

To: Members  
Dunwoody City Council

From: Nicole Stojka  
Human Resources Director

Re: Amendment to the City's Compensation Chart

Date: May 11, 2026

### **Action**

Authorize the Mayor, City Manager, or designee to approve an amendment to the City's Compensation Chart and to provide pay adjustments for select City employees.

### **Summary**

On a regular basis, Staff conducts and participates in salary and benefits surveys to verify that the City's salary structure and benefits remain market competitive. To review the adequacy of the City's current compensation plan, Staff recently worked with Evergreen Solutions to conduct a study and analyze salary and benefits data from several comparable and/or competitive municipalities.

### **Details**

Current survey data indicates that, to remain competitive with surrounding cities and to remain benchmarked at 85% of the current local market, the City should update its salary ranges by 3.9%. This adjustment aligns with the 3.9% market adjustment approved in the 2026 budget for all City employees. The following Compensation Chart shows the proposed salary ranges after the 3.9% salary range increase. Evergreen's final report also is attached, which summarizes findings from the salary and benefits survey.

In addition, Staff recommends establishing a Police Officer II level within the existing classification structure. This would not be a supervisory position; rather, it would formally recognize continued professional growth, experience, and demonstrated proficiency within the Police Officer role. Establishing this level would strengthen the career path within the sworn officer classification. Police Officer II would be assigned to pay grade 108, one grade higher than Police Officer I at pay grade 107; eligible employees would receive a 5% pay increase. Staff recognizes the value of experienced officers' contributions to the department and believe this adjustment would support employee retention.

The Detective classification is currently aligned with Police Officer I at pay grade 107. Staff recommends realigning Detective to pay grade 108, consistent with the proposed Police Officer II level, giving employees two parallel paths for advancement. A 5% increase also would be applied to Detectives with three or more years of sworn service with the City of Dunwoody.

The implementation plan includes additional pay adjustments for Police certified positions and Police Service Representatives to address compression within those classifications.

Based on Evergreen Solutions' recommendation, current market data, and the City's compensation plan structure, Staff recommends increasing the pay grades for the following positions:

- Accounting Manager (increase of one grade)
- Building Official (increase of one grade)
- Detective (increase of one grade)
- Financial Analyst (increase of one grade)
- Fleet Maintenance Coordinator (increase of one grade)
- Planner (increase of two grades)
- Senior Planner (increase of one grade)
- Systems Administrator (increase of one grade)
- Technology Support Specialist (increase of one grade)

After the salary range increases, the regrading of select positions noted above, and the reclassification of employees in the Police Officer and Detective positions, one employee would remain below the minimum of the new pay grade. That employee's salary would be brought to the minimum of the new pay grade.

If approved, the City will implement this plan effective July 1, 2026.

The recommended implementation approach has an estimated salary-only cost of \$172,026 and an estimated total implementation cost of \$208,495 including associated benefit costs. This estimate covers pay increases for 44 positions, 43 of which are in the Police Department. The estimate does not include the 3.9% City-wide market adjustment that was already approved in the 2026 budget. If approved by Council, a budget amendment from the Finance Director will be forthcoming.

### **Recommendation**

Authorize the Mayor, City Manager, or designee to approve an amendment to the City's Compensation Chart and to provide pay adjustments for select City employees.

# CITY OF DUNWOODY COMPENSATION STUDY

Stasey Whichel, Project Manager  
May 2026



# AGENDA

*01*

Study Goals

*02*

Internal Review

*03*

External Review

*04*

Benefits Overview

*05*

Recommendations

*06*

Questions

# STUDY GOALS

## Internal Review

Review current compensation system and assessment of pay plan

- Assessment of Current Conditions

## External Review

Survey peer organizations to review external equity

- Market Survey

## Recommendations

Produce recommendations to provide the City with a system that is equitable, both internally and externally

# INTERNAL REVIEW

*Assessment of Current Conditions*

**JOB FAMILIES COVERED:  
57 CLASSIFICATIONS**

**A** **Administrative**  
Management, Leadership roles

**G** **General**  
Municipal operations & services

**P** **Police**  
Law enforcement personnel

**125**

Employees covered under a unified open-range pay plan

**1**

Salary schedule shared across all job families

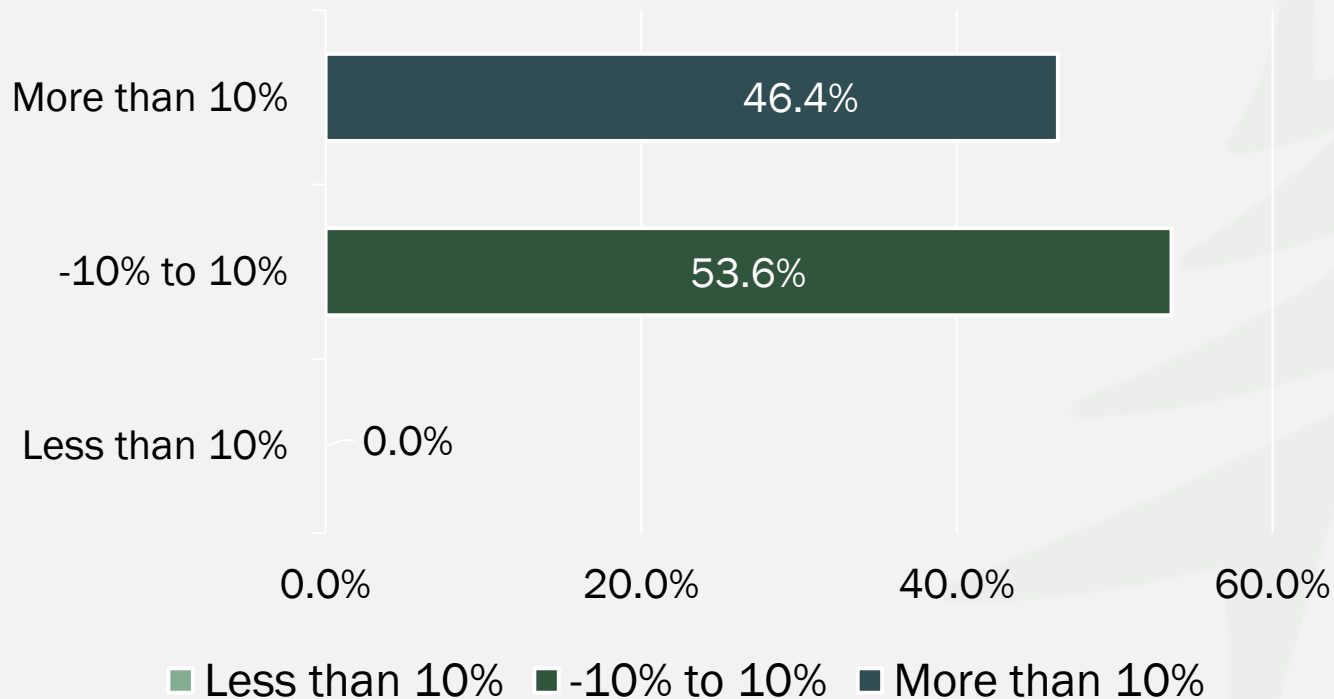
## PLAN DESIGN PARAMETERS

Pay structure	Open range
Midpoint progression (avg.)	8%
Range spread	60%

# INTERNAL REVIEW

*Assessment of Current Conditions*

Actual vs. Projected Salary  
of Current Salary Range



## Compression Analysis

- The majority of employees are making within 10% of expected placement in the salary range based on time in their current classification
- 46.4% of employees are making more than 10% than the model would anticipate. Increased placement may be due to hiring further into the range to stay competitive with market or placement based on external experience, demonstrated skills, credentials, etc.

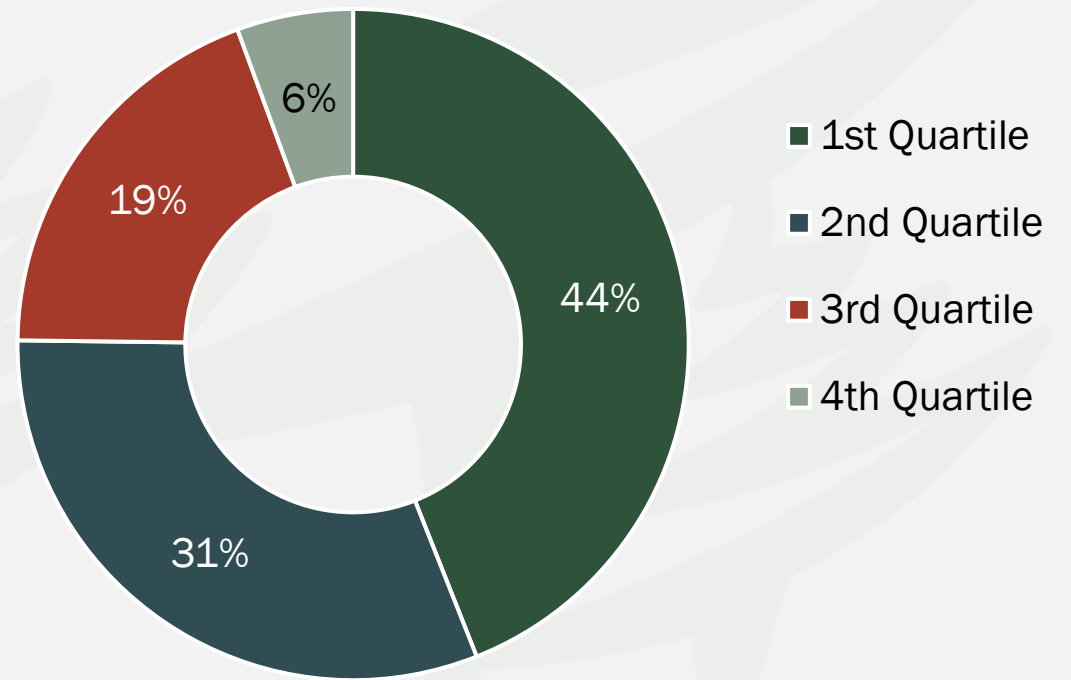
# INTERNAL REVIEW

*Assessment of Current Conditions*

## Salary Distribution

- The overall average tenure for included employees is 6.6 years.
- 73.6% of employees are compensated below the midpoint of their pay ranges.
- 44.0% of employees are compensated within the first quartile of their pay grade.

Quartile Analysis



# EXTERNAL REVIEW

*Market Survey Goals*

## Purpose of Market Survey

- Check for competitive compensation by comparing the City’s positions with market peers
- Identify and address any inconsistencies or disparities in pay across similar positions

## Benefit Comparison

- Review peer offerings to provide a comparison to the City of Dunwoody

# EXTERNAL REVIEW

## Market Peers

### MARKET PEERS & DATA METRICS

- Alpharetta
- Atlanta
- Brookhaven
- Chamblee
- Cumming\*
- Decatur
- Duluth
- Johns Creek
- Kennesaw
- Marietta\*
- Milton
- Norcross
- Roswell
- Sandy Springs
- Smyrna
- Suwanee
- Tucker
- Woodstock
- Cobb County
- DeKalb County

#### PEER PARTICIPATION

**18 of 20**

90% Responsive

*Pending: Cumming, Marietta*

#### DATA MATCHES

**616**

Quality Matches

*10.8 avg per classification*

#### BENCHMARKED CLASSIFICATIONS

**57**

Classifications

*96.49% with sufficient data*

# EXTERNAL REVIEW

*Market Analysis – Reflected close alignment at the 85<sup>th</sup> percentile*

## MARKET ANALYSIS

### *PERCENT DIFFERENCE TO MARKET (DUNWOODY VS. PEERS)*

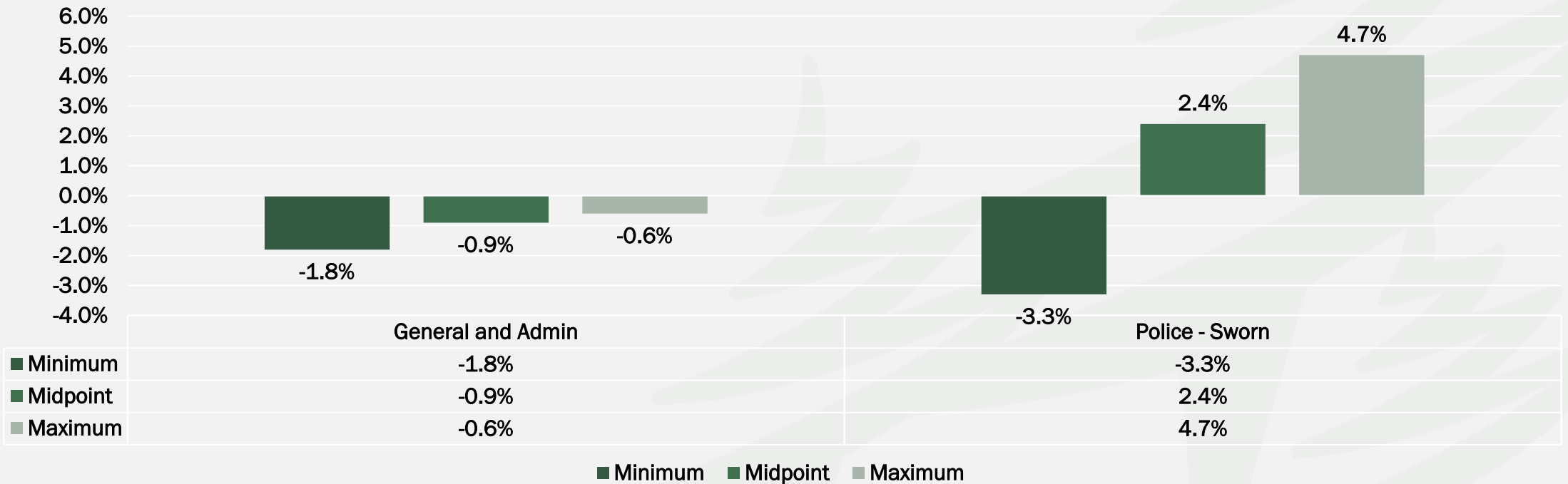
Market Position	Min % Diff	Mid % Diff	Max % Diff
80th Percentile	+1.3%	+1.9%	+2.2%
<b>85th Percentile (Selected)</b>	-1.8%	-0.9%	-0.6%
90th Percentile	-5.5%	-4.3%	-3.8%

### *OVERALL AVERAGE RANGES*

PEER AVERAGE RANGE
<b>56.6%</b>
DUNWOODY AVERAGE RANGE
<b>60.0%</b>

# EXTERNAL REVIEW

*Market Analysis at 85<sup>th</sup> Percentile*



The City’s published pay ranges are near market at the minimums and more competitive at the maximums. This is due to the City’s average range spreads being broader than market peers.

# BENEFITS OVERVIEW

## HEALTH INSURANCE

	Dunwoody	Peer Avg
Employer contribution (EE only/mo.)	<b>\$1,340</b>	\$841 avg
Employee premium (EE only/mo.)	<b>\$0</b>	\$166 avg
Employer contribution (Family/mo.)	<b>\$3,813</b>	\$2,419 avg
Employee premium (Family/mo.)	<b>\$275</b>	\$681 avg
Individual deductible (in-network)	<b>\$500</b>	\$1,391 avg
Individual out-of-pocket max	<b>\$850</b>	\$3,823 avg

**\$1,340**

Employer health contribution (EE only)

**\$0**

Employee premium for individual coverage

## DENTAL & VISION INSURANCE

Dental employer premium (EE only/mo)	<b>\$35.20</b>	\$24.13 avg
Dental employee premium (EE only/mo)	<b>\$0.00</b>	\$9.77 avg
Vision coverage offered	<b>Yes</b>	75% of peers

## DISABILITY & LIFE INSURANCE

Short-term disability (STD)	<b>60% of salary</b>	75% of peers
Long-term disability (LTD)	<b>60% of salary</b>	62% of peers
Life insurance (employer-paid)	<b>3x annual salary</b>	100% of peers

# BENEFITS OVERVIEW

## Leave Accrual & Holidays

	Dunwoody	Peer Avg
Paid holidays per year	15 days	11.4 days
Sick leave accrual (per month)	6.67 hrs	7.48 hrs
Vacation accrual – starting rate	8 hrs	6.71 hrs
Vacation accrual – maximum rate	16.7 hrs	Varies
Max vacation accrual balance	340 hrs	271 hrs
Vacation payout cap (vol. separation)	340 hrs	310 hrs
Leave structure	Separate	56% separate / 44% PTO

**11%**  
Employer 401(a) contribution

**15**  
Paid holidays vs peer avg of 11.4 days

### Retirement

Primary Plan	Defined Contribution	<i>Pension at some peers</i>
Employer Contribution	<b>11% of salary</b>	Varies
Match Opportunity	<b>4% Match</b>	Varies

### Other benefits

Housing Stipend (sworn PD)	<b>\$800/mo.</b>	4/20 peers
Tuition Reimbursement	<b>Up to \$4,000/yr</b>	86% of peers
Life insurance (employer-paid)	<b>Hybrid</b>	75% of peers

# RECOMMENDATIONS

Implement updated  
pay plan

Assign all  
classifications to pay  
grades based on  
internal and external  
equity

Implement new plans  
using a defined  
implementation  
strategy

# RECOMMENDATIONS

## *Proposed Classification Adjustments – Police Sworn*

The goals of this framework are to:

- Position Dunwoody competitively within the local law enforcement market.
- Provide officers a clear, attainable path for advancement and professional development.
- Reduce attrition by rewarding demonstrated competency and tenure with advancement and increased compensation.
- Support the Department's ability to recruit and retain high-quality officers committed to serving the community.

<b>Police Officer I</b> Gr. 107	<b>Police Officer II</b> Gr. 108	<b>Detective</b> Gr. 108	<b>Sergeant</b> Gr. 110	<b>Lieutenant</b> Gr. 112	<b>Major</b> Gr. 115	<b>Deputy Chief</b> Gr. 116	<b>Police Chief</b> Gr. 118
NEW HIRE	TENURED OFFICER (OPTIONAL)	INVESTIGATIVE (OPTIONAL)	SUPERVISORY	MID-MGMT	COMMAND	COMMAND	EXECUTIVE

# RECOMMENDATIONS

## *Proposed Classification Adjustments – Police Sworn*

Recommended Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Police Officer I	107	\$64,730	\$83,340	\$101,950
Police Officer II (Growth)	108	\$69,908	\$90,007	\$110,105
Detective	108	\$69,908	\$90,007	\$110,105
Sergeant	110	\$83,051	\$106,928	\$130,805
Lieutenant	112	\$96,871	\$124,721	\$152,572
Major	115	\$124,290	\$160,023	\$195,757
Deputy Chief	116	\$134,233	\$172,825	\$211,417
Police Chief	118	\$156,570	\$201,584	\$246,598

# RECOMMENDATIONS

## *Proposed Pay Plan – General*

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
101	\$ 40,791	\$ 52,519	\$ 64,246	57.5%	-
102	\$ 44,054	\$ 56,720	\$ 69,385	57.5%	8.0%
103	\$ 47,578	\$ 61,257	\$ 74,935	57.5%	8.0%
104	\$ 51,384	\$ 66,157	\$ 80,930	57.5%	8.0%
105	\$ 55,495	\$ 71,450	\$ 87,405	57.5%	8.0%
106	\$ 59,935	\$ 77,166	\$ 94,398	57.5%	8.0%
107	\$ 64,730	\$ 83,340	\$ 101,950	57.5%	8.0%
108	\$ 69,908	\$ 90,007	\$ 110,105	57.5%	8.0%
109	\$ 75,501	\$ 97,208	\$ 118,914	57.5%	8.0%
110	\$ 83,051	\$ 106,928	\$ 130,805	57.5%	10.0%
111	\$ 89,695	\$ 115,482	\$ 141,270	57.5%	8.0%
112	\$ 96,871	\$ 124,721	\$ 152,572	57.5%	8.0%
113	\$ 104,621	\$ 134,700	\$ 164,778	57.5%	8.0%
114	\$ 115,083	\$ 148,169	\$ 181,256	57.5%	10.0%
115	\$ 124,290	\$ 160,023	\$ 195,757	57.5%	8.0%
116	\$ 134,233	\$ 172,825	\$ 211,417	57.5%	8.0%
117	\$ 144,972	\$ 186,651	\$ 228,331	57.5%	8.0%
118	\$ 156,570	\$ 201,584	\$ 246,598	57.5%	8.0%
119	\$ 169,096	\$ 217,711	\$ 266,326	57.5%	8.0%
120	\$ 182,624	\$ 235,128	\$ 287,633	57.5%	8.0%

# RECOMMENDATIONS

## *Proposed Classification Adjustments - Changes*

Recommended Title	Proposed Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum
Fleet Maintenance Coordinator	105	\$55,495	\$71,450	\$87,405
Technology Support Specialist	106	\$59,935	\$77,166	\$94,398
Financial Analyst	107	\$64,730	\$83,340	\$101,950
Planner	107	\$64,730	\$83,340	\$101,950
Detective	108	\$69,908	\$90,007	\$110,105
Senior Planner	109	\$75,501	\$97,208	\$118,914
Systems Administrator	109	\$75,501	\$97,208	\$118,914
Accounting Manager	112	\$96,871	\$124,721	\$152,572
Building Official	113	\$104,621	\$134,700	\$164,778

# RECOMMENDATIONS

## *Implementation Methods*

### **Targeted Strategy**

Estimated Cost Including Benefits:

\$208,495

Employees Impacted:

\* 43 Police

\* 1 General

• This approach brings all employees to the minimum of their new pay ranges. It also provides weighted adjustments for certified Police classifications and Police Service Representatives based on total time certified and continuous service with the City in the field. The estimate includes adjustments for 37 certified Police positions and 6 Police Service Representative positions. It does not include the cost of applying a COLA to all employees.

# RECOMMENDATIONS



Conduct a classification study to further investigate internal equity and to update job descriptions



Conduct annual small scale market surveys



Conduct classification and compensation studies every 3-5 years



Review compensation guidelines annually – revise as needed

# QUESTIONS



# EVERGREEN SOLUTIONS, LLC

2528 Barrington Circle, Suite 2  
Tallahassee, Florida 32308



Evergreen Solutions, LLC

# COMPENSATION AND BENEFITS STUDY FOR THE CITY OF DUNWOODY, GA

## FINAL REPORT

May 11, 2026

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## 01 INTRODUCTION



# 01 INTRODUCTION

The City of Dunwoody (the “City”), in alignment with its commitment to attracting and retaining a high-quality workforce, identified the need to update its compensation system for all employees. The goal of this initiative was to ensure that the City’s systems reflect current best practices, promote equitable pay, and remain competitive within the broader labor market.

In December 2025, the City engaged Evergreen Solutions, LLC (“Evergreen”) to conduct a comprehensive compensation study. This engagement aimed to assess the strengths and areas for improvement within the City’s existing system, evaluate internal and external equity, and develop recommendations that would better align compensation practices with organizational needs and market conditions.

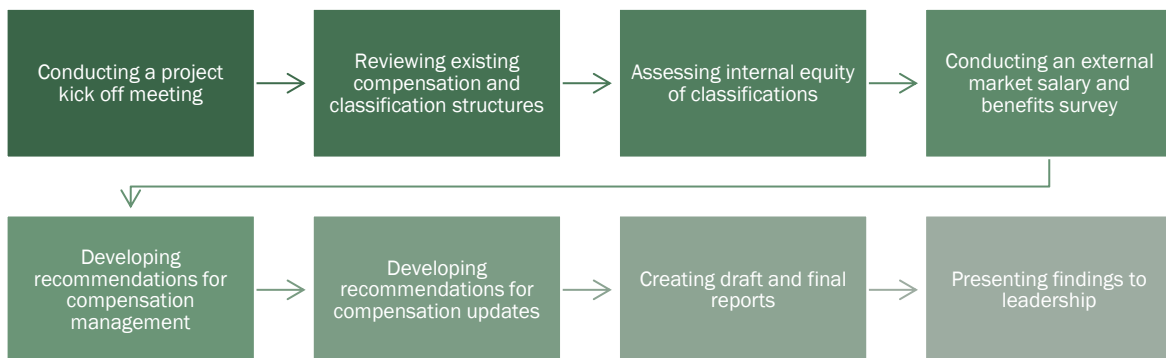
Internal equity refers to the fairness of an organization’s compensation practices among its current employees. By reviewing the skills, responsibilities, and duties associated with each position, this study sought to determine whether similar roles are compensated equitably within the City. External equity, in contrast, considers how the City’s classifications and compensation compare to those offered by peer organizations in the regional labor market. This component of the study focused on how the City is positioned relative to other local government entities with similar roles, and whether current pay practices support the City’s ability to recruit and retain highly qualified staff.

The findings presented in this report aim to support the City’s strategic efforts to enhance the effectiveness, fairness, and competitiveness of its compensation system.

## 1.1 STUDY METHODOLOGY

Evergreen utilized a combination of quantitative and qualitative analyses to develop evidence-based recommendations that promote both fairness and competitiveness in the City’s compensation practices. It is important to note that all data collected represents a snapshot in time. Because labor market conditions evolve over time, Evergreen recommends that the City conduct regular market surveys to maintain alignment with external pay practices. A full compensation and classification review is recommended every three to five years.

Key components of the study included:



**Kickoff Meeting**

A project kickoff meeting was held to discuss the history and goals of the City, confirm the project work plan, and initiate the data collection process. Relevant materials were gathered, including current pay plans, organizational charts, policies and procedures, classification specifications, and other supporting documentation.

**Assessment of Current Conditions**

An analysis was conducted to evaluate the City’s existing pay plan and related data at the time the study commenced. The current pay plans, the progression of employee salaries through pay grades, and employee service years were examined during this process.

**Salary and Benefits Survey**

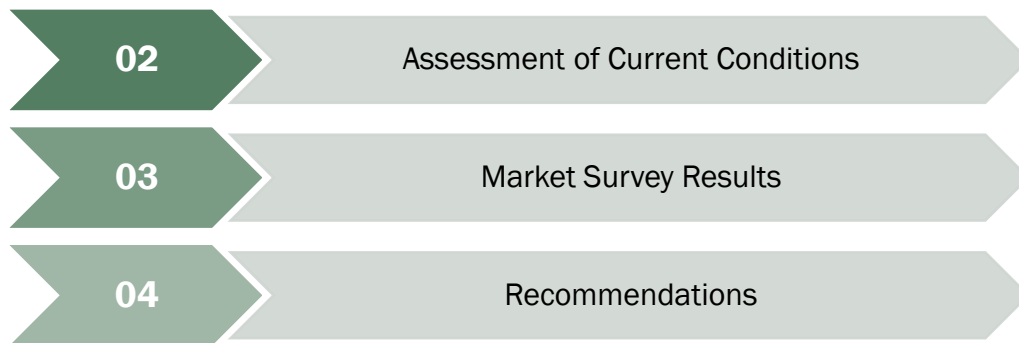
A customized external market analysis was completed, focusing on comparable local government entities with similar positions and organizational characteristics. Benchmark classifications were surveyed and matched, where possible, to peer organizations. In addition to salary data, benefits information was also collected to evaluate the competitiveness of the City’s total rewards offerings. The results provided valuable insight into the City’s current market positioning.

**Recommendations**

Based on the assessment and market data, Evergreen developed a range of recommendations for the City’s consideration. These options varied in scope, from minor adjustments to existing systems to more comprehensive changes to the overall compensation framework. Each recommendation was designed to address identified challenges while building upon the City’s existing strengths.

**1.2 REPORT ORGANIZATION**

The following chapters present detailed findings, analysis, and recommendations resulting from the study.



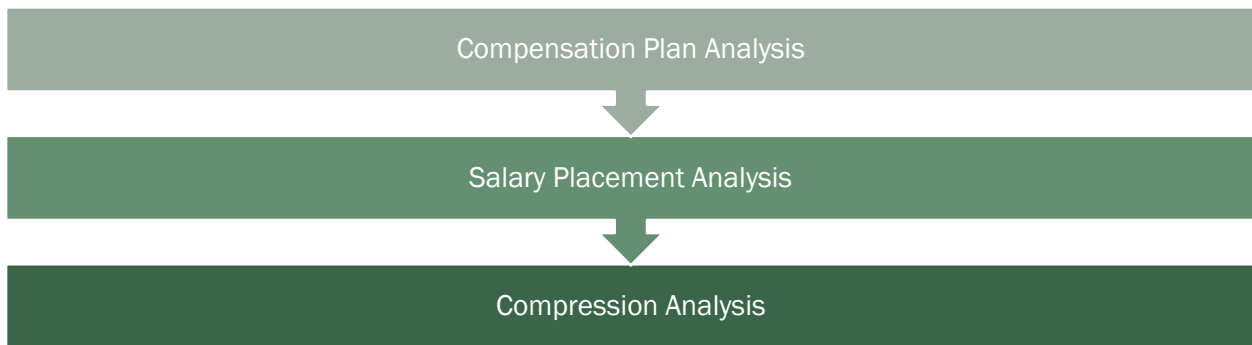
## 02 ASSESSMENT OF CURRENT CONDITIONS



# 02 ASSESSMENT OF CURRENT CONDITIONS

The Assessment of Current Conditions presents a comprehensive review of the City’s current compensation and classification framework for employees. The figures and demographic breakdowns reflect conditions at the time the data was collected in January 2026 and should be viewed as a temporal snapshot. Although this information establishes a baseline for Evergreen’s analysis, it does not, by itself, dictate any particular recommendation. Through this examination, Evergreen gained insight into the existing pay structure and related practices.

This report is broken down into the following three sections:



## 2.1 COMPENSATION PLAN ANALYSIS

Exhibit 2A provides the City’s pay plan. The pay plan includes 20 grades, from 101 to 120, with a consistent 60 percent range spread across all grades. Midpoint progression is generally 8 percent between grades, with limited exceptions at grades 110 and 114 at 10 percent. Salaries range from a minimum of \$39,260 at Grade 101 to a maximum of \$281,240 at Grade 120.

The plan covers 125 employees, with staffing concentrated in the middle of the structure, particularly at Grades 107 with 45 employees, 110 with 16 employees, and 104 with 14 employees. Three pay grades (102, 113, and 120) do not have employees assigned to them currently; these grades are intended to meet future growth needs and to allow for proper alignment of classifications in the pay plan.

Exhibit 2A | Pay Plan Summary

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
101	\$39,260	\$51,037	\$62,815	60%	-	1
102	\$42,401	\$55,121	\$67,841	60%	8%	0
103	\$45,793	\$59,530	\$73,267	60%	8%	1
104	\$49,456	\$64,294	\$79,130	60%	8%	14
105	\$53,414	\$69,438	\$85,461	60%	8%	7
106	\$57,687	\$74,993	\$92,299	60%	8%	4

02 ASSESSMENT OF CURRENT CONDITIONS | CITY OF DUNWOODY, GA

Exhibit 2A | Pay Plan Summary, Continued

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression	Employees
107	\$62,301	\$80,992	\$99,682	60%	8%	45
108	\$67,285	\$87,471	\$107,657	60%	8%	6
109	\$72,668	\$94,469	\$116,270	60%	8%	1
110	\$79,936	\$103,915	\$127,896	60%	10%	16
111	\$86,330	\$112,229	\$138,128	60%	8%	2
112	\$93,236	\$121,209	\$149,179	60%	8%	8
113	\$100,695	\$130,906	\$161,113	60%	8%	0
114	\$110,766	\$143,996	\$177,226	60%	10%	5
115	\$119,628	\$155,516	\$191,405	60%	8%	3
116	\$129,198	\$167,957	\$206,718	60%	8%	6
117	\$139,535	\$181,395	\$223,254	60%	8%	1
118	\$150,698	\$195,907	\$241,115	60%	8%	4
119	\$162,753	\$211,579	\$260,405	60%	8%	1
120	\$175,773	\$228,505	\$281,237	60%	8%	0

Note: The City Manager does not have a pay range and is therefore not included in the majority of the tables in the rest of this chapter.

Exhibit 2B depicts the number of classifications that are present in each department, along with the number and overall percentage of total employees by department. As shown, there are 126 (includes the City Manager) employees across 57 classes, with staffing heavily concentrated in the Police Department, which accounts for 81 employees, or 64.3 percent of the total. Finance is the next largest department with 10 employees, followed by Technology and Community Development with 6 employees each. All other departments are relatively small, ranging from 1 to 5 employees, which reflects a lean staffing structure outside of public safety.

Overall, the classification distribution generally aligns with department size, with larger departments supporting a broader range of job classes and smaller departments operating with fewer, more narrowly defined classifications. As such, classification usage is concentrated in the Police Department, while the remaining classifications are spread across the remaining departments with many instances of single incumbents in each classification.

Exhibit 2B | Employees and Classifications by Department

Department	Employees	Classes	% of Total
Technology	6	6	4.8%
Police Department	81	16	64.3%
City Manager	5	5	4.0%
Municipal Court	4	2	3.2%
Finance	10	8	7.9%
Communications	2	2	1.6%
Community Development	6	6	4.8%

**02 ASSESSMENT OF CURRENT CONDITIONS | CITY OF DUNWOODY, GA**

*Exhibit 2B | Employees and Classifications by Department, Continued*

Department	Employees	Classes	% of Total
Public Works	4	4	3.2%
City Clerk	3	3	2.4%
Economic Development	2	2	1.6%
Human Resources	2	2	1.6%
Parks and Recreation	1	1	0.8%
<b>Total</b>	<b>126</b>	<b>57</b>	<b>100.0%</b>

All classifications (job titles) provided in the employee database are listed in **Exhibit 2C**. As shown in this exhibit, the City utilizes 57 unique classifications spanning executive leadership, administration, finance, community development, public works, technology, and public safety functions. Titles are generally specific to the roles and responsibilities of individual positions.

*Exhibit 2C | Classification Titles in Use*

Classification	Classification	Classification
Accounting Manager	Deputy Public Works Director	Police Service Rep (PSR)
Administrative Assistant I	Detective	Prisoner Transport Officer
Administrative Assistant II	Economic Development Director	Property & Evidence Technician
Assistant City Manager	Executive Assistant - Chief of Police	Public Safety Ambassador
Assistant Finance Director	Executive Assistant to the City Manager	Public Works Director
Building Official	Finance Director	Purchasing Coordinator
Business License Specialist	Financial Analyst	Purchasing Manager
Business Retention and Cultural Development Manager	Fleet Maintenance Coordinator	Records Clerk
Capital Projects Manager	GIS Manager	Records Supervisor
City Clerk	Human Resources Director	Revenue Accountant
City Engineer	Human Resources Manager	Risk Manager
City Manager	Lead Systems Engineer	Senior Planner
Communications Director	Lieutenant	Sergeant
Communications Manager	Major	Systems Administrator
Community Development Director	Municipal Court Clerk	Technology Director
Crime and Intelligence Analyst	Parks & Recreation Director	Technology Manager
Deputy Chief	Planner	Technology Support Specialist
Deputy City Clerk	Police Chief	
Deputy Community Development Director	Police Crime Scene Technician	
Deputy Municipal Court Clerk	Police Officer	

**2.2 SALARY PLACEMENT ANALYSIS**

When evaluating the effectiveness of a compensation plan and its associated policies, it is essential to examine the distribution of employee salaries relative to their designated pay grades. A key component of this analysis involves identifying salary clustering or instances where multiple

**02 ASSESSMENT OF CURRENT CONDITIONS | CITY OF DUNWOODY, GA**

employees are concentrated at specific points within a pay range, which can signal potential issues with pay progression or internal equity.

It is important to consider that employee salary placement and progression are inherently tied to the organization’s overarching compensation philosophy. This includes the approach to salary advancement (e.g., tenure-based, performance-based, or market-driven) and the fiscal capacity to support such progression. As such, any analysis of employee salaries should be interpreted within the context of these guiding principles.

As shown in **Exhibit 2D**, the overall average employee tenure is 6.6 years, with variation across grades. The largest employee concentrations are in Grades 107 and 110, with average tenure of 4.9 and 9.4 years, respectively, while several higher grades reflect longer average tenure, including Grades 112, 115, and 117.

Overall, the data suggests a workforce with a mix of developing and longer-tenured employees, with tenure generally increasing in several of the higher grades. This provides useful context for the salary placement analysis that follows, particularly in evaluating whether employee pay positioning reasonably aligns with experience, progression, and the organization’s compensation practices.

**Exhibit 2D | Overall Tenure**

Grade	Count	Avg Tenure
101	1	8.9
103	1	0.0
104	14	3.6
105	7	5.4
106	4	6.1
107	45	4.9
108	6	1.2
109	1	4.0
110	16	9.4
111	2	4.3
112	8	11.0
114	5	4.7
115	3	12.1
116	6	7.5
117	1	12.8
118	4	9.2
119	1	6.5
<b>Overall Average</b>		<b>6.6</b>

An overall average tenure of 6.6 years appears generally consistent with public-sector norms. According to the Bureau of Labor Statistics, the reported median tenure is 6.4 years for local government employees and the State of Georgia’s FY2025 workforce report shows an average tenure of 7.7 years. As such, the organization’s tenure profile appears to be generally consistent with public sector norms, however, there may be some opportunity to strengthen longer-term retention in key classifications.

**02 ASSESSMENT OF CURRENT CONDITIONS | CITY OF DUNWOODY, GA**

**Below and Above Midpoint**

A midpoint analysis was performed to determine how employee salaries align with the midpoint of their assigned pay ranges. In compensation management, the pay range midpoint often represents the market rate for a given position and is typically associated with full job proficiency. Employees compensated at or near this point are generally expected to perform their responsibilities independently and meet performance expectations consistently.

By evaluating the proportion of employees with salaries below and above the midpoint, organizations can gain valuable insight into workforce experience levels, pay progression trends, and potential equity concerns. A higher-than-expected number of employees below the midpoint may indicate limited salary growth opportunities, while a concentration above the midpoint could reflect a mature, tenured workforce. This midpoint distribution analysis serves as a foundational tool for ensuring compensation practices remain aligned with organizational goals, market competitiveness, and employee retention strategies.

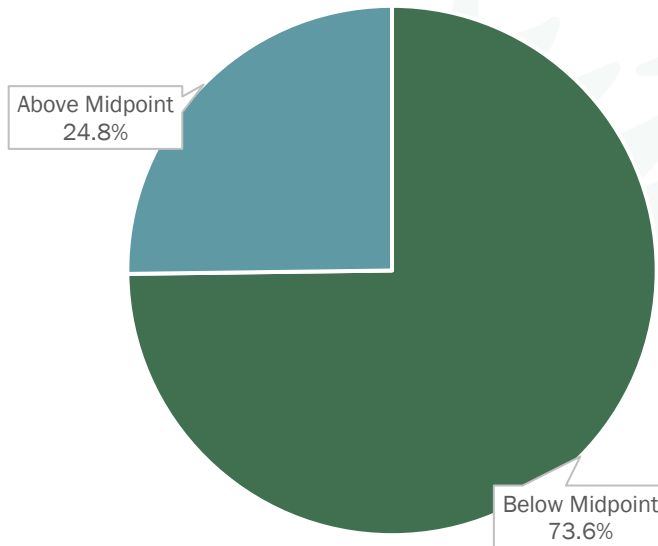
As shown in **Exhibit 2E**, the midpoint analysis of employee salaries across all grades reveals that most employees (73.6 percent) are compensated below the midpoint of their respective pay ranges, while 24.8 percent are above. This distribution suggests that a significant portion of the City’s workforce is still progressing through the lower portion of their salary ranges, which is consistent with the expected placement based on the average tenure of 6.6 years.

It was also noted that no employees are compensated at the minimum or maximum of their current pay grade and there are two employees that are compensated at their grade’s midpoint.

**Exhibit 2E | Below and Above Midpoint**

Grade	Employees	# < Mid	% < Mid	# > Mid	% > Mid
101	1	0	0.0%	1	100.0%
103	1	1	100.0%	0	0.0%
104	14	12	85.7%	2	14.3%
105	7	6	85.7%	1	14.3%
106	4	1	25.0%	3	75.0%
107	45	32	71.1%	13	28.9%
108	6	3	50.0%	2	33.3%
109	1	1	100.0%	0	0.0%
110	16	13	81.3%	2	12.5%
111	2	2	100.0%	0	0.0%
112	8	4	50.0%	4	50.0%
114	5	4	80.0%	1	20.0%
115	3	3	100.0%	0	0.0%
116	6	5	83.3%	1	16.7%
117	1	0	0.0%	1	100.0%
118	4	4	100.0%	0	0.0%
119	1	1	100.0%	0	0.0%
<b>Total</b>	<b>125</b>	<b>92</b>	<b>73.6%</b>	<b>31</b>	<b>24.8%</b>

Exhibit 2E | Below and Above Midpoint, Continued



**Salary Quartiles**

In a salary quartile analysis, the pay range for each position or grade is segmented into four equal parts, referred to as quartiles, and employees are assigned to a quartile based on where their current salary falls within the range. While there is no universally established benchmark for what an employee’s tenure should be within each quartile, various organizational factors such as hiring practices, promotional policies, and market conditions can significantly influence salary placement. Nonetheless, when interpreted in conjunction with tenure data, this type of analysis offers valuable insights into pay progression and internal equity.

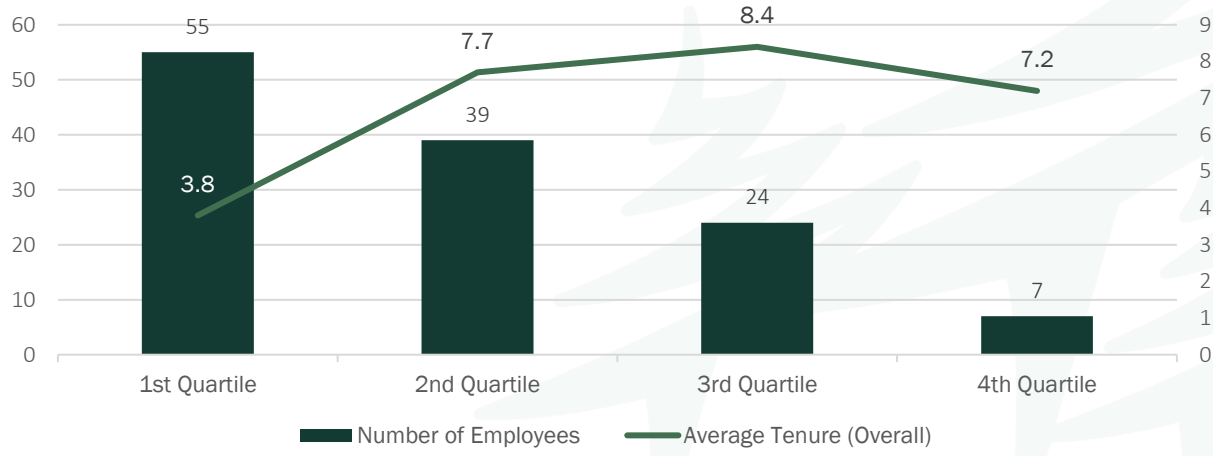
Specifically, salary quartile analysis can help identify potential pay compression, a condition in which employees with shorter tenure earn salaries similar to or higher than those with significantly more experience. Ideally, the analysis would reveal a logical, positive correlation between tenure and salary quartile, whereby employees with longer tenure are more frequently found in higher quartiles. Any deviations from this pattern may suggest misalignments in compensation practices and warrant further investigation to ensure the system supports the organization’s goals related to career progression, market competitiveness, and employee retention.

An analysis of employee tenure across salary quartiles is provided in **Exhibit 2F**, the data is summarized in a graph with detail provided in the associated table. As shown, it indicates a generally positive relationship between salary placement and length of service, although the pattern is not fully consistent across all quartiles and grades. Overall, employees in the 1st quartile average 3.8 years of tenure, compared to 7.7 years in the 2nd quartile, 8.4 years in the 3rd quartile, and 7.2 years in the 4th quartile. This suggests that, in general, employees with greater tenure tend to be positioned higher in the pay range, particularly through the middle of the range.

There are several instances where an employee’s tenure is not consistent with anticipated salary placement. This generally aligns with the City’s practice of valuing a new employee’s relevant experience and education when determining placement within the pay grade.

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Exhibit 2F | Quartile Analysis with Organizational Tenure



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Exhibit 2F | Quartile Analysis with Organizational Tenure, Continued

GRADE	Total Employees	Average Tenure	1st Quartile		2nd Quartile		3rd Quartile		4th Quartile	
			# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure	# Employees	Avg Tenure
101	1	8.9	0	-	0	-	1	8.9	0	-
103	1	0.0	0	-	1	0.0	0	-	0	-
104	14	3.6	11	2.7	1	3.6	1	16.8	1	0.0
105	7	5.4	2	2.4	4	8.2	1	0.0	0	-
106	4	6.1	0	-	1	5.1	3	6.4	0	-
107	45	4.9	25	3.0	7	3.9	12	8.4	1	16.8
108	6	1.2	2	1.8	2	1.7	1	0.0	1	0.0
109	1	4.0	1	4.0	0	-	0	-	0	-
110	16	9.4	2	10.8	12	9.3	2	8.4	0	-
111	2	4.3	0	-	2	4.3	0	-	0	-
112	8	11.0	1	5.9	3	16.2	1	16.8	3	5.6
114	5	4.7	4	1.6	0	-	0	-	1	17.0
115	3	12.1	3	12.1	0	-	0	-	0	-
116	6	7.5	1	2.0	4	8.6	1	8.6	0	-
117	1	12.8	0	-	0	-	1	12.8	0	-
118	4	9.2	3	6.6	1	16.9	0	-	0	-
119	1	6.5	0	-	1	6.5	0	-	0	-
<b>Overall:</b>	<b>125</b>	<b>6.1 yrs*</b>	<b>55</b>	<b>3.8 yrs</b>	<b>39</b>	<b>7.7 yrs</b>	<b>24</b>	<b>8.4 yrs</b>	<b>7</b>	<b>7.2 yrs</b>
<b>Percentage of Employees:</b>			<b>44.0%</b>		<b>31.2%</b>		<b>19.2%</b>		<b>5.6%</b>	

\*Average tenure is 6.1 years when weighted by number of employees per grade; overall average tenure not weighted is 6.6 years.

## 2.3 COMPRESSION ANALYSIS

Pay compression refers to a situation where there is an insufficient difference in compensation between employees despite significant differences in their experience, tenure, qualifications, or level of responsibility. This phenomenon can undermine internal equity and negatively impact employee morale, particularly when long-serving employees or those in supervisory roles earn salaries that are comparable to, or even less than, those of newer or subordinate staff.

A common example of pay compression occurs when newly hired employees receive starting salaries close to those of highly tenured incumbents in the same role. Similarly, compression may arise when the salary gap between supervisors and their direct reports is minimal, which can weaken the perceived value of career advancement.

There are organizational practices that may unintentionally contribute to pay compression:

- **Organizational Reorganizations:** Structural changes can alter reporting relationships and job hierarchies. If compensation structures are not simultaneously reevaluated, compression may occur among roles that were previously differentiated by level.
- **Override of Compensation Policies for Recruitment:** Employers may circumvent internal pay guidelines by offering higher salaries to attract top talent, often justifying these decisions with the rationale of "paying what it takes." This can result in new hires being paid more than established employees in equivalent positions.
- **Focus on Immediate Productivity Over Developmental Potential:** Organizations that prioritize hiring individuals with prior experience over those with long-term potential may offer premium pay to external candidates who can "hit the ground running." This practice, while potentially beneficial in the short term, may erode the compensation structure and contribute to internal equity issues.

Left unaddressed, pay compression can erode trust in leadership, decrease engagement, and increase turnover, particularly among high-performing or long-tenured employees. To mitigate these risks, organizations should regularly review compensation structures, ensure pay practices are consistently applied across units, and reinforce a compensation philosophy that balances market competitiveness with internal equity and fairness.

### **Actual Versus Projected Salary**

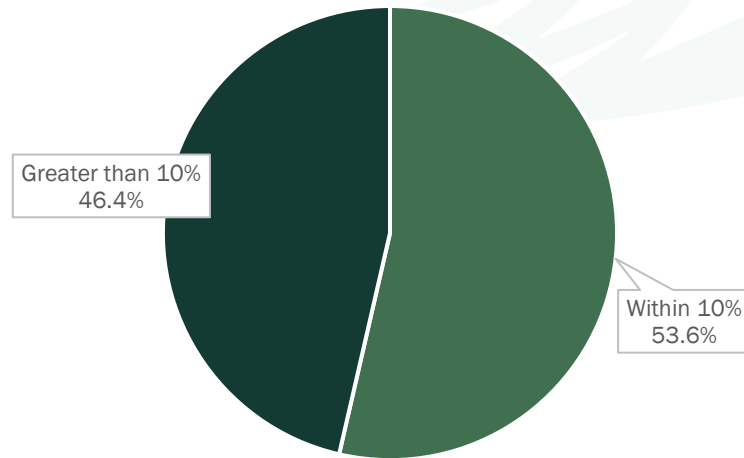
The actual versus projected salary analysis provides insight into how current pay levels align with established compensation guidelines and expectations, highlighting potential areas of variance that may warrant further review or adjustment. The projected salary is based on a 30-year linear progression model, assuming that an employee would reach the midpoint of their pay range after 15 years in a position and the maximum after 30 or more years. A key distinction between this compression analysis and the previously discussed quartile analysis is the measurement of service time: this exhibit uses class years, whereas the quartile analysis uses overall tenure.

Class years are defined as the length of time an employee has served in their current job classification, as opposed to tenure, which reflects the total time employed with the City. For example, an employee who worked as an Accountant for 15 years before being promoted to Accounting Manager one year ago would have 15 years of tenure, but only one (1) class year in their current role. This distinction is critical, as salary progression expectations are tied more directly to experience within the specific classification being analyzed.

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**Exhibit 2G** reveals that 46.4 percent of employees are earning more than 10 percent above their projected salaries based on tenure and a 30-year linear progression model, while 53.6 percent fall within 10 percent of their projected salary and no employee falls more than 10 percent below expected. Employees that are compensated more than 10 percent above the projected salaries are primarily due to external factors such as experience, demonstrated skills, certifications and education that the employees had at the time of hire or have gained while employed with the City.

*Exhibit 2G | Actual Versus Projected Salaries*



**Employee Versus Supervisor Salary**

The employee versus supervisor salary analysis examines the relationship between employee and supervisor salaries to assess whether pay differentials appropriately reflect differences in responsibility, experience requirements, and organizational hierarchy. It is intended to identify any compression issues or inconsistencies that may affect career progression incentives and the overall effectiveness of the compensation structure. In this analysis, employees are grouped based on the ratio of their actual salary compared to their supervisor’s salary. Four categories are used to reflect these ratios:

- Less than 80 percent (ratio < 0.80)
- 80 percent to 95 percent (ratio between 0.80 and 0.949)
- 95 percent to 100 percent (ratio between 0.95 and 0.999)
- Greater than 100 percent (ratio ≥ 1.00)

These categories help identify potential pay compression issues, where the salaries of subordinates approach or even exceed those of their supervisors. For instance, an employee earning \$79,000 whose supervisor earns \$100,000 would have a salary ratio of 0.79 and therefore fall into the “Less than 80 percent” category.

**Exhibit 2H** shows the distribution of employee salaries relative to those of their direct supervisors. The analysis indicates that the majority of employees earn less than 80 percent of their supervisor’s hourly rate (72 percent). An additional 30 employees (24 percent) fall between 80 and 95 percent, 3 employees (2.4 percent) fall between 95 and 100 percent, and 1 employee (0.8 percent) appears to earn more than their supervisor. Overall, this distribution suggests that supervisory pay compression is limited across the City and that the compensation structure generally maintains appropriate differentiation between supervisory and non-supervisory roles. The small number of identified

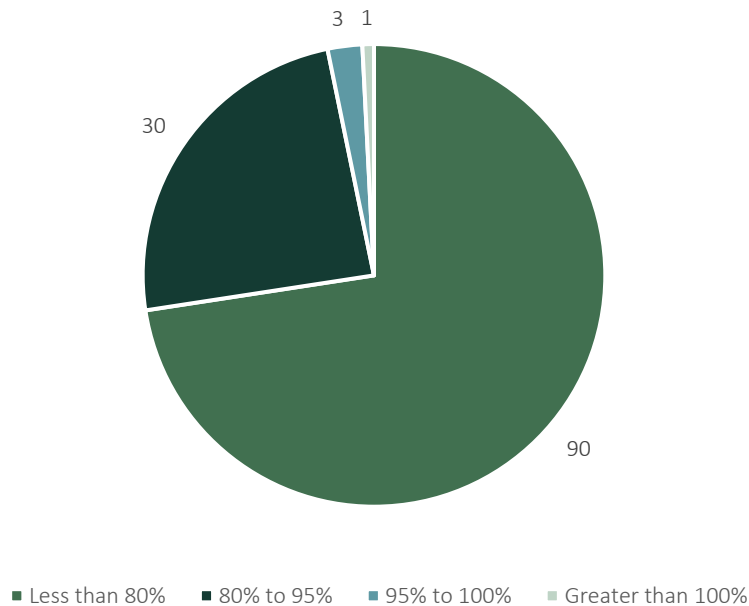
**02 ASSESSMENT OF CURRENT CONDITIONS | CITY OF DUNWOODY, GA**

compression cases appears to be driven primarily by long-tenured employees reporting to less-tenured supervisors. This is not unusual and is commonly observed in organizations where employee longevity, pay progression, or prior compensation actions result in experienced subordinates approaching or occasionally exceeding the pay of newer supervisors.

**Exhibit 2H | Employee to Supervisor Salary Ratio**

	Less than 80%	80% < X < 95%	95% < X < 100%	Greater than 100%
101	1	0	0	0
103	1	0	0	0
104	14	0	0	0
105	7	0	0	0
106	3	1	0	0
107	31	11	2	1
108	5	0	1	0
109	1	0	0	0
110	5	11	0	0
111	2	0	0	0
112	4	4	0	0
114	3	1	0	0
115	1	2	0	0
116	6	0	0	0
117	1	0	0	0
118	4	0	0	0
119	1	0	0	0
<b>Totals</b>	<b>90</b>	<b>30</b>	<b>3</b>	<b>1</b>

Supervisor to Employee Compression



## 2.4 SUMMARY

The information presented in this chapter highlights both the structural design of the City's compensation system and how it is administered at the individual employee level. Notable findings include the following:

- **Pay Plan** – The salary structure includes 20 grades with a uniform 60 percent range spread and generally consistent midpoint progression of 8 percent between grades. However, employee distribution is concentrated in the middle of the plan, particularly in Grades 107, 110, and 104, which means salary administration outcomes in those grades can have a disproportionate effect on overall perceptions of equity and competitiveness.
- **Salary Progression** – The quartile analysis shows a general pattern of increasing tenure from the lower to middle and upper portions of the pay range, indicating that the pay plan is supporting progression over time. At the same time, some inconsistencies remain, including shorter-tenured employees in higher quartiles and longer-tenured employees in lower quartiles, suggesting that progression is not always occurring in a fully predictable or uniform manner.
- **Compression** – Most employees are at or above expected salary placement relative to time in grade and classification, which suggests the plan is generally allowing movement through the range. However, the concentration of employees near expected placement, combined with localized patterns in larger grades such as Grade 107, indicates potential compression risk where pay differences among employees with varying tenure may not be sufficiently distinct.

This analysis provides a foundational understanding that informed the development of the recommendations presented in this report. The observations outlined herein were examined in greater depth over the course of the study. When combined with market data, these findings enabled Evergreen to develop recommendations aimed at ensuring the City's compensation and classification systems remain structurally sound, market-competitive, and internally equitable.

## 03 MARKET SURVEY RESULTS



## 03 MARKET SURVEY RESULTS

The purpose of the salary survey is to benchmark the City's compensation and benefits practices against those of its peer organizations in order to assess the City's overall competitiveness in the labor market. To conduct this analysis, Evergreen compared the pay ranges for selected benchmark positions within the City to those of comparable positions at peer organizations. In addition, Evergreen evaluated the benefits offered by peer organizations relative to those provided by the City of Dunwoody to assess the City's overall total compensation competitiveness.

By aggregating pay range differences across all positions studied, Evergreen determined the City's relative market position. Individual employee salaries were not analyzed as part of this study, as compensation levels can vary significantly due to factors such as tenure, qualifications, and job performance. Therefore, to ensure consistency and comparability, Evergreen evaluated average pay ranges rather than individual earnings.

The findings presented in this chapter reflect market conditions at the time the study was conducted. As market dynamics can shift quickly, it is recommended that the City perform regular compensation and benefits surveys to maintain an up-to-date understanding of its competitive standing. While market rates are a critical element of compensation analysis, they are not the sole determinant for assigning classifications to salary ranges. The proposed placement of classifications in salary ranges, which is discussed in **Chapter 4**, incorporates additional considerations beyond market rates.

### 3.1 STUDY PARAMETERS

The following parameters define the scope and methodology of this analysis:

- **Benchmark Metric:** Market comparisons were conducted at the 85th percentile to align with the City's goal of leading-edge positioning. Supplemental comparisons at the market average, 80th and 90th percentiles are provided for reference.
- **Peer Group:** 20 public sector organizations were selected based on geographic proximity, organizational comparability, and labor market competition. Of these organizations, 18 have provided data (response rate: 90 percent) at the time of this analysis.
- **Classifications Benchmarked:** 57 job classifications, of which 55 had sufficient data for comparison (96.5 percent). Two classifications, Prisoner Transport Officer and Public Safety Ambassador, did not meet the five-respondent threshold. The City Manager market position was evaluated based on comparative salaries as this position is often negotiated rather than assigned to a salary range.
- **Data Volume:** 616 total quality matches across all classifications (average of 10.81 per classification). For average actual salary comparisons, 347 data points were gathered, averaging 6.1 matches per role.
- **Range Spread:** The City's average salary range spread of 60.0 percent is wider than the peer market average of 56.6 percent, which provides enhanced competitiveness at the midpoint and maximum of each range.

**03 MARKET SURVEY RESULTS | CITY OF DUNWOODY, GA**

The following exhibits, **Exhibit 3A** and **3B**, include a listing of peer organizations and classifications by job family.

**Exhibit 3A | Respondent Market Peers**

Organization	Status
Dunwoody, GA	
Alpharetta	Responsive
Atlanta	Responsive
Brookhaven	Responsive
Chamblee	Responsive
Cumming	Pending
Decatur	Responsive
Duluth	Responsive
Johns Creek	Responsive
Kennesaw	Responsive
Marietta	Pending
Milton	Responsive
Norcross	Responsive
Roswell	Responsive
Sandy Springs	Responsive
Smyrna	Responsive
Suwanee	Responsive
Tucker	Responsive
Woodstock	Responsive
Cobb County	Responsive
DeKalb County	Responsive

**03 MARKET SURVEY RESULTS | CITY OF DUNWOODY, GA**

**Exhibit 3B | Classifications by Job Family**

<b>Administrative Support</b>
Administrative Assistant I
Administrative Assistant II
Deputy City Clerk
Executive Assistant
<b>Community Planning</b>
Business Retention and Cultural Development Manager
Planner
<b>Executive Leadership</b>
Assistant City Manager
City Manager
Communications Director
Community Development Director
Economic Development Director
Finance Director
Human Resources Director
Parks & Recreation Director
Police Chief
Public Works Director
Technology Director
<b>Finance</b>
Accounting Manager
Business License Specialist
Financial Analyst
Purchasing Coordinator
Purchasing Manager
Revenue Accountant
<b>Human Resources</b>
Human Resources Generalist
Human Resources Manager
<b>Clerks</b>
Municipal Court Clerk
Records Clerk

<b>Police Department</b>
Crime and Intelligence Analyst
Crime Scene Technician
Fleet Maintenance Coordinator
Police Service Rep (PSR)
Prisoner Transport Officer
Property & Evidence Technician
Public Safety Ambassador
Records Supervisor
<b>Police Department - Sworn</b>
Detective
Lieutenant - Police
Major - Police
Police Officer
Sergeant - Police
<b>Sr Leadership</b>
Assistant Finance Director
Building Official
Capital Projects Manager
City Clerk
City Engineer
Communications Manager
Deputy Chief of Police
Deputy Community Development Director
Deputy/Assistant Public Works Director
Risk Manager
Senior Planner
<b>Technology</b>
GIS Manager
Lead Systems Engineer
Systems Administrator
Technology Manager
Technology Support Specialist

**3.2 SALARY DATA & ANALYSIS**

The results in this section provide a summary of data analyzed and the findings of job family placement at the 85<sup>th</sup> percentile, which represents the point at which 85 percent of peer organizations pay at or below that level when distributed along a bell curve. Several key elements provide insight into how the City’s current salary ranges compared to the external market include:

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**Market Salary Range (Minimum, Midpoint, and Maximum)**

The exhibit displays the City’s average salary range minimum, midpoint, and maximum across all job families based on responses from peer organizations. This helps to assess where the City’s current ranges fall relative to market norms.

**Percent Differentials**

The percent differentials show the variance between the City’s salary ranges and the market data. These comparisons provide insight into how the City’s pay levels align with average market pay at the City’s desired level of competitiveness.



A positive differential indicates the City's range is above the market comparison point, suggesting a potential competitive advantage for attracting and retaining talent.



A negative differential indicates the City's range is below the market comparison point, highlighting potential challenges in recruitment or retention for those positions.

**Survey Average Range Spread**

The range spread represents the percentage difference between the average minimum and maximum salaries for each classification, calculated relative to the minimum. This spread reflects the overall width of salary ranges offered by peers.

**Survey Response Count**

Each job family includes a count of survey responses received from peer organizations. At the bottom of the exhibit, the average number of responses per classification is provided to give context on the robustness of the dataset.

**Job Comparability**

To ensure valid comparisons, descriptions of job duties, responsibilities, and required qualifications (e.g., education, experience, certifications) were reviewed. Evergreen used a 70 percent match threshold to determine if a peer’s position was comparable, meaning that at least 70 percent of the duties and qualification criteria needed to align with the City’s classification. In cases of uncertainty, follow-up with peer agencies was conducted to confirm the appropriateness of the match.

**Outliers**

While all benchmarks are surveyed by each peer, not every peer organization possesses an appropriate match. Consequently, the benchmarks receive varying levels of response. For the purpose of this study, all positions that received less than five matches or that have more than a 40 percent differential from market peers were not considered in establishing the City’s competitive position. The rationale behind these positions being excluded is that insufficient response can lead to unreliable averages that may skew the aggregated data, blurring the reality of the City’s actual position in the market. This methodology also aligns with antitrust considerations applicable to compensation surveys, which generally require a sufficient number of matches and appropriately aggregated data in order to reduce the risk that survey results could reveal or be unduly influenced by the pay practices of any given individual organization.

Overall, Evergreen collected more than 600 validated market data points, resulting in an average match count of 10.8 comparable organizations per classification. Of the 57 classifications surveyed,

03 MARKET SURVEY RESULTS | CITY OF DUNWOODY, GA

over 96 percent had sufficient peer data to be included in the final analysis. Additionally, 18 of the 20 identified peer organizations provided usable compensation data that informed the market comparison and positioning analysis.

The market position analysis indicates that the City’s compensation structure falls between the 80th and 85th percentiles of the market.

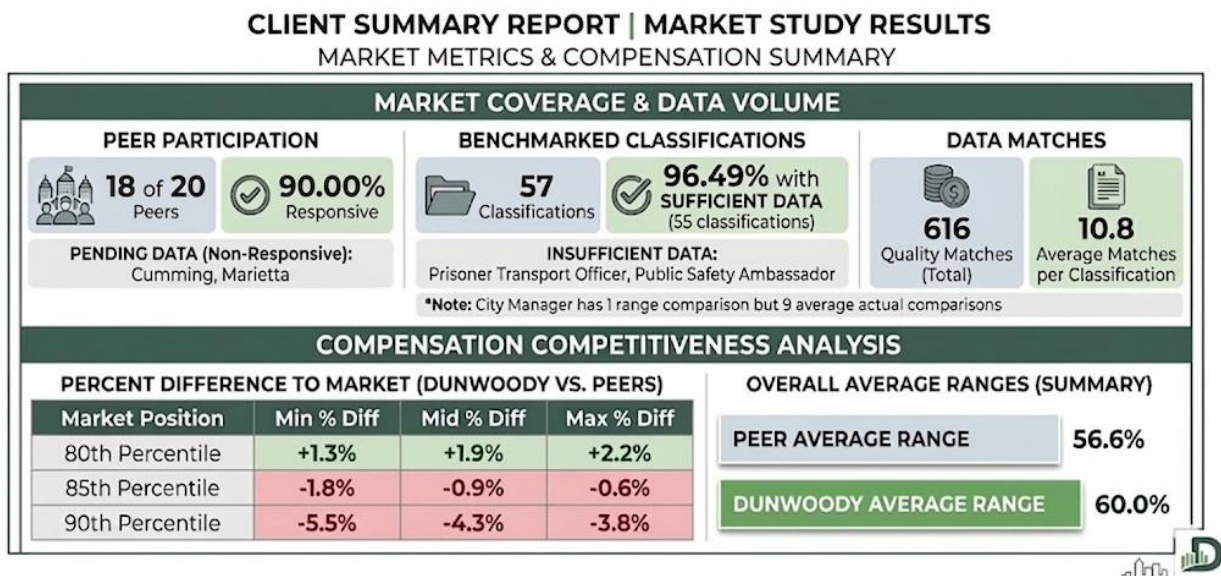
At the 80th percentile, the City’s average salary range is slightly above market at all range points, exceeding the market by 1.3 percent at the minimum, 1.9 percent at the midpoint, and 2.2 percent at the maximum.

At the 85th percentile, the City is slightly below market, with differences of -1.8 percent at the minimum, -0.9 percent at the midpoint, and -0.6 percent at the maximum. These results suggest that the City’s salary structure is generally aligned with the 85th percentile, although it does trail the market at each point in the range.

At the 90th percentile, the City falls more noticeably below market, with gaps of -5.5 percent at the minimum, -4.3 percent at the midpoint, and -3.8 percent at the maximum.

Finally, the peer average range spread of 56.6 percent, compared to the City’s average range spread of 60.0 percent, indicates that the City maintains somewhat broader salary ranges than the market. As a result, the City’s market position improves and becomes more competitive at the midpoint and maximum of the salary ranges. A summary is provided in Exhibit 3C.

Exhibit 3C | Salary Survey Data Summary



As shown in the exhibit, the City is aligned closely with the desired market position at the 85th percentile. However, at the classification level, there were a limited number of classifications identified as being more than 10 percent below the market at the midpoint of their salary ranges. In compensation analysis, the midpoint is generally viewed as a good indicator of intended market

03 MARKET SURVEY RESULTS | CITY OF DUNWOODY, GA

alignment for employees who are fully proficient in their roles. Exhibit 3D provides a listing of the classifications that are behind the market.

Exhibit 3D | Classifications Behind Market

Classifications Found to be Behind Market
Fleet Maintenance Coordinator
Planner
Senior Planner
Systems Administrator
Technology Support Specialist

It is important to note, however, that market data is only one factor in determining appropriate grade assignment and salary range placement. Final decisions should also consider the City’s organizational structure, classification plan, and internal equity relationships. Because this study was limited to compensation and did not include a classification review, classifications identified as more than 10 percent behind the market should be evaluated in terms of both external competitiveness and internal alignment before final determination is made regarding market position or salary structure adjustments.

The City’s sworn Police Department classifications were analyzed both as part of the overall citywide market average and separately to assess alignment of this department with the City’s market positioning at the 85th and 90th percentiles. Exhibit 3E provides a summary of the Police Department’s market position.

Exhibit 3E | Police Department Market Summary

Police Department - Certified	Min % Diff	Mid % Diff	Max % Diff
85th Percentile	-3.3%	2.4%	4.7%
90th Percentile	-7.9%	-1.4%	1.5%

Overall, the results indicate that sworn police classifications are generally aligned near the City’s target market position, with stronger competitiveness at the midpoint and maximum than at the minimum. At the 85th percentile, sworn police pay is behind the market at the minimum by 3.3 percent, but exceeds the market at the midpoint by 2.4 percent and at the maximum by 4.7 percent. At the 90th percentile, the City falls further behind market at the minimum by 7.9 percent, remains slightly below market at the midpoint by 1.4 percent, but leads the market at the maximum by 1.5 percent.

At the entry-level Police Officer classification, the City’s minimum is slightly below market by 1.5 percent, while the midpoint exceeds market by 2.2 percent and the maximum exceeds market by 3.2 percent. When compared to the 90th percentile, the Police Officer minimum falls 8.5 percent below market and the midpoint falls 1.2 percent below market, while the maximum remains 2.5 percent above market. These results suggest that the City’s sworn police salary structure is more competitive for employees who progress into and through the range than it is at initial entry rates.

### 3.3 BENEFITS DATA AND ANALYSIS

In addition to salary, employee benefits are a critical component of total compensation and play a significant role in the City's ability to recruit, retain, and support a stable workforce. Benefits can offset differences in direct pay, enhance overall compensation competitiveness, and influence employee satisfaction and long-term retention.

As part of this study, Evergreen conducted a comparative review of the City's benefits offerings relative to those provided by the peer organizations in **Exhibit 3A**. This analysis focuses on key elements of total rewards, including health insurance plans, retirement benefits, leave provisions, and supplemental and fringe benefits. The purpose of this review is to assess how the City's benefits package compares to the market, identify areas of competitive strength, and highlight potential gaps that may affect the City's overall compensation strategy.

The findings presented in this section reflect benefits data in effect at the time of the study and should be considered in conjunction with the salary analysis to provide a comprehensive view of the City's total compensation competitiveness.

#### **HEALTH INSURANCE**

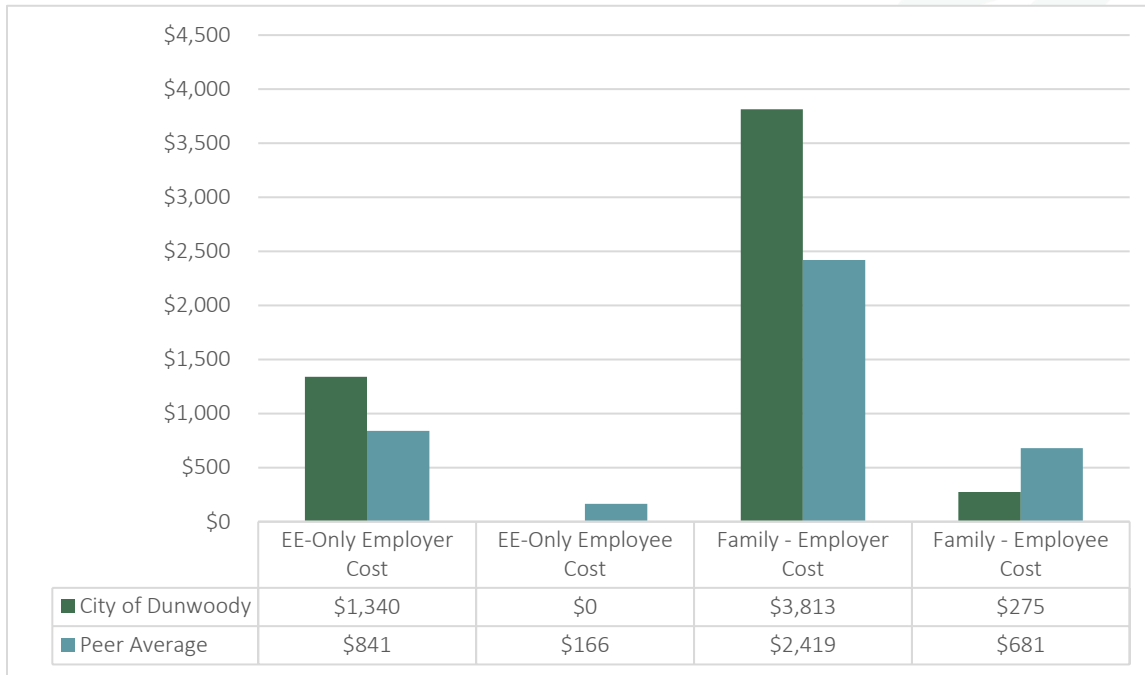
Health insurance is typically the most significant and visible component of an employee benefits package and plays a central role in an organization's ability to attract and retain qualified staff. The City of Dunwoody offers one health plan to its employees, administered through Cigna. The primary plan is a POS with a strong employer contribution. For employee-only coverage, the City contributes \$1,340 per month on behalf of each employee, compared to a peer market average of \$841 per month. Notably, the City requires no employee contribution for employee-only health coverage, while peer organizations require employees to contribute an average of \$166 per month.

At the family coverage tier, the City's employer contribution of \$3,813 per month exceeds the peer average of \$2,419, and the required employee contribution of \$275 per month is well below the peer market average of \$681. Dunwoody's plan also features a notably low individual deductible of \$500 (in-network) compared to the peer average of \$1,391, and an individual out-of-pocket maximum of \$850, below the peer average of \$3,823. These factors combine to make the City's health insurance offering a meaningful financial advantage for employees relative to the market.

While Dunwoody offers fewer plan options than many peer organizations (peer average of 2.4 plans), the plan's generous cost-sharing structure is a strong competitive differentiator. **Exhibits 3F and 3G** summarize the City's health insurance offerings relative to the peer market average.

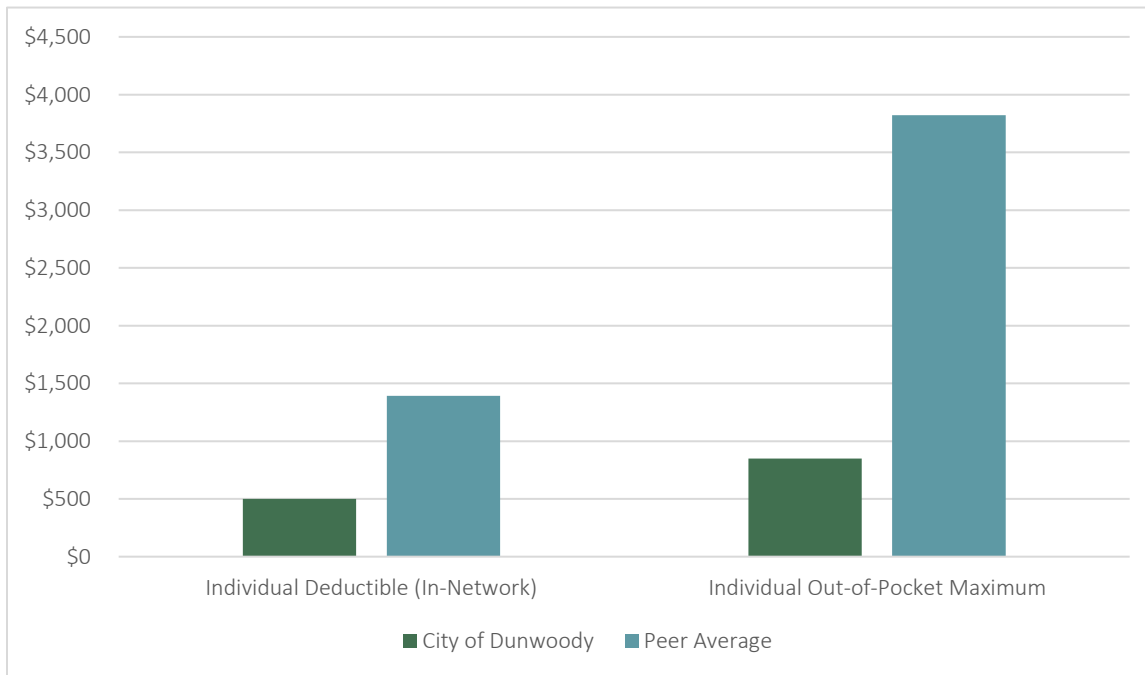
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Exhibit 3F | Health Insurance Premium Comparison – Dunwoody vs. Peer Average



Dunwoody’s employer contributions for both employee-only and family coverage substantially exceed peer averages, while required employee contributions are significantly lower. **Exhibit 3G** illustrates the City’s cost-sharing advantage in terms of deductibles and out-of-pocket maximums.

Exhibit 3G | Health Plan Cost-Sharing: Deductibles and Out-of-Pocket Maximums



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Dunwoody’s \$500 individual in-network deductible and \$850 individual out-of-pocket maximum are considerably lower than peer averages of \$1,391 and \$3,823, respectively. This indicates that beyond the premium contribution advantage, employees also experience significantly lower out-of-pocket cost exposure.

DENTAL AND VISION INSURANCE

Dental and vision benefits are important supplemental coverages that contribute to the overall competitiveness of the City’s total compensation package. While representing a smaller portion of total compensation than health insurance, they are highly visible to employees.

**Dental Insurance.** All of the 18 responding peers offer dental insurance. The City of Dunwoody also provides dental coverage, contributing \$35.20 per month for employee-only coverage, above the peer average employer contribution of \$24.13. The City requires no employee premium for employee-only dental, compared to a peer average employee cost of \$9.77 per month. For family coverage, the City’s employer contribution of \$85.03 is in line with the peer average of \$81.10.

**Vision Insurance.** Consistent with the majority of peer organizations, the City offers vision coverage to employees as an employee-paid option. The City’s approach aligns with common market practice by making coverage available at a relatively low cost to employees. This offering supports the City’s overall benefits package without requiring a significant employee contribution.

Exhibit 3H | Dental and Vision Insurance Comparison

Benefit	Dunwoody	Peer Market	Notes
Dental Insurance Offered	Yes	100% of peers	All peers offer dental
Dental Employer Premium (EE Only/mo)	\$35.20	\$24.13 avg	Above market avg
Dental Employee Premium (EE Only/mo)	\$0.00	\$9.77 avg	No cost to employee
Dental Employer Premium (Family/mo)	\$85.03	\$81.10 avg	In line with market
Dental Employee Premium (Family/mo)	\$49.83	\$38.03 avg	Above market avg
Vision Insurance Offered	Yes	75% of peers	Primarily as an option for Employees with no Employer contribution

DISABILITY AND LIFE INSURANCE

Disability insurance provides income protection in the event of illness or injury. Short-term and long-term disability coverage supports financial stability during extended absences and is an important element of a comprehensive benefits package.

**Short-Term Disability (STD).** The City offers employer-paid STD coverage at 60 percent of salary. Approximately 75 percent of peer organizations provide employer-paid STD, with an average replacement rate of approximately 67 percent of salary. Dunwoody’s rate is slightly below the peer average but availability of employer-paid coverage is consistent with most peers.

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**Long-Term Disability (LTD).** The City provides employer-paid LTD also at 60 percent of salary. Approximately 62 percent of peers offer employer-paid LTD, with an average replacement rate of 65 percent. Dunwoody’s LTD benefit is generally in line with the peer market.

**Life Insurance.** All peer organizations offer employer-paid life insurance. The City provides a death benefit of up to 3 times annual salary to all employees, a competitive benefit relative to typical earnings-based structures observed at peer organizations, and a meaningful component of the City’s overall benefits package.

*Exhibit 3I | Disability and Life Insurance Summary*

Benefit	Dunwoody	% of Peers Offering	Peer Avg Benefit
Employer-Paid STD	Yes – 60% of salary	75%	~67% of salary
Employee-Paid STD	Not offered	Varies	Employee-elected
Employer-Paid LTD	Yes – 60% of salary	62%	~65% of salary
Employee-Paid LTD	Not offered	Varies	Employee-elected
Employer-Paid Life Ins.	Yes 3 x Annual Salary	100%	Earnings-based or flat

**EMPLOYEE ASSISTANCE PROGRAM AND WELLNESS BENEFITS**

Employee Assistance Programs (EAPs) provide confidential counseling and support for employees and their families, supporting mental health, work-life balance, and well-being. In the public sector, where employees often face high-stress environments, EAPs serve as an important tool for productivity and organizational resilience.

The City of Dunwoody offers a wellness program. Approximately 88 percent of peer organizations offer some form of wellness program, making this a common expectation in the peer market. The City’s wellness program includes screenings, flu shots, wellness presentations, and wellness challenges. Consistent with its peers, the City also offers additional resources to its employees through an Employee Assistance Program. No peer organizations reported offering free gym memberships as a formal benefit, indicating that wellness programs in this market are generally programmatic rather than facility-access based.

*Exhibit 3J | Employee Assistance and Wellness Programs*

Benefit	Dunwoody	Peer Market
EAP / Employee Assistance Program	Yes	Standard offering
Wellness Program	Yes	Offered by 88% of peers
Gym Membership / Reimbursement	Yes	Not commonly offered

**RETIREMENT BENEFITS**

Retirement benefits are a critical element of public sector total compensation and often represent a major factor in long-term financial planning. Retirement structures vary across the peer group, ranging from traditional defined benefit (DB) pension plans to defined contribution (DC) plans and hybrid combinations.

**Dunwoody’s Retirement Structure.** The City offers a 401(a) defined contribution plan as its primary retirement vehicle, with an employer contribution of 11 percent of salary with a 4 percent match opportunity and a one-year vesting period. The City also offers a 457(b) deferred compensation plan

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for additional employee-elected contributions, and a Social Security Replacement Plan with a 6.2 percent employer contribution.

**Peer Market Comparison.** Several peer organizations, including Alpharetta, Atlanta, Marietta, Smyrna, Woodstock, and DeKalb County, offer traditional defined benefit (pension) plans. Others, including Brookhaven and Tucker, rely entirely on defined contribution plans similar to Dunwoody’s approach. Many peers also pair their primary retirement plan with a 457(b) deferred compensation option.

For recruitment and retention purposes, the absence of a traditional pension can be a perceived disadvantage for employees from pension-covered employers, particularly in law enforcement. The City’s employer 401(a) contribution of 11 percent is competitive among defined contribution peers, as is the overall retirement package, including the Social Security Replacement Plan and 457(b) option.

**LEAVE ACCRUAL**

Leave accrual policies directly affect work-life balance and the financial value of total compensation. Approximately 56 percent of peer organizations maintain separate sick and vacation leave structures; 44 percent have transitioned to a consolidated paid time off (PTO) model.

**Sick Leave.** Dunwoody provides sick leave accrual of 6.67 hours per month (80 hours per year), slightly less than the peer average of 7.48 hours per month among organizations with separate sick leave. The City does not provide sick leave payout upon separation, which is consistent with all peer organizations surveyed.

**Vacation/Annual Leave.** The City’s vacation leave begins at 8 hours per month for new employees, increasing to a maximum of approximately 16.7 hours per month for tenured staff. The maximum accrual balance of 340 hours exceeds the peer average of 271 hours among organizations with separate vacation leave. The City pays out accrued vacation upon voluntary separation with a 340-hour cap, above the peer average cap of 310 hours.

A summary of leave accrual is provided in **Exhibit 3K**.

*Exhibit 3K | Leave Accrual Summary*

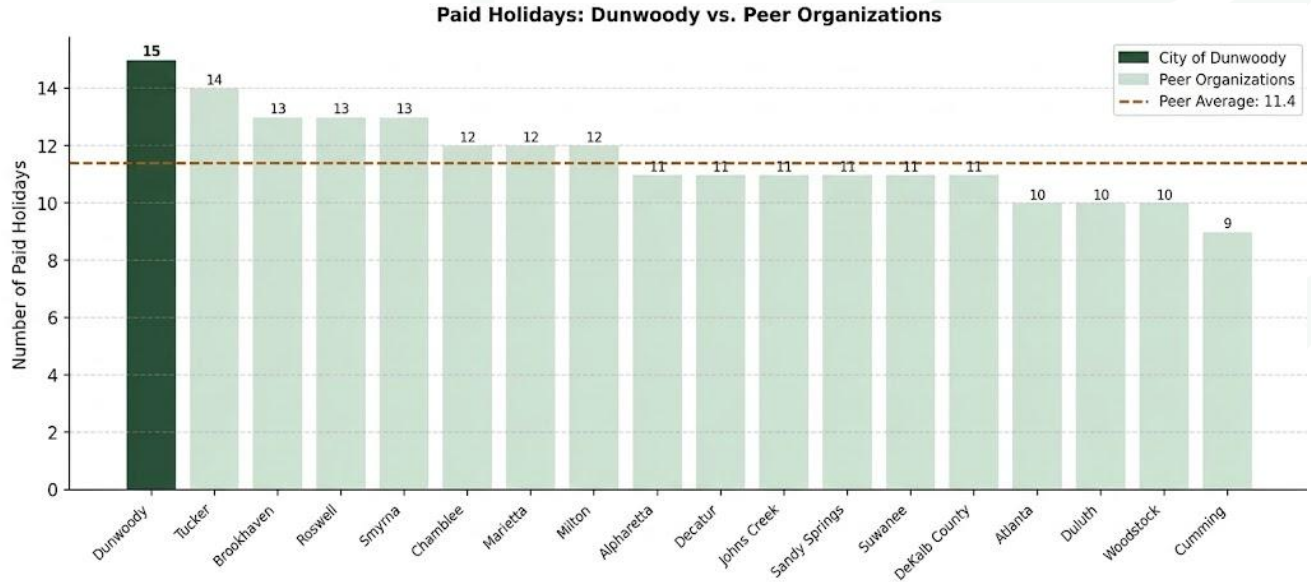
Leave Type	Dunwoody	Peer Average	Notes
Leave Structure	Separate Sick & Vacation	56% separate; 44% PTO	
Sick Leave Accrual (min/mo)	6.67 hrs	7.48 hrs avg	Similar to market
Vacation Accrual (min/mo)	8.0 hrs	6.71 hrs avg	Above market avg
Vacation Accrual (max/mo)	16.7 hrs	Varies	
Vacation Max Accrual Balance	340 hrs	271 hrs avg	Above market avg
Sick Leave Payout (Vol. Sep.)	No	No (0% of peers)	Consistent with market
Vacation Payout (Vol. Sep.)	Yes	Yes (100% of peers)	Consistent with market
Vacation Payout Cap	340 hrs	310 hrs avg	Above market avg

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**PAID HOLIDAYS**

The City of Dunwoody provides employees with 15 paid holidays per year, meaningfully above the peer market average of 11.4 days among the 18 organizations providing holiday data. Dunwoody’s 15-day schedule ranks among the highest in the peer group, representing a notable competitive advantage. **Exhibit 3L** illustrates the paid holiday comparison across all peer organizations.

*Exhibit 3L | Paid Holidays: Dunwoody vs. Peer Organizations*



**OTHER BENEFITS**

**Housing Assistance.** The City provides a monthly housing stipend of \$800 to sworn police employees. Four peer organizations, Brookhaven, Chamblee, Johns Creek, and DeKalb County, also reported offering housing assistance for sworn police staff. Housing stipends serve as a targeted recruitment and retention tool for law enforcement, particularly where housing costs may present barriers to officers residing near their assigned community.

**Tuition Reimbursement.** The City offers tuition reimbursement of up to \$4,000 per year (degree depending). Approximately 86 percent of peers offer tuition reimbursement, with an average limit of approximately \$3,914. Dunwoody’s program is consistent with the peer market in both availability and reimbursement amount.

**Work Schedule Flexibility.** Approximately 75 percent of peers allow hybrid or remote work, and 33 percent offer a four-day work week. In comparison, the City offers a hybrid work option for City Hall employees as well as a 4-day work week for select positions where appropriate.

*Exhibit 3M | Other Benefits Summary*

Benefit	Dunwoody	Peer Market
Housing Stipend (Sworn Police)	\$800/month	Offered at 4 of 20 peers (for police)
Tuition Reimbursement	Yes – up to \$4,000/yr	Offered by 86% of peers; avg \$3,914
Four-Day Work Week	Yes	Offered by 33% of peers
Hybrid / Remote Work	Yes	Offered by 75% of peers

## OVERALL COMPARISON OF BENEFITS

Overall, the City of Dunwoody's benefits package is highly competitive relative to the peer market. The City's most notable advantages are in health insurance generosity, paid holidays, leave accrual maximums, and the housing stipend for sworn police staff.

As illustrated above, Dunwoody offers nearly all major benefits available in the peer market. The retirement structure differs meaningfully from peers offering traditional pension plans, though the City's 11 percent 401(a) contribution is competitive among defined contribution peers.

### 3.4 MARKET AND BENEFITS SUMMARY

The relative position of the City's position in the market and its pay ranges compared to the market should not be interpreted as a direct reflection of actual employee salaries; however, these differences may help explain challenges related to employee recruitment and retention.

The main findings of the market analysis can be summarized as follows:

**1. Salary Structure is Near-Target but Slightly Below the 85th Percentile** The City's salary structure is above the 80<sup>th</sup> percentile, exceeding market by approximately one to two percent across the minimum, midpoint, and maximum, but falls short of its desired 85th percentile target by approximately one to two percent at each range point. The City's broader-than-average range spread (60.0 percent vs. the peer average of 56.6 percent) partially offsets this gap, improving competitiveness at the midpoint and maximum. Selective adjustments at the minimum of certain ranges would bring the structure into full alignment with the City's leading-edge compensation philosophy.

**2. A Subset of Classifications Requires Targeted Attention** While the overall salary structure is near-competitive, several individual classifications fall more than 10 percent below the market midpoint and will be reviewed as part of this study. Police sworn classifications are generally near target, performing better at the midpoint and maximum than at the entry minimum, suggesting the structure is more competitive for experienced and tenured officers than for new recruits, a dynamic worth addressing in the recommendations given ongoing public safety recruitment pressures.

**3. Benefits Are a Meaningful Total Compensation Advantage** Dunwoody's benefits package is a significant competitive differentiator. The City's health insurance offering alone, with no employee premium for individual coverage, employer contributions approximately 48 percent above the peer average, and out-of-pocket costs well below market (individual deductible of \$500 vs. the peer average of \$1,391), represents substantial financial value that partially offsets salary gaps in certain classifications.

The findings presented in the market and benefits chapter play a critical role in shaping the recommendations developed by Evergreen. By clearly establishing the City's compensation position relative to its peer organizations, these results provide the necessary context to inform strategic recommendations that support the City in achieving its desired level of market competitiveness.

## 04 RECOMMENDATIONS



## 04 RECOMMENDATIONS

Following a comprehensive review of the data and information gathered throughout this study, Evergreen developed a series of recommendations designed to strengthen the City's classification and compensation systems. The recommendations are intended to reinforce external competitiveness and support the organization's ability to attract and retain qualified employees in an increasingly competitive labor market.

This chapter presents findings and recommendations related to Classifications, Compensation, and ongoing Plan Administration. Together, this provides a framework for establishing and maintaining a fair, transparent, and sustainable system for managing employee pay and position structure.

### 4.1 CLASSIFICATION RECOMMENDATIONS

A well-designed classification system serves as the foundation of an effective compensation and human resources program. It provides the framework through which work is organized, reporting relationships are defined, and positions performing similar work are treated consistently across the organization. A current and well-maintained classification plan also supports sound workforce planning, internal equity, career development, and the City's broader talent management objectives. A comprehensive classification study was not included as part of this study; however, Evergreen and the City of Dunwoody have worked collaboratively on an ongoing basis to review the City's class plan, including evaluation of new positions as they are established and existing positions as they evolve or are reclassified. Based on the ongoing work and Evergreen's observations during this study, the City's classification plan is well constructed, actively managed, and generally aligned with the City's operational needs.

#### **RECOMMENDATION 1: Maintain the structured classification system and approach to reclassifying and creating positions that is already in place.**

Evergreen recommends that the City continue its current approach to classification administration. The City's classification plan is sound, and the existing administrative processes for evaluating new positions and reviewing current positions for potential reclassification appear to be effective and appropriate. Continued use of these processes will help ensure that the classification structure remains current as organizational needs evolve, while also supporting consistency, internal equity, and sound position management over time.

#### **RECOMMENDATION 2: Establish a Police Officer II Level within the Existing Classification Series**

Although a full classification review was outside the scope of this study, Evergreen has one recommendation related to the sworn Police Officer classification series. Based on review of the Police Department's rank structure and career progression framework, Evergreen recommends establishment of a Police Officer II (PO II) level within the existing classification series. This recommendation is not intended to create a new supervisory position or add a separate command rank. Rather, it is intended to formally recognize continued professional growth, accumulated experience, and demonstrated proficiency within the Police Officer role. The PO II level would provide a structured means of recognizing officers who have progressed beyond entry-level expectations and who are able to support the training, mentoring, and day-to-day development of Police Officer I incumbents while remaining within the non-supervisory officer career track. This would strengthen the

**04 RECOMMENDATIONS | CITY OF DUNWOODY**

career path within the sworn officer classification and better reflect the value of experienced officers' contributions to departmental development and operational continuity.

The PO II level would be available to Police Officer I employees who meet the following criteria:

- Three years of continuous service with Dunwoody as a Police Officer I
- Active Georgia Basic Peace Officer Certification in good standing; all POST continuing education requirements current and up to date
- Meets expectations or above rating on the most recent annual performance evaluation
- No sustained disciplinary action above a written reprimand within the preceding 24 months
- Advancement is not automatic; organizational need and budget are additional determining factors
- Recommended pay grade of 108 (one grade above PO I)
- Reclassification to PO II would qualify for a five percent increase

The Detective classification is currently aligned with PO I at pay grade 107. This recommendation would also realign Detective to pay grade 108, consistent with the newly created PO II, giving employees two parallel paths for advancement within law enforcement. Because eligibility for PO II requires three years of continuous class time, a five percent increase would also be applied to Detectives with three or more years in class.

The five percent salary adjustment is designed to provide predictable, upward mobility for officers, rewarding them for advancing from entry-level roles (PO I) to full-performance or "journey" roles (PO II). The Detective classification is not a higher rank than a PO II but it is a different assignment. The career progression is recognized as a parallel track to the PO II, as such the five percent adjustment is also applied to employees in this role.

**RECOMMENDATION 3: Continue annual reviews and updates of job descriptions and Fair Labor Standards Act (FLSA) exemption statuses to ensure continued alignment with duties and responsibilities.**

To maintain the accuracy, compliance, and usefulness of its classification system, the City should continue its efforts to review and update job descriptions on an ongoing basis.

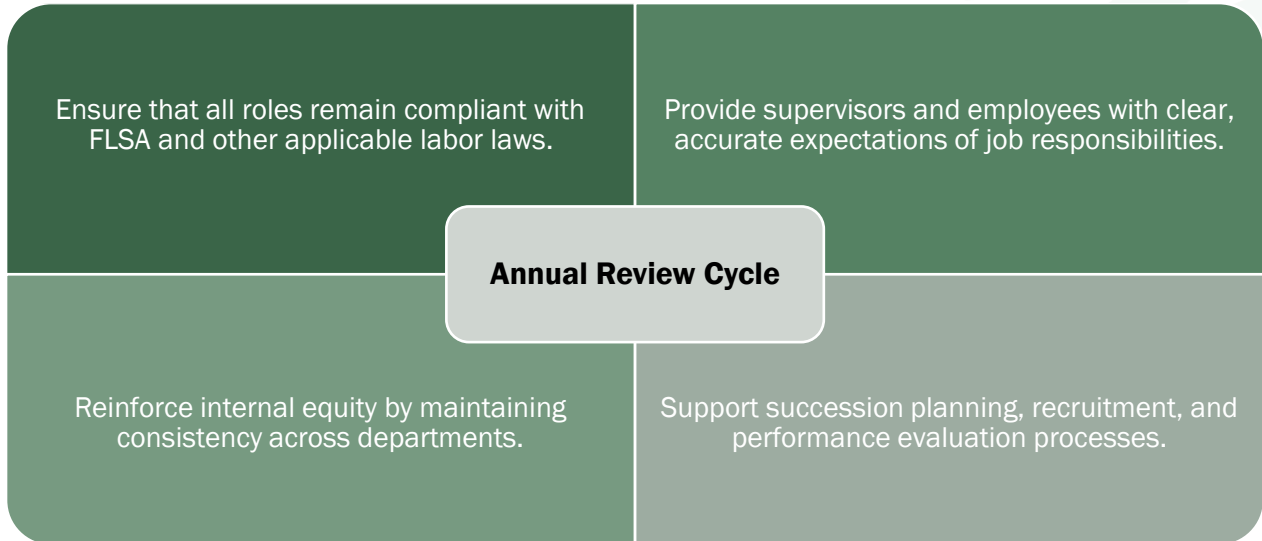
This process should:

- Confirm that essential duties accurately reflect the work currently performed.
- Reassess FLSA exemption status to account for changes in job duties, regulatory guidance, or organizational structure.
- Incorporate supervisor and Human Resources review to ensure accuracy, consistency, and compliance.
- Ensure that positions are compensated competitively without creating concerns related to compression or internal equity.

Job duties evolve over time due to organizational changes, technology, and regulatory requirements. Regular job description review supports compliance with the Fair Labor Standards Act, strengthens classification and compensation decisions, and reduces organizational risk. Continuing this process will help to ensure the City's classification system remains current, defensible, and aligned with operational needs.

Exhibit 4A identifies tasks that are supported by the City’s annual review cycle.

Exhibit 4A | Job Description Review Process



4.2 COMPENSATION RECOMMENDATIONS

A well-structured compensation system complements a sound classification plan by ensuring that pay levels are equitable, competitive, and aligned with organizational values and objectives. A thoughtfully designed pay structure supports employee motivation, reduces turnover, and reinforces fairness across the workforce.

When developing a pay plan, Evergreen evaluates three primary factors, the Assessment of Current Conditions (AOCC) findings, market data, and the organization’s compensation philosophy. Findings from the AOCC are first reviewed to assess whether range spreads align with best practices and to identify issues such as pay compression; market data is then analyzed to determine appropriate minimums, maximums, and overall range adjustments needed to stay competitive; and finally, the proposed structure is refined to reflect the organization’s compensation philosophy, ensuring alignment with leadership priorities, fiscal responsibility, and long-term talent goals.

Finding

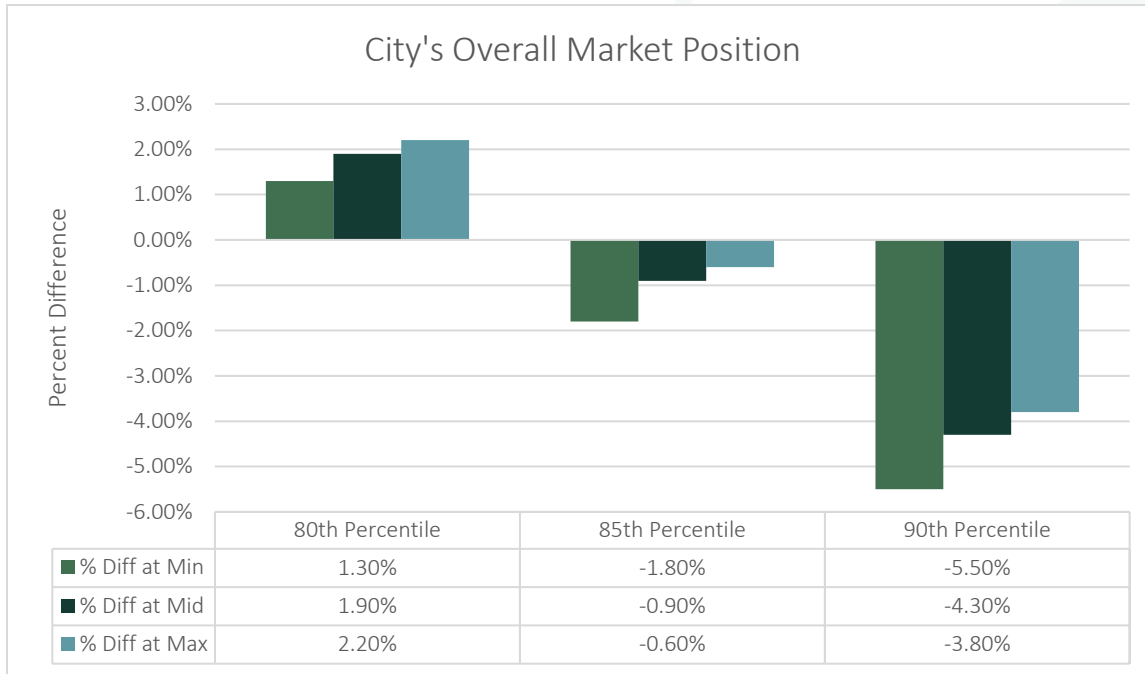
Evergreen evaluated the City’s position at the 80<sup>th</sup>, 85<sup>th</sup>, and 90<sup>th</sup> percentiles within its labor market. The analysis provides leadership with an understanding of how the City’s compensation structure aligns with its competitive labor market and the potential implications of positioning at different target percentiles. Examining multiple market targets allows for informed decision-making regarding recruitment, retention, and overall compensation strategy.

As shown in Exhibit 4B, the City is slightly above market at the 80th percentile, with pay ranging from 1.3 percent above market at the minimum to 2.2 percent above market at the maximum. At the 85th percentile, however, the City falls modestly below market, with gaps narrowing from -1.8 percent at the minimum to -0.6 percent at the maximum. At the 90th percentile, the City is below market across the range, with the largest gap at the minimum (-5.5 percent) and the smallest at the maximum (-3.8

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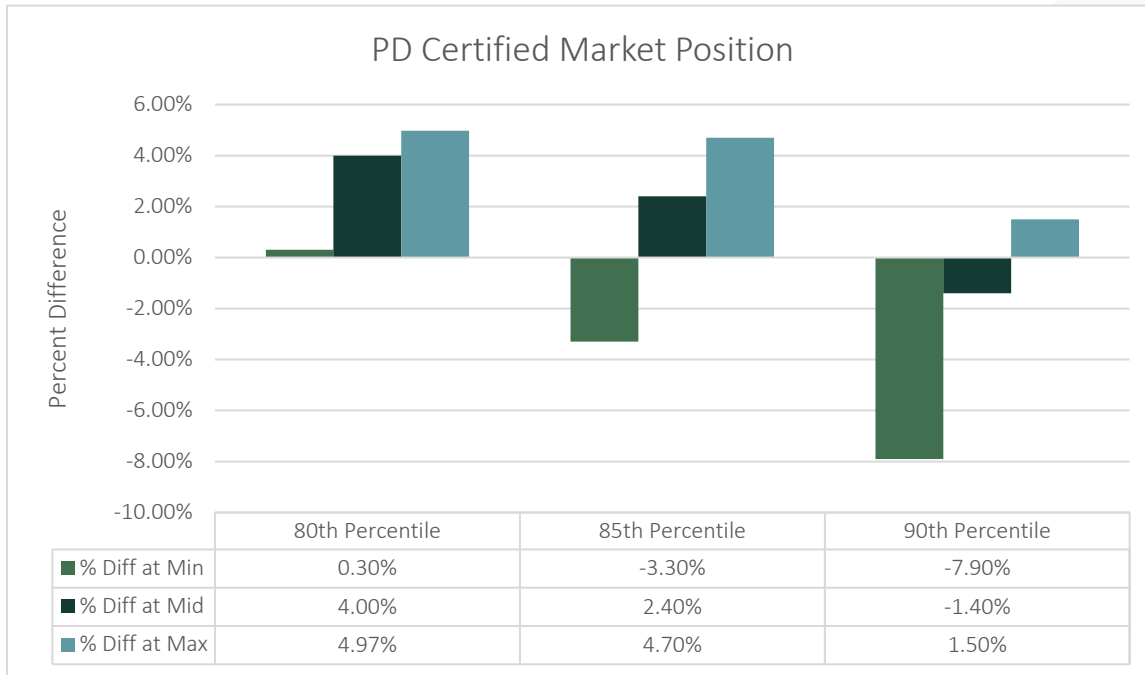
percent). Overall, the findings indicate that the current pay structure is generally competitive near the 85th percentile.

Exhibit 4B | City's Market Position at the 80th,85th, and 90th Percentiles



A review of Police Department certified positions in isolation provides additional insight into the competitiveness of these classifications. As shown in Exhibit 4C, these positions are near market at the minimum and above market at the midpoint and maximum at the 80th percentile. At the 85th percentile, the minimum remains below market (-3.3 percent), but the midpoint and maximum exceed market by 2.4 percent and 4.7 percent, respectively. At the 90th percentile, the minimum is below market (-7.9 percent), while the midpoint is slightly below market (-1.4 percent) and the maximum remains above market (1.5 percent).

Exhibit 4C | PD Certified Classifications - Market Position at the 80<sup>th</sup>,85<sup>th</sup>, and 90<sup>th</sup> Percentiles



Additionally, the City’s average range spread of 60.0 percent exceeds both the peer average of 56.6 percent and the peer median of 57.5 percent, indicating that the City’s salary ranges are somewhat broader than the peer average.

**RECOMMENDATION 4: Adjust the salary structure to align with the peer median average range spread of 57.5 percent and apply the recommended 3.9 percent cost-of-living adjustment to the pay plan.**

Aligning the range spread with the peer median will bring the City’s structure more in line with comparable jurisdictions, while the cost-of-living adjustment will help maintain the competitiveness of the overall pay plan in response to current market conditions.

The proposed structure for all employees is shown in **Exhibit 4D**.

Exhibit 4D | Proposed Pay Plan

	Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Progression
General Pay Plan	101	\$40,791	\$52,519	\$64,246	57.5%	-
	102	\$44,054	\$56,720	\$69,385	57.5%	8.0%
	103	\$47,578	\$61,257	\$74,935	57.5%	8.0%
	104	\$51,384	\$66,157	\$80,930	57.5%	8.0%
	105	\$55,495	\$71,450	\$87,405	57.5%	8.0%
	106	\$59,935	\$77,166	\$94,398	57.5%	8.0%
	107	\$64,730	\$83,340	\$101,950	57.5%	8.0%
	108	\$69,908	\$90,007	\$110,105	57.5%	8.0%
	109	\$75,501	\$97,208	\$118,914	57.5%	8.0%
	110	\$83,051	\$106,928	\$130,805	57.5%	10.0%
	111	\$89,695	\$115,482	\$141,270	57.5%	8.0%
	112	\$96,871	\$124,721	\$152,572	57.5%	8.0%
	113	\$104,621	\$134,700	\$164,778	57.5%	8.0%
	114	\$115,083	\$148,169	\$181,256	57.5%	10.0%
	115	\$124,290	\$160,023	\$195,757	57.5%	8.0%
	116	\$134,233	\$172,825	\$211,417	57.5%	8.0%
	117	\$144,972	\$186,651	\$228,331	57.5%	8.0%
	118	\$156,570	\$201,584	\$246,598	57.5%	8.0%
	119	\$169,096	\$217,711	\$266,326	57.5%	8.0%
	120	\$182,624	\$235,128	\$287,633	57.5%	8.0%

The proposed General Pay Plan retains the current 20-grade structure and existing midpoint progression pattern of 8.0 percent between most grades, with 10.0 percent progression at Grades 110 and 114. The recommended changes focus on updating the salary structure by applying a 3.9 percent adjustment to the current schedule and narrowing the range spread from 60.0 percent to 57.5 percent to align with the peer median.

As a result, the proposed plan increases the minimum, midpoint, and maximum of each grade while modestly tightening each salary range. This approach improves market competitiveness through the salary adjustment while bringing the overall structure more in line with peer practice.

**RECOMMENDATION 5: Slot all classifications into the appropriate pay grade based on internal equity, hierarchy, and market findings.**

All classifications should be slotted into the appropriate pay grades based on the internal hierarchy of classifications and the market study.

This process should:

- Reflect the relative level, scope, and complexity of work performed.
- Align positions to pay ranges that are consistent with market value at the 85th percentile.

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- Ensure internal equity across similarly situated roles while maintaining appropriate differentiation between levels.

Exhibit 4E presents the recommended pay grade assignments for all classifications.

*Exhibit 4E | Proposed Pay Grade Assignment by Recommended Title*

Grade	Department	Title
101	Police	Prisoner Transport Officer
103	City Manager	Administrative Assistant I
104	Public Works	Administrative Assistant II
104	Finance	Business License Specialist
104	Police	Police Service Representative
104	Police	Public Safety Ambassador
104	City Clerk	Records Clerk
105	Municipal Court	Deputy Municipal Court Clerk
105	Police	Fleet Maintenance Coordinator*
105	Police	Property and Evidence Technician
106	Police	Crime and Intelligence Analyst
106	Police	Crime Scene Technician
106	Technology	Technology Support Specialist*
107	Police	Executive Assistant
107	Finance	Financial Analyst*
107	Community Development	Planner**
107	Police	Police Officer I
108	City Clerk	Deputy City Clerk
108	Police	Detective*
108	City Manager	Executive Assistant to the City Manager
108	Human Resources	Human Resources Generalist
108	Police	Police Officer II
108	Finance	Purchasing Coordinator
108	Finance	Revenue Accountant
109	Police	Records Supervisor
109	Community Development	Senior Planner*
109	Technology	Systems Administrator*
110	Economic Development	Business Retention and Cultural Development Manager
110	Technology	Lead Systems Engineer
110	Finance	Purchasing Manager
110	Finance	Risk Manager
110	Police	Sergeant

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*Exhibit 4E | Proposed Pay Grade Assignment by Recommended Title (Continued)*

Grade	Department	Title
111	Communications	Communications Manager
112	Finance and Administration	Accounting Manager*
112	Public Works	Capital Projects Manager
112	Human Resources	Human Resources Manager
112	Police	Lieutenant
112	Municipal Court	Municipal Court Clerk
113	Community Development	Building Official
114	City Clerk	City Clerk
114	Community Development	City Engineer
114	Community Development	Deputy Community Development Director
114	Technology	GIS Manager
114	Technology	Technology Manager
115	Finance	Assistant Finance Director
115	Police	Major
116	Communications	Communications Director
116	Community Development	Community Development Director
116	Police	Deputy Chief
116	Public Works	Deputy Public Works Director
116	Economic Development	Economic Development Director
116	Parks and Recreation	Parks and Recreation Director
117	Public Works	Public Works Director
118	Finance and Administration	Finance Director
118	Human Resources	Human Resources Director
118	Police	Police Chief
118	Technology	Technology Director
119	City Manager	Assistant City Manager

*\*Recommendation to adjust by one pay grade to maintain desired market competitiveness at the 85<sup>th</sup> percentile*

*\*\*Recommendation to adjust by two pay grades to maintain desired market competitiveness at the 85<sup>th</sup> percentile*

**Implementation Strategy**

In collaboration with City leadership, Evergreen evaluated multiple implementation strategies for the City overall and for the certified classifications to identify an approach that aligns with the City's compensation philosophy while remaining fiscally sustainable. The selected strategy is designed to be

structured, equitable, and transparent, ensuring consistent application across departments and preserving appropriate internal alignment throughout the transition process.

The recommended implementation approach is targeted rather than Citywide. For the City Overall subtotal, the City would bring General and non-certified employees whose salaries fall below the new pay range minimum up to the minimum. After implementation of the pay plan adjustments and the planned COLA for all eligible employees, the recommended plan update would result in an estimated salary-only cost of \$6,005 and a total cost of \$7,278, including benefits. This adjustment would impact one position.

For the Police Certified subtotal, the City would implement a weighted years-of-experience adjustment for Police certified positions and Police Service Representatives to address compression within those classifications. This component has an estimated salary-only cost of \$166,021, a total cost of \$201,217 including benefits, and impacts 43 positions.

In total, the recommended implementation approach has an estimated salary-only cost of \$172,026 and a total implementation cost of \$208,495, including benefits at 21.2 percent.

A summary of the implementation strategy is provided in **Exhibit 4F**.

*Exhibit 4F | Targeted Implementation Strategy*

**Targeted Strategy**  
Estimated Cost Including Benefits: \$208,495

- This approach ensures that all employees are brought to the new pay range minimum. In addition, certified Police classifications and Police Service Representatives are adjusted on a weighted basis according to total time certified and continuous service with the City in a certified capacity. Note that the estimate does not include applying a COLA to all employees.

**4.3 COMPENSATION AND CLASSIFICATION ADMINISTRATION**

Any organization’s compensation and classification system requires periodic maintenance to remain effective. The recommendations in this chapter were developed based on the conditions present at the time of the study. Without regular updates, the system may become outdated and less competitive, increasing the risk of recruitment and retention challenges over time.

**RECOMMENDATION 6: Conduct small-scale salary surveys as needed to assess the market competitiveness of hard-to-fill classifications and/or classifications with retention issues, and adjust pay grade assignments if necessary.**

While the overall pay plan is unlikely to require adjustment for several years, certain classifications may need more frequent review. If the City experiences high turnover or recruitment challenges for specific roles, it should proactively collect salary range data from peer organizations to assess whether

a pay grade adjustment is warranted for those classifications. This targeted approach ensures the City can remain responsive to labor market changes without overhauling the entire pay structure.

**RECOMMENDATION 7: Review and revise the City's policies and practices for determining salaries of newly hired employees, managing salary progression within the pay plan, and setting the salaries for current employees who are promoted, demoted, or transferred to a different classification.**

The City's administrative policies and practices related to compensation are generally sound and provide an appropriate framework for pay administration. Human Resources has demonstrated a strong commitment to maintaining current guidance and policy documents, which supports consistency, transparency, and informed decision-making across the organization. This recommendation is intended to provide both support for the City's existing practices and considerations for future pay plan adjustments, employee pay actions, and new hire salary placements. The City should continue to maintain and update its compensation guidance to ensure policies remain current, clearly documented, and aligned with the pay plan, administrative procedures, and organizational needs.

Any organization's approach to progressing employee salaries within a pay plan as well as to setting salaries for new hires, promotions, demotions, and transfers should be guided by a clearly defined compensation philosophy that is reflective of the organization's values and operational priorities. This philosophy serves as the foundation for consistent pay decisions and ensures that salary actions are both equitable and strategically aligned with organizational goals.

Common and recommended practices for establishing and progressing employee salaries are outlined below.

#### **New Hires**

A new employee's starting salary should continue to be determined in accordance with the City's established hiring and salary placement policy. The City's current policy aligns with common compensation administration best practices by requiring that new employees be hired no lower than the minimum of the established salary range, by considering the candidate's qualifications and work experience relative to the position requirements, and by requiring consideration of internal equity with incumbents in the hiring department and in the same job description Citywide.

The City's policy also appropriately establishes the midpoint of the salary range as the normal upper limit for salary offers. Hiring above the midpoint may be considered when supported by the candidate's qualifications, relevant work experience, and market data, and when reviewed and approved through the City's formal approval process. This approach supports consistency, fiscal accountability, and internal equity while allowing flexibility in cases where market conditions or candidate qualifications warrant a higher offer. Evergreen recommends that the City continue to apply this policy consistently for all new hires.

#### **Salary Progression**

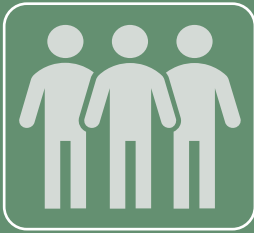
The City should continue to adjust salaries annually if financially feasible. Evergreen recommends that the basis of salary adjustment in the future be done at three distinct levels: Structural, Classification, and Individual. These levels are discussed below in **Exhibit 4G**.

Exhibit 4G | Levels of Compensation Adjustments



**Structural**

Pay ranges should be adjusted annually to account for changes in the cost of living. Evergreen recommends that the City tie annual range adjustments to the local change in the Consumer Price Index (CPI). This practice will help prevent the City's pay structure from falling behind market trends. When conducting the small-scale peer surveys referenced above, the City should also gather information on pay plan adjustments and anticipated movements from its peers to ensure that market trends remain consistent with CPI changes.



**Classification**

As a result of the market surveys, the City may identify classifications or job families that are experiencing considerable market movement and as a result, reassignment of the pay grades should be considered when this occurs. Alternatively, if the City identifies classifications that have become hard to recruit and retain, pay grade reassignment should also be considered to ensure the City is competitive for both recruiting new talent and retaining existing employees.



**Individual**

To tie into the adjustment of the structure, Evergreen recommends the City adjust employee salaries annually for cost-of-living. This adjustment would be made for all employees and should be offset from the structural adjustment to allow for meaningful progression through the pay range and reduce compression. For example, if the salary range is adjusted upward by three percent to account for market movement, employees should receive an increase slightly above that threshold to avoid remaining static within the range.

**4.4 SUMMARY**

The City should be commended for its commitment to providing competitive and equitable compensation for its employees. The recommendations outlined in this report establish an updated, market-responsive pay plan, along with internally and externally equitable pay grade assignments and sound system administration practices. Together, these elements will equip the City with a sustainable and adaptable compensation and classification system for the future. While maintaining this system will require ongoing effort and attention, the long-term benefits, including enhanced recruitment, improved retention, and greater organizational consistency, will make this investment both strategic and worthwhile.

PROPOSED COMPENSATION CHART

Grade	Department	Title	Fulltime	Salary Minimum	Salary Midpoint	Salary Maximum
101	Police	Prisoner Transport Officer	2	\$40,791	\$52,519	\$64,246
103	City Manager	Administrative Assistant I	1	\$47,578	\$61,257	\$74,935
104	Public Works	Administrative Assistant II	1	\$51,384	\$66,157	\$80,930
104	Finance	Business License Specialist	2	\$51,384	\$66,157	\$80,930
104	Police	Police Service Representative	6	\$51,384	\$66,157	\$80,930
104	Police	Public Safety Ambassador	6	\$51,384	\$66,157	\$80,930
104	City Clerk	Records Clerk	1	\$51,384	\$66,157	\$80,930
105	Municipal Court	Deputy Municipal Court Clerk	3	\$55,495	\$71,450	\$87,405
105	Police	Fleet Maintenance Coordinator	1	\$55,495	\$71,450	\$87,405
105	Police	Property and Evidence Technician	2	\$55,495	\$71,450	\$87,405
106	Police	Crime and Intelligence Analyst	1	\$59,935	\$77,166	\$94,398
106	Police	Crime Scene Technician	1	\$59,935	\$77,166	\$94,398
106	Technology	Technology Support Specialist	1	\$59,935	\$77,166	\$94,398
107	Police	Executive Assistant	1	\$64,730	\$83,340	\$101,950
107	Finance	Financial Analyst	2	\$64,730	\$83,340	\$101,950
107	Community Development	Planner	1	\$64,730	\$83,340	\$101,950
107	Police	Police Officer I	37 total authorized between Police Officer I and Police Officer II	\$64,730	\$83,340	\$101,950
108	City Clerk	Deputy City Clerk	1	\$69,908	\$90,007	\$110,105
108	Police	Detective	11	\$69,908	\$90,007	\$110,105
108	City Manager	Executive Assistant to the City Manager	1	\$69,908	\$90,007	\$110,105
108	Human Resources	Human Resources Generalist	1	\$69,908	\$90,007	\$110,105
108	Police	Police Officer II	Included above	\$69,908	\$90,007	\$110,105
108	Finance	Purchasing Coordinator	1	\$69,908	\$90,007	\$110,105
108	Finance	Revenue Accountant	1	\$69,908	\$90,007	\$110,105
109	Police	Records Supervisor	1	\$75,501	\$97,208	\$118,914
109	Community Development	Senior Planner	1	\$75,501	\$97,208	\$118,914
109	Technology	Systems Administrator	2	\$75,501	\$97,208	\$118,914
110	Economic Development	Business Retention and Cultural Development Manager	1	\$83,051	\$106,928	\$130,805
110	Technology	Lead Systems Engineer	1	\$83,051	\$106,928	\$130,805
110	Finance	Purchasing Manager	1	\$83,051	\$106,928	\$130,805
110	Finance	Risk Manager	1	\$83,051	\$106,928	\$130,805
110	Police	Sergeant	12	\$83,051	\$106,928	\$130,805
111	Communications	Communications Manager	1	\$89,695	\$115,482	\$141,270
112	Finance and Administration	Accounting Manager	1	\$96,871	\$124,721	\$152,572
112	Public Works	Capital Projects Manager	1	\$96,871	\$124,721	\$152,572
112	Human Resources	Human Resources Manager	1	\$96,871	\$124,721	\$152,572
112	Police	Lieutenant	4	\$96,871	\$124,721	\$152,572
112	Municipal Court	Municipal Court Clerk	1	\$96,871	\$124,721	\$152,572
113	Community Development	Building Official	1	\$104,621	\$134,700	\$164,778
114	City Clerk	City Clerk	1	\$115,083	\$148,169	\$181,256
114	Community Development	City Engineer	1	\$115,083	\$148,169	\$181,256
114	Community Development	Deputy Community Development Director	1	\$115,083	\$148,169	\$181,256
114	Technology	GIS Manager	1	\$115,083	\$148,169	\$181,256
114	Technology	Technology Manager	1	\$115,083	\$148,169	\$181,256
115	Finance	Assistant Finance Director	1	\$124,290	\$160,023	\$195,757
115	Police	Major	2	\$124,290	\$160,023	\$195,757
116	Communications	Communications Director	1	\$134,233	\$172,825	\$211,417

**PROPOSED COMPENSATION CHART**

Grade	Department	Title	Fulltime	Salary Minimum	Salary Midpoint	Salary Maximum
116	Community Development	Community Development Director	1	\$134,233	\$172,825	\$211,417
116	Police	Deputy Chief	1	\$134,233	\$172,825	\$211,417
116	Public Works	Deputy Public Works Director	1	\$134,233	\$172,825	\$211,417
116	Economic Development	Economic Development Director	1	\$134,233	\$172,825	\$211,417
116	Parks and Recreation	Parks and Recreation Director	1	\$134,233	\$172,825	\$211,417
117	Public Works	Public Works Director	1	\$144,972	\$186,651	\$228,331
118	Finance and Administration	Finance Director	1	\$156,570	\$201,584	\$246,598
118	Human Resources	Human Resources Director	1	\$156,570	\$201,584	\$246,598
118	Police	Police Chief	1	\$156,570	\$201,584	\$246,598
118	Technology	Technology Director	1	\$156,570	\$201,584	\$246,598
119	City Manager	Assistant City Manager	1	\$169,096	\$217,711	\$266,326
	City Manager	City Manager	1	Set by Council	Set by Council	Set by Council
	General Government	City Council	6 (Elected)	Set by Charter	Set by Charter	Set by Charter
	General Government	Mayor	1 (Elected)	Set by Charter	Set by Charter	Set by Charter

The City is authorized for 37 total Police Officer positions, inclusive of Police Officer I and Police Officer II. The allocation between Police Officer I and Police Officer II may vary based on qualifications, advancement, recruitment, retention, and operational need. For headcount control purposes, these positions should be counted collectively and not separately.

## COMPENSATION CHART

Grade	Department	Title	Fulltime	Salary Minimum	Salary Midpoint	Salary Maximum
101	Police	Prisoner Transport Officer	2	\$39,260	\$51,037	\$62,815
103	City Manager	Administrative Assistant I	1	\$45,793	\$59,530	\$73,267
104	Public Works	Administrative Assistant II	1	\$49,456	\$64,294	\$79,130
104	Finance	Business License Specialist	2	\$49,456	\$64,294	\$79,130
104	Police	Fleet Maintenance Coordinator	1	\$49,456	\$64,294	\$79,130
104	Police	Police Service Representative	6	\$49,456	\$64,294	\$79,130
104	Police	Public Safety Ambassador	6	\$49,456	\$64,294	\$79,130
104	City Clerk	Records Clerk	1	\$49,456	\$64,294	\$79,130
105	Municipal Court	Deputy Municipal Court Clerk	3	\$53,414	\$69,438	\$85,461
105	Community Development	Planner	1	\$53,414	\$69,438	\$85,461
105	Police	Property and Evidence Technician	2	\$53,414	\$69,438	\$85,461
105	Technology	Technology Support Specialist	1	\$53,414	\$69,438	\$85,461
106	Police	Crime and Intelligence Analyst	1	\$57,687	\$74,993	\$92,299
106	Police	Crime Scene Technician	1	\$57,687	\$74,993	\$92,299
106	Finance	Financial Analyst	2	\$57,687	\$74,993	\$92,299
107	Police	Detective	11	\$62,301	\$80,992	\$99,682
107	Police	Executive Assistant	1	\$62,301	\$80,992	\$99,682
107	Police	Police Officer	37	\$62,301	\$80,992	\$99,682
108	City Clerk	Deputy City Clerk	1	\$67,285	\$87,471	\$107,657
108	City Manager	Executive Assistant to the City Manager	1	\$67,285	\$87,471	\$107,657
108	Human Resources	Human Resources Generalist	1	\$67,285	\$87,471	\$107,657
108	Finance	Purchasing Coordinator	1	\$67,285	\$87,471	\$107,657
108	Finance	Revenue Accountant	1	\$67,285	\$87,471	\$107,657
108	Community Development	Senior Planner	1	\$67,285	\$87,471	\$107,657
108	Technology	Systems Administrator	2	\$67,285	\$87,471	\$107,657
109	Police	Records Supervisor	1	\$72,668	\$94,469	\$116,270
110	Economic Development	Business Retention and Cultural Development Manager	1	\$79,936	\$103,915	\$127,896
110	Technology	Lead Systems Engineer	1	\$79,936	\$103,915	\$127,896
110	Finance	Purchasing Manager	1	\$79,936	\$103,915	\$127,896
110	Finance	Risk Manager	1	\$79,936	\$103,915	\$127,896
110	Police	Sergeant	12	\$79,936	\$103,915	\$127,896
111	Finance and Administration	Accounting Manager	1	\$86,330	\$112,229	\$138,128
111	Communications	Communications Manager	1	\$86,330	\$112,229	\$138,128
112	Community Development	Building Official	1	\$93,236	\$121,209	\$149,179
112	Public Works	Capital Projects Manager	1	\$93,236	\$121,209	\$149,179
112	Human Resources	Human Resources Manager	1	\$93,236	\$121,209	\$149,179
112	Police	Lieutenant	4	\$93,236	\$121,209	\$149,179
112	Municipal Court	Municipal Court Clerk	1	\$93,236	\$121,209	\$149,179
114	City Clerk	City Clerk	1	\$110,766	\$143,996	\$177,226
114	Community Development	City Engineer	1	\$110,766	\$143,996	\$177,226
114	Community Development	Deputy Community Development Director	1	\$110,766	\$143,996	\$177,226
114	Technology	GIS Manager	1	\$110,766	\$143,996	\$177,226
114	Technology	Technology Manager	1	\$110,766	\$143,996	\$177,226
115	Finance	Assistant Finance Director	1	\$119,628	\$155,516	\$191,405
115	Police	Major	2	\$119,628	\$155,516	\$191,405

**COMPENSATION CHART**

<b>Grade</b>	<b>Department</b>	<b>Title</b>	<b>Fulltime</b>	<b>Salary Minimum</b>	<b>Salary Midpoint</b>	<b>Salary Maximum</b>
116	Communications	Communications Director	1	\$129,198	\$167,957	\$206,718
116	Community Development	Community Development Director	1	\$129,198	\$167,957	\$206,718
116	Police	Deputy Chief	1	\$129,198	\$167,957	\$206,718
116	Public Works	Deputy Public Works Director	1	\$129,198	\$167,957	\$206,718
116	Economic Development	Economic Development Director	1	\$129,198	\$167,957	\$206,718
116	Parks and Recreation	Parks and Recreation Director	1	\$129,198	\$167,957	\$206,718
117	Public Works	Public Works Director	1	\$139,535	\$181,395	\$223,254
118	Finance and Administration	Finance Director	1	\$150,698	\$195,907	\$241,115
118	Human Resources	Human Resources Director	1	\$150,698	\$195,907	\$241,115
118	Police	Police Chief	1	\$150,698	\$195,907	\$241,115
118	Technology	Technology Director	1	\$150,698	\$195,907	\$241,115
119	City Manager	Assistant City Manager	1	\$162,753	\$211,579	\$260,405
	City Manager	City Manager	1	Set by Council	Set by Council	Set by Council
	General Government	City Council	6 (Elected)	Set by Charter	Set by Charter	Set by Charter
	General Government	Mayor	1 (Elected)	Set by Charter	Set by Charter	Set by Charter



TITLE: Police Officer II  
 DEPARTMENT: Public Safety  
 FLSA STATUS: Non-Exempt

#### JOB SUMMARY:

Police Officer II is an advanced designation within the Police Officer classification for sworn peace officers who meet established service, certification, performance, and conduct qualifications. Sworn officers are expected to demonstrate competency in law enforcement procedures. Officers work under the general supervision of an assigned Sergeant. They perform a wide range of law enforcement functions including making arrests, issuing traffic tickets, crowd control and investigative work to promote public safety and security, crime prevention and general enforcement of the law.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Patrols assigned area to control traffic, prevent crime or disturbance of peace, and arrest violators as required. Officers will be issued various types of equipment to include a patrol car with radio, portable radio, various weapons, shoes and uniforms. Additional equipment will be issued for special assignments, such as bicycle patrol, narcotics units, forensic technician, detectives, K-9, and traffic enforcement.
- Identifies criminal offenders and criminal activity, and where appropriate apprehends offenders. Holds suspects and calls for back-up as needed. Participates in subsequent court proceedings as required.
- Responds to emergency dispatch including calls from citizens requesting emergency assistance in order to prevent injury, death, and/or damage to property. Calls out medical personnel as needed and provides emergency first aid, when necessary, until emergency personnel arrive.
- Provides assistance and backs up other officers as needed on dangerous calls. Holds suspects until prisoner transport unit arrives or makes transport themselves. Secures crime scene evidence and requests Field Evidence Technicians as needed.
- Enforces state and local laws by arresting violators who commit misdemeanors and felonies. Keeps current with changes in laws impacting law enforcement procedures including attending seminars and formal training as required.
- Appears in city, state, and federal courts as a witness or to defend charges as appropriate. Provides incident reports and related evidence to prosecutors and attorneys as needed.
- Engages in traffic control activities which include responding to traffic accidents; issuing traffic and parking citations; conducting sobriety tests; directing and re-routing traffic around accidents, street hazards and congestion; assisting persons stranded on public roadways; dispatches emergency personnel and tow trucks to clear traffic congestion
- Completes daily shift activity and incident, accident, and field interview reports as required. Completes all report records for performance and court proceedings.
- May be assigned apprehension and detection activities, which include interviewing victims, witnesses, and other involved parties; collecting evidence; assembling composites, photos, and line-ups for suspect identification; communicating with other agencies to obtain additional evidence; and documenting actions with daily reports



- May be assigned to community outreach and crime prevention to include underage compliance, homeowners' meetings, citizen academies, Explorer duties, fatal vision, ghost out, business education, and town hall meetings
- May be assigned surveillance and/or undercover duties for observation of unlawful activities
- Will be required to perform other duties as requested, directed or assigned
- Regular attendance and punctuality are essential requirements of the job

#### MINIMUM QUALIFICATIONS:

##### Education and/or Experience

- a) Graduation from High School or possess a GED
- b) Georgia Basic Peace Officer Certification in good standing and 20 hours POST training annually as required by POST; all POST continuing education requirements current and up to date
- c) Three years of continuous service with Dunwoody as a Police Officer I
- d) Meets expectations or above rating on the most recent annual performance evaluation
- e) No sustained disciplinary action above a written reprimand within the preceding 24 months
- f) Advancement is not automatic; organizational need and budget are additional determining factors

##### Necessary Knowledge, Skills, and Abilities

- a) Comprehensive knowledge of police methods and administration
- b) Thorough knowledge of applicable federal, state and city laws and ordinances
- c) Thorough knowledge of the functions of other governmental jurisdictions and authorities as they relate to police work
- d) Skill in the use of radio equipment
- e) Skill in identifying criminals and detecting criminal activity
- f) Ability to understand and carry out complex verbal and written instructions
- g) Ability to deal tactfully and courteously with employees and the general public
- h) Ability to communicate clearly and effectively, verbally and in writing
- i) Ability to develop and maintain effective working relationships with officials, employees, state and federal authorities, civic leaders and the public
- j) Ability and skill using firearms, dangerous and defensive weapons, emergency driving, and physical restraint techniques
- k) Ability to learn and apply criminal and accident investigation techniques
- l) Ability to learn the City streets and various landmark locations of the City to quickly respond to emergency calls
- m) Ability to learn arrest and bonding procedures
- n) Ability to exercise good judgment in evaluating various situations and making decisions according to department procedures and ability to remain calm in stressful situations
- o) Ability to recall details of incidents and make accurate reports and ability to prepare accurate and concise reports both hand written and electronic (PC applications)



- p) Ability to operate a personal computer to create reports and retrieve information from the NCIC/GCIC
- q) Ability to use sufficient physical force to apprehend violators
- r) Must possess a valid State of Georgia Driver's License (Class C) and a satisfactory Motor Vehicle Record (MVR)

#### NECESSARY SPECIAL REQUIREMENTS:

- Be at least 21 years old
- Be a citizen of the United States
- Have a high school diploma or its recognized equivalent
- Not have been convicted, by any state or by the federal government of any crime, the punishment for which could have been imprisonment in a federal or state prison or institution nor have been convicted of sufficient misdemeanors to establish a pattern of disregard for the law, provided that, for the purposes of this paragraph, violations of traffic laws and other offenses involving the operation of motor vehicles when the applicant has received a pardon shall not be considered
- Be fingerprinted for the purpose of conducting a fingerprint search at the Georgia Bureau of Investigation and the Federal Bureau of Investigation to determine the existence of any criminal record
- Submit to a Computer Voice Stress Analyzer (CVSA)
- Possess good moral character as determined by investigation under procedures established by the Council
- Be found, after examination by a licensed physician or surgeon, to be free from any physical, emotional, or mental conditions which might adversely affect his or her exercising the powers or duties of a peace officer
- Successfully complete a job-related academy entrance examination provided for and administered by the council in conformity with state and federal law. Such examination shall be administered prior to entrance to the basic course provided for in Code Sections 35-8-9 and 35-8-11. The council may change or modify such examination and shall establish the criteria for determining satisfactory performance on such examination. Peace officers who do not perform satisfactorily on the examination shall be ineligible to retake such examination for a period of six months after an unsuccessful attempt. The provisions of this paragraph establish only the minimum requirements of academy entrance examinations for peace officer candidates in this state; each law enforcement unit is encouraged to provide such additional requirements and any pre-employment examination as it deems necessary and appropriate.
- Maintain state P.O.S. T. certification and any other requirement of the Department's Standard Operating Procedure as currently written or amended in the future
- Required to work shift work (open 24 hours a day)

#### PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable



accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Must be able to sit and drive for extended periods of time and must immediately respond to all police situations.
- Hand-eye coordination is necessary to operate computers and various issued equipment.
- Hand-eye coordination is necessary to successfully use issued firearms and less lethal defense devices.
- While performing the duties of this job, the employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop; kneel, crouch, or crawl; talk or hear; and smell.
- The employee must occasionally lift and/or move up to 50 pounds.
- Specific vision and hearing abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.
- While performing the duties of this job, the employee primarily works in outdoor environments and is subject to inclement weather conditions. Incumbent is subject to hazardous conditions that could result in serious injury or death and physical exertion such as running, lifting, pulling, pushing and bending.

**PUBLIC CONTACT:**

Extensive contact with other employees and the general public involving problem solving circumstances.



TITLE: Police Officer I  
 DEPARTMENT: Public Safety  
 FLSA STATUS: Non-Exempt

#### JOB SUMMARY:

This is the first rank of the Dunwoody Police force that includes sworn peace officers. Sworn officers are expected to demonstrate competency in law enforcement procedures. Officers work under the general supervision of an assigned Sergeant. They perform a wide range of law enforcement functions including making arrests, issuing traffic tickets, crowd control and investigative work to promote public safety and security, crime prevention and general enforcement of the law.

#### ESSENTIAL DUTIES AND RESPONSIBILITIES:

- Patrols assigned area to control traffic, prevent crime or disturbance of peace, and arrest violators as required. Officers will be issued various types of equipment to include a patrol car with radio, portable radio, various weapons, shoes and uniforms. Additional equipment will be issued for special assignments, such as bicycle patrol, narcotics units, forensic technician, detectives, K-9, and traffic enforcement.
- Identifies criminal offenders and criminal activity, and where appropriate apprehends offenders. Holds suspects and calls for back-up as needed. Participates in subsequent court proceedings as required.
- Responds to emergency dispatch including calls from citizens requesting emergency assistance in order to prevent injury, death, and/or damage to property. Calls out medical personnel as needed and provides emergency first aid, when necessary, until emergency personnel arrive.
- Provides assistance and backs up other officers as needed on dangerous calls. Holds suspects until prisoner transport unit arrives or makes transport themselves. Secures crime scene evidence and requests Field Evidence Technicians as needed.
- Enforces state and local laws by arresting violators who commit misdemeanors and felonies. Keeps current with changes in laws impacting law enforcement procedures including attending seminars and formal training as required.
- Appears in city, state, and federal courts as a witness or to defend charges as appropriate. Provides incident reports and related evidence to prosecutors and attorneys as needed.
- Engages in traffic control activities which include responding to traffic accidents; issuing traffic and parking citations; conducting sobriety tests; directing and re-routing traffic around accidents, street hazards and congestion; assisting persons stranded on public roadways; dispatches emergency personnel and tow trucks to clear traffic congestion
- Completes daily shift activity and incident, accident, and field interview reports as required. Completes all report records for performance and court proceedings.
- May be assigned apprehension and detection activities, which include interviewing victims, witnesses, and other involved parties; collecting evidence; assembling composites, photos, and line-ups for suspect identification; communicating with other agencies to obtain additional evidence; and documenting actions with daily reports



- May be assigned to community outreach and crime prevention to include underage compliance, homeowners' meetings, citizen academies, Explorer duties, fatal vision, ghost out, business education, and town hall meetings
- May be assigned surveillance and/or undercover duties for observation of unlawful activities
- Will be required to perform other duties as requested, directed or assigned
- Regular attendance and punctuality are essential requirements of the job

#### MINIMUM QUALIFICATIONS:

##### Education and/or Experience

- a) Graduation from High School or possess a GED
- b) Georgia Basic Peace Officer Certification or the ability to obtain Georgia Basic Peace Officer Certification within 18 months and 20 hours POST training annually as required by POST

##### Necessary Knowledge, Skills, and Abilities

- a) Comprehensive knowledge of police methods and administration
- b) Thorough knowledge of applicable federal, state and city laws and ordinances
- c) Thorough knowledge of the functions of other governmental jurisdictions and authorities as they relate to police work
- d) Skill in the use of radio equipment
- e) Skill in identifying criminals and detecting criminal activity
- f) Ability to understand and carry out complex verbal and written instructions
- g) Ability to deal tactfully and courteously with employees and the general public
- h) Ability to communicate clearly and effectively, verbally and in writing
- i) Ability to develop and maintain effective working relationships with officials, employees, state and federal authorities, civic leaders and the public
- j) Ability and skill using firearms, dangerous and defensive weapons, emergency driving, and physical restraint techniques
- k) Ability to learn and apply criminal and accident investigation techniques
- l) Ability to learn the City streets and various landmark locations of the City to quickly respond to emergency calls
- m) Ability to learn arrest and bonding procedures
- n) Ability to exercise good judgment in evaluating various situations and making decisions according to department procedures and ability to remain calm in stressful situations
- o) Ability to recall details of incidents and make accurate reports and ability to prepare accurate and concise reports both hand written and electronic (PC applications)
- p) Ability to operate a personal computer to create reports and retrieve information from the NCIC/GCIC
- q) Ability to use sufficient physical force to apprehend violators
- r) Must possess a valid State of Georgia Driver's License (Class C) and a satisfactory Motor Vehicle Record (MVR)



#### NECESSARY SPECIAL REQUIREMENTS:

- Be at least 21 years old
- Be a citizen of the United States
- Have a high school diploma or its recognized equivalent
- Not have been convicted, by any state or by the federal government of any crime, the punishment for which could have been imprisonment in a federal or state prison or institution nor have been convicted of sufficient misdemeanors to establish a pattern of disregard for the law, provided that, for the purposes of this paragraph, violations of traffic laws and other offenses involving the operation of motor vehicles when the applicant has received a pardon shall not be considered
- Be fingerprinted for the purpose of conducting a fingerprint search at the Georgia Bureau of Investigation and the Federal Bureau of Investigation to determine the existence of any criminal record
- Submit to a Computer Voice Stress Analyzer (CVSA)
- Possess good moral character as determined by investigation under procedures established by the Council
- Be found, after examination by a licensed physician or surgeon, to be free from any physical, emotional, or mental conditions which might adversely affect his or her exercising the powers or duties of a peace officer
- Successfully complete a job-related academy entrance examination provided for and administered by the council in conformity with state and federal law. Such examination shall be administered prior to entrance to the basic course provided for in Code Sections 35-8-9 and 35-8-11. The council may change or modify such examination and shall establish the criteria for determining satisfactory performance on such examination. Peace officers who do not perform satisfactorily on the examination shall be ineligible to retake such examination for a period of six months after an unsuccessful attempt. The provisions of this paragraph establish only the minimum requirements of academy entrance examinations for peace officer candidates in this state; each law enforcement unit is encouraged to provide such additional requirements and any pre-employment examination as it deems necessary and appropriate.
- Maintain state P.O.S. T. certification and any other requirement of the Department's Standard Operating Procedure as currently written or amended in the future
- Required to work shift work (open 24 hours a day)

#### PHYSICAL DEMANDS:

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

- Must be able to sit and drive for extended periods of time and must immediately respond to all police situations.
- Hand-eye coordination is necessary to operate computers and various issued equipment.



- Hand-eye coordination is necessary to successfully use issued firearms and less lethal defense devices.
- While performing the duties of this job, the employee is occasionally required to stand; walk; use hands to finger, handle, feel or operate objects, tools, or controls; and reach with hands and arms. The employee is occasionally required to sit; climb or balance; stoop; kneel, crouch, or crawl; talk or hear; and smell.
- The employee must occasionally lift and/or move up to 50 pounds.
- Specific vision and hearing abilities required by this job include close vision, distance vision, color vision, peripheral vision, depth perception, and the ability to adjust focus.
- While performing the duties of this job, the employee primarily works in outdoor environments and is subject to inclement weather conditions. Incumbent is subject to hazardous conditions that could result in serious injury or death and physical exertion such as running, lifting, pulling, pushing and bending.

**PUBLIC CONTACT:**

Extensive contact with other employees and the general public involving problem solving circumstances.