



# Compensation & Benefits Study Presentation

Executive Summary

May 5, 2026 – Commissioners Court

Prepared By: Jennifer Salazar, HR Director

---

## Brazos County Compensation & Benefits Study – Preliminary Findings

Brazos County is conducting a comprehensive Compensation & Benefits Study to establish a modern, consistent, and sustainable compensation system. This effort ensures positions are appropriately classified, pay practices are equitable and defensible, and compensation decisions can be supported over time.

At the beginning of this process, the County committed that the study would not result in layoffs or pay cuts. Those commitments remain unchanged.

### Progress to Date

- Countywide job analysis completed through employee JDQs and department validation
- Extensive data collection and review conducted by Human Resources
- Stakeholder input gathered from elected officials and department leadership
- Market assessment completed using peer organizations and broader data sources
- Draft classification structure and proposed pay frameworks developed

### Key Findings

- Historical practices, particularly applying merit increases to positions, have created inconsistencies and inflated base salaries over time
- The County remains generally competitive with the market; however, compensation is not consistently structured
- Some positions are above market while others remain below, particularly when considering tenure and historical progression
- Market comparisons are complex due to differences between external base pay and the County's base-plus-merit structure

### Current Focus & Next Steps

Brazos County is in the final validation phase to ensure the proposed classification and compensation structure works in practice across departments.

Next steps include finalizing the classification structure, aligning positions within pay grades, and validating proposed pay structures. We are tentatively preparing to present the Study's results to Commissioners Court in early Summer 2026 and request guidance on implementation options, including what components may be incorporated into the FY 2027 budget. Considerations may include prioritizing employees below market and exploring funding approaches.

### Key Takeaway & Bottom Line

Brazos County is building a modern compensation system that is transparent, equitable, defensible, and sustainable. This work provides a clear foundation for consistent pay practices, supports recruitment and retention, and ensures long-term fiscal responsibility for the County and its taxpayers.



# BRAZOS COUNTY COMPENSATION & BENEFITS STUDY

## Executive Brief



Building a Modern,  
Sustainable System  
Today for Tomorrow.



### WHERE WE ARE

- Brazos County is conducting a comprehensive study with Segal.
- Core commitments remain unchanged: **no layoffs and no pay cuts.**
- The focus is not just market comparison—but building a long-term, sustainable structure.



### WHAT WE FOUND

- Historical practices (e.g., applying merit to positions) have inflated base salaries over time.
- Some positions appear at or above market, while others remain below.
- Market comparisons were complex due to differences in how compensation is structured.
- Local market realities (Bryan/College Station and Texas A&M University) are critical to competitiveness.



### WHAT MATTERS MOST

- The goal is not just to compare salaries.
- We are building a system that is **consistent, defensible, and works in practice** across departments.
- This ensures fairness, operational effectiveness, and long-term sustainability.



### WHAT WE'RE DOING NOW

- ✓ HR is in a targeted validation phase.
- ✓ Meeting with departments to ensure the classification structure aligns with real operations.
- ✓ Providing feedback to Segal to finalize recommendations.



### WHAT'S NEXT

- ✓ Finalize classification structure.
- ✓ Align positions within the pay structure.
- ✓ **LATE MAY / EARLY JUNE:**
  - HR will share and review finalized classifications and proposed pay structures with the Court.
  - HR will meet individually with departments to review and confirm alignment.



### KEY TAKEAWAY & BOTTOM LINE

Brazos County is in the final phase of delivering a modern compensation system that **works in practice—not just on paper.** This approach ensures a structure that is **transparent, equitable, and sustainable**, while avoiding future cost, inefficiency, and rework—ultimately serving the County, its employees, and its taxpayers long-term.

FOCUSED ON LONG-TERM SUSTAINABILITY, ★ ACCOUNTABILITY, AND OPERATIONAL SUCCESS