



Board of Commissioners' Administrative Meeting  
July 9, 2019 ~ 1:00pm ~ Room 214

7/9/2019 - Minutes

**1. Call To Order & Those Present**

Commissioner Boyd, Commissioner Morris, Commissioner DeGroot; Mika Blain / County Counsel; Haley Huffman / Admin Staff; Jessica Chastain / IT; Lisa Jackson, Alyssa Gentry / Human Resources; Chris Kaber / Sheriff; Nathan Bigby / Assessor; Tom Banks / Maintenance; Nathalie Johnston / Library; Dan Golden / Juvenile; Jeremy Morris / Public Works; Stephanie Brown, Kevin Roth / CDD; Rick Vaughn / Property Sales/Tax Collector; Paula Harris / Clerk; Phillip Squibb / Developmental Disabilities; Sue Murphy / Finance; Paul Hanson / KFLS.

**2. Approve Minutes From Last Meeting**

Approved.

**3. Lisa Jackson - Human Resources**

**1. Hours Worked & Department Coverage**

Ms. Jackson addresses the Board. She said, they took a poll about hours of business and core coverage and received 16 responses: 4 teams doing straight 8-5, 2 teams are doing 4 tens, 10 teams are doing various different combinations of hours so more than half are doing some sort of flexible hours/different schedule for their teams. Commissioner Morris said she recalls they requested HR to do this poll based on discussion from the last meeting. Commissioner Boyd said we are in the customer service business so we need to be visible to the public. He said it's pretty tough on the rest of the departments if one department is not there or closed. Commissioner Morris asks if there are any instances of departments that are closing due to 4 tens that we are worried about. Commissioner Boyd said, let's say we have half the building techs on 4 tens Mon - Thurs and the other half on Tues - Fri and we have people waiting because we only have half our crew. Commissioner Boyd said like last week we had legal closed on Wednesday and Friday. He said that's one of his biggest concerns that we provide customer service. Mika Blain addresses the Board. She said, so far she, Sue and Renee have gone through about half the HR policy to review and suggest updates. She said one of their recommendations was to include the 4 tens in policy because there are CBAs that have it. She said in a smaller department it is going to be difficult to make sure we're open. She said, she cannot control if a couple of them get sick. Commissioner Boyd said he's not saying that we need to change the CBAs as they are a contract negotiation between us and the unions. Ms. Blain asks, so the 4 tens isn't the concern then is the core concern that we're open 8-5? Commissioner Boyd

said the core concern is that the citizens get treated like customers and get the services and treatment they deserve. Commissioner Morris said, so in the building tech example, wouldn't it give the customers more time because you could theoretically be open 7:30 - 5:30. Commissioner Boyd said, if the doors are unlocked. He said today we have a department where people are coming in at 6:30am but the doors don't open till 8am. Ms. Blain asked if there are specific days where they are busier in the Building department. Commissioner Morris said she likes the idea of opening earlier and staying open later. Commissioner DeGroot said, he's hearing that during the times when the doors are closed and employees are here there are other pieces of their job that they are able to complete at that time when they're not serving people. Commissioner Boyd said, at 6:30am, an employee comes in and there's no supervision, is the citizen getting just value for their dollar? Commissioner DeGroot said, you made the point right there that's there's no supervision so if a department is going to do that then there to be supervision. Commissioner Boyd said we have to carefully guard the citizen's trust and he feels this could become a trust issue. Commissioner Boyd said we are not going to solve this today.

Retention - Commissioner Boyd said he met with Lisa, Alyssa and Stephanie last week to discuss retention. He used the Code Enforcement Office Tech position as an example of a position that we are not able to keep filled due to low wage. He said it's difficult to compare our positions to other counties because positions and job descriptions vary so much. Commissioner Boyd asks the department heads if we are having that problem around the County. Mr. Morris said, Public Works is having trouble hiring not retaining. Tom Banks said the other thing is the benefits being cut back, health insurance is getting worse and we're talking about changing retirement. Sue Murphy said if the salary isn't there but benefits are that's one thing but if both are there that's the issue. Mr. Morris said especially for white collar employees. Ms. Blain said that's another reason we were going to suggest the 4 tens as it becomes a benefit. Kevin Roth discussed the plumbing inspector candidate they just offered a job to who turned down our offer for a job at another county that offered a better moving incentive and more benefits. Ms. Murphy said she's lost two employees due to a local company who was offering better pay and better benefits. Jessica Chastain said they had difficulty hiring and had to reclass their positions. Sheriff Kaber said they run a survey every year so they know what other Sheriff's Offices pay, what their benefits are, what they pay and what they don't pay. On the patrol side they pay a little less than the median and on the corrections side, we pay a little more. He said he had a guy pull out of the emergency management position because of pay. He said they had a clerk ready to be hired who declined the job due to the pay. Ms. Blain said Rick brought up a good point about the salary being posted. Alyssa said we used to post only step 1-3 then with the last HR director we changed to posting the entire range. Ms. Murphy said she feels an inequity could be created by departments doing their own assessments. Commissioner Boyd said he feels it would be very bad for morale if we have some departments doing this and not others. Commissioner DeGroot said this leads to another conversation of doing a comp and class study and the costs associated with that. Commissioner Morris said she's concerned about opening up that can or worms. She asked HR for a list of additional incentives or things we could

explore such as flex scheduling that aren't directly tied to salary. She said she knows companies come up with all kinds of ways to incentivize people to work for them. Ms. Blain brings up Admin days as an incentive and potentially recommending loading those after the probation period and make those 4 days available during the whole year. Mr. Banks said the admin days used to be like that but they were changed to use it or lose it one day quarterly. He said, back in the day people used to come to work for the County for the benefits, they would forego the salary for the benefits like a teacher who gets summers off. Ms. Jackson said the industry trend is a deterioration in benefits across the board in both public and private. Ms. Blain asks department heads if they have thoughts or ideas to let her and the commissioners know. Commissioner Boyd said one concern of his is that we start attracting lower talent and pretty soon we have people that can't do the job as a county. He said we need to do something quickly or we're going to start attracting lower and lower talent. Commissioner DeGroot said that speaks to your earlier comment about providing customer service. Commissioner Morris said part of it is leadership and part of it is we want this to be a really great place to work, it's not just about the money. Ms. Jackson said it's about culture and discusses how that starts with the managers and team leaders. Ms. Murphy said all that does seem to start on the white collar leadership positions. Commissioner Boyd said, if you go around and ask employees about wages, once their basic needs are met wage is number three or four on their list. Ms. Jackson suggested that department heads brainstorm things we can do that don't have a financial impact and bring them to the department head meeting on August 1. Commissioner Boyd said a comp survey will cost about \$150 a head. Ms. Brown corrects, a position. Ms. Jackson said we have 240 positions. Commissioner Boyd said about \$36,000 for the survey. Commissioner Morris said, that's just for the survey. Ms. Murphy asked the timeframe. Ms. Gentry said 16-20 weeks. Mr. Morris asks about the freeze on individual hiring wage analysis. Commissioner DeGroot explains and asks if we are going to put a hold on this or just piece meal it. Commissioner Morris said, her thought is to hold off on the full comp study and empower the department head who is having trouble filling a position to use some guidelines and their own survey. Ms. Jackson said we could also find positions that we may need to freeze because we see where we are paying too much. Mr. Morris asks, what is the average step that we hire across the board at? Ms. Gentry said we have to go higher and higher as time goes on. Stephanie Brown said one of the things she saw is that a lot of other counties have ten steps whereas we only have seven steps. Mr. Banks said more steps would give you longevity. Phillip Squibb said he's in the middle of reclassifying. He confirmed we are working on that individually with HR? Commissioner Morris confirmed he is reclassifying a couple office positions. Commissioner Morris said she's ok with a department working with HR if they have a few positions that need to be reclassified. Commissioner Boyd said he feels like we're just kicking the can down the road. Commissioner DeGroot said it's just hard to pull the trigger on it. Ms. Jackson said Alyssa constantly has people asking for a comp studies on positions. Mr. Vaughn asked if the survey would include benefits. Alyssa said we looked at vacation and sick leave a while ago and we weren't behind in that area. Ms. Jackson said even with the private sector. Mr. Morris, asks is the Board wanting this groups helps to make the decision? Commissioner DeGroot

and Commissioner Morris said the input is helpful. Nathan Bigby asks, if departments could reach out to their counterparts in other counties, would that be helpful? Commissioner Boyd asks Mr. Bigby if he feels he would get a response because HR has had a problem with that in the past. Mr. Bigby said he could get a response. Ms. Chastain said, we'd need to know what counties they want. Ms. Murphy asks, what do you ask for? Ms. Gentry said we like job descriptions and salaries. Commissioner DeGroot asks, if we were to go down that road is it beneficial to review job descriptions first? Ms. Gentry said, yes. Ms. Murphy said but then aren't you skewing the results compared to what you have on the table. Commissioner DeGroot asks for any other comments that they need to consider. Ms. Jackson said, if we use a third party administrator they usually have a broader pool of data. Ms. Chastain asks what is the game plan for the results. She said she knows the City did something similar and they ended up having to raise salaries. Sheriff Kaber said, if we are comparing counties, he knows he is not losing people to other counties he's losing them to State Police and City PD. Mr. Banks said it's the same for him, he loses them to County and City Schools. Commissioner DeGroot said at the very least he needs to sleep on this and he wouldn't mind continuing the conversation tomorrow. Commissioner Boyd said we can continue it next week. Commissioner Boyd said, he thinks we should do the study. Ms. Murphy said with the budget time frame if you don't do it now, we're another year out. Commissioner DeGroot asks if we would need to do an RFQ. Ms. Gentry said, yes. Commissioner DeGroot said why don't we start the RFQ process and within that time if department heads come up with ideas they should give them to their liaison. Commissioner Boyd agreed. Commissioner Boyd said this may come in handy for contract negotiation next year. Mr. Vaughn asked if the survey would be based on other counties or the marketplace. Commissioner Boyd said other counties. Mr. Vaughn asked if they could do the same survey but include the marketplace. Commissioner DeGroot said we could add that into the RFQ. Commissioner Morris said this isn't her first choice but if the majority of the Board agrees. Commissioner Boyd said we can always pull it back. Board agreed by consensus to have HR start the RFQ process.

#### **4. Jessica Chastain / Information Technology**

##### **1. Email Exposure**

Jessica Chastain addresses the Board. She said, a free exposure analysis showed quite a few employees, 75 that were found on an email exposure list. She is working to contact the employees and having them change their passwords. Leslie Barlow-Hunter said these aren't employees that necessarily clicked on a link, if their email was used to setup an account somewhere and that company was breached then their email and password were exposed. She reiterated nothing has been a confirmed breach. Ms. Blain said this is nothing that we are turning in an insurance claim for.

#### **5. BOCC**

**1. Discuss Staffing With Department Heads**

See item 3.1.

**2. Central OR Cohesive Strategies Invoice**

Commissioner DeGroot explains this is year two of the payment for the MOU. Commissioner DeGroot motions to pay the Deschutes County invoice for the Central Oregon Cohesive Strategy Initiatives for \$6,750.00. Commissioner Morris seconds. Unanimous vote. Approved.

**3. Letter Re: Cooperative Fire Protection Agreement - KMM**

Commissioner Morris explains the letter. Commissioner Boyd asks if they can bring this back to Work Session tomorrow to give them time to review it since it's 6 pages.

**6. Other County Business**

None.

**7. Adjournment**

2:14pm.

Audio recordings of all proceedings are available at the County Commissioners' office. The meeting facility is handicap accessible. Persons needing materials in alternate format or communication access, should telephone this office at 541-883-5100  (voice/TDD) or the ADA Coordinator at 541-883-4296  at least 48 hours in advance of the scheduled meeting.

Klamath County Commissioners' Weekly Calendar is subject to change without notice.

305 Main Street 2nd Floor, Klamath Falls, OR 97601

E-mail: [bocc@klamathcounty.org](mailto:bocc@klamathcounty.org) Website: [www.klamathcounty.org](http://www.klamathcounty.org)