



CITY OF MARSHFIELD

MEETING NOTICE

**FINANCE, BUDGET AND PERSONNEL COMMITTEE MEETING
TUESDAY, JUNE 2, 2015
Council Chambers, Lower Level, City Hall Plaza
5:30 P.M.**

1. Call to Order – Peter O. Hendler, Chair
2. Citizen Comments
3. Consent Agenda
 - a) Approval of Minutes of May 19, 2015 meeting
 - b) Approve Bills and Payroll
 - c) Report of Personnel Actions
 - d) Monthly Position Control Report

Recommended Action: Approve the Consent Agenda, as presented
4. Consideration of items removed from the consent agenda, if any
5. Presentation – Refilling of vacant Firefighter position at the Marshfield Fire & Rescue Department. Presented by Bob Haight, Fire Chief
Recommended Action: None, for information only
6. Request to authorize City Administrator to fill the position of Accountant within the Finance Division. Presented by Steve Barg, City Administrator
Recommended Action: Authorize filling the position of Accountant
7. Review and possible action on proposed changes to organizational chart. Presented by Steve Barg, City Administrator
 - Begin efforts to create a Facilities Management section in Public Works Department
 - Create Administrative Services Department to oversee the Finance, Technology and Assessing Departments
8. Adjourn to closed session under Wisconsin Statutes Chapter 19.85(1)(e) “Deliberating or negotiating the purchasing of public properties, the investing of public funds, or conducting other specified public business, whenever competitive or bargaining reason require a closed session
 - Leave amendment with Verizon for their equipment on the roof of City Hall
9. Reconvene in Open Session
10. Action on matter discussed in closed session, if appropriate
11. Suggested items for future agendas

FINANCE, BUDGET AND PERSONNEL COMMITTEE

June 2, 2015

12. Adjourn

Posted this day, May 29, 2015 at 11:30 a.m., by Lori Panzer, Deputy City Clerk

NOTICE

It is possible that members of and possibly a quorum of other governmental bodies of the municipality may be in attendance at the above-stated meeting to gather information; no action will be taken by any governmental body at the above-stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids and services. For additional information or to request this service, contact Deb M. Hall, City Clerk, at 630 South Central Avenue or by calling (715) 384-3636.

FINANCE, BUDGET AND PERSONNEL COMMITTEE
MINUTES OF MAY 19, 2015

Meeting called to order by Chairperson Hendler at 5:40 p.m., in the Common Council Chambers, City Hall Plaza.

PRESENT: Alderpersons Rich Reinart, Gordon Earll, Alanna Feddick, and Peter Hendler

ABSENT: Alderperson Rebecca Spiros

ALSO PRESENT: Alderpersons Cummings and Wagner, City Administrator Barg, and City Personnel (Dan Knoeck, Jason Angell, Ben Steinbach and Deb Hall)

Citizen Comments

None

FBP15-052 Motion by Earll, second by Feddick to approve the items on the consent agenda:

1. Minutes of the May 5, 2015 meeting.
2. Minutes of the May 12, 2015 special meeting.
3. Bills in the amount of \$720,814.45.
4. April 2015 Treasury Report.

Motion carried

No items were removed from the consent agenda.

FBP15-053 Motion by Feddick, second by Reinart to write off the personal property tax and interest for the 2013 tax bill for the Tanning Beach in the amount of \$258.73.

Motion carried

FBP15-054 Motion by Feddick, second by Earll to recommend that the Council approve an increase in the City's room tax rate from 6% to 8%, effective January 1, 2016.

Motion carried

FBP15-055 Motion by Reinart, second by Hendler to recommend approval of Budget Resolution No. 8-2015 to the Common Council, transferring \$83,530 from various budgets to the New Bear Exhibit Building budget for completion of the bear exhibit project.

Motion carried

FBP15-056 Motion by Earll, second by Hendler to recommend approval of Budget Resolution No. 9-2015 to the Common Council, transferring \$22,000 from General Fund, Contingency Budget to the Senior Center Operations Budget for relocation and operations of the Senior Center in the Marshfield Mall. Nay – 1 (Feddick)

Motion carried

FBP15-057 Motion by Earll, second by Reinart to recommend approval of Budget Resolution No. 11-2015 to the Common Council, transferring \$60,000 from General Fund, Contingency Budget, to the General Fund, Airport Terminal Building HVAC project for the Marshfield Area Pet Shelter temporary facility. Nays – 2 (Feddick and Reinart)

Motion failed

City Administrator Barg presented the recommendations from the City's Staffing Study Team for proposed changes to the City's Organizational Chart.

Aldersperson Feddick left the meeting at 6:24 p.m.

FBP15-058 Motion by Earll, second by Reinart to recommend approval of the following changes to the Organizational Chart to the Common Council with an effective date set for January 1, 2016.

- Change Planning & Economic Development to Development Services Department
- Move GIS Coordinator to under the Engineering Division
- Move Inspection Services from Public Works to Planning & Economic Development
- Reassign oversight of Airport to Public Works Department
- Reassign oversight of Cemetery to Parks & Recreation Department

Motion carried

The last two items that were recommended; (1) Begin efforts to create a Facilities Management section in Public Works Department; and (2) Create Administrative Services Department to oversee the Finance, Technology and Assessing Departments; appointing one of the 3 department heads as Administrative Services Coordinator, were held over until the June 2, 2015 meeting.

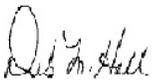
City Administrator Barg updated the committee on the status of the recommendations made from the Staffing Study report.

- Strategic Planning sessions are ongoing. The next one will be held on Tuesday, May 26th.
- Coordinate code enforcement in Community Development. That was completed last year and is going very well with Sam Schroeder, Zoning Administrator, being the lead person.
- Review and address the spatial workflow and relationships. Finance has been moved from 7th floor to 5th floor and the Assessor's Office from 5th floor to 2nd floor.
- Create centralized facility management within Public Works. This has been talked about and will be addressed again in two weeks.
- Foster professional development and succession planning. This is going to take some time and effort as is performance measurement.
- They are always looking for opportunities to partner with other organizations and make better use of technology.
- Outsourcing opportunities are pursued as appropriate.
- The special assessment process was reviewed and updated in 2014.

FUTURE AGENDA ITEMS

None

Motion by Reinart to adjourn at 6:29 p.m.



Deb M. Hall
City Clerk

Resolved by the COMMON COUNCIL of the CITY OF MARSHFIELD, WISCONSIN, that the General Payrolls amounting to **\$1,208,660.46** and General Expense Bills for May, 2015 amounting to **\$597,804.56** be allowed paid and charged to their proper accounts.

Chairman

CITY OF MARSHFIELD
SCHEDULE OF BILLS FOR APPROVAL
6/3/2015

PREPAID BILLS

PREPAID BILLS PAID BY CHECK

CK #	CK DATE	VENDOR	AMOUNT
83597	5/15/2015	MINNESOTA LIFE INSURANCE CO	\$5,265.28
83598	5/15/2015	WEA INSURANCE TRUST	\$221,107.40
83599	5/22/2015	ADVANCED DISPOSAL SERVICES LLC	\$71,793.23
83600	5/22/2015	AMERIGAS-RUDOLPH	\$57.00
83601	5/22/2015	BADGER STATE WASTE, LLC	\$39,844.00
83602	5/22/2015	CHARTER COMMUNICATIONS	\$231.55
83603	5/22/2015	CONVENTION & VISITORS BUREAU	\$38,185.75
83604	5/22/2015	FRESH WATER SYSTEMS INC	\$236.74
83605	5/22/2015	FRONTIER	\$1,119.68
83606	5/22/2015	GANNETT WISCONSIN MEDIA	\$1,744.08
83607	5/22/2015	MARATHON COUNTY SPECIAL EDUCATION	\$150.00
83608	5/22/2015	MARSHFIELD UTILITIES	\$8,831.74
83609	5/22/2015	TELRITE CORPORATION	\$381.84
83610	5/22/2015	WALMART COMMUNITY/GECRB	\$242.61
83611	5/22/2015	WE ENERGIES	\$3,824.21
		TOTAL PREPAID BILLS PAID BY CHECK	\$393,015.11

PREPAID BILLS PAID BY EFT

EFT000000004117	6/1/2015	LINCOLN NATIONAL LIFE INSURANCE CO	\$1,339.31
		TOTAL PREPAID BILLS PAID BY EFT	\$1,339.31

ACH PAYMENTS

	5/29/2015	WI DEPT OF REVENUE - SALES TAX	\$484.18
		TOTAL ACH PAYMENTS	\$484.18

CURRENT BILLS

CURRENT BILLS PAID BY EFT

EFT000000004118	6/3/2015	MARY ADLER	\$21.28
EFT000000004119	6/3/2015	ADVANCE AUTO PARTS FINANCIAL SERVICES	\$5.84
EFT000000004120	6/3/2015	AIR COMMUNICATIONS OF CENTRAL	\$5,019.00
EFT000000004121	6/3/2015	JASON ANGELL	\$190.90
EFT000000004122	6/3/2015	ARAMARK UNIFORM SERVICES	\$74.30
EFT000000004123	6/3/2015	ARAMARK UNIFORM SERVICES	\$40.99
EFT000000004124	6/3/2015	ATHENS VETERINARY SERVICE INC	\$557.45
EFT000000004125	6/3/2015	B & B LAWN CARE LLC	\$2,954.80
EFT000000004126	6/3/2015	B & H PHOTO-VIDEO	\$161.46
EFT000000004127	6/3/2015	KATHLEEN BAKER	\$184.58
EFT000000004128	6/3/2015	MIKE BALTUS	\$335.00
EFT000000004129	6/3/2015	BAUERNFEIND BUSINESS TECH	\$2,072.12
EFT000000004130	6/3/2015	BEAVER OF WISCONSIN INC	\$301.25
EFT000000004131	6/3/2015	JEFF BARTH	\$25.00
EFT000000004132	6/3/2015	LORI BELONGIA	\$304.20
EFT000000004133	6/3/2015	BENDLIN FIRE EQUIPMENT CO INC	\$14,898.46
EFT000000004134	6/3/2015	CHRISTOPHER BERG	\$44.40
EFT000000004135	6/3/2015	BLAKE BORCHARDT	\$50.55
EFT000000004136	6/3/2015	CALEB BORNBAACH	\$8.01
EFT000000004137	6/3/2015	BOUND TREE MEDICAL, LLC	\$285.28
EFT000000004138	6/3/2015	CARQUEST AUTO PARTS	\$822.32

CK #	CK DATE	VENDOR	AMOUNT
EFT000000004139	6/3/2015	CAVU LLC	\$2,550.00
EFT000000004140	6/3/2015	CDW GOVERNMENT INC	\$1,966.07
EFT000000004141	6/3/2015	CHILI IMPLEMENT CO INC	\$6,165.00
EFT000000004142	6/3/2015	DALCO ENTERPRISES, INC.	\$278.73
EFT000000004143	6/3/2015	DIGITAL HIGHWAY INC	\$1,593.98
EFT000000004144	6/3/2015	DOINE TRANSPORT INC	\$625.00
EFT000000004145	6/3/2015	ROY DOLENS	\$196.08
EFT000000004146	6/3/2015	EMPLOYEE BENEFITS CORPORATION	\$340.00
EFT000000004147	6/3/2015	TERRY ENDRIES	\$37.46
EFT000000004148	6/3/2015	ENERGENECS INC	\$80.85
EFT000000004149	6/3/2015	SAM FOX	\$38.84
EFT000000004150	6/3/2015	GALLS LLC	\$28.93
EFT000000004151	6/3/2015	RICHARD GRAMZA	\$705.61
EFT000000004152	6/3/2015	GRANICUS INC	\$1,200.00
EFT000000004153	6/3/2015	ROBERT HAIGHT	\$79.00
EFT000000004154	6/3/2015	HD SUPPLY WATERWORKS LTD	\$1,079.59
EFT000000004155	6/3/2015	HEINZEN PRINTING INC	\$384.00
EFT000000004156	6/3/2015	HOUSE OF HEATING INC	\$92.30
EFT000000004157	6/3/2015	INGRAM LIBRARY SERVICES INC	\$494.84
EFT000000004158	6/3/2015	PATRICK KILTY	\$43.13
EFT000000004159	6/3/2015	LORRIE KROKSTROM	\$81.34
EFT000000004160	6/3/2015	MARAWOOD REAL ESTATE 200 LLC	\$3,072.30
EFT000000004161	6/3/2015	DAVID MATTHEISEN	\$7.96
EFT000000004162	6/3/2015	MIDSTATE TRUCK SERVICE	\$419.60
EFT000000004163	6/3/2015	MIDWEST TAPE	\$417.72
EFT000000004164	6/3/2015	MISSISSIPPI WELDERS	\$80.46
EFT000000004165	6/3/2015	MONROE TRUCK EQUIPMENT	\$75.10
EFT000000004166	6/3/2015	MSA PROFESSIONAL SERVICES INC	\$8,222.80
EFT000000004167	6/3/2015	ALLAN NIENAST	\$223.28
EFT000000004168	6/3/2015	NORTH CENTRAL LABORATORIES	\$619.81
EFT000000004169	6/3/2015	SCOTT OWEN	\$151.04
EFT000000004170	6/3/2015	POWER PAC INC	\$291.61
EFT000000004171	6/3/2015	PREMIER PRINTING, INC	\$628.70
EFT000000004172	6/3/2015	QUILL CORPORATION	\$33.27
EFT000000004173	6/3/2015	REIGEL PLUMBING & HEATING INC	\$240.64
EFT000000004174	6/3/2015	SAFE FAST INC	\$232.68
EFT000000004175	6/3/2015	SCHOOL DISTRICT OF MARSHFIELD	\$3,079.66
EFT000000004176	6/3/2015	TRAVIS SHERDEN	\$5.57
EFT000000004177	6/3/2015	SHI INTERNATIONAL CORPORATION	\$1,360.00
EFT000000004178	6/3/2015	SOLUTIONZ LLC	\$1,545.00
EFT000000004179	6/3/2015	SVA CONSULTING LLC	\$6,194.52
EFT000000004180	6/3/2015	V & H INC	\$1,123.66
EFT000000004181	6/3/2015	VIDCOM LLC	\$2,720.00
EFT000000004182	6/3/2015	VIDCOM LLC	\$5,955.00
EFT000000004183	6/3/2015	PETE WINISTORFER	\$49.30
EFT000000004184	6/3/2015	PATRICK ZEPS	\$109.09
		TOTAL CURRENT BILLS PAID BY EFT	\$83,276.71

CURRENT BILLS PAID BY CHECK

83618	6/3/2015	AGRI VIEW	\$35.00
83619	6/3/2015	ALL AMERICAN SCOREBOARDS	\$155.00
83620	6/3/2015	AMAZON	\$489.11
83621	6/3/2015	AMERICAN ASPHALT OF WI	\$923.38
83622	6/3/2015	AMERICAN ENGINEERING TESTING	\$1,750.00
83623	6/3/2015	AMERICAN TIRE DISTIBUTORS	\$332.50

CK #	CK DATE	VENDOR	AMOUNT
83624	6/3/2015	ASSOCIATED SERVICE CENTER	\$115.10
83625	6/3/2015	ASSOCIATED TRUST COMPANY	\$463.00
83626	6/3/2015	B & D LOCK SHOP	\$15.65
83627	6/3/2015	BAKER AND TAYLOR CO-CONT ACCT	\$11.21
83628	6/3/2015	BAKER AND TAYLOR INC	\$3,985.80
83629	6/3/2015	BB COMMUNITY LEASING SERVICES INC	\$825.48
83630	6/3/2015	BROCK WHITE COMPANY	\$3,240.00
83631	6/3/2015	BROCK, CONNIE	\$100.00
83632	6/3/2015	BROOKS TRACTOR INC	\$619.95
83633	6/3/2015	BSN SPORTS	\$597.96
83634	6/3/2015	BURT TROPHY & AWARDS INC	\$68.00
83635	6/3/2015	CASE, CASSANDRA	\$35.00
83636	6/3/2015	CHICAGO TRIBUNE	\$401.96
83637	6/3/2015	COLD SPRING GRANITE COMPANY	\$225.00
83638	6/3/2015	COMPLETE CONTROL INC	\$1,358.16
83639	6/3/2015	COMPLETE OFFICE OF WISCONSIN	\$26.22
83640	6/3/2015	COUNTRY SPRINGS HOTEL - WAUKESHA	\$180.00
83641	6/3/2015	COUNTY MATERIALS CORPORATION	\$2,547.01
83642	6/3/2015	CTL COMPANY INC	\$83.54
83643	6/3/2015	CUMMINS NPOWER LLC	\$316.00
83644	6/3/2015	DEARREADER.COM	\$450.00
83645	6/3/2015	MARYANN DENZINE	\$100.00
83646	6/3/2015	DIAMOND BUSINESS GRAPHICS	\$555.99
83647	6/3/2015	DIAMOND MUNICIPAL SOLUTIONS	\$281.25
83648	6/3/2015	DIRECT NETWORKS INC	\$156.09
83649	6/3/2015	DON'S AUTOMOTIVE CENTER, LLC	\$40.00
83650	6/3/2015	DUFFY'S AIRCRAFT SALES	\$3,745.83
83651	6/3/2015	FARRELL EQUIP & SUPPLY CO INC	\$273.88
83652	6/3/2015	FASTENAL COMPANY	\$507.66
83653	6/3/2015	FESTIVAL FOODS	\$61.62
83654	6/3/2015	JAMES M FICO, PH.D.	\$325.00
83655	6/3/2015	VIVEK GONUGUNTA	\$50.00
83656	6/3/2015	GOVT FINANCE OFFICERS ASSN	\$150.00
83657	6/3/2015	HAMMEL, GREEN & ABRAHAMSON INC	\$6,947.51
83658	6/3/2015	HILLER'S HARDWARE INC	\$629.73
83659	6/3/2015	HORST DISTRIBUTING INC	\$270.39
83660	6/3/2015	INTERNATIONAL ASSOCIATION OF ELECTRICAL INSPECTORS	\$102.00
83661	6/3/2015	MELISSA JAKOBI	\$42.50
83662	6/3/2015	E O JOHNSON COMPANY	\$33.00
83663	6/3/2015	ROBERT A JONES	\$110.25
83664	6/3/2015	JRT PORTABLE TOILETS LLC	\$139.19
83665	6/3/2015	BOB KANN	\$350.00
83666	6/3/2015	JESSE KILTY	\$232.71
83667	6/3/2015	SHYANNE LEONARD	\$361.50
83668	6/3/2015	MARSHFIELD AREA CHAMBER	\$1,141.00
83669	6/3/2015	MARSHFIELD CITY GARAGE	\$31.84
83670	6/3/2015	MARSHFIELD CLINIC	\$8,088.93
83671	6/3/2015	MARSHFIELD CLINIC	\$100.00
83672	6/3/2015	MARSHFIELD CLINIC	\$100.00
83673	6/3/2015	MARSHFIELD PARKS & REC DEPT	\$68.87
83674	6/3/2015	MARSHFIELD SENIOR HIGH SCHOOL	\$120.00
83675	6/3/2015	MEDPRO MIDWEST GROUP	\$466.22
83676	6/3/2015	MENARDS	\$790.30
83677	6/3/2015	MID WISCONSIN SUPPLY, LLC	\$1,116.61
83678	6/3/2015	MINISTRY ST JOSEPH'S HOSPITAL	\$2,414.37

CK #	CK DATE	VENDOR	AMOUNT
83679	6/3/2015	MINNESOTA LIFE INSURANCE CO	\$646.80
83680	6/3/2015	MONSTER WORLDWIDE INC	\$140.00
83681	6/3/2015	MPPA LE SUPPLY	\$23.77
83682	6/3/2015	MSC INDUSTRIAL SUPPLY CO.	\$111.60
83683	6/3/2015	NAPA AUTO PARTS	\$481.39
83684	6/3/2015	NATIONAL GOVERNMENT SERVICES	\$345.54
83685	6/3/2015	NATIONAL GOVERNMENT SERVICES	\$277.95
83686	6/3/2015	NC WI STORMWATER COALITION	\$1,500.00
83687	6/3/2015	NEENAH FOUNDRY COMPANY	\$19,226.98
83688	6/3/2015	RICHARD L NESBITT-N9MO	\$500.00
83689	6/3/2015	DON NIKOLAI CONSTRUCTION	\$2,250.00
83690	6/3/2015	NORTH CENTRAL COMMUNITY	\$7,500.00
83691	6/3/2015	O'REILLY AUTO PARTS	\$47.43
83692	6/3/2015	OFFICE DEPOT	\$463.96
83693	6/3/2015	ORIENTAL TRADING CO INC	\$107.95
83694	6/3/2015	RAY M POEPPPEL	\$623.50
83695	6/3/2015	PROVISION PARTNERS	\$504.50
83696	6/3/2015	JEFFREY NIKOLAI	\$145.78
83697	6/3/2015	RODENTPRO	\$1,750.75
83698	6/3/2015	RONNING, AMY	\$100.00
83699	6/3/2015	ROTARY CLUB OF MARSHFIELD SUNRISE	\$144.00
83700	6/3/2015	SCAFFIDI TRUCK CENTER	\$72.00
83701	6/3/2015	SCHAEFFER, TIM	\$30.00
83702	6/3/2015	SCHALOWS NURSERY, INC.	\$1,710.00
83703	6/3/2015	SCHOLASTIC INC	\$245.76
83704	6/3/2015	SCREEN MACHINE INDUSTRIES INC	\$438.12
83705	6/3/2015	SECURITY HEALTH PLAN	\$88.15
83706	6/3/2015	SHIRK/DANA	\$100.00
83707	6/3/2015	SIGNS & SHAPES INTERNATIONAL INC	\$60.00
83708	6/3/2015	SIMPLEX GRINNELL LP	\$4,513.66
83709	6/3/2015	SNAP ON INDUSTRIAL	\$60.24
83710	6/3/2015	SOUTHERN LIVING BOOKS	\$36.91
83711	6/3/2015	SPOON MAN INC	\$320.00
83712	6/3/2015	ST VINCENT DE PAUL	\$50.00
83713	6/3/2015	STAPLES ADVANTAGE	\$112.14
83714	6/3/2015	STERNWEIS & SONS INC	\$23.50
83715	6/3/2015	STRAND ASSOCIATES INC	\$2,633.80
83716	6/3/2015	SUMMERS/RYAN	\$100.00
83717	6/3/2015	THERMA-STOR LLC	\$2,376.00
83718	6/3/2015	THERESA TRACY	\$188.34
83719	6/3/2015	TRANSUNION RISK AND ALTERNATIVE	\$8.75
83720	6/3/2015	TRAVELING LANTERN THEATRE CO	\$495.00
83721	6/3/2015	TRIPLE R BUSINESS SERVICES, LLC	\$4,581.45
83722	6/3/2015	U W SOIL TESTING LAB	\$72.00
83723	6/3/2015	UNIFIRST CORPORATION	\$230.52
83724	6/3/2015	UNIQUE MANAGEMENT SERVICES INC	\$98.45
83725	6/3/2015	UNITED MAILING SERVICE INC	\$2,433.75
83726	6/3/2015	NANCY VALDOVINOS	\$100.00
83727	6/3/2015	CHERYL VIRNIG	\$75.00
83728	6/3/2015	WALT'S PETROLEUM SERVICE INC	\$112.50
83729	6/3/2015	WATCHGUARD VIDEO	\$10,040.00
83730	6/3/2015	WEILER ENTERPRISES	\$40.04
83731	6/3/2015	WEILER TRANSPORTATION LLC	\$307.27
83732	6/3/2015	WEPAK-N-SHIP	\$40.90
83733	6/3/2015	JOHN WHITE JR	\$100.00

CK #	CK DATE	VENDOR	AMOUNT
83734	6/3/2015	WI DEPARTMENT OF JUSTICE	\$539.00
83735	6/3/2015	STATE OF WISCONSIN	\$40.00
83736	6/3/2015	WI DNR	\$143.00
83737	6/3/2015	WMCA	\$190.00
83738	6/3/2015	WOOD COUNTY HEALTH DEPARTMENT	\$350.00
83739	6/3/2015	KENNETH WOOD	\$146.95
83740	6/3/2015	BETTY ZEIDLER	\$85.88
83741	6/3/2015	DONNA ZYGARLICHE	\$154.00
		TOTAL CURRENT BILLS PAID BY CHECK	\$119,689.25
		TOTAL PREPAID BILLS	\$394,354.42
		TOTAL ACH PAYMENTS	\$484.18
		TOTAL CURRENT BILLS	\$202,965.96
		GRAND TOTAL	<u>\$597,804.56</u>

REPORT OF PERSONNEL ACTIONS
FINANCE, BUDGET AND PERSONNEL COMMITTEE MEETING
OF JUNE 2, 2015

<u>NAME</u>	<u>POSITION/DEPARTMENT</u>	<u>EFFECTIVE DATE</u>
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PROMOTION

Amy Van Wyhe	Accounting Manager Finance Department	May 24, 2015
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RETIREMENT:

None

Resignation

None

**COMPLETION OF
PROBATIONARY
PERIOD**

None

MONTHLY POSITION CONTROL REPORT
 PERMANENT FULL-TIME/PART-TIME
 POSITIONS AS OF MAY 31, 2015

Department	Division	Position	FTE	Last Name	First Name
Administrator		City Administrator	1.00	BARG	STEVEN
Administrator		Human Resources Manager	1.00	Vacant	
Administrator		Administrative Assistant III	0.50	KROGMAN	AMY
Administrator Total			2.50		
Assessor		City Assessor	1.00	SPENCER	JOAN
Assessor		Property Appraiser	1.00	FECHHELM	BELINDA
Assessor		Administrative Assistant II	1.00	PUGH	KEITH
Assessor Total			3.00		
Cemetery		Cemetery Caretaker Assistant	1.00	BRAUNSKY	WILLIAM
Cemetery		Cemetery Coordinator/Caretaker	1.00	BALTUS	MICHAEL
Cemetery Total			2.00		
Clerk		City Clerk	1.00	HALL	DEBORAH
Clerk		Deputy Clerk	1.00	PANZER	LORI
Clerk Total			2.00		
Finance		Accounting Clerk	0.50	OPPMAN	JOANN
Finance		Accounting Clerk	1.00	LINDGREN	KATHLEEN
Finance		Accountant	1.00	VACANT	
Finance		Payroll Technician	1.00	MICHALIK	JANETTE
Finance		Accounting Technician	0.80	RINDFLEISCH	MARILYN
Finance		Payroll Technician	1.00	SCHOOLEY	ROBERT
Finance		Accounting Manager	1.00	VAN WYHE	AMY
Finance		Finance Director	1.00	STREY	KEITH
Finance Total			7.30		
Fire		Deputy Fire Chief	1.00	DEGRAND	CRAIG
Fire		Deputy Fire Chief	1.00	DOLENS	ROY
Fire		Deputy Fire Chief	1.00	ERICKSON	EDWIN
Fire		Deputy Fire Chief	1.00	OWEN	SCOTT
Fire		Deputy Fire Chief	1.00	CLEMENTS	JODY
Fire		Fire Chief	1.00	HAIGHT	ROBERT
Fire		Firefighter	1.00	BARTH	JEFFREY
Fire		Firefighter	1.00	BAUER	RODNEY
Fire		Firefighter	1.00	BREUER	BRAD
Fire		Firefighter	1.00	CHRISTOPHER	LANCE
Fire		Firefighter	1.00	ESKER	KELLY
Fire		Firefighter	1.00	JONAS	DANIEL
Fire		Firefighter	1.00	LUCARELI	JON
Fire		Firefighter	1.00	MEYER	JAMES
Fire		Firefighter	1.00	MUELLER	EVERETT
Fire		Firefighter	1.00	VANDEN ELZEN	JOSEPH
Fire		Firefighter Paramedic	1.00	ALTMAN	JONATHAN
Fire		Firefighter Paramedic	1.00	BAKOS	STEVEN
Fire		Firefighter Paramedic	1.00	BARNES	BRIAN
Fire		Firefighter Paramedic	1.00	FLETTY	PETER
Fire		Firefighter Paramedic	1.00	FOTH	JASON
Fire		Firefighter Paramedic	1.00	FRYDENLUND	LUCAS
Fire		Firefighter Paramedic	1.00	GILBERTSON	BJORN
Fire		Firefighter Paramedic	1.00	GRIESBACH	BENJAMIN
Fire		Firefighter Paramedic	1.00	JONAS	ERIK
Fire		Firefighter Paramedic	1.00	KARNOWSKI	MATTHEW
Fire		Firefighter Paramedic	1.00	LANG	ERIC

Fire	Firefighter Paramedic	1.00	MCNAMARA	NATHANIEL
Fire	Firefighter Paramedic	1.00	PATTON	DAVID
Fire	Firefighter Paramedic	1.00	SADAUSKAS	JENI
Fire	Firefighter Paramedic	1.00	SCHAD	JASON
Fire	Firefighter Paramedic	1.00	VACANT	
Fire	Firefighter Paramedic	1.00	VACANT	
Fire	Firefighter Paramedic	1.00	WEILAND	TROY
Fire	Firefighter Paramedic	1.00	WEYRAUCH	BRONSON
Fire	Firefighter Paramedic	1.00	WINISTORFER	PETER
Fire	Administrative Assistant III	1.00	BERGER	SUZANNE
Fire Total		37.00		
Technology	Technology Analyst	1.00	WESTMAN	ERIK
Technology	Technology Analyst	1.00	SUTTON	MATTHEW
Technology	Technology Director	1.00	NG	ENG
Technology	Technology Technician	1.00	VACANT	
Information Technology Total		4.00		
Library	Adult Services Supervisor Lib	1.00	ADLER	MARY LOU
Library	Asst Dir./Tech. Srvs Supervisor	1.00	BAKER	KATHLEEN
Library	Childrens' Services Supervisor	1.00	ROPSON	KIM
Library	Library Assistant II	0.625	AUSTIN	JANE
Library	Library Assistant II	0.5	CERA	JILL
Library	Library Assistant II	1.00	SMITH	PENNY
Library	Library Custodian	1.00	FRUEHBRODT	WILLIAM
Library	Library Director	1.00	BELONGIA	LORI
Library	Library Specialist I	0.50	BAKER	DAVID
Library	Library Specialist I	1.00	SMITH	DEBORAH
Library	Library Specialist I	1.00	DERFUS	MARY
Library	Library Specialist I	1.00	HILL	SANDRA
Library	Library Specialist II	0.725	SLADE	CHELSEA
Library	Library Specialist III	0.50	KRUSE	NATALIE
Library	Library Specialist III	0.5	APFEL	STEVE
Library	Library Specialist III	1.00	DUER	AMANDA
Library	Library Specialst III	1.00	SCHULTZ	ROBERT
Library	Library Specialst III	1.00	STEELE	PATRICIA
Library	Library Systems Analyst	1.00	MADER	ROBERT
Library Total		16.350		
Mayor	Administrative Assistant III	0.50	KROGMAN	AMY
Mayor	Mayor	0.50	MEYER	CHRISTOPHER
Mayor Total		1.00		
Municipal Court	Municipal Court Clerk	0.75	CARLSON	SUSAN
Municipal Court Total		0.75		
Parks & Recreation	Classification II	1.00	ADAMSKI	CHARLES
Parks & Recreation	Classification II	1.00	ROGERS	DANIEL
Parks & Recreation	Classification II	1.00	WEINFURTNER	JEFFREY
Parks & Recreation	Cclassification III	1.00	SCHLAGENHAFT	PAUL
Parks & Recreation	Parks & Recreation Director	1.00	Vacant	
Parks & Recreation	Parks & Recreation Maint Supv	1.00	STEINBACH	BENJAMIN
Parks & Recreation	Parks & Recreation Supv II	1.00	CASSIDY	KELLY
Parks & Recreation	Administrative Assistant II	1.00	BEAUCHAMP	AMY
Parks & Recreation	Zoo Keeper	1.00	BURNS	STEVEN
Parks & Recreation Total		9.00		
Planning	Director of Planning/Econ Dev	1.00	ANGELL	JASON
Planning	Planner/Zoning Administrator	1.00	MILLER	JOSHUA
Planning	GIS Coordinator	1.00	BUEHLER	DAVID
Planning	Zoning Administrator	1.00	SCHROEDER	SAMUEL

Planning Total**4.00**

Police		Administrative Assistant III	1.00	LINDNER	PEGGY
Police		Custodian	1.00	TIBBETT	BRUCE
Police		Ordinance Enforcement Officer	1.00	LARSEN	ROBERT
Police		Ordinance Enforcement Officer	1.00	LEONARD	DANIEL
Police		Patrol Officer	1.00	GROSS	ROCHLEY
Police		PD Staff Services Supervisor	1.00	KROKSTROM	LORRIE
Police		Police Chief	1.00	GRAMZA	RICHARD
Police		Police Detective	1.00	HAMILL	KEVIN
Police		Police Detective	1.00	NEINAST	ALLAN
Police		Police Detective	1.00	PARKS	JASON
Police		Police Detective	1.00	CRAMM	JAMES
Police		Police Lieutenant	1.00	ZEPS	PATRICK
Police		Police Lieutenant	1.00	LARSON	DARREN
Police		Police Officer	1.00	ABEL	LIBBY
Police		Police Officer	1.00	BEATHARD	ROBERT
Police		Police Officer	1.00	BEAUCHAMP	JARED
Police		Police Officer	1.00	BERG	CHRISTOPHER
Police		Police Officer	1.00	BERRES	MATTHEW
Police		Police Officer	1.00	BORCHARDT	BLAKE
Police		Police Officer	1.00	BORNBACH	CALEB
Police		Police Officer	1.00	CHRISTIAN	CORY
Police		Police Officer	1.00	CICHANTEK	JEFFREY
Police		Police Officer	1.00	ENDRIES	TERRY
Police		Police Officer	1.00	FOX	SAMUEL
Police		Police Officer	1.00	GOODNESS	SARI
Police		Police Officer	1.00	GRUBER	TANNER
Police		Police Officer	1.00	HASZ	CHRISTOPHER
Police		Police Officer	1.00	IVERSON	DEREK
Police		Police Officer	1.00	KIZER	JAMIE
Police		Police Officer	1.00	KRAMER	LANDON
Police		Police Officer	1.00	MATTHEISEN	DAVID
Police		Police Officer	1.00	MEEK	STEVEN
Police		Police Officer	1.00	VACANT	
Police		Police Officer	1.00	PUNKE	JASON
Police		Police Officer	1.00	SCHLEI	SCOTT
Police		Police Officer	1.00	SHERDEN	TRAVIS
Police		Police Officer	1.00	TOPNESS	MICHAEL
Police		Police Officer	1.00	WARGOWSKY	AARON
Police		Police Records Specialist	1.00	GAETZ	CINDY
Police		Police Records Specialist	1.00	KARL	DEBRA
Police		Police Records Specialist	1.00	STARGARDT	CHRIS
Police		Police School Liaison Officer	1.00	FOEMMEL	JASON
Police		Police School Liaison Officer	1.00	GIACOMINO	CHRISTINE
Police		Police Sergeant	1.00	KEFFER	DENNIS
Police		Police Sergeant	1.00	ESSER	TRAVIS
Police		Police Sergeant	1.00	POESCHEL	DOMINIC
Police		Police Sergeant	1.00	GEURINK	JODY
Police		Traffic Safety/Crime Prevention	1.00	SALACINSKI	DANIEL
Police Total			48.00		
Public Works	Administration	Public Works Director	1.00	KNOECK	DANIEL
Public Works	Administration	Administrative Assistant II	1.00	ANDERSON	MARY
Public Works	Building Services	Building Services Supervisor	1.00	POKORNY	RICHARD
Public Works	Building Services	Electrical Inspector	1.00	KILTY	PATRICK
Public Works	Building Services	Maintenance Technician II	1.00	MOLTER	JEFFREY

Public Works	Building Services	Administrative Assistant II	1.00	UTHMEIER	CHERYL
Public Works	Engineering	Assistant City Engineer	1.00	CASSIDY	TIMOTHY
Public Works	Engineering	City Engineer	1.00	TURCHI	THOMAS
Public Works	Engineering	Civil Engineer II	1.00	MAURITZ	JOSH
Public Works	Engineering	Engineering Technician	1.00	OLDHAM	LANCE
Public Works	Engineering	Engineering Technician	1.00	MILLER	SHAWN
Public Works	Engineering	Civil Enginner I	1.00	ULNESS	NATHAN
Public Works	Street Services	Administrative Assistant II	1.00	WARP	JEAN
Public Works	Street Services	Asst Street Superintendent	1.00	BORNBACH	KURT
Public Works	Street Services	Asst Street Superintendent	1.00	HAWLEY	KRISTOFER
Public Works	Street Services	Classification II	1.00	BINDER	JOEL
Public Works	Street Services	Classification II	1.00	GUENSBURG	WILL
Public Works	Street Services	Classification II	1.00	KIEFFER	GREGORY
Public Works	Street Services	Classification II	1.00	SMITH	MELVIN
Public Works	Street Services	Classification II	1.00	GABEL	BRIAN
Public Works	Street Services	Classification II	1.00	JOHNSON	JOSH
Public Works	Street Services	Classification II	1.00	KOZIK	KYLE
Public Works	Street Services	Classification II	1.00	LINZMEIER	BRYAN
Public Works	Street Services	Classification II	1.00	NIEHAUS	PATRICK
Public Works	Street Services	Classification II	1.00	SCHMIDT	PHILIP
Public Works	Street Services	Classification II	1.00	WOJCIK	BENJAMIN
Public Works	Street Services	Classification III	1.00	BABCOCK	MARK
Public Works	Street Services	Classification III	1.00	LANGFELDT	TIMOTHY
Public Works	Street Services	Classification III	1.00	MCCLUNG	BRIAN
Public Works	Street Services	Classification III	1.00	NEEDHAM	PAUL
Public Works	Street Services	Classification III	1.00	RASMUSSEN	TIMOTHY
Public Works	Street Services	Classification III	1.00	SONNEMANN	LESTER
Public Works	Street Services	Classification III	1.00	TRUDEAU	MICHAEL
Public Works	Street Services	Classification IV	1.00	BECKER	JEFFREY
Public Works	Street Services	Classification IV	1.00	CHURKEY	MATTHEW
Public Works	Street Services	Classification IV	1.00	ESSER	JEROLD
Public Works	Street Services	Classification IV	1.00	NIKOLAI	HUGH
Public Works	Street Services	Classification IV	1.00	SCHERR	MICHAEL
Public Works	Street Services	Classification IV	1.00	SCHROEDER	WILLIAM
Public Works	Street Services	Classification IV	1.00	WENDELL	ERIC
Public Works	Street Services	Mechanic	1.00	BRUHN	TODD
Public Works	Street Services	Mechanic	1.00	WANTA	DUANE
Public Works	Street Services	Street Superintendent	1.00	WINCH	MICHAEL
Public Works	Wastewater	Asst Wastewater Superintendent	1.00	KIVELA	MARK
Public Works	Wastewater	Plumbing Insp/Asst Bldg Insp	1.00	OTT	THOMAS
Public Works	Wastewater	Administrative Assistant II	0.50	COY	JEAN
Public Works	Wastewater	Wastewater Operator - Level 4	1.00	CHRISTENSEN	TERRY
Public Works	Wastewater	Wastewater Operator - Level 4	1.00	FOLTZ	BRIAN
Public Works	Wastewater	Wastewater Operator - Level 4	1.00	KUHLKA	LOUIS
Public Works	Wastewater	Wastewater Operator - Level 4	1.00	OTT	ANDREW
Public Works	Wastewater	Wastewater Operator	1.00	CHARRON	JACOB
Public Works	Wastewater	Wastewater Operator	1.00	GOHAM	JOEL
Public Works	Wastewater	Wastewater Operator	1.00	FISCHER	BRANDON
Public Works	Wastewater	Wastewater Operator	1.00	NOSBISCH	MITCHELL
Public Works	Wastewater	Wastewater Superintendent	1.00	WARP	SAMUEL
Public Works Total			54.50		
Grand Total			191.400		



City of Marshfield

Memorandum

To: Finance, Budget and Personnel Committee
From: Keith Strey, Finance Director
Date: 5/27/2015
Re: Request to refill the vacant Accountant position

BACKGROUND

With the recent promotion of Amy Van Wyhe to Accounting Manager, her former position of Accountant is now vacant. This position was established as part of the last staffing study recommendations for the Finance Department effective July 1, 2014. The approved pay plan update has this position classified at grade H.

ANALYSIS

In the short time this position has been in place, the Accountant has become an important part of Finance Department operations. The additional tasks this position performs has allowed the department to effectively get through a significant period of transition, a move of the department to one floor and two periods of extended staff medical leave. As supporting information for committee consideration, I've included the position job description along with a position cost projection. The attached job description for Accountant summarizes the significant duties and responsibilities of this position. Below is a highlight of significant duties which include:

- Assist with technology improvements related to the department
- Supports wage / benefit determinations for annual budget development and other purposes
- Ambulance and Internal Service Fund rate study & contract preparation
- Maintains City's fixed asset records
- Comprehensive Annual Financial Report and other financial report preparation assistance
- Grant Administrative support including Federal & State Schedule of grant expenditures tracking

Staffing studies completed in 2003 & 2014 support the continuing need for this position. The Accountant will be required to fill an integral role in future changes affecting the Finance Department as recommendations of the last staffing study are accepted and approved by the Common Council. Additionally, significant emphasis on the increased use of technology was recommended in the 2014 study which this position will provide assistance with for the department.

RECOMMENDATION

I recommend authorizing the City Administrator to fill the vacant Accountant position in the Finance Department.

Steve Barg

Concurrence – Steve Barg, City Administrator



JOB TITLE: Accountant
DEPARTMENT: Finance
SUPERVISOR: Accounting Manager
COMPENSATION GRADE: H

JOB SUMMARY

Under the direction of the Accounting Manager, the Accountant applies principles of accounting to analyze financial information and prepares financial reports by compiling information, and utilizes appropriate accounting control procedures.

JOB DESCRIPTION

Task No.	Description	Frequency
1.	Performs enhanced financial reporting and analysis.	15%
2.	Prepares various rate studies and cost allocations.	15%
3.	Provides budget process support.	15%
4.	Provides fiscal year-end audit support.	15%
5.	Maintains City's fixed asset records including the General Fund and Enterprise Funds, Depreciation, Additions, and Retirements.	15%
6.	Provides grant administrative support.	10%
7.	Provides insurance (liability, auto, property, etc.) administrative support.	5%
8.	Performs internal control tasks as directed.	5%
9.	Performs misc. financial administrative support.	5%

QUALIFICATIONS

Bachelor's Degree in Accounting required. Work experience in accounting preferred. Must be proficient with the use of computer spreadsheets and their application to accounting and finance. Requires a self-motivated individual with excellent written and oral communication skills; good knowledge of the principles and practices of finance; strong analytical ability; strong customer service and data collection skills; detail orientated; and ability to learn technical report preparation and software applications.

CITY OF MARSHFIELD
POSITION ESTIMATE

	<u>2015 Accountant</u>	<u>2015 Hourly Wage</u>
2015 Estimated Base Wage (2088 hrs):	\$ 46,144.80	\$22.10
FICA - 7.65%:	3,530.08	1.69
Retirement (Employer) - 6.8%:	3,137.85	1.50
Workers Compensation - 0.23%:	106.13	0.05
Health Insurance (family):	15,862.08	7.60
Dental Insurance (family):	1,482.36	0.71
Life Insurance:	117.48	0.06
Post Employment Health Plan - 2.0%:	<u>922.90</u>	<u>0.44</u>
2015 Estimated Wage & Benefit:	<u>\$ 71,303.68</u>	<u>\$34.15</u>

Grade H - Step 1 at rate effective 7/1/2015



City of Marshfield Memorandum

DATE: May 28, 2015
TO: Finance, Budget & Personnel Committee
FROM: Steve Barg, City Administrator
RE: Proposed changes to City's organizational chart

Background

Over the past 2 weeks, the FBP Committee and Council authorized moving forward with 5 changes to the City's organizational chart recommended by our consultant (Springsted) and our staffing study review team:

- Change Planning & Economic Development to Development Services Department
- Move GIS Coordinator to under the Engineering Division
- Move Inspection Services from Public Works to Planning & Economic Development
- Reassign oversight of Airport to Public Works Department
- Reassign oversight of Cemetery to Parks & Recreation Department

However, the Committee requested that the following 2 recommendations be set aside for further review and discussion:

- Begin efforts to create a Facilities Management section in Public Works Department
- Create Administrative Services Department to oversee the Finance, Technology and Assessing Departments

To help you prepare for Tuesday's meeting, I've attached relevant pages from the staffing study report. Please keep in mind the following when you are reviewing this information:

- Facilities management: This would take place over a period of time, maybe 2-5 years, during which time we would slowly transition toward what Springsted is suggesting. We will explain this better at Tuesday night's meeting.
- Administrative services: Springsted's suggestion was to hire a new position of Administrative Services Coordinator to oversee several departments deemed to be primarily "internal". Although our staffing study team sees benefit in having some of these functions under one umbrella, we're just recommending that one of the affected department heads be appointed to fill this role, and in absolutely no way do we ever foresee this becoming a separate full-time position.

Recommendation

Staff recommends that the Committee recommend to the full Council authorizing staff to continue moving ahead with these 2 added changes to our organizational chart, effective on January 1, 2016.

We believe that there is merit in systematically identifying and prioritizing process improvements over a five-year period to plan for increased organization-wide efficiencies that can provide cost savings with a return on investment and/or service improvements. We asked department heads to identify process improvements that the City should review and we contributed several suggested process improvements for the City's consideration.

Among the process improvements identified in this report, strategic planning is critical. Strategic planning provides an on-going structure to clearly articulate Common Council priorities on the services to be provided, how much of those services will be provided and how those services will be delivered. Strategic goals serve as a catalyst for accomplishing priorities adopted by the Common Council and aligning organizational resources towards that end. The survey conducted for this study identified themes that are important to the Common Council, including in no particular priority, education, safety, parks and recreational facilities, maintenance of public infrastructure and municipal facilities, economic growth, increasing employment opportunities and cost of government. Drilling down into these areas and identifying the strategic goals and objectives the Common Council wants to accomplish in partnership with City staff and others will lay the foundation for Marshfield's future.

All of the suggested process improvements discussed in this study share one overarching characteristic—they all involve increased integration among the City's functional areas and a reliance on improved interdepartmental coordination to enhance overall organizational efficiency and effectiveness. Streamlining how the City responds to complaints that cross multiple departments, achieving work flow efficiencies such as decentralizing data entry for payroll and accounts payable, developing performance measurements and consistent reporting of data across the all departments are all examples of organization-wide process improvements.

Optional for the City's organizational structures. The study identifies several ideas for restructuring City functions including:

- Enhanced coordination of planning, economic development, code enforcement and inspections.
- Assigning responsibility for the airport and GIS to public works.
- Centralizing the facilities management function.
- Assigning the cemetery function to parks and recreation.
- Integration of administrative services functions.

→ Recommendations include considering the following organizational changes:

- **Creation of a Community Development Department**—the new department will enhance the coordination of planning, economic development, code enforcement and building inspections.
- **Assignment of GIS to Engineering**—GIS will move from Planning and Economic Development to Engineering where it is closer to engineering and surveying.
- **Assignment of the Airport to the Public Works Department**—currently the airport does not have a defined reporting relationship within the City's organizational structure.

~~• **Establish a centralized Facilities Management function within Public Works**—all custodians would be assigned to Facilities Management and coordination of facility~~

- Coordination of zoning enforcement, property maintenance, building inspections and centralization of data, reporting and follow up on all types of inspections.
- GIS is sometimes located within this department because of the tie to mapping. However, GIS works closely with the engineering function and is also found as part of public works departments.

Currently the code enforcement functions are spread among various departments. An intermediate step may be to create a Code Enforcement Coordinator position that can assign, coordinate and follow up on code enforcement services. The creation of this position would free up time for the City Administrator who currently handles some of these matters. However, the success of this position is uncertain if it does not have the authority to coordinate the resources of other departments and if personnel are not cross-trained to handle a variety of inspections.

Making Building Services a part of the community development function and assigning GIS to engineering would impact the structure of the Public Works Department. We note two other changes including the assignment of responsibility of the airport and increasing the role of Public Works in facilities management.

Airport

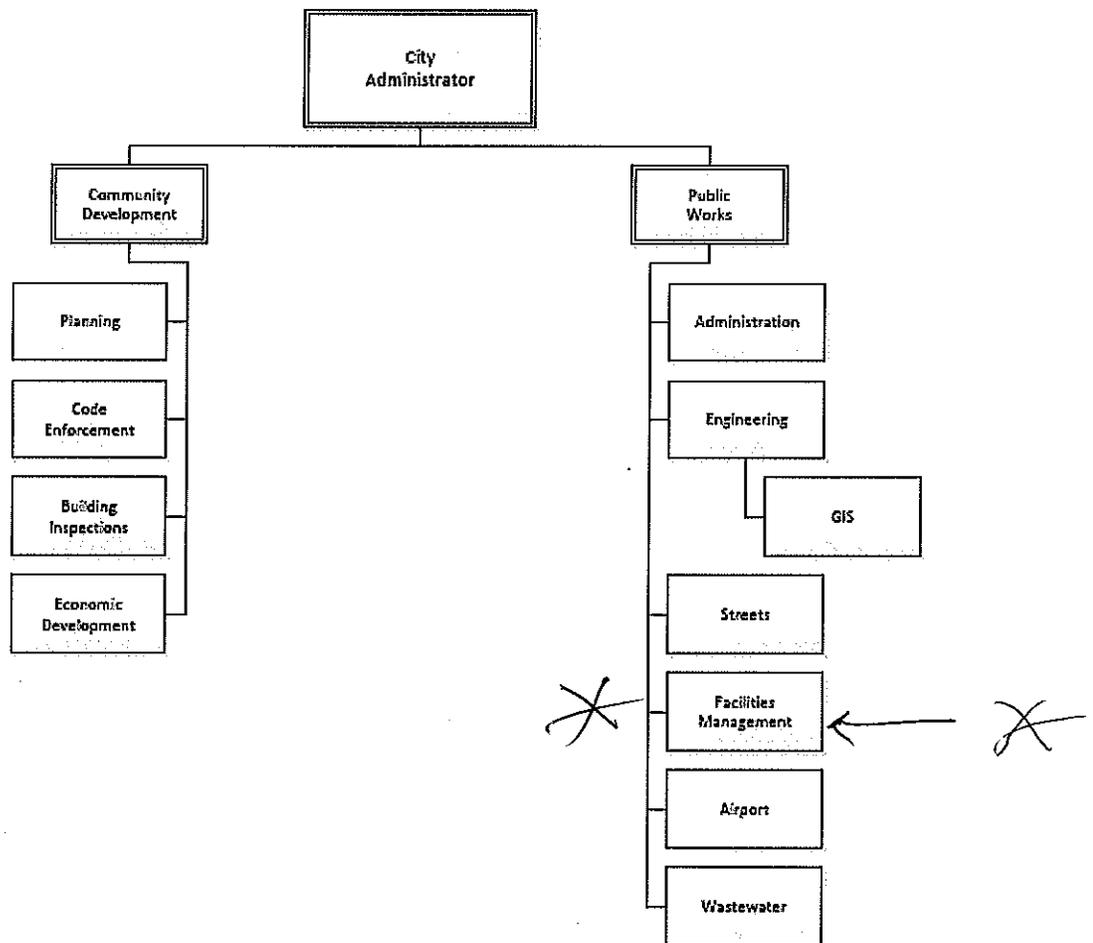
The airport is not reflected on the City's organizational chart. We would recommend adding this responsibility to Public Works or to Planning and Economic Development. The facilities management responsibilities make Public Works a logical place for the airport. To the extent that the airport plays prominently in economic development activities, it could also be assigned to the new community development function.

Facilities Management

The City of Marshfield assigns its buildings inspections staff responsibility for building maintenance. City Hall is the primary focus of the buildings inspections staff, particularly with the responsibility to respond to the needs of tenants. Responsibility for the other facilities is decentralized with the department(s) occupying the facility. Two options are available for placement of the facilities management function within the City's organizational structure. Frequently, facilities management is part of Public Works. However in instances where a large percentage of facilities management is outsourced and provided by contracts, it may be located in Administrative Services or Finance to coordinate costs. We recommend the Public Works option which would involve the creation of a Facilities Manager position.

An optional structure for a Community Development Department and the Public Works Department is shown on the next page.

City of Marshfield, Wisconsin
Community Development Department
and
Public Works Department



Administrative Services

maintenance and improvements would be handled within the Public Works Department by a Facilities Manager.

- **Assign Cemetery to the Parks and Recreation Department**—this reporting relationship aligns better with the work of the Parks Maintenance Supervisor than with the City Administrator, to which the Cemetery currently reports.

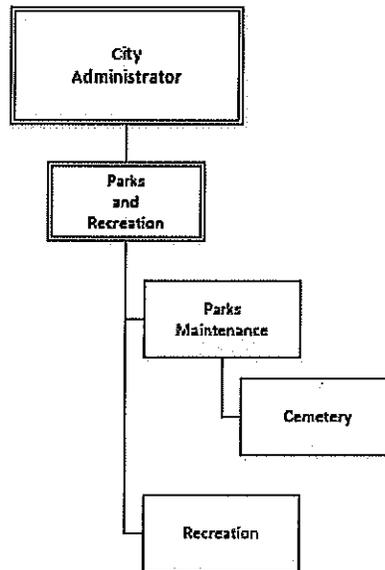
- **Consider the establishment of an Administrative Services Department**—this option could provide increased integration and coordination of administrative functions and process improvement leadership.



Cemetery Function

Currently the Cemetery exists as a stand-alone function that operates independently and reports directly to the City Administrator. Typically, this function is part of a Parks and Recreation Department or assigned to Public Works. Our preference is to assign the cemetery function to the Parks and Recreation Department because of the strong user focus and interaction that characterize its maintenance activities. Nevertheless, we expect a high degree of cooperation between the parks and street functions.

**City of Marshfield, Wisconsin
Parks and Recreation Department**



Administrative Services Functions

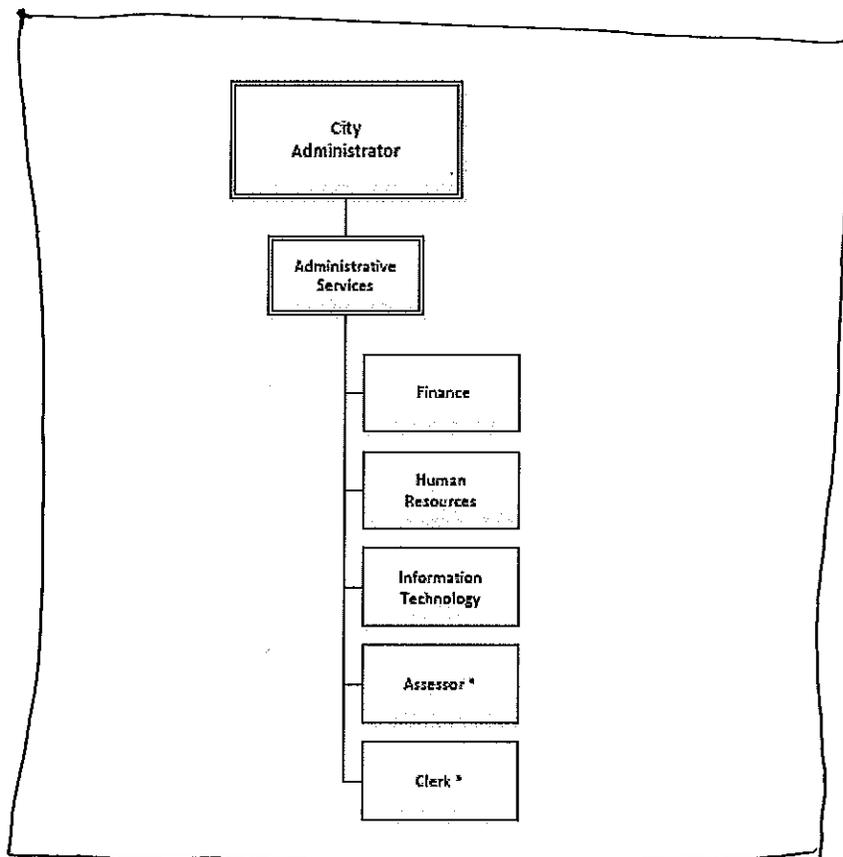
In our review of organizational structures, we find a variety of structures for administrative services. As noted above, this structure reflects the desire for improved integration and coordination and generally results in a more efficient span of control. It also facilitates cross-training and provides greater flexibility to meet peak workloads. More importantly, it can serve as a catalyst to lead process improvements and create efficiencies throughout the organization.

Features of these structures include:

- Coordination of services that support the operations of other departments, such as finance, purchasing, human resources, information systems, records management and risk management.
- Incorporating the City Clerk and City Assessor functions in organizations could occur if those positions were to become appointed rather than elected positions. The City Clerk would generally be a separate division within Administrative Services while the assessing function could be located within the Finance Division or it could be a distinct division within Administrative Services.
- Allows for equalization of workloads among related functions.
- Allows the City Administrator to spend more time on public information, public relations and other external functions. It should be noted that this organizational structure assumes that the City Administrator will share responsibility for internal management and coordination among departments with an Administrative Services Department.
- Give the City a focal point for leading process improvements.

An optional structure for an Administrative Services Department is shown below.

City of Marshfield, Wisconsin Administrative Services Department



* If position ever changes from elected to appointed

particularly if the number of backlogs grows. Future IT staffing is dependent on the number and type of devices and software applications and the department's role in supporting organizational process improvements and expanding on-line web-based services.

- c. In the City Assessor's Office, no staffing changes are recommended; however, the City would benefit from undertaking an in-depth review of the cost and benefits of outsourcing some or all assessing services.
- d. When the addition of law enforcement positions initially funded by outside grants are considered, the staffing request should be evaluated with respect to current benefits and future costs, as the City will eventually assume all costs of such positions.
- e. In Planning and Economic Development, the addition of a planning position is recommended because this request is consistent with economic development and creating employment opportunities identified earlier in this report as major priorities for the Common Council.
- f. It is recommended that the GIS position be reassigned to Engineering from Planning and Economic Development.

Recommendation 3

Consider the following process improvements summarized below. Items 3a through 3f are proposed by staff; the rest of the process improvements are proposed by the consultant.

- a. Review the process for responding to complaints.
- b. Review the special assessment process.
- c. Decentralize payroll and accounts payable data entry as an organizational priority.
- d. Improve work flow processes.
- e. Review spatial work flow and relationships so that assigned office space supports efficiency.
- f. Identify opportunities to share software licensing costs and available system capacity.
- g. Develop and review performance measurements.
- h. Report management data as consistently as possible.
- i. Recognize opportunities to use technology to improve services and generate efficiencies.
- j. Implement strategies for on-going professional development and succession planning.
- k. Explore opportunities for collaboration and partnership with other organizations.
- l. Periodically assess the effectiveness of outsourcing services.

Recommendation 4

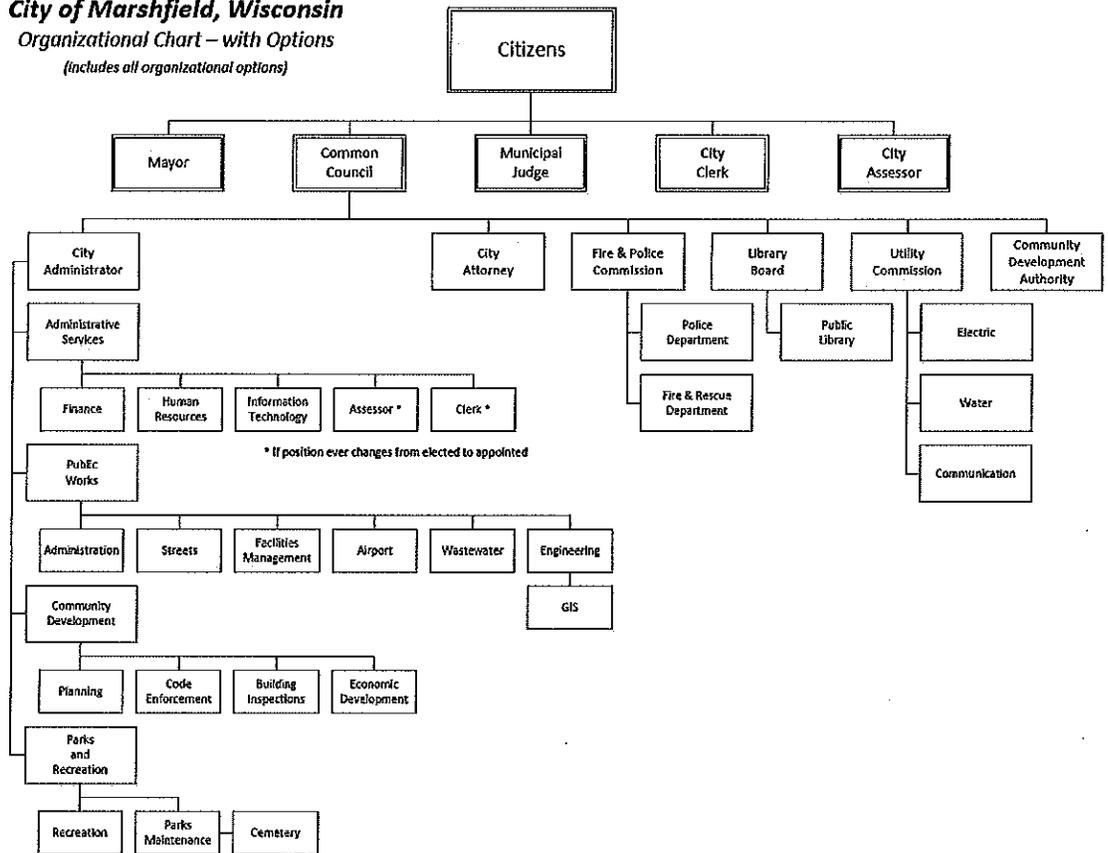
Consider the following organizational options summarized below:

- a. Establish a Community Development Department to enhance the coordination of planning, economic development, code enforcement and building inspections.
 - i. Reassign building inspections to the Community Development Department.
 - ii. Determine if other positions involved in ordinance enforcement should be reassigned to the Community Development Department.
- b. Assign GIS to Engineering.
- c. Assign responsibility for the airport to the Public Works Department.
- d. Establish a centralized facilities management function within the Public Works Department.
 - i. Assign custodians in the Police Department and the Library to Facilities Management.
- e. Assign the Cemetery to the Parks and Recreation Department.
- f. Consider the establishment of an Administrative Services Department to integrate and coordinate administrative functions (Finance, IT, Human Resources, etc.) and lead process improvements.

Implementation of Organizational Options

Organizational changes often occur over time, instead of all at once. However, if the City adopted all of the options presented in this report, an illustration of the new organizational chart is shown below.

City of Marshfield, Wisconsin
Organizational Chart – with Options
(includes all organizational options)



The optional organizational chart shows a more equitable distribution of functions among four department heads. The reduced span of control expands the time the City Administrator will have available for other functions such as building partnerships with other organizations and public entities, providing support to the Common Council and engaging in public relations. In this illustration, the four department heads serve as the core management team, however that does not preclude other interdepartmental teams from being formed as well as drawing team members from department head and division manager levels.

While this study presents organizational options for the City's consideration, we expect that implementing any option will be preceded by additional staff discussion and review. Of these options, making Cemetery part of the Parks and Recreation Department is the most straightforward to implement.

Conversely, the creation of a Community Development Department is the most complex option but its implementation will provide alignment with the priorities for economic growth and community

Staff team's proposal

City of Marshfield
Shown by Function

