

A JOB CLASSIFICATION AND  
COMPENSATION PLAN  
FOR  
WEBB COUNTY, TEXAS

April 2014

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## Introduction

At the request of Webb County, Condrey and Associates, Inc. entered into a contract with the county for the development of a job classification and compensation plan.

The objectives of the study included:

1. Reviewing and revising the current classification system and pay plan for all county employees;
2. Collecting wage survey data; and
3. Producing a recommended pay plan based on job analysis, job evaluation, and wage survey data.

The process used to collect the necessary data and develop the classification and compensation plan consisted of several steps or phases. The first step involved the distribution of a position questionnaire to all county employees. The questionnaire covered major aspects of the employee's position as well as the physical demands and work environment of the position. After reviewing the information on the position questionnaires, Condrey and Associates interviewed employees individually and developed a classification recommendation for each position. Approximately 40% of full-time position incumbents were personally interviewed for the study. Our experience in interviewing the county's employees was a positive one. The county should take pride in its workforce.

The next phase in the workplan involved evaluating each classification for grade assignment. In order to provide a reliable set of ratings, all positions were rated by Condrey and Associates utilizing the Factor Evaluation System (FES). An explanation of FES follows in another section of the report.

The project also involved collecting salary survey information. Condrey and Associates conducted a salary survey of selected organizations specifically for this study. The survey respondents are listed in Table I.

Even after completion of these phases, it will be necessary to reevaluate positions based on a change in duties or on a refocused job description. It is the intention of Condrey and Associates to provide technical assistance in this process.

Table I  
Salary Survey Respondents  
Webb County Personnel Project

Bell County  
Brazoria County  
Brazos County  
El Paso County  
Galveston County  
Hidalgo County  
Jefferson County  
Lubbock County  
McLennan County  
Smith County  
Laredo Independent School District

## The Classification Plan

The system used to classify the jobs in Webb County is an adapted version of the Factor Evaluation System (FES). FES is considered to be a state-of-the-art system in public human resource management.

FES is a point-factor-comparison evaluation system that uses nine factors for the evaluation of jobs: Knowledge Required by the Position, Supervisory Controls, Guidelines, Complexity, Scope and Effect, Personal Contacts, Purpose of Contacts, Physical Demands, and Work Environment. In order to adapt it to this setting, a tenth factor covering supervisory responsibility was added by Condrey and Associates. The factors are weighted (i.e., Knowledge Required by the Position "counts more" than Physical Demands). Each factor has several levels, and each level is assigned a specified number of points. The combined score on all the factors determines the total number of points for each position and its assignment to a grade in the classification plan. Appendix A depicts the grade level assigned all county positions. The assigned grade levels reflect a combination of data generated by FES, the salary surveys, and a review of organizational relationships within the government.

## The Compensation Plan

The compensation plan developed for the county is based on an internal value system reflected in the classification plan and on a salary survey of comparable organizations to help assure an externally equitable and competitive pay system.

The pay plan consists of twenty-eight grades. Tables II – A, B and C display the proposed salary scales. The salary range for each grade is approximately fifty percent. The range is deliberately broad so that problems associated with employees reaching the top of their pay range will be minimized.

In order to keep the proposed salary tables current, an annual market adjustment should be considered. This adjustment should be applied as an increase to the salary schedule and as a general percentage salary increase for all employees when market conditions dictate. This market adjustment should be made in addition to employee step raises. Thus, the county may budget for two annual personnel cost adjustments: 1) an across-the-board increase which would raise every employee salary and every pay range equally when market conditions dictate, and 2) step increases linked to employee performance.

Table II – A  
Proposed Salary Scale  
Webb County Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	18,918.40	19,391.36	19,876.14	20,373.05	20,882.37	21,404.43	21,939.54	22,488.03	23,050.23	23,626.49	24,217.15	24,822.58	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58
2	19,876.14	20,373.05	20,882.37	21,404.43	21,939.54	22,488.03	23,050.23	23,626.49	24,217.15	24,822.58	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90
3	20,882.37	21,404.43	21,939.54	22,488.03	23,050.23	23,626.49	24,217.15	24,822.58	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00
4	21,939.54	22,488.03	23,050.23	23,626.49	24,217.15	24,822.58	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61
5	23,050.23	23,626.49	24,217.15	24,822.58	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65
6	24,217.15	24,822.58	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26
7	25,443.14	26,079.22	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75
8	26,731.20	27,399.48	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69
9	28,084.47	28,786.58	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84
10	29,506.25	30,243.90	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24
11	31,000.00	31,775.00	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17
12	32,569.38	33,383.61	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16
13	34,218.20	35,073.65	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04
14	35,950.50	36,849.26	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93
15	37,770.48	38,714.75	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93	56,070.50	57,472.27
16	39,682.62	40,674.69	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93	56,070.50	57,472.27	58,909.07	60,381.80
17	41,691.55	42,733.84	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93	56,070.50	57,472.27	58,909.07	60,381.80	61,891.35	63,438.63
18	43,802.19	44,897.24	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93	56,070.50	57,472.27	58,909.07	60,381.80	61,891.35	63,438.63	65,024.59	66,650.21
19	46,019.67	47,170.17	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93	56,070.50	57,472.27	58,909.07	60,381.80	61,891.35	63,438.63	65,024.59	66,650.21	68,316.47	70,024.38
20	48,349.42	49,558.16	50,797.11	52,067.04	53,368.71	54,702.93	56,070.50	57,472.27	58,909.07	60,381.80	61,891.35	63,438.63	65,024.59	66,650.21	68,316.47	70,024.38	71,774.99	73,569.36
21	53,368.71	54,702.93	56,070.50	57,472.27	58,909.07	60,381.80	61,891.35	63,438.63	65,024.59	66,650.21	68,316.47	70,024.38	71,774.99	73,569.36	75,408.59	77,293.81	79,226.15	81,206.81
22	58,909.07	60,381.80	61,891.35	63,438.63	65,024.59	66,650.21	68,316.47	70,024.38	71,774.99	73,569.36	75,408.59	77,293.81	79,226.15	81,206.81	83,236.98	85,317.90	87,450.85	89,637.12
23	65,024.59	66,650.21	68,316.47	70,024.38	71,774.99	73,569.36	75,408.59	77,293.81	79,226.15	81,206.81	83,236.98	85,317.90	87,450.85	89,637.12	91,878.05	94,175.00	96,529.38	98,942.61
24	71,774.99	73,569.36	75,408.59	77,293.81	79,226.15	81,206.81	83,236.98	85,317.90	87,450.85	89,637.12	91,878.05	94,175.00	96,529.38	98,942.61	101,416.18	103,951.58	106,550.37	109,214.13
25	79,226.15	81,206.81	83,236.98	85,317.90	87,450.85	89,637.12	91,878.05	94,175.00	96,529.38	98,942.61	101,416.18	103,951.58	106,550.37	109,214.13	111,944.48	114,743.09	117,611.67	120,551.96
26	87,450.85	89,637.12	91,878.05	94,175.00	96,529.38	98,942.61	101,416.18	103,951.58	106,550.37	109,214.13	111,944.48	114,743.09	117,611.67	120,551.96	123,565.76	126,654.91	129,821.28	133,066.81
27	96,529.38	98,942.61	101,416.18	103,951.58	106,550.37	109,214.13	111,944.48	114,743.09	117,611.67	120,551.96	123,565.76	126,654.91	129,821.28	133,066.81	136,363.48	139,803.32	143,298.40	146,880.86
28	106,550.37	109,214.13	111,944.48	114,743.09	117,611.67	120,551.96	123,565.76	126,654.91	129,821.28	133,066.81	136,363.48	139,803.32	143,298.40	146,880.86	150,552.88	154,316.71	158,174.62	162,128.99



Table II – B  
Proposed Salary Scale  
Webb County Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	18,308.13	18,765.83	19,234.88	19,715.85	20,208.75	20,713.97	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98
2	19,234.88	19,715.85	20,208.75	20,713.97	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29
3	20,208.75	20,713.97	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00
4	21,231.82	21,762.61	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	31,518.75	32,306.72	33,114.39
5	22,306.68	22,864.34	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25
6	23,435.95	24,021.85	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57
7	24,622.40	25,237.96	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89
8	25,868.91	26,515.63	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60
9	27,178.52	27,857.98	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33
10	28,554.43	29,268.29	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94
11	30,000.00	30,750.00	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55
12	31,518.75	32,306.72	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51
13	33,114.39	33,942.25	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46
14	34,790.80	35,660.57	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32
15	36,552.09	37,465.89	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32
16	38,402.54	39,362.60	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00
17	40,346.66	41,355.33	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22
18	42,389.21	43,448.94	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20
19	44,535.17	45,648.55	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53
20	46,789.76	47,959.51	49,158.49	50,387.46	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16
21	51,647.14	52,938.32	54,261.78	55,618.32	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23
22	57,008.78	58,434.00	59,894.85	61,392.22	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23	80,551.91	82,565.71	84,629.86	86,745.60
23	62,927.03	64,500.20	66,112.71	67,765.53	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23	80,551.91	82,565.71	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91
24	69,459.66	71,196.16	72,976.06	74,800.46	76,670.47	78,587.23	80,551.91	82,565.71	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09
25	78,587.23	80,551.91	82,565.71	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,578.77
26	84,629.86	86,745.60	88,914.24	91,137.10	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,578.77	122,569.26	125,633.50	128,774.33
27	93,415.53	95,750.91	98,144.69	100,598.30	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,578.77	122,569.26	125,633.50	128,774.33	131,963.69	135,283.53	138,675.67	142,142.77
28	103,113.26	105,691.09	108,333.37	111,041.70	113,817.75	116,663.19	119,578.77	122,569.26	125,633.50	128,774.33	131,963.69	135,283.53	138,675.67	142,142.77	145,696.34	149,338.75	153,072.22	156,898.02

Table II – C  
Proposed Salary Scale  
Webb County Personnel Project

Grade	A	B	C	D	E	F	G	H	I	J	K	L	M	N	O	P	Q	R
1	17,697.86	18,140.30	18,583.81	19,058.66	19,535.12	20,023.50	20,504.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.55	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38
2	18,583.81	19,058.66	19,535.12	20,023.50	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68
3	19,535.12	20,023.50	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00
4	20,524.09	21,037.19	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83
5	21,563.12	22,102.20	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84
6	22,654.75	23,221.12	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89
7	23,801.65	24,396.69	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03
8	25,006.61	25,631.77	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51
9	26,272.57	26,928.38	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82
10	27,602.62	28,292.68	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65
11	29,000.00	29,725.00	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93
12	30,468.13	31,229.83	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86
13	32,010.57	32,810.84	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87
14	33,631.11	34,471.89	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71
15	35,333.68	36,217.03	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38
16	37,122.45	38,050.51	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,496.20
17	39,001.78	39,976.82	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,496.20	57,898.36	59,345.81
18	40,976.24	42,000.65	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,496.20	57,898.36	59,345.81	60,829.46	62,350.20
19	43,050.66	44,126.93	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,496.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67
20	45,230.10	46,360.86	47,519.88	48,707.87	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,496.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.96
21	49,925.57	51,173.71	52,453.05	53,764.38	55,108.49	56,496.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.96	70,543.52	72,307.11	74,114.79	75,967.66
22	55,108.49	56,496.20	57,898.36	59,345.81	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.96	70,543.52	72,307.11	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08
23	60,829.46	62,350.20	63,908.95	65,506.67	67,144.34	68,822.96	70,543.52	72,307.11	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22
24	67,144.34	68,822.96	70,543.52	72,307.11	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06
25	74,114.79	75,967.66	77,866.85	79,813.52	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42
26	81,808.86	83,854.08	85,950.43	88,099.19	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42	115,593.78	118,483.62	121,445.71	124,481.86
27	90,301.67	92,559.22	94,873.20	97,245.03	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42	115,593.78	118,483.62	121,445.71	124,481.86	127,593.90	130,783.75	134,053.34	137,404.68
28	99,676.15	102,168.06	104,722.26	107,340.31	110,023.82	112,774.42	115,593.78	118,483.62	121,445.71	124,481.86	127,593.90	130,783.75	134,053.34	137,404.68	140,839.79	144,360.79	147,969.81	151,669.05

### Cost of Implementation

The following paragraphs present three implementation plans for the county's consideration. The cost figures do not include benefit costs. Thus, the following cost figures do not represent the county's total personnel costs for these positions.

Table III depicts the cost to implement the new compensation plans. The annualized cost to implement classification changes necessitated by Plan A is \$1,929,721, or 5.21% of current payroll cost (approximately 103% of the relevant labor market for comparable organizations). Plan A places the county's pay scale slightly above the mean of the labor market when compared to other similar organizations and should prove to be effective in attracting and retaining a quality workforce. Plan B's implementation cost is \$1,553,523, or 4.19% of current payroll cost (approximately 100% of the relevant labor market). Plan C's cost to implement is \$1,214,890, or 3.28% of current payroll cost (approximately 97% of the relevant labor).

Condrey and Associates will be available to assist Webb County in implementing any of the plans. Implementing the new plan will result in further pay compression (position salaries grouped closely together regardless of length or quality of service to the organization). To help ameliorate this problem, Condrey and Associates recommends that a one-time equity adjustment be applied to employee salaries as outlined in Table III. The cost of the equity adjustment is approximately 5.00% of adjusted payroll cost. An alternative equity adjustment is also presented; its cost is approximately 3.73%.

Table III  
 Cost of Implementation  
 Webb County Personnel Project

	<b>Classification Changes<sup>1</sup></b>	<b>Equity Adjustment<sup>2</sup></b>	<b>Total Implementation Cost</b>
Plan A	\$1,929,721 (5.21%)	\$2,012,315 (5.16%)	\$3,942,036
Plan B	\$1,553,523 (4.19%)	\$1,941,563 (5.03%)	\$3,495,086
Plan C	\$1,214,890 (3.28%)	\$1,843,448 (4.82%)	\$3,058,338
Plan A Modified	\$1,929,721 (5.21%)	\$1,498,605 (3.84%)	\$3,428,326
Plan B Modified	\$1,553,523 (4.19%)	\$1,451,023 (3.76%)	\$3,004,546
Plan C Modified	\$1,214,890 (3.28%)	\$1,377,957 (3.60%)	\$2,592,847

<sup>1</sup> Increases are projected based on current payroll total of \$37,057,927. Excluded from this figure are salaries for elected officials and contract employees. The figures presented are exclusive of benefit costs. It should be noted that classification increases may be restricted for grant-funded positions.

<sup>2</sup> Figures presented are the estimated cost for equity adjustment increases. The calculations Plans A, B and C are based on a maximum 1 step increase for employees with 1-3 year(s) of service, a 2 step increase for employees with 4-6 years of service and a 3 step increase for employees with 7 or more years of service as of June 30, 2014. The calculations for Plans A, B and C Modified are based on a maximum 1 step increase for employees with 1-3 year(s) of service and a 2 step increase for employees with 4 or more years of service as of June 30, 2014.

Appendix A  
Position/Grade Analysis by Department  
Webb County Personnel Project

DEPT	POSITION	GRADE
AS/1	Administrative Services Director	26
AS/2	Human Resources Administrator	21
AS/3	Employee Benefits Administrator	21
AS/4	Workers Compensation Analyst	18
AS/5	Liability Claims Coordinator	17
AS/6	Senior Human Resources Generalist	17
AS/7	Wellness/Special Projects Coordinator	17
AS/8	Employee Benefits Coordinator	16
AS/9	Safety Coordinator	16
AS/10	Human Resources Generalist	16
AS/11	Administrative Coordinator	14
AS/12	Administrative Secretary	10
AS/13	Human Resources Assistant	10
AS/14	Employee Benefits Assistant	10
BM/1	Building Maintenance Director	24
BM/2	Building Maintenance Superintendent	21
BM/3	HVAC Supervisor	19
BM/4	Grounds Supervisor	16
BM/5	Energy Management Technician	15
BM/6	HVAC Technician	14
BM/7	Electrician (Journey)	14 <sup>1</sup>
BM/8	Administrative Coordinator	14
BM/9	Custodial Supervisor	14
BM/10	Plumber (Journey)	12 <sup>2</sup>
BM/11	Locksmith	12
BM/12	Carpenter	12
BM/13	Equipment Operator	11
BM/14	Administrative Assistant	12
BM/15	Building Maintenance Technician	11
BM/16	Building Maintenance Worker	10
BM/17	Administrative Clerk	9
BM/18	Groundskeeper	9
BM/19	Custodian	7

<sup>1</sup> May be designated Master and placed at grade 15.

<sup>2</sup> May be designated Master and placed at grade 13.

DEPT	POSITION	GRADE
CA/1	County Auditor	EL
CA/2	Chief Deputy Auditor	24
CA/3	Chief Internal Auditor	23
CA/4	Deputy Auditor	23
CA/5	Grant Accounting Manager	22
CA/6	Principal Accountant	20 <sup>3</sup>
CA/7	County Auditor Systems Analyst	19
CA/8	Accountant	17 <sup>4</sup>
CA/9	Internal Auditor	17 <sup>4</sup>
CA/10	Claims Assistant Supervisor	16
CA/11	Administrative Coordinator	14
CA/12	Claims Assistant	14
CA/13	Auditing Clerk	10
CAA/1	Director	23
CAA/2	Construction Coordinator	16
CAA/3	Project Coordinator	16
CAA/4	Case Management Specialist	16
CAA/5	Administrative Assistant	12
CAA/6	Caseworker	11
CAA/7	Administrative Clerk	9
CAA/8	Center Aide	7
CAA/9	Custodian	7
CAA/MOW/1	Program Manager	18
CAA/MOW/2	Assistant Program Manager	16
CAA/MOW/3	Lead Cook	9
CAA/MOW/4	Food Service Worker/Driver	8
CAA/MOW/5	Cook	7
CAA/TRANS/1	Transit Program Manager	21
CAA/TRANS/2	Senior Transit Program Assistant	14
CAA/TRANS/3	Transit Field Supervisor	13
CAA/TRANS/4	Transit Program Assistant	12
CAA/TRANS/5	Bus Operator III	10
CAA/TRANS/6	Bus Operator II	9
CAA/TRANS/7	Bus Operator I	8
CC/1	Director of Precinct 1 Centers	18
CC/2	Community Center Director	16

<sup>3</sup> Place at grade 21 if current licensure as a Certified Public Accountant in the State of Texas.

<sup>4</sup> May be designated Senior and placed at grade 19.



DEPT	POSITION	GRADE
CC/3	Community Center Library Coordinator	12
CC/4	Community Center Assistant	9
CC/5	Center Aide	7
CCLK/1	Chief Deputy County Clerk	21
CCLK/2	Recording Secretary	16
CCLK/3	Deputy County Clerk Supervisor	16
CCLK/4	Records Management Specialist	12
CCLK/5	Deputy County Clerk	10
COURTS/1	Court Administrator	18
COURTS/2	Court Reporter	FR
COURTS/3	Parenting Coordinator	17
COURTS/4	Court Coordinator	16
COURTS/5	Warrant Officer	16
COURTS/6	Administrative Assistant	12
COURTS/7	Court Interpreter	14
COURTS/8	Bailiff	16
COURTS/9	Court Clerk	10
CJO/1	Executive Administrator	28
CJO/2	Executive Assistant to the County Judge	19
CJO/3	Court Administrator	18
CJO/4	Public Communication Officer	18
CJO/5	Bailiff	16
CJO/6	Administrative Secretary	10
CO/1	Constable	EL
CO/2	Chief Deputy Constable	21
CO/3	Captain	19
CO/4	Lieutenant	18
CO/5	Sergeant	17
CO/6	Deputy Constable	16
CO/7	Administrative Assistant	12
CO/8	Administrative Clerk	9
COM/1	Commissioner's Assistant	18
COM/2	Community Outreach Coordinator	14
COM/3	Community Center Director	16
COM/4	Administrative Clerk	9
CT/1	Deputy County Treasurer	23
CT/2	Principal Accountant	20 <sup>3</sup>

DEPT	POSITION	GRADE
CT/3	Accounting Manager	17
CT/4	Accounts Payable Supervisor	16
CT/5	Payroll Supervisor	16
CT/6	Payroll Technician	12 <sup>5</sup>
CT/7	Accounts Payable Clerk	12
CT/8	Administrative Assistant	12
CT/9	Receptionist	7
DA/1	Chief Assistant District Attorney	26
DA/2	Deputy Chief Assistant District Attorney	25
DA/3	Senior Assistant District Attorney	24
DA/4	Assistant District Attorney	22 <sup>6</sup>
DA/5	Chief Criminal Investigator	21
DA/6	Financial Officer	21
DA/7	Senior Criminal Investigator	20
DA/8	Software Developer	19
DA/9	Operations Officer	19
DA/10	Counselor	18
DA/11	Public Information Officer	18
DA/12	Criminal Investigator	19
DA/13	Forensic Media Analyst	17
DA/14	Victims Assistance Coordinator	16
DA/15	Executive Assistant	16
DA/16	Hot Checks Officer	16
DA/17	International Affairs Officer	16
DA/18	Translator	14
DA/19	Administrative Coordinator	14
DA/20	Legal Assistant	12
DA/21	Accounts Payable Coordinator	12
DA/22	CJIS Reporting Clerk	10
DA/23	Administrative Clerk	9
DA/24	Intake Clerk	9
DC/1	Chief Deputy District Clerk	21
DC/2	Senior Accountant	19
DC/3	District Clerk Systems Analyst	19
DC/4	Deputy District Clerk Supervisor	16
DC/5	Records Management Specialist	12
DC/6	Deputy District Clerk	10
DC/7	Vault Keeper	10

<sup>5</sup> May be designated Senior Payroll Technician and placed at grade 13.

<sup>6</sup> May be designated Assistant District Attorney II and placed at grade 23.



DEPT	POSITION	GRADE
DCJR/1	Chief Deputy District Clerk - Jury Room	21
DCJR/2	Deputy District Clerk	10
ED/1	Director	26
ED/2	Grant Writer	16 <sup>7</sup>
ED/3	Project Coordinator	16
ED/4	Program Administrator	16
EL/1	Elections Administrator	21
EL/2	Chief Deputy Elections Administrator	19
EL/3	Elections Computer System Coordinator	14
EL/4	Elections Technician	10
ENG/1	County Engineer/ Utilities Manager	26
ENG/2	Assistant County Engineer	23
ENG/3	Engineering Project Manager	21
ENG/4	Sr. Engineering Project Coordinator	18
ENG/5	Emergency Management/ADA Compliance Coordinator	17
ENG/6	Engineering Project Coordinator	16
ENG/7	ROW and Utility Coordinator	16
ENG/8	Office Manager	14
ENG/9	Administrative Secretary	10
FD/1	Fire Chief	25
FD/2	Assistant Fire Chief	21
FD/3	Fire Captain	18
FD/4	Operations Administrator/Grant Coordinator	16
FD/5	Firefighter/Driver	16
FD/6	Firefighter	15
FD/7	Administrative Assistant	12
HS/1	Head Start Executive Director	25
HS/2	Head Start Assistant Director	21
HS/3	Education Director	19
HS/4	Health and Safety Director	19
HS/5	Personnel Records Administrator	18
HS/6	Technology Administrator	17
HS/7	Licensed Vocational Nurse	17
HS/8	Family Services and Outreach Coordinator	16
HS/9	Parent Engagement Coordinator	16
HS/10	Disability Coordinator	16
HS/11	Mental Health Coordinator	16

<sup>7</sup>May be designator Senior and placed at grade 17.

DEPT	POSITION	GRADE
HS/12	Training and Transition Coordinator	14
HS/13	Education Coordinator	14
HS/14	Family Services Worker	14
HS/15	Specialized Services Assistant Coordinator	14
HS/16	Accounts Payable Coordinator	14
HS/17	Parent Engagement Assistant Coordinator	14
HS/18	Area Service Manager	14
HS/19	Nutrition Assistant Coordinator	14
HS/20	Health Assistant	12
HS/21	Specialized Services Assistant	12
HS/22	Home Visitor	10
HS/23	Teacher	10
HS/24	Bus Driver Supervisor	10
HS/25	Administrative Secretary	10
HS/26	Nutrition Assistant	10
HS/27	Family Advocate	10
HS/28	Maintenance Worker	9 <sup>8</sup>
HS/29	Administrative Clerk	9
HS/30	Early Head Start Teacher	8
HS/31	Bus Driver	8
HS/32	Cook	7
HS/33	Disability Aide	5
HS/34	Teacher Assistant	5
HS/35	Kitchen Aide	5
HS/36	Nutrition Coordinator	16
IHC/1	Indigent Health Care Services Director	24
IHC/2	Indigent Health Care Services Assistant Director	19
IHC/3	Eligibility Caseworker Supervisor	16
IHC/4	Administrative Coordinator	14
IHC/5	Eligibility Caseworker	12 <sup>9</sup>
IHC/6	Outreach Investigator	11
IHC/7	Driver	10
IHC/8	Administrative Clerk	9
IT/1	Information Technology Director	26
IT/2	Information Technology Assistant Director	23
IT/3	Systems Analyst	21
IT/4	Systems Administrator	20
IT/5	Applications Support Analyst	20
IT/6	Records Management Specialist	12

<sup>8</sup> May be designated Senior and placed at grade 10.

<sup>9</sup> May be designated Senior and placed at grade 14.

DEPT	POSITION	GRADE
IT/7	Administrative Coordinator	14
IT/8	Systems Support Technician	14
IT/9	Multimedia Support Technician	14
IT/10	Administrative Clerk	9
IT/11	Administrative Assistant	12
JD/1	Chief Juvenile Probation Officer	26
JD/2	Facility Administrator	21
JD/3	Director of Field Probation Services	21
JD/4	Director of Special Programs	21
JD/5	Director of Intake Services	21
JD/6	Director of Operations	19
JD/7	Assistant Facility Administrator	19
JD/8	Information Technology Support Specialist	17
JD/9	Training Coordinator	16
JD/10	Juvenile Probation Officer	16
JD/11	Victim Services Coordinator	16
JD/12	Placement Officer	16
JD/13	Health Services Coordinator	14
JD/14	Senior Juvenile Supervision Officer	14
JD/15	Program Facilitator	14
JD/16	CSR Coordinator	12
JD/17	Juvenile Supervision Officer II	13
JD/18	Juvenile Supervision Officer I	12
JD/19	Legal Assistant	12
JD/20	Transport Officer	11
JD/21	Control Room Technician	11
JD/22	Lead Cook	9
JD/23	Cook	7
JD/24	Administrative Clerk	9
JD/25	Custodian	7
JD/26	Receptionist	7
JDAEP/1	School Administrator	21
JDAEP/2	Certified Teacher	17
JDAEP/3	Truant Officer	12
JDAEP/4	Teacher Aide	9
JDAEP/5	Custodian	7
JPO/1	Court Administrator	18
JPO/2	Chief Court Clerk	16
JPO/3	Assistant Court Administrator	16
JPO/4	Court Supervisor	16
JPO/5	Peace Officer	16

DEPT	POSITION	GRADE
JPO/6	Court Coordinator - Justice of the Peace	14
JPO/7	Court Clerk Supervisor	12
JPO/8	Assistant Court Coordinator	12
JPO/9	Court Clerk Supervisor - Traffic	12
JPO/10	Senior Court Clerk	11
JPO/11	Court Clerk	10
JPO/12	Administrative Secretary	10
LB/1	Law Librarian	17
LB/2	Law Library Assistant	12
ME/1	Chief Medical Examiner	FR
ME/2	Medical Death Investigator	16 <sup>10</sup>
ME/3	Autopsy Technician	14
ME/4	Administrative Assistant	12
PDO/1	Public Defender	27
PDO/2	1st Assistant Public Defender	26
PDO/3	2nd Assistant Public Defender	25
PDO/4	Supervising Attorney	24
PDO/5	Assistant Public Defender	22 <sup>11</sup>
PDO/6	Chief Criminal Investigator	21
PDO/7	Criminal Investigator	19
PDO/8	Operations Officer	19
PDO/9	Paralegal	16
PDO/10	Legal Assistant	12
PDO/11	Administrative Clerk	9
PIO/1	Public Information Officer	21
PIO/2	Production Administrator	17
PPD/1	Planning Director	26
PPD/2	Assistant Planning Director	23
PPD/3	GIS Administrator	21
PPD/4	Principal Planner	21
PPD/5	Planner	17 <sup>12</sup>
PPD/6	Sanitarian	19
PPD/7	Office Manager	14
PPD/8	GIS Technician II	14

<sup>10</sup> Place at grade 17 if certified Medical Death Investigator.

<sup>11</sup> May be designated Assistant Public Defender II and paced at grade 23.

<sup>12</sup> May be designated Senior Planner and placed at grade 19.

DEPT	POSITION	GRADE
PPD/9	GIS Technician I	12
PPD/10	Permit Technician	10
PTS/1	Pretrial Services Director	21
PTS/2	Pretrial Services Investigator	17
PTS/3	Pretrial Magistrate Assistant	12
PTS/4	Judicial Bond Officer	12 <sup>13</sup>
PTS/5	Judicial Clerk	10
PTS/6	Administrative Clerk	9
PUR/1	Purchasing Agent	25
PUR/2	Assistant Purchasing Agent	19
PUR/3	Central Stores Coordinator	16
PUR/4	Billing Analyst	16
PUR/5	Purchasing Coordinator	16
PUR/6	Buyer	12 <sup>13</sup>
PUR/7	Fixed Asset Coordinator	16
PUR/8	Purchase Order Payables Coordinator	14 <sup>14</sup>
PUR/9	Purchasing Assistant	12
PUR/10	Assistant Purchasing Agent, Senior Buyer	17
PUR/11	Maintenance Worker	9 <sup>8</sup>
RB/1	Superintendent	25
RB/2	Assistant Superintendent	22
RB/3	Road and Bridge Supervisor	19
RB/4	Motor Pool Manager	19
RB/5	Senior Mechanic	16
RB/6	Survey Technician	16
RB/7	Office Manager	14
RB/8	Vacuum Truck Driver	13
RB/9	Equipment Transporter	13
RB/10	Heavy Equipment Operator	13
RB/11	Warehouse Inventory Technician	12
RB/12	Welder	12
RB/13	Mechanic	12
RB/14	Refuse Truck Driver	12
RB/15	Motor Grader Operator	12
RB/16	Paving Crew Leader	12
RB/17	Accounting Technician	12
RB/18	Truck Driver	11
RB/19	Equipment Operator	11

<sup>13</sup> May be designated Senior and placed at grade 14.

<sup>14</sup> May be designated Senior and placed at grade 16.

DEPT	POSITION	GRADE
RB/20	Senior Tire Repair Worker	11
RB/21	Concrete / Steel Setter	11
RB/22	Equipment Service Worker	11
RB/23	Fuel System Technician	10
RB/24	Preventive Maintenance Technician	10
RB/25	Tire Repair Worker	10
RB/26	Sign Installer	10
RB/27	Concrete Form Setter	10
RB/28	Maintenance Worker	9 <sup>8</sup>
RB/29	Road and Bridge Inspector	16
SD/1	Finance and Administrative Supervisor	19
SD/2	Maintenance Manager	17
SD/3	Fleet Coordinator	16
SD/4	Grants Coordinator	16
SD/5	Maintenance Supervisor	15
SD/6	Crime Analyst	14
SD/7	IT Technician	14
SD/8	Inmate Services Coordinator	14
SD/9	Crime Victims Advocate	14
SD/10	Media Specialist	12
SD/11	Maintenance Technician	12
SD/12	Administrative Secretary	10
SD/13	Accounting Technician	10
SD/14	Records Technician	10
SD/15	Administrative Clerk	9
SD/16	Community Affairs Clerk	9
SD/17	Cook	7
SD/18	Building Service Worker	7
TAC/1	Chief Deputy Tax Assessor - Collector	22
TAC/2	Operations Administrator	20
TAC/3	Records and Reports Supervisor	19
TAC/4	Motor Vehicle Investigation Supervisor	19
TAC/5	Assistant Operations Administrator	19
TAC/6	Assessor Programmer Analyst	19
TAC/7	Special Taxes Supervisor	18
TAC/8	Motor Vehicle Supervisor	17
TAC/9	Property Tax Supervisor	17
TAC/10	Occupation Tax Officer	16
TAC/11	Assistant Supervisor - Records & Reports	14
TAC/12	Property Tax Specialist	12
TAC/13	Collections Specialist	12

DEPT	POSITION	GRADE
TAC/14	Administrative Assistant	12
TAC/15	Bookkeeping Technician	10
TAC/16	Motor Vehicle Investigator	10
TAC/17	Special Tax Clerk	10
TAC/18	Administrative Supervisor	14
TAC/19	Systems Support Clerk	10
TAC/20	Tag and Tax Technician	10
TAC/21	Administrative Clerk	9
TAC/22	Assistant Supervisor - Motor Vehicle	15
TAC/23	Assistant Supervisor - Property Tax	15
TAC/24	Receptionist	7
TAC/25	Clerk	7
VS/1	Veterans Service Officer	18
VS/2	Assistant Veterans Service Officer	16
VS/3	Administrative Secretary	10
UTIL/1	Utility System Manager	21
UTIL/2	Wastewater Plant Supervisor	17
UTIL/3	Water Plant Supervisor	17
UTIL/4	Office Manager	14
UTIL/5	Wastewater Treatment Plant Operator II	14
UTIL/6	Water Treatment Plant Operator II	14
UTIL/7	Heavy Equipment Operator	13
UTIL/8	Water Treatment Plant Operator I	12
UTIL/9	Wastewater Treatment Plant Operator I	12
UTIL/10	Truck Driver	11
UTIL/11	Customer Service Technician	10

Appendix B  
Position/Grade Analysis by Grade  
Webb County Personnel Project

DEPT	POSITION	GRADE
CO/1	Constable	EL
CA/1	County Auditor	EL
ME/1	Chief Medical Examiner	FR
COURTS/2	Court Reporter	FR
CJO/1	Executive Administrator	28
PDO/1	Public Defender	27
PDO/2	1st Assistant Public Defender	26
AS/1	Administrative Services Director	26
DA/1	Chief Assistant District Attorney	26
JD/1	Chief Juvenile Probation Officer	26
ENG/1	County Engineer/ Utilities Manager	26
ED/1	Director	26
IT/1	Information Technology Director	26
PPD/1	Planning Director	26
PDO/3	2nd Assistant Public Defender	25
DA/2	Deputy Chief Assistant District Attorney	25
FD/1	Fire Chief	25
HS/1	Head Start Executive Director	25
PUR/1	Purchasing Agent	25
RB/1	Superintendent	25
BM/1	Building Maintenance Director	24
CA/2	Chief Deputy Auditor	24
IHC/1	Indigent Health Care Services Director	24
DA/3	Senior Assistant District Attorney	24
PDO/4	Supervising Attorney	24
ENG/2	Assistant County Engineer	23
PPD/2	Assistant Planning Director	23
CA/3	Chief Internal Auditor	23
CA/4	Deputy Auditor	23
CT/1	Deputy County Treasurer	23



DEPT	POSITION	GRADE
CAA/1	Director	23
IT/2	Information Technology Assistant Director	23
DA/4	Assistant District Attorney	22 <sup>6</sup>
PDO/5	Assistant Public Defender	22 <sup>11</sup>
RB/2	Assistant Superintendent	22
TAC/1	Chief Deputy Tax Assessor - Collector	22
CA/5	Grant Accounting Manager	22
FD/2	Assistant Fire Chief	21
BM/2	Building Maintenance Superintendent	21
DA/5	Chief Criminal Investigator	21
PDO/6	Chief Criminal Investigator	21
CO/2	Chief Deputy Constable	21
CCLK/1	Chief Deputy County Clerk	21
DC/1	Chief Deputy District Clerk	21
DCJR/1	Chief Deputy District Clerk - Jury Room	21
JD/3	Director of Field Probation Services	21
JD/5	Director of Intake Services	21
JD/4	Director of Special Programs	21
EL/1	Elections Administrator	21
AS/3	Employee Benefits Administrator	21
ENG/3	Engineering Project Manager	21
JD/2	Facility Administrator	21
DA/6	Financial Officer	21
PPD/3	GIS Administrator	21
HS/2	Head Start Assistant Director	21
AS/2	Human Resources Administrator	21
PTS/1	Pretrial Services Director	21
PPD/4	Principal Planner	21
PIO/1	Public Information Officer	21
JDAEP/1	School Administrator	21
IT/3	Systems Analyst	21
CAA/TRANS/1	Transit Program Manager	21
UTIL/1	Utility System Manager	21
IT/5	Applications Support Analyst	20
TAC/2	Operations Administrator	20
CA/6	Principal Accountant	20 <sup>3</sup>

<sup>3</sup> Place at grade 21 if current licensure as a Certified Public Accountant in the State of Texas.

<sup>6</sup> May be designated Assistant District Attorney II and placed at grade 23.

<sup>11</sup> May be designated Assistant Public Defender II and placed at grade 23.

DEPT	POSITION	GRADE
CT/2	Principal Accountant	20 <sup>3</sup>
DA/7	Senior Criminal Investigator	20
IT/4	Systems Administrator	20
TAC/6	Assessor Programmer Analyst	19
JD/7	Assistant Facility Administrator	19
TAC/5	Assistant Operations Administrator	19
PUR/2	Assistant Purchasing Agent	19
CO/3	Captain	19
EL/2	Chief Deputy Elections Administrator	19
CA/7	County Auditor Systems Analyst	19
DA/12	Criminal Investigator	19
PDO/7	Criminal Investigator	19
JD/6	Director of Operations	19
DC/3	District Clerk Systems Analyst	19
HS/3	Education Director	19
CJO/2	Executive Assistant to the County Judge	19
SD/1	Finance and Administrative Supervisor	19
HS/4	Health and Safety Director	19
BM/3	HVAC Supervisor	19
IHC/2	Indigent Health Care Services Assistant Director	19
RB/4	Motor Pool Manager	19
TAC/4	Motor Vehicle Investigation Supervisor	19
DA/9	Operations Officer	19
PDO/8	Operations Officer	19
TAC/3	Records and Reports Supervisor	19
RB/3	Road and Bridge Supervisor	19
PPD/6	Sanitarian	19
DC/2	Senior Accountant	19
DA/8	Software Developer	19
COM/1	Commissioner's Assistant	18
DA/10	Counselor	18
CJO/3	Court Administrator	18
COURTS/1	Court Administrator	18
JPO/1	Court Administrator	18
CC/1	Director of Precinct 1 Centers	18
FD/3	Fire Captain	18
CO/4	Lieutenant	18
HS/5	Personnel Records Administrator	18
CAA/MOW/1	Program Manager	18
CJO/4	Public Communication Officer	18
DA/11	Public Information Officer	18

DEPT	POSITION	GRADE
TAC/7	Special Taxes Supervisor	18
ENG/4	Sr. Engineering Project Coordinator	18
VS/1	Veterans Service Officer	18
AS/4	Workers Compensation Analyst	18
CA/8	Accountant	17 <sup>4</sup>
CT/3	Accounting Manager	17
PUR/10	Assistant Purchasing Agent, Senior Buyer	17
JDAEP/2	Certified Teacher	17
ENG/5	Emergency Management/ADA Compliance Coordinator	17
DA/13	Forensic Media Analyst	17
JD/8	Information Technology Support Specialist	17
CA/9	Internal Auditor	17 <sup>4</sup>
LB/1	Law Librarian	17
AS/5	Liability Claims Coordinator	17
HS/7	Licensed Vocational Nurse	17
SD/2	Maintenance Manager	17
TAC/8	Motor Vehicle Supervisor	17
COURTS/3	Parenting Coordinator	17
PPD/5	Planner	17 <sup>12</sup>
PTS/2	Pretrial Services Investigator	17
PIO/2	Production Administrator	17
TAC/9	Property Tax Supervisor	17
AS/6	Senior Human Resources Generalist	17
CO/5	Sergeant	17
HS/6	Technology Administrator	17
UTIL/2	Wastewater Plant Supervisor	17
UTIL/3	Water Plant Supervisor	17
AS/7	Wellness/Special Projects Coordinator	17
CT/4	Accounts Payable Supervisor	16
JPO/3	Assistant Court Administrator	16
CAA/MOW/2	Assistant Program Manager	16
VS/2	Assistant Veterans Service Officer	16
CJO/5	Bailiff	16
COURTS/8	Bailiff	16
PUR/4	Billing Analyst	16
CAA/4	Case Management Specialist	16
PUR/3	Central Stores Coordinator	16
JPO/2	Chief Court Clerk	16

<sup>4</sup> May be designated Senior and placed at grade 19.

<sup>12</sup> May be designated Senior Planner and placed at grade 19.

DEPT	POSITION	GRADE
CA/10	Claims Assistant Supervisor	16
CC/2	Community Center Director	16
COM/3	Community Center Director	16
CAA/2	Construction Coordinator	16
COURTS/4	Court Coordinator	16
JPO/4	Court Supervisor	16
CO/6	Deputy Constable	16
CCLK/3	Deputy County Clerk Supervisor	16
DC/4	Deputy District Clerk Supervisor	16
HS/10	Disability Coordinator	16
IHC/3	Eligibility Caseworker Supervisor	16
AS/8	Employee Benefits Coordinator	16
ENG/6	Engineering Project Coordinator	16
DA/15	Executive Assistant	16
HS/8	Family Services and Outreach Coordinator	16
FD/5	Firefighter/Driver	16
PUR/7	Fixed Asset Coordinator	16
SD/3	Fleet Coordinator	16
ED/2	Grant Writer	16 <sup>7</sup>
SD/4	Grants Coordinator	16
BM/4	Grounds Supervisor	16
DA/16	Hot Checks Officer	16
AS/10	Human Resources Generalist	16
DA/17	International Affairs Officer	16
JD/10	Juvenile Probation Officer	16
ME/2	Medical Death Investigator	16 <sup>10</sup>
HS/11	Mental Health Coordinator	16
HS/36	Nutrition Coordinator	16
TAC/10	Occupation Tax Officer	16
FD/4	Operations Administrator/Grant Coordinator	16
PDO/9	Paralegal	16
HS/9	Parent Engagement Coordinator	16
CT/5	Payroll Supervisor	16
JPO/5	Peace Officer	16
JD/12	Placement Officer	16
ED/4	Program Administrator	16
CAA/3	Project Coordinator	16
ED/3	Project Coordinator	16
PUR/5	Purchasing Coordinator	16
CCLK/2	Recording Secretary	16
RB/29	Road and Bridge Inspector	16

<sup>7</sup> May be designator Senior and placed at grade 17.

<sup>10</sup> Place at grade 17 if certified Medical Death Investigator.

DEPT	POSITION	GRADE
ENG/7	ROW and Utility Coordinator	16
AS/9	Safety Coordinator	16
RB/5	Senior Mechanic	16
RB/6	Survey Technician	16
JD/9	Training Coordinator	16
JD/11	Victim Services Coordinator	16
DA/14	Victims Assistance Coordinator	16
COURTS/5	Warrant Officer	16
TAC/22	Assistant Supervisor - Motor Vehicle	15
TAC/23	Assistant Supervisor - Property Tax	15
BM/5	Energy Management Technician	15
FD/6	Firefighter	15
SD/5	Maintenance Supervisor	15
HS/16	Accounts Payable Coordinator	14
AS/11	Administrative Coordinator	14
BM/8	Administrative Coordinator	14
CA/11	Administrative Coordinator	14
DA/19	Administrative Coordinator	14
IHC/4	Administrative Coordinator	14
IT/7	Administrative Coordinator	14
TAC/18	Administrative Supervisor	14
HS/18	Area Service Manager	14
TAC/11	Assistant Supervisor - Records & Reports	14
ME/3	Autopsy Technician	14
CA/12	Claims Assistant	14
COM/2	Community Outreach Coordinator	14
JPO/6	Court Coordinator - Justice of the Peace	14
COURTS/7	Court Interpreter	14
SD/6	Crime Analyst	14
SD/9	Crime Victims Advocate	14
BM/9	Custodial Supervisor	14
HS/13	Education Coordinator	14
EL/3	Elections Computer System Coordinator	14
BM/7	Electrician (Journey)	14 <sup>1</sup>
HS/14	Family Services Worker	14
PPD/8	GIS Technician II	14
JD/13	Health Services Coordinator	14
BM/6	HVAC Technician	14
SD/8	Inmate Services Coordinator	14
SD/7	IT Technician	14

<sup>1</sup> May be designated Master and placed at grade 15.

DEPT	POSITION	GRADE
IT/9	Multimedia Support Technician	14
HS/19	Nutrition Assistant Coordinator	14
ENG/8	Office Manager	14
PPD/7	Office Manager	14
RB/7	Office Manager	14
UTIL/4	Office Manager	14
HS/17	Parent Engagement Assistant Coordinator	14
JD/15	Program Facilitator	14
PUR/8	Purchase Order Payables Coordinator	14 <sup>14</sup>
JD/14	Senior Juvenile Supervision Officer	14
CAA/TRANS/2	Senior Transit Program Assistant	14
HS/15	Specialized Services Assistant Coordinator	14
IT/8	Systems Support Technician	14
HS/12	Training and Transition Coordinator	14
DA/18	Translator	14
UTIL/5	Wastewater Treatment Plant Operator II	14
UTIL/6	Water Treatment Plant Operator II	14
RB/9	Equipment Transporter	13
RB/10	Heavy Equipment Operator	13
UTIL/7	Heavy Equipment Operator	13
JD/17	Juvenile Supervision Officer II	13
CAA/TRANS/3	Transit Field Supervisor	13
RB/8	Vacuum Truck Driver	13
RB/17	Accounting Technician	12
CT/7	Accounts Payable Clerk	12
DA/21	Accounts Payable Coordinator	12
BM/14	Administrative Assistant	12
CAA/5	Administrative Assistant	12
CO/7	Administrative Assistant	12
COURTS/6	Administrative Assistant	12
CT/8	Administrative Assistant	12
FD/7	Administrative Assistant	12
IT/11	Administrative Assistant	12
ME/4	Administrative Assistant	12
TAC/14	Administrative Assistant	12
JPO/8	Assistant Court Coordinator	12
PUR/6	Buyer	12 <sup>13</sup>
BM/12	Carpenter	12
TAC/13	Collections Specialist	12

<sup>13</sup> May be designated Senior and placed at grade 14.

<sup>14</sup> May be designated Senior and placed at grade 16.

DEPT	POSITION	GRADE
CC/3	Community Center Library Coordinator	12
JPO/7	Court Clerk Supervisor	12
JPO/9	Court Clerk Supervisor - Traffic	12
JD/16	CSR Coordinator	12
IHC/5	Eligibility Caseworker	12 <sup>9</sup>
PPD/9	GIS Technician I	12
HS/20	Health Assistant	12
PTS/4	Judicial Bond Officer	12 <sup>13</sup>
JD/18	Juvenile Supervision Officer I	12
LB/2	Law Library Assistant	12
DA/20	Legal Assistant	12
JD/19	Legal Assistant	12
PDO/10	Legal Assistant	12
BM/11	Locksmith	12
SD/11	Maintenance Technician	12
RB/13	Mechanic	12
SD/10	Media Specialist	12
RB/15	Motor Grader Operator	12
RB/16	Paving Crew Leader	12
CT/6	Payroll Technician	12 <sup>5</sup>
BM/10	Plumber (Journey)	12 <sup>2</sup>
PTS/3	Pretrial Magistrate Assistant	12
TAC/12	Property Tax Specialist	12
PUR/9	Purchasing Assistant	12
CCLK/4	Records Management Specialist	12
DC/5	Records Management Specialist	12
IT/6	Records Management Specialist	12
RB/14	Refuse Truck Driver	12
HS/21	Specialized Services Assistant	12
CAA/TRANS/4	Transit Program Assistant	12
JDAEP/3	Truant Officer	12
RB/11	Warehouse Inventory Technician	12
UTIL/9	Wastewater Treatment Plant Operator I	12
UTIL/8	Water Treatment Plant Operator I	12
RB/12	Welder	12
BM/15	Building Maintenance Technician	11
CAA/6	Caseworker	11
RB/21	Concrete / Steel Setter	11
JD/21	Control Room Technician	11

<sup>2</sup> May be designated Master and placed at grade 13.

<sup>5</sup> May be designated Senior Payroll Technician and placed at grade 13.

<sup>9</sup> May be designated Senior and placed at grade 14.



DEPT	POSITION	GRADE
BM/13	Equipment Operator	11
RB/19	Equipment Operator	11
RB/22	Equipment Service Worker	11
IHC/6	Outreach Investigator	11
JPO/10	Senior Court Clerk	11
RB/20	Senior Tire Repair Worker	11
JD/20	Transport Officer	11
RB/18	Truck Driver	11
UTIL/10	Truck Driver	11
SD/13	Accounting Technician	10
AS/12	Administrative Secretary	10
CJO/6	Administrative Secretary	10
ENG/9	Administrative Secretary	10
HS/25	Administrative Secretary	10
JPO/12	Administrative Secretary	10
SD/12	Administrative Secretary	10
VS/3	Administrative Secretary	10
CA/13	Auditing Clerk	10
TAC/15	Bookkeeping Technician	10
BM/16	Building Maintenance Worker	10
HS/24	Bus Driver Supervisor	10
CAA/TRANS/5	Bus Operator III	10
DA/22	CJIS Reporting Clerk	10
RB/27	Concrete Form Setter	10
COURTS/9	Court Clerk	10
JPO/11	Court Clerk	10
UTIL/11	Customer Service Technician	10
CCLK/5	Deputy County Clerk	10
DC/6	Deputy District Clerk	10
DCJR/2	Deputy District Clerk	10
IHC/7	Driver	10
EL/4	Elections Technician	10
AS/14	Employee Benefits Assistant	10
HS/27	Family Advocate	10
RB/23	Fuel System Technician	10
HS/22	Home Visitor	10
AS/13	Human Resources Assistant	10
PTS/5	Judicial Clerk	10
TAC/16	Motor Vehicle Investigator	10
HS/26	Nutrition Assistant	10
PPD/10	Permit Technician	10
RB/24	Preventive Maintenance Technician	10



DEPT	POSITION	GRADE
SD/14	Records Technician	10
RB/26	Sign Installer	10
TAC/17	Special Tax Clerk	10
TAC/19	Systems Support Clerk	10
TAC/20	Tag and Tax Technician	10
HS/23	Teacher	10
RB/25	Tire Repair Worker	10
DC/7	Vault Keeper	10
BM/17	Administrative Clerk	9
CAA/7	Administrative Clerk	9
CO/8	Administrative Clerk	9
COM/4	Administrative Clerk	9
DA/23	Administrative Clerk	9
HS/29	Administrative Clerk	9
IHC/8	Administrative Clerk	9
IT/10	Administrative Clerk	9
PDO/11	Administrative Clerk	9
PTS/6	Administrative Clerk	9
SD/15	Administrative Clerk	9
TAC/21	Administrative Clerk	9
JD/24	Administrative Clerk	9
CAA/TRANS/6	Bus Operator II	9
SD/16	Community Affairs Clerk	9
CC/4	Community Center Assistant	9
BM/18	Groundskeeper	9
DA/24	Intake Clerk	9
CAA/MOW/3	Lead Cook	9
JD/22	Lead Cook	9
HS/28	Maintenance Worker	9 <sup>8</sup>
PUR/11	Maintenance Worker	9 <sup>8</sup>
RB/28	Maintenance Worker	9 <sup>8</sup>
JDAEP/4	Teacher Aide	9
HS/31	Bus Driver	8
CAA/TRANS/7	Bus Operator I	8
HS/30	Early Head Start Teacher	8
CAA/MOW/4	Food Service Worker/Driver	8
SD/18	Building Service Worker	7
CAA/8	Center Aide	7
CC/5	Center Aide	7

<sup>8</sup> May be designated Senior and placed at grade 10.

DEPT	POSITION	GRADE
TAC/25	Clerk	7
CAA/MOW/5	Cook	7
HS/32	Cook	7
JD/23	Cook	7
SD/17	Cook	7
BM/19	Custodian	7
CAA/9	Custodian	7
JD/25	Custodian	7
JDAEP/5	Custodian	7
CT/9	Receptionist	7
JD/26	Receptionist	7
TAC/24	Receptionist	7
HS/33	Disability Aide	5
HS/35	Kitchen Aide	5
HS/34	Teacher Assistant	5

## Appendix C

## Salary Survey Summary

## Webb County Personnel Project

<b>Position Title</b>	<b>Minimum Annual Rate Mean</b>	<b>Minimum Annual Rate Median</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>Average Annual Mean</b>	<b>Average Annual Median</b>
Accountant	\$40,190	\$37,745	\$62,128	\$61,224	\$49,888	\$43,449
Administrative Assistant	\$28,757	\$29,354	\$40,288	\$40,957	\$32,187	\$31,406
Administrative Services Director	\$71,113	\$66,307	\$98,987	\$107,328	\$77,139	\$69,030
Applications Support Analyst	\$47,428	\$45,049	\$66,736	\$57,557	\$57,358	\$52,855
Assistant District Attorney	\$54,328	\$52,736	\$87,899	\$87,600	\$67,496	\$65,887
Bailiff	\$36,194	\$34,634	\$42,938	\$44,015	\$38,911	\$36,185
Building Maintenance Superintendent	\$50,917	\$53,930	\$70,728	\$71,610	\$60,985	\$61,631
Building Maintenance Technician	\$31,210	\$30,071	\$46,952	\$46,279	\$36,989	\$35,886
Bus Operator I	\$23,712	\$23,712	\$40,310	\$40,310	NA	NA
Buyer	\$32,735	\$33,752	\$47,892	\$49,264	\$39,613	\$39,445
Case Management Specialist	\$41,710	\$41,710	\$80,464	\$80,464	\$63,518	\$63,518
Chief Assistant District Attorney	\$73,092	\$76,286	\$107,759	\$116,343	\$91,370	\$89,640
Chief Deputy Constable	\$47,225	\$39,750	\$63,617	\$60,126	\$52,592	\$48,009
Chief Deputy County Clerk	\$51,407	\$50,039	\$73,649	\$72,696	\$61,563	\$62,697
Chief Deputy Tax Assessor-Collector	\$54,231	\$55,334	\$77,909	\$76,493	\$66,451	\$69,998
Chief Juvenile Probation Officer	\$85,191	\$80,595	\$111,640	\$115,033	\$98,334	\$94,617
Commissioner Assistant	\$41,545	\$36,398	\$61,317	\$59,630	\$50,172	\$48,016
County Engineer/Utilities Manager	\$78,655	\$81,888	\$117,584	\$111,096	\$99,063	\$101,422
Court Administrator	\$42,076	\$42,273	\$64,311	\$59,350	\$51,079	\$48,696
Court Reporter	\$57,001	\$62,039	\$68,412	\$70,970	\$63,100	\$66,866
Criminal Investigator	\$43,177	\$45,741	\$59,941	\$58,809	\$49,655	\$49,861
Deputy Constable	\$40,174	\$37,500	\$54,784	\$55,465	\$44,804	\$43,835
Deputy County Clerk	\$24,737	\$24,712	\$37,219	\$38,506	\$29,213	\$28,500
Eligibility Caseworker	\$24,041	\$24,041	\$30,072	\$30,072	\$26,324	\$26,324
Firefighter	\$37,796	\$37,796	\$50,408	\$50,408	\$41,087	\$41,087
Heavy Equipment Operator	\$28,615	\$28,106	\$44,264	\$44,434	\$33,641	\$31,694
Human Resources Generalist	\$38,301	\$32,708	\$54,456	\$50,484	\$40,185	\$38,411
Information Technology Director	\$86,497	\$81,888	\$118,936	\$117,283	\$105,663	\$100,315
Juvenile Probation Officer	\$35,731	\$36,322	\$51,621	\$51,762	\$42,992	\$43,000
Juvenile Supervision Officer I	\$28,858	\$29,363	\$42,351	\$41,906	\$33,179	\$33,623
Legal Assistant	\$29,999	\$31,194	\$41,883	\$44,015	\$34,519	\$36,644
Maintenance Worker	\$26,140	\$28,021	\$39,896	\$40,430	\$32,238	\$34,708

<b>Position Title</b>	<b>Minimum Annual Rate Mean</b>	<b>Minimum Annual Rate Median</b>	<b>Maximum Annual Rate Mean</b>	<b>Maximum Annual Rate Median</b>	<b>Average Annual Mean</b>	<b>Average Annual Median</b>
Mechanic	\$30,549	\$31,502	\$44,670	\$47,945	\$38,104	\$38,336
Medical Death Investigator	\$44,540	\$44,540	\$69,583	\$69,583	\$69,583	\$69,583
Payroll Technician	\$31,261	\$31,467	\$45,068	\$45,485	\$37,461	\$38,239
Purchasing Agent	\$72,479	\$64,785	\$87,489	\$96,756	\$80,419	\$82,840
Tag and Tax Technician	\$25,483	\$24,660	\$37,246	\$37,471	\$28,469	\$27,592
Water Treatment Plant Operator	\$30,697	\$30,697	\$57,557	\$57,557	\$38,371	\$38,371