

RESOLUTION NO. 2020-39

A RESOLUTION OF THE CITY COUNCIL OF THE CITY OF MARINA APPROVING A REALIGNMENT OF THE PUBLIC WORKS MAINTENANCE DIVISION

WHEREAS, The Public Works Maintenance Division is responsible for the maintenance and repair of approximately 100,000 square feet of City-owned buildings, 84 acres of Parks, 156 lane miles of streets, 15 miles of bicycle paths, 20 traffic signal systems, center median and right of way landscaping, over 800 trees, 77 percolation ponds, and custodial duties within all buildings except Police/Fire and the Airport; and

WHEREAS, On January 15, 2008, the City of Marina hired TPO, a Human Resources Management company, to evaluate the Public Works Division organizational structure existing at that time, and to identify options for best utilizing resources by improving departmental work flow and maximizing work efficiencies; and

WHEREAS, The previous Public Works Superintendent retired in April 2010 and the division was left with only a crew lead for supervision of the 12 assigned employees.

WHEREAS, On July 11, 2012, the City Council approved the City's FY 2012-13 Budget. At that time, the Council removed the Public Works Superintendent. The Maintenance Worker III positions were also planned to be removed from the organization through attrition as the incumbents retired; and

WHEREAS, there are several organizational issues that have not been addressed to date, and that impact the operational efficiency and effectiveness of the Public Works Division:

1. The Division lacks a comprehensive Annual Work Program. As a consequence, work is often done in a reactive, "crisis" mode, rather than in a logical, priority-based fashion, with flexibility to change course when emergency issues and projects arise. The Work Program would include an up-to-date inventory of Public Works tasks and projects, a timeline for their completion, and assignments made to appropriate staff members.
2. Routine infrastructure inspection and maintenance is deferred. The upkeep of signals, overall building maintenance including HVAC/heating systems, fueling station, median weeding, cross walk and bicycle striping maintenance tasks are constantly deferred due to more immediate problems and lack of labor resources.
3. The City faces an imminent "experience drain" in its seasoned Maintenance staff. All of the City's current Maintenance Worker III's are eligible to retire and have sufficient service credit to see retirement as an attractive option. The current organizational structure does not provide adequate opportunities for succession planning and/or for long-term promotional opportunities. Without sufficient promotional opportunities, the city stands to lose maintenance workers once they have gained valuable training and experience.

WHEREAS, The City is in need of a comprehensive organizational structure that provides:

1. Adequate planning for and oversight of preventative maintenance and repairs to existing infrastructure, adequate response to unplanned/emergent issues and problems; and flexibility to include maintenance and repair for new infrastructure when it comes on line; and

WHEREAS, The City over the last several years has increased the money being spent on roads. Local road money is about 5 times what it was 3 years ago. During that same time, the City has not revised the employees assigned to work on streets; and

WHEREAS, Effective and efficient day to day operations are best achieved when an organization is built around units that are sized for what is referred to as span of control. Recommended best practices for the number of staff that a supervisor can effectively oversee is four to seven. The current Section Crew Lead is being asked to supervise 12 employees, a number which is much more than any recommended span of control; and

WHEREAS, Staff is recommending the following changes to the Public Works Maintenance Division staffing:

1. A Superintendent of public works would be added back to the department. This position would be expected to handle the simpler street projects as well as directing the overall activities of the Public Works Maintenance Division.
2. A second Section Crew Lead would be added, reducing the span of control from 12 to 5.
3. The Maintenance I employees would be able to flex from a Maintenance I position to a Maintenance II position after demonstrating an ability to act in all aspects of Maintenance work; and

NOW, THEREFORE, BE IT RESOLVED that the City Council of the City of Marina does hereby approve the approving a realignment of the Public Works Maintenance Division by:

- a. Eliminating one vacant Maintenance Worker I position to allow for funding another position;
- b. Adding a Maintenance Superintendent with an adopted salary range from \$7,487 to \$9,101 a month as shown in the attached salary survey;
- c. Converting a Maintenance Worker III to a Crew Chief upon retirement of one of the current Maintenance Worker IIIs;
- d. Discontinuing the Maintenance Worker III with the retirement of the three incumbents;
- e. Reclassifying the Maintenance I position to allow it to Flex to a Maintenance II position upon demonstration of mastery of maintenance skills; and,
- f. Implementing a policy that assures that the Maintenance Worker II position is at least 10% more than the Maintenance Worker I position.

PASSED AND ADOPTED by the City Council of the City of Marina at a regular meeting duly held on the 21st day of April, 2020, by the following vote:

AYES, COUNCIL MEMBERS: Berkley, Urrutia, O'Connell, Morton, Delgado

NOES, COUNCIL MEMBERS: None

ABSENT, COUNCIL MEMBERS: None

ABSTAIN, COUNCIL MEMBERS: None

Bruce C. Delgado, Mayor

ATTEST:

Anita Sharp, Deputy City Clerk

April 1, 2020

Item No. **11b**

Honorable Mayor and Members
of the Marina City Council

City Council Meeting
of ~~April 7, 2020~~
April 21, 2020

**CITY COUNCIL CONSIDER ADOPTING RESOLUTION NO. 2020-,
APPROVING A REALIGNMENT OF THE PUBLIC WORKS
MAINTENANCE DIVISION**

REQUEST:

It is requested that the City Council consider:

1. Adopting Resolution No. 2020-, approving a realignment of the Public Works Maintenance Division by:
 - a. Eliminating one vacant Maintenance Worker I position to allow for funding another position;
 - b. Adding a Public Works Maintenance Superintendent with an adopted salary range from \$7,487 to \$9,101 a month as shown in the attached salary survey;
 - c. Converting a Maintenance Worker III to a Crew Lead upon retirement of one of the current Maintenance Worker IIIs;
 - d. Discontinuing the Maintenance Worker III with the retirement of the three incumbents;
 - e. Reclassifying the Maintenance Worker I position to allow it to Flex to a Maintenance Worker II position upon demonstration of mastery of maintenance skills; and,
 - f. Implementing a policy that assures that the Maintenance Worker II position is at least 10% more than the Maintenance Worker I position.

BACKGROUND

The Public Works Maintenance Division is responsible for the maintenance and repair of approximately 100,000 square feet of City-owned buildings, 84 acres of Parks, 156 lane miles of streets, 15 miles of bicycle paths, 20 traffic signal systems, center median and right of way landscaping, over 800 trees, 77 percolation ponds, and custodial duties within all buildings except Police/Fire and the Airport.

Over the years, the organizational structure of Public Works Maintenance Division has evolved depending upon the needs of the city and available resources. Prior to 2016, the Division resided in the Community Development Department and previously had a Public Works Superintendent position. In 2016 a separate Public Works Department was formed, and a new Public Works Director position was approved. The Department was divided into three divisions: engineering; buildings & grounds; and vehicle maintenance. The responsibilities of these divisions include: buildings & grounds; park maintenance; street maintenance; traffic signals; trees; sidewalks; customer service requests; engineering; project management; capital improvement program; fleet maintenance; vehicle repair; and storm water.

The allocated positions in the FY 19/20 and 20/21 Budget approves the following allocated positions:

FY 2020 <u>Approved Positions</u>	
<u>Engineering</u>	
Public Works Director	1
Associate Engineer	1
Administrative Assistant	1
Intern	.5
<u>Vehicle Maintenance</u>	
Equipment Mechanic	1
Mechanic Assistant	.5
<u>Building & Grounds</u>	
Crew Lead	1
PW Maintenance Worker III	3
PW Maintenance Worker II	3
PW Maintenance Worker I	6
Total Positions	18

ANALYSIS

When the Public Works Department was reorganized in 2016 it was anticipated that the previous Superintendent position would be needed again and the department would need to be restructured to address key span of control and operational efficiency issues. Problems identified at that time included:

1. The Division lacks a comprehensive Annual Work Program. As a consequence, work is often done in a reactive, “crisis” mode, rather than in a logical, priority-based fashion, with flexibility to change course when emergency issues and projects arise. The Work Program would include an up-to-date inventory of Public Works tasks and projects, a timeline for their completion, and assignments made to appropriate staff members.
2. Routine infrastructure inspection and maintenance is deferred. The upkeep of signals, overall building maintenance including HVAC/heating systems, fueling station, median weeding, cross walk and bicycle striping maintenance tasks are constantly deferred due to more immediate problems and lack of labor resources.
3. The City faces an imminent “experience drain” in its seasoned Maintenance staff. All of the City’s current Maintenance Worker III’s are eligible to retire and have sufficient service credit to see retirement as an attractive option. The current organizational structure does not provide adequate opportunities for succession planning and/or for long-term promotional opportunities.

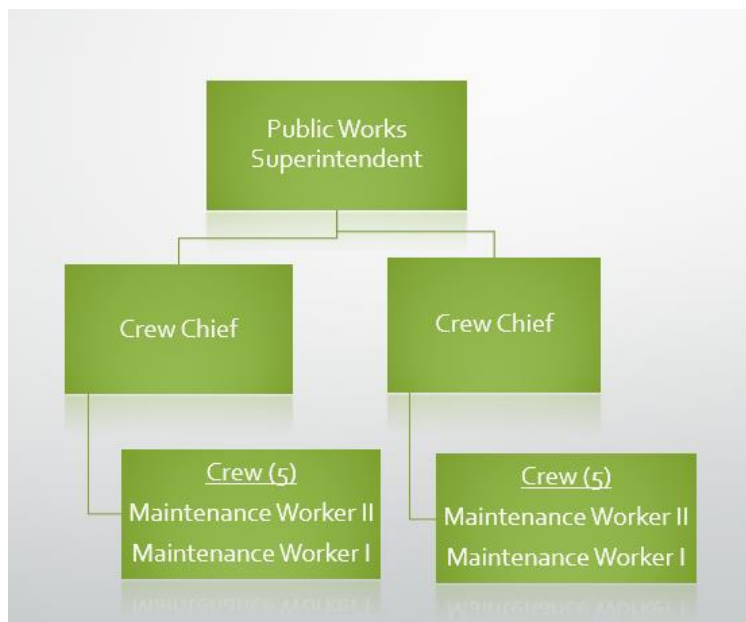
Additionally, over the last several years funding has increased significantly for road maintenance as show by the following table.

Local Street Funding

City of Marina			
Local Street Funding			
	<u>15/16</u>		<u>18/19</u>
State Funds	471,000		860,000
Measure X, Local	-		584,000
General Fund	135,000		1,478,000
	606,000		2,922,000
Note: Does not include Dev. Impact Fees or Grants			

With the funding now available, without adequate staffing to implement and provide oversight to the street maintenance program, it will not be able to move forward as is needed.

It is not realistically feasible or practical for the Public Works Director with one Crew Lead position to provide direct oversight and responsibility for this many functions, operations, and staffing within the department. In 2016 it was envisioned that the City would transition to the following structure for operations of the Building & Grounds Maintenance Division.



Effective and efficient day to day operations are best achieved when an organization is built around units that are sized for what is referred to as span of control. Recommended best practices for the number of staff that a supervisor can effectively oversee is four to seven. The current Section Crew Lead is being asked to supervise 12 employees, a number which is much more than any recommended span of control.

The proposed restructuring will not add any additional new positions above the total 18 allocated in the department. However, it would restructure the positions as follows:

1. Add one (1) Superintendent position that would be responsible for the Building & Grounds Maintenance Division including organizing a comprehensive annual work program and providing for routine infrastructure inspection and maintenance. It is also anticipated the position would assist with the simpler street projects.
2. Add one (1) additional Crew Lead for a total of two (2) which would reduce the span of control from 12 to 5 and would provide for much better operational efficiency and effectiveness.
3. The Maintenance I employees would be able to flex from a Maintenance I position to a Maintenance II position after demonstrating an ability to act in all aspects of Maintenance work. Currently, there is a 11% gap between the classifications. The City maintain at least a 10% gap to assure that two full-steps would be available to Maintenance Workers as the work through the available steps.
4. Eliminate one (1) Maintenance Worker I position, which allows the Superintendent position to be created without adding additional staff. We currently have a vacant Maintenance Worker I position.
5. Eliminate the Maintenance Worker III positions as they retire. These will then be converted into Maintenance Worker I/II positions and the additional Crew Lead position.

The proposed changes will help provide improved planning for and oversight of preventative infrastructure maintenance and repairs, adequate response to unplanned/emergency issues and problems; and flexibility to include maintenance and repair for new infrastructure when it comes on-line.

Superintendent Salary Range

The salary for the Public Works Superintendent would be set by the following superintendent salary survey.

Superintendent Salary Survey				
Mar-20				
City	Salary Top Step			
Marina				
San Luis Obispo	\$7,505.33		Average	\$9,100.81
Salinas	\$9,308.00		Diff Avg \$	(9,100.81)
Monterey	\$9,276.00		Diff. from Avg. %	-100.0%
Gilroy	\$9,656.00			
Seaside	\$9,896.58		Median	\$9,292.00
Pacific Grove	\$10,152.13		Diff Med \$	(9,292.00)
Watsonville	\$8,217.73		Diff. from Median %	-100.0%
Hollister	\$8,794.70			
Step A	Step B	Step C	Step D	Step E
\$7,487.26	\$7,861.62	\$8,254.70	\$8,667.44	\$9,100.81

FISCAL IMPACT

Converting a Maintenance Worker I position to a Public Works Superintendent will cost approximately an additional \$80,000 annually. Converting a Maintenance Work II to a Crew Lead position will cost approximately an additional \$25,000 annually. The combined fiscal impact will be approximately \$105,000 annually.

CONCLUSION:

The proposed re-structuring reduces the span of control to a more manageable level and adds management capabilities that will be able to more efficiently and effectively implement the City's work program and maintain the City's infrastructure.

Respectfully submitted,

Brian McMinn, P.E., P.L.S.
Public Works Director/City Engineer
City of Marina

REVIEWED/CONCUR:

Layne P. Long
City Manager
City of Marina