



## MEMORANDUM

February 11, 2014

TO: PERSONNEL COMMITTEE

FROM: <sup>PC</sup> PAMELA A. CAPTAIN, CA/HR DIRECTOR

RE: ORGANIZATIONAL STRUCTURE CHANGES

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### BACKGROUND

Study and research has been given to the position vacancy of Public Works Superintendent. Management staff, including the Mayor, Administrative Services Director, Director of Parks, Recreation, Forestry & Cemetery, Director of Public Works & Engineering and City Attorney have reviewed the Springsted, Incorporated, Succession and Efficiency Report, suggesting some combination of parks and streets functions to encourage cross-training and increased flexibility in assigning personnel to City projects.

After consideration of the various job analyses for the positions of Public Works Superintendent, Assistant Public Works Superintendent, Parks, Forestry & Cemeteries Superintendent and Buildings Superintendent and input from supervisory staff, changes in the organizational structure are recommended.

These changes will allow better utilization of the skills and abilities of current staff, promoting cohesive administration and flexibility in the provision of services, including emergency services.

### ANALYSIS

Four supervisory positions within the Departments of Public Works & Engineering and Parks, Recreation, Forestry & Cemeteries are proposed to be affected by the recommended changes. See **ATTACHMENT A**, a proposed organizational chart. See also **ATTACHMENT B** which sets forth the expected duties associated with each position, representing a restructuring of the four positions above-referenced, and **ATTACHMENT C**, the draft position descriptions for the three new supervisory positions.

1. Create the position of Deputy Director of Municipal Operations. This position will report to the Director of Public Works & Engineering and the Director of Park & Recreation, Forestry, and Cemeteries. This position will replace the former Public Works Superintendent position and will be more focused on the

administration of strategic direction, planning, project costing, forecasting and cost analysis and less focused on the day-to-day management activities. The use of the term “municipal operations” encompasses all city operations as opposed to the previous limited focus on streets, sewers and sanitation.

2. Restructure the Public Works Superintendent position. This position will report to the newly created Deputy Director of Municipal Operations. This position will replace the former position of Assistant Public Works Superintendent, and will be more focused on the day-to-day management activities of streets, sanitation, fleet, bridges and sewer and less focused on administration which duties will be transferred to the Deputy Director of Municipal Operations.
3. Restructure the Parks, Forestry and Cemeteries Superintendent Position to Parks, Forestry and Facilities Superintendent. This position will report to the newly created Deputy Director of Municipal Operations. Currently responsibility for the maintenance, upkeep and repairs to city facilities is split between two positions. With the change, the day-to-day management responsibility for the maintenance, upkeep and repairs to city facilities will be with one person. It is also expected that this position will work more closely with the Public Works Superintendent relative to the coordination of city operations, cross-training, etc.

	Grade	<u>Minimum</u>	<u>Midpoint</u>	<u>Maximum</u>
<del>Public Works Superintendent</del> <b>Deputy Director of Municipal Operations</b>	12	61,700	68,500	75,400
<b>Public Works Superintendent</b>	13	58,100	64,500	71,000
<b>Parks, Forestry &amp; Facilities Superintendent</b>	13	58,100	64,500	71,000
<del>Asst. Public Works Superintendent</del>	14	55,400	61,600	67,800
<del>Buildings Superintendent</del>	16	54,700	60,800	66,900

The placement of the **Deputy Director of Municipal Operations** position on the city's salary scale is equivalent to the former Public Works Superintendent position at Grade 12. The recommended starting salary for our current employee is \$69,200. The placement of the position of **Public Works Superintendent** on the city's wage scale is Grade 13, which is the same Grade as the current position of Parks, Forestry & Cemeteries Superintendent. The recommended starting salary for our current employee in the position of Public Works Superintendent is \$67,100. The placement of the position of **Parks, Forestry & Facilities Superintendent** is Grade 13 (no change).

However, given the changes to the position the recommended starting salary for our current employee is \$67,100.

4. Eliminate the position of Buildings Superintendent and create the position of **Facilities Technician**. This position will report to the Parks, Forestry and Facilities Superintendent. The higher level administrative duties associated with the former Buildings Superintendent position will be transferred to the Deputy Director of Municipal Operations and management duties to the Parks, Forestry, & Facilities Superintendent. The remaining duties of the former Buildings Superintendent position, which are of a technical nature, including day-to-day responsibility for buildings upkeep, repair and maintenance will be transferred to this Facilities Technician position. This position will have no management responsibilities. Wage rates for this position are recommended to begin at \$20.14 per hour, the same rates for the positions of Traffic Technician and Heavy Equipment Operator.

	Start	After 6 mo.	After 18 mo.	After 30 mo.	After 42 mo.
<b>Facilities Technician</b>	20.14	21.39	22.64	23.91	25.17

**FISCAL IMPACT**

The fiscal impact of the changes set forth above is nearly budget neutral (a slight decrease for 2014) with no additional funds needed to implement these changes. In addition, the position count (FTE's) is also a net neutral. There are four supervisory positions being considered for restructuring and the recommended changes will result in three supervisory and one non-supervisory position.

**RECOMMENDATION**

In order to implement the changes, staff is seeking authorization from the Common Council upon recommendation from the Personnel Committee. Approval of the organizational structure changes are being requested as follows:

**SUGGESTED MOTION**

To recommend to Common Council changes to the organizational structure of the Public Works & Engineering and Parks, Recreation, Forestry & Cemeteries Departments as set forth on ATTACHMENT A –

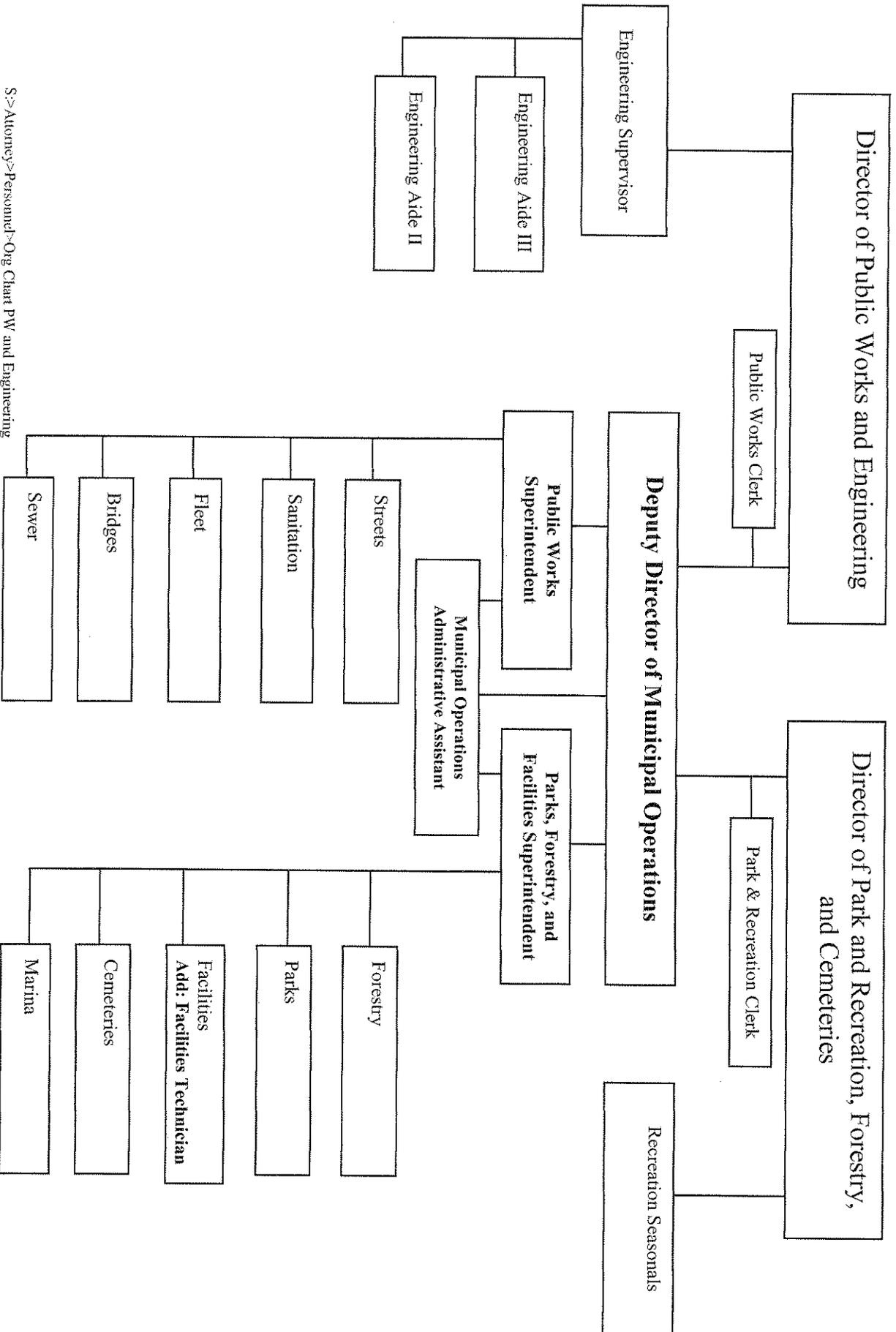
Removing the position of Buildings Superintendent and adding the position of Facilities Technician at the wage scale beginning at \$20.14 per hour.

Removing the position of Assistant Public Works Superintendent, repositioning the position of Public Works Superintendent at Grade 13 on the non-represented salary scale, and hiring the Public Works Superintendent at a salary of \$67,100 annually.

Restructuring the position of Parks, Forestry & Cemeteries Superintendent to Parks, Forestry & Facilities Superintendent.

Adding the position of Deputy Director of Municipal Operations at Grade 12 on the non-represented salary scale (which is the same grade as the former public works superintendent position), and hiring the Deputy Director of Municipal Operations at a salary of \$69, 200 annually.

Re-titling the position of PWF Administrative Assistant to Municipal Operations Administration Assistant.



ATTACHMENT B  
February 17, 2014

**Deputy Director of Municipal Operations**

1. Overall Supervisor and Coordinator of PW and Parks Operations / Visionary/Maximize efficient use of employees from the Public Works and Parks, Forestry, Cemetery, and Facilities Divisions
2. Liaison between Director of Public Works and Engineering / Director of Park and Recreation, Forestry, and Cemeteries and Field Operations
3. Direct Supervisor of the Public Works Superintendent, the Parks, Forestry, Cemetery, and Facilities Superintendent, and the Municipal Operations Clerk and performs back-up duties for the Public Works Superintendent and the Parks, Forestry, Cemetery, and Facilities Superintendent when needed
4. In charge of Business Operations for Public Works and Parks/Forestry/Facilities – includes budgeting, funds monitoring, job cost reporting, and higher level accounting activities (excavation permit costing, establishing/maintaining equipment rates, monitoring City Garage fund balance, etc.)
5. Responsible for Fleet Management System and takes the lead on all equipment purchases including preparation of equipment specifications
6. Research, develop, update, and enforce Municipal Code, Policies, Procedures, and Safety Standards for the Department
7. Work with Public Works Director/Parks Director/City Attorney on contracts
8. Responsible for City Facilities including HVAC, plumbing, electrical and elevator
9. Initiate special projects
10. Coordinator of Field Operations in the Capital Improvement Plan (CIP) Process

**Public Works Superintendent**

1. Assist Deputy Director of Municipal Operations
2. Direct supervisor of and direct daily work for: Streets, Sanitation, Fleet, Bridges, and Sewer, and assists in directing the work of the Municipal Operations Clerk
3. Coordinate employees with the Parks, Forestry, Cemetery, and Facilities Superintendent
4. Assist Deputy Director of Municipal Operations with budgeting, monitoring of budget funds, and report preparation
5. Assist Deputy Director of Municipal Operations with Purchasing (equipment/materials/services)
6. Lead Customer Service for Street, Sanitation, Fleet, Bridges, and Sewer
7. Assist Deputy Director of Municipal Operations with the CIP Process
8. Implement and monitor Policies and Procedures within the Department
9. Safety Coordinator / Member of the Accident Review Committee

### **Parks/Forestry/Facilities Superintendent**

1. Assist Deputy Director of Municipal Operations
2. Direct supervisor of and direct daily work for: Parks, Forestry, Buildings, Cemetery, and Marina, and assists in directing the work of the Municipal Operations Clerk
3. Coordinate employees with the Public Works Superintendent
4. Assist Deputy Director of Municipal Operations with budgeting, monitoring of budget funds, and report preparation
5. Assist Deputy Director of Municipal Operations with Purchasing (equipment/materials/services)
6. Lead Customer Service for Parks, Forestry, Buildings, Cemetery, and Marina
7. Assist Deputy Director of Municipal Operations with the CIP Process
8. Implement and monitor Policies and Procedures within the Department
9. Safety Coordinator / Member of the Accident Review Committee

### **Facilities Technician**

1. Reports to Parks, Forestry, Cemetery, and Facilities Superintendent
2. Day to day maintenance of designated City facilities – Planned maintenance, repair work, troubleshooting, etc.
3. Coordinate and work with all departments regarding facilities and maintenance needs (Internal customer service lead)
4. Assist Deputy Director of Municipal Operations and Parks, Forestry, Cemetery, and Facilities Superintendent with budgeting and monitoring of budget funds
5. Assist Deputy Director of Municipal Operations and Parks, Forestry, Cemetery, and Facilities Superintendent with the CIP Process
6. Assist Deputy Director of Municipal Operations and Parks, Forestry, Cemetery, and Facilities Superintendent with Purchasing (materials/services)
7. Coordinate vendors and contractors working in City facilities
8. Coordinate special projects / larger building needs / HVAC Systems

**DRAFT**

**CITY OF MENASHA**

Position Description

**Position Title:** Deputy Director of Municipal Operations  
**Department:** Public Works and Parks (Municipal Operations)  
**Status:** Exempt  
**Position Reports To:** Director of Public Works and Engineering / Director of Park and Recreation, Forestry, and Cemeteries  
**Date of Description:** February 17, 2014

**SUMMARY**

Responsible for managing and coordinating all Public Works and Parks field operations, including Streets, Sanitation, Fleet, Bridges, Sewer, Forestry, Parks, Facilities, Cemeteries, and Marina.

**ESSENTIAL FUNCTIONS to include the following:**

- Plan, organize, and direct all municipal field operations.
- Maximize efficient use of all Public Works and Parks, Forestry, and Facilities Divisional employees.
- Act as liaison between Director of Public Works and Engineering and Director of Park and Recreation, Forestry, and Cemeteries and Field Operations staff.
- Direct Supervisor of the Public Works Superintendent, the Parks, Forestry, Cemetery, and Facilities Superintendent, and the Municipal Operations Clerk and performs back-up duties for the Public Works Superintendent and the Parks, Forestry, Cemetery, and Facilities Superintendent when needed.
- In charge of Business Operations for Public Works and Parks/Forestry/Facilities field operations, includes budgeting, funds monitoring, job cost reporting, and higher level accounting activities (excavation permit costing, establishing/maintaining equipment rates, monitoring City Garage fund balance, etc.).
- Responsible for Fleet Management System and takes the lead on all equipment purchases including preparation of equipment specifications.
- Research, develop, update, and enforce Municipal Code, Policies, Procedures, and Safety Standards for Municipal Operations.
- Work with the Public Works Director/Parks Director/City Attorney on contracts.
- Responsible for City Facilities including HVAC, plumbing, electrical and elevator.
- Initiate special projects.
- Coordinate the Field Operations portion of the Capital Improvement Plan (CIP) Process.

## **POSITION REQUIREMENTS/QUALIFICATIONS**

Requires a two-year Associates or Technical Degree (Bachelor's Degree preferred), and a minimum of five to seven years of municipal field operations experience, including supervisory experience, or a combination of training and experience which provides the following knowledge, skills, and abilities:

- Proven ability to effectively plan, lead, and supervise the work of others.
- Thorough knowledge of municipal field operations, facilities, and procedures.
- Knowledge of materials, methods, and equipment used in municipal field operations.
- Knowledge of administrative practices and procedures relative to the construction, maintenance, and repair of municipally owned infrastructure/equipment/property/facilities.
- Knowledge of the basic principles and practices of civil engineering as applied to the construction, maintenance, and repair of municipal operations.
- Knowledge of accounting principles accounting and job costing principles as they relate to municipal operations.
- Ability to plan and implement a comprehensive and effective maintenance program for all facets of municipal operations.
- Ability to establish and maintain effective working relationships with city officials, employees, and the public.
- Ability to communicate both verbally and in writing to maintain effective employee relations, respond to inquiries and prepare financial and operation reports.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

- Possession of a valid Wisconsin Driver's License, with a good driving record. A valid Wisconsin Class B, C and D Commercial Driver's License with a good driving record which meets legal and medical requirements desirable, but not required.

## **PHYSICAL DEMANDS**

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

- While performing the duties of this job, the employee is regularly required to sit, stand, walk and use both hands to handle, touch, grasp; reach with hands and arms, talk and hear.
- Specific vision abilities include close and distant vision, peripheral vision, depth perception, and ability to focus.
- Must be able to lift and/or carry up to 50 pounds on an occasional basis.
- Availability and ability to work outside normal work hours with minimal notice.
- Ability to work in varied environmental conditions.

## **FUNCTION OF POSITION DESCRIPTION**

This position description has been prepared to define the general duties of the position, provide examples of work and to detail the required knowledge, skills and abilities as well as the acceptable experience and training for the position. The description is not intended to limit or modify the right of any supervisor to assign, direct, and control the duties of employees under supervision. The City of Menasha retains and reserves any and all rights to change, modify, amend, add to or delete from any portion of this description in its sole judgment.

This job description is not a contract for employment.

The City of Menasha is an equal opportunity employer, in compliance with the American Disabilities Act. The City will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

# DRAFT

## CITY OF MENASHA Position Description

**Position Title:** Public Works Superintendent  
**Department:** Public Works and Parks (Municipal Operations)  
**Status:** Exempt  
**Position Reports To:** Deputy Director of Municipal Operations  
**Date of Description:** February 17, 2014

### SUMMARY

Responsible for the administration and direction of Streets, Sanitation, Fleet, Bridges, and Sewer personnel and work. Assists the Deputy Director of Municipal Operations, and assists in directing the work of the Municipal Operations Clerk. This position works closely with the Parks, Forestry, Cemetery, and Facilities Superintendent to coordinate the work of all Municipal Operations employees.

### ESSENTIAL FUNCTIONS to include the following:

- Assist Deputy Director of Municipal Operations.
- Direct supervisor of and direct daily work for: Streets, Sanitation, Fleet, Bridges, and Sewer, and assists in directing the work of the Municipal Operations Clerk.
- Coordinate Municipal Operations employees with the Parks, Forestry, Cemetery, and Facilities Superintendent.
- Assist Deputy Director of Municipal Operations with budgeting, monitoring of budget funds, and report preparation.
- Assist Deputy Director of Municipal Operations with Purchasing (equipment/materials/services).
- Lead Customer Service for Streets, Sanitation, Fleet, Bridges, and Sewer.
- Assist Deputy Director of Municipal Operations with the CIP Process.
- Implement and monitor Policies and Procedures within the Department.
- Safety Coordinator / Member of the Accident Review Committee.
- Plan, organize, and direct Street, Storm, and Sanitary Sewer minor construction, maintenance, and repair activities, and refuse and recycling collection activities.
- Provide general direction to coating, resurfacing, patching, grading, minor construction, and similar operations performed on the municipal street system; recommends priority of streets to be maintained; determines methods and materials to be used.
- Communicates routinely with the general public and employees.

## **POSITION REQUIREMENTS/QUALIFICATIONS**

Requires a minimum of four years municipal operations maintenance experience, and requires a minimum two year Associates or Technical degree in Municipal Operations, Public Works, Engineering or related field, including supervisory experience, or an equivalent combination of training and experience which provides the following knowledge, skills, and abilities:

- Proven ability to effectively to plan, lead and supervise the work of others.
- Thorough knowledge of Streets, Sanitation, Fleet, Bridges, and Sewer maintenance techniques and operations.
- Knowledge of materials and equipment used in Streets, Sanitation, Fleet, Bridges, and Sewer maintenance.
- Ability to effectively determine priorities and to plan and schedule work activities.
- Knowledge of common municipal operations practices.
- Knowledge of materials, methods, and equipment used in municipal field operations.
- Ability to plan and implement a comprehensive and effective maintenance program for Streets, Sanitation, Fleet, Bridges, and Sewer.
- Ability to establish and maintain effective working relationships with City officials, employees, and the public.
- Ability to communicate orally and in writing to maintain effective employee relations, respond to inquiries, and prepare financial and operational reports.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

- Possession of a valid Wisconsin Driver's License, with a good driving record. A valid Wisconsin Class B, C and D Commercial Driver's License with a good driving record which meets legal and medical requirements desirable, but not required.
- Supplemental course work or training in municipal operations, leadership, budgeting, and/or computer/database use is desirable.

## **PHYSICAL DEMANDS**

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

- While performing the duties of this job, the employee is regularly required to sit, stand, walk and use both hands to handle, touch, grasp; reach with hands and arms, talk and hear.
- Specific vision abilities include close and distant vision, peripheral vision, depth perception, and ability to focus.
- Must be able to lift and/or carry up to 50 pounds on an occasional basis.
- Availability and ability to work outside normal work hours with minimal notice.
- Ability to work in varied environmental conditions.

## **FUNCTION OF POSITION DESCRIPTION**

This position description has been prepared to define the general duties of the position, provide examples of work and to detail the required knowledge, skills and abilities as well as the acceptable experience and training for the position. The description is not intended to limit or modify the right of any supervisor to assign, direct, and control the duties of employees under supervision. The City of Menasha retains and reserves any and all rights to change, modify, amend, add to or delete from any portion of this description in its sole judgment.

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# DRAFT

## CITY OF MENASHA

### Position Description

**Position Title:** Parks, Forestry, Cemetery & Facilities Superintendent  
**Department:** Public Works and Parks (Municipal Operations)  
**Status:** Exempt  
**Position Reports To:** Deputy Director of Municipal Operations  
**Date of Description:** February 17, 2014

#### SUMMARY

Responsible for the administration and direction of Parks, Forestry, Facilities, and Cemetery personnel and work. Assists the Deputy Director of Municipal Operations, and assists in directing the work of the Municipal Operations Clerk. This position works closely with the Public Works Superintendent to coordinate the work of all Municipal Operations employees.

#### ESSENTIAL FUNCTIONS to include the following:

- Assist Deputy Director of Municipal Operations.
- Direct supervisor of and direct daily work for: Parks, Forestry, Buildings, Cemetery, and Marina, and assists in directing the work of the Municipal Operations Clerk.
- Coordinate employees with the Public Works Superintendent.
- Assist Deputy Director of Municipal Operations with budgeting, monitoring of budget funds, and report preparation.
- Assist Deputy Director of Municipal Operations with Purchasing (equipment/materials/services).
- Lead Customer Service for Parks, Forestry, Buildings, Cemetery, and Marina.
- Assist Deputy Director of Municipal Operations with the CIP Process.
- Implement and monitor Policies and Procedures within the Department.
- Safety Coordinator / Member of the Accident Review Committee.
- Manages various databases including the street tree inventory database and the cemetery software database.
- Manage and maintain the comprehensive park master plan.
- Communicates routinely with the general public and employees.

## **POSITION REQUIREMENTS/QUALIFICATIONS**

Requires a minimum of four years parks or grounds maintenance experience, and requires a minimum two year Associates or Technical degree (Bachelor's degree preferred) in Parks Management, Forestry, Horticulture, Landscaping or related field, including supervisory experience, or an equivalent combination of training and experience which provides the following knowledge, skills, and abilities:

- Proven ability to effectively to plan, lead and supervise the work of others.
- Thorough knowledge of Parks, Forestry, Facilities, and Cemetery maintenance techniques and operations.
- Knowledge of materials and equipment used in Parks, Forestry, Facilities, and Cemetery maintenance.
- Ability to effectively determine priorities and to plan and schedule work activities.
- Knowledge of common arboriculture and turf management practices.
- Knowledge of plant materials and common landscape principals.
- Ability to plan and implement a comprehensive and effective maintenance program for Parks, Forestry, Facilities, and Cemeteries.
- Ability to establish and maintain effective working relationships with City officials, employees, and the public.
- Ability to communicate orally and in writing to maintain effective employee relations, respond to inquiries, and prepare financial and operational reports.

## **CERTIFICATES, LICENSES, REGISTRATIONS**

- Possession of a valid Wisconsin Driver's License, with a good driving record. A valid Wisconsin Class B, C and D Commercial Driver's License with a good driving record which meets legal and medical requirements desirable, but not required.
- Aquatic Facilities Operator certification or obtain within six months of employment.
- Certified Playground Safety Inspector certification or obtain within six months of employment.
- Supplemental course work or training in arboriculture, horticulture, leadership, budgeting, computer/database use, landscaping or pesticide use desirable.

## **PHYSICAL DEMANDS**

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- Specific vision abilities include close and distant vision, peripheral vision, depth perception, and ability to focus.
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- Availability and ability to work outside normal work hours with minimal notice.
- Ability to work in varied environmental conditions.

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