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**To:** Mayor Smith and Members of City Council  
**From:** Aaron Jenson, City Administrator  
**Date:** 10/22/19  
**Re:** Personnel Plan for Community and Economic Development: 2020 - 2023

**Background:** Over the past year there have been a number of moving parts (personnel) in the Community and Economic Development Office. These moving parts have resulted in staff shifting and balancing different tasks to ensure the department's responsibilities are accomplished.

**April 2, 2019:** This marked previous Director of Community and Economic Development, Brennan Kane's, last day of work with the city of Waupaca. This resulted in the City Administrator, Henry Veleker, acting as the direct department head for the interim.

**April 17, 2019:** Andrew Dane was brought on board to provide assistance with day to day operations. Andrew's time in the office is limited to Tuesday's and Thursday's.

**July 1, 2019:** City Administrator and direct department head for the Community and Economic Development Department, Henry Veleker, retired.

**September 3, 2019:** The City Administrator position was filled. This position is now structured to provide the direct oversight and leadership for the Community and Economic Development Department.

As it stands today, the department currently has two full time and two-part time positions. The positions are outlined below.

Community Development Specialist:	Full Time	\$23.07 per hour
Code Compliance Officer:	Full Time	\$17.17 per hour
Building Inspector:	Part Time (15 Hours Per Week)	\$51 per hour
Planning Assistance (No formal job description):	Part Time (16 Hours Per Week)	\$50 per hour

**Summary:** As we plan for the personnel needs in this department it was important to develop a plan that stretches over several years. As we developed this plan we prioritized the following:

- Optimizing production for the organization.
- Provide a structure that supports employee growth and stability over time.
- Keeping the department budget flat with no proposed increases in overall personnel wages from 2019-2023



A number of factors were considered when putting together the four-year plan. Below is insight into what we would like to accomplish within each position.

- 1. Community Development Specialist:** This position is currently held by Ronda Rollins. Ronda has been an employee within the department for over 25 years and has a wealth of knowledge and historical perspective across all areas dealing with planning, zoning, permits, processes and GIS capabilities. This wide array of knowledge has resulted in Ronda being a “catch-all” within the department during this time of personnel change. The “Scope of Work” section in this job description reads, “This position provides internal and external services in support of the Planning and Development Office and the Department of Public Works, with an emphasis on utilizing Geographic Information Systems (GIS) capabilities in support of that work. If utilized, GIS capabilities will be an asset to all our departments within the City. Currently, this position is unable to accomplish any of this work within a 40-hour work week. Our plan prioritizes freeing up time so this position is able focus on GIS capabilities which will benefit many, if not all, of the departments within the organization.
- 2. Code Compliance Officer:** This position is currently held by Elisabeth Holzwarth. This position is responsible for technical and field investigation work involving the monitoring and enforcement of the City’s Code Compliance Program. Responsibilities include conducting field investigations involving violations of municipal codes, ordinances and regulations, reporting on and tracking violations and enforcement of activities and assisting residents with compliance.

Elisabeth is in the process of obtaining Building Inspection Certifications and just obtained her Uniform Dwelling Code Building (UDC) and UDC HVAC certifications earlier this month. Below is a timeline in which Elisabeth plans to obtain additional certifications.

UDC Building (Obtained):	October 2019
UDC HVAC (Obtained):	October 2019
UDC Electrical:	Spring, 2019
UDC Plumbing:	Summer, 2020
Commercial Building/HVAC:	2021-22

With Elisabeth now having her UDC Building and UDC HVAC certifications she will be able to perform about 65% of all building inspections. When comparing job descriptions with other communities, these two certifications would suggest the need for a job reclassification. Our organization is in a great position to groom Elisabeth to eventually take over full time building inspector duties. With Jane Drager currently administering these duties and Elisabeth going through training and certifications, the plan is to phase duties from Jane to Elisabeth as certifications are obtained. In turn, Jane’s responsibilities will slowly taper off. As you can see on the timeline below, Jane will still be needed in some capacity between now and 2023. As Elisabeth obtains certifications and increases project volume related to building inspection, periodic raises would be proposed with the final pay increase being scheduled after obtaining her Commercial Inspection License in 2022.



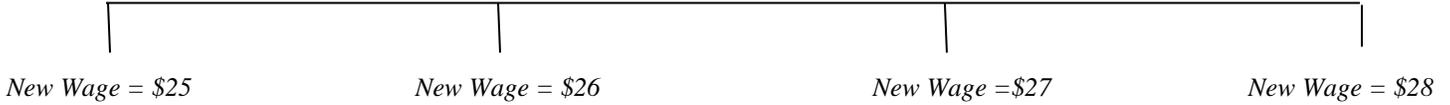
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UDC Bldg. & HVAC  
 (Jan 1, 2020)

UDC Elec.  
 (Sept 1, 2020)

UDC Plumb  
 (July 1, 2021)

Commercial  
 (2022)



Throughout this timeline, Elisabeth would receive any cost of living increases that other employees may receive at the first of each year. All pay proposed pay increases are tied to obtaining certifications and not automatically granted on a timeline basis. At the end of this wage scale, Elisabeth’s hourly wage would be equal to \$58,240 per year. When adding cost of living increases, this position could reasonably expect to be paid anywhere between \$58,240 and \$63,000 in 2022. I am proosing these pay wages based off data from a 2018 survey conducted by the *Building Inspectors Association of Northeast Wisconsin*. The data for communities our size is shown in the chart below.

Population	Yrs Experience	UDC Credentials Held:	Commercial Credentials	Management Positions	Salary
5,000 to 10,000	20+	Building,Electrical,Plumbing,HVAC	Building,Plumbing	Department Head	76
5,000 to 10,000	10-15	Building,Electrical,Plumbing,HVAC	Building	Department Head	73
5,000 to 10,000	10-15	Building,Electrical,Plumbing,HVAC		Department Head	57
5,000 to 10,000	5-10	Building,Electrical,Plumbing,HVAC	Plumbing	Department Head	69
5,000 to 10,000	5-10	Building,Electrical,Plumbing,HVAC		Department Head	60
5,000 to 10,000	0-5	Building,Electrical,Plumbing,HVAC		Other	52
5,000 to 10,000	0-5	Building,HVAC		Other	48
5,000 to 10,000	10-15	Building,Electrical,Plumbing,HVAC	Building	Other	63
5,000 to 10,000	10-15	Building,Electrical,Plumbing,HVAC	Building,Electrical,Plumbing	Other	62
5,000 to 10,000	20+	Building,Electrical,Plumbing,HVAC	Building	Supervisor	59
5,000 to 10,000	15-20	Building,Electrical,Plumbing,HVAC	Building	Supervisor	71
5,000 to 10,000	10-15	Building,Electrical,Plumbing,HVAC	Building		89

Elisabeth’s job title and subsequent job description would change from *Code Enforcement Officer* to *Code Enforcement Officer & Building Inspector* beginning on January 1, 2020.

- Building Inspector:** This position is currently held by Jane Drager and is a two day per week position that fluctuates between 15-20 hours per week at a pay rate of \$51 per hour. As stated in the previous section, Jane will continue to stay on-board in a reduced capacity to mentor Elisabeth as well as complete all building inspections that Elisabeth does not yet have certifications for. Our 3-year budget plan keeps Jane in the organization to review commercial properties and approve plans at a state level until Elisabeth obtains her commercial inspection license. Jane’s ability to approve plans at a state level is an advantage for the City and its developers as projects can move forward 2-4 months’ sooner than in cities without this delegation. In addition to expedited project timelines, the City collects additional revenue for these approvals. Jane has expressed interest in working for cities in this capacity for another 5 years.



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4. **Planner:** This position is currently held by Andrew Dane. This is a two day per week position (16 hours) and is paid at an hourly rate of \$50 per hour. Andrew started his employment with the City on April 17<sup>th</sup>, 2019 and was hired to assist with planning and day-to-day operations in the absence of an Economic Development Director which had been vacated earlier that month. Andrew has been a great resource for the department and brings a good perspective from his past work both in community development and consulting work.

In 2020, the vast majority if not all of Andrew's time will be spent leading the update of the City's Comprehensive Plan. He will work in conjunction with Jeffrey Sanders to accomplish the Comprehensive Plan Update in parallel with a Zoning Code Update. Andrew's planning background and past work experiences make him a great fit for leading this project.

While we value all of Andrew's assets, I believe that the department and overall organization will be best served looking to hire a full time City Planner that can be here daily to work through much of the site plan reviews, permitting processes and zoning inquiries. The full time City Planner position would replace Andrew upon the completion of the Comprehensive Plan and Zoning Code updates. A City Planner that is here 5 days per week will help streamline communication between developers and residents and allow our Community Development Specialist (Ronda) to shift more of her focus to GIS duties which is a point of emphasis within her job description. Our budget can support hiring a full time City Planner in June of 2020. This would accomplish keeping the budgeted wages within the department flat from 2019-2023. I will work with East Central Planning, the Wisconsin League of Municipalities to determine an appropriate hiring range. At this time for planning purposes, I am budgeting \$60,000 for this position.

I have attached a budget worksheet that illustrates budget impacts from the moving parts outlined within this memo.

**Recommendation: Recommend approval of the 2020 Community and Economic Development Department Budget as the first year of a multiyear personnel plan.** If you have any questions, please feel free to call or email me at any time.

<u>Acct No</u>	<u>Account Description</u>	<u>Budget Kathy Request 2020</u>	<u>Budget AJ Expected Expenditures 2020</u>	<u>Budget AJ Request 2021</u>	<u>Budget AJ Request 2022</u>	<u>Budget AJ Request 2023</u>	<u>Increase (Decrease) Budget</u>	<u>Increase (Decrease) %</u>
<b>COMMUNITY DEVELOPMENT</b>								
100-51521	COMM DEV: WAGES	158,366	136,334	171,505	173,585	175,665	8,823	5.90%
100-51521	COMM DEV : PT WAGES	38,975	59,000	27,000	25,000	22,000	325	0.84%
100-51521	COMM DEV : SOCIAL SECURITY	15,097	14,943	15,186	15,192	15,121	700	4.86%
100-51521	COMM DEV : RETIREMENT (R)	10,690	9,203	11,577	11,717	11,857	895	9.14%
100-51521	COMM DEV : GRP HLTH INS	23,493	23,493	23,493	23,493	23,493	0	0.00%
100-51521	COMM DEV : LIFE INS	327	337	337	337	337	0	0.00%
100-51521	COMM DEV : INC PROTECT	905	905	905	905	905	0	0.00%
100-51521	COMM DEV : ADM CHRG W&S	-	-	-	-	-	0	0.00%
100-51521	COMM DEV : ADMIN CHARGE TIF	-	-	-	-	-	0	0.00%
100-51521	COMM DEV: TRAINING	4,000	4,000	4,000	4,000	4,000	0	0.00%
100-51521	COMM DEV: TELEPHONE	1,200	1,200	1,200	1,200	1,200	0	0.00%
100-51521	COMM DEV : MAINT OF EQUIP	4,500	1,500	1,500	1,500	1,500	0	0.00%
100-51521	COMM DEV: PROF SERVICES	1,500	1,500	1,500	1,500	1,500	0	0.00%
100-51521	COMM DEV: CONTRACT SERVICES	24,400	24,400	24,400	24,400	24,400	0	0.00%
100-51521	COMM DEV: COMMUNITY PROMOTIONS	-	-	-	-	-	0	0.00%
100-51521	COMM DEV: MEMBERSHIP & DUES	7,000	7,000	7,000	7,000	7,000	0	0.00%
100-51521	COMM DEV-MANUFACTURING FEE	3,417	3,417	3,417	3,417	3,417	342	11.12%
100-51521	COMM DEV: CAR/PHONE ALLOW	6,250	6,250	6,250	6,250	6,250	1,150	22.55%
100-51521	COMM DEV: SOFTWARE	15,000	15,000	15,000	15,000	15,000	0	0.00%
100-51521	COMM DEV: SUPPLIES	1,500	1,500	1,500	1,500	1,500	0	0.00%
			-	-	-	-		
	<b>COMMUNITY DEVELOPMENT</b>	<b>316,620</b>	<b>309,982</b>	<b>315,770</b>	<b>315,996</b>	<b>315,145</b>	<b>12,342</b>	<b>4.06%</b>

\*Hire FT Planner in June

\*Andrew (Special Project - Comp Plan)

\*Elisabeth reclassification (\$25 per hour)

\*Jane to 10 hours per week

\*Remove part time Planner

\*Full year with FT Planner

\*Elisabeth pay increase (\$26 per hour)

\*Ronda working more GIS

\*Elisabeth pay increase (\$27 per hour)

\*Full Time Planner

\*Code Enforcement/Building Inspector (\$28 per hour)

\*Jane on 8 hours per week