

## Jeanette Wardinski

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**From:** Paul Ziehler  
**Sent:** Friday, January 03, 2014 4:32 PM  
**To:** Alderpersons  
**Cc:** Dan Devine; Dept/Div. Heads; City Hall Administration & Finance Managers  
**Subject:** FW: Updated Report on Possible Changes to Organizational Structure and CAO/CI.Tr. Position and Responsibilities (1/3/14)  
**Attachments:** 20140103150717760.pdf

To: All Alderpersons

Attached is the updated report on the above subject which is item no. D.2 on the Comm. of the Whole Agenda for Monday night's meeting at 6:00pm in Room 128 at City Hall. The previous report which is item no. D.3 on the C. of the W. agenda was the previous report (dated 12/17/13) that was a revision to the original ideas first presented on December 9th; this previous report (D.3) can now be placed on file, since it is being replaced by the new updated report (D.2). This new updated report which is attached here as noted above consists of ten (10) pages. This update includes further comments and recommendations from Mayor Devine, a couple alderpersons, Dept. Heads and other employees. The changes that can be highlighted in this new document are summarized as follows:

1. The City Assessor position has been placed organizationally under the CA, due to its relationship with other city financial aspects. (D.2-1)
2. The organizational chart (D.2-3) has been updated with numbers "keyed" to an explanation of the duties for each position. (D.2-4)
3. The list of the duties of the CAO/CA has been updated on four pages. (D.2-5 thru 8)
4. A new page has been added on an estimated fiscal impact. (annualized savings of \$75,000), (D.2-9)
5. A new page has been added listing what implementation steps are necessary to carryout the plan and the future timing with possible further meeting dates. (D.2-10) Please review this information prior to the meeting on Monday. If you have any questions before the meeting, please contact me. Thank you for your attention to this matter.

pz

-----Original Message-----

**From:** [admin425@ci.west-allis.wi.us](mailto:admin425@ci.west-allis.wi.us) [mailto:[admin425@ci.west-allis.wi.us](mailto:admin425@ci.west-allis.wi.us)]  
**Sent:** Friday, January 03, 2014 2:07 PM  
**To:** Paul Ziehler  
**Subject:**

This E-mail was sent from "CHRoom125Copier" (MP 2550/LD425).

Scan Date: 01.03.2014 15:07:17 (-0500)  
Queries to: [admin425@ci.west-allis.wi.us](mailto:admin425@ci.west-allis.wi.us)

Updated Report on Possible Changes to Organizational Structure and  
City Administrative Officer, Clerk/Treasurer Position and Responsibilities (1/3/14)

1. Change City Administrative Officer, Clerk/Treasurer to City Administrator (CA)  
(Recruit for CA).
    - Delete Clerk and Treasurer responsibilities.
    - Maintain direct appointment and supervision of HR, IT with Cable, Finance with Purchasing, and Clerk as departments.
    - Continue assisting the Mayor and Common Council in the daily direction and operation of the City as described in Policy No. 403 (see attached for further information on this aspect).
    - Appointment recommended by Mayor for Council approval; supervised by Mayor.
  
  2. Make HR, IT, and Finance separate departments.
    - Human Resources Director - Audrey Key.
    - Information Technology Director - Jim Jandovitz.
      - Add Communications to name of department.
      - Place Cable under IT as Office – Jerry Musial.
      - Place Print Shop under IT as Office – Paul Bodshaug.
    - Finance Director – Mark Wyss.
  
  3. Place Purchasing under Finance as Office:
    - When Purchasing/Central Services Manager Gene Baietto retires in late 2014, not fill position.
    - Make Senior Buyer position Purchasing Office Supvr. – Robert Barwick.
    - Merge Accts. Payable functions – possible combination of duties and reduction in FTEs.
    - Other staff modifications may be needed later in 2014.
  
  4. Make Treasurer part of Finance Department.
    - City Treasurer – also Mark Wyss.
- Notes:
- (1) A majority of similar sized cities in Wisconsin have Treasury as a part of Finance.
  - (2) City Auditor Tom Karman has indicated no problem with Treasury being a part of Finance as long as current internal controls are maintained.
5. Make Clerk separate department.
    - City Clerk – Monica Schultz.
  
  6. Place City Assessor organizationally under City Administrator.
    - City Assessor – Charles Ruud.

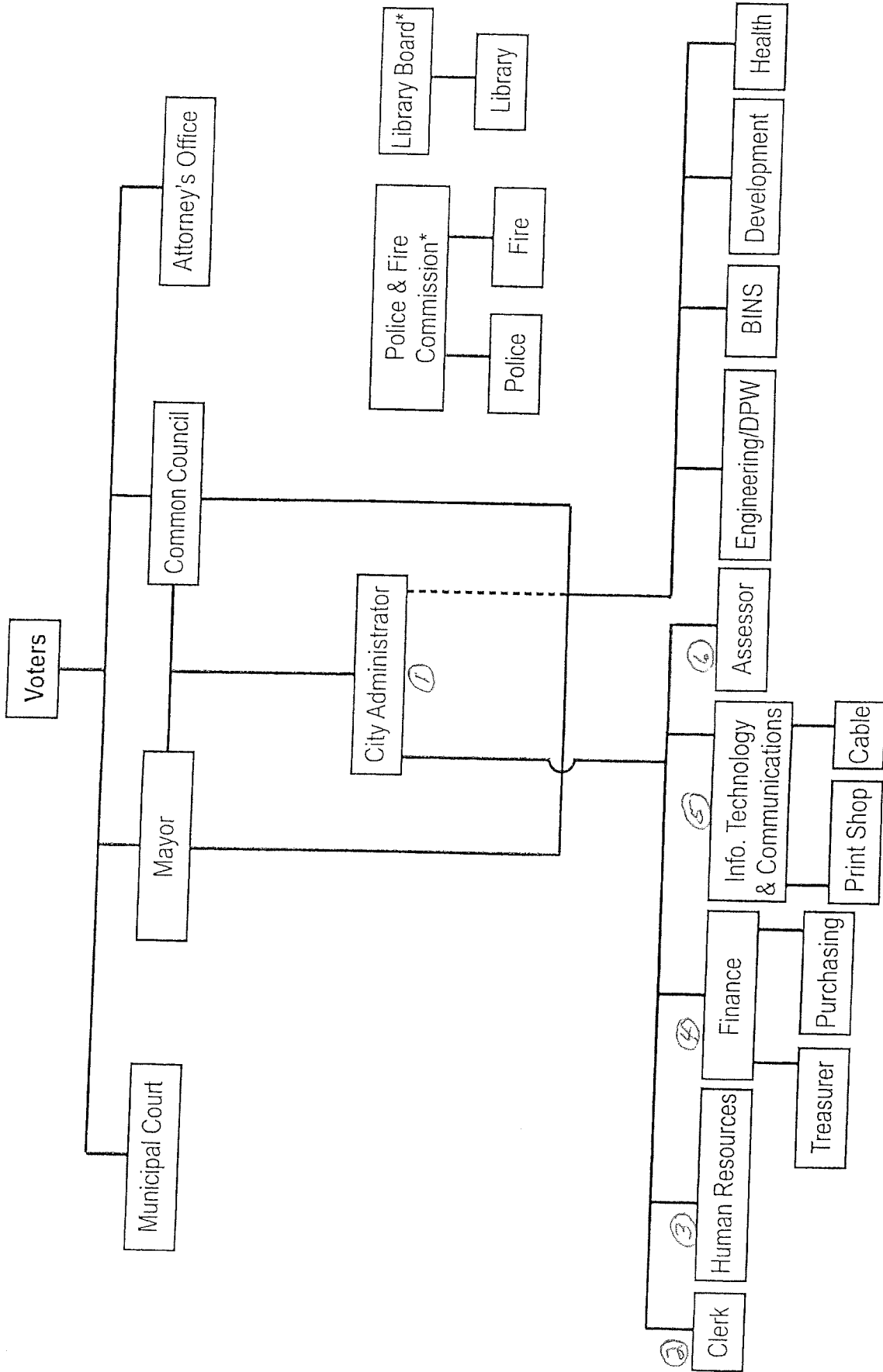
Additional Information on Organizational Structure and  
City Administrative Officer/City Administrator Position and Responsibilities

What the City Administrator position would be:

1. Collaborator, coordinator, mediator, resource liaison, oversight, guidance, direction, central focus, city-wide consistency.
2. Provide guidance and direction on operational, administrative, and financial matters (as specified by the Council); Mayor provides guidance and direction on policy matters (as adopted by the Council).
3. Selects and recommends to the Council for approval the appointment of five Department Heads (Clerk, HR, Finance, IT/Communications, Assessor); Mayor selects and recommends to the Council for approval the appointment of four Department Heads (PW/Engineering, BINS, Development, Health); the Police & Fire Commission appoints the Police Chief and Fire Chief; the Library Board appoints the Library Director.
4. Unresolvable, complex, and controversial issues and problems will be presented to and decided by the Council.

What the City Administrator position would not be:

1. Not a micromanager.
2. Not "running" departments.



\*Appointed by the Mayor and confirmed by the Common Council with policy responsibility  
 Note: Solid lines indicate direct lines of authority; dashed lines indicate indirect lines of administration.

### List of Duties

The following highlights of duties are a summary related to the affected positions on the attached organizational chart, as noted by the corresponding number.

1. City Administrator (CA) (was City Administrative Officer, Clerk/Treasurer).
  - Administrative duties remain same (see attached list of General/Ongoing and Monthly List of Duties and Responsibilities).
  - Maintain direct supervision of four departments for Council.
  - Add direct supervision of City Assessor for Council.
  - Continue support/assistance to Clerk.
  - Continue support/assistance to Treasurer.
  - Appointment of five (5) below-listed department heads recommended by CA for Council approval; final accountability under contract with Council.
2. City Clerk (was Assistant City Clerk)
  - Clerk duties remain same, plus added final responsibility as Clerk.
3. Human Resources Director (was HR Manager)
  - HR duties remain same.
4. Finance Director/Comptroller/Deputy Treasurer (was Finance Manager/Comptroller/Deputy Treasurer)
  - Finance duties remain same, plus added responsibility as Treasurer.
  - Add Purchasing functions, including merging of accounts payable functions.
5. Information Technology/Communications Director (was IT Manager)
  - IT duties remain same.
  - Add Cable Communications and Printed Communications to electronic and telephonic communications.
6. City Assessor (same)
  - Assessor duties all remain same.

List of CAO/Clerk-Treasurer Duties & Responsibilities  
and Monthly Work Activities

General/Ongoing

- Review of Milwaukee County Board and Committee agendas; refer matters to appropriate staff.
- Review of MMSD monthly meeting agendas and refer matters to appropriate staff.
- Monthly decision on City Hall Employee of the Month.
- Review and send to Finance (Fire Dept. salary letters).
- Review and sign off on pink copy of Personnel Action Form in Finance.
- WACIF monthly finance reports and balance checking and savings account.
- Attend Chamber of Commerce After 5 meetings.
- Legislative Committee work (review bills, meeting preparation, minutes, referrals, follow up, etc.).
- Dept/Div Head Meeting Agendas (bi-weekly); take notes for distribution.
- West Allis Ala Carte (attend monthly meetings, plus coordinate event details).
- WACIF deposits and checks (as needed monthly); serves as Foundation Treasurer.
- Review draft of A&F Agenda, add any necessary items, staff meetings.
- Executive Safety Cmte. (chair quarterly meetings and letters to Council).
- Federal Energy Asst. contact for EEBG.
- Aurora WA Medical Center monthly meetings; review of Hospital monthly financial information from Aurora.
- LGPIF claims processing.
- School District Safety Cmte. (City representative – attend quarterly meetings).
- Deferred Comp Program (contact for ICMA and MetLife).
- MADACC monthly meetings – treasurer duties; Budget Subcommittee.
- Coordination of Clerk responsibilities with A&F.
- Coordination of City operations and departments.
- Assist the Mayor/coordinate with Council.
- Assist the Council/coordinate with Mayor.
- Review and send to Finance (Nicole) for follow up all the Police Dept. accident reports involving City property, etc.
- Election responsibilities (guidance, support, and coordination with City Clerk).
- Insurance waivers (one of 3 signers with City Attorney and Dept. Head).
- CVMIC – insurance application renewals, policies, meetings, Certif. of Insurance (summer meeting in mid-July, annual meeting in early October).
- CIP Committee (Aug-1 yr., Jan-5 yr., May-10 yr.)
- Advisory Committee support (bi-weekly at Council meetings).
- WRS/ETF Agreement – sign off on all documents, monitor web site for employer bulletins.
- Administrative Task Force Agenda (bi-weekly); take notes for distribution.
- Attend meetings (Common Council, Police & Fire Commission, Community Development Authority, Civil Service Commission).
- Maintain and control Motor Vehicles Listing and Titles.
- Coordinate processes and meetings of AARB.
- Direct Departmental operations, analyses, and sustainability programs.

General/Ongoing (Cont'd.)

- Manage and review performance of Mediation Center.
- Update to "Officials Only" list and "Interim Successors" list.
- Coordinate Inauguration every four (4) years; orientation/training for any new alderpersons; Elected Officials Dinner and Award Program.
- Updates for Service Directory (at least after each Common Council election).
- Quarterly review and editing of City Newsletter.
- Responsibility for and updates to City Policies & Procedures Manual.
- Supervise the conduct of the Annual UPAF Campaign.
- Review Council materials; sign all resolutions and ordinances; presents documents to Mayor for his/her action, answers any questions.
- Review and sign public hearing notices.
- Attend oath taking ceremonies.
- Approve purchase orders and requisitions.
- Provide support for Ethics Board.
- Receives claims filed against the City.
- Once every 10 years, coordinates Complete Count Program.
- Once every 10 years, coordinates redistricting process.
- Review departmental recommendations for appropriate levels of salary anniversary adjustments.
- Supervise work activities and projects of Administrative Intern.
- Participate in meetings and award programs of Suggestion Award Committee.
- Review and approve job evaluation reports; calculates salary ranges related to them.
- Supervise TPA renewals; review and approve TPA contracts and other related documents (NCD's, SPD's, Plan Agreements).
- Review and approve EAP contract.
- Coordinate CMS reimbursement program with RDS Services; review and approve contracts.
- Review and approve health/dental insurance consulting contracts (Willis - regular, claim, dependent, etc.).
- Oversee departmental requests to fill vacant positions.
- Review and determine "exceptions" regarding policies (e.g., vacation, carryovers, off-time donation, insurance enrollment, etc).

## Monthly Work Activities

### January

- Budget and Tax Memorandum.
- 10 yr. CIP memo out to Departments.
- Distribute CVMIC auto ID cards to Public Works, Police, Fire, Library (Dec.).
- Every other year (odd number year), prepare City's legislative package.
- Request and process vehicle list updates from Police, Fire and Public Works.
- Emcee Employee Recognition Award Dinner Program.
- Supervise Health and Dental Insurance Programs Renewals.

### February

- Department carryover amounts to Council (Mark Wyss takes lead).
- LGPIF renewal by 2/22 (4<sup>th</sup> Friday) for June 1 renewal.
- Primary Election support.
- CDA Public Officials Liability Insurance renewal (2/8) – Dec./Jan.

### March

- Performance Allowances (last week).
- 10 yr. CIP to Council.
- Annual self-insurance renewal with WIDWD (Linda Huske takes the lead).
- WC self-insured renewal to WIDWD by 3/31.
- Financial responsibilities for WACIF Annual Dinner/Dance.

### April

- ERP budget worksheet (4/1 – 4/30).
- Contacts for Celebration Cmte./4<sup>th</sup> of July (BSA – Dave Losen and School District Ken McMonagle).
- General Election support.
- Emcee Citizen Service Award Dinner Program.

### May

- WACIF annual tax reports Form 990EZ (5/1 – 5/15).
- Prepare budget memo for next year (last week).
- F.I.R.E. Insurance renewal (5/2) – March/April preparation.
- Ambulance Insurance renewal (5/1) – March/April preparation.

### June

- West Allis Ala Carte – 1<sup>st</sup> Sunday (all day); coordinate City Hall Plaza program and overall with BID.
- June 30 – WI Dept. of Safety & Prof. Services financial report for WACIF (6/20-28).
- Annual Report for WACIF for NonStock Corp. to WI Dept. of Financial Institutions (\$10 and form – due June 30).



### July

- Renewal of license for WACIF - \$54 due July 31 of ea. year (7/15).
- Independence Day Celebration:
  - Parade & Post Parade: 6-7-9 pm (7/2)
  - Breakfast: 8 am (7/3)
  - Grandstand Show, Fireworks: 6-10 pm (7/4)
- Prepare 6 individual budgets (Mayor, Council, CAO, ClkTrs, P&FComm., MunCt.)

### August

- Budget meetings with Mayor and Departments.
- Primary Election support.

### September

- Finish Mayor's Recommended Budget (early-mid month).
- CVMIC insurance program renewals (assisted by JW & LH).
- Recommend changes to health and dental plans to Administration & Finance Committee/Common Council, including analysis of health/dental insurance benefit levels.

### October

- Budget review with A&F Cmte.
- Annual fire dues registration.
- Performance Appraisals.

### November

- Public hearing on budget (1<sup>st</sup> Council meeting).
- Tax bill preparation (end of month).
- General Election support.
- Financial responsibilities for WACIF Annual Thanksgiving Breakfast; also Emcee event.

### December

- Tax bill calculation and processing (1<sup>st</sup> week).
- Statement of Taxes (third week).
- Tax levy limit worksheet (12/15).
- Beloit Road Insurance renewal – (Sept./Oct.).
- Non-Union salary updates.
- Process Performance Allowances and rewards.
- Christmas Celebration (first Saturday in December):
  - COTA/Christmas Tree Lighting: 12 Noon-6 pm
- Update and Renewal of State Fair Park contracts & MOU.
- Update and Renewal of West Milwaukee Agreements (Health and IT).
- Update and Renewal of Mediation Center Agreement.
- Review organizational chart update for next year.
- Review Departmental performance appraisals for recommendations to and implementation of the regular city-wide staff across-the-board annual salary increases.

### Estimated Fiscal Impact

The estimated fiscal impact is an annual net cost reduction or savings of approximately \$75,000 (\$50,000 salary and \$25,000 fringe benefits). This estimate includes certain assumptions, including the following:

1. City Administrator – slight reduction in salary range from deletion of Clerk and Treasurer responsibilities, somewhat offset by the addition of City Assessor supervision; also factored in is a small change in dollar value per point to keep the salary range competitive.
2. City Clerk – medium increase for added, primary Clerk responsibilities.
3. HR Director – small increase for higher accountability.
4. Finance Director/Comptroller/Treasurer – small increase for higher accountability and added primary Treasurer responsibilities.
5. IT/Communications Director – small increase for higher accountability and added communications responsibilities (Cable Office and Print Shop).
6. City Assessor – no change.
7. Other:
  - Manager of Purchasing/Central Services – complete salary eliminated with position deletion in 2014.
  - Purchasing Office Supervisor (previously Senior Buyer) – medium increase for additional and higher level responsibilities.
  - Unknown changes for Accounts Payable/Finance Dept. reorganizational position changes in 2014.
  - Cable Office positions – no change.
  - Print Shop positions – no change.

### Implementation Steps Needed

The following implementation steps are necessary to carry out this recommended plan:

1. Revisions to Policies & Procedures Manual Section 403.
2. Charter Ordinance change for Clerk/Treasurer to Clerk and Treasurer.
3. Revise all job descriptions (CA, Clerk, HR Dir., Finance Dir., IT Dir.).
4. Confirm evaluation of CAO (CA) (including dollar value per point adjustment and City Assessor supervision factor).
5. Confirm evaluation of Clerk.
6. Revised evaluation for HR, Finance, IT (if necessary).
7. Salary Ordinance revisions (if needed).
8. New Contracts for AK, MW, JJ.
9. Amended Contract for C.R.
10. Recruitment for CA. (specifics to be determined).

### Timing (Possible Meeting Dates)

The following dates are possible meeting times for further discussion of this subject:

- Committee of the Whole – January 6
- Common Council – January 7
- Committee of the Whole – January 13
- Common Council – January 21
- Committee of the Whole – January 27
- Common Council – February 4