



OFFICIAL NOTICE & AGENDA
REGULAR MEETING

MEETING: Human Resources Committee
DATE/TIME: Monday, May 11, 2026, at 4:45 PM
LOCATION: Wausau City Hall — Council Chambers
407 Grant Street, Wausau WI, 54403

MEMBERS:
Michael Martens
Lou Larson
Terry Kilian
Vicki Tierney
Andrew Wiskowski

- 1 Call to Order by the Clerk.**
- 2 Elect Chairperson and Vice Chairperson for the 2026-2028 term of the Human Resources Committee.**
- 3 Establish regular meeting date and time for the 2026-2028 term of the Human Resources Committee.**
- 4 Public comment on agenda items and reading of the City of Wausau Public Comment Statement.**
- 5 Consideration of the minutes of the preceding meeting(s).**
 - March 9, 2026 Regular Human Resources Committee Minutes**
- 6 Discussion and possible action.**
 - a. 2026 Summer Hours Program Selection**
- 7 Discussion.**
 - a. Executive Summary Report of Wausau Police & Fire Injury Prevention and Readiness Program — Advanced Tactical Medicine.**
- 8 Adjournment.**

Kody Hart, Acting City Clerk

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

DATE: May 5, 2026
TIME: 9:00 AM
POSTED BY: Human Resources



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

In accordance with the requirements of Title II of the Americans with Disabilities Act of 1990 (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 the ADA Coordinator at (715) 261-6622 or ADAServices@wausauwi.gov to discuss your accessibility needs. We ask your request be provided a minimum of 72 hours before the scheduled event or meeting. If a request is made less than 72 hours before the event the City of Wausau will make a good faith effort to accommodate your request.



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





Human Resource Committee Packet Memo

May 11, 2026

Agenda Item

Discussion and Possible Action: Summer Friday / Public Access Hours Program

Background

Human Resources requests HR Committee and City Council authorization to implement Summer Friday / Public Access Hours for the 2026 season, from Memorial Day weekend through Labor Day weekend. This proposal builds on two successful pilots (2024 and 2025), documented survey data from both residents and employees, and growing regional precedent. The proposed schedule options for 2026 include an added Tuesday evening to directly respond to residents' feedback requesting extended access at least one day per week – ensuring the same or greater total public access hours.

Fiscal Impact

None

Staff Recommendation

Adopt Summer Friday hours from Memorial Day through Labor Day, Monday, May 25th 2026 through Monday, September 7th 2026.

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

TO: HR Committee; City Council

FROM: Lisa Nowak, Director of Human Resources

DATE: 2026

RE: Summer Friday / Public Access Hours — 2026 Season Request

PURPOSE

This memorandum presents three options for the Committee’s consideration, grounded in the 2025 Customer Engagement Survey (n=268 residents) and the Employee Post-Pilot Survey (n=59 employees). The options reflect the operational reality that departments participate in summer hours differently: some embrace adjusted schedules, some require flexibility due to the nature of their work, and some must maintain standard hours due to the requirements of their function.

Marathon County implemented permanent reduced Friday hours effective January 5, 2026 (Monday–Thursday 7:30 AM–4:30 PM; Friday 7:30 AM–12:00 PM), creating a consistent service environment for residents interacting with both entities.

RESIDENT FEEDBACK — 2025 CUSTOMER ENGAGEMENT SURVEY

A resident survey conducted June–September 2025 collected 268 responses. Regarding the summer hours pilot:

- **42.9%** of respondents were supportive or very supportive of the adjusted hours.
- **35.6%** were neutral.
- **21.5%** were opposed or strongly opposed.

The most common resident request for improved access was extended hours at least one day per week (after 4:30 PM) — ranked above both keeping current hours and opening earlier. The proposed Tuesday evening extension to 6:00 PM directly responds to this feedback. Residents also cited the earlier 7:30 AM start as a benefit for those who need to visit before their own workday begins.

Resident preference for extended hours: When asked to rank three scheduling options, residents’ first choice was later availability one day per week (after 4:30 p.m.), outpacing both earlier morning hours and keeping current hours. 42.9% of respondents were supportive or very supportive of the summer hours pilot overall.

Highest-volume citizen touchpoint: Clerk/Customer Service recorded 123 citizen interactions during the study period — nearly double the next highest department (Police, 67). No other City Hall counter department came close.

ALICE call data: Of 570 ALICE calls between Memorial Day and Labor Day, 49% (282 calls) were routed to Inspections for purposes of information and assistance with forms. Inspectors have adjusted schedules to accommodate builders and citizens’ needs. Inspector’s hours will not be adjusted.

Employee scheduling preference: 43% of participating employees prefer the County model (M–Th 7:30–4:30, F 7:30–12:00). Of those who could accommodate a late evening, Tuesday was the top choice (28 employees), followed by Monday (24) and Wednesday (15).

Resident frustration with current access: Multiple open-ended survey responses cited an inability to access City Hall services while working standard daytime hours. Representative comments included: “They close before most people get off of work,” “Stay open until 6 p.m. two nights a week,” and “I work during those hours — better to have evening hours.”

SURVEY DATA — KEY FINDINGS

Resident Preference: Scheduling Options

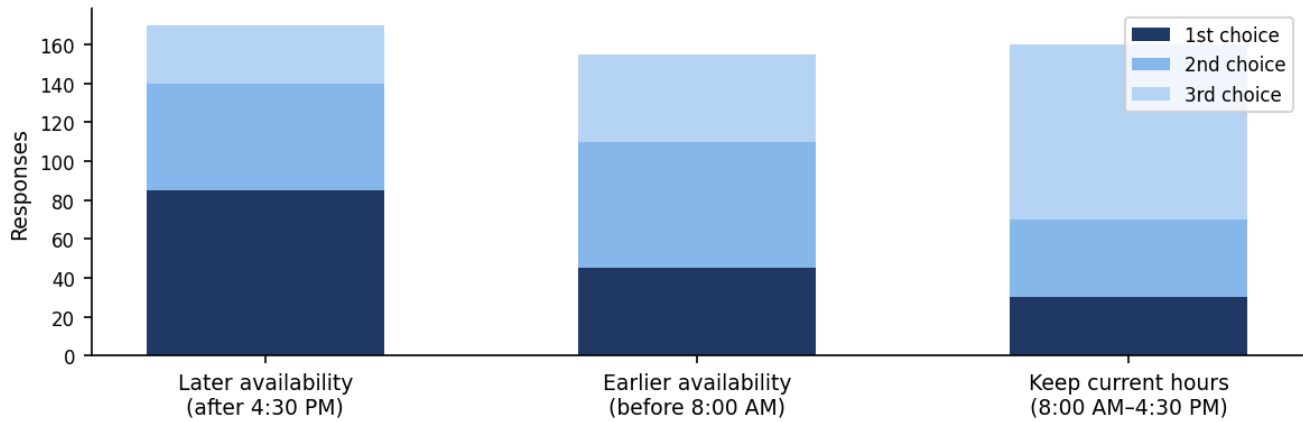


Chart 1: Resident preference for scheduling options (n=268)

Citizen Interaction Volume by Department (2025 Customer Engagement Survey)

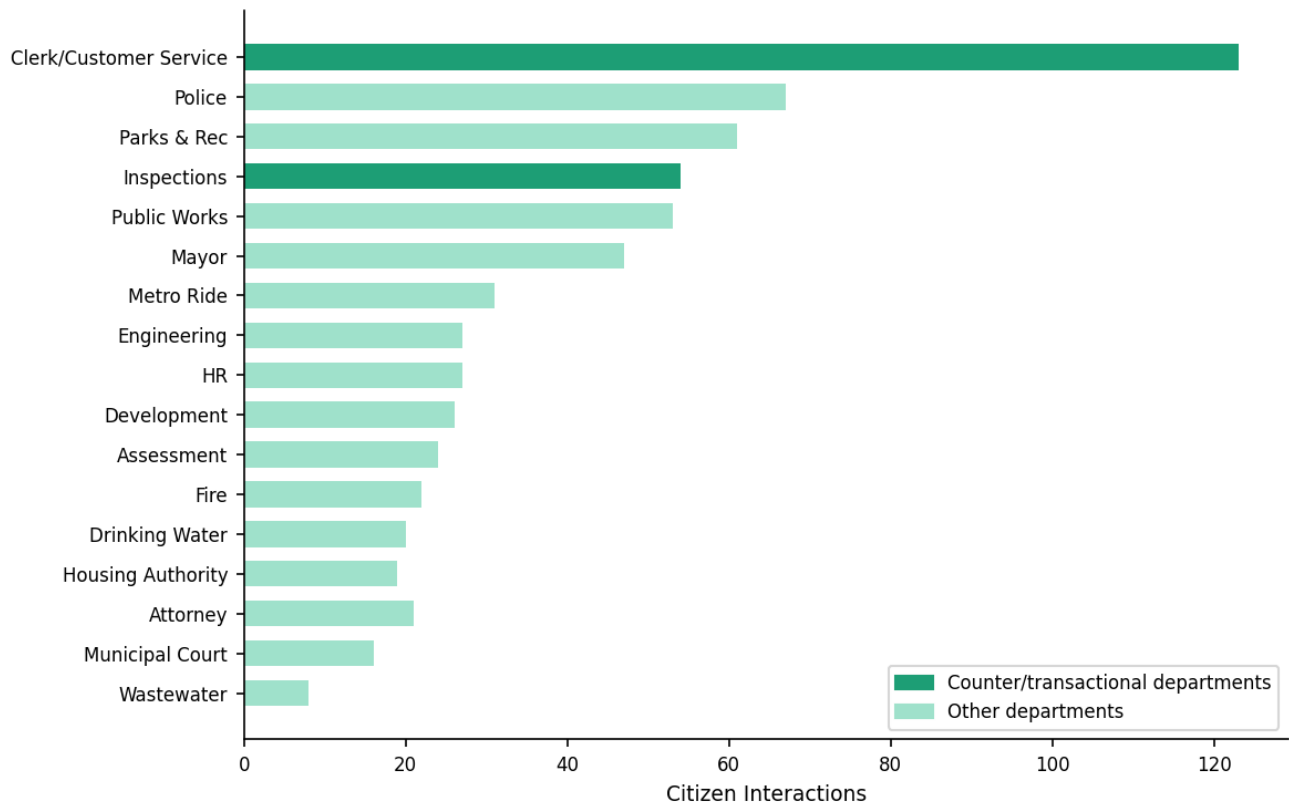


Chart 2: Citizen interaction volume by department — 2025 survey

**ALICE Call Distribution: Memorial Day - Labor Day 2025
(570 total calls)**

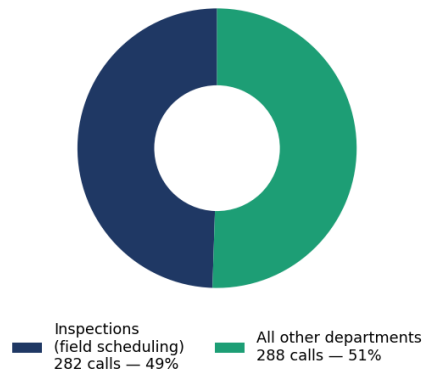


Chart 3: ALICE call distribution, Memorial Day–Labor Day 2025 (570 total calls)

OPTIONS: 2026 SUMMER PUBLIC ACCESS HOURS

The following schedule would apply to City Hall and all eligible administrative departments from the Friday of Memorial Day weekend through the Friday of Labor Day weekend:

Total weekly public access hours are listed; a Tuesday evening addition is presented along with a participation-based option. Staff will work their standard 40-hour week; no overtime is created by any schedule.

	Current schedule Standard M–F hours	2024-2025 pilot No late evening	Option A — targeted late evening Customer Svc + Inspections Admin	Option B — participation-based Departments declare in or out
Monday	8:00 AM – 4:30 PM	7:15 AM – 4:30 PM	7:30 AM – 4:30 PM	7:30 AM – 4:30 PM (participating depts)
Tuesday	8:00 AM – 4:30 PM	7:15 AM – 4:30 PM	7:30 AM – 6:00 PM ★ Customer Svc & Inspections Admin	7:30 AM – 6:00 PM ★ All participating depts
Wednesday	8:00 AM – 4:30 PM	7:15 AM – 4:30 PM	7:30 AM – 4:30 PM	7:30 AM – 4:30 PM (participating depts)
Thursday	8:00 AM – 4:30 PM	7:15 AM – 4:30 PM	7:30 AM – 4:30 PM	7:30 AM – 4:30 PM (participating depts)
Friday	8:00 AM – 4:30 PM	7:15 AM – 12:15 PM	7:30 AM – 12:30 PM	7:30 AM – 12:30 PM (participating depts)
Total weekly public hours	42.5 hrs	40.75 hrs	42.5 hrs	42.5 hrs
Evening access	<i>None</i>	<i>None</i>	*Tuesdays until 6:00 PM ★	*Tuesdays until 6:00 PM ★ scope varies by declarations

* Majority of department Directors identified Tuesday as a preferable evening

A NOTE ON DEPARTMENTAL VARIATION

Summer hours have never functioned as a uniform city-wide schedule. Departments with field operations (Public Works, Assessments, Inspections, Fire, Police) operate on schedules driven by operational need, not City Hall building hours. Parks, Metro Ride, and the Water/Wastewater facilities operate on their own operational calendars.

EMPLOYEE HOURS AND TIMEKEEPING

- Total weekly hours are unchanged. Employees work 40 hours per week.
- The Tuesday evening extension is accommodated within the standard 40-hour week through scheduling flexibility coordinated by Department Directors.
- Employees covered by collective bargaining agreements are governed by applicable CBA terms. No overtime is created by this schedule for non-exempt employees working their standard hours.
- Workday does not require alternate schedule setup. Supervisors review and approve all hours prior to payroll processing.
- Holiday weeks: employees adjust their weekly hours to accommodate 8-hour (or pro-rated) holiday pay, consistent with current practice.

PUBLIC COMMUNICATION PLAN

To ensure residents are informed of both the Friday closure and the new Tuesday evening access, the following will be distributed prior to Memorial Day 2026:

- City website: updated hours, news story, and banner
- Signage at City Hall and participating facilities
- Social media posts on City-managed platforms
- Press release emphasizing the Tuesday evening extension
- Updated Google, Bing, and phone tree hours

REQUESTED ACTION

HR Committee and City Council are asked to authorize the following:

- Approval of Summer Friday Hours for 2026 from possible options presented, from Memorial Day weekend through Labor Day weekend.
- Authorization for Human Resources to finalize department-specific scheduling, and Clerk's department to publish the public communication plan prior to Memorial Day 2026.

Customer Engagement Survey Summary Report



SUMMER HOURS PILOT 2025

Overview

The surveys were initiated in response to an HR Committee member’s request for customer and resident feedback on public-facing facility hours. Following Council approval of a second pilot for summer hours, staff were directed to gather constituent feedback on the adjusted hours at city facilities.

Goals:	<ul style="list-style-type: none">● Collect customer feedback on summer hours.● Collect employee feedback during summer hours.● Collect customer and employee opinions on level of services provided at City of Wausau.
Objective:	<ul style="list-style-type: none">● Compare customer’s opinions with employee’s opinions on the summer hours.● Compare customer’s opinions with employee’s opinions on level of service provided at city facilities or events● Compare quantitative services with qualitative services.
Action:	<ul style="list-style-type: none">● A customer engagement survey was conducted to capture feedback from customers on their experience of summer hours and on our levels of service.● A post-pilot employee survey was conducted to capture feedback from staff/employees on their experience of summer hours and their experience in providing service to the public.● Staff collected data of customer transactions & services to capture quantitative services.

Results from Customer Engagement Survey

Methodology

To allocate resources, several staff worked together in creating this survey. The survey’s 20 questions focused on:

- how customers interact with us, (i.e. method of service);
- where customers interact with us, (i.e. location);
- why customers interact with us, (e.g. paying a bill, applying for a permit/license, and etc.);
- what customers thought of our service we provided; and
- how we can do better.

Staff marketed and advertised this survey and the summer hours in many different avenues: several public announcements, posted on Facebook, posted in City of Wausau’s summer newsletter, banner

on city website, facility hours on city website, signage at every facility, updated Google hours and Bing hours, updated phone tree closing hours, QR codes and flyers at City events.

Staff offered online surveys in English and Spanish and also paper surveys at every facility in English, Spanish, and Hmong. The survey was open from June 9, 2025, and was originally scheduled to end on August 29, 2025. However, it was extended until September 9, 2025.

Participants Demographics

Total responses: **268 participants.**

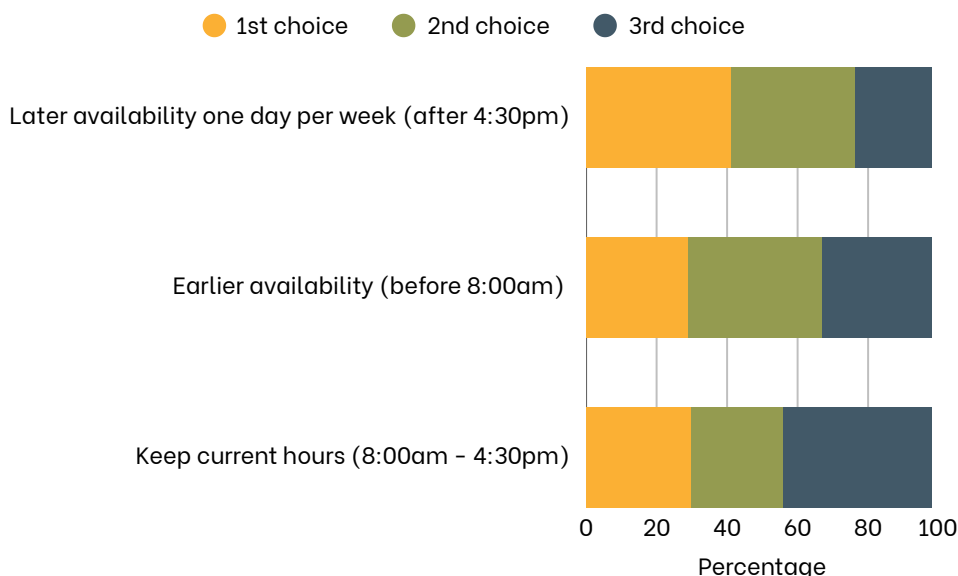
Age:	Primary Language Spoken:	Relationship to City of Wausau:
<ul style="list-style-type: none"> ● Under 18: 0% ● 18-24: 1% ● 25-44: 22% ● 45-64: 41% ● 65+: 36% 	<ul style="list-style-type: none"> ● English: 254 ● ASL: 2 ● Hmong: 1 ● Spanish: 1 ● Other: 4 ● <i>Did not answer: 6</i> 	<ul style="list-style-type: none"> ● Resident: 46% ● Property Owner: 33% ● Works in Wausau: 14% ● Visitor: 2% ● Employed by City of Wausau: 5%

Key Findings

At City Hall, the most **frequent interactions occur on Tuesday’s from 8am-12pm**, where survey participants stated that they **typically request information, report an issue, or pay a bill.**

Compared to City Hall, participants reported limited interaction with other facilities – 90% of respondents indicated they did not visit any other locations. Most **interactions occurred in person** (i.e. at a city facility), **by phone, or via email.**

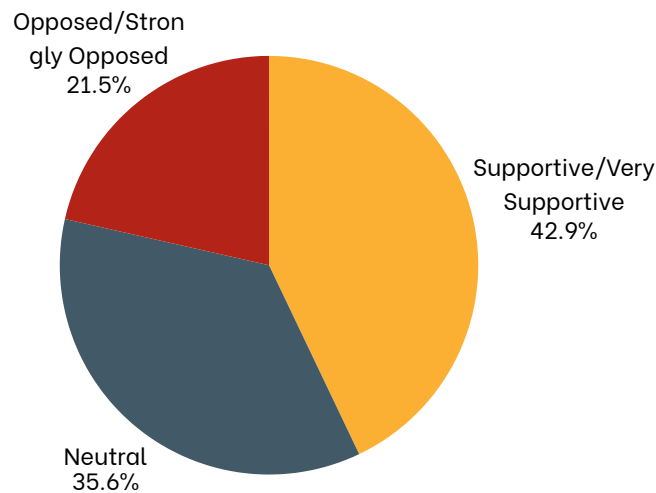
Respondents indicated that they would appreciate having **one day each week with extended hours.**



Survey participants are typically receiving information on “projects, updates, and initiatives“ from the **newsletter, the local news media, and the city website.** However, they would also **like to receive information by email, by using our City’s Facebook page, and by having more interaction in our Neighborhood Groups.**

Majority of survey participants (90% or more) were unaware of these online city services: applying for housing programs, viewing a housing loan balance, submitting a permit application, enrolling in auto pay for property taxes & water bills, and purchasing monthly parking permits.

Regarding the 2025 Summer Hours pilot, **survey participants were overwhelmingly supportive of the change in hours.**



One participating surveyor said, *“Offer more flexible office hours, such as opening earlier in the morning AND providing at least one late evening option year-round. This would make it easier for residents who work traditional business hours to access services, while still maintaining the same amount of face-to-face service time for staff and the public.”*

Results from Employee Post-Pilot Survey

Methodology

The survey consisted of **19 questions focused on several key areas**, including summer hours, interdepartmental communication, public service communication, and employee perspectives on the City of Wausau’s internal communication methods.

The survey was **distributed via email**, with a stated deadline and then a subsequent extension to encourage higher participation. **Printed copies** were also made available for employees without regular email access.

Certain employee groups did not receive the survey, including alderpersons, poll workers, emergency police personnel, and crossing guards.

Participants Demographics

Total responses: **59 of 377 employees participated** (16% response rate).

Age Group:

- 18-24: **0%**
- 25-31: **11%**
- 32-38: **13%**
- 39-45: **26%**
- 46-52: **28%**
- 53-59: **11%**
- 60+: **9%**

Years of Service:

- 0-2 years: **24%**
- 2-5 years: **27%**
- 5-7 years: **8%**
- 7-10 years: **7%**
- 10-15 years: **15%**
- 15-20 years: **5%**

- 20-25 years: **5%**
- 25-30 years: **5%**
- 30-35 years: **2%**
- 35-40 years: **0%**
- 40-45 years: **2%**

Multilingual:

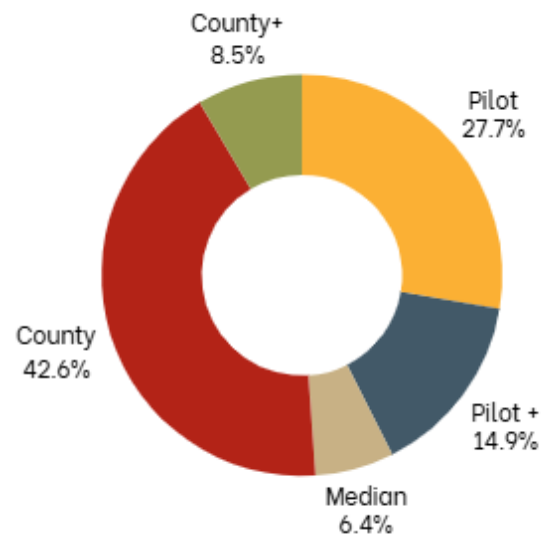
- **5 of the 59** participating employees reported being **multilingual**.
- **3 of those 5** have used their **non-English** language skills at work.

Key Findings

Of the **17 departments** surveyed, **4 did not participate**, and **5 departments** had only **one employee** complete the survey.

Of the 59 participating employees, **43% like the county’s model of public facing hours**. (*The hours reflect public-facing hours, not employee work hours.*)

Pilot (42 hours)	<u>Monday-Thursday 7:15 - 4:30,</u> <u>Friday 7:15 - 12:15</u>
Pilot+ (42.25 hrs)	<u>Monday, Tuesday, Thursday 7:15-4:30,</u> <u>Wednesday 7:15-5:30, Friday 7:15 - 11:30</u>
Median (42.25 hrs)	<u>Monday, Tuesday, Thursday 7:00-3:30,</u> <u>Wednesday 7:00-5:30, Friday 7:00 - 1:00</u>
County (40.5 hrs)	<u>Monday-Thursday 7:30-4:30,</u> <u>Friday 7:30-12</u>
County+ (42 hrs)	<u>Monday, Tuesday, Thursday 7:30-4:30,</u> <u>Wednesday 7:30-5:30, Friday 7:30 - 12:30</u>



Participating employees identified **email updates, communication from department heads, and staff meetings** as their preferred methods of receiving information about the city. Currently, participating employees stated most communication occurs through **department heads, email updates, and coworkers**.

The **top 5 departments that employees interact** with are **Inspections** (35), **Engineering & Police** (tied, 33), **Clerks/Customer Service** (32), **Fire** (31) and **Public Works** (30).

Approximately 49% received some **suggestion by the public** to have information available on the website. **Approximately 32%** received some sort of **threat** against their dept, family, or themselves.

The public suggested more information should be made available on our website.

- Yes, Always (11%)
- Yes, Most of the Time (9%)
- Sometimes (29%)
- No, Rarely (25%)
- No, Never (7%)
- Not Applicable (20%)



The public participant made threats against my department, my family, or me.

● Yes, Always (5%) ● Yes, Most of the Time (4%) ● Sometimes (23%) ● No, Rarely (20%) ● No, Never (30%)
● Not Applicable (18%)



A participating employee stated, “There are a lot of times that I feel like I am the last to know about new information regarding the city - and as an employee of the city, I feel I should be one of the first to know.”



Another one mentioned, “I understand that there will always be angry customers and constituents, but I’d like to have some mechanism on how to handle these situations.”

One employee even stated, “Great co-workers; however, the overall morale at City Hall is terrible.”

Results from Staff’s Data Reports

Methodology

Phone call data was provided by the **Information Technology (IT) Department**. Data for **ALICE calls** and **Dropbox/Mail transactions** was collected by the **Customer Service Department**.

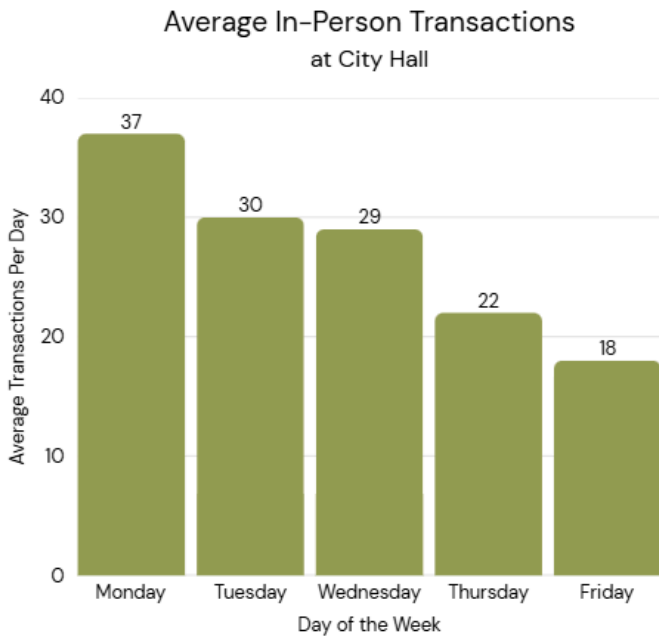
The **Customer Service Department** also recorded data for **online** and **in-person transactions**.

All **City facilities outside of City Hall** were **asked to track and report the number of individuals visiting their locations** for the duration of the study period.

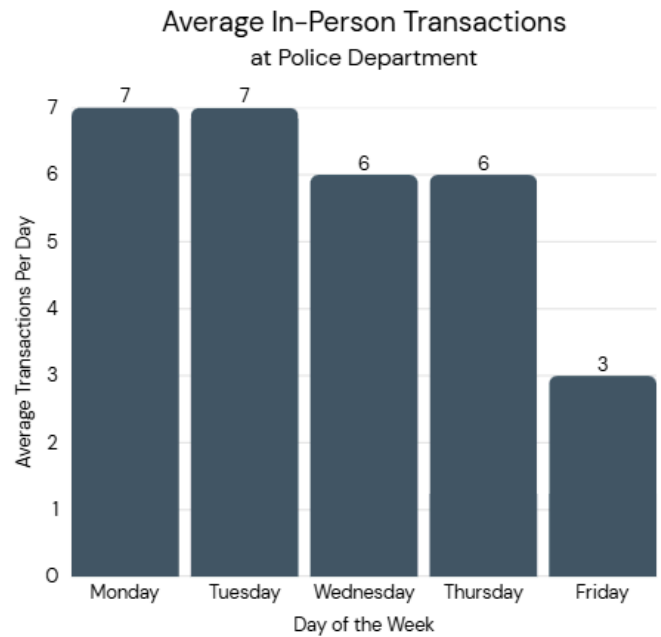
Transactions

There has been a **16% increase in online transactions** from 2023 to 2025. In 2025, autopay forms were digitized and made available on the City’s website, with printed copies distributed through the employee newsletter to encourage greater online participation.

Data shows that **Monday’s experience the highest volume of in-person transactions** with activity gradually declining throughout the week.

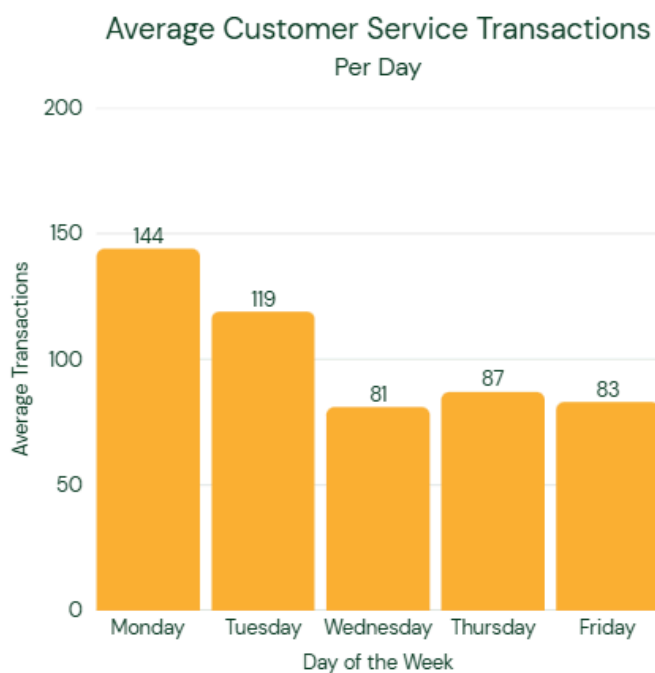


47%
Decrease in In-Person Transactions Monday to Friday at Customer Service.



69%
Decrease in In-Person Transactions Monday to Friday at Police Department

Approximately **45% of all Customer Service transactions are received via mail or drop box**, demonstrating that a significant portion of customers continue to utilize these alternative payment methods.

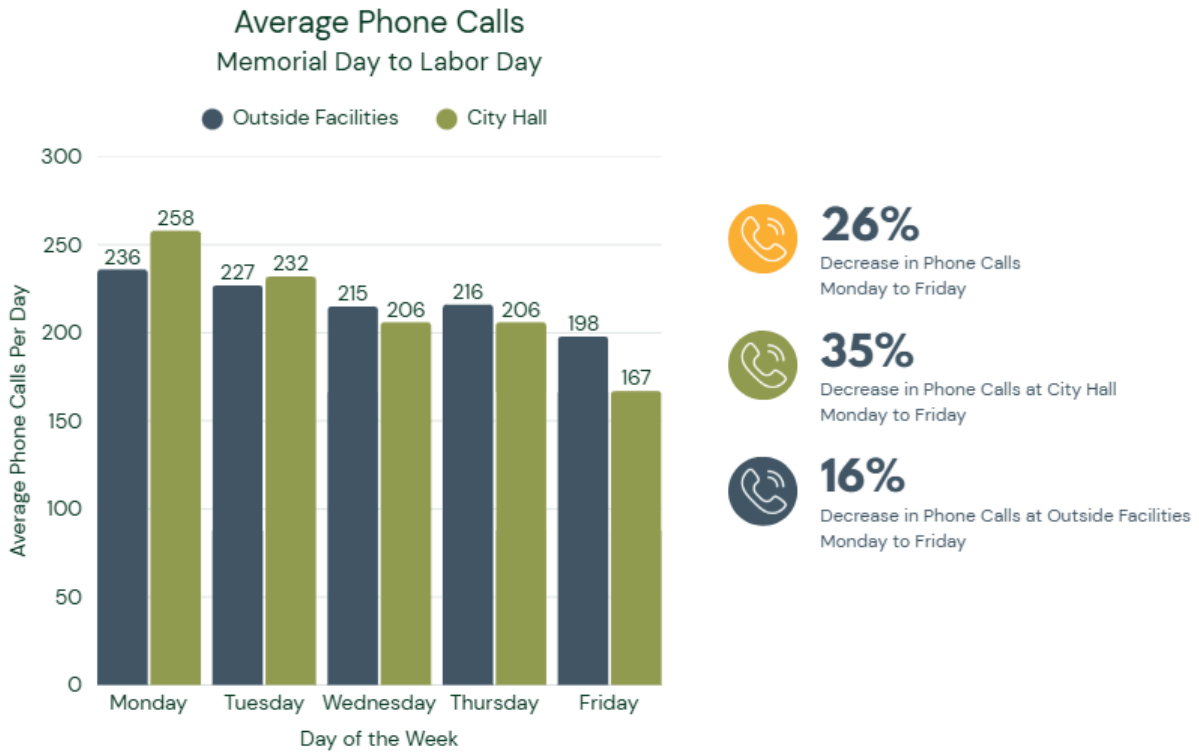


61%
Decrease in Customer Service Transactions Monday to Friday

Comparable data for non-summer hours is not available, making it difficult to assess seasonal impacts on transaction volume. Additionally, **summer hours have varied over the past three years**, further limiting direct comparisons.

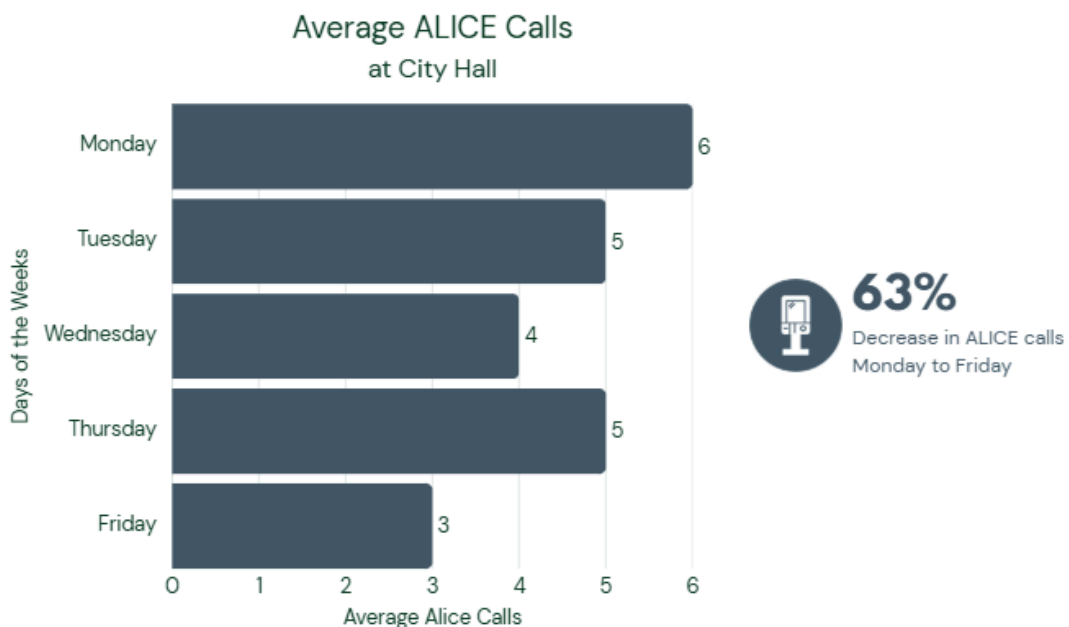
Customer Service

From Monday to Friday, the **average call volume shows a noticeable difference between the start and end of the week** during summer hours.



There were **734 ALICE calls** during the 70 days prior to Memorial Day, compared to **402 ALICE calls** in the 70 days following Memorial Day – representing a **45% decrease** in call volume during the summer months.

Between Memorial Day and Labor Day, **282 of the 570 ALICE calls (49%)** were directed to the **Inspections Department**, indicating this department accounts for nearly half of all ALICE activity during this period.



The **Police Department provided weekly averages for in-person interactions**; however, other facilities did not provide data on walk-ins or appointments.

ALICE was implemented in mid-October 2024, resulting in limited data availability for long-term trend analysis.

Key Findings

There is **no prior-year data available** for comparison. **ALICE** has been operational for **less than one year**. **Data collection was limited** to City Hall and the Police Department; no data was provided from other facilities. During the summer months, the **available data indicates a decline in activity toward the end of the week**. The **existing data reflects an increase in online transactions**.



Things to note: Many participants in the customer engagement survey expressed their displeasure with their experience in using ALICE kiosk. There were no positive comments regarding it.

Recommendations

Plan and Distribute Newsletters

Continue planning and distributing newsletters to share updates, highlight key initiatives, and promote engagement across departments. This will strengthen communication and enhance the City's visibility and connection with the community.

Provide Consistent and Clear Communication of Public-Facing Facility Hours

Standardize or – at minimum – communicate public-facing hours for all city facilities. This will reduce confusion among community members and improve overall accessibility and consistency of service. *(Note: This refers to public hours, not employee work schedules.)*

Enhance Phone Tree and Call Routing Across Departments

Review and improve the phone tree system for all departmental main lines to ensure efficient call triage and customer service. This will streamline communication, reduce call transfers, and enhance the customer experience.

Implement a Year-Long Customer/Constituent Survey *(Fiscal Impact: \$0)*

Conduct an ongoing survey throughout the year to gather seasonal feedback from customers and constituents. This will provide valuable insight into shifting needs and preferences, supporting data-driven decision-making and continuous service improvement.

Conduct an Employee Engagement and Morale Survey *(Fiscal Impact: \$0)*

Develop and distribute a survey focused on employee engagement and workplace morale. Results will inform leadership on areas of strength and opportunities for improvement, ultimately supporting retention, satisfaction, and productivity.



Executive Summary: Wausau Police & Fire Injury Prevention and Readiness Program

Program Overview:

Since 2016, with the Wausau Fire Department, and in 2020, with the Wausau Police Department, the City has implemented an on-site injury-prevention and early-access care program designed to keep public safety employees healthy and ready to serve the community. The program focuses on identifying and addressing physical issues early, supporting recovery, and reducing the risk of injuries becoming more serious.

What the Program Does:

The program provides direct, on-site access to a musculoskeletal care professional who works alongside firefighters and police officers. Services include early injury assessment, job-specific movement support, strength and conditioning guidance, ergonomic and equipment support, and education focused on injury prevention and wellness. Rather than waiting until an injury requires time off or formal claims, employees are encouraged to seek care early when discomfort or movement limitations first appear.

Key Trends Observed Over Time:

- Most employee visits occur **before** injuries become serious or work-restricting
- The most common physical stress areas are the lower back, knees, shoulders, and hands
- Use of early access care has increased steadily as trust and awareness of the program have grown
- Serious or prolonged injury cases are less frequent when early care and follow-up are available

These trends have remained consistent across multiple years and both departments, demonstrating sustainable and repeatable outcomes.

Impact on Employees and Operations:

- Firefighters and officers stay on the job more consistently
- Fewer injuries progress to long-term disability or extended time away from work
- Employees report improved confidence in managing the physical demands of their roles
- Supervisors experience fewer disruptions related to unexpected absences

The program supports not only physical health, but also job readiness, morale, and long-term career sustainability for public safety personnel.

Community and Taxpayers impact:

For the community, this program supports reliable emergency response and responsible use of public resources. When firefighters and police officers remain healthy and available:

- Emergency services remain fully staffed and responsive
- Overtime and backfill demands are reduced
- The City demonstrates a proactive approach to caring for its workforce

Program Focus Moving Forward

This year, we will refresh our education, focusing on movement quality, sleep, recovery, and begin tracking long-term changes in behavior and physical function.

Over the past year, elements of the Fire Dept. recruit training and physical readiness approach have been introduced to the Police Dept. While measurable outcomes are still developing, this alignment establishes a shared foundation for public safety readiness and supports future evaluation of long-term impact.