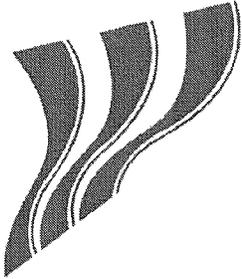


**LABOR RELATIONS COMMITTEE MEETING
4:45 PM, JULY 11, 2012
CONFERENCE ROOM NO. 1
CITY OFFICE BUILDING**

**Chair: Steve Ahmann
Members: Tim Johnson
 Denis Anderson
 Doug Reese**

AGENDA

1. Consideration of Vacant Positions:
 - A. Appraiser
 - B. Wastewater Treatment Plant Operator
 - C. Engineering Technician
2. Consideration of Organizational Assessment by Springsted, Inc.
3. Review Current Overtime Pay for Special Events
4. Discussion: Full Council Involved in Labor Contracts Negotiations
5. Miscellany
6. Adjourn



**CITY OF WILLMAR, MINNESOTA
REQUEST FOR COMMITTEE ACTION**

Agenda Item Number: _____

Meeting Date: July 11, 2012

Attachments: X Yes ___ No

CITY COUNCIL ACTION

Date: July 16, 2012

- | | |
|-----------------------------------|---------------------------------|
| <input type="checkbox"/> Approved | <input type="checkbox"/> Denied |
| <input type="checkbox"/> Amended | <input type="checkbox"/> Tabled |
| <input type="checkbox"/> Other | |

Originating Department: City Clerk-Treasurer

Action Requested: Review and discuss Assessing Department Staff

Background/Justification:

The City Assessing functions have historically been accomplished with four (4) staff members all the way back to 1980's with around 6,500 parcels. Staff members then were Richard Larson, Pat Erickson, Sue Pechacek, and Judy Thompson. At the death of Sue Pechacek and the retirement of Richard Larson the appraising workload has been accomplished with Pat Erickson, Judy Thompson, Sue Torison, and Krista Krupa, with the parcel count nearing 8,800 properties. At the February, 2011 retirement of appraiser Sue Torison, the 4 FTE's were reduced to 3.3. Sue Torison worked .3 FTE's as clerical assistance to meet the data entry requirements of the tasks.

Staff can explore contracting for 600 to 900 appraisals each year. In past conversations with local appraisers, some have 6 figure incomes. The contracted services would most likely not be cheaper than city staff.

Fiscal Impact: To fill the position of the full-time Clerk Appraisal Assistant, there will be no negative fiscal impact as this position was included in the 2013 budget request.

Staff Recommendation: Advertise to fill the vacant Clerk Appraisal Assistant position.

Preparer: City Clerk-Treasurer

Signature:

Assessing Department
 Annual Time Table
 City of Willmar
 29-Jun-12

<u>Months to Complete Job</u>	<u>Task Completed</u>	<u>Number of Parcels</u>
January thru March	Re-classify & Re-Value Special Assessments Process Sales & Hmstds	8044
April	Board of Review & Appeal Special Assessments Process Sales & Hmstds	8044
May thru September	View Property Special Assessments Process Sales & Hmstds	1609
October	Review All Sales Determine New Mkt Values Update CAMA/Computer Aided Mass Appraisal Sys Special Assessments Process Sales & Hmstds	450
October thru Dec	Follow Up New Construction Input Viewing Information Special Assessments Process Sales & Hmstds	400

Number of Parcels

Residential	6000
Mobile Homes	156
Coml/Indl	1000
Multi Housing Properties	300
Vacant & Agri Land	200
Tax Exempt	388
Total	8044

Annual Viewing Requirement 20%

Total Parcels Viewed Yearly 1608.8

Hours Per Parcels 0.75

15 Min for each of follow:

Outside Viewing

Inside Viewing

Picture/Re-measure/Travel Btwn Parcels

Total Hours Needed 1206.6

Employee Viewing Hours

Morning: 9am - 12 Noon 3

Afternoon: 1pm to 4pm 3

Total Hours 6

Total Days Per Week 5

Total Weeks May thru Sept 20

*Total Viewing Hours Per Employee 600

*Note: This doesn't take into consideration vacation time for employees.
Due to busy schedule in fall & winter re-valuing property, most vacation time is taken in the summer.

June 20, 2012
City of Willmar
Assessing Department

List of Jobs:

1. Value and classify the following property on an annual basis (state requirement)
 - a. 7500 Real & Personal (Approximate Number)
 - i. 1000 Coml/Industrial
 - ii. 300 Multi Housing Properties
 - iii. 200 Vacant & Agri Land
 - iv. 6000 Residential
 - b. 156 Mobile Homes
 - c. 388 Tax Exempt
2. Jobs that relate to the Valuation & Classification of Property
 - a. Physically view 20% of all properties on an annual basis (state requirement)
 - i. Property owners are notified by mail that appraisers will be in their neighborhood during a specific time frame
 - ii. Property owners can call and set up a specific time if an owner will not be home during the specified time
 - iii. Rental properties are inspected with the building inspector when they schedule their rental inspections
 - b. Following up on all new construction on an annual basis
 - i. When possible, go with the building inspector when they schedule their final inspection
 - ii. Following up at the end of the year on all permits that do not have a final to verify the percent of complete.
 - c. Maintain computer aided mass appraisal system during the year for updated information
 - i. New Construction
 - ii. Viewing Information
 - iii. Pictures Taken
 - iv. New Plats
 - v. New Annexation
 - vi. Split & Combined Parcels
 - d. Process sales for all property in the City of Willmar
 - i. Classification changes
 1. Homesteads
 2. Exempt & Taxable Classification
 - ii. Maintain Sales Ratio Studies for Residential and Commercial Properties
 1. Study for the Department of Revenue
 - a. Used by Department for their annual review of values
 - b. All property values in the State of Minnesota must meet minimum valuation standards. If the location jurisdiction does not meet these standards, the state will implement valuation changes based on the sales ratio studies.

2. Study for the City of Willmar
 - a. Analyze sales by neighborhoods
 - b. Analyze sales by property type
 - c. Analyze sales by time
3. Results from the Sales Ratio Studies are used by the City Assessor to determine any valuation changes that must be made for the next valuation.
- iii. As of January 2 of every year, all property in the City of Willmar is re-valued based on the information obtained from the previous year's viewing information, sale information and new construction information. This is accomplished by the following means.
 1. Computer Aided Mass Appraisal System for Residential Properties
 2. Income and Sales Analysis for Income Producing Properties
 3. Sales and Cost Analysis for Commercial/Industrial Properties
- iv. Values are electronically transferred to the County and they mail the Valuation Notices and Property Tax Statements and Truth in Taxation Notices.
- v. The City of Willmar holds a Board of Appeal and Equalization meeting after the valuation notices are mailed.
 1. Staff from the City Assessor's Office answer questions or valuations appeals at this time.
 2. City staff handle the required forms and documents that must be submitted to the D.O.R. after the meeting.

City Assessor's Office

List of Duties Other Than Those Associated with Valuation

As of January 23, 2004

Special Assessments:

1. We maintain all special assessment records.
2. Coordinate between the City and the County the set up of all new special assessments on the tax rolls.
3. Handle the prepayment of all new special assessments and the early payment of existing special assessments.
4. Coordinate between the City and the County the removal of a special assessment from the tax rolls that has been prepaid or a remaining balance that has been paid off.
5. Balance each year the assessment records between the City and the County.
6. Verify remaining principal balances for the public.
7. Issue assessments certificates upon request.
8. Coordinate between the City and the County deferred assessments.
9. We handle the transfer of special assessments for annexations from County parcels to city parcels.

Subdivision Ordinance

1. We coordinate between the City and the County Auditor's office when a deed is received that is a land split. We notify the County if the land meets the City's Subdivision Ordinance and if not that the deed should be returned.
2. We check to see if there are any new assessments or existing assessments against a property that is being split. If there are specials assessments, we notify the County that the deed should be returned.

Review All New Plats before Final Approval

1. Check the records for existing special assessments against the property being platted. If there are assessments, notify Bruce Peterson that specials must be paid or reapportioned before final approval of the plat.
2. Review the property being platted and the set up of the new plat. Verify that there are no conditions in the plat that would negatively affect the value of the property after platting (example – street access).

Review All Commercial/Industrial Permits Before Issued

1. Verify that the proposed building sits on a single tax parcel, that building has access to public streets and check if the property might be subject to a tapping fee before the permit is issued.
2. Prepare combination forms for owner if the new building sits on multiple parcels. Building permit will not be issued until the combination has been agreed to by the owner. Also, combine special assessments if required.

Listing of Contacts That We Have With Other City Departments

Building Inspector

1. We have daily contact with the people in this department. Our areas use each others information on a daily basis.
2. We go with the building inspectors on all finals for new houses and new commercial and industrial construction.
3. We use the building inspector's permit plans on a daily basis.
4. We discuss problem areas, new types of construction and building permits issued in the City of Willmar with the building inspector almost on a daily basis.
5. The building inspectors use our tax records and city maps on a regular basis.

Planning Department

1. They use our maps and records for a number of the duties they complete. They also use our information for new development and planning purposes.
2. We contact them when we are valuing a property with future development possibilities or if a property has problems and what if anything can be done to remedy these problems;

Engineering

1. They use our maps and records when setting up the new assessments rolls.
2. They also use our information for weed mowing assessments
3. We use their information when valuing properties. We check with engineering for the services located on the property, what problems there might be in providing services to a property just to mention a few.

We have contact with the other departments in the City but the above departments provide us with information that is very important in the valuation process. I feel that in a city the size of Willmar you need to have close contact between these areas. I don't believe that the work can be done right without this contact.

Prepared By,

Patsy Erickson
City Assessor

Replacement of the Appraiser II Position

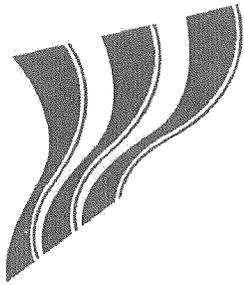
The City of Willmar has the statutory responsibility to appraise the properties within its jurisdiction, at a minimum to fund the appraisal. It is not the County's responsibility.

The "list of jobs" is attached providing a necessary understanding of the appraising practice and timetable. Also included is a "list of duties", OTHER than those associated with valuation. It is these jobs clearly rejected by the County in the last review of the proposal to have the County take over the appraising of properties.

The main "other" duty is the maintenance of the special assessment records for the City of Willmar infrastructure improvement projects for the last 40 years. Should the City Council decide to levy for street improvement projects in place of special assessments, record maintenance would eventually terminate.

In the County's 2010 review it was clearly agreed by all parties that 8,000 municipal parcels cannot be appraised by fewer than 3 full time certified appraisers.

It is staff recommendation that this municipality carry out its' duties by hiring municipal appraisers, keeping the list of other duties conducted here at City Hall, and keeping all records updated here that are cross referenced by the City Engineer's staff, Zoning staff, and Building Department staff.



**CITY OF WILLMAR, MINNESOTA
REQUEST FOR COMMITTEE ACTION**

Agenda Item Number: _____

Meeting Date: July 11, 2012

Attachments: Yes No

CITY COUNCIL ACTION

Date: July 16, 2012

Approved Denied
 Amended Tabled
 Other

Originating Department: Public Works - WWTF

Action Requested: Review and discuss Wastewater Treatment Facility staff.

Introduction: The Wastewater Treatment Facility will have two retirements in 2012. As we look to replace these positions, staff feels it is appropriate to take an in depth look at restructuring staffing at the Wastewater Treatment Facility in order to improve efficiency and maximize effectiveness.

Background/Justification:

1. With the construction of the new plant it is important that we protect the City's investment. The city should protect the investment while the plant is new by providing adequate staff to learn and maintain the process. We need to take a hard look and review staffing levels now and when the next round of staff begins to retire.
2. In April 2012, a full-time operator retired and in September a second full-time staff member will be retiring. Staff feels it is important to look to the future in regards to transitioning current staff members, as well as future retirements. In the next 6-10 years there will be 4 additional staff that will be eligible to retire.
3. We have reviewed the operators' group tasks and work load at the plant (a summary is attached).
4. Staff recommends maintaining current staff levels as we continue to learn about process treatment, how to tweak the system, and learn about seasonal changes and how it affects treatment. We have only experienced one (1) cold/snowy winter and one (1) warm/dry winter season and have not yet experienced a severe rainstorm since moving to the new site.
5. Under the new NPDES permit which expires February 28, 2013, our plant will be designated as a Delegated Pretreatment City which means the City shall develop, maintain and enforce a pretreatment program. Some of the requirements of the new permit will include: the permittee shall inspect and sample the discharge from each SIU at least once a year independent of information provided by the SIU; issue permits to all SIU's; and evaluate the need to revise local limits.
6. In May 2006, Donohue and Associates prepared Technical Memorandum No. 105.3.9 (attached) to outline the proposed staffing strategy for the new WWTF. Donohue's recommendation states that the staffing level, which included 4 operators, to be adequate.
7. In April 2012, it was proposed to reassign duties of the Assistant Lab Tech and Safety Coordinator to the Bio-Solids Coordinator and Lift Station Mechanic positions accordingly in anticipation of an upcoming retirement. It was also discussed to create an Environmental Manager position. With the growing number of state and Federal requirements related to Environmental issues, staff recommends replacing the Assistant Lab Tech/Safety Coordinator position with an Environmental Manager. The Environmental manager would be tasked with both Stormwater and Wastewater regulatory and environmental issues.
8. Staff would like to collaborate with the Willmar Municipal Utilities to develop an Environmental Manager position that could be shared between the two entities.
9. Staff recommends filling the vacant Operator position as the result of an April retirement.

Fiscal Impact: To fill the position of the full-time operator, there will be no negative fiscal impact as this position was included in the 2013 budget request.

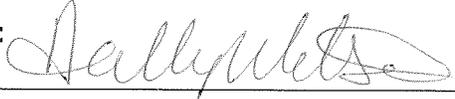
Alternatives:

1. Maintain existing staff levels
2. Replace vacant Operator position

Staff Recommendation: Advertise to fill the vacant Operator position.

Reviewed by: Charlene Stevens, City Administrator

Preparer: Holly Wilson, Public Works Director

Signature: 

Comments:

Totals		2080 * 3 = 6240	2080* .8 = 1664		7904	Yearly Total	7,571	146
Operations Group / Tasks Required		Operations Staff Required for each task	Individual Man Hours / Day	Days /Week Required	Hours /Week	Weeks /Year Required	Task Hours /Year	Annual Avg Hours /Week
1	Sludge Thickening Operator	1			29	52		
	Gravity Belt Thickener	1	5	4	20	52	1040	20.0
	Set up & Clean up	1	1	4	4	52	208	4.0
	Operations Control & supplies	1	1	4	4	52	208	4.0
	Solids Testing	1	1	1	1	52	52	1.0
<hr/>								
2	Process Operator	1			27.5	52		
	Regulatory sample collection	1	0.75	3	2.25	52	117	2.3
	Sampler Calibrations	1	0.75	1	0.75	52	39	0.8
	Process Testing	1	5	3	15	52	780	15.0
	Process analysis, observations and Control	1	0.5	5	2.5	52	130	2.5
	Issues / Problem Solving	1	1	5	5	52	260	5.0
	Reporting / Data Entry	1	2	1	2	52	104	2.0

Operations Group / Tasks Required		Operations Staff Required for each task	Individual Man Hours / Day	Days /Week Required	Hours /Week	Weeks /Year Completed	Total Hours /Year	Total of Hours /Year	Annual Avg Hours /Week
4a	Floater Operator							2433	
4b	Process Structures & Tanks (X 13)								
	A drain and inspect	1	4	2	8	1	104		2.0
	B cleaning	2	4	2	16	1	208		4.0
	C General Maintenance	2	4	1	8	1	104		2.0
	D Assist Major Maintenance	1	4	3	12	1	156		3.0
4c	Grounds (New WWTF 37Acres , Old WWTF 11 Acres)								
	A Mowing / Weed Control	1	8	2	16	30	480		9.2
	B Snow Removal	2	8	2	32	22	704		13.5
4d	Collection Systems Support (Lift Stations 25)								
	A Mowing / Weed Control	1	4	1	4	10	40		0.8
	B Equipment (51 Pumps) Clogged Pumps	1	2	1	2	16	32		0.6
	C Cleaning and Entering Wetwells (25)	2	8	5	80	2	160		3.1

Operations Group / Tasks Required

Operations Group / Tasks Required		Operations Staff Required for each task	Individual Man Hours / Day	Days /Week Required	Hours /Week	Weeks /Year Completed	Total Hours /Year	Total of Hours /Year	Annual Avg Hours /Week
4a	Floater Operator (Cont.)								
4e	Bio-Solids Support								
	A Land Application	1	8	5	40	6	240		4.6
	B General equipment maintenance	1	4	5	20	3	60		1.2
4f	UnScheduled								
	Equipment Alarms/failures	1	1	2	2	52	104		2.0
4g	Deliveries and Orders (Chemical)								
	Ferric	1	1	1	1	26	26		0.5
	Mag Hydroxide	1	1	1	1	12	12		0.2
	Polymer	1	0.5	1	0.5	6	3		0.1

Notes: 1> On-Call Schedules are Tuesday...Tuesday. For the purpose to avoid overtime the on-call staff's scheduled work week is as follows. (Tuesday...Saturday & Sunday...Thursday) leaving (one of the operators only available during the normal work week to 32 hours/week

2> Operators are required to work every other weekend and are required on the weekend to do the regulatory testing as well as respond to any equipment and lift station alarms.

3> Every other week..one operator is On Call & responds to after Hours Issues & Support and is scheduled to work the weekend.

The estimated hours of 7,571..... reflects conservative numbers and may be low by as much as 2,000

Staffing levels need to be sufficient-enough to handle the day to day issues that come up. Examples include alarming, plugged pumps, storm events, lift station High Wetwells, equipment failures, process adjustments, testing and solids control as well as holidays, sick days, vacation days, etc

Note....Operations Staff Required for each task (Many of the tasks are required to be completed at the same time as other tasks)

The total staffing hours do not reflect Holidays, one operator at 4 days a week, sick days, or vacations.

Technical Memorandum No. 105.3.9

Staffing

Wastewater Program
Willmar, Minnesota



Date: May 1, 2006

To: Mel Odens, Director of Public Works

Copy: Brian Bollig, Assistant City Engineer
Colleen Thompson, WWTF Superintendent
Sam Lahanis, Program Manager
Mike Gerbitz, Wastewater Engineer
Sandy Kimmler, Civil Engineer

From: Ken Sedmak, Senior Program Manager

By: Ken Sedmak, Senior Program Manager

Purpose

The purpose of this Technical Memorandum (TM 105.3.9) is to outline a proposed staffing strategy for the proposed new wastewater treatment facility.

Existing Staff

The existing wastewater treatment staff consists of eleven staff positions shown on the organizational chart in Attachment A. All the staff report to the superintendent who reports to the Director of Public Works. The wastewater staff duties and responsibilities are for the wastewater treatment plant and lift stations. The wastewater collection system is maintained by the street department staff who report, separately, to the Director of Public Works. Collection system upgrades, I & I reduction program, and sump pump regulations are to be addressed by the City and documented in the Infrastructure Management Technical Memorandum. Some staff sharing occurs between the street department and wastewater treatment staff, as required. Collection system maintenance and inspections staffing will not be addressed in this TM.

Each wastewater staff position is described in the job descriptions in Attachment A. The job descriptions indicate the purpose; organizational relationship; essential functions; other duties and responsibilities; required knowledge, skills, and abilities; minimum qualifications; and working conditions. There are four operations staff and one person for each of the other staff positions for a total of eleven wastewater staff. The staffing level and job descriptions meet the requirements for adequate staffing of a secondary wastewater treatment plant with anaerobic digestion.

Duty Shifts for Proposed Planned Wastewater Facilities

After the proposed new wastewater treatment facility is operational, the existing wastewater treatment plant will be converted from its current role to a raw wastewater pumping station and storage facility. The existing

Technical Memorandum No. 105.3.9
Staffing

Wastewater Program
Willmar, Minnesota

storage garage and maintenance facilities will remain at the site for lift station maintenance, and storage of vehicles, pumps, and other equipment. The lift station maintenance duties and responsibilities will not shift.

Operation, maintenance, laboratory, and instrumentation and control duties will shift from the existing plant to the new plant. The new plant will have fewer unit processes; however, the facility will have to treat wastewater nutrients (ammonia and phosphorous). It will also include a Supervisor Control And Data Acquisition (SCADA) system for plant automation. The new duties will impact the activities of the working foreman, operator and laboratory technician. The operating staff will shift duties from operation of a fixed film secondary plant with anaerobic digestion and chlorine disinfection to an activated sludge plant with mechanical thickening and UV disinfection. The operator job description has diversity to address additional work in laboratory analysis and instrument cleaning and calibration. The operational staff level should not change for these duties from the present level.

The laboratory analysis work should not increase significantly. Some analyses will be added and others eliminated. The NPDES effluent testing will increase, requiring ammonia and phosphorous analyses. The activated sludge process will require suspended solids and settleable solids analyses. Other analyses for anaerobic digestion will be eliminated. Based upon experience with other plants of similar size and complexity, one full-time laboratory technician with support from a part-time assistant should be adequate.

The SCADA system will be changed to conform to the new plant unit process control strategies. The automation has field sensors requiring cleaning and calibration. This duty could be performed by any of the staff. The working foreman knows the existing SCADA system and will shift his knowledge to the new system for administration of the SCADA. The SCADA will be configured during construction and startup, requiring minimum administration following startup. Daily operation of the SCADA Human Machine Interface (HMI) will be by operation staff and accessible to all users. Maintenance of the system will mainly be sensor cleaning and calibration. A change to staff duties will be required for this maintenance activity. Additional staff is not required. Other duties for biosolids coordination, maintenance, and supervision will not change.

Staff Level

Based upon the above review of duty shifts from the existing plant to the new plant, job descriptions will change; however, the existing staff level should be adequate. Also a review of a similar size plant with similar unit processes without lift station maintenance indicates that the current staff level adequate.

Summary

The proposed staffing strategy is as follows:

1. lift station maintenance will not change;
2. operational duties will shift from fixed film secondary plant with anaerobic digestion and chlorine disinfection to an activated sludge plant with mechanical thickening and UV disinfection;
3. frequency of some tests will increase and others will decrease or be eliminated;
4. SCADA will be configured during construction and startup, requiring minimum administration;

Technical Memorandum No. 105.3.9
Staffing

Wastewater Program
Willmar, Minnesota

5. automation of the plant will have field sensors requiring cleaning and calibration; and
6. no duty shifts for biosolids coordination, maintenance and supervision.

The existing staffing level is adequate and will require duty changes and training.

City of WILLMAR

WASTEWATER TREATMENT OPERATOR

Position Title: Wastewater Treatment Operator

Department: Public Works

Department Head: Public Works Director

Immediate Supervisor: WTP Superintendent

Pay Range: 5 **FLSA Status:** Non-exempt

APPROVED:	April 5, 2000
REVISED:	May, 2003
REVISED:	
REVISED:	

Purpose

Performs non-supervisory technical, skilled and manual work with responsibility for the daily operation of all processes and equipment for the City's Wastewater Treatment Plant according to the EPA and MPCA rules and regulations. Includes work with lift stations and biosolids. Serves on standby for emergency and problem situations on a rotational basis. Rotation of job assignments within the operations group as needed.

Organizational Relationships

Reports to: WWTP Working Foreman

Communicates with: *Internally* – other Wastewater and City employees; *Externally* – MPCA staff, suppliers and vendors.

Supervises: None (some work direction provided to part-time employees)

ESSENTIAL FUNCTIONS

Observes plant operations through visual and audio inspections to insure it is working properly.

Records all meters, levels and flows of equipment to ensure proper functioning.

Adjusts motors, valves, pumps to maintain proper treatment; confers with Working Foreman and Superintendent on system adjustments.

Troubleshoot operator-level problems as needed.

Records data and prepares reports on operation.

Maintains and repairs wastewater equipment/buildings.

Perform general maintenance tasks such as operating lawn mowers, removing snow, cleaning/sanitizing bathrooms and general cleaning of buildings' interior and exterior.

Safely handle various chemicals such as sodium hydrochloride, bleach and caustic, potassium permanganate, muriatic and other cleaning acids and chlorine; and order supplies.

Enter and work in confined spaces according to established safety procedures.

Assist in maintaining a safe work environment by observing/noting hazards, taking corrective action or notifying supervisor.

Operates biosolids applicator vehicles and semi-tractor/tank when needed.

Operates other heavy and light equipment such as snowblowers, trackless, skid loaders, sprayers and lawnmowers; and performs other services as needed.

Perform various lab operations through testing and analysis.

WASTEWATER OPERATOR

Operates computer software programs, runs daily/monthly reports, and prepare charts and other information reports.

Assists in plant maintenance from time to time.

Other Duties and Responsibilities

Performs other duties as assigned or apparent.

Flexible to fit into the plant operations group rotation schedule.

Required Knowledge, Skills and Abilities

Knowledge in wastewater operations including basic understanding of biological processes, procedures, lab procedures and permit regulations.

Knowledge of confined space entry and all safety procedures/practices.

Knowledge in the use of a computer to generate daily, monthly and annual reports.

Skill in operating all plant equipment, lift stations, lab equipment and safety equipment.

Ability to organize work tasks, remain flexible to changes, and work independently and as part of a team.

Ability to apply mechanical knowledge and skill to routinely maintain and adjust pumps, motors and other equipment.

Ability to keep complete, accurate and clean operational records.

Ability to descend and ascend into manholes, lift stations and confined space up to 50 feet.

Ability to perform manual labor, which includes bending, crouching, stooping, sweeping, scrubbing and painting as needed.

Working ability to safely lift and carry object weighing up to 50 pounds.

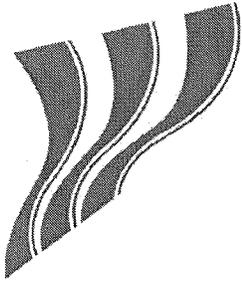
Machines, tools and equipment used: vehicles, telephone, computer and calculator.

MINIMUM QUALIFICATIONS

High school degree or equivalent; State of Minnesota Class D Wastewater Treatment Facility License; Class A Commercial Driver's License with tanker endorsement; Special Engineer Boilers License; and ability to achieve the required knowledge, skills and abilities, and possess minimum qualifications within the probationary period.

Working Conditions

Time is spent performing work in and around the WWTP buildings and grounds with some tasks carried out in confined spaces or at various heights and depths of 50 feet. Regularly uses fine motor skills to coordinate eyes and hands to use, adjust, repair and maintain a variety of tools, machines or equipment. Operates heavy and light equipment. Regularly uses large motor skills to exert moderate to considerable physical effort while performing a variety of movements such as bending, crouching, pushing/pulling, twisting/turning, digging and lifting. All vision abilities and senses, with the exception of taste, may be used depending on the particular task. Exposure to irritants/fumes, hazardous chemicals, temperatures extremes, vibrations, infectious diseases, gases and strong odors, and noise can be occasional to frequent/continual.



**CITY OF WILLMAR, MINNESOTA
REQUEST FOR COMMITTEE ACTION**

Agenda Item Number: _____

Meeting Date: July 11, 2012

Attachments: Yes No

CITY COUNCIL ACTION

Date: July 16, 2012

Approved Denied
 Amended Tabled
 Other

Originating Department: Public Works - Engineering

Action Requested: Advertise to fill Engineering Technician/Surveyor position

Introduction: As a result of the resignation of Engineering Technician/Surveyor position the month, staff is requesting permission to post and fill the vacant position.

Background/Justification:

1. The position of the Engineering Technician/Surveyor is essential to the day to day operations. It is a unique position with a specific skill set, such that duties are not easily shifted to other staff.
2. This position provides immediate response for survey requests, provides construction staking, collects survey data for in-house engineering design, provides construction inspection, and prepares data collection to meet the City's MS4 requirements.
3. The position of Engineering Technician/Surveyor was vacant in 2009. At that time, quotes were received for construction staking. The City paid \$9,357.75 for 8 blocks of staking. On average, our street program requires about 18 blocks of construction staking. This could come at a cost of about \$21,000 per construction year for our current street program.
4. Preliminary survey information for plan preparation would come at an additional cost to the City of at least double the cost for construction staking.
5. In addition to construction staking, the position of Engineering Technician/Surveyor also provides survey information for preliminary design, prepares plans, updates as-built information, performs the required MS4 outlet inspections, conducts bituminous plant monitoring for state aid projects, and assists with over 2000 locate requests per year.
6. In 2013, the City has 2 Federal projects that will be constructed. Federally funded projects require additional testing as well as additional detail design work.
7. Staff recommends filling the vacant Engineering Technician/Surveyor position.

Fiscal Impact: To fill the position of the Engineering Technician/Surveyor, there will be no negative fiscal impact as this position was included in the 2012 and 2013 budget request.

Alternatives:

1. Maintain existing staff levels and hire surveying services
2. Replace vacant Engineering Technician/Surveyor position

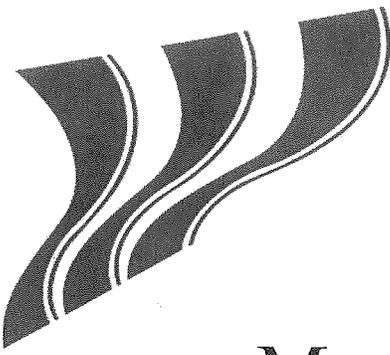
Staff Recommendation: Advertise to fill the vacant Engineering Technician/Surveyor position.

Reviewed by: Charlene Stevens, City Administrator

Preparer: Holly Wilson, Public Works Director

Signature: 

Comments:



CITY OF WILLMAR
333 SW 6th St
Box 755
Willmar, MN 56201
320-235-4915

Memorandum

To: Charlene Stevens, City Administrator

From: Holly Wilson, Public Works Director

Date: June 22, 2012

RE: **Engineering Technician/Surveyor Position**



As a result of the recent resignation of Ryan Rausch on June 12, 2012, we are requesting permission to post and fill this vacant position. We feel the position of Engineering Technician/Surveyor is essential to our department and our day to day operations. Although the tasks of surveying and construction inspection related to street work can be funded through the street improvement budget, there are several other essential duties assigned to the Engineering Technician/surveyor. These tasks include:

- Provide elevation shots to check drainage patterns
- Provide immediate response for survey requests
- Locate property corners
- Prepare construction plans using survey data and AutoCAD
- Perform the annual outfall inspections as required by the City's MS4 permit
- Provide construction inspection
- Assist citizens and/or contractors with questions regarding existing and planned utilities
- Update as-built plans, maps and other electronic files
- Gopher One Call locates
- Collect survey information for in-house designs such as the CSAH24/Bus71 intersection

The position of Engineering Technician/Surveyor is a unique position that requires an individual who is trained to operate the highly technical equipment used for survey data collection and use the data to prepare construction plans. The Engineering Department, with the appropriate staff, can provide a full range of engineering services ranging from survey data collection and design to construction inspection and as-built preparation using our updated 2009 survey equipment, three stations of 2009 dual screen AutoCAD system, and an HP Design Jet color plotter.

For further information, attached is a copy of the job description for the Engineering Technician position. This position is essential to the Engineering Department and we are requesting it be filled. Thank you for your consideration.



ENGINEERING TECHNICIAN

Position Title: Engineering Technician
Department: Public Works
Department Head: Public Works Director
Immediate Supervisor: Records/Construction
Manager
Pay Range: 6 **FLSA Status:** Non-exempt

<i>APPROVED:</i> _____ April 5, 2000
<i>REVISED:</i>
<i>REVISED:</i>
<i>REVISED:</i>

Purpose

Performs non-supervisory technical and administrative work to carry out surveying, drafting and inspecting responsibilities. Gathers information on alignment topography, vertical control, horizontal control and stake out. Prepares plans and specifications for public improvement projects. Inspects projects for compliance with plans/specifications and assure quality control measures are followed. Designs and drafts future projects. Assists in contract administration.

Organizational Relationships

Communicates with: *Internally* - Public Works Director and other department directors, MUC supervisory staff, Public Works, Wastewater Treatment, Leisure Services, and Planning and Development staff; *Externally* - contractors, property owners, County personnel, MN Department of Transportation, Pollution Control Agency, land surveyors, consulting engineers, plumbers, and the general public.

Supervises: None (provides work direction to part-time employees)

ESSENTIAL FUNCTIONS

Use a variety of instruments and equipment to perform field surveying; record complete and accurate field data; stake out the alignment and placement of various infrastructure items; and locate sewer lines before digging.

Prepare plans and specifications for major and minor projects: analyze field data, drafts and designs plans, and review/rewrite specifications.

Develop cost estimates for projects by checking project quantities and assigning values.

Inspect and monitor progress of multiple projects: compliance with plans and specifications; record project quantities; keep records for as-builts; discuss projects with residents; and prepare contractor pay estimates.

Update as-builts by making changes or additions to plans, maps and other files.

Review pay items with contractor to prepare final project cost and payment reports.

Locate information on rights-of-way and easements; interprets maps and writes land descriptions.

Assist in rating streets for maintenance needs such as seal coating, overlay, and reconstruction.

Prepares projects for other City departments.

Other Duties and Responsibilities

Assist with building inspections when requested.

Oversee various projects such as tank removals and pollution issues.

Answer questions about existing and planned utilities.

ENGINEERING TECHNICIAN

Required Knowledge, Skills and Abilities

Performs other related duties as assigned by Supervisor or as apparent.

Knowledge of, and ability to apply, engineering standards/practices/techniques, MN DOT specifications book, MN DOT schedule of materials testing, software operating manual, MN DOH Permit, MPCA permit, MN DOT permit NPDES permit, and ADA requirements.

Knowledge of, and ability to understand, engineering manuals, applicable state and federal regulations, and City ordinances and policies.

Knowledge of construction practices and procedures and City requirements.

Skill in using a transit, level, drafting tools, large copy machine, computer, van, calculator and iron detector.

Skill in operating a variety of survey and computer equipment and software.

Ability to coordinate public projects.

Ability to maintain MN DOT certification for work on State Aid projects.

Ability to prioritize and carry out work assignments, individually and as a team.

Ability to use City vehicles for inspection and transporting equipment.

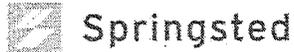
Machines, tools and equipment used: survey equipment, material testing equipment, inspection and survey vehicle, computers and software, vehicles, telephone and fax, copiers and calculators.

MINIMUM QUALIFICATIONS

High school degree or equivalent **and** two-year technical degree in drafting, civil engineering or closely related field or five years of engineering experience.

Working Conditions

Time is spent indoors in a typical office setting and outdoors while surveying and monitoring construction projects. Spends extended period of time sitting at computer and drafting surfaces and standing/walking at work sites. Performs a variety of physical movements, including lifting objects such as survey/engineering equipment. Exposure to weather conditions and noise. Uses large and fine motor skills and many types of vision and hearing.



Springsted Incorporated
380 Jackson Street, Suite 300
Saint Paul, MN 55101-2887

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Fax: 651-223-3002
www.springsted.com

LETTER OF TRANSMITTAL

June 18, 2012

Ms. Charlene Stevens
City Administrator
333 SW 6th Street
P.O. Box 755
Willmar, Minnesota 56201

Re: Proposal to Conduct a Strategic Organizational Assessment

Dear Ms. Stevens:

On behalf of the Springsted team, we are pleased to submit this proposal to conduct an organizational assessment of the City of Willmar. We are confident that our experience and expertise can provide you with a credible and successful review process as well as practical and realistic recommendations. Our immediate goal is to establish strong lines of communication and trust, which will provide you and all City officials with confidence in our capabilities and our process.

Springsted is a multi-disciplined financial and management advisory firm. The depth of our professional experience and the scope of our consulting practice are the most important parts of Springsted's ability to provide high quality services. The team that we bring to the City will have experience in the important skills you are seeking, including the ability to evaluate an organizational structure and to diagnose the strengths and weaknesses within the workplace culture. We understand your objective is to establish strategic priorities for organizational change and continuous improvement including identifying gaps in services and reducing inefficiencies. The desire to be more focused on citizen responsiveness and customer service is a well defined and achievable goal.

We believe our team can provide a great foundation on which you can build a strong, progressive and successful organization. If you have any questions on our proposal or want to discuss any aspect of our process, feel free to contact me at 651-223-3047 or dunmacht@springsted.com. We look forward to hearing from you on our proposal.

Respectfully submitted,


David J. Unmacht
Springsted, Incorporated

kmd

City of Willmar, Minnesota
Proposal to Conduct
A Strategic Organizational Assessment

I. Company Profile

Springsted Incorporated
380 Jackson Street
Saint Paul, Minnesota 55101
651-223-3000 main office
651-223-3002 fax
www.springsted.com

Main Contact:
David J. Unmacht
Senior Vice President and Director
651-223-3047 office
651-268-5047 fax
dunmacht@springsted.com

Brief History

Springsted is one of the largest and most established independent public sector advisory firms in the United States. For more than 50 years, we have continually grown in the range of our client relationships, the comprehensiveness of our services and our prominence within the industry. Our business philosophy is focused on providing local governments with a balance of national perspective and local expertise.

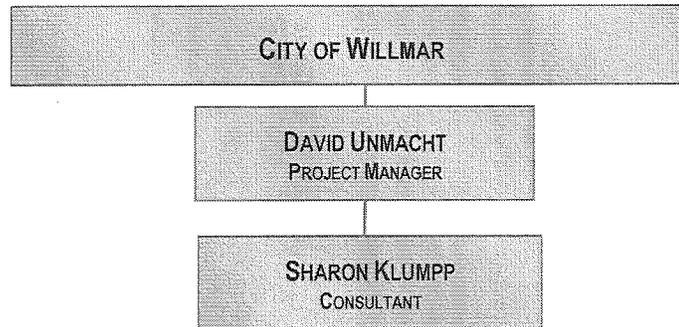
Springsted is a women-owned business and is certified as a Women's Business Enterprise ("WBE") by the City of Saint Paul, Minnesota. Three employee-owners lead Springsted. Our headquarters are located in Saint Paul, Minnesota, with additional offices located throughout the Midwest and Mid-Atlantic states. Specifically, our regional offices include Milwaukee, Wisconsin; Des Moines, Iowa; Kansas City, Missouri; Richmond, Virginia; and Denver, Colorado. For more detailed information on our firm we refer to our website www.springsted.com.

Public entities are under a great amount of pressure to deliver high quality services in a fiscally constrained environment. Traditional methods and means don't necessarily work anymore and this scenario is not likely to change at any time in the future. To that end, elected officials and public administrators are under pressure to employ new and innovative solutions that require progressive leadership, creative partnerships, cautious risk taking and an investment in their personnel and organizational foundation. Success in the public sector is hard to define, but those public entities that enhance and enrich their people, their process and their systems are more likely to deliver more value by maximizing the use of public resources.

Springsted's staff has been advising our clients in organizational development for over 25 years. We have a strong staff with direct experience in managing and leading city and county governments. Our team of professionals brings practical, realistic and creative solutions to the challenges faced by public entities.

II. Springsted Team

The project team will consist of top senior managers within Management Consulting Services. The table below identifies the consultants and their planned role within the study.



David J. "Dave" Unmacht

Senior Vice President and Consultant



Mr. Dave Unmacht will be the Project Manager for the Strategic Organizational Assessment. He will be the day-to-day contact for the City and will be responsible for all aspects of the study. Mr. Unmacht is Director of Springsted's Organizational Management/ Human Resources group. Mr. Unmacht brings more than 15 years of county administration experience, having worked for Scott and Dakota counties, Minnesota. He has also worked as City Manager in Prior Lake and City Administrator in Belle Plaine, Minnesota. He guides clients in organizational and leadership development, staff/elected official relations, human resources, intergovernmental collaborations, comprehensive planning and growth management, communication strategies, facilitation services and strategic planning. He has a master's in Public Administration from Drake University in Iowa and a bachelor's degree in Business Administration and Political Science from Wartburg College in Iowa.

Mr. Unmacht was the recipient of the Minnesota Association of County Administrators (MACA) Joseph F. Ries County Administrator of the Year Award in 2000 and the Minnesota City/County Management Association (MCMA) Manager of the Year in 2007.

Mr. Unmacht is also a Credentialed Manager with the International City/County Management Association (ICMA) and a community faculty member with Metropolitan State University in St. Paul, Minnesota. He taught a course in the summer and fall of 2011 on leading and managing organizational change in the public and non-profit sectors.

Sharon G. Klumpp

Senior Vice President and Consultant



Ms. Sharon Klumpp will be used in support of the analysis and findings sections of the study. She is very familiar with the operations of the City and can be an asset to the process. She specializes in organizational and management consulting for public agencies. Ms. Klumpp has extensive government experience, having served as an Executive Director of the Metropolitan Council – the seven-county regional planning agency for the Twin Cities metropolitan area of Minnesota, as the Associate Executive

Director for the League of Minnesota Cities, as a City Administrator and as an Assistant City Manager. She holds a master's in public administration degree in public administration from the University of Kansas and a bachelor's degree in political science from Miami University in Ohio.

Springsted Team

The Springsted team will provide the following value added benefits to the process and outcomes:

Knowledge of Local Government – We have extensive knowledge and background in the business of city government, including public safety, public works, community development and all aspects of general administration, most notably, public finance, human resource management, organizational development and general government operations. We are former public sector managers who bring distinct, yet complementary experiences to the team.

Knowledge of the City – Our work and experience with the City of Willmar, Kandiyohi County, and Willmar Municipal Utilities will be an asset to the study. We know the Willmar community.

III. Proposed Process

There are five specific steps to our process. The methodology used to address the scope of services will include a combination of on site field work and interviews, existing document review and analysis and application of best practices and professional standards.

Process and Outcome Credibility

One of our distinctive qualities is the commitment we have to ensure the success of the study. To that end, our experience and project approach takes into consideration two key variables: *process credibility* and *outcome credibility*. Process credibility is the realization to all involved, in particular the City Council and staff, that the methodology used is credible, reasonable and fair to all concerned. In addition, the information and communication must be transparent, honest and timely. Outcome credibility is the realization that the information and data used to develop the findings and conclusions is comprehensive, complete and applied consistently and appropriately without bias or preference to any particular person, persons or individual agenda. If these two objectives are realized, the recommendations, outcomes and future implementation are on a strong foundation. This distinction is unique in our business and is a contributing factor to the benefits and strengths of the Springsted team.

Through our conversations we understand that the purpose of the study is to conduct a strategic organizational assessment. To that end, the focus of our analysis will include the following five areas: 1) organizational structure; 2) workplace culture; 3) intergovernmental relations; 4) customer service; and 5) business processes. These five points will form the core elements of the analysis. The following five steps represent our process:

Step One: Project Coordination

This includes ensuring that the details and logistics of the study are understood and agreed upon. The logistics and details will be completed immediately upon approval to proceed with the study.

Step Two: On Site Field Work

This includes members of Springsted's team on site conducting extensive interviews and document review. We will work with the City to identify the individuals to interview, including members of the City Council, the management team, staff (supervisory and non-supervisory) and any partners and affiliates of the City that can provide valuable insight into the areas of study. We will work with the City to identify citizens and community partners that will be interviewed. We are very respectful and personable in our interactions; we treat each interview in confidence and we earn the trust of the individuals we interact with. This is an important component of our process as our body of work is only as good as the information we can obtain from those we interview.

It is not practical to interview every member of the staff. We propose to conduct a confidential on-line staff survey. Each staff member would have access to a survey using *survey monkey* – a list of 6-8 questions will be offered which seeks to learn more information on the City and the study areas. We will work with the City to develop the questions and we will be responsible for the administration of the survey and the presentation of the results.

Step Three: Document Review

At the beginning of the study we will provide a list of information necessary to fully understand the existing conditions and status of the City's operations. This list will include such items as existing structure and reporting relationships, previous reports if available, policies, procedures and other documents of record that the City uses as guides and directives. This step actually coincides with the on site field work, but is completed in earnest after we have gathered all of the interview information.

Step Four: Preparation of Preliminary Findings

Upon completion of steps two and three the Springsted team will prepare a set of findings which are based on all of the inputs we have received to date. This set of findings will articulate the facts and will be used as a foundation for our recommendations. We will host a work session with key city leaders to present the findings for review and comment before they are completed. The City's review is critical to confirming the reliability and accuracy of the information we have prepared.

Step Five: Preparation of the Report

Upon completion of the findings, the report will be prepared. This report will include all of the tasks within the scope of services and any other information we determine based on our work. The report format will be determined in conjunction with input from the City.

Our commitment is that the City will have a report that will be a practical and useful guide for the future. This report will provide a road-map for the City to enhance, improve and build a strong and solid organization for the long term future.

Included in the report will be the following five deliverables:

- 1) Recommendations on the organizational structure
- 2) An assessment of the workplace culture
- 3) Observations and opportunities for intergovernmental relations
- 4) An assessment of the City's customer service
- 5) Recommendations on the business practices and processes in place

In addition, if we learn of other topics or issues of concern based on our work we will identify and discuss those with the City as appropriate.

Project Schedule

The schedule below identifies the major project milestones. The specific steps and timeframe are subject to review and discussion with the City. We estimate the overall process to be approximately three months in length; however, if the City desires the process to be shorter, we can accommodate a different schedule. Once the notice to proceed is provided, we will work with the City to fill in the project milestone dates.

Project Milestones	Timeframe
Contract award; notice to proceed	
Project coordination; discuss details, finalize study process	
Data request submitted and analysis begins	
On site field work, document review and data analysis (minimum of two trips)	
Preparation of preliminary findings	
Briefing on preliminary findings with the City	
Preparation of draft report	
Presentation of draft report to the City Council	
Finalize report	

IV. Fee

We propose to conduct the study as outlined in this work plan for \$17,500. This does not include miscellaneous expenses that will be needed. These expenses will be invoiced separately and will be primarily related to travel. We estimate that these expenses will not exceed \$1,250. We will invoice the City for the full amount of the fee upon completion of the study.

The Springsted team may have other business that will require travel to the City of Willmar. If in fact there is additional work in the Willmar area, the Springsted team will do all it can to minimize costs related to travel and on site work. We will explore all possibilities to combine trips to reduce the miscellaneous expenses.

We also recognize that the City may want to discuss the specific project and process to address changes and additional needs that may arise. Thus, our proposal is subject to discussion and change at the request of the City.