



Office of the City Clerk
October 25, 2004

Ronald D. Leonhardt
City Clerk

www.milwaukee.gov

Ald. Willie L. Hines, Jr.
Common Council President
Room 205, City Hall

Carolyn Hill Robertson
Deputy City Clerk

Dear Ald. Hines:

Attached please find the report of the Utilities and Licenses Process Improvement Team. This body was created upon your request that this office review the workload and procedures of the Utilities and Licenses Committee with an objective of reducing the length of its meetings.

The team, whose members are listed in the report, determined that although some procedural changes could be made, they would result in minimal reductions in time. The team determined that the problem is primarily one of workload (see attached Channel 25 statistics) and that the only realistic measure to rectify the workload imbalance between this committee and the other standing committees would be to reassign responsibility for certain licenses to other committees. This requires changes to the council's rules. This is the major recommendation of the team.

The recommendations are divided into administrative changes that can be implemented by the Chair of the committee or by this department, ordinance changes and rules changes. The last two categories will require the preparation of appropriate council files to implement the recommendations.

I look forward to discussing this report with you and await your further direction on pursuing these recommendations.

I also extend my thanks to Ald. James Witkowiak, members of our staff, and representatives of the City Attorney's Office who participated in this effort.

Respectfully,



Ronald D. Leonhardt, City Clerk

Cc: Team members
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COMMON COUNCIL-CITY CLERK'S OFFICE

UTILITIES AND LICENSES PROCESS IMPROVEMENT TEAM REPORT

On May 11, 2004, Common Council President Willie L. Hines, Jr., asked the City Clerk to form a committee to analyze the workload of the Utilities and Licenses (U&L) Committee and recommend ways in which the length of the committee's meetings might be reduced. City Clerk Ronald Leonhardt created the Utilities and Licenses Process Improvement Team consisting of:

Ronald Leonhardt, City Clerk, Chair
Ald. James Witkowiak, Chair, Utilities and Licenses Committee
Linda Burke, Deputy City Attorney
Bruce Schrimpf, Assistant City Attorney
Jim Copeland, License Division Manager
Rebecca Barron, License Division Assistant Manager
Barry Zalben, Legislative Reference Bureau Manager
Richard Pfaff, Legislative Research Analyst-Senior
James Owczarski, Council Records Manager
Linda Elmer, Staff Assistant

The Process Improvement Team held 5 meetings in which it examined various approaches to reducing the length of U&L Committee meetings. Members of the team also attended a meeting of the City of Madison's Alcohol Beverage License Committee on August 11, 2004.

The recommendations of the team fall into three categories:

- a) Changes that may be implemented administratively.
- b) Changes requiring amendment to the City Code of Ordinances.
- c) Changes requiring amendment of the Council Procedure and Rules.

Administrative Changes

The team identified a number of improvements in procedure that can be implemented administratively by the chair of the U&L Committee or by the License Division of the City Clerk's Office.

- 1) The U&L Chair has already begun to meet individually with members of the committee to review particular matters that have arisen at meetings and caused meetings to be extended, perhaps unnecessarily. He will continue to pursue these opportunities, outside of meeting time, to work with members to improve their procedures.

Although not formally recommended by the team, an ordinance change to use hearing examiners for lengthy hearings was also discussed and is forwarded as an additional option. The hearing examiner would take all testimony and issue findings of fact and conclusions of law to be presented to the U&L Committee. This change would require the appropriation of funds.

Rules Changes

A number of recommendations require amendment of the Council Procedures and Rules (two-thirds vote required):

- 1) Reassign jurisdiction for 24-hour establishment, home improvement and rooming house licenses to the Zoning, Neighborhoods and Development Committee.
- 2) Reassign jurisdiction of public passenger vehicle and driver licenses and alarm business licenses to the Public Safety Committee.
- 3) Reassign loading zone applications and utility-related matters to the Public Improvements Committee.

The team believes that the reassignment of these matters from the U&L Committee to other standing committees is the only significant method (other than the use of hearing examiners) to correct what is essentially a workload imbalance among the various committees of the Council. It should be noted, however, that this change would require staff from various departments to prepare for and attend additional committee meetings as well as slightly increase court reporter fees.

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2003 PROGRAMMING SUMMARY

TOTAL HOURS 2003: 490.2 hours

TOTAL HOURS 2002: 500.1 hours

COMMON COUNCIL:

Common Council	56.1 hours
Utilities & Licenses	79.8 hours
Public Improvements	17.3 hours
Economic Development	9.7 hours
Public Safety	16.4 hours
Steering & Rules	12.9 hours
Judiciary & Legislation	31.2 hours
Zoning, Neighborhoods & Development	33.9 hours
Community Development	15.8 hours
Finance & Personnel	<u>57.9 hours</u>

TOTAL: 330.7 Hours

City Plan Commission	23.9 hours
Board of Zoning Appeals	40.9 hours
County Board of Supervisors	59.7 hours
Admin. Review Appeals Board	18.2 hours
Anti-Graffiti Policy Committee	4.5 hours
Historic Preservation Commission	4.9 hours
Fire & Police Commission	<u>2.8 hours</u>

TOTAL: 154.9 hours



2004 PROGRAMMING SUMMARY

TOTAL HOURS 2004: 486.5 hours

TOTAL HOURS 2003: 490.2 hours

COMMON COUNCIL:

Common Council	45.9 hours
Utilities & Licenses	117.0 hours
Public Improvements	25.2 hours
Public Safety	19.6 hours
Steering & Rules	11.1 hours
Judiciary & Legislation	25.8 hours
Zoning, Neighborhoods & Development	40.7 hours
Community & Economic Development	22.3 hours
Finance & Personnel	<u>45.6 hours</u>

TOTAL: 351.2 Hours

City Plan Commission	20.8 hours
Board of Zoning Appeals	25.0 hours
County Board of Supervisors	28.9 hours
Admin. Review Appeals Board	38.6 hours
Anti-Graffiti Policy Committee	<u>2.9 hours</u>

TOTAL: 116.2 hours

Other Programs/events

TOTAL: 19.1 hours

Programming Report for 1st Quarter, 2004

(Dec. 28, 2004 to March 27, 2004)

<u>COMMON COUNCIL:</u>	<u>hours</u>
Common Council	9.6
Utilities & Licenses Committee	35.7
Public Improvements Committee	5.5
Economic Development Committee	0.5
Public Safety Committee	4.8
Steering & Rules Committee	2.3
Judiciary & Legislation Committee	8.5
Zoning, Neighborhoods & Development Committee	13.2
Community Development Committee	1.3
Finance & Personnel Committee	<u>5.3</u>
TOTAL...COMMON COUNCIL	86.7

OTHER MEETINGS:

Administrative Review Appeals Board	8.4
County Board of Supervisors	12.2
City Plan Commission	8.2
Anti-Graffiti Task Force	1.0
Board of Zoning Appeals	<u>9.6</u>
TOTAL	39.4

OTHER PROGRAMMING/EVENTS:

Insight Milwaukee-Jan	28 min
CityScene-Jan	29 min
Dr. MLK Birthday Event	116 min
Insight Milwaukee-Feb	28 min
CityScene-Feb	29 min
Insight Milwaukee-March	26 min
CityScene-March	29 min
<u>Inauguration of Mayor Pratt</u>	<u>48 min</u>
TOTAL:	333 mins.= 5.6 hours

TOTAL PROGRAMMING FOR 1st QUARTER, 2004: 131.7