

## PROCEEDINGS OF THE BROWN COUNTY EXECUTIVE COMMITTEE

Pursuant to Section 18.94 Wis. Stats., a budget and regular meeting of the **Brown County Executive Committee** was held on Tuesday, October 29, 2013 in Room 200 of the Northern Building – 305 East Walnut Street, Green Bay, Wisconsin.

---

**Present:** Chair Lund, Supervisor Erickson, Supervisor Moynihan, Supervisor Evans, Supervisor Vander Leest  
**Excused:** Supervisor Fewell, Supervisor Buckley  
**Also Present:** Dan Process, Brent Miller, Supervisor Landwehr, Paul Van Noie, Robin Van Remortel, Supervisor Jamir, Carolyn Maricque, Troy Streckenbach, Maria Lasecki, child support workers, Supervisor Van Dyck, Fred Monique, Supervisor Robinson, Supervisor Sieber, Judy Friederichs, Juliana Ruenzel, Lynn Vanden Langenberg, media, other interested parties

---

I. **Call meeting to order.**

The meeting was called to order by Chair Thomas Lund at 5:30 p.m.

II. **Approve /modify Agenda.**

The agenda was modified to take Items 24 and 25 following Item III.

**Motion made by Supervisor Erickson, seconded by Supervisor Moynihan to approve as amended. Vote taken. MOTION CARRIED UNANIMOUSLY**

III. **Approve/modify Minutes of October 7, 2013 and Special Executive October 16, 2013.**

**Motion made by Supervisor Evans, seconded by Supervisor Erickson to approve minutes of October 7, 2013. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Motion made by Supervisor Moynihan, seconded by Supervisor Evans to approve minutes of October 16, 2013. Vote taken. MOTION CARRIED UNANIMOUSLY**

### **BUDGET REVIEW**

#### **Non-divisional Budgets**

1. **County Executive – Review of 2014 department budget.**

County Executive Troy Streckenbach summarized the highlights of his budget and stated that it is basically a cost to continue budget with some additions to address the inclusion of a Deputy Executive Assistant along with working with the Greater Green Bay branding initiative. He would like to continue the effort and bring Brown County into the loop in the known trend that is taking place of a labor shortage in the next 15 to 20 years. The biggest challenge is what we do as a community to brand our self as a place that people want to come and work, enjoy life, and raise a family. In order to do that we have to collectively as a community look at what we have as an internationally recognizable brand and that is the name Green Bay. Combining that with the word “greater” and taking the energies of all municipalities to promote that is critical for us to make sure that in the future we are able to attract and maintain both families and businesses to the area. Streckenbach felt it was important for Brown County to be involved in this process because ultimately we are representing the County of Brown. The contribution Streckenbach would like to make towards this is \$10,000.

The other initiative Streckenbach talked about in the budget is the Deputy Executive Assistant. He noted that in order to fulfill the mission of the County Executive’s office it requires interaction with the County Board and the Departments but also on the state and local level and representing the County on a number of state and local issues. We can see the positives that are taking place with an increased presence at the state level, but Streckenbach’s time to attend events is limited. There are also a lot of initiatives that are out there to look at

long term succession planning for the County and it is difficult to be in a number of different places at once. Streckenbach felt it was critical for this position to be in the office and he was hopeful that the Board will recognize the efforts he has made as County Executive in working with the County Board to recognize the issues they have brought up. The budget he has presented is reflective of both the partnership between the Administration and the County Board and he is bringing this at a time when he feels we are addressing programs and services in the County but also looking at compensation for the employees.

Supervisor Erickson asked Streckenbach if what he is asking for is a lobbyist. Streckenbach responded that the intent is not to hire a lobbyist but the intent is to hire someone to work on community development and relationships.

**Motion made by Supervisor Moynihan, seconded by Supervisor Evans to approve the County Executive budget as presented. Vote taken. MOTION CARRIED UNANIMOUSLY**

### **Non-divisional Budgets**

#### **2. Board of Supervisors - Review of 2014 department budget.**

A suggestion was made to take Item 2a at this time and then approve the budget as it could change if there is a change in 2a. Board Chair Moynihan agreed and stated that within the budget there are monies if the Board collectively wanted to provide the next County Board a raise. As he stated at the Administration Committee budget meeting, Moynihan is not in support of that, but he felt the decision should be made collectively.

Total pay increase for the Supervisors based on the motion made at Item 2a is \$1,344 for the year.

The Board of Supervisors budget would have a decrease of \$11,656 for salaries plus a decrease in fringe of \$892 for a total decrease of \$12,548.

**Motion made by Supervisor Vander Leest, seconded by Supervisor Erickson to reduce the salaries in the proposed budget by \$12,548. Vote taken. Ayes: Vander Leest, Erickson, Evans, Lund Nay: Moynihan. MOTION CARRIED 4 to 1**

**Motion made by Supervisor Vander Leest, seconded by Supervisor Evans to approve the Board of Supervisors budget as amended. Vote taken. Ayes: Vander Leest, Erickson, Evans, Lund Nay: Moynihan. MOTION CARRIED 4 to 1**

### **County Board Salary**

**\*\*2a. Recommendation of Brown County Board Salary for next term according to Brown County Code, Chapter 2.06.**

Erickson stated that what is currently budgeted for the general employees is 1% plus 1% but this would be dependent on budget approval on November 6. He is proposing this same raise for the Supervisors for the 2014 – 2015 County Board.

Internal Auditor Dan Process calculated that a 2% increase for the Chair would equal approximately \$228 for a total of \$11,634. The increase for the Vice Chair would be \$188 for a total of \$9,594 and the increase for the Supervisors would be \$159 for a total of \$8,115.

**Motion made by Supervisor Erickson, that the same increase that is given to the general employees of the County be given to the new County Board. No second.**

**Motion made by Supervisor Erickson that the rate of pay for the Chair be \$11,634 (increase of \$228), Vice Chair be \$9594 (increase of \$188) and Board of Supervisors be \$8,115 (increase of \$159) for the incoming County Board of 2014 – 2015. No Second.**

Evans stated that this motion is to round off the salaries and make things a little cleaner. This would be a salary increase of approximately .05%. Robinson stated that he is not in favor of a salary raise, but he would be interested in a conversation at some point about merit raises for supervisors.

Evans stated that this certainly will be a hot button item, especially in the eyes of the media since it appears that media likes to bash on the County Board. He would like to see the media look at the City of Green Bay alderman who get about \$3,000 more than County Board Supervisors do and also take part in the State retirement program. Evans noted that he is the Chair of the Human Services Committee and the budget he oversees for that is larger than the entire City of Green Bay budget. This increase in the salary is not for him or anyone else on the Board but it is for anyone who comes after the current Board. He noted that there are Supervisors who belittle the position of County Board Supervisor and then they wonder why they seem to not get any respect. They want to belittle themselves and then they expect to get respect from the public but it does not happen that way. Evans continued that he has always been proud to be a Supervisor and has put a great deal of work into it his role and he feels that Supervisors should have fair compensation. He does not feel we need to go to the full 2% of what employees can expect and he noted that the last increase for Supervisors was in 2007 and he looks at his proposal as about a half percent increase and basically cleans up the amount of pay to round figures. This would show some value to the Supervisor position and he wishes there was more value as there are a great many Supervisors who put an extraordinary amount of time into their positions and they do it for the people they represent. He is not doing this job for the paycheck and noted that he gives the majority of his salary away to churches and non-profit organizations and he will support his motion.

Supervisor Jamir stated that he is opposed to any increase in Supervisor salary and he would prefer to leave things the way they are. He felt that the respect received by Supervisors should be based on their actions, how they conduct themselves and how they deliberate. He also gives a lot of his Supervisor salary away and noted that he does not do this job for the money. He would do the job for no money because he is here to represent his district. He would rather see the increase be given to a department like Child Support who is doing things based on a team that comes together and works for the good of the Department. That is the epitome of what he sees for the County and he is opposed to any increase in Supervisor salaries.

Erickson noted that he did not feel that anyone runs for the income of a Supervisor. He stated that people do not believe they work for such a small amount. He does agree with Evans in that the County sat back for years with the attitude that we should not give any pay out. There is value to the Supervisor role and the salary received is basically used to keep up with mileage and things like that and he noted that this can be looked at a number of different ways. Erickson concluded by saying that he will support the motion on the floor.

*Supervisor Vander Leest arrived at 5:54*

Vander Leest stated that he does not have a problem with the motion on the table. He has voted against larger increases in the past, but he feels this proposal is almost status quo.

**Motion by Supervisor Evans, seconded by Supervisor Lund to have the Chair's salary be \$11,600, Vice Chair's salary be \$9,500 and Supervisor's salary be \$8,000 for the 2014 – 2015 County Board. Vote taken. Ayes: Vander Leest, Lund, Erickson, Evans; Nay: Moynihan. MOTION PASSED 4 to 1.**

**Resolutions, Ordinances**

**Motion made by Supervisor Evans, seconded by Supervisor Moynihan to suspend the rules and take Items 3 through 21 together. Vote taken. MOTION CARRIED UNANIMOUSLY**

Supervisor Erickson stated he would like to pull Item 5 for further discussion.

3. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Administration).** *See action at Item 21.*
4. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Airport).** *See action at Item 21.*
5. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Child Support).** *See action at Item 21.*

Erickson asked Child Support Administrator Maria Lasecki for clarification with regard to what was being added and if it was being paid for by the State or if it is coming from the County budget. Lasecki explained that because their funding was restored, it covers the 66 2/3% plus a large portion of the remaining amount.

6. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Circuit Courts).** *See action at Item 21.*
7. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Clerk of Courts).** *See action at Item 21.*
8. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (County Clerk).** *See action at Item 21.*
9. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (District Attorney).** *See action at Item 21.*
10. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Executive).** *See action at Item 21.*
11. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Health).** *See action at Item 21.*
12. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Human Services – Community Programs).** *See action at Item 21.*
13. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Human Services – Community Treatment Center).** *See action at Item 21.*
14. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Land and Water Conservation).** *See action at Item 21.*
15. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Museum).** *See action at Item 21.*

16. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Public Works).** *See action at Item 21.*
17. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Sheriff's Department).** *See action at Item 21.*
18. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Syble Hopp School).** *See action at Item 21.*
19. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Register of Deeds).** *See action at Item 21.*
20. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (U.W. Extension).** *See action at Item 21.*
21. **Resolution Approving New or Deleted Positions during the 2014 Budget Process (Zoo and Park Management).**

Motion made by Supervisor Moynihan, seconded by Supervisor Evans to approve Items 3 through 21, excluding Item 5. Vote taken. **MOTION CARRIED UNANIMOUSLY**

Motion made by Supervisor Erickson, seconded by Supervisor Moynihan to approve Item 5. Vote taken. **MOTION CARRIED UNANIMOUSLY**

#### **NON-BUDGET REVIEW**

##### **Communications**

22. **Communication from Supervisor Robinson re: That the County Board consider cease handling agenda items through committee reports and handle agenda items only through resolutions and similar means.** *Referred from October County Board.*

Robinson stated that this has been brought up a number of times during Board meetings and he felt now is a good time to have a conversation about it. His experience as a new supervisor has been that it took a bit to get up to speed with exactly how items were handled coming out of committee. He noted that he had five years of experience on the City Council of De Pere and had some governmental experience. He felt that if he was having difficulty getting the hang of it, the public was also probably having difficulty knowing what exactly was being approved, when it was being approved and when they could talk about it at meetings and when an item comes up during a meeting. It seems to him that there are other ways to handle this that they can still get the work of county government done without handling things by burying them in committee reports but handling things only by resolution or by a single agenda item. Robinson continued that he looked at agendas from Dane County and Outagamie County and in both instances items were handled strictly as resolutions and not as committee reports. He asked those members of the Committee who have been on the Board for a while why things are handled the way they are.

Vander Leest responded that everything being handled in resolution form would add a lot of time to meetings and he does not think it is necessary. There is a process as to what things are put in resolution form and why. He noted that resolutions used to not include a fiscal impact but now they do. He does not feel it is necessary to add more layers and be duplicative unless they need to be. He feels the system generally works well and if there is an item on a report that discussion is warranted for it can be pulled and the resolutions are defined as such as there are reasons they are resolutions. He would not be supportive in changing these procedures as he does not see a reason to.

Robinson disagreed with Vander Leest's argument of taking more time at meetings and noted again that both of the counties he looked up earlier used resolution or single agenda item formats for all items. Vander Leest responded that there are a lot of departments and a lot of committees and as of now he does not see a huge benefit of changing. Vander Leest stated that it was the Supervisor's job to explain the process to the public and he felt this was being done. He always supports those who wish to address the Board and unless something is really compelling that calls for change, he does not wish to add more layers and more bureaucracy for no value added. He felt that whatever the County Board does should add value.

Erickson stated that this issue had come up a number of times in the past. He continued that when the minutes of each committee are approved, those are considered resolutions. Some things are of greater importance than others and those things that require monetary, acquisitions or changes in ordinances and codes are actually brought forward in resolution form. The rest of the things are in the minutes and the minutes are legal resolutions and he has never found in all the years he has been affiliated with the County that anything has ever been tried to be hidden within minutes.

Robinson did not feel that things are intentionally being buried, but he felt that was happening with the general public. He stated at the last County Board meeting there was discussion regarding Sanimax and there was discussion as to whether the matter was on the agenda or was not on the agenda. He would ask Erickson if this is such an issue, why are we one of very few, if not the only county, who does things this way. Everyone else seems to be able to handle things as a single agenda item and he felt that the value added with that would be clarity to the public which is a large value. Why make it harder for the public to understand what is happening at the meetings? Robinson stated the justification is why make it harder for the public to understand. Maintaining the status quo is not a good reason.

Erickson stated that he has never had anyone from the public or the County come to him or contact him saying they did not know something was on an agenda. He does not think there are people out surfing to see if they should show up at something and he is not totally convinced that Dane and Outagamie County aren't having the same conversation saying they should do it the way Brown County does it. Just because somebody does something doesn't make it right in Erickson's opinion.

Evans appreciated this communication by Robinson and also indicated that this issue had been brought up several times in the past. He noted that former County Executive Kelso vetoed all minutes of committee meetings because she said they were not legal, however, from an opinion from the Attorney General they found that they were legal. It is legal for the Board to act on agenda items and he felt this was important to note. It should be remembered that there is discussion on items that may not go very far at Committee and go to the County Board and can turn into large issues and that is fine. We certainly post our meetings and give great access to the public.

Evans continued that in the Human Services Committee of which he is Chair there are a number of things such as new vendor contracts and payments of bills that are approved at each meeting. The fact of the matter is that they found out from the Attorney General that the County can do things the way we do and people have the ability to review our minutes. There are many items that are approved and after the board approves them through the Committee report they are the law of the land. Evans would not be a fan of going to an all resolution format and he looks at what we do as a little bit greater than what other counties do and more than school districts do in that our minutes actually show the discussion of meetings. He felt that right now we are providing a great amount of information to the public and when there is an issue he felt that people know about it and he is confident of this. He has not seen anything that has been slipped through. There are two ways to look at it: is the County hiding something or is what we are doing procedurally incorrect and neither of these scenarios are happening.

Evans is not a fan of changing the way we are doing business because he felt it was being done pretty good right now and he will not support this communication.

Moynihan also thanked Robinson for bringing this forward just from the standpoint of a reminder to this Committee that he made mention to when motions are made on the Board floor if there is a fiscal or policy impact to note that in resolution form. This may be a good reminder for the Committee chair. As the discussion was unfolding, Moynihan was thinking that perhaps when the administration brings things forward to the Board that it is immediately in resolution form and that may be one aspect. He does not know if there is a right answer or not and he is aware of how Dane and other counties do things. He just does not know if our system is broken and therefore if it needs fixing.

**Motion made by Supervisor Vander Leest, seconded by Supervisor Erickson to receive and place on file. No vote taken.**

Robinson felt they talked about a lot of things his communication was *not* about. It was not about implying that we are hiding things, it was not about how we take minutes, it was not about how we could do things legally, it was not about how we have done things traditionally. It was simply about being clear to the public about what is on the agenda and he has yet to hear anybody say this would not make things more clear to the public. As far as making this better for the people we serve, which is what he thought the Board was trying to do, he has not heard anybody negate the idea that doing things in this matter would make things more clear. Since this is to go no further, Robinson suggested an orientation session be held for the next Board to teach them how meetings are handled and how agenda items are handled at the meetings to avoid the steep learning curve that he had.

Supervisor Sieber stated that he appreciates Robinson bringing this forward and felt this communication would make things much more clear to the public. At the very least on the agendas he felt that verbiage of “any action may be taken on Committee reports” should be added. The biggest problem is that closed sessions are listed on minutes from the meetings and they come forward at County Board and they are not able to talk about it as they are not allowed to discuss them as there is no closed session on the agenda. He also thinks that closed session should be added to the County Board agendas so that it can be discussed at the Board level.

Lund agreed with Sieber in that if there is a closed session at the Committee level it should also be listed as a possible closed session on the full Board agenda as there may be questions from people who were not at the Committee meeting need to know and there is probably an interest in having that done in closed session. Lund does disagree with Robinson in that if you take the minutes of each Committee and you make every motion that they did as a resolution every single motion would have to be taken separately in the meeting. What he does like about how things are currently done is any supervisor that did not go to the Committee meeting has the opportunity to speak on anything that happened in the meeting. If every motion that is made is turned into a resolution Lund felt the agenda would become unwieldy or you just take out what you think is important and then we do not really know what is done until it is presented as a resolution. Lund likes the way things are done now but he would like to see what Supervisor Sieber suggested that we include the closed sessions as possible closed sessions on the full Board agenda and also that we put on before Committee meetings that the Board can take up anything that is in the minutes.

Vander Leest asked Ruenzel for her opinion in this matter. Ruenzel responded that there is an Attorney General opinion that allows you to state that any items you present are in resolution format. She felt that the way it is being done has set a precedent and anything in the report would automatically be allowed. Lund stated that what he is talking about is putting it before the Committee that anything can be taken up by the Board.

Moynihan said that he can simply add to the County Board agenda at the end potential closed session due to report of PD & T for example. Ruenzel agreed that it could be done that way and Moynihan said he would just be cognizant of it.

Erickson made a suggestion that a point of reference might be to put a statement on there that if anyone has questions they should call the Board Chair or the Committee Chair to get the answer to the questions prior to the County Board meetings.

**Motion made by Supervisor Lund, seconded by Supervisor Vander Leest to forward recommendations to Corporation Counsel to add to County ordinances that any closed session on any committee meeting be noted for possible closed session on County Board regular meeting agendas and all items under committee meeting can be taken up by any Board member during the County Board meeting. Vote taken. MOTION CARRIED UNANIMOUSLY**

**23. Communication from Supervisor Erickson re: Discussion regarding possible employee bonuses.**

Erickson noted that he would be willing to hold this until the budget meeting on November 6.

Vander Leest stated that it was his understanding that the 1% raises for employees would go into effect on January 1, 2014 and the additional 1% merit would go into effect later in the year after performance reviews are completed. Vander Leest felt if you have a merit based system you have to have a process in place and Vander Leest informed the Committee of what larger companies typically do in this situation. Vander Leest felt if the County is moving towards more of a merit based system, he would support this as it is getting people to try to improve their performance and do a good job. If people can make additional money it is a good incentive to get employees to try to work harder. He just wants to make sure that there is a coordinated system and process in place for this. Otherwise, you can get every department using their own system

Streckenbach addressed the Committee with regard to this issue. He stated that they did not just start this recently, but this has been in the process since he came into office with the initial initiatives that he gave to the department heads. The first part was to actually start to engage in a conversation with the employees and conduct performance evaluations which were not taking place in the County. Streckenbach felt that having one on one engagement in a performance review was a great way to have conversation with employees so this was the first process. The second process is what they are working on right now and that is to establish baselines. We recognize that Brown County is very unique and each department has a different measurement as to how they are performing. Child Support has one perspective that a lot of their performance is based on the State and their funding comes from meeting high standards in the State. The Highway side is very different in that their performance is based on productivity on a different level. Each department is going through an examination of what is the baseline that ultimately leads them to their one year goal and as a five year strategic plan is processed all of this information will be tied into one plan.

Streckenbach continued that the County is moving from an era where we were dictated by a contract and how we interrelated with employees. What he believes is that as management, they can be fair. This is about being a team to provide the best services to Brown County and a lot of the output is based on what the staff can provide. Child Support will report on how they approached this and you will also hear from the Highway Department on their views of pay for performance.

Child Support Administrator Maria Lasecki stated that as Streckenbach indicated, Child Support functions best with using a collaborative approach. When she got to know the individuals in the Child

Support Agency she found that their expertise was beyond that which she was going to technically learn overnight. The average seniority of her staff is 15 – 16 years. She sees her Department as 30 strong and that is why they get work groups together. She is amazed at the amount of work and progress that comes from these groups and they have taken her far beyond what she ever thought they would be. These groups have also empowered staff and her staff would like to address the Committee on their ideas for pay for performance. The information from this presentation is contained in a handout, a copy of which is attached.

Public Works Director Paul Van Noie also described what has been done in his department. They took a completely different approach. He noted that Public Works is basically two divisions; the highway division and the facilities division, but the same template fits both. He focused on the highway because it is a better example of what he is trying to accomplish. His goal with the performance measurement is to make sure that everyone gets 100% of the performance for several reasons. The first reason is to let them know it is there as this is a huge change in the County and he wants his employees to know they have the opportunity to earn a performance. The second reason is that he wants to show that it is a team effort. He noted that the last winter season was very long and snowy and they had many employees that worked 16 hours, had four hours off and then worked 16 hours more. There were weeks when employees worked 100 hours and did not get paid overtime. As a department they have to meet performance requirements for some things such as budget and other performance criteria. His goal is to have all of his employees earn 100%; however, there are some performance measures that have been defined by his team to deduct from that. For example, if you get disciplined per Chapter 4 it would be very difficult to earn the bonus. If an employee does not get 100% bonus it is really on the employee. He also noted that if an employee does not get 100% bonus they would have the opportunity to earn lost percentages back. That is the general concept of what they are trying to do.

Vander Leest stated it appears that the idea is that each department would work on their own plan with regard to performance reviews and bonuses. Lasecki stated that was true and not all departments are as far along as her department and Paul Van Noie's department are. She continued that her plan has been shared and is a template and other departments can tweak it for their own needs. At the end of the day, what it does for her Department is it makes the annual performance evaluation relevant every day of the year. Van Noie commented that the reason why every department is going to look at their own situation is that we are such a diverse group of departments, each with their own goals and initiatives. Vander Leest stated that the Department of Administration should determine what should be divided out for each department so one department does not get the bulk of the money and it is handled fairly. He also felt it was a good system in place because those who are doing a good job can be rewarded and those who are not doing a good job are not rewarded with the same raise or bonus.

Erickson complimented Lasecki and Van Noie on their initiatives to work up some pretty good plans. He would like to commend Van Noie on coming up with his bonus plan by incorporating it right into the budget rather relying on the 1 and 1 and he still brought his budget in \$1 million dollars lower than last year. Erickson asked Administration if there is something else coming up on budget day with regard to this matter. Streckenbach stated that there were several other scenarios that they have been working on that he could share with the Committee. It should be noted, however, that these were not final plans.

Streckenbach stated that he and Lynn Vanden Langenberg worked most of the day to come up with some proposed plans. They provided some documentation to the Committee but collected it at the end of the meeting as the information had not been finalized. Streckenbach stated that employees are not always looking for monetary compensation, but they are also looking to be recognized as an individual and for their contribution to the organization. This is a major difference in how we do things and how it impacts the pocketbook is also a consideration.

Streckenbach stated there has been a lot of discussion and in three budgets \$13 million dollars has been cut and the line on levy has also been held and for the first time because of the equalized value we are seeing a tax rate decrease and he felt this was a lot to be proud of. In the same time we have been able to increase programs and services and give some other community programs additional dollars. Overall what we have done as a County is very positive. Additionally, in this budget a 2% overall increase for eligible employees is being proposed. Streckenbach continued that healthcare costs continue to rise and it is inevitable and we have to adjust for it. He stated that when he came into office there was a structural deficit and the shared revenue decreased. He had seen discussion in the minutes about massive layoffs. Consciously Administration felt it was more important to keep the programs and other services and keep people employed and make individual sacrifices to keep the organization moving forward. Everybody has maintained employment and we keep moving forward.

The first proposal that the County Executive spoke about was the 1% increase. If an employee does not take the insurance, the increase annually per employee would be anywhere from \$200 all the way up to \$800 depending on how much an employee makes. For a single plan, depending on how much an employee makes, there could be anywhere from a negative increase to a positive increase. For employees who have the family plan there would be an impact. Streckenbach reminded the Committee that the health care plan is pretty good and if no changes are made, it would be considered a Cadillac insurance plan under the Affordable Healthcare Act.

Streckenbach continued that when you add in the other 1% increase, there would be a positive impact on the majority of the employees. Again, if they do not take the insurance, the positive increase would be anywhere from \$500 to \$1600 annually. Individuals under the single plan would see a positive increase anywhere from \$180 to \$1200 and individuals who choose the family plan would also have a positive impact.

Questions have also been raised with regard to options because some supervisors do not feel that the increase of the premium of 5% and the 2% increase was going to be enough to cover the negative impact to the employees. One of the options they were asked to look at was to keep the 2% increase in the budget and do a 1% additional transfer from the general fund. This one time transfer from the general fund would cost about \$587,000 and the required amount from the general fund would be \$484,000.

Another option they looked at was keeping the insurance premium increase at 3% instead of 5%. By lowering it to 3% we would have to find an additional \$412,000 and the question would be if that could be funded through the general fund or can it be funded through the health savings account. One of the thoughts they had was to move the deductible from 70% that the County would contribute to the high deductible to 50%, and then the difference could be used to fund it. The problem with this option is that it creates a structural deficit and Streckenbach does not support this.

The reality is that healthcare costs are going up and we are either going to feel the pain now or feel it later on. With the 2%, the majority of the employees will benefit. Streckenbach stated that they are working on some other options as well but these were the ones they could put together in time for this meeting. What Streckenbach really wanted to show the Committee was the impact of what the budget has on the individual employees.

Vander Leest asked what the healthcare insurance premium was for a single employee and Vanden Langenberg noted that it was about \$70.00 and next year it will be \$109. The family plan is \$186 and what is being proposed for next year is \$271. For perspective, Vander Leest stated that he previously worked at a Fortune 200 company and they were noted as having very good health insurance and they

were paying approximately \$150 monthly for a single plan. From his perspective and from these discussions he felt that Brown County's premium should be compared with what the private sector pays. Vanden Langenberg stated that their insurance consultant has looked at the County's insurance plan and rates in comparison to other governments and private entity and it is still one of the top plans. Vander Leest asked that what the average is paid in Brown County for insurance be sent out to the supervisors prior to the budget meeting. Vanden Langenberg said she would gather this information and send it out.

Erickson asked if Brown County has good employees and Vanden Langenberg stated she felt the County does have good employees. He felt that a raise that resulted in the employee taking home less money is not really a raise. Erickson noted that there is nothing that says these raises would continue every year, but he felt the proposal of 1 and 1 is offering an olive branch which contains something after virtually penalizing most of the employees for the last three years with no raise. He looks at the guys on the Highway and they do not say they can't come in to plow if it is a holiday, they come in and do the work. He noted that the State employees have received a raise this year. He did not feel the public would be up in arms with the small raise being proposed. Erickson felt that morale and production would more than compensate what is paid out on the raises.

Lund noted that he liked the 1 and 1 concept, but his concern with one of the proposed plans is that the lowest paid employees in the County do not get pay raises under the plan but rather get a deduction when offset by the increase in premiums. He would like to have whatever plan is adopted make all employees come out even at the very least and not make less money. He would like to see an option that they do not lose money as those lower paid individuals are probably most in need of maintaining their salary.

Vander Leest asked Vanden Langenberg how much Obamacare has cost the County. Vanden Langenberg stated that about \$240,000 will come out of the healthcare budget for this as they have to count all of the lives that are insured and they have to pay a certain amount per life.

Vander Leest generally agrees with the proposals but he stated you have to be careful how you treat people because you cannot treat them differently. He felt that people should be treated fairly before issues arise where groups are treated differently as this is where further problems occur and then it becomes hard to administer and manage.

Streckenbach reminded the Committee that not all people take the insurance. If you look at the first option he spoke about everybody gets a pay increase. If the employee chooses to elect to use the County's benefit, that is their own option. They have the choice to go to their spouse for insurance or to the private exchange. If they choose to be in the insurance plan, there is a cost associated with that. We have to remember that this is an elective of the employee to choose. If they elect to choose to use Brown County's health plan, this is the impact that will happen. Streckenbach continued that the class and comp study will show that in the years of building up and the individuals who were in the \$20 – \$40 dollar an hour range are not seeing the same increase that an individual in the higher per hour range is so there was the upside down tier. One time funding sometimes makes sense, but that model only compounds the problem going into the future. He would view it as what does the 1% do and if the employee chose to use the insurance that is provided by the County this is what the cost is today. That cost will go up and next year, although we may be able to afford another increase, that deductible will change and the health fund cannot afford at the 70% funding level, but we are gradually moving in the right direction.

Evans stated that this is an interesting topic and he had a similar conversation with Supervisor Haefs earlier in the day. Evans stated that he had done some consulting for CESA 7 when they were doing

their health insurance review and he has lengthy documentation as to what is going on in our County. The fact is that the County, like all other municipalities, school districts and private employers are dealing with insurance that is increasing. The County is right on board with what they are doing as far as the health insurance package and as far as what the contributions of the employees are. Compared with other organizations the County employee is still getting a much greater break than many other municipalities and the private sector. He is not a fan of changing this as sooner or later it is going to catch up because sooner or later we will have to bite the bullet and he thinks it is best to ease people in to what the world of insurance is. Evans continued that we also have to take into account that people do make different dollar amounts per hour and there are reasons for that. He also agreed with the Executive that health insurance is an additional benefit. He would be all for the 1 and 1 plan. From doing a study with Lynn Vanden Langenberg, he found that the County is on board and right where we need to be with anyone else and even perhaps a little richer than NWTC and the schools. Evans felt that Brown County employees are good employees. The fact is that for the 2014 budget the health insurance that is proposed by administration is adequate and falls in line with others in the area.

Vander Leest stated that he has thought a little bit more about the discussion where the lower paid employees are changing so they don't lose and he stated that this is what Obamacare did and it results in treating groups of people in different ways. He felt there should be a uniform way as to how employees are treated and to do that requires you to treat that group of employees different than others. Once you start getting in to that it sets a bad precedent and he felt there were other ways to tweak it. He also acknowledged that healthcare costs are rising but sticking your head in the sand and maintaining the status quo is another recipe for problems in Vander Leest's opinion. Vander Leest continued that the other part to look at is what the average is being paid by non-County employees. He felt we need to look at the times and try to determine what to do that is appropriate.

Streckenbach stated that they will present information and proposals to the Board at the budget hearing including fiscal impacts but he reiterated that he cannot support anything that will create a structural deficit or increase the tax levy. He views it that the individual employees are getting pay increases and if they so choose to take the insurance plan that the County has and they go with it, but they could always choose to go somewhere else as well. He wants to make sure that the County recognized that they are getting pay increases and the net effect to those individuals is being positively impacted. What it costs for the insurance is a different discussion and the reality is that everyone recognized that insurance is going up and we have to step into it. He stated that they can come back with some options for the Board to review.

Robinson thanked Streckenbach and Vanden Langenberg for their work on this. He does take issue a little bit with Streckenbach's description of the idea that it is people's choice to get their health insurance in an ala carte manner because obviously people need health insurance. He has heard with some frequency that some employees are maybe not getting paid what they should but that this is offset somewhat with the benefit package and this is the rationalization he hears. That is sort of the opposite of what is being said now that you can choose to take the insurance or not take the insurance, because that has been some of the rationalization that has been used in the past for lower pay in some positions. Robinson also asked if there are penalties paid by the County if an employee who has an option to take insurance with the County chooses to go to the market place to get it cheaper. Nobody was aware of any penalties for this. It was also noted that it would be very difficult to find a comparable plan on the marketplace for less money.

The other question Robinson has is if there has been any discussion with regard to spousal carve out where is someone has an option for insurance through their employer they are either not eligible for the County's insurance or they pay an extra fee to stay on the County's insurance. Vanden Langenberg responded that they have looked at spousal carve out in the past and there was not a significant

savings but they will look at that again. She continued that they are also looking at establishing another option for those employees that take family insurance but only have one person to add. The other thing they are focusing on is employee health as that is the plan to control health costs in Brown County. Vanden Langenberg noted that they cannot control what a doctor or hospital charges but they can help employees by increasing their occupational health hours and also having the personal health assessments so any health risks can be identified and lifestyle changes can be made based on the results of the assessments. They feel they can save money by having healthy employees. Robinson also stated that he agreed with the County Executive's position not to head into a structural deficit.

Sieber stated that his greatest concern is that the employees get a year with a net increase in their pay. He noted that it has been mentioned previously that most employees have lost 10 – 15% of take home pay since 2010. Sieber shared some figures with regard to lower paid employees and how they would actually lose money due to insurance costs, and he brought up the idea of making a pool of money available for people making \$25 per hour or less to bring them up to zero gain on the year so they are not gaining and not losing anything. He felt a pool of \$120, 000 - \$125, 00 would be sufficient to do this. To him, treating everyone the same is giving everyone a raise that is actually giving them increased income and not taking anything away from them. The pool would ensure either a zero percent for everybody or an increase for everybody. Having all employees either have a zero percent or an actual increase in their take home pay is his goal going into the November 6 budget meeting.

In keeping with what Streckenbach said about the wage and comp study, Van Dyck asked that the supervisors keep in mind the possibility of instead of giving the 1% as an across the board wage increase that we look at it as a bonus so we do not create additional issues that we know are already going to get redlined and not get increases going forward. It would still come out the same as everyone would still get 1% as a bonus but it would not get added on top of the wages to create a further issue going forward.

Lund reminded the Committee about the proposed clinic for employee use and said what he would like to see is the incentive for employees to use the clinic to save money on their deductibles and such. Say the clinic saves the County \$500,000, all this money could go into the pool to take away deductibles. This would say to the employees that we want them to use the clinic because it can save them money. His feeling is to get the employees to come to the clinic and tell them that whatever is saved will be applied to the deductibles and this would lead to good behavior and leads to less costs for the County. He thinks that this should be included in any plan.

Vander Leest stated that the system in place has been changing and he noted that the County also offers a pension plan so the total benefit plan including fringes is about 1/3% of an employee's salary. Vanden Langenberg stated that the figure was actually a little higher than 1/3%. That number is a lot different in the private sector. The County still offers very good benefits.

Landwehr stated that the problem he has with Sieber's proposal is that what we are trying to do is pay for performance and move more toward that type of system but when doing a carve out based on family situation sends a bad message. He also noted that people take jobs for different reasons and he relayed a scenario in his family. This can be debated forever, but he felt that the 1 plus 1 is the best way to go.

**Motion made by Supervisor Erickson, seconded by Supervisor Vander Leest to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Vacant Budgeted Positions (Request to Fill)**

24. **Human Services – Economic Support Specialist (x2) – Vacated 10/23/13 & 10/25/13.**

**Motion made by Supervisor Erickson, seconded by Supervisor Evans to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

25. **Human Services – SW/CM (Long Term Care) – Vacated 10/4/13.**

**Motion made by Supervisor Moynihan, seconded by Supervisor Evans to approve. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Reports**

26. **County Executive Report**

- a) **Other.**

County Executive Streckenbach stated that he is looking forward to the budget session on November 6.

**Motion made by Supervisor Moynihan, seconded by Supervisor Evans to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

27. **Internal Auditor**

- a) **Board of Supervisors Budget Status Financial Report for September, 2013.**

**Motion made by Supervisor Moynihan, seconded by Supervisor Evans to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

- b) **Veterans Recognition Subcommittee Budget Status Financial Report for September, 2013.**

Internal Auditor Dan Process stated he wanted to provide this as a draft as he wanted to carve out this piece that is under the Board budget. He will continue to provide this on a quarterly basis for the Committee.

**Motion made by Supervisor Erickson, seconded by Supervisor Vander Leest to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

**Labor Relations**

- 27c. ***Update on Labor Relations.***

Director of Administration Brent Miller stated that there is currently a wage and hour claim at the CTC that goes back to 2011. The wage and hour division said that employees could have time off for lunch but had to say that they were leaving the facility. Miller cannot get into any further details on this but noted that the County will end up having to pay out some money.

Corporation Counsel Juliana Ruenzel stated that they recently had a win at the Court of Appeals between the City of Green Bay and Brown County who were in a lawsuit together with the unions over health insurance dealing with Act 32. There are two appeals that were presently going. Four appealed and one appeal is not decided yet and the appeal that she filed and the City of Green Bay joined dealing with the writ of mandamus that required us to maintain the status quo on the health insurance was overturned by the Court of Appeals and they found in favor of Brown County and the City of Green Bay.

**Motion made by Supervisor Moynihan, seconded by Supervisor Erickson to receive and place on file. Vote taken. MOTION CARRIED UNANIMOUSLY**

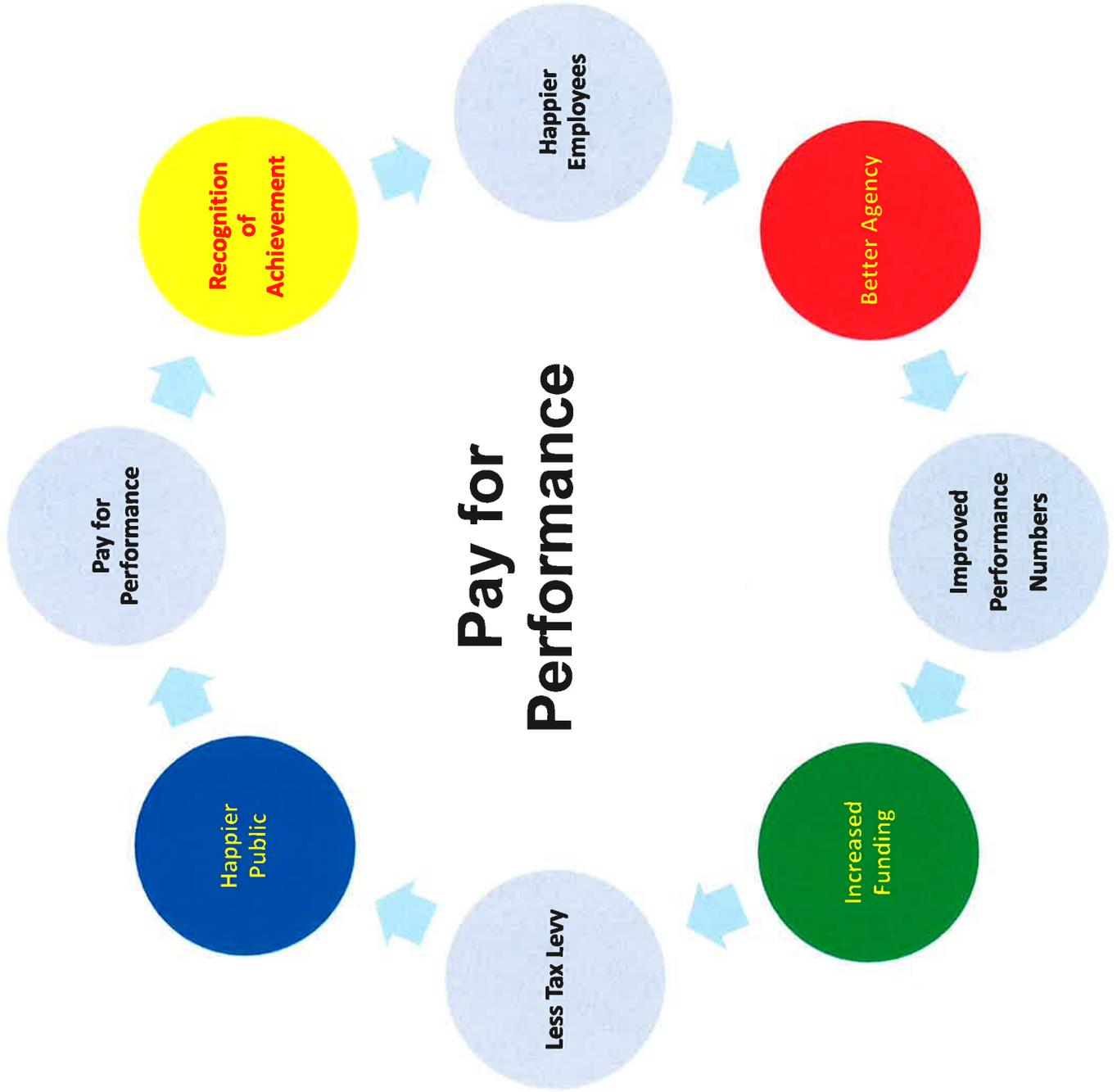
**Other**

**28.** Such other matters as authorized by law.

**Motion made by Supervisor Moynihan, seconded by Supervisor Evans to adjourn at 7:50 p.m. Vote taken. MOTION CARRIED UNANIMOUSLY**

Respectfully submitted,

Therese Giannunzio  
Recording Secretary



# Pay for Performance

# Pay for Performance

## Proposed Bonus Plan for Child Support

### Plan for Empowerment and Goals - Susie and Barb

#### **START WITH AN EXPECTATION OF EXCELLENCE**

- An expectation to excel right off the start sets the tone
- Staff understands the criteria, agrees with it and expects they will achieve it
- The initial criteria for the group as a whole to achieve a certain level of performance provides incentive for each person to focus on the group first; not just the individual
- Puts all workers on same playing level
- Bonus gives motivation to strive for even higher goals
- Positive reinforcement of new ideas and concepts
- **RESULTS - Recognition of achievements – happier employees – better agency**

### Performance Can be Measured - Ann

- By performance numbers
- By periodic evaluations (employees and supervisors)
- By peer evaluations (Maria/coworkers/incentive committee)
- Public comments and feedback (to Maria/Board/HR/CE)

### Impact to Agency and County - Amy

- All employees are held accountable to measurable standards
- More LEAN procedures
- Saves money for the agency and the county
- Better customer service for the public
- Improvement of performance numbers leads to more funding
- Motivation to continually make the agency better
- **RESULTS - Better agency - Improved numbers – increased funding**

### Benefits to the County and Public – Lori

- Incentive to develop new ideas and suggestions
- Better service to customers inside the agency and out
- Public knows workers are being held accountable
- Allows administrator to focus on larger issues
- Reduction in tax levy for the county
- **RESULTS - Increased funding – less tax levy – happier public**

### REACHING THE GOAL LINE ..... Wrap up statement - Bonnie

## Child Support Pay For Performance Plan

Members: In collaboration with Maria Lasecki, Amy Vann, Amy Miller, Ann Schmidt, Barb Gretzon, Bonnie Defnet, Karen Ferry, Kathy Luedtke, Laura LaLuzerne, Lori Walschinski, Susie Berth

### Purpose

The main purpose of the Employee Pay For Performance Plan is to recognize employees for a job well done, consistently, over the course of a year. The Plan seeks to establish engagement, teamwork and peer to peer accountability in addition to creating friendly competition, compel outside the box thinking and recognize those who apply Lean principles in their everyday endeavors.

The Plan is open to full-time and part time employees of the department hired before December 31, 2012. Maximum allocations will be determined by taking the total amount of incentive money divided by number of staff eligible and then earned based on criteria established in the assigned increments.

### General Aspects

Allocations are earned from annual performance appraisal to performance appraisal

Awarded at the end of the year

The Department Head's performance will be evaluated by the County Executive

Unissued incentive dollars will be used toward training in the area of need or committee determination

Disciplinary action at the 'suspension' level nullifies eligibility for any incentive dollars during that year

### Hybrid Approach-Criteria

#### Group/Department-wide Performance

**1. Performance Measures** (Paternity Establishment, Arrears Collection, Court Order and Current Support)

This element has been allotted **40%** of the incentive funds (10% per measure). Performance numbers must:

- Exceed the **80% federal requirement for full funding OR**
- **Increase over the numbers from the previous year OR**
- **Be maintained at the level of the previous year**

#### Individual Performance

All staff begin the year with full incentive percentages/funds in Attitude, Teamwork, Customer Services and Punctuality. (Over the Top incentive funds must be earned via points).

Failure to perform in any one element causes the loss of the percentage in that element in totality.

**2. Attitude** – This element has been allotted **20%** of the incentive funds.

- **Attitude is the sole performance measure for this element. It includes your attitude, not just towards others in the office, but customers, other agencies, and ideas presented or discussions during meetings.**

**3. Teamwork** – This element has been allotted **10%** of the incentive funds.

- **Step up to the plate**
- **See a problem? Offer a solution.**
- **Is a co-worker drowning? Offer to help**
- **Is there a sub-committee needed? Be a part of it.**
- **Volunteer**
- **Participate at general meetings**
- **Take a moment to help a co-worker understand a process**

**4. Customer Service** – This element has been allotted **10%** of the incentive funds.

- **Return calls timely per office policy**
- **Handle supervisor calls regarding customer treatment (good or bad)**
- **Timely process of work product – your co-workers are also your customers**
- **Timely reviews – the policy of 6 months will be changing**
- **Efficient and courteous service internally as well as with participant**

**5. Punctuality** – This element has been allotted **10%** of the incentive funds.

- **Attendance**
- **Handling planned time off and unplanned absences appropriately**

- Kronos
  - Arrange adequate coverage
6. **OVER THE TOP** – This element has been allotted **10%** of incentive funds. Points will be awarded for actions that go above and beyond the initial measures. Staff earn bonus points for specific ‘over the top’ contributions. At the end of the year, bonus points are calculated and equated to percentages. The amount will then divided and allocated accordingly.

The criteria for achieving a bonus point includes, but is not limited to, the following:

A suggestion that is implemented and results in:

- A more efficient (lean) process
- A savings of money to the department
- Added revenue to the department

Bonus points can also be earned by:

- Heading a workgroup. This means being responsible for keeping track of meetings, making sure information is disseminated to the group and the department; keeping the group on track and following through
- Offering a suggestion that impacts the department but not necessarily by Lean standards or money savings. (These suggestions will be reviewed by the Incentive committee group first and then referred to Maria for final decision)

## Brown County Performance Based Bonus Program

### 1. Purpose

The purpose of this Employee Bonus Plan (hereinafter referred to as the "Plan"), is to provide incentives and rewards for the employees of Brown County (hereinafter called "The Department"). The Plan aims to provide all full-time and year round part-time employees of The Department a financial interest in the sustainability of The Department and to reward positive performance enabling the department to meet or exceed its budgetary goals. It is the intention of The Department to annually allocate a portion of its savings to the Bonus Pool in accordance with the terms of this Plan.

### 2. Effective Date

The Plan shall be effective as of January 1, 2014.

### 3. Eligible Employees

All full-time and year round part-time employees of The Department who are employed by The Department on Dec 31 are eligible to share for that year in the allocation of the Bonus Pool created with respect to that year. If the employee was hired sometime during the year the amount will be prorated based on their official start date. Seasonal and LTE employees are not eligible to participate in this program.

### 4. Allocation of the Bonus Pool

If The Department does not meet their budgeted goals set forth for that year then there will not be a bonus allocation. If The Department meets or exceeds the goals set forth for that year all contributions by The Department to the bonus pool shall be allocated among the eligible employees for that year based upon the criteria set forth in this Plan. This allocation is to take place by year end 2014 or in certain circumstances it may take place earlier. If after applying the criteria described below there are any funds remaining a portion of those funds may be allocated to management's Super Star employees. Then, any remaining unallocated funds after that shall remain in a reserve account for future year bonus allocations.

### 5. Criteria To Determine The Amount Allocated To Each Employee

Based on the amount allocated for performance distribution all employees will start out with 100% of their allowable distribution. From this amount the manager of that employee will then do a performance evaluation to determine if this amount is reduced based on factors that happened throughout the year. Below are factors that will reduce an individual's total allowable distribution amount and their weight %:

Disciplinary action with time off	100%
Received a wage adjustment during the year	100%
Demonstrated unwillingness and/or vocal opposition to support management's goals	75%
Multiple written disciplinary actions	50%
Single written disciplinary action	35%
Poor attitude, neglect, unsafe work practices, or negligence which causes injury or damage to property	30%
Misconduct outside the work place that cause a disruption to operations (i.e. court order, police call, etc)	20%
Known violation of chapter 4 paragraph 4.86 (see last page)	20%

Refusal to work outside normal hours or infrequently reports to work (outside normal work hours) when called	20%
Inability or unwilling to work outside normal work hours due to other commitments that don't allow for it (vast majority of the time)	20%

After the manager determines if the allowable distribution amount should be reduced by any of the factors listed above the manager can then determine if the employee is able to gain a % of that lost amount back due to incentive factors the employee demonstrated throughout the year. These positive factors are:

Always comes in when called. Very rarely not able/not available -- known as a "go to" individual	50%
Nearly always available to come in when called	50%
Does whatever it takes to get it done -- exceptional job performance	10%
Exceptional attitude and customer service.	10%

Below are three examples to help understand how this is calculated. In these examples for simplicity sake we are going to say that the allowable distribution amount is \$1,000. If in there is an instance that could qualify for more than one factor the higher weighted factor is the one that will be used for both positive and negative factors.

**Example #1:** Employee had a disciplinary action with time off. This employee just does what he needs to do and nothing extra, has a mediocre attitude, doesn't want to come in when called to come in extra, clocks out when it is time to clock out even if the job is not done. This employee's bonus amount would be \$0.00. The employee's allowable distribution amount was \$1,000 but because the employee had a disciplinary action with time off in the year 100% of his bonus was reduced. The employee wasn't able to gain any of that back since the employee just did the bare minimum and didn't display any of the positive incentive factors.

**Example #2:** Employee had a disciplinary action with time off. This employee normally has an exceptional attitude and does whatever it takes to get the job done and nearly always comes into work when called to come in during off hours. This employee's bonus would be \$700.00

**Example #3:** Employee had a disciplinary action with time off. This employee's attitude is not exceptional but they do normally do what it takes to get the job done and are nearly always available to come in during off hours if called. This employee's bonus would be \$600.00

**Chapter 4 Paragraph 4.86:**

**4.86 GROUNDS FOR CORRECTIVE ACTION OR DISCIPLINE.** The following shall be grounds for discipline ranging from a warning to immediate discharge depending upon circumstances and the seriousness of the offense in the judgment of management: (The listing provided below is illustrative, and is not intended to be all-inclusive.)

- (1) Dishonesty or falsification of records.
- (2) Unauthorized use or abuse of County equipment or property.
- (3) Theft or destruction of County equipment or property.
- (4) Work stoppages such as strikes or slow-downs.
- (5) Insubordination or refusal to comply with the proper order of an authorized supervisor.
- (6) Unlawful conduct defined as a violation of or refusal to comply with pertinent laws and regulations when such conduct impairs the efficiency of the County service.
- (7) Habitual tardiness, unauthorized or excessive absence.
- (8) Use of official position or authority for personal profit or advantage.

- (9) Disregard or repeated violations of safety rules and regulations.
  - (10) Drunkenness, including drinking during working hours or being under the influence of alcohol or drugs during working hours, or bringing intoxicants or drugs into the workplace.
  - (11) Failure to adequately perform assigned job duties.
  - (12) Failure to follow duly established work rules, policies and procedures.
  - (13) Professional unethical conduct or behavior.
  - (14) Abuse of a Client or Patient.
  - (15) The disclosure of confidential information in violation of federal or state law or county ordinance.
- Other circumstances may warrant disciplinary action and will be treated on a case-by-case basis.

Sample 2 Tentative