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

OFFICIAL NOTICE AND AGENDA

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

Meeting of the:	**Human Resources Committee**
Date/Time:	**Monday, December 13, 2021 at 4:30 PM**
Location:	City Hall (407 Grant Street) – Council Chambers – 1st Floor
Members:	Becky McElhaney (Chair), Dawn Herbst (Vice Chair), Lou Larson, Michael Martens, James Wadinski

AGENDA ITEMS FOR CONSIDERATION

1) Approval of 11/8/2021 Minutes.
2) Human Resources Report for November.
3) Discussion and Possible Action Approving an Increase of Firefighter Staffing Levels.
4) Discussion and Possible Action Establishing a Longevity Program for Non-Represented Employees.
5) Discussion and Possible Action Establishing a Budget for Discretionary Performance Incentives.
5) Announcements.
6) Adjournment.

*Due to the COVID-19 pandemic, this meeting is being held in person and via teleconference. Members of the media and the public may attend in person, subject to the social distancing rules of maintaining at least 6 feet apart from other individuals, or by calling **1-408-418-9388**. The Access Code is **2499 755 6420**. Password: **WausauHR**

Individuals appearing in person will either be seated in the Council Chambers or an overfill room, subject to the social distancing rules. Space will be available on a first come, first served basis. All public participants' phones will be muted during the meeting. Members of the public who do not wish to appear in person may view the meeting 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.

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 12/08/2021 at 10:00 AM

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: November 8, 2021 at 4:30 p.m.
LOCATION: City Hall (407 Grant Street) – Council Chambers
MEMBERS PRESENT: Dawn Herbst, Lou Larson, Michael Martens, Becky McElhaney, James Wadinski
MEMBERS ABSENT:
Also Present: Mayor Rosenberg, T. Vanderboom

McElhaney called the meeting to order at 4:30 p.m.

Approval of the 10/11/21 Minutes.
Motion by Larson to approve the minutes of the October 11, 2021 Human Resources Committee meeting. Second by Martens. All ayes. Motion passed 5-0.

Human Resources Report for October.
Vanderboom asked if there were any questions on the report. Wadinski requested that the new hire list include any changes to employment such as transfer, promotion, or resignation.

Discussion and Possible Action Approving a One-Time Lump Sum Bonus to Designated Employees.
Vanderboom indicated that this item was briefly mentioned at the last meeting in discussion of hiring and retention. At the last meeting an unspecified lump sum bonus was discussed. This item went to the Finance Committee and was approved funding under the current budget for 2021. The lump sum bonus would be granted to non-represented employees who are at or above midpoint in this calendar year. The fiscal impact would be $105,000, funded by the levy, utilities, and other funding sources available.

Herbst asked if this would be done every year or if this is a one-time bonus. Vanderboom said it would be a one-time bonus for this year only as a retention initiative. Wadinski expressed concern that this does not apply to all employees, that it is not the same percentage of bonus for those receiving it, and as it is only being considered for one year, if it will help with retention. Vanderboom explained the reasons for who would be eligible for the bonus, why a flat rate was decided upon, and how the bonus is administered can affect payroll calculations. Further discussion by the committee took place.

Motion by Larson approving a one-time lump sum bonus in 2021 to designated employees. Second by Martens. Martens said that his recollection from the Finance Committee discussion was that carryover funds from 2020 would be used for this and that is why this item would have to be done before the end of 2021, and believes it would be a good incentive to employees who would receive it. Wadinski agreed that something should be done but that a one-time bonus isn't the answer. McElhaney said that this is just one item among several that the City would like to consider for hiring and retention. Vanderboom mentioned suspending steps one and two effective November 14th and advancing people up to midpoint faster with six-month step increases. Motion passed 3-2 (*Herbst and Wadinski were the dissenting votes*).

Discussion and Possible Action Amending Vacation Accrual Schedule for Non-Represented Employees.
Vanderboom said that increasing vacation time was also discussed during the last meeting during the recruitment and retention item. The vacation schedule was last updated in 2018 and was cutting edge at that time. Vanderboom presented a couple of options for the committee to consider for ways to increase vacation for employees quicker. Vanderboom said that a possible negative to being too generous with vacation is the possibility of needing more staff to cover time employees are out on vacation, but that more vacation is something almost all candidates ask for when receiving an offer of employment.

Wadinski said that if this is what employees want, he likes it. Vanderboom said that this was a very common answer in the employee survey recently completed. Mayor Rosenberg said that in the recruitments she's been involved in, vacation time has been the number one item for negotiation. Larson said he thinks this is a great item for employee retention. Martens asked if Vanderboom had the percentage of employees who don't use all of their vacation time, or how much unused vacation time there is. Vanderboom said she can't say how many people leave vacation time on the books since employees can carry over a set amount, but estimated that 10-20% of employees are at or close to their bank maximum. Herbst said that she likes the idea of employees having three weeks of vacation at time of hire. Larson asked if employees can get paid for vacation days instead of taking them; Vanderboom said no.

Motion by Larson to amend the vacation accrual rates to option #2 in the packet. Second by Herbst. Wadinski indicated that he liked option #2 also but was concerned about any cost to the citizens from overtime or such, and the possible difficulty of scheduling around additional vacation for employees. Wadinski asked if they could get an idea of cost before this goes to Council. Larson asked if they'd rather pay overtime to fill in for people or pay overtime for not having enough people. All ayes. Motion passed 5-0.

Motion by Wadinski approving 2022 benefit design for City and CCIT employees. Second by Larson. All ayes. Motion passed 4-0.

Discussion and Possible Action Amending Employee Handbook Section 5.02 – Compensation Plan Administration.

Vanderboom explained that this section of the Employee Handbook includes the Discretionary Performance Incentive (DPI) program for employee recognition. DPI's may be given within the budget approved by the Common Council, however, a dedicated budget for this item has never been established by Council. A previous attempt to request a dedicated budget for this item was presented as a supplemental budget request by Vanderboom but was rejected. Vanderboom has since been approving DPI requests as long as they fall within the requesting department's salary budget. As a result, only departments that have had vacancies causing salary savings have been able to give DPI's to recognize employees, and no cap has been established. Vanderboom said that DPI's are becoming more popular, which is a good thing, but the amount is growing rapidly and has an overall effect on the budget. Vanderboom presented three options for consideration: continue administering the same, establish a dedicated budget, or modify the current program to allow equal access to departments to utilize.

Wadinski asked if DPI requests go through a committee. Vanderboom explained the current approval process. McElhaney asked how the committee asks for a dedicated budget from Finance. Vanderboom said a request for a either a dedicated budget or consideration of a dedicated budget could be brought to the Finance Committee. Vanderboom said that she would prefer that each department was granted a dedicated amount instead of approving a total amount for Human Resources to distribute, and that she could come up with a recommendation for amounts and bring that back. Wadinski and McElhaney agreed that an estimate for each department would be helpful in considering this.

Motion by Wadinski to establish a dedicated budget through Finance. Discussion took place on how to best move this item through committees for consideration. McElhaney asked for clarification in language, if the request is to have the HR Director come back with a dedicated budget amount per department for the December meeting, with the idea that it will go to Finance and Council for a budget modification for 2022. Wadinski agreed to the motion language. Second by Herbst. All ayes. Motion passed 5-0.

Discussion and Possible Action Amending Employee Handbook Section 5.08 – Shift Differential.

Vanderboom said that this item was brought forward by the Public Works Department. In order for employees to receive shift differential at this time, they must work a schedule that requires four or more hours after 4:30 p.m. or 12:00 a.m. The department would like the policy to be changed to allow employees who are assigned to 2nd or 3rd shift to receive the shift differential even if they are requested to work 1st shift. Other municipalities were surveyed by Human Resources, and the practice of giving shift differential to employees pulled onto first shift is uncommon. It was also discovered that most municipalities do not pay shift differential for leave time, as the City does. Vanderboom said that a compromise would be to change the policy to reflect the practice of the Police

Department, where employees must receive seven days' notice before a shift change occurs, and if notice is not received, the employee would receive the shift differential during that week period. Shifts moving two hours either way would require 24 hours' notice.

McElhaney asked what type of shift movement this applies to. Vanderboom said that this would be for temporary shift movements for various reasons. McElhaney asked what the length of time is for these shift movements. Vanderboom said they range from a week or two to several months. Wadinski asked if this would affect snow removal staff. Vanderboom explained that if a first shift employee is called back into work they would receive overtime, and not necessarily shift differential. Herbst asked why the City couldn't do away with shift differential and just pay overtime. Vanderboom explained scheduling and the difference between shift differential and overtime. Martens asked if 2nd shift employees may be less willing to work 1st shift with a reduction in pay; Vanderboom said that the Public Works Director brought this up to her. Wadinski asked if the Public Works Director is on board with the recommendation to have language similar to that for Police Officers. Vanderboom said that Lindman was hoping for something more generous but was supportive of her recommendation.

Motion by Martens to approve amending Employee Handbook Section 5.08 as recommended by Vanderboom. Second by Wadinski. All ayes. Motion passed 5-0.

<u>Discussion and Possible Action Approving 2022- Part Time/Temporary/Seasonal Pay Schedule.</u>
Vanderboom explained that a cost of living increase is currently being considered for non-represented employees. This item is brought forward to extend the cost of living increase to part-time, seasonal, and temporary employees.

Motion by Wadinski to approve the 2022 Part-time/Temporary/Seasonal pay schedule as presented. Second by Martens. All ayes. Motion passed 5-0.

<u>Discussion and Possible Action Amending the Employee Handbook Section 5.06 – Compensatory Time.</u>
Vanderboom said the current policy grants compensatory time in lieu of overtime for non-represented employees. Non-represented employees are eligible for overtime (1.5 times hourly rate) if they work over 40 hours per week, or in excess of 8 hour per day for select positions. The current practice is that employees can earn comp time if they go over 40, but they can also earn straight time comp time (1 times hourly rate) if they exceed 8 hours per day or exceed their normally scheduled shift. Vanderboom said she is asking the committee if they would like the practice to match the policy or the policy to match the practice. There should be no fiscal impact if the policy is amended because of current practice. If practice is aligned with the language there could be a slight increase in overtime pay because time off will be paid out instead of used as time off. Vanderboom said that the current practice allows some employees to bank more time off which can hinder department coverage.

Wadinski asked for Vanderboom's recommendation. Vanderboom said the current practice has been in place longer than she and the payroll clerk have been with the City, so it is easier to amend the language to match the practice. She has not had anyone ask for changes, so she advised to change the language to match the practice.

Motion by Larson to update the language of the Employee Handbook Section 5.06 to match the current practice. Second by Wadinski. All ayes. Motion passed 5-0.

<u>Discussion and Possible Action Creating a Utility Worker Position in the Public Works Department.</u>
Vanderboom explained that the 2nd shift Street Maintainer has different responsibilities and duties than a 1st shift Street Maintainer but the job description is currently the same for both. The 2nd shift employee typically moves to 1st shift as soon as an opening is available because it is a more desirable job. This request is to create a separate position that is classified the same as a Street Maintainer, but because it is a separate position, a person would not be able to move into a Street Maintainer position automatically when a 1st shift position opens up. There would also be clarification when posting the position since it would provide a list of duties and responsibilities specifically for that position on 2nd shift.

Wadinski asked if someone from DPW brought this forward. Vanderboom said that this has been discussed with DPW for quite some time and the motor pool supervisors and the director are supportive of this change. Wadinski asked if the pay would be equivalent to a Street Maintainer; Vanderboom said yes. Wadinski expressed dislike at taking away the ability for an employee hired into this position to be able to automatically move into a 1st shift position. Vanderboom said the hope is to hire someone for this position who wants to perform the specific duties and responsibilities instead of someone who would rather be working on the street crews. Wadinski asked if this position would require a CDL; Vanderboom said yes since it will perform as back up for snow plowing.

Motion by Larson to create a Utility Worker position in the Public Works Department. Second by Herbst. All ayes. Motion passed 5-0.

Discussion and Possible Action Grandfathering the City Assessor Under Employee Handbook 4.06 – Separation of Employment.
Vanderboom explained that reinstatement language was added to the Employee Handbook a couple of years ago for employees who separated from employment with the City and were rehired. Vanderboom said that the City Assessor was hired shortly before she started with the City and he had asked certain benefits to be returned to him. At that time, Vanderboom did not have any policy or practice to utilize to allow her to grant the request.

Motion by Herbst to grandfather the City Assessor under 4.06 Separation of Employment. Second by Wadinski. Wadinski questioned why the City Assessor didn't get the benefits since he had been gone for less than a year. Vanderboom explained that the reinstatement language was added after the City Assessor returned. Martens asked if any other employees would fall under this. Vanderboom said no other employees fall into this category. All ayes. Motion passed 5-0.

Adjournment.
Motion by Larson to adjourn. Second by Wadinski. Meeting is adjourned.

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Rebecca McElhaney
Human Resources Committee, Chair

Core Services

Classification & Compensation

Open Reclassification Requests

Current Job Position	Current Salary Range	Requested Job Position	Requested Salary Range	Request Date

Completed Reclassification Requests

Original Job Position/Salary Range	Requested Job Position/Salary Range	Approved Job Position/Salary Range	Request Date	Council Approval Date
Building Maintenance Coordinator	SG 14, $55,514 - $83,270	Facilities Manager SG 14, $55,514 - $83,270	1/11/21	1/12/21
Stockroom Specialist	SG 19 $40,934.40-$57,304	Parts Specialist SG 19, $40,934.40-$57,304	5/1/2021	
Public Relations Specialist	SG 15 $52,832-$79,227.20	Community Relation Manager SG 15, $52,832-$79,227.20	6/1/2021	Denied by HR Committee

Employee Benefits

Family Medical Leave (YTD)

Requests Received	Approved	Pending	Denied/Canceled
89	72	7	10

FMLA Denial Reasons

Paperwork not returned	Insufficient years of service/hours	Condition does not qualify	Canceled
7	2		1

Workers Compensation (YTD)

Number of Claims	Lost Time	Medical Only
29	6	23

HR PERFORMANCE REPORT

Recordable (YTD)

Department	Nature	Medical/Indemnity	Open/Closed	Date of Injury
Fire	Back Strain	Indemnity	Open	01/26/21
Fire	Dislocated knee	Indemnity	Closed	02/09/21
Fire	Back Strain	Indemnity	Closed	03/22/21
DPW	Broken Wrist	Medical	Closed	03/26/21
Fire	Privacy Case	Medical	Closed	04/03/21
DPW	Broken Finger	Medical	Closed	04/16/21
Police	Leg Sprain	Medical	Closed	04/25/21
Police	Hand sprain	Medical	Closed	05/19/21
Police	Concussion	Medical	Open	06/10/21
Police	Knee strain	Medical	Closed	06/27/21
Police	Burn/cut	Medical	Closed	06/30/21
DPW	Back	Indemnity	Open	01/18/21
DPW	Foreign Body - Eye	Medical	Closed	07/01/21
Police	K-9 bite	Medical	Closed	07/27/21
Police	Head injury	Medical	Closed	08/04/21
DPW	Ankle Sprain	Medical	Closed	08/20/21
Police	Privacy Case	Medical	Open	08/21/21
Police	Shoulder Strain	Medical	Closed	08/12/21
Police	Hand Strain	Medical	Open	08/26/21
Police	Cat scratches	Medical	Open	08/28/21
DPW	Leg Strain	Medical	Open	09/07/21
Fire	Back Strain	Indemnity	Closed	09/13/21
Police	Leg Contusion	Medical	Closed	09/20/21
Police	Privacy Case	Medical	Open	10/01/21
Fire	Contusion – Finger	Medical	Open	10/02/21
Fire	Back Strain	Indemnity	Open	10/10/21
Fire	Exposure	Medical	Open	11/08/21
Police	Bruised Rib	Medical	Open	11/17/21
Police	Groin injury	Medical	Open	11/29/21

Open Cases from previous years

Police	Privacy Case	Medical	Open	09/06/20
Police	Back	Indemnity	Reopen	12/12/19
CDA	Knee	Indemnity	Reopen	11/22/19
DPW	Multiple body parts	Indemnity	Open	09/13/19
Metro	Knees	Indemnity	Reopened	09/01/17
DPW	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
2	1	1	2		

Open Grievances

Employee Name	Union	Issue	Date Filed	Status
Justin Fisher	ATU	Termination	6/28/2021	Arbitration scheduled for January 2022

Closed Grievances

Employee Name	Union	Issue	Date Filed	Status
Roger Yauch	ATU	Scheduling	7/5/2021	Denied at Step 2

Recruitment & Selection

New Hires

Employee Name	**Department**	**Job Title**	**Hire Date**	**Separation Date**
Jacob Heil	Metro Ride	Bus Operator I	1/21	
Gina Vang	Water	Administrative Assistant II	2/15	
Edwin Zoborowski	Water	Plant Operations Technician	2/22	8/23
Mark Brener	Sewer	Sewer Maintainer	2/26	3/3
Emily Ley	Finance	Assistant Finance Director	3/01	
Basil Smith	Public Works	Street Maintainer	3/22	9/17
Leo Gau	Public Works	Facilities Manager	3/29	
Joseph Niewolny	Wastewater	Plant Maintenance Mechanic	4/12	4/23
Stephanie Luisier	Mayor’s Office	Community Communications Assistant	4/26	7/2
Cong Lor	Police	Police Officer	5/21	
Ryan Montalo	Police	Police Officer	5/21	
Hunter Stark	Police	Police Officer	5/21	
Samuel Wessel	Community Development	Assistant Planner	5/24	

Employee Name	Department	Job Title	Hire Date	Separation Date
Nathan Clark	Fire	Firefighter/Paramedic	6/04	
Collin Elertson	Fire	Firefighter/Paramedic	6/04	
James Truckey	Fire	Firefighter/Paramedic	6/04	
Julie Crull	Metro Ride	Administrative Assistant III	6/14	
Maitong Yang	Finance	Accountant	6/28	
Kenneth Engen	Wastewater	Sewer Maintainer	7/6	11/12
Ethan Bares	Police	Community Communications Specialist	7/12	
Mitchell Pempek	Water	Water Distribution Maintainer	7/19	
Tanner Bemke	Fire	Firefighter/Paramedic	8/09	
Elizabeth Brodek	Community Development	Development Director	8/11	
Bryanna Woldt	Assessment	Property Appraiser	8/23	
Heath Kavajecz	Public Works	Equipment Services Mechanic	9/07	
Jacob Anderson	Public Works	Equipment Services Mechanic	10/12	
Randy Fifrick	Community Development	Economic Development Manager	10/18	
John Hamann	Fire	Firefighter/Paramedic	10/18	
Teresa Locknane	Municipal Court	Administrative Assistant II	10/25	
Alina Cha	Police	Administrative Assistant II	11/1	
Evan Smail	Public Works	Street Maintainer	11/9	
Kaitlyn Bernarde	Clerk/Finance	City Clerk	11/29	

Separations YTD

Total Number of Separations	Resignations	Retirements	Terminations
37	24	10	3

Separations by Department for 2021 YTD

Public Works – 9	Clerk/Finance – 4	Mayor’s Office – 2	Municipal Court – 1
Fire – 6	Sewer – 4	Assessment – 1	Water – 1
Metro Ride - 6	Community Development – 2	Police - 1	

Promotions/Transfers

Employee Name	Old Job Position	New Job Position	Previous Incumbent	Effective Date
Brad Ludwig	Engineer	Firefighter, Inspector	Shahn Kariger	1/11
Rebecca Bliven	Administrative Assistant III	Transit Operations Supervisor	Megan Newman	3/08
James Marchel	Bus Operator I	Bus Operator II	Duane Flegner	3/08
Dustin Kraege	Fleet Supervisor	Public Works Superintendent	Ric Mohelnitzky	4/22
Floyd Smith	Water Distribution Maintainer	Water Maintainer/Relief Operator	New Position	5/13
Solomon King	Sr. Equipment Services Mechanic	Fleet Supervisor	Dustin Kraege	5/24
Robert Barteck	Deputy Fire Chief	Fire Chief	Tracey Kujawa	6/08
Kevin Koester	Senior Equipment Operator	Public Works Supervisor	Jason Quade	7/26
Jean Frankel	Administrative Assistant II	Executive Assistant	Stephanie Luisier	8/09
Andrew Eberhardy	Bus Operator I	Bus Operator II	Robert Kurkowski	8/23
Nicole Holzem	Bus Operator I	Bus Operator II	Edward Hintz	9/06
Shane Woller	Engineer	Lieutenant	Christopher Barber	9/07
Chad Eberle	Engineer	Lieutenant	Timothy Bingham	9/10
Timothy Bingham	Lieutenant	Battalion Chief	Jeremy Kopp	9/10
Jeremy Kopp	Battalion Chief	Deputy Fire Chief	Robert Barteck	9/13
Mitchell Harris	Equipment Operator	Parts Specialist	Pamela Bric	9/13
Jerrod Christensen	Firefighter/Paramedic	Engineer	Shane Woller	9/17
Mark Koepke	Firefighter/Paramedic	Engineer	Chad Eberle	9/21
Jeremiah Buettner	Equipment Operator	Senior Equipment Operator	Kevin Koester	9/27

Active Recruitments

Job Title	# of Vacancies	Date Vacant	Status
Bus Operator I	7	2020	On-going Recruitment
Equipment Services Mechanic	2	4/30, 5/24	Recruitment closes 12/9
Firefighter/Paramedic	5	4/01	In Process
Police Officer	1	1/05/22	In Process
Property Appraiser	1	New Position	In Process
Street Maintainer	2	1/11, 8/12	One candidate in process from previous recruitment. Recruitment closes 12/16
Equipment Operator (*Internal Recruitment*)	3	9/13, 10/22, 12/01	Interviews in process.

Utility Worker (DPW)	1	9/17	Recruitment closes 12/16
Water Plant Operations Technician	1	8/23	Recruitment closes 12/13
Administrative Assistant III (Finance)	1	4/23	Recruitment closes 12/12
Sewer Maintainer	1	11/12	Interviews in process.

Vacant Positions (Not Being Recruited at this time)

Job Title	Number of Vacancies	Date Vacant	Status
Wastewater Plant Operations Technician	1	4/23	Waiting for direction from Superintendent on any changes wanted for job posting.

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
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

From: Robert Barteck, Fire Chief
To: Human Resources Committee
Date: December 06, 2021
Subject: Hiring additional Firefighter/Paramedics proposal

PURPOSE:

To inform the Human Resources Committee of contributing factors and considerations in hiring additional firefighter/paramedics.

RECOMMENDATIONS:

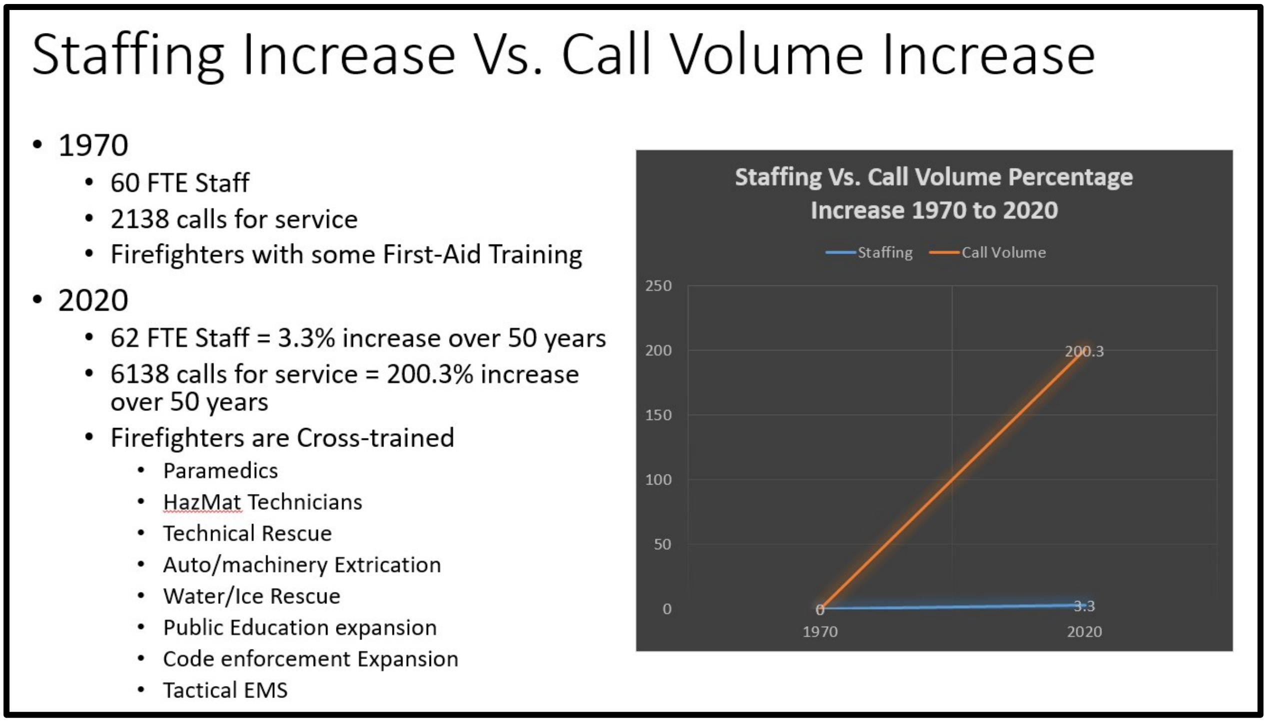
It is respectfully asked that the Human Resources Committee recommend hiring an additional nine to twelve firefighter/paramedics over the next two to three years.

FACTS AND CONSIDERATIONS:

The Wausau Fire Department was established in 1869. Over the first 100 years of the department's existence, the department steadily grew in staffing, apparatus, and stations to meet the growing community's needs. Unfortunately, that steady growth ended in 1970, and the department has stagnated in staffing, apparatus, and infrastructure while at the same time continuing to grow in responsibility, skill sets, and programs delivered to meet community needs.

In 1970 the Wausau Fire Department had 60 full-time firefighters. Today, 51 years later, the department has 61 full-time sworn firefighter/paramedics and one administrative assistant for a total of 62. In 1970 the department responded to 2038 calls for service. In 2020 the department responded to 6120 calls for service. This represents a 2% growth in staffing levels despite a 200% growth in call volume over the 51 years. In addition, the Fire Department's responsibilities have drastically increased to encompass Paramedic Level EMS, Hazardous Materials Emergency Response, Water/Ice Rescue, a large variety of Technical Rescue disciplines, and progressive Fire Prevention/Code Enforcement. The department is drastically different in size of responsibility and scope of work than it was in 1970.

Below is a chart detailing the small amount of staffing increase versus the large increase in call volume from 1970 to 2020.



To meet current call volume demands, the department uses a hybrid cross-staffing system of response units. During low-volume periods, the cross-staffing system can meet the demand for a small number of low acuity calls. However, when the department receives multiple concurrent requests or a single high acuity call, the cross-staffing system leaves the department understaffed and ill-prepared to meet the community's needs. This forces the department to either stack calls, leaving community members waiting for their emergency response, or lean on mutual aid from surrounding fire and EMS agencies.

Cross-staffing is a term used to describe when personnel is shared between multiple response units. The Department cross-staffs all three engines, ladder truck, rescue truck, and the fourth out ambulance. Paramedics staff the ambulances while simultaneously acting as the firefighters on the engine companies. Example: Station Two is staffed by four firefighters each shift. The lieutenant and engineer are assigned to Engine 2, and two firefighter/paramedics are assigned to Med 2. When a fire call comes in for Station Two's district, both Engine 2 and Med 2 respond to form a four-person company. The problem with cross-staffing occurs when the ambulance is engaged in a medical call leaving the engine with only two firefighters to mitigate the incident. The drastic rise in medical calls leaves at least one or more of the city's ambulances 43% of the day.

The COVID-19 Pandemic has also contributed and has stretched the department's resources and further exacerbated staffing problems. For safety, Wausau Paramedics are now wearing more levels of PPE and must spend a longer time decontaminating ambulances between patients. During high call volume times, this can delay responses.

Call Volume continues to trend upward. The department is on track to have its busiet year in history in 2021 with an estimated 6500+ calls. This trend of climbing requests for service is expected to continue into perpetuity. The chart below highlights monthly and annual call volume.

Historical Call Volume by Month and Year				
	2021	**2020**	**2019**	**2018**
January	502	522	529	503
February	456	488	509	509
March	497	476	582	510
April	503	371	550	488
May	556	460	529	589
June	583	530	503	527
July	587	545	616	500
August	577	507	508	527
September	525	537	546	486
October	552	622	533	516
November	156	509	531	491
December		553	551	574
Total	**5494 (11/08)**	**6120**	**6487**	**6220**

DISCUSSION:

Increasing call volume and stagnant staff levels directly correlate to the survivability of individuals in the community experiencing a fire or medical emergency. The problem has reached critical levels within the Wausau Fire Department and is a direct threat to public safety.

The U.S. Fire Service uses three ways to measure performance. 1) Resource Reliability, 2) Department Capacity, and 3) Operational Effectiveness.

1) Resource Reliability of the Wausau Fire Department has long exceeded benchmarks used for evaluating the availably of adequately staffed Engine Companies. For example, in 2020, 43% of the time, one or more of the department's ambulances was engaged a medical call which leaves the correlating engine company without firefighters. This is due to the department using a cross-staffed configuration that utilizes the two firefighter/paramedics from the city's three ambulances to serve as the Engine company firefighters. As a result, the department frequently has engines arriving with only a Lieutenant and Engineer and no firefighters. This problem is exacerbated in the city's outer regions where Engine Two may have to wait for other fire station crews to arrive before gaining the number of firefighters needed to begin fire ground operations.

2) The Department's Capacity for low volumes of minor acuity incidents is good. When the department receives multiple concurrent or a single high acuity call, the capacity dwindles quickly. Adding three firefighter/paramedics to each crew will drastically improve the problem with concurrent calls and increase the engine company capacity for both fire and EMS calls. The added staffing will increase the ability of deployed units to manage an incident without having to call for additional resources. This increased capacity of engine companies will help alleviate problems that occur with concurrent calls. An engine company equipped with three can put the Lieutenant and the Firefighter/Paramedic into interior fire operations immediately upon the arrival of the second due engine. This creates two teams of two firefighters each. Currently, when the first engine arrives, they must wait for multiple other engines to arrive to piece together an interior crew and exterior

3) The Operational Effectiveness of two firefighter engine companies has been thoroughly researched and proven to be less effective than three and four firefighter companies. In 2010 the National Institute of Occupational Safety and Health (NIOSH) conducted a research study on the effectiveness of firefighting operations as related to staffing.

> “The fire modeling showed clearly that two-person crews cannot complete essential fireground tasks in time to rescue occupants without subjecting either firefighters or occupants to an increasingly hazardous atmosphere. Even for a slow-growth rate fire, the fractional effective dose (FED) was approaching the level at which sensitive populations, such as children and the elderly are threatened. For a medium-growth rate fire with two-person crews, the FED was far above that threshold and approached the level affecting the median sensitivity in general population. For a fast-growth rate fire, the FED was well above the median level at which 50 % of the general population would be incapacitated. Larger crews responding to slow-growth rate fires can rescue most occupants prior to incapacitation along with early-arriving larger crews responding to medium-growth rate fires. The result for late-arriving (two minutes later than early-arriving) larger crews may result in a threat to sensitive populations for medium-growth rate fires.” The new sentence is consistent with our previous description for two-person crews where we identify a threat to sensitive populations” (NIST 2010 page 52)

Outside a research study like NIST performs, it is challenging to quantify operational effectiveness into evidence-based data. We compared the WFD to the NIST 2010 studies as a practical benchmark and found mixed results based on concurrent call volume. With the WFD using cross-staffed firefighter/paramedics between the ambulance and the engine company, the response depends on if the ambulance crew is available when a fire call comes in. If the ambulance is in the station or district, they can meet the two firefighters assigned to the engine and form a four-person entry team.

Benchmark Analysis:
Community leaders and Fire Chiefs have many tools at their disposal for measuring their community's fire department against national standards and benchmarks to help them make decisions. Benchmarks used for comparison and analysis are National Fire Protection Agency (NFPA) standards, the Insurance Service Office (ISO), and National Institute for Occupational Safety and Health (NIOSH).

In a publication by the National Fire Protection Agency (NFPA) that analyzed Fire Service Deployment:

> "Interior firefighting operations not be conducted without an adequate number of qualified firefighters operating in companies under the supervision of company officers. It is recommended that a minimum acceptable fire company staffing level should be four members responding on or arriving with each engine and each ladder company responding to any type of fire. The minimum acceptable staffing level for companies responding in high-risk areas should be five members responding or arriving with each engine company and six members responding or arriving with each ladder company. These recommendations are based on experience derived from actual fires and in-depth fire simulations and are the result of critical and objective evaluation of fire company effectiveness. These studies indicate significant reductions in performance and safety where crews have fewer member than the above recommendations. Overall, five member crews were found to provide a more coordinated approach for search and rescue and fire-suppression tasks. During actual emergencies, the effectiveness of companies can become critical to the safety and health of firefighters. Potentially fatal work environments can be created very rapidly in many fire situations. The training and skills of companies can make a difference in the need for additional personnel and in reducing the exposure to safety and health risks" (NFPA. 2013, p.48).

NFPA 1710: Standard for the Organization and Deployment of Fire Suppression Operations, Emergency Medical Operations, and Special Operations to the Public by Career Fire Departments specifies the number of on-duty fire suppression personnel sufficient to carry out the necessary firefighting task operations given expected firefighting conditions in various hazard level occupancies. Though 1710 specifically addresses low hazard environments, it also mentions medium and high hazard levels as well. Relevant excerpts from the 1710 Standard:

5.2.2.2.1 The fire department shall identify minimum company staffing levels as necessary to meet the deployment criteria required in

5.2.4 To ensure that a sufficient number of members are assigned, on duty, and available to safely and effectively respond with each company.

5.2.3 Operating Units. Fire company staffing requirements shall be based on minimum levels necessary for safe, effective, and efficient emergency operations.

5.2.3.1 Fire companies whose primary functions are to pump and deliver water and perform basic firefighting at fires, including search and rescue, shall be known as engine companies.

5.2.3.1.1 These companies shall be staffed with a minimum of four on-duty personnel.

5.2.3.1.2 In jurisdictions with tactical hazards, high-hazard occupancies, high incident frequencies, geographical restrictions, or other pertinent factors identified by the AHJ, these companies shall be staffed with a minimum of five or six on-duty members.

The chart below maps out the NFPA 1710 standard in comparission to the staffing levels of the Wausau Fire Department

Fire, EMS, and Rescue Apparatus	Wausau FD Minimum Staffing	Wausau FD Desired Staffing	NFPA 1710 Low-Risk Recommendation	NFPA 1710 High-Risk Recommendation
Station One				
Car Two - Battalion Chief	1	1	1	1
Engine One	2	3	4	5
Med One	2	2	2	2
Truck One	Cross Staffed with a crew of 2	Cross Staffed with a crew of 2	4	5
Rescue One			2	2
Med 5 (fourth out Med Unit)			No specific recommendation	No specific recommendation
Boat			No specific recommendation	No specific recommendation
Station Two				
Engine Two	2	3	4	5
Med Two	2	2	2	2
HazMat Unit	On-Call, no assigned staffing	On-Call, no assigned staffing	No specific recommendation	No specific recommendation
Station Three				
Engine Three	2	3	4	5
Med Three	2	2	2	2
TOTAL:	**15**	**18**	**25**	**29**

Insurance Services Office:
In 2015 the WFD was evaluated by the Insurance Services Office (ISO). ISO collects and evaluates information from communities in the United States on their structure fire suppression capabilities. The information derived from the evaluation is then compared to the ISO Fire Suppression Rating Schedule and then assigned the department was given a Public Protection Classification (PPC) 2 rating. The PPC is then used by insurance companies for marketing and underwriting and to help establish fair premiums for homeowners and commercial fire insurance.

The Wausau Fire Department received a PPC of 2 out of 10, with 1 being the highest rating achievable. The department's goal is to reach an ISO 1 status, but with current staffing shortfalls and aging infra-structure, that rating is unachievable. The department expects to have another site visit from ISO in the spring of 2022.

An ISO 1 rating would provide the highest cost savings to every homeowner, business owner, and industry in the form of reduced insurance costs. Below is the summary of the department's last ISO review. Note line 571 Credit for Company Personnel.

Summary of PPC Review
for
Wausau

FSRS Item	Earned Credit	Credit Available
Emergency Communications		
414. Credit for Emergency Reporting	3.00	3
422. Credit for Telecommunicators	4.00	4
432. Credit for Dispatch Circuits	2.70	3
440. Credit for Emergency Communications	9.70	10
Fire Department		
513. Credit for Engine Companies	6.00	6
523. Credit for Reserve Pumpers	0.50	0.5
532. Credit for Pumper Capacity	3.00	3
549. Credit for Ladder Service	2.15	4
553. Credit for Reserve Ladder and Service Trucks	0.47	0.5
561. Credit for Deployment Analysis	5.75	10
571. Credit for Company Personnel	8.50	15
581. Credit for Training	8.19	9
730. Credit for Operational Considerations	2.00	2
590. Credit for Fire Department	36.56	50
Water Supply		
616. Credit for Supply System	27.15	30
621. Credit for Hydrants	2.92	3
631. Credit for Inspection and Flow Testing	6.40	7
640. Credit for Water Supply	36.47	40
Divergence	-3.61	--
1050. Community Risk Reduction	5.21	5.50
Total Credit	84.33	105.5

Final Community Classification = 02

2015 Insurance Service Office Review Wausau Fire Department Report

Internal Comparable:
In 1970 the Wausau Fire Department had grown to 60 members. Three crews with 19 staff members assigned two fire inspectors and the Fire Chief for 60 members. Today, 52 years later, the WFD has only grown to 61 sworn members and one administrative assistant. This equals a 3.3% increase in staffing while call volume has increased by 200.3%. In addition, the responsibilities of the department have drastically increased.

In comparison, in 1970, the Wausau Police Department had a staff of 55. Over the last 50 years, the police department has grown by 43% and has a staff of 79.

External Comparables:
Five external comparables were sought out for staffing comparisons of the three main pieces of apparatus. Each comparable has a similar response model of EMS, Fire, Rescue, and other specialty capabilities. Wausau Fire Department's current staffing model with only two firefighters on each engine and ladder truck were the lowest levels within the comparables. The average within the other departments that were contacted was a minimum of three firefighters on engine companies.

Minimum Staffing of Three Main Pieces of Apparatus			
Fire Department	**Engine**	**Ladder Truck**	**Ambulance**
Wausau	2	2	2
Eau Claire	3	3	2
Fond du lac	3	2	2
Oshkosh	3	3	2
Brookfield	4	3	2
Wauwatosa	4	4	2

IMPACT:
The estimated annual payroll and benefits cost of one entry-level firefighter/paramedic in 2022 would be $93,177.72, plus uniforms, turn-out gear, and equipment.

2022 Cost of Firefighter/Paramedic	
Item	**Cost**
Payroll & Benefits	$93,177.72
PPE Coat	$ 1,235.00
PPE Pants	$ 955.00
Portable Radio	$ 4,000.00
SCBA - Face piece	$ 200.00
PPE Helmet	$ 315.00
Initial Issue Uniforms	$ 700.00
Sheets/Bedding	$ 50.00
PPE Hood/Gloves/Etc	$ 150.00
Total =	**$ 100,782.72**
Total for Nine Firefighters (2022) =	**$907,044.78**

Future years can only be estimated. The contract with Firefighters 415 expires at the end of 2022. Using an estimated 2 percent increase per year, the cost of a firefighter in 2023 will be $103,806.20, and in 2024 it will be $106,920.39.

Funding options range from the use of American Rescue Plan (ARP) funds, Staffing for Fire and Emergency Response (SAFER) Grant, tax levy increase through a referendum, and the use of future Tax Increment District (TID) funds.

The impact of hiring additional firefighter/paramedics can be smoothed over multiple years.

DEPLOYMENT CONSIDERATIONS AND OPTIONS:

Several factors will weigh into how additional firefighter/paramedics are folded into the current operations. The heart of the proposal for additional staff is to add one additional firefighter/paramedic to each of the city's three engine companies. With three crews working 24-hour rotating shifts, a minimum of nine firefighter/paramedics will be needed to cover the increase in daily minimum staffing from 15 to 18.

Command and Supervision:
Additional firefighters will be spread between three crews and three stations. Each crew and station has a Lieutenant that supervises the staff and station. Currently, each station lieutenant has an engineer and two firefighter/paramedics under their supervision. A healthy span of control in the fire service is considered one officer to six to eight firefighters. Therefore, increasing the

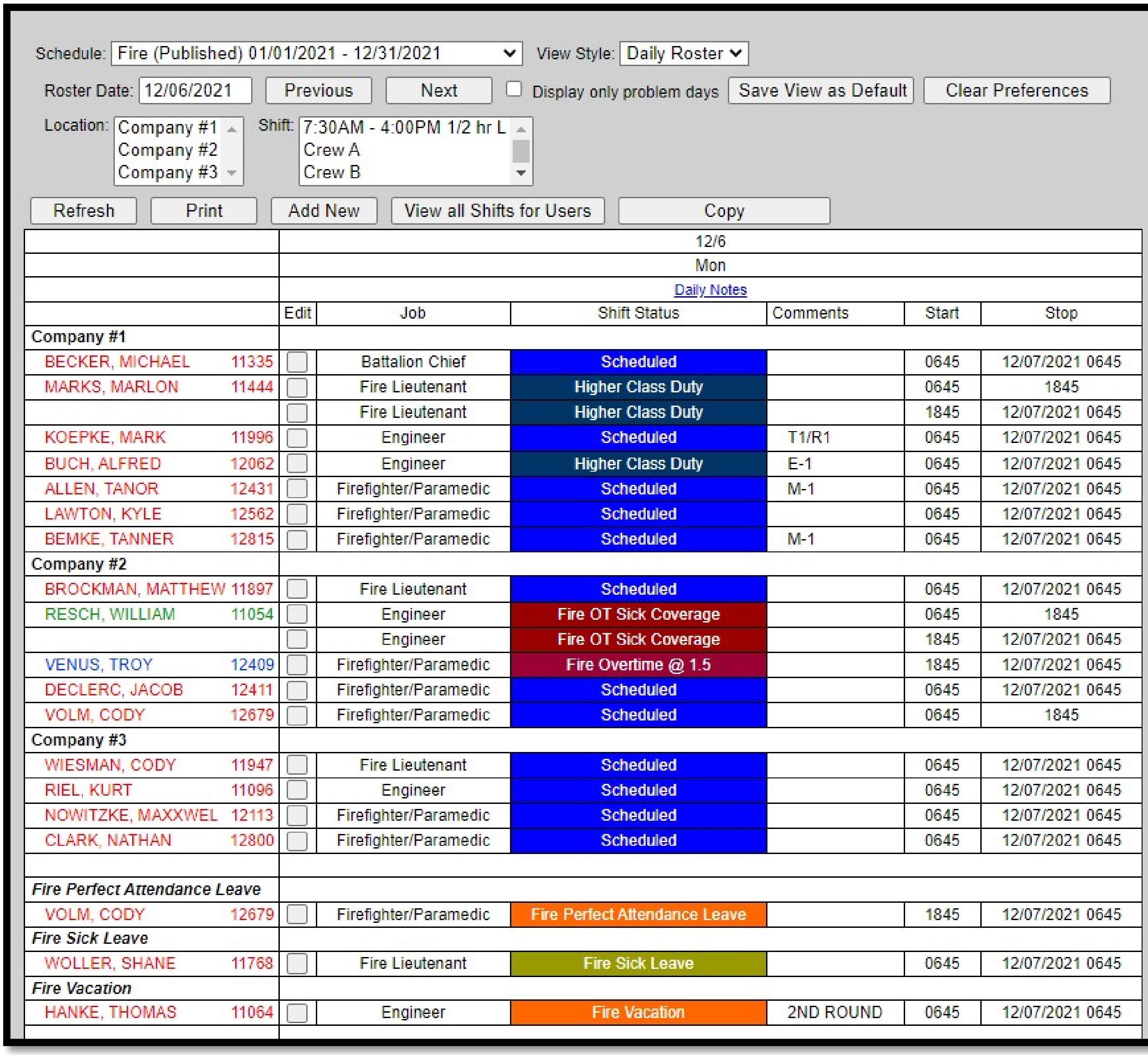
lieutenant's supervision responsibilities from three to four firefighters is well below the reasonable span of control.

Paid Time Off:
Currently, the 18 person crew has two paid time off (PTO) slots open for the 17 union members to pick within. The remaining slot is for sick leave, FMLA, and Battalion Chief to use PTO. PTO consists of Vacation, Personal Time, Perfect Attendance Leave (PAL), and Paid Holidays. Currently, there is not enough room in the vacation calendar for Local 415 members to use all of their PTO. Therefore, hiring additional staff will require opening a third PTO slot for Local 415 members to utilize. With the language that was added into the most recent contract with Local 415, members are now allowed to take their Holidays as time off rather than Holiday Pay. This equates to an additional six days of PTO per employee. Combined with Vacation, Personal days, and PAL the potential PTO per crew is 973 days* and exceeds the 730 days available.

*Using the 2022 Earned vacation time of current crews, providing all firefighter/paramedics have served one year and earned six days of vacation.

Overtime:
Overtime will be dependent upon several contributing factors. If daily minimum staffing is increased from 15 to 18, an additional nine additional firefighter/paramedics will need to be hired. This influx of additional staff will require an additional PTO slot for Local 415 members. This will remove the third slot that had been in place to buffer the use of sick leave, FMLA leave, and the battalion chief's PTO. Without that slot, the department will have to hire staff back on overtime every time a battalion chief uses PTO, or any staff member uses sick leave or FMLA leave. The alternative to prevent that would be to consider hiring 12 firefighter/paramedics and having four openings in the daily roster for the previously described PTO use.

Below is an example of the daily roster and how union PTO and sick leave time off are incorporated.



Schedule: Fire (Published) 01/01/2021 - 12/31/2021 View Style: Daily Roster

Roster Date: 12/06/2021 Previous Next Display only problem days Save View as Default Clear Preferences

Location: Company #1 Company #2 Company #3 Shift: 7:30AM - 4:00PM 1/2 hr L Crew A Crew B

Refresh Print Add New View all Shifts for Users Copy

		12/6					
		Mon					
		Daily Notes					
		Edit	Job	Shift Status	Comments	Start	Stop
Company #1							
BECKER, MICHAEL	11335		Battalion Chief	Scheduled		0645	12/07/2021 0645
MARKS, MARLON	11444		Fire Lieutenant	Higher Class Duty		0645	1845
			Fire Lieutenant	Higher Class Duty		1845	12/07/2021 0645
KOEPKE, MARK	11996		Engineer	Scheduled	T1/R1	0645	12/07/2021 0645
BUCH, ALFRED	12062		Engineer	Higher Class Duty	E-1	0645	12/07/2021 0645
ALLEN, TANOR	12431		Firefighter/Paramedic	Scheduled	M-1	0645	12/07/2021 0645
LAWTON, KYLE	12562		Firefighter/Paramedic	Scheduled		0645	12/07/2021 0645
BEMKE, TANNER	12815		Firefighter/Paramedic	Scheduled	M-1	0645	12/07/2021 0645
Company #2							
BROCKMAN, MATTHEW	11897		Fire Lieutenant	Scheduled		0645	12/07/2021 0645
RESCH, WILLIAM	11054		Engineer	Fire OT Sick Coverage		0645	1845
			Engineer	Fire OT Sick Coverage		1845	12/07/2021 0645
VENUS, TROY	12409		Firefighter/Paramedic	Fire Overtime @ 1.5		1845	12/07/2021 0645
DECLERC, JACOB	12411		Firefighter/Paramedic	Scheduled		0645	12/07/2021 0645
VOLM, CODY	12679		Firefighter/Paramedic	Scheduled		0645	1845
Company #3							
WIESMAN, CODY	11947		Fire Lieutenant	Scheduled		0645	12/07/2021 0645
RIEL, KURT	11096		Engineer	Scheduled		0645	12/07/2021 0645
NOWITZKE, MAXXWEL	12113		Firefighter/Paramedic	Scheduled		0645	12/07/2021 0645
CLARK, NATHAN	12800		Firefighter/Paramedic	Scheduled		0645	12/07/2021 0645
Fire Perfect Attendance Leave							
VOLM, CODY	12679		Firefighter/Paramedic	Fire Perfect Attendance Leave		1845	12/07/2021 0645
Fire Sick Leave							
WOLLER, SHANE	11768		Fire Lieutenant	Fire Sick Leave		0645	12/07/2021 0645
Fire Vacation							
HANKE, THOMAS	11064		Engineer	Fire Vacation	2ND ROUND	0645	12/07/2021 0645

Daily Roster Example 12/06/2021

Options for achieving 18 daily minimum staffing:

Many options for hiring additional firefighters are available. At this point in the process all the conversation has surrounded hiring a minimum of nine firefighters to achieve growth in staffing level to 18 daily minimum staffing. The operational deployment of the additional firefighters becomes difficult when the use of PTO is factored in. The larger the crews get, the more allowable spots for staff to use PTO need to exist. Two options plausible options to increase minimum staffing from 15 per day to 18. Either hire 9 or 12 additional firefighter/paramedics.

Below is a chart with the proposal detailing the proposed use of additional firefighter/paramedics.

<table>
<tr><th>Assignments</th><th>Staffing 15 Minimum</th><th>Staffing 18 Minimum</th></tr>
<tr><td>Car Two (Battalion Chief)</td><td>1</td><td>1</td></tr>
<tr><td>Engine One</td><td>2</td><td>3 (addition of 1 FF/P)</td></tr>
<tr><td>Med One</td><td>2</td><td>2</td></tr>
<tr><td>Truck One</td><td rowspan="3">2</td><td rowspan="3">2</td></tr>
<tr><td>Rescue One</td></tr>
<tr><td>Med Four</td></tr>
<tr><td>Engine Two</td><td>2</td><td>3 (Addition of 1 FF/P)</td></tr>
<tr><td>Med Two</td><td>2</td><td>2</td></tr>
<tr><td>HazMat</td><td>0 (on call)</td><td>0 (on call)</td></tr>
<tr><td>Engine Three</td><td>2</td><td>3 (Addition of 1 FF/P)</td></tr>
<tr><td>Med Three</td><td>2</td><td>2</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>Union PTO</td><td>2 (17 picking in 2 spots)</td><td>3 (increase to 20 picking in 3 spots)</td></tr>
<tr><td>Sick/FMLA/BC PTO</td><td>1</td><td>Hire 9 = 0, Hire 12 = 1</td></tr>
<tr><td></td><td></td><td></td></tr>
<tr><td>Crew Total</td><td>18</td><td>Hire 9 = 21, Hire 12 = 22</td></tr>
</table>

Deployment Chart

Hire 9: Hiring nine will meet the need of adding a firefighter/paramedic on each of the three engine companies but will require an increase in overtime. The added overtime will occur anytime a crew member uses sick leave, FMLA, or the battalion chief uses PTO because there is no open slot on the roster. Using overtime is slightly cheaper than hiring an additional position, but it is difficult to maintain for long periods. In addition, overtime will become problematic anytime the department is short-staffed because there is no cushion between minimum daily staffing and PTO availability.

Hire 12: Hiring twelve will meet the need of adding one firefighter/paramedic on each of the three engine companies. While more expensive to have an additional firefighter, it will allow for a fourth slot on each crew for the use of sick leave, FMLA, and the battalion chief PTO. This will eliminate the use of overtime when the battalion chief posts PTO and will limit some overtime exposure when staff uses sick leave and/or FMLA. In the event there is no use of the fourth PTO slot, the extra firefighter would be assigned to the cross-staffing of Truck One, Rescue One, and Med Four and increase the effectiveness and safety margin on those apparatus. This would also aid in helping solve the retention issues the department has suffered by cutting back the amount of forced overtime that staff has to deal with.

If the Committee chooses to hire nine firefighter/paramedics, a third less desirable option would be to set the daily minimum staffing at 17. At a minimum of 17, one of the cities three engine companies will remain staffed with only an engineer and lieutenant. Staffing at 17 does not accomplish the goal of correcting 50 years of stagnancy of hiring within the fire department. As the Fire Chief, I would highly advise against setting daily minimum staffing at 17.

COORDINATION:

The Fire Chief is working with the Mayor, Finance Director, and Human Resources Director to provide options for consideration in deployment and funding.

Drafted by: Robert Barteck, Fire Chief
Cc: Mayor

HR Committee Packet July 8, 2019

Agenda Item

Discussion on City of Wausau Longevity Plan

Background

Union represented employees of the City of Wausau currently and historically have negotiated to receive longevity pay. After the passing of Act 10, the union which represented a number of the City's employees did not re-certify and these employees became non-represented. In 2012, the City of Wausau made a final full longevity payment to this group of non-represented employees and again limited the longevity program to represented employees only. Longevity pay was built into the base compensation plan for non-represented employees at that time.

In 2016, the City of Wausau conducted a survey of municipalities regarding their longevity programs. At that time, six municipalities still had longevity and 31 municipalities no longer had longevity programs. I contacted those six municipalities again and was able to confirm that all six municipalities still have longevity programs. The vast majority of municipalities eliminated longevity as part of a wage study after Act 10, and built longevity into the pay scales; this is the same approach that the City of Wausau followed.

The City currently has three unions, all of which have negotiated longevity pay:

	Metro	Fire/Police
5 years	$15/month	Monthly amount equal to .32% of monthly base rate
10 years	$25/month	Monthly amount equal to .62% of monthly base rate
15 years	$35/month	Monthly amount equal to .9% of monthly base rate
20 years	$45/month	Monthly amount equal to 1.2% of monthly base rate
25 years	$55/month	Monthly amount equal to 1.47% of monthly base rate

The longevity negotiated by MetroRide closely mimics the City's previous longevity program. I compared that longevity program to five of the six municipalities mentioned above (all of which use a flat rate), and MetroRide's longevity program was more generous than all but one municipality.

Fiscal Impact

According to the Fair Labor Standards Act, longevity pay must be included in the base rate for overtime calculations for non-exempt employees. This will result in an increase in overtime costs that cannot be calculated at this time.

This is a continuously growing commitment. Under MetroRide's current negotiated longevity (which mimics the City's previous longevity scale) estimated fiscal impact for 2019 could be as high as $49,200, with an increase in 2020 to $53,460 and an increase in 2021 to $57,420.

Staff Recommendation
If the City of Wausau chooses to bring back a longevity pay program, there are a number of factors to be determined: 1. Who will be eligible for longevity? Previously, this program was limited to union-represented employees. As such, management and exempt professionals were largely excluded from the program. This could exacerbate some of the feelings of pay compression between management and non-management staff. 2. Is this program intended to alleviate the effect of red-lining? Under the current pay system, employees who are hired at the minimum salary rate will be red-lined at either 16 or 20 years in a position. If the intention is to alleviate the impact of red-lining, I would start paying longevity pay at 15 or 20 years of service, or establish a system where longevity only comes into play after an employee is redlined. (For example, a monthly payment of $1/every year an employee is red-lined.) This would also take into account that the current compensation plan already progresses employees up the salary scale according to seniority. 3. If the Committee moves to bring back longevity pay, is the intention to seek a budget modification or work this item into the 2020 budget?
Staff contact: Toni Vanderboom 715-261-6634

Municipality	**Years**	**Amount**				
Wausau Metro	5-10	15/mo		Superior	5-10	32/mo
	10-15	25/mo			10-15	48/mo
	15-20	35/mo			15-20	72/mo
	20-25	45/mo			20-25	104/mo
	25+	55/mo			25+	144/mo
Vilas County	5-10	15/mo		Beloit	3% increase every 5 years built into base pay, received in January	
	10-15	22/mo				
	15-20	26/mo				
	20-25	32/mo				
	25+	38/mo				
Dodge County	5-10	10/mo		Cedarburg	?	
	10-15	17/mo				
	15-20	24/mo				
	20-30	30/mo				
	30+	35/mo				

Human Resources Committee Packet September 9, 2019

Agenda Item
Discussion and Possible Action Creating a Longevity Program
Background
In 2012, the City of Wausau created a compensation plan which built longevity pay into the base compensation plan and made its final longevity payment to employees. The Human Resources Committee requested the construction of a longevity policy to be considered as part of the 2020 budget process. During the discussion at the July HR Committee Meeting, the Committee indicated that they would like the program to apply according to a regular schedule according to hire date, and not be tied to an employee's reaching the maximum salary rate for his or her position. Attached please find a chart comparing the City's longevity program to the other municipalities which offer longevity.
Fiscal Impact
$43,620.00 in 2020 and $46,080.00 in 2021.
Staff Recommendation
The current compensation plan has already taken longevity into consideration, with an increase being received annually until an employee reaches the maximum salary range for the position. After Act 10, the City removed longevity. I would caution that should longevity be returned, it would be very difficult to once again remove the longevity incentive. We also considered none standard yearly assignment of longevity increases, for example assigning longevity increases in between vacation increases. However, this resulted in a system that was quite difficult to remember and seemed unnecessarily complicated. Therefore, we recommend the following program which closely mimics the program in place for the Transit union-represented employees. The 5 year step has been removed, because Transit union employee compensation plan does not have longevity built in: All regular full-time employees who have completed the specified amount of continuous service shall receive longevity pay as follow:

From 10-15 years	$25/month ($300/year)
From 15-20 years	$35/month ($420/year)
From 20-25 years	$45/month ($540/year)
25 years or over	$55/month ($660/year)

Longevity eligibility payments shall commence on the employee's anniversary date.

Upon completion of the required years of service, regular part-time employees shall receive a pro-rata portion of the longevity payment.

Staff contact: Toni Vanderboom, 715-261-6634

Department	Opinion on Longevity
Finance Director	I would add that Non-representative employees didn't receive longevity before Act 10.
Fire Chief	I agree with your proposed longevity plan.
Public Works Director	I do not feel such a policy will have any positive or noticeable effect on retention. Typically the focus for retention, in my experience, would be to try and retain the 5-15 year employees. Typically once employees are beyond 15 years they are more likely to stay due to pension and being higher in a pay scale. I think the step scale already promotes longevity, raises each year and pay scale adjustments every 5yrs. I think as long as the city keeps up with market the step scale promotes longevity. I also feel the amount of money being offered under the plan will not have any beneficial effect; I feel these funds would be much better utilized addressing compression and internal equity issues. Addressing these issues would have a much more positive effect on the work force.

City Assessor	I believe it would be nice to see language stating that longevity includes all years of services working for the City of Wausau even with a separation. I think this would be great policy to retain past employees who have direct knowledge of past positions. The State of Wisconsin and the Wausau School District each have policies that reinstates past employment in longevity, vacation and years of service up to 5 years of separation. As for myself, I started working for the City was on February 18, 2003 with a 9 month separation beginning September 2016, before being rehired on July 5, 2017. Could this suggestion be look at as to how it might impact the City, as there may be others like myself who have come back to work for the City.
City Attorney	During the committee discussion, before direction to staff to propose a longevity plan, what did the members discuss was their purpose in implementing such a plan?
	• Is the annual payment intended to serve as an incentive to remain in this employment?
	• Is the annual payment meant to recognize seniority?
	• Is the annual payment a stipend after reaching the top of the pay scale?
	• Is the annual payment made to reward and express appreciation for the length of the employee's tenure?
	How were the amounts derived?
	• If not a percentage of the employee's annual base rate of pay on the employee's anniversary date (or another date), the amounts, while appreciated, are so small as to not be a significant retention incentive.
	Will there be a policy adopted by the Council fleshed out after the next HR Comm discussion? You say they want to consider reinstating the longevity policy; was there ever a "policy? One that states its purpose, terms of eligibility for longevity pay, basis of service (type of employment; returning retirees; interruptions in work for the same employer)?
	Was the comparison chart with other municipalities attached? I didn't see it. Some range from 3 years to beginning at 10 years.
	The pay chart should be clarified to include 10-14; 15-19; 20-24 (years of service); and so on.

	Would this plan first be implemented with an effective date of January 1, 2020? Or some other date? It will take 12 months for every eligible employee to pass their anniversary date and receive the lump sum payment. Eligible employees hired before an established date could receive a longevity bonus payable in the last pay period in December, so that all employees receive their "bonuses" at the same time.
Police Chief	I believe the longevity incentives should be calculated as a percentage of an employee's pay. Following is the language from the police union contract as an example:
	Article 17 - LONGEVITY
	The City agrees it shall continue to pay longevity pay for officers who have completed continuous uninterrupted services as additional compensation.
	Effective 1/1/02 longevity shall be calculated as follows:
	1. After five (5) years - a monthly amount equal to .32% (.0032) of Police Officer's monthly base rate.
	2. After ten (10) years - a monthly amount equal to .62% (.0062) of Police Officer's 16
	monthly base rate.
	3. After fifteen (15) years - a monthly amount equal to .9% (.009) of Police Officer's monthly base rate.
	4. After twenty (20) years - monthly amount equal to 1.2% (.012) of Police Officer's monthly base rate.
	5. After twenty-five (25) years – monthly amount equal to 1.47% (.0147) of Police
	Officer's monthly base rate.
	Longevity payments shall commence at the end of the closest payroll period ending after the anniversary date of hire. These payments shall be made on a bi-weekly or annual basis per employee's choice. Bi-weekly payments will be made to coincide with payroll periods, annual payments will be make on the first payday in November, which pays through December.

	I believe longevity pay can be a retention tool, but is more often offered as recognition and appreciation for tenure / length of service. Hopefully the wage study and competitive pay is the significant piece to our retention of employees. The longevity pay is more of a cherry on the top, a nice thing to give employees for their dedicated service.
* Department Directors were given the staff memo from the September HR Committee Packet	
and asked for an opinion on the Longevity Plan proposed.	

Human Resource Committee Packet

December 13, 2021

Agenda Item
Discussion and possible action establishing a budget for Discretionary Performance Incentives
Background
At the November Human Resources Committee meeting, the HR Committee discussed the benefits from establishing a dedicated budget to recognize employees via the Employee Handbook 5.02 Compensation Plan Administration (3)(b) Discretionary Performance Incentives. Employee recognition is critical to morale and retention, and an established budget allows equal and fair access to this benefit. At this meeting, the Committee instructed staff to investigate budget distribution methods and return with a recommendation. First, HR and Finance established an appropriate budget. Considering that approximately 1/3 of employees are exceptional and establishing an estimated recognition amount of $1500 per exceptional employee, the base budget is estimated at $100,000. This would be funded via budget savings realized during health insurance enrollment selections. I considered several distribution methods: 1. Even distribution methods. This method gives each department or division an equivalent amount regardless of number of employees. This method results in a disproportionately generous allocation to smaller departments, and may short-change larger departments. 2. Prorated distribution methods. This method gives each department or division a prorated amount based on the number of employees. While this results in a more appropriate distribution to larger departments, smaller departments are left with an amount too small to effectively recognize employees. 3. Prorated distribution with guaranteed minimum amount. This method gives each department or division a prorated amount based on the number of employees, but gives a guaranteed minimum amount of $1500 for smaller departments.
Fiscal Impact
The total cost of this item is $100,000; however, there is no budgetary impact as this item is funded via health insurance savings.
Staff Recommendation
I recommend establishing a budget of $100,000 for Discretionary Performance Incentives, to be distributed to either a department or division as a prorated amount, with a guaranteed minimum distribution amount of $1500. Distributing the amount to the department allows the department director greater discretion to shift funding across division lines, while allocating to the division ensures equal distribution of funds.

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To ensure continued fiscal health of the funds, and to encourage judicious awards of DPIs, departments should first fund DPIs via salary savings. When salary savings are used to fund a DPI, the prorated distribution amounts will be used as an annual recognition cap.
Staff contact: Toni Vanderboom (715-261-6634)

DPI Prorated Distribution Funding Options

Total Budget:	$	100,000.00
Total Employees:		187.952
Amount Per Employee:	$	532.05

Prorated Distribution by Department		
Department	**Public Works and Utilities**	
Number of Employees	102	
Prorated Distribution Amount	$ 54,269.18	
Department	**Attorney**	
Number of Employees	4.75	
Prorated Distribution Amount	$ 2,527.24	
Department	**Community Development**	
Number of Employees	14	
Prorated Distribution Amount	$ 7,448.71	
Department	**Finance**	
Number of Employees	12.452	
Prorated Distribution Amount	$ 6,625.10	
Department	**Human Resources**	
Number of Employees	3	
Prorated Distribution Amount	$ 1,596.15	$ 2,500.00
Department	**Transit**	
Number of Employees	6	
Prorated Distribution Amount	$ 3,192.30	
Department	**Police**	
Number of Employees	27.25	
Prorated Distribution Amount	$ 14,498.38	
Department	**Fire**	
Number of Employees	9	
Prorated Distribution Amount	$ 4,788.46	
Department	**Assessment**	
Number of Employees	7	
Prorated Distribution Amount	$ 3,724.36	
Department	**Other (Mayor, Muni Court)**	
Number of Employees	2.5	
Prorated Distribution Amount	$ 1,330.13	$ 2,500.00
	$ 102,073.72	

List of Divisions:	List of Departments:
Finance	Public Works and Utilities
Inspection	Attorney
Engineering	Community Development
Streets	Finance
Community Development	Human Resources
Housing Authority	Transit
Wastewater	Police
Water	Fire
Mayor's office	Assessment
Police	
Fire	
Transit	
Municipal Court	

Prorated Distribution by Division		
Division	**Streets**	
Number of Employees	45	
Prorated Distribution Amount	$ 23,942.28	
Division	**Attorney**	
Number of Employees	4.75	
Prorated Distribution Amount	$ 2,527.24	
Division	**Community Development**	
Number of Employees	6	
Prorated Distribution Amount	$ 3,192.30	
Division	**Finance**	
Number of Employees	12.452	
Prorated Distribution Amount	$ 6,625.10	
Division	**Human Resources**	
Number of Employees	3	
Prorated Distribution Amount	$ 1,596.15	$ 2,500.00
Division	**Transit**	
Number of Employees	6	
Prorated Distribution Amount	$ 3,192.30	
Division	**Police**	
Number of Employees	27.25	
Prorated Distribution Amount	$ 14,498.38	
Division	**Fire**	
Number of Employees	9	
Prorated Distribution Amount	$ 4,788.46	
Division	**Assessment**	
Number of Employees	7	
Prorated Distribution Amount	$ 3,724.36	
Division	**Mayor's Office**	
Number of Employees	1	
Prorated Distribution Amount	$ 532.05	$ 2,500.00
Division	**Housing Authority**	
Number of Employees	8	
Prorated Distribution Amount	$ 4,256.41	
Division	**Wastewater**	
Number of Employees	14	
Prorated Distribution Amount	$ 7,448.71	
Division	**Water**	
Number of Employees	18	
Prorated Distribution Amount	$ 9,576.91	
Division	**Inspections**	
Number of Employees	11	
Prorated Distribution Amount	$ 5,852.56	
Division	**Engineering**	
Number of Employees	14	
Prorated Distribution Amount	$ 7,448.71	
Division	**Municipal Court**	
Number of Employees	1.5	
Prorated Distribution Amount	$ 798.08	$ 2,500.00
	$ 104,573.72	