



100 West Washington Street, Room 320 | Hagerstown, MD 21740-4748 | P: 240.313.2330 | F: 240.313.2331  
[www.washco-md.net](http://www.washco-md.net)

**PUR-1337**  
**REQUEST FOR PROPOSALS REGARDING**  
**QUALIFICATIONS & EXPERIENCE / TECHNICAL**  
**PROPOSALS AND PRICE PROPOSALS FOR A**  
**WAGES AND SALARY SCALE STUDY**

The Board of County Commissioners of Washington County, Maryland is requesting Qualifications & Experience / Technical Proposals and Price Proposals from qualified consulting firms for a comprehensive Wages and Salary Scale Study of Washington County's wages and salaries as they relate to neighboring jurisdiction's wages and salaries, the purpose of which is to assure adequacy of pay and employee wages when compared to other area private and public employees.

The Washington County Coordinating Committee shall be evaluating submissions to this request and will consider those firms deemed responsive, responsible and most qualified and experienced. The Committee reserves the right to interview some or all prospective firms to discuss Qualifications & Experience / Technical Proposals and Price Proposals.

The format for submittals, information regarding the scope of work, and selection criteria to be used by the Committee are available from the Washington County website by accessing <http://www2.washco-md.net/purchasing/invitations.shtm> or from the Washington County Purchasing Department, Washington County Administration Building, 100 West Washington Street, Third Floor, Room 320, Hagerstown, Maryland, 21740-4748, telephone 240-313-2330. Inquiries should be directed to Karen R. Luther, CPPO, Director of Purchasing, at the above address.

A Pre-Proposal Conference will be held on **Monday, December 19, 2016, at 10:00 A.M. (EST - local time)** in the Third Floor Conference Room No. 325 of the Washington County Administration Building at 100 West Washington Street, Hagerstown, Maryland. Attendance at this conference is not mandatory for those wishing to submit proposals, but it is strongly encouraged.

One (1) original and six (6) copies of submittals of Qualifications & Experience / Technical Proposal Proposals, from consulting firms enclosed in a separately sealed opaque envelope marked "**Q&E / Technical Proposal – Wages and Salary Scale Study**", and one (1) original and six (6) copies of the Price Proposal enclosed in a separately sealed opaque envelope marked "**Price Proposal – Wages and Salary Scale Study**" are due into the Office of Karen R. Luther, CPPO – Director of Purchasing, Washington County Purchasing Department, Washington County Administration Building, 100 West Washington Street, Third Floor, Room 320, Hagerstown, Maryland, 21740-4748, no later than **4:00 P.M. (EST - local time), Friday, January 13, 2017**. The Washington County Coordinating Committee shall evaluate the submittals.

Failure to comply with providing the above required information for the Committee's review may result in disqualification of that firm.

**NOTE: All Proposers must enter the County Administration Building through either the front entrance at 100 West Washington Street or through the rear entrance (w/blue canopy roof) which is handicap accessible. Proposers must also use the elevator to access the Purchasing Department for submitting their proposal and/or to attend the Pre-Proposal Conference. Alternate routes are controlled by a door access system.**

Washington County shall make positive efforts to utilize Disadvantaged Business Enterprises for its supplies and services and shall allow these sources the maximum feasible opportunity to compete for contracts. The Board of County Commissioners of Washington County, Maryland does not discriminate on the basis of race, color, national origin, sex, religion, age and disability in employment or the provision of services. Individuals requiring special accommodations are requested to contact Voice 240-313-2330, TDD Dial 711 to make arrangements no later than seven (7) calendar days prior to the Pre-Proposal Conference.

Inquiries regarding this request should be directed to Karen Luther, CPPO – Director of Purchasing at 240-313-2330. The Board of County Commissioners of Washington County reserves the right to reject the proposal of a firm who has previously failed to perform properly or complete on time contracts of a similar nature or a proposal of an organization which investigation shows is not in a position to perform the contract. The Board of County Commissioners of Washington County, Maryland reserves the right to accept or reject any or all proposals, to waive technicalities, and to take whatever action is determined to be in the best interest of Washington County by the Washington County Coordinating Committee. The Board reserves the right to contact a Proposer for clarifications and may, at its sole discretion, allow a proposer to correct any and all formalities, informalities and technicalities in the best interest of Washington County.

By Authority of:



Karen R. Luther, CPPO  
Director of Purchasing

BOARD OF COUNTY COMMISSIONERS  
OF WASHINGTON COUNTY, MARYLAND



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**PUR-1337**  
**REQUEST FOR PROPOSALS**  
**REGARDING QUALIFICATIONS & EXPERIENCE/  
TECHNICAL PROPOSALS AND PRICE PROPOSALS FOR A  
WAGES AND SALARY SCALE STUDY**

**December 09, 2016**

**I. INTRODUCTION**

The Board of County Commissioners of Washington County, Maryland is currently requesting proposals to provide complete consultant services for a comprehensive Wages and Salary Scale Study of Washington County's wages and salaries as they relate to neighboring jurisdiction's wages and salaries, the purpose of which is to assure adequacy of pay and employee wages when compared to other area private and public employees.

**II. BACKGROUND**

- A. Washington County Government provides a wide variety of public services (see Organizational Chart, Attachment No. 1) for a growing county with a population of approximately 148,000. There are approximately 286 job classifications (see Attachment No. 2), for 780 full-time and 216 regular part-time employees. Approximately 145 employees fall under a collective bargaining agreement.
- B. The current Compensation and County Classification System has been in place since July 1, 2008, with a revision in 2010. Each job classification is assigned to one (1) of twenty-two (22) pay grades. Each pay grade has a compensation range assigned to it with a minimum and maximum compensation amount. The compensation differential between minimums and maximums of the various grade levels is three point five percent (3.5%). The range depth (the percentage differential from minimum to maximum of each range) is fifty-six (56%) percent. Advancement within the range depends on performance evaluations and step pay increases approved by the Board of County Commissioners. (see Attachment No. 3) There are no automatic or guaranteed pay increases in the current system.
- C. In addition, the Washington County Sheriff's Department has a separate, two tiered Classification System which has been in place since July 1, 2008, with a revision in 2010. Each of the Sheriff Detention job classifications is assigned to one (1) of seven (7) pay grades. Each of the Sheriff Patrol/Judicial job classifications is assigned to one (1) of eleven (11) pay grades. The compensation differential between minimums and maximums of the

various grade levels is three point five percent (3.5%). The range depth (the percentage differential from minimum to maximum of each range is thirty-six (36%) percent. (see Attachment No. 3A)

- D. The entire pay scale was increased by five (5%) percent effective July 1, 2016. No further adjustments have been made since that time. It is perceived that the County compensation has not kept pace with the economy and that wages lag especially when compared to agencies to the east of Washington County. (See 14-year salary scale history, Attachment No. 4)
- E. The County has had difficulty recently recruiting professional personnel at entry (minimum) comparative levels. It has been necessary to offer engineers, accountants, etc., starting salaries above base resulting in certain internal pay equity issues.
- F. Reclassification requests are made at the time of budget submissions by the appropriate Department Head/Division Director; reviewed by a Committee made up of the County Administrator, Health and Human Services Director and the County's Chief Financial Officer; with final right of approval or disapproval retained by the Board of County Commissioners.
- G. The County's Wage & Classification Program is connected with its Performance Management System. Copies of Policy PR-18, Wage & Classification Program, and PR-19, Performance Management System, are attached (Attachment Nos. 5 and 5A).

### **III. SCOPE OF REQUIRED SERVICES**

- A. Review of Current Pay System
  - 1. The Board of County Commissioners has requested that the overall method of pay and classification be reviewed, compared to adjacent county and municipal salaries for like positions and other alternative pay delivery systems, i.e., merit pay, pay/shift differentials, etc., be considered.
- B. Review of Current Classification System
  - 1. A brief review of the method of classifying positions shall be conducted to assure its adequacy in today's pay and classification environment.
- C. Review of Position Classification
  - 1. Current Job Descriptions have been updated and will be available in preparation for this project.
  - 2. Using the current or revised classification system, all positions shall be evaluated and placed in an appropriate "Grade".

D. Revision of Wage and Salary Structure

1. The Consultant shall develop a wage and benefit survey to review prevailing wage rates from other local private and public employees. Using the information received from this survey, updated salary scales shall be developed.
2. The Consultant shall recommend a system the county can use in the years to come to evaluate job positions/descriptions. This will then allow the County to review job classifications into the future.

E. Meetings with Staff

1. The Consultant shall meet individually with every Division Director.
  - a. President of Board of County Commissioners
  - b. County Administrator
  - c. Assistant County Administrator
  - d. Chief Financial Officer
  - e. Director of Budget & Finance
  - f. Director, Division of Engineering & Construction Management
  - g. County Attorney
  - h. Director, Fire & Rescue, Emergency Management
  - i. Director of Health and Human Services
  - j. Director, Information Systems
  - k. Director of Planning & Community Zoning
  - l. Public Works Director
  - m. Sheriff
  - n. Director, Division of Environmental Management
  - o. State's Attorney
  - p. Treasurer

F. Presentation to County Commissioners

1. The selected Consultant shall present preliminary findings to a group composed of the following positions:
  - a. President of Board of County Commissioners
  - b. County Administrator
  - c. Chief Financial Officer
  - d. Director of Health and Human Services
  - e. Public Works Director
  - f. Sheriff
2. The Consultant shall present the final report to the Board of County Commissioners at one of its regularly scheduled meetings.

- G. The Consultant shall be responsible for providing all materials, including ten (10) sets of the preliminary report and ten (10) sets of the final report, typing and photocopying services.

#### **IV. USE OF EXISTING DOCUMENTS**

The County shall cooperate to the fullest extent in making available to the Consultant for his/her use all documents pertinent to this study. Washington County makes no warranty as to the accuracy of the existing information nor shall the County accept any responsibility for errors and omissions which may arise as a result of the Consultant having relied upon them.

#### **V. PERFORMANCE SCHEDULE**

TIME IS OF THE ESSENCE in completing this study. The Consultant shall complete all work and services under this agreement within the following time periods required for each item.

- A. Review all pertinent documents, and mail external equity surveys to target employers within thirty (30) calendar days from written notice to proceed.
- B. Collect all job descriptions and external equity surveys from target employers, conduct meeting with select Department/Division Heads within sixty (60) calendar days from written notice to proceed.
- C. Develop appropriate pay scales and place positions within classification system within eighty (80) calendar days from written notice to proceed.
- D. Present preliminary findings to classification study committee within ninety (90) calendar days from written notice to proceed.
- E. Present final report to the Board of County Commissioners within One Hundred Five (105) calendar days from written notice to proceed.

#### **VI. LIQUIDATED DAMAGES**

- A. Liquidated damages in the amount of One Hundred Fifty (\$150.00) Dollars per calendar day shall be assessed against the Consultant for failure to comply with the schedule set forth above. It is imperative that should circumstances beyond the Consultant's control adversely affect their ability to meet the established schedule that the Director of Health and Human Services be contacted immediately to discuss same. The schedule contained herein can only be revised per the written approval of the Director of Health and Human Services.

#### **VII. TERMINATION OF CONTRACT**

- A. Termination for Cause: Washington County may terminate the contract at any time that the Proposer fails to carry out its provisions or to make substantial progress under the terms specified in the contract.

- B. Washington County shall provide the Proposer with sixty (60) calendar days' written notice of conditions endangering performance. If after sixty (60) calendar days' written notice the Contractor fails to remedy the condition contained in the notice, Washington County shall issue an order to stop work immediately.
- C. Washington County shall be obligated to reimburse the Proposer only for those services rendered prior to the date of notice of termination, less any liquidation damages that may be assessed for non-performance.
- D. Unilateral Right to Terminate: With the mutual agreement of the County and the Proposer upon receipt of not less than ninety (90) calendar days' written notice, the contract may be terminated on an agreed date prior to the end of the contract period without penalty to either party.
- E. Lack of Funds: Notwithstanding any other provisions of the contract, if the funds anticipated for the continued fulfillment of this contract are at any time not forthcoming, through the failure of the County government to appropriate funds, discontinuance or material alteration of the program under which funds were provided, Washington County shall have the right to terminate the contract without penalty by giving not less than ninety (90) calendar days' written notice documenting the lack of funding.

## VIII. SUBMITTAL INSTRUCTIONS

- A. As a result of time constraints imposed on the project, the County shall require interested firms to provide Qualifications and Experience (Q&E) / Technical Proposals and Price Proposals, each to be presented in separately sealed opaque envelopes. As a minimum, your combined Q&E / Technical Proposal shall include the following: **(DO NOT INCLUDE ANY PRICE FIGURES IN THE Q&E / TECHNICAL PROPOSAL)**:
  - 1. Responses shall contain a **letter of transmittal** that must be typed on the Proposer's letterhead and include the following:
    - a. The identification of the Proposer submitting the proposal.
    - b. The name, title, telephone number, fax number, and e-mail address of the person or persons authorized to contractually obligate the Proposer with this proposal and in future negotiations.
    - c. The names, titles, telephone number, fax number, and e-mail address of the person(s) to be contacted for clarifications.
    - d. An indication of acceptance of the general requirements and contract terms as described within this request for proposal.
    - e. An acknowledgement of receipt of all amendments to this request.

- f. The letter must be signed by a person authorized to obligate the Proposer in a contract offer.
  2. **Executive Summary** - This part of the response to the RFP shall be limited to a brief narrative highlighting the Proposer's qualifications. **The Executive Summary must not include cost quotations.** Please note that the executive summary shall identify the primary engagement manager for the consulting services.
  3. Names and resumes of the specific staff who will be assigned to the project on a day-to-day basis. Clearly identify their project responsibilities.
  4. An organizational chart containing all assigned staff.
  5. A detailed project schedule showing estimated man-hours by employee classification clearly demonstrating your ability to meet the schedule contained herein. Within this schedule, the Consultant shall clearly identify those milestones and tasks they deem critical.
  6. A narrative describing the Consultants' overall approach to the project. This narrative should clearly identify special or unique features of the project and their anticipated approach.
  7. At least three (3) professional references of similar wage and salary scale studies that your organization has completed in the past five (5) years for local governments having 600 employees or more, including size and scope of project, name and telephone number of current contact person. The County will not call Proposers to tell them that their references will be called because all references provided will be contacted by the County during the selection process.
  8. Statement acknowledging your ability to complete a detailed, comprehensive total compensation wage and salary scale study within One Hundred Five (105) calendar days from written notice to proceed.
  9. Acknowledgement of any Addenda issued by the Washington County Purchasing Department.
  10. Any other information considered important to the conduct of this work.
- B. As a minimum, the Price Proposal portion of the proposal shall include the following information:
1. The Proposal Form (Attachment No. 6) contained herein including acknowledgement of any Addenda issued by the Washington County Purchasing Department.
  2. A detailed man-hour breakdown with assigned hourly rates used to establish the lump sum fee; this breakdown shall be consistent with the project schedule required herein.



3. Hourly rates for each classification of employee anticipated to be involved in this project. These hourly rates shall be used as the basis for compensation for extra work and shall include the Consultant's total costs for actual payroll, support, supervision, fringe benefits, overhead, travel, expenses, printing, profit and incidentals. The actual breakdown for these hourly rates is not required.
4. The proposal must be accompanied by a fully executed Affidavit (Attachment No. 7) executed by the Consultant, or in case the Consultant is a corporation, by a duly authorized representative of said corporation, on the form provided.
5. Costs shall be calculated with the understanding that the form of compensation for this project shall be a lump sum fee for the original scope of work.
6. Conclusions, remarks and/or supplemental information pertinent to this request.

## IX. CONSULTANT SELECTION PROCESS

- A. This solicitation is issued pursuant to the implementation of Section 5, Page 37 of the Washington County Procurement Policy Manual relative to Requests for Proposals (RFP) - Professional/Technical Services Selection that can be viewed at <http://www2.washco-md.net/purchasing/pdf/ProcurementPolicy.pdf>. No proposal preparation expense will be paid by the County in response to this solicitation. The County reserves the right to substitute Committee members, if necessary.
- B. The Coordinating Committee shall be comprised of the Assistant County Administrator (Committee Chairman designee), Chief Financial Officer, County Health and Human Services' Director, County Benefits Manager, County Director of Purchasing, and the County's Sheriff.
- C. Two (2) separately sealed submittals shall be made. One shall be the combined submittal of Qualifications and Experience (Q&E) along with the Technical Proposal. The other shall be the Price Proposal. The Price Proposal shall be opened only if the firm is considered qualified and responsive to this request after detailed review of the combined Q&E and Technical Proposal by the Coordinating Committee. **(DO NOT INCLUDE ANY PRICE INFORMATION IN ANY TRANSMITTAL LETTER NOR IN THE COMBINED Q&E AND TECHNICAL PROPOSAL, OR THE PROPOSAL MAY BE CONSIDERED NON-RESPONSIVE.)**
- D. The approval or disapproval of Consultants shall be determined by their response to this request and on past performance with Washington County. However, no assumptions should be made on the part of the Consultant as to this Committee's prior knowledge of your abilities.
- E. Since it is the County's desire to select the most qualified firm, the Coordinating Committee reserves the right to schedule oral presentations of those firms it deems most qualified, to take place within ten (10) business days following notification.

F. Selection criteria to be used by the Committee are:

1. Responsiveness to the scope of work and instructions to firms;
2. Past performance of the firm including timely completion of projects, compliance with scope of work performed within budgetary limitations, and user satisfaction;
3. Specialized experience and technical competence in conducting similar studies or relevant projects in the past five (5) years, including qualifications of staff members who shall be involved in this project;
4. Oral presentations, if required;
5. Composition of the principles and staff assigned to the project, particularly the proposed project manager and immediate staff, and their qualifications and experience with studies such as that being proposed;
6. Adequacy of the personnel of the firm to accomplish the proposed scope of work in the required time;
7. Firms capacity to perform the work giving consideration to current workloads;
8. Firms familiarity with problems applicable to this type of study;
9. References from previous clients, including size and scope of project, name and telephone number of contact person; and
10. Price proposal.

**X. INSURANCE REQUIRED**

- A. The successful Consultant must show, prior to the execution of the Agreement and as required by the County during the term of the contract, evidence of appropriate insurance as outlined in the attached copy of Washington County's Policy of Insurance Requirements for Independent Contractors (Attachment No. 8).
- B. Certificates of Insurance shall be provided as required at no additional cost to the County.

**XI. FEE DETERMINATION**

- A. Compensation for the study shall be a lump sum fee; all fees, including lump sum and hourly rates described above and those described under Extra Work, shall include all supervision, support, travel, overhead and out-of-pocket expenses necessary to accomplish these tasks.

- B. The Consultant shall invoice the County on a monthly basis for the work completed during the invoice period. The invoice shall include a breakdown of man-hours used by employee classification and a description of project progress. Failure to include this material with the invoice shall result in rejection of the invoice.
- C. The County's policy of withholding a retainage of ten (10%) percent of all fees due to Consultant shall be applied to this Agreement. This retainage shall be paid in full to the Consultant within thirty (30) calendar days of the approval/satisfactory completion of the project.

## **XII. EXTRA WORK**

- A. The Consultant's Price Proposal shall include a quotation of hourly rates for each classification of employee to be used on this project. These hourly rates shall be used as the basis for compensation for extra work and shall include the Consultant's total costs for actual payroll, fringe benefits, overhead, transportation, expenses, profit, and incidentals (the actual breakdown for these hourly rates is not required). Failure to include such information may render the submission as non-responsive.
- B. In the event that extra work becomes necessary, the County shall furnish a detailed scope of work for same to the Consultant and shall request that the Consultant establish a "not to exceed" cost for the required services.
- C. Upon agreement of the "not to exceed" figure by both parties, the Consultant shall proceed with the necessary work and shall invoice the County for the actual man-hours charged to that item. The Consultant's invoice shall be based on the hourly rates quoted in his/her Proposal. The total invoicing for the extra work shall not exceed the previously agreed upon total cost without the prior written approval of the Board of County Commissioners of Washington County, Maryland.

## **XIII. PRE-PROPOSAL CONFERENCE**

- A. A Pre-Proposal Conference shall be held on **Monday, December 19, 2016 at 10:00 A.M. (EST - local time)** in the Washington County Administration Building Conference Room 325, Third Floor, 100 West Washington Street, Hagerstown, Maryland. Attendance at the Pre-Proposal Conference is not mandatory, but is encouraged. It is the Consultant's responsibility to become familiar with all information necessary to prepare a proposal.

## **XIV. TERMS AND CONDITIONS**

- A. The County reserves the right to reject any or all proposals or to award the contract to the next recommended Consultant if the successful Consultant does not execute a contract within fifteen (15) days after notice of award of the contract.
- B. The County reserves the right to request clarification of information submitted and to request additional information of one or more applicants.

- C. Any proposal may be withdrawn up until the date and time set above for the opening of the proposals. Any proposals not so withdrawn shall constitute an irrevocable offer, for a period of ninety (90) calendar days, to sell to the County the services set forth in the above Scope of Required Services.
- D. The selected Consultant shall be required to enter into a contract agreement with the County.
- E. Any agreement or contract resulting from the acceptance of proposal shall be on a form(s) approved by the County and shall contain, as a minimum, applicable provisions of the request for proposal. The County reserves the absolute right to modify or reject any agreement or contract provisions that do not conform to this Request for Proposal and/or any County requirements for agreements and contracts.
- F. The Consultant shall not assign any interest in the contract and shall not transfer any interest in the same without prior written consent of the Washington County Director of Health and Human Services.
- G. No reports, information or data given to or prepared by the Consultant under the contract shall be made available to any individual or organization by the Consultant without the prior written approval of the Washington County Director of Health and Human Services.
- H. Consultants are advised that all responses submitted are subject to public inspection and disclosure pursuant to Maryland's Public Information Act, Md. Code Ann., General Provisions Article, Title 4. If there are portions of the response that the respondent considers a trade secret, confidential commercial information, or confidential financial information pursuant to General Provisions § 4-335, the response must include a statement in **CONSPICUOUS BOLD TYPE** on the cover page of the submittal that portions of the response are subject to non-disclosure as commercial information. The portion of the response that is deemed a trade secret or commercial information must be stamped, highlighted, flagged, or otherwise identified in an obvious, noticeable, and eye-catching manner..
- I. The County reserves the right to not hold discussions after award of the contract.
- J. By submitting a proposal, the Consultant agrees that he is satisfied, as a result of his own investigations of the conditions set forth in this request, that he fully understands his obligations.
- K. **Payment of County and Municipal Taxes:** Effective October 1, 1993, in compliance with Section 1-106(b)(3) of the Code of the Public Local Laws of Washington County, Maryland, "If a bidder has not paid all taxes owed to the County or a municipal corporation in the County, the County Commissioners may reject the bidder's bid."
- L. **Political Contribution Disclosure:** The Proposer shall comply with Article 33, Sections 14-101 through 14-104 of the Annotated Code of Maryland, which requires that every person

- that enters into contracts, leases, or other agreements with the State, a county, or any incorporated municipality, or their agencies during a calendar year in which the person receives in the aggregate \$100,000 or more, shall file with the State Administrative Board of Election Laws a statement disclosing contributions in excess of \$500 made during the reporting period to a candidate for elective office in any primary or general election. The statement shall be filed with the State Administrative Board of Election Laws: (1) before a purchase or execution of a lease or contract by the State, a county, an incorporated municipality or their agencies, and shall cover the preceding two (2) calendar years; and (2) if the contribution is made after the execution of a lease or contract, then twice a year, throughout the contract term, on: (a) February 5, to cover the 6-month period ending January 31; and (b) August 5, to cover the 6-month period ending July 31.
- M. **Registration with Maryland Department of Assessments and Taxation:** Prior to contracting, private corporations must either be incorporated in the State of Maryland or registered to do business in the State of Maryland with the Maryland Department of Assessments and Taxation as a foreign corporation, must be in good standing, and shall remain so throughout the term of the Contract resulting from this bid. Proof of such standing is required prior to the start of the contracting process.
- N. **Independent Contractor Status:** The successful Proposer is an independent contractor and neither the Proposer nor its employees, agents, nor representatives of Board of County Commissioners shall be considered employees, agents or representatives of the Board of County Commissioners. Nothing contained in the Contract is intended or should be construed as creating the relationship of co-partners, joint ventures, or an association between Board of County Commissioners and the Proposer. From any amount due the Proposer, there will be no deductions for federal income tax or FICA payments, nor for any State income tax, nor for any other purposes that are associated with any employer-employee relationship. Payment of federal income tax, FICA, and any State income tax is the responsibility of the Contractor.
- O. **Compliance with Laws:** The Proposer hereby represents and warrants that it is qualified to do business in the State of Maryland and that it will take such action as, from time to time, may be necessary to remain so qualified; that it is not in arrears with respect to the payment of any monies due and owing the State of Maryland, or any department or unit thereof, including but not limited to, the payment of taxes and employee benefits, and that it shall not become so in arrears during the term of this Contract; that it shall keep itself informed of and comply with all federal, state and local laws, regulations, and ordinances applicable to its activities and obligations under this Contract including the American Disabilities Act of 1990, 101-336, as amended; and that it shall obtain, at its expense, all licenses, permits, insurance, and government approvals, if any, necessary to the performance of its obligations under this Contract.
- P. All work shall be done in accordance with Washington County standards and those of any State or Federal agencies having jurisdiction.

## **XV. INTERPRETATIONS, DISCREPANCIES AND OMISSIONS:**

- A. It is the Consultant's responsibility to become familiar with all information provided in this package and any other information considered necessary to make a proposal. Should any Consultant find discrepancies, in, or omissions from the documents or be in doubt of their meaning, he should at once request in writing an interpretation from: Karen R. Luther, CPPO, Director of Purchasing, Washington County Purchasing Department, Washington County Administration Building, 100 West Washington Street, Room 320, Hagerstown, Maryland 21740-4748, FAX: 240-313-2331. All necessary interpretations shall be issued to all Consultants in the form of addenda to the specifications, and such addenda shall become part of the contract documents. **Requests received after 4:00 P.M. (EST - local time), Wednesday, January 4, 2017 may not be considered.** Every interpretation made by the County shall be made in the form of an addendum which, if issued, shall be sent by the Director of Purchasing to all interested parties.

## **XVI. PROPOSAL AND AWARD SCHEDULE**

- A. Proposals received prior to the deadline shall be treated as confidential. Proposals received after the deadline shall not be considered in the evaluation process and shall be returned unopened.
- B. It is expected that the contract award shall be made within forty-five (45) calendar days after the receipt of proposals. The contract shall be awarded to the Consultant whose proposal, conforming to this request, shall be the most advantageous to the County.
- C. Proposals must give the full name and address of proposer, and the person signing the proposal should indicate his/her title and/or authority to bind the firm in a contract.
- D. Proposals cannot be altered or amended after they are opened.
- E. Price proposals which accompany any combined Q&E / Technical Proposal that is determined to be unacceptable to the Coordinating Committee shall be returned unopened to the Consultant.
- F. The approval or disapproval of consultants shall be determined by their response to this request and on past performance. No assumptions should be made on the part of the Consultant as to this Committee's prior knowledge of his abilities.
- G. Any proposal may be withdrawn up until the date and time set herein for the deadline for receipt of proposals. Any proposal not withdrawn prior to this deadline shall constitute an irrevocable offer, for a period of ninety (90) calendar days, to provide the County the services set forth above.

## **XVII. METHOD OF AWARD AND TERMINATION**

- A. The contract shall be awarded to a firm with personnel considered qualified. This project shall be awarded based upon a combination of professional qualifications and experience, responsiveness to this Request for Proposal, the Price Proposal, and ability to meet the Scope of Required Services.
- B. Although not the sole determining factor, price shall then be the prime determining factor in selecting the qualified firm receiving the contract.
- C. The project manager assigned to the project by the Consultant and as approved by the County, shall remain on the project for the duration of the required services. If a change in personnel is required due to circumstances beyond the control of the Consultant, the following shall be required:
  - 1. Written notice shall be given to the County at least two (2) weeks in advance, if possible, requesting a change in personnel explaining why the change is necessary. Arbitrary rescheduling of personnel shall not meet the approval of the County.
  - 2. The substitute personnel shall, as a minimum, meet the same required qualifications as the original personnel to be replaced, and their resume of prior experience and training shall be submitted for review and approval by the County.
  - 3. For any approved change of personnel, the original contract cost shall remain fixed and shall not be revised.
  - 4. Repeated requests of this nature is cause for the County to terminate the contract.
- D. The County reserves the right to reject any of the Consultant's personnel, including any replacement personnel, at any time without explanation or recourse.

## **XVIII. SUBMITTALS**

If your firm is interested in performing the above services, please send one (1) original and six (6) copies of submittals of Qualifications and Experience/Technical Proposals enclosed in a separately sealed opaque envelope marked "**Q&E / Technical Proposal – Wages and Salary Scale Study**", and one (1) original and six (6) copies of the Price Proposal enclosed in a separately sealed opaque envelope marked "**Price Proposal – Wages and Salary Scale Study**". Submittals are due into the Office of Karen R. Luther, CPPO, - Director of Purchasing, Washington County Purchasing Department, Washington County Administration Building, 100 West Washington Street, Third Floor, Room 320, Hagerstown, Maryland, 21740-4748, no later than **4:00 P.M. (EST - local time), Friday, January 13, 2017**. The Washington County Coordinating Committee shall evaluate the submittals. Failure to comply with providing the above required information for the Committee's review may result in disqualification of that firm. Inquiries should be directed to Karen R. Luther, CPPO, Director of Purchasing at 240-313-2330.

The Board of County Commissioners of Washington County reserves the right to accept or reject any and/or all proposals, to waive technicalities and to take whatever action is in the best interest of Washington County.

Sincerely,

A handwritten signature in black ink that reads "Karen R. Luther". The signature is written in a cursive, flowing style.

Karen R. Luther, CPPO  
Director of Purchasing

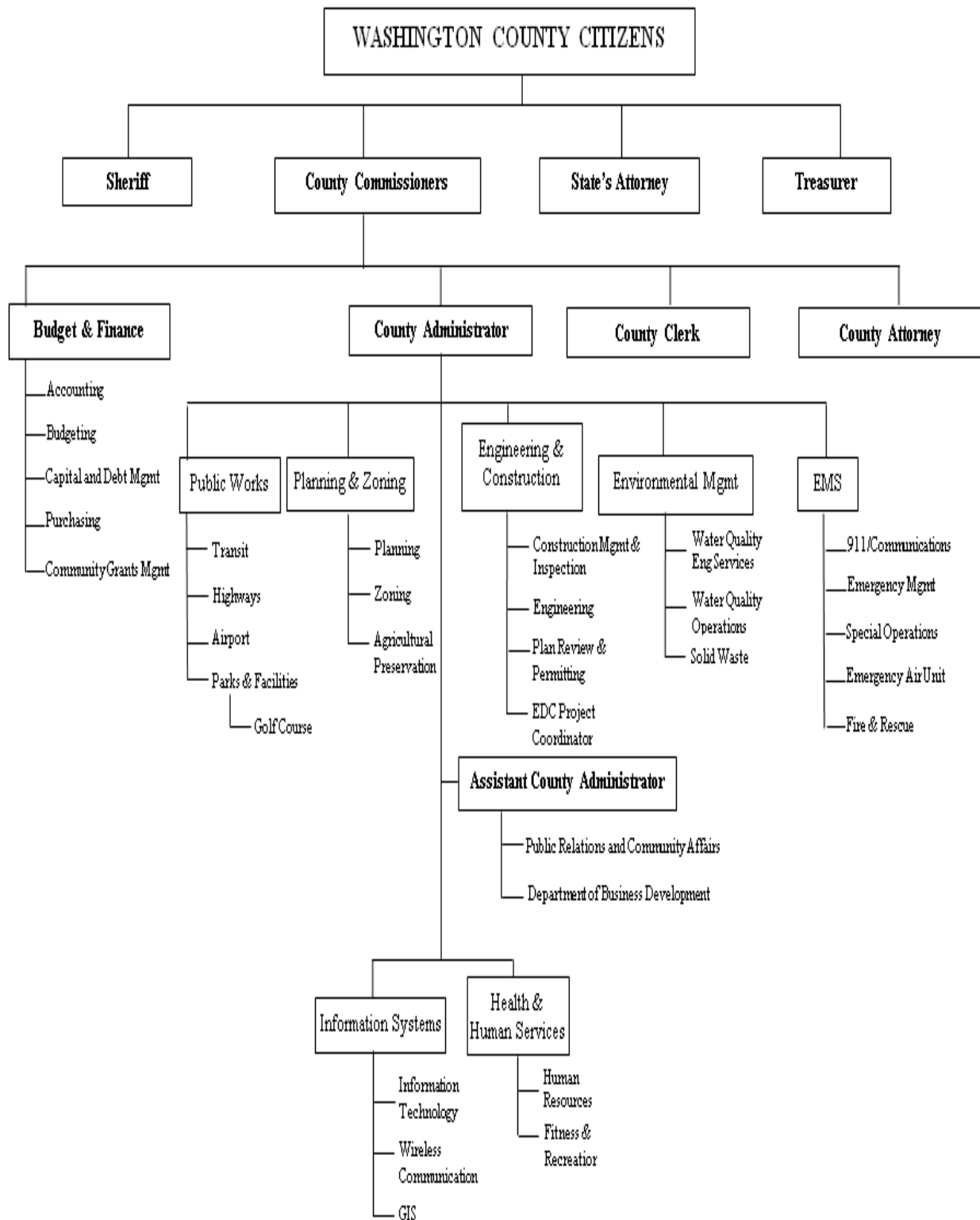
WASHINGTON COUNTY  
COORDINATING COMMITTEE

KRL:rmm

Attachments (10)

cc: Coordinating Committee





Washington County Organizational Chart - Attachment No. 1

**Wages and Salary Scale Study**

Washington County, Maryland

PUR-1337

**FY 17 CLASSIFICATION SCHEDULE****GRADE 22**

County Administrator

**GRADE 21**

N/A

**GRADE 20**

Chief Financial Officer  
County Attorney  
Dir Div Eng & Constr Mgmt

**GRADE 19**

Asst County Administrator  
Dir F&R, Emergency Mgmt  
Dir, Div Environmental Mgmt  
Dir. Information Systems  
Director Public Works

**GRADE 18**

Director Airport  
Director Budget & Finance  
Director Human Resources  
Director Highways  
Dir. Parks & Facilities  
Director Planning & Zoning  
Deputy County Attorney  
Deputy Dir of Oper-WQ  
Deputy State's Attorney

**GRADE 17**

Dir. Business Development  
Asst. State's Attorney III  
Asst. County Attorney  
Deputy Dir Construction  
Deputy Director PR&P  
Deputy Director IT  
Deputy Director B&F  
Deputy Dir Engineering Svc  
Deputy Dir of Solid Waste & Watershed  
Deputy Dir Wireless Comm  
Deputy Dir Engineering

**GRADE 16**

Dir Comm Grant Mgmt  
Director of Transit  
Director Purchasing  
Director Rec & Fitness  
Deputy Dir F&R Services  
Deputy Director EDC  
Asst. State's Attorney II  
Chief of Permitting  
Chief of Plan Review  
Chief Planner  
Treasurer

**GRADE 15**

Accounting Supervisor  
Asst. Solid Waste Dir  
Asst. State's Attorney I  
Chief of Laboratory Testing  
Chief Plans Examiner  
Civil Engineer  
Collection Supt  
Database Administrator  
Deputy Dir. - HR  
Deputy Dir., Parks & Fac.  
Dir, Children/Youth Svcs  
Dir., Dept. of Emerg. Comm.  
Environmental Engineer  
GIS Manager  
Golf Course Superintendent  
Maintenance  
Superintendent  
Operations Superintendent  
PR & Comm Affairs Mgr  
Project Liaison  
Public Works Engineer  
Rural Preserv Admin  
Senior Accountant  
Sr Architectural Project Mgr  
Sr. Technical Support  
Analyst  
Structural Engineer  
Watershed Specialist

**GRADE 14**

Airport Fire Chief  
Assistant Director of EMS  
Benefits Manager  
Combination Inspector  
Deputy Director Transit  
Field Operations Supv  
Fleet Manager  
GIS Database Administrator  
Director Golf  
Network Engineer  
Plan Reviewer  
Project Liaison  
Real Property Administrator  
Recycling/Ops Coordinator  
Senior Plans Examiner  
Systems Analyst  
Zoning Coordinator

**GRADE 13**

Accountant  
Agricultural Mktg Spec.  
Airport Busi. Develop Spec  
Airport Operations Manager  
Asst Maint Supt  
Asst. Collection Supt.  
Asst. Operations Supt  
Busi. Develop Specialist  
Capacity Mgmt/Eng Tech II  
Chemist  
Chief Deputy Treasurer  
Chief of Surveys  
Dep. Dir. of Opers-Comm  
Drug Court Coordinator  
EDC Marketing Specialist  
Electrical Inspector II  
Deputy Dir. Emerg Comm  
Engineering Technician IV  
IT Services Specialist III  
Marketing Specialist  
Plans Examiner II  
Plumbing Inspector II

**GRADE 13 (continued)**

Pretreatment Manager  
Project Manager  
Risk Management Admin  
Safety Compliance Admin  
Section Supervisor  
Senior Investigator  
Senior Planner  
Sr. Chief Plant Oper.  
Sr. Building Inspector  
Sr. Grant Manager  
Stormwater Mgmt. Coord  
Technical Support Anaylst II  
Traffic Control & Safety Sup  
Transit Fleet & Facility Mgr  
Victim/Witness Unit Director

**GRADE 12**

Adv. Life Support Tech. II  
Airport Maintenance Supv  
Asst Fleet Manager  
Building Inspector II  
Buyer  
Capacity Mgmt/Eng Tech I  
Chief Plant Operator  
County Clerk  
Dir. Diversion Alternative  
Electrical Inspector I  
GIS Coordinator  
IT Admin- Emerg. Comm  
IT Services Specialist II  
Land Preservation Planner  
Parks & Envir. Planner  
Plans Examiner I  
Plumbing Inspector I  
Prof Svcs Admin - Emerg  
Project Manager  
Public Safety Systems Mgr  
Senior Electrician  
Systems Const Crew Lead  
Technical Support Analyst I  
Wireless Comm. Specialist

**GRADE 11**

Advanced Life Supp. Tech. I  
Airport Eq Op/Firefighter  
Asst. Golf Course Supt  
Asst. Section Supervisor  
Budget Analyst  
Building Inspector I  
Business Support Specialist  
Classification Counselor  
Comprehensive Planner  
Construction Inspector CIP  
Construction Inspector LDI  
Criminal Gang Intell. Analyst  
Distribution System Mgr  
Driver Supervisor  
Electrician  
Electronics Technician  
Emer Communications Supv  
Engineering Technician III  
Executive Office Assistant  
Family Services Coord  
Fiscal Analyst  
GIS Analyst  
GIS Specialist - IT  
GIS/Crime Analyst  
Grant Manager  
HR Administrator  
Intelligence Analyst  
IT Services Specialist I  
Laboratory Technician III  
Permanency Plan. Liaison  
Project Coord. EDC  
Public Safety IT Spec  
Recreation Program Coord.  
Sr. Bldg. Maint. Mechanic  
Sr. Skilled Tradesworker  
Survey Party Chief  
Systems Mechanic III  
Utility Construction Inspec.  
Victim/Witness Coordinator  
Zoning Inspector

*Classification Schedule (FY 17) – Attachment No. 2*

**Wages and Salary Scale Study**

Washington County, Maryland

PUR-1337

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**GRADE 10**

Accounts Payable Supv.  
Accounts Receivable Supv.  
Assign Clerk/Jury Coord.  
Asst. Field Operations Supv  
Bldg Maint Supervisor  
Court Reporter  
EDC Fiscal/Research Spec  
Emerg. Comm. Asst. Supv.  
Facility/Spec Events Coord  
Firefighter  
Fleet Services Coordinator  
Investigator  
Legal Assistant  
Office Manager  
Payroll Manager  
Permits Administrator  
Personnel & Training Coord.  
Procurement Specialist II  
Prop/Plan/Fleet  
Mgmt/Grants  
PW Document Coord  
Senior Plant Operator  
Solid Waste Auto Serv Spec  
Solid Waste Equip. Operator  
Sr. Collection Operator  
Sr. Permits Specialist  
Systems Mechanic II  
Welder

**GRADE 9**

Administrative Assistant  
Airport Equipment Operator  
Allocation/Permit Spec  
Assignment Clerk I  
Auto Body/Paint Technician  
Auto Services Tech  
Basic Life Support Tech  
Building Maint. Mechanic  
Collection Operator  
Communications Coord  
Emer/ Comms Spec  
Emergency Planner  
Engineering Technician II  
Equipment Operator III

**GRADE 9 (continued)**

Equip. Operator Mechanic  
GIS Technician  
Golf Course Mechanic  
Grant Analyst  
Laboratory Technician II  
Lead Construction Specialist  
Legal Secretary  
Allocation/Permit Spec.  
Permit Specialist  
Plant Operator  
Procurement Spec I  
Sex Offender Registrar  
Sign Mechanic  
Skilled Tradesworker  
Survey Technician  
Systems Mechanic I  
Team Leader - St Atty  
Transit Fleet Technician

**GRADE 8**

Accts Receivable Specialist  
Call Taker  
Caseworker  
Collection Op Trainee  
Equipment Oper II/Crew  
Inventory Clk/Equipment Op  
Maintenance Tradesworker  
Permits Processor  
Permits Technician  
Procurement Technician  
Sr. Golf Maintenance Wkr  
Sr. Office Associate  
Weigh Clerk  
Weigh Clerk/Recycling Asst.  
Wireless Comm. Tech.

**GRADE 7**

Accounts Payable Tech.  
Accounts Receivable Tech.  
Airport Maint Wkr/Firefight  
Auto Services Assistant  
Engineering Technician I  
Equipment Operator II  
Gaming Inspector

**GRADE 7 (continued)**

Golf Maintenance Worker  
Laboratory Technician I  
Maintenance Leadworker  
Park/Playground Inspector  
Plant Operator Trainee  
Work Crew Supervisor

**GRADE 6**

Airport Maintenance Worker  
Bus Operator  
Equipment Operator I  
Maintenance Worker  
Office Associate  
Utility Worker II

**GRADE 5**

Grill Cook II  
Paratransit Driver  
Transit Line-Svc Attendant

**GRADE 4**

Landfill Attend  
Utility Worker I  
Van/Shuttle Driver

**GRADE 3**

Custodian

**GRADE 2**

N/A

**GRADE 1**

N/A

**FY15 Classification  
Schedule Eff. 2/7/14  
Revised 11/18/14**

	STEP														
GRADE	1	2	3	4	5	6	7	8	9	10	11	12	13	14	Longevity
	Base	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	+ 3.5%	
22	88,215	91,302	94,498	97,805	101,228	104,771	108,438	112,234	116,162	120,228	124,436	128,791	133,298	137,964	2.5%
	42.411058	43.895192	45.431524	47.021627	48.667384	50.370743	52.133719	53.958654	55.847207	57.801859	59.824924	61.918796	64.085577	66.328846	
21	81,680	84,539	87,498	90,560	93,730	97,011	100,406	103,920	107,557	111,322	115,218	119,251	123,425	127,744	2.5%
	39.269231	40.643654	42.066182	43.538498	45.062346	46.639904	48.272300	49.961538	51.710192	53.520192	55.393399	57.332168	59.338794	61.415385	
20	75,629	78,276	81,016	83,852	86,786	89,824	92,968	96,222	99,589	103,075	106,683	110,416	114,281	118,281	2.5%
	36.360096	37.632700	38.949844	40.313462	41.724038	43.184380	44.696154	46.260519	47.879327	49.555103	51.289904	53.084615	54.942577	56.865865	
19	70,026	72,477	75,014	77,639	80,356	83,169	86,080	89,093	92,211	95,438	98,779	102,236	105,814	109,518	2.5%
	33.666346	34.844668	36.064232	37.326480	38.632907	39.985058	41.384535	42.832994	44.332149	45.883774	47.489706	49.151846	50.872160	52.652686	
18	64,839	67,109	69,457	71,888	74,404	77,009	79,704	82,494	85,381	88,369	91,462	94,663	97,976	101,406	2.5%
	31.172596	32.263942	33.392788	34.561536	35.771190	37.023558	38.319382	39.660561	41.048680	42.485096	43.972075	45.511097	47.103986	48.752885	
17	60,036	62,137	64,312	66,563	68,893	71,304	73,800	76,383	79,056	81,823	84,687	87,651	90,719	93,894	2.5%
	28.863462	29.873683	30.919262	32.001436	33.121486	34.280738	35.480564	36.722384	38.007667	39.337935	40.714763	42.139780	43.614672	45.141186	
16	55,589	57,535	59,548	61,633	63,790	66,022	68,333	70,725	73,200	75,762	78,414	81,158	83,999	86,939	2.5%
	26.725481	27.660873	28.629003	29.631018	30.668104	31.741488	32.852440	34.002275	35.192355	36.424087	37.698930	39.018393	40.384036	41.797478	
15	51,471	53,272	55,137	57,067	59,064	61,131	63,271	65,485	67,777	70,149	72,605	75,146	77,776	80,498	2.5%
	24.745673	25.611772	26.508184	27.435970	28.396229	29.390097	30.418750	31.483407	32.585326	33.725481	34.906250	36.127969	37.392448	38.701183	
14	47,658	49,327	51,053	52,840	54,689	56,603	58,584	60,635	62,757	64,954	67,227	69,580	72,015	74,536	2.5%
	22.912500	23.714904	24.544925	25.403998	26.292788	27.213036	28.165492	29.151442	30.171743	31.227754	32.320725	33.451951	34.622769	35.834566	
13	44,128	45,673	47,271	48,926	50,638	52,411	54,245	56,144	58,109	60,143	62,248	64,426	66,681	69,015	2.5%
	21.215385	21.958173	22.726442	23.522115	24.345389	25.197478	26.079390	26.992308	27.937038	28.914904	29.926925	30.974038	32.058130	33.180164	
12	40,859	42,289	43,769	45,301	46,887	48,528	50,226	51,984	53,804	55,687	57,636	59,653	61,741	63,902	2.5%
	19.643750	20.331281	21.042876	21.779377	22.541655	23.330613	24.147184	24.992336	25.867068	26.772415	27.709449	28.679280	29.683055	30.721962	
11	37,833	39,157	40,528	41,946	43,414	44,934	46,506	48,134	49,819	51,563	53,367	55,235	57,168	59,169	2.5%
	18.188942	18.825555	19.484450	20.166405	20.872230	21.602758	22.358854	23.141414	23.951364	24.789904	25.657212	26.555214	27.484646	28.446609	
10	35,031	36,257	37,526	38,839	40,199	41,606	43,062	44,569	46,129	47,743	49,414	51,144	52,934	54,787	2.5%
	16.841827	17.431291	18.041386	18.672835	19.326384	20.002807	20.702905	21.427507	22.177470	22.953365	23.756731	24.588462	25.449058	26.339775	
9	32,435	33,571	34,746	35,962	37,220	38,523	39,871	41,267	42,711	44,206	45,753	47,355	49,012	50,727	2.5%
	15.593750	16.139904	16.704800	17.289468	17.894231	18.520673	19.168897	19.839808	20.534201	21.252898	21.996750	22.766827	23.563666	24.387981	
8	30,033	31,084	32,172	33,298	34,464	35,670	36,919	38,211	39,548	40,932	42,365	43,848	45,382	46,971	2.5%
	14.438942	14.944305	15.467356	16.008713	16.569018	17.148934	17.749519	18.370752	19.013462	19.678933	20.367695	21.080769	21.818269	22.582212	
7	27,809	28,782	29,789	30,832	31,911	33,028	34,184	35,380	36,619	37,900	39,227	40,600	42,021	43,491	2.5%
	13.369712	13.837651	14.321635	14.822892	15.341693	15.878652	16.434405	17.009609	17.605288	18.221154	18.858894	19.519231	20.202404	20.909135	
6	25,748	26,650	27,582	28,548	29,547	30,581	31,651	32,759	33,906	35,092	36,321	37,592	38,908	40,269	2.5%
	12.378846	12.812500	13.260577	13.725000	14.205375	14.702563	15.216827	15.749416	16.300962	16.871154	17.462019	18.073190	18.705752	19.360096	
5	23,841	24,675	25,539	26,432	27,358	28,315	29,306	30,332	31,393	32,492	33,630	34,807	36,025	37,286	2.5%
	11.462019	11.863190	12.278402	12.707692	13.152885	13.612981	14.089435	14.582565	15.092955	15.621209	16.168269	16.734159	17.319854	17.926049	
4	22,076	22,848	23,648	24,476	25,332	26,219	27,137	28,086	29,069	30,087	31,140	32,230	33,358	34,525	2.5%
	10.613462	10.984615	11.369077	11.767308	12.178846	12.605106	13.046635	13.502885	13.975486	14.464904	14.971175	15.495167	16.037497	16.598558	
3	20,440	21,156	21,896	22,663	23,456	24,277	25,126	26,006	26,916	27,858	28,833	29,842	30,887	31,968	2.5%
	9.826923	10.171154	10.527144	10.895594	11.276940	11.671633	12.079808	12.502885	12.940486	13.393403	13.862172	14.347348	14.849519	15.369252	
2	18,926	19,589	20,274	20,984	21,718	22,478	23,265	24,079	24,922	25,795	26,697	27,632	28,599	29,600	2.5%
	9.099038	9.417788	9.747115	10.088264	10.441354	10.806801	11.185039	11.576515	11.981694	12.401442	12.835096	13.284615	13.749577	14.230812	
1	17,524	18,137	18,772	19,429	20,109	20,812	21,541	22,295	23,075	23,883	24,719	25,584	26,479	27,406	2.5%
	8.425000	8.719875	9.025071	9.340948	9.667881	10.005769	10.356250	10.718719	11.093874	11.482159	11.884035	12.300000	12.730288	13.175849	



Sheriff DETENTION Step Scale  
FY 2017

GRADE	POSITION	CODE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	LONGEVITY	
7	MAJOR	0035	74,470.00	77,080.00	79,780.00	82,570.00	85,460.00	88,450.00	91,550.00	94,750.00	98,070.00	101,500.00	2.5%	
			35.802885	37.057692	38.355769	39.697115	41.086538	42.524038	44.014423	45.552885	47.149038	48.798077		
6	CAPTAIN	0046	67,170.00	69,520.00	71,950.00	74,470.00	77,080.00	79,780.00	82,570.00	85,460.00	88,450.00	91,550.00	2.5%	
			32.293269	33.423077	34.591346	35.802885	37.057692	38.355769	39.697115	41.086538	42.524038	44.014423		
5	LIEUTENANT	0075	60,590.00	62,710.00	64,900.00	67,170.00	69,520.00	71,950.00	74,470.00	77,080.00	79,780.00	82,570.00	2.5%	
			29.129808	30.149038	31.201923	32.293269	33.423077	34.591346	35.802885	37.057692	38.355769	39.697115		
4	SERGEANT	0086	54,650.00	56,560.00	58,540.00	60,590.00	62,710.00	64,900.00	67,170.00	69,520.00	71,950.00	74,470.00	2.5%	
			26.274038	27.192308	28.144231	29.129808	30.149038	31.201923	32.293269	33.423077	34.591346	35.802885		
3	CORPORAL	0397	49,280.00	51,000.00	52,790.00	54,640.00	56,550.00	58,530.00	60,580.00	62,700.00	64,890.00	67,160.00	2.5%	
			23.692308	24.519231	25.379808	26.269231	27.187500	28.139423	29.125000	30.144231	31.197115	32.288462		
2	DEPUTY 1ST CL.	0138	41,500.00	42,950.00	44,450.00	46,010.00	47,620.00	49,290.00	51,020.00	52,810.00	54,660.00	56,570.00	2.5%	
			19.951923	20.649038	21.370192	22.120192	22.894231	23.697115	24.528846	25.389423	26.278846	27.197115		
1	DEPUTY*	0164	34,940.00	36,160.00	37,430.00	38,740.00	40,100.00							
			16.798077	17.384615	17.995192	18.625000	19.278846							
			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%		
	*Lateral Salary for a correctional officer with two (2) or more years of experience						\$37,430							

Sheriff DETENTION Step Scale  
FY 2010

GRADE	POSITION	CODE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	LONGEVITY	
7	MAJOR	0035	70,926.00	73,410.00	75,980.00	78,640.00	81,390.00	84,240.00	87,190.00	90,240.00	93,400.00	96,670.00	2.5%	
			34.099038	35.293269	36.528846	37.807692	39.129808	40.500000	41.918269	43.384615	44.903846	46.475962		
6	CAPTAIN	0046	63,973.00	66,210.00	68,530.00	70,930.00	73,410.00	75,980.00	78,640.00	81,390.00	84,240.00	87,190.00	2.5%	
			30.756250	31.831731	32.947115	34.100962	35.293269	36.528846	37.807692	39.129808	40.500000	41.918269		
5	LIEUTENANT	0075	57,701.00	59,720.00	61,810.00	63,970.00	66,210.00	68,530.00	70,930.00	73,410.00	75,980.00	78,640.00	2.5%	
			27.740865	28.711538	29.716346	30.754808	31.831731	32.947115	34.100962	35.293269	36.528846	37.807692		
4	SERGEANT	0086	52,046.00	53,870.00	55,760.00	57,710.00	59,730.00	61,820.00	63,980.00	66,220.00	68,540.00	70,940.00	2.5%	
			25.022115	25.899038	26.807692	27.745192	28.716346	29.721154	30.759615	31.836538	32.951923	34.105769		
3	CORPORAL	0397	46,937.00	48,580.00	50,280.00	52,040.00	53,860.00	55,750.00	57,700.00	59,720.00	61,810.00	63,970.00	2.5%	
			22.565865	23.355769	24.173077	25.019231	25.894231	26.802885	27.740385	28.711538	29.716346	30.754808		
2	DEPUTY 1ST CL.	0138	39,521.00	40,900.00	42,330.00	43,810.00	45,340.00	46,930.00	48,570.00	50,270.00	52,030.00	53,850.00	2.5%	
			19.000481	19.663462	20.350962	21.062500	21.798077	22.562500	23.350962	24.168269	25.014423	25.889423		
1	DEPUTY*	0164	33,279.00	34,440.00	35,650.00	36,900.00	38,190.00							
			15.999519	16.557692	17.139423	17.740385	18.360577							
			3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%		
	*Lateral Salary for a correctional officer with two (2) or more years of experience						\$35,650							

Sheriff PATROL/JUDICIAL Step Scale  
FY 2017

GRADE	POSITION	CODE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	LONGEVITY
11	COLONEL	0013	94,640.00	97,950.00	101,380.00	104,930.00	108,600.00	112,400.00	116,330.00	120,400.00	124,610.00	128,970.00	2.5%
			45.500000	47.091346	48.740385	50.447115	52.211538	54.038462	55.927885	57.884615	59.908654	62.004808	
10	MAJOR	0321	85,360.00	88,350.00	91,440.00	94,640.00	97,950.00	101,380.00	104,930.00	108,600.00	112,400.00	116,330.00	2.5%
			41.038462	42.475962	43.961538	45.500000	47.091346	48.740385	50.447115	52.211538	54.038462	55.927885	
9	CAPTAIN	0322	76,990.00	79,680.00	82,470.00	85,360.00	88,350.00	91,440.00	94,640.00	97,950.00	101,380.00	104,930.00	2.5%
			37.014423	38.307692	39.649038	41.038462	42.475962	43.961538	45.500000	47.091346	48.740385	50.447115	
8	LIEUTENANT	0323	69,440.00	71,870.00	74,390.00	76,990.00	79,680.00	82,470.00	85,360.00	88,350.00	91,440.00	94,640.00	2.5%
			33.384615	34.552885	35.764423	37.014423	38.307692	39.649038	41.038462	42.475962	43.961538	45.500000	
7	SERGEANT	0324	62,630.00	64,820.00	67,090.00	69,440.00	71,870.00	74,390.00	76,990.00	79,680.00	82,470.00	85,360.00	2.5%
			30.110577	31.163462	32.254808	33.384615	34.552885	35.764423	37.014423	38.307692	39.649038	41.038462	
6	SGT./TRAINING	0087	62,630.00	64,820.00	67,090.00	69,440.00	71,870.00	74,390.00	76,990.00	79,680.00	82,470.00	85,360.00	2.5%
			30.110577	31.163462	32.254808	33.384615	34.552885	35.764423	37.014423	38.307692	39.649038	41.038462	
5	CORPORAL	0396	56,490.00	58,470.00	60,520.00	62,640.00	64,830.00	67,100.00	69,450.00	71,880.00	74,400.00	77,000.00	2.5%
			27.158654	28.110577	29.096154	30.115385	31.168269	32.259615	33.389423	34.557692	35.769231	37.019231	
4	DEPUTY 1ST CL.	0325	47,560.00	49,220.00	50,940.00	52,720.00	54,570.00	56,480.00	58,460.00	60,510.00	62,630.00	64,820.00	2.5%
			22.865385	23.663462	24.490385	25.346154	26.235577	27.153846	28.105769	29.091346	30.110577	31.163462	
3	DEPUTY*	0326	40,050.00	41,450.00	42,900.00	44,400.00	45,950.00						
			19.254808	19.927885	20.625000	21.346154	22.091346						
2	DFC (SECURITY)	0403	41,500.00	42,950.00	44,450.00	46,010.00	47,620.00	49,290.00	51,020.00	52,810.00	54,660.00	56,570.00	2.5%
			19.951923	20.649038	21.370192	22.120192	22.894231	23.697115	24.528846	25.389423	26.278846	27.197115	
1	DEPUTY (SECURITY)	0385	34,940.00	36,160.00	37,430.00	38,740.00	40,100.00	41,500.00	42,950.00	44,450.00	46,010.00	47,620.00	2.5%
			16.798077	17.384615	17.995192	18.625000	19.278846	19.951923	20.649038	21.370192	22.120192	22.894231	
				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
*Lateral Salary for an officer with two (2) or more years of experience						\$42,900.00							



Sheriff PATROL/JUDICIAL Step Scale  
FY 2010

GRADE	POSITION	CODE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5	STEP 6	STEP 7	STEP 8	STEP 9	STEP 10	LONGEVITY
11	COLONEL	0013	90,135.00	93,290.00	96,560.00	99,940.00	103,440.00	107,060.00	110,810.00	114,690.00	118,700.00	122,850.00	2.5%
			43.334135	44.850962	46.423077	48.048077	49.730769	51.471154	53.274038	55.139423	57.067308	59.062500	
10	MAJOR	0321	81,298.00	84,140.00	87,080.00	90,130.00	93,280.00	96,540.00	99,920.00	103,420.00	107,040.00	110,790.00	2.5%
			39.085577	40.451923	41.865385	43.331731	44.846154	46.413462	48.038462	49.721154	51.461538	53.264423	
9	CAPTAIN	0322	73,326.00	75,890.00	78,550.00	81,300.00	84,150.00	87,100.00	90,150.00	93,310.00	96,580.00	99,960.00	2.5%
			35.252885	36.485577	37.764423	39.086538	40.456731	41.875000	43.341346	44.860577	46.432692	48.057692	
8	LIEUTENANT	0323	66,136.00	68,450.00	70,850.00	73,330.00	75,900.00	78,560.00	81,310.00	84,160.00	87,110.00	90,160.00	2.5%
			31.796154	32.908654	34.062500	35.254808	36.490385	37.769231	39.091346	40.461538	41.879808	43.346154	
7	SERGEANT	0324	59,647.00	61,730.00	63,890.00	66,130.00	68,440.00	70,840.00	73,320.00	75,890.00	78,550.00	81,300.00	2.5%
			28.676442	29.677885	30.716346	31.793269	32.903846	34.057692	35.250000	36.485577	37.764423	39.086538	
6	SGT./TRAINING	0087	59,647.00	61,730.00	63,890.00	66,130.00	68,440.00	70,840.00	73,320.00	75,890.00	78,550.00	81,300.00	2.5%
			28.676442	29.677885	30.716346	31.793269	32.903846	34.057692	35.250000	36.485577	37.764423	39.086538	
5	CORPORAL	0396	53,797.00	55,680.00	57,630.00	59,650.00	61,740.00	63,900.00	66,140.00	68,450.00	70,850.00	73,330.00	2.5%
			25.863942	26.769231	27.706731	28.677885	29.682692	30.721154	31.798077	32.908654	34.062500	35.254808	
4	DEPUTY 1ST CL.	0325	45,299.00	46,880.00	48,520.00	50,220.00	51,980.00	53,800.00	55,680.00	57,630.00	59,650.00	61,740.00	2.5%
			21.778365	22.538462	23.326923	24.144231	24.990385	25.865385	26.769231	27.706731	28.677885	29.682692	
3	DEPUTY*	0326	38,141.00	39,480.00	40,860.00	42,290.00	43,770.00						
			18.337019	18.980769	19.644231	20.331731	21.043269						
2	DFC (SECURITY)	0403	39,521.00	40,900.00	42,330.00	43,810.00	45,340.00	46,930.00	48,570.00	50,270.00	52,030.00	53,850.00	2.5%
			19.000481	19.663462	20.350962	21.062500	21.798077	22.562500	23.350962	24.168269	25.014423	25.889423	
1	DEPUTY (SECURITY)	0385	33,279.00	34,440.00	35,650.00	36,900.00	38,190.00	39,530.00	40,910.00	42,340.00	43,820.00	45,350.00	2.5%
			15.999519	16.557692	17.139423	17.740385	18.360577	19.004808	19.668269	20.355769	21.067308	21.802885	
				3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	3.5%	
	*Lateral Salary for an officer with two (2) or more years of experience					\$40,860.00							

**WASHINGTON COUNTY COMMISSIONERS  
SALARY HISTORY**

**July 1, 1988**

- A. New salary scale becomes effective due to Singer Group's Wage and Salary Study.
- B. All employees on one (1) scale
- C. 4% between steps

**July 1, 1989**

- A. Step Increase (4%) plus 2% COLA given

**July 1, 1990**

- A. Step Increase (4%) plus 2% COLA given
- B. Began phasing in 37 1/2 hour workweek
  - 1. Planning
  - 2. Engineering
  - 3. Permits & Inspections
  - 4. Treasurer's Office
- C. Had two (2) pay scales: 35 HPW & 37 1/2 HPW

**December 1, 1990**

- A. Reduced wages by 1 1/2%

**July 1, 1991**

- A. 4% wage increase (no step)

**July 1, 1992**

- A. 4% wage increase (no step)
- B. All non-public safety employees put on 37 1/2 HPW workweek
- C. Two (2) pay scales
  - 1. Non-public safety (37.5 HPW)
  - 2. Public safety (old 35 HPW scale)

**July 1, 1993**

- A. 4% wage increase (no step)

**July 1, 1994**

- A. 4% wage increase for 37.5 HPW non-public safety (no step)  
6% for public safety & 40 HPW employees (no step)
- B. Four (4) pay scales (Administrative, Sheriff Civilian, Sheriff Sworn Officers and F&R)

**April 11, 1995**

- A. Commissioners adopt new pay scale for sworn, uniformed Sheriff's personnel based on recommendations made by the Singer Group
- B. Pay raises made retroactive to January 1, 1995
- C. 116 Sheriff's Department personnel received pay increases, with the average pay increase equal to 3.28% (no step)

**November 11, 1995**

- A. All County employees (including Sheriff's personnel) received a 4% pay increase (no step)

**February 13, 1996**

- A. Water and Sewer pay scale adopted
- B. July 1, 1996 wage adjustments approved for plant operators and maintenance personnel

**July 1, 1996**

- A. The three (3) year phase in of the pay scale for the Water and Sewer Department initiated for only plant operations and maintenance personnel
- B. No additional pay increases approved by the Board of County Commissioners
- C. County has six (6) pay scales
  - 1. 37.5 HPW pay scale
  - 2. 40.0 HPW pay scale
  - 3. Sheriff's Department - Civilian pay scale (40HPW)
  - 4. Sheriff's Department - Sworn personnel pay scale (40 HPW)
  - 5. Fire & Rescue Communications pay scale (40 HPW)
  - 6. Water and Sewer pay scale (40 HPW)

**December 6, 1996**

- A. All full-time non-union employees receive \$500 lump-sum payment and have \$500 added to base annual wage
- B. County Commissioners authorize a comprehensive classification and compensation study

**January 4, 1997**

- A. All non-union employees receive a 2% across-the-board pay increase (no step)

**March 20, 1997**

- A. All union employees receive \$500 lump-sum payment and have \$500 added to base annual wage
- B. All union employees receive a 2% across-the-board pay increase retroactive back to 1/4/97 (no step)

**July 1, 1997**

- A. All employees receive pay increases equal to an average of 3% (no step)
- B. New wage and classification schedule is adopted and all six (6) pay scales consolidated into one (1) based on study by Hendricks and Associates
- C. Standard 40 hour work week implemented for all employees
- D. Pay scales revised to eliminate "steps" and minimum, midpoint and maximum established for each pay grade. 8% differential between grades and 60% pay spread between minimum and maximum within each pay grade

**July 1, 1998**

- A. 4% compensation adjustment proposed
- B. Pay increases to be made according to
  - 1. Current salary-to-midpoint ratio
  - 2. Performance evaluation
- C. Pay adjustment will be for both union and non-union employees

**June 18, 1999**

- A. Employer pension contribution for FY99 distributed to all full-time employees based on years of credited service:
  - 1. 0.0 - 3.0 years: \$ 750.00
  - 2. 3.1 - 10.0 years: \$1,000.00
  - 3. 10.1 or more years: \$1,250.00

**July 1, 1999**

- A. Pay scale increased by 8%.
  - 1. Employee at minimum within their range received 8% compensation increase.
- B. Employees received 5% compensation adjustment.
  - 1. Pay adjusted by salary-to-midpoint ratio and performance multiplier.

**July 1, 2000**

- A. Non-uniformed employees and employees assigned to the Correctional Division of the Sheriff's Department receive 3% compensation adjustment
  - 1. Pay adjusted by salary-to-midpoint ratio and performance multiplier increases average pay increase to about 3.55%
- B. Patrol and Judicial uniformed personnel are moved up one (1) pay grade within the pay scale and receive an 8% compensation adjustment
  - 1. Pay adjustment by salary-to-midpoint ratio and performance multiplier increases average pay increase to about 10.53% or \$2,976.45 per employee (total cost \$225,000 annually)
- C. Three (3) year collective bargaining agreement struck with AFSCME Council 67, Local 2677 providing 3% pay increases in FY01, FY02 and FY03

**July 1, 2001**

- A. All employees receive 3% compensation adjustment
  - 1. Pay adjusted by salary-to-midpoint ratio and performance multiplier.  
Average pay increase 3.47%

**July 1, 2002**

- A. All employees receive 3% compensation adjustment
  - 1. Pay adjusted by salary-to-midpoint ratio and performance multiplier.  
Average pay increase 3.47%.

**July 1, 2003**

- A. All employees receive 2% compensation adjustment
  - 1. Pay adjusted by salary-to-midpoint ratio and performance multiplier.

**January 3, 2004**

- A. Implementation of Salary Study by Springstead and five (5) member Salary Review Committee.
  - Salary Scale went from 20 to 22 Grades
  - Employees reclassified (approx. 2/3 of work force) received the greater of 2% increase or placement at the minimum of the new grade
  - Mid point was removed from scale, creating equal increases for all employees (based on performance)

**July 1, 2004**

- A. All Employees receive 3% compensation increase (adjusted to performance rating)

**September 27, 2004**

- A. Several Engineering salaries adjusted

### July 1, 2005

- A. All employees receive 4% compensation increase (adjusted to performance rating.)
- B. Permits & Inspections Department
  - a. Skill based pay developed to provide employee with a clear path for career advancement.
  - b. Title of Combination Inspector(s) changed to specific fields of expertise i.e. Building Inspector(s), Electrical Inspector(s) and Plumbing Inspector(s)
  - c. Plans Examiner(s) divided into four levels.

### July 1, 2006

- A. Pay Scale increased 8%
- B. All employees receive 4.5% compensation increase (adjusted to performance rating)
- C. WQ Plant Operators/Collections Operations/Tradesworkers reclassified one grade.
- D. Highways Asst. Section Supervisors reclassified one grade
- E. All Equipment Operators/Maintenance Workers/Bus Operators and Attendants receive 4% in addition to overall increase.

### October 1, 2006

- A. Sheriff's Uniform employees removed from County Classification Schedule and went to Step Scale. (avg. overall increase - 17%) Two Step Scales were developed. One for Detention Officers and one for Patrol/Judicial Officers. There are 10 Steps with 3.5% between each step and 2.5% Longevity for officers reaching the top of the scale.

### June 30, 2007

- A. **Uniformed:** Uniformed employees received a 3.5% step increase plus a 2% Cost of living Increase (with the COLA being added to the Step Scale.)
- B. **Non-Uniformed:** Non-uniformed employees received a 3.5% (adjusted to performance rating.) In addition, all employees that did not receive an additional 4% last year were given a \$1,000 adjustment. This amount was applied to the salaries prior to the 3.5% + performance rating.

### July 1, 2008

- A. Uniformed officers receive a Step Increase (3.5%) - Step Scale remains the same.
- B. Non-uniformed employees are placed on a Step Scale that was developed by the Salary Review Committee and adopted by the Board of Washington County Commissioners on December 18, 2007. The scale was developed by taking the current scale and increasing the entry level 5%. 14 Steps were placed in each of the 22 Grades and 3.5% between each Step. A Longevity Step was also adopted for those employees reaching the top of their scale that reflects a 2.5% longevity increase.
  - a. For placement on the Scale, each employee was placed on the nearest Step within their Grade (without losing any money) and then moved up one Step. Employees received an increase ranging from 3.51% to 8.68%.

### July 1, 2009

- A. All employees received a 3% COLA. The COLA was added to all pay scales. No Steps.
- B. As a result of the recommendations from the Salary Review Committee, there were 54 Classifications changes. Within these 54 Classifications, there were 117 employees reclassified.

### July 1, 2010

- A. No Salary Increases given
- B. In May of 2010, a Temporary Pay Scale with Grades and Steps was developed along with an Unclassified Pay Scale.
- C. Step Implementation in PeopleSoft took place effective 5/15/2010.

**July 1, 2011**

- A. No Salary Increases given

**July 1, 2012**

- A. No Step Increases or COLA's were given. However, all full time employees were given a \$1000 gross-up check dated 7/13/12.

**January 1, 2013**

- A. ½ Year Step Increase given as of 12/22/12.

**July 1, 2013**

- A. On 6/28/2013, all permanent full time employees were given a \$1000 stipend and all permanent part-time employees were given a \$700 stipend.

**December 13, 2013**

- A. On 12/13/13 a \$500 stipend was given to employees.

**July 1, 2014**

- A. Step Increase was given as of 6/21/2014.

**July 1, 2015**

- A. Step Increase given as of 6/21/14.

**July 1, 2016**

- A. A 5% COLA was provided to all employees.

budgets.salaryscalehistory.doc

**POLICY TITLE:** Wage and Salary Classification Program

**POLICY NO.:** PR-18

**I. PURPOSE**

To establish guidelines for the administration of the County's Wage and Salary Classification Program.

**II. GENERAL SALARY ADMINISTRATION POLICY**

Job classifications are placed in one (1) of twenty-two (22) salary grades. New employees are normally hired at the minimum of the range, which is Step 1, although, depending on market conditions, an individual could be brought in at a higher rate subject to the recommendation of the Director of Health and Human Services and with the approval of the County Administrator and the Board of County Commissioners. Salary advancement within the range is based on employee performance and the availability of funding from the Board of County Commissioners.

**III. POSITION CLASSIFICATION**

A position evaluation system is in place to compare and rate the duties and responsibilities of all County jobs. Ten (10) evaluation factors are currently being used and include skill level, experience, impact, and physical demands, etc. Evaluation weights are applied to each factor to reflect its relative importance. After each job's weighted evaluation points are totaled, it is grouped with other similarly weighted jobs into a salary grade.

**IV. MERIT (PERFORMANCE) INCREASE**

Employees receiving an Outstanding (O) rating may receive a one-time bonus of up to \$1,000. This allows the County to budget for increases in payroll expenditures and ensure that budgeted resources are allocated to the employees performing at the highest levels. The performance appraisal is focused on how well the employee did in meeting or exceeding their specific goals and their evaluation against a set of performance competencies. The plan has three performance levels and their definitions are as follows:

**3 = Outstanding:** Consistently exceeds performance criteria

**2 = Entirely Satisfactory:** Consistently meets performance criteria

**1 = Unsatisfactory:** Unacceptable performance; below expectations

Employees receiving a rating of Unsatisfactory (U) in three or more categories are Unsatisfactory and ineligible for a step increase for the first six months of the new fiscal year. These employees shall be counseled by their department head who will work with the employee and his/her immediate supervisor to develop and implement a plan of improvement. If an Entirely Satisfactory (ES) rating is achieved after the six months, the step increase will become effective January 1 but shall not be retroactive. Continued Unsatisfactory performance (as demonstrated by their mid-year evaluation) will result in the withholding of the step increase for the balance of that fiscal year and the employee will be placed on probation. Unsatisfactory performance extending beyond one year could result in a recommendation for dismissal.

**V. POSITION RECLASSIFICATION AND EMPLOYEE PROMOTIONS AND DEMOTIONS**

Under this program there is a system in place to deal with position reclassifications and employee promotions.

- A. In the event of Position Reclassification or promotion, the incumbents within the position will receive a 4% per grade increase which results in a one grade increase minus one step, or the minimum salary within that salary grade, whichever is highest. For example, a Plant Operator Trainee in Grade 7, step 7 is promoted to Plant Operator. Since the Plant Operator position is a Grade 9 then he/she would go to Grade 9, step 5, (two Grade increase minus two steps). This results in an approximate 8% increase. A Plant Operator Trainee who transfers to Equipment Operator II at Highways would simply be a lateral move since they are both Grade 7 and would receive no increase. Reclassification may be appropriate when there has been a significant change in duties or responsibilities, when there has been a significant change in job knowledge and skill requirements or when the market value for the position has changed.

Employees promoted into *leadership* roles will be guaranteed a two-step increase if in the same Grade or the minimum of the new grade. For purposes of this policy “leadership role” is understood to mean a position with supervisory or management responsibilities. If the promotion results in a one Grade increase the employee will move vertically one Grade for an 8% increase. When promotions result in a two or more Grade change, the Grade will increase as established for the position, and the step will decrease the corresponding amount (two Grades minus two steps, three Grades minus three steps etc.) This will ensure a minimum of 8% as stipulated, progressively increasing with the level of responsibility. This also adds longevity and steps before the employee reaches the top of the Grade. For example, a Plan Reviewer, Grade 14, step 7 promoted to Golf Course Superintendent (Grade 15) would go from Grade 14, step 7 to Grade 15, step 7 (one Grade, so one vertical step). That same Plan Reviewer in Grade 14, step 7 moving to Transit Director (Grade 16) would be placed at Grade 16, step 5 (two Grades minus two steps).

All County positions will be reviewed by the Salary Review Committee every three years on a systematic basis, one-third of the classifications per year. Recommendations by this Committee will be made to the Board of County Commissioners for their approval.

- B. In the event an employee elects a voluntary demotion to a classification to a lower rated salary grade, the individual will receive a 4% decrease in wages for every grade in which the downgrade occurs. Example: an employee downgraded from Grade 09 to Grade 04 would receive a 20% decrease in wages. In no case, however, will an employee earn less than the minimum annual wage establishes for the lower classification. Employees affected by an involuntary demotion to a position in a lower rated salary grade (i.e. job elimination, etc.), will receive a 2% decrease in wages for each grade they are reduced and then rounded up to the next highest step, but not to a point that is lower than the annual wage established for the classification. Employees promoted and then involuntarily demoted because of less than satisfactory performance, will revert to their original Grade and step or return to their original step if within the same Grade.

**VI: MISCELLANEOUS GUIDELINES**

- A. Any regular full-time employee hired between January 1 – June 30 in the current year will not receive a Step increase for the new fiscal year.
- B. The Board of County Commissioners will determine separately wage adjustments provided to contractual, seasonal and/or part-time employees.



**Revisions**

Type of Revision	Extent of Revision	Approval Date
	<b>EFFECTIVE DATE</b>	<b>July 1, 1997</b>
	<b>ADOPTION DATE</b>	<b>September 2, 1997</b>
	<b>REVISED DATE</b>	<b>February 5, 2008</b>

**POLICY TITLE:** Performance Management System

**POLICY NO.:** PR-19

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**I. PURPOSE:**

The performance appraisal provides a means for discussing, planning, and reviewing the performance of every employee.

Regular performance appraisals:

- Help employees clearly define and understand their responsibilities, provide criteria by which their performance will be evaluated, and suggest ways in which they can improve performance.
- Identify employees that have demonstrated the potential for advancement within the County.
- Help managers distribute and achieve their departmental goals.
- Provide a fair basis for awarding compensation based on merit.

Performance appraisals influence salaries, promotions and transfers, so it is critical that supervisors be objective in conducting performance appraisals and in assigning overall performance ratings.

**II. PROCEDURE:**

A. Performance Appraisal Schedule:

Performance appraisals will be conducted on a semi-annual basis. Employees will receive a performance review by the end of May each year. Step increases and/or merit bonuses are not guaranteed and are based upon an annual allocation by the Board of County Commissioners. When provided, a merit increase will accompany a performance review if the employee's performance meets the established criteria that would qualify them for a raise.

B. Annual Increase Planning:

Overall step increase allocations and individual bonus payments are planned for and allocated prior to the start of each fiscal year. This process is designed to assist the County management in planning and allocating increases that:

- Reward individual performance,
- Are market competitive,
- Are internally equitable,
- Are consistent with the County's Grade and Step system,
- Are comparable with the County's budget process,
- Are equitably allocated among individual employees, and reflect that this is a pay for performance based system which is based on receiving an Entirely Satisfactory or Outstanding rating.

### C. Performance Reviews – Step Increases

Each manager in the County is responsible for the timely and equitable assessment of the performance and contribution of each of his/her subordinates. The completion of the performance appraisal may not always result in an automatic salary increase. The availability of a step increase is dependent upon the Board of County Commissioners making provisions for such funding on an annual basis.

### D. Responsibility

The Director of Health and Human Services will be charged with making the choice of which performance appraisal document will be utilized for his/her subordinates. There are four options available: the Technical/Professional Personnel Performance Appraisal, the Maintenance & Field Operations Personnel Performance Appraisal, the Business Operations Performance Appraisal and the Division Director/Department Head and Deputies Performance Appraisal. Evaluator instructions are listed on all of the forms to guide the manager during the appraisal process. The performance appraisal will be discussed and signed by both the employee and the manager to ensure that all performance criteria and goals that might have been established are addressed, and that employees were given a professional growth and development plan where appropriate.

The goals that managers select for their employees to work towards must meet the **SMART** criteria, which means that they must be Specific, Measurable, Action-Oriented, Realistic and Time Bound.

## III. PERFORMANCE LEVELS:

The three (3) performance levels and their definitions are as follows:

**Outstanding:** Employee consistently and substantially exceeds performance criteria with virtually no detected preventable or controllable errors. Makes significant contributions well beyond their normal job responsibilities. Individual requires little or no supervision.

**Entirely Satisfactory:** Employee consistently meets performance criteria. Employee is fully competent and is satisfactorily performing the job.

**Unsatisfactory:** Unacceptable performance; below expectations. Employee does not accomplish most or all of the position requirements.

An individual must achieve a rating of Entirely Satisfactory or higher in the majority of performance competencies and goals to be considered fully satisfactory by meeting all the expectations of his/her position. Employees that receive an overall rating of Unsatisfactory on two consecutive evaluations will be placed on an automatic six months probation and have his/her employment status evaluated at the end of six months. Continued Unsatisfactory performance may result in dismissal.

#### IV. PERFORMANCE REVIEWS

Three (3) performance review/counseling sessions must be conducted during the evaluation period.

The **first session-development/ performance goal setting review**- will be conducted at the beginning of the evaluation period. At this counseling session the incumbent and rater will agree on goals that the employee will be responsible for achieving during the year.

The **second session - the interim performance review** should be conducted at least once during the year (more often, if deemed necessary) to discuss performance and note any changes in conditions or assumptions affecting goals.

The **third session - final performance review** will be held at the end of the performance appraisal period (usually mid-May) or at any time during the year if an employee or his/her supervisor is reassigned or leaves the organization. Assuming that the first two performance review sessions have been done, the final performance review meeting should consist of the following steps:

1. Review any previously established goals,
2. Review accumulated performance data for each competency (this data may include letters of commendation, employee warning reports, attendance records, etc.),
3. Compare actual performance data with goals,
4. Determine the rating for each performance competency,
5. Ensure that each Outstanding or Unsatisfactory performance factor is accompanied with a written narrative that supports the rating,
6. For the Employee Performance Appraisal, total the nine (9) or ten (10) performance factors,
7. Total points from the competencies will determine the overall rating, per the scale on page 3 of the appraisal form.
8. Final overall ratings of **Outstanding or Unsatisfactory must be supported by appropriate written documentation.**

#### V. REVIEW

The performance evaluation form must be signed at both the six month and final stages by the employee, the rater, and the reviewer. By signing the form, the employee is not signifying concurrence with the review but acknowledging that the supervisor has reviewed and discussed the results with them.

The Director of Health and Human Services will review all Outstanding and Unsatisfactory performance evaluations. Any evaluation that has a particularly unusual evaluation may be discussed with the County Administrator.

The Director of Health and Human Services and/or County Administrator may request a meeting with the rater and reviewer to discuss exceptionally high or low performance ratings.

## **VI. APPEALS**

If the evaluation process, as outlined, is followed and the proper coaching and counseling is done throughout the evaluation period, there should not be any surprises during the final review session, with both the employee and the rater agreeing on the final written ratings for each performance factor.

However, should the employee feel that he/she has not been rated properly; the employee may file a written appeal to the Director of Health and Human Services within five (5) working days of the final review session. This detailed appeal must explain why the review was inaccurate and have documentation attached to support the appeal.

Appeals received after the five (5) working day period will not be considered.

The Director of Health and Human Services and the County Administrator will review appeals. A decision on the appeal will be made within fifteen (15) working days from the date it was received by the Human Resources Department. The decision of the Director of Health and Human Services and the County Administrator is final.

## **VII. TRAINING**

Leadership will be trained in the evaluation process. This training will include, but will not be limited to:

- Establishing position-specific performance factors and goals.
- Coaching and Counseling.
- Controls ensuring rating consistency.
- Documenting performance issues.
- Communicating appraisal results.

# WASHINGTON COUNTY COMMISSIONERS

## PERFORMANCE EVALUATION APPEAL FORM

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(PLEASE TYPE OR PRINT)

**Directions:** In accordance with County Policy #PR-19, any employee that feels he/she has not been rated properly, may file a written appeal to the Human Resources Department within five (5) working days of the final review session. The detailed appeal must have a copy of the final evaluation attached, explain why the performance review was inaccurate and have documentation attached to support the appeal. **Appeals received after the five (5) working day period will NOT BE CONSIDERED.**

All appeals will be reviewed by the Human Resources Director and the County Administrator. A written decision on the appeal will be rendered within fifteen (15) working days from the date it was received by the Human Resources Department. The decision of the Human Resources Director and County Administrator is **FINAL**.

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### TO BE COMPLETED BY EMPLOYEE

Employee Name: \_\_\_\_\_ Raters Name: \_\_\_\_\_

Position Title: \_\_\_\_\_ Final Evaluation Date: \_\_\_\_\_

The reason(s) why I believe my final review does not accurately reflect my actual performance is (are). Use additional pages, if necessary.

### TO BE COMPLETED BY HUMAN RESOURCES DEPARTMENT

Received by Human Resources: \_\_\_\_\_

Reviewed by Human Resources Director and County Administrator: \_\_\_\_\_

Written decision provided: \_\_\_\_\_

Decision is:

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Human Resources Director

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County Administrator

PR-19 Appeal Form

01/98

*Performance Management System (PR-19) – Attachment No. 5A*

**Wages and Salary Scale Study**

Washington County, Maryland

PUR-1337

Page 36

**Revisions**

Type of Revision	Extent of Revision	Approval Date
	<b>ADOPTION DATE</b>	<b>September 2, 1997</b>
	<b>EFFECTIVE DATE</b>	<b>September 2, 1997</b>
	<b>REVISED</b>	<b>November 1, 2004</b>
	<b>REVISED</b>	<b>July 1, 2005</b>
	<b>REVISED</b>	<b>February 5, 2008</b>

PUR-1337  
PROPOSAL FORM  
REQUEST FOR SUBMITTALS REGARDING  
QUALIFICATIONS & EXPERIENCE/TECHNICAL  
PROPOSALS AND PRICE PROPOSALS  
WAGES AND SALARY SCALE STUDY

The Firm of: \_\_\_\_\_  
\_\_\_\_\_  
\_\_\_\_\_

Hereby agrees to provide the requested services as defined in the proposal, attachments thereto, and  
Addenda No. \_\_\_\_\_ dated \_\_\_\_\_, No. \_\_\_\_\_ dated \_\_\_\_\_, No. \_\_\_\_\_ dated \_\_\_\_\_  
at the following annual lump sum contract price:

**LUMP SUM CONTRACT PRICE:**

\_\_\_\_\_ DOLLARS (\$ \_\_\_\_\_)  
(Written) (Figures)

CONTRACTOR MUST SIGN HERE

By signing here, the firm does hereby attest that they have read fully the instructions, conditions and general provisions and understands them.

Firm Name: \_\_\_\_\_

Address: \_\_\_\_\_

Authorized Signature of Officer of Firm: \_\_\_\_\_

Name & Title Printed: \_\_\_\_\_

Telephone No.: \_\_\_\_\_ Fax No.: \_\_\_\_\_

E-Mail Address: \_\_\_\_\_

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

**EXCEPTIONS:** \_\_\_\_\_

(Attach additional sheets if necessary; if no exceptions are being taken, state NONE)



WASHINGTON COUNTY, MARYLAND  
PURCHASING DEPARTMENT  
AFFIDAVIT

(Must be completed, signed, and submitted with the bid.)

Contractor \_\_\_\_\_

Address \_\_\_\_\_

Telephone \_\_\_\_\_ Proposal Number (PUR-1337)

I, \_\_\_\_\_, the undersigned, \_\_\_\_\_ of the above named  
(Print Signer's Name) (Print Office Held)

Contractor does declare and affirm this \_\_\_\_\_ day of \_\_\_\_\_, \_\_\_\_\_, that I hold the aforementioned office in the above  
(Month) (Year)  
named Contractor and I affirm the following:

AFFIDAVIT I

The Contractor, his Agent, servants and/or employees, have not in any way colluded with anyone for and on behalf of the Contractor or themselves, to obtain information that would give the Contractor an unfair advantage over others, nor have they colluded with anyone for and on behalf of the Contractor, or themselves, to gain any favoritism in the award of the contract herein.

AFFIDAVIT II

No officer or employee of Washington County, whether elected or appointed, has in any manner whatsoever, any interest in or has received prior hereto or will receive subsequent hereto any benefit, monetary or material, or consideration from the profits or emoluments of this contract, job, work or service for the County, and that no officer or employee has accepted or received or will receive in the future a service or thing of value, directly or indirectly, upon more favorable terms than those granted to the public generally, nor has any such officer or employee of the County received or will receive, directly or indirectly, any part of any fee, commission or other compensation paid or payable to the County in connection with this contract, job, work, or service for the County, excepting, however, the receipt of dividends on corporation stock.

AFFIDAVIT III

Neither I, nor the Contractor, nor any officer, director, or partners, or any of its employees who are directly involved in obtaining contracts with Washington County have been convicted of bribery, attempted bribery, or conspiracy to bribe under the laws of any state or of the federal government or has engaged in conduct since July 1, 1977, which would constitute bribery, attempted bribery, or conspiracy to bribe under the laws of any state or the federal government.

AFFIDAVIT IV

Neither I, nor the Contractor, nor any of our agents, partners, or employees who are directly involved in obtaining contracts with Washington County have been convicted within the past twelve (12) months of discrimination against any employee or applicant for employment, nor have we engaged in unlawful employment practices as set forth in Section 16 of Article 49B of the Annotated Code of Maryland or, of Sections 703 and 704 of Title VII of the Civil Rights Act of 1964.

I do solemnly declare and affirm under the penalties of perjury that the contents of the foregoing affidavits are true and correct to the best of my knowledge, information and belief.

\_\_\_\_\_  
DATE

\_\_\_\_\_  
SIGNATURE

\_\_\_\_\_  
COMPANY NAME PRINTED

\_\_\_\_\_  
PRINTED NAME

\_\_\_\_\_  
TITLE

**POLICY TITLE:** **Insurance Requirements for Independent Contractors**

**ADOPTION DATE:** August 29, 1989

**EFFECTIVE DATE:** September 1, 1989

**FILING INSTRUCTIONS:** \_\_\_\_\_

**I. PURPOSE**

To protect Washington County against liability, loss or expense due to damaged property, injury to or death of any person or persons and for care and loss of services arising in any way, out of, or in connection with or resulting from the work or service performed on behalf of Washington County.

**II. ACTION**

The following should be inserted in all Independent Contractor Contracts:

"The Contractor shall procure and maintain at his sole expense and until final acceptance of the work by the County, insurance as hereinafter enumerated in policies written by insurance companies admitted in the State of Maryland, have A.M. Best rating of A- or better or its equivalent, and acceptable to the County."

1. **Workers Compensation:** The Contractor agrees to comply with Workers Compensation laws of the State of Maryland and to maintain a Workers Compensation and Employers Liability Policy.

Minimum Limits Required:

Workers Compensation -	Statutory
Employers Liability -	\$100,000 (Each Accident)
	\$500,000 (Disease - Policy Limit)
	\$100,000 (Disease - Each Employee)

2. **Comprehensive General Liability Insurance:** The Contractor shall provide Comprehensive General Liability including Products and Completed Operations.

Minimum Limits Required:

\$1,000,000 combined single limit for Bodily Injury and Property Damage.

Such insurance shall protect the County, its agents, elected and appointed officials, commission members and employees, and name Washington County on the policy as additional insured against liability, loss or expense due to damaged property (including loss of use), injury to or death of any person or persons and for care and loss of services arising in any way, out of, or in connection with or resulting from the work of service performed on behalf of Washington County.

2. **Comprehensive General Liability Insurance** (continued)

The Contractor is ultimately responsible that Subcontractors, if subcontracting is authorized, procure and maintain at their sole expense and until final acceptance of the work by the County, insurance as hereinafter enumerated in policies written by insurance companies admitted in the State of Maryland, have A.M. Best rating of A- or better or its equivalent, and acceptable to the County.

3. **Business Automobile Liability:** The Contractor shall provide Business Auto Liability including coverage for all leased, owned, non-owned and hired vehicles.

Minimum Limits Required:

\$1,000,000 combined single limit for Bodily Injury or Property Damage.

**Certificate(s) of Insurance:** The Contractor shall provide certificates of insurance requiring a 30 day notice of cancellation to the Insurance Department, Board of County Commissioners of Washington County prior to the start of the applicable project.

Approval of the insurance by the County shall not in any way relieve or decrease the liability of the Contractor. It is expressly understood that the County does not in any way represent that the specified limits of liability or coverage or policy forms are sufficient or adequate to protect the interest or liabilities of the Contractor.

All responsibility for payment of any sums resulting from any deductible provisions, corridor, or self-insured retention conditions of the policy or policies shall remain with the Contractor.

**General Indemnity:** The Contractor shall indemnify, defend and save harmless the Board of County Commissioners of Washington County, its appointed or elected officials, commission members, employees and agents for any and all suits, legal actions, administrative proceedings, claims, demands, damages, liabilities, interest, attorneys fees, costs and expenses of whatsoever kind of nature, whether arising before or after final acceptance and in any manner directly or indirectly caused, occasioned or contributed to in whole or in part by reason of any act, error or omission, fault or negligence whether active or passive by the Contractor, or any one acting under its direction, control or on its behalf in connection with or incident to its performance of the Contract.

Revision Date: August 27, 1991

Effective Date: August 27, 1991

Revision Date: March 4, 1997

Effective Date: March 4, 1997