

Structural Deficit Work Group Recommends Implementation

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
Yes	No brainer	Yes	Adm	56	Require all new employees have an onboarding/training/accountability plan which outlines what they should be proficient in at 30 60 90 120 days. If they are not release them from CWA employment rather than hoping they get better. too often people are kept because department feels they are nice or we could give them another chance or I don't want to go through the hiring process again. Holding on to a sub par employee is always a bad idea.	Identify that the person has the capacity to complete the tasks by providing clear expectations so time is not wasted on keeping the wrong people for the job and take time later to remove them from our workforce
Yes		Yes	Adm	53	career planning/retention/internal development program for promoting with in	
Yes		Not at this time	Adm	55	grant writing/external funding position	Position could be dedicated to applying for and administering grant programs
Yes	Default to technology	NA	All	5	eliminate printing and mailing of agendas and related documents to citizen committees; provide wifi only devices to those members who do have have access to their own mobile device for the committees that meet more often (Plan commission, cda, library board)	time savings of compiling documents, and mailing sots
Yes	Make directive department heads enforce savings)	Yes (via printer)	All	9	require use of window envelopes for efficiency of mailing to residents	Savings in printing envelopes, mailing labels and adhering mailing labels
Yes	Review overtime policy for exempt employees	Yes	All	6	Enforce the expectation that exempt employees work at least 45 hours on average, especially department heads. If they don't have enough work to do, have then audit another department for process improvements.	More work completed.
Yes		Yes	All	14	Have efficiency audits done on their most costly or staff intensive process for improvements; Ensure that supervisors are performing audits and checks of staff work product on at least a quarterly basis so that process errors are discovered and corrected without a vacancy; Have an outside (or person from other dept) analyze operations for improvements. Some staff continue to perform duties the way they've always done it and not use technology we are paying for just resulting in additional costs	
Yes		NA	All	16	Do not approve raises/bonuses for people unless they have improved an impactful process for which they are responsible	
Yes		Not at this time	All/Various	24	Move City Hall, Health Department, Senior Center and Library into one energy efficient building	Energy cost savings, staff savings due to the combining of programs provided, and ease of accessing services for residents
Yes	Support Shared Clientele	NA	All/Various	22	Have health senior center and library plan/provide programs together.	Reduce staff and costs eliminate duplication and schedule conflicts
Yes		Not at this time	ALL/Various	20	Combine city hall library health senior center in one location.	Collaboration of program offerings, custodial and utility savings
Yes		Yes	Assessor	29	Share BINS inspector for third staff	
Yes		Yes	Assessor	31	Interim Market Update - instead of the revaluation	
Yes	One for 2021 and maybe 2-3, inconjunction with assessor inspector sharing	Yes	BINS	43	Eliminate One Building Inspector and One Adm position	Online permitting and payment will reduce need once implemented \$200K
Yes		If approved	BINS	39	Building Permit Fees increase 5%	Est 20-40K year
Yes		If approved	BINS	48	1. Increase building inspection department penalties. Currently penalties for work without permits are triple fee. As an example: The city of Milwaukee charges quadruple permit fees for work performed without a permit. Not only would that further discourage illegal work, but would significantly increase revenue from illegal work. 2. Add fees for rejected plan examinations on the building and HVAC applications. Currently only the separate lighting plan application has that fee. The fee currently is 1/2 of the original examination fee, which would be \$37.50 - \$250 per major rejection. The additional fee would encourage designers and owners to thoroughly review the plans for design and code before submitting/resubmitting plans. 3. Increase fire department plan review and permit fees. Currently it does not appear that the fees cover the fire alarm inspection services rendered by the fire department. Some plan reviews can take several hours to review in addition to several hours of correspondence. Fire alarm acceptance test inspections usually take a minimum of 1hr to several hours of labor to inspect. Acceptance test failure rates are high despite the efforts to educate the alarm contractors. Encourage the use of re-inspection fees, and add a fee to access to contractors that miss an acceptance test appointment, or are not ready for inspection. A fee schedule based on the number of devices and equipment installed, for both plan review and inspections to at least cover the costs of the services, including rejected examination fees. A successful implementation of a building permit software and electronic plan review will further increase the productivity of the department, significantly reduce paper consumption and speed up permit and plan turnaround.	Increased revenue for both the fire department and the building inspection department. The costs encourages contractors to improve their quality and to obtain permits legally.
Yes		Not at this time	City Hall	58	Move City Hall to a smaller, more efficient location. Ex: The old Aurora Urgent Care building on National or building of similar size. Lease space in a larger facility such as Summit Place or Allis Yards.	Lower costs to operate and maintain a newer, smaller facility. Leasing may be cheaper than owning.
Yes		Yes	Clerk	59	use legislate program with legistar allow committee members to put notes on files if they wish; implementation of the full capabilities of legistar which streamlines and reduces time for processes	Staff time savings
Yes	Reduction of .50 no student needed	Yes	Clerk	60	Reduce .50 Position through attritition; hire part time student	Time savings through tech improvements reduces need for any additional staff.
Yes	review citizen committees and present to advisory; also review need to have people on citizen committees sworn in		Committees	64	Review common council and other committees, commissions and boards to identity areas for streamlining and reducing number as each committee involves staff time and commitment.	Reduction of staff time.

Structural Deficit Work Group Recommends Implementation

Yes	has been talked about for some time need to implement		Communication	65	use advertising and sponsorship opportunities to fund activities and services (k-9, mih, library, etc.)	
Yes	IT can assist Update and explore automating with the	Yes; calculations done with gis and app not	Development	68	Eliminate use of drop box and use one drive.	Development can adapt to use either program, if one drive can be effectively utilized, no problem West Allis already has the most streamlined front footage assessment software in Wisconsin which still requires human input to make it fair in compliance with State Stats. The only way to completely eliminate the need for a special assessment clerk would be to enact a wheel tax. There are 38,570 vehicles registered in West Allis so at \$40 per vehicle WisDOT staff would send us a check for \$1,542,800 every
Yes	neighbor/non-profit \$25; increase to	Yes	Engineering	71/87	Change the way assessments are calculated so that it could be done with gis and eliminate need for full time assessment clerk	
Yes	Attempt Again	Yes	Engineering	70/86	Block Parties/Special Events Permits increase \$10K revenue	Improve collaboration among City Departments (Engineering, DPW, Police, Fire) in coordinating Special Events and recoup all City costs to provide these services
Yes	Attempt Again	Yes	Engineering	75/84	Street Light Design readvertise for PW Electrical Engineer/System Maintenance Superintendent \$116K savings	Avoid paying Electrical Engineering consultant fees of \$192,000 in 2020 for street lighting work by hiring in house staff.
Yes		Yes	Engineering	78	Purchase Robotic Total Station Cost \$30K savings \$201K over 10 years (new non robotic one needs to be purchased in 2021 for \$20K anyways)	This robotic equipment would allow 50% increase in data gathering productivity, more accurate measurements, fewer mistakes, reduced rework, better quality assurance.
Yes	best time to complete in January	Yes	Engineering	82	GCS Online Reporting needed to reduce phone calls	BP Logix software used to provide online Special Assessment reporting and online payments to save staff time answering these phone calls.
Yes	Finance needs time to help implement		Finance	90	Modernize Purchasing Policies	Policies are convoluted, inconsistent, and confusing for departments to navigate.
Yes	Finance needs time to help implement		Fire	105	Require fire to use nova time payroll system to streamline payroll processing .	Time savings
Yes	But will not reduce staff	NA	Health, Library	125	Move the health, library and senior center together and combined staff can provide programs and activities.	reduce staff
Yes	Good opportunity for community based health	Not at this time	Housing	137	Move the housing department to health department for streamlining of services and consolidated service delivery for customers List the city's contributions towards pension, health insurance, taxes in addition to the employees' contributions so that employees are aware of the amounts that the city pays in addition to their paychecks. And/or have an annual statement with this information.	Yes, but maintain CDBG in the Development Department. Maintain efficiency
Yes	will implement in 2021	NA	HR/Finance	138		
Yes		Yes	IT	140	Add Kiosks in the library, police and city hall for people to access city services virtually.	Site that explains how these work: https://software.intel.com/content/www/us/en/develop/articles/the-use-case-and-technology-behind-smart-city-kiosks.html
Yes		Yes	IT	144	Move hosted programs to cloud programs	Save on server maintenance and replacement
Yes		Not at this time	IT	146	Reduce One Position in IT for End User Support	\$70,000
Yes	when My Government Online is implemented	Yes	IT	149	Stop using BP Logix 19K per year	
Yes		Yes	it/all	151	reduce printer fleet by at least 50%; no desk printers, no single person printers	
Yes	Make directive department heads enforce savings)	Yes (via printer savings)	it/all	152	Require departments to use electronic transmission of documents and no printing if sending to another city department	Reduce printing costs and time wasted delivering interoffice mail
Yes	Added reminded to printing and follow up with direction	Yes (via printer savings)	it/all	153	restrict printing of emails	
Yes		Not at this time	Planning	171	Increase fees for site, architectural and signage review	Increased revenue, decrease property taxes
Yes	Begin with 2021-2022 School Year due to fiscal budgeting of School district	Not at this time	Police	175	Crossing Guards - Paid for by School District	
Yes	9/6 Capital Improvement Committee	Not at this time	Police	179	Eliminate parking stickers and use license plate number instead.	Staff time savings processing

Structural Deficit Work Group Recommends Implementation

Yes	Crossing guards only	Not at this time	Police	172	3% reduction crossing guards to school; eliminate 1 civilian positions and 3 specialty unit positions	Cost savings
Yes		Yes	PW	209	Barcode inventory for ease of ordering	
Yes		Yes	PW	227	Have public works staff and oversee all of the building maintenance and cleaning so that people are cross trained and can fill in when others are out instead of paying overtime.	OT cost savings
Yes		Yes	PW	228	Make the sanitation department for attractive. Better equipment. Not saying a brand new truck. Just small updates on current fleet. Tippers that will reduce on the job injury. The highest cost for a business is employee accusation fees. I've been an employee for West Allis for a short time and have seen 10 people quit/transfer departments.	Employee retention. Huge money saver. Get people to stay and money will be saved
Yes	go with next gen of light poles instead of keeping old stuff in inventory	NA	Pw	233	Standardization of streetlight poles	
Yes		Yes	PW	238	Use permanent signs for state fair parking with wording that indicates only during state fair. Instead of spending min of 3 weeks of staff time before and after fair putting up and taking down signs by several people.	Cost savings.
Yes	also implementing remote/programmable door locks	Yes	PW	226	Have person clean bathrooms at city hall daily but only empty garbage/recycling on Tues/Thursday	
Yes		NA	PW	231	Reduce overall number of vehicles.	
Yes	Keep exploring and also look at refuse and recycling	NA	PW	210	Change to one water meter at trailer parks -eliminates maintenance responsibilities for water meter freeze ups and will increase the probably of regular payments of water bills	
Yes		Yes	PW	224	Elimination of Janitor in B&S/PW - savings \$81K	
Yes	Coordinate with School District	NA	PW (see,292, 250		Liberty Heights cleaning by the rec center instead of the pw employees since they use the park	

Structural Deficit Work Group Recommends Referral to Common Council with No Recommendation

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
Refer to council with no recommendation			All	7	furloughs	
Refer to council with no recommendation		NA	BINS	40	Change Tall Grass from 6-8"	Reduce staffing and enforcement costs \$15K year
Refer to council with no recommendation		NA	Development	69	Hire outside accountants for TIF and FIRE services; Will need FIRE and CDA Approval	Reduces staff time. Currently using Ehlers to perform TIF duties
Refer to council with no recommendation		NA	Finance and De	95	Remove or get reimbursed for all FIRE activities, administrative, financial, software, rent, etc.; 0, will reduce tax payer costs	FIRE is fully capable of paying these costs and were under the impression they were. Why not? FIRE has contributed
Refer to council with no recommendation		NA	Public Works	205	Implement a drop off fee for the pw yard	
Refer to council with no recommendation		NA	PW	216	Eliminate incentive routes for public works. Most newer employees do not want to run through the routes like the veterans and this is one of the reasons for the continuous turnover	Cost Savings, employee retention
Refer to council with no recommendation			PW	225	Elimination of spring yard waste collection Savings \$22K annually	
Refer to council with no recommendation		NA	PW	230	Provide garbage bins for all residents who do not have them, include the cost on their water bill. Then eliminate pick up of any items outside the bins for normal garbage pick up. Have people schedule a special pick up online (only limit to so many per day) and pay flat online fee of \$75 or \$100.	Reduce staff time needed to coordinate scheduling and pick up of additional items. Reduce injuries.
Refer to council with no recommendation		NA	PW	222	Elimination of Brush Collection Savings \$82,264 annually	
Refer to council with no recommendation			PW	213	Do not pick up garbage/recycling during snow event or overtime on weekend to catch up	
Refer to council with no recommendation		NA	PW	208	Automatic arm pick up for garbage and recycling.	Cost savings for labor and worker's compensation.
Refer to council with no recommendation		NA	PW	232	Reduce trash pick-up from weekly to bi-weekly as is done with recycling. Charge for pick-up of items not in a cart, such as furniture. Residents could still bring excess trash to the City yards.	With the introduction of recycling, trash refuse should have diminished by at least 1/2 if not more yet we continue to provide weekly service. This would encourage residents to produce less trash and recycle more. Residents, by ordinance, are required to possess an adequate number of trash containers for 2 weeks worth of trash already.
Refer to council with no recommendation			PW (see 292, 2247		Give Reservoir Park to the Little League.	Cost (staff and maintenance savings)
Refer to council with no recommendation			PW (see 292, 2248		Give liberty heights park to the school district.	Cost (staff time and maintenance) savings.
Refer to council with no recommendation			PW (see 293, 2249		Give all of the parks that the rec center or school district uses regularly to them.	Cost (staff, maintenance, and capital) savings.
Refer to council with no recommendation			Senior Center	253	Move services to the Rec Department or a Senior Living Facility	

Structural Deficit Work Group Recommends Referral to Library Board

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
Refer to the Library Board for review and consideration			Library	156	Change the model of the library. Many patrons are using the library for digital access (wifi, internet, computers, printers) instead of continuing to hire librarians change those positions through attrition to positions which can support such needs at a lower staff costs.	Salary and pension savings.
Refer to the Library Board for review and consideration			Library	158	Combine library with a school library	Staff savings better access for those students
Refer to the Library Board for review and consideration	represent less than 25% of staff		Library	168	Reduce number of librarians	

SDWG Recommends Exploration of these Suggestions

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
Explore		NA	BINS	46	The Fire Department doesn't do sprinkler or fire alarm plans, even though we are a delegated agent to do those. Marty King go that delegation, but they aren't using it. That means a lot of revenue is going to the state instead of going to us. BINS could take over the sprinkler and fire alarm plan reviews.	Increased revenue for the city, also fast review times for the contractors (state was 14 weeks out last year)
Explore	Would be difficult to accomplish	NA	All	13	Move all department facilities budget to a general city facilities budget	
Explore	Analyze usage	NA	All	11	Review use of consultants, Instead of automatically hiring outside consultants for development and engineering activities evaluate if we could provide results internally through existing staff and/or hiring LTE to provide assistance. (Hwy 100 study, led lighting)	Cost savings, internal accountability.
Explore		NA	All - Exempt En	19	Remove overtime for all exempt employees (currently we pay after 45 hours)	Savings does not include police and fire departments
Explore		NA	All/Various	25	Move forward on the recommended evaluations presented on page 8 of the Executive Summary of the Facilities Study.	
Explore		NA	Attorney	32	3 attorneys and paralegals	
Explore		NA	Attorney	35	Reduce one of the Fulltime Attorney positions to Part Time	
Explore		NA	BINS	47	Complete Electronic Plan review	
Explore		NA	BINS and Deve	49	Combine BINS and Development department.	Staff savings
Explore	Explore options for providing alternative times for service delivery - open earlier or later on some days		city hall	57	close city hall earlier	
Explore		NA	Engineering	79	Buy Sewer Truck	City currently spends \$95,000 on outside contractors every year to televise sanitary and storm sewers. Green belt lean training examined purchasing DPW camera truck to eliminate outsourcing of sewer televising services to contractors.
Explore		NA	Fire	98	Combine with SW Surburbs	
Explore		NA	Fire	104	Require all firefighters to be paramedics too and have them assist with nursing services provided by health dept and reduce number of nurses.	
Explore		Not at this time	Fire	102	Get rid of the Fire Administration Building-the building is old and only houses a few people. Have those employees go to another building...Police department-Public Works bldg-one of the 3 Fire Departments in West Allis.	You could eliminate maintaining this building-paying the utility bills-etc...
Explore		NA	HR/Safety	139	The Safety Coordinator doesn't seem to be a full time position. In other organizations you have a human resources employee also do safety with other committee members. This position does not need to be a full time only for safety. incorporate with a human resources professional who does both.	Salary savings and more efficiency.
Explore		NA	IT	141	Create joint GIS department with other munis	Cost savings; cross training, additional depth for resources
Explore		Not at this time	IT	145	Reduce one position in GIS and App Projects	\$200,000
Explore	9/6	NA	Police	183	Have retirees enforce parking regulations in addition to parking checkers.	Additional revenue.

SDWG Recommends Exploration of these Suggestions

Explore	NA	Police	184	Have the bid rent the police substation for reduced costs	
Explore	NA	Police	188	Pursue Alternative Funding for Victim Advocate Employee	
Explore	Yes	PW	237	Use only perennials in planting, no annuals.	Explore if there is a labor savings and implement adopt a blvd, flower bed, park program to realize cost savings
Explore	NA	PW	212	Consolidate administrative support functions. Today, there are administrative support people that are trained in specific divisions and/or functions and most are not cross-trained. Most of the administrative support staff are located in the division in which they support. My idea is to consolidate the administrative support roles throughout DPW into one area/office and cross-train staff to support multiple divisions. This would allow those with excess time in their division to handle the needs of other divisions that may or may not have administrative support. Currently, the only administrative support that is shared is from the electrical, forestry, and building/sign divisions. Water and streets/sanitation have dedicated staff. If all admin staff were located in the same office, then all phone calls for public works regardless of division could be handled by any one taking phone calls. Time card entry/verification, purchase orders, invoice payments, customer service, and other admin support functions could be shared responsibilities. Admin staff could be supervised by one person instead of multiple people (division leaders currently). This would allow for efficient and consistent processes throughout DPW and a one-stop-shop for Citizens to get their needs taken care of. Many citizens walk into the main office or another office just to be directed to the correct office instead of being able to just get their business done at one location. Calls flow by division and could easily be centralized where staff could be cross-trained to handle calls from multiple divisions instead of being transferred around 1 or 2 times.	This is a more citizen friendly approach to customer service and should result in more efficiency at DPW which would in turn be a cost savings to the City. Ultimately, with admin support in one location jointly supporting multiple divisions, the staff needed should be reduced due to the efficiencies gained by centralizing functions and support.

Suggestions already completed or in progress

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
In progress/completed		NA	Engineering	73	Pavement Rating continue usage of RoadRateIT App \$20K savings over 10 years	Use an APP to automate and streamline pavement rating required by State Stats.
In progress	My Government Online	Yes	All/Various	23	Have licenses and permits accepted by one department and routes to others for review and inspection.	Better experience and less staff time with initial entry and checking other dept status
In progress	CSC	Yes	Clerk and Treas	63	Cross Train the Clerk and Treasurer staff so that any of them can handle normal transactions	
In progress	CSC	Yes	Communicator	66	West Allis 311. Create a one-stop customer service center where citizens can get information about City programs, services and events; report an issue or submit a City service request. Live telephone, email or chat assistance could be available Monday through Friday from 8 a.m. to 5 p.m.	create a centralized customer service center to provide consistent, reliable and accurate information to city customers. also drive online services for a virtual city hall. This would align with the upcoming city hall remodel.
In progress	Reduction in Workforce Initiative	Yes	All	8	Maybe offer an incentive package for those close to retiring. This would eliminate those at the top of pay scales and bring on new hires at a lower rate. Also, could evaluate whether those positions need to be refilled	Substantial costs savings of salaries/benefits
In progress	2020 COVID Cost Mitigation	NA	All	12	Reduce or Eliminate national travel	
In progress		NA	All	17	how departments and supervisors accountable for handling allocations and processing payments	Finance Department Staff savings to reallocate to financial analysis
In Progress		NA	All	18	update ordinances and policies and procedures to eliminate provisions which are inefficient and are not required for oversight	
In progress	Reduction in Workforce Initiative	Yes	ALL/various	21	combining departments/ flatten org chart	Reduction of Staff
In progress	Assist as backup in CSC	NA	Attorney	37	Shared Admin Staff	
In progress		Yes	Attorney	36	Reduce use of outside council	
In progress		NA	Attorney/BINS	38	Work out a way that all the inspectors who have written tickets do not have to appear at muni court for numerous hours a week	
In progress		Not at this time	BINS/Health	51	Actively enforce short term rental license requirements and collections of room taxes from vrbo, airbnb, etc.	
In progress	Recruit Students	yes	Clerk	61	Staff Elections with only City Staff \$25K	
In progress	Collaboration with HR and Communications already occurring; no budgetary impact	NA	Communicator	67	Allow communications to take a more active and responsible role in recruitment strategies for city job openings,	Allow HR staff to focus on interviews; allow communications staff to use existing social media and new digital recruitment tools for advanced job application submission. have confidence in communications to identify and provide recruitment/advertising strategies for various positions. provide recruitment matrix to department head. exhaust all recruitment opportunities including local and nationwide plus signing bonus and referral bonus program.
In progress		Yes	Engineering	76/83	Convert from Microstation to less expensive Power Draft computer aided design software	Convert from Microstation Computer Aided Design software to less expensive Powerdraft software. Powerdraft has less functionality (which is still required by engineers) but Powerdraft is sufficient for technicians.
In progress	Make directives; set milestones	Yes (via printer savings)	IT	143	Fully implement docuware for staff time savings by electronic routing and document management	Save staff time handling paper documents and manual routing/storage of paper
In progress		Yes	IT	142	Evaluate the effectiveness and the need to have a gps system and a phone or tablet with gps capabilities.	The current CalAMP GPS system is a \$35,000 annual subscription. Added costs include the time Fleet spends installing units in the new vehicles and replacing broken units
In progress	Implementing if makes sense	NA	PW	207	4 ten hour days	
In progress	for 2021	Yes	PW	221	Elimination of 2 maintenance repairer positions in Water Utility PW - Savings \$149K	
In progress		Not at this time	PW	239	Work with Milwaukee Water Works to allow us to use their resources instead of having to rebuild the reservoir.	Millions of dollars of cost savings

SDWG does not recommend the following suggestions

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
No	no savings		Police	182	Have civilian gas and clean cars	
No		NA	All	2	charge technology fee for licenses and permits	Funding software monthly costs by those who utilize the service not taxpayers
No		NA	All	1	charge counter fee for all licenses and permit fees (Maybe just for renewals)	Focus on having applicants file online on lobby kiosks
No	departments can implement if works for their operations and allows for continuity of services	NA	All	3	Close offices on Friday and have 4-10 hour days rest of week.	Eliminate lunch and breaks for additional day; 45 hours per employee per week; reduction of utility and cleaning costs for 1 day per week
No		NA	All	15	change purchasing policy so that only items more than \$50K must be approved by CC unless required by State Law	
No		NA	Assessor	28	Combine Assessor with Clerk and Treasurer	
No		NA	Assessor	30	Support elimination of personal property taxes and instead have additional funds from state. Reduction of staff time needed.	Cost savings.
No		NA	BINS	45	Reallocate one inspector position to a centralize code compliance position which enforces all city codes for businesses and residential	
No	would eliminate the ability for inspectors to cross train and complete other inspections unsure what this means		BINS	42	Eliminate additional certification and training	Savings of \$10K but loss of efficiency for one inspector going out to project
No			Case mgmt de	52	Combine case management services of the housing, health department, senior center, fire department and police cart officer.	Coordinated efforts and staff time reduction.
No		NA	Clerk	62	Combine Clerk with Assessor and Treasurer	
No			Engineering	74	Send staff to become certified bridge inspector as opposed to using consultants (\$770 over 10 years)	Send staff to Federal Highway Administration Training to become certified Bridge Inspectors instead of hiring consultants
No	On hold while other options are reviewed		Engineering	81	Construction Management Software	Automate construction reporting and payment processes to contractors
No		NA	Fire	107	Eliminate incentive pay for command staff	
No		NA	Fire	99	Do not fill the open fire positions.	Salary reductions.
No		NA	Fire	109	No Overtime for Battalion chiefs	
No		NA	Fire	96	12 hour shifts	Would decrease OT
No		NA	Fire	111	Fire- Seems top heavy over Police. It is noted that it appears Fire ranks go from Firefighter to Lieutenant (no Sergeant rank) while Police ranks go from Police Officer to Sergeant. When comparing Police and Fire command staff... * Police and Fire each have 1 Chief. * Fire has 1 Assistant Chief, Police have 0 Assistant Chiefs. * Fire has 3 Deputy Chiefs, Police have 2 Deputy Chiefs. * Fire has 1 Battalion Chief, 3 Captains, 3 Lieutenants, and 23 Equip Operators/Firefighters on each platoon; Police has 1 Lieutenant, 3 Sergeants, and 25-28 Police Officers on each shift. In other words, Fire has 7 supervisor/command positions per platoon while Police has 4 supervisory positions per shift. * Fire has increased working with other communities and vice versa. Could Fire personnel be cut because they are teaming up with other agencies? For example, 1 West Allis incident can use a West Allis unit and a unit from another agency rather than 2 West Allis units. In another example, could an incident requiring a supervisor and multiple Fire units be able to be covered by 1 supervisor, not 1 supervisor from two agencies just because two agencies are involved. Or, can Fire concentrate more on West Allis incidents and then not need as many personnel to help out other communities.	Reduced positions, reduced salaries, reduced benefits/retirement.

SDWG does not recommend the following suggestions

No		NA	Fire	112	Reduce Command Staff	
No		No	Fire	114	Reduce # of staff on rigs	
No			Health/Senior C	133	Have the senior center operations be provided by a 501C3 funded through the endowment fund. Personal donations can then support the operations instead of the city.	Reduction of salary, maintenance and upkeep.
No	Already down to one employee		Police	189	Reduce # of night time parkers call takers	
No	courts not paperless	NA	Police	181	Finish release of records via online tools and children's court data discovery 2019 strategic actions to reduce administrative staff time.	Reduce staff time.
No	not a long term solution	NA	Police	176	Do not fill the open police positions.	Reduction of Salaries.
No	Provide graffiti abatement services		Police	178	Eliminate Neighborhood Partnership Specialists	
No		NA	Police	185	Have the school district hire safety officers instead of us having police officers in schools.	Cost savings.
No	driven by court	NA	Police	191	Require reduction of OT by X	
No		NA	Police and Fire	197	Eliminate use of take home vehicles for police and fire, especially if the employee lives outside the city	
No	Look at other options like volunteers	NA	PW	220	Eliminating Holiday Decoration Prep - Savings \$18K	
No		NA	PW	235	Street light outage only during work hours - save \$6270	
No	Sponsorship program	NA	PW	218	Eliminate purchasing & planting flowers/plants for boulevard medians, around city buildings, planters, city parks, etc. Could also hold off on planting new trees &/or replacing trees for now until City is in better position financially.	Save on cost of materials & employee wages.
No		NA	PW	223	Elimination of Emerald Ash Borer Treatment - Save \$50.5 K	
No		NA	PW	215	Eliminate Blvd maintenance on Hwy 100, OK Ave 76 to National and Greenfield 100-124th St - Milwaukee County owns property and we agreed in past to maintain - \$43K savings	

SDWG did not rate the following suggestions

SDWG Recommendation	Notes	in 2021 Budget	Dept	#	Idea	Implementation Benefits
-			Adm	54	Create very undesirable health/dental insurance benefits and then increase wages to be top paying in the industry	Reduction in employer portion of insurance cost because there will be so few participants; employees would probably get insurance from private marketplace or spouse
-	Hope all departments are regularly evaluating	NA	All	4	eliminate nice to have programs that impact a low number of people	reduce costs and staff
-			All	10	Restrict discretionary spending.	
-	unsure what this means	NA	All/Various	27	stop providing services that are already provided by private businesses.	
-			All/Various	26	privatize departments/services	
-			Attorney	33	Keep the budget of claims at 100K - invest in training and safety	
-			Attorney	34	Market our attorney services to other municipalities to generate revenue. For example, we could farm Nick out to communities who need prosecution once or twice a month. Or we could farm Sheryl out for any HR matters. Or we could farm Kail out to communities that need a nuisance property dealt with or razed.	Generates revenue based on expertise of staff
-			BINS	44	Eliminate Plan Examiner position and State Plan Reviews	\$105 Budget Reduction but \$70 revenue lost and increased time for businesses to open up
-			BINS	41	Combine BINS Inspection with Fire - Neighborhood Services Inspections to Fire - Reduce Supervisor Position	
-			BINS/Developn	50	Eliminate BINS Director position ? who will manage BINS?	Streamlined service delivery \$50K -\$150K savings per year
-			Engineering	77	Lay off engineers during winter like other cities or have them help in public works for plowing	Engineers work on design year round; especially in the winter. Engineering Technicians also work year round doing drafting and inspection. City is already shortstaffed with engineers and unable to achieve infrastructure goals of 3.5 miles of paving per year. Most West Allis Engineering Technicians were recruited from City of Milwaukee where they were laid off in winter. The Milwaukee drop down layoffs are bleeding Milwaukee of all their trained talent who are fleeing to West Allis.
-			Finance	88	Capital Improvement Accounting Specialist - Move position from PW	unsure of what the role for this person would be or how helpful it would be. It would be tough for a person at this level to make substantial contributions to the process.
-			Finance	89	Hired Grant Specialist and Include Alternative Funding Acquisition - Funraising for Library, Parks, Police and Fire Sources	It would be great to obtain additional funds for the City, but a grant specialist is quite different than a fundraiser.
-			Finance	91	Other Finance Analysis - Hire outside people	Eases the burden on Finance/possibly gets things done quicker
-			Finance	92	Process Accounting Transactions as they a received and minimally quarterly	This is already being done
-			Finance	93	Protective Service Payroll Specialist - Move position from Police	Having Police and Fire complete their own payroll recording and reporting is a substantial issue for the City. Having a trained professional completing this recording and reporting would be an improvement for both operations and audit.
-			Finance	94	Update Financial Program for better reporting and user friendliness for non finance users so they can do their own reporting and review and not have to burden finance with questions, could combine time entry, payroll, and self service HR to further streamline and have staff savings	Implementing a front end PR platform would be beneficial given the appropriate budgets, staffing, and expertise, however Novatime is fairly decent at providing accruals, pay rates, pay amounts, time worked, etc. with good history. The paystubs provide the remaining information. And, the Benefits Administration Software provides needed information on benefits, life events, etc. So, it would be replacing a number of programs and processes that would cost a substantial amount of money and time, but not provide that much more information.
-			Finance/ Treas	254	Combine Treasurer with Clerk and Assessor	Less leadership needed, as there would likely only be one DH. One benefit would be a better interaction on property tax billing and perhaps a more coordinated effort.
-	Not a short term solution	NA	Fire	106	Close station 1 and move station 3 to police department, New Construction could include a the storage garage for the police department.	Cost savings and coverage of more of the city.
-			Fire	103	Medical Responses Amulance only	
-			Fire	97	Combine BINS Inspection with Fire - Neighborhood Services Inspections to Fire - Reduce Supervisor Position	better customer service, less duplication of efforts
-			Fire	110	Consolidations of local fire departments/reduction of upper officers. The number of upper officers is significant. They clearly do not need to maintain the quantity of staffing since we collaborate with other area departments. Since they are untouchable with salary negotiations, make them have to take a cut in their budget. It is common knowledge that they are "brass heavy" (comments made by their own employees). Also it seems quite insane to have a Fire Admin building that houses 10 people! Someone needs to look closely at the paper trail they create to justify their numbers. Police should remove some brass an replace with officers. Security was a priority from the citizen survey	major cost reductions in salary/benefits/facilities
-			Fire	113	Reduce number of fleet vehicles	
-			Fire	101	Eliminate suvs for battalion chiefs. Use old squad cars.	
-			Fire	100	Eliminate Station #3	
-			Fire/BINS	115	Move the BINS inspection process to Fire	

SDWG did not rate the following suggestions

-	Fire/Police	116	Create Public Safety Department (Police and Fire) 1 Chief	Est \$200K per year	
-	Health	117	Contract with Aurora to provide immunization and vaccines		
-	Health	118	Move classes, seminars and events (health, wellness and fitness program, parenting education, community health, and prevention programs) to fire, library or rec department staff		
-	Health	119	Move Communication/Social media activities to Communications Department - Reduce staff		
-	Health	120	Reduce number of Nurses - collaborate with Fire		
-	Health	121	Eliminate services provided by private sector/or partner with them to provide instead of staffing for such		
-	Health, Fire, Pc	122	Combine mental health efforts of the police, fire and health department.	Salary reduction	
-	Health, Library,	123	Work with other municipalities to provide programs for citizens, virtual and in person.	Enhance program offerings and reduce staff time.	
-	Health, Library,	124	Combine services offered with these departments and reduce health department staff needed to provide/organize trainings		
-	Health/Senior C	126	charge the WIC program monthly rent for use of the WAHD. They are charged rent at Cudahy (\$900 per month - 5 days/wk) and Greenfield (\$275 per month - 2 days/wk)	revenue increase/creation	
-	Health/Senior C	127	Combine senior center operations with United Seniors of Wisconsin - 4515 W Forest Home Avenue.	Savings of salaries and operations.	
-	Health/Senior C	128	Create a county wide health department.	Cost savings.	
-	Health/Senior C	129	create shared health department with other western suburbs	reduce overhead costs	
-	Health/Senior C	130	Have another entity (library, aurora, rec department, fire) provide the following programs currently provided by health department staff - Living well with chronic conditions, loving touch infant massage, pregnancy classes, love and logic parenting, every woman's journal training, stop the bleed, reading programs, etc.	Reduction of staff hours and staff	
-	Health/Senior C	131	have aurora be our support for nurse call in line instead of having one nurse dedicated to such at all times in health department	salary savings	
-	Health/Senior C	132	Have the fire department perform the healthy home program activities instead of health department staff.	Reduce number of nursing hours needed.	
-	Health/Senior C	134	Smoke detectors, co alarms, asthma pillow and mattress covers, healthy home lead buckets. Partner with Aurora and/or Walgreens to provide flu shots for community and staff members. If we even paid \$30 dollars for a flu shot the cost would be ~\$33K, and we could reduce one of the nurse positions to .50 or less.	Salary cost savings	
-	Health/Senior C	135	Rec dept should provide senior center programs not city.	Staff savings	
-	Health/Senior C	136	Use private dentists to provide dental care instead of having staff to do so.		
-	IT	147	Use phone and ipad for gis tracking instead of separate software (Cal amp \$35 K and replacement costs)		
-	IT	148	Utilize subscription services instead of employing so many IT staff		
-	it/all	150	Only have cell phones for those people who have city phones and work in the fields, like inspectors, engineers, etc. No need to pay additional for a land line.		
-	Library	154	Change library operations so people with masters degrees aren't teaching people how to use a computer, trouble shoot computer issues, plan and provide programs, processing online book requests, nUmber of librarians should be reduced and any new employees should be have qualifications that match the need of a 21st century library.	Cost savings improves patron experience	
-	Library	155	Change staffing based on current needs, people do not need help from someone with a master's degree		
-	Library	157	Combine classes with rec center, senior center, and health department offerings	Staff time savings	
-	Library	159	combine library with other suburbs	lower overhead costs - staff, subscriptions, activities	
-	Library	160	Combine service desks	reduce	
-	Library	161	Create a coworking space which businesses can rent/utilize in the library to supplement operating costs.	Help with Operating Costs.	
-	Library	162	Get mass on line streaming subscriptions for both movies and music instead of purchasing dvds and cds. For those who don't have access allow check out of a fire tablet or something similar that has internet capabilities.	Cost savings for material and trying to keep them relevant and savings from reducing staff processing time of materials	
-	Library	163	Have library open max of 45 hours week.	Salary savings	
-	Library	164	Library-With so many online resources, can Library hours be reduced for remainder of year?		
-	Library	165	Move the library to building that doesn't have so much square footage that requires heating and cooling but is not usable (high ceiling)	Long term utility savings	
-	Library	166	PT Cleaning provided by PW or outsourced		
-	Library	167	Reduce Library materials budget; have people donate book for birthday, other drives instead of using tax money		
-	Library	169	Remove homebound resident services or redirect to the case management departments - fire, health, senior center, housing instead		
-	Library	170	Sell west allis swag at library		
-	Police	190	Reduce staff support of CAAD		
-	Police	192	There is no reason why Records needs THREE supervisors. Currently it has a Captain, a Records Supervisor and a Lead Clerk. The Lead Clerk position should be eliminated and that individual be demoted to a clerk II like the rest of the clerks. The newest hired clerk is still on probation and she should be eliminated. The Supervisor is able to manage a group of six employees on her own I'm sure. The Records Unit has reduced its hours and only has one window open instead of two.	It reduces one full time employee and the wage difference between a Clerk II and a Lead Clerks position. That saves money in benefits and payroll costs.	
-	Police	187	k-9 officers must reside in city		
-	Police	173	Civilianize the Community Services Department		
-	Police	177	During snow emergencies have community service officers or parking checkers enforce emergency parking operations		
-	Police	180	Eliminate the police community service specialists. Have BINS handle graffiti.	Salary Savings	
-	9/6	Police	186	Hire part time parking checkers who work 2-6 each night and all during snow events	012
-	Police	193	Explore/implement energy savings for the Police Department as it has the highest energy costs per the facilities study.	Utility cost savings.	

SDWG did not rate the following suggestions

-	Police	174	Combine police department with West Milwaukee.	Cost savings for dispatch and command staff.
-	Police	195	Reduce Administrative Staff	
-	Police	194	5% reduction is 3% plus additional 2 civilian and 3 sworn specialty unit positions	
-	Police and Fire	196	change to 12 hour shifts to reduce overtime	
-	Police, Fire, He	198	Reduce, eliminate, or change to civilian positions which are focused on accreditation	
-	police, fire, pub	199	do not allow people who reside outside of west allis to take home vehicles	
-	Police/Fire	200	Change staff in police and fire to create a civilian business manager to handle hr functions such as scheduling, fmla, etc.	
-	Police/Fire	201	Finance Payroll Specialist for Police and Fire Payroll	Compliance for Audit
-	Police/Fire	202	Novatime	Compliance for Audit
-	Police/Fire	203	Eliminate pay for holidays and holiday pay	
-	Police/Fire/PW	204	Audit Payroll Records	
-	Public Works	206	Have a cleaning service come in to clean city hall.	cost savings
-	PW	217	eliminate plowing of alleys.	
-	PW	214	DPW- 1) Outsource garbage collection and maybe other DPW functions like forestry, mechanics, streets & sanitation. 2) Understanding that some tasks require two or more people, can a trained DPW worker be paired with a contract employee or part time employee (like the college kids who cut grass in the summer) who doesnt need as much training to accomplish the task at hand? For instance, and this is purely anecdotal, but if 2 people from forestry are required to trim a tree because one actually has to do the trimming (and needs special training) while the other is a safety officer, directs traffic, picks up branches (probably does not need a lot of training), can you pair a full time forestry worker with a contract employee or part time employee)? This may allow the City to save money on pay and/or costs associated with benefits/retirement. 3) Pairing a DPW worker with a part time or contract employee also solves issues of building security. The City may be hesitant to have only contract workers working in a building do to security concerns, but if a DPW worker is supervising the part time or contract employee, it may be more acceptable.	
-	PW	229	One person on watch and/or create weekend shift and/or have 3-11 shift	
-	PW	236	Street lighting utility	Fund the replacement of street lights
-	PW	219	Eliminate, reduce, share items which are infrequently used.	
-	PW	234	stop regular staffing to worst case scenarios. have more temp and sub works which get paid more, but are working less so less overall cost.	
-	PW	211	Combine public works operations with west milwaukee.	Initial savings through equipment and later through staff.
-	PW	240	Arborist	
-	PW (see 280)	246	eliminate snow plowing in alleys	
-	PW, Police, Fir	251	Move positions from police, fire, and pw department to a budget and accounting specialist to handle financial activities for the departments with the largest budgets	
-	Senior Center	252	Close Senior Center Save Staff Costs, future maintenance and utilities	