MINUTES OF THE PERSONNEL COMMITTEE

TUESDAY, OCTOBER 25, 2022, 4:30 PM

In person at City Hall, Room 207.
Virtual attendance also available via Zoom.

A. ZOOM MEETING INFORMATION.

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

B. ROLL CALL.

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

Others Present: Ald. Mark Steuer, Public Works Director Steve Grenier, Park, Recreation and Forestry Director Dan Ditscheit, Finance Director Diana Ellenbecker, Chief of Operations Joseph Faulds, Human Resources Manager Melanie Falk and others.

C. APPROVAL OF THE AGENDA.

Moved by Ald. Jesse Brunette, seconded by Ald. Jim Hutchison to approve the agenda.
Motion Passed.
Yes- Bill Galvin, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

D. APPROVAL OF MINUTES.

Moved by Ald. Jesse Brunette, seconded by Ald. Jim Hutchison to approve.
Motion Passed.
Yes- None, No- None, Abstain- None.

E. REGULAR BUSINESS.

1. Consideration with possible action on the request to fill the following replacement positions and all subsequent vacancies resulting from internal transfers.
a. Administrative Clerk - Public Works
b. Erosion Control Specialist - Public Works

Moved by Ald. Jim Hutchison, seconded by Ald. Jesse Brunette to approve.
Motion Passed.
Yes- Bill Galvin, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

F. INFORMATIONAL.

1. Report of Routine Personnel Action Items

2. Presentation on Priority Based Budgeting

3. Next meeting date: Joint Finance/Personnel on November 3, 2022. Starts at 3:00pm.

G. ADJOURNMENT.

Moved by Ald. Jesse Brunette, seconded by Ald. Jim Hutchison to adjourn.
Motion Passed.
Yes- Bill Galvin, Jesse Brunette, Jim Hutchison, No- None, Abstain- None.

VERBATIM MINUTES

- All right. Are we all set?

- [Recording] Recording in progress.

- I guess we have somebody else, right?

- All right. This is the personnel committee for the City of Green Bay on October 25th at 4:32. We'll start on roll call. Alder Hutchison is here, Alder Brunette is here, Alder Galvin is here, and Alder Johnson has been excused. I will entertain a motion on the agenda.

- Move to approve

- Second. All those in favor say aye. Aye. Aye. That passes you unanimously. Has everyone had a chance to look at the minutes? And if so, I'll entertain a motion.

- Move to approve.

- Second.

- All those in favor say aye.

- Aye.

- Aye.

- That passes unanimously. On a regular business, E number 1, Consideration with possible action on a request to fill the following replacement positions that all subsequent vacancies resulting from internal transfers. Item A is administrative clerk from Public Works. Does anyone have any questions for staff on this?

- Move to approve. Or are we doing them all together?

- We can do 'em all together.

- Okay.

- And if we have no questions on that, we'll go to B erosion control specialist also for public works.

- I do have a question.

- Okay. On the erosion?

- Yeah.

- Okay. Go ahead. Director. Who's the, who's departing in that position?

- Michael DeBauche.

- Michael DeBauche.

- Okay. Is this a hard position to, to fill? Is it, I mean, applicants few and far between, or?

- Is a nice skill okay? I mean

- I will say that they have been a little bit challenging because it is a rather particular skill set. And with the amount of construction that we are seeing over especially over the past two. Those positions have been extremely beneficial for the city. So we would like to get that person higher as most possible.

- Yeah. And it's storm water funded, right? It's not tax living support.

- Correct.

- Right.

- Correct.

- Okay. That's all. Thank you.

- I'll entertain a motion on that.

- Move to approve.

- Second.

- All right. All in favor say aye.

- Aye.

- Aye.

- Okay. Does anyone have any questions about under F Report of Team Personnel Action items?

- Motion? Is it to receive a place on file or is it informational?

- It's information owner.

- All right.

- And then we have a presentation on priority based budgeting.

- Yeah. So I can jump through that. It's hopefully fairly brief. So, Okay. So, we're given an update on Priority based budgeting. We've been working on this for about 10 months and I'm gonna try to condense it to about 10 minutes so hopefully it's not too high level. And hopefully everyone understands what we're going through. If you have any questions along the way just jump in the previous. So we partnered with Resource X. Resource X is a company that provides a software platform and an expertise to help us with priority based budgeting. They've helped over a hundred cities in the US. And so what is priority based budgeting? Well, what we're trying to do is make decisions based on the data we put in our budget that aligns with the resources and the priorities that we have from the city strategic plan. So what we do is we create program inventory which is services that all of our departments provide. We then allocate all the costs across those programs and then align and score them with our priorities. And then from there, we make decisions on where we're at. So just a timeline of where we've started. So in end of last year, oh, someone's in the waiting room. So last end of last year we entered into a three year agreement with Resource X. And then in January we met with them to kind of talk about the implementation plan. In January of 2022, our finance department did a very good job of putting all the information into Resource X. It was a very time consuming effort to, I guess outsource our information from Tyler that we use into Resource X. So big thank you to them. And then from there, all of our departments in February created the program inventory for each department. And from there, in March and April we did the cost allocation. And then from there, we, we scored the program from about April to June. And now we are going to, after the budget season we'll be talking about how it's gonna work for the 2024 budgets. So then with Resource X, there's three teams. We have the executive team made up of the Mayor, Chief of staff, Finance Director and Chief Operations, where we kind of look at the the charter and the, the big picture of all the goals that we try and set for the, the budget. Then we have super users, which is Department heads, Assistant Directors and Staff that work on building the budget throughout the year. And then there's the department users who are the Staff that work on building up the budget for each department. So I'm gonna go through kind of a our journey right now through all these parts. Like creating the program, inventory, the cost and program scoring and then how we're gonna use it for next steps. So what is the program? So a program is really trying to tell us the story of all the services that the city provides. So when you think of like community policing, snow removal, it's a few things they don't have up there like litigation, inspection, recruitment. So the programs can be either external. They can back like parks called the Vers, The Police and Fire or they can be internal, like payroll, IT, HR, and legal. So once we have all the programs created by departments, we then allocate the cost. So the cost could be either personnel, non personnel, or revenue. I'm gonna go through kind of an example. So when you look at the budget book and this is from last year, this is just a snapshot of HR and we have office supplies, and we have $4,110 for office supplies and kind of thinking, well what are they used for? You know, I can tell you, well, they're used for human resources. But I'll give you a, a hypothetical of what priority based budgeting is trying to do. And so we have our line items like office supplies and fuel and then we have programs like permit review and regional planning and inspections. So with the office supplies and fuel, what we need to do then is allocate those costs to those programs. So in this situation, we have $10,000 for office supplies, $5,000 for fuel, and we're going to allocate those line items to the programs that we have. So 6,000, to permit review of the office supplies; 1000 to regional planning; 3000 to inspections and then do the same thing for fuel. So then from there, you can see the line item is 10,000 for office supplies. But what resource section priority based budgeting will show you is that how much of that office device is used for our actual programs. So, so at this point, we've had all of our departments create the programs. We've done, done that allocating of all our program or excuse me, all of our expenses to the programs. The next step is now to score all of our programs. So it's a four step process, and pretty much all these steps I could spend about an hour on. So we're not gonna do that. So it's a very high level from there. So there's four steps to the scoring. I, The first step is to create what I call a score card. We take our city strategic plan. We use that to score programs. Then the department score them. Then we have peer review scoring which is teams from different departments scoring other programs for other departments. And then we have the final review to make sure they're consistent. So we look at the results and definitions which is our scorecard. Those that's our city strategic plan that we are putting into results that we score the programs on. So it's community results and then internal governance results. So the internal results that we have would be workforce which is we're building a diverse, inclusive engaged workforce. Focus on autonomy and flexibility. Training and development, and then fiscal responsibility. And then we think about our community initiatives. We have long range fiscal strength and sustainability. Balance and equitable, Customer service, and then 21st century infrastructure. So all of our programs, were scoring against those to see how well they align or directly relate to our city strategic plan. So this is the rubric that we use. And I'm not gonna go through it in detail but this is what helps us determine how well they align each program with our initiatives. And then here, this sort of basic program attributes. This is what resource Xs I've come up with. And they use this for all the municipalities helps us determine, I guess, again the priority of our program. So you look at mandate here, under that category, you think about is it the program that we have? Is there any legal mandate that we continue this program? Is there a self mandate or is there no legal mandate at all under reliance? It's, you know, can other entities provide the service? Or is this a service that only the city can provide? Cost recovery, can we recover? You know. Cost work, can we charge fees? And then the population, sir, it changes if it's internal. When we think about our employee population if it's external, we think about the community population. And then demand, is it decreasing flat or increasing? And then again, in the scoring process departments go first, peer review, super users and then we use the data to make decisions. And then once all the programs are scored, they're put into a system where they're, it's called "Quartiles" and it just determines how well they align with our initiatives. So I know that was a lot. But hopefully I can give you an example of what we're trying to accomplish here. So this is the 2022 budget line item book for HR. And if you said, or if you asked me, you said, "Joe what do we budget for recruitment every year?" What I would need to do is think to myself, All right, we have regular salaries. We have 10 employees. So I have to kind of figure out what are the 644,000 is dedicated for recruitment. We have health insurance, dental insurance and then we have training and travel. We, you know, we go to conferences where we think about best practice for recruitment. So part of that 10,000 will need to be allocated to our recruitment. And then we have a recruiting line that we use for job posting that we know goes directly into recruitment. And then we have materials and supplies. So I would have to kind of estimate or figure out based on the line items how much we put into recruitment every year. But using Resource X, putting all the data into the software. What this shows is for recruitment, we budget, which is in 2022, is $412,000 for recruitment. And we allocate about four full-time positions dedicated to recruitment. And then here it, it shows the quartile it's in it shows the description of what the program is. And then it goes through the scoring process right here of like right here with basic program managements. It has blinds. Could other entities provide recruitment? They could, but it probably would cost more. Then cost recovery. Can we charge fees for people applying to the city? Probably not a good idea. And so we can add to that. And then the demand is going up cause we have more vacancies and more physicians and it serves the whole city employee population. And it's mandated by us to recruit. And then there's the governance portion of it how it relates to our internal initiatives. And then last, as show an example of a community program that we have a snow removal. And again, this is simply what we budget for snow removal which is a, it occurs over usually four months of the year. So we budget about $1.89 and we allocated about 18 and a half full time employees dedicated to Snow Plow. And then personnel, you know salary benefits is about 1.59 and the rest is not personnel. Again, that shows how it's scored with the departments and with the peer review. So lastly, the next steps. So once we get done with the budget in 2023, we're gonna take all that information and we're going to then upload into Resource X. And we're gonna use that as a base for 2024. We then throw out 2024 we'll have personnel and operating expenses. What the system has is if you want to request a personnel position you go through that, you answer some questions. And then HR and finance will review it. And we'll determine whether or not to bring it to personnel. And then what we hope to include the common council next year is to provide those reports and some more data. Hopefully, you know, around the let's say spring, June of next year. So you can have a better idea of what we spend the funds on. What our programs are. And it can help you make some decisions during the budget. And then also the Mayor is hoping that the Mayor's proposed budget in 2024 can use some of these resource next programs, excuse me, reports to help the public understand the budget. And then the last part is we don't have all of our funds for the Resource X. We'll set to work with finance to make sure that we are either know what funds are in Resource X or or we include all of them so we can see the big picture. And lastly, we just wanna make sure Resource X is a transparency tool for residents. Right now, we're able to take these reports we can put 'em online, put 'em on our website or we could work with resources that actually have more of an interactive tool for the public. So, a lot of information, like I said 10 months and 10 minutes. So any questions on?

- So we're just trying to be more efficient, use our money better more efficiently. Understand where we need to, if we have priorities, this is where we need to make the push and we think we have something going good but no one really wants it or uses it. Or if it could be picked up by another entity.

- Yep. That's really what it comes down to. Like I said, when I show with the line items, you know, you ask a question like, what do you use office supplies for? Resource X will actually, we can allocate what programs use those supplies. So it's easier to understand. And you know, so we can explain how much we spend on recruitment, or how much we budget for?, how much do we budget for snow removal. It's just easier to understand. Then yes, the process will help us determine where to allocate

- Oliver next.

- It's a tool. So a tool allows us as humans to come up with the best budget and financial ideas and proposals. So if I remember correct this was purchased with the revenue from the Oneida Cooperative Governance Agreement. Do you remember?

- I don't remember what we used to purchase it.

- Director Ellenbecker. Do you remember the, the funds used to purchase this was the Oneida Cooperative Governance Dollars?

- Yes.

- That Or was

- One or the other.

- Well, Basically.

- Yeah, it was at the end of the year. It was either surplus or it was Yes. Carried over a night of Money. One of the two. So did we purchase all three years of this program or is it just yearly? So we have to pay for it this coming year.

- Yep. So we signed an agreement for three years and you'll see $25,000 for next year. Then the Human Resources budget.

- So, and then the next year of 25. So do you think, I mean, I know I know we're in the early stages of this. But do you think that it was a good financial decision from the city to purchase this?

- I think so. I, I think it's. The hope was I, I think maybe we underestimated the amount of time for implementation. I think we are hoping for this budget to show some of those reports but those reports I've showing you was for 2022. So we don't even have the data for 2023 right now. So hopefully for 2024, we should have all the information be at least more transparent and easier to understand the budget. That's what my hope is. So yes, I do think it's good.

- All right. Thank you.

- Okay. And that's just informational also so we don't need to have a motion on that or anything else. Our next meeting is joint finance personnel on November 3rd, at 3:00 PM. That's Thursday, at 3:00 PM. I'll retain a motion for adjournment.

- Second.

- All those in favor?

- Aye.

- Aye.

- All right We are adjourned.

- [Recorder] Recording.