



RESTRUCTURE MAYOR / ATTORNEY / HUMAN RESOURCE OFFICES

MAYOR’S OFFICE

When we restructured the department with two Department Heads (City Attorney and HR Director) and the Mayor, we identified the need for additional support staff.

The Mayor’s Office is requesting an additional 0.5 headcount, part which is funded from Planning with the vacant Associate Planner/Economic Development Expediter. The website administration will formally move to the Mayor’s Administrative Assistant position. The Mayor’s Administrative Assistant role has been redefined to be a public relations role with responsibilities for community outreach, marketing the City, event planning, and being the face of the Mayor. The role is a liaison between the Department Heads and the Mayor for internal execution of operations and to the public in all matters that involve the City. A formal job description is attached for further details.

Taking administrative time off the Mayor will leave time for further focus on high level issues regarding the future of the City. More time could be devoted to creating TIF districts, reducing blight, increasing redevelopment, and working closer with each department to strategically tackle operational issues that can align with the mission and vision the City. The Mayor has 10 direct reports, having a strong administrative support is key to keeping an efficient City operation, it starts at the top.

Below is a comparison of administrative support across similar sized cities and Manitowoc. Moving to 1.0 FTE to support the Mayor’s office is in line with the comparable cities.

City	Population	Mayor/ City Manager/ Administrator	Secretary/ Assistant
Oshkosh	67,000	Full Time City Manager	1 FTE
Sheboygan	51,000	Full Time Mayor	1 FTE
		Full Time City Administrator	1 FTE
Fond du Lac	43,000	Full Time City Manager	0.25 FTE
Brookfield	37,900	Full Time Mayor	TBD
Beloit	36,900	Full Time City Manager	1 FTE
Manitowoc	34,000	Full Time Mayor	0.5 FTE
West Bend	31,000	Full Time City Administrator	1 FTE
		Part Time Mayor	0.5 FTE
Neenah	25,560	Full Time Mayor	0.5 FTE
De Pere	23,800	Full Time City Manager	1 FTE



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ATTORNEY

The operations of the Attorney office is struggling due to staffing reductions, particularly because there is not one dedicated support staff for the City Attorney. Both support staff provide exceptional work, but both positions are currently split with other departments and it is a struggle for staff to complete tasks. The recommendation is to move the two 0.5 FTEs into one person, for 1.0 FTE. The job responsibilities do not change significantly, nor does the headcount. Overall, the budgeted headcount for Attorney Office has decreased by one from 2014 to 2015 plan, as the Assistant City Attorney position remains vacant. If the Paralegal is dedicated full-time to the City Attorney’s Office, that position will have the time for higher level work, such as assisting with real estate documents and drafting routine ordinances, a full job description is attached. We will continue to have cross utilization when someone is on PTO from the other back-up administrative support employees. Overall the office will run smoother and more efficiently with having one dedicated person supporting the City Attorney.

When comparing Manitowoc to other cities in the area of similar size, we on the low end for Attorney support.

City	Population	Office Size	Positions
Oshkosh	67,000	3 + 1 contracted prosecutor	City Attorney, Assistant City Attorney, Administrative Assistant, contracted law firm for prosecution
Sheboygan	51,000	4	City Attorney, Assistant City Attorney, 2 Legal Assistants
Fond du Lac	43,000	3	City Attorney, Assistant City Attorney, Paralegal
Brookfield	37,900	2.5	City Attorney, City Prosecutor, Paralegal
Beloit	36,900	4	City Attorney, Assistant City Attorney, 2 Legal Assistants
Manitowoc	34,000	2	City Attorney, Paralegal 0.5, Admin 0.5
West Bend	31,000	2 contracted employees	One law firm contracted for general municipal matters, one law firm contracted for prosecution. This has changed several times in the last few years due to West Bend’s changing administration.
Neenah	25,560	1.5 + 1 contracted prosecutor	City Attorney, Administrative Assistant (0.5 for Mayor and 0.5 for Attorney), contracted law firm for prosecution
De Pere	23,800	2	City Attorney, Paralegal

HUMAN RESOURCES

To meet the needs of the city, providing timely and accurate information to internal customers, the current HR staffing is not sufficient. The HR Director role should focus on the long term vision and key projects for the department and City as a whole. Today, the HR Director is functioning in the day to day to maintain standards of service and compliance. The Paralegal is providing administrative support 20 hours a week, however between both positions the HR department is unable to gain traction on important City initiatives and efficiencies. The initiatives that have been identified are below.



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- Online applications with a recruiting portal
- Engagement initiatives and survey
- Employee development
- Succession planning
- Policy/agreements creation and updates
- HR department website
- Manager self-service through Spring Brook
- Creation of a referral program
- Reporting and analysis of key metrics (benefit data, turnover, and performance statistics)

When comparing Manitowoc to other cities in the area of similar size in population and employees, we fall short with Human Resource support. See detailed chart below:

City	Population	Employees	HR Size	HR Positions	HR Ratio
					1) EE's
Oshkosh	67,000	520	6	HR Assistant, HR Manager, Payroll Coordinator, Benefits Coordinator, Safety & Risk Officer, Organizational Development Specialist	86 11,166
Sheboygan	51,000	493	4	HR Director, Benefits Coordinator, Payroll Administrator, Secretary	123 12,750
Fond du Lac	43,000	330	2.5	City Attorney/HR Director, Assistant City Attorney (for labor relations-20 hrs./wk.) HR Manager, Benefits Administration Assistant (20 hrs./wk.)	132 17,200
Brookfield	37,900	340	3	HR Director, Compensation & Benefits Records Specialist, Health Productivity Manager	113 12,633
Beloit	36,900	403	2	HR Director, HR Analyst	201 18,450
Manitowoc	34,000	345	1.5	HR Director, Administration (20 hrs.)	230 22,666
West Bend	31,000	458	2	Assistant City Administrator/HR Director, HR Analyst	279 15,500
Neenah	25,560	265	3.25	HR Director, HR Recruiter, HR Coordinator (20 hrs.), HR Assistant (30 hrs.), Safety Professional (8 hrs.)	229 7,864
De Pere	23,800	140	2	HR Director, HR Generalist	70 11,900



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I am recommending adding an additional 0.25 headcount to Human Resources taking the total from 1.5 to 1.75, and restructuring the position to HR Generalist. This position will be funded by 0.5 from the Attorney and 0.25 in additional HR labor expense. I also recommend utilizing 1-2 HR Interns throughout the year for administrative support with little expense. The position description is provided as an additional attachment, and a summary of the responsibilities are below.

- Recruiting: Postings, screening, part of interview panel (below Deputy Mgr level)
- New Employee Orientation
- Investigations (small scale)
- Worker's Compensation Administration
- FMLA Tracking and Administration
- Safety – goals, meetings, follow up
- Wellness – goals, meetings, follow up
- Benefits – open enrollment administration
- Maintenance of employee files