

City of San Antonio, Texas
Governance Committee



EXECUTIVE COMPENSATION & PERFORMANCE

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Presented By:

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**Segal Waters
Consulting**

Purpose

- City Council hired **Segal Waters Consulting** to create a consultant-managed performance review process and research appropriate compensation levels for:
 - City Manager
 - City Clerk
 - City Auditor
 - City Presiding Judge of Municipal Court

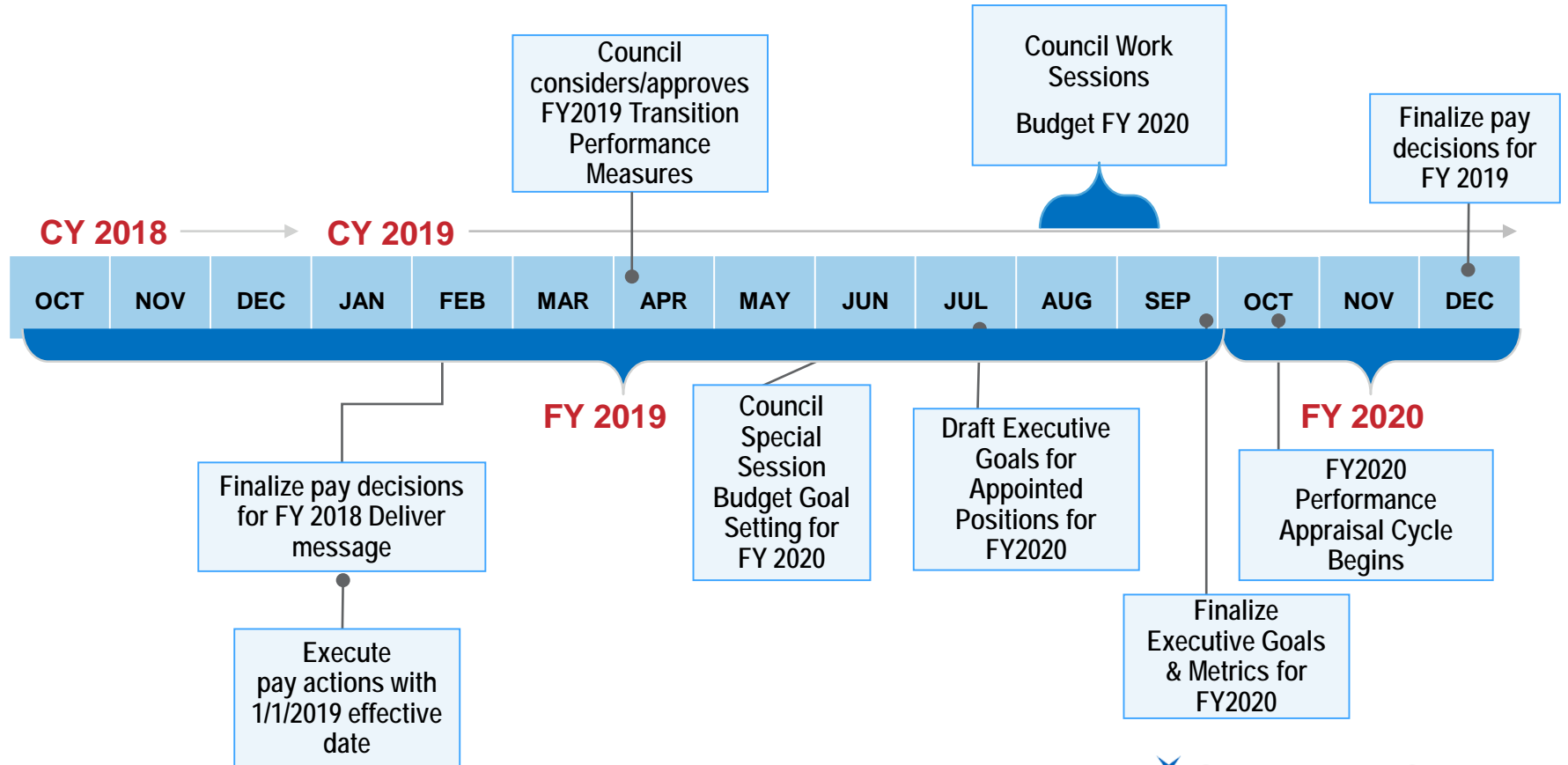
Methodology

- One-on-one interviews with the Mayor, Council Members, and position incumbents
- Written summary report with a focus on key design considerations and recommendations
- Developed draft job descriptions
- Developed performance appraisal forms, competencies and sample metrics
- Customized external market salary survey and analysis of peer comparators
- Final Report – Executive Compensation

Actions for Review

- Formal action has been approved by Council in Executive Session for FY2018 compensation adjustments
- Formal performance metrics developed for FY2019 by the City's Human Resources Department in collaboration with the position incumbents
- Segal Waters to provide training (dates to be determined) regarding use of appraisal forms
- Timeline for preparation of FY2020 performance measures

Executive Performance Management Timeline



Compensation Study Methodology

- Segal Waters proposed benchmark comparators which included a review of budget and staff size to be surveyed as approved by the City's Project Team
- Developed/distributed customized market survey to ten (10) peer employers selected for participation in the study.
- The City of San Antonio Human Resources Department obtained competitive data information for the City Manager position from additional agencies.

Compensation Study Methodology (Continued)

Peer Employers	Responded to Survey
City of Austin, TX	√
City of Charlotte, NC	√
City of Dallas, TX	√
City of El Paso, TX	√
City of Fort Worth, TX	√
City of Houston, TX	√
City of Oklahoma City, OK	√
City of Phoenix, AZ	√
City of San Jose, CA	√
City of Virginia Beach, VA	√
Additional Organizations – City Manager Position Only	
Alamo Colleges District	√
Bexar County	√
Brooks	√
CPS Energy	√
San Antonio Water System (SAWS)	√
University Health System	√
University of Texas - San Antonio	√
VIA Metropolitan Transit	√
Valero Alamo Bowl	√

Compensation Study Methodology (Continued)

- Segal Waters applied geographic adjustments to account for differences in the cost-of-labor by location

Peer Employer	Location Used for ERI Factor Comparison	ERI Factor	Geographic Adjustment
City of Austin, TX	Travis	104.4	-4.2%
City of Charlotte, NC	Mecklenburg	105.6	-5.3%
City of Dallas, TX	Dallas	107.6	-7.1%
City of El Paso, TX	El Paso	99.7	0.3%
City of Fort Worth, TX	Tarrant	101.9	-1.9%
City of Houston, TX	Harris	109.7	-8.8%
City of Oklahoma City, OK	Oklahoma	93.8	6.6%
City of Phoenix, AZ	Maricopa	99.0	1.0%
City of San Jose, CA	Santa Clara	123.9	-19.3%
City of Virginia Beach, VA	Independent City	99.8	0.2%
City of San Antonio, TX	Bexar	100.0	0.0%

Compensation Study Methodology (Continued)

- Segal Waters analyzed collected data to identify the City's current market position for actual base pay
- Segal Waters reported peer comparator pay practices

Compensation Study Findings

Data Source	City of San Antonio Actual Pay as a Percent of the Market Average		
	COSA Actual Average Salary %	COSA Actual Average Salary	Market Actual Average Salary
City Clerk	138%	\$172,768	\$125,025
City Internal Auditor	109%	\$184,395	\$169,512
City Manager	105%	\$475,000	\$453,345
Presiding Judge of the Municipal Court	107%	\$155,085	\$144,557

Figures shown in **red** are below market (less than 95% of the market average)

Figures shown in **black** within the market range (95% to 105% of the market average)

Figures shown in **blue** are above market (more than 105% of the market average)

Compensation Study Recommendations

- Segal Waters provided recommendations in a written Final Report for Council's consideration, including:
 - Pay Philosophy
 - Future base pay increases and pay structure adjustments
 - Recommendations to consider supplemental pay and pay practices
 - Proposed salary ranges

Proposed Salary Range – 50th Percentile

	Pay Range Minimum	Pay Range Midpoint	Pay Range Maximum	Range Width
City Clerk	\$97,094.16	\$126,222.40	\$155,350.65	60%
City Internal Auditor	\$128,067.48	\$166,487.73	\$204,907.97	60%
Presiding Judge	\$108,900.52	\$141,570.67	\$174,240.83	60%
City Manager ¹	\$352,157.20	\$457,804.36	\$563,451.52	60%

¹Proposed pay range provided for informational purposes only, due to the City passing Proposition B in November 2018, which caps the City Manager’s salary at ten times the earnings of the lowest-paid City employee.

The proposed pay range is calculated using the overall comparator market midpoint average as represented in Appendix B for each appointed executive position. The proposed pay range is based on a 60 percent pay range spread as consistent with COSA's current executive pay structure. We recommend using the same methodology to generate the proposed structure to maintain the City's approach.

Proposed Salary Range – 75th Percentile

	Pay Range Minimum	Pay Range Midpoint ²	Pay Range Maximum	Range Width
City Clerk	\$102,847.30	\$133,701.49	\$164,555.68	60%
City Internal Auditor	\$128,947.58	\$167,631.86	\$206,316.13	60%
Presiding Judge	\$121,092.46	\$157,420.20	\$193,747.94	60%
City Manager	\$384,615.38	\$500,000.00	\$615,384.62	60%
² Proposed ranges based on 75th percentile of market midpoints.				

QUESTIONS?



★ Segal Waters Consulting

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