



MINUTES

JUNE 9, 2026

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 2:00 p.m. on Tuesday, June 9, 2026 with the following members of the Court present:

Duane Peters, County Judge, Presiding;
Bentley Nettles, Commissioner of Precinct 1;
Chuck Konderla, Commissioner of Precinct 2, Absent;
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. Compensation and Benefits Study - Final Proposed Results

- A. Presentation and review of the final proposed countywide classification and compensation structure
- B. Discussion of proposed implementation options, funding strategies, and budget considerations

Human Resources Director Jennifer Salazar discussed the process of the county-wide Compensation and Benefits Study. The study reviewed 998 positions over approximately nine months, consolidated job titles into standardized classifications, and evaluated positions using internal and external market comparisons. She emphasized that the study was intended to create a structured compensation system that improves internal equity, addresses salary compression, and provides a sustainable framework for future compensation decisions. Ms. Salazar noted that the study was not a performance evaluation and would not result in employee pay reductions. She then invited Former

Acting County Judge Kyle Kacal to share about the study.

Mr. Kacal provided historical context for commissioning the study and stated that the purpose is to create a sustainable framework for future budgeting.

Ms. Salazar then presented the results of the Compensation and Benefits Study. The study showed that 173 positions are below the midpoint, 825 positions are above the midpoint, and 392 positions are above the maximum. She shared with the Court two implementation options to bring employees up to the midpoint.

- **Option 1:** Fully fund all positions below midpoint and bring them to midpoint.
- **Option 2:** Implement a phased approach with limited increases for employees below midpoint.

Mr. Kacal reiterated the need to end the antiquated group-and-step system and move toward a more sustainable compensation structure.

The Court entered into discussion regarding the challenges in making fair and equitable decisions to set the County up for better success in the future. They also shared about the financial limitations as it relates to the implementation of the new compensation structure.

The Court then heard from County Staff and Elected Officials regarding the impact on their departments.

Judge David Hilburn, 361st District Court, expressed support for compensation reform but requested additional review of market data before implementation. He noted concerns regarding recruitment challenges and the accuracy of certain salary benchmarks.

District Attorney Jarvis Parsons spoke in favor of investing in county employees to improve recruitment and retention. He expressed concerns that midpoint-based compensation may not adequately reflect current labor market conditions.

Brian Baker, District Attorney's Office, questioned the long-term effects of midpoint budgeting and raised concerns regarding recruitment flexibility and salary compression.

County Clerk Karen McQueen requested further review of clerical classifications and compensation levels. She emphasized the importance of retaining qualified employees and maintaining competitive wages.

Collections Director Tanya Skinner, expressed concerns that job descriptions used in the study did not fully reflect employee responsibilities.

Auditor Marci Turner questioned the methodology for positions not included in external market comparisons. She recommended further market analysis before implementing salary adjustments for those positions.

Budget Officer Nina Payne spoke in support of the study. She emphasized the need for

direction on implementation from the Court in order to prepare the FY 2027 Budget. Ms. Payne stated that she would not propose a COLA for FY27 given the number of positions above the midpoint.

Following discussion, the Court generally indicated support for moving forward with the new compensation framework. They provided direction to move forward with the phased implementation approach while preserving flexibility to address department-specific concerns and future compensation requests during the budget process.

A copy of the presentation is attached.

3. Adjourn

The meeting was adjourned at 3:12 p.m.



**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: June 9, 2026
MEETING TIME: 1:30 PM
MEETING PLACE: Commissioners Courtroom of the Brazos County Administration
Building, 200 S. Texas Avenue, Suite 106, Bryan, TX 77803

-
1. Call to Order
 2. Compensation and Benefits Study - Final Proposed Results
 - A. Presentation and review of the final proposed countywide classification and compensation structure
 - B. Discussion of proposed implementation options, funding strategies, and budget considerations
 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

9 DAY OF June, 2026
2 pm AM (PM) Workshop

Name

(PLEASE PRINT)

Organization

(PLEASE PRINT)

Tanya Skinner
Shirley Sumner
Dana Lachany
Gary Bryant
Waylawn Van Nisk
BRIAN BAKER
Jeff Reeves
Phil Brown
Justin Marshall
Josh Hearen
David Hillen
Tom Piccolo
LINDA Ricketson
Earl Gray
Stacey Kasperg

Collection's
DA
Associate Ct. 1
CC L Z
Associate Ct. 1
Dist. ofc.
Pct 1 Constable
Pct 1 Const
BUSD
Pct 1 Const
361st Dist Ct
Pct 2 Constable Office
Juv.
CA Office
Juvenile services

BRAZOS COUNTY COMMISSIONER'S COURT

9th DAY OF June, 2026
AM(PM) Workshop

Name

(PLEASE PRINT)

Organization

(PLEASE PRINT)

SEAN McCARRONE	Const. Pt 1
WAYNE DIRK	SU
Megan Sullivan	BCEM
Jason Ware	BCEM
Billy Melzow	BCIT
Eric Caldwell	BCIT
KIM RUSSELL	
Rick Hill	JP3
Leslie Contreras	Risk
JOE SALVATO	R&B
Bill Hansen	R&B
Kerry McPhee	Co. Clk
James Spener	Brazos Center
TREVOR LUGGENDW	PROJECT MANAGEMENT
Kate Conner	Co. Judge transition

BRAZOS COUNTY COMMISSIONER'S COURT

9 DAY OF June, 2026
AM/PM, Workshop

Name

(PLEASE PRINT)

Organization

(PLEASE PRINT)

Ashlee Peters-Bowman

Co Clerk

Victoria L McCoy

" "

UnaLayne

Budget

Chris McDermott

Const. Pr. 2

marci tume

County Auditor

Donald Lampo

Const. Pr. 2

Spencer Mays

Budget

Kathryn Battles

Purchasing

Wm. Charles Wendt

Purchasing

Bob Lankin

Facilities Services

Matt Mays

Facilities Services

Sharyl Lowe

Comm Court

Aubrey Leggett

Comm Court

Ken Smith

Law Firm

Barbara Smith

CO Judge

BRAZOS COUNTY COMMISSIONER'S COURT

9 DAY OF June, 2026
AM(PM) workshop

Name (PLEASE PRINT)	Organization (PLEASE PRINT)
Kecanna McWhatny	HR
Jennifer Salazar	HR
Jonathan Sibert	HR
Diana Mills	Veterans
AYLE KACAL	SELF
MATT MAYO	BCFS
Marsha Anderson	Co Judge
Angela Lara	DC
Andrew Wipke	Co. Judge
Cristian Villarreal	Trees
Stephanie West	Constabulary
Cae McCall	Citizen
Joseph Treg	Ret



Brazos County Commissioners Court

COUNTY STAFF SPEAKERS FOR WORKSHOP

DATE: 6/9 TIME: 1:30

Name:	Department Precinct:	Circle One: For/ Against/ Concerning
1. <u>David Hillborn</u>	<u>361</u>	For/ Against/ Concerning ⁷ ₇
2. <u>JARVIS PARSONS</u>	<u>DA</u>	For/ Against/ Concerning
3. <u>BRIAN BRUCE</u>	<u>DA</u>	For/ Against/ Concerning
4. <u>KAREN McQUEEN</u>	<u>Co Clerk</u>	For/ Against/ Concerning
5. <u>Tanya Skinner</u>	<u>Collections</u>	For/ Against/ Concerning
6. <u>marci turner</u>	<u>audit</u>	For/ Against/ Concerning
7. _____		For/ Against/ Concerning
8. _____		For/ Against/ Concerning
9. <u>Kyle Kacal</u>		For/ Against/ Concerning
10. <u>Nina Payne</u>	<u>Budget</u>	For/ Against/ Concerning



**BRAZOS COUNTY
BRYAN, TEXAS**

DEPARTMENT:

NUMBER:

DATE OF COURT MEETING:

6/9/2026

ITEM:

Compensation and Benefits Study - Final Proposed Results

- A. Presentation and review of the final proposed countywide classification and compensation structure
- B. Discussion of proposed implementation options, funding strategies, and budget considerations

TO:

Commissioners Court

DATE:

06/01/2026

FISCAL IMPACT:

False

BUDGETED:

False

DOLLAR AMOUNT:

\$0.00

COMPENSATION & BENEFITS STUDY WORKSHOP

Brazos County Compensation & Benefits Study

Final Proposed Results & Implementation Options

Commissioners Court Workshop | June 2026

Presented by Human Resources

This study was made possible through the collaboration and commitment of:



Commissioners Court

Support, guidance, and engagement throughout the process.



Department Heads & Elected Officials

Participation, feedback, and operational expertise.



County Employees

Completed Job Description Questionnaires and helped ensure study accuracy.



HR Team

Managed this countywide project while continuing to support daily operations.

The County initiated this study with clear and strategic goals:



Evaluate internal equity across departments



Establish a consistent compensation philosophy



Compare positions to the external labor market



Create a sustainable framework for future pay decisions



Modernize an outdated classification structure



Improve recruitment, retention, and career progression

HISTORICAL PROCESS

- 1 Departments identified staffing needs
- 2 Budget reviewed affordability
- 3 Commissioners Court approved requests
- 4 HR processed transactions
- 5 Merits applied on Positions instead of Employees



THE RESULT

- X Compensation decisions occurred independently
- X Pay relationships drifted over time
- X Similar positions compensated differently
- X Market competitiveness was difficult to evaluate
- X No unified compensation philosophy

SCOPE OF WORK COMPLETED

Commissioners Court Workshop · June 2026



Countywide Job Description Questionnaire process



Position validation meetings



Market salary analysis



Classification review



Pay structure development



Department feedback sessions



Final departmental validation meetings



Implementation & funding scenario development

THIS STUDY IS NOT

- ✗ A performance evaluation
- ✗ A statement of employee worth
- ✗ A staffing reduction plan
- ✗ A pay reduction
- ✗ A department ranking

THIS STUDY IS

- ✓ A market-based compensation analysis
- ✓ A classification structure review
- ✓ A compensation equity framework
- ✓ A planning tool for future decisions
- ✓ A long-term compensation strategy

Every step involved validation from Employees, Supervisors, and/or Elected Officials/Department Heads.

1 Employee Job Description Questionnaires (JDQs)

2 Supervisor Review & Approval

3 Department Head Review & Approval

4 Segal Consulting Analysis

5 HR Review & Analysis

6 Validation Meetings with Departments

7 Final Proposed Recommendations

**This was a Countywide process with multiple phases of Departmental validation.
Every department had multiple opportunities to review, challenge, and refine their results.**

A Significant

Organizational Shift

For the first time in the County's history:

Compensation is being managed as a strategic function



Market Data



**Classification
Methodology**



**Compensation
Philosophy**



**Organizational
Alignment**

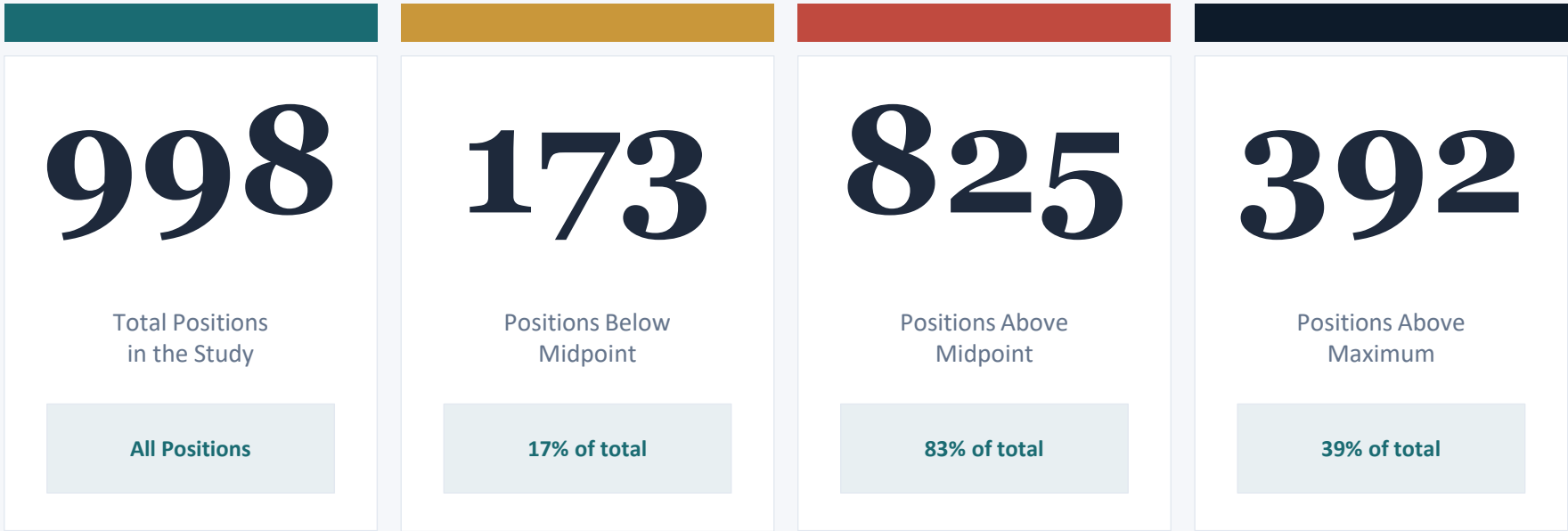


Reduced Duplication

Improved Consistency

Clearer Career Paths

More efficient Administration



Position Distribution by Pay Grade

Below Minimum

7 positions · 0.7%

Below Midpoint

173 positions · 17%

The County's challenge is not primarily one of low pay.



Pay Growth Over Time

Pay has grown through position-based merit increases, disconnected from market movement.



Compression Issues

Market relationships have become compressed, reducing meaningful pay differentiation.



Internal Inequity

Employees performing similar work are often paid very differently.



Need for Structure

Future compensation decisions require a consistent, defensible framework.

The Bottom Line



A defensible classification structure



Consistent compensation administration



Market-based compensation data



A roadmap for future compensation decisions



Improved internal equity

The question before the Court is no longer whether change is needed.
The question is how the County would like to proceed.

GUIDING PHILOSOPHY MOVING FORWARD

A sustainable, consistent approach:

- 1 Maintain the integrity of the new classification structure
- 2 Use market data to guide future compensation decisions
- 3 Focus funding on employees below market midpoint
- 4 Reduce ad hoc and unilateral compensation adjustments
- 5 Create predictable and defensible compensation practices

Compensation discussions are personal because they affect employees, departments, and operations.

While there may be differing opinions regarding specific recommendations, the overall structure provides Brazos County with a more consistent, equitable, and sustainable framework moving forward.

Full Approach

OPTION 1

\$1.2M

Bring all 173 positions budgeted below midpoint up to the new midpoint rate.

Number of Positions Below Minimum: 0

Number of Positions Below Midpoint: 0

Creates immediate and comprehensive market alignment

Phased Approach

OPTION 2

\$755,000

Increase all filled positions 10% (not to exceed midpoint); vacant positions budgeted up 10% (not to exceed midpoint). Uses unexpended budgets as offset.

Number of Positions Below Minimum: 0

Number of Positions Below Midpoint: 73

Balance of cost and market alignment impact

FY '27

- ✓ Focus available funding on employees below market
- ✓ Begin administering compensation within the new framework
- ✓ Begin implementing Classification into Oracle & Implement Performance Based Merit Program



FY '28

- ✓ Continue market alignment efforts
- ✓ Implement the new classification structure
- ✓ Utilize future market adjustments rather than across-the-board increases

Goal: A fully functioning, market-responsive compensation system by FY '28.

To proceed, HR requests direction from Commissioners Court regarding:

1. Direction on the proposed classification structure

2. Desired implementation timeline

3. Preferred funding strategy, particularly for FY '27

4. Future compensation philosophy moving forward



Thank You!

COMPENSATION & BENEFITS STUDY WORKSHOP