



MINUTES OF THE PERSONNEL COMMITTEE

TUESDAY, AUGUST 23, 2022, 4:30 PM

Virtual Meeting. Public may join via Zoom.

A. ZOOM MEETING INFORMATION.

I. This item contains Zoom information, instructions, and a link to the Virtual Comment Form.

B. ROLL CALL.

Present: Brian Johnson, Bill Galvin, Jim Hutchison, Jesse Brunette

Others Present: Ald. Jennifer Grant, Public Works Director Steve Grenier, Development Director Neil Stechschulte, City Attorney Joanne Bungert, Finance Director Diana Ellenbecker, Chief of Operations Joseph Faulds, Deputy Community Director Cheryl Renier-Wigg, Deputy Parks, Recreation and Forestry Director James Anderson, Police Commander Kevin Warych, Chief Building Official Paul Van Calster, Cross Safe Crossing Guard Administrator Steve Sannes, Human Resources Manager Melanie Falk and others.

C. APPROVAL OF THE AGENDA.

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve the agenda.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

D. APPROVAL OF MINUTES.

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

E. REGULAR BUSINESS.

I. Consideration with possible action on the request to fill the following replacement positions and all subsequent vacancies resulting from internal transfers.

- a. Account Clerk II - Public Works
- b. Building Maintenance Technician (BMT) - Public Works
- c. Park Maintenance Worker - Parks
- d. Human Resources Generalist II - Human Resources
- e. Plumbing Inspector - Community and Economic Development

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve the request to fill the Account Clerk II position in Public Works and all subsequent vacancies resulting from internal transfers.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve the request to fill the Building Maintenance Technician (BMT) position in Public Works and all subsequent vacancies resulting from internal transfers.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve the request to fill the Park Maintenance Worker position in the Parks Department and all subsequent vacancies resulting from internal transfers.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve the request to fill the Human Resources Generalist II position and all subsequent vacancies resulting from internal transfers.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Brian Johnson, seconded by Ald. Jesse Brunette to approve the request to fill the Plumbing Inspector position in the Community and Economic Development Department and all subsequent vacancies resulting from internal transfers.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

2. Consideration with possible action on the request to approve an out-of-state travel request to be a presenter at two (2) American Public Works Association (APWA) Winter Roadway Maintenance Training Seminars in November 2022.

Moved by Ald. Brian Johnson, seconded by Ald. Jim Hutchison to approve.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

3. For a presentation and update from staff regarding the decision two years ago to provide crossing guard services through contracted services rather than through the Police Department, with possible action to determine if changes or improvements need to be made to fully staff the program. (Ald. Jennifer Grant).

Moved by Ald. Jesse Brunette, seconded by Ald. Brian Johnson to open the floor.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Brian Johnson, seconded by Ald. Jesse Brunette to close the floor.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Jesse Brunette, seconded by Ald. Brian Johnson to receive and place on file.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

4. Consideration with possible action on the request to fill the Diversity and Inclusion Coordinator position and all subsequent vacancies resulting from internal transfers.

Moved by Ald. Jesse Brunette to change all job description references of "equity" to "equality".

Motion failed due to lack of second.

Yes- None, No- None, Abstain- None.

Moved by Ald. Jesse Brunette to approve the position with his edits.

Motion failed due to lack of second.

Moved by Ald. Brian Johnson, seconded by Ald. Bill Galvin to approve the Workplace Culture and Inclusion Specialist position.

Motion passed.

Yes-Bill Galvin, Brian Johnson, Jim Hutchison, No-Jesse Brunette, Abstain-None.

Moved by Ald. Brian Johnson, seconded by Ald. Bill Galvin to reconsider.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, No- Jim Hutchison, Abstain- None.

Moved by Ald. Jesse Brunette, seconded by Ald. Brian Johnson to amend the motion to approve the request to fill the Workplace Inclusion Specialist position and replace references of "equity" with "equality" in the job description .

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

Moved by Ald. Brian Johnson, seconded by Ald. Jesse Brunette to approve as amended.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

F. INFORMATIONAL.

1. Report of routine personnel actions for regular employees

2. Next meeting date: September 13, 2022

G. ADJOURNMENT.

Moved by Ald. Brian Johnson, seconded by Ald. Jesse Brunette to adjourn.

Motion Passed.

Yes- Bill Galvin, Brian Johnson, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

VERBATIM MINUTES

- So start out with roll call. Alder Hutchinson, Alder Johnson, Alder Brunette, and Alder Galvin are all here. In the crowd we also recognize that Alder Grant is also present. I'll entertain a motion on the agenda.

- Move to approve.

- Second.

- All those in favor say aye?

- [Alders] Aye.

- Any opposed? That passes. And I'll also entertain a motion on the minutes.

- Move to approve.

- Second.

- I have a motion and a second. All those in favor say aye?

- [Alders] Aye.

- And that passes unanimously. Onto Regular Business. Number one. Consideration with possible action on the request to fill the following replacement positions and all subsequent vacancies resulting from internal transfers. We'll take these one by one. Number A is an Account Clerk II out of Public Works.

- Motion to approve.

- Okay.

- Second.

- All right, we have a second. All those in favor say aye?

- [Alders] Aye.

- Any opposed? And that passes. Building Maintenance Technician out of Public Works.

- Move to approve.
- Okay.
- Second.
- All those in favor-
- Alder Gavin, I do have a question about it, though.
- All right. Alder Johnson, go ahead.
- Director Grenier, unless I'm confusing this with another position, this seems to be a position that we've seen a lot lately. Is this the one that handles like the overnight stuff and the ramps and everything?
- That is correct. We have had significant turnover at the BMT position.
- I guess, do we know why?
- A lot of these folks are going on to other employment. At least part of it is due to the pay.
- And that's where, I guess where, why I want to ask, because if pay is the issue, if other circumstances are the issue and we're seeing a trend, this is clearly a trend. I don't know what the exact number is in terms of how many times this position has turned over. And I think you've got four of these, perhaps, if I read that correctly.
- Right.
- Yeah. So clearly it doesn't necessarily mean the same one is turning over. But the combination, it's turning over frequently. What do we do in terms of kind of assessing what the circumstances of that are and how do we pivot and make adjustments to maybe stop that hemorrhaging?
- I wish I had the answer for you. I don't know that there's a silver bullet. In this particular instance, this individual was working as a BMT, went out, got his commercial driver's license, his CDL, and then took employment as a truck driver with somebody else. There's a variety of reasons why we're losing the BMTs. Again, part of it is pay, part of it is the working hours. We need to be able to provide that coverage, especially nights and weekends. And over time, that is starting to take its toll on folks. Again, I wish I had that answer.
- Yeah, I just, again, I think about the high cost of turnover. There's training time, and you lose efficiency, you lose knowledge. I think the reason I'm asking the question is because I, at least from my role on the committee, I don't want to speak for others, but I want to be able to support a solution, if there's one out there. And if that means reassessing the pay scale, if it means reassessing other things that are directly related to a policy decision, I want to be in a position for us to do that so that we can maybe curtail some of the turnover we're seeing in this position.

- Appreciate it.

- Think about it. Yeah.

- I do appreciate that.

- Alder Brunette.

- Yeah. Thank you, Chairman Galvin. A question for Director Ellenbecker, who's on the call here. I couldn't speak up fast enough on the previous item, on the previous position, but every so often, especially as we get closer to budget time, I question whether or not some of these positions could wait until budget time. Now, obviously every department needs people and positions are important. And due to being shorthanded in a lot of areas, our staff is feeling the pinch of their workloads, obviously. But on this particular situation, in these positions, Director Ellenbecker, can you kind of give us an idea of where we're at? Like financially, are we trending in the right direction to end the year in a favorable position? I can see her, but she's not answering. So she may not be there. But Director Faulds, do you know the, you don't have to go in depth necessarily, but do you kind of have an answer? When you propose these positions, do you look at the finances?

- Yeah, we do. We do look at the finances, and we have in the past where, and there's Director Ellenbecker. And one thing I can say is, in the past where we've talked to finance and maybe we've looked like we were trending in a difficult financial situation, we have held certain positions and not brought them to the Personnel Committee. I would say at this time, with the market we have and trying to find candidates, it's probably not a good idea to delay too much recruitment because when you can find someone, you want to get them and bring them in. And so I can let Director Ellenbecker speak more to our financial situation, how we're trending in 2022.

- Okay, Alder Brunette, if you want, is that the question you had? How are we trending and how are we on pace? At this point, all of our departments are at budget or a little better than budget. We have one exception, and that is the Fire Department right now. They're over time, they're running ahead of budget. But otherwise, right now we are doing better than budget after about really seven months of actuals on the books.

- Yeah. Very broad question. But, probably because of staff, like hours budgeted, labor, like basically some of our departments are under staffed. So that's why?

- Correct. Right. They're just, the number of open positions, and Joe obviously can attest to that, it's just open positions and the time it takes to fill these positions is really causing a lot of the unfavorability.

- All right. Thank you, Director. That's all, Chairman.

- All right. Questions. We have a motion and a second to approve. All those in favor say aye?

- [Alders] Aye.

- That passes. Onto item C. Park Maintenance Worker out of Parks.

- Second.

- All those in favor say aye?
- [Alders] Aye.
- And that passes unanimously. Number D. Human Resources Generalist II out of Human Resources.
- Move to approve.
- Second.
- All those in favor say aye?
- I have a quick question, Chairman.
- Yes, Alder Brunette.
- Yeah. Thank you. Director Faulds, this goes to you. Obviously last year we reclassified the position you hold to Chief of Operations. We hired another person. Can you let us know kind of how the workflow's going in that department? Is this job, do you feel, critical to the operation of the HR department?
- Yeah. So last year, what we did was we reclassified my position and then the HR Operations Manager to the HR Manager. And then a couple years ago, what we did was we took an HR Assistant and we've reclassified that to the Diversity Inclusion Coordinator. So we have not added any positions to our department. We've kept the same bodies, we just rearranged the workflow. So this position we're talking about here, the HR Generalist II, it's really our financial and accounting person that we need because it's the internal controls with our Finance Department, with the handling the budget and handling all the personnel issues from the financial perspective. So this is definitely a position we absolutely 100% need, because it's the financial aspect of the HR component.
- Yep. All right. Thank you.
- Yep.
- Okay. All those in, I'm sorry, anyone else?
- Nope. That's all.
- All right. All those in favor say aye?
- [Alders] Aye.
- All right. Onto item E, Plumbing Inspector, Community and Economic Development. I do have some questions on this for, who's representing Community and Economic Development tonight?
- I can start off, Alder. If I have any questions, I know Mr. Van Calster is here, as well as Deputy Director Renier-Wigg is here as well.

- All right. How many inspectors do we have in the city?

- I guess, Paul, what's our total number? We had, right now is?

- Well, there's two plumbing, two electrical, and two building, a commercial, and then a site plan, and then house inspectors as well.

- All right. And the one that left here, I was being told that he has a rather extensive background and training as a plumbing inspector. Is that true?

- Yeah. The individual leaving is actually the Chairman of the Plumbing Committee for the, whoops, sorry, sorry. Quiet the whole time. He's actually the Chairman of the Plumbing Committee for the State of Wisconsin. And yes, he's a very good plumber designer in what he does, yes.

- Okay. And from what I see, his salary range is \$29 and change, up to \$39 and change. But then also from what I'm being told, the reasons he's leaving is due to money and that the surrounding communities are paying three to \$4, \$5 an hour more than what he's currently receiving. Is that correct?

- That's correct. Yep. Yeah, one of the communities near us, they offered, in the beginning of the year, it was like 40 bucks an hour. And we were at the 36, I'll say, for them. And then now, in the middle of the year, they're already up to like 41 bucks an hour to recruit these candidates. So we're in a pickle. And I've talked with Joe, we've discussed it. It's gonna be hard to recruit if we're still limited to the pay range that they're currently in, and the classification that they're in. Which I imagine is across the city. It's not just gonna be us.

- Well, and that's something that's been a struggle. I think with the finance, every year we come to budget time, every year there's people within the council that are trying to save every, well, we're all trying to save money, but a lot of times it's done on the back of the employees. I've seen a lot of good employees, not just out of your organization, but Fire, Police, DPW, go to other communities close by. And basically when I ask them, we're acquaintances, we're friends, what I'm getting is, "I'm doing the same work, "not as much work, as it's a smaller community, "and I'm making more money than I was "for the City of Green Bay." And it's a tough, tough market out there for work right now. And when you look at the work for Green Bay, there's four hospitals that have to be inspected. The be inspected. Multiple mills have to be inspected. And then you get down to the average thing that all these other communities have, factories, businesses, homes, and things like that. I'm just wondering, what are the thoughts? Moving forward, are we gonna be able to hire someone? Or are we gonna hire them another community that's gonna pay them more? And I guess maybe that's something more for Chief Faulds to answer.

- Well, I guess from my perspective, we did just hire an electrical inspector at the same pay grade. We have been finding people here and there. Even, I would say, when I took on this role, I went to conferences about four or five years ago. Every municipality said they struggled to find inspectors. And so I think we're gonna struggle no matter what. But I think we need to adjust the pay and make sure it's more competitive for inspectors and trade inspectors, absolutely. I think that has to be across the board and have, I guess, reclassification, excuse me, an assessment, which I think Alder Johnson was getting at earlier, across the board for all positions. 'Cause if we just start picking and

choosing departments and positions, then how are we gonna change their pay and salary? You're gonna get a lot of resentment across the board from the whole city. So that's kind of the difficult situation I'm put in. But I do think something does need to be done. And I alluded to that about a month ago with the report to the Personnel Committee about the budget coming up. It's gonna be a difficult financial situation. Options are possibly an adjustment to increase that or a full blown study for the whole city. But that obviously takes time. So that's kind of where we're at this point.

- Well, I guess my concern with the studies, and I've seen the studies come out before, and I think you said the city tries to maintain, well, what's the, Joe, I think you said they try to maintain a certain balance based on what other communities are paying?

- Yeah, I think it's pretty common with municipalities, and this is kind of across the board, where you can either be like in the, let's say the top 25 percentile of your comparables, where you're the top pay, or you can be the 50th percentile. And in 2017, we chose to be the 50th percentile. And as you, maybe the cost living adjustment isn't as high as other municipalities during that time, you then start to fall behind. So that's kind of where we're at right now. And more municipalities are conducting assessments again, and we're just lagging behind in that situation.

- Well, and I guess maybe we ought to come to a decision, maybe with direction from the council. Maybe we shoot for that 25 percentile or we try to put something in, I don't know, know if it's possible, to put something within our system that allows us to be able to be flexible and faster in addressing these pay discrepancies. Let's face it, it's hard for us to compete with private sector. They can offer a lot more in the way of benefits, bonuses, and things like that, than we can. We offer steady employment, decent benefits, I think a pretty decent pension plan. But it's the pay thing that gets a lot of people, especially now as we're experiencing inflation. And if we can stay, if we can be nimble to try and stay at least even with our competitors, and I'm not just talking about inspection, you're right, Joe. We start raising up the pay of the inspectors. A lot of other different groups are gonna go, "Hey, what about me?" In fact, within the inspectors, we have to be careful we don't give some people raises and other people that have been around for 20 some years go, "Hey, what the heck?" 'Cause I've been hearing that in the private sector, where all these new hires are getting bonuses because they're sticking around, and 20, 25 year employees are like, and "I get what? "I've been steady here for 25 years." And there's nothing for those people. So we're not gonna solve this problem overnight. But like Alder Johnson was talking to Director Grenier about, this BMT employee position. We have to do something, find some way to make this, where we're not losing getting someone up and trained and then they're gone. There's nothing worse than a Police Department needs is, you spend getting a kid up to speed, a year, year and a half. You lose a lot more. So sometimes, I think, we end up losing a lot more with. And other things when someone leaves, because we didn't want to give them a \$3,000 a year raise. So I look forward to kind of insight or suggestions you can come up with for all our employees moving forward. Thank you. Alder Johnson.

- Alder Galvin. I just kind of want to piggyback on that, but also try to stay a little bit focused on the agenda item. Again, that, it just, I don't like it when people leave for that reason, especially when it's another municipality. If you go to the private sector, you're chasing some other opportunity, that's one thing. But if we're losing really good, experienced, qualified staff to nearby municipalities, because our pay scale's not in alignment anymore, it's a little bit concerning. So when I, and correct me, if I'm wrong, Chief Faulds, we send this out to a consultant, right? That determines what the wages ought to be, given the responsibilities for the role?

- So are you asking for, what do we do for reclassification?

- Well, just in general, how do we determine what wages are, that's all recommended by a consultant?

- Yeah. So we'll use a consultant. And what they do is they look at your internal equity, which is differences in pay between your positions at the City of Green Bay, based upon your job, knowledge, responsibilities. And then you look at external equity, and you compare that to your comparables. And we can somewhat to a certain degree decide what those comparables are. And what Alder Galvin was saying, do we want to be the 50th percentile, the 25th, in the middle? Somewhere like that. So we would send that to them to do a review. My estimate. and I hope I'm not too far off base on this, but I believe it'd be around maybe anywhere between like 60 to \$100,000 to pay for the study. It might be less if we use the same person, because they have all the data already. And then I think the last time we did a study in 2017, the pay to implement it, to give people increases, to put them where they should be, was around I think \$270,000. So that gives you an estimate of what the cost would be.

- How often does the city typically do that type of reevaluation?

- So I believe it was over 30 years, from 2017 to do that. And I think a goal of mine was to do about every, I was hoping less than 10 years, as a realistic goal, but I think if you're around five to seven years, I think you're on pace with what other municipalities are doing.

- So that's more of like just general practice guidance. There's not a policy. I think of like the Comp Plan, for example, where state statute says it needs to be done. It's really when we feel like doing it?

- Yeah, and I think, and I don't want to say anything inaccurate here, but I do think there's a municipality that does it even like quicker than five years. And they do kind of like a small one and maybe sometimes they target positions. But I think five to seven years is a good benchmark for us.

- Well, look, we're heading into a, we're already there, right? We're in an incredibly tight labor market. There doesn't seem to be any type of economic indicators to suggest that there's any type of relief on that front, in the near future. And to Alder Galvin's point, it feels at budget season. I don't what he said, "We're balancing the budget on the backs of the employees." And the reason why I say I don't agree is because I don't think there's an intentional decision by council to do that, but you don't know what you don't know. And if the reports we're getting back from our consultant are saying, this is where the pay grade is, well, we're counting on that information, But if that information is six years, five, six, seven years out of date, that's another discussion. So I have absolutely zero qualms about approving this position tonight, but maybe one suggestion I would offer up is if, if Chief Faulds, if you could kind of give some thought and we could do this as a future agenda item, to talk about that plan. But the other thing, as it relates to this position is if we are not getting the type of quality candidate that we feel projects the Green Bay standard that we ought to be proud of, like, I think it's okay to call a failed search, and then bring this back and say, look, we need to address this pay scale, now, independently, while simultaneously working on this overall larger scope plan. I just want to make sure that we're not settling for an inferior candidate because, "Oh, this is what the pay scale says it should be."

- Yeah, we can completely do that. And I don't want to go off the rails too much here, in the sense of, when we talk about reclassifications and new positions outside of the budget, we always try to do that around budget time. The reason why we do that is because if I'm a department and I've got some positions and reclasses, I'm gonna go January 1st and you guys are gonna approve it. Then later in the year, we're not gonna have the funds for other positions. So part of this is, we don't want to do reclasses outside the budget process, which I know isn't the most nimble thing to do, and I would like to have more flexibility to kind of address these issues, but that's one part of it. And then also with this position, we already have a market assessment that will be coming back, hopefully within the next two, three weeks, I just received an email from the person conducting it like an hour ago. So we should get data on these positions fairly quickly.

- Okay, so can we do, can we budget, again to your point, not to get up too far off the agenda item, but can we at least budget for the study next year? See if you can wiggle that into your budget. And then, of course, you can do the pay scale adjustments in the following budget, but I think we've gotta at least get some allocation in place for you to start that process. If it's already getting to the point of, where you said, we're getting at the tail end of the useful life of that report, it would be nice to reevaluate that so we can make sure that we're just not ending up in a position where we're not attracting good quality candidates. And especially with an inspector role that I'm hearing from both you, Joe, and Paul, is that this is a really tough field to recruit for right now.

- And if I might add, what we're offering right here is \$2 below what our nearby communities are offering. So what do we offer to get a quality candidate in here that's gonna stick around? And if we're not doing a study till next year, and implementing it the year after that, that's two years from now.

- So we have the market analysis. We just have the market analysis that I think should be done fairly quickly. And when it comes to, I think, when we hire employees, we want to hire them around the control, excuse me, around step, that's what our plan is set, it's based on. And we can hire above that based on qualifications. When we get in the performance range, we're really getting outside of our boundaries of what the policies allow for, what, I guess, my discretion is, and the department's is. So when we have that market analysis of what inspectors should be paid, or what comparable municipalities are paying, that can give us some justification to hire someone higher in the performance range.

- Okay.

- Can I ask a question. I just want to make sure I understood. Joe, I thought I heard you say that the study was \$140,000, in that range, ballpark, but the cost to implement the adjustment for staff was 200,000, 240,000 for the year, or did I mishear you?

- Yeah, I must been cutting in and out. So I think that the cost was around \$70,000 the first time we did it. So I'm not sure if we stuck with the same group, what the cost would be affected with that, and obviously it was five years ago. The cost to implement in 2017 was \$270,000 and some change. So I would anticipate, depending on where we want to move, it'd be higher or less than that.

- Okay.

- And the last thing I'll interject is, the staff that I'm dealing with, on the private side they're making six figures. My staff know they're not gonna get that here or going to another municipality. There's a

quality of life, the whole picture. But all they're telling me and bringing me, and I've seen it myself firsthand, is when a surrounding community has less accountability, doing hospitals and whatnot, and they're paying more than what we're paying. It's hard, to Alder Galvin's point, it's hard to stay when you can go down the street and do less and get more. They don't want to leave. The culture in our corner of the floor has changed and they want to stay. We just had another candidate that, or employee, that was gonna leave. He ultimately decided to stay because he weighed all those factors, and is with the city still, which is a tremendous win for the City of Green Bay.

- Joe, when we're making compensation offers, do we include the value of the benefits package? Because, and I agree, it's very difficult in government jobs to meet private sector salaries. But one of the areas that I think the government sector typically beats out the private sector in is the benefits package. So when we present offers, do we make that very visual, very clear?

- We do. We talk about the benefits that we offer. One thing we really hammer on is remote work, and that's been helping to recruit people. And then also, it's tough, it depends on the candidate because I think one of the best benefits we offer, from a state agency, is the Wisconsin Retirement System. And you might be hiring someone in their twenties, and they're not even thinking about that. So that's not even something that I think other agencies use to recruit. So yes, we do talk about the benefits. We talk about the whole package, vacation, health and dental, stuff like that.

- I'd move to approve.

- All right. I need a second.

- Second.

- All those in favor say aye?

- [Alders] Aye.

- And that passes. Onto item number two. Consideration with possible action on a request to approve an out-of-state travel request to be a presenter at two American Public Works Association Winter Roadway Maintenance Training seminars in November of this year. Alder Johnson.

- Yeah, I thought, I put a motion in, this is a couple years ago. I thought out-of-state travel no longer had to come before the committee.

- Yeah, and I was looking at that again today, and I think I probably didn't look at it close enough. It looks like here that the cost, oh, excuse me, and Director Grenier probably can explain this better than I can, but I think this was an out of state travel that was unanticipated. It looks like the vendor's paying for it. And now we're using salary funds to pay for the person attending. So I guess you could arguably look at the budget funds weren't allocated for this. So maybe in the future, this might be something for the directors to realize that this probably isn't something that needs to come to Personnel, but I think it's good that they gave you a heads up that this was an unanticipated conference.

- And I appreciate that. This to me just still feels like an administrative decision. This isn't a policy decision. If it makes it feel better, I would, personally I'd be comfortable just receiving and placing on

file and let you, as the managers, make those decisions. But if it makes everyone feel better, I would just make a motion to approve.

- Let's just approve it.

- Yeah. That is a motion, Alder Galvin.

- All right.

- Second.

- Second.

- We have a second. Okay. All those in favor say aye?

- [Alders] Aye.

- That passes. Number three. Presentation and update from staff regarding the decision two years ago to provide crossing guard services through contracted services, rather than through the Police Department, with possible action to determine if changes or improvements are needed to be made to fully staff the program. Staff, Commander Warych.

- Yeah. Thank you for having me. I will share my screen and will walk you through the history of the program. Good evening, everybody. When I was asked to put this presentation together for you this evening, there's a lot of history here, and please ask questions as we go, because there are a lot of moving parts. But with the assistance of Melanie Falk, and I, we put this together to give you the history. Before I was even a police officer, the city and the school district had come to an agreement, a service agreement, with SROs and crossing guards. At that time, it was decided that the schools would pay for 100% of the SROs' salary and fringe benefits, and that the city would take over the crossing guard program at 100%. As a result, then the city and the Police Department hired a part-time crossing guard administrator who was a retired police officer, Ken Brodhagen. Ken Brodhagen retired in 2020, and prior to him retiring, he was in control of about 42 intersections and 40 plus crossing guards. When he was the former commander, when Ken Brodhagen retired, we had to have the discussion of what to do next, because there was no replacement internally, and the city either had to decide to post for the crossing guard administrator, or we had the discussion of outsourcing it. And at the time we decided to outsource it because we had several vacancies, including the crossing guard administrator. We've determined that the length of time, not only for Human Resources, but for the Police Department to fill these vacancies was considerable. And we really realized how valuable the crossing guard program was and how much work Ken Brodhagen did in the past. As we processed and determined what to do, we learned that there was just a huge turnover in the program every year, and that the Workers' Comp claims that the city was facing, which I'll get into in the next slide, was a considerable amount of money that we were budgeting for each year. And it was a consuming a lot of time, not only for Human Resources, but for the Police Department. So when we decided that we were gonna outsource it, we saved the city money at that time because we did not have to fill the crossing guard administrator. And that was a seasonal position. And what we learned was, Ken was also staffing a corner 60% of the time due to the high turnover that we had with the crossing guard program. That turnover we still fight to this day. We also wanted to eliminate some of the administrative costs, not only for the Police Department, but for all city departments

that I have in front of you, because we were talking about reducing costs, but yet providing a good service and making sure we take care of the employees that decided to be crossing guards. Another decision that we had to outsource the program is the high turnover rate. In 2020 it was about 16%. And if you take 40 times 0.16, that's about seven guards a year. And that's probably what we see after every school year, going into the next school year. And the amount of time it takes for Cross Safe, or a vendor or the Police Department, is a considerable amount of time. That average time, that six to eight weeks, that's based on the 2020 data when Human Resources was doing it. But our goal here was to provide the same service, yet reduce some of our costs, because we're always tasked with doing more with less staff. And we decided to outsource it to try to eliminate and minimize the number of CSOs and police officers that staff these vacant corners. In the back of your mind, as we go through this presentation, our goal here is never to have an intersection go unstaffed. We do not want those kids to cross intersections without people there. And we're obligated to do that with the service agreement, and this is back in 2020, the city was averaging about \$12,000 a year in Workers' Comp costs. That's a considerable amount of dollar figure. And we had one claim in 2019 worth \$90,000. And that, again, that's a budgetary item that we're trying to reduce. So we went out for a RFP. It was awarded to a vendor. That vendor didn't want to meet the obligations, so we let them out. And Cross Safe, it took the bid. And I can tell you that it's been a pleasure working with Cross Safe. Steve, the Crossing Guard Administrator, is on this meeting this evening. But they took over the program in 2020. And we have a three year contract with two, one-year renewals. When they took over the contract, that was right in the height of COVID, and the labor shortage that we face, not only in all city departments, really hit the crossing guard program very hard. And we worked through that. And it was very difficult, to say the least. But we're, at present day, we're close to 34 guards, give or take. I'll explain that in a minute. And we're staffing multiple intersections and some intersections have multiple guards because of the traffic patterns that we work very closely with the school district to determine. But in the end, Cross Safe takes care of everything. Hiring, recruitment, retention, training, you name it, Cross Safe does it. And Steve Sannes, who's on here, he's the one that's kind of the person that's making this all happen. But they have complete control of the program, but we work very closely with Cross Safe. In the back of your mind, and we all know that there's a labor shortage everywhere and affecting all jobs. And it's not just as easy as just saying, yep, Cross Safe's got it. The Police Department, the city, away. Well, we can never walk away, and we're always gonna be at the table having these conversations to make sure that we staff these intersections. But the cost to the city that, what we agreed to initially with the contract, was that three year contract at about 1.3 million. If the city were to administer that same program, this is based on the original contract data, it was 1.4 million. The \$61,000 in savings, though it may seem small in the scheme of the \$105, \$110 million budget, this does not take in consideration the amount of staff time that we dedicated to this program prior to outsourcing this to Cross Safe. Due to COVID and due to the labor shortage, we had to renegotiate the contract. When we took over this program, we had to, we evaluated all the intersections. We learned that there were guards at intersections with low counts. And we ended up reducing the number of intersections, which in turn reduced the number of guards. And I say that because the city changed the contract, knowingly, and we were very upfront with Cross Safe, and in 2021, Cross Safe . Cross Safe and the city renegotiated the contract with a contract amendment. And we have since then tried to build in some of those wage increases, not only for the administrator, but for the guards in subsequent years of the contract to remain competitive with the market. We do have some area of opportunity there when you compare our crossing guard program to other municipalities. But we took that into consideration when we negotiated the contract, and Cross Safe, just a very easy company to work with, as we proceeded on with the renegotiation of that contract. So when we did that, our current costs were at 1.1 million, 1.4, again, if we were to run this same program, which is saving the city over a

projected three years, \$215,000. Again, that doesn't take in consideration the amount of staff time, not only for Human Resources, but the Police Department, that it takes to run this program. So again, as we go into this upcoming school year, we're almost fully staffed, which is really encouraging. In fact, Steve Sannes is gonna be at the Police Department tomorrow, training four or five new guards. When they go through the hiring process, they have to go through physicals and they have to go through just different processes that take a considerable amount of time. And sometimes we do lose guards in that hiring process because they choose not to meet certain requirements set forth by Cross Safe and the city. So it's important that the committee here know that. We're almost fully staffed. It's just really encouraging. We've never been this close. But we're gonna work with Cross Safe so that come next Thursday, that all intersections are staffed, regardless. And we've really focused our efforts on getting enough CSOs. We have six CSOs right now, and we usually staff CSOs on these intersections because officers are pulled in a million different directions. It's crazy busy on the road. And we're trying to make sure that we go about this the right way so that CSOs can do the workload. Here's the budgetary impact. If I could just give you the history of 2021. In '21, we budgeted 370,000. We spent 203,000, which is what we billed Cross Safe. We had, because of the labor shortage, we had overtime where we staffed officers on these intersections. Now that \$17,000 includes the fringe benefits. It's probably 14 and some change, plus the 25%, if my math's off, forgive me, to make sure that we do that. But even if we add the 17 plus the 203, we're at 220, which is a savings of 149,000, almost 150,000. Fast forward to present day in 2022. We've got January through May on the books already. We've spent 177,000. We're at \$14,000 in officer overtime. And that does include fringe benefits. What is not in this slide is we do staff the corners with CSOs as much as we possibly can to free up the officers and not have to post that overtime. But if we add the 177 plus the 14, we're at 191,000. Now we've got September to December 31st, we have \$178,000, that almost 179,000, going into the remaining part of the school year. And we feel very confident with that number. And speaking with Rick Jurkanis, our Business Manager, he says that we're trending under budget for 2022. So again, that's our goal, right? And we don't want the officer over time, because we can't let these intersections go unstaffed, and going into this remainder of this year, for this school year, we feel very confident that we'll be under budget. So in conclusion, we're trending under the budget. Recruitment and retention will always be our focus. You'll see myself on Facebook Live trying to do everything we can to recruit more guards, which has probably been our best advertisement. Again, ask yourself, why is the Police Department devoting time? Well, we have to devote time, because, one, we're always gonna be a good partner with any organization, community, resident, you name it, but we want to make sure that these intersections are staffed. And if we can do a little work to help Cross Safe, we're gonna do that. As we go forward, please keep in mind all the challenges regarding labor, regarding the overtime. We would've had this regardless if we would've decided to outsource this program or not. So it's kind of like, well, you've got it, you're stuck if you do, you're stuck if you don't. But this is, it's trending in the right direction. And I feel very confident with that. And I just, if there's any crossing guards listening to this or will listen to this, we've learned that this is such a valuable job here for our community, for our schools, and really what a big impact that they can have on these kids going to school and from school. And finally, as I've mentioned in the previous slide about the money that we save annually, this program continues to save money. We don't have any Workers' Comp claims going forward, which was a substantial amount of money in 2019, and going forward. So again, I just want to applaud Steve, and he's the Crossing Guard Administrator, and Cross Safe, for what they've done, what they continue to do. And I feel very confident that, not only for this school year, but in 2023, our contract will need to be renewed, or whatever the decision at that time is. But I don't anticipate any problems, other than finding crossing guards, going forward. So I'll stand for any questions.

- All right. I'd like to ask Alder Grant on her communication, and I'd like to ask her first if she has any questions or comments.

- [Alder Grant] Thank you very much. I just have a few questions. First is, who's in charge of reviewing the program, and how often is that done, as far as how we're doing with retaining people? I guess a big question, have you noticed, are we retaining as well as we have in the past, compared to like two years ago?

- What we've seen is we lose probably seven or eight guards a year. When the city chose to outsource the program, we lost 16 guards. That was catastrophic. And with the hard work of many, we were able to build that back up. So over the last two, three years, that I've been part of it, we've lost seven or eight guards each year.

- [Alder Grant] And that's remained pretty consistent with prior to outsourcing, correct?

- [Warych] Correct.

- [Alder Grant] Okay. Are we asking, when people leave, why, and to find out what we can do better and what the reasoning is?

- If we can open up the floor, that would be a good question for Steve, 'cause I don't know the answer to that question. I can make some assumptions if you'd like, but if we could do that, Steve, if, if we allow Steve to talk.

- [Sannes] I've unmuted, can you hear me?

- Yes, go ahead, Steve.

- Okay.

- Motion to open the floor, I think, should we get his address on record?

- [Alder Galvin] Sure.

- [Alder Brunette] Do we need to open the floor?

- I'll second the motion.

- Yeah.

- [Alder Grant] All right, all those in favor of opening the floor?

- [Alders] Aye.

- That passes unanimously. Steve, if you could just state your full name and your address.

- Yes, I'm Steven Sannes, at 1616 West Crusade Lane, Green Bay, Wisconsin. I'll turn my camera on too, 'cause I have such a beautiful picture. Working with Kevin has been actually a real joy. We do go

through a termination interview with the people. I go through regaining their gear, asking them, can I put you on as a substitute? Can we hang onto you for as long as possible? Because substitutes are very hard to get. And I also will ask them, is it because of the hours? Is it because of the pay? And in many cases, it's because they've gotten too old. Or their children have grown and they now have to go onto something else. So it's not a fact that, we do get beat sometimes by 50 cents an hour, which is tough. But in many cases it's because people have done many years of it, or they've tried it for a year or two and just decided that the hours weren't what they wanted. And it's pretty common. Seven to 10, at the most, I think the most we had this year was six. But I have people that want to move around. I have people that want to go on vacation. I have people that . So that's why we have to have the backup people, and the CSOs are very helpful for that, so I do appreciate the fact that we do get that. But does that answer your question?

- [Alder Grant] Yes, it does. Are there incentives or anything, or benefits that we could increase to accommodate any of that?

- We have no benefits. When we worked for the Police Department, I was a member of the crew at that time. I worked for Ken. We did have sick leave. We did have vacation leave. And we had some holiday pay. And when we went private, we increased the remuneration, but I think it was a buck or buck and a quarter, from what they had been getting. And so that was to make up the difference for the benefits that they lost. But there is no plans for giving benefits.

- [Alder Grant] Okay, thank you.

- If I could add, Alder, the area of opportunity, I think we have is, it's kind of like the plumbing inspector discussion we just had. Take out plumbing inspector and put in crossing guard. When you compare our pay rate to other municipalities, we're not the lowest, but we're not the highest. So it is, pay is a big factor for us. And we know that, we're trying, we're under contract. That's part of the reason why we try to increase those pay incentives in year two of the contract, but pay will always be an issue for us.

- Our competition is De Pere. They are \$3 more than we are. Allouez is \$2 more than we are. Howard is about a buck more than we are. Now, we keep track, and my people will tell me that, "I decided to go here for 20 minutes less a day "for \$2 more a day."

- Any other questions, Alder Grant?

- [Alder Grant] No, thank you. Or I'm sorry, I guess, I don't know if it was fully answered, as far as reevaluating the program. How often is that done? And who's responsible to do that?

- That's my management and the City of Green Bay.

- And I would add that we're under, we evaluate that program probably weekly. Steve and I talk about something, Melanie Skalmoski, she's been an integral part of this team to make this happen. Gary, Steve's boss. We're trying to think of different ways. And it's usually focused around recruitment and retention, more recruitment, to do that. The evaluation is ongoing. We started that when we decided to outsource this program, because we reduced the number of intersections, and we had to go to the traffic study to the traffic engineer. So we evaluated the program because I don't think we were operating as efficiently as we should have been. We also had guards at intersections

that we didn't even know that the prior decision made by the coordinator was, "Yeah, we should just put one there "because that's a good idea." Well, we didn't have the data to support that. For example, Mason and Alpine, there was a guard there in the past, but we took that guard and redeployed that guard somewhere else, because as a general rule, we provide crossing guard duties to the elementary schools, not middle schools, because the middle schools, we believe that the kids are a little older. Yes, they could benefit from a crossing guard, but it's important, because we couldn't, we would have 100 crossing guards, not 100, but a lot more crossing guards if we had to do middle schools here in the city.

- Now, one thing about the middle schools, I do train teachers at the middle schools every year. Probably two or three times a year they will call and ask me to come in and train teachers, because they do the crossing next to the schools for the middle schools. So there are crossing guards, and you will see them at the middle schools, but they are not employed by us. They are school district employees. And this year we did cut three more positions due to the traffic studies that were done last year.

- Okay, thank you.

- And just to, oh, we're good.

- [Alder Grant] Oh, go ahead. I'm so sorry. I just wanted to say thank you. And I'm glad to hear that we're almost fully staffed this year.

- All right. Alder Brunette.

- Yeah. Thank you. While the floor is still open, I'd just like to ask Steve a question. Steve, thank you. It's good seeing you.

- Yeah, I haven't seen you in a while.

- And thank you for all your work, because I know you and I had some discussions in the past. Thank you. Would you say that many of our crossing guards, it's kind of a labor of love. The hours are, let's be real, they're working a few hours in the morning and a few hours in the afternoon. It's hard to fill those positions. What would you say, not that you can call someone typical, but what do you see as far as, like the allure of the position? Is it their devotion to public safety?

- Yeah, I think it's the devotion to the kids. There's a lot of grandparents, and there's a lot of moms and dads that have time to fill and have time available. One of the things that a lot of the people tell me is, "I get to put a smile on that kid's face in the morning." Or "I get to ask them how their day went at school." I've done corners now for four years. And some of the most exciting things is that when a kid comes out of school and he tells you, he did this during school and learned this, and I always ask, so what did you learn today, 'cause I'm paying for this. I'd like to know what I'm getting for my dollar. And they get a big kick out of that. And in the morning you might be the first adult that that child has seen. And you can judge by their demeanor, what kind of morning they had. I've had to talk to several principals because of children in the mornings not having the greatest time, for one reason or another. And you can tell, and you want to make sure that somebody in the school knows that something went wrong at that home that morning. And I ask all my guards to do that. And they do. They like to talk to the children. They like to spend time with them. We're only with them maybe

45 seconds to a minute and a half as they're coming through our corner. But that timeframe and period spent really means a lot to a lot of those kids and to the school. It's fun.

- Yeah. Thank you for that. So you, as a representative of your organization, do you feel comfortable going into this school year? Any concerns the committee should have?

- I don't think, I think we're doing well. I'll tell you, working with Kevin is a joy. We do have a good time together. Working with Melanie, Melanie is, she works very hard for us. And the CSOs are great. The officers have been great. We as a company appreciate all the effort that the city is putting in.

- Okay. Thank you. I have no other questions, but I do have some comments when we close the floor, Chairman.

- Any other questions for Mr. Cross? Or for Steve? If not, I'll entertain a motion to close the floor.

- Motion to close the floor.

- Second.

- All those in favor say aye?

- [Alders] Aye.

- All right. Comments, Alder Brunette.

- Yeah, just to kind of answer, not that she asked me, but Alder Grant's question, who reviews this policy. This is kind of the purpose of this agenda item. Anytime you have a service as critical as crossing guard services, it's good for the council, the policy makers, to review it, and have this discussion. When this was proposed two years ago, I had my concerns due to my experience eight years before that, when there was an effort or thought to privatize the crossing guard services. There were a lot of crossing guards who were concerned, and the council ultimately decided not to do it. Now two years ago, there were some concerns that once you have crossing guards that love working for the Police Department. Because they do view it, as Mr. Sannes said, a public service, it's advocating for children. And when you kind of remove the police from that equation, a little more than perhaps what the perception was at the time, 'cause it seems like we've evolved and the police are still very, very involved, and we have a very good relationship, when you lose 16 guards, that's a concern. And then we had COVID last year. And now, going into the school year, when you see things in the news that we're having a hard time finding lifeguards and we're understaffed in the police department. I think the natural concern, then, especially for parents is, "Oh my gosh, "do we have enough guards to protect our kids "as we cross the intersections?" And according to Commander Warych, that no intersection goes unmanned, and that's a good thing. But I think sometimes the public may not be aware of that. And so it's good for us to have this discussion from time to time. And it's very good to hear that the relationship has developed into a very positive one. And I would just ask Commander Warych to keep us updated every so often, on the contract, if there's any concerns, billing, then we need to review that. But I do think it was a good discussion, and for all members of the public who perhaps are watching this, to know that as the kids go back to school in a

week, that they're gonna be protected at the intersection. That that's a very positive thing that came of this discussion. Thank you.

- All right. Any other comments? I'll entertain a motion.

- Motion to receive and place on file. I would ask Alder Grant if she's satisfied, if she feels there's any action that the committee should take?

- Alder Grant, is there anything you have to add?

- [Alder Grant] No, I just, yeah. I had a resident who was concerned, and it was my understanding that we were losing a lot of staff and I just wanted to make sure that we were covered with the upcoming school year next week. And that's all, but, yeah, I'm glad, like I said, I'm glad to hear that we are fully staffed, and yeah. If it just continues to be a problem of losing people, I don't know if it's worth reevaluating what we can do to maintain people, like Alderman Brunette said, this is a concern everywhere, as far as retaining people, and we just want to make sure we're taking good care of our employees.

- Sure. And maybe Commander Warych could send you his PowerPoint presentation, and you could apprise that concerned neighbor, just reassure them that the losses have been about the same over all the years, except when the city switched initially. And that the city is doing everything, along with this company, to make sure the children are safe.

- Alder Galvin?

- Yes.

- Could I just ask Alder Grant if there's a specific intersection that she's concerned of? 'Cause we have Commander Warych here and Mr. Sannes, he can kind of address that while he's here. Like taking it back to his group.

- [Alder Grant] I don't think it was a specific intersection. I think it was just overall retaining staff. But I can follow up, and yeah, I will gladly forward that presentation on.

- All right.

- Thank you. Yep.

- All right. All those in favor?

- We need to make a motion. I don't think, was it second?

- Second.

- Well, motion to receive and place on file.

- All right, all those in favor?

- [Alders] Aye.

- And that passes. Onto our last item. Consideration with possible action on a request to fill a Diversity Inclusion Coordinator position and all subsequent vacancies resulting from internal transfers. Staff, Chief Faulds.

- Yeah, we have in the packet a memo and some other information. We have two options. One was a Workplace Culture and Inclusion Specialist, which was more internally focused. And then we had the Diversity Inclusion Coordinator, which was external focused. 'Cause there was a lot of discussion last week about, should this position focus internally on our DE&I efforts, or external with the community on the DE&I efforts. So really, with the Workplace Culture and Inclusion Specialist, it's a focus on, to have a high level of employee engagement, productivity, and inclusion, which I think will result in a better service to the community. I think it's important to have a healthy workplace culture. So to have someone really focus on best practices for recruiting high quality candidates, but then also making sure our policies are including everyone would be a really good thing for the city. Then the other option, and it's really up to the committee, if they think this option to work with the community should be within HR or with the Mayor's Office. But the focus primarily would be on working with community organizations on DE&I efforts in the community. And I think also working much more closely with the Equal Rights Commission to assess the needs of the community and be more in the forefront of what they're trying to accomplish within the City of Green Bay. So we have the job descriptions included, and I can take any questions or any comments that the committee has.

- Does anyone have any questions for Chief Faulds?

- Maybe just an overall comment. I think when this position was first created, there was a little bit of talk around how much this role would spend in the community versus how much of it would be inwardly focused to really kind of fulfill some of those HR needs and requirements within the organization. At the time, I seem to recall that it was very little would be focused on some of those external elements. And where I'm at right now, I just think that there are so many other organizations within our community that work on that outward piece, and I've said this before, I'll say it again, I think it's a mistake sometimes, and we think that government is the authority and expert in everything. So when we're looking at these two position descriptions, I think I tend to be a little less supportive of the outwardly focused one, recognizing that there are so many good organizations, like the United Way, the Boys and Girls Club, the YWCA, that have, I think, a little bit more authority and expertise in those areas than what we could ever claim to have. I'm certainly open to looking at the more, sort of the internal focused one, and those roles and responsibilities. And I appreciate, and Joe, you can correct me if I'm wrong, but I think that was probably a new position description that was created for the purposes of this discussion, and I appreciate the time you took to do that. Because I think it really helps better articulate some of the needs and responsibilities that exist within the HR department, regardless of what this position is and what you call it, there is . And so, again, for my purposes, I'd rather focus on that dialogue, than the external one.

- Okay, Alder Brunette.

- Director Faulds, I remember when this was first proposed, a few years back, it was diversity and inclusion. And I've noticed over time that equity word gets thrown in. And I had expressed in the past my concern about equity, 'cause equity itself means different things to different people. What would your definition as a HR Director be, in regards to the word equity?

- Equity for me is making sure everyone has the same opportunities, that's what it comes down to. I think fairness, a lot of times gets brought in to the discussion with equity. I think it's exactly what the quote was, I guess I won't say that quote, but for me, equity is just making sure things are fair for everyone. And sometimes when you talk about fairness, let's talk about maybe like ADA accommodation. If someone has to get up the stairs building an elevator is making it equitable for that person to get up different levels on the floors. It's not fair that one person, obviously one person can use either one, but that's kind of the thought process, is making sure people have the same opportunity to get to the same place.

- Sure. I appreciate that. I put you on the spot a little bit, but in my opinion, that's what equality has been. In my generation, we talk about equality. Even our Equal Rights Ordinance is called Equal Rights Ordinance. And our Equal Rights Commission is Equal Rights Commission. It's not Equity Rights Commission or whatnot. So could we just very well just change all reference to the position from equity to equality or equal? Would you be open to that? I know that DEI is a whole thing. A whole industry has arisen from that concept. But I also do know that some large corporations, because DEI, the equity in DEI tends to sometimes have some political connotations of equality of outcome rather than equality of opportunity, which in my opinion, is equality, that some large corporations have actually changed the equity word to equality. 'Cause I think equality is something that's pretty commonly accepted. We all want equality, equal rights. So what are your thoughts on that? I'm not trying to be overly political here, but it's something to consider.

- Yeah, and I just think again, like equity to me is making sure that it's the same opportunity for everyone. That's about all I can explain. And sometimes it's just nuances with how we get to that. If the difference between filling this position is between equity and equality, I think I would be happy to look at it.

- I think we need to be consistent, 'cause obviously if the policy initiative of the Mayor, we call some things equal and we call somethings equity. To have consistent language makes sense. I'm not saying I support the position overall, but I would just say that that would be my suggestion for an edit in regards to the position itself. I'm very much against like the way that the outward job description is written, and no criticism to you. I think you did exactly what we were asking to do. But in my mind, I think of all the diverse people in our community. We have a very diverse community. It's wonderful. I live in a diverse neighborhood. We all represent diverse districts for a lot of different backgrounds of people. And that's a very good thing. But it just seems to me that I thought that that outward position wouldn't be so much a DEI focus as it would be explaining outreach to people of different backgrounds as to what their city government is, who serves them, who to contact when issues arise? That's what I was hoping for. Not so much a specialist to push DEI out into the community. Does that make sense?

- I understand what you're saying.

- Okay. All right. Fair enough. I'll kind of cede the floor here if the committee wants to it.

- Any other comments? Alder Hutchinson.

- Yeah. I think I support the Workplace Culture and Inclusion Specialist description, which is the internal versus the external. I think you've given us a lot in the packet. And what makes me think of

the internal is when we look at the makeup of the city, in terms of population, and then we look at what the city staff looks like, there is a huge discrepancy. And we're not equal. It's not like we're close. We're not even, there needs to be something that helps people become engaged with the workforce of the City of Green Bay. Because it is very different. If we look at the number of people in every culture versus the number of people per culture working for the City of Green Bay. So, I think this position is needed. And you gave us what was asked for in terms of what was the accomplishments of this first officer, and the past accomplishments. And it's extensive. It's the first year and a half of existence. And I think the person should be commended who accomplished these things. So I think we . There shouldn't be any extension of keeping this job open and I'm in support of filling this job as soon as possible with the internal job description.

- All right. Alder Johnson and then Alder Brunette.

- Yeah. And I think, something I just kind of left out before in our conversation is, I think it's sort of that old adage, you've gotta make sure that your house isn't on fire before you start taking care of everything else. And really it's recognizing that the health of our organization is really important. And again, I go back to the Workplace Culture and Inclusion Specialist, however you call it, however you define it. I really look at the roles and responsibilities. And I think a piece of this is certainly talking about how does our workforce properly reflect that of our community. But there's a lot of other stuff in here, specifically as it relates to how as a government do we interact with the resident. And I think that there is some great opportunity there for improvement. And if this position can help us get to a better spot with how we serve all of our residents, again, it's that inwardly focused, how do we make sure that we operate at peak efficiency, delivering exceptional service? Part of that might mean the types of candidates we recruit, but I think it's so much more than that. And then obviously just managing a lot of those necessary HR functions that this position had previously served. That didn't totally go away, even though the position kind of evolved and shifted dramatically. There are some very basic and fundamental HR needs that come along with this role. And so I'd really like to take care of ourselves as an organization first and foremost. And I think that there is always room for future conversations about how do we evolve? How do you grow? How do you better support those organizations trying to handle some of those external responsibilities? But if we can take care of ourselves internally first, I think that's a really great first step that demonstrates a commitment to all residents in our community.

- Thank you. Alder Brunette. Chairman, is there a motion on the floor?

- Not as of yet.

- Could I, I don't know if this is in order, I don't even know if it's possible. Attorney Bungert's on the line, but what I would do is make a motion to change all reference to equity and equitable in the job descriptions to equal and equality. Is that in line?

- Could I make a suggestion, Alder Brunette? I'm just wondering if maybe we actually make a motion to approve one or the other, and then it be an amendment to that.

- That would probably be appropriate.

- Okay. And then I'll look at the job description. I'm very much against the second one. I don't think that's really what I was looking to accomplish when I suggested the edits. No disrespect. You all did exactly what we asked you to do. I think I might not have, explained myself better, but go ahead.

- So one thing you're talking about, with this individual getting on the community, and how I envisioned it is every once in a while, I think there might be projects where a department might provide a service to a community. Maybe like Transit is trying to have a route in a different area. This position could maybe go out to that community and talk about the services we're providing. So the internal one will have some external overlap. So I think that's what this internal position would do, what you were kind of talking about.

- Yeah, and I see, and just so, for the sake of the conversation, I see that happening and we could certainly do it more. We have some new Afghan residents in our community. We have a very diverse community. Any level of those conversations out in the public and engaging city employees, that's a positive thing. So I guess I would make, what is the title of that position, Director Faulds, again?

- It is a Workplace Culture and Inclusion Specialist.

- Okay. I'll make a motion to approve the Workplace Culture and Inclusion Specialist with the, so approve that first, and should I do the edits now? Go ahead.

- Go ahead.

- Sorry.

- Go ahead, Attorney Bungert.

- Oh, thank you. I was just doing a little bit of research just quickly, as the discussion was going on, as to the differences between equity and equality. And they do mean and have, they do have different meanings. And so I do want to point that out that that amendment would change kind of the substance of what that means within the description itself. So for example, equality suggests that everyone is at a particular starting point and should be treated the same. It seeks to promote fairness, but it can only work if everyone starts from the same place and has the same level of support. Equity, by way of contrast, aims to give everyone what they need to be successful. So I think the point of utilizing the term equity versus equality is that it's recognizing that everyone does come from diverse and different backgrounds, different experiences, recognizing that, and giving them the resources that they need to be able to have fair opportunities and advancement. So I think the ultimate result is a little different from the starting out point between the two terms.

- So, Alder Brunette, go ahead.

- Yeah. So again, I'm aware of these differences, and I've kind of studied this. I've been interested in this sort of thing for the last couple of years, because typically what happens is, I don't want to say sides of the issue, but the two sides that have polar extremes on the position tend to be talking in different languages when it, ultimately, I think there are a lot of similarities. And for me, and I'll relate this to Alder Hutchinson, and I certainly don't want to put words in your mouth, but this kind of makes sense from like an HR perspective, in that say we have a city that's extremely, more diverse than perhaps than our workforce is. And when people say things like there needs to be some

alignment there, but we should have more people of a certain group representative in our workforce employment, I would agree, that would be wonderful. And that's why the city should recruit across all segments of society, so we have a more diverse candidate pool. But when I hear equity, sometimes I fear that, when it comes to hiring or interviewing, are we making it so that, let's just say a majority of city employees happen to be white, to reach that end goal where, like Alder Hutchinson, and again, I'm trying to be sensitive, so I don't want to put words in your mouth, but if the end goal is that, if there are 80% white people who are City of Green Bay employees versus 80% who are city of Green Bay residents, that that needs to be even, my concern is that we still have a merit based system of employment, that we certainly shouldn't hold a person's skin color against them, or for in favor, just to fill an employment quota. Does that make sense? I'm being very sensitive here. I'm trying to articulate what I'm getting at. So equality means that every, like we say we're equal opportunity employer. That's how we're promoting the city. We don't say we're an equity opportunity employer. We need to be consistent.

- Yeah, that's why in my memo, I was pretty intentional when I said that this position will help us hire the most qualified candidate, 'cause that's what we're always going to do. And we can't pick and choose based on race or color anything else, because that's discrimination under the law, state and federal law. So what we're trying to do is, like you said, cast a wide net and the wider the net we cast, we'll find those qualified candidates from any group of people. That's what it's about. It's not saying we've gotta fill these quotas. It's making sure, because what happens is, when we don't recruit all of the different groups in the area or the country, we're missing out on qualified candidates. That's kind of the point of it is, if some people have barriers to recruit, we're missing out on qualified candidates. That's the gap we're trying to fill.

- Alder Hutchinson.

- Yeah. And I understand the quota issue. Problematic in that, we don't need to be setting up quotas, but where we're at is, these numbers are approximate. I know they're probably, they're not the newest census, but the previous census had 94% of 862 employees are Caucasian. Okay. Hispanic then made up 15.2% of the population, and we had 1.75%, or 16 employees who were Hispanic. That shows you kind of where we're at. We're almost a 10th of what we should be at. You can multiply the number of Hispanic employees by 10, and you still would be in the area where we'd meet the population quota. So it's just to get it going in the right direction. So that would mean hiring about 130 Latinx to replace 130 other individuals. We don't want to get in that. But that shows you the disparity that there is. It's big. There needs to be something done. And if it's opening up the, like Director Joe, the who we look at to fulfill these, even tonight, we had discussions about plumbers, crossing guards, if we had an emphasis at looking at additional people that aren't historically looked at, there may be people with abilities that we know nothing about, and they wouldn't even think about submitting an application. It's inviting them just to come to the table ask for a job. And then if they fit the bill, they fit the bill. If they don't, they don't. It's not meeting a quota. It's having someone working internally to help departments fill vacancies and looking at all the potential people who are out there. There needs to be an emphasis on that, obviously, based on the data. And it's not quota driven. It's just, let's get it closer in the right direction. That's my view on it. Thank you.

- Alder Johnson.

- I'm just gonna make a motion to maybe take at least some type of action here. I'd like to make a motion to approve the Workplace Culture and Inclusion Specialist.

- I'll second that.
- I'll second.
- Okay. All those in favor say aye?
- [Alders] Aye.
- Any opposed say nay?
- No.
- All right. That passes three to one. Alder Brunette.
- Well, with this, Attorney Bungert went dark for a minute, would this be appropriate to amend the, to make my amendment, to try to substitute the words?
- Yeah, and I think, maybe, could I call a point of order on that, Alder Brunette, and the point of order being, as Chair Alder Galvin, I think after the motion and second was made, we probably should have still kept the table open for discussion and the opportunity for amendments.
- Yep, you're absolutely right.
- I'll be honest, I don't know if I have the support at the committee level. I don't, words matter to me. So I'm just, I'm willing to let this one go.
- Okay. Any other comments or concerns?
- Well, wait, wait, wait, wait. I'm sorry.
- Oh, sure.
- I don't mean to backtrack, but Attorney Bungert, can you advise us, can I at least attempt it? I don't know if I'll be successful.
- Go ahead, Attorney Bungert.
- Right. If the last motion was essentially to approve it, I think what we would need to do is entertain a motion to reconsider, and then we would have a motion to amend and approve as amended.
- Motion to reconsider would only be a person who voted in the affirmative?
- Correct, in the affirmative, correct, yes.
- It's up to you, gentlemen.

- Just to streamline that, Attorney Bungert, because I called a point of order, wouldn't the Chair just simply be able to rule on that point and say, "Yep, we shouldn't have voted. "I should have held it open for discussion." Could he just rule on that point?
- I don't know if there's a mechanism, since the vote already happened, to rescind the vote, because the vote did take place.
- All right, I'll make a motion to reconsider, to at least allow further discussion on it.
- I'll second that. All those in favor?
- [Alders] Aye.
- Any opposed?
- No.
- Okay. That passes three to one. Alder Brunette.
- Motion to amend the, amend the what, Attorney Bungert, exactly?
- So you are amending, motion to approve the request to fill the Diversity and Inclusion Coordinator, with changes to the job description, as you wish.
- Yeah, you got the job title a little off, but kind of the thought there.
- Correct, yes, yes.
- Motion to approve the stated job description, substituting the words equity and equitable to equality and equal. That's the motion, to be consistent with all the other language that we have in related committees and policies.
- I'll second it. I'm not really seeing too many references to that within the position description. So I don't think it fundamentally changes anything, but.
- I think I noticed about three times the word equity is used. And I guess I just reiterate what City Attorney Bungert was saying, that there is a fundamental difference between, well, there's overlap, but there's a difference between equity and equality. And when we talk about looking to hire candidates in this space, diversity, equity, inclusion, and belonging, we should be adding the word belonging to this as well. It's kind of the trend towards this area and what we should be looking to hire. So when you take equity out of a job description like this, it does kind of change it a little bit, for the candidates we're looking to get.
- Go ahead, Alder Brunette.
- Yeah, Attorney Bungert. I kind of know what you're referring to. 'Cause I've seen this illustration a number of times, where it's like, there's a fence. and equality is like there are three different people with different heights and they're all trying to look over the fence, and the smallest, shortest person

can't look over, and the tallest person can. And the argument is, that's equality, it's like they all have the same opportunity, it's just the outcome is not the same. And then equity, if you think of it, it'd be like the shortest person standing on two crates and then the middle height person standing on one and the tallest person standing on none, so they can all see outside the fence. And I guess the concern, and that would be, that's equality of outcome. That means that everyone is given the same thing to achieve an outcome that is the same, that's equity. And what I'm getting at is equality is equality of opportunity, that once we start saying things like we're an equitable workforce, like for example, merit still matters. We want to hire the best person for the position available. And I want everyone to know that our jobs are open, and I would encourage, just like we have always done, diverse people to apply. But when we say we want equitable hiring practices, for example, are the Green Bay Packers an equitable employer? They might be for front office. But when it comes to putting players on the field, they're gonna put the best players on the field to hit their organizational goals. And so with our employees, I want everyone to consider Green Bay to be an equal opportunity employer. Equity changes it. And maybe, again, this is the two sides of the political realm or battle about this, but that would be my concern, that words matter. And we've always been about equality, and we're changing it to be equitable outcomes. And I just don't know how you can do that in a merit based system.

- All right. Alder Johnson and then Alder Hutchinson.

- Yeah, I was just gonna say, look, the reason I supported the amendment is because I think in practicality, I think it's gonna have zero impact on our ability in terms of the types of candidates that we recruit. I don't think anyone's gonna look at a position description that closely and play that semantics game. And of course, there's no guarantee of how everybody would vote on the final product, if it were amended. My hope is that it gets us one step closer to maybe having more of a consensus on the decision here that we're making for the City of Green Bay. I'd love to see this come outta here with a majority vote. And if it's changing three words in the position description that gets us there, I think four-zero is a far better outcome than three-one. And of course, full council's gonna look at this and probably weigh in on it as well. But again, I think the impact's negligible to hopefully bring on another member of the committee to support the final motion.

- Thank you. Alder Hutchinson.

- I guess if we were a lot closer to equity, I could see the reasoning. But to me, it doesn't make any sense to take the word equity out, not where we're at. If we were close, okay. We're not even close. It's kind of, there's a great big white elephant in this room, and we're talking about equal or equity. I think the way this is written is exactly the way it should have been written, and it will try to accomplish what we need to accomplish. So to just to edit it to get a vote doesn't make any sense. I would prefer to have what was written, be what we go to the common council with, 'cause it makes sense to do it that way.

- All right. Thank you. Chief Faulds, let me give you an example, if I could. Police Department's hiring. Physical agility test. Had to run a mile within a certain amount of time. They had to push a squad car that was in neutral a certain amount of distance in a certain amount of time. They had to be able to jump over a six foot wall. Do a bunch of physical things. What the department noticed was that certain candidates, mainly female, were unable to pass, or most of them were unable to pass the test. Some really applied themselves and were able to do it. After studying what police officers really do in the field, it was felt that the test being given didn't really equal what happens in the field. And so the

test was altered and more females were able to pass. And actually, some males who were not in the best of shape were then able to pass also. Now, is that equity being applied?

- I think so. That's kind of what I was getting at before with the accommodation. It's kind of like the, when someone is eligible, under the ADA or some type of accommodation for their need, it's not like the same for everyone. It's based upon what their need is and what the disability is. So that's where it's kind of, equity to me is just changing to make sure they have the same opportunity. It's not making it unfair for anyone else. But yes, I think that'd be a good example of it.

- All right. And I'm kind of torn here. I agree with Alder Hutchinson. I'd like to see it stay the same as equity. But if it gets the position through council, because I think the city really needs this position and I think it needs to be filled and not put on a shelf. But if it can get it through council, I'm willing to side with changing it to equal, knowing that the city will still apply equity, where necessary, for applicants or for our employees as things happen. So I'm gonna vote in favor of what we have here right now. Alder Johnson.

- Just real quick, just to remind the committee that what we're talking about here is how a position description is worded. We're not talking about a city policy, right? In terms of how we apply equity and equality. So I would certainly want to engage in a much more robust conversation if we're talking about a policy related to city governance. This is a position description.

- Okay. Are there any more comments?

- I'll just say-

- Yes.

- This is just totally frustrating to me, but I agree that the position is vital to the city and I will probably vote for this, knowing that honestly I shouldn't, but I will just to get the position, as Alder Johnson says.

- But I agree, Alder Hutchinson, although I will say now that if we get an end around going, kinda like we did with the Fire Department building fiasco or shenanigans that went on, I'm gonna be not happy.

- Me also.

- Alder Brunette.

- I would, Alder Galvin, that's accusing council members of doing an end around. I don't know if that's appropriate. I don't like that sort of stuff. You've gotta trust the sincerity of a person. They saw an opportunity to do something and they went with it. In this situation, vote your conscience. I'm not, I'm voting my conscience. A lot of large corporations have kind of moved a little bit away from the equity word and have gone to equality to have the bridge between the two sides come together. So I'm not gonna, vote how you want, vote your conscience, but I'm not about tweaking things, just, like that puts us all in boxes. Things change. Like people reach out to us, and we can always change our opinion. So I don't know. I don't like that comment.

- Well, I'm sorry you don't. But I stand by it. All those in favor say aye?

- [Alders] Aye.
- Any opposed? All right. That passes. Onto our next item.
- Motion to approve as amended.
- Second.
- I'm sorry. Yep. All those in favor say aye?
- [Alders] Aye.
- Any opposed? All right. That passes. All right. Informational. Does anyone have any questions about the report of routine personnel actions?
- Motion to receive and place on file.
- Okay.
- Actually, is that informational? I don't even think we need to do that.
- Right.
- Do we?
- That's what you told me last time.
- I don't know.
- All right. Next meeting is September 13th, 2022. I'll entertain a motion to adjourn.
- So moved.
- I'll second.
- All those in favor?
- [Alders] Aye.
- That passes. All right, folks.
- Thanks, guys.
- Take care.