



TriCo Regional Sewer Utility

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PERSONNEL & BENEFITS COMMITTEE MEETING

Monday, October 22, 2018 @ 7:30 A.M.
10701 N. College Ave, Suite A, Indianapolis, IN 46280

AGENDA

1. Public Comment
2. August 27 & October 1 Meeting Memoranda Approval
3. Safety Update
4. Health Insurance Renewal
5. Performance Management and Compensation Policy
 - a. Steps
 - b. Position Parity
6. Other Business

Next Scheduled Meeting: Monday, November 26, 2018 @ 7:30 A.M.



PERSONNEL AND BENEFITS

Monday, August 27, 2018 at 7:30 a.m.
Memorandum

Members Present: Chairman Barb Lamb, members Chuck Ford and Mike Shaver. Others in attendance were Utility Director Andrew Williams, Administrative Assistant Maggie Crediford

Ms. Lamb called the meeting to order at 7:35 a.m.

PUBLIC COMMENT

There was no one present from the public.

JUNE AND JULY MEETING MEMORANDUM APPROVAL

June 25, 2018 Memorandum

Ms. Lamb made a motion to approve the June meeting memorandum Mr. Ford seconded the motion and the memorandum approved.

July 23, 2018 Memorandum

Mrs. Lamb questioned wording in the July Memorandum regarding the hiring of employees above the midpoint of a pay range. She understood at the last meeting that Mr. Williams will need to inform the P&B Committee if he wishes to hire someone into the company above the midpoint of a pay range. The memorandum states that the committee needs to approve employees hired in above the midpoint of a range. It was decided to vote on the memorandum as is and discuss this issue further at this meeting.

Ms. Lamb made a motion to approve the July Memorandum. Mr. Ford Seconded the motion and it was approved.

SAFETY UPDATE

Mr. Williams stated that there were no loss time accidents now for over 7 years. Managers stress to employees to report accidents because it is more important to resolve any issues than it is to have unreported accidents.

PERFORMANCE MANAGEMENT AND COMPENSATION POLICY

Hiring Employees above the Midrange

Ms. Lamb stated that it was her understanding that at the last meeting it was decided that Mr. Williams could hire new employees in above the midpoint of a range but that he would need to inform the P&B Committee before doing so giving them the opportunity to voice any concerns or questions they might have. Mr. Ford agreed that it is not the Committee's place to override personnel decisions made by the Utility Director. Mr. Shaver stated that

he was not comfortable with the wording “inform” the committee. Ms. Lamb suggested the wording be updated to say that the Director should notify the Committee in writing and asked Mr. Shaver if that was acceptable to him, Mr. Shaver said it was acceptable with the understanding that the Committee would decide what to do from there. Ms. Lamb stated that the committee’s role would be to discuss it with Mr. Williams and offer guidance and recommendations but not override the discretion for the Utility Director to hire above the midpoint of a range. After much discussion Mr. Ford and Ms. Lamb agreed that they would not be comfortable with overriding hiring decisions made by the Utility Director. Ms. Lamb suggested that if the Utility Director would like to hire a new employee in above the midpoint of a pay range he must notify the committee members in writing giving them three days to respond with questions or concerns and if there is a major concern a special meeting can be called to discuss it before an offer would be extended to the potential new hire. Mr. Ford stated that he believes if the Utility Director finds a qualified person and the only way to attract them to the company is to start them out above the midpoint of a range than that should be the Director’s decision to make. Mr. Shaver stated that if the Utility Director would like to bring someone in above the midpoint of a range, he would like for the committee to have a chance to weigh in on the decision since hiring in someone new above the midpoint could mean bringing them in at a higher rate than someone who is already employed at the Utility. He stated that this is a public agency and employees know what each other makes, he has concerns about hiring in new employees at the same or above the rate current employees are making. Mr. Shaver believes there should be a process for the committee to ask Mr. Williams if he is sure he wants to hire someone in above the midpoint and if he has considered the people already working at the Utility who have more experience but would be making less money working alongside the new hire. Mr. Shaver reiterated that the P&B Committee should have some control over the process of hiring a new employee above the midpoint of a salary range.

Ms. Lamb made a motion to require the Utility Director to notify the P&B Committee members in writing if he intends to higher a new employee at or above the midpoint of a salary range along with a rationale of why he would like to do so. The committee members would then have three days to respond to the Utility Director with any questions or concerns regarding the decision. If there are any major concerns the committee would reserve the right to request a special meeting to discuss the merits of the request before any hiring action is taken by the Utility Director. Mr. Ford seconded the motion and it was approved unanimously.

Ms. Lamb restated decisions she believed were made at the July meeting. The Committee agreed to make the following recommendations to the Board of Trustees. The COLA was set at 2.8% for 2019. The amount of a Merit Pool was set at 2%. She said there needs to be a decision made as to what percentage over the midpoint will the maximum in each position be. It was agreed upon that once an employee reaches the maximum of their respective salary range that employee would eligible for a COLA increase only each year if one is approved by the Board of Trustees. Employees hired in below the midpoint of a range would receive Step increases until they reach the midpoint of the salary range and employees should be at the midpoint of the range within three years of being in a position. Once employees meet the midpoint of their range they would

then be eligible for a Merit pay increase instead of a Step increase, until the maximum of the range is reached. Mrs. Lamb stated that Mr. Ford has concerns about gender equality and would like to discuss those issues.

Mr. Ford asked what figure was used to decide what the COLA increase would be. Ms. Lamb stated that the June 2018 CPI number was used. The latest numbers out for the month of July show the CPI at 2.7%. There was discussion and it was decided that the 2.8% from June was a fair number to use for 2019. Ms. Lamb stated that if the June number is used from 2018 then going forward the June number should be used every year. Mr. Ford stated that he is comfortable using the June number going forward since it is at the half way point of the year. Ms. Lamb stated that the cost of the 2.8% COLA for the Utility for 2019 would be \$26,991. Mr. Shaver stated that he is uncomfortable with the COLA being tied to CPI. Health care is one of the eight major categories used in factoring the CPI and the Utility is already picking up health insurance costs. Mr. Shaver feels that by using the CPI the Utility is picking up those health care costs twice. Mr. Ford stated that health insurance increases and COLA have always dealt with as two separate issues. Health care is only one factor of the CPI and the pricing for health care is too volatile. The CPI has eight different categories going into the figure, so it has a degree of consistency to it, and the P&B Committee has to give the B&F Committee a solid number to base decisions off of. Mr. Ford stated that the Committee doesn't have the health care costs for 2019 yet. Mr. Williams stated he met with the insurance agent last week and that he indicated that Anthem will have health insurance numbers for 2019 available on October 15, 2018. The health insurance renews on January 1, 2019. When numbers were run mid-year to gage the cost increase they came in around a 10% increase, and that is the projection that was used until the actual numbers become available in October. Mr. Shaver stated that he has concerns about the total proposed amount of increases for 2019. He feels that they don't look like large adjustments independently but when you add them together there are over \$100,000 in proposed employee increases for 2019. Ms. Lamb stated that the Committee has approved a 2.8% COLA for 2019 based off the CPI for June 2018. Mr. Williams stated that the draft version of the Compensation Policy states that the Board "may" approve a Cost of Living Adjustment and that every employee in good standing would receive the Cost of Living Adjustment as approved by the Board. The availability and amount of a COLA is dependent on Board approval each year.

Ms. Lamb restated that the committee had previously approved a 2% Merit increase for employees whose salaries are above the midpoint of their pay range and who have not yet reached the top of their range. Mr. Shaver stated that he is not comfortable discussing the increases without looking at all the numbers together. Ms. Lamb stated that there are four employees who are under the midpoint of their ranges. The goal is to get those employees up to the midpoint of their ranges within three years. Mr. Williams directed the committee members to a chart he prepared which shows what it will cost to get those employees to the midpoint of their ranges in three years. It will cost \$1,209.88 the first year, \$2,404.21 the second year and \$799.59 the third year to bring them up to or above the midpoint in their ranges (these costs would be in addition to approved Cost of Living Adjustments). Ms. Lamb restated that employees below the midpoint would get Step increases as well as the COLA increase, employees at or above the midpoint of their

range would get Merit increases as well as the COLA and Employees at the top of their ranges would get COLA only. Mr. Shaver asked for clarification on how pay increases have been given in the past. Mr. Williams stated that in the past pay increases were strictly merit based until 2018 when the Board approved a Cost of Living Adjustment. Mr. Shaver stated that a mathematical problem in the salary ranges occurred when the tops of the salary ranges were adjusted by the same percentage as the Merit increases that were given. He questioned the need for a Step System when the problem doesn't occur if the top of the salary ranges are not increased along with merit adjustments. Ms. Lamb stated that ranges should be moved up by a Cost of Living Adjustment. Mr. Shaver questioned the need to move the top end of the ranges when the goal is to have people move up to the top of a range from the bottom. Adjusting the top end of ranges each year seems to conflict with people moving closer to the top of their ranges. He believes that the issue would resolve itself by not adjusting the top of the ranges. Ms. Lamb stated that if you don't move the ranges up then employees are not keeping up with the market. Mr. Shaver stated that the range has nothing to do with what an employee makes. Ms. Lamb stated that it has everything to do with what an employee makes. Mr. Shaver stated that the problem is fixed by not adjusting the top end of the ranges allowing people to move up in their pay ranges. He agrees with giving employees a Cost of Living Adjustment, however he is uncomfortable moving people to the midpoint without considering job performance. Ms. Lamb stated that the steps allow for an employee to become more skilled and more experienced after entering their position. Mr. Williams stated that the policy reads that "employees who are below the market rate and performing at a competent level will be moved to the market rate within three years of hire". From the entry pay to the market rate of the range there would be three steps. Mr. Williams said with the Merit system, if the top of the ranges were not adjusted there would have been employees at the top of their ranges who would not have gotten increases for several years. Mr. Shaver stated that issue is resolved when all employees are given a COLA, because then everyone gets something even if they are at the top of their pay range. Mr. Ford stated that he likes the Step System and the rationale to get people into the midpoint of the range in three steps/years. He suggested using a step system for the entire pay range instead of switching to a Merit System when the midpoint is reached. He likes that with the Step System employees know what is coming as long as they meet expectations in their performance reviews the Step System makes pay increases more objective. He suggested providing a Merit increase for employees who are at the top of their range above an approved COLA if they are meeting or exceeding expectations. Mr. Williams stated that in the past employees at the top of their ranges either went without a pay increase or were given a lump sum bonus at the end of the year if their performance warranted it. Mr. Shaver pointed out that the lump sum bonuses caused other payroll issues. Ms. Lamb stated that regardless if there are steps all the way to the top or steps to the middle of the range or switching to merit increases at the point an employee hits the top of the range a COLA would be the only increase they would be eligible to receive. Mr. Ford supports having steps from the bottom to the top of the range and eliminating merit increases. Mr. Shaver asked what is the goal of professional systems for the employees? Ms. Lamb stated that there are many ways that companies choose to do it. What was previously proposed and discussed here is a combination of steps and merit depending on where you are in your range. Mr. Ford likes the Step System from a

management standpoint until an employee reaches the top of a pay range. He doesn't like that employees at the top of a pay range are only eligible for a Cost of Living Adjustment. Ms. Lamb stated that a job is worth what it is worth. After an employee reaches the maximum pay in a position then Cost of Living Adjustments insure that employees get something, many other employers do not offer Cost of Living Adjustments. Mr. Shaver stated that there are fundamental issues that do not translate well to him. He asked if Waggoner referred to the midpoint as the market rate? He believes that the market rate should reflect an employee's experience and competency. He stated that the terms market rate and midpoint have been used in these discussions interchangeably, but the midpoint is an actual mathematical equation not based on experience or competency. He stated that according to the tables presented most of the employees are being paid the market rate. Ms. Lamb stated that most of the employees are receiving the market rate or above in terms of pay. Mr. Shaver stated that by looking at the salary charts provided he cannot tell if there is someone who has two years' worth of experience making the same or more than someone who has twelve years of experience. Mr. Shaver stated that he agrees with separating the COLA from the merit increases, the system can be adjusted bringing people up. Ms. Lamb stated that if a step system is used throughout the pay ranges there needs to be an equal number of steps at the bottom of the range as there are at the top of a range. The City of Carmel uses a six-step system. Mr. Ford recommended doing away with merit increases and moving to a Step System in which an employee will get to the top of their range within six years of being hired. This would be easy for employees to understand and would make it easier to predict future staffing costs for the Utility. Mr. Shaver stated that he would not be opposed to doing that. Mr. Williams stated that a Step System, subject to a competent performance rating, would make manager jobs easier by removing some of the subjectivity that goes along with merit increases, as well as making the book keeping easier each year.

Mr. Ford made a Motion for TriCo to adopt a Step System for mobility within a salary range in which employees with competent performance ratings or above, based off quarterly or biannual reviews, would reach the midpoint of their salary range in three years and the top of their range in six years. Ms. Lamb pointed out that the Utility has many people at or near the top that will only be eligible for COLA increases. Mr. Shaver amended the motion to remove the number 6 for right now and asked to deal with that separately because out of twenty-four employees three have been employed less than six years. Mr. Williams clarified that with the step system employees that currently have 6 years of experience would not be bumped to the top of the range automatically, they would start on whichever step their current pay lands them and move up from that step yearly going forward. Mr. Ford clarified his motion to recommend that the TriCo Board of Trustees adopt a six-step system for mobility within a salary range. The motion was seconded by Ms. Lamb and approved 2-0 Mr. Shaver abstained from the vote.

Mr. Williams asked the committee for feedback on how the top of the ranges should be adjusted. He discussed a chart showing the ranges from 2017 and 2018 taking the highs and lows of those ranges to come up with proposed ranges. The WIS Study had reduced the earning potential for some of the positions at the Utility. The proposed chart raises the top end of the salary ranges to 15% above the midpoint for all positions allowing for an

possible pay increase for all employees. Ms. Lamb stated that by looking at the chart provided and using 15% above the midrange there are still employees that have their salary ranges reduced from what they were in 2017. Mr. Shaver stated that his concern is with employees who had the top end of their ranges reduced and were at the top end of their range having an immediate impact on those employees. If employees are not up against the top the issue is theoretical. Seven employees are in this situation. Mr. Shaver stated that he does not have an issue with the WIS top end recommendations for the other positions in the Utility only the seven that were immediately impacted by the reduction of the top end of their pay range. Mr. Ford asked if the top end of the pay ranges are adjusted to 15% above the market rate would that fix the issue that the WIS study created for employees who were not expecting a reduction in earning potential. Mr. Williams said it wouldn't resolve the issue for every position. Adjusting higher for just a few positions would make for unbalanced ranges. He stated that Ms. Lamb doesn't like that the ranges are not an equal percentage above the midpoint for every position. Ms. Lamb pointed out that according to the chart many of the proposed numbers for the high end of salary ranges are still below the 2017 numbers. She questioned how that solves the issue. Mr. Williams stated that the numbers used in the chart are based off 2018, he handed out a chart showing proposed numbers for 2019 factoring in a 2% Merit increase and a 2.8% COLA. Mr. Ford asked Mr. Williams if the adjustment to 15% above the midrange resolves most of the issues the WIS Salary Study created at the top of the pay ranges. Mr. Williams said that it would.

Mr. Ford made a motion to approve moving the top of the salary ranges to 15% above the midpoint in their range. The motion was seconded by Ms. Lamb and approved unanimously.

Ms. Lamb stated that at the September meeting the Committee needs to determine if there will be a Merit increase and if so how it will be applied. The Committee needs to decide what happens when employees reach the top of their pay range and finally needs to discuss the issue of Gender Equity.

Mr. Williams stated that he agrees with Ms. Lamb that when employees reach the top of their pay ranges that they would only be eligible to receive COLA. He will create charts showing how the proposed increases will affect individual people. Mr. Shaver asked for one table comparing the pay ranges before the WIS study with the WIS recommendations as well as what the ranges are with the 15% adjustment. Ms. Lamb stated the table should show the six steps needed to get to the top of each range.

Respectfully Submitted,



Andrew Williams
Utility Director

TriCo Regional Sewer Utility
Range Comparison (V.2)

Department		2017 Salary Range			2018 Salary Range				Proposed 2018 Range		
	Job Title	Low	Midpoint	High	Low	Market	High	High using 15%	Low	Market	High
	COMOT I 200-295 factor points										
Customer Service	Billing Assistant	\$15.63	\$18.84	\$22.05	\$16.75	\$18.62	\$20.48	\$21.41	\$16.75	\$18.62	\$22.05
Customer Service	Customer Service Specialist	\$15.63	\$18.84	\$22.05	\$16.75	\$18.62	\$20.48	\$21.41	\$16.75	\$18.62	\$22.05
	COMOT II 300-395 factor points										
Customer Service	Administrative Assistant	\$17.87	\$21.10	\$24.33	\$18.11	\$20.12	\$23.50	\$23.50	\$18.11	\$20.12	\$24.33
Customer Service	Administrative Support Specialist	\$17.87	\$21.10	\$24.33	\$18.11	\$20.12	\$22.13	\$23.14	\$18.11	\$20.12	\$24.33
	LTC I 295 and below										
Plant	Laborer	\$14.00	\$16.75	\$19.50	\$14.00	\$16.75	\$19.47	\$19.47	\$14.00	\$16.75	\$19.50
Collections	Field Operations Technician	\$17.87	\$21.10	\$24.33	\$19.47	\$21.64	\$23.80	\$24.89	\$19.47	\$21.64	\$24.33
	LTC II 300 and above										
Engineering	District Inspector/Locator	\$20.24	\$23.80	\$27.36	\$21.66	\$24.07	\$26.47	\$27.68	\$21.66	\$24.07	\$27.36
Collections	Field Operations Specialist	\$20.24	\$23.80	\$27.36	\$21.66	\$24.07	\$26.47	\$27.68	\$21.66	\$24.07	\$27.36
Engineering	Project Coordinator/Locator	\$23.67	\$27.20	\$30.72	\$21.66	\$24.07	\$26.58	\$27.68	\$21.66	\$24.07	\$30.72
	PAT I 300-395										
Customer Service	Utility Billing Specialist	\$23.67	\$27.20	\$30.72	\$23.14	\$25.71	\$28.28	\$29.57	\$23.67	\$25.71	\$30.72
Plant	Pretreatment Compliance Specialist	\$20.24	\$23.80	\$27.36	\$23.14	\$25.71	\$28.28	\$29.57	\$23.14	\$25.71	\$28.28
Plant	Laboratory Coordinator	\$20.24	\$23.80	\$27.36	\$23.14	\$25.71	\$28.28	\$29.57	\$23.14	\$25.71	\$28.28
	PAT II 400-495										
Plant	Chief Operator	\$23.67	\$27.20	\$30.72	\$27.43	\$30.48	\$33.52	\$35.05	\$27.43	\$30.48	\$33.52
Engineering	Technical Specialist	\$23.67	\$27.20	\$30.72	\$27.43	\$30.48	\$33.52	\$35.05	\$27.43	\$30.48	\$33.52
	EXE										
Collections	Collection Superintendent	\$ 59,882	\$74,852.00	\$ 89,822	\$ 61,174	\$ 69,671	\$ 78,167	\$80,121.08	\$ 61,174	\$ 69,671	\$ 89,822
Plant	Plant Superintendent	\$ 59,882	\$74,852.00	\$ 89,822	\$ 64,311	\$ 73,243	\$ 82,175	\$84,229.45	\$ 64,311	\$ 73,243	\$ 89,822
Engineering	District Engineer	\$ 59,882	\$74,852.00	\$ 89,822	\$ 67,690	\$ 77,091	\$ 86,492	\$88,654.65	\$ 67,690	\$ 77,091	\$ 89,822
Customer Service	Controller	\$ 70,762	\$88,452.50	\$ 106,143	\$ 70,520	\$ 80,315	\$ 90,109	\$92,361.68	\$ 70,762	\$ 80,315	\$ 106,143
Engineering	Engineering Manager	\$ 70,762	\$88,452.50	\$ 106,143	\$ 83,068	\$ 94,606	\$ 106,143	\$108,796.33	\$ 83,068	\$ 94,606	\$ 106,143
Administration	Utility Director	\$ 81,615	\$99,305.00	\$ 116,995	\$ 91,590	\$ 104,311	\$ 117,031	\$119,957.08	\$ 91,590	\$ 104,311	\$ 117,031

Higher Amount is in Bold



PERSONNEL AND BENEFITS

Monday, October 1, 2018, at 7:30 a.m.

Memorandum

Members Present: Chairwoman Barb Lamb, members Chuck Ford and Mike Shaver. Board President Marilyn Anderson, others in attendance were Utility Director Andrew Williams and Administrative Assistant Maggie Crediford.

Ms. Lamb called the meeting to order at 7:38 a.m.

PUBLIC COMMENT

No one from the public was present at the meeting.

AUGUST MEETING MEMORANDUM APPROVAL

Approval was postponed to the next committee meeting.

SAFETY UPDATE

Mr. Williams stated that TriCo hosted a safety seminar called Understanding and Managing Hazardous Energy at the plant. Operators from around the state attended. Attendees received Continuing Education Credits for the seminar. Mr. Prange has received positive feedback from attendees. Mr. Shaver commended Mr. Prange for his safety education efforts for the Utility.

PERFORMANCE MANAGEMENT AND COMPENSATION POLICY

Mr. Williams passed out charts showing what it would cost the Utility each year until 2023 if the Board adopts the proposed Step System as well as a 2.8% annual COLA. The proposed system calls for 6 Steps. Employees would be at the top of their salary range within six years and be eligible for a Board Approved COLA increase only from that point on. Ms. Anderson asked if the salary ranges would be adjusted for the COLA increase each year. Ms. Lamb stated that they would. Mr. Shaver was concerned that ratepayers would be paying for Utility employees to receive a 2.8% COLA increase when many of them are only receiving a 1.7% COLA increase based on numbers he found for the State of Indiana. Mr. Shaver believes that a 2.8% COLA and a Step will result in us sending the bill to the ratepayer. Mr. Ford asked if the proposed salary increases through 2023 would on their own cause a significant increase in user rates. Mr. Shaver said that no, this \$80,000 would not. Mr. Ford said that he is satisfied with that. He believes that the Step System eliminates a whole host of problems with a merit system. He believes it makes it easy to figure salaries each year and for employees to know what to expect. It takes the subjectivity out of the merit pay. Ms. Lamb believes that a Step System encourages cooperation between employees, where a merit system encourages competition. Mr. Shaver believes that the merit system, whether by hook or by crook, got it pretty close.

Mr. Williams stated that he would like to have the Utility Director's position removed from the Step System. He believes the Board should have the discretion to decide the Utility

Directors compensation. Mr. Williams stated that based on his research, Step Systems range from 6 to 10 Steps. Mr. Ford asked Mr. Williams to prepare a chart for the next meeting showing how using an 8 or 10 Step System would defer some of the costs of moving to a Step System and slow down progression through the system. Mr. Williams stated that Mr. Mills had voiced concerns to him about a Step and COLA increase system. Ms. Anderson stated that she likes the idea of replacing the Merit System for pay increases formerly used by the Utility. She stated that the Board reserves the right to re-evaluate an approved pay system at any time.

Mr. Ford stated that he would like to see undervalued occupation compensation adjusted. He believes that the office staff is undervalued in society. He wants the Utility to set an example of correcting the imbalance rather than perpetuating it. Mr. Ford stated that he believes the entry-level office positions at the Utility office should be paid the same as the entry-level field staff at the plant. Mr. Ford believes these workers come into the positions with very specific skills based on their job descriptions and are not compensated according.

Mr. Ford made a motion to raise the ranges for the office staff to the same range as the Field Operations Technician position. Mr. Williams provided a table that showed this proposed change and the costs associated with this adjustment. The motion passed 2-1, Mr. Shaver was opposed.

Mr. Shaver stated he is concerned about the cumulative impact the proposed increases will have. Health insurance costs for 2019 are not in and have not been discussed. Mr. Ford noted that when health insurance numbers come in, the Committee will have to look at the numbers and see what the Utility can afford. Mr. Shaver said that he would be uncomfortable reducing health care benefits. Mr. Ford stated that when budgetary cuts are made they usually happen at the Personal and Benefits level. He said that he would prefer to see budget cuts come from more substantial expenditures like Capital Projects. Mr. Shaver agreed that there are cost-cutting measures that can be found in the Capital Projects budget. Mr. Shaver stated that he has asked for cost cutting proposals but has not seen them yet. Ms. Anderson noted that it is this Committee's responsibility to make recommendations for the Personnel and Benefits packages and the Budget and Finance Committee's responsibility to look at the big picture and find cost-cutting avenues.

Ms. Lamb summarized the proposed recommendations that the Personnel and Benefits Committee would like to discuss with the Budget and Finance Committee before bringing their proposal to the full Board. The Personnel and Benefits Committee is recommending a 2.8% COLA increase for 2019. Implementing a 6 Step pay scale system, which would replace the Merit System previously used. Adjusting the top end of salary ranges to 5% above the proposed ranges from the WIS Study. The Committee is also recommending changing the pay ranges for the clerical office staff be equal to the pay ranges for the Field Operations Technician position at the plant.

Mr. Ford stated that he would like to see manager evaluation forms so that the Committee can see what managers use for criteria when evaluating employee performance.

Ms. Lamb asked Mr. Williams to schedule a joint meeting for the B&F and P&B Committees before their next regularly scheduled meeting on October 22, 2018.

Respectfully Submitted

A handwritten signature in blue ink that reads "Andrew Williams". The signature is written in a cursive style with a large, stylized "A" and "W".

Andrew Williams, Utility Director



MEMORANDUM

To: P&B Committee
From: Loren Prange
Date: 10/17/18
Subject: Safety Update

TriCo had no reportable injuries and has gone 3165 days without a loss time accident.

The following safety tailgate sessions were held:

09/25/18 Biohazards and worker safety
10/02/18 Keep chemical deliveries safe
10/09/18 An open and shut case for gate valve safety

The TriCo collections team has started its annual inspections of air release valves (ARV). These inspections require the employee to enter a confined space to inspect the function of the valve visually. A confined space permit is required along with personal protection equipment (PPE) for the inspection to be completed. The team completed 11 inspections safely and will continue until the project is completed later this month.



MEMORANDUM

To: P&B Committee
From: Andrew Williams
Date: October 18, 2018
Subject: Health Insurance Renewal

Anthem issued the health insurance renewal for 2019 showing a zero percent increase in the premium. This is a grandmother plan that has been extended for one more year. The monthly premium is \$31,938. See the attached sheet for coverage details.

The closest ACA plan to our current plan is the Anthem Gold Blue Access PPO with a monthly premium of \$30,443, a 4.9% decrease. However, the deductible increases from \$1500 to \$2200 for single coverage and \$3000 to \$4400 for family coverage. The Max. out of pocket also increases from \$3000/\$6000 to \$3200/\$6400.

Any cost savings is offset by the higher deductible.

I recommend that we accept the renewal of our current plan for 2019.

Your Renewal Snapshot

Here's an overview of the benefits proposed for your renewal. **No action is needed** to accept this coverage. You will renew automatically unless you notify your agent that you want to make a change.

Medical Plan	Monthly Premium			Plan Options							
	Current	New	Change	Calendar Year Annual Deductible (single/family)	Annual Out-of-Pocket Maximum (single/family)	Office Visits	Inpatient Hospital	ER/Urgent Care Center	Pharmacy Drugs	Preventive Care Immunizations & Screenings	FMHP Benefits*
Lumenos Health Savings Accounts Option 1, Blue 6	\$31,784.00	\$31,785.32	0.0%	\$1,500/\$3,000	\$3,000/\$6,000	20% Coinsurance	20%	20% 20%	20%	No Cost Share	No

Vision	Current	New	Change	Plan Type	Exam Copay	Prescription Lens Copay	Exam frequency	Lens frequency	Transitions and polycarbonate lenses for kids	Additional Savings Program
Blue View Vision Option55	\$152.83	\$152.83	0.0%	Full Service	\$20.00	\$20.00	Once every 12 months	Once every 24 months	Included	Save up to 40% on additional material

Total Current Premium: \$31,936.83

Total New Premium: \$31,938.15

Increase: 0.0%

Please note: As we receive additional guidance and clarification from the U.S Department of Health and Human Services, we may be required to make additional changes to your benefits.

*FMHP is Federal Mental Health Parity.

Per the Affordable Care Act (or health care reform law), Summary of Benefits and Coverage (SBCs) can be accessed through our Internet Posting Site at www.sbc.anthem.com.



MEMORANDUM

To: P&B Committee

From: Andrew Williams

Date: October 17, 2018

Subject: Compensation Policy

Last month the Committee reviewed the 6 Step System and gave me direction to look at 8 and 10 Steps as well. The following table shows the percent increase associated with each step of the various systems.

Percent increase between each Step of the Systems

	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
6 Step	5.56%	5.27%	5.01%	4.77%	4.55%				
8 Step	3.98%	3.82%	3.68%	3.55%	3.43%	3.32%	3.21%		
10 Step	3.09%	3.00%	2.91%	2.83%	2.75%	2.68%	2.61%	2.54%	2.48%

The Pay Ranges (thus each Step) would be adjusted by COLA each year. This would be in addition to the percent increase between steps. Ex: In the 10 Step System, an employee moving from the Step 5 to Step 6 would get a 2.75% Step and an 2.8% COLA. Once the top Step is reached, the employee would only receive the COLA adjustment each year. The COLA will be set by the Board each year.

The attached spreadsheet details how each employee would advance.

Budget Impact

If the 2.8% COLA and a 2% Merit Pool were to be approved this year, the budget increase could be \$64,780. The following table shows the impact of each step.

Proposed Transition to a Step System (assuming a 2.8% annual COLA through 2023)						
	6 Steps		8 Steps		10 Steps	
	Increase	Total Wages	Increase	Total Wages	Increase	Total Wages
2019	\$61,551.75	\$ 1,411,117.50	\$60,233.51	\$ 1,409,799.25	\$55,460.58	\$ 1,405,026.32
2020	\$87,574.50	\$ 1,498,692.00	\$77,591.74	\$ 1,487,390.99	\$71,172.85	\$ 1,476,199.18
2021	\$71,760.00	\$ 1,570,452.00	\$68,494.46	\$ 1,555,885.45	\$64,477.53	\$ 1,540,676.70
2022	\$56,472.00	\$ 1,626,924.00	\$62,745.59	\$ 1,618,631.05	\$60,166.36	\$ 1,600,843.07
2023	\$55,009.50	\$ 1,681,933.50	\$54,258.01	\$ 1,672,889.05	\$60,159.72	\$ 1,661,002.79

Entry Level Parity

In addition to the evaluation of the Step Systems, the Committee voted to move forward a proposal for entry level pay parity between the clerical position and the field operations technician position. The proposal is to adjust the pay ranges for the Billing Assistant, Customer Service Specialist, Administrative Support Specialist and Administrative Specialist positions to match the pay range of the Field Operation Technician. The clerical ranges are currently \$16.75 – \$20.48 and \$18.11 - \$22.13. The technician range is \$19.47 - \$23.80.

If the 10 Step System were used and the ranges were adjusted for entry level parity, the first year budget increase would be \$59,508.76 (total wages \$1,409,074) compared to \$55,460 (total wages \$1,405,026) for the first year of the 10 Step System.

Proposed Transition to the 10 Step System in 2019

Position Title	2019 %			Proposed TriCo 2019 Salary Range									
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Max
Billing Assistant	\$18.28	4.48%	\$ 1,529.26	\$17.22	\$17.75	\$18.28	\$18.82	\$19.35	\$19.88	\$20.41	\$20.95	\$21.48	\$22.01
Customer Service Specialist	\$20.95	3.19%	\$ 1,262.29	\$17.22	\$17.75	\$18.28	\$18.82	\$19.35	\$19.88	\$20.41	\$20.95	\$21.48	\$22.01
Administrative Support Specialist	\$22.64	3.94%	\$ 1,671.63	\$18.62	\$19.19	\$19.77	\$20.34	\$20.91	\$21.49	\$22.06	\$22.64	\$23.21	\$23.79
Administrative Assistant	\$24.16	2.80%	\$ 1,283.10	\$18.62	\$19.23	\$19.85	\$20.46	\$21.08	\$21.70	\$22.31	\$22.93	\$23.54	\$24.16
Field Operations Technician	\$21.25	4.95%	\$ 1,954.71	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
Field Operations Technician	\$21.25	4.28%	\$ 1,701.21	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
District Inspector/Locator	\$24.33	3.22%	\$ 1,481.03	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Field Operations Specialist	\$25.70	4.83%	\$ 2,310.47	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
District Inspector/Locator	\$25.70	4.45%	\$ 2,134.97	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Field Operations Specialist	\$27.77	5.10%	\$ 2,628.36	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Field Operations Specialist	\$27.77	4.94%	\$ 2,550.36	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Project Coordinator	\$27.77	4.90%	\$ 2,530.86	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Pretreatment Coordinator	\$24.52	3.64%	\$ 1,680.84	\$23.79	\$24.52	\$25.26	\$25.99	\$26.72	\$27.46	\$28.19	\$28.93	\$29.66	\$30.39
Laboratory Coordinator	\$27.46	4.36%	\$ 2,238.92	\$23.79	\$24.52	\$25.26	\$25.99	\$26.72	\$27.46	\$28.19	\$28.93	\$29.66	\$30.39
Utility Billing Specialist	\$28.93	5.38%	\$ 2,878.71	\$23.79	\$24.52	\$25.26	\$25.99	\$26.72	\$27.46	\$28.19	\$28.93	\$29.66	\$30.39
Chief Operator	\$32.55	4.46%	\$ 2,712.55	\$28.20	\$29.07	\$29.94	\$30.81	\$31.68	\$32.55	\$33.42	\$34.29	\$35.16	\$36.03
Technical Specialist	\$32.55	3.70%	\$ 2,264.05	\$28.20	\$29.07	\$29.94	\$30.81	\$31.68	\$32.55	\$33.42	\$34.29	\$35.16	\$36.03
Collection Superintendent	\$38.22	4.49%	\$ 3,204.50	\$32.25	\$33.25	\$34.24	\$35.24	\$36.23	\$37.23	\$38.22	\$39.22	\$40.21	\$41.21
Plant Superintendent	\$43.32	2.93%	\$ 2,408.25	\$33.90	\$34.95	\$35.99	\$37.04	\$38.09	\$39.13	\$40.18	\$41.23	\$42.27	\$43.32
District Engineer	\$44.44	3.07%	\$ 2,584.83	\$35.68	\$36.77	\$37.87	\$38.96	\$40.06	\$41.15	\$42.25	\$43.34	\$44.44	\$45.53
Controller	\$47.50	2.81%	\$ 2,535.00	\$37.17	\$38.32	\$39.47	\$40.61	\$41.76	\$42.91	\$44.06	\$45.20	\$46.35	\$47.50
Engineering Manager	\$53.26	5.29%	\$ 5,217.33	\$43.79	\$45.14	\$46.49	\$47.85	\$49.20	\$50.55	\$51.90	\$53.26	\$54.61	\$55.96
Utility Director	\$60.21	4.17%	\$ 4,697.33	\$48.28	\$49.77	\$51.26	\$52.75	\$54.24	\$55.74	\$57.23	\$58.72	\$60.21	\$61.70
	Budget Increase \$ 55,460.58			Steps where employees would end up									
Total Wages \$ 1,405,026.32													

2.80%

Position Title	2020 %			Proposed TriCo 2020 Salary Range									
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Max
Billing Assistant	\$19.34	5.79%	\$ 2,066.01	\$17.70	\$18.25	\$18.80	\$19.34	\$19.89	\$20.44	\$20.99	\$21.53	\$22.08	\$22.63
Customer Service Specialist	\$22.08	5.41%	\$ 2,211.41	\$17.70	\$18.25	\$18.80	\$19.34	\$19.89	\$20.44	\$20.99	\$21.53	\$22.08	\$22.63
Administrative Support Specialist	\$23.86	5.41%	\$ 2,387.25	\$19.14	\$19.73	\$20.32	\$20.91	\$21.50	\$22.09	\$22.68	\$23.27	\$23.86	\$24.45
Administrative Assistant	\$24.83	2.80%	\$ 1,319.03	\$19.14	\$19.77	\$20.40	\$21.04	\$21.67	\$22.30	\$22.94	\$23.57	\$24.20	\$24.83
Field Operations Technician	\$22.48	5.79%	\$ 2,400.48	\$20.58	\$21.21	\$21.85	\$22.48	\$23.12	\$23.76	\$24.39	\$25.03	\$25.66	\$26.30
Field Operations Technician	\$22.48	5.79%	\$ 2,400.48	\$20.58	\$21.21	\$21.85	\$22.48	\$23.12	\$23.76	\$24.39	\$25.03	\$25.66	\$26.30
District Inspector/Locator	\$25.72	5.71%	\$ 2,706.90	\$22.89	\$23.60	\$24.30	\$25.01	\$25.72	\$26.42	\$27.13	\$27.84	\$28.55	\$29.25
Field Operations Specialist	\$27.13	5.55%	\$ 2,782.00	\$22.89	\$23.60	\$24.30	\$25.01	\$25.72	\$26.42	\$27.13	\$27.84	\$28.55	\$29.25
District Inspector/Locator	\$27.13	5.55%	\$ 2,782.00	\$22.89	\$23.60	\$24.30	\$25.01	\$25.72	\$26.42	\$27.13	\$27.84	\$28.55	\$29.25
Field Operations Specialist	\$29.25	5.35%	\$ 2,894.64	\$22.89	\$23.60	\$24.30	\$25.01	\$25.72	\$26.42	\$27.13	\$27.84	\$28.55	\$29.25
Field Operations Specialist	\$29.25	5.35%	\$ 2,894.64	\$22.89	\$23.60	\$24.30	\$25.01	\$25.72	\$26.42	\$27.13	\$27.84	\$28.55	\$29.25
Project Coordinator	\$29.25	5.35%	\$ 2,894.64	\$22.89	\$23.60	\$24.30	\$25.01	\$25.72	\$26.42	\$27.13	\$27.84	\$28.55	\$29.25
Pretreatment Coordinator	\$25.96	5.88%	\$ 2,810.37	\$24.45	\$25.21	\$25.96	\$26.72	\$27.47	\$28.23	\$28.98	\$29.74	\$30.49	\$31.25
Laboratory Coordinator	\$28.98	5.55%	\$ 2,970.69	\$24.45	\$25.21	\$25.96	\$26.72	\$27.47	\$28.23	\$28.98	\$29.74	\$30.49	\$31.25
Utility Billing Specialist	\$30.49	5.41%	\$ 3,050.85	\$24.45	\$25.21	\$25.96	\$26.72	\$27.47	\$28.23	\$28.98	\$29.74	\$30.49	\$31.25
Chief Operator	\$34.36	5.55%	\$ 3,522.50	\$28.99	\$29.88	\$30.78	\$31.67	\$32.57	\$33.46	\$34.36	\$35.25	\$36.15	\$37.04
Technical Specialist	\$34.36	5.55%	\$ 3,522.50	\$28.99	\$29.88	\$30.78	\$31.67	\$32.57	\$33.46	\$34.36	\$35.25	\$36.15	\$37.04
Collection Superintendent	\$40.32	5.48%	\$ 4,082.68	\$33.15	\$34.18	\$35.20	\$36.22	\$37.25	\$38.27	\$39.29	\$40.32	\$41.34	\$42.36
Plant Superintendent	\$44.53	2.80%	\$ 2,365.27	\$34.85	\$35.93	\$37.00	\$38.08	\$39.15	\$40.23	\$41.31	\$42.38	\$43.46	\$44.53
District Engineer	\$46.80	5.33%	\$ 4,620.10	\$36.68	\$37.80	\$38.93	\$40.05	\$41.18	\$42.30	\$43.43	\$44.55	\$45.68	\$46.80
Controller	\$48.83	2.80%	\$ 2,593.50	\$38.21	\$39.39	\$40.57	\$41.75	\$42.93	\$44.11	\$45.29	\$46.47	\$47.65	\$48.83
Engineering Manager	\$56.14	5.41%	\$ 5,618.42	\$45.02	\$46.41	\$47.80	\$49.19	\$50.58	\$51.97	\$53.36	\$54.75	\$56.14	\$57.53
Utility Director	\$63.43	5.35%	\$ 6,276.49	\$49.63	\$51.16	\$52.70	\$54.23	\$55.76	\$57.30	\$58.83	\$60.36	\$61.89	\$63.43
				Steps where employees would end up									
	Budget Increase \$ 71,172.85												
Total Wages \$ 1,476,199.18													

2.80%

Position Title	2021 %			Proposed TriCo 2021 Salary Range									
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Max
Billing Assistant	\$20.45	5.71%	\$ 2,153.75	\$18.20	\$18.76	\$19.32	\$19.89	\$20.45	\$21.01	\$21.57	\$22.14	\$22.70	\$23.26
Customer Service Specialist	\$23.26	5.35%	\$ 2,303.23	\$18.20	\$18.76	\$19.32	\$19.89	\$20.45	\$21.01	\$21.57	\$22.14	\$22.70	\$23.26
Administrative Support Specialist	\$25.14	5.34%	\$ 2,486.33	\$19.67	\$20.28	\$20.89	\$21.49	\$22.10	\$22.71	\$23.32	\$23.92	\$24.53	\$25.14
Administrative Assistant	\$25.53	2.80%	\$ 1,355.96	\$19.67	\$20.32	\$20.98	\$21.63	\$22.28	\$22.93	\$23.58	\$24.23	\$24.88	\$25.53
Field Operations Technician	\$23.77	5.71%	\$ 2,502.42	\$21.15	\$21.81	\$22.46	\$23.11	\$23.77	\$24.42	\$25.07	\$25.73	\$26.38	\$27.04
Field Operations Technician	\$23.77	5.71%	\$ 2,502.42	\$21.15	\$21.81	\$22.46	\$23.11	\$23.77	\$24.42	\$25.07	\$25.73	\$26.38	\$27.04
District Inspector/Locator	\$27.16	5.63%	\$ 2,821.30	\$23.53	\$24.26	\$24.98	\$25.71	\$26.44	\$27.16	\$27.89	\$28.62	\$29.34	\$30.07
Field Operations Specialist	\$28.62	5.48%	\$ 2,898.49	\$23.53	\$24.26	\$24.98	\$25.71	\$26.44	\$27.16	\$27.89	\$28.62	\$29.34	\$30.07
District Inspector/Locator	\$28.62	5.48%	\$ 2,898.49	\$23.53	\$24.26	\$24.98	\$25.71	\$26.44	\$27.16	\$27.89	\$28.62	\$29.34	\$30.07
Field Operations Specialist	\$30.07	2.80%	\$ 1,597.18	\$23.53	\$24.26	\$24.98	\$25.71	\$26.44	\$27.16	\$27.89	\$28.62	\$29.34	\$30.07
Field Operations Specialist	\$30.07	2.80%	\$ 1,597.18	\$23.53	\$24.26	\$24.98	\$25.71	\$26.44	\$27.16	\$27.89	\$28.62	\$29.34	\$30.07
Project Coordinator	\$30.07	2.80%	\$ 1,597.18	\$23.53	\$24.26	\$24.98	\$25.71	\$26.44	\$27.16	\$27.89	\$28.62	\$29.34	\$30.07
Pretreatment Coordinator	\$27.47	5.79%	\$ 2,930.27	\$25.14	\$25.91	\$26.69	\$27.47	\$28.24	\$29.02	\$29.79	\$30.57	\$31.34	\$32.12
Laboratory Coordinator	\$30.57	5.48%	\$ 3,095.07	\$25.14	\$25.91	\$26.69	\$27.47	\$28.24	\$29.02	\$29.79	\$30.57	\$31.34	\$32.12
Utility Billing Specialist	\$32.12	5.34%	\$ 3,177.47	\$25.14	\$25.91	\$26.69	\$27.47	\$28.24	\$29.02	\$29.79	\$30.57	\$31.34	\$32.12
Chief Operator	\$36.24	5.48%	\$ 3,669.99	\$29.80	\$30.72	\$31.64	\$32.56	\$33.48	\$34.40	\$35.32	\$36.24	\$37.16	\$38.08
Technical Specialist	\$36.24	5.48%	\$ 3,669.99	\$29.80	\$30.72	\$31.64	\$32.56	\$33.48	\$34.40	\$35.32	\$36.24	\$37.16	\$38.08
Collection Superintendent	\$42.50	5.41%	\$ 4,252.88	\$34.08	\$35.13	\$36.19	\$37.24	\$38.29	\$39.34	\$40.39	\$41.45	\$42.50	\$43.55
Plant Superintendent	\$45.78	2.80%	\$ 2,431.50	\$35.82	\$36.93	\$38.04	\$39.14	\$40.25	\$41.36	\$42.46	\$43.57	\$44.67	\$45.78
District Engineer	\$48.12	2.80%	\$ 2,555.54	\$37.71	\$38.86	\$40.02	\$41.18	\$42.33	\$43.49	\$44.65	\$45.80	\$46.96	\$48.12
Controller	\$50.20	2.80%	\$ 2,666.12	\$39.28	\$40.49	\$41.71	\$42.92	\$44.13	\$45.35	\$46.56	\$47.77	\$48.98	\$50.20
Engineering Manager	\$59.14	5.35%	\$ 5,851.63	\$46.28	\$47.71	\$49.13	\$50.56	\$51.99	\$53.42	\$54.85	\$56.28	\$57.71	\$59.14
Utility Director	\$65.20	2.80%	\$ 3,463.15	\$51.02	\$52.60	\$54.17	\$55.75	\$57.32	\$58.90	\$60.48	\$62.05	\$63.63	\$65.20
				Steps where employees would end up									
	Budget Increase \$ 64,477.53												
Total Wages \$ 1,540,676.70													

2.80%

Position Title	2022 %			Proposed TriCo 2022 Salary Range									
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Max
Billing Assistant	\$21.60	5.63%	\$ 2,244.79	\$18.71	\$19.28	\$19.86	\$20.44	\$21.02	\$21.60	\$22.18	\$22.76	\$23.34	\$23.91
Customer Service Specialist	\$23.91	2.80%	\$ 1,270.13	\$18.71	\$19.28	\$19.86	\$20.44	\$21.02	\$21.60	\$22.18	\$22.76	\$23.34	\$23.91
Administrative Support Specialist	\$25.84	2.80%	\$ 1,372.45	\$20.23	\$20.85	\$21.47	\$22.10	\$22.72	\$23.34	\$23.97	\$24.59	\$25.22	\$25.84
Administrative Assistant	\$26.24	2.80%	\$ 1,393.93	\$20.23	\$20.89	\$21.56	\$22.23	\$22.90	\$23.57	\$24.24	\$24.91	\$25.58	\$26.24
Field Operations Technician	\$25.10	5.63%	\$ 2,608.18	\$21.74	\$22.42	\$23.09	\$23.76	\$24.43	\$25.10	\$25.78	\$26.45	\$27.12	\$27.79
Field Operations Technician	\$25.10	5.63%	\$ 2,608.18	\$21.74	\$22.42	\$23.09	\$23.76	\$24.43	\$25.10	\$25.78	\$26.45	\$27.12	\$27.79
District Inspector/Locator	\$28.67	5.55%	\$ 2,939.97	\$24.19	\$24.94	\$25.68	\$26.43	\$27.18	\$27.93	\$28.67	\$29.42	\$30.17	\$30.91
Field Operations Specialist	\$30.17	5.41%	\$ 3,019.33	\$24.19	\$24.94	\$25.68	\$26.43	\$27.18	\$27.93	\$28.67	\$29.42	\$30.17	\$30.91
District Inspector/Locator	\$30.17	5.41%	\$ 3,019.33	\$24.19	\$24.94	\$25.68	\$26.43	\$27.18	\$27.93	\$28.67	\$29.42	\$30.17	\$30.91
Field Operations Specialist	\$30.91	2.80%	\$ 1,641.90	\$24.19	\$24.94	\$25.68	\$26.43	\$27.18	\$27.93	\$28.67	\$29.42	\$30.17	\$30.91
Field Operations Specialist	\$30.91	2.80%	\$ 1,641.90	\$24.19	\$24.94	\$25.68	\$26.43	\$27.18	\$27.93	\$28.67	\$29.42	\$30.17	\$30.91
Project Coordinator	\$30.91	2.80%	\$ 1,641.90	\$24.19	\$24.94	\$25.68	\$26.43	\$27.18	\$27.93	\$28.67	\$29.42	\$30.17	\$30.91
Pretreatment Coordinator	\$29.03	5.70%	\$ 3,054.67	\$25.84	\$26.64	\$27.44	\$28.23	\$29.03	\$29.83	\$30.63	\$31.42	\$32.22	\$33.02
Laboratory Coordinator	\$32.22	5.41%	\$ 3,224.09	\$25.84	\$26.64	\$27.44	\$28.23	\$29.03	\$29.83	\$30.63	\$31.42	\$32.22	\$33.02
Utility Billing Specialist	\$33.02	2.80%	\$ 1,753.77	\$25.84	\$26.64	\$27.44	\$28.23	\$29.03	\$29.83	\$30.63	\$31.42	\$32.22	\$33.02
Chief Operator	\$38.20	5.41%	\$ 3,822.99	\$30.63	\$31.58	\$32.53	\$33.47	\$34.42	\$35.36	\$36.31	\$37.25	\$38.20	\$39.15
Technical Specialist	\$38.20	5.41%	\$ 3,822.99	\$30.63	\$31.58	\$32.53	\$33.47	\$34.42	\$35.36	\$36.31	\$37.25	\$38.20	\$39.15
Collection Superintendent	\$44.77	5.34%	\$ 4,429.40	\$35.04	\$36.12	\$37.20	\$38.28	\$39.36	\$40.44	\$41.52	\$42.61	\$43.69	\$44.77
Plant Superintendent	\$47.06	2.80%	\$ 2,499.58	\$36.83	\$37.97	\$39.10	\$40.24	\$41.38	\$42.51	\$43.65	\$44.79	\$45.92	\$47.06
District Engineer	\$49.46	2.80%	\$ 2,627.10	\$38.76	\$39.95	\$41.14	\$42.33	\$43.52	\$44.71	\$45.90	\$47.08	\$48.27	\$49.46
Controller	\$51.60	2.80%	\$ 2,740.77	\$40.38	\$41.63	\$42.87	\$44.12	\$45.37	\$46.62	\$47.86	\$49.11	\$50.36	\$51.60
Engineering Manager	\$60.79	2.80%	\$ 3,228.91	\$47.57	\$49.04	\$50.51	\$51.98	\$53.45	\$54.92	\$56.39	\$57.86	\$59.32	\$60.79
Utility Director	\$67.03	2.80%	\$ 3,560.12	\$52.45	\$54.07	\$55.69	\$57.31	\$58.93	\$60.55	\$62.17	\$63.79	\$65.41	\$67.03
				Steps where employees would end up									
	Budget Increase \$ 60,166.36												
	Total Wages \$ 1,600,843.07												

2.80%

Position Title	2023 %			Proposed TriCo 2023 Salary Range									
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Max
Billing Assistant	\$22.80	5.55%	\$ 2,339.23	\$19.23	\$19.82	\$20.42	\$21.01	\$21.61	\$22.20	\$22.80	\$23.39	\$23.99	\$24.58
Customer Service Specialist	\$24.58	2.80%	\$ 1,305.70	\$19.23	\$19.82	\$20.42	\$21.01	\$21.61	\$22.20	\$22.80	\$23.39	\$23.99	\$24.58
Administrative Support Specialist	\$26.56	2.80%	\$ 1,410.88	\$20.79	\$21.43	\$22.07	\$22.72	\$23.36	\$24.00	\$24.64	\$25.28	\$25.92	\$26.56
Administrative Assistant	\$26.98	2.80%	\$ 1,432.96	\$20.79	\$21.48	\$22.17	\$22.85	\$23.54	\$24.23	\$24.92	\$25.60	\$26.29	\$26.98
Field Operations Technician	\$26.50	5.55%	\$ 2,717.91	\$22.35	\$23.04	\$23.73	\$24.43	\$25.12	\$25.81	\$26.50	\$27.19	\$27.88	\$28.57
Field Operations Technician	\$26.50	5.55%	\$ 2,717.91	\$22.35	\$23.04	\$23.73	\$24.43	\$25.12	\$25.81	\$26.50	\$27.19	\$27.88	\$28.57
District Inspector/Locator	\$30.24	5.48%	\$ 3,063.08	\$24.87	\$25.64	\$26.40	\$27.17	\$27.94	\$28.71	\$29.47	\$30.24	\$31.01	\$31.78
Field Operations Specialist	\$31.78	5.35%	\$ 3,144.66	\$24.87	\$25.64	\$26.40	\$27.17	\$27.94	\$28.71	\$29.47	\$30.24	\$31.01	\$31.78
District Inspector/Locator	\$31.78	5.35%	\$ 3,144.66	\$24.87	\$25.64	\$26.40	\$27.17	\$27.94	\$28.71	\$29.47	\$30.24	\$31.01	\$31.78
Field Operations Specialist	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.64	\$26.40	\$27.17	\$27.94	\$28.71	\$29.47	\$30.24	\$31.01	\$31.78
Field Operations Specialist	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.64	\$26.40	\$27.17	\$27.94	\$28.71	\$29.47	\$30.24	\$31.01	\$31.78
Project Coordinator	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.64	\$26.40	\$27.17	\$27.94	\$28.71	\$29.47	\$30.24	\$31.01	\$31.78
Pretreatment Coordinator	\$30.67	5.62%	\$ 3,183.74	\$26.57	\$27.39	\$28.21	\$29.03	\$29.85	\$30.67	\$31.48	\$32.30	\$33.12	\$33.94
Laboratory Coordinator	\$33.94	5.34%	\$ 3,357.90	\$26.57	\$27.39	\$28.21	\$29.03	\$29.85	\$30.67	\$31.48	\$32.30	\$33.12	\$33.94
Utility Billing Specialist	\$33.94	2.80%	\$ 1,802.87	\$26.57	\$27.39	\$28.21	\$29.03	\$29.85	\$30.67	\$31.48	\$32.30	\$33.12	\$33.94
Chief Operator	\$40.24	5.35%	\$ 3,981.67	\$31.49	\$32.46	\$33.44	\$34.41	\$35.38	\$36.35	\$37.33	\$38.30	\$39.27	\$40.24
Technical Specialist	\$40.24	5.35%	\$ 3,981.67	\$31.49	\$32.46	\$33.44	\$34.41	\$35.38	\$36.35	\$37.33	\$38.30	\$39.27	\$40.24
Collection Superintendent	\$46.02	2.80%	\$ 2,444.41	\$36.02	\$37.13	\$38.24	\$39.35	\$40.46	\$41.58	\$42.69	\$43.80	\$44.91	\$46.02
Plant Superintendent	\$48.38	2.80%	\$ 2,569.57	\$37.86	\$39.03	\$40.20	\$41.37	\$42.53	\$43.70	\$44.87	\$46.04	\$47.21	\$48.38
District Engineer	\$50.85	2.80%	\$ 2,700.66	\$39.85	\$41.07	\$42.29	\$43.51	\$44.74	\$45.96	\$47.18	\$48.40	\$49.63	\$50.85
Controller	\$53.05	2.80%	\$ 2,817.51	\$41.51	\$42.79	\$44.07	\$45.36	\$46.64	\$47.92	\$49.20	\$50.48	\$51.77	\$53.05
Engineering Manager	\$62.50	2.80%	\$ 3,319.32	\$48.90	\$50.41	\$51.92	\$53.43	\$54.94	\$56.46	\$57.97	\$59.48	\$60.99	\$62.50
Utility Director	\$68.91	2.80%	\$ 3,659.80	\$53.92	\$55.58	\$57.25	\$58.91	\$60.58	\$62.25	\$63.91	\$65.58	\$67.24	\$68.91
				Steps where employees would end up									
	Budget Increase \$ 60,159.72												
Total Wages \$ 1,661,002.79													

Proposed Transition to the 8 Step System in 2019

Position Title	2.80%	2019 %			Proposed TriCo 2019 Salary Range							
	COLA	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
Billing Assistant	\$ 17.99	\$18.59	6.22%	\$ 2,122.75	\$17.22	\$17.90	\$18.59	\$19.27	\$19.96	\$20.64	\$21.33	\$22.01
Customer Service Specialist	\$ 20.87	\$21.33	5.06%	\$ 2,004.15	\$17.22	\$17.90	\$18.59	\$19.27	\$19.96	\$20.64	\$21.33	\$22.01
Administrative Support Specialist	\$ 22.39	\$23.05	5.82%	\$ 2,471.56	\$18.62	\$19.36	\$20.09	\$20.83	\$21.57	\$22.31	\$23.05	\$23.79
Administrative Assistant	\$ 24.16	\$24.16	2.80%	\$ 1,283.10	\$18.62	\$19.41	\$20.20	\$20.99	\$21.78	\$22.57	\$23.37	\$24.16
Field Operations Technician	\$ 20.82	\$21.61	6.70%	\$ 2,644.04	\$20.02	\$20.81	\$21.61	\$22.40	\$23.20	\$23.99	\$24.79	\$25.58
Field Operations Technician	\$ 20.95	\$21.61	6.02%	\$ 2,390.54	\$20.02	\$20.81	\$21.61	\$22.40	\$23.20	\$23.99	\$24.79	\$25.58
District Inspector/Locator	\$ 24.23	\$24.92	5.72%	\$ 2,630.43	\$22.27	\$23.15	\$24.03	\$24.92	\$25.80	\$26.69	\$27.57	\$28.46
Field Operations Specialist	\$ 25.21	\$25.80	5.23%	\$ 2,502.03	\$22.27	\$23.15	\$24.03	\$24.92	\$25.80	\$26.69	\$27.57	\$28.46
District Inspector/Locator	\$ 25.30	\$25.80	4.85%	\$ 2,326.53	\$22.27	\$23.15	\$24.03	\$24.92	\$25.80	\$26.69	\$27.57	\$28.46
Field Operations Specialist	\$ 27.16	\$27.57	4.36%	\$ 2,245.23	\$22.27	\$23.15	\$24.03	\$24.92	\$25.80	\$26.69	\$27.57	\$28.46
Field Operations Specialist	\$ 27.20	\$27.57	4.20%	\$ 2,167.23	\$22.27	\$23.15	\$24.03	\$24.92	\$25.80	\$26.69	\$27.57	\$28.46
Project Coordinator	\$ 27.21	\$27.57	4.16%	\$ 2,147.73	\$22.27	\$23.15	\$24.03	\$24.92	\$25.80	\$26.69	\$27.57	\$28.46
Pretreatment Coordinator	\$ 24.32	\$24.73	4.53%	\$ 2,089.81	\$23.79	\$24.73	\$25.68	\$26.62	\$27.56	\$28.51	\$29.45	\$30.39
Laboratory Coordinator	\$ 27.05	\$27.56	4.76%	\$ 2,443.41	\$23.79	\$24.73	\$25.68	\$26.62	\$27.56	\$28.51	\$29.45	\$30.39
Utility Billing Specialist	\$ 28.22	\$28.51	3.85%	\$ 2,060.77	\$23.79	\$24.73	\$25.68	\$26.62	\$27.56	\$28.51	\$29.45	\$30.39
Chief Operator	\$ 32.03	\$32.68	4.86%	\$ 2,955.07	\$28.20	\$29.32	\$30.44	\$31.56	\$32.68	\$33.79	\$34.91	\$36.03
Technical Specialist	\$ 32.27	\$32.68	4.10%	\$ 2,506.57	\$28.20	\$29.32	\$30.44	\$31.56	\$32.68	\$33.79	\$34.91	\$36.03
Collection Superintendent	\$ 37.60	\$38.64	5.64%	\$ 4,025.51	\$32.25	\$33.53	\$34.81	\$36.09	\$37.37	\$38.64	\$39.92	\$41.21
Plant Superintendent	\$ 43.26	\$43.32	2.93%	\$ 2,408.25	\$33.90	\$35.25	\$36.59	\$37.94	\$39.28	\$40.63	\$41.97	\$43.32
District Engineer	\$ 44.32	\$45.53	5.61%	\$ 4,719.00	\$35.68	\$37.10	\$38.52	\$39.93	\$41.35	\$42.76	\$44.18	\$45.53
Controller	\$ 47.50	\$47.50	2.81%	\$ 2,535.00	\$37.17	\$38.65	\$40.13	\$41.60	\$43.08	\$44.55	\$46.03	\$47.50
Engineering Manager	\$ 52.00	\$52.48	3.75%	\$ 3,703.24	\$43.79	\$45.53	\$47.27	\$49.00	\$50.74	\$52.48	\$54.22	\$55.96
Utility Director	\$ 59.42	\$59.78	3.42%	\$ 3,851.54	\$48.28	\$50.20	\$52.11	\$54.03	\$55.94	\$57.86	\$59.78	\$61.70
					Steps where employees would end up							
\$ 64,779		Budget Increase \$ 60,233.51										
Total Wages \$ 1,409,799.25												

2.80%

Position Title	2020 %			Proposed TriCo 2020 Salary Range							
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Max
Billing Assistant	\$19.81	6.59%	\$ 2,387.68	\$17.70	\$18.41	\$19.11	\$19.81	\$20.52	\$21.22	\$21.92	\$22.63
Customer Service Specialist	\$22.63	6.10%	\$ 2,537.24	\$17.70	\$18.41	\$19.11	\$19.81	\$20.52	\$21.22	\$21.92	\$22.63
Administrative Support Specialist	\$24.45	6.09%	\$ 2,738.58	\$19.14	\$19.90	\$20.66	\$21.42	\$22.17	\$22.93	\$23.69	\$24.45
Administrative Assistant	\$24.83	2.80%	\$ 1,319.03	\$19.14	\$19.95	\$20.77	\$21.58	\$22.39	\$23.21	\$24.02	\$24.83
Field Operations Technician	\$23.03	6.58%	\$ 2,774.10	\$20.58	\$21.39	\$22.21	\$23.03	\$23.85	\$24.66	\$25.48	\$26.30
Field Operations Technician	\$23.03	6.58%	\$ 2,774.10	\$20.58	\$21.39	\$22.21	\$23.03	\$23.85	\$24.66	\$25.48	\$26.30
District Inspector/Locator	\$26.53	6.45%	\$ 3,132.95	\$22.89	\$23.80	\$24.71	\$25.62	\$26.53	\$27.43	\$28.34	\$29.25
Field Operations Specialist	\$27.43	6.32%	\$ 3,181.22	\$22.89	\$23.80	\$24.71	\$25.62	\$26.53	\$27.43	\$28.34	\$29.25
District Inspector/Locator	\$27.43	6.32%	\$ 3,181.22	\$22.89	\$23.80	\$24.71	\$25.62	\$26.53	\$27.43	\$28.34	\$29.25
Field Operations Specialist	\$29.25	6.10%	\$ 3,277.77	\$22.89	\$23.80	\$24.71	\$25.62	\$26.53	\$27.43	\$28.34	\$29.25
Field Operations Specialist	\$29.25	6.10%	\$ 3,277.77	\$22.89	\$23.80	\$24.71	\$25.62	\$26.53	\$27.43	\$28.34	\$29.25
Project Coordinator	\$29.25	6.10%	\$ 3,277.77	\$22.89	\$23.80	\$24.71	\$25.62	\$26.53	\$27.43	\$28.34	\$29.25
Pretreatment Coordinator	\$26.39	6.72%	\$ 3,242.25	\$24.45	\$25.42	\$26.39	\$27.36	\$28.33	\$29.30	\$30.28	\$31.25
Laboratory Coordinator	\$29.30	6.32%	\$ 3,396.84	\$24.45	\$25.42	\$26.39	\$27.36	\$28.33	\$29.30	\$30.28	\$31.25
Utility Billing Specialist	\$30.28	6.20%	\$ 3,448.37	\$24.45	\$25.42	\$26.39	\$27.36	\$28.33	\$29.30	\$30.28	\$31.25
Chief Operator	\$34.74	6.32%	\$ 4,027.92	\$28.99	\$30.14	\$31.29	\$32.44	\$33.59	\$34.74	\$35.89	\$37.04
Technical Specialist	\$34.74	6.32%	\$ 4,027.92	\$28.99	\$30.14	\$31.29	\$32.44	\$33.59	\$34.74	\$35.89	\$37.04
Collection Superintendent	\$41.04	6.20%	\$ 4,673.74	\$33.15	\$34.47	\$35.78	\$37.10	\$38.41	\$39.73	\$41.04	\$42.36
Plant Superintendent	\$44.53	2.80%	\$ 2,365.27	\$34.85	\$36.24	\$37.62	\$39.00	\$40.38	\$41.77	\$43.15	\$44.53
District Engineer	\$46.80	2.80%	\$ 2,485.94	\$36.68	\$38.14	\$39.59	\$41.05	\$42.50	\$43.96	\$45.41	\$46.80
Controller	\$48.83	2.80%	\$ 2,593.50	\$38.21	\$39.73	\$41.25	\$42.77	\$44.28	\$45.80	\$47.32	\$48.83
Engineering Manager	\$55.73	6.20%	\$ 6,348.29	\$45.02	\$46.80	\$48.59	\$50.38	\$52.16	\$53.95	\$55.73	\$57.53
Utility Director	\$63.43	6.11%	\$ 7,122.28	\$49.63	\$51.61	\$53.57	\$55.54	\$57.51	\$59.48	\$61.45	\$63.43
				Steps where employees would end up							
	Budget Increase \$ 77,591.74										
Total Wages \$ 1,487,390.99											

2.80%

Position Title	2021 %			Proposed TriCo 2021 Salary Range							
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Max
Billing Assistant	\$21.09	6.45%	\$ 2,492.97	\$18.20	\$18.92	\$19.64	\$20.37	\$21.09	\$21.82	\$22.54	\$23.26
Customer Service Specialist	\$23.26	2.80%	\$ 1,235.54	\$18.20	\$18.92	\$19.64	\$20.37	\$21.09	\$21.82	\$22.54	\$23.26
Administrative Support Specialist	\$25.14	2.80%	\$ 1,335.07	\$19.67	\$20.45	\$21.23	\$22.02	\$22.80	\$23.58	\$24.36	\$25.14
Administrative Assistant	\$25.53	2.80%	\$ 1,355.96	\$19.67	\$20.51	\$21.35	\$22.18	\$23.02	\$23.86	\$24.69	\$25.53
Field Operations Technician	\$24.51	6.45%	\$ 2,896.42	\$21.15	\$21.99	\$22.83	\$23.67	\$24.51	\$25.35	\$26.19	\$27.04
Field Operations Technician	\$24.51	6.45%	\$ 2,896.42	\$21.15	\$21.99	\$22.83	\$23.67	\$24.51	\$25.35	\$26.19	\$27.04
District Inspector/Locator	\$28.20	6.32%	\$ 3,270.30	\$23.53	\$24.47	\$25.40	\$26.33	\$27.27	\$28.20	\$29.14	\$30.07
Field Operations Specialist	\$29.14	6.21%	\$ 3,319.92	\$23.53	\$24.47	\$25.40	\$26.33	\$27.27	\$28.20	\$29.14	\$30.07
District Inspector/Locator	\$29.14	6.21%	\$ 3,319.92	\$23.53	\$24.47	\$25.40	\$26.33	\$27.27	\$28.20	\$29.14	\$30.07
Field Operations Specialist	\$30.07	2.80%	\$ 1,597.18	\$23.53	\$24.47	\$25.40	\$26.33	\$27.27	\$28.20	\$29.14	\$30.07
Field Operations Specialist	\$30.07	2.80%	\$ 1,597.18	\$23.53	\$24.47	\$25.40	\$26.33	\$27.27	\$28.20	\$29.14	\$30.07
Project Coordinator	\$30.07	2.80%	\$ 1,597.18	\$23.53	\$24.47	\$25.40	\$26.33	\$27.27	\$28.20	\$29.14	\$30.07
Pretreatment Coordinator	\$28.13	6.58%	\$ 3,386.00	\$25.14	\$26.14	\$27.13	\$28.13	\$29.13	\$30.13	\$31.12	\$32.12
Laboratory Coordinator	\$31.12	6.20%	\$ 3,544.92	\$25.14	\$26.14	\$27.13	\$28.13	\$29.13	\$30.13	\$31.12	\$32.12
Utility Billing Specialist	\$32.12	6.09%	\$ 3,597.90	\$25.14	\$26.14	\$27.13	\$28.13	\$29.13	\$30.13	\$31.12	\$32.12
Chief Operator	\$36.90	6.20%	\$ 4,203.53	\$29.80	\$30.98	\$32.17	\$33.35	\$34.53	\$35.71	\$36.90	\$38.08
Technical Specialist	\$36.90	6.20%	\$ 4,203.53	\$29.80	\$30.98	\$32.17	\$33.35	\$34.53	\$35.71	\$36.90	\$38.08
Collection Superintendent	\$43.55	6.11%	\$ 4,892.38	\$34.08	\$35.43	\$36.78	\$38.14	\$39.49	\$40.84	\$42.19	\$43.55
Plant Superintendent	\$45.78	2.80%	\$ 2,431.50	\$35.82	\$37.25	\$38.67	\$40.09	\$41.52	\$42.94	\$44.36	\$45.78
District Engineer	\$48.12	2.80%	\$ 2,555.54	\$37.71	\$39.21	\$40.70	\$42.20	\$43.69	\$45.19	\$46.69	\$48.12
Controller	\$50.20	2.80%	\$ 2,666.12	\$39.28	\$40.85	\$42.41	\$43.96	\$45.52	\$47.08	\$48.64	\$50.20
Engineering Manager	\$59.14	6.11%	\$ 6,635.85	\$46.28	\$48.11	\$49.95	\$51.79	\$53.62	\$55.46	\$57.30	\$59.14
Utility Director	\$65.20	2.80%	\$ 3,463.15	\$51.02	\$53.05	\$55.07	\$57.10	\$59.12	\$61.15	\$63.17	\$65.20
				Steps where employees would end up							
	Budget Increase \$ 68,494.46										
	Total Wages \$ 1,555,885.45										

2.80%

Position Title	2022 %			Proposed TriCo 2022 Salary Range							
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Max
Billing Assistant	\$22.43	6.33%	\$ 2,602.28	\$18.71	\$19.45	\$20.19	\$20.94	\$21.68	\$22.43	\$23.17	\$23.91
Customer Service Specialist	\$23.91	2.80%	\$ 1,270.13	\$18.71	\$19.45	\$20.19	\$20.94	\$21.68	\$22.43	\$23.17	\$23.91
Administrative Support Specialist	\$25.84	2.80%	\$ 1,372.45	\$20.23	\$21.03	\$21.83	\$22.63	\$23.43	\$24.24	\$25.04	\$25.84
Administrative Assistant	\$26.24	2.80%	\$ 1,393.93	\$20.23	\$21.09	\$21.94	\$22.80	\$23.66	\$24.52	\$25.38	\$26.24
Field Operations Technician	\$26.06	6.32%	\$ 3,023.41	\$21.74	\$22.61	\$23.47	\$24.34	\$25.20	\$26.06	\$26.93	\$27.79
Field Operations Technician	\$26.06	6.32%	\$ 3,023.41	\$21.74	\$22.61	\$23.47	\$24.34	\$25.20	\$26.06	\$26.93	\$27.79
District Inspector/Locator	\$29.95	6.21%	\$ 3,412.88	\$24.19	\$25.15	\$26.11	\$27.07	\$28.03	\$28.99	\$29.95	\$30.91
Field Operations Specialist	\$30.91	6.10%	\$ 3,463.90	\$24.19	\$25.15	\$26.11	\$27.07	\$28.03	\$28.99	\$29.95	\$30.91
District Inspector/Locator	\$30.91	6.10%	\$ 3,463.90	\$24.19	\$25.15	\$26.11	\$27.07	\$28.03	\$28.99	\$29.95	\$30.91
Field Operations Specialist	\$30.91	2.80%	\$ 1,641.90	\$24.19	\$25.15	\$26.11	\$27.07	\$28.03	\$28.99	\$29.95	\$30.91
Field Operations Specialist	\$30.91	2.80%	\$ 1,641.90	\$24.19	\$25.15	\$26.11	\$27.07	\$28.03	\$28.99	\$29.95	\$30.91
Project Coordinator	\$30.91	2.80%	\$ 1,641.90	\$24.19	\$25.15	\$26.11	\$27.07	\$28.03	\$28.99	\$29.95	\$30.91
Pretreatment Coordinator	\$29.94	6.44%	\$ 3,535.27	\$25.84	\$26.87	\$27.89	\$28.92	\$29.94	\$30.97	\$31.99	\$33.02
Laboratory Coordinator	\$33.02	6.09%	\$ 3,698.64	\$25.84	\$26.87	\$27.89	\$28.92	\$29.94	\$30.97	\$31.99	\$33.02
Utility Billing Specialist	\$33.02	2.80%	\$ 1,753.77	\$25.84	\$26.87	\$27.89	\$28.92	\$29.94	\$30.97	\$31.99	\$33.02
Chief Operator	\$39.15	6.10%	\$ 4,385.81	\$30.63	\$31.85	\$33.07	\$34.28	\$35.50	\$36.71	\$37.93	\$39.15
Technical Specialist	\$39.15	6.10%	\$ 4,385.81	\$30.63	\$31.85	\$33.07	\$34.28	\$35.50	\$36.71	\$37.93	\$39.15
Collection Superintendent	\$44.77	2.80%	\$ 2,377.83	\$35.04	\$36.42	\$37.81	\$39.20	\$40.59	\$41.98	\$43.37	\$44.77
Plant Superintendent	\$47.06	2.80%	\$ 2,499.58	\$36.83	\$38.29	\$39.75	\$41.22	\$42.68	\$44.14	\$45.60	\$47.06
District Engineer	\$49.46	2.80%	\$ 2,627.10	\$38.76	\$40.30	\$41.84	\$43.38	\$44.92	\$46.45	\$47.99	\$49.46
Controller	\$51.60	2.80%	\$ 2,740.77	\$40.38	\$41.99	\$43.59	\$45.20	\$46.80	\$48.40	\$50.00	\$51.60
Engineering Manager	\$60.79	2.80%	\$ 3,228.91	\$47.57	\$49.46	\$51.35	\$53.24	\$55.12	\$57.01	\$58.90	\$60.79
Utility Director	\$67.03	2.80%	\$ 3,560.12	\$52.45	\$54.54	\$56.62	\$58.70	\$60.78	\$62.86	\$64.94	\$67.03
				Steps where employees would end up							
	Budget Increase \$ 62,745.59										
Total Wages \$ 1,618,631.05											

2.80%

Position Title	2023 %			Proposed TriCo 2023 Salary Range							
	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Max
Billing Assistant	\$23.82	6.21%	\$ 2,715.77	\$19.23	\$19.99	\$20.76	\$21.52	\$22.29	\$23.05	\$23.82	\$24.58
Customer Service Specialist	\$24.58	2.80%	\$ 1,305.70	\$19.23	\$19.99	\$20.76	\$21.52	\$22.29	\$23.05	\$23.82	\$24.58
Administrative Support Specialist	\$26.56	2.80%	\$ 1,410.88	\$20.79	\$21.62	\$22.44	\$23.27	\$24.09	\$24.91	\$25.74	\$26.56
Administrative Assistant	\$26.98	2.80%	\$ 1,432.96	\$20.79	\$21.68	\$22.56	\$23.44	\$24.33	\$25.21	\$26.10	\$26.98
Field Operations Technician	\$27.68	6.21%	\$ 3,155.24	\$22.35	\$23.24	\$24.13	\$25.02	\$25.91	\$26.79	\$27.68	\$28.57
Field Operations Technician	\$27.68	6.21%	\$ 3,155.24	\$22.35	\$23.24	\$24.13	\$25.02	\$25.91	\$26.79	\$27.68	\$28.57
District Inspector/Locator	\$31.78	6.10%	\$ 3,560.89	\$24.87	\$25.85	\$26.84	\$27.83	\$28.82	\$29.80	\$30.79	\$31.78
Field Operations Specialist	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.85	\$26.84	\$27.83	\$28.82	\$29.80	\$30.79	\$31.78
District Inspector/Locator	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.85	\$26.84	\$27.83	\$28.82	\$29.80	\$30.79	\$31.78
Field Operations Specialist	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.85	\$26.84	\$27.83	\$28.82	\$29.80	\$30.79	\$31.78
Field Operations Specialist	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.85	\$26.84	\$27.83	\$28.82	\$29.80	\$30.79	\$31.78
Project Coordinator	\$31.78	2.80%	\$ 1,687.87	\$24.87	\$25.85	\$26.84	\$27.83	\$28.82	\$29.80	\$30.79	\$31.78
Pretreatment Coordinator	\$31.84	6.32%	\$ 3,690.24	\$26.57	\$27.62	\$28.67	\$29.73	\$30.78	\$31.84	\$32.89	\$33.94
Laboratory Coordinator	\$33.94	2.80%	\$ 1,802.87	\$26.57	\$27.62	\$28.67	\$29.73	\$30.78	\$31.84	\$32.89	\$33.94
Utility Billing Specialist	\$33.94	2.80%	\$ 1,802.87	\$26.57	\$27.62	\$28.67	\$29.73	\$30.78	\$31.84	\$32.89	\$33.94
Chief Operator	\$40.24	2.80%	\$ 2,137.36	\$31.49	\$32.74	\$33.99	\$35.24	\$36.49	\$37.74	\$38.99	\$40.24
Technical Specialist	\$40.24	2.80%	\$ 2,137.36	\$31.49	\$32.74	\$33.99	\$35.24	\$36.49	\$37.74	\$38.99	\$40.24
Collection Superintendent	\$46.02	2.80%	\$ 2,444.41	\$36.02	\$37.44	\$38.87	\$40.30	\$41.73	\$43.16	\$44.59	\$46.02
Plant Superintendent	\$48.38	2.80%	\$ 2,569.57	\$37.86	\$39.37	\$40.87	\$42.37	\$43.87	\$45.37	\$46.88	\$48.38
District Engineer	\$50.85	2.80%	\$ 2,700.66	\$39.85	\$41.43	\$43.01	\$44.59	\$46.17	\$47.76	\$49.34	\$50.85
Controller	\$53.05	2.80%	\$ 2,817.51	\$41.51	\$43.17	\$44.81	\$46.46	\$48.11	\$49.76	\$51.40	\$53.05
Engineering Manager	\$62.50	2.80%	\$ 3,319.32	\$48.90	\$50.85	\$52.79	\$54.73	\$56.67	\$58.61	\$60.55	\$62.50
Utility Director	\$68.91	2.80%	\$ 3,659.80	\$53.92	\$56.06	\$58.20	\$60.34	\$62.48	\$64.62	\$66.76	\$68.91
	Budget Increase \$ 54,258.01			Steps where employees would end up							
Total Wages \$ 1,672,889.05											

Proposed Transition to the 10 Step System in 2019 with adjustment for entry positions

Position Title	2.80%	2019 %			Proposed TriCo 2019 Salary Range									
	COLA	Rate	Incr.		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Max
Billing Assistant	\$ 17.99	\$20.02	14.37%	\$ 4,904.56	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
Customer Service Specialist	\$ 20.87	\$21.25	4.69%	\$ 1,857.21	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
Administrative Support Specialist	\$ 22.39	\$22.49	3.26%	\$ 1,383.86	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
Administrative Assistant	\$ 24.16	\$24.35	3.60%	\$ 1,648.83	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
Field Operations Technician	\$ 20.82	\$21.25	4.95%	\$ 1,954.71	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
Field Operations Technician	\$ 20.95	\$21.25	4.28%	\$ 1,701.21	\$20.02	\$20.63	\$21.25	\$21.87	\$22.49	\$23.11	\$23.73	\$24.35	\$24.96	\$25.58
District Inspector/Locator	\$ 24.23	\$24.33	3.22%	\$ 1,481.03	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Field Operations Specialist	\$ 25.21	\$25.70	4.83%	\$ 2,310.47	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
District Inspector/Locator	\$ 25.30	\$25.70	4.45%	\$ 2,134.97	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Field Operations Specialist	\$ 27.16	\$27.77	5.10%	\$ 2,628.36	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Field Operations Specialist	\$ 27.20	\$27.77	4.94%	\$ 2,550.36	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Project Coordinator	\$ 27.21	\$27.77	4.90%	\$ 2,530.86	\$22.27	\$22.95	\$23.64	\$24.33	\$25.02	\$25.70	\$26.39	\$27.08	\$27.77	\$28.46
Pretreatment Coordinator	\$ 24.32	\$24.52	3.64%	\$ 1,680.84	\$23.79	\$24.52	\$25.26	\$25.99	\$26.72	\$27.46	\$28.19	\$28.93	\$29.66	\$30.39
Laboratory Coordinator	\$ 27.05	\$27.46	4.36%	\$ 2,238.92	\$23.79	\$24.52	\$25.26	\$25.99	\$26.72	\$27.46	\$28.19	\$28.93	\$29.66	\$30.39
Utility Billing Specialist	\$ 28.22	\$28.93	5.38%	\$ 2,878.71	\$23.79	\$24.52	\$25.26	\$25.99	\$26.72	\$27.46	\$28.19	\$28.93	\$29.66	\$30.39
Chief Operator	\$ 32.03	\$32.55	4.46%	\$ 2,712.55	\$28.20	\$29.07	\$29.94	\$30.81	\$31.68	\$32.55	\$33.42	\$34.29	\$35.16	\$36.03
Technical Specialist	\$ 32.27	\$32.55	3.70%	\$ 2,264.05	\$28.20	\$29.07	\$29.94	\$30.81	\$31.68	\$32.55	\$33.42	\$34.29	\$35.16	\$36.03
Collection Superintendent	\$ 37.60	\$38.22	4.49%	\$ 3,204.50	\$32.25	\$33.25	\$34.24	\$35.24	\$36.23	\$37.23	\$38.22	\$39.22	\$40.21	\$41.21
Plant Superintendent	\$ 43.26	\$43.32	2.93%	\$ 2,408.25	\$33.90	\$34.95	\$35.99	\$37.04	\$38.09	\$39.13	\$40.18	\$41.23	\$42.27	\$43.32
District Engineer	\$ 44.32	\$44.44	3.07%	\$ 2,584.83	\$35.68	\$36.77	\$37.87	\$38.96	\$40.06	\$41.15	\$42.25	\$43.34	\$44.44	\$45.53
Controller	\$ 47.50	\$47.50	2.81%	\$ 2,535.00	\$37.17	\$38.32	\$39.47	\$40.61	\$41.76	\$42.91	\$44.06	\$45.20	\$46.35	\$47.50
Engineering Manager	\$ 52.00	\$53.26	5.29%	\$ 5,217.33	\$43.79	\$45.14	\$46.49	\$47.85	\$49.20	\$50.55	\$51.90	\$53.26	\$54.61	\$55.96
Utility Director	\$ 59.42	\$60.21	4.17%	\$ 4,697.33	\$48.28	\$49.77	\$51.26	\$52.75	\$54.24	\$55.74	\$57.23	\$58.72	\$60.21	\$61.70
		Budget Increase \$ 59,508.76			Steps where employees would end up									
		Total Wages \$ 1,409,074.50												



TirCo 2019 Holiday Schedule

New Year's Day
 Martin Luther King Jr. Day
 Primary Election Day (Floating)
 Memorial Day
 Independence Day
 Labor Day
 General Election Day (Floating)
 Thanksgiving Day
 Day after Thanksgiving
 Christmas Eve
 Christmas Day
 New Year's Eve
 Floating Holiday

Tuesday, January 1
 Monday, January 21
 Tuesday May 7
 Monday, May 27
 Thursday, July 4
 Monday, September 2
 Tuesday, November 5
 Thursday, November 28
 Friday, November 29
 Tuesday, December 24
 Wednesday, December 25
 Tuesday, December 31