

## CITY OF MADISON POSITION DESCRIPTION

1. **Name of Employee (or "vacant"):**  
Stephen K Schultz  
Work Phone: 246-4535
2. **Class Title (i.e. payroll title):**  
Streets Operations Manager
3. **Working Title (if any):**
4. **Name & Class of First-Line Supervisor:**  
Christopher Kelley, Streets Superintendent  
Work Phone: 266-4680
5. **Department, Division & Section:**  
Public Works, Streets, Operations
6. **Work Address:**  
4602 Sycamore Av and/or 1501 W Badger Rd and/or 121 E Olin Av
7. **Hours/Week: 40+**  
**Start time:** 7:00 a.m. **End time:** 3:30 p.m.
8. **Date of hire in this position:**  
11/25/12
9. **From approximately what date has employee performed the work currently assigned:**  
From date of hire.

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10. **Position Summary:**

The Streets Division's Annual Budget is 25 million. Vehicles and auxiliary equipment has a replacement value of over 30 million. It has approximately 177 (Winter) to 200 (Spring, Summer, Fall) employees. It is responsible for four site locations: East, West, South Point, and Reduction Center.

This is a highly responsible managerial and administrative position, performing complex supervisory, administrative and professional work. It assists in the administration and operations of the Streets Division which is responsible for a widely diversified group of program areas including, but not limited to: 1) all operations and maintenance of the City's streets (approximately 750 total miles/1800 lane miles): a) solid waste (refuse, recycling, brush, leaves, yard/garden waste); b) graffiti removal on all public areas; c) street potholes/curb repairs; d) mowing vacant/public property; e) snow and ice control; f) stump grubbing; g) street/island/tunnel sweeping; 2) participating/providing services for over 30 City special events, and 3) performing emergency response and

coordination with other Public Works agencies (Traffic Engineering, Engineering, Water), Parking Enforcement, Fire, Police, and within the Incident Command Structure (ICS). It is responsible for the supervision of all capital expenditures including, but not limited to: all equipment purchases and building construction/maintenance. It is distinguished from the higher level classification of the Streets Division Superintendent and from the lower level classification of Streets Public Works General Supervisor. Under the general supervision of the Streets Division Superintendent, work includes managing and controlling the daily supervision of the operations and service field units in the Division; managing large portions of the payroll, personnel and employee relations functions of the Division; participating in the formulation of Division policy; and in the identification and resolution of management issues. It 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 superintending, supervising, directing, and controlling the operational activities in assigned areas of responsibility. This position acts on behalf of the Streets Division and its Superintendent during absences of the Streets Superintendent and when specifically delegated in order to provide for continuity of services.

**11. Functions and Worker Activities: (Do NOT include duties done on an "Out-of-Class" basis.)**

- 47% A. Strategically plan, direct, and superintend the efficient and effective management of Streets Planning, Development and Administration through subordinate managers and supervisors. Evaluate, develop, implement, and superintend Division enhancements.
1. Strategize, plan, develop, implement and maintain operational standards for the Division including, but not limited to: 1) a comprehensive snow and ice control plan defining priority criteria, level of service, and storm response; 2) a comprehensive solid waste, recycling and waste diversion plan, 3) comprehensive and coordinated street repair (Engineering), stump grubbing (Forestry), and weed control (Parks and Building Inspection) plans.
  2. Research and maintain an up-to-date knowledge of current industry issues by including communication with other municipalities regarding new technologies, methodologies, and procedures.
  3. Research and maintain an up-to-date knowledge of all federal, state and local regulations regarding solid waste/recycling disposal and snow/ice control and superintend their compliance.
  4. Superintend the formulation, development, adoption, implementation, and evaluation of Streets Division Operation and Capital 25 million annual budgets by performing effective operational/capital cost analyses, establishing efficient inventory control systems, and ensuring appropriate recordkeeping.
  5. Evaluate, strategically develop, plan and monitor standards relevant to the selection, maintenance, and operation of Division vehicles and auxiliary equipment with user input.
  6. Research, analyze, evaluate, develop, anticipate and recommend the Streets Division Vehicles and Auxiliary Equipment Budget (with a replacement value of over 30 million) including budgeting, upgrading, replacing, spec'ing-out, and purchasing.
  7. Research, analyze, evaluate, develop, and anticipate the Streets Division Snow and Ice Control Budget (1 million) including researching snow and ice control vendor availability, placing orders and ensuring timely deliveries.
  8. Maintain effective relationships and communications with the following Offices, Divisions and Departments: 1) Mayor's Office, 2) Attorney's Office, 3) Civil Rights including Equal Opportunity Division and Affirmative Action, 4) Human Resources, 5) Finance, 6) Information Technology, 7) Fleet Services, 8) Police, 9) Dane County 911, 10) Fire; 11) Parking Enforcement, 12) Traffic Engineering, 13) Engineering, 14) Water Utility, 15) Building Inspection, 16) Parks, 17) Forestry, 18) Metro Transit, and 19)Dane County Highway.
  9. Superintend the development and implementation of an inter-agency Public Works Operations Management Team designed to increase effective, integrated operational planning and service delivery.
  10. Effectively recommend to the Superintendent current and future organizational policy, goal development and changes to the Planning, Development, and Administration of the Streets Division and communicate these to staff in order to ensure that the Division is proactively meeting and anticipating community needs and changing conditions.

11. Act as one of the Division's appointed authority for approval of purchase requisitions, personnel certification requests, and payroll.
  12. Superintend, directly and through subordinate staff, the successful policy development and legislative agenda related to the Streets Division for the Board of Estimates and Common Council.
  13. Superintend and direct the daily operations of the Streets Division's Planning, Development, and Administration including, but not limited to: develop and oversee the planning and development of: 1) cost-effective program plans, schedules and related work methods, policies and procedures; 2) accounting; budgeting; payroll; purchasing; and information technology services.
  14. Superintend the hiring, training, supervision, evaluation and performance improvement of all staff in the Planning, Development and Administration of the Streets Division both directly and through subordinate managers and supervisors.
  15. Serve as the Operations Section Chief by superintending the planning, supervising, coordination, and risk assessment of the emergency response tactical activities of Streets Division personnel and equipment, including within the Incident Command Structure (ICS).
  16. Superintend the formulation, development and implementation of the Streets Division Appliance Sticker Fee Program and Reduction Plant Brush/Mulch Programs.
  17. Superintend the formulation, development and implementation of the Streets Division facility needs assessments.
  18. Superintend the preparation, authorization, negotiation, and execution of private contracted services.
  19. Maintain 24/7 availability for after-hour emergencies and weather monitoring.
- 23% B. Plan, develop, review, implement, and enforce policies and procedures necessary for the effective management and operations of the Streets Division.
1. Assist the Streets Superintendent in planning, designing, recommending and reviewing Division policies and procedures required to meet and anticipate changing conditions.
  2. Assist the Streets Superintendent in the planning, development, implementation, and evaluation of Division goals, objectives, work, scheduling plans, and best management practices.
  3. Research and prepare financial, personnel, equipment, solid waste and environmental impact reports and, based on those reports, make recommendations and implement changes related to Streets Division activities, policies and procedures, as assigned by the Streets Superintendent.
  4. Develop, implement and maintain the Streets Division Strategic and Work Plans, as well as incorporate equity evaluation tools and standards.
  5. Review and monitor project expenditures and recommend budget or project adjustments, as needed.
  6. Assist the Streets Superintendent and other Division staff in problem solving Division issues.
  7. Review legislative actions from the City, County, State, and Federal levels for applicability to the Streets Division.
  8. Assist the Streets Superintendent with various special or administrative projects as needed.
  14. Serve as Streets Superintendent, as directed.
- 11% C. Represent diverse Streets interests, programs, services, and events in the media, City communities and neighborhoods
1. Superintend the development, coordination, and communication of Streets activities and services.
  2. Serve as a media spokesperson.
  3. Attend City, County, and community meetings as Streets Superintendent representative to explain Streets Division policies and procedures or respond to operational concerns.
  4. Provide and coordinate staffing assistance to other Public Works agencies as required for specific projects or on an interim basis.
  5. Chair the Streets Accident Review Committee.
  6. Serve as a member of the City's Emergency Operations Center Management Team.
  7. Serve as a member of EAB Task Force.

- 9% D. Assist the Streets Division Superintendent in planning, directing, and overseeing of human resources and employee relations for all Division Staff.
1. Assist in the development, documentation, and maintenance of standards for the hiring, training, supervision, evaluation of Streets Division employees.
  2. Assist in the coordination of Streets Division employee training, development and engagement initiatives. Ensure branch representation and support of Division-wide work groups, staff teams, and communication plans in order to foster a culture of engagement and continuous improvement in the workplace.
  3. Develop, implement and maintain the Streets Division Equity and Affirmative Action Plan related to staffing. Establish benchmarks and goals to ensure continued progress.
  4. Serve as the Streets Civil Rights Coordinator.
  5. Assist the Superintendent in managing all employee relations and staff teams in order to ensure a workplace that fosters employee engagement.
  6. Through subordinate staff, provide administrative support and oversight to the Division's human resources and employee relations processes, programs and initiatives.
  7. Serve as a member of the City's bargaining team and/or act as a resource in labor contract negotiations.
  8. Serve as a member of the Division's Labor-Management Team(s), including negotiating conflict resolutions between Streets Division Management and Local 60 and 236 Associations.
  9. Develop, evaluate, implement and maintain Division occupational health and safety standards.

**12. Primary knowledge, skills and abilities required:**

Thorough knowledge of relevant Public Works and Streets program administration, organization, management and planning theories, policies, practices and techniques. Thorough knowledge of related public and business administration principles and practices relative to financial management and customer-focused program development and administration. Working knowledge of relevant Federal, State and Local laws, rules and regulations as they relate to solid waste management, snow/ice control, and employee health/safety. Working knowledge of the full range of supervisory principles and practices, labor relations and personnel management. Working knowledge of budgeting and program administration principles/practices, cost analysis and life-cycle costing. Working knowledge of and ability to use computer software applicable to the duties of the position. Ability to manage multi-functional programs, activities and facilities. Ability to develop and maintain effective Division policies, practices, and standards within public policy parameters. Ability to research, analyze, develop, recommend and implement effective programs and procedures. Ability to research, analyze and prepare comprehensive reports and present recommendations. Ability to provide leadership in the development and implementation of Public Works planning efforts, including seeking out and incorporating appropriate citizen and public input. Ability to superintend the implementation of effective business procedures. Ability to develop and justify budgetary requests and control budget expenditures. Ability to hire, train, assign, evaluate and discipline employees. Ability to supervise and review the work of higher and lower-level professional, paraprofessional, highly skilled, semi-skilled, laborers and clerical staff. Ability to manage personnel both directly and through subordinate supervisors. Ability to establish and maintain effective working and public relations and to represent the Street Division interests in a broad spectrum of venues. Ability to communicate effectively both orally and in writing and to speak persuasively before diverse groups, including the print, electronic, radio and TV media. Ability to evaluate, develop, analyze, implement and maintain system maintenance priorities and recommend long-term maintenance and rehabilitation plans. Ability to maintain 24/7 availability. Ability to maintain adequate attendance.

Three years of directly related supervisory experience in the areas of solid waste, recycling, snow and ice control, pavement rehabilitation, and/or engineering. Such experience would normally be gained after completion of a college degree in civil engineering, public or business administration, economics, or related fields. Other combinations of training and/or experience that can be demonstrated to result in the possession of the knowledge, skills and abilities necessary to perform the duties of this position will also be considered.

**13. Special tools and equipment required:**

Automobile, personal computer, electronic communication device—2-way radio and cell phone

**14. Required licenses and/or registration:**

Valid Wisconsin Drivers License

**15. Physical requirements:**

Ability to be on call 24/7

Ability to traverse uneven terrain in all weather conditions.

Ability to work in all weather conditions under extreme stressful circumstances, and often times, in critical emergency situations.

**16. Supervision received (level and type):**

Work is performed under the general supervision of the Streets Superintendent.

**17. Leadership Responsibilities:**

This position:  is responsible for supervisory activities (Supervisory Analysis Form attached).  
 has no leadership responsibility.  
 provides general leadership (please provide detail under Function Statement).

**18. Employee Acknowledgment:**

I prepared this form and believe that it accurately describes my position.  
 I have been provided with this description of my assignment by my supervisor.  
 Other comments (see attached).

  
EMPLOYEE

7/20/15  
DATE

**19. Supervisor Statement:**

I have prepared this form and believe that it accurately describes this position.  
 I have reviewed this form, as prepared by the employee, and believe that it accurately describes this position.  
 I have reviewed this form, as prepared by the employee, and find that it differs from my assessment of the position. I have discussed these concerns with the employee and provided them with my written comments (which are attached).  
 I do not believe that the document should be used as the official description of this position (i.e., for purposes of official decisions).  
 Other comments (see attached).

  
SUPERVISOR

7/28/15  
DATE