



OFFICIAL NOTICE & AGENDA
REGULAR MEETING

MEETING: Human Resources Committee
DATE/TIME: Monday, March 9, 2026 at 4:45 PM
LOCATION: Wausau City Hall — Council Chambers
407 Grant Street, Wausau WI, 54403

MEMBERS:
Becky McElhaney (C) Terry Kilian (VC)
Michael Martens Vicki Tierney
Chad Henke

- 1 Public comment on agenda items and reading of the City of Wausau Public Comment Statement.**
- 2 Consideration of the minutes of the preceding meeting(s).**
If no historical c-file number exists, leave blank... Approval of February 9, 2026 Minutes.
- 3 Discussion and possible action.**
 - a.** Police Department Officer out of country training
 - b.** Shelter Operations Duty Premium
- 4 Discussion.**
- 5 Adjournment.**

Becky McElhaney, Chair

**NOTICE POSTED AT CITY HALL (407 GRANT STREET) AND
TRANSMITTED TO THE OFFICIALLY DESIGNATED NEWSPAPER**

DATE: March 3, 2026
TIME: 8:30 a.m.
POSTED BY: Jennifer Kannenberg



This meeting can be viewed on
YouTube and Channel 981 on Cable TV

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City of Wausau
(715) 261-6500 | clerk@wausauwi.gov
wausauwi.gov



DRAFT

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

DATE/TIME: February 9, 2026, at 4:45 p.m.
LOCATION: City Hall (407 Grant Street) – Council Chambers
MEMBERS PRESENT: Terry Kilian (VC), Chad Henke, Michael Martens, Vicki Tierney
MEMBERS ABSENT: Becky McElhane (C)
Also Present: Lisa Nowak

Public Comment on Agenda Items and Reading of the City of Wausau Public Comment Statement.

No public comment on agenda items.

Approval of January 12, 2026 Minutes.

Motion by Henke to approve the January 12, 2026 minutes. Second by Martens. All ayes. Motion passed 4-0.

Discussion on HR Report Reconfiguration in Progress.

Nowak explained that the HR Report that the committee has been used to seeing over the years was put together with data from spreadsheets. Nowak has been working with CCIT and Finance to get the Workday dashboard information validated for use, but this is taking some time. The result will be a report for HR that the committee should find more useful that will include trends and tell a story about what is happening in the organization and information that Nowak feels the committee would want to know.

Martens said he is happy that there will be a total reworking of the report. Martens would like to see payroll and overtime information as mentioned, but also Worker’s Compensation information. Nowak and Martens discussed what he would like to see, and Nowak said that it will be a fluid report that can be changed as they wish.

Adjourn to Closed Session pursuant to Wisconsin State Statute § 19.85(1)(f) to consider financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations to discuss an investigation into allegations against a City of Wausau official.

Motion by Martens to adjourn into Closed Session pursuant to Wisconsin State Statute § 19.85(1)(f) to consider financial, medical, social or personal histories or disciplinary data of specific persons, preliminary consideration of specific personnel problems or the investigation of charges against specific persons except where par. (b) applies which, if discussed in public, would be likely to have a

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substantial adverse effect upon the reputation of any person referred to in such histories or data, or involved in such problems or investigations to discuss an investigation into allegations against a City of Wausau official. Second by Tierney. Roll call was taken by Kilian to include Tierney, Henke, Martens, and Kilian. Kilian said the committee would not reconvene after the Closed Session.

Rebecca McElhaney
Human Resources Committee, Chair

Video available: <https://www.youtube.com/watch?v=8h8TiBIDME4>



Wausau Police Department

515 Grand Ave

Wausau, WI 54403

Ph. 715-261-7800

To: Chief Matthew Barnes
From: Lt. Luis Lopes-Serrao
Re: STAR International Police Exchange Program
Date: 01/20/2026

I am writing to request the City permits me to travel on paid duty time for a 14-day work study program.

Deputy Chief Baeten recently shared an opportunity for officers to participate in the STAR International Police Exchange Program, which he had previously participated in. This program affords law enforcement professionals from the United States to travel to Germany and participate in a two-week work study program. Then later in the year, German officers will have the same opportunity here in the United States. In Wisconsin, this typically occurs for them in the Eau Claire region.

I applied for and have been accepted as one of two law enforcement professionals from the State of Wisconsin to participate in the program for this session along with others from elsewhere in the United States. I will be traveling to Frankfurt am Main in the German state of Hesse. While there, I will live with the family of a German police officer and learn about their agency, learn from the challenges they face and the areas in which they are successful.

As part of this program, I will incur costs related to program fees, meals, travel and more. These costs are my responsibility, and I am not seeking the City to cover that. However, I am requesting the City permit me to participate in this program on paid duty time. The purpose of the trip is to further enhance my knowledge as a law enforcement professional and leader in our agency. The information I receive will be beneficial to our agency and our community.

Below are some topics I look forward to learning more about during my time there.

- **Metropolitan Policing:** I will be observing the Hesse State Police which covers a large region including the Frankfurt am Main Metropolitan Area which has a population similar to that of Chicago. This will provide me with an opportunity to learn from a large police organization in general on how they handle the challenges associated with urban policing.
- **Female Officer Recruitment:** An observation Deputy Chief Baeten made during his time in Germany was the high ratio of female police officers in the state he was visiting. The Wausau Police Department has engaged in the 30x30 mission, which seeks to have 30% of our sworn staff be female officers by the year 2030. This will take us being creative in how we recruit our officers to make our department and city more appealing to female candidates. I will learn how they recruit female candidates, how they support them, how they use job-sharing to support maternity leave and more.

Matthew Barnes
Chief

Todd Baeten
Deputy Chief

Benjamin Graham
Detective Captain

Melinda Pauls
Patrol Captain

Nathan Cihlar
Administrative Captain



Wausau Police Department

515 Grand Ave

Wausau, WI 54403

Ph. 715-261-7800

- **Homelessness:** Their community has a visible homeless population. I look forward to learning how they handle the issue of homelessness and how they support that community.
- **Drug Trends:** Learn about illicit drug trends in their community and how they address it through criminal enforcement, drug treatment and any deferred prosecution methods.
- **K-9 Unit:** As the leader of our K-9 program, I would like to see how they train and support their police dogs in Hesse. A challenge we have here is we acquire our dogs pre-trained through vendors rather than train them from the ground up. Many of our dogs come from Europe through our vendor and it would be great information to see how their program is similar or varies from ours.
- **Domestic Violence:** According to a recent study, domestic violence in Germany is at an all time high and they are trying to find solutions on how to support victims. The State of Hesse is using ankle bracelets for offenders based on a Spanish model. I would like to learn how they are working on this challenge and see how their victim resources compare to our program locally.
- **21st Century Policing:** I would like to learn how they are adopting new technologies such as AI, video surveillance and online reporting tools and the challenges or successes they have found with them all.

At the conclusion of this training and experience, I will take all the information I attain back to our department. I will present findings to our leadership team which I believe could be beneficial to our department. I will also develop a presentation to share with our staff about the experience as an educational opportunity. I would also be happy to share that presentation with the committee should they find that information helpful.

Thank you for your consideration in supporting me with this rare and unique opportunity.

Luis Lopes-Serrao

Lt. Luis Lopes-Serrao
Wausau Police Department

Matthew Barnes
Chief

Todd Baeten
Deputy Chief

Benjamin Graham
Detective Captain

Melinda Pauls
Patrol Captain

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Human Resource Committee Packet Memo

March 9, 2026

Agenda Item

Discussion and Possible Action: Shelter Operations Duty Premium Approval for Community Outreach Professional

Background

The current job description and compensation levers for the Community Outreach Professional have not been updated or audited since the inception of the temporary homeless shelter responsibilities in early 2025. External and internal analyses indicate inadequate remuneration as a result of these findings.

Fiscal Impact

Undetermined; non-recurring, one-time reimbursement financed through Wausau Police Department grant funding (ARPA)

Staff Recommendation

Approval of the shelter operations duty premium differential of \$5.20 per hour for shelter services.

Staff contact: Lisa Nowak 715-261-6634 lisa.nowak@wausauwi.gov

City of Wausau Employee Handbook – Gap Assessment vs. Marathon County Personnel Policies & Procedures Manual

Date: January 02, 2026 Prepared for: City of Wausau – Human Resources

Scope and materials reviewed

This gap assessment compares the City of Wausau employee handbook (EE Handbook 09.24.25 / 02.26.25) to the Marathon County Personnel Policies & Procedures Manual (effective updates include items as recent as 01/05/2025). It highlights substantive differences and recommends additions, deletions, and revisions that would strengthen Wausau’s handbook for clarity, defensibility, and alignment with prevailing public-sector HR practices.

Additional benchmarking references are included from other government employers and authoritative public-sector resources, including the State of Wisconsin Division of Personnel Management (WI HR Handbook), City of Madison Administrative Procedure Memorandum (APM 3-5), Dane County harassment policy, City of Milwaukee ethics/social media materials, and federal guidance on workplace violence.

Executive summary

Overall, Marathon County’s manual is (1) more operationally prescriptive (process steps, documentation expectations, system owner roles), (2) more explicit about performance management and pay administration, and (3) more expansive on technology, monitoring, and training cadence. Wausau’s handbook is comparatively stronger in certain “city-specific” areas (e.g., certain public safety repayment commitments; vehicle take-home criteria), but would benefit from a clearer governance model for investigations, a modern social media/communications framework, and a more explicit performance appraisal architecture.

High-impact recommendations (prioritized)

1. Add a formal, standardized misconduct/harassment complaint intake + investigation protocol, including documentation requirements and retention expectations.
2. Add an explicit performance appraisal system description and how appraisal outcomes link to pay actions (where applicable).
3. Expand technology/communications policy to clearly describe monitoring, auditing, and the non-private nature of employer systems, consistent with open-records realities.
4. Adopt a citywide Respectful Workplace framework (bullying/civility) that includes early resolution options (coaching/mediation) and mandatory training cadence.
5. Add a modern social media policy (official and personal use) that connects to ethics rules and employee conduct standards.
6. Add (or strengthen) an ethics/standards-of-conduct section with clear references to municipal ethics code, gifts, conflicts, outside employment, and reporting channels.

Key comparative observations and recommended changes

1) Technology, privacy, and monitoring

Marathon County’s manual contains a detailed “Privacy and Monitoring” section stating that employer IT resources and all communications created or accessed through those resources should not be considered private and may be monitored, audited, and examined without notice; it specifies logging/auditing and disciplinary consequences. (Marathon Manual, Ch. 16 “Privacy and Monitoring”).

Wausau's handbook includes a clear "no reasonable expectation of privacy" statement and reserves the right to monitor use, but is less prescriptive about monitoring methods, audit practices, retention, and open-records/records-management implications.

Recommendations for Wausau:

Add specific language that (a) describes monitoring/auditing practices (e.g., logs, random audits) and (b) clarifies that content may be subject to public records requests.

Add a records-retention/records-management cross-reference (e.g., retention schedules; legal holds; litigation hold process).

Add a clear policy on collaboration tools (Teams/SharePoint), texting/SMS on city-issued devices, and BYOD expectations (if permitted).

2) Harassment, bullying, respectful workplace, and training cadence

Marathon includes both harassment and a stand-alone Workplace Bullying policy, plus a training requirement: all employees must complete Harassment and Bullying Prevention training within the first 3 months and every 5 years thereafter. (Marathon Manual, Ch. 10 "Training Policy" and "Workplace Bullying Policy").

Wausau's handbook prohibits harassment and workplace bullying and provides reporting routes through supervision/HR, but does not appear to set a training cadence or define a standardized investigative intake/reporting documentation requirement at the same level of specificity.

Recommendations for Wausau:

Add a mandatory training cadence (onboarding + periodic refresher). Consider aligning to a 2–3 year refresher for higher-risk departments or supervisors; at minimum, emulate a 5-year enterprise refresher.

Add a Respectful Workplace / Unwelcome Conduct framework that explicitly encourages early resolution (coaching, facilitated conversations, mediation) before escalation, while still preserving formal complaint channels.

Add a documented complaint process: intake form, documentation of date/time, summary notes, investigator assignment, investigation report template, and retention location.

3) Complaint procedures: timeliness, anonymous reporting, and mandatory reporter duties

Benchmarking: City of Madison's APM 3-5 includes a defined filing window (300 days) and a structured complaint process. The City of Madison also communicated policy enhancements such as anonymous complaints and expanded mandatory reporter roles for leaders. Dane County's harassment policy also provides clear reporting channels, including Employee Relations and an equity office.

Recommendations for Wausau:

Consider a defined internal reporting timeframe (not a hard bar to reporting, but a reasonableness standard), while keeping statutory rights intact.

Add an anonymous reporting option (hotline/webform) with a clear "limits of anonymity" explanation.

Define mandatory reporter obligations for supervisors/managers: when they must notify HR, even absent a formal complaint.

4) Performance appraisal architecture and pay-for-performance linkage

Marathon explicitly references a performance appraisal process and links pay decisions to performance (compensation philosophy: increases discretionary and based upon performance appraisal; purpose is to support the County's strategic plan). (Marathon Manual, Ch. 4 and Ch. 5).

Wausau's handbook includes select training repayment and limited tuition reimbursement language, but does not appear to provide a consolidated description of an enterprise performance appraisal cycle, rating definitions, supervisor responsibilities, or how appraisals connect to pay actions (where relevant for non-represented employees).

Recommendations for Wausau:

Add a short "Performance Management" chapter that sets expectations (frequency, probationary evaluations, annual cycle, mid-year check-ins, documentation standards).

If pay-for-performance is used for any employee group, clearly define how merit is determined, who approves, and what documentation is required.

Add an appeals/response option for employees (acknowledgment vs agreement).

5) Recruitment and selection defensibility (minimum qualifications, driving record standards, and disqualification criteria)

Marathon includes detailed recruitment and selection procedures (job posting contents, disqualification criteria, and a structured driving-record evaluation rubric for positions requiring travel). (Marathon Manual, Ch. 3, including "Standards for Evaluating Driving Record").

Recommendations for Wausau:

Add (or strengthen) a recruitment/selection chapter that documents: minimum qualifications, evaluation steps, interview panel standards, records retention, and disqualification criteria (e.g., falsification).

Add a driving-record standards appendix for positions requiring travel/operation of city vehicles; align to fleet safety policy and risk management.

6) Ethics, conflicts of interest, and social media

Benchmarking: the City of Milwaukee maintains a Code of Ethics and connects social media participation to ethics and conduct expectations. State of Wisconsin HR Handbook includes a dedicated Social Media chapter addressing professional communication and permanence of posted content.

Recommendations for Wausau:

Add an "Ethics & Conflicts" section (or a prominent cross-reference) covering: gifts, conflicts, outside employment, political activity on work time/equipment, confidential information, and reporting channels.

Add a social media policy (official accounts and personal use) addressing: use of city insignia, expectations of professionalism, prohibited disclosures, harassment, and discipline nexus.

Explicitly align social media and electronic communications rules to public records obligations and city transparency expectations.

7) Tighten certain city-specific operational policies to reduce subjectivity

Wausau's handbook includes operational provisions (e.g., vehicle take-home criteria; interpretation of "metro area" by the Mayor) and several repayment commitments. These can be valuable, but they create risk if terms are subjective or applied inconsistently.

Recommendations for Wausau:

Where feasible, convert subjective terms into objective standards (e.g., response-time minutes or mileage boundary rather than "metro area").

For repayment commitments, ensure consistent promissory agreement templates, payroll deduction authorizations (where permitted), and clarity about non-waiver/collectability.

Consider moving department-level operational procedures (that change often) to SOPs rather than the enterprise handbook, leaving the handbook as the governing policy layer.

Items to consider deleting or relocating (streamlining)

Without changing policy intent, the following categories are candidates to relocate from the enterprise handbook into separate SOPs, intranet pages, or department manuals to reduce revision churn and improve usability:

Highly technical IT operational details (system charges, specific application request workflows) — if Wausau intends to maintain them, consider an IT policy manual on the intranet.

Department-specific procedures (e.g., highly detailed rules that only apply to a limited subset of employees) — keep the enterprise handbook focused on universal employment terms and core conduct rules.

Lists and schedules that change frequently (pay tables, named benefit vendors, specific forms/links) — replace with links to a controlled intranet resource.

Draft language modules (ready to insert)

The following modules are recommended to be drafted/inserted during the next handbook revision cycle:

Respectful Workplace / Unwelcome Conduct (bullying + harassment + early resolution + training cadence).

Complaint Intake + Investigation Protocol (roles, documentation, confidentiality, retaliation, evidence handling).

Technology & Electronic Communications (monitoring, retention, public records, AI tools, collaboration platforms).

Performance Management (cycle, documentation, employee response, link to development).

Social Media (official + personal use).

Ethics & Conflicts (cross-reference municipal ethics code; reporting; gifts; outside employment).

Source notes (benchmark references)

Marathon County Personnel Policies & Procedures Manual – Chapter 16 “Computers, Communications and Related Technology” (Privacy and Monitoring).

Marathon County Personnel Policies & Procedures Manual – Chapter 10 “Employee Conduct” (Harassment/Bullying and Training Policy).

Marathon County Personnel Policies & Procedures Manual – Chapter 4 “Performance Appraisal Process”; Chapter 5 “Compensation” (pay philosophy).

State of Wisconsin Division of Personnel Management – Respectful Workplace resources and WI Human Resources Handbook Chapter 440 (Respectful Workplace).

City of Madison – Administrative Procedure Memorandum (APM) 3-5 and Resource Guide (harassment/discrimination/retaliation complaint process; 300-day filing window).

Dane County – Prohibition of Harassment policy.

City of Milwaukee – Social Media Policy and Code of Ethics resources.

U.S. Office of Personnel Management – Workplace violence reference material.

Appendix – Benchmark URLs

State of Wisconsin DPM – Respectful Workplace: <https://dpm.wi.gov/Pages/Employees/EEO-Unwelcome-Conduct.aspx>

WI Human Resources Handbook – Chapter 440 (Respectful Workplace):
https://dpm.wi.gov/Hand%20Book%20Chapters/WHRH_Ch_440.pdf

WI Human Resources Handbook – Chapter 480 (Social Media):
https://dpm.wi.gov/Hand%20Book%20Chapters/WHRH_Ch_480.pdf

City of Madison – APM 3-5: <https://www.cityofmadison.com/mayor/apm/3-5.pdf>

City of Madison – APM 3-5 Resource Guide: <https://www.cityofmadison.com/mayor/apm/dcr/APM3-5ResourceGuide.pdf>

Dane County – Prohibition of Harassment: <https://admin.danecounty.gov/documents/pdf/HR/Prohibition-of-Harassment.pdf>

City of Milwaukee – Employee Personal Use Social Media Policy (PDF):
<https://city.milwaukee.gov/ImageLibrary/Groups/derAuthors/Policies/SocialMediaPolicy.pdf>

City of Milwaukee – Social Media Policy landing page: <https://city.milwaukee.gov/SocialMediaPolicy>

City of Milwaukee – Code of Ethics resources: <https://city.milwaukee.gov/Ethics/Code-of-Ethics.htm>

U.S. OPM – Workplace Violence reference material (PDF): <https://www.opm.gov/policy-data-oversight/worklife/reference-materials/workplaceviolence.pdf>

ICMA – Preventing Workplace Violence: <https://icma.org/documents/preventing-workplace-violence>



January 16, 2026

Shelter Operations Duty Premium

FLSA-Compliant Expanded Duties Compensation
 Community Outreach Specialist/Professional Position

Overview

This document outlines a transparent, internally equitable and market-based methodology for calculating a duty premium to compensate the Community Outreach Specialist/Professional for expanded shelter management responsibilities. This is not a bonus based on performance or outcomes—it is FLSA-compliant compensation that renders the employee whole for documented hours spent performing additional duties beyond the original position scope.

Compensation Methodology

Rationale

The Community Outreach Specialist/Professional position was designed primarily for street outreach and community engagement work. However, operational needs have required this position to also assume shelter operations management responsibilities. Rather than permanently reclassifying the position (as duties will be redistributed April 1st), the City proposes to compensate for these additional duties through an hourly duty premium based on market differentials and established, internally aligned mechanisms.

External Market Analysis

Based on comprehensive salary research of municipal government positions and homeless services roles:

Position Type	Market Average	Source
Community Outreach Coordinator	\$50,752	PayScale
Outreach Coordinator (Government)	\$51,407	Zippia
Homeless Outreach Specialist	\$73,699	Glassdoor
Social & Community Service Managers (Bureau of Labor Statistics - National)	\$83,400	BLS 2023
Social & Community Service Managers (Bureau of Labor Statistics - Wisconsin)	\$80,450	BLS 2023
Homeless Shelter Manager	\$88,027	Salary.com
Green Bay, WI Homeless Outreach Coordinator	\$56,909 - \$61,922	City of GB

Equity Calculation

Component	Amount
BLS Shelter Manager Market Rate (Salary.com)	\$88,027.00
Current Salary (Grade 17)	\$76,668.80
Annual Market Differential	\$11,358.20
Annual Hours (Full-Time)	2,080
Hourly Premium Rate	\$5.46/hour

Internal Equity Analysis

The City's salary grade structure provides an additional methodology for determining appropriate compensation for expanded duties. The Community Outreach Specialist/Professional position is classified at Grade 17, while shelter management and supervisory responsibilities align with Grade 15 duties.

Grade / Position	Minimum	Midpoint	Maximum
Grade 17 - Outreach Professional	\$55,369.50	\$68,099.20	\$77,500.00
<i>Current Salary</i>	<i>\$76,668.80</i>	<i>96.2% of range</i>	
Grade 15 - Shelter Management	\$61,880.00	\$78,374.40	\$92,768.00
Midpoint Differential		\$10,275.20	\$4.94 / hour

Analysis: The employee's current salary of \$76,668.80 places them at 96.2% of the Grade 17 range (112.6% of midpoint). The midpoint differential between Grade 15 and Grade 17 (\$10,275.20 annually, or \$4.94/hour) represents the internal equity adjustment for shelter management responsibilities as established by the City's classification system.

Premium Calculation: Three Methodologies

The City has three defensible methodologies for calculating the shelter duty premium, each grounded in different but complementary rationales:

Methodology	Annual Differential	Hourly Premium
Method 1: Market-Based (External)	\$11,358	\$5.46
BLS Shelter Manager rate (\$88,027) minus current salary (\$76,668.80)		
Method 2: Internal Equity-Based	\$10,275	\$4.94
Grade 15 midpoint (\$78,374.40) minus Grade 17 midpoint (\$68,099.20)		

Method 3: Blended Approach	\$10,817	\$5.20
Average of Methods 1 & 2: (\$5.46 + \$4.94) ÷ 2		

Recommendation

Staff recommends using **Method 3 (Blended Approach) with the \$5.20/hour premium** for the following reasons:

- Balances external market competitiveness with internal equity principles
- Validates internal classification system while acknowledging market realities
- Demonstrates fiscal responsibility while remaining competitive
- Provides defensible rationale from both internal and external perspectives
- Falls between the most conservative (internal only) and most generous (market only) approaches

Compensation Application Scenarios

The following table illustrates how the recommended \$5.20/hour duty premium applies based on documented hours spent performing shelter operations management duties:

Hours on Shelter Duties	% of Full-Time	Calculation	Premium Amount
520	25%	520 × \$5.20	\$2,704
832	40%	832 × \$5.20	\$4,326
1,040	50%	1,040 × \$5.20	\$5,408
1,248	60%	1,248 × \$5.20	\$6,490
1,456	70%	1,456 × \$5.20	\$7,571
1,664	80%	1,664 × \$5.20	\$8,653
1,872	90%	1,872 × \$5.20	\$9,734
2,080	100%	2,080 × \$5.20	\$10,816

The actual premium amount will be determined by the documented hours spent on shelter management duties, verified by supervisor and supported by operational records.

Documentation Requirements

To ensure transparency and accountability in applying this premium, the following documentation is required:

- Detailed time logs showing hours dedicated to shelter operations management duties (distinct from core outreach responsibilities)
- Description of shelter management activities performed (staff supervision, volunteer coordination, facility operations, supply management, emergency response, etc.)

- Supervisor verification of documented hours and activities
- Reconciliation against shelter operational records (nightly staffing logs, incident reports, supply orders, etc.)

Advantages of This Approach

- **FLSA-Compliant Duty-Based Compensation:** Premium compensates for actual documented duties performed, not outcomes or performance—ensuring compliance with wage and hour law for non-exempt employees.
- **Market-Based and Defensible:** Calculation is grounded in published salary data for comparable positions, not arbitrary figures.
- **Transparent and Objective:** Simple hourly calculation that can be easily verified and explained.
- **Directly Tied to Work Performed:** Compensation correlates precisely to documented hours on shelter management duties.
- **Time-Limited:** Premium automatically ends when shelter responsibilities are reassigned on April 1st, avoiding permanent salary structure impacts.
- **Scalable to Actual Duties:** If employee worked 50% time on shelter duties, compensation reflects that. If 80%, it reflects that appropriately.
- **Creates Precedent for Future Similar Situations:** Establishes clear methodology for compensating employees who temporarily assume higher-level responsibilities.
- **Avoids Classification Complications:** No need for permanent position reclassification or salary grade changes that would complicate April transition.

Recommendation

Staff recommends approval of the hourly duty premium approach for the following reasons:

- Provides fair, market-based compensation for documented expanded duties
- Ensures FLSA compliance by compensating non-exempt employees for actual work performed, it is not a discretionary bonus
- Maintains fiscal responsibility by tying compensation directly to documented hours
- Establishes transparent, replicable methodology for similar future situations
- Automatically concludes when duties are reassigned, avoiding permanent position structure complications
- Provides clear documentation trail for audit and accountability purposes