OFFICIAL NOTICE AND AGENDA
of a meeting of a City Board, Commission, Department Committee, Agency, Corporation, Quasi-Municipal Corporation, or Sub-unit thereof.

A Meeting of **Wausau Water Works Commission** will be held in the **Council Chambers, 1st Floor City Hall, Wausau, WI 54403** at **1 : 30 p.m.** on **Tuesday, September 5th, 2023.**

Members: Katie Rosenberg (President), Dawn Herbst, Jim Force, Joe Gehin, John Robinson

AGENDA

1. Approve Minutes of August 7th 2023 Meeting.
2. Director's Report on Utility Operations
   - Drinking Water PFAS Testing
   - Corrosion Control Treatment Study
   - Wastewater Facility Construction Update
   - Wastewater Treatment Plant discharging quality effluent
   - Wastewater Collection System Technician (Sewer Maintainer) Employee began August 14th
   - Wastewater Plant Operation Technician Job Offer accepted, awaiting start date from HR
   - WDNR Lab Audit held August 15th 2023
   - Wastewater Cured-In Place (CIPP) Project Flieth/ Imm Street expected to commence mid-September
3. Presentation and Update by Capital Infrastructure Partners (CIP) Regarding the Lead Service Line 5-Year Replacement Scope of Services.
4. Discussion and Possible Action Approving a Mandatory Lead Service Line Replacement Ordinance.
5. Discussion and Possible Action Approving Additional Costs to the GAC Project for Working Through Winter Shortening Time of Construction.
6. Discussion and Possible Action Approving PFAS Testing for the Wastewater Utility.
7. Discussion and Possible Action Approving the Development of an Agreement with Marathon County Landfill to Determine the Feasibility of Accepting Leachate at the Wastewater Treatment Facility.
8. Financial Report Update on Utility Finances Discussing Possible Strategies and Key Performance Indexes.
9. Discussion and Possible Action Approving Budget Modification for Incentive Pay in 2023.
10. Discussion and Possible Action Approving Budget for Necessary Job Reclassifications and Adding New Positions at Wausau Water Works in 2024.

Adjourn.

Next meeting scheduled for **October 3rd at 1:30 P.M.*

Signed by: /s/ Katie Rosenberg, Mayor
Presiding Officer or Designee

THIS NOTICE POSTED AT CITY HALL AND EMAILED TO CITY PAGES AND DAILY HERALD: August 31st, 2023 at 10:00 a.m.

This meeting is being held in person. Members of the public who do not wish to appear in person may view the meeting live over the internet, cable TV, Channel 981, and a video is available in its entirety and can be accessed at https://tinyurl.com/wausaucitycouncil. Any person wishing to offer public comment not appearing in person may e-mail gina.vang@ci.wausau.wi.us with "Water Commission Public Comment" in the subject line prior to the meeting start. All public comment, either by email or in person, will be limited to items on the agenda at this time. The messages related to agenda items received prior to the start of the meeting will be provided to the Chair.

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (ADA), the City of Wausau will not discriminate against qualified individuals with disabilities on the basis of disability in its services, programs or activities. If you need assistance or reasonable accommodations in participating in this meeting or event due to a disability as defined under the ADA, please call the ADA Coordinator at (715) 261-6622 or ADAServices@ci.wausau.wi.us to discuss your accessibility needs. We ask your request be provided a minimum of 72 hours before the scheduled event or meeting. If a request is made less than 72 hours before the event the City of Wausau will make a good faith effort to accommodate your request.

Minutes of August 7, 2023

A meeting of the Wausau Water Works Commission was called to order at 1:30 p.m. in City Hall on Monday, August 7th, 2023. In compliance with Wisconsin Statutes, this meeting was posted and receipted for by the Wausau Daily Herald on August 3rd, 2023.

Members Present: President Rosenberg, Commissioners Herbst, Robinson, Gehin
Others Present: Eric Lindman, Scott Boers, Ben Brooks, Anne Jacobson, James Henderson, MaryAnne Groat, James Henderson, Joe Kafczynski/ Becher Hoppe.

1) **Approve Minutes of July 10th 2023 Meeting.**

Robinson motioned to approve minutes with editing of the word cultural to agricultural. Seconded by Herbst.

Motion Carried 4-0.

2) **Director's Report on Utility Operations.**

Lindman began there is a memo of updates throughout operations on water and wastewater in the director's report.

Robinson questioned the lead service line acceleration program. We talked about the ion exchange resin for PFAS and are using it for TOC. There were several issues that were raised, one being a mandatory ordinance relative to the connections and prioritization process that raises the policy issues for this body as to the timing sequencing and commitment of resources relative to those items. We've had discussions on ordinances in the past but we should revisit that if we want to move ahead with this acceleration project. Could we agendize for policy implementation issues necessary for this application process to succeed? Could we look at that ordinance in both connections and material?

Lindman replied we could start that hopefully in September at the next meeting. Last week, I got an email from Horsley Witten who is working with EPA under their contract to provide technical assistance. They have a scope of services that we worked out with them in front of EPA to try and get approval from the EPA and the DNR. We've also done work in the past to update some other items that have come forward.

Gehin questioned if we had a ban in the solder as he thought it was a state plumbing code issue.

Rosenberg replied we will do research and talk more next month moving forward with our program as it would help us.

Lindman updated the solar task force is moving forward. There's a communication plan and preliminary drafting information for the website. He's working with Clark-Dietz for the FAQ's to get those posted and a tour is scheduled at the drinking water treatment facility for Wednesday at 6pm for the task force, council, commission members, and possibly members of the community.

Herbst questioned the accepted position in the wastewater side and how the hiring/training of staff was going?

Brooks replied the collection system technician (sewer maintainer) offer was accepted with a start date August 14th but we still have one open position for the Plant Operation Technician and an offer will be made soon. The training has been challenging but we do what we can with the staff we currently have to get them familiarized with the wastewater treatment plant and the system. It's going slow but it's a process.

Director's Report Placed on File.

3) Discussion and Update on Utility Finances.

Groat began that workday went live January and created delays in financial reporting but gave us opportunities to look at some of our goals with utility plant projects, depletion of cash and interactions with moody who is rating our bonds. We would make some changes in our presentation that would focus on rate of return and key performance indexes that Moody looks at when evaluating utilities and looking at how we can invest utility funds in future capital investments and helping us with rate decisions for the consumers. I hope to have some presentation changes at the next meeting. This could lead to policies that the utility may want to adopt regarding cash reserves to strengthen the financial position of the utility. We are behind the eight ball with the plant but it would be great to get policies established. We would have a draft release of the financial presentation prior to the next meeting for you to look at, talk about it, get feedback and finetune those each month until we get a report everyone is satisfied with. I met Moody about the debt issue for the city and they changed the rules on us again. In past they've siloed and the revenue bonds were evaluated independently from the city's general operations but now they are saying utilities and all other funds of a government entity can impact the general fund and a government's ability to provide services. They are taking a larger overview of the city's financial condition when looking at issuing a rating for the city. It would be in the city's best interest if we could get some policies in place and measure those going forward.

Robinson questioned how we are building into the operation and maintenance perspective of the ion exchange in which we must change out the resin periodically before moving into the granular activated carbon at the new water treatment facility as we are not reflecting those costs in the capital budget. Are there opportunities for us to evaluate how we treat those going forward? A lot of the safe drinking water/clean water act funding deals with capital projects and not operation and maintenance, is there a way to structure those to maximize potential contribution from other parties and evaluation as we try to set up our books? We have the initial cost of establishing those systems but the resin and change out are above the normal operating costs with over a million dollar a changeout, we will have a similar situation with the granular activated carbon, we'll have the vessels then we'll have the carbon. Is there a way to look at how we are treating those from a budgeting perspective to maximize potential dollars from other funding sources with the PSC rules then DNR rules get into play?

Groat replied the carbon filter was in the rate structure that the PSC passed. The PSC will have some rules on whether we could depreciate those immediately or amortize them over a period. We could look at those but at this point I don't know what that would look like and could reach out to PSC and our financial advisors.

Lindman replied, when we went in for the rate case, it wasn't just for capital cost, but we don't know what the O&M costs would be. As we move forward into those processes and operations, we would have to figure if we estimated those correctly, what are those, and if there are funding sources that can help with operation cost upon start up within first 12 months. So far, we haven't been able to find that with the DNR but maybe there's a different way to look at that.

No Action Taken.

4) **Discussion and Possible Action Approving the Proposed 2024 to 2028 Capital Improvement Projects (CIP) and Related Budget.**

Lindman began this is our 5-year capital plan for potential borrowing for 2024-2028, he left 2023 column in there to see which projects are still ongoing.

Gehin questioned if the cumulative capital was an addition from year to year?

Lindman stated that's correct. That was something Swanborg tracked on the finance side. We made modifications to this but we could remove it if you'd like? This is what would go into the utility budget for capital for 2024. There are comments on right, we applied to BIL funding and safe drinking water funding but we won't know for a few months yet so we are indicating that we are borrowing for those but if we know the ones we do have funding for we are reducing that from the borrowing for funding that has already been allocated.

Robinson motioned to approve the 5-year capital plan for both the waterworks and drinking water division. Seconded by Gehin

Motion Carried 4-0.

5) **Discussion and Update on Proposed Staffing Updates and Organizational Changes for Utility Staff.**

Lindman began this is what is being proposed. Boers, Brooks and I sat with the HR Director Henderson and had this in writing explaining the two phased approaches for certifications and classifications for both water and wastewater to establish incentive pay as employees earn their certifications and maintain them to receive certification pay. We will be going through job descriptions between now and end of the year to establish and work with HR to see if reclassification is needed or changing job description and responsibilities.

Robinson questioned if this deals with the competency once we have the employees in house. We've been struggling with getting them in house. Where are we relative to the pay classification issue for the initial hire and when will that be resolved? What would it take to set a base rate to get those people in the door? Would we be competitive or would this be a missed opportunity? The county went through a series of pay classifications and froze salary at highway department only to realize we had a difficult time hiring. I understand importance of balance but hopefully we are looking at comparable to get an applicant pool not at the minimum so we could attract talent needed to run a complex water and wastewater treatment facility that we just invested millions of dollars. Let's do it right the first time, get them through the door and progress them. We have internal issues but we've been hearing about this and we have not moved any dirt trying to address that. We are not disagreeing but we have problems attracting talent. We have an opportunity with Gallagher, but let's make sure base is high enough to attract the talent.

Henderson replied he received an email from Gallagher. We will have a preliminary draft Thursday morning. What they are putting forth is a 3% increase throughout the grades. With Gallagher we are on par with what other utilities are paying but the science and the comparatives back this up. What I caution against is a knee jerk reaction, if we overpay them, we will keep them? Not only within the utilities or public works but within the city's philosophy but trying to get someone in here and blow everyone out of the water sounds like a solution but in reality, that does not work. If you want a topflight crew, you will ask for education, certification upon hire, not coming in and then the city providing it. Then you shrink your talent pool. If you up qualifications and pay, you will not find people that meet those qualifications. I want to see some of the job descriptions and pay that we are up against. I've heard so and so makes this or that but I have not talked to anyone. Waukesha emailed saying they can't keep people at their water treatment plant and have people that just left. Their pay is higher, but just upping pay is not going to solve the problem.

Rosenberg stated there is an aspect of making sure we aren't overwhelming folks who are working. This is a good discussion to keep having.

Gehin replied he supports Robinson. Are we looking at any locals as part of the study? We got to look at Weston, Schofield, Rothschild. I instantly knew we are not at the top. We must be equal or better in some way somehow. You need to talk to communities of equal size. We are losing staff to close utilities and have people leaving for Weston.

Henderson replied we looked at places Lacrosse, Marathon County, Oshkosh. We compared to several municipalities both city and county. All of those were on there. I'm not trying to be adversarial. We have officers moving from city to county because they make more but we can't just blow up our pay to keep one person from quitting. Some people just quit because they are tired of what they are doing and want to do other things. So many variables go into that.

Lindman replied, we will be looking at job descriptions and adding positions based on staffing assessments done. One challenge is getting people through the door and trying to find communities that have similar jobs at the water and wastewater facilities and not just a wellhouse that feeds chlorine and fluoride but an actual treatment facility. We will look at them and talk with Henderson and place them properly in the pay scale that we have if they are not already this fall or winter.

Gehin replied that Lacrosse is a good example of that as they only have wells and not a treatment plant.

Henderson replied that is when they depend on the Director and Supervisors when they hire someone, to place them on the scale. I know steps 1 and 2 are suspended but if they feel that this person should start at step 7 or 8, I depend on them to make that decision.

Robinson stated he hopes Gallagher would bring in the approach of expanding the base of comparable when they are developing their database competencies, like a manager at an airport, not every county has an airport, but to try and bring similar expertise.

Rosenberg replied that the expectation would be for this body to have an opportunity to look at what Gallagher is presenting and everyone is welcome to the HR committee.

Henderson replied this is a working document but depending on your subject matter experts and going through the committees, hopefully, we can get together with a solution. We just need to work together and do the best with what we have.

No Action Taken.

6) Adjourn.

Robinson motioned to adjourn. Seconded by Herbst.

Motion Carried 4-0.

Link to view meeting in its entirety: *https://tinyurl.com/wausaucitycouncil*
Gina Vang, Recording Secretary
S:\WaterWorks\Common\WaterCommission\2023\September\WWWC_20230807_Minutes.doc.

WAUSAU WATER WORKS
FOR YOU!

MEMORANDUM

TO: President Rosenberg
Commissioner Herbst
Commissioner Force
Commissioner Gehin
Commissioner Robinson

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

SUBJECT: Director's Report – September 2023

- Drinking Water PFAS Testing – We have now been notified that the WDNR is using the DHS suggestions they prepared for the Cycle 11 Groundwater Standards. We were provided information that the DNR "put a hold" on reviewing and using the Cycle 11 suggested standards due to the proposed USEPA Drinking Water Standard. The WDNR website also states a hold of Cycle 11 suggested standards and we have not been given any notice that this has changed.

  The City has been following and meeting the guidelines set by the WDNR and the Commission back in 2022. We have been less than 20 ppt of PFOA/PFOS and we have been monitoring the recommended Hazard Index for the 4-precusors as proposed by the USEPA. One of our tests in July, using the new WDNR additional compounds from Cycle 11, came back at 22.7ppt, we retested, and the test came back at 11.9ppt back below the 20ppt. This past week the WDNR requested that we issue "their" public notice. Wausau Water Works issued a notice to the public to try and explain the changing rules from the WDNR and what they are monitoring compared to what Wausau was told to monitor back in 2022. We followed this up with a notice written by the WDNR.

  Wausau Water Works continues to be at the forefront of this issue and we continue to lower levels of PFAS and manage PFAS in our drinking water according to the rules that we are directed to follow. We now have two regulatory agencies following two different sets of rules and it becomes complicated for us to continue to chase changing regulations and suggestions. We will continue to monitor as required and keep everyone informed of changes as we move forward implementing our long-term solution to PFAS in drinking water.

- Corrosion Control Treatment Study – The lead line loop skids were delivered last week and staff has harvested the lead lines from the system. The harvested lead lines will be placed in the loops and the lead lines will begin to be seasoned and testing will begin as soon as practical.

WASTEWATER DIVISION

1. Wastewater Facility Construction Update: See attached.

2. The Wastewater Treatment Plant continues to discharge a quality effluent. Optimization throughout the plant continues to ensure a quality effluent is being discharged.

3. Collection System Technician (Sewer Maintainer): New Collection System Technician, Jared Johnson, began employment with the City on August 14, 2023. Welcome Jared!

4. Wastewater Plant Operations Technician: Job offer has been made and accepted. Waiting on official start date from Human Resources.

5. WDNR Lab Audit was held on-site August 15, 2023. The on-site audit is to determine continuing compliance with Wisconsin Chapter NR 149 code. The audit involved a review of the laboratory's quality systems, analytical and quality records, and test procedures. No deficiencies were noted during the audit. Lab Audits for the registered laboratory occur every three years.

6. The 2023 Cured-In-Place (CIPP) project for Flieth Street and Imm Street is expected to commence mid-September and will be completed by the end of October/beginning of November.

Project Status Report

Wastewater Treatment Facility Improvements Project – Engineer During Construction

City of Wausau, Wisconsin

Donohue Project Number 13229

Period | July 16, 2023 – August 12, 2023

Invoice 74

Engineer Activities This Period

- Construction administration services related to the remaining project close-out efforts associated with the technical review of contractor shop drawings, responding to contract interpretation questions (RFIs), initiating requests for proposals (RFPs), attending random construction progress meetings, processing work changes to the contract, and contractor monthly payment requests.
- Prepared and submitted Clean Water Fund disbursement request and provided CWF administration.
- The Engineer's application engineering staff continues to fine tune the various systems as unit process systems are being operated.
- Negotiation with Contractor to extend Substantial Completion date to August 31, 2023; this change is included in Change Order 27.
- Prepared Change Order 27 for City review and drafted Change Order 28
- Majority of final Certificates of Substantial Completion for those process systems that the Owner has begun to operate have been provided to the Contractor with necessary constraints.
- Continued to address punch list items including the following areas of focus: DG boilers and dryer.
- Plant tour for WDNR representatives
- Continued to assist Owner with WDNR Class A biosolids approval.

Engineer Near-Term Activities

- As the project proceeds to closure, the engineer will continue to provide construction administration services including preparing WCDs, attending random construction progress meetings, processing near final change orders, reviewing contractor payment requests, and providing on-site engineering services as needed.
- Application Engineering programming to fine tune operations.
- Review punch list items as they are completed by the Contractor.
- Preparation of CWF closeout documentation

Project Status Report

Wastewater Treatment Facility Improvements Project – Engineer During Construction

City of Wausau, Wisconsin

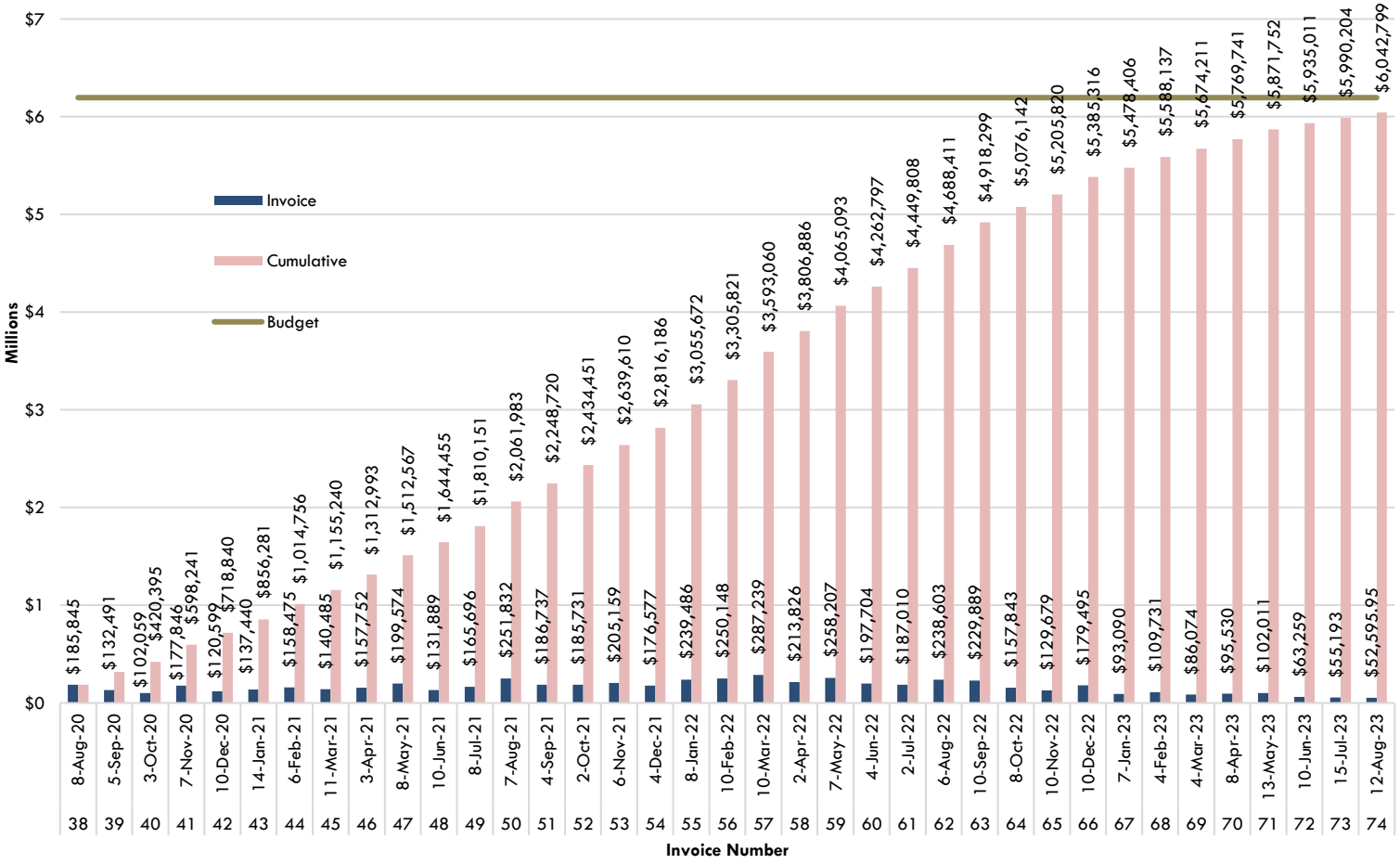
Donohue Project Number 13229

Period | July 16, 2023 – August 12, 2023

Invoice 74

Project Related Budget Snapshot

Construction Engineering Budget



Project Status Report

Wastewater Treatment Facility Improvements Project – Engineer During Construction

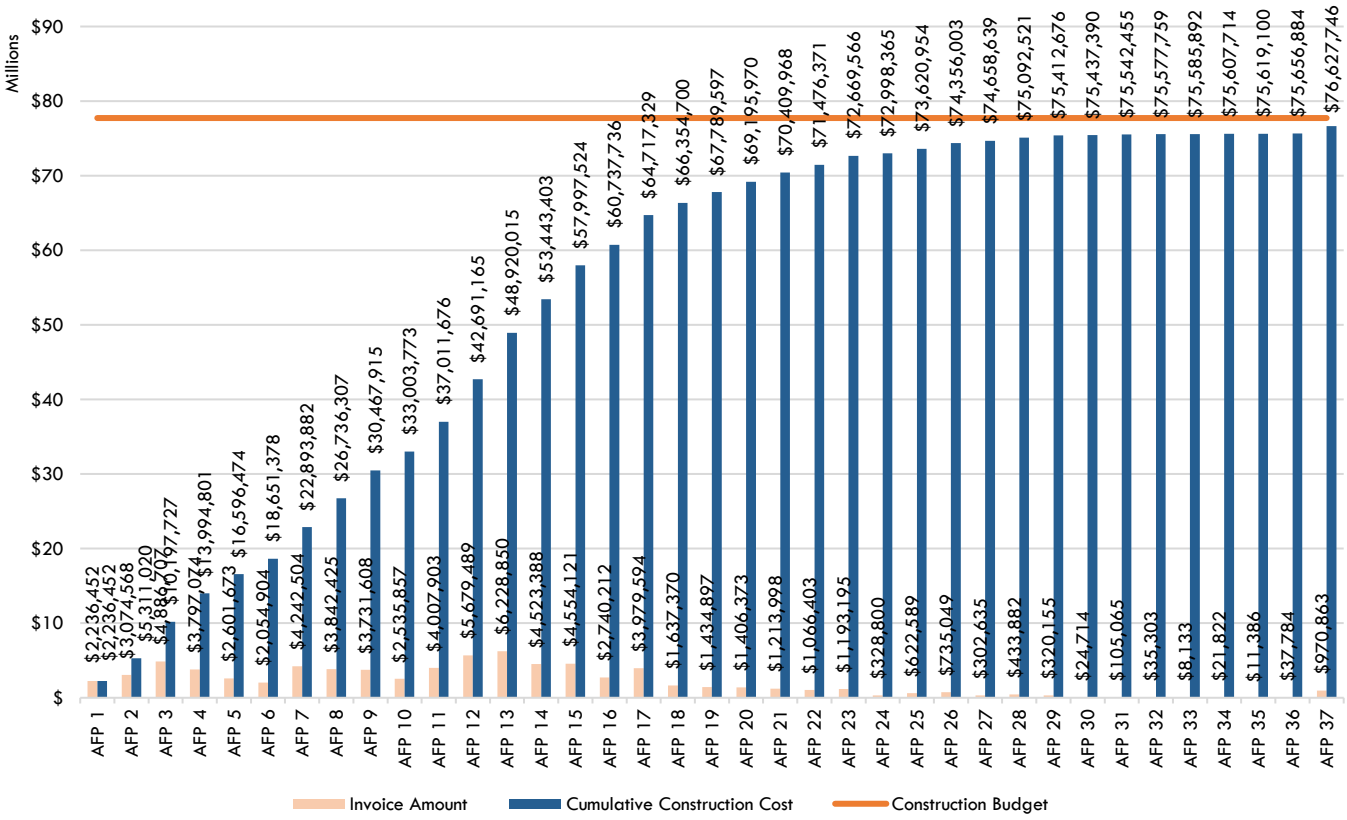
City of Wausau, Wisconsin

Donohue Project Number 13229

Period | July 16, 2023 – August 12, 2023

Invoice 74

Construction Budget: Pay Applications Approved by Engineer



Project Status Report

Wastewater Treatment Facility Improvements Project – Engineer During Construction

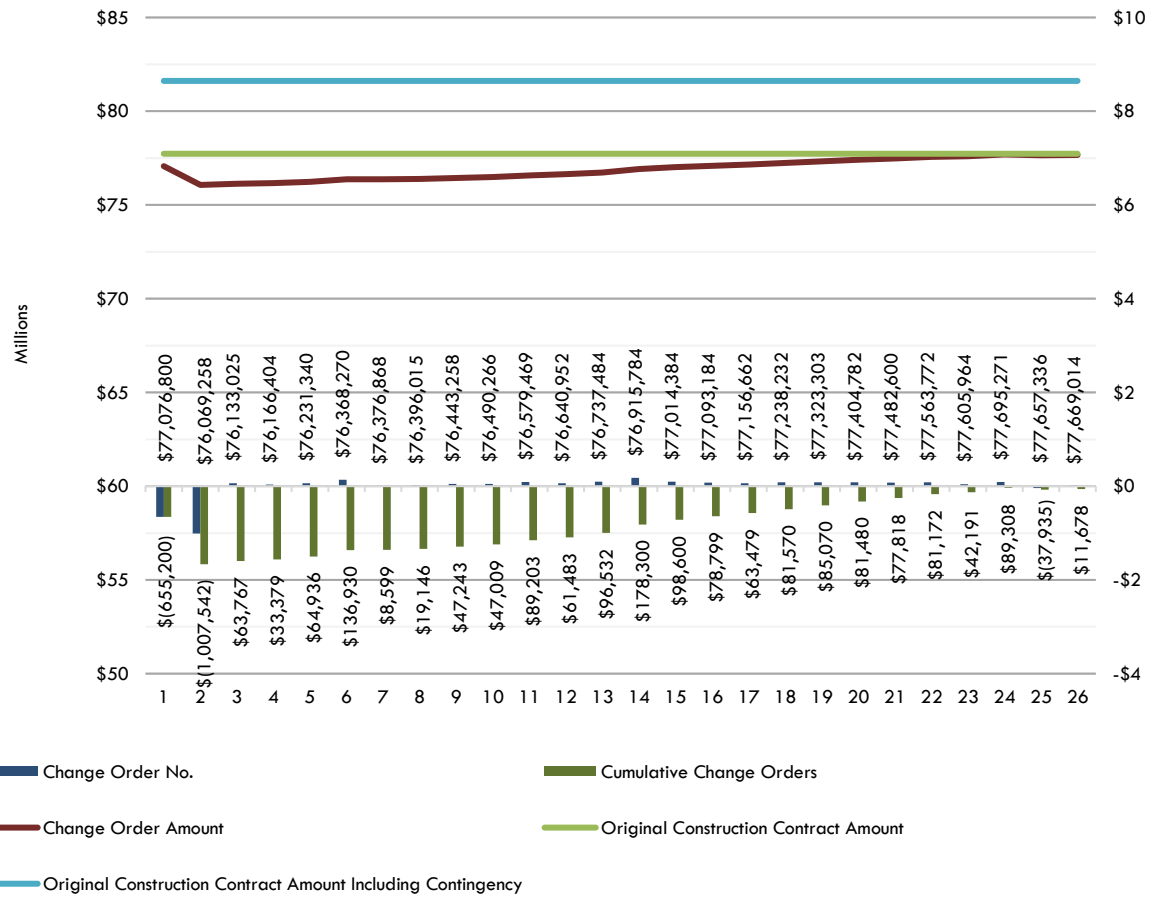
City of Wausau, Wisconsin

Donohue Project Number 13229

Period | July 16, 2023 – August 12, 2023

Invoice 74

Overall Project Budget



Budget Notes:

1. No budget issues at this time.

Remarks

1. Construction is complete except for punch list corrective work; therefore, construction photographs are no longer beneficial to document project progress.

INVOICE

DONOHUE

3311 Weeden Creek Road
Sheboygan, WI 53081
Phone: 920-208-0296
www.donohue-associates.com

Invoice To:

City of Wausau
Attn: Ben Brooks
407 Grant Street
Wausau, WI 54403

Invoice Date:	August 17, 2023
Donohue Project No.:	13229
Invoice No:	13229-74
Project Manager:	Mike Gerbitz
Terms:	Net 30 Days
Billing Period:	07/16/23 - 08/12/23

Project Description: Wastewater Facilities Plan & Design

Your Authorization:
Engineering Services Agreement, Signed 03/29/17
Amendment No. 1, Signed 06/28/18
Amendment No. 2, Signed 03/05/19
Amendment No. 3, Signed 01/27/20
Amendment No. 4, Signed 05/07/20
Permit Review Fees Payment Request, 02/27/20

Compensation:

Time and Expense		$	129,220.00
Time and Expense		$	984,565.00
Time and Expense		$	3,323,900.00
Time and Expense		$	4,351,831.00
Time and Expense		$	1,843,325.00
Permit Review Fees		$	12,534.50
	Total	$	10,645,375.50

Billing Summary:

Total Charges to Date		$	10,494,034.29
Charges Previously Billed		$	10,441,438.94
Current Charges		$	52,595.35

Summary of Current Charges

Labor (251.0 hours)		$	49,255.00
Reimbursable Expenses		$	1,184.35
Permit Review Fees		$	-
Subconsultants		$	2,156.00
	Total	$	52,595.35

Current Charges Due	**$**	**52,595.35**

Please Remit to:

Donohue & Associates, Inc.
3311 Weeden Creek Road
Sheboygan, WI 53081
Phone: 920-208-0296
Fax: 920-208-0402

Aged Receivables				
Current	31 - 60 Days	61 - 90 Days	91 - 120 days	>120 days
$52,595.35	$0.00	$0.00	$0.00	$10,240.73

September
2023

City of Wausau | Wausau Water Works
Lead Service Line Replacement Program

Water Works Commission Meeting 9/5/23

WAUSAU
WISCONSIN

CIP COMMUNITY INFRASTRUCTURE PARTNERS

Objective

To update the Commission on the CBP3 delivery model and the community-based approach Wausau is taking to replace lead service lines.

Agenda

- Overview of the CBP3 Delivery Model
- Team and Program Components
- Timeline & Progress to Date
- Q&A

Program Summary

With an estimated 8,000 lead service lines (LSLs), the City of Wausau, Wisconsin needs to be at the forefront of innovation and ingenuity in order to replace these lines quickly, efficiently, and equitably.

Therefore, the City has launched **the country's first Community-Based Public Private Partnership (CBP3)** focused on lead service line replacement and partnered with a team of national and local experts to eliminate this threat to the City's drinking water on an accelerated timeline.

The CBP3 Delivery Model

Established by the EPA, a CBP3 is an approach to delivering infrastructure that is **grounded in achieving community and socioeconomic goals**.

- All technical work is executed by local, small and minority-owned firms
- Compensation is performance-based…technical, social, and environmental goals (mutually established by CIP and the City) must be met for CIP to receive full compensation
- Community goals, such as workforce development, youth education, and resident participation, are the foundation of a CBP3
- Private financing is not a requirement

CBP3 vs Traditional Approach

SERVICE/BENEFITS	TRADITIONAL APPROACH	CBP3
Risk of project transferred to delivery partner	No	Yes
Over 40% of contracting dollars are awarded to small, local, minority businesses	No	Yes
Operations & maintenance integrated into project design and delivery	No	Yes
Cost savings of at least 20%	No	Yes
Performance-based contract structure guarantees price and schedule	No	Yes
Community-driven outreach	No	Yes
Private property engagement	No	Yes
Contractor development and technical training	No	Yes
Financing and grant support	No	Yes

The CBP3 Team

CIP COMMUNITY INFRASTRUCTURE PARTNERS	**CBP3 Developer.** Contracted entity accountable to the City of Wausau. CIP will manage the team to ensure LSLs are replaced in the most efficient and cost-effective manner and is responsible for the achievement of the goals of the CBP3.
ENVIRONMENTAL POLICY INNOVATION CENTER	**Government Relations/Technical Assistance/Capital Sourcing.** Nonprofit organization considered a national leader that supported the legislation related to the LSL replacement funding within the Bipartisan Infrastructure Law (BIL). Inaugural partner of the Biden-Harris Get the Lead Out Partnership.
120Water™	**Software/Reporting/Outreach.** Comprehensive digital water platform to support utilities efficiently replace LSLs. The platform centralizes inventory data, supports outreach, and manages the lifecycle of an LSL replacement program. Inaugural partner of the Biden-Harris Get the Lead Out Partnership.
BlueConduit	**Predictive Analytics.** A water infrastructure analytics company specializing in predictive analytics for LSL identification and replacement. They will work with the City's existing inventory data to develop material predictions and reduce unknowns. Inaugural partner of the Biden-Harris Get the Lead Out Partnership.
LiUNA! WISCONSIN LABORERS' DISTRICT COUNCIL Feel the Power	**Workforce and Contractor Development.** The Wisconsin Laborers' District Council is an affiliation of five local unions, representing nearly 9,000 construction craft laborers throughout Wisconsin. LiUNA is developing a national training program around LSL replacements to ensure sufficient contractor capacity to support the BIL. Inaugural partner of the Biden-Harris Get the Lead Out Partnership.
DAAR	**Engineer/Prime General Contractor.** Headquartered in Milwaukee with a regional office in Tomahawk, DAAR is an MBE-certified business and a leading multi-disciplinary firm with the capacity and expertise to provide quality delivery of planning, engineering, and construction management services for the CBP3.
MEDICAL COLLEGE OF WISCONSIN; H2N HMONG & HISPANIC COMMUNICATION NETWORK PROJECT	**Community Outreach/Public Health Management and Advisory Services.** The Medical College of Wisconsin created an outreach model led by Community Health Workers (CHW). The CHWs represent a variety of geographic locations and social circles and are critical to building trust in the community. H2N is an example within local Hmong and Hispanic communities.
WFX WATER FINANCE EXCHANGE NO COMMUNITY LEFT BEHIND	**Regional Approach.** National leader in working with communities to create a regional approach to infrastructure, inclusive of identifying funding sources to enable those solutions

Timeline

- **January 2023:** Mayor Rosenberg invited to White House for City's progress in replacing lead pipes
- **June 2023:** The City and Wausau Water Works issue RFQ to select team to lead CBP3 for lead service line replacement
- **June 2023:** The City submits $5.2M funding application to WDNR to replace 500+ LSLs in year 1
- **July 2023:** The City selects Community Infrastructure Partners (CIP) to lead the CBP3
- **August 2023:** Educational meeting with WDNR leadership to garner support for the program
- **October/November 2023:** CBP3 contract presented to commission/council for approval
- **Jan/Feb 2024:** City expected to close loan with WDNR
- **Mar–Nov 2024:** 500+ LSLs replaced
- **Mar–Nov 2025:** 1,500+ LSLs replaced
- **Mar–Nov 2026:** 2,000 LSLs replaced
- **Mar–Nov 2027:** 2,000 LSLs replaced
- **Mar–Nov 2028:** 2,000 LSLs replaced

Questions

Department of Public Works & Utilities

Eric Lindman, P.E.
Director of Public Works and Utilities

TO: Wausau Waterworks Commission

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

DATE: September 5, 2023

SUBJECT: GAC Project – Change Order Winter Conditions – Shorten Schedule

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Ellis Construction, General Contractor for the GAC project, proposed a change order to shorten the construction schedule by implementing winter condition construction methods. The original schedule for this project was Substantial Completion in October 2024 and Final Completion in November 2024. The proposed schedule would be Substantial Completion in July 2024 with Final Completion August 2024.

Working through winter will require additional temporary structures to be built and temporary heat to be used for completing concrete and masonry work through cold temperatures. The proposed cost of this additional work is $303,269.00.

The City is facing its first ion exchange resin replacement, currently in process. This essentially means the resin will likely last for 9-10 months to maintain the goal of less than 20ppt for PFOA/PFOS. Reducing the length of the construction schedule has a good potential to eliminate the need for an additional resin change in 2024. Staff is supportive of the additional cost to complete work through the winter to possibly eliminate the need for an additional resin change.

ellis CONSTRUCTION
Built Right.™

3201 Stanley St
Stevens Point, WI 54481
PH: 715-345-5000
FAX: 715-345-5007

ES-02

CHANGE ORDER BREAKDOWN -- WORKSHEET

JOB NAME: Wausau Drinking Water Treatment Facility PFAS Treament
ARCH JOB NO: 14066
ELLIS JOB NO: 23076
CHANGE ORDER NUMBER: ES-02
DESCRIPTION: Winter Heat
DATE: 8/21/23

ITEM		MATERIAL	LABOR	VENDOR/SUB
General Conditions		372	295	4,756
Firkus Masonry - Tenting and Heat				188,300
$34500 Propane Allowance for Masonry Heat				34,500
Ellis - Labor, Equipment, Materials		18,580	14,767	
$15000 Propane Allowance for Winter Heat				15,000
SUB - TOTALS		18,951	15,062	242,556
SALES TAX ON MATERIAL	5.50%			
TAX & INS ON LABOR	27.00%		4,067	
LIABILITY INS	0.600%	114	115	1,455
BOND	1.00%	191	192	2,440
SUB - TOTALS		19,255	19,436	246,451
PROFIT & OVERHEAD :				
LAB & MAT =	15.00%	2,888	2,915	
SUBCONTRACTORS =	5.00%			12,323
SUB - TOTALS		22,144	22,351	258,774
			TOTAL CHANGE ORDER AMOUNT	$303,269

CONTRACT TIME WILL BE INCREASED BY: 0 Work Days

SUBMITTED BY ELLIS STONE CONSTRUCTION: BY: Patrick H Pierce DATE: 8/21/23

ARCHITECT'S APPROVAL OF CHANGE: BY: DATE:

OWNER'S APPROVAL CHANGE: BY: DATE:

Firkus Masonry Inc

554 Brilowski Rd N
Stevens Point, WI 54482-9386

Estimate

Date	Estimate #
8/7/2023	639

Name / Address
Ellis Construction 3201 Stanley St Stevens Point,Wi 54481

Project

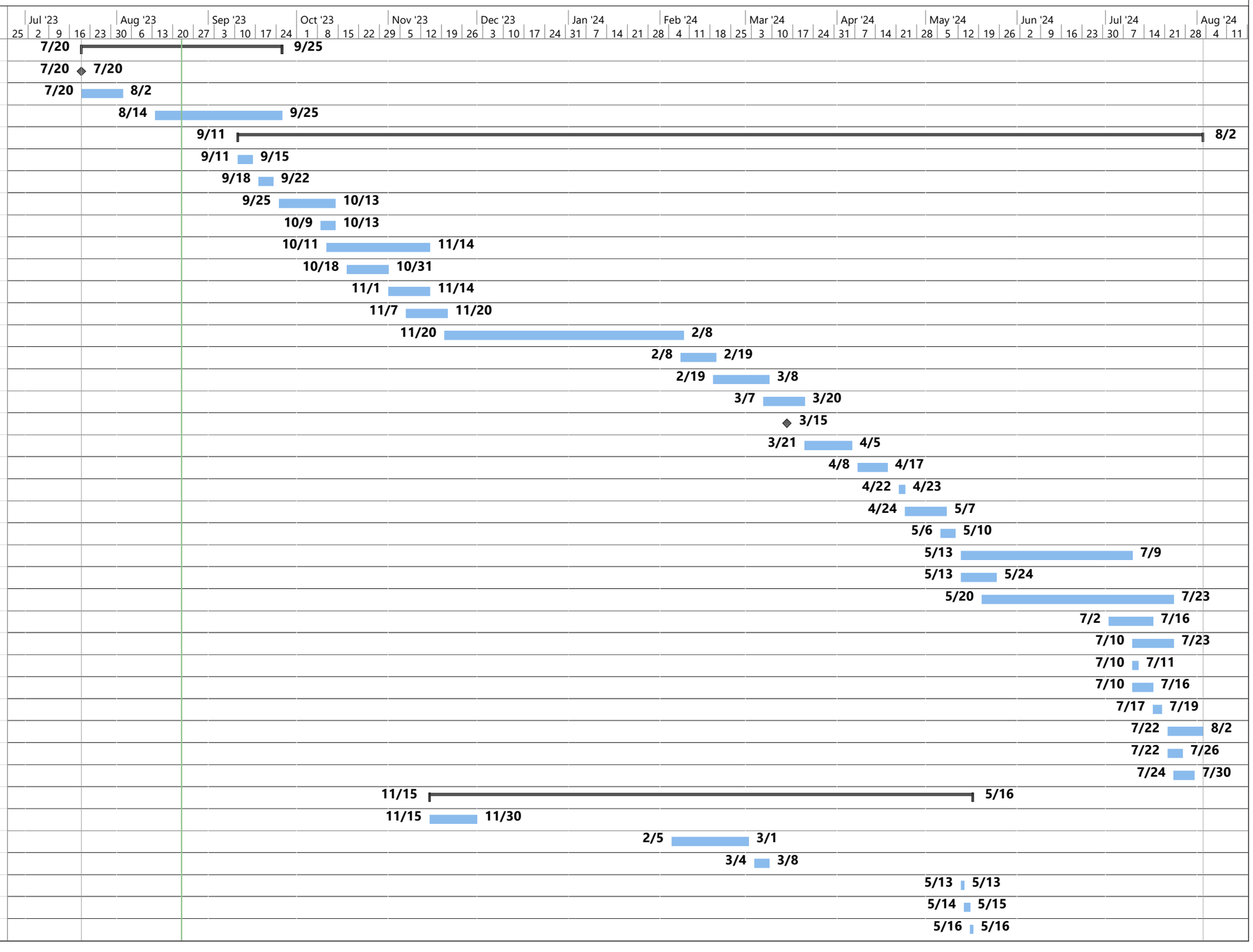
Description	Qty	Cost	Total
Wausau water treatment plant			
Winter enclosures			
Rental for 2 boom lifts and high lift		17,800.00	17,800.00
30 rolls reinforced poly		5,400.00	5,400.00
Wind clips, Lats, Misc. materials, lumber		2,100.00	2,100.00
Labor for shelter construction and moving		163,000.00	163,000.00
17,000 gallons LP gas allowance (This is an estimate of the amount of LP needed. It is based on 1.60 per gallon. Final cost will vary due to gas prices and temperatures)		34,500.00	34,500.00
		Total	$222,800.00

Customer Signature _____

City of Wausau
Drinking Water Treatment Facility
PFAS Treatment

Preliminary Schedule: 8-23-23

ID	Task Name	Duration
1	**Admin**	**47 days**
2	Notice to Proceed	0 days
3	Contractor/Vendor Awards	2 wks
4	Submittals	6 wks
5	**Construction**	**229 days**
6	Site Mobilization/Make Ready/Site Access/Temp Roac	1 wk
7	Remove/Relocate Site Utilities	1 wk
8	Site Stripping/Cut & Filling	3 wks
9	Excavate Foundations	1 wk
10	Form/Pour Footings/Foundations	5 wks
11	Segmental Retaining Wall	2 wks
12	Site Utilites	2 wks
13	Backfill/Site Grading	2 wks
14	Masonry CMU - To Bearing Height	11 wks
15	Precast - Beams/Columns/Planks	8 days
16	Masonry CMU - Parapet	3 wks
17	Roofing-Insulation/EPDM	2 wks
18	Temp Heat for Underslab R.I. and SOG	0 days
19	Underslab R.I.	12 days
20	Prep/Pour SOG	8 days
21	Set PFAS Vessels (after 7 day cure on slab)	2 days
22	Masonry CMU- Patch Opening	2 wks
23	Air Barrier	1 wk
24	Masonry Veneer & Rigid Insulation	8 wks
25	Painting - Structure	2 wks
26	MEP R.I/Piping	9 wks
27	Site Concrete	2 wks
28	Painting - Piping/Misc	2 wks
29	Doors	2 days
30	Roofing - Complete	1 wk
31	Asphalt Paving	3 days
32	Aluminum Stairs	2 wks
33	Landscaping	1 wk
34	Start-Up/T&B	1 wk
35	**Existing Building Work**	**128 days**
36	Metal Panels	2 wks
37	Existing Building MEP/Piping	1 mon
38	Floor Patching	1 wk
39	Demo Wall Openings	1 day
40	Wall Patching	2 days
41	Coiling Door	1 day



Drinking Water Treatment Plant
PFAS Treatment
Funding Program

September 5, 2023

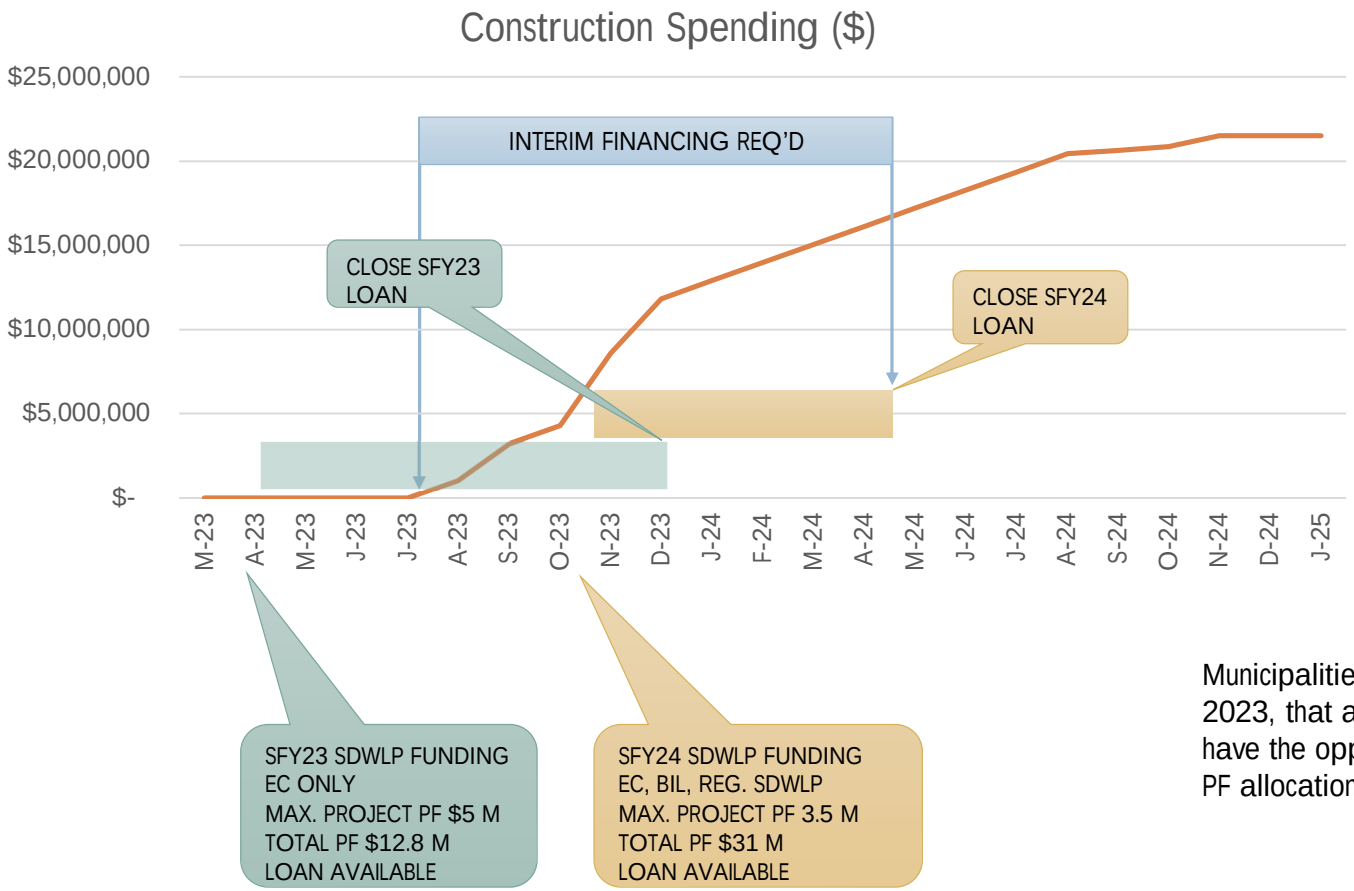
Funding Update

	Cost – Contracted Values	Safe Drinking Water Loan Maximum Projected Principal Forgiveness Award SFY23 &SFY24	Federal Appropriation	Total Funding
Permanent - GAC System	$17,388,338	$5,000,000	$1,600,000	
Interim - IEX Resin 2 Changeouts	$2,543,075	$1,271,538		
Total	$19,168,115	$6,271,538	$1,600,000	$7,871,538

Safe Drinking Water Loan Principal Forgiveness:
- SFY23: 70% of Cost up to $5,000,000
- SFY24: 50% of Cost up to $3,500,000

Loan funds available for both SFYs of SDWLP

Construction Spending v. Funding Schedule



Municipalities allocated EC PF in SFY23 2023, that also apply for SFY24, will have the opportunity to choose which PF allocation they use.

Department of Public Works & Utilities

Eric Lindman, P.E.
Director of Public Works and Utilities

TO: Wausau Waterworks Commission

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

DATE: September 5, 2023

SUBJECT: Wastewater – Leachate Acceptance Investigation & Testing

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Staff had an initial discussion with the Marathon County Landfill about the possibility of accepting leachate from the landfill long term and developing an agreement. Talking through the possibilities of investigating this it was important to have an initial call with he DNR to understand if there was or is going to be any requirements on either entity as we consider this partnership.

A virtual meeting was held with the DNR, Marathon County and City wastewater staff to discuss initial steps for investigating the possibility of Wausau accepting leachate from Marathon County. The most pressing question is if there would be any punitive action on the city or the landfill if we began testing for PFAS in leachate, influent, effluent and biosolids. The DNR stated there is a surface water limit for PFOS of 8ppt and they have a non-enforceable guideline for biosolids PFAS results. According to the results the DNR had previously from Wausau's effluent PFOS was at about 8.6ppt which if this were not lower the DNR would require Wausau to perform further investigation to lowering this level in the effluent. The biosolids results will follow the DNR guideline recommendations which I have included; you have seen these before.

In 2024 with the new WPDES we will be required to test for PFAS in wastewater and staff feels it is time we move ahead and begin testing influent, effluent and biosolids. This will allow us to gain a baseline of our PFAS in wastewater now that we are managing PFAS in our drinking water but before we put our permanent GAC solution online. This investigation will also allow us to begin investigating how leachate may potentially affect our treatment process and if there is a beneficial way we can accommodate accepting the leachate long term by partnering with Marathon County and creating a long term solution. We have also requested Marathon County to begin testing leachate for PFAS as well in order for us to understand the full impacts the leachate will have on our system and treatment.

Staff is asking for the Commission to consider approving to start PFAS testing in influent/effluent/biosolids.

Staff is also asking for the Commission to encourage the Marathon County Landfill to begin testing for PFAS in their leachate to work with the City and determine a long term solution for leachate treatment.

Proposed lab costs for wastewater testing are attached. Annual costs estimated: $25,500

PFAS TESTING / WASTEWATER TREATMENT FACILITY

1.) ***Northern Lakes Service:*** With the overload of PFAS samples coming in, NLS is currently subcontracting WSLH to analyze Wastewater Effluent, Influent and Biosolids samples.

WSLH Fee Structure for various PFAS Testing

- Currently not a WPDES requirement so a private account must be set up with WSLH and results are only available to the City.

- ***Effluent:*** Can either run the full WI. 33 list or just the two PFOA/PFOS compounds. The utility is not required to run a blank, but can choose to do so for quality control purposes. To get a true baseline it is recommended that the full WI. 33 list be analyzed.
  $330.00/sample and $255.00 if blank needs to be tested. Total w/ blank= $585.00/sample.

- ***Influent***: $500.00/sample and $255.00 for blank. Total w/blank= $$755.00

- ***Bio-solids*****: $497.00/sample and $255.00 for blank. Total w/blank= $$752.00**

Department of Public Works

Eric Lindman, P.E.
Director of Public Works and Utilities

TO: Human Resources

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

DATE: August 14, 2023

SUBJECT: Wausau Water Works – Certification Incentive Pay

Over the past 2-3 years the water and sewer utility has struggled to recruit and maintain employees. The last wage study completed in 2018 and implemented in 2019 created issues that were not conducive to properly maintaining a utility work force. Some of the critical issues that were created with the past wage study are as follows:

1. No advancement possible in the pay grades
2. Pay scale established for starting wages was well below market for the job descriptions and duties. Due to this low pay we have reduced minimum qualifications as low as possible in order to receive qualified applicants.
3. Once employees are hired there is no advancement in pay grades unless there is an open position for a promotion.
4. There are no incentives or pay grade advancement for employees earning certifications and credentials.

It is proposed the utility take a two phased approach to address staffing issues at water and wastewater.

Phase I (establish in 2023) – Establish incentive pay for employees earning certifications and education certificates that are significantly beneficial to Wausau Water Works.

Phase II – (establish in 2024) – Establish job descriptions that allow employees to advance pay grades as the employee earns competencies and proves their knowledge of competencies earned.

This memo and supporting documentation proposes to implement Phase I of the above approach by establishing incentives to encourage employees to earn their certifications and successfully complete training certificates to enhance their knowledge of their positions. For the water and wastewater industry there are various certifications and training certificates, some are required by the WDNR and others are beneficial to the organization. The utility would like staff to earn and maintain certifications to have a workforce that is resilient and knowledgeable. These training certificates and certifications will need to be earned by each employee and maintained. It is the intent of the utility to pay for the training, testing fees and continuing education credits for earning and maintaining these certifications.

The tables below show the various certifications and trainings for water and wastewater which are beneficial to Wausau's utility. These are broken out for drinking water and wastewater.

Wastewater - Certifications & Sub-classes	
Sub-class/Certification	**Certification Description**
A-1	Biological treatment
B	Solids Separation
C	Solids Treatment
D	Disinfection
P	Nutrient Removal
L	Laboratory
SS	Collection System
NA	Subsurface Utility Locating
NA	Sewer Cleaning 102
NASSCO Certifications	Pipeline Assessment Certifcation Program (PACP)
NASSCO Certifications	Lateral Assessment Certification Program (LACP)
NASSCO Certifications	Manhole Assessment Certification Program (MACP)
NASSCO Certifications	Inspector Training Certification Program - CIPP (ITCP-CIPP)
NASSCO Certifications	Inspector Training Certification Program - Manhole Rehabilitation (ITCP-MH)

Drinking Water - Certifications & Sub-classes	
Sub-class/Certification	**Certification Description**
D	Distribution System
G	Groundwater
I	Iron Removal
S	Surface Water
V	VOC
Z	Zeolite Softening
SPS	Cross Connection TR

The sub-classes and trainings are the basis the utility is proposing to use for creating employee incentive pay. Employees will be required to successfully complete the sub-class or training and provide proof prior to receiving their incentive pay. To maintain and keep their incentive pay the employee will need to maintain their certifications through continued education.

The below tables are the proposed incentive pay for employees who successfully complete the trainings and earn their certifications and certificates. This special education and skills are extremely beneficial for the utility to have a well-educated workforce with the skills to perform tasks/duties at every level of operations. Employees who have these certifications should be compensated for achieving this level of specialized education and certifications.

Wastewater Collection System Employees - Certification Pay			
	Description/Certification/Sub-class	**[1]Grade level**	**Pay Incentive (per hour)**
Upon Completion of:	Subsurface Utility Locating	Basic	$0.75
	Sewer Cleaning 102		
Upon Completion of:	SS	Basic	$0.50
	PACP		
	LACP		
	MACP		
Upon Completion of:	ITCP-CIPP ITCP-MH	NA	$0.25
	Total =		**$1.50**

Wastewater Treatment System Employees - Certification Pay			
	Description/Certification/Sub-class	**[1]Grade level**	**Pay Incentive (per hour)**
Upon Completion of:	A-1	Basic	$0.50
	B		
	C		
Upon Completion of:	D	Basic	$0.50
	P		
	L		
Upon Completion of:	SS	Basic	$0.25
Upon Completion of:	All Classes	Advanced	$0.25
	Total =		**$1.50**

[1]Basic Level - Sub-class exam successfully completed and 1-year of satisfactory experience in operations

[1]Advanced Level - Basic level plus Advanced WW Treatment Plant Operator Certification earned

Drinking Water System Employees - Certification Pay			
	Description/Certification/Sub-class	**[1]Grade level**	**Pay Incentive (per hour)**
Upon Completion of:	D	1	$0.40
	G		
Upon Completion of:	SPS	NA	$0.30
Upon Completion of:	I	T	$0.10
		1	$0.10
Upon Completion of:	V	T	$0.10
		1	$0.10
Upon Completion of:	Z	T	$0.10
		1	$0.10
Upon Completion of:	S	T	$0.20
	Total =		**$1.50**

[1]Grade T (Operator-in-Training) — Pass waterworks subclass exam(s)

[1]Grade 1 — Pass the appropriate sub-class exam(s), plus one year of satisfactory experience

City of Wausau

Water Department Incentive Pay

July 31, 2023

In Wisconsin, municipal waterworks systems are by code required to be operated by state certified operators. The certification program ensures professional operators have adequate training to perform the necessary tasks at their facilities. Although only one “operator in charge” is required to be designated for each system, there are many benefits to other staff being certified. Not only are educated employees more engaged and vested in the organization but they also make better decisions and are able to communicate a greater understanding to our customers. Other objectives such as employee progression and succession are also accomplished through education and greater understanding.

To meet these objectives and realize these benefits, it is fitting to incentivize specific certifications relevant to waterworks operators. Certifications included in the incentive program will include WDNR Certifications; Distribution, Groundwater, Iron Removal, VOC/GAC, Zeolite Softening and Surface Water and Wisconsin Department of Safety and Professional Services; Cross Connection Control Tester Registration.

Subclass	Name	Description
D	Distribution	Containing a distribution system
G	Groundwater	Utilizing a groundwater source
I	Iron removal	Providing iron removal by oxidation and filtration
S	Surface water	Utilizing a surface water source
V	VOC	Providing special treatment such as, but not limited to, air stripping, granular activated carbon or others
Z	Zeolite softening	Providing zeolite softening or specific contaminant removal by resins.
SPS	Cross Connection TR	theory of cross connection control, the operation, testing and maintenance of cross connection control assemblies, and the national standards for these cross-connection control assemblies

Training/Study Time: Prior approval is required for any time spent at training or studying to be "compensable time."

- The training cost will be covered by the city for any staff interested in obtaining these certifications. This may include conferences, regional training programs, online training, or self-study from textbooks and/or manuals.
- Online training may be scheduled during the workday, with the approval of the supervisor and based upon the department workload and as budget permits.
- Training provided by any outside agency will be scheduled evenly among the staff and as the workload and budget permits.
  Study time for the certification exams must be done outside of work hours and will not be considered as compensable time.

Costs for WDNR exams will be reimbursed to employees after successful completion of the subclass exam.

Municipal waterworks operators need continuing education to maintain their certifications. This continuing education requirement is designed to help operators keep current on new requirements and technical innovations. Continuing education also helps operators acquire additional knowledge and skills.

Continuing Education Units (CEU's) – employees will be required to track their own CEU's and ensure they meet the requirements set by the State. The city will cover the cost to attend trainings and conferences that provide CEU's in order for the employee to maintain current with certifications as workload and budget permits.

Certification Incentive Pay as follows:

Distribution and Groundwater Grade 1	$0.40 per hour
SPS Cross Connection TR	$0.30 per hour
Iron Removal Grade T/Grade 1	$0.10/$0.20 per hour
VOC, Specialized Treatment Grade T/Grade 1	$0.10/$0.20 per hour
Zeolite Softening Grade T/Grade 1	$0.10/$0.20 per hour
Surface Water Grade T	$0.20 per hour

GRADE LEVELS

The requirements for waterworks operator certification for each grade are:

Grade T (Operator-in-Training) — Pass waterworks subclass exam(s).

Grade 1 — Pass the appropriate subclass exam(s), plus one year of satisfactory experience in the operation of a waterworks plant subclass(es).

City of Wausau
Wastewater Department Incentive Pay
August 1, 2023

In Wisconsin, wastewater treatment plants are assigned a basic or advanced level classification rating. WDNR subclasses are also assigned to wastewater treatment plants that are specific to the processes to that plant. Wisconsin Administrative Code NR 114.56 and 114.57 requires that one designated operator-in-charge be fully certified at the plant in all specific levels and subclasses. Each collection system in the state of Wisconsin must also have a designated person certified with the Sanitary Sewage Collection System subclass. It is highly recommended that a contingency succession plan be in place in the event of the loss of the Operator In Charge (OIC) to ensure the continued proper operation and maintenance of the plant. The following certification incentive plan will ensure the professional development of staff and that each have the proper training and education to perform the necessary tasks required at the plant.

There are many benefits to having staff that are fully certified. Not only are staff more educated, but they are more engaged and vested within the organization making better decisions. Staff communicate at a higher level to the public, customers and colleagues. Professional development in a whole creates staff progression and aides in succession planning.

To meet these objectives and realize these benefits, it is fitting to incentivize specific certifications relevant to the Wausau Waterworks - Wastewater staff.

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Wausau Waterworks – Wastewater Incentive Plan

WDNR Wastewater Certification Incentive/ Wastewater Staff Only: It is proposed to establish an incentive for all eligible Wastewater Treatment and Collection Staff. All staff must successfully pass the following WDNR Certification Subclasses. (1) Category: Biological Treatment – subclass letter: **A-1**, Suspended Growth Processes. (2) Category: Solids Separation, subclass letter **B**, Solids Separation. (3) Category: Solids Treatment, subclass letter: **C**, Biological Solids/Sludge Handling, Processing, and Reuse. (4) Category: Disinfection subclass letter **D**. Disinfection. (5) Category: Nutrient Removal, subclass letter **P**, Total Phosphorus. (6) Category: Laboratory, subclass letter: **L** , Laboratory. (7) Category: Collection System, subclass **SS**, Sanitary Sewage Collection System.

Wastewater Treatment Plant Staff, pursuing certification, must successfully pass the following WDNR certification subclasses to be eligible for the following incentive pay steps. Those employees holding WDNR certifications prior to the effective date of this incentive plan will be eligible immediately to receive the incentive pay for those certifications they currently have.

1. Plant Staff successfully completing the A-1, B and C subclasses at the Basic grade level, will be eligible to receive an $0.50/hour pay increase added to their current hourly wage scale base pay.
2. Plant Staff successfully completing the D, P and L subclasses at the Basic grade level, will be eligible to receive an additional $0.50/hour pay increase added to their current hourly wage scale base pay.
3. Plant Staff successfully completing the SS subclass at the basic grade level, will be eligible to receive an additional $0.25/hr increase added to their current hourly wage scale base pay.
4. Plant Staff successfully completing the **Advanced** level certification, will be eligible to receive an additional $0.25/hour pay increase added to their current hourly wage scale base pay.
5. Plant Staff must maintain the certification levels listed above to continue receiving the incentive pay.

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WDNR Wastewater Certification and Training Certificate Incentive/ Wastewater Collections System Staff Only: It is proposed to establish an incentive for all eligible Collections System Staff. All Staff must successfully pass the following WDNR Certification Subclass and NASSCO Certification Courses. (1) Subsurface Utility Locating course. (2) Sewer Cleaning 102 course. (3) WDNR Collection System, subclass: **SS**, Sanitary Sewage Collection System. (4) NASSCO Pipeline Assessment Certification Program (PACP). (5) NASSCO Lateral Assessment Certification Program (LACP). (6) NASSCO Manhole assessment Certification Program (MACP). (7) Inspector Training Certification Program for cured-in-place pipe installation (ITCP-CIPP), and for manhole rehabilitation.

Wastewater Collection System staff pursuing WDNR Certification or NASSCO Certification Staff, must pass the following WDNR exam and NASSCO certification levels to be eligible for the following incentive pay:

1. Collection System Staff successfully completing the Subsurface Utility Locating and Sewer Cleaning 102 courses will be eligible to receive an $0.75/hour pay increase added to their current hourly wage scale base pay.
2. Collection System Staff successfully completing the WDNR Subclass SS certification at the basic level and successfully completing the NASSCO PACP, LACP and MACP courses will be eligible to receive an additional $.50/hr pay increase added to their current hourly wage scale base pay.
3. Collection System Staff successfully completing the NASSCO ITCP-CIPP and ITCP-MH courses will be eligible to receive an additional $0.25/hr pay increase added to their current hourly wage scale hourly base pay.
4. Collection System Staff must maintain the certification levels to continue to receive the incentive pay.

Training/Study Time: Prior approval is required for any time spent at training or studying to be "compensable time."

- The training cost will be covered by the city for any staff interested in obtaining these certifications. This may include conferences, regional training programs, online training, or self-study from textbooks and/or manuals.
- Online training may be scheduled during the workday, with the approval of the supervisor and based upon the department workload and as budget permits.
- Training provided by any outside agency will be scheduled evenly among the staff and as the workload and budget permits.
- Study time for the certification exams must be done outside of work hours and will not be considered as compensable time.
- The city will cover the cost of each subclass and training course, as workload and budget permits. The city will only provide two opportunities for the employee to pass each **Basic** and NASSCO exam. Any future attempts of that exam will be at the cost to the employee.
- The City will cover the cost of the Advanced Wastewater Exam and application fee, which can be taken to achieve points toward the Advanced level certification (see chart

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on page 5). The city will only provide one opportunity to pass the Advanced level exam. Future attempts of the Advanced level exam will be at the cost to the employee.

Continuing Education Units (CEU's) – employees are required to track their own CEU's to ensure they meet the requirements set by the State. The City will cover the cost to attend trainings and conferences that provide CEU's in order for the employee to maintain current with certifications as workload and budget permits.

NASSCO TRAINING:

NASSCO Training and Certification covers the assessment, maintenance, rehabilitation (pipe and manhole), and emerging technologies of underground wastewater infrastructure. NASSCO's Pipeline Assessment Certification Program (PACP) allows field workers to use a common language to classify conditions and record their level of severity. These results are then used to determine the best course of action to maintain or rehabilitate a compromised pipe, or section of pipe. With PACP as a prerequisite, laterals and manholes may also be assessed using NASSCO's Lateral Assessment Certification Program (LACP) and Manhole Assessment Certification Program (MACP). NASSCO's ITCP training and certification program provides comprehensive learning and tools to understand and inspect trenchless pipeline renewal technology. NASSCO offers this program for cured-in-place pipe (CIPP) and manhole rehabilitation, with other technologies such as grouting currently being developed. NASSCO'S Sewer Cleaning 102 covers safety and best practices for operation of high pressure jetters and combination trucks. This course also covers pneumatic bypass plugs and how to safely use them.

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WI Wastewater Operator Certifications - Subclasses

Current WI certifications that apply to Wausau Wastewater are highlighted

Wastewater treatment plants are assigned a basic or advanced classification rating. Subclasses are also assigned to wastewater treatment plants that correspond to the processes used at the plant. Each plant must have a designated operator-in-charge certified at the plant class level and in the same subclasses as the processes used at the plant.

Category	Subclass Letter	Subclass Name	Description
Biological Treatment	A1	Suspended Growth Processes	Activated Sludge and variants
	A2	Attached Growth Processes	Trickling filters, RBCs and biotowers
	A3	Recirculating Media Filters	
	A4	Ponds, Lagoons, and Natural Systems	
	A5	Anaerobic Treatment of Liquid Waste	High strength liquid waste treatment system
Solids Separation	B	Solids Separation	Clarifiers, membranes, filters, tertiary phosphorus removal, etc.
Solids Treatment	C	Biological Solids/Sludge Handling, Processing, and Re-use	Aerobic and anaerobic digestion, thickening, dewatering, land application
Disinfection	D	Disinfection	Chlorination, ultraviolet radiation, ozone
Laboratory	L	Laboratory	Registered or certified on-site laboratories
Nutrient Removal	N	Total Nitrogen	
	P	Total Phosphorus	
Collection System	SS	Sanitary Sewage Collection System	Effective January 1, 2023
Special	U	Unique Treatment Systems	Unique, special treatment plants that use biological, chemical or physical methods

Levels

The requirements for wastewater operator certification for each level are:

- **Operator-in-Training (OIT)**: Pass Basic General Wastewater Exam* and Basic Subclass Exam
- **Basic**: One year of subclass specific experience
- **Advanced**: Obtain 10 advanced points and submit an advanced certification application

*Note: The Basic General Wastewater Exam is not required for the Collection System certification or the Special U certification.

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Advanced Certification

10 points total is required to obtain advanced level certification. At least 4 of the points must be obtained through hands on experience; the operator must have at least 4 years of hands-on experience in order to apply for advanced certification. A maximum of 6 years of hands-on experience can be used towards points. An Advanced Wastewater Treatment Plant Operator Certification Application must be submitted, along with the appropriate application fee.

Type	Point Method	Points	Minimum Hours
Experience	4 years hands-on	4	4,000
	5 years hands-on	5	5,000
	6 years hands-on	6	6,000
Degree	Undergrad or Graduate Degree	6	At least 240 hours wastewater related courses
	Water/Wastewater associate degree	6	N/A
Apprenticeship	Completion of State Approved Apprenticeship Program	6	N/A
Exam	100 Question Multiple Choice Exam	4	N/A
Advanced Coursework	Pre-approved by the DNR and on list of approved courses	2	80
		1.5	60
		1	40
		0.5	20

Advanced coursework must be from the approved advanced coursework list in order to be eligible for advanced certification points. This list is updated September 1st of every year.

There are numerous combinations to obtain 10 points. At least 4 years of hands-on experience is a requirement for all. https://dnr.wi.gov/regulations/opcert/wastewater.html

Non-Exempt Employees that receive incentive pay and staff that have reached the highest incentive step level of the incentive plan, will receive annual wage adjustments based solely on the employees current hourly rate of pay on the wage scale and not the total hourly plus incentive pay sum. Future wage adjustments will occur on the employees six-month review or annual anniversary date and dependent on a successful performance review.

Exempt Wastewater Supervisor that has reached Step 4 and Exempt Collections Supervisor that has reached Step 3 of the incentive plan are only eligible to receive annual wage adjustments upon the annual anniversary date of that employee with a successful performance review.

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Department of Public Works

Eric Lindman, P.E.
Director of Public Works and Utilities

TO: Human Resources

FROM: Eric Lindman, P.E.
Director of Public Works & Utilities

DATE: September 11, 2023

SUBJECT: Wausau Water Works – Org Chart Revision and Reclassifications

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Since the last wage study implementation in 2019 the utility has been tracking comparative wages across municipalities. Over the past 3-years it continues to be apparent that our utility is below market across all positions. Staff has compared our job descriptions and responsibilities with other local municipalities and nationally with American Water Works Association (AWWA) wage comparisons to job responsibilities.

After extensive review over the past few years of utility job responsibilities here in Wausau, it is proposed to adjust some pay grades and positions. Included in this memo are tables comparing other communities with and without our same complexities of Drinking Water Treatment, Wastewater Treatment and distribution/collection systems. Many of our positions were not properly classified in the correct pay scale. In addition, we have found that it is typical in the industry to pay employees for earning certifications as this establishes a well-educated work force and incentivizes employees to better themselves and their skill level.

The proposed approach to address the disparities in pay and to incentivize employees to become certified in their fields of work to maintain a strong work force and meet our obligations as a utility is as follows:

Phase I (establish in 2023) – Establish incentive pay for employees earning certifications and education certificates that are significantly beneficial to Wausau Water Works.

Phase II – (establish in 2024) – Establish necessary reclassifications that are compensable to the job responsibilities. Job descriptions will be amended as required to better identify job responsibilities as they relate to the new water and wastewater treatment facilities which are now fully operational. Some positions will also be tiered, meaning employees can gain competencies and advance a pay grade as they enhance their skills on the job.

Please see below the wage comparison chart prepared and the proposed pay grade changes and budget impacts moving into 2024. In addition to these changes the utility will be adding a total of three new positions (one at water and two at wastewater) starting in 2024. These additions are proposed as recommended by the staffing assessment completed by Baker Tilly in 2022. Future employee additions will take place in subsequent years.

Comparison Chart - Wausau Current Market Rate vs. Compensation Surveys & Other Utilities

City Job Title	City 2022 Pay (Mid-Point)	AWWA 2020 Comp Survey (Mid-Point)	2021 WI Rural Water	Difference of City Pay Compared to Surveys	[1]Merril	[1]Fond Du Lac	[1]Oshkosh	[1]Appleton	Difference of City Pay Compared to Other Utilities
Water Superintendent	$37.74	$46.15	$44.28	($7.48)	44.87	$48.91	46.67	$45.95	($8.86)
WW Superintendent	$37.74	$46.15	$44.28	($7.48)	44.87	$48.91	46.67	$45.95	($8.86)
Water Supervisors	$28.85	$40.19	$44.28	($13.39)		$34.76	38.53	$41.22	($9.32)
WW Supervisors	$28.85	$40.19	$44.28	($13.39)		$34.76	38.53	$41.22	($9.32)
Water Plant Operator	$25.77	$31.30	$29.11	($4.43)		$27.38	28.91	$29.45	($2.81)
WW Lab tech	$25.77	$39.09	$29.11	($8.33)		$27.38	28.91	$24.74	($1.24)
Sr. Water Distr. Maintainer	$25.77	$29.57	$29.11	($3.57)	28.56	$27.38	28.91	$27.08	($2.21)
Sr. WW Collection Maintainer	$25.77	$29.57	$29.11	($3.57)	28.56	$27.38	28.91	$27.08	($2.21)
Sewer Collection Tech	$24.09	$26.73	$29.11	($3.83)	25.23	$24.91	25.88	$27.08	($1.69)
Water Distribution Maintainer	$24.09	$26.73	$29.11	($3.83)	25.23	$24.91	25.88	$27.08	($1.69)
WW Operations Tech	$25.77	$28.13	$29.11	($2.85)	25.23	$27.38	28.91	$27.08	($1.38)
Water Plant Tech	$25.77	$28.13	$29.11	($2.85)	25.23	$27.38	28.91	$27.08	($1.38)
Admins	$21.97	$21.49	$26.17	($1.86)		$22.46	22.85	$24.74	($1.38)

[1]Municipal mid-point wage

Drinking Water								
	Current Pay Grade and Salary			Proposed Pay Grade and Salary			2024 Budget Increase	
	Pay Grade	Salary	Wage	Pay Grade	Salar	Wage	Salary	Wage
Water Operations Superintendent	12	88,712.00	42.65	10	99,465.60	47.82	10,753.60	5.17
Water Distribution Supervisor	16	68,889.60	33.12	13	79,019.20	37.99	10,129.60	4.87
Water Plant Operation Technician (Senior)	17	64,209.60	30.87	16	69,929.60	33.62	5,720.00	2.75
Water Distribution Maintainer/Relief Operator	18	52,728.00	25.35	17	57,033.60	27.42	4,305.60	2.07
Water Plant Operator	18	55,931.20	26.89	17	60,507.20	29.09	4,576.00	2.20
[1]Water Plant Operation Technician	18	61,172.80	29.66	17, 18	66,164.80	31.81	9,984.00	2.15
Senior Water Distribution Maintainer	18	61,172.80	29.41	16	72,051.20	34.64	10,878.40	5.23
[1]Water Distribution Maintainer	19	52,374.20	25.16	18, 19	55,931.20	26.89	28,456.00	1.73
[2]Administrative Assistant III Water	19	53,955.20	25.94	19	55,598.40	26.73	1,643.20	0.79
[2]Administrative Assistant II Water	20	51,022.40	24.53	20	52,582.40	25.28	1,560.00	0.75
						Sub-Total =	**88,006.40**	
[3]Water Plant Operation Supervisor				13	79,019.20	37.99	79,019.20	
						Sub-Total =	**79,019.20**	
						Total =	**167,025.60**	
Wastewater								
	Current Pay Grade and Salary			Proposed Pay Grade and Salary			2024 Budget Increase	
	Pay Grade	Salary	Wage	Pay Grade	Salary2	Wage2	Salary2	Wage2
Wastewater Superintendent	12	98,508.80	47.36	10	110,385.60	53.07	11,876.80	5.71
Wastewater Plant Operations Supervisor	16	72,051.20	34.64	13	82,638.40	39.73	10,587.20	5.09
Collection System Supervisor	16	67,870.40	32.63	13	76,710.40	36.88	8,840.00	4.25
[1]Wastewater Plant Operations Technician	18	55,931.20	26.39	17, 18	60,507.20	29.09	9,152.00	2.71
Wastewater Lab Technician	18	55,931.20	26.89	17, 18	60,507.20	29.09	4,576.00	2.20
[1]Collection System Technician	19	50,856.00	24.46	18, 19	54,308.80	26.11	17,264.00	1.65
						Sub-Total =	**62,296.00**	
[3]Collection System Technician				18, 19	57,636.80	27.71	57,636.80	
[3]Wastewater Plant Operations Technician				17, 18	62,316.80	29.96	62,316.80	
						Sub-Total =	**119,953.60**	
						Total =	**182,249.60**	

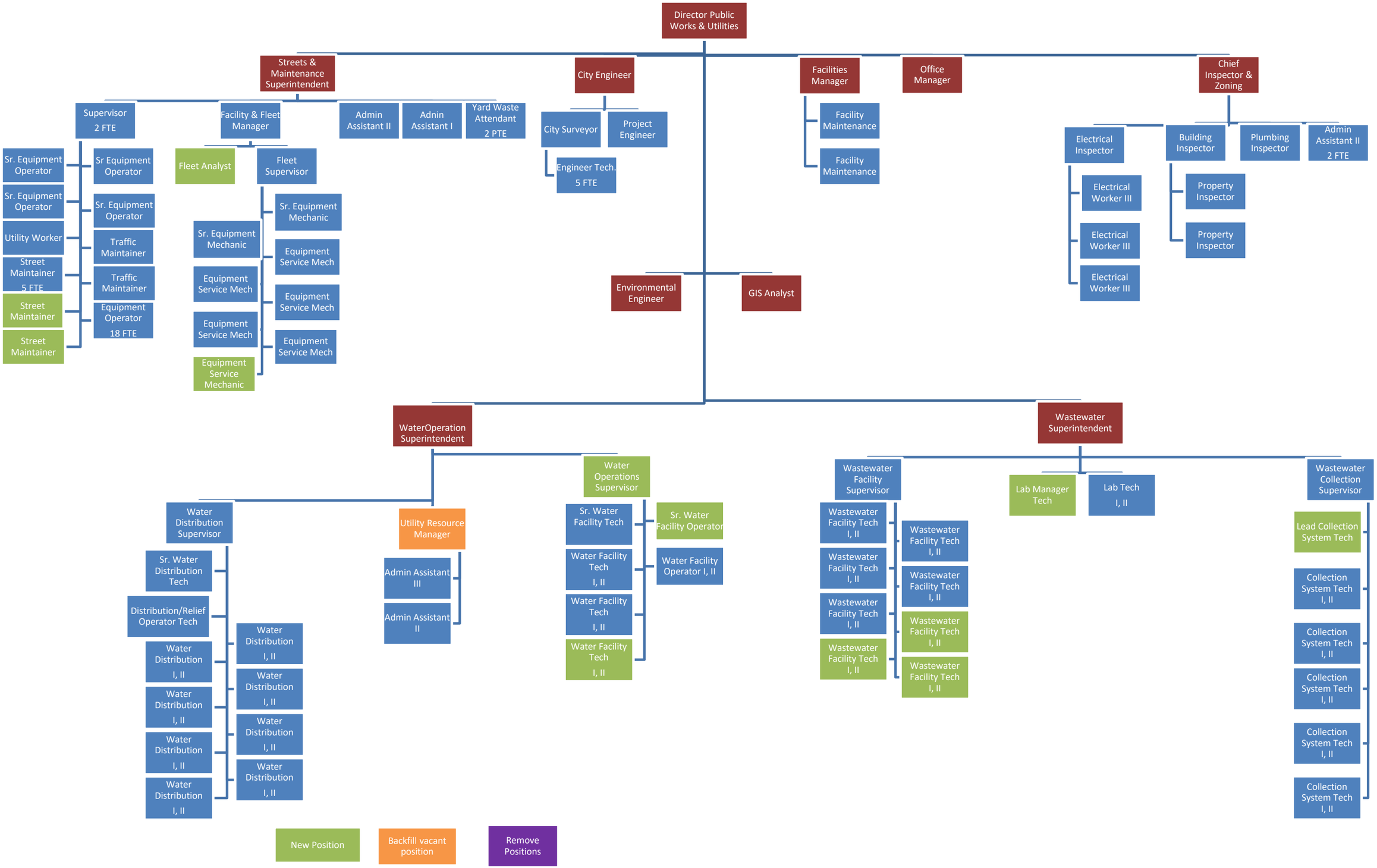
[1]Wages averaged to get an approximate annual budget impact

[2]Proposed a 2-step (3%) increase to better match market, no reclassification

[3]New positions added in 2024 based on 2022 staffing assessment by Baker Tilly

APPENDIX A

Organizational Chart Revisions


Director Public Works & Utilities
Streets & Maintenance Superintendent
Supervisor 2 FTE
Facility & Fleet Manager
Admin Assistant II
Admin Assistant I
Yard Waste Attendant 2 PTE
Sr. Equipment Operator
Sr. Equipment Operator
Utility Worker
Street Maintainer 5 FTE
Street Maintainer
Street Maintainer
Sr Equipment Operator
Sr. Equipment Operator
Traffic Maintainer
Traffic Maintainer
Equipment Operator 18 FTE
Fleet Analyst
Fleet Supervisor
Sr. Equipment Mechanic
Equipment Service Mech
Equipment Service Mech
Equipment Service Mech
Equipment Service Mech
Sr. Equipment Mechanic
Equipment Service Mech
Equipment Service Mech
Equipment Service Mechanic
City Engineer
City Surveyor
Project Engineer
Engineer Tech. 5 FTE
Facilities Manager
Facility Maintenance
Facility Maintenance
Office Manager
Chief Inspector & Zoning
Electrical Inspector
Electrical Worker III
Electrical Worker III
Electrical Worker III
Building Inspector
Property Inspector
Property Inspector
Plumbing Inspector
Admin Assistant II 2 FTE
Environmental Engineer
GIS Analyst
WaterOperation Superintendent
Water Distribution Supervisor
Sr. Water Distribution Tech
Distribution/Relief Operator Tech
Water Distribution I, II
Water Distribution I, II
Water Distribution I, II
Water Distribution I, II
Water Distribution I, II
Water Distribution I, II
Water Distribution I, II
Water Distribution I, II
Utility Resource Manager
Admin Assistant III
Admin Assistant II
Water Operations Supervisor
Sr. Water Facility Tech
Water Facility Tech I, II
Water Facility Tech I, II
Water Facility Tech I, II
Sr. Water Facility Operator
Water Facility Operator I, II
Wastewater Superintendent
Wastewater Facility Supervisor
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Wastewater Facility Tech I, II
Lab Manager Tech
Lab Tech I, II
Wastewater Collection Supervisor
Lead Collection System Tech
Collection System Tech I, II
Collection System Tech I, II
Collection System Tech I, II
Collection System Tech I, II
Collection System Tech I, II
New Position
Backfill vacant position
Remove Positions

APPENDIX B

Staffing Assessment Report

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now, for tomorrow.

Wausau Water Works, Wisconsin

Final Report

November 14, 2022

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1. Project Background, Objectives and Scope

Bakery Tilly Municipal Advisors, LLC (Baker Tilly) was engaged by Wausau Water Works (WWW) to undertake a staffing needs assessment of both the water and wastewater division to determine the current and future staffing needs to effectively provide utility services today and over the next five years. This document includes an organizational profile, an overview of the background and purpose of the study, provides a comparative analysis of selected benchmarks, and presents specific findings and recommendations for staffing levels and organizational improvement.

Background

The U.S. Census Bureau 2020 census population for the City of Wausau is 39,994. The City encompasses a land area of 19.22 square miles. The City maintains a median value of $121,100 for owner-occupied homes. The City's median household income is $47,438. The population of Wausau is highly educated, with 90.8% of residents 25 years or older being a high school graduate or higher education and 28.4% of this demographic group possessing either a bachelor's degree or a higher degree.

This section includes a summary description of the structure, staffing, services, and responsibilities of the City Utilities. The purpose of this profile is to document – at a high level – the current composition of the operating divisions and our initial observations based on the in-person interviews and information provided by the Utility.

A utility commission governs Wausau Water Works. The Wausau Water Works Commission is established under Chapter 13.04.020 of the municipal code, which provided that the commission shall consist of the Mayor, one alderperson elected from the membership of the common council, and three citizens of the City of Wausau. The three citizens would be appointed to the commission by the Mayor. Wausau Water Works provides water and wastewater services to approximately 16,877 customer accounts.

As a part of the City of Wausau government, the Wausau Water Works embodies the City's mission and core values. The City of Wausau's Mission is:

> ***In response to our citizens, we will provide services in the most effective and efficient manner in order to promote and enhance our living environment. Plan and encourage positive growth. Promote a positive community image by encouraging citizen involvement and civic pride.***

The City's Core Values include:

- Professionalism

  We choose to take pride in our work, communicate effectively, project a positive image, and deliver service at the highest standards every time, in every situation.

- Accountability

  We accept responsibility and take ownership for our actions.

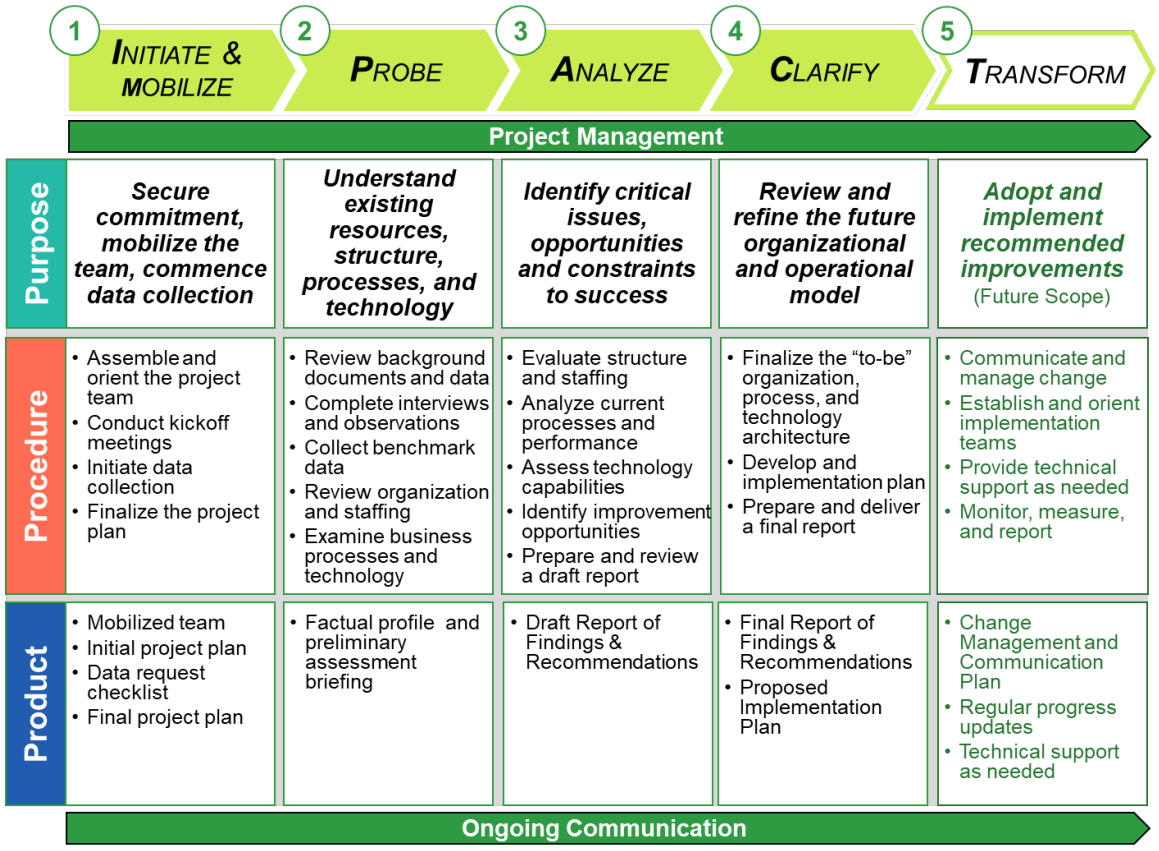
- Integrity

  We act ethically, honestly, and lead by example by having our actions reflect our word.

- Respect

  We choose to treat everyone the way we would like to be treated.

In conducting its review, the Baker Tilly team applied an operations and process improvement methodology that was organized within a structured yet flexible framework Called ***ImPACT***, this framework logically organizes those tasks necessary to document and analyze the Waterwork's operations. This framework is illustrated in the graphic below, the methodology is organized into five major phases:



Within the methodology framework, the team used a variety of information gathering and analytical techniques appropriate to the specific requirements of this project's scope of work. In addition to extensive interviewing, data collection, and research, the team performed a variety of other analyses including:

- Organizational and operational analysis
- Workload and staffing analysis
- Business process analysis
- Industry research
- Benchmark staffing research

Interviews conducted for this organizational analysis included the following individuals:

- Eric Lindman – Director of Public Works
- Scott Boers – Drinking Water Superintendent
- Shanon Lane – Water Distribution Supervisor
- Ben Brooks – Wastewater Superintendent
- Pat VanOuse – Wastewater Supervisor
- Ryan Dwelly – Wastewater Collection Supervisor
- Tyler Wagner – Lab Technician
- Employee Focus Group 1
    - Rick Dorn – Senior Distribution Maintainer
    - Floyd Smith – Distribution/Relief Operator
    - Ryan Fischer – Distribution Maintainer
    - Ray Younger - Distribution Maintainer
    - John Langren - Distribution Maintainer
    - Jonathon Lindloff - Distribution Maintainer
    - Mitchell Pempek - Distribution Maintainer
    - Andy Kuhnert - Distribution Maintainer
- Employee Focus Group 2
    - Kevin Behnke – Senior Water Plan Technician
    - Tim Mesalk – Water Plant Operations Technician
    - Darren Jensen - Water Plant Operator
    - Floyd Smith - Distribution/Relief Operator
- Employee Focus Group 3
    - Gina Vang – Administrative Assistant II
    - Michelle Weasler – Administrative Assistant III
- Employee Focus Group 4
    - Bill Olsen - Collection System Technician
    - Steve Celona - Collection System Technician
    - Matt Stockman - Collection System Technician
    - Basil Smith - Collection System Technician
- Employee Focus Group 5
    - Mark Hilgendorf – Wastewater Operations Technicians
    - Brad Wendtland - Wastewater Operations Technicians
    - Scott Carman - Wastewater Operations Technicians

    - Jeremy Steinman - Wastewater Operations Technicians
    - Jason Ladwig - Wastewater Operations Technicians
- Donohue Associates
    - Susan Wojkiewicz
    - Mike Gerbitz

PROJECT SCOPE

A detailed project plan following our prescribed methodology included the completion of the following tasks:

Task 1	Project planning and management
Task 2	Current state assessment and analysis
Task 3	Reporting

Acknowledgements

The Staffing Needs Assessment was conducted as a collaboration between the Baker Tilly consulting team and members of the Wausau Water Works management team and staff. The background information and access necessary for the completion of the review was readily made available, and employees at all levels of the organization actively participated in interviews and focus groups to provide candid feedback and valuable insight to the consultants. No request for additional information was declined.

.

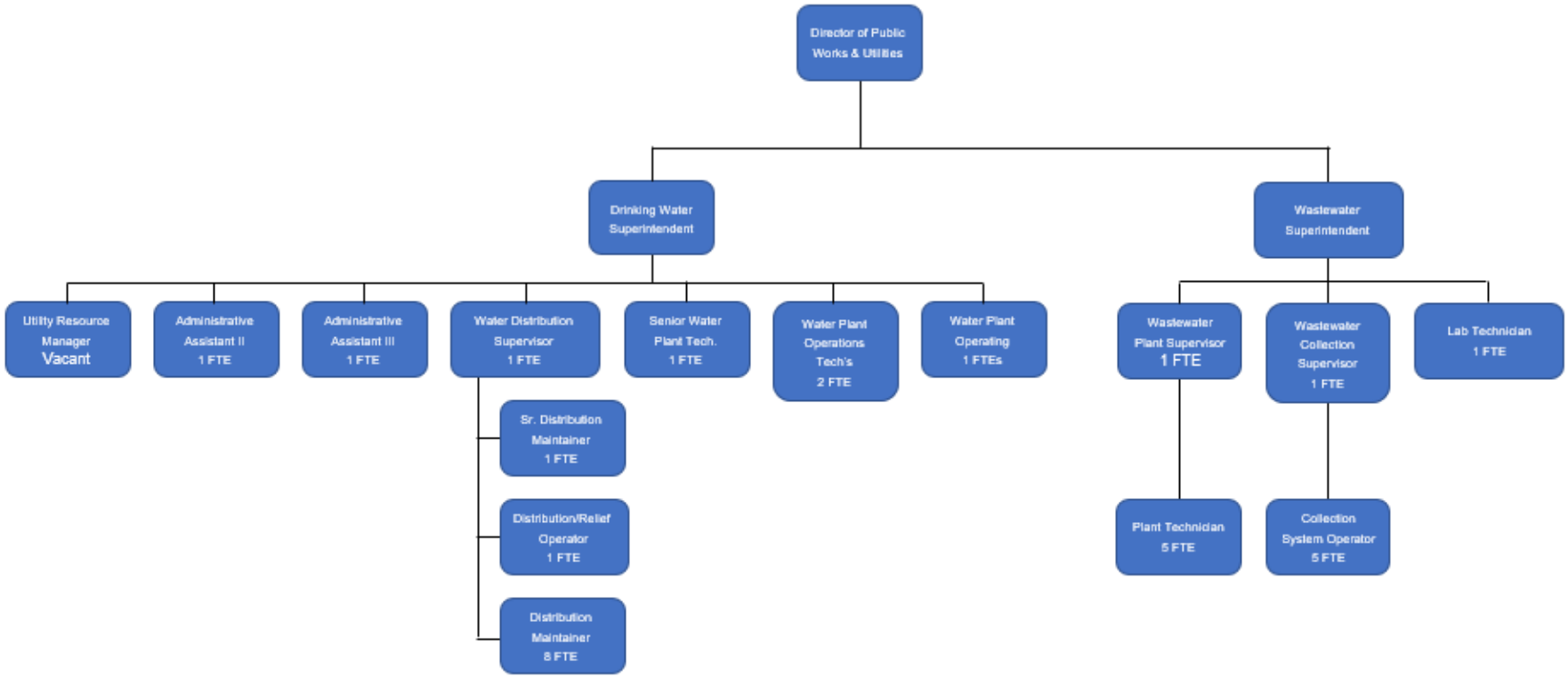
2. Organizational Profile

The Utility operates and maintains the water and wastewater systems for the City. These include:

- Water Supply and Treatment:
  - Water Treatment Plant capacity of 9.0 MGD with an average daily treatment of 5.0 MGD
    - ❖ Supplied by six wells with a combined capacity of 11,345 gallons per minute (gpm)
  - 239.9 miles of water transmission mains ranging in size from 2" to 30" in diameter
  - 16,877 service connections
  - 1,661 hydrants
  - Ten booster stations
  - Three elevated storage tanks and four reservoirs with a combined capacity of 5.75 million gallons
  - 15,879 customer accounts
- Wastewater Collection and Treatment
  - Wastewater treatment plant (design average daily flow of 8.2 MGD, treatment plan capacity is 13.5 MGD)
  - 232.06 miles of sewer mains including
    - ❖ 222.93 miles of gravity mains, interceptors, and siphon
    - ❖ 9.13 miles of force main
  - 25 lift stations
  - 15,440 customer accounts

The Utility has 32 full-time-equivalent employees. The organizational structure of the City places Wausau Water Works under the Department of Public Works and Utilities. The Utility consists of two departments that include wastewater and drinking water led by a Drinking Water Superintendent and Wastewater Superintendent. The Utility reports directly to the Director of Public Works and Utilities.

Current Organizational Structure



Wastewater

Wastewater consists of three divisions: Wastewater Plant, Wastewater Collection, and a Laboratory. They have a staff of fourteen full-time employees (F.T.E.s). Wastewater provides for the collection and treatment of sanitary sewers through its three divisions. The Wastewater Superintendent manages the division.

Wastewater Collection

Wastewater Collection is responsible for repairing and maintaining the sanitary sewer collection system, including the sanitary sewer mains and manholes. Services they provide include:

- Review new connections to sewer mains
- Some equipment maintenance
- Clean and televise sewer collection system. Annual goal is to clean 20% of system and televise 10%
- Maintenance and repair of sewer manholes
- Write specifications for lining sewers and manholes and review construction
- Review street construction plans for fittings, pipe sizing, manhole placement and spacing
- Plow snow in winter months

Wastewater Collection has a staff of six which includes:

- Wastewater Collection Supervisor
- Collection System Operators (5) (one position currently vacant)

Wastewater Plant

The Wastewater Plant is responsible for the operation, repair and maintenance of the treatment plant and lift stations. Services they provide include:

- Operation, maintenance, and repair of the wastewater treatment plant and twenty-five lift stations
- Haul-treated biosolids to disposal sites
- Back up lab and collections crews
- Maintain equipment

Wastewater Plant has a staff of six which includes:

- Wastewater Plant Supervisor
- Plant Technician (5)

Wastewater Lab

The Wastewater Lab is a DNR certified lab that provides testing of wastewater effluent, influent and biosolids for permit compliance and process control. Tests performed include total suspended solids (TSS), biological oxygen demand (BOD), total phosphorus (TP), mercury, pH, Alkalinity, Nitrogen series, and collects all wastewater samples for state required testing that isn't analyzed at the plant. The Lab maintains all analytical equipment and all supporting ancillary

equipment throughout the wastewater plant. The Lab creates spreadsheets for process control as well as interprets the data produced. The Lab is staffed with one full-time Lab Technician.

Drinking Water

Drinking Water has three divisions: Water Distribution, Water Treatment, and Administration. They have a staff of eighteen full-time employees (F.T.E.s). Drinking Water provides for the City's drinking water services, including water supply, treatment, transmission and distribution, and storage through its three divisions. The Drinking Water Superintendent manages the division.

Water Distribution

The Water Distribution division is responsible for repairing and maintaining the Utility's water distribution system, including water mains, hydrants, and valves. Services they provide include:

- Service changes
- Repair water main breaks
- Repair and replace hydrants
- Flush hydrants and clean snow from around them in winter
- Read, test, and replace water meters
- Exercise water valves
- Haul lime sludge from the Water Treatment Plant two times each week
- Inventory and replace lead and copper water lines
- Utility locates
- Hydrant painting (outsourced in future)
- Cross connection inspections (industrial and commercial are contracted out)
- Residential inspections
- Annual backflow testing
- Unidirectional flushing of water mains
- Data entry for GIS
- Light equipment maintenance

They have a staff of eleven, which includes:

- Water Distribution Supervisor
- Senior Distribution Maintainer
- Distribution/Relief Operator
- Distribution Maintainer (8)

Water Treatment

Water Treatment is responsible for maintaining and operating the Water Treatment Plant, wells, booster stations, reservoirs, and elevated storage tanks. Services they provide include:

- Collect water samples for state-required testing
- Maintain wells, booster stations, reservoirs, and elevated storage tanks
- Maintain and repair water treatment plant equipment and buildings
- Prepare specifications for equipment, motors, pumps, and other plant equipment
- Maintenance planning

- Scheduling and oversight of contractors
- Purchasing and maintenance of inventory
- Record keeping
- Equipment and fleet maintenance

They have a staff of four which includes:

- Senior Water Plant Technician
- Water Plant Operation Technician (2)
- Water Plant Operator

Administration

The Administration staff provides support to the water and wastewater operations staff. Services they provide include:

- Meter appointments/change outs
- Receive complaints
- Manage lead grants
- Manage accounts payable
- Process clothing reimbursements
- Prepare Consumer Confidence Reports
- Attend Commission meetings and record minutes
- Other support as needed

Administration has a staff of two including:

- Administrative Assistant III
- Administrative Assistant II

3. Staffing Analysis

The staffing analysis involved a number of strategies and methodologies to obtain relevant information to review and assess Wausau Water Works staffing needs. These included on-site visits with WWW department heads, staff, and employee focus groups. Our interviews were directed to provide an overview of the Department's operations including:

- Organizational structure
- Duties and responsibilities
- Staffing levels and deployment
- Management
- Use of technology

Other information collected and reviewed for the staffing analysis included:

- Wausau Water Works organizational chart
- Number of employees
- Position descriptions
- Data about the number, type, and extent of utility services provided
- Data about assets maintained
- Comparable utility benchmark data
- National benchmark data

The analyses and the resulting conclusions reached were developed, in part, using comparative benchmark data gathered specifically for this project, data from Baker Tilly's data base, and the *AWWA Utility Benchmarking Performance Management for Water and Wastewater 2020*. It is important to understand that this benchmark data provides averages from the comparative benchmark utilities and overall industry averages from organizations performing similar services with "similar" is distinct from "identical" in terms of comparisons.

The application of this data incorporates the professional experience and judgement of the consultant team in both the interpretation of the benchmark data and its applicability to the service being benchmarked. The resulting analysis allows the users of this information to strive for continuous improvement and to adapt service levels if significant differences are identified which could indicate that adjusting operations or modifying levels of service could achieve greater efficiencies and cost savings.

The staffing analysis was done separately for Drinking Water and Wastewater with each analysis based on utilities that provided a good comparison basis to WWW. The comparison utilities were selected in discussion with WWW staff and the utility's consulting engineer. For Drinking Water the comparison utilities selected were:

- Appleton
- Manitowoc
- Oak Creek
- Oshkosh

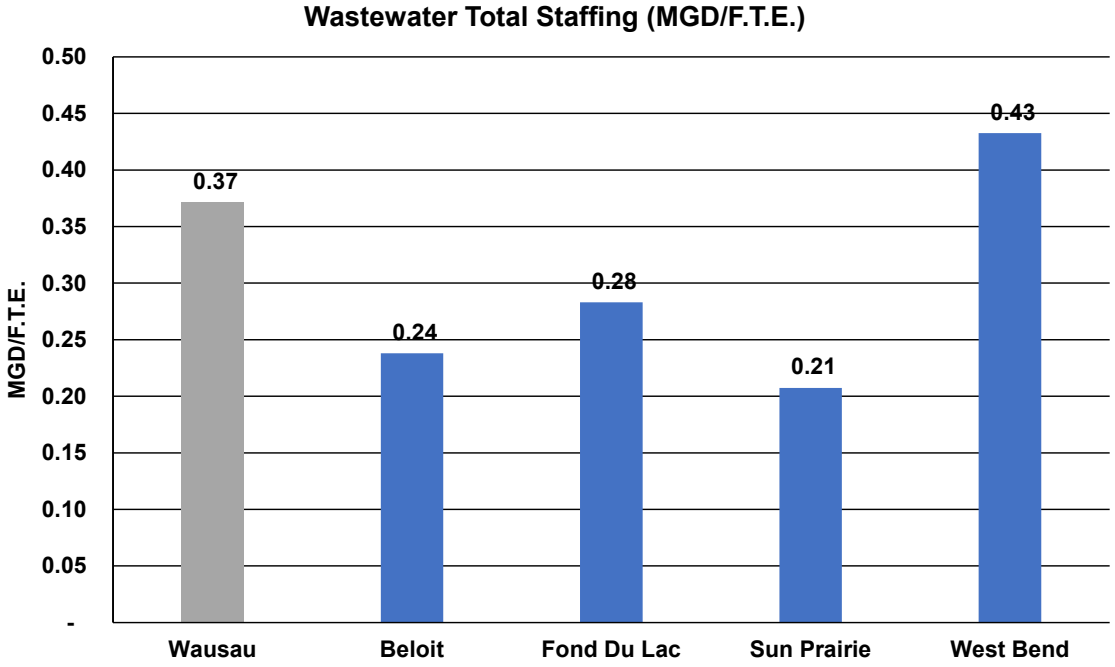
For Wastewater they were:

- Beloit
- Fond Du Lac
- Sun Prairie
- West Bend

In addition, national benchmark data from the American Water Works Association (AWWA) *2020 AWWA Utility Benchmarking Performance Management for Water and Wastewater* publication was also used where applicable data was available.

Wastewater

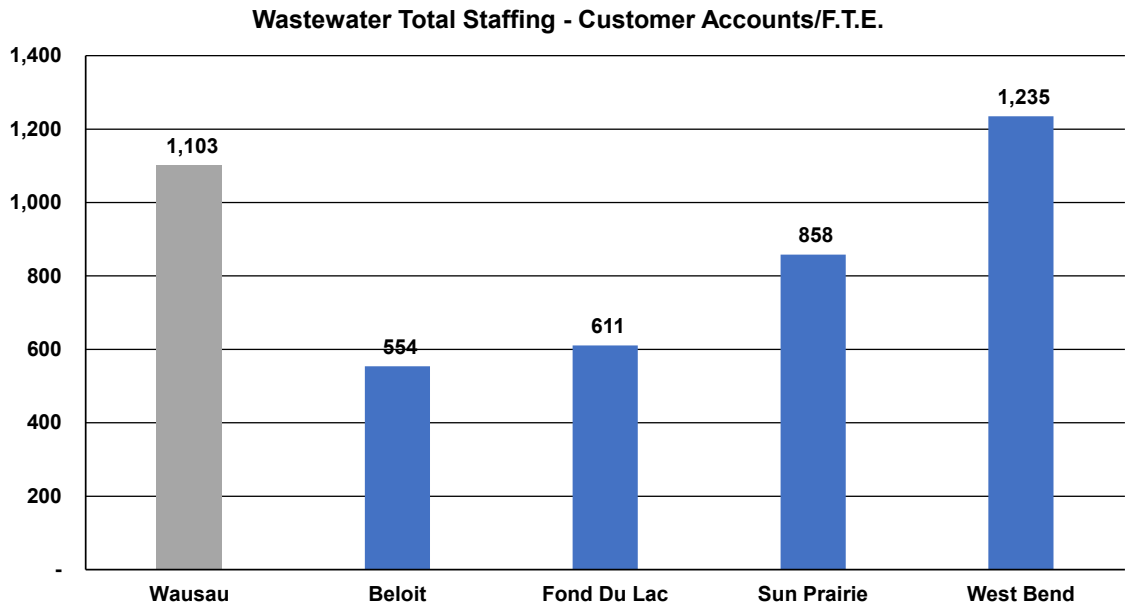
Wastewater's total staffing of fourteen F.T.E.s was compared to the benchmark utilities and to the AWWA benchmark based on the average million gallons/day treated (MGD). WWW treats an average of 5.20 MGD resulting in a ratio of 0.37 MGD/F.T.E. which was the second highest ratio and the second lowest staffing level of the group. Only West Bend with a ratio of 0.43 MGD/F.T.E. was staffed at a lesser level by this measure as shown in the chart below.



The AWWA median staffing was 0.19 MGD/F.T.E. which is approximately half of the WWW ratio. WWW would need to have 19.15 F.T.E.s to be staffed at the average of the comparison utilities and would need to have 27.37 F.T.E.s to be staffed at the AWWA median benchmark as shown in the table on the following page.

City/Wastewater Utility	F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	**14.00**	**5.20**	**0.37**
Beloit	24.16	5.75	0.24
Fond Du Lac	26.50	7.50	0.28
Sun Prairie	16.00	3.32	0.21
West Bend	9.50	4.11	0.43
Average of Comparison Utilities	**19.04**	**5.17**	**0.27**
Median of Comparison Utilities	**20.08**	**4.93**	**0.25**
AWWA Benchmark Median			**0.19**
Wausau at Average of Comparison Utilities	**19.15**	**5.20**	**0.27**
Wausau at Median of Comparison Utilities	**21.18**	**5.20**	**0.25**
Wausau at AWWA Benchmark	**27.37**	**5.20**	**0.19**

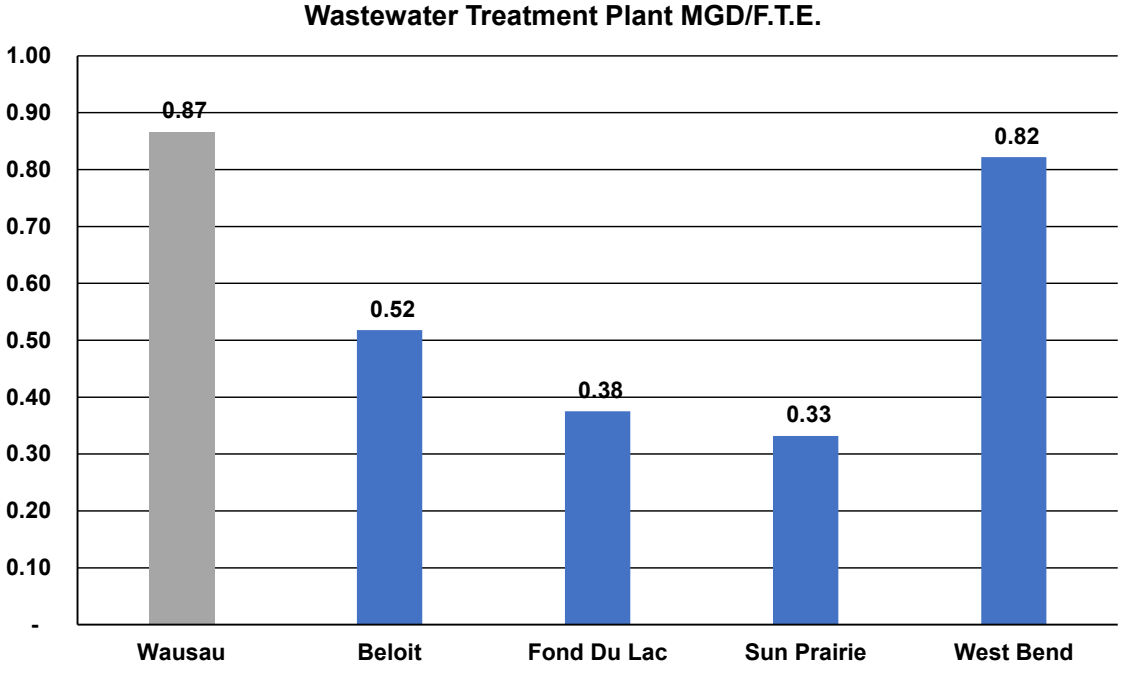
A second comparison of total staffing was based on the number of customer accounts per F.T.E. WWW has 15,440 wastewater customer accounts resulting in a ratio of 1,103 customer accounts/F.T.E. which was the second highest ratio and the second lowest staffing ratio of the comparison utilities. As with the previous comparison, only West Bend with 1,235 customer accounts/F.T.E. was staffed at a lower ratio. This comparison is shown in the chart below.



WWW would need to be staffed at 21.36 F.T.E.s to be at the average of the comparison utilities and would need to be staffed at 29.24 F.T.E.s to be at the AWWA median staffing level. This comparison is shown on the following page.

City/Wastewater Utility	Total F.T.E.s	Customer Accounts	Customer Accounts/F.T.E.
Wausau	**14.00**	**15,440**	**1,103**
Beloit	24.16	13,387	554
Fond Du Lac	26.50	16,190	611
Sun Prairie	16.00	13,729	858
West Bend	9.50	11,735	1,235
Average of Comparison Utilities	**19.04**	**13,760**	**723**
Median of Comparison Utilities	**20.08**	**13,558**	**675**
AWWA Benchmark Median			**528**
Wausau at Average of Comparison Utilities	**21.36**	**15,440**	**723**
Wausau at Median of Comparison Utilities	**22.87**	**15,440**	**675**
Wausau at AWWA Benchmark	**29.24**	**15,440**	**528**

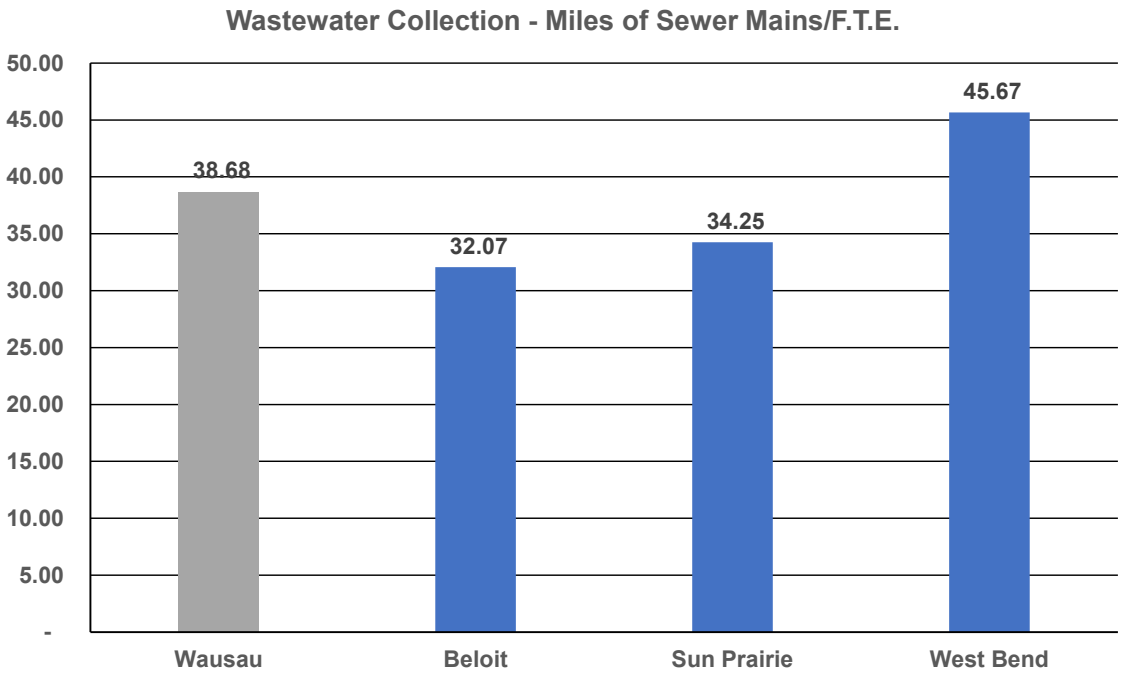
WWW has 6.0 F.T.E.s at the Wastewater Treatment Plant which results in a staffing ratio of 0.87 MGD/F.T.E. which was the highest ratio and the lowest staffing ratio of the comparison utilities as shown in the chart below.



This staffing ratio was also higher than the 0.66 MGD/F.T.E. AWWA median. WWW would need to be staffed with 11.59 F.T.E.s to be at the average of the comparison group and at 7.88 F.T.E.s to be at the AWWA median ratio as shown in the table on the following page

City/Wastewater Utility	WWTP F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	**6.00**	**5.20**	**0.87**
Beloit	11.10	5.75	0.52
Fond Du Lac	20.00	7.50	0.38
Sun Prairie	10.00	3.32	0.33
West Bend	5.00	4.11	0.82
Average of Comparison Utilities	**11.53**	**5.17**	**0.45**
Median of Comparison Utilities	**10.55**	**4.93**	**0.47**
AWWA Benchmark Median			**0.66**
Wausau at Average of Comparison Utilities	**11.59**	**5.20**	**0.45**
Wausau at Median of Comparison Utilities	**11.13**	**5.20**	**0.47**
Wausau at AWWA Benchmark	**7.88**	**5.20**	**0.66**

There are six F.T.E.s in wastewater collection who maintain 232 miles of sewer mains. This is a staffing ratio of 38.68 miles of sewer mains/F.T.E. which was the just above the 36.02 miles of sewer/F.T.E. average of the group. WWW would need 6.44 F.T.Es to be staffed at the average of the comparison utilities. Please note that Fond Du Lac was excluded because their public works staff assists in the cleaning and televising of sewers. The comparison is shown in the chart below and the table on the following page.



City/Wastewater Utility	Collection F.T.E.s	Miles of Sewer Mains	Miles of Sewer Mains/F.T.E.
Wausau	**6.00**	**232**	**38.68**
Beloit	5.55	178	32.07
Sun Prairie	4.00	137	34.25
West Bend	3.00	137	45.67
Average of Comparison Utilities	**4.18**	**151**	**36.02**
Median of Comparison Utilities	**4.00**	**137**	**34.25**
Wausau at Average of Comparison Utilities	**6.44**	**232**	**36.02**
Wausau at Median of Comparison Utilities	**6.78**	**232**	**34.25**

A summary of the staffing comparison shown below suggests that WWW is understaffed in its Wastewater Department. Total staffing of the comparison utilities would have WWW staffed at 20.26 F.T.E.s based on the average of the total staffing comparisons ((19.15 +21.26)/2) staffing by function would have WWW with 18.04 F.T.E.s. (6.44 +11.59 = 18.04). This understaffing is consistent with what was stated by most of the staff interviewed for this study. Understaffing is resulting in some maintenance functions not being performed. For example, the cleaning and televising of the sewer collection system is not being done at the level established by the WWW. Lift stations maintenance is also not getting done and are they checked every other week which is well below industry standards. The current upgrades to the Wastewater Treatment plant will create a need for additional staff to operate and maintain the added pumping, filtration and biosolids drying equipment.

Benchmark	Benchmark	Wausau Current F.T.E.s	F.T.E.s at Average	F.T.E.s at AWWA Median	Staffing Over (Under Average)
Total Utility Staffing	MGD/F.T.E.	14.00	19.15	27.37	(5.15)
Total Utility Staffing	Customer Accounts/F.T.E.	14.00	21.36	29.24	(7.36)
Collection System	Miles of Sewer Mains/F.T.E.	6.00	6.44	-	(0.44)
Wastewater Treatment Plant	F.T.E.s/MGD	6.00	11.59	7.88	(5.59)

Baker Tilly's benchmark database shows total Wastewater staffing for WWW would be at 20.80 F.T.E.s based on total staffing and at 19.60 F.T.E.s based on functions. This is consistent with the benchmark analysis described herein. WWW should increase current staffing at the wastewater treatment plant by two F.T.E.s who should be electrical and instrumentation technicians or licensed electricians to address current skill needs discussed later in this report. One additional F.T.E. should be hired for the collection system who should be a DNR certified with a collection system subclass. Two F.T.E.s should be hired when the wastewater treatment plant additions go into service and both should also be DNR certified wastewater operators with all subclasses required by the DNR for the wastewater treatment facility.

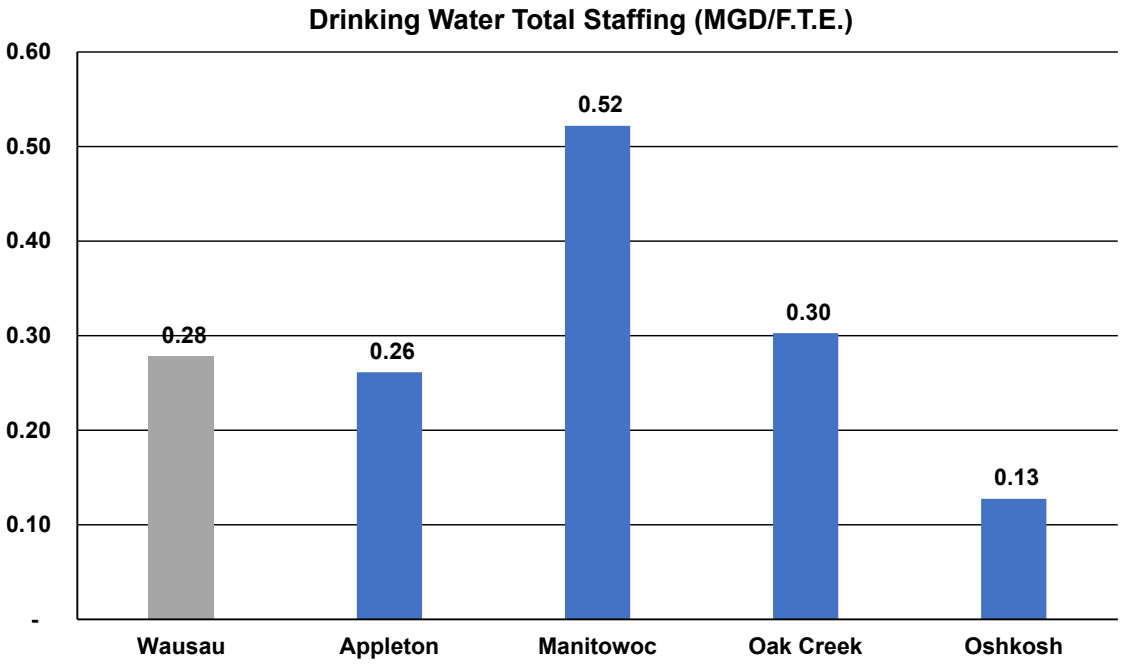
RECOMMENDATION

Wausau Water Works should develop a plan to increase staffing in Wastewater by three full-time equivalent employees to address the current shortage and by two full-

time-equivalent employees when the wastewater treatment plant additions go into service.

Drinking Water

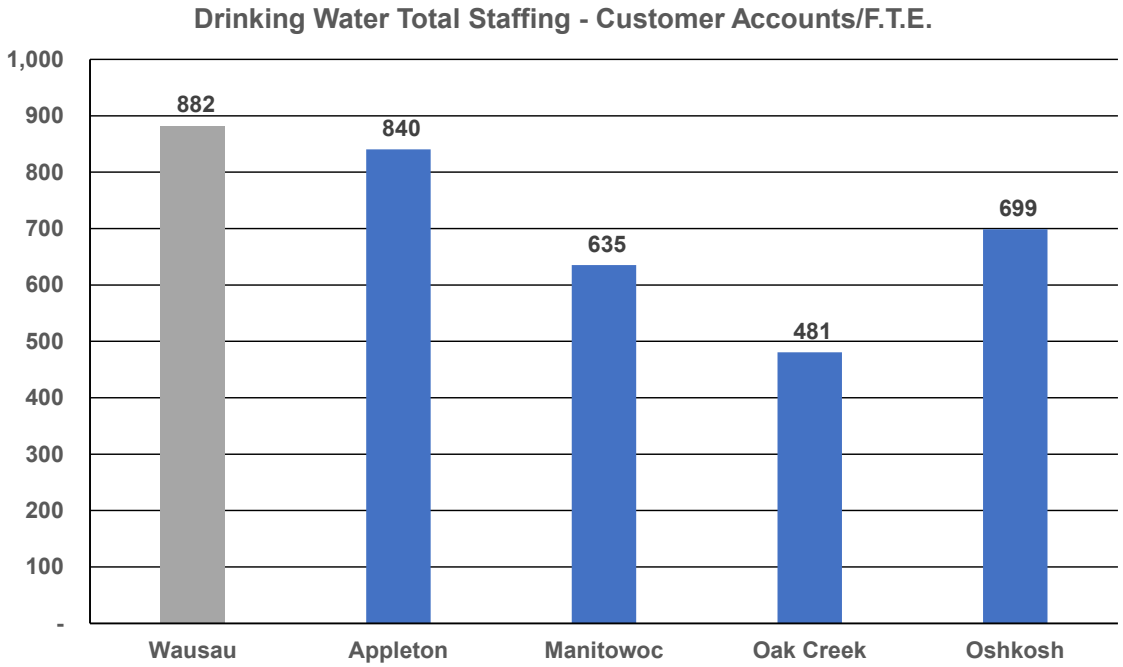
Drinking Water's eighteen F.T.E.s staffing was compared to the benchmark utilities and to the AWWA benchmark based on the average MGD of water treated. WWW treats an average of 5.0 MGD resulting in staffing ratio of 0.28 MGD/F.T.E. which is equal to the average of the comparison utilities. This comparison is shown in the chart below.



The AWWA median staffing ratio was 0.21 MGD/F.T.E. which is a higher staffing level than WWW's current level. WWW would need 23.81 F.T.E. to be staffed at the AWWA median. The table below shows the comparison staffing ratios.

City/Water Utility	F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	**18.00**	**5.00**	**0.28**
Appleton	33.50	8.75	0.26
Manitowoc	21.85	11.40	0.52
Oak Creek	23.65	7.16	0.30
Oshkosh	34.50	4.40	0.13
Average of Comparison Utilities	**28.37**	**7.93**	**0.28**
Median of Comparison Utilities	**28.57**	**7.95**	**0.28**
AWWA Benchmark Median			**0.21**
Wausau at Average of Comparison Utilities	**17.90**	**5.00**	**0.28**
Wausau at Median of Comparison Utilities	**17.96**	**5.00**	**0.28**
Wausau at AWWA Benchmark	**23.81**	**5.00**	**0.21**

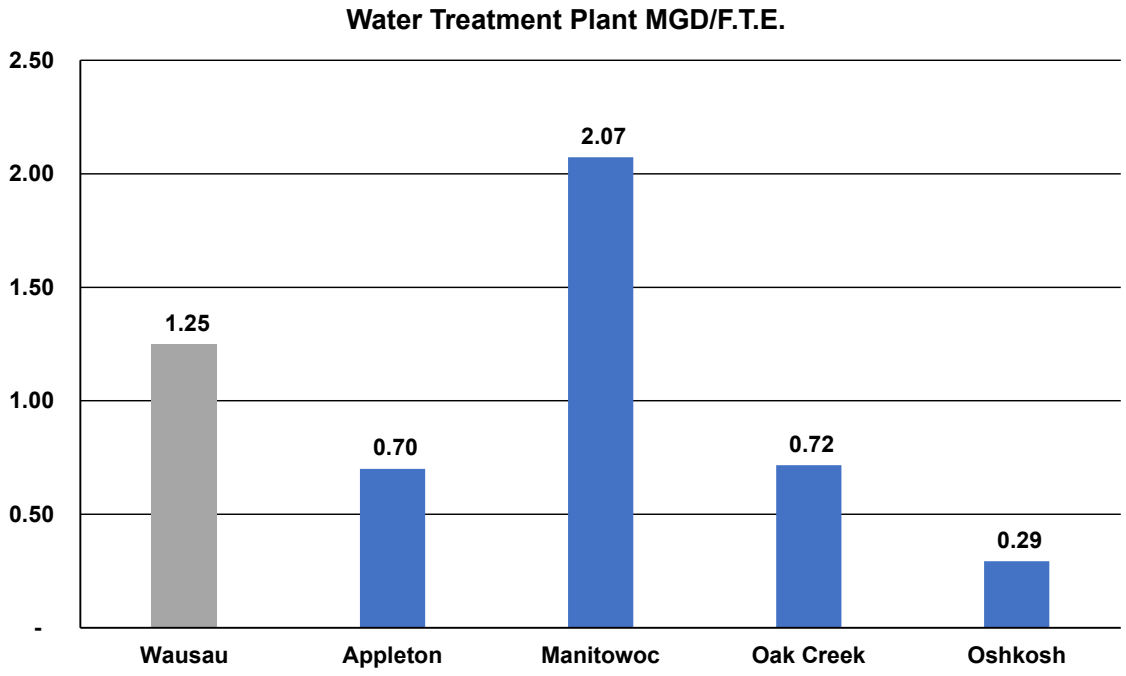
A second comparison of total staffing was based on the number of customer accounts per F.T.E. WWW has 15,879 water customer accounts resulting in a ratio of 882 customer accounts/F.T.E. which was the highest ratio and the lowest staffing ratio of the comparison utilities as shown in the chart below.



The table below shows WWW would need to be staffed at 22.99 F.T.E.s to be at the average of the comparison utilities and would need to be staffed at 30.07 F.T.E.s to be at the AWWA median staffing level.

City/Water Utility	Total F.T.E.s	Customer Accounts	Customer Accounts/F.T.E.
Wausau	**18.00**	**15,879**	**882**
Appleton	33.50	28,150	840
Manitowoc	21.85	13,881	635
Oak Creek	19.50	9,375	481
Oshkosh	34.50	24,106	699
Average of Comparison Utilities	**27.34**	**18,878**	**691**
Median of Comparison Utilities	**27.68**	**18,994**	**686**
AWWA Benchmark Median			**528**
Wausau at Average of Comparison Utilities	**22.99**	**15,879.00**	**691**
Wausau at Median of Comparison Utilities	**23.14**	**15,879.00**	**686**
Wausau at AWWA Benchmark	**30.07**	**15,879**	**528**

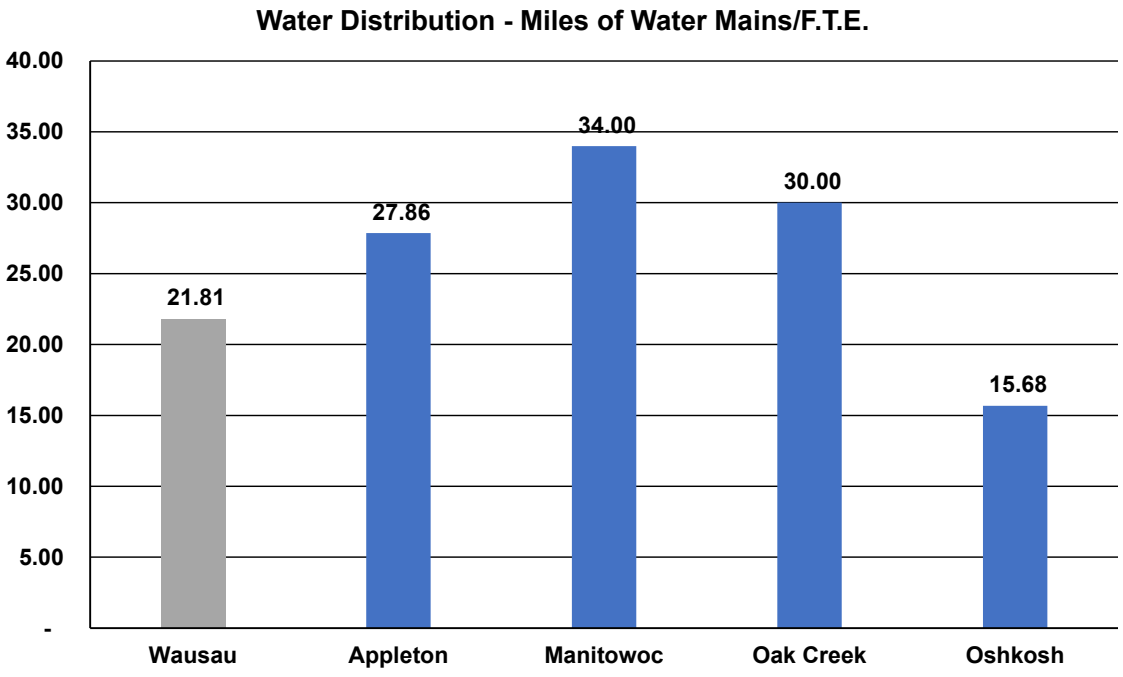
WWW has 4.0 F.T.E.s at the Water Treatment Plant which results in a staffing ratio of 1.25 MGD/F.T.E. which was the second highest ratio and the second lowest staffing ratio of the comparison utilities as shown in the chart below. However, WWW staffing ratio was approximately equal to the AWWA median of 1.27 MGD/F.T.E.



WWW would need to be staffed with 6.78 F.T.E.s to be at the average of the comparison utilities as shown below.

City/Water Utility	WTP F.T.E.s	Average MGD	MGD/F.T.E.
Wausau	**4.00**	**5.00**	**1.25**
Appleton	12.50	8.75	0.70
Manitowoc	5.50	11.40	2.07
Oak Creek	10.00	7.16	0.72
Oshkosh	15.00	4.40	0.29
Average of Comparison Utilities	**10.75**	**7.93**	**0.74**
Median of Comparison Utilities	**11.25**	**7.95**	**0.71**
AWWA Benchmark Median			**1.27**
Wausau at Average of Comparison Utilities	**6.78**	**5.00**	**0.74**
Wausau at Median of Comparison Utilities	**7.07**	**5.00**	**0.71**
Wausau at AWWA Benchmark	**3.95**	**5.00**	**1.27**

There are eleven F.T.E.s in water distribution who maintain 240 miles of water mains. This is a staffing ratio of 21.81 miles of water mains/F.T.E. which was the below the 23.78 miles of water mains/F.T.E. average of the group indicating WWW is staffed at a higher level. WWW would need 10.09 F.T.Es to be staffed at the average of the comparison utilities. The comparisons are shown in the chart and the table on the following page.



City/Water Utility	Distribution F.T.E.s	Miles of Water Mains	Miles of Water Mains/F.T.E.
Wausau	**11.00**	**240**	**21.81**
Appleton	14.00	390	27.86
Manitowoc	5.50	187	34.00
Oak Creek	6.51	195	30.00
Oshkosh	19.00	298	15.68
Average of Comparison Utilities	**11.25**	**268**	**23.78**
Median of Comparison Utilities	**10.25**	**247**	**24.05**
Wausau at Average of Comparison Utilities	**10.09**	**240**	**23.78**
Wausau at Median of Comparison Utilities	**9.97**	**240**	**24.05**

A summary of the staffing comparison shown below presents a mixed result. Total staffing comparisons shows the utility is understaffed in three of the four benchmark comparisons. Baker Tilly's benchmark database also shows total staffing would need to be at 19.23 F.T.E.s based on MGD/F.T.E. and 24.81 F.T.E.s based on customer accounts/F.T.E. Distribution seems to be staffed adequately, but the water treatment plant is staffed at a lower level than the comparison utilities and at a lower level than Baker Tilly's benchmark database which shows a staffing level of 4.95 F.T.Es would be needed. The overall understaffing is consistent with what was stated by most of the staff interviewed for this study. Understaffing is resulting in some maintenance functions not being performed. Examples include the exercising of water valves at the level established by the DNR and unidirectional flushing of water mains are not getting done. The WWW's consulting engineer advises that the current upgrades to the water treatment plant will create a need for additional staff to manage the new processes that will be added (ion exchange and GAC for PFAS).

Benchmark	Benchmark	Wausau Current F.T.E.s	F.T.E.s at Average	F.T.E.s at AWWA Median	Staffing Over (Under Average)
Total Utility Staffing	MGD/F.T.E.	18.00	17.90	23.81	0.10
Total Utility Staffing	Customer Accounts/F.T.E.	18.00	22.99	30.07	(4.99)
Distribution System	Miles of Water Mains/F.T.E.	11.00	10.09	-	0.91
Water Treatment Plant	F.T.E.s/MGD	4.00	7.07	3.95	(3.07)

RECOMMENDATION

Wausau Water Works should develop a plan to increase staffing in Drinking Water by two full-time equivalent employees to address the current shortage and by one additional full-time employee when the water treatment plant additions go into service.

Summary

A summary of the staffing recommendations is shown in the table below. Current Wastewater staffing is recommended to increase from 14.00 F.T.E.s to 17.00 F.T.E.s with the addition of 1.00 F.T.E. in collections and 2.00 F.T.E.s at the Wastewater Treatment Plant. An additional 2.00 F.T.E.s should be added at the Wastewater Treatment Plant when the additions go into service.

Current Drinking Water staffing is recommended to increase from 18.00 F.T.E.s to 20.00 F.T.E.s with addition of 2.00 F.T.E.s at the Water Treatment Plant. An additional 1.00 F.T.E. should be added at the Water Treatment plant when the additions go into service.

Wastewater	Current F.T.E.s	Recommended F.T.E.s	Recommended F.T.E.s Treatment Plant Additions In Service
Collection System	6.00	7.00	7.00
Wastewater Treatment Plant	6.00	8.00	10.00
Administration/Lab	2.00	2.00	2.00
Total Wastewater Staffing	**14.00**	**17.00**	**19.00**
Drinking Water	**Current F.T.E.s**	**Recommended F.T.E.s**	**Recommended F.T.E.s Treatment Plant Additions In Service**
Distribution System	11.00	11.00	11.00
Water Treatment Plant	4.00	6.00	7.00
Administration/Support	3.00	3.00	3.00
Total Drinking Water Staffing	**18.00**	**20.00**	**21.00**
Total F.T.E.s	**32.00**	**37.00**	**40.00**

4. Organizational Structure

The structure of any organization will evolve over time and is the result of the continual analysis of the evolving needs of each organization's ability to fulfill its vision. A sound and widely understood structure helps the organization to meet its goals while simultaneously ensuring that employees know how they fit into the larger organization and their role in achieving its goals. Effective organizational design helps to define the organization's purpose, accountabilities, and key performance indicators.

The WWW uses a functional organizational structure with Drinking Water in one branch and Wastewater in a separate branch of the chart. Drinking Water is organized with distribution and treatment in separate branches. Similarly, Wastewater is divided into three branches including Wastewater Plant, Wastewater Collection and Laboratory.

There were no concerns with the organizational structure of WWW. However, some staff stated that the organizational structure is not clearly understood by the staff and at times the chain of command was not followed. The impact of this is that at times some staff getting orders and direction from multiple managers and other staff are unsure who they report to within the supervisory chain.

RECOMMENDATION

The Drinking Water Superintendent and the Wastewater Superintendent should review the organizational structure with their respective staff to clarify the reporting relationships so staff are cognizant of who they report to and who should provide them with direction.

5. Observations & Recommendations

This section provides an overview of the identified observations and recommendations which were developed based on our assessment of the Wausau Water Works. The information provided is intended to address improvement opportunities observed throughout the study process and are offered as constructive suggestions for the enhancement of the Wausau Water Work's operations and service delivery over the long term. Each of the identified observations is based on the consulting team's experience and its analysis of the organization and operations of the Wausau Water Works and its departments. Each of the following observations is supported with evidence from the assessment which led to the conclusions. Specific recommendations for improvements are then provided to address the identified issues.

Observation: Technology needs to be improved in a number of areas

Our on-site interviews, observations, and review of data and information provided to us showed the Wausau Water Works has a number of technology needs. The needs identified include:

- Some staff lack laptops or tablets to make better use of SCADA
- Staff receives SCADA alarm calls on their cellphones but lacks the ability to use SCADA to see what the problem is that is causing the alarm.
- Timesheets are still done on paper
- There are no computers in the plant for staff, only one shared computer
- GIS mapping is not up to date
- A water meter inventory system is needed
- Some staff use their personal cell phones (Water Treatment- Administrative staff requested phone stipends/business phone but the request was denied. They are currently using their personal phone for work)
- There is no maintenance management system in place
- There is no customer complaint software. Complaints are recorded on paper forms that are later scanned into digital and entered into Excel

These may be driven in part because the Water Works does not have a technology plan. A technology plan should address:

- The Water Works' long-term technology goals
- What technology is the Water Works is currently using
    - What is working
    - What needs improvement
- What technology skills does the Water Works' staff have
- Who provides technology support
- What technology does the Water Works need to provide its services
- Solutions to meet the Water Works' needs
    - Hardware
    - Software
    - Staff training
    - IT support

RECOMMENDATION

Wausau Water Works should develop a technology plan to improve its use of technology in providing services and the efficiency of its staff.

Observation: The current compensation structure is not competitive with the market

The current compensation paid to Water Works' staff is a significant issue for the staff and was mentioned universally in our on-site work. A comparison of the mid-point compensation for several representative Water Works positions was made with those utilities selected for the staffing comparison benchmarks to gain a better understanding of the current situation. This comparison showed Water Works compensation for those positions was less than all the benchmark utilities for each position with one exception. The Lab Technician position was compensated less than three of the comparisons and greater than one. Overall, all of the Water Works positions were paid less than average of the benchmark utilities. The compensation comparisons are shown below.

Position	Wausau Current Pay (Midpoint)	Oshkosh	Appleton	Fond Du Lac	Manitowoc	West Bend	Average of Comparable	Wausau Above (Below) Average
Water Superintendent	$ 37.74	$ 46.67	$ 45.95	$ 48.91		$ 41.91	$ 45.86	(8.12)
WW Superintendent	$ 37.74	$ 46.67	$ 45.95	$ 48.91	$ 42.71	$ 41.91	$ 45.23	(7.49)
Water Supervisor	$ 28.85	$ 38.53	$ 41.22	$ 34.76		$ 37.29	$ 37.95	(9.10)
WW Supervisor	$ 28.85	$ 35.83	$ 41.22	$ 34.76	$ 38.22	$ 37.29	$ 37.46	(8.61)
Water Plant Operator	$ 25.77	$ 28.91	$ 29.45	$ 27.38		$ 29.54	$ 28.82	(3.05)
WW Lab Tech	$ 25.77	$ 28.91	$ 24.74	$ 27.38			$ 27.01	(1.24)
Sr. Water Distr. Maintainer	$ 25.77	$ 28.91	$ 27.08	$ 27.38			$ 27.79	(2.02)
Sr. WW Collection Maintainer	$ 25.77	$ 28.91	$ 27.08	$ 27.38			$ 27.79	(2.02)
Sewer Maintainer	$ 24.09	$ 25.88	$ 27.08	$ 24.91			$ 25.96	(1.87)
Water Maintainer	$ 24.09	$ 25.88	$ 27.08	$ 24.91			$ 25.96	(1.87)
Plant Mechanic Sewer	$ 25.77	$ 28.91	$ 27.08	$ 27.38	$ 29.21	$ 29.54	$ 28.42	(2.65)
Plant Mechanic Water	$ 25.77	$ 28.91	$ 27.08	$ 27.38		$ 29.54	$ 28.23	(2.46)
Admins	$ 21.97	$ 22.85	$ 24.74	$ 22.46	$ 24.73	$ 24.82	$ 23.92	(1.95)

In addition to the compensation level concerns, the staff at Water Works sees no incentive or value in learning new skills since it does not affect their compensation. Skills such as DNR certification for operator licenses, Electrical and Instrumentation Technician, and other that would benefit both the employee and Water Works. As a result of this, there are only two staff members that have DNR licenses for the majority of the subclasses (EI, solids treatment, disinfection, laboratory, collection system, and other).

The City has retained a consultant to perform a compensation and market study that should provide a more detailed analysis of the current situation and enable the Water Works to address the compensation issue.

RECOMMENDATION

Water Works should review the compensation and market study when completed and make appropriate compensation adjustments to retain current staff, attract new employees as needed, and to provide an incentive for staff to improve their skills.

Observation: The requirement that a commercial driver's license is required as a condition of employment for some positions makes hiring new employees difficult.

During our on-site work, the need for a commercial driver's license (CDL) as a condition of employment was mentioned as a barrier to attracting and hiring new employees. A review of positions descriptions finds that six positions require a CDL as a condition of employment. These include:

- Water Plant Operator
- Water Distribution Supervisor
- Senior Water Plant Operations Technician
- Senior Water Distribution Maintainer
- Collection System Supervisor
- Sewer Maintainer

Five other positions require a CDL be obtained within a specified time period of hire (six to eighteen months).

To the extent the requirement for a CDL in the current job market makes hiring needed staff a problem, the Water Works should review this requirement to allow an employee to obtain the needed CDL within a reasonable time after hire.

RECOMMENDATION

Water Works should review the requirement for a CDL as a condition of hire if it presents a barrier finding new employees in the current job market and make appropriate adjustments such as within six months of hire to fill needed vacancies.

Observation: There is no succession plan in place to replace employees who retire.

Wausau has employees who are eligible to retire and others who will be eligible to retire in the next five to ten years. Employees retiring in the near future will leave with a wealth of knowledge about the Wausau Water Works and its operations. The Water Works should begin the process of succession planning to fill these positions as retirements commence. The strategies should include:

- Develop a mentoring program to train replacement staff and to transfer the institutional knowledge of the retiring staff to their replacements
- Hire replacement staff in advance of retirements so they can be mentored as stated above
- Have existing staff document their current practices and knowledge to establish a written record and to create standard operating procedures
- Evaluate the market compensation of the current positions to ensure it can attract qualified candidates

The process of succession planning will enable the Wausau Water Works to transition through these retirements without losing institutional knowledge and ensure Water Works operations will continue without loss of efficiencies.

RECOMMENDATION

Wausau Water Works should begin the process of succession planning to transfer the knowledge of its current staff who will be eligible to retire in the next five years to their replacement staff.

Observation: Safety training needs to be improved.

The employee training program currently consists primarily of safety training videos provided by the City's insurance company that employees can only watch on their computers. These videos were largely described as "horrible". Safety training for employees is an important function of the Water Works to reduce on the job injuries and lost time due to accidents. The Water Works should review its current employee safety training program to improve both employee interest in and delivery of the program. The training program should recognize that employees learn in different ways. Some learn visually through images and videos other learn more effectively through reading materials to digest the information. An effective safety training program should provide opportunities to engage employees in learning experiences that recognize the differences in their preferred way of learning.

RECOMMENDATION

Wausau Water Works should review its safety training program to improve both employee interest in and delivery of the program.

Observation: Employee training needs to be improved.

Employee training outside of safety training was consistently mentioned as an issue. Employees indicated that there is no formal training program and training was basically limited to that necessary to keep their DNR certificates. The shortage of staff was cited as a reason for the lack of training. A specific need to train other staff in electrical instrumentation and to achieve the DNR Wastewater Certification was also identified.

Training is important because it provides an opportunity for employees to grow their knowledge base and improve their job skills to become more effective in the workplace. The benefits of employee training include the following:

- Improves employee knowledge and skills
- Prepares employees for greater responsibilities
- Shows employees they are valued
- Increases productivity and performance
- Boosts employee morale
- Improves employee retention

I am reminded of a post on LinkedIn some time ago:

> *CFO asks the CEO, "What happens if we invest in developing our people and they leave us?"*
> *The CEO responds, "What happens if we don't and they stay?"*

RECOMMENDATION

Wausau Water Works should develop an employee training program to provide opportunities for its employees to improve their skills and to obtain additional DNR certifications.

Observation: There is no formal inventory control system in place.

There is no single person in charge of inventory control and management and there is no formal inventory management system. Inventory management would allow the management of inventory from purchase to use. An effective inventory management system would benefit the Water Works in a number of ways:

- Provide an accurate measure of inventory including number and type of each asset
- Document when an asset is received and when it is taken out of inventory, who took it, and where it was placed into service
- Enable the Water Works to ensure it has a sufficient inventory of parts in stock to respond to operational needs and emergencies

RECOMMENDATION

Wausau Water Works should develop an asset inventory system to management and track replacement parts and other inventory accurately.

Observation: Communication between Water Works and the City could be improved.

Communication internally within Water Works was reported as good by staff. However, communication between Water Works and the City was stated to need improvement. Communication is frequently cited as an issue in organizational management studies. Recognizing that communication is a two-way street, the Water Works should meet with City staff to identify opportunities to improve communication and sharing of information.

RECOMMENDATION

Wausau Water Works should meet with the City to identify opportunities to improve communication and sharing of information.

Observation: Job descriptions are not accurate and are missing critical technical language and skill gaps.

Our on-site interviews indicated that some job descriptions were not accurate and are missing critical technical language and skills. There were also comments that the former City Human Resources Director edited job descriptions to remove technical skills with the belief this was done to reduce the compensation for those positions. The City is currently undertaking a compensation market study. However, the Request for Proposals for this study did not include updating job descriptions as part of the scope. Accurate job descriptions provide a several benefits for Water Works including:

- Recruiting candidates that are a good fit for the position
- Setting clear expectations for employees of the responsibilities of their positions
- Provides a tool for evaluating employee performance based on defined job duties
- Identifies training needs for the position
- Offers protection after termination when an employee performance does not meet the standards defined for the position by the job description
- Enables the Water Works to make valid compensation comparisons with other similar entities based on actual position knowledge, skills, and abilities

Water Works should review the current job descriptions to identify technical and skills gaps and update them to eliminate any discrepancies. Once updated, they should be shared with employees so that everyone understands the requirements for their positions which will eliminate any misunderstandings.

RECOMMENDATION

Wausau Water Works should review the current job descriptions to identify technical and skills gaps and update them to eliminate any discrepancies. Once updated, they should be shared with employees so that everyone understands the requirements for their positions which will eliminate any misunderstandings.

Observation: Some maintenance functions are not being performed

A number of maintenance requirements for the water and wastewater operations are not being performed. Wastewater has a goal of cleaning 20% and televise 10% of the sewer collection system each year but staff shortages have resulted in not achieving this goal. In the past year they estimate only 10% of the collection system was cleaned and 5% of the collection system was televised. The goals established are industry standard for wastewater utilities which are in place to prevent sewer backups into customers houses and businesses due to blockages that could have been cleared through routine cleaning and to identify areas where pipe failures or other problems exist so they can be repaired.

In addition to the collection system maintenance issue discussed above, staff indicated that lift station maintenance is not getting done due to staff shortages and that lift stations are only checked every other week. Lift station maintenance ensures they will continue to operate as needed which will prevent sewer backups. The industry standard for checking lift stations is weekly although the

frequency should be based on the size of the lift station with larger lift stations checked more frequently often on a daily basis.

Water distribution system valves require periodic turning, often called “exercising,” to keep them from seizing or freezing up due to corrosion and tuberculation, and to ensure they are fully operational when needed. Generally, critical valves (those on water mains serving hospitals, restaurant or industrial areas that have stringent needs for regular water delivery and those on major supply lines) should be exercised more frequently. Some utilities exercise critical valves yearly. Other valves are typically exercised on a three to five-year cycle. The Water utility indicates the Wisconsin DNR Administrative Code requires WWU to exercise 1,200 valves each year based on a five-year rotation, but WWU requested and was granted a variance to exercise valves on a ten-year rotation which requires 600 valves be exercised each year. However, they have only exercised about 100 so far this year which is again attributable to staffing shortages.

Uni-directional flushing of water lines is another maintenance that is not getting done. This flushing is performed to clean the water mains, possibly prevent nitrification, and improve water quality. The flushing was recommended as part of a corrosion control treatment study done after a lead exceedance in 2014.

The cleaning and televising of the sewer collection system, the maintenance and checking of lift stations, the exercising of water distribution system valves, ands unidirectional flushing of water mains are important operational functions that need to be done on a regular basis. Water Works should address these maintenance issues either through additional staffing, contracting them out to a private service provider, or some combination of these.

RECOMMENDATION

Water Works should address sewer collection cleaning and televising, maintenance and checking of lift stations and the exercising of water distribution valves either through additional staffing, contracting them out to a private service provider, or some combination of these.