PERSONNEL COMMITTEE MEETING MINUTES
Wednesday, September 23, 2020 @ 7:00 pm
Remotely Via GoToMeeting

Present: Lisa Reeves (Chair), Fred Hundt (Vice-Chair), Thomas Majewski, Mayor Swadley and Director Gillingham

Absent: Sid Boersma

Also in attendance: Director Hebert, Director Glynn, and City Clerk Holly Licht, Fire Chief Joshua Ripp, Deputy Clerk Candee Christian

1. **CALL TO ORDER:** Chair Reeves called the meeting to order at 7:03 pm.

2. **Approval of the Minutes** of the Wednesday, August 19, 2020 Personnel Committee meeting minutes.
   Motion to approve Hundt, second Majewski, Approved 4-0

3. **Communications/Updates**
   - Director Gillingham noted that for Human Resources & Risk Management, working remotely is business as usual and yet not business as usual. HR is still doing a lot of recruiting and has had some recent hires.
   - Director Gillingham stated that the full time custodian has been let go and the part time custodian has been moved into the full time position, so we are recruiting for a part time custodian at this time. She also noted the hire of two part time dispatcher and the on-going recruitment for a full time dispatcher to replace one that recently terminated her employment. She stated that there has been one hire of a Journeyman Lineman for the Utilities Dept. and that we are still recruiting for the position. Director Gillingham noted that there has been an increase in hires for the Fire & EMS Departments.
   - Director Gillingham asked if the Personnel Committee would prefer a summary of recruiting/hiring/terminations emailed to them or if they preferred the update to be brought to them as communications at the monthly meeting. There was some discussion and it was decided that they would like the email.

4. ****Discussion and possible action regarding 2021 Personnel requests**
   Chair Reeves explained that the Director from each department would take their turn in the order that they had arrived for the meeting. She further stated that the committee would listen to their presentations, take some time to ask questions and then move on to the next department. She noted that there would be no discussion or decisions made until after the other three departments presentations were heard at the next meeting.
   Mayor Swadley asked that the committee keep in mind what their priorities might be as they are listening to the requests of each department. He further stated that when Director Friedl joins the meeting next week that they could go over some of the knowns and unknowns of what is available.

   f) Recreation Presentation

   Director Glynn presented his request for a full time Parks & Recreation Assistant. (See attached Recreation Presentation). Director Glynn spoke of new initiatives and anticipated projects that would take up much of his and the Recreation Supervisors time making it difficult to get the low-level tasks completed. Director Glynn stated that his department does a lot of things with not a lot of people. He stated they wanted to take the part time assistant position to full time but that they would take any hours they could get in order to have those low-level tasks completed. He further stated

that Stoughton is the only Recreation Dept. in the area to not have a full time assistant on staff.

Chair Reeves asked Director Glynn to please submit the information he has on the new initiatives and anticipated projects that he mentioned during this meeting via email. Director Glynn responded that he would email them to HR Generalist Skarda for addition into the minutes. (See attached Recreation 2021 Projects).

e) Public Works Presentation

Director Hebert presented his request for a full time Parks Maintenance Machine Operator. (See attached Public Works Presentation). Director Hebert stated that the department has asked more from the Parks Maintenance Supervisor in an administrative capacity. Director Hebert went over the list of duties that the Parks Maintenance Supervisor has taken on. He stated that the Parks Maintenance Supervisor is the only full time employee in Parks. He further stated that having another full time employee would ease the burden on that position and allow the Supervisor to train and supervise his seasonal employees more effectively. Director Hebert stated that his concern was that the parks service level may begin to slide backwards. He stated that it is his fear that due to the heavy workload and additional stress, the Parks Maintenance Supervisor may burn out if we are not able to provide him with some help.

Mayor Swadley stated that from what he has seen Hebert's time is more in demand for construction and TDS projects. His time is being diverted and his team has stepped up but that the stress is on Director Hebert and there is a breaking point. He stated that we need to keep a good thing going.

Director Gillingham stated due to the changing processes the Park's Maintenance Supervisor is on call 24-7. He is a very talented individual and we want to avoid stretching our talent to far.

Vice-Chair Hundt asked what would be the cost savings of reducing one long-term seasonal position. Director Hebert stated the department would save $16,000 if they dropped one long-term seasonal employee. He also stated that the City is currently negotiating with the state DOT for additional funds to extend the connecting highway boundaries that currently end at Hoel and expend them to Roby Road. This extension would net the City an additional $28,942 that could be earmarked for this position, as there are maintenance duties associated with the landscaping in the roundabouts and sidewalks in this corridor as it gets built out in 2022.

Mayor Swadley stated there had not been a decision made regarding the roundabouts yet. There was some discussion regarding what place the new position would provide for snowplowing.

a) City Clerk Presentation

City Clerk Licht presented her request for extra hours for the Deputy Clerk in order to bring the position up to full time. City Clerk Licht stated that with voter registration and absentee voting as well as operator's licenses, taxi and chicken licenses, Johns Disposal, being the liaison to the Food Pantry, and updating the City's website in regards to Clerks office updates, etc., the Deputy Clerk's duties require more hours. She stated that her fear is that if we do not fully fund the full time position, there may be inaccuracies and that there is also a risk of burnout for the employee in this position.

Mayor Swadley stated that Clerk Licht was modest about the hours she put in. He listed the committees she is involved with and stated the City risks burnout with Clerk Licht as well. Clerk Licht stated the Deputy Clerk is at 30 hours a week right now and pays for a higher portion of her benefits than a full time employee does. Director Gillingham stated that with a move to 40 hours that would increase the City's portion of benefits, WRS, and all other full time benefits. Mayor Swadley stated they had discussed the use of volunteers for counting ballots but that that might increase inaccuracies. Chair Reeves stated that she could see where during elections that the department would be extremely busy but asked if during off election season there is really the need for a full time Deputy Clerk. Clerk Licht stated that elections are not just at election time. There is at least 8 weeks prep beforehand and weeks after an election. Clerk Licht spoke of records management as something her department needed to get done as well. Mayor Swadley stated that this was a busy year with the census, and elections, and that the department will be responsible for redistricting and food carts, etc. He stated the department has excellent teamwork.

5. **<u>Future Agenda Items</u>**

- Parks & Recreation Structure
- Work Rules – New Format

6. ***Motion to adjourn Hundt, second Majewski, Approved 4-0. Meeting adjourned 8:03pm.***

RECREATION ASSISTANT STAFFING REQUEST

Dan Glynn, Parks & Recreation Director

Stoughton
PARKS & RECREATION

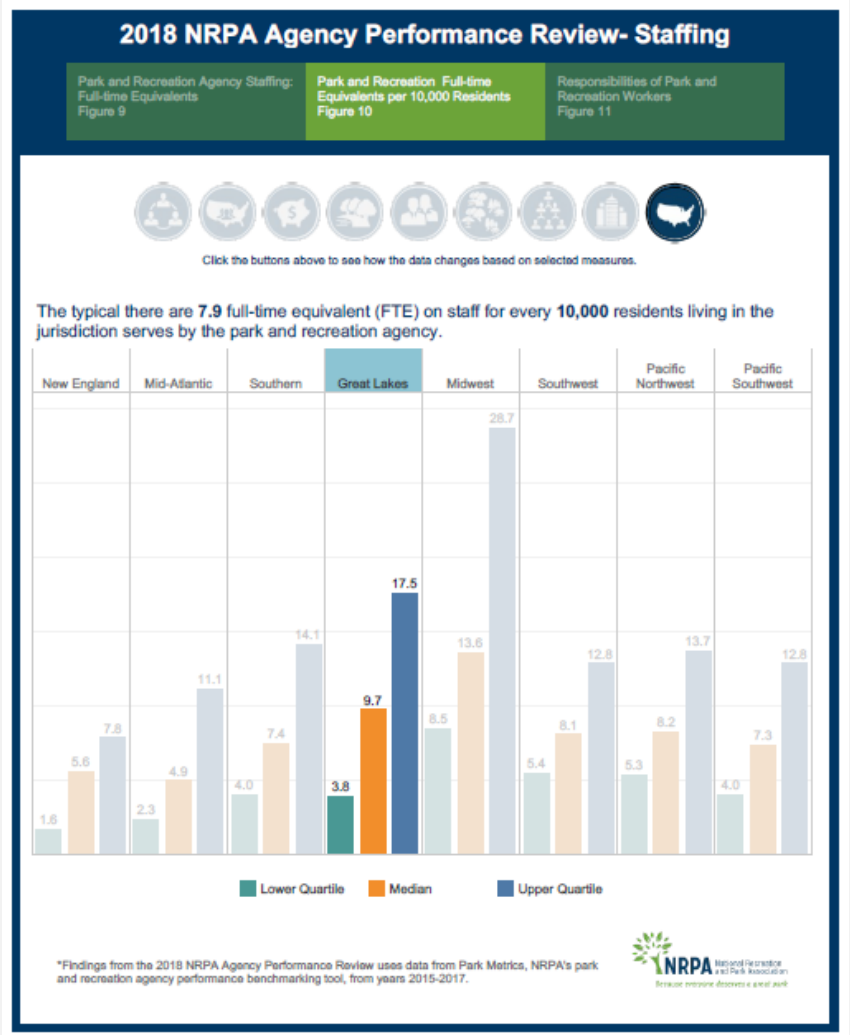
JUSTIFICATION – CURRENT STAFFING LEVELS

- Director
- Recreation Supervisor
- Youth Center Manager
- Youth Center Assistant (2) - .75 FTE Total
- Recreation Assistant - .38 FTE

JUSTIFICATION – DEPARTMENT RESPONSIBILITIES

- Parks Management
- Property & Facility Development
- Volunteer Management
- Visitor Services
- Youth Center Afterschool Program
- Recreation Programming
- Troll Beach

- 2020 City Staffing Levels – 8.85 FTE
- Median Staffing Level – 12.61 FTE



- Operations/Maintenance – 6.43 FTE
- Programmers – 3.28 FTE
- Administration – 2.40 FTE

- Parks & Recreation Current – 4.13 FTE

2018 NRPA Agency Performance Review- Staffing

Park and Recreation Agency Staffing: Full-time Equivalents Figure 9 | Park and Recreation Full-time Equivalents per 10,000 Residents Figure 10 | **Responsibilities of Park and Recreation Workers Figure 11**

Click the buttons above to see how the data changes based on selected measures.

Operations/Maintenance tends to make up just **over half** of all full-time equivalent (FTE) staff responsibilities in a park and recreation agency.

	All Agencies	250 or Less	251 to 1,000	1,001 to 3,500	Over 3,500
Operations/Maintenance	55%	51%	58%	57%	60%
Programmers	24%	26%	23%	25%	19%
Administration	17%	19%	16%	14%	11%
Capital Development	2%	2%	2%	2%	4%
Other	2%	1%	1%	1%	6%

*Findings from the 2018 NRPA Agency Performance Review uses data from Park Metrics, NRPA's park and recreation agency performance benchmarking tool, from years 2015-2017.

NRPA National Recreation and Park Association

IMPACT – RECREATION ASSISTANT

- Perform lower level tasks
  - Visitor Services
  - Administrative Functions
  - Low Level Programming Tasks
- Delegation of Tasks – Parks & Recreation Director to Recreation Supervisor
  - Troll Beach
  - Parks Management
  - Volunteer Management
- Opportunities – Parks & Recreation Director
  - Strategic Planning
  - Property & Facility Development
  - Personnel Management – Cross Training

ALTERNATIVES

- Expand the Rec Assistant hours
- Less of an impact than FTE

2021 Park Projects

Yahara Riverfront Development – Major Tasks

- Revise BUILD Grant application
- WDNR Recreational Grant Program application
- DNR permitting meetings
- County coordination meetings
- Interfacing with the Hub and other media
- Township informational meetings
- Steering committee meetings

Racetrack Park Master Plan

- Layout parking, ADA pathways, and other major infrastructure. Would also give park expansion options.
- Estimated 12 months to complete. Racetrack Road is scheduled to be re-done in 2024. This could be pushed back one year, but it is essential that it is funded in 2022. The parking lots need to be replaced and there are major cost savings if they are planned when the road construction takes place. A realistic timeline is:
    - 2022 – Master Plan Development (layout parking and ADA pathways)
    - 2023 – Parking Lot & ADA Pathway Engineering
    - 2024 – Construction (in conjunction with road project)
- Work closely with the consultant on public input plan. This is what I did for Mandt Park's:
    - Refined survey with consultant
    - Coordinated and attended stakeholder focus group meetings
    - Coordinated and attended public meeting for concept options
- Attended meetings with consultants – Kick-off and periodical progress meetings

Dunkirk Park Master Plan

- The sport court needs to be replaced in 2022 and the playground and sport court need to be relocated for better visibility. Before the investment is made, a master plan should be completed to see how the park is used, identify any unknown issues, and what the users want to see improved. This is a 12-month process.
- Internally complete the master plan which includes:
    - Public Input Process
        - Surveys
        - Neighborhood Stakeholder Meetings
        - Concept/Draft Plan Feedback
    - Concept/Draft Plan Development
    - Final Master Plan Development
    - Compiling Master Plan Report

Virgin Lake Trail Extension Engineering

- This is to connect and widen the Virgin Lake Trail from Roby Road to the 51 West Development. It creates off-road trail linkage between Virgin Lake Park, east 51 West Park, and future Linnerud development park.

2021 Park Projects

- Solicit quotes for engineering expense
- Select engineering firm
- Kick-off and progress meetings

Rotary Park Restrooms

- The project was bid out this past summer and was over budget. The original engineer's estimate for excavation and connecting utility laterals (used for budgeting) was $3,000 and a recent quote was $35,930. Another unknown expense was the building's foundation. The geotechnical report found that there are poor soils and that a more extensive foundation is needed which costs an additional $11,000 over the budgeted estimate.
- I have started soliciting quotes for the site work and it has been difficult finding an excavator able to do the work. I'm currently waiting to hear back from a local excavator that is believed to be able to do the work. It is likely we would be 10-20% over the budgeted amount if I act as the general contractor versus 50%.
- The construction may happen in the fall if the contractors are available, but it would most likely be a spring project.

New Development Parks

- There are two developments and three parks that are on the horizon and may need to be worked on in 2021. The latest I have heard is that Kettle Park West has been preliminary platted. The 51 West development has two parks since Highway 51 bisects the development. The developer would like to have the east park developed by 2022. A master plan for the parks need to be completed along with a cost analysis to budget for park infrastructure.

Bjoin Park Prairie

- Select a consultant to perform a prairie restoration and grow-in program at Bjoin Park to address wet turf grass areas that are difficult to maintain and unpleasant aesthetically. This was incorporated into the recently adopted Bjoin Park Master Plan.

Equipment Operator – Parks Maintenance

PROPOSED NEW POSITION

Overview of the Stoughton Parks System

- 23 Parks
- 8 Baseball/Softball Fields
- 9 Parks Shelters/Restrooms
- 13 Playground Structures
- 1 Splash Pad
- 1 Skate Park
- Frisbee Golf Park
- Troll Beach
- 5 Miles of Trail (Paved and Unpaved)
- 286.7 Acres / 120 Mowable

Current Parks Maintenance Staffing Levels

- Staffing
  - 1 Full Time Working Supervisor
  - 4 Long Term Seasonals
  - 4 Short Term Seasonal

- According to the National Recreation and Parks Association, there should be 9.7 FTE's for every 10,000 residents.
  - Current FTE's (Including Parks Maint/Park and Rec/Youth Center) **8.76**
  - Should have **12.61** based on a population of 13,000

- The working Parks Maintenance Supervisor is the only full time employee in Parks Maintenance

New Position Overview

- Full Time Employee – 2080 Hours
- Reports to the Parks Maintenance Supervisor
- *Equipment Operator Position
  - Operates large CDL and Construction Style Equipment
  - Construction and maintenance of parks trails and structures including adding ADA pathways
  - Performs parks maintenance duties as assigned
- Participates in Streets Snow Operations

Why is this Position Needed?

- We are asking more of the Parks Maintenance Supervisor from an administrative perspective:
  - RFP's/Quote packets for parks structure replacement
  - Turf Management Program
  - Oversee construction (Example: Lowell Park Playground, Norse Park Court and Paths)
  - Manages the Parks Maintenance Operating Budget
  - Assists the Director of PW with putting together the proposed operating budget
  - Creates CIP documents including quotes and supporting documents
  - Coordinates with user group representatives on field, trail, and special event use
  - Coordinates volunteers (examples)
    - Parks Signs (Adopt-A-Sign Program)
    - Cummins Volunteer
    - Sport group work days

Why this Position is Needed? (Cont.)

- Would allow the Parks Maintenance Supervisor to actually supervise and train staff more effectively
- Currently they are having to operate equipment that the seasonals can't run and supervise field operations at the same time.
- Being the only full time person, he is often pulled away from a task to meet with his staff, contractors or scheduled meetings.

Why this Position is Needed? (Cont.)

- Currently borrowing Streets Operators to do parks work
  - We all try to help each other, but the streets division is stretched thin as well
- In the winter, outside of snow operations, the Parks Supervisor is alone to perform necessary parks maintenance in preparation for the spring.
  - Ice Rink
  - Tree Trimming
  - Shelter Maintenance
  - Etc.

Why this Position is Needed? (Cont.)

- Would Participate in Snow Operations
  - We are in need of an additional snow operator
    - To maintain adequate service levels for snow operations, we need to add an additional plow route.
    - Furthermore, if we have one employee sick, we have no one to fill that route, leaving that route unplowed until the other operators finish their routes.

What if this Position is Not Filled?

- We fear our parks service level may start to slide backwards
- We would need to contract more work out when constructing parks features
- Examples of major projects that operators have helped with this past year:
  - Lowell Park Playground Structure Removal and Site Preparation
  - Norse Park Trail and Court Site Prep
  - Major Trail Grading and Maintenance
  - Brush Cutting with Skid Steer and Forestry Mower
  - Installing Drain Tile at Dunkirk Park
  - Grading Ball Diamonds with the Grader

What if this Position is Not Filled? (Cont.)

- Added stress on the Parks Maintenance Supervisor to get tasks accomplished with no additional help from a skilled operator
- Administrative duties may take a back seat to getting field work done
- Snow operations will continue to see service times go up and overtime may go up as well

Potential Additional Funding Sources

- Reduction of 1 long term seasonal position **$16,000**
- Additional Connecting Highway Funds

  for maintenance of Hoel to Roby - **$25,000**

PERSONNEL COMMITTEE MEETING MINUTES
Thursday, October 1, 2020 @ 6:00 pm
Remote Via GoToMeeting

Present: Lisa Reeves (Chair), Fred Hundt (Vice-Chair), Thomas Majewski, Sid Boersma, Mayor Swadley and Director Gillingham

Also in attendance: Police Chief Greg Leck, Director James Ramsey, Fire Chief Joshua Ripp, Director Cindy McGlynn

1. **CALL TO ORDER:** Chair Reeves called the meeting to order at 6:01 pm.

2. **Communications/Updates**
   Director Gillingham stated that HR is still recruiting for the Journeyman Lineman position. There were no further updates to report since last week's meeting.

3. ****Discussion and possible action regarding 2021 Personnel requests**
   Chair Reeves explained that the Director from each department would take their turn in the order that they had arrived for the meeting. She further stated that the committee would listen to their presentations, ask questions and then move on to the next department.

   a) Police Presentation

   Chief Leck had two requests for the 2021 budget.
   1- Community Service Employee from part-time to full time.
   2- An additional full time sworn Police Officer.

   - *Community Service employee*: This position was originally approved by the Council as a part time position at a higher wage rate($20) as the position was part-time and there would be no benefits. The Council was told the position would not go full time. If there were additional needs, the City would look at adding another part time or limited term employee. Because of the wage, the position would not move to full time. The Chief stated that this position has morphed into a vital role especially with reporting requirements. This position has also put forth a more consistent social media presence for the department. Chief Leck stated that this position is very active in parking enforcement and has expanded into motor vehicle registrations. This is a source of income bringing in $35,000. He stated that he would like to see this position be backup to the Dispatchers, assist the Office Manager, backup for the crossing guards so that the sworn Police Officers are not pulled away from regular duty.
     Alder Majewski stated that the duties that Chief Leck is describing sound like they are out of the scope of the original position description. Director Gillingham stated that this is true as the position description was focused on parking enforcement. She stated that with the addition of the duties described by Chief Leck, the position description would need to be rewritten and re-graded. Boersma asked if the position could go to ¾ time rather than full time. Director Gillingham stated that either way, a new position description would need to be written to reflect the duties and that WRS is available at 1200 hours per year. The cost would be between $24,000 and $65,000 ,with the benefits included, before the

regrade. Majewski stated that the numbers would go up with the regrade. Director Gillingham stated that the position was never intended to have the hours increased. This position was never intended to qualify for benefits. Chair Reeves stated that she remembered Alder Jensen and Chief Leck favored the additional hours for the CSO last year because it would be a revenue producer. Chair Reeves asked if there was data regarding parking enforcement revenue. Chief Leck stated that in 2019 there was $17,000 - $18,000 more in revenue, but that this year due to COVID and downtown construction those numbers were down. He stated the licensing had really picked up and was bringing in additional revenue.

- *Full Time Sworn Officer Request:* Chief Leck stated that his officers go call to call every day and there is no availability for traffic enforcement. He stated that they generally need to use overtime to cover and there is not much cushion for training, vacation, and comp time. Chief Leck stated they are still uncertain what the Stoughton School Board is going to decide in regards to the School Resource Officer (SRO). The School pays ¾ of the cost of the SRO. Alder Hundt asked Chief Leck if he knew how many hours of overtime were being used. Chief stated he did not have the numbers. Boersma asked if the position could be hired as part time instead of full time. Chief stated there is a hurdle due to the labor agreements that prevent the use of part-timers as primary. He said it is extremely difficult to find a pool of part timers. Majewski asked if, because school is virtual due to COVID, was the department using the SRO to fill in shifts. Chief stated that yes, training is being done in house and they are covering shifts with the SRO for now.

b) Library Presentation

Director Ramsey presented two requests. Both were to increase hours for existing positions.

1- Library Administrative Assistant from 18 to 20 hours per week.
2- Circulation Supervisor from 30 hours to 40 hours per week.

- *Library Administrative Assistant:* (See attached Library Presentation). Director Ramsey asked that this position be moved from 18 hours per week to 20. He stated the compensation and benefits were not commensurate with the skills and responsibilities of the position. He stated that as the position stands, the department would be hard pressed to find someone to replace the person in the position should they decide to leave. Director Ramsey discussed the position responsibilities. Director Ramsey was asked to work with Director Friedl to see if there were any efficiencies that could be gained by eliminated possible duplication of efforts between this position and Finance.

- Library Circulation Supervisor position: Director Ramsey stated that he believes it is the only supervisory position within the City that is not full

time. He stated that circulation is probably the busiest department within the Library. He stated it is the first desk you see when you enter. Director Ramsey stated that the person in this position is barely able to keep their head above water at 30 hours per week. Sometimes this affects the patrons when they are trying to return a damaged item as the Circulation Supervisor is the one that makes the decisions for damaged items. Alder Reeves asked if there were backup for this position when they are not there. Director Ramsey stated that while others can make some decisions, sometimes the patron has to return when the Circulation Supervisor is there. We would like to see a more consistent presence who is able to assist our patrons right away. Director Ramsey stated that the cost would be less than stated, as the person in the position would not be taking benefits. There was some discussion regarding accounting tasks that the position was doing that could be done by the Finance Department. Hundt asked what would be needed to make the position competitive. Director Ramsey stated it should eligible for time off, vacation and sick time. It should be eligible for all benefits.

c) Fire Presentation

Fire Chief Ripp presented a request for additional hours moving the Fire Technician position from 30 hours per week to 40 hours per week.

- Chief Ripp requested to move the Fire Technician from 30 hours to 40 hours per week. (See attached Fire Presentation). Chief Ripp stated the position has two components – emergency response and day-to-day operations. He stated that at 30 hours per week there are risks involved including the department being able to get out of the door fast and the ability to fight interior fires. Another concern was reporting. If it is not done in a timely manner, it puts the City at risk for losing the departments 2% dues funding. He stated the rigs might not be checked regularly, equipment may not be fixed in a timely manner and duties are often pushed to the Chief and Deputy Chief, which affects the responsibilities of those positions. Reeves asked about the 2% dues. Chief Ripp explained the 2% dues were 2% of the dues that the Fire Department pays to the State, which is paid back to the City with a formula that they designed. Director Gillingham asked what other communities staffing looks like. Chief Ripp stated the structures varied and gave examples. Very few of his examples did not have full time firefighters on staff. Boersma asked if the Fire fighters were required to hold CDL's. Ripp replied that the Fire Dept. is exempt from CDL requirements.

4. **Discussion and possible action regarding the Personnel Committee recommendations for additional headcount or hours for the 2021 Budget

Motion to move into closed session Boersma, second Hundt, Approved 4-0. Reeves read State Statute 19.85(1)(c) moving the meeting to closed session at 7:30 pm.

Motion to move into open session Reeves, second Hundt, Approved 4-0. Moved into open session 7:56 pm.

Majewski motion to approve the Public Works request of one additional full time Machine Operator to start possibly in January of 2021, Hundt second, Approved 4-0
Reeves motion that no presentations be made at the Committee of the Whole next week, Boersma second, Approved 4-0

5. **<u>Future Agenda Items</u>**

- Parks & Recreation Structure
- Work Rules – New Format

6. ***Motion to adjourn Boersma, second Hundt, Approved 4-0. Meeting adjourned 8:06pm.***

PERSONNEL COMMITTEE MEETING MINUTES
Thursday, October 19, 2020 @ 7:00 pm
Remote Via GoToMeeting

Present: Lisa Reeves (Chair), Fred Hundt (Vice-Chair), Thomas Majewski, Sid Boersma, Mayor Swadley and Director Gillingham

Also in attendance: Director Jill Weiss, Director Jamin Friedl

1. **CALL TO ORDER:** Chair Reeves called the meeting to order at 7:06 pm.

2. **Communications/Updates**
   Director Gillingham stated that there was nothing to report since the last meeting.

3. ****Discussion and possible action regarding the 2021 Utilities Personnel Budget**
   Director Weiss made her presentation (See attached Utilities Presentation).
   Director Weiss laid out her Strategic Alignment Plan (see attached, slide 6-8). She stated that the plan had three parts: People, Processes, and Technology. She stated that the job descriptions were not all aligned with the tasks that are being performed. Director Weiss told the committee that the department's GIS person had retired last year and had not been replaced. She stated that they were looking to leverage that position in a different way. Director Weiss stated that since 1991 while the population of Stoughton has risen 32%, the staffing of the Utilities Department has decreased by 14% (see attached, slide 9-10). Director Weiss told the committee that there were some retirements that could happen in the next few years and noted that there is no succession plan in place and that the sooner they started working on that plan the better prepared they would be. Director Weiss stated that recruitment and retention has been difficult for the department. She briefly discussed the linemen who have recently left and the one new hire.

   Director Gillingham stated that for the 2021 Utilities strategic plan funding she would ask that:
   - Utilities mirror all other City departments at 2%.
   - Those who were not in good standing in 2020 be adjusted according to the compensation policy.
   - HR work with the third party consultant (Springsted or other identified) to grade the positions descriptions and review compensation matrix.

   Director Weiss stated that she would be turning the process over to Director Gillingham to lead, with Personnel, Finance, the Utilities Board, and eventually Council to approve. She stated that the HR Dept. would handle recruitment. Director Weiss stated that the estimated cost of this plan should be approximately $290,000. She stated the consultant fees were just a best guess, as they had not been vetted.

   Reeves stated that while she gives this strategic plan her stamp of approval, she wondered though that with the position descriptions not being done at this point, if this should not be a Finance item as she is not sure of the role of Personnel in this. She stated she did not want to get into the financial and asked about guidance regarding the financial implications. Director Gillingham stated that at this time no decision has been made and that it would go through Personnel, Finance and Council.

   Mayor Swadley stated that the budget is different for Utilities, having different ebbs & flows. He further stated that at the Utilities meeting prior to this Personnel meeting, Director Friedl had demonstrated that well.

Majewski stated that the $290,000 number was just a placeholder needed in order to start. It is a best estimate and I find that to be reasonable. Reeves noted that this is just first steps and there will be stopgaps and checks along the way. Majewski stated that it would need to come back to this committee before moving forward to council for approval. Boersma agreed with Majewski. He stated that he believes setting the strategic plan is good and we need to start somewhere.

Majewski motion to agree to have Stoughton Utilities set aside $290,000 for strategic planning with the understanding that this come back before this Committee before being taken to Council, second Boersma, Approved 4-0.

4. **<u>Future Agenda Items</u>**

- Parks & Recreation Structure
- Work Rules – New Format

5. ***Motion to adjourn Majewski, second Hundt, Approved 4-0. Meeting adjourned 7:45pm.***

Stoughton Utilities Proposed 2021 Budget & 5-Year CIP

Stoughton Utilities Budget

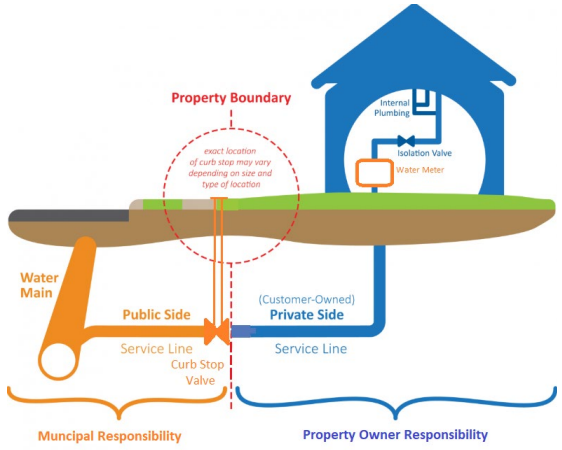
- Funding Source: SU ratepayers and recipients of utility services (electric, water and wastewater)
- Budget uniquely different from city process – not a line-item budget, but instead trend-based
- Critical to maintain rates of returns & cash on hand
- Rates and service fees are highly regulated by the Public Service Commission

Stoughton Utilities Divisions

- Electric System Division
- Technical Operations Division
- Wastewater System Division
- Water System Division

2021 CIP – Division Key Items

- **Electric**
  - Bi-annual Tree Trimming
  - Maintenance / Rebuilds
  - Dark Fiber Communications
- **Water**
  - Lead Service Line Replacement / DNR Grant Opportunity
- **Wastewater**
  - Sewer Main Televising Camera System
  - Collection System Maintenance – Manhole Rehab and Pipe Lining
- **Technical Operations**
  - Gate Security Upgrades
  - Parking Lot of Administration Building



Stoughton Utilities

Stoughton Utilities 5-Year CIP Beyond 2021

- **Electric System Division:** Distribution system maintenance & fleet management
- **Technical Operations Division:** Security upgrades & outage management system efforts
  - Improve system automation, system health monitoring, and customer engagement
- **Wastewater & Water System Divisions:** 2021 is a "Planning Year"
  - CIP / utility reconstruction projects are aligned with city reconstruction projects. Current project schedule is not financially sustainable
  - Working with city staff to develop long-term plan for sustainable infrastructure improvements
  - 2022 – 2025 fund allocation is consistent with forecasting provided by City Finance Director. Specific project locations yet to be determined

Strategic Alignment Plan
Vison

- Responsible Resource Use
- Leverage Technological Opportunities
- Enhance Customer Satisfaction / Customer Engagement
- Create Competitive Edge
- Economic Responsibility
- Build & Retain Strong Committed Team
- Efficiency

Stoughton Utilities

Strategic Alignment Plan

- People

- Processes
- Technology

Stoughton Utilities

Strategic Alignment Plan

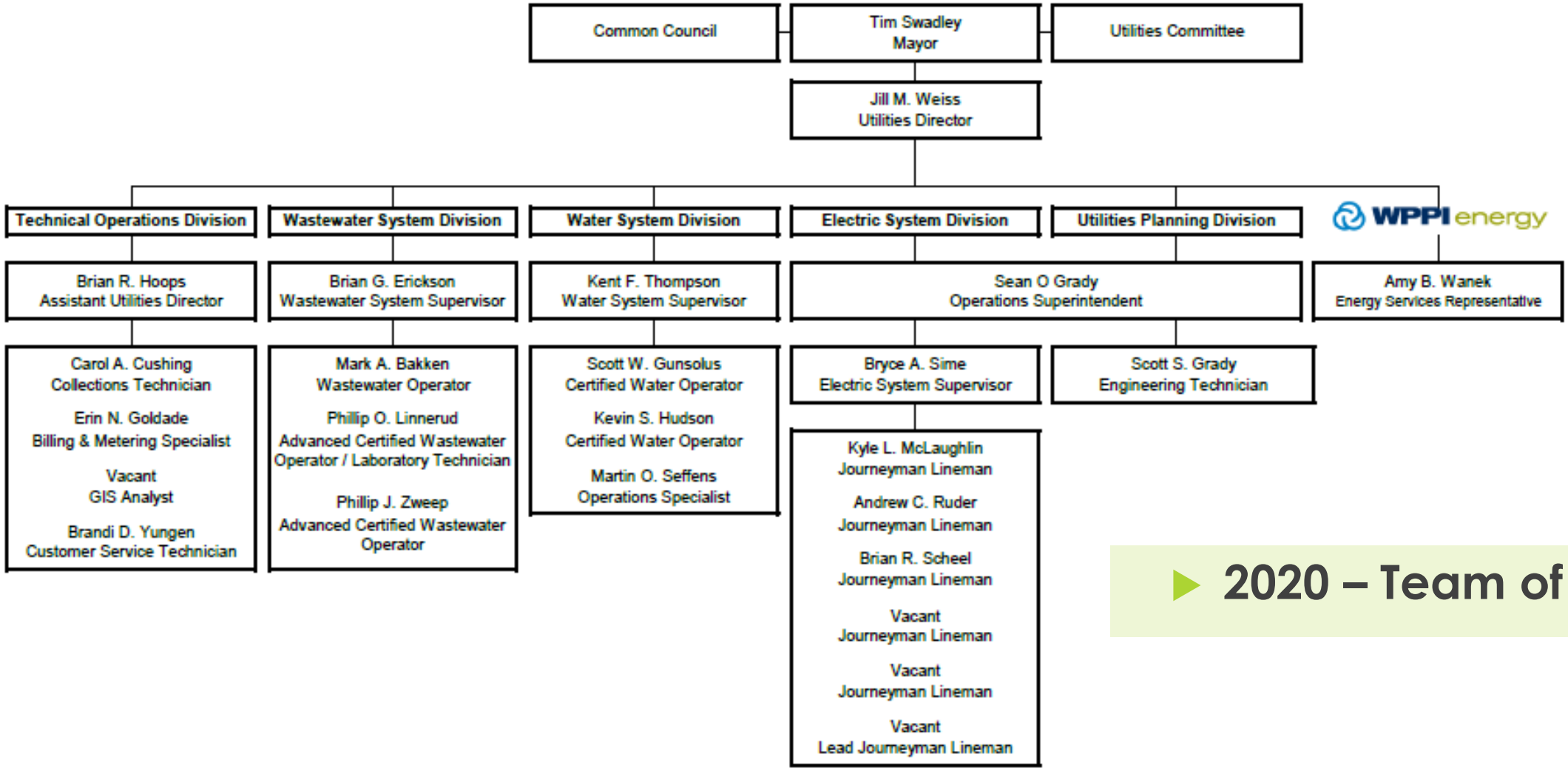
Stoughton Utilities

People / Processes / Technology

- Vision
- Skill Sets / Job Descriptions
- Succession Planning / Mentorship
- Recruitment & Retention

Monday, September 21, 2020

Stoughton Utilities



- **2020 – Team of 24**

WATER DEPARTMENT	METER DEPARTMENT	ACCOUNTING DEPARTMENT	CONSUMER SERVICE DEPARTMENT	PLANNING & MAT. MGT. DEPT.	ELECTRIC SYSTEM	WASTEWATER DEPARTMENT
Roger D. Johnson II (Operator)	Gregory D. Kopke (Meter Technician)	Jay R. Smithback (Accountant)	Katherine S. Christenson (Customer Service Specialist)	Scott S. Grady (Engineering Technician/ Saftey Coord.)	Norman C. Brekken (System Technician)	Terry A. Gander (Operator 3)
David G. Swenson (Operator)	Rodney J. Scheel (Meter Technician)		Karla A. Gander (Customer Service Specialist)	Sean O. Grady (Supervisor)	Donald L. Hanson (System Technician)	Phillip O. Linnerud (Laboratory Technicia Operator 3)
Roger M. Thorson (Supervisor)	Michael P. Stacey (Meter Technician)		Eric E. Landsverk (Human Resources/ Conservation Coord.)		Ralph C. Kenyon (App. System Technician)	Jon A. Onsrud (Operator 4)
	Earl H. Monson II (Supervisor)		L. Nadine Miller (Consumer Service Specialist)		Herbert W. Lehman II (Supervisor 2)	Charles C. Vike II (Operator 4)
					Craig A. Wood (System Technician)	John R. Lynch (Supervisor)
					David W. Zweep (System Technician)	
					Daniel O. Danks (Supervisor 1)	

John O. Rindahl
(Office Manager/Consumer Service Supervisor)

Robert P. Kardasz
(Director of Public Works/City Engineer/Superintendent of Utilities)

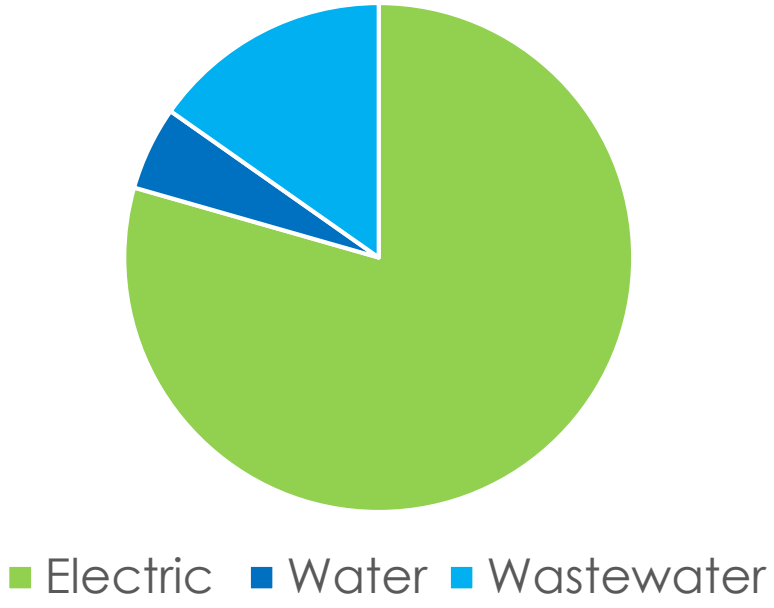
- 1991 – Team of 28
- 1991 population 8,849
- City population has increased 32% while our staffing has <u>decreased</u> by 14%

2021 Funding
Strategic Alignment Plan

- Skill Sets / Job Descriptions
- Succession Planning & Mentorship
- Recruitment & Retention

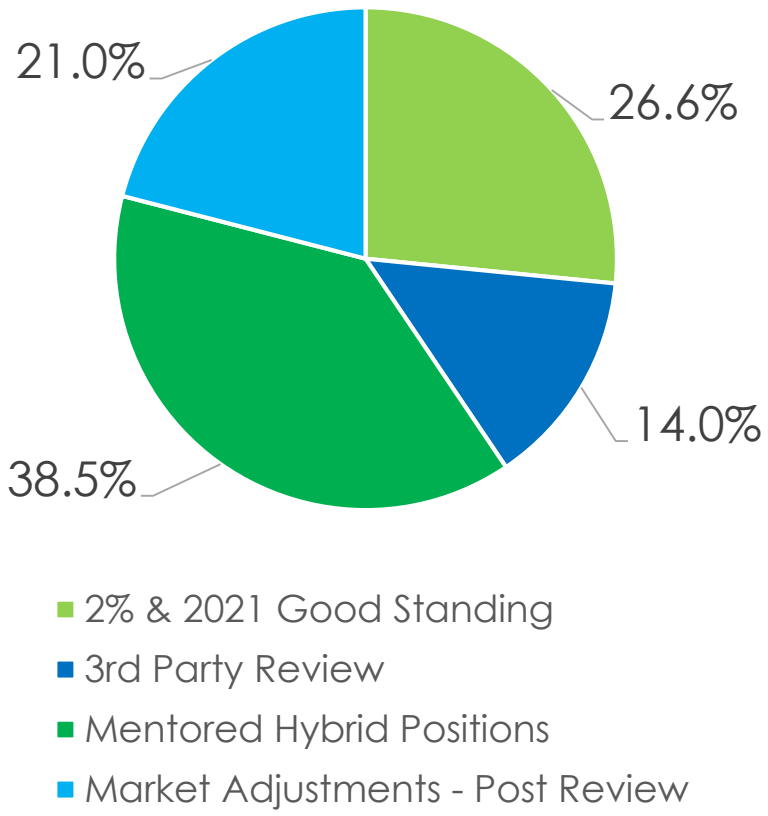
- Further committee and council approval must still occur before any funds are spent
- Final Phase of Strategic Alignment Plan Results in 22-24 member team

Allocations by Division



2021 Funding Strategic Alignment Plan

- 2% Cost of Living Wage Adjustment
- Good Standing Adjustment
- 3rd Party Consultant Review (Working directly with HR) – Positions & Wages
- Succession Planning & Mentoring
- Market Adjustments - Recruitment & Retention



2021 Process & Timing Strategic Alignment Plan

- **Approved Through 2021 Budget Approval Process**
  - 2% Wage Adjustment on January 1, 2021
  - Good Standing Adjustment on January 1, 2021

- *All future plan items require additional approvals*

2021 Process & Timing Strategic Alignment Plan

- Review of current position descriptions
  - *Director of Human Resources Review*
  - *Utilities Committee Review*
  - *Personnel Committee Review*
- Selection of 3rd party consultant
  - *Lead by Director of Human Resources*
  - *Personnel Committee Review*
- 3rd Party Position & Wage Review
  - *Utilities Committee Review*
  - *Personnel Committee Review*
  - *Finance Committee Review*
- Recruitment
  - *Lead by Director of Human Resources*

FINANCE COMMITTEE MINUTES
October 27, 2020 @ 6:00 PM
GoToMeeting

Present:
Schumacher, Jenson, Doom, Reeves and Mayor Tim Swadley

Others Present:
Finance Director Friedl, Planning Director Scheel, City Clerk Licht, Joyce Tikalsky

Call to Order:
Brett Schumacher called the meeting to order at 6:00 p.m.

Communications:
None.

Reports: the following reports were entered into the record.

- Contingency Report
- September 2020 Financial Report
- September Treasurer's Report
- YTD October 15, 2020 CIP Report

Approval of the October 13, 2020 Finance Committee Minutes
Motion by Doom, second by Reeves to approve the minutes. Motion carried 5-0.

Resolution to amend all existing Senior Center Annex lease agreements to have the same termination date (September 30th)
Motion by Reeves, second by Doom to recommend to council for approval. Motion carried 5-0.

Discussion and possible action regarding funding up to $20,000 from Contingency for legal representation for liquor license proceedings and authorizing the proper City Officials to hire Attorney Al Reuter
Motion by Jenson, second by Doom to recommend to council for approval. Motion carried 5-0.

Authorizing and directing the proper City official(s) to enter into the First Amendment to the Access Agreement with Uniroyal Global Engineered Products
Motion by Reeves, second by Jenson to recommend to council for approval. Motion carried 5-0

Resolution setting the special charge for garbage and recycling collection fees for calendar year 2021
Motion by Doom, second by Reeves to recommend to council for approval. Motion carried 5-0

Discussion and possible action to pursue a small claims lawsuit in an effort to collect amounts owed to the City in relation to an existing annexation agreement
Motion by Reeves, second by Doom to recommend to council for approval. Motion carried 5-0

Discussion and possible action regarding treatment of future special assessments and potential Transportation Utility
Staff recommends to not remove them altogether. Reeves and Doom agreed that it wouldn't be fair for those already paid special assessments. Jenson said that the City should cover the entire project costs. Move to future agenda item.

FUTURE AGENDA ITEMS

Senior Center Annex Lease Agreements

Adjournment:
Motion Reeves, second by Doom to adjourn at 6:59 p.m. Motion carried 5-0.

Respectfully Submitted,

Holly Licht, City Clerk