

## 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. Future Agenda Items**

- 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

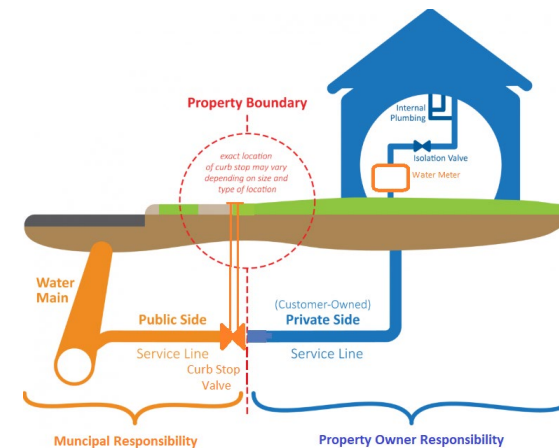
- ▶ Lead Service Line Replacement / DNR Grant Opportunity

## ▶ 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 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

## Vision

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





# Strategic Alignment Plan

▶ **People**



▶ **Processes**

▶ **Technology**

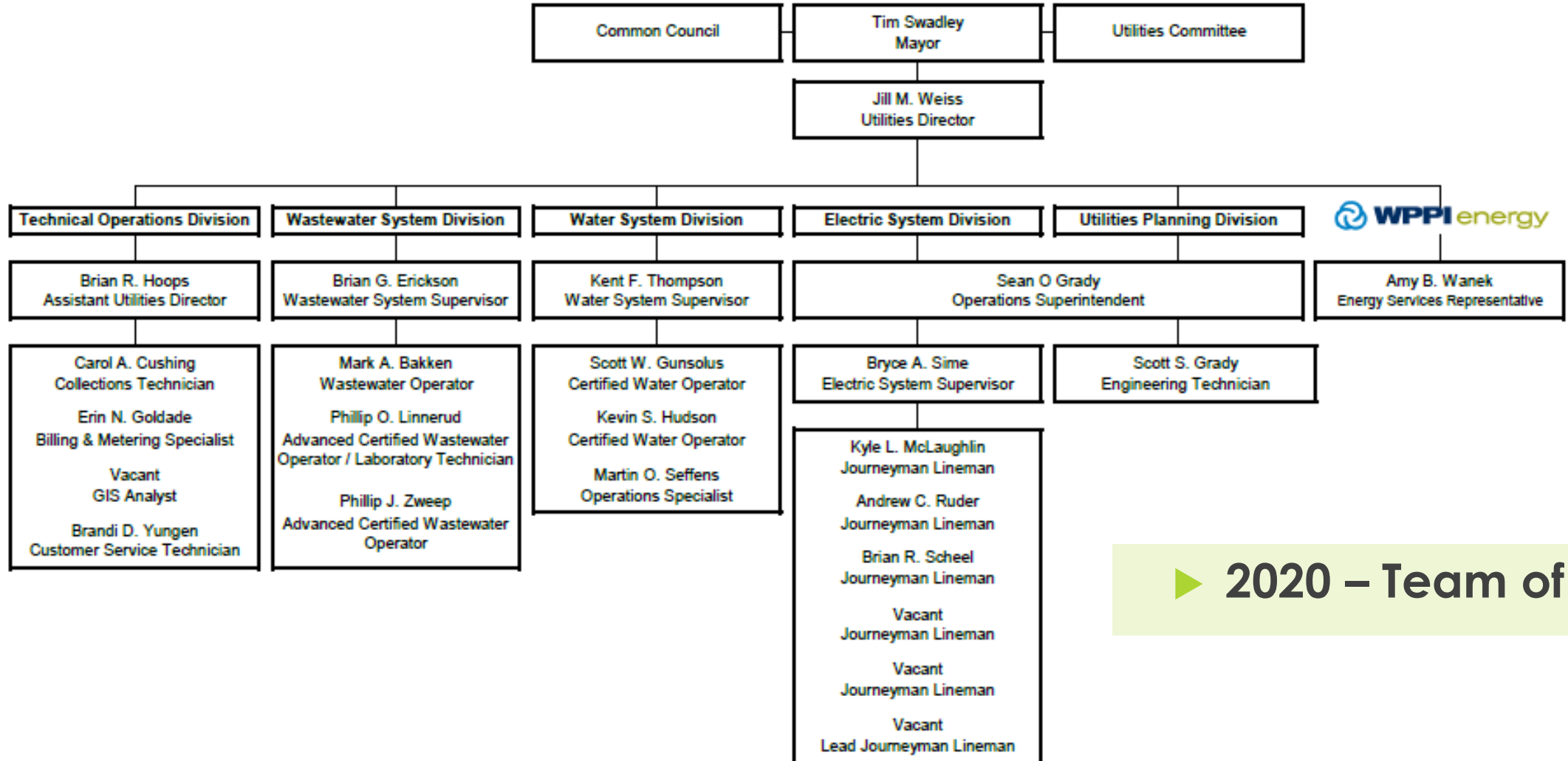


# Strategic Alignment Plan



## People / Processes / Technology

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



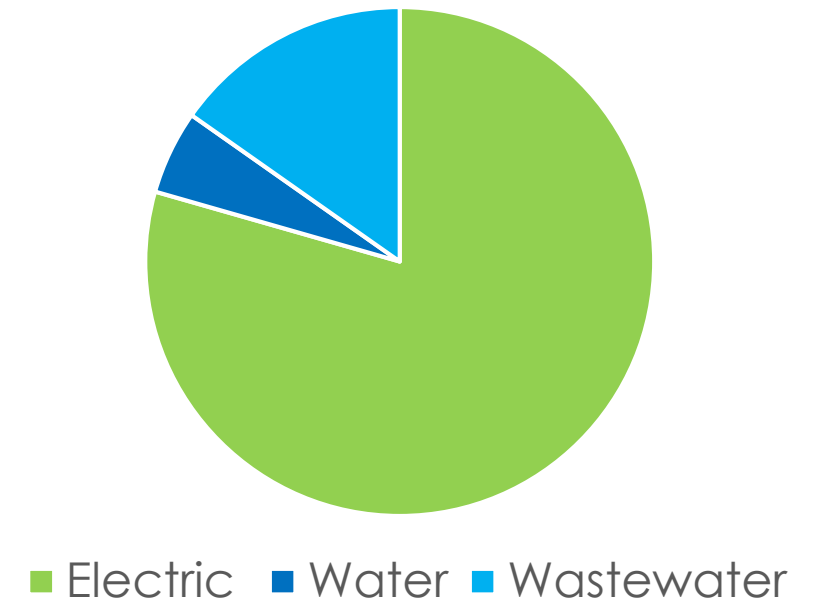
▶ 2020 – Team of 24



# 2021 Funding Strategic Alignment Plan

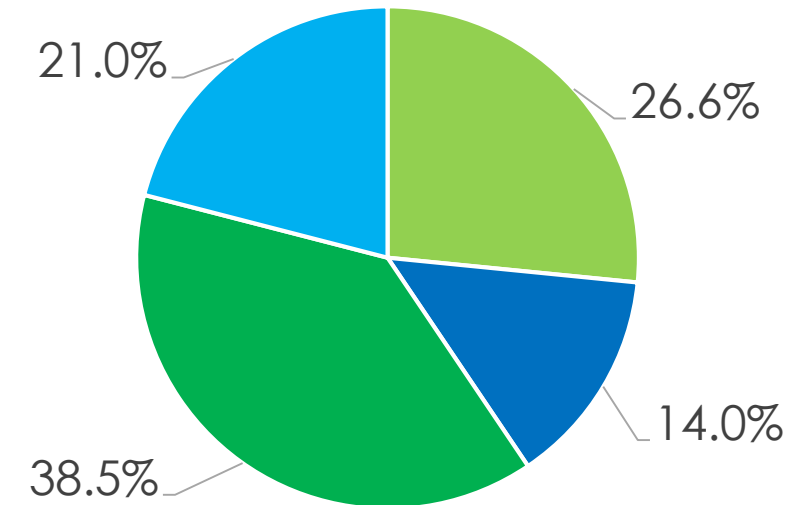
- ▶ Skill Sets / Job Descriptions
- ▶ Succession Planning & Mentorship
- ▶ Recruitment & Retention
  
- ▶ Further committee and council approval must still occur before any funds are spent
- ▶ Final Phase of Strategic Alignment Plan Results in 22-24 member team

Allocations by Division



# 2021 Funding Strategic Alignment Plan

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



- 2% & 2021 Good Standing
- 3rd Party Review
- Mentored Hybrid Positions
- Market Adjustments - Post Review

# 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 3<sup>rd</sup> party consultant
  - ▶ *Lead by Director of Human Resources*
  - ▶ *Personnel Committee Review*
- ▶ 3<sup>rd</sup> Party Position & Wage Review
  - ▶ *Utilities Committee Review*
  - ▶ *Personnel Committee Review*
  - ▶ *Finance Committee Review*
- ▶ Recruitment
  - ▶ *Lead by Director of Human Resources*