



**\*\*All present are expected to conduct themselves in accordance with our City's Core Values\*\***

## **OFFICIAL NOTICE AND AGENDA**

of a meeting of a City Board, Commission, Department, Committee, Agency, Corporation, Quasi-Municipal Corporation, or sub-unit thereof.

Meeting of the: **Human Resources Committee**  
Date/Time: **Monday, August 10, 2015 at 4:30 p.m.**  
Location: City Hall (407 Grant Street) - Board Room 2nd Floor  
Members: Romey Wagner (C), Gary Gisselman, Bill Nagle, David Oberbeck, Lisa Rasmussen

### **AGENDA ITEMS FOR CONSIDERATION (All items listed may be acted upon)**

- 1) Approval of 06/08/15 Minutes
- 2) **CLOSED SESSION** pursuant to Section 19.85(1)(e) of the Wisconsin State statutes for bargaining reasons requiring a closed session for the purpose of considering the following:  
Local 1168 Amalgamated Transit Union, AFL-CIO Collective Bargaining.  
**RECONVENE INTO OPEN SESSION** to take action on closed session item, if necessary.
- 3) Discussion and Possible Action of Potential City Administrator Position
- 4) Discussion and Possible Action, Non-represented Employee Compensation Planning
- 5) Discussion and Possible Action, Elected Official Compensation Planning
- 6) HR Director's Report
  - a) Employee Handbook
  - b) Employee Turnover
  - c) Misc.
- 7) Future Agenda Items for Consideration
- 8) Adjourn

This Notice was posted at City Hall and faxed to the Daily Herald newsroom on 08/05/2015 at 12:00 p.m.

Questions regarding this agenda may be directed to the Human Resources Office (715) 261-6630.

**It is possible and likely that members of, and possibly a quorum of the Council and/or members of other committees of the Common Council of the City of Wausau may be in attendance at the above-mentioned meeting to gather information. No action will be taken by any such groups.**

It is anticipated that each item listed on the agenda may be discussed, referred, or acted upon unless it is noted in the specific agenda item that no action is contemplated. It is possible that members of, and possibly a quorum of members of other committees of the Common Council of the City of Wausau may be in attendance at the above mentioned meeting to gather information. No action will be taken by any such group at the above mentioned meeting other than the committee specifically referred to in this notice.

Please note that, upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals through appropriate aids & services. For information or to request this service, contact the City Clerk at 407 Grant Street, Wausau WI 54403 or by phone (715) 261-6620.

Other Distribution: Media, Alderpersons, Mayor, Department Heads, City Departments, Union Presidents.

DRAFT

**CITY OF WAUSAU HUMAN RESOURCES COMMITTEE  
MINUTES OF OPEN SESSION**

DATE/TIME: June 8, 2015 at 4:30 p.m.  
LOCATION: City Hall (407 Grant Street) – Board Room  
MEMBERS PRESENT: R. Wagner (C), G. Gisselman, W. Nagle, D. Oberbeck, L. Rasmussen  
MEMBERS ABSENT:  
Also Present: Mayor Tipple, P. Burek, M. Hite, A. Jacobson, J. Kannenberg, G. Klein, E. Krohn, G. Seubert

**Approval of 05/11/2015 minutes.**

Motion by Rasmussen, second by Oberbeck to approve the draft minutes from May 11, 2015. All ayes. Motion passes 5-0.

**Public Comment on Matters Appearing on the Agenda.**

No public comment made.

**City of Wausau Electronic Tablet Use Policy/Agreement (Jacobson).**

Jacobson, Hite, and Klein met to make revisions/additions to the policy as requested. Jacobson said that credit is due to Hite for the addition of paragraph 12 to the document, and that all were in agreement to its addition. Rasmussen said that the content of paragraph 12 is what the committee had hoped to see added to the policy. Motion by Rasmussen to approve the City of Wausau Electronic Tablet Use Policy/Agreement. Second by Gisselman. Wagner thanked those involved for providing the requested updates to the policy document. All ayes. Motion passes 5-0.

**Discussion and Possible Action on Communications Director Job Description.**

Hite explained through committee direction she drafted a job description for a position that combined several different needs, including public relations, grant submissions, and public access. The salary range for this position would be approximately \$50,000 - \$75,000 (\$75,000 - \$112,000 factoring in benefits). Rasmussen said she feels that this would fill a void of the skill set needed, and liked the job description. Wagner said that pulling all the different things together really helps clarify the position and what is needed. Discussion took place between the committee members and mayor regarding the position, if it is duplication of services that current employees should already be able to provide, lack of funding for the position, and needs of the City. Motion by Rasmussen to approve job description to keep on file. Second by Wagner. Oberbeck would like more description of what the position would be doing on a weekly basis and felt it should be revised before approved. Further discussion took place. Motion fails 2-3 (*Gisselman, Nagle, and Oberbeck were the dissenting votes.*)

**CLOSED SESSION pursuant to Section 19.85(1)(e) of the Wisconsin State statutes for bargaining reasons requiring a closed session for the purpose of considering the following: Local 1168 Amalgamated Transit Union, AFL-CIO Bargaining.**

Motion by Rasmussen to go into closed session. Second by Nagle. Roll call was taken to include Wagner, Gisselman, Nagle, Oberbeck, and Rasmussen. Committee entered into closed session.

**Reconvene into Open Session, and Possible Action on Closed Session Item.**

Motion by Oberbeck to reconvene into open session. Second by Rasmussen. Committee reconvened into open session. No motion on closed session item.

**HR Director Report.**

Hite shared with the committee the service delivery standards of the Human Resources department. Hite also provided a draft of a position specific performance appraisal for department heads that has been developed to

provide a better tool for management performance. Rasmussen said that the document explains expectations. Hite said department heads will migrate their goals from the previous performance evaluation system to the new system. Discussion about the format of the performance evaluations took place, including whether or not to continue employee self-evaluations as a part of the process. Hite said self-evaluations can be discussed further and direction can be given.

Gisselman asked a question regarding the amount of resignations/retirements reported to the committee and asked why the number is so high. Hite said that several employees found employment closer to where they live and resigned, and the amount of retirements was high.

**Future Agenda Items for Consideration.**

Oberbeck would like to discuss future review of department head performance appraisals. Wagner would like Hite to draft job descriptions for City Administrator and Mayor within the same system, outlining duties and responsibilities that each position would be responsible for. Closed session item for performance evaluations. There will be no meeting in July.

**Adjourn.**

Motion by Gisselman to adjourn. Second by Nagle. All ayes. Motion passes 5-0. Meeting adjourned.

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Romey Wagner  
Human Resources Committee, Chair



## Memorandum

**From:** Romey Wagner, Chair  
**To:** City of Wausau Human Resources Committee  
**Date:** August 10, 2015  
**Subject:** City Administrator Discussion

As you know, I volunteered this Committee to review the results of the advisory referendum and the establishment of the position of City Administrator, which the Common Council approved conditioned upon us completing our review by the end of August.

Decision Points: To properly complete our review and to make a Committee recommendation, I have identified the following points for discussion:

1: I have scheduled a public hearing at the University of Wisconsin's Center for Civic Engagement at 6:00 p.m. on August 13<sup>th</sup> to give people a chance to voice their questions or why they voted the way they did. Also, to assist in facilitating this discussion, I've provided the following information and/or materials for your review prior to the meeting:

- a. A copy of the Executive Summary of the April 2015 Advisory Referendum that was prepared by the Chamber of Commerce.
- b. The advisory referendum rejected hiring a City Administrator, 52% to 48% (3527 to 3248)

2. Is there a preferred, recommended option? If so, which? If a change is recommended, then we should include Committee expectations for the separation of duties and responsibilities for proper consideration by the Common Council.

- a. Do Nothing. Keep the current Mayor structure, system, and resources. This option is largely self-explanatory and the attached Executive Summary provides the current duties of the City of Wausau Mayor on pages 3 and 4.
- b. Clarify and Update Duties and Responsibilities: Dr. Stephen Hinz advised us during his coaching at the January 28 Committee of the Whole that, at minimum there are some tasks he would update for the Mayor's Duties, which includes:
  1. Update the Municipal Code to assign the Mayor responsibility to submit the executive budget to the Finance Committee;
  2. Assign responsibility for legal representation to the City Attorney as approved by the Mayor and City Council;
  3. Clarify the purpose, process and involved parties for the Department Directors' annual review goals and objectives within the Municipal Code;
  4. Clarify titles and roles of "Finance Director" and "Treasurer" and appointment procedures;
  5. Consider strengthening the authority of the Mayor in the suspension and termination of staff.

- c. Defer the Decision to the Next Administration. An advisory vote has occurred with a 4% margin. Because the next Administration will be most impacted by the decision, defer the matter with the intent of placing it upon a future Common Council agenda in 2016.
- d. Establish a City Administrator Position along with the Full-time Mayor. While there is no one set definition for a City Administrator, it is generally accepted that this is a position that would relieve some of the administrative burden from the Mayor's office, performing duties as decided by the City Council. Generally a City Administrator or City Manager position is recruited and appointed by the Common Council. The delineation of duties between the Office of the Mayor and the City Administrator would need to be outlined. In addition to the information within the Chamber's Executive Summary (attached), I have attached a chart used by the City of West Allis, that illustrates this City's delegation of duties for the positions of Mayor and City Administrative Officer.
- e. Establish a Chief of Staff position along with the Fulltime Mayor. While there is no one set definition for a Chief of Staff, it is typically a principal position reporting to and advising the Chief Executive Officer (CEO) and coordinates the activities of primary staff. Again, duties could be defined by the Common Council although the position would typically be a direct report to the Mayor.
- f. Reduce the Mayor's position to Part-time. If a fulltime staff position is created, a decision needs to be made as to whether or not to reduce the Mayor's position to part-time.

3. If change is recommended, by when would the change occur? What process would be used to implement the change? Dr. Stephen Hinz at the February 28 Committee of the Whole provided a document (attached) entitled Appendix III that outlines some Post-referendum Council Tasks is provided for our consideration and discussion, as well as the information within this section:

- a. Methodology: In conferring with the City Attorney's Office:
  - 1) Changes in the Mayor's duties, responsibilities, structure of the office, and/or status of position (full vs part time) would require a Charter ordinance change. This method requires publication and allowing a sixty-day timeframe for citizen(s) petition for an election. This change would also require a 2/3 majority vote by the Common Council.
  - 2) Not changing the Office of the Mayor. This methodology can be accomplished through the simple ordinance process which, according to Common Council Rules, is accomplished by a simple majority once referred by a Council Committee.
- b. Implementation Date: If change is recommended, discussion points should include advantages and disadvantages of implementing at the beginning of the calendar year, coincide with the election of the new Mayor, or defer to the next administration to decide after the April 2016 election.
- c. Code review: If change is recommended, a process should be identified to review and revise the City Municipal Code, along with a specific timeline outlined. Among others, the following need to be reviewed.

- d. Job Description: Based on the Common Council determination as to the assigned duties, the HR Director will need to be tasked with developing a job description and coordinating recruitment.
4. If change is recommended, what resources will be recommended for inclusion in the 2016 budget?
- a. Designate a current staff member and pay a premium pay. Alderman Neal raised this option at the Committee of the Whole meeting. This could be at any percentage or dollar amount decided by the Common Council.
  - b. Establish a Position and Recruit. The initial costs for recruitment and first year salary would be a range between \$177,000 and \$188,000, as detailed below:
    - (1) Recruitment costs. A professional recruiting firm would charge a fee of between \$14,000 and \$18,000.
    - (2) Salary Costs. Attached is a 2014 Salary Survey for City Manager's/Administrators within this geographic region. Within Wausau, a reasonable estimate of the salary related costs would be a starting range of between \$163,000 \$170,000. This figure includes a salary range between 5% and 10% more than the highest paid Department Director, FICA Tax, Retirement and Medicare computed 15% with an additional \$25,000 per year for the employer contribution to health insurance.

Cc: Mayor

Encl: Executive Summary, April Advisory Referendum  
Appendix III - Post-referendum Council Tasks, Prepared by: Stephen Hinz, PhD  
2014 City Manager/Administrator Salary Survey

RELATED SUBJECT	MAYOR	CITY ADMINISTRATOR
<b>A. COMMON COUNCIL</b>	<ol style="list-style-type: none"> <li>1. Preside at all Common Council meetings.</li> <li>2. Veto power on all acts where allowed.</li> <li>3. Provide information to the Council.</li> <li>4. Recommend measures seen as advantages to the City.</li> <li>5. Implement policy set by Council.</li> <li>6. Call special Common Council meetings.</li> <li>7. Appoint Common Council Committee members and chairs.</li> </ol>	<ol style="list-style-type: none"> <li>1. Attend meetings of Common Council.</li> <li>2. Advise Mayor on vetoes.</li> <li>3. Provide information to the Council.</li> <li>4. In cooperation with the Mayor, recommend measures seen as advantages to the City.</li> <li>5. Assist Mayor in interpreting policies of the Council.</li> <li>6. Act as liaison between Mayor and Common Council.</li> </ol>
<b>B. DAILY DIRECTION AND OPERATION OF THE CITY</b>	<ol style="list-style-type: none"> <li>1. Responsible for ensuring that all City ordinances and state laws are observed and enforced.</li> <li>2. Ensure that resolutions, policies, and programs are efficiently administered.</li> <li>3. Ensure that all City officers and employees discharge their duties.</li> <li>4. Provide day-to-day supervision and direction to all Dept. Heads on policy and program matters.</li> <li>5. Provide day-to-day supervision and direction to 4 Depts. on operations (E/PW, BINS, Dev, Health).</li> <li>6. Make recommendations to Council and Council Cmtes. on improvements in Dept. operations.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist the Mayor in ensuring that all City ordinances and state laws are observed and enforced.</li> <li>2. Assist the Mayor in ensuring that resolutions, policies, and programs are efficiently administered.</li> <li>3. Assist the Mayor to ensure that all City officers and employees discharge their duties, and assist in day-to-day supervision.</li> <li>4. Provide day-to-day supervision and direction to all Dept. Heads on administrative and financial matters.</li> <li>5. Supervise 5 Depts. (Clk, HR, Fin/Trs, IT, Assr.) on operations.</li> <li>6. Prepare studies on operations and finances and do research and reports on trends, technology, innovations, etc., and make recommendations to Council and Council Cmtes. on improvements in Dept. operations.</li> <li>7. When necessary, and as directed by Council, carry out duties as described in Mayor's column.</li> </ol>
<b>C. MEDIA RELATIONS</b>	<ol style="list-style-type: none"> <li>1. Spokesperson for the City.</li> <li>2. Responsible for public relations plan and activities.</li> </ol>	<ol style="list-style-type: none"> <li>1. Spokesperson when Mayor or Common Council President is unavailable.</li> </ol>
<b>D. COMMUNITY RELATIONS</b>	<ol style="list-style-type: none"> <li>1. Official representative of the City at public, business, and social events.</li> </ol>	<ol style="list-style-type: none"> <li>1. Representative of the City when Mayor or CC President is unavailable.</li> </ol>
<b>E. LEGISLATIVE ACTIVITIES</b>	<ol style="list-style-type: none"> <li>1. Responsible for conveying official City position on legislative matters either through personal testimony or other methods.</li> <li>2. Serve as Chair of the Legislative Committee.</li> </ol>	<ol style="list-style-type: none"> <li>1. Assist in preparation of either oral or written testimony for Mayor or Common Council President. Present City position when Mayor or Common Council President unavailable.</li> <li>2. Participate and serve as Secretary of the Legislative Committee.</li> </ol>
<b>F. INTERGOVERNMENTAL RELATIONS AND ACTIVITIES</b>	<ol style="list-style-type: none"> <li>1. Represents City in organizations where participation will benefit the City (ICC, League of Wis. Municipalities).</li> </ol>	<ol style="list-style-type: none"> <li>1. Participate along with Mayor where appropriate.</li> <li>2. Prepare specific details on intergovernmental projects.</li> <li>3. Represents City when Mayor or Common Council President is unavailable.</li> </ol>
<b>G. BUDGET</b>	<ol style="list-style-type: none"> <li>1. Provide guidance and direction to CA to prepare budget for presentation to the Common Council for action.</li> <li>2. Formally presents the Mayor's Budget to the Common Council.</li> </ol>	<ol style="list-style-type: none"> <li>1. Directs Dept. Heads in budget request proposals.</li> <li>2. Sets up reviews of requests for Mayor's consideration.</li> <li>3. Advise and assist Mayor in preparation of final budget for submission to Common Council.</li> </ol>

RELATED SUBJECT	MAYOR	CITY ADMINISTRATOR
<b>H. DEPARTMENT HEADS</b>	<ol style="list-style-type: none"> <li>1. Review and approve with Dept. Heads goals and tasks to be used in their performance appraisals.</li> <li>2. Conduct mid-year and end-of-year performance appraisals with City Administrator and 4 Dept. Heads (E/PW, BINS, Dev., Health), including other oversight individuals (Alderspersons or Committee Chair).</li> <li>3. Submit review results and annual performance allowances to A&amp;F Cmte. for approval.</li> <li>4. Recommend appointment of City Administrator and Dept. Heads for Common Council approval (E/PW, BINS, Dev., Health).</li> </ol>	<ol style="list-style-type: none"> <li>1. Provide input to Mayor on Dept. Head goals and tasks and performance.</li> <li>2. Conduct mid-year and end-of-year performance appraisals with 5 Dept. Heads (Clk, HR, Fin/Trs, IT, Assr), including other oversight individuals (Alderspersons or Committee Chair).</li> <li>3. Submit review results and annual performance allowances to A&amp;F Cmte. for approval.</li> <li>4. Recommend appointment of 5 Dept. Heads for Common Council approval (Clk, HR, Fin/Trs, IT, Assr).</li> <li>5. When necessary, and as directed by Council, carry out duties as described in H. (Mayor's column).</li> </ol>
<b>I. OTHER</b>	<ol style="list-style-type: none"> <li>1. Provide guidance for departmental operations analysis and sustainability programs.</li> <li>2. Appoint members to citizen committees for Common Council approval.</li> </ol>	<ol style="list-style-type: none"> <li>1. Direct departmental operations analysis and sustainability programs.</li> <li>2. Manage and coordinate insurance and risk management program in conjunction with City Attorney.</li> <li>3. Prepare 10 yr. CIP.</li> </ol>

MYR\MISC\MYR-CA Responsibilities (Current Version)

## The City of Wausau April Advisory Referendum

### Executive Summary

In April 2015 voters in the City of Wausau will participate in an advisory referendum on the structure of government and allocation of duties used by the City. The ultimate decision will be made by the Wausau City Council. The wording of the referendum is as follows:

***“Shall the City of Wausau establish the position of City Administrator, reduce the Mayor’s position to part-time, and transfer administrative and operational responsibilities from the Mayor to the City Administrator?” The City of Wausau will retain the Mayor-Council form of government under Chapter 62 of the Wisconsin State Statutes.***

### What are the options in the April referendum?

A **YES** vote is to make three **changes** in City government.

1. Change the Mayor’s position from a fulltime to a part-time position.
2. Establish the position of City Administrator, a trained and experienced administrator appointed by and reporting to the City Council.
3. Transfer the administrative and operational responsibilities of the City from the Mayor to the City Administrator.

A **NO** vote is to **retain** the current fulltime Mayor position with the Mayor continuing to perform administrative and operational functions, that is, directing the assignments of the various city departments.

*The primary difference between the two options is who is responsible for the administrative and operational tasks of city government. A **Yes vote** means that these tasks will be performed by the City Administrator. A **No vote** means that these tasks will continue to be performed by the Mayor. **Both options retain the position of Mayor.***

### What is the main issue in the April referendum?

There are two basic functions of City government. The first function is **to make decisions** on policies and rules and to communicate with residents. The second function is **to implement** the decisions by directing the City staff and their operations. **The fundamental issue in the referendum is whether the City of Wausau would be better served by having a professionally prepared and experienced City Administrator to direct the administrative and operational activities of the City instead of continuing to have a fulltime Mayor direct these activities.** If a City Administrator is hired, the Mayor would become a part-time position, still presiding over the Council, making appointments, representing the City, and dealing with the public.

### What are the arguments to vote **yes** for the changes?

1. *The process of having the City Council recruit and select a professionally trained and experienced City Administrator has a substantially higher probability of finding a qualified person to administer city operations than the election of a Mayor.*
2. *A Mayor with administrative/operational duties has dual political and administrative responsibilities and these responsibilities may conflict with each other.*
3. *The variety of duties and demands on the time and expertise of the Mayor may overload one person.*
4. *The City Administrator is directly accountable to the elected City Council and the Mayor who in turn are directly accountable to the voters.*

### **What are the arguments to vote no and retain a fulltime Mayor?**

1. *Electing a Mayor with administrative and operational duties is the link between the voters and the Mayor and the right of voters to choose their own leaders.*
2. *In cases where the Mayor is a strong policy leader, there can be advantages to the Mayor having the authority and responsibility for policy implementation as well by directing the administration and operations of the City.*
3. *A fulltime Mayor may have more clout representing and negotiating for the City than a part-time Mayor.*
4. *The Mayor is directly accountable to the voters in the next election.*

### **Why should this referendum matter to you? What is your stake in the referendum?**

The City of Wausau is a major player in shaping the economy and the quality of life for residents in this region. The City faces many challenges and must deal with them with vision and expertise.

Finally, you pay for City government and you want your taxes to be used effectively and efficiently. The structure and procedures of government can affect the performance of government.

## The City of Wausau April Advisory Referendum

### Further Questions and Answers

#### What are the current duties of the position of Mayor of the City of Wausau?

The Mayor of Wausau has a variety of duties coming from four different sources: Chapter 62 of the Wisconsin Statutes, Title 2 of the Wausau Municipal Code, customary city government practices, and initiatives defined by individual Mayors. Here are the major categories of duties:

1. The Mayor has a legislative role. The Mayor presides over council meetings, votes in order to break a tie vote, and can veto resolutions and ordinances passed by the council, although the council can override the veto (Wisconsin Statutes 62). The Mayor can call a special meeting of the Council (Municipal Code). The Mayor also presides over the Plan Commission and is a member of the Water Commission and the Sewer Commission.
2. The Mayor appoints city officials, including city officers, commissions, council standing committees, citizen committees, and department heads, with the exception of the police chief and the fire chief who are appointed by the Police and Fire Commission (Wisconsin Statutes). In Wausau, the Mayor directly appoints the clerk and treasurer (finance director), but submits other appointments to the Common Council for approval (Municipal Code). Appointments of city employees require following a defined selection process to identify qualified candidates performed by the Human Resource Department (Municipal Code).
3. The Mayor also is authorized to “give the council such information and recommend such measures as the Mayor may deem advantageous to the city” from time to time (Wisconsin Statutes). Comments and recommendations by the Mayor are a listed item on every council agenda (Municipal Code).
4. The Mayor is in charge of the administration and operation of the City of Wausau. Wisconsin Statute Chapter 62 contains a general statement about any administrative duties of the position of Mayor. The statute says that the “Mayor shall be the chief executive officer. The Mayor shall take care that city ordinances and state laws are observed and enforced and that all city officers and employees discharge their duties.” It is interpreted by municipalities in different ways. Wausau and larger cities have Mayors who are actively involved in enforcement and implementation activities as fulltime Mayors. In cities with administrators, Mayors have general oversight responsibilities but are not involved in day to day municipal operations. As a rule, they

serve part-time although a few larger Wisconsin cities have both fulltime Mayors and administrators. Both models are within the scope of the statute.

The Wausau Municipal Code is very general about the Mayor's authority and duties. The code specifically says that the Mayor shall work "full time to discharge of his statutory duties as outlined by Section 62.09(8) of the Wisconsin Statutes and all other duties and responsibilities incident to his office. He shall engage in no other remunerative employment" (Municipal Code). Although it is not specified in the Statute, as a rule in Wisconsin municipalities there is the expectation that fulltime Mayors will actively direct the administration of the city.

5. The Mayor submits an executive annual budget to the finance committee of the City Council (Customary practice). It should be noted that the Municipal Code does not mention this duty for the Mayor. It says that the finance committee will submit a budget to the City Council.
6. The Mayor is expected to represent the City in a variety of forums and roles. The Mayor is expected to attend many public events, make presentations, and be the "face" of city government. The Mayor also may be the contact person for developers and other persons who want to deal with the chief elected official of the City (Customary practice).
7. The Mayor deals with constituent requests, observations, and complaints as they arise (Customary practice).
8. Mayors may develop individual initiatives to carry out within the scope of their authority.

Of all of these activities, Mayors of Wausau and other fulltime Mayors devote the most time to their administrative duties, estimated at 60-65 percent of their workload.

### **What would be the duties of the position of Mayor if the referendum passes and a City Administrator position is created?**

1. The Mayor would continue to perform legislative responsibilities as defined in the Wisconsin Statutes.
2. The Mayor would continue to provide information and recommendations to the City Council as specified in the Wisconsin Statutes.
3. The Mayor would continue to represent the City in a variety of forums and roles.
4. The Mayor would continue to deal with constituent requests and issues.

5. The Mayor could pursue individual initiatives, but probably within a more limited scope.
6. The Mayor would no longer appoint department heads. This duty would be transferred to the City Administrator. The Mayor would continue to make all appointments to boards, commissions, council standing committees, and citizen committees.
7. The Mayor would no longer be directly responsible for the administration and operations of the City. This duty would be transferred to the City Administrator. The Mayor would continue to exercise oversight responsibilities of administration and operations as part of his executive authority specified in the Wisconsin Statutes.
8. The Mayor would no longer be responsible for preparing an executive annual budget. This duty would be transferred to the City Administrator.
9. The Mayor would no longer be required by ordinance to be fulltime and hold no other employment. The Municipal Ordinance requiring fulltime Mayoral employment would be repealed. Although it is unlikely that the City Council would specify precisely what “part-time” employment entails, it is likely to set a salary for the Mayor commensurate with part-time employment and specify a more limited set of responsibilities.

### **What would be the duties of the position of City Administrator?**

A City Administrator is a professionally trained and experienced person hired by the City Council on the basis of the person’s qualifications. As a rule, the City Administrator is an “at will” employee, serving at the pleasure of the City Council. The City Administrator position is not defined in the Wisconsin Statutes and would be defined by a charter ordinance in the Municipal Code.

The City Administrator has two broad functions to perform.

1. To serve as the chief staff person to the City Council, providing information and, if desired, recommendations to the City Council for its policy deliberations.
2. To implement City Council decisions and direct the administration and operations of the city staff.

Specific duties include, but are not limited to, the following tasks:

1. In conjunction with the Mayor and clerk, prepare the council agenda;

2. Appoint department heads, subject to confirmation by the City Council;
3. Recommend the suspension or termination of department heads for City Council action;
4. Direct, co-ordinate, and evaluate the performance of department heads;
5. Be responsible for the preparation of the annual municipal budget for submission to the finance committee of the City Council; and,
6. Implement city ordinances and council resolutions and directives in an effective, timely, and efficient manner.

A more comprehensive list of possible duties can be found in Appendix I: The Badgerville Ordinance.

### **Summary of the two options**

*The primary difference between the two options is who is responsible for the administrative and operational tasks of city government. A Yes vote means that these tasks will be performed by the City Administrator. A No vote means that these tasks will continue to be performed by the Mayor.*

### **What factors should be considered in evaluating a fulltime Mayor with administrative duties versus a part-time Mayor and a City Administrator?**

Any consideration of the performance of local government needs to recognize that the outcome under any assignment of duties depends heavily upon the quality of people that work in it, both as elected officials and appointed staff. Both options being considered in the Wausau referendum are heavily dependent upon the quality of people involved. In evaluating the two options, we need to think about probabilities, that is, which option is the most likely to yield a particular result, rather than an absolute black or white result.

### **Expertise in the administration and operation of local government: the selection process**

*The process of selecting a City Administrator has a substantially higher probability of finding a qualified administrator than the election of a Mayor.*

First, there are differences in the formal position qualifications. The only requirements to be Mayor are to be a United States citizen, a resident of the City of Wausau at least ten days before the election, at least 18 years of age, and not having been convicted of a felony, unless pardoned. These requirements are a very low threshold for a position with administrative responsibilities. The formal requirements for a City Administrator are likely to include a master's degree in public or business administration or equivalent field and substantial managerial experience in progressively more complex organizations. Being a City Administrator is like being a lawyer, doctor, teacher, or banker.

Second, there are differences in the pool of candidates. Candidates for Mayor are self-selected. In Wausau, it is likely that there are qualified persons for the position, but because the Mayor's position is a fulltime position, the number of qualified persons who are willing and able to run for Mayor is substantially restricted. Many potentially good candidates have fulltime careers and are simply not willing or able to leave them for a short term of office with no guarantee of re-election. Since being a City Administrator is a fulltime career, there always is a candidate pool of good applicants that can be reached in a national search.

Third, the process of selection itself is different. Mayors are elected for many reasons, but the ability to be a good administrator is not likely to rank high as a reason for attracting votes. Also, the turnout in local elections rarely exceeds 25 percent of registered voters. City Administrators are selected by the City Council following a process of national advertising, vetting of applicants, and on-site interviews. Formal selection criteria are used.

The importance of expertise and experience in municipal administration was a strong theme in the community listening session expressed by supporters of a City Administrator or manager. For them, there must be the necessary knowledge and skills to provide efficient and effective services. This can be called the legitimacy of expertise.

### **The separation of politics and administration**

*A Mayor with executive/administrative duties has dual political and administrative responsibilities and these responsibilities may conflict with each other. As an example, let us say that the Mayor is facing a tough election. The street department says that a residential street needs to be replaced because of the underlying utility situation. A petition arrives signed by 95 percent of the residents in the affected area expressing their opposition to the project. Which position should the Mayor take?*

The extent to which Mayors and other elected officials have to confront conflicting political and administrative positions depends on several factors, especially the political environment. Some Mayors, particularly political secure Mayors, respond administratively and support the best professional options. Others respond more politically. The nature of the City Council also makes a difference.

Assigning administrative and operational duties to a City Administrator establishes a clearer delineation between political and administratively professional decisions. It also may make life easier for a Mayor.

This observation should not suggest that administratively professional decisions are to be valued over political considerations. They are not. It simply is to observe that it is difficult for one person in a mixed position to respond to the conflicting pressures.

### **Overload in a position**

*Overload relates to the variety of duties and demands on the time and expertise of the Mayor.* One of the questions brought up in complex municipalities is whether one person can properly handle all of the demands of the job. It is an issue that has been brought up in Wausau. There is no single answer, other than to note the array of duties and demands.

### **Legitimacy of electing leader**

*The strongest argument for electing a Mayor with administrative and operational duties is the link between the electorate and the Mayor.* In a democracy, residents must believe that they have the right and the ability to elect officials who will make decisions in the best interests of the citizenry. This is what can be called the legitimacy of democracy. Advocates of a Mayor with broad responsibilities are not particularly concerned about the specific duties of the Mayor; they are concerned about their right and ability to choose this person.

The importance of citizens being able to directly elect a Mayor with administrative authority was a strong theme in the community listening sessions, coming from those who supported the current form of government.

### **Policy—administration link**

*In cases where the Mayor is a strong policy leader, there can be advantages to the Mayor having the authority and responsibility for policy implementation as well.* The Mayor then carries a special commitment to see that the policy is effectively implemented.

### **Clout of Mayor in representation and negotiations**

All Mayors, with or without administrative responsibilities, are involved in representing the city. They may play significant roles in informal negotiations with developers and other people with interests in the city. This is primarily because many people perceive the Mayor as the chief elected representative of the people. They want to talk with the Mayor. *A Mayor with administrative authority is likely to carry more clout in these situations.*

### **Accountability**

The Mayor is directly elected by the voters for a fixed term and in most situations the mechanism of accountability is the next election, if the incumbent runs again. Both referendum options continue the direct election of the Mayor. *Although re-election is a fundamental form of accountability, it is not a focused form of evaluation of administrative abilities and accomplishments.*

The City Administrator would be selected by the City Council, probably for an indefinite term of office. The City Administrator would be an “at will” employee who would be regularly evaluated and could be terminated at any time by the City Council. Thus, the accountability is direct to the City Council and indirect to the voters. Actual accountability provisions would be developed as part of the Municipal Code and the administrator employment agreement. *The Mayor and City Council can do a better job of evaluating the Administrator, but the public must have confidence in the Mayor and Alderpersons.*

### **Cost**

*The difference in cost between the two options is not a significant factor.* Taken alone, a part-time Mayor and City Administrator would cost somewhat more than a fulltime Mayor. But in a \$31,755,000 general fund budget and \$95,174,000 combined overall budget, better management practices can easily yield savings to more than cover any salary differences.

### **Does the role of the City Council change with a City Administrator and part-time Mayor?**

The legislative functions of the City Council as defined in Wisconsin Statute Chapter 62 remain the same. The Mayor still presides over council meetings and the council determines how it wants to be organized and what rules it will follow. It will continue to make policy, review and approve the annual budget, and confirm staff and citizen appointments.

The City Council will have the new responsibility of recruiting and selecting the City Administrator and, if necessary, terminating the Administrator. It also will be responsible for the regular evaluation of the City Administrator’s performance.

With a City Administrator, it is likely that the Council will receive more information from the Administrator, including the proposed annual budget, and provide more direction to the Administrator than it does to the Mayor.

## **APPENDIX I**

### **City Administrator Sample Ordinance**

CHARTER ORDINANCE CREATING THE POSITION, DUTIES AND RESPONSIBILITIES OF THE "OFFICE OF CITY ADMINISTRATOR" AS CHAPTER \_\_\_\_\_, OF THE MUNICIPAL CODE OF THE CITY OF BADGERVILLE

The Common Council of the City of Badgerville does ordain as follows:

Section 1. Chapter 1A of the Municipal Code of the City of Badgerville is hereby created to read as follows:

1A.01 Office of the City Administrator. In order to provide the City of Badgerville with a more efficient, effective and responsible government under a system of a part-time Mayor and part-time common council (hereinafter referred to as "council") at a time when city government

is becoming increasingly complex, there is hereby created the Office of City Administrator for the City of Badgerville (hereinafter referred to as "administrator"). The position is defined by this Charter Ordinance under the home rule authority granted by Article XI, Section 3 of the Wisconsin State Constitution and Wisconsin Statute Chapter 66.0101.

1A.02 Appointment, Term of Office and Removal. The administrator shall be appointed on the basis of merit with due regard to training, experience, administrative ability and general fitness for the office, by a majority vote of the council. For the purpose of selecting the administrator, the Mayor and the members of the council each shall cast one vote. The administrator shall hold office for an indefinite term subject to removal at any time by a majority vote of the entire council. This section, however, shall not preclude the council from establishing other employment terms and conditions not inconsistent with the provisions of this ordinance or the Municipal Code of the City of Badgerville.

1A.03 Functions and Duties of the Administrator. The administrator, subject to the limitations defined in resolutions and ordinances of the City of Badgerville and Wisconsin State Statutes, shall be the chief administrative officer of the city, responsible only to the Mayor and the council for the proper administration of the business affairs of the city, pursuant to the statutes of the State of Wisconsin, the ordinances of the City of Badgerville, and the resolutions and directives of the council, with power and duties as follows:

(A) GENERAL DUTIES

1. Carry out directives of the Mayor and council that require administrative implementation, reporting promptly to the Mayor and council any difficulties encountered herein;
2. Be responsible for the administration of all day-to-day operations of the city government including the monitoring of all city ordinances, resolutions, council meeting minutes and state statutes;
3. Prepare a plan of administration, including an organization chart, which defines authority and responsibility for all non-statutory positions of the city; and submit it to the City Council for adoption as the official organization and administrative procedure plan for the city; [optional]
4. Establish when necessary administrative procedures to increase the effectiveness and efficiency of city government according to current practices in local government, not inconsistent with paragraph 3 above or directives of the Mayor and council;
5. Serve as ex-officio nonvoting member of all boards, commissions and committees of the city, except as specified by the council or Wisconsin State Statutes; [optional]
6. Keep informed concerning current federal, state, and county legislation and administrative rules affecting the city and submit appropriate reports and recommendations thereon to the council;

7. Keep informed concerning the availability of federal, state and county funds for local programs. Assist department heads and the council in obtaining these funds under the direction of the Mayor and the council;
8. Represent the city in matters involving legislative and inter-governmental affairs as authorized and directed as to that representation by the Mayor and council;
9. Act as public information officer for the city with the responsibility of assuring that the news media are kept informed about the operations of the city and that all open meeting rules and regulations are followed;
10. Establish and maintain procedures to facilitate communications between citizens and city government to assure that complaints, grievances, recommendations and other matters receive prompt attention by the responsible official, and to assure that all such matters are expeditiously resolved;
11. Promote the economic well-being and growth of the city through public and private sector cooperation;

(B) RESPONSIBILITIES TO THE CITY COUNCIL

1. Attend all meeting of the council, assisting the Mayor and the council as required in the performance of their duties;
2. In coordination with the Mayor, the council, and the clerk, ensure that appropriate agendas are prepared to all meetings of the council, all council committees, and all other appropriate committees and commissions of the city, together with such supporting material as may be required; with nothing herein being construed as to give the administrator authority to limit or in any way prevent matters from being considered by the council, or any of its committees and commissions;
3. Assist in the preparation of ordinances and resolutions as requested by the Mayor or the council, or as needed;
4. Keep the Mayor and council regularly informed about the activities of the administrator's office by oral or written report at regular and special meetings of the council;
5. In the event that action normally requiring council approval is necessary at a time when the council cannot meet, the administrator shall receive directives from the Mayor.

(C) PERSONNEL

1. Be responsible for the administrative direction and coordination of all employees of the city according to the established organizational procedures of the city and the Wisconsin State Statutes;

2. Recommend to the council the appointment, promotion, and when necessary for the good of the city, the suspension or termination of department heads, except those officials selected by boards and commissions defined in the Wisconsin State Statutes;
3. In consultation with the appropriate department head, be responsible for the appointment, promotion, and when necessary for the good of the city, the suspension or termination of employees below the department head level, except those employees in units governed by other personnel procedures defined in the Wisconsin State Statutes;
4. In consultation with the Human Resources Director, see that complete and current personnel records, including specific job descriptions, for all city employees are kept; evaluate in conjunction with department heads the performance of all employees on a regular basis; recommend salary and wage scales for city employees not covered by collective bargaining agreements; develop and enforce high standards of performance by city employees; assure that city employees have proper working conditions; work closely with department heads to promptly resolve personnel problems or grievances [optional];
5. Assist in labor contract negotiations and collective bargaining issues;
6. Work closely with department heads to assure that employees receive adequate opportunities for training to maintain and improve their job-related knowledge and skills and act as the approving authority for requests by employees to attend conferences, meetings, training schools, etc., provided that funds have been budgeted for these activities.

(D) BUDGETING

1. Be responsible for the preparation of the annual city budget, in accordance with guidelines as may be provided by the City Council and in coordination with department heads, and pursuant to state statutes, for review and approval by the Mayor and the council;
2. Administer the budget as adopted by the council;
3. Report regularly to the council on the current fiscal position of the city;
4. In co-ordination with the Finance Director, supervise the accounting system of the city and insure that the system employs methods in accordance with current professional accounting practices;

1A.06 Cooperation. All officials and employees of the city shall cooperate with and assist the administrator so that the city government shall function effectively and efficiently.

Section 2. Severability. The provisions of this ordinance shall be deemed severable and it is expressly declared that the council of the City of Badgerville would have passed the other provisions of this ordinance irrespective of whether or not one or more provisions may be

declared invalid; and if any provisions of this ordinance or the application thereof to any person or circumstances is held invalid, the remainder of the ordinance and the application of such provision to other persons or circumstances shall not be affected thereby.

Section 3. Effective Date. This ordinance shall take effect and be in force from and after its passage and publication as provided by law.

Date enacted: \_\_\_\_\_, 2015

City of Badgerville

Note: The Badgerville ordinance is a sample ordinance that is widely used as a model in Wisconsin. It can be modified to fit the particular needs and preferences of the municipality using it.

**APPENDIX II**

**Summary of the Mayor’s Duties in Wisconsin Statute Chapter 62 Cities and the City of Wausau Municipal Code**

**Wisconsin Statute Chapter 62.09 (8) Mayor specifies the following duties for the Mayor:**

*The Mayor shall be the chief executive officer. The Mayor shall take care that city ordinances and state laws are observed and enforced and that all city officers and employees discharge their duties.*

*The Mayor shall from time to time give the council such information and recommend such measures as the Mayor may deem advantageous to the city. When present the Mayor shall preside at the meetings of the council.*

*The Mayor shall have the veto power as to all acts of the council, except such as to which it is expressly or by necessary implication otherwise provided. All such acts shall be submitted to the Mayor by the clerk and shall be in force upon approval evidenced by the Mayor's signature, or upon failing to approve or disapprove within 5 days, which fact shall be certified thereon by the clerk. If the Mayor disapproves the Mayor's objections shall be filed with the clerk, who shall*

*present them to the council at its next meeting. A two-thirds vote of all the members of the council shall then make the act effective notwithstanding the objections of the Mayor.*

*The other officers except as provided in s. [62.13](#) [officers selected by the Police and Fire Commission] shall be selected by one of the following methods:*

- 1. Appointment by the Mayor.*
- 2. Appointment by the Mayor subject to confirmation by the council.*
- 3. Appointment by the council.*
- 4. Election by the voters.*

*(e) Appointments by the Mayor shall be subject to confirmation by the council unless otherwise provided by law.*

Comment: The State Statute is fairly specific about the role of the Mayor with regard to legislative and appointment duties. It is very general about the role of the Mayor in the administration and operations of the City, saying only that “*the Mayor shall take care that city ordinances and state laws are observed and enforced and that all city officers and employees discharge their duties*” and that the “*Mayor shall be the chief executive officer.*” It says nothing about how these duties will be performed and nothing about fulltime or part-time Mayors.

The **Municipal Code of the City of Wausau** says that “*the Mayor shall devote his full time to discharge of his statutory duties as outlined by Section 62.09(8) of the Wisconsin Statutes and all other duties and responsibilities incident to his office. He shall engage in no other remunerative employment.*”

Comment: The Municipal Code simply refers to statutory duties outlined in Section 62.09(8) which do not describe specific administrative duties of a Mayor. The general nature of the Municipal Code may be due to Wisconsin Statute Chapter 62.09(7)(b) that says “*Officers [the Mayor is an officer] shall have generally the powers and duties prescribed for like officers of towns and villages, except as otherwise provided, and such powers and duties as are prescribed by law and except as to the Mayor shall perform such duties as shall be required of them by the council.*” This suggests limitations on the Council determining specific duties for the Mayor other than those mentioned in the Statute.

The Wausau Municipal Code does say that the Mayor is a fulltime position and that the Mayor cannot engage in any other paid employment.

#### Appointment authority defined in the Municipal Code

As specified by the Wisconsin Statute, the Mayor appoints a variety of positions, either without or with council confirmation.

1. According to the Municipal Code, the Mayor appoints the clerk and the treasurer without council confirmation.
2. The Mayor appoints the following staff positions, subject to Council confirmation: assessor, finance director, attorney, public works director, engineer, community development director, director of inspections and electrical systems, and human resources director.

3. The Mayor appoints all or some of the members of the following boards, commissions, and committees:

Administrative Review Appeals Board	Board of review;
Library board;	Park board;
Board of zoning appeals;	Building advisory board;
Police and fire commission;	Wausau water works commission;
Plan commission;	Committee on aging;
Community development authority;	Parking and traffic committee;
Airport committee;	Bicycle Advisory Committee
Citizens advisory commission	Veterans committee
on physical disabilities;	
Legislative committee.	Neighbor to neighbor committee.
Transit Commission	Historic Preservation Commission
Wausau Area Fire Prevention Committee	Ethics Board

4. The Mayor appoints the chairs and members of the Council Standing Committees.

Other duties defined in the Municipal Code

1. The Mayor can call special meetings of the Council.
2. The Mayor presides at the Plan Commission and serves on the Water Commission and Sewer Commission. [These bodies have been consolidated into the Utility Commission.]



## APPENDIX III

### Post-Referendum Council Tasks

**If the referendum passes and the council chooses to create the city administrator position, change to a part-time mayor, and reconfigure administrative/operational duties:**

1. In the Municipal Code, Section 2.04.010, delete references to “full time” and “engage in no other remunerative employment.”
2. In the Municipal Code, create the position of city administrator, including a description of duties, processes of appointment, suspension, and termination. Duties should include appointment of department heads, subject to council confirmation, evaluation of department heads, and development of administrative budget.
3. Determine a process for evaluating the performance of the city administrator.
4. In the Municipal Code, indicate whether the city administrator shall submit the administrative budget to the mayor for review and submission to the finance committee or directly to the finance committee.
5. Set the pay of the city administrator.
6. Determine when the city administrator position will come into effect.
7. Set the pay of the next mayor in the redefined role.

**If the referendum does not pass and the current positions and roles are maintained:**

1. In the Municipal Code, add the Mayor as submitting the executive budget to the Finance Committee.
2. Assign responsibility for legal representation to the City Attorney as approved by the Mayor and City Council.
3. In the Municipal Code, clarify the purpose, process, and involved parties of the “annual review of goals and objectives” of department heads.
4. Clarify titles and roles of “Finance Director” and “Treasurer” and appointment procedures.
5. Consider strengthening the authority of the Mayor in the suspension and termination of staff.

## CITY MANAGER / ADMINISTRATOR SALARY SURVEY 2014

	CITY	POSITION	POPULATION	SALARY EFFECTIVE DATE	ANNUAL BASE SALARY INCLUDING LONGEVITY	ANNUAL CAR ALLOWANCE	EMPLOYER CONTRIBUTION DEFERRED COMPENSATION, ANNUITY, IPERS BUYBACK, 401K	MEMBER OF PUBLIC EMPLOYEE RETIREMENT SYSTEM
1	Cedar Rapids, IA	City Manager	127,905	November 16, 2013	\$256,232	\$3,600	\$81,994 (32% of Salary)	No
2	Glenview, IL	Village Manager	45,989	January 1, 2012	\$225,000 (1)	\$7,200	\$18,000	Yes
3	Des Moines, IA	City Manager	206,688	April 4, 2014	\$221,232 (2)	\$4,788	\$52,619	Yes
4	Dubuque, IA	City Manager	58,000	July 1, 2013	\$215,178	\$7,518	\$48,525	Yes
5	Independence, MO	City Manager	121,212	August 20, 2013	\$209,681	\$6,600	\$45,760	Yes
6	Schaumburg, IL	Village Manager	74,227	September 1, 2013	\$205,000	\$7,200	\$10,250	Yes
7	Kansas City, MO	City Manager	445,000	April 29, 2014	\$204,999	Car Provided	\$10,000	Yes
8	Springfield, MO	City Manager	160,660	July 1, 2013	\$201,215	\$5,160	\$15,500	Yes
9	Hoffman Estates, IL	Village Manager	51,895	June 1, 2013	\$196,978	\$6,000	\$0	Yes
10	Palatine, IL	Village Manager	68,557	January 1, 2014	\$195,920	\$7,920	\$15,673	Yes
11	Evanston, IL	City Manager	74,239	January 1, 2013	\$194,000	\$500	\$10,000	Yes
12	Ames, IA	City Manager	58,965	July 1, 2014	\$192,125	\$6,000	\$29,860	No
13	Joliet, IL	City Manager	147,433	November 1, 2013	\$185,000 (3)	\$3,000 plus Free Gas	\$0	Yes
14	Skokie, IL	City Manager	64,784	June 1, 2014	\$185,000	\$7,200	\$0	Yes
15	Downers Grove, IL	Village Manager	50,000	January 1, 2014	\$185,000	\$0	\$0	Yes
16	Mt. Prospect, IL	Village Manager	54,167	January 1, 2014	\$184,747	\$6,000	\$20,000	Yes
17	Davenport, IA	City Administrator	100,800	August 4, 2013	\$184,457	\$5,856	\$11,067 (6% of Salary)	Yes
18	Arlington Heights, IL	Village Manager	75,101	January 1, 2014	\$184,092	Car Provided	\$23,000	Yes
19	Ankeny, IA	City Manager	52,000	July 1, 2014	\$183,090	\$6,000	\$20,000	Yes
20	Buffalo Grove, IL	Village Manager	41,146	January 1, 2014	\$181,355 (4)	\$6,000	\$0	Yes
21	Carol Stream, IL	Village Manager	40,000	May 1, 2014	\$179,588	\$4,800	\$1,795 (1% of Salary)	Yes
22	West Des Moines, IA	City Manager	59,000	May 1, 2014	\$177,000 (5)	Mileage Only	\$23,000	No
23	Bettendorf, IA	City Administrator	32,000	July 1, 2012	\$175,000	\$0	\$9,000	Yes
24	Normal, IL	City Manager	52,700	April 1, 2013	\$174,100	\$7,800	\$0	Yes
25	Naperville, IL	City Manager	141,853	May 1, 2013	\$173,451 (6)	\$1,805	\$26,714	Yes

## CITY MANAGER / ADMINISTRATOR SALARY SURVEY 2014

	CITY	POSITION	POPULATION	SALARY EFFECTIVE DATE	ANNUAL BASE SALARY INCLUDING LONGEVITY	ANNUAL CAR ALLOWANCE	EMPLOYER CONTRIBUTION DEFERRED COMPENSATION, ANNUITY, IPERS BUYBACK, 401K	MEMBER OF PUBLIC EMPLOYEE RETIREMENT SYSTEM
26	Champaign, IL	City Manager	81,291	March 30, 2013	\$173,000 (7)	\$0	\$5,000 (Annual Sum)	Yes
27	Iowa City, IA	City Manager	67,862	August 9, 2013	\$170,019	\$5,736	\$21,250 (12.5% of Salary)	Yes
28	Elmhurst, IL	City Manager	41,121	July 7, 2013	\$169,800	\$6,000	\$0	Yes
29	Rochester, MN	City Administrator	107,900	January 1, 2013	\$167,438 (8)	None	\$0	Yes
30	Lee's Summit, MO	City Manager	91,364	July 1, 2013	\$165,640	\$6,000	\$34,384	Yes
31	Chesterfield, MO	Administrator	48,000	January 1, 2014	\$163,989	Car Provided	\$37,959	No
32	St. Louis Park, MN	City Manager	45,000	January 1, 2014	\$162,245 (9)	None	None	Yes
33	Joplin, MO	City Manager	49,526	March 28, 2014	\$158,477	\$7,200	\$5,040	Yes
34	Lakeville, MN	City Administrator	57,048	January 1, 2014	\$158,102	None	\$11,182 (7.25% of Salary)	No
35	Woodbury, MN	City Administrator	63,115	January 1, 2014	\$157,229	Car Provided	\$2,000	Yes
36	Des Plaines, IL	City Manager	58,710	April 21, 2013	\$155,851	Car provided	\$0	Yes
37	Eden Prairie, MN	City Manager	62,258	January 1, 2014	\$155,584	None	\$11,666 (7.5% of Salary)	Yes
38	Oriand Park, IL	Village Manager	56,767	January 1, 2013	\$155,000 (10)	\$7,200	\$0	Yes
39	Brooklyn Park, MN	City Manager	77,446	January 1, 2014	\$154,918	\$0	\$0	Yes
40	Blue Springs, MO	City Administrator	52,575	April 1, 2013	\$154,869	Car Provided	\$3,872 (2.5% of Salary)	Yes
41	Bloomington, MN	City Manager	82,393	January 1, 2009	\$154,569 (11)	\$6,000	\$11,206 (7.25% of Salary)	No
42	Oak Park, IL	Village Manager	52,104	January 1, 2014	\$153,750	\$1,200	\$0	Yes
43	Decatur, IL	City Manager	76,096	December 1, 2013	\$153,300	\$6,600	\$5,840 (4% of Salary)	Yes
44	Jefferson City, MO	City Administrator	43,079	March 10, 2014	\$152,000	\$7,200	\$10,640	Yes
45	Columbia, MO	City Manager	113,225	September 30, 2012	\$151,081 (12)	\$3,420	\$10,576 (7% of salary)	Yes
46	Moline, IL	City Administrator	43,788	October 25, 2013	\$151,041	\$4,800	\$18,540	Yes
47	Sioux City, IA	City Manager	82,719	February 3, 2014	\$150,000	\$4,200	\$10,500	Yes
48	Blaine, MN	City Manager	58,331	January 1, 2014	\$149,669	\$4,000	\$0	Yes
49	Maple Grove, MN	City Administrator	63,270	January 1, 2014	\$149,170	\$8,400	\$0	Yes
50	Rock Island, IL	City Manager	39,684	October 28, 2013	\$147,441	Car Provided	\$7,372 (5% of Salary)	Yes

**CITY MANAGER / ADMINISTRATOR SALARY SURVEY 2014**

	CITY	POSITION	POPULATION	SALARY EFFECTIVE DATE	ANNUAL BASE SALARY INCLUDING LONGEVITY	ANNUAL CAR ALLOWANCE	EMPLOYER CONTRIBUTION DEFERRED COMPENSATION, ANNUITY, IPERS BUYBACK, 401K	MEMBER OF PUBLIC EMPLOYEE RETIREMENT SYSTEM
51	Plymouth, MN	City Manager	71,000	January 1, 2014	\$142,800	\$5,400	\$5,712 (4% of Salary)	No (opted out)
52	Janesville, WI	City Manager	63,588	December 1, 2013	\$140,000 (13)	\$5,100	\$5,000	Yes
53	St. Cloud, MN	Administrator	66,000	January 1, 2014	\$135,112	\$4,920	% of Salary	Yes
54	Oshkosh, WI	City Manager	66,000	January 1, 2014	\$134,000	\$6,000	\$3,600	yes
55	Apple Valley, MN	City Administrator	49,084	January 1, 2014	\$132,527	\$4,620	\$9,608 (7.25% of Salary-PERA)	Yes
56	Grand Island, NE	City Administrator	50,000	October 7, 2013	\$131,507	\$0	\$7,890 (6% of Salary)	No
57	St. Joseph, MO	City Manager	76,780	August 22, 2011	\$131,000 (14)	\$6,500	\$8,000	Yes
58	Bellevue, NE	City Administrator	52,100	May 23, 2013	\$130,591	Car Provided	\$7,835 (6% of Salary)	No
59	West Allis, WI	City Admin. Officer	60,000	January 1, 2014	\$122,000	\$300	\$0	Yes
<b>Average</b>			<b>77,517</b>		<b>\$169,545</b>			

CITY MANAGER / ADMINISTRATOR SALARY SURVEY 2014

CITY	POSITION	POPULATION	SALARY EFFECTIVE DATE	ANNUAL BASE SALARY INCLUDING LONGEVITY	ANNUAL CAR ALLOWANCE	EMPLOYER CONTRIBUTION DEFERRED COMPENSATION, ANNUITY, IPERS BUYBACK, 401K	MEMBER OF PUBLIC EMPLOYEE RETIREMENT SYSTEM
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- (1) Glenview, IL - No change in 2013 or 2014.
- (2) Des Moines, IA - Only change in 2014 is increase in population.
- (3) Joliet, IL - City Manager hired in November 2013.
- (4) Buffalo Grove, IL - Village Manager receives a bonus of \$15,000, not included in base salary.
- (5) West Des Moines, IA - New City Manager starts as of May 1, 2014 - salary information reported for 2014 is for new City Manager
- (6) Naperville, IL - Annual Bonus of \$2,055.
- (7) Champaign, IL - No change in 2014
- (8) Rochester, MN - the City Administrator's position is limited by a Minnesota state law capping the compensation for various city and county employees.
- (9) St. Louis Park, MN - Minnesota has a statewide cap and the City Manager is paid at the cap.
- (10) Orland Park, IL - No change in 2014
- (11) Bloomington, MN - No change in 2013 or 2014 in salary information
- (12) Columbia, MO - Only change for 2014 is an increase in the population
- (13) Janesville, WI - New City Manager started as of December 1, 2013.
- (14) St. Joseph, MO - No change in 2013 or 2014.
- (15) Elgin, Wheaton, Tinley Park & Bloomington, IL; Urbandale, IA; Burnsville & Minnetonka, MN; Eau Claire, WI; O'Fallon, MO - did not respond to survey.

Ranked from highest to lowest for annual base salary including longevity.

This list includes cities with a population over 40,000 in Iowa and the six contiguous states which includes Illinois, Wisconsin, Minnesota, South Dakota, Nebraska, and Missouri. Rock Island, Illinois, Urbandale, Iowa and Bettendorf, Iowa are also included (with populations under 40,000).

I have included Administrator positions even though they typically have less responsibilities than a City Manager position and their salaries normally reflect that diminished role. On a national average in the mid 1990's, City Managers were paid 39% more than administrators.



## Memorandum

**From:** Myla Hite, Human Resources Director  
**To:** Romey Wagner, Human Resources Committee Chair  
**Date:** August 10, 2015  
**Subject:** Non-Represented Employee Compensation for 2016

Purpose: To obtain the Human Resource Committee's recommendation for Compensation for Non-represented employees for 2016 so this guidance can be incorporated into:

1. 2016 Budget Process
2. Revision to the Compensation Chapter of the Employee Handbook.

Recommendation: There are three components for which consideration is requested, as depicted in the buckets on the attached handout. The following components warrant review and direction, as follows:

1. Cost-of-Living Increase. COLA's are designed to attract and retain quality staff by aligning salaries with the market and by keeping salaries current with inflation. COLA's add to the base budget.
  - a. The original 2015 budget included funds for a 3% COLA for implementation on July 1, 2015.
  - b. During 2015, the average actual public sector salary increases for Non-Union employees within Central Wisconsin ranged between 1.81% and 1.87% (See attached Salary Survey).
  - c. Data gathered from the Wisconsin Public Employment Relations Commission indicates the Consumer Price Index for 2016 is projected to remain relatively flat at approximately 1%.

Resource Impact: 1% increase equates to \$100,000.

2. Compensation Plan Administration. Funds need to be available in order to fairly and equitably maintain the workforce. The current compensation plan provides for administration by the Human Resources Director within the approved budget. During 2015 there were no funds available for technical human resource actions such as reclassification, standby, premium pay or review period completion. Technical human

resource actions taken to administer the Compensation Plan would add to the base budget.

- a. Review Plan Completion. Since January 1, 2014, there have been 31 staff members hired. It is common to bring new hires into the salary range at a lower initial salary, to allow for the learning curve. In these instances, it is common to provide a salary increase upon successful conclusion of the review period.

Resource Impact: 1% increase equates to \$14,000 for those hired over the past 18 months.

- b. Work Reorganization. Work is driven by the needs of the City. It is common to allocate additional funds to employees assuming an extra “body of work” (as opposed to a nominal additional duty). The designation of City Engineer and the departure of a MetroRide Supervisor warrant a review from workload shifts and internal reorganization.

- c. Internal Alignment. When the HRC approved in-training recruitments for difficult to fill positions, there was a recognition that for certain job types the market demand is higher than the people with available skills. In certain instances it warrants higher initial salaries to recruit and fill. When new hires require higher starting salaries to perform the same or similar work, an internal alignment adjustment may be appropriate. There have been no funds available to make internal alignment adjustments during 2015.

3. Discretionary Performance Recognition. One time, non-base adding tools can be made available to managers to reward exceptional employee performance. In addition to increased flexibility, cash bonuses, tuition reimbursement, gift cards, sending staff to training and the purchase of nominal items can all express the organization’s appreciation and motivate above average performers.

Resource Impact: .5% increase equates to \$50,000.

Cc: Mayor

Encl: Non-Represented Employee Compensation Plan Handout  
General Employees Compensation Concept Handout



**DISCRETIONARY  
PERFORMANCE  
RECOGNITION**

- One-time fixed costs
- Do not add to the base
- Driven by Performance
- Management Award

**Recognition Tools**

- Workplace Flexibility
- Paid Time Off
- Tuition Reimbursement
- Developmental Training
- Professional Conferences
- Gift Cards
- Nominal Items
- Exceptional Performance Cash Awards

*Compensation Concept*



- GROUP GOALS**
- SAFETY
  - COMMUNITY SERVICE
  - PLANNED TIME OFF
  - CUSTOMER FEEDBACK
  - WELLNESS



**COMPENSATION  
PLAN ADJUSTMENTS**

Market driven, add to the base

- Cost-of-Living
- Internal Alignment
- Reclassification
- Retention
- Review Period
- Salary Studies

**DISCRETIONARY  
PERFORMANCE  
RECOGNITION**

**General  
Employees**



# Non-Represented Employee Compensation Plan

- Periodic
- Across the Board



## Cost-of-Living (COLA) *Market Driven*

A COLA is an increase in pay that keeps an employee's salary current with the rate of inflation. It is a retention measure, typically tied to the Consumer Price Index (CPI) within the geographic locale. Without periodic COLA's, employee buying power declines. With paychecks flat as the price of good and services within the market increase, employees end up with less real money in their pocket. COLA's add to the base budget going forward.

- End of Review Period
- Internal Alignment
- Reclassification
- Retention
- Reorganization
- Premium Pay



## Compensation Plan Administration *Operations Driven*

The operational needs of the City drive the work to be performed by employees. The market determines the level of pay needed to have the work performed and the Equal Pay Act requires equal pay for equal work. As organization needs change, there are times when operational management decisions make it appropriate to adjust an employee's pay. These decisions are usually technical and are delegated to the Human Resources Director to administer within the approved budget. These funds add to the base budget going forward.

- One-time cash bonus
- Paid Time Off
- Flexibility
- Tuition reimbursement
- Developmental Training
- Gift Cards
- Nominal Items



## Discretionary Performance Recognition *Performance Driven*

Allows management the opportunity to recognize outstanding or exceptional performance. Program components will include recognition documented on the annual performance appraisal, as well as opportunities for "on-the-spot" recognition. Broad general parameters will be developed, published in the Employee Handbook, and administered by Human Resources with a centralized reporting system to the Human Resources Committee.



## Memorandum

**From:** Myla D. Hite, HR Director  
**To:** Human Resources Committee  
**Date:** August 10, 2015  
**Subject:** Elected Official Compensation for 2016

Purpose: To obtain the Human Resource Committee's direction and recommendation for Compensation for Elected Officials beginning in 2016 so this guidance can be incorporated into the 2016 budget process and potentially advanced to the Common Council.

Background: Elections take place in 2016, making this the preferred time to review salary adjustments. Any compensation adjustment must be established prior to the dead-line for filing nomination papers for the next election, which is December 1, 2015.

Review: The last salary increases were: Mayor -- 2007 and Common Council -- 2006. Since 2005, the salaries of general government employees have increased an average of 2.38% per year. The last proposed increase was in October 2013 for a 15.75% increase, which failed.

1. Common Council. Council Members currently receive \$5,355 per year for serving. An adjustment on par with the increases received by employees on the general payroll would equate to \$1,274.49 per year with the total annual compensation going forward \$6,629.49 or approximately \$552.00 per month. If an increase in this amount is recommended and approved, the total annual cost impact would be \$14,019.39.
2. Mayor. The Mayor currently receives \$74,851 per year for serving. An adjustment on par with the increases received by employees on the general payroll would equate to \$17,814.54 per year with the total annual compensation going forward \$92,665.54 or approximately \$7,722.00 per month. If an increase in this amount is recommended and approved, the total annual cost impact would be \$17,814.54.
3. Municipal Court Judge. The Judge currently receives \$20,222 per year for serving. Unlike the other elected officials, the Judge last received an increase on July 1, 2013. Adjusting the Judge's pay on par with employees on the general payroll would equate to a 2% adjustment for 2014 for \$404.00 as well as any increase approved for 2016. If a 2% increase is recommended and approved, the total annual cost impact would be \$404.00.

Cost Impact: \$00.00 - \$32,237.93

Cc: Mayor