



Brazos County, Texas

Compensation and Benefits Study

Preliminary Report Presentation

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Agenda

Reminder - County's Objectives

Leadership Involvement

Progress to Date

Peer Organizations (Competitive Market)

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Reminder - County's Objectives

Objectives of the Brazos County's project are to ensure that:

1. Staff are appropriately classified into the correct job title and job descriptions are reflective of the work being performed by County employees
2. Relationships among jobs are consistent and objective
3. Total compensation offerings are market competitive
4. The County's performance management strategy and tool is positioned to objectively assesses employee outcomes against position expectations

The primary goal of this project, therefore, is to ensure that the classification and compensation system is:



Accurate



Equitable



Market-Sensitive

Segal's project began with extensive involvement from County elected officials and leadership

Stakeholder Interviews

Explored key areas of classification and compensation during individual meetings with elected officials and department directors.






- Recruitment/retention
- Labor market definition
- Attrition/turnover
- Career paths/progression
- Perceived inequities
- Job titles

Findings informed the internal comparative analysis, consideration of benchmark jobs, and ultimately how Brazos County's positions were matched to those in the competitive market.



Progress to Date

■ Completed
■ In Progress
■ Pending

				
Project Initiation	Classification Analysis	Total Compensation Market Assessment	Recommendations Development	Present Final Results
Understand current situation and desired outcomes	Develop JDQ and conduct employee presentations (part of initial onsite)	Confirm approach and methodology	Develop salary structure(s)	Prepare presentation materials
Gather required information and develop work plan and timeline	Document and analyze jobs and create classification structure	Validate market and determine benchmark jobs	Confirm grade assignments	
Conduct initial meetings and stakeholder interviews	Conduct employee interviews/focus groups (if needed)	Collect and analyze survey data	Recommend placement of employees based on County assumptions	Present results to decision makers
Agree on employee and project communication plan	Apply Segal Evaluator™ job evaluation approach	Prepare and deliver findings	Calculate implementation cost	Transfer final study documentation
	Finalize job architecture and update/develop job descriptions		Update performance management system and conduct training	

Peer Organizations *(defined by Commissioners Court)*

Bell County	City of Huntsville	McClennan County
Boone County (MO)	Hays County	Montgomery County
City of Bryan	Jefferson County	Smith County
City of College Station	Lubbock County	Texas A&M

In addition to these public sector organizations, Segal used reputable, published sources to conduct private sector comparisons, when appropriate.

Brazos County's Historical Approach

Our Historical Approach: Merit Added to the Position

How it Happened. What It Created. Why We Are Realigning.

Merit increases were applied to the position salary (year after year), which **permanently increased base salaries**.



POSITION SALARY OVER 20 YEARS (EXAMPLE)



\$59,369

Current Position Midpoint
(Technician)

VS.

\$48,115

Market Midpoint
(Overall Survey)

123%
of Market Midpoint

Implications of Adding Merit to the Position



EACH POSITION HAS ITS OWN PAY RANGE

Merit was added to the position, increasing the range over time.



LONG-TENURED EMPLOYEES REACH THE TOP

High performers eventually reach or exceed the maximum of the range.



THE RESULT

Over time, some position salaries rise well above market.



PAY DRIFT

Position bases increase faster than the market.



COMPRESSION

New hires start near the top of the range.



PERCEIVED INEQUITY

Different pay for similar work based on tenure.

Survey Results

Market Assessment Findings

Overall Average Actual Pay Comparison

This analysis compares the County starting step (as minimum) and merit step (as maximum) and/or the average actual salary (as midpoint) for positions without a formal pay range.

Brazos County, TX as a Percent of Overall Market Average

	Base Pay Range		
	Minimum ¹	Midpoint ²	Maximum ³
Custom Survey Data Sources	120%	114%	102%
Published Data Sources (representing Private Sector)	119%	96%	90%
Overall Market Average	120%	105%	96%

¹County Minimum reflects starting step on the group schedule

²County Midpoint reflects calculated average of minimum and maximum

³County Maximum reflects the highest merit step for an incumbent in the County's job classification

For benchmark jobs without formal pay ranges, County average actual pay for all incumbents in the job classification was compared to market average midpoints

Figures shown in **blue** are greater than 105% of the market average and considered above

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

Figures shown in **red** are less than 95% of the market average and considered below

Across all benchmark job titles, we found the County is competitive with the market at the pay range midpoint and maximum, and above market at the pay range minimum.

Market Assessment Findings

Overall Average Actual Pay Comparison

This analysis compares the County average actual pay for all incumbents in the job classification to the market average midpoint.

Brazos County, TX Average Actual Pay as a Percent of Overall Market Average Midpoint

	Midpoint
Custom Survey Data Sources	116%
Published Data Sources (representing Private Sector)	97%
Overall Market Average	107%

Figures shown in **blue** are greater than 105% of the market average and considered above
Figures shown in **black** are within the competitive range (95% to 105% of the market average)
Figures shown in **red** are less than 95% of the market average and considered below

Across all benchmark job titles, we found the County's average actual pay is above market at the pay range midpoint.

Market Assessment Findings

Overall Average Actual Pay Comparison

This analysis compares the County average actual pay for all incumbents in the job classification to the market average midpoints for only the City of College Station, City of Bryan, and Texas A&M.

Brazos County, TX Average Actual Pay as a Percent of Market Average Midpoint
for local peer organizations

(FOR INFORMATIONAL PURPOSES ONLY)

	Midpoint
Custom Survey Data Sources	N/A
Published Data Sources (representing Private Sector)	97%
Overall Market Average	99%

Figures shown in **blue** are greater than 105% of the market average and considered above
Figures shown in **black** are within the competitive range (95% to 105% of the market average)
Figures shown in **red** are less than 95% of the market average and considered below

Across all benchmark job titles, we found the County's average actual pay is competitive when compared to the overall market midpoint of the 3 local peers and published private sector data.

Proposed Pay Structures

Proposed Salary Structure

Non-Exempt

Proposed Salary Structure Non-Exempt (Annual 2080 hours)

Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Midpoint Differential
NE1	\$29,200	\$36,500	\$43,800	50%	
NE2	\$32,120	\$40,150	\$48,180	50%	10.0%
NE3	\$35,332	\$44,165	\$52,998	50%	10.0%
NE4	\$38,865	\$48,582	\$58,298	50%	10.0%
NE5	\$42,752	\$53,440	\$64,128	50%	10.0%
NE6	\$47,027	\$58,784	\$70,540	50%	10.0%
NE7	\$51,730	\$64,662	\$77,594	50%	10.0%
NE8	\$56,903	\$71,128	\$85,354	50%	10.0%
NE9	\$62,593	\$78,241	\$93,889	50%	10.0%
NE10	\$68,852	\$86,065	\$103,278	50%	10.0%

Proposed Salary Structure

Exempt

Proposed Salary Structure Exempt (Annual 2080 hours)

Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Midpoint Differential
EX1	\$43,040	\$53,800	\$64,560	50%	n/a
EX2	\$47,344	\$59,180	\$71,016	50%	10.0%
EX3	\$52,078	\$65,098	\$78,118	50%	10.0%
EX4	\$57,286	\$71,608	\$85,929	50%	10.0%
EX5	\$63,015	\$78,769	\$94,522	50%	10.0%
EX6	\$69,316	\$86,645	\$103,975	50%	10.0%
EX7	\$76,248	\$95,310	\$114,372	50%	10.0%
EX8	\$83,873	\$104,841	\$125,809	50%	10.0%
EX9	\$92,260	\$115,325	\$138,390	50%	10.0%
EX10	\$101,486	\$126,858	\$152,229	50%	10.0%
EX11	\$111,635	\$139,543	\$167,452	50%	10.0%
EX12	\$122,798	\$153,498	\$184,197	50%	10.0%

Proposed Salary Structure

Executive

Proposed Salary Structure Executive (Annual 2080 hours)

Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Midpoint Differential
L1	\$52,846	\$68,700	\$84,554	60%	n/a
L2	\$58,659	\$76,257	\$93,855	60%	11.0%
L3	\$65,112	\$84,645	\$104,179	60%	11.0%
L4	\$73,576	\$95,649	\$117,722	60%	13.0%
L5	\$83,141	\$108,084	\$133,026	60%	13.0%
L6	\$95,612	\$124,296	\$152,980	60%	15.0%
L7	\$109,954	\$142,940	\$175,927	60%	15.0%
L8	\$128,646	\$167,240	\$205,834	60%	17.0%

Proposed Salary Structure

Sworn

Proposed Salary Structure Sworn (Annual 2080 hours)

Pay Grade	Proposed Minimum	Proposed Midpoint	Proposed Maximum	Range Spread	Midpoint Differential
S1	\$52,174	\$60,000	\$67,826	30%	n/a
S2	\$57,391	\$66,000	\$74,609	30%	10.0%
S3	\$63,130	\$72,600	\$82,070	30%	10.0%
S4	\$70,075	\$80,586	\$91,097	30%	11.0%
S5	\$77,783	\$89,450	\$101,118	30%	11.0%
S6	\$87,117	\$100,185	\$113,252	30%	12.0%
S7	\$97,571	\$112,207	\$126,842	30%	12.0%
S8	\$110,255	\$126,794	\$143,332	30%	13.0%

Key Milestones and Findings

Overview

Where We Are, Key Findings & What Comes Next

COMPENSATION & BENEFITS STUDY

WHERE WE ARE, KEY FINDINGS & WHAT COMES NEXT



WHERE WE ARE

- ✓ Market study was completed prior to the end of the 1st quarter of 2026.
- ✓ 121 jobs were benchmarked.
- ✓ Compared existing job descriptions and JDQs to 12 peer organizations and reputable published sources representing the private sector market.
- ✓ Preliminary classification and compensation recommendations received in April 2026, including all new grade recommendations.



KEY FINDINGS

- JDQ data inconsistencies (incomplete and/or inaccurate in some cases).
- Our current pay structure does not align with how similar organizations typically structure and manage employee compensation.



This has resulted in:

- Misaligned classifications



HR is meeting with departments to validate the classification structure.



WHAT COMES NEXT



Currently, HR is meeting with departments to:

- ✓ Clarify job responsibilities and identify areas where JDQ data was incomplete or inaccurate.
- ✓ Ensure with the local market that the County competes with while considering the broader survey results from other peer organizations across Texas.



WHAT COMES NEXT



Finalize classification structure



Receive final pay structure from Segal



Align funding strategy with Court direction



Receive direction on what can be integrated into FY'27 budget

Next Steps and Timeline

Next Steps



1 New pay structures created

2 Jobs aligned by HR throughout recommended pay grades (Segal to verify); employees allocated to proposed job classifications

3 Final implementation costing determined (consistent with County's typical budget process)