

VILLAGE OF ELM GROVE

13600 Juneau Boulevard
Elm Grove, WI 53122

ADMINISTRATIVE AND PERSONNEL COMMITTEE
Monday, March 13, 2017 * 7:30 AM * Park View Room

AGENDA

1. Call meeting to order

2. Review and act on minutes

Documents:

[AP121316md.pdf](#)

3. Review and act on request of Police Chief to hire additional officer prior to an expected retirement

Documents:

[Temp staffing increase request 2017.pdf](#)

[Police Officer-addl position estimated cost.pdf](#)

4. Review and act on possible amendment to ordinances regarding Boards, Committees, and Commissions term limits

Documents:

[7 - Boards, Committees, Commissions 021017.pdf](#)

[80 - 3 Village Board - Standing Adv Committees 021017.pdf](#)

5. Discussion regarding assessment services

6. Closed session

The Committee may go into closed session under Wisconsin §19.85(1) (e) to deliberate or negotiate the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session with respect to John's Disposal garbage and recycling contract.

7. May return to open session to act on any closed session item

8. Adjourn

Any person who has a qualifying disability as defined by the Americans with Disabilities Act who requires that the meeting or materials for the meeting has to be in an accessible location or format must contact the Village Clerk, Mary S. Stredni, at 262-782-6700 or 13600 Juneau Boulevard by 3:00 PM Friday prior to the meeting so that any necessary arrangements can be made to accommodate your request.

NOTICE: It is possible that members of, and possibly a quorum of, other governmental bodies of the Village may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to in the above notice.

**VILLAGE OF ELM GROVE
ADMINISTRATIVE AND PERSONNEL COMMITTEE
December 13, 2016**

Present: Chairperson Michalski, President Palmer, and Trustees Haas.

Also Present: Village Manager David De Angelis, Finance Director Monica Hughes and Tom Harrigan.

1. Call to Order

Chairman Michalski brought the meeting to order at 7:32 a.m.

2. Minutes

President Palmer and Trustee Haas moved and seconded to approve the November 14, 2016 minutes. Motion carried.

3. Closed Session

By roll call vote at 7:35 a.m. the Committee went into closed session as permitted under Wisconsin §19.85(1)(c) to consider employment, compensation data or performance evaluation data of any public employee over which the governmental body has jurisdiction and exercises responsibility more specifically negotiation of contract with police union and wages and benefits of non-represented and represented employees. Motion carried by roll call vote.

4. Move back into open session

The Committee went back into open session at 7:55a.m.

5. Review and act on changes to Health Reimbursement Arrangement (HRA)

Monica Hughes presented an amendment to the HRA which would be effective January 1, 2017 in conjunction with the village's new health plan. President Palmer and Trustee Haas moved and seconded to approve the amendment as presented. Motion carried.

7. Adjourn

Trustees Haas and President Palmer moved and seconded to adjourn at 7:57 a.m. Motion carried.

Respectfully submitted,

Monica Hughes, Finance Director

ELM GROVE POLICE DEPARTMENT

March 13, 2017

TO: David DeAngelis, Village Manager

FROM: James P. Gage, Chief of Police

SUBJECT: Request for temporary staffing increase to 18 officers.

Sir:

I request the authority to increase staffing temporarily to 18 officers. An officer recently announced plans to retire on November 22, 2017. We are currently in a hiring process to replace Officer Townsend, who resigned in October 2016 (approximately 5 months ago). During the Townsend hiring process, the Police and Fire Commission presented two separate candidates with job offers and both candidates refused the offer, causing us to start the hiring process over, due to a lack of qualified candidates. The hiring process, on average, takes approximately 4 months. The training of a new hire, before they are available to independently handle a shift, is an additional 3 months. Such temporary staffing requests are supported in the third 2000 Hale follow-up study of the police department and by past board action:

“Staffing levels continue to be a source of concern in the department. **At one time, high attrition rates made it very difficult to field a sufficient number of officers to ensure officer safety and response to citizen demands without incurring a great deal of overtime.** While this problem seems to have been curtailed, the department continues to play catch up whenever a vacancy does occur. In recognition of this fact, the Village Board recently approved the hiring of one additional officer in anticipation of the retirement of the investigator. This was a good move of the Board and will allow the officer who is to be assigned to this position sufficient time to become acquainted with the nature of the job before the incumbent’s retirement.” (Pages 3 &4) [Emphasis added]

“Having set such precedence, the Village Board should consider making such appointments a matter of practice at anytime a retirement becomes a virtual certainty. **Due to the fact that it may take as long as one year to hire and train a new officer, the department can ill-afford to begin this process on the day the retirement takes effect.**” (Page 4) [Emphasis added]

“The Village Board should adopt a policy of filling anticipated vacancies as soon as reasonably certain that they will become vacant rather than wait until after they have become vacant.” (page 4).

Support for this staffing request can be found in reviewing the following studies, previously sanctioned by the Village Board:

- The 1976, *Fire and Police Committee Study of the Police Department*, (Borden, Farrow and Vetter, November 30, 1976).
- The 1994, *Resource Management Associates (known as the Hale study)*, (Hale, 1994).

- The 1996, Hale study revisit.
- The 2000, Hale study revisit.
- The 2003, village staff self-study analysis.
- The 2005, Personnel Committee re-evaluation of police department structure.
- The 2008, Police Officer Position Justification and staffing update.
- The 2009, Request for temporary officer approval.

The police department at full strength is currently authorized at seventeen sworn police officers. Since, April 2008, the actual trained police staff has been between fourteen and sixteen officers, inclusive of sworn administrative staff. This trend of operating below authorized strength is well documented. History shows staffing of trained and available officers is consistently at one to three positions under the authorized full strength allotment for the reasons described in previous studies.

Current overview:

The police department staffing includes the following administrative/investigative personnel, working a Monday through Friday schedule rotation (2080 annual hours):

- One Chief
- One Assistant Chief
- One Lieutenant
- One Detective

As outlined in the three Hale studies (1996, 1998 and 2000) and the 2005 position justification, the above personnel are assigned Monday through Friday, daytime hours and are not considered part of the twenty four hour – seven day a week patrol staffing coverage.

Although, any one of the above personnel may provide backfill for training, court appearances, etc., for daytime patrol schedule conflicts, the reality is that they are not considered part of the regular patrol force. This leaves thirteen positions to cover the twenty four hour patrol responsibilities on a five two – four two schedule rotation (2021.5 annual hours), as indicated below:

| | |
|--------|--|
| Days: | One sergeant – three patrol officers = 4 |
| Early: | One sergeant – three patrol officers =4 |
| Late: | One sergeant – three patrol officers =4 |

This leaves one non-permanent patrol officer position – with eventual assignment to days or early watch, per employment agreement.

Scheduling factors:

Typical off time considerations include;

- Contractual vacation time.
- Sick hour to vacation time conversion.
- Sick time used.
- Compensation time used.

Variable off time considerations include;

- Duty disability.
- Training during shift.
- Open positions.
- New employee training time.

Exacerbating factors:

- Scheduling of fixed programs (community services and special events) eliminates existing personnel for patrol coverage (i.e. an officer assigned to DARE or other programs cannot be used for vacation or sick time, duty disability coverage).
- Court appearances or investigative overtime may conflict with fixed programs and unscheduled absences (sick time and FMLA).
- Certain contractual elements eliminate desired personnel movement due to potential overtime considerations.

Effect of losing additional positions:

- The loss of one position causes approximately three to five open shifts per month, or a minimum of 288 to 480 hours lost annually, before any other schedule factors are applied.
- The loss of additional positions causes an increase in overtime expenditures to cover the loss.
- The loss of an officer causes a reduction in production and revenues.

Financial impact:

Bottom line, if we stay at current operational staffing, we will functionally operate at a patrol force 11 out of 13 officers with the need to cover the scheduling items addressed above. Any resignations or additional long-term absences such as FMLA or disability will force the department to work at about 10 officers.

Reduction of the patrol force to ten officers, places us in critical staffing mode, when facing contractual vacation liability and other leaves. This staffing level increases the “burn-out” rate and continually places us at minimum staffing. Past studies tell us to expect overtime to go up and community satisfaction with police services to decline.

Village of Elm Grove
Police officer estimated position costs

| Current Wage Scale | | | | |
|---|--------|-----------------|----------------------|-----------|
| Police Officer (regular work schedule 2021.5 hours per year) | | | | |
| 2017 rates | | | | |
| | hourly | regular- annual | holiday 77.75 hrs | total |
| start | 29.51 | 59,654.47 | 2,294.40 | 61,948.87 |
| 1 Year | 33.79 | 68,306.49 | 2,627.17 | 70,933.66 |
| 2 Year | 35.71 | 72,187.77 | 2,776.45 | 74,964.22 |
| 3 Year | 37.29 | 75,381.74 | 2,899.30 | 78,281.03 |

Additional officer- starting date 4/15/17

wages 4/15/17-11/22/17

| | | | | |
|---------|----------|------------|-------------|------------------|
| regular | 7.25 mos | 36,041.24 | 1,606.08 | 37,647.32 |
| | | FICA | 7.65% | 2,880.02 |
| | | WRS | 11.00% | 4,141.21 |
| | | Health | 7mos family | 7,878.15 |
| | | Health HRA | | 2,875.00 |
| | | dental | | 384.76 |
| | | disability | | 100.00 |
| | | life | | 75.00 |
| | | cost | | <u>55,981.45</u> |

Open position 1/1/17-4/15/17

| | | | | |
|---------|---------|------------|--------|------------------|
| regular | 3.5 mos | 21,986.34 | 579.86 | 22,566.20 |
| | | | 7.65% | 1,726.31 |
| | | | 11.00% | 2,482.28 |
| | | | 5 mos | 5,627.25 |
| | | Health HRA | | 2,875.00 |
| | | dental | | 274.83 |
| | | disability | | 50.00 |
| | | life | | 75.00 |
| | | savings | | <u>35,676.87</u> |

Sick and Vacation Payout to Officer at retirement- estimated

| | | |
|----------|-----------|------------------|
| vacation | 1/1-11/22 | 6,400.00 |
| sick | 480 hrs | 17,900.00 |
| | wages | <u>24,300.00</u> |
| | fica | 1,858.95 |
| | cost | <u>26,158.95</u> |

Total Net Funding Required

| | |
|------------------|------------------|
| With Payout | Without Payout |
| <u>46,463.54</u> | <u>20,304.59</u> |

**THE VILLAGE OF ELM GROVE CODE OF ORDINANCES
CHAPTER 7
BOARDS, COMMITTEES, AND COMMISSIONS**

THE VILLAGE BOARD OF THE VILLAGE OF ELM GROVE DO ORDAIN AS FOLLOWS:

Section 1: §7 Boards, Committees, and Commissions, of the Village of Elm Grove Code of Ordinances is hereby amended by the addition of underlined text.

Article I Building Board

§7-2 Members.

The Building Board shall consist of nine residents of the Village appointed by the Village President for staggered terms of three years each, subject to approval by a majority of the full Village Board. At least one of its members shall be a Trustee of the Village Board, and the term of office of such Trustee member shall be for a period of one year commencing upon the occurrence of the latter of the date upon which said Trustee's term of office as Trustee commenced pursuant to § 61.23(2), Wis. Stats., or the date upon which said Trustee was duly appointed a member of the Building Board pursuant to this section. No non-trustee member of the Building Board shall serve more than three (3) consecutive three year terms however; the chairman's term shall be calculated as time served as chairman, not inclusive of total time served.

Article II Board of Police and Fire Commission

§ 7-6. Creation; membership; terms of office.

The Board of Police and Fire Commissioners is hereby created. The Board of Police and Fire Commissioners shall consist of five citizens appointed by the Village President, subject to confirmation by the Village Board, and serving such terms of office as required by Wisconsin statutes. No commission member shall serve more than two (2) consecutive five year terms, however; the president's term shall be calculated as time served as president, not inclusive of total time served.

Article III Plan Commission

§ 7-9. Establishment; membership.

The Village Plan Commission is hereby established. The Commission shall consist of the Village President, who shall be its presiding officer, a Village Trustee and five Village residents of recognized experience and qualification. Additionally, the Village President may appoint, with the approval of the Plan Commission, one person engaged in business in the Village but not a resident thereof as a nonofficial member of the Commission who may participate in all discussions of the Commission but who shall be a nonvoting member thereof. No non-trustee member of the Commission shall serve more than three (3) consecutive three year terms.

§ 7-10. Terms of office.

A. The Trustee member of the Commission shall serve for a term of one year and be elected by a 2/3 vote of the Village Board each April. The term of the Trustee member shall commence on the occurrence of the latter of the date upon which said Trustee's term as Trustee commenced pursuant to § 61.23(2), Wis. Stats., and the date upon which said Trustee was duly appointed a member of the Plan Commission pursuant to this section.

B. Citizen members of the Commission shall be appointed by the Village President and be approved by the Village Board. Citizen members shall serve for a period of three years, and their terms shall expire on the first day of May of the final year of their term. No Commission member shall serve more than three (3) consecutive three year terms.

C. The term of office of any nonofficial member shall be one year or until his or her successor shall have been appointed and qualified. No non-official member of the Commission shall serve more than nine (9) consecutive terms.

Article IV Library Board

§ 7-17 Residency requirement; terms of office; vacancies.

Members of the Library Board, other than the school district representative, shall be residents of the Village and shall be appointed for a three-year term commencing on May 1 of the first year of their term. Vacancies shall be filled for unexpired terms in the same manner as regular appointments are made. No non-trustee member of the Library Board shall serve more than three (3) consecutive three year terms however; the president's term shall be calculated as time served as president, not inclusive of total time served.

Section 2: If any section, sentence, clause, phrase or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision, and such holding shall not affect the validity of the remainder of such ordinance.

Section 3: This ordinance shall take effect and be in full force from and after its passage

VILLAGE OF ELM GROVE

Dated this

Neil H. Palmer, Village President

Mary S. Stredni, Village Clerk

THE VILLAGE OF ELM GROVE CODE OF ORDINANCES
CHAPTER 80
VILLAGE BOARD

THE VILLAGE BOARD OF THE VILLAGE OF ELM GROVE DO ORDAIN AS FOLLOWS:

Section 1: §80-3 Village Board – Standing advisory committees of the Village of Elm Grove Code of Ordinances is hereby amended by the addition of underlined text.

§80-3 Standing advisory committees

A. The following shall constitute the standing advisory committees of the Village Board to which there shall be referred, when deemed advisable, questions pertaining to the subject matter appearing under the designation of such committees, as follows, and such other subjects as may be referred to such committees by action of the Village Board. The terms of such committees shall be for a period of one year and shall extend to the third Tuesday of April of each year. No non-trustee member of a standing committee shall serve more than ten (10) consecutive terms on any standing committee.

Section 2: If any section, sentence, clause, phrase or portion of this ordinance is for any reason held invalid or unconstitutional by any court of competent jurisdiction, such portion shall be deemed a separate, distinct and independent provision, and such holding shall not affect the validity of the remainder of such ordinance.

Section 3: This ordinance shall take effect and be in full force from and after its passage

VILLAGE OF ELM GROVE

Dated this

Neil H. Palmer, Village President

Mary S. Stredni, Village Clerk