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MEMO

TO: Mayor McFarland and Committee Members
FROM: Jaynellen J. Holloway, P.E.
DATE: September 7, 2022
RE: Finance Committee Agenda Narrative for September 12, 2022

Agenda Items:

Review and take possible action: Approval of Street/Solid Waste Division Reorganization

BACKGROUND

Review and take possible action: Approval of Street/Solid Waste Division Reorganization: With the resignation of Street Superintendent, Dan Zuelsdorf, the Public Works Director has been evaluating the current structure in the Street and Solid Waste Division and studying ways to improve the structure, culture, and ways to improve job satisfaction. What I realized in this research is that we once had a structure that functioned, that structure has morphed over the years into a structure that is not successful. Interestingly enough, the structure I am proposing the Street and Solid Waste Division shift to is most nearly the structure that previously was successful for that Division. Over two decades ago, the then Street Department had the following leadership team: Public Works Director/City Engineer, Street Superintendent, Assistant Street Superintendent, and two foremen. In the last five years, because the pay differential between foreman and the top paid Class V operator was in the negative, the Street/Solid Waste Division has been unable to fill the two foremen positions consistently, if at all (currently we have an interim foreman since Dan's departure, before that we had none) – no one wants to take a cut in pay to take the position or wants to earn less than the people they are directing daily work to. With the loss of the foremen positions being filled, it adds additional daily responsibilities onto the Assistant Street Superintendent and the Street Superintendent – resulting in added day to day responsibilities and making it more difficult for them to complete the work they should be doing. This has ultimately led to some of their required deliverables falling through the cracks. Adding to the situation is the inability to hire and retain talented employees. It has been rare over the past five years or more to have all positions filled in these two divisions at the same time, thus causing consistent stealing from one division's work force to fill voids in the others. This results in project completion times being extended, deadlines not being met, or not completed at all until the following construction season. I believe if the Division is reorganized to most nearly how it was over 20 years ago, and we can set wages in such a fashion as to attract qualified, positive minded, and talented employees, I believe this Division can get back on track and become sustainable and even more successful. I am requesting the Finance Committee approve the proposed Street/Solid Waste (Operations) Division reorganization and allow the Public Works Director/City Engineer to move forward with having the Operations Manager, Assistant Operations Manager, and Foremen positions evaluated by Carlson Dettmann – and once a grade is set for those positions, I can advertise in house for all of them. In the meantime, I am requesting moving forward in advertising for the Public Works Project Manager position. It was approved in the 2022 budget, however, it was assigned to Building, Safety & Zoning. I have attached a draft payroll amendment resolution for your review to reassign the position to Street/Solid Waste Division. Attached are: Current/Proposed staffing table, Reorganization Salaries table, current organizational chart, proposed organizational chart.

Attachments:

Review and take possible action: Approval of Street/Solid Waste Division Reorganization:

- Current and Proposed Reorganization Table and Charts
- Current/Proposed staffing table
- Reorganization Salaries table