

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



OFFICIAL NOTICE AND AGENDA

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

Meeting of the:	Human Resources Committee	*REVISED*
Date/Time:	Monday, September 11, 2023 at 4:45 PM	
Location:	City Hall (407 Grant Street) – Council Chambers – 1 st Floor	
Members:	Becky McElhane (C), Gary Gisselman, Dawn Herbst, Tom Kilian, Michael Martens	

AGENDA ITEMS FOR CONSIDERATION

- 1) Approval of August 8, 2023 and August 14, 2023 Minutes.
- 2) Human Resources Report for August 2023.
- 3) Discussion and Possible Action Approving Reclassification of the Accounting Assistant – Utility to Utility Revenue Analyst.
- 4) Discussion and Possible Action Approving the Completed Compensation Study.
- 5) Discussion and Possible Action Approving Incentive Pay for Wausau Water Works Utility.
- 6) Discussion and Possible Action Approving 3 New Positions at Wausau Water Works Beginning in 2024.
- 7) Discussion and Possible Action Approving Organizational Changes and Reclassifications for Wausau Water Works.
- 8) Adjournment.

Members of the public who do not wish to appear in person may view the meeting live over the internet on the City of Wausau's YouTube Channel <https://tinyurl.com/WausauCityCouncil>, or live by cable TV, Channel 981. Any person wishing to offer public comment who does not appear in person to do so, may e-mail james.henderson@ci.wausau.wi.us with "Human Resources Committee public comment" in the subject line prior to the meeting start. All public comment, either by e-mail or in person, if agendized, 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.

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 9/07/2022 at 3:00 PM

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

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

"In accordance with the requirements of Title II of the Americans with Disabilities Act (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 Human Resources at (715) 261-6630 or the City's ADA Coordinator at (715) 261-6620 or e-mail clerk@ci.wausau.wi.us at least 48 hours prior to the scheduled meeting or event to request an accommodation."

Other Distribution: Alderpersons, Mayor, Department Heads, Union Presidents.

DRAFT

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

DATE/TIME: August 8, 2023, at 4:45 p.m.
LOCATION: City Hall (407 Grant Street) – Council Chambers
MEMBERS PRESENT: Becky McElhaney, Gary Gisselman, Dawn Herbst, Tom Killian, Michael Martens
MEMBERS ABSENT:
Also Present: J. Henderson, A. Jacobson

Discussion and Possible Action Approving Settlement Agreement in Employee Grievance Arbitration.

City Attorney Anne Jacobson indicated that she called a special meeting of the Human Resources Committee to be given authority to sign the settlement agreement being brought forward.

CLOSED SESSION pursuant to §19.85(1)(b) of the Wisconsin state statutes for deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reasons require a closed session, for the purpose of considering Settlement Agreement with ATU (Amalgamated Transit Union) Local 1168 in Grievance Arbitration regarding an employee compensation issue.

Motion by Martens to go into Closed Session. Second by Herbst. Roll call was taken to include Gisselman, Killian, Martens, Herbst, and McElhaney. The Human Resources Committee went into Closed Session.

Reconvene into Open Session to Take Action on Closed Session Item, Approving ATU Local 1168 Union Grievance Arbitration Settlement Regarding an Employee Compensation Issue.

The Human Resources Committee reconvened in Open Session. Motion by Martens to approve the ATU Local 1168 union grievance arbitration settlement regarding an employee compensation issue. Second by Herbst. All ayes. Motion passes 5-0.

Adjournment.

Motion by Killian to adjourn. Second by Herbst. Meeting was adjourned.

Rebecca McElhaney
Human Resources Committee, Chair

Video available: <https://www.youtube.com/watch?v=XtHdMgyULBw>

DRAFT

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

DATE/TIME: August 14, 2023, at 4:45 p.m.
LOCATION: City Hall (407 Grant Street) – Council Chambers
MEMBERS PRESENT: Becky McElhaney, Gary Gisselman, Dawn Herbst, Michael Martens
MEMBERS ABSENT: Tom Killian
Also Present: J. Henderson

Approval of June 12, 2023 Minutes.

Motion by Herbst to approve the June 12, 2023 Human Resources Committee Meeting minutes.
Second by Martens. No questions or discussion. All ayes. Motion passes 4-0.

Human Resources Report for July.

No questions were brought forward by the Committee.

Discussion and Possible Action Approving Police Department Supervisor Compression Adjustment and Permanent Correction.

Henderson provided an overview of the compression issue with Police Department represented staff and non-represented supervisory staff. Chief Bliven spoke to the committee about the ongoing issue and his solution of creating a separate pay scale for Lieutenant, Captain, Deputy Chief, and Chief positions, which was provided in the memo included in the meeting packet.

Gisselman questioned if compression is also an issue with Fire, Transit, and other city departments and felt it would be better to look at all the information together to find a fair and uniform solution, and how the possible adjustment by Gallagher to the wage scales falls into this. Henderson said Fire also has issues and in Transit compression is not as pronounced, and he felt it would be better to bring the items to the committee one at a time; however, if the committee feels they should be addressed at the same time he would be in agreement with that, but that Police and Fire are critical to deal with, whereas Transit does not have compression issues now. Henderson said that these changes would not go into effect until 2024. Henderson said that the results of the wage study should be available within the next week or two.

Gisselman asked Bliven to further explain the adjustments brought forward. Bliven said that he created a different pay scale than what is used for general City employees where there is a beginning 5% spread between supervisory levels and a 1.5% increase in the scales (which is in line with the percent of increase for steps over midpoint with the current pay matrix). Henderson agreed with creating a separate scale for Police and Fire since their supervisor jobs are hard to compare with other supervisor positions within the organization. Bliven said his scales start at 60 cents higher than the current step and is \$3.00 per hour more than the current maximum steps for the lieutenant position, and the scales are about \$6000-\$10,000 more than the current scales for the positions.

Gisselman asked if compression is occurring in other departments such as Public Works due to overtime. Henderson explained that overtime is not used when determining compression. McElhaney asked how the committee would like to proceed. Gisselman expressed concern over creating a policy without further information regarding how it may affect the organization. Henderson said that this would need to be reviewed regularly to make sure that compression doesn't exist with future contracts, as supervisor increases would be dependent upon union increases. Martens said his understanding of the policy would be to implement the new pay scales and have them slide up as needed when union rates increase to maintain a 5% spread. Bliven said this was correct. Martens agreed that other departments should also be looked at to make sure any compression issues are addressed and the policy of a 5% spread is applied.

Motion by Martens to approve the police department supervisor compression adjustment and permanent correction. Second by Herbst.

McElhaney said she heard concerns about compression with other departments but no recommendation to go back and address it. She asked if the policy of a 5% spread to eliminate compression is for all employees and supervisors or if it only pertains to departments with unions, and would like this to be addressed. Martens said he thinks they need to start somewhere, and approving this for the Police Department would be a good case study and a good place to start the policy, and then analyze the other departments to determine if 5% is the magic number and if anything needs to be done. Gisselman said that once the policy of a 5% spread is set for the Police Department, it should be the standard for all departments for fairness. Gisselman raised concern over compatibility of the policy for the rest of the City employees. Henderson said that the issue of compression with police and fire is due to the market and the rates for union staff increasing faster with the union contracts than that of their supervisors who are under the general employee compensation plan, whereas other departments have staff on the same compensation plan and the spread remains sufficient. McElhaney expressed concern over other departments not keeping up even though there might not be compression. Henderson said that is a different conversation and deals with how other jobs are classified, but it has no bearing on unions because they are not included in the non-represented classification system. McElhaney said the employees being discussed are non-union so it does apply, and that this change would raise salaries for unrepresented employees (in the Police Department) differently than other non-represented employees.

Gisselman asked for the status of the Gallagher wage study that was passed last year and supposed to be done in 2023. Henderson said the final version of the study should be available within 2-3 weeks. Gisselman asked how the study may impact the item being discussed. Henderson said that Gallagher is recommending a 3% increase to the general employee pay bands. McElhaney asked if the 3% would be added on to the proposed scales Bliven provided. Henderson said no, the 3% increase would not be added on to the proposed Police Department scales. Gisselman asked if this item would go to Council and Finance; McElhaney said yes.

More questions were raised about what amount of increase would occur for Police employees on the new scale if the general employee scales are raised. Bliven said his only concern is keeping a 5% spread between detectives, lieutenants, etc., and adjusting the rates when the union receives an increase if needed. Bliven said it would ultimately be up to the committee if they want to include the positions in any other increases. Henderson said that he envisions maintaining a 5% spread and reviewing the rates annually. McElhaney asked what would happen to the 5% spread if a 3% increase

for general employees is passed. Henderson said that the 3% needs to be passed first and isn't sure how it would be implemented so he could not answer. Martens said he felt that the 3% increase and this issue are two separate items and the task at hand is to fix compression with the proposed remedy to maintain a 5% spread; the 3% is not certain and shouldn't be taken into account for this discussion. McElhaney said she would like to have answers as to what will happen if the other salary scales increase, how often will the new scale be looked at and adjusted, and believes that Finance would want to have answers to these questions as well so that expectations are known before going forward. McElhaney said she is also worried about other employees being treated fairly. Gisselman said he is willing to support this item but would like to see the Fire Department discussed next month so that everything is ready for the 2024 budget.

McElhaney said she would like to add an amendment that this is looked at every year for compression. Second by Gisselman. All ayes. Motion passed 5-0.

Closed Session pursuant to 19/85 (1)(f) Considering financial, medical, social or personal histories of specific persons which, if discussed in public, would likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data for the purpose of considering leave of absence requests exceeding 30 days for one employee.

Motion by Martens to go into Closed Session. Second by Herbst. Roll call was taken to include Gisselman, Herbst, Martens, and McElhaney. The Human Resources Committee went into Closed Session.

Reconvene into Open Session

The Human Resources Committee reconvened in Open Session.

Discussion and Possible Action on Closed Session Item #4 Approving Leave of Absence Request.

Motion by Martens to approve the leave of absence request. Second by Herbst. All ayes. Motion passed 4-0.

Adjournment.

Motion by Herbst to adjourn. Second by Martens. Meeting was adjourned.

Rebecca McElhaney
Human Resources Committee, Chair

Video available: <https://www.youtube.com/watch?v=B5Cdmv8249Q>



HR PERFORMANCE REPORT

Core Services

Classification & Compensation

Open Reclassification Requests

Current Job Position	Current Salary Range	Requested Job Position	Requested Salary Range	Request Date
Transit Operations Manager	\$59,467.20 to \$89,252.80	Deputy Transit Director	\$65,998.40 to \$99,049.60	5/8/2023
Admin IV DPW	\$50,648.00 to \$70,928.20	Office Manager DPW	\$50,648.00 to \$70,928.20	5/8/2023
Admin III Fire	\$43,846.40 to \$61,401.60	Admin Analyst	\$50,648.00 to \$70,928.20	5/8/2023
Admin I CDA	\$37,835.20 to \$52,956.80	Admin II	\$40,851.20 to \$57,179.20	5/8/2023
Occupancy Specialist CDA	\$40,851.20 to \$57,179.20	Occupancy Specialist CDA	\$43,846.40 to \$61,401.60	5/8/2023
Admin I	\$37,835.20 to \$52,956.80	Assessment Tech	\$40,851.20 to \$57,179.20	5/8/2023
Building Maintenance Tech		Building Maintenance Tech	\$37,835.20 to \$52,956.80	5/19/2023

Completed Reclassification Requests

Original Job Position/Salary Range	Requested Job Position/Salary Range	Approved Job Position/Salary Range	Request Date	Council Approval Date
Transit Operations Manager	\$65,998.40 to \$99,049.60	\$65,998.40 to \$99,049.60	5/8/2023	6/13/2023
Admin IV DPW	\$50,648.00 to \$70,928.20	\$50,648.00 to \$70,928.20	5/8/2023	6/13/2023
Admin III Fire	\$50,648.00 to \$70,928.20	\$50,648.00 to \$70,928.20	5/8/2023	6/13/2023
Admin I CDA	\$40,851.20 to \$57,179.20	\$40,851.20 to \$57,179.20	5/8/2023	6/13/2023
Occupancy Specialist CDA	\$43,846.40 to \$61,401.60	\$43,846.40 to \$61,401.60	5/8/2023	6/13/2023
Admin I	\$40,851.20 to \$57,179.20	\$40,851.20 to \$57,179.20	5/8/2023	6/13/2023
Building Maintenance Tech	\$37,835.20 to \$52,956.80	\$37,835.20 to \$52,956.80	5/19/2023	6/13/2023

Employee Benefits

Family Medical Leave (YTD)

Requests Received	Approved	Pending	Denied/Canceled
70	54	4	12



HR PERFORMANCE REPORT

FMLA Denial Reasons

Paperwork not returned	Insufficient years of service/hours	Condition does not qualify	Canceled
10		1	1

Workers Compensation (YTD)

Number of Claims	Lost Time	Medical Only
22	5	18

Recordable (YTD)

Department	Nature	Medical/Indemnity	Open/Closed	Date of Injury
Police	Hand	Medical	Open	01/17/23
Police	Privacy Case	Medical	Closed	02/18/23
DPW	Head & Elbows	Medical	Closed	02/25/23
Police	Animal Bite	Medical	Closed	03/08/23
Police	Animal Bite	Medical	Closed	03/08/23
DPW	Hand cut	Medical	Closed	03/08/23
Police	Hand Sprain	Medical	Open	03/16/23
Fire	Back injury	Indemnity	Closed	03/22/23
Water	Object to face	Medical	Open	04/14/23
Fire	Ankle	Medical	Open	04/14/23
Fire	Cut to thumb	Medical	Closed	04/17/23
Fire	Privacy Case	Medical	Open	04/18/23
Fire	Privacy Case	Medical	Open	04/18/23
Police	Privacy Case	Medical	Open	04/29/23
Police	Ear injury	Medical	Closed	04/30/23
DPW	Finger injury	Indemnity	Open	05/09/23
Police	Knee injury	Indemnity	Open	05/14/23
Fire	Back	Indemnity	Closed	05/26/23
Water	Eye	Medical	Open	06/02/23
Police	Hand	Medical	Open	06/05/23
Police	Finger	Medical	Open	06/14/23
Police	Leg	Medical	Open	07/25/23
Police	Wrist	Medical	Open	05/03/23
Attorney	Multiple parts	Indemnity	Open	08/23/23



HR PERFORMANCE REPORT

Open Cases from previous years

Department	Nature	Medical/Indemnity	Open/Closed	Date of Injury
WW	Multiple Body Parts	Indemnity	Open	02/10/22
Fire	Back	Indemnity	Open	01/26/21
WW	Multiple body parts	Indemnity	Open	09/13/19
WW	Multiple body parts	Indemnity	Reopened	02/07/17

Employee and Labor Relations

Grievances (YTD)

Number of Grievances	Open Grievances	Closed Grievances	ATU (Metro) Grievances	WPPA (Police) Grievances	WFA (Fire) Grievances
1	1		1		
1	0	1		1	

Open Grievances

Employee Name	Union	Issue	Date Filed	Status
Andrew Eberhardy	ATU	Verbal warning for failure to announce transfer corners, stops and ADA locations	3/22/22	Denied at Step 1
Scott Burton	ATU	Movement through pay scale	2/16/2023	At step 3
Multiple Employees	WPPA	OT Pay	4/1/2023	Step 1

Closed Grievances

Employee Name	Union	Issue	Date Filed	Status



HR PERFORMANCE REPORT

Recruitment & Selection

New Hires

Employee Name	Department	Job Title	Hire Date	Separation Date
Lacy Rodemeier	Community Dev. Authority	Administrative Assistant I	1/03	
Daniel Landwehr	Public Works	Street Maintainer	1/10	5/26
Samuel Reyes	Police	Police Officer	1/20	
Joshua Bergquist	Police	Police Officer	1/20	
Douglas Frick	Police	Police Officer	1/20	
John Shoemaker	Police	Police Officer	1/20	
Fong Moua	Police	Police Officer	1/23	
Samuel Butcher	Metro Ride	Bus Operator II	2/06	2/28
Jon Hanson	Metro Ride	Bus Operator II	2/06	2/10
Zachery Ihle	Fire	Firefighter/Paramedic	2/06	
Joshua Koll	Fire	Firefighter/Paramedic	2/06	
Derrick Krueger	Fire	Firefighter/Paramedic	2/06	
Benjamin Springob	Fire	Firefighter/Paramedic	2/06	
Koua Xiong	Fire	Firefighter/Paramedic	2/06	
Dylan Shifflett	Fire	Firefighter/Paramedic	2/06	
James Brockman	Fire	Firefighter/Paramedic	2/10	
Ethan Cordova	Fire	Firefighter/Paramedic	2/10	
Ashley Sakis	Fire	Firefighter/Paramedic	2/10	
Sybil Schuenke	Metro Ride	Bus Operator II	2/20	2/21
Thomas Rice	Metro Rice	Bus Operator II	3/06	
Matthew Rosenbloom-Jones	Metro Ride	Transit Director	3/20	
Stacey Severson-Denfeld	Assessment	Property Appraiser	3/20	
Gary Kmiecik	Assessment	Property Appraiser	4/17	
Katherine Breintefeld	Finance	Accountant – Revenue	4/24	
Jason Schill	Sewer	Wastewater Plant Operations Tech	5/01	
Nolan Bouffleur	Fire	Firefighter/Paramedic	5/08	



HR PERFORMANCE REPORT

Employee Name	Department	Job Title	Hire Date	Separation Date
John Lauer	Fire	Firefighter/Paramedic	5/08	
Nick Bradfish	DPW	Street Maintainer	5/08	
Austin Cantrell	DPW	Municipal Fleet Technician	5/08	
Benn Her	Sewer	Collection System Technician	5/15	
Kylie Marchel	Police	Law Enforcement Computer Tech	5/15	
Tad Pike	Police	Police Officer	5/15	
Austin Trinko	Sewer	Wastewater Plant Operations Tech	5/30	
David Wilke	Water	Water Plant Operation Tech	5/30	
Evan Garski	Inspections	Property Inspector	5/31	
Jeevinmathu Chandra	Public Works	Municipal Fleet Technician	6/12	
Yvonne Scheffler	Metro Ride	Administrative Assistant III	6/26	
Mitchell Pempek	Water	Water Distribution Maintainer	6/26	
Kody Hart	Finance	Deputy City Clerk	7/10	
Teri Smith	Public Works	Fleet Analyst	7/10	
Sandra Rutheford	Finance	Administrative Assistant III	7/10	
Julie Vang	Finance	Administrative Assistant III	7/17	8/25
Ryan Baker-Ortiz	Metro Ride	Bus Operator I	7/17	
Jared Johnson	Wastewater	Collection System Technician	8/14	
Sheradyn Mikul	Police	Police Officer	8/14	
Raphael Cary	Police	Police Officer	8/14	
Erik Naugle	Police	Police Officer	8/14	
Monica Dvorak	Finance	Accountant (Enterprise Fund)	8/21	
Kevin Feltz	Metro Ride	Utility Worker – Transit	8/21	

Separations YTD

Total Number of Separations	Resignations	Retirements	Terminations
39	25	13	1



HR PERFORMANCE REPORT

Separations by Department for 2023 YTD

Assessment – 2	Clerk/Finance – 4	Fire – 2	Inspections - 3
Metro Ride - 9	Police - 8	Wastewater – 3	Attorney’s - 1
Public Works – 3	Parking Ramps - 1	Water - 3	

Promotions/Transfers

Employee Name	Old Job Position	New Job Position	Previous Incumbent	Effective Date
Alfred Buch	Firefighter/Paramedic	Engineer	William Resch	1/1
Lea Wilde	Admin Asst III (Finance)	Admin Asst II (Inspections)	Denise Pody	1/20
Nathaniel Stetzer	Detective	Patrol Lieutenant	Cord Buckner	1/20
Bradley Wendtland	Plant Maintenance Mechanic	Wastewater Plant Operations Supervisor	Pat Van Ouse	2/05
Christopher Savickis	Equipment Services Mechanic	Senior Equipment Services Mechanic	Aaron Moss	2/05
Peggy Steinke	Payroll Coordinator	Accountant (Payroll)	(reclass – n/a)	2/05
Travis Lepinski	Property Inspector	Building Inspector	Richard Grefe	3/19
Floyd Smith	Water Maintainer/Relief Operator	Water Plant Technician	(underfill)	5/01
Benjamin Thumann	Police Officer	Detective	Nathaniel Stetzer	5/15
Christopher Wright	Water Distribution Maintainer	Water Maintainer/Relief Operator	Floyd Smith	6/11
Zackery Fleming	Street Maintainer	Equipment Operator	Robert Hoffman	6/11
Kevin Brown	Parking Cashier	Utility Worker – Metro Ride	Scott Burton	6/26
Justin Hermsen	Municipal Fleet Technician	Senior Municipal Fleet Technician	Aaron Moss	7/02
Joseph Toboyek	Utility Worker – DPW	Street Maintainer	Zackery Fleming	7/30
Ronald Schuenke	Bus Operator II	Transit Operations Supervisor	Michael Jaeger	8/28

Active Recruitments

Job Title	# of Vacancies	Date Vacant	Status
Administrative Assistant III – Finance	1	8/25	Closes 9/12
Bus Operator I (PT)	2		On-going
Bus Mechanic I	1	1/31	Reposted – Closes 9/13



HR PERFORMANCE REPORT

Firefighter/Paramedic	4 (+ 2 Future Vacancies)	New (+ 2024 Retirements)	
Municipal Fleet Technician	1	7/1	Reposted – Closes 9/13
Police Officer	Future Vacancies		
Street Maintainer	1 (+ 2 Future Vacancies)	9/08, (+ 2024 Retirements)	
Utility Worker – DPW	1	7/30	Reposted – Closes 9/13

Vacant Positions (Not Being Recruited at this time)

Job Title	Number of Vacancies	Date Vacant	Status
Parking Control Specialist	1	7/08	Job Requisition Needed from Department to Start Recruitment.

Vacation Accrual Exceptions

Employee Name	Current Accrual Maximum Cap	Cap Waived Until (Date)	Reason for Waiver
MaryAnne Groat		12/31/24	ERP project needs
Peggy Steinke		12/31/24	ERP project needs
Jennifer Norton		12/31/24	ERP project needs
Jennifer Kannenberg		12/31/24	ERP project needs
Anne Keenan		12/31/24	ERP Project needs
Rick Rubow		12/31/24	Staffing Issues

Handbook Modifications

Section Modified	Modification	Date
2.01 Employee Conduct and Work Rules & 2.04 Personal Appearance	Granted an additional 10-minute paid break when possible to employees whose work stations don't allow for the removal of a face covering.	8/3/20



HR PERFORMANCE REPORT

2.06 Solicitation	The City may raffle off up to 2 days of vacation based on participation in the United Way campaign. (Note: Union employees are not eligible for this incentive without an MOU).	8/4/20
5.15 Standby Pay	One additional employee per division may be added to the Standby schedule when necessary. This exception should last no more than 3 months but may be extended at the recommendation of the Department Director with approval by Finance and Human Resources.	8/24/20
5.02 Compensation Plan Administration	Update maximum base-building Discretionary Performance Incentive from 4% to 4.5%, to align with current pay step structure.	10/1/20
8.03 Personal Holidays	Clarify current practice that personal holidays must be used in the calendar year they are received	10/13/20
4.07 Protected Service Employees	Police Officers who do not accept employment as a sworn law enforcement officer within 12 months of voluntarily separating from employment will not be required to repay for the City's costs of pre-employment process.	03/08/22
2.04 Personal Appearance	Added casual attire for all days with the exception when schedules call for traditional attire. Added language for religious accommodation.	05/23/22
8.04 Vacation	Add The Mayor may, at his/her discretion, grant temporary exceptions to the maximum vacation accumulation limits. However, the limits approved by Council shall still apply to any vacation payouts upon separation.	6/8/22
4.06 Separation of Employment	At time of voluntary retirement employees who subsequently leave the employ of the City, upon giving a six (6) month written notice to the Human Resources Department and applied for retirement under WRS, shall receive a payment of \$2000.00 (subject to payroll tax and deductions allowed by law) on final payroll. Employees who change their separation date, will have the six (6) month timeframe restart from the new notice date. No time from first notice to next notice will be credited. Rehired retiree's do not qualify for this payment.	07/12/22
4.07 Protected Service Employees Repayment Commitment	Add repayment of all costs associated with the Paramedic Certificate program if an employee resigns within three years of hire.	10/10/22
5.19 Tuition Reimbursement	Added clarification of Satisfactory completion to be defined as a grade of "C" or higher.	2/13/23



HR PERFORMANCE REPORT

8.08 General Leaves of Absences	Requires all available leave be taken before taking leave without pay	2/13/2023
4.01 Employment Categories	Differentiates seasonal from temporary employment category	2/13/2023

Human Resource Committee Packet

September 2023

Agenda Item
Request Human Resources Committee to discuss and possibly act on the reclassification of the Accounting Assistant to Utility Revenue Analyst.
Background
We have reviewed our Utility Accounting Assistant's position description and feel that the current position doesn't reflect the significant and ongoing technology changes of the utility billing system (of which this employee is the sole maintainer), the complexity and responsibility of the billing process, the requisite knowledge of state and City policies, and the decision-making responsibilities of this position.
Fiscal Impact
The fiscal impact will be \$9527.
Staff Recommendation
Discuss and possible action on recommendation to reclassify the Accounting Assistant to Utility Revenue Analyst. Moving position from Grade 19 to Grade 17. Grade 19: \$43846 to \$61401. Grade 17: \$49171 to \$70,928
Staff contact: James Henderson (715-261-6634)



JOB DESCRIPTION

Accounting Assistant-Utility Revenue Analyst

Job Title:	<u>Accounting Assistant-Utility Revenue Analyst</u>	Reports To:	Assistant Finance Director
Department:	Finance	FLSA Status:	Non Exempt
Division:	Finance	EEO Code:	6-Administrative Support
Salary Grade:	179	Occupational Code:	0304
Employee Group:	General Employee	Training Category:	
Created:		Last Revision:	<u>April 2018 August 2023</u>

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This description is not an announcement of a position opening. To view current openings please visit www.ci.wausau.wi.us. The following statements are intended to describe, in broad terms, the general functions and responsibility levels characteristic of positions assigned to this classification. They should not be viewed as an exhaustive list of the specific duties and prerequisites applicable to individual positions that have been so classified.

Purpose of the Position

The purpose of this classification is to independently perform and maintain accounting record operations and procedures pertaining to a specialized and complex set of accounts, accounting records or systems of utility billing, accounts receivable, and accounts payable, with significant financial impacts. Responsible for performing and managing detailed work with frequent disruptions.

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Essential Duties and Responsibilities

1. Maintains the utility billing system; enters-creates new customer accounts, including setup of billing cycles, routes, and revenue class, meter and radio information, and PSC rate codes. Enters and maintains and oversees customer account updates, including updating customer information, implementing rate changes, recording meter and radio box exchanges, bill form changes and report modifications. Maintains user codes and location codes on accounts for system-wide reporting. Provides input on workflow, forms and work methods and makes recommendations to improve efficiency on utility billing activity.
2. Accurately and efficiently prepares monthly utility billings. Independently generates billing files, reviews and validates billing reports to ensure accurate billing, investigates unusual usage, and applies late payment penalties. Authorizes and processes billing adjustments and calculates and final bills. Enters and processes work orders for final bills.
3. Uses various computer software programs and creates and maintains a variety of spreadsheets to accomplish the requirements of the job. Maintains department software, hardware, and applications. Provides strategic direction and leadership in technology advancements. Makes recommendations for enhancements and software selection. Tests and implements software upgrades. Provides training and support to department personnel on utility software, as well as troubleshooting issues. Serves as a liaison between utility programs and City County Information Technology Committee on system updates and installations.
4. Maintains and analyzes meter and water service inventory. Maintains meter reading software, and updates Automail software. Tests and maintains software updates to utility billing system. Makes recommendations for enhancements and software selection. Coordinates with operations on preparation of required year-end reports.

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14. ~~Reviews a variety of~~ budget accounts; prepares journal entries for posting to correct transactions. Enters data of monthly journal vouchers including interdepartmental payments and account transfers. Assists in preparation of month end closing.
- ~~14.14. Negotiates, prepares~~ Negotiates, prepares, and monitors Deferred Payment Agreements. Review-Evaluates Sewer Consumption

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Consumption

Adjustment forms and makes a decision determinations on adjustments per Utility policy.

15. Receives and responds to inquiries, concerns and complaints from customers, City personnel, outside agencies, and the public by answering questions, reviewing account histories and usage, and providing information of both a routine and complex nature requiring discretionary judgment and extensive knowledge of state law, and City policies, procedures, and activities ~~Performs full range of customer service duties, including but not limited to responding to customer question and complaints; and explaining billing issues per PSC regulations and Utility policies. Provides information to Public and City staff requiring the use of judgement and the interpretation of policies, rules and procedures.~~ Resolves complaints in an efficient and timely manner.
16. Independently prepares various utility reports. Creates spreadsheets, general ledger adjustments for revenue distribution, receivables reconciliation and cash adjustment. Monitors cash collections; prepares financial reports, journal entries, and general ledger reconciliations. Maintains bankruptcy records, reconciles accounts per judgements.

17. Enters and reviews payroll data for department employees. Makes corrections as necessary. ~~M~~ Payroll entry; reviews and maintains payroll records for the department.
18. Trains others in proper work activities in system maintenance.
19. Serves as main account contact for cellular service meter reading companies, works closely with companies to troubleshoot issues and make necessary changes to account plans.
20. Independently manages the state's utility payment assistance programs.
21. Coordinates with other departments on demolition permits, plumbing issues, and property changes.
22. Responds to open records request for utility billings, consumption, and accounts receivable inquiries.

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Additional Duties and Responsibilities

- Serves as backup to Customer Service staff
- Trains and provides technical support staff in Utility system maintenance
- Maintains knowledge of PSC codes, provides resources for PSC changes

Education and Experience Requirements

Associate Degree in Accounting and 4-6 years progressively responsible accounting experience; or any combination of experience and training which provides the equivalent knowledge, skills, and abilities.

Knowledge, Skills and Abilities

MS Word-Intermediate MS
 Excel- Intermediate Financial
 Systems – Proficient
 Utility Billing Software - Advanced
 10 Key Calculators – Proficient

- Ability to adhere to the City's Core Values
- Willing to work in a team environment
- Ability to handle a diverse workload and manage a variety of regulatory deadlines
- Ability to analyze and categorize data and information in order to determine the relationship of the data with reference to established criteria/standards. Ability to compare, count, differentiates measure and sort information.

- Ability to utilize a wide variety of descriptive data and information, such as regulations, time sheets, invoices, purchase orders, Department statistical and narrative reports, training records, meeting agendas and minutes, schedules, ordinances, directories, policy and procedure manuals, correspondence, and computer software operating manuals.
- Ability to communicate effectively with Department personnel, City committee members, the general public, county personnel and other City Department personnel.
- Ability to determine work priorities, review work for quality and production standards.
- Ability to assist others in solving work problems.
- Ability to add and subtract, multiply and divide, and calculate percentages, fractions, and decimals.
- Ability to use functional reasoning in performing semi-routine functions involving standardized work with some choice of action.
- Ability to exercise the judgment, decisiveness and creativity in situations involving a variety of pre-defined duties subject to frequent change.
- Ability to operate various types of office equipment.

- Ability to coordinate eyes, hands, feet and limbs in performing skilled movements such as rapid keyboard use.
- Ability to exert light physical effort in sedentary to light work, typically involving lifting, carrying, pushing and pulling.

Physical and Working Environment

The employee must have the ability to work under safe and comfortable conditions where exposure to environmental factors is minimal and poses little to no risk of injury. Minimal physical demands which include light lifting.

Acknowledgement

All requirements of the described position are subject to change over time. The employee may be required to perform other duties as requested by the City.

Signature of Department Director: _____ Date: _____

I acknowledge that this job description is neither an employment contract nor a legal document. I have received, read, and understand the expectations for the successful performance of this job.

Printed Name: _____ Signature: _____ Date: _____

The City of Wausau is an Equal Opportunity Employer. In compliance with the American with Disabilities Act, the City will provide reasonable accommodations to qualified individuals and encourages both prospective and current employees to discuss potential accommodations with the employer.

Human Resource Committee Packet

September 2023

Agenda Item
Request Human Resources Committee to discuss and possibly act on the completed compensation study.
Background
<p>The City of Wausau engaged with Gallagher to conduct a comprehensive classification and compensation study in 2022/2023, similar to the previous study which was conducted in 2018. The same approach and methodology was used this year, with the addition of adding in a custom survey component.</p> <p>The goals for the engagement were:</p> <ol style="list-style-type: none">1) Conduct a comprehensive analysis in order to ensure the City has a competitive survey structure2) Assist in administering and adjusting compensation of employees in the identified positions3) Provide recommendations on a transition and implementation plan
Fiscal Impact
The report recommends a 3% adjustment in the pay ranges
Staff Recommendation
Discuss and possible action on recommendations made by Gallagher for compensation study including the recommendation of moving City Attorney from grade 5 to grade 4. Moving Assistant City Attorney from grade 12 to grade 10 and moving City Clerk from grade 15 to grade 12. These moves were recommended in the study.
Staff contact: James Henderson (715-261-6634)

2022/23 COMPENSATION & BENCHMARKING STUDY



Executive Summary
City of Wausau, WI



DISCUSSION OBJECTIVES

- Background & Context
- Gallagher Qualifications
- Approach
- Benchmark Findings
- Structure Recommendations
 - Pay Structures
 - Implementation Approach



BACKGROUND & GOALS

- The City of Wausau, WI engaged with Gallagher to conduct a comprehensive classification and compensation study in 2022/2023, similar to the previous study which was conducted in 2018
- The same approach and methodology was used this year, with the addition of adding in a custom survey component.
- The goals for the engagement were:
 - Conduct a comprehensive analysis in order to ensure the City has a competitive salary structure,
 - Assist in administering and adjusting compensation of employees in the identified positions, and
 - Provide recommendations on a transition and implementation plan.



GALLAGHER QUALIFICATIONS

Gallagher's Public Sector and Higher Education practice is committed to serving and partnering with organizations in the public space, providing insights based on national and international experience for nearly 40 years, with practice members having served as practitioners in the public space as either individual contributors or members of leadership teams, specifically having supported compensation and classification and other people strategy focused organizational efforts.

Office locations
NATIONWIDE

Documented
Public Sector
experience

Experience with
Wisconsin
Cities, Towns,
Municipalities

Practical and realistic solutions for people strategies and HR issues *including:*

- Compensation Review & Structure Development
- Classification & Career Framework Design
- Executive Compensation Review and Assessment
- Benchmarking Services
- Strategic Planning
- Succession Planning
- Organizational Effectiveness & Design
- Job Evaluation
- Pay Equity
- Span of Control

APPROACH

- Similar to prior years, a list of benchmark jobs titles were selected to obtain external market data.
 - Factors used in determining the list of benchmark positions included:
 - Representative of the employee population, all levels of jobs, all job families/functions, highly populated positions and jobs that are found in most organizations.
- Developed Labor Market based on type of organization, size, geographic location, and organizations to whom talent is lost to or recruited from.
- Published data sources included annual salary surveys from:
 - CompData,
 - Economic Research Institute (ERI),
 - Mercer, and
 - Willis Towers Watson



APPROACH (CONT.)

- In addition to published surveys, we selected a list of local public sector organizations to send a custom survey.

Local Public Sector Organizations	
Stevens Point, WI	Rothschild, WI
Weston, WI	De Pere, WI
Marshfield, WI	Janesville, WI
La Crosse, WI	Beloit, WI
Eau Claire, WI	Wisconsin Rapids, WI
Manitowoc, WI	Marathon County, WI
Sheboygan, WI	Portage County, WI
Fond du Lac, WI	Wood County, WI

- Reviewed job matches based on job descriptions, aged data to July 2023 and adjusted data geographically to reflect the “cost of labor” for the city of Wausau.



APPROACH (CONT.)

- Once all market data was compiled, we compared the City's current compensation in the following ways:
 - I. Custom Survey responses **only**
 - II. Published Survey data **only**
 - III. Combination of Custom and Published Survey data



BENCHMARK FINDINGS: ACTUAL PAY

5% **behind** at P50 of market

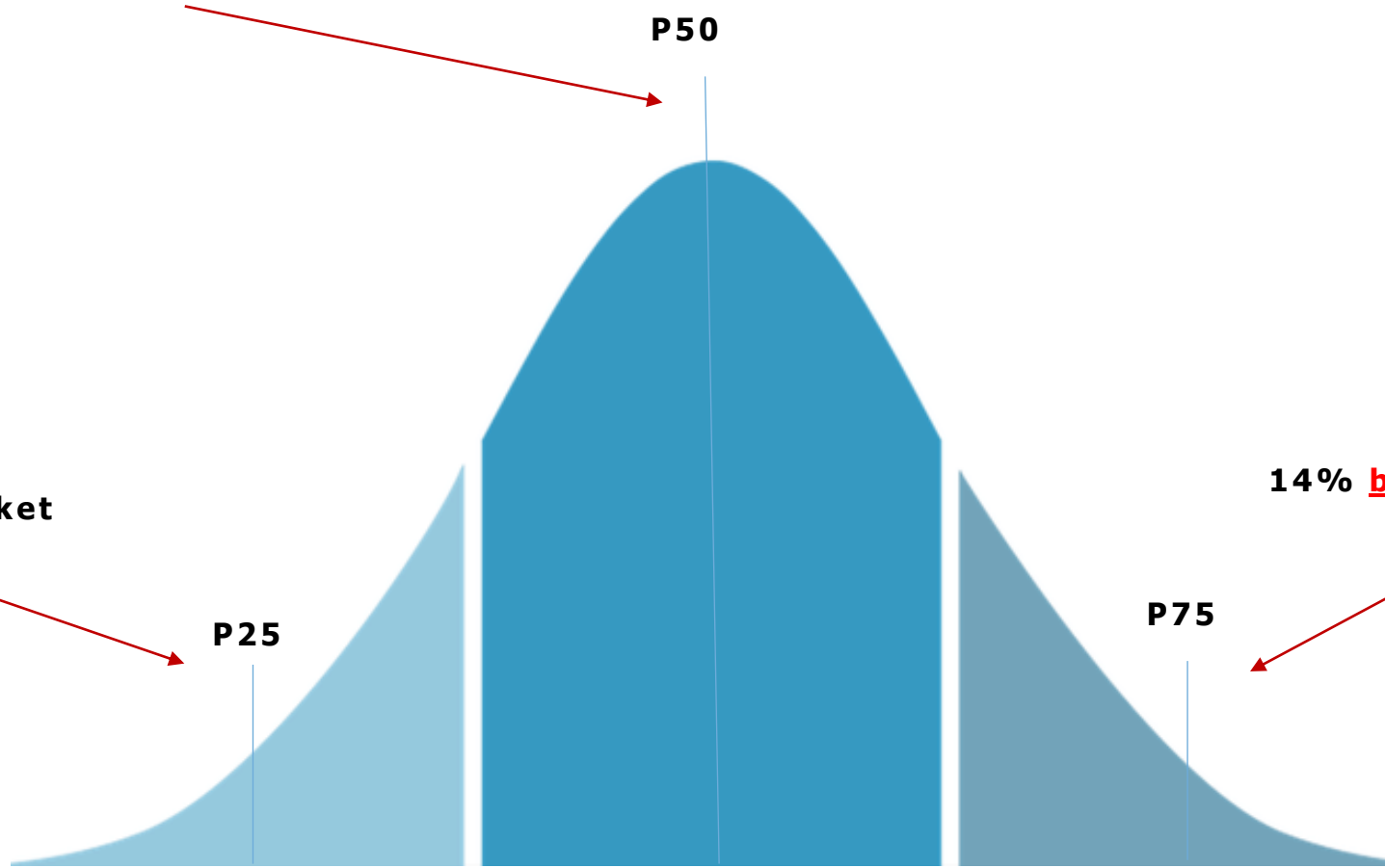
P50

6% **ahead** at P25 of market

P25

14% **behind** at P75 of market

P75



BENCHMARK FINDINGS: PAY SCALE

8% **behind** at P50 of market

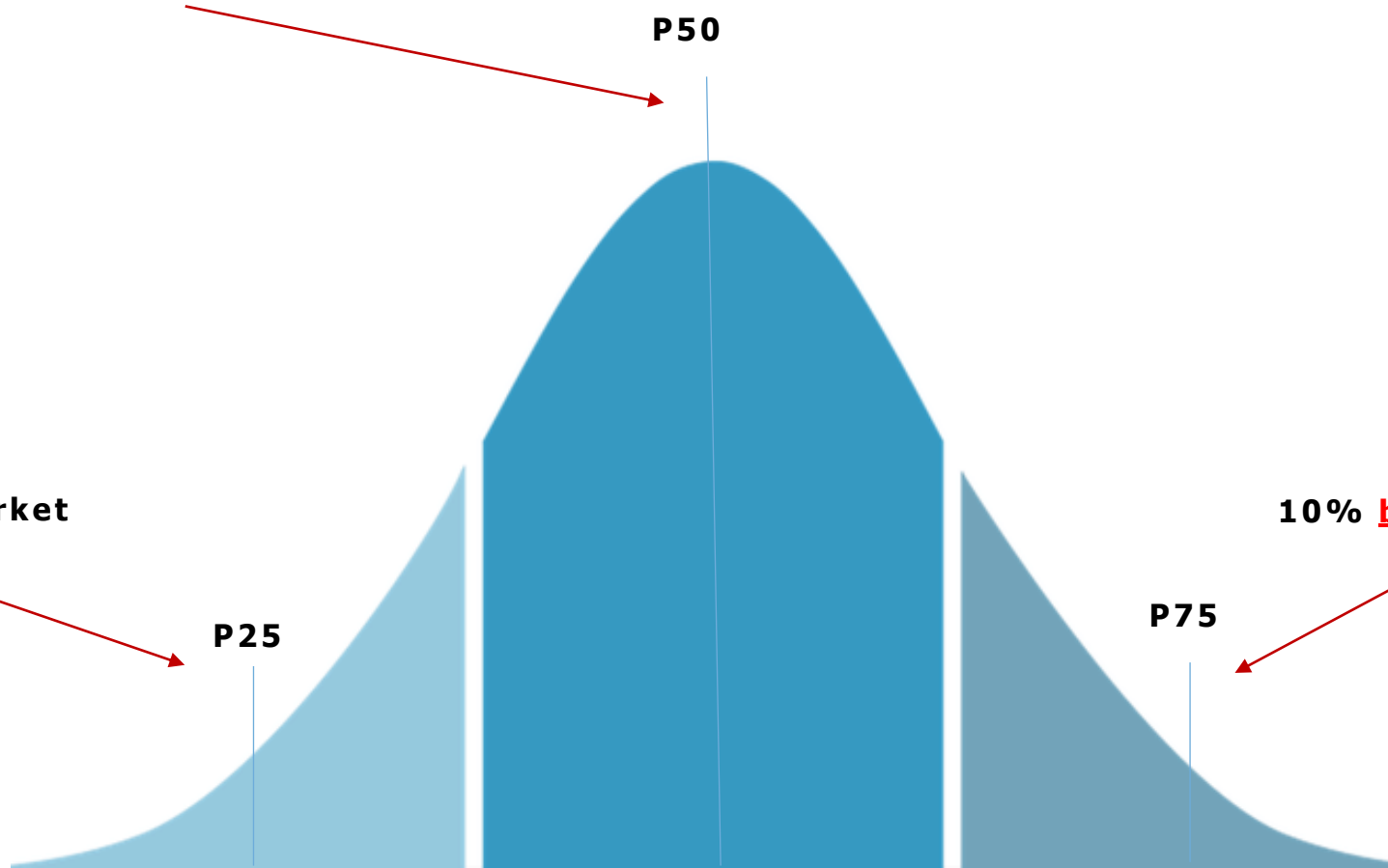
P50

9% **behind** at P25 of market

P25

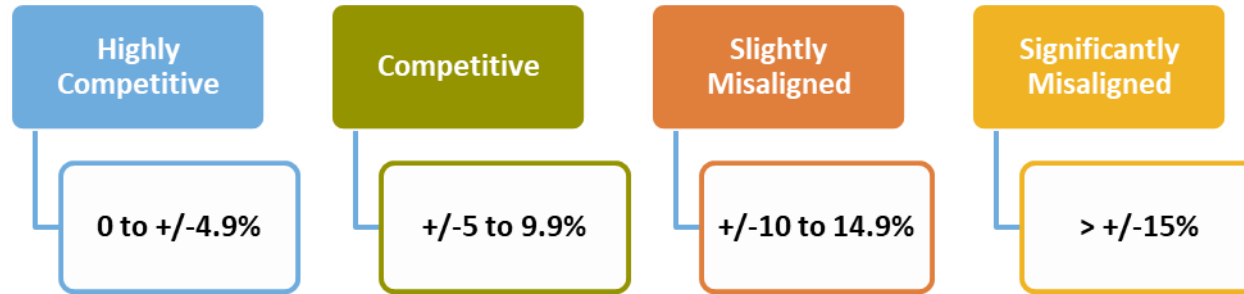
10% **behind** at P75 of market

P75



OBSERVATIONS

- The following guidelines are used to determine the competitive nature of current compensation:



- Based on the findings this tells us that the overall structure is competitive with the external market, and only a slight adjustment to the compensation structure needs to be made to stay within the "Highly Competitive" category

RECOMMENDATIONS

- Adjust the overall salary structure by **3%**
 - This is also in-line with annual trend data (from World@Work) that suggests overall salary structures are being adjusted nationally 2.7% for 2023.
- Adjust the grades for the following positions to be more inline with the external market:
 - Assistant City Attorney from Grade 12 to Grade 10
 - City Attorney from Grade 5 to Grade 4
 - City Clerk from Grade 15 to Grade 12

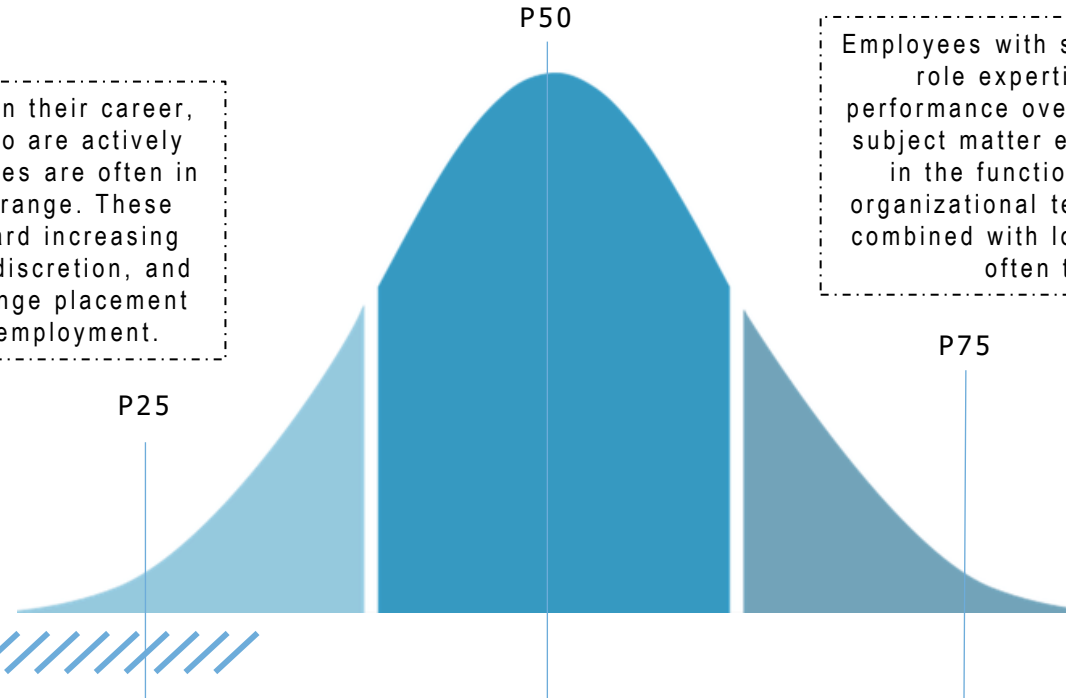
ADDITIONAL RECOMMENDATIONS

- Current Pay administration guidelines should continue to be followed for placing and moving employees through the structure:

Employees who are fully experienced and qualified, have demonstrated sustained performance for a period of time, and consistently exhibit full proficiency in all aspects of their role (while growing into aspects of future roles) are typically found in the middle tri-tile, within ~10% of the market median (high or low). This area of range placement is often occupied by employees with tenures of 5 to 10 or more years. Overtime, it would be anticipated that most employees would occupy this space.

Employees who are early in their career, newer to their role, or who are actively developing role proficiencies are often in the first tri-tile of a pay range. These persons are working toward increasing proficiency, independent discretion, and role expertise. Typical range placement in the first 5+ years of employment.

Employees with significant experience and demonstrated role expertise and/or sustained levels of high performance over a period of time. Often operating as a subject matter expert and serves as a mentor to others in the functional space. Employees with extended organizational tenures or direct experience (10+ years) combined with longstanding high-level performance are often times found in the top tri-tile.



ADDITIONAL RECOMMENDATIONS

- The salary structure should be adjusted by a structure movement trend factor every year to remain competitive with the market.
- Salary advancement through the structure should be linked to performance or other quantifiable measures.
- In addition to adjusting the salary structure each year to keep pace with the market, the City should conduct a comprehensive market compensation study every three to five years.



NEXT STEPS

- Study findings, analysis, recommendations and implementation options reviewed by City leadership.
- The City determines method for communicating study results and next steps to stakeholders and employees, as deemed appropriate.
- The City approves the study results, decides on an implementation option.
- The City creates an action plan and implements the newly proposed pay structure.



THANK YOU!

Allen Johanning

Senior Consultant / Project Manager

Public Sector & Higher Education Practice

Allen_Johanning@AJG.com



Human Resource Committee Packet

September 2023

Agenda Item
Request Human Resources Committee to Discussion and possible action approving incentive pay for the Wausau Water Works Utility. Discussion and possible action approving three new positions at Wausau Water Works beginning in 2024. Discussion and possible action approving organizational changes and reclassifications for Wausau Water Works.
Background
The Director of Public Works and Utilities did an independent staffing study (not sanctioned by the city) and would like the results implemented.
Fiscal Impact
The fiscal impact will be unknown
Staff Recommendation
Act on recommendation of Utilities Commission
Staff contact: James Henderson (715-261-6634)



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 Certification 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	¹Grade 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	NA	\$0.25
	ITCP-MH		
	Total =		\$1.50
Wastewater Treatment System Employees - Certification Pay			
	Description/Certification/Sub-class	¹Grade 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

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

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

Drinking Water System Employees - Certification Pay			
	Description/Certification/Sub-class	¹Grade 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

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

¹Grade 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.

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.

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

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.

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.

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
		2	80
		1.5	60
Advanced Coursework	Pre-approved by the DNR and on list of approved courses	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.



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

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)

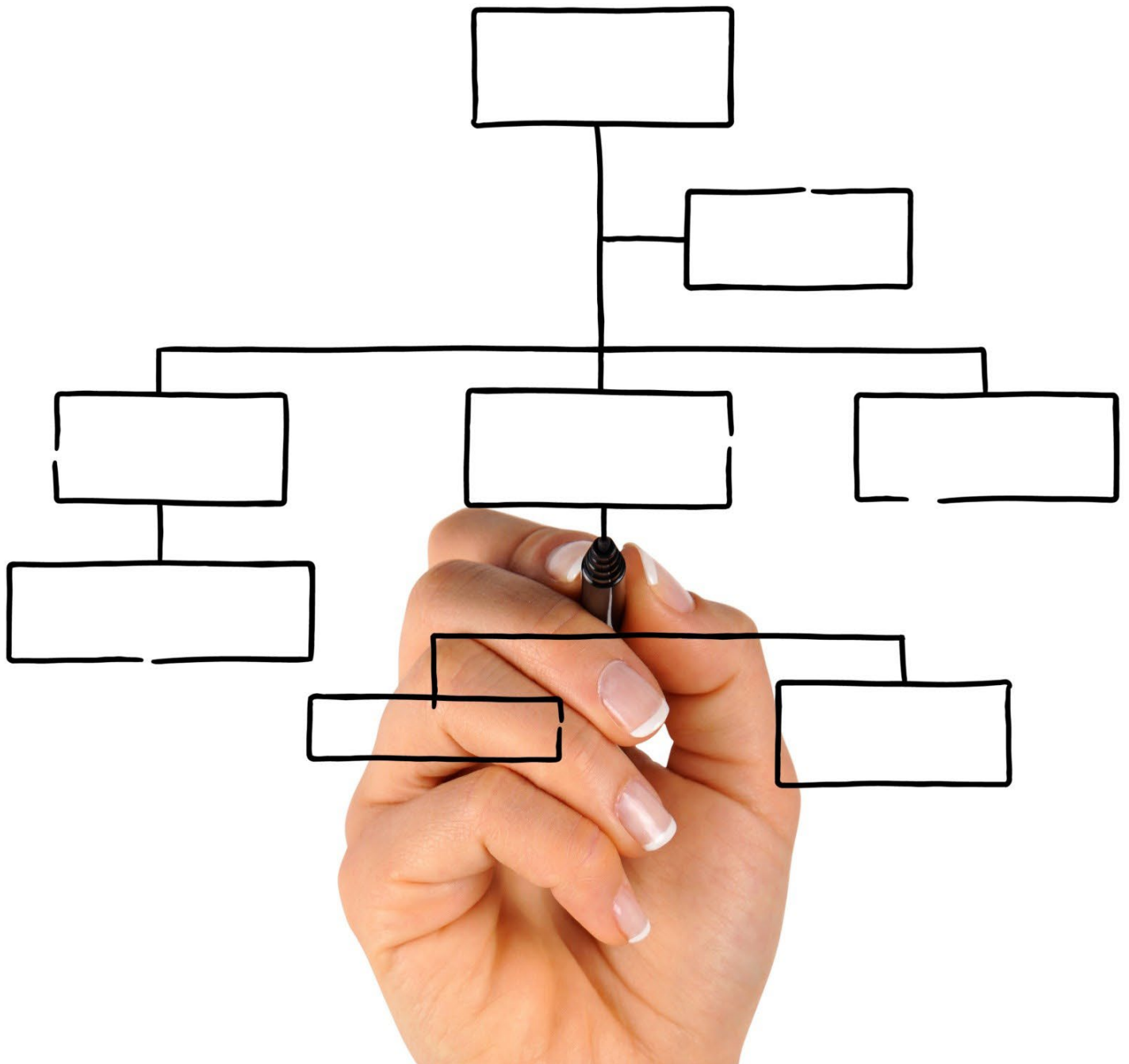
¹Municipal mid-point wage

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	

¹Wages averaged to get an approximate annual budget impact

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

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



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.

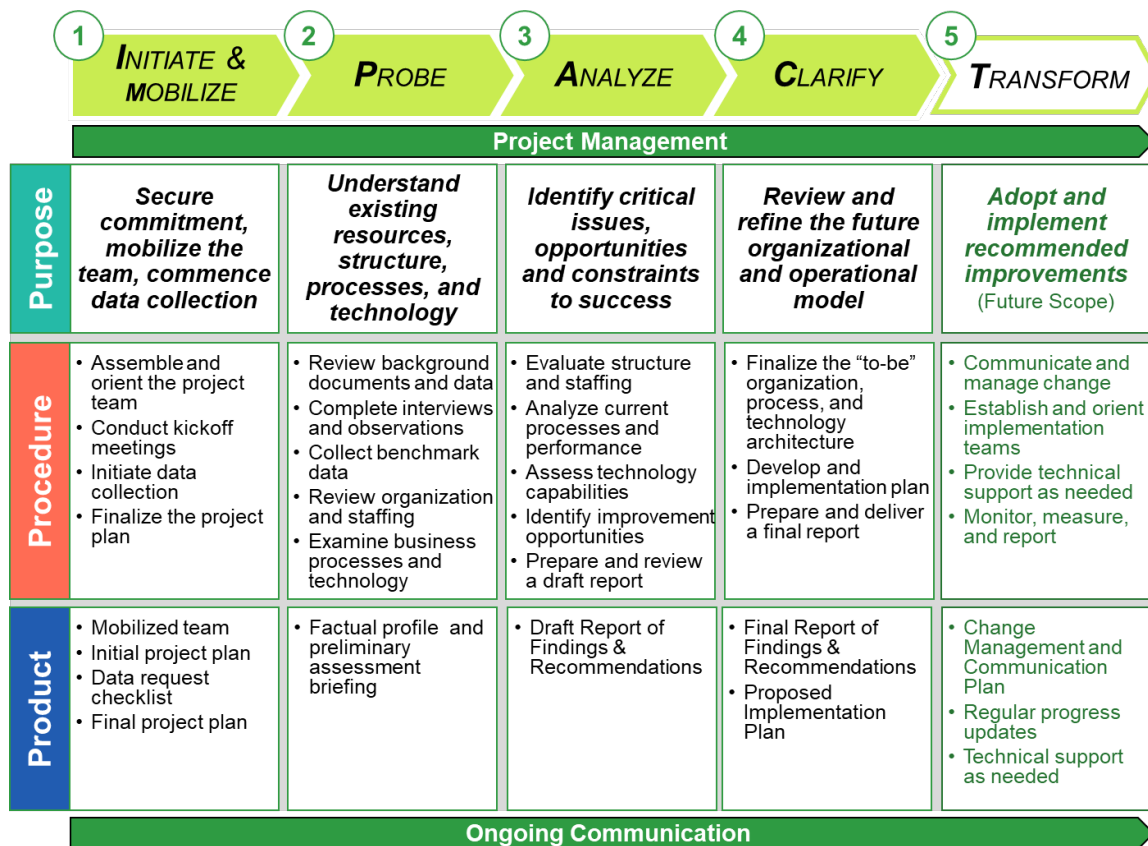
As a part of the City of Wausau government, the Wausau Water Works embodies the City's mission and core values. The City of Wausau's Mission is:

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.

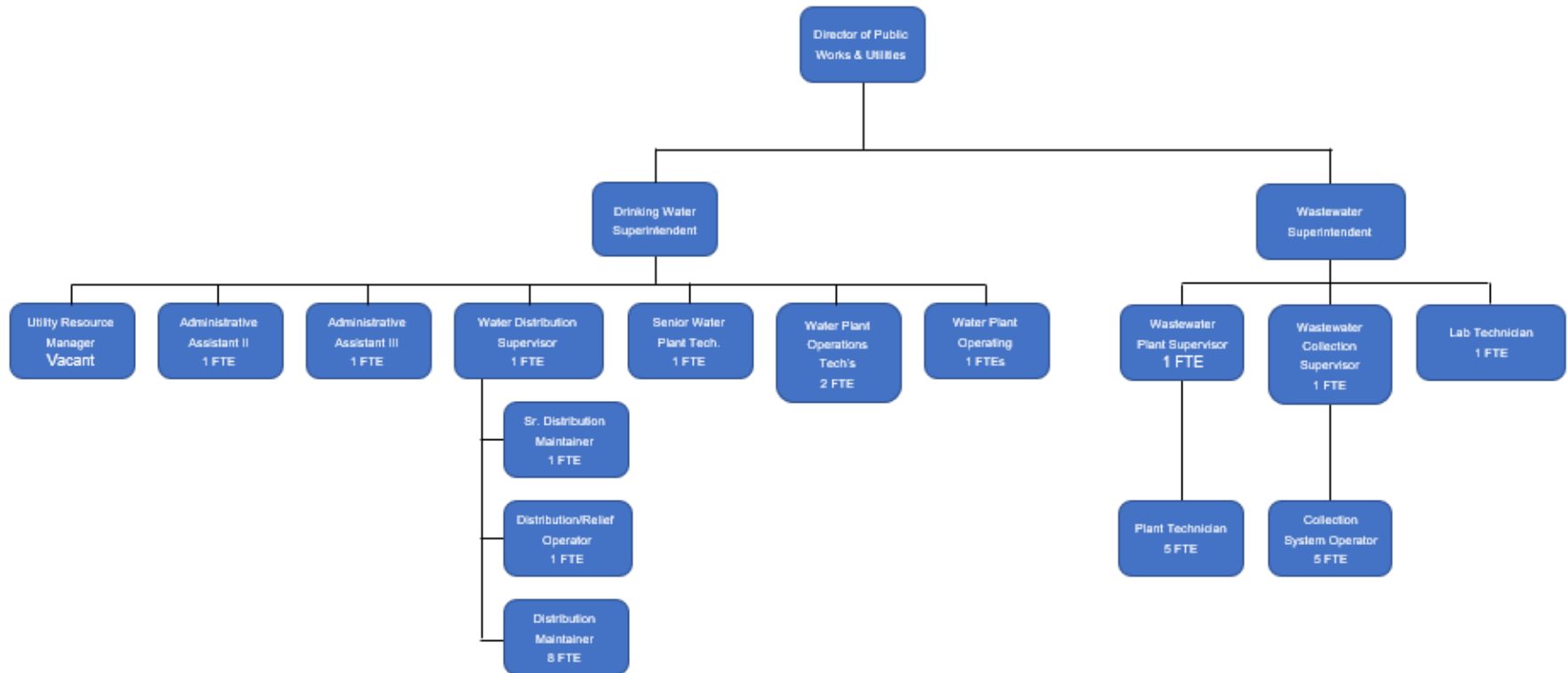
2. Organizational Profile

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 plant 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

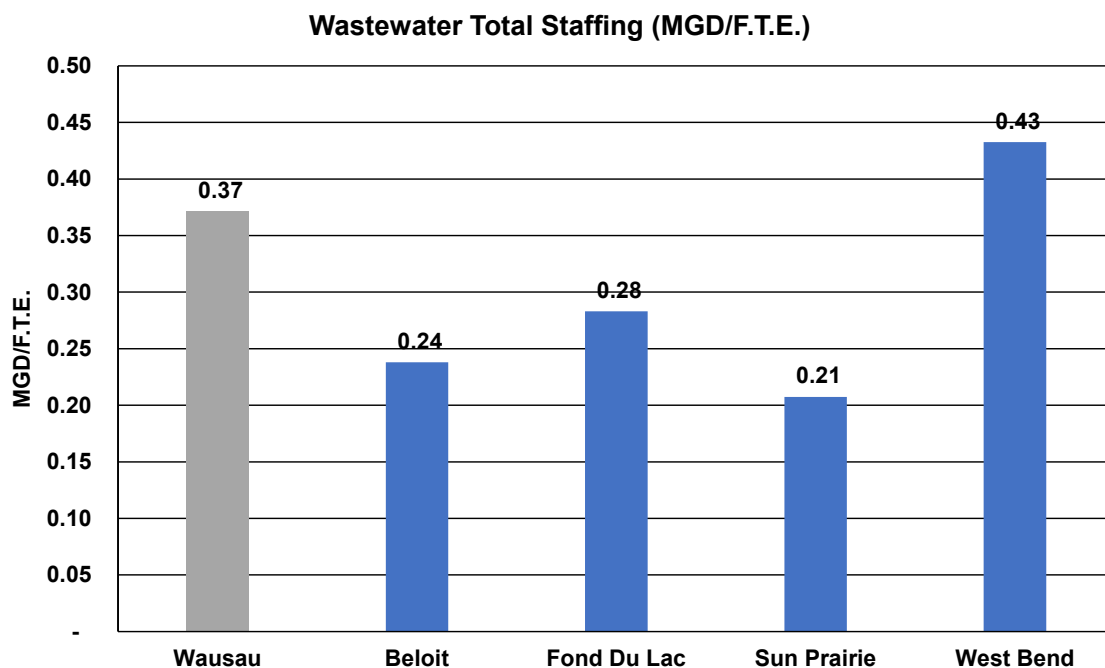
For Wastewater they were:

- 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

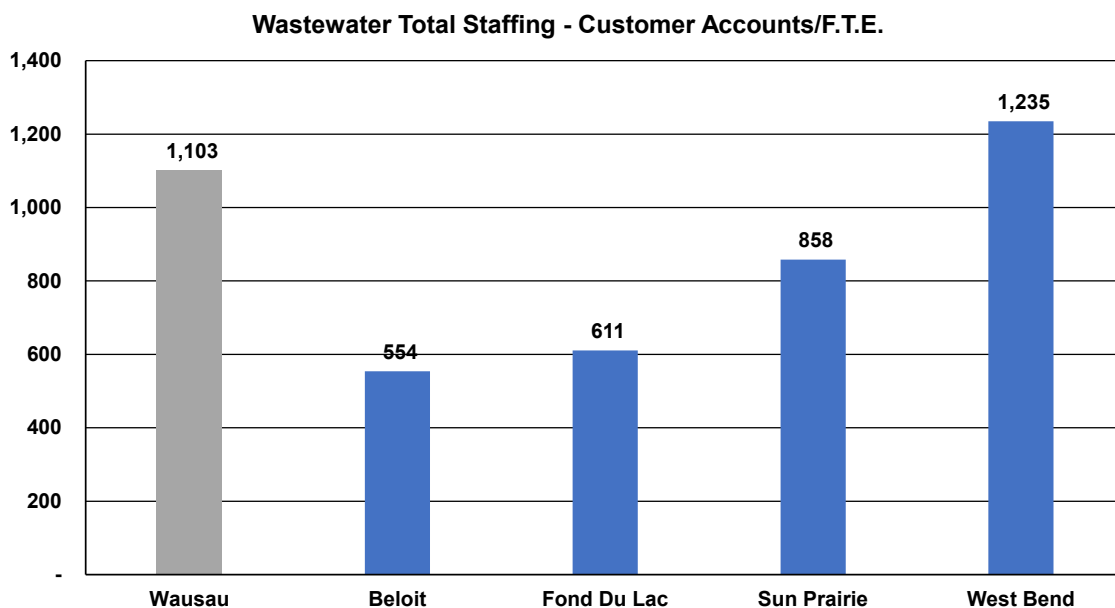
Wastewater’s total staffing of fourteen F.T.E.s was compared to the benchmark utilities and to the AWWA benchmark based on the average million gallons/day treated (MGD). WWW treats an average of 5.20 MGD resulting in a ratio of 0.37 MGD/F.T.E. which was the second highest ratio and the second lowest 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

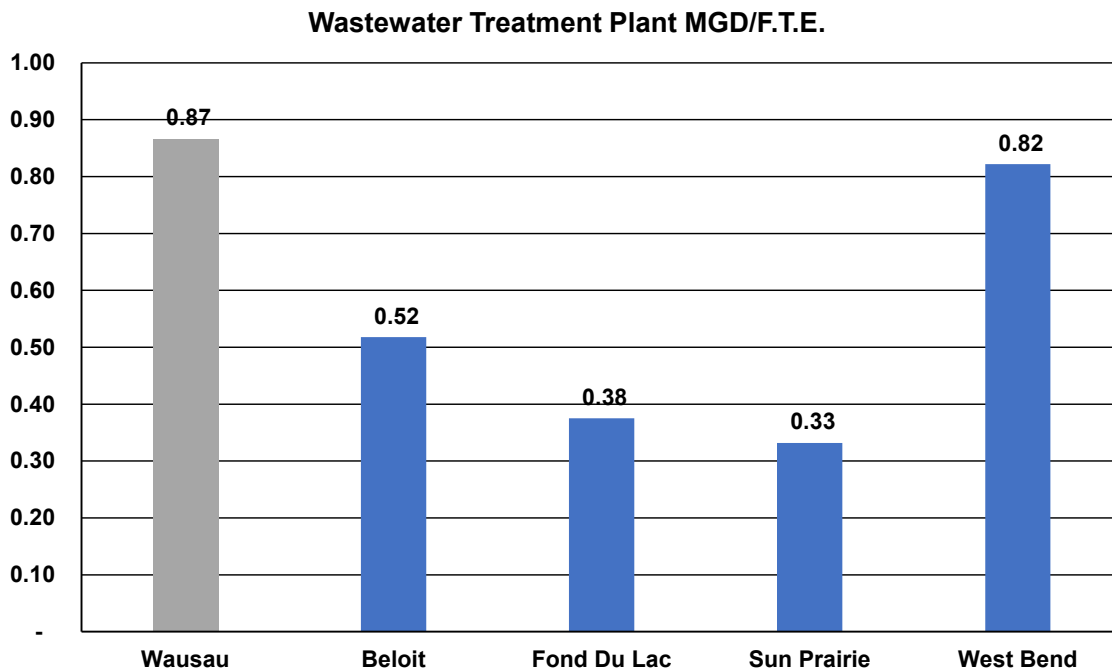
A second comparison of total staffing was based on the number of customer accounts per F.T.E. WWW has 15,440 wastewater customer accounts resulting in a ratio of 1,103 customer accounts/F.T.E. which was the second highest ratio and the second lowest staffing ratio of the comparison utilities. As with 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

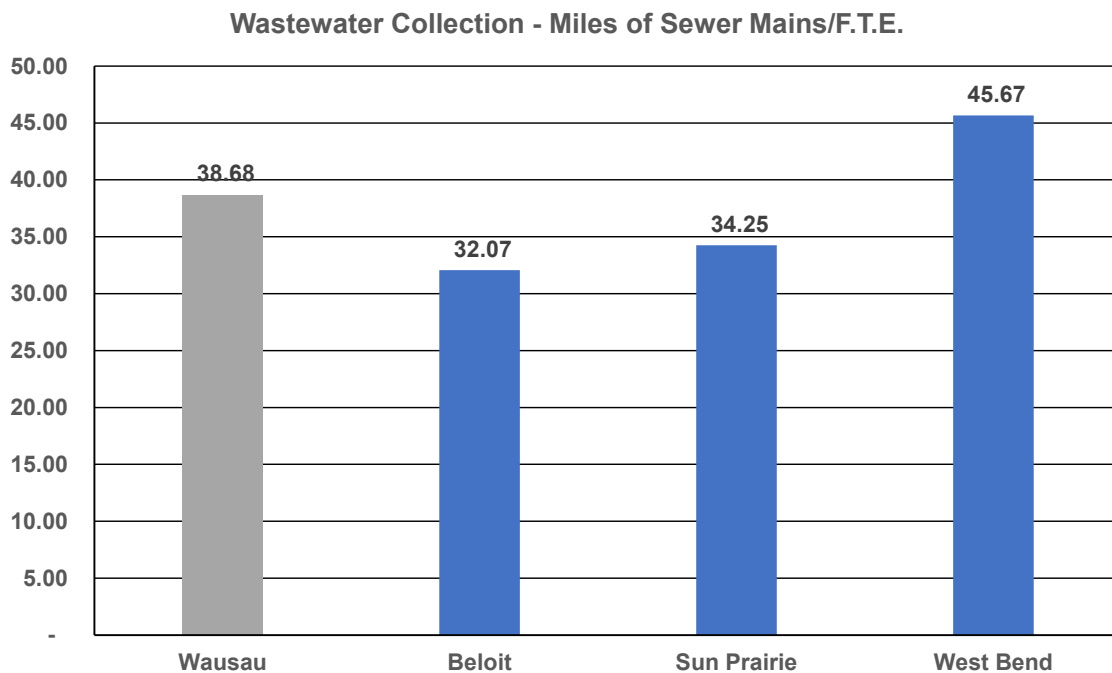
WWW has 6.0 F.T.E.s at the Wastewater Treatment Plant which results in a staffing ratio of 0.87 MGD/F.T.E. which was the highest ratio and the lowest staffing ratio of the comparison utilities as shown in the chart below.



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.

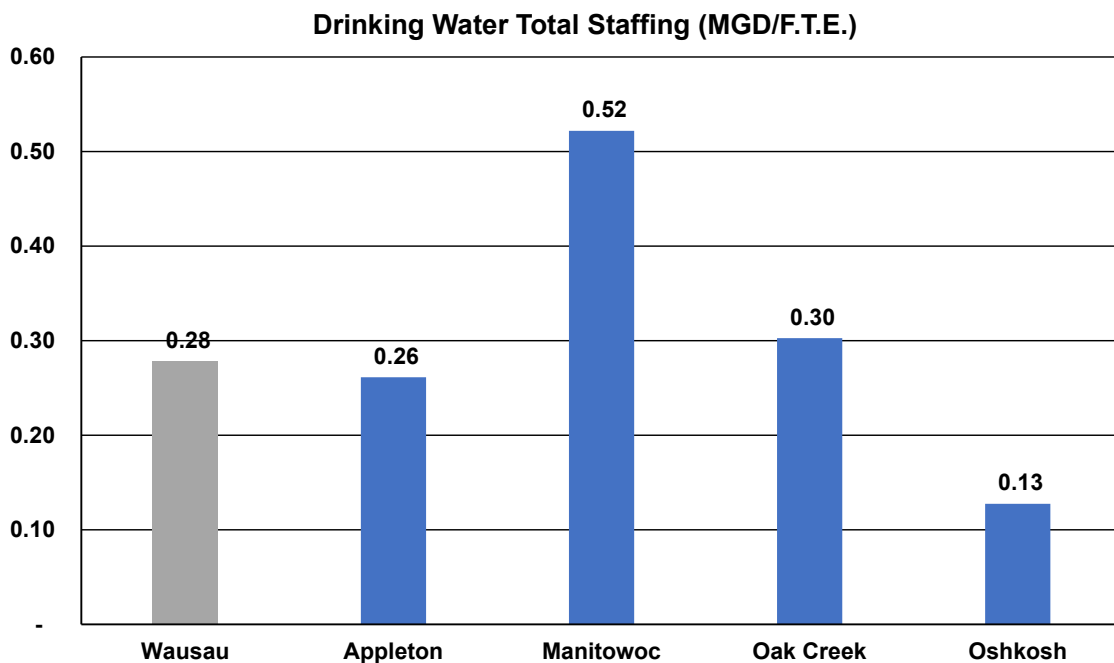
RECOMMENDATION

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

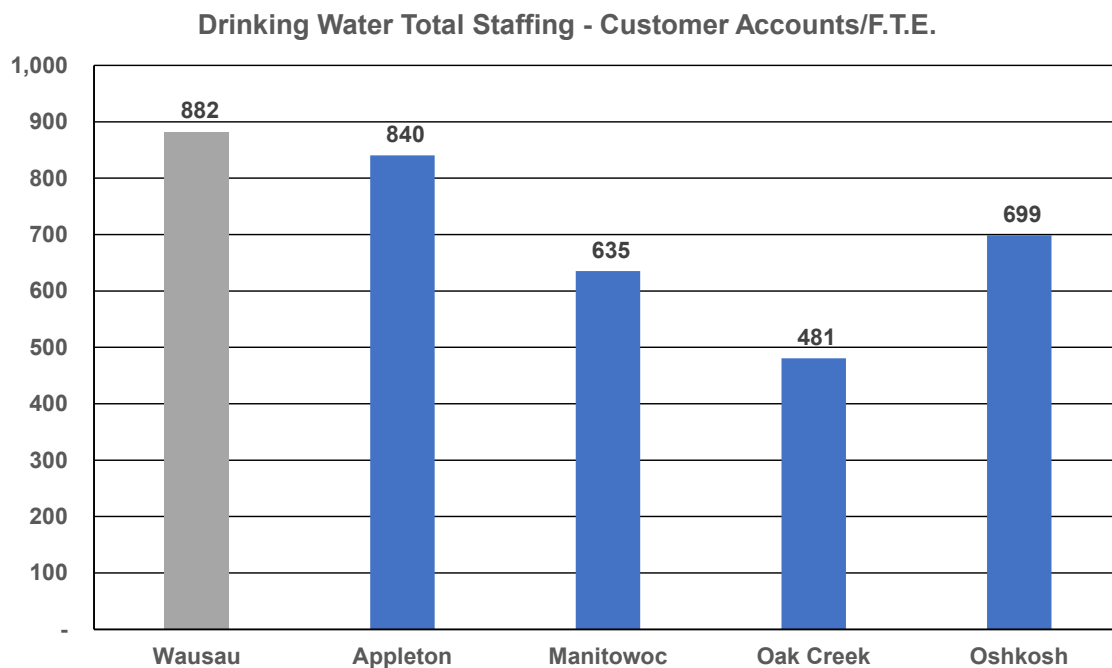
Drinking Water’s eighteen F.T.E.s staffing was compared to the benchmark utilities and to the AWWA benchmark based on the average MGD of water treated. WWW treats an average of 5.0 MGD resulting in staffing ratio of 0.28 MGD/F.T.E. which is equal to the average of the comparison utilities. This comparison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

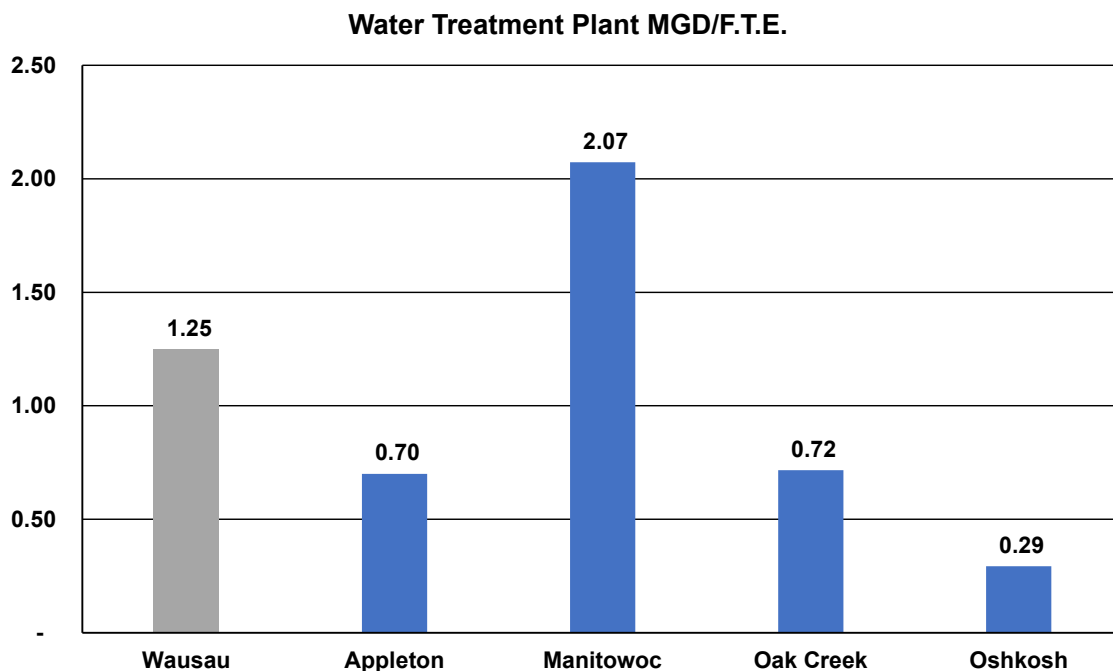
A second comparison of total staffing was based on the number of customer accounts per F.T.E. WWW has 15,879 water customer accounts resulting in a ratio of 882 customer accounts/F.T.E. which was the highest ratio and the lowest staffing ratio of the comparison utilities as shown in the chart below.



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

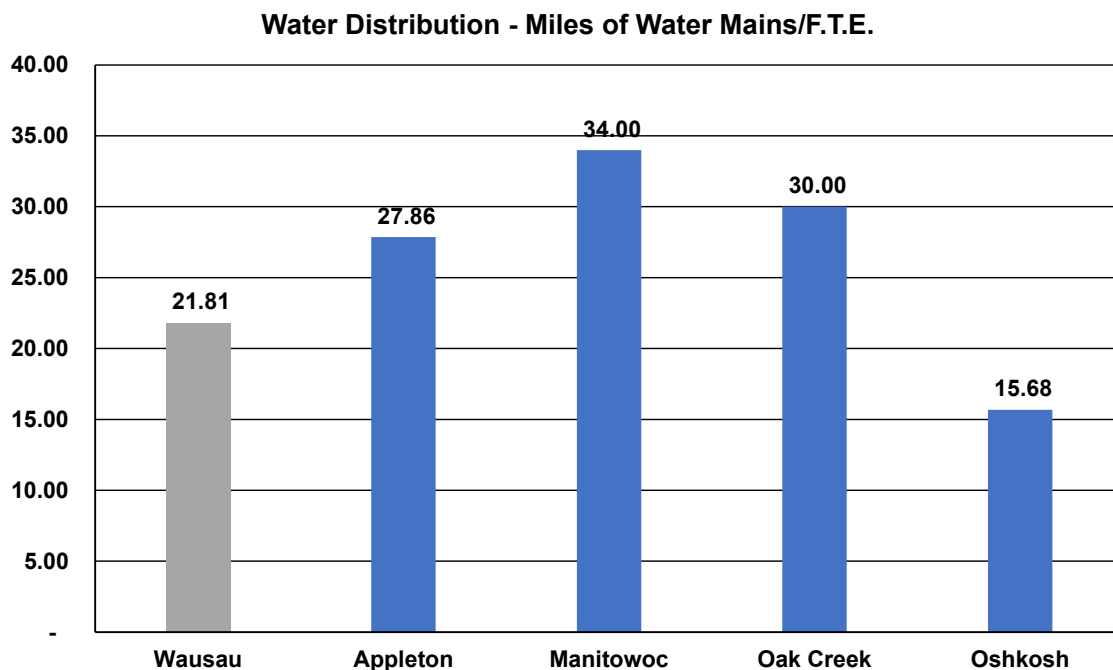
WWW has 4.0 F.T.E.s at the Water Treatment Plant which results in a staffing ratio of 1.25 MGD/F.T.E. which was the second highest ratio and the second lowest staffing ratio of the comparison utilities as shown in the chart below. However, WWWW staffing ratio was approximately equal to the AWWA median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

			Recommended F.T.E.s Treatment Plant Additions In Service
Wastewater	Current F.T.E.s	Recommended F.T.E.s	
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
			Recommended F.T.E.s Treatment Plant Additions In Service
Drinking Water	Current F.T.E.s	Recommended F.T.E.s	
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, and 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.

