

TO: Finance Committee

FROM: Emaan Abdel-Halim, Human Resources

DATE: 2 July 2022

SUBJECT: Deputy City Engineer, Engineering Division

At the request of the former City Engineer, Rob Phillips; and in conjunction with the Interim Engineering Division Manager, Kathy Cryan; the position study was conducted of the Principal Engineer 2 (position #1116, currently occupied by Chris Petykowski) and Principal Architect 2 (position #4309, currently occupied by Bryan Cooper). This request is to update the Engineering Division's organizational structure to better meet the continued growth and future engineering needs of the City of Madison. By creating two additional Assistant City Engineer positions, the division would now have four (4) deputy positions responsible for higher level management and long term planning activities in the respective work areas. After review of the updated position descriptions, meeting with Kathy Cryan, and upon a full analysis, I recommend the following for the reasons outlined in this memo:

- Delete position #1116 of Principal Engineer 2 and position #4309 of Principal Architect 2 in Comp Group 18, Range 16;
- Recreate positions #1116 and #4309 as Assistant City Engineers in CG 18, Range 17 in the salary schedule; and
- Post the newly created positions for internal competition to the Engineering Division only.

The City of Madison's Engineering Division currently has two (2) Assistant City Engineers or more commonly referred by the working title of Deputy City Engineer. With the size and scope of work managed by the Engineering Division, the responsibilities of these positions have grown to a level that is beyond the bandwidth as currently staffed. This proposed organizational structural change will allow the division to continue with longer term planning activities and higher level management oversight for the programs and services under the Engineering Division. Such programs and services include public works and private development projects, sanitary and storm sewer utilities, facilities, and operations maintenance activities.

First, a review from classification specification for the Assistant City Engineer describes the work as:

... **highly responsible managerial, administrative and professional engineering work** in the Engineering Division. Under the general supervision of the City Engineer, this position **serves as the Deputy City Engineer** and **exercises considerable judgment and discretion** in overseeing the **design, support, and field activities** of the Division and directly carrying out responsibilities in the areas of **personnel and budget management, interdepartmental planning and coordination activities**, Board and Commission support, and other related areas. This position will act on behalf of the City Engineer and the Engineering Division during absences of the City Engineer and/or as specifically delegated in order to provide for continuity of services. [emphasis added]

Direct and oversee the **design sections for streets and highways, storm and sanitary sewers, and landfills**; all **centralized Engineering support/administrative activities** and staff including **GIS/computerized mapping** and **public and land records**, office services, and **public and private development; sewer utility administration**, and **public works bidding** and administration functions; and the **field sections of construction, surveying, and maintenance operations** relating to sanitary sewers, storm sewers, greenways and landfill maintenance.

Oversee divisional **personnel management activities**. Coordinate and/or perform such activities as **labor contract administration, grievance resolution, discipline and terminations**, Affirmative Action and Americans with Disabilities plan development and implementation, vacancy review and filling, **administering applicable Administrative Procedures** (e.g., Commercial Driver's License requirements, drug and alcohol use and testing, family leave, workplace violence, etc.). Develop and implement an **annual training plan** and organize and coordinate training activities.

Coordinate and supervise the **planning and preparation** of the **Division's Capital Budget** and the **Operating Budget** and assist with the preparation of the **Sewer Utility Budget**. Prepare, oversee, and update the Division's annual capital borrowing plan, the salary savings plan and the preparation of quarterly engineering earnings reports.

City Engineering Project Management of public works and private development projects entails intra-agency coordination with City of Madison Department of Transportation, Traffic Engineering, Water Utility, Madison Metro Sewerage District, and other external agencies. Engineering serves as the public and/or private development project manager coordinating public input in developing plan proposals with an incorporated equity analysis throughout the design and budget process. The project manager Engineers oversee the coordination assigned projects from design and public input, to bidding and contracting, to construction and inspections. In 2021, Engineering issued 64 Public Works contracts with a total value of \$65 million and 38 private development contracts (17 plat phases and 21 infills). One Deputy City Engineer manages the Sewer and Stormwater Utilities. This includes overseeing the management of stormwater and sanitary sewer and landfills and projects and assuring regulatory compliance. The Stormwater Utility's growth includes developing watershed studies, modelling the City's stormwater drainage. These projects coordinate with state, county, neighboring municipalities, utility companies, public community and advocates.

One position of Deputy Division Manager is responsible for the administration and operations of the division. This include managing administrative/staffing needs of 185 staff, including payroll processing, labor contract administration, equitable hiring, grievance resolution, discipline and terminations, overseeing development of the Division's four operating budgets; managing its CAD, GIS, and CMMS technology team; planning and coordination of scheduled utility maintenance, repair, and upgrade activities; and emergency response planning and management.

One proposed Deputy would have management responsibilities for the public works and private development projects. This involves planning and prioritizing Public Works projects in coordination with the Transportation Department, Sewer, Stormwater and Water Utilities. While the design function of this section focuses on streets, highways and bicycle paths, and sidewalks. This section is responsible for overall project management which includes public engagement, design coordination with Traffic Engineering, and the Sewer, Stormwater and Water Utilities, bidding, contract administration, and

addressing construction issues. These projects require coordination with state, county, neighboring municipalities, community advocate and organizations, as well as the public input.

One final Deputy will focus on facilities management through project management coordinate and plan, schedule diverse public works and capital improvements to the city owned facilities through interagency teams advising on purchases of new land acquisition and are primary contact for coordination on all reconstruction, remodels and upgrades for new and existing city facilities. Additional special community project management include coordination of homeless spaces from tiny homes to multiple shelters.

Under the proposed reorganization, the newly created Land Information team will report to the new Deputy position for Public Works and Private Development. This provides for increased coordination and efficiency with directly related work on the various engineering projects. Additionally for similar reasons, the construction inspection section which also works closely Project Engineers during and post construction phases.

Lastly, the Deputy for Facilities will oversee all facilities custodial and maintenance activities, which incorporates the growing GreenPower solar program and other sustainability initiatives. Engineering's goal is to build more integrated teams to improve the effective and efficient manage the public works, sewer and storm utilities, private development projects, and facilities for the City of Madison. All four of the Deputy roles have significant budget development and management responsibilities and more balanced staff supervision.

The proposed new positions are similar to the expectations of Assistant City Traffic Engineer in CG18, R17, with responsibilities for overseeing the planning and coordination of a wide variety of transportation engineering projects and designs, traffic operations, development review, and communication activities within the Division. Finally, the growing needs of City Engineering project management and facilities development justifies the recreation of these positions to the Assistant City Engineer classification for the respective work areas.

The Engineering Division intends to follow department practice of posting internally for competition, especially with a new organizational structure. The proposed position descriptions include bodies of work not current allocated to the underlying position. This process is consistent with the expectation of higher level management responsibilities with an Assistant City Engineer classification.

Therefore, the recommendation is for the positions of Principal Engineer 2 (#1116) and Principal Architect 2 (#4309) be deleted and recreated as Assistant City Engineers in CG18, Range 17 in Engineering Division operating budget; and the newly created positions be posted internally for competition.

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)
18/16	\$ 95,958.46	\$ 115,640.46	\$ 129,517.44
18/17	\$ 100,370.14	\$ 121,046.64	\$ 135,572.32

cc: Kathy Cryan – Interim Engineering Division Manager  
Harper Donahue – HR Director