



# City of Appleton

100 North Appleton Street  
Appleton, WI 54911-4799  
www.appleton.org

## Meeting Agenda - Final

### Human Resources & Information Technology Committee

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Wednesday, December 11, 2024

6:30 PM

Council Chambers, 6th Floor

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1. Call meeting to order
2. Pledge of Allegiance
3. Roll call of membership
4. Approval of minutes from previous meeting

[24-1544](#) Minutes 10/23/24.

**Attachments:** [Minutes 10.23.24.pdf](#)

#### 5. Public Hearing/Appearances

#### 6. Action Items

[24-1545](#) Approval to Over Hire for the Deputy Director Human Resources Position.

**Attachments:** [Over Hire HR Deputy Director.pdf](#)

[24-1546](#) Approval to hire CP2 Consulting for the City of Appleton Strategic Guide Facilitation Services.

**Attachments:** [Strategic Planning RFP Memo.pdf](#)  
[CP2 Strategic Plan Proposal.pdf](#)

#### 7. Information Items

[24-1547](#) General Safety Policy Update.

**Attachments:** [General Safety Policy S&B 2024.pdf](#)  
[Ergonomics Policy S&B.pdf](#)

[24-1548](#) Accident and Incident Reporting Investigation Policy Update.

**Attachments:** [Accident and Incident Reporting Investigation Policy SB 2024.pdf](#)

[24-1549](#) Recruitment Status Report through 12/4/24.

**Attachments:** [RSR 120424.pdf](#)

8. Adjournment

*Notice is hereby given that a quorum of the Common Council may be present during this meeting, although no Council action will be taken.*

*Reasonable Accommodations for Persons with Disabilities will be made upon Request and if Feasible.*

*For questions on the agenda, contact Vanessa Calder 920-832-6458.*



# City of Appleton

100 North Appleton Street  
Appleton, WI 54911-4799  
www.appleton.org

## Meeting Minutes Human Resources & Information Technology Committee

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Wednesday, October 23, 2024

6:30 PM

Council Chambers, 6th Floor

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1. Call meeting to order

2. Pledge of Allegiance

3. Roll call of membership

**Present:** 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

4. Approval of minutes from previous meeting

[24-1301](#)

Minutes 9/25/24.

**Attachments:** [Minutes 9.25.24.pdf](#)

**This Minutes was approved**

**Aye:** 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

5. **Public Hearing/Appearances**

6. **Action Items**

[24-1303](#)

Request to Approve Hiring of the Matrix Consulting Group to Complete an Organizational and Workload Study for the Appleton Police Department.

**Attachments:** [Memo to committee and council final.pdf](#)

[Matrix Proposal.pdf](#)

**Croatt moved, seconded by Van Zeeland, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:**

**Aye:** 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

[24-1353](#)

Request to Approve Fringe Benefit Policy Update to Page 6.

**Attachments:** [Fringe Benefit Policy 10.2024.pdf](#)

**Croatt moved, seconded by Hartzheim, that the Report Action Item be recommended for approval. Roll Call. Motion carried by the following vote:**

**Aye:** 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim

## 7. Information Items

[24-1378](#) 2025 Information Technology Budget.

**Attachments:** [2025 Information Technology.pdf](#)  
[2025 IT Capital Projects Fund.pdf](#)

**This Presentation was received and filed**

[24-1379](#) 2025 Human Resources Budget.

**Attachments:** [2025 Human Resources Final.pdf](#)

**This Presentation was received and filed**

[24-1304](#) Recruitment Status Report through 10/16/24.

**Attachments:** [RSR 101624.pdf](#)

**This Presentation was received and filed**

## 8. Adjournment

**Hartzheim moved, seconded by Croatt, that the meeting be adjourned. Roll Call. Motion carried by the following vote:**

**Aye:** 5 - Jones, Van Zeeland, Hayden, Croatt and Hartzheim



# CITY OF APPLETON

## MEMORANDUM

**Date:** December 4, 2024

**To:** Chairperson Jones, Members of the Human Resources/Information Technology Committee, and Appleton Common Council Members

**From:** Jay Ratchman, Human Resources Director

**Subject:** Deputy Director Human Resources Over Hire Request

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Our current Deputy Director Human Resources, Kim Kamp, has announced her planned retirement, effective March 10, 2025. This position is critical to our department in the areas of supervision, compliance, compensation administration, and employee relations.

I am requesting your authorization to over hire the position of Deputy Director Human Resources for up to four weeks. This proactive approach will ensure a seamless transition of responsibilities and continued operational efficiency.

To address this upcoming vacancy effectively, I propose hiring a replacement before the incumbent departs. This over hire would allow for:

- 1. Knowledge Transfer and Training:**  
A transitional overlap will provide the incoming hire sufficient time to shadow the outgoing employee, ensuring the transfer of institutional knowledge, skills, and processes critical to the role.
- 2. Continuity of Operations:**  
Avoiding a staffing gap in this role will help maintain uninterrupted service delivery and ensure ongoing projects or responsibilities are not delayed.
- 3. Recruitment and Onboarding Efficiencies:**  
Securing a new hire in advance will enable proper onboarding, minimizing potential disruptions caused by a rushed hiring process.

We posted this upcoming vacancy starting on December 2, 2024, with an application deadline date of December 15, 2024. Our anticipated start date for the new Deputy Director Human Resources is February 10, 2025. Costs associated with this over hire are anticipated to be \$11,254 (this includes salary and fringe benefits). This additional cost will be taken from vacant salary dollars that have been budgeted for.

Thank you for considering this important request.



# CITY OF APPLETON

## MEMORANDUM

**Date:** December 4, 2024

**To:** Chairperson Jones, Members of the Human Resources/Information Technology Committee, and Appleton Common Council Members

**From:** Jay Ratchman, Human Resources Director

**Subject:** City of Appleton Strategic Guide Facilitation Services

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Following the completion of the Request for Proposal (RFP) process, we have carefully evaluated the submissions from several qualified firms to lead the strategic planning process for City of Appleton. Based on a thorough review, we are recommending CP2 Consulting to facilitate this critical initiative.

The RFP process was conducted in accordance with established guidelines, ensuring transparency and fairness. Proposals were assessed against the following criteria:

1. **Experience and Qualifications:** Demonstrated success in strategic planning for organizations similar to ours.
2. **Proposed Approach:** A clear, customized methodology that aligned with our goals and challenges.
3. **Cost and Value:** Alignment with budgetary constraints while offering maximum value.
4. **References:** Strong endorsements from previous clients.

The selection committee reviewed proposals and interviews were held with finalist.

The cost bid from CP2 is \$44,200, with a travel allowance of up to \$5,000 (the average cost for bids received were \$63,300, with an average travel allowance up to \$6,250). Funding of \$45,000 from existing ARPA funds were designated and approved for this project by the Common Council on August 21, 2024. We believe the total costs, with travel, for this project can be managed within the total funded amount approved by the Common Council. If not, we will use existing funds from the organizational development budget.

If approved, we look to engage CP2 right away. The timeline and additional details can be found in the enclosed proposal.

Thank you for your consideration for this request.

# City of Appleton

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## Proposal for Comprehensive Strategic Guide Services



**November 2024**

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Prepared by: CP2 Consulting

November 1, 2024

Melody Lewis, Staff Development & Training Coordinator  
Vanessa Calder  
City of Appleton, WI

RE: Comprehensive Strategic Guide Proposal

Dear Melody Lewis and Vanessa Calder,

CP2 Consulting is pleased to submit our proposal to assist the City with Strategic Guide Facilitation services. The following approach/framework specifically addresses the organization's desired outcomes as we understand them. The following proposal outlines how CP2 Consulting can address the following needs:

- Review internal and external data sources and supplement data with additional information including interviews and focus groups to develop a comprehensive understanding of the operating environment;
- Facilitate the development of the organization's persona, mission, vision, and values to set organizational priorities and the City's overall strategic direction with the City Leadership Team;
- Facilitate a strategic guide workshop, including SWOT analysis, with the City's Leadership Team to develop short-term and long-term organizational goals that can be monitored;
- Facilitate an implementation strategy to deliver progress reports on organizational goals and initiatives;
- Provide a final summary report of the strategic guide process and outcomes.

As the attached proposal reflects, we have considerable experience facilitating strategic guide/planning and implementation process like the one envisioned for City of Appleton. CP2 Consulting specializes in serving public sector clients. I will be the one of two consultants for this project, and my career has been focused on roles either in local government or nonprofits, including as the former Executive Director of the Wisconsin City County Management Association. My Master of Public Administration (MPA) degree includes a specialization in public leadership and strategic management, and I hold a certification in Strategic Planning endorsed by George Washington University and the Baldrige Foundation. Winnie Frankel, who will also be working on this project, has a Master of Social Work (MSW) degree, a Clinical License (LCSW,) as well as a bachelor's degree in organizational communication and political science. Her career has focused on facilitating understanding and organizational consensus in public, professional, and academic settings. The CP2 Consulting team has a long-standing commitment to strategic thinking, cultivating leadership, transparent practices, and measurable results.

Thank you for the opportunity to provide these services to the City of Appleton.

Sincerely,



Cory Poris Plasch, President/CEO  
CP2 Consulting, Inc.



# Project Approach

Strategic planning, at its core, is establishing a clear direction forward for the organization in alignment with its mission and core values.

The CP2 Consulting strategic planning methodology is based upon leading practices in strategic planning, refined and continually updated based upon industry trends and knowledge gained through client engagements. Organizational culture is a key component in meeting strategic goals, and we employ and promote strategies to create a Learning Culture, where growth, curiosity and authenticity prevail. Our methodology is comprehensive and thorough, while remaining flexible enough to meet the specific needs of our clients.

In the following proposal, CP2 Consulting recommends a multi-phased, participative format to engage City leadership and staff to shape the desired future direction of the City.

## Phase 1: Strategic Guide Development

### Phase 1A: Project Launch

This phase involves project start-up activities, including:

1. Project review meetings with key City project staff to confirm the scope of work and expected outcomes;
2. Provide an overview of the strategic planning/strategic guide process;
3. Review history and current fit of mission, vision and values of the organization and determine the extent of needed adjustments;
4. Identify and confirm internal stakeholder involvement and the overall environmental scanning process elements; and,
5. Discuss current organizational culture.

The purpose of this phase is to confirm the overall project scope and intended outcomes and make any necessary refinement to the project guide and budget.

### Phase 1B: Stakeholder Engagement

Stakeholder engagement is a key component of the strategic planning effort as it allows you to understand your organization from a variety of perspectives.

- Internal stakeholders—refers to individuals or groups who are within the organization by virtue of being elected to or employed/appointed by the organization, including employees at all levels. Internal stakeholders are essential to successful implementation of the strategic plan and their input should be considered and incorporated into the strategic planning process.
- External stakeholders—refers to individuals or groups who are outside the organization but are impacted by the actions of the organization and the quality of life in the community. These include, but are not limited to, businesses, neighborhoods, residents of all ages, historically underrepresented populations, special interest groups, and other taxing jurisdictions.

There are two avenues proposed for collecting original stakeholder feedback specific to this project, including:

- **Invitational Focus groups.** These groups are facilitated by the consulting team with groups identified and invited by the client. The sessions run approximately 90 minutes and consist of ten to 12 individuals from each of the selected stakeholder groups. Groups can be either internal or external stakeholders. While some information may be gathered during the Comprehensive Plan data collection process, it is often helpful to have a more thorough understanding of internal operations and strategic opportunities for the organization through dedicated employee focus groups. Additionally, direct stakeholder engagement helps to build buy-in for the strategic guide process, an important consideration for successful implementation. *For this project, at least three focus groups are recommended, two consisting of city staff in front line positions and another consisting of supervisors and middle management.*
  
- **Measure Gallery.** See Phase 1D below.

It is anticipated that the majority of the external stakeholder data will come from existing sources and the data being generated through the Comprehensive Plan process.

Both proposed stakeholder engagement activities include:

1. Discussion and finalization of methods to be used (e.g., focus groups – number and types, audience for Measure Gallery, etc.).
2. Facilitation of the process with selected approaches.
3. Summarization and presentation of results derived from the raw data.

*It is the responsibility of the City to secure any facilities or meeting rooms as well as coordinate invites needed for stakeholder engagement. The City will coordinate with CP2 Consulting for room arrangements/set-up, participant list, and refreshments for all workshops and project sessions. The City should check with its legal counsel to make sure all meeting postings are consistent with any open meetings act procedures. The City is responsible for reviewing and securing facilities including technology or equipment, supplies and/or other ancillary logistical items, as well as refreshments and any associated costs.*

### **Phase 1C: Understanding the Operating Environment**

The introductory step in the strategic planning process is to understand the operating environment. In addition to the stakeholder data in Phase 1B above, this is accomplished in the following four ways: (1) an Environmental Scan; (2) an Organizational Profile; and (3) interviews with members of the City Leadership Team; and (4) a SWOT (Strengths, Weaknesses, Opportunities, Threats) analysis.

- **Conduct Environmental Scan**  
An environmental scan is a thoughtful analysis and evaluation of the strategic environment facing the organization. Environmental factors affecting the organization's operative environment should be reviewed, including financial and economic conditions, demographics, political and intergovernmental relations, citizen and stakeholder issues, technology changes, environmental sustainability, and the regulatory environment. This will be generated by the consultant with guidance from the staff.
  
- **Develop Organizational Profile**  
An organizational profile is a snapshot of your organization, the key influences on how it operates and the key challenges it faces. Information regarding organizational structure, work processes, staff capacity and capabilities, and the strategic environment are included. Employee focus group data can help inform the

organizational profile along with employee surveys and other internal documents. This will be generated by the consultant with guidance from the staff.

➤ Interviews

Interviews with members of the City Leadership Team will be conducted to introduce the consultant(s) and acquire the perspective of the senior leadership regarding the current environment, challenges, and issues.

➤ SWOT Analysis

A SWOT questionnaire is administered in advance of the strategic planning retreat to all strategic planning participants. This provides a leadership perspective on the current internal and external environments. The SWOT is administered by the consultant to ensure anonymity; candor by participants is encouraged to uncover and understand strategic issues. The data generated is used at the strategic planning sessions.

### **Phase 1D: Strategic Guide Workshops**

#### **Strategic Guide Session #1- Review Stakeholder Feedback, Environmental Scan, and Organizational Profile**

This session is dedicated to reviewing the results of the stakeholder feedback, the environmental scan, and the organizational profile. The consultants will present focus group results, the organizational profile and environmental scan. The session concludes with a facilitated discussion amongst City Leadership Team regarding issues raised. (This session is typically 60 to 90 minutes in length.)

#### **Strategic Guide Session #2 Executive Team Retreat – Facilitate Strategic Discussion, Mission, and Vision Review, and Strategic Goal Development**

This session focuses on reviewing or confirming organizational purpose, examining the operating environment, and establishing strategic goals. The impact of organizational culture will be discussed via a facilitated conversation. The current mission, vision, and values will be reviewed and updated as appropriate. A facilitated process is held to generate a list of organizational challenges and a resulting set of strategic goals. The group's effort will be informed by the results of the information generated by the scan, profile, and results of the SWOT questionnaire. (This session is typically 3-4 hours)

#### **Strategic Guide Session #3 –Establish Outcomes, Key Indicators, Targets**

This session is dedicated to defining a set of outcomes, key performance indicators, and targets to measure progress towards the strategic goals established in Session #2. Measures are established with the priority of establishing clear alignment between all measures, resulting in buy-in through all levels of the organization. This session should include a comprehensive cross-section of departmental leadership as their subject matter expertise may be necessary to precisely identify key performance indicators and performance targets. (This session is typically 3-4 hours.)

#### **Measure Gallery**

Generally, an organization's staff from various job functions and management or non-management levels within the organization will implement a strategic guide and track progress on performance indicators. Performance measures should be reviewed by these internal stakeholders, as well as any desired external stakeholders, to evaluate the identified performance indicators and suggest any modifications that may better track progress. A Measure Gallery provides the opportunity to provide this feedback and build buy-in about the process and the validity of the measures. During this open house, information about strategic guide goals, outcomes, and key performance indicators will be displayed around a large conference room or other space. Post-its will be available to provide input on key performance indicators and performance targets, including recommendations for refining measurements and suggestions for implementation. *For this project, a Measure Gallery for staff is*

*recommended to be held in at least two locations (City Hall and Public Works or other location) and during two time blocks convenient for staff working any shift. Recommended time blocks include 7:00-9:00 am and 2:00-4:30 pm to best accommodate employees from throughout the organization. A Measure Gallery can also be held as an open house for external stakeholders to provide feedback before finalizing performance measures.*

### **Strategic Guide Session #4 –Finalize Outcomes, Key Indicators, Targets**

This session is dedicated to finalizing outcomes, key performance indicators, and targets to measure progress towards the strategic goals by incorporating the feedback from the Measure Gallery. Measures are confirmed by the City Leadership Team and final Indicator and Target data sources are determined. (This session is typically 2-2.5 hours.)

### Phase 2: Implementation Strategy and Plan

Achieving strategic goals can be a daunting challenge unless deadlines and accountability measures are put into place. As a result, CP2 Consulting in collaboration with the City will focus on building buy-in throughout the organization. CP2 Consulting will also work to develop an implementation strategy that clearly demonstrates how employees throughout the organization play a role in breathing life into the strategic goals and overall strategic plan that is intended to guide the community forward over the next 3-5 years.

CP2 Consulting will work with the City to assemble an Implementation Team, representing staff from multiple levels and job functions throughout the organization. The Implementation Plan development process aligns efforts to ensure that every department works together in a complementary fashion as they achieve measurable progress towards common goals. We will discuss resources for tracking progress using systems ranging from spreadsheets to software, depending on your organizational preference.

#### **Strategic Plan Implementation Session #1—Develop Strategic Initiatives/Project Plans**

This session is conducted with the Implementation Team and focuses on cascading the strategic plan throughout the organization through the development of initiatives and project plans. Project plans will be developed to include milestones to measure progress on initiatives, providing accountability. Options to manage the Strategic Plan progress, including internal tracking or using external software, will be determined with the leadership team. A Strategic Guide Final Report that includes an Executive Summary will be submitted once initiatives are established. (This session is generally 3 hours)

#### **Strategic Plan Implementation Session #2 - Project Plan refinement and Budget integration**

This session is conducted with the Implementation Team and focuses on further cascading of the strategic plan throughout the organization to achieve integration of effort across service areas. It includes development of the workplan, including deadlines and task responsibilities. Fiscal impacts will be further assessed, and resource allocation needs aligned across the planning lifecycle. (This session is generally 3 hours)

#### **Strategic Plan Implementation Session #3 - Project Plan final alignment and Communications Plan**

This session is conducted with the Implementation Team and focuses on finalizing the timing of the action steps in the workplan, fully aligning deadlines and task responsibilities across the Strategic Guide. Best practices for a Communication Plan to roll out both the Strategic Guide and the Implementation Plan to the full organization will be discussed. (This session is generally 3 hours)

#### **Quarterly Check-ins**

Three sessions are conducted remotely with the Implementation Team to discuss progress on strategic goals and building of organizational culture. The sessions are generally 30-60 minutes, conducted remotely via Zoom with the Implementation Team and focus on sharing successes and finding solutions for obstacles. Progress on both Strategic Plan Implementation and the development of a Learning Culture will be discussed.

# Statement of Qualifications

## Firm Overview

CP2 Consulting is a woman-owned strategic planning and organizational development company that works with local governments to create and implement strategic plans that achieve measurable outcomes. Our company provides data-based solutions that enable organizations to actively engage stakeholders, define future outcomes with significant impact and implement result-oriented strategies to meet those goals. We incorporate leading performance management practices to help our clients measure and analyze performance data and implement strategies to achieve results with considerable impact.

CP2 Consulting was founded in 2021 by Cory Poris Plasch, an experienced local government and 501(c)3 nonprofit leader passionate about helping the public sector and nonprofits achieve significant impact and results. Since 2015 she has worked with municipalities in numerous states, assisting them in stakeholder engagement, developing measurable and impactful strategic plans, and designing implementation plans that inspire the entire organization. CP2 Consulting works primarily with clients in Wisconsin, Illinois, Tennessee, and Iowa. Current Wisconsin clients include Burlington, Mukwonago, Shorewood Hills, and Franklin

## Project Members

**Cory Poris Plasch, MPA, President/CEO of CP2 Consulting.** Cory has served in variety of leadership positions in the public and private sector including Executive Director of the Wisconsin City/County Management Association, Membership Director for the Alliance for Innovation, and most recently as Vice President of Strategic Development at POLCO. Her local government experience ranges from 911 Dispatcher to the City Manager's Office in several communities. She speaks across the country on topics including the use of data, implementation of strategic plans, engaging hard-to-reach populations, and innovation in local government. She has a master's degree in public administration from Northern Illinois University and a certification in strategic planning from George Washington University. She has been assisting local governments with stakeholder engagement, developing performance measures, and establishing a learning culture since 2015.

*Cory will be the lead for this project, overseeing all phases of the project. She will be the lead facilitator for Strategic Guide Workshop Sessions #2-4, and will co-lead Session #1 and Phase 2.*

Cory can be reached at:

Office: 262-362-8841

Cell: 630-476-0763

Email: [cory@cp2-consulting.com](mailto:cory@cp2-consulting.com)

**Wilyna (Winnie) Frankel, LCSW, Senior Manager, Training and Stakeholder Engagement.** With over 20 years of professional experience in leadership and communication, Winnie is an adept facilitator. She has extensive experience working as a liaison between residents, elected officials, and city staff. She specializes in the collaborative process necessary to engage stakeholders in meaningful and productive discussions. She has a bachelor's degree in organizational communication and political science, and a master's degree in social work. Over the last ten years, Winnie has worked in a variety of settings including as a school social worker and

coordinating public relations for a State Representative and has served on the Strategic Planning Advisory Committee for the City of Geneva, IL since 2018, most recently as Committee Chair.

*Winnie will be the lead for Phase 1B, the majority of Phase 1C and the Measure Gallery. She will co-lead Session #1 and Phase 2.*

Winnie can be reached at:

Work Cell: 630-360-1706

Email: [winnie@cp2-consulting.com](mailto:winnie@cp2-consulting.com)

## References

CP2 Consulting has worked with numerous clients on strategic plans, and strategic plan implementation. References include:

Matt Harline, Village Manager, Villa Park, IL

E-mail: [mharline@invillapark.com](mailto:mharline@invillapark.com) Phone: 630-592-6052 (O)

*Villa Park, IL had struggled with lack of specific performance indicators and clear outcomes in past strategic plans, impacting their ability to implement their plan successfully. The plan is already producing tangible results, informing decisions about the upcoming budget and helping the Village understand what data they need to better understand in order to meet strategic plan goals. (case study and adopted strategic plan attached)*

Anna Christopherson, Assistant City Manager, Whitefish Bay, WI

E-mail: [A.Christopherson@wfbvillage.gov](mailto:A.Christopherson@wfbvillage.gov) Phone: 414-962-6690 (O)

*Whitefish Bay, WI was new to the strategic planning process, but with a highly educated community that desired better understanding of their local government, they enlisted CP2 Consulting to draft their first plan. Despite their Village Manager leaving during the stakeholder engagement portion of the process, the strategic plan continued, providing a road map of priorities for the community into the future. (adopted strategic plan attached)*

Phil Kiraly, Village Manager, Glencoe, IL

E-mail: [pkiraly@villageofglencoe.org](mailto:pkiraly@villageofglencoe.org) Phone: 847-461-1101 (O)

*Glencoe, IL is a high-performing local government that adopted an ambitious strategic plan in FY 2019. With their team over-extended, they desired a right-sized strategic plan with a clear implementation strategy to ensure successful accomplishment of the Village's long-term goals. (case study and draft strategic plan attached. Strategic plan has been reviewed by the Board and is anticipated to be adopted at the November 21<sup>st</sup> meeting)*

## Schedule

The strategic planning meeting activities and workshops will be held on dates that are mutually convenient for both the City’s participants and CP2 Consulting. The completion date will be dependent on the timing and sequence of the various planning components and leadership workshops. The following is a sample timeline for the recommended multi-phased approach:

## Sample Project Plan

STEP	POTENTIAL DATES*	ACTIVITIES	Anticipated Hours^
Project Initiation	December 1st	Project planning, meeting(s) with key project staff	6
Development of Environmental Scan, Organizational Profile	December 1 <sup>st</sup> – January 3 <sup>rd</sup>	Review and analysis of data; draft Environmental Scan, Organizational Profile	40
Stakeholder Engagement	December 15 <sup>th</sup>	Focus Group session preparation, execution and follow up	18
Data review, preparation	January 3 <sup>rd</sup> – 10 <sup>th</sup>	Synthesis of data; focus group report; presentation preparation	24
Strategic Planning Session #1	January 14 <sup>th</sup>	Review Focus Group Feedback, Environmental Scan, Organizational Profile, Meeting preparation and follow up	8
SWOT Survey and Interviews	January 15 <sup>th</sup> -24 <sup>th</sup>	SWOT survey, interviews with City Leadership Team	10
Strategic Guide Session #2- Executive Team Retreat	January 25 <sup>th</sup>	Meeting preparation, Strategic Guide session including review and updating of mission, vision, and values as appropriate, determine Goals	12
Strategic Guide Session #3	February 5 <sup>th</sup>	Meeting preparation, Strategic Guide session including Establish Outcomes, Key Indicators, Targets	12
Measure Gallery	February 20 <sup>th</sup>	Open house preparation, facilitation with City Leadership Team staff, and follow up	14
Strategic Guide Session #4	February 28 <sup>th</sup>	Meeting preparation, session to finalize Outcomes, Key Indicators and Targets	12
Strategy Implementation Session #1	March 12 <sup>th</sup>	Meeting preparation, Management & staff session, Initiatives, action plans, performance management	12
Summary Report including Executive Summary	March 31 <sup>st</sup>	Professionally designed report submitted for client review	20
Strategy Implementation Session #2	April 9 <sup>th</sup>	Meeting preparation, Project Plan refinement, Budget integration	12
Strategy Implementation Session #3	April 30 <sup>th</sup>	Meeting preparation, Project Plan final alignment, Communications Plan	12



STEP	POTENTIAL DATES*	ACTIVITIES	Anticipated Hours^
Quarterly Check-Ins	July, October, January	Meeting preparation, Consultant-client review, strategy session, follow up.	9

*^Hours include all planning, preparation, execution, and follow-up from activities.*

*\*Dates to be confirmed after initial project meeting between the City project staff and CP2 Consulting*

## Budget

### Breakdown of Costs

Rates: Cory \$225/hour Winnie \$175/hr Blended rate: \$200/hr

The fee for this project (not including stakeholder engagement) is: \$44,200

(221 hours at a blended rate of \$200 per hour)

Travel (to include all mileage, lodging, etc. not to exceed) \$5,000

**Total not to exceed:** \$49,200

Payments shall occur according to the following schedule:

1. Twenty-five percent (25%), upon execution of the agreement.
2. Twenty-five percent (25%) 60 days after the execution of the agreement
3. Twenty-five percent (25%) 90 days after the execution of the agreement
4. Twenty-five percent (25%) upon submittal of final report
5. Payments shall be made upon receipt of invoice



<b>General Safety</b>			
<b>CITY OF APPLETON POLICY</b>		<b>SECTION:</b>	Safety
<b>ISSUE DATE:</b>	February 2003	<b>LAST UPDATE:</b>	October 2024
<b>POLICY SOURCE:</b>	Human Resources Department		
<b>POLICY AUDIENCE:</b>	All Employees		

**I. PURPOSE**

The purpose of this policy is to provide a safe and hazard-free workplace for all employees.

**II. POLICY**

The rules incorporated within this policy are intended to specify the general standards by which employees shall perform their jobs; however, these rules are not exhaustive, and individual department rules may apply. Violation of safety rules or standards will result in disciplinary action up to and including discharge. As used in these rules, "shall" is interpreted to mean "required" while "should" is interpreted to mean "recommended, but not required".

**III. DISCUSSION**

- A. Employee Responsibility - Employees are responsible for performing their jobs with every possible consideration for their own safety, for the rights and safety of others, and for compliance with all applicable Federal, State and local safety standards that apply to the performance of their jobs. All employees are required to obey safety rules and general safe work practices that are set forth by these general rules, which are intended to be applied in conjunction with specific department rules. If an employee is in doubt about the safe and proper way to perform a job; they should ask for instruction from their ~~your~~ supervisor.
- B. Management Responsibility - Each Department Director and supervisor is responsible for the safety of work under their direction. This shall include, but not be limited to, the following:
1. Providing employees with a safe working environment.
  2. Ensuring compliance and enforcing all applicable Federal Regulations, State Regulations and local safety standards within their department in a consistent and fair manner.
  3. Ensuring that employees receive proper instructions for the safe performance of their jobs. This includes safety orientation for new and transferred employees.
  4. Ensuring that employees perform their job with regard for their own safety, the safety of co-workers, and the safety of the public.

**IV. SAFETY RULES**

- A. Horseplay and/or practical jokes of any kind will not be tolerated.

- B. Smoking or using e-cigarettes (“vaping”) is prohibited in all City buildings and vehicles. Smoking is forbidden when refueling equipment and when working with flammable or combustible chemicals.
- C. All power machines, tools and equipment shall be properly shut down when unattended or not in use. Prior to servicing, adjusting and/or repairing any machine or equipment, employees shall follow the proper lockout/tagout procedures. Never attempt to work on a machine or piece of equipment while it is energized or operating. Properly secure or do not leave any unattended power tools and equipment where the public may be present. Report to your supervisor immediately if tools, vehicles, equipment or machinery you are required to operate is not working properly. Employees will be held accountable for damage to tools, equipment, vehicles, etc., that results from misuse, negligent operation, intentional damage, abuse, failing to report problems, etc.
- D. Standards for wearing apparel and jewelry shall be consistent with City policies and the requirements of the job. Loose or torn clothing, long unrestrained hair, rings, watches, dangling earrings, or pendant jewelry shall not be worn near moving machinery or equipment.
- E. ~~Disposal of~~ Trash and recyclables shall be disposed ~~of~~ promptly and in the appropriate container.
- F. When working ~~either~~ in the street right of way or ~~in~~ construction zones, employees shall wear high visibility retroreflective clothing as required by the Wisconsin Department of Safety and Professional Services (DSPS) and the Department of Transportation (DOT) and use the warning lights (~~flashing strobe, revolving beacon, etc.~~) mounted on vehicles or equipment. ~~See section IV(Y) of this policy for more information regarding additional work zone protection requirements.~~
- G. All individuals who operate vehicles or equipment on a public roadway shall possess a valid Wisconsin driver’s license and any endorsement or certification that may be required for certain types of vehicles or classifications of employment. ~~This~~ ~~These~~ licenses, endorsements and certifications must be carried on your person at all times when working. In the event an employee’s driving privileges are suspended or revoked, the employee shall immediately inform the employee’s supervisor. Such employees are prohibited from using any vehicle or equipment until such time as their license is restored. “Immediately” shall be interpreted to mean not later than the beginning of the next workday.
- H. The public shall be kept away from all work areas that could expose them to a hazard.
- I. Coast Guard approved flotation devices shall be worn at all times while working over water when fall protection is not in place or when operating any type of watercraft. Whenever an emergency is involved, all personnel working within 50

feet of the water edge shall wear a USCG approved protective floating device when feasible or if required by department policy.

- J. All floors, aisles, and work and storage spaces shall be kept clean and orderly. Any object that would present a trip/fall hazard, such as electrical cords, boxes, etc. shall be properly stored, secured, etc. Marked walkways shall be provided in storage areas and shall not be used for storage. Stored materials shall not obstruct fire extinguishers, fire alarm pull boxes, sprinkler system controls, electrical distribution panels, emergency lighting, first aid cabinets or exits.
- K. Any substance spilled or observed on the floor that would cause the floor to become slippery or create a slip hazard shall be cleaned up immediately. When floors become wet as a result of weather conditions or cleaning activity, "wet floor" signs shall be placed to warn employees and the public.
- L. Basic fire safety measures should be taken which include but are not limited to the following: proper storage of flammable liquids and gases, discarding trash properly (i.e, storing chemical-soaked rags in an approved covered metal container, etc.), knowing where fire extinguishers are located, never blocking emergency exits and knowing what to do in the event of a fire.
- M. Compressed air shall not be used for cleaning purposes except where reduced to less than 30 PSI and then only with effective chip guarding and personal protective equipment. Compressed air shall never be used to clean oneself.
- N. Tools and Equipment
  - 1. General Responsibilities - It is important to keep all tools and equipment in good working condition. Employees shall inspect all tools and equipment prior to use and report any damaged or defective tools to their supervisor immediately. Always use the right tool for the job and use each tool only for that which it is intended.
  - 2. Maintenance Repair - When performing maintenance use only properly insulated tools. All work shall be performed consistent with the City's Lockout/Tagout policy. Remove all jewelry ~~and shut off the power, if possible,~~ when working around energized electrical circuits or equipment.
- O. When mowing or trimming:
  - 1. ANSI approved safety glasses with side shields or impact goggles must be worn.
  - 2. Inspect area and remove all debris.
  - 3. Cut with discharge chute pointed down and in opposite direction of buildings, vehicles and play areas where practical.
  - 4. Always shut off engine before attempting to refuel the engine and follow applicable LOTO procedures to clean the discharge chute or make any adjustments to the mower.
  - 5. Wear steel toe safety shoes or toe guards.
  - 6. Appropriate PPE shall be worn – refer to PPE hazard assessment.

- P. When trimming trees or using chain saws:
1. All tree work shall be done in accordance with the applicable provisions of ANSI (American National Standards Institute). ANSI Z133 -Arboricultural Operations Safety Requirements
  2. Except in cases of emergency, aerial tree work shall not be performed during high winds.
  3. Remove all tools, hangers, and ropes from trees before you leave the job site.
  4. Approved hard hats, eye, ear, and foot protection shall be worn.
  5. Spectators shall be kept clear of the working area and all streets and sidewalks shall be properly barricaded before work commences.
  6. Work being conducted in proximity to electrical conductors shall follow and obey minimal approach distances to appropriate training and certification levels according to ANSI Z133
- Q. An employee may not operate, repair or test any machinery, apparatus, tools, or other equipment unless the employee has been properly trained and are authorized to do so. Use of required protective equipment is required. If unfamiliar with a piece of equipment or a procedure, ask for proper instruction on the equipment and/or procedure.
- R. All employees are required to immediately report to their supervisor(s) any unsafe working conditions, procedures or equipment. No vehicle, equipment, tool, etc. shall be operated or used with any safety equipment or device disabled or removed. NOTE: Daily inspections of vehicles are required under the Commercial Motor Vehicle Safety Act.
- S. Never operate machinery or equipment when it is not adequately guarded or when guards are removed.
- T. Oxygen, air or any other compressed gas cylinders must be placed in racks or must be secured at all times and properly identified. Compressed gas cylinders must be protected from the weather, heat sources, and from impact by vehicles or equipment. Oxygen cylinders in storage shall be a minimum of 20 feet from fuel gas cylinders unless separated by an appropriate fireproof wall. All lines between cylinders and points of use shall be adequately identified.
- U. All electrical equipment shall be properly grounded. Never disconnect the ground wire or use an adapter that would negate the effect of the ground.
- V. When using extension cords, make sure they are U.L. (Underwriter's Laboratory) approved, in good condition, properly grounded and of the proper size to handle the amperage. Trouble lights used shall be approved for the type of environment they will be used in. Extension cords shall not be used in place of permanent wiring.

- W. When working with electrical tools, avoid wet areas and contact with water pipes or grounded equipment. When electrical equipment is used in a wet location, wear rubber boots and rubber gloves.
- X. When operating drills and drill presses:
1. Avoid wearing loose gloves, clothing or jewelry.
  2. Always wear ANSI approved eye protection.
  3. Material shall be clamped or otherwise fastened to the drill press bed, do not hold **any material** in the hand.
- Y. Construction Safety
1. Before doing any excavating, installing a sign or post or auguring a hole, the location of underground wires and utilities shall be determined by calling "Digger's Hotline". In situations where the work is being done on City property, all private utilities shall also be located. No work shall begin before the date and time provided by Digger's Hotline.
  2. Work Zone Protection:
    - a. All work zones in the roadway, on the right-of-way, in designated parking areas or on a sidewalk shall have the proper warning signs and be barricaded in accordance with the City's *Temporary Traffic Control Manual for Street Construction and Maintenance Operations in the City of Appleton*, latest edition.
    - b. If you are unsure of the proper method for barricading and signing a work zone, you must contact your supervisor immediately. In no instance shall a work zone be left unmarked.
    - c. Should there be a dispute as to whether a job site in the street, parkway or sidewalk is adequately marked, the supervisor shall be the deciding authority.
    - d. Remove or cover all signs or devices that are not needed.
- Z. Office Safety
1. It is each employee's responsibility to keep the employee's workstation neat and free from clutter. Furniture such as tables, desks, and chairs must be maintained in good condition and free from sharp corners, projecting edges, wobbly legs, etc. Report any loose or rough floor covering.
  2. All file, desk or table drawers shall be kept closed when not in use. Never open more than one file cabinet drawer at the same time. Never overload top file cabinet drawers.
  3. Never use chairs, desks, tables or other office furniture in place of a ladder or step stools.
  4. Be sure equipment is grounded and that the cord is in good condition. If a machine gives you a shock or starts smoking, unplug it and report it to your supervisor. Where appropriate, all equipment shall be turned off while unattended or not in use.

5. Electrical cords shall be placed in such a way to avoid creating a trip hazard. If a cord must cross a pedestrian walkway, it should be enclosed in an appropriate track and secured to the floor. Frayed, worn or broken electrical cords shall be reported immediately to your supervisor and may not be used. Extension cords shall not be used in place of permanent wiring.
6. Electric space heaters will be provided with the authorization of the Parks, Recreation and Facilities Management (PRFM) Director or his/her designee. Heaters not provided by PRFM are not authorized for use. Space heater devices should be certified by an independent testing laboratory (such as Underwriter's Laboratory or UL). Position space heaters at least three (3) feet away from combustible materials such as papers, clothing, and rugs. Don't use extension cords or power strips with space heaters as they can overheat and start a fire. Instead plug the device directly into a wall outlet. Refrain from plugging additional devices into the same outlet as the space heater. Never leave the heater unattended while in operation.

#### AA. Eye Protection

1. There are many tasks performed by City employees where the wearing of eye protection is required. The City PPE Policy spells out in detail when and what type of eye protection is to be worn when performing these tasks. The City currently provides employees with various types of eye protection including goggles, face shields and non-prescription safety glasses.
2. When an employee wears prescription glasses, the employee is still required to wear proper eye protection. The City provides non-prescription safety glasses, goggles and face shields and, when deemed appropriate by the Department Director, will participate in the cost of purchasing a pair of prescription safety glasses. These expenses will be covered by the individual's department.
3. Prescription safety glasses that are damaged at work may be replaced, by the department, depending on the circumstances surrounding their damage. The replacement of damaged safety glasses is at the discretion of the Department Director.
4. **More information regarding eye protection can be found in the Personal Protective Equipment (PPE) safety policy.**

#### BB. Hearing Protection

1. Employees exposed to a work environment with a decibel level above 85 decibels shall wear hearing protection provided by the City for the purpose of preventing hearing loss. The PPE provided should include a variety of **styles** hearing protection such as **earmuffs and ~~or~~ earplugs** when engineering controls cannot be provided to reduce the noise level.

2. Communication earmuffs can be utilized when the system provides adequate noise reduction ratings for the task or the system utilizes technology to monitor and limit sound exposure at all inputs to ensure compliance with hearing protection standards.
3. Earmuffs/**earbuds** that stream music or noise cancelling earbuds which cannot provide adequate noise reductions rating or provide manufacturers ability to limit sound exposures below hearing protection standards over a time weighted average shall not be used.
4. **More information regarding hearing protection can be found in the Hearing Conservation policy.**

CC. Ladder Use (the following applies except for when ladders are used in emergency situations such as firefighting, rescue and tactical law enforcement operations, or training for these operations):

1. Employees shall select the appropriate ladder (step ladder, extension ladder, mobile ladder, etc.) to safely complete the task or job.
2. Ladders are to be used only for the purposes for which they were designed.
3. Ladders shall be inspected before initial use in each work shift, and more frequently as necessary, to identify any visible defects that could cause employee injury. Any ladder with any defect shall be immediately tagged "Dangerous-Do Not Use" (or similar language) and removed from service until properly repaired or discarded.
4. Employees shall face the ladder when climbing up or down it. Employees shall maintain 3-point contact (two hands and one foot or two feet and a hand) when climbing or descending a ladder. Employees shall not carry any object or load that could cause the employee to lose balance while climbing up or down a ladder.
5. Ladders shall not be loaded beyond its maximum intended load (weight of worker, tools, materials, etc. must be accounted for).
6. Ladders shall only be used on stable and level surfaces unless they are secured or stabilized to prevent accidental displacement. Do not place ladders on boxes, barrels, or other unstable surfaces to obtain additional height.
7. Stepladders shall be fully opened and locked before climbing them. Never use a stepladder with the spreader in a closed or partially closed position.
8. Do not overreach while on a ladder; employees should keep their torsos between the ladder rails.
9. Do not use ladders in high winds or storms.
10. Only one person, at a time, is permitted on a ladder unless the ladder is specifically designed for more than one climber.
11. Ladders must not be placed in front of closed doors that can open towards the ladder. The door should be blocked open or otherwise guarded by a temporary barricade.

**DD. Ergonomics: Ergonomics is the science of fitting workplace conditions and job demands to the capabilities of the employee. Ergonomics considers the capabilities and limits of**



the worker as they interact with tools, equipment, work methods, tasks and the working environment. A goal of ergonomics is to reduce work-related musculoskeletal disorders by adapting the work environment and providing educational information to fit the person. Employees are encouraged to have open communication with their supervisor if they experience health issues that they believe could be related to their workspace ergonomics. Supervisors may request, from the appropriate Human Resources Generalist, a workspace ergonomic assessment which will attempt to identify any recommended modifications or educational opportunities. After implementation of these suggestions, the Human Resources Generalist will follow-up to determine if the changes have improved the condition. If it is determined that the adjustments have not improved the work situation, then further evaluations will be performed following the same process and/or obtaining outside ergonomic professional assistance.



<b>Ergonomics Policy/Program</b>			
<b>CITY OF APPLETON POLICY</b>		<b>SECTION:</b>	Safety
<b>ISSUE DATE:</b>	July 2001	<b>LAST UPDATE:</b>	April 2017
<b>POLICY SOURCE:</b>	Human Resources Department		
<b>POLICY AUDIENCE:</b>	All City Employees		

**I. PURPOSE**

The purpose of this policy is to increase employee awareness of ergonomic issues and to proactively address the musculoskeletal disorders that employees may experience as a result of workplace conditions and job demands.

**II. POLICY**

The City is committed to providing a safe and healthy workplace free from recognized hazards or harmful conditions and to incorporate employee involvement in the prevention relating to safety and ergonomics in the workplace.

**III. DISCUSSION**

The City shall make every effort to increase ergonomic awareness and lessen the risk of injury due to design of equipment, tools or work motions.

**IV. DEFINITIONS**

- A. **Ergonomics:** The science of fitting workplace conditions and job demands to the capabilities of the work force.
- B. **WMSD:** Work Related Musculoskeletal Disorder.
- C. **Ergonomics Program:** Systematic process for anticipating, identifying, analyzing and controlling WMSD hazards.
- D. **Process:** Activities, procedures and practices set up to control WMSD hazards.
- E. **MSD:** Musculoskeletal Disorders. These are disorders of the muscles, nerves, tendons, ligaments, joints, cartilage, or spinal discs that are not typically the result of any instantaneous or acute event (such as a slip, trip, or fall) but reflect a more gradual or chronic development. Musculoskeletal disorders include those with several distinct features, such as carpal tunnel syndrome, as well as those defined primarily by the location of the pain, as with low back pain.
- F. **WMSD Management**—The process of ensuring that employees with work related musculoskeletal disorders receive effective evaluation.
- G. **Symptoms Survey Form**—the form used to perform an ergonomic assessment (Exhibit I).

**V. PROCEDURES**

- A. Policy Responsibilities
  - 1. Human Resources shall:
    - a. Develop, evaluate and periodically review the policy and program.
    - b. Coordinate training.
    - c. Respond promptly to reported MSD problems.
    - d. Perform and/or coordinate ergonomic evaluations as needed.
    - e. Research new products in the field of ergonomics.
    - f. Maintain records relating to the ergonomics program.
    - g. Review all injury reports.
    - h. Solicit employee input for possible solutions to ergonomic problems.
    - i. Provide input for solutions to ergonomic problems.

j.—Check with the Facilities department to explore workstation structural changes when necessary.

2.—Department Directors/Supervisors shall:

- a.—Solicit employee input for possible solutions to ergonomic problems.
- b.—Prohibit practices that discourage employees from participating in the policy/program, and making reports or recommendations.
- c.—Report any problem areas to the H.R. Generalist
- d.—Attend Ergonomics training and ensure employees attend scheduled training.

3.—Department Safety Coordinator or Central Safety Committee Member shall:

- a.—Review the Symptoms Survey form completed by their department employees.
- b.—Report any problems to the H.R. Generalist.
- c.—Address any potential ergonomic problems.
- d.—Provide input for possible solutions to ergonomic problems.
- e.—Implement and follow recommendations made by the H.R. Generalist or outside consultant.
- f.—Attend applicable training involved with the ergonomics policy/program.

4.—Employees shall:

- a.—Complete a Symptoms Survey Form if requested
- b.—Attend all applicable training involved with the ergonomics policy/program.
- c.—Provide input for possible solutions to ergonomic problems.
- d.—Assist with ergonomic evaluations as needed.
- e.—Notify the Supervisor or H.R. Generalist of any problems related to ergonomics.
- f.—Implement and follow the recommendations provided through the ergonomic assessment.

## B.—Program Responsibilities

1.—Records Retention:

- a.—Completed Symptoms Survey Forms shall be sent to the H.R. Generalist who will keep them on file.
- b.—Accident/Injury records will be reviewed by the H.R. Generalist to note any trends in incidents or any possible cumulative trauma or musculoskeletal related injuries.

2.—Symptoms Survey Analysis Form follow up:

- a.—Supervisors, department Safety Coordinators or H.R. Generalist should ask employees having WMSD concerns the following:
  - Are they experiencing signs or symptoms of MSDs?
  - Are they having difficulty performing the physical work activities of the job?
  - Can they describe which physical work activities they associate with the problem?
  - Have they observed employees performing the jobs in order to identify factors that need to be evaluated?
  - Have they evaluated those job factors to determine which ones are reasonably likely to be causing or contributing to the problem?
  - Have they controlled the cause of the problem?

## C.—Training

1.—Initially upon hire, and periodically thereafter the H. R. Generalist will provide training to include what ergonomics is, what to watch for and steps to eliminate problem areas if they are found.

## D.—Program Evaluation

1.—After implementing changes in tools, work areas or workstations, the H.R. Generalist will follow up on any changes to determine if the changes have improved the condition.

- a. ~~Follow up shall include a verbal interview with person(s) performing the work task.~~
  - b. ~~Re-evaluation of the workstation, work area or tool.~~
  - c. ~~Observing the work being performed.~~
2. ~~If it is determined that the changes have not improved the work situation then further evaluations shall be performed following the same process and/or obtaining outside ergonomic professional assistance. \_\_\_\_\_~~

Symptoms Survey: Ergonomics Program

Employee Name \_\_\_\_\_ Department \_\_\_\_\_

Supervisor \_\_\_\_\_ Date \_\_\_\_/\_\_\_\_/\_\_\_\_

Job Title \_\_\_\_\_

Hours worked/week \_\_\_\_\_ Time on THIS job: \_\_\_\_\_ years \_\_\_\_\_ months

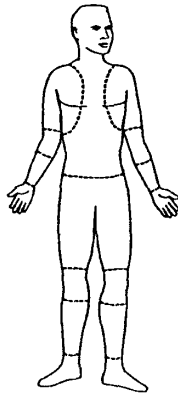
Other jobs you have done in the last year (for more than 2 weeks):

Job Title \_\_\_\_\_ Time on this job: \_\_\_\_\_ months \_\_\_\_\_ weeks

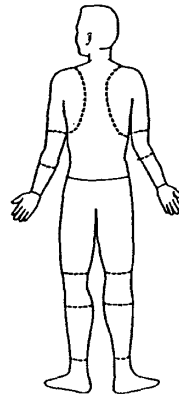
Job Title \_\_\_\_\_ Time on this job: \_\_\_\_\_ months \_\_\_\_\_ weeks  
(If more than 2 jobs, include those you worked on the MOST)

Have you had any pain or discomfort during the last year?  
\_\_\_\_\_ YES \_\_\_\_\_ NO (If NO, stop here)

If YES, carefully shade in the area of the drawing which bothers you the MOST.



Front



Back

Check area: \_\_\_ Neck \_\_\_ Shoulder \_\_\_ Elbow/Forearm \_\_\_ Hand/Wrist \_\_\_ Fingers \_\_\_ Eyes  
\_\_\_ Upper back \_\_\_ Low back \_\_\_ Thigh/Knee \_\_\_ Low leg \_\_\_ Ankle/Foot

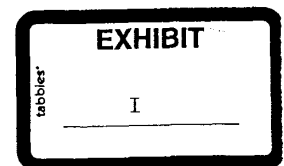
\*Fill out a separate page for each area that bothers you

1. Put a check by the word(s) that best describe your problem:

\_\_\_ Aching \_\_\_ Burning \_\_\_ Cramping \_\_\_ Dry \_\_\_ Loss of Color \_\_\_ Numbness(asleep)

\_\_\_ Pain \_\_\_ Stiffness \_\_\_ Swelling \_\_\_ Tingling \_\_\_ Weakness \_\_\_ Other –

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<b>Accident / Near Miss Reporting and Investigation</b>			
<b>CITY OF APPLETON POLICY</b>		<b>SECTION:</b>	Safety
<b>ISSUE DATE:</b>	October 2002	<b>LAST UPDATE:</b>	April 2019
<b>POLICY SOURCE:</b>	Human Resources Department		
<b>POLICY AUDIENCE:</b>	All Employees and Volunteers		

**I. PURPOSE**

The purpose of this policy is to outline responsibilities and procedures for supervisors and employees when involved in accidents or injuries on work time, prevent future accidents, and to meet both the Wisconsin Department of Safety and Professional Services and State Department of Workforce Development **recording record-keeping** requirements. **In addition, the purpose of this policy is to ensure all near miss incidents are reported, documented, investigated and remediation steps are taken as needed to prevent recurrence.**

**II. POLICY**

The City is committed to working with its employees to provide a safe work environment and to manage and administer claims as a result of City accidents. ~~In order to~~ To prevent future accidents, timely and accurate ~~accident~~ investigations ~~are is~~ essential. This policy provides guidelines for proper investigation. Where applicable, Valley Transit may follow different reporting and investigation procedures as established by Transit Mutual Insurance Corporation of Wisconsin. Failure to follow this policy or filing a false claim may result in disciplinary action, up to and including discharge.

**III. PROCEDURES**

All City of Appleton employees and volunteers should adhere to the following procedures when an **accident, injury or near miss ("incident")** ~~accident or injury~~ occurs. **All accidents and injuries incidents** must be immediately reported to the employee's supervisor and to the Human Resources Department. A supervisor must fully investigate the incident and work with ~~his/her~~ **their** employee to complete and return the **appropriate forms accident reports** (Exhibits A and B) and if applicable, any witness reports (**Exhibit C**), to Human Resources within 48 hours of the ~~incident accident or injury~~.

Should a supervisor have reasonable suspicion ~~to believe~~ that an employee is under the influence of alcohol or drugs and is involved in any motor vehicle incident, injury to themselves or others, or property/equipment damage, the supervisor should follow the procedures outlined in the City's Drug-Free Workplace policies.

**A. Motor Vehicle & Mobile Equipment (e.g., Forklifts, Boats, Mowers, Pay Loaders, Skid Steers, Aerial Lifts, Tractors, etc.) Incidents**

1. **For only motor vehicle and mobile equipment incidents that occur on public roads, immediately call 911 and report the accident to your supervisor. Do not call 911 for motor vehicle or mobile equipment incidents that occur on private property unless emergency medical treatment is needed for injuries.**

2. Post-accident **Drug/Alcohol** Testing – Employees who are involved in an incident while operating a motor vehicle or City **mobile** equipment may be required to submit to testing based on the circumstances.
3. The filing of a State Accident Report is at the discretion of the Police Department, per State guidelines.
4. **Discipline Process for Preventable Motor Vehicle & Mobile Equipment Incidents** – The following process has been established to ensure a fair and consistent approach when determining preventable and non-preventable vehicle and equipment incidents within our organization.
  - a. **Definitions:**
    - i. **Preventable Incident:** An incident that could have been avoided if the driver had exercised reasonable care and followed established safety procedures.
    - ii. **Non-Preventable Incident:** An incident that occurs due to circumstances beyond the driver's control, such as adverse weather conditions, mechanical failure, or the actions of another driver.
  - b. **Determining Preventability:** Preventability shall be determined based on whether the driver could have reasonably anticipated and avoided the incident through the exercise of proper care and adherence to established safety protocols. Factors such as driver behavior, adherence to traffic laws and department policies, road conditions, job expectations of the employee, and visibility shall be considered in the determination of preventability.
  - c. **Rating System:** Incidents shall be categorized into preventable and non-preventable based on the findings of the investigation. A rating system shall be used to assess the severity of preventable incidents and determine the appropriate level of disciplinary action.
  - d. **Disciplinary Action:**
    - i. **Preventable Incidents:** The severity of disciplinary action for preventable incidents shall be determined based on the following rating scale:
      1. **Minor Incidents (Rating 1):** Minor incidents resulting in minimal damage (e.g., small dents, scratches, cosmetic issues, etc.) to either vehicles, mobile equipment, or other property with no injuries. Disciplinary action should include either a documented verbal warning and/or written warning.
      2. **Moderate Incidents (Rating 2):** Incidents causing moderate damage (e.g., larger dents, cracks, broken mirrors or lights, damage to bumpers, etc. that requires more significant body work or replacement of parts) to either vehicles, mobile equipment or other property and/or resulting in minor injuries. Disciplinary action should include a written warning, suspension of driving privileges, and/or mandatory retraining.
      3. **Major Incidents (Rating 3):** Incidents causing significant damage (e.g., key components of the vehicle are affected, such as the engine, transmission, suspension, etc. that often renders the vehicle unsafe or impossible to drive until repairs are made) to either vehicles, mobile equipment, or other property and/or resulting in serious injuries or fatalities. Disciplinary action should include a suspension, termination or suspension of driving privileges, and/or termination of employment.

The specific disciplinary action taken shall be determined based on the severity of the offense, employee's history of preventable accidents, the employee's prior

- disciplinary history, and any other mitigating circumstances. Documentation of any disciplinary action taken should be sent to the Human Resources Department.
- ii. **Non-Preventable Incidents:** Employees involved in non-preventable incidents shall not be subject to disciplinary action, provided they were following all applicable laws, established departmental and City policies at the time of the accident. Non-preventable incidents may still be subject to review for opportunities to improve safety procedures and prevent future accidents.
  - e. **Appeals Process:** Employees shall have the right to appeal disciplinary actions resulting from preventable incidents through the organization's established grievance procedures.

**B. Injuries to a City Employee**

1. When ~~an the~~ injury occurs: the employee shall immediately notify ~~his/her~~ their supervisor. The employee or the supervisor should also contact the ~~appropriate~~ Police Department if the injury is a result of a motor vehicle, violent act, or domestic animal bite.
2. If immediate medical attention is needed, call 911 ~~or Gold-Cross for non-emergencies (920-727-3034)~~. The employee's supervisor may also provide transportation.
3. Fatalities or life-threatening injuries should be immediately reported to the employee's Department Director and Human Resources. To contact the HR Department during normal work hours, call (920) 832-6458. Outside of normal work hours, contact either the Human Resources Director or Human Resources Deputy Director. The Human Resources Department must contact the Wisconsin Department of Safety and Professional Services within 8 hours in the event of any of the following: a) a work-related employee fatality or b) the hospitalization of 3 or more employees due to one single work-related event.
4. If immediate medical attention is not needed, the employee may obtain treatment from ~~his/her~~ their choice of medical providers. Employees must have a physician's authorization for time lost due to a work-related injury.
5. If medical attention is sought, the employee must submit a return-to-work slip (~~e.g., Exhibit C E~~) to their supervisor prior to returning to work.
6. If medical attention is not sought, the employee shall log the injury into the department's first aid log, which should be initialed by a supervisor.
7. If the incident includes a possible bloodborne pathogens exposure, refer to the City's Bloodborne Pathogen policy.
- ~~8. The City has the right to verify an injury/illness through an independent medical exam.~~

**C. Injuries to the Public or Damage to Property Not Owned by the City of Appleton**

1. All incidents resulting in an injury requiring emergency medical services to any person not employed by the City of Appleton or damage to property not owned by the City of Appleton should be immediately reported to 911, the employee's supervisor and the Human Resources Department.
2. Supervisors should take pictures of any physical damage that was caused if possible.
3. Employees should not admit liability, discuss City operations or comment on any incident or accident involving members of the public.
4. If a citizen wishes to file a claim against the City, ~~he/she~~ they should be directed to the City Clerk's office. The Clerk's office will forward the claim to the Human



Resources Department for follow up and response to the claimant.

**D. Damage to City Property or Equipment**

City owned automobiles, equipment and other property that are damaged by fire, theft, vandalism, etc., are considered property damage claims. All damage should be reported to the employee's supervisor immediately.

1. If vandalism or a theft loss occurs, notify the **appropriate** Police Department.
2. If a fire occurs, notify the **appropriate** Fire Department.
3. Supervisors should take pictures of any physical damage that was caused if possible.
4. A minimum of 2 repair estimates will be required if third party automobile repairs are needed and only if the vehicle can be driven under its own power.
5. If a third party caused damage to City property, the Human Resources Department will work with the third party's liability insurance company to recover any costs the City incurs. If a third party causes damage to City property through a criminal act, the Human Resources Department will work with the **appropriate district attorney's office** ~~City Attorney's Office~~ to recover the cost the City incurs. Any monetary recoveries shall be reported to the Human Resources Department and sent to the Finance Department.

**E. Near Misses**

A near miss is an opportunity to improve health and safety in the workplace based on a condition or an incident with the potential for more serious consequences, including: events where injury could have occurred, but didn't; events where property damage could have resulted, but didn't; or events where potential environmental damage could have resulted, but didn't. An employee who witnesses or experiences a near miss incident should complete the Near Miss Report form (Exhibit F) and submit it to their supervisor. All near miss incidents should be investigated to identify the root cause(s). Investigation results should be used to improve safety systems, hazard controls, risk reduction and to educate employees. All of these represent opportunities for training, feedback on performance, and a commitment to continuous safety improvement. Near miss reporting is required and employees will not be subject to progressive disciplinary measures unless the behavior coincides with one of these serious offenses: intentional breach of safety policies, acts of gross misconduct (e.g. possession of alcohol and/or illicit narcotics during worktime or while operating city vehicles or equipment, etc.) malicious reporting or unsubstantiated allegations against a co-worker, or workplace violence. Near miss reports and their investigations should be reported to Human Resources.

**F. Significant Accidents & Incidents (for non-public safety critical incidents)**

For larger accidents and incidents, an accident review team will be created. This team will consist of designated members representing relevant departments and expertise, appointed by the Mayor and/or Human Resources. A coordinator shall be appointed to lead this team and to coordinate all activities related to the accident/incident review. This team shall conduct a thorough investigation of the accident/incident, considering all relevant factors such as human factors, equipment failure, environmental conditions, and organizational processes. The team may request assistance from external experts or consultants, if necessary to ensure a comprehensive analysis. Upon completion of the investigation, the team shall analyze the findings to identify

root causes and contributing actions. Based on the analysis, the team shall develop actionable recommendations aimed at preventing recurrence and improving safety performance. A comprehensive report detailing the findings, analysis and recommendations of the incident review will be provided to the Mayor and the applicable Department Director.

#### **IV. RESPONSIBILITIES**

##### **A. The Human Resources Department is responsible for:**

1. The overall coordination of the accident investigation program, including:
  - a. Monitoring and reviewing all investigations to ensure accuracy and prompt response.
  - b. Providing technical assistance to supervisors when needed.
  - c. Offering training for all individuals who conduct incident / near miss investigations and root cause analyses.
  - d. Following up, as needed, to see ensure that recommendations made as a result of an investigation are evaluated and that an appropriate course of action is taken.

##### **B. Each Department Director (or designee) is responsible for:**

1. Ensuring that an investigation and a root cause analysis is completed for every work injury, accident or near miss that involves his/her their employee(s) and reviewing all investigations to ensure accurate and prompt response.
2. Evaluating recommendations that come out of each accident investigation and taking appropriate actions to prevent future accidents.
3. Following up to see that corrective action(s) are is implemented.
4. Ensuring all City accident investigation forms are completed and submitted within 48 hours to Human Resources.

##### **C. Supervisors are responsible for:**

1. Promptly reporting all accidents to Human Resources. Contacting Human Resources as soon as possible if a serious accident occurs or if the employee seeks medical treatment or misses work due to an injury sustained on the job.
2. Investigating and documenting all accidents properly, including completing and submitting the proper accident report (Exhibit A and B) within 48 hours to Human Resources.
3. Complete a root cause analysis of the incident and submitting a completed report (Exhibit D) to both Human Resources and the appropriate Department Director within one (1) week of the incident.
4. Obtaining written witness statement(s) (see Exhibit C), when applicable. Witnesses should be given this form immediately after an incident to complete and then returned to the appropriate supervisor. Supervisors may complete this form, on behalf of the witness, if the witness is unable to complete this form.
5. Working with the Human Resources Department, the employee and his/her their medical provider to return the employee to work on restricted or full duty.
6. Obtaining the employee's completed Return-to-Work Slip (Exhibit E), for as long as necessary, prior to the employee returning to work. The supervisor should forward this form to Human Resources upon receipt from the employee or employee's physician.

**D. Employees are responsible for:**

1. Reporting all accidents immediately.
2. Cooperating fully with a City investigation.
3. Complete Exhibit A – “Employee’s Account” form for all incidents and submit this information to their supervisor in a timely manner.
4. ~~Working with his/her their supervisor to complete and submit the Accident Investigation Report (Exhibits A and B) to Human Resources within 48 hours of the accident or injury.~~
5. Providing a completed Return-to-Work slip (Exhibit ~~C~~ E) to ~~his/her~~ their supervisor prior to returning to work if ~~he/she~~ they sought medical treatment or missed work due to an accident or injury sustained on the job. If the injury or accident results in an extended absence, the employee is required to keep in contact with ~~his/her~~ their supervisor and/or HR Generalist to keep the City informed of ~~his/her~~ their progress and anticipated treatment plan.
6. Ensuring that a supervisor initials ~~his/her~~ their first aid log entry if the employee chooses to not seek formal medical treatment.

**City of Appleton Incident / Accident Report Form – Employee’s Account | Exhibit A**

Employee Name ( <i>Print</i> ):			
Employee ID:		Employee’s Department:	
<b><u>Type of Incident / Accident: (check all that apply below)</u></b>			
<input type="checkbox"/>	<b>Employee Injury</b>	<input type="checkbox"/>	<b>Injury to Public</b>
<input type="checkbox"/>	<b>City Vehicle / Equipment / Property Damage</b>	<input type="checkbox"/>	<b>Public Vehicle / Equipment / Property Damage</b>
Date and Time of Incident / Accident:			
Location of Incident / Accident:			
Witness Name(s), if applicable:			
Describe how the incident/accident occurred (if additional space is needed; use a separate page):			
Describe any injuries received by the employee or the affected public (if applicable); be specific:			
Did you (for employee injuries only) seek medical treatment? ____ Yes ____ No If “yes” response, I understand that I must provide a return-to-work certificate signed by my medical provider to my supervisor <b>after every visit.</b> _____ ( <i>initial here</i> ) Name of medical facility: Name of medical doctor seen:			
Provide description of City vehicle(s) / property / equipment involved in the accident:			
Describe damage to City property (vehicles, equipment, etc.) and any damage to the affected public’s property (if applicable); be specific:			
What suggested changes do you have that, if made, might make it less likely for a similar incident / accident to occur in the future?			

**The above statement(s) are true and correct to the best of my knowledge.**

**Employee Signature:** \_\_\_\_\_

**Date and Time Signed:** \_\_\_\_\_

**City of Appleton Incident / Accident Report Form – Supervisor’s Investigation Report | Exhibit B**

**INSTRUCTIONS:**

- Incidents/accidents involving city vehicle and equipment (except for Valley Transit) must be reported to CEA (~~Fax #: 832-5570~~ or E-mail: [Bruce.Brazee@appletonwi.gov](mailto:Bruce.Brazee@appletonwi.gov)).
- Incidents/accidents involving damage to city property should be reported to Dean Gazza (E-mail: [Dean.Gazza@appletonwi.gov](mailto:Dean.Gazza@appletonwi.gov)).
- The employee’s report form, supervisor’s report form and applicable witness statement(s) must be sent to HR (~~FAX TO 832-5845~~ or e-mail [accidentreporting@appletonwi.gov](mailto:accidentreporting@appletonwi.gov)) and the appropriate Department Director within 48 hours.

Employee Name ( <i>Print</i> ):	
---------------------------------	--

Date of Incident / Accident:	
------------------------------	--

Date Incident / Accident Reported:	
------------------------------------	--

Police Incident # ( <i>if applicable</i> )	
--	--

<input type="checkbox"/>	Check here if there were witness(es) to this incident/accident. If so, obtain written witness statements ( <i>use form under Exhibit B</i> ).
--------------------------	---

<input type="checkbox"/>	Check here if there is security or traffic camera footage of this incident/accident. If so, download this camera footage and send a copy to the Human Resources Department.
--------------------------	---

Did employee seek medical treatment?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Where:
--------------------------------------	--------------------------	-----	--------------------------	----	--------

Did employee lose time from work?	<input type="checkbox"/>	Yes	<input type="checkbox"/>	No	Last day worked:
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**Incident / Accident Description:** Provide a detailed description of the incident (*include any pertinent photographs, diagrams and police reports or police report numbers*). Aid for diagrams (show vehicles/equipment as follows: City – “A” & Other – “B”). In addition, label street signs, location of signs and point of impact between vehicles and/or equipment. If additional space is needed; use a separate page.)

**Supervisor (next steps): Complete a root cause analysis and determine the corrective action(s), if any, needed to be taken to prevent recurrence.**

Employee’s Signature \_\_\_\_\_

Date \_\_\_\_\_

Supervisor’s Signature \_\_\_\_\_

Date \_\_\_\_\_

Reviewed by Director’s Signature \_\_\_\_\_

Date \_\_\_\_\_

**City of Appleton Witness Reporting Form | Exhibit C**

Witness Name ( <i>Print</i> ):			
Witness Address:			
Witness Phone:			
Date & Time of Incident/Accident:			
This form was completed by ( <i>Print Name</i> ):			
Is witness a City employee?	<input type="checkbox"/>	Yes	<input type="checkbox"/> No
Were you at the accident scene?	<input type="checkbox"/>	<u>Before</u> the accident occurred.	
	<input type="checkbox"/>	<u>While</u> the accident was occurring.	
	<input type="checkbox"/>	<u>After</u> the accident occurred.	
<b>Please answer the following. If additional space is needed; use the back of this form or additional sheets.</b>			
1. Who was involved in the accident?			
2. Describe in detail the events that occurred <u>before</u> the accident as you remember them.			
3. When did the accident happen?			
4. How did the accident happen?			
5. If there were significant factors (e.g., poor weather conditions, equipment malfunction, etc.) that may have contributed to the cause of this accident, list them here.			

**(Use back for a diagram, if necessary.)**

**Signature:** \_\_\_\_\_

**Date:** \_\_\_\_\_

**City of Appleton Incident / Accident Report Form – Root Cause Analysis | Exhibit D  
(Page 1 of 2)**

**INSTRUCTIONS:**

- All completed root cause analysis reports should be sent to HR (e-mail to: [accidentreporting@appletonwi.gov](mailto:accidentreporting@appletonwi.gov)) as well as the appropriate Department Director within one (1) week of the incident / accident occurrence.
- Understanding why an accident took place depends upon identifying the factors that contributed to the incident/accident. These factors, better known as root causes, are the underlying reasons why the accident occurred.
- Determining the root cause(s) is the result of persistently asking key questions, such as: what happened, how did it happen, why did it happen and what needs to be corrected. It is common to find factors that contributed to the incident in several of these areas: equipment/machinery, tools, procedures, training or lack of training, and work environment.

**Root cause analysis for (list affected employee’s name and date of incident/accident):**

<u>Employee Name:</u>	<u>Incident/Accident Date:</u>
-----------------------	--------------------------------

**Identify system problems that likely contributed to the incident / accident:**

<p><b><u>Management Consider:</u></b></p> <p>Policy enforcement Hazard recognition Hazard correction Accountability Supervisor training Production priority Proper resources Safety training Hiring practices Adequate staffing</p>	<p align="center"><b><u>Management Systems:</u></b></p>	<p align="center"><b><u>Employees Systems:</u></b></p>	<p><b><u>Employee Consider:</u></b></p> <p>Procedures followed Shortcuts taken Properly trained Experience with task Physically able to do the work. PPE used Stressful conditions Safety attitude Distractions</p>
<p><b><u>Equipment Consider:</u></b></p> <p>Proper tool(s) selection Tool availability Maintenance issues Visual warnings Adequate guarding Correct tool use Equipment design</p>	<p align="center"><b><u>Equipment Systems:</u></b></p>	<p align="center"><b><u>Environment Systems:</u></b></p>	<p><b><u>Environment Consider:</u></b></p> <p>Workplace layout Chemicals used Temperature Noise Weather Terrain Vibration Ergonomics Lighting Ventilation Housekeeping Biological</p>
<p><b><u>Processes Consider:</u></b></p> <p>Clear work instructions and procedures Change(s) in process Communication</p>	<p align="center"><b><u>Process Systems:</u></b></p>	<p align="center"><b><u>Material Systems:</u></b></p>	<p><b><u>Materials Consider:</u></b></p> <p>Defective materials Wrong type of material for the job Not enough raw materials</p>

**City of Appleton Incident / Accident Report Form – Root Cause Analysis | Exhibit D**  
**(Page 2 of 2)**

<b>Recommended Corrective Actions to Prevent Future Incidents (check all that apply):</b>					
<input type="checkbox"/>	Isolate or guard the hazard	<input type="checkbox"/>	Improve lighting	<input type="checkbox"/>	Improve employee orientation / training
<input type="checkbox"/>	Design out / remove hazard	<input type="checkbox"/>	Develop or revise policy / procedures	<input type="checkbox"/>	Conduct more frequent inspections
<input type="checkbox"/>	New / different tools or equip	<input type="checkbox"/>	Additional training	<input type="checkbox"/>	Improve prev. maintenance program
<input type="checkbox"/>	Add signs / warning labels	<input type="checkbox"/>	Improve ventilation	<input type="checkbox"/>	Improve enforcement of procedures
<input type="checkbox"/>	Install noise engineering controls	<input type="checkbox"/>	Improve job procedures	<input type="checkbox"/>	Conduct toolbox talks/safety briefings
<input type="checkbox"/>	Reconfigure work area	<input type="checkbox"/>	Obtain new personal protective equipment	<input type="checkbox"/>	Purchase less hazardous chemicals
<input type="checkbox"/>	Improve housekeeping	<input type="checkbox"/>	Improve ergonomics	<input type="checkbox"/>	Review requirements for job position
<input type="checkbox"/>	Other:				
<input type="checkbox"/>	Other:				
<input type="checkbox"/>	Other:				
<input type="checkbox"/>	Other:				
<input type="checkbox"/>	Other:				
<input type="checkbox"/>	Other:				

<b>Describe correction action(s) that will be taken to prevent recurrence:</b>		
<i>What will be done?</i>	<i>Who will do it?</i>	<i>When will it be done?</i>

**Completed by:** \_\_\_\_\_

**Date:** \_\_\_\_\_



# Employee Return-to-Work Form | Exhibit E

## EMPLOYEE WORK RESTRICTIONS

Patient Name: \_\_\_\_\_

Current Job: \_\_\_\_\_

Physician Name (please print): \_\_\_\_\_

Phone: \_\_\_\_\_ Fax: \_\_\_\_\_

Date you saw patient: \_\_\_\_-\_\_\_\_-\_\_\_\_ Time In: \_\_\_\_\_ Injury Date: \_\_\_\_-\_\_\_\_-\_\_\_\_

Patient Description of Injury: \_\_\_\_\_

Diagnosis: \_\_\_\_\_

Treatment: \_\_\_\_\_

Prescription strength medications ordered:  Yes  No

Medications: \_\_\_\_\_

Plan: \_\_\_\_\_

- DISPOSITION:
1.  Patient is unable to work at this time.
  2.  Recommend his/her return to work with no limitations on (DATE): \_\_\_\_\_
  3.  He/She may return (DATE) \_\_\_\_\_ with a daily time limitation of \_\_\_\_\_ and/or with the following limitations until \_\_\_\_\_ or until re-evaluation on \_\_\_\_\_.

Part Time  1<sup>st</sup> Shift  Sun.  Thurs.   
 Full Time  2<sup>nd</sup> Shift  Mon.  Fri.   
 Seasonal  3<sup>rd</sup> Shift  Tues.  Sat.   
 Temporary  Swing  Wed.   
 Next scheduled work day \_\_\_\_\_  
 Shift \_\_\_\_\_  
 Shift Supervisor \_\_\_\_\_

### CHECK ONLY AS RELATES TO ABOVE CONDITION

- SEDENTARY WORK.** Lifting 10 pounds maximum and occasionally lifting and/or carrying such articles as docket, ledgers, and small tools. Although a sedentary job is defined as one which involves sitting, a certain amount of walking and standing is often necessary in carrying out job duties. Jobs are sedentary if walking and standing are required only occasionally and other sedentary criteria are met.
- LIGHT WORK.** Lifting 20 pounds maximum with frequent lifting and/or carrying of objects weighing up to 10 pounds. Even though the weight lifted may be only a negligible amount, a job is in this category when it requires walking or standing to a significant degree or when it involves sitting most of the time with a degree of pushing and pulling of arms and/or leg controls.
- LIGHT MEDIUM WORK.** Lifting 30 pounds maximum with frequent lifting and/or carrying of objects weighing up to 20 pounds.
- MEDIUM WORK.** Lifting 50 pounds maximum with frequent lifting and/or carrying of objects weighing up to 25 pounds.
- LIGHT HEAVY WORK.** Lifting 75 pounds maximum with frequent lifting and/or carrying of objects weighing up to 40 pounds.
- HEAVY WORK.** Lifting 100 pounds maximum with frequent lifting and/or carrying of objects weighing up to 50 pounds.

N=Never/Not Able				F=Frequent up to 30x/hr.			
O=Occasional up to 4 times/hr.				C=Constant over 30x/hr.			
Specify Restrictions for 24 day							
	N	O	F	C			
Sitting/Driving					Lab Work	Yes ___	No ___
Standing/Walking							
Climbing					X - Rays	Yes ___	No ___
Bending							
Kneeling/Squatting/Crawling							
					R	L	BIL
Reaching-Horiz./push-pull							
Reaching-Vert./above shoulder							
Gross Handling							
Finger Manipulation							
Single Grasping							
Repetitive Foot Movement							

OTHER INSTRUCTIONS AND/OR LIMITATIONS: \_\_\_\_\_

### SCHEDULED APPOINTMENTS:

- Referral  Clinic \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_
- Referral  Clinic \_\_\_\_\_ Date: \_\_\_\_\_ Time: \_\_\_\_\_

Time Out: \_\_\_\_\_ • Called Employer Date \_\_\_\_\_ Signature \_\_\_\_\_

I hereby authorize my attending physician and/or hospital to release any information or copies thereof acquired in the course of my examination or treatment for the injury identified on this form to my employer or his representative.

\_\_\_\_\_  
 PATIENT'S SIGNATURE Date

\_\_\_\_\_  
 PHYSICIAN'S SIGNATURE Date

**Near Miss Incident Report Form | Exhibit F**

**Instructions:** Complete this form to report all near miss events observed or experienced that could have caused an injury, illness, and/or property damage. Some examples of near misses are unsafe conditions (trip hazards in a walkway, etc.) or unsafe acts (improper use of equipment, use of faulty equipment, or not following proper procedures, etc.). Provide as much detail as possible to facilitate a thorough analysis. All information provided in this report will be used solely for the purpose of improving safety measures. Names of individuals are not required but will assist in directing follow-up questions to improve overall safety. Submit this completed form to your immediate supervisor for further action.

Name (optional):	Department:
Date of Incident:	Time of Incident:
Name of witnesses (if any):	
Description of the Near Miss Incident (provide a detailed description, including what happened, where it occurred, and any contributing factors or hazards observed), use the back of this form as necessary:	
Describe any immediate actions taken to address the near miss incident, including any corrective measures implemented to prevent recurrence (use the back of this form as necessary):	
What additional changes or actions do you suggest be taken to prevent this near miss from happening again (use the back of this form as necessary)?	

**Updates thru 12/4/24**

HR Generalist	Position	Dept.	Date of Vacancy	Open Date	# of Openings	Status
Vanessa	Master Mechanic -Valley Transit	VT	6/8/2024	06/12/24	1	Application deadline: 12/8/24.
	Waste Water Operator	Utilities	11/12/2024	05/10/24	1	Panel Interviews: 12/10/24.
	Operator I - Forestry	DPW	11/11/24	11/14/24	1	Application deadline: 12/8/24.
	Assistant Facilities Manager	P&R	11/2/2024	11/01/24	1	Panel interviews: 12/19/24.
	Bus Driver	VT	11/8/2024	11/14/24	2	Application deadline: 12/8/24.
	Part Time Bus Driver	VT	NA	10/07/24	NA	Panel Interviews: 12/4/24.
Morgan	Police Officer	Police	12/1/2023	N/A	2+Elig.	Application deadline: open. Chief Panel Interviews: 12/12/24. Job offer accepted: start date 1/2/25
	Firefighter	Fire	NA	09/17/24	Elig.	Online Testing deadline: 12/8/24.
	Battalion Chief - Resource Development	Fire	1/1/2025	10/07/24	1	Application deadline: open. Panel Interviews: 12/12/24.
	Administrative Support Specialist	HR	11/11/2024	10/31/24	1	Panel Interviews: 12/3/24.
	Executive Assistant to the Mayor	Mayor	11/7/2024	10/23/24	1	Panel Interviews: 12/5/24.
	Community Service Officer	Police	8/30/2024	9/17/2024	1	Background pending on 4 candidates.
	Library Security Monitor	Library	New Position	11/21/24	1	Panel Interviews: 12/16/24.
	Library Clerk (Half-Time)	Library	11/23/2024	11/15/2024	1	Panel Interviews: 12/13/24.
	Library Assistant - Public and Children's Services	Library	New Position	11/22/2024	1	Panel Interviews: 12/11/24.
	Library Page Clerk (Half-Time)	Library	12/28/2024	12/4/2024	1	Application deadline: TBD
	Account Clerk I	Finance	11/21/2024	12/4/2024	1	Application deadline: TBD
	Communications Specialist	Police	11/20/2024	N/A	1	Background pending on top candidate from previous process eligibility list.
			Total Positions Open:		<b>18</b>	
On Hold	Position	Dept.	Date of Vacancy	# of Openings	Status	
Morgan	Administrative Assistant (.5FTE)	Health	New Position	1	Determining Process	
	Engineering Tech	DPW	9/28/24 10/15/24	2	RTF Pending.	
Vanessa	Transit Maintenance Operations Supervisor	VT	03/25/23	1	Position on hold.	
<b>Total On Hold</b>				<b>4</b>		

