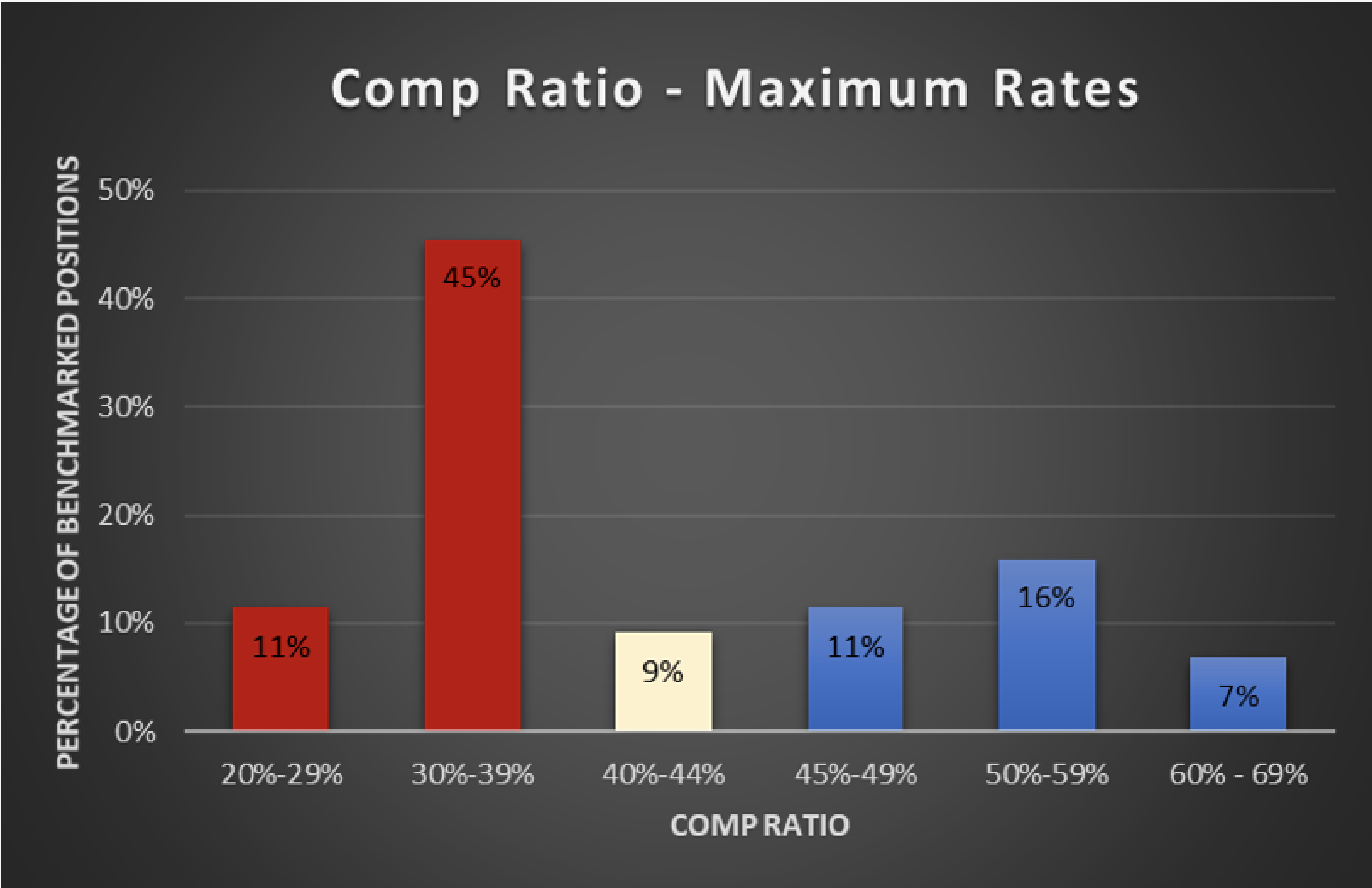


Citywide Maximum Analysis

56% under
Market

9% at risk to fall
under Market

34% aligned
with the Market

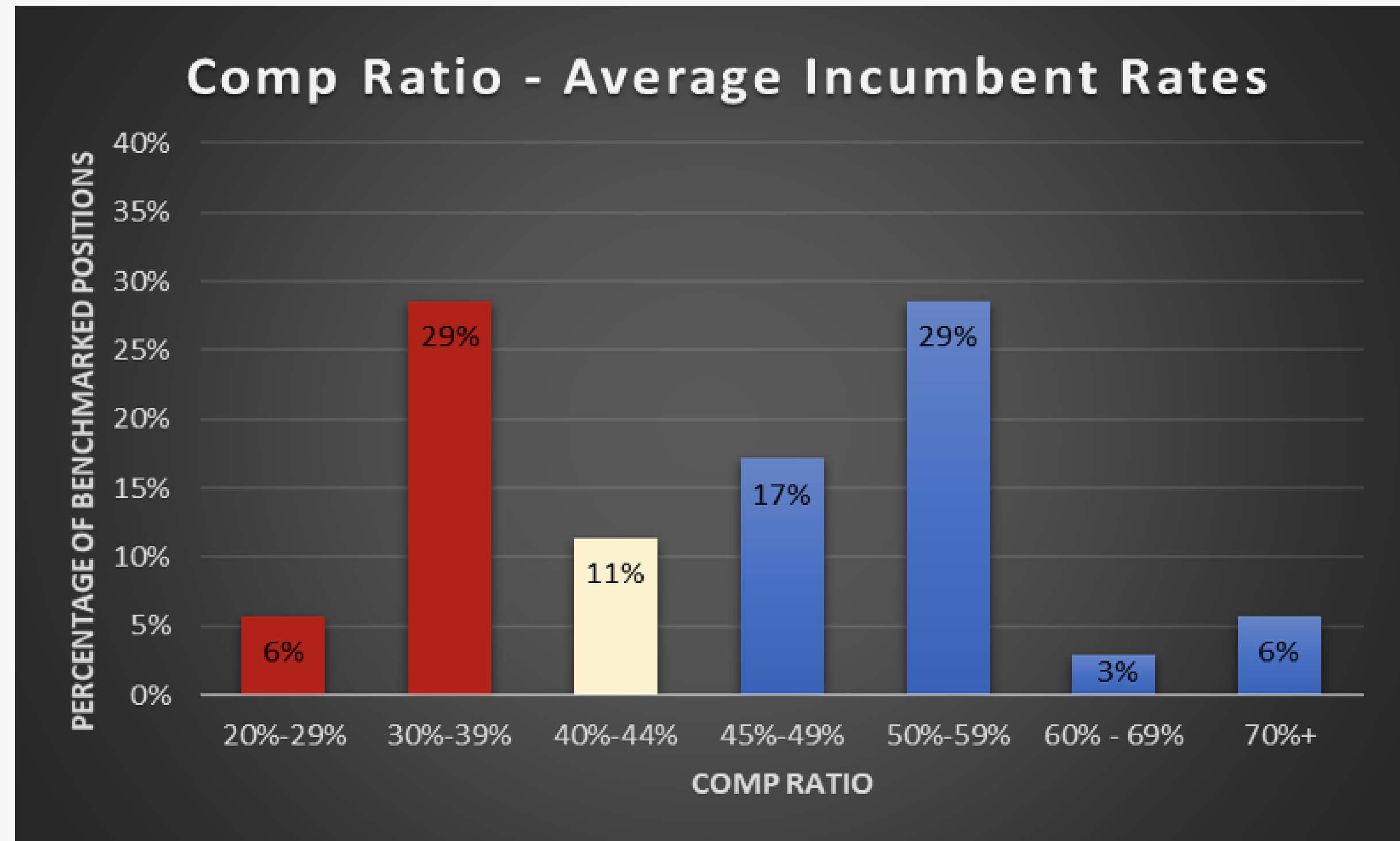


Citywide Average Market Analysis

35% under Market

11% at risk to fall
under Market

54% aligned with
the Market



Identified Issues

Current Salary Schedule has a 25% spread which limits maximum salary opportunity (retention).

13 Pay Grades will create compression between positions going forward.



Salary Schedule Recommendations

General Salary Schedule

- Range Model
 - Pay Grades 100-170 = 40% Range
 - Pay Grades 175-195 = 50% Range
 - Minimum – Midpoint = 20%
 - Midpoint – Maximum = remaining %
- 20 Pay Grades - will accommodate new positions/growth
- Market set at 60%
- Supports merit-based and/or structured increases

Salary Schedule Recommendations

Police Salary Schedule

- 12 Steps
- 2.5% Steps
- Gives predictable compensation with acceptable performance
- Recognizes education and TCOLE proficiency certificate levels

Implementation

Phase 1 - October 2021

- Positions placed within appropriate Pay Grade
- Employees placed at Minimum of the Range, if under Minimum
- Employees placed in the Range at current salary, if over the Minimum
- Police placed on the step closest to current wage without decrease, in consideration of education and TCOLE certificate level
- Cost \$50,000

Phase 2 - April 2022

- Evaluate and provide benchmark adjustments based on time in position
- Cost \$xxxxxx

Use and Maintenance of the Salary Schedules

- Salary Schedule Adjustment (COLA)
- Annual adjustment based on predetermined economic indicator
- Annual adjustment with adequate performance
- Market/Benchmark adjustment to ensure movement through range



Other Recommendations

**Compensation specific policy recommendations provided to
Human Resources**

Periodic Review of the External Market (Every 3 years)



QUESTIONS?

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021

ITEMS: IV.B.

**DATE
SUBMITTED:** 5/4/2021

DEPARTMENT: Administration

PREPARED BY: Kimberly Kopecky

PRESENTER:

SUBJECT: CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-511, A RESOLUTION OF THE CITY OF FULSHEAR APPOINTING MEMBERS TO THE CITY'S PLANNING AND ZONING COMMISSION

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

There are currently three (3) positions up for appointment to expire in 2023 and one (1) position up for appointment to expire in 2022. Resolution No. 2021-511 has been prepared for the Council's consideration.

RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
Draft Resolution	5/27/2021	Resolution

RESOLUTION NO. 2021-511

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS APPOINTING AND REAPPOINTING CERTAIN MEMBERS TO THE CITY'S PLANNING AND ZONING COMMISSION

WHEREAS, the City Council of the City of Fulshear, Texas is desirous of continuing the function and positive impact of the Planning and Zoning Commission, and;

WHEREAS, the City Council of the City of Fulshear, Texas appreciates the service and dedication of those previously and currently serving, and;

WHEREAS, the City Council of the City of Fulshear, Texas has been presented a slate of qualified willing volunteers to serve in the capacity as Members of the Planning and Zoning Commission;

NOW, THEREFORE BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS that those listed below:

3 – Members who will serve through June 2023

4 – Members who will serve through June 2022

_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2022
Joan Berger	Term expires: June 1, 2022
Gregory Ehman	Term expires: June 1, 2022
John Dowdall	Term expires: June 1, 2022

Be named to serve as Members of the Planning and Zoning Commission for terms as designated above during which they are expected to duly execute those responsibilities.

This resolution duly passed this 15th day of June, 2021.

Aaron Groff, Mayor
City of Fulshear, Texas

ATTEST:

Kimberly Kopecky, City Secretary

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021

ITEMS: IV.C.

**DATE
SUBMITTED:** 5/4/2021

DEPARTMENT: Administration

PREPARED BY: Kimberly Kopecky

PRESENTER:

SUBJECT: CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-512, A RESOLUTION APPOINTING A REPRESENTATIVE FROM THE ETJ AS AN AD HOC VOTING MEMBER OF THE PLANNING AND ZONING COMMISSION WHEN IT ACTS AS THE CAPITAL IMPROVEMENTS ADVISORY COMMITTEE

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

Chapter 395 of the Local Government Code requires the City establish a Capital Improvements Advisory Committee. This ordinance establishes the appointment of the P&Z Commission members to the CIAC as well as to appoint a voting representative from the ETJ since it is anticipated that impact fees will be assessed in the ETJ outside of the city limits. Additionally, a representative from the real estate, development, or building industries can also be appointed to the CIAC if no member of the P&Z Commission can serve in that capacity on the CIAC.

Ordinance 2019-1297 formally adopts the P&Z Commission rules and procedures for the CIAC, appoints the members of the P&Z Commission to the CIAC, appoints a voting member of the CIAC to represent the ETJ, and also allows for the appointment of a voting representative from the real estate, development, or building industries to the CIAC if needed.

Resolution No. 2021-512 has been prepared for the Council's consideration.

RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
Draft Resolution	5/27/2021	Resolution

RESOLUTION NO. 2021-512

A RESOLUTION OF THE CITY OF FULSHEAR, TEXAS, APPOINTING A REPRESENTATIVE FROM THE EXTRATERRITORIAL JURISDICTION AS AN AD HOC VOTING MEMBER OF THE PLANNING AND ZONING COMMISSION WHEN IT ACTS AS THE CAPITAL IMPROVEMENTS ADVISORY COMMITTEE; PROVIDING FOR REPEAL; AND PROVIDING FOR AN EFFECTIVE DATE.

* * * * *

WHEREAS, pursuant to Section 2-133 of the Fulshear Code, and in accordance with Section 395.058 of the Texas Local Government Code, the planning and zoning commission is appointed to act as the capital improvements advisory committee; and

WHEREAS, Section 2-133(c)(2) of the Fulshear Code provides that if the City’s impact fee is applied in the extraterritorial jurisdiction of the City of Fulshear, then the City Council shall appoint by resolution one representative from that area as an ad hoc voting member of the planning and zoning commission when it acts as the capital improvements advisory committee; and

WHEREAS, pursuant to Ordinance No. 2019-1313, the City’s impact fees are applied in the extraterritorial jurisdiction of the City of Fulshear;

NOW THEREFORE, BE IT RESOLVED BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS:

Section 1. The facts set out in the preamble are found to be true and correct and are incorporated herein for all purposes.

Section 2. In accordance with Section 2-133(c)(2) of the Fulshear Code, the following individual, being a representative from the extraterritorial jurisdiction of the City of Fulshear, is hereby appointed as an ad hoc voting member of the planning and zoning commission when it acts as the capital improvements advisory committee:

_____.

Section 3. Repeal. All other resolutions or parts of resolutions inconsistent or in conflict herewith are, to the extent of such inconsistency or conflict, hereby repealed.

Section 4. Effective date. This resolution shall be effective and in full force immediately upon its adoption.

PASSED, APPROVED, and ADOPTED on the 15th day of June, 2021.

Aaron Groff, Mayor

ATTEST:

Kimberly Kopecky, City Secretary

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021

ITEMS: IV.D.

**DATE
SUBMITTED:** 5/4/2021

DEPARTMENT: Administration

PREPARED BY: Kimberly Kopecky

PRESENTER:

SUBJECT: CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-513, A RESOLUTION OF THE CITY OF FULSHEAR APPOINTING MEMBERS TO THE CITY'S PARKS AND RECREATION COMMISSION

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

There are currently three (3) positions up for appointment to expire in 2023, one (1) position up for appointment to expire in 2022, and two (2) Developer Member positions up for appointment to expire in 2023. Resolution No. 2021-513 has been prepared for Council's consideration.

RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
Draft Resolution	5/27/2021	Resolution

RESOLUTION NO. 2021-513

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS APPOINTING AND REAPPOINTING CERTAIN MEMBERS TO THE CITY’S PARKS AND RECREATION COMMISSION

WHEREAS, the City Council of the City of Fulshear, Texas is desirous of continuing the makeup of the City’s Parks and Recreation Commission, and;

WHEREAS, the City Council of the City of Fulshear, Texas appreciates the service and dedication of those previously and currently serving, and;

WHEREAS, the City Council of the City of Fulshear, Texas has been presented a slate of qualified willing volunteers to serve in the capacity as Members of the Parks and Recreation Commission;

NOW, THEREFORE BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS that those listed below:

4 – Members who will serve through June 2022

<u> Ramona Ridge </u>	Term expires: June 1, 2022
<u> Joanna Willars </u>	Term expires: June 1, 2022
<u> Kimberly Bow </u>	Term expires: June 1, 2022
_____	Term expires: June 1, 2022

3 – Members who will serve through June 2023

_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2023

2 – Developer Members who will serve through June 2023

Term expires: June 1, 2023

Term expires: June 1, 2023

Be named to serve as Members of the Parks and Recreation Commission for terms as designated above during which they are expected to duly execute those responsibilities.

This resolution duly passed this 15th day of June, 2021.

Aaron Groff, Mayor
City of Fulshear, Texas

ATTEST:

Kimberly Kopecky, City Secretary

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021

ITEMS: I.V.E.

**DATE
SUBMITTED:** 5/4/2021

DEPARTMENT: Administration

PREPARED BY: Kimberly Kopecky

PRESENTER:

SUBJECT: CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-514, A RESOLUTION OF THE CITY OF FULSHEAR APPOINTING MEMBERS TO THE CITY'S HISTORIC PRESERVATION AND MUSEUM COMMISSION

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

There are currently three (3) positions up for appointment to expire in 2023 and one (1) position up for appointment to expire in 2022. Resolution No. 2021-514 has been prepared for the Council's consideration.

RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
Draft Resolution	5/27/2021	Resolution

RESOLUTION NO. 2021-514

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS APPOINTING AND REAPPOINTING CERTAIN MEMBERS TO THE CITY’S HISTORIC PRESERVATION AND MUSEUM COMMISSION

WHEREAS, the City Council of the City of Fulshear, Texas is desirous of continuing the preservation of our historic and cultural artifacts and guiding the development of a Museum intended for such purpose, and;

WHEREAS, the City Council of the City of Fulshear, Texas appreciates the service and dedication of those previously and currently serving, and;

WHEREAS, the City Council of the City of Fulshear, Texas has been presented a slate of qualified willing volunteers to serve in the capacity as Members of the Historic Preservation and Museum Commission;

NOW, THEREFORE BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS that those listed below:

3 – Members who will serve through June 2023

4 – Members who will serve through June 2022

_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2023
_____	Term expires: June 1, 2023
Sonya Simmons	Term expires: June 1, 2022
Kristina Stewart	Term expires: June 1, 2022
Rebecca Patterson	Term expires: June 1, 2022
_____	Term expires: June 1, 2022

Be named to serve as Members of the Historic Preservation and Museum Commission for terms as designated above during which they are expected to duly execute those responsibilities.

This resolution duly passed this 15th day of June, 2021.

Aaron Groff, Mayor
City of Fulshear, Texas

ATTEST:

Kimberly Kopecky, City Secretary

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021

ITEMS: IV.F.

**DATE
SUBMITTED:** 5/6/2021

DEPARTMENT: Administration

PREPARED BY:

PRESENTER:

SUBJECT: CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-515, APPOINTING DIRECTORS TO THE BOARD OF THE CITY OF FULSHEAR DEVELOPMENT CORPORATION, A TYPE "A" ECONOMIC DEVELOPMENT SALES TAX CORPORATION

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

There are currently three (3) Director positions up for appointment to expire in 2023. Resolution No. 2021-515 has been prepared for the Council's consideration.

RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
Draft Resolution	5/27/2021	Resolution

RESOLUTION NO. 2021-515

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS APPOINTING DIRECTORS TO THE BOARD OF THE CITY OF FULSHEAR DEVELOPMENT CORPORATION, A TYPE “A” ECONOMIC DEVELOPMENT SALES TAX CORPORATION.

* * * * *

WHEREAS, the City appreciates the volunteer service and dedication of board members, past and present; and

WHEREAS, the terms of service for certain Directors of the Board of the City of Fulshear Development Corporation, a Type “A” Economic Development Sales Tax Corporation, a public instrumentality acting on behalf of the City of Fulshear, Texas, in furtherance of the public purposes of the Development Corporation Act of 1979, now located in Texas Local Government Code, Title 12, Subtitle C1 (the “Corporation), expire on June 1, 2021; and

WHEREAS, in accordance with applicable law, provisions of the Corporation’s Articles of Incorporation, and provisions of the Corporation’s bylaws, the City Council of the City of Fulshear, Texas, wishes to make appointments for certain Directors to the Corporation due to the coming vacancies; and

WHEREAS, the City Council of the City of Fulshear, Texas, has considered the merits of such appointments and finds the persons listed below as competent, eligible, and qualified for service as Directors of the Corporation;

NOW, THEREFORE BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS:

Section 1. The facts set out in the preamble are found to be true and correct and are incorporated herein for all purposes.

Section 2. Appointments of Directors for the Board of the Corporation are as follows, that Directors no longer listed below are removed from the Board of the Corporation, and that those named to serve as Directors for the terms of services designated are expected to duly execute the duties and responsibilities of said positions:

RESOLUTION NO. 2021-515

<i>Directors with Terms Expiring in 2022</i>	
Stacy Ryan Mangum	Term Expires: June 1, 2022
Tommy Kuykendall	Term Expires: June 1, 2022
<i>Directors with Terms Expiring in 2023</i>	
	Term Expires: June 1, 2023
	Term Expires: June 1, 2023
	Term Expires: June 1, 2023

Section 3. All other resolutions or parts of resolutions inconsistent or in conflict herewith are, to the extent of such inconsistency or conflict, hereby repealed.

Section 4. This Resolution shall be effective and in full force immediately upon its adoption.

PASSED, APPROVED, and ADOPTED on the 15th day of June, 2021.

AARON GROFF, Mayor
City of Fulshear, Texas

ATTEST:

KIMBERLY KOPECKY, City Secretary
City of Fulshear, Texas

**AGENDA MEMO
BUSINESS OF THE CITY COUNCIL
CITY OF FULSHEAR, TEXAS**

AGENDA OF: 6/15/2021

ITEMS: IV.G.

**DATE
SUBMITTED:** 5/6/2021

DEPARTMENT: Administration

PREPARED BY:

PRESENTER:

SUBJECT: CONSIDERATION AND POSSIBLE ACTION TO APPROVE RESOLUTION NO. 2021-516, APPOINTING DIRECTORS TO THE BOARD OF THE FULSHEAR DEVELOPMENT CORPORATION, A TYPE "B" ECONOMIC DEVELOPMENT SALES TAX CORPORATION

Expenditure Required:

Amount Budgeted:

Funding Account:

Additional Appropriation Required:

Funding Account:

EXECUTIVE SUMMARY

There are currently three (3) Director positions up for appointment to expire in 2023, one (1) vacant Director position to expire in 2022, and one (1) ex-officio Director position to expire in 2023. Resolution No. 2021-516 has been prepared for Council's consideration.

RECOMMENDATION

ATTACHMENTS:

Description	Upload Date	Type
Draft Resolution	5/27/2021	Resolution

RESOLUTION NO. 2021-516

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS APPOINTING DIRECTORS TO THE BOARD OF THE FULSHEAR DEVELOPMENT CORPORATION, A TYPE "B" ECONOMIC DEVELOPMENT SALES TAX CORPORATION.

* * * * *

WHEREAS, the City appreciates the volunteer service and dedication of board members, past and present; and

WHEREAS, the terms of service for certain Directors of the Board of the Fulshear Development Corporation, a Type "B" Economic Development Sales Tax Corporation, a public instrumentality acting on behalf of the City of Fulshear, Texas, in furtherance of the public purposes of the Development Corporation Act of 1979, now located in Texas Local Government Code, Title 12, Subtitle C1 (the "Corporation), expire on June 1, 2021; and

WHEREAS, the resignation of a Director of the Board of the Corporation with an unexpired term of service caused a vacancy on the Board of the Corporation;

WHEREAS, in accordance with applicable law, provisions of the Corporation's Articles of Incorporation, and provisions of the Corporation's bylaws, the City Council of the City of Fulshear, Texas, wishes to make appointments for certain Directors and for an Ex-Officio Director to the Corporation due to the respective coming and existing vacancies; and

WHEREAS, the City Council of the City of Fulshear, Texas, has considered the merits of such appointments and finds the persons listed below as competent, eligible, and qualified for service as Directors of the Corporation;

NOW, THEREFORE BE IT RESOLVED, BY THE CITY COUNCIL OF THE CITY OF FULSHEAR, TEXAS:

Section 1. The facts set out in the preamble are found to be true and correct and are incorporated herein for all purposes.

Section 2. Appointments of Directors for the Board of the Corporation are as follows, that Directors no longer listed below are removed from the Board of the Corporation, and that those named to serve as Directors for the terms of services designated are expected to duly execute the duties and responsibilities of said positions:

RESOLUTION NO. 2021-516

<i>Directors with Terms Expiring in 2022</i>	
Stacy Ryan Mangum	Term Expires: June 1, 2022
Tommy Kuykendall	Term Expires: June 1, 2022
Kim Stacy	Term Expires: June 1, 2022
	Term Expires: June 1, 2022
<i>Directors with Terms Expiring in 2023</i>	
	Term Expires: June 1, 2023
	Term Expires: June 1, 2023
	Term Expires: June 1, 2023
<i>Ex-Officio Director</i>	
	Term Expires: June 1, 2023

Section 3. All other resolutions or parts of resolutions inconsistent or in conflict herewith are, to the extent of such inconsistency or conflict, hereby repealed.

Section 4. This Resolution shall be effective and in full force immediately upon its adoption.

PASSED, APPROVED, and ADOPTED on the 15th day of June, 2021.

AARON GROFF, Mayor
City of Fulshear, Texas

ATTEST:

KIMBERLY KOPECKY, City Secretary
City of Fulshear, Texas