



\*\*All present are expected to conduct themselves in accordance with our City's Core Values\*\*

## OFFICIAL NOTICE AND AGENDA

of a meeting of a City Board, Commission, Department, Committee, Agency, Corporation, Quasi-Municipal Corporation, or sub-unit thereof.

Meeting of the: **Human Resources Committee**  
Date/Time: **Monday, March 9, 2015 at 4:30 p.m.**  
Location: City Hall (407 Grant Street) - Board Room 2nd Floor  
Members: Romey Wagner (C), Gary Gisselman, Bill Nagle, David Oberbeck, Lisa Rasmussen

### AGENDA ITEMS FOR CONSIDERATION (All items listed may be acted upon)

- 1) Approval of 02/09/15 Minutes
- 2) Public Comment on Matters Appearing on the Agenda
- 3) Discussion and Possible Action of New FTE for Lead Abatement
- 4) Discussion and Possible Action of Inspections Efficiency and Effectiveness
- 5) Discussion and Possible Action of Compensation Plan for School Crossing Guards
- 6) Performance Planning - Customer Feedback System
- 7) Health Care Planning 2016 (Krohn)
- 8) Recruitment and Selection Process
- 9) Future Agenda Items for Consideration
- 10) Adjourn

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 03/04/2015 at 9:00 a.m.

Questions regarding this agenda may be directed to the Human Resources Office (715) 261-6630.

**It is possible and likely that members of, and possibly a quorum of the Council and/or members of other committees of the Common Council of the City of Wausau may be in attendance at the above-mentioned meeting to gather information. No action will be taken by any such groups.**

It is anticipated that each item listed on the agenda may be discussed, referred, or acted upon unless it is noted in the specific agenda item that no action is contemplated. It is possible that members of, and possibly a quorum of members of other committees of the Common Council of the City of Wausau may be in attendance at the above mentioned meeting to gather information. No action will be taken by any such group at the above mentioned meeting other than the committee specifically referred to in this notice.

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids & services. For information or to request this service, contact the City Clerk at 407 Grant Street, Wausau WI 54403 or by phone (715) 261-6620.

Other Distribution: Media, Alderpersons, Mayor, Department Heads, City Departments, Union Presidents.

DRAFT

**CITY OF WAUSAU HUMAN RESOURCES COMMITTEE  
MINUTES OF OPEN SESSION**

DATE/TIME: February 9, 2015 at 4:30 p.m.  
LOCATION: City Hall (407 Grant Street) – Board Room  
MEMBERS PRESENT: R. Wagner (C), G. Gisselman, W. Nagle, D. Oberbeck, L. Rasmussen  
MEMBERS ABSENT:  
Also Present: Mayor Tipple, P. Czarapata, N. Giese, M. Groat, W. Hebert, M. Hite, A. Jacobson, J. Kannenberg, E. Krohn, T. Kujawa, T. Neal, K. Winters

**Approval of 01/12/2015 minutes.**

Motion by Gisselman, second by Nagle to approve the draft minutes from January 12, 2015. All ayes. Motion passes 5-0.

**Public Comment on Matters Appearing on the Agenda.**

No public comment made.

**Discussion and Possible Action of In-Training Recruitments (Plumbing Inspector).**

Hite stated that skilled trades workers are in high demand and difficult to recruit. The last recruitment for Plumbing Inspector yielded 3 applicants who did not meet the minimum qualifications. Hite would like to implement the ability to hire a candidate who may be close to meeting the minimum qualifications and place them on an in-training program that would provide a plan and timeline of when the person would need to meet the qualifications they are lacking. The person would not be hired at the full rate of pay, but would receive higher pay as qualifications were met. In-training recruitments would only be utilized for hard to recruit positions, and would not be considered if fully qualified candidates applied. Hite will make necessary changes to the Employee Handbook regarding in-training employees if the committee approves of this plan. Wagner asked Hebert for his thoughts; Hebert approved of using an in-training program if needed. Oberbeck questioned how this would work with a Plumbing Inspector if they don't have a Master Plumber license and they're being asked to inspect a Master Plumber's work. Hebert said that state requirement is a Journeyman Plumber certification and Commercial Plumber license. Oberbeck asked about plans that need to be approved; Hebert said the department does not currently approve plans, they are approved at the state level. Hebert also stated that the person hired to the position would need to get a Master Plumber license within 6 months of hire if they don't already possess one. Further questions about the position followed. Hite clarified that a new recruitment will be done and this will be applied to the new pool of candidates if needed. Nagle expressed his concern about the position in terms of water quality control. Oberbeck asked where the position was listed for the recruitment. Hebert and Hite said that mailings were sent out to qualified plumbers and groups, and targeted recruiting was done as well as general recruitment sites. Mayor Tipple said that the tech schools in the area should be notified of this issue so that they can possibly make changes to their programs that would help with produce qualified candidates. Motion by Gisselman to approve the utilization of in-training recruitments, second by Rasmussen. Motion passes 5-0.

**Discussion and Possible Action of Public Safety Leave Accrual.**

Hite spoke to section 8.01 in the Employee Handbook regarding leave accrual that includes "Police Lieutenant and Battalion Chief" in the language. Hite would like to modify this to say "sworn public safety personnel". This will result in internal alignment and will allow anyone promoted to receive the higher rate of accrual. Motion by Gisselman to approve language modification for public safety leave accrual, second by Rasmussen. Motion passes 5-0.

**Discussion and Possible Action of Organizational Efficiency & Effectiveness RFP to Send to Finance Committee.**

Wagner said this item was tabled at the Coordinating Committee and therefore no discussion is needed. When the Coordinating Committee is ready to revisit this item, it will be done and then sent on to the Finance Committee.

**Future Agenda Items for Consideration.**

- Hite will be bringing updates to the General Employee's Handbook to the committee 1-2 chapters at a time over the next year as she makes changes/updates.
- Review compensation plan for School Crossing Guards
- Pay for Performance Compensation system, evaluation process, and examples of exceptional performance. These items will be brought to the committee in the future, before the 2016 budget season begins.
- Revisit idea of HR Committee chair or committee members being involved in department head performance evaluations.
- Discussion of decision matrix and pay philosophy for compensation system.

Any other items that members may want on the agenda should be brought to Wagner or Hite.

**Adjourn.**

Motion by Nagle to adjourn. Second by Gisselman. All ayes. Motion passes 5-0. Meeting adjourned.

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Romey Wagner  
Human Resources Committee, Chair



## Memorandum

**From:** Myla D. Hite, Human Resources Director  
**To:** Human Resources Committee  
**Date:** March 4, 2015  
**Subject:** Water Distribution Maintainer (NEW FTE)

Purpose: To request approval from the Committee to establish and recruit a new fulltime equivalent (FTE) position. Appointment to the position will be subject to a rate increase being approved by the Public Service Commission at their March 5 Open Meeting.

Background: The Wisconsin Department of Natural Resources has placed additional regulatory requirements upon drinking water to include lead exceedance. (See attached January 14, 2015 Request for Additional Staffing).

Resource Impact: \$69,176.00 to be funded by the Water Utility customer revenues, conditioned upon rate increase approval.

Cc: Mayor

Encl: January 14, 2015 Memorandum



## MEMORANDUM

**To:** Myla Hite, Human Resources

**From:** Dick Boers, Water Superintendent *D. B.*

**Date:** January 14, 2015

**Subject:** Request for additional staffing

Attached please find a request to add an additional Water Distribution Maintainer for the Water Operations Division.

Additional staff is needed due to the amount of regulatory issues that the utility is struggling to keep up with based on the Sanitary Survey issued by Glenn Falkowski, WDNR and compliance notification regarding the lead exceedance.

- Lead exceedance – staff will be required to sample properties for water quality tests and service line tests. The DNR is mandating that 7% (approximately 500) of our lead service lines will need to be replaced in 2015. The estimated cost to replace the utility side of the water service line is estimated in the area of \$2,500,000. The other option is to test the water service line, which could eliminate the need to replacement, and save a significant cost to the utility/City. This option would require appointments for our staff to do this testing at the homes. Staff will also be needed to talk with property owners explaining the issues with elevated lead levels. We will also need to start doing unidirectional flushing which will require a larger crew, and is apt to create additional infrastructure issues that will to be repaired. The DNR has set mandates for compliance.
- Valve turning – the DNR has stated that we will need to turn a minimum of 1200 distribution and hydrant valves in 2015, then get back onto a schedule of maintaining that amount of an annual basis. The DNR has set mandates for compliance
- Meter exchanges have fallen seriously behind, as well as residential cross connection inspections. Both the PSC and DNR regulate these issues and have set mandates for compliance.
- Private well inspections have fallen behind. Private well are known concerns for cross connection potential, which could lead to water system contamination. The DNR has set mandates for compliance.
- Our distribution system is old and the winter of 2014 significantly impacted our underground infrastructure which has caused a significant amount of failures of mains

and services. Repair of these facilities limits the amount of work than can be done in other areas. Failure to repair impacts the water quality, and supply to the residents, and potential businesses losses, along with property damages.

Failure to maintain compliance with the DNR regulations regarding these items could result in daily forfeitures.

Not filling the position would likely result in additional overtime, which can lead to safety concerns, lack of DNR compliance and the potential for customer property damage.

Wausau Water Works utilizes technology to decrease the time requirements for meter reading and follow up readings. Unfortunately, duties not related to meters are very man and machine dependent. Staff is needed for main, service lateral and hydrant repairs, replacements, meter exchanges, customer service concerns, water quality sampling, just to name a few.

Wausau Water Works has shared staff with DPW for plowing operations as needed. Water operations personnel also assist with projects at the water treatment plant such as clarifier cleaning and maintenance filter rehab, etc.

Performance measurement indicators - ability to get back into compliance with valve turning, meter exchanges, lead and copper compliance, cross connection and private well inspections, and continued compliance from year to year.

Your consideration of this additional position will be greatly appreciated. If you have any questions regarding this request, please do not hesitate to contact me at 715-261-7286.



## Memorandum

**From:** Myla D. Hite, Human Resources Director  
**To:** Human Resources Committee  
**Date:** March 4, 2015  
**Subject:** Property Inspections Efficiency and Effectiveness Review

Purpose: To initiate Committee discussion and to obtain direction for possible reallocation of property inspection work.

Background: Property inspections are currently performed by 2 Property Inspectors employed within the Division of Inspections and Zoning within the Department of Public Works. This work is supplemented by 2 seasonal Community Service Officers employed by the Wausau Police Department, functionally supervised by Inspections and Zoning, typically from May – September. Using this model staff conducts between 2500 and 3600 property inspections per year. Generally these inspections focus on the exterior property maintenance.

In 2015 The Division of Inspections and Zoning is tasked with additional compliance responsibility for the Rental Licensing Program which will entail inspecting 2200 additional units per year which has been expanded to include interior inspections.

Alderman Winters has suggested program enhancements designed to augment the property inspections by expanding enforcement responsibilities. This expansion would include sworn police officers and firefighter paramedics sharing in issuing citations and conducting inspections. *(See Chart on Page 2)*

Options for enhancing efficiency and effectiveness:

- a) Keep the current model. The Inspections and Zoning has been in a state of evolution since 2012. It began with shortening time frames for compliance and initiating enforcement much sooner. It evolved in 2013 to include proactive reviews by Plumbing and Building Inspectors for property compliance. It continued in 2014 with the addition of part-time Community Service Officers augmenting the inspections work and adding a second property inspector position with immediate citation authority for certain non-structural violations. The plan in 2015 is to absorb the Rental Licensing Program inspections which will increase workload by another 2200 property inspections, and having 2 full-time, seasonal CSO's augmenting property maintenance inspections.
- b) Streamline current processes using LEAN methodology. Designate an Executive Sponsor and facilitate with Division of Inspections and Zoning, Fire and Police Personnel. Resource Commitment: Up to 4 dedicated days assessing the current state and removing barriers to increase efficiency and effectiveness.
- c) Determine feasibility of moving to proposed model. Feasibility assessment will entail:

1. Code Review. Determine whether current municipal code and state statutes provide for others to perform proposed work. If not, a decision will need to be made regarding whether or not to revise/adopt code to accommodate, Code review would need to be performed jointly by Division of Inspections and Zoning and City Attorney's Office.
2. Determine Capacity. Conduct a time management study within the Police Force and Fire Stations to determine availability of personnel when not on fire or ambulance calls.
3. Identify Labor Impacts and Bargain. Work currently performed by Property inspections staff falls outside the jurisdiction of labor agreements. Assigning work from outside the bargaining unit may require bargaining. Both Fire and Police are covered under collective bargaining agreements.
4. Cost Effectiveness. In the event it is determined that the Fire Stations and/or Police have capacity to perform additional work

<b>Type of Inspections</b>	<b>Current Model</b>	<b>Proposed Model</b>
Structural Issues <ul style="list-style-type: none"> <li>• Dilapidated Porch/Front Door/Stair</li> <li>• Repair Shed/Replace Tarp Shed</li> <li>• Furnace Not Functioning</li> <li>• Repair or Paint Garage</li> <li>• Re-paint house, Deck or Fence</li> <li>• Repair Roof</li> <li>• Operating a Business in R1 Zone</li> <li>• Missing House Numbers</li> <li>• Water Leaking Inside Building</li> </ul>	Property Inspectors	Property Inspectors and Firefighter/Paramedics
Non-Structural Issues <ul style="list-style-type: none"> <li>• Improperly Parked (trailer/vehicle/RV/Boat)</li> <li>• Improperly placed trash/containers</li> <li>• Improperly Place Business Sign</li> <li>• Shrubs obstructing view for Traffic</li> <li>• Furniture/Tires/Brush in the Yard</li> <li>• Cabinets stored along Side of House</li> </ul>	Property Inspectors And CSOs	Property Inspectors And CSOs And Police Officers

Resource Impact: Unknown at this time.

Cc: Mayor

Encl

**From:** Jeffrey Hardel

**Sent:** Tuesday, March 03, 2015 11:46 AM

**To:** Myla Hite; MaryAnne Groat; Tracey Kujawa; Joe Gehin

**Cc:** 'Lindman, Eric (IHS/BEM)'; Bill Hebert; Jim Tipple; Jennifer Kannenberg; Benjamin Bliven; Matthew Barnes

**Subject:** RE: HR Committee Coordination -- ACTION REQUIRED -- March 10 Mtg Packet

Police address many community needs that have been identified. Each year during our annual sector meetings, we hear from citizens about issues they want addressed. Most of the complaints/issues that community members want addressed involve traffic related issues, such as; speeding, red light violations, reckless driving, distracted driving, etc... We also have numerous drug houses that need more attention. We are unable to provide the level of service that the community requests in these mentioned areas. Should council want police to address property inspections violations rather than other needs that citizens have requested us to handle, then we will have to switch our priorities. We would also need to inform the community that we will be unable to address the needs identified for we will be assigning officers to inspect property.

My personal and professional perspective on assigning officers to inspect property is we look very foolish to our community. We have gained the respect of our citizens by being highly reactive and timely when addressing drug houses and higher community priorities than inspecting property. Should council decide they want police to focus on inspections rather than drug houses and traffic related issues which is what the people have asked for....we lose credibility and respect, which is hard to win back.

Jeffrey G. Hardel

Chief of Police

Wausau Police Department

715-261-7801

715-370-4545

**Mission Statement:**

***The Wausau Police Department strives for excellence in policing by partnering with the community to enhance the quality of life.***

**Core Values:**

**Integrity**

**Professionalism**

**Accountability**

**Respect**



## Memorandum

**From:** Myla D. Hite, Human Resources Director  
**To:** Human Resources Committee  
**Date:** March 4, 2015  
**Subject:** School Crossing Guard Compensation Plan

**Purpose:** To provide the Committee with an overview of the Compensation Plan for School Crossing Guards as requested by Finance Committee Chair Keene Winters.

**Background:** School Crossing Guards within the City of Wausau fall under the definition of Seasonal Employees as defined in Section 4.01 of the Employee Handbook. Seasonal employees are not benefits eligible. Compensation prior to ACT 10 was governed by the terms of the collective bargaining agreement which provided for step increases of approximately 2% after the following number of months: 6, 18, 30, 84 and 120. After 120 months (10 years), they reached the maximum step within the salary range, thereby only receiving cost-of-living increases negotiated for the range.

**Compensation Overview:** The compensation philosophy since de-certification of the bargaining unit continues to be on a 4 step, longevity-based, seasonal scale as depicted below. The chart also includes the number of School Crossing Guards within each pay category.

	<b>Year 1</b>	<b>Year 2</b>	<b>Year 3</b>	<b>Year 4</b>	<b>Substitute</b>
<b>Hourly</b>	\$11.84	\$12.54	\$13.23	\$13.93	\$11.84
<b># Guards</b>	<b>4</b>		<b>1</b>	<b>10</b>	<b>2</b>

Of the 10 School Crossing Guards receiving the maximum wage rate, 8 achieved this rate in September of 2011, 1 in January 2014, 3 with 1 achieving it in January 2015. WPD currently employs 2 substitute crossing guards.

An informal review of other Wisconsin cities employing School Crossing Guards was conducted which revealed the lowest paid crossing guards starting at \$8.00 an hour. The City of Wausau and Appleton's maximum rate were the highest hourly rate of the 18 responding cities, with the exception of DePere at \$17.14 per hour.

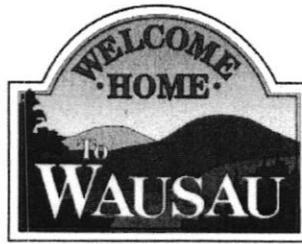
**Recommendation:** That we treat the School Crossing Guard compensation matrix consistent with other pay matrixes within the City of Wausau and periodically survey the market and mature the ranges.

**Resource Impact:** Unknown at this time

Cc: Mayor

CITY	Start	1 <sup>st</sup> Year	2 <sup>nd</sup> Year	3 <sup>rd</sup> Year	4 <sup>th</sup> Year	5+ Years	8 <sup>th</sup> Year	12 <sup>th</sup> Year	16 <sup>th</sup> Year	E- Data	Sub
Antigo		\$11.40	COLA								
Appleton		12.63	13.06	13.50	13.94						
Cedarburg	12.04	COLA	COLA	COLA	COLA	COLA	COLA	COLA	COLA	COLA	
De Pere	17.14										
Eau Claire										10.31	
Fond du Lac	9.91	10.23	10.58								
Green Bay		12.94					13.01	13.07	13.13		
Janesville	9.00									11.72	
Kenosha										11.02	
Kronenwetter		11.32									
La Crosse	9.25	9.50	9.75	10.00							
Madison										10.84	
Manitowoc	10.00										
Marshfield		10.82				11.22					
Milwaukee										10.93	
Oshkosh	8.00										
Racine	11.17	11.58	11.77			12.08					
Superior		10.24	10.49								
Waukesha										10.93	
Wausau		<b>11.84</b>	<b>12.54</b>	<b>13.23</b>	<b>13.93</b>						<b>11.84</b>

**KEENE T. WINTERS**  
District 6 Alderperson  
Phone: 715-675-0060  
Fax: 715-298-0558



**Home Address:**  
3824 Riverview Drive  
Wausau, WI 54403  
keene.winters@ci.wausau.wi.us

**WAUSAU COMMON COUNCIL**

**DATE:** February 6, 2015  
**TO:** Myla Hite, Director of  
Human Resources  
**FROM:** Keene Winters, Alderman *KTW*  
**SUBJECT:** Compensation Plan for Crossing Guards

I have had an inquiry about the status of our compensation plan for crossing guards. I understand that they are currently classified as part-time, seasonal employees and they may not have been given a raise in the past three years.

In reality, I understand that the majority of crossing guards have long histories of employment with the city.

Can you bring me up-to-date on our compensation plan for crossing guards? What is our strategy for recruitment, retention and recognizing good work and loyalty?

The new school resource officer program has given us a model for cooperation between the school district and the police department for services. Should we look to a more cooperative model for managing crossing guard services?

Please send me a report on the crossing guard compensation plan, and refer this matter to the Human Resources Committee if consideration of updates are warranted.

cc: Romey Wagner, HR Chairman  
Emily Zimmerman, Crossing Guard



## Customer Feedback Form

SECTION 1. CUSTOMER INFORMATION	
CUSTOMER NAME	CUSTOMER ADDRESS
CUSTOMER E-MAIL ADDRESS	CUSTOMER TELEPHONE
SECTION 2. EMPLOYEE INFORMATION	
EMPLOYEE NAME	DEPARTMENT
JOB TITLE	DATE OF CONTACT
REASON FOR CONTACT WITH CITY STAFF	

Please take a few minutes to give us feedback about our municipal service by filling in this short Customer Feedback Form. We are conducting this customer feedback research in order to gauge your level of satisfaction with the quality of our service. The Mayor and Common Council are committed to the most efficient and effective delivery of services possible. This form will assist in measuring our service delivery and help us to constantly improve our service. Thank you for your participation!

**RESPECT**                       **Exceptional**                       **Average**                       **Unsatisfactory**

*Did the employee communicate using courtesy in a helpful manner?*

Comments:

**INTEGRITY**                       **Exceptional**                       **Average**                       **Unsatisfactory**

*Did the employee do what they said they would do by when they said they would do it?*

Comments:

**PROFESSIONALISM**                       **Exceptional**                       **Average**                       **Unsatisfactory**

*Was the employee knowledgeable on the reason for the contact/visit?*

Comments:

**ACCOUNTABILITY**                       **Exceptional**                       **Average**                       **Unsatisfactory**

*Did the employee act responsibly?*

Comments:

**FEEDBACK**

Would you refer your friends to this employee for assistance?

Please share your observations of outstanding or substandard work.

Do you have any suggestions for improving the City's service or this employee's work?

Is there anything else the Mayor should know?

Comments/General Observations:

# TELL US HOW WE'RE DOING

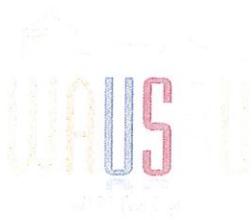


FILL OUT OUR CUSTOMER FEEDBACK SURVEY AT:

[www.ci.wausau.wi.us/Departments/HumanResources/CustomerFeedbackForm.aspx](http://www.ci.wausau.wi.us/Departments/HumanResources/CustomerFeedbackForm.aspx)



PROFESSIONALISM   ACCOUNTABILITY   INTEGRITY   RESPECT



\_\_\_\_\_  
Employee Name

Wausau City Hall—407 Grant Street—Wausau, WI 54403





# Recruitment and Selection

