

TO: Personnel Board

FROM: Emaan Abdel-Halim, Human Resources

DATE: 28 December 2021

SUBJECT: Assistant Streets Superintendent, Streets Division

On April 16, 2021, the City of Madison Streets Superintendent, Charlie Romines, submitted a request to Human Resources for a position study of the Assistant Streets Superintendent, position #1700; currently occupied by Steve Schultz. This position was last studied in 2015 as the City transitioned several agency operations managers into assistant department head roles. Since then, the major service area of Forestry moved to the Streets Division and is now under the purview of the Assistant Streets Superintendent. After review of the updated position description, meetings with the supervisor and incumbent, and upon a full analysis, I recommend the following for the reasons outlined in this memo:

- Delete position #1700 and the classification of Assistant Streets Superintendent in Comp Group 18, Range 15 from the salary schedule;
- Recreate the classification of Assistant Streets Superintendent in CG 18, Range 16 in the salary schedule;
- Recreate position #1700 in the new classification in CG 18, Range 16 in the Streets Division operating budget; and
- Reallocate the incumbent, S. Schultz to the new position; retroactively effective the pay period beginning April 18, 2021.

In January, 2020, an innovative strategy between Parks and Streets resulted in the transfer of the Forestry work unit into the Streets Division, created funding and operational efficiencies for the City. This shift moved a total of 42 positions including the City Forester, Forestry Operations Supervisor, two (2) Tree Trimmer Forepersons, three (3) Forestry Specialists, three (3) Equipment Operators, seven (7) Arborists 2s, nineteen (19) Arborist 1s, one (1) Program Assistant, and five (5) hourly positions. The recently updated Assistant Street Superintendent position description now includes responsibility for the management and coordination of the Urban Forestry east and west work units. This position also now supervises the Forestry Operations Supervisor and ensures the production work of tree pruning, planting, removal and treatment is effectively and efficiently carried out through the Tree Trimmer Forepersons, Equipment Operators, Arborists, and hourly staff.

First, a review from classification specification for the Assistant Streets Superintendent describes the work as:

... **responsible supervisory, managerial, and administrative work in managing the day-to-day operations of the Street Division**; and in assisting the Street Superintendent in the planning and development of Street Division programs, policies and procedures. Work involves **considerable discretion and judgment in coordinating and integrating operations**; related problem resolution; and associated communications with City officials and managers, and the public. Under the general supervision of the Street Superintendent, the employee in this class implements **established work programs and routines through the supervision of a**

diverse staff engaged in 24-hour maintenance operations and activities. [emphasis added]

The Forestry section performs critical tree care activities for over 96,000 trees over 700 miles of streets throughout the City of Madison. Such work include tree plantings in the spring and fall, tree maintenance with pruning and treatment for Emerald Ash Borer as needed, as well as stump grubbing and chipping of removed trees in the right of way and from private properties on the terrace. Since the beginning of 2020, under the new service model in the Streets Division, Arborists perform the skilled tree care work alongside with a dozen Street Machine Operators (SMO) to more efficiently manage the removal tasks of this work. Now with the SMOs focused on the stump grubbing and chipping work, the Arborists can continue to manage and perform the forestry specific tasks. This new service delivery model streamlines tree planting and removal process by more effectively using staff time during off peak periods. Additionally, this transition shifted some of Streets reliance on the general fund for their budget, with the ability to draw funding from the Urban Forestry Special Charge for the specific forestry related work now performed by the Street Division.

The Assistant Streets Superintendent is responsible for the Streets Division staff, daily operations as well as maintenance of the equipment fleet. With the addition of 44 pieces of specialized forestry equipment (like aerial towers or bucket trucks), the Streets fleet is now 350 vehicles which is managed through the maintenance and replacement program, and is critical for staff safety. Additionally, this new service model incorporates into safety protocols utility markings, which are conducted by trained Streets staff before Forestry staff do any plantings. This internal efficiency allows for greater productive work time because Forestry staff no longer have to wait for the designated utility to mark critical locations of gas, water, electric and fiber lines. Lastly, this service model will help the City of Madison realize the ongoing goal of a 10 year tree pruning cycle by allowing the Arborist to concentrate on the tree trimming activities given that the SMOs now focus on the removal and hauling efforts.

Now a review of the classification specification for the Assistant Parks Superintendent describes the work as:

...highly responsible **managerial, administrative, and professional work** assisting in the administration and operations of the City of Madison Parks Division. Under the general supervision of the Parks Superintendent, work includes **managing and controlling the daily supervision of the operations and service field units** in the Division, supervises the payroll, personnel functions of the Division, provides oversight and analysis of worker's compensation, wage insurance and general payroll distribution and requires conferring with, advising, and informing the Superintendent on major policy and procedural areas affecting the Division. Work is performed under **broad management policy and requires considerable independent judgment and discretion in supervising, directing, and controlling the operational activities in assigned areas of responsibility**. This position will act on behalf of the Parks Superintendent and the Parks Division during absences of the Parks Superintendent and as specifically delegated in order to provide for continuity of services. [emphasis added]

While the Streets Division is comparable in staff size to the Parks Division with rough 210 permanent staff, it is reasonable to compare these classifications as part of the study analysis. However, the Parks Division has two designated positions of Assistant Parks Superintendent given the wider scope and diverse services offered by Parks. In contrast, the Streets Division has added the forestry work to the existing

services of trash/recycling pickup and snow removal. This new body of work requires the Assistant Street Superintendent to manage and supervise additional staff in different classifications and become well-versed in forestry service delivery in addition to the existing Streets activities. Given the additional scope of work now included in the Assistant Street Superintendent responsibilities, which now aligns with the work of the Assistant Parks Superintendent, it is logical to move this classification to the same range in CG 18, Range 16.

Therefore, I recommend the position of Assistant Streets Superintendent (#1700) be deleted and recreated in CG18, Range 16 in Streets Division operating budget; and the incumbent, S. Schultz is reallocated to the new position, effective the pay period of April 18, 2021.

The necessary resolution to implement this recommendation has been drafted.

Editor’s Note:

Compensation Group/Range	2022 Annual Minimum (Step 1)	2022 Annual Maximum (Step 5)	2022 Annual Maximum (+12% longevity)
18/15	\$ 91,100	\$ 109,687	\$ 122,849
18/16	\$ 95,481	\$ 115,065	\$ 128,872

cc: Charlie Romines – Streets Superintendent
Harper Donahue – HR Director