



City of West Allis

7525 W. Greenfield Ave.
West Allis, WI 53214

Meeting Minutes

Administration & Finance Committee

Alderman James W. Sengstock, Chair

Alderman Vincent Vitale, Vice-Chair

Aldermen: Thomas G. Lajsic, Michael P. May, Cathleen M. Probst

Monday, November 11, 2013

6:00 PM

City Hall Room 128

SPECIAL MEETING

A. CALL TO ORDER

Chair Sengstock called the meeting to order at 6:00 p.m.

B. ROLL CALL

Present: 5 - Ald. Sengstock, Ald. Vitale, Ald. Lajsic, Ald. May and Ald. Probst

Excused: 0

Others Attending

Jeff Klass; Aids. Czaplewski, Reinke, Roadt; Paul M. Ziehler, City Administrative Officer; Mark Wyss, Manager of Finance; Gary Streicher, Steve Bane, Marty King, Fire Department; Audrey Key, HR Manager; Jim Jandovitz, IT Manager; and Jeanette Wardinski, Administrative Assistant.

C. CLOSED SESSION

PLEASE TAKE NOTICE that the Administration & Finance Committee of the City of West Allis will meet, at approximately 6:00 p.m., or as soon thereafter as time permits, on Monday, November 11, 2013, in Room 128, City Hall, 7525 West Greenfield Avenue, West Allis, Wisconsin, to vote on a motion to convene in closed session at said time and place to review the Mayor's recommendations for the 2012 performance evaluations and allowances for Department Heads, and to take such further action as may be necessary and appropriate with respect to such matter.

A closed session for the above purpose is authorized pursuant to the provisions of Wis. Stats. Section 19.85(1)(c), which authorizes a governmental body, upon motion duly made and carried, to meet in closed session to consider employment, promotion, compensation or performance evaluation data of any public employee over which the governmental body has jurisdiction or exercises responsibility.

Chair Sengstock stated that Mayor Devine is not present for this discussion as he is completing his work on this matter, so the Closed Session will not be necessary at this time. The Committee will continue with its public agenda.

D. APPROVAL OF MINUTES

A motion was made by Ald. Vitale, seconded by Ald. Probst, to approve the Regular Meeting minutes of October 28, 2013 and Recess Meeting minutes of November 5, 2013. The motion carried by the following vote:

Votes: Aye: 5 - Ald. Sengstock, Ald. Vitale, Ald. Lajsic, Ald. May and Ald. Probst

No: 0

E. NEW AND PREVIOUS MATTERS**1. [2013-0606](#) 2014 City of West Allis Mayor's Recommended Budget.**

Ald. Sengstock introduced this item for discussion and asked Mr. Ziehler to comment. Mr. Ziehler said as a follow up to discussion at the last Committee meeting on the redirection of funding in the Fire Dept. budget, he said funds were being moved from the salary account (as savings from eliminating a Battalion Chief or possibly another Chief position to yet be decided later by new Fire Chief Steve Bane) to the capital equipment account. Based on figures provided by Mr. Wyss and Acting Chief Streicher, he recommends transferring \$85,000 from salary to capital equipment to address the issue of funding for Fire capital equipment. The following motion was made:

Ald. Lajsic moved to approve the transfer of \$85,000 from the Fire Salary account to the Fire Capital Equipment account, seconded by Ald. Probst. Before a vote was taken, additional discussion ensued.

Responding to questions from the Committee, Mr. Streicher provided cost figures for certain pieces of capital equipment for the Fire Dept. Ald. Vitale asked about the sale of used Fire equipment, and Mr. Streicher said we generally use the County auction for selling old vehicles. It is rare for another community to purchase these items, they generally go to antique collector dealers. Lastly, Mr. Ziehler clarified that the transfer of the funds in question does not change the Fire Department's budget, it just moves the monies from one account to another.

A vote was then taken on the motion, and it passed unanimously.

Mr. Ziehler then noted that there are two main points to cover in the budget discussion this evening. One deals with Agenda Item G1, the job description for the new position dealing with analysis and sustainability, etc. The second is Ald. Czaplewski's request for continued discussion on benchmarking (performance measurement).

He suggested we take benchmarking first, and as a way to begin this discussion, he provided background on this topic and, as an example, referred to budget pages 204-205 (Health Dept.), which shows how we are addressing performance measurement in each Department/Division (D/D) budget. He explained this performance measurement (PM) process was started under former Mayor Bell with the intent to have it lead to benchmarking (BM). He reviewed the two pages as they relate to the attempt to first quantify and then measure each D/D's services and objectives. The next step that would have been taken was BM and comparing ourselves to other cities; however, we never got that far in the process. In trying to move forward, about 1/3 of D/D's said they had no access to data to compare, 1/3 didn't respond, and the rest provided something. So, in summary, the next step to benchmarking did not work as originally envisioned and we are not doing it. What we are doing is just including the PM information in the budget, as these two pages show.

Ald. Czaplewski feels that our budgets are getting harder and harder to fund and we need to go forward with BM. He thinks it should be mandatory that departments do this task. Mr. Ziehler pointed out that with PM, we do measure our own performance, and he feels that PM is a better term or focus on ourselves than benchmarking just for the fact that there are few communities doing it to accurately compare ourselves to. Ald. Lajsic also feels that we should be moving forward with PM with no exceptions, and that PM should be a part of the Mayor's performance review of Dept. Heads.

And taking this even further, Ald. May questioned/suggested whether we should be looking at our City structure, especially with Dept. Head level retirements coming in the next few years. In this regard, Mr. Ziehler mentioned the theoretical question he put before the Mayor and

Council President on just this topic--if we would be organizing ourselves today from scratch, would we organize ourselves the same way we are organized today? During the course of describing these conversations and comments offered in this regard, Mr. Ziehler said there are practical things we might do today, aside from the political or historical realities to reorganizing. We might tweak some things to aid organizational oversight, management, etc. Additional discussion ensued on the history of hiring Mr. Ziehler and one other "super" department head in the early 1980s. Ald. Sengstock spoke to this organizational approach taken at the time and that Mr. Ziehler has done a good job of what the Council expected from so many years ago, even though the second half of this approach did not work out. This also led to comments about the direction needed from Council to actually look at any organizational changes. Ald. May stated that he doesn't think we operate efficiently the way we are now organized. Perhaps we need to set up a committee to discuss how we can organize the City to run more efficiently, and this is something he doesn't think the new, budgeted position can do. Ald. Lajsic said he thinks the new position does tie into part of Ald. May's idea. At this point in the discussion, the Committee agreed it was important to go back and discuss the new position (Agenda Item G1.) as part of the budget.

Review of Draft Job Description for New Position (as new position is now included in the 2014 budget at a cost of \$105,000, \$70,000 for salary plus fringe benefits and operating costs).

Mr. Ziehler referred to the Handout Package (HO) and said he has several items to distribute this evening during his review of this material.

First, he referred to page G1-1, Job Duties for New Position. He distributed a document on City of Milwaukee's Green Team Sustainability Plan, which gives the Committee ideas on what kinds of activities/goals our position could be working on, and the second item is an Energy Efficiency Talking Points handout. Both these items address job duties for the new position. Along with this information were two documents on sustainability, and two articles on innovation officers and improving high-density cities. Related Comments/Notes on Page G1-2, include points on the organizational placement/framework for the new position and title options. Other Points on Page G1-3 include the specific statement that Marketing/Public Relations/Image Building have not been included as part of the duties of the new position.

Ald. Lajsic referred to the last two items (#5 & #6) listed under Job Duties (Pg. G1-1) and said these duties should be done by our Finance Department, they should not be a part of the position, and he asked they be removed from the job duties list. Mr. Ziehler suggested the position assist in these processes, and Ald. Lajsic concurred with that. However, Ald. Lajsic feels we are asking too much of this position. The real focus of the position should be #1 & #2. Ald. May again stated he feels the goal for 2014 is how can we reorganize and cut the fat. He suggests hiring a consultant for a 6-9 month period to work with us on this, focusing on restructuring and the lean government process and not fill the position at this time but wait for this initial work to be done. Ald. Sengstock agreed with Ald. May on doing this study before hiring for the position. Ald. Lajsic said he is leaning half-way this way, but he still thinks we need someone long term. He feels the new position will be a continuing position and that we will always need someone in the role. He doesn't feel that we will be able to hire someone for one year; we need an experienced person who has been doing this type of work. He is willing to fund it for more than one year and he thinks the position will pay for itself with the savings that will be found. Ald. Sengstock clarified the thinking that perhaps we go on a fast track review on the structure and then work on filling the position. Use \$75,000 of the money budgeted for the position to hire a consultant and get the lean government process in place and then long term have someone on staff. Lengthy discussion ensued on this idea, including Mr. Ziehler's concern about a consultant not being fully integrated into the organization, the real focus of the position being operations and sustainability, logistics of placement/reporting/oversight, position assisting Finance on operational and financial auditing of processes and procedures, general budget and management analysis, etc. Mr.

Ziehler thinks we can recruit for one year with a 2-3 year expectation. During discussion, Ald. Czaplewski expressed his concerns about the position now being in the budget and no discussion on this at all over the last year when it was first included in last year's budget. Mr. Ziehler said he disagrees, that we have been discussing efficiencies with the Committee over the last year, evidenced by the instituting of GPS in Public Works, I-Pads for field inspections, and a new time management program. Also, he introduced a communication in August on an Innovation Officer/Energy Sustainability Coordinator (this communication also provided to all Alderpersons present). Ald. Sengstock noted the money is in the budget for the position and no one has moved to remove it. Further discussion ensued with the main focus now being on the position and including operational analysis and sustainability aspects for the position.

Mr. Ziehler said he would like to try a recruitment, and Ald. Lajsic agreed we should try this on a short time frame. Based on input from HR Manager Key, a 90 day window was suggested. In this regard, the following motion was made:

Ald. Vitale moved that staff be directed to conduct a recruitment for the new position in a short time frame (90 days). The motion was seconded by Ald. Lajsic. Before a vote was taken, additional comments were made.

Ald. May noted that the main focus of the work duties should be Items #1 & #2 (but in reverse) listed on Pg. G1-1, Job Duties for New Position. Committee members agreed with this focus and additional comments were made on the shift in focus of the work the position will do (operational, organizational, and management analysis). The Committee asked Mr. Ziehler to redraft the handout, including more focused listing of duties, different title, oversight authority of position, etc.

A vote was then taken on the previously made motion, and it passed unanimously.

Next, Ald. Vitale moved to approve the budget, seconded by Ald. Lajsic. Before a vote was taken, discussion ensued.

Ald. May referred to the Forestry budget and asked that it be reduced by the amount of money the City received for specific project where funding was already in the budget. Mr. Ziehler explained that was money from WE Energies related to the Cleveland Ave. project, and he would rather that money remain in a balance sheet account and made available to do needed tree maintenance City-wide. Mr. Wyss also noted that the money has strings attached, and if it's not used for these specific purposes, it has to go back to WE.

A vote was then taken on the previously made motion to approve the budget.

A motion was made by Ald. Vitale, seconded by Ald. Lajsic, that this matter be Recommended For Approval. The motion carried by the following vote:

Votes: Aye: 5 - Ald. Sengstock, Ald. Vitale, Ald. Lajsic, Ald. May and Ald. Probst
No: 0

2. [O-2013-0044](#) Ordinance appropriating the necessary funds for the operation and administration of the City of West Allis for calendar year 2014.

Sponsor(s): Administration & Finance Committee

A motion was made by Ald. Vitale, seconded by Ald. Probst, that this matter be Recommended for Passage. The motion carried by the following vote:

Votes: Aye: 5 - Ald. Sengstock, Ald. Vitale, Ald. Lajsic, Ald. May and Ald. Probst
No: 0

F. ALDERPERSONS' REPORT

1. Recent Events Attended.

Ald. Probst commented that she attended the Veterans' Day Ceremony on Monday, November 11, at the Tanner-Paull VFW Post. It was a small but very nice ceremony to honor our veterans.

2. Awards/Commendations.

None

3. Upcoming Events.

None

G. CITY ADMINISTRATIVE OFFICER'S REPORT

1. Review of Draft Job Description for New Position.

See Agenda Item E1. for discussion on this matter.

H. ADJOURNMENT

A motion was made by Ald. Lajsic, seconded by Ald. Vitale, to adjourn the meeting at 7:10 p.m. The motion carried unanimously.