

## IOWA COUNTY ECONOMIC DEVELOPMENT

Southwest WI Regional Planning Commission

August 26 – September 26, 2016, Activity Report

We are finishing up work on several projects in Iowa County including updating the Arena Comprehensive Plan and several projects with the City of Dodgeville. Ed is continuing to refine the community profiles, and they should be available by the end of September.

We are nearing completion of our updating of the City of Dodgeville's zoning maps and updates to the data and mapping in their Comprehensive Plan

We have completed our input meetings in the Village of Arena and delivered a summary report. The final product of this work is not a fully updated Comprehensive Plan. Rather, it is a completely updated data package and summary notes from two public meetings. These meetings were meant to help the Village Board determine their issues and opportunities.

An economic development forum was held on August 31st. We started at a fairly broad level and then got into more community specific issues and opportunities as well. Participating communities and partners that attended include:

- Arena
- Barneveld
- Cobb
- Dodgeville
- Iowa County
- Mineral Point
- Ridgeway and Southwestern Wisconsin Regional Planning

I have included the minutes from that meeting at the end of this report. We hope to have a follow-up meeting to continue the discussion of the County's role in economic development and how you might best assist the communities.

### **Community Economic Development Activity:**

- Highland Grocery Store – Need to meet with the building owner.
- County Economic Development Forum – prepared for and participated in the event.
- Transition Plan – began preparing a plan for the transition of county economic development activities.

**Existing Business Activity:**

- Midwest Poultry & Ratite Processing, Highland – Nothing new
- Midwest Grain Roasters, Dodgeville – finance partners evaluating project. (Meeting with company on 9/29.)
- B&B Laminates, Arena – initial contact. A follow-up meeting in the coming weeks.
- Lands' End, Dodgeville – verified employment numbers.

**New Business Assistance/Prospects/Entrepreneurship:**

- Larsen's Tax Service – Project moving forward without RLF.
- Dodgeville prospect – call from the bank. Provided general information about what the county might do to assist the project. They will get back to me if needed.

**Meetings –**

8/31 Economic Development Forum

9/19 Met w/E.White Re: Transition plan

Respectfully submitted by Anna Schramke  
September 28, 2016

**CITY OF DODGEVILLE**  
**Southwestern Wisconsin Regional Planning Commission**  
**SEPTEMBER 2016 Activity Report – Phyllis Fritsch**

**Community Economic Development Activity:**

New businesses opening in the City of Dodgeville:

- \*Care Wisconsin, 123 N. Iowa Street (opened in June or July)
  - Mattress By Appointment, 401 N. Iowa Street (opened in August)
  - Wisconsin Lawn Care Company, 608-425-0889 (opened in August)
  - Cartwrights Guns and Ammo, 321-604-0863 (opening on or about 9/1/16)
  - \*Original Root Health, home-based business, M.C. Loeffelholz, 623 Chapel Street (opened in August)
- \*= Economic Development City of Dodgeville involvement

**Existing Business Activity:**

- One downtown business owner continues to look for a new business to occupy the building.
- One landowner plans to build as soon as lease tenants are located.
- Local industrial business is seeking product expansion.
- The downtown location is selling; excellent opportunity for retail business(es). The owner is discussing options for potentially multiple retailers.
- The business owner is looking for a buyer.
- The business owner is looking for an appropriate location.

**New Business Assistance/Entrepreneurship:** Meetings and investigation continue with the new business, assisting in building a business plan and to prepare to present financing requests to lenders. These meetings have been ongoing since I began in March. Past meetings have included the Small Business Development Council, banking representative from a Bank doing SBA loans, a business consultant, an investor and possible franchise options. Franchise options continue to be explored.

- An initial meeting related to a buy-out of an existing business has been accomplished, and business plans are being developed. A local bank indicates this project is too large. The potential purchaser has placed this on hold until mid-October 2016.
- Contacted by another potential new business regarding the purchase of land and buildings in the City. They have hired a structural engineer to approve the type of business planned in the structure and have costs to renovate. Plan to meet in October repurchase options, historical potential, and possible investors.
- Contacted by a potential new food truck business. They will target 2017. I am assisting in the business plan and financial information.
- Current business owner plans to develop a new type of business downtown, possibly in 2017
- Another manufacturer is seeking acreage, possibly in the City of Dodgeville. Wants to be in a city's TID. The consultant is assisting in seeking final plans and financing. The consultant does not feel Dodgeville has an appropriate location. Follow-up with consultant indicates they are developing and pricing plans and will search for the site at a later time.
- A business is selling and has a prospective buyer. Working with buyer regarding financing and business plan. Anticipated date: November 1, 2016.
- A new property owner in TID-2 planning site work this fall and construction in spring 2017.
- One business planning expansion, pending equipment set-up and permitting.
- Regional business is searching for lease property. Working with the property owner who recently purchased retail property, not downtown.

#### **Meetings:**

- 8/29/16 – Speaker at the Dodgeville Kiwanis Club luncheon; topic: Economic Development, Dodgeville.
- 8/29/16 – Met with property owner regarding changing location of signage, and the possibility of new lighting.
- 9/6/16 – Met with agency director regarding the possibilities of establishing a food emporium in the City.
- 9/7/16 – Contacted five businesses and business owners regard the status of their Plans.
- 9/12-9/15 – Attended the Basic Economic Development Course on the UW-Madison Campus.
- 9/16 – Attended the Prosperity Southwest Meeting
- 9/28 – Plan to meet with agency re mental health location and issues in Dodgeville/Iowa County.

**Southwestern Wisconsin Regional Planning Commission Input/Assistance:**

- Arranged for a three-day course on the UW-Madison campus for Basic Economic Development.
- Provided counsel regarding the contract, budget, Iowa County Area Economic Development Summit meeting follow-up and other economic development topics.

Respectfully submitted by Phyllis A. Fritsch



## Iowa County Economic Development Forum

Community Room, Iowa County Health and Human Services Building  
303 W. Chapel Street  
Dodgeville, WI 53533  
August 31, 2016  
6:00 PM – 8:00 PM

### Attendees:

<u>Community</u>	<u>Name</u>	<u>Email</u>
Arena	Paul Pustina	paul.pustina@arena.org
Arena	Matthew Schroeder	matthew.shroeder@arena.org
Barneveld	Scott Leahy	scott.leahy@barneveld.org
Barneveld	Mike Peterson	michael.peterson@lpl.com
Cobb	Lori Briewa	clerk@villageofcobb.net
Cobb	Arnold Fritsch	servers@charter.net
Dodgeville	Phyllis Fritsch	economic@ci.dodgeville.wi.us
Dodgeville	Todd Novak	toddnovak@ci.dodgeville.wi.us
Iowa County	Carol Anderson	clanderson1@charter.net
Iowa County	Larry Bierke	larry.bierke@iowacounty.org
Iowa County	Scott Godfrey	scott.godfrey@iowacounty.org
Iowa County	John Meyers	meyersjohn@live.com
Iowa County	Bruce Paull	mouser.bruce@yahoo.com
Iowa County	Kim Ross	kimross@mhtc.net
Iowa County	Anna Schramke	a.schramke@swwdb.org
Mineral Point	Joy Gieseke	info@mineralpoint.com
Mineral Point	Lori Pittz	pittzlori@yahoo.com
Ridgeway	Jon Steen	jon.steen@ridgeway.org
SWWRPC	Troy Maggied (facilitator)	t.maggied@swwrpc.org
SWWRPC	Ben Rohr (co-facilitator)	b.rohr@swwrpc.org
SWWRPC	Ed White	e.white@swwrpc.org

### 1. Welcome, Introductions, and Economic Development Hopes

Attendees introduced themselves and identified their community. Each attendee identified a hope they have for economic development in their community in the next 5 years. Responses were recorded by community.

- Arena
  - Growing Arena by looking towards Madison for business
  - Marketing our industrial land
  - Write grants to help grow infrastructure for new residential and industrial opportunities
  - Complete Comprehensive Plan
- Barneveld
  - Marketing of communities to promote for growth
  - Work with local businesses to promote them and resources to go to
  - Continue expansion of business park
  - Growth with watching the infrastructure
- Cobb
  - Develop some of our land for small business without having sewer lift station
  - Hope to bring new businesses to the Village of Cobb. Trying to determine what makes sense for developing land



- Dodgeville
  - Develop infrastructure for economic development
  - Understand the good things happening in Dodgeville
  - Recruit new businesses
  - .... and help current businesses
  - Address housing shortage
- Iowa County
  - Need a growing availability of land for development
  - Want to see less of a brain drain from Iowa County and develop more jobs that pay a living wage so people do not have to travel so much
  - Working on Comp Plan and survey for business park
  - Develop several business incubators
  - Build relationships
  - Support start-ups
  - Attract business and industry
  - Support what is here
  - Be job friendly – further develop skilled workforce
  - Reduce or slow growth of taxes
  - Strengthen understanding of local community capacity for economic development
  - ...communities to grow versus adverse competition
  - Increasing grant dollars to county
  - Short term – market our county and municipalities at a state and national level
  - Long term – Bring living wage businesses to the county for population growth with a focus to reduce taxes
  - Long term – healthy competition
  - Increasing tax base
  - Good paying jobs
  - Population growth
  - Growth for schools
  - Expand tax base
  - Hope – anticipated vision that can be incorporated into Comprehensive Planning and land use regulatory framework
- Mineral Point
  - Continue the positive feelings/impact communities currently have
  - Maintain the characteristics that make Mineral Point attractive to both tourists and residents
  - Jobs to attract more young families that will sustain the economy
- Ridgeway
  - Residential – Already started this project
  - Industrial – Pre-planning for proposed interchange
- SWWRPC
  - Industrial land – capacity to attract or grow business
  - Iowa county communities work together on economic development issues – regional efforts

## 2. Summary of current state of Economic Development – What’s working? What’s not?

With direction from the attendees, the hopes identified above were grouped into five general categories:

- Working together / Strong Planning and Visioning
- Housing
- Jobs with “living wages”
- Acquiring / developing new land, Business Attraction, and growth of tax base
- Strong educational performance and lifelong educational opportunities



Attendees were then asked to analyze the existing conditions of these categories as they exist in Iowa County and identify what was working well and what wasn't. For those things working well, they were to identify how this could be maintained. For those things that weren't working well, they were to identify how to overcome this.

#### Working together / Strong Planning and Visioning

- What's Working Well : Action to Maintain or Enhance
  - Local – Some are doing so in City of Dodgeville : Common interest, fund position or share position with commitment and knowledge
  - County – 14 townships under one set of zoning regulations : Cooperation and collaboration among townships and villages
  - Regional : communication
  - Community leadership along with support functions (engineering)-example : Business plan for economic development
  - Less red tape than Dane County : (no action provided)
  - Local relationship with school (Barneveld) : (no action provided)
- What isn't working well : Action to overcome
  - Local – narrow vision, public participation : Involve outside facilitation such as SWR Planning, Fund ways to engage people other than meetings
  - County – Not utilizing current infrastructure, train along river & 151, Public participation : Finding the "right issue" that brings people together, ID role of county in economic development, become educated about potential for economic development, greater focus on economic development by county board
  - Planning (long range) : Creatively increase interest and engage in activities such as long-range planning
  - No central organization-1 go to coordinator : To be on same page
  - Understanding of development/residential/commercial/industrial : (no action provided)
  - Create Iowa County vision with goals : (no action provided)
  - Funding for communities (small vs. large) : (no action provided)

#### Housing

- What's Working Well : Action to Maintain or Enhance
  - Demand in the housing market : Open up more lots
  - Business growth to create further demand for housing : code enforcement
  - Property values : code enforcement
  - Ridgeway is developing a housing plan : completion of plan for development
  - Availability of single family and multi-family lots in Cobb : Creation of a plan for further development when needed
  - City of Dodgeville has positive permitting process : Market for more developers to build housing in Dodgeville
- What isn't working well : Action to overcome
  - Housing types (senior housing, apartments, single family, duplex) : Planning and marketing
  - Downtown Housing Conditions : Working with developers
  - Maintain historic housing : cost
  - Getting committee members together to complete plan, commitment in Ridgeway : Find a strong voice in the community to champion the plan
  - Limitations put on parcels by developer in Cobb : Meet with developer regarding bylaws
  - Lack of available housing in Dodgeville : marketing to developers

#### Jobs with "living wages"

- What's Working Well : Action to Maintain or Enhance
  - Maintaining positive relationship with existing business in Ridgeway : Enhancing the infrastructure of the Village (park) to draw people to the Village
  - Sold some village properties to current businesses in Cobb for business expansion : Looking at other land we could sell for development (shops, etc.)

- Maintaining and developing relationships with existing businesses in Dodgeville : Personal visits to owners/managers of businesses
- Increased business : Business cooperation
- TID : Expanded the district
- What isn't working well : Action to overcome
  - No long-range plan for attracting new businesses in Ridgeway : Develop a plan
  - Lack of industrial property that is reasonably developable in Cobb : Grants to help offset the cost, sell land to a developer
  - Lack of a current plan in Dodgeville : Develop a plan
  - Lack of certified or shovel-ready land in Dodgeville : Obtain property
  - Local products sold locally : (no action provided)
  - Economic development consistency : (no action provided)
  - Job notices (no action provided)
  - Business incubation : Use grants to build a business incubator (or 2)

#### Acquiring / developing new land, Business Attraction, and growth of tax base

- What's Working Well : Action to Maintain or Enhance
  - Willingness to sell by private landowners : Constant communication
  - Village governments want to make a difference : Updating Comp Plan and working for business cooperation with each other
  - Vortex is exception rather than rule... : (no action provided)
  - Retention in Dodgeville and Mineral Point : Need local support / buy local
  - Anchor business (key to community) : Continued marketing
  - Tourism in Dodgeville and Mineral Point : Chamber coordination needs to continue to promote communities and togetherness
  - Shared services beyond sports in Dodgeville and Mineral Point : (no action provided)
- What isn't working well : Action to overcome
  - Capital for incentives : (no action provided)
  - Acquiring land by city/village for development : (no action provided)
  - Limited options for land acquisition and business relocations : (no action provided)
  - Community economic development contact/representative : Make economic development a council/board priority
  - Private land (no city owned land) in Dodgeville and Mineral Point : Forward thinking vs. status quo
  - Point of contact for development (ex. Dodgeville) : People retention, college brain drain
  - Infrastructure (no Mineral Point) : (no action provided)
  - Incentive package for businesses to come : (no action provided)

#### Strong educational performance and lifelong educational opportunities

- What's Working Well : Action to Maintain or Enhance
  - City/schools in Dodgeville work together : Combine services/staff (beyond sports)
  - School communication director (Mineral Point) : More specific electives, combine services/staff (beyond sports)
  - Southwest Tech presence in Iowa County : (no action provided)
  - UW Platteville employs residents : (no action provided)
  - Open school enrollment : (no action provided)
  - Education at school systems : (no action provided)
  - SW Tech, lots of opportunities, universities : Encourage use of programs, marketing and awareness, market concept of "lifelong learning"
  - Remote locations-SW Tech : Support of referendum
  - Strong community support for K-12 : Tend to support referendum
  - Idea of Pre-k has merit : Study difference between public & private, promote strengths of a high quality Pre-k program





- What isn't working well : Action to overcome : (no action provided)
  - Brain drain, retention of college kids from the area : Breaking generational habits/situations
  - Funding-local, state, federal : Ability to provide services to at-risk youth
  - Grant \$ : (no action provided)
  - Tech schools are less promoted in HS-tend to focus on 4-year college : Promote ROI with parents
  - May not be attracting adequate # of students, promotion : Have a promotion plan and "just do it"
  - Current funding formula, decrease in students going into education, rural schools not adequately funded : More investment in public education
  - Pre-K education (private), quality is mixed : Funding to adequately support

Attendees were asked to report back, and then summarize themes from this exercise. A summary of this discussion included the following issues.

- A major issues is that there is no contact for economic development issues within each community. This poses a challenge when the County's E.D. contact needs local information. Each community needs a local contact to assist with regional E.D. issues. Clerks have too much work to do and E.D. questions or issues may fall between the cracks.
- People in Iowa County are not prepared for business inquiries because there is a lack of expertise in E.D. by individual communities.
- Some communities are avoiding economic development on purpose because they don't want to grow. Many want to stay bedroom communities.
- There needs to be an economic development point person specifically for the county and it needs to be housed at either the county or a regional level.
- Businesses are impressed when different communities can show coordination and communication around E.D. There is great opportunity with the people in this room to build momentum for the county.

### 3. Wrap-up and Next Steps

Attendees were asked to consider where they wanted the conversation to go, and what next steps should follow this meeting. A summary of this discussion included the following issues.

- There is a desire to have a conversation about the community and county's expectations and roles. The county wants to know what cities and villages are looking for them to do.
- The municipalities want to know what the county is expecting of them.
- There is confusion when it comes to the role each level of government has in economic development.
- County and municipalities need to determine whether there is support for a full-time economic development position at the county level.
- One suggestion was to send out a survey to communities and ask their views on economic development in Iowa County and to gauge support for the return of a county level position.
- The group expressed desire to continue this discussion as a group and go deeper into these conversations to identify common interests.

Larry Bierke and John Meyers,

September 20, 2016

After meeting with Anna and Troy, I believe we should have another meeting to discuss specific roles in the following areas

- Workforce
- Housing
- Business retention and expansion (BR&E)
- Business attraction
- Marketing

In each of these areas we should ask the following;

- Does the County have a role in this issue?
- If so, then specifically what is it?
- Who or what department at the county will be responsible?

The villages and cities would then answer these same questions.

Anna will be documenting her project/business contacts for a status report at the end of the year as a transition document, so nothing falls through the cracks.

We believe that this meeting should take place in the first or second week of November to allow for follow-up if necessary. Anna is out from October 20-27.

Ed White

# AGENDA ITEM COVER SHEET

**Title:** Pay Plan Market Update

☒ Original

☐ Update

## TO BE COMPLETED BY COUNTY DEPARTMENT HEAD

### DESCRIPTION OF AGENDA ITEM (Please provide detailed information, including deadline):

An updated market analysis was completed by Carlson Dettmann Consulting. As noted in his memorandum, our current pay plan is 95% below market index against 2017 market estimates. Carlson Dettmann Consulting used the same benchmark positions that were used in the original 2014 Classification/Compensation Study.

### RECOMMENDATIONS (IF ANY):

Adjust the pay plan structure by 2%. Employees (62%) that are within the structure CP and below will receive a increase in pay effective January 1, 2017.

### ANY ATTACHMENTS? (Only 1 copy is needed)

☒ Yes

☐ No

If yes, please list below:

A Memorandum from Carlson Dettmann Consulting  
2% Market Adjustment Resolution  
Current Pay Plan  
Proposed Pay Plan - 2% market adjustment

### FISCAL IMPACT:

\$152,018.78

### LEGAL REVIEW PERFORMED:

☐ Yes

☒ No

### PUBLICATION REQUIRED:

☐ Yes

☒ No

### STAFF PRESENTATION?:

☒ Yes

☐ No

How much time is needed? 10-15 minutes

COMPLETED BY: Allison Leitzinger

DEPT: Employee Relations

### 2/3 VOTE REQUIRED:

☐ Yes

☒ No

## TO BE COMPLETED BY COMMITTEE CHAIR

MEETING DATE:

AGENDA ITEM #

### COMMITTEE ACTION:

**RESOLUTION NO. \_\_\_\_\_**

**TO THE HONRABLE IOWA COUNTY BOARD OF SUPERVISORS:**

**WHEREAS**, Iowa County Board of Supervisors adopted a classification and compensation pay plan (resolution no 4-0914) for non-represented employees in September of 2014; and

**WHEREAS**, Iowa County Board of Supervisors adjusted the pay plan structure by 1.5% (resolution no 7-1015) and provided a Cost of Living Adjustment to employees between Control Point and Maximum for all non-represented employees in January of 2016; and

**WHEREAS**, Iowa County Board of Supervisors are committed to annually monitoring and updating pay plan structure to maintain current market wages, and

**WHEREAS**, Iowa County General Government Committee has evaluated the updated market information provided to them by Carlson Dettmann Consulting.

**NOW THEREFORE, BE IT RESOLVED**, that the General Government Committee recommends to the Iowa County Board of Supervisors to adjust the classification and compensation pay plan structure by 2% and provide an increase in wages to employees within the structure (Step 1 to Step 6 (Control Point) and Maximum for employees covered under Resolution no 05-0615 effective January 1, 2017.

Dated this 6<sup>th</sup> day of October, 2016

Respectfully submitted by the Iowa County Government Committee

CURRENT

Iowa County  
Combination Salary Structure

Original Pay Plan Matrix was Adopted by County Board on September 16, 2014 with an implementation date of October 5, 2014  
1.5% Market Adjustment adopted by County Board on October 20, 2015 with an implementation date of January 1, 2016

Job Code In Payroll	Grade	Job Title	Department	Minimum						Control Point				Pay For Performance	Maximum 120%
				87.5% Step 1	90% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100% Step 6						
281	T	Corporation Counsel	District Attorney	\$ 40.55	\$ 41.71	\$ 42.86	\$ 44.02	\$ 45.18	\$ 46.34					\$ 55.61	
601	S	Nursing Home Administrator	Bloomfield Healthcare	\$ 37.16	\$ 38.22	\$ 39.28	\$ 40.35	\$ 41.41	\$ 42.47					\$ 50.96	
311		Highway Commissioner	Highway												
460		Social Services Director	Social Services												
202	R	Finance Director	Finance	\$ 34.62	\$ 35.60	\$ 36.59	\$ 37.58	\$ 38.57	\$ 39.56					\$ 47.47	
387	Q	Planning & Development Director	Planning & Development	\$ 32.93	\$ 33.87	\$ 34.81	\$ 35.75	\$ 36.69	\$ 37.63					\$ 45.16	
426		Public Health Officer/Director	Health												
404	P	Chief Deputy	Sheriff	\$ 31.23	\$ 32.12	\$ 33.01	\$ 33.91	\$ 34.80	\$ 35.69					\$ 42.83	
603		Director of Nursing	Bloomfield Healthcare												
201		Employee Relations Director	Employee Relations												
301		Information Systems Director	Information Systems												
372	O	ADRC Manager	ADRC	\$ 29.53	\$ 30.38	\$ 31.22	\$ 32.06	\$ 32.91	\$ 33.75					\$ 40.50	
409		Jail Administrator	Sheriff												
459		Youth and Family Unity Manager	Social Services												
382	N	County Conservationist	Land Conservation	\$ 27.83	\$ 28.63	\$ 29.42	\$ 30.22	\$ 31.01	\$ 31.81					\$ 38.17	
624		Nurse Manager	Bloomfield Healthcare												
638		MDS & Infection Prevention Manager	Bloomfield Healthcare												
500		Operations Manager	Highway												
443	M	Child Support Manager	Child Support	\$ 26.15	\$ 26.89	\$ 27.64	\$ 28.39	\$ 29.13	\$ 29.88					\$ 35.86	
458		Economic Support Manager	Social Services												
380		Emergency Management Director	Emergency Management												
501 & 502		Patrol Superintendent	Highway												
631		Director of Environment Services	Environmental Services												
631	L	Environmental Services Director	Bloomfield Healthcare	\$ 24.45	\$ 25.15	\$ 25.84	\$ 26.54	\$ 27.24	\$ 27.94					\$ 33.53	
422		Public Health Nurse	Health												

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[illegible]

Iowa County  
Combination Salary Structure

**Proposed: 2017 Market Adjustment of a 2% Increase**

Job Code In Payroll	Grade	Job Title	Department	Minimum					Control Point					Pay For	Maximum
				87.5%	90%	92.5%	95.0%	97.5%	100%						120%
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6					Performance	Maximum
281	T	Corporation Counsel	District Attorney	\$ 41.36	\$ 42.54	\$ 43.72	\$ 44.91	\$ 46.09	\$ 47.27						\$ 56.72
601	S	Nursing Home Administrator	Bloomfield Healthcare	\$ 37.91	\$ 38.99	\$ 40.07	\$ 41.15	\$ 42.24	\$ 43.32						\$ 51.98
311		Highway Commissioner	Highway												
460		Social Services Director	Social Services												
202	R	Finance Director	Finance	\$ 35.31	\$ 36.32	\$ 37.32	\$ 38.33	\$ 39.34	\$ 40.35						\$ 48.42
387	Q	Planning & Development Director	Planning & Development	\$ 33.58	\$ 34.54	\$ 35.50	\$ 36.46	\$ 37.42	\$ 38.38						\$ 46.06
426		Public Health Officer/Director	Health												
404	P	Chief Deputy	Sheriff	\$ 31.85	\$ 32.76	\$ 33.67	\$ 34.58	\$ 35.49	\$ 36.40						\$ 43.68
603		Director of Nursing	Bloomfield Healthcare												
201		Employee Relations Director	Employee Relations												
301		Information Systems Director	Information Systems												
372	O	ADRC Manager	ADRC	\$ 30.13	\$ 30.99	\$ 31.85	\$ 32.71	\$ 33.57	\$ 34.43						\$ 41.32
409		Jail Administrator	Sheriff												
459		Youth and Family Unity Manager	Social Services												
382	N	County Conservationist	Land Conservation	\$ 28.39	\$ 29.21	\$ 30.02	\$ 30.83	\$ 31.64	\$ 32.45						\$ 38.94
624		Nurse Manager	Bloomfield Healthcare												
638		MDS & Infection Prevention Manager	Bloomfield Healthcare												
500		Operations Manager	Highway												
443	M	Child Support Manager	Child Support	\$ 26.67	\$ 27.43	\$ 28.19	\$ 28.96	\$ 29.72	\$ 30.48						\$ 36.58
458		Economic Support Manager	Social Services												
380		Emergency Management Director	Emergency Management												
631		Environmental Services Director	County Wide												
501 & 502		Patrol Superintendent	Highway												
631	L	Environmental Services Director	Bloomfield Healthcare Only	\$ 24.94	\$ 25.65	\$ 26.36	\$ 27.08	\$ 27.79	\$ 28.50						\$ 34.20

Iowa County  
Combination Salary Structure  
**Proposed: 2017 Market Adjustment of a 2% Increase**

Job Code	Grade	Job Title	Department	Minimum					Control Point	Pay For	Maximum
In Payroll				87.5%	90%	92.5%	95.0%	97.5%	100%	Performance	120%
422		Public Health Nurse	Health	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6		Maximum
134	K	Business Manager	Bloomfield, Highway & Social Services	\$ 23.21	\$ 23.87	\$ 24.53	\$ 25.19	\$ 25.86	\$ 26.52	→	\$ 31.82
385		GIS Coordinator	Planning & Development								
271		Judicial Assistant/Register in Probate	Judicial/Probate								
454		Lead Social Worker	Social Services								
609		Registered Nurse	Bloomfield Healthcare								
366	J	ADRC Information & Assistance Specialist Lead	ADRC	\$ 21.48	\$ 22.10	\$ 22.71	\$ 23.32	\$ 23.94	\$ 24.55	→	\$ 29.46
310		Airport Manager	Airport								
381		Conservation Planner/Conservationist	Land Conservation								
384		Engineering Tech-Planner/Conservationist	Land Conservation								
456		Social Worker	Bloomfield, Social Services/ADRC								
456		Veterans Officer	Veterans								
503		Shop Operations Lead	Highway								
617	I	Activity Director	Bloomfield Healthcare	\$ 19.75	\$ 20.31	\$ 20.88	\$ 21.44	\$ 22.01	\$ 22.57	→	\$ 27.08
367		ADRC Information & Assistance Specialist	ADRC								
365 & 371		Benefit Specialist	ADRC								
606		Dietary Supervisor	Bloomfield Healthcare								
365		Elderly Benefits & Wellness / Prevention Coord	ADRC								
388		County Sanitarian/Asst Zoning Administrator	Planning & Development								
495		Highway Crew Lead	Highway								
491		Mechanic	Highway								



**Iowa County  
Combination Salary Structure**

Job Code	Grade	Job Title	Department	Minimum				Control Point				Maximum
In Payroll				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Pay For Performance	Maximum	
				87.5%	90%	92.5%	95.0%	97.5%	100%		120%	
				Step 1	Step 2	Step 3	Step 4	Step 5	Step 6		Maximum	
444	H	Child Support Specialist	Child Support	\$ 18.03	\$ 18.54	\$ 19.06	\$ 19.57	\$ 20.09	\$ 20.60	<div></div>	\$ 24.72	
451		Economic Support Specialist	Social Services									
515		Equipment Operator	Highway									
		Information Technical Support Specialist										
304		Legal Secretary	Information Systems									
107		Deputy Clerk of Courts	District Attorney									
261		Tax Description Specialist	Clerk of Courts									
104		Veterans Benefits Specialist	Treasurer									
389		Victim Witness Coordinator	Veterans									
108		Social Services Specialist	District Attorney									
464			Social Services									
137	G	Accountant Specialist	Highway	\$ 16.30	\$ 16.77	\$ 17.23	\$ 17.70	\$ 18.16	\$ 18.63	<div></div>	\$ 22.36	
137		Accountant Specialist	Finance									
137		Accountant Specialist	Bloomfield Healthcare									
410		Administrative Secretary	Sheriff									
		Department Assistant - District										
102		Attorney	District Attorney									
640		Billing Specialist	Bloomfield Healthcare									
		County Admin & Emergency Mng Dept										
111		Assist	County Administrator/ Emergency Management									
195		Deputy County Clerk	County Clerk									
221		Deputy Register of Deeds	Register of Deeds									
211		Deputy Treasurer	Treasurer									
204		Employee Relations Assistant	Bloomfield Healthcare									
607		Laundry/Housekeeping Supervisor	Bloomfield Healthcare									
613		Licensed Practical Nurse	Bloomfield Healthcare									
522		Section Maintenance Patrol	Highway									



# CARLSON DETTMANN CONSULTING

September 28, 2016

## MEMORANDUM

**TO:** Allison Leitzinger

**FR:** Charlie Carlson

**RE:** Pay Plan Market Pricing – Executive Summary

The County retained our services to review the competitiveness of its Combination Salary Structure. Our firm assisted the County in developing the current plan implemented by the County Board of Supervisors in 2014. The plan is a “combination” pay plan with nineteen pay grades. Each range has a minimum and maximum rate of pay with a range “control point” that was based upon average compensation paid to a measured group of surveyed benchmark positions from both the public and private sectors. Our assignment was to measure current market values for a similar benchmark group.

### Findings and Recommendations

- The County’s current pay plan is slightly below market estimates for 2017. The overall market index of the present plan is 95% measured against data aged to January 2017.
- A reasonable structure adjustment of 2-3% for the coming year should keep the plan competitive.
- The only present areas of concern are classifications with Compa-Ratio’s below 90%.
- The distribution of current pay relative to pay grade midpoints is balanced and appropriate.
- The County has utilized performance-based increases since adopting the plan, and it should continue to do so.

### Discussion

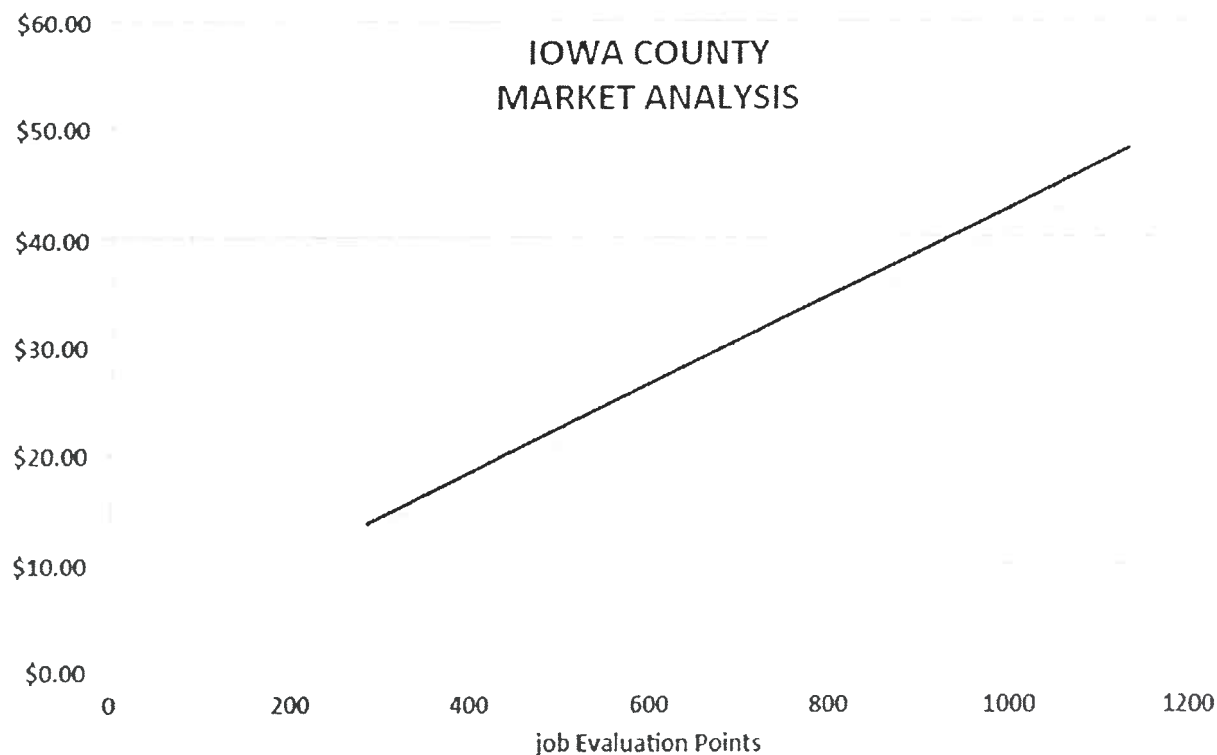
The adopted pay plan covers 214 employees assigned to approximately 80 job classifications. We measured market data on 39 benchmark positions (just under 50% of the total classifications), employing 159 employees, or 74%, covered by the plan. We developed market analysis from three primary survey sources: our custom survey of county employers, matching

the list approved for the 2014 study; occupational survey data from the U.S. Department of Labor Bureau of Labor Statistics for the Iowa County area; and the Dane County SHRM Survey.

In the 2014 study, we developed pay plan Control Points for the new plan based on market estimates (average rates) for the survey sample group. I have attached the data summary table from our analysis as Attachment A. The column on the right of table is called the "Market Index", and it is the relationship between our market estimate for 2017 and the grade Control Point for each benchmark classification. Overall, the benchmark group has a market index of 95%.

The identified slight market "lag" should not be a concern, provided the County adjusts the plan for 2017. We note that the County did not adjust the plan in 2015, then increased it by 1.5%. For your consideration, our survey of public employers indicates plans were increased an average of 1.8% in 2015 and 1.6% 2016. Nationally, a frequently referenced survey of employers indicates pay structure changes have been averaging 2%.

The regression analysis of the current plan Control Points and the market estimates for 2017 is shown below. As you can see, the current pay plan, represented by the shaded line, slightly lags the market estimate for the coming year.



We also analyzed current pay levels relative to the County's policy focus (range midpoints). The statistic we use for this purpose is called a compa-ratio, and it is the relationship between an employee's current rate of pay and the range Control Point. Given the County's policy of aiming its pay plan at market estimates, the question is: How do compa-ratio's look relative to pay range Control Points?

The overall compa-ratio average is 97.2%, meaning, overall, current pay is close to target. The distribution by step or pay plan zone is as follows:

	n	C/Ratio	Pct of Total	Cum. Pct
Step 1	23	87.5%	11%	11%
Step 2	22	90.0%	10%	21%
Step 3	32	92.5%	15%	36%
Step 4	26	95.0%	12%	48%
Step 5	31	97.5%	14%	62%
Perf *	70	101.9%	33%	95%
Max	10	120.0%	5%	100%

\* Performance includes all at Control Point and less than Maximum

The only areas of concern – meaning, worth watching relative to turnover and recruitment experience – are patient care positions in the care center and highway patrol and equipment operators. The markets are tightening across the state in both areas.

It also will important to make a reasonable adjustment to the plan for 2017 and continue with performance-based pay for employees in the performance zone of plan (almost a third of the workforce) and the 62% of the workforce that have not reached their range Control Point. The County has an excellent policy of granting top performers who are below the Control Point an extra step at their annual review, and, provided resources are available, this is policy should be continued.

I also want to note the County's excellent situation regarding health insurance. Generally, public sector clients have struggled with soaring plan costs that interfere with the ability to keep pace with the market in terms of pay. Iowa County has been able to keep its plan costs at a relatively reasonable level, both in terms of County and employee contributions.

Overall, congratulations to Iowa County for continuing to maintain a competitive plan grounded in good policy and practice. Please let me know if you have questions.

## ATTACHMENT A

IOWA COUNTY, WI  
Market Analysis

	n	Control Pt	2017 Mkt Est	Mkt Index
Housekeeper/Laundry	8	\$11.62	\$10.59	110%
Cook	3	\$13.01	\$13.83	94%
Certified Nursing Assistant	34	\$14.58	\$14.74	99%
Environmental Services - Maint	3	\$16.32	\$18.78	87%
Department Assistant	6	\$16.32	\$16.86	97%
Deputy Clerk of Courts	2	\$20.20	\$18.98	106%
Section Maintenance Patrol	12	\$18.26	\$20.60	89%
Deputy County Treasurer	1	\$18.26	\$20.78	88%
Accountant Specialist	4	\$18.26	\$18.27	100%
Licensed Practical Nurse	10	\$18.26	\$21.17	86%
Information Technical Support Spec	2	\$20.20	\$22.83	88%
Economic Support Specialist	6	\$20.20	\$19.72	102%
Equipment Operator	12	\$20.20	\$22.61	89%
Child Support Specialist	1	\$20.20	\$20.19	100%
Deputy County Clerk	1	\$18.26	\$22.31	82%
Legal Secretary	1	\$20.20	\$18.94	107%
Victim Witness Coordinator	1	\$20.20	\$19.61	103%
Mechanic	3	\$22.13	\$22.79	97%
Benefit Specialist	3	\$22.13	\$24.21	91%
Social Worker	11	\$24.07	\$24.50	98%
Conservation Planner/Conservationist	1	\$24.07	\$28.60	84%
Veterans Officer	1	\$24.07	\$28.95	83%
Registered Nurse	15	\$26.00	\$29.67	88%
Public Health Nurse	2	\$27.94	\$28.55	98%
Child Support Director	1	\$29.88	\$32.71	91%
Emergency Management Director	1	\$29.88	\$30.24	99%
Patrol Superintendent	1	\$29.88	\$30.10	99%
Economic Support Manager	1	\$29.88	\$31.43	95%
Nurse Manager	2	\$31.81	\$30.98	103%
County Conservationist	1	\$31.81	\$33.04	96%
ADRC Manager	1	\$33.75	\$32.03	105%
Information Systems Director	1	\$35.69	\$37.48	95%
Chief Deputy Sheriff	1	\$35.69	\$40.76	88%
Director of Nursing	1	\$35.69	\$40.39	88%
Public Health Officer/Director	1	\$37.63	\$36.72	102%
Finance Director	1	\$39.56	\$43.73	90%
Bloomfield Nursing Home Administrator	1	\$42.47	\$48.82	87%
Highway Commissioner	1	\$42.47	\$40.04	106%
Corporate Counsel	1	\$46.34	\$47.88	97%
	159	Avg Mkt Index		95%

## EMPLOYEE RELATIONS

The Courthouse  
222 North Iowa Street  
Dodgeville, WI 53533-1564

Phone: (608) 935-0374  
Fax: (608) 935-0325  
[allison.leitzinger@iowacounty.org](mailto:allison.leitzinger@iowacounty.org)



[www.iowacounty.org](http://www.iowacounty.org)

TO: General Government Committee  
FROM: Allison Leitzinger, Employee Relations Director  
DATE: September 29, 2016  
RE: Employment Activity Report

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Outlined below is the employment activity for September:

- ADRC Department Assistant – Interviews held on September 30.
- ADRC Manager – Interviews held on September 29.
- Sheriff's Office Dispatcher/Correctional Officer – Background check in progress.
- Certified Nursing Assistants – New hire starts October 4; ongoing recruitment
- Bloomfield Healthcare Registered Nurse/LPN – ongoing recruitment.
- MDS & Infection Prevention Manager – Interviews held week of September 19 and 26.