

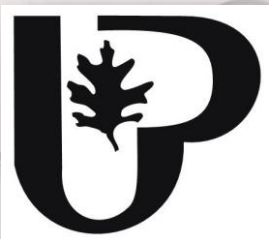
CLASSIFICATION AND COMPENSATION STUDY RESULTS AND DISCUSSION

AUGUST 20, 2019



WHY CONDUCT A CLASSIFICATION & COMPENSATION STUDY?

- To ensure the City's ideal or desired competitive position
- To make sure salary and benefits are not too high or too low
- To strategically address recruitment & retention
- To validate the City's classification practices with market data and best practices
- To establish and maintain a market philosophy



TASKS COMPLETED

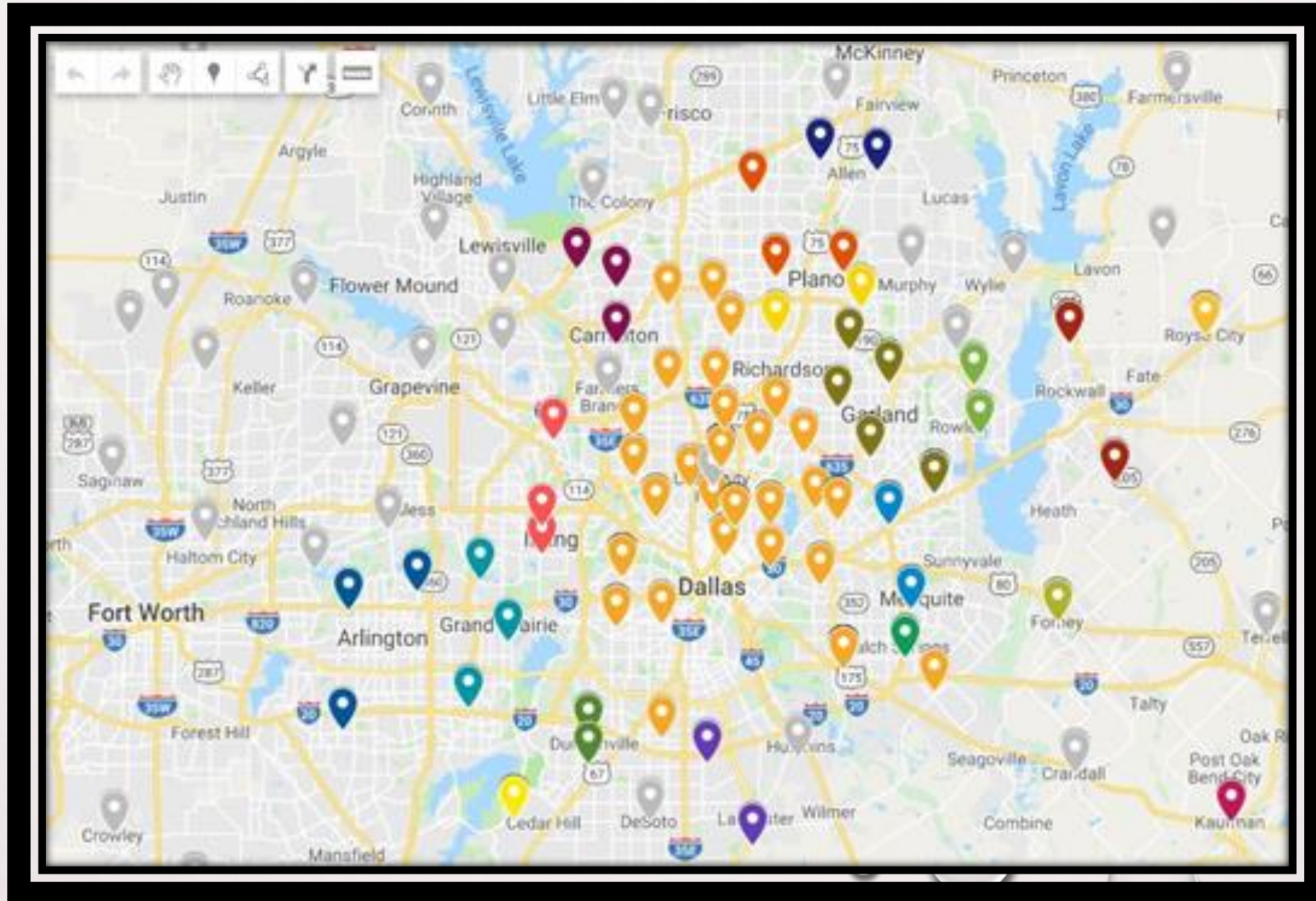
- Review of the City's 100+ job classifications and position descriptions
- Salary and benefits survey comparisons to the competitive market
- Compensation plan updating and revisions to pay range tables, pay range placements
- Development of implementation options

COMPARATOR CITIES AND DATA SOURCES

- Discussed in two separate meetings with the Benefits Committee
- Historically where we get employees from, lose employees to
- Combination of full service, high performing, and nearby agencies
- Differences in size/scope at director levels was accounted for

Coppell	Keller
Dallas	Plano
Farmers Branch	Richardson
Frisco	Southlake
Garland	The Colony
Highland Park	Area Private Sector

EMPLOYEE HOME LOCATIONS



HISTORICAL PRACTICES

- The City of University Park has not adopted a formal pay philosophy
- Looking back at previous 15-20 years, have loosely tried to track what neighboring cities have been doing and mirroring general pay adjustments
- Without this study, we would likely be looking at around a 3% increase for FY 2020 budgeting...around \$600,000 cost
- With the proposed re-alignments from this study, future salary adjustments can be driven by market and pay for performance

UP Job Class	Survey Job Class	Participant Organization	Annual, Aged 3%		
			MIN	MID	MAX
General Accountant					
	Accountant	Coppell	\$63,887	\$78,251	\$92,616
	Accountant II/III	Dallas	\$38,850	\$59,946	\$81,042
	Senior Accountant	Farmers Branch	\$57,412	\$71,768	\$86,124
	Accountant	Frisco	\$48,925	\$59,871	\$70,818
	Accountant	Garland	\$53,110	\$67,636	\$82,161
	Finance/HR Specialist	Highland Park	\$59,770	\$73,053	\$86,337
	Accountant	Keller	\$51,902	\$62,451	\$73,000
	Accountant I	Plano	\$45,441	\$55,660	\$65,879
	Accountant II	Richardson	\$55,694	\$70,038	\$84,382
	Accountant I	Southlake	\$49,335	\$61,669	\$74,002
	Finance/GL Accountant	The Colony	\$57,988	\$71,039	\$84,089
Average of Comparator Cities MIN / MID / MAX:			\$52,938	\$66,489	\$80,041
Accountant, Average of Area Private Sector MIN / MID / MAX:			\$62,859	\$69,737	\$76,614
Average of Public Plus Private MIN / MID / MAX:			\$57,898	\$68,113	\$78,328
University Park Current MIN / MID / MAX:			\$53,455	\$63,672	\$73,889
Variance MIN / MID / MAX:			-7.67%	-6.52%	-5.67%

UP Job Class	Survey Job Class	Participant Organization	Annual, Aged 3%		
			MIN	MID	MAX
Gardener III					
	Crew Leader, Parks	Coppell	\$43,298	\$53,035	\$62,772
	Crew Leader, Parks	Dallas	\$35,318	\$51,160	\$67,003
	Crew Leader	Farmers Branch	\$44,986	\$56,233	\$67,479
	Crew Leader	Frisco	\$40,242	\$49,296	\$58,351
	Maintenance Crew Leader	Garland	\$35,350	\$43,919	\$52,489
	Parks Maintenance Specialist	Highland Park	\$51,974	\$61,069	\$70,165
	Park Crew Leader	Keller	\$40,920	\$49,232	\$57,545
	Park Maintenance Crew Leader	Plano	\$39,249	\$48,087	\$56,924
	HEO - Parks	Richardson	\$39,367	\$45,979	\$52,592
	Crew Leader	Southlake	\$43,657	\$54,570	\$65,484
	Parks Crew Leader	The Colony	\$39,249	\$48,082	\$56,915
Average of Comparator Cities MIN / MID / MAX:			\$41,237	\$50,969	\$60,702
Grounds Foreman, Average of Area Private Sector MIN / MID / MAX:			\$47,749	\$53,056	\$58,363
Average of Public Plus Private MIN / MID / MAX:			\$44,493	\$52,013	\$59,532
University Park Current MIN / MID / MAX:			\$49,235	\$58,646	\$68,056
Variance MIN / MID / MAX:			10.66%	12.75%	14.32%

UP Job Class	Survey Job Class	Participant Organization	Annual, Aged 3%		
			MIN	MID	MAX
<div>Police Officer</div>					
with Highland Park					
	Police Officer	Coppell	\$65,112	\$75,426	\$85,740
	Police Officer	Dallas	\$61,800	\$71,834	\$81,869
	Police Officer	Farmers Branch	\$63,365	\$72,941	\$82,517
	Police Officer	Frisco	\$67,313	\$77,541	\$87,770
	Police Officer	Garland	\$62,825	\$74,965	\$87,105
	Public Safety Officer	Highland Park	\$79,954	\$87,949	\$95,945
	Police Officer	Keller	\$59,902	\$67,947	\$75,991
	Police Officer	Plano	\$71,759	\$82,997	\$94,235
	Police Officer	Richardson	\$64,371	\$74,527	\$84,682
	Police Officer	Southlake	\$63,940	\$73,532	\$83,123
	Police Officer	The Colony	\$62,802	\$72,536	\$82,270
Average of Comparator Cities MIN / MID / MAX:			\$65,740	\$75,654	\$85,568
University Park Current MIN / MID / MAX:			\$63,017	\$71,723	\$80,428
Variance MIN/MID/MAX:			-4.32%	-5.48%	-6.39%

UP Job Class	Survey Job Class	Participant Organization	Annual, Aged 3%		
			MIN	MID	MAX
<div>Police Officer</div>					
without Highland Park					
	Police Officer	Coppell	\$65,112	\$75,426	\$85,740
	Police Officer	Dallas	\$61,800	\$71,834	\$81,869
	Police Officer	Farmers Branch	\$63,365	\$72,941	\$82,517
	Police Officer	Frisco	\$67,313	\$77,541	\$87,770
	Police Officer	Garland	\$62,825	\$74,965	\$87,105
	Police Officer	Keller	\$59,902	\$67,947	\$75,991
	Police Officer	Plano	\$71,759	\$82,997	\$94,235
	Police Officer	Richardson	\$64,371	\$74,527	\$84,682
	Police Officer	Southlake	\$63,940	\$73,532	\$83,123
	Police Officer	The Colony	\$62,802	\$72,536	\$82,270
Average of Comparator Cities MIN / MID / MAX:			\$64,319	\$74,425	\$84,530
University Park Current MIN / MID / MAX:			\$63,017	\$71,723	\$80,428
Variance MIN / MID / MAX:			-2.07%	-3.77%	-5.10%

UP Job Class	Survey Job Class	Participant Organization	Annual, Aged 3%		
			MIN	MID	MAX
Firefighter					
with Highland Park					
	Firefighter / Paramedic	Coppell	\$63,833	\$72,523	\$81,213
	Fire & Rescue Officer	Dallas	\$61,800	\$71,834	\$81,869
	Firefighter	Farmers Branch	\$62,182	\$68,883	\$75,583
	Firefighter/P	Frisco	\$66,960	\$73,458	\$79,955
	Firefighter	Garland	\$59,260	\$70,200	\$81,140
	Public Safety Officer	Highland Park	\$79,954	\$87,949	\$95,945
	Firefighter / Paramedic	Keller	\$59,717	\$67,755	\$75,794
incl 4200/yr medic	Firefighter	Plano	\$75,362	\$81,741	\$88,120
incl 960-1800/yr medic	Firefighter	Richardson	\$62,302	\$72,419	\$82,536
	Firefighter / Paramedic	Southlake	\$63,940	\$73,532	\$83,123
	Firefighter / Paramedic	The Colony	\$65,203	\$72,595	\$79,987
Average of Comparator Cities MIN / MID / MAX:			\$65,501	\$73,899	\$82,297
includes current medic pay stipend	University Park Current MIN / MID / MAX:		\$62,146	\$71,341	\$81,436
Variance MIN / MID / MAX:			-5.40%	-3.59%	-1.06%

UP Job Class	Survey Job Class	Participant Organization	Annual, Aged 3%		
			MIN	MID	MAX
<div>Firefighter</div>					
without Highland Park					
	Firefighter / Paramedic	Coppell	\$63,833	\$72,523	\$81,213
	Fire & Rescue Officer	Dallas	\$61,800	\$71,834	\$81,869
	Firefighter	Farmers Branch	\$62,182	\$68,883	\$75,583
	Firefighter/P	Frisco	\$66,960	\$73,458	\$79,955
	Firefighter	Garland	\$59,260	\$70,200	\$81,140
	Firefighter / Paramedic	Keller	\$59,717	\$67,755	\$75,794
incl 4200/yr medic	Firefighter	Plano	\$75,362	\$81,741	\$88,120
incl 960-1800/yr medic	Firefighter	Richardson	\$62,302	\$72,419	\$82,536
	Firefighter / Paramedic	Southlake	\$63,940	\$73,532	\$83,123
	Firefighter / Paramedic	The Colony	\$65,203	\$72,595	\$79,987
Average of Comparator Cities MIN / MID / MAX:			\$64,056	\$72,494	\$80,932
includes current medic pay stipend	University Park Current MIN / MID / MAX:		\$62,146	\$71,341	\$81,436
Variance MIN / MID / MAX:			-3.07%	-1.62%	0.62%

SURVEY FINDINGS - CIVILIAN

- Current civilian ranges are more than 5% below market for 42% of the survey sample, and 5% or more above market for 30% of the sample.
- Using +/- 5% to define competitive, the City's current pay ranges for civilian positions are competitive or better for 58% of the survey sample.
- From the benefits survey, the City offers fewer paid vacation for employees with 10-15 years of service.

Civilian		
<u>Market Position</u>	<u>Count</u>	<u>Percent</u>
Below	30	42%
Comparable	20	28%
Above	22	30%

SURVEY FINDINGS – POLICE AND FIRE INCLUDING HIGHLAND PARK

Police		
<u>Rank</u>	<u>Entry</u>	<u>Top</u>
Officer	-4.32%	-6.39%
Sergeant	-12.13%	-8.90%
Lieutenant	-5.80%	-10.06%
Captain	-16.91%	-.88%

Fire		
<u>Rank</u>	<u>Entry</u>	<u>Top</u>
FF/Medic	-5.40%	-1.06%
Driver/Engineer	2.32%	-5.62%
Captain	-2.34%	-5.66%
Batt Chief	-2.50%	-5.99%

The City is offering a competitive level of add pay / certification pay for
Police and Fire

SURVEY FINDINGS – POLICE AND FIRE EXCLUDING HIGHLAND PARK

Police		
<u>Rank</u>	<u>Entry</u>	<u>Top</u>
Officer	-2.07%	-5.10%
Sergeant	-11.14%	-7.85%
Lieutenant	-4.43%	-8.52%
Captain	-14.67%	.11%

Fire		
<u>Rank</u>	<u>Entry</u>	<u>Top</u>
FF/Medic	-3.07%	.62%
Driver/Engineer	2.32%	-5.62%
Captain	-1.94%	-5.21%
Batt Chief	-1.99%	-5.42%

The City is offering a competitive level of add pay / certification pay for
Police and Fire

APPLYING RESULTS / RECOMMENDATIONS

- Where do we want to be in the market?
- What corrections are needed to salaries? And to salary structures?

APPLYING RESULTS / RECOMMENDATIONS

- We recommend the City adopt a pay philosophy to be at market average of the comparator cities in order to attract and retain the quality staff expected by those receiving services.
- We recommend the City adopt a new civilian pay table that provides 14 steps, intended to be administered based on performance, and allows for regular survey updating to remain market competitive.

APPLYING RESULTS

Civilian:

- To be at market average, PSPC recommends a 3% adjustment to salaries and adoption of a new grade and step pay table. Those already above market average may be eligible for a one-time lump sum. Proposed table has consistent 3% steps to be administered using future pay for performance.

Police and Fire:

- To be at market average, PSPC recommends a 5% adjustment to the Safety pay scale, create an additional step for Sergeant and Lieutenant.

For FY2020:

- The plan does not allow for additional step increases for existing employees.

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14
5	\$29,856	\$30,751	\$31,674	\$32,624	\$33,603	\$34,611	\$35,649	\$36,719	\$37,820	\$38,955	\$40,124	\$41,327	\$42,567	\$43,844
6	\$31,348	\$32,289	\$33,258	\$34,255	\$35,283	\$36,341	\$37,432	\$38,555	\$39,711	\$40,903	\$42,130	\$43,394	\$44,695	\$46,036
7	\$32,916	\$33,903	\$34,920	\$35,968	\$37,047	\$38,159	\$39,303	\$40,482	\$41,697	\$42,948	\$44,236	\$45,563	\$46,930	\$48,338
8	\$34,562	\$35,599	\$36,666	\$37,766	\$38,899	\$40,066	\$41,268	\$42,506	\$43,782	\$45,095	\$46,448	\$47,841	\$49,277	\$50,755
9	\$36,290	\$37,378	\$38,500	\$39,655	\$40,844	\$42,070	\$43,332	\$44,632	\$45,971	\$47,350	\$48,770	\$50,233	\$51,740	\$53,293
10	\$38,104	\$39,247	\$40,425	\$41,638	\$42,887	\$44,173	\$45,498	\$46,863	\$48,269	\$49,717	\$51,209	\$52,745	\$54,328	\$55,957
11	\$40,009	\$41,210	\$42,446	\$43,719	\$45,031	\$46,382	\$47,773	\$49,207	\$50,683	\$52,203	\$53,769	\$55,382	\$57,044	\$58,755
12	\$42,010	\$43,270	\$44,568	\$45,905	\$47,283	\$48,701	\$50,162	\$51,667	\$53,217	\$54,813	\$56,458	\$58,152	\$59,896	\$61,693
13	\$44,110	\$45,434	\$46,797	\$48,201	\$49,647	\$51,136	\$52,670	\$54,250	\$55,878	\$57,554	\$59,281	\$61,059	\$62,891	\$64,778
14	\$46,316	\$47,705	\$49,137	\$50,611	\$52,129	\$53,693	\$55,304	\$56,963	\$58,672	\$60,432	\$62,245	\$64,112	\$66,035	\$68,016
15	\$48,632	\$50,091	\$51,593	\$53,141	\$54,735	\$56,377	\$58,069	\$59,811	\$61,605	\$63,453	\$65,357	\$67,318	\$69,337	\$71,417
16	\$51,063	\$52,595	\$54,173	\$55,798	\$57,472	\$59,196	\$60,972	\$62,801	\$64,685	\$66,626	\$68,625	\$70,684	\$72,804	\$74,988
17	\$53,616	\$55,225	\$56,882	\$58,588	\$60,346	\$62,156	\$64,021	\$65,941	\$67,920	\$69,957	\$72,056	\$74,218	\$76,444	\$78,738
18	\$56,297	\$57,986	\$59,726	\$61,518	\$63,363	\$65,264	\$67,222	\$69,239	\$71,316	\$73,455	\$75,659	\$77,929	\$80,266	\$82,674
19	\$59,112	\$60,886	\$62,712	\$64,593	\$66,531	\$68,527	\$70,583	\$72,701	\$74,882	\$77,128	\$79,442	\$81,825	\$84,280	\$86,808
20	\$62,068	\$63,930	\$65,848	\$67,823	\$69,858	\$71,954	\$74,112	\$76,336	\$78,626	\$80,984	\$83,414	\$85,916	\$88,494	\$91,149
21	\$65,171	\$67,126	\$69,140	\$71,214	\$73,351	\$75,551	\$77,818	\$80,152	\$82,557	\$85,034	\$87,585	\$90,212	\$92,918	\$95,706
22	\$68,430	\$70,483	\$72,597	\$74,775	\$77,018	\$79,329	\$81,709	\$84,160	\$86,685	\$89,285	\$91,964	\$94,723	\$97,564	\$100,491
23	\$71,851	\$74,007	\$76,227	\$78,514	\$80,869	\$83,295	\$85,794	\$88,368	\$91,019	\$93,750	\$96,562	\$99,459	\$102,443	\$105,516
24	\$75,444	\$77,707	\$80,038	\$82,439	\$84,913	\$87,460	\$90,084	\$92,786	\$95,570	\$98,437	\$101,390	\$104,432	\$107,565	\$110,792
25	\$79,216	\$81,592	\$84,040	\$86,561	\$89,158	\$91,833	\$94,588	\$97,426	\$100,348	\$103,359	\$106,460	\$109,653	\$112,943	\$116,331
26	\$83,177	\$85,672	\$88,242	\$90,889	\$93,616	\$96,425	\$99,317	\$102,297	\$105,366	\$108,527	\$111,783	\$115,136	\$118,590	\$122,148
27	\$87,336	\$89,956	\$92,654	\$95,434	\$98,297	\$101,246	\$104,283	\$107,412	\$110,634	\$113,953	\$117,372	\$120,893	\$124,520	\$128,255
28	\$91,702	\$94,453	\$97,287	\$100,206	\$103,212	\$106,308	\$109,497	\$112,782	\$116,166	\$119,651	\$123,240	\$126,938	\$130,746	\$134,668
29	\$96,287	\$99,176	\$102,151	\$105,216	\$108,372	\$111,624	\$114,972	\$118,421	\$121,974	\$125,633	\$129,402	\$133,284	\$137,283	\$141,401
30	\$101,102	\$104,135	\$107,259	\$110,477	\$113,791	\$117,205	\$120,721	\$124,343	\$128,073	\$131,915	\$135,872	\$139,949	\$144,147	\$148,471
⋮														

PSPC DRAFT PROPOSED						
POLICE DEPARTMENT						
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
POLICE LIEUTENANT	\$106,492	\$111,826	\$117,417			
POLICE SERGEANT	\$88,674	\$94,913	\$99,658	\$104,641		
POLICE OFFICER	\$66,168	\$69,476	\$72,950	\$76,598	\$80,428	\$84,449
POLICE RECRUIT	\$59,916	\$62,911				
FIRE DEPARTMENT						
	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6
FIRE BATTALION CHIEF/FIRE MARSHAL	\$115,542	\$119,009	\$122,579			
FIRE CAPTAIN	\$101,768	\$104,821	\$107,966			
ASST. FIRE MARSHAL	\$95,898	\$98,775				
FIRE LIEUTENANT						
FIRE DRIVER/ENGINEER	\$87,002	\$89,613				
FIREFIGHTER	\$63,047	\$66,200	\$69,511	\$72,987	\$76,635	\$80,468
FIREFIGHTER RECRUIT	\$57,712					

ADDITIONAL NOTES

- 98 employees are “topped out” on step 10 of current plan.
- 49 employees will be at the new step 14, with 19 falling above step 14.
- Current step and grade table has inconsistent distances between each step and each grade; proposed table provides consistent 3% steps and 5% between each pay grade.
- Additional step proposed to top of some public safety ranks to be within 5% of market (entry may have been more competitive than top out)

APPLYING RESULTS

Civilian (\$550,000 plus benefits to be “average”):

- 3% adjustment to salaries: \$380,000 plus benefits
- Placement on to new grade and step table: \$170,000 plus benefits
- Police and Fire (\$270,000 plus benefits to be “average”):
- 5% adjustment to the Safety pay scale
- Plus employees remain step-increase eligible on anniversary date.

QUESTIONS?

- Discussion...

PUBLIC SECTOR PERSONNEL CONSULTANTS

8/20/2019

