MEMORANDUM

April 11, 2013

TO: PERSONNEL COMMITTEE

FROM: PAMELA A. CAPTAIN, City Attorney/Personnel Director

RE: HOW TO CREATE AN ADMINISTRATIVE SERVICES DEPARTMENT

PURPOSE OF THE CHANGE: To create a higher level of integration between financial and administrative services within the City of Menasha.

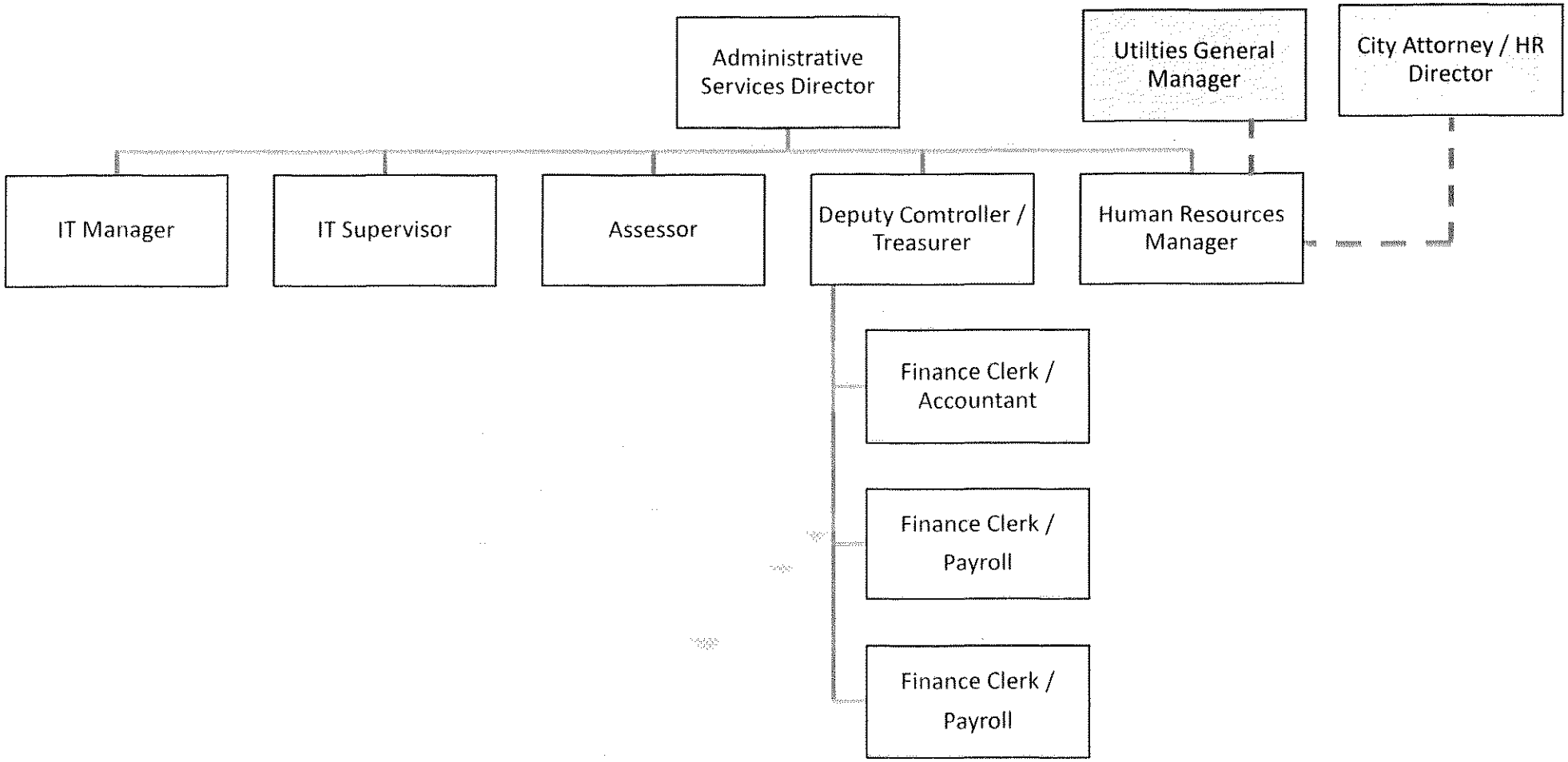
Moving towards creating an administrative services department will take time. One of the first steps is to hire an administrative services director. This person will fill the mission critical comptroller/treasurer position. It is not an additional position. Over time, various duties will be shifted and positions restructured. When the Administrative Services Department is finished being put together, it is anticipated that approximately 50% of the comptroller/treasurer duties will be performed by the Administrative Services Director with the remaining 50% of the position duties focused on management (of finance, IT and human resources), forecasting and financial planning. This will require that approximately 50% of the remaining comptroller/treasurer duties will have to move to the remaining members of the department.

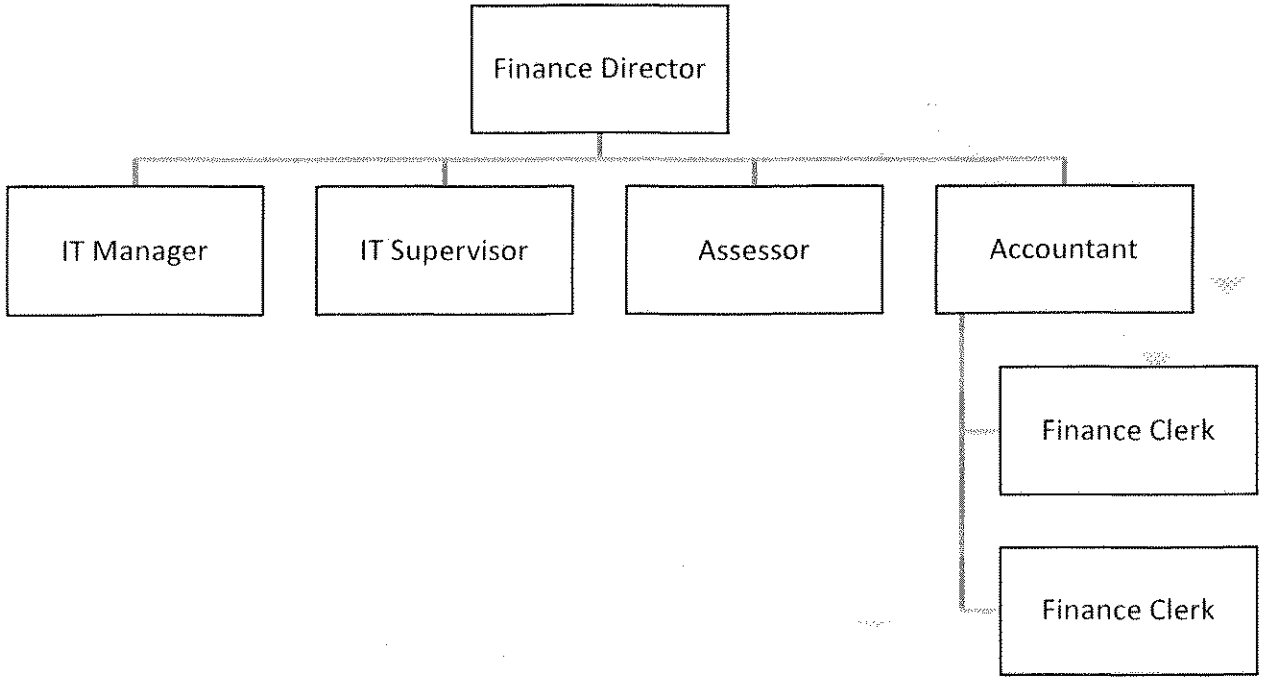
The city has a staff accountant position which position will need to be adjusted to take on additional higher level accounting/treasurer duties. The position level will likely be that of treasurer/deputy comptroller. Work will need to flow out to other employees in the administrative services department. There are currently two account clerk positions. With the addition of the payroll clerk position moving from personnel to finance, there will be three positions under the treasurer/deputy comptroller position. With the shifting of these positions a third person moves to the finance end of the administrative services department allowing the work to be better distributed. Additional training for current employees will be necessary and will be offered.

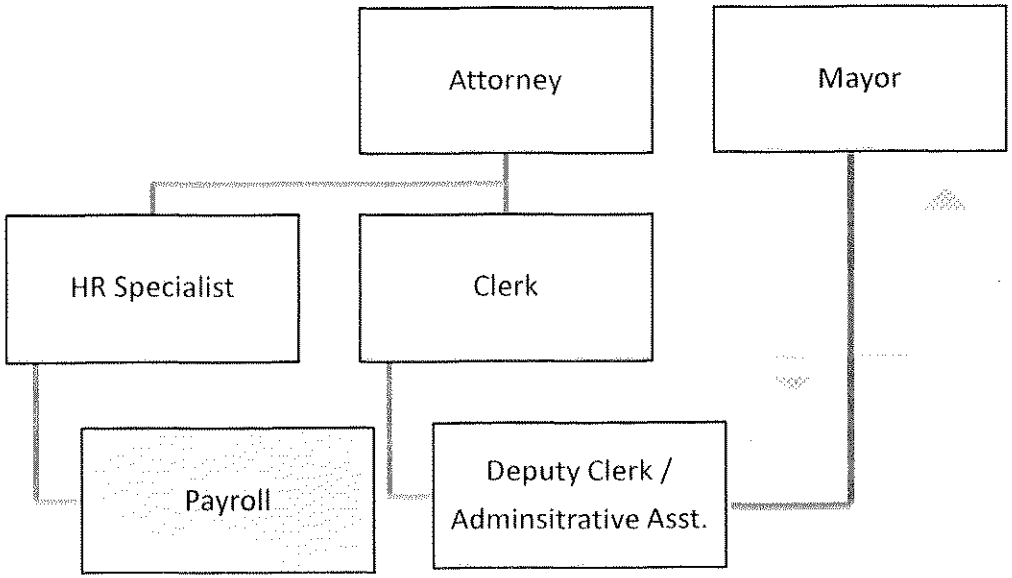
Once the administrative services director is in place and the finance part of the department is functioning to the satisfaction of the director, Information Technology will be the next area on which to focus. Springsted informs us that changes are necessary as it relates to the city's IT structure. An overall IT strategy is lacking. The Administrative Services Director will fill a current void as it relates to developing an overall IT strategy. The Administrative Services Director will further discussion and planning to determine what, if any, additional changes should occur as it relates to IT services.

The final piece in creating an Administrative Services Department is to move human resources functions. In order to complete this piece, Springsted suggests working with the utilities to share some of the human resources functions, including the creation of a Human Resources Manager. This will require discussion and planning by and between the city and the utility to determine the best way to meet both our needs.

The recommendation from Springsted Incorporated to create an Administrative Services Department represents a plan for the future for the City of Menasha. This is a change to the way the City of Menasha has been doing business. As with any change there are steps that need to be taken before the change is completely effectuated. Change is a process that occurs over time. We determine the time over which this change process occurs. There will be questions that come up as we move through the process of change. That is expected and it is also a necessary element to making a change. We may decide to make an adjustment to our plan along the way. There is no requirement that once we start heading towards making a change that we must continue on the same path towards it.


Administrative Services Director
Utilties General Manager
City Attorney / HR Director
IT Manager
IT Supervisor
Assessor
Deputy Comtroller / Treasurer
Human Resources Manager
Finance Clerk / Accountant
Finance Clerk / Payroll
Finance Clerk / Payroll


Finance Director
IT Manager
IT Supervisor
Assessor
Accountant
Finance Clerk
Finance Clerk


Attorney
Mayor
HR Specialist
Clerk
Payroll
Deputy Clerk /
Adminsitrative Asst.

Menasha

DIRECTOR OF ADMINISTRATIVE SERVICES

About the Position

The Director of Administrative Services is a new position and will perform administrative and managerial work to be appointed by the Common Council and reporting to the Mayor. The Administrative Services Director also serves as the Comptroller/Treasurer and is the chief financial officer responsible for the financial operation of the City. The Director of Administrative Services will have oversight of seven employees, including four of whom are direct reports, and will be responsible for supervising, directing and coordinating the financial and administrative activities of the City of Menasha, including finance, human resources and information technology functions. The Director of Administrative Services will also serve as the contract administrator for the city's contract with an outside vendor for city assessment services.

Education

A bachelor's degree in Accounting from an accredited college or university is required; a master's degree in Accounting, Public Administration or Business Administration is preferred. CGFO, CPA or CMA designation is required. A track record of continuing involvement in professional development is expected.

Experience

Requires technical experience in governmental finance and budgeting, familiarity with applicable tax, financial and debt related Wisconsin statutes. Must demonstrate strong management skills. Knowledge of information technology functions, personnel and labor relations experience is important.

Minimum of five (5) years as a department director or as an assistant director in a municipality of a similar size or larger. Or at least eight (8) years of progressively responsible work experience in local government, including direct supervisory and administrative experience as an administrator/manager or assistant administrator/manager required.

Essential Job Duties

- Administration of three city functions (Finance, Information Technology and Human Resources)
- Performs City Comptroller/Treasurer duties
- Provides forecasting of current year and longer term needs and trends and their probable implications
- Provides financial and fiscal recommendations to the Mayor, Redevelopment Authority and Common Council
- Provides reports to the Common Council on the financial condition of the city and its departments, Utilities and Redevelopment Authority
- Manages City debt to facilitate goals and priorities of Council

- Manages the development and implementation of departmental goals, objectives, policies and priorities for each assigned service area (Finance, Information Technology and Human Resources)
- Assist the Mayor to plan, organize and direct the development and implementation of the City's annual budget including monitoring of revenues and expenses; audit and exercise budgetary control over payment of bills, invoices, payroll and other vouchers for payment

Compensation

Minimum	Midpoint	Maximum
$91,400	$101,600	$111,800

Ideal Candidate

The Director of Administrative Services will be actively involved in the conception and implementation of a new Administrative Services Department consisting of finance and administrative related functions. Encouraging strong communication and eliminating "silos" will be a priority to deliver streamlined, customer-focused processes that enhance efficiencies and deliver quality service. An individual who has the vision, insight, and experience to see the broader picture in terms of the community is desired.

The ideal candidate will be an excellent communicator with the ability to establish and maintain effective working relationships with citizens, elected officials, employees, and local, state and federal agencies.

A municipal government professional who is able to develop a high performing team, motivate and mentor, and delegate effectively will be successful. The successful candidate must demonstrate strong leadership skills and be able to encourage departmental ownership and accountability as well as organizational collaboration. The ideal candidate should be skilled in strategic planning, policy and decision-making, organization development, and performance management.

Knowledge of the principles and practices of city management is vital. Financial and budgetary expertise is required.

2013 SALARY RANGE

(Excerpted)

		MIN	MID	MAX
City Atty/Pers Dir	Grade 1	91,400	101,600	111,800
Public Works Dir	Grade 2	79,500	88,300	97,100
Comptroller/Treasurer	Grade 3	77,800	86,400	95,000

The City's wage-salary grade chart provides for periodic step increases throughout employment with the City ending at 25 years.

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