

TO: Jay M. Evans, City Manager
Cc: Jakki Perry, Human Resources and Safety Director

FROM: Raymond S. Sharp, Environmental Services/Public Works Director

DATE: December 2, 2011

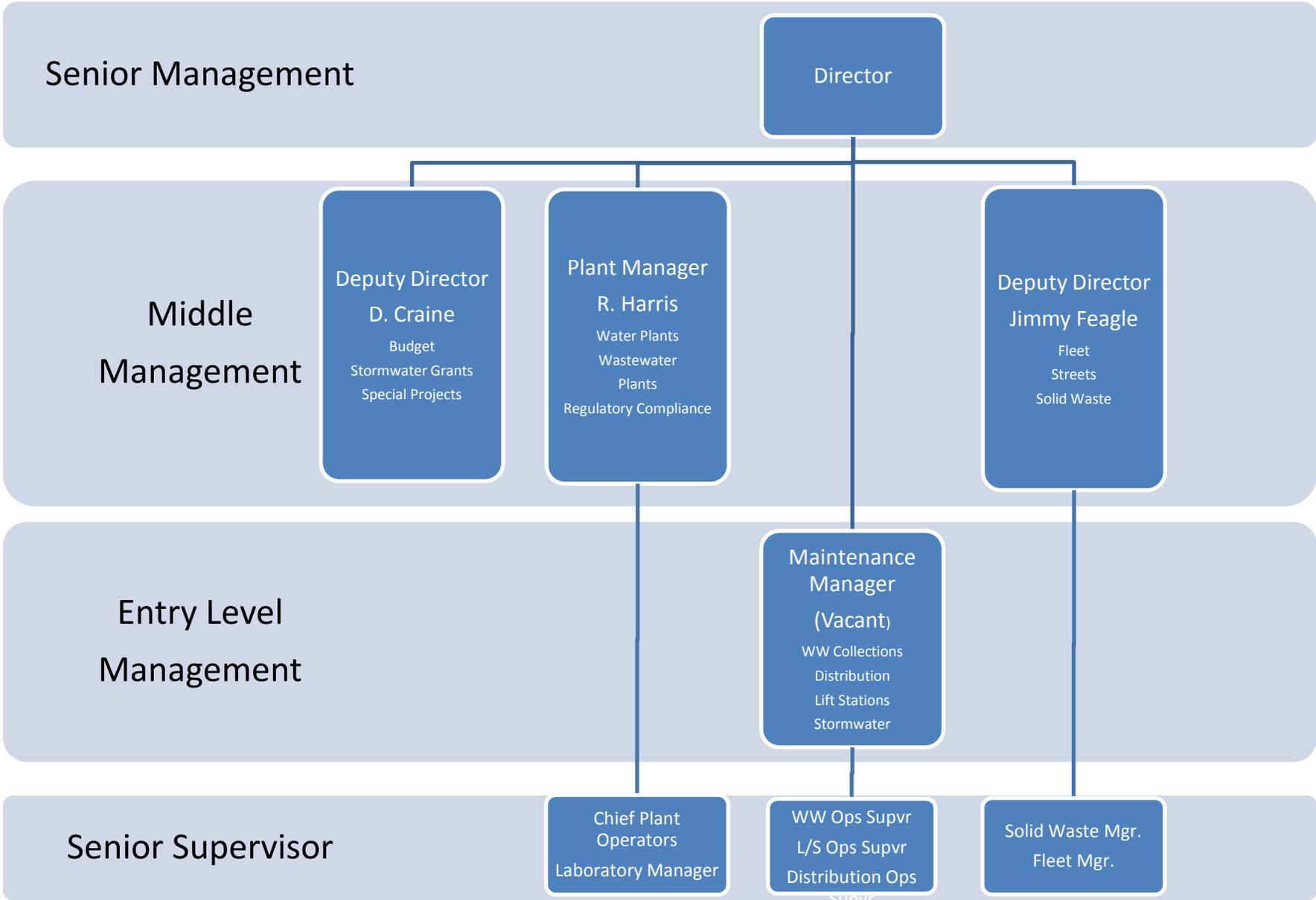
SUBJECT: Proposed Departmental Succession Planning and Reorganization

We have previously discussed the requirements for filling the Maintenance Manager position which was vacated about a year ago by the untimely death of David Ough. One of the objectives of the interview process was to seek a candidate of sufficient experience and quality that s/he could be mentored and groomed as my eventual successor upon my retirement. Unfortunately, while there were suitable candidates as a Maintenance Manager, none were suitable as successors for the Director's chair.

Given the lack of suitable candidates (which I did not expect), I spoke with several professional colleagues to try to determine why higher level candidates might not have been attracted to the posting. The feedback was unanimous – the position pay grade was not adequate to attract the type of candidate that I was seeking. Indeed, during the same time frame, Altamonte Springs posted a job which is the equivalent of the Plant Manager (pay grade 137) at a pay rate equivalent to our present Deputy City Manager's pay grade (142), by way of example.

After some further thought, it seems appropriate to reorganize the department, in part to resolve the pay grade issue for the vacant position. However, there are other reasons, as well:

- Some years ago, when the Environmental Services and the Public Works departments were combined, I chose to generally leave each manager and supervisor with the same responsibilities and duties as before the merger. I believed that would contribute to employee morale and minimize disruptions. However, over recent years we have undertaken various downsizing and restructuring moves, so it is time to reconsider the structure of the department.
- Since David vacated the Maintenance Manager position, I have allowed each of the three Operations Supervisors who had directly reported to him to report to me, but I have given them greater responsibility. This has produced mixed results; more importantly, it has become certain that they require a greater level of supervision and management than I have time to give them. This observation leads to the inevitable conclusion that they must become direct reports to a management level below me.
- As I have evaluated the workloads and responsibilities of the three managers who directly report to me, I believe that it is time to redefine certain responsibilities, and time to redistribute the workload.
- Finally, the present organizational structure includes an extra layer of management which would be inappropriate to continue, especially considering the unduly large responsibilities presently assigned to that function. The present structure is illustrated on the next page.



The present day structure of the department is an artifact of two circumstances: the combination of the two departments without change to responsibilities; and the fact that the former Maintenance Manager, while extremely capable, was in reality functioning as an entry level manager because of his experience level.

This brings us full circle to the present – it is time to reorganize the department and to provide a suitable mechanism to hire and mentor a suitable successor for the director’s position. Doing so now will allow ample time for a suitable candidate to become familiar with the department and with other city departments, time to develop a suitable leadership persona both within and outside the department, and finally, time to work directly with the City Manager to develop long term goals and a five- to ten-year strategic plan. It is my goal that upon my retirement, my successor makes a seamless transition to director with a firm grasp of the future.

With those thoughts in mind, I propose the following reorganization in the near term to become effective 1 January, 2012:

- Reclassify the Maintenance Manager to a temporary title of Senior Deputy Director at a pay grade of 141. This is one pay grade lower than mine. I think this will make the position more competitive with regard to salary range. It will be necessary to have wide latitude in setting a new hire’s salary within that range. The Maintenance Manager position will cease to exist.

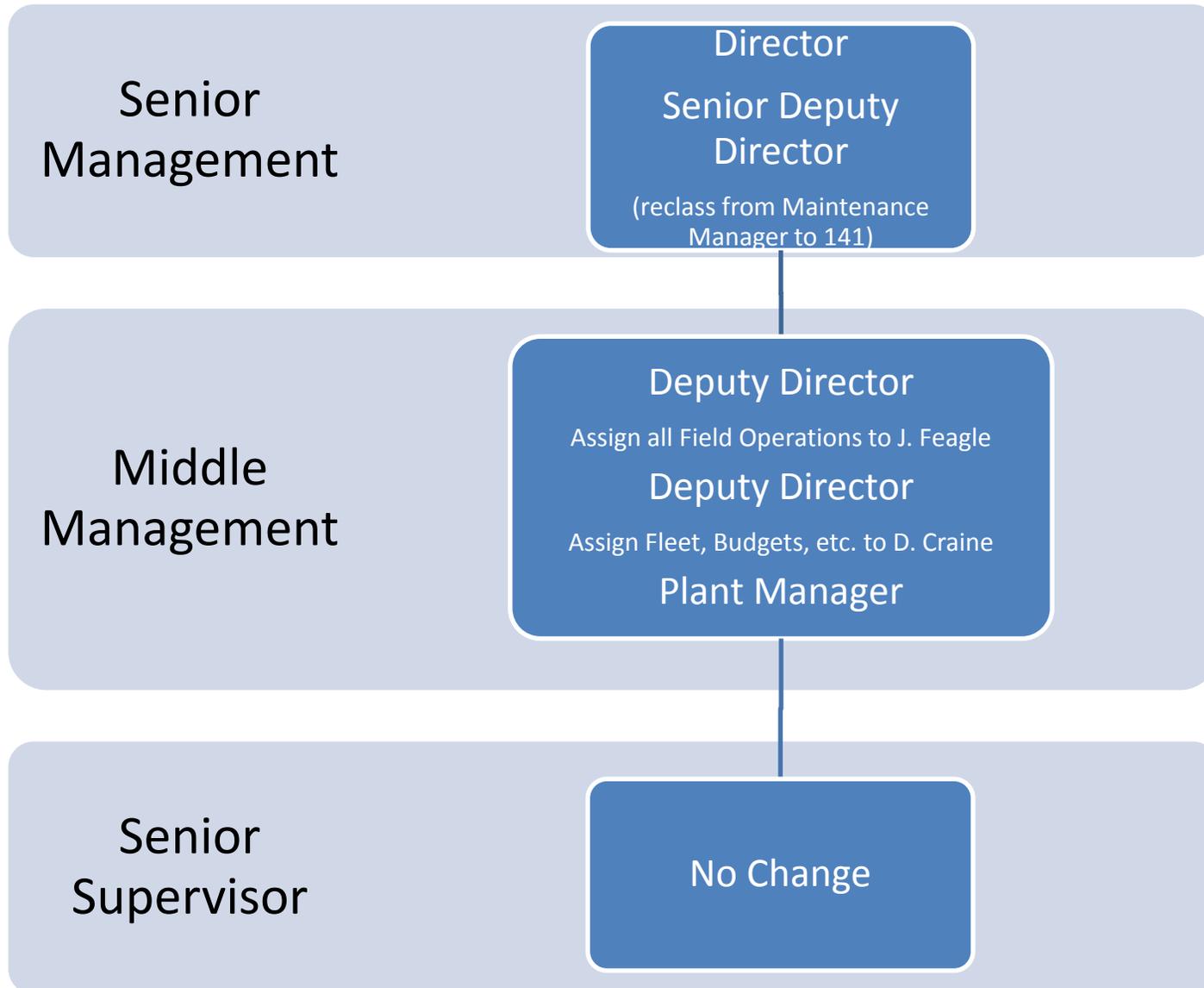
At the time that the incumbent steps into the Director position, I recommend that the temporary title of Senior Deputy Director be retitled to City Engineer, at pay grade 140, and filled with a registered professional engineer. I also recommend that upon becoming the new Director, the position should be reclassified to pay grade 144 (there should be no change to my present pay grade). Funding should be continued from the utilities, but with charge backs to assigned projects as appropriate.

- Fiscal Impact: The Maintenance Manager is presently budgeted at a salary of \$52,105, not counting benefits. One would expect that the new Senior Deputy Director would be hired at least at the mid-point of the proposed pay range, \$81,297. This is an increase in cost of \$29,192 for salary; allowing for a 35% cost of benefits, the total increase in cost is expected to be \$39,410. Given that the position is vacant for at least the first quarter of the fiscal year, this increase in cost in the current fiscal year is offset by \$17,585 of unpaid salary and benefits. Therefore, the net fiscal impact of this recommendation is estimated at \$21,825 for the current fiscal year. Actual annual salary and benefits will be reflected in the budgets for future fiscal years.
- Reassign workloads and functions to Deputy Directors as follows:
 - Jimmy Feagle, Deputy Director – field operations. This includes stormwater, wastewater collection, wastewater lift stations, water distribution, solid waste and streets.
 - Darel Craine, Deputy Director – services. This includes budget preparation and administration, procurement and contract administration, purchasing card administration, fleet services, engineering and DRC, project management, and

inspections. This position is also responsible for grant administration for the department.

- Rick Harris – because of the high priority that we place on regulatory compliance, plant operations and related functions remain under his span of control.
- Fiscal Impact: None, because there are no changes in costs, merely restructuring of responsibilities.
- Reclass Tracey Dean from Administrative Assistant II, pay grade 119 to Business Analyst, pay grade 123. Reassign her to work under the supervision of the Director.
 - This position will be assigned the task of researching and documenting the department's business processes, with a particular emphasis on ensuring that any given work product from this department meets the end user's needs and satisfies all operational, regulatory and fiscal requirements, consistent with policies established by the City Commission. As the processes are documented, she will develop written procedures defining each process. In order to achieve these objectives, she must interact with all levels of personnel, both within and outside the department.
 - Additionally, this position will assume primary responsibility for providing centralized support of all intradepartmental budgetary and procurement activities. This will provide a single point of contact for personnel within the department and for those outside the department in Finance and Purchasing.
 - Fiscal Impact: The change in pay grade will result in additional wages of \$4,680 annually. Allowing for a 35% cost of benefits, the total annual fiscal impact is \$6,318; in the current fiscal year, the impact for the remainder of the year is \$4,739, since the first quarter cost is not affected by this change.
- The total fiscal impact in FY 2011-12 is \$26,564. The annual fiscal impact in future years is \$45,728.

The revised management structure is shown on the next page.



In addition to these changes, I am proposing revisions to the administrative assistant staff. In part, this is necessary because one of the administrative assistants will retire in December, 2011; this allows us to reduce costs in a General Fund position and to reorganize responsibilities for greater efficiency. Additionally, because we have eliminated two administrative assistant positions in previous years, this reorganization of the administrative assistant staff will distribute the workload more equitably along the functional lines of the management responsibilities outlined above. These revisions are summarized below:

- Executive Assistant/Administrative Aide
 - Role expands to coordinate, but not supervise Department-wide administrative/clerical activities.
 - Funded 043 (Water)
- Administrative Assistant I (Pay Grade 117) – Reclassify to Admin Asst II (Pay Grade 119)
 - Role expands to include Admin Support for Darel Craine – services work group
 - Annual Increase, including 35% benefits: \$2,303
 - Funded 046 (Solid Waste)
- Administrative Assistant II
 - Role expands to include general Admin Support as necessary
 - Funded 001 (General Fund, Fleet)
- Administrative Assistant II (Retiring)(Pay Grade 119) – Reclassify Position to Clerical Assistant (Pay Grade 111)
 - Role changes to DRC receiving and data entry, work order entry, department-wide phones, general clerical support
 - Annual Decrease, including 35% benefits: \$18,054
 - Funded 001 (General Fund, Public Works)
- Administrative Assistant II
 - Role changes to Admin support for Jimmy Feagle – field operations work group
 - Funded 043 (Water)
- The total fiscal impact in Fiscal Year 2011-12 is a decrease of \$11,813.
- The total fiscal impact in future years is a decrease of \$15,751.
 - The Solid Waste fund will increase by \$2,303, annually.
 - The General Fund will decrease by \$18,054, annually.

With your concurrence, and with the approval of the City Commission, I recommend that these changes become effective on January 2, 2012.