OFFICIAL NOTICE AND AGENDA - AMENDED

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

Meeting of the:	**FINANCE COMMITTEE - Budget Session #2**
Date/Time:	**Wednesday, October 20, 2021 at 5:15 PM**
Location:	**City Hall (407 Grant Street) - *Council Chambers**
Members:	Lisa Rasmussen, Michael Martens, Dawn Herbst, Deb Ryan, Sarah Watson

AGENDA ITEMS

1 2022 Budget deliberations

2 Discussion and possible action approving Recruitment and Retention Initiatives

Adjourn

Lisa Rasmussen, Chairperson

Members of the media and the public may attend in person or by calling **1-408-418-9388**. All public participants' phones will be muted during the meeting. The **Access Code is: 2487 707 4414 Password: wausau1**

Members of the public who do not wish to appear in person may also view the meeting live over the internet by on the City of Wausau's YouTube Channel http://www.tinyurl.com/WAAMedia, live by cable TV, Channel 981, and a video is available in its entirety and can be accessed at https://tinyurl.com/WausauCityCouncil. Any person wishing to offer public comment who does not appear in person to do so, may e-mail mary.goede@ci.wausau.wi.us with "Finance Committee public comment" in the subject line prior to the meeting start. All public comment, either by email or in person, will be limited to items on the agenda at this time. The messages related to agenda items received prior to the start of the meeting will be provided to the Chair.

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

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Other Distribution: Media, (Alderpersons: Peckham, Neal, Kilian, Wadinski, McElhaney, Larson), *Rosenberg, *Jacobson, *Groat, Department Heads

Toni Vanderboom
Director of Human Resources

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HUMAN RESOURCES DEPARTMENT

MEMORANDUM

TO: Human Resources Committee
FROM: Toni Vanderboom, Human Resources Director
DATE: Monday, October 4, 2021
RE: City of Wausau Recruitment and Retention

The current job market is extremely competitive, and Department Directors are concerned with maintaining staffing levels and securing new hires to fill current and upcoming vacancies. Private companies are raising salaries, and most employers are struggling fill vacancies.

Current Staffing/Turnover Status

First, HR investigated the City's current staffing situation.

The City currently has the following positions vacant:

Position	# of Vacancies as of 10/1	Status
City Clerk	1	Final Interviews scheduled for 10/8
Property Appraiser	1	Candidate in pre-employment process
Municipal Court Administrative Assistant II	1	Offer extended to candidate; waiting for decision after candidate meets with department
Police Department Administrative Assistant II	1	Candidate has been selected – need to extend offer.
Economic Development Manager	1	Candidate in pre-employment process
Firefighter/Paramedic	4	2 candidates in pre-employment process (1 should be hired this month), new recruitment has been posted to close 10/31
Bus Operator I	7	Continuous Recruitment
Senior Equipment Services Mechanic	1	Held open by department due to no current employees ready to promote
Equipment Services Mechanic	2	1 candidate will be hired on 10/11, next recruitment closes 10/15
Equipment Operator	2	No recruitment has been conducted to fill – this will be internal promotion.
Street Maintainer	3	Recruitment closes 10/10
Water Plant Operations Technician	1	No hire from last recruitment – will be reposted in October

Wastewater Plant Operations Technician	1	Interviews scheduled week of 10/4
Sewer Maintainer	1	Recruitment closes 10/12

The City has failed to fill its vacancies in the positions of Bus Operator, Firefighter, and Equipment Services Mechanic in 2021. The Community Communications Specialist is creating recruitment videos for these high priority positions to assist in social media recruitment efforts. The videos for firefighter and mechanic are available on the Fire department and City's Facebook pages. Only Equipment Services Mechanic has been eligible for the hiring bonus, as the other two positions are represented by unions.

The City's turnover rate over the last 11 years is:

TURNOVER TOTAL BY YEAR				
YEAR	**RETIRED**	**QUIT**	**TERMINATED**	**TOTAL**
2010	13	7	2	22
2011	11	3	3	17
2012	12	5	0	17
2013	6	9	1	16
2014	17	11	3	31
2015	16	16	1	33
2016	19	13	4	36
2017	13	10	5	28
2018	7	16	0	24
2019	14	14	2	30
2020	13	19	5	37
2021 (ytd)	8	20	2	31

The City's overall turnover rate increased in 2014, and remained steady since that increase. There hasn't been a significant increase in turnover in 2020 and 2021. However, the lack of a marked increase does not mean that the City would not benefit from an effort to increase employee retention. We have experienced resignations in the double digits since 2014, and the City would benefit from a reduction of that number.

There are two ways to identify positions with the most turnover:

1. Most resignations. The positions with the most resignations in the last five years are Police Officer (10), Street Maintainer (9), Bus Operator (7), Firefighter (6), Administrative Assistant II (5), Property Appraiser (4), and Sewer Maintainer (4). However, these positions are also the most populous, meaning the more individuals in the positions the more likely they are to have higher numbers.
2. Turnover rate. To calculate turnover rate, the number of vacancies is divided by the number of employees in that job title. Under this calculation, the positions with the highest turnover rates in the last five years are City Clerk (200%) and Street Maintainer (113%). One challenge with this method of calculation is that a resignation in a job that has one incumbent will be calculated at 100%, even though that position does not truly experience significant turnover.

If we combine these two methods of calculating turnover, I would identify the following positions as experiencing high turnover in the last 5 years (in no order of importance):

- Street Maintainer
- Property Appraiser
- Bus Operator
- Sewer Maintainer
- City Clerk
- Equipment Services Mechanic

The Human Resources Department conducts exit interviews with all employees who voluntarily resign from City employment. In the last three years (2019-2021), the most common resignation reasons given in the exit interview are:

Relocated: 12
Money/Benefits/Hours: 9
Hired by NCHC, County, CCIT: 8
Environment/Job Fit: 6
Management: 3
Returned to old job: 2
Job Location (found work nearer to home): 2

When considering the reasons listed above, the most common reason is beyond our control or influence (relocation). However, the next most common issues are pay/benefits and culture (environment, job fit and management). We have the opportunity to improve these two areas, which will likely improve the City's overall rate of retention.

Staff Feedback

The Human Resources department conducted a recruitment and retention survey of current staff. The intention was to identify the areas of most import to our employees, so our resources can be focused in that direction for the most impact. Employees were asked the following questions:

Why did you choose your current job?
Why did you leave your last job?
When considering a new job, what is most important to you?
What are the top three issues that cause you to look for a different job?
What do you think the City is currently doing well?
What do you think the City could improve upon?
Do you see yourself working here in a year?
What do you like best about the City of Wausau as a place to live?

Some of the responses were contradictory. For example, the City's benefits and culture were top responses both as something the City is doing well and something that needs to be improved upon. Pay, benefits and management/environment/culture were consistently identified as the items most important to employees.

When considering a new job, what is most important to you?	
Pay	98
Benefit	66
Management/Environment	45

What are the top three issues that cause you to look for a different job?	
Pay	110
Management/Environment	88
Benefit	57

What do you think the City could improve upon?	
Pay	81
Benefits	35
Culture	22

Pay, benefits and culture are wide topics. When discussing pay, employees roughly equally mentioned the pay rate itself (i.e. salary range and comparison to market) and the amount of time it takes to move through the pay scale. When discussing benefits, employees mentioned vacation/time off amounts, flexibility, and insurance costs.

The Human Resources Department has submitted a supplemental budget for a culture survey, which will assist in getting a wider picture of the current culture including areas of success and needed improvement.

The Human Resources Department also spoke to each Department Director about their recruitment and retention needs. Specifically, I asked directors what items they thought were impeding recruitment and retention, and what solutions they would like implemented.

Some Department Directors highlighted the areas that employees also mentioned, including a concern that salaries are too low or not aligned with market, the time it takes to advance through the salary scale, and the lack of a recent or annual cost of living increase. One director identified a need for more training funds; this wasn't a need for an across the board increase, as another department cited generous training funds as a reason for current success.

One department director noted that Council actions and political stress can also have an impact on recruitment and retention. The public discussion on recruitment and retention is likely to be emotional and is certainly critically important to staff. Emotionally laden terms like "the wage they deserve" versus the unemotional term "market wage" can have an impact on employee retention, especially if the City isn't able to afford all the initiatives we might wish.

Current Improvement Efforts
It is important to note that the City has already made significant efforts to improve the employment experience and improve recruitment and retention:

- Hiring bonus up to $2,000 for difficult to fill positions.
- Able to negotiate starting vacation accrual amounts for high-level and difficult to fill positions.
- Removed waiting period to use vacation and personal holidays and shortened vacation accrual schedule.
- Currently developing recruitment videos for the most-needed positions (Mechanic, Bus Operator and Firefighter). Recruitment videos for other positions and informational videos about each department will follow.
- Added incentives (mechanic incentive up to $1.90/hour, tool allowance of $500, Battalion Chief Paramedic incentive of 2%) and increased incentives (boot allowance increased to $125).
- Revamped Utility Mechanic incentive (redefined to allow more employee participation and increased amount to $0.75/$1.50).
- Added holiday (New Year's Eve).
- Tuition reimbursement program funded in 2020 and 2021.
- Increase of shift differential from $0.45/$0.60 to $1.45/$1.60.
- 2022 recommendation to fully implement wage study.
- 2022 cost of living increase recommendation

Prospective Changes

Insurance costs
One item frequently highlighted in the staff survey was the cost of the City's health insurance. Many employees mentioned dissatisfaction that health insurance is no longer fully funded by the City. However, Act 10 requires employees fund a portion of their insurance costs which makes a fully funded insurance program impossible. The City has the ability to charge a higher portion of insurance costs back to the employee, but has opted not to do that. Beyond this shared funding burden, health insurance costs are driven by the health of our employees and dependents. Healthier employees result in lower insurance costs. The City regularly takes its insurance coverage to market, looking for the most competitive rate for the best coverage. We will continue to evaluate the possible return to self-insured status, which may become possible as expensive members leave the plan.

Paid Time Off Benefits

HOLIDAYS
The City recently increased its number of paid holidays with the addition of New Year's Eve. No negative feedback was received from employees or directors regarding the number of holidays.

VACATION
The City revamped its vacation policy in 2017, removing the waiting period to use vacation time and reducing the amount of time required to advance to 3 weeks' vacation accrual and 4 weeks' vacation accrual. The Human Resources Department consulted with local municipalities of Stevens Point, Marshfield and Wisconsin Rapids, and both Wisconsin Rapids and Marshfield are currently considering adjusting similar changes to their vacation policies.
Possible changes to the City's vacation plan include:

1. Allowing new hires to borrow up to half (1 week for regular FTE) of their vacation allowances in the first six months of hire. New hires would be able to use this vacation accrual and personal holidays immediately after hire, without waiting for the time to accrue. An employee who separates before the time is earned would be required to repay the City for any unaccrued time used.
2. Start employees at 3 weeks of vacation accrual, and adjust the vacation schedule accordingly.
3. Reduce the amount of time for an employee to advance to 3, 4 and 5 weeks of vacation accrual.

PERSONAL HOLIDAYS
As an alternative to increasing vacation time, the Council could consider an increase to personal holidays. Personal holidays do not carry over from year to year, but they also would not be required to be repaid if a new employee separates.

SICK LEAVE
The City offers a generous sick leave policy to employees. Some survey respondents expressed dissatisfaction that sick leave accrues at a faster basis than vacation; however, vacation time increases with seniority and sick leave accrual remains static regardless of seniority. Some respondents preferred a PTO (combined sick leave and vacation time); this would allow employees more time off for vacation, but could leave employees without sufficient balances in the case of an extended medical absence. Generally, a switch to PTO is considered a reduction in benefits. A switch to PTO would also likely trigger a design change to the Post-Employment Health Plan (PEHP) program.

PEHP
This did not come up as either the employee or director feedback, but the City could consider a redesign of the PEHP program:
1. Extend the benefit to new hires.
2. Deposit a set amount into employee accounts, allowing for expanded use of PEHP benefits upon retirement.

<u>Cost of Living Increases</u>
The Employee Handbook instructs the Human Resources Director to consider market adjustments to the salary scales on an annual basis. There is a mistaken impression that this process hasn't been followed. To correct that misconception:
- In 2017, the Common Council approved a cost of living increase of 2% (employees received a 2% increase and the salary ranges were increased by 2%) and was in the process of selecting a wage study vendor.
- In 2018, the City was in the process of completing the wage study and the Common Council approved a 2% across the board increase.
- In 2019, the wage study was implemented. Employees received a wage study implementation increase as identified by the vendor and funded by the Common Council, and also received a step increase of at least 1.5%.

- In 2020, funding was dedicated to a partial implementation of Option 3 of the wage study. Employees who were identified for an Option 3 increase of the wage study were granted an additional step increase on January 1.
- In 2021, funding was again dedicated to a partial implementation of Option 3 of the wage study. Employees who were identified for an Option 3 increase of the wage study were granted an additional step increase on January 1. The City was concerned about the pandemic's impact on shared revenue from the state.
- In 2022, the Human Resources Committee has approved full implementation of Option 3 of the wage study (this item still needs Finance and Council approval). The working budget also includes a 2% cost of living increase, which would adjust all current employee pay and the salary sales up by 2%.

The Human Resources Department will continue to make annual recommendations in this area, but a public method may help avoid future misconceptions that this task is not being met. These recommendations can continue to be made directly the Finance Department, or they can be made to this Committee, the Finance Committee, or as a supplemental request in every budget process.

<u>Retention Bonus</u>
Unlike a cost of living increase, a lump sum bonus is a non-recurring expense and can be funded by a one-time budget source like the ARPA funds or carryover funds. The City of Wauwatosa approved a lump sum increase for employees of 3%, and the City of Marshfield approved a retention bonus for their Street department after experience a high rate of turnover in that area.

The City can consider either a flat rate bonus, which would have a greater impact on employees in a lower salary scale, or a % bonus under which higher paid employees would receive a larger bonus.

<u>Hiring Bonus</u>
The City has currently approved a hiring bonus of up to $2,000 for difficult to fill positions. This bonus is currently being reduced by tax (candidates receive a bonus of $2,000 and then that amount is taxed). This amount could be increased, it could be adjusted so that the employee's take-home amount after taxes is $2,000, and it could be extended to all/more positions.

<u>Salary Range Adjustments</u>
Perhaps the most common recommended change was consideration of the salary range: increasing salaries and shortening the time it takes employees to advance through the salary scale.

<u>Salary Study</u>
The Common Council has established a 5 year cycle for a full review of market data for all city jobs. The last salary study was implemented in 2019, so according to the established schedule the City will implement the next study in 2024. If this timeline is followed, an RFP for a vendor will be issued in 2022, the study will be completed in 2023, and the adjustments will be implemented in 2024. This timeline gives the City two years to set aside funding for the costs of the study ($80,000 for the last study) and funding implementation of the study ($500,000 for full implementation of the last study).

Instead of a full redesign of our salary structure, I recommend the next salary study be focused on a market analysis. Under this plan, the study will compare our positions to the current market, but not redesign which jobs are considered equivalent and exist in the same salary range. (These adjustments can continue to be made via the reclassification process, although for workflow purposes I recommend establishing a biannual reclassification schedule limiting reclassifications to consideration at the February and August HR Committee meetings.) I would also recommend a custom study, which would allow the City to identify which employers we would like to compare to instead of relying upon published studies, which cannot be adjusted for our specific needs. A custom study will likely result in an increased cost and timeline.

This Committee could consider advancing the timeline for the salary study. This would ensure that the adjustments being made to the salary scales are consistent with current market conditions. However, the timeline for any changes would impacted (6-12 months minimum should expected for a realistic timeline for a salary study). The City also hasn't had a chance to build up a funding source, so funding would need to be secured in the 2022 budget or by budget modifications to the current budget. Finally, the Human Resources and Finance staff anticipate being incredibly strained implementing the new ERP system, and adding another large project is unlikely to be realistic at our current staffing levels.

<u>Salary Ranges</u>
The City could also consider adjusting the salary ranges without conducting a salary study. The proposed 2% cost of living increase will adjust the salary ranges and current pay accordingly. The following adjustments can be considered:

1. Shorten the salary ranges.
   The current salary range represents a 20-25% range above and below market values. If an employee is hired at the minimum salary, it will take 16-20 years to reach the maximum salary. This timeline accounts for longevity increases, allowing employees to continue to experience pay increases long into their tenure with the City. Employees may be hired anywhere in the salary range, based upon their education and experience; starting salaries above midpoint require mayoral approval. Many departments have expressed an unwillingness to hire employees at a salary above that of current employees, regardless of experience and education.

   The City will need to determine whether this adjustment will be made across all salary ranges or only for identified jobs. Making this adjustment across the board will increase the expense for this change, but shortening the salary range for particular positions is likely to have a negative morale impact on the positions that are not adjusted. The Human Resources Department contacted the wage study vendor for guidance on the impact of shortening the time to advance through the salary ranges for selected positions. The vendor responded, "If the City desires to reduce progression time for a section of jobs, we would recommend <u>only decreasing time to midpoint.</u> Essentially, some positions might reach midpoint (fully competent rate) quicker than some other positions in the same range, but they are then held at that midpoint until they reach the time required for the rest of the positions to progress past midpoint." The vendor also noted that if this change is not made across the board, internal inequities may occur and jobs must be selected on a defensible basis to ensure no adverse impact occurs.

2. Establish recruitment steps to hire candidates at an adjusted starting salary.
   If the City wishes to address recruitment but not retention, we can establish either permanent or temporary recruitment salaries. These recruitment "steps" could be used to start new employees at a higher rate within the existing salary structures, without adjusting the ranges themselves or current employee salaries.

3. Establish attainment steps.
   The recent Fleet Study recommended creating a process that allowed Mechanic positions to advance faster through the salary ranges. The Department of Public Works and the Human Resources Department have been working together with the wage study vendor to meet this goal. The vendor recently recommended, instead of creating separate positions based on job responsibilities and duties, that zones could be established in the salary range for levels of expertise. This same approach could be implemented across the board to all positions, or limited to positions based on need.

<u>Internship/Training Opportunities</u>
As the job market changes, the City may need to adjust its expectations for entry-level positions in particular. Currently, only the positions of Water Maintainer and Bus Operator are willing to accept candidates with no higher education or experience requirements; they accept individuals who are willing to learn and provide the necessary training. As we start to struggle to fill positions, the City may need to pivot and begin hiring candidates for training. For example, since 2020:

- 48 Street Maintainer candidates have been rejected for not holding a CDL
- 45 Sewer Maintainer candidates have been rejected for the same reason.

With a CDL training program and a willingness to hire inexperienced candidates, it is likely that our vacancies in those positions would be filled.

The Fire Department is currently investigating the possibility of internship programs with NCTC and Midstate College.

<u>Prioritize Changes</u>
I recommend a multi-pronged approach to addressing the City's recruitment and retention concerns:

- As I mentioned earlier, the Human Resource has included a supplemental request in the 2022 budget for a culture survey. This is the first step in identifying and improving the City's employment culture.
- Increasing the amount of paid time off will aid in both recruitment and retention, and have minimal budget impact depending on the implementation. I have two recommendations in this area:
  - Allow new hires to borrow up to half of their vacation allotment in their first year. This will allow full time new hires to take one week of paid vacation in their first year. An employee who separates before earning the used paid time off will be required to pay the City back for any unaccrued vacation time used.
  - Increase either vacation amounts or paid holidays. Increasing floating holidays should be budget neutral as long as the time off does not incur overtime for coverage, as this time is not eligible to be paid out upon separation, but would apply across the board to all employees. Increasing vacation time accruals will have a fiscal impact as this time is paid out if proper notice is given, but allows the City to target additional time off for employees who have not yet had an opportunity to accrue much vacation time.
- The labor market, especially in the private market, is extremely competitive. An adjustment to the City's pay, whether permanent or temporary, across the board or targeted, should be seriously considered. The Council will need to decide which measures should be implemented

immediately (requiring amendment to the current budget) and which should be considered in the upcoming budget process.

  - Staff recommendation for consideration of immediate implementation:
    - Temporarily remove Steps 1 and 2 from the salary scale. This will aid in retention and recruitment. This temporary solution would be reconsidered as part of the 2024 wage study. Any employee currently occupying those steps would be moved to Step 3.
  - Staff recommendations for consideration in the 2022 budget process:
    - Allow employees below midpoint to receive two increases annually (every 6 months). This will halve the amount of time employees need to reach midpoint, but also reduce the budgetary impact of the change. This adjustment should aid the City in both recruitment and retention.
    - Establish training and internship programs, and review entry-level positions for removal of education and experience requirements.
    - Grant a lump sum increase to employees to employees who do not receive an increase under the recommendation above. This lump sum increase would not be base building, and because it is a one-time increase a non-recurring budget source could be used to fund this item. This adjustment would aid in retention.
- The City is currently rejecting large number of candidates for lack of experience or training. The City should rethink its hiring practices and establish robust training and development programs. The days when the City had hundreds of candidates with previous experience and education are behind us, and based on current population trends I do not anticipate this to change. With a training program in place, entry level positions could and should be adjusted to allow the hiring of candidates with an interest and willingness to learn, but no previous experience or training.

DRAFT

CITY OF WAUSAU HUMAN RESOURCES COMMITTEE
MINUTES OF OPEN SESSION

DATE/TIME:	October 11, 2021 at 4:30 p.m.
LOCATION:	City Hall (407 Grant Street) – Council Chambers
MEMBERS PRESENT:	Dawn Herbst, Lou Larson, Michael Martens, James Wadinski
MEMBERS ABSENT:	Becky McElhaney
Also Present:	Mayor Rosenberg, T. Vanderboom, A. Keenan

Discussion and Possible Action Approving Recruitment and Retention Initiatives.
Vanderboom said that this items was briefly discussed at the last meeting and she is now bringing forward recommendations for the committee to consider. Research found that the most difficult to fill positions this past year have been Bus Operator, Equipment Services Mechanic, and Firefighter/paramedic, and the City was not able to fill all of the vacancies. The City created a hiring bonus for difficult to fill positions, but only the Equipment Services Mechanic has been eligible for the hiring bonus since it is non-union. Turnover rate was looked at, and the rate has not increased since 2014, though more employees are resigning instead of retiring. The positions with the highest turnover rate were identified as Street Maintainer, Property Appraiser, Bus Operator, Sewer Maintain, City Clerk, and Equipment Services Mechanic. The reasons for resignation given during the employee exit interviews with Human Resources have been identified as: relocation, money/benefits/hours, hired by NCHC/County/CCIT, environment/job fit, management, returned to old job, and job location (found work closer to home). An employee survey was conducted to find out what employees find important, what the City is doing well and what the City can improve upon; pay, benefits, and culture were consistently mentioned, though these items were identified as items the City is doing well and also as items that the City can improve upon. Vanderboom provided the committee with a list of improvements the City has made or will be making for recruitment and retention.

Vanderboom suggested breaking the recommended changes into two categories, things that can be done right away and things that can be considered in the next budget. Immediate changes include time off adjustments and temporarily shorten salary ranges. Larson asked if giving more sick leave was considered. Vanderboom said that employees did not recommend adding to sick leave. Larson also asked if removing steps 1 and 2 for new hires would cause animosity with current employees who have been here for a long time. Vanderboom said that long term employees would not have difficulty with this as they would be much further in the ranges.

Changes recommended for next year include a conducting a culture survey, establish robust training and development programs for hiring candidates who have little or no experience or needed qualifications, such as a commercial driver's license, changing the way new employees move through the pay scale up to midpoint, and granting lump sum increases to employees who are over midpoint of the salary ranges.

Wadinski asked where the recommendations came from, if it was from other organizations or staff input. Vanderboom said that the recommendations came from both of these, other municipalities and staff feedback. Larson asked if the City could training employees to get a CDL and then require that they stay with the City for a period of time, and also if the City has staff to provide this training. Vanderboom said that the Water Department currently considers candidates who do not hold a CDL and gives them a period of time to obtain, which has greatly helped with their recruitments. Vanderboom said that she would be hesitant to require an employee to stay for a period of time because then it would create an employee contract, and she would rather implement this change and then see if the City is losing employees it has trained and looks for ways to address it. Vanderboom also discussed the new legislation that will take effect next year regarding CDL training and certification. The City currently has staff that is able to train employees to receive their CDL under the current guidelines, however Vanderboom would like to see a dedicated position that is responsible for City-wide training.

Larson asked what Vanderboom would like to have approved right away. Vanderboom said that she would recommend approving either changing vacation or floating holiday accruals, allowing new hires to borrow vacation time, and temporarily suspending the use of steps 1 and 2. Larson asked if she would recommend adding in the CDL training; Vanderboom said she didn't think it was feasible right away, that it should be funded and developed next year. Wadinski said that he's had a CDL and wondered what would be involved in the training program for it. Dustin Kraege discussed the upcoming changes to legislation and how it will affect the departments, ability to train. Wadinski asked if this is something Kraege would like to see; Kraege said yes, in the future.

Martens said that he agrees the City should wait until more is learned about the upcoming changes to CDL training before they vote for any changes. Motion by Martens to move forward on vacation banking and suspending steps 1 and 2. Second by Larson. Mayor Rosenberg addressed the committee and said that this will not be the only time the committee will have this conversation, that it will be continuous and ongoing. She has been having conversations with other mayors and there are some interesting programs that they are trying and seeing successes in, especially in some of the hard to fill jobs, such as apprenticeship programs. Vanderboom said that she would like to bring future items forward with supplemental budget requests for the 2022 budget. Martens agreed. Vanderboom asked for clarification to the motion, if it includes changing vacation bank accruals and borrowing. Martens and Wadinski agreed. All ayes. Motion passed 4 – 0.

Adjournment.

Motion by Larson to adjourn. Second by Martens. Meeting is adjourned.

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Rebecca McElhaney
Human Resources Committee, Chair