

## **Macon County Board of Health Finance Committee Meeting**

**Macon County Health Department  
MCHD Main Conference Room  
1221 E. Condit Street, Decatur IL 62521  
August 1, 2022, 9:00 AM**

Mark Scranton, Board of Health President, called the meeting to order at 9:00AM.  
Brandi Binkley stated being present and giving your consent to be recorded and then we will do a roll call.

### **Roll Call**

Mark Scranton, President – present  
Jeff Entler, Vice President – present

### **Health Department Staff in Attendance**

Brandi Binkley, MPA, SHRM-CP, CPHA Public Health Administrator  
Bethany Stapel, MPH, CPHA, Assistant Public Health Administrator – arrived a few minutes late.  
Sheree Zalanka, Chief Financial Officer

### **Virtual in Attendance**

Candace Clevenger, Treasurer – present

Brandi Binkley responded I did send this out via e-mail, but just as a reminder, before the meeting gets started, now, you do have to take a vote to allow Candi to participate, subject to Section 7.2 of the Open Meetings Act before we can proceed.

Mark Scranton responded I make a motion that we allow Candi Clevenger to participate in meeting via virtual. Jeff Entler seconded.

Brandi Binkley responded great, roll call taken, motion carried.

### **Public Comment**

Mark Scranton asked Brandi did we receive any public comments for this meeting.

Brandi Binkley responded we did not receive any public comment.

Mark Scranton responded okay, if you all join me for the Pledge. We will start the meeting.

### **Old Business**

None

### **New Business**

Mark Scranton responded okay, thanks. So, we are going to try to stick to the topic that we're here for today and although, there's other things I think we'd probably like to dive into. We will refrain from doing that today due to the Candi being remote and covering the bases so staff can get on about their day. I've looked at the budget and I know that you have been tweaking that with the changes as things have evolved with more information coming in, that type of thing, and obviously the decision about where to go with the pay scale is probably first and foremost to get you where you need to be. That's a complete the budget. Have you got any other outstanding items that you're still waiting to collect data on? To compile the budget other than the pay grade scale.

Sheree Zalanka responded I mean I need to fine tune revenue estimates some more. Like for Nursing division, that's kind of a guess, early on and I haven't looked at that again. It just gets more accurate, the farther we go on because it's more current information I'm using to project with.

Mark Scranton responded okay. But.

Candi Clevenger responded is it, is this your fee for service type estimates?

Sheree Zalanka responded yes.

Candi Clevenger responded so the so the more billings you have for the current year gives you a better picture for what it might look like next year?

Sheree Zalanka responded right, and those numbers are kind of off the bit the last few years because COVID was so heavily in the mix of everything and so it's kind of a spot that's been a little tricky to estimate.

Jeff Entler responded I know we had at an explanation as to why in a probability is to, to the outcome of, of the budget once we're deeper into the fiscal year. But I feel pretty strongly about, about having a coming to a zero and not a deficit budget and I'll make that comment at the Board meeting too. So, I would just ask that it what whatever means you're able to, to skinny that down. I would be, I would be appreciative. I think, I think the story is understandable, but, but this is going to navigate up to the County Board and, and I just think it's important that we work to that.

Sheree Zalanka responded I mean, I agree with that. But another point that I haven't made in any of these meetings is that the budget includes us fully staffed for the entire year, which literally never happens. I mean, right now we have what, 15 - 16 vacancies. So, you know, I would assume those won't even all be filled by December 1st. And if they are, I'm sure there will be other openings by then also. So that also plays a big part in where we actually end up at the end of the year.

Jeff Entler responded gotcha.

Mark Scranton responded so I have reviewed on my own and talked to a couple other Board members I know I've been doing some research also and I think we are coming back with some percentages that are pretty much, for most part, what we discussed in our previous meeting. Uh, trying to, trying to give more to the lower wage earners. And obviously it's at Administration's discretion about what people get based on. I think years of service and performance I think is very, very important. To give you the tools to promote you know, wage increases to people based on how they're doing their job, and I hope that we're going to see some, some fair and honest evaluations and those that are lagging behind, hopefully they are counseled on how to improve their performance to get them to the next level in terms of maybe job position, but also on, on a, on pay scale as well. So, I would kind of ask for that, you know, as you go forward, making these decisions on what people are actually going to be getting. I know the previous documents you provided provided for a 4% raise for levels 1 through 7, which is pretty much all non-exempt employees. I'm, I'm OK with staying with that, but again, I believe it's really important to give people what you know they need to accommodate a living wage and people that are in these categories are not really at a living wage. I mean, you can go to about any business in town, it's a fast-food restaurant or whatever it might be, but it's virtually no skills and makes the same kind of wages that we're offering these people right now. I mean, you get to level 6 and seven, yeah, it's getting a little bit better, but your lower ones are still not enough. I'm, I'm entertaining the idea of 5% being provided for you to choose from, that being the cap 5% for levels that you know one 1 through 7. I think that gives you the flexibility to maybe bring some of the really low wage earners up to whatever level you want to bring them up to, and maybe on a on some of the higher ones. Maybe, maybe you don't give them the full impact of that.

Mark Scranton continued with Levels 8-9 and 10, I think we're still sitting at two 2 - 2 1/2% on those. Again, you translate percentages versus dollars umm, that's, that's your management, that type of thing. And as I've reviewed comparatives around the area, there is actually some counties that are larger than Macon that are paying less for certain positions than we are. And then there's some that are paying more. Oh, I think we're on the upper-level range of what positions are compensation wise and I and I picked the ranges giving idea. I looked at Sangamon County, McLean County, Kendall and Kankakee, which are all larger counties than Macon County, is, and then looked at LaSalle, Macon and DeKalb as being almost, almost like size in terms of population and stuff. And the range definitely varies, and the number of staff definitely varies. I think we're not in a bad position from a staffing standpoint, but I think it's some areas a little bit heavier than maybe we need to be in other places. We definitely have need to get some people brought in. So, I think if we give you the tools to provide maybe a little more opportunity from a compensation standpoint, maybe that will help bring some people in. But I think you have to make a tough choice as an Administrator, where your dollars and where your people you know are. are, are, are, most needed and and I, I think that you should maybe really take a look at that and hope that that something you're looking at on a regular basis.

Mark Scranton continued honestly, it's like this organizational chart is sent out again for review. I didn't realize all the, the responsibilities that Sheree has got. I mean, I'm thinking she's handling the financial stuff and that start seeing she's dealing with purchasing, IT and I'm like, OK, she's got some other things that she's dealing with that I wasn't really aware of and how you delegate these things out. Uh,

you know, that's totally, totally up to you. I would like to see a breakdown of what Bethany's responsibilities are, specifically as being your assistant, other than, you know, filling in for you when you're not here. If you've delegated certain tasks to her, different division or whatever, I don't, know for sure how you guys, divide that up. But anyway, that being said these percentages are where I'm kind of landing at and then based on history of compensation. Then I'm going to recommend a .05 increase for levels 1 through 13.

Brandi Binkley responded .05 or .5.

Mark Scranton responded .05, half a percent. And again, the reason that I'm coming up with that number is I've looked at what comparative counties are around the area and what their compensation is, and in some places, we are definitely short, some places I think we are over. So that's how I arrived at the numbers that I came up with. So, I'll let everybody else speak to their thoughts on whatever they think.

Candi Clevenger responded Mark, what was that last percentage you said?

Mark Scranton responded a half a percent.

Candi Clevenger responded for ranges which, which ranges.

Mark Scranton responded for levels 11 through 13. And I will, I will, I will, also add to that that seeing that Sheree has got some other responsibilities that was I not aware of the grants management and the other the other items I will be OK with, with hers maybe being more than that just because of the responsibility she's got. But I think, I think the leaders need to lead by example and with the compensation that is being currently paid to the administration compared to some of the other counties around us, I think I think we're in a probably an upper threshold right now from a, from a money standpoint. So that's my reasoning to come up with the numbers that I came up with.

Jeff Entler responded I, I concur with, with that, with, with one exception, um, and I would ask for a little bit of help with this, but, but the Nursing staff I know it's pretty important and it, it has a high degree of, of volatility and market demand that pulls people away potentially and, and would you say that most of the RN's are in the level 8 position or are they all there.

Brandi Binkley responded that all of them aren't higher level, yes are in level 8. And level 8 as a reminder is our hardest, one of our hardest positions to fill and the area in which we have the most vacancies right now because that position does require certain types of experience or credentials or degree. So, I would strongly advocate that level 8 be included in the proposed up to 5%. Levels 9 and 10 are both supervisory levels, so I could understand kind of categorizing them in a different way than levels 1 through 8, but to take eight out of that I think is not really a logical fit.

Jeff Entler responded I'm closer to you. I would like to see higher compensation for the people that have nursing degrees. I would like to split that and not look at the, the levels per se. I know that's, that's a little more difficult, but I would, would like the, the people with nursing degrees too, to garner the, the 5%.

Mark Scranton responded so are you looking at 5% for level 8 also.

Jeff Entler responded not the whole, not the whole, that's what I'm saying, not the whole level. I'd like to split out the nurses and and I don't know what that leaves, Uh.

Sheree Zalanka responded well, most people in those, I'm sorry.

Jeff Entler responded I'm seeing, I'm seeing um, Dental Hygienist, and I don't know if you would consider that a nurse nursing position.

Sheree Zalanka responded we don't currently we don't have a dental hygienist right now. Almost everyone in the Level 8 category has a bachelor's degree, so that's our nurses, all of our case managers, basically everyone providing the core services that we provide. So, I, it doesn't really seem fair to just single out the nurses because these other positions are also carrying a very important workload.

Candi Clevenger responded yeah. I, I, I think that all the people in level 8 are also very highly specialized positions like the IT position or learning to be a case manager or care manager that goes out and and does those work. But with the bachelor level degree, those are hard. Those are all hard to find and I know that from, you know, I was trying to hire from here to trying to hire those people.

Jeff Entler responded right, but not, not to be obstinate, that but I, I, I guess I would, unless I could see that list of people I would, my thought was to hold to the, to the nursing level and and maybe even. Uh, we could come up with even another, another percentage for them but, but I think 5 and 4 pretty close I, I just know the importance of the nurses and, and the need to attract and retain. And we've been through the whole discussion, but yes, I do think that they, there's value to being here at a lower compensation for the difference in the stress and boost to let's say a postop nurse, but you, you do have some things that are advantageous to the hours, the, the um, the benefits, the work life that I think there are some benefits to that, that we'll keep it down, but, but I think we need to push, push up.

Brandi Binkley responded, and I don't disagree with that. We definitely talked about that last year. We did a salary assessment last year and did bring to the Board that most positions were comparable, now after the changes that we had made or close, and that level 8's and 9's nurses were one of the areas that we saw where there was room for improvement. As far as a list of the positions in level 8, we do have that on the pay grade scale, Jeff. So, some examples would be case manager though in there you're going to have bachelors and masters level professionals who go out in people's homes and see children and seniors and people with disabilities and determine what their needs are and set-up services for them. Registered nurses, as you commented, Environmental Health Specialists who do have to have certain types of training and some Environmental Health Specialists also have higher level credentials that they maintain each year. Health Educator that is a bachelor's level required position. As I said, we don't have dental hygienist, the IT Support Specialist obviously needs specialized experience that fits into that. And if you look at our vacancies, as I said, more than half of the vacancies are level 8 and include positions like RN, one there and Environmental Health Specialist one there, Health Educator one there, Care Coordinators in Starting Point two there and then down in WIC who their level 8s require a lot of very specialized experience based on the grants and programs

and statutes. So, we can't really edit those but there are 1, 2, 3, 4, 5 vacancies in level 8s in WIC. So, I definitely agree with you as far as maybe we need to consider nurses in a different way of looking at their compensation, but I don't think that we can exempt the other level 8's we are already having a hard time getting them and the salary level is not necessarily comparable to private sector or to other similar organizations as Candi said, so I would advocate very hard with the people in level 8 all be able to earn up to that 5%. I also really think we're going to have some problems that will choose to compensate levels 1 through 7 differently than level 8 since they are all the public facing people in our organization and level 8s are some of your highest qualified or specialized people in the building who are really dealing face to face with the public. So, I really would strongly request I know you said you want to trust me as an Administrator, and I would ask that we be able to fit level 8 in that category that you have given up levels 1 through 7.

Mark Scranton responded I appreciate the thoughts and comments from you and from Candi and you also, Brandi, we entrust you with the responsibility to make those decisions on where people are at. I've got no problem hearing you making a case for these people, and I hear what Jeff is saying about, you know, getting our hands, they could go, they could probably go to to a bachelor's degree and they probably in the hospitals in town, probably make more money. I'm more than fine with. We're giving you the authority to pay up to 5%. So, Jeff, I would say we trust Brandi's discretion to say this person over here needs a 5% this position here maybe not quite meets the needs to, you know, she has the flexibility to say, hey. I'm giving you 2.5 or 3% or whatever you decide to make. We're just we're just giving her a cap here to work from. And I'm, I'm OK with adding the level 8 to that 5% category and I, and I appreciate the thoughts on that because honestly, I, I hadn't really looked at it from that perspective. But no, I got no problem with that at all.

Jeff Entler responded, and I think I, I conveyed my experience when I was a manager at a corporation I was, I was highly graded on, on using my percentage that I was given for 50 people and splitting that based on performance and a, and if, if I and and I guess I'll pull myself out of it, but I would strongly encourage that we, we see a spread. We see people that get, get a lower amount. If, if it's in the pool and somebody deserves 6% and they were grossly underpaid, I would, I would be OK with that. I don't know if that falls within your guidelines if that breaches it, but I mean that's appropriate. That's a pool and what we're doing is recommending the split, based on seeing some compensation and knowing some of the openings of vacancies that you've talked about in the ability to attract and retain professionals and nurses and and otherwise. That's, that's probably one of the more difficult parts of being a, a Administrator and a Manager is to, to attract and retain. That's really what it's all about.

Mark Scranton responded so Candi, are you OK with the 5% cap for levels 1 though 8 then?

Candi Clevenger responded I am.

Mark Scranton responded OK, alright. Uh, then we'll go through the next ones. Level 9 through 10, I kind of struggle with this because I see certain aspects of what people are responsible for, and their positions and stuff are what they're doing right now and again. Not to, not to break this down to a lot of detail, but again we are relying on you to make those choices of where we want to end up at. I'm, I'm I'm, looking to 2.5% range. When I look at level 10, I see everybody kind of like being on the same foot

level per se. I don't know that that's the case but like in Level 9 some of these things I'm still not well versed in what these person's jobs are, for example. I mean, I don't know at level 9 you've got and I just, this one kind of jumped out at me because it's been something that's been talked about before. But what does a Health, Equity, Diversity, and Exclusion Coordinator do? And why is that job at a level 9, when we're putting that above nurse, for example, I just, I don't see that as being a really high-level position, but maybe I'm missing out on exactly what that job entails. Some of these other ones that I can get my arms around, Environmental Health, Emergency Preparedness, WIC those were ones that I can understand that one their particular lab infectious disease. I don't understand. I guess I don't know why we even have Health, Equity, Diversity and Inclusion Coordinators to start with let alone that this is at this high of a level. I mean if you need somebody who has to do certain tasks or those tied to grants or what is the purpose of having that person? And what exactly do they do? Because that's one there that's kind of a real hard one for me to bite off of because it's above, it's above some of these other positions this as you guys, just made a case for you need people to get paid more money at level 8. And so again, we're talking about within, Jeff said get try start breaking this out and at what point you say, OK, these people here get this much and these people here get this much. It's easier to let you use your discretion to make those decisions, but I, I like the little bit more education just on that one position alone because I don't understand why it's at where it's at.

Brandi Binkley responded okay, so I know you also asked a question about Bethany's job duties, but I'll send you, I'll pull the job descriptions for both of those, just so you have them.

Jeff Entler responded we have them, don't we.

Brandi Binkley responded okay you do.

Mark Scranton replied well, I was referring to. I was referring more specifically to how the organization chart is because I don't know if Bethany and she's here, so she could obviously answer those questions, but I don't know if she's tasked with oversight of certain areas that Brandi has tasked her to be responsible for. I just wanted to learn a little bit more about and that has nothing to do really specifically with what we're talking about today, but in some cases, it does to better understand what the expectations are that are being set for her. Because a lot of other counties and the reason I'm asking this partially too, is because a lot of other counties don't even have Assistant Administrators, and obviously that's based on their size and population. But when I was doing my research, I found it very interesting that probably less than half the counties have an Assistant Administrator, which what do you do if Brandi says tomorrow, I'm leaving, you guys are on your own, she takes off the week, vacation or whatever. Somebody's got to know what in the world's going on, and hopefully it's that person. So, I don't know how some of these other departments do it, but maybe they're on a small scale and it's not that difficult for them to do that. But I thought it was interesting as I was doing my research on this stuff.

Brandi Binkley responded so for Bethany's first, and then I'll touch the other one, and we can definitely go into lots of detail at any point, if you want to, to talk about that role, that you're right. It is really important for us to have that coverage there. So that's obviously a big part of what she does, is stay on top of everything that's going on in the organization that I do, so we do have adequate

coverage. And I've been here and in leadership long enough to see that when we did or didn't have an Assistant Administrator, there was a big difference.

Jeff Entler responded so how long is that position existed?

Brandi Binkley responded well, it was here years ago, and then I believe it was in around maybe 2014 when Julie Aubert moved from that position into the Administrator role, that there was a period of time that there wasn't an Assistant Administrator, and it was reimplemented in 2018 when I became the Assistant Administrator.

Jeff Entler responded so then, different than a lot of other counties that we're seeing, we've all kind of always had one then.

Brandi Binkley replied sort of, I mean, there was a period of years, and I will say...

Jeff Entler responded it's always been there; the position was there but they chose not to fill it.

Brandi Binkley replied correct, it wasn't like an opening or a vacancy, they just didn't have it for that period of time, and then it was found that we do need to have somebody in that role for coverage purposes, for assistance with succession planning. One of the big pieces that Bethany serves outside of the coverage piece is she's basically our chief Human Resources Officer. So, when you look at what we do versus what some of the other County departments do, a lot of the other County departments here in Macon rely a lot on the county auditor's office to assist with their HR function. The county auditor's office partners with us very well, like Sheree said last month, we have an excellent relationship with them, and we work very closely with them, primarily Bethany and Sheree, but Bethany does the majority of all of our human resources tasks. And when you run with about 80..

Jeff Entler responded what did you call it? Chief Human Resources Officer.

Brandi Binkley responded yeah, so anything that has to do with any kind of policy, anything with people's time, anything with FMLA, disciplinary involvement in supporting the directors throughout the building, training and ensuring that we stay up to date on all of our mandated training because there are certain trainings, we are required by law to have because of the size employer we are. There are some that are just required of all employers in the state, as you two know. There are some that we are required to have because we're considered healthcare. There are some that we're required to have because we're considered, in some ways, Social Work Agency. So, she tracks all of that, plans training, ensures that people have them. We also hold all the responsibility for all of our staff with any kind of pre-employment job offers. That has to be done, the County doesn't do any of that for us anymore. We took all of that and do all of our criminal background checks, motor vehicle record checks, drug and alcohol screenings. All of that is done here in house, we don't rely on anyone else to do that. We also pay for all of that in house ourselves. I'm sure I'm missing things. She does work a lot directly with the directors to support them as they are working through job openings is a huge one. That falls under that HR role of having to post openings, help with interviewing, do the job offers and pre-employment screenings, new employee orientation, getting all of that set up and then maintaining the staff. And then she also leads all of the evaluation efforts every year. I know, Mark, you said you



really hope we have a really honest, organized evaluation process, and I do feel strongly that we do. It is very objective, It has a scoring system. The evaluation is actually mirror what people do in the building so they make sense, and they can actually be used for counseling staff to improve in areas if they're struggling. She leads of that, excuse me. And then any documentation that is needed throughout the year by the County for things that they are also legally liable for, for us as a County Department, she handles those as well. I'm sure I'm missing things, but we can go into more detail if you want to at some point, but those would be some of the things that she...

Mark Scranton said that's helpful.

Jeff Entler responded Bethany. do you ever feel overwhelmed? That seems like a pretty full plate.

Bethany Stapel responded yeah, I mean, I think really, especially when we're talking, if not specifically, levels 9 on up, I think all of those are pretty overwhelming positions. I mean, because on top of all of your core responsibilities or what your job description says, you're dealing with staff concerns or staff issues, or staff calling in or wanting to talk after hours and you know what I mean and being empathetic to that. And as a director or someone that you have direct reports to, you want, you're trying to do your best to support them as best you can. So, on top of all your other normal responsibilities.

Jeff Entler replied you got to always be there for them.

Bethany Stapel responded that's a huge part of all of these positions that we're now talking about in this section.

Brandi Binkley responded and I think that's really important, I'm glad you brought that up, because we do have staff that have to cover each other when there are absences, but when we have the constant turnover of staff that we've been talking about as a concern that we need to address and vacancies. A lot of times those supervisors' levels 9 to 13 are the ones that are having to cover. So, on top of what they're regularly doing, they then are taking on tasks and responsibilities for a whole entire staff person or having to repeatedly conduct training for new people or train the other people on the team to help cover what the person was doing, who left. And so, I know I've said this, I feel very strongly that the supervisory staff levels 9 to 10, levels 9 to 13, should be eligible for the same raise that the rest of the organization is. And we do have a \$6.9 million reserve, so we do have the money to cover compensating our staff fairly. I know I brought up concerns at the last staff meeting or Board meeting about possibly some concerns about discrimination if we do pay staff differently, especially those who have more responsibilities in those higher levels. I did reach out to Mike Baggett about that and haven't heard back, but that concerns me a lot. I mean, you have your leadership staff who are the ones who ultimately are called on no matter what's going on, good, bad, ugly, whatever, all hours of the day and night, weekends, the state's constantly throwing deadlines at us like, we need this by Friday, we need this in two days. And your supervisory staff are ultimately the ones that are taking on a huge part of that burden. So, in my opinion, to not give them or let them be eligible for if they have earned it, which they've been earning it more than ever these last few years, I just think that that, in my opinion, is unfair. There's not even an excuse that we can't afford it to say, hey, we can't pay you a fair or equal rate, and you shouldn't be punished for the fact that you have more responsibility, have a

higher-level title, and already make more money. You make more money because you've busted your butt to get in the level that you are. You've taken more schooling, you've taken more credentials, you've taken on more responsibility, you've added duties that you've had to take on. And then to turn to those people to say you're not going to earn more because you already make more, I don't feel comfortable doing that. Obviously, this is up to the Board, but I do not feel if you're telling me, you want me to be able to make these decisions, I do not feel comfortable with that. And I think it's going to be detrimental to a lot of my supervisory staff who have had an extremely hard two, three years.

Mark Scranton responded well, I hear what you're saying, but everybody else in the world has had a hard two or three years and businesses have been absolutely decimated.

Brandi Binkley replied that has nothing to do with us though.

Mark Scranton responded no, it does have something to do with you because you're talking about trying to make decisions, and that's part of being the good leaders making decisions. But I'm also looking at comparable counties, again, what their compensation levels are that are comparative based on a number of factors, population and that type of thing. And we got some places in this organization that are being very, very well compensated and other ones that we definitely need to be lifting up. And I hear what you're saying, but you signed up for a job. You're going to work 35 hours a week, more, if necessary, at these upper levels of management. You know what you're getting yourself into when you take this job on. They're being provided with additional compensation when they work over a certain period of time.

Brandi Binkley replied time, not compensation.

Mark Scranton responded right, but that still translates into kind of the same thing in an indirect way, but we have to answer to the taxpayers because that's who we're responsible for to start with, making these decisions. And I agree, it's definitely a difficult decision to make, but not only that, we're going to put a proposal for a budget in front of a County Board that I have sat and watched. I've looked at what other Counties have done the last couple of years, and if I understand what Jeff had found out and I talked to a couple of different people myself, and I think that if you do anything above 2 – 2.5% this year, I think it's going to get shot down, they are going to say we're not doing this. I mean, we may not be able to get them to buy in this 5% for the lower levels, but I am more than happy to go and make a case for it before the Finance Committee and before the Board of why we are making these recommendations. And I will think they will appreciate that this Board and the staff have done their due diligence to really sit back and really evaluate where the needs are to get people to the level they need to be, number one be competitive and what the marketplace is asking for in terms of wages and that type of thing. But also, that we're not just saying this percentage across the board and do it because it's simple and it's easy to do. I think it says a lot about the fact that we're having this conversation today and looking at these levels. Even if we got to get down into the individual level basis and say this is what we're going to do, two and a half percent may sound like it's not much, but in the scheme of things, it's still a pretty good chunk of extra money. And I know there's a lot of people out there working in the real world that are not getting that benefit of that kind of increase. Like I said, got to work extra hours, you got to work extra hours. That just comes with a job. And if somebody's

got a problem with that, then I guess they need to think about their future as far as whether or not they want to have a career here. And I'm not trying to push anybody out. But if I had a job making this kind of money and I only got to work 35 hours a week and that's all it's expected out of me, it's a pretty good, it's a pretty good deal. Any benefit package and holidays and everything else. This is not a bad place to work for when you get all the benefits that you put all together. Because I've sat and spent some time looking at not only the base pay, and that's the other thing that I would ask this committee to be thinking about too, and I don't know it's anyone's thought about that or not, as we elevate base pay, you also got to look at where the benefits go too, because all your stuff is intertwined with that. We're not just increasing the base pay; we're increasing everything that's tied benefit wise as far as retirement and all those things.

Mark Scranton continued so those things all get elevated too at the same time. So, there's some additional benefits that are being specifically discussed right now. I'm more than okay with being at two, two and a half. Just did the numbers again, and I don't want to get down into penny pinching too much. The fact that we've got surplus fund and we have extra money has absolutely nothing to do with what we're talking about today. That tells me that if we are in a jam and we got some money sitting there that we can pull from, as Jeff said, try to get to a balanced budget is important, but if we do our due diligence to try to get us to that point through whether it's looking at staffing needs, we got to raise some more than others. We have got to do what we have got to do to bring people in to fill vacancies that are needed and then look at areas maybe where we got too many people and reevaluate all that. That's a whole other conversation for another day. I don't want to get into that because I want to stay focused on where we're at. I'm okay with the levels 9 and 10 being 2 and a half percent. Again, it's your discretion on what you choose to do with how much money that you give them. But I mean, you're talking a pretty good bump in pay at two and a half percent for those if you chose to give them that much money.

Bethany Stapel responded I have a question, this might have been addressed before I walked in, so I'm sorry, but as someone that constantly tries to look at the other counties and stay up on that, would I be able I don't know where you found your information or whatever, but that would be amazing if you could share that with us.

Mark Scranton responded I'll be real honest with you. I just sat down and spent a lot of time over the last week or so, as I had time in my schedule. I basically went to, with exception, maybe one or two. I went to every County's website and looked at their information. I mean it's all, it's all, it's all posted online. I mean, you can look at the salaries of sheriffs.

Brandi Binkley responded that is not current through.

Bethany Stapel responded that is what I am looking at that constantly, and I am like if you have more data.

Mark Scranton responded it is correct through 2021. So, I mean that is pretty recent, and I mean. I am making some allowances for some of that, when I look at this stuff, but I took the time to do it. You guys said it'd be tough for you guys to pull this stuff together.

Brandi Binkley said, we did it.

Mark Scranton continued, in the time that we needed it to get it. But I went and did my own research on the internet, and I know a couple of other people have done similar things. I don't know what they came up with because I hadn't really had a conversation to see what they came up with. I just know what I found in my research.

Jeff Entler responded did you compare comparable sizes?

Mark Scranton replied yes.

Jeff Entler responded you did.

Brandi Binkley responded can I interject this really quickly, you can go ahead Bethany.

Bethany Stapel responded that's what I was going to say because I remember last time you mentioned when we brought some of the information during the meeting that it's really hard to compare apples to apples here on this. So, I guess I'm surprised that it was so easy for you to find this information. That's where I'm like, please help me, because I spend countless hours throughout the year trying to I always am looking at job postings that I see in other Counties, what's Sangamon paying, what's this? Their work week is a little different and their hours. And you might have seen they have shifts, like the late shift, various things that it's not apples to apples. And it does make sense.

Bethany Stapel continued talking as Mark Scranton responded yeah; I agree there's going to be some variables there's no doubt about that. I can tell you the different Counties I looked at, and I looked at, I looked at, and I looked at counties that are larger than Macon, and I looked at a couple that are slightly smaller than Macon or around the same size. I looked at Peoria, Sangamon, McLean, Kendall, Kankakee, LaSalle, Macon, DeKalb and Vermillion. Those are the different ones I looked at and I just looked, some stuff was easy to find, a lot of them it was really hard to go down through the list because a lot of the departments are using different classifications. You say, hey, we're doing this level here, over here, the same job title or the same job responsibility, I would say they've got like a different name. So to try to sit there and pull that out, that was really, in some cases was really tough to do.

Bethany Stapel responded and very different responsibilities.

Mark Scranton replied yeah, exactly. So, I mean, I know it's not an exact science, but we got to have some kind of a baseline to work off of.

Bethany Stapel responded and the amount of people that they're overseeing. So anyway, I guess there's a lot that goes into it. Yeah, there's an amount of people that oversee all these things. What we brought to you, I guess last month, you can see that maybe that was a little more accurate than you might have realized last meeting, just that it is really difficult to compare them. That's why it was brought to you the way that it was, because it's not an exact science because all the counties are different sizes, all of the departments are different sizes, they're also housed differently. You probably

found this in your research as well, but the county office might take on more responsibilities than the local health department or they might be housed..

Mark Scranton chimed in, yeah, some of the counties, their financial person is somebody that works for the county, not for the health department. Yeah, believe me, I've read through a ton of stuff and I learned a lot along the way too, because I'm sitting there looking at it, it's like, okay, they're doing it this way, we're doing it this way. And I'm thinking to myself, why do we do what we do? But we have to make a decision to go forward here. And we've looked at past years. I'm trying to be fair about where I think people are going to end up compensation wise. I do want to revisit the question you were getting ready to answer a while ago about the actual description of responsibility for the Equity Diversity Coordinator, because I have no idea what that is and why it's at a level 9.

Brandi Binkley responded do you want me to answer that?

Jeff Entler replied and is that typical of a lot of health departments? Do they have that, that, that job classification and person?

Brandi Binkley responded okay, so Health Equity, Diversity, & Inclusion are pillars of public health. They're absolutely one of the most important things that we intertwine into every single thing that we do. I know we've had that conversation. It's incredibly important in public health as a service that's provided to all people in the county. It needs to be open and inclusive to everyone in the county. And so, as a scope in what public health does, you have to prioritize equity, diversity and inclusion in everything you do, whether that's recruitment, retaining staff, the way you treat staff, the way you give raises to staff, and then also your patients, your clients, your community outreach, your communications, your policies, your policy development and implementation. It is important in every single thing that we do. It's definitely something that I've always seen as important as well. And so, the way that we actually initially started that particular position was with grant funding that we were able to obtain that could specifically pay for that. And the grant did have deliverables associated with equity, diversity and inclusion. And so, we were actually one of the leaders as far as the health department to have a role like that. Other Health Departments have followed suit. Some other Health Departments already had somebody in that role. But as far as being able to obtain grant funding and use it in this way and be able to sustain the position, we have been able to meet a deliverable and also a critical goal of public health by having that role. Previous to having that role, other staff who were not specifically trained in diversity, equity and inclusion were taking on whatever responsibilities that they could or just trying to integrate it into everything that they could without obviously having that expertise. So being able to obtain that position, the reason that it was determined for it to be a level 9 versus level 8 is because that position does serve the entire Health Department. That position has to be highly trained, that position does conduct training for staff. And the reason that we didn't want it to just be level eight is because it's not simply housed in one of the divisions throughout the Health Department doing one specialized thing. It literally works on our internal and external communications. It works in our human resources functions, our training functions, recruitment, retention. It works in our community outreach functions by going out and representing the Health Department at different meetings, coalitions, events, things like that. And so those are some of the just kind of quick snapshot reasons that it was made a 9 versus a level 8.

Mark Scranton responded so that being said, what kind of requirements do you have from an education standpoint as far as certifications or degrees? What is the requirement for that position?

Brandi Binkley replied I can resend you the job description. I know it does require a bachelor's degree for that position. Also in that position, someone has to have level nine, it has to be an RN or four-year related degree with one-year supervisory experience dependent on the position. And so, anybody we would put in the level nine has to meet the requirements that go on this pay grade scale. Our job descriptions, as you saw them, are pretty thorough, very consistent, very professional. They do mirror this pay grade scale as well. As far as the levels of where people fit and the minimum qualification, some of the job descriptions are going to be more detailed than you saw. An example of that would be level 8 Competent Professional Authority. If you recall that's one where we've had openings in our WIC and Family Case Management Division. That position, one of the reasons it's very hard to fill is because it's very highly specialized and the specialized minimum qualifications are pushed down from the state. So, some of the positions require more than just what's in that second column on the page.

Mark Scranton responded okay, so that specific position, where does it fall on your organizational chart then?

Brandi Binkley responded it is housed in the Health Promotion Public Relations division.

Mark Scranton replied okay.

Brandi Binkley responded that person does report directly to Marisa Hosier.

Mark Scranton replied over Brandi would that be outreach then?

Brandi Binkley replied yes. The one that has Marissa Hoser on it.

Mark Scranton replied right.

Brandi Binkley responded yes.

Mark Scranton responded it's somewhere embedded in that body.

Brandi Binkley responded it's housed in there from a supervisory standpoint, she has someone to report to. She obviously reports very directly to me and Bethany as well because of the fact that she does serve the organization and serves in some of the human resources roles that Bethany basically leads and that I assist with. Does that help answer?

Mark Scranton responded I appreciate that explanation, yeah. And we're getting grant money to fund all or part of that particular position right now.

Brandi Binkley responded it started with all and I think it's part now, right?

Sheree Zalanka responded yeah, I think it's through December, I can't remember off the top of my head.

Mark Scranton responded and when did we actually start that?

Brandi Binkley responded 2020.

Mark Scranton replied okay, so it is relatively new then.

Brandi Binkley responded yeah, we had somebody come into the role that was here for a little while and then went back to her previous position and so it was open for a little while, but now we have someone back in the role.

Sheree Zalanka responded actually; we have funding through June 30, 2023.

Mark Scranton replied okay.

Jeff Entler responded and what of her, percentage of that is?

Sheree Zalanka replied to all of it, 100%.

Mark Scranton responded is that something that we have to apply for on an annual basis?

Brandi Binkley responded no that one will be ending.

Sheree Zalanka replied yeah.

Mark Scranton responded so once that's over with, we don't have grant funding for that anymore.

Brandi Binkley responded I would request for it to still be covered by, supported by Health Fund dollars. I know we've talked about Health Fund dollars is a reserve, but it also is supposed to be used for health department initiatives or needs that are not directly funded by other types of grant funding. Things that we've talked about in that area before are this Health Equity, Diversity, and Inclusion position. We've also talked about the electronic medical records and digital environmental health possibly coming out of those Health Fund dollars as an investment that doesn't have specific grant funds tied to it but something that we need. As we've talked about before, it's not good, Sheree can probably word this better than I can, but to just have your reserves sitting there without using it or investing it into your organization in some way, which right now we're looking at \$100,000 investment from the Health Fund, which I realize it does count and it is money. So, I'm not trying to act like it's not, but if we're supposed to not let it sit there and we're supposed to invest it, I think 100 something thousand dollars investment for the full fiscal year is probably a fair and appropriate.

Mark Scranton responded so where you got this, and I'm asking on this one specifically, since this is what we're talking about right now, I'm just going to use it as an example. So, when you have revenue coming in, ie, through grants that go directly or indirectly towards compensation, how do you factor that into the budget? Or do you just look at it as numbers, revenue, expenditures, you don't care. At what point do you have to shift gears and start looking at this is no longer money we got coming in to pay for this. This now is going to be an expenditure without any revenue to support it.

Sheree Zalanka responded I do a separate budget basically for every grant that then rolls up into department, that then rolls up into the whole budget as a whole. And if you remember that document, I gave you that shows the impact of what is taken from the tax dollars each year, that kind of shows

you, I think it's by each grant program what the bottom line is. So, we kind of look at that year to year and see if there's an issue. Also, to elaborate a little bit more on how the salary of that position will be covered after the grant funding ends. That position would actually be considered like an administrative role, administrative salary, in which all of our administrative salaries are split out between all of the grant programs. So, a portion of our administrative salaries actually do get charged to a lot of the grants because we're allowed an allowance for indirect cost administrative costs. So, after that position salary isn't at 100% from the current grant, it will still be coming out of other grants and equally distributed among all the other programs. Just like our salaries.

Bethany Stapel responded and all of the grants, sorry, all the grants we do have to report on health equity, diversity, and inclusion. That's really an initiative nationwide, but the state has been pushing and so we report on that. So, like she said, that's incorporated in indirect costs. And then one thing that I was going to mention too, that with the draft budget, as we put that together, that's assuming that all these positions are filled, or you guys might have already mentioned that, but unfortunately, I mean, it would be the dream, right, that all of these positions are filled for the whole entire year. But that's not a reality.

Mark Scranton responded I understand that. Okay, get back on track again then. I'm good with the two and a half percent for levels eight, nine and ten.

Brandi Binkley responded wait for clarification I thought you said we moved 8's in the 1 though 7.

Mark Scranton responded oh, I'm sorry. You're right.

Brandi Binkley responded is it 9 and 10 you are saying at 2.5%.

Mark Scranton replied to I got my brackets in the wrong spot still.

Brandi Binkley responded that she got it.

Mark Scranton responded yeah, thanks for clarifying that. So, we have a recommendation for 2.5% for levels 9 and 10 for a cap.

Jeff Entler replied agreed.

Mark Scranton responded Candi?

Candi Clevenger replied yes.

Mark Scranton responded okay, so that takes to levels 11, 12, 13. Thirteen we don't have to really discuss, I don't think.

Brandi Binkley, yeah we do.

Mark Scranton responded well I mean, we have that. We have to discuss what we can and can't do there because that's a contractual salary.

Brandi Binkley responded no, they are employees.



Mark Scranton replied okay.

Brandi Binkley responded to they are employees, but they have agreements and all that gets run by legal. So, they do have an agreement, which is a little confusing, but they are both considered employees.

Mark Scranton replied okay.

Brandi Binkley responded one part time, one full time.

Mark Scranton responded so, the dentist current salary is what we have listed here on the sheet for that category.

Brandi Binkley responded and that one, you'll see the note that's like 30 hours work week.

Mark Scranton responded right. Okay, we, we have ideas of anywhere from a half percent to one and a half percent for levels 11 through 13. So, has anybody got thoughts on where they think we should try to be on that?

Jeff Entler responded where did the one and a half come from, Mark?

Mark Scranton responded well, that's what was previously brought up.

Jeff Entler replied okay.

Mark Scranton I'm just bringing that back up because that's what had been, that's what had been put on that sheet before. She recalculated that at the last meeting.

Jeff Entler responded okay.

Mark Scranton responded so, that is what you're talking about.

Candi Clevenger responded so that is why you are talking about it. Level 13.

Brandi Binkley responded levels 11 through 13.

Mark Scranton responded yeah, 11 through 13. Because she put together a chart with what it would be at 1.5%, what that turns into in terms of dollar increases.

Brandi Binkley responded yeah, that was the number that I was given in this room. I was not suggesting that number. I think that levels 11 through 13 should at least get 2.5%, at least. The reason, what I would ask about your comparison is because I know you said you looked at other Health departments. Not every health department has the same programs and services that are being overseen by the Administration. Not every health department has the same number of staff, programs, services. Not every administrator or assistant administrator has the same credentials or qualifications, years of experience in general or years of experience in that building. A lot of reasons you do see our higher-level staff who have pinched their way up is a lot of them have been here over ten, some cases 20 years that has been earned, not just given for fun. And I know, have you looked at

other county leaders? Just right here in Macon County, some of the people who are running these other county departments are making significantly more than our administration. And I know some of them were just given by law, it was two or two and a half percent that are making more. So, I would also ask that you look at those numbers because I wouldn't feel that was fair compensation for those levels compared to other health departments or compared to the very departments in this county. So that's what I would ask, especially obviously for my other staff. I hear what you're saying to me, but I still feel I have a right to be paid fairly.

Mark Scranton responded I'm not disputing that the right to be paid fairly, I'm looking at comparables. And if you bring up compensation of what other administrators or other managers and the other departments are getting paid, they are way below what is being paid to the administration here I would look at last year's information, for example, and the health department is being the second highest paid position underneath the state's attorney.

Brandi Binkley responded I would look again at the numbers now and also that compensation might include the flex time I was paid, which was not ...

Mark Scranton responded it was broken up separately. Yeah, I looked at it.

Brandi Binkley responded okay, and they just looked at some pay at an open meeting, and I believe that those were higher than mine and earned a two or two and a half percent raise.

Mark Scranton responded but I don't know.

Brandi Binkley responded I can be wrong, but I can sure....

Mark Scranton responded what's your thoughts on yeah, I looked at the data that they put out and that's what it was. I didn't make a copy of it because it has everybody's jobs for the whole county listed on there. Jeff can you.

Jeff Entler responded I've seen and heard about some of the data, and um and I think a half percent might be a little low. 1% would, would a bring it up a little bit based on the arguments, but I think we have some good data to help with these decisions and this helps us to get the money spread out diversely to the whole department. So, I would, I would propose 1%. That would be my compromise.

Brandi Binkley responded is there any consideration to move level 11 in with your categorization of levels 9 through 11 rather than just nine through ten, considering that the Assistant Public Health Administrator role does hold comparable, but more responsibility than the levels 9 through 10?

Mark Scranton responded okay, say that again, I'm sorry, I'm reading this and listening.

Brandi Binkley responded I would ask that you consider putting at least level 11 in with levels 9 and 10, the Assistant Public Health Administrator role takes on comparable and I would say more responsibility than those levels 9's and 10's, and I would ask that that position be comparably able to earn a raise that those other supervisors are able to earn. Doctor, I think that's a different conversation. As you know, a level 13 or a dentist is very, very difficult and if we don't have a dentist,

our entire dental clinic shuts down. So that may be a conversation for another time, but I think at least level 11 should be put in with the levels 9 and 10. The person in that role being now Bethany, but whomever would be in that role is right there with those 9's and 10's and taking on more responsibility for the entire building. I don't think that person should be put in the same category as me. I don't think that's logical or fair.

Jeff Entler responded like I gave my compromise. Candi, what are your thoughts?

Candi Clevenger responded I would like to see Brandi's suggestions that the number 11, I guess it is moved down to keep her salary, that salary competitive with the market. I didn't get a chance to review all the salaries that you all did with regards to the upper level one's, as far as the county, I'd be interested to know what the Macon County Mental Health Board's executive director makes in comparison. Some of that too, although that unit has only like eleven or 13 people in it. Mark, do you have that salary?

Mark Scranton replied what's that?

Candi Clevenger responded I'm sorry what.

Mark Scranton responded Candi you I'm sorry, I didn't hear what you were asking.

Candi Clevenger responded to the Macon County Mental Health Board executive director.

Mark Scranton responded I didn't look at the mental health board at all. That wasn't even on my radar. I just looked at the county health departments. I mean, I don't know what Mental Macon County Health.

Candi Clevenger responded I thought you looked at other Macon County salaries too.

Brandi Binkley said, yeah, I thought you said that about the state attorney, public defender.

Mark Scranton responded that the list I pulled up, it covers everybody that's listed on accounting, and it's listed in there by it's not done alphabetically by name, I'm not even sure if it's done. Dollar order, I think.

Brandi Binkley responded I just pulled one that as of. It was done in December 2020, three right there already, that proved different. This is almost three years old now. So, I don't know where.

Mark Scranton replied so you're saying...

Candi Clevenger responded I don't know where that is coming from because that is specialized position within Macon County itself to the mental health board director and the mental health itself doesn't provide much services. They have a small service area that they provide with regard to children's services, where they have staff to do that. But other than that, their basic responsibility is just passing out the tax dollars to other funding agencies and making sure that's regularly regulated and also some advocacy roles in mental health. So, it would be interesting to see what that Executive Director salary is. And they do also have several other administrative staff there.

Mark Scranton responded so what's your thoughts on what Brandi was asking about to have level eleven brought down with levels 9 and 10.

Candi Clevenger responded to be included with that? I agree with that.

Mark Scranton responded you say you are?

Candi Clevenger responded yes, I'm sorry, yes, I am good with that.

Mark Scranton responded just so everybody understands the numbers, that another \$2200 to \$2300 a year if we do that.

Candi Clevenger responded and normally as far as the, normally the CFO will put together the budget. But the conversations that we usually have about bringing these positions in particular would be similar to the physician, the doctor is like a contract, and we usually do her salary when we do the evaluation time, things like that. So that time you can put a placeholder in the budget, but you have available and go above or under that place at the time you do the evaluation.

Mark Scranton responded yeah, but we're doing evaluations after the budgets have already been voted on and passed. It doesn't make any sense to do it out of order. You need to have a number to make the budget work. You need to pretty much know where you want to end up being at, because you can't, can't vote on a budget based on what you think it may be one way or the other. And then you do an evaluation a month or two down the road and you decide to raise it or lower because that's not fair to anybody. It's not fair to the individual that is going to get a bump in pay and then go back and say, well, we got to recalculate our budget because we didn't allow for that to start with. So, I mean, that's what we're talking about today is what we can allow to do. And I was under the impression that we covered everybody's raises today as part of making a recommendation to the rest of the Board so Sheree can get the budget completed because these things are all intertwined with each other.

Sheree Zalanka responded the entire budget is a placeholder, the whole thing is a guess, basically. And like we mentioned, all these positions won't be filled the whole year. So, I think that kind of gives us a little bit of leeway as salaries end up fluctuating a little bit.

Mark Scranton responded, and I understand that. But at the same time, the reality is if we do fill those positions, you're taking, you're trying to justify saying, well, you pay a bit more over here because we got these positions empty because we're budgeted for it. Then if you fill those positions now, you've actually created a deficit again, because you've taken money from one position that's vacant and use it to bump something else up. And then lo and behold, this person comes along and says, I want that person for that job. Now I don't have money to do it. So, I got to go back and figure out where I'm coming up this extra money. And I mean it's not a lot, but it is an issue. I believe that you're doing the right thing by budgeting for the positions that need to be filled because they could get filled tomorrow and it might be six months from now, but at some point if the staff and administration feels strongly enough about filling these vacancies, they're going to get filled. They may not all get filled, but they will get filled.

Sheree Zalanka and Brandi Binkley both replied we feel very strongly about filling these positions. Brandi Binkley, Sheree Zalanka and Bethany Stapel all said we feel very strongly about getting these positions filled. Brandi Binkley said, it doesn't have anything to do with feeling strongly.

Mark Scranton replied you can't say we are going to raise money over here because we got it built into the budget for these other jobs. That's my point. So, I need to say, hey, I want to take \$5,000 from over here. Then that person comes along and said, hey, I'm interested in that job. Well, we can't pay as much as we budgeted because we took some of that money and we used it for something else.

Sheree Zalanka responded there are constantly people coming and going in the building. People leave, people come, people come and go. Someone retires and gets replaced with someone starting a base pay, like, it all ends up being okay.

Brandi Binkley responded also, I did find a minutes in the state attorneys and the I think, let me see, public defender's office. State's attorney and public defender, their raise was voted on July 1. It was a 2.9% increase.

Mark Scranton responded and that's what we've been hearing, 2-2.5%.

Brandi Binkley responded 2.9, almost 3%.

Mark Scranton responded well again; it depends on everybody's situations a little bit different. I know from meetings they had last year; people came in there asking for more and they got shot down and sent back to the drawing board again. Okay, so where are you guys at on changing level 11? Do you want to move that down? Do you want to split the difference in the middle? I mean, I want to do what's fair, but if you do 2.5%, that's another \$2,300 a year.

Brandi Binkley responded for one of the people who does the most in the building. I think that's very fair and appropriate.

Jeff Entler responded well, let's split the difference. Let's move 11 into that category and make that cap we've been talking about it being 2-2.5%, let's leave it at 2%. That should get us equitable.

Brandi Binkley with all due respect, equitable in what way do you mean? Because that's not equitable based on the work or responsibility. That the person that will have in my opinion, and I'm the one that's here and knows, and I'm not trying to be disrespectful, you do keep saying that you want me to run the organization, I know what I'm doing. I've been here a long time. I know these roles inside and out. I know we need to invest in our people, or we are going to lose more people. I feel like to say things like split the difference when that's someone's life, someone that dedicates their life to their work. And I'm not just talking about...

Jeff Entler chimed in as Brandi Binkley was talking, and said, right now we've got opinions and we're basically going through an exercise in negotiation to get where what you want and what I want. So, my negotiated offer is to pull level eleven into that other tier and make that tier number nine through eleven at 2%.

Mark Scranton responded and I'll just put something out there for the sake of the conversation. So, McLean County is number 13 on the population list of counties, 172,000 people, where that's almost 70,000 more people than Macon. And the Assistant Administrator there is making about \$10,000 a year less than what we're paying right now.

Brandi Binkley responded but do you know everything about that person? Do you know their credentials? Do you know how many years of experience compare?

Mark Scranton responded I don't have the time to sit and research.

Brandi Binkley responded then you can't directly compare her role and someone else's role and \$10,000 by saying that if they're not directly comparable, that's not fair to our staff.

Mark Scranton responded it's comparable when we're looking at number of employees, population size and everything else.

Brandi Binkley tried to chime in that's not fair, and responded that's not the whole picture, though.

Mark Scranton responded that is your responsibility to make the determination, of what the person is this business does.

Brandi Binkley responded but you have to allow me to pay them adequately though. You have to allow me to do what I feel is right with my staff.

Mark Scranton responded I'm not disagreeing with that. I'm talking about finding stuff that we have to go on that's comparable in terms. And like I said, some of these counties don't even have an assistant administrator, which I kind of mystified about how they possibly function without having that person. But again, I'm looking at the big picture. Like Jeff said, we go look at where we're at with things and we want to be responsible, we want to be competitive.

Brandi Binkley responded and we have been.

Mark Scranton responded two and a half percent versus 2%?

Brandi Binkley responded if we're negotiating, then I propose 3% for levels nine through eleven.

Mark Scranton responded no, definitely not.

Brandi Binkley responded what's the compromise then?

Mark Scranton responded because if you do 2%, that's \$1,800 a year difference. If you do two and a half, that's \$2,300. So you're talking \$500 a year difference. I honestly don't, I don't really, I don't really have an issue with putting level eleven at 2.5% with the other ones. It's \$500 difference, overall, but it's \$2,300 collectively, you know what I'm saying? Over the course of the year.

Jeff Entler responded yeah; point taken.

Mark Scranton responded as far as splitting the bring your point up about splitting the difference in that we're talking a difference whether or not she gets \$500 more a year on top of what is being proposed, that put her in the two and a half percent level. So, I'm fine with that. It's, it's, it's not worth the time to sit here, and I don't want to be micromanaging this, but Brandi has requested that, and I respect her thoughts on that. And I would say that I'm more than okay with that request.

Brandi Binkley responded thank you.

Mark Scranton responded now what Candi has brought up and obviously we are sitting here kind of relatively new to this stuff. So, do we even have a discussion on 12 and 13 today then? Or are you telling me that's something you normally do at another time? If that's the case, then we need to revisit the timing of when we do evaluations. I just want to at least put something in place today where we say this is the cap again, I guess, because do we as a Board make the decision on the compensation agreement with the dentist? Is that how that would work?

Brandi Binkley started to respond.

Mark Scranton said well, Candi is shaking her head no so.

Brandi Binkley responded to the dentist answers to the Administrator and to the Board. It's a very unique kind of setup.

But generally, the dentist has the opportunity to earn the cap of what any of the other staff have or supervisors. Because ultimately, he's not just a dentist, he also is the director of the dental clinic. He's in charge of all, not comparable to dentist offices. He has to be involved in discipline, training, all staff meetings, like performance management, any of that stuff that is going on in the clinic. He isn't just the dentist that gets to walk in, do his work and walk back out. He's fully involved in the direction of that entire clinic. Which is why I said possibly her and the dentist to be included in that group. Yes, the dentist already starts off at a higher rate of pay, but that's because he's a doctor, he's a dentist. Right. But he ultimately is a supervisor, like the level 9's and 10's. I mean he would be fitting, if ultimately, I'm the one that needs to be separated out, I would be more supportive of that because he is doing the same type of role, plus he's a dentist, obviously, than a nine and a ten would be doing. He's just doing it for one division, which is what a 9 and a 10 does, whereas level 11 does it for the whole building. But the dentist it is very, very hard in public health to get a dentist. There are health departments that don't even have dental clinics. There are places here in town that aren't running their dental clinics because they can't get a dentist. So, if that dentist chose not to accept the rates that we're proposing, or if that dentist could go make more somewhere else or something of that nature and decided to leave, there's a good chance our dental clinic would either be shut down or be moved to one or two days a week. So, I don't know if we say, hey, you're only eligible for .05 or .1% or whatever.

Mark Scranton responded but I'm just asking for clarification about how we have that conversation, make that decision, is that something we have to do today?

Brandi Binkley responded I would make that decision on his evaluation. He would score....

Mark Scranton responded based on her being able to get a budget.

Brandi Binkley responded so if we budgeted, let's say we put him in with the supervisor, so he was eligible up to a cap of 2.5%, then he would have his evaluation. And then we have an objective scoring system that if they get in whatever category, they will earn that percentage that correlates to that score. So, he would have the ability in most cases to earn up to the two and a half percent or historically, whatever percentage we allow for all staff. Does that make sense? The board doesn't get involved every single year, but when we had a new dentist. The board was involved in the agreement and what they would accept because that rule does work less hours and is still eligible to be considered a full-time employee and things like that. So, it's a little bit more unique than any of our other employees. But he has been scored and evaluated just the same as any other employee in the past. Plus, we obviously keep an eye on production as well and trying to increase that and increase access for as many patients as possible in the clinic.

Mark Scranton responded okay, so purpose of conversation right now, are we going to do this as a joint participation to arrive at this decision for the dentist position or are we just going to tell you this is the increase and you're going to make that decision?

Brandi Binkley responded I'd like for you to give me a cap for him as you have the other staff, and then we will score him and provide the raise that is correlated with his score. That way I know what the highest is that he can earn, and I will then plug those numbers into our scoring system.

Jeff Entler responded and this, this person just started months ago, right? Refresh my memory.

Brandi Binkley responded no, he came last, last August. Brandi Binkley asked Bethany Stapel - do you have that memorized? Last August?

Bethany Stapel replied at least.

Brandi Binkley said he's been here a while.

Bethany Stapel said he was on part time for a while.

Brandi Binkley responded yeah; he was. When our previous dentist was here, he came on part time.

Mark Scranton responded but when did he actually assume a role?

Brandi Binkley responded I believe it was August. Do you want me to look it up?

Mark Scranton responded that would be helpful, I suppose.

Bethany Stapel said the other dentist retired in October.

Mark Scranton said because he hasn't gotten a year time in yet. Jeff Entler said that's exactly my point. Mark Scranton responded even though what we're deciding here now won't take effect for several months down the road yet. Jeff Entler responded that's a very typical when...



Mark Scranton responded you know what I'm saying? We're talking about something that's not going to be implemented from the beginning of year. So it's ways down the road anyway. Jeff Entler said, yeah, I see. Mark Scranton added so it's not like we're giving it to them like right now going forward.

Brandi Binkley responded right, these are implemented December 1 with the start of a new fiscal year. But just a point of clarification, the people who are eligible to earn the full raise would be people who are getting an annual evaluation so who have been here at least a year. If we have people, let's say we have somebody that starts this month, we're not going to keep them at the base because then when the base increases December 1, new people will make more than they have. And they've been here three months. Okay, so we have a formula that we have used that basically just bumps them up to the base pay as of December 1, and then they get a little bit of a prorated raise so they get part of the max percentage.

Jeff Entler responded I like that.

Brandi Binkley responded it's a formula, Sheree and I developed it years ago. We've used it and then it keeps it fair. If you've been here, you're getting a little credit, but you're not getting a full annual raise if you haven't been here for the year, so I just want to make sure you knew that too.

Jeff Entler said okay, very good.

Brandi Binkley responded okay, so he started full time in August. Yeah, his agreement was signed August 20, so he started in August of 2021. So he will be at annual so he'll be eligible for annual raise, and he will be receiving an annual evaluation.

Brandi Binkley responded are we taking bathroom break. Is this a good time?

Mark Scranton responded yeah, I think that's what Jeff was alluding to, because I thought it would be done by ten. Break was taken.

Mark Scranton stated okay. So, I don't know. We'll talk about it, when everybody gets back in here.

Jeff Entler responded yeah we better wait until...

Mark Scranton responded I think we need to...

Jeff Entler responded we are making good headway.

Mark Scranton responded so I'll wait until Sheree is back in here, but when is the normal time that you guys do evaluations for staff?

Brandi Binkley responded it's usually, like, September, October. I mean, I have a timeline, but.

Mark Scranton responded they are still being done after we create a budget. But, like, you got threshold here.

Brandi Binkley responded correct, and then we have the scoring system so it all mirrors and people are told.

Jeff Entler added in December 1<sup>st</sup>.

Bethany Stapel responded we just keep mentioning that, I just want some clarification on how you think it should be done because I feel like it does make sense how it is done.

Mark Scranton responded if you come into my office and say, I've been here a year. I'd like an evaluation, and I'd like to be considered for a raise. Some people never ask for it. Some people just expect it to be done automatically without ever even talking to them. I'm a big believer in keeping tabs on what my people are doing. I talked to their supervisors, how their job performance has been, how their attendance has been. I look at the scope of a lot of things, and I try to put that on my supervisors because they're the people that are working with people on a day-to-day basis. So, I mean, that's the first person that I go and ask first because I want to know what they think that person is doing. Then I want that person to come in and have a conversation and tell me how they think they're doing. Then if there are issues over here, we discuss all that and we do that based on that. I would never try to create a budget based on what I don't know. And what I don't know is if you come in and you say, this is what I've done for the last year, and I don't know what you've been doing, you make a case for the fact that this is what I've done. I've had these other responsibilities that have been put on me because of people that have left or whatever. So, this kind of got dumped on my plate. Then I start looking at it and I say, you know what? I understand where you're coming from, and I believe that you should get this. If a budget already being put in place for x amount of dollars to be allowed for that, then it's kind of tying my hands as a decision maker about what I can give you because I might feel that you should get 10%. And everybody else said, hey, we already voted, and we're given two and a half, 4%, whatever we end up landing on, depending on what the position is, for example, I can't do nothing. And I'm sitting here saying, okay, I got a good person here I want to give extra money to, but that gets back to what Brand is supposed to do with evaluations. But I can't plan for how much money I'm going to have to work with if I got to make that decision before I do the evaluation. It makes no sense, I've never heard of anybody doing it that way, and it makes no sense at all.

Bethany Stapel responded I understand, I guess if we change the process though, I mean, that's all the outline. You all know, like when the county fiscal year is and all that, and when the budget has to be done. And so, we have all the evaluation stuff in our personal manual, which you can always vote on to change. But at the same time, I feel like it would be difficult to do evaluations, say in February, and like, I don't know. You know what I mean? So, we do them in February, and this is like the proposed rate we want to give each individual person, and then they may or may not be eligible for it in December. If you're saying you want it to be done ahead of time.

Mark Scranton responded I'm just saying the timeline is what I was looking at because I try to understand the timeline. I'm saying when you're doing evaluations, you're telling a person, number one, what kind of job they're doing, number two, that evaluation will directly or indirectly impact whether or not you're giving them a raise, and if so, how much you are giving them. If the Board and then the other Board said, okay, you guys gave us a budget. This is what you think you need to have. And now you go back, and you have an exemplary employee that you say, I really want to give this person more. You've already drawn a line in the sand. You can't go beyond that. I mean, if we had somebody...

Bethany Stapel responded yeah but we can't go beyond what...

Mark Scranton responded right, right, and that's my fear because I don't, personally, I don't operate that way. I don't know where any companies that say, we're going to put in this much money for this year, because then you're forced to make choices where you got to go back to this tiered system. So, then you go back and say, okay, so some of these upper-level ones, we're only going to give you 1% now, and we were going to give you a 2%. Well, I've now cut that in half, but I've got people down here that I could only do 4 or 5% with, but yet when I had the conversation with them and did the evaluation, I'm like, 5% is not enough. They have got to have more than that now you're.

Bethany Stapel said, oh yeah.

Mark Scranton continued now your hands are tied, and you can't go back and change it.

Bethany Stapel responded that is exactly how it is going to be doing these evaluations with these supervisors this year, that's exactly how it's going to be because we're the ones doing it. Okay, like you've done a great job but this is the cap. So, we are in a unique position here in local government. That's exactly it. It's going to be difficult because there's some that has gone above and beyond.

Mark Scranton added right, and Bethany Stapel continued, and I think they deserve more and they have proved that.

Mark Scranton responded but what I'm saying by nature what you are doing. You guys did your evaluation.

Bethany Stapel tried to continue, and then said, sorry, go ahead.

Mark Scranton continued you guys did your evaluation. It came back and said, we've got a range here of people that should get 1% clear up to six, seven, 8%. You guys have to make a case to us.

Brandi Binkley said but we are trying but you are turning us down.

Mark Scranton said, no what I'm saying, we are talking about examples of people that are above and beyond.

Brandi Binkley said, oh, I could sit here all day and make a case, and give you tons of those.

Mark Scranton responded right, but we got to go back to the County Board with this budget and make a recommendation, and Brandi Binkley chimed in so our hands are tied, and Mark Scranton continued, and they're going to shoot us down because they're going to say, this is all you guys can do. So, we got to figure out where to be for everybody to be happy.

Brandi Binkley responded so our hands are tied.

Mark Scranton responded I just don't want somebody being thrown into a category; we are with a lump sum. That's what Jeff talked about earlier, splitting the nurses about if we put them in a category and say, gosh, they're really outta get three or 4% and we're only going to give them two. That that's

the cap we're putting in place, then it makes it challenging. There's not an easy way to do it, but I just try to understand doing evaluations because it's all performance based and everything, it sounds like the way you're scored and everything. I just don't know how collectively, because we're talking about not just the percentage, but how many people fall in this category of this percentage. Is that going to be heavy on the high end or average between low and medium? How it works out so if we budget for this, then we're going to be okay because we'll be underneath that, I guess, is the way you guys look at it is the best way I can figure it out. So, you're saying we're not necessarily going to do 4 or 5%, but we have that ability. So, I've got some ones and twos in here, whatever. So, I guess in the end it all washes out as long as we provided the funding mechanism to do that. But I guess what I'm trying to say is if you got into, say I got in this, let's say levels one through seven or eight, for example, if you had a lot more ones and twos than you did fours or fives, then if you guys came back and say, hey, can we have a conversation, and I don't know what we would be allowed to do by statute because we put a cap on that. I know if you guys come back and say, hey, I got somebody here that we really need to keep, don't want to lose them. I need to get 6% to get this person to stay or they have done such a great job, they deserve this because the total dollar amount we have allotted for that category, you know what I'm saying, is this much money, but if you got a bunch of smaller ones down here, you do have some additional money that could go towards some of these areas, but now we're passing over the threshold of the cap that we have set. So, I don't know what we can and can't do.

Bethany Stapel responded with all due respect, we're losing them.

Brandi Binkley responded we are, 100%.

Bethany Stapel responded we're not going to have a special meeting.

Brandi Binkley said, and we will lose people.

Bethany Stapel continued, and say, hey, this person is great. With each person, right? Like with each person that comes and some people are like, hey, if you see me more I'd stay, but I got this opportunity. And maybe I'm supposed to, but I don't come to you every time because it happens very often. You know like, every time you be like, hey, if I can give this person 6%, if I can give them a ten grand.

Mark Scranton responded so you're saying if you had that latitude to do that, if we made that possible, or if it was even possible to do that's when you talk about losing people.

Brandi Binkley responded you got to stay in a placeholder or what's the word that you're not supposed to really put in your budget cushion. A cushion for giving raises when people are threatening to leave or when people feel like they're not being fairly compensated. We do have a process. If someone wants their position reviewed, like maybe they have taken on additional duties, like you said, that can be done anytime through the year, but there has to be budget dollars to back that up. It's very, very rare that we can ever do anything with that, especially when we're subjected to caps. And then we have to go back and write a resolution and all of that. So, you can't do it for every individual employee that comes in and says, I'm giving my two weeks notice unless you give me a \$5,000 raise and a lot of our employees leave for the pay. So, I mean, that would be unless we had a

cushion or something like that where I could just be trusted to handle that, it wouldn't really be feasible.

Mark Scranton added right.

Brandi Binkley continued with so as far as our evaluation is concerned, just to kind of give you a timeline, maybe that will help. So, this is while stuff is going on with the budget meetings. In August, we have all of our supervisors review the job description that's done annually just to ensure everything is up to date. There have been no changes. There have been no additional duties or duties lost or anything like that. We have all employees, when they do have their evaluation, sign an updated job description and those are maintained in the personnel file. In September, we get all of the years evaluation forms sent out to the supervisors. The supervisors distribute to staff and they score themselves and then turn it into the supervisor to score. After the employee and the supervisor have scored the evaluation, there is a meeting with both supervisors present so that there is a witness, and they go through the evaluation, and they provide a score. Usually by the time supervisors are meeting with their employees, our budget is already on display. So, the Finance Committee at the County Board level has already said, yeah, 4% looks good, or whatever number they've given. This budget looks good. But we tell employees, you have the ability to earn up to this, but it's going to be voted on by the Board, the full County Board in November. So, then we will know for sure. So, no paperwork to change their pay goes to the employee. We do prepare it on the back end just so that we're ready because obviously a lot of things are moving very fast at the end of the county fiscal year. And then as soon as that is approved by the full County Board in November, that's when we start putting out the payroll change forms for employees to sign. So, the employees aren't promised anything at their evaluation. They're very aware of what's going on. We communicate with our supervisors all the time. To your point about if there's an employee that's really excelling or who has had to take on additional duties, or employee who is really struggling and not doing so well, or who's been in discipline, Bethany and I, we know what's going on. We know what's going on in the building. If there's somebody that has had to take a lot more on or who has been slacking, we're already aware of that. So, it usually doesn't come as a great surprise at evaluation time, if someone's not going to be earning the full percent, we're usually pretty aware of that it's usually not a lot of people, but we are so involved with the process and with staff, just supervisors in general, that we usually know what's going on. And there have been situations where employees have had to take on extra, I know we've talked about Environmental Health where there's an employee who essentially covers an extra food zone and that helped us not have to get an entire additional full time Environmental Health Specialist. So, in that case, that was like a position review type of situation where we were asking someone to take on more work, saving money by not completely filling the spot with an entire person plus fringe benefits, and then obviously that person needed to be compensated in a different way. So, there are situations like that that may occur. But again, it all does depend on the budget and what the Board has approved or what the County Board will approve.

Mark Scranton responded okay, so to wrap things up, what's the consensus of the Board members for 12 and 13? Do we want to go ahead and place a cap on that and have further discussion at a future meeting on each one of these individually, or do we want to just table that until we have that

conversation, make that determination? Sheree's already got this 1.5% already kind of factored in there for purpose of her being able to...

Sheree Zalanka responded no, right now I have 4%.

Brandi Binkley responded that was the document I made for you. You asked me to make that.

Sheree Zalanka responded I haven't changed anything else.

Mark Scranton responded so, do we want to go ahead and put the cap in place? Do we want to have a conversation about these two positions? Because I know what we talked about initially at the beginning of where my thoughts were. Jeff, you talked a little bit about what you were thinking too. I would like to go ahead and just get it addressed today, but I don't know if we want input from, I mean, I would really appreciate, for example, in the dentist position, I'd really value Dr. Jerger's input.

Jeff Entler responded I was thinking that earlier.

Mark Scranton responded because he's going to tell us, hey, I'm telling you this is what we need to do in order to make this work. Then I think that's what we need to do. And then the other position, I guess that's conversation we can have with what we want to do now or have it later. But I want to give Sheree the ability to go ahead and move forward getting things factored in for the budget. Because each one of those is going to be decided on an individual basis. The purposes of getting the budget completed right now. It's not really an issue to decide here and now where we have to be. Because I think Dr. Jerger was really instrumental in advising us when we were looking at making decisions on this dental agreement because I wouldn't have, I wouldn't have a clue what a dentist makes or should get paid or any of the ins and outs of all that. As Brandi said, he has some other responsibilities outside just the specific task of treating patients. I mean, I'm definitely encouraging that we have that conversation whether we have with him directly or just ask Dr. Jerger for his counsel because this is his area of expertise, and say, where do you think we need to go on this moving forward? So, I'm okay with waiting to make a decision on that option.

Brandi Binkley responded I have an option, like an idea with that.

Mark Scranton responded okay.

Brandi Binkley responded I know we did do a salary assessment before we started Dr. Kim to determine where it would be appropriate for him to go. And I know Dr. Jerger was involved in that. He was very supportive of how we ended up developing that agreement. And Dr. Jerger has been involved in years' worth of conversations about the dentist and then the raised percentages matching what other Health Department staff had. So, I would like to propose that we put Dr. Kim, the dentist, in the two and a half percent in that supervisory category and then ask Dr. Jerger if he feels that's appropriate if that was putting him at an appropriate level of pay for being a dentist plus the director of a division.

Mark Scranton responded I'm not really comfortable with doing that because we're already taking people that we were going to keep it different levels and we're moving them back up into percentages that we weren't going to. So, I feel like we're trying to work with everybody here.

Brandi Binkley responded can you give us a proposed number to...

Mark Scranton responded if you got 1.5% on this chart, that's another \$2,400 a year. I don't know if that sets the world on fire for somebody like that or not. Probably doesn't. But again, we need to look at what's customary and competitive, and I think Dr. Jerger could probably give some good advice on that. So, I'd hate to preface it by saying we're going to do two and a half percent because you're just taking what's on here and taking on doubling, you're going to get a four or \$5,000 raise, which to me sounds like a lot, but maybe in the scheme of things, maybe it's not. Dr. Jerger might come back and say, hey, you need to give him more than this.

Brandi Binkley responded well, what about for the sake of time? I do have the salary assessment numbers. It was just from last year. I need to call Dr. Jerger about something else anyways. And I can just kind of go through this with him and get an idea of where he thinks would be appropriate and tell him, like, Finance Committee does not want it over 1.5 or two or whatever number you are kind of feeling like you want to cap it at, see if he thinks that would be fair. And then at least Sheree has a number to plug into the budget to bring for that final vote on the 16th. Does that sound fair and helpful and kind of like, more efficient than waiting, until the next meeting? Or do you want to do it, you can let me know.

Mark Scranton responded I'm okay with doing what you're talking about doing. But obviously we need to I don't know, I just want to temper, temper the conversation with the fact that we're not making a decision on this right now because we definitely want to get that information. But I would think since he's only been here a short time, I would think that it's at least a good idea for either maybe you and I and Dr. Jerger meet with him for his evaluation or whatever, or we have a discussion amongst the three of us where we really want to land on this. I don't think we want to involve everybody, and everybody can give their thoughts on it. But again, I would defer to Dr. Jerger because I think he's the most knowledgeable about what we need to do because you, you know, like I said, a lot of these positions, it's hard to find people. If he's happy with where he's at right now in terms of his hours that he's working and that type of thing and we want to do what is reasonable in terms of a raise increase, then I don't know where to go because right now one and a half puts them up another \$2,400 a year. If you make it two and a half now, you're having that much more on there, so now you're pushing towards \$4,000 a year. I don't know, hell, I've only been here one year. My fear is if we do too much at once, then where do you go when you come back around again next year? Do you keep doing this? I would go do a little bit less now and be able to do a little bit more down the road. Mark Scranton added I don't know what kind of job he's been doing and again, that gets back to the evaluation thing, so we're not part of that conversation. And with him barely being here a year, I don't know, I just think it might be premature to put a cap on for the sake of the budget. If you want to use something right now, put the one and a half percent in a purpose of doing the budget and then we'll revisit it when we make that determination.

Jeff Entler responded one and half percent.

Mark Scranton responded and if it fluctuates a little bit and the whole budget, with the amount of money we deal with, if we get one individual's salary changes by \$1,000, it's not going to be the end of the world if we decide to bump it up.

Brandi Binkley responded what do you want her to put in mine as a placeholder?

Mark Scranton replied I'd say one and a half percent.

Jeff Entler responded one and a half percent.

Mark Scranton responded that way that lets her continue to move forward to get the numbers put together for what she needs to do. And then I would say we definitely need to get these evaluations done so we can kind of firm that up. But I definitely want Dr. Jerger involved in that conversation specifically. And then of course, the Personnel Committee needs to do the evaluation with the Administrator, and I think once we do that, then I think we'll be able to decide where we want to land on that. At least that's what I'm thinking, does anyone else got a problem with that.

Jeff Entler responded sounds good.

Mark Scranton responded so, Candi, what do you think?

Candi Clevenger responded I think I'm up in this. I'm okay with the level 13, put it in as a placeholder until you all talk to Dr. Jerger. The twelve, the Administrator position, what did you decide on that one?

Mark Scranton responded we're going to do the same thing for right now, just so she can move forward on the budget and then we'll have the evaluation and go from there. We could go up or down on that, but at least give her a number to work with right now, because we're down to basically two things here that we need to make adjustments for. And collectively, I mean, it's going to be, oh let's see, if we did 2.5%, we're talking about an extra \$3,000 to \$5,000. Is what we're talking about having to build in or add in if we come back and say we decided we're at this range, instead of what she budgeted for, that's a pretty small amount considering the scheme of things that we've covered, everything else. That way we're not going to hold Sheree up, she can work on getting the budget because we'll come back and we're going to have to make that decision where we need to be.

Brandi Binkley responded as a reminder, now that she has these numbers, she'll go ahead and start putting everything into the actual County's forms, so they'll look a little different, like she'll still have the forms you've already seen. That's what she works from. But then they're going to get dumped into the County's forms because the County needs them in that format because they...

Mark Scranton responded do they use the same system across the board for everybody. Is that why?

Brandi Binkley responded they use the same forms, we have provided supplementary forms just to get more information.



Bethany Stapel added in last year, I think, because last year I think we used the county forms.

Brandi Binkley responded we were asked for other things.

Bethany Stapel responded you didn't like those forms, so we made other ones. But we have to use the County forms.

Brandi Binkley responded yeah, but I just want to make sure, you know, there will be different looking forms. I don't want you to think you've never seen any of that info before. It's just going to be a different document, same info.

Mark Scranton responded so just to kind of wrap things up, timeline wise, we're going to vote on this budget for the August meeting.

Brandi Binkley responded yes. Remember, we have a Finance Committee at 4:30pm, so that'll be all of us. And you'll review and vote there and basically make a recommendation to the Board of Health at the 5:30pm meeting that they would vote on it to move it forward to the County. Does that make sense?

Mark Scranton responded so do we have another Health Department meeting before the budget gets presented to the County Finance Committee meeting and the Board?

Brandi Binkley responded no.

Mark Scranton responded no, that's it.

Brandi Binkley responded August 16, that's it.

Mark Scranton responded okay.

Brandi Binkley responded that's why we went ahead and scheduled the Finance Committee. Because that's how you have the Finance Committee do that final review and actual vote on both the budget and then the pay grade scale. And then that same night, the whole Board would vote on it. And then we would be able to send it over to the auditor's office so that for our hearing they have everything they need. We've already sent them all the other documents. They just don't have our final budget. And we did tell them that our Board is still working on it and that they will get it after the 16th meeting.

Mark Scranton responded so I guess if we make those decisions, we don't have because you're doing the same thing for everybody else. When do you complete the evaluations and make the decisions on, from a timeline standpoint on what number you land on for the actual pay increases, conversation wise? The reason I'm asking this, obviously we have to have evaluation with you, and we have to figure out what form we're going to do, evaluation, recommendations for the dentist. I just want to make sure the rest of the Board is up to speed on the timeline when are we going to do that. We can put the number into the budget, but I don't want to leave you guys hanging out when everybody else's stuff has been decided. So, when do we need to be thinking about doing those evaluations for those two spots?

Brandi Binkley responded so my evaluation is usually done in October.

Mark Scranton responded okay.

Brandi Binkley responded and then I usually, Bethany and I usually do the dentist evaluation. Since the dentist directly reports to us. We don't have to do it that way, but we usually do it the same as we do with the other staff. And then....

Mark Scranton responded is it beneficial to have Dr. Jerger part of the conversation or would that be?

Brandi Binkley responded I don't think so. I mean if he wants to be, I'm not opposed....

Mark Scranton responded I mean, if you invited me to go participate in that, I would be, like, about as useful as that chair right there. I would have no idea what to even ask for information.

Brandi Binkley responded Bethany and I both oversee dental clinics in different Health Departments. I mean, she's now overseen two different ones in different dental clinics. I've helped oversee this one with various dentists coming through. So, I'm not a dentist by any stretch of the imagination. I also have worked with Dr. Jerger if I would ever have questions.

Mark Scranton responded well, that's what I'm saying, is part of our Board, because that's one of the things we're supposed to do for a makeup of the Board. So, I think if you got a dentist on the Board, and he's available.

Brandi Binkley responded if he would want to but I don't know if he will feel that's an efficient use of his time.

Mark Scranton responded well, and that's what I'm saying, so if nothing else maybe you have a conversation with prior to that, and he might say, here's some questions I would like to know about. Here are some concerns because I don't know, maybe him and this guy talk occasionally. Maybe they've never even met. I have no idea. But they both do this every day for a living. So, I think Dr. Jerger will provide a lot of insight. He may look at it and tell you guys, look, I'm telling you, if we don't do this, we're going to lose this guy. I think he's in a good place where he's at, give him a little bump, and let's move on. So, I think you guys can have that conversation with him.

Brandi Binkley replied okay.

Bethany Stapel responded for the record, in case I will be involved with both, well I wouldn't be involved with the twelve I guess, but the 12 and 13 I know that she's putting a placeholder is one and a half, but I think for my understanding of what you said is that it could go above the one and a half percent, though.

Mark Scranton responded yeah, I think we need to do, once we do evaluation, I think that's when we will make that determination.

Bethany Stapel responded because I would advocate, I think, so I shouldn't speak for all the directors here, the supervisors, but I definitely think that Brandi, I know maybe I'm not supposed to talk about

specific positions but should be eligible for as much as the other directors in the building. She takes on more than any of us other directors.

Mark Scranton responded well, and that was my whole point earlier about having evaluation for you before we made a decision on.

Brandi Binkley responded you can evaluate me whenever you want.

Mark Scranton responded do you know what I am saying?

Brandi Binkley responded you can evaluate me whenever you're ready.

Bethany Stapel responded this is why I am so confused, though, by what you keep saying about that, because then you say that and we're happy to change the process, but I'm not given any feedback of what that process should be I guess, because I'm confused because you said as a supervisor that you evaluate your staff all the time. So, we are going in line with that. I guess I just don't understand, and I'm a problem solver, so I'm willing to make changes and adapt to get it how you would like it to be. But I'm not following, I guess how you think it should be then, I mean because....

Mark Scranton responded well, I understand what you're saying.

Bethany Stapel responded we have a process we have to follow, you know, there's some we can see there. But as you were talking, you said this is kind of a filler up to we're not going to come back. So I guess I'm advocating today for you to consider...

Mark Scranton responded I guess well, I'm trying to get things going so Sheree can work on the budget. But I understand what you're saying Bethany and I appreciate that. My thought is that what you're talking about in terms of changing the process or doing something differently. I think that's something we could put on the agenda for next month if it was deemed appropriate that we needed to talk about that. But I really don't want to come in and change your process right now about how you're doing evaluations, I don't really want to change that. But just for the sake of the Board understanding how that gets done, I think you guys maybe should take a few minutes of time and explain how you guys go through the process. You got to remember, this board has changed from what it was six months ago, from what it was a year ago.

Bethany Stapel responded, oh yeah, I guess, the hard part.....

Mark Scranton responded you have four people, people that are on the Board, that were on the Board a year ago, everybody else is basically relatively new, so nothing else just for the sake of education, so they understand the process better. I think that will be not only appreciated, but it will be beneficial going forward if they were to have questions or understand why you do this. Because the people that are on these committees are only going to be on a committee for a year, and then hopefully other people get engaged to get involved. So, it'd be good to start walking them through how this stuff gets done. It can be confusing.

Bethany Stapel responded oh yeah, it is very confusing. And I think we have a very efficient process. But I think it would be very beneficial then if you also give us an opportunity to explain it before sitting in Board meetings and saying that it's bad process because that's....

Mark Scranton responded because that's all I'm saying. I'm trying to..

Brandi Binkley simultaneously said, I agree with that too.

Mark Scranton said I'm just trying to understand how you guys think about doing it that way..

Bethany Stapel responded well then please say that it's confusing. Mark Scranton said it is confusing to me. Bethany Stapel continued and that you'd like to know the process instead of that it's a bad process that needs to be changed. Because that's what I'm saying. I'm willing to change it. When you sit here and say that it needs to be changed, it's a bad system. I'm willing to change it. But you're not giving any feedback and then you're really not saying, I guess it's a bad system, which I appreciate but you're just..

Brandi Binkley said it does come across like that.

Mark Scranton responded that is what I am saying, that we're trying to budget X number of dollars for payroll across the board. This is the big picture.

Bethany Stapel responded yeah, I understand how it works.

Mark Scranton responded and then you go back and do evaluations and you come back and say, well, we realize we really need 4% or 4.5%. And you guys said we could only have two and a half or three. See what I'm saying? Then were walking the dog back.

Bethany Stapel responded but that's where we're at right now.

Brandi Binkley responded that's where I'm at right now. I'm begging you to give my people more.

Bethany Stapel said, right here, right now. That's what we're doing.

Brandi Binkley added, I've been doing it for months and am being told no.

Bethany Stapel responded we can come back in three months and we're going to be in the same place and tell you, hey, people are still leaving. I'm just saying that's the reality of it. And that's okay, we can move forward this way, but we're going to be in the same boat again, trying to get competitive with wages again next year and the next year, that's just where we're at. Hopefully you can hear us out on that. We can agree to disagree, but that's where we're at. We're putting that on the table here today...

Mark Scranton responded well, I think we came up with...

Bethany Stapel responded thinking that we need to give our people higher rates. That's all I'm saying.

Mark Scranton responded we went through the conversations of making some adjustments where requests have been made and compromised, and I think we've got what Sheree needs to get things completed on the budget.

Jeff Entler responded don't we, don't we still have one more, don't we need to look at the pay scale?

Brandi Binkley responded yes, that's what I was going to say.

Jeff Entler responded so my question with that is, is I don't see the comparative prior year number next to it. What was last year? What did we increase these by to get us where it was at?

Brandi Binkley responded I had all those, I think I have them from last if you want them. I printed them last month. But I will tell you so what we have done historically with our pay grade scale is we have taken, of course, the minimum wage increase has affected level one, so we've always ensured that that was where it needed to be. But we have taken the max raised percentage for annual. So, let's say last year, 4%, okay. The pay grade scale, base pay for incoming brand-new people was increased by half of that percentage in previous years when it was 3%, we adjusted one and a half. In previous years when it was zero, it obviously increased to zero. So, what we will do this reflects a 2%, this is a draft 2% because we had asked for at least 4%. So, we'll just have to go back..

Jeff Entler responded you will adjust it based on the percentages we did.

Brandi Binkley responded yes, and I'll do half....

Jeff Entler responded yeah, now I remember.

Brandi Binkley responded and this will be voted on too. This is not necessarily a policy that you all vote on. This this has just been kind of the best practices that we have done and followed for many years to help keep things consistent, fair, all that. So, yeah, I'll make those adjustments and we'll be able to send that out in advance of the next meeting as well.

Mark Scranton okay, does that answer your question?

Jeff Entler responded yeah, yeah it does.

Mark Scranton responded okay, Candi, do you have anything else?

Candi Clevenger responded no, I'm good.

### **Adjournment**

Mark Scranton responded okay. Motion to adjourn.

Brandi Binkley responded you can just adjourn if there is no more business.

Respectfully submitted,

Susan Hertel

Administrative Assistant II

President: \_\_\_\_\_

Secretary: \_\_\_\_\_

Date: \_\_\_\_\_