

**CITY OF EDGERTON  
EDGERTON CITY HALL, COUNCIL CHAMBERS  
12 ALBION STREET**

**PERSONNEL COMMITTEE**

Monday, September 13, 2021 at 6:00 p.m.

**REMOTE PARTICIPATION:** To participate or view the meeting, please select the link to the meeting listed on the **calendar events** on the City website's home page at [www.cityofedgerton.com](http://www.cityofedgerton.com).

1. Call to Order; Roll Call.
2. Confirmation of Meeting Notice posted Friday, September 10, 2021.
3. Approve May 24, 2021 meeting minutes.
4. Wage Study presentation by Gov HR.
5. Consider polices relating to the Wage Study.
6. Adjourn.

cc: Mayor  
Department Heads

All Council Members  
Newspapers

**NOTICE:** If a person with a disability requires that the meeting be accessible or that materials at the meeting be in an accessible format, call the City Administrator's office at least 6 hours prior to the meeting to request adequate accommodations. Telephone: 884-3341



**May 24, 2021, 2021 PERSONNEL COMMITTEE MEETING MINUTES  
CITY OF EDGERTON**

Candy Davis called the meeting to order at 5:30 p.m.

Present: Jim Burdick, Candy Davis and Sarah Braun

Others Present: City Administrator Ramona Flanigan, Police Chief Robert Kowalski, and Mayor Christopher Lund,

Flanigan confirmed the meeting notice was properly posted on Friday, May 21, 2021. Agendas were posted at Edgerton Post Office, Edgerton Public Library and City Hall.

**ELECT CHAIR:** A Jim Burdick/Sarah Braun motion to nominate Candy Davis as Chairperson passed on a 3/0 roll call vote.

**APPROVE MINUTES:** A Sarah Braun/ Jim Burdick motion to approve the January 11, 2021 Personnel Committee minutes passed on a 3/0 roll call vote.

A Candy Davis/Sarah Braun motion to approve the April 14, 2021 Personnel Committee minutes passed on a 3/0 roll call vote.

**CONSIDER CREATION OF PART TIME POLICE PATROL POSITION:** Chief Kowalski is requesting approval to create a part-time patrol officer position to fill a vacancy that is expected to be created early next year. The hiring of this candidate would allow the possibility of filling the full-time vacancy should it arise. There would be no cost to the city to send the candidate to the police academy, however, as an employee of the department the candidate would qualify for reimbursement for the police academy through the state.

This position would not be eligible for benefits and would start at the current patrol officer starting wage.

A Candy Davis/Jim Burdick motion to approve the creation of a part time police patrol position passed on a 3/0 roll call vote.

Being no other business before the Committee, a Candy Davis/Sarah Braun motion to adjourn passed, all voted in favor.

Ramona Flanigan/wjl  
City Adminsitrator



# Memo

**To:** Personnel Committee  
**From:** Staff  
**Date:** 9/10/2021  
**Re:** September 13, 2021 Meeting

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Attached is the wage study the City authorized earlier this year. Below is a discussion of a few key points of the study as well as some discussion items to implement the plan.

**Wage and Salary Survey:** Section V of the study describes how the salary data was gathered. The study evaluated percentiles ranging from the 50<sup>th</sup> to the 80<sup>th</sup>. (A percentile is the score at or below which a given percentage falls. An example of how we commonly use percentiles is with test scores: if your score is in the 90th percentile, that means you scored better than 90% of people who took the test.) Based on the current wage levels and on conversations with the city, the consultant decided to use the 50<sup>th</sup> percentile range as the benchmark for this study, this assumes that Edgerton is “an average payer” when it comes to wages. Setting the target wage range at the 50<sup>th</sup> percentile places Edgerton’s target wages in the middle when compared to our peer communities. The decision to use the 50th percentile is a critical assumption in the study. As a means of illustrating the importance of an entity’s “pay” philosophy, staff prepared Figure 1 (attached to this staff report), which compares the pay ranges using the 50<sup>th</sup> percentile and the 75<sup>th</sup> percentile. The higher the percentile, the higher the recommended wages would be. The Committee should decide if the 50<sup>th</sup> percentile range is the appropriate benchmark for Edgerton.

**Classification Plan:** Section III describes the basis of the Classification Plan. The classification plan aims to ensure internal equity of positions in Edgerton. It aggregates positions into groupings that have similar levels of knowledge, skills, and responsibilities. A classification plan does not consider the individual in the position but instead considers the requirements of the position. The classification plan is helpful when placing newly created positions and when reclassifying a position in which the job responsibilities change significantly. The Committee should review the groupings of positions in the classification plan shown in Table 1 of the study (page 24).

**Comprehensive Table** (Table 2, page 25): The comprehensive table combines all aspects of the study by proposing salary ranges for each classification. The data from Table 2 was then used to create a graphic representation, Figure 2, attached to this staff report.

**Compensation Plan** (page 15): The study describes three types of compensation plans, each dictating how individual employees progress through a pay range. The city's current process for increasing hourly wages (other than through a cost-of-living adjustment) is to provide set step increases for the first three or five years of employment. Once an employee reaches the top step, wages increase by a cost-of-living adjustment only. Page 15 of the study refers to this method as a Defined Increment Plan. Salaried employees in Edgerton receive a cost of living increase similar to hourly employees, and sometimes they receive merit increases based on performance. A merit-based wage increase system is referred to as an Open Range Merit Plan in the study.

**Actions to consider at and after adoption of the Plan:** Below are various policies for the Committee to discuss. Once the Committee provides policy direction, staff can calculate the cost of each policy to determine what is affordable.

1. Current employees below the range: Page 19 of the study recommends that all employees who fall below the range be brought up to at least the minimum wage of the range upon the adoption of the study. This would impact library and part time police administrative assistant employees.
2. Current long-term employees who are below the middle of the range: Page 20 of the study suggests adjusting wages upward for long term employees who are currently at or near the bottom of their range. For example employees with 10-years of experience could be moved to 25% percent of the range or the middle at 50% of the range. The scenarios above may result in significant hourly increases for some employees. The committee may want to establish a cap for the maximum wage increase allowed in any one year with a plan to phase in significant wage increases.
3. Adjust insurances to more closely match peer communities (See the summary on page 12.) The average employee contribution towards premiums is 10% (single) 11% (family). Edgerton employees currently pay 7.1%. Edgerton's deductible is also lower than the average. The additional annual cost to employees if they were to pay 10% of the premium is \$249 for single and \$600 for family. It would require a \$0.29 /hour wage increase to cover the additional insurance costs for a family plan.
4. Progression through the pay ranges in the future: Should the City develop a process to move employees through their pay range so that satisfactorily-performing employees reach the top of the wage scale at some point in their career?

No: In this alternative, employees would be placed on the wage schedule upon being hired and would not move within the range. In this alternative, establishing the initial wage would be of great importance. This alternative may attract good employees because the starting wage would likely be high, but it might not result in the retention of good employees.

Yes: Alternatives are discussed on page 21 of the study. The study recommends the use of the *Open Range Merit Plan*. Staff recommends the *Blended Merit Plan* as follows:

Hourly employees: A *Defined Increment Plan* for hourly employees, could function as follows: Implement step increases over the first ten or fifteen years to get employees to the middle of the wage range. Add additional steps every five years, up to 25 years, to

get to 80% of the range. To obtain the maximum range, employees would have to obtain 2-3 certifications relevant to their jobs.

Salaried employees: An *Open Range Merit Plan* for salaried employees could operate as follows: scheduled increases (or initial salary) to reach the middle of the range by 10 years with satisfactory performance, after which merit increases can bring the employee to the top of the range.

5. Vacation: Edgerton employees hired before December 31, 2011 have a maximum of 5 weeks of vacation. Employees hired after December 31, 2011 (the data that was used in the study) have a maximum of 3 weeks of vacation. The average maximum vacation of our peers is 24 days at 20 years compared to Edgerton's 15 days. Most cities have vacation increases through 20 years with 3 communities having increases at 25 years. Edgerton employees (hired after 2011) reach maximum vacation at 6 years.

Two communities in the study use Paid Time off (PTO) as opposed to separate leave types of vacation, sick, and personal days. One alternative to address the vacation shortfall for employees is to establish a PTO bank for employees hired after 2011 by placing the annual allocation of 12 sick days, 4 personal days, and 15 vacation days in a bank (total maximum days of 31).

With a PTO benefit, employees would be able to bank up to 12 days in a "sick bank" similar to the current practice of banking sick leave. The sick bank would be available for employees who are granted Family Medical Leave for qualifying events and the bank could be converted at retirement to either a payout or health insurance in accordance with the current policy.

The library can adopt its own policies and, because the majority of the library staff are part time, it may be advantageous for the Library Board to adopt different time off policies.

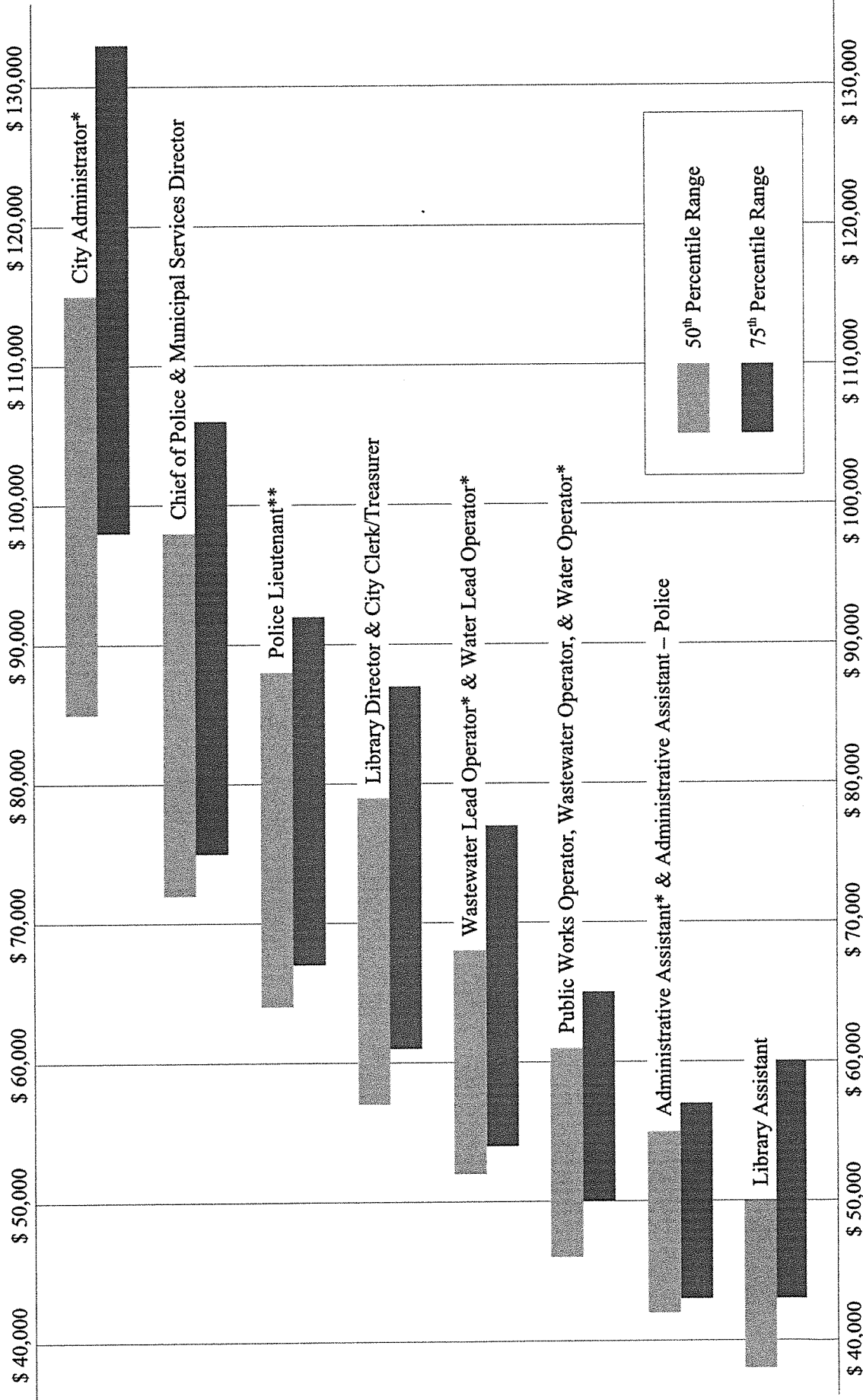
6. Comp time: The City currently does not offer comp time (other than for represented police officers). Comp time provides more flexibility to employees and may reduce costs for the City as employees are able to take "overtime" or "comp" hours as time off as opposed to being paid for overtime. (One hour worked equals one hour of time off.) If the city implemented a comp time policy, there would be a cap on how many hours could be accumulated and all hours would have to be used or paid out in a calendar year.
7. In charge pay: Currently utility lead operators receive in charge pay (\$0.75/hour). Staff is recommending this rate be built into the regular wage of lead operators and in charge pay is only given when the Municipal Services Director determines that there is a need to have someone in charge of the utilities or the DPW.

8. Operators: The current wage scale has operators making different top wages with certifications. Staff is recommending the following adjustments: the top wage (with certifications) for the two lead utility operators is the same; and the top wage (with certifications) for the utility and DPW operators are the same.



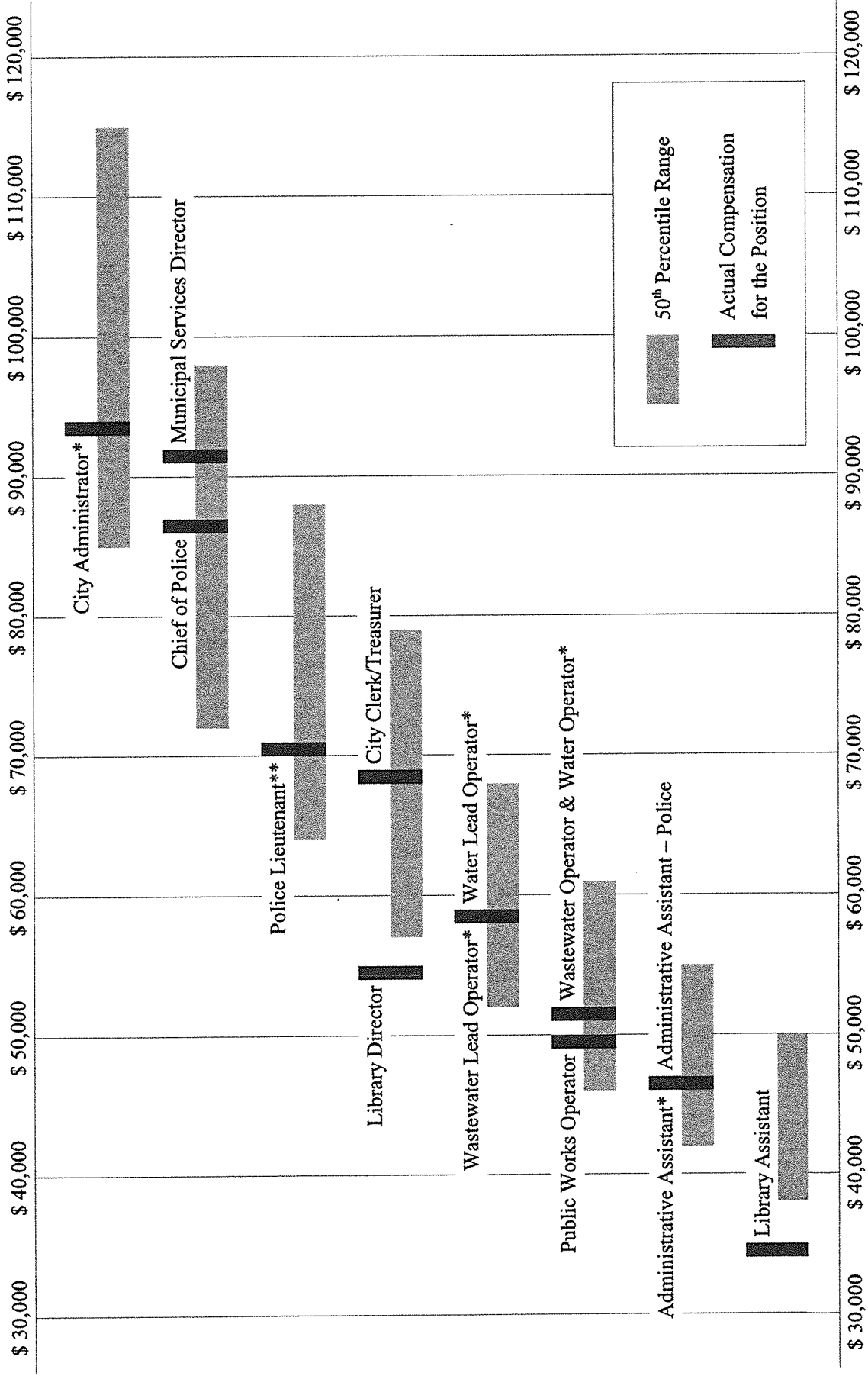
# City of Edgerton – 2021 Classification and Compensation Study

## Percentile Range Comparison Chart



\* Actual salaries used      \*\* Comparables are exempt; Edgerton Lieutenants are non exempt

**City of Edgerton – 2021 Classification and Compensation Study**  
 Comprehensive Table (graphical representation)



\* Actual salaries used      \*\* Comparables are exempt; Edgerton Lieutenants are non exempt