



Compensation Study

City of Saginaw, TX



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Agenda

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 - *Market Study*
 - *Pay Plan Development*
 - *Implementation*
- Recommendations

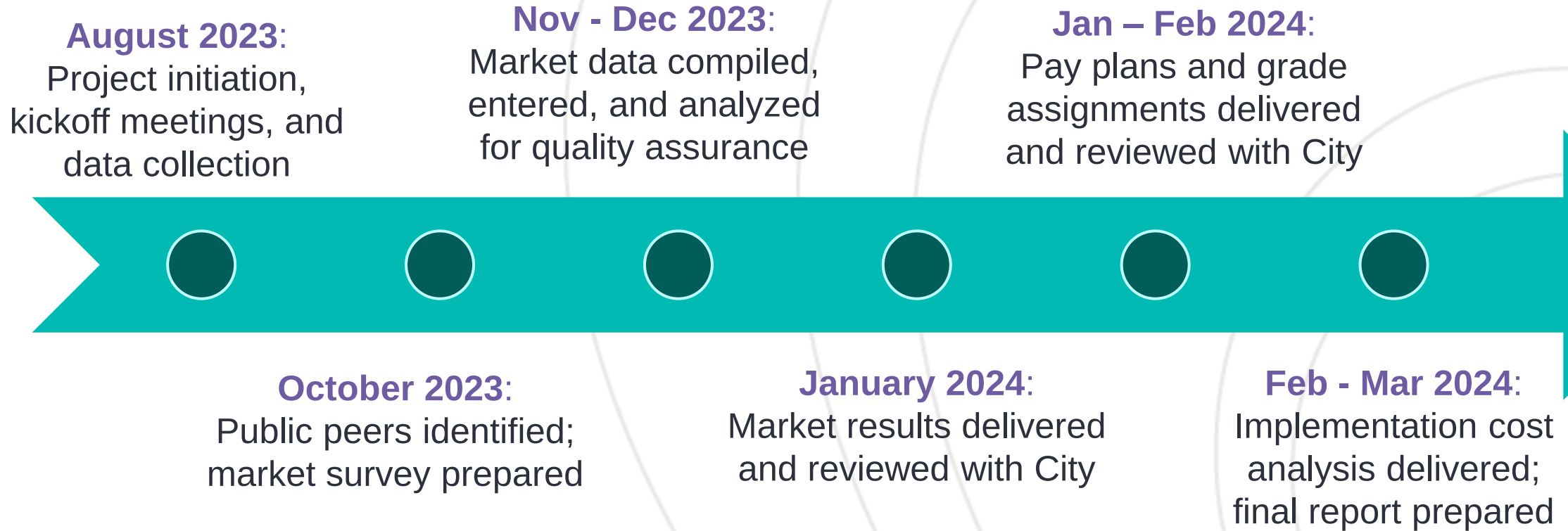


Project Overview

- **Project Initiation:** project planning and initial data collection to setup the project.
- **Market Assessment:** collection of base pay information from public peer organizations and published sources.
- **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.
- **Project Completion:** final report, presentation, project documentation delivery.



Project Timeline



Project Initiation

- **Data Collection:** We collected the following information from the city = job descriptions, pay plans, personnel policies, compensation philosophy resolution, and department head questionnaires.
- **Department Head Questionnaires:** For each department to provide insight into pain points in their area with regards to unique roles/services, atypical experience or certifications, unusual turnover, recruitment issues, and input on public peers (organizations they lose employees to or gain them from).
- **Leadership Communication:** To introduce ourselves and our process to department heads, to answer questions, and talk through next steps.

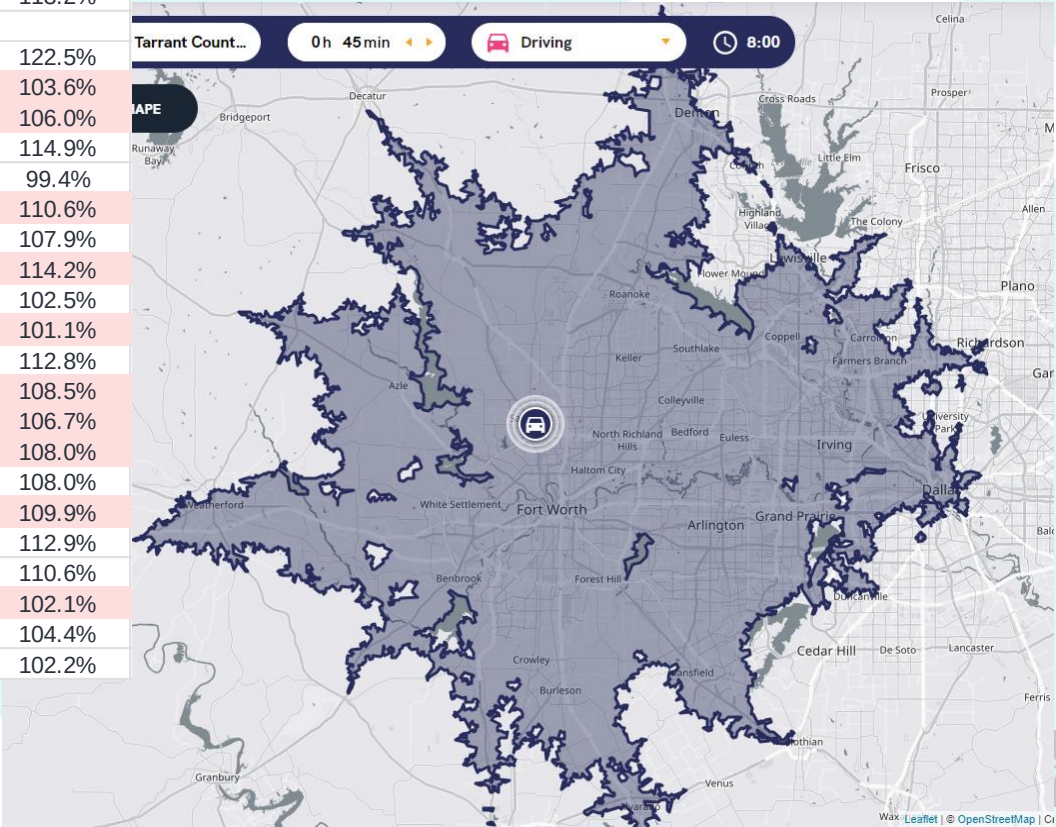
Market Assessment: Peer Organizations

- **Peer Organizations (10)** = public peer organizations that are similar in size (revenue, population, or number of employees), services provided, geographic proximity, industry, competition for talent, etc.
- **Published Salary Data (3)** = data from published sources included as a 'private sector' match (BLS, Comp Analyst, and ERI)
- **Benchmark Positions (84)** = a job that is commonly found in the workforce and is likely to match with analogous positions in other organizations.
- **Data Adjustments** = work week, aging data if not in the current fiscal year, and cost of labor differentials. *Not the same as cost of living.*
- **Quality Control**
 - Market data is not weighted; no peer's data is given preference over another.
 - A 75% overlap in duties/responsibilities is considered a "good" match
 - Required 4 matches per benchmark position to determine market values

Phase 2

Market Assessment: Peer Research

Peer Organization	County	DDQ	Population	Area (square km)	Cost of Labor Avg. Base = 75k	% Difference Saginaw = 100.2%	75k Equivalent	Cost of Living
 Saginaw, Texas	Tarrant County		23,890	20	100.2%	0	\$ 75,000	
 Arlington, Texas	Tarrant County	2	394,266	258	99.8%	0.40%	\$ 74,851	105.8%
 Azle, Texas	Tarrant County		13,369	23	100.8%	-0.60%	\$ 75,587	98.5%
 Bedford, Texas	Tarrant County	1	49,928	26	100.2%	0.00%	\$ 75,132	108.8%
 Benbrook, Texas	Tarrant County		24,520	29	99.8%	0.40%	\$ 74,844	107.4%
 Burleson, Texas	Johnson County	1	47,641	68	99.8%	0.40%	\$ 74,820	101.6%
 Colleyville, Texas	Tarrant County	1	26,057	34	100.1%	0.10%	\$ 75,067	114.0%
 Coppell, Texas	Dallas County		42,983	38	104.6%	-4.40%	\$ 78,427	113.2%
 Crowley, Texas	Tarrant County		18,070	19	100.2%	0.00%		
 Dallas	Denton County	2	1,304,379	997	105.4%	-5.20%	\$ 79,049	122.5%
 Denton, Texas	Denton County	3	139,869	246	103.6%	-3.40%	\$ 77,705	103.6%
 Euless, Texas	Tarrant County	3	61,032	42	99.8%	0.40%	\$ 75,879	106.0%
 Farmers Branch, Texas	Dallas County		35,991	31	104.5%	-4.30%	\$ 78,347	114.9%
 Forest Hill, Texas	Tarrant County		13,955	11	99.8%	0.40%	\$ 75,850	99.4%
 Fort Worth, Texas	Tarrant County	3	918,915	917	100.1%	0.10%	\$ 75,094	110.6%
 Grand Prairie, Texas	Tarrant County	2	196,100	210	104.6%	-4.40%	\$ 78,414	107.9%
 Grapevine, Texas	Tarrant County	2	50,631	92	99.8%	0.40%	\$ 74,881	114.2%
 Haltom City, Texas	Tarrant County	1	46,073	32	99.9%	0.30%	\$ 74,959	102.5%
 Hurst, Texas	Tarrant County	3	40,413	26	99.7%	0.50%	\$ 74,806	101.1%
 Irving, Texas	Dallas County		256,684	176	104.6%	-4.40%	\$ 78,456	112.8%
 Keller, Texas	Tarrant County		45,776	48	100.0%	0.20%	\$ 75,008	108.5%
 Lewisville, Texas	Denton County	1	111,822	111	103.8%	-3.60%	\$ 77,832	106.7%
 Mansfield, Texas	Tarrant County	3	72,602	95	100.0%	0.20%	\$ 75,030	108.0%
 North Richland Hills, Texas	Tarrant County	1	69,917	47	99.9%	0.30%	\$ 75,894	108.0%
 Roanoke, Texas	Denton County		9,665	18	103.7%	-3.50%	\$ 77,745	109.9%
 Southlake, Texas	Tarrant County		31,265	58	100.1%	0.10%	\$ 75,067	112.9%
 Tarrant County, Texas	Tarrant County	1	2,110,640	2,324	100.1%	0.10%	\$ 75,094	110.6%
 Watauga, Texas	Tarrant County	2	23,650	11	100.2%	0.00%	\$ 75,126	102.1%
 Weatherford, Texas	Parker County		30,854	72	99.8%	0.40%	\$ 77,841	104.4%
 White Settlement, Texas	Tarrant County	1	18,269	13	99.8%	0.40%	\$ 74,834	102.2%



Market Assessment: Peer Organizations

- The City identified 10 public peer organizations to be included in the study.
- Data was collected or compiled from all 10 peers
- Data from **3 published surveys** included to represent the “private sector”

1. Denton, Texas
2. Euless, Texas
3. Fort Worth, Texas
4. Grapevine, Texas
5. Hurst, Texas
6. Keller, Texas
7. Lewisville, Texas

8. Mansfield, Texas
9. Roanoke, Texas
10. Watauga, Texas
- 11. Bureau of Labor Statistics**
- 12. Comp Analyst**
- 13. Economic Research Institute**

Market Assessment: Cost of Labor Differentials

- Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.
- Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).
- The 'GeoDiff%' column reflects the adjustment that was applied to that peer's data. A negative figure means the cost of labor in that peer's location is higher than in Saginaw and that peer's data was adjusted down by that amount.

Date Pulled	Client Name	Location	Geo Adjust	Avg Base
11.02.2023	Saginaw, Texas	Saginaw, Texas	100.1	74,391
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	Denton, Texas	Denton, Texas	103.6	-3.5%
2	Euless, Texas	Euless, Texas	99.9	0.2%
3	Fort Worth, Texas	Fort Worth, Texas	100.2	-0.1%
4	Grapevine, Texas	Grapevine, Texas	99.9	0.2%
5	Hurst, Texas	Hurst, Texas	99.8	0.3%
6	Keller, Texas	Keller, Texas	100.1	0.0%
7	Lewisville, Texas	Lewisville, Texas	103.8	-3.7%
8	Mansfield, Texas	Mansfield, Texas	100.1	0.0%
9	Roanoke, Texas	Roanoke, Texas	103.7	-3.6%
10	Watauga, Texas	Watauga, Texas	100.2	-0.1%
11	BLS	Texas - State Average	98.2	1.9%
12	Comp Analyst	US Average	100.0	0.1%
13	ERI	Texas - State Average	98.2	1.9%

Cost of labor figures are collected from Economic Research Institute and updated quarterly.

Market Assessments: Results

- In total 84 positions were included in the market survey as benchmark positions. Of those, 1 had insufficient data (less than 4 matches).
- There were 8.53 matches per benchmark on average.
- Reports prepared:
 - Aggregate results showing market average minimum, midpoint, and maximums
 - Comparison of existing midpoints vs. market average midpoints. This includes a 5% above and 5% below market scenario.
 - Comparison of full existing range to market ranges.
- Saginaw vs. 'the market'
 - Minimums are 4.4% below market average minimums, on average
 - Midpoints are 13.2% below market average midpoints, on average
 - Maximums are 19.3% below market average maximums, on average

Average Minimum ▾	+ / (-) Mkt ▾	Average Midpoint ▾	+ / (-) Mkt ▾	Average Maximum ▾	+ / (-) Mkt ▾
AVERAGE	▲ 4.4%	AVERAGE	▲ 13.2%	AVERAGE	▲ 19.3%

Phase 3

Pay Plan Development: Current Pay Plan

- Step plan
- 34 grades, numbered 17 to 50
- 5% between grades
- 9 steps, 3% between steps
- Overall, about 26.68% spread
- Step 4 is mathematical midpoint
- Starting midpoint = \$45,065

FY23-24	Minimum	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Range Spread	Step Diff	Mid Diff
Grade 17	\$ 40,040	\$ 41,241	\$ 42,478	\$ 43,753	\$ 45,065	\$ 46,417	\$ 47,810	\$ 49,244	\$ 50,721	26.68%	3.00%	
Grade 18	\$ 41,165	\$ 42,400	\$ 43,672	\$ 44,982	\$ 46,332	\$ 47,722	\$ 49,153	\$ 50,628	\$ 52,147	26.68%	3.00%	2.81%
Grade 19	\$ 43,223	\$ 44,520	\$ 45,856	\$ 47,231	\$ 48,648	\$ 50,108	\$ 51,611	\$ 53,159	\$ 54,754	26.68%	3.00%	5.00%
Grade 20	\$ 45,385	\$ 46,746	\$ 48,149	\$ 49,593	\$ 51,081	\$ 52,614	\$ 54,192	\$ 55,818	\$ 57,492	26.68%	3.00%	5.00%
Grade 21	\$ 47,654	\$ 49,083	\$ 50,556	\$ 52,072	\$ 53,635	\$ 55,244	\$ 56,901	\$ 58,608	\$ 60,366	26.68%	3.00%	5.00%
Grade 22	\$ 50,037	\$ 51,538	\$ 53,084	\$ 54,676	\$ 56,317	\$ 58,006	\$ 59,746	\$ 61,539	\$ 63,385	26.68%	3.00%	5.00%
Grade 23	\$ 52,538	\$ 54,114	\$ 55,737	\$ 57,409	\$ 59,132	\$ 60,905	\$ 62,733	\$ 64,615	\$ 66,553	26.68%	3.00%	5.00%
Grade 24	\$ 55,165	\$ 56,820	\$ 58,524	\$ 60,280	\$ 62,088	\$ 63,951	\$ 65,869	\$ 67,846	\$ 69,881	26.68%	3.00%	5.00%
Grade 25	\$ 57,923	\$ 59,660	\$ 61,450	\$ 63,294	\$ 65,192	\$ 67,148	\$ 69,163	\$ 71,238	\$ 73,375	26.68%	3.00%	5.00%
Grade 26	\$ 60,820	\$ 62,644	\$ 64,524	\$ 66,460	\$ 68,453	\$ 70,507	\$ 72,622	\$ 74,801	\$ 77,045	26.68%	3.00%	5.00%
Grade 27	\$ 63,860	\$ 65,776	\$ 67,749	\$ 69,782	\$ 71,875	\$ 74,031	\$ 76,252	\$ 78,540	\$ 80,896	26.68%	3.00%	5.00%
Grade 28	\$ 67,052	\$ 69,064	\$ 71,136	\$ 73,270	\$ 75,468	\$ 77,732	\$ 80,064	\$ 82,466	\$ 84,940	26.68%	3.00%	5.00%
Grade 29	\$ 70,406	\$ 72,518	\$ 74,693	\$ 76,934	\$ 79,242	\$ 81,619	\$ 84,068	\$ 86,590	\$ 89,188	26.68%	3.00%	5.00%
Grade 30	\$ 73,927	\$ 76,144	\$ 78,429	\$ 80,782	\$ 83,205	\$ 85,701	\$ 88,272	\$ 90,920	\$ 93,648	26.68%	3.00%	5.00%
Grade 31	\$ 77,623	\$ 79,951	\$ 82,350	\$ 84,820	\$ 87,365	\$ 89,986	\$ 92,685	\$ 95,466	\$ 98,330	26.68%	3.00%	5.00%
Grade 32	\$ 81,504	\$ 83,949	\$ 86,468	\$ 89,062	\$ 91,734	\$ 94,486	\$ 97,320	\$ 100,240	\$ 103,247	26.68%	3.00%	5.00%
Grade 33	\$ 85,579	\$ 88,146	\$ 90,791	\$ 93,514	\$ 96,320	\$ 99,209	\$ 102,186	\$ 105,251	\$ 108,409	26.68%	3.00%	5.00%
Grade 34	\$ 89,858	\$ 92,554	\$ 95,330	\$ 98,190	\$ 101,136	\$ 104,170	\$ 107,295	\$ 110,514	\$ 113,829	26.68%	3.00%	5.00%
Grade 35	\$ 94,350	\$ 97,181	\$ 100,096	\$ 103,099	\$ 106,192	\$ 109,378	\$ 112,659	\$ 116,039	\$ 119,520	26.68%	3.00%	5.00%
Grade 36	\$ 99,069	\$ 102,041	\$ 105,102	\$ 108,255	\$ 111,503	\$ 114,848	\$ 118,293	\$ 121,842	\$ 125,497	26.68%	3.00%	5.00%
Grade 37	\$ 104,022	\$ 107,142	\$ 110,357	\$ 113,667	\$ 117,077	\$ 120,590	\$ 124,207	\$ 127,934	\$ 131,772	26.68%	3.00%	5.00%
Grade 38	\$ 109,222	\$ 112,499	\$ 115,874	\$ 119,350	\$ 122,931	\$ 126,619	\$ 130,417	\$ 134,330	\$ 138,360	26.68%	3.00%	5.00%
Grade 39	\$ 114,684	\$ 118,124	\$ 121,668	\$ 125,318	\$ 129,077	\$ 132,950	\$ 136,938	\$ 141,046	\$ 145,278	26.68%	3.00%	5.00%
Grade 40	\$ 120,419	\$ 124,031	\$ 127,752	\$ 131,585	\$ 135,532	\$ 139,598	\$ 143,786	\$ 148,100	\$ 152,543	26.68%	3.00%	5.00%
Grade 41	\$ 126,439	\$ 130,232	\$ 134,139	\$ 138,164	\$ 142,308	\$ 146,578	\$ 150,975	\$ 155,504	\$ 160,169	26.68%	3.00%	5.00%
Grade 42	\$ 132,761	\$ 136,744	\$ 140,846	\$ 145,072	\$ 149,424	\$ 153,906	\$ 158,524	\$ 163,279	\$ 168,178	26.68%	3.00%	5.00%
Grade 43	\$ 139,399	\$ 143,581	\$ 147,889	\$ 152,325	\$ 156,895	\$ 161,602	\$ 166,450	\$ 171,443	\$ 176,587	26.68%	3.00%	5.00%
Grade 44	\$ 146,369	\$ 150,760	\$ 155,283	\$ 159,941	\$ 164,739	\$ 169,682	\$ 174,772	\$ 180,015	\$ 185,416	26.68%	3.00%	5.00%
Grade 45	\$ 153,587	\$ 158,195	\$ 162,941	\$ 167,829	\$ 172,864	\$ 178,049	\$ 183,391	\$ 188,893	\$ 194,559	26.68%	3.00%	4.93%
Grade 46	\$ 161,372	\$ 166,213	\$ 171,199	\$ 176,335	\$ 181,625	\$ 187,074	\$ 192,686	\$ 198,467	\$ 204,421	26.68%	3.00%	5.07%
Grade 47	\$ 169,440	\$ 174,523	\$ 179,759	\$ 185,152	\$ 190,706	\$ 196,427	\$ 202,320	\$ 208,390	\$ 214,641	26.68%	3.00%	5.00%
Grade 48	\$ 177,913	\$ 183,250	\$ 188,748	\$ 194,410	\$ 200,242	\$ 206,250	\$ 212,437	\$ 218,810	\$ 225,374	26.68%	3.00%	5.00%
Grade 49	\$ 186,808	\$ 192,412	\$ 198,185	\$ 204,130	\$ 210,254	\$ 216,562	\$ 223,058	\$ 229,750	\$ 236,643	26.68%	3.00%	5.00%
Grade 50	\$ 196,148	\$ 202,033	\$ 208,094	\$ 214,337	\$ 220,767	\$ 227,390	\$ 234,212	\$ 241,238	\$ 248,475	26.68%	3.00%	5.00%

Pay Plan Development: New Pay Plan

- Step plan
- 36 grades, 100 to 135
- 5% between grades
- 9 steps, A to I
- 3% between steps
- Overall, about 26.7% spread
- Step E is midpoint
- Starting midpoint = \$45,065
- Midpoint is aligned to 100% of the market

Grade	A	B	C	D	E	F	G	H	I	Range Spread	Mid Diff	Step Diff
100	\$40,160	\$41,364	\$42,605	\$43,883	\$45,200	\$46,556	\$47,953	\$49,391	\$50,873	27%		3.00%
101	\$42,168	\$43,433	\$44,736	\$46,078	\$47,460	\$48,884	\$50,350	\$51,861	\$53,417	27%	5.00%	3.00%
102	\$44,276	\$45,604	\$46,972	\$48,382	\$49,833	\$51,328	\$52,868	\$54,454	\$56,087	27%	5.00%	3.00%
103	\$46,490	\$47,885	\$49,321	\$50,801	\$52,325	\$53,895	\$55,512	\$57,177	\$58,892	27%	5.00%	3.00%
104	\$48,814	\$50,279	\$51,787	\$53,341	\$54,941	\$56,589	\$58,287	\$60,036	\$61,837	27%	5.00%	3.00%
105	\$51,255	\$52,793	\$54,376	\$56,008	\$57,688	\$59,419	\$61,201	\$63,037	\$64,928	27%	5.00%	3.00%
106	\$53,817	\$55,432	\$57,095	\$58,808	\$60,572	\$62,389	\$64,261	\$66,189	\$68,174	27%	5.00%	3.00%
107	\$56,509	\$58,204	\$59,950	\$61,749	\$63,601	\$65,509	\$67,474	\$69,499	\$71,583	27%	5.00%	3.00%
108	\$59,334	\$61,114	\$62,947	\$64,836	\$66,781	\$68,784	\$70,848	\$72,973	\$75,163	27%	5.00%	3.00%
109	\$62,301	\$64,170	\$66,095	\$68,078	\$70,120	\$72,224	\$74,390	\$76,622	\$78,921	27%	5.00%	3.00%
110	\$65,416	\$67,378	\$69,400	\$71,482	\$73,626	\$75,835	\$78,110	\$80,453	\$82,867	27%	5.00%	3.00%
111	\$68,686	\$70,747	\$72,869	\$75,055	\$77,307	\$79,626	\$82,015	\$84,475	\$87,010	27%	5.00%	3.00%
112	\$72,120	\$74,284	\$76,512	\$78,808	\$81,172	\$83,607	\$86,115	\$88,699	\$91,360	27%	5.00%	3.00%
113	\$75,727	\$77,998	\$80,338	\$82,749	\$85,231	\$87,788	\$90,422	\$93,134	\$95,928	27%	5.00%	3.00%
114	\$79,513	\$81,899	\$84,356	\$86,886	\$89,493	\$92,178	\$94,943	\$97,791	\$100,725	27%	5.00%	3.00%
115	\$83,489	\$85,994	\$88,574	\$91,231	\$93,968	\$96,787	\$99,691	\$102,681	\$105,762	27%	5.00%	3.00%
116	\$87,663	\$90,293	\$93,002	\$95,792	\$98,666	\$101,626	\$104,675	\$107,815	\$111,049	27%	5.00%	3.00%
117	\$92,046	\$94,808	\$97,652	\$100,582	\$103,599	\$106,707	\$109,908	\$113,205	\$116,602	27%	5.00%	3.00%
118	\$96,649	\$99,548	\$102,535	\$105,611	\$108,779	\$112,042	\$115,404	\$118,866	\$122,432	27%	5.00%	3.00%
119	\$101,481	\$104,526	\$107,661	\$110,891	\$114,218	\$117,645	\$121,174	\$124,809	\$128,553	27%	5.00%	3.00%
120	\$106,555	\$109,752	\$113,045	\$116,436	\$119,929	\$123,527	\$127,233	\$131,050	\$134,981	27%	5.00%	3.00%
121	\$111,883	\$115,239	\$118,696	\$122,257	\$125,925	\$129,703	\$133,594	\$137,602	\$141,730	27%	5.00%	3.00%
122	\$117,477	\$121,001	\$124,631	\$128,370	\$132,221	\$136,188	\$140,273	\$144,481	\$148,816	27%	5.00%	3.00%
123	\$123,350	\$127,051	\$130,862	\$134,788	\$138,832	\$142,997	\$147,287	\$151,705	\$156,257	27%	5.00%	3.00%
124	\$129,518	\$133,404	\$137,406	\$141,528	\$145,774	\$150,147	\$154,652	\$159,291	\$164,070	27%	5.00%	3.00%
125	\$135,994	\$140,074	\$144,277	\$148,605	\$153,063	\$157,655	\$162,385	\$167,256	\$172,274	27%	5.00%	3.00%
126	\$142,794	\$147,078	\$151,490	\$156,035	\$160,716	\$165,537	\$170,504	\$175,619	\$180,887	27%	5.00%	3.00%
127	\$149,934	\$154,432	\$159,065	\$163,837	\$168,752	\$173,815	\$179,029	\$184,400	\$189,932	27%	5.00%	3.00%
128	\$157,431	\$162,154	\$167,019	\$172,029	\$177,190	\$182,506	\$187,981	\$193,620	\$199,429	27%	5.00%	3.00%
129	\$165,303	\$170,262	\$175,370	\$180,631	\$186,050	\$191,632	\$197,380	\$203,302	\$209,401	27%	5.00%	3.00%
130	\$173,569	\$178,776	\$184,139	\$189,663	\$195,353	\$201,214	\$207,250	\$213,467	\$219,872	27%	5.00%	3.00%
131	\$182,247	\$187,715	\$193,346	\$199,147	\$205,121	\$211,275	\$217,613	\$224,141	\$230,865	27%	5.00%	3.00%
132	\$191,360	\$197,100	\$203,013	\$209,104	\$215,377	\$221,838	\$228,493	\$235,348	\$242,409	27%	5.00%	3.00%
133	\$200,928	\$206,956	\$213,164	\$219,559	\$226,146	\$232,930	\$239,918	\$247,116	\$254,529	27%	5.00%	3.00%
134	\$210,974	\$217,303	\$223,822	\$230,537	\$237,453	\$244,577	\$251,914	\$259,471	\$267,255	27%	5.00%	3.00%
135	\$221,523	\$228,169	\$235,014	\$242,064	\$249,326	\$256,806	\$264,510	\$272,445	\$280,619	27%	5.00%	3.00%

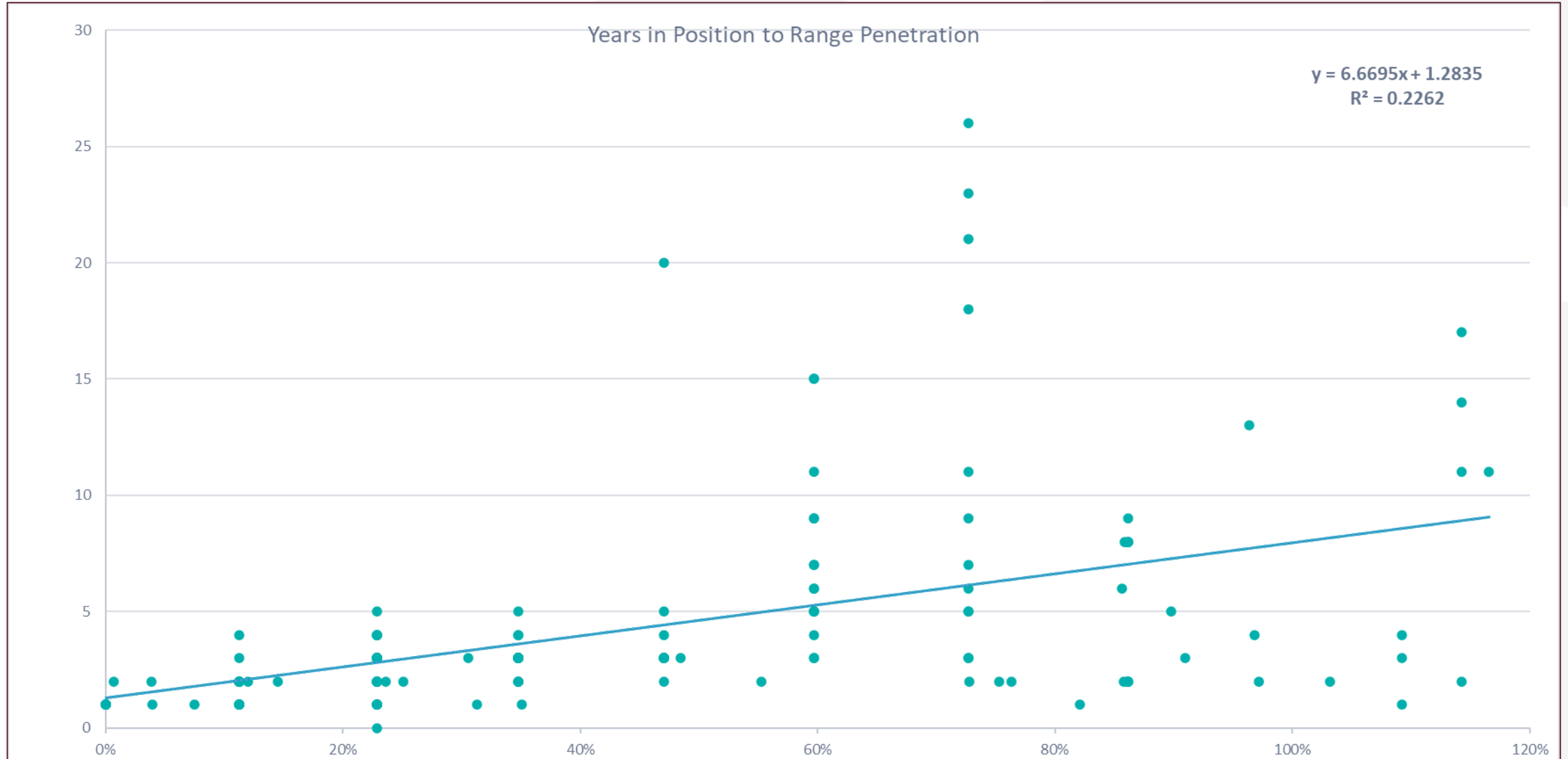
Phase 3

Pay Plan Development: New Pay Plan Explained

- The City's current pay plan is lagging the market and the shift needed to get back into a competitive position was the focus.
- Therefore, we decided to keep the same number of steps and distance between grades and steps to limit disruption.
- However, this still is a NEW pay plan. The numbering of grades and steps are intentionally different = previous grade assignments are do not necessarily translate.
- Midpoint is aligned to 100% of the market

Grade	A	B	C	D	E	F	G	H	I	Range Spread	Mid Diff	Step Diff
100	\$40,160	\$41,364	\$42,605	\$43,883	\$45,200	\$46,556	\$47,953	\$49,391	\$50,873	27%		3.00%
101	\$42,168	\$43,433	\$44,736	\$46,078	\$47,460	\$48,884	\$50,350	\$51,861	\$53,417	27%	5.00%	3.00%
102	\$44,276	\$45,604	\$46,972	\$48,382	\$49,833	\$51,328	\$52,868	\$54,454	\$56,087	27%	5.00%	3.00%
103	\$46,490	\$47,885	\$49,321	\$50,801	\$52,325	\$53,895	\$55,512	\$57,177	\$58,892	27%	5.00%	3.00%
104	\$48,814	\$50,279	\$51,787	\$53,341	\$54,941	\$56,589	\$58,287	\$60,036	\$61,837	27%	5.00%	3.00%
105	\$51,255	\$52,793	\$54,376	\$56,008	\$57,688	\$59,419	\$61,201	\$63,037	\$64,928	27%	5.00%	3.00%
106	\$53,817	\$55,432	\$57,095	\$58,808	\$60,572	\$62,389	\$64,261	\$66,189	\$68,174	27%	5.00%	3.00%
107	\$56,509	\$58,204	\$59,950	\$61,749	\$63,601	\$65,509	\$67,474	\$69,499	\$71,583	27%	5.00%	3.00%
108	\$59,334	\$61,114	\$62,947	\$64,836	\$66,781	\$68,784	\$70,848	\$72,973	\$75,163	27%	5.00%	3.00%
109	\$62,301	\$64,170	\$66,095	\$68,078	\$70,120	\$72,224	\$74,390	\$76,622	\$78,921	27%	5.00%	3.00%
110	\$65,416	\$67,378	\$69,400	\$71,482	\$73,626	\$75,835	\$78,110	\$80,453	\$82,867	27%	5.00%	3.00%
111	\$68,686	\$70,747	\$72,869	\$75,055	\$77,307	\$79,626	\$82,015	\$84,475	\$87,010	27%	5.00%	3.00%
112	\$72,120	\$74,284	\$76,512	\$78,808	\$81,172	\$83,607	\$86,115	\$88,699	\$91,360	27%	5.00%	3.00%
113	\$75,727	\$77,998	\$80,338	\$82,749	\$85,231	\$87,788	\$90,422	\$93,134	\$95,928	27%	5.00%	3.00%
114	\$79,513	\$81,899	\$84,356	\$86,886	\$89,493	\$92,178	\$94,943	\$97,791	\$100,725	27%	5.00%	3.00%
115	\$83,489	\$85,994	\$88,574	\$91,231	\$93,968	\$96,787	\$99,691	\$102,681	\$105,762	27%	5.00%	3.00%
116	\$87,663	\$90,293	\$93,002	\$95,792	\$98,666	\$101,626	\$104,675	\$107,815	\$111,049	27%	5.00%	3.00%
117	\$92,046	\$94,808	\$97,652	\$100,582	\$103,599	\$106,707	\$109,908	\$113,205	\$116,602	27%	5.00%	3.00%
118	\$96,649	\$99,548	\$102,535	\$105,611	\$108,779	\$112,042	\$115,404	\$118,866	\$122,432	27%	5.00%	3.00%
119	\$101,481	\$104,526	\$107,661	\$110,891	\$114,218	\$117,645	\$121,174	\$124,809	\$128,553	27%	5.00%	3.00%
120	\$106,555	\$109,752	\$113,045	\$116,436	\$119,929	\$123,527	\$127,233	\$131,050	\$134,981	27%	5.00%	3.00%
121	\$111,883	\$115,239	\$118,696	\$122,257	\$125,925	\$129,703	\$133,594	\$137,602	\$141,730	27%	5.00%	3.00%
122	\$117,477	\$121,001	\$124,631	\$128,370	\$132,221	\$136,188	\$140,273	\$144,481	\$148,816	27%	5.00%	3.00%
123	\$123,350	\$127,051	\$130,862	\$134,788	\$138,832	\$142,997	\$147,287	\$151,705	\$156,257	27%	5.00%	3.00%
124	\$129,518	\$133,404	\$137,406	\$141,528	\$145,774	\$150,147	\$154,652	\$159,291	\$164,070	27%	5.00%	3.00%
125	\$135,994	\$140,074	\$144,277	\$148,605	\$153,063	\$157,655	\$162,385	\$167,256	\$172,274	27%	5.00%	3.00%
126	\$142,794	\$147,078	\$151,490	\$156,035	\$160,716	\$165,537	\$170,504	\$175,619	\$180,887	27%	5.00%	3.00%
127	\$149,934	\$154,432	\$159,065	\$163,837	\$168,752	\$173,815	\$179,029	\$184,400	\$189,932	27%	5.00%	3.00%
128	\$157,431	\$162,154	\$167,019	\$172,029	\$177,190	\$182,506	\$187,981	\$193,620	\$199,429	27%	5.00%	3.00%
129	\$165,303	\$170,262	\$175,370	\$180,631	\$186,050	\$191,632	\$197,380	\$203,302	\$209,401	27%	5.00%	3.00%
130	\$173,569	\$178,776	\$184,139	\$189,663	\$195,353	\$201,214	\$207,250	\$213,467	\$219,872	27%	5.00%	3.00%
131	\$182,247	\$187,715	\$193,346	\$199,147	\$205,121	\$211,275	\$217,613	\$224,141	\$230,865	27%	5.00%	3.00%
132	\$191,360	\$197,100	\$203,013	\$209,104	\$215,377	\$221,838	\$228,493	\$235,348	\$242,409	27%	5.00%	3.00%
133	\$200,928	\$206,956	\$213,164	\$219,559	\$226,146	\$232,930	\$239,918	\$247,116	\$254,529	27%	5.00%	3.00%
134	\$210,974	\$217,303	\$223,822	\$230,537	\$237,453	\$244,577	\$251,914	\$259,471	\$267,255	27%	5.00%	3.00%
135	\$221,523	\$228,169	\$235,014	\$242,064	\$249,326	\$256,806	\$264,510	\$272,445	\$280,619	27%	5.00%	3.00%

Pay Plan Development: Range Penetration



Pay Plan Development: Grade Assignments

Positions were classified to a grade with consideration to:

- **Existing equity**
 - current midpoints, grade groupings, career progression, supervisor-subordinate separation
- **External equity**
 - market average midpoints

The following information was NOT considered when assigning positions to a grade:

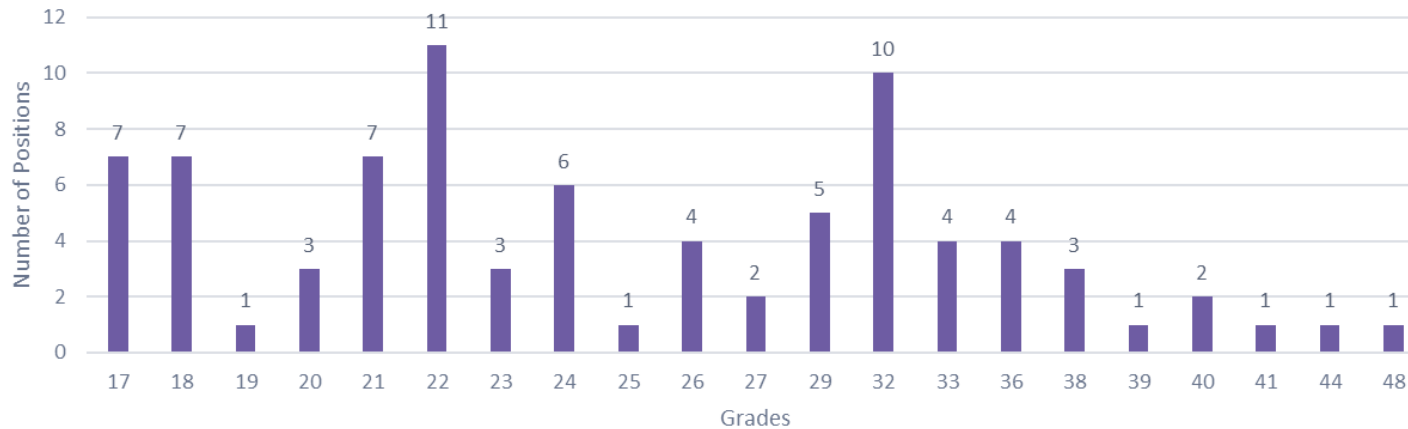
- The person in the position
- Performance
- Length of service
- Employee existing salary

		Market	Minimum	Midpoint	Maximum
Department	Project Title	Grade	A	E	I
Animal Services	Animal Shelter Tech	100	\$40,160	\$45,200	\$50,873
Library	Library Assistant - Adult Learning	100	\$40,160	\$45,200	\$50,873
Library	Library Assistant - Cataloging	100	\$40,160	\$45,200	\$50,873
Parks	Maintenance Worker - Parks	100	\$40,160	\$45,200	\$50,873
Public Services	Maintenance Worker - Drainage	100	\$40,160	\$45,200	\$50,873
Municipal Court	Court Clerk	101	\$42,168	\$47,460	\$53,417
Public Services	Maintenance Worker - Public Services	101	\$42,168	\$47,460	\$53,417
Water	Utility Billing Specialist	101	\$42,168	\$47,460	\$53,417
Water	Water/Wastewater Tech	101	\$42,168	\$47,460	\$53,417
Animal Services	Animal Services Officer	102	\$44,276	\$49,833	\$56,087
Fleet	Mechanic	102	\$44,276	\$49,833	\$56,087
Parks	Senior Maintenance Worker - Parks	102	\$44,276	\$49,833	\$56,087
Public Services	Senior Maintenance Worker - Drainage	102	\$44,276	\$49,833	\$56,087
Recreation	Recreation Services Coordinator	102	\$44,276	\$49,833	\$56,087
Water	Water/Wastewater Tech I	102	\$44,276	\$49,833	\$56,087

Phase 3

Pay Plan Development: Grade Assignments Comparison

Distribution of Current Grade Assignments

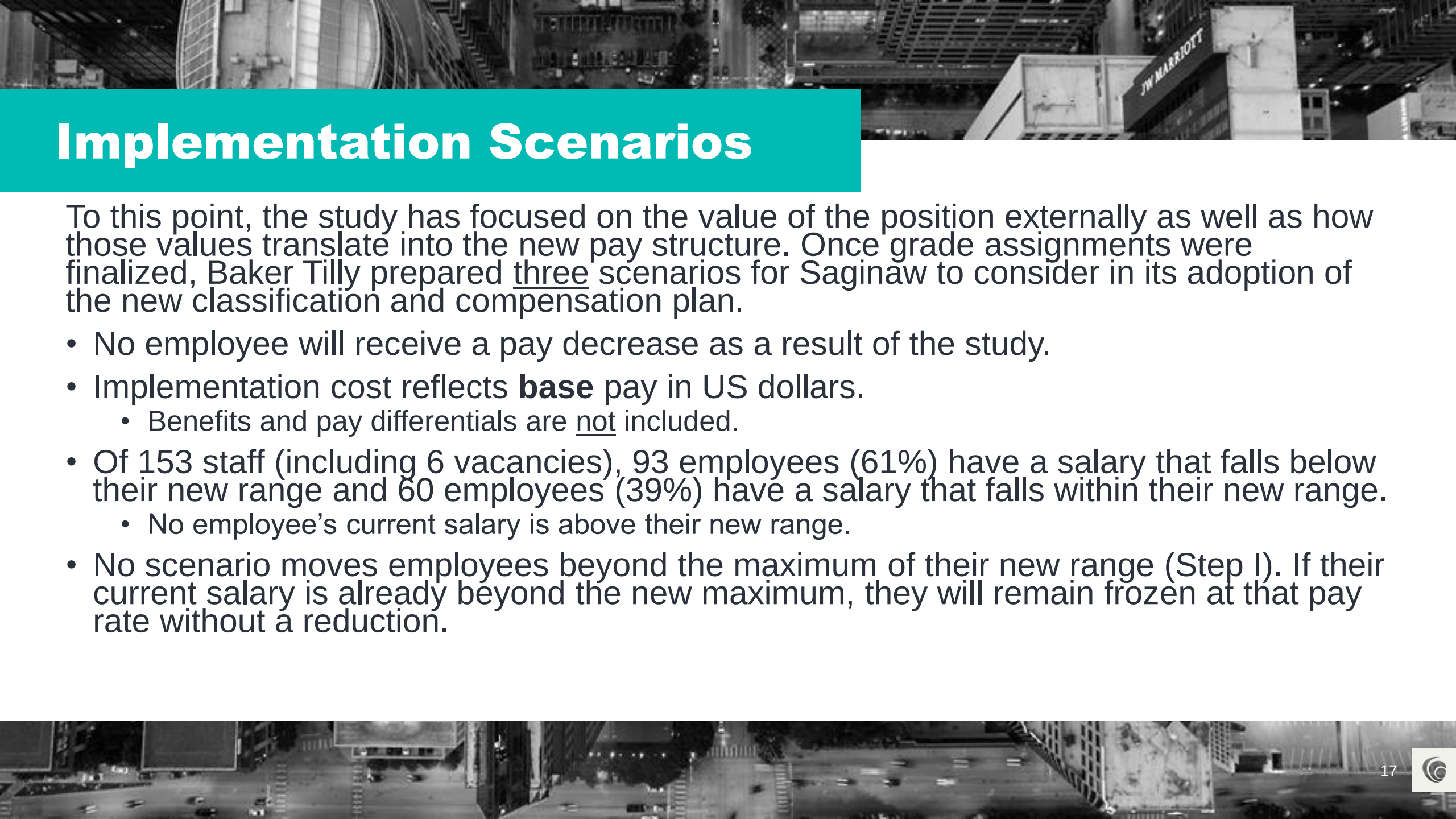


- 21 grades out of 34 are used
- 5 grades have 7+ positions assigned to them
- 19 grades have 0 or 1 position assigned to them

- 27 grades out of 36 are used
- No grades have more than 6 positions assigned.
- 15 grades have 0 or 1 position assigned to them
- Overall, positions are more spread out across the new plan

Distribution of Proposed Grade Assignments

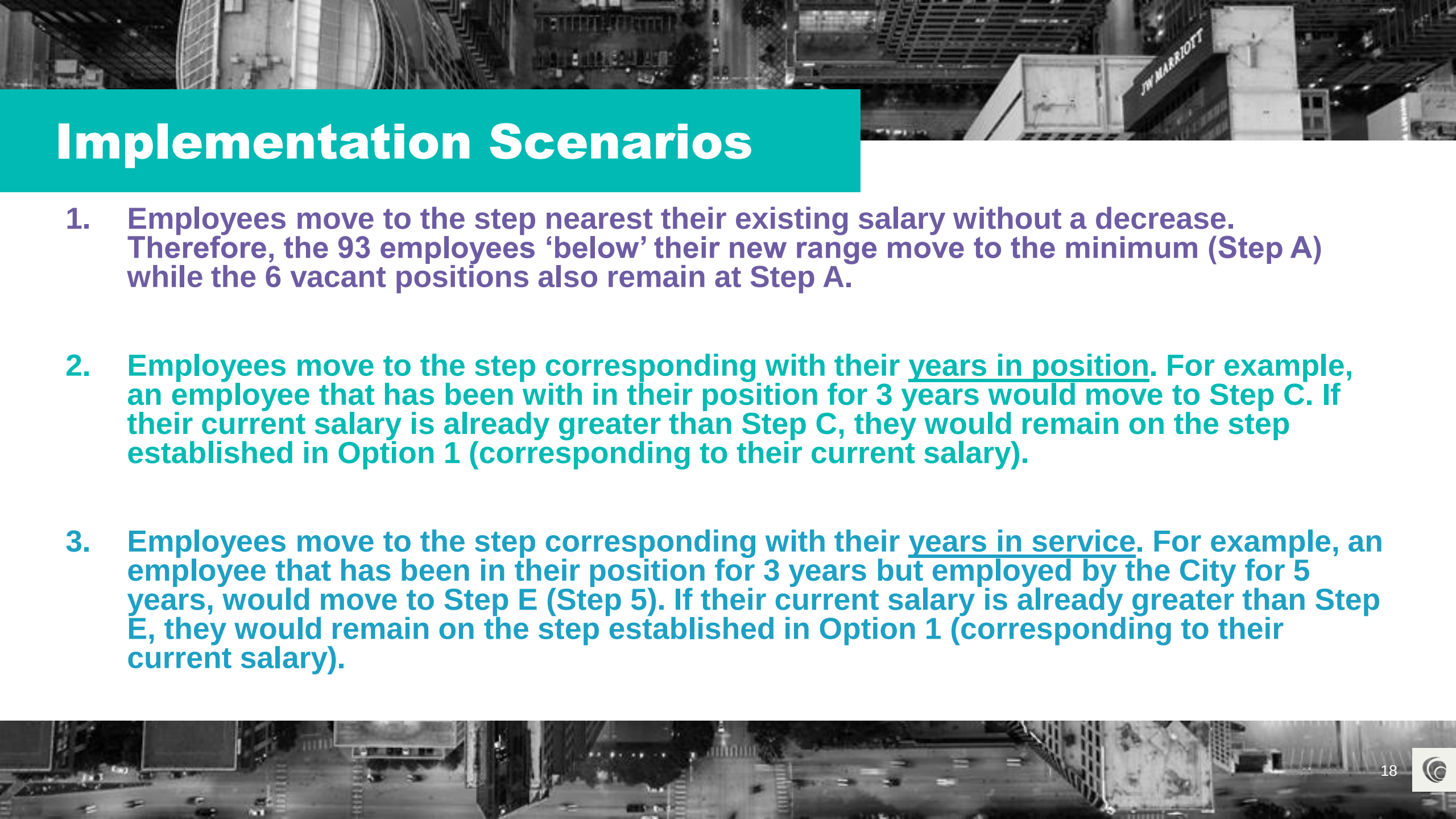




Implementation Scenarios

To this point, the study has focused on the value of the position externally as well as how those values translate into the new pay structure. Once grade assignments were finalized, Baker Tilly prepared three scenarios for Saginaw to consider in its adoption of the new classification and compensation plan.

- No employee will receive a pay decrease as a result of the study.
- Implementation cost reflects **base** pay in US dollars.
 - Benefits and pay differentials are not included.
- Of 153 staff (including 6 vacancies), 93 employees (61%) have a salary that falls below their new range and 60 employees (39%) have a salary that falls within their new range.
 - No employee's current salary is above their new range.
- No scenario moves employees beyond the maximum of their new range (Step I). If their current salary is already beyond the new maximum, they will remain frozen at that pay rate without a reduction.



Implementation Scenarios

1. Employees move to the step nearest their existing salary without a decrease. Therefore, the 93 employees 'below' their new range move to the minimum (Step A) while the 6 vacant positions also remain at Step A.
2. Employees move to the step corresponding with their years in position. For example, an employee that has been with in their position for 3 years would move to Step C. If their current salary is already greater than Step C, they would remain on the step established in Option 1 (corresponding to their current salary).
3. Employees move to the step corresponding with their years in service. For example, an employee that has been in their position for 3 years but employed by the City for 5 years, would move to Step E (Step 5). If their current salary is already greater than Step E, they would remain on the step established in Option 1 (corresponding to their current salary).

Implementation Scenarios

Option 1 - Closest Step, without Decrease

# of Staff	Current Salary	Proposed Salary	Difference	% Increase
153	\$11,291,056.38	\$11,946,526.60	\$655,470.22	5.8%

Option 2: Steps based on Years in Position

# of Staff	Current Salary	Proposed Salary	Difference	% Increase
153	\$10,778,216.20	\$12,199,056.17	\$1,420,839.98	13.2%

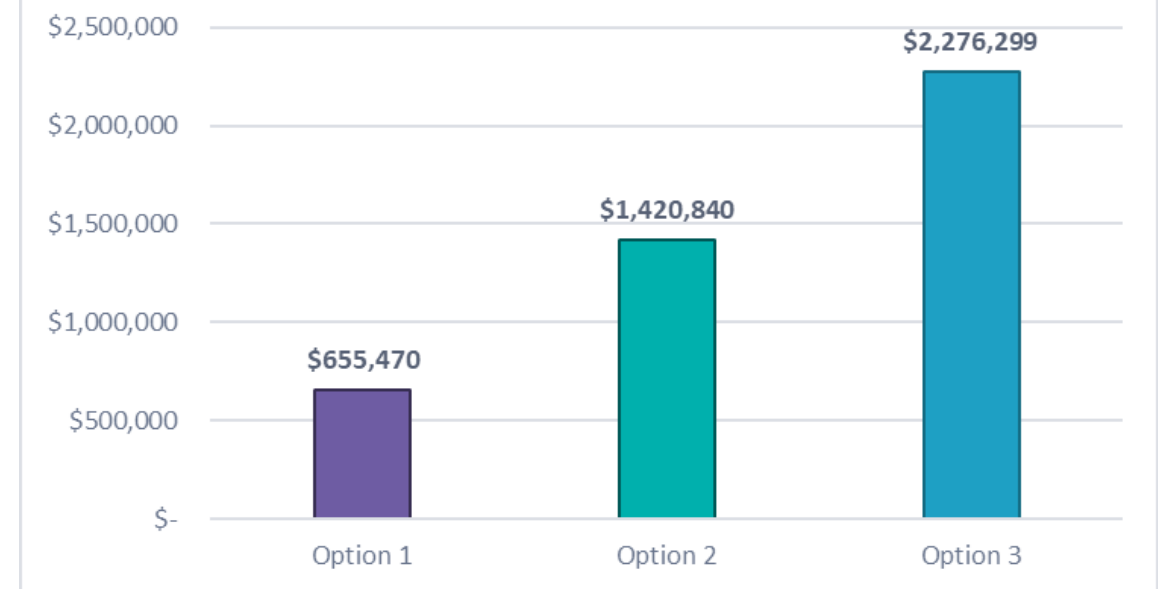
Option 3: Steps based on Years of Service

# of Staff	Current Salary	Proposed Salary	Difference	% Increase
153	\$10,778,216.20	\$13,054,514.79	\$2,276,298.60	21.1%

For 153 staff, the current payroll is approximately \$11,291,056.38. This figure includes 6 vacant positions receiving Step A of the new pay range.

Baker Tilly recommends Option 2.

Implementation Cost



Recommendations



We urge the City of Saginaw to:

- Approve the proposed Step Plan aligned 100% of market at the midpoint.
- Approve the proposed grade assignments established with feedback from the City's leadership team.
- Approve an implementation scenario that addresses the City's compensation philosophy, business goals, and that is fiscally sustainable.
- Continue efforts to maintain the compensation system:
 - Routinely review positions, job descriptions, and market conditions.
 - Adjust the pay structure and salaries, annually, to keep pace with the market.
 - Adopt step increases, annually, to ensure advancement through assigned pay ranges.