



RESOLUTION NUMBER 2024-37
A RESOLUTION APPROVING AND ADOPTING COUNTY POSITION CLASSIFICATION
AND SALARY PLAN UPDATE

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, on April 12, 2022, Union County adopted an employee salary plan for the purposes of recruiting and retaining qualified, competent employees; and

WHEREAS, the Union County Board of Commissioners understands the importance of continually reviewing and updating the County's salary plan to be externally competitive and internally equitable; and

WHEREAS, Union County has engaged the services of S Resources, Incorporated to assist in updating our previous salary plan; and

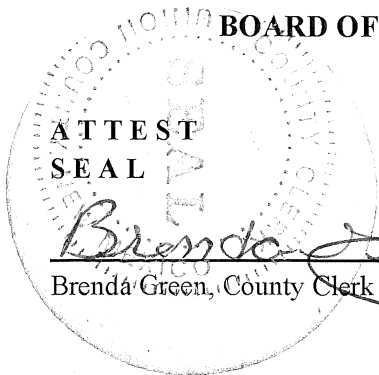
WHEREAS, the Board of County Commissioners of Union County has reviewed the proposed update prepared and believes that it sets for the priorities and goals of the Board with regard to recruiting and maintaining qualified competent County employees to serve the citizens of Union County; and,

NOW, THEREFORE, IT IS HEREBY RESOLVED by the Board of County commissioners of Union County that the updated Position Classification and Salary Comps as set forth herein are hereby adopted and Management is to implement the changes for all Position Classes.

IT IS FURTHER RESOLVED that the Fiscal Year 2025 Position Classification and Salary Plan Update shall have an effective date commencing July 1, 2024.

PASSED, APPROVED AND ADOPTED this 14th day of May, 2024.

BOARD OF COUNTY COMMISSIONERS OF UNION COUNTY, NEW MEXICO



Brenda Green, County Clerk

By:

Chairman

Member

Member

Member



**Position Classification and Salary
Plan Update**

**Prepared for:
Union County, NM**

April 2024

**Prepared by:
S Resource, Incorporated**

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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 Update

In February 2024, Union County engaged the services of S Resource, Incorporated to provide an update to the Position Classification and Salary Plan. The Union County Position Classification and Salary Plan was initially developed in 2022 and salary range assignments were updated in 2023. 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. Conferred with the County Manager to identify position classification and salary 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. Reviewed County new and revised job descriptions provide a current basis for comparison to the market comparator positions.
5. Reviewed organization structure and confirmed an understanding of organization work activities and service delivery systems.
6. 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.
7. Identified survey comparators, prepared requests for information, and conducted regular follow-up and communications with survey participants.
8. Verified and collected data from a variety of sources, including established salary surveys and organizational pay plans.
9. Extracted relevant salary data from comparative employers and those that compete with Union County in recruiting and retaining high quality employees.
10. Conducted competitive pay practice analysis for County position classifications illustrating the County's position in relation to its labor market.
11. Reviewed pay practice analysis and survey findings with the County Manager.
12. 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 current organization structure and new and revised job descriptions to update the position classification plan in order to draw valid job content comparisons within the labor market.

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 new and revised job descriptions and discussions with County management; twenty-eight (28) distinct position classifications were identified including 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 updates 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	25	89.3%
(T) Title modification	1	3.6%
(J) New Classifications	2	7.1%

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
185	Equipment Operator 3	NE
186	Equipment Operator 2	NE
187	Equipment Operator 1	NE
188	Road Maintenance Worker	NE
<u>Public Safety</u>		
Safety & Emergency Management		
201	Emergency Manager	E
203	Fire Coordinator	E
205	Emergency Services 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
Assistant County Manager	Assistant County Manager	N
Human Resources/Procurement Officer	Human Resources/Procurement Officer	N
Human Resources Assistant	Human Resources Assistant	N
Finance Specialist Senior	Finance Specialist Senior	N
Finance Specialist	Finance Specialist	N
Administrative Assistant	Administrative Assistant	N
Office Assistant	Office Assistant	N
Records Specialist	Records Specialist	N
Deputy Clerk	Deputy Clerk	N
GIS Specialist	GIS Specialist	N
GIS Technician	GIS Technician	N
Maintenance Worker	Maintenance Worker	N
Custodian	Custodian	N
Roads Superintendent	Roads Superintendent	N
Equipment Operator	Equipment Operator 3	J
	Equipment Operator 2	T
	Equipment Operator 1	J
Crusher Operations Lead	Crusher Operations Lead	N
Road Maintenance Worker	Road Maintenance Worker	N
Emergency Manager	Emergency Manager	N
Fire Coordinator	Fire Coordinator	N
Emergency Services Coordinator	Emergency Services Coordinator	N
DWI Coordinator	DWI Coordinator	N
Sheriff Sergeant	Sheriff Sergeant	N
Deputy Sheriff - Senior	Deputy Sheriff - Senior	N
Deputy Sheriff - Certified	Deputy Sheriff - Certified	N
Deputy Sheriff - Cadet	Deputy Sheriff - Cadet	N
Court Security/Prisoner Transport	Court Security/Prisoner Transport	N

Allocation of Individual Positions

Individual classified 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-one (21) individuals to the recommended position classifications identifies five (5) position reclassifications, recommends modifications to nine (9) position titles, and no classification change recommended for seven (7) 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	Human Resources/Procurement Officer	Human Resources/Procurement Office	N
LAWRENCE, KRISTOPHER	Administration	Emergency Service Coordinator	Emergency Services Coordinator	N
GOODAN, LINDSEY	Administration	Finance Specialist - Payroll/AP	Finance Specialist	T
WALKER, BRAYDEN	Assessor's Office	GIS Technician	GIS Technician	N
GARCIA, ERICA D	Clerk's Office	Deputy Clerk	Deputy Clerk	N
REESER, JOE T	DWI	DWI Coordinator	DWI Coordinator	N
VALDEZ, JOSH	Maintenance	Facilities and Ground Maintenance	Maintenance Worker	T
FARNUM, RACHEL	Road Dept	Admin Asst	Administrative Assistant	N
FRANKLIN, JOHN	Road Dept	Equipment Operator	Equipment Operator 2	T
JEFFREY, CURTIS K	Road Dept	Equipment Operator	Equipment Operator 3	R
JEFFREY, GAYLE B	Road Dept	Equipment Operator	Equipment Operator 3	R
NEWTON, JUSTIN	Road Dept	Equipment Operator	Equipment Operator 2	T
PADILLA, COLTON B	Road Dept	Equipment Operator	Equipment Operator 2	T
PHIPPS, MICHAEL SHANE	Road Dept	Equipment Operator	Equipment Operator 3	R
SENA, ALEX C	Road Dept	Equipment Operator	Equipment Operator 3	R
WOLFFARTH, RANDY	Road Dept	Equipment Operator	Equipment Operator 1	R
WRIGHT, GARY LEE	Road Dept	Road Superintendent	Roads Superintendent	N
BOYER, JERRY	Sheriff's Dept	Certified Deputy	Deputy Sheriff - Certified	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

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 | San Miguel County, NM |
| Colfax County, NM | Sierra County, NM |
| Guadalupe County, NM | Socorro County, NM |
| Mora County, NM | Taos County, NM |
| Las Animas County, CO | Town of Clayton |
| Quay County, NM | State of New Mexico |
| Roosevelt County, NM | |

New Mexico Eastern WIA Area - Wage Survey, 2023, 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 percent (2.5%) per year from the reporting date of the data through January 1, 2025.

Salary Range Midpoint Comparison

In conducting this analysis, a “structure-to-structure” method was utilized to compare the County’s salary structure to the prevailing rates. The prevailing rates are represented by the comparator organization’s Midpoints, which are the amounts employers pay for sustained competent job performance.

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.

In cases where a “structure-to-structure” was not available, actual average salaries were utilized as the basis of comparison.

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-eight (28) position classifications identified in Comp 1; data were extracted for twenty-two (22) or 78.6% of the position classifications where sufficient position content comparability was identified. Two (2) of these positions are new to the County classification structure in the Road Department, including Equipment Operator 3 and Equipment Operator 1.

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	0	00.0%
Within 5% of Aged Survey Midpoint	2	9.1%
>5% Below the External Aged Midpoint	18	81.8%
Vacant/New Position with no Midpoint	2	9.1%

**Union County
FY 2025 Salary Plan
Comp 4C - External Prevailing Rates Comparison - Classified Positions**

Class Code	Position Classification Title	Union County Current Midpoint	01/01/25	Variance	
			Aged Survey Midpoint	\$	%
203	Fire Coordinator	\$56,481	\$71,048	-\$14,568	-20.50%
223	Sheriff Sergeant	\$59,340	\$70,311	-\$10,971	-15.60%
153	GIS Specialist	\$46,356	\$54,107	-\$7,751	-14.33%
154	GIS Technician	\$37,119	\$43,242	-\$6,124	-14.16%
135	Records Specialist	\$36,213	\$42,120	-\$5,907	-14.02%
211	DWI Coordinator	\$47,515	\$54,642	-\$7,127	-13.04%
188	Road Maintenance Worker	\$32,808	\$37,304	-\$4,496	-12.05%
234	Deputy Sheriff - Cadet	\$40,972	\$46,414	-\$5,442	-11.72%
201	Emergency Manager	\$53,759	\$60,832	-\$7,073	-11.63%
233	Deputy Sheriff - Certified	\$48,703	\$55,078	-\$6,375	-11.57%
131	Administrative Assistant	\$35,330	\$39,672	-\$4,342	-10.94%
105	Human Resources/Procurement Officer	\$51,169	\$56,566	-\$5,397	-9.54%
166	Maintenance Worker	\$38,047	\$41,659	-\$3,613	-8.67%
125	Deputy Clerk	\$36,213	\$39,619	-\$3,406	-8.60%
111	Finance Specialist Senior	\$49,921	\$54,009	-\$4,088	-7.57%
133	Office Assistant	\$33,628	\$35,725	-\$2,097	-5.87%
181	Roads Superintendent	\$65,500	\$69,424	-\$3,924	-5.65%
112	Finance Specialist	\$40,972	\$43,243	-\$2,271	-5.25%
167	Custodian	\$32,808	\$34,060	-\$1,253	-3.68%
186	Equipment Operator 2	\$41,996	\$42,957	-\$960	-2.24%
185	Equipment Operator 3	New	\$48,463	#VALUE!	#VALUE!
187	Equipment Operator 1	New	\$40,080	#VALUE!	#VALUE!

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	28.6%
>5% Below the External Aged Midpoint	4	57.1%
Vacant Position with no Average	1	14.3%

**Union County
FY 2023 Salary Plan
Comp 4A - External Prevailing Rates Comparison - Appointed Positions**

Class Code	Position Classification Title	Union County Average Rate	01/01/25	Variance	
			Aged Survey Midpoint	\$	%
222	Executive Secretary to the Sheriff	\$45,948	\$51,092	-\$5,144	-10.07%
121	Chief Deputy Assessor	\$56,901	\$62,664	-\$5,763	-9.20%
101	County Manager	\$100,700	\$107,012	-\$6,312	-5.90%
122	Chief Deputy Clerk	\$55,442	\$58,327	-\$2,885	-4.95%
123	Chief Deputy Treasurer	\$55,442	\$58,134	-\$2,692	-4.63%
221	Undersheriff	Vacant	\$77,289		

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-eight (28) position classifications. County position classifications provided the basis for extracting the available market data represented in the survey sources previously identified. Of the twenty-eight (28) position classifications identified within the County; market data were identified, extracted and analyzed for twenty-two (22) or 78.6% of the survey position classifications.

Position Classification Assignment to Salary Range

As reported, twenty-two (22) or 78.6% 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 2025 Salary Plan
Comp 5 - Salary Ranges Per Position Class - (Position Class Order)

Class Code	Occupational Families and Position Classes	Current Salary Range	-- Recommended --			
			Salary Range	Minimum	Midpoint	Maximum
Administration						100%
Executive Administration						
102	Assistant County Manager	52	55	\$67,077	\$83,846	\$100,615
105	* Human Resources/Procurement Officer	35	39	\$45,184	\$56,481	\$67,777
106	Human Resources Assistant	23	28	\$34,437	\$43,046	\$51,656
Finance Support						
111	* Finance Specialist Senior	34	37	\$43,007	\$53,759	\$64,511
112	* Finance Specialist	26	28	\$34,437	\$43,046	\$51,656
Elected Official Services Support						
125	* Deputy Clerk	21	25	\$31,978	\$39,973	\$47,967
Office Support - General						
131	* Administrative Assistant	20	25	\$31,978	\$39,973	\$47,967
133	* Office Assistant	18	20	\$28,264	\$35,330	\$42,396
135	* Records Specialist	21	27	\$33,597	\$41,996	\$50,396
Technical Support - Specialized						
153	* GIS Specialist	31	37	\$43,007	\$53,759	\$64,511
154	* GIS Technician	22	28	\$34,437	\$43,046	\$51,656
Facilities & Infrastructure Maintenance						
Facilities and Grounds Maintenance						
166	* Maintenance Worker	23	27	\$33,597	\$41,996	\$50,396
167	* Custodian	17	19	\$27,575	\$34,468	\$41,362
Roads Maintenance						
181	* Roads Superintendent	45	47	\$55,053	\$68,816	\$82,579
184	Crusher Operations Lead	33	34	\$39,936	\$49,921	\$59,905
185	* Equipment Operator 3	New	34	\$39,936	\$49,921	\$59,905
186	* Equipment Operator 2	27	29	\$35,298	\$44,123	\$52,947
187	* Equipment Operator 1	New	26	\$32,778	\$40,972	\$49,167
188	* Road Maintenance Worker	15	17	\$26,246	\$32,808	\$39,369
Public Safety						
Safety & Emergency Management						
201	* Emergency Manager	37	42	\$48,659	\$60,823	\$72,988
203	* Fire Coordinator	39	44	\$51,122	\$63,903	\$76,683
205	Emergency Services Coordinator	42	47	\$55,053	\$68,816	\$82,579
DWI Program						
211	* DWI Coordinator	32	38	\$44,082	\$55,103	\$66,124
Law Enforcement Management						
223	* Sheriff Sergeant	41	47	\$55,053	\$68,816	\$82,579
Law Enforcement Operations						
232	Deputy Sheriff - Senior	36	41	\$47,472	\$59,340	\$71,208
233	* Deputy Sheriff - Certified	33	38	\$44,082	\$55,103	\$66,124
234	* Deputy Sheriff - Cadet	26	31	\$37,085	\$46,356	
Law Enforcement Support						
241	Court Security/Prisoner Transport	23	28	\$34,437	\$43,046	\$51,656

*Salary Survey Benchmark

**Union County
FY 2025 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	55	\$67,077	\$83,846	\$100,615
		54	\$65,441	\$81,801	\$98,161
		53	\$63,844	\$79,806	\$95,767
		52	\$62,287	\$77,859	\$93,431
		51	\$60,768	\$75,960	\$91,152
		50	\$59,286	\$74,107	\$88,929
		49	\$57,840	\$72,300	\$86,760
		48	\$56,429	\$70,537	\$84,644
181	Roads Superintendent	47	\$55,053	\$68,816	\$82,579
205	Emergency Services Coordinator	47	\$55,053	\$68,816	\$82,579
223	Sheriff Sergeant	47	\$55,053	\$68,816	\$82,579
		46	\$53,710	\$67,138	\$80,565
		45	\$52,400	\$65,500	\$78,600
203	Fire Coordinator	44	\$51,122	\$63,903	\$76,683
		43	\$49,875	\$62,344	\$74,813
201	Emergency Manager	42	\$48,659	\$60,823	\$72,988
232	Deputy Sheriff - Senior	41	\$47,472	\$59,340	\$71,208
		40	\$46,314	\$57,893	\$69,471
105	Human Resources/Procurement Officer	39	\$45,184	\$56,481	\$67,777
211	DWI Coordinator	38	\$44,082	\$55,103	\$66,124
233	Deputy Sheriff - Certified	38	\$44,082	\$55,103	\$66,124
111	Finance Specialist Senior	37	\$43,007	\$53,759	\$64,511
153	GIS Specialist	37	\$43,007	\$53,759	\$64,511
		36	\$41,958	\$52,448	\$62,937
		35	\$40,935	\$51,169	\$61,402
184	Crusher Operations Lead	34	\$39,936	\$49,921	\$59,905
185	Equipment Operator 3	34	\$39,936	\$49,921	\$59,905
		33	\$38,962	\$48,703	\$58,444
234	Deputy Sheriff - Cadet	31	\$37,085	\$46,356	\$55,627
		30	\$36,180	\$45,226	\$54,271
186	Equipment Operator 2	29	\$35,298	\$44,123	\$52,947

**Union County
FY 2025 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	28	\$34,437	\$43,046	\$51,656
112	Finance Specialist	28	\$34,437	\$43,046	\$51,656
154	GIS Technician	28	\$34,437	\$43,046	\$51,656
241	Court Security/Prisoner Transport	28	\$34,437	\$43,046	\$51,656
135	Records Specialist	27	\$33,597	\$41,996	\$50,396
166	Maintenance Worker	27	\$33,597	\$41,996	\$50,396
187	Equipment Operator 1	26	\$32,778	\$40,972	\$49,167
131	Administrative Assistant	25	\$31,978	\$39,973	\$47,967
125	Deputy Clerk	25	\$31,978	\$39,973	\$47,967
		24	\$31,198	\$38,998	\$46,797
		23	\$30,437	\$38,047	\$45,656
		22	\$29,695	\$37,119	\$44,543
		21	\$28,971	\$36,213	\$43,456
133	Office Assistant	20	\$28,264	\$35,330	\$42,396
167	Custodian	19	\$27,575	\$34,468	\$41,362
		18	\$26,902	\$33,628	\$40,353
188	Road Maintenance Worker	17	\$26,246	\$32,808	\$39,369
		16	\$25,606	\$32,007	\$38,409
		15	\$24,981	\$31,227	\$37,472
		14	\$24,372	\$30,465	\$36,558
		13	\$23,778	\$29,722	\$35,666

Union County
FY 2025 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 2
Deputy Sheriff - Senior	Deputy Sheriff - Certified
Court Security/Prisoner Transport	Deputy Sheriff - Cadet
Emergency Services Coordinator	Emergency Manager

Estimated Fiscal Impact of Recommended Salary Plan

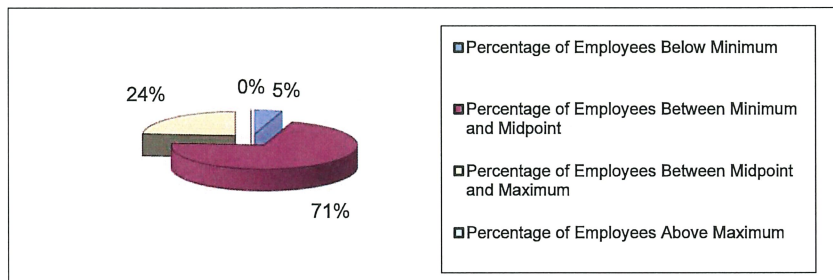
The analysis provided is based on assignment of positions to salary ranges closest to the Prevailing Market Rate.

Comp 8, Estimated Fiscal Impact of FY 2025 Salary Plan summarizes the estimated fiscal impact for the total salary plan. In developing this estimate, any part-time positions hourly rates were annualized on a full-time basis, this approach would tend to overstate the estimated costs. Using this basis, if the County maintains a prevailing rate policy at 100% of the market, it will cost an estimated \$117 or 0.01% of direct payroll to bring 1 employee (4.76% of the total employees) to the Minimum of their assigned salary range. **It should be noted this calculation is based on direct pay and does not include additional costs related but not limited to employee benefits including PERA, FICA, Medicare, and unemployment.**

Comp 9, Estimated Fiscal Impact of FY 2025 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 2025 Salary Plan
100% of Prevailing Rates Competitiveness Policy

@ 100%	
Number of Employees	21
Total Payroll	\$974,882
Number of Employees Below Minimum	1
As % of total employees	4.76%
Total \$ below Minimum	\$117
As % of total payroll	0.01%
Average amount below Minimum	\$117
Number of Employees Between Minimum and Midpoint	15
As % of total employees	71.43%
\$ to Bring from Minimum to Midpoint	\$78,099
As % of total payroll	8.01%
Number of Employees Below Midpoint	16
As % of total employees	76.19%
Total \$ below Midpoint	\$78,216
As % of total payroll	8.02%
Average amount below Midpoint	\$4,888
Number of Employees Between Midpoint and Maximum	5
As % of total employees	23.81%
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 2025 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 (includes #<Min)	Total \$ Below Mid (includes \$<Min)	# of Employees Between Mid and Max	# of Employees Above Max	Total \$ over Max
Administration	3	\$160,403	0	\$0	2	\$8,742	2	\$8,742	1	0	\$0
Assessor's Office	1	\$34,320	1	\$117	0	\$8,609	1	\$8,726	0	0	\$0
Clerk's Office	1	\$39,125	0	\$0	1	\$848	1	\$848	0	0	\$0
Maintenance	1	\$43,555	0	\$0	0	\$0	0	\$0	1	0	\$0
Road Dept	10	\$435,398	0	\$0	10	\$46,413	10	\$46,413	0	0	\$0
Emergency Manager	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0
Fire	0	\$0	0	\$0	0	\$0	0	\$0	0	0	\$0
DWI	1	\$44,720	0	\$0	1	\$10,383	1	\$10,383	0	0	\$0
Sheriffs Dept	4	\$217,360	0	\$0	1	\$3,103	1	\$3,103	3	0	\$0
Totals:	21	\$974,882	1	117	15	\$78,099	16	\$78,216	5	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 the 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 with 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 Update 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

Increase the rate of pay of the employee whose current rate of pay is below the minimum of their assigned salary range to the minimum of the range.

Salaries above the Maximum of the Salary Range

There are no employees whose current rate of pay is above the maximum of their assigned salary range. The County should maintain a policy not to pay employees above the maximum of the salary range and freeze the pay level of employees above the maximum of their assigned 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	2024 Prevailing Market Rate	Variance	
					\$	%
Human Resources/Procurement Officer			\$51,169	\$56,566	-\$5,397	-9.54%
	Human Resources Supervisor	Taos County		\$70,492		
	HR Generalist II	State of New Mexico		\$62,970		
	Human Resources Coordinator	Sierra County		\$61,367		
	HR Coordinator	Mora County		\$55,772		
	Human Resources Coordinator	Roosevelt County		\$55,703		
	HR Administrator	San Miguel County		\$51,801		
	Human Resources Officer	Socorro County		\$51,801		
	Human Resources Specialists	New Mexico WFS - Eastern WIA		\$51,084		
	Human Resources/Deputy Clerk	Town of Clayton		\$48,102		
	No match	Baca County CO		N/A		
	No match	Colfax County		N/A		
	No match	Quay County		N/A		
	No match	Guadalupe County		N/A		
	No match	Las Animas County CO		N/A		
Prevailing Market Rate:				\$56,566		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%

Finance Specialist Senior			\$49,921	\$54,009	-\$4,088	-7.57%
Accountant General		Taos County		\$63,995		
Payroll Technician		Guadalupe County		\$60,013		
Finance Specialist		Roosevelt County		\$58,522		
Payroll Clerk		Colfax County		\$53,712		
Payroll Coordinator		Socorro County		\$51,801		
Bookkeeping, Accounting & Auditing Clerk Ex		New Mexico WFS - Eastern WIA		\$50,910		
Finance Specialist Senior		San Miguel County		\$46,929		
Bookkeeping, Accounting & Auditing Clerk A		State of New Mexico		\$46,189		
No match		Baca County CO		N/A		
No match		Mora County		N/A		
No match		Quay County		N/A		
No match		Town of Clayton		N/A		
No match		Sierra County		N/A		
No match		Las Animas County CO		N/A		
Prevailing Market Rate:				\$54,009		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Finance Specialist			\$40,972	\$43,243	-\$2,271	-5.25%

Accounting Technician II	Taos County				
Payroll/Accounts Payable	Mora County			\$53,495	
Payroll Technician Trainee	Guadalupe County			\$46,405	
AP Clerk	Colfax County			\$45,379	
Payroll Clerk	Quay County			\$45,139	
Bookkeeping, Accounting & Auditing Clerk O	State of New Mexico			\$44,895	
Bookkeeping, Accounting & Auditing Clerks	New Mexico WFS - Eastern WIA			\$44,300	
Finance Specialist	Town of Clayton			\$42,920	
Finance Specialist	San Miguel County			\$41,478	
Accounting/Administrative Assistant	Las Animas County CO			\$40,467	
Finance Clerk	Socorro County			\$38,490	
Accounting Specialist	Sierra County			\$38,278	
No match	Baca County CO			\$37,674	N/A
No match	Roosevelt County				N/A
				Prevailing Market Rate:	
				\$43,243	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate		Variance	
				\$	%	\$	%
Deputy Clerk			\$36,213	\$39,619	-8.60%	-\$3,406	-8.60%
Deputy County Clerk		Guadalupe County		\$45,379			
Deputy Clerk, Treasurer, Assessment Specialist I		Taos County		\$45,272			
Court, Municipal & License Clerk O		State of New Mexico		\$44,300			
Deputy Assessor, Clerk, Treasurer		Mora County		\$42,938			
County Services Specialist		San Miguel County		\$39,007			
Deputy Assessor, Clerk, Treasurer		Quay County		\$38,867			
Deputy Clerk		Colfax County		\$38,176			
Deputy Clerk I		Socorro County		\$37,631			
County Services Specialist		Roosevelt County		\$37,523			
Court, Municipal & License Clerks En		New Mexico WFS - Eastern WIA		\$37,311			
Deputy Clerk		Baca County CO		\$34,852			
Office Assistant		Sierra County		\$34,172			
No match		Town of Clayton		N/A			
No match		Las Animas County CO		N/A			
				Prevailing Market Rate:			
				<u>\$39,619</u>			

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance		
					\$	%	
Administrative Assistant					\$35,330	-\$4,342	-10.94%
	Secretary, except Legal, Medical & Executive O	State of New Mexico		\$44,300			
	Administrative Assistant	Quay County		\$42,876			
	Administrative Assistant	Taos County		\$41,829			
	Administrative Assistant	San Miguel County		\$41,827			
	Administrative Assistant	Socorro County		\$40,685			
	Administrative Assistant	Roosevelt County		\$40,408			
	Secretaries & Administrative Assistants	New Mexico WFS - Eastern WIA		\$39,433			
	Secretary	Mora County		\$38,850			
	Office Assistant Senior	Sierra County		\$35,880			
	Administrative Assistant	Town of Clayton		\$35,767			
	Administrative Assistant	Colfax County		\$34,534			
	No match	Baca County CO		N/A			
	No match	Guadalupe County		N/A			
	No match	Las Animas County CO		N/A			
Prevailing Market Rate:				\$39,672			

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Office Assistant			\$33,628	\$35,725	-\$2,097	-5.87%

Office Clerk - General O	State of New Mexico	\$40,545	
Deputy MV Clerk	Las Animas County CO	\$40,183	
Office Receptionist	Taos County	\$38,753	
Office Assistant	San Miguel County	\$38,484	
Administrative Specialist	Socorro County	\$37,588	
Office Assistant	Roosevelt County	\$34,844	
MVD Clerk	Mora County	\$34,534	
Office Assistant	Sierra County	\$34,172	
Office Assistant	Town of Clayton	\$31,613	
Office Clerk - General Ex	New Mexico WFS - Eastern WIA	\$31,140	
Clerical	Baca County CO	\$31,123	
No match	Colfax County	N/A	
No match	Quay County	N/A	
No match	Guadalupe County	N/A	
Prevailing Market Rate:			<u><u>\$35,725</u></u>

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance
					\$ %
Records Specialist			\$36,213	\$42,120	-\$5,907 -14.02%

Records Clerk	Taos County				
Information & Records Clerks	New Mexico WFS - Eastern WIA			\$53,495	
Information & Records Clerk O	State of New Mexico			\$46,103	
Information Specialist	Sierra County			\$44,300	
Detention Center Clerk	Socorro County			\$43,613	
Records Specialist	Colfax County			\$38,516	
Records Specialist	Town of Clayton			\$34,771	
No match	Baca County CO			\$34,043	
No match	Mora County			N/A	
No match	Quay County			N/A	
No match	Roosevelt County			N/A	
No match	San Miguel County			N/A	
No match	Guadalupe County			N/A	
No match	Las Animas County CO			N/A	
Prevailing Market Rate:				\$42,120	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
GIS Specialist						
GIS Analyst		Taos County	\$46,356	\$54,107	-\$7,751	-14.33%
Mapper		Quay County		\$63,995		
GIS Specialist		San Miguel County		\$63,592		
GIS Specialist		Roosevelt County		\$53,096		
Surveying & Mapping Technicians		New Mexico WFS - Eastern W/A		\$53,018		
GIS Specialist		Guadalupe County		\$52,794		
GIS/Addressing & Planning Coordinator		Sierra County		\$52,167		
GIS System Manager		Socorro County		\$50,487		
Cartographers & Photogrammetrists O		State of New Mexico		\$49,750		
No match		Baca County CO		\$48,067		
No match		Colfax County		N/A		
No match		Mora County		N/A		
No match		Town of Clayton		N/A		
No match		Las Animas County CO		N/A		
Prevailing Market Rate:				\$54,107		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate		Variance	
				\$	%	\$	%
GIS Technician							
			\$37,119	\$43,242		-\$6,124	-14.16%
GIS Technician		Taos County		\$53,495			
Cartographers & Photogrammetrists B		State of New Mexico		\$46,189			
GIS Technician		Roosevelt County		\$45,718			
GIS Technician		San Miguel County		\$42,434			
GIS Mapper		Socorro County		\$40,642			
Surveying & Mapping Technicians En		New Mexico WFS - Eastern WIA		\$37,528			
GIS Technician		Quay County		\$36,692			
No match		Baca County CO		N/A			
No match		Colfax County		N/A			
No match		Mora County		N/A			
No match		Town of Clayton		N/A			
No match		Guadalupe County		N/A			
No match		Sierra County		N/A			
No match		Las Animas County CO		N/A			
				Prevailing Market Rate:	<u>\$43,242</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Maintenance Worker			\$38,047	\$41,659	-\$3,613	-8.67%
Maintenance & Repair Workers Ex		New Mexico WFS - Eastern WIA		\$51,690		
Maintenance Technician		Taos County		\$49,124		
Maintenance Technician		Las Animas County CO		\$48,289		
Maintenance & Repair Worker A		State of New Mexico		\$48,067		
Facilities Maintenance Worker		Guadalupe County		\$45,379		
Maintenance		Quay County		\$40,994		
Maintenance Technician		San Miguel County		\$40,658		
Maintenance Supervisor		Baca County CO		\$37,676		
Facilities Maintenance Technician		Sierra County		\$37,674		
Maintenance Worker		Roosevelt County		\$37,523		
General Maintenance Worker		Town of Clayton		\$36,661		
Maintenance		Colfax County		\$35,138		
Maintenance		Mora County		\$32,699		
No match		Socorro County		N/A		
Prevailing Market Rate:				\$41,659		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Custodian						
Janitors & Cleaners A		State of New Mexico	\$32,808	\$34,060	-\$1,253	-3.68%
Custodian		San Miguel County		\$39,466		
Custodian		Socorro County		\$38,484		
Custodian		Roosevelt County		\$36,757		
Janitors & Cleaners Ex		New Mexico WFS - Eastern WIA		\$35,714		
Custodian		Guadalupe County		\$34,431		
Custodian		Mora County		\$34,080		
Maintenance Employee		Baca County CO		\$31,296		
Maintenance Technician/Custodian		Las Animas County CO		\$28,951		
No match		Colfax County		\$27,363		
No match		Quay County		N/A		
No match		Taos County		N/A		
No match		Town of Clayton		N/A		
No match		Sierra County		N/A		
				Prevailing Market Rate:	\$34,060	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate		Variance	
				\$	%	\$	%
Roads Superintendent			\$65,500	\$69,424		-\$3,924	-5.65%
Road Director		Socorro County		\$84,834			
Road Superintendent		Guadalupe County		\$79,374			
Roads Superintendent		Roosevelt County		\$76,787			
Line Manager II		State of New Mexico		\$71,722			
Supervisors, Construction		New Mexico WFS - Eastern WIA		\$69,057			
Road & Solid Waste Director		Sierra County		\$67,657			
Roads Superintendent		Quay County		\$67,449			
Roads Superintendent		Colfax County		\$63,326			
Roads Supervisor		San Miguel County		\$60,073			
Roads/Solid Waste Administrator		Mora County		\$53,959			
No match		Baca County CO		N/A			
No match		Taos County		N/A			
No match		Town of Clayton		N/A			
No match		Las Animas County CO		N/A			
Prevailing Market Rate:				\$69,424			

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Equipment Operator 3						
		New	\$48,463	\$48,463	#VALUE!	#VALUE!
Road Maintenance Operator II		Taos County		\$58,416		
Operator III		Las Animas County CO		\$55,230		
Highway Maintenance Worker A		State of New Mexico		\$49,944		
Equipment Operator III		Roosevelt County		\$44,603		
Equipment Operator III		Socorro County		\$43,696		
Equipment Operator Senior		San Miguel County		\$43,694		
Highway Maintenance Workers Ex		New Mexico WFS - Eastern WIA		\$43,656		
No match		Quay County		N/A		
No match		Baca County CO		N/A		
No match		Colfax County		N/A		
No match		Mora County		N/A		
No match		Town of Clayton		N/A		
No match		Guadalupe County		N/A		
No match		Sierra County		N/A		
				Prevailing Market Rate: \$48,463		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Equipment Operator 2						
			\$41,996	\$42,957	-\$960	-2.24%
	Road Maintenance Operator I	Taos County		\$53,495		
	Highway Maintenance Worker O	State of New Mexico		\$48,067		
	Equipment Operator	Guadalupe County		\$45,379		
	Operator II	Las Animas County CO		\$44,337		
	Blade Operator	Quay County		\$42,887		
	Equipment Operator II	Roosevelt County		\$42,453		
	Equipment Operator II	Socorro County		\$41,807		
	Road & Bridge Employee	Baca County CO		\$41,154		
	Equipment Operator	Colfax County		\$40,685		
	Equipment Operator	San Miguel County		\$40,658		
	Equipment Operator (Heavy)	Sierra County		\$39,558		
	Highway Maintenance Workers	New Mexico WFS - Eastern WIA		\$39,217		
	Road/Solid Waste Operator	Mora County		\$38,744		
	No match	Town of Clayton		N/A		
			Prevailing Market Rate:	<u>\$42,957</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Equipment Operator 1		New	\$40,080		#VALUE!	#VALUE!

Highway Maintenance Worker B	State of New Mexico					
Equipment Operator I	Roosevelt County			\$46,189		
Equipment Operator I	Socorro County			\$40,408		
Truck Driver	Quay County			\$40,286		
Highway Maintenance Workers Eh	New Mexico WFS - Eastern WIA			\$39,584		
No match	Baca County CO			\$33,933		
No match	Colfax County			N/A		
No match	Mora County			N/A		
No match	San Miguel County			N/A		
No match	Taos County			N/A		
No match	Town of Clayton			N/A		
No match	Guadalupe County			N/A		
No match	Sierra County			N/A		
No match	Las Animas County CO			N/A		
				Prevailing Market Rate:	\$40,080	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Road Maintenance Worker						
General Laborer		Las Animas County CO	\$32,808	\$37,304	-\$4,496	-12.05%
Construction Laborer O		State of New Mexico		\$39,567		
General Maintenance Worker		San Miguel County		\$39,466		
Laborer I		Socorro County		\$38,484		
Construction Laborers		New Mexico WFS - Eastern WIA		\$37,329		
Laborer		Town of Clayton		\$36,575		
No match		Baca County CO		\$32,403		
No match		Colfax County		N/A		
No match		Mora County		N/A		
No match		Quay County		N/A		
No match		Roosevelt County		N/A		
No match		Taos County		N/A		
No match		Guadalupe County		N/A		
No match		Sierra County		N/A		
				Prevailing Market Rate:		
				<u>\$37,304</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance		
					\$	%	
Emergency Manager					\$53,759	-\$7,073	-11.63%

Director - Civil Emergency Management	Taos County					
Emergency Management Specialists	State of New Mexico			\$97,558		
Emergency Manager	San Miguel County			\$62,851		
Emergency Management Coordinator	Guadalupe County			\$61,575		
Planner/Emergency Manager	Roosevelt County			\$60,013		
Emergency Services Administrator	Sierra County			\$57,096		
Emergency Management Coordinator	Socorro County			\$55,662		
Emergency Management Coordinator	Colfax County			\$55,232		
Emergency Manager	Baca County CO			\$50,480		
No match	Mora County			\$47,019		
No match	Quay County			N/A		
No match	Town of Clayton			N/A		
No match	Las Animas County CO			N/A		
No match	New Mexico WFS - Eastern WIA			N/A		
				Prevailing Market Rate:		
				<u>\$60,832</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Fire Coordinator			\$56,481	\$71,048	-\$14,568	-20.50%

County Fire Chief	Taos County			\$112,213	
Supervisors of Firefighting & Prevention Workers	New Mexico WFS - Eastern WIA			\$82,721	
Fire Chief	Town of Clayton			\$69,667	
Fire Chief	San Miguel County			\$64,693	
Fire Marshal	Socorro County			\$52,847	
Fire Marshal	Colfax County			\$44,149	
No match	Baca County CO			N/A	
No match	Mora County			N/A	
No match	Quay County			N/A	
No match	Roosevelt County			N/A	
No match	State of New Mexico			N/A	
No match	Guadalupe County			N/A	
No match	Sierra County			N/A	
No match	Las Animas County CO			N/A	
Prevailing Market Rate:				\$71,048	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance
					\$ %
DWI Coordinator			\$47,515	\$54,642	-\$7,127 -13.04%

DWI Program Coordinator	Taos County				
DWI Program Director	San Miguel County			\$87,057	
DWI Coordinator	Guadalupe County			\$60,073	
Health Educator O	State of New Mexico			\$60,013	
DWI Coordinator	Roosevelt County			\$53,980	
DWI Coordinator	Mora County			\$51,725	
Health Education Specialists	New Mexico WFS - Eastern WIA			\$49,814	
DWI Coordinator	Colfax County			\$49,784	
DWI Director	Sierra County			\$46,695	
DWI Coordinator	Quay County			\$45,793	
No match	Baca County CO			\$41,484	
No match	Town of Clayton			N/A	
No match	Socorro County			N/A	
No match	Las Animas County CO			N/A	
				Prevailing Market Rate:	<u><u>\$54,642</u></u>

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Sheriff Sergeant			\$59,340	\$70,311	-\$10,971	-15.60%
Sergeant		State of New Mexico		\$100,277		
Patrol Sergeant		Las Animas County CO		\$82,728		
Sergeant		Taos County		\$75,866		
Sergeant		Guadalupe County		\$69,003		
Sheriff Sergeant		Roosevelt County		\$66,213		
Sergeant		Colfax County		\$64,815		
Sheriff Sergeant		San Miguel County		\$64,693		
Police Sergeant		Town of Clayton		\$64,693		
Sheriff Sergeant		Sierra County		\$61,367		
Sergeant		Socorro County		\$53,452		
No match		Baca County CO		N/A		
No match		Mora County		N/A		
No match		Quay County		N/A		
No match		New Mexico WFS - Eastern WIA		N/A		
				Prevailing Market Rate:		
				<u>\$70,311</u>		

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Deputy Sheriff - Certified						
Patrol Officer		State of New Mexico	\$48,703	\$55,078	-\$6,375	-11.57%
Deputy Sheriff		Taos County		\$77,302		
Sheriff Deputy Certified		Guadalupe County		\$67,017		
Police & Sheriff's Patrol Officers		New Mexico WFS - Eastern WIA		\$60,013		
Deputy Sheriff Certified		Colfax County		\$58,901		
Police Officer Certified		Town of Clayton		\$56,722		
Deputy Sheriff		Roosevelt County		\$54,423		
Patrol Deputy		Las Animas County CO		\$54,344		
Deputy Sheriff Certified		San Miguel County		\$52,725		
Sheriff Deputy		Sierra County		\$51,801		
Deputy Sheriff II		Socorro County		\$50,487		
Deputy Officer		Quay County		\$49,675		
Deputy Sheriff		Mora County		\$47,290		
Deputy Sheriff		Baca County CO		\$45,325		
				Prevailing Market Rate:	\$45,066	
				Prevailing Market Rate:	\$55,078	

Union County Salary Survey

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	2024 Prevailing Market Rate	Variance	
					\$	%
Deputy Sheriff - Cadet			\$40,972	\$46,414	-\$5,442	-11.72%
Deputy Sheriff Cadet		Taos County		\$56,527		
Recruit		State of New Mexico		\$56,117		
Deputy Sheriff Uncertified		Colfax County		\$54,347		
Sheriff Deputy Uncertified		Guadalupe County		\$52,167		
Police & Sheriff's Patrol Officers En		New Mexico WFS - Eastern WIA		\$43,959		
Police Officer Uncertified		Town of Clayton		\$42,515		
Deputy Sheriff Cadet		Roosevelt County		\$42,453		
Deputy Sheriff I (Cadet)		Socorro County		\$42,088		
Deputy Sheriff Cadet		San Miguel County		\$39,428		
Deputy Sheriff		Mora County		\$34,534		
No match		Baca County CO		N/A		
No match		Quay County		N/A		
No match		Sierra County		N/A		
No match		Las Animas County CO		N/A		
Prevailing Market Rate:				<u><u>\$46,414</u></u>		

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	Prevailing Market Rate	Variance	
					\$	%
County Manager			\$100,700	\$107,012	-\$6,312	-5.90%
County Manager		Socorro County		\$162,914		
Town Manager		Town of Clayton		\$143,199		
County Manager		Sierra County		\$130,775		
County Manager		Taos County		\$130,732		
County Manager		San Miguel County		\$114,144		
County Manager		Roosevelt County		\$113,593		
County Manager		Colfax County		\$97,562		
County Administrator		Las Animas County CO		\$88,948		
County Manager		Guadalupe County		\$83,014		
County Manager		Quay County		\$83,014		
County Manager		Mora County		\$77,825		
County Administrator		Baca County CO		\$58,429		
No match		State of New Mexico		N/A		
No match		New Mexico WFS - Eastern WIA		N/A		
				Prevailing Market Rate:	\$107,012	

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			\$56,901	\$62,664	-\$5,763	-9.20%
Chief Deputy Assessor	Chief Deputy Assessor	Taos County		\$74,656		
Chief Deputy Assessor	Chief Deputy Assessor	San Miguel County		\$70,728		
No match	No match	Baca County CO		\$70,728		
Chief Deputy Assessor	Chief Deputy Assessor	Colfax County		\$70,728		
Chief Deputy Assessor	Chief Deputy Assessor	Roosevelt County		\$62,293		
Chief Deputy Assessor	Chief Deputy Assessor	Sierra County		\$63,110		
Chief Deputy Assessor	Chief Deputy Assessor	Guadalupe County		\$60,013		
Chief Deputy Assessor	Chief Deputy Assessor	Las Animas County CO		\$58,122		
Chief Deputy Assessor	Chief Deputy Assessor	Socorro County		\$56,642		
Chief Deputy Assessor	Chief Deputy Assessor	Quay County		\$54,503		
Chief Deputy Assessor	Chief Deputy Assessor	Mora County		\$47,786		
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>\$62,664</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	\$58,327	-\$2,885	-4.95%
Chief Deputy Clerk	Chief Deputy Clerk	Taos County		\$74,656		
Deputy County Clerk	Deputy County Clerk	Colfax County		\$70,728		
Chief Deputy Clerk	Chief Deputy Clerk	Sierra County		\$60,563		
Chief Deputy Clerk	Chief Deputy Clerk	Guadalupe County		\$60,013		
Chief Deputy Clerk	Chief Deputy Clerk	Roosevelt County		\$56,615		
Chief Deputy Clerk	Chief Deputy Clerk	Las Animas County CO		\$57,427		
Chief Deputy Clerk	Chief Deputy Clerk	Quay County		\$54,503		
Chief Deputy Clerk	Chief Deputy Clerk	San Miguel County		\$53,713		
Chief Deputy Clerk	Chief Deputy Clerk	Socorro County		\$50,370		
Chief Deputy Clerk	Chief Deputy Clerk	Mora County		\$44,678		
No match	No match	Baca County CO		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>\$58,327</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 Treasurer			\$55,442	\$58,134	-\$2,692	-4.63%
Chief Deputy Treasurer	Chief Deputy Treasurer	Taos County		\$74,656		
Chief Deputy Treasurer	Chief Deputy Treasurer	Colfax County		\$70,728		
Chief Deputy Treasurer	Chief Deputy Treasurer	Sierra County		\$60,563		
Chief Deputy Treasurer	Chief Deputy Treasurer	Guadalupe County		\$60,013		
Chief Deputy Treasurer	Chief Deputy Treasurer	Roosevelt County		\$56,615		
Chief Deputy Treasurer	Chief Deputy Treasurer	Las Animas County CO		\$57,015		
Chief Deputy Treasurer	Chief Deputy Treasurer	Quay County		\$54,503		
Chief Deputy Treasurer	Chief Deputy Treasurer	San Miguel County		\$53,713		
Chief Deputy Treasurer	Chief Deputy Treasurer	Socorro County		\$50,370		
Chief Deputy Treasurer	Chief Deputy Treasurer	Mora County		\$43,167		
No match	No match	Baca County CO		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>\$58,134</u>		

Union County Salary Survey - Appointed Positions

Union County Position Class	Survey Position Class	Participant Organization	Union County Average Rate	Variance	
				Prevaling Market Rate	
				\$	%
Undersheriff		Vacant	\$77,289	#VALUE!	#VALUE!
Captain		State of New Mexico		\$134,336	
Undersheriff		Taos County		\$77,829	
Undersheriff		Las Animas County CO		\$75,115	
Undersheriff		Colfax County		\$73,734	
SO Undersheriff		San Miguel County		\$73,734	
Chief Deputy Sheriff		Roosevelt County		\$67,331	
Undersheriff		Socorro County		\$59,238	
Undersheriff		Quay County		\$56,999	
No match		Baca County CO		N/A	
No match		Mora County		N/A	
No match		Town of Clayton		N/A	
No match		Guadalupe County		N/A	
No match		Sierra County		N/A	
No match		New Mexico WFS - Eastern WIA		N/A	
Prevaling Market Rate:				<u><u>\$77,289</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	
					\$	%
Executive Secretary to the Sheriff			\$45,948	\$51,092	-\$5,144	-10.07%
Executive Secretary to the Sheriff	Executive Secretary to the Sheriff	Taos County		\$65,541		
Executive Secretaries	Executive Secretaries	New Mexico WFS - Eastern WIA		\$64,932		
SO Office Manager	SO Office Manager	San Miguel County		\$57,348		
Executive Secretary to the Sheriff	Executive Secretary to the Sheriff	Socorro County		\$55,946		
Executive Secretary to the Sheriff	Executive Secretary to the Sheriff	Roosevelt County		\$50,680		
Executive Secretaries A	Executive Secretaries A	State of New Mexico		\$49,944		
Executive Secretary to the Sheriff	Executive Secretary to the Sheriff	Guadalupe County		\$45,379		
Executive Secretary to the Sheriff	Executive Secretary to the Sheriff	Colfax County		\$44,138		
Executive Secretary to the Sheriff	Executive Secretary to the Sheriff	Sierra County		\$44,095		
Sheriff Department Secretary	Sheriff Department Secretary	Las Animas County CO		\$44,077		
Administrative Assistant	Administrative Assistant	Mora County		\$39,930		
No match	No match	Baca County CO		N/A		
No match	No match	Quay County		N/A		
No match	No match	Town of Clayton		N/A		
Prevailing Market Rate:				<u>\$51,092</u>		