

City of West Allis  
City Administrative Office  
2018 Budget

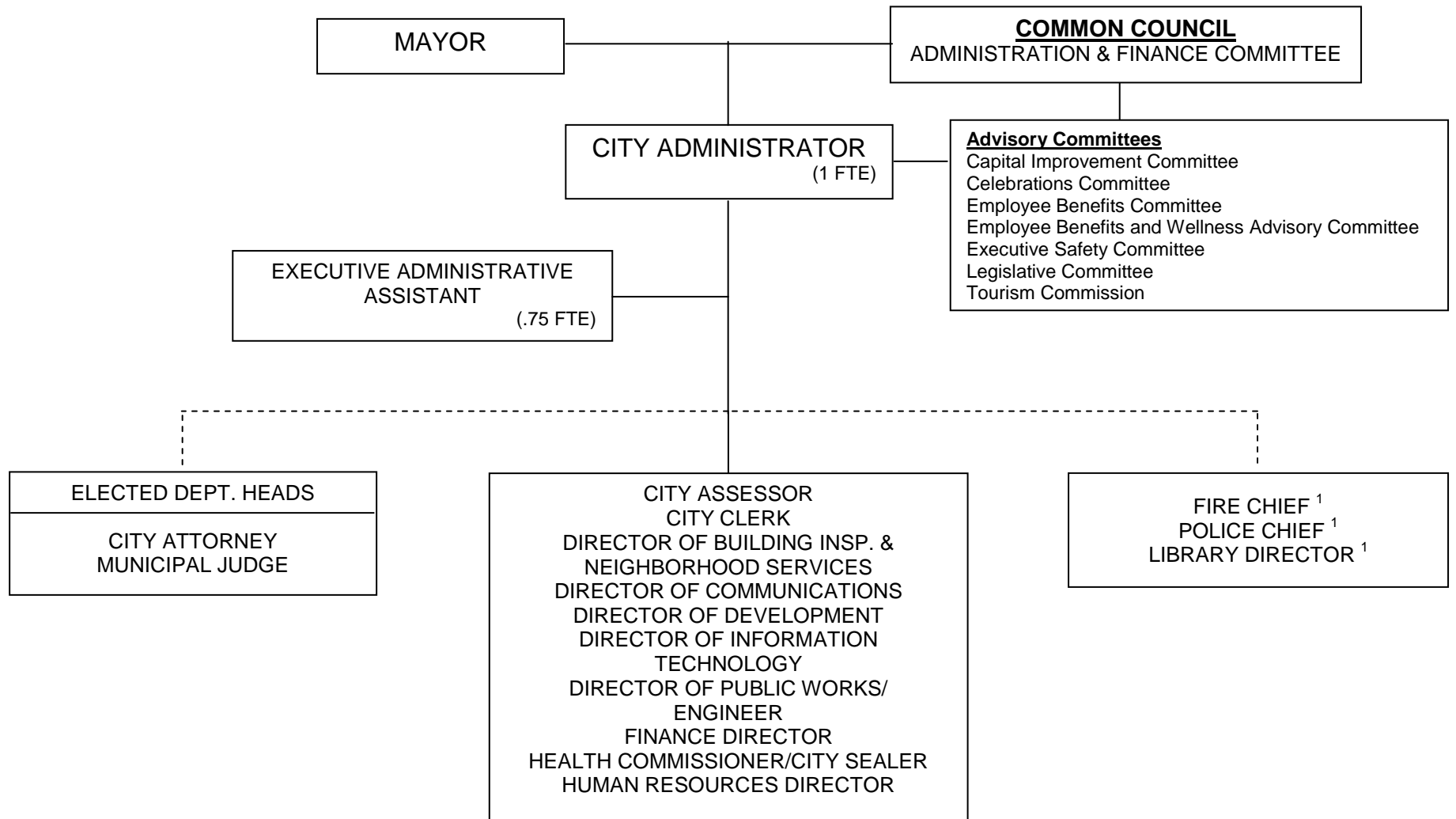
<i>EXPENDITURES</i>	2015 Actual	2016 Actual	2017 Budget	2017 Adjusted Budget	2017 Year-to-Date	2018 Request	2018 Additions/ Deletions	2018 Budget	Change	% Change
Salaries	\$ 151,109	\$ 241,444	\$ 146,685	\$ 146,685	\$ 111,122	\$ 170,350	\$ -	\$ 170,350	\$ 23,665	
Misc Other Pay	\$ 275	\$ 325	\$ 300	\$ 300	\$ 125	\$ -	\$ -	\$ -	\$ (300)	
Overtime	\$ 47	\$ 2,849	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Payroll Taxes	\$ 11,212	\$ 18,365	\$ 13,000	\$ 13,000	\$ 8,379	\$ 12,519	\$ -	\$ 12,519	\$ (481)	
Pension	\$ 12,830	\$ 20,373	\$ 11,500	\$ 11,500	\$ 8,009	\$ 11,093	\$ -	\$ 11,093	\$ (407)	
Health Insurance	\$ 41,073	\$ 39,218	\$ 27,300	\$ 27,300	\$ 23,472	\$ 37,423	\$ -	\$ 37,423	\$ 10,123	
Dental Insurance	\$ 1,968	\$ 2,529	\$ 1,890	\$ 1,890	\$ 1,490	\$ 2,151	\$ -	\$ 2,151	\$ 261	
Life Insurance	\$ 239	\$ 493	\$ 250	\$ 250	\$ 186	\$ 310	\$ -	\$ 310	\$ 60	
Professional Services	\$ -	\$ 32,426	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Maintenance Contracts	\$ 25	\$ 13,822	\$ 25	\$ 534	\$ (688)	\$ 25	\$ -	\$ 25	\$ -	
Utilities	\$ 887	\$ 1,085	\$ 1,000	\$ 1,000	\$ 364	\$ 1,000	\$ -	\$ 1,000	\$ -	
Supplies	\$ 732	\$ 51,205	\$ 800	\$ 1,105	\$ 506	\$ 800	\$ -	\$ 800	\$ -	
Books & Periodicals	\$ 154	\$ 432	\$ 500	\$ 500	\$ 493	\$ 500	\$ -	\$ 500	\$ -	
Printing	\$ 351	\$ 34	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
Training & Travel	\$ 5,054	\$ 6,169	\$ 7,200	\$ 7,200	\$ 3,651	\$ 7,200	\$ -	\$ 7,200	\$ -	
Capital Items	\$ 11,355	\$ 52,658	\$ 200	\$ 471	\$ 2,000	\$ 200	\$ -	\$ 200	\$ -	
Transfers Out	\$ -	\$ 10,000	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	\$ -	
<b>TOTAL EXPENDITURES</b>	\$ 237,310	\$ 493,429	\$ 210,650	\$ 211,735	\$ 159,110	\$ 243,571	\$ -	\$ 243,571	\$ 32,921	15.63%

**2018 BUDGET NOTES:**

The 2016 budget included the Print Shop as part of the City Administrator's budget. For 2017, the focus of the Print Shop shifted to Creative Services and was moved out of the City Administrator's budget and out of the General Fund, into the Communications Fund.

Additionally, prior budgets allocated a portion of CA salaries to the Communication Fund. This internal allocation was eliminated in the 2018 budget which accounts for the majority of the increases in salaries and health insurance expense.

**ORGANIZATIONAL CHART  
CITY ADMINISTRATOR**



<sup>1</sup> Reports directly to Police & Fire Commission and Library Board respectively.

Note: Solid lines indicate lines of policy and program authority; dashed lines indicate lines of administrative and financial authority.

CITY FUNDED FTEs: 1.75

# 2018 CITY ADMINISTRATION BUSINESS PLAN

Department	Director	Fund and Dept. Group	
City Administration	Rebecca Grill, City Administrator	100-10	
Mission/Overview			
<p>The City Administration Office exist to oversee city operations, implement Common Council policies and directives, and to ensure that the City of West Allis fulfills its vision of “<i>The City of West Allis will provide a living and working environment throughout the community that is focused on providing its citizens and businesses a coordinated, efficient, effective, and responsive level of services. The City of West Allis will make this community the preferred municipality in the Milwaukee metropolitan area, the state, and the country.</i>”</p>			
Performance Measures <i>(What gets measured gets done)</i>			
<p>Number of Strategic Plan Action Items in Progress and Completed            Number of Policies and Procedures Updated            Number of Employees completing Lean Training            Number of Continuous Improvement/Lean Projects Completed            Number of Classes Taken in CVMIC Supervisory and Management Certificate Series            Citizen Satisfaction with City Services, Communications and Engagement            Innovation and Efficiency Savings (Time and Costs)            Implementation of Pay for Performance Program</p>			
Position Information*			
<i>Titles</i>	<i>Number</i>	<i>Funding Source(s)</i>	
City Administrator	1	General Fund	
Executive Administrative Assistant	.75	General Fund	
Vacant Positions			
<i>Title</i>	<i>Length of Vacancy</i>	<i>2018 Plan/Current Status</i>	
None			

Services Provided					
Service	Funded by	Frequency	Shared Service <small>(list Partners)</small>	Contracted	Statutory <small>(Federal, State, Local)</small>
Daily Direction and Operation of the City	General Fund	Daily		-	Local
Leadership and Team Building	General Fund	Daily			Local
Innovation/Continuous Improvement/Change Management	General Fund	Daily			Local
Strategic Planning, Mission,	General Fund	Daily			Local

Vision and Purpose					
Media Relations, Tourism and Marketing/Community Relations	General Fund/Tourism Commission	Daily			Local
Legislative and Intergovernmental Relations Activities/Elected Officials Support	General Fund	Daily			Local
Emergency Government Support	General Fund	As needed			Local
Risk Management	General Fund	Daily			Local
Employee Benefits	General Fund and Benefits Fund	As needed			Local
Collective Bargaining	General Fund	As needed			Local
Crisis Management – Prevention and Mitigation	General Fund	As needed			Local

**1. Strategic Plan Goal #5 – Excellence in Government, calls for operational analysis/audit/alternative service delivery options, continuous improvement and a culture of innovation. To assist with accomplishing this goal, identify the top three services provided (by time or money spent) and 2018 efforts to improve service delivery (quality and/or resources allocated)**

- 1) Employee Benefits Program – With the Employee Benefits Committee, Employee Benefits and Wellness Advisory COmmittee and the City’s Benefit Consultant – Horton, create a 3-5 year strategic plan for benefits administration which allows for increased understanding, communication and planning for employees and provides a sustainable financial path.
- 2) Innovation/Continuous Improvement/Change Management – Creation of cross functional teams for review of service delivery, identification of areas for improvement and implementation specifically as it relates to the goal of a Virtual City Hall. Provide training for executive leaders to assist in moving the City forward through collaborative, cohesive, similar directions and model core values and competencies, reduction of bureaucratic silos and department-centric thinking. Assist departments and staff in recognizing service delivery areas which have opportunities for improvements, recognize and reward staff activities which support continuous improvement and innovation. Evaluate current employees’ technological competencies and provide training events to increase knowledge and effective utilization. Facilitate Lean training for employees who have not yet participated.
- 3) Strategic Planning, Mission, Vision and Purpose – Continue to work with elected officials and departments to improve communication of City focus and initiatives. Provide additional opportunities for staff to communicate and share information and innovation ideas through attendance at staff meetings, stay interviews, quarterly remote office hours, employee town halls, Employee Benefit and Wellness Committee, Clerical Task Force, etc.

**2. Describe any additional proposed changes to service delivery. (new initiatives should be documented on the new initiative form)**

Will continue to evaluate and identify areas for improvement as opportunities arise.

**3. 2017 Accomplishments (include Strategic Plan and other approved plans accomplishments)**

The following are a list of the strategic actions which the administrative office has been involved with implementing. After the list is a list of specific accomplishments relating to the strategic actions.

**Strategic Action Accomplishments or In Progress**

- 1-1 Marketing Plan - Formalize a clear image through marketing and brand development process.
- 1-2 Collaborative Partnerships with Marketing - Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations.
- 1-3 Collaborative Partnerships – Sense of Community - Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community

experiences/goals.

2-9 Emergency Critical Incident - Expand City and community-wide crisis/emergency/critical incident response training.

3-6 Virtual City Hall - Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments.

4-5 Get and Use Technology to improve services and reduce costs -Continue to develop City-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources

4-7 Long Term Capital Improvement Plan - Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans.

5-1 Innovation and Excellence – Performance Standards - Create a culture of innovation and continuous improvement among City departments by establishing City-wide employee performance standards, core values and competencies for employees; including Lean training and technological competencies.

5-2 Employee Government 101 - Increase City-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.

5-5 Operational Analysis/Continuous Improvement - Develop and Implement ongoing Operational Analysis/Audit/Alternative Service Delivery Options/Organizational Structure Analysis; review each process and related ordinance/procedure/practice to ensure they comport with actual activities and current best practices; eliminate or provide discretion to allow for continuous improvement activities.

5-6 High Quality Workforce - Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance).

### **Specific Accomplishments**

Adoption of the 2017-2021 City of West Allis Strategic Plan

Completion and Implementation of Classification and Compensation Study (SP 5-1, 5-6)

Employee Engagement Survey Initiative (SP 5-1, 5-5, 5-6)

Service Delivery Action Team Development (SP 3-6, 5-1, 5-2, 5-5, 5-6)

Creation of Core Competencies and Core Values (SP 5-1, 5-6)

Branding and Marketing Services RFP and Contract (SP 1-1, 1-2, 1-3, 1-5)

Tourism Commission Photography Initiative (SP 1-1, 1-3, 1-5)

Executive Leadership Strength Training (SP 5-1 and 5-6)

CVMIC Supervisory and Management Training Certificate Class attendance (SP 5-1)

Employee Benefit Committee and revitalization of the Employee Wellness Committee (SP 5-1 and 5-6)

PFC regarding Policy and Procedure Manual Compliance Coordination (SP 5-5)

City of West Allis Legislative Package retooling to highlight specific needs and areas for improvement (SP 5-5)

Spread head IT Assessment Initiative (SP 4-5)

Emergency Government Training Requirements for City Wide Staff coordination (SP 2-9)

Benefit Administration Software program acquisition (SP 4-5)

Pay for Performance Initiative – steps taken to eliminate previous alternative methods (suggestion award program, bonus program, etc.), institute focus groups and approval of Neogov Perform software use by Common Council (SP 5-1, 5-6)

Benefit Consultant Selection and Transition with Finance and HR (SP 5-6)

Capital Improvement Committee Program Development (SP 4-7)

Wisconsin State Fair Traffic Grant 2016-2017 (SP 1-3)

Assessor's Office Reorganization (SP 5-5)

## **4. 2018 Priorities/Goals (include Strategic Plan and other approved plans goals)**

1-1 Marketing Plan - Formalize a clear image through marketing and brand development process

- Complete first phase of marketing plan and work on second phase development and implementation.

1-2 Collaborative Partnerships with Marketing - Align City marketing activities with businesses and stakeholders activities; invest in collaborative partnerships with businesses and community organizations

- Upon completion of 1-1, work with partners to leverage marketing opportunities.

1-3 Collaborative Partnerships – Sense of Community - Collaborate with key community groups to center citizen and stakeholder engagement on community/neighborhood heritage, history and sense of community experiences/goals

- Identify and develop plans to accomplish goals.

1-5 Farmer's Market – Marketing Plan - Create a Farmers Market marketing plan that expands the market's role as a City-wide and regional destination

- Work with Mayor, Health Department, and Development to coordinate.
- 2-9 Emergency Critical Incident - Expand City and community-wide crisis/emergency/critical incident response training
- Finalize updates of related ordinance and policy and procedure documents to ensure compliance.
  - Ensure continued training requirements are met.
  - Review and select best methods for emergency notifications and work with departments to implement.
- 3-1 Citizen Academy - Create "City 101 Academy" to deepen citizen and stakeholder knowledge regarding city services and budget/plans/priorities, and strategic goals and outcomes/progresses of city-wide plan alignment
- Identify areas of interest and need for increased information.
  - Take steps to develop program and implement in 2019.
- 3-2 Brand and Communication Strategy -Develop Strategic Communications Plan and Cohesive City Brand for Citizen Communication
- Work with Mayor, Common Council, Communications Departments and citizens to develop plan.
- 3-6 Virtual City Hall - Create Virtual City Hall where citizens can access city-wide e-services, City publications, public reports, plans and meeting information, observe steps of City legislative/review processes (Legistar expansion and consistency) and make online payments –
- Ensure acquisition of resources necessary to implement.
  - Work with Service Delivery Action Team and City Departments to facilitate implementation.
- 4-1 City Financial Security - Update City's long-term financial plans and debt policy; promote data-driven decision-making processes; reduce reliance on alternative funding sources for essential services
- Work with Finance to update policies.
  - Provide data information relative to assist with decision making processes.
  - Identify areas where reallocation of resources are needed to preserve essential services.
- 4-2 Priority Based Budgeting – Collaborations and Reallocation of Resources -Engage City-wide departmental priority based budgeting, including shared City services review/implementation and related organizational operation innovations to determine how the City can provide the same level of service differently to maintain or reduce costs
- Work with Finance to implement budgeting program.
- 4-5 Get and Use Technology to improve services and reduce costs -Continue to develop City-wide technology opportunities and utilization of software to ensure efficient and effective use of government resources
- Work with IT and departments to identify areas of opportunity and resources.
- 4-7 Long Term Capital Improvement Plan - Develop a sustainable Capital Improvement Plan which includes equipment and facilities replacement cycles, and maintenance and repair plans
- Continue to work committee to ensure all future needs have been identified by departments to assist with planning and reduce "emergency" or unplanned purchases.
- 5-1 Innovation and Excellence – Performance Standards - Create a culture of innovation and continuous improvement among City departments by establishing City-wide employee performance standards, core values and competencies for employees; including Lean training and technological competencies
- Executive Leadership Team Development – Provide training for executive leaders to assist in moving the City forward through collaborative, cohesive, similar directions and model core values and competencies, reduction of bureaucratic silos and department centric thinking.
  - Encourage and support manager and supervisor development by ensuring compliance with CVMIC training requirements for staff.
  - Assist departments and staff in recognizing service delivery areas which have opportunities for improvements, recognize and reward staff activities which support continuous improvement and innovation.
  - Implement Pay for Performance with training and calibration events to ensure consistency.
  - Evaluate current employees' technological competencies and provide training events to increase knowledge and effective utilization.
  - Facilitate Lean training for employees who have not yet participated.
- 5-2 Employee Government 101 - Increase City-wide department and agency employee knowledge of organizational operations, processes, goals and plans where employees demonstrate active and successful implementation of policies and programs adopted by the Mayor and Common Council.
- Participate in Employee Orientation Program and onboarding activities to provide information regarding goals and operations
  - Create information sharing opportunities between departments and staff to increase understanding and collaborative efforts
  - Establish cross functional teams for continuous improvement and lean training activities

5-5 Operational Analysis/Continuous Improvement - Develop and Implement ongoing Operational Analysis/Audit/Alternative Service Delivery Options/Organizational Structure Analysis; Review each process and related ordinance/procedure/practice to ensure they comport with actual activities and current best practices; eliminate or provide discretion to allow for continuous improvement activities

- Continue to encourage continuous improvement review by departments
- Set expectations for continuous improvement in conjunction with Pay for Performance
- Facilitate Lean training for employees
- Establish cross functional teams for continuous improvement and lean training activities

5-6 High Quality Workforce - Revise and streamline hiring, retention, performance recognition and rewards programs/processes to focus on abilities and adherence to core values and competencies (pay for performance)

- Continue employee engagement through the review of the Gallup Q12 responses and create action steps to deal with areas that have room for improvement including instituting stay interviews
- Implement Pay for Performance Program
- Continue Executive Leadership Training Program
- Continue to work with HR to review and streamline hiring processes

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2018 Mayor's Budget	2018 CC BUDGET	2018 Dollar Change
City Administrative Office							
Regular Employees							
100-1001-513.11-01	Salary & Wages	123,661	133,119	164,000	170,000	170,000	6,000
LEVEL	TEXT	TEXT AMT					
CCBG	CITY ADMINISTRATOR						
	EXEC ADM ASST (.75FTE)						
	TOTAL POSITIONS (1.75)	170,000					
	MOVE PARTIAL ALLOCATION FROM COMMUNICATIONS TO CA	170,000					
100-1003-513.11-01	Salary & Wages	1,294	71,061	0	0	0	0
100-1001-513.11-02	Vacation	10,961	13,254	0	0	0	0
100-1003-513.11-02	Vacation	1,004	5,841	0	0	0	0
100-1001-513.11-03	Holidays	6,614	7,295	0	0	0	0
100-1003-513.11-03	Holidays	590	3,712	0	0	0	0
100-1001-513.11-04	Sick Leave	252	1,037	0	0	0	0
100-1003-513.11-04	Sick Leave	0	586	0	0	0	0
100-1003-513.11-06	Funeral Leave	0	538	0	0	0	0
100-1001-513.11-12	Comp Time Used	6,593	3,308	500	350	350	150-
100-1003-513.11-12	Comp Time Used	141	1,695	0	0	0	0
100-1001-513.11-21	Trans Payroll pct- budget	0	0	17,815-	0	0	17,815
* Regular Employees		151,110	241,446	146,685	170,350	170,350	23,665
Overtime							
100-1001-513.13-01	Overtime Pay	0	398	0	0	0	0
100-1003-513.13-01	Overtime Pay	47	2,451	0	0	0	0
* Overtime		47	2,849	0	0	0	0
Misc Additional Pays							
100-1001-513.14-10	Car Allowance	275	325	300	0	0	300-
* Misc Additional Pays		275	325	300	0	0	300-
Insurance							
100-1001-513.21-01	Health Insurance	40,751	32,568	27,300	37,423	37,423	10,123
100-1003-513.21-01	Health Insurance	322	6,650	0	0	0	0
100-1001-513.21-04	Life Insurance	226	303	250	310	310	60
100-1003-513.21-04	Life Insurance	13	190	0	0	0	0
100-1001-513.21-07	Dental Insurance	1,953	2,121	1,890	2,151	2,151	261
100-1003-513.21-07	Dental Insurance	15	408	0	0	0	0
* Insurance		43,280	42,240	29,440	39,884	39,884	10,444
Payroll Taxes							
100-1001-513.22-01	Social Secrty-OASDI 6.2%	8,898	9,585	10,500	10,146	10,146	354-
100-1003-513.22-01	Social Secrty-OASDI 6.2%	189	5,299	0	0	0	0
100-1001-513.22-02	Social Security-HI 1.45%	2,081	2,242	2,500	2,373	2,373	127-
100-1003-513.22-02	Social Security-HI 1.45%	44	1,239	0	0	0	0



ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2018 Mayor's Budget	2018 CC BUDGET	2018 Dollar Change
* Payroll Taxes		11,212	18,365	13,000	12,519	12,519	481-
Retirement							
100-1001-513.23-01	Retirement-General	10,057	10,505	11,500	11,093	11,093	407-
100-1003-513.23-01	Retirement-General	203	5,692	0	0	0	0
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* Retirement		10,260	16,197	11,500	11,093	11,093	407-
Retirement-Unfunded Liab							
100-1001-513.24-01	Retirement-General	2,517	2,713	0	0	0	0
100-1003-513.24-01	Retirement-General	52	1,464	0	0	0	0
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* Retirement-Unfunded Liab		2,569	4,177	0	0	0	0
Professional Services							
100-1003-513.30-13	Leases	0	32,405	0	0	0	0
100-1003-513.30-42	Rentals	0	21	0	0	0	0
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* Professional Services		0	32,426	0	0	0	0
Maintenance Contracts							
100-1003-513.32-01	Computer Equip/Software	0	8,389	0	0	0	0
100-1003-513.32-02	Office Equipment	0	162	0	0	0	0
100-1001-513.32-04	Other	25	25	25	25	25	0
100-1003-513.32-04	Other	0	5,246	0	0	0	0
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* Maintenance Contracts		25	13,822	25	25	25	0
Utility Services							
100-1001-513.41-06	Telephone/Internet	0	0	1,000	1,000	1,000	0
100-1002-513.41-06	Telephone/Internet	887	282	0	0	0	0
100-1003-513.41-06	Telephone/Internet	0	804	0	0	0	0
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* Utility Services		887	1,086	1,000	1,000	1,000	0
General Supplies							
100-1001-513.51-01	Postage	45	57	100	100	100	0
100-1001-513.51-02	Office Supplies	687	413	700	700	700	0
100-1003-513.51-02	Office Supplies	0	46,374	0	0	0	0
100-1003-513.51-09	Other	0	4,360	0	0	0	0
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* General Supplies		732	51,204	800	800	800	0
Books & Periodicals							
100-1001-513.52-02	Other	154	432	500	500	500	0
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LEVEL	TEXT			TEXT	AMT		
CCBG	ICMA REPORTS				300		
	BOOKS, MAGAZINES, MANUALS				200		
					500		
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* Books & Periodicals		154	432	500	500	500	0
Printing							
100-1001-513.55-01	In-house (Print Shop)	351	0	0	0	0	0

ACCOUNT NUMBER	ACCOUNT DESCRIPTION	2015 Actual	2016 Actual	2017 Original Budget	2018 Mayor's Budget	2018 CC BUDGET	2018 Dollar Change
100-1003-513.55-02	Out-sourced	0	34	0	0	0	0
*	Printing	351	34	0	0	0	0
	Travel						
100-1001-513.56-01	Local Business Meetings	425	528	500	500	500	0
100-1001-513.56-02	Conferences & Seminars	1,900	3,218	4,200	4,200	4,200	0
*	Travel	2,325	3,746	4,700	4,700	4,700	0
	Education & Training						
100-1001-513.57-01	Membership Dues	2,150	1,839	2,200	2,200	2,200	0
100-1002-513.57-01	Membership Dues	390	0	0	0	0	0
100-1001-513.57-02	Registration Fees	189	353	300	300	300	0
100-1003-513.57-02	Registration Fees	0	231	0	0	0	0
*	Education & Training	2,729	2,423	2,500	2,500	2,500	0
	Capital Items						
100-1001-513.70-01	Furniture & Fixtures	10,620	35,986	200	200	200	0
100-1002-513.70-01	Furniture & Fixtures	735	0	0	0	0	0
100-1003-513.70-03	Equipment	0	2,650	0	0	0	0
100-1003-513.70-08	Hardware	0	2,138	0	0	0	0
100-1003-513.70-09	Software	0	9,027	0	0	0	0
100-1003-513.70-20	Imaging/Scanning Equip	0	2,857	0	0	0	0
*	Capital Items	11,355	52,658	200	200	200	0
**	City Administrative Office	237,311	483,430	210,650	243,571	243,571	32,921