

– DRAFT –

**Consolidation Playbook  
City and Village of Pewaukee, Wisconsin**

REVISED DRAFT – 3/18/2010

This document compiles the findings and recommendations of the Merger Advisory Committee with respect to the organization of the governmental structure of the newly constituted City of Pewaukee. These issues were discussed by the Committee in the course of its deliberations. Some items were included in the consolidation ordinance, but others were not.

# CHAPTER ONE

## ELECTED OFFICIALS

### I. MAYOR/PRESIDENT

#### A. Current Status

1. *City of Pewaukee*

The chief executive officer of the City of Pewaukee is the Mayor.  
The Mayor is elected to three-year terms.

2. *Village of Pewaukee*

The chief executive officer of the Village of Pewaukee is the Village President.  
The Village President is elected to two-year terms.

#### B. Recommended Structure

- The chief executive officer of the consolidated City of Pewaukee will be the Mayor.
- The Mayor will be elected to three-year terms.

#### C. Transition Tasks (draft for discussion)

- Conduct the special election for the new Mayor

## II. COUNCIL/BOARD

### A. Current Status

#### 1. City of Pewaukee

The governing body of the City of Pewaukee is the Common Council. The Common Council is comprised of the Mayor and six alderpersons, two from each of three districts. All are elected to three-year terms.

#### 2. Village of Pewaukee

The governing body of the Village of Pewaukee is the Board of Trustees. The Board of Trustees is comprised of the Village President and six trustees. All are elected at-large. All are elected to two-year terms.

### B. Recommended Structure

- The governing body of the consolidated City of Pewaukee will be the Common Council.
- The Common Council will be comprised of the Mayor and eight alderpersons.
- Two alderpersons will be elected from each of four districts.
- After a transition period, all alderpersons will be elected to three-year terms.

### C. Transition Tasks (draft for discussion)

- Appoint an Interim City Clerk
- Conduct the special election for the new City Council
- Determine if Council members and the Mayor will receive an auto allowance

### III. MUNICIPAL JUDGE(S)

#### A. Current Status

1. City of Pewaukee

The municipal judge is elected at-large for a four-year term.

The municipal judge must reside in the City and be a state-licensed attorney.

The municipal judge is authorized to issue warrants with jurisdiction over all City ordinances, resolutions and by-laws.

The municipal judge is assisted by a full-time Clerk of Courts and a part-time clerical assistant, appointed by the Judge and authorized by the Common Council.

2. Village of Pewaukee

The municipal judge is elected at-large for a two-year term.

The municipal judge is authorized to issue warrants with jurisdiction over all Village ordinances, resolutions and by-laws.

The municipal judge is assisted by a part-time Clerk of Courts shared with the Police Department, appointed by the Judge and authorized by the Village Board.

#### B. Recommended Structure

- A municipal court will be created by ordinance as provided by Wis. Stats. §17.245 and 755.01.
- The municipal court will have two branches.
- The municipal judge of the current City of Pewaukee will be appointed as the municipal judge of one branch, and the municipal judge of the current Village of Pewaukee will be appointed as the municipal judge of the other branch.
- Elections for municipal judge shall subsequently be held at a spring election scheduled in accordance with Wis. Stats. §8.50(4)(fm).
- A municipal judge will be elected at-large for a four-year term.
- The municipal judges are authorized to issue warrants with jurisdiction over all City ordinances, resolutions and by-laws.
- The municipal judges will be assisted by a full-time Clerk of Courts, and other part-time clerical staff appointed by the Judge and authorized by the Common Council.
- The municipal judges will receive a salary set by the Common Council from time to time, which shall be in lieu of fees and costs. No salary shall be paid to the judge for any time during his/her term for which he/she has not executed and filed his/her official bond and oath as required by sec. 755.03, Wis. Stats., and a bond in the penal sum set from time to time by the Common Council Cost to be paid for by the city.

#### C. Transition Tasks

- Interim Council to enact an ordinance creating a municipal court and establishing the number of branches.
- Interim Council to appoint municipal judge or judges to serve until the special election.

- Conduct the special election for the new municipal judge(s) at the time required by statute (Wis. Stats. §8.50(4)(fm)).
- Determine location for court(s) to be held

## CHAPTER TWO

### BOARDS AND COMMISSIONS

#### I. PLAN COMMISSION

##### A. Current Status

###### 1. City of Pewaukee

The Plan Commission is comprised of five citizen members appointed by the Mayor and confirmed by the Common Council.

All Plan Commission members serve three-year terms.

###### 2. Village of Pewaukee

The Plan Commission is made up of the Village President, one trustee elected by the Board of Trustees, and five citizen members appointed by the Village President and confirmed by the Board of Trustees.

##### B. Recommended Structure (draft for discussion only)

- The Plan Commission shall be structured as prescribed in sec. 62.23, Wis. Stats.
- The Plan Commission shall consist of seven members, at least four of whom are citizen members that are appointed by the Mayor. All Plan Commission members will serve three-year terms.

##### C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Plan Commission of the new City
- Mayor to appoint members to the new Plan Commission, confirmed by the Common Council.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

II. POLICE AND FIRE COMMISSION (Depends on whether the Police department is contracted)

A. Current Status

1. City of Pewaukee

The Fire Commission is comprised of five citizen members appointed by the Mayor and confirmed by the Common Council.  
Fire Commission members serve five-year terms.

2. Village of Pewaukee

The Police Commission is comprised of five citizen members appointed by the Village President and confirmed by the Board of Trustees.

B. Recommended Structure (draft for discussion only)

- The Police and Fire Commission will consist of five citizen members, appointed by the Mayor subject to confirmation by the Common Council for staggered terms ranging from one to five years. Succeeding appointments shall, pursuant to sec. 62.13(1), Wis. Stats., be for five years with one appointment made each year. No appointment shall be made which will result in more than three members of the Commission belonging to the same political party.
- The Police and Fire Commission shall carry out the duties set forth in sec. 62.13, Wis. Stats.

C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Police and Fire Commission of the new City only if the city has police staffing
- Mayor to appoint members to the Police and Fire Commission, confirmed by the Common Council.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

III. PUBLIC WORKS COMMITTEE

A. Current Status

1. City of Pewaukee

The Public Works Committee is comprised of the Mayor, one alderperson, and three citizen members appointed by the Mayor, and confirmed by the Common Council.

All Public Works Committee members serve 3-year terms.

2. Village of Pewaukee

The Village has a Public Works and Safety Committee.

The Village also has a Water Commission comprised of five members appointed by the Village President and confirmed by the Board of Trustees.

B. Recommended Structure (draft for discussion only)

- The Public Works Committee is to consist of seven members, including the Mayor, two alderpersons, and four citizen members (one from each district), all of whom shall be appointed by the Mayor subject to confirmation by the Common Council. Board members other than the Mayor shall be appointed for terms of three years, except of those first appointed, one shall serve for one year, one shall serve for two years, and two shall serve for three years. Thereafter, each regular appointment shall be for a term of three years. The citizen members shall be comprised of one member from each aldermanic district.
- The Public Works Committee shall carry out the duties set forth in sec. 62.14, Wis. Stats. The Committee shall also carry out the functions now performed by the Village of Pewaukee Water Commission. Staff support for the Board shall be provided by the City Director of Public Works/City Engineer and the City Planner.

C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Public Works Committee of the new City
- Mayor to appoint members to the Board of Public Works, confirmed by the Common Council.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

IV. PARK & RECREATION BOARD

A. Current Status

1. City of Pewaukee

The City has a Joint Park & Recreation Board with the Village.

The Board includes four members from the City, comprised of one alderperson and three citizen members.

All City members are appointed by the Mayor and confirmed by the Common Council.

All City members serve three-year terms.

2. Village of Pewaukee

The Village has a Joint Park & Recreation Board with the City.

The Board includes three members from the Village, comprised of one trustee and two citizen members.

All Village members are appointed by the Village President and confirmed by the Board of Trustees.

All Village members serve three-year terms.

B. Recommended Structure (draft for discussion only)

- The Park and Recreation Board shall consist of seven members, appointed by the Mayor subject to confirmation by the Common Council. The Board shall consist of two alderpersons and five citizens. Board members shall be appointed for terms of three years, except of those first appointed, two shall serve for one year, two shall serve for two years, and three shall serve for three years.
- The Park and Recreation Board shall be responsible for developing policy guidance for the provision of recreational and cultural programs and recreational facilities within the consolidated city. The Board shall also be responsible for providing recommendations to the Plan Commission regarding the need for additional park sites and facilities and for overseeing coordination with the Department of Public Works for park maintenance activities. Staff support for the Board shall be provided by the Park/Recreation Director.

C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Park and Recreation Board of the new City
- Mayor to appoint members to the Park and Recreation Board, confirmed by the Common Council.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

V. BOARD OF REVIEW

A. Current Status

1. City of Pewaukee

The Board of Review is comprised of five citizen members and two citizen alternates, none of whom can be an elected official.

Board of Review members serve for two-year terms.

All Board of Review members are appointed by the Mayor and confirmed by the Common Council.

2. Village of Pewaukee

The Board of Review is comprised of the Village President, the Village Clerk and three citizen members appointed by the Village President and confirmed by the Board of Trustees.

Board of Review members serve three-year terms.

B. Recommended Structure (draft for discussion only)

- The Board of Review shall consist of five citizen members, one from each district and one at large (Question – should City Clerk be the fifth member or keep that as citizen at large?), appointed by the Mayor subject to confirmation by the Common Council. Board members other than the Mayor shall be appointed for terms of three years, except of those first appointed, one shall serve for one year, one shall serve for two years, and two shall serve for three years.
- The Board of Review shall carry out the duties set forth in see. 70.47, Wis. Stats. Staff support shall be provided to the Board by the Clerk-Treasurer.

C. Transition Tasks (draft for discussion)

- The City and Village Boards of Review will remain separate for 2010. The City Board of Review will handle the tax assessments for the former City properties, and the Village Board of Review will handle the tax assessments for the former Village properties.
- Develop and adopt ordinance establishing one combined Board of Review for the new City for 2011
- Mayor to appoint members to the Board of Review, confirmed by the Common Council.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

VI. ZONING BOARD OF APPEALS

A. Current Status

1. City of Pewaukee

The Zoning Board of Appeals is comprised of five members and two alternate members, all appointed by the Mayor and confirmed by the Common Council. All members serve three-year terms.

2. Village of Pewaukee

The Zoning Board of Appeals is comprised of five members and one alternate member, all appointed by the Village President and confirmed by the Board of Trustees.

B. Recommended Structure (draft for discussion only)

- The Board of Appeals, consistent with sec. 62.23(7)(e)2., Wis. Stats., shall consist of five members appointed by the Mayor subject to confirmation by the Common Council for terms of three years, except of those first appointed, one shall serve for one year, two for two years, and two for three years. The Mayor shall designate one of the members as chairperson. The Mayor may appoint, for staggered terms of three years, two alternate members of the Board of Appeals, in addition to the five regular members. Annually, the Mayor shall designate one of the alternate members as 1st alternate and the other as 2nd alternate. The 1st alternate shall act, with full power, only when a member of the Board refuses to vote because of interest or when a member is absent. The 2nd alternate shall so act only when the 1st alternate so refuses or is absent or when more than one member of the Board so refuses or is absent. Vacancies shall be filled for the unexpired terms of members whose terms become vacant.
- The Board of Appeals shall have the power and duties described in secs. 62.23(6)(e), (g), and (h) and 62.23(7)(e), Wis. Stats. Staff support for the Board shall be provided by the City Building Inspector, the City Planner, and the City Attorney (when needed – hourly cost involved). The Board may employ a secretary and other employees.

C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Zoning Board of Appeals
- Mayor to appoint members to the Zoning Board of Appeals, confirmed by the Common Council.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

VII. LIBRARY BOARD

A. Current Status

1. City of Pewaukee

The Library Board is a joint seven-member board with the Village.

All Library Board members serve three-year terms.

The City has three members on the joint board appointed by the Mayor and confirmed by the Common Council.

One additional member is a City resident that is nominated by the Superintendent of the Pewaukee School District, appointed by the Mayor and confirmed by the Common Council.

2. Village of Pewaukee

The Library Board is a joint seven-member board with the City.

All Library Board members serve three-year terms.

The Village has three members on the joint board appointed by the Village President and confirmed by the Board of Trustees.

B. Recommended Structure (draft for discussion only)

- The Library Board shall consist of seven members, consisting of one alderperson and five citizen members of the Board, who shall be appointed by the Mayor subject to confirmation by the Common Council. There shall be one representative nominated by the Pewaukee School District, appointed by the Mayor subject to confirmation by the Common Council. Board members shall be appointed for terms of three years, except of those first appointed, two shall serve for one year, two shall serve for two years, and three shall serve for three years. Vacancies shall be filled for unexpired terms in the same manner as regular appointments are made
- The Library Board shall have the powers and duties set forth in sec. 43.58, Wis. Stats. Staff support for the Board shall be provided by the Library Director and the City Administrator

C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Library Board of the new City
- Mayor to appoint members to the Library Board, confirmed by the Common Council.
- Library Board appoints Library Director and confirms appointment of Library employees.
- Determine if Board, Commission or Committee members will be paid for service (City pays \$20/mtg., Village does not pay)

## CHAPTER THREE

### DEPARTMENTS, DEPARTMENT HEADS AND STAFFING

The following proposals for department structure, department heads and staffing levels were used as the basis for the estimated General Fund budget for the consolidated City, as prepared by the City and Village Administrators and discussed with the Merger Advisory Committee. These recommendations were developed based on the current structures and staffing levels of the City and Village, taking into account areas where there may be efficiencies from consolidation or, alternatively, the need for an increased level of staffing or special expertise due to the larger population and budget of the combined municipality.

#### I. POLICE DEPARTMENT

##### A. Current Status

###### 1. City of Pewaukee

The City of Pewaukee currently contracts for police services with the Waukesha County Sheriff's Department.

###### 2. Village of Pewaukee

The Village of Pewaukee employs a full-time Police Department, headed by a Police Chief. Other officers include a Captain, a Lieutenant and several Sergeants, Detectives and Patrol Officers.

##### B. Recommended Structure (draft for discussion only)

- Determine whether Police services will be provided by a full-time Police Department, headed by one Police Chief or through a contract.
- If own department, the Department will be formed by expanding the existing Village Police Department. Other officers include a Captain, a Lieutenant and several Sergeants, Detectives and Patrol Officers.
- If own department, the Department will continue to offer a cadet program that will be unpaid.
- The Department will hire part-time employees for Lake Patrol.

##### C. Transition Tasks (Based on Service Selected)

- Review the current City's contract with the Waukesha County Sheriff's Department and decide how the new City will provide Police services after the current contract expires (Notification to Sheriff by August 31<sup>st</sup>).
- Develop and adopt ordinances establishing the structure of the City Police Department and the appointment and responsibilities of department heads subject to approval by Commission.
- Appoint department heads (Chief, Captain, Lieutenant) subject to approval by Commission.
- Determine the staffing needs of the Department, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings.

- Review and renegotiate as appropriate the existing City and Village employee benefits
- Renegotiate collective bargaining agreement – if there will be a police department
- Develop and adopt an ordinance related to traffic regulations
- Develop and adopt an ordinance related to public peace and good order
- Develop and adopt an ordinance related to Lake Pewaukee regulations
- Develop a list of department assets and equipment
- Identify any additional equipment needs

## II. FIRE DEPARTMENT

### A. Current Status

#### 1. City of Pewaukee

Fire protection services are provided by a combined department consisting of full-time Firefighters and paid-on-call firefighters, which also provides service to the Village of Pewaukee on a contract basis.

Fire Department personnel include fifteen full-time employees, full-time division chiefs, assistant chief, chief, administrative assistant and paid-on-call firefighters.

The Fire Department also provides emergency medical services and contracts with the City of Delafield for paramedic services.

#### 2. Village of Pewaukee

Fire protection and emergency medical services are contracted out to the City of Pewaukee Fire Department.

### B. Recommended Structure (draft for discussion only)

- Fire protection services will be provided by the City's Fire Department.
- All personnel will remain from the existing City of Pewaukee Fire Department, including the Chief, assistant Fire Chief and all division chiefs.
- The Fire Department will continue to provide emergency medical services.

### C. Transition Tasks

- Appoint City department heads (Chief, Asst. Chief, Division Chiefs) subject to approval by Commission
- Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings subject to approval by Commission
- Review and renegotiate as appropriate the existing City and Village employee benefits
- May want to review the existing collective bargaining agreement and determine if any need to renegotiate, this will be determined by level of employee benefits

### III. PARK-AND RECREATION DEPARTMENT

#### A. Current Status

1. City of Pewaukee

The City of Pewaukee shares a joint Park and Recreation Department with the Village.

The Park and Recreation Department is headed by a Park & Recreation Director.

2. Village of Pewaukee

The Village of Pewaukee shares a joint Park and Recreation Department with the City.

The Park and Recreation Department is headed by a Park & Recreation Director.

#### B. Recommended Structure (draft for discussion only)

- The current joint Park and Recreation Department will continue in its existing structure as the City Park and Recreation Department.
- All employees of the joint Park and Recreation Department will continue as employees of the City Park and Recreation Department.

#### C. Transition Tasks

- Appoint City department heads (Director, Recreation Supervisor, Park Maintenance Supervisor)
- Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Review and renegotiate as appropriate the existing City and Village employee benefits
- Determine if park employees will continue to supplement snow plowing operations for the new city.

### IV. PROPERTY ASSESSMENT

#### A. Current Status

1. City of Pewaukee

The City of Pewaukee employs a full-time Assessor to provide property assessment services.

The Assessor is assisted by an Assistant Assessor and an Appraiser

2. Village of Pewaukee

The Village of Pewaukee contracts with an outside provider for property assessment services.

#### B. Recommended Structure (draft for discussion only)

- Determine if assessment services will be provided by the current staff of the City of Pewaukee or will be contracted for.

C. Transition Tasks

- Appoint city officer (Assessor)
- Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Review and renegotiate as appropriate the existing City and Village employee benefits
- Evaluate the need for a revaluation of property within either the former City or former Village
- Develop a list of department equipment and software
- Determine if there is any equipment/software that needs to be disposed of or acquired

D. Research on Transition

Information on how the property tax assessment process would work in the event of consolidation was obtained from the Wisconsin Department of Revenue (DOR).

The tax roll is established on January 1 of a year. One exception to this rule is set forth in Wis. Stat. § 66.0235(13) which provides that if a city is incorporated after January 1, but before April 1, a new tax roll will be established for the incorporated city. What this means for the City of Pewaukee and Village of Pewaukee is that if the consolidation occurs after April 1, 2010, no new tax roll for the new City would be created for 2010. Instead, the tax roll of the prior City and Village would continue to exist separately for the remainder of 2010.

Based upon discussions with DOR Staff, it is our understanding that the City Assessor would complete and certify the former City's tax rolls, and the Village Assessor would complete and certify the former Village's tax rolls. The City Assessor would not be responsible for certifying the accuracy of the Village's tax assessments, and the Village Assessor would not be responsible for certifying the accuracy of the City's tax assessments.

Since the assessment process is to remain separate for 2010, it would make sense for the City and Village Boards of Review to remain separate through 2010. The City Board of Review would handle the tax assessments for the former City properties, and the Village Board of Review would handle the tax assessments for the former Village properties. DOR staff confirmed that from a practical perspective, they would expect that the merged community would maintain the Board of Review membership from the two current municipalities. Each Board of Review would address issues in their prior municipality and both of Board of Review would be responsible to the combined interim municipal government. The draft ordinance should be revised to accomplish this.

Although the property assessments remain separate for 2010, only the new City will be levying property taxes at the end of 2010. This raises the question of how property taxes are to be levied when the new community includes two different areas with different assessments. The City is conducting a re-evaluation, which would imply the

values should be close to full value. The Village is not currently conducting a re-evaluation so it is presumed that the Village values will not be close to full value. (The Village has a full value maintenance agreement for 2010 to 2012). According to DOR Staff, this will require an apportionment of the merged municipality's budget to be based on the equalized values, with the tax rates being calculated based on the assessed value in each of the two prior municipalities. This is what the Village and Town of Rochester did when they recently merged.

The Town and Village of Rochester consolidated in 2008. The referendum took place in November 2008 and the two municipalities merged for the 2009 budget year. The Town and the Village had previously worked to prepare individual tax rolls and budgets prior to the referendum. Once the referendum passed, the two separate budgets were merged into a single 2009 budget and levy for the new Village. Because the consolidation occurred in November, there were two separate tax rolls for the new Village with different assessment ratios. The total levy for the new Village, therefore, was apportioned between the Town tax roll and the Village tax roll as follows. First, the assessed value of each tax roll was converted to an equalized value. Second, the tax levy was divided between the two rolls in proportion to the amount of equalized value on each roll. Third, the amount of the levy apportioned to each tax roll was then divided by the assessed value for that roll to determine the mil rate for the tax roll. The end result was that there were different mil rates for the Town tax roll versus the Village tax roll in that first year because the two areas were assessed differently and therefore had different assessment ratios.

The Village of Rochester Clerk worked with DOR to ensure that levy limits were not exceeded. DOR agreed to look at the total levy limit of the Village plus the Town and compare that to the total amount of taxes to be levied in both the Town and the Village, rather than looking at each former municipality's levy limit on an individual basis.

The process followed by the consolidated Village of Rochester makes sense, produced a fair result, and was acceptable to DOR. We recommend that this process be followed for the first year if the City and Village of Pewaukee consolidate.

## V. PLANNING

### A. Current Status

1. City of Pewaukee  
The City of Pewaukee employs a full-time contract Planner to provide planning services.
2. Village of Pewaukee  
The Village of Pewaukee contracts with a private consultant for planning services.

### B. Recommended Structure (draft for discussion only)

- Planning services will be provided by a contract City Planner.

- C. Transition Tasks
  - Enter into contract with the City Planner
  - Review and renegotiate as appropriate other existing City and Village contracts for services
  - Develop and adopt a new zoning code for the City
  - Develop and adopt a land division ordinance for the City
  - Review the City and Village schedules of fees for services and develop a single schedule
  - Prepare new public facilities needs assessments and a new impact fee ordinance to adopt uniform impact fees and park dedication fee
  - Develop a list of department equipment and software
  - Determine if there is any equipment/software that needs to be disposed of or acquired

VI. PUBLIC WORKS

A. Current Status

1. City of Pewaukee

The City of Pewaukee employs a full-time Department of Public Works, headed by a Director of Public Works/City Engineer.

The Director of Public Works is assisted by an Assistant Engineer, Engineering Technician and Highway Superintendent in addition to one mechanic and four to five general laborers.

The City is exploring the creation of a Storm Water Utility.

2. Village of Pewaukee

The Village of Pewaukee employs a full-time Department of Public Works, headed by a Director of Public Works/Village Engineer and assisted by a Highway Superintendent.

One-half of one general laborer position is dedicated to the Village's Storm Water Utility.

The Department operates out of the Village Public Works Building.

B. Recommended Structure (draft for discussion only)

- The consolidated City will employ a full-time Department of Public Works, headed by one Director of Public Works.
- The Director of Public Works will be assisted by an Assistant Engineer, Engineering Technician and one Highway Superintendent.
- One-half of one general laborer will continue to be dedicated to the established Storm Water Utility, which will be charged to the Utility Fund, rather than the General Fund. (Need to evaluate funding/utility policies for 2011)

C. Transition Tasks

- Appoint City department head (Director, Highway Superintendent)
- Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings

- Consolidate the collective bargaining units and negotiate new contracts
- Review and renegotiate as appropriate the existing City and Village contracts for employee benefits
- Evaluate and prepare a recommendation regarding the formation of a city-wide Storm Water Utility or the creation of one or more Storm Water Utility Districts
- Develop and adopt a new zoning code for the City
- Develop and adopt a land division ordinance for the City
- Develop and adopt a new traffic code for the City
- Review the City and Village schedules of fees for services and develop a single schedule
- Prepare new public facilities needs assessments and a new impact fee ordinance to adopt uniform impact fees
- Develop and adopt a special assessment policy for the new City
- Develop and adopt an ordinance establishing standards and policies relating to land, streets and rights of way
- Develop and adopt a storm water management/erosion control ordinance
- Determine if snowplowing operations will be supplemented by Park department personnel
- Develop a list of department equipment and software
- Determine if there is any equipment/software that needs to be disposed of or acquired

VII. LIBRARY

A. Current Status

1. City of Pewaukee  
The City of Pewaukee shares a joint Library with the Village.  
The joint library is headed by a Library Director.
2. Village of Pewaukee  
The Village of Pewaukee shares a joint Library with the City.  
The joint library is headed by a Library Director.

B. Recommended Structure (draft for discussion only)

- The current joint Library will continue in its existing structure as the City Library.
- All employees of the current joint Library will continue as employees of the City Library.

C. Transition Tasks

- Library Board appoints City department head (Director)
- Library Board determines the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Review the existing City and Village employee benefits

## VIII. ADMINISTRATOR

### A. Current Status

1. City of Pewaukee

The City of Pewaukee currently has a full-time Administrator, assisted by a part-time administrative assistant and a half-time Human Resources Director

2. Village of Pewaukee

The Village of Pewaukee has a full-time Administrator.

The Administrator also performs the duties of a Human Resources Director and an IT Systems Director.

### B. Recommended Structure (draft for discussion only)

- The consolidated City will employ one full-time Administrator, assisted by a full-time administrative assistant.

### C. Transition Tasks

- Appoint City Administrator
- Determine the staffing needs for administration, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Review and renegotiate as appropriate the existing City and Village employee benefits
- Review and renegotiate as appropriate other existing City and Village contracts for services
- Develop and adopt an ordinance regarding finance, budget and taxation
- Develop administrative, financial and recordkeeping practices for the new City
- Consolidate the City and Village websites
- Review the City and Village schedules of fees for services and develop a single schedule
- Develop and adopt an ordinance establishing license and permit fees
- Review the existing City and Village building facilities and develop a plan for the location of each department of the new City
- Develop employee handbook, hiring procedures, personnel policies, etc.
- Select labor attorney(s)
- Develop a list of department equipment and software
- Determine if there is any equipment/software to be disposed of or acquired

## IX. HUMAN RESOURCE DIRECTOR

### A. Current Status

1. City of Pewaukee

The City of Pewaukee currently has a half-time Human Resources Director

2. Village of Pewaukee

The Administrator also performs the duties of a Human Resources Director and an IT Systems Director.

- B. Recommended Structure (draft for discussion only)
  - The consolidated City will employ one full-time Human Resources Director.
- C. Transition Tasks
  - Appoint Human Resource Director
  - Determine the staffing needs for administration, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
  - Review and renegotiate as appropriate the existing City and Village employee benefits
  - Review and renegotiate as appropriate other existing City and Village contracts for services
  - Develop administrative, financial and recordkeeping practices for the new City
  - Develop employee handbook, hiring procedures, personnel policies, etc.
  - Develop a list of department equipment and software
  - Determine if there is any equipment/software to be disposed of or acquired

X. CLERK-TREASURER

- A. Current Status
  - 1. City of Pewaukee

The City of Pewaukee currently has one full-time combined Clerk-Treasurer position.  
The Clerk-Treasurer is assisted by a full-time Deputy Clerk, full-time Deputy Treasurer and a full-time accountant.  
The City contracts with outside services for payroll.
  - 2. Village of Pewaukee

The Village of Pewaukee has one full-time combined Clerk-Treasurer position.  
The Clerk-Treasurer is assisted by a full-time Deputy Clerk, full-time Deputy Treasurer and a three-quarters-time accountant. The Village contracts with outside services for payroll.
- B. Recommended Structure (draft for discussion only)
  - The consolidated City will separate the duties of the Clerk-Treasurer position to create one full-time Clerk and one full-time Treasurer/Finance Director.
  - These positions will be assisted by a full-time Deputy Clerk and full-time Deputy Treasurer, respectively.
  - One full-time accountant will assist both the Clerk and Treasurer/Finance Director.
- C. Transition Tasks
  - Appoint City officers (Clerk and Treasurer/Finance Director)

- Determine the staffing needs, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Review and renegotiate as appropriate the existing City and Village employee benefits
- Combine the depository accounts and governmental funds of the City and the Village
- Develop and adopt an ordinance regarding finance, budget and taxation
- Develop accounting procedures for the new City
- Develop other administrative, financial and recordkeeping practices for the new City
- Review the City and Village schedules of fees for services and develop a single schedule
- Develop and adopt an ordinance establishing license and permit fees
- Review all outstanding contracts for both the City and Village
- Review current services for payroll
- Review and determine location for checking account, savings accounts, etc.
- Establish polling places for elections, process and procedures
- Develop a list of department equipment and software
- Determine if there is any equipment/software to be disposed of or acquired

D. Research on Transition

When the Town and Village of Rochester consolidated in November 2008, the consolidation ordinance specified that, through December 31, 2008, the Town and Village would continue their independent accounting procedures in practice prior to the consolidation to allow for accurate reporting of revenues, expenditures, and fund balances in each municipality's 2008 Wisconsin Department of Revenue Report Form C.

XI. CITY ATTORNEY

A. Current Status

1. City of Pewaukee  
The City of Pewaukee contracts for legal services with a private law firm.
2. Village of Pewaukee  
The Village of Pewaukee contracts for legal services with a private law firm.

B. Recommended Structure (draft for discussion only)

- The consolidated City of Pewaukee will continue to contract for legal services with a private law firm.

C. Transition Tasks

- Enter into contract with City Attorney for legal services
- Review and renegotiate as appropriate other existing City and Village contracts for services
- Review and renegotiate any and all existing City and Village contracts as needed and requested

XII. INFORMATION SYSTEMS

A. Current Status

1. City of Pewaukee

The City of Pewaukee employs a full-time IT Systems Director to provide information systems services.

The City contracts some services, such as Geographic Information Systems, to outside consultants.

2. Village of Pewaukee

The Village of Pewaukee contracts with an IT service provider as necessary.

B. Recommended Structure (draft for discussion only)

- Information systems services will be provided by an in-house full-time IT Systems Director.
- Certain services will be supplemented on an as-needed basis with contracted services from private consultants.

C. Transition Tasks

- Appoint department heads (IT Director)
- Determine staffing needs, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Review and renegotiate as appropriate the existing City and Village contracts for employee benefits
- Review and renegotiate as appropriate other existing City and Village contracts for services
- Develop a list of department equipment and software
- Determine if there is any equipment/software to be disposed of or acquired

XIII. BUILDING SERVICES

A. Current Status

1. City of Pewaukee

The City of Pewaukee employs a full-time Building Director to provide building services.

The Director is assisted by a Building Inspector and a Plumbing Inspector, a part-time commercial electrical inspector, and two part-time administrative assistants.

2. Village of Pewaukee

The Village of Pewaukee contracts with the City of Pewaukee for building services.

B. Recommended Structure (draft for discussion only)

- Building services will continue to be provided by the current staffing of the City of Pewaukee.

- C. Transition Tasks
  - Appoint City department head
  - Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
  - Review and renegotiate as appropriate the existing City and Village employee benefits
  - Develop and adopt an ordinance establishing the City Building Code

XIV. SEWER UTILITY

A. Current Status

1. City of Pewaukee

For purposes of organization, administration and staffing, the City of Pewaukee Sewer and Water Utilities are organized as one Utility. The City employs a full-time Utility Superintendent to oversee both utilities. The Superintendent is assisted by one senior operator and four full-time operators, a part-time administrative assistant and a full-time clerk.

2. Village of Pewaukee

For purposes of organization, administration and staffing, the Village of Pewaukee Sewer and Water Utilities are organized as one Utility. The Water and Sewer Utility Leadman oversees the day-to-day operations of both utilities with direction from the Director of Public Works and Supervisor. The Village also employs four operators, and the Deputy Treasurer provides administrative support for the Utilities.

B. Recommended Structure (draft for discussion only)

- A full-time Utility Director will oversee the operations of both the Sewer and Water Utility.
- The Utility Director will be assisted by one Senior Operator and eight full-time operators.
- One full-time Administrative Assistant and 1.5 full-time equivalent Utility Clerks will provide administrative, clerical and accounting support for the utilities.

C. Transition Tasks

- Appoint City department head (Utility Director)
- Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Consolidate the collective bargaining units and negotiate new contracts
- Review and renegotiate as appropriate the existing City and Village ~~contracts for~~ employee benefits
- Combine the depository accounts and utility funds of the City and the Village
- Develop accounting procedures for the combined utility

- Develop other administrative, financial and recordkeeping practices for the combined utility
- Adopt a uniform schedule of sewer rates
- Prepare new public facilities needs assessments and a new impact fee ordinance to adopt uniform impact fees
- Develop and adopt a special assessment policy for the new City
- Develop a list of department equipment and software
- Determine if there is any equipment/software to be disposed of or acquired

XV. WATER UTILITY

A. Current Status

1. City of Pewaukee

For purposes of organization, administration and staffing, the City of Pewaukee Sewer and Water Utilities are organized as one Utility. The City employs a full-time Utility Superintendent to oversee both utilities. The Superintendent is assisted by one senior operator and four full-time operators, a part-time administrative assistant and a full-time clerk.

2. Village of Pewaukee

For purposes of organization, administration and staffing, the Village of Pewaukee Sewer and Water Utilities are organized as one Utility. The Water and Sewer Utility Leadman oversees the day-to-day operations of both utilities with direction from Director of Public Works and Supervisor. The Village also employs four operators, and the Deputy Treasurer provides administrative support for the Utilities.

B. Recommended Structure (draft for discussion only)

- A full-time Utility Director will oversee the operations of both the Sewer and Water Utility.
- The Utility Director will be assisted by one Senior Operator and eight full-time operators.
- One full-time Administrative Assistant and 1.5 full-time equivalent Utility Clerks will provide administrative, clerical and accounting support for the utilities.

C. Transition Tasks

- Appoint City department head (Utility Director)
- Determine the staffing needs of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- Consolidate the collective bargaining units and negotiate new contracts
- Review and renegotiate as appropriate the existing City and Village employee benefits
- File the appropriate paperwork with the Wisconsin Public Service Commission to consolidate the water utilities and adopt a uniform schedule of water rates

- Design, obtain approvals for, and construct the facilities needed to connect the water utilities
  - Combine the depository accounts and utility funds of the City and the Village
  - Develop accounting procedures for the combined utility
  - Develop other administrative, financial and recordkeeping practices for the combined utility
  - Prepare new public facilities needs assessments and a new impact fee ordinance to adopt uniform impact fees
  - Develop and adopt a special assessment policy for the new City
  - Develop and adopt a Water Utility ordinance
  - Develop and adopt a Wellhead Protection ordinance
  - Develop a list of department equipment and software
- Determine if there is any equipment/software to be disposed of or acquired

## CHAPTER FOUR

### COMPILATION OF TRANSITION TASKS

The following is a list of the transition tasks that will need to be completed by either the Interim Council or the newly-elected Council. Certain items have already been reviewed by the Merger Advisory Committee and the recommendations are set forth below. These items are also identified as Transition Tasks in Chapters One through Three.

#### IMMEDIATE TASKS FOR THE INTERIM MAYOR AND COUNCIL

- Appoint an Interim City Clerk
- Conduct the special election for the new Mayor and City Council
- Enact an ordinance creating a municipal court and establishing the number of branches.
- Appoint municipal judge or judges to serve until the special election.
- Transfer funds from the Village utility reserves to the debt service fund of the City (within 60 days of the effective date of the consolidation ordinance, which is the date on which the outcome of the referendum is certified to the Secretary of State by both the City and the Village).

#### IMMEDIATE TASKS FOR THE NEW MAYOR AND COUNCIL

- Develop and adopt ordinances establishing the Committees, Boards and Commissions of the new City
- Review Assessment and Police Departments – Determine whether or not to contract for services
- Appoint members to the Committees, Boards and Commissions – Mayor nominates the individuals and confirmed by Common Council
- Evaluate the need for a revaluation of property within either the former City or former Village
- Develop and adopt ordinances establishing the structure of City Departments and the appointment and responsibilities of City officers and department heads
- Appoint City officers and department heads
- Determine the staffing needs of each of the Departments, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings

#### NEAR-TERM TASKS FOR THE NEW MAYOR AND COUNCIL

- Review and renegotiate as appropriate the existing City and Village employee benefits
- Review and renegotiate as appropriate other existing City and Village contracts for services
- Review the existing City and Village building facilities and develop a plan for the location of each department of the new City
- Design and obtain approvals for the facilities needed to connect the water utilities
- Consolidate the collective bargaining units and negotiate new contracts
- Combine the depository accounts and governmental funds of the City and the Village
- Develop accounting procedures for the new City
- Develop other administrative, financial and recordkeeping practices for the new City
- File the appropriate paperwork with the Wisconsin Public Service Commission to consolidate the water utilities and adopt a uniform schedule of water rates
- Adopt a uniform schedule of sewer rates
- Develop and adopt an ordinance regarding finance, budget and taxation
- Review current services for payroll
- Review and determine location for checking account, savings accounts, etc.

- Establish polling places for elections, process and procedures
- Determine if park employees will continue to supplement snow plowing operations for the new city.

INTERMEDIATE-TERM TASKS FOR THE NEW MAYOR AND COUNCIL

- Conduct the special election for the municipal judge(s)
- Construct the facilities needed to connect the water utilities
- Develop a list of all equipment and software for all departments Determine if there is any equipment/software that needs to be disposed of or acquired for all departments
- Review the City and Village schedules of fees for services and develop a single schedule
- Develop and adopt an ordinance establishing license and permit fees
- Prepare new public facilities needs assessments and a new impact fee and park dedication fee ordinance to adopt uniform impact fees
- Develop and adopt a special assessment policy for the new City
- Evaluate and prepare a recommendation regarding the formation of a city-wide Storm Water Utility or the creation of one or more Storm Water Utility Districts
- Develop and adopt an ordinance related to traffic regulations
- Develop and adopt an ordinance related to public peace and good order
- Develop and adopt an ordinance related to Lake Pewaukee regulations
- Develop and adopt an ordinance establishing standards and policies relating to land, streets and rights of way
- Develop and adopt a storm water management/erosion control ordinance
- Develop and adopt an ordinance establishing the City Building Code
- Develop and adopt a Water Utility ordinance
- Develop and adopt a Wellhead Protection ordinance
- Develop and adopt other City ordinances (Civil Defense, Health Department, Cemetery, Cable Television, etc.)
- Consolidate the City and Village websites

LONGER-TERM TASKS FOR THE NEW COUNCIL

- Develop and adopt a new Comprehensive Plan for the City
- Develop and adopt a new zoning code for the City
- Develop and adopt a new land division ordinance for the City