

* * MINUTES * *
* * OUTAGAMIE COUNTY BOARD * *

Office of the County Clerk, September 12, 2023.

The Board met pursuant to adjournment, and was called to order by Chairperson Nooyen at 7:00 p.m. in the County Board Room, located at 320 South Walnut Street, Appleton, Wisconsin.

ROLL CALL: 31 present, 5 absent. Members present: Thompson, Miller, Smith, Patience, Gabrielson, Konetzke, Hammen, Lawrence, Krueger, Lamers, Ferguson, McCabe, MacDonald, Schroeder, Croatt, Cooke, Santonato, Cuff, Hagen, Klemp, Thiede, Nooyen, Weinberg, Culbertson, Monfils, Winterfeldt, Nejedlo, Clegg, Thyssen, VanderHeiden, and Koury. Members Absent: Wegand, Hermes, Spears, Rettler, and Lautenschlager.

The Board Chairperson requested the Board's confirmation to excuse Supervisor Wegand, Supervisor Spears, Supervisor Rettler, and Supervisor Lautenschlager. No objections; so ordered.

The Pledge of Allegiance was led by Chairperson Nooyen.

MINUTES OF THE AUGUST 22, 2023 COUNTY BOARD MEETING

Supervisor Konetzke moved, seconded by Supervisor Patience, to approve the minutes of the August 22, 2023, County Board meeting.

Supervisor MacDonald requested a correction to the Establish Order of the Day in the minutes of the August 22, 2023 County Board Meeting.

ROLL CALL: 30 yes, 1 abstain (Thyssen), 5 absent. MINUTES OF THE AUGUST 22, 2023, BOARD MEETING ARE APPROVED AS CORRECTED.

Supervisor Hermes arrived at 7:02 p.m.

SPECIAL ORDER OF BUSINESS –

Lisa Lux, Human Resources Director and Malayna Halvorson Maes, McGrath Human Resources Group, will present the Total Rewards Project results, recommendations, and proposed 2024 Wage Schedule

Malayna Halvorson Maes, Senior Consultant of McGrath Human Resources Group, highlighted important items contained in the Total Rewards Project Final Report provided to all of the Supervisors:

- Project Scope: McGrath was asked to look at not only wages and benefits, but from a total rewards perspective.
- Total rewards perspective includes: wages, benefits, well-being, talent development, and recognition. The second highest rated item for retention is a positive work environment/culture, followed by challenging work and the ability to utilize their skills and talents.

- Compensation study methodology:
 - McGrath started with interviews with administration, human resources, department heads, and managers to gain an understanding of the operations within the department and the organizational chart. This was also a time for feedback on the current compensation model.
 - Employees were then asked to complete a position questionnaire.
 - McGrath solicited compensation data from 27 public comparable organizations and analyzed this dataset to determine minimum, midpoint, maximum, and incumbent salary.
 - McGrath also collected compensation data from local private employers in the region.
 - Recommendations were then reviewed with Administration, Human Resources, and each Department Head prior to finalization.
- A chart of Public Comparable Organizations was provided and included in the Final Report.
- Malayna Halvorson Maes provided the market summary findings:
 - Comp ratio is the comparison of Outagamie County's salary range and/or salaries to the comparable market.
 - Alignment to the market rate is presented at 50% (comp ratio).
 - An acceptable comp ratio range is 45% or greater.
 - At Step 1, when compared to market minimums of the comparable market organizations, 48% were below average market minimum.
 - The trend continued when looking at the Step 5 average market midpoint, 60% were below average market midpoint.
 - This shows that the salary ranges are not keeping up with market.
 - When comparing the average incumbents, 60% are below average market incumbents. This is important as it shows how fast employees are progressing or how long employees are having to wait to get to market competitive wages.
 - There are currently inconsistencies between the steps and pay grades within the exempt and non-exempt structures. There was a desire to have the structures equitable for all employees. To accomplish this all positions were placed on a singular salary schedule (both exempt and non-exempt). The salary schedule has ten steps with a 3% increase between steps and approximately 7-10% increases between paygrades.
- Over 330 classifications (job titles) have been reduced to 260 classifications.
- Total Rewards offers future opportunities with benefits, well-being, talent development, and recognition. Malayna Halvorson Maes recommended that the County look at these opportunities in the future as well.
- Implementation:
 - Funding for the new wage schedule would be included in the 2024 budget.
 - All employees under the market minimum would be placed to Step 1.
 - All employees would be placed in their respective salary range to ensure a 3% salary increase in the first half of 2024.
 - Step increases planned for 2024.
 - Model would become effective 12/17/2023.
 - All employees will be on a step. There are no situations where employees are above step 10.
 - No employee will experience any hourly wage loss.
 - Tenure does not impact step placement. The market is based on the work being done not the amount of time an employee has been in the position.

Lisa Lux, Human Resources Director, discussed the implementation and funding for the Total Rewards Project in further detail:

- Action at this meeting is the approval of the new wage schedule structure. The funding for the new wage schedule is incorporated in the 2024 budget approval process.
- On November 6, 2023 the County Board will review the budget, including a piece of which will fund the new wage schedule.
- Total amount of the project is \$4.3 million in increased revenues for the 2024 budget:
 - Extra \$1.4 million in state shared revenues.
 - An additional \$1.5 million in interest income projected for 2024 above 2023.
 - Net new construction estimated increase in levy of \$1.4 million.
- Questions in regards to the budget will be addressed in the November budget meeting.
- Employee communications will be as follows:
 - Communication to employees was sent to all employees prior to the September 12th, 2023 County Board meeting sharing with employees the new wage schedule being presented.
 - Employees were invited to attend the September 12th, 2023 County Board meeting.
 - Zoom meetings will be scheduled with HR for all employees to review the new wage structure and to answer any questions regarding the new wage structure.
 - Individual communication templates for each employee will be created and presented by department leadership in early October.
 - New salary will be in effect for the pay period beginning 12/17/23.

Supervisor questions and comments followed.

ESTABLISH ORDER OF THE DAY

Chairperson Nooyen reported the request to have the Human Resources Director Appointment, Recycling and Solid Waste Director Appointment, and Resolution Nos. 44 and 45—2023-24 locked in at the meeting.

Chairperson Nooyen asked for unanimous consent to handle all reconsiderations and lock ins at the end of the meeting as noted. No objections; so ordered.

COMMUNICATIONS - Communication Referral List (included in the packet).

Chairperson Nooyen summarized the following communications:

- The County Executive's Report is in Drop Box.
- Supervisors received an email August 21st with the most recent IT Security Training. This training was due last week. As of earlier today, there were eleven Supervisors that need to complete this training.

PUBLIC PARTICIPATION IS LIMITED TO ONLY MATTERS LISTED ON THE AGENDA AND FOR A TOTAL OF FIFTEEN MINUTES WHICH MAY BE EXTENDED TO 30 MINUTES AT THE DISCRETION OF THE CHAIR – None.

APPOINTMENTS –

County Executive Nelson nomination for appointment of Adam Westbrook as Human Resources Director.

Supervisor Konetzke moved, seconded by Supervisor Gabrielson for confirmation of the above-listed appointment.

ROLL CALL: 31 yes, 1 no (Hermes), 4 absent. ADAM WESTBROOK IS APPOINTED AS HUMAN RESOURCES DIRECTOR.

County Executive Nelson nomination for appointment of Gregory Parins as Recycling and Solid Waste Director.

Supervisor Hagen moved, seconded by Supervisor Nejedlo for confirmation of the above-listed appointment.

ROLL CALL: 32 yes, 4 absent. GREGORY PARINS IS APPOINTED AS RECYCLING AND SOLID WASTE DIRECTOR.

County Executive Nelson nomination for appointment of Fran Nelson to the Criminal Justice Coordinating Council, said term expiring April 30, 2025.

Supervisor Patience moved, seconded by Supervisor Konetzke for confirmation of the above-listed appointment.

ROLL CALL: 32 yes, 4 absent. FRAN NELSON IS APPOINTED TO THE CRIMINAL JUSTICE COORDINATING COUNCIL.

County Executive Nelson nomination for re-appointment of Kevin Coffey to the Heart of the Valley Metropolitan Sewerage Commission; said term expiring October 1, 2028.

Supervisor Konetzke moved, seconded by Supervisor MacDonald for confirmation of the above-listed reappointment.

ROLL CALL: 32 yes, 4 absent. KEVIN COFFEY IS REAPPOINTED TO THE HEART OF THE VALLEY METROPOLITAN SEWERAGE COMMISSION.

County Board Chair Nooyen nomination for appointments of Dean Culbertson (chair), Lee W. Hammen, Nadine Miller, and Dan Gabrielson to the Appleton International Airport Terminal Expansion Project Oversight Committee; said terms expiring April 2024.

Supervisor Croatt moved, seconded by Supervisor Cuff for confirmation of the above-listed appointments.

VOICE VOTE CARRIED UNANIMOUSLY. DEAN CULBERTSON (CHAIR), LEE W. HAMMEN, NADINE MILLER, AND DAN GABRIELSON ARE APPOINTED TO THE APPLETON INTERNATIONAL AIRPORT TERMINAL EXPANSION PROJECT OVERSIGHT COMMITTEE.

County Board Chair Nooyen nomination for appointments of Joy Hagen (chair), Ron Klemp, Steve Thiede, and Dan Nejedlo to the Department of Recycling and Solid Waste and Highway Department Facility and Land Use Plan Oversight Committee; said terms expiring April 2024.

Supervisor Krueger moved, seconded by Supervisor McCabe for confirmation of the above-listed appointments.

VOICE VOTE CARRIED WITH THIRTY-ONE (31) YES AND ONE (1) ABSTAIN (KLEMP). JOY HAGEN (CHAIR), RON KLEMP, STEVE THIEDE, AND DAN NEJEDLO ARE APPOINTED TO THE DEPARTMENT OF RECYCLING AND SOLID WASTE AND HIGHWAY DEPARTMENT FACILITY AND LAND USE PLAN OVERSIGHT COMMITTEE.

UNFINISHED BUSINESS – None.

NEW BUSINESS

Resolution No. 44—2023-24 – Legislative/Audit and Human Resources Committee. Approve the Table of Organization requests (as detailed on the resolution and attachments) for the Health and Human Services Department sunset position additions, effective September 24, 2023, and the related budget adjustments for 2023 and 2024, as detailed on the resolution and attachments.

Supervisor Gabrielson moved, seconded by Supervisor Patience, for adoption.

ROLL CALL: 32 yes, 4 absent. RESOLUTION NO. 44—2023-24 IS ADOPTED.

Resolution No. 45—2023-24 – Legislative/Audit and Human Resources Committee. Approve the Total Rewards Compensation Study Final Report for Outagamie County, effective December 17, 2023, which will supersede previously-approved compensation schedules, with no budget adjustment needed, as the additional compensation will be included as part of the 2024 budget process.

Supervisor Konetzke moved, seconded by Supervisor Smith, for adoption.

ROLL CALL: 32 yes, 4 absent. RESOLUTION NO. 45—2023-24 IS ADOPTED.

RECONSIDERATION OF HUMAN RESOURCES DIRECTOR APPOINTMENT, RECYCLING AND SOLID WASTE DIRECTOR APPOINTMENT AND RESOLUTION NOS. 44 AND 45—2023-24.

Supervisor Gabrielson moved, seconded by Supervisor Lawrence, to reconsider the above listed appointments and resolutions.

Vote for reconsideration. ROLL CALL: 32 yes, 4 absent. HUMAN RESOURCES DIRECTOR APPOINTMENT, RECYCLING AND SOLID WASTE DIRECTOR APPOINTMENT AND RESOLUTION NOS. 44 AND 45—2023-24 ARE RECONSIDERED.

Vote for lock in. ROLL CALL: 32 yes, 4 absent. HUMAN RESOURCES DIRECTOR APPOINTMENT, RECYCLING AND SOLID WASTE DIRECTOR APPOINTMENT AND RESOLUTION NOS. 44 AND 45—2023-24 ARE ADOPTED & LOCKED IN.

ADJOURNMENT

Supervisor Lawrence moved, seconded by Supervisor Klemp to adjourn until September 26, 2023, at 7:00 p.m. VOICE VOTE CARRIED UNANIMOUSLY.

The meeting adjourned at 7:53 p.m.



Jeff King, County Clerk

ROLL CALL SUMMARY SEPTEMBER 12, 2023 COUNTY BOARD MEETING

DIST./NAME	NO. OF ROLL CALLS TAKEN THIS MEETING	NO. VOTES CAST THIS MEETING	CUMULATIVE CALLS TAKEN THIS TERM	NO. VOTES CAST THIS TERM
1. Thompson	9	9	58	57
2. Miller	9	9	58	57
3. Smith	9	9	58	37
4. Patience	9	9	58	58
5. Gabrielson	9	9	58	58
6. Konetzke	9	9	58	58
7. Hammen	9	9	58	41
8. Lawrence	9	9	58	58
9. Krueger	9	9	58	31
10. Lamers	9	9	58	53
11. Ferguson	9	9	58	58
12. McCabe	9	9	58	41
13. Wegand	9	0	58	4
14. Hermes	9	8	58	53
15. MacDonald	9	9	58	58
16. Schroeder	9	9	58	45
17. Croatt	9	9	58	41
18. Spears	9	0	58	28
19. Cooke	9	9	58	58
20. Santonato	9	9	58	58
21. Cuff	9	9	58	58
22. Hagen	9	9	58	53
23. Klemp	9	9	58	39
24. Thiede	9	9	58	58
25. Nooyen	9	9	58	58
26. Weinberg	9	9	58	58
27. Culbertson	9	9	58	46
28. Monfils	9	9	58	27
29. Winterfeldt	9	9	58	46
30. Nejedlo	9	9	58	57
31. Clegg	9	9	58	58
32. Thyssen	9	8	58	52
33. Vander Heiden	9	9	58	40
34. Rettler	9	0	58	49
35. Koury*	9	9	46	45
36. Lautenschlager	9	0	58	49

*Koury's first day was May 8, 2023

Member(s) absent: Hermes (late), Lautenschlager, Rettler, Spears, and Wegand