



Committee of the Whole Memorandum

To: Committee Members
 From: Jim Culotta, City Administrator
 Date: 5/8/17
 Re: Personnel Request

BACKGROUND

During the Group 1 discussion on the FY 17-18 budget, I noted the inclusion of contingency funds for personnel related changes. As you know, work load for City Hall staff has increased over the years due to a variety of factors, including the growth of regulatory burdens and service delivery needs. Staffing fluxuations over the past decade has resulted in a net decrease of 0.5 FTE within City Hall.

In light of organizational needs and in consultation with the Director of Public Works, Controller, and City Clerk, I am requesting Council consideration of one additional full-time position. Currently, these department heads are faced with limited staff resources to perform various recurring tasks, not to mention unique and/or sporadic projects. In most instances, these tasks are either not performed at all, have been delayed, or are performed by the department head, which is often not the best use of their time and expertise.

This request was discussed at the April 17, 2017 Finance & Personnel Committee. The Committee unanimously voted in favor of forwarding this request to the Committee of the Whole.

SUMMARY

Attached is a detailed summary of the type of tasks this new position could perform. Most of the tasks would support the Controller and Director of Public Works. At the recommendation of the Finance Committee, staff has also prepared the attached explanation of the return on investment that would result from the addition of this new position. I am confident this position would not only improve organizational efficiency and effectiveness, but also reduce overtime costs.

This position would be similar to the Pay Plan's Administrative Assistant position, which would have an entry level salary of \$38,734. The table below details all wage and benefits.

		7.65%	14.73%	0.23%	24,584	1.75%	
		FICA/MC	IMRF	Work Comp.	Health & Life Ins.	Retiree Health Savings	Total
Range 58, Step 1	38,734.00	2,963.15	5,705.52	89.09	24,584.00	677.85	72,753.60
Salary and Benefits	72,753.60						
Furnishings/Equipment	5,000.00						
	<u>77,753.60</u>						
			Distribution:			Other Potential Savings:	
			Water	19,438.40		Reduced overtime	(7,000.00)
			Sewer	19,438.40		F-T Accountant	
			L/A	31,101.44		utilized as P-T (incl.	
			Cemetery	7,775.36		all benefits)	(50,218.00)
				<u>77,753.60</u>			<u>(57,218.00)</u>

Wage/benefit expenses are distributed among four accounts based on the anticipated work load. The most expensive health insurance coverage (family) is assumed but could be lower.

REQUESTED ACTION

Staff requests Committee direction.

ATTACHED

1. Summary of Tasks by Function
2. Return on Investment Detail
3. Proposed Job Description

Summary of Tasks by Function

Public Works Administrative 678 hrs, or 33% chargeable to PW

Annual EPA CMOM	104 hrs	
Annual Sewer Cam Inventory	24 hrs	indexing, DVD transfer of mp4 sewer cam videos (1hr/week for 6mo/yr)
Lift Station Reporting	24 hrs	assist in reducing 8 Lift Stations weekly logs to report (2hr/mo)
Agency Report	40 hrs	annual update of program to agency, update of records, contacts, etc.
Website Narrative	16 hrs	assemblage of reporting and significant milestones
Annual NPDES Phase II	114 hrs	
Annual Basin Inspection Reporting	16 hrs	assist in reducing 100 annual basin inspections in report (15min per)
Detention Basin Insp Ltrs	24 hrs	assist in issuing 50 private basin findings letters (30min per)
Storm Sewer Outfall Reporting	4 hrs	assist in reducing storm sewer outfall conditions in report (5 min per)
Building Permits / Eros Cntrl	6 hrs	assist in reducing 50 to 100 building permits in report (5 min per)
Annual Sweeping Report	8 hrs	assist with formatting of exported GPS data into report
Agency Report	40 hrs	annual update of program to agency, update of records, contacts, etc.
Website Narrative	16 hrs	assemblage of reporting and significant milestones
Annual IEPA Drinking Water	160 hrs	
CCCD Program	96 hrs	assist in tracking annual inspection & notices of approx 350 backflow preventers throughout system (8hr/mo)
Lead & Copper Rule (LCR) Review	4 hrs	assist in periodic updates to charting of LCR in system
WM Break / Boil Order Review	8 hrs	assist in compilation of annual WM breaks by location and material type, etc. (2hr/Qtr)
Well Protection Review	4 hrs	assist in annual review of well protection review
Annual Water Review	48 hrs	assist in preparation of annual report on water pumped to system vs gallons meters, other non-metered uses (4hr/mo)
General Admin Assistance	164 hr	
Council Communications	48 hrs	assistance with typing and assembly of x3 per month PW communications to Council and Committees (4hr/mo)
Newsletter	4 hrs	assistance with newsletter articles, special EPA updates, annual drinking water report, etc.
Traffic Studies / Reviews	16 hrs	assist with report formatting, data assembly in formatted spreadsheets
Small Project Bids	24 hrs	assist in bid packet preparation for parking lots, smaller contracted sewer & water repairs, lining, etc.
MFT & Paving Bids	40 hrs	annual roadway project assembly in IDOT contract format
Annual Commodity Bids	32 hrs	preparation assistance with annual commodity (est. 15 Packets at 2hrs per)
Policy Development & Updating	136 hr	
Sweeping Policy	40 hrs	assist with report formatting (maps & spreadsheets) and narrative updates
Fleet Policy	80 hrs	assist with report formatting (maps & spreadsheets) and narrative updates
Health & Safety Plan Updating	? hrs	ongoing assistance with H&S plan updates once developed by 3rd party consultant
SOP (Std Operating Procedures)	? hrs	initial development and ongoing assistance with SOP updates
SDS (Safety Data Sheets) Updating	16 hrs	annual assistance with updated indexing of SDS, new sheets, etc. (4hrs/Department Annually)

Human Resources/Administration 910 hrs, or 44% chargeable to Administrative Services

Human Resources/Payroll	690 hr	
Form 1095 for ACA	30 hrs	complete all 1095 forms for employees that are required for Health Insurance participation per ACA (due Feb. 28 annually)
Updating Personnel Manual	60 hrs	incorporate all Personnel policies and directives into newly developed manual, distribute to employees (5 hr/mo)
Procedure Manual	80 hrs	develop procedure manuals for all Finance departments (first year)
Update Procedure Manual	40 hrs	update manual once developed
Flex and Health Plan Enrollment	20 hrs	coordinate annual enrollment process
New hire procedures	48 hrs	post in-house, ad to paper, applications and job description, set up interviews, prepare paper work, make appointments for physical, drug testing, Hep B shots (4 hrs/mo)
Employee changes/terminations	48 hrs	follow up on all changes with respective agencies due to marriages, divorce, moving, termination, etc. (4 hrs/mo)
Work comp	48 hrs	file claims, follow up with Bitco, prepare OSHA 200 and 300
Health/Wellness	60 hrs	participate on Health Insurance Committee and assist with wellness initiatives/Health Fair
Payroll backup	256 hrs	be cross-trained and serve as backup for payroll processing in absence of supervisor (varies)
Administrative Support	220 hr	
Annual Certification of Exempt Status	2 hrs	discuss status and complete paperwork due to County by Jan. 31 annually
Type Annual Treasurer's Report	2 hrs	type Annual Treasurer's Report completed by Controller
Website updating	36 hrs	Assist with website updating for Finance Department (3 hr/mo)
Special projects	180 hrs	Assist with special projects/analysis as needed by City Administrator, Controller, P & D Director (15 hrs/mo)

Clerk/Cemetery Administrative 468 hrs, or 23% chargeable to City Clerk/Cemetery

Annual Clerk	184 hrs	
Annual Document Imaging	8 hrs	digitizing ordinances, resolutions, agreements, contracts, easements into software (2hr/Qtr)
Historical Document Imaging	80 hrs	digitizing historical agreements, contracts, easements into software (first year only)
Historical Document Imaging	80 hrs	digitizing all other historical documents
Records Retention	12 hrs	assist in maintaining annual retention/destruction schedule (1hr/mo)
Student Government Day	4 hrs	assist with preparing for Student Government Day
Annual Cemetery	284 hrs	
Annual Burial/Grave Purchase Records	48 hrs	assist in creating burial & grave purchase information through to record completion (4hr/mo)
Historical Burial Records	200 hrs	assist inputting historical burial information into software (first two years only)
Administration Backup	18 hrs	in my absence (Avg. 30-days - conferences, seminars, vacations)
Backup Training	18 hrs	spending time periodically moving a burial or grave purchase through the entire process
General Admin Assistance	72 hrs	
Quarterly Newsletter	32 hrs	coordinate, prepare and mail quarterly newsletter
Meeting Folders	4 hrs	prepare annual meeting folders for Council, Committees, Planning & Zoning Commission
License Renewals	16 hrs	assist with annual liquor license & Video Gaming renewals
City Code of Ordinances	12 hrs	assist with keeping updated
Budget	8 hrs	once budget is complete create 20 bound books for distribution

New Full-time Position Return on Investment

The three department heads that will benefit most from this new position have explained below what they believe will be the return on this potential investment.

Ed Andrew, Director of Public Works

There are a number of new and increased reporting tasks that are being imposed by the EPA with regard to storm water and sanitary that can either be done in-house (with the previously supplied detailed breakdown) or contracted out to a consulting engineering firm.

Contracting out this reporting would require that firm to also supply Professional Engineer (PE) reporting responsibility. The PE act requires that this reporting be prepared by the certifying PE or someone under their direct charge. "Pieces and parting of" that between myself and a third-party consultant run contrary to this. This translates to expenses not only of the requested 0.33 FTE administrative, but additional amounts of professional engineer for oversight and that firm's administrative overhead for billing.

For PW, I estimate the minimum ROI on a 0.33 FTE a professional type administrative person for in-house assistance as follows:

$$\begin{array}{l} \text{In-house multiplier (assume CoW's DLM = 2.0)} \\ \text{Admin: } 800\text{hrs} \times \$20/\text{hr} \times 2.0\text{DLM} = \mathbf{\$32,000} \end{array}$$

$$\begin{array}{l} \text{3rd Party Contracted (at 2.7 DLM):} \\ \text{Admin: } 800 \times 20 \times 2.7 = \$43,200 \\ \text{PE: } 200 \times 50 \times 2.7 = \$27,000 \\ \text{Billing: } 48 \times 30 \times 2.7 = \$3,888 \\ \text{Total} = \mathbf{\$74,088} \end{array}$$

As such I am finding a minimum estimated ROI = **2.3** (230%). I could easily see handing a firm like Strand the full CMOM as a turnkey project in excess of a \$150k, with yearly reporting at \$25k to \$50k thereafter. My ROI is a bare bones approach, just comparing 1:1 hours using a Direct Labor Multiplier (DLM).

Joanie Baxter, Controller

The proposed additional position would provide much-needed relief for both Mary (Customer Services/Human Resources Supervisor) and Jeanette (Accountant). I would also benefit in that both Mary and Jeanette will be freed up to take on some tasks that I do now, simply because there isn't anyone else who can do them from either a skill level or available time standpoint. If I can be freed of some routine tasks that tend to be time-consuming and deadline-driven, I would have more time to focus on:

- strategic planning;
- revenue enhancement research and initiatives;
- expenditure review;
- financial trend analysis;
- policy and procedure development;

- ideas for effective supervision and management of my team

The important role this position would fill from a Finance/Human Resources perspective is to provide someone to assist with the updating of policies and procedures that are required and yet we have no one with the available time to be able to provide this function. Consequently, we have an antiquated Personnel Manual that has never had the many policies and procedures approved over the last 20 years incorporated into one concise and comprehensive document. In addition, it is crucial to have someone trained in Payroll that could serve as a backup and currently I am the only person that can fill that role if Mary is gone. Furthermore, it would help to address Mary's workload by having someone else be responsible for the day-to-day Human Resources tasks related to new hires, terminations, and workers' compensation. Lastly, the position could provide some much-needed support with special projects as assigned by Department Heads and the City Administrator.

Pat Brown, Clerk

The biggest rate of return on my time in hiring an administrative assistant would be in my undertaking of a historical records retention and destruction process, which would not only purge a great number of already existing records, but would also create a system where records no longer become overly burdensome. Records retention and destruction is a duty of the Clerk and I have not had time to undertake and implement a process since taking office in 2009. Having someone to rely on for some of the routine tasks would free up longer uninterrupted periods of my time that would be necessary for this type of undertaking.

CITY OF WASHINGTON
Job Description

MANAGEMENT ANALYST

NATURE OF WORK

Appointed by and under the supervision, direction and management of the City Administrator, this position performs routine and complex administrative and technical work in the support of several municipal departments. This full-time position will assist Department Heads in administering programs and in carrying out special projects. Projects will typically involve the following areas: public works & utilities, human resources, and records management.

ESSENTIAL DUTIES AND RESPONSIBILITIES

Conducts research, gathers data for use by Department Heads or City Administrator for the development and update of various policies/procedures and for decision-making purposes.

Assists with the preparation of state and federal agency reports (i.e. sewer, storm water, drinking water).

Attends committee meetings, prepares meeting minutes, draft reports and newsletter articles, and assists with grant applications.

Assists City Clerk with management of paper and digital records.

Serve as a backup for the payroll function, assists with the hiring and separation processes, and benefit administration.

Operates listed office machines as required.

PERIPHERAL DUTIES

Composes, types, and edits correspondence, reports, memoranda, and other informational material requiring judgment as to content, accuracy, and completeness. Performs other related duties as may be assigned from time to time.

REQUIREMENTS OF WORK

Education and Experience:

Bachelor's degree or any equivalent combination of related education, training and experience.

Knowledge, Skills and Abilities:

Working knowledge of computers and electronic data processing; working knowledge of modern records management techniques, office practices and procedures. Skilled in word processing and spreadsheets. Skilled in organizing and prioritizing own work activity and in efficiently accomplishing assigned tasks and projects.

Management Analyst Job Description

Ability to establish and maintain effective working relationships employees, supervisors, other departments, public officials and the general public; ability to communicate effectively verbally and in writing; ability to handle stressful situations.

SPECIAL REQUIREMENTS

Must possess a valid Illinois State motor vehicle operator's license, or have the ability to obtain one within six months of employment.

TOOLS AND EQUIPMENT USED

Personal computer; copy/scan machine; postage machine; fax machine; calculator.

PHYSICAL DEMANDS

The physical demands described here are representative of those that must be met by an employee to successfully perform the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is frequently required to sit and talk or hear. The employee is occasionally required to walk; use hands to finger, handle, or operate objects, tools, or controls; and reach with hands and arms.

The employee must occasionally lift and/or move up to 25 pounds. Specific vision abilities required by this job include close vision and the ability to adjust focus.

WORK ENVIRONMENT

The work environment characteristics described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions. The noise level in the work environment is moderately quiet.