Comprehensive Workforce Strategy

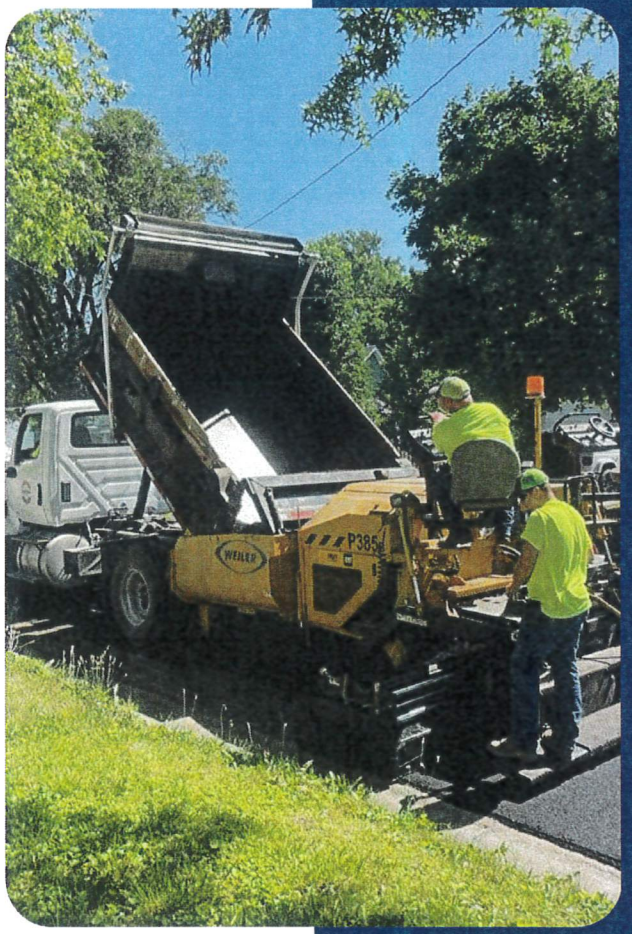
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Why are we here?

Public sector employment has historically been attractive due to the compelling overall package of job security, predictable advancement, pension benefits, health insurance, and stability.

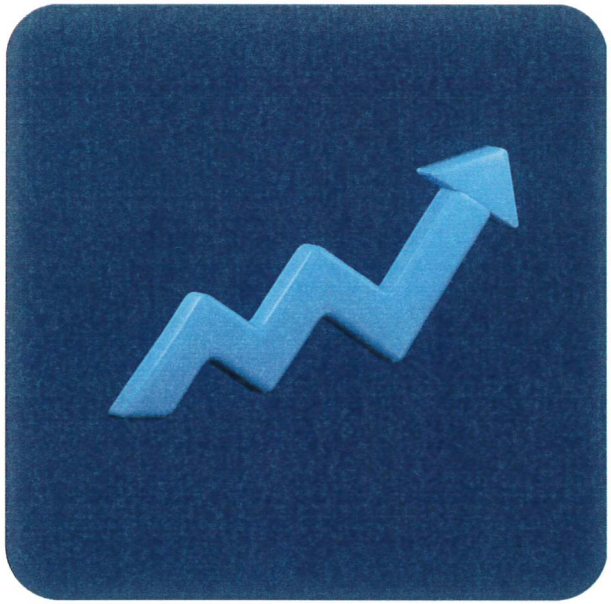
Today, we are at a point where generations have evolved, and private and larger municipalities have modernized employment practices and surpassed public sector positions by providing competitive compensation, paid leave, creative and flexible schedules, career development, performance incentives, and workplace technology.

Over the past few years, the City of Odessa has not made significant improvements to the employment program, aside from adding a holiday, introducing a paid volunteer day, and implementing annual salary increases that were solely dependent on budget availability.



5-Year Turnover

Department	Quantity	Percentage
City Hall	10	40%
Police	7	9%
Streets	2	7.5%
Electric	9	34%
Water	1	4.4%
Community Development	0	0.0%
Wastewater	1	4.0%
Parks	0	0.0%



Our Mission

A coordinated approach to recruitment, retention, performance and organizational stability

01 **Competitive Compensation**
External market alignment and consistent salary structure

02 **Benefits & Leave**
Modernized handbook and supportive employment policies

03 **Clear Expectations**
Standardized job descriptions and defined responsibilities

04 **Performance and Merit**
A future process to recognize employee contributions

05 **Measurement & Accountability**
Tracking progress so we can better identify what works

Comprehensive Workforce Strategy

Phase 1

External Market Compensation Study

Standardized Job Descriptions

Comprehensive Handbook Revisions

Phase 2

Adopt Compensation Structure

Review and Adopt Updated Handbook

Phase 3

Develop a merit-based compensation process

Ongoing

Evaluate recruitment and retention outcomes

Current Employee Benefits

01 HEALTH & INSURANCE

Life Insurance
Fully paid

Dental
Fully paid

VSP Vision
Fully paid

Health Insurance
City pays 75%, employee pays 25%

HSA Savings Account
Lump sum funded by the City equal to the deductible

Employee Assistance Program

AFLAC Plans

02 INCOME PROTECTION & RETIREMENT

Long- and Short-Term Disability

LAGERS Retirement Pension Plan
Fully funded

Optional Deferred Compensation Plan

03 TIME OFF

12 Paid Holidays

1 Paid Volunteer Day

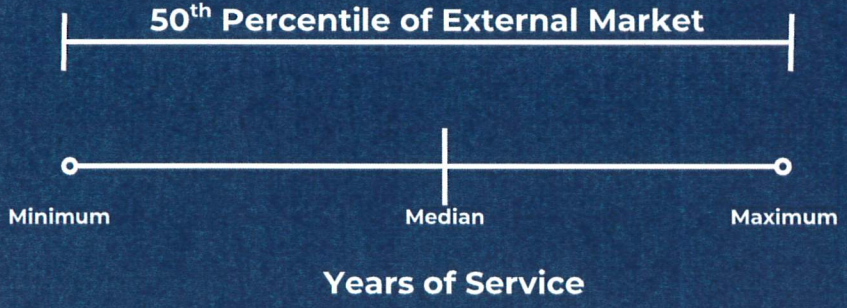
Paid Vacation

Paid Sick Leave

External Market Compensation

50th Percentile of the External Market + **Years of Service**







Standardized Job Descriptions

Paypoint HR assisted our team in standardizing job descriptions. We had a mix of job descriptions, with some dating back decades and others recently revised. This inconsistency meant we were often reinventing the wheel each time a position became available. By creating standardized job descriptions based on input from employees, we can ensure that responsibilities and expectations are clear and concise!

Employee Handbook Modernization

Leave, Time Off & Employment Support → Policy Clarity & Compliance → Performance, Career & Development

LEAVE, TIME OFF & EMPLOYEE SUPPORT
- Formalized paid volunteer time
- Added up to 4 weeks of paid parental and family care leave
- Revised vacation carryover: 40 hours may be used throughout the following year; years-of-service structure remains unchanged
- Clarified sick leave and new-hire proration; added a sick leave bank for serious injury and long-term medical events
- Modernized bereavement; replaced Comp Time with Flex Time within the work week
- Added inclement weather policy and lactation accommodations aligned with applicable laws

POLICY CLARITY & COMPLIANCE
- Removed Ambulance Department references
- Restructured FMLA, short-term disability, and long-term disability sections for legal compliance and clarity
- Added unpaid internship and artificial intelligence sections; revised Mutual Aid to apply citywide

PERFORMANCE, CAREER & DEVELOPMENT
- Aligned performance evaluations with a future merit program
- Adjusted promotion language to align with the pay range structure
- Clarified when training expenses are owed back to the City

DRAFT FOR REVIEW — Proposed updates shown for discussion. Final version will be presented to the Board after full review by directors and legal review by a specialist employment law attorney.



Moving Toward Performance-Based Compensation

01 ..... Market Adjustment

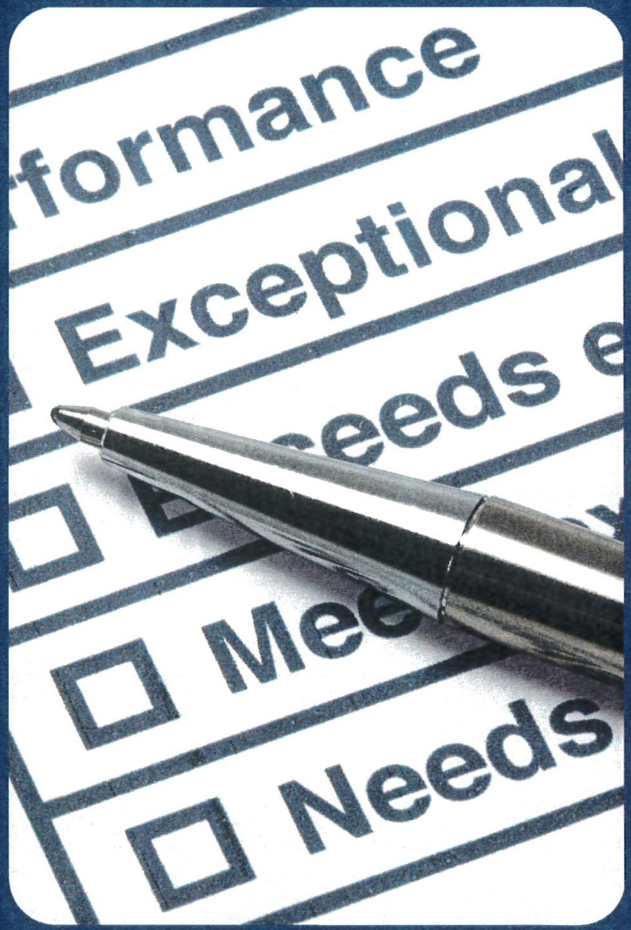
02 ..... Cost-of-living Adjustment (COLA)

03 ..... Merit Increases

Next Step: Develop a Formal Merit Program

Establish consistent performance evaluations, measurable expectations, and guidelines for awarding merit-based salary increases.

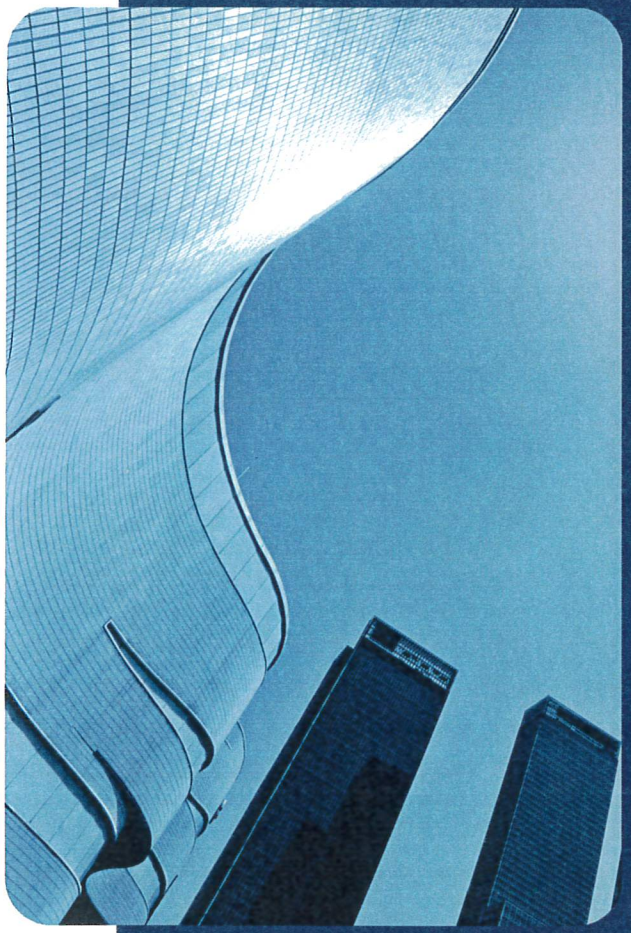
Our Goal: Attach, Retain, and Reward High-Performing Employees



Implementation Update

Phase	Initiative	Status
Phase 1	External market compensation study	Completed
Phase 1	Standardized job descriptions	Completed
Phase 1	Comprehensive handbook revision	Drafted; awaiting Board consideration
Phase 2	Adopt compensation structure and phased implementation	Proposed
Phase 2	Review and adopt updated handbook	Upcoming
Phase 3	Develop merit-based compensation process	Planned
Ongoing	Evaluate recruitment and retention outcomes	Long-term





Tracking Progress

Staff can monitor and evaluate our progress and impact using data:

- Employee Turnover
- Employee Retention
- Recruitment Activity
- Employee Feedback
- Vacancy Duration