



City of West Allis

7525 W. Greenfield Ave.
West Allis, WI 53214

Meeting Minutes

Administration & Finance Committee

Aldersperson Kevin Haass, Chair

Aldersperson Martin J. Weigel, Vice-Chair

Alderspersons: Michael J. Czaplewski, Michael P. May, Daniel J. Roadt

Monday, December 12, 2016

6:04 PM

City Hall Room 128

REGULAR MEETING (draft minutes)

A. CALL TO ORDER

Vice Chair Weigel called the meeting to order at 6:04 p.m.

B. ROLL CALL

Present 4 - Ald. Weigel, Ald. Czaplewski, Ald. May, and Ald. Roadt

Excused 1 - Ald. Haass

Others Attending

Charles Carlson, Carlson Dettmann Consulting; Ald. Lajsic; City Attorney Scott Post; Sally Nusslock, Health Commissioner; Patrick Mitchell, Police Chief; Mike Lewis, Director of Public Works/City Engineer; John Stibal, Director of Development; Ed Lisinski, Director of BINS; Joe Burtch, Assistant City Engineer; Jane Barwick, Principal HR Analyst; Steve Schaer, Manager of Planning & Zoning; Bart Griepentrog, Planning; Terry Maier, BINS; Gale Jender, Development; Greg Keifer and Scott Travers, Dept. of Public Works; Rebecca Grill, City Administrator; Jeanette Wardinski, Recording Secretary.

C. APPROVAL OF MINUTES

1. [2016-0668](#) Minutes (draft) October 24, 2016, November 1, 2016, November 7, 2016, November 15, 2016, and December 6, 2016.

A motion was made by Ald. May, seconded by Ald. Roadt, that this matter was Approved. The motion carried by the following vote:

Aye: 4 - Ald. Weigel, Ald. Czaplewski, Ald. May, and Ald. Roadt

No: 0

D. APPEARANCE BEFORE COMMITTEE

1. Appearance by Charles Carlson, Partner, Carlson Dettman Consulting, LLC

[2016-0703](#)

Communication from City Administrator regarding the Classification and Compensation Study Results (including Pay Plan, Reclassification Requests, and Implementation Options).

Vice Chair Weigel introduced this item and welcomed Mr. Carlson. Mr. Carlson informed the Committee that he was present this evening for an update on the project with observations to share, questions for the Committee, and policy guidance. He proceeded with a Power Point presentation, and a handout of same was provided to those present. The study conducted covers approximately 220 existing job classifications and every questionnaire has been read twice and they will do a third

reading. It has been a complex process of reviewing the job description questionnaires (JDQs) and he reviewed the steps of the documentation, analysis and job evaluation. Their preliminary observations show there is discrepancy between what the minimum requirements are for a position vs. the duties that were described. Department Heads were tasked to go over job descriptions to verify minimum education and experience requirements for all classifications, and Carlson will finish the job evaluation process as soon as that data is returned to them. Also, the Council has never adopted a policy providing HR the authority to set hiring standards and this is a concern. This will be addressed in policy recommendations in their report. He noted that the City has a dated classification structure and they expect to recommend classification consolidation and re-titling.

Mr. Carlson then discussed three issues requiring Committee guidance. Policy Concern #1 is market comparisons, and the markets and benchmarks were reviewed. Policy Concern #2 is the market position - where does the City want to position itself in its labor markets. He noted that 55% of the City's workforce is over age 45 and competitive pay will matter when these positions become vacant. The overtime issue was detailed regarding new FLSA rules and whether the City intends to continue paying comp time to FLSA exempt staff. He said he has requested a comp report from the city for the last year in order to study and understand what the implications are. We will need to be thoughtful and wise in what we do with this issue. He said they will want to recommend a substantial pay plan change, and the city will need to be competitive in its pay plan. He advised that if the city has heavy benefit costs, deal with the benefits and do not look at the pay plan. Also noted was that the city is very competitive at the lower end of pay range and are currently competing with the bottom half of the market. Based on these policy observations, what do we now do with pay structure and administration. He noted the three pay models to consider and he said the Hybrid Model is the direction the public sector is going in. The city's current policy is a pay-for-performance structure and there are concerns about accuracy of assessments and is the city committed to making it work effectively. He reviewed three pay plan types and said he would like to see the city move to a combination plan. Mr. Carlson then reviewed the proposed project completion timetable which includes pay range recommendations for 15 pending reclassifications or new positions for introduction to the Council yet this month. Tentative adoption of a pay plan is contemplated in February.

Mr. Carlson then asked for comments/questions from the Committee. He wondered what the Committee thinks about the issue of FLSA and comp time. Ald. May expressed his concerns about where we are at with all the positions and budget impact. When asked about the suggestion for a combination pay plan, Ald. Weigel and Ald. May said they like it. Mr. Carlson said the city will need outside help with putting a plan in place and will also need to upgrade its game internally. Discussion ensued on performance review and NeoGov, which assists with managing performance review. Mr. Carlson emphasized that the comp time issue is pretty critical and we will have to deal with it wisely. Ms. Grill informed the Committee that there is money in the 2017 budget to implement pay-for-performance and NeoGov software. Mr. Carlson said the management process of pay-for-performance and how to do it right is the hard part. If it is put in place, his recommendation is to start with the top two layers and push it down. Discussion continued on pay plan options and managing the process. Ald. Lajsis commented that we need to see the results of the report before we can make any

decisions on direction. He commented on his private sector experience with comp time and that department heads and managers do not get it. We may need to make exceptions for certain positions, e.g., seasonal needs. Mr. Carlson reminded the Committee that a pay plan has to be fair for those managers that do not get overtime pay. Ald. May agreed that a pay range should match those that work 50-60 hours and agrees with Ald. Lajsic in this matter. He also said he likes the pay-for-performance plan but can we afford it, and not necessarily the pay but the implementation. Ald. Weigel questioned whether this continued discussion should be with a Committee of the Whole meeting, perhaps in February based on the project timeline, so all Council members hear this conversation. Ald. Lajsic thought it was a good idea. Ald. May also wondered if in other communities there are positions other than management that do not get comp/overtime. Mr. Carlson said this has changed with FLSA changes that are still pending. He said right now, the restriction is just at the department head level for West Allis. Sometimes, it's not a question of changing the comp/overtime plan but how business is conducted. There are all kinds of ways to address extra hours before paying comp or overtime. There was also some conversation about the "professional" level of positions during this discussion. Mr. Carlson said one step that must be taken immediately, and which he will assist with, is for the City Administrator to send a communication to all employees and let them know where we are at. Also, the Power Point presentation should be posted on the city's intranet. Staff concurred these steps will be taken.

Ald. Weigel noted that this matter will be held, per Ms. Grill's recommendation. The Committee thanked Mr. Carlson for his presentation.

E. CITY ADMINISTRATOR REPORT

1. Status of Strategic Planning Process.

Ms Grill reported that two public open houses will be held Tuesday, December 13, in the Council Chambers on the Strategic Plan report. The sessions offer the opportunity for citizens and employees to view a presentation of the strategic plan draft report and provide input and feedback.

F. CLOSED SESSION

At 7:15 p.m., Vice Chair Weigel stated it was the intention of the Committee to vote on a motion to convene in closed session to discuss performance evaluation data of a public employee, and to take such further action as may be necessary and appropriate with respect to such matter.

A closed session for the above purpose is authorized pursuant to the provisions of Wis. Stats. Section 19.85(1)(c), which authorizes a governmental body, upon motion duly made and carried, to meet in closed session to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.

A motion was made by Ald. Roadt, seconded by Ald. Czaplewski, that this matter was Approved.. The motion carried by the following vote:

Aye: 4 - Ald. Weigel, Ald. Czaplewski, Ald. May, and Ald. Roadt

No: 0

City Administrator Grill and City Attorney Post were present and informed the Committee about the performance evaluation data of a public employee. Discussion ensued during which time Mr. Post and Ms. Grill responded to questions and comments from Committee members. Based on Committee consensus, direction was provided to staff on how to proceed.

Upon conclusion of the closed session at 7:55 p.m., the Administration & Finance Committee reconvened in open session at said time and place to consider its public agenda, including motions to recommend approval or rejection of above-listed deliberations or any of the public agenda items that have not been acted upon.

G. ADJOURNMENT

A motion was made by Ald. Weigel, seconded by Ald. May, that the meeting be adjourned at 7:55 p.m. The motion carried unanimously.