



## **REQUEST FOR PROPOSAL**

### **2013 CLASSIFICATION AND COMPENSATION ANALYSIS**

Tuesday, January 15, 2013

Point of contact:

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Baraboo, Wisconsin 53913  
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Proposal Due Date: Five (5) sealed copies of the proposal must be received and date stamped no later than **4:00 p.m., Central Standard Time, Friday, February 15, 2013**. Proposals or amendments received by Sauk County after that time will not be considered. Public opening of RFP's will be conducted at 1:00 p.m. on February 18, in the Personnel Department, Sauk County West Square Building, 505 Broadway, Baraboo, Wisconsin 53913.

#### **ALL PROPOSALS MUST BE ADDRESSED TO:**

**Sauk County Clerk  
Sauk County West Square Building  
505 Broadway  
Baraboo, Wisconsin 53913**

The words "**2013 CLASSIFICATION AND COMPENSATION ANALYSIS**" must be marked on the opaque, sealed envelope.

# Request for Proposals

## Classification and Compensation Analysis

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## **I. Background**

Sauk County, established in 1838, has approximately 27 departments and an annual budget of \$75.8 million. The County operates under the traditional Board of Supervisors form of government with an Administrative Coordinator responsible for day-to-day operations, policy fulfillment and planning for the future. In addition, there are approximately 15 oversight committees that have policy oversight responsibilities for various County departments.

Sauk County is comprised of 538,432 acres, (a total of 830.9 square miles), including 22 towns, 14 villages, and 3 cities and is located in South Central Wisconsin, approximately 40 miles northwest of Madison and 100 miles northwest of Milwaukee. In addition, Sauk County is less than 250 miles from the Chicago and Minneapolis-St. Paul metropolitan areas. There are 300 miles of state highways, 298 miles of County trunk highways, and 1,100 miles of town, village and city roads. Interstate Highway 90/94 runs diagonally through the County and provides easy access to many major Midwestern cities. Sauk County is characterized by rich agricultural areas, thriving family-oriented communities, diversified manufacturing, and highly valued natural resource features.

Sauk County employs approximately 400 management, professional, technical, administrative, clerical and general labor employees (excluding represented law enforcement, limited term, contract, seasonal and casual part-time employees) with approximately 200 authorized job classifications. The 2013 Listing of full time equivalents by department may be found in Appendix A.

## **II. Purpose of Request**

Sauk County is soliciting proposals from highly qualified consultants for the purpose of conducting a comprehensive compensation and classification analysis for all classified positions, excluding represented law enforcement positions.

Several compensation plans currently exist:

- Non-represented positions, both exempt and non-exempt, are currently assigned within a grade and step based system with a total of 29 grades and 9 steps within each grade. The current wage schedule was comprehensively reviewed and updated in 2002. The current classification listing and pay scale may be found in Appendix B.
- Positions previously represented by AFSMCE Local 252 (Non Sworn), now decertified. The current classification and wage scale may be located in Appendix C.
- Positions currently represented by AFSCME (Highway and Health Care Center). The current contracts expire on December 31, 2013. The current classification listing and wage scales may be found in Appendix D and Appendix E.
- Positions currently represented by SEIU Local 1199/W (Human Services and Public Health). The current classification listing and wage scale may be found in Appendix F. The plan had been updated and revised periodically through the collective bargaining process.

- Positions currently represented by WPPA (Clerical and Courthouse Unit). The current classification listing and wage scale may be found in Appendix G. The plan was reviewed and revised periodically through the collective bargaining process.
- For a point of reference, the current classification listing and pay scale for represented law enforcement may be found in Appendix F.

The goal of the County is to update the current classification and compensation system utilizing accepted, progressive practices in the management and design of compensation systems in accordance with applicable federal and state laws. In doing so, the objectives of the County are as follows:

- To place classifications into an appropriate wage structure in order to retain and attract competent, qualified workers;
- Establish uniformity of pay for each classification;
- Establish internal equity and external competitiveness;
- To provide a compensation plan that is easy to understand and administer and simplify the number of classifications and pay systems throughout the County;
- To establish practices and policies, including overtime, to continue to meet the aforementioned objectives in future years;
- Other relevant economic considerations.

### **III. Scope of Services**

The analysis will involve evaluation of the County's present classification and compensation structure as compared to the specific job market for comparable positions in the public and private sectors, exclusive of represented law enforcement unit.

The overall analysis will involve the review of up to approximately 200 classifications/positions comprised of executive, professional, administrative, technical, clerical, and skilled labor and trades positions for appropriateness, internal equity and external competitiveness. The following describes the various tasks that are expected to be completed to meet the requirements of this Request for Proposal (RFP).

The analysis shall consist of the following:

- A. A comprehensive quantitative evaluation of job content of non-represented positions using a methodology to construct a relative ranking of positions within the organization (internal equity) and for the establishment of pay ranges. Included should be a comparison and analysis of salaries and wages of like or similar jobs (external equity) in comparable government entities and private employers for which Sauk County competes for its labor force.
- B. Conduct project information meetings with the Personnel Committee, County Board and employees to explain the scope of the project, methods used, and the employee role.
- C. Review all non-represented positions and properly classify those positions in accordance with the Fair Labor Standards Act; exempt and non-exempt status.

- D. Conduct interviews with employees and appropriate supervisory or management staff, as necessary.
- E. Analyze all existing classifications and recommend additions and deletions to the current classification plan, as well as any other changes to the present compensation structure.
- F. Identify pay compression issues and provide possible alternative solutions.
- G. Apply a job evaluation system to all positions to balance internal relationships with market factors.
- H. Design and review existing and design proposed pay range options that are consistent with the County's pay policy. Assist County leadership with design of total compensation policy.
- I. Recommend allocations of each position to an appropriate classification and pay grade based on internal equity and marketplace considerations.
- J. Provide a recommendation for a process for internal maintenance of the classification and compensation system to deal with positions that evolve over time or require different tasks than when first created.
- K. Review relevant classification and compensation sections of the Personnel Ordinance and recommend policy changes.
- L. Assist the County in development and implementation of a total compensation policy that meets the needs of the County in fairness, internal equity, competitive compensation and ease of administration. These should include, but not be limited to, the appropriate relationship between pay and benefits, the appropriate market(s) and/or benchmarks, the County's intended target for pay practices in relation to the market, the frequency of review of this kind of compensation/classification study, a process for determining cost-of-living increases, or alternatives.
- M. Review current performance appraisal system and possibly design/recommend revised system, or alternative system.
- N. Conduct employee classification appeals after plan adoption. Appeals must be submitted within 30 days of plan adoption. Selected consultant will be responsible for appeals process and must complete its review within 30 days of employee submission of appeal.
- O. Present the final results of the study to the Personnel Committee, Finance Committee, and the County Board of Supervisors.
- P. Present to the County a final report and overall plan that is clear and understandable, and summarizes the information gathering process, findings, and the estimated cost of wage recommendations and an implementation plan.

- Q. **Additional Alternatives:** Discuss with County leadership the issue of pay progression with appropriate consideration for both length of service and performance. Make recommendation to consider ways to recognize employee excellence including options, feasibility and associated costs for the design and implementation of a pay-for-performance system.

#### **IV. County Resources**

The County will provide copies, in electronic format whenever possible, of all current pay ranges, job classifications, job descriptions, previous studies and any other available in-house information that the successful consultant may require to complete the analysis.

#### **V. Requirements of the Proposal**

Responses should be specific to each area of inquiry and in the order presented:

**A. Introduction**

Provide the official name, address, phone number, fax number and email of the consulting firm, as well as the name of the principal contact person and the name of the person authorized to execute the contract.

**B. Experience and Qualifications**

1. A brief description of the organization.
2. Names and a brief description of the experiences and qualifications of the proposed staff member(s) who will be performing the services.
3. Names of entities, especially governmental, where these persons have performed classification and compensation studies, along with reference contact name and title, telephone number and email address at each entity.
4. Names of entities, other than above, where your firm has performed classification and compensation studies in the past two years, along with reference contact name and title, telephone number and email address at each entity.

**C. Approach/Methods Used to Perform the Project**

1. Description of the basic philosophy of the consultant regarding the relevance and importance of job classification and employee evaluation systems, including information regarding the consultant's general approach to the development of job classifications and compensation pay system.
2. Methodology to be used in benchmarking and determining salary ranges.
3. Information about the job evaluation system to be used and examples of questionnaires which could be used to collect data. Include methods to check and verify the data submitted.
4. Description of training provided to County staff to ensure understanding of the system as well as ongoing maintenance of the plan.
5. An estimated timeframe the project will take from beginning date to completion date, including significant milestones.

**D. Cost Proposal**

1. The total not-to-exceed cost, as well as an itemized breakdown of the cost associated with major or important components of the study, as determined by the consultant. This includes any proposals for annual maintenance of the plan.
2. Clearly define, identify and provide an estimate of additional services and/or reimbursable services not included in the basic fee.

**E. Additional Material**

1. Alternate proposals identifying areas to reduce ultimate County costs are encouraged.
2. A sample of any standard contract form normally used by the consultant.

**VI. Submitting Proposals**

Interested firms must submit five (5) copies of their proposal within a single envelope or container, clearly indicating on the front of the envelope/container: PROPOSAL FOR CLASSIFICATION AND COMPENSATION ANALYSIS. In addition, an electronic copy of the proposal must be emailed to the Human Resources Director at [mposewitz@co.sauk.wi.us](mailto:mposewitz@co.sauk.wi.us). Proposals are due by 4:00p.m., on Friday, February 15, 2013, to:

Sauk County Clerk  
Sauk County  
505 Broadway Street  
Baraboo, WI 53549

Non-disclosure of the data contained within a proposal cannot be guaranteed because of Public Records Laws.

**VII. Selection Criteria and Process**

The section sets forth criteria which will be used in the evaluation of proposals and selection of the successful firm. Each responsive proposal will be evaluated and selection will be made on the basis of the criteria listed below:

**A. Criteria**

1. Experience of the firm and proposed project team with regards to compensation studies, particularly with government agencies. 30 points
2. Demonstrated understanding of the County's needs with respect to the compensation study, quality of the firm's described approach and the ability to meet/exceed criteria set forth in Section III of the RFP. 25 points
3. Compliance with Contract Terms and Conditions and overall quality and completeness of proposal submission. 10 points
4. References. 10 points
5. Cost of services. 25 points

**B. Interview**

Firms selected to proceed to the next step of the selection process will be invited to make a short presentation before the Personnel Committee, tentatively scheduled for Friday, March 8, 2013. The interview will enable your firm to discuss your proposal as well as answer follow-up questions.

**C. Acceptance/Rejection of Proposals**

Final selection of a consulting firm for this engagement will be recommended by the Personnel Committee to the County Board of Supervisors for its approval.

Sauk County reserves the right to accept the proposal considered to be the most advantageous to the County and to reject any and all proposals at any time with no penalty and to waive immaterial defects and minor irregularities in proposals.

The County reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract.

The County will not be liable for any costs incurred by the Consultant in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

## **VIII. Terms and Conditions**

A. Termination – If for any reason, the firm selected shall fail to fulfill the obligations agreed to in a timely manner, the County shall have the right to terminate the contract by specifying the date of termination in a written notice to the firm at least seven (7) days before the termination date. In this event, the firm shall be entitled to just and equitable compensation for the work satisfactorily completed.

B. Insurance - The successful proposer will be required to furnish, within five (5) days of award notification and before commencing work, the certificates of insurance as appropriate for professional services work. The certificate shall name the County, its officers and employees, as additional insured.

C. Indemnification Clause - The agreement resulting from this RFP shall be required to contain the following:

“Provider agrees to indemnify, defend and hold harmless the County and its officers, officials, employees and agents from and against any and all liability, loss, damage expense, costs (including attorney fees) arising out of this agreement, caused in whole or in part by Provider or anyone for whose acts any of them may be liable, except where caused by the sole negligence or willful misconduct of the County.”

D. Contract Term - The contract resulting from the award of this RFP shall commence as soon as administratively possible following award notification, and shall continue until all agreed upon tasks have been satisfactorily completed, but not later than December 31, 2013.



- E. Right to Reject - The County reserves the right to reject any or all proposals, to waive technicalities, or to accept the proposal deemed to serve the best interest of Sauk County.
- F. Proposal Costs - All costs associated with preparation, submittal and presentation of proposals shall be borne by the proposer.
- G. Timeline – Selected firm to begin analysis work no later than 30 days after contract is awarded. The total classification and compensation analysis should be completed no later than August 1, 2013.
- H. Limitations: This Request for Proposal does not commit Sauk County to award a contract, pay any costs incurred in preparation or travel to Sauk County to present a proposal to this request, or to procure or contract for services.

All proposals submitted in response to this Request for Proposal become the property of Sauk County. Sauk County reserves the right to accept or reject any or all proposals received or to cancel this Request for Proposal in part or in its entirety.

## **IX. Miscellaneous Information**

### **A. Proposal Disposition**

All materials submitted in response to this request for information shall become the property of Sauk County upon delivery. All material provided by the County to the selected consultant (eg. completed questionnaires) remains the property of the County.

### **B. Equal Opportunity**

It is the policy of the County of Sauk to not discriminate against any employee or applicant or independent contractor because of age, race, sex, creed (religion), color, disability or association with a person with a disability, sexual orientation, marital status or pregnancy, political belief or affiliation, military participation, use or nonuse of lawful products during nonworking hours, national origin, ancestry, arrest record or conviction record, (except as authorized by law), genetic information (including improper acquisition of genetic information), or any other characteristic as prohibited by law.

### **C. Questions/Contact information**

Questions may be directed to:

Michelle Posewitz, Human Resources Director  
Sauk County  
505 Broadway Street, Room 126  
Baraboo, WI 53913  
(608) 355-3271  
mposewitz@co.sauk.wi.us

SIGNATURE PAGE

The submission of a proposal shall be considered as a representation that the proposer has carefully investigated all conditions, has full knowledge of the scope, nature and quality of work required, and is familiar with all applicable Federal, State and Local regulations that affect, or may at some future date affect the performance of the contract.

The proper submission of this form by the proposer will be considered as the proposer's offer to enter into a contract in accordance with the provisions herein set forth.

If your proposal is accepted and a contract issued, then this Request for Proposal and all documents attached hereto including any amendments, the Contractor's price proposals and any other written offers/clarifications made by the Contractor and accepted by the County, will be incorporated into the entire contract between the County and the Contractor, and it shall contain all the terms and conditions agreed on by the parties hereto, and no other agreement regarding the subject matter of this proposal shall be deemed to exist or bind any of the parties hereto.

Acceptance will take place only upon award by the County, execution of this document by the proper County officials, and delivery of the fully-executed contract to the successful proposer.

**ATTACH YOUR COST PROPOSAL TO THIS FORM AND RETURN THE ORIGINAL AND FIVE (5) COPIES IN ACCORDANCE WITH THE INSTRUCTIONS AS NOTED IN THE REQUEST FOR PROPOSAL.**

CONTRACTOR (To be signed by the person authorized to legally bind your firm to this contract)

All proposal conditions and prices submitted shall remain firm for at least 90 calendar days following opening.

Contractor's Firm \_\_\_\_\_ Telephone No. (    ) \_\_\_\_\_

Address \_\_\_\_\_ Fax No. (    ) \_\_\_\_\_

City, State, ZIP \_\_\_\_\_ E-mail address \_\_\_\_\_

Contractor's web site address (if applicable) \_\_\_\_\_

Contractor's FEIN \_\_\_\_\_ DUNS # \_\_\_\_\_

BY: \_\_\_\_\_ Name: \_\_\_\_\_  
(Manual Signature Required) (Typed or Printed)

TITLE: \_\_\_\_\_ Date: \_\_\_\_\_

**APPENDIX A**

**Full-Time Equivalents (FTE's) Allocated by Department  
In the Original Adopted Budgets**

	2009	2010	2011	2012	2013	2013	2014	2015	2016	2017	2017
	Staffing	Change	Change	Change	Change	Staffing	Est'd Change	Est'd Change	Est'd Change	Est'd Change	Est'd Staffing
<b>General Government</b>											
Accounting	4.50	-0.50	0.00	0.00	0.00	4.00	1.00				5.00
Administrative Coordinator	1.50	-0.50	0.00	0.50	0.00	1.50					1.50
Building Services	9.77	0.00	0.00	0.00	0.00	9.77					9.77
Corporation Counsel	6.50	-0.50	0.00	0.00	0.29	6.29					6.29
County Clerk / Elections	4.00	0.00	0.00	-0.92	0.00	3.08					3.08
Management Information Systems	9.00	0.00	1.50	0.00	0.80	11.30					11.30
Mapping	2.00	0.50	-2.50	0.00	0.00	0.00					0.00
Personnel	5.30	-1.30	0.25	-0.45	0.29	4.09	0.25	1.00			5.34
Register of Deeds	3.50	-0.34	-0.16	0.00	0.00	3.00					3.00
Surveyor	1.00	0.00	0.00	0.00	0.00	1.00					1.00
Treasurer	6.07	0.00	1.00	0.00	0.00	7.07					7.07
Total General Government	53.14	-2.64	0.09	-0.87	1.38	51.10	1.25	1.00	0.00	0.00	53.35
<b>Justice &amp; Public Safety</b>											
Circuit Courts	3.79	0.00	-0.20	-0.19	0.00	3.40					3.40
Clerk of Court	14.00	0.00	0.00	0.00	0.00	14.00					14.00
Coroner	1.00	0.00	0.00	0.00	0.00	1.00					1.00
Court Commissioner/Family Court Counseling	1.94	0.00	0.06	0.00	0.00	2.00					2.00
District Attorney / Victim Witness	9.00	-0.40	-0.60	-0.77	0.37	7.60					7.60
Emergency Management	2.00	0.00	0.00	0.00	0.00	2.00					2.00
Family Court Counseling	0.06	0.00	-0.06	0.00	0.00	0.00					0.00
Register in Probate	2.00	0.00	0.00	0.00	0.00	2.00					2.00
Sheriff's Department	172.63	-0.33	-22.12	-1.93	-2.37	145.88					145.88
Total Justice & Public Safety	206.42	-0.73	-22.92	-2.89	-2.00	177.88	0.00	0.00	0.00	0.00	177.88
<b>Public Works</b>											
Highway	59.00	0.00	0.00	0.00	0.00	59.00					59.00
Total Public Works	59.00	0.00	0.00	0.00	0.00	59.00	0.00	0.00	0.00	0.00	59.00
<b>Health &amp; Human Services</b>											
Aging and Disability Resource Center	16.00	2.81	-0.92	-1.02	4.77	21.64					21.64
Bioterrorism	0.50	-0.50	0.00	0.00	0.00	0.00					0.00
Child Support	11.00	0.96	-0.96	0.00	0.00	11.00					11.00
Environmental Health	3.50	0.00	1.02	-0.92	0.15	3.75	5.00	4.00			12.75
Health Care Center	127.87	0.47	5.68	0.51	0.04	134.57	-1.00	-5.00			128.57
Home Care	9.51	0.00	-0.39	-1.52	-0.15	7.45					7.45
Human Services	126.07	-4.80	-26.58	-0.20	2.18	96.67					96.67
Public Health	8.75	0.24	0.81	0.00	0.75	10.55	0.00				10.55
Veterans' Services	3.00	0.00	0.00	0.00	0.00	3.00					3.00
Women, Infants and Children	3.98	0.00	0.00	0.00	0.68	4.66					4.66
Total Health & Human Services	310.18	-0.82	-21.34	-3.15	8.42	293.29	4.00	-1.00	0.00	0.00	296.29
<b>Conservation, Development, Recreation, Culture &amp; Education</b>											
Baraboo Range	0.55	-0.55	0.00	0.00	0.00	0.00					0.00
Board of Adjustment	0.85	0.00	0.00	-0.85	0.00	0.00					0.00
Conservation, Planning & Zoning	0.00	0.00	0.00	13.15	0.00	13.15					13.15
Land Conservation	8.80	-1.25	1.00	-8.55	0.00	0.00					0.00
Land Records Modernization	0.50	0.49	0.25	0.00	-0.04	1.20					1.20
Parks	3.78	0.00	0.00	0.00	0.00	3.78					3.78
Planning & Zoning	7.10	-0.35	0.00	-6.75	0.00	0.00					0.00
UW-Extension	2.51	0.00	0.00	0.13	0.00	2.64					2.64
Total Cons, Devel, Rec, Culture & Ed	24.09	-1.66	1.25	-2.87	-0.04	20.77	0.00	0.00	0.00	0.00	20.77
<b>COUNTY TOTAL FTE's</b>	<b>652.83</b>	<b>-5.85</b>	<b>-42.92</b>	<b>-9.78</b>	<b>7.76</b>	<b>602.04</b>	<b>5.25</b>	<b>0.00</b>	<b>0.00</b>	<b>0.00</b>	<b>607.29</b>
<b>COUNTY RUNNING TOTAL FTE's</b>		<b>646.98</b>	<b>604.06</b>	<b>594.28</b>	<b>602.04</b>		<b>607.29</b>	<b>607.29</b>	<b>607.29</b>	<b>607.29</b>	
Note: Excludes any funding source information.											

## APPENDIX B – Non-Represented Wage Scale/Positions Listing

GRADE	POSITION/CLASSIFICATION	MIN	MID	MAX
1		\$21,722		\$26,081
2		\$24,096		\$28,931
3		\$26,472		\$31,003
4		\$28,141		\$33,784
5	POSITIONS PREVIOUSLY IN PAY GRADE MOVED TO GRADES 7 AND 8	\$30,455	\$34,426	\$36,566
6	<ul style="list-style-type: none"> <li>Personnel Specialist (<i>HCC</i>)</li> <li>Benefits Specialist (<i>Personnel</i>)</li> <li>Personnel Specialist (<i>Personnel</i>)</li> </ul>	\$33,597	\$37,041	\$40,336
7	<ul style="list-style-type: none"> <li>Lead Legal Secretary (<i>Corporation Counsel</i>)</li> <li>Paralegal (<i>Corporation Counsel</i>)</li> <li>Laundry Manager (<i>HCC</i>)</li> </ul>	\$ 35,970	\$39,659	\$43,187
8	<ul style="list-style-type: none"> <li>Education Coordinator (<i>CPZ</i>)</li> <li>Administrative Analyst (<i>Personnel/Admin</i>)</li> <li>Environmental Health Tech (<i>Public Health, Project</i>)</li> <li>Mobility Operations Manager (<i>ADRC</i>)</li> </ul>	\$38,345	\$42,279	\$46,039
9	<ul style="list-style-type: none"> <li>Medical Records Supervisor (<i>HCC</i>)</li> <li>Social Worker (<i>HCC</i>)</li> <li>Support Technician (<i>MIS</i>)</li> <li>Staff Accountant (<i>Human Services</i>)</li> </ul>	\$40,719	\$44,896	\$48,888
10	<ul style="list-style-type: none"> <li>Licensed Practical Nurse (<i>HCC</i>)</li> <li>AS-400 Operator (<i>MIS</i>)</li> <li>Software Support Specialist (<i>MIS</i>)</li> <li>Computer Support Technician (<i>MIS</i>)</li> <li>Admin Services Supervisor (<i>Sheriff</i>)</li> <li>Building Manager (<i>EMBS</i>)</li> <li>Airport Manager (<i>Tri-County</i>)</li> <li>Cartographer/LIO (<i>Treasurer</i>)</li> <li>GIS Specialist (<i>MIS</i>)</li> </ul>	\$43,095	\$47,514	\$51,740
11	<ul style="list-style-type: none"> <li>Activities Director (<i>HCC</i>)</li> <li>Court Reporter (<i>Court Commissioner</i>)</li> <li>Office Manager (<i>District Attorney</i>)</li> <li>Zoning &amp; Environmental Technician (<i>CPZ</i>)</li> <li>Conservation Technician (<i>CPZ</i>)</li> <li>GIS Coordinator (<i>MIS</i>)</li> <li>Real Estate Property Listing Manager (<i>Treasurer</i>)</li> <li>LPN - Health Services Supervisor (<i>HCC</i>)</li> <li>Occupational Therapist - Registered (<i>HCC</i>)</li> <li>Social Services Supervisor (<i>HCC</i>)</li> <li>Planner (<i>CPZ</i>)</li> <li>Register in Probate (<i>Register in Probate</i>)</li> </ul>	\$45,468	\$50,132	\$54,591
12	<ul style="list-style-type: none"> <li>Assistant Parks Director (<i>Parks &amp; Recreation</i>)</li> </ul>	\$47,845	\$52,752	\$57,444

	<ul style="list-style-type: none"> <li>• Environmental Services Manager (<i>HCC</i>)</li> <li>• Office Manager (<i>Clerk of Courts, Sheriff</i>)</li> <li>• Staff Development Coordinator (<i>HCC</i>)</li> <li>• Maintenance Supervisor (<i>EMBS</i>)</li> <li>• Foreman (<i>Highway</i>)</li> <li>• Administrative Services Coordinator (<i>Human Services</i>)</li> <li>• Economic Support Supervisor (<i>Human Services</i>)</li> <li>• Lead Support Technician (<i>MIS</i>)</li> <li>• LAN/WAN Technician (<i>MIS</i>)</li> <li>• Office Manager (<i>Sheriff</i>)</li> </ul>			
13	<ul style="list-style-type: none"> <li>• Deputy EMBS Director (<i>EMBS</i>)</li> <li>• Business Manager (<i>HCC</i>)</li> <li>• Assistant Planning and Zoning Administrator (<i>CPZ</i>)</li> <li>• Safety/Risk Manager (<i>EMBS</i>)</li> <li>• Cartographer/Land Information Coordinator (<i>Mapping</i>)</li> <li>• Office/Business Manager (<i>Highway</i>)</li> <li>• Resource Conservationist (<i>CPZ</i>)</li> <li>• Food Services Manager (<i>HCC</i>)</li> <li>• Registered Nurse (<i>HCC</i>)</li> <li>• Project Director (<i>CPZ</i>)</li> <li>• WIC Director (<i>Public Health</i>)</li> <li>• Sergeant(s) – (<i>Sheriff</i>)</li> <li>• Veteran's Service Officer (<i>Veteran's Service</i>)</li> </ul>	\$50,219	\$55,369	\$60,293
14	<ul style="list-style-type: none"> <li>• ADRC Director (<i>ADRC</i>)</li> <li>• Business Manager (<i>Human Services</i>)</li> <li>• Child Protective Services Supervisor (<i>Human Services</i>)</li> <li>• Community Treatment Manager (<i>Human Services</i>)</li> <li>• Long Term Support Supervisor (<i>Human Services</i>)</li> <li>• Resource Unit Supervisor (<i>Human Services</i>)</li> <li>• Youth Services Supervisor (<i>Human Services</i>)</li> <li>• RN Supervisor (<i>HCC</i>)</li> <li>• Facilities Maintenance Supervisor - (<i>Sheriff</i>)</li> <li>• Environmental Health Manager (<i>Public Health</i>)</li> </ul>	\$52,594	\$57,987	\$63,146
15	<ul style="list-style-type: none"> <li>• Accounting Manager (<i>Accounting</i>)</li> <li>• Program Services Director (<i>HCC</i>)</li> <li>• Assistant Director of Nursing (<i>HCC</i>)</li> <li>• Patrol Superintendent (<i>Highway</i>)</li> <li>• Shop Supervisor (<i>Highway</i>)</li> <li>• Parks &amp; Recreation Director (<i>Parks &amp; Recreation</i>)</li> </ul>	\$54,966	\$60,606	\$65,995
16	<ul style="list-style-type: none"> <li>• Chief Engineer (<i>HCC</i>)</li> <li>• Communications Technician (<i>EMBS</i>)</li> <li>• Lieutenant (<i>Sheriff</i>)</li> <li>• Outpatient Manager (<i>Human Services</i>)</li> <li>• Community Support Program Supervisor (<i>Human Services</i>)</li> </ul>	\$57,343	\$63,223	\$68,846
17	<ul style="list-style-type: none"> <li>• Child Support Administrator (<i>Child Support</i>)</li> <li>• Captain(s) - Administrative Services (<i>Sheriff</i>)</li> </ul>	\$59,717	\$65,841	\$71,697
18	<ul style="list-style-type: none"> <li>• Assistant Corporation Counsel (<i>Corporation Counsel</i>)</li> <li>• Deputy Director (<i>Public Health</i>)</li> <li>• Chief Deputy (<i>Sheriff</i>)</li> </ul>	\$62,093	\$68,460	\$74,550

19	<ul style="list-style-type: none"> <li>• Director of Nursing (<i>HCC</i>)</li> <li>• Emergency Management, Buildings, &amp; Safety Director (<i>EMBS</i>)</li> <li>• Deputy Director (<i>Human Services</i>)</li> <li>• Deputy Director (<i>Public Health</i>)</li> </ul>	\$64,466	\$71,079	\$77,400
20	<ul style="list-style-type: none"> <li>• Highway Commissioner (<i>Highway</i>)</li> </ul>	\$66,842	\$73,697	\$80,251
21	<ul style="list-style-type: none"> <li>• MIS Coordinator (<i>MIS</i>)</li> <li>• Public Health Director- (<i>Public Health</i>)</li> <li>• Conservation, Planning and Zoning Director (<i>CPZ</i>)</li> </ul>	\$69,216	\$76,317	\$83,104
22	<ul style="list-style-type: none"> <li>• Controller (<i>Accounting</i>)</li> <li>• Personnel Director (<i>Personnel</i>)</li> </ul>	\$71,591	\$78,935	\$85,955
23		\$73,966	\$81,522	\$88,804
24	<ul style="list-style-type: none"> <li>• Corporation Counsel (<i>Corporation Counsel</i>)</li> <li>• Judicial/Family Court Commissioner (<i>Court Commissioner</i>)</li> </ul>	\$76,338	\$84,170	\$91,654
25	<ul style="list-style-type: none"> <li>• Nursing Home Administrator</li> <li>• Human Services Director (<i>Human Services</i>)</li> </ul>	\$78,715	\$86,788	\$94,509
26				
27				
28				
29	<ul style="list-style-type: none"> <li>• Administrative Coordinator (<i>Administrative Coordinator</i>)</li> </ul>	\$88,205	\$97,361	\$107,466

0.00%									
		<b>2013 Non-Represented Wage Schedule</b>							
<b>Grade</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>	<b>Step 7</b>	<b>Step 8</b>	<b>Step 9</b>
1	\$21,722	\$22,280	\$22,836	\$23,393	\$23,950	\$24,508	\$25,017	\$25,546	\$26,081
2	\$24,096	\$24,716	\$25,333	\$25,951	\$26,570	\$27,186	\$27,750	\$28,342	\$28,931
3	\$26,472	\$27,149	\$27,830	\$28,507	\$29,187	\$29,867	\$30,485	\$31,134	\$31,783
4	\$28,849	\$29,587	\$30,326	\$31,067	\$31,806	\$32,544	\$33,221	\$33,925	\$34,634
5	\$31,221	\$32,023	\$32,821	\$33,622	\$34,426	\$35,225	\$35,954	\$36,720	\$37,485
6	\$33,597	\$34,457	\$35,320	\$36,179	\$37,041	\$37,904	\$38,690	\$39,514	\$40,336
7	\$35,970	\$36,893	\$37,814	\$38,738	\$39,659	\$40,582	\$41,422	\$42,305	\$43,187
8	\$38,345	\$39,329	\$40,311	\$41,294	\$42,279	\$43,260	\$44,157	\$45,098	\$46,039
9	\$40,719	\$41,765	\$42,808	\$43,853	\$44,896	\$45,941	\$46,893	\$47,890	\$48,888
10	\$43,095	\$44,201	\$45,306	\$46,408	\$47,514	\$48,619	\$49,628	\$50,864	\$51,740
11	\$45,468	\$46,636	\$47,800	\$48,967	\$50,132	\$51,298	\$52,361	\$53,477	\$54,591
12	\$47,845	\$49,071	\$50,299	\$51,524	\$52,752	\$53,978	\$55,097	\$56,270	\$57,444
13	\$50,219	\$51,509	\$52,793	\$54,081	\$55,369	\$56,658	\$57,832	\$59,063	\$60,293
14	\$52,594	\$53,943	\$55,290	\$56,640	\$57,987	\$59,336	\$60,567	\$61,857	\$63,146
15	\$54,966	\$56,376	\$57,787	\$59,195	\$60,606	\$62,013	\$63,299	\$64,648	\$65,995
16	\$57,343	\$58,813	\$60,283	\$61,753	\$63,223	\$64,695	\$66,035	\$67,441	\$68,846
17	\$59,717	\$61,246	\$62,779	\$64,312	\$65,841	\$67,374	\$68,768	\$70,233	\$71,697
18	\$62,093	\$63,684	\$65,276	\$66,868	\$68,460	\$70,052	\$71,504	\$73,028	\$74,550
19	\$64,466	\$66,120	\$67,772	\$69,426	\$71,079	\$72,732	\$74,240	\$75,820	\$77,400
20	\$66,842	\$68,554	\$70,270	\$71,983	\$73,697	\$75,411	\$76,974	\$78,612	\$80,251
21	\$69,216	\$70,992	\$72,766	\$74,542	\$76,317	\$78,091	\$79,710	\$81,407	\$83,104
22	\$71,591	\$73,427	\$75,262	\$77,098	\$78,935	\$80,770	\$82,443	\$84,199	\$85,955
23	\$73,966	\$75,863	\$77,759	\$79,656	\$81,552	\$83,448	\$85,178	\$86,992	\$88,804
24	\$76,338	\$78,298	\$80,256	\$82,213	\$84,170	\$86,128	\$87,912	\$89,784	\$91,654
25	\$78,715	\$80,734	\$82,751	\$84,768	\$86,788	\$88,804	\$90,648	\$92,576	\$94,509
26									
27									
28									
29	\$88,205	\$90,411	\$92,671	\$94,987	\$97,361	\$99,795	\$102,288	\$104,844	\$107,466

## APPENDIX C – Non-Sworn Unit\* (Sheriff’s Department)

\*Previously AFSCME Local 252, now non-represented, wage scale effective January 1, 2011.

Grade	Position Title	Step 1 (Hiring)	Step 2 (12 month)	Step 3 (24 month)	Step 4 (5 years)	Step 5 (10 years)	Step 6 (15 years)	Step 7 (20 years)
1	Clerk	\$15.52	\$16.68	\$17.00	\$17.71	\$18.08	\$18.38	\$18.91
2	Administrative Assistant	\$16.45	\$17.64	\$18.03	\$18.70	\$19.03	\$19.44	\$20.00
3	Tele- Communicator	\$17.12	\$18.34	\$18.65	\$19.35	\$19.74	\$20.18	\$20.72



# APPENDIX D – AFSCME Local 360 Highway Position Listing/Wage Scale

Effective January 1, 2013

GRADE	CLASSIFICATION	RATES PER HOUR
1	Laborer (Unskilled or seasonal)	\$17.38
2	Timekeeper	\$18.71
3	Patrolman Helper	\$18.73
	Assistant Sign Maker	\$18.73
4	Patrolman	\$18.83
5	Truck Driver	\$18.97
	Janitor	\$18.97
	Laborer (Skilled)	\$18.97
	Sign Maker	\$18.97
6	Large Truck Driver Tandem, Tri and Quad Axle	\$19.00
7	Shop Bookkeeper	\$19.02
	Parts Man	\$19.02
	Light Equipment Operator - Bituminous Distributor Operator, Roller Operator	\$19.02
8	Skilled Equipment Operator - Motor Grader Operator, Excavator, Dozer, Paver (including screed), Crane, Skidloader, Backhoe, Front End Loader, Bucket Truck ( <i>when using boom/auger</i> ), Salt/Sand Conveyor with Generator, Shouldering Machine, Sealcoat Chip Spreader	\$19.13
9	Tire Repair Person	\$19.56
10	Mechanic Helper	\$19.58
11	Mechanic	\$19.81
	Welder	\$19.81

## APPENDIX E – AFSCME Local 3148 (Health Care Center) Position Listing/Wage Scale

Effective January 1, 2013

Grade	Title	Hiring	After 6 Months	After 18 Months	After 36 Months	After 60 Months
	<b>Environmental Services</b>	11.07	11.44	11.86	12.06	12.22
	<b>Dining Assistant</b>	11.43	11.85	12.20	12.42	12.57
	<b>Activity Therapy Aide</b>	11.77	12.16	12.54	12.80	12.95
	<b>Nursing Assistant</b>	11.87	12.26	12.65	12.90	13.05
	<b>Cook</b>	11.95	12.48	12.97	13.20	13.36
	<b>Receptionist</b>	11.95	12.48	12.97	13.20	13.36
	<b>Nursing Administrative Assistant</b>	11.71	12.24	12.71	12.94	13.10
	<b>Health Unit Coordinator</b>	12.45	12.99	13.47	13.71	13.87
	<b>Account Record Technician</b>	13.09	13.68	14.18	14.37	14.57
	<b>Billing Specialist</b>	13.09	13.68	14.18	14.37	14.57
	<b>Maintenance Technician</b>	13.34	13.82	14.35	14.56	14.75
	<b>COTA</b>	14.82	15.33	16.22	16.42	16.60

**APPENDIX F – SEIU Local 1199W (Human Services/Public Health)**  
**Position Listing/Wage Scale**  
 Effective January 1, 2013

	<b>JOB TITLE</b>	<b>HIRING</b>	<b>6 MONTH</b>	<b>18 MONTH</b>	<b>30 MONTH</b>	<b>60 MONTH</b>	<b>180 MONTH</b>
<b>2</b>	<b><u>SOCIAL WORKER -</u></b> (ACCESS, EARLY INTERVENTION, CHILD PROTECTIVE SERVICES, DEVELOPMENTAL DISABILITIES / COMMUNITY TREATMENT LONG TERM SUPPORT, YOUTH SERVICES), CPS  <b>AODA COUNSELOR</b>	\$20.94	\$21.66	\$23.26	\$24.08	\$24.62	\$24.86
<b>3</b>	<b>SOCIAL WORK</b> (LONG TERM SUPPORT (COP) COORDINATOR, OUTPATIENT)	\$21.87	\$22.52	\$23.98	\$24.62	\$25.18	\$25.43
<b>4A</b>	<b>HOME CARE NURSE</b> <b>LAW ENFORCEMENT</b> <b>NURSE</b> <b>PSYCHIATRIC</b> <b>NURSE</b> <b>RN CASE MANAGER</b>	\$24.08	\$24.73	\$26.25	\$27.00	\$27.53	\$27.81
<b>4B</b>	<b>PUBLIC HEALTH</b> <b>NURSE</b>	\$24.39	\$25.06	\$26.57	\$27.33	\$27.87	\$28.13
<b>5</b>	<b>PSYCHOTHERAPIST</b>	\$27.47	\$28.40	\$30.47	\$31.50	\$32.25	\$32.58

## APPENDIX G – WPPA (Clerical/Courthouse) Wage Scale

Effective January 1, 2013

	Hiring	12 Months	24 Months	36 Months	48 Months	60 Months
<b>Grade 1</b>	\$12.97	\$13.35	\$13.76	\$14.13	\$14.52	\$14.93
<b>Grade 2</b>	\$13.60	\$13.97	\$14.38	\$14.76	\$15.17	\$15.56
<b>Grade 3</b>	\$14.27	\$14.65	\$15.04	\$15.45	\$15.82	\$16.23
<b>Grade 4</b>	\$14.93	\$15.29	\$15.69	\$16.08	\$16.45	\$16.87
<b>Grade 5</b>	\$15.56	\$15.95	\$16.34	\$16.73	\$17.11	\$17.49
<b>Grade 6</b>	\$16.23	\$16.57	\$16.97	\$17.38	\$17.75	\$18.15
<b>Grade 7</b>	\$16.87	\$17.27	\$17.62	\$18.03	\$18.41	\$18.79
<b>Grade 8</b>	\$17.49	\$17.88	\$18.29	\$18.66	\$19.04	\$19.46

## APPENDIX H – AFSCME Local 252 (Sworn Unit)

### Represented Law Enforcement Position Listing/Wage Scale

Grade	Position Title	Step 1 (Hiring)	Step 2 (12 month)	Step 3 (24 month)	Step 4 (5 years)	Step 5 (10 years)	Step 6 (15 years)	Step 7 (20 years)
4	Deputy Security	\$19.79	\$21.34	\$21.80	\$22.65	\$23.10	\$23.59	\$24.24
5	Deputy Patrol	\$21.56	\$23.17	\$23.60	\$24.48	\$24.96	\$25.40	\$26.16
6	Detective	\$22.23	\$23.94	\$24.40	\$25.34	\$25.81	\$26.25	\$27.03