

THE INFORMATION IN THIS BOX IS NOT A PART OF THE CONTRACT AND IS FOR COUNTY USE ONLY



Contract Number

SAP Number

DEPARTMENT: ☐ Arrowhead Regional Medical Center
☐ Department of Behavioral Health
☐ Department of Public Health

Contract Representative

Telephone Number

Contractor

Contractor Representative

Telephone Number

Contract Term

Effective upon full execution through June 30, 2028

Original Contract Amount

Amendment Amount

Total Contract Amount

Cost Center

Grant Number (if applicable)

THIS CONTRACT is entered into in the State of California by and between San Bernardino County, hereinafter called the County, and _____ referenced above, hereinafter called Contractor.

IT IS HEREBY AGREED AS FOLLOWS:

WHEREAS, the County, through the Arrowhead Regional Medical Center, the Department of Behavioral Health, and the Department of Public Health, hereinafter referred to as the "Department", are required to provide person centered care and services, also known as California Advancing and Innovating Medi-Cal (CalAIM). CalAIM is a long-term commitment to transform Medi-Cal, making the program more equitable, coordinated, and person-centered to help people maximize their health and life trajectory; and

WHEREAS, Contractor agrees to provide Enhanced Care Management (ECM) services in accordance with the requirements of the CalAIM program; and

WHEREAS, the County desires to obtain the services of Contractor on the conditions set forth in this Contract,

NOW, THEREFORE, in consideration of mutual covenants and conditions, the parties agree as follows:

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I. DUTIES AND RESPONSIBILITIES OF CONTRACTOR

- A. Contractor shall be employed as an _____ (see Job Classification Listing) assigned to _____ (Department). Attachment A lists the Classifications, Column 1; Attachments B.1 through B.23 provide the specific duties and responsibilities assigned to Contractor by classification; and Attachment C provides the salary grades. Attachments A, B.1 through B.23, and C are attached to this Agreement and incorporated into this Agreement by this reference.
- B. Contractor shall perform CalAIM ECM program services at those places and times as scheduled by the Department Program Coordinator or designee and other specific duties outlined in the appropriate position description in Attachments B.1 through B.23.

II. CONFLICT OF INTEREST

As a condition of employment, Contractor does hereby agree to follow and uphold the Conflict-of-Interest policy of the County's Personnel Rules as follows:

No official or employee shall engage in any business or transaction or shall have a financial or other personal interest or association which conflicts with the proper discharge of official duties or would tend to impair independence of judgment or action in the performance of official duties. Personal as distinguished from financial interest includes an interest arising from blood or marriage relationships or close business, personal, or political association. This section shall not serve to prohibit independent acts or other forms of enterprise during those hours not covered by active County employment providing such acts do not constitute a conflict of interest as defined herein. An employee is also subject to applicable provisions of the California Government Code, including but not limited to Sections 1090, 1126, 87100, and/or any other conflict of interest Code, policy, or rule applicable to County employment.

III. CODE OF CONDUCT

As a condition of employment, Contractor does hereby agree to follow County and Department policies, procedures, and standard practices, as well as adhere to work rules and performance standards established for their position by the appointing authority, and as established in the San Bernardino County Personnel Rules.

IV. CONTRACT TERM

This Contract shall be effective _____ through June 30, 2028, subject to the termination provisions of this Paragraph. The designated Department Director is authorized to execute amendments to the Contract to extend the term of this Contract for a maximum of three (3) successive one-year periods.

Notwithstanding the foregoing, either party may terminate this Contract at any time without cause with a fourteen (14) day prior written notice to the other party. This Contract may be terminated for just cause immediately by the Director of the Department or designee. Contractor shall serve at the pleasure of the Department Director, or designee, who shall have the full authority and discretion to exercise County rights under this Paragraph.

V. COMPENSATION OF CONTRACTOR

Upon the effective date of this Contract, Contractor shall be considered a contract employee in the County's unclassified service. Contractor shall receive only the benefits and compensation

specifically set forth in this Contract. This Contract provides for the full compensation to Contractor for services required hereunder. This Contract supersedes any prior department employment contract of Contractor.

A. SALARY RATE

Contractor shall be compensated for services at a rate of \$_____per hour and shall be assigned to step _____ within the designated CalAIM Salary Grade (Attachments A and C) established for the job classification, commensurate with duties.

Contractor shall not exceed 80 hours per pay period unless expressly authorized, pursuant to the Overtime provision of this Contract (Section D). Contractor does not gain probationary or regular status during the term of this Contract.

Contractors will receive one (1) step advancement, after each completion of 1040 service hours during the term of the contract up to the top step of the range based on a meets standards work performance rating.

B. RATE ADJUSTMENTS

Effective January 10, 2026, the County shall provide all Contract CalAIM program classification salary grades a three percent (3.0%) across the board salary increase.

Effective January 9, 2027, the County shall provide all Contract CalAIM program classification salary grades a three percent (3.0%) across the board salary increase.

Effective January 8, 2028, the County shall provide all Contract CalAIM program classification salary grades a three percent (3.0%) across the board salary increase.

If assessed values are less than a two percent (2.0%) increase in the previous fiscal year for the year of the effective rate adjustment and/or if the state, federal government or funded program change funding allocations or reduce funding for the program then the Director of the Department shall have the right to defer or eliminate the rate adjustment.

C. DIFFERENTIALS/INCENTIVES

1. BILINGUAL COMPENSATION

Contractor in positions designated by the Department to perform bilingual translation involving the use of English and a second language (including American Sign Language) as a part of their regular duties, shall be entitled to bilingual compensation. Such compensation shall apply regardless of the total time required per day for such translation. Contractors in such positions must be certified as competent in translation skills by Human Resources to be eligible for compensation, specifically Level 3 (Technical skill level: reading, writing and speaking English and a second language using medical or legal terminology). Compensation per pay period shall be at the technical skill level 3 at sixty dollars (\$60.00) per pay period.

2. EMERGENCY INCENTIVES

Employee is eligible for County emergency incentives/bonuses to be granted at the discretion of the Department and Human Resources.

3. EVENINGS/NIGHTS AND DETENTION FACILITY DIFFERENTIALS

Evening and Night Shift Differentials

Contractors assigned to a continuous or regularly recurring evening or night shift schedule shall receive additional shift differential over and above the established base rates of pay for all hours worked. Further, Contractors who provide relief work for other employees assigned to continuous or regularly recurring evening or night shift schedule shall receive shift differential compensation with prior approval of the appointing authority for all hours worked. Contractors shall be eligible to receive shift differential compensation only when the majority of hours worked are covered by a shift differential.

Contractors who work the majority of a shift, including at least four (4) hours with or without an intervening mealtime, between 6:00 p.m. and 12:00 a.m. (midnight), shall receive one dollar and twenty cents (\$1.20) per hour over and above their base hourly rate for all hours actually worked. Contractors who work the majority of a shift, including at least four (4) hours with or without intervening mealtime, between 12:00 a.m. (midnight) and 8:00 a.m. of the following day, shall receive one dollar and seventy cents (\$1.70) per hour over and above their base hourly rate for all hours actually worked.

Detention Facility Differential

Contractors in the classifications designated below who are regularly assigned to a detention facility (i.e., the usual assignment where the contractor performs his/her work duties) shall receive a differential of one dollar (\$1.00) per hour over and above their base hourly rate for all hours actually worked, up to eighty (80) hours per pay period:

- JI Medi-Cal Specialist Supervisor
- JI Community Health Worker

D. OVERTIME

If Contractor is authorized by the Department Director, or designee, to work overtime, Contractor shall be eligible to receive overtime compensation as determined by their Fair Labor Standards Act (FLSA) designation.

1. Classifications in Attachment A, Column 3, that are identified as FLSA COVERED, are eligible to receive overtime, defined as all hours actually worked, in excess of forty (40) hours a work period during a pay period. Overtime shall be reported in increments of a full fifteen (15) minutes and is non-accumulative and non-payable when incurred in units of less than fifteen (15) minutes. Contractor authorized by the Department Director or designee to work overtime shall be compensated at premium rates, i.e., one and one-half (1-1/2) times the employee's regular rate of pay. Payment for overtime compensation shall be made on the first payday following the pay period in which such overtime is worked, unless overtime compensation cannot be computed until some later date, in which case overtime compensation will be paid on the next regular payday after such computation can be made. In lieu of cash payment, upon request of the Contractor and Department Director or designee, an employee may accrue compensating time off at premium rate. Cash payment at the employee's regular rate of pay shall automatically be paid for any compensating time which exceeds eighty (80) hours, or for any hours on record immediately prior to termination of this Contract.
2. Classifications in Attachment A, Column 3, that are identified as FLSA EXEMPT, are eligible to receive overtime, defined as all hours actually worked in excess eighty (80) hours during a pay period. Contractor authorized by the Department Director or designee to work overtime shall be compensated at straight time compensating time off. Cash payment at

the employee's base rate of pay shall automatically be paid for any compensating time off accumulated in excess of eighty (80) hours, or immediately prior to the termination of this Contract. Payment for overtime compensation shall be made on the first payday following the pay period in which such overtime is payable, unless overtime compensation cannot be computed until some later date, in which case overtime compensation will be paid on the next regular payday after such computation can be made.

E. PAYMENT

Contractor shall be paid bi-weekly for hours actually worked according to the procedures established by the County's Auditor/Controller.

F. LEAVE PROVISIONS

Contractor shall receive, or be subject to, the following Leave Provisions in the same manner and amount as employees under the Consolidated MOU: Bereavement, Holiday, Sick, and Vacation. Refer to Item R in this Section for processing of leave balances upon termination of this Contract.

Contractors placed in the ECM/MH Program Manager or ECM Healthcare Program Administrator classifications who have been employed in a public jurisdiction in a comparable position may receive credit for up to four (4) years (full time equivalent) previous experience in the former agency(s) in determining their vacation accrual rate. Such determination as to comparability of previous experience and amount of credit to be granted rests solely with the Director of Human Resources. Requests for prior service credit should be made at the time of hire or as soon as possible thereafter, but in no event later than one (1) year from the Contractor's hire date.

Contractors placed in the ECM/MH Program Manager and ECM Healthcare Program Administrator classifications shall be eligible to receive and use Administrative Leave in the same manner and amount as employees in the Management Unit. Upon separation from County employment, Contractors placed in the ECM/MH Program Manager and ECM Healthcare Program Administrator classifications shall be compensated for any unused Administrative Leave at the then base rate of pay.

G. MEDICAL AND DENTAL COVERAGE

Contractor must enroll in a medical and dental plan offered by the County unless already enrolled in comparable employer-sponsored group coverage. If eligible, Contractor shall receive the Medical Premium Subsidy (MPS) to offset the cost of medical plan premiums charged to Contractor. The MPS shall not be considered compensation earnable for purposes of calculating benefits or contributions for the San Bernardino County Employee's Retirement Association. The applicable MPS shall be paid directly to the provider of the County-sponsored medical plan in which the eligible Contractor has enrolled. In no case shall the MPS exceed the total cost of the medical insurance premium for the coverage selected (e.g., when the MPS amounts exceed the lowest HMO cost).

Contractor shall receive the following MPS amounts per pay period as applicable:

Coverage type	Scheduled for 40 to 60 hours	Scheduled for 61 to 80 Hours
Employee Only	\$131.69	\$263.38
Employee + 1	\$255.00	\$510.00
Employee + 2	\$360.29	\$720.59

If enrolled in a County-sponsored medical plan and all other Plan eligibility requirements are met, Contractor shall receive a Dental Premium Subsidy (DPS) amount per pay period as applicable:

Coverage Type	Scheduled for 40 to 60 hours	Scheduled for 61 to 80 hours
Employee Only Employee + 1 Employee + 2	\$4.73	\$9.46

The applicable DPS amount shall be paid directly to the provider of the County-sponsored dental plan in which the eligible Contractor has enrolled. In no case shall the DPS exceed the total cost of the dental insurance premium for the selected coverage (e.g., when the DPS amounts exceed the dental plan cost).

To be eligible for the MPS and DPS, Contractor must be scheduled for a minimum of forty (40) hours per pay period and have received pay for at least one-half plus one hour of scheduled hours in a pay period.

Contractor shall not receive flex dollars if Contractor chooses to “opt-out” or “waive” from the County-sponsored health plans.

H. VISION CARE INSURANCE

Subject to carrier requirements, the County shall pay the premiums for vision care insurance for Contractor (employee-only coverage) if Contractor is in a paid status and is scheduled at least forty-one (41) hours per pay period.

I. LIFE INSURANCE

The County shall pay the premium for term life insurance, based on the Contractor’s classification as displayed in Attachment A, Column 1 and 4. Coverage will be based on the designated plan level (Attachment A) and scheduled work hours according to the table below. Life insurance will become effective on the first day of the pay period following the Contractor’s first pay period in which the Contractor is in paid status and shall continue for each pay period in which the Contractor is in a paid status. For pay periods in which the Contractor is not in paid status, the Contractor shall have the option of continuing life insurance coverage at the Contractor’s expense.

Plan Level	Scheduled for 40 to 60 Hours	Scheduled for 61 to 80 Hours
1	\$10,000	\$20,000
2	\$17,000	\$35,000
3	\$25,000	\$50,000

J. EXPENSE REIMBURSEMENT

Contractor shall be eligible for expense reimbursement in the same manner and amount as

employees under the Consolidated MOU.

K. ACCIDENTAL DEATH AND DISMEMBERMENT

Contractor shall be eligible to purchase Accidental Death and Dismemberment Insurance coverage and additional supplemental term life insurance in the same manner and amount as offered by the County to employees in the Consolidated MOU.

L. RETIREMENT PLANS

If Contractor is regularly scheduled for and regularly works a minimum of forty (40) hours per pay period, Contractor shall participate in the County's general employee retirement system during the term of this Contract. Contractor shall pay the required employee contribution for the term of the Contract. Contractor's participation in the general retirement system shall be in accordance with the applicable terms of the County Employee Retirement Law of 1937, the California Public Employees' Pension Reform Act of 2013 (Gov't Code section 7522 et seq.), and the By-Laws and other requirements of the San Bernardino County Employees' Retirement Association.

If Contractor has attained the age of sixty (60) prior to employment, Contractor may waive membership, at the time of hire, in the San Bernardino County Employee's Retirement Association. If Contractor regularly works less than forty (40) hours per pay period, waives membership, or otherwise does not meet the definition of a member of the retirement system, Contractor shall instead participate in the County's PST Deferred Compensation Retirement Plan.

M. DEFERRED COMPENSATION

Contractor shall be eligible to participate in the County's 457 (b) Deferred Compensation Plan, according to the Plan document. Contractor shall not receive County match contributions with respect to participation in such Plan.

N. DEPENDENT CARE ASSISTANCE PLAN (DCAP) AND FLEXIBLE SPENDING ACCOUNT (FSA) PLAN FOR MEDICAL EXPENSE REIMBURSEMENT

Contractor shall be eligible to participate in the County's DCAP and FSA Plans in the same manner as employees in the Consolidated MOU and per the Plan documents. Contractor shall not receive any County match contributions with respect to participation in either plan.

O. LEGALLY REQUIRED BENEFITS

Contractor shall receive all benefits as required by law when eligible (e.g., FMLA, ACA, Military Leave, Time Off for Voting, and Medicare). Where the County provides a greater benefit than is required by law, Contractor shall only receive the minimum benefit in accordance with the law, unless the greater benefit is specifically provided for in another provision of this Contract.

P. SHORT-TERM DISABILITY

Contractor shall be eligible to receive the same Short-Term Disability insurance benefits as offered to employees in the Consolidated MOU.

Q. SERVICE AND EFFECTS ON BENEFITS

If Contractor was a County contract employee immediately prior to entering into this Contract, without separation from County employment, execution of this Contract shall not result in separation in County employment for purposes of determining eligibility for and level of benefits including, but not limited to health benefits, leave accrual rates, and retirement benefits. Thus,

Contractor's rate for leave accruals is based on the start date of the period of continuous County employment that is extended by this Contract. Contractor shall maintain and carry forward Holiday, Vacation, other paid leave, and Sick leave balances. Contractor's retirement contribution rate is based on the date Contractor began participation in the County's general employee retirement system.

R. BENEFITS UPON TERMINATION

Contractor Separated from County Service

Upon separation from County employment, Contractor shall be compensated for any unused Vacation and Holiday Leave at the then base rate of pay. Unused Sick Leave shall be forfeited.

Contractor to Regular County Employment

In the event this Contract is terminated because Contractor is appointed to a regular County position without a break in service, the Contractor shall be provided a new date of hire (i.e., Regular Hire Date). Eligibility for benefits, including, but not limited to, retirement system contributions, health benefits, and leave accrual rates shall be based upon the provisions of the applicable MOU or ordinance in effect at the time Contractor is appointed to a regular County position. Seniority, for purposes of layoff, shall be determined by the most recent Regular Hire Date or as otherwise provided in the applicable MOU.

At the sole discretion of the appointing authority of the County department or office in which appointment to the regular position is made, unused leave balances may be maintained and carried over. Any leave balances carried over shall be in accordance with the applicable MOU for the bargaining unit associated with the position into which the Contractor is hired. Any leave balances nonauthorized to be carried over shall be distributed as outlined in "Contractor Separated from County Service" above.

Contractor to New Contract Position

In the event the Contractor accepts another Contract position with the County without a break in service, at the sole discretion of the appointing authority of the County department or office in which appointment to the Contract position is made, leave accrual rates and unused leave balances may be maintained and carried over. Any leave balances carried over shall be in accordance with the applicable MOU for the bargaining unit associated with the position into which the Contractor is hired. Any leave balances not authorized to be carried over will be distributed as outlined in "Contractor Separated from County Service" above.

VI. GENERAL PROVISIONS RELATING TO CONTRACTOR

A. TOUR OF DUTY

Contractor's standard tour of duty (regularly scheduled work week) shall be established by the Director or designee. The Director, or designee, may modify or change the number of hours on a standard day, tour of duty or shift to meet the needs of the service. Contractor shall be required to work during such hours as necessary to carry out the duties of his position, as designated by the Director, or designee, and such hours may be varied so long as the work requirements and efficient operations of the County are assured.

B. CLASSIFICATION

Contractor will not attain regular status in this position, and as an unclassified Contract employee will not be provided those rights under the San Bernardino County Personnel Rules afforded only to employees who have attained regular status. This Contract does not expand or alter any jurisdiction established by the Personnel Rules or any MOU. Contractor shall

adhere to the County's and Department's standards of employee conduct, including all applicable rules, policies, and regulations. Violation of applicable standards may result in Contract termination or lesser penalties.

C. WORKERS COMPENSATION AND LIABILITY COVERAGE

Contractor shall be covered by the County's Workers' Compensation insurance coverage during the hours actually worked under this Contract. Contractor shall be covered by the County's General Liability Insurance only while performing services under this Contract. Contractor shall only receive those benefits as required by law.

D. USE OF PRIVATE VEHICLE

If the services to be performed under this Contract require Contractor to drive a vehicle, Contractor must possess a valid California driver's license at all times during the performance of this Contract. Contractor agrees to allow County to obtain a Department of Motor Vehicles report of Contractor's driving record.

In order for Contractor to be able to use a private vehicle during the performance of this Contract, Contractor shall maintain at Contractor's sole expense vehicle liability insurance at least equal to the minimum requirements of the California Vehicle Code.

Failure to comply with the requirements of this Paragraph shall be deemed cause for termination of this Contract, pursuant to Section IV.

E. EVIDENCE OF ELIGIBILITY TO WORK

Contractor shall submit evidence of eligibility to work in the United States and verification of identity within three (3) working days of the effective date of this Contract. Contractor shall submit to and successfully complete a pre-employment background check, including a medical examination through the County's Center for Employee Health and Wellness. This provision is satisfied if Contractor is a current/contract employee who previously met the requirement of this provision.

F. DIRECT DEPOSIT

Contractor must make and maintain arrangements for the direct deposit of paychecks into the financial institution of their choice via electronic fund transfer. Inability or failure by Contractor to make such arrangements will result in the County paying Contractor via pay card.

G. CONFIDENTIALITY

Contractor agrees to keep confidential all patient data, design concepts, algorithms, programs, formats, documentation, vendor proprietary information and all other original materials produced, created by or provided for the Department. In addition, upon termination of this Contract, Contractor agrees to return all confidential materials to the Director or his/her designee.

H. MISCELLANEOUS

Government Code section 53243.2 requires the following provision be included in this Contract: If this Contract is terminated, any cash settlement related to the termination that Contractor may receive from the County shall be fully reimbursed to the County if Contractor is convicted of a crime involving an abuse of his or her office or position, as defined in Section 53243.4.

VII. CONCLUSION

This Contract, which includes Attachments A, B.1 through B.23, and C, is the full and complete document describing services regarding the Contractor’s rights and obligations of the parties, including all covenants, conditions and benefits.

This Contract may be executed in any number of counterparts, each of which so executed shall be deemed to be an original, and such counterparts shall together constitute one and the same Contract. The parties shall be entitled to sign and transmit an electronic signature of this Contract (whether by facsimile, PDF or other email transmission), which signature shall be binding on the party whose name is contained therein. Each party providing an electronic signature agrees to promptly execute and deliver to the other party an original signed Contract upon request.

SAN BERNARDINO COUNTY
Department of

►

, Director

Dated: _____

(Print or type name of corporation, company, contractor, etc.)

By _____
(Authorized signature - sign in blue ink)

Dated: _____

FOR COUNTY USE ONLY

Approved as to Legal Form	Reviewed for Contract Compliance	Reviewed/Approved by Department
►	►	►
Scott Runyan, Principal Assistant County Counsel		, Director
Date	Date	Date

Attachment A – CalAIM Classification Listing with Designations

Classifications (1)	Scope of Work	Salary Grade (2)		FLSA Designation (3)	Benefits (4) Life Insurance
		Grade	Max Hourly As of Jan 2025		
ECM Care Coordinator	B.1	ECM3	26.25	COVERED	Level 2
ECM / JI Office Assistant	B.2	ECM3	26.25	COVERED	Level 1
JI Medi-Cal Specialist	B.3	ECM3	26.25	COVERED	Level 1
ECM Secretary	B.4	ECM3	26.25	COVERED	Level 1
ECM / JI - Community Health Worker	B.5	ECM4	31.98	COVERED	Level 2
ECM LVN Care Manager	B.6	ECM4	31.98	COVERED	Level 3
ECM Alcohol and Drug Counselor	B.7	ECM4	31.98	COVERED	Level 3
ECM Automated Systems Technician	B.8	ECM6	35.21	COVERED	Level 2
ECM Behavioral Health Care Manager	B.9	ECM7	40.80	COVERED	Level 3
ECM Informatics Analyst	B.10	ECM7	40.80	COVERED	Level 3
ECM Program Analyst	B.11	ECM12	48.44	COVERED	Level 3
ECM Clinical Therapist	B.12	ECM12	48.44	EXEMPT	Level 3
ECM Community Health Worker Supervisor/Trainer	B.13	ECM12	48.44	EXEMPT	Level 3
JI Medi-Cal Specialist Supervisor	B.14	ECM12	48.44	EXEMPT	Level 3
ECM Automated Systems Analyst	B.15	ECM13	52.10	COVERED	Level 3
ECM Business Systems Analyst	B.16	ECM14	57.07	COVERED	Level 3
ECM Program Manager	B.17	ECM15	57.53	EXEMPT	Level 3
ECM Registered Nurse Care Manager	B.18	ECM16	61.64	EXEMPT	Level 3
ECM Nursing Program Coordinator	B.19	ECM16	61.64	EXEMPT	Level 3
ECM Nurse Informatics Coordinator	B.20	ECM16	61.64	EXEMPT	Level 3
ECM Healthcare Program Administrator	B.21	ECM17	62.75	EXEMPT	Level 2
ECM Program Manager II	B.22	ECM17	62.75	EXEMPT	Level 2
ECM Community Health Worker II/Lead	B.23	ECM6	35.21	COVERED	Level 3

Position Description
ECM CARE COORDINATOR

Attachment B.1

Duties may include, but are not limited to, the following:

- Conduct daily reviews ("scrubs") of enrolled patients to identify those scheduled for Primary Care Provider (PCP) or specialty visits, coordinating real-time engagement by an ECM team member.
- Perform daily monitoring of inpatient census lists and Care Director alerts (or other referral platforms) to identify clients with new hospitalizations or emergency department (ED) visits for follow-up or outreach.
- Provide care coordination services for ECM clients, including scheduling appointments, managing referrals, and ensuring connection to physical, behavioral, and social support services.
- Collaborate closely with ECM team members (Registered Nurse Care Managers (RNCM), Behavioral Health Care Managers, Community Health Workers, etc.), supporting them through delegated tasks and shared responsibilities.
- Coordinate referrals for behavioral and physical health services, as well as other social determinants of health, such as housing, food, transportation, and durable medical equipment.
- Ensure closed referral loops by following up on service connections and verifying client engagement with referred resources.
- Assist with smooth transitions of care, including coordination with hospitals and facilities around client admissions and discharges.
- Conduct and track required assessments and screenings, including but not limited to Comprehensive Health Assessments (CHA), PHQ9 depression screenings, and Shared Care Plans.
- Maintain ongoing engagement with clients both in-person and telephonically, using evidence-based techniques such as motivational interviewing to promote client autonomy and strengthen collaboration with their healthcare team.
- Build supportive, trusting relationships with clients to understand their unique needs and barriers from their perspective, guiding person-centered care planning.
- Present assigned clients in Systematic Case Review (SCR) meetings and participate as a key contributor in SCRs and ad hoc case reviews.
- Serve as the SCR scribe when needed, entering notes into the database, managing time, and supporting effective meeting flow.
- Document all engagement attempts and task completion in accordance with ECM program metrics.
- Provide warm hand off to appropriate ECM team members to ensure seamless client care transitions.
- Support broader team operations by taking on other duties as assigned that align with the scope and purpose of the ECM model.
- Any other duties commensurate with the role.

Position Description
ECM / JI Office Assistant

Duties may include, but are not limited to, the following:

- Collect, enter, process, sort, and tabulate information according to departmental process and procedure. At higher classification levels, processes involve a wide range of procedures, research, decision making, and discretion.
- Answer telephone, take and relay messages and/or receive visitors.
- Provide general information, instruction and assistance regarding programs and services to the public and other employees; answer questions regarding specific departmental procedures and practices; provide information over the telephone and make appointments.
- Prepare/compile letters, memoranda, reports, case histories, invoices, statements, warrants, permits, charts, tables, claims, tax lists, deeds, court orders, mortgages and marriage license and records reports, bills, vouchers, schedules, appointments, orders, notices and statistical data and other documents related to the area assigned.
- Request and accept records and other information from a variety of sources. Input and maintain data into various database programs, post information from various reports and documents to appropriate records. Audit and verify documents and other records for a variety of purposes to include accuracy, legality, and consistency.
- Operate a variety of office equipment such as computer terminals, calculators, fax, copier, information and image management systems, copiers, sorters, viewers and other office machines to enter and retrieve data, produce and/or process materials to include correspondence, memoranda, reports, numeric data, requisitions, tabulations and statements.
- Maintain manual and computerized alphabetical, numerical, or subject matter files; sorts and files correspondence, bills, invoices, requisitions, demands, contracts, permits, applications, work orders, purchase orders, inter-office memoranda and a wide variety of other documents, records and similar media; pull material from files; purge files as needed or scheduled.
- Make mathematical calculations; assembles, tabulates, and compares financial and other data; compiles a variety of data to include statements, claims, reports, and payroll data.
- Schedule appointments and meetings for individuals and groups; notify attendees and prepare meeting material(s); record meeting results.
- Assist in the training of other staff members as needed.
- Store and distribute office supplies; keep a record of supplies needed, received, and issued; compare bills and invoices against order sheets or purchases orders and against receiving records; may confer with vendors, order a variety of supplies, equipment and other items; may log, check and record the receipt and delivery of various purchases.
- Prepare, compose, type and/or assemble information into proper form from outlined instructions or established procedures including letters, forms, records and reports from rough drafts, marginal notes or verbal instructions, type of bills, vouchers, receipts, lists, schedules, orders, notices and statistical data.
- Any other duties commensurate with the role.

**Position Description
JI Medi-Cal Specialist**

Attachment B.3

Duties may include, but are not limited to, the following:

- Interview inmates upon booking to secure a Medi-Cal application.
- Assist in the application process for Medi-Cal, with any supplemental forms required and verifications requested by TAD eligibility workers.
- Interview and screen inmates and/or parents of juvenile individuals to determine Medi-Cal eligibility by using the following criteria: AFDC (Parents with minor children under the age of 21 years old living in the home); Aged, Blind or a Disablement lasting more than 12 months; Pregnancy; minors under 21.
- Interact and coordinate patient's benefits with Human Services System (HSS) Eligibility Workers, Social Workers, Social Security Administration, and other entities, as necessary.
- Maintain all logs, interpreting data to increase performance where needed.
- Maintain updates on new Medi-Cal rules and regulations.
- Monitor the accounts for status utilizing DHCS Eligibility Verification portal and maintain consistent communication with TAD eligibility workers.
- Face-to-face interaction with inmates in all facilities to complete Medi-Cal applications.
- Set up appointments with parents of juvenile individuals to complete Medi-Cal applications as necessary.
- Provide vacation and temporary relief as required.
- Perform related duties and projects as assigned or requested.
- Any other duties commensurate with the role.

Position Description
ECM Secretary

Attachment B.4

Duties may include, but are not limited to, the following:

- Compose brief, factual correspondence following general directions or notes.
- Type letters, reports, numerical and technical material and minutes from draft, shorthand, or recorded dictation; take dictation as required.
- Proof and correct material for grammar, punctuation, spelling, accuracy, format, and conformance to administration policy.
- Screen and direct mail and calls; provide information requiring some interpretation of procedures and the supervisor's viewpoint.
- Keep supervisor's calendar and make appointments as directed; make travel arrangements and prepare expense reports.
- Search for specific material and compile reports as instructed.
- Keep and maintain files, logs and records, including budget, personnel and payroll records.
- Schedule meetings and conferences; prepare materials and agenda; may represent supervisor at meetings; take, transcribe and distribute minutes.
- Relieve supervisor of administrative details such as checking time and attendance reports and approving purchase requisitions.
- Train and/or orient new employees; may assign and review the work of others.
- Any other duties commensurate with the role.

Position Description
ECM / JI Community Health Worker

Attachment B.5

Duties may include, but are not limited to, the following:

- Build supportive working relationships with ECM patients to fully understand patient's needs and deficits from patient's perspective.
- Engage with ECM patients both within the clinic and community agencies, as well as in the patient's home environment, wherever it may be.
- Assist ECM patients in getting the most of their PCP and specialty provider visits by conducting pre and post visit contacts using "Pre visit" and "Post visit" patient facing forms.
- Provide accompaniment to PCP, specialty, and social service visits as needed to provide emotional support and gain further understanding of patient's deficits when engaging with service providers.
- Evaluate patient's levels of health literacy and "translate" communications with providers and nursing staff.
- Conduct assessments including, but not limited to Comprehensive Health Assessment (CHA), Patient Health Questionnaire 9 (PHQ9 - depression screening), and Brief Addiction Monitoring (BAM).
- Ongoing evaluation of patient needs and referral to appropriate resources to address social determinates of health.
- Provide medication reviews with patients at home or at the clinic, which may include providing patients with a pill box and individualized plan for filling the pill box, as instructed by RNCM.
- Aid in applying for and connecting with public and community benefits and resources, including educating patients on qualifying criteria for various benefits and resources.
- Ensure engagement attempts and completion of tasks related to metrics for assigned patients.
- Prepare documentation and present assigned patients in SCR meetings.
- Provide warm hand off to other ECM team members (RNCM, CHW, A&D counselors) as appropriate to enhance patient care.
- Provide Medi-Cal enrollment assistance.
- Any other duties commensurate with the role.

Position Description
ECM LVN Care Manager

Attachment B.6

In addition to duties within the LVN scope of practice, duties may include, but are not limited to, the following:

- Provide individualized patient education based on patient's complex conditions and needs, including education on disease processes.
- Act as a point of contact, primarily for patients with the highest complex physical health conditions from the 250 patient ECM team active patients.
- Provide medication reconciliation.
- Provide education for BH clinicians and CHWs on patient physical health conditions and home care instructions.
- Review medications with CHW prior to home visit for medication review.
- Build supportive working relationships with patients to fully understand patient's needs and deficits from patient's perspective.
- Develop a shared care plan **with** patients.
- Aid with transition of care (TOC) following hospitalization, ED visit, skilled nursing facility stays, etc.
- Communicate with PCP regarding patient's concerns, advocate for patient regarding treatment options.
- Ensure engagement attempts and completion of tasks related to metrics for assigned patients.
- Conduct assessments including, but not limited to, the CHA, PHQ9, and BAM.
- Prepare documentation and present assigned patients in SCR meetings.
- Provide warm hand off to other ECM team members (RNCM, CHW, A&D counselor) as appropriate to enhance patient care.
- Any other duties commensurate with the role.

Position Description
ECM Alcohol and Drug Counselor

Attachment B.7

Duties may include, but are not limited to, the following:

- Screen for alcohol and substance use disorder (SUD) using screening, brief intervention, and referral to treatment (SBIRT).
- Provide alcohol and substance abuse counseling to patients expressing interest in stopping alcohol/substance use.
- Provide education to patients and patient's families/support systems on SUD and treatment options as appropriate.
- Provide education to ECM team members, providers, and clinic staff on SUD and treatment options as appropriate.
- Engage patients identified to have SUD and are not yet ready to quit using Motivational Interviewing and Harm Reduction techniques to support patients in increasing motivation to change problematic alcohol/substance use.
- Build supportive working relationships with patients to fully understand patient's needs and deficits from patient's perspective.
- Conduct assessments including, but not limited to the CHA, PHQ9, and BAM.
- Ensure engagement attempts and completion of tasks related to metrics for assigned patients.
- Provide warm hand off to other ECM team roles as appropriate to enhance patient care.
- Any other duties commensurate with the role.

Position Description
ECM Automated Systems Technician

Attachment B.8

Duties may include, but are not limited to, the following:

- Act as liaison with the County's centralized data processing organization, vendors or consultants to coordinate the implementation, daily operations, maintenance and control of a department or group's data processing services; evaluate and document performance and modify procedures to meet user needs.
- Receive and reviews requests for technical support services and products; write work orders for approved requests; confer with DIS or vendor personnel to correct hardware and software problems.
- Coordinate or perform installation, maintenance, and repair of data processing equipment; research and troubleshoot possible problems in workflow or equipment; perform routine operating procedures such as system start up, shut down and systems backup.
- Code or assist in coding packaged or utility software applications, user menus and tables, design reports, forms, and computer screens.
- Instruct operators and users in the set up and operation of data entry or data terminal machines and peripheral equipment, plan and coordinate vendor training for the department or group.
- Establish procedures to control the auditing of source documents and computer output; develop written procedures and user manuals for automated systems; maintain records on job schedules, work orders and data processing bills; assure computer and data security.
- Consult with department or group staff regarding production requirements, deadlines, flow of work and scheduling priorities; gather information required for systems development.
- Coordinate the acquisition of computer products and services; install and instruct employees on the use of various unmodified packaged software for word processing and other business applications.
- Review output documents and test data to ensure accuracy; meet with local or central data processing personnel to identify and correct problems.
- Explain the benefits to be derived from and the possible applications of data processing systems; explain file layouts to users.
- May supervise a small support staff.
- Prepare and maintain necessary reports, records, and correspondence.
- Provide vacation and temporary relief as required.
- Any other duties commensurate with the role.

Position Description
ECM Behavioral Health Care Manager

Attachment B.9

Duties may include, but are not limited to, the following:

- Provide comprehensive support to assigned ECM teams, ensuring alignment with program goals and team workflows.
- Conduct outreach activities to engage and enroll patients into ECM supportive programs, utilizing strategies outlined in outreach workflows.
- Maintain consistent communication with ECM team members to stay informed on active patient caseloads and provide assistance as needed, particularly with disengaged patients to meet engagement metrics.
- Conduct and assist in initial and ongoing assessments, including the CHA, PHQ9, BAM, and other relevant screenings.
- Develop and update Shared Care Plans collaboratively with patients, incorporating their health and wellness goals.
- Provide psychoeducation and consultation to ECM team members, clinic staff, and providers regarding Behavioral Health (BH) and SUD conditions, symptom presentation, and levels of care.
- Support patients with complex behavioral needs, including those with Serious Mental Illness (SMI) and/or SUD, through brief interventions, motivational interviewing, behavioral activation, and evidence-based strategies.
- Offer support and education to team members and caregivers working with patients who may be ambivalent or unwilling to engage in therapy.
- Assist with linkage and coordination of care, including appropriate medical, behavioral health, and crisis resources, in collaboration with PCPs, specialists, and ancillary services.
- Ensure timely tracking and documentation of medical and behavioral health outcome measures in the web-based care management platform.
- Facilitate smooth transitions of care, including coordination around client admissions, discharges, and care transfers.
- Maintain ongoing engagement with patients both in-person and via phone, building a supportive and therapeutic relationship to understand and address patients' needs from their perspective.
- Prepare and present assigned patient cases for SCR meetings and participate in ad hoc case consultations.
- Provide warm hand-offs to appropriate ECM team members (e.g., RN Care Managers, Community Health Workers, A&D counselors) to ensure continuity and coordination of care.
- Offer formal and informal training and consultation to ECM staff on behavioral health-related clinical matters.
- Track and ensure completion of required assessments and documentation in alignment with program standards and timelines.
- Perform other duties commensurate with the role as assigned.

Position Description ECM Informatics Analyst

Attachment B.10

Duties may include, but are not limited to, the following:

- Identify, gather, analyze and document business requirements for business application and information technology projects; translate work processes into business and functional requirements; write business and functional specifications; document application deployment, workflow and overall system configuration with an emphasis on patient care modules to improve patient care and clinical outcomes; recommend alternatives as appropriate; work with application vendors/other resources.
- Act as a point of contact with ECM stakeholders; attend meetings; act as consultant; use nursing experience and knowledge of the department's clinical and business processes, policies and procedures, patient care and clinical business objectives, regulatory requirements and industry best practices to translate clinical methodologies into specifications, documentation and project plans.
- Collaborate with ECM stakeholders to design analyses that identify opportunities for improvements in care, evaluate adherence to clinical best practice, and measure outcomes; provide innovative solutions utilizing best practices, use of standards, and develop design to create and maintainable system solutions.
- Utilize knowledge of clinical processes and nursing practice to assess, plan, implement/develop, monitor and maintain information system applications in partnership with health care providers and staff to achieve organizational goals.
- Identify, analyze, and recommend improvements and enhancements to operational processes, system automation, and information flows to ensure greater integration of functions within the organization with a focus on clinical workflow; analyze and monitor effectiveness of clinical workflow processes; make recommendations.
- Design, performance, and document data analysis in support of clinical improvement; utilizes quality improvement principles, develops and evaluates quality and regulatory reports in support of clinical excellence and regulatory compliance; monitors systems impact on user and departmental workflows, and incorporates results into systems enhancements.
- Serve as a clinical resource and subject matter expert; maintain knowledge of best practices and current advances in healthcare and information technology; combine nursing knowledge, skills and experience with technical knowledge to create systems that improve the quality of patient care.
- Guide customers and delivery teams in appropriate use of systems; monitor and evaluate effectiveness of systems; manage master file changes with approval as appropriate.
- Implement testing requirements and processes including scripts, records test results, facilitates end user testing, hardware testing, and maintains test environments; makes recommendations.
- Provide testing for new modules and system upgrades; install or upgrade software applications; and troubleshoot software and application related problems; participate in the evaluation of new module release and provide complex analysis and evaluation of systems effectiveness in providing clinical pathways of documentation.
- Prepare project descriptions, time estimates, cost estimates and justifications for project activities, enhanced system modifications and develop project schedules, monitor performance and reports progress toward those milestones.
- Write detailed program specifications; define input/output data relationships, and sequence of operations necessary to perform programming for difficult systems and subsystems; participate in the evaluation of new module releases.
- Manage complex security classification templates and sub-template requirements to provide the appropriate level of access, while ensuring the protection of patient health information with supervision.
- Follow quality assurance standards, systems development and delivery methodologies, change management and release management processes to communicate system changes.

- Assist with the development of user training materials and updates and maintain user training manuals as needed; provide training.
- May write code using county approved languages to solve problems with existing programs and to create new interfaces and applications from design requirements.
- Any other duties commensurate with the role.

**Position Description
ECM Program Analyst**

Attachment B.11

Duties may include, but are not limited to, the following:

- Serve as primary staff assistant to the department Director or Deputy Director and as liaison between the department and Human Resources.
- Serve as the team leader for a small staff of Program Specialists or Staff Analysts.
- Analyze and interpret federal and state laws, regulations, court orders and directives from the State for impact on current operations; review local operation, policies, and procedures to ensure compliance.
- Perform analytical studies of organizational systems, procedures, policies, and practices; propose new or modify administrative policies, organization and procedures; as approved, coordinate the implementation of adopted recommendations.
- Develop knowledge assets/tools to facilitate adopted recommendations for agency/department, policy and procedure handbooks, automated tools, forms and user guides.
- Write or coordinate with others in preparing requests for proposals and contracts for performance of services with the primary responsibility to assure compliance with program regulations; assist in evaluating bids, recommend to management which contractors to select; monitor program aspects of contracts as assigned.
- Analyze existing operations, procedures and systems within program area.
- Make recommendations for organizational or procedural changes, which will result in effective business processes within the framework of legal requirements.
- Perform preliminary and detailed planning for the implementation of new or revised programs and procedures.
- Conduct formal or informal training in program implementation.
- Coordinate and participate in development of an automated system used for designing, monitoring and implementing agency/department business processes and services.
- Undertake other special projects and compile statistical reports as assigned.
- Act in a liaison capacity between the department and County Counsel.
- Participate in quality assurance meetings and conduct special studies to address deficiencies.
- Coordinate with other county agencies, departments or units and other jurisdictions as needed to solve mutual problems, complete assignments and/or exchange information.
- Conduct community-based needs assessments and recommend improvements in the delivery systems for assigned program(s).
- Represent the agency/department at local, regional, and statewide meetings and conferences.
- Provide vacation and temporary relief as required.
- Any other duties commensurate with the role.

**Position Description
ECM Clinical Therapist**

Attachment B.12

Duties may include, but are not limited to, the following:

- Provide brief solution focused on psychotherapy.
- Assist in identifying appropriate level of care for behavioral health and substance use conditions.
- Act as point of contact, primarily for patients with behavioral health or co-occurring SUD from the 250 patient ECM team active patients.
- Provide patients with psychoeducation regarding their condition and appropriate level of care Provide providers and clinic staff with psychoeducation regarding patient BH/SUD conditions, symptom presentation, and appropriate level of care.
- Assist with linkage to appropriate level of care.
- Provide support and education to team members working with patients with BH/SUD conditions who are not yet ready or willing to engage in therapy.
- Provide support to family members and caregivers of patients to help them in assisting patients.
- Provide assistance with TOC following behavioral health hospitalization or behavioral health crisis.
- Build supportive working relationships with patients to fully understand patient's needs and deficits from patient's perspective.
- Ensure engagement attempts and completion of tasks related to metrics for assigned patients Conducting assessments including the CHA, PHQ9, BAM, etc.
- Development of shared care plan with patients.
- Prepare documentation and present assigned patients in SCR meetings.
- Provide warm hand off to other ECM team members (RNCM, CHW, A&D counselors) as appropriate to enhance patient care.
- Any other duties commensurate with the role.

Position Description
ECM CHW Supervisor/Trainer

Attachment B.13

Duties may include, but are not limited to, the following:

- Develop, implement and monitor the ECM Community Health Worker (CHW) Program; serve as a lead over CHWs; maintain CHW scope of work, assist in the selection process for future CHWs; assign work, review work, and provide input on evaluations.
- Train CHWs on working with special populations, such as children/youth and justice-involved juveniles and adults, and the Departments involved, such as Probation, Children Family Services, and Sheriff's.
- Work with physicians and other health care professionals to develop a patient care plan; recommend adjustments to the plan as needed and instruct the CHW navigator on facilitating referrals, appointments, biopsies and insurance paperwork for patients to ensure timely treatment.
- Develop and implement policies and procedures for the program; ensure compliance with all regulatory agency standards.
- Participate in the development of assessment tools, care management guidelines, pathways and algorithms for care of patients.
- Monitor and evaluate existing and new legislation that relates to the program; revise policies and procedures as needed to reflect changes; participate in the long-term vision of the program.
- Assist in the analysis and synthesis of outcome and reports to identify gaps in care and implement process improvement.
- Assess the health status of patients in the program; conduct initial assessment interviews and screenings; monitor patient's treatment and track outcomes and relevant data through automated or manual systems.
- Coordinate quality assurance and performance improvement initiatives related to the program; work with the Managed Care Plans to resolve program issues and improve services provided.
- Provide vacation and temporary relief as required.
- Any other duties commensurate with the role.

Position Description
JI Medi-Cal Specialist Supervisor

Attachment B.14

Duties may include, but are not limited to, the following:

- Under general administrative direction plan, organize and supervise the administrative operations of an assigned department or group providing complex and varied administrative support; perform related duties as required.
- Supervise Medi-Cal specialists in Medi-Cal application screening process.
- Send a daily departmental report highlighting data concerning coverage, applications, staffing, and important updates.
- Monitor active Medi-Cal inmate report to ensure aid code switches are being done at point of booking to MCIP and upon release to full-scope benefits.
- Review all coverage files with an outcome.
- Participate in various meetings to present department updates and procedures.
- Review, manage, and submit payroll for staff.
- Complete work performance evaluations.
- Maintain various departmental overview tasks.
- Distribute daily work obtained from Inmate and Juvenile facilities that contain daily releases.
- Facilitate work discussions.
- Oversee correspondence between departments.
- Identify and provide coaching for errors, supervise work performance, and monitor productivity to ensure meeting daily goals.
- Correspond with TAD for in custody holds on medical eligibility, maintain custody database for medical switches, and research & switch in custody patients once aid code has been successfully updated.
- Develop and monitor weekly/monthly reporting as required for both correctional and youth correctional facilities.
- Any other duties commensurate with the role.

Position Description
ECM Automated Systems Analyst

Attachment B.15

Duties may include, but are not limited to, the following:

- Define all the data processing systems requirements performed on the County's central computers for a department/organization; identify organizational data processing and computing needs and interpret them to DIS; design and/or assist in designing more difficult systems, including Local Area Networks and Wide Area Networks; provides input and output requirement formats; oversees the implementation of new systems and ensures their proper operation.
- Conduct procedural, informational, and functional systems analyses for the purposes of automating systems, design new and/or modified systems and provide statistical and quantitative data to management; identify problem areas and perform needs assessments; perform cost benefit analysis on proposed systems.
- Oversee the department's local computer operations; propose and coordinate the systems configuration, which may include networking systems; develop systems, edit and determine the number of fields and screens; develop access codes; determine information required of each screen; supervise or write and modify local application programs.
- Interact with DIS staff and hardware/software vendors regarding office automation technology and the department's needs; write detailed specifications; evaluate equipment and software capabilities; perform cost/benefit analysis; make recommendations to management.
- Plan, assign, and review the work of a small subordinate staff of analysts and technicians; conduct performance evaluations and perform other personnel-related activities.
- Serve as resource consultant for an organization on data analysis and processing, research methodology, and systems development; may document technical data descriptions; analyze program coding requirements, operator instructions, and organizational procedures.
- Instruct and train organizational personnel on data processing operations, including distributed and networking computer systems; establish local procedures for adhering to computer and data security systems; resolve data processing service complaints between organizational users and DIS.
- Prepare and review a variety of reports, correspondence, and other documents.
- Any other duties commensurate with the role.

Position Description
ECM Business Systems Analyst

Attachment B.16

Duties may include, but are not limited to, the following:

- Identify, gather, analyze and document business requirements for business application and information technology projects; translate work process into business and functional requirements; write business and functional specifications; develop departmental forms and templates; identify and provide business rules, quality standards, policies and procedures.
- Review and approve prototypes and design specifications; develop and coordinates acceptance criteria; assist with the development of test and implementation plans.
- Identify security and application access needs for department and agency customers; assist with the development and administration of departmental and agency security definitions and profiles; assist with the maintenance of security authorizations; identify and develop recommendations for other system controls.
- Develop and/or assist with the development of cost estimates, cost/benefit analysis, and project justifications; develop and/or assist with the development of funding requests and approvals.
- Test information technology applications and systems; write departmental and agency system documentation; develop and write training documentation and train departmental and agency customers.
- Identify business application and information technology solutions and opportunities for resolving business problems; perform workflow analysis.
- Serve as project leader in the development of project priorities, plan and schedule; may assign project tasks to team members; monitor project progress and provide status reports; develop and recommend project change orders; support departmental quality standards.
- Determine cause of application and system problems; develop, recommend, and implement solutions.
- Coordinate with departmental customers and other County department staff with project activities and tasks; coordinate with vendors and other external agencies regarding system interfaces and other business application and information technology issues.
- Meet with department and agency customers for preliminary study of information technology work orders to advise and assist customers in detailing their business analysis needs; plan and conduct meetings.
- Review, evaluate and recommend software and other information technology solutions; assist with the preparation of Request for Proposals; evaluate proposals, prepare and present recommendations.
- Assist with the training of other departmental business systems analyst staff; support professional and technical capabilities of team members; assist with guiding business systems analyst staff in analyzing, testing, and implementing information technology projects.
- Review and/or assist with the review of team member performance and team project progress to ensure compliance with customer requests, cost effectiveness, and team capability to produce and support information technology applications and systems within allocated resources; recommend alternative actions to meet schedules; provide status reports.
- Resolve problems in the analysis, testing, documentation, and implementation of a system.
- Any other duties commensurate with the role.

**Position Description ECM
Program Manager**

Attachment B.17

Duties may include, but are not limited to, the following:

- Plan, organize, direct, and evaluate the ECM program for department.
 - Evaluate and monitor services and program requirements.
 - Formulate policies, procedures, protocols, and standards of care for field, clinic, outreach, and office operations, ensuring compliance with federal, state, contractual, and departmental requirements.
 - Formulate administrative controls and quality assurance policies and procedures to improve and/or monitor the efficiency and effectiveness of service delivery.
 - Monitor program effectiveness; establish plans and strategies for improvement.
- Assess program and community needs.
 - Determine program, project, and service objectives.
 - Implement federal, state, and local directives.
 - Formulate standards and protocols for program services.
 - Monitor and assess progress toward objectives.
 - Assist the community in establishing ECM infrastructure, community collaborations, and standards of practice.
- Develop and determine program/project goals, objectives, and financial requirements.
- Under the direction of the Healthcare Program Administrator (HPA) or ECM program leadership, participate in the preparation of the program budget, and monitor and control day-to-day budget duties.
 - Identify and pursue sources of revenue and funding.
 - Monitor expenditures and revenues.
 - Forecast budget needs.
 - Determine service priorities.
- Collect and analyze data, generate reports, develop data metrics, analyze results, oversee the preparation or prepare and submit reports; develop action plans and make recommendations.
- Engage in Quality Improvement tasks for both ECM service delivery and patient satisfaction.
- Supervise, select, assign, review, and evaluate support staff for the program, including hiring and disciplinary actions.
- Direct teams and committees involved in promoting program compliance and effectiveness; monitor and evaluate productivity; assess educational and training needs; develop training programs, conduct staff development, in-service training, and ongoing education.
- Coordinate with department staff to meet the needs of the program.
- Assist in the development of proposals to meet community needs and to develop standards for evaluating ECM services.
- Participate in interdisciplinary meetings (SCRs) and engage with leadership and staff of various departments and clinics to ensure program policies are implemented as designed.
- Monitor program goals and productivity statistics for compliance with state and county regulations and report trends to the HPA or ECM program leadership.
- Attend programs, legislative updates, seminars, and conferences; provide updates, educational programs, and presentations; represent the program at committees, meetings, and conferences.
- Provide vacation and temporary relief as required.
- Any other duties commensurate with the role.

Position Description
ECM Registered Nurse Care Manager

Attachment B.18

In addition to duties within the Registered Nurse (RN) scope of practice, duties may include, but are not limited to, the following:

- Provide individualized patient education based on patient's complex conditions and needs, including education on disease processes.
- Act as a point of contact, primarily for patients with the highest complex physical health conditions from the 250 patient ECM team active patients.
- Provide medication reconciliation.
- Provide education for BH clinicians and CHWs on patient physical health conditions and home care instructions.
- Review medications with CHW prior to home visit for medication review.
- Build supportive working relationships with patients to fully understand patient's needs and deficits from patient's perspective.
- Develop a shared care plan with patients.
- Provide assistance with TOC following hospitalization, ED visit, skilled nursing facility stays, etc.
- Communicate with PCP regarding patient's concerns, advocate for patients regarding treatment options.
- Ensure engagement attempts and completion of tasks related to metrics for assigned patients.
- Conduct assessments including but not limited to the CHA, PHQ9, and BAM.
- Prepare documentation and present assigned patients in SCR meetings.
- Provide warm hand off to other ECM team members (RNCM, CHW, A&D counselors) as appropriate to enhance patient care.
- Support a caseload of ECM clients with complex medical conditions, conducting phone and face-to-face visits as appropriate.
- Engage clients and support/encourage active participation towards the achievement of their identified health goals.
- Track medical and behavioral health outcome measures in the department's electronic health record and web-based managed care plan platforms.
- Facilitate and ensure recommendations are communicated across the health providers and ECM care team.
- Conduct various client health assessments and review other ECM team member client assessments; this is a split role between the RNCM and BHCM.
- Work with clients to identify health and wellness goals and incorporate these goals into shared care plans that facilitate communication among clients and the ECM care team.
- Coordinate physical care management and care coordination relationships with external healthcare providers.
- Collaborate on client care issues with other team members and participate in SCR and ad hoc case reviews.
- Receive, identify and follow up on treatment plan and medication alerts.
- Consult with the ECM Providers about clinical concerns or questions and provide clients and family with educational training on chronic disease states, prevention, treatment, medications and healthy living.
- Ensure smooth transitions of care, and coordination with hospitals and facilities regarding client admissions and discharges.
- Responsible for promoting a collaborative and effective working environment within the ECM team by engaging in evidence-based communication strategies (such as motivational interviewing) when discussing responsibility/sharing of tasks, resolving conflicts as they arise, and collaborating on client case discussions.

- Responsible for ongoing engagement with clients, both in-person and on the phone, in a manner that draws on evidence-based approaches to promote collaboration between the client and the ECM care team, as well as to increase the client's sense of control over their health.
- Provide consultation for all members of the ECM care team when discussing tasks of a clinical nature including education on patient physical health conditions and home care instructions.
- Other duties as assigned.

Position Description
ECM Nursing Program Coordinator

Attachment B.19

Duties may include, but are not limited to, the following:

- Oversee ECM patient care, education and follow through for a specific specialty program.
- Monitor ECM nursing staff and provider compliance with policy, regulatory requirements and state of the art practice in area of specialty.
- Conduct ECM patient assessments and initiate required testing, treatment or medication management; may perform direct patient care.
- Direct collection of data and statistical analysis and develop quality assurance initiatives for programming.
- Provide information to national databases or registries.
- Function as liaison between services, patients and families.
- Interact with external agencies, providers and regulatory authorities.
- Provide education to the community, staff, medical professionals, students, external providers, patients and families, including advanced practice training to nursing staff.
- Function as clinical expert identifying physical and psychosocial issues impacting patients' wellbeing and act as a consultant to ECM staff, students and physicians regarding patient care.
- Represent ECM program interests and provide expertise for patient services on interdepartmental committees and task forces.
- Develop, write and implement educational and promotional materials as well as policies and procedures to ensure compliance with regulatory requirements and Medical Center practice.
- Provide vacation and temporary relief as required.
- Any other duties commensurate with the role.

Position Description
ECM Nurse Informatics Coordinator

Attachment B.20

Duties may include, but are not limited to the following:

- Integrate nursing science with multiple information and analytical sciences to identify, define, manage, and communicate data, information, knowledge, and wisdom in nursing practice.
- Support nurses, consumers, patients, the interprofessional healthcare team, and other stakeholders in their decision-making in all roles and settings to achieve desired outcomes.
- Use information structures, information processes, and information technology to develop strategies and recommendation for process improvements.
- Provide oversight of system design and development, education, support, and evaluation across program systems with the goal of improving health to our patient populations.
- Identify issues and the design, development, and implementation of effective informatics solutions and technologies within the clinical, administrative, educational, and research domains of practice.

Position Description
ECM Healthcare Program Administrator

Attachment B.21

Duties may include, but are not limited to, the following:

- Direct, oversee, monitor, implement, the administration of confidential and sensitive healthcare programs or special projects to meet objectives, and initiatives; set priorities and resource allocation.
- Collect and analyze data, generate reports, develop data metrics, analyze results, oversee the preparation, or prepare and submit reports; develop action plans and make recommendations.
- Research, analyze, and monitor legislation, regulations and program needs, develop guidelines, and implement process, policy and procedure changes, monitor program effectiveness; establish plans and strategies for improvements.
- Establish program standards, priorities and objectives, conduct studies; monitor initiatives; ensure compliance with regulations and attainment of program goals and improved outcomes.
- Develop and determine program/project goals, objectives, and financial requirements; develop quality indicators and relevant quantifiable criteria, ensure compliance with regulations, reimbursement requirements, and quality and performance standards.
- Conduct investigations and audits, special studies, prepare reports; consult with management and/or administration on technical or procedural issues.
- Direct teams and committees involved in promoting compliance and program effectiveness; monitor and evaluate productivity; assess educational and training needs, develop training programs, conduct staff development and in-service training, and ongoing education.
- Act as a liaison with medical staff, administrators, program managers or directors and government or licensing agencies, surveyors and or community organizations; provide reports, make presentations; make recommendations.
- May supervise or direct a small support staff, including assigning, reviewing and evaluating work, hiring independently, and writing and signing work performance evaluations.
- Attend programs, legislative updates, seminars, and conferences; provide updates and educational programs and presentations; represent organization at committees, meetings and conferences.
- Provide vacation and temporary relief as required.
- Any other duties commensurate with the role.

Position Description
ECM Program Manager II

Attachment B.22

Duties may include, but are not limited to, the following:

- Serve as the primary assistant to the department Director or Deputy Director, acting as a liaison between department and Human Resources.
- Lead a select team of ECM Program Analysts, providing supervision, guidance, and support to ensure program goals are met effectively.
- Analyzing federal and state laws, regulations, court orders, and directives for their impact on current operations ensuring compliance with all relevant standards.
- Review and evaluate organizational systems, policies, and practices proposing changes to enhance efficiency and effectiveness; coordinate the implementations of approved recommendations.
- Develop tools such as handbooks, forms, and automated systems to support programs.
- Prepare and coordinate request for proposals (RFPs) and contracts ensuring compliance with program regulations; assist in evaluating bids and monitoring program-related aspects of contracts.
- Represent the department at meetings, conferences, and community events.
- Conduct community needs assessments and recommend systems improvement.
- Collaborate with other departments, agencies, and jurisdictions to resolve issues, share information, and complete assignments.
- Undertake special projects, compile statistical reports, and prepare presentations as needed.
- Provide vacations and temporary relief as required
- Perform any other duties commensurate with the role.

Position Description
ECM Community Health Worker II/Lead

Attachment B.23

Duties may include but are not limited to:

- Serve as a lead over the Community Health Worker I's; assigns work, reviews work and provide input on evaluations.
- Train and mentor CHW I's on how to provide CHW services to clients enrolled in the ECM program, including working with special populations, other County departments and community-based organizations.
- Build a supportive working relationship with ECM client to fully understand the client's needs and deficits from the client's perspective.
- Engage with ECM clients both within the clinics and community agencies, as well as in the client's home environment, wherever that may be.
- Assist ECM clients in getting the most of their PCP and specialty provider visits by conducting "pre" and "post" visit contacts, utilizing client forms.
- Work with physicians and other health care professionals to develop a patient care plan.
- Provide accompaniment to PCP, specialty, and social service visits as needed to provide emotional support and gain further understanding of client's deficits when engaging with service providers.
- Evaluate client's level of health literacy and "translate" communications with providers and nursing staff.
- Conduct ECM client assessments as per the defined guidelines.
- Perform ongoing evaluation of client needs and referrals to appropriate resources to address social drivers of health.
- Provide medication review with clients at their home, place of residence or clinic; this can include providing the client with a pill box and individualized plan for filling the pill box as instructed by the RNCM or Provider.
- Provide assistance in applying for and connecting with public and community benefits, and resources, including educating clients on qualifying criteria for various benefits and resources.
- Ensure engagement attempts/encounters and managed health care plan metrics for assigned clients are completed and documented appropriately.
- Prepare and present documentation for assigned clients for SCR meetings.
- Provide a warm hand off to other ECM team members as appropriate for client care.
- Assist with the development, revision, and implementation of policies and procedures for the program, ensuring compliance with all regulatory agency standards.
- Participate in the development of assessment tools, care management guidelines, pathways and algorithms for the care of clients.
- Provide feedback to the team and ECM leadership regarding the analysis and synthesis of outcomes and reports to identify gaps in care process; collaborate in subsequent process improvement activities.
- Provide vacation and temporary relief as required.

ATTACHMENT C - SALARY GRADES

Effective 01/11/2025

		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
ECM1	Hourly				18.55	18.99	19.48	19.92	20.45	20.95	21.45	22.00	22.55	23.10		
	Appx. Bi-wkly				1484.00	1519.20	1558.40	1593.60	1636.00	1676.00	1716.00	1760.00	1804.00	1848.00		
	Appx. Monthly				3215.33	3291.60	3376.53	3452.80	3544.67	3631.33	3718.00	3813.33	3908.67	4004.00		
	Appx. Annual				38584.00	39499.20	40518.40	41433.60	42536.00	43576.00	44616.00	45760.00	46904.00	48048.00		
ECM2	Hourly				18.90	19.39	19.83	20.35	20.88	21.35	21.91	22.42	22.95	23.53	24.12	
	Appx. Bi-wkly				1512.00	1551.20	1586.40	1628.00	1670.40	1708.00	1752.80	1793.60	1836.00	1882.40	1929.60	
	Appx. Monthly				3276.00	3360.93	3437.20	3527.33	3619.20	3700.67	3797.73	3886.13	3978.00	4078.53	4180.80	
	Appx. Annual				39312.00	40331.20	41246.40	42328.00	43430.40	44408.00	45572.80	46633.60	47736.00	48942.40	50169.60	
ECM3	Hourly	19.12	19.60	20.09	20.61	21.08	21.61	22.17	22.67	23.25	23.82	24.42	25.03	25.63	26.25	
	Appx. Bi-wkly	1529.60	1568.00	1607.20	1648.80	1686.40	1728.80	1773.60	1813.60	1860.00	1905.60	1953.60	2002.40	2050.40	2100.00	
	Appx. Monthly	3314.13	3397.33	3482.27	3572.40	3653.87	3745.73	3842.80	3929.47	4030.00	4128.80	4232.80	4338.53	4442.53	4550.00	
	Appx. Annual	39769.60	40768.00	41787.20	42868.80	43846.40	44948.80	46113.60	47153.60	48360.00	49545.60	50793.60	52062.40	53310.40	54600.00	
ECM4	Hourly	23.24	23.81	24.42	25.03	25.63	26.27	26.96	27.57	28.29	28.95	29.69	30.42	31.20	31.98	
	Appx. Bi-wkly	1859.20	1904.80	1953.60	2002.40	2050.40	2101.60	2156.80	2205.60	2263.20	2316.00	2375.20	2433.60	2496.00	2558.40	
	Appx. Monthly	4028.27	4127.07	4232.80	4338.53	4442.53	4553.47	4673.07	4778.80	4903.60	5018.00	5146.27	5272.80	5408.00	5543.20	
	Appx. Annual	48339.20	49524.80	50793.60	52062.40	53310.40	54641.60	56076.80	57345.60	58843.20	60216.00	61755.20	63273.60	64896.00	66518.40	
ECM5	Hourly	23.79	24.41	25.03	25.63	26.27	26.96	27.57	28.29	28.95	29.69	30.42	31.20	31.93	32.70	
	Appx. Bi-wkly	1903.20	1952.80	2002.40	2050.40	2101.60	2156.80	2205.60	2263.20	2316.00	2375.20	2433.60	2496.00	2554.40	2616.00	
	Appx. Monthly	4123.60	4231.07	4338.53	4442.53	4553.47	4673.07	4778.80	4903.60	5018.00	5146.27	5272.80	5408.00	5534.53	5668.00	
	Appx. Annual	49483.20	50772.80	52062.40	53310.40	54641.60	56076.80	57345.60	58843.20	60216.00	61755.20	63273.60	64896.00	66414.40	68016.00	
ECM6	Hourly	25.66	26.28	26.96	27.57	28.29	28.95	29.69	30.42	31.20	31.93	32.70	33.56	34.36	35.21	
	Appx. Bi-wkly	2052.80	2102.40	2156.80	2205.60	2263.20	2316.00	2375.20	2433.60	2496.00	2554.40	2616.00	2684.80	2748.80	2816.80	
	Appx. Monthly	4447.73	4555.20	4673.07	4778.80	4903.60	5018.00	5146.27	5272.80	5408.00	5534.53	5668.00	5817.07	5955.73	6103.07	
	Appx. Annual	53372.80	54662.40	56076.80	57345.60	58843.20	60216.00	61755.20	63273.60	64896.00	66414.40	68016.00	69804.80	71468.80	73236.80	
ECM7	Hourly	29.71	30.44	31.20	31.93	32.70	33.56	34.36	35.24	36.06	36.95	37.85	38.80	39.76	40.80	
	Appx. Bi-wkly	2376.80	2435.20	2496.00	2554.40	2616.00	2684.80	2748.80	2819.20	2884.80	2956.00	3028.00	3104.00	3180.80	3264.00	
	Appx. Monthly	5149.73	5276.27	5408.00	5534.53	5668.00	5817.07	5955.73	6108.27	6250.40	6404.67	6560.67	6725.33	6891.73	7072.00	
	Appx. Annual	61796.80	63315.20	64896.00	66414.40	68016.00	69604.80	71468.80	73299.20	75004.80	76856.00	78728.00	80704.00	82700.80	84864.00	
ECM8	Hourly	31.93	32.70	33.56	34.36	35.24	36.06	36.95	37.85	38.80	39.76	40.78	41.77	42.81	43.89	
	Appx. Bi-wkly	2554.40	2616.00	2684.80	2748.80	2819.20	2884.80	2956.00	3028.00	3104.00	3180.80	3262.40	3341.60	3424.80	3511.20	
	Appx. Monthly	5534.53	5668.00	5817.07	5955.73	6108.27	6250.40	6404.67	6560.67	6725.33	6891.73	7068.53	7240.13	7420.40	7607.60	
	Appx. Annual	66414.40	68016.00	69804.80	71468.80	73299.20	75004.80	76856.00	78728.00	80704.00	82700.80	84822.40	86881.60	89044.80	91291.20	
ECM9	Hourly	31.60	32.38	33.21	33.99	34.88	35.71	36.57	37.47	38.42	39.37	40.36	41.35	42.38	43.45	44.53
	Appx. Bi-wkly	2528.00	2590.40	2656.80	2719.20	2790.40	2856.80	2925.60	2997.60	3073.60	3149.60	3228.80	3308.00	3390.40	3476.00	3562.40
	Appx. Monthly	5477.33	5612.53	5756.40	5891.60	6045.87	6189.73	6338.80	6494.80	6659.47	6824.13	6995.73	7167.33	7345.87	7531.33	7718.53
	Appx. Annual	65728.00	67350.40	69076.80	70899.20	72550.40	74278.80	76065.60	77937.60	79913.60	81889.60	83948.80	86008.00	88150.40	90376.00	92622.40
ECM10	Hourly	32.68	33.52	34.36	35.24	36.06	36.95	37.85	38.80	39.76	40.78	41.77	42.81	43.86	44.94	
	Appx. Bi-wkly	2614.40	2681.60	2748.80	2819.20	2884.80	2956.00	3028.00	3104.00	3180.80	3262.40	3341.60	3424.80	3508.80	3595.20	
	Appx. Monthly	5664.53	5810.13	5955.73	6108.27	6250.40	6404.67	6560.67	6725.33	6891.73	7068.53	7240.13	7420.40	7602.40	7789.60	
	Appx. Annual	67974.40	69721.60	71468.80	73299.20	75004.80	76856.00	78728.00	80704.00	82700.80	84822.40	86881.60	89044.80	91228.80	93475.20	
ECM11	Hourly	32.76	33.59	34.42	35.32	36.15	37.03	37.96	38.89	39.88	40.86	41.86	42.92	43.96	45.05	46.19
	Appx. Bi-wkly	2620.80	2687.20	2753.60	2825.60	2892.00	2962.40	3036.80	3111.20	3190.40	3268.80	3348.80	3433.60	3516.80	3604.00	3695.20
	Appx. Monthly	5678.40	5822.27	5966.13	6122.13	6266.00	6418.53	6579.73	6740.93	6912.53	7082.40	7255.73	7439.47	7619.73	7808.67	8006.27
	Appx. Annual	68140.80	69867.20	71593.60	73465.60	75192.00	77022.40	78956.80	80891.20	82950.40	84988.80	87068.80	89273.60	91436.80	93704.00	96075.20
ECM12	Hourly	35.15	36.05	36.95	37.85	38.80	39.76	40.78	41.77	42.81	43.86	44.96	46.06	47.26	48.44	
	Appx. Bi-wkly	2812.00	2884.00	2956.00	3028.00	3104.00	3180.80	3262.40	3341.60	3424.80	3508.80	3596.80	3684.80	3780.80	3875.20	
	Appx. Monthly	6092.67	6248.67	6404.67	6560.67	6725.33	6891.73	7068.53	7240.13	7420.40	7602.40	7793.07	7983.73	8191.73	8396.27	
	Appx. Annual	73112.00	74984.00	76856.00	78728.00	80704.00	82700.80	84822.40	86881.60	89044.80	91228.80	93516.80	95804.80	98300.80	100755.20	
ECM13	Hourly	37.85	38.79	39.76	40.78	41.77	42.81	43.86	44.96	46.06	47.26	48.38	49.62	50.83	52.10	
	Appx. Bi-wkly	3028.00	3103.20	3180.80	3262.40	3341.60	3424.80	3508.80	3596.80	3684.80	3780.80	3870.40	3969.60	4066.40	4168.00	
	Appx. Monthly	6560.67	6723.60	6891.73	7068.53	7240.13	7420.40	7602.40	7793.07	7983.73	8191.73	8385.87	8600.80	8810.53	9030.67	
	Appx. Annual	78728.00	80683.20	82700.80	84822.40	86881.60	89044.80	91228.80	93516.80	95804.80	98300.80	100630.40	103209.60	105726.40	108368.00	
ECM14	Hourly	41.47	42.48	43.56	44.63	45.77	46.90	48.10	49.22	50.50	51.71	52.97	54.35	55.66	57.07	
	Appx. Bi-wkly	3317.60	3398.40	3484.80	3570.40	3661.60	3752.00	3848.00	3937.60	4040.00	4136.80	4237.60	4348.00	4452.80	4565.60	
	Appx. Monthly	7188.13	7363.20	7550.40	7735.87	7933.47	8129.33	8337.33	8531.47	8753.33	8963.07	9181.47	9420.67	9647.73	9892.13	
	Appx. Annual	86257.60	88358.40	90604.80	92830.40	95201.60	97552.00	100048.00	102377.60	105040.00	107556.80	110177.60	113048.00	115772.80	118705.60	
ECM15	Hourly	42.25	43.85	45.12	47.12	48.32	49.56	50.81	52.15	53.44	54.77	56.12	57.53		</	

Effective 1/10/2026		3% increase														
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
ECM 3	Hourly	19.69	20.19	20.69	21.23	21.71	22.26	22.83	23.35	23.94	24.54	25.15	25.78	26.40	27.04	27.72
	Appx. Bi-wkly	1,575.28	1,615.49	1,654.83	1,698.53	1,737.00	1,780.71	1,826.17	1,868.13	1,915.33	1,963.41	2,012.37	2,062.19	2,112.02	2,163.60	2,217.69
	Appx. Monthly	3,413.10	3,500.22	3,585.46	3,680.16	3,763.50	3,858.20	3,956.69	4,047.61	4,149.89	4,254.06	4,360.13	4,468.09	4,576.05	4,687.80	4,804.99
	Appx. Annual	40,957.16	42,002.68	43,025.47	44,161.91	45,161.97	46,298.41	47,480.30	48,571.28	49,798.63	51,048.71	52,321.52	53,617.05	54,912.59	56,253.59	57,659.93
ECM 4	Hourly	23.93	24.53	25.15	25.78	26.40	27.06	27.77	28.40	29.14	29.82	30.59	31.33	32.14	32.95	33.77
	Appx. Bi-wkly	1,914.46	1,962.54	2,012.37	2,062.19	2,112.02	2,164.47	2,221.30	2,272.00	2,331.44	2,385.64	2,446.83	2,506.28	2,570.97	2,635.66	2,701.55
	Appx. Monthly	4,147.99	4,252.16	4,360.13	4,468.09	4,576.05	4,689.69	4,812.81	4,922.66	5,051.46	5,168.89	5,301.47	5,430.27	5,570.43	5,710.59	5,853.36
	Appx. Annual	49,775.90	51,025.98	52,321.52	53,617.05	54,912.59	56,276.31	57,753.68	59,071.95	60,617.50	62,026.68	63,617.69	65,163.24	66,845.17	68,527.10	70,240.27
ECM 5	Hourly	24.51	25.14	25.78	26.40	27.06	27.77	28.40	29.14	29.82	30.59	31.33	32.14	32.89	33.69	34.53
	Appx. Bi-wkly	1,960.79	2,011.49	2,062.19	2,112.02	2,164.47	2,221.30	2,272.00	2,331.44	2,385.64	2,446.83	2,506.28	2,570.97	2,631.29	2,695.10	2,762.48
	Appx. Monthly	4,248.38	4,358.23	4,468.09	4,576.05	4,689.69	4,812.81	4,922.66	5,051.46	5,168.89	5,301.47	5,430.27	5,570.43	5,701.12	5,839.39	5,985.37
	Appx. Annual	50,980.52	52,298.79	53,617.05	54,912.59	56,276.31	57,753.68	59,071.95	60,617.50	62,026.68	63,617.69	65,163.24	66,845.17	68,413.45	70,072.65	71,824.46
ECM 6	Hourly	26.42	27.07	27.77	28.40	29.14	29.82	30.59	31.33	32.14	32.89	33.69	34.56	35.39	36.26	37.16
	Appx. Bi-wkly	2,113.77	2,165.35	2,221.30	2,272.00	2,331.44	2,385.64	2,446.83	2,506.28	2,570.97	2,631.29	2,695.10	2,765.04	2,831.47	2,900.53	2,973.05
	Appx. Monthly	4,579.84	4,691.59	4,812.81	4,922.66	5,051.46	5,168.89	5,301.47	5,430.27	5,570.43	5,701.12	5,839.39	5,990.91	6,134.86	6,284.49	6,441.60
	Appx. Annual	54,958.05	56,299.04	57,753.68	59,071.95	60,617.50	62,026.68	63,617.69	65,163.24	66,845.17	68,413.45	70,072.65	71,890.95	73,618.33	75,413.90	77,299.25
ECM 7	Hourly	30.60	31.35	32.14	32.89	33.69	34.56	35.39	36.29	37.14	38.06	38.99	39.96	40.96	42.03	43.08
	Appx. Bi-wkly	2,447.71	2,508.03	2,570.97	2,631.29	2,695.10	2,765.04	2,831.47	2,903.16	2,971.34	3,044.77	3,119.08	3,196.88	3,276.43	3,362.10	3,446.15
	Appx. Monthly	5,303.37	5,434.06	5,570.43	5,701.12	5,839.39	5,990.91	6,134.86	6,290.17	6,437.91	6,597.01	6,758.01	6,926.58	7,098.94	7,284.56	7,466.67
	Appx. Annual	63,640.42	65,208.70	66,845.17	68,413.45	70,072.65	71,890.95	73,618.33	75,482.08	77,254.92	79,164.14	81,096.08	83,118.93	85,187.25	87,414.66	89,600.03
ECM 8	Hourly	32.89	33.69	34.56	35.39	36.29	37.14	38.06	38.99	39.96	40.96	42.00	43.02	44.09	45.21	46.34
	Appx. Bi-wkly	2,631.29	2,695.10	2,765.04	2,831.47	2,903.16	2,971.34	3,044.77	3,119.08	3,196.88	3,276.43	3,360.35	3,441.65	3,527.32	3,616.49	3,706.90
	Appx. Monthly	5,701.12	5,839.39	5,990.91	6,134.86	6,290.17	6,437.91	6,597.01	6,758.01	6,926.58	7,098.94	7,280.77	7,456.91	7,642.53	7,835.73	8,031.62
	Appx. Annual	68,413.45	70,072.65	71,890.95	73,618.33	75,482.08	77,254.92	79,164.14	81,096.08	83,118.93	85,187.25	87,369.21	89,482.98	91,710.39	94,028.72	96,379.44
ECM 9	Hourly	32.55	33.35	34.20	35.01	35.92	36.78	37.67	38.60	39.57	40.55	41.57	42.59	43.65	44.75	45.86
	Appx. Bi-wkly	2,604.19	2,668.00	2,736.19	2,800.88	2,873.43	2,942.50	3,013.30	3,087.61	3,165.41	3,244.09	3,325.39	3,407.56	3,492.36	3,579.77	3,668.94
	Appx. Monthly	5,642.41	5,780.67	5,928.41	6,068.57	6,225.78	6,375.41	6,528.83	6,689.82	6,858.39	7,028.86	7,205.00	7,383.05	7,566.77	7,756.18	7,949.37
	Appx. Annual	67,708.86	69,368.06	71,140.90	72,822.82	74,709.31	76,504.88	78,345.90	80,277.84	82,300.70	84,346.29	86,460.06	88,596.56	90,801.24	93,074.11	95,392.44
ECM 10	Hourly	33.67	34.52	35.39	36.29	37.14	38.06	38.99	39.96	40.96	42.00	43.02	44.09	45.17	46.29	47.45
	Appx. Bi-wkly	2,693.35	2,761.54	2,831.47	2,903.16	2,971.34	3,044.77	3,119.08	3,196.88	3,276.43	3,360.35	3,441.65	3,527.32	3,613.87	3,703.03	3,795.61
	Appx. Monthly	5,835.60	5,983.34	6,134.86	6,290.17	6,437.91	6,597.01	6,758.01	6,926.58	7,098.94	7,280.77	7,456.91	7,642.53	7,830.04	8,023.24	8,223.82
	Appx. Annual	70,027.19	71,800.03	73,618.33	75,482.08	77,254.92	79,164.14	81,096.08	83,118.93	85,187.25	87,369.21	89,482.98	91,710.39	93,960.54	96,278.86	98,685.84
ECM 11	Hourly	33.74	34.60	35.46	36.38	37.24	38.14	39.10	40.06	41.08	42.08	43.12	44.21	45.28	46.41	47.57
	Appx. Bi-wkly	2,699.47	2,767.66	2,836.72	2,910.15	2,979.21	3,050.89	3,127.82	3,204.75	3,286.05	3,366.47	3,449.52	3,536.94	3,622.61	3,712.65	3,805.31
	Appx. Monthly	5,848.86	5,996.59	6,146.23	6,305.33	6,454.96	6,610.27	6,776.95	6,943.62	7,119.77	7,294.03	7,473.96	7,663.37	7,848.99	8,044.07	8,244.84
	Appx. Annual	70,186.29	71,959.13	73,754.70	75,663.91	77,459.48	79,323.24	81,323.37	83,323.49	85,437.26	87,528.31	89,687.54	91,960.41	94,187.82	96,528.88	98,938.13
ECM 12	Hourly	36.21	37.13	38.06	38.99	39.96	40.96	42.00	43.02	44.09	45.17	46.31	47.45	48.67	49.89	51.14
	Appx. Bi-wkly	2,897.04	2,970.47	3,044.77	3,119.08	3,196.88	3,276.43	3,360.35	3,441.65	3,527.32	3,613.87	3,704.78	3,795.70	3,893.60	3,991.51	4,091.30
	Appx. Monthly	6,276.92	6,436.02	6,597.01	6,758.01	6,926.58	7,098.94	7,280.77	7,456.91	7,642.53	7,830.04	8,027.03	8,224.01	8,436.14	8,648.28	8,864.49
	Appx. Annual	75,322.98	77,232.20	79,164.14	81,096.08	83,118.93	85,187.25	87,369.21	89,482.98	91,710.39	93,960.54	96,324.32	98,688.11	101,233.73	103,779.34	106,373.83
ECM 13	Hourly	38.99	39.95	40.96	42.00	43.02	44.09	45.17	46.31	47.45	48.67	49.83	51.11	52.35	53.66	55.01
	Appx. Bi-wkly	3,119.08	3,196.01	3,276.43	3,360.35	3,441.65	3,527.32	3,613.87	3,704.78	3,795.70	3,893.60	3,986.27	4,088.55	4,188.20	4,293.11	4,400.43
	Appx. Monthly	6,758.01	6,924.68	7,098.94	7,280.77	7,456.91	7,642.53	7,830.04	8,027.03	8,224.01	8,436.14	8,636.91	8,858.52	9,074.44	9,301.73	9,534.27
	Appx. Annual	81,096.08	83,096.21	85,187.25	87,369.21	89,482.98	91,710.39	93,960.54	96,324.32	98,688.11	101,233.73	103,642.97	106,302.23	108,893.31	111,620.75	114,411.27
ECM 14	Hourly	42.71	43.75	44.87	45.97	47.15	48.30	49.54	50.70	52.01	53.26	54.56	55.98	57.34	58.79	60.26
	Appx. Bi-wkly	3,417.18	3,500.22	3,589.39	3,677.68	3,772.09	3,863.88	3,963.54	4,056.20	4,161.10	4,260.76	4,364.79	4,478.43	4,586.83	4,703.10	4,820.67
	Appx. Monthly	7,403.88	7,583.82	7,777.01	7,968.31	8,172.87	8,371.75	8,587.67	8,788.44	9,015.73	9,231.65	9,457.04	9,703.27	9,938.13	10,190.04	10,444.79
	Appx. Annual	88,846.57	91,005.80	93,324.13	95,619.73	98,074.43	100,460.95	103,052.02	105,461.27	108,188.71	110,779.79	113,484.51	116,439.24	119,257.60	122,280.52	125,337.54
ECM 15	Hourly	43.52	45.16	46.47	48.54	49.76	51.05	52.33	53.72	55.04	56.41	57.81	59.25	60.73	62.25	63.80
	Appx. Bi-wkly	3,481.87	3,612.99	3,717.89	3,883.11	3,981.02	4,084.18	4,186.46	4,297.48	4,403.25	4,512.53	4,624.42	4,739.81	4,858.31	4,979.77	5,104.26
	Appx. Monthly	7,544.04	7,8													

Effective 1/9/2027		3% increase														
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
ECM 3	Hourly	20.28	25.27	25.91	26.55	27.19	27.87	28.60	29.25	30.02	30.72	31.50	32.27	33.10	33.93	34.78
	Appx. Bi-wkly	1,622.53	2,021.41	2,072.74	2,124.06	2,175.38	2,229.41	2,287.93	2,340.16	2,401.39	2,457.21	2,520.24	2,581.47	2,648.10	2,714.73	2,782.60
	Appx. Monthly	3,515.49	4,379.73	4,490.93	4,602.13	4,713.33	4,830.38	4,957.19	5,070.34	5,203.00	5,323.96	5,460.52	5,593.18	5,737.54	5,881.91	6,028.96
	Appx. Annual	42,185.87	52,556.76	53,891.16	55,225.57	56,559.97	57,964.60	59,486.29	60,844.11	62,436.03	63,887.48	65,526.22	67,118.14	68,850.53	70,582.91	72,347.48
ECM 4	Hourly	24.65	25.90	26.55	27.19	27.87	28.60	29.25	30.02	30.72	31.50	32.27	33.10	33.88	34.70	35.57
	Appx. Bi-wkly	1,971.89	2,071.84	2,124.06	2,175.38	2,229.41	2,287.93	2,340.16	2,401.39	2,457.21	2,520.24	2,581.47	2,648.10	2,710.23	2,775.95	2,845.35
	Appx. Monthly	4,272.43	4,488.98	4,602.13	4,713.33	4,830.38	4,957.19	5,070.34	5,203.00	5,323.96	5,460.52	5,593.18	5,737.54	5,872.15	6,014.57	6,164.93
	Appx. Annual	51,269.18	53,867.75	55,225.57	56,559.97	57,964.60	59,486.29	60,844.11	62,436.03	63,887.48	65,526.22	67,118.14	68,850.53	70,465.86	72,174.83	73,979.20
ECM 5	Hourly	25.25	25.90	26.55	27.19	27.87	28.60	29.25	30.02	30.72	31.50	32.27	33.10	33.88	34.70	35.57
	Appx. Bi-wkly	2,019.61	2,071.84	2,124.06	2,175.38	2,229.41	2,287.93	2,340.16	2,401.39	2,457.21	2,520.24	2,581.47	2,648.10	2,710.23	2,775.95	2,845.35
	Appx. Monthly	4,375.83	4,488.98	4,602.13	4,713.33	4,830.38	4,957.19	5,070.34	5,203.00	5,323.96	5,460.52	5,593.18	5,737.54	5,872.15	6,014.57	6,164.93
	Appx. Annual	52,509.94	53,867.75	55,225.57	56,559.97	57,964.60	59,486.29	60,844.11	62,436.03	63,887.48	65,526.22	67,118.14	68,850.53	70,465.86	72,174.83	73,979.20
ECM 6	Hourly	28.01	28.69	29.43	30.10	30.89	31.61	32.42	33.21	34.07	34.86	35.71	36.64	37.52	38.43	39.39
	Appx. Bi-wkly	2,240.60	2,295.27	2,354.57	2,408.32	2,471.33	2,528.78	2,593.64	2,656.66	2,725.23	2,789.16	2,856.81	2,930.94	3,001.36	3,074.57	3,151.43
	Appx. Monthly	4,854.63	4,973.08	5,101.58	5,218.02	5,354.55	5,479.02	5,619.56	5,756.09	5,904.66	6,043.19	6,189.75	6,350.37	6,502.95	6,661.56	6,828.10
	Appx. Annual	58,255.53	59,676.99	61,218.90	62,616.26	64,254.55	65,748.28	67,434.75	69,073.04	70,855.88	72,518.26	74,277.01	76,204.40	78,035.43	79,938.73	81,937.20
ECM 7	Hourly	31.51	32.29	33.10	33.88	34.70	35.60	36.46	37.38	38.26	39.20	40.16	41.16	42.18	43.29	44.37
	Appx. Bi-wkly	2,521.14	2,583.27	2,648.10	2,710.23	2,775.95	2,847.99	2,916.42	2,990.25	3,060.48	3,136.12	3,212.65	3,292.79	3,374.73	3,462.97	3,549.54
	Appx. Monthly	5,462.47	5,597.08	5,737.54	5,872.15	6,014.57	6,170.64	6,318.91	6,478.88	6,631.05	6,794.92	6,960.75	7,134.38	7,311.91	7,503.09	7,690.67
	Appx. Annual	65,549.63	67,164.96	68,850.53	70,465.86	72,174.83	74,047.67	75,826.88	77,746.55	79,572.57	81,539.06	83,528.96	85,612.50	87,742.87	90,037.10	92,288.03
ECM 8	Hourly	33.88	34.70	35.60	36.46	37.38	38.26	39.20	40.16	41.16	42.18	43.26	44.31	45.41	46.56	47.73
	Appx. Bi-wkly	2,710.23	2,775.95	2,847.99	2,916.42	2,990.25	3,060.48	3,136.12	3,212.65	3,292.79	3,374.73	3,461.16	3,544.90	3,633.14	3,724.98	3,818.11
	Appx. Monthly	5,872.15	6,014.57	6,170.64	6,318.91	6,478.88	6,631.05	6,794.92	6,960.75	7,134.38	7,311.91	7,499.19	7,680.62	7,871.81	8,070.80	8,272.57
	Appx. Annual	70,465.86	72,174.83	74,047.67	75,826.88	77,746.55	79,572.57	81,539.06	83,528.96	85,612.50	87,742.87	89,990.28	92,167.47	94,461.70	96,849.58	99,270.82
ECM 9	Hourly	33.53	34.35	35.23	36.06	37.00	37.88	38.80	39.75	40.75	41.77	42.81	43.87	44.96	46.09	47.24
	Appx. Bi-wkly	2,682.31	2,748.04	2,818.27	2,884.90	2,959.64	3,030.77	3,103.70	3,180.24	3,260.37	3,341.41	3,425.15	3,509.79	3,597.13	3,687.17	3,779.01
	Appx. Monthly	5,811.68	5,954.09	6,106.26	6,250.63	6,412.55	6,566.67	6,724.69	6,890.52	7,064.14	7,239.72	7,421.15	7,604.54	7,793.77	7,988.86	8,187.85
	Appx. Annual	69,740.13	71,449.10	73,275.13	75,007.51	76,950.59	78,800.02	80,696.28	82,686.18	84,769.72	86,876.67	89,053.86	91,254.45	93,525.28	95,866.34	98,254.22
ECM 10	Hourly	34.68	35.55	36.46	37.38	38.26	39.20	40.16	41.16	42.18	43.26	44.31	45.41	46.53	47.68	48.87
	Appx. Bi-wkly	2,774.15	2,844.39	2,916.42	2,990.25	3,060.48	3,136.12	3,212.65	3,292.79	3,374.73	3,461.16	3,544.90	3,633.14	3,722.28	3,814.12	3,909.48
	Appx. Monthly	6,010.67	6,162.84	6,318.91	6,478.88	6,631.05	6,794.92	6,960.75	7,134.38	7,311.91	7,499.19	7,680.62	7,871.81	8,064.95	8,263.94	8,470.53
	Appx. Annual	72,128.01	73,954.03	75,826.88	77,746.55	79,572.57	81,539.06	83,528.96	85,612.50	87,742.87	89,990.28	92,167.47	94,461.70	96,779.35	99,167.23	101,646.41
ECM 11	Hourly	34.76	35.63	36.52	37.47	38.36	39.28	40.27	41.26	42.31	43.34	44.41	45.54	46.64	47.80	48.99
	Appx. Bi-wkly	2,780.46	2,850.69	2,921.82	2,997.46	3,068.59	3,142.42	3,221.66	3,300.89	3,384.63	3,467.47	3,553.01	3,643.05	3,731.29	3,824.03	3,919.47
	Appx. Monthly	6,024.32	6,176.49	6,330.61	6,494.49	6,648.61	6,808.58	6,980.26	7,151.93	7,333.37	7,512.85	7,698.18	7,893.27	8,084.45	8,285.40	8,492.19
	Appx. Annual	72,291.88	74,117.91	75,967.34	77,933.83	79,783.27	81,702.94	83,763.07	85,823.20	88,000.38	90,154.16	92,378.16	94,719.22	97,013.46	99,424.75	101,906.27
ECM 12	Hourly	37.30	38.24	39.20	40.16	41.16	42.18	43.26	44.31	45.41	46.53	47.70	48.87	50.13	51.39	52.68
	Appx. Bi-wkly	2,983.95	3,059.58	3,136.12	3,212.65	3,292.79	3,374.73	3,461.16	3,544.90	3,633.14	3,722.28	3,815.93	3,909.57	4,010.41	4,111.26	4,214.04
	Appx. Monthly	6,465.22	6,629.10	6,794.92	6,960.75	7,134.38	7,311.91	7,499.19	7,680.62	7,871.81	8,064.95	8,267.84	8,470.73	8,689.23	8,907.73	9,130.42
	Appx. Annual	77,582.67	79,549.16	81,539.06	83,528.96	85,612.50	87,742.87	89,990.28	92,167.47	94,461.70	96,779.35	99,214.05	101,648.75	104,270.74	106,892.72	109,565.04
ECM 13	Hourly	40.16	41.15	42.18	43.26	44.31	45.41	46.53	47.70	48.87	50.13	51.32	52.64	53.92	55.27	56.66
	Appx. Bi-wkly	3,212.65	3,291.89	3,374.73	3,461.16	3,544.90	3,633.14	3,722.28	3,815.93	3,909.57	4,010.41	4,105.86	4,211.20	4,313.85	4,421.90	4,532.45
	Appx. Monthly	6,960.75	7,132.42	7,311.91	7,499.19	7,680.62	7,871.81	8,064.95	8,267.84	8,470.73	8,689.23	8,896.02	9,124.27	9,346.68	9,580.78	9,820.30
	Appx. Annual	83,528.96	85,589.09	87,742.87	89,990.28	92,167.47	94,461.70	96,779.35	99,214.05	101,648.75	104,270.74	106,752.26	109,491.30	112,160.10	114,969.37	117,843.61
ECM 14	Hourly	55.53	56.88	58.33	59.76	61.30	62.79	64.41	65.91	67.62	69.24	70.93	72.77	74.54	76.43	78.34
	Appx. Bi-wkly	4,442.33	4,550.29	4,666.21	4,780.99	4,903.72	5,023.05	5,152.60	5,273.06	5,409.44	5,538.99	5,674.23	5,821.96	5,962.88	6,114.03	6,266.88
	Appx. Monthly	9,625.05	9,858.96	10,110.11	10,358.80	10,624.73	10,883.27	11,163.97	11,424.97	11,720.44	12,001.14	12,294.15	12,614.25	12,919.57	13,247.06	13,578.23
	Appx. Annual	115,500.54	118,307.54	121,321.37	124,305.65	127,496.76	130,599.23	133,967.63	137,099.65	140,645.33	144,013.73	147,529.86	151,371.01	155,034.88	158,964.68	162,938.80
ECM 15	Hourly	44.83	46.52	47.87	50.00	51.26	52.58	53.90	55.33	56.69	58.10	59.54	61.03	62.55	64.11	65.72
	Appx. Bi-wkly	3,586.32	3,721.38	3,829.43	3,999.61	4,100.45	4,206.70	4,312.05	4,426.40	4,535.35	4,647.90	4,763.15	4,882.01	5,004.06	5,129.16	5,257.39
	Appx															

Effective 1/8/2028		3% increase														
		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Step 12	Step 13	Step 14	Step 15
ECM 3	Hourly	20.89	26.03	26.69	27.35	28.01	28.70	29.46	30.13	30.92	31.64	32.45	33.24	34.09	34.95	35.83
	Appx. Bi-wkly	1,671.21	2,082.06	2,134.92	2,187.78	2,240.64	2,296.29	2,356.57	2,410.36	2,473.43	2,530.93	2,595.85	2,658.91	2,727.54	2,796.17	2,866.07
	Appx. Monthly	3,620.95	4,511.12	4,625.66	4,740.19	4,854.73	4,975.30	5,105.91	5,222.45	5,359.09	5,483.68	5,624.33	5,760.97	5,909.67	6,058.37	6,209.83
	Appx. Annual	43,451.45	54,133.46	55,507.90	56,882.33	58,256.77	59,703.54	61,270.88	62,669.43	64,309.11	65,804.11	67,492.01	69,131.69	70,916.04	72,700.40	74,517.91
ECM 4	Hourly	25.39	26.67	27.35	28.01	28.70	29.46	30.13	30.92	31.64	32.45	33.24	34.09	34.89	35.74	36.63
	Appx. Bi-wkly	2,031.05	2,133.99	2,187.78	2,240.64	2,296.29	2,356.57	2,410.36	2,473.43	2,530.93	2,595.85	2,658.91	2,727.54	2,791.53	2,859.23	2,930.71
	Appx. Monthly	4,400.60	4,623.65	4,740.19	4,854.73	4,975.30	5,105.91	5,222.45	5,359.09	5,483.68	5,624.33	5,760.97	5,909.67	6,048.32	6,195.01	6,349.88
	Appx. Annual	52,807.25	55,483.78	56,882.33	58,256.77	59,703.54	61,270.88	62,669.43	64,309.11	65,804.11	67,492.01	69,131.69	70,916.04	72,579.83	74,340.07	76,198.57
ECM 5	Hourly	26.00	26.67	27.35	28.01	28.70	29.46	30.13	30.92	31.64	32.45	33.24	34.09	34.89	35.74	36.63
	Appx. Bi-wkly	2,080.20	2,133.99	2,187.78	2,240.64	2,296.29	2,356.57	2,410.36	2,473.43	2,530.93	2,595.85	2,658.91	2,727.54	2,791.53	2,859.23	2,930.71
	Appx. Monthly	4,507.10	4,623.65	4,740.19	4,854.73	4,975.30	5,105.91	5,222.45	5,359.09	5,483.68	5,624.33	5,760.97	5,909.67	6,048.32	6,195.01	6,349.88
	Appx. Annual	54,085.24	55,483.78	56,882.33	58,256.77	59,703.54	61,270.88	62,669.43	64,309.11	65,804.11	67,492.01	69,131.69	70,916.04	72,579.83	74,340.07	76,198.57
ECM 6	Hourly	28.85	29.55	30.32	31.01	31.82	32.56	33.39	34.20	35.09	35.91	36.78	37.74	38.64	39.59	40.57
	Appx. Bi-wkly	2,307.82	2,364.13	2,425.21	2,480.57	2,545.47	2,604.64	2,671.45	2,736.36	2,806.98	2,872.84	2,942.51	3,018.87	3,091.40	3,166.80	3,245.97
	Appx. Monthly	5,000.27	5,122.27	5,254.62	5,374.56	5,515.18	5,643.39	5,788.15	5,928.77	6,081.80	6,224.48	6,375.44	6,540.88	6,698.04	6,861.41	7,032.94
	Appx. Annual	60,003.20	61,467.30	63,055.47	64,494.75	66,182.19	67,720.73	69,457.80	71,145.23	72,981.56	74,693.81	76,505.32	78,490.54	80,376.49	82,336.89	84,395.32
ECM 7	Hourly	32.46	33.26	34.09	34.89	35.74	36.67	37.55	38.50	39.40	40.38	41.36	42.39	43.45	44.59	45.70
	Appx. Bi-wkly	2,596.77	2,660.77	2,727.54	2,791.53	2,859.23	2,933.43	3,003.91	3,079.96	3,152.30	3,230.20	3,309.03	3,391.57	3,475.97	3,566.85	3,656.03
	Appx. Monthly	5,626.34	5,764.99	5,909.67	6,048.32	6,195.01	6,355.76	6,508.47	6,673.25	6,829.98	6,998.77	7,169.57	7,348.41	7,531.26	7,728.18	7,921.39
	Appx. Annual	67,516.12	69,179.91	70,916.04	72,579.83	74,340.07	76,269.11	78,101.69	80,078.94	81,959.75	83,985.23	86,034.83	88,180.88	90,375.15	92,738.22	95,056.67
ECM 8	Hourly	34.89	35.74	36.67	37.55	38.50	39.40	40.38	41.36	42.39	43.45	44.56	45.64	46.78	47.96	49.16
	Appx. Bi-wkly	2,791.53	2,859.23	2,933.43	3,003.91	3,079.96	3,152.30	3,230.20	3,309.03	3,391.57	3,475.97	3,565.00	3,651.25	3,742.14	3,836.73	3,932.65
	Appx. Monthly	6,048.32	6,195.01	6,355.76	6,508.47	6,673.25	6,829.98	6,998.77	7,169.57	7,348.41	7,531.26	7,724.17	7,911.04	8,107.96	8,312.92	8,520.75
	Appx. Annual	72,579.83	74,340.07	76,269.11	78,101.69	80,078.94	81,959.75	83,985.23	86,034.83	88,180.88	90,375.15	92,689.99	94,932.49	97,295.55	99,755.07	102,248.95
ECM 9	Hourly	34.53	35.38	36.29	37.14	38.11	39.02	39.96	40.95	41.98	43.02	44.10	45.19	46.31	47.47	48.65
	Appx. Bi-wkly	2,762.78	2,830.48	2,902.82	2,971.45	3,048.43	3,121.69	3,196.81	3,275.64	3,358.19	3,441.65	3,527.90	3,615.08	3,705.04	3,797.78	3,892.38
	Appx. Monthly	5,986.03	6,132.71	6,289.45	6,438.14	6,604.93	6,763.67	6,926.43	7,097.23	7,276.07	7,456.91	7,643.79	7,832.67	8,027.59	8,228.53	8,433.49
	Appx. Annual	71,832.33	73,592.57	75,473.38	77,257.73	79,259.10	81,164.02	83,117.17	85,166.77	87,312.81	89,482.97	91,725.47	93,992.09	96,331.04	98,742.33	101,201.84
ECM 10	Hourly	35.72	36.62	37.55	38.50	39.40	40.38	41.36	42.39	43.45	44.56	45.64	46.78	47.92	49.11	50.33
	Appx. Bi-wkly	2,857.38	2,929.72	3,003.91	3,079.96	3,152.30	3,230.20	3,309.03	3,391.57	3,475.97	3,565.00	3,651.25	3,742.14	3,833.95	3,928.55	4,026.76
	Appx. Monthly	6,190.99	6,347.72	6,508.47	6,673.25	6,829.98	6,998.77	7,169.57	7,348.41	7,531.26	7,724.17	7,911.04	8,107.96	8,306.89	8,511.85	8,724.65
	Appx. Annual	74,291.85	76,172.65	78,101.69	80,078.94	81,959.75	83,985.23	86,034.83	88,180.88	90,375.15	92,689.99	94,932.49	97,295.55	99,682.73	102,142.25	104,695.80
ECM 11	Hourly	35.80	36.70	37.62	38.59	39.51	40.46	41.48	42.50	43.58	44.64	45.74	46.90	48.04	49.23	50.46
	Appx. Bi-wkly	2,863.87	2,936.21	3,009.48	3,087.38	3,160.64	3,236.69	3,318.31	3,399.92	3,486.17	3,571.49	3,659.60	3,752.34	3,843.23	3,938.75	4,037.06
	Appx. Monthly	6,205.05	6,361.79	6,520.53	6,689.32	6,848.06	7,012.84	7,189.66	7,366.49	7,553.37	7,738.23	7,929.13	8,130.07	8,326.99	8,533.96	8,746.95
	Appx. Annual	74,460.64	76,341.44	78,246.36	80,271.85	82,176.77	84,154.02	86,275.96	88,397.89	90,640.39	92,858.78	95,149.51	97,560.80	99,923.86	102,407.49	104,963.46
ECM 12	Hourly	38.42	39.39	40.38	41.36	42.39	43.45	44.56	45.64	46.78	47.92	49.13	50.34	51.63	52.93	54.26
	Appx. Bi-wkly	3,073.47	3,151.37	3,230.20	3,309.03	3,391.57	3,475.97	3,565.00	3,651.25	3,742.14	3,833.95	3,930.40	4,026.85	4,130.73	4,234.60	4,340.46
	Appx. Monthly	6,659.18	6,827.97	6,998.77	7,169.57	7,348.41	7,531.26	7,724.17	7,911.04	8,107.96	8,306.89	8,515.87	8,724.85	8,949.90	9,174.96	9,404.33
	Appx. Annual	79,910.15	81,935.64	83,985.23	86,034.83	88,180.88	90,375.15	92,689.99	94,932.49	97,295.55	99,682.73	102,190.47	104,698.22	107,398.86	110,099.50	112,851.99
ECM 13	Hourly	41.36	42.38	43.45	44.56	45.64	46.78	47.92	49.13	50.34	51.63	52.86	54.22	55.54	56.93	58.36
	Appx. Bi-wkly	3,309.03	3,390.64	3,475.97	3,565.00	3,651.25	3,742.14	3,833.95	3,930.40	4,026.85	4,130.73	4,229.03	4,337.54	4,443.27	4,554.56	4,668.42
	Appx. Monthly	7,169.57	7,346.40	7,531.26	7,724.17	7,911.04	8,107.96	8,306.89	8,515.87	8,724.85	8,949.90	9,162.90	9,398.00	9,627.08	9,868.20	10,114.91
	Appx. Annual	86,034.83	88,156.77	90,375.15	92,689.99	94,932.49	97,295.55	99,682.73	102,190.47	104,698.22	107,398.86	109,954.83	112,776.04	115,524.91	118,418.46	121,378.92
ECM 14	Hourly	57.19	58.58	60.08	61.56	63.14	64.67	66.34	67.89	69.65	71.31	73.06	74.96	76.77	78.72	80.69
	Appx. Bi-wkly	4,575.60	4,686.80	4,806.19	4,924.42	5,050.83	5,173.74	5,307.18	5,431.26	5,571.72	5,705.16	5,844.45	5,996.62	6,141.77	6,297.45	6,454.88
	Appx. Monthly	9,913.80	10,154.73	10,413.42	10,669.57	10,943.47	11,209.77	11,498.89	11,767.72	12,072.06	12,361.18	12,662.98	12,992.68	13,307.16	13,644.47	13,985.58
	Appx. Annual	118,965.56	121,856.77	124,961.01	128,034.82	131,321.67	134,517.21	137,986.66	141,212.64	144,864.69	148,334.14	151,955.75	155,912.14	159,685.93	163,733.62	167,826.96
ECM 15	Hourly	46.17	47.91	49.30	51.49	52.79	54.16	55.52	56.99	58.39	59.84	61.33	62.86	64.43	66.04	67.69
	Appx. Bi-wkly	3,693.91	3,833.02	3,944.31	4,119.60	4,223.47	4,332.90	4,441.41	4,559.19	4,671.41	4,787.34	4,90				