



FARMERS  
BRANCH

# RECRUITMENT & RETENTION ENHANCEMENTS

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City Council Study Session

May 16, 2023



# Recap: City Council Strategic Planning Session

## Current State of the Labor Market



### Reduction in Labor Force



### Reasons For Leaving:

- Lasting impacts from COVID
- Great Resignation
- Shifting family dynamics
- Female participation at lowest rate since 1970's

## Challenges for Farmers Branch

Current  
Vacancies

Limited  
Candidate  
Pools



High Salary  
Requirements

Momentum  
Delays

# Recap: City Council Strategic Planning Session



## CULTURE

- ☐ REACT
- ☐ Organizational Development
- ☐ **Compensation**



## FLEXIBLE SCHEDULES

- ☐ Alternative hours
- ☐ **4/10 schedule**
- ☐ 48/96 schedule (Fire)



## UNIQUE BENEFITS

- ☐ Align holiday schedule with school schedule
- ☐ Convert leave to PTO
- ☐ **FSA Account**

# **Dependent Care Flexible Spending Account [DC-FSA]**

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## What is a DC-FSA?



Set aside tax-free money to pay for eligible dependent care expenses



Under age 13  
Physically/mentally incapable of self-care



Daycare  
Preschool  
Camp  
Before/after school programs



Annual Contribution (EE + ER contribution)  
\$5,000 single or married/filing jointly  
\$2,500 married/filing separately



Use It or Lose It  
Services rendered  
Up to total balance in account



Contributions are excluded from taxable income  
Withdraws are tax-free for eligible dependent care expenses



## DC-FSA Key Features



Set aside tax-free money to pay for eligible dependent care expenses



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# Dependent Care Flexible Spending Account [DC-FSA]



## Recommendation for Consideration

The City of Farmers Branch matches dollar for dollar up to \$2,500 per year for contributions from FT employees.

## Estimated Cost

*Employee Match:*  $135 \times \$2,500 = \$337,500$

*Administrative Cost:*  $135 \times \$1.50 \times 12 = \$2,430$

*One-Time Plan Set Up = \$950*

**Total Estimated Cost = \$340,880**

## Timeline

**Plan Start Date: January 1, 2024**

**Implementation Plan Start Date: July 2023**

- ☐ Adopt a plan document
- ☐ Communicate plan to employees
- ☐ Establish a sustainable process for claims
- ☐ Comply with non-discrimination rules
- ☐ Report DC-FSA benefits on form W-2

# Condensed Workweek

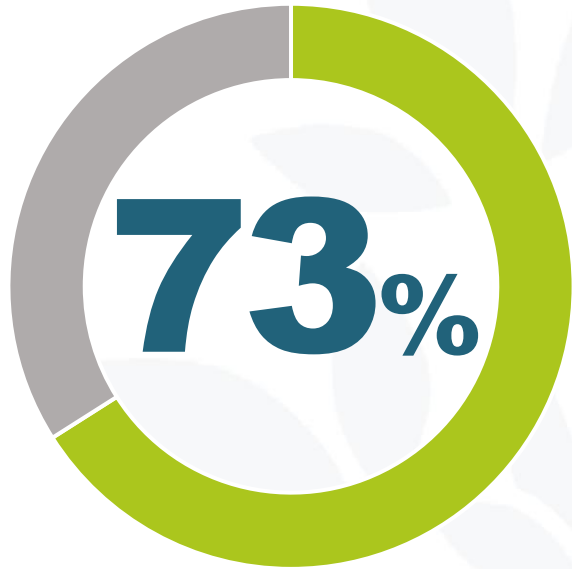
## 4/10

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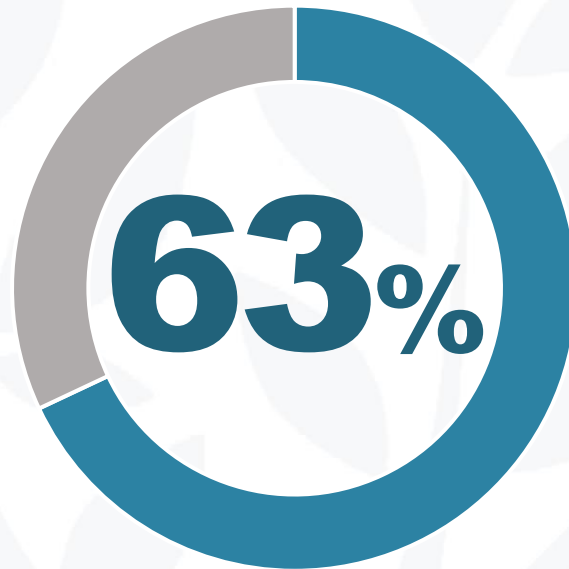


# Why A 4-Day Work Week?

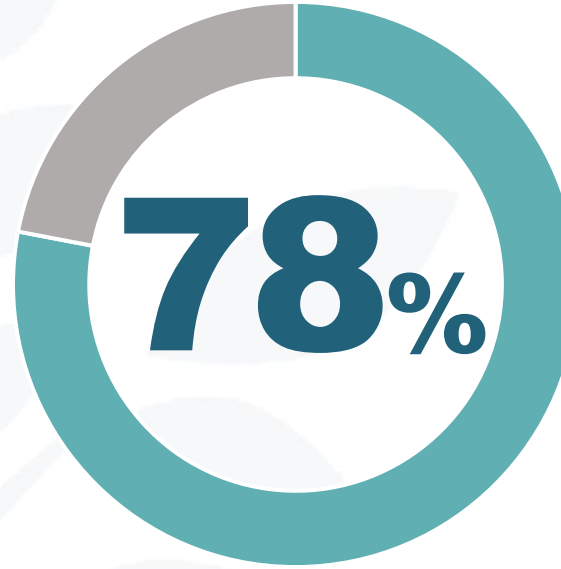
A six-month trial in the US and globally found:



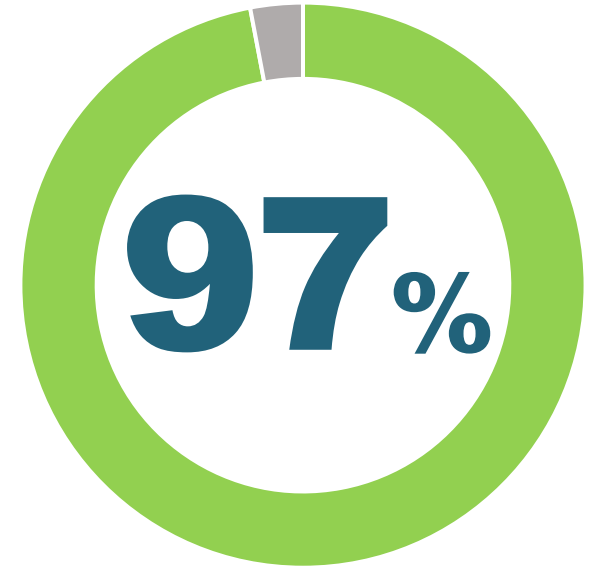
Experienced **significantly less** burn-out.



Found it **easier to attract and retain** talent.



Were **happier** and **less stressed**.



Of participants want to make 4-day work weeks **permanent**.



# Is It Right For Farmers Branch?

**Request From Council:** Launch a pilot 4-day work week for City Hall with measurable pre/post pilot metrics.

**Timeline:** July 2023 to December 2023.

## City Hall – Current

Hours of Operation	Current 9/80
Monday – Thursday	8 a.m. – 6 p.m.
Friday	8 a.m. – 5 p.m.

Employee Schedule	Current 9/80
Monday – Thursday	Working 9 hours
Friday	Working 8 hours
Lunch	1 hour
Day off	Every other Friday or Monday

## City Hall – Proposed

4/10
7:30 a.m. – 6 p.m.
Closed

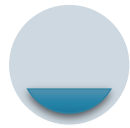
4/10
Working 10 hours
Off
30 minutes
Maintain Friday operations: Code Enforcement & Permit Inspections

# Compensation

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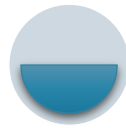
# Compensation Methodology

## Police & Fire



### STEP 1

Collect real-time salary data from market cities



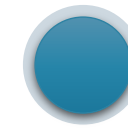
### STEP 2

Calculate CFB distance from **Market Median Salary** for comparable tenure steps



### STEP 3

Project the market forward  
(October increases)



### STEP 4

Calculate the new distance from **Market Median** based on projection

## General Employees



### STEP 1

Age previous year market data. (Includes private sector)



### STEP 2

Project the market forward  
(October increases)



### STEP 3

Match benchmark positions and calculate CFB distance from **Market Median**



### STEP 4

Calculate the new distance from **Market Median** based on projection

# Compensation Methodology

## Market Cities

Addison	Coppell	Eules	Garland	Lewisville	North Richland Hills
Arlington	Dallas	Flower-Mound	Grand Prairie	Mansfield	Plano
Bedford	DeSoto	Fort Worth	Hurst	McKinney	Richardson
Carrollton	Duncanville	Frisco	Irving	Mequite	Southlake

## Methodology Modifications

1. Identify matches in market to all City positions and expand market city partners.
2. Create Job Families to better evaluate market competitiveness and strategic compensation goals.
3. Restructure current compensation paygrades, positions and ranges to align with sustainable compensation practices.

# Compensation Analysis and Projections

FIRE					
Position	Current CFB Pay		Projected Pay w/3.5% Market Assumption		
	Market Distance (Current)	Market Distance (Projected 3.5%)	CFB Distance w/4%	CFB Distance w/5%	CFB Distance w/6%
Firefighter	▲ 0.7%	▼ -2.7%	▲ 1.2%	▲ 2.1%	▲ 3.1%
Driver	▼ -3.6%	▼ -6.9%	▼ -3.2%	▼ -2.2%	▼ -1.3%
Captain	▼ -3.0%	▼ -6.3%	▼ -2.5%	▼ -1.2%	▼ -0.6%
Battalion Chief	▼ -2.7%	▼ -5.9%	▼ -2.2%	▼ -1.2%	▼ -0.3%
<b>Estimated Cost</b>			\$ 369,355	\$ 461,693	\$ 554,032

POLICE					
Position	Current CFB Pay		Projected Pay w/3.5% Market Assumption		
	Market Distance (Current)	Market Distance (Projected 3.5%)	CFB Distance w/4%	CFB Distance w/5%	CFB Distance w/6%
Officer	▼ -1.5%	▼ -4.8%	▼ -1.0%	▼ -0.1%	▲ 0.9%
Corporal	▲ 5.9%	▲ 2.4%	▲ 6.5%	▲ 7.5%	▲ 8.5%
Sergeant	▼ -1.3%	▼ -4.7%	▼ -0.9%	▲ 0.1%	▲ 1.1%
Lieutenant	▲ 0.2%	▼ -3.2%	▲ 0.7%	▲ 1.7%	▲ 2.6%
<b>Estimated Cost</b>			\$ 345,832	\$ 432,289	\$ 518,747

General Employees				
Current CFB Pay		Projected Pay w/5% Market Assumption		
Market Distance (Current)	Market Distance (Projected 5%)	CFB Distance w/3%	CFB Distance w/4%	CFB Distance w/5%
▲ 2.5%	▼ -0.1%	▲ 3.5%	▲ 4.5%	▲ 5.6%
<b>Estimated Cost</b>		\$ 647,661	\$ 863,548	\$ 1,079,435
*All projections include a 3.5% assumption for market increases in October 2023.				
*Estimated costs are recurring and include base salary + Medicare/TMRS				



# Questions