

# City of Big Spring, TX Compensation Study Presentation of Results



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# *Overview*

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- Study Goals
- Project Phases
- Current System Findings
- Market Results
- Recommendations



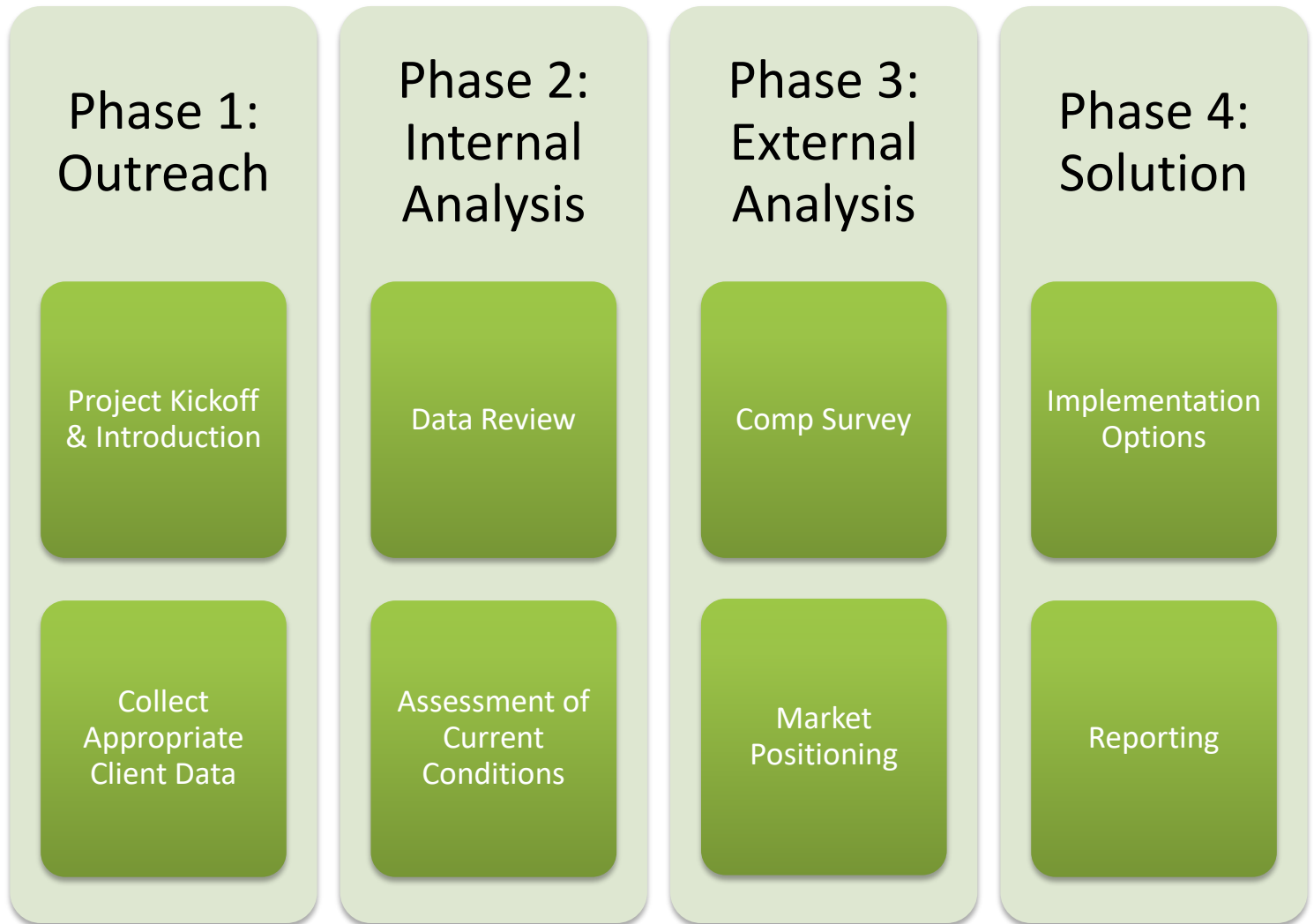
# *Study Goals*

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- Review current compensation system to ensure internal alignment.
- Survey peer organizations to ensure external alignment.
- Produce recommendations to provide the organization with a compensation system that is fair, both internally and externally.



# *Project Phases*



# *Current System Findings*

- **Strength:**

- The City possesses multiple simple and easy-to-understand pay structures for Police, Fire, and Regular employees.
- The City has done a good job for the most part at differentiating between employee and supervisor salaries and does not have a significant issue with compression between employees/supervisors. However, there are some isolated cases that should be reviewed.

- **Weakness:**

- More than three-quarters of all employees are at the bottom ends of their pay plans (Quartile 1). While this is consistent to a degree with employee tenure, it is still a point for the City to be aware of and review.
- There is some compression present in the scales when considering employees' expected movement through the pay scales. In other words, some employees are not moving as quickly as they would expect through their pay scales based on time alone.



# Market Targets

- Salary survey resulted in responses from thirteen different cities across the state.
- All responses are adjusted for cost-of-living differentials to put salaries in terms of employees' spending power in the local market.
- Comparisons were made on eighty-six different positions vs. the market. The average response rate was 9.5 matches per position.

Organization
City of Big Spring, TX
City of Abilene, TX
City of Amarillo, TX
City of Belton, TX
City of Brownwood, TX
City of College Station, TX
City of Killeen, TX
City of Nacogdoches, TX
City of Odessa, TX
City of Round Rock, TX
City of San Angelo, TX
City of Waco, TX
City of Weatherford, TX
City of Wichita Falls, TX



# Market Results

Unadjusted Results (no cost-of-living adjustment)			Adjusted Results (cost-of-living adjusted)		
Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
-6.3%	-6.9%	-7.7%	-4.9%	-5.5%	-6.3%

- A negative differential indicates the City is behind at that market position on average.
- The City's cost of living adjustment, while not significant, did make the City slightly more competitive reflecting about a 1.5% difference in the salaries.
- These comparisons are for base pay only, and do not reflect things like the City's generous supplemental pays for Fire positions.
- These are reflective of the average position across all classifications – individual positions may vary significantly from these results.



# *Key Recommendations*

1. Adopt adjusted pay plans for all three groups. The newly recommended regular pay plan mirrors the current set up, while the Police and Fire plans allow for progression within the ranges for employees to differentiate based on experience/tenure.
2. Reassign pay grades to positions based on internal equity and the market results. Some positions will see larger adjustments than others due to the market response.
3. Place employees within their newly recommended pay grades. Select an implementation methodology that aligns with the compensation philosophy and financial means of the City.



# Implementation Costs

Implementation Option	Total Salary-Only Cost	Number of Employees Adjusted	Average Adjustment for Impacted Employees	% of Payroll
Bring to Closest Step	\$ 737,129.91	244	\$ 3,021.02	5.5%
Bring to Class Step	\$ 1,161,833.62	244	\$ 4,761.61	8.6%

- **Bring to Closest Step** – places employees in the newly recommended ranges, rounds employees to the next highest step (i.e., no one receives a salary decrease), and makes no further adjustment.
- **Bring to Class Step** – gives a “projected salary” based on an employees time in their current class title. If an employee is below the projected salary, they receive an adjustment. This ensures all employees receive at least a 3.0% pay increase as a result of this study. GF – approximately \$810,000 before benefits.
- Directors were slotted via market and performance utilizing City metrics as they are governed under a more flexible open-range plan. Impacts 11 total employees.



*Thank you*

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