

## **Minutes of the Human Resources Committee**

**Tuesday, August 21, 2018**

Chair Nelson called the meeting to order at 1:00 p.m.

**Present:** Supervisors Larry Nelson, Joel Gaughan, Tom Michalski, Bill Mitchell, Jeremy Walz, and Ted Wysocki. **Absent:** Mike Crowley.

**Also Present:** Chief of Staff Mark Mader, Human Resources Manager Jim Richter, WOW Development Board President Laura Catherman, Parks & Land Use Director Dale Shaver, County Board Chair Paul Decker, and Senior Human Resources Analyst Renee Gage.

### **Approve Minutes of May 15 and July 18**

**MOTION:** Wysocki moved, second by Gaughan to approve the minutes of May 15 and July 18. Motion carried 6-0.

### **Chair's Executive Committee Report of June 18, July 16, and August 20**

Nelson advised the Executive Committee, at their June 18 meeting, discussed projected operational funding needs by the Sheriff's Department for the courthouse capital project and future budget issues, approved the ordinance to amend the Spring City Aviation, Inc. operating agreement, went into closed session to discuss potential litigation regarding the opioid crisis, heard an update on the economic development, transportation, and the Washington, D.C./local county government trip, and heard standing committee reports.

At the July 16 meeting, the Executive Committee approved five appointments, heard a legislative update, standing committee reports, and an update by Chair Decker on workforce development and transportation. Emergency Preparedness Director Gary Bell presented the fire department shared service feasibility study.

At the August 20 meeting, the Executive Committee approved three ordinances, five appointments, and determined sale values on County-owned foreclosure properties less than \$5,000. They also heard a report by Internal Audit Manager Lori Schubert on the Parks & Land Use and Public Works Permitting Processes Review and an update on the County's customer service program. Chair Decker reported on the County Board Chair Conference, and Workforce Development and Transportation Issues, and chairs gave standing committee reports.

### **Schedule Next Meeting Date**

- September 18
- October 2

### **Ordinance 173-O-037: Authorize Vacation And Sick Leave Benefits For Newly-Hired Corrections, Telecommunications And Law Enforcement Staff**

Richter and Gage discussed this ordinance as outlined and said effective upon passage, this ordinance would authorize the Sheriff's Department and Department of Emergency Preparedness to offer accelerated vacation and sick leave benefits to newly hired Correctional Officers,

Telecommunicators and associated law enforcement supervisory staff meeting certain experience criteria. To qualify, new employees in these categories must have worked in a similar position for at least three years no more than twelve months prior to the hire date.

Under this program, qualifying Correctional Officers and Telecommunicators will be granted 40 hours of sick leave upon hire. Thereafter, they will earn additional sick leave in accordance with the applicable County policy. They will also receive up to 10 days of paid vacation, pro-rated based on the start date. Thereafter they will accrue vacation time in accordance with the applicable County policy. Employees hired under this program will not be eligible for a vacation payout if they terminate employment within six months of their start date.

Qualifying individuals hired into a law enforcement, corrections or telecommunications supervisory position will receive the exempt vacation benefit in the first year of employment. Thereafter, they will accrue vacation based on the applicable County policy.

Providing an accelerated benefit program may allow the affected departments to hire and retain qualified individuals that might not otherwise choose Waukesha County over competing employment opportunities. Hiring experienced staff can reduce time in on-the-job training. If vacancies can be filled more quickly under this incentive program, overtime costs will be reduced. The amount of savings would depend on the number and timing of hires under this program. This ordinance requires no additional tax levy.

MOTION: Mitchell moved, second by Wysocki to approve Ordinance 173-O-037. Motion carried 6-0.

#### **Active and Retiree Life Insurance Program Changes**

Richter reviewed proposed life insurance program changes for active and retired employees as outlined in his handout. Eventually, County contributions would be phased out for retirees. An ordinance will come forward in September.

#### **Status Report on the Hiring of Relatives of Current Employees**

Richter discussed this item as outlined in his report titled "Relative Hire Report" which included information on requesting department, relative's department, position, relationship, date of hire. No concerns were raised.

#### **Ordinance 173-O-038: Create One Workforce Development Board Director Position And Modify Waukesha County Parks And Land Use 2018 Budget To Appropriate Waukesha-Ozaukee-Washington Workforce Development Board Grant Funds**

Shaver and Catherman were present to discuss this ordinance as outlined which creates one regular, full-time (1.00 FTE) Workforce Development Board Director position (salary range \$93,772 - \$128,621) in the Workforce Innovation and Opportunity Act (WIOA) Fund in the Parks & Land Use Department. This ordinance also appropriates \$434,700 of total expenditure authority and increases General Government revenues by a corresponding amount for the fourth quarter of 2018.

This new position is a result of Waukesha County agreeing to serve as the administrative entity, grant recipient, fiscal agent, and oversight manager of the Waukesha, Ozaukee, and Walworth (WOW) Counties Board. The position will implement grant-programs working with sub-grantee

vendors, work with stakeholders on macroeconomic workforce issues, and serve as a liaison with representatives of the WOW counties.

Personnel Costs of \$42,300 are related to the Workforce Development Board Director position as well as programmatic support costs and extra help. Operating Expenses of \$392,400 is largely to support sub-grantee programs mentioned previously. Other miscellaneous operating expenses are mainly budgeted to provide office supply costs, office rent, staff development and travel, and software/computer maintenance.

All position costs and any Workforce Development grant programming and related expenses are funded through federal Workforce Innovation and Opportunity Act annual allocations. Staff indicate that the total grant expenditures are estimated to be expended by December 31, 2018 and any amounts remaining will be submitted as part of the County's carryover ordinance process.

This ordinance is estimated to have no direct tax levy impact and is conditioned upon the approval and execution of a mutually agreeable Fiscal Agent Agreement.

MOTION: Mitchell moved, second by Michalski to approve Ordinance 173-O-038. Motion carried 6-0.

#### **Approve Classification Specification for WOW Program Director Position**

Richter reviewed the class spec for the Workforce Development Board Director position as outlined including the function of the job, characteristic duties and responsibilities, and qualifications.

MOTION: Wysocki moved, second by Walz to approve the classification specification for the Workforce Development Board Director position. Motion carried 6-0.

#### **Ordinance 173-O-039: Approve Modifications To Compensation And Benefit Structures For Non-Represented Employees**

Richter and Gage discussed this ordinance which implements changes to the salary structure for selected jobs, modifies the non-base performance award system and the step promotion policy to maintain market competitiveness resulting from the 2018 Compensation Study of the County's total compensation structure. The financial analysis of the salary structure changes is based on a five-year projection comparing the County's current salary structure for position classifications with the one proposed in this ordinance. This reflects the County's ongoing review of compensation every five years and captures significant impacts that occur more immediately following a change.

The effective date for this ordinance is January 1, 2019. Employees in classifications with step ranges addressed in this ordinance will be placed at the step closest to, but not less than their current pay rate as of the effective date of this ordinance. Employee placement and future movement will open up the range maximum to step 15 for the four classifications currently capped at 14 steps. Employees already earning more than the top rate of their new pay range will be red-circled until range maximum exceeds employee's current salary. The projection assumes an employee turnover rate consistent with percentages of 12% and it factors in related Social Security and Wisconsin Retirement System costs. Since some positions are funded entirely or partially with non-tax levy revenue sources, this projection assumes about 29% of position costs will not have a levy impact, based on current funding sources.

Compensation Study - Salary and Benefit Cost Estimate						
Year	2019	2020	2021	2022	2023	Total
Cost (Including Benefits)	\$249,446	\$32,888	\$92,218	\$87,600	\$80,797	\$542,948
29% Non-Levy Revenue Offset	\$72,339	\$9,538	\$26,743	\$25,404	\$23,431	\$157,455
Net Costs	\$177,106	\$23,351	\$65,475	\$62,196	\$57,366	\$385,493

The net tax levy impact for these salary structure changes is estimated at \$385,000 over five years or about 1.1% of estimated base expenditures. The proposed 2019 budget includes the fiscal impacts of this ordinance.

The non-base performance award modification puts into place the opportunity for department heads to recognize, provide a higher reward, and differentiate high performing staff. It is anticipated that a very small number of staff would be eligible for the additional non-base compensation. Employees must be evaluated as exceptional and historical trends show that only a small percentage of the eligible employees would receive this additional compensation. The fiscal impact is estimated at \$60,000 (\$43,000 levy impact) and will be managed within 2019 department personnel budgets.

The step promotion policy modification impacts a small number of classifications for those employees in the step ranges, and the fiscal impact is very minimal. Any costs are included in the 2019 department budgets.

MOTION: Wysocki moved, second by Michalski to approve Ordinance 173-O-039. Motion carried 6-0.

MOTION: Michalski moved, second by Walz to adjourn at 2:40 p.m. Motion carried 6-0.

Respectfully submitted,

*Michael A. Crowley*

Michael A. Crowley  
Secretary