

#### Pay Plan

Crystal Caldera, PhD City Manager City Council Meeting 5/20/2025

### Purpose

A city should have a pay plan to ensure fairness, transparency, and consistency in employee compensation. well-structured pay plan:

- 1. **Promotes Equity** Ensures employees doing similar work receive similar pay, reducing pay disparities.
- 2. Attracts Talent Helps the city stay competitive in hiring skilled workers by offering clear and competitive salaries.
- **3.** Encourages Retention Provides predictable growth opportunities through step increases or merit-based raises.
- 4. Supports Budgeting Allows for better financial planning and allocation of resources across departments.
- 5. Reduces Legal Risk Helps comply with labor laws by documenting how wages are determined and adjusted.
- 6. Enhances Morale Demonstrates a commitment to valuing employees through fair and structured compensation.



## Background

- In 2017 the city moved away from the step system. The city manager adopted a minimum and maximum plan. Paying people based on experience, education, and funds available. Over the years, with three different HR people, there is no solid pay system.
- We have a minimum for some positions, and the minimum has fallen behind the market because no adjustments have been made since 2022.



# Background

- We gathered everyone's individual salary and hire dates to determine the market average based on years of experience.
- Cities that participated were
  - Universal City 19,000 pop
  - Schertz 42,000 pop
  - Fair Oaks Ranch 9,833 pop
  - Helotes 9,030 pop
  - Fredericksburg 10, 875 pop
  - Converse -29,000 pop
  - Alamo Heights 7,500 pop
  - Castle Hills 3,975 pop
  - Hondo-8,289 pop
  - Live Oak 15,871 pop
  - Shavano Park 3,524 pop
  - Terrel Hills 5,045 pop

# Background

- The main Cities that were used to determine the midpoint or market average:
  - Leon Valley 11, 546 pop
  - Universal City 19,000 pop
  - Fair Oaks Ranch 9,833 pop
  - Helotes 9,030 pop
  - Fredericksburg 10, 875 pop
  - Alamo Heights 7,500 pop
  - Live Oak 15,871 pop
  - Shavano Park 3,524 pop
  - Note some positions have smaller samples ie. Library Aides used additional cities
  - Some Positions are unique and cause a variation of positions



# Policy

- Directors and some Administrative positions are paid based on experience, education level, applicable certification, and market conditions. There are no steps, but there is a max out provision. (highlighted on the scale)
- Employees' years of service are applied to the scale following the end of the calendar year in which they were hired. For example, your years of service for 2026 are based on the year of service you completed by 12/31/2025.
- To move to the plan it's based on years of service with the city

# Policy

- The years are then converted to steps.
- Disciplinary action can reduce or hold you at a step
- There is a 2% difference between each step, with the exception of the last step, which is the max outstep.
- There is a 40% difference between min and mid and mid and max.

### Admin

Authorized Posit	ions	1	Market Salary Rang	je	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
City Manager	1	\$163,762	\$204,703	\$245,644	\$204,703	\$190,000											
City Secretary	1	\$71,038	\$88,797	\$106,556	\$88,797	\$100,755											
HR Director	1	\$75,643	\$94,554	\$113,465	\$94,554	\$95,098											
ED Director/Excutive Asst.	1	\$85,086	\$106,358	\$127,630	\$105,609	\$94,723											
Community Relations	1	\$75,182	\$93,977	\$112,772	\$88,738	\$91,104											
IT Director	1	\$83,304	\$104,130	\$124,956	\$104,130	\$89,316											
Receptionist	1	\$36,499	\$45,624	\$54,749	\$45,624	\$42,078	\$45,624	\$46,536	\$47,467	\$48,417	\$49,385	\$50,373	\$51,380	\$52,408	\$53,456	\$54,525	\$54,749
Executive Administrative Assistant	1	\$51,844	\$64,805	\$77,766	\$64,805	\$70,054	\$64,805	\$66,101	\$67,423	\$68,772	\$70,147	\$71,550	\$72,981	\$74,441	\$75,929	\$77,448	\$77,766
Total # Administration Positions	7																

#### Finance

Authorized Posit	ions	1	Market Salary Range	e	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
Finance																	
Finance Director	1	\$107,556	\$134,445	\$161,334	\$134,445	\$108,139											
Assistant Finance Director	1	\$69,222	\$86,528	\$103,834	\$86,528	\$91,000											
Total # Finance Positions	2																

### Court

Authorize	d Positions		Market Salary Rang	je	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
Municipal Court																	
Court Administrator	1	\$55,498	\$69,373	\$83,248	\$69,373	\$65,561											
Sr. Court Clerk	1	\$45,515	\$56,894	\$68,273	\$56,894	\$59,009	\$56,894	\$58,032	\$59,193	\$60,376	\$61,584	\$62,816	\$64,072	\$65,353	\$66,660	\$67,994	\$68,273
Deputy Court Clerk	2	\$34,696	\$43,370	\$52,044	\$43,370	\$42,848	\$43,370	\$44,237	\$45,122	\$46,025	\$46,945	\$47,884	\$48,842	\$49,818	\$50,815	\$51,831	\$52,044
Total # Court Positions	4																

### Police

Authorized Posit	tions		Market Salary Rang	e	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
Police Department																	
Police Chief	1	\$116,995	\$146,244	\$175,493	\$146,244	\$144,664											
Asst Police Chief	1	\$90,954	\$113,692	\$136,430	\$113,692	\$104,998											
Lieutenant (Patrol CID)	1	\$66,837	\$83,546	\$100,255	\$98,320	\$79,997	\$83,546	\$85,217	\$86,921	\$88,660	\$90,433	\$92,242	\$94,086	\$95,968	\$97,887	\$99,845	\$100,255
Lieutenant (Admin)	1	\$66,837	\$83,546	\$100,255	\$98,320	\$89,169	\$83,546	\$85,217	\$86,921	\$88,660	\$90,433	\$92,242	\$94,086	\$95,968	\$97,887	\$99,845	\$100,255
CID Sergeant	1	\$63,403	\$79,254	\$95,105	\$88,252	\$83,909	\$79,254	\$80,839	\$82,456	\$84,105	\$85,787	\$87,503	\$89,253	\$91,038	\$92,859	\$94,716	\$95,105
Patrol Sergeant	3	\$63,403	\$79,254	\$95,105	\$88,252	\$83,909	\$79,254	\$80,839	\$82,456	\$84,105	\$85,787	\$87,503	\$89,253	\$91,038	\$92,859	\$94,716	\$95,105
Patrol Corporal	3	\$54,655	\$68,319	\$81,983	\$72,965	\$66,456	\$68,319	\$69,685	\$71,079	\$72,501	\$73,951	\$75,430	\$76,938	\$78,477	\$80,047	\$81,648	\$81,983
Detectives	5	\$57,234	\$71,542	\$85,850	\$76,571	\$72,211	\$71,542	\$72,973	\$74,432	\$75,921	\$77,439	\$78,988	\$80,568	\$82,179	\$83,823	\$85,499	\$85,850
Patrol Officers	18	\$48,946	\$61,183	\$73,420	\$66,955	\$60,316	\$61,183	\$62,407	\$63,655	\$64,928	\$66,226	\$67,551	\$68,902	\$70,280	\$71,686	\$73,119	\$73,420
Tier II Patrol Officer 11+		\$58,736	\$73,420	\$88,104	\$73,420		\$73,420	\$74,888	\$76,386	\$77,914	\$79,472	\$81,062	\$82,683	\$84,337	\$86,023	\$87,744	\$88,104
Patrol Officers/ Property Room	1	\$48,946	\$61,183	\$73,420	\$66,955	\$63,980	\$61,183	\$62,407	\$63,655	\$64,928	\$66,226	\$67,551	\$68,902	\$70,280	\$71,686	\$73,119	\$73,420
PD Admin	1	\$42,280	\$52,850	\$63,420	\$52,850	\$48,360	\$52,850	\$53,907	\$54,985	\$56,085	\$57,207	\$58,351	\$59,518	\$60,708	\$61,922	\$63,161	\$63,420
RLC Officers	2	\$48,946	\$61,183	\$73,420	\$66,955	\$62,337											
Undercover Detectives	2	\$57,234	\$71,542	\$85,850	\$76,571	\$72,211	\$71,542	\$72,973	\$74,432	\$75,921	\$77,439	\$78,988	\$80,568	\$82,179	\$83,823	\$85,499	\$85,850
Total # Police Positions	40																

### P & Z

Authorized Pos	sitions	le de la companya de	Market Salary Rang	e	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	<b>Total Number of Positions</b>																
Planning and Zoning																	
P & Z Director	1	\$84,124	\$105,154	\$126,185	\$105,154	\$115,003											
Planning Tech (NEW)	1	\$40,902	\$51,128	\$61,354	\$51,128	\$60,112	\$51,128	\$52,151	\$53,194	\$54,257	\$55,343	\$56,449	\$57,578	\$58,730	\$59,905	\$61,103	\$61,354
Permit Clerk PT	0.5	\$40,902	\$51,128	\$61,354	\$51,128	\$44,574	\$51,128	\$52,151	\$53,194	\$54,257	\$55,343	\$56,449	\$57,578	\$58,730	\$59,905	\$61,103	\$61,354
Total # Comm Dev Positions	2.5																

### Code

Authorized Posit	ions	N	Aarket Salary Rang	e	Market						
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year
Administration	Total Number of Positions										
Code Enforcement											
Code/Anm Enforcement Officer (Elijah)	1	\$39,362	\$49,203	\$59,044	\$49,203	\$45,884	\$49,203	\$50,187	\$51,191	\$52,215	\$53,259
Animal/Code Control Officer (Ashton)	1	\$39,362	\$49,203	\$59,044	\$49,203	\$44,990	\$49,203	\$50,187	\$51,191	\$52,215	\$53,259
Total # Code Positions	2										

## Library

Authorized Posi	tions		Market Salary Rang	je	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
Library																	
Library Director	1	\$66,169	\$82,711	\$99,253	\$82,711	\$92,465											
Asst. Library Director	1	\$49,712	\$62,140	\$74,568	\$62,140	\$65,000											
Library Asst II	1	\$30,475	\$38,094	\$45,713	\$38,094	\$38,251	\$38,094	\$38,856	\$39,633	\$40,426	\$41,234	\$42,059	\$42,900	\$43,758	\$44,633	\$45,526	\$45,713
Library Tech	1	\$40,822	\$51,027	\$61,232	\$51,027	\$57,720	\$51,027	\$52,048	\$53,088	\$54,150	\$55,233	\$56,338	\$57,465	\$58,614	\$59,786	\$60,982	\$61,232
PT Library Asst I (3)	2	\$29,045	\$36,306	\$43,567	\$38,094	\$16,068	\$36,306	\$37,032	\$37,773	\$38,528	\$39,299	\$40,085	\$40,886	\$41,704	\$42,538	\$43,389	\$43,567
Total # Lib Positions	6																

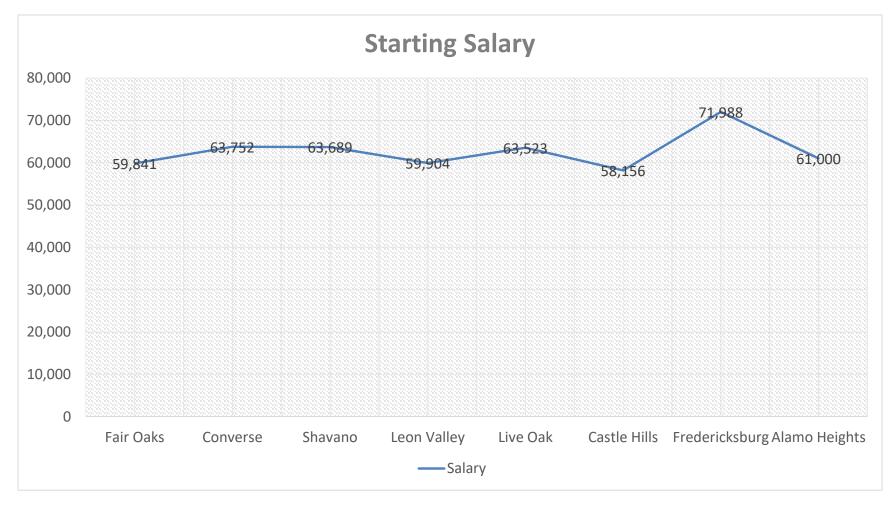
### Fire

Authorized Pe	ositions	I	Market Salary Rang	e	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
Fire Department																	
Fire Chief	1	\$107,166	\$133,957	\$160,748	\$133,957	\$138,236											
Asst. Fire Chief	1	\$89,694	\$112,118	\$134,542	\$112,118	\$94,557											
Administrative Asst.	0.5	\$40,945	\$51,181	\$61,417	\$51,181	\$44,574	\$51,181	\$52,205	\$53,249	\$54,314	\$55,400	\$56,508	\$57,638	\$58,791	\$59,967	\$61,166	\$61,417
Deputy Fire Marshall	1	\$75,323	\$94,154	\$112,985	\$97,040	\$80,891	\$94,154	\$96,037	\$97,958	\$99,917	\$101,915	\$103,954	\$106,033	\$108,153	\$110,316	\$112,523	\$112,985
Fire Captains	3	\$68,527	\$85,659	\$102,791	\$94,710	\$89,073	\$85,659	\$87,372	\$89,120	\$90,902	\$92,720	\$94,574	\$96,466	\$98,395	\$100,363	\$102,370	\$102,791
Lieutenants	3	\$60,645	\$75,806	\$90,967	\$77,730	\$75,431	\$75,806	\$77,322	\$78,869	\$80,446	\$82,055	\$83,696	\$85,370	\$87,077	\$88,819	\$90,595	\$90,967
Fire Engineers	3	\$56,351	\$70,439	\$84,527	\$72,390	\$66,107	\$70,439	\$71,848	\$73,285	\$74,750	\$76,245	\$77,770	\$79,326	\$80,912	\$82,531	\$84,181	\$84,527
Firefighter Paramedics	15	\$49,477	\$61,846	\$74,215	\$64,314	\$62,210	\$61,846	\$63,083	\$64,345	\$65,631	\$66,944	\$68,283	\$69,649	\$71,042	\$72,462	\$73,912	\$74,215
Total # Fire Positions	27.5																

### **Public Works**

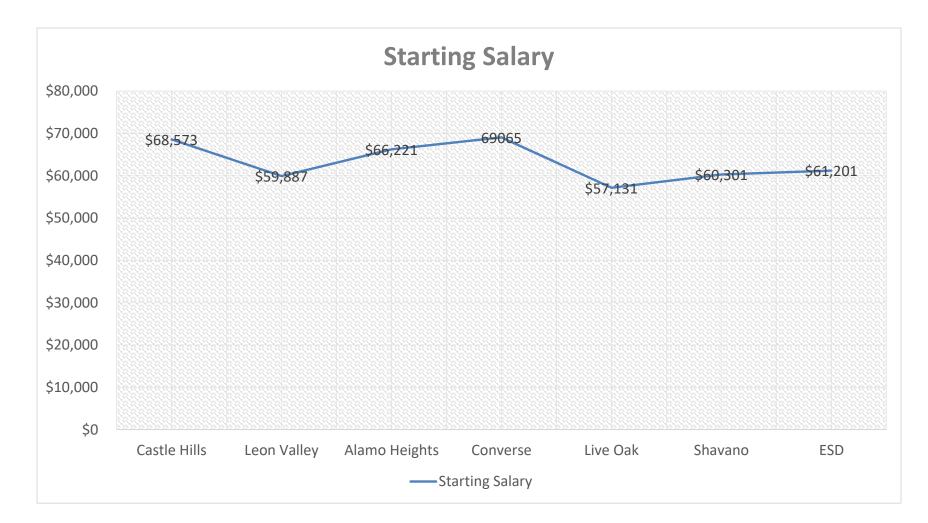
Authorized Pos	sitions		Market Salary Rang	e	Market												
		MIN	MID	MAX	AVERAGE	Actual	1 year	2 year	3 year	4 year	5 year	6 year	7 year	8 year	9 year	10 year	11 + years
Administration	Total Number of Positions																
Public Works																	í
Public Works Director	1	\$118,686	\$148,357	\$178,028	\$148,357	\$141,440											í
Asst PW Director	1	\$84,042	\$105,052	\$126,062	\$105,052	\$117,894											1
Administrative Asst. /Utility	1	\$40,662	\$50,828	\$60,994	\$51,688	\$56,846	\$50,828	\$51,845	\$52,881	\$53,939	\$55,018	\$56,118	\$57,241	\$58,385	\$59,553	\$60,744	\$60,994
Utility																	
Foreman	1	\$61,418	\$76,772	\$92,126	\$70,310	\$67,329	\$76,772	\$78,307	\$79,874	\$81,471	\$83,100	\$84,762	\$86,458	\$88,187	\$89,951	\$91,750	\$92,126
Crew leader	1	\$43,666	\$54,583	\$65,500	\$64,425	\$50,731	\$54,583	\$55,675	\$56,788	\$57,924	\$59,082	\$60,264	\$61,469	\$62,699	\$63,953	\$65,232	\$65,500
Laborer IV	2	\$37,317	\$46,646	\$55,975	\$43,341	\$39,291	\$46,646	\$47,579	\$48,530	\$49,501	\$50,491	\$51,501	\$52,531	\$53,582	\$54,653	\$55,746	\$55,975
Construction																	í
Foreman	1	\$56,248	\$70,310	\$84,372	\$85,348	\$74,609	\$70,310	\$71,716	\$73,151	\$74,614	\$76,106	\$77,628	\$79,180	\$80,764	\$82,379	\$84,027	\$84,372
Crew Leader	1	\$43,124	\$53,905	\$64,686	\$64,623	\$54,121	\$53,905	\$54,983	\$56,083	\$57,204	\$58,349	\$59,515	\$60,706	\$61,920	\$63,158	\$64,421	\$64,686
Laborer IV	2	\$35,066	\$43,833	\$52,600	\$48,375	\$43,274	\$43,833	\$44,710	\$45,604	\$46,516	\$47,446	\$48,395	\$49,363	\$50,350	\$51,357	\$52,384	\$52,600
Maintenance / Park																	
Foreman	1	\$59,591	\$74,489	\$89,387	\$77,656	\$74,900	\$74,489	\$75,979	\$77,498	\$79,048	\$80,629	\$82,242	\$83,887	\$85,564	\$87,276	\$89,021	\$89,387
Crew leader	3	\$42,202	\$52,752	\$63,302	\$56,809	\$55,764	\$52,752	\$53,807	\$54,883	\$55,981	\$57,100	\$58,242	\$59,407	\$60,595	\$61,807	\$63,044	\$63,302
Laborer	9	\$33,458	\$41,822	\$50,186	\$40,902	\$37,148	\$41,822	\$42,658	\$43,512	\$44,382	\$45,269	\$46,175	\$47,098	\$48,040	\$49,001	\$49,981	\$50,186
Mechanic	1	\$53,547	\$66,934	\$80,321	\$67,284	\$65,062	\$66,934	\$68,273	\$69,638	\$71,031	\$72,452	\$73,901	\$75,379	\$76,886	\$78,424	\$79,992	\$80,321
Custodian	1		\$36,420														
Total # PW Positions	26																

### Patrol Officer



LV starts POs at \$59,904 New start \$61,183

# Firefighter

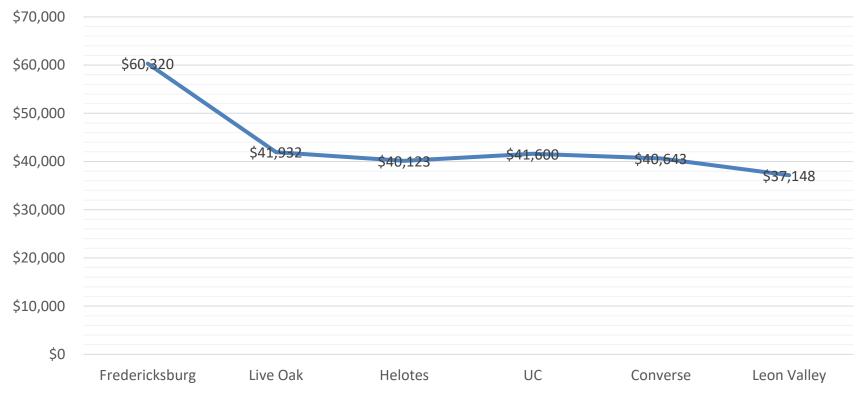


LV start FD at \$59,887. New start \$61,846

### Maintenance Crewman

Starting Salary

Starting Salary



LV Starting salary is \$37,148 New Start \$41,822

#### **Fiscal Impact**

• TBD



#### Recommendation

• Seeking Feedback

