



City of West Allis

7525 W. Greenfield Ave.
West Allis, WI 53214

Meeting Minutes

Administration & Finance Committee

Aldersperson James W. Sengstock, Chair

Aldersperson Vincent Vitale, Vice-Chair

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

Monday, May 7, 2012

6:00 PM

City Hall Room 128

REGULAR 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

Alds. Czaplewski, Roadt, Weigel; Scott Post, City Attorney; Sheryl Kuhary, Assistant City Attorney; Audrey Key, HR Manager; Jane Barwick, Principal HR Analyst; Mike Lewis, Director of PW/City Engineer; Sally Nusslock, Acting Health Commissioner; Jim Jandovitz, IT Manager; Joe Narlock, AFSCME 80; Adam Plier, Dept. of PW; Gary Schmid; Paul M. Ziehler, City Administrative Officer; Jeanette Wardinski, Administrative Assistant.

C. CLOSED SESSION

At 6:00 p.m., Chairperson Sengstock stated it was the intention of the Committee to vote on a motion to convene in closed session to discuss collective bargaining matters with the Fire Fighters Union, 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)(e) and (g), which authorizes a governmental body, upon motion duly made and carried, to meet in closed session to deliberate or negotiate the purchase of public properties and the investment of public funds, or conduct other specified public business whenever competitive or bargaining reasons require a closed session; and to confer with legal counsel for the governing body who is rendering oral or written advice concerning strategy to be adopted by the body with respect to litigation in which it is or is likely to become involved.

A motion was made by Ald. Lajsic, seconded by Ald. Vitale, to convene in closed session at 6:00 p.m. The motion carried by the following vote:

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

Mr. Ziehler commented that staff will provide an overview of the negotiations with the Fire Fighters Union for the benefit of new Committee members. He noted that we've been in negotiations with the Union for almost a year and have been at the mediation/arbitration level the last several months. Staff continues to negotiate under the guidelines provided by the previous Administration & Finance Committee. HR Manager Audrey Key gave a brief overview of negotiations, including background leading up to the current bargaining status. Discussion ensued with questions/comments from the Committee which staff responded to.

It was the consensus of the Committee to continue with the current negotiation parameters.

Upon conclusion of the closed session, at approximately 6:40 p.m., the Administration & Finance Committee reconvened in open session at said time and place to consider its public agenda, including motions to recommend approval or rejection of above-listed deliberations or any of the public agenda items that have not been acted upon.

D. APPROVAL OF MINUTES

A motion was made by Ald. May, seconded by Ald. Vitale, to approve the Special Meeting minutes of December 6, 2011 and Recess Meeting minutes of December 6, 2011, December 20, 2011, January 3, 2012, January 17, 2012, February 7, 2012, February 21, 2012, March 6, 2012, March 20, 2012, April 2, 2012, and May 1, 2012. The motion carried unanimously.

E. NEW AND PREVIOUS MATTERS

1. [2011-0152](#)

City of West Allis Engineering Technician and Aides' Association communication regarding opening of contract negotiations for 2012-2013.

Mr. Ziehler explained that the Association decided not to recertify, so this communication is no longer valid; it can be placed on file.

A motion was made by Ald. Lajsic, seconded by Ald. Vitale, that this matter be Recommended to be Placed on File. The motion carried by the following vote:

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

2. [2011-0160](#)

West Allis Fire Fighters IAFF Local 1004 communication regarding opening of contract negotiations.

Mr. Ziehler noted this item will continue to be held pending conclusion of negotiations.

Held

3. [2011-0655](#)

Communication from Director of Public Works/City Engineer Discussing Funding Options for the Cross-Town Bike Trail.

Mr. Ziehler commented this was placed on the agenda so the Committee was aware of the issue. The matter continues to be in a holding pattern pending staff recommendations on the project. At this time, it appears we'd receive \$600,000 from the federal government and the City would contribute \$200,000. This matter will be held pending a future report from staff. The Committee concurred.

Held

F. OTHER MATTERS TO COME BEFORE THE COMMITTEE FOR DISCUSSION/ACTION

1. **Discussion/Action on Items by Alderpersons.**

a. Succession Planning - Ald. Lajsic.

Mr. Ziehler noted that the handout package contains various memos/emails over the last several years which gives the background on succession planning. Now, with Acts 10 and 32 added to this situation, it has made it more of a concerning issue. Ald. Lajsic asked that this matter be on the agenda to revisit the topic and discuss how we are handling it.

Ald. Lajsic said it has become an urgent matter with so many people retiring and leaving for other opportunities and some positions not being filled. He is concerned about keeping good people and moving them up into management level positions. He talked about channeling people to other departments if there is not an opportunity in their own department. He wanted

to make sure everyone on the Committee/Council is aware of this potential and the need to address this issue. Ald. Sengstock asked Ms. Key for her input. Ms. Key stated that as Ald. Lajsic has indicated, it is easier for large departments to address this compared to smaller departments. HR is working with departments when taking on employees and training them and helping them along. She noted that along with succession planning, consideration is also given to reorganization or just not filling positions. She feels Department Heads have been doing a fine job addressing succession planning. Further discussion ensued. Ald. May asked if there is an employee performance review system in place, and Mr. Ziehler said about 300 are a part of that system (nonunion, Police and Fire) and 300 have not been because of union status, but that will be changing with the elimination of collective bargaining. Mr. Ziehler also noted that the topic of residency goes hand-in-hand with the issue of succession planning, and that will be discussed in more detail with the next agenda item.

2. Discussion/Action on Items by City Administrative Officer.

a. Residency/Perimeter Rules & Requirements.

Mr. Ziehler began discussion on this item by passing out three different handout items to assist with understanding the City's residency rules. The first handout deals with the background of City residency and the reasons for the change originally. Mr. Ziehler explained the two-tier residency system and that it applies to all but 30 of our approximately 600 employees. The 30 management/supervisory employees are not eligible for the two-tier system and must reside in the City. As noted on Handout #1, residency used to be important, but with technology and a mobile society, it has become much less so. Also, residency has really become a non-issue at the state/local level. Only Milwaukee still has a residency requirement. Ald. Sengstock asked about communities like Wauwatosa, Racine, and Kenosha, and Mr. Ziehler said he's aware that only Green Bay has it but they are considering of doing away with it.

Handout #2 relates to the problems we are having now because of the residency requirement, some specific examples of management level positions that can't be filled because of it, how it has become a factor in our succession planning, and that now is the time to make changes. Mr. Ziehler reviewed the specific management positions that have not been filled because of residency complications, most notably the Finance Manager position.

Handout #3 offers recommended alternatives to consider, including going to the two-tier system for the three management groups with salary incentive differentials (for all 3 groups but would not have to be); adding stipulations to the percentage differentials, such as a certain number of employment years to be considered for a management position, or if ever move, can only move into the City; and if nothing else, change the 18 months w/6month extensions time frame to move into the City to 36 months w/6month extensions - this might give more comfort to a potential candidate with the extra time to sell/move/etc.

During review of the handout items, there was lengthy discussion with questions/comments made by Committee members which staff responded to. Additionally, specific comments were made on Alderpersons' feelings about residency. Ald. Sengstock hopes we are exhausting all our options filling positions. He knows he's old school in terms of residency and his thinking may not be realistic, but he believes in it. Ald. Lajsic said he has been one to say "no" every time when staff has recommended some relaxation of the policy restrictions, but he is aware that over the last few years, it has become a problem and we have to be realistic about it. As more families have two working spouses, it can become a problem for the other spouse and if there is a school-age child this compounds the problem of having to decide to move a child out of school to a new one. At the same time, people have become much more mobile in employment, moving from job to job, and both employers and employees do not have the loyalty as was common in the past. He feels we may need to open residency; he is open to

some of the restrictions suggested in this regard and he is considering giving deep consideration to opening residency. Ald. Probst said she feels that everybody who gets a salary from a tax base should live in the community that they get it from. Ald. Vitale agrees with her comments. He understands that its been difficult recruiting for certain positions, especially the Finance Manager, but he thinks we should recruit for it again. Ald. May said he is open on the issue at this point. He understands that we need certain skill sets for specific jobs and we may not find it here. He thought offering incentives to move into the City may help. Mr. Ziehler referred to Handout #3, Option #3 which suggests changing the frame for someone to move into the City from 18 months w/6 month extensions to 36 months w/6 month extensions. This could help with a potential Finance Manager candidate. Also, he suggested that perhaps one or two Alderpersons could introduce an ordinance to institute other residency changes as a means to get the process started. He also mentioned that almost 45% of the City's workforce already lives outside the City--25% of DPW employees, 55% of Fire, and almost 75% of Police.

Chair Sengstock said this is an important issue and he'd like to know what the other Alderpersons in attendance think. Ald. Czuplewski said he agrees with Ald. Lajsic that people do not stay in jobs for long periods of time like they used to, and we need to be realistic about the situation. Ald. Weigel said he likes the options of offering salary differentials to the management group and allowing up to 3 years for someone to move into the City. Ald. Roadt said he likes the alternative dealing with time worked for the City, but he would prefer 15 instead of 10 years, and option #3--the 36 month time period to move into the City. He thinks there should be loyalty to a job. Ald. Vitale said over the last 20 years we haven't had any critical situations in recruiting for management positions, and Ald. Probst wondered why we can't find a pool of candidates here. Mr. Ziehler explained that we are talking about skill sets with limited requirements for the upper management level positions. He said he did a lot of personal outreach for the Finance Manager recruitments and no one applied, so something is going on. Part of it may be that many communities are cutting back on assistant level positions so there are less people that apply from other cities. The natural progression of certain positions is changing. Ald. Lajsic also commented about public employees having better opportunities to earn more money in the private sector, and with the recent changes that are happening with public employment, there is less appeal to want to work for local government. He doesn't want to limit our scope but wants to open it up to find the best candidate for the job. Mr. Ziehler said option #3 may help with one position but the Council still needs to deal with the long-range aspect of the issue. This will not go away with just taking care of the Finance Manager position; we need to get some consensus on recommendations beyond the 36 month alternative.

Ald. Lajsic moved to direct staff to introduce an ordinance relative to the amount of time employees in the management level have to establish residency in the City, from 18 months to 36 months. The motion was seconded by Ald. Vitale and it passed unanimously.

Ald. May also wondered about giving consideration to other things like paying closing costs, etc. with a home as an incentive to have someone move into the City. Mr. Ziehler said the more we do along those lines, the public may start to question what we are doing, so we need to be cautious with these types of things. He added that we do currently pay for moving expenses. Ald. Weigel referred to the option of using a head hunter for the Finance Manager recruitment and questioned whether the fee would be as high as suggested. Mr. Ziehler said that is something that would definitely have to be negotiated and could be lower. Further discussion ensued.

Chair Sengstock suggested that Mr. Ziehler come back in one month with further discussion points on this topic.

b. Transition Team Work on Policies/Procedures/Ordinances Update (Re: Acts 10 and 32).

Mr. Ziehler explained that a Transition Team comprised of Scott Post and Sheryl Kuhary in the Attorney's Office, Audrey Key and Jane Barwick in HR, Kris Moen, Finance, and him have been meeting every Monday afternoon for several months on all the changes necessary as a result of Acts 10 and 32. Ms. Key passed out for the Committee's information a handout on what the Team is all working on regarding policies, procedures, and ordinances impacted by the Acts. There is about another one or two months before work is completed and the recommendations go to Council for approval. This is for information purposes.

c. Process to Update City of West Allis Strategic Plan (Mission Statement, Vision Statement, Long-Range Goals).

Mr. Ziehler noted that the Mission and Vision Statements and the City's Long-Range Goals were included in the handout material, and he recommends a review be done as in past years. He explained that every four years, after a new Council and Mayor are seated, a strategic planning process is usually held to review these items. This can be either a minor review of the current items or a full-fledged review session (full or 1/2 day). This process has generally been done with only the Mayor and Alderpersons, not the greater community process which Ald. May referred to and participated in when Mayor Bell was in office. We have done two types of review sessions in past years, one off-site with a facilitator or on-site with Dept/Div Heads. He is asking for the Committee's input on how to proceed.

Ald. Sengstock felt with the Council getting input from Dept/Div Heads, we can accomplish as much as other past processes. Ald. May agrees that we should do a review, especially with new Alderpersons on board and new ideas. Ald. Lajsic thinks we can do this in an evening session, and he suggested not using the current documents as a guide, but taking a fresh look at everything. Mr. Ziehler suggested that we plan for this process sometime yet this year, and the Committee concurred.

d. 2011 Annual Report for Mediation Center.

Mr. Ziehler said the Mediation Center report included in the handout material was for information purposes only.

e. 2011 Annual Report for CVMIC (Liability & Workers' Compensation).

Again, the CVMIC report is included in the handout material for information purposes. It addresses the City's liability and workers' compensation claims/costs.

3. Other.

None.

G. ADJOURNMENT

A motion was made by Ald. May, seconded by Ald. Vitale, to adjourn the meeting at 7:55 p.m. The motion carried unanimously.