

TO: Personnel Board

FROM: Bill Wick, Human Resources Analyst

DATE: April 14, 2026

SUBJECT: Streets Division Positions

The Mayor's Office has reinstated the position of Public Works Director to formally oversee the City's various Public Works agencies, including the Streets Division. This reinstatement is occurring with minimal cost/budgetary impact. The current Streets Superintendent, Charlie Romines, has been serving as Public Works Team Lead for the last four years, and his contract is being renegotiated to formally appoint him as Public Works Director. As such, a reorganization of the Streets Division is necessary to accomplish this move with minimal impact on the budget and Streets Division operations. Based on conversations with the Mayor's Office, Mr. Romines, and Streets Division management, I am making the following recommendations for the reasons outlined in this memo:

- Create a new classification of Streets Division Manager in CG18, R19 to be posted for internal Streets Division competition. Upon filling the position, the Assistant Streets Superintendent position (#1700) will be recreated as a Streets Division Manager.
- Upon completion of the Streets Division Manager recruitment, delete the classification of Assistant Streets Superintendent in CG18, R16.
- Create the classification of Streets Operations Manager in CG18, R13, to be posted for internal Streets Division competition. Upon filling two positions of Streets Operations Manager, the two existing positions of Public Works General Supervisor in CG18, R10 (#1588, currently vacant, and #1732) will be recreated as the Streets Operations Manager positions.
- Retitle the existing classification of Streets/PW Strategic Initiatives Coordinator in CG18, R12 to Streets PIO/Strategic Initiatives Coordinator and post for internal competition. Recreate the existing position, #1612 of Streets/PW Strategic Initiatives Coordinator as a Streets PIO/Strategic Initiatives Coordinator.
- Upon filling the Streets PIO/Strategic Initiatives Coordinator position, delete the classification of Streets PIO/Recycling Coordinator in CG18, R10.

Current Streets Division structure

Streets is currently divided into East Streets with an office on Sycamore Avenue and West Streets on Badger Road. Most of the Streets employees work out of these facilities, with a third facility at the Transfer Station on Olin Avenue that houses a small number of employees. The Division is led by the Streets Superintendent in CG21, R20, with an Assistant Streets Superintendent in CG18, R16. The Superintendent maintains an office at West Streets and the Assistant Superintendent at East Streets, and each

side of the City also has a Public Works General Supervisor, in CG18, R10. Broadly, the Superintendent and Assistant Superintendent are responsible for the strategic direction of the Division, development and monitoring of the budget, and planning and developing Division programs, policies, and procedures. However, the Assistant Streets Superintendent is also more involved in the day-to-day operations of the Division. The Public Works General Supervisors handle the daily operational functions of the Division on each side of the City, including scheduling staff and reallocating daily work based on staffing levels, approving leave requests, approving timesheets, and supervising lower-level supervisors.

In addition, the Streets Division has a Streets Public Information Officer/Recycling Coordinator in CG18, R10, who is responsible for the public information functions of the Division, a Streets Operations Analyst, in CG18, R10, who prepares and monitors the budget, and a GIS Specialist in CG18, R10 who works on efficient route planning for the Division. Finally, the Forestry Unit is also part of the Streets Division, with the City Forester in CG18, R13 overseeing all the activities of the Forestry Unit and supervising an Assistant City Forester in CG18, R10 and lower-level supervisors and staff.

A copy of the current Streets organization chart is attached.

Proposed Streets Division structure

In order for the addition of the Public Works Director to have minimal impact on the City's overall budget, the existing structure of the Streets Division was evaluated to determine whether efficiencies could be gained. A review of the work has led staff to conclude that the Assistant Streets Superintendent position could be eliminated, with duties being reassigned to the Public Works General Supervisors and Streets PIO/Recycling Coordinator to continue effective leadership of the Division. However, this would require a reassessment of the proper classification/range of these positions.

The new structure of the Division would continue to have a Streets Division Manager (new title from Streets Superintendent—see discussion below) overseeing the Division. However, without the Assistant Streets Superintendent, a new classification of Streets Operations Manager would be created in CG18, R13, and one Streets Operations Manager would work on each side of the City, at East and West. This classification would reframe the work of the Public Works General Supervisor positions, which would be eliminated. While these positions would continue to have oversight of day-to-day operations on each side of town, higher-level responsibilities formerly belonging to the Assistant Streets Superintendent of establishing operational goals and objectives, overseeing fleet management for the Division, and evaluating, developing and recommending modifications to operating procedures and policies of the Division would be added. Some of the more routine aspects of their jobs would filter down to lower-level supervisors to accommodate this new work. Additionally, the currently unused classification of Streets/Public Works Strategic Initiatives Coordinator in CG18, R12 would be revived and retitled. This classification was originally created to provide strategic support to the Public Works Team Lead but would be refocused to provide this

support to the Streets Division Manager through leading and monitoring internal strategic planning efforts. This work would be combined with the Public Information functions and cause a title change to Streets PIO/Strategic Initiatives Coordinator. The work of the Streets Operations Analyst, GIS Specialist, and City Forester would remain largely unchanged.

A copy of the proposed organization chart is attached.

Long-term, the Streets Division intends to further divide the City into three sections with the Southpoint site scheduled to come on-line on the far west side in 2028. This would likely result in the addition of a third Streets Operations Manager to be able to directly support the Streets Division Manager and the other Operations Managers in running the Division effectively.

As noted above, certain classifications within the Streets Division are changing significantly and require a study to determine their appropriate CG and Range. Each will be discussed in turn below, starting with Streets Superintendent, the new Streets Operations Manager, and the Streets/PW Strategic Initiatives Coordinator.

Streets Superintendent

The Streets Superintendent is currently a department head position in CG21, R20, which is equivalent to CG18, R20. The Superintendent reports directly to the Mayor, with a dotted-line relationship to the Public Works Team Leader (who happens to be the Streets Superintendent currently). The Superintendent "...has primary responsibility for planning, organizing, directing, controlling, and managing the programs, activities and staff of the Streets Division, including street repair and maintenance; street cleaning; snow and ice control; solid waste management; Urban Forestry and other related programs and activities." With the proposed restructuring, this work would not change. However, the Mayor is requesting to recreate the position in CG18, as a civil service position and not a contracted position. Because the restructuring is to be as budget neutral as possible, recreating the position in CG18 will allow for the position to be posted to the Streets Division only as opposed to a CG21 position that normally requires an open/competitive hiring process, and will open up the pool of potential applicants as residency in the City of Madison would not be required. Upon a future vacancy, the then-Mayor could choose to recreate the position in CG21 again if desired. It is not intended that other public works division head positions will be recreated in CG18; it is only the unique circumstances around this position and internal recruitment that make the request necessary at this time. In addition, while not common, other positions have been moved from CG21 to CG18 and back depending on different circumstances and requested by the Mayor—most recently with the CDA Housing Director being moved into CG18 in 2010 and back to CG21 in 2025 and the Parking Division Manager being moved into CG18 in 2018. Because the position is moving to CG18, it is recommended that it be retitled Streets Division Manager, consistent with other titles in that comp group.

Regarding the appropriate range, as noted, the position is currently in the equivalent of CG18, R20, and the duties and responsibilities are not changing materially. However, in the City's recently completed compensation study, it was identified that the Streets Superintendent was being paid the equivalent of 3 ranges higher than peer comparables. As it relates to CG21 positions, this was the largest identified gap between current range placement and recommended placement. As a result, it is recommended that the new classification of Streets Division Manager be placed in CG18, R19 to better align with the results of the comp study.

Streets Operations Manager

As noted above, the Assistant Streets Superintendent classification/position will be deleted as part of this reorganization. Responsibilities from the Assistant Streets Superintendent will have to be absorbed by others in the Division. Specifically, the Public Works General Supervisors on each side of town will take on additional Division-wide responsibilities that the Assistant Streets Superintendent had previously performed. Under this new organization, the Public Works General Supervisors will have responsibility to

Oversee the management and coordination of the daily functions of the Streets Division - East and West Sides operations centers as well as the Transfer Site & Brush Processing Facility.

Establish operational goals and objectives throughout the division and facilitate their implementation. Set priorities and establish schedules and procedures for all facets within the division.

Oversee the hiring, evaluation, training, reassignment, discipline and termination of staff, including seasonal and permanent staff involved in field operations, facilities maintenance, custodial services at the Streets Division properties, and oversee the fleet management for the Division.

Evaluate division operating procedures and policies. Develop and recommend appropriate modifications. Develop and recommend cost-effective and/or measures to improve the implementation of division programs. Evaluate and recommend the purchase of equipment and materials. Participate in the development of equipment and material specifications.

These higher-level, broader coordination responsibilities were formerly performed by the Assistant Streets Superintendent, while the Public Works General Supervisors were more involved in the day-to-day oversight of Streets Division work. By splitting the above responsibilities between two different positions, this work should be accomplished without significant impact on either position's workload. In addition, the future addition of a third position in 2028 will further spread the workload, allowing all positions to function effectively.

Because the Public Works General Supervisors will be adding responsibilities, it is appropriate to review their classification and placement in the salary schedule. Many of these duties reflect the broad operations of the Division and it is appropriate to create a

new classification of Streets Operations Manager. The Public Works General Supervisor positions would be recreated with this new title. Furthermore, the new classification should be placed in Range 13 of the salary schedule, three ranges higher than the current placement. This is consistent with a similar position in Fleet, the Fleet Operations Manager. The Fleet Operations Manager has responsibility to

Manage the Service and Parts Departments. **Direct day-to-day activities of the division through lower-level supervisors. Manage and coordinate the operations of satellite garages and related office staff functions.** Manage the utilization and maintenance of vehicles, facilities and stores inventory. **Hire, train, assign, evaluate and discipline staff through lower-level supervisors.** Respond or assist supervisors in responding to employee grievances and concerns. **Establish operational priorities and respond to unusual or emergency conditions, as required.** Schedule inspection, service and repair of equipment and provide close customer support.

Create and/or coordinate the development and implementation of divisional policies. Assess overall impact of policies and procedures within Fleet Service. Ensure consistent application of policies and contractual provisions by lower-level supervisors. Perform long- and short-range planning activities. Under the direction of the Fleet Superintendent, **participating in development, and responsible for implementation of the annual work planning process for Fleet.**

Develop, recommend, and justify operating and capital budgetary requests. Oversee budget administration. Attend staff or committee meetings to represent Fleet Service, as assigned. [emphasis added]

In reviewing the org charts, the next-highest positions reporting to the Fleet Operations Manager are Public Works General Forepersons in CG18, R7, which is like Streets, where the Streets General Supervisors in R8 will report to the Streets Operations Managers. Finally, placement in Range 13 would also be consistent with the City Forester position in Streets, which is also in Range 13 and performs a similar level of work overseeing and directing the Forestry unit operations.

For the reasons outlined above, it is appropriate to place the Streets Operations Manager classification in Range 13. While other Public Works divisions have operations managers at a higher range (other than Fleet), it is important to note that most other agencies only have one person doing the work whereas this work will be divided among two, and eventually three, positions, making the Range 13 appropriate as well. I also recommend recreating the two Public Works General Supervisor positions as Streets Operations Managers in R13.

Streets/PW Strategic Initiatives Coordinator

The other support the Streets Division Manager will require is around strategic planning. The Streets Division formerly had a classification of Streets/Public Works Strategic Initiatives Coordinator in CG18, R12, which supported the PW Team Leader in strategy development and execution. Specifically, that classification was responsible for

Under direction of the Public Works Team Leader, research and report on issues that affect the Public Works Division. Coordinate solid waste planning for the City. Serve as

staff resource for the Solid Waste Advisory Committee. Provide highly responsible and complex administrative support to the Public Works Team Leader on a project basis. Meet with the Public Works Team to solicit input regarding strategic initiatives. Recommend strategic initiatives to the Public Works Team based on research. Coordinate implementation of approved strategic initiatives. Initiate and define projects to meet objectives outlined by the Public Works Team.

At that time, the PW Team Leader was the Streets Superintendent, and in addition to the strategic planning work, this position served as the City's Recycling Coordinator. When the incumbent retired, the position remained budgeted as a Streets/PW Strategic Initiatives Coordinator in R12, but has been underfilled as a CG18, R10 Streets Public Information Officer (PIO)/Recycling Coordinator, and remains that today.

To support the Streets Division Manager, Streets is now seeking to recreate the Streets PIO/Recycling Coordinator as a Streets PIO/Strategic Initiatives Coordinator. The position would retain PIO and Recycling responsibility. However, it would also take on the strategic planning work outlined above. But instead of supporting the Public Works Team Lead, performing the work on behalf of the Public Works Team, it would support the Streets Division Manager, performing strategic planning and monitoring within the Streets Division. The work would be reframed as follows:

Under direction of the Streets Division Manager, research and report on issues that affect the Streets Division. Coordinate solid waste planning for the City. Provide highly responsible and complex administrative support to the Streets Division Manager on a project basis. Meet with the Streets Division Management Team to solicit input regarding strategic initiatives. Recommend strategic initiatives to the Streets Division Management Team based on research. Coordinate implementation of approved strategic initiatives. Initiate and define projects to meet objectives outlined by the Streets Division Management Team.

Although the focus is changed from the Public Works Team to the Streets Division Management Team, the work is essentially the same and therefore it makes sense to keep the classification in Range 12 but with a different title, Streets PIO/Strategic Initiatives Coordinator. As such, I recommend retitling the Streets/PW Strategic Initiatives Coordinator as a Streets PIO/Strategic Initiatives Coordinator and recreating the existing position of Streets/PW Strategic Initiatives Coordinator as the Streets PIO/Strategic initiatives Coordinator in R12.

The resolutions to implement the recommended actions have been drafted.

Editor's Note:

Compensation Group/Range	2026 Annual Minimum (Step 1)	2026 Annual Maximum (Step 5)	2026 Annual Maximum +12% longevity
18/19	\$130,362.18	\$156,355.16	\$175,117.80
18/16	\$113,478.30	\$136,753.50	\$153,163.92
18/13	\$98,668.44	\$118,695.46	\$132,939.04
18/12	\$93,996.50	\$113,478.30	\$127,095.80
18/10	\$85,983.30	\$103,336.48	\$115,736.92

cc: Mayor
Charlie Romines—Public Works Director
Erin Hillson—HR Director