



Pay Plan

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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

[illegible]

Finance

[illegible]

Court

[illegible]

[illegible]

P & Z

[illegible]

Code

[illegible]

Library

[illegible]

Fire

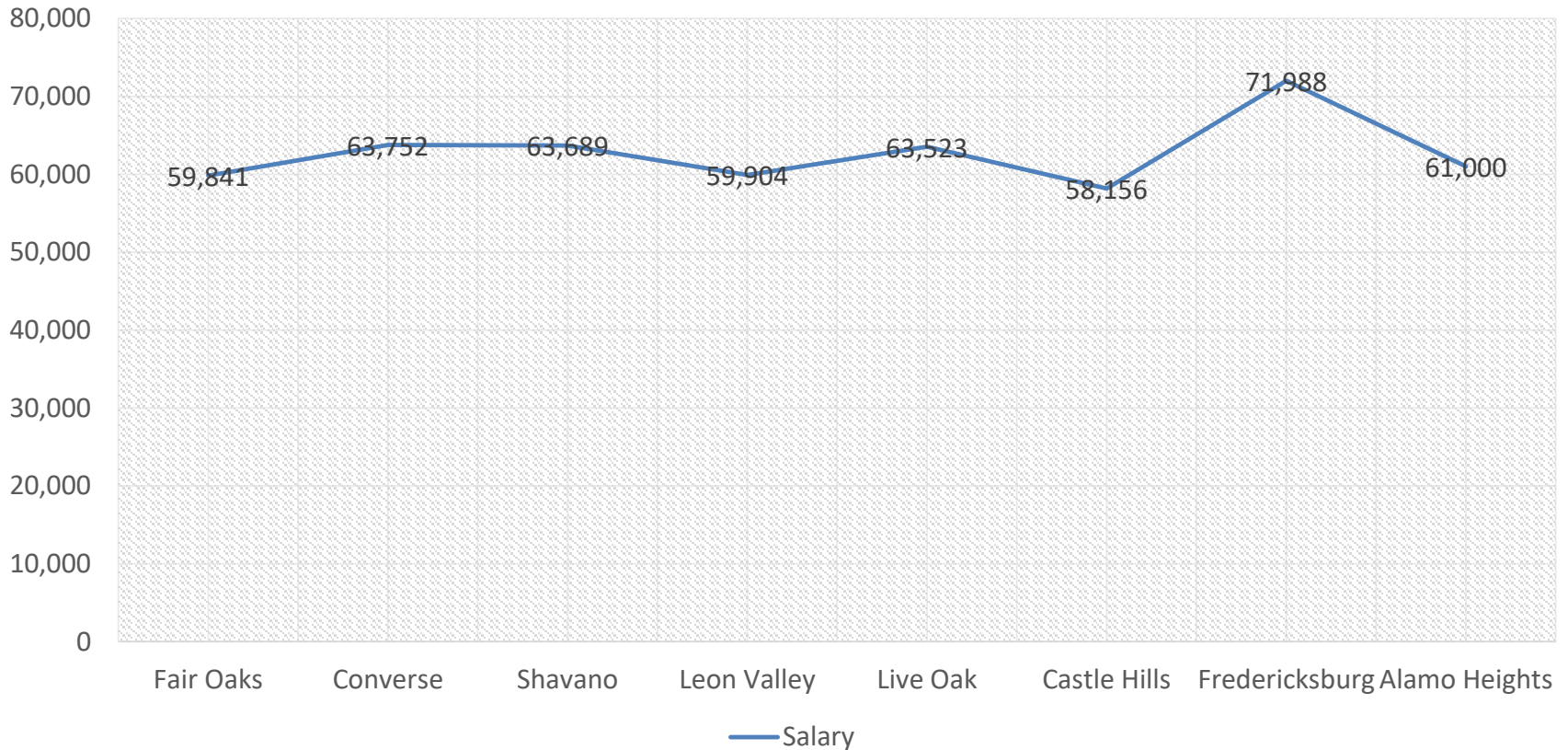
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Public Works

[illegible]

Patrol Officer

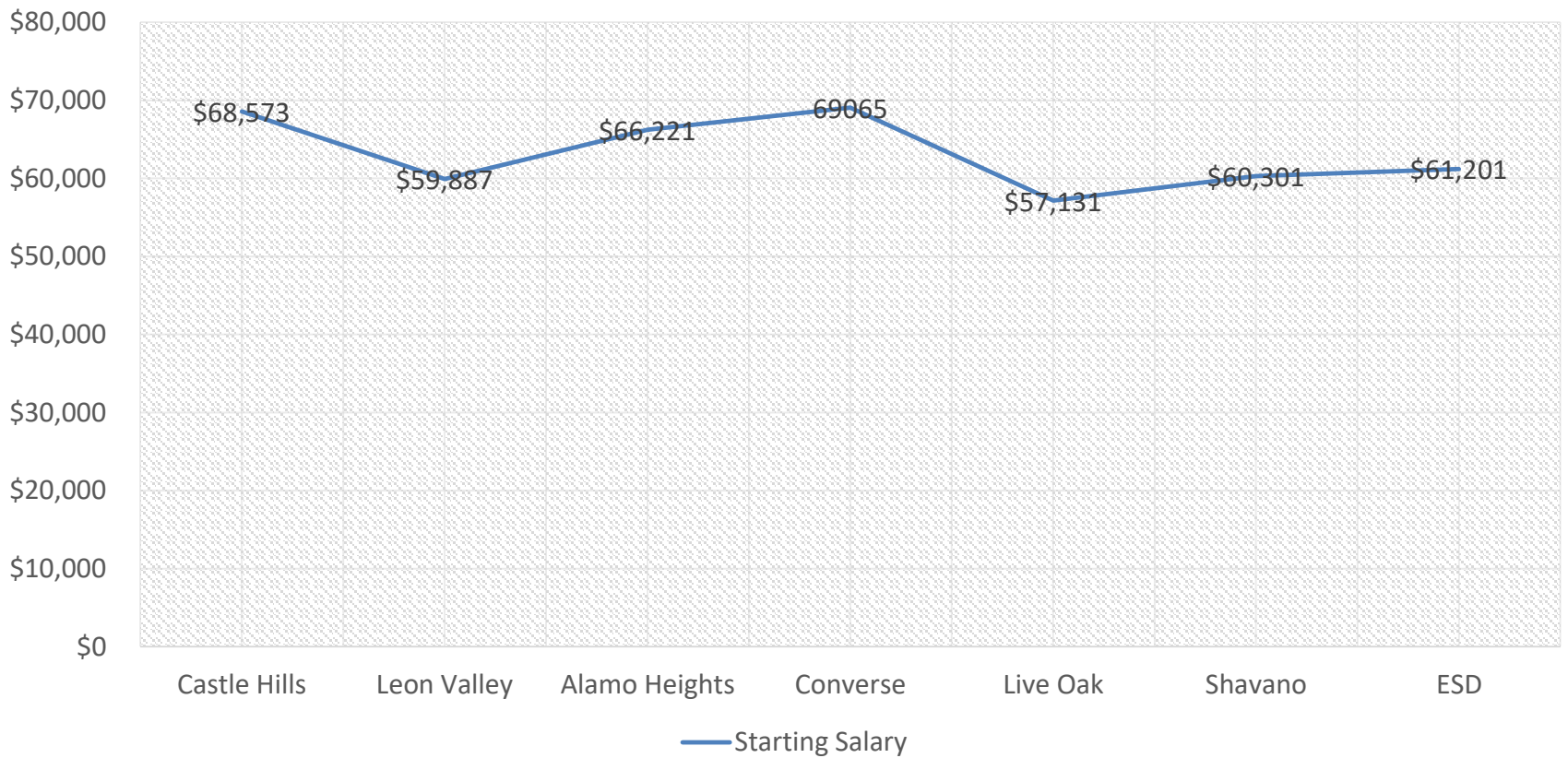
Starting Salary



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

Firefighter

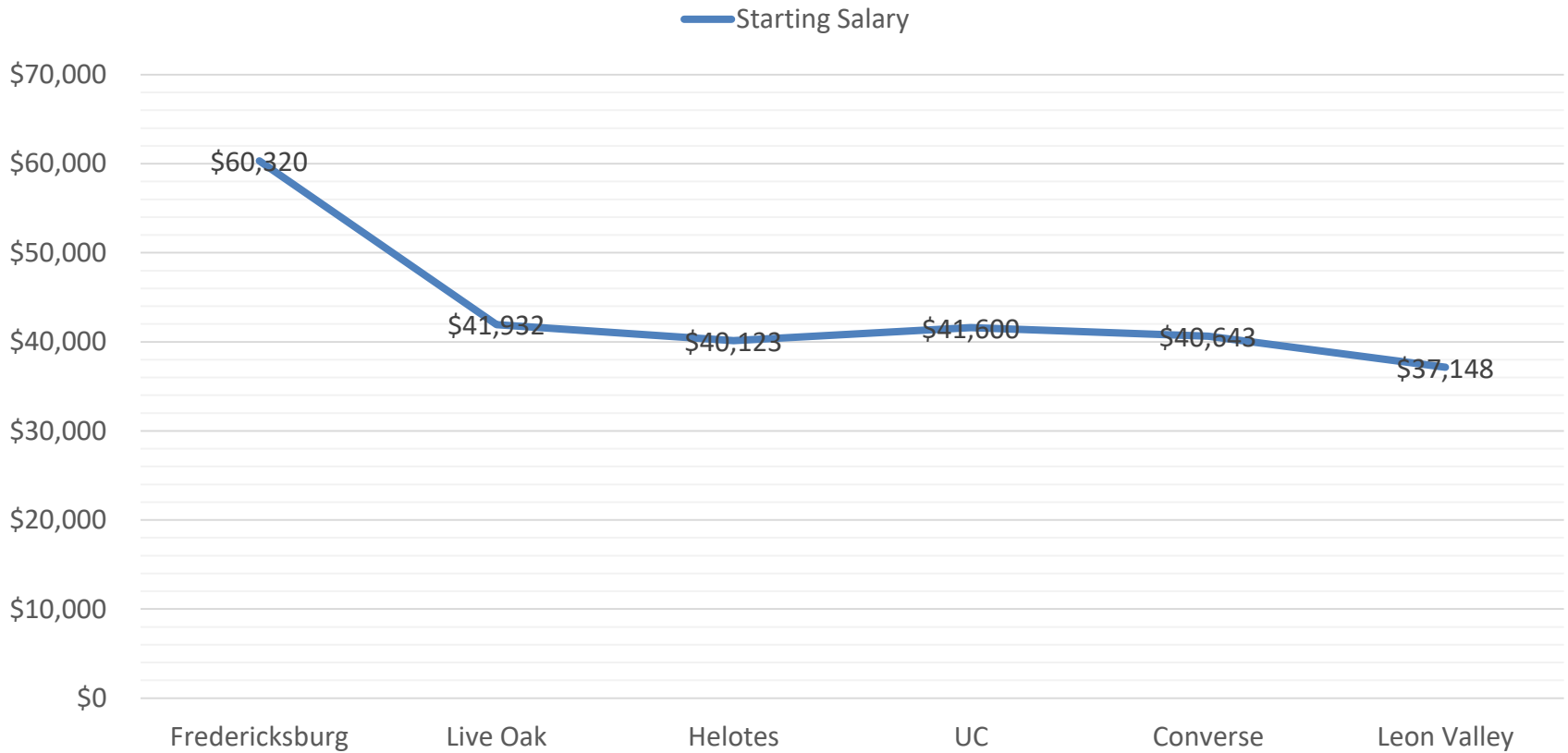
Starting Salary



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

Maintenance Crewman

Starting Salary



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

Fiscal Impact

- TBD

Recommendation

- Seeking Feedback