

Agenda
Human Resources Committee
Jefferson County Courthouse
320 S Main St, Room 112
Jefferson, WI 53549

July 23, 2013 @ 8:30 a.m.

Committee Members: James Braugher, Chair; Greg David; Pamela Rogers, Secretary; Jim Schroeder,
and Dick Schultz, Vice-Chair

1. Call to order
2. Roll call (establish a quorum)
3. Certification of compliance with the Open Meetings Law
4. Review of the Agenda
5. Citizen comments
6. Approval of June 18, 2013 minutes (PAGES 1-2)
7. Communications
8. Monthly Financial Report (PAGES 3-4)
9. Discussion with Charles Carlson, Carlson Dettmann Consulting, about the reclassification process (PAGE 5)
10. Presentation on new deferred compensation plan design option by Bill Barnes, Nationwide
11. Consideration of Deferred Compensation plan design change (PAGES 12-14)
12. Update on the Affordable Care Act (PAGES 15-31)
13. Update on the request for a part-time Safety Coordinator position (PAGES 32-38)
14. Consideration of approval to conduct a HIPAA Privacy gap analysis and risk assessment (PAGES 39-44)
15. Convene into closed session pursuant to Wisconsin State Statutes Section 19.85 (1)(e), consideration of union negotiations
16. Reconvene into open session for consideration and possible action regarding items discussed in closed session
17. Approval of hiring a consultant for Labor negotiations (PAGES 45-52)
18. Review of Human Resources recommended 2014 budget (PAGES 53-64)
19. Set next meeting date and agenda
20. Adjournment

Next scheduled meeting: August 20, 2013 @ 8:30 a.m.

The Committee may discuss and/or take action on any item specifically listed on the agenda

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.

**HUMAN RESOURCES COMMITTEE
MEETING MINUTES
June 18, 2013 @ 8:30am
Jefferson County Courthouse, Room 112**

1. Meeting called to order at 8:30am by J. Braugler.
2. Present: J. Braugler, G. David, P. Rogers, D. Schulz, and J. Schroeder. Quorum established. Others Present: K. Cauley, T. Palm, J. Molinaro, P. Ristow, B. Lamers, A. McGraw, C. Diestelmann, R. Witte, D. Heling.
3. Certification of compliance with the Open Meetings Law by K. Cauley.
4. Agenda reviewed with no changes.
5. Citizen Comments. A. McGraw, C. Diestelmann, R. Witte and D. Heling individually spoke on the reclassification results and how they compare with other positions.
6. Motion by D. Schultz, second by G. David, to approve the May 21, 2013 minutes as printed. Motion carried 4:0 and 1 abstain (P. Rogers).
7. Communications: handouts from public comment, the Classification and Compensation study review process, Personnel Ordinance HR0210, email from B. Frank supporting A. McGraw's reclassification and questioning the recommendation of a part-time Safety Coordinator position verses contracting, and *Supreme Court Accepts Act 10 Case by Davis & Kuelthau.*
8. T Palm, HR Director, presented the Human Resources Department monthly financials, noting any line items that were higher than expected would incur little if no other expense in 2013.
9. April – June 2013 Retirements: Committee was notified of 5 retirements during the second quarter that will be presented at the July County Board.
10. HR Director, T. Palm, presented her recommendation to the Committee regarding a request for a part-time Safety Coordinator in the 2014 budget. Discussion included issues of the need to have safety a priority in the County, policies/procedures that need to be developed to comply with regulations, \$15,000 budgeted in 2013 to contract for 6 hours with WMMIC (which did not work out) and the extra \$4000 - \$5000 needed would be in the HR Budget, not increasing tax levy. Committee acknowledged the need and asked HR Director to inquire on the level of service and funds spent at Highway, and determine if working together would be a better benefit.

11. HR Director, T. Palm, presented an update on the Affordable Care Act, indicating that census data was currently being evaluated by The Horton Group, and an analysis presented at next meeting.
12. Consider reclassification recommendations. Motion by D. Schultz, second by P. Rogers, to consider these requests under the Reclassification Process, not the Classification and Compensation Study Review process, as the deadlines for that process are passed. Motion carried 4:1 (G. David). Discussion of history of accepting reclassifications in conjunction of previous union contracts and that this is new territory and perhaps a transitional year. Request to have a representative from Carlson Dettmann available at the next meeting to help decipher the reclassification process/results to assist in HR Committee making a decision.
13. Discussion of the past practice of utilizing all accruals, earned and not earned, immediately prior to the last day worked. This is a long-standing practice that will require education and continual support to have a cultural change effected. Item will be on future agenda.
14. Written report from HR Director presented, including an update on the CSA Program, the number of new position and reclassification requests for 214, vacant position and emergency help requests.
15. Next meeting date scheduled 8:30am, Tuesday, July 23, 2013, to include a presentation from Carlson Dettmann on reclassifications and an update on the Affordable Care Act.
16. Motion by P. Rogers, second by D. Schultz, to adjourn. Meeting adjourned at 10:20am.

Human Resources Committee Secretary

Date

Item #8

Human Resources
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Date Ran 6/21/2013
Period 5
Year 2013

Revenues

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
451002	PRIVATE PARTY PHOTOCOPY	-	(4.00)	-	(20.00)	20.00	(48.00)	(48.00)	0.00%
451034	BADGE REPLACEMENT FEE	-	(4.17)	(9.48)	(20.83)	11.35	(50.00)	(40.52)	18.96%
451200	RECORDS & REPORTS	-	(4.17)	-	(20.83)	20.83	(50.00)	(50.00)	0.00%
Totals		-	(12.33)	(9.48)	(61.67)	52.19	(148.00)	(138.52)	6.41%

Expenditures

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
511110	SALARY-PERMANENT REGULAR	16,080.99	15,872.50	74,133.69	79,362.50	(5,228.81)	190,470.00	116,336.31	38.92%
511210	WAGES-REGULAR	-	427.90	-	2,139.51	(2,139.51)	5,134.83	5,134.83	0.00%
511240	WAGES-TEMPORARY	-	189.67	-	948.33	(948.33)	2,276.00	2,276.00	0.00%
511310	WAGES-SICK LEAVE	117.44	-	1,662.12	-	1,662.12	-	(1,662.12)	#DIV/0!
511320	WAGES-VACATION PAY	138.13	-	1,884.83	-	1,884.83	-	(1,884.83)	#DIV/0!
511330	WAGES-LONGEVITY PAY	-	29.08	-	145.42	(145.42)	349.00	349.00	0.00%
511340	WAGES-HOLIDAY PAY	767.64	-	2,715.87	-	2,715.87	-	(2,715.87)	#DIV/0!
511350	WAGES-MISCELLANEOUS(COMP)	256.90	-	826.86	-	826.86	-	(826.86)	#DIV/0!
512141	SOCIAL SECURITY	1,266.68	1,229.73	5,859.65	6,148.67	(289.02)	14,756.81	8,897.16	39.71%
512142	RETIREMENT (EMPLOYER)	1,154.50	1,081.96	5,401.45	5,409.78	(8.33)	12,983.47	7,582.02	41.60%
512144	HEALTH INSURANCE	2,468.73	3,813.33	18,880.10	19,066.67	(186.57)	45,760.00	26,879.90	41.26%
512145	LIFE INSURANCE	8.95	8.50	43.51	42.50	1.01	102.00	58.49	42.66%
512173	DENTAL INSURANCE	71.60	243.00	1,191.20	1,215.00	(23.80)	2,916.00	1,724.80	40.85%
521218	ARBITRATOR	-	1,050.00	-	5,250.00	(5,250.00)	12,600.00	12,600.00	0.00%
521219	OTHER PROFESSIONAL SERV	1,045.00	2,290.75	7,028.40	11,453.75	(4,425.35)	27,489.00	20,460.60	25.57%
521220	CONSULTANT	-	1,250.00	-	6,250.00	(6,250.00)	15,000.00	15,000.00	0.00%
521225	SECTION 125	341.28	542.50	2,254.40	2,712.50	(458.10)	6,510.00	4,255.60	34.63%
521226	ERGONOMICS	-	41.67	-	208.33	(208.33)	500.00	500.00	0.00%
521227	POSITION CLASSIFICATIONS	-	291.67	-	1,458.33	(1,458.33)	3,500.00	3,500.00	0.00%
521229	RECRUITMENT RELATED	346.85	812.50	457.85	4,062.50	(3,604.65)	9,750.00	9,292.15	4.70%
521296	COMPUTER SUPPORT	-	311.25	3,788.84	1,556.25	2,232.59	3,735.00	(53.84)	101.44%
531243	FURNITURE & FURNISHINGS	-	25.00	-	125.00	(125.00)	300.00	300.00	0.00%
531303	COMPUTER EQUIPMT & SOFTWA	109.05	41.67	885.60	208.33	677.27	500.00	(385.60)	177.12%
531311	POSTAGE & BOX RENT	27.98	33.33	141.42	166.67	(25.25)	400.00	258.58	35.36%
531312	OFFICE SUPPLIES	3.50	115.00	184.63	575.00	(390.37)	1,380.00	1,195.37	13.38%
531313	PRINTING & DUPLICATING	120.11	58.33	469.16	291.67	177.49	700.00	230.84	67.02%
531323	SUBSCRIPT TAX,LAW & OTHER	-	219.58	2,598.70	1,097.92	1,500.78	2,635.00	36.30	98.62%
531324	MEMBERSHIP DUES	-	62.92	400.00	314.58	85.42	755.00	355.00	52.98%
532325	REGISTRATION	-	310.58	290.00	1,552.92	(1,262.92)	3,727.00	3,437.00	7.78%

Item #8

532332	MILEAGE	301.72	112.50	437.47	562.50	(125.03)	1,350.00	912.53	32.41%
532334	COMMERCIAL TRAVEL	-	50.00	-	250.00	(250.00)	600.00	600.00	0.00%
532335	MEALS	40.06	78.67	40.06	393.33	(353.27)	944.00	903.94	4.24%
532336	LODGING	140.00	220.00	210.00	1,100.00	(890.00)	2,640.00	2,430.00	7.95%
532339	OTHER TRAVEL & TOLLS	-	-	5.25	-	5.25	-	(5.25)	#DIV/0!
532350	TRAINING MATERIALS	-	346.00	287.83	1,730.00	(1,442.17)	4,152.00	3,864.17	6.93%
533225	TELEPHONE & FAX	28.82	21.25	107.75	106.25	1.50	255.00	147.25	42.25%
535242	MAINTAIN MACHINERY & EQUIPI	-	21.25	-	106.25	(106.25)	255.00	255.00	0.00%
571004	IP TELEPHONY ALLOCATION	29.80	30.17	149.00	150.83	(1.83)	362.00	213.00	41.16%
571005	DUPLICATING ALLOCATION	47.98	128.33	239.91	641.67	(401.76)	1,540.00	1,300.09	15.58%
571009	MIS PC GROUP ALLOCATION	560.45	458.17	2,802.25	2,290.83	511.42	5,498.00	2,695.75	50.97%
571010	MIS SYSTEMS GRP ALLOC(ISIS)	188.50	191.17	942.50	955.83	(13.33)	2,294.00	1,351.50	41.09%
591519	OTHER INSURANCE	84.79	82.42	424.37	412.08	12.29	989.00	564.63	42.91%
594813	CAP OFC EQUIP	-	345.83	-	1,729.17	(1,729.17)	4,150.00	4,150.00	0.00%

Totals		25,747.45	32,438.18	136,744.67	162,190.88	(25,446.21)	389,258.11	252,513.44	35.13%
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Other Financing Sources (Uses)

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
									#DIV/0!
Totals		-	-	-	-	-	-	-	#DIV/0!
Total Business Unit		25,747.45	32,425.84	136,735.19	162,129.21	(25,394.02)	389,110.11	252,374.92	35.14%

HR0210

AMENDMENT AND MAINTENANCE OF THE CLASSIFICATION PLAN. The annual budget, adopted in November, shall show all positions authorized for the various departments. Whenever one or more new positions are under consideration for possible establishment or whenever, because of any revision in organization or methods, a significant change of the duties or responsibilities of any existing position is to be made which may require the reclassification of such position, or whenever a new class is created to which any position may more appropriately be assigned, or whenever, because of the abolishment or combination of any existing positions or classes, an amendment to the classification plan is required, or whenever a position is vacant for more than one year, the following procedures shall be observed:

- A. The department head or the County Administrator shall report the significant facts relating to such possible changes in the classification plan in writing to the Human Resources Committee in the manner prescribed.
- B. The Human Resources Committee, upon written request of the County Administrator, upon written request of any employee, or upon its own initiative, may initiate an inquiry into the classification of any position. Written requests for changes in the classification plan shall be submitted to the Human Resources Department by April 1 of each year, with the exception of requests initiated by the County Administrator, which may be reviewed at any time. The County may use a consultant to consider such proposed changes and shall review the classification plan and present any recommended changes to the Human Resources Committee. These recommendations will be presented to the Board of Supervisors with the proposed County budget for the succeeding year. Reclassifications, grade reassignments or job title changes shall be effective January 1 of the succeeding year, unless otherwise recommended and approved by the Board of Supervisors. Employees requesting reclassification shall be informed of the consultant's recommendation and Human Resources Committee action by the Human Resources Department. [am. 07/08/08, ord. 2008-14]
- C. No change in the status of a current employee, or employment of a new employee (other than on an emergency help basis) may be effected until the classification plan change has been approved by the Board of Supervisors. No change in the pay plan shall be made until the classification plan revision requiring a pay plan change has been approved by the Board. [am. 3/13/12, ord. 2011-31]

Carlson Dettmann Consulting, LLC

MEMORANDUM

Date: May 31, 2013

To: Terri Palm, Human Resources Director

From: Katie McCloskey, Senior Human Resources Consultant

Re: Payroll Technician/ Accounting Assistant

Jefferson County asked Carlson Dettmann Consulting (CDC) to conduct a classification review for the position of Payroll Technician/Accounting Assistant. The job description questionnaire (JDQ) dated July 18, 2012 along with a letter from the incumbent and the position's supervisor were submitted for our review. The request is for a recommendation for a classification evaluation and recommendation for appropriate placement onto the County's non-represented pay scale.

A thorough review of the position's responsibilities listed on the JDQ was conducted and we applied our point factor job evaluation system. There were no significant changes indicated on the JDQ that have been made to the position's areas of responsibility since the job was classified in the recent compensation study. The additional letter clarified and expounded on information that was previously included in the JDQ.

We reviewed the points previously applied to the position utilizing our point factor evaluation system. The points for the position did not change. Therefore, it is our recommendation that the position remain in a **Grade 5** on the non-represented pay scale.

Please do not hesitate to call me at the number listed below if you have any further questions.

Carlson Dettmann Consulting, LLC
6907 University Avenue
Middleton, WI 53562
(608) 239-7991 (Charlie) (608) 334-5283 (Katie)
Charles.carlson@carlsondettmann.com
Katie.mccloskey@carlsondettmann.com

Carlson Dettmann Consulting, LLC

MEMORANDUM

Date: May 31, 2013

To: Terri Palm, Human Resources Director

From: Katie McCloskey, Senior Human Resources Consultant

Re: Deputy Clerk III

Jefferson County asked Carlson Dettmann Consulting (CDC) to conduct a classification review for the newly created position of Deputy Clerk III. A job description questionnaire (JDQ) dated April 23, 2013 was submitted for our review. The request is for a recommendation for a classification evaluation and recommendation for appropriate placement onto the County's non-represented pay scale.

The Clerk of Courts has added the responsibilities of creating procedure manuals as it relates to criminal and traffic case management, training staff responsible for these areas and reviewing the work of other staff in these areas to ensure accuracy to two of the Deputy Clerk II's responsibilities. These positions will have the responsibility of training and instructing and providing work direction to the Deputy Clerk II's specifically assigned in these areas.

A thorough review of the position's responsibilities listed on the JDQ was conducted and we applied our point factor job evaluation system. The points for the position landed in a Grade 4. Therefore, it is our recommendation that the position of Deputy Clerk III be placed in a **Grade 4** on the non-represented pay scale.

Please do not hesitate to call me at the number listed below if you have any further questions.

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Carlson Dettmann Consulting, LLC

MEMORANDUM

Date: May 31, 2013

To: Terri Palm, Human Resources Director

From: Katie McCloskey, Senior Human Resources Consultant

Re: Recommendation AODA Assessor-Counselor

As part of the original compensation conducted in 2012 Jefferson County asked Carlson Dettmann Consulting (CDC) to make a recommendation for the appropriate placement onto the County's non-represented pay scale for the AODA Assessor-Counselor position in its Human Services Department. Because of changes that were occurring with the position during the time of the study, a recommendation for placement onto the schedule was delayed.

A thorough review of the position's responsibilities listed on the JDQ dated August 16, 2012 was conducted and we applied our point factor evaluation system. It is our recommendation the position be placed in a **Grade 6** on the non-represented pay scale.

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Carlson Dettmann Consulting, LLC

MEMORANDUM

Date: May 31, 2013

To: Terri Palm, Human Resources Director

From: Katie McCloskey, Senior Human Resources Consultant

Re: Chief Deputy County Clerk

Jefferson County asked Carlson Dettmann Consulting (CDC) to conduct a classification review for the position of Chief Deputy County Clerk. A letter dated April 26, 2013 and signed by the incumbent and the supervisor of the position were submitted for our review. The request is for a recommendation for a classification evaluation and recommendation for appropriate placement onto the County's non-represented pay scale.

A thorough review of the position's responsibilities listed on the original JDQ dated July 17, 2012 and a thorough review of the letter was conducted. There were no significant changes indicated on the JDQ that have been made to the position's areas of responsibility since the job was classified in the recent compensation study. The letter clarified and expounded on information that was previously included in the JDQ.

We reviewed the points previously applied to the position utilizing our point factor evaluation system. The points for the position did not change. Therefore, it is our recommendation that the position remain in a **Grade 5** on the non-represented pay scale.

Please do not hesitate to call me at the number listed below if you have any further questions.

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Carlson Dettmann Consulting, LLC

MEMORANDUM

Date: May 31, 2013

To: Terri Palm, Human Resources Director

From: Katie McCloskey, Senior Human Resources Consultant

Re: Economic Development Secretary

Jefferson County asked Carlson Dettmann Consulting (CDC) to conduct a classification review for the position of Economic Development Secretary. A reclassification form and an updated JDQ were submitted for our review. The request is for a recommendation for a classification evaluation and recommendation for appropriate placement onto the County's non-represented pay scale.

A thorough review of the position's responsibilities listed on the JDQ and a thorough review of the reclassification form was conducted. According to the documents submitted there have been additional duties added to this position because of changes initiated by HUD and individual grant programs. Alternative methods for delivering education and marketing these programs have caused some of the duties for this position to change.

We applied our point factor evaluation system considering the tasks that have been changed. The points for the position did increase, but did not cause the position to move into another grade. Therefore it is our recommendation the position remain in a **Grade 3** on the non-represented pay scale.

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Carlson Dettmann Consulting, LLC

MEMORANDUM

Date: May 31, 2013

To: Terri Palm, Human Resources Director

From: Katie McCloskey, Senior Human Resources Consultant

Re: Administration/Elections Deputy Clerk

Jefferson County asked Carlson Dettmann Consulting (CDC) to conduct a classification review for the position of Administration/Elections Deputy Clerk. A reclassification form and an updated JDQ dated April 23, 2013 were submitted for our review. The request is for a recommendation for a classification evaluation and recommendation for appropriate placement onto the County's non-represented pay scale.

A thorough review of the position's responsibilities listed on the JDQ and a thorough review of the reclassification form was conducted. There were changes indicated on the submitted documents that have been made to the position's areas of responsibility. A few of the task changes occurred since the JDQ was originally reviewed in the recent compensation study and some tasks were already being completed before the original JDQ was submitted.

We applied our point factor evaluation system considering the tasks that have been changed since the original review. It is our determination that the changes in the position are not substantial enough to change the points already applied to this position. The ratings previously applied to this position encompass the new responsibilities. Therefore the points for the position did not change and it is our recommendation that the position remain in a **Grade 3** on the non-represented pay scale.

Please do not hesitate to call me at the number listed below if you have any further questions.

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Wide, innovation means providing smart choices. Which of our flexible 457 options is right for your plan?

OPTION 1

Focuses on the classic lineup of features you've come to expect.

OPTION 2

Includes many of the features of our classic plan, plus added benefits like fiduciary support.

OPTION 3

Includes the fiduciary support you're looking for combined with zero administration fee for plans with \$500k to \$25 million in assets.

	OPTION 1	OPTION 2	OPTION 3
Investment Fiduciary Services from Morningstar Associates, LLC including lineup selection		●	●
Zero administration fee ¹			●
Standard administration fee	●	●	
Fixed account with <3.5% crediting rate ²			●
Fixed account with 3.5% crediting rate ²	●	●	
Standard investments lineup	●		
Professional financial guidance for non-plan assets ^{3,4}	●	●	●
Charles Schwab self-directed brokerage ⁴	●	●	●
Professionally managed accounts ^{4,5}	●	●	●
Quarterly market update from JP Morgan	●	●	●

NEW PLAN DESIGNS

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Option Selection Form (Conversions)

Please select one option below.

Handwritten mark

<p>Option 2: Only Adding Investment Fiduciary Service. No change to Asset Management Charge or Fixed account rate guarantees.</p>		<p>Option 3: Adding Investment Fiduciary Service. Reducing Asset Management Charge and amending Fixed account.</p>
<p>Option 2A</p> <p>T.Rowe Price Blue Chip Growth Nationwide S&P 500 Index Inst Svc Dreyfus Appreciation American Funds Washington Mutual R3 Nationwide Mid Cap Market Index A Eaton Vance Atlanta Capital SMID-Cap A Nationwide Small Cap Index A Diamond Hill Small Cap A Nationwide International Index A MFS International Diversification R3 JPMorgan Emerging Mkts Eq A American Funds New Perspective R3 Invesco Global Real Estate A PIMCO Total Return A PIMCO All Asset A Pioneer Strategic Income A Nationwide Inv Dest Agrsv Svc Nationwide Inv Dest Mod Agrsv Svc Nationwide Inv Dest Mod Svc Nationwide Inv Dest Mod Cnsv Svc Nationwide Inv Dest Cnsv Svc Nationwide Destination 2015 Instl Svc Nationwide Destination 2020 Instl Svc Nationwide Destination 2025 Instl Svc Nationwide Destination 2030 Instl Svc Nationwide Destination 2035 Instl Svc Nationwide Destination 2040 Instl Svc Nationwide Destination 2045 Instl Svc Nationwide Destination 2050 Instl Svc Nationwide Destination 2055 Instl Svc Nationwide Retirement Income Instl Svc Nationwide Fixed Account</p> <ul style="list-style-type: none"> • Asset Management Charge – No change • Fixed Account rate guarantees – No changes to annual rate guarantee, quarterly rate guarantee or the guaranteed minimum rate <p><input type="checkbox"/> I select Option 2A</p>	<p>Option 2B</p> <p><i>This investment option list is only available to plans that currently offer the Fidelity Contrafund.</i></p> <p>Fidelity Contrafund* Nationwide S&P 500 Index Inst Svc Dreyfus Appreciation American Funds Washington Mutual R3 Nationwide Mid Cap Market Index A Eaton Vance Atlanta Capital SMID-Cap A Nationwide Small Cap Index A Diamond Hill Small Cap A Nationwide International Index A MFS International Diversification R3 JPMorgan Emerging Mkts Eq A American Funds New Perspective R3 Invesco Global Real Estate A PIMCO Total Return A PIMCO All Asset A Pioneer Strategic Income A Nationwide Inv Dest Agrsv Svc Nationwide Inv Dest Mod Agrsv Svc Nationwide Inv Dest Mod Svc Nationwide Inv Dest Mod Cnsv Svc Nationwide Inv Dest Cnsv Svc Nationwide Destination 2015 Instl Svc Nationwide Destination 2020 Instl Svc Nationwide Destination 2025 Instl Svc Nationwide Destination 2030 Instl Svc Nationwide Destination 2035 Instl Svc Nationwide Destination 2040 Instl Svc Nationwide Destination 2045 Instl Svc Nationwide Destination 2050 Instl Svc Nationwide Destination 2055 Instl Svc Nationwide Retirement Income Instl Svc Nationwide Fixed Account</p> <p>*This fund is closed to new plans so only available if your case already includes it</p> <ul style="list-style-type: none"> • Asset Management Charge – No change • Fixed Account rate guarantees – No changes to annual rate guarantee, quarterly rate guarantee or the guaranteed minimum rate <p><input type="checkbox"/> I select Option 2B</p>	<p>T.Rowe Price Blue Chip Growth Nationwide S&P 500 Index Inst Svc Dreyfus Appreciation American Funds Washington Mutual R3 Nationwide Mid Cap Market Index A Eaton Vance Atlanta Capital SMID-Cap A Nationwide Small Cap Index A Diamond Hill Small Cap A Nationwide International Index A MFS International Diversification R3 JPMorgan Emerging Mkts Eq A American Funds New Perspective R3 Invesco Global Real Estate A PIMCO Total Return A PIMCO All Asset A Pioneer Strategic Income A Nationwide Inv Dest Agrsv Svc Nationwide Inv Dest Mod Agrsv Svc Nationwide Inv Dest Mod Svc Nationwide Inv Dest Mod Cnsv Svc Nationwide Inv Dest Cnsv Svc Nationwide Destination 2015 Instl Svc Nationwide Destination 2020 Instl Svc Nationwide Destination 2025 Instl Svc Nationwide Destination 2030 Instl Svc Nationwide Destination 2035 Instl Svc Nationwide Destination 2040 Instl Svc Nationwide Destination 2045 Instl Svc Nationwide Destination 2050 Instl Svc Nationwide Destination 2055 Instl Svc Nationwide Retirement Income Instl Svc Nationwide Fixed Account</p> <ul style="list-style-type: none"> • Asset Management Charge - 0* (*Plan must have at least \$500,000 in assets at Nationwide) • Fixed Account rate guarantees – The annual rate guarantee, quarterly rate guarantee will be reduced upon the expiration on their current terms. The guaranteed minimum will be reduced upon issuance and acceptance of the Fixed Contract Amendment. <p><input type="checkbox"/> I select Option 3</p>

All of my existing plan features and services will remain in place. I understand that there are additional legal documents that I will sign in order to complete the enrollment in the Investment Fiduciary Service. When Nationwide processes participant contributions, in situations where the investment direction received is unclear, or if a new allocation is made to a closed or unavailable investment option, or the total investment option allocation percentages total less than 100%, the allocation will be made to the default option, the Nationwide Inv Dest Cnsv Svc fund.

Plan Sponsor Signature

Date

NRM-9551AO.2-0313

0 # TICKER	Current Funds to Close			Funds to Map to					Alternate Ticker
	CUSIP	Fund ID or P/P/S/P	Fund Name	Current Balance (as of 03/31/13)	Fund Name	Ticker	CUSIP	Fund ID or P/P/S/P	
	Nationwide use only	Nationwide use only	Name of the fund that is being closed	\$1.00	Name of the fund that closing fund is being mapped to		Nationwide use only	Nationwide use only	
AMCGX			American Century Growth Inv	\$86,308.90	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
AMVLX			American Century Value Inv	\$170,638.00	American Funds Washington Mutual Investors Fund(SM) - Class R3	RWMCX	939330858		
AMVXX			American Funds Investment Company of America	\$674,064.53	Dreyfus Appreciation	DGAGX	261970107		
BKSLX			Brown Capital Mgmt Small Co Inv	\$294,550.25	Nationwide Small Cap Index A	GMRAX	63867V705		
DCAGX			Dreyfus Appreciation	\$168.49	Dreyfus Appreciation	DGAGX	261970107		
EDVLX			Edear Lomax Value Fund	\$21,607.94	American Funds Washington Mutual Investors Fund(SM) - Class R3	RWMCX	939330858		
FCNTX			Fidelity Contrafund	\$2,148,825.14	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
FOCPX			Fidelity OTC	\$165,480.67	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
FPURX			Fidelity Puritan	\$477,001.35	Nationwide NMF Investor Destinations Moderate Fund: Service Class	NNDMX	63867T688		
IEVXX			Invesco International Growth I	\$84,973.44	MFS International Diversification Fund - Class R3	MDIHX	55273G157		
ACGIX			Invesco Van Kampen Growth and Income A	\$984,261.56	American Funds Washington Mutual Investors Fund(SM) - Class R3	RWMCX	939330858		
JAMCX			JPMorgan Mid Cap Value A	\$851,893.93	Nationwide Mid Cap Market Index Fund: Class A	GMXXA	63867U830		
MUIGX			Nationwide Growth Institutional	\$211,365.65	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
GIAX			Nationwide International Index Fund: Class A	\$142,731.42	Nationwide International Index Fund: Class A	GIAX	63867T700		
MUIFX			Nationwide D	\$250,158.01	Dreyfus Appreciation	DGAGX	261970107		
GBIAX			Nationwide Bond Index A	\$498,501.75	PIMCO Total Return Fund: Class A	PTTAX	693390445		
GMXXA			Nationwide Mid Cap Market Index Fund: Class A	\$90,181.88	Nationwide Mid Cap Market Index Fund: Class A	GMXXA	63867U830		
GRISX			Nationwide S&P 500 Index Fund: Institutional Service Class	\$86,626.71	Nationwide S&P 500 Index Fund: Institutional Service Class	GRISX	63867U327		
NWUSX			Nationwide US Small Cap Value Instl Svc	\$281,274.82	Diamond Hill Small Cap Fund - Class A	DHSCX	26264S304		
NVA			Nationwide Large Cap Growth Portfolio	\$589,279.38	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
NWVIX			Nationwide International Value Instl Svc	\$461,635.15	MFS International Diversification Fund - Class R3	MDIHX	55273G157		
NWESX			Nationwide Destination 2015 Instl Svc	\$57,893.42	Nationwide Destination 2015 Instl Svc	NWESX	63867N869	TBD	
NWFSX			Nationwide Destination 2020 Instl Svc	\$313,070.62	Nationwide Destination 2020 Instl Svc	NWFSX	63867N794		
NWHSX			Nationwide Destination 2025 Instl Svc	\$175,293.54	Nationwide Destination 2025 Instl Svc	NWHSX	63867N737		
NWISX			Nationwide Destination 2030 Instl Svc	\$89,889.22	Nationwide Destination 2030 Instl Svc	NWISX	63867N661		
NWLSX			Nationwide Destination 2035 Instl Svc	\$55,618.43	Nationwide Destination 2035 Instl Svc	NWLSX	63867N596		
NWMSX			Nationwide Destination 2040 Instl Svc	\$36,721.30	Nationwide Destination 2040 Instl Svc	NWMSX	63867N539		
NWNSX			Nationwide Destination 2045 Instl Svc	\$10,093.31	Nationwide Destination 2045 Instl Svc	NWNSX	63867N463		
NWOSX			Nationwide Destination 2050 Instl Svc	\$586.01	Nationwide Destination 2050 Instl Svc	NWOSX	63867N388	TBD	
NTDSX			Nationwide Destination 2055 Instl Svc	\$0.00	Nationwide Destination 2055 Instl Svc	NTDSX	63867N168	TBD	
NWRSX			Nationwide Retirement Income Instl Svc	\$25,160.71	Nationwide Retirement Income Instl Svc	NWRSX	63867N331	TBD	
NDASX			Nationwide NMF InvDest Aggressive Fund: Svc	\$194,208.11	Nationwide NMF Investor Destinations Aggressive Fund: Service Class	NDASX	63867T791		
NDMSX			Nationwide NMF InvDest Mod Aggressive Fund: Svc	\$581,509.04	Nationwide NMF Investor Destinations Moderately Aggressive Fund: Service Class	NDMSX	63867T593		
NNDMX			Nationwide NMF InvDest Mod Fund: Svc	\$355,370.73	Nationwide NMF Investor Destinations Moderate Fund: Service Class	NNDMX	63867T688		
NDCSX			Nationwide NMF InvDest Cons Fund: Svc	\$4,209.12	Nationwide NMF Investor Destinations Conservative Fund: Service Class	NDCSX	63867T734		
NSDCX			Nationwide NMF InvDest Mod Conservative Fund: Svc	\$68,207.58	Nationwide NMF Investor Destinations Moderately Conservative Fund: Service Class	NSDCX	63867T536		
NVA			NVIT Multi-Manager Small Company 1	\$205,811.64	Nationwide Small Cap Index A	GMRAX	63867V705		
GMVAX			Nationwide Small Cap Index A	\$46,421.67	Nationwide Small Cap Index A	GMRAX	63867V705		
NWSIX			Nationwide Small Company Growth Fund Inst Svc	\$10,024.83	Nationwide Small Cap Index A	GMRAX	63867V705		
NBGEV			Neuberger Berman Genesis Tr	\$423,361.73	Erton Vanco-Atlanta Capital SMID-Cap Fund - Class A	EAASX	277502656		
NBSRX			Neuberger Berman Socially Resp Inv	\$545,020.99	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
OPPAAX			Oppenheimer Global A	\$1,063,291.25	American Funds New Perspective Fund(R) - Class R3	RNPXC	648018851		
PTTAX			PIMCO Total Return Fund: Class A	\$1,306,510.92	PIMCO Total Return Fund: Class A	PTTAX	693390445		
SPHX			SEI Inst Mod Trusts S&P 500 Index Fund	\$357,408.50	MFS International Diversification Fund - Class R3	MDIHX	55273G157		
TRSAX			T. Rowe Price Growth Stock Adv	\$476,215.39	T. Rowe Price Blue Chip Growth Fund - R Class	RRBGX	77954Q304		
WYHIX			Waddell & Reed High-Income Y	\$452,192.60	Pioneer Strategic Income Fund - Class A	PSRAX	723884102		
WFDDX			Wells Fargo Advantage Discovery Adm	\$163,393.34	Erton Vanco-Atlanta Capital SMID-Cap Fund - Class A	EAASX	277502656		
FIGTX			Federated US Govt 2-5 Yr Instl	\$68,880.18	Nationwide Fixed Fund	NVA	NWG*****		
LAPXX			Invesco Short-Term Inv Trust - Treasury Portfolio - Instl Class	\$0.00	Nationwide Fixed Fund	NVA	NWG*****		
NVA			Nationwide Fixed Fund	\$6,450,263.83	Nationwide Fixed Fund	NVA	NWG*****		
MIFXX			Nationwide Money Market Prime	\$3,414.26					
			Total	\$21,911,494.82					

APPLIES ONLY TO PLANS WITH MONEY MARKET AND/OR STABLE VALUE FUNDS:

If I choose not to move assets from money market and stable value options, I understand that these assets will not be part of the Investment Fiduciary Service. If I do move assets from the money market and stable value options and chose to move those assets to the NW Fixed, I understand 1) that although the Nationwide Fixed is the suggested mapping fund provided by Morningstar I do not have to map these assets to this option to remain in the Morningstar Fiduciary Program, 2) the Nationwide Fixed has certain restrictions which might prevent a participant from reallocating their assets. Those restrictions are outlined in the NW Fixed contract.

APPLIES TO ALL PLANS:

Due to the unavailability of a cash asset class investment option in the Morningstar lineup or product level transfer restrictions any participant assets in any money market fund and any stable value fund on the day of the mapping will not be moved.

Future allocations intended for a money market investment or a stable value investment will be directed to the Nationwide Fixed. An individual Participant who does not wish for future contributions to go into the Nationwide Fixed can make an allocation change immediately after the new investment options are made available or by changing their allocations prior to the effective date of the new Fund Lineup.

Pursuant to my Investment Fiduciary Service Agreement, a suggested mapping matrix was provided to me, the Plan Sponsor, by Morningstar. I have completed any adjustments that I deem appropriate and approve the mapping as shown above and agree to all the terms stated above.

Plan Sponsor Signature

Health Reform Employer Impact Analysis

Prepared for

Jefferson County

Date

June 27, 2013

Health Reform Employer Impact Analysis

Overview

Beginning in 2014, an “applicable large employer” becomes subject to what are referred to as the “shared responsibility rules.” Under these new rules, an employer may pay a penalty if at least one of its full-time employees purchases coverage through an exchange and qualifies for a premium tax credit or cost-sharing reduction (referred to as a subsidy for the rest of this report).

For an employee to qualify for subsidized coverage, their household income must be less than 400% of the federal poverty level (FPL). In addition, the individual must not be eligible for employer-sponsored “minimum value,” or the coverage offered by the employer must be deemed “unaffordable.” These criteria are explained in more detail below.

Minimum Essential Coverage (MEC) and Minimum Value (MV)

Employee subsidies, and employer penalties, described below are dependent in part on the type and value of the health plan offered by employers to their employees. To avoid the possibility of paying a penalty, an employer must offer minimum essential coverage (MEC) with a defined minimum value (MV). An MV health plan must have an actuarial value of at least 60%.

Full-Time Employees

For ACA purposes, a full-time employee is an employee with average hours of service of at least 30 hours per week or 130 hours per month. To avoid liability under the 4980(H) employer shared responsibility rules described below, an employer must offer affordable minimum value coverage to all full-time employees.

The IRS has released guidance that allows an employer to use an optional measurement period to define full-time employee status. This analysis assumes all employees’ full-time status has been identified on the census data provided.

Employee Qualification for Subsidies

As stated in the overview above, a penalty will apply to an employer if at least one full-time employee qualifies for subsidized coverage and actually purchases coverage through an exchange. Individuals with an income between 138% and 400% of the federal poverty level (FPL) may qualify for subsidized coverage through an exchange. Employees with household incomes of less than 138% of FPL will qualify for expanded Medicaid coverage beginning in 2014. However, if a state chooses not to expand Medicaid (see more below), individuals with incomes down to 100% of FPL may qualify for subsidized individual coverage.

Household income is defined as the modified adjusted gross income (MAGI) of any family member living in the employee’s household who is required to file a tax return.

For a full-time employee who meets the income qualifications to qualify for subsidized individual coverage through an exchange, one of the following situations must exist:

- Their employer’s plan does not provide “minimum essential coverage,” or
- The required employee contribution for an employer’s plan exceeds 9.5% of their household income.

Table A 2013 400% of Federal Poverty Level	
Household Size	
1	\$45,960
2	\$62,040
3	\$78,120
4	\$94,200
5	\$110,280
6	\$126,360
7	\$142,440
8	\$158,520

Individuals will need to apply to a state or federally-run exchange to be “certified” as subsidy eligible. The employer will then be notified if an employee has qualified for subsidized coverage and of any penalty that may apply.

Employer Shared Responsibility Rules and Penalties

Under the ACA shared responsibility rules, employers may be liable for two different types of penalties.

4980H(a) Penalty - Employers who do not offer minimum essential coverage to all full-time employees

If an employer fails to offer minimum essential coverage to all full-time employees, and at least one employee is certified by the exchange and purchases subsidized coverage, the employer will pay a penalty of \$166.67 per month (\$2000 per year) times the total number of full-time employees including employees who are offered coverage (excluding the first 30 employees).

- There are special rules on the penalty calculation for employers that are part of a control group.
- The total liability is calculated monthly based on the total number of full-time employees each month, but is paid on an annual basis.

4980H(b) Penalty - Employers who offer minimum essential coverage to all full-time employees

An employer will pay a penalty of \$250 per month (\$3000 per year) times the number of full-time employees who are certified by the exchange and actually purchase subsidized coverage.

The IRS has introduced three safe harbors regarding the employer penalty. Since employers do not typically know the employee's household income, an employer will not pay a penalty if the required contribution for employee-only coverage meets one of the following safe harbors. Employee contribution for single-only coverage is no more than 9.5% of:

- the employee's wages from the employer regardless of the employee's household income.
- the hourly pay rate of the lowest paid full-time employees.
- the applicable Federal Poverty Level (FPL) for a single individual.

Medicaid Eligibility

Currently, Medicaid eligibility varies by state. Beginning in 2014, Medicaid eligibility is expanded nationwide to include an individual whose household income is no more than 138% of Federal Poverty Level (FPL). The Federal government will pay for 100% of the costs of newly eligible Medicaid recipients through 2016.

Current Medicaid eligibility rules vary significantly from state to state and now, due to the 2012 Supreme Court decision, states may individually choose whether to participate in the ACA Medicaid expansion. Consequently, the impact that Medicaid expansion will have on any particular employer will be dependent on the number of employees living in states choosing to adopt the expanded Medicaid definition.

States are expected to increase the use of the Medicaid Health Insurance Premium Payment Program (HIPP). HIPP allows states to pay an employee's contribution to an employer-sponsored health plan (if the employee is eligible). This may increase the number of Medicaid-eligible employees and their families enrolled in employer-sponsored plans.

Analysis Process

This *Health Reform Impact Analysis Report* has analyzed census data provided by the employer and uses proprietary algorithms to calculate the estimated financial impact of various provisions of the health reform legislation. The actual results an employer will experience will depend on a number of factors that are currently unknown. Actuarial and statistical assumptions were made to estimate results as accurately as possible at this time.

Many results are a function of an employee's household income, which is not available to most employers. This report uses algorithms that take into consideration a number of factors to attempt to estimate household income. The calculation is based on census data, employee demographics, employee income level, and other factors. All results are displayed in current dollars.

Important Note and Disclaimer:

All data provided is based on assumptions that may or may not reflect the actual behavior and choices made by individuals based on their particular circumstances. The results are designed to provide the employer with illustrations to assist in identifying the impact of various health reform changes. The report cannot predict exact financial results.

Full-Time Employee Eligibility

The employer shared responsibility rules require employers to offer coverage to all employees who work 30 hours or more per week. This report analyzed the number of employees not eligible for coverage due to the employer’s current eligibility definition and estimates the additional employer cost to cover these newly eligible individuals.

Individuals working at least 30 hours a week but less than the employer’s current hours per week eligibility requirement

The analysis includes individuals listed on the employer census with average work hours of at least 30 hours per week. If average work hours were not included in the original employer census data, then no cost can be estimated for these individuals.

Individuals working full-time but currently ineligible for health benefits

The analysis also calculates an estimated cost for full-time employees currently ineligible for benefits based on employee classification if data on ineligible employees was provided in the initial census.

Cost estimate development

To estimate the cost impact on the employer, the analysis makes the following assumptions:

- Newly eligible employees will participate in the plan at a participation rate of 50%. (The assumed participation rate can be changed to a different percentage if desired.)
- The first column below bases the cost assumption on the employer’s low-cost plan option for class 1 employees. The second column presents an estimated cost of the newly eligible employees based on an optional alternative plan and/or rates entered into the system if applicable.

Chart 2

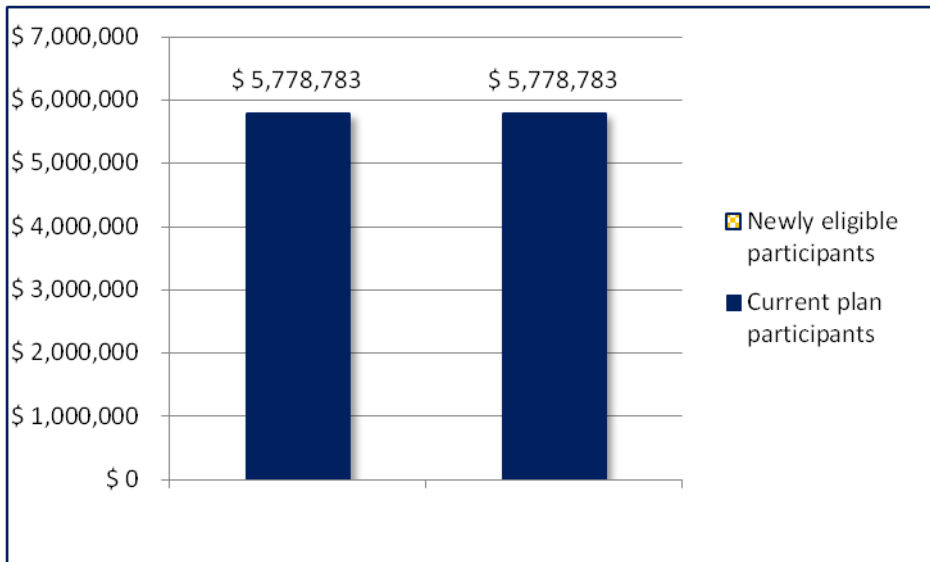


Table 2

Eligibility		
Current plan eligibility (hours per week)	20	
Number of full-time employees not currently eligible	0	
Assumed participation rate for newly eligible employees	50.0%	
Current participant plan cost	\$ 5,778,783	\$ 5,778,783
Employee Cost for New Eligibles	Class 1/Plan 1	Alternative Plan
Estimated plan cost of newly eligibles	\$ 0	\$ 0
Estimated employer plan cost inc. new eligible employees	\$ 5,778,783	\$ 5,778,783

4980(H)(b) Employer Penalty Risk

The employer 4980(H)(b) penalty may apply when coverage is “unaffordable” for some employees or when a full-time employee is not eligible for minimum value coverage.

- The following results represent the estimated maximum penalty risk an employer faces based on the data provided and would be the “worst case scenario,” assuming that all employees eligible for subsidized coverage actually leave the employer’s plan and purchase individual subsidized coverage through a public exchange.
- Note that actual results will depend on choices made by individual employees. Employees may choose to stay on the employer plan even when eligible for subsidized individual coverage.

Table 1

Employer Statistics	
Total full time employees in census	461
Total employees currently participating	433
Estimated full-time employees with household income < 400% FPL	195
Employee Subsidy Eligibility	
Subsidy eligible full time employees due to unaffordable coverage	0
Subsidy eligible due to ineligible for minimum value coverage	0
Additional subsidy eligible due to states with no Medicaid expansion & unaffordable coverage	0
Total estimated subsidy eligible	0
Subsidy eligible likely to move to exchange due to individual coverage estimated to be better value than employer plan	0

Summary of 4980(H)(b) Employer Risk

Table 3a

Employer Penalty	Number	Savings from EEs leaving plan	Cost of Penalty	Net Cost
Subsidy likely employees currently on employer plan	0	\$ 0	\$ 0	\$ 0
Subsidy likely employees not currently on employer plan	0	\$ 0	\$ 0	\$ 0
Total Estimated Cost			\$ 0	\$ 0
Note: Employer penalties capped at \$2000 times number of FTEs (not counting first 30)		Max. Penalty	\$ 862,000	

Chart 3

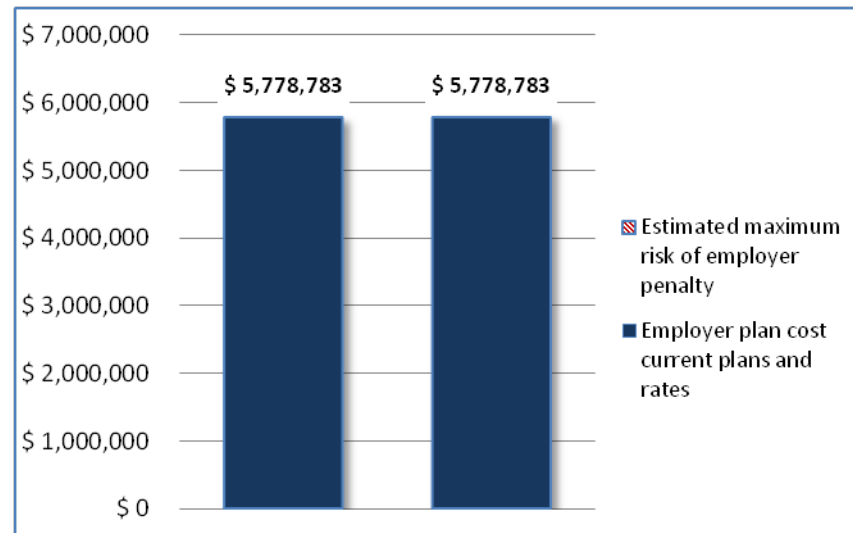


Table 3b

Summary of Impact of Shared Responsibility Penalty	Employer cost current plans	Plan cost adjusted for loss of enrollment
Employer plan cost current plans and rates	\$ 5,778,783	\$ 5,778,783
Estimated maximum risk of employer penalty	\$ 0	\$ 0
Total	\$ 5,778,783	\$ 5,778,783

4980(H)(b) Employer Penalty Risk - Alternative Plan and Contribution Arrangement

This section of the report recalculates the 4980(H)(b) based on alternative plan design, cost, and employer contribution assumptions.

Table 1_2

Employee Subsidy Eligibility	
Subsidy eligible full time employees due to unaffordable coverage	0
Subsidy eligible due to ineligible for minimum value coverage	0
Additional subsidy eligible due to states with no Medicaid expansion & unaffordable coverage	0
Total estimated subsidy eligible	0
Subsidy eligible likely to move to exchange due to individual coverage estimated to be better value than employer plan	0

Table 3a_2

Employer Penalty	Number	Savings from EEs leaving plan	Cost of Penalty	Net Cost
Subsidy likely employees currently on employer plan	0	\$ 0	\$ 0	\$ 0
Subsidy likely employee not currently on employer plan	0	\$ 0	\$ 0	\$ 0
Total Estimated Cost			\$ 0	\$ 0
Note: Employer penalties capped at \$2000 times number of FTEs (not counting first 30)		Max. Penalty	\$ 862,000	

Chart 3_2

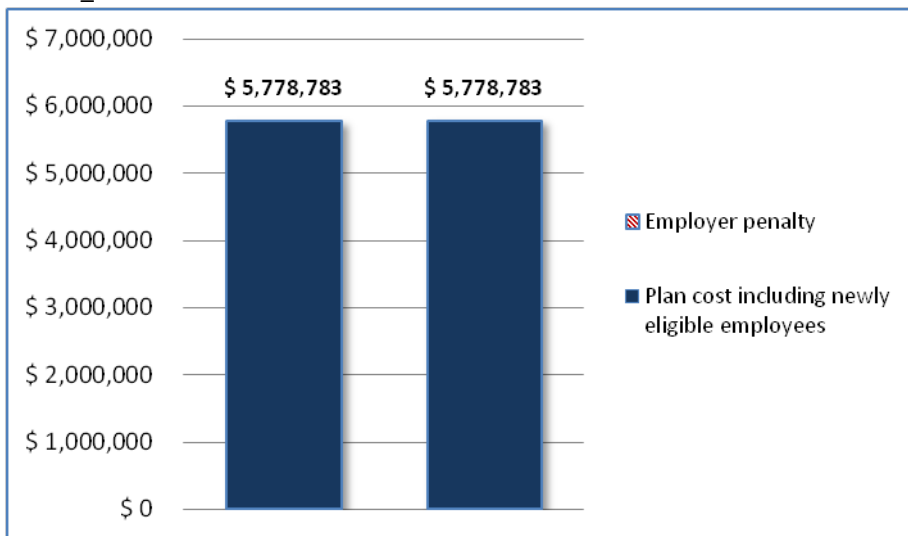


Table 3b_2

Summary of Impact of Shared Responsibility penalty	Scenario 2	Plan cost adjusted for loss of enrollment
Plan cost including newly eligible employees	\$ 5,778,783	\$ 5,778,783
Employer penalty	\$ 0	\$ 0
Total	\$ 5,778,783	\$ 5,778,783

4980(H)(b) Employer Penalty Safe Harbors

IRS guidance has established a series of safe-harbors which relieve employers of 4980(H)(b) penalties due to the “affordability” of employer sponsored coverage. If an employee’s required contribution for single coverage is less than one of the permitted safe-harbors, the employer will not be liable for the 4980(H)(b) penalty regardless of the individuals actual household income. The 3 safe harbors defined by the IRS include:

- The W-2 wage safe harbor: Employee contribution is no more than 9.5% of the employees W-2 wages paid by the employee.
- Rate of pay safe harbor: Employee contribution is no more than 9.5% of the employees “rate of pay”.
 - Hourly employees - Determine the hourly wage rate for and multiply by 130 hours per month
 - Salaried employees - use the employee's monthly salary (using any reasonable method to convert payroll periods to a monthly salary).
- Federal poverty level safe harbor: Employee contribution is no more than 9.5% of the Federal poverty level for an individual (2013 FPL currently \$11,490).

Table 8

Employer 4980(H)(b) Employer Safe Harbors	Safe Harbor	
Lowest reported full-time wage on census	\$ 20,794.80	\$ 164.63
Lowest rate of pay per hour	\$ 10.00	\$ 123.50
Federal Poverty Level	\$ 11,490.00	\$ 90.96

* Note – reported wages on the census used in this analysis may not reflect actual W-2 wages

4980(H)(a) Employer Penalty for Not Offering Coverage to All Full Time Employees

Applicable large employers who do not offer minimum essential coverage to all full-time employees are required to pay a penalty of \$166.67 per month (\$2000 per year) times the number of all full-time employees (not counting the first 30 FTEs). Many employers recognize that if they stop offering health benefits to currently eligible employees, they may expect some increase in compensation to make up for the loss of the benefit. This analysis considers the total cost of dropping employer-sponsored health insurance, taking into account the following factors:

- **The total employer penalty** - Calculated based on all current full-time employees, whether they are eligible for coverage or not (not counting the first 30).
- **The cost of additional compensation provided to employees.** The report assumes the employer will provide additional employee compensation in lieu of offering health benefits. The amount is expressed as a percentage of the total the employer spends on health insurance.
- **Additional employer payroll tax liability** - Calculated based on a percentage of any additional compensation provided to employees. The report uses 7% to estimate the employer payroll tax liability since some employee will exceed the social security portion of the payroll tax.
- **Corporate tax impact** - The employer penalty is not tax deductible to the employer. The report illustrates a financial impact to the employer based on an assumed corporate tax rate.
- **Additional workers compensation costs** - Employer workers compensation costs are a function of payroll. Consequently, employers who choose to provide additional payroll in lieu of benefits will also experience an increase in these costs.

Chart 6

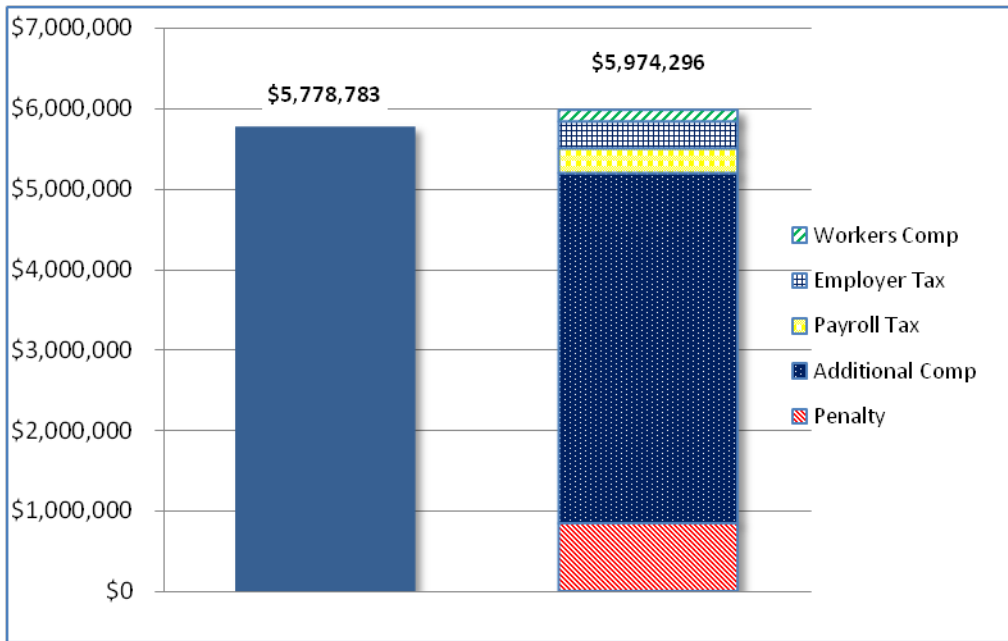


Table 6

Cost Impact of Not Offering Coverage to All Full Time Employees	Current	Impact
Current employer plan cost	\$ 5,778,783	
Employer penalty		\$ 862,000
Additional compensation		\$ 4,334,087
Employer payroll tax on additional compensation		\$ 303,386
Additional workers compensation cost due to increased payroll		\$ 130,023
Tax impact of penalty not being tax deductible		\$ 344,800

Medicaid Eligibility

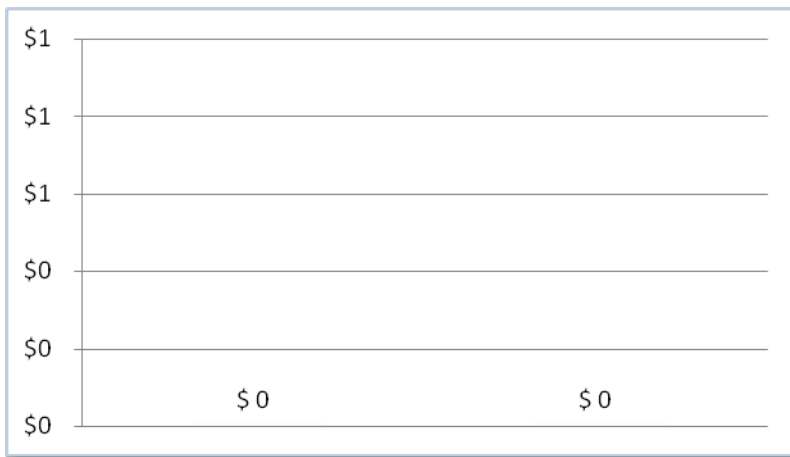
Health Reform expands Medicaid eligibility to any individual with a household income of less than 138% of FPL. The increase in the number of employees who may qualify for Medicaid could impact an employer’s plan significantly depending on how each state decides to implement Medicaid expansion.

Currently, Medicaid eligibility varies by state. Beginning in 2014 the Federal government will pay for 100% of the costs of newly eligible Medicaid recipients through 2016, at which point the states will begin to pick up a portion of new Medicaid costs until by 2020 the Federal government will be responsible for 90% of the total cost with the state paying 10%

Employers are not liable for a penalty if an employee qualifies for Medicaid; however, if a state chooses not to adopt expanded Medicaid eligibility, employees with incomes under 138% of FPL may qualify for subsidies when purchasing individual coverage through a public exchange, exposing the employer to increased penalty risks under the shared responsibility rules.

Possible Range of Cost Impact on Employer Due to Medicaid Eligibility Changes

Chart 4



2013 138% of Federal Poverty Level	
Household Size	
1	\$15,856
2	\$21,404
3	\$26,951
4	\$32,499
5	\$38,047
6	\$43,594
7	\$49,142
8	\$54,689

Table 4

Medicaid	Number	Employer Cost Risk
Total full time employees	461	
Total estimated Medicaid full time employees @138% of FPL	7	
Assumed % of full-time employees in states with expanded Medicaid	0%	
Total estimated Medicaid eligible this employer	0	
Estimated maximum employer risk due to new enrollment of all Medicaid eligibles not currently enrolled in employer's plan	0	\$ 0
Estimated maximum savings due currently covered Medicaid eligibles leaving the employer plan and opting for Medicaid	0	\$ 0
Note: Unless otherwise noted these cost estimates assume participation in employer's current low cost plan offered to class 1 employees, and a 50% single/family participation rate.		

Tax on High Cost Health Plans

Beginning in 2018, the ACA imposes an excise tax on high-cost health coverage, often referred to as the “Cadillac tax.” The excise tax will be equal to 40% of the employee’s “excess benefit” amount that exceeds an applicable cost of coverage defined in the law. The initial applicable cost of coverage will be \$10,200 for self-only coverage and \$27,500 for coverage other than self-only. These totals are subject to a number of adjustments:

- A health cost adjustment percentage based on the increase in health care costs between now and 2018;
- A cost-of-living adjustment for calendar years after 2018;
- An employer plan age and gender adjustment (guidance on calculation of this adjustment to be released by HHS).
- Higher cost of coverage amounts will apply to certain high-risk occupations and are not reflected in this estimate.

The actual excise tax will be based on employees’ actual plan participation. The estimate considers the employer’s current plan costs and participation rates and applies an estimated annual plan cost trend identified in table 7 below.

Chart 7

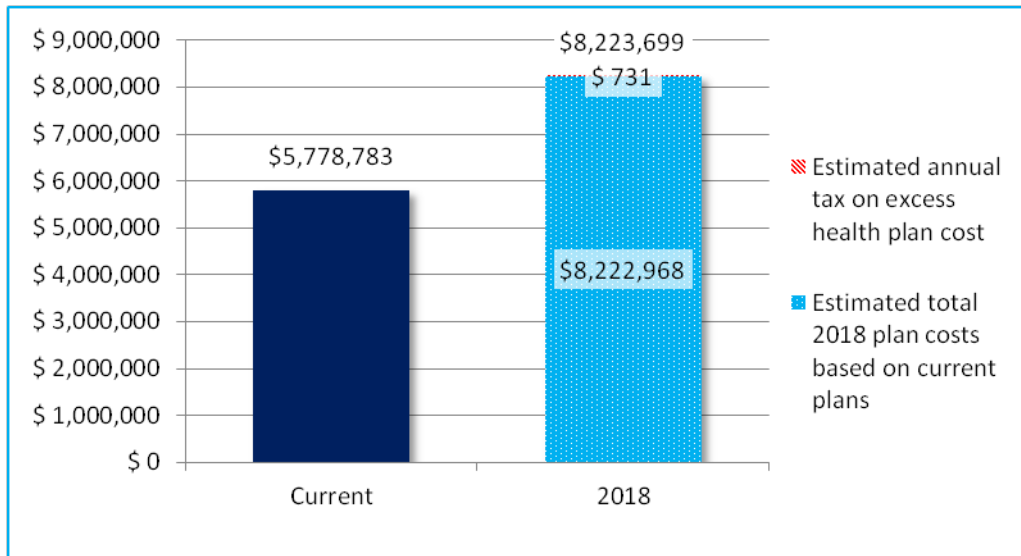


Table 7

Tax on High Cost Plans	Current	2018
Assumed health plan annual cost trend		8.0%
Current employer annual plan cost including new eligibles	\$ 5,778,783	
Estimated total 2018 plan costs based on current plans		\$ 8,222,968
Estimated 2018 excess health plan cost based on current plans		\$ 1,827
Estimated annual tax on excess health plan cost		\$ 731

Appendix

Details on Determining Employees Likely to Qualify for Subsidized Coverage

This analysis compares a number of factors to estimate the number of employees likely to leave the employer plan and purchase individual subsidized coverage on the exchange:

- The cost of the employee subsidized coverage on the exchange is determined as a percentage of the individual's household income. The analysis compared the expected cost of the exchange coverage to the required contribution for the employer plan.
- The subsidy is based on "Silver" level coverage on the exchange. This analysis compares the employer provided coverage with a model "Silver" level plan and adjusts the likelihood that any particular individual will choose exchange coverage based on the relative value of each plan.
 - The analysis also takes into account the impact of lower income individuals who may also receive cost-sharing reductions in the form of waived deductibles and co-pays.

Notes on Results

- "Total subsidy eligible" is the estimate of the number of current employees who will qualify for subsidized individual health insurance coverage through an exchange.
- "Subsidy eligible likely to purchase individual coverage" takes into account the difference in plan premiums and plan designs to estimate the number of employees who are subsidy eligible who will actually choose to purchase individual coverage through an exchange instead of participating in the employer plan.
- Employer will pay \$250 per month for any employee who purchases subsidized coverage through an exchange, but if the employee is already covered by the employer's plan, the employer will no longer be required to make their current employer contributions. In this case the employer will experience cost savings for these individuals that will at least partially offset the penalty the employer is required to pay.
- The cost impact of each particular issue cannot always be combined to produce a "total" cost impact because in some cases there will be overlap in the risk presented by each section of the report.
 - For example, the estimate of the cost to the employer for newly eligible individuals makes assumptions about how many individuals will be eligible for the plan under new full-time eligibility rules imposed by the ACA. This estimate is intended to illustrate the potential cost to the employer of enrolling these newly eligible individuals. On the other hand, the estimate of the employer penalty risk calculates the potential cost to the employer of an employee qualifying for a subsidy. Newly eligible individuals can also potentially qualify for subsidized coverage. However, a particular employee will not qualify for a subsidy and be on the employer plan at the same time. Therefore, depending on the demographics of the group, there could be overlap between these two estimates.
- The change in plan cost illustrated here reflects the fact that under the employer current plan, if an employee leaves the plan and elects individual subsidized health coverage on the exchange, the employer will no longer be responsible for current employer contributions for that employee. Thus, the employer plan cost would go down for each currently covered employee leaving the plan.

Terri Palm

From: Ken Olson <ken.olson@thehortongroup.com>
Sent: Wednesday, July 03, 2013 1:10 PM
To: Terri Palm
Subject: Employer Mandate Penalties Delayed Until 2015

To ensure delivery, white list ken.olson@thehortongroup.com & the info@thehortongroup.com. If this email isn't appearing properly, please [click here](#) to view online.



EMPLOYER MANDATE PENALTIES

Delayed Until 2015

RESOURCES

The Obama Administration has postponed the Affordable Care Act (ACA) employer mandate penalties for one year, until 2015. The Department of the Treasury announced the delay on July 2, 2013, along with a similar delay for information reporting by employers, health insurance issuers and self-funded plan sponsors.

The delay does not affect any other provision of the ACA, including individuals' access to premium tax credits for coverage through an Exchange. The Treasury plans to issue more formal information about the delay within a week.

ONE-YEAR IMPLEMENTATION DELAY

The employer mandate provisions of the ACA are also known as the employer shared responsibility or pay or play rules. These rules impose penalties on large employers that do not offer affordable, minimum value coverage to their full-time employees and dependents. They were set to take effect on Jan. 1, 2014.

According to the Treasury, the delay of the employer mandate was required because of issues related to the reporting requirement. With the reporting rules delayed, it would be nearly impossible to determine which employers owed penalties under the shared responsibility provisions. **Therefore, these payments will not apply for 2014.**

The now-delayed reporting requirements are found in Internal Revenue Code sections 6055 and 6056. These rules apply to insurers, self-insuring employers and other parties that provide health coverage, along with certain employers with respect to health coverage offered to their full-time employees. The Administration's decision is based on concerns voiced by businesses about the complexity of the requirements and the need for more time to implement them effectively.

EFFECTS OF THE DELAY

The additional year will give employers time to understand the employer mandate rules, to make decisions about providing health coverage and to adapt

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their reporting systems, without worrying about potentially significant penalties. It is unclear how the new deadline will impact guidance that has already been issued, such as the transition relief for non-calendar year plans and the optional safe harbor for determining full-time status.

FUTURE GUIDANCE

The administration plans to use the additional implementation time to consider ways to simplify the new reporting requirements consistent with ACA. The Treasury also plans to discuss the rules with stakeholders, including employers that currently provide health coverage to employees, and then publish proposed rules implementing these provisions later this summer. It is the Treasury's intention to minimize the reporting requirements.

The pay or play regulations issued earlier this year left many unanswered questions for employers. The IRS had highlighted several areas where it would be issuing more guidance. Presumably, the additional time will give the IRS and Treasury the opportunity to provide more comprehensive guidance on implementing these requirements.

The Horton Group, Inc. will continue to monitor developments and will keep you informed of the latest updates.

Follow us on:     

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INFO@THEHORTONGROUP.COM

This message was intended for: terrip@jeffersoncountywi.gov
You were added to the system June 7, 2013. For more information [click here](#).
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Terri Palm

From: Buelow Vetter Buikema Olson & Vliet, LLC <dneumann@buelowvetter.com>
Sent: Wednesday, July 03, 2013 10:11 AM
To: Terri Palm
Subject: Healthcare Reform Delay

Legal Update



Buelow Vetter
Buikema Olson & Vliet, LLC

KEY HEALTHCARE REFORM DELAY

Although the announcement was made late yesterday, almost everyone has seen the news that the Obama administration will not assess any excise taxes under the Affordable Care Act's "shared responsibility" or "employer mandate" provisions until January 1, 2015. The mandate, also referred to as the "pay-or-play" requirement, was originally scheduled to be effective on January 1, 2014. When effective, the rule will impose crushing penalties on "large employers" who do not offer affordable health insurance coverage to at least 95% of their full-time employees and their dependent children.

It's too early to tell whether it is simply political gamesmanship to delay an unpopular part of the Affordable Care Act until after the 2014 elections or the first of many cracks or delays that will affect this law. Either way, the IRS's announcement is welcome news to many employers who were struggling to determine their obligations and potential exposure under these very complicated rules. The delay, however, does not mean that employers can ignore the pay-or-play requirements altogether or assume that other parts of the law will be similarly delayed.

Employers should consider the following even though the IRS has promised further guidance regarding this delay:

- Employers who are considering or who have already implemented staffing changes (e.g., reducing or limiting part-time employee's work hours) will almost certainly be better off if they still move forward with those changes at this time. Simply developing and testing arrangements to better monitor employees' hours of service will help to develop cost-effective compliance strategies.
- A delayed enforcement date does not mean that the law has been repealed, and there is no guarantee that the IRS will also extend some of the current transition rules through next year.
- A delayed enforcement may allow the IRS to expand the definition of dependent and the scope of mandatory dependent coverage in light of the Supreme Court's June 26 decision which overturned Section 3 of the Defense of Marriage Act.


- The IRS has not delayed any other aspect of the law such as:
 - the PCORI tax/fee that is due by July 31;
 - the employer obligation to provide a notice regarding exchange coverage by October 1; or
 - the individual mandate that is scheduled to go into effect next year.

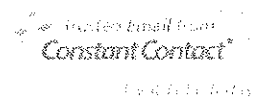
If you have any questions regarding the delay and how it will impact your business, please contact your Buelow Vetter attorney, or Matt J. Flanary at (262) 364-0253 or mflanary@buelowvetter.com, or Alana Leffler at (262) 364-0256 or aleffler@buelowvetter.com.

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Buelow Vetter Buikema Olson & Vliet, LLC | 20855 Watertown Road | Suite 200 | Waukesha | WI | 53186

This document will detail the importance of the position of ***Risk Manager*** for your municipality, the benefits of utilizing **ERM** and a recommend a reporting structure for ERM.

This document is not my opinion, even though I share many of the positions, it is a proven method for risk management within your municipality.

Risk is an ever-present threat to your personal financial stability as well as the stability of your municipality. The basic risk management process involves these steps.

1. Identify and Analyze Exposures
2. Examine Risk Management Techniques
3. Select Risk Management Techniques
4. Implement Risk Management Techniques &
5. Monitor Results

The question to ask is, "Does your municipality have the expertise and/or staff to perform these functions?"

The economy has created a catch-22 for many municipalities who want to keep their best employees and critical positions; but they are put in a position to reduce their budgets and leave necessary staff positions unfilled. In many cases, positions are misunderstood, over-analyzed for effectiveness or combined with other positions and responsibilities. One of those critical positions is that of the Municipal Risk Manager. I will point out in this document that the Municipal Risk Manager is one of the most important positions your for your municipality and often the one most misunderstood.

An error or omission on your insurance needs, risk management or loss control efforts could cost your municipality hundreds of thousands of dollars if not more. The average municipal employee (even the skilled financial and

legal professionals) has little knowledge of insurance contracts or how those contracts work with various exposures to loss.

Many municipal officials and managers have little knowledge or understanding of *Risk Management, Loss Control* or the roles and skills required of a professional Risk Manager.

In its' simplest form, one should consider the exposure to loss at the municipal level as every single action that takes place on municipal property, performed by a municipal employee (directly or indirectly), by a citizen interacting with a municipal employee or on municipal property or as a result of a municipal action.

County boards or supervisors are aware of the obvious exposures to loss from workers compensation, health insurance, liability and auto insurance. But within those coverages; does your municipality understand:

- The coverage document
- Claim reporting requirements
- The consequences of late claim filing
- How to determine what insurance limits should be carried
- How to determine an appropriate deductible or self-insured retention
- If your municipality should self-insure or not
- The statutory tort caps that protect your municipality
- The statutory immunities that protect your municipality
- The case law that supports your decision making
- The statutory reporting requirements for various claims

There are many types of insurance that many municipalities do not even realize they need, or believe they are covered elsewhere. Those can include but are not limited to the following:

- General Liability
- Auto Liability
- Police Professional Liability

- Public Officials Liability and Errors and Omissions
- Workers Compensation
- Umbrella or Excess Liability Coverage
- Employment Practices Liability
- Boiler and Machinery
- Property
- Pollution
- Special Events Coverage
- Bonds – Surety, Public Employee Blanket Bond, Public Official Bonds
- Commercial Crime Coverage
- Nursing Home Liability
- Underground Tank Storage Liability
- Medical Mal Practice
- Professional Liability
- Railroad Protective
- Special Flood Insurance

There may be others or specific coverages needed based on the municipality. Within each of the above, a decision has to be made on all of the questions previously mentioned as it relates to limits and retentions.

Many municipalities rely on their corporation counsel to be the resource for many risk management issues. The reality is that many Corporation Counsels are not professionally trained in risk management and are often ill prepared to be the insurance professional for your municipality much less have the time to adequately deal with these (time consuming) issues. Most are well equipped to respond to liability claims or litigation requirements to defend your municipality; and that is a small part of the overall risk to your municipality.

Many professional Risk Managers also work with an insurance agent, broker or consultant. In lieu of a Risk Manager, many municipalities rely solely on this third party. This is not generally a recommended practice. Although most are ethical and required to act ethically; the brokers or agents

livelihood is based on a commission paid by the municipality. They have no stake in the financial condition or success of the municipality.

Avoidable mistakes are made because of the lack of knowledge of insurance and risk management techniques. One major problem that exists with municipalities that do not have a professional Risk Manager is complacency; just continuing to purchase insurance or renew policies year after year without appropriate analysis of present and future risks, limits, legal changes, etc. You may hear;

“that is what we have always had, we are just renewing”.

All exposures and insurance policies need to be analyzed on an annual basis to determine “how” the exposure to loss has changed or been eliminated.

The role of the Risk Manager is to also manage the agent/broker and in turn manage the potential exposures they pose.

The Risk Managers’ role is to

Identify, Control, Avoid or Transfer Risk

limiting the exposure of loss to your municipality. Ideally, your Risk Manager will be involved in management of other programs such as those below.

- Health and safety programs in the work place
- Crisis management
- Internal audits
- Financial management
- Corporate security and executive protection
- Fleet maintenance
- Supervisory Training
- Workers Compensation Training
- Safety Programs and Training

What Does Insurance Pay?

In most cases, insurance will only pay a portion of a claim. Not every claim received by a municipality will be covered by insurance.

What we “don’t know we don’t know” can get very expensive!

Direct costs are sometimes obvious, but a skilled and experienced Risk Manager can plan and manage the indirect costs which can be larger than the actual direct loss. What is the true cost of an auto accident or workers compensation claim? It is the Risk Management professional’s role to understand the consequences of a claim and work with municipal employees, the insurance company and other experts to manage the collateral damage.

The previous discussion has laid out a lot of good points and reasons why your municipality should have on your staff a professional Risk Manager. But, let’s talk money. What is the cost and how can you justify that position.

Below are more specifics on why you need a Professional Risk Manager.

- You purchase the wrong limit or are underinsured.
 - Underinsuring any exposure without the understanding of the cost to do so can cost your municipality a lot of money.
- You miss a needed policy for a special event.
 - Failure to have coverage for a special event or require a vendor to have the appropriate coverage will expose your municipality.
- You purchase “actual cash value” instead of “replacement value” for your fleet.
 - A totaled highway vehicle may have an actual cash value of \$22,000 and a replacement value of \$70,000.
- Your liability limit is too low.
 - Any specific liability limit needs to be adequate to cover your exposures. Court decision and/or judgments can be significant.
- Your retention is too high or too low.

- Can you absorb a \$10,000 deductible or a \$200,000 self-insured retention (SIR), or do you require first-dollar coverage.
- Do you understand the difference between a SIR and a deductible?

A typical Risk Management Professional can expect to cost your municipality about \$65,000 to \$95,000 (base pay) for an experience professional. This is a payback that your municipality will get back many times annually based on the above examples.

Enterprise Risk Management

Enterprise risk management is the expansion and extension of the risk management process for your municipality. ERM is the process of planning, organizing, leading, and controlling the activities of an organization in order to minimize the effects of risk on an organization's capital and earnings. Enterprise risk management expands the risk management process to include not just risks associated with accidental losses, but also financial, strategic, operational, and other risks.

One of the key elements of utilizing ERM is the reporting structure that allows this process to work. Risk Managers who report to the Finance Director or the HR Director tend to be less effective than one who reports to the County Administrator or his/her Deputy or other executive without the hindrance of many department heads.

The Risk Manager's ability to effectuate change without going through multiple department head layers is critical for a municipality to reap the benefits of ERM. Two of the most common challenges for ERM are identifying and Executive Sponsor and identifying your municipalities "risk appetite".

A good Risk Manager needs to be able to work at a strategic level and communicate effectively with all levels in your municipality. A comprehensive ERM Plan developed in conjunction with department heads

and in conjunction with your municipality's vision and mission is critical to the success of the plan.

Conclusion

As an insurance professional, I recommend every municipality should either have a Risk Manager or share this position with another municipality. Utilizing ERM also proves to be beneficial to any municipality.

Furthermore, your insurance company and/or consultants will look favorably on this and many companies take this into consideration in the underwriting and pricing process.



JEFFERSON COUNTY, WISCONSIN

Request for Proposal

HIPAA Privacy Assessment/Audit

Request for Proposals
For
HIPAA Privacy Gap Analysis and Risk Assessment

Request Release Date: July 10, 2013
Due Date: 4:00pm, August 2, 2013

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I. Background

Jefferson County, established in 1836, has 26 departments and employs over 550 full and part-time employees in management, professional, law enforcement, technical, administrative, clerical and general labor positions. The County operates under a traditional Board of Supervisors form of government with a County Administrator responsible for day-to-day operations, policy fulfillment, managing an annual budget of \$64.8 million, and planning for future services for its 86,000 residents. In addition, there are approximately thirty-nine (39) committees, boards, or commissions that have policy oversight responsibilities for various County departments.

Jefferson County's largest department, Human Services, operates six distinct divisions (Aging and Disability Resource Center, Behavioral Health, Child and Family Division, Early Intervention Program, Intake and Economic Support). Human Services, along with the Public Health Department, deal with HIPAA regulations daily and employs approximately 175 employees, or 30% of County employment. In addition, the County's Security Officer is currently the Information Technology Manager, the Privacy Officer is currently the Benefits Administrator in the Human Resources Department, and the Assistant Corporation Counsel assists with legal advice.

II. Purpose of Request

Jefferson County is soliciting proposals from firms or individuals to provide HIPAA Privacy Gap Analysis and Risk Assessment. The goal of the County is to contract with the successful consultant to provide a complete review of policies and procedures, assist in amendment or creation of policies and procedures, provide training resources and make a recommendation to maintain policies to be compliant in the future.

III. Scope of Services

The Human Resources Director, along with the Privacy Officer, the Security Officer and the Assistant Corporation Counsel, will work with the selected firm or individual to develop a timeline to complete a HIPAA Privacy Audit and Assessment. At a minimum, the consultant shall perform or provide the following:

- A. Review the formal Privacy Program (45 CFR § 164.308(a)(1))
- B. Complete a Privacy Rule compliance assessment (45 CFR §164.530)
- C. Complete a Breach Rule compliance assessment (45 CFR §164.400)
- D. Review and revise a comprehensive HIPAA Privacy and Breach Notification Policies & Procedures (45 CFR §164.530, 45 CFR §164.316 and 45 CFR §164.414)
- E. Document and act upon a corrective action plan as needed
- F. Develop a plan and timeline in consultation with the Human Resources Director
- G. Ensure compliance with all legal requirements throughout the process
- H. Provide training to Privacy Officer and/or HR Director to maintain policies and document training needed for other County employees

IV. County Resources

The County will provide copies of all current policies, procedures and training records and any other available information that the successful consultant may require.

V. Requirements of the Proposal

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

A. *Introduction*

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

B. *Experience and Qualifications*

1. A brief description of the organization.
2. Names and a brief description of the experiences and qualifications of the proposed staff member(s) who will be performing the services.
3. Names of entities, especially governmental, where these persons have performed HIPAA Privacy audits/assessments, along with reference contact name and title, telephone number and email address at each entity.

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

1. Tentative schedule for each phase of the process. In addition, detail current engagements and confirm ability to focus on Jefferson County's assessment and analysis.
2. Methods used to communicate and to work with staff of Jefferson County.

D. *Cost Proposal*

1. The total not-to-exceed cost, as well as an itemized breakdown of the cost associated with major or important components of the project, as determined by the consultant.
2. Clearly define, identify and provide an estimate of additional services and/or reimbursable expenses not included in the basic fee.

E. *Additional Material*

1. Alternate proposals identifying areas to reduce ultimate County costs are encouraged.
2. Sample work products such as policy templates, training material and form development.
3. A sample of any standard contract form normally used by the consultant.

VI. Submitting Proposals

Interested firms or individuals must submit three (3) copies of their proposal within a single envelope or container, clearly indicating on the front of the envelope/container: PROPOSAL FOR HIPAA PRIVACY ASSESSMENT. In addition, an electronic copy of the proposal must be emailed to the Human Resources Director at the email address below. Proposals are due by 4:00p.m., Friday, August 2, 2013 to:

Terri M Palm, Human Resources Director
 Jefferson County Courthouse
 320 S. Main St.
 Jefferson, WI 53549
 (920)674-7103
terrip@jeffersoncountywi.gov

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

VII. Selection Process

A. *Interview*

Firms/individuals selected to proceed to the next step of the selection process may be invited to make a short presentation before the Human Resources Committee, tentatively scheduled for Tuesday, August 20, 2013.

B. *Criteria*

1. Professional experience conducting HIPAA Privacy assessments in similar-sized public entities.
2. Credentials of the individual(s) who will conduct the study.
3. Responsiveness to the provisions of this RFP and thoroughness of proposal and clarity of services to be provided.
4. Costs.
5. Timeline for anticipated completion of project.
6. References.

C. *Acceptance/Rejection of Proposals*

Final selection of a consulting firm for this engagement will be approved by the Human Resources Committee.

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

The County reserves the right to cancel or to reissue the RFP in whole or in part, prior to execution of a contract. The County will not be liable for any costs incurred by the Consultant in preparation of a proposal submitted in response to this RFP, in conduct of a presentation, or any other activities related to responding to this RFP.

VIII. Miscellaneous Information

A. *Proposal Disposition*

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

B. *Equal Opportunity*

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

C. *Questions/Contact information*

Questions may be directed to:

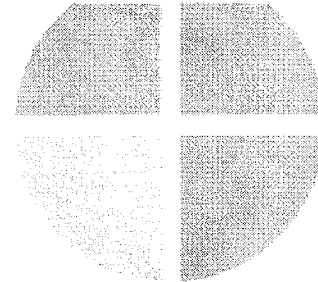
Terri M Palm, Human Resources Director
Jefferson County Courthouse
320 S. Main St.
Jefferson, WI 53549
(920)674-7103
terrip@jeffersoncountywi.gov

Bracken, William G.

From: Davis & Kuelthau, s.c. <newsletters@dkattorneys.com>
Sent: Tuesday, December 18, 2012 1:01 PM
To: Riley, Brandy J.; Duggan, Tara L.; Strang, Kirk D.; Bracken, William G.; Butula, Beverly G.
Subject: Client Alert: Arbitrators' Awards Arrive

Hi - Here is the first draft of Bill's alert. Please review and send me any edits you may have.

Having trouble viewing this email? [Click here](#)



Client Alert

December 19, 2012

Arbitrators' Awards Arrive

By: [William G. Bracken](#)

Interest arbitrators' awards covering public safety employees have started to trickle in. Public employers have struggled to balance the "two class" system of general and public safety employees that was the byproduct of Acts 10/32. Many public employers seek to provide the same benefits to all employees.

The first award, issued over one year ago struck fear in the hearts of public employers throughout the state. In that case, the arbitrator categorically rejected the argument that the internal comparables justified requiring deputies to contribute to WRS under the county's offer. This case is summarized below:

A. Oconto County (Deputies), (Dec. No. 33283-A, Mawhinney, 11/14/11)

<u>Issue</u>	<u>County</u>	<u>Union</u>
1. Wages		
2011	0.0%	Jan/July 1.0%/1.0%
2012	---	Jan/July 1.0%/1.0%
2. WRS: Employee Contribution	Full	None

Arbitrator Karen Mawhinney selected the union's offer and was critical of the lack of a quid pro quo for the WRS concession sought by the county.

Quick Links



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In the following recent awards, most employers have fared better by submitting offers with modest wage increases coupled with modest WRS and health concessions.

B. City of Mequon (Police), (Dec. No. 33818-A, Hempe, 11/15/12)

<u>Issue</u>	<u>City</u>	<u>Union</u>
1. Duration	2 years	3 years
2. Wages		
2012 Jan/July	1.0%/1.0%	1.5%/1.5%
2013 Jan/July	2.0%/2.0%	1.25%/1.25%
2014 Jan/July	---/---	1.25%/1.25%
3. WRS: Employee Contribution		
2012	3.0%	2.0%
2013	5.9% (full)	4.0%
2014	---	5.9%
4. Health Insurance: Employee Contribution		
2012	9.0%	6.0%
2013	12.0%	9.0%
2014	---	12.0%

Arbitrator Henry Hempe selected the city's offer for several reasons:

1. The union's health insurance contribution rate of 94% exceeded the external comparables'.
2. The union's 5.9% WRS cap was a "minor windfall for the union that would serve merely to prolong the benefit disparity between the police and the general municipals without providing the police officers with a meaningful financial gain."
3. The three year duration clause was not supported by the external comparables where only 5 of 18 (or 19) had settled for 2014.
4. The city provided a quid pro quo that was "a reasonable attempt to deal with the inequity" between police officers and general employees.

C. Sauk County (Deputies), (Dec. No. 33811-A, Flaten, 12/12)

<u>Issue</u>	<u>County</u>	<u>Union</u>
1. Wages		
2012	2.0%	Jan/July 2.0%/1.0%
2013	2.0%	Jan/July 2.0%/1.0%
2014	---	Jan/July 2.0%/2.0%
2. WRS: Employee Contribution		
	7/1/12 2.0%	1/2/12 1.0%
		7/1/12 2.0%

7/1/13	4.0%	1/1/13	3.0%
		7/1/13	4.0%
		1/1/14	5.0%
		7/1/14	6.0%

Arbitrator Milo Flaten selected the county's final offer in a very cryptic decision which did not provide a detailed rationale or analysis.

D. Village of River Hills (Police), (Dec. No. 33857-A, Torosian, 11/16/12) Fact-Finding Recommendations

Many people are surprised to discover that interest arbitration in public safety disputes is not available if the municipality has a population of less than 2,500. (See 111.77(8)(b.), Wis. Stats.). This is not a new provision in the law.

Fact-finding is similar to interest arbitration with one major fundamental difference: the fact-finder issues non-binding recommendations to both parties. The parties are free to accept or reject the fact-finder's recommendations.

<u>Issue</u>	<u>Village</u>	<u>Union</u>
1. Wages		
2010	0.0%	0.0%
2011	0.0%	Dec. 31 2.0%
2012	0.0%	Jan/July 1.0%/1.0%

**2. Health Insurance:
Employee Contribution**

Additional 4.5% to a total of 12%	Same
--------------------------------------	------

**3. WRS: Employee
Contribution**

5.9%	Same
------	------

Fact-finder Herman Torosian recommended the union's wage offer based on the greater weight given to external comparables over the internal comparables' wage freeze which was proposed by the village.

E. Town of Rome (Police), (Dec. No. 32260-A, McAlpin, 12/14/12)

<u>Issue</u>	<u>Town</u>	<u>Union</u>
1. Wages		
2011	0.0%	0.0%
2012	3.0%	2.0%
2013	3.0%	2.0%
2. Health Insurance: Employee Contribution		
	12%	10% (status quo)

3. WRS: Employee Contribution

1/1/13

6.65% (full) 0%

Arbitrator Raymond McAlpin selected the Union's offer even noting the trend among external comparables to require a WRS contribution. He concluded that the use of internal comparables is "questionable in this matter at best." The Arbitrator believed the change in the status quo was significant and the Town had failed to provide enough of a quid pro quo to justify its proposal.

Conclusion

The most recent batch of arbitration and fact-finding awards generally support employer efforts to require public safety employees to contribute more towards health insurance and WRS on the same basis as the internal comparable general employees provided a quid pro quo is offered. However, some arbitrators will still apply a pre-Act 10 analysis to these disputes, making it difficult for employers trying to treat all employees the same. There are about a dozen public safety awards pending.

We will continue to monitor arbitration awards and provide summaries to you. Readers are encouraged to read the entirety of each award which is available on the WERC's website at werc.wi.gov.

For more information, please contact **William Bracken** at wbracken@dkattorneys.com, (920) 232-4844 or your Davis & Kuelthau attorney.

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**DAVIS & KUELTHAU, S.C.
INFORMATION UPDATE**

June 10, 2013
William G. Bracken
Labor Relations Coordinator

This Information Update summarizes public safety interest arbitration awards that have been issued since December 2012 when our first summary appeared. (See Davis & Kuelthau, s.c. Client Alert, December 19, 2012). Readers are encouraged to read the entire award for a complete understanding of each case.

A. Village of River Hills (Police Dept.), Dec. No. 33857-A, Herman Torosian, 11/16/12.

Public safety interest arbitration is not available to municipalities with populations less than 2,500. A non-binding alternative is fact-finding. A fact-finder issues a report with recommendations to resolve the contract which either party is free to accept or reject. It is rarely used. This case summary is from the fact-finder's recommendations:

	<u>Issue</u>	<u>Village</u>	<u>Union</u>
1.	<u>Wages</u>		
	2010	0%	0%
	2011	0%	12/31/11 2%
	2012	0%	01/01/12 1%
			07/01/12 1%

Both parties agreed to an additional 4.5% employee contribution to health insurance and a 5.9% employee contribution towards WRS. Fact-finder Torosian found that while internal comparables favored the employer, the external comparable settlement pattern received "considerable weight." The fact-finder recommended that the union's offer, which was slightly below the prevailing settlement pattern, be adopted.

B. La Crosse County (Deputies), Dec. No. 33888-A, Karen J. Mawhinney, 12/26/12.

	<u>Issue</u>	<u>County</u>	<u>Union</u>
1.	<u>Wages</u>		
	2012	0%	1%
	2013	2%	1%
2.	<u>WRS – Employee Contribution</u>		
	2013	5.9%	0%
3.	<u>Health / Dental Insurance</u>		
		Dollar Amounts	Percentages

Arbitrator Mawhinney selected the union's offer due to the lack a quid pro quo and lack of external comparable support for the county's offer. She found that while internal comparables strongly supported the county, it did not carry as much weight as it had in the past.

C. Dodge County (Deputies), Dec. No. 33914-A, Gil Vernon, 1/28/13.

	<u>Issue</u>	<u>County</u>	<u>Union</u>
1.	<u>Wages</u>		
	2012	0% no step	0.5% with step
	2013	1%	2.25%
2.	<u>Health Insurance</u>		
	2013	94%	97%

Arbitrator Vernon selected the union's offer giving primary weight to wage level changes measured by percentage increases as opposed to relative wage levels. The step freeze in the county's offer was viewed negatively by the Arbitrator. Internal comparables were viewed with skepticism since their bargaining rights have been "neutered" by Act 10.

D. Douglas County (Deputies), Dec. No. 33350-A, Sinclair Kossoff, 1/30/12.

	<u>Issue</u>	<u>County</u>	<u>Union</u>
1.	<u>Wages</u>		
	2011	0%	07/01/11 1% 12/31/11 1%
	2012	1%	07/01/12 1% 12/31/12 1%

Arbitrator Kossoff selected the County's offer giving determinative weight to the internal settlement pattern even though the settlements occurred prior to the effective date of Act 10.

E. Village of Greendale (Fire Dept.), Dec. No. 33924-A, William Strycker, 3/27/13.

	<u>Issue</u>	<u>Village</u>	<u>Union</u>
1.	Duration	2 years	3 years

2.	<u>Wages</u>		
	2011	1%	1%
	2012	0%	0%
	2013	—	01/01/13 2% 07/01/13 2%
3.	<u>Health Insurance</u>		
	2011	93% of lowest cost HMO	Same
	2012	88% of plan selected by employee	Full cost not to exceed 88% of lowest HMO
4.	<u>WRS (Employee Share)</u>		
		Village will pay up to 8% of employee's share	Same 01/01/13 – Employee pays 2%
5.	<u>Holidays</u>		
		Add 1 floating holiday	Add Dr. Martin Luther King Day
6.	<u>Haz-Mat Pay</u>		
		\$200/Year	\$75/Year

Arbitrator Strycker selected the village's offer largely due to the internal comparables, noting that protective service comparisons should be given greater weight than general employees. The Arbitrator also preferred the two year duration of the village to "maintain flexibility in order to effectively manage finances."

F. City of Oshkosh (Police), Dec. No. 33976-A, Sharon A. Gallagher, 6/6/13.

	<u>Issue</u>	<u>City</u>	<u>Union</u>
1.	<u>WRS (Employee Contribution)</u>		
		11/01/12 3%	11/01/12 3%
		01/01/13 Full	01/01/13 4.5%
			01/01/14 Full

Both parties had agreed to wage increases of 2.0% on 01/01/12 and 0.5% on 11/01/12 and 2.5% in 2013 and 2014. Both parties also agreed to increase the employee's contribution on health insurance from 7% to 11% in 2012 and 12% in 2013 for employees undertaking the health assessment and from 10% to 14% in 2012 and 15% in 2013 for those who do not.

Despite the presence of internal transit employee and firefighter settlements that were essentially the same on wages, health insurance and WRS, Arbitrator Gallagher selected the Union's offer due to the lack of a quid pro quo.

Lessons Learned

Arbitrators continue to struggle with internal vs. external settlements and the appropriate weight to attribute to each one. Arbitrators also continue to require evidence of a quid pro quo when employers seek WRS and health insurance concessions.

In short, these arbitration awards serve as an important reminder that there is no guarantee of the outcome of the final offer arbitration process. That element of risk is one reason that both parties are motivated to reach voluntary settlements.

Item #18

Updated 06/18/13

Dept	Department	Prior Year Tax Levy			2013 Wage/Step Cont Trans	2014 Wage/Step Increases	2014 Health Increases	2014 Dental Increase	2014 WRS Increases	2014 Adjustments	Other Insurance	MIS Adjust	Estimated Reductions Needed	2014 Operating Tax Levy Goal	Change	% Change
		Operating Levy	Capital Levy	Total Levy												
000	General Revenues	(7,778,866)	0	(7,778,866)	(147,709)	0	0	0	0	0	0	980,924	(6,945,651)	833,215	-12.00%	
001	County Board	407,833	2,500	410,333	0	0	0	163	0	20	(11,878)	0	396,138	(11,695)	-2.95%	
003	Economic Development	0	0	0	789	1,795	2,288	846	(4,960)	0	(758)	0	0	0	#DIV/0!	
004	Human Resources	349,197	0	349,197	5,869	26,161	6,864	1,562	(15,000)	235	(577)	0	374,311	25,114	6.71%	
008	County Administrator	229,374	0	229,374	718	(4,321)	19,829	1,083	0	125	1,107	0	247,915	18,541	7.48%	
010	Register of Deeds	(221,026)	0	(221,026)	2,034	4,008	7,786	1,615	0	323	(346)	0	(205,606)	15,420	-7.50%	
012	County Clerk	203,103	0	203,103	362	3,945	5,498	1,314	20,000	40	(1,716)	0	232,546	29,443	12.66%	
013	Land Information	337,915	22,000	359,915	1,366	6,637	8,008	2,402	0	221	(8,356)	0	348,193	10,278	2.95%	
014	County Treasurer	(796,360)	0	(796,360)	497	2,281	5,720	1,092	0	91	797	0	(785,882)	10,478	-1.33%	
016	District Attorney	658,362	0	658,362	16,859	(1,795)	22,436	4,423	0	394	1,232	0	701,911	43,549	6.20%	
017	Corporation Counsel	351,187	0	351,187	2,414	7,553	11,292	3,608	0	300	(1,204)	0	375,150	23,963	6.39%	
018	Parks	739,795	219,600	959,395	4,918	5,027	7,342	2,264	0	417	(1,999)	0	757,764	17,969	2.37%	
019	Central Services	696,351	65,000	761,351	2,449	(3,963)	(5,623)	2,055	0	1,628	309	0	693,206	(3,145)	-0.45%	
020	Sheriff	10,897,913	563,500	11,461,413	27,263	60,342	194,163	107,485	0	5,751	704	0	11,293,621	395,708	3.50%	
023	Child Support	174,685	0	174,685	8,475	7,898	14,003	4,065	0	106	207	0	209,439	34,754	16.59%	
024	Clerk of Courts	1,494,824	0	1,494,824	15,078	9,510	41,504	9,658	0	913	5,164	0	1,576,651	81,827	5.19%	
025	Coroner	89,195	0	89,195	0	620	3,361	0	0	46	(159)	0	93,063	3,868	4.16%	
026	Finance	423,765	0	423,765	3,579	8,651	935	2,543	0	356	(466)	0	439,363	15,598	3.55%	
027	Emergency Management	68,563	2,500	71,063	1,366	1,090	3,203	755	0	328	(324)	0	74,981	6,418	8.56%	
053	Veterans Services	144,272	0	144,272	2,075	4,601	922	1,113	0	116	(1,479)	0	151,620	7,348	4.85%	
068	UW Extension	302,580	12,500	315,080	1,415	(434)	3,210	861	0	83	(3,245)	0	304,470	1,890	0.62%	
069	Fair Park	47,956	140,000	187,956	6,390	19,713	(14,697)	3,411	0	(181)	(548)	0	62,044	14,088	22.71%	
070	Land Conservation	204,414	0	204,414	5,094	5,536	23,518	3,344	0	439	(2,031)	0	240,314	35,900	14.94%	
071	Zoning	333,533	0	333,533	4,010	9,257	11,440	3,278	0	248	1,244	0	363,010	29,477	8.12%	
099	Library System	1,075,614	0	1,075,614	0	0	0	0	0	0	0	0	1,075,614	0	0.00%	
240	Health Department	897,264	0	897,264	4,819	15,863	36,156	8,691	0	876	1,347	0	965,016	67,752	7.02%	
250	Human Services	7,782,324	237,328	8,019,652	13,189	110,358	226,158	58,148	0	9,673	39,367	0	8,239,217	456,893	5.55%	
300	Debt Service	54,584	0	54,584	0	0	0	0	(54,584)	0	0	0	0	(54,584)	#DIV/0!	
400	Capital	0	626,981	626,981	0	0	0	0	0	0	0	0	0	0	#DIV/0!	
700	Highway	5,845,949	0	5,845,949	9,081	26,928	73,719	18,080	0	0	348	0	5,974,105	128,156	2.15%	
750	MIS Department	(194,000)	194,000	0	7,600	8,122	9,152	5,042	160,066	0	4,018	0	0	194,000	#DIV/0!	
Totals		24,820,300	2,085,909	26,906,209	0	335,383	718,187	0	248,901	105,522	22,548	20,758	980,924	27,252,523	2,432,223	8.92%
Less Library				(1,075,614)												
Total Levy Target-2013 Budget				<u>25,830,595</u>												
													Less Library Levy Needed-Operation		26,176,909	
													Total Levy Target-2013 Over (Under)		25,830,595 346,314	
													2012 Carryover Over Operation Budget		1,186,459 (346,314)	
													Left over for Capital		840,145	

	2013 Adopted	2014 Goal	Variance
Operational tax levy	24,820,300	27,252,523	2,432,223
Capital tax levy	2,085,909	(346,314)	(2,432,223)
Total tax levy	26,906,209	26,906,209	0

Adjustments	County Clerk	2 additional elections
	Library	Computer Equip purchased in 2013-\$32,000
	Debt	Paid off in 2013
	Econ Dev	Fully Funded-No Levy

Note the \$980,924 was items that were in the General Fund from 2011 fund balance for Capital, Sheriff Annex Repairs and Courthouse Security Entrance-Needed to reduce the revenues.

Budget Work Sheet 2014

Business Unit 41 Human resources

Item #18

Description	2012 ACTUAL	2013 ADOPTED	2013 AMENDED	2013 ACTUAL 6 MTH	2013 ESTIMATED	2014 REQUESTED	(+/-) ADOPTED	(+/-) ADM VS ADOPT	2014 ADMIN
00100									
004 HUMAN RESOURCES									
41 HUMAN RESOURCES									
R REVENUE									
451002 PRIVATE PARTY PHOTOCOPY	-55	-48	-48	0	0	-40	8	48	0
451034 BADGE REPLACEMENT FEE	-26	-50	-50	-9	-20	-30	20	50	0
451200 RECORDS & REPORTS	-69	-50	-50	0	0	-50	0	50	0
R REVENUE	-150	-148	-148	-9	-20	-120	28	148	0
O OTHER FINANCING SOURCE									
699700 RESV APPLIED OPERATING	0	0	0	0	0	0	0	0	0
699994 A/C BAL FWD 2010	0	0	0	0	0	0	0	0	0
R OTHER FINANCING SOURCE	0	0	0	0	0	0	0	0	0
E EXPENDITURES									
511110 SALARY-PERMANENT REGULAR	168,191	190,470	190,470	87,239	191,788	201,221	10,751	-190,470	0
511210 WAGES-REGULAR	149	0	5,135	0	0	17,048	17,048	0	0
511220 WAGES-OVERTIME	0	0	0	0	0	0	0	0	0
511240 WAGES-TEMPORARY	0	2,276	2,276	0	2,200	0	-2,276	-2,276	0
511310 WAGES-SICK LEAVE	3,055	0	0	1,743	0	0	0	0	0
511320 WAGES-VACATION PAY	9,136	0	0	2,362	0	0	0	0	0
511330 WAGES-LONGEVITY PAY	320	349	349	0	349	379	30	-349	0
511340 WAGES-HOLIDAY PAY	7,196	0	0	2,979	0	0	0	0	0
511350 WAGES-MISCELLANEOUS (COMP	3,708	0	0	2,051	0	0	0	0	0
511380 WAGES-BEREAVEMENT	0	0	0	0	0	0	0	0	0
512141 SOCIAL SECURITY	13,896	14,364	14,757	6,951	14,867	16,277	1,913	-14,364	0
512142 RETIREMENT (EMPLOYER)	11,364	12,642	12,983	6,409	12,777	14,112	1,470	-12,642	0
512143 RETIREMENT (EMPLOYEE)	0	0	0	0	0	0	0	0	0
512144 HEALTH INSURANCE	42,701	45,760	45,760	22,693	45,760	52,624	6,864	-45,760	0
512145 LIFE INSURANCE	103	102	102	52	100	107	5	-102	0
512173 DENTAL INSURANCE	2,780	2,916	2,916	1,434	2,916	3,240	324	-2,916	0
521218 ARBITRATOR	0	4,000	12,600	0	1,600	800	-3,200	-4,000	0
521219 OTHER PROFESSIONAL SERV	68,365	20,578	27,489	10,953	29,687	24,940	4,362	-20,578	0

Budget Work Sheet 2014 Business Unit 41 Human resources

Description	2012 ACTUAL	2013 ADOPTED	2013 AMENDED	2013 ACTUAL 6 MTH	2013 ESTIMATED	2014 REQUESTED	(+/-) ADOPTED	(+/-) ADM VS ADOPT	2014 ADMIN
521220 CONSULTANT	0	15,000	15,000	0	5,000	0	-15,000	-15,000	0
521225 SECTION 125	5,397	6,510	6,510	2,289	4,800	4,800	-1,710	-6,510	0
521226 ERGONOMICS	0	500	500	0	0	500	0	-500	0
521227 POSITION CLASSIFICATIONS	250	1,500	3,500	0	2,000	2,500	1,000	-1,500	0
521228 LABOR NEGOTIATIONS	66	0	0	0	0	14,400	14,400	0	0
521229 RECRUITMENT RELATED	485	2,250	9,750	481	7,730	1,500	-750	-2,250	0
521296 COMPUTER SUPPORT	3,589	3,735	3,735	3,789	3,789	3,978	243	-3,735	0
531105 FLEX PLAN SURPLUS	44	0	0	0	0	0	0	0	0
531243 FURNITURE & FURNISHINGS	0	300	300	0	0	0	-300	-300	0
531298 UNITED PARCEL SERVICE UP	0	0	0	0	0	0	0	0	0
531303 COMPUTER EQUIPMT & SOFTW	1,302	500	500	886	866	700	200	-500	0
531307 MICROSOFT OFFICE UPGRADE	0	0	0	0	0	0	0	0	0
531311 POSTAGE & BOX RENT	449	400	400	141	338	350	-50	-400	0
531312 OFFICE SUPPLIES	1,493	1,380	1,380	185	600	1,330	-50	-1,380	0
531313 PRINTING & DUPLICATING	1,195	700	700	469	1,125	1,000	300	-700	0
531314 SMALL ITEMS OF EQUIP	0	0	0	69	570	0	0	0	0
531323 SUBSCRIPT TAX,LAW & OTHE	2,468	2,635	2,635	2,599	2,599	7,135	4,500	-2,635	0
531324 MEMBERSHIP DUES	895	755	755	400	755	755	0	-755	0
531326 ADVERTISING	0	0	0	0	0	0	0	0	0
531348 EDUCATIONAL SUPPLIES	0	0	0	0	0	0	0	0	0
531351 GAS/DIESEL	15	0	0	0	0	0	0	0	0
532325 REGISTRATION	423	2,600	3,727	290	750	1,840	-760	-2,600	0
532332 MILEAGE	658	1,350	1,350	468	850	1,045	-305	-1,350	0
532334 COMMERCIAL TRAVEL	0	600	600	0	0	800	200	-600	0
532335 MEALS	66	500	944	40	296	555	55	-500	0
532336 LODGING	560	1,880	2,640	210	490	1,840	-40	-1,880	0
532339 OTHER TRAVEL & TOLLS	0	0	0	5	5	0	0	0	0
532350 TRAINING MATERIALS	4,492	1,600	4,152	288	689	1,000	-600	-1,600	0
533225 TELEPHONE & FAX	295	255	255	129	310	300	45	-255	0
535242 MAINTAIN MACHINERY & EQU	0	255	255	0	345	0	-255	-255	0
571002 MIS ALLOCATION	0	0	0	0	0	0	0	0	0

Budget Work Sheet 2014

Business Unit 41 Human resources

Description	2012 ACTUAL	2013 ADOPTED	2013 AMENDED	2013 ACTUAL 6 MTH	2013 ESTIMATED	2014 REQUESTED	(+/-) ADOPTED	(+/-) ADM VS ADOPT	2014 ADMIN
571004 IP TELEPHONY ALLOCATION	302	362	362	179	358	691	329	-362	0
571005 DUPLICATING ALLOCATION	159	1,540	1,540	288	576	191	-1,349	-1,540	0
571009 MIS PC GROUP ALLOCATION	6,952	5,498	5,498	3,363	6,726	5,762	264	-5,498	0
571010 MIS SYSTEMS GRP ALLOC(IS	5,863	2,294	2,294	1,131	2,262	2,646	352	-2,294	0
591519 OTHER INSURANCE	986	989	989	509	1,018	1,198	209	-989	0
593391 PRIOR YEAR EXPENDITURES	0	0	0	0	0	0	0	0	0
594801 CAP PROGRAMMING CHARGES	0	0	0	0	0	0	0	0	0
594813 CAP OFC EQUIP	0	0	4,150	0	4,150	0	0	0	0
599999 OVERDRAFT TRANSFERS	0	0	0	0	0	0	0	0	0
E EXPENDITURES	369,368	349,345	389,258	163,074	351,041	387,564	38,219	-349,345	0
41 HUMAN RESOURCES	369,218	349,197	389,110	163,065	351,021	387,444	38,247	-349,197	0

Budget Work Sheet 2014 Business Unit 41 Human resources

Detail Information		
ARBITRATOR	41.521218	
arbitration		400
1 grievance with IHO		400
		800
OTHER PROFESSIONAL SERV	41.521219	
Empathia (rates are good through 7/31/15)		12,540
Onsite managment speaker 2 1/2 days		2,000
Legal review of policy changes		500
HIPAA Consultation		2,500
Misc. managment training		1,200
Affordable Care Act consulting		2,500
all employee training (i.e. customer service; Harassment)		1,200
Safety consulting		2,500
		24,940
SECTION 125	41.521225	
anticipate 0% increase in participation with 0% increase in rates		4,800
ERGONOMICS	41.521226	

Budget Work Sheet 2014 Business Unit 41 Human resources

2 ergo studies at \$250 each 500

POSITION CLASSIFICATIONS 41.521227

10 reclasses and/or new position reviews at \$250 each 2,500

LABOR NEGOTIATIONS 41.521228

open negotiations with LAW; 8 meetings for 6 hours each 14,400
at \$300/hour (This is a cyclical expense. Carryover
available, or reduce for strategic meeting only and not
at table?)

RECRUITMENT RELATED 41.521229

education checks - 50 at \$10 each 500

newspaper/online ads 750

new hire folders 250

1,500

COMPUTER SUPPORT 41.521296

estimate 5% increase 3,735

COMPUTER EQUIPMT & SOFTWARE 41.531303

Dual computer for SC 700

OFFICE SUPPLIES 41.531312

ID Badge supplies \$600 600

Budget Work Sheet 2014
Business Unit 41 Human resources

paper	480	
folders, envelopes, etc.	150	
ink cartridges - 300	100	
		1,330
SUBSCRIPT TAX,LAW & OTHER	41.531323	
COBRA, FMLA, FLSA, ADA and other Thompson Publications online	2,635	
Prospera - 2500 every even year	2,500	
safety subscription	2,000	
		7,135
MEMBERSHIP DUES	41.531324	
JCHRMA 1		
SHRM	170	
WPELRA x 3	480	
WACPD X 3	75	
Notary	30	
		755
REGISTRATION	41.532325	
3 wacpd conferences - HR Director; 1 WACPD - Tonia, Ellen, Tammie; \$65 each	390	

Budget Work Sheet 2014 Business Unit 41 Human resources

JCHRMA x 6		150	
ongoing trainings lpp @ 200		600	
NPELRA Conference		700	
			1,840
MILEAGE	41.532332		
travel to seminars per travel form		1,045	
COMMERCIAL TRAVEL	41.532334		
NPELRA Conference		800	
MEALS	41.532335		
per travel sheet		555	
LODGING	41.532336		
per travel form		1,840	
TRAINING MATERIALS	41.532350		
video conferencing software and computer		1,000	

Budget Work Sheet 2013 Business Unit 41 Human resources

Detail Information

ARBITRATOR	41.521218		
two arbitrations		800	
4 grievances with Impartial Hearing officer at \$800 each		3,200	
			4,000
OTHER PROFESSIONAL SERV	41.521219		
NEAS		13,167	
Onsite managment speaker 2 days		4,411	
Legal review of policy changes		500	
HIPAA Consultation		2,500	
			20,578
CONSULTANT	41.521220		
Kronos consultation - 5000 (carryover?)			
SECTION 125	41.521225		
anticipate 5% increase in participation with 0% increase in rates		6,510	
ERGONOMICS	41.521226		
2 ergo studies at \$250 each		500	

Budget Work Sheet 2013 Business Unit 41 Human resources

POSITION CLASSIFICATIONS	41.521227		
6 reclasses and/or new position reviews at \$250 each		1,500	
LABOR NEGOTIATIONS	41.521228		
open negotiations with LAW; 5 meetings for 6 hours each at \$250/hour (Carryover?)			
RECRUITMENT RELATED	41.521229		
education checks - 50 at \$10 each		500	
newspaper/online ads		1,500	
new hire folders		250	
			2,250
COMPUTER SUPPORT	41.521296		
estimate 5% increase		3,735	
FURNITURE & FURNISHINGS	41.531243		
keyboard tray and arm rest		300	
COMPUTER EQUIPMT & SOFTWARE	41.531303		
ID Badge computer replacement		500	
OFFICE SUPPLIES	41.531312		
ID Badge supplies \$600		600	
paper		480	

Budget Work Sheet 2013 Business Unit 41 Human resources

folders, envelopes, etc.	300	
ink cartridges - 300		
		1,380
SUBSCRIPT TAX,LAW & OTHER	41.531323	
COBRA, FMLA, FLSA, ADA and other Thompson Publications online	2,635	
Prospera - 2500 every even year		
		2,635
MEMBERSHIP DUES	41.531324	
SHRM	170	
JCHRMA 1		
WPELRA x 3	480	
WACPD X 3	75	
Notary	30	
		755
REGISTRATION	41.532325	
3 wacpd conferences x 2	360	
JCHRMA x 10	225	
ongoing trainings 2pp @ 200, 1 for Tammie	1,300	

Budget Work Sheet 2013

Business Unit 41 Human resources

NPELRA COnference		700	
			<hr/> 2,585
MILEAGE	41.532332		
NPELRA Conference 750		750	
travel to seminars		600	
			<hr/> 1,350
COMMERCIAL TRAVEL	41.532334		
NPELRA Conference		600	
MEALS	41.532335		
NPELRA x 5 days		200	
3 days x 3		360	
			<hr/> 560
LODGING	41.532336		
5 nights NPELRA at 250		1,250	
3 WACPD conferences - 5 nights x 2 people at \$70		700	
			<hr/> 1,950
TRAINING MATERIALS	41.532350		
employee training needs		1,500	

Revenues

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
451002	PRIVATE PARTY PHOTOCOPY	-	(4.00)	-	(24.00)	24.00	(48.00)	(48.00)	0.00%
451034	BADGE REPLACEMENT FEE	-	(4.17)	(9.48)	(25.00)	15.52	(50.00)	(40.52)	18.96%
451200	RECORDS & REPORTS	-	(4.17)	-	(25.00)	25.00	(50.00)	(50.00)	0.00%
Totals		-	(12.33)	(9.48)	(74.00)	64.52	(148.00)	(138.52)	6.41%

Expenditures

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
511110	SALARY-PERMANENT REGULAR	13,105.74	15,872.50	87,239.43	95,235.00	(7,995.57)	190,470.00	103,230.57	45.80%
511210	WAGES-REGULAR	-	427.90	-	2,567.42	(2,567.42)	5,134.83	5,134.83	0.00%
511240	WAGES-TEMPORARY	-	189.67	-	1,138.00	(1,138.00)	2,276.00	2,276.00	0.00%
511310	WAGES-SICK LEAVE	81.09	-	1,743.21	-	1,743.21	-	(1,743.21)	#DIV/0!
511320	WAGES-VACATION PAY	477.10	-	2,361.93	-	2,361.93	-	(2,361.93)	#DIV/0!
511330	WAGES-LONGEVITY PAY	-	29.08	-	174.50	(174.50)	349.00	349.00	0.00%
511340	WAGES-HOLIDAY PAY	263.56	-	2,979.43	-	2,979.43	-	(2,979.43)	#DIV/0!
511350	WAGES-MISCELLANEOUS(COMP)	1,224.56	-	2,051.42	-	2,051.42	-	(2,051.42)	#DIV/0!
512141	SOCIAL SECURITY	1,091.23	1,229.73	6,950.88	7,378.41	(427.53)	14,756.81	7,805.93	47.10%
512142	RETIREMENT (EMPLOYER)	1,007.62	1,081.96	6,409.07	6,491.74	(82.66)	12,983.47	6,574.40	49.36%
512144	HEALTH INSURANCE	3,813.36	3,813.33	22,693.46	22,880.00	(186.54)	45,760.00	23,066.54	49.59%
512145	LIFE INSURANCE	8.95	8.50	52.46	51.00	1.46	102.00	49.54	51.43%
512173	DENTAL INSURANCE	243.00	243.00	1,434.20	1,458.00	(23.80)	2,916.00	1,481.80	49.18%
521218	ARBITRATOR	-	1,050.00	-	6,300.00	(6,300.00)	12,600.00	12,600.00	0.00%
521219	OTHER PROFESSIONAL SERV	3,925.00	2,290.75	10,953.40	13,744.50	(2,791.10)	27,489.00	16,535.60	39.85%
521220	CONSULTANT	-	1,250.00	-	7,500.00	(7,500.00)	15,000.00	15,000.00	0.00%
521225	SECTION 125	342.20	542.50	2,596.60	3,255.00	(658.40)	6,510.00	3,913.40	39.89%
521226	ERGONOMICS	-	41.67	-	250.00	(250.00)	500.00	500.00	0.00%
521227	POSITION CLASSIFICATIONS	-	291.67	-	1,750.00	(1,750.00)	3,500.00	3,500.00	0.00%
521229	RECRUITMENT RELATED	23.40	812.50	481.25	4,875.00	(4,393.75)	9,750.00	9,268.75	4.94%
521296	COMPUTER SUPPORT	-	311.25	3,788.84	1,867.50	1,921.34	3,735.00	(53.84)	101.44%
531243	FURNITURE & FURNISHINGS	-	25.00	-	150.00	(150.00)	300.00	300.00	0.00%
531303	COMPUTER EQUIPMT & SOFTWARE	-	41.67	885.60	250.00	635.60	500.00	(385.60)	177.12%
531311	POSTAGE & BOX RENT	16.26	33.33	157.68	200.00	(42.32)	400.00	242.32	39.42%
531312	OFFICE SUPPLIES	9.60	115.00	194.23	690.00	(495.77)	1,380.00	1,185.77	14.07%
531313	PRINTING & DUPLICATING	-	58.33	469.16	350.00	119.16	700.00	230.84	67.02%
531314	SMALL ITEMS OF EQUIP	69.00	-	69.00	-	69.00	-	(69.00)	#DIV/0!
531323	SUBSCRIPT TAX,LAW & OTHER	-	219.58	2,598.70	1,317.50	1,281.20	2,635.00	36.30	98.62%
531324	MEMBERSHIP DUES	-	62.92	400.00	377.50	22.50	755.00	355.00	52.98%

532325	REGISTRATION	-	310.58	290.00	1,863.50	(1,573.50)	3,727.00	3,437.00	7.78%
532332	MILEAGE	30.51	112.50	467.98	675.00	(207.02)	1,350.00	882.02	34.67%
532334	COMMERCIAL TRAVEL	-	50.00	-	300.00	(300.00)	600.00	600.00	0.00%
532335	MEALS	-	78.67	40.06	472.00	(431.94)	944.00	903.94	4.24%
532336	LODGING	-	220.00	210.00	1,320.00	(1,110.00)	2,640.00	2,430.00	7.95%
532339	OTHER TRAVEL & TOLLS	-	-	5.25	-	5.25	-	(5.25)	#DIV/0!
532350	TRAINING MATERIALS	-	346.00	287.83	2,076.00	(1,788.17)	4,152.00	3,864.17	6.93%
533225	TELEPHONE & FAX	21.17	21.25	128.92	127.50	1.42	255.00	126.08	50.56%
535242	MAINTAIN MACHINERY & EQUIPI	0.42	21.25	0.42	127.50	(127.08)	255.00	254.58	0.16%
571004	IP TELEPHONY ALLOCATION	29.80	30.17	178.80	181.00	(2.20)	362.00	183.20	49.39%
571005	DUPLICATING ALLOCATION	47.98	128.33	287.89	770.00	(482.11)	1,540.00	1,252.11	18.69%
571009	MIS PC GROUP ALLOCATION	560.45	458.17	3,362.70	2,749.00	613.70	5,498.00	2,135.30	61.16%
571010	MIS SYSTEMS GRP ALLOC(ISIS)	188.50	191.17	1,131.00	1,147.00	(16.00)	2,294.00	1,163.00	49.30%
591519	OTHER INSURANCE	84.79	82.42	509.16	494.50	14.66	989.00	479.84	51.48%
594813	CAP OFC EQUIP	-	345.83	-	2,075.00	(2,075.00)	4,150.00	4,150.00	0.00%

Totals		26,665.29	32,438.18	163,409.96	194,629.06	(31,219.10)	389,258.11	225,848.15	41.98%
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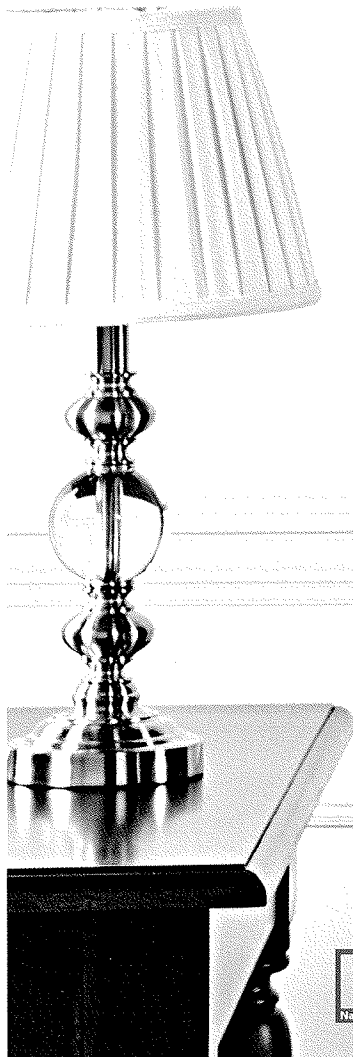
Other Financing Sources (Uses)

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
									#DIV/0!
Totals		-	-	-	-	-	-	-	#DIV/0!
Total Business Unit		26,665.29	32,425.84	163,400.48	194,555.06	(31,154.58)	389,110.11	225,709.63	41.99%



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Fixed account with 3.5% crediting rate**

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Current mutual funds lineup

Charles Schwab self-directed brokerage (optional feature)

Loans (optional feature)

Quarterly market update from JP Morgan

✓

✓

✓

✓

✓

✓

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✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓
✓	✓

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A1
"Good"
Moody's
5th strongest of 21
Received 03/10/09
Affirmed 05/15/12

A+
"Strong"
Standard & Poor's
5th strongest of 22
Received 12/22/08
Affirmed 08/31/12

A+
"Superior"
A.M. Best
2nd strongest of 16
Received 10/17/02
Affirmed 03/27/12

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