

# EMPLOYEE COMPENSATION & BENEFITS UPDATE FY27

City Council Meeting July 6, 2026



LEWISVILLE

Deep Roots. Broad Wings. Bright Future.

# ITEMS FOR REVIEW

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**1** Compensation Overview

**2** Market Analysis

**3** Steps/Merit

**4** Additional Retention Elements

**5** Benefits

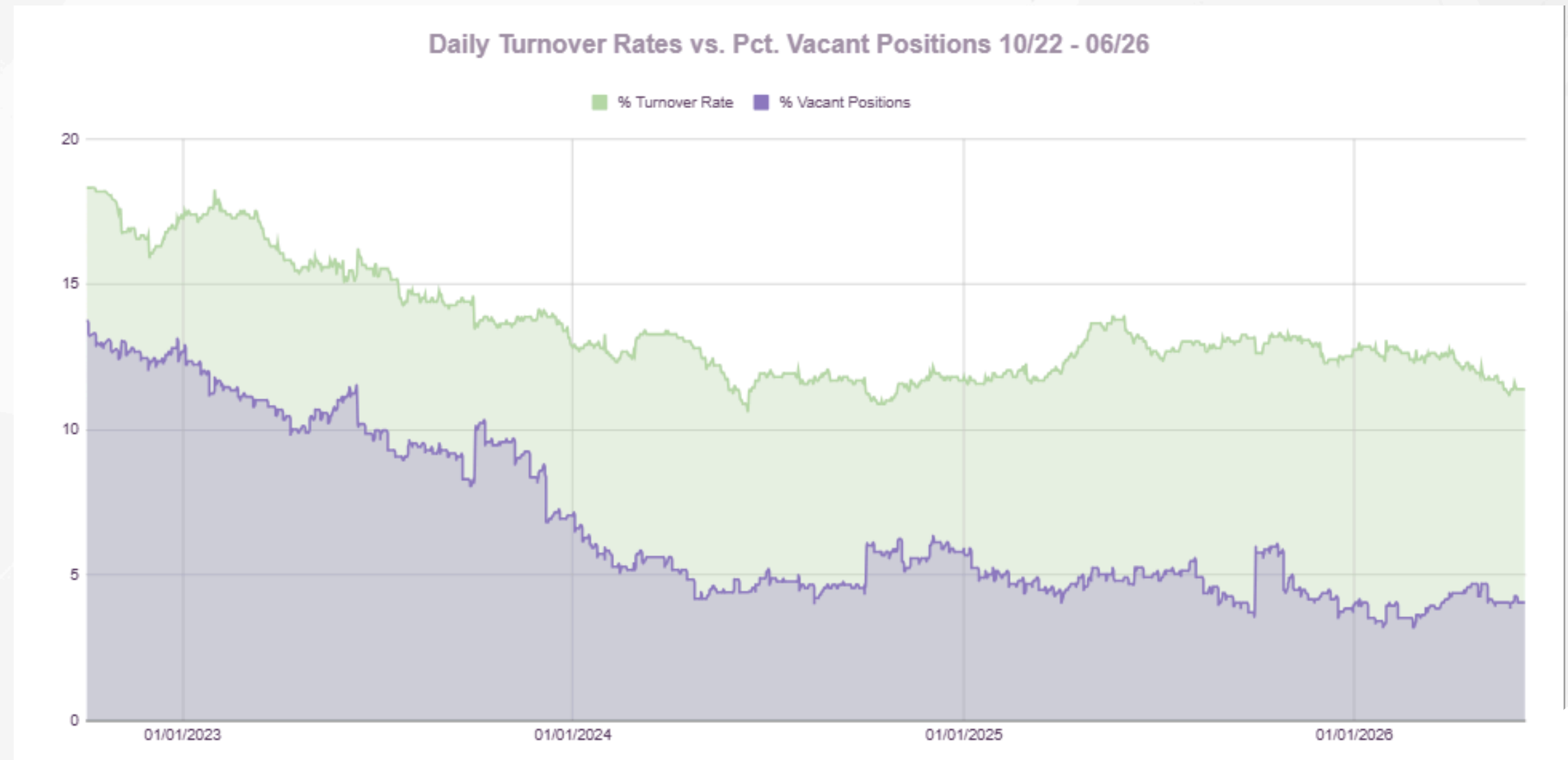
# RECRUITMENT & RETENTION

## The Journey

In 2022, turnover stood at 18%, and 13% of our jobs were vacant. We had both a recruitment and retention problem. In 2023, we implemented a compensation study, delivering over \$5 million in additional salary. We've since added job family progressions and annually maintained structures that lead the market. Today, turnover has leveled off to 11.5%. Roughly 4% of our jobs are vacant. As indicated by the low vacancy rate, recruitment is less of a concern today. However, we want to keep the positive trend. **Retention of upskilled staff who are being actively recruited is our key challenge today.** Progression within pay ranges is our current focus.

## Compensation Study 2023

1. Create market competitive structures that lead the market
2. Place existing employees within the structures
3. In-structure employee progression
4. Employee progression and promotion



# COMPENSATION DELIVERY OVERVIEW

## Recruit

### **Market**

Assesses external forces to establish competitive pay rates

Ideally includes both structure and employee movement, so that employee retains relative position within structure

## Retain

### **Steps/Merit**

Progresses police/fire employees through pay structure steps, tied to tenure in position

Progresses general employee through pay structure through merit increase tied to performance criteria

### **Job Family Progression (JFP)**

A retention tool that provides a senior-level pathway for individual contributor jobs

# CITY COUNCIL GUIDANCE

In 2023, City Council committed to the following employee compensation philosophy:

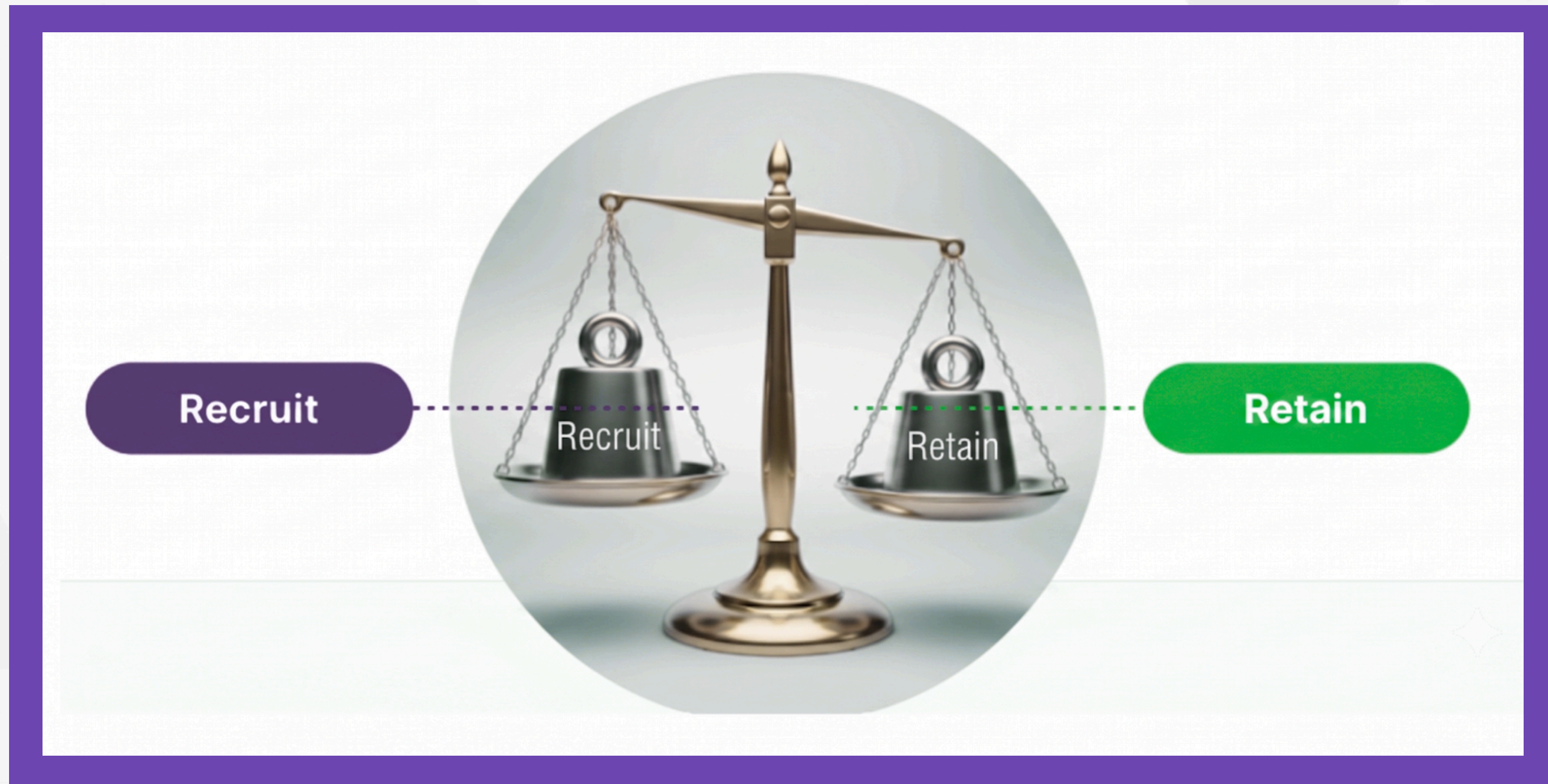
- Be a leading City (target top third)
- The level of leadership is to be determined annually based on budgetary ability



Image created by AI

# COMPENSATION OVERVIEW

Top-third market position is just one of the elements of attracting and retaining a high-performing workforce.

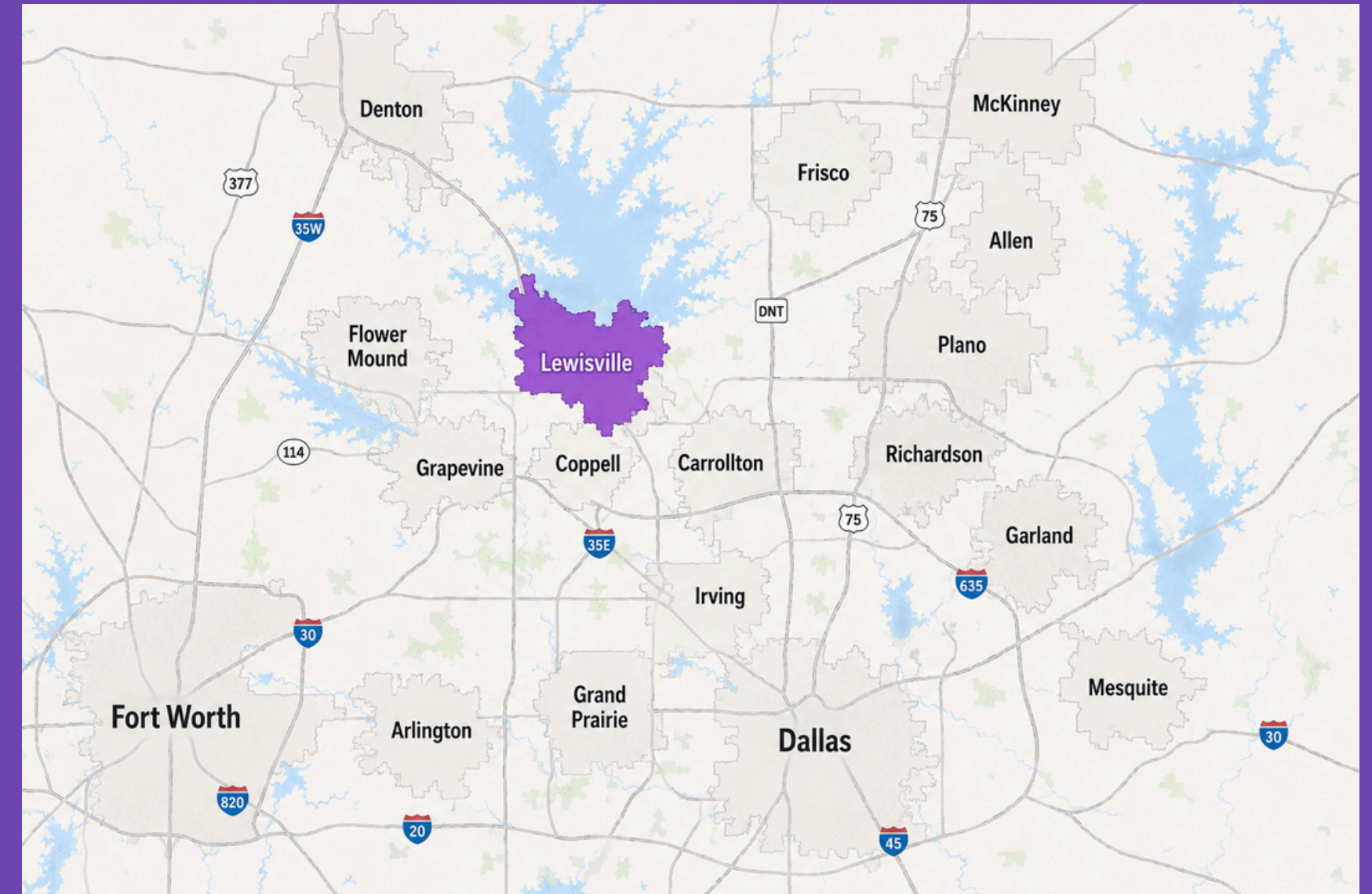


# MARKET/RECRUITMENT

# MARKET ANALYSIS - EXTERNAL EQUITY

In order to attract and retain employees, it is important that the City of Lewisville be competitive with comparable cities that share the same applicant pool.

Per Administrative Directive 2.7.4 - Employee Performance Evaluation / Compensation Plan, the Human Resources Department conducts an annual market analysis using these 17 comparator cities:



*\*image created by AI, boundaries are approximate*

# MARKET - POLICE OFFICER MOVEMENT

## FASTEST TO \$100K

North Texas police departments  
reaching six figures early

★ BASE PAY ONLY ★



PLANO PD

\$100,105

at 18 months



ALLEN PD

\$104,101

at 3 years



FRISCO PD

\$100,616

at 3 years



LEWISVILLE PD

\$100,838

at 3 years



Additional pays and overtime not included



TexasPoliceSalaries.com

June 2026

# MARKET - POLICE OFFICER MOVEMENT FY25 TO FY26

## Police Officer Top Step Change Last FY

2024-2025		2025-2026		
City	Max	City	Max	FY26
Allen	\$106,004	Allen	\$113,000	6.60%
Flower Mound	\$ 99,736	Flower Mound	\$104,582	4.86%
Frisco	\$103,405	Frisco	\$108,414	4.84%
Ft Worth	\$105,622	Ft Worth	\$109,866	4.02%
Dallas	\$ 98,377	Dallas	\$102,304	3.99%
Lewisville	\$105,725	Lewisville	\$108,991	3.09%
Grapevine	\$102,274	Grapevine	\$105,352	3.01%
Plano	\$111,254	Plano	\$114,592	3.00%
Coppell	\$104,389	Coppell	\$107,521	3.00%
Arlington	\$108,908	Arlington	\$112,174	3.00%
McKinney	\$109,694	McKinney	\$112,577	2.63%
Richardson	\$105,468	Richardson	\$108,105	2.50%
Grand Prairie	\$108,735	Grand Prairie	\$111,255	2.32%
Carrollton	\$109,926	Carrollton	\$112,410	2.26%
Irving	\$110,256	Irving	\$112,272	1.83%
Mesquite	\$103,974	Mesquite	\$103,974	0.00%
Garland	\$110,733	Garland	\$110,733	0.00%
Denton	\$108,831	Denton	\$108,831	0.00%

2.83%

# MARKET - POLICE

To achieve **Market Top 3rd**:

- **Police Officer: 2.97% increase**
- **Police Sergeant: 3.13% increase**
- **Police Lieutenant: 3.13% increase**
- **Police Captain: 3.13% increase**

**Lewisville Top 3rd  
\$112,228**

**Lewisville Current  
\$108,992**

City	Job Title	Max	Years to Max
Plano	Police Officer	\$114,592	5
Allen	Police Officer	\$113,000	5
McKinney	Police Officer	\$112,577	9
Carrollton	Police Officer	\$112,410	7.5
Irving	Police Officer	\$112,272	5.5
Arlington	Police Officer	\$112,175	20
Grand Prairie	Police Officer	\$111,255	7
Garland	Police Officer	\$110,733	8
Ft Worth	Police Officer	\$109,866	14
Denton	Police Officer	\$108,831	7
Frisco	Police Officer	\$108,414	5
Richardson	Police Officer	\$108,105	5
Coppell	Police Officer	\$107,521	7
Grapevine	Police Officer	\$105,352	7
Flower Mound	Police Officer	\$104,582	9
Mesquite	Police Officer	\$103,974	8
Dallas	Police Officer	\$102,304	9
<b>Survey Average 100%</b>		<b>\$109,292</b>	<b>8.11</b>
<b>Survey Average Top 3rd</b>		<b>\$112,225</b>	<b>6.4</b>
Lewisville	Police Officer	\$108,991	7
Percentage Difference from Survey 100%		-0.28%	
Percentage Difference Top 3rd		-2.97%	
October 2026 Recommendation (Market +)		\$112,225	

**Potential Top Third Pay Plan  
October 2026**

Effective 10/1/2026									
Position ID			Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7
8101	Police Officer	Annual	\$88,830	\$92,352	\$96,014	\$99,818	\$103,833	\$107,618	\$112,228
		Monthly	\$7,403	\$7,696	\$8,001	\$8,318	\$8,653	\$8,968	\$9,352
		Hourly	\$42.7069	\$44.4000	\$46.1604	\$47.9892	\$49.9200	\$51.7395	\$53.9561

# MARKET - FIREFIGHTER MOVEMENT FY25 TO FY26

## Firefighter Top Step Change Last FY

2024-2025		2025-2026		
City	Max	City	Max	FY26
Allen	\$ 101,284	Allen	\$105,825	4.48%
Flower Mound	\$ 96,350	Flower Mound	\$100,511	4.32%
Dallas	\$ 98,377	Dallas	\$102,304	3.99%
Lewisville	\$ 99,905	Lewisville	\$103,641	3.74%
Frisco	\$ 101,494	Frisco	\$105,049	3.50%
Ft Worth	\$ 94,190	Ft Worth	\$97,016	3.00%
Arlington	\$ 102,872	Arlington	\$105,959	3.00%
Coppell	\$ 100,374	Coppell	\$103,385	3.00%
Grapevine	\$ 96,034	Grapevine	\$98,910	3.00%
Richardson	\$ 99,523	Richardson	\$102,011	2.50%
Carrollton	\$ 99,628	Carrollton	\$101,880	2.26%
McKinney	\$ 103,910	McKinney	\$105,787	1.81%
Irving	\$ 104,088	Irving	\$105,924	1.76%
Denton	\$ 108,014	Denton	\$108,014	0.00%
Plano	\$ 105,898	Plano	\$105,898	0.00%
Mesquite	\$ 103,922	Mesquite	\$103,922	0.00%
Grand Prairie	\$ 102,767	Grand Prairie	\$102,767	0.00%
Garland	\$ 100,214	Garland	\$100,214	0.00%

2.24%

# MARKET - FIRE

To achieve **Market Top 3rd**:

- **Firefighter: 2.08% increase**
- **Driver/Engineer: 0.87% increase**
- **Fire Captain: 1.19% increase**
- **Batt/Div Chief: 1.52% increase**

**Lewisville Top 3rd  
\$105,797**

**Lewisville Current  
\$103,641**

City	Job Title	Max	Years to Max	
Denton	Firefighter	\$108,014	7	
Arlington	Firefighter	\$105,959	13	
Irving	Firefighter	\$105,924	3.5	
Plano	Firefighter	\$105,898	4	
Allen	Firefighter	\$105,825	3	
McKinney	Firefighter	\$105,787	7	
Frisco	Firefighter/Parametic	\$105,049	6	
Mesquite	Firefighter	\$103,922	8	
Coppell	Firefighter	\$103,385	6	
Grand Prairie	Firefighter	\$102,767	7	
Dallas	Fire and Rescue Officer	\$102,304	9	
Richardson	Firefighter	\$102,011	5	
Carrollton	Firefighter	\$101,880	6	
Flower Mound	Firefighter	\$100,511	8	
Garland	Firefighter	\$100,214	8	
Grapevine	Firefighter/Parametic	\$98,910	5	
Ft Worth	Firefighter	\$97,016	14	
Survey Average 100%		\$103,258	7	
Survey Average Top 3rd		\$105,837	6	
Lewisville		0	\$103,641	7
Percentage Difference from Survey 100%		0.37%		
Percentage Difference Top 3rd		-2.08%		
October 2026 Recommendation (Market +)		\$105,792		

## Potential Top Third Pay Plan October 2026

Effective 10/1/2026		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	
7101	Firefighter	Annual	\$83,740	\$87,053	\$90,504	\$94,117	\$97,870	\$101,732	\$105,797
		Monthly	\$6,978.33	\$7,254.42	\$7,542.00	\$7,843.08	\$8,155.83	\$8,477.67	\$8,816.42
		Hourly (2080)	\$40.2596	\$41.8524	\$43.5115	\$45.2486	\$47.0529	\$48.9096	\$50.8639
		Hourly (2912)	\$28.7571	\$29.8947	\$31.0799	\$32.3204	\$33.6092	\$34.9357	\$36.3314

# MARKET - DISPATCH MOVEMENT FY25 TO FY26

## Dispatcher Top Step Change

City	Max	City	Max	FY26
Flower Mound	\$69,410	Flower Mound	\$78,104	12.53%
Allen	\$68,843	Allen	\$75,899	10.25%
Lewisville	\$72,719	Lewisville	\$76,435	5.11%
Grapevine	\$81,890	Grapevine	\$84,386	3.05%
Frisco	\$78,396	Frisco	\$80,748	3.00%
Plano	\$69,012	Plano	\$71,082	3.00%
Richardson	\$75,309	Richardson	\$77,192	2.50%
Irving	\$66,732	Irving	\$67,740	1.51%
Dallas	\$74,708	Dallas	\$74,714	0.01%
Carrollton	\$71,818	Carrollton	\$71,818	0.00%
Coppell	\$71,818	Coppell	\$71,818	0.00%
Denton	\$89,898	Denton	\$89,898	0.00%
Fort Worth	\$76,962	Fort Worth	\$76,962	0.00%
Grand Prairie	\$80,841	Grand Prairie	\$80,841	0.00%
McKinney	\$73,684	McKinney	\$73,684	0.00%
Mesquite	\$70,240	Mesquite	\$70,240	0.00%
Garland	\$73,590	Garland	\$73,590	0.00%
Arlington		Arlington		
				2.41%

# MARKET - DISPATCH

Step Plan Positions: Public Safety Dispatcher, Public Safety Supervisor

Lewisville Top 3rd  
\$77,234

Lewisville Current  
\$76,435

To achieve **Market Top 3rd**:

- **Public Safety Dispatcher: 1.04%**
- **Public Safety Supervisor: 2.52%**

Public Safety Dispatcher		
City		Maximum
Denton	Public Safety Dispatcher	\$89,898
Grapevine	Emergency Communications Specialist	\$84,386
Grand Prairie	Emergency Communications Specialist	\$80,841
Frisco	Emergency Communications Officer	\$80,748
Flower Mound	Public Safety Communications Officer	\$78,104
Richardson	911 Dispatcher	\$77,192
Fort Worth	Public Safety Communicator I	\$76,962
Allen	Emergency Telecommunicator	\$75,899
Dallas	Police Dispatch Analyst I	\$74,714
McKinney	Public Safety Communications Specialist	\$73,684
Garland	Public Safety Dispatcher	\$73,590
Plano	PSC Dispatcher 1	\$71,082
Carrollton	NTECC	\$71,818
Coppell	NTECC	\$71,818
Mesquite	Public Safety Dispatcher	\$70,240
Irving	Police Dispatcher	\$67,740
Arlington	No Match - Call Taker in FD only	
Survey Average 100%		\$76,170
Survey Average Top 3rd		\$77,242
<b>Lewisville</b>	<b>Public Safety Dispatcher</b>	<b>\$76,435</b>
Percentage Difference from Survey 100%		0.35%
Percentage Difference Top 3rd		-1.04%
October 2026 Recommendation (Market + )		\$77,234

Potential **Top Third** Pay Plan  
October 2026

Position ID		Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
5816 Public Safety Dispatcher	Annual	\$57,630	\$60,512	\$63,537	\$66,714	\$70,050	\$73,552	\$77,230
	Monthly	\$4,802.53	\$5,042.67	\$5,294.78	\$5,559.50	\$5,837.52	\$6,129.33	\$6,435.85
	Hourly	\$27.7069	\$29.0923	\$30.5468	\$32.0742	\$33.6780	\$35.3618	\$37.1299

# MARKET DETENTION MOVEMENT FY25 TO FY26

## Detention Officer Top Step Change

City	Max	City	Max	FY26
Arlington	\$ 54,454	Arlington	\$ 64,501	18.45%
Allen	\$ 56,637	Allen	\$ 62,442	10.25%
Dallas	\$ 53,093	Dallas	\$ 58,531	10.24%
Flower Mound	\$ 59,342	Flower Mound	\$ 63,170	6.45%
Lewisville	\$ 60,789	Lewisville	\$ 63,233	4.02%
Grapevine	\$ 64,189	Grapevine	\$ 66,102	2.98%
Plano	\$ 61,791	Plano	\$ 63,421	2.64%
Richardson	\$ 67,770	Richardson	\$ 69,464	2.50%
Irving	\$ 63,396	Irving	\$ 64,356	1.51%
Denton	\$ 74,131	Denton	\$ 74,131	0.00%
Garland	\$ 63,523	Garland	\$ 63,523	0.00%
Grand Prairie	\$ 74,179	Grand Prairie	\$ 74,179	0.00%
Mesquite	\$ 53,144	Mesquite	\$ 53,144	0.00%
Frisco	\$ 63,678	Frisco	\$ 62,428	-1.96%
Carrollton	\$ 54,362	Carrollton	\$ 51,954	-4.43%
Coppell		Coppell		
Fort Worth		Fort Worth		
McKinney		McKinney		

3.51%

# MARKET - DETENTION

Step Plan Positions: Detention Officer,  
Detention Supervisor

To achieve **Market Top 3rd**:

- **Detention Officer: 2.04%**
- **Detention Supervisor: 4.10%**

**Lewisville Top 3rd**  
**\$64,524**

**Lewisville Current**  
**\$63,232**

**Potential Top Third Pay Plan**  
**October 2026**

Effective 10/1/2026

Position ID		Step 0	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6
5721 Detention Officer	Annual	\$48,493	\$50,857	\$53,336	\$55,937	\$58,662	\$61,523	\$64,522
	Monthly	\$4,041.07	\$4,238.08	\$4,444.63	\$4,661.40	\$4,888.50	\$5,126.96	\$5,376.83
	Hourly	\$23.3139	\$24.4504	\$25.6421	\$26.8927	\$28.2032	\$29.5786	\$31.0204

Detention Officer		
City		Maximum
Grand Prairie	Detention Officer	\$74,179
Denton	Civilian Jailer	\$74,131
Richardson	Detention Officer	\$69,464
Grapevine	Detention Officer	\$66,102
Arlington	Detention Officer	\$64,501
Irving	Detention Officer	\$64,356
Garland	Detention Officer	\$63,523
Plano	Detention Officer	\$63,421
Flower Mound	Detention Services Officer	\$63,170
Allen	Detention Officer	\$62,442
Frisco	Detention Officer	\$62,428
Dallas	Detention Officer I	\$58,531
Mesquite	Detention Officer	\$53,144
Carrollton	Detention Officer	\$51,954
Coppell	No Match	
Fort Worth	No Match	
McKinney	No Match (PD)	
Survey Average 100%		\$63,668
Survey Average Top 3rd		\$64,551
<b>Lewisville</b>	<b>Detention Officer</b>	<b>\$63,232</b>
Percentage Difference from Survey 100%		-0.69%
Percentage Difference Top 3rd		-2.04%
October 2026 Recommendation (Market + )		\$64,524

# MARKET - GENERAL, ITS, TRADES, MECHANIC, PART-TIME

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We reviewed market data on 52 out of 232 titles across the General, ITS, Trades, and Mechanic Pay Plans. Of those, 32 were used as key benchmarks to identify our overall market position. Based on this data Lewisville is **4.21% behind market top third.**

Part-time structures are market competitive.

Potential Top Third Adjustment:

- **Market adjustment 4.21%**
- 13 titles fall more than one grade (5% or greater) below market receive an additional grade adjustment.



# STEPS/MERIT RETENTION

# STEP ADJUSTMENTS

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Police Officers, Firefighters, Dispatch & Detention that are below top step are eligible for an annual step increase on their hire or promotion anniversary date.

- Upper ranks advance one step every two years, with step percentages varying by rank.
- Many employees are at the top step of their rank by design, reflecting a compensation structure that starts employees at competitive rates and provides accelerated progression.



## **Police Topped Out**

Police Officer – 111 out of 157 (79%)  
Police Sergeant – 12 out of 22 (55%)  
Police Captain – 3 out of 3 (100%)  
Police Lieutenant – 0 out of 5 (0%)

## **Fire Topped Out**

Firefighter – 64 out of 107 (60%)  
Driver Engineer – One Step  
Fire Captain – 34 out of 37 (92%)  
Battalion Chief – 6 out of 6 (100%)  
Division Chief – 2 out of 3 (67%)

# MERIT- GENERAL, ITS, TRADES, BROADBAND

Merit Increases are the primary mechanism to provide pay increases and in-structure employee progression.

Merits are a key element for retaining a high-performing workforce.

Merit History:

2026 Merit - 1%

2025 Merit - 3.5%

2024 Merit - 3%

2023 Merit - 4%

2022 Merit - 3%



# **ADDITIONAL RETENTION ELEMENTS**

# JOB FAMILY PROGRESSION (JFP)

Job Family Progressions are a retention tool that provides senior-level pathway for individual contributor jobs.

- 90 employees are in a job family progression and are eligible to progress to a Senior role
- 26 employees are projected to progress to their JFP Senior role in FY2027
- As of June 2026, 87 employees are currently in a Senior JFP role
  - Turnover FY26: 3 FY25: 4
- In FY26 25 employees progressed to the Senior role
- In FY25 65 employees progressed to the Senior role

## Job Family Progression Titles

- Storm Water Inspector
- Environ Compliance Inspector
- Building Inspector
- Plans Examiner
- Sanitarian
- Animal Services Officer
- Customer Service Representative
- Meter Operation Worker
- Permit Technician
- Administrative Analyst
- Budget Analyst
- Police Records Technician
- Fire Inspector
- Construction Inspector
- Maintenance Worker
- Signs & Markings Technician
- Engineering Technician
- Laboratory Technician
- Buyer
- Accounting Technician
- Human Resources Analyst
- Economic Development Coordinator
- Planner I
- Planning Technician
- Administrative Assistant
- Accountant
- Civil Engineer
- Librarian
- Library Services Representative
- Library Technician
- Deputy Court Clerk
- Traffic Engineer
- Code Enforcement Officer
- Multi Family Rental Inspector
- Engineering Inspector

# ADDITIONAL PAY EXAMPLE

As part of this year's annual market survey, the review was expanded to include an analysis of the City of Lewisville's additional pays and incentives, including certification pay, education pay, police and fire special assignment pays, bilingual pay, cell phone allowances, and other additional pays and incentives.

## Field Training Officer (FTO) Example

City	FTO Monthly	City	FTO Monthly
Arlington	\$400	Grand Prairie	\$350
Irving	\$260	Coppell	\$300
Allen	\$250	Allen	\$250
Frisco	\$250	Frisco	\$250
Garland	\$250	Grapevine	\$250
McKinney	\$250	Mesquite	\$240
Mesquite	\$240	Denton	\$200
Denton	\$200	<b>Lewisville</b>	<b>\$180</b>
<b>Lewisville</b>	<b>\$180</b>	Carrollton	\$150
Grand Prairie	\$175	McKinney	\$150
Coppell	\$150	Dallas	\$0
Carrollton	\$150	Garland	\$0
Dallas	\$100	Irving	\$0
Grapevine	\$9.50/hr	Arlington	\$0
Fort Worth	10% while training	Flower Mound	\$0
Plano	\$45/\$30 per day training	Fort Worth	\$0
Richardson	\$4.24/hr when training	Richardson	\$50/ per shift
Flower Mound	\$1.75/hr	Plano	\$45/ per shift
<b>Top Third</b>	<b>\$250</b>	<b>Top Third</b>	<b>\$245</b>
<b>Difference</b>	<b>\$70</b>	<b>Difference</b>	<b>\$65</b>
<b>Additional Info</b>		<b>Additional Info</b>	
Grapevine, Ft. Worth, Plano, Richardson, and Flower Mound pay FTO per shift or occurrence		Plano and Richardson pay FTO per shift or occurrence.	

# BENEFITS UPDATE

# TUITION REIMBURSEMENT

The City currently reimburses tuition up to \$1,500 per fiscal year. The City has offered this benefit since 1992, providing employees with financial support for continuing education related to their roles.

## Current Utilization:

- In Fiscal Year 2025, 24 employees applied for Tuition Reimbursement, and a total of \$22,833.86 was distributed.
- So far this FY, 16 employees applied for Tuition Reimbursement and \$9,903 has been distributed.

## Market Comparison:

- Out of our 17 comparator cities, 16 offer tuition reimbursement.
- Of those 16, 14 provide a higher maximum than Lewisville's current cap of \$1,500.
- On average, these cities offer a maximum reimbursement of \$3,615, with a median of \$3,000.
- Lewisville has not increased the Tuition Reimbursement cap in 10 years.



# 2027 MEDICAL AND DENTAL PLAN IMPACTS

In May of this year, the City issued a Request for Proposal for our healthcare plans: Medical Third Party Administrator, Dental Administrative Services, Vision, Stop Loss, Life / Disability, FSA, HSA, EAP and COBRA. Bids are currently being reviewed. The only known plan design change at this time is an increase to the Green Plan deductible from \$3,400 to \$3,500 per IRS regulations.

- In FY26, we shifted the overall employer portions of costs from 93.4% to 92.9%. The most recent metroplex market survey shows our comparator cities that have a like plan to be at an average of 80%.
- In late March our consultant recommended an 11% increase to employee premiums across all medical tiers and a 3.4% increase across all dental tiers. As part of our multi-year strategy to share cost across plans, increases are greater on the purple plan than on the green plan.

Monthly increase would be:

Final rates will be provided once the RFP is awarded and plan design changes are made, if any.

	Purple Plan	Green Plan	Dental Plan
Employee	\$3 increase	\$3 increase	\$0.50 increase
Employee + Spouse	\$22 increase	\$6 increase	\$1 increase
Employee + Children	\$18 increase	\$5 increase	\$2 increase
Employee + Family	\$40 increase	\$37 increase	\$3 increase

# NEXT STEPS

- The presentation detailed market findings in each of the surveyed areas.
- As we are seeing in each of our survey cities, this will be a very tight budget year.
- Staff is now assessing funding availability and will provide options for compensation adjustments to be considered during the Budget Workshop on August 8th.

Action	Top Third
Market - Police & Fire	\$1,258,570
Market - General Government* (All)	\$1,893,814
Step - Police, Fire, Dispatch & Detention	\$335,640
Merit - General Government* (All)	\$1,083,255
Police/Fire FTO Pay	\$33,229
Job Family Progressions Continuation	\$184,280
<b>Cost the full implementation of all market-driven items</b>	<b>4,788,788</b>

\*General, ITS, Trades, Mechanic, Broadband



**QUESTIONS?**