



AGENDA COORDINATION FORM

Bexar County Commissioners Court

Type of Agenda Item (Choose one): Ceremonial <input type="checkbox"/>					Special Presentation <input type="checkbox"/>		Time Certain <input type="checkbox"/>		Consent <input type="checkbox"/>		Individual <input checked="" type="checkbox"/>	
Sponsoring												
Office/Department: <u>Human Resources</u>				Recipient Agency / Individual Name: _____								
Contact Person: <u>Tina M. Smith-Dean</u>				Phone Number: <u>X52455</u>			Court Date Requested: <u>April 18, 2023</u>					
Presenter: <u>Baker Tilly/Tina M. Smith-Dean</u>				Phone Number: <u>X52455</u>			Deadline for Action: _____					
Audio / Visual Presentation: Y <input checked="" type="checkbox"/> N <input type="checkbox"/>				PowerPoint? Y <input checked="" type="checkbox"/> N <input type="checkbox"/>			DA Assistance Required <u>N/A</u>					
Official/Department Head Signature:				Small, Minority, Women-owned Business Enterprise (SMWBE): Impact: Y <input type="checkbox"/> N <input checked="" type="checkbox"/>								

CAPTION:

Discussion and appropriate action regarding:

- a. A presentation from Baker Tilly regarding the results of the market study conducted on all County pay plans
- b. Recommended changes to the civilian pay plans to reflect the market study results including the Executive, Exempt, Non-Exempt, Bexar County Information Technology (BCIT) pay plans, and the new Attorney pay plan
- c. Recommended changes to the Sheriff’s Step Pay Plans to reflect market study results.

ESTIMATED PRESENTATION TIME: 20 Minutes

BACKGROUND:

In 2022, Commissioners Court approved a contract with Baker Tilly to conduct a market study on all County pay plans. Baker Tilly has concluded its work and will present the methodology used to conduct the study and the recommendations for implementation of the study (see attached presentation).

Baker Tilly is proposing market adjustments to the Executive, Exempt, Non-Exempt, Bexar County Information Technology (BCIT), and Sheriff’s Step Pay Plans and is proposing a new Attorney Step Pay Plan.

Staff recommends the Court adopt the new pay plans and implement the pay plans as follows:

1. Adjust civilian salaries by 2 percent or up to the minimum of the new pay table, whichever is greater.
2. Place uniformed officers on the new pay table at the step that is closest to their current salary without a decrease.

If approved by Commissioners Court, the market study would be effective for the first full pay period in May for civilians and the first full pay period after a vote of approval by members of the Deputy Sheriff’s Association of Bexar County (DSABC).

RECOMMENDED MOTION:

Approval of:

- a. The new Executive, Exempt, Non-Exempt, Bexar County Information Technology (BCIT), Attorney and Sheriff Step pay plans
- b. An adjustment to the salaries of all civilian employees of 2 percent or the minimum of the new pay grade, whichever is greater, to be effective the first full pay period in May.

- c. Placement of uniformed officers on the new Step Pay Plans at the step that is the closest to their current salary without a decrease, contingent upon approval by a vote of the members of the Deputy Sheriff's Association of Bexar County (DSABC), to be effective the first full pay period after the appropriate contract amendment is fully executed and signed by Commissioners Court, the Sheriff and the DSABC.

FISCAL ASSESSMENT: APPLICABLE Yes No Fiscal Note

1	Is this a revenue or expense?	Revenue <input type="checkbox"/>	Expense <input checked="" type="checkbox"/>
2	Dollar amount of revenue or expense associated with item?	\$14,800,000 (Annual Estimate) \$5,560,000 (FY 2023 Estimate)	
3	Is this a budgeted revenue or expense?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
4	Does this item require additional staff?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
5	Will this increase your current budget?	Yes <input type="checkbox"/>	No <input checked="" type="checkbox"/>
6	Impact on future Budget? If Yes, Explain in Comments.	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
7	Current End-of-Year Expenditure Estimate-for impacted Object Code(s)?	\$397,370,160 (All Personnel Costs)	
8	If an expense, what is the current Object Code budget amount?	\$407,085,972 (All Personnel Costs)	
9	If an expense, are sufficient funds currently budgeted in the Object Code?	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
10	If an expense, are sufficient funds currently budgeted in the Appropriation	Yes <input checked="" type="checkbox"/>	No <input type="checkbox"/>
11	List impacted offices or departments or note if countywide:	County-wide	
12	Company:	All Funds	
13	Account Unit / Accounting Category:	All Accounting Units	
14	Account:	Personnel Appropriation Accounts	
15	If this is a grant, what is the estimated amount of program income?		
16	If this is a grant, what is the amount of Grantor funding?		
17	If this is a grant, what is the required County cash match?		
18	If this is a grant, what is the required County in-kind/allocation match?		
19	If this is a grant, was item approved by the Grant Review Committee?	Yes <input type="checkbox"/>	No <input type="checkbox"/>
20	Comments: The estimated cost associated with the approval of the new pay plans and the implementation recommended by staff is \$14.8 million. The cost for the remainder of the fiscal year will be about \$5.56 million, which is within the \$11.25 million budgeted this fiscal year.		
21	Coordinated by: Tina M. Smith-Dean	Verified By: Tanya Gaitan (4/10/23)	



Classification and Compensation Study

Bexar County, Texas

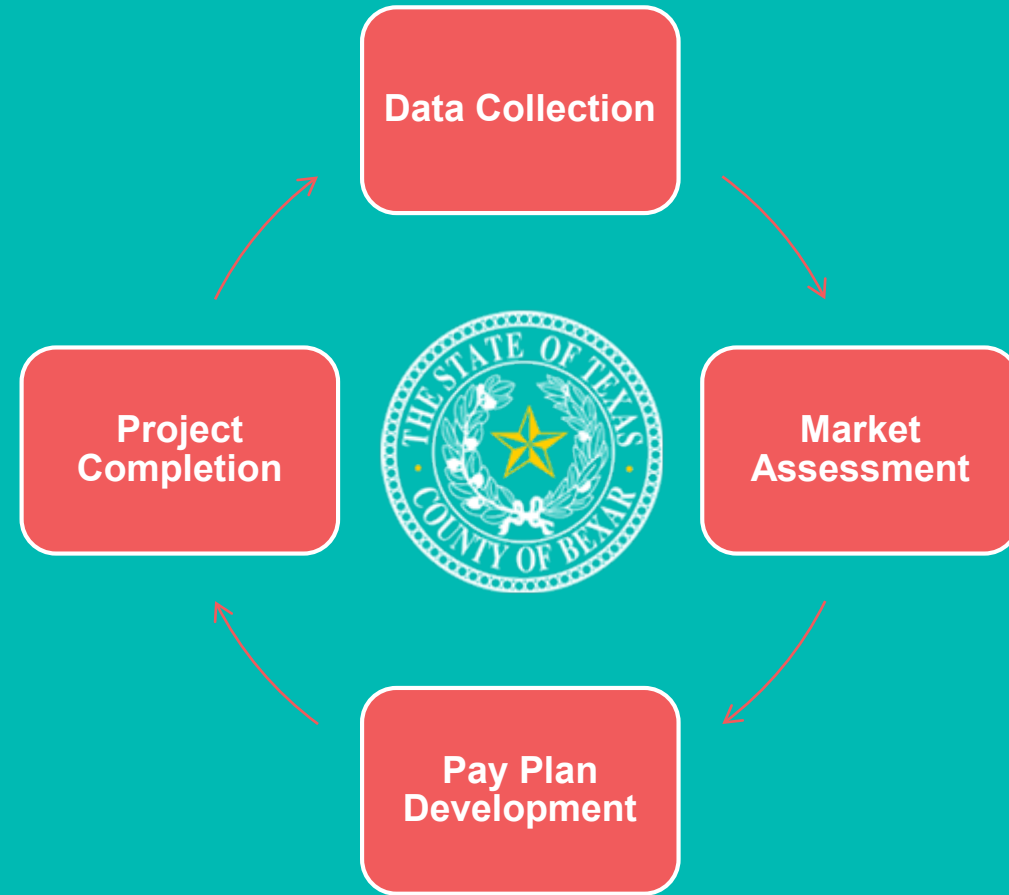


Agenda

- Project Methodology
- Project Results
 - *Market Study*
 - *Pay Plan Development*
 - *Implementation*
- Recommendations
- Next Steps

Project Overview

- **Data Collection:** project planning meetings to discuss goals for the study and current challenges experienced by existing classification and compensation plan, data collected from the County.
- **Market Assessment:** collection of base pay and benefits information from peer organizations.
- **Pay Plan Development:** pay plan development, grade assignments, and implementation calculations.
- **Project Completion:** final report, employee and leadership presentations, project documentation delivery.



Market Assessment

- **Peer Organizations** = public peer organizations that are similar in size (revenue, population, or number of employees), services provided, geographic proximity, industry, competition for talent, etc.
 - Private Sector = published data salary survey data included in the market results
- **Benchmark Positions** = a job that is commonly found in the workforce and is likely to match with analogous positions in other organizations.
- **Data Adjustments** = work week, aging data if not in the current fiscal year, and cost of labor differentials. *Not the same as cost of living.*
- **Quality Control**
 - Market data is not weighted; no peer's data is given preference over another.
 - Required 3 matches per benchmark position to determine market values
 - A 75% overlap in duties/responsibilities is considered a “good” match

Market Assessment: Peer Organizations

- The County identified 17 public peer organizations to be included in the study
- Data was collected or compiled from 15 of those, **shown in bold below.**
- Data from **3 published surveys** included to represent the “private sector”

- 1. City of Austin**
- 2. City of San Antonio**
- 3. Collin County**
4. Comal County
- 5. Dallas County**
- 6. Denton County**
- 7. El Paso County**
- 8. Fort Bend County**
9. Guadalupe County
- 10. Harris County**

- 11. Hidalgo County**
- 12. Kerr County**
- 13. Tarrant County**
- 14. Travis County**
- 15. Williamson County**
- 16. Bandera County**
- 17. Medina County**
- 18. Comp Analyst**
- 19. Bureau of Labor Statistics**
- 20. Economic Research Institute**

Market Assessment: Cost of Labor Differentials

- Where cost of living is a measurement of goods and services in each area, the cost of labor is a measurement of compensation paid.
- Cost of labor can be impacted by the cost of living but is mainly influenced by the supply and demand of labor in each area (rate of unemployment and number of qualified laborers).

Date Pulled	Client Name	Location	Geo Adjust	Client Avg Base
11.8.22	Bexar County, TX	San Antonio, TX	95.3	57,399
Peer #	Peer Organization	Locality Used	ERI Indicator	GeoDiff %
1	City of Austin, TX	Austin, TX	104.2	-8.9%
2	City of San Antonio, TX	San Antonio, TX	95.3	0.0%
3	Collin County, TX	McKinney, TX	102.0	-6.7%
4	Comal County, TX			
5	Dallas County, TX	Dallas, TX	103.8	-8.5%
6	Denton County, TX	Denton, TX	102.2	-6.9%
7	El Paso County, TX	El Paso, TX	89.1	6.2%
8	Fort Bend County, TX	Richmond, TX	103.4	-8.1%
9	Guadalupe County, TX			
10	Harris County, TX	Houston, TX	105.5	-10.2%
11	Hildago County, TX	Edinburg, TX	87.3	8.0%
12	Kerr County, TX	Kerrville, TX	88.0	7.3%
13	Tarrant County, TX	Fort Worth, TX	98.9	-3.6%
14	Travis County, TX	Austin, TX	104.2	-8.9%
15	Williamson County, TX	Georgetown, TX	102.3	-7.0%
16	Comp Analyst	United State Avg.	100.0	-4.7%
17	Economic Research Institute	San Antonio, TX	95.3	0.0%
18	Bureau of Labor Statistics	Texas State Average	96.8	-1.5%
19	Bandera County, TX	Boerne, TX	94.4	0.9%
20	Medina County, TX	Hondo, TX	94.4	0.9%

Cost of labor differentials collected from Economic Research Institutes Geographic Assessor tool which utilizes figures published by the Bureau of Labor Statistics.




Market Assessments: Results

- In total 777 positions were included in the market survey as a benchmark positions.
 - Of those, 173 had insufficient data (less than 3 matches) and a market value was not calculated.
 - Where positions are grouped together within the current pay plans, the same consideration was made for establishing grade assignments for those positions without market data.
 - Overall, the study yielded market values for 77.7% of the County's positions.
-
- Average minimum, midpoint, and maximum results were prepared for each of the 604 benchmark positions with sufficient data.
 - A comparison of current midpoints vs. the market average midpoint was also prepared. Additional market thresholds demonstrating 5% above and 5% below market were also prepared for consideration.
 - Draft pay plans were aligned to the market at the midpoint.

Pay Plan Development

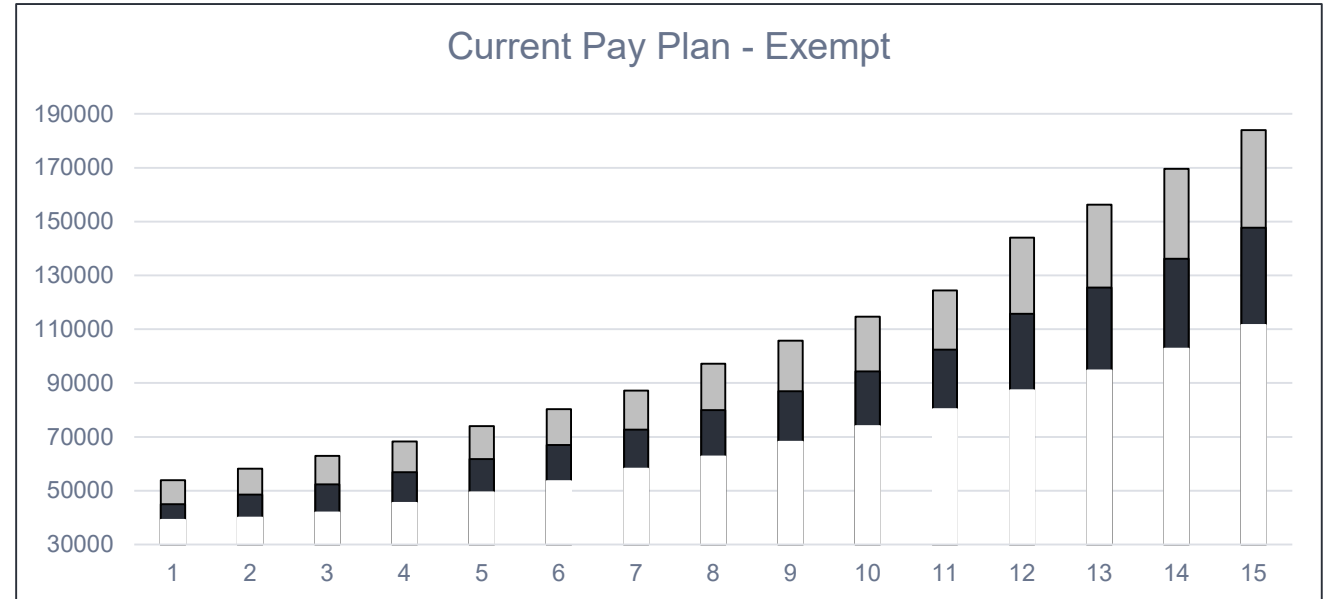
- Baker Tilly led discussions with the County's project team with regards to the number of pay plans, type of pay plans, and design of pay plans.
- Determination for the number of pay plans an organization needs may be influenced by the diversity of jobs, diversity in grading procedures, internal equity versus external competitiveness, and even your organizational culture.
- The County currently utilizes 5 pay structures: Exempt, Non-Exempt, Executive, IT, and Detention/Law Enforcement.

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- Baker Tilly recommended adding a separate pay structure for Attorney's to help address recruitment and retention issues for those positions.
 - Therefore, Baker Tilly prepared **6 pay structures**: Exempt, Non-Exempt, Executive, IT, Attorney, and Detention/Law Enforcement.

Current vs. Proposed: Exempt Pay Plan

Current

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	39,216	44,952	53,940	37.5%	
2	39,996	48,540	58,248	45.6%	8.0%
3	41,940	52,428	62,916	50.0%	8.0%
4	45,516	56,892	68,268	50.0%	8.5%
5	49,380	61,716	74,064	50.0%	8.5%
6	53,568	66,972	80,364	50.0%	8.5%
7	58,140	72,660	87,192	50.0%	8.5%
8	62,688	79,920	97,164	55.0%	10.0%
9	68,208	86,964	105,720	55.0%	8.8%
10	74,004	94,356	114,708	55.0%	8.5%
11	80,292	102,372	124,452	55.0%	8.5%
12	87,300	115,680	144,048	65.0%	13.0%
13	94,728	125,508	156,300	65.0%	8.5%
14	102,768	136,176	169,584	65.0%	8.5%
15	111,516	147,744	183,984	65.0%	8.5%



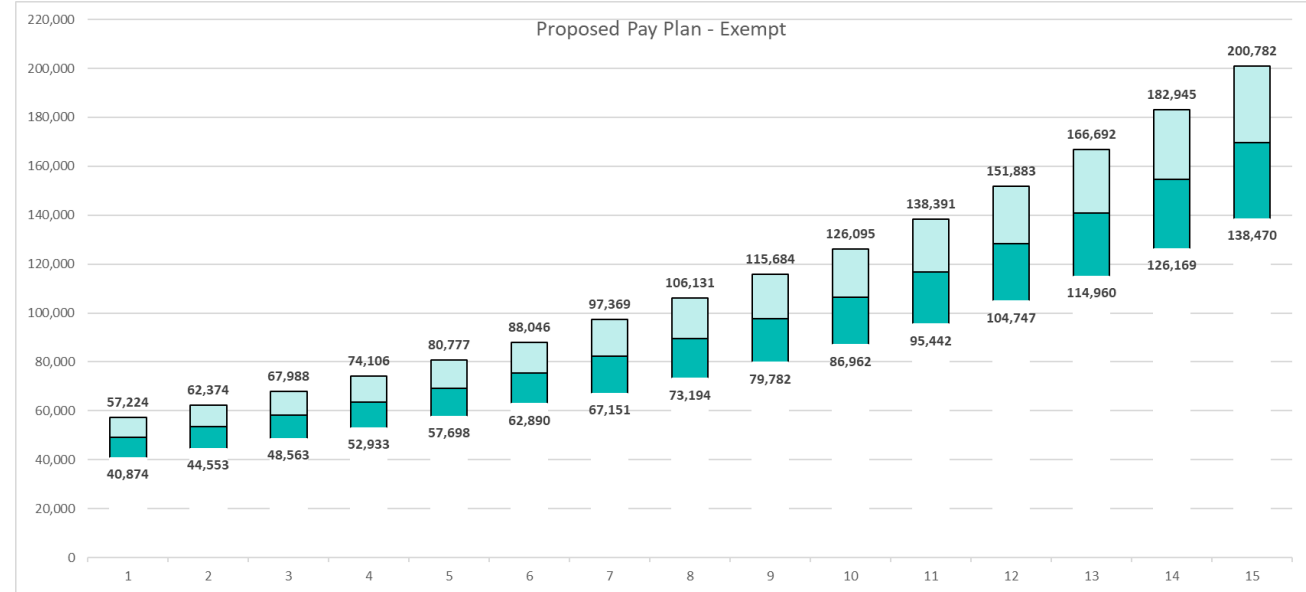
- Open Range Plan
- 15 Grades (1 through 15)
- 37.5 to 65.0% Range Spreads
- 8.0% to 13.0% Midpoint Differentials



Current vs. Proposed: Exempt Pay Plan

Proposed

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$40,874	\$49,049	\$57,224	40%	7.80%
2	\$44,553	\$53,463	\$62,374	40%	9.00%
3	\$48,563	\$58,275	\$67,988	40%	9.00%
4	\$52,933	\$63,520	\$74,106	40%	9.00%
5	\$57,698	\$69,237	\$80,777	40%	9.00%
6	\$62,890	\$75,468	\$88,046	40%	9.00%
7	\$67,151	\$82,260	\$97,369	45%	9.00%
8	\$73,194	\$89,663	\$106,131	45%	9.00%
9	\$79,782	\$97,733	\$115,684	45%	9.00%
10	\$86,962	\$106,529	\$126,095	45%	9.00%
11	\$95,442	\$116,916	\$138,391	45%	9.75%
12	\$104,747	\$128,315	\$151,883	45%	9.75%
13	\$114,960	\$140,826	\$166,692	45%	9.75%
14	\$126,169	\$154,557	\$182,945	45%	9.75%
15	\$138,470	\$169,626	\$200,782	45%	9.75%



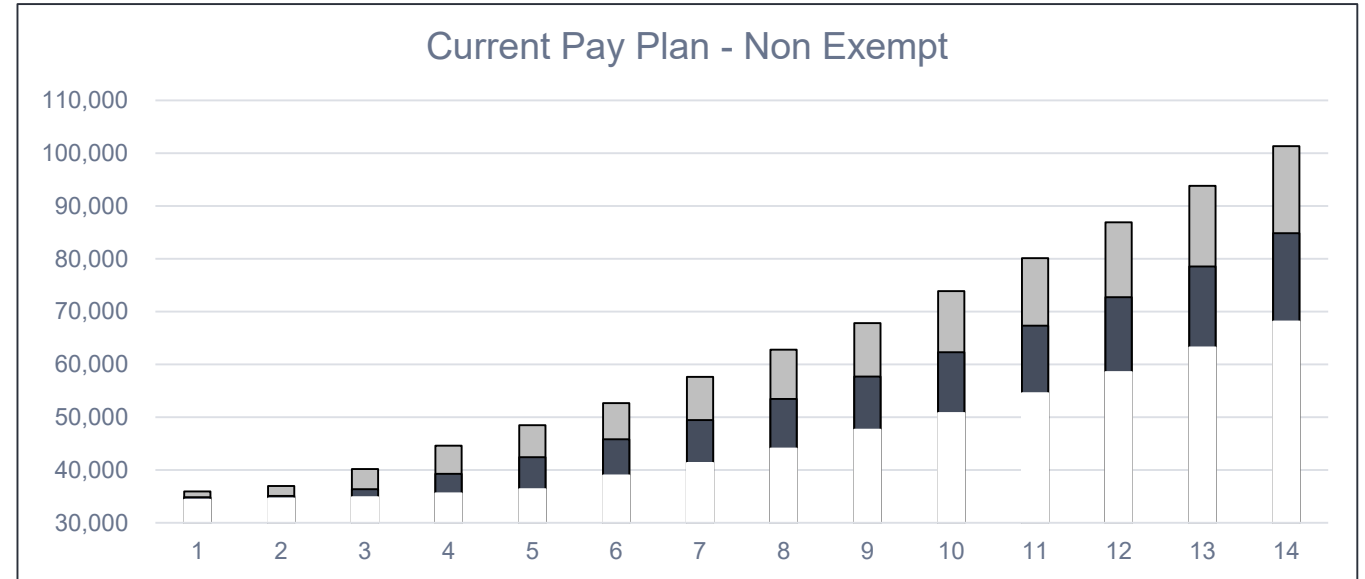
- Open Range Plan
- 15 Grades (1 through 15)
- 40% to 45% Range Spreads
- 7.8% to 9.75% Midpoint Progression
- Aligned to the market at the midpoint



Current vs. Proposed: Non Exempt Pay Plan

Current

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	34,404	34,836	35,928	4.4%	
2	34,608	35,088	36,984	6.9%	0.7%
3	34,848	36,360	40,200	15.4%	3.6%
4	35,616	39,276	44,592	25.2%	8.0%
5	36,384	42,420	48,468	33.2%	8.0%
6	38,952	45,816	52,692	35.3%	8.0%
7	41,316	49,488	57,660	39.6%	8.0%
8	44,100	53,448	62,796	42.4%	8.0%
9	47,628	57,720	67,824	42.4%	8.0%
10	50,808	62,340	73,872	45.4%	8.0%
11	54,528	67,320	80,124	46.9%	8.0%
12	58,536	72,720	86,892	48.4%	8.0%
13	63,216	78,540	93,840	48.4%	8.0%
14	68,112	84,828	101,364	48.8%	8.0%



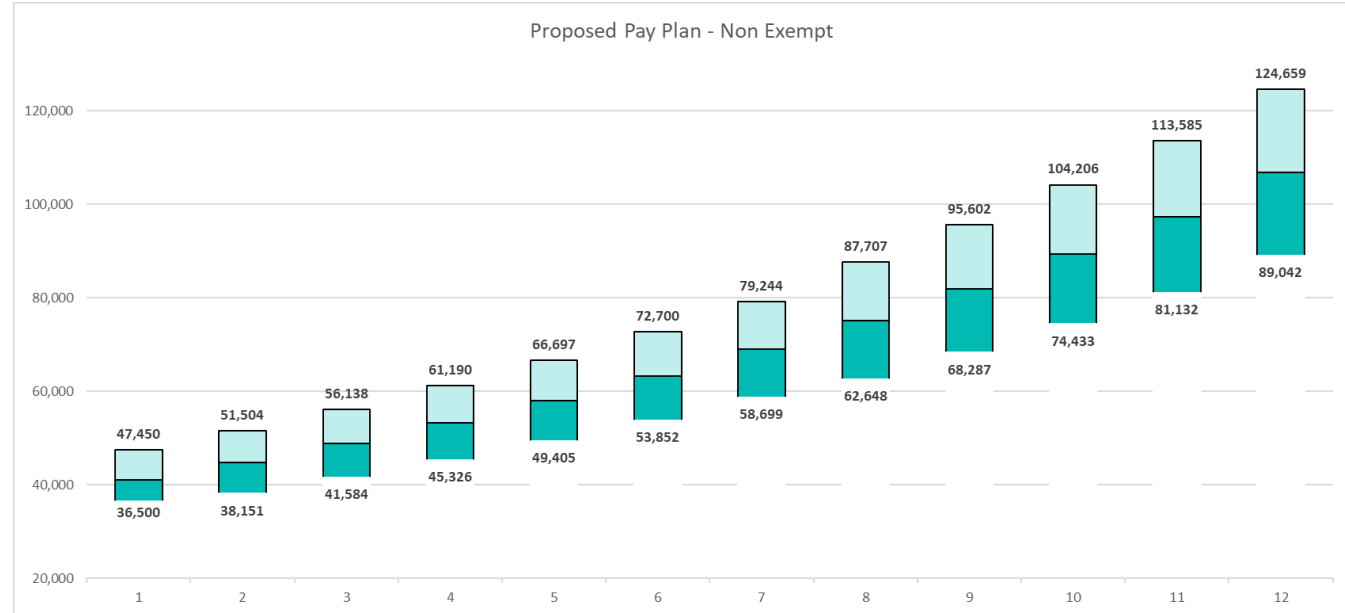
- Open Range Plan
- 14 Grades (1 through 14)
- 4.4% - 48.8% Range Spreads
- 0.7% to 8.0% Midpoint Differentials



Current vs. Proposed: Non Exempt Pay Plan

Proposed

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$36,500	\$41,126	\$47,450	30%	9.00%
2	\$38,151	\$44,827	\$51,504	35%	9.00%
3	\$41,584	\$48,861	\$56,138	35%	9.00%
4	\$45,326	\$53,258	\$61,190	35%	9.00%
5	\$49,405	\$58,051	\$66,697	35%	9.00%
6	\$53,852	\$63,276	\$72,700	35%	9.00%
7	\$58,699	\$68,971	\$79,244	35%	9.00%
8	\$62,648	\$75,178	\$87,707	40%	9.00%
9	\$68,287	\$81,944	\$95,602	40%	9.00%
10	\$74,433	\$89,319	\$104,206	40%	9.00%
11	\$81,132	\$97,358	\$113,585	40%	9.00%
12	\$89,042	\$106,850	\$124,659	40%	9.75%



- Open Range Plan
- 12 Grades (1 through 12) – fewer grades
- 30% to 40% Range Spreads
- 9.0% to 9.75% Midpoint Progression
- Aligned to the market at the midpoint
- New minimum wage of \$17.54 per hour (6.1% increase)



Current vs. Proposed: Executive Pay Plan

Current

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	99,888	137,352	174,816	75.0%	
2	108,888	149,712	190,536	75.0%	9.0%
3	118,692	163,188	207,684	75.0%	9.0%
4	129,360	177,876	226,380	75.0%	9.0%
5	141,012	193,884	246,756	75.0%	9.0%



- Open Range Plan
- 5 Grades (1 through 5)
- 75% Range Spreads
- 9% Midpoint Differentials

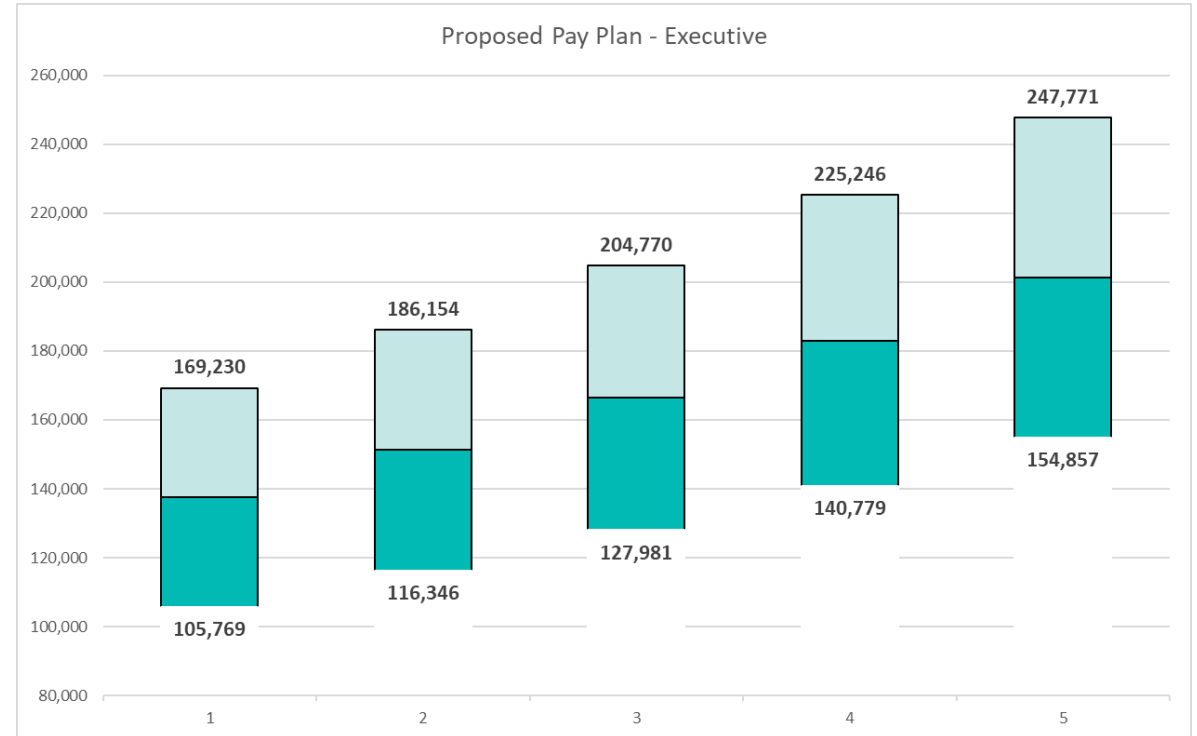


Current vs. Proposed: Executive Pay Plan

Proposed

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	105,769	137,500	169,230	60%	10%
2	116,346	151,250	186,154	60%	10%
3	127,981	166,375	204,770	60%	10%
4	140,779	183,013	225,246	60%	10%
5	154,857	201,314	247,771	60%	10%

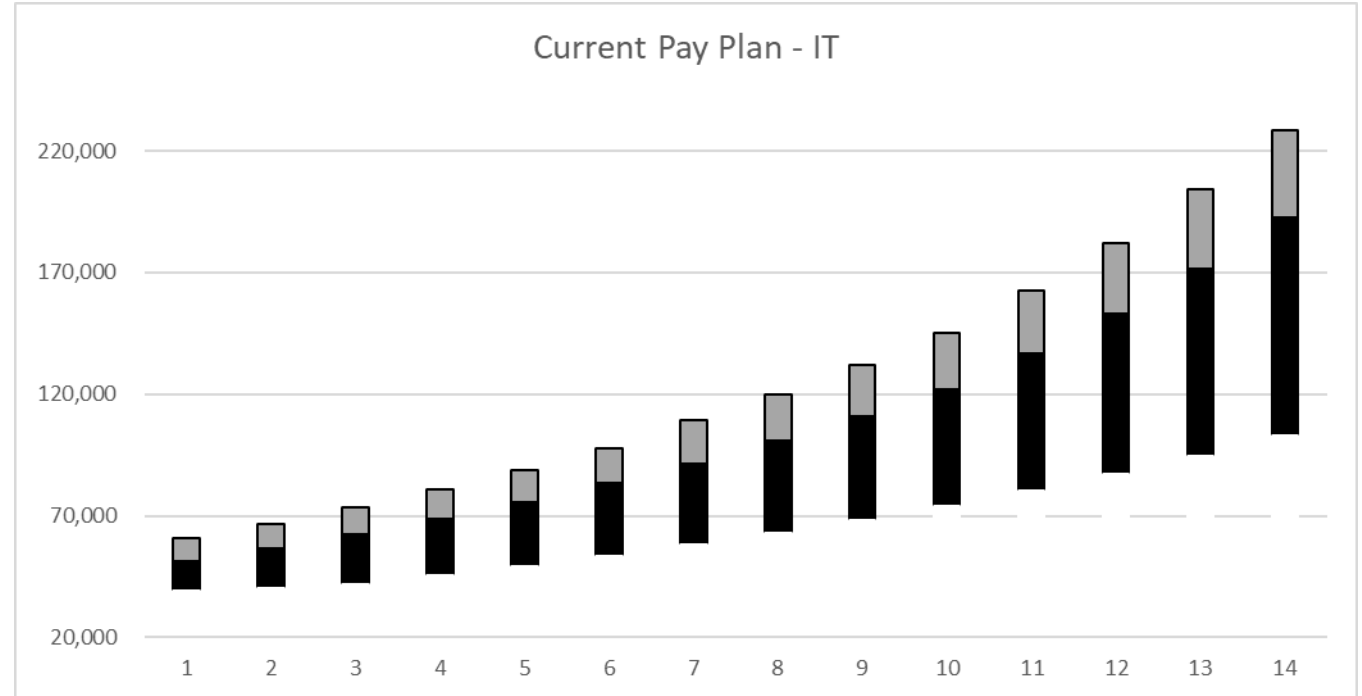
- Open Range Plan
- 5 Grades (1 through 5)
- 60% Range Spreads – narrower range spreads
- 10% Midpoint Progression
- Aligned to the market at the midpoint



Current vs. Proposed: IT Pay Plan

Current

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	43,332	52,008	60,672	40.0%	
2	47,664	57,204	66,732	40.0%	10.0%
3	52,428	62,928	73,404	40.0%	10.0%
4	57,684	69,228	80,736	40.0%	10.0%
5	63,456	76,140	88,836	40.0%	10.0%
6	69,792	83,748	97,704	40.0%	10.0%
7	75,192	92,124	109,044	45.0%	10.0%
8	82,728	101,328	119,940	45.0%	10.0%
9	90,996	111,456	131,952	45.0%	10.0%
10	100,092	122,616	145,140	45.0%	10.0%
11	112,116	137,328	162,552	45.0%	12.0%
12	125,556	153,804	182,052	45.0%	12.0%
13	140,616	172,272	203,904	45.0%	12.0%
14	157,500	192,936	228,372	45.0%	12.0%



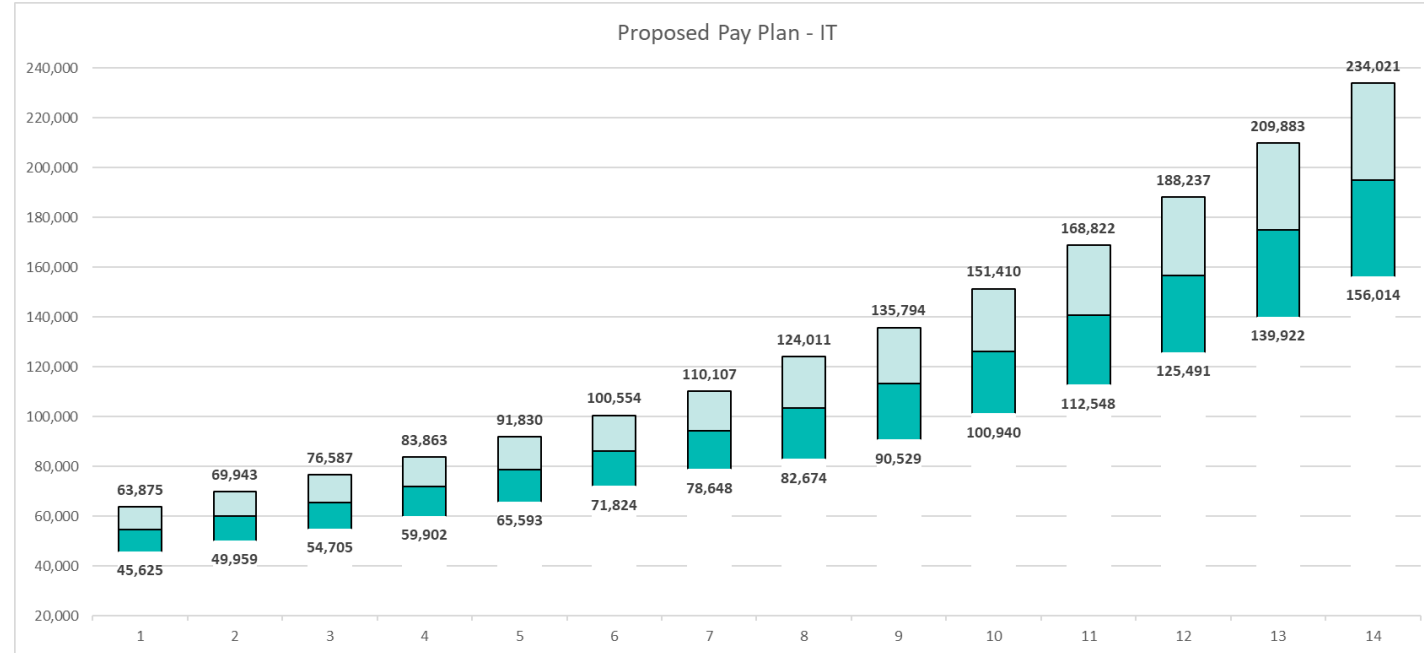
- Open Range Plan
- 14 Grades (1 through 14)
- 40% to 45% Range Spreads
- 10% to 12% Midpoint Differentials
- Range spreads are wider from minimum to midpoint than midpoint to maximum



Current vs. Proposed: IT Pay Plan

Proposed

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$45,625	\$54,750	\$63,875	40%	9.50%
2	\$49,959	\$59,951	\$69,943	40%	9.50%
3	\$54,705	\$65,646	\$76,587	40%	9.50%
4	\$59,902	\$71,882	\$83,863	40%	9.50%
5	\$65,593	\$78,711	\$91,830	40%	9.50%
6	\$71,824	\$86,189	\$100,554	40%	9.50%
7	\$78,648	\$94,377	\$110,107	40%	9.50%
8	\$82,674	\$103,343	\$124,011	50%	9.50%
9	\$90,529	\$113,161	\$135,794	50%	9.50%
10	\$100,940	\$126,175	\$151,410	50%	11.50%
11	\$112,548	\$140,685	\$168,822	50%	11.50%
12	\$125,491	\$156,864	\$188,237	50%	11.50%
13	\$139,922	\$174,903	\$209,883	50%	11.50%
14	\$156,014	\$195,017	\$234,021	50%	11.50%



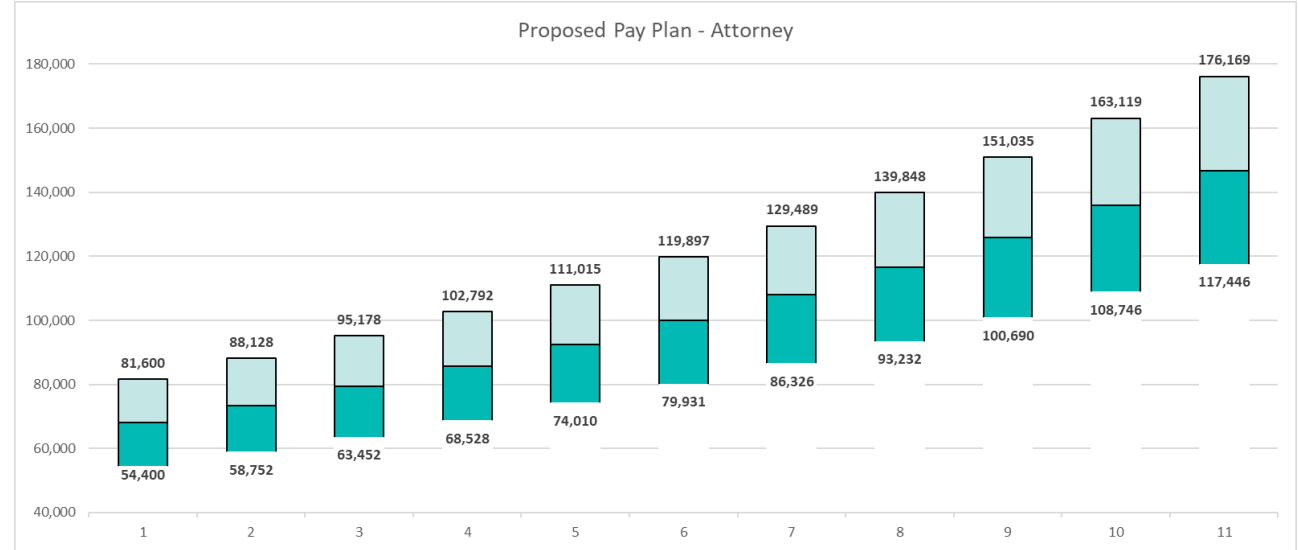
- Open Range Plan
- 14 Grades (1 through 14)
- 40% to 50% Range Spreads – wider range spreads for grades 8 to 14
- 9.5% to 11.5% Midpoint Progression
- Aligned to the market at the midpoint



New Proposed: Attorney Pay Plan

Proposed

Grade	Minimum	Midpoint	Maximum	Range Spread	Midpoint Differential
1	\$54,400	\$68,000	\$81,600	50%	8.00%
2	\$58,752	\$73,440	\$88,128	50%	8.00%
3	\$63,452	\$79,315	\$95,178	50%	8.00%
4	\$68,528	\$85,660	\$102,792	50%	8.00%
5	\$74,010	\$92,513	\$111,015	50%	8.00%
6	\$79,931	\$99,914	\$119,897	50%	8.00%
7	\$86,326	\$107,907	\$129,489	50%	8.00%
8	\$93,232	\$116,540	\$139,848	50%	8.00%
9	\$100,690	\$125,863	\$151,035	50%	8.00%
10	\$108,746	\$135,932	\$163,119	50%	8.00%
11	\$117,446	\$146,807	\$176,169	50%	8.00%



- Open Range Plan
- 11 Grades (1 through 11)
- 50% Range Spreads
- 8% Midpoint Progression
- Aligned to the market at the midpoint



Current vs. Proposed: Detention and Law Enforcement Step Plan

Current

Annual Base Pay										
	Grade	Cadet	First Year	Over 1	Over 2	Over 3	Over 4	Over 5	Over 7	Over 9
Detention Captain	DT 09		100,404	101,280		102,168		103,920	105,684	107,448
Detention Lieutenant	DT 07		81,828	82,644		83,460		85,092	86,712	88,344
Detention Sergeant	DT 05		68,604	69,288		69,972		71,340	72,708	74,076
Detention Corporal	DT 02		57,180	57,756		58,332		59,472	60,612	61,764
Deputy Sheriff - Detention	DT 01		43,908	46,668	48,048	49,428	50,820	52,200	53,544	54,888
<i>*Deputy Sheriff - Detention Cadet</i>	<i>DT 01</i>	<i>41,964</i>								

Annual Base Pay										
	Grade		First Year	Over 1	Over 2	Over 3	Over 4	Over 5	Over 7	Over 9
Law Enforcement Captain	LE 10		105,672	106,620		107,568		109,464	111,372	113,268
Law Enforcement Lieutenant	LE 08		95,676	96,636		97,596		99,516	101,436	103,356
Law Enforcement Sergeant	LE 06		87,012	87,876		88,752		90,480	92,208	93,948
Law Enforcement Investigator	LE 04		79,056	79,848		80,640		82,224	83,820	85,404
Deputy Sheriff - Law Enforcement	LE 03		58,704	59,820		60,948		65,100	69,228	73,356

- Step Plan
- Range spread from 7% to 25%
- Detention Deputy has 8 steps, other positions have 6 steps



Current vs. Proposed: Detention and Law Enforcement Step Plan

Proposed

	Grade	1	2	3	4	5	6	7	8	9	10	11	Range Spread	Midpoint Differential	Step Rate
Cadet	DT01A	\$45,000													
Officer	DT01		\$47,792	\$50,699	\$52,220	\$53,786	\$55,400	\$57,062	\$58,774	\$60,537	\$62,353	\$64,224	34%	N/A	3.0%
Corporal	DT02	\$64,753	\$66,696	\$68,697	\$70,758	\$72,881	\$75,067	\$77,319	\$79,639	\$82,028	\$84,489	\$87,023	34%	36%	3.0%
Sergeant	DT05	\$73,171	\$75,367	\$77,628	\$79,956	\$82,355	\$84,826	\$87,370	\$89,992	\$92,691	\$95,472	\$98,336	34%	13%	3.0%
Lieutenant	DT08	\$84,147	\$86,672	\$89,272	\$91,950	\$94,708	\$97,550	\$100,476	\$103,490	\$106,595	\$109,793	\$113,087	34%	15%	3.0%
Captain	DT09	\$96,769	\$99,672	\$102,662	\$105,742	\$108,915	\$112,182	\$115,547	\$119,014	\$122,584	\$126,262	\$130,050	34%	15%	3.0%

	Grade	1	2	3	4	5	6	7	8	9	10	11	Range Spread	Midpoint Differential	Step Rate
Officer	LE03	\$61,500	\$64,022	\$65,303	\$66,609	\$67,941	\$69,300	\$70,686	\$72,100	\$73,542	\$75,013	\$76,513	24%		2.0%
Investigator	LE04	\$85,363	\$87,071	\$88,812	\$90,588	\$92,400	\$94,248	\$96,133	\$98,056	\$100,017	\$102,017	\$104,057	22%	36.00%	2.0%
Sergeant	LE06	\$95,180	\$97,084	\$99,025	\$101,006	\$103,026	\$105,087	\$107,188	\$109,332	\$111,519	\$113,749	\$116,024	22%	11.50%	2.0%
Lieutenant	LE08	\$106,126	\$108,248	\$110,413	\$112,622	\$114,874	\$117,171	\$119,515	\$121,905	\$124,343	\$126,830	\$129,367	22%	11.50%	2.0%
Captain	LE09	\$118,330	\$120,697	\$123,111	\$125,573	\$128,084	\$130,646	\$133,259	\$135,924	\$138,643	\$141,416	\$144,244	22%	11.50%	2.0%

- Step Plan
- 11 Steps – Added 2 steps
- 22% to 34% Range Spread
- 2% to 3% step rates
- 7.23% percent increase in salary for Detention Cadets
- Step increases every year as opposed to every other year for Steps Over 5 and greater



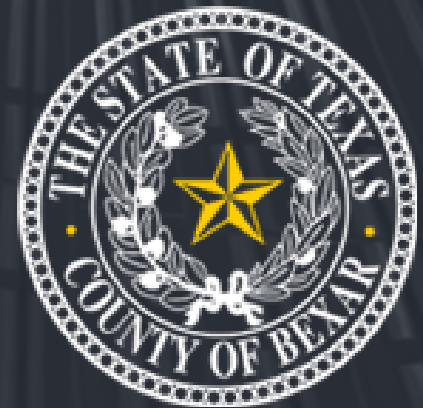
Title & Grade Assignments

- Grade assignments were established based on current midpoints, as a baseline. For example, positions were placed in the grade with a midpoint closest to their current midpoint.
- Grade assignments were adjusted with consideration to on market data, career progressions, supervisor – subordinate relationships, etc.

Baker Tilly Recommendations

We urge the Bexar County to:

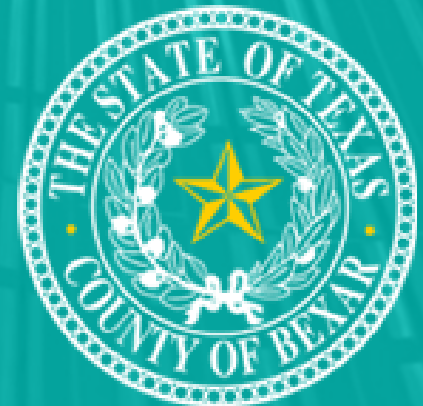
- Approve the pay plans and position grade assignments.
- Approve an implementation scenario that addresses the County's compensation philosophy, business goals, and that is fiscally sustainable.
- Continue efforts to maintain the classification and compensation system:
 - Routinely review positions, job descriptions, and market conditions.
 - Adjust the pay structure and salaries, annually, to keep pace with the market.
 - Adopt merit increases, annually, to reward employees and ensure advancement through assigned pay ranges.



County Staff Recommendation

- Civilian employees move to the new minimum of the pay grade or receive 2%, whichever is greater
- Uniformed employees move to the step closest to their current salary, without a decrease
- Annual cost of ~\$14.8 million (including salary and benefits)

	Average % Increase	Average \$\$ Increase	Number of employees who will receive 2 percent	Number of employees who will receive between 2-5 percent	Number of employees who will receive more than 5 percent
Executive Pay Table	2.19%	\$ 3,332	45	1	2
Exempt Pay Table	4.60%	\$ 2,918	372	45	193
Non-Exempt Pay Table	4.33%	\$ 1,744	1181	447	757
Attorney Pay Table	11.51%	\$ 9,201	63	16	177
IT Pay Table	6.91%	\$ 4,861	52	8	61
Sheriff Step Pay Plan	4.00%	\$ 2,283	483	288	498



Recommended Motion

Approval of:

- a. The new Executive, Exempt, Non-Exempt, Bexar County Information Technology (BCIT), Attorney and Sheriff Step pay plans
- b. An adjustment to the salaries of all civilian employees of 2 percent or the minimum of the new pay grade, whichever is greater, to be effective the first full pay period in May.
- c. Placement of uniformed officers on the new Step Pay Plans at the step that is the closest to their current salary without a decrease, contingent upon approval by a vote of the members of the Deputy Sheriff's Association of Bexar County (DSABC), to be effective the first full pay period after the appropriate contract amendment is fully executed and signed by Commissioners Court, the Sheriff and the DSABC.

