

– DRAFT –

Consolidation Playbook City and Village of Pewaukee, Wisconsin

REVISED DRAFT – 2/24/2010

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 consolidate City of Pewaukee will be the Mayor.
- The Mayor will be elected to four-year terms.

C. Transition Tasks (draft for discussion)

- Appoint an Interim City Clerk
- 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

III. MUNICIPAL JUDGE

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 (What follows reflects the Committee's discussions in October 2009. Since that time questions have been raised about whether this structure is allowable under state law applicable to municipal courts. This is an issue that needs to be resolved before a discussion can be made on recommended structure.)

- One municipal judge will be elected at-large for a four-year term.
- The municipal judge is authorized to issue warrants with jurisdiction over all City ordinances, resolutions and by-laws.
- The municipal judge will be assisted by a full-time Clerk of Courts, appointed by the Judge and authorized by the Common Council.
- The municipal judge 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.

C. Transition Tasks

[To be completed]

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 three 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
- Appoint members to the new Plan Commission

II. POLICE AND FIRE COMMISSION

A. Current Status

1. City of Pewaukee

The Police and Fire Commission is comprised of five citizen members appointed by the Mayor and confirmed by the Common Council. Police and 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
- Appoint members to the Police and Fire Commission

III. BOARD OF PUBLIC WORKS

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.

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 Board of Public Works is to consist of seven members, including the Mayor, two alderpersons, and four citizen members, 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 Board of Public Works shall carry out the duties set forth in sec. 62.14, Wis. Stats. The Board 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 Board of Public Works of the new City
- Appoint members to the Board of Public Works

IV. PARKS & RECREATION BOARD

A. Current Status

1. City of Pewaukee

The City has a Joint Parks & 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 Parks & 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 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 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 Recreation Director and the City Planner

C. Transition Tasks (draft for discussion)

- Develop and adopt ordinance establishing the Park and Recreation Board of the new City
- Appoint members to the Park and Recreation Board

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 members, including one alderperson from each of the four aldermanic districts, plus one alderperson from any of the districts, 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
- Appoint members to the Board of Review

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. 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
- Appoint members to the Zoning Board of Appeals

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
- Appoint members to the Library Board

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)

- Police services will be provided by a full-time Police Department, headed by one Police Chief.
- 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.
- The Department will continue to offer a cadet program that will be unpaid.

C. Transition Tasks

- 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.
- Develop and adopt ordinances establishing the structure of the City Police Department and the appointment and responsibilities of department heads
- Appoint department heads
- Determine the staffing needs of the Department, determine wages and salaries for each position, and make the appropriate personnel appointments and hirings
- 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

II. FIRE DEPARTMENT

A. Current Status

1. City of Pewaukee

Fire protection services are provided by a full-time Fire Department, which also provides service to the Village of Pewaukee on a contract basis.

All Fire Department personnel are full-time employees, including division chiefs and firefighters.

The Fire Department also provides emergency medical 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 full-time 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
- 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 contracts for employee benefits

III. PARKS AND RECREATION DEPARTMENT

A. Current Status

1. City of Pewaukee

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

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

2. Village of Pewaukee

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

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

B. Recommended Structure (draft for discussion only)

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

C. Transition Tasks

- Appoint City department heads
- 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 contracts for employee benefits

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)

- Assessment services will be provided by the current staff of the City of Pewaukee.

C. Transition Tasks

- Appoint department head
- Determine the staffing needs of each 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 contracts for employee benefits
- Evaluate the need for a revaluation of property within either the former City or former Village

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. 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

- Appoint the contract 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

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 mechanics and general laborers.

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.

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
- 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
- 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

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

- 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 contracts for 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 three-quarters-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 and a full-time Human Resources Director.

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 contracts for 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

IX. 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.

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.

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
- 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 contracts for 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

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.

X. 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 legal services with a private law firm.

C. Transition Tasks

- Appoint the contract City Attorney
- Review and renegotiate as appropriate other existing City and Village contracts for services

XI. 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 City officers
- 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

XII. 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.

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 contracts for employee benefits
- Develop and adopt an ordinance establishing the City Building Code

XIII. 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 five 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. 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
- 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

XIV. 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 five 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. 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
- 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
- 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

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 COUNCIL

- Appoint an Interim City Clerk
- Conduct the special election for the new Mayor and City Council

IMMEDIATE TASKS FOR THE NEW COUNCIL

- Develop and adopt ordinances establishing the Committees, Boards and Commissions of the new City
- Appoint members to the Committees, Boards and Commissions
- 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
- 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 COUNCIL

- 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
- 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

INTERMEDIATE-TERM TASKS FOR THE NEW COUNCIL

- Construct the facilities needed to connect the water utilities
- 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 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