Date of Meeting: June 10, 2021, at 5:15 p.m. in the Council Chambers of City Hall.

Members Present: Lisa Rasmussen, Debra Ryan, James Wadinski, Lou Larson (Tom Neal was absent)

Also Present: Eric Lindman, Allen Wesolowski, TJ Niksich, Maryanne Groat, Pat Peckham, Dustin Kraege, Solomon King, Mark Hanson, Lori Wunsch, Mercury Associates – Tony Yankovich & Scott Rood

In compliance with Chapter 19, Wisconsin Statutes, notice of this meeting was posted and received by the *Wausau Daily Herald* in the proper manner.

Noting the presence of a quorum, at approximately 5:15 p.m. Chair Rasmussen called the meeting to order.

Presentation by Mercury Associates regarding the Motor Pool Study

Tony Yankovich and Scott Rood from Mercury Associates were present to provide a presentation on the Fleet Management Study they completed. The project objectives of the study included a review of the fleet program to determine if it aligns with best management practices in the industry; benchmark performance in specific areas of fleet management and fleet maintenance and repair; and identify opportunities for improvement.

Their key findings noted that the foundational elements of a fleet program exist. That being a centralized approach to fleet; policies and procedures in place; standard operating procedures; PM program design; and use of commercial vendors to meet overflow demand.

A review of the fleet activity performance found adequate resources are not available regarding staffing levels and facilities. There are essentially 9 positions with two technician positions vacant at the time of the study. The fleet manager position has dual roles with the fleet and facilities. There is not a Fleet Analyst position. There are 476 total fleet assets requiring 1,450 direct labor hours per technician or a total demand hours of 10,312. This workload equates to 7.1 technicians required for the entire fleet. The recommendation is to add a Fleet Analyst and a technician.

The organizational recommendations include the continuation of a centralized fleet management and maintenance and repair operation; rebrand the Motor Pool Division to Fleet Management Division; reclassify the Facility and Fleet Manager position to Fleet Manager; rename the Fleet Technicians to Fleet Maintenance Technician and create 3 tiers (Fleet Maintenance Technician I, Fleet Maintenance Technician II and Fleet Maintenance Technician III); fill the vacant mechanic positions; add a Technician I position; add a Fleet Analyst position; and once the Fleet Management Division is fully staffed, bring all preventive maintenance and routine repairs back in-house (with overflow work and specialty repairs sublet to commercial vendors).

Yankovich noted the existing fleet is old with an average age of 10.3 years. The target age should be between 4 and 6 years. The underfunding of fleet renewal has resulted in an aged fleet and significant replacement backlog. A smoothed fleet replacement plan is recommended. Replacement recommendations include renewing the fleet with the goal of reducing the average fleet age to between 4 and 6 years; utilize a fleet reserve fund that is dedicated to fleet replacements; use a disciplined approach to replace vehicles in accordance with the replacement schedule; and fund new additions to the fleet by new budget requests and not from the existing capital fleet replacement fund.

Rood explained other key findings. The parts management could be improved; the techs currently have to pick their own parts. The parts clerk is like an inventory specialist; a parts manager is needed. Parts are not currently posted immediately to the work order. Part warranties are not formally tracked. Currently the techs have to remember or they have to check the work order history. Customer satisfaction is poor as customers do not feel they are getting vehicles back in a timely manner. Fleet age does not help with this. Communication can be improved. Performance metrics in many areas are not being reported and the use of Fleet Management

Information System (FMIS) is not optimal. Technician productivity is really good; the goal is 70%. Wausau's Fleet technicians are producing 71%.

The fleet maintenance facility does not have enough maintenance bays; bays are not sized appropriately; the parts room is too small; the Fleet Manager and Shop Supervisor share workspace; and the configuration and layout is poor. Yankovich spoke of the layout of the new shop and how this may not be the right location. The circulation will be tight and with a tighter circulation accidents happen.

Chargeback rates are based on historical averages and not true service-based rates. Service-based rate structures include in-house maintenance and repair labor rates; in-house parts management markup; sublet repair management; fuel management; vehicle wash management; and asset management and administration.

Yankovich noted existing positives of experienced fleet professionals; skilled technicians; several foundational elements already in place; and plans for a new fleet maintenance facility are developed. The opportunities for improvement include adding positions; renewal of the fleet; improve customer relationships; improve use or replace current FMIS; use information to make data driven decisions; track and report on key performance indicators; right size the fleet; and develop service-based chargeback rates.

To help identify priorities, an implementation plan was developed based on impact, importance, complexity, and cost. The plan scored areas and provided an estimated time to implement.

Ryan asked if the existing system tracks by mileage or vehicles numbers for warranties/recalls. Yankovich confirmed the City is tracking mileage and cost by asset number. Warranties are not necessarily being tracked. When properly configured and implemented, a FMIS should be able to flag a possible warranty issue. The current system does not have that capability. Ryan noted that Madison went to propane on all vehicles as did our garbage contractor. She asked if there were any long term advantages/disadvantages for fleets. Yankovich said one of the hottest trends in fleets is alternative fuel vehicles. There is a huge push for hybrid electric vehicles and electric vehicles. Unless one is using a forklift or lawn mower fleet, propane is not a widely excepted alternative fuel. If a reduction of fuel costs or reduction of emissions is a want, it can be done by renewing the fleet. Many fleets have had success with hybrid vehicles. Infrastructure is not always available for electric vehicles.

Ryan noted there are vacant auto shops in town and asked about using a smaller shop for the sedans as a way to service in other areas versus the landlocked area of DPW. With the size of the workload and geographically, Yankovich does not know if it makes sense to have more than one shop. He would certainly look at other alternative sites for a shop.

Rasmussen asked if the current FMIS is a common vendor software or an in-house system. Yankovich said it is an off the shelf program and a common system. It is a lower priced system and has basic functionality. The system will take a lot of work to clean up, upgrade, add modules, and retrain staff.

Rasmussen knows that the facility is a key issue for attracting and retaining a quality workforce. When looking at the municipal pay comparison, we are not that far off. We run into trouble with competing with the private sector. Before people were willing to earn a little less because the benefit package was second to none. Benefits have changed; private sector benefits and ours are not that much different now. We are competing on raw wages more than ever before. She feels it may be worth our time to do an analysis of an employee's progression from beginning to midpoint and midpoint to maximum to determine if there is a way to accelerate the progression and help retain employees. Yankovich agrees and noted the there is a need for a strong performance based compensation in order to attract and retain employees. The #1 reason people leave is for more money or because working conditions are unacceptable.

Ryan asked about leasing standard vehicles versus purchasing. Yankovich indicated the City has about 50 vehicles leased. It is a way to renew the fleet on an accelerated approach. The only problem in leasing is leasing companies offer a ton of other services regarding management of the fleet. The City does not need the additional services, just the lease. There is a little higher cost when leasing. Yankovich stated the City used a cooperative bid agreement and piggybacked on a contract for leasing. He noted the positives of the lease agreement. Hanson added the City is not using the fuel card program but does have a maintenance module. We are not paying an extra management fee. Yankovich stated there are a couple of things not in the lease, but all in all it is a reasonable deal. If the City continues to lease, staff should see if there is an updated agreement or go out for competitive bid.

Wadinski noted the biggest problem with electric vehicles is the plugs are not uniform. Regarding law enforcement vehicles, he asked if having a take home vehicle is a benefit to the community. Yankovich is studying this for a smaller city in Washington. Generally it is not a fleet impact but more of an operational impact. They have found that recruiting and retaining officers is higher when they have a take home vehicle. From a maintenance perspective there is one vehicle per officer. That officer takes ownership of the vehicle; they maintain it better, drive it better, and clean it. The maintenance costs are typically lower but you do have to double the size of the fleet. From a police perspective, presence in the community is huge. Rasmussen added that something to think about is where they live as over half of Wausau's officers live in other communities. She noted high costs to upfit squad cars and upkeep with technology. Rood referenced the study for Washington. That city has a mileage limit for take home vehicles and restrictions on the take home program. When sharing a vehicle, officers have to take out and put in their equipment. With a take home vehicle the equipment is already in the vehicle. As soon as the officer is in the vehicle they are on duty and do not have to report to the Police Department. Wadinski noted it takes 20 minutes to changeover cars. That's 20 minutes 2 times a day for each office. This is time the officers are off the road. He agrees take home vehicles should not go to other communities. A take home vehicle could be an incentive to move back to the community and live where you work. The initial outlay may be cost prohibitive, but it is something to think about.

The report will be placed on file and referred to during the budget process. The presentation in its entirety can be viewed at: https://www.youtube.com/watch?v=wb3RojAKrMI

Director's Report on Public Works / Introduction of Public Works Superintendent

In the Director's Report, Lindman highlighted questions from the last meeting, as well as projects in general. The Director's Report gives opportunity for committee members to ask questions on operations without having to have a specific agenda item.

Lindman introduced Dustin Kraege as the new Superintendent of Public Works. Kraege grew up in this area and went to Everest High School. He served in the Marine Corp from 1999 to 2003. He served Operation Iraqi Freedom in 2003. He went to UW Platteville and earned a Bachelor of Science. He has been with the City almost 10 years. He started as a Fleet Technician and about 2 years ago was promoted to Fleet Supervisor. He recently took over for Ric Mohelnitzky.

Alderman knowing pothole patching and snow plowing processes allows them to have accurate information to give to constituents. In the fall Kraege will give a presentation to CISM on the plowing process, challenges with parking, timelines, etc. A pothole presentation will be given next spring before the thaw.

Wadinski asked if there is a maximum size for a pothole before it is considered a road reconstruction. Kraege replied it is not based upon the actual size of the hole but on the overall road. DPW can patch anything up to the whole size of the road. The primary option is to keep filling potholes until a bigger project is proposed.

Larson asked when the reconstruction of Rosecrans will begin. Niksich said a start letter was sent to residents on Tuesday. The contractor will start on Rosecrans when finished with 5th Avenue. This may be as soon as June 16th.

Approve minutes of the May 13, 2021 meeting

Ryan moved to approve the minutes of the May 13th meeting. Larson seconded and the motion carried unanimously 4-0.

Public Hearing: Discussion and possible action on vacating and discontinuing an unpaved alley lying west of 827 Turner Street between North 8th Street, North 9th Street and Augusta Avenue

Rasmussen asked those in attendance wishing to speak on the proposed vacation to come forward and give comments. No one came forward and the public hearing was closed. Rasmussen noted staff has no objection to the vacation.

Ryan moved to approve vacating and discontinuing the unpaved alley. Wadinski seconded and the motion carried unanimously 4-0.

Discussion and possible action on petition for annexation – Grundman (082-2808-062-0994, Town of Weston)

This parcel is contiguous to the City and sewer and water abuts the property. Wesolowski noted that Mr. Grundman is anxious to annex.

Wadinski moved to approve the annexation. Ryan seconded and the motion carried unanimously 4-0.

Discussion and possible action on parking restrictions on the entrance road to Schulenburg Pool off of Summit Drive

Wesolowski explained the entrance to Schulenberg Pool is an unnamed street off of Summit Drive. Staff received a complaint regarding parking. DPW had put up a no parking sign at some point, but it is deteriorated and not legible. It was found that the parking restriction is not in ordinance. The sign should either be taken down or the parking restriction placed into ordinance.

Rasmussen said the right-of-way is not wide enough to accommodate parking on both sides and still have traffic in and out. She asked if there was sufficient parking for the pool. Wesolowski spoke with Polley and Freix; both recommend restricting parking on both sides of the road. They did not see a need for parking on the street.

Wadinski moved to approve parking restrictions on both sides of the entrance road to Schulenburg Pool. Seconded by Larson and the motion carried unanimously 4-0.

Future Agenda Items

Wadinski noted the previous Council closed McIndoe for a development, a road that many residents used. Residents are now using Fulton Street, which is in bad shape. He asked about investigating this to see if it should be reconstructed. Lindman said there is a push from downtown to reconstruct Fulton. ABC is looking at moving and staff was hoping Fulton Street could be a project the TID could fund once there is development on the Riverfront.

Adjourn

Larson moved to adjourn the meeting. Ryan seconded and the motion carried unanimously 4-0. Meeting adjourned at approximately 7:00 p.m.