

**ALLEN COUNTY COUNCIL MEETING MINUTES**  
**FEBRUARY 23, 2017**  
**8:30 AM**

The Allen County Council met on Thursday, February 23, 2017 at 8:30 am in the Discussion Room at Citizens Square. The purpose of the meeting was for additional appropriations, transfer of funds in excess of the current budget, grants and any other business to come before Council.

Attending: Robert A. Armstrong, Joel M. Benz, Larry L. Brown, Justin T. Busch, Tom A. Harris, Eric M. Tippmann and Sharon L. Tucker.

Also Attending: Nick Jordan, Auditor; Jackie Scheuman, Budget and Finance Director and Becky Butler, Administrative Assistant.

The meeting was called to order by President Larry Brown with the Pledge of Allegiance and a moment of silent prayer.

**Larry Brown:** Good morning everyone. This is a specially called meeting for discussion and decision on adjustments, if we so choose, on two pay grids. One is the OSS grid and the other is the POLE grid. With that I have asked Janette to make some opening remarks on how we have gotten to where we are today. I think we should start out with everyone identifying themselves.

**Janette Jacquay:** Good morning, Council. Janette Jacquay, Human Resources Director for the County. I have my compensation staff with me to recommend and guide you as well.

**Mary Rian:** Mary Rian, Human Resources Generalist and Recruiter.

**Tracy Mitchener:** Tracy Mitchener, Assistant Human Resources Director.

**Tom Fox:** Tom Fox, Compensation Specialist.

**Janette Jacquay:** To give a little history, last year Human Resources came to Council and discussed concerns that we had with some of our classification grids due to the fact that there were difficulties in recruiting as well as reclassification of positions. As Human Resources was reevaluating and rewriting job descriptions, at that time, it was decided that Allen County would take a contract with Waggoner, Irwin and Scheele which we call WIS. We had them do a thorough study of a sample of our job categories and look at all of the grids and compensation package. They did that and the results came back at the end of June and were presented to you, through WIS, at a meeting in July. In October, we had a special session where you discussed our chief concerns of PAT and LTC classifications. At that meeting there was decision to increase those two grids. At that time it was decided that there would be additional discussion this year concerning the

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OSS and POLE grids and any other areas of compensation that you chose to discuss. That is where we are.

**Larry Brown:** Thank you. All of that said let's go around the table here. I know Tom has some remarks, I'm sure, and anybody that wants to say anything, please do. Tom, I am going to start with you.

**Tom Harris:** Really? Okay. For the newer members, one of the concerns we had on Council was that there was a perception that there is a correlation between turnover and pay. When people were leaving the County, it was because of pay. We challenged HR to tell us why people are leaving. You guys fill in the blanks and correct me if I am wrong but we have no system to assess why people are leaving. We challenged HR to come up with a process for an exit interview and my question today is what information have we gained from that discussion? Where do we stand on exit interviews? Have we gotten closer to understanding the correlation between people leaving and pay?

**Tracy Mitchener:** Yes. At the Personnel Committee meeting in March, we will go over the form we will be using and how we are going to make sure that we get compliance from all of the departments to fill it out.

**Tom Harris:** So, to date, we have had turnover since the last time we talked. Is there any better idea of the correlation between people leaving and pay?

**Tracy Mitchener:** No because we don't have that in process yet.

**Tom Harris:** Okay. Therein lays the challenge. On the flip side of the equation, philosophically we talked about does the County, from a pay compensation strategy pay better than what the private sector might pay? Do we meet market and pay what the private sector pays or do we lag the market? I don't know that we formally decided and we don't necessarily need to decide but we philosophically and strategically have to decide where we go. Do we lead the market which means that we are competing against the private sector in terms of pay or not?

**Larry Brown:** I would add to that it's my impression, and I think that is all it is because I don't think actually took a vote, if you will. The discussion from 2016, with the 2016 Council, was that we didn't see the need to lead the market. That is where we basically ended up.

**Tom Harris:** So we decided that based on the input from WIS and HR that we had concerns with two primary grids because of turnover and the WIS study said that we were probably a little bit off in terms of PAT and LTC because we couldn't recruit. That validated your findings in HR and such. We went ahead and moved those two but now we are hearing concerns that there are wage compression issues or I am beginning to hear about wage compression issues with that. Can you talk to that a little bit in terms of newer concerns of wage compression and if we move the POLE and OSS, where does that take us on wage compression?

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**Janette Jacquay:** Tracy has put some things together on that.

**Tom Harris:** Maybe I ought to back that up. Wage compression is where everybody has different levels, right? When we start paying people more, it starts to push up on other types of positions. These positions are saying “wait a minute” because now that you are paying almost the same amount I am, maybe we ought to move ours up. We create this trend of everybody needing to move up. That is kind of a backdrop of my perception.

**Tracy Mitchener:** I have to admit that I don’t think we have ever really looked at all of the grids as a whole and I am not sure the WIS study did that either. We never really asked them to. I feel that we have individualized all of the grids. I think either now or after we come up with the final discussion if we should move them or not, then I think we need to look at them as a whole. That doesn’t mean that all of the OSS’s, after we see where we are at we then have to look at the big picture and make sure that an OSS isn’t getting paid more than a PAT. To make sure there is enough money in between the different grids and as Council, you will have to decide what will be the highest grid and then go down. Also, we need to make sure all of the categories line up and not to forget Sworn Officers and UPROB, Probation Officers. I think we should look at all of them.

**Tom Harris:** So, one of the concerns is that we moved on two grids and didn’t move on these two grids that we are talking about today. The next concern would be if we moved on these two grids today, there will be other starting to line up right behind them asking “what about us?” The flip side of the equation is that we know the economy is starting to kick and we know that unemployment in this area is considerably low. Looking at a strategy, from a compensation standpoint, we are probably going to find it more difficult to hire and retain employees because the private sector is going to be doing better for the foreseeable future, right? Two or three years out, maybe or at least a couple of years. Right, Nick?

**Nick Jordan:** I would say for at least another year.

**Tom Harris:** From a pay standpoint, we may be able to retain people by paying more but that private sector is going to keep pulling. Where do we stop? If we have turnover at ten percent next year, even after these increases, do we do it again or do we recognize that it may not just be pay? It might be something else. My belief and I have shared this and will stop with this, is a lot of people take government positions to get started in their career. As other opportunities, and the private sector is going to be pulling and pulling hard and doing things more and better benefits and all of those kinds of things. We should recognize that even with these adjustments, turnover is still going to happen and pay may not be the issue.

**Larry Brown:** Thank you. One thing I will say is you hit on benefits at the end of your remarks and I will say that everybody knows my background is in construction and nobody in construction has better benefits than the County offers. Flat out, there is nobody. I think that sometimes we undervalue...

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**Tom Harris:** And it wasn't figured as part of this analysis, by the way, for the newer members. Benefits were not factored into this entire process.

**Larry Brown:** Correct. I don't know if everyone got a chance to review or look at it again, the Waggoner, Irwin and Scheele report, but the analysis that they did was pretty broad. With that are there any other remarks from anybody? Sharon.

**Sharon Tucker:** I do have a couple of remarks. When we went through the report in detail last year, we saw that there was a reason and a need to make moves on our grids. We had a couple of options presented to us. We could do the bleeding grid right away and kind of wait on the rest of them. We could move them all right away. We could move them to market right away, six months or immediately three years. We had all of those options in front of us. We opted to take the LTC grid and move those because we thought that was the one that was bleeding the most. They were having a hard time to find employees and/or retain the employees we had. Am I correct?

**Janette Jacquay:** Yes.

**Sharon Tucker:** They sat before us last Thursday and said it is making a morale difference. They still have five vacant positions and are hoping they will be able to attract people because of the change that we made. We did well by them by increasing those and hope that they will fill those positions quickly. On the flip side, we didn't do so well by the rest of our employees. Immediately, behind not moving the grids, we started receiving inquiries of when will we be moved. What about us? Why not us? Is our job any less important than those? We have turnover in our departments as well. You've set a precedent. The morale in my employees is decreasing. Our employees are working just as hard. In the ACJC Department, we have Parole Officers that didn't get moved in the grid but do some of the same work as the other ones that got moved. All of that started to become a hard point for our employees. They started fearing that we were putting a value on the work that each department does. Everyone's work is important. That is one of the things that we looked at. Some of the comments were that we gave them a three percent raise but for the last three years we gave them zero raise.

**Nick Jordan:** They have had raises since 2012.

**Sharon Tucker:** What were the percentages?

**Nick Jordan:** In 2013, 2%. 2014 was 2%. 2015 was 2% and 2016 was 2.2% and 3% for 2017.

**Sharon Tucker:** When was there a gap?

**Nick Jordan:** Between 2010 and 2012.

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**Sharon Tucker:** So for those two years, we gave them no raises. 2010, 2011 and 2012 we gave them zero raises.

**Nick Jordan:** They got a one-time supplemental bonus in 2012 because of PERF was now being contributed by the employee and so they got a three percent bonus.

**Sharon Tucker:** So for those three years, zero and then we picked up two and this year we picked up three. It balances out across the board that they were still averaged across the six years that they were two percent across those or one percent?

**Nick Jordan:** You would be closer to the two percent but if you are going to go back that far you will have people say that the three percent contribution for PERF...

**Sharon Tucker:** Wiped it out. We get this report that tells us that we have some area to improve and that we could be below market. We do agree that we don't have to be the shining example and way ahead of the marketplace. We also see that there is a need for an adjustment and increase for all of the reasons that I spoke to before. We saw that then and just didn't want to do it. Not say we didn't want to do it but disagreed on how and when. Now we see that we have surplus and that we have a need and I don't see that there really is a reason not to plus we know that each one of these departments, whether it is the POLE's or OSS that we go to three years or six months but there is justifiable reason for them all to be moved. I think our question is more of not should we move them but the question should be whether we do it in three years or six months.

**Larry Brown:** Anything else?

**Sharon Tucker:** No.

**Larry Brown:** Does anyone else have any remarks?

**Eric Tippmann:** Tom, you mentioned something wasn't included in study.

**Tom Harris:** The benefits. From an accounting perspective, the amount that the employees pay is considerably lower in the County than it is to the private sector in terms of health insurance.

**Joel Benz:** I can give you some information on that. St. Francis uses the exact same insurance and it is about \$500 a month for the family plan. Allen County employees pay about five dollars a month for the same plan.

**Eric Tippmann:** I would also say what is not included in that study is that to a large extent the County employees are not subject to the same pressures and market turmoil that someone else is going to have in the private sector. You can't put a number on that but it is worth something.

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**Tom Harris:** When the economy goes south, we can't lay off the Department of Health, right? We can't eliminate the Health Department when the economy isn't doing well. Sharon, to your point back when there was zero percent, that was right after the economy in 2009, 2010 and 2011, nobody got raises here but a lot of people were losing their jobs in the private sector. Not only did they not get raises but they were losing their jobs.

**Larry Brown:** If I could speak to that for a second. Let me try to give you an example that comes to mind. We have the ability, when things are good and tax collections are good, we can put revenue in the Rainy Day Fund and it stays there. We have the choice to spend it or not spend it. If we were the private sector, that would go to the stockholders and it would probably be gone. To the point of different pressures and those of us that have been around since the economy went south, Council and the County as a whole did a really good job of maintaining steady employment while the private sector, we all know, went south. Maybe that puts it in perspective.

**Joel Benz:** One other thing I would like to add is inflation, over the last few years, has averaged approximately two percent, right? I think that is a pretty standard calculation. If you go back all the way like Sharon is saying, it comes out to 1.3% annual raises for the employees. If you are actually comparing the earning power of six or seven years ago compared to the earning power of the employees today, it is going to be slightly less than inflation. Their dollar today is actually going to earn less than it would have seven years ago.

**Tom Harris:** Question. We are talking about the two grids, OSS and POLES. They received a three percent increase and if we did the changes today, can we figure out what that total average increase would be for a POLE employee or an OSS employee? In other words it is not a three percent and where I was headed was with the PAT's and LTC's we were somewhere around, and correct me if I am wrong, seven to ten percent when you took the three percent and the wage improvements that we were doing on the grids. We basically gave the PAT's and LTC's somewhere between a seven and ten percent increase. What would that do with POLE's and OSS's?

**Nick Jordan:** Just to clarify, PAT was moved to six months. The highest would have been a PAT 1, and just to not confuse everything with the three percent increase, the highest on the PAT grid would have been PAT 1 with nine percent and the lowest would have been 3.5%. For the PAT's it was between 3.5% and 9%. For the LTC's you chose to go to immediate and LTC 1, for those that do exist, would have been a 30% increase down to the lowest of LTC 3 at 11%. That range is actually a little bit greater on the LTC grid than on the PAT grid. If you back off the 3%, those obviously go down. The OSS, if you looked at six months, you would be in the range of 9% to 12%. For POLE's, if you did the six months, you would be around nine to 15% or 16%.

**Tom Harris:** So, in essence, with increases that we would look at today OSS employees would end up somewhere between the 9% and 12% overall increase and the POLE's would be a 9% to 16% increase.

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**Joel Benz:** If we are looking at six months.

**Nick Jordan:** Yes.

**Tom Harris:** What about the three years?

**Nick Jordan:** Everybody has this sheet.

**Sharon Tucker:** Those sound like big numbers.

**Nick Jordan:** That sheet shows first of all the OSS and then POLE classifications. Then there is the current 2017 hourly rate. The third column is market at three years and you have the hourly rate. If you put the market at three years, the starting salary would be those dollar amounts. The next one is market at six months and the starting salary would be at that dollar amount. The farther most right column is market at hire or immediately, the starting salary is those dollar amounts. The percent of change is listed there. That is after the 3% raise is taken into consideration. The current hourly rate column, the second from the left, factored in the 3% raise and those are the 2017 starting hourly rates.

**Tom Harris:** To get a full understanding of that you, if we were looking at the three years, would add that percentage change to the 3% to come up with an average.

**Nick Jordan:** If you wanted to add the 3% in to figure out what the whole increase is from 2016 to 2017, yes...

**Tom Harris:** Gotcha.

**Tracy Mitchener:** I think it is important to think about the strategy of what we want to do. I totally want to give everyone a raise and so I don't want anything to be misconstrued here. If we decide that the LTC's were our biggest issue that is why we went to market at hire. PAT was another issue and decided was something that needed to be changed right away and so we went to six months. Now we are at POLE and OSS and we did not feel that these were something that we needed to focus on right away and didn't have as many of the issues of getting qualified applicants or even the amount of applicants et cetera. Considering that should you put them at three years, six months or market at hire? That is just another way to decide which option to choose.

**Tom Harris:** And in fact, speaking pragmatically, I don't want to offend anybody. In a compensation strategy standpoint, if you are losing people you want to retain the people with talent and are hard to recruit and find, right? We went after those PAT's and we are finding that the LTC's were hard to find and recruit as well. That is why we went after those two. It is easier to find the OSS employees as well as the POLE employees and you get more of those applying for entry level jobs?

**Janette Jacquay:** Yes that is correct.

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**Mary Rian:** Mostly for OSS. In OSS jobs, you are getting 200 to 300 applications for most of those positions.

**Tom Harris:** Still today with the current rates that we are paying.

**Mary Rian:** We just had a posting that was up for ten days with the Sheriff's Department with 320 applications in those ten days. A lot of people leave them open until filled but they just put it up for ten days and that is how many we received.

**Nick Jordan:** An OSS position?

**Mary Rian:** Yes.

**Tom Harris:** If we were to increase those rates, you could end up with 600 applying for that position.

**Mary Rian:** Yes.

**Tom Harris:** But the philosophy there is, what's happening is either they are unemployed and we have an unemployment rate so low that chances are that they are somewhere and coming to the County and they are either coming here for the pay or the benefits or longevity which is more attractive than where they are at. That means that we are now competing with the private sector.

**Larry Brown:** Tom, I want to correct you on one thing. The unemployment figure that we are looking at is the same method of calculation that has been used for a number of years. It is probably only half correct. There is a large segment that is...

**Tom Harris:** We have never really been sure that the number is accurate.

**Larry Brown:** Right. Maybe their benefits through unemployment compensation have run out and they have stopped looking, frustrated or whatever. There are all kinds of reasons but they are not in that current figure.

**Joel Benz:** Those would technically be the ones that would be looking for an OSS job. That might be why those numbers are so high.

**Mary Rian:** Can I speak a little bit about POLE? The trend with those positions is that we are getting fewer applications. Civilian Confinement, we still get a lot of applications for those. I think people who are interested in getting into law enforcement go there to start. A lot of people will try there. From ACJC, I have had complaints about the applicants that they are getting for their Youth Care Workers and the same thing with the Youth Services Center. They are not finding quality applicants and the number of applicants is reduced.

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**Tom Harris:** Can you expand on that a little bit? What are we lacking? In other words, they are not finding the quality of applicants, is compensation going to change that?

**Mary Rian:** That is a tough question. I could say part of the reason is that those are jobs that are multiple shifts and you might be working through the night. Those aren't positions that people typically want to work and so that might be a part of it too. I think compensation is always a part of it but is never entirely the issue.

**Sharon Tucker:** I think we are going down a dangerous rabbit hole if we keep focusing on what the new hires would make. We have 300 applications for one job which is exactly like Larry said. These are people that have fallen off the radar and when you see a job opening, you are hoping and so everybody is applying whether they have a job or don't have a job. We don't know the reasons that these people have applied but we do know the people that we have working with us right now. Those are where we should be focusing our energies on, our current staff. Maintaining and paying fairly and then whoever applies will be affected based on what decisions we make from that. To continue focusing on somebody that is not here of attracting, is only a part of our issue.

**Janette Jacquay:** HR agrees with that. It is recruitment and retention issue on both ends.

**Justin Busch:** I know I am new to the process, of course I was not here for the other votes, but I think it is also important at not just the numbers. I have been a Federal government employee in my past as both a career and as an appointee and I think I have met a lot of folks with the County. I think it is a battle of how do we be good stewards of this money that we are entrusted with but also know that I think we need to be close to what the private sector is offering. I think we have those salaries at a lower level and we are going to attract and retain that kind of talent. I think there are a lot of hard working people that work for the County and certainly there is a stigma sometimes attached to that and I don't think it is true. As I look at this, I think it is more how do we get this to where we are competing with the market for the level of talent that we want to see work for the County? I know there are a lot of folks that their job is more than just a job. They take a civic pride in that as well.

**Sharon Tucker:** Well said.

**Tom Harris:** I have a question. Nick and I talked about this six to nine months ago and that is the concern with the increase, it is not a one-time increase, right? You give these large increases and they have an impact three or four or five years out because they keep growing each year. They grow as a percent if we increase those. Nick, do you have some numbers in terms of these two increases at the market at three years or the market at six months and what kinds of costs long term.

**Nick Jordan:** I want to say, and I will speak for the other funds, right now they are definitely sustainable. We are in a great financial position in Allen County government and Allen County, as a whole. They are sustainable now and as I mentioned that if we think not even back five years when we had seven and two percent across the board cuts,

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this is a positive now but it does put pressure on Department Heads and Elected Officials when the economy has a downturn they will have to possibly make the hard decision because you are adding anywhere from 7% to 15% raises. Dollar-wise, the one sheet I handed out that looks like this, the top half is the grids that we are talking about today, OSS and POLE. I put PAT and LTC at the bottom to show your previous decisions. Sticking with the market at six months, the OSS and POLE totals are at \$2.1 million. The vast majority of that is in County General at \$1.9 million. That is something that can be sustained now. We have \$1 million sitting in Council's budget that was for this purpose. We will disburse that among the funds if the decision is made today. Going forward, it is something that Council will have to be aware that if the market at six months was made, there will be approximately \$2 million added to the budget. That includes FICA and PERF.

**Sharon Tucker:** Is it correct that making this adjustment that moves all of these grids and will benefit the employees that have that have the 20 or 30 years longevity and are no longer in the step increases?

**Nick Jordan:** It moves...

**Sharon Tucker:** We have had a couple of employees that have been locked out because they are at the top step, right?

**Tom Harris:** Locked out isn't right. They have maxed out and are still getting paid at the highest rate.

**Nick Jordan:** What Sharon is saying is that at the top of the grid, after 20 years that is the last step that is on here. When you did the 3% raise, it bumps them up and if you do this, it will bump the last step up. Anytime you do an across the board increase, they are seeing that same raise.

**Eric Tippmann:** Also, an across the board increase doesn't target talent. It just targets everybody. Talent is what you want.

**Tom Harris:** That is a great point and we have talked about that in the past. Some of these funds could have gone or could go to a performance bonus option in the future. Frankly, I would still challenge County government to pursue. We have talked about it philosophically and backed off of it but if we want to make government more effective, we ought to be competitive. It happens clear across this country and government entities are doing that and I still think that Allen County, Indiana ought to consider some kind of performance assessment process.

**Sharon Tucker:** That is so scary to me in so many ways because that puts so much favoritism on so many. We see that right now with people being promoted in different areas but if we are going to bonus that is so scary to me.

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**Tom Harris:** But that is the glass half empty and half full. The premise is we can't get better from a bonus performance standpoint because something will enter into the equation that will mess it up. I think the ability to have that discussion allows us to improve performance, county dollars and what people expect from government.

**Sharon Tucker:** I agree with you and I do think the agreement is that I think it is something that we should discuss. I just think if we are going to discuss it then we have to discuss all sides of that paradigm. You do have to take into account that even now we have people that have been in positions for many years that have sought increases and I am talking about people that have come to me. When they have sought to promote, someone has been promoted around them because of relationships. When we look at doing bonuses that way, we do open our door for favoritism. I would hope it wouldn't happen but we are politicians and we know how things work.

**Larry Brown:** Councilman Armstrong.

**Bob Armstrong:** On the PAT and LTC, you are saying that what we did in October figures out of County General to be \$2.2 million?

**Nick Jordan:** Are you looking at the very bottom, the grand totals?

**Bob Armstrong:** Yes.

**Nick Jordan:** No that is the total of all of them. The County General piece for PAT and LTC but if you would add the \$227,898 and the \$115,000, you would be a little above \$342,000.

**Jackie Scheuman:** LTC was market immediately.

**Nick Jordan:** You almost have to go catty-corner and it is another \$200,000 to almost \$430,000 for just the General.

**Larry Brown:** Okay, it is basketball tournament time and we have dribbled the ball quite a bit here. Is anybody ready to take the free throw, so to speak?

**Tom Harris:** Point of clarification. The PAT's and LTC's that were moved, were they moved at the three year or six months?

**Sharon Tucker:** One at each.

**Nick Jordan:** PAT was at six months and LTC was immediately.

**Tom Harris:** So, six months and immediately. Knowing that should we make an adjustment to these two grids today, is that going to further complicate compression or other issues from a pay grid standpoint because we moved one at one level, PAT moved at six months and LTC was immediately. When you adjust these two grids, if you were to

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adjust these, how is that going to impact those other two grids and are we going to be here in three months talking about people being upset in the workplace because their coworker is paid differently because we did something different?

**Tracy Mitchener:** It probably depends on what you pick, if you pick immediately, or six months or three years.

**Mary Rian:** I do think you are going to have to others asking like Special Occupations and Sworn Officers. UPROB definitely will want to know what is happening with them.

**Bob Armstrong:** But isn't that State?

**Jackie Scheuman:** The UPROB grid, we are required to pay the minimum of the State amount. We can pay more than that.

**Bob Armstrong:** Right but we have to pay that minimum.

**Jackie Scheuman:** Right this is what we have for many years, paid the State minimum. It doesn't preclude us from paying more than that. It is just that we have to pay that minimum.

**Mary Rian:** To me, paying the minimum doesn't make sense for our entity. If you look at other governmental entities, we are paid higher in a lot of instances. I think that is definitely one that is going to need to be addressed.

**Bob Armstrong:** What is the turnover there?

**Mary Rian:** I don't know that off the top of my head. We can find that out though.

**Larry Brown:** Joel.

**Joel Benz:** Does anybody have any further questions? If not, I think it is important that we match that gap that we left behind a few years ago and bring some of these salary levels up. I don't think that because of the number of employees that are looking for an OSS job that we need to make a huge swing. I think the market at three years is a good medium point there. I am going to go ahead and make a motion that we move the OSS grid to market at three years according to the WIS study that would be in the County General, \$146,492 and in other funds \$45,890.

**Sharon Tucker:** I will second that.

**Larry Brown:** **We have a motion and a second.** Is there discussion?

**Tom Harris:** Yes. Are you only looking at that grid?

**Joel Benz:** Only OSS.

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**Tom Harris:** And not POLE.

**Larry Brown:** In this motion.

**Joel Benz:** In this motion.

**Tom Harris:** That is what I was wondering. This is OSS and at three year, is that correct?

**Joel Benz:** Correct.

**Bob Armstrong:** What will be the pay range for the increase minus the 3%?

**Jackie Scheuman:** Right here.

**Nick Jordan:** As you are looking at that those dollar amounts that you spoke of will be slightly different. They will be close but that was at a point in time; nonetheless, we will put the point of percent increase to the current salaries and come up with the total.

**Jackie Scheuman:** They have already gotten the three and so they will get this depending on what level they are at. At this time, we do not have any OSS 1's.

**Larry Brown:** Does everybody understand that over the course of the three years, if you are looking at this chart, at the end of the three years you are going to get to the hourly rate that is listed on the right-hand side. As example, OSS 1 is currently at \$12.43 and will get to \$13.99 over three years. Is there any other discussion or questions? There being none, I am going to do a rollcall vote. Becky, will you lead us?

**Becky Butler:** Tom.

**Tom Harris:** On the basis of about four different things, from my background in HR and my work with the private sector, being the HR Director for the County and the fact that I want OSS people to move up, I want them to think about moving into PAT jobs. That is what we want. We want talent to move up into other positions and that is what we want for OSS. The fact that we have over 300 applying for some of these OSS jobs tells me that we don't have a problem on recruitment. The fact that we don't have a turnover rate concerning in the OSS area brought to our attention by HR and from a benefit standpoint, we out-pace the private sector considerably when it comes to benefits. For all of those reasons, I cannot vote yes. I will vote no.

**Becky Butler:** Justin.

**Justin Busch:** Yes.

**Becky Butler:** Joel.

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**Joel Benz:** For the reasons I previously mentioned, I will vote yes.

**Becky Butler:** Sharon.

**Sharon Tucker:** Yes.

**Becky Butler:** Eric.

**Eric Tippmann:** No.

**Becky Butler:** Bob.

**Bob Armstrong:** Yes.

**Becky Butler:** Larry.

**Larry Brown:** Yes.

**Becky Butler:** The vote is 5-2.

**Larry Brown:** The motion carries. The other job that is before us is the POLE. Are there any further questions or discussion on that category?

**Sharon Tucker:** I just have a question clarifying that POLE includes, what is the POLE description?

**Nick Jordan:** Civilian POLE is Confinement Officers like HR mentioned, Youth Care Workers and Community Corrections.

**Mary Rian:** Security Officers.

**Sharon Tucker:** Thank you.

**Larry Brown:** While we are asking questions, if I read what Nick sent us, there are 262 positions affected currently. There is a list that mentions each department and how many for that department.

**Bob Armstrong:** What was your question again?

**Nick Jordan:** The other sheet that you guys have, the one that looks like cost of grid adjustment...

**Tracy Mitchener:** I sent you that.

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**Sharon Tucker:** Can I ask a question of clarification? In the POLE departments, the Confinement Officers at ACJC are the ones that we are having a hard time finding to fill positions?

**Mary Rian:** I have been hearing complaints from ACJC and Youth Services Center. The Sheriff's Department has high turnover and they have been doing a number of things to work on that right now. One is just recruiting more frequently and trying to run through the hiring process more quickly with their Confinement Officers. Sergeant Pape, who I work with and is the HR person for the Sheriff's Department, never really felt that the pay was the issue. It was a lot of the people who got in and then decided that it wasn't for them. You get turnover and you are hiring for them again. I don't think it is as difficult with those positions but I am hearing complaints from ACJC and Youth Services Center.

**Justin Busch:** What is the POLE level that they come in at?

**Mary Rian:** They are a POLE 3.

**Eric Tippmann:** Is there any evidence, even anecdotally, from the HR community that someone in a position like a Youth Care Workers like in preschool we spend a dollar on a four-year-old that saves us seven dollars down the line from various sources. Is there any evidence from those, maybe someone who doesn't have a Youth Care Worker program and what it saves you in the long term? If you invest so much money in an ACJC program, it is worth so much later on. My knowledge being that in preschool you spend a dollar on a four-year-old, it is going to save you seven dollars later even in corrections. Is there any...

**Janette Jacquay:** We are not aware of any study but I believe if we spoke with the Executive Director at Youth Services Center or the Superintendent at ACJC, they might have some statistics.

**Sharon Tucker:** To point out that that the Officers at both Youth Services and ACJC have a very difficult and challenging job, although they may not be working with adult individuals that have challenges, they are working with youth that have challenges. It poses a close danger to what our Sheriff's Confinement Officers are working with. We had an employee that was on Work Comp because of a broken finger. A youth Confinement Officer was trying to contain a child and they face great danger out there as well.

**Janette Jacquay:** They are very challenging positions and we understand that is part of the issue of the recruitment of them. I think that many of the employees, we have a lot of long term employees that work in our POLE classification and they are very dedicated public servants. As we continue to recruit with attrition and turnover and change, it is difficult to recruit at that level because of the severity and complexity of the position. Even when we thoroughly vet somebody and have that candidate understand the level of the position and what it entails, until that new hire actually takes the realm and works in

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that capacity, do they fully understand how challenging and difficult the job is. That is sometimes where the turnover is as well.

**Sharon Tucker:** Those that have been dedicated have stayed dedicated and working for us.

**Janette Jacquay:** Absolutely.

**Sharon Tucker:** And deserve reward for it.

**Nick Jordan:** Just piggyback on Justin's question, Judge Heath mentioned that the ACJC Youth Care Workers come in at POLE 2.

**Larry Brown:** Tom.

**Tom Harris:** Just an update. In talking to the Sheriff and his Senior Team a week ago Monday, he indicated that the turnover has subsided and is under control and they are feeling much better about the turnover. There is always going to be, as we have talked about, turnover in the POLE positions in the Confinement Center by design just because there are entry level positions and people are going to want to move up. They recognize that but the turnover and concerns that were going on six months or nine months ago has now gone and is under control.

**Larry Brown:** Joel.

**Joel Benz:** To tag onto what Councilman Harris is saying there, they changed their leadership a year ago in an attempt to stem that tide. All of that said, I appreciate Judge Heath and others being here this morning to listen to us talk through this and I think we have kind of beaten this to death a little bit. I think, for similar reasons, the POLE positions deserve to be moved a little bit. I think we have lagged over the years in compensation. I think an appropriate level would be market at three years for the POLE positions. That would be in County General 100 a \$667,483 increase. In other funds it would be \$16,115. I will make a motion.

**Sharon Tucker:** I will second.

**Larry Brown:** Is there further discussion? Rollcall vote again please.

**Becky Butler:** Tom.

**Tom Harris:** Based on some of the discussions that I mentioned earlier as well as my understanding in working with the Sheriff and Judge Heath and such, as well as the uniqueness of skills in the POLE positions that may not be found in the OSS positions. Based on the risk that we are watching, the POLE employees dealing with higher risk and dealing with different shifts that POLE employees have to deal with, it makes it difficult to retain them as well. For those reasons, I will vote a different way. I did want to ask

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Councilman Armstrong, are you going to abstain with family relations? You are going to vote?

**Bob Armstrong:** Yes.

**Tom Harris:** With that I am going to vote in favor.

**Becky Butler:** Justin.

**Justin Busch:** For the reasons that we have talked about and in talking with the Sheriff's Office as well, I will echo the comments and it is certainly a unique position. We have folks out there that are certainly working with the more troubled part of our society and I know there is going to be a washout rank and quite frankly this is a job that a lot of us can't relate to and has to do with the high stress situations of dealing with these folks. I think we have a lot of hard working people in both of those entities and for those reasons alone, the increase we are looking at to help on the starting salary of getting to the \$20 after three years, especially for the Confinement Officers is something that I think needs to be done. With that I will vote yes.

**Becky Butler:** Joel.

**Joel Benz:** Obviously, I will vote yes. I did have one comment. I think in the future, if there is anybody that is in daily contact with danger, it would be the Allen County Sheriff's Department and as a body, we need to take a look at their compensation moving forward however I think that is conversation for another day.

**Becky Butler:** Sharon.

**Sharon Tucker:** Yes.

**Becky Butler:** Eric.

**Eric Tippmann:** Largely because of what Tom said and what I mentioned, I think there is value in return. It is almost an investment and I think there is a public safety issue. I will support it, yes.

**Becky Butler:** Bob.

**Bob Armstrong:** No.

**Becky Butler:** Larry.

**Larry Brown:** Yes.

**Becky Butler:** The vote is 6-1.

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**Larry Brown:** The motion carries. Now, before we are done...

**Eric Tippmann:** Can I ask you to report back on that if there is anything known? We know the daycare numbers and I would be interested to know.

**Janette Jacquay:** Yes.

**Nick Jordan:** What we have is two salary ordinances. I don't have the attachment to them but as Tom reads them, we will put the attachment to them later on today. The thing you have to decide is if you want this effective today or if you wanted to make it retroactive. We need to write that on there.

**Larry Brown:** Council, what do you want to do?

**Nick Jordan:** The beginning of 2017 or today.

**Bob Armstrong:** We can make it retro.

**Jackie Scheuman:** If you want to retro it, you need to state December 10, 2016. That is the first day of the 2017 pay period.

**Tom Harris:** What is that going to do to W-2's?

**Jackie Scheuman:** It won't do anything because starting December 10<sup>th</sup> was paid in 2017.

**Tom Harris:** Okay.

**Jackie Scheuman:** We are two weeks behind in our pay period.

**Sharon Tucker:** Do we need to make a motion to that?

**Nick Jordan:** Yes.

**Larry Brown:** Let's do a motion and do it formally.

**Bob Armstrong:** I will make a motion that we make this retroactive back to December 10, 2016.

**Sharon Tucker:** Second.

**Larry Brown:** We have a motion and a second. All in favor say aye, those opposed, like sign. The motion passes 7-0.

**Nick Jordan:** That was for OSS and POLE grids.

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**Larry Brown:** Correct.

**Tracy Mitchener:** I want to thank everyone for their commitment to looking at all of the grids and really appreciating our County employees. I think they are very hard workers and deserve all of this. Thank you.

**Nick Jordan:** The first one coming is OSS and so make sure you sign according to your vote.

**Larry Brown:** That completes our agenda. Is there anything else to come before Council today? Do we need to waive anything?

**Jackie Scheuman:** It wouldn't hurt.

**Larry Brown:** I think everyone in the room is probably a County employee but are there any comments from the public?

**Judge Heath:** I just wanted to say thank you for doing what you did today. I think our employees will be very pleased.

**Sharon Tucker:** Move to adjourn.

**Justin Busch:** Second.

**Larry Brown:** All in favor please signify by saying aye. Opposed like sign. The motion carries 7-0. There being no further business the meeting was adjourned at 9:31.