

VIGO COUNTY COUNCIL
Special Call Committee Meeting Minutes
Friday, February 3, 2023 at 3:30 P.M.
Council Chamber, Vigo County Government Center

Pledge of Allegiance

President Todd Thacker called the meeting to order at 3:30.

Calling of the roll

Present: David Thompson - present, Travis Norris - absent, Marie Theisz - present, Todd Thacker - present, Vicki Weger - present, Nancy Allsup - present, Aaron Loudermilk - absent at beginning but arrived later.

Meeting with Baker Tilly to Discuss Salary Study and What Needs to be Done to Adopt and Put Changes in Place

President Todd Thacker said this special meeting had been called for the purpose of gathering information from Baker Tilly. Jada Kent, with Baker Tilly, had planned to be present in person but due to inclement weather had been unable to get to Indiana. She was present via Zoom and would be presenting a slide show with the pertinent information. President Thacker said it was his first priority this year as President to get the Baker Tilly study wrapped up, roll it out so department heads can see it, start with any kind of appeal process and discover what the Council has to do. Jada will take us through how we got to this point, what we need to do to finish, and what the Council has to do. Ms. Kent introduced herself and summarized the project from inception to where it stands now. Information was gathered/collected from all employees. That information was given to their supervisors to review to be sure information was accurate and complete for all positions. That information became the foundation for the rest of the study. This would also supply accurate job descriptions for the jobs being done. A job evaluation and market assessment then took place. They worked with the County to come up with pay plans, what pay structures currently existed, what worked, what didn't work and what should be done instead, and then from there implementation. Baker Tilly is trying to get towards the last phase where they are just documenting everything so they can hand it over to the County and go from there.

Baker Tilly has their own job evaluation system which is called SAFE (Systematic Analysis and Factor Evaluation). It was developed specifically to measure local government jobs. It uses compensable factors such as education, experience, level of work, human relations, physical demands, working conditions, independence and the impact on the organization, and supervision. She explained how it all fit together. They worked with the County to come up with peer organizations for comparison. She detailed some of the factors used for comparison and how it all worked. 17 comparable organizations were identified, but they were only able to obtain information from 13. She explained "cost of labor" versus "cost of living". Although similar, cost of labor is the supply and demand of labor in a given region. 90.9 is the cost of labor differential for Vigo County. For their market results, there were 130 positions included in the survey and only 9 had insufficient data and explained how that worked for comparison purposes. She then explained the factors that were used to create pay plans. The County currently has three pay structures: elected, general and merit. So they also prepared three pay structures but there is the general pay plan that has about 203 positions allocated to it, the public safety plan has 20 positions and sheriff that has 13 positions and went into detail how they were established. Once everything is established, this means that the County will be able to use this job evaluation system to analyze and evaluate jobs going forward.

They ran a few different scenarios to give the County options in adopting new pay structures. Option 1 is looking at moving employees to the minimum if they're below that minimum. Of the 376 employees, there are 32 that have a salary that falls below the minimum range and it would be only those 32 that would be adjusted to fall under that pay plan. If the County decided that this was the pay plan they wanted to adopt, it would cost about \$83,000-\$84,000. As you can see from the Sheriff and the Public Safety, there were no employees that fell below the minimum.

In Option 2, it would move the employees who fall below to the minimum or a 2% adjustment, whichever is greater. This is moving those 32 employees to their new minimum and then everyone receiving the adjustment of 2%. Doing this across all three pay structures would equate to about \$501,000. The point of this scenario is to give everybody something, with no employee receiving less than 2% in the scenario.

In Option 3, it is pay production. This option is moving employees through their range relative to their time in the position (.5% times their years, to be exact). An employee with the County for 10 years would move 5% through their range, total. The point of this is really to move the longer tenured folks further down the range. To do this option across all three pay plans would be \$1.2 million if you adopted each pay plan with Option 3.

The last option is looking at moving employees to the mid-point. So, similar to Option 1, if you were below the minimum, move to the minimum, and in this one, if you are below the mid-point, move to mid-point. The mid-point represents the market values. This is how much it would cost if every employee stayed at market. Across all three pay plans, it would be about \$1.5 million. For the sake of having the options, it may be appropriate to use one option for one pay plan and another option for another. But this is kind of looking at using the same option for all three. There are different things happening in the Sheriff pay plan and the public safety pay plan in general. Those positions are influenced externally by different factors.

In general, this is what Baker Tilly is asking from the County. First, approve the new proposed pay plans. She did point out that the market data they collected at this point is becoming a little bit dated. If moving forward with adopting these pay structures, they will need to be aged to account for the time that has passed and then decide by how much. Baker Tilly can provide recommendations and tell what the trend has been. Also adopting the grade assignments that have been established, bearing in mind that there is opportunity to appeal afterwards. So if this rolls out and not everybody is 100% happy, there is an opportunity for employees or department heads, if they're concerned for their employees, to ask for a reclassification review and see what happens there. In time we will be coming up with an implementation plan to adopt the new pay structures and grade assignments. She pointed out that it doesn't have to be the same option for all three but looking at what's going to achieve the County's business goals and also what is fiscally sustainable. These costs are not 1-time costs. You're adding this to your payroll every year. Once you adopt grade assignments, you need to continue to review jobs and keep an eye on the market, shift those structures with the market. So, just making sure you have the policies in place, you have to administer and maintain going forward.

Where do we go from here? There's still a couple of things outstanding. If Baker Tilly gets a decision to approve the pay structures and grade assignments and implementation, they would come up with a final presentation for everyone. They also want to meet with the department heads and employees and provide the information to them as well. They will also provide training to the HR staff. They very often provide on-line assistance to their clients and it was her understanding that the County is interested in Baker Tilly providing that here. So if there is a

question about a position or a request to review it, it's being handled outside of the organization and they would be providing that information. The final deliverable will be based on questionnaires employees filled out in the beginning.

Todd Thacker opened the meeting for questions from Council members. Marie Theisz asked about the aged data and asked how often things would need to be adjusted and is that going to be done by an outside group or is that something done through HR? Jada replied that it could be whatever you wanted it to be. HR could certainly do the research but they often do it for clients as well. Traditionally, you update it one time a year. She did say that with the market the way it has been this past year, they are seeing organizations make adjustments to their pay structures more than one time a year. If that becomes the trend, they will advise and you may want to do a mid-year review. Ms. Kent said that a review this thorough should probably only need to be done every 5-7 years unless you start to see massive changes. You do need to make sure job descriptions are up to date and maintenance every year. In discussing the option concerning paying mid-point increases, she did add that probably not everyone should be paid at mid-point. Mid-point should be for those who are proficient at their job and not still in the learning process. The market study was done in April of 2022. Discussion continued. Todd Thacker raised the question of how the appeal process would work once the decision was made by Council and it is shared with the Department Heads. How would they make the appeals. Ms. Kent said that they have a form that is used call a "reclass request" form that they would make available to HR. If the employee feels that there has been a significant change in their job, they would just fill out that form and then the form would be sent over to Baker Tilly for review and job evaluation. If Baker Tilly agreed, they would recommend a new rate. If Baker Tilly felt that there hadn't been a change, they would just reiterate how they made the decision for whatever rate it was. She did point out that positions were reviewed, not people who were doing them. If the employee had higher education than what the job called for, they are still measuring it by the job.



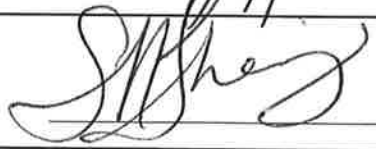


Todd Thacker advised the other Council members that IT had laptops for each Council member that they should be able to pick up next week. Once those have been received, this information will be loaded on the laptop for viewing. He will be setting up a subcommittee that could start working with Baker Tilly and the department heads to make sure we get this process done. The information being looked at tonight is subject to change until a decision is actually made. Also, if an appeal is made before the implementation of it, if the appeal is successful, additional money may have to be appropriated. There was a lengthy discussion. The Council is going to have to decide what they want to do, approve the proposed pay plans, approve the grade assignments, select an implementation plan, adopt a new pay structure and grade assignments and adopt a policy of how to administer this going forward. Once we get the final report, there will be a presentation with the Commissioners, Council, schedule all this with the department heads and then have the training for HR and then see if we want to have ongoing maintenance with Baker Tilly. The question was raised whether we should ease into a new pay plan over a period of years or just do it all at once. Ms. Kent said that if you eased into it over a period of time, you would only be getting current with a pay rate that had been established however long ago that it was started and would always keep it behind. The question was raised whether the option chosen would be retroactive back to January 1 of this year. Ms. Kent said it could be done that way.

Adjournment

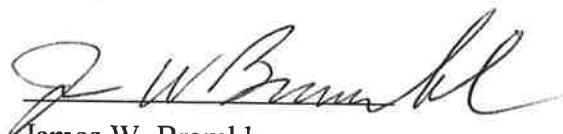
Vicki Weger made a motion to adjourn. By a unanimous voice vote, the meeting was adjourned at 4:20 p.m.

MINUTES OF THE SPECIAL CALL
COMMITTEE MEETING OF THE VIGO COUNTY
COUNCIL
FEBRUARY 3, 2023

Presented to the Vigo County Council, read in full and adopted as written this 14th day of March, 2023.

Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	David Thompson	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		
Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	Travis Norris	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		
Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	Marie Theisz	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		
Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	R. Todd Thacker, President	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		
Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	Vicki Weger	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		
Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	Nancy Allsup	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		
Aye <input checked="" type="checkbox"/>	Absent <input type="checkbox"/>	Aaron Loudermilk	
Nay <input type="checkbox"/>	Abstain <input type="checkbox"/>		

Attest:


James W. Bramble
Vigo Auditor