

Richland County

Finance & Personnel Standing Committee

November 3, 2023

NOTICE OF MEETING

Please be advised that the Richland County Finance and Personnel Standing Committee will convene on Tuesday, November 7th, 2023 at 5:15 p.m. in the Richland County Board Room of the Courthouse at 181 West Seminary, Richland Center, WI 53581.

Information for attending the meeting virtually (if available) can be found at the following link:

<https://administrator.co.richland.wi.us/minutes/finance-personnel/>

If you have any trouble accessing the meeting, please contact MIS Director Barbara Scott at 608-649-5922 (phone) or barbara.scott@co.richland.wi.us (email).

Agenda

1. Call To Order
2. Roll Call
3. Proof Of Notification
4. Approval Of Agenda
5. Approval Of October 3rd Minutes
6. Public Comment

Financial

7. Discussion & Possible Action: Approval To Purchase Mobile AVL & Mapping Module For Spillman Flex
8. Discussion & Possible Action: Approval Of Funds Transfer For The Health & Human Services Department
9. Discussion & Possible Action: Symons Deficiency Appropriation & Economic Development Payment
10. Discussion & Possible Action: Wage & Compensation Plan

Personnel

11. Discussion & Possible Action: Employee Uniform Allowance
12. Discussion & Possible Action: Employee Compensation For Duties Performed Outside Of Job Description
13. Closed Session: The Chair May Entertain A Motion To Enter Closed Session Pursuant To Wis. Stat, Sec 19.85(1)(F) Considering Financial, Medical, Social Or Personal Histories Or Disciplinary Data Of Specific Persons, Preliminary Consideration Of Specific Personnel Problems Or The Investigation Of Charges Against Specific Persons Except Where Par. (B) Applies Which, If Discussed In Public, Would Be Likely To Have A Substantial Adverse Effect Upon The Reputation Of Any Person Referred To In Such Histories Or Data, Or Involved In Such Problems Or Investigations - Update On Dismissal Of County Employee
14. Return To Open Session
15. Possible Action On Items Discussed In Closed Session

Closing

16. Future Agenda Items
17. Adjournment

A quorum may be present from other Committees, Boards, or Commissions. No committee, board or commission will exercise any responsibilities, authority or duties except for the Finance and Personnel Standing Committee.

CC: Committee Members, County Board, Department Heads, Richland Observer, WRCO, Valley Sentinel, Courthouse Bulletin Board

Richland County

Finance & Personnel Standing Committee

October 3, 2023

The Richland County Finance and Personnel Standing Committee convened on Tuesday, October 3, 2023 in person and virtually at 5:15 PM in the County Boardroom of the Richland County Courthouse.

Call To Order: Committee Chair Brewer called the meeting to order at 5:15 p.m.

Roll Call: Clerk Kalish conducted roll call. Committee members present included County Board Supervisors Steve Carrow, Marty Brewer, Gary Manning, Steve Williamson, and Marc Couey. Committee members absent included County Board Supervisors Melissa Luck, Timothy Gottschall, and David Turk.

Proof Of Notification: Clerk Kalish confirmed the meeting had been properly noticed.

Approval Of Agenda: Motion by Manning second by Carrow to approve agenda. Motion carried and agenda declared approved.

Approval Of September 5th Minutes: Hearing no additions or corrections, Chair Brewer declared the September 5, 2023 minutes approved as presented.

Public Comment: None present for Public Comment.

Reports

Ordinance Codification Update: County Clerk Kalish provided an update on the status and timeline of the ordinance codification project.

Radio Tower Project Update: MIS Director Scott provided an update on the status of the radio tower project. Supervisor Carrow stated he would like to see further detail regarding the ongoing schedule of the project.

Financial

Discussion & Possible Action – 2024 Budget: Administrator Pesch and County Clerk Kalish reviewed the changes between the preliminary and proposed budgets. No further information requested from the committee and no further action taken on the proposed budget at this meeting.

Discussion & Possible Action – On Changing Billing Provider From Cvikota To EMS|MC: EMS Director Gudgeon reviewed history of contract with the current billing provider Cvikota and noted that the performance and reporting provided to the county from Cvikota are lacking. Gudgeon noted he feels it is in the best interest of the county to switch to a different service provider and reviewed the service provider highlights of the new proposed vendor. Motion by Manning second by Williamson to switch ambulance billing provider services from Cvikota to EMS|MC. Motion carried and item forwarded to County Board for full board approval.

Discussion & Possible Action – Approval Of Modification Of The HHS Addendum To The Employee Handbook: Health & Human Services Director Tricia Clements reviewed proposed

Richland County

Finance & Personnel Standing Committee

modifications to the HHS addendum of the employee handbook. Motion by Williamson second by Carrow to approve modifications. Motion carried and item forwarded to County Board for full board approval.

Discussion & Possible Action – Approval Of HR Generalist Position: Administrator Pesch reiterated the need for the HR Generalist position and reviewed the position classification documentation received from Carlson Dettmann Consulting. Motion by Williamson second by Manning to approve the HR Generalist position. Motion carried and item forwarded to County Board for full board approval.

Future Agenda Items: No future agenda items requested.

Adjournment: Motion by Manning second by Carrow to adjourn. Motion carried and meeting adjourned at 5:45 p.m.

Derek S. Kalish
Richland County Clerk

Richland County Finance and Personnel Committee

Agenda Item Cover

Agenda Item Name: Purchase of Mobile AVL and Mapping Module from Motorola Solutions.

Department	Sheriff	Presented By:	Clay Porter
Date of Meeting:	7 November 2023	Action Needed:	Vote
Disclosure:	Open Session	Authority:	Committee Structure (D)
Date submitted:	26 October 2023	Referred by:	LEJC

Recommendation and/or action language:

Motion to approve use fund 92 to purchase Mobile AVL and Mapping Module for Spillman Flex.

Background:

The Sheriff's Office has been looking to add the AVL module for several years. This will allow us to track our squads in real time as they patrol. This will also allow us to easily assign the closest available deputy to calls as soon as they come in. This will increase response times and allow not only dispatch but the deputies on the street to see where everyone is at and where their closest backup is

Attachments and References:

Quote from Motorola Solutions	Motorola Solutions Data Sheet

Financial Review:

(please check one)

<input checked="" type="checkbox"/>	In adopted budget	Fund Number	92 Short Term Borrowing
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input type="checkbox"/>	No financial impact		

(summary of current and future impacts)

Approval:

Clay Porter

Department Head

Review:

Candace Pesch

Administrator, or Elected Office (if applicable)

RESOLUTION NO. 23 – xx

A Resolution Approving The Purchase Of The Spillman Automatic Vehicle Locator (AVL) Module.

WHEREAS Rule 18 of the Rules of the Board requires that any expenditure in excess of \$10,000 must be approved by the County Board, and

WHEREAS the Public Safety Standing Committee has carefully considered this matter and is now recommending that the County Board approve the purchase of the Spillman AVL module.

NOW, THEREFORE, BE IT RESOLVED by the Richland County Board of Supervisors that approval is hereby granted for the Public Safety Standing Committee and the Sheriff to purchase Spillman AVL module from Motorola Solutions for a price of \$16,716.02, and

BE IT FURTHER RESOLVED that the total cost of carrying out this Resolution in the above amount of shall be paid from 2023 Fund 92 Short Term Borrowing, and

BE IT FURTHER RESOLVED that this Resolution shall be effective immediately upon its passage and publication.

VOTE ON FOREGOING RESOLUTION

AYES _____ NOES _____

RESOLUTION OFFERED BY THE
PUBLIC SAFETY STANDING COMMITTEE
(07 JULY 2023)

RESOLUTION _____

FOR AGAINST

DEREK S. KALISH
COUNTY CLERK

MELISSA LUCK	X
KEN RYNES	X
DAVID TURK	
BARBARA VOYCE	X
BOB FRANK	X
KERRY SEVERSON	X
RICHARD MCKEE	X

DATED: DECEMBER 12, 2023

XXXXX at Finance & Personnel Standing Committee on 07 November 2023



MOBILE AVL MAPPING

TRACK, LOCATE, AND MAP MOBILE UNITS IN REAL TIME

MOBILE ACCESS TO CRITICAL INFORMATION

Using Spillman Flex's Mobile Automatic Vehicle Locator (AVL) Mapping module, personnel in the field can access critical call information and a map from a single screen. Addresses, cross streets, hazards, updated call comments, responding units, weather, and premises and HazMat information can be accessed alongside the map. From the AVL map, personnel can see the location, status, and contact information of responding units, view the quickest route to call, access building schematics and live camera feeds, and identify locations for staging units and setting perimeter boundaries. Users can also display any point on the AVL map using Google Maps™ mapping service and obtain GPS coordinates by right-clicking on any map location. Units can also add their own comments to the call, which are then seen by dispatch and other mobile users.

UNIT TRACKING

The Mobile AVL Mapping module allows dispatchers to easily see the real-time locations of all AVL-equipped units on the CAD map. Knowing which units are in the vicinity of an active CAD call enables dispatchers to make more informed decisions and ask nearby officers to assist if necessary. By linking with the Google Earth™ mapping service, users can also replay patrol vehicle routes on a Google Earth map, enabling them to easily review pursuits or evaluate police routes.

SERVER AVL

With server AVL, users can view the location of a unit as soon as the vehicle is started and the transmitter begins sending pulses. This

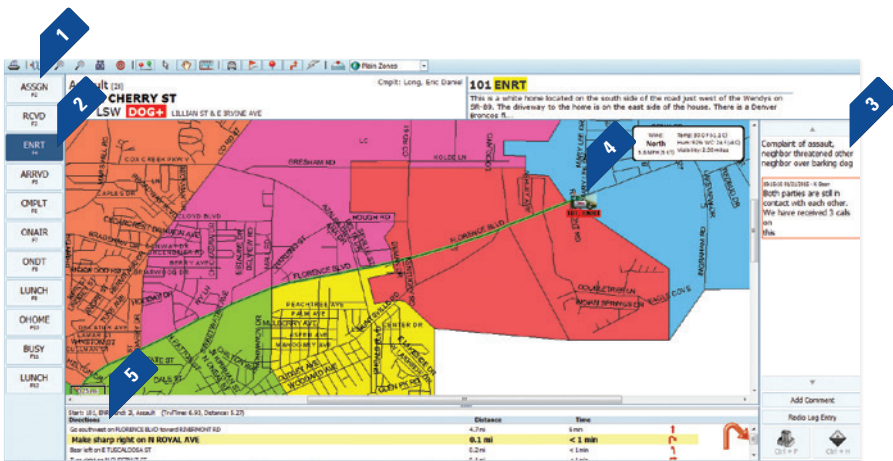
information is transmitted directly using a combined GPS transmitter and wireless modem. Server AVL works even in vehicles without laptop computers or in a vehicle where the laptop computer is turned off.

Users can improve response times by using the Quickest Route module in conjunction with the Mobile AVL Mapping module to determine the ideal route to a call. The Quickest Route module takes into account an agency's local street network, while recognizing barriers such as rivers, canyons, and limited-access highways. Officers can see turn-by-turn directions on the AVL map screen or expand the panel to see a full list of directions to a call. Dispatchers can also use Quickest Route to determine which unit is closest to a call, greatly reducing the time needed to get a unit on scene. Instead of dispatching by proximity only, the Mobile AVL Mapping module calculates actual drive time in order to recommend units that can arrive on scene first.

CLIENT AVL

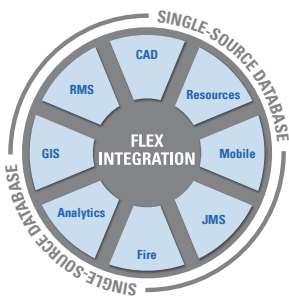
Client AVL uses a GPS antenna connected to a mobile laptop computer to receive real-time location information. The GPS data, along with other data from the laptop, is transmitted to an agency's dispatch center where it can view the unit's movements on the CAD map. Agencies can utilize any National Marine Electronics Association (NMEA) 2.0 compliant device to communicate with the module.

FLEX



1. Large toolbar buttons allow users to utilize a touch-screen while driving.
2. With a single touch, field personnel can change a unit status from the AVL mapping screen.
3. Field personnel can read the latest updates from dispatchers and other responders in the Call Comments box.
4. Responders can view other responding units, including full contact information and color-coded statuses, such as “enroute” or “arrived.”
5. Users can display the fastest route to a location using the Quickest Route module in conjunction with Mobile AVL Mapping.

Spillman Flex’s Mobile AVL Mapping, CAD Mapping, and Quickest Route modules are sold separately. The AVL Mapping module requires additional hardware. The Quickest Route module must be used in conjunction with the Mobile AVL Mapping module.



TOTAL SOFTWARE INTEGRATION

Spillman Flex’s Integrated Hub™ is an open, centralized database where all agency information is entered, stored, and extracted in real time, providing total software integration. This allows users to enter data once and have it automatically shared among related modules. Agencies using this module can optimize their system and enhance productivity through total integration with other Flex modules.



Billing Address:
 RICHLAND COUNTY SHERIFF
 181 W SEMINARY ST
 RICHLAND CENTER, WI 53581
 US

Shipping Address:
 RICHLAND COUNTY SHERIFF
 181 W. SEMINARY STREET
 RICHLAND CENTER, WI 53581
 US

Quote Date:04/28/2023
 Expiration Date:04/27/2024
 Quote Created By:
 Karen Sweet
 Account Sales
 Karen.Sweet@
 motorolasolutions.com
 303-910-3070

End Customer:
 RICHLAND COUNTY SHERIFF
 Jason Marshall
 jason.marshall@co.richland.wi.us
 (608) 649-5926

Payment Terms:30 NET

Line #	Item Number	Description	Qty	Term	Ext. Sale Price
	Flex				
1	SSV00S00064A-SP	MOBILE AVL AND MAPPING SOFTWARE	1		\$7,550.40
2	ISV00S01851A	PROJECT MANAGEMENT AND IMPLEMENTATION	1		\$4,635.38
3	SSV00S00036A-SP	MOBILE AVL AND MAPPING MAINTENANCE - STANDARD	1	5 YEAR	\$4,530.24

Grand Total Over 5 Years **\$16,716.02(USD)**



Pricing Summary

	Sale Price
Year 1 Costs for Hardware, Accessories and Implementation (if applicable), plus Subscription Fee	\$13,091.83
Year 2 Subscription Fee	\$906.05
Year 3 Subscription Fee	\$906.05
Year 4 Subscription Fee	\$906.05
Year 5 Subscription Fee	\$906.05
Grand Total System Price	\$16,716.02

Notes:

- Customer affirms that a purchase order or notice to proceed is not required for contract performance or for subsequent years of service, if any, and that sufficient funds have been appropriated in accordance with applicable law. The Customer will pay all invoices as received from Motorola and any changes in scope will be subject to the change order process as described in this Agreement. At the time of execution of this Agreement, the Customer will provide all necessary reference information to include on invoices for payment in accordance with this Agreement.
- Unless otherwise noted, this quote excludes sales tax or other applicable taxes (such as Goods and Services Tax, sales tax, Value Added Tax and other taxes of a similar nature). Any tax the customer is subject to will be added to invoices.

Future Maintenance

- Future maintenance is estimated for your planning purposes and is not included in this purchase.

Term 6 Flex Maintenance Total: \$942.29

The Customer's signature below constitutes its agreement to purchase the licenses, products and/or services according to the terms quoted by Motorola Solutions within this document. This document shall serve as an addendum to the Purchase Agreement previously entered into between the Customer and Motorola Solutions. The terms and conditions of the Purchase Agreement, as well as the related License Agreement and Support Agreement, shall apply to the items quoted herein.

Motorola Solutions, Inc.

By: _____

Name: _____

Title: _____

Date: _____

Customer

By: _____

Name: _____

Title: _____

Date: _____



Any sales transaction following Motorola's quote is based on and subject to the terms and conditions of the valid and executed written contract between Customer and Motorola (the "Underlying Agreement") that authorizes Customer to purchase equipment and/or services or license software (collectively "Products"). If no Underlying Agreement exists between Motorola and Customer, then Motorola's Standard Terms of Use and Motorola's Standard Terms and Conditions of Sales and Supply shall govern the purchase of the Products.
Motorola Solutions, Inc.: 500 West Monroe, United States - 60661 ~ #: 36-1115800

RESOLUTION NO. 23 - _____

A Resolution Approving The Transfer Of Funds In The Health And Human Services Department.

WHEREAS the Director of the Health and Human Services Department, Ms. Tricia Clements, have recommended to the County Administrator, Ms. Candace Pesch, the transfer of funds be approved, and

WHEREAS the County Administrator, Ms. Candace Pesch, has carefully considered this proposal and is now presenting this Resolution to the County Board for its consideration.

NOW THEREFORE BE IT RESOLVED by the Richland County Board of Supervisors that the following transfer of funds in the Health and Human Services Department is hereby approved:

1. Transfer \$199.90 from the Children’s Community Options Program (CCOP) Risk Reserve Fund (Fund # 40) to the Health and Human Services Fund (Fund # 56) for the purchase of a Zoom Business Account license, and

BE IT FURTHER RESOLVED that this Resolution shall be effective immediately upon its passage and publication.

VOTE ON FOREGOING RESOLUTION

AYES _____ NOES _____

RESOLUTION _____

DEREK S. KALISH
COUNTY CLERK

DATED: DECEMBER 12, 2023

RESOLUTION OFFERED BY THE FINANCE &
PERSONNEL STANDING COMMITTEE
(07 NOVEMBER 2023)

MARTY BREWER
STEVE CARROW
MARC COUEY
GARY MANNING
TIMOTHY GOTTSCHALL
DAVID TURK
STEVE WILLIAMSON
MELISSA LUCK
JULIE FLEMING

FOR AGAINST

RESOLUTION NO. 22 - 103

A Resolution Relating To Making A Deficiency Appropriation In Various Accounts.

WHEREAS the appropriations in certain accounts for the year 2021 are insufficient and certain transfers should be made as set forth in this Resolution.

NOW, THEREFORE, BE IT RESOLVED by the Richland County Board of Supervisors that it is necessary to make a deficiency appropriation in the following deficient accounts:

<u>ACCOUNT TITLE</u>	<u>AMOUNT</u>
Elections	25,533.84
UW-Richland Outlay	7,281.41
Symons Recreation Complex Fund	95,222.81 → split b/w. city
Local Emergency Planning Committee	1,066.16 *city
Campus Food Service Fund	70,273.72
Conservation Planner Technician	87,130.47
 Total Deficiencies	

BE IT FURTHER RESOLVED that the sum of \$286,508.41 is hereby appropriated from the General Fund to the above-listed accounts in the 2021 County budget to cover the deficiencies listed in these accounts, and

BE IT FURTHER RESOLVED that any balances remaining in the above-listed Fund 10 accounts after this transfer and after the 2021 audit has been completed shall be returned to the General Fund, and

BE IT FURTHER RESOLVED that this Resolution shall be effective immediately upon its passage and publication.

VOTE ON FOREGOING RESOLUTION

AYES _____ NOES _____

RESOLUTION OFFERED BY THE FINANCE &
PERSONNEL STANDING COMMITTEE
(16 SEPTEMBER 2022)

RESOLUTION ADOPTED

DEREK S. KALISH
COUNTY CLERK

DATED: SEPTEMBER 20, 2022

95,222.81 / 2 = 47,611.41

	FOR	AGAINST
MARTY BREWER	X	
SHAUN MURPHY-LOPEZ	X	
MARC COUEY	X	
GARY MANNING	X	
TIMOTHY GOTTSCHALL	X	
DAVID TURK		
STEVE WILLIAMSON	X	
MELISSA LUCK	X	
STEVE CARROW	X	

County Clerk's Office
Richland County, Wisconsin

Aaron Joyce
City Clerk/Treasurer
450 South Main Street
Richland Center, Wisconsin 53581

Dear Mr. Joyce:

Below is a breakdown of the departmental expenses for Economic Development shared between Richland County and the city of Richland Center:

2023 Budgeted Expenditures	\$128,428.44
2023 Anticipated Revenues	\$0.00
2023 Taxes to be levied by Richland County	\$128,428.44
County Contribution (60%)	\$77,057.06
City Contribution Due (40%)	\$51,371.38

Please send your check in the amount of \$51,371.38 to the Richland County Clerk, Post Office Box 310, Richland Center, Wisconsin 53581 no later than December 31, 2023.

Sincerely,

Derek S. Kalish
Richland County Clerk

Sent via postal mail on February 7, 2023

	ADOPTED BUDGET REVISED	ANNUAL ACT MTD POSTED ACT YTD POSTED	REMAINING	PCT
	BUDGET AND IN PROCESS	BUDGET AND IN PROCESS	BALANCE	
10 GENERAL FUND				
4900 OTHER FINANCIAL SOURCES				
0000 PROJECT				
4912 CITY OF RC-ECON DEVELOPMENT	51,371.38	0.00	0.00	100
TOTAL: PROJECT	51,371.38	0.00	0.00	100
TOTAL: OTHER FINANCIAL SOURCES	51,371.38	0.00	0.00	100
TOTAL: GENERAL FUND	51,371.38	0.00	0.00	100



April 3, 2023

NOTICE OF MEETING

Please be advised that the Richland County Finance and Personnel Committee will convene on **April 4th, 2023 at 5:15 p.m.** in the Richland County Board Room of the Courthouse at 181 West Seminary, Richland Center, WI 53581 and via videoconference and teleconference using the following information:

Via webex with information available at <https://administrator.co.richland.wi.us/minutes/finance-personnel/>

If you have any trouble accessing the meeting, please contact MIS Director Barbara Scott at 608-649-5922 (phone) or barbara.scott@co.richland.wi.us (email).

Agenda:

1. Call to order
2. Proof of notification
3. Agenda approval
4. Public Comment
5. Previous Minutes

Reports:

6. Interview and Selection Process for HR Director
7. Shared Revenue Distribution
8. Finance Policy Development
9. Operations Transition Plan – Administrator Position

Financial:

10. Deficiency Appropriations
11. Response to notification of withdrawal – Economic Development
12. Tri-county airport payments
13. Highway Funding Appropriation Application

Personnel:

14. Contract with Lone Rock for Law Enforcement services.
15. Closed Session pursuant of Wisconsin State Statute 19.85(1)(c) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, and (g) Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved *and* 19.85(1)(c) & (e) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility or conducting other specified public business; and deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session:
 - a. Corporation Counsel, litigation
 - b. Administrator Recruitment Plan and Process
16. Return to Open Session
17. Discussion and possible action on items from closed session

Closing:

18. Future agenda items
19. Adjournment

Meeting materials may be found at <https://administrator.co.richland.wi.us/minutes/finance-personnel/>.

A quorum may be present from other Committees, Boards, or Commissions. No committee, board or commission will exercise any responsibilities, authority or duties except for the Finance and Personnel Standing Committee.

CC: Committee Members, County Board, Department Heads, Richland Observer, WRCO, Valley Sentinel, Courthouse Bulletin Board

Richland County Committee

Agenda Item Cover

Agenda Item Name: Response to notification of Withdrawal – Economic Development

Department	Administration	Presented By:	Administrator
Date of Meeting:	04 April 2023	Action Needed:	Vote (Accept)
Disclosure:	Open Session	Authority:	Structure B
Date submitted:	31 Mar 2023	Referred by:	
Action needed by no later than (date)		Resolution	<u>N/A</u>

Background: *(preferred one page or less with focus on options and decision points)*

It is anticipated the Richland Center City Council may take action on April 4th, 2023 to issue a “Notice of Withdrawal” which would terminate the Richland Economic Development effective 5 April 2023. With this anticipated action, I have spoken with the Richland Center Administrator, Ashley Oliphant, on possible proposal items to be considered in the transition.

A draft proposal from Administrator Oliphant is attached, with intensions that it may be adopted by the City Council and the County Board. [Please reference attachment A.] This proposal addresses Equipment, Vacation, Sick Leave, IT-Network, Completion of County Projects, and Next Steps.

Considerations of Next Steps — The following items are proposed:

1. Request equipment to be transferred at no cost — Administration and MIS Leadership agree with this request based on the equipment approaching the halfway mark of its serviceability life. The two landline phones will be returned to redistribute and we will preserve the programed numbers in the county’s account.
2. Provide letter stating employee is being relinquished — The Administrator can provide this with support from staff on transitioning accrued balances and closing out profiles in the payroll system and other employee benefits.
3. Determine 2023 Financial Contribution. (The City) is requesting the County assume full responsibility for all expenses incurred between 1/1/23 and 4/4/23. — The Administrator agrees with this request, in context of fulfilling the 2023 budgetary initiative that the county’s 2023 appropriation for economic development was procured from the transfer of defunct housing authority CDBG funds, and intended to prioritize housing development. Assuming responsibility for all expenditures through April 4th 2023 amount to approximately \$33,134.54 (25.5%).

Total 2023 Budget Expenditure Amount is \$128,428.44

Total 2023 Budget (revenue) Amount from the City Contribution is \$51,371.38

~If the County is not interested in the financial settlement approach as proposed; a prorated share amount may look like the following:

April 4th is the 94th day of the year.

94 of 365 = 25.8%:

$\$51,371.38 \times 25.8\% = \$13,229.89 =$ estimated city contribution to date of agreement termination

Richland County Committee

Agenda Item Cover

~If there is some other approach the committee would like to explore and cost, requests can be made of staff to explore and support.

Additional Considerations for the Committee to Consider:

4. Amending the Authorization table – The County Authorization Table includes an Economic Development Department and Director. It may be appropriate for the Committee to take action to amend the policy once all decisions have been made on how the county will move forward.
5. Future Contributions — The Richland County 5-year Financial Plan calls for \$64,840.43 in contributions in budget years 2024-2027. It may be appropriate for the Committee to take action to reallocate these funds on the plan an in future budgets. The Administrator is biased towards putting these funds towards centralized HR and Finance functions, however discussions were also had on the ad hoc committee of the county’s continued participation/ financial support of economic development. There are many opportunities to appropriate these funds and this is a topic for future discussion and action.
6. Settling with the City — Pending the decision, and agreement with the City Council, on settling with the 2023 Economic Development Budget, both parties will have to also settle on accounts with the Symon’s Center deficiencies:

City apportion of 2020 and 2021 deficiencies = \$47,611.41

City apportion of 0222 deficiencies = \$20,156.43

Payment received from the City for 2023 apportionment = \$51,371.38 (received 3/14/23)

Recommendation and/or action language:

I would recommend the Committee consider each element: Equipment, Vacation, Sick Leave, IT-Network, Completion of County Projects, and NEXT STEPS. And take action to approve, or to recommend amendments to return to the City Council for consideration.

Motion to...accept the _____ (of the) plan /or/ ...propose changes to _____ and return to the City for consideration.

Attachments and References:

Economic Development Agreement	ED Budget Revenues
ED Budget Expenditures	Proposed Transition Plan

Financial Review:

(please check one)

<input type="checkbox"/>	In adopted budget	Fund Number	
<input type="checkbox"/>	Apportionment needed	Requested Fund Number	
<input type="checkbox"/>	Other funding Source		
<input type="checkbox"/>	No financial impact		

(summary of current and future impacts)

Richland County

Finance & Personnel Standing Committee

April 4th, 2023

The Richland County Finance and Personnel Standing Committee convened on Tuesday, April 4th in person.

Committee members present included County Board Supervisors Marty Brewer, Steve Carrow, Melissa Luck, Marc Couey, Gary Manning, Steve Williamson, Tim Gottschall with Shaun Murphy-Lopez by WebEx.

Also present was Administrator Clinton Langreck, Attorney Michael Windle, several department heads, county employees, Committee Members and general public and Assistant to the Administrator Cheryl Dull taking minutes.

Not present: David Turk

1. **Call to Order:** Committee Chair Brewer called the meeting to order at 5:15 p.m.
2. **Proof of Notification:** Chair Brewer verified that the meeting had been properly noticed. Copies of the agenda were sent by email to all Committee members, County Board members, WRCO, County department heads, Richland Observer, Valley Sentinel and a copy was posted on the Courthouse Bulletin Board.
3. **Agenda Approval:** Chair Brewer asked for approval of the agenda. Moved by Supervisor Manning to approve the agenda as posted, 2nd by Supervisor Luck. All voting aye, motion carried.
4. **Public Comment:** None
5. **Previous Minutes:** Hearing no objections, Chair Brewer moved to approve the minutes as presented.
6. **Interview and Selection Process for HR Director:** Administrator Langreck presented the status of the applications and the timeline to interview, etc.
7. **Shared Revenue Distribution:** Administrator Langreck reviewed the Revenue Share report. He stated a question had previously come up as to why there was a reduction. It was an ambulance transport amount held and paid later to the County.
8. **Finance Policy Development:** Administrator Langreck review the draft policy with the Committee. Discussion followed on the Policy. It will be brought back for approval after a couple more reviews with Department Heads and the Finance Team.
9. **Operations Transition Plan – Administrator Position:** Administrator Langreck reviewed what the Administrator's Office is doing to get up to speed on the transition with the Interim Administrator Jon Hochkammer. Jon will be here next Wednesday, April 12 to review transition items. He will meet County Board at the April 18th meeting and meet Department Heads on the 20th at the Department Head meeting.
11. **Response to notification of withdrawal – Economic Development:** Administrator Langreck presented the Notice of Withdrawal that will be effective 4/5/2023 after City Councils meeting this evening. The proposal addressed the steps to be taken with the withdrawal. Jasen Glasbrenner's accrual vacation & sick balances would be transferred to the City with no payout. Administrator Langreck also proposed to amend the County Authorization Table removing the Economic Development Department and Director and amend the Committee Structure removing the Economic Development Board. Administrator Langreck also proposed to keep the allocated money for the City to apply towards the money owed from the City of Richland Center for Symons. The Economic Development Director will continue to wrap up the 4 outstanding projects. Moved by Supervisor Gottschall to accept line items 1 & 2 and append the rest to a later date, 2nd by Supervisor Luck. All voting aye, motion carried.
12. **Tri-county airport payments:** Administrator Langreck presented that Sauk County is requesting an appropriation of \$76,298.00 for 2021, 2022 and 2023. There has been no updated agreement since Iowa county withdrew from the project, so Richland County budgeted 25% which is what was originally agreed upon. Moved by Supervisor Luck to pay the additional \$3,015.00, 2nd by Supervisor Couey. All voting aye, motion carried.

Richland County

Finance & Personnel Standing Committee

13. **Highway Funding Appropriation Application:** Administrator Langreck is recommending the approval of the grant applications for 2 highway projects. Commissioner Elder stated these grants came up very quickly. The County Hwy O project has been in the works and this is the last stretch to complete that road. The County Hwy A project requires no match. Along with that, the Administrator filled out 2 Letters of Support for the Hospital project. Moved by Supervisor Luck to grant approval for the Highway Department to apply for grants for County Hwy O and County Hwy A and send to County Board for approval, 2nd by Supervisor Couey. All voting aye, motion carried.
14. **Contract with Lone Rock for Law Enforcement services:** Sheriff Porter presented that he has been in talks with Lone Rock for a while because they have disbanded their Police Department and are looking for Law Enforcement assistance from the County. They will not have to increase personnel. If there is not enough staffing, they will not cover the Village. They will be applying for a COP Grant in the future which will pay for an additional deputy. Moved by Supervisor Williamson to approve the contract, 2nd by Manning. All voting aye, motion carried.
15. **Closed Session pursuant of Wisconsin State Statute 19.85(1)(c) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility, and (g) Conferring with legal counsel for the governmental body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved and 19.85(1)(c) & (e) Considering employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility or conducting other specified public business; and deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session:** Moved by Supervisor Manning to move into closed session with all County Board members to remain, 2nd by Supervisor Gottschall. All voting aye, motion carried.
 - a. **Corporation Counsel, litigation:**
 - b. **Administrator Recruitment Plan and Process:**
16. **Return to Open Session:** Moved by Supervisor Williamson to come out of closed session, 2nd by Supervisor Carrow. All voting aye, motion carried.
17. **Discussion and possible action on items from closed session:** Moved by Supervisor Manning to go with the amended Job Description as posted today with a salary offer in a range of \$100,000 to \$125,000, 2nd by Supervisor Couey. All voting aye, motion carried.
18. **Adjournment:** Next meeting to be Tuesday, May 2nd @ 5:15 p.m. in the County Board Room. Moved by Supervisor Couey to adjourn at 7:34 p.m., seconded by Supervisor Manning. All voting aye, motion carried.

Minutes respectfully submitted by
Cheryl Dull
Richland County Assistant to the Administrator

Richland County Committee

Agenda Item Cover

Approval:	Review:
	<i>Clinton Langreck</i>
_____	_____
Department Head	Administrator, or Elected Office (if applicable)

RESOLUTION NO. 23 - 40

A Resolution Relating To Making A Deficiency Appropriation In Various Accounts.

WHEREAS the appropriations in certain accounts for the year 2022 are insufficient and certain transfers should be made as set forth in this Resolution.

NOW, THEREFORE, BE IT RESOLVED by the Richland County Board of Supervisors that it is necessary to make a deficiency appropriation in the following deficient accounts:

<u>ACCOUNT TITLE</u>	<u>AMOUNT</u>
Elections	24,790.39
Sheriff's Dept. Uniform Allowance	3,152.09
Symons Recreation Complex Fund	40,312.86
Campus Food Service Fund	53,496.95
Richland County Fair Fund	6,286.19
Dog License Fund	4,236.47
Institutional Children's Cost	192,113.31

split b/w. city & county

BE IT FURTHER RESOLVED that the sum of \$324,388.26 is hereby appropriated from the General Fund to the above-listed accounts in the 2022 County budget to cover the deficiencies listed in these accounts, and

BE IT FURTHER RESOLVED that any balances remaining in the above-listed Fund 10 accounts after this transfer and after the 2022 audit has been completed shall be returned to the General Fund, and

BE IT FURTHER RESOLVED that this Resolution shall be effective immediately upon its passage and publication.

VOTE ON FOREGOING RESOLUTION

RESOLUTION OFFERED BY THE FINANCE &
PERSONNEL STANDING COMMITTEE
(04 APRIL 2023)

AYES _____ NOES _____

RESOLUTION ADOPTED

FOR AGAINST

DEREK S. KALISH
COUNTY CLERK

MARTY BREWER	X	
SHAUN MURPHY-LOPEZ		X
MARC COUEY	X	
GARY MANNING	X	
TIMOTHY GOTTSCHALL	X	
DAVID TURK		
STEVE WILLIAMSON	X	
MELISSA LUCK	X	
STEVE CARROW	X	

DATED: APRIL 18, 2023

40,312.86 / 2 = 20,156.43

TRANSITION PLAN FOR THE ECONOMIC DEVELOPMENT DIRECTOR

Position: Economic Development Director Employee: Jasen Glasbrenner Date of Hire: 04/01/2020
 Last Day of County Employment: 04/04/2023 First Day of City Employment: 04/05/2023

EQUIPMENT – Purchased jointly with the City at a 60/40 split.

Type	Qty	Return to County	Notes
Laptop	2	No	County has 6YR replacement cycle, at halfway point.
Printer	1	No	
Monitor	2	No	
Keyboard	1	No	
Mouse	1	No	
Landline	2	YES	Will be returned within 15 business days post transition.
Switches	Misc	No	
Cell Phone	1	No	Transfer to City plan, keep current number.

REQUEST: Transfer ownership of equipment to the City at no cost with the exception of two landlines.

VACATION

YTD Balance	40 hours	Carry over from 2022
Accrual on 4/1/23	80 hours	County provides 80 hours vacation; City provides 120 hours
Balance at Transition	80 hours	Planned vacation from 3/23-3/29

REQUEST: County to void balance.

City to provide 120 hours vacation time per Policy 207 (revised 11/1/22).

SICK LEAVE

Current Balance: 276 hours Accrual rate of one day (8 hours) per month

REQUEST: County to void balance.

City to honor the leave balance upon transition. Policy 208 (revised 11/1/22) allows accumulation of 1,088 hours.

IT – Network Transition

- County G & H drives will be copied and provided to the City upon transition.
- County email will be forwarded to city email for 30 days.
- City email to be established by 4/4/2023 – jasen.glasbrenner@richlandcenterwi.gov
- A full network transition will be executed the week of April 10th (accommodating MIS schedule)

COUNTY PROJECTS

Open County Projects– Director to finish open projects post transition

1. Childcare
2. CDBG
3. EPA
4. USEDA

NEXT STEPS

City	County
<input checked="" type="checkbox"/> Plan approved by Personnel Committee on 3/20/23	<input type="checkbox"/> Request equipment to be transferred at no cost
<input checked="" type="checkbox"/> Provide approved plan to Cooperative Relations Team	<input type="checkbox"/> Provide letter stating employment is being relinquished
<input type="checkbox"/> Provide "new hire" paperwork – Request Submitted to BP	<input type="checkbox"/> Determine 2023 Financial Contribution. Requesting the County assume full responsibility for all expenses incurred between 1/1/23 and 4/4/23.
<input type="checkbox"/> Establish city email address – Request Submitted to JM	
<input type="checkbox"/> Submit final Notice of Withdrawal after 4/4 Council mtg	

Personnel & Insurance Committee Review

Date: 3/20/23

Action: After reviewing the transition plan, the Committee unanimously passed the following motion:

"Motion to approve transitioning the employer of record from Richland County to the City of Richland Center and waiving a formal hiring process for the position of Economic Development Director, effective 4/5/2023."

Collaborative Relations Team, County Board & RED Board Representatives Joint Review

Date: 3/23/23

Recommendation:

Economic Development

Total 2023 Economic Development Budget	\$128,428.44
County share (60%)	\$77,057.06
City share (40%)	\$51,371.38
# of working days in 2023	260
Cost per day (51,371.88/260)	\$197.58
# working days for Jason in 2023 (left county on 4-4-23)	67
City share of Jason's cost	\$13,237.86
City payment	\$51,371.38
Amount due	\$13,237.86
Overpayment	\$38,133.52

Deficiency Appropriations

Deficiency Appopriation (Resolution No. 22-103)	\$95,222.81
County share (50%)	\$47,611.41
City share (50%)	\$47,611.40
Deficiency Appopriation (Resolution No. 23-40)	\$40,312.86
County share (50%)	\$20,156.43
City share (50%)	\$20,156.43
City share of deficiency appropiations	\$67,767.83
Application of Economic Development overpayment	-\$38,133.52
Amount due to County	\$29,634.31

Option 1**Economic Development**

2023 Economic Development Budget	\$ 128,428.44
County Share (60%)	\$ 77,057.06
City Share (40%)	\$ 51,371.38

Number of Working Days in 2023	260
Cost Per Day (51,371.88/260)	\$ 197.58
Days worked by EDD (Jan 1 thru Apr 4)	67
Total Due for 2023 from City	\$ 13,237.86

The amount due has not been formally decided

2023 City Payment	\$ 51,371.38
2023 Actual Amount Due	\$ 13,237.86
Overpayment	\$ 38,133.52

Symons Deficiency Appropriation

For the years of 2020, 2021 & 2022

Deficiency Appropriation (Res 22-103)	\$ 95,222.81
County Share (50%)	\$ 47,611.41
City Share (50%)	\$ 47,611.40

Deficiency Appropriation (Res 23-40)	\$ 40,312.86
County Share (50%)	\$ 20,156.43
City Share (50%)	\$ 20,156.43

City Share of Deficiency Appropriation	\$ 67,767.83
Less Economic Development Overpmt	\$ (38,133.52)
Amount Due to County	\$ 29,634.31

Option 2**Economic Development**

As Proposed by Administrators Langreck & Oliphant

2023 Economic Development Budget	\$ 128,428.44
County Share (60%)	\$ 77,057.06
City Share (40%)	\$ 51,371.38

Number of Working Days in 2023	260
Cost Per Day (128428.44/260)	\$ 493.96
Days worked by EDD (Jan 1 thru Apr 4)	67
Total Cost to the County	\$ 19,857.01

The amount due has not been formally decided

2023 City Payment	\$ 51,371.38
2023 Actual Amount Due	\$ -
Overpayment	\$ 51,371.38

Symons Deficiency Appropriation

For the years of 2020, 2021 & 2022

Deficiency Appropriation (Res 22-103)	\$ 95,222.81
County Share (50%)	\$ 47,611.41
City Share (50%)	\$ 47,611.40

Deficiency Appropriation (Res 23-40)	\$ 40,312.86
County Share (50%)	\$ 20,156.43
City Share (50%)	\$ 20,156.43

City Share of Deficiency Appropriation	\$ 67,767.83
Less Economic Development Overpmt	\$ (51,371.38)
Amount Due to County	\$ 16,396.45

RICHLAND COUNTY, WISCONSIN



SERVICE PROPOSAL
JULY 18, 2023
DR. TESSIA MELVIN

EXECUTIVE SUMMARY

March 3, 2023

Candace Pesch, County Administrator
Richland County
181 W. Seminary Street
Richland Center, WI 53581

RE: Proposal for Job Classification and Compensation Services

Dear Ms. Pesch:

Thank you for the opportunity to submit this proposal to the Richland County. Based on our experience with the type of work outlined in the proposal, we're confident our experience and expertise will allow us to address your needs, goals and exceed your expectations. While we currently focus our work in Minnesota, we recently added clients in North Dakota, Colorado and Florida.

Three major factors distinguish DDA Human Resources from other providers:

- All our employees come with years of public sector experience. We specialize in government, and we know first-hand the challenges of managing public sector compensation. This helps us deliver practical, workable solutions.
- We believe that classification and compensation can and should be managed as a practical, common-sense process – not as some theoretical or statistical exercise in regression analysis. We will help you design a compensation system that is technically solid and one you understand. We measure our effectiveness as a consulting firm not by studies completed, but by studies that are **actually implemented**.
- We think a compensation should be actively managed as an ongoing program – not neglected and then fixed with a major compensation study like this. With proper on-going maintenance support, major disruptive and expensive compensation studies are unnecessary. We are pioneers in providing ongoing maintenance solutions.

Our firm's goal is to be known as the best human resources consultant in Minnesota. There is only one way to get there – by delivering exceptional service. We will do our very best to earn your trust, your respect, and your future business.

Our success has been driven by utilizing staff that is experienced and well-trained in government planning, human resources, payroll, compensation systems and market analysis. We understand that each client has a specific project scope. We will customize our approach with our attention to detail, collaboration with your staff, transparent and customized communications. Our overall project approach provides efficient and effective outcomes and sets ourselves apart in our ability to value your organization.

Involvement with Personnel

Our approach to this project is to engage staff to ensure that we have an understanding of the project, each individual's role in the project, overall expectations and needs and deadlines. Throughout the project, there will be periodic meetings with staff, Project Team, Working Committee and other groups as needed to share information, solicit input and provide updates. We believe communications is important and will customize a plan that suits the organization. Your internal staff and leadership are key to truly understanding your organization and developing solutions that can be implemented.

Commitment to Meet Your Needs

We assist all our clients in implementing a solution that works. In order to do that, we will do the following for you:

- Present a clear project plan.
- Use portal technology to share and collaborate documents.
- Provide an environment that solicits and welcomes ideas and strategies from the employees and designated teams.
- Present recommendations in a clear, concise manner. We use non-technical terms and examples to gain employee buy-in.
- Respond to project team needs in a timely manner.

We have included cost for each option for 122 positions, as follows:

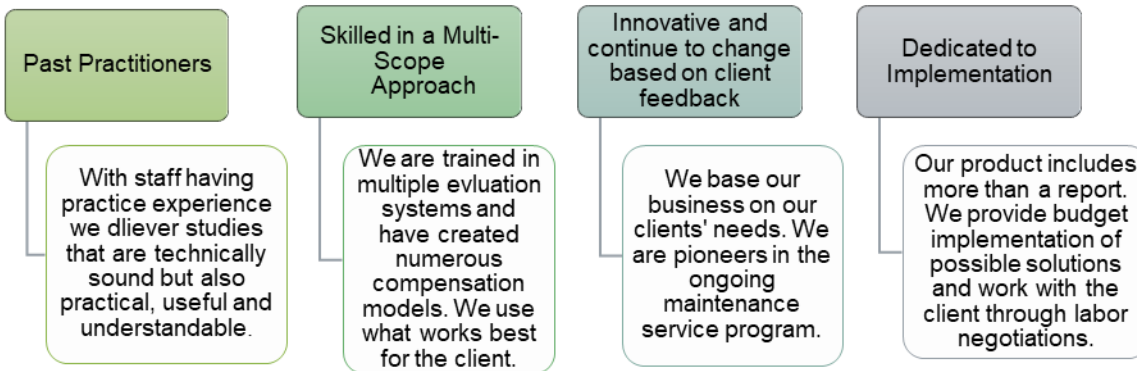
Option	Services	Total Cost Not to Exceed
1	Compensation Study/ Market Analysis	\$21,625
2	Compensation Study/ Market Analysis Amend or Establish Compensation System	\$35,125
3	Compensation Study/ Market Analysis Amend or Establish Compensation System Implementation Analysis and Strategy for Compensation	\$41,125
4	Ongoing Maintenance	\$28,000
5	Full Classification and Compensation Study	\$83,875

Contents of Proposal

- Our Firm and Qualifications
 - Our Philosophy for Compensation and Classification Studies
 - Our Service Team
 - References
 - Project Plan and Timeline
 - Project Investment
 - Our Clients
 - Our Offices
-

OUR FIRM AND QUALIFICATIONS

Our parent company, David Drown Associates, Inc. has provided consulting services to over 450 units of government across Minnesota since 1997. Over these years, DDA Human Resources staff has gotten to know government well and we continually strive to keep our services practical, useful, and up to date. Our history and corporate culture have grown from an honest desire to serve public sector clients in a practical and common-sense manner. We are not your ordinary consultant. The DDA Human Resource difference is:



In addition to our work with various cities, counties and government entities, we partner with organizations that include League of Minnesota Cities, Association of Minnesota Counties (AMC) and Pay Equity. As part of our work with AMC, we provide the Technical Human Resource Program. And we have teamed up with Pay Equity to help educate entities on reporting, classifications, and compliance.

Other Services We Provide

Executive Searches

Our approach to conducting executive searches is a simple one. We want to find the best fit for your organization. This is accomplished by listening to what you are saying and building the entire search process off that foundation. We strive to gather a significant amount of background information so, when the elected body ultimately approves moving forward with the search, we will have fully encapsulated your expectations.

Organizational Analysis

Creating an organizational structure that maximizes service effectiveness is challenging. In order for the City or County to function in a lean, efficient manner, there must a structure in place to capitalize on the organization's most valuable resource – the people.

Multi-Agency Services

Cities and Counties continue to face financial challenges created by a growing list of mandates and service expectations and a contraction of available financial resources. This dilemma can sometimes be solved by creating service partnerships with other units of government. We have experience evaluating options and providing a path forward for specific services or large parts of the organization.

We approach compensation study work as a practical, common-sense process
– not as some theoretical or statistical exercise in regression analysis.

We collect information, analyze it,
and communicate our findings in simple understandable ways.

Our honest goal is to help you design a compensation system
that is technically solid, is one you actually understand,
and one that works better than what you have now.

We measure our effectiveness as a consulting firm not by studies completed,
but by studies that are **actually implemented**.

We do this through customizing your competitive pay philosophy.

DDA's proprietary compensation model incorporates the latest data on competitive market conditions with data on your organization. Using this model, we can calibrate and compare your current wage ranges with the market and provide trend lines clearly showing how your wage scales stack up. You will have the information you need to make informed decisions.



Internal Indicators

- Benefits
- Incentives
- Healthcare
- Retirement
- Vacation/ Sick time
- Work Balance
- Flexibility

External Indicators

- Benchmarks (size, tax capacity, services, etc.)
- Level of Responsibility
- Reporting Relationships
- Experience Required
- Size of Organizations
- Organizational Structure
- # of Employees Supervised

OUR PHILOSOPHY FOR COMPENSATION AND CLASSIFICATION STUDIES

Government is in the service delivery business, and quality service requires quality employees. An effective compensation system will help you attract and keep talented employees. Likewise, an out-of-date or ill-conceived compensation system will produce turnover and hamper efforts to recruit quality replacements.

In the real world of limited resources, government is increasingly expected to do more with less. Accordingly, a community's pay philosophy must strike a reasonable balance between a desire to pay your good employees well to retain their good services, while at the same time controlling costs to keep faith with the taxpayers. Designing a pay system is not easy, every community is different, and a "one size fits all" approach seldom produces a good result.

We approach compensation study work as a practical, common-sense process – not as some theoretical or statistical exercise in regression analysis. We collect information, analyze it, and communicate our findings in simple understandable ways. Our honest goal is to help you design a compensation system that is technically solid, is one you actually understand, and one that works better than what you have now.

As we work with you to build the best compensation system for your community, we keep four very practical objectives in mind:

Compensation and Benefits	Internal Equity	Positive and Transparent	Customized
<ul style="list-style-type: none">• Competitive to hire, retain, and motivate qualified employees	<ul style="list-style-type: none">• Satisfy MN Pay Equity Requirements	<ul style="list-style-type: none">• Be open and fair to employees, managers and unions	<ul style="list-style-type: none">• Establish a pay philosophy based on your organization

DDA Human Resources believes your compensation and classifications systems should be based on:

1. Updated job descriptions
2. Market Competitiveness set by a decided pay philosophy
3. Pay Equity

OUR FIRM AND QUALIFICATIONS

DDAHR maintains a staff of 10 individuals. We also maintain relationships with several independent consultants in key specialty areas. Here is the Team we have assembled for your project:

Dr. Tessia Melvin –Department Head

Tessia heads the compensation and classification (C&C) services area of DDAHR. Over the past six years, Tessia has served as lead analyst on over 65 separate C&C engagements with Minnesota communities. She brings to the position nearly 13 years of diverse service to city and county government. As a City Administrator in Maple Plain, Minnesota, Tessia drafted five-year budgets, capital improvement plans, infrastructure improvement plans, and led strategic planning program. Working in Dakota County, Minnesota, Tessia provided leadership training, managed their performance management system, and worked with compensation and benefits. Dedicated to local governments and continued learning, Tessia earned her doctorate in Public Administration.



Mark Goldberg, MA-HRR – Principal Consultant

Mark Goldberg is a Principal Consultant with the firm. Mark's experience is broad and deep. He has held a variety of compensation leadership positions in media, high tech, manufacturing, local government organizations and the University of Minnesota. In addition, Mr. Goldberg has over 6 years of experience consulting with major public sector organizations around the country with a focus on project in Minnesota such as Koochiching County, the city of Red Wing and the City of Aitkin. He has a master's degree in industrial and labor Relations from Cornell University and a bachelor's degree in human resource administration from Muhlenberg College.



David Drown – Technical Support

David is the founder and owner of DDA. David will lend his technical and statistical expertise to the team to manage the collection and analysis of market data, help calibrate your compensation plan, and calculate budget impacts. David received his undergraduate degree in civil engineering and served in local government as a registered civil engineer early in his career. He also holds an MBA in finance from the Carlson School of Management and has served as a finance and economic development consultant to numerous cities and counties across the State.

Kelly Jones – Technical Support

Kelly received his Bachelor of Arts degree in Psychology and his Master of Science degree in Industrial and Organizational Psychology from Saint Cloud State University in Saint Cloud, Minnesota. Prior to entering the field of compensation, he served as a project coordinator and talent management specialist for Sleep Number and Robert Half. Kelly has spent the last 3 years as a technical analyst and compensation consultant, while assisting dozens of Cities and Counties across the United States with their compensation and classification needs. His work will be primarily focused on data collection and analysis, while also assisting the DDA team with any ongoing project needs.

Tom Blakesley – Technical Support

Tom is the newest member of the DDA team. Prior to joining DDA, Tom worked extensively in client/customer relations. He also brings experience in working with and analyzing business data in the private sector. He will be primarily working on data collection and analysis and providing a great deal of the initial groundwork and research for classification and compensation studies.

Supporting Team Members (*Our Bench*)

Melanie Ault

Melanie Ault brings to DDAHR over 20 years of experience leading Minnesota county human resources and labor relations operations with additional experience at the city, regional, and state levels. Melanie joined DDAHR in 2017, after serving as Washington County's HR Director. You might recognize her by her passion for examining pending legislation and its ramifications for the public sector. Melanie holds BA, MAPA, and JD degrees, with further education in public administration. She is an avid supporter of professional organizations, serving on the state and national levels. She loves making new connections and looks forward to helping you find answers and ideas. Melanie is one of our AMC Human Resources Technical Assistance Program staff.

George Gmach

George has been doing classification and compensation study work in Minnesota for 30 years. He worked with the Stanton Group for 12+ years with management responsibility for salary and benefit surveys and compensation consulting. His experience has crossed multiple industries and included private, non-private and public sectors. George also worked at Employers Association and its successor for 16 years. During his career, he has designed and conducted several hundred compensation and benefit surveys and has implemented multiple compensation programs in large and small organizations across all sectors. He designed and modified job evaluation systems and implemented them in the public sector. He has worked with the Minnesota Pay Equity Statutes since their inception. In addition, he is a military veteran who served as a combat medic in Vietnam.

REFERENCES

Reference #1: **City of Mankato, Minnesota**

Contact: Gwen Campbell, Communications and HR Manager
952-443-4230
gcampbell@ci.victoria.mn.us

Contract dated: May 15, 2019 – completed October 2019, we continue to provide ongoing maintenance

Scope of Services: *This was a full-service class and comp study for a rapidly growing suburban community. We updated all job descriptions including several new job titles; classified all job titles using DDA's JET system, completed a market analysis of 14 benchmark communities (93% participation) and 5 "spotlight communities", evaluated two alternative salary plans with pay ranges calibrated at 100% of benchmark averages, and provided an implementation plan with employee-by-employee grade/step assignments and a calculation of budget impact. Victoria says they plan to enroll in DDA's ongoing service program.*

Reference #2: **City of Fridley, MN**

Contact: Becca Hellegers, Employee Resources Manager, 763-572-3507,
Becca.Hellegers@FridleyMN.gov

Contract Dated: February 2020 – December 2020, they have entered an ongoing maintenance contract with us

Scope of Services: *DDA was originally engaged to complete a market study only of wages paid to 97 position descriptions. The work plan was expanded to have us perform a full classification and compensation study for all positions, classifying all jobs and designing a new pay plan for the City.*

Reference #3: City of Golden Valley, MN

Contact: Kirsten Santelices, HR Director
763-593-3989
ksantelices@goldenvalleymn.gov

Contract Dated: January 2020 – completed December 2020, we continue to provide ongoing maintenance

Scope of Services: *All job titles were reclassified using the JET evaluation system, and several employee challenges were reviewed and resolved. Market wage study revealed that the current pay plan wages averaged about 5% below the benchmark average. We developed a new pay plan with expanded steps, reviewed several approaches for implementation, and ultimately arrived at a plan that worked within the City's limited budget.*

Reference #4: Rochester, MN

Contact: Leena Murphy, Senior HR
507-328-2561
lmurphy@rochestermn.gov

Contract Dated: October 2021 for ongoing maintenance

Scope of Services: *This is an example of a client engagement with a scope of services looking to maintain their current classification system. We learned a new classification system, their job positions and are able to maintain their pay philosophy, job descriptions and maintain competitive pay without having to complete an entire study.*

PROJECT PHASE

Project Orientation

The first step of the project is to review and analyze data provided by the client. This includes any existing job description, job evaluation system, policies, pay philosophies and pay strategies, current compensation model, pay equity and any other data the client has available. We will discuss strengths and weaknesses of the current compensation and classification systems and identify possible barriers to implementing and maintain change.

- **Project Administration:** Meeting with Project Team to develop and confirm detailed project schedule and review system history/materials.
- **Define Communication Strategy:** Partner with the client to design a communication strategy that combines best practices in the industry with practical applications and tools. Create necessary stakeholder teams to assist with communication (Project Team, Working Committee, etc.)
- **Employee Orientation Sessions (optional):** Conducted virtually, with one session recorded so any employee who is unable to attend can see the information presented.

After this review, we will meet with the client to discuss project expectations, define strategic goals and objectives, identify current challenges and discuss timeline.

Position Review

Using the client's existing job descriptions and Job Evaluation system, our team will conduct a review and analysis of the overall compensation structure with a focus on:

- Opportunities for improvement or areas of risk
- Alignment of compensation and performance with management philosophies
- Identification of current or potential pay compression, pay equity, or bargaining issues
- Identification of any ADA, FLSA and other State and Federal Requirement concerns
- Identification of job classification and industry mismatch.

We have worked with a variety of job evaluation systems and is experienced in many compensation models. This phase of the project will include meeting with leadership to understand and discuss any noted recommendations and identified challenges moving to the next phase of the project.

Labor and Market Analysis

We will work with Project Team to confirm the labor market and identify comparable organizations and gather data from various sources.

We will utilize the data that we have collected from around the state, supplemented by additional survey sources to provide updated and accurate wage information.

- If we do not have data from a particular entity selected by the City/County, we will reach out to that organization and ask them to provide us with a current roster.
- We will collect detailed wage information on *all jobs* that you have in common with

these communities – not just a selected list.

- We will organize the results of this analysis using a series of graphs and charts that are designed to clearly show how your current pay ranges and wages compare to those of benchmark entities. This is the information needed to develop of a pay

structure that balances both internal and external equity and assures compliance with State Pay Equity Compensation Standards.

Pay Grid Calibration

All compensation and market adjustment recommendations will be evaluated to calculate reliable implementation costs. We will provide 2 recommendations.

- We will provide recommendations and options for either an adjustment of your existing compensation plan, or a replacement plan that produces a better match with your compensation philosophy.
- We will fine tune the plan to establish fair and equitable compensation relationships within and outside the organization that are workable within a union and non-union environment.
- We will provide system testing to assure that any option proposed will comply with the State's pay equity standards and Federal requirements.

Implementation Cost Analysis

All compensation and market adjustment recommendations will be evaluated to calculate reliable implementation costs.

- We will outline transition options and next steps/costs.
- We will evaluate the cost/budget implications of up to two (2) alternative implementation strategies that consider your current budget constraints.

Final Documents and Systems Presentation

All documents will be reviewed with the Project Team in draft format before finalization and distribution. Final reporting will include comprehensive findings, recommendations, description of methodology, data analysis and resources to maintain classification and compensation changes.

- **Quality Assurance:** DDA HR conducts quality assurance reviews and provides the draft report to the County for review and feedback.
- **Final Report:** DDA HR discusses consolidated feedback from the County and finalizes the report and communications plan.
- **Guidelines and Policies:** DDA HR provides the Project Team with compensation administrative guidelines and policies aligned with the updated/new system for review.
- Two draft revisions with Project Team and in person presentation to Council and related travel time and mileage.

ADDITIONAL SERVICES

Job Classification

Job classification is a series of decisions about how a position is valued within an organization. Each factor requires a decision as to how the job under consideration will be rated using levels that are increasingly complex and of great impact, frequency, or quantity. We look at the job rather than the employee.

- Job Evaluation: DDA HR will use the existing system or new system to evaluate all jobs using the information gathered from the PDQs.
- Job Classification Appeal Process: Once jobs classifications are completed, employees and supervisors will review. If changes are needed, they will complete a Job Classification Appeal Form.
- DDA will review appeals and work with Project Team and employees to create consistent results.
- Review Fair Labor Standards Act (FLSA) Designations: DDA HR will review exempt and non-exempt designations to ensure they are appropriate for classifications and make recommended changes, where appropriate.

Job Description Re-Write

- Position Analysis Questionnaire (PAQ)- DDA will work with you to design a PAQ that reflects your needs. We have several versions to customize your needs.
- We will distribute a position analysis questionnaire (PAQ) to all employees and their supervisors, asking them to outline all the important requirements for and duties of the job.
- DDA write job descriptions in newly designed and approved job description template.
- Employees and supervisors will be asked to review the new job descriptions, and we will guide a controlled process for employees to appeal the content of descriptions before they are finalized.
- Addition job descriptions may be added to provide for internal promotional opportunities, or jobs may be consolidated to make administration easier.
- Job Description Appeal Process: Once jobs descriptions are completed, employees and supervisors will review. If changes are needed, they will complete a Job Description Appeal form.
- DDA will review appeals and work with Project Team and employees to create consistent results.

Ongoing Maintenance

This exclusive DDA Human Resources, Inc. program is designed to eliminate the need for large classification and compensation study every 4 to 6 years. Services include everything needed to keep a freshly updated compensation plan perpetually current. We find that over half of larger communities who have completed a compensation study with DDAHR have opted to convert to this management approach. Our ongoing maintenance scope generally includes a three-year commitment and includes the following services:

- We review, update and reclassify as necessary 1/3 of job descriptions annually.
- We annually update a market analysis of wages with benchmark communities and suggestion changes to pay plan as necessary to remain in tune with the market.

- For any new jobs or changed jobs, we will write and classify the position for placement in the compensation system.
- We will complete and submit a pay equity report every three years or when otherwise required.
- If desired, we will handle data input of wage data into the LMC/AMC salary system

We will provide budget support by:

- Recommending an adjustment to your Pay Plan for the coming year based upon COLA and market factors.
- Preparing up to two (2) analysis of budget impacts of alternatives for wage adjustments.
- Making an annual presentation to the staff and/or selected group on the status of your compensation system.

PROJECT INVESTMENT

Option	Services	Total Cost Not to Exceed
1	Compensation Study/ Market Analysis	\$21,625
2	Compensation Study/ Market Analysis Amend or Establish Compensation System	\$35,125
3	Compensation Study/ Market Analysis Amend or Establish Compensation System Implementation Analysis and Strategy for Compensation	\$41,125
4	Ongoing Maintenance	\$28,000
5	Full Classification and Compensation Study	\$83,875

Our 80 City Clients

Aitkin	Henning	North Mankato
Audubon	Howard Lake	Norwood Young
Brainerd	Kasson	America
Breezy Point	Lake City	Olivia
Brownton	Lake Crystal	Paynesville
Caledonia	Lake Elmo	Pequot Lakes
Cannon Falls	Lake Park	Pierz
Canton	Lakefield	Pillager
Clarks Grove	Lanesboro	Plymouth
Cold Spring	Lafayette	Preston
Crosby	Lester Prairie	Rochester
Deephaven	Little Canada	Rockville
Detroit Lakes	Mahnomen	Royalton
Dundas	Mankato	Sartell
East Grand Forks	Mantorville	Spring Valley
Eden Prairie	Maple Grove	St. Augusta
Edina	Mayer	St. Paul Park
Eyota	Medford	Staples
Fairfax	Medina	Thief River Falls
Fridley	Minneota	Thomsen
Gaylord	Minnetonka	Victoria
Glyndon	Minnetrissa	Wabasha
Golden Valley	Mora	Warroad
Granite Falls	New Richland	Watertown
Hanover	New Ulm	Waverly
Harmony	Nisswa	Willmar
Hawley	North St. Paul	Zumbrota

Our 42 County Clients

Becker County	Goodhue County	Murray County
Benton County	Houston County	Olmsted County
Big Stone County	Hubbard County	Polk County
Blue Earth County	Itasca County	Renville County
Brown County	Jackson County	Rice County
Cass County	Kandiyohi County	Rock County
Clay County	Koochiching County	St. Louis County
Cook County	Lac Qui Parle County	Stevens County
Chippewa County	Le Sueur County	Swift County
Dodge County	Mahnomen County	Wabasha County
Douglas County	Martin County	Wadena County
Faribault County	Meeker County	Waseca County
Fillmore County	Morrison County	Wilkin County
Freeborn County	Mower County	Yellow Medicine County

Our 31 Other Governmental Entity Clients

Brown County Soil and Water Conservation District
Carnelian marine St. Croix Watershed District
Criminal Justice Network Dakota County
Cook County Soil and Water Conservation District
Counties Providing Technology
Crow Wing County Soil and Water Conservation District
Detroit Lakes Utilities
East Regional Development Commission
Headwaters Regional Development Commission
Metro I-Net
Metro Cities Group
MN County Attorney's Association
MN Prairie County Alliance
MN Multi Housing Authority
Mower County Soil/Water Conservation District
Murray County Hospital
New Ulm Utilities
NW Minnesota HRA
Pipestone HRA
Pope Douglas Solid Waste Management
Prairie Lakes Municipal Solid Waste Authority
Region 4 Mental Health
Ric Rice and Steele 911 Center
Sourcewell
Southlake Minnetonka Police Department
Three Rivers Park District
Tri-Cap
Tri-County Community Corrections
Upper Valley Regional Development Center
Washington County Conservation District
Washington County Conservation District

Our Offices

Minneapolis	5029 Upton Avenue S, Minneapolis, MN 55410
Otsego	6954 Martin Farms Ave NE, Otsego, MN 55330
St. Paul	1887 Montreal Avenue, Saint Paul, MN 55116
Stillwater	6363 Jamacia Avenue North, Stillwater, MN 55082
Wayzata	3620 Northome Avenue, Wayzata, MN 55391



Evergreen Solutions, LLC

2528 Barrington Circle • Unit #201 • Tallahassee, Florida 32308
850.383.0111 • fax 850.383.1511

July 26, 2023

Ms. Candace Pesch
County Administrator
Richland County
181 W. Seminary Street
Richland Center, Wisconsin 53581

SUBMITTED VIA EMAIL: Candace.Pesch@co.richland.wi.us

Dear Ms. Pesch:

We appreciate the opportunity to submit a letter proposal to conduct a Classification and Compensation Study for Richland County. I have prepared a work plan outlining the tasks, activities, and milestones necessary to accomplish this study as well as a proposed timeline and cost. **Note:** Evergreen understands the County has approximately 410 employees and 122 job classifications that will be included in the study.

Detailed Work Plan

Task 1.0 Project Initiation

TASK GOALS

- Finalize the project plan with Richland County (County).
- Gather all pertinent data.
- Finalize any remaining contractual negotiations.
- Establish an agreeable final time line for all project milestones and deliverables.

TASK ACTIVITIES

- 1.1 Meet with the County's Project Manager (CPM) to discuss the following objectives:
- understand the County's mission and current compensation philosophy (if any);
 - review our proposed methodology, approach, and project work plan to identify any necessary revisions;
 - reach agreement on a schedule for the project including all assignments and project milestones/deliverables;

**Task 2.0
Evaluate the Current
System**

- establish an agreeable communication schedule.

1.2 Identify potential challenges and opportunities for the study. Discuss the strategic direction of the County and some of the short and long-term priorities. This activity serves as the basis for assessing where the County is going and what type of pay plan will reinforce current and future goals.

1.3 Obtain relevant materials from the County, including:

- any previous projects, research, evaluations, or other studies that may be relevant to this project;
- organizational charts for the departments and divisions, along with related responsibility descriptions;
- current position and classification descriptions, salary schedule(s), and classification system; and
- personnel policies and procedures.

1.4 Review and edit the project work plan and submit a schedule for the completion of each project task.

KEY PROJECT MILESTONES

- Comprehensive project management plan
- Comprehensive database of County employees

TASK GOAL

- Conduct a comprehensive preliminary evaluation of the County's existing compensation plan.

TASK ACTIVITIES

2.1 Obtain the existing pay structure and compensation philosophy. Review the existing pay structure and look for potential problems to be resolved.

2.2 Determine the strengths and weaknesses of the current pay plan(s).

2.3 Discuss any existing compression issues and possible resolutions.

2.4 Complete an assessment of current conditions that details the pros and cons of the current system as well as highlights areas for potential improvement in the final adopted solution.



**Task 3.0
Collect and Review
Current Environment
Data**

KEY PROJECT MILESTONES

- Review of existing compensation plan(s)
- Assessment of current conditions

TASK GOALS

- Conduct statistical and anecdotal research into the current environment within the County.
- Guide subsequent analytical tasks.

TASK ACTIVITIES

- 3.1 Schedule and conduct employee orientation sessions.
- 3.2 Meet with department heads to obtain relevant information and statistical/anecdotal data on specific compensation issues and policies. Obtain insight into perceived current compensation system strengths and weaknesses.
- 3.3 Hold focus groups with a sample of employees to obtain additional relevant information and statistical/anecdotal data on specific compensation issues and policies.
- 3.4 Work with the CPM to administer the Job Assessment Tool (JAT) and the Management Issues Tool (MIT). Our staff utilizes a web-based tool for data collection, but we can provide paper copies as well as those for classifications without computers or Internet access. We will seek approval from the CPM before distribution of the JAT/MIT questionnaire.
- 3.5 Review any data provided by the County that may provide additional relevant insight.

KEY PROJECT MILESTONES

- JAT and MIT distribution
- Department head interviews
- Employee orientation sessions and focus groups

**Task 4.0
Evaluate and Build
Projected
Classification Plan
and Make FLSA
Determinations**

TASK GOALS

- Identify the classification of existing positions utilizing Evergreen Solutions' job evaluation system.
- Review JAT responses.



- Characterize internal equity relationships within the County.

TASK ACTIVITIES

- 4.1 Ensure that all draft class specifications have been provided to Evergreen by the CPM.
- 4.2 Review the work performed by each classification and score. Review includes evaluation of supervisory comments.
- 4.3 Review JAT scores and identify the classification of positions.
- 4.4 Schedule and conduct additional follow up with employees for jobs where uncertainty exists over data obtained from the JATs.
- 4.5 Develop preliminary recommendations for the classification structure. The classification system designed at this point would be based solely on internal equity relationships and would be guided by the JAT scores for each classification. Essentially, a structure of classifications would be established, and classifications with similar scoring would be grouped into pay grades. Spacing between jobs would be determined, and each classification would be assigned to a pay grade. Final decision on the minimums and maximums of the pay grades would be determined after the market data has been collected.
- 4.6 Develop recommendations of FLSA (exemption) status based on results of job evaluation (JAT) review and federal requirements.
- 4.7 Review recommendations with the CPM.

KEY PROJECT MILESTONES

- JAT scores by class
- Recommended classification changes
- Preliminary job structure based on internal equity

TASK GOALS

- Identify positions to benchmark for the market salary survey.
- Identify and develop a comprehensive list of targets for conducting a successful external labor market salary assessment.

TASK ACTIVITIES

- 5.1 Identify and review with the CPM the classifications that will be used as benchmarks for the market salary survey. **Note:** Evergreen will work with the CPM to select up to 80 classifications to serve as benchmarks for the market salary survey.

**Task 5.0
Identify List of
Market Survey
Benchmarks and
Approved List of
Targets**



- 5.2 Finalize the list of benchmark positions.
- 5.3 Review with the CPM up to 20 peer organizations that should be included in the market salary survey.
- 5.4 Develop a preliminary list of organizations for the external labor market survey, placing a comparative emphasis on characteristics such as:
 - size of the organization;
 - geographic proximity to the Richland County area;
 - economic and budget characteristics; and
 - other demographic data.
- 5.5 Develop a list of survey targets by employee group. Develop a system for use of secondary data, including potential sources and weighting of secondary data, if necessary.
- 5.6 Review survey methodology with the CPM and refine survey methodology prior to distribution of survey.
- 5.7 After approval of survey methodology, develop contact list of peer organizations and notify peers of impending survey.

KEY PROJECT MILESTONES

- Initial list of survey peers
- Survey methodology
- Final list of survey organizations and contacts

TASK GOALS

- Conduct the external labor market salary survey.
- Provide a summary of the survey results to the CPM for review.

TASK ACTIVITIES

- 6.1 Prepare a customized external labor market salary survey for the CPM’s approval. Discuss the questions to include in the survey with the CPM.
- 6.2 Contact the targets for electronic completion of the survey. Provide paper copies by fax, if requested.
- 6.3 Conduct necessary follow-up through e-mails, faxes, and phone calls.

**Task 6.0
Conduct Market
Salary Survey and
Provide External
Assessment
Summary**



- 6.4 Collect and enter survey results into Evergreen Solutions' electronic data analysis tools.
- 6.5 Validate all data submitted.
- 6.6 Develop summary report of external labor market salary assessment results.
- 6.7 Submit summary report of external labor market salary assessment results to the CPM.

KEY PROJECT MILESTONES

- Market survey instrument
- Summary report of external labor market salary assessment results

**Task 7.0
Develop Strategic
Positioning
Recommendations**

TASK GOALS

- Assess the appropriateness of the County's current compensation philosophy.
- Develop a plan for all employees, providing issue areas and preliminary recommendations for strategic improvement.

TASK ACTIVITIES

- 7.1 Identify the compensation philosophy and accompanying thresholds.
- 7.2 Using the market salary data collected in **Task 6.0**, as well as the classification data reviewed in **Task 4.0**, determine the proper pay plan for the County including number of grades, steps, and ranges.
- 7.3 Produce a pay plan for the County that best meets its needs from an internal equity and external equity standpoint.

KEY PROJECT MILESTONES

- Proposed compensation strategic direction, taking into account internal and external equity
- Plan for addressing unique, highly competitive positions

**Task 8.0
Conduct Solution
Analysis**

TASK GOALS

- Conduct analysis comparing JAT values.
- Survey results for the benchmark positions.



- Produce several possible solutions for implementation.

TASK ACTIVITIES

- 8.1 Conduct regression analysis or other appropriate techniques to properly slot each classification into the proposed pay plan.
- 8.2 Place all classifications into pay grades based on **Task Activity 8.1**. Sort alphabetically by job class title, in descending order by range, and by old class title and new class specifications.
- 8.3 Create implementation solutions for consideration that take into account the current position of the organization as well as the findings from the classification and compensation analysis. Identify and prepare a range of compensation policy alternatives.
- 8.4 Meet with the CPM to discuss the potential solutions.
- 8.5 Determine the best solution to meet the County's needs in the short-term and long-term.
- 8.6 Document the accepted solution.

KEY PROJECT MILESTONES

- Initial regression analysis
- Potential solutions
- Documented final solution

Task 9.0 Develop and Submit Draft and Final Reports

TASK GOALS

- Develop and submit a draft and final reports of the Classification and Compensation Study for Richland County.
- Present final report.

TASK ACTIVITIES

- 9.1 Produce a comprehensive draft report that captures the results of each previous step, including a complete listing of the allocation of job classes to salary range requirements. The report will include any detailed costs associated with all recommendations as well as implementation strategies.
- 9.2 Submit the comprehensive draft report to the CPM for review and approval.
- 9.3 Make edits and submit necessary copies of the final report to the CPM.



**Task 10.0
Develop
Recommendations
for Compensation
Administration**

- 9.4 Present the final report, if requested.
- 9.5 Develop implementation database to communicate the process and progress of this project to the CPM.
- 9.6 Develop a plan for maintaining recommendations over time.

KEY PROJECT MILESTONES

- Draft and final reports
- Final presentation
- Communication plan
- Implementation and maintenance database

TASK GOALS

- Develop recommendations for the continued administration by the County's staff to sustain the recommended compensation and classification structure.
- Provide training.

TASK ACTIVITIES

- 10.1 Develop recommendations and guidelines for the continued administration and maintenance of the classification and compensation structure, including recommendations and guidelines related to:
 - how employees will move through the pay structure/system as a result of transfers, promotions, or demotions;
 - how to pay employees whose base pay has reached the maximum of their pay range or value of their position;
 - the proper mix of pay and benefits;
 - how often to adjust pay scales and survey the market;
 - the timing of implementation; and
 - how to keep the system fair and competitive over time.
- 10.2 Recommend recruitment/retention strategies, where appropriate.
- 10.3 Present recommendations to the CPM for review.



- 10.4 Finalize recommendations.
- 10.5 Provide instructional information/training to Human Resources staff to ensure that staff can conduct audits/adjustments consistent with study methods until the next formal study is conducted using Evergreen's **JobForce Manager** tool that will enable Human Resources staff to estimate future pay plan changes, update market information, make determinations on reclassifications, and create new jobs – allowing for streamlining, and an increase in fairness and transparency of regular compensation and classification tasks after solution implementation.

KEY PROJECT MILESTONES

- Recommendations for compensation administration
- Recommendations for recruitment/retention policies

Task 11.0 Provide Updated Class Descriptions

TASK GOALS

- Update existing class descriptions.
- Create new class descriptions as needed, ensuring FLSA, EEO/ADA requirement satisfaction.
- Provide final version of all class descriptions/specifications in electronic format (i.e., MS Word) after approval by the CPM.

TASK ACTIVITIES

- 11.1 Assess current class descriptions for form, content, validity, and ADA, FLSA, EEO compliance, etc.
- 11.2 Discuss any necessary changes to the class description format with the CPM.
- 11.3 Update classification descriptions based on data gathered from the job evaluation process.
- 11.4 Create new class descriptions based on Evergreen's proposed classification structure by leveraging data from the job evaluation process, if available.
- 11.5 Recommend a systematic, regular process for reviewing job descriptions.

KEY PROJECT MILESTONES

- Updated class descriptions
- New class descriptions, as needed
- Recommendations for regular review of class descriptions



Cost and Timeline

Our total, not-to-exceed, fixed cost to complete all tasks in our detailed work plan is **\$44,500**. Our cost is all inclusive, and includes travel costs (meals and lodging), transportation, fringe benefits, indirect cost (overhead), clerical support, and all other out-of-pocket expenses. Our cost includes two onsite visits to the County to perform the requested work as most of the work can be performed virtually. Evergreen can conduct the Classification and Compensation Study in approximately four months from the execution of a contract.

Our preferred method of invoicing is as follows:

- 25% - upon completion of Tasks 1 – 2
- 25% - upon completion of Tasks 3 – 4
- 25% - upon completion of Tasks 5 – 6
- 15% - upon completion of Tasks 7 – 10
- 10% - upon completion of Task 11

We would love the opportunity to work with Richland County. If you have any questions or need any additional information, please feel free to contact me at (850) 383-0111 or via email at jeff@consultevergreen.com.

Sincerely,



Dr. Jeffrey Ling, President
Evergreen Solutions, LLC





PROPOSAL

County of Richland, WI

Proposal for:

Classification and Compensation Study

August 10, 2023

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A. Contact Information

Carlson Dettmann Consulting, a division of Cottingham and Butler Insurance Services, respectfully submits this proposal to perform a Classification, Wage, and Compensation Study for the County of Richland, WI. The following table contains key information about our company, as well as the contact information for the Project Director for this project.

Company Name:	Cottingham & Butler Insurance Services, Inc.
Division Name:	Carlson Dettmann Consulting
Corporate Address:	Cottingham & Butler Insurance Services 800 Main Street Dubuque, IA 52001
Officers of the Firm:	Andrew Butler, Executive Chairperson David O. Becker, CEO John E. Butler, Chairperson
Procurement/Contract Contact:	Matt Shefchik Assistant Vice President matt.shefchik@carlsondettmann.com 608.467.0696
Project Director	Heather Murray Consultant heather.murray@carlsondettmann.com 715.492.5162
Consultant Address:	Carlson Dettmann Consulting c/o Cottingham & Butler 2323 Crossroads Drive, Suite 220 Madison, WI 53718

Thank you for the opportunity to submit this proposal, and we hope to have the opportunity to serve the County of Richland. Please contact Heather Murray with any questions or concerns you may have regarding this proposal.

B. Experience, Qualifications & References

Background & History

Cottingham & Butler, founded in 1887 and headquartered in Dubuque, Iowa, is the 5th largest privately held broker in the U.S., and the 25th largest insurance broker in the U.S. and a recognized leader in offering innovative property & casualty and employee benefit insurance solutions. In addition to the insurance consulting and brokerage services, the company provides services relating to claims administration, safety and loss control, wellness and disease management, and human resources compliance and consulting. The company employs over 1,000 employees across the U.S. In addition to our Dubuque headquarters, and other satellite offices, C&B has offices in Madison and Appleton to better serve our Wisconsin clients.

Carlson Dettmann Consulting (CDC), a division of Cottingham & Butler Insurance Services, offers human resources consulting services related to: employee compensation and total rewards; performance evaluation development and training; employee engagement and strengths-based leadership; labor and employee relations; human resources audits; and other related human resources consulting services. The following is a brief description of the journey CDC has taken:

- 1996: The partnership between **Charlie Carlson & Scott Dettmann**, Principal Consultants at Carlson Dettmann Consulting, began when they created **enetrix** (Survey Research Associates) with a group of partners. Enetrix pioneered internet-based salary surveys in addition to providing compensation consulting.
- 2008: Enetrix was acquired by **Gallup Corporation**, and during their time with Gallup, Charlie Carlson and Scott Dettmann continued their compensation and survey consulting, in addition to growing their consulting skills in the areas of employee engagement, performance management, leadership development, and strengths-based leadership.
- 2010: **Carlson Dettmann Consulting** was created when Charlie and Scott reacquired their consulting practice and served public, private, utility, and not-for-profit clients across the nation. While compensation work has been the backbone of the business, CDC has a successful employee engagement and performance management business as well.
- 2018: Carlson Dettmann Consulting entered into an acquisition with **Cottingham & Butler**. The acquisition provides clients a total-rewards approach where compensation consulting is balanced with benefits management.
- Current: Carlson Dettmann Consulting's (CDC) field consultants possess decades of management, human resources, labor relations and compensation experience. CDC's team has extensive experience working in local government human resources, giving them the unique ability to truly understand the nature of the industry, setting them apart from other consulting firms without hands-on public sector experience.

Staff Experience and Qualifications

While we may seek periodic assistance from other team members, the County's interactions with our team will likely be limited to the following individuals:

Heather Murray, Senior Consultant, would be the project director and project manager, and work with the County to review classifications, and conduct management staff interviews. Heather holds a BA and SHRM-SCP certification. Heather has over 20 years of professional human resources experience in the public and private sectors. Her experiences include Human Resources leadership roles in: local government, financial services, and retail. Heather is a former county Human Resources Director, past President of the Chippewa Valley Chapter of the Society for Human Resource Management and past President of the Wisconsin Public Employers Labor Relations Association.

[LinkedIn Profile: <https://www.linkedin.com/in/heathermurray7/>]

Ashley McCluskey, Compensation Analyst, would provide assistance on the job evaluation, market data collection and market analysis phases of the project. Ashley holds a BS in Human Development and Family Studies, and a minor in Human Resources. Ashley has over 10 years of professional human resources experience in public and private sectors. Ashley has experience relating to payroll, compensation, benefits, and business analysis.

[LinkedIn Profile: <https://www.linkedin.com/in/ashley-mccluskey-086073108/>].

Alyssa Woltring, Compensation Analyst, would provide assistance on the job evaluation, market data collection and market analysis phases of the project. Alyssa has over 9 years of HR experience, primarily within public sector. Alyssa holds a Bachelor's of Business Administration in Human Resources Management from UW-Whitewater and has been with the Carlson Dettmann team since 2019.

[LinkedIn Profile: <https://www.linkedin.com/in/alyssa-woltring-1309b5138/>].

Christine Storlie, Senior HR Consultant, has 25 years of human resource experience providing guidance and leadership to HR Departments and Senior Management Teams of small to mid-size businesses. Chris has a wealth of knowledge working with a diverse range of clients and industries.

References

Carlson Dettmann Consulting has completed projects for hundreds of clients, across numerous sectors. While we can provide additional references, if needed, we recommend the following recent projects completed by CDC:

Client Name	Description	Contact Info
Dunn County, WI	Full classification & compensation study (2021). Ongoing Human Resources Consulting.	Jena Nutter, HR Director 715.231.2616 jnutter@co.dunn.wi.us
Vilas County, WI	Full classification & compensation study (2022).	Darcy Smith, Finance Director 715.479.3674 dasmit@vilascountywi.gov
Ozaukee County, WI	Full classification & compensation study (2021).	Christopher McDonell, HR Director 262.284.8209 cmcdonell@ozaukeecounty.gov
Rusk County, WI	Full classification & compensation study (2022).	Ashley Heath, Administrative Coordinator 715.532.2257 aheath@ruskcountywi.us

C. Approach/Methods Used to Perform the Project

Philosophy of Compensation Consulting

The County states this study will cover approximately 115 job classifications for its employees of which we believe a substantial portion would have reliable market matches (i.e. benchmark jobs).

Our team’s approach to compensation consulting strives to find the balance between the external market pressures facing today’s employers and the need to design a pay structure that is internally fair and equitable.

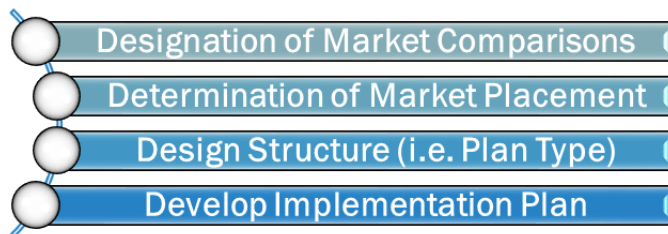
Although the County is responsible for making the key decisions, we view ourselves as a strategic business partner entrusted with collecting and analyzing vital competitive data and taking that data and turning it into a comprehensive and understandable set of recommendations.

Compensation Project Definition and Orientation

The first step in this project would be refinement of the project plan to meet the specific needs of the parties. An initial meeting with the appropriate administrative team, as well as the key decision-makers, will help ensure mutual understanding concerning the scope and task sequence of the study and each party’s role. Specific items to be addressed would include:

- An agreed upon timetable for the project – overall and interim steps. CDC has provided a generalized timetable for the County’s consideration and follow-up discussion, which would be formalized along with a more detailed project scope.
- The system and process our firm utilizes to determine the relative value of each position using CDC’s Point Factor Job Evaluation System.
- A discussion on the role that individual (or group) performance currently plays within the organization, and the desired role the County intends performance to play in future decisions.
- The policy and intentions of the parties with respect to correcting inequities that may be identified;
- The manner of communicating project progress to County leaders and staff.

At the outset of the study, and throughout the process, we would ask the County’s decision-makers to provide guidance on four key policy areas:



We would lead a discussion on potential answers to these questions, offer our experience and suggestions, and develop the pros and cons of the various alternatives.

The project can be broken down into four distinct phases, which may overlap over the course of the project:

- **Kickoff/Strategy Phase:** We start by reviewing organizational concerns, establishing/framing expectations of each party, and receiving preliminary guidance/instructions. These conversations and/or meetings typically occur over the first few weeks, and often overlap with the following phase.

- **Information/Data Collection Phase:** The job documentation and market data collection phase comprises the lengthiest phase of the project, and can be expected to take upwards of 12 to 15 weeks to fully complete. This timeframe includes the mid-project interviews with department leaders (and key management staff) to verify the documentation.
- **Planning & Development Phase:** Once we have had the opportunity to clarify our questions, and fine-tune our initial findings, we begin developing options for consideration by the client (including the development of costing estimates). Depending on the viability of the initial recommendations, this process typically takes between 4 and 6 weeks.
- **Adoption Phase:** The adoption phase varies client-by-client, largely due to each entity's unique processes and politics related to adoption. Once we're prepared to deliver the results, the decision-makers and/or governing body often dictate the timing of the final decision.

Methodology: Benchmarking & Establishing Salaries

Information/Data Required – Wage Analysis

CDC would require certain information from the County to complete the wage analysis portion of the project. The data fields required for the wage analysis include the following individual data for the employees subject to the study:

- First Name, Last Name, Job Title, Department, Current Rate of Pay, Current FLSA Status, FTE, Annual Work Year, Gender, Current Grade, Current Minimum, Current Market Rate / Midpoint, Current Maximum, Hire Date, Job Date, Birth Date, and annual wage data for the prior fiscal year in cases of required compression analysis.

Our primary concern with this section is that the data be in our requested format so that we may minimize the need to engage in additional conversations to “clean” the data for our use. We further request that the job title provided for this section is consistent with the job title provided in the job documentation (described below) so that we are easily able to ascertain which job is assigned to which file. We would request that the wage analysis data and the job documentation data be provided electronically.

Market Data Collection / Selection of Comparable Employers

CDC would collect and analyze relevant labor market information for the County to determine competitiveness of base salaries. We would utilize this custom survey data, as well as excellent published private-sector data to augment the custom public-sector survey. CDC maintains an extensive library of current, valid, and reputable surveys for this purpose. We have invested in the tools and resources necessary for us to continue to improve our efficiency, as well as the reliability of the final results. The investment required to provide our clients with meaningful wage information is significant, but we understand and appreciate that not all data sources are created equally (e.g. “crowd-sourced” data vs trusted survey vendors).

As it specifically relates to the selection of comparable public sector employers for this compensation engagement, we typically request data from between ten to twenty comparable organizations for each unique project, and we employ survey practices that ensure a high rate of data collection. The list of comparable public sector employers is provided to the County for review and approval prior to data collection beginning. The reasons for the large sample size are varied, but include the following:

- It guarantees that no single organization will influence the final results. This is equally true for high and low-paying organizations. Our final result is a representation of the true marketplace.
- Not every entity in the selected comparable pool has a similar position within their organization. A larger grouping provides a greater possibility that we'll have sufficient matches.
- In line with best practices for a compensation study, our goal is to achieve market matches (i.e. benchmark jobs) for between 40% and 70% of the jobs covered by the study, and over 50% of the employees covered by the benchmark jobs. A comprehensive pool of comparable employers increases the likelihood of meeting this target.

We would engage the County in a dialogue, and provide professional guidance, to arrive at a list of organizations for the custom survey consistent with the County's demographic characteristics. Our recommendations would be based on an exploration of information related to, but not limited to, the following: proximity, tax-base, population, hiring practices, commuting patterns, etc.

Ultimately, the choice of comparisons will be the County's responsibility; our role is to advise. However, we will lead the County through a discussion of potential answers to these questions, accompanied by recommendations, to help the County make its policy choices.

Job Documentation

Position analysis is the formal process we use to gather and assess information about the duties, responsibilities and requirements of each position. In order to evaluate job content objectively and classify jobs, we need accurate documentation with position responsibilities. This is the first part of the job evaluation portion of the project.

CDC can conduct position analysis using either of two methods. One method involves review of up-to-date job descriptions provided by the client. Assuming the County's job documentation has been updated within the last twelve (12) months, we are comfortable utilizing existing documentation.

The alternative method requires completing our Job Description Questionnaire (JDQ). This can be used for all jobs in the study—which many clients choose—or for select jobs where the duties require better definition.

If the County determines the quality of existing job documentation is not sufficient for accurate evaluation, then the best way to obtain accurate information for projects such as this is to have employees describe their own jobs in a systematic, complete manner using the CDC JDQ form. The sections of the JDQ correspond to the CDC Job Evaluation System factors to support system content reliability and validity.

Comparisons To The Private Sector

In today's labor market, it is impossible to ignore comparable jobs in the private sector markets in which our clients compete. Our firm maintains an up-to-date and robust library of third-party surveys, which allows for aligning our recommended structures with both the private and public sectors.

While not every public sector job has an analogue to the private sector (e.g. Chief of Police), there are ample comparisons to be made throughout the wage structure.

Because the person performing the job is the single best source of information about the job, the County's employees become critical participants in this process.

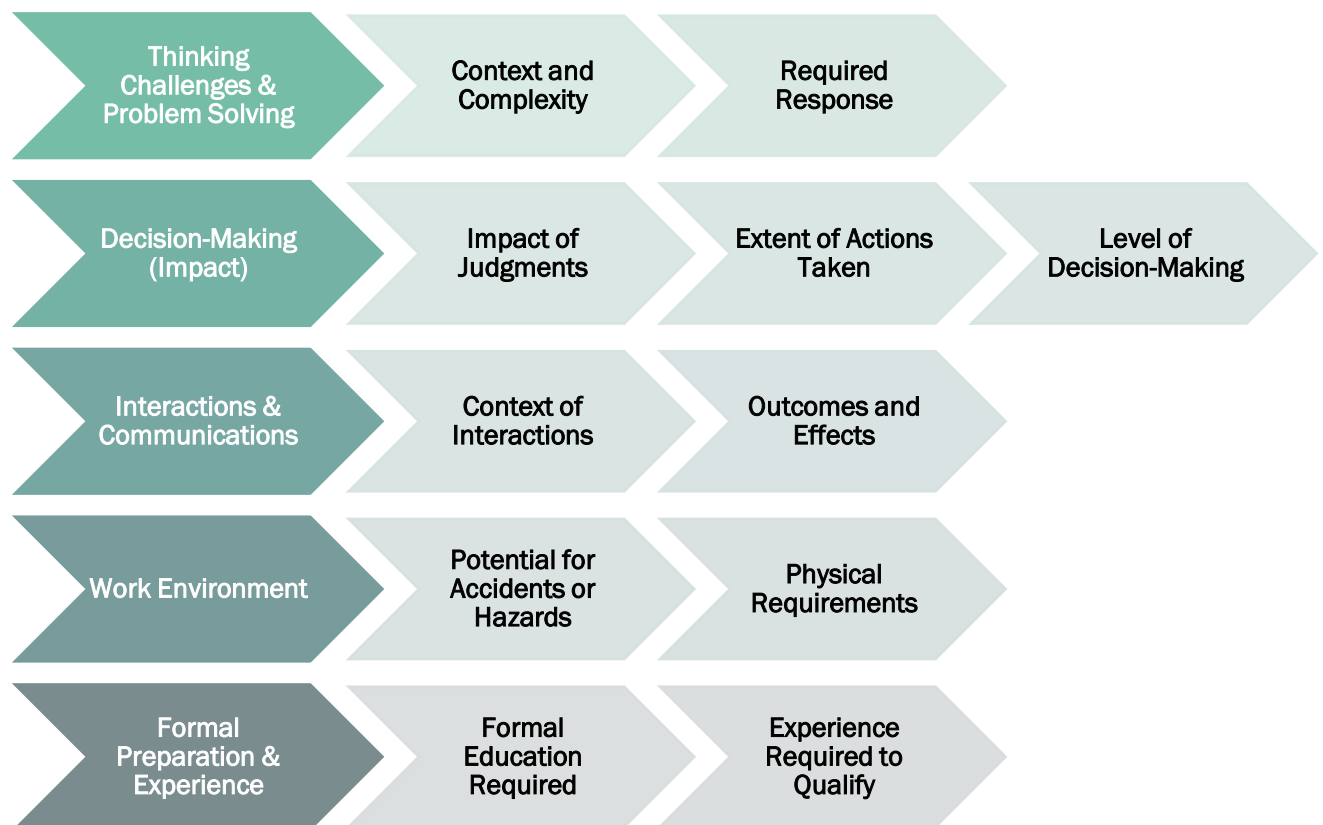
After we have had an opportunity to review the job documentation, we would interview the County's leadership team and department heads to better understand job responsibilities, the dynamics of each department, and any observations regarding compensation issues that department heads may wish to share.

Once we have completed a full review of the job documentation, the County can use the JDQ's to make appropriate job description revisions, if desired. (We can provide a copy of the CDC JDQ form upon request.)

Job Evaluation

The purpose of job evaluation is to provide an objective means of ranking each position in an organization, independent of individual performance, into a hierarchy. In other circumstances, we could conduct this portion of the project either by conducting the evaluations independently as your consultant, or by using an employer-appointed job evaluation committee.

Our job evaluation methodology is based upon determination of clear or discernible differences in job content. Our system measures job content at objective levels in the following dimensions (otherwise known as "compensable factors"):



Each of these factors is broken down into sub-factors with point levels associated with measured levels on each factor. We have used the system in thousands of applications, and it consistently yields valid results. These factors of internal job worth have proven to be consistent with values found in our client

organizations. Because of the breadth of all of our factors, they cover all main aspects of a job and are seen as relevant to employees at all levels in the organization.

Pay Plan Design

Using the results of the job evaluation process (internal relationships), market data (external competitiveness), the County's current pay practices, current performance evaluation system, strategic objectives, and other pay challenges (e.g. compression, highly competitive jobs, etc.), CDC would design an appropriate salary structure and provide to the County the policy recommendations necessary to develop the supporting policies.

We would provide pay plan implementation alternatives to fit the County's financial capacity. If there are positions deemed to be overpaid, then some version of "red-circling" would be the suggested method of moving forward with those situations. Additionally, not all recommendations may be able to be implemented in one budget year, and a longer-term plan may be necessary for achieving the desired pay competitiveness.

Adoption/Presentation

We are proud of our record of adoption and system continuation. We develop and present solutions that are sound, understood, and stand the test of time. We believe this is largely because we actively engage our clients in the decision-making process.

We advocate transparency in our consultations, so the County can expect an articulate, detailed discussion of our findings and recommendations. We not only encourage our clients to emphasize communication with employees at all steps of the process, but we would anticipate distinct conversations/presentations with the County leadership (e.g. leadership, committee, board, etc.) as it relates to market selection and placement, mid-project findings and update, review of policy questions, and a final report and presentation(s).

Proposed Timeline

Our firm is prepared to begin the project in September of 2023 with an estimated completion time of 150-180 days. The estimated completion time is based on the timeliness and completeness of the data and job documentation provided by the County. However, the timing of a project is also largely dependent on the responsiveness to our requests for data from other public sector organizations. It is our best approximation of the time needed to complete the project; however, this may require revision once the project is refined in our conversations with the County.

D. Cost Proposal

Because compensation consulting is our team’s primary line of work, we build our proposals on the scope of work and not necessarily on the specific hours it takes to complete each component (or phase of each project). This enables us to offer a firm fixed fee proposal that meets the interests of both our clients and our firm. This further solidifies our independent contractor status, with our team’s (and company’s) exposure being the opportunity for profit and/or loss. If the job takes longer and/or costs more than originally anticipated, we bear the burden of this miscalculation, unless project requests are deemed outside the scope of services.

The total professional fees for the classification and compensation study are indicated below:

Classification & Compensation System Design (115 job classifications)	\$48,875
Optional: Draft Job Descriptions (115 job descriptions)	\$17,250
ESTIMATED Travel Expenses	\$1,000 *
ESTIMATED Appeals	\$225/appeal *

* We would only charge actual, incurred travel expenses, and would work to mitigate the number of appeals.

As it stands, the project fee anticipates one (1) trip for an on-site presentation, exclusive of travel expenses, to the appropriate decision-making body for presentation of final recommendations. Additional on-site meetings will be billed at an hourly rate of \$125 during travel time and \$250 per hour while on-site, plus travel expenses. Please note that, if the County chooses to participate in the evaluation of its own jobs, this would require onsite visits.

We would also conduct management (i.e. department head) interviews remotely/virtually to ensure internal ratings are accurate and concerns are addressed. It is anticipated that these interviews would span up to two days. Further, periodic status conferences and/or ad hoc meetings are anticipated and would be conducted via phone conferences or web-based technology (e.g. Teams).

We would conduct the project onboarding process (goals, challenges, project planning, etc.), and periodic status conferences virtually, as needed.

Our proposal is based upon 115 job classifications. Our experience has been that this count may eventually change during the course of a project. Accordingly, we propose adjusting the fee appropriately with the County invoiced \$425 for every job evaluation over the identified job evaluation count.

Additional Work / Hourly Rates: [OPTIONAL]

Any additional work outside the scope of the project may be requested and agreed upon and would be invoiced at either our standard hourly rates of \$250, or for an additional project fee as mutually agreed upon by the County and CDC. It is our experience that it is more economical for a client to negotiate scope and price with our team than it would be to simply engage our services at an hourly rate. We believe we would have the capability to assist the County in many areas, but also understand that any additional work

depends on the relationship we've built with the County in the course of the classification and compensation study.

Job Evaluation Training [Optional]

If a client desires to administer the classification of its own jobs post-project (a service numerous client request us to administer on their behalf), we would have the following requirements:

- that such a decision be made prior to the evaluation of the jobs;
- a team of County personnel participate in the initial evaluation of all jobs;
- a commitment of at least 5 to 7 full-days of the team's time to be trained and to evaluate all of the jobs; and
- a signed nondisclosure agreement.

The fee for this training would be \$7,500 plus travel expenses.

Classification Appeals: [OPTIONAL]

Many of our projects include an appeals/review process following adoption of a new plan. Because the approach to appeals varies from client-to-client, we have found it easiest to include this as an optional add-on to a project. If the County desires to incorporate an appeals process, the County will be invoiced \$225 per appeal/review submitted for our review and recommendation. Appeals must be completed within 90 days of plan adoption. Thereafter, the County would need to submit a request for classification review.

Job Descriptions: [OPTIONAL]

We are willing to assist the County in re-writing their job descriptions, but we also believe this to be an optional service. Further, although employees will likely be completing JDQ's as part of this process, there is a marked difference between having sufficient information to evaluate a job for content and preparing said information for a more formal job description. The details required to provide a meaningful job description require greater review, arrangement and rewording of the information provided, and more back-and-forth with supervisors and managers to arrive at the final documents for each classification. The County would be invoiced \$150 per job description.

Review of FLSA Exemption Status: [OPTIONAL]

The County may request verification of an evaluation of positions for proper FLSA exemption placement as part of the project. Conducting a detailed review of exemption status would add a great deal of time to the existing project. The County may choose to complete this portion of the project after implementation of the Classification and Compensation plan adoption. We provide this as an optional service that would be agreed upon and would be invoiced at \$150 per position. If this option is selected, the project scope and classifications for review would be mutually agreed upon.

Alternatively, throughout the project we may provide a high-level review and identify potential classifications that the County should consider reviewing the FLSA exemption placement of in accordance with the Fair Labor Standards Act. With this option, CDC would not provide a written recommendation.

Any recommendation that is made under either of these options should be reviewed by the County's counsel, or designee.

Post-Project Job Evaluation: [OPTIONAL]

Once we enter the ongoing maintenance phase of the project, any classification reviews conducted for the County could be conducted at our standard client-rate (currently \$275 per classification). Further, if the County requires a competitive market-based estimate (and we have sufficient data in our systems), the fee would be at our standard client-rate at the time of the request (currently \$300 per classification). In the instance a client desires both a job evaluation rating (i.e. grade placement) and a market-estimate, our fee would be \$425 for the two (as it currently stands).

Payment Schedule:

The project fee would be paid in five (5) equal installments of the agreed upon project fee: initial payment due upon execution of a professional services agreement, second payment due at the start of the second month of the project, third payment due at the start of the third month of the project, fourth payment due at the start of the fourth month of the project, and the final payment due upon delivery of CDC's findings and recommendations to the County.

This proposal is valid until November 30, 2023. Thank you for the opportunity to submit this proposal, and we hope to have the opportunity to serve the County on this project and thereafter.

Respectfully submitted on August 10, 2023.



Heather M. Murray
Senior Consultant

Derek S. Kalish

From: don@maginc.org
Sent: Wednesday, July 26, 2023 3:17 PM
To: Candace Pesch
Cc: 'Russell Campbell'; carolyn@maginc.org; info@maginc.org; magfinance@maginc.org
Subject: Classification and Compensation: Richland County, Wisconsin

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Good Afternoon,

Congratulations on your appointment!

You had sent an inquiry to our company in reference to an estimate of cost for a full market study to include job description review, creation of a new wage scale and an overall implementation plan.

This is exactly what our firm, principals and staff have been doing for over 20 years, for hundreds of public sector agencies.

Based on the information noted in your email, an initial "ballpark" estimate would be approximately \$54,000 - \$59,000. There are quite a number of steps in the process, including department and employee meetings, an online job questionnaire, job evaluation, market review of benchmark classes, development of pay structure, and draft/final reports. We have developed and utilize a specialized software that is unmatched in our field, and has been instrumental in our success over the years.

Again, congratulations and please let us know if we can provide additional information, or email, or talk, or Zoom!

Best,

Donald C. Long, Ph.D.
MAG International, Inc.
12730 Fair Lakes Circle, Suite 600
Fairfax, VA 22033
(703) 590-7250
don@maginc.org

Derek S. Kalish

From: Heather Eastman <Heather_Eastman@ajg.com>
Sent: Thursday, July 27, 2023 8:01 AM
To: Candace Pesch
Cc: Scott Sherman
Subject: Gallagher - Estimate for Full Market Compensation Study

Importance: High

CAUTION: This email originated from outside of the organization. Do not click links or open attachments unless you recognize the sender and know the content is safe.

Candace,

Thank you for reaching out and congratulations on your new role!

Based on the information you provided, a full market study with a review of the existing class/title structure would be ~\$56,250. We would be able to begin work within 4 weeks (or less) of an executed agreement and the study would take approximately 6 to 7 months to complete. If you would require any job descriptions to be written, those are priced separately – typically around \$550 per job description. If you are interested in moving forward with Gallagher for this work we would prepare a formal agreement to confirm the engagement.

Please let me know if you have any questions and how we can best support you and your Board of Supervisors through the decision-making process. I am happy to jump on a call anytime to discuss.

We truly appreciate your inquiry and the opportunity to be considered for this project. Thank you!

~Heather

Heather Eastman
Area Vice President, HR & Compensation Consulting
MN, WI



Insurance | Risk Management | Consulting

Mobile: 763.259.8813
Heather_Eastman@ajg.com

Gallagher
3600 American Boulevard W
Minneapolis, MN 55431
www.ajg.com

**STATE OF WISCONSIN
STATE ACCOUNTING MANUAL**

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I. INTRODUCTION

This section covers situations that under Internal Revenue Service (IRS) rules could be considered taxable fringe benefits to employees. It applies where employees are reimbursed for these expenses or where these expenses are either charged by the employee to a state purchasing card (p-card) or where the agency pays the vendor directly on behalf of the employee for the expense. It does not cover payments or reimbursements to non-employees. This section identifies some of the more common expenses that could be considered taxable fringe benefits under certain conditions. It is not an all inclusive list and there are other taxable benefits that are not included in this section. The section explains how to record these expenses so they will be included on the employee's W-2 and appropriate withholdings will be deducted.

II. GENERAL RULE

The general rule under IRS regulations is that fringe benefits for employees are taxable wages to the employee unless specifically excluded by a section of the IRS Code. **If the fringe benefit is taxable and not excludable it must be included as wages on the employee's W-2 and is subject to withholdings for federal income tax, state income tax and employment taxes (social security and Medicare).**

Note: The IRS notified the State of Wisconsin in 1994 that reimbursements to employees of taxable travel expenses must be reported on a W-2. The IRS also stated that the State, as an employer, must withhold federal income and employment (social security and Medicare) taxes on employee taxable travel reimbursements. Also in 1994 the Wisconsin Department of Revenue instructed the State Controller's Office that it must withhold state income tax on reimbursements of taxable travel.

Section V in this document discusses De minimis Fringe Benefits. The section should be reviewed because some benefits that would normally be considered taxable benefits might be excluded as a de minimis benefit.

III. DOCUMENTATION REQUIREMENTS - ACCOUNTABLE PLAN

Even if a fringe benefit can be excluded from income by a section of the IRS Code it must also meet the "accountable plan" requirements or it is considered a taxable benefit to the employee.

To qualify as a reimbursement or payment under an "accountable plan" the IRS indicates that the following requirements must be met:

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- There must be a business connection for the expense. This means that the expense would qualify as a deductible business expense in relation to the employee's job duties. It would be a deductible expense by the employee if the employer had not reimbursed or paid for the expense.
- There must be adequate accounting by the employee and the accounting must occur within a reasonable period of time after the expense was incurred. Adequate accounting means that the expense is supported by a description of the date, time, place, amount and business purpose of the expense. Receipts are required to support the expense unless the IRS rules provide for an exception. For example, meals that are less than the IRS per diems do not require receipts but they still require a business purpose, date, time, place and amount. The IRS has indicated that a "Safe Harbor" rule for timely accounting for the expense means the required information and receipts are provided within 60 days after the expense is paid or incurred. This does not mean that timely reporting does not occur if the information and receipts are provided more than 60 days after the expense was incurred. Under IRS rules a reasonable period of time depends on the facts and circumstances for each situation. DOA recommends that 60 days be used as the time period for timely reporting.
- Any excess reimbursement or advance must be returned within a reasonable period of time. The excess should be repaid to the employer within 120 days after the expense is incurred or paid.

Example - Business related lodging is non-taxable, however if the lodging is charged on a p-card and the employee does not provide a receipt and indicate the business purpose of the lodging within a reasonable period of time then the lodging expense should be considered a taxable fringe benefit. It must be included as wages on the employee's W-2 and withholdings must be deducted.

IV. LIST OF TAXABLE BENEFITS (partial)

The following list shows some of the types of expenses that if paid/reimbursed by the agency would be considered a taxable fringe benefit to the employee. This is not an all inclusive list and there are other taxable benefits that are not included. The listed items are discussed in more detail later in this document.

- Non-overnight Meals - Meals where the employee is not required to be away from their tax home overnight for rest.
- Mileage reimbursement that is in excess of the rate allowed by the IRS. The IRS has different rates for different types of travel. There is a rate for business travel and a different rate for mileage related to an employee move. Normally under Wisconsin travel rules, the state reimbursement rate for business travel is less than the IRS rate and would not be taxable. The IRS rate for an employee move is normally much lower than the rate a state employee is reimbursed for a move. Therefore, the excess is a taxable reimbursement to the employee.
- Temporary lodging related to an employee move.

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- Moving expenses covered by the stipend that are either non-deductible moving expenses or are deductible moving expenses where adequate accounting is not provided.
- Moving expenses in situations where the IRS distance rule of 50 miles is not met. The state allows moving reimbursement under a 35 mile distance rule while the IRS uses a 50 mile rule.
- Clothing given to employees that is suitable for general usage as ordinary clothing.
- Reimbursements for educational assistance that are not job related and exceed an allowable exclusion.
- Employee recognition awards that are not excluded by IRS Codes.
- Cash allowances.
- Expense reimbursements or charges to the p-card where adequate accounting rules are not met.

A. Non-overnight Meals

In order for meals to be a deductible business expense, the IRS requires an employee to be away from home to obtain a substantial amount of sleep. Therefore, reimbursement of employee meals or direct payments of meals, that are not preceded or followed by an overnight stay are considered taxable income to the employee. These reimbursements are subject to withholdings of federal and state income taxes and employment taxes.

B. Taxable Mileage

Employees are reimbursed for mileage at a set rate per mile. If the per mile rate that is reimbursed is greater than the rate allowed by the IRS the excess (amount above the IRS rate) is taxable income to the employee.

Example: As of July 1, 2012 the state's reimbursement rate is \$.51 per mile while the IRS rate is \$.555 per mile for business travel. Therefore reimbursement for business miles is non-taxable.

However, the IRS has a separate rate for reimbursement of mileage related to an employee move. The difference between the state reimbursement rate and the allowable IRS rate times the miles reimbursed for the move is taxable to the employee. The mileage rates change periodically but the concept remains the same. If the per mile rate that is reimbursed is greater than the rate allowed by the IRS then the excess is taxable.

Example: Effective January 1, 2012 the allowable IRS moving rate is \$.23 per mile. The state mileage reimbursement rate for a move is the same as the business mileage rate. On July 1, 2012 this rate is \$.51. The difference of \$.28 times the miles reimbursed is taxable to the employee.

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C. Temporary Lodging Related to an Employee Move

State moving reimbursement rules allow an agency to authorize an employee to be reimbursed for up to 45 days of temporary lodging in situations where the employee has to establish a temporary residence at the new place of employment. This usually means the employee has to maintain residences at both the old and new places of employment. See Chapter 774 of the Wisconsin Human Resources Manual for more information on temporary lodging. The IRS does not consider temporary lodging to be a deductible moving expense. Any reimbursement or direct payment on behalf of the employee for temporary lodging is a taxable fringe benefit to the employee and must be included on their W-2. Withholdings of state and federal income taxes and employment taxes are required. See also Section V, Subsection 10 of the State Accounting Manual for more information on the reporting of non-taxable moving reimbursements on the W-2.

D. Moving Expenses Paid by the Stipend

State reimbursement rules related to an employee move are included in the state statutes, Compensation Plan, collective bargaining agreements and Chapter 760 of the Wisconsin Human Resources Manual. These rules require an agency to provide a stipend for mandatory moves and allow an agency to provide an employee with a stipend for permissive moves. The stipend is intended to cover some of the moving expenses that are not considered allowable moving expenses under the state policies. However, the stipend may cover some expenses that the IRS considers deductible moving expenses. For example, state policy does not allow reimbursement of lodging costs enroute between the old and new residence however, the IRS considers these lodging costs to be a deductible moving expense. If the stipend is used to cover deductible moving expenses and the employee provides adequate accounting (see section III above) of these expenses then the portion of the stipend related to these expenses is not a taxable reimbursement. If the employee is paid the stipend and does not provide adequate accounting for the expenses then the stipend is a taxable reimbursement. If the stipend is for non-deductible moving expenses then the stipend is taxable even if the adequate accounting rule is met. See also Section V, Subsection 10 of the State Accounting Manual for more information on the reporting of non-taxable moving reimbursements on the W-2.

E. Moves That Don't Meet the 50 Mile IRS Rule

State moving reimbursement rules allow an employee to be reimbursed for moving expenses if a 35 mile rule is met. This means the distance between the employee's new place of employment and the old residence is at least 35 miles farther than the distance between the old place of employment and the old residence. Under IRS rules, to be a deductible moving expense this distance must be at least 50 miles. Therefore, any expenses related to moves that do not meet the IRS's 50 mile rule are taxable reimbursements. Any reimbursements or direct payments that do not meet this distance test must be included as income on the employee's W-2 and are subject to withholdings. See also Section V, Subsection 10 of the State Accounting Manual for more information on the reporting of non-taxable moving reimbursements on the W-2.

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F. Employer Provided Clothing

The IRS views clothing provided to employees as a taxable fringe benefit unless certain conditions are met. The following two sections (1) Work Clothes and Uniform Allowances and Reimbursements and (2) Safety Equipment are taken directly from the 2012 Taxable Fringe Benefit Guide that is available on the IRS Website.

"Work Clothes and Uniform Allowances and Reimbursements

Clothing or uniforms are excluded from wages of an employee if they are:

- Specifically required as a condition of employment, and
- Are not worn or adaptable to general usage as ordinary clothing.

The accountable plan rules must be met for reimbursements or clothing allowances. *IRC § 162; Reg. § 1.62-2(c)(1)*

Note: If the clothing qualifies as excludable, then the cleaning costs are also excludable.

Periodic allowance payments made to employees for the purchase and maintenance of specific articles of *employer required* uniforms are not taxable to the employees provided that the uniforms are not adaptable to general use, and, in fact, are not worn for general use. In addition, the employees must substantiate the expenses. If the employer does not require substantiation, the allowance is taxable as wages and subject to withholding when paid.

Example: An agency is required to reimburse certain employees for shoes under a union contract. The shoes are not safety shoes. If the shoes are not safety shoes and are adaptable for general wear, the reimbursements are included as wages to the employees even if the employer is required to make the payment.

Safety Equipment

Safety equipment is excludable from employee wages if the equipment is provided to help the employee to perform his/her job in a safer environment. To be excludable, it is not necessary that the equipment be required by the employer. However, the accountable plan rules must be met for reimbursements for safety equipment. *IRC § 162; Reg. § 1.62-2(c)(1)*

Common examples include a hardhat, an anti-glare screen for computer, or safety shoes.

Example: A government entity pays employees on an annual basis for part of the cost of safety equipment not required by employer. The payments may be excludable even though the safety equipment is not required by the employer. If the equipment helps the employee perform his/her job in a safer environment, it may qualify as an employee business expense. If the expenses are substantiated, the reimbursement would be excludable to the employee."

SCO Comments:

The website for the Taxable Fringe Benefit Guide is as follows. This site also has several other publications that may be useful.

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<http://www.irs.gov/govt/fslg/content/0,,id=117706,00.html>

IRS Publications 17 and 529 also have brief sections on work clothes and uniforms.

These rules apply to clothing purchased by the agency and issued to the employee, clothing purchased by the employee and reimbursed by the agency and clothing purchased by the employee using a state purchasing card. In order for the clothing to be excluded from an employee's wages the following three conditions must all be met.

1. The clothing or uniforms must be specifically required as a condition of employment (Safety equipment does not have this requirement).
2. The clothing is not worn or adaptable to general usage as ordinary clothing. It is not enough that the employee does not wear the work clothes away from work. The clothing must not be suitable for taking the place of their regular clothing.
3. Proper substantiation of the clothing purchased has occurred. This means the IRS' accountable plan rules (section III above) have been met.

Applying the second requirement will be a matter of opinion. Agencies should apply a reasonable person approach (what would a reasonable person say) when deciding whether the clothing can be worn for every day use.

Note: It is our understanding that an EMT organization that provided polo type shirts with the organization logo was cited by the IRS for not including the value of these shirts as taxable income to the employees. The IRS viewed these shirts as suitable for taking the place of regular clothing.

These rules need to be applied individually to the different types of clothing purchased to determine whether they are excludable from an employee's wages. As an example, in one court case the individual worked outdoors in very cold weather and purchased insulated coveralls and insulated work shoes. The court ruled that the insulated coveralls met the requirements because it was unlikely that they would be worn for everyday use (very bulky and utilitarian fashion) but they felt that the insulated shoes were suited for informal personal use and therefore did not meet the second requirement and were a taxable fringe benefit.

Agencies should evaluate the clothing that they purchase or reimburse to the employee to decide whether it qualifies as taxable or non-taxable based on the IRS rules. If something is determined to be non-taxable the agency must justify why this determination was made. This justification must be retained in case the IRS audits the agency for proper implementation of taxable benefits. Because of the wide range and style of clothing a list of clothing that is specifically non-taxable cannot be included in this document.

If it is determined that the clothing qualifies as a taxable fringe benefit then the IRS requires that the fair market value be included on the employee's W-2 and withholdings be deducted. See section VI below that describes how to record the fringe benefit as a taxable benefit.

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G. Educational Assistance Benefits

Generally education courses that qualify an employee for a new trade or business or are required to meet the minimum educational requirements of an employee's current job are considered taxable reimbursements. However, if the employer has a written educational assistance plan then up to \$5,250 per year of the cost of these courses may be excluded from the employee's wages.

Educational courses that are job related can be excluded as a "working condition" fringe benefit. This is a separate exclusion and does not count against the \$5,250 exclusion.

Agencies should keep track of the amounts paid for the taxable educational courses. This includes amounts reimbursed to the employee as well as amounts paid to the educational institution. Once the \$5,250 exclusion has been exceeded for the year any remaining payments must be included as taxable income on the employee's W-2 (box 1). See also Section V, Subsection 10 of the State Accounting Manual for additional information.

H. Employee Recognition Awards

Section V, Subsection 16 of the State Accounting Manual defines state policy on awards to employees. This section includes information on determining whether these awards are considered taxable income to the employee. Review Section V, Subsection 16 to determine which awards to employees are taxable and subject to withholdings and which awards can be excluded.

I. Cash Allowances

The Compensation Plan and applicable collective bargaining agreements include provisions for cash allowances for items such as, safety shoes, black belts, black shoes, etc. Some of these items, such as the safety shoes, are excludable from an employee's wages under IRS rules provided adequate accounting occurs. However, if the employee is paid the cash allowance and does not substantiate (meet the adequate accounting rules) that this allowance was actually used to purchase the excluded items then the cash allowance must be included as taxable income to the employee and is subject to withholdings.

Items such as black belts and black shoes are not excludable as safety equipment and are considered suitable for general usage as ordinary clothing. The cash allowance for these items, provided in the Compensation Plan or applicable collective bargaining agreements, would be considered taxable income even if the employee substantiates that the allowance was actually used to purchase these items. These allowances are subject to withholdings.

J. Expenses Without Adequate Accounting

See section III above on Documentation Requirements.

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Employee reimbursements or direct payments for fringe benefits that can normally be excluded from income are considered taxable income to the employee if adequate accounting for these items is not met within a reasonable period of time (see section III).

While most normal travel expenses (other than non-overnight meals) are considered non-taxable business expenses to the employee, the reimbursement of these expenses becomes taxable income if the requirements for an accountable plan (section III) are not met. For example, if an employee charges travel or other expenses to a p-card and does not provide the adequate accounting required under section III (receipts, business purpose, etc.) then these charges should be considered taxable income to the employee. Employees should be asked to provide the required documentation by a specific date and if it is not provided the employee should be notified that the undocumented amounts will be added to their taxable income per IRS requirements. See section VI below for methods to include these amounts as taxable income to the employee.

V. DE MINIMIS FRINGE BENEFITS

The IRS publication Taxable Fringe Benefit Guide has a section that discusses de minimis fringe benefits. If a fringe benefit qualifies as de minimis then the benefit is excludable from the employee's income. Excerpts from this section of the 2012 Taxable Fringe Benefit Guide follow.

"De minimis fringe benefits include property or services, provided by an employer for an employee, with a value so small that accounting for it is unreasonable or administratively impractical. The value of the benefit is determined by the frequency it is provided to each individual employee, or, if this is not administratively practical, by the frequency provided by that employer to the workforce as a whole. *IRC § 132(e); Reg. § 1.132-6(b)*

Example: An employer gives employees snacks each day valued at one dollar. Even though small in amount, the benefit is provided on a regular basis and is, therefore, taxable as wages.

The law does not specify a dollar threshold for benefits to qualify as de minimis. The determination will always depend on facts and circumstances. The IRS has given advice at least once (ILM 200108042) that a benefit of \$100 did not qualify as de minimis. However, this technical advice addresses a specific situation and cannot be relied upon in addressing another specific situation.

Definition of Employee for De Minimis Fringe Benefits

Any individual receiving a de minimis fringe benefit is treated as an employee for this purpose *Reg. § 1.132-1(b)(4)*

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Examples of Excludable De Minimis Fringe Benefits: *Reg. § 1.132-6(e)(1)*

All of the following may be excludable if they are occasional (infrequent), **not routine:**

- Personal use of photocopier (with restrictions)
- Group meals, employee picnics
- Theater or sporting event tickets
- Coffee, doughnuts, or soft drinks
- Flowers or fruit for special circumstances
- Local telephone calls
- Traditional birthday or holiday gifts (not cash) with a low FMV
- Commuting use of employer's car if no more than once per month
- Employer-provided local transportation
- Personal use of cell phone provided by employer primarily for a business purpose”

“Benefits That Do Not Qualify as De Minimis

The following are common examples of benefits that do not qualify as de minimis:

- Cash - except for occasional and infrequent meal money to allow overtime work
- Cash equivalent (i.e., savings bond, gift certificate for general merchandise at a department store)
- Certain transportation passes or costs
- Use of employer's apartment, vacation home, boat
- Commuting use of employer's vehicle more than once a month. *Reg. § 1.132-6(d)(3)*
- Membership in a country club or athletic facility

Some of these benefits may be excludable under other provisions of the law.”

SCO Comments

To be de minimis the benefit must be infrequent, small in value and accounting for it is unreasonable or administratively impractical. All these conditions must be met before the benefit can be excluded from inclusion as taxable income to the employee. Also, cash or cash equivalent benefits given to employees do not qualify as de minimis.

Note: The list of items above that are identified as de minimis fringe benefits is an IRS list. Just because an item is on this list does not mean that an agency can use state funds to provide this benefit to its employees.

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VI. METHODS FOR RECORDING TAXABLE FRINGE BENEFITS

Taxable fringe benefits might be paid in any of the following manners. The expense might be paid by the employee who then submits a claim for reimbursement. The expense might be charged to a state p-card. The agency might pay the vendor directly for the expense. Depending on which payment method was used the options for including the taxable fringe benefit in the employee's taxable income and withholding on this benefit can vary. The general approach to be used is to include the taxable benefit in the employee's taxable earnings in the payroll system. This allows the payroll system to calculate the appropriate withholdings, deduct these withholdings from the employee's paycheck and report the earnings and withholdings on the year end W-2. The following options are available to accomplish this approach.

A. Taxable Fringe Benefit Paid by Employee and a Reimbursement Claimed

The ideal situation is if the employee incurred the expense and is claiming reimbursement. In this situation a TL should be processed similar to the reimbursement of taxable meals on a travel voucher (see Section V, Subsection 10 of the State Accounting Manual). The taxable fringe benefit should be coded as a credit to taxable travel payable (balance sheet account 5080). The actual expense coding (object code) for the fringe benefit will depend on the type of expense involved and agencies should select the object code that most appropriately identifies the expense. Using this method will allow the payroll system to reimburse the employee for the expense, add the amount to the employee's taxable earnings and calculate appropriate withholdings. The payroll system will then include these amounts on the employee's W-2 issued at the end of the calendar year. The reimbursement for the taxable fringe benefit can be included on a TL by itself or along with any of the employee's regular travel claims.

B. Agency Paid for Taxable Fringe Benefit (either on p-card or directly to vendor)

If the agency identifies that something is a taxable fringe benefit and it has been paid for either by a charge to a state p-card or directly to the vendor then the following options are available to include the benefit in the employee's taxable earnings and withhold applicable taxes.

1. A TL can be processed with the amount of the taxable benefit coded as a debit to balance sheet account 5090 - Non-taxable Travel Payable and a credit to balance sheet account 5080 - Taxable Travel Payable. Nothing would be coded to an object code because the expense has already been recognized when paid for by the agency. In the WiSMART system the result of this entry is a debit and a credit to two different liability accounts, no object code is used and nothing would be charged against an agency budget from this transaction. However, the payroll system will pick up these entries. In the payroll system the taxable earnings will be increased for the 5080 entry and the non-taxable earnings will be decreased for the 5090 entry for the payperiod (net increase in earnings is zero). However, this will cause the payroll system to calculate withholdings on the combination of, the employee's wages for the payperiod plus the amount coded as taxable travel. The new withholdings (normal

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payroll withholdings plus withholdings on the taxable benefit) will be deducted from the normal gross wages for the payperiod because the increase in taxable travel will be reduced by the decrease in the non-taxable travel amounts, which are equal. The employee will not be paid the value of the fringe benefit on their paycheck as a result of these entries. The payroll system will create entries on a PR transaction in WiSMART that will debit the 5080 balance sheet account and credit the 5090 balance sheet account. The result in WiSMART of these two entries (the TL and the PR) is a zero balance in these two accounts.

TL transaction in WiSMART - Assumes \$100 in taxable fringe benefits already paid for by the agency.

Title	Fund	Agcy	Appr	B/S	DR	CR
Non-taxable Travel Payable	xxx	xxx	967B	5090	100.00	
Taxable Travel Payable	xxx	xxx	967B	5080		100.00

xxx is agency determined.

When the employee's paycheck is generated the payroll system will create a PR transaction that will include as some of the entries a debit to the 5080 balance sheet account and a credit to the 5090 balance sheet account.

Caution: This method can cause problems if the additional withholdings on the taxable fringe benefit exceeds the employee's net paycheck prior to including the benefit as taxable. If this occurs, withholdings would be deducted in a specific order and once the net check reaches zero no additional withholdings will be taken. This means some normal deductions would not be made for this paycheck. If the agency believes this entry may cause problems with the withholdings, the agency should manually calculate the amount of the withholdings on the fringe benefit to see if it exceeds the employee's normal net check. If the additional withholdings exceed the normal net check, the agency should consider the following method.

If the amount of the taxable fringe benefit is large enough that it will cause problems (see previous paragraph) with the withholdings from an employee's paycheck then including the benefit in the employee's taxable earnings and withholding on these amounts can be split over several paychecks within the calendar year. This is accomplished by processing TL transactions in several different payperiods (different TL processing periods using the Tuesday cutoff dates) where the combined total of these transactions equals the amount of the benefit. For example if the employee has taxable moving of \$2,000, that was paid by the agency directly to the vendor, and the withholdings on the \$2,000 would exceed the net paycheck then the amount could be split into two TL's of \$1,000 each (or other combinations, 4 TL's of \$500 each depending on the employee's net paycheck). **The TL's must be processed in different cycles so they appear on different paychecks.**

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2. Another alternative is to have the employee repay the agency for the amount of the taxable fringe benefit and then submit a claim for the reimbursable expenses. A TL transaction would then be processed in the same manner as if the employee had purchased the item directly (see method A above). While it may seem unreasonable to have the employee pay the agency for the benefit and then have the agency reimburse the employee for the same benefit, it allows the payroll system to include the full amount as a taxable benefit and withholdings can be deducted without causing problems with the net paycheck because the employee is also being reimbursed for the amount of the benefit which increases the amount of the net check.

VII. REFERENCES

The following reference materials provide additional information on taxable fringe benefits.

- Taxable Fringe Benefit Guide - For Federal, State and Local Governments - Issued by the IRS - <http://www.irs.gov/govt/fslg/content/0,,id=117706,00.html>
- Quick Reference Guide for Public Employers - Issued by the IRS - <http://www.irs.gov/govt/fslg/content/0,,id=117706,00.html>

The following publications can be accessed from the IRS Website - <http://www.irs.gov/app/picklist/list/publicationsNoticesPdf.html>

- IRS Publication 15-B - Employer's Tax Guide to Fringe Benefits
- IRS Publication 17 - Your Federal Income Tax
- IRS Publication 463 - Travel, Entertainment, Gift and Car Expenses
- IRS Publication 521 - Moving Expenses
- IRS Publication 525 - Taxable and Nontaxable Income
- IRS Publication 529 - Miscellaneous Deductions
- IRS Publication 535 - Business Expenses

Wisconsin State Accounting Manual Sections:

- Section V, Subsection 10 - Employee Travel & Other Reimbursements
- Section V, Subsection 16 - Employee Recognition Awards

Richland County Sheriff's Department

Addendum to the Richland County Employee Handbook of Personnel Policies and Work Rules

The Policies contained herein may be amended, changed, deleted, withdrawn
or suspended at any time in the County's discretion.

Effective: January 2012
Amended February 20, 2018

This addendum has been prepared as a supplement to the Richland County Handbook of Personnel Policies as it relates to unrepresented employees of the Richland County Sheriff's Department. In the case of a direct conflict between the Handbook and this addendum, this addendum shall control.

Introduction - Refer to Handbook of Personnel Policies

Extent of Handbook

1. The Finance and Personnel Committee shall have jurisdiction over all personnel matters relating to unrepresented County employees of the Richland County Sheriff's Department except those which are delegated to the Law Enforcement and Judiciary Committee of the County Board, County Ordinance or listed in this Addendum.

Management Rights – refer to Handbook of Personnel Policies

Equal Opportunity Policy – refer to Handbook of Personnel Policies

Terms and Condition of Employment

1. Office Hours – refer to Handbook of Personnel Policies for normal sheriff's department administration office hours. In addition, sheriff's patrol and jail/dispatch is a 24/7 operation.
2. Outside Employment – refer to Handbook of Personnel Policies. In addition, Outside employment of sheriff's department personnel shall be with the approval of the Sheriff and existing sheriff's department work rules and policies and procedures.
3. Pay Period – refer to Handbook of Personnel Policies
4. Time Paid – refer to Handbook of Personnel Policies
5. Accidents and Injuries – refer to Handbook of Personnel Policies
6. Health Examinations – refer to Handbook of Personnel Policies
7. Breaks – The language in the Handbook of Personnel Policies does not apply to sheriff's department personnel.
8. Leave of Absence – refer to Handbook of Personnel Policies, in addition Upon written application, an employee may be granted a personal leave without pay for up to thirty (30) days at the Sheriff's discretion based on the nature of the request. Extensions may be granted at the option of the Personnel/Finance Committee following the Handbook of Personnel Policies.
9. Flexible Work Schedule – refer to Handbook of Personnel Policies
10. Length of Hire – refer to Handbook of Personnel Policies
11. Performance Evaluations
 - a. Annual performance appraisals are completed on each employee. The Sheriff shall supervise and approve all appraisals. Each supervisor is responsible for conducting evaluations of his or her immediate staff. The performance appraisal is a tool to clarify work standards, review level of performance, evaluate job knowledge, attendance, punctuality, quality, quantity, adaptability, judgment and interpersonal relationships. The purpose is to acknowledge strengths and detect weaknesses to improve upon or correct. The goal is enhance and improve the employee's overall performance as a result of the annual review.
12. Personnel File – refer to Handbook of Personnel Policies

13. Time Cards (Timekeeping) – refer to Handbook of Personnel Policies for timekeeping concepts. The sheriff's department does not use time cards.

Compensation and Fringe Benefits

1. Health Insurance – refer to Handbook of Personnel Policies
2. Dental Insurance – refer to Handbook of Personnel Policies
3. Retirement Plan – refer to Handbook of Personnel Policies
4. Life Insurance – refer to Handbook of Personnel Policies
5. Section 125 Flex – refer to Handbook of Personnel Policies
6. Holidays – refer to Handbook of Personnel Policies for listing of sheriff's department holidays. In addition,

a. The computation of the hourly rate of pay for holiday pay shall be as follows: Any employee required to work on a holiday, the employee will receive seventeen (17) hours of straight time pay in addition to his/her regular salary, for a total of twenty-five and one-half (25½) hours straight time pay for the day. If a holiday falls on an employee's scheduled day off, the employee will receive eight and one-half (8½) hours of straight time pay in addition to the employee's regular salary for a total of seventeen (17) hours straight time pay for the day. To receive holiday pay, the employee must work the hours scheduled for the week during which the holiday falls, unless on paid sick leave or other leave with pay or excused for proper reasons beyond the employee's control. Holidays will be observed on the actual day of the holiday, except that those employees regularly scheduled to work Monday through Friday shall observe holidays pursuant to state policy.

7. Bereavement Leave – refer to Handbook of Personnel Policies
8. Compensatory Time – refer to Handbook of Personnel Policies, In addition

a. The 24 hour threshold listed in the Handbook of Personnel Policies shall be 25.5 hours for sheriff's department employees working a 6 on 3 off schedule. The 40 hours per week language does not apply to sheriff's department employees working a 6-3 schedule. Comp time is earned outside the normal 8.5 hour shift and outside the normal 6 day on and 3 day off schedule.

b. Sick leave comp earned prior to January 1, 2012 will be honored. No sick leave comp accrual after January 1, 2012.

9. Overtime – refer to Handbook of Personnel Policies. In addition,

a. **Jailer/Dispatchers:** Overtime may be assigned to employees who are on the current or the following shift. Overtime shall be split between the employee on the current shift and the following shift unless the overtime is an extension of the shift due to workload. If employees are unable to work overtime it will be offered to other employees according to length of service, with employees having the longest length of service being offered first.

b. Overtime is any hours beyond the regular 6-3, 8.5 hour schedule. Overtime is paid at the rate of one and one half the employee's straight time hour rate. The sheriff must authorize all overtime, except in his/her absence, overtime may be authorized by a command staff supervisor.

c. **Office Manager and Clerk/Typist:** Overtime starts after 40 hours of work.

10. Sick Leave – refer to Handbook of Personnel Policies. In addition,

a. In order for an employee to be eligible for sick leave, the employee shall report his/her sick leave prior to the start of his/her shift, unless circumstances prevent him/her from doing so.

b. When an employee is scheduled to work on a holiday and the employee is absent due to illness under this article, the employee shall receive, in addition to eight and one-half (8½) hours of holiday pay, one day's sick leave at the employee's regular straight time hourly rate. The total pay to an employee under this section shall be eight and one-half (8½) hours of straight time pay in addition to his/her regular salary for a total of seventeen (17) hours straight time pay for the day. A day of sick leave will be deducted from the employee's accumulated sick leave.

12. Vacation – refer to Handbook of Personnel Policies. In addition,

a. Each regular full-time employee shall receive one (1) week's vacation with pay after one (1) year of employment; two (2) weeks' vacation with pay each year after two (2) years of employment; three (3) weeks' vacation with pay each year after six (6) years of employment; four (4) weeks' vacation with pay each year after twelve (12) years of employment; five (5) weeks' vacation with pay each year after twenty-three (23) years of employment. An employee's vacation eligibility shall be based on the employee's anniversary date of employment. The number of employees on vacation within a given classification at any given period shall be determined by the sheriff. On November 1 of each calendar year there shall be posted a vacation schedule for the following calendar year. All employees shall sign the posting by November 30, selecting their vacation on the basis of those who are hired first have first pick. If employees do not sign the vacation posting schedule by November 30 of any year, remaining vacations shall be scheduled on a first come, first serve basis. Changes in the vacation schedule may be made with fourteen (14) calendar days advance notice to the sheriff and with mutual agreement of the sheriff, provided no other employee's vacation schedule is affected. Vacation pay shall be based upon a normal work week, and shall be taken in unit periods of not less than one (1) week, except upon approval of the sheriff. All efforts will be made to schedule vacations for the employees covered by this addendum so that such employees receive a normal work week off for each week of vacation. Employees who work less than 80% of scheduled hours during the year preceding vacation, shall receive prorated vacations based upon time worked. Vacation must be used within 18 months following the employee's anniversary date. Vacation time not taken in accordance with this paragraph is forfeited. It is understood that a week's vacation shall be six (6) work days pay for each week of vacation.

b. Employees who terminate their employment or who are laid off due to lack of work will be paid for vacation previously earned and not received for the current year up to and including the date of termination on a prorated basis.

c. When a holiday falls during an employee's vacation week, the employee will receive eight and one-half (8½) hours of straight time pay in addition to his/her regular for a total of seventeen (17) straight time hours. A day of vacation in this case will not be deducted from the employee's accumulated vacation. The additional eight and one-half (8½) hours of pay shall be computed using the following:

13. Family and Medical Leave – refer to Handbook of Personnel Policies
14. Symons Complex Employee Privileges – refer to Handbook of Personnel Policies
15. Military Leave – refer to Handbook of Personnel Policies

Rules of Conduct

1. Department Heads' Responsibility – refer to Handbook of Personnel Policies
2. Grounds for Termination or Suspension – refer to Handbook of Personnel Policies
3. Sexual Harassment Policy – refer to Handbook of Personnel Policies
4. Violence in the Workplace – refer to Handbook of Personnel Policies

*In addition sheriff department employees need to refer to Richland County Sheriff's Department Work Rules and policies and procedures regarding Sexual Harassment and Racial Profiling.

Hiring and Employment Considerations

1. Hiring:

- a. The Sheriff's Department will follow the hiring procedures detailed in County Ordinance 89-7. Two eligibility lists will be kept to fill full time vacancies, one for the jailer/dispatch position and one for the road patrol/task force deputy positions.

2. Temporary Vacancies- refer to Handbook of Personnel Policies

3. Probation Period:

- a. All newly hired employees shall serve a twelve (12) month probationary period. During said probationary period employees shall be subject to dismissal without cause or prior notice or recourse to the county's complaint procedures. If still employed after such probationary period, their hiring shall date from the first day of hire. An employee who successfully completes his/her probationary period shall receive sick leave, holiday and vacation benefits from his/her first day of hire, and will receive insurance benefits as soon as permitted by the insurance carrier. A probationary employee receives holidays and sick time during the probationary period.

Employees who are promoted within their classification must also be required to serve a three (3) month probationary period in the position to which they are promoted. If the employee does not complete the probationary period satisfactorily, he/she shall return to his/her former position with all rights unimpaired. However, they shall not be subject to discharge without the right of the county's complaint process.

- b. refer to Handbook of Personnel Policies
- c. refer to Handbook of Personnel Policies
- d. refer to Handbook of Personnel Policies

4. Reclassification – refer to Handbook of Personnel Policies
5. Dismissal or Suspension- refer to Handbook of Personnel Policies
6. Non-Disciplinary Termination/Layoff – refer to Handbook of Personnel Policies
7. Concern Procedures – refer to Handbook of Personnel Policies

Reimbursements

1. Lodging – refer to Handbook of Personnel Policies
2. Meals – refer to Handbook of Personnel Policies
3. Mileage – refer to Handbook of Personnel Policies
4. Other Expenses – refer to Handbook of Personnel Policies
5. Registration Fees – refer to Handbook of Personnel Policies
6. Expense Vouchers – refer to Handbook of Personnel Policies

Miscellaneous Personnel Provisions

1. Change of Address or Status
 - a. It is the responsibility of the employee to inform the sheriff's department office manager of any change of address, marital status, number of dependants, telephone number, etc. The office manager will report any changes to the County Clerk per Handbook of Personnel Policies.
2. Official County Bulletin Board – refer to Handbook of Personnel Policies
3. Employee Bulletin Board
 - a. Sheriff's Department Employees shall be allowed an employee's bulletin board in the jail/dispatch area to post non-political information of importance to employees that conforms to sheriff's department policies and procedures.
4. Equipment – refer to Handbook of Personnel Policies. In addition, refer to sheriff's department policies and procedures regarding equipment.
5. Telephone Policies – refer to sheriff's department policies and procedures regarding telephone, cell phone and fax communication protocol.
6. Notification of Absence
 - a. Sheriff Department employees shall call the dispatch center, the sheriff or a command staff supervisor to advise when they intend to be absent on sick leave. Command Staff supervisors shall notify the Sheriff when they are on sick leave. All other absences shall be reported to the Sheriff or command staff supervisor.
7. Weather Conditions – refer to Handbook of Personnel Policies
 - a. The Richland County Jail/Dispatch Center is never “closed.” Contact the Sheriff or command staff supervisor for weather condition emergencies. The sheriff's department administrative office shall follow the language in the Handbook of Personnel Policies regarding “Weather Conditions.”
8. Jury Duty – refer to Handbook of Personnel Policies
9. Ambulance or Fire Department Volunteers

a. "On duty" sheriff's department employees shall not be dismissed from duty to serve on any ambulance or fire duty call.

10. Break Room

a. Sheriff Department employees exempt from this provision.

11. Credit Union/Deferred Compensation – refer to Handbook of Personnel Policies

12. Use of Computers, Software & Internet – refer to Handbook of Personnel Policies and sheriff's department policies and procedures.

13. Picture Identification Badge

a. Sheriff's department employees exempt. Sheriff's department employees shall follow department policies and procedures regarding, ID's, badges and the wearing of uniforms.

14. Training Opportunities – refer to Handbook of Personnel Policies

15. Gifts or Gratuities – refer to Handbook of Personnel Policies and sheriff's department policies and procedures.

16. County Workspaces and Personal Property – refer to Handbook of Personnel Policies and sheriff's department policies and procedures.

17. Ammunition:

a. The Sheriff, Chief Deputy and Lieutenants are required to meet state certification and shall receive one hundred (100) rounds of practice ammunition each month. One box (50 rounds) of service ammunition shall be given to each deputy on January 1 of each year. The replaced service ammunition shall be used to provide for one (1) month's allocation of practice ammunition.

18. Regular/Normal Schedules:

a. Dispatcher/Jailers:

Day Shift: Start between 6am and 9am.

Second Shift: Start between 2pm and 4:30pm

Third Shift: Start between 10:30pm and midnight.

Swing persons: Work the shift of the person off. Minimum of 8 hours between shifts for swing persons.

Administrative Office Staff- Start between 7a-9a and end between 3p-5pm.

Chief Deputy/Lieutenants: As determined by the Sheriff.

b. Shift assignment shall be subject to change upon one (1) week's notice, except in the case of an emergency. Shift assignments may be changed on less than one (1) week's notice if mutually agreed to by the sheriff and affected employees.

19. Notice of Discipline:

a. Notice of all discipline shall be in writing and a copy shall be provided the employee at the time the action is taken. Written notice of oral discipline shall be given to the employee as soon as possible after the action is taken.

20. Promotion Procedure:

a. The Sheriff will post the promotional vacancy for 10 days with minimum qualifications listed on the promotion posting. All candidates who sign the posting who meet the minimum qualifications will be given a written exam. This written exam will be scored on a 0-40 point scale. Applicants will then be given an oral interview by an interview panel consisting of command staff supervisors and line staff supervisors within the classification. This oral interview will be scored on a 0-40 point scale. The Sheriff will then assign 0-20 points to each candidate based on the Sheriff's perception of the candidates past work record. The candidate scoring the most points will then be awarded the promotion position.

21. Computation of Hourly Rates of Pay

a. Hourly rates shall be calculated as follows:

1. For employees working a 5-2 schedule (8 hour day):

Annual rate ÷ 2080 = Hourly rate

2. For employees working a 6-3 schedule (8.5 hour day):

Annual rate ÷ 2068 = Hourly rate

3. The annual rate shall be the monthly rate times twelve.

22. Shift Differentials:

a. Employees working the second shift shall receive \$50.00 per month added to their base pay. Employees working the third shift shall receive \$60.00 per month added to their base pay. The swing person shall receive \$60.00 per month added to their base pay.

23. Call-In Pay:

a. Any employee called in to work at a time other than his/her regular schedule of hours, except where such hours are consecutively prior to or subsequent to the employee's regular schedule of hours, shall receive a minimum of two (2) hours pay at time and one-half of his regular rate of pay. Scheduled court appearances, unless canceled at least six (6) hours before the scheduled time, shall be paid for at a minimum of two (2) hours at time and one-half.

24. Longevity Pay:

- a. Upon completion of three (3) years of service with the Employer, the employee shall be granted a longevity bonus of four hundred dollars (\$400.00);
- b. Upon completion of five (5) years of service with the Employer, the employee shall be granted a longevity bonus of four hundred fifty dollars (\$450.00);
- c. Upon completion of seven (7) years of service with the Employer, the employee shall be granted a longevity bonus of five hundred dollars (\$500.00);
- d. Upon completion of ten (10) years of service with the Employer, the employee shall be granted a longevity bonus of five hundred fifty dollars (\$550.00);
- e. Upon completion of fifteen (15) years of service with the Employer, the employee shall be granted a longevity bonus of six hundred dollars (\$600.00).
- f. Longevity bonuses shall be annual and will be paid in the first payroll period of December of each year. Eligibility for the longevity bonus shall be based on the employee's anniversary date of hire. If an employee is terminated during the year and would be eligible for a bonus, the employee will receive a prorated eligibility bonus upon termination.

25. **Uniform Allowance:**

2022 \$700 for Sheriff, Chief Deputy, Lieut. and Deputies

- a. The Sheriff shall maintain a voucher system for the purpose of uniform and equipment purchase and maintenance for each member of the department. The County shall allocate \$500 per employee per year (\$650 for Sheriff, Chief Deputy, Lieutenants) Funds in the account can only be used for the purchase of approved items. Funds not used in one calendar year may be carried forward into the next calendar year, but the amount in any employee's account may not exceed \$1,500 per employee (\$1,800 for Sheriff, Chief Deputy and Lieutenant) this system shall be a reimbursement system except in cases where the Employer has established an account with a supplier.

26. **Hourly Rates of pay not currently in county salary schedule.**

- a. 2012 Hourly rates of sheriff's department employees not otherwise set by prior Personnel Policies of Richland County shall be computed using the following salary structure:

Class Title	Salary Range				
	Minimum	B	C	D	E
Radio Operator – Jailer Sgt.	\$3,438.88 3568.1272	\$3,484.29 3613.5370	\$3,529.59 3658.8434	\$3,574.92 3704.1671	\$3,620.28 3749.5253
Radio Operator – Jailer	\$3,337.96 3568.1272 Should be 3467.2088	\$3,383.25 3512.4980	\$3,428.62 3557.8734	\$3,473.97 3603.2315	\$3,519.27 3648.5207
Rates were changed January 2013					

Court/Security Deputy (Casual): Based on ~~\$3451.31~~ per month full time or ~~\$20.027~~ 20.777 per hour worked

~~Clerk Typist~~ Secretarial/Clerical Assistant II: Based on ~~\$2253.25~~ 2894.6667 per month or ~~\$14.8566~~ \$16.70 per hour.

27. Effective Date of Wage Rate Changes:

a. When an employee's rate of pay is changed and such a change falls in the first half of the pay period, the employee's new rate will commence the start of the pay period; if the rate change falls in the second half of the pay period, the employee's new rate will commence the start of the following pay period.

28. Step Increases:

a. New employees, upon completion of their initial probationary period, shall advance one step in their classification pay range and an additional one step each eight (8) months thereafter until a maximum has been reached.

b. When an employee is promoted to a position in a higher classification, his/her pay shall be increased to the minimum rate for the higher class. If his/her present rate is equal to or exceeds this minimum, his/her pay shall be increased to the next higher step in the new class regardless of the time since the last increase. Upon promotion to the appropriate step, the employee will advance an additional one step each eight (8) months thereafter until the maximum has been reached. Any change in a position classification must be approved by the Employer

Refer to the Richland County Handbook of Personnel Policies for all items not specifically addressed in this addendum. Health and Human Services employees shall refer to internal All Agency policies and procedures related to the above items when applicable. These policies do not supersede or replace the policies in the Richland County Handbook of Personnel Policies.