



**RESOLUTION NUMBER 2022-32
RESOLUTION APPROVING AND ADOPTING
COUNTY POSITION CLASSIFICATION AND SALARY PLAN**

WHEREAS, the Board of County Commissioners of Union County believes that all employees of Union County should receive equitable and competitive compensation both direct, by salary and indirect, through benefits; and

WHEREAS, the Board of County Commissioners of Union County desires to adopt an employee salary plan for the purposes of recruiting and retaining qualified, competent employees; and,

WHEREAS, Union County engaged the services of S Resource, Incorporated to complete the Position Classification and Salary Plan; and

WHEREAS, the Board of County Commissioners has reviewed the proposed salary plan prepared by S Resource and believes that it sets forth the priorities and goals of the Board with regard to recruiting and retaining qualified, competent County employees to serve the citizens of Union County; and

WHEREAS, the Board of County Commissioners of Union County do hereby determine that it is in the best interest of Union County to adopt the Fiscal Year 2023 Position Classification and Salary Plan that is attached hereto.

IT IS HEREBY RESOLVED by the Board of County Commissioners of Union County that the Fiscal Year 2023 Position Classification and Salary Plan, as set forth herein is hereby adopted and Management is to implement the plan for all County employees.

IT IS FURTHER RESOLVED that the Fiscal Year 2023 Position Classification and Salary Plan shall have an effective date commencing on July 1, 2022.

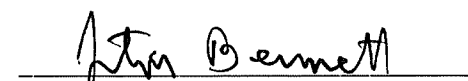
PASSED, APPROVED AND ADOPTED this 12th day of April, 2022.

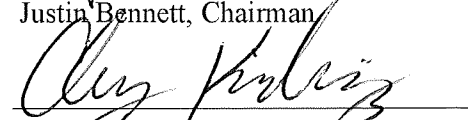
BOARD OF COUNTY COMMISSIONERS OF UNION COUNTY, NEW MEXICO

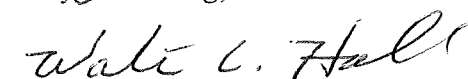
ATTEST
SEAL


Brenda Green, County Clerk

By:


Justin Bennett, Chairman


Clayton Kiesling, Member


Walter Hall, Member



**Position Classification and Salary
Plan Study**

**Prepared for:
Union County, NM**

March 2022

**Prepared by:
S Resource, Incorporated**

**7 Avenida Vista Grande, #B7-148
Santa Fe, NM 87508
(505) 466-1745**

Table of Contents

<u>Section</u>	<u>Page</u>
Introduction	1
Purpose of Compensation Program	1
Characteristics of Effective Position Classification and Salary Plan	1
Methodology and Approach	1
Position Classification and Salary Plan Project	2
Position Classification	3
Outline of Position Classifications (Comp 1)	4
Index of Current to Recommended Position Classes (Comp 2)	5
Allocation of Individual Positions	6
Recommended Classification of Individual Positions (Comp 3)	7
Market Data Analysis	8
Market Data Sources	8
Market Comparator Pay Plans and Salary Schedules	8
New Mexico Northern WIA Area – Wage Survey	8
Data to Current Levels	8
Average Rates to Salary Range Midpoint Comparison	8
Market Survey Data – Classified Positions	9
External Prevailing Midpoint Summary for Classified Positions (Table 1)	9
External Prevailing Midpoint Comparison - Classified Positions (Comp 4C)	10
Market Survey Data – Appointed Positions	11
External Prevailing Rates Summary for Appointed Positions (Table 2)	11
External Prevailing Midpoint Comparison - Appointed Positions (Comp 4A)	12
Salary Range Structure	13
Salary Range Adjustments	13
Union County Permanent Salary Range Structure	14
Salary Range Assignments	15
Position Classification Market Pricing	15
Position Classification Assignment to Salary Range	15
Salary Ranges per Position Class – Position Class Order (Comp 5)	16
Position Classes in Salary Grade Order (Comp 6)	17
Non-Benchmark to Benchmark Linkage (Comp 7)	19
Estimated Fiscal Impact of Recommended Salary Plan	20
Estimated Fiscal Impact of FY 2023 Salary Plan (Comp 8)	21
Estimated Fiscal Impact of FY 2023 Salary Plan by Department (Comp 9)	22
Salary Administration Guidelines and Options	23
Pay Levels below Salary Range Minimum	23
Pay Levels above Salary Range Maximum	23
In-Range Adjustments	23
Position In-Range Approach	23
Position In-Range Alternatives (Table 3)	24
Sequential Percentage Approach	24

<u>Section</u>	<u>Page</u>
Hiring Rates	24
Promotional Increases	24
Part-time and Temporary Salary Levels	25
Position Classification Review and Salary Plan Recommendations	26
Recommendations	26
Salary Survey – Classified Positions	Appendix A
Salary Survey – Appointed Positions	Appendix B

Report and Recommendations

Introduction

Purpose of a Compensation Program

A Compensation Program is one of several primary programs or functions that serve as the basis of effective human resource management. Compensation Programs are designed to provide equitable and competitive employee compensation, both direct (salary plan) and indirect (employee benefits), intended to attract and retain the organization's workforce considering the needs of employees, the financial needs and obligations of the organization and compliance with relevant laws and regulations.

Characteristics of an Effective Position Classification and Salary Plan

The success of any Position Classification and Salary Plan is judged by the degree to which it achieves five basic goals:

- **INTERNALLY EQUITABLE:** It provides salary ranges for all positions that fairly reflect the value of each position relative to all others within the organization.
- **EXTERNALLY COMPETITIVE:** It provides salary ranges for all positions at a dollar level that is as competitive as the organization feels it can afford to be while still at a level required to attract and retain effective employees.
- **PERSONALLY MOTIVATING:** It is conceived as a vital management tool, playing a fundamental role in motivating employees toward specific achievement of essential end results.
- **EFFECTIVELY ADMINISTERED:** It lends itself to adequate central guidance and control. It should be structured in a way that facilitates specific budgeting of pay increases for any given year, forecasting employee costs, sound analyses of actual compensation practices throughout the organization, and accurate comparisons of the organization's pay policy and practice to those of other, similar organizations on a timely and ongoing basis.
- **CONTINUING PROGRAM:** It provides for the inclusion of new jobs as they are created and the reassignment of jobs as changes in content and reporting relationships occurs to fulfill organizational requirements for the future. It must be an orderly and integral part of the management process.

Methodology and Approach

An effective means to achieve internal equity or to reflect the value of each position classification relative to all others within the organization is to place each position into the salary range structure based on the position's relative value in the labor market. This is achieved through the extraction and analysis of salary data that best reflects the classifications that comprise the County's workforce and within the comparable labor market that reflects the nature of work and geographic areas from which employees are drawn for Union County workforce. This salary data also serves as the basis to determine the organization's external competitiveness within its respective labor market.

Position Classification and Salary Plan Project

In September 2021, Union County engaged the services of S Resource, Incorporated to develop an initial Position Classification and Salary Plan. S Resource, Incorporated conducted a review of the County organizational structure and position classifications, worked with County management to identify comparative employers, collected pay plans and surveys, and conducted an analysis of the County's position in the market. This report contains the findings and recommendations formulated as the result of this project. In support of this effort S Resource, Incorporated has:

1. Met with the County Manager, Elected Officials and Department heads to identify position classification and pay plan issues and develop an understanding of the County's salary administration history.
2. Maintained regular communications with the County Manager in support of project goals.
3. Reviewed Union County personnel policies and procedures and pay practices.
4. Developed a Position Description Questionnaires (PDQ) and conducted project briefings and distributed PDQs to County employees.
5. Reviewed County positions and PDQs to determine detailed position specific information as a foundation to the position classification study and to provide a basis for comparison to the market comparator positions.
6. Reviewed organization structure and developed an understanding of organization work activities and service delivery systems.
7. Identified and reviewed position classification benchmarks common to its competitive market including, as appropriate county and municipal governments, other governmental subdivisions in the region, and other relevant employers.
8. Identified survey comparators, prepared requests for information, and conducted regular follow-up and communications with survey participants.
9. Verified and collected data from a variety of sources, including established salary surveys and organizational pay plans.
10. Extracted relevant salary data from comparative employers and those that compete with Union County in recruiting and retaining high quality employees.
11. Provided the initial classification recommendations to the County Manager for review with Elected Officials and Department Heads.
12. Conducted competitive pay practice analysis for County position classifications illustrating the County's position in relation to its labor market.
13. Reviewed pay practice analysis and survey findings with the County Manager.
14. Developed this report documenting study findings and recommendations related to the County position classifications and compensation study.

Position Classification

S Resource, Incorporated conducted a review of the County's organization structure and PDQs to develop an appropriate classification plan in order to draw valid job content comparisons within the labor market. This effort involved development and distribution of a Position Description Questionnaire (PDQ), and meetings with employees, Elected Officials and County Management.

Classifying positions involves the systematic arrangement of jobs into series and groups based on the application of criteria such as similarity of duties, responsibility levels, occupational function, etc.

Relying primarily on the PDQs and insights gained from meetings with management; twenty-five (25) distinct position classifications were identified considering current positions and anticipated future positions within the County structure. An outline of identified position classifications is contained in **Comp 1, Outline of Position Classifications**.

The current County positions classifications were subject to a thorough review and recommended classification changes are reflected in **Comp 2, Index of Current to Recommended Position Classes**. A summary of this review is as follows:

	<u>Class Transaction</u>	<u>% of Total</u>
(N) No change	7	28.0%
(T) Title modification	6	24.0%
(J) New Classifications	12	48.0%

Union County
Position Classification Plan
Comp 1 - Outline of Occupational Position Classes

Class Code	Occupational Families and Position Classes	FLSA
<u>Administration</u>		
Executive Administration		
102	Assistant County Manager	E
105	Human Resources/Procurement Officer	NE
106	Human Resources Assistant	NE
Finance Support		
111	Finance Specialist Senior	NE
112	Finance Specialist	NE
Elected Official Services Support		
125	Deputy Clerk	NE
Office Support - General		
131	Administrative Assistant	NE
133	Office Assistant	NE
135	Records Specialist	NE
Technical Support - Specialized		
153	GIS Specialist	NE
154	GIS Technician	NE
<u>Facilities & Infrastructure Maintenance</u>		
Facilities and Grounds Maintenance		
166	Maintenance Worker	NE
167	Custodian	NE
Roads Maintenance		
181	Roads Superintendent	E
184	Crusher Operations Lead	NE
186	Equipment Operator	NE
188	Road Maintenance Worker	NE
<u>Public Safety</u>		
Safety & Emergency Management		
201	Emergency Manager	E
203	Fire Coordinator	E
DWI Program		
211	DWI Coordinator	NE
Law Enforcement Management		
223	Sheriff Sergeant	NE
Law Enforcement Operations		
232	Deputy Sheriff - Senior	NE
233	Deputy Sheriff - Certified	NE
234	Deputy Sheriff - Cadet	NE
Law Enforcement Support		
241	Court Security/Prisoner Transport	NE

Union County
Position Classification Plan
Comp 2 - Index of Current to Recommended Position Classes

Transaction Codes:

M = Merge Into Other Class
T = Title Modification
D = Delete Class Title

S = Split into Two or More Classes
N = No Change
J = New Job Class

Current Position Class	Recommended Position Class	Trans Code
Asst. County Manager	Assistant County Manager	N
	Human Resources/Procurement Officer	J
	Human Resources Assistant	J
Administrative Assistant	Finance Specialist Senior	J
	Finance Specialist	J
	Administrative Assistant	J
	Office Assistant	J
	Records Specialist	J
Deputy Clerk	Deputy Clerk	N
Rural Addressing Mapper	GIS Specialist	T
	GIS Technician	T
Facilities and Ground Maintenance Custodian	Maintenance Worker	T
	Custodian	N
Road Superintendent Operator	Roads Superintendent	N
	Equipment Operator	T
	Crusher Operations Lead	J
	Road Maintenance Worker	J
Emergency Manager	Emergency Manager	N
Fire Coordinator	Fire Coordinator	N
DWI Coordinator	DWI Coordinator	N
Sergeant	Sheriff Sergeant	T
	Deputy Sheriff - Senior	J
Certified Deputy	Deputy Sheriff - Certified	T
	Deputy Sheriff - Cadet	J
	Court Security/Prisoner Transport	J

Allocation of Individual Positions

Individual positions were assigned to position classifications. The recommended placement of individual employees/positions into the recommended survey position classifications are illustrated in **Comp 3, Recommended Classification of Individual Positions**.

The allocation of twenty-eight (28) individuals to the recommended position classifications identifies three (3) position reclassifications, recommends modifications to nineteen (19) position titles, and no classification change recommended for six (6) individuals.

Union County
Position Classification Plan
Comp 3 - Recommended Classification of Individual Positions

Transaction Codes:
R = Reclassification

N = No Change
T = Title Modification

Employee Name	Department	Current Position Class	Recommended Position Class	Trans Code
GARCIA, CHERYL A	Administration	Asst. County Manager	Human Resources/Procurement Office	R
GARCIA, ERICA D	Administration	Administrative Assistant	Finance Specialist	R
FIELDS, DEVIAN R	Clerk's Office	Deputy Clerk	Deputy Clerk	N
SINK, LEVON R	Road Dept	Rural Addressing	GIS Specialist	T
CALLIS, ANDREA K	Assessor's Office	Mapper	GIS Technician	T
VALDEZ, JOSH	Maintenance	Facilities and Ground Maintenance	Maintenance Worker	T
LUCERO, SOFIE	Maintenance	Custodian	Custodian	N
KEAR, RUSSELL D	Road Dept	Road Superintendent	Roads Superintendent	N
BATES, DOYLE L.	Road Dept	Operator	Equipment Operator	T
DRUMM, TYLER	Road Dept	Operator	Equipment Operator	T
JEFFREY, CURTIS K	Road Dept	Operator	Equipment Operator	T
JEFFREY, GAYLE B	Road Dept	Operator	Equipment Operator	T
LANGE, RUSSELL	Road Dept	Operator	Equipment Operator	T
MARQUEZ, JOE	Road Dept	Operator	Equipment Operator	T
PADILLA, COLTON B	Road Dept	Operator	Equipment Operator	T
PHIPPS, MICHAEL SHANI	Road Dept	Operator	Equipment Operator	T
SENA, ALEX C	Road Dept	Operator	Equipment Operator	T
SMITH, DARBY D	Road Dept	Operator	Crusher Operations Lead	R
WRIGHT, GARY LEE	Road Dept	Operator	Equipment Operator	T
MIERA, JOHN D	Road Dept	Operator	Equipment Operator	T
WINGO, ROBERT L	Emergency Manager	Emergency Manager	Emergency Manager	N
O'BRYANT, JAMES H	Fire	Fire Coordinator	Fire Coordinator	N
DESMARE, A. STERLIN	DWI	DWI Coordinator	DWI Coordinator	N
SKAGGS, CURTIS W	Sheriff's Dept	Sergeant	Sheriff Sergeant	T
CRUZ, RONALD J	Sheriff's Dept	Certified Deputy	Deputy Sheriff - Certified	T
GRICE, JOHN R	Sheriff's Dept	Certified Deputy	Deputy Sheriff - Certified	T
MAYNES, ADRIANO P	Sheriff's Dept	Certified Deputy	Deputy Sheriff - Certified	T
RAHIMI, ARTHUR A	Sheriff's Dept	Certified Deputy	Deputy Sheriff - Certified	T

Market Data Analysis

Market Data Sources

The competitive pay analysis draws on two primary data sources to provide the foundation for this report and accompanying recommendations relating to internal equity and external competitiveness. These sources and a brief description are as follows:

Market Comparator Pay Plans and Salary Schedules

S Resource, Incorporated obtained pay plans, salary schedules and/or actual salary information from governmental public sector organizations that comprise the market comparators that compete for qualified personnel with Union County or are similar to the County (Class B Over) in terms of size, budget, community population, etc.

The following comparators were included in this group:

Baca County, CO	Roosevelt County, NM
Cimarron County, OK	San Miguel County, NM
Colfax County, NM	Taos County, NM
Hartley County, TX	Town of Clayton
Mora County, NM	State of New Mexico
Quay County, NM	

New Mexico Eastern WIA Area - Wage Survey, 2020, compiled and published by the New Mexico Department of Workforce Solutions.

This survey reports data for a broad variety of job classifications and provides a breakdown of data based on the state's Eastern Workforce Investment Act (WIA) area. This area includes Chavez, Curry, De Baca, Eddy, Guadalupe, Lea, Lincoln, Harding, Otero, Quay, Roosevelt, and Union Counties.

Data to Current Levels

Data from each survey comparator were "aged" to provide a current analysis of the County's position in relationship to reported pay levels. In order to provide a current analysis, data were "aged" by a factor of two and one half percent (2.5%) per year from the reporting date of the data through January 1, 2023.

Average Rates to Salary Range Midpoint Comparison

In conducting such an analysis, wherever possible a "structure-to-structure" method is utilized to compare the County's salary range midpoints to the prevailing market rates. For this analysis, in the absence of a formal salary structure, average rates for each position classification were used. Should the County adopt the recommended salary ranges and associated salary structure, future comparisons should utilize the County's midpoints. The prevailing rates are represented by the comparator organization's midpoints, which are the amounts employers pay for sustained competent position performance. In cases where comparator organizations had no formal pay structure, the average rate of pay for benchmark positions was utilized for comparisons.

The midpoint is the most objective, occupation-specific, and consistent component of salary structures among employers, as the varying widths of salary ranges are too great to utilize minimum or maximum. Midpoint is not affected by actual salary averages which may reflect longevity, pay-for-performance, and a myriad of subjective salary plan administration characteristics of the comparator employers.

Market Survey Data – Classified Positions

Survey position data were extracted from the market data sources based on a match of position content. Union County positions were compared based on job duties and responsibilities as specified in the County position description questionnaires. Survey positions identified with approximately 80% - 120% of comparable position content were considered a match and the respective salary range data from each available market data source was utilized for determining the Prevailing Market Midpoint. Of the twenty-five (25) position classifications identified in Comp 1; data were extracted for twenty (20) or 80% of the position classifications where sufficient position content comparability was identified. Six (6) of these positions are either vacant or new to the County classification structure including Finance Specialist Senior, Administrative Assistant, Office Assistant, Records Specialist, Senior and Road Maintenance Worker.

The market survey data extracted and analyzed for this study is summarized in **Comp 4C, External Prevailing Midpoint Comparison – Classified Positions**, and detailed in **Appendix A - Salary Survey – Classified Positions**.

The External Prevailing Midpoint Comparison illustrates the relationship of Union County average rate of pay for each survey position classification to the External Aged Midpoint. The study compares County average rates of pay to survey midpoints. Normally this analysis utilizes a midpoint-to-midpoint comparison and considers that position classifications within +/- 5% of the External Aged Midpoint are competitive in the market. The breakdown of all County survey benchmarks is summarized as follows:

External Prevailing Midpoint Summary for Classified Positions – Table 1

Relationship to the Market	Number of Survey Position Classifications	Percentage of Survey Position Classifications
>5% Above the External Aged Midpoint	4	20.0%
Within 5% of Aged Survey Midpoint	4	20.0%
<5% Below the External Aged Midpoint	7	35.0%
Vacant/New Position with no Average	5	25.0%

**Union County
FY 2023 Salary Plan**

Comp 4C - External Prevailing Rates Comparison - Classified Positions

Class Code	Position Classification Title	Union County Average Rate	01/01/23	Variance	
			Aged Survey Midpoint	\$	%
167	Custodian	\$34,840	\$28,990	\$5,850	20.18%
153	GIS Specialist	\$49,109	\$43,654	\$5,455	12.50%
166	Maintenance Worker	\$39,520	\$36,434	\$3,086	8.47%
203	Fire Coordinator	\$58,094	\$54,018	\$4,076	7.55%
125	Deputy Clerk	\$34,840	\$33,662	\$1,178	3.50%
223	Sheriff Sergeant	\$57,200	\$56,594	\$606	1.07%
233	Deputy Sheriff - Certified	\$46,800	\$46,863	-\$63	-0.13%
234	Deputy Sheriff - Cadet	\$37,440	\$39,309	-\$1,869	-4.75%
181	Roads Superintendent	\$58,640	\$63,019	-\$4,378	-6.95%
154	GIS Technician	\$32,760	\$35,268	-\$2,508	-7.11%
105	Human Resources/Procurement Officer	\$44,450	\$48,332	-\$3,882	-8.03%
112	Finance Specialist	\$34,944	\$39,231	-\$4,287	-10.93%
186	Equipment Operator	\$35,214	\$40,032	-\$4,817	-12.03%
201	Emergency Manager	\$45,187	\$51,749	-\$6,562	-12.68%
211	DWI Coordinator	\$38,106	\$44,719	-\$6,613	-14.79%

Market Survey Data – Appointed Positions

Within the Union County government there are six (6) positions appointed by Elected Officials. These positions are appointed by the County Commission or a specific Elected Official and include: the County Manager, Chief Deputy Assessor, Chief Deputy Clerk, Chief Deputy Treasurer, Undersheriff, and the Sheriff's Executive Secretary. Appointed positions, serve at the pleasure of their respective Elected Officials and are often not included in the organization's salary plan. For this analysis, actual salaries were primarily used in developing comparisons to the market.

The market survey data extracted and analyzed for Appointed Positions is summarized in **Comp 4A, External Prevailing Rate Comparison – Appointed Positions**, and detailed in **Appendix B - Salary Survey - Appointed Positions**.

The analysis of the competitive position of Union County pay levels for Appointed Positions considered those rates of pay that are within +/- 5% of the prevailing market rate to be competitive and within the market. The breakdown of all County survey benchmark positions is summarized as follows:

External Prevailing Rate Summary for Appointed Positions – Table 2

Relationship to the Market	Number of Survey Position Classifications	Percentage of Survey Position Classifications
>5% Above the External Aged Midpoint	0	0.0%
Within 5% of Aged Survey Midpoint	2	33.4%
<5% Below the External Aged Midpoint	3	50.0%
Vacant/New Position with no Average	1	16.6%

**Union County
FY 2023 Salary Plan**

Comp 4A - External Prevailing Rates Comparison - Appointed Positions

Class Code	Position Classification Title	Union County Average Rate	01/01/23	Variance	
			Aged Survey Midpoint	\$	%
101	County Manager	\$75,000	\$96,189	-\$21,189	-22.03%
222	Executive Secretary to the Sheriff	\$40,227	\$43,579	-\$3,352	-7.69%
123	Chief Deputy Treasurer	\$55,442	\$59,737	-\$4,295	-7.19%
122	Chief Deputy Clerk	\$55,442	\$57,481	-\$2,039	-3.55%
121	Chief Deputy Assessor	\$53,286	\$52,192	\$1,094	2.10%
221	Undersheriff	Vacant	\$63,749		

Salary Range Structure

S Resource, Incorporated proposes Union County adopt the Permanent Salary Range Structure, shown on the following page. This structure is characterized by a 50% spread from the Minimum to the Maximum; and Salary Ranges are separated by a uniform 2.5%, facilitating the precise assignment of position classes to ranges closest to the Prevailing Market Midpoint. It is recommended the County utilize this single consolidated salary structure, designed for effective administration and to facilitate regular maintenance of the salary system.

Salary Range Adjustments

Position classes should be individually reassigned to different salary ranges on a regular basis to reflect the movement in the Prevailing Market Midpoint (if any) for each position class. The Permanent Salary Range Structure should not be adjusted by blanket percentages or flat dollar amounts, as that will adversely impact the County's external competitiveness and the internal equity of the salary plan.

The recommended base salary range structure is shown in the **Permanent Salary Range Structure**.

**Union County
Permanent Salary Range Structure**

Salary Range	Minimum	Midpoint	Maximum		Salary Range	Minimum	Midpoint	Maximum
1	\$17,680	\$22,100	\$26,520		31	\$37,085	\$46,356	\$55,627
2	\$18,122	\$22,653	\$27,183		32	\$38,012	\$47,515	\$57,018
3	\$18,575	\$23,219	\$27,863		33	\$38,962	\$48,703	\$58,444
4	\$19,039	\$23,799	\$28,559		34	\$39,936	\$49,921	\$59,905
5	\$19,515	\$24,394	\$29,273		35	\$40,935	\$51,169	\$61,402
6	\$20,003	\$25,004	\$30,005		36	\$41,958	\$52,448	\$62,937
7	\$20,503	\$25,629	\$30,755		37	\$43,007	\$53,759	\$64,511
8	\$21,016	\$26,270	\$31,524		38	\$44,082	\$55,103	\$66,124
9	\$21,541	\$26,927	\$32,312		39	\$45,184	\$56,481	\$67,777
10	\$22,080	\$27,600	\$33,120		40	\$46,314	\$57,893	\$69,471
11	\$22,632	\$28,290	\$33,948		41	\$47,472	\$59,340	\$71,208
12	\$23,198	\$28,997	\$34,797		42	\$48,659	\$60,823	\$72,988
13	\$23,778	\$29,722	\$35,666		43	\$49,875	\$62,344	\$74,813
14	\$24,372	\$30,465	\$36,558		44	\$51,122	\$63,903	\$76,683
15	\$24,981	\$31,227	\$37,472		45	\$52,400	\$65,500	\$78,600
16	\$25,606	\$32,007	\$38,409		46	\$53,710	\$67,138	\$80,565
17	\$26,246	\$32,808	\$39,369		47	\$55,053	\$68,816	\$82,579
18	\$26,902	\$33,628	\$40,353		48	\$56,429	\$70,537	\$84,644
19	\$27,575	\$34,468	\$41,362		49	\$57,840	\$72,300	\$86,760
20	\$28,264	\$35,330	\$42,396		50	\$59,286	\$74,107	\$88,929
21	\$28,971	\$36,213	\$43,456		51	\$60,768	\$75,960	\$91,152
22	\$29,695	\$37,119	\$44,543		52	\$62,287	\$77,859	\$93,431
23	\$30,437	\$38,047	\$45,656		53	\$63,844	\$79,806	\$95,767
24	\$31,198	\$38,998	\$46,797		54	\$65,441	\$81,801	\$98,161
25	\$31,978	\$39,973	\$47,967		55	\$67,077	\$83,846	\$100,615
26	\$32,778	\$40,972	\$49,167		56	\$68,754	\$85,942	\$103,130
27	\$33,597	\$41,996	\$50,396		57	\$70,472	\$88,090	\$105,709
28	\$34,437	\$43,046	\$51,656		58	\$72,234	\$90,293	\$108,351
29	\$35,298	\$44,123	\$52,947		59	\$74,040	\$92,550	\$111,060
30	\$36,180	\$45,226	\$54,271		60	\$75,891	\$94,864	\$113,837

Midpoint %
2.50%

Range Spread
50.00%

Salary Range Assignments

Position Classification Market Pricing

The review of the County's organizational structure identified twenty-five (25) position classifications. The PDQs completed by employees provided the basis for extracting the available market data represented in the survey sources previously identified. Of the twenty-five (25) position classifications identified within the County; market data were identified, extracted and analyzed for twenty (20) or 80% of the survey position classifications.

Position Classification Assignment to Salary Range

As reported, twenty (20) or 80% of the County position classifications were determined to have a direct market value based on the analysis mentioned above. These position classifications were then placed into the recommended salary range with the Midpoint that most closely matched the position classification's Prevailing Market Midpoint.

A complete listing of recommended salary range assignments is shown in **Comp 5, Salary Ranges per Position Class (Position Class Order)** and in salary range order in **Comp 6, Salary Ranges per Position class (Salary Range Order)**.

The remaining position classifications were slotted into the salary range structure based on professional judgment and the current value comparability in relation to position classifications for which data were available. The relationship of non-benchmark to benchmark position classifications is detailed in **Comp 7, Non-Benchmark to Benchmark Linkage**.

Union County
FY 2023 Salary Plan
Comp 5 - Salary Ranges Per Position Class - (Position Class Order)

Class Code	Occupational Families and Position Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
<u>Administration</u>					
Executive Administration					
102	Assistant County Manager	50	\$59,286	\$74,107	\$88,929
105	* Human Resources/Procurement Officer	33	\$38,962	\$48,703	\$58,444
106	Human Resources Assistant	22	\$29,695	\$37,119	\$44,543
Finance Support					
111	* Finance Specialist Senior	32	\$38,012	\$47,515	\$57,018
112	* Finance Specialist	24	\$31,198	\$38,998	\$46,797
Elected Official Services Support					
125	* Deputy Clerk	18	\$26,902	\$33,628	\$40,353
Office Support - General					
131	* Administrative Assistant	19	\$27,575	\$34,468	\$41,362
133	* Office Assistant	16	\$25,606	\$32,007	\$38,409
135	* Records Specialist	19	\$27,575	\$34,468	\$41,362
Technical Support - Specialized					
153	* GIS Specialist	29	\$35,298	\$44,123	\$52,947
154	* GIS Technician	20	\$28,264	\$35,330	\$42,396
<u>Facilities & Infrastructure Maintenance</u>					
Facilities and Grounds Maintenance					
166	* Maintenance Worker	21	\$28,971	\$36,213	\$43,456
167	* Custodian	15	\$24,981	\$31,227	\$37,472
Roads Maintenance					
181	* Roads Superintendent	43	\$49,875	\$62,344	\$74,813
184	Crusher Operations Lead	31	\$37,085	\$46,356	\$55,627
186	* Equipment Operator	25	\$31,978	\$39,973	\$47,967
188	* Road Maintenance Worker	15	\$24,981	\$31,227	\$37,472
<u>Public Safety</u>					
Safety & Emergency Management					
201	* Emergency Manager	35	\$40,935	\$51,169	\$61,402
203	* Fire Coordinator	37	\$43,007	\$53,759	\$64,511
DWI Program					
211	* DWI Coordinator	30	\$36,180	\$45,226	\$54,271
Law Enforcement Management					
223	* Sheriff Sergeant	39	\$45,184	\$56,481	\$67,777
Law Enforcement Operations					
232	Deputy Sheriff - Senior	34	\$39,936	\$49,921	\$59,905
233	* Deputy Sheriff - Certified	31	\$37,085	\$46,356	\$55,627
234	* Deputy Sheriff - Cadet	24	\$31,198	\$38,998	
Law Enforcement Support					
241	Court Security/Prisoner Transport	21	\$28,971	\$36,213	\$43,456

*Salary Survey Benchmark

**Union County
FY 2023 Salary Plan
Comp 6 - Position Classes in Salary Range Order**

Class Code	Occupational Families and Position Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
102	Assistant County Manager	50	\$59,286	\$74,107	\$88,929
		49	\$57,840	\$72,300	\$86,760
		48	\$56,429	\$70,537	\$84,644
		47	\$55,053	\$68,816	\$82,579
		45	\$52,400	\$65,500	\$78,600
		44	\$51,122	\$63,903	\$76,683
181	Roads Superintendent	43	\$49,875	\$62,344	\$74,813
		42	\$48,659	\$60,823	\$72,988
		41	\$47,472	\$59,340	\$71,208
		40	\$46,314	\$57,893	\$69,471
223	Sheriff Sergeant	39	\$45,184	\$56,481	\$67,777
		38	\$44,082	\$55,103	\$66,124
203	Fire Coordinator	37	\$43,007	\$53,759	\$64,511
		36	\$41,958	\$52,448	\$62,937
201	Emergency Manager	35	\$40,935	\$51,169	\$61,402
232	Deputy Sheriff - Senior	34	\$39,936	\$49,921	\$59,905
105	Human Resources/Procurement Officer	33	\$38,962	\$48,703	\$58,444
111	Finance Specialist Senior	32	\$38,012	\$47,515	\$57,018
184	Crusher Operations Lead	31	\$37,085	\$46,356	\$55,627
233	Deputy Sheriff - Certified	31	\$37,085	\$46,356	\$55,627
211	DWI Coordinator	30	\$36,180	\$45,226	\$54,271
153	GIS Specialist	29	\$35,298	\$44,123	\$52,947
		28	\$34,437	\$43,046	\$51,656
		27	\$33,597	\$41,996	\$50,396
		26	\$32,778	\$40,972	\$49,167
186	Equipment Operator	25	\$31,978	\$39,973	\$47,967
112	Finance Specialist	24	\$31,198	\$38,998	\$46,797
234	Deputy Sheriff - Cadet	24	\$31,198	\$38,998	\$46,797
		23	\$30,437	\$38,047	\$45,656

**Union County
FY 2023 Salary Plan
Comp 6 - Position Classes in Salary Range Order**

Class Code	Occupational Families and Position Classes	-- Recommended --			
		Salary Range	Minimum	Midpoint	Maximum
106	Human Resources Assistant	22	\$29,695	\$37,119	\$44,543
166	Maintenance Worker	21	\$28,971	\$36,213	\$43,456
241	Court Security/Prisoner Transport	21	\$28,971	\$36,213	\$43,456
154	GIS Technician	20	\$28,264	\$35,330	\$42,396
135	Records Specialist	19	\$27,575	\$34,468	\$41,362
131	Administrative Assistant	19	\$27,575	\$34,468	\$41,362
125	Deputy Clerk	18	\$26,902	\$33,628	\$40,353
		17	\$26,246	\$32,808	\$39,369
133	Office Assistant	16	\$25,606	\$32,007	\$38,409
188	Road Maintenance Worker	15	\$24,981	\$31,227	\$37,472
167	Custodian	15	\$24,981	\$31,227	\$37,472
		14	\$24,372	\$30,465	\$36,558
		13	\$23,778	\$29,722	\$35,666
		12	\$23,198	\$28,997	\$34,797
		11	\$22,632	\$28,290	\$33,948

**Union County
FY 2023 Salary Plan**

Comp 7 - Non-Benchmark to Benchmark Linkage Table

This table is to be utilized as a guide during annual salary plan updates, permitting non-benchmark job classes to be adjusted by the same number of salary ranges as the salary survey benchmark job class to which they have been linked.

Non-Benchmark Position Class	Benchmark Position Class
Assistant County Manager	County Manager
Human Resources Assistant	Administrative Assistant
Crusher Operations Lead	Equipment Operator
Deputy Sheriff - Senior	Deputy Sheriff - Certified
Court Security/Prisoner Transport	Deputy Sheriff - Cadet

Estimated Fiscal Impact of Recommended Salary Plan

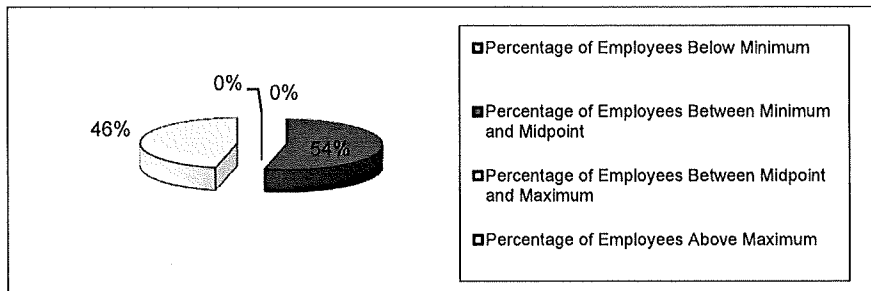
The analysis provided is based on assignment of positions to salary ranges closest to the Prevailing Market Rate.

Comp 8, Estimated Fiscal Impact of FY 2023 Salary Plan summarizes the estimated fiscal impact for the total salary plan. In developing this estimate, part-time positions, if any, rates were annualized on a full-time basis, this approach would tend to overstate the estimated costs. **It must be noted this estimated fiscal impact only reflect direct pay and do not include additional burden rate costs, i.e. social security, Medicare, etc.** Using this basis, if the County adopts a prevailing rate policy at 100% of the market there would be no additional direct pay cost since all current employees are above the minimum of the recommended salary range.

Comp 9, Estimated Fiscal Impact of FY 2023 Salary Plan by Department summarizes the estimated fiscal impact for the total salary plan by department/division.

Union County
Comp 8 - Estimated Fiscal Impact of FY 2023 Salary Plan
100% of Prevailing Rates Competitiveness Policy

@ 100%	
Number of Employees	28
Total Payroll	\$1,182,889
Number of Employees Below Minimum	0
As % of total employees	0.00%
Total \$ below Minimum	\$0
As % of total payroll	0.00%
Average amount below Minimum	#DIV/0!
Number of Employees Between Minimum and Midpoint	15
As % of total employees	53.57%
\$ to Bring from Minimum to Midpoint	\$63,308
As % of total payroll	5.35%
Number of Employees Below Midpoint	15
As % of total employees	53.57%
Total \$ below Midpoint	\$63,308
As % of total payroll	5.35%
Average amount below Midpoint	\$4,221
Number of Employees Between Midpoint and Maximum	13
As % of total employees	46.43%
Number of Employees Above Maximum	0
As % of total employees	0.00%
Total \$ over Maximum	\$0
As % of total payroll	0.00%
Average amount over Maximum	#DIV/0!



Union County
Comp 9 - Estimated Fiscal Impact of FY 2023 Salary Plan by Department
100% of Prevailing Rates Competitiveness Policy

Department	# of Employees	Total Payroll of Department	# of Employees Below Min	Total \$ Below Min	# of Employees Between Min and Mid	\$ to Bring from Min to Mid	# of Employees Below Mid (<Min)	Total \$ Below Mid (includes \$<Min)	# of Employees Between Mid and Max	# of Employees Above Max	Total \$ over Max
Administration	2	\$79,394	0	\$0	2	\$8,307	2	\$8,307	0	0	\$0
Assessor's Office	1	\$32,760	0	\$0	1	\$2,570	1	\$2,570	0	0	\$0
Clerk's Office	1	\$34,840	0	\$0	0	\$0	0	\$0	1	0	\$0
Maintenance	2	\$74,360	0	\$0	0	\$0	0	\$0	2	0	\$0
Road Dept	14	\$575,749	0	\$0	8	\$33,976	8	\$33,976	6	0	\$0
Emergency Manager	1	\$45,187	0	\$0	1	\$5,982	1	\$5,982	0	0	\$0
Fire	1	\$58,094	0	\$0	0	\$0	0	\$0	1	0	\$0
DWI	1	\$38,106	0	\$0	1	\$7,120	1	\$7,120	0	0	\$0
Sheriff's Dept	5	\$244,400	0	\$0	2	\$5,352	2	\$5,352	3	0	\$0
Totals:	28	\$1,182,889	0	0	15	\$63,308	15	\$63,308	13	0	\$0

Salary Administration Guidelines and Options

The initial implementation of the County's salary plan will be controlled by the County's financial resources, and therefore balanced between the County's desire to pay all employees at the market rates for the occupations and the available funds. It is also recognized that pay adjustments for County employees within the collective bargaining unit are subject to negotiations between the County and the employee representatives.

Plan implementation involves three basic considerations; the first is the adjustments to the salary range minimum for any employee with a pay level below the minimum, second the treatment of employees whose current pay is above the salary range maximum, and finally an adjustment for employees in the salary range to move their pay level closer to the midpoint or market rate for of their assigned salary range.

Pay Levels below the Salary Range Minimum

We recommend that pay levels of all employees whose current pay is below the minimum of the salary range for their position classification be increased to the minimum of their assigned salary range on the effective date of the pay plan.

Pay Levels above the Salary Range Maximum

We, normally recommend that the pay levels of employees who are above the maximum of their assigned salary range be frozen. The pay levels of these individuals exceed the market rate for their position classification by greater than twenty percent (20%). As part of a continuing program, when the County makes regular adjustments to the pay plan; these salaries will fall back into the appropriate salary range over time.

Despite the premium paid to employees above the maximum of their assigned salary range, some employers choose to provide additional compensation on an annual basis. In these cases, we recommend providing the employee an amount equivalent to the average pay increase for the County (such as 2%) in a lump sum paid at the end of each quarter within the fiscal year. The amount does not accrue to the employee's base rate of pay; but must be included in the rate of pay for calculating overtime payments.

In-Range Pay Adjustments

Position In-Range Approach

In-range pay adjustments are an important step in utilizing the new salary ranges. By adjusting current employees in their assigned salary ranges, the County will recognize prior service, lessen the potential impact of pay compression, and open the bottom of the pay ranges for newly hired personnel.

While there are several approaches for in-range adjustments, we generally recommend an initial step to "manage to market" as a means of increasing pay levels closer to the market rate for position classifications within the County's structure. Managing to the market involves the granting of variable percentage pay increases based on an employee's position in relation to the market rate for their position classification. The relationship to the market rate is expressed as an individual's "compa-ratio"; calculated by dividing their current rate of pay by the midpoint or market rate for their position classification.

The table that follows illustrates three possible variations and funding levels for managing to market. The exact formula and approach implemented should be based on the County's available financial resources and budget.

Position In-Range Alternatives – Table 3

Salary Range Quartile	Compa - Ratio	Alternative Funding Levels		
		Option 1	Option 2	Option 3
First	80.0% - 89.9%	5%	4%	3%
Second	90.0% - 99.9%	4%	3%	2%
Third	100.0% - 109.9%	3%	2%	0%
Fourth	110.0% - 120.0%	2%	0%	0%

This approach moves the pay levels of employees furthest from the market rate at a faster pace than those nearer to or above the market rate for their respective positions; while providing some level of in-range adjustment for most employees.

Sequential Percentage Approach

Under this approach sequential 1% increases are provided according to each incumbent's compa-ratio until available funds are expended.

1. All eligible employees whose compa-ratio is 80% are provided a 1% increase, then
2. All eligible employees whose compa-ratio is 81% are provided a 1% increase, then
3. All eligible employees whose compa-ratio is 82% are provided a 1% increase, then
4. All eligible employees whose compa-ratio is 83% are provided a 1% increase, then
5. All eligible employees whose compa-ratio is 84% are provided a 1% increase, then

Where there are funding limitations, this approach tends to provide in-range increases only to those incumbents whose pay levels are furthest below the market rate for their position classification.

Hiring Rates

We recommend the County adopt a flexible approach to determining hiring rates of pay. The minimum of the salary range is an extension of the midpoint of market rate; a generally applied to candidates for employment that are minimally qualified. The County should use the entire salary range for hiring purposes, generally limiting starting rates of pay between the salary range minimum and the salary range midpoint. This should provide sufficient flexibility to compete for highly qualified individuals and when desired skills are scarce within the labor market.

Effective administration of this flexible approach requires significant management controls to provide for equitable administration. The County should adopt a set of guidelines to be administered on a consistent basis that define specific criteria for determining hiring rates above the minimum of the pay range. In addition, the County should not hire new personnel at rates of pay in excess of current employees within the same position classification. While circumstances may necessitate the practice on rare occasions; this practice must be applied on a limited basis and subject to approval at the highest administrative levels.

Promotional Increases

A promotion occurs when an employee moves to a position classification with a higher salary grade than his/her current salary grade. Salary grades within the recommended fixed range structure increase progressively at 2.5% increments. We recommend that promotional increases range from increasing an employee's pay to the minimum of the new salary grade to a maximum pay increase equivalent to 2.5% per salary grade above their current assigned salary grade.

As with determining appropriate hiring rates of pay, the County should adopt a set of guidelines to be administered on a consistent basis that define specific criteria for determining promotional rates of pay above the minimum of the salary range.

Part-time and Temporary Employee Salary Levels

Since salary levels are based on the value of the work performed in the labor market; part-time and temporary employees should be paid within the same salary range as full-time employees in the same position classification. Normally, temporary employees can be paid at the minimum of the salary range for the position classification; however, this may vary in cases where the employee has specialized knowledge and skills.

Position Classification and Salary Plan Recommendations

Recommendations:

Approve Recommended Position Classification Assignments

Adopt the recommended position classification assignments for the purpose of salary administration as recommended and illustrated in Comp 3 – Recommended Classification of Individual Positions.

Adopt the Prevailing Rate Pay Midpoint Policy

Adopting the Prevailing Market Rate Midpoint (100%) provides the basis for the County's competitive position in the market and provides central guidance to County management for ongoing pay administration.

Salaries to the Minimum of the Salary Range

There are no employees whose current pay level is below the minimum of the recommended salary range.

Salaries above the Maximum of the Salary Range

There are no employees whose current pay level is above the maximum of the recommended salary range.

In-Range Pay Adjustments

Adopt a method of in-range adjustments that distributes available salary increase funds on a variable basis with the goal to "manage to market" as a means of increasing pay levels closer to the market rate for position classifications within the County's structure.

Grant Funded Positions

Grant funded positions' salaries are normally administered within the limits of the grant funding and not necessarily based upon the market rate established within this report.

Hiring Rates

Maintain a flexible approach to determining hiring rates of pay. The minimum of the salary range is applied to candidates for employment that are minimally qualified. The County should use the entire salary range for hiring purposes, generally limiting starting rates of pay between the salary range minimum and the salary range midpoint. Hiring rates between the minimum and midpoint of the salary range must be approved by the County Manager; hiring rates above the midpoint of the salary range must be approved by the County Commission.

Maintain a Continuing Program

Maintain an ongoing and continuing program for the County by conducting regular reviews (approximately every 3 - 4 years depending on labor market conditions) to determine position in the labor market and provide for maintenance of the program.

Appendix

Appendix A: Salary Survey – Classified Positions

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
			\$44,450	\$48,332	\$ %
Human Resources/Procurement Officer				\$48,332	-\$3,882 -8.03%

HR Administrative Assistant	San Miguel County				
Human Resources Coordinator	Roosevelt County			\$55,009	
Human Resources Supervisor	Taos County			\$50,464	
HR Specialist/Purchasing Agent A	State of New Mexico			\$51,171	
Human Resources/Deputy Clerk	Town of Clayton			\$48,625	
Human Resources Specialists	New Mexico WFS - Eastern WIA			\$47,006	
HR/Admin/Procurement	Mora County			\$46,121	
No match	Baca County CO			\$39,927	
No match	Cimarron County OK			N/A	
No match	Colfax County			N/A	
No match	Hartley County TX			N/A	
No match	Quay County			N/A	

Prevailing Market Rate: \$48,332

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%

New			#VALUE!	#VALUE!	#VALUE!
Finance Specialist		Roosevelt County	\$53,018		
Accountant I		Taos County	\$51,711		
Bookkeeping, Accounting & Auditing Clerk Ex		New Mexico WFS - Eastern WIA	\$49,624		
Finance Specialist		Cofax County	\$49,250		
Bookkeeping, Accounting & Auditing Clerk A		State of New Mexico	\$33,582		
No match		Baca County CO	N/A		
No match		Cimarron County OK	N/A		
No match		Hartley County TX	N/A		
No match		Mora County	N/A		
No match		Quay County	N/A		
No match		San Miguel County	N/A		
No match		Town of Clayton	N/A		
Prevailing Market Rate:			\$47,437		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
			\$34,944	\$39,231	-\$4,287
					-10.93%

Finance Specialist	Roosevelt County	N/A			
Finance Officer	Quay County	\$46,294			
Finance Specialist II	San Miguel County	\$44,378			
Accountant I	Taos County	\$40,564			
Payroll Clerk/AP Clerk	Colfax County	\$40,488			
Payroll/Accounts Payable	Town of Clayton	\$40,337			
Payroll/Accounts Payable	Mora County	\$39,927			
Bookkeeping, Accounting & Auditing Clerks	New Mexico WFS - Eastern WIA	\$39,047			
Bookkeeping, Accounting & Auditing Clerk O	State of New Mexico	\$32,157			
Bookkeeper	Baca County CO	\$29,883			
No match	Cimarron County OK	N/A			
No match	Hartley County TX	N/A			
			Prevailing Market Rate:	<u>\$39,231</u>	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%
Deputy Clerk			\$34,840	\$33,662	\$1,178	3.50%
Deputy Assessor, Clerk, Treasurer		Hartley County TX		\$43,746		
Deputy Assessor, Clerk, Treasurer		Quay County		\$35,503		
Court, Municipal & License Clerks En		New Mexico WFS - Eastern WIA		\$35,610		
Deputy Assessor, Clerk, Treasurer		Mora County		\$34,337		
Deputy Clerk, Treasurer, Assessment Specialist Taos County				\$34,272		
Deputy Assessor, Clerk, Treasurer		Baca County CO		\$33,755		
County Services Specialist		Roosevelt County		\$32,356		
Court, Municipal & License Clerk O		State of New Mexico		\$31,618		
Various Titles		San Miguel County		\$30,269		
Deputy Assessor, Clerk, Treasurer		Colfax County		\$29,503		
Deputy Assessor, Clerk		Cimarron County OK		\$29,310		
No match		Town of Clayton		N/A		
			Prevailing Market Rate:			
			<u>\$33,662</u>			

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%

Administrative Assistant	New	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Administrative Assistant	Quay County		\$38,805		
Administrative Assistant	San Miguel County		\$36,702		
Administrative Assistant	Baca County CO		\$36,109		
Administrative Assistant	Colfax County		\$35,179		
Secretaries & Administrative Assistants	New Mexico WFS - Eastern WIA		\$35,256		
Administrative Assistant	Roosevelt County		\$34,844		
Administrative Assistant	Taos County		\$33,733		
Secretary, except Legal, Medical & Executive O	State of New Mexico		\$31,618		
Administrative Assistant	Mora County		\$31,294		
Electric Board Secretary	Cimarron County OK		\$28,625		
No match	Hartley County TX		N/A		
No match	Town of Clayton		N/A		
Prevailing Market Rate:			<u>\$34,216</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%

Office Assistant	New	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Clerk			\$29,436		
Office Assistant	Town of Clayton		\$32,071		
Office Clerk - General O	Roosevelt County		\$30,045		
Office Clerk - General Ex	State of New Mexico		\$29,406		
Data Clerk	New Mexico WFS - Eastern WIA		\$29,446		
Office Receptionist	San Miguel County		\$28,530		
MVD Clerk	Taos County		\$28,499		
No match	Mora County		\$28,057		
No match	Baca County CO		N/A		
No match	Cimarron County OK		N/A		
No match	Colfax County		N/A		
No match	Hartley County TX		N/A		
No match	Quay County		N/A		
			Prevailing Market Rate:		
			<u>\$29,436</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%

Records Specialist	New	#VALUE!	#VALUE!	#VALUE!	#VALUE!
Information & Records Clerks	New Mexico WFS - Eastern WIA		\$44,236		
Records Specialist	Colfax County		\$34,769		
Sheriff's Office Administrative Assistant	San Miguel County		\$33,274		
Information & Records Clerk O	State of New Mexico		\$31,618		
Records Clerk	Taos County		\$30,560		
No match	Baca County CO		N/A		
No match	Cimarron County OK		N/A		
No match	Hartley County TX		N/A		
No match	Mora County		N/A		
No match	Quay County		N/A		
No match	Roosevelt County		N/A		
No match	Town of Clayton		N/A		
Prevailing Market Rate:			\$34,891		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate		Variance	
				\$	%	\$	%
GIS Specialist							
			\$49,109	\$43,654		\$5,455	12.50%

GIS Specialist	Roosevelt County	\$46,861	
Surveying & Mapping Technicians	New Mexico WFS - Eastern WIA	\$47,030	
GIS Rural Addressing Coordinator	Taos County	\$45,560	
Chief Drafter	Colfax County	\$42,776	
Cartographers & Photogrammetrists O	State of New Mexico	\$36,042	
No match	Baca County CO	N/A	
No match	Cimarron County OK	N/A	
No match	Hartley County TX	N/A	
No match	Mora County	N/A	
No match	Quay County	N/A	
No match	San Miguel County	N/A	
No match	Town of Clayton	N/A	
Prevailing Market Rate:			<u><u>\$43,654</u></u>

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
				\$	%

GIS Technician			\$32,760	\$35,268	-\$2,508	-7.11%
GIS Technician		Roosevelt County		\$40,408		
GIS Technician		Colfax County		\$38,265		
Surveying & Mapping Technicians En		New Mexico WFS - Eastern WIA		\$35,278		
AS GIS		San Miguel County		\$34,531		
Cartographers & Photogrammetrists B		State of New Mexico		\$33,042		
GIS Technician I		Taos County		\$32,978		
GIS Technician		Quay County		\$32,373		
No match		Baca County CO		N/A		
No match		Cimarron County OK		N/A		
No match		Hartley County TX		N/A		
No match		Mora County		N/A		
No match		Town of Clayton		N/A		
Prevailing Market Rate:				\$35,268		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
					\$ %
Maintenance Worker			\$39,520	\$36,434	\$3,086 8.47%

Maintenance Supervisor	Town of Clayton				
Maintenance Technician	San Miguel County			\$43,207	
Maintenance & Repair Workers Ex	New Mexico WFS - Eastern WIA			\$43,105	
Maintenance	Quay County			\$40,333	
Maintenance & Repair Worker A	State of New Mexico			\$39,538	
Maintenance Supervisor	Baca County CO			\$36,042	
Maintenance Technician II	Taos County			\$35,698	
Maintenance III	Colfax County			\$32,978	
Maintenance Worker	Roosevelt County			\$32,567	
Maintenance	Mora County			\$31,566	
No match	Cimarron County OK			\$29,309	
No match	Hartley County TX			N/A	
				N/A	
				\$36,434	

Prevailing Market Rate:

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
				\$	%

Custodian			\$34,840	\$28,990	\$5,850	20.18%
Maintenance Technician I		Taos County		\$31,747		
Service Maintenance		Quay County		\$31,035		
Janitors & Cleaners Ex		New Mexico WFS - Eastern WIA		\$30,533		
Custodian		Roosevelt County		\$30,045		
Maintenance Worker		San Miguel County		\$29,748		
Janitors & Cleaners A		State of New Mexico		\$28,532		
Maintenance II		Colfax County		\$28,014		
Janitor		Cimarron County OK		\$25,637		
Janitor		Town of Clayton		\$25,618		
No match		Baca County CO		N/A		
No match		Hartley County TX		N/A		
No match		Mora County		N/A		
Prevailing Market Rate:				\$28,990		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%
Roads Superintendent			\$58,640	\$63,019	-\$4,378	-6.95%
Roads Supervisor		Quay County		\$74,372		
Operations Manager I - Construction		State of New Mexico		\$68,545		
Roads Superintendent		Roosevelt County		\$66,213		
Supervisors, Construction		New Mexico WFS - Eastern WIA		\$66,165		
PSO Supervisor		San Miguel County		\$64,331		
Roads Superintendent		Colfax County		\$57,930		
Road Department Superintendent		Mora County		\$43,574		
No match		Baca County CO		N/A		
No match		Cimarron County OK		N/A		
No match		Hartley County TX		N/A		
No match		Taos County		N/A		
No match		Town of Clayton		N/A		
Prevailing Market Rate:				<u>\$63,019</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
			\$	\$	%

Equipment Operator					
Operator		Hartley County TX	\$35,214	\$40,032	-\$4,817
Highway Maintenance Workers Ex		New Mexico WFS - Eastern WIA			-12.03%
Highway Maintenance Worker A		State of New Mexico		\$50,960	
Road & Bridge Employee		Baca County CO		\$43,504	
Equipment Operator		Coffax County		\$42,312	
Equipment Operator III		Roosevelt County		\$40,217	
Road Maintenance Operator II		Taos County		\$39,387	
Equipment Operator II, III		San Miguel County		\$38,427	
Road Maintenance		Quay County		\$38,092	
Road Maintenance		Mora County		\$35,136	
No match		Cimarron County OK		\$33,819	
No match		Town of Clayton		N/A	
				N/A	
Prevailing Market Rate:				<u><u>\$40,032</u></u>	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
			\$	%	

Road Maintenance Worker		New	#VALUE!	#VALUE!	#VALUE!
Highway Maintenance Workers En		New Mexico WFS - Eastern WIA		\$31,503	
Equipment Operator I		Roosevelt County	\$38,183		
Road Maintenance Operator I		Taos County	\$34,844		
Highway Maintenance Worker B		State of New Mexico	\$34,272		
Skilled Laborer		San Miguel County	\$33,042		
Street Laborer		Town of Clayton	\$30,100		
Road Maintenance		Mora County	\$27,625		
Road Maintenance		Quay County	\$26,978		
No match		Baca County CO	\$26,978		
No match		Cimarron County OK	N/A		
No match		Colfax County	N/A		
No match		Hartley County TX	N/A		
Prevailing Market Rate:				<u>\$31,503</u>	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
					\$ %
Emergency Manager			\$45,187	\$51,749	-\$6,562 -12.68%

Emergency Management Directors	New Mexico WFS - Eastern WIA				
Emergency Management Director	Taos County			\$63,748	
Emergency Manager	San Miguel County			\$57,452	
Emergency Management Specialists	State of New Mexico			\$53,955	
Emergency Manager	Baca County CO			\$48,646	
Emergency Management Coordinator	Colfax County			\$44,414	
No match	Cimarron County OK			\$42,279	
No match	Hartley County TX			N/A	
No match	Mora County			N/A	
No match	Quay County			N/A	
No match	Roosevelt County			N/A	
No match	Town of Clayton			N/A	
				Prevailing Market Rate:	<u><u>\$51,749</u></u>

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
			\$	\$	%

Fire Coordinator			\$58,094	\$54,018	\$4,076	7.55%
------------------	--	--	----------	----------	---------	-------

Supervisors of Firefighting & Prevention Workers	New Mexico WFS - Eastern WIA				
Fire Chief	Taos County			\$73,239	
Fire Chief	Town of Clayton			\$64,520	
Fire Chief	San Miguel County			\$60,948	
Fire Marshall	Colfax County			\$57,677	
Fire Marshall	Quay County			\$39,021	
No match	Baca County CO			\$28,704	
No match	Cimarron County OK			N/A	
No match	Hartley County TX			N/A	
No match	Mora County			N/A	
No match	Roosevelt County			N/A	
No match	State of New Mexico			N/A	

Prevailing Market Rate: \$54,018

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
			\$	\$	%

DWI Coordinator			\$38,106	\$44,719	-\$6,613	-14.79%
DWI Coordinator		San Miguel County		\$53,007		
DWI Director		Mora County		\$49,812		
Probation Parole Officer I		State of New Mexico		\$48,646		
DWI Program Coordinator		Taos County		\$45,560		
DWI Coordinator		Roosevelt County		\$44,603		
DWI Coordinator		Quay County		\$37,164		
DWI Coordinator		Colfax County		\$34,241		
No match		Baca County CO		N/A		
No match		Cimarron County OK		N/A		
No match		Hartley County TX		N/A		
No match		Town of Clayton		N/A		
No match		New Mexico WFS - Eastern WIA		N/A		
Prevailing Market Rate:				<u>\$44,719</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
					\$ %
Sheriff Sergeant			\$57,200	\$56,594	\$606 1.07%

Sergeant	State of New Mexico			\$80,545	
Sergeant	Colfax County			\$62,631	
Sheriff Sergeant	Roosevelt County			\$58,522	
Sergeant	Town of Clayton			\$56,114	
Sergeant	Hartley County TX			\$52,553	
Sergeant	Taos County			\$50,502	
Sergeant	San Miguel County			\$48,722	
Sergeant	Mora County			\$43,164	
No match	Baca County CO			N/A	
No match	Cimarron County OK			N/A	
No match	Quay County			N/A	
No match	New Mexico WFS - Eastern WIA			N/A	
Prevailing Market Rate:				\$56,594	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance
				\$	%

Deputy Sheriff - Certified			\$46,800	\$46,863	-\$63	-0.13%
----------------------------	--	--	----------	----------	-------	--------

Patrol Officer	State of New Mexico	\$62,103			
Police & Sheriffs Patrol Officers	New Mexico WFS - Eastern WIA	\$58,870			
Deputy Sheriff Certified	Colfax County	\$55,466			
Certified Police Officer	Town of Clayton	\$53,955			
Deputy	Hartley County TX	\$52,553			
Deputy Sheriff	Roosevelt County	\$46,871			
Deputy Sheriff	Baca County CO	\$45,011			
Deputy Officer	Quay County	\$43,078			
Deputy Sheriff	Taos County	\$41,222			
Deputy	Mora County	\$39,387			
Deputy	San Miguel County	\$34,531			
Deputy	Cimarron County OK	\$29,310			
Prevailing Market Rate:			\$46,863		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate		Variance
				\$	%	
Deputy Sheriff - Cadet						
			\$37,440	\$39,309	-\$1,869	-4.75%
	Police & Sheriff's Patrol Officers En	New Mexico WFS - Eastern WIA		\$45,699		
	Deputy Sheriff Uncertified	Colfax County		\$43,769		
	Uncertified Police Officer	Town of Clayton		\$38,848		
	Deputy Sheriff Cadet	Taos County		\$36,905		
	Deputy Sheriff Cadet	Roosevelt County		\$36,101		
	Recruit	State of New Mexico		\$34,531		
	No match	Baca County CO		N/A		
	No match	Cimarron County OK		N/A		
	No match	Hartley County TX		N/A		
	No match	Mora County		N/A		
	No match	Quay County		N/A		
	No match	San Miguel County		N/A		
				Prevailing Market Rate: \$39,309		

Appendix B: Salary Survey – Appointed Positions

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevaling Market Rate		Variance	
				\$	%	\$	%
County Manager							
			\$75,000	\$96,189		-\$21,189	-22.03%

Town Manager	Town of Clayton	\$129,709			
County Manager	San Miguel County	\$103,760			
County Manager	Taos County	\$100,567			
County Manager	Roosevelt County	\$99,607			
County Manager	Colfax County	\$91,288			
County Manager	Mora County	\$86,135			
County Manager	Quay County	\$62,256			
No match	Baca County CO	N/A			
No match	Cimarron County OK	N/A			
No match	Hartley County TX	N/A			
No match	State of New Mexico	N/A			
No match	New Mexico WFS - Eastern WIA	N/A			
			Prevaling Market Rate:		
			<u>\$96,189</u>		

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%
Chief Deputy Assessor			\$53,286	\$52,192	\$1,094	2.10%
Chief Deputy Assessor	Chief Deputy Assessor	Taos County		\$63,113		
Chief Deputy Assessor	Chief Deputy Assessor	Colfax County		\$58,824		
Chief Deputy Assessor	Chief Deputy Assessor	Roosevelt County		\$57,308		
Chief Deputy Assessor	Chief Deputy Assessor	Quay County		\$51,471		
AS Deputy	AS Deputy	San Miguel County		\$44,669		
Chief Deputy Assessor	Chief Deputy Assessor	Mora County		\$37,769		
No match	No match	Baca County CO		N/A		
No match	No match	Cimarron County OK		N/A		
No match	No match	Hartley County TX		N/A		
No match	No match	Town of Clayton		N/A		
No match	No match	State of New Mexico		N/A		
No match	No match	New Mexico WFS - Eastern WIA		N/A		
				Prevailing Market Rate:	<u>\$52,192</u>	

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%
Chief Deputy Clerk			\$55,442	\$57,481	-\$2,039	-3.55%
Chief Deputy Clerk	Chief Deputy Clerk	Taos County		\$78,581		
Deputy County Clerk	Deputy County Clerk	Colfax County		\$70,744		
Chief Deputy Clerk	Chief Deputy Clerk	Roosevelt County		\$57,308		
Chief Deputy Clerk	Chief Deputy Clerk	Quay County		\$54,499		
Chief Deputy	Chief Deputy	San Miguel County		\$47,607		
Chief Deputy Clerk	Chief Deputy Clerk	Mora County		\$36,150		
No match	No match	Baca County CO		N/A		
No match	No match	Cimarron County OK		N/A		
No match	No match	Hartley County TX		N/A		
No match	No match	Town of Clayton		N/A		
No match	No match	State of New Mexico		N/A		
No match	No match	New Mexico WFS - Eastern WIA		N/A		
				Prevailing Market Rate: \$57,481		

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%
Chief Deputy Treasurer			\$55,442	\$59,737	-\$4,295	-7.19%
Chief Deputy Treasurer	Chief Deputy Treasurer	Taos County		\$74,651		
Chief Deputy Treasurer	Chief Deputy Treasurer	Colfax County		\$70,723		
Chief Deputy Treasurer	Chief Deputy Treasurer	Roosevelt County		\$57,308		
Chief Deputy Treasurer	Chief Deputy Treasurer	Quay County		\$54,499		
TR Deputy	TR Deputy	San Miguel County		\$41,504		
No match	No match	Baca County CO		N/A		
No match	No match	Cimarron County OK		N/A		
No match	No match	Hartley County TX		N/A		
No match	No match	Mora County		N/A		
No match	No match	Town of Clayton		N/A		
No match	No match	State of New Mexico		N/A		
No match	No match	New Mexico WFS - Eastern WIA		N/A		
				Prevailing Market Rate:	<u><u>\$59,737</u></u>	

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%
Undersheriff		Vacant	\$63,749	\$63,749	#VALUE!	#VALUE!
Captain		State of New Mexico		\$107,911		
Undersheriff		Colfax County		\$73,729		
Undersheriff		Taos County		\$62,475		
SO Undersheriff		San Miguel County		\$56,740		
Undersheriff		Mora County		\$53,955		
Undersheriff		Quay County		\$53,829		
Chief Deputy		Hartley County TX		\$53,006		
Undersheriff		Baca County CO		\$48,348		
No match		Cimarron County OK		N/A		
No match		Roosevelt County		N/A		
No match		Town of Clayton		N/A		
No match		New Mexico WFS - Eastern WIA		N/A		
				Prevailing Market Rate:		
				<u>\$63,749</u>		

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Prevailing Market Rate	Variance	
					\$	%

Executive Secretary to the Sheriff						
		\$40,227	\$43,579	-\$3,352	-7.69%	
Executive Secretaries		New Mexico WFS - Eastern WIA		\$56,276		
Executive Secretary to the Sheriff		Taos County		\$52,614		
Executive Secretary to the Sheriff		Roosevelt County		\$46,648		
Executive Secretary to the Sheriff		Colfax County		\$42,182		
Executive Secretaries A		State of New Mexico		\$40,154		
Executive Assistant		Quay County		\$38,244		
SO Office Manager		San Miguel County		\$36,905		
Administrative Assistant		Mora County		\$35,611		
No match		Baca County CO		N/A		
No match		Cimarron County OK		N/A		
No match		Hartley County TX		N/A		
No match		Town of Clayton		N/A		
			Prevailing Market Rate:	<u>\$43,579</u>		