



MINUTES

OCTOBER 21, 2025

BRAZOS COUNTY COMMISSIONERS COURT

WORKSHOP SESSION

1. Call to Order

A workshop Session of the Commissioners' Court of Brazos County, Texas was held in the Brazos County Commissioners Courtroom in the Administration Building, 200 South Texas Avenue, in Bryan, Brazos County, Texas, beginning at 9:00 a.m. on Tuesday, October 21, 2025 with the following members of the Court present:

Kyle Kacal, Acting County Judge, Presiding;
Bentley Nettles, Commissioner of Precinct 1, Absent;
Chuck Konderla, Commissioner of Precinct 2;
Fred Brown, Commissioner of Precinct 3;
Wanda J. Watson, Commissioner of Precinct 4;
Karen McQueen, County Clerk;

The attached sheets contain the names of the citizens and officials that were in attendance

2. Presentation and discussion of Compensation and Benefits Study by Segal, Consultant for Brazos County.

Judge Kacal recognized Human Resources Director Jennifer Salazar. Ms. Salazar gave a brief introduction to the Workshop on the Compensation and Benefits Study with Segal. Ms. Salazar provided an overview of the reasons for the study with a hope of moving forward with a purpose, focus and accountability.

Ms. Salazar introduced T.L. Cox, Segal Vice President. He began the presentation by sharing about the corporation and their purpose in working with Brazos County. Mr. Cox then discussed the objectives, methodology and key deliverables related to the Compensation and Benefits Study. He explained the questionnaire process and timeline for the study.

He then engaged in conversation with Court regarding the comparisons with other

entities and the cost of living versus cost of labor.

The Court thanked Mr. Cox for the presentation and explained that this study will be a team effort, requiring participation from all County personnel.

A copy of the presentation is attached.

3. Adjourn



FILED FOR RECORD
DATE 10/14/2025
AT 4:42 O'CLOCK P. M
KAREN MCQUEEN
BRAZOS COUNTY CLERK
By [Signature]

**BRAZOS COUNTY
BRYAN, TEXAS**

NOTICE OF MEETING AND AGENDA

WORKSHOP SESSION

BRAZOS COUNTY COMMISSIONERS COURT

BRAZOS COUNTY COMMISSIONERS WILL MEET IN A WORKSHOP SESSION AS FOLLOWS:

MEETING DATE: October 21, 2025
MEETING TIME: 9:00 AM
MEETING PLACE: Commissioners Courtroom of the Brazos County Administration Building, 200 S. Texas Avenue, Suite 106, Bryan, TX 77803

-
1. Call to Order
 2. Presentation and discussion of Compensation and Benefits Study by Segal, Consultant for Brazos County.
 3. Adjourn

The Commissioners Courtroom of the Brazos County Administration Building, 200 S. Texas Avenue, Suite 106, Bryan, TX 77803 is wheelchair accessible. Handicap parking spaces are available. Any request for sign interpretive services must be made two working days before the meeting. To make arrangements, please call (979) 361-4102.

BRAZOS COUNTY COMMISSIONER'S COURT

21st DAY OF October, 2025
9:00 AM/PM, Workshop Session

Name

(PLEASE PRINT)

Organization

(PLEASE PRINT)

Abbey LeggettComm. CourtSheryl LoweComm. CourtPaula DoucetHRTR LOXSEGALDeeksha CoxSEGALJonathan SibertHRNina PayneBudgetLinda RicketsonJuvenileMelissa WhiteJuvenileAida Luna Per. Integ. SvcsJuvenile CourtKaren McQueenCo ClerkAshlie Peters-BowmanCo Clerk's Off.Jennifer SalazarHRRaenna McComathyHRPaul MotorBUS

BRAZOS COUNTY COMMISSIONER'S COURT

21 DAY OF October, 2025
9:00 AM PM, Workshop Session

Name

(PLEASE PRINT)

Garrett House

Spencer Mays

Trudy Hancock

Desmond Harris

MIKE STREET

ERIC CALDWELL

D Long

C McDermott

Melissa Leonard

Kevin Stuart

ED Bell

Wayne Dickey

18 ERRA

Theresa Jarambientes

Jacqueline Austin

Organization

(PLEASE PRINT)

BCSO

Budget

Elections

Records Management

BCIT

BCC Pct 2

BCC Pct. 2

Tax office

BCSO

Co Judge

SO

Co Judge

Co Atty

Expo

BRAZOS COUNTY COMMISSIONER'S COURT

21 DAY OF October, 2025
9:00 (AM) PM, Work Shop Session

Name

(PLEASE PRINT)

Organization

(PLEASE PRINT)

Kimberly GonzalezCo - OrdLeslie ContrerasRiskJoseph TracyRestJason WaneEMKEN CHADWICKFLEETDwayne HollowayFleetMarsha AndersonCo - OrdBilly MelzowBCITBob LamkinFacilities ServicesTrena LansdownPROJECT MANAGEMENTKathryn BattlesPurchasingWm. Charles WendtICostin VillarealTreasTerrence NunnJP2Dana ZacharyACU /

BRAZOS COUNTY
COMMISSIONER'S COURT

21 DAY OF October, 2025
9:00 AM PM, Workshop Session

Name

(PLEASE PRINT)

Tony Skinner
JP

Parthana Banerji

Heretiah Carter Sr

MATT MAYO

Organization

(PLEASE PRINT)

Collection S
BCCD #3

Rd B

Constable Per 4

BCFS



**BRAZOS COUNTY
BRYAN, TEXAS**

DEPARTMENT:

NUMBER:

DATE OF COURT MEETING: 10/21/2025

ITEM: Presentation and discussion of Compensation and Benefits Study by Segal, Consultant for Brazos County.

TO: Commissioners Court

DATE: 10/02/2025

FISCAL IMPACT: False

BUDGETED: False

DOLLAR AMOUNT: \$0.00

ATTACHMENTS:

File Name

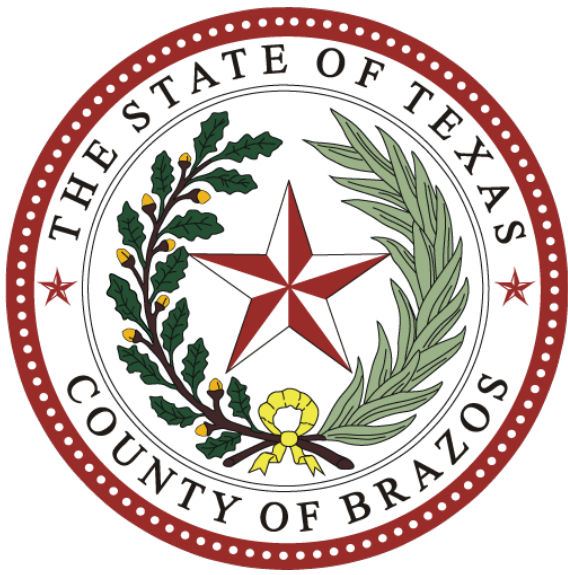
Description

Type

[Brazos County TX Kick-Off Presentation V2 10.21.25.pdf](#)

Brazos County, TX, Kick-Off Presentation

Cover Memo



Brazos County, Texas

Compensation and Benefits Study

Kick-Off Presentation

October 21, 2025

TL Cox
Vice President

Deeksha Garg
Consultant

| Agenda

About Segal

County's Objectives

Factors Included

Methodology

Deliverables

Job Description Questionnaire (JDQ) Process

Frequently Asked Questions (FAQ)

About Segal

- Segal is a national consultancy offering services and advice related to **classification, compensation, benefits, and human resources**.
 - Founded in 1939
 - Independent, privately-held
 - 24 office locations with over 1,100 employees
- Our consulting team has a **strong background** in conducting research and providing customized recommendations and advice regarding:
 - Market benchmarking
 - Pay system design
 - Classification structure analysis
 - Job evaluation (internal equity)
 - Performance management
 - Pay equity
 - Cost modeling
 - Employee communication
 - Labor-management facilitation
- We have served as trusted advisors for many public sector entities, **including several throughout Texas and with organizations similar in size and complexity to Brazos County.**

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

What factors are included as part of a classification and total compensation study?

Factors included:



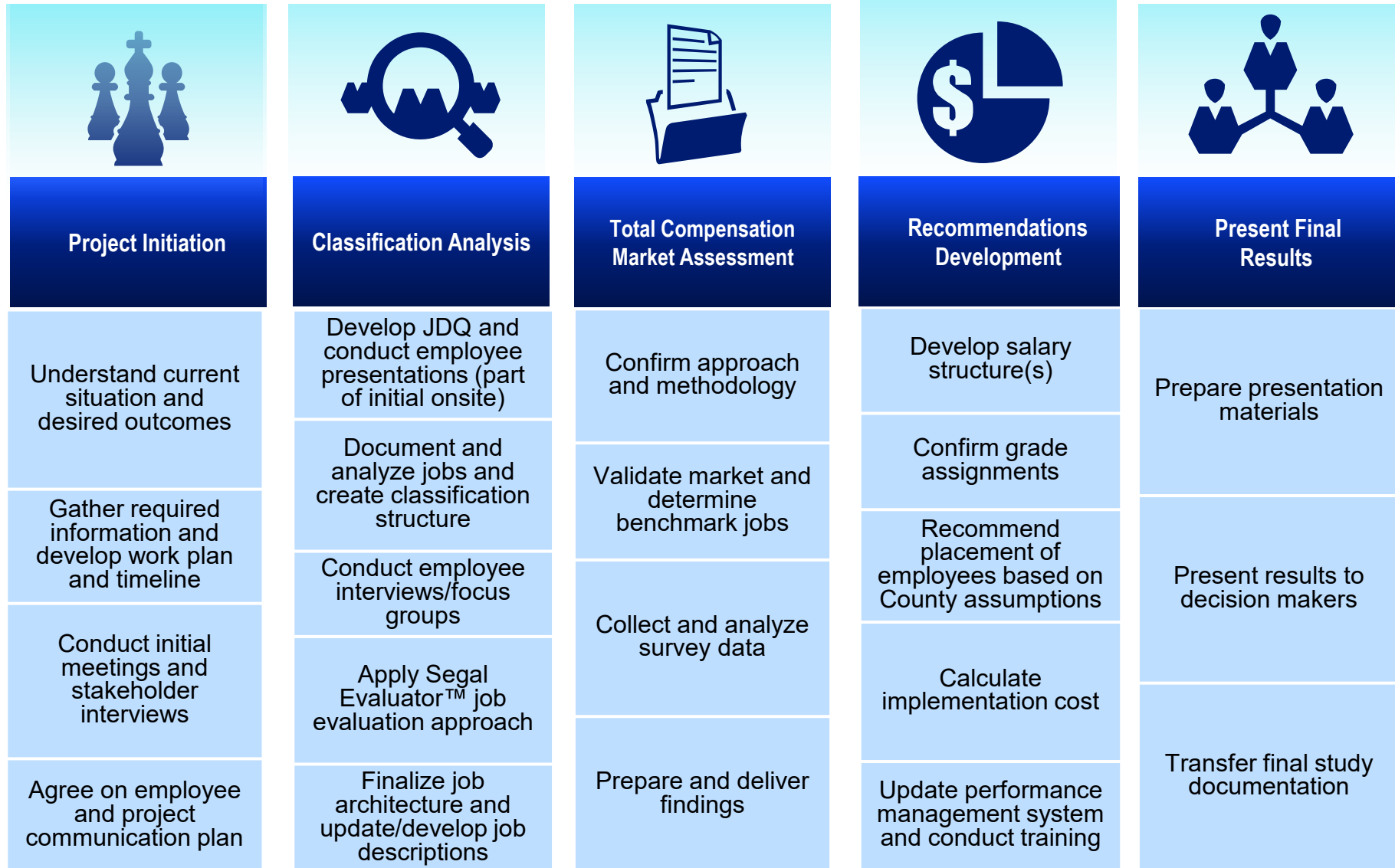
- Minimum job qualifications
- Nature of duties and responsibilities
- Scope, level, and complexity of job functions
- Relationship of the position to other positions across the County
- Supervision, both given and received
- Similarity to and value of Brazos County's positions in the competitive market

Factors not included:



- Quality of performance
- Quantity of work
- Employee's length of service either in a given position or with the County overall
- Skills or education not related to (or in excess of) the minimum qualifications
- Employee's placement within the current salary range

Methodology



Key Deliverables



Classification Structure/Job Architecture

Redesigned job architecture, custom job evaluation system, career ladders, distinguishing characteristics among levels in a job family, standardized and consistent titles, revised job descriptions



Total Compensation Market Assessment

Public and private sector benchmarking, comparisons by peer, job family, employee group, etc.



Salary Structure(s)

New salary structure(s) reflecting the revised alignment of positions and the market data collected



Implementation Guidelines

Implementation/communication strategy and a framework for keeping the new program up to date going forward

In addition to the deliverables above, Segal will provide recommendations for changes to the County's performance management system, a critical component of administering the new classification and compensation structures.

Job Description Questionnaire (JDQ) Process

Employees complete
JDQs online

Management
reviews JDQs

Segal closes JDQ
site and conducts
analysis

- **What you do**—your major duties and responsibilities
- The **knowledge, skills, and abilities** needed to do your work
- The **minimum requirements** for the position—experience, education, certifications

- Provide comments and additions
- **Cannot** change employee's responses
- Supervisors **discuss** feedback with employees

- Analyze JDQ information
- Recommend title assignments and job description updates
- Complete internal and external comparisons

Success is
largely
dependent
upon your
participation

Logistics
(level of
reviews)
vary by work
group and
position

JDQs are the
foundation
for other
steps in the
project

Employee Timeline

What is expected of me?



- 1 Complete a Job Description Questionnaire (JDQ) by **November 7, 2025**



- 2 Multiple levels of review completed by **November 21, 2025**



- 3 Segal closes online JDQ collection site **December 1, 2025**

A large teal star graphic is positioned on the right side of the slide, partially overlapping a horizontal teal bar. The star is composed of six triangular segments meeting at a central point.

Online JDQ Review

A large teal star graphic is positioned on the right side of the slide, partially cut off by the edge. A horizontal teal bar is also visible, intersecting the star.

Frequently Asked Questions

Frequently Asked Questions

Question: Why is the County conducting this study?

Answer: The purpose of this study is to:

- Ensure that staff are appropriately classified into the correct job title and that job descriptions are reflective of the work being performed by employees
- Understand how Brazos County's total compensation compares to the market
- Clearly document an updated performance management framework to determine future pay adjustments

Question: How many employees are being asked to participate?

Answer: All employees will have a role in the process. Incumbents in the same job title, reporting to the same supervisor, are expected to collaborate on a single questionnaire so it reflects all of their perspectives (it minimizes the number of questionnaires leadership will be asked to review). If an employee's job is materially different from others, however, they should complete a separate questionnaire.

Question: How will I be involved?

Answer: After attending an introductory presentation, you will be asked to complete a JDQ either individually or as part of a group. The JDQ will provide Segal with detailed information regarding the essential functions being performed within a classification and the qualifications necessary to assume the responsibilities of the role. **Remember, this is about the duties being performed, not how well they are performed.**

Frequently Asked Questions (continued)

Question: How long will it take to complete the JDQ?

Answer: Segal estimates that it will take a total of 1-2 hours to complete the online JDQ, depending on the type of position an employee is in.

Question: How will I receive my JDQ?

Answer: JDQ links will be sent to employees via email following the kick-off presentations.

Question: What if a position is vacant?

Answer: If a position is vacant, the immediate supervisor will be asked to complete a JDQ based on what is known about the position.

Question: What if I'm on temporary assignment (acting capacity)?

Answer: If you are serving in a temporary assignment, you should complete the JDQ for your permanent position. The supervisor of the temporary position will complete the JDQ for it, as if it were vacant.

Question: Does every employee have to complete a JDQ?

Answer: Segal needs a representative JDQ for each of the County's job titles, not from each individual employee. As mentioned previously, unless there are known classification issues with your position, you'll be asked to collaborate with employees in the same job title, reporting to the same supervisor, to complete a single JDQ.

Frequently Asked Questions (continued)

Question: What happens if my supervisor does not agree with my answers?

Answer: Your supervisor does not have to agree with your answers. Your supervisor may see something that you have overlooked and add it to your JDQ in a section **specifically noted for supervisor comments**. Your supervisor has been directed to discuss with you what they have added or show you any areas with which they have a different perspective. Additionally, Segal's online system will automatically send you a copy of your JDQ with comments entered during each review period.

Question: Why do we have to complete a JDQ? Can't we just use the County's existing job descriptions?

Answer: The County and Segal's team would prefer to hear directly from employees about the requirements and expectations of their positions. So, we encourage employees to complete the JDQ in your own words.

Question: How will I receive updates regarding the study?

Answer: HR will collaborate with other members of the County's team to share additional updates about this study at important points in the process.

Question: When is the study going to be completed?

Answer: The study is currently scheduled for completion in Q1- 2026.