

Reorganization Plan

June 2013



Current Organizational Structure



Goals of Reorganization:

1. Flatten the organizational structure to account for reduced workforce.
2. Clearly define roles of remaining department heads.
3. Diversify positions to allow for sharing roles and filling in during absences.
4. Clearly define leadership in the absence of the City Manager.
5. Create updated and accurate job descriptions for all city positions.

Reorganization Process

The reorganization process began with the creation of an employee committee that was expected to work together to identify potential changes in the organization structure, individual job titles/duties, and an implementation strategy. A consultant was then identified and brought into the process.

At the onset of the project, the City Manager provided a list of initial goals that he expected the process to accomplish. The employee committee reviewed the goals with the consultants, with the expectation that the goals could be amended or added to as the reorganization process matured.

The consultants held an on-site meeting with the employee committee to discuss the planned approach and methodology, which would include providing all current employees with job analysis questionnaires and then following up with those employees to clarify the information included on the questionnaires. The job analysis questionnaires were to be used to identify job duties, positional responsibilities, minimum requirements, training, technology, tools and equipment used on the job, the work conditions and physical demands of their positions, and other criteria.

The consultants held two general employee orientation sessions to provide information to all staff. At those meetings, the consultants handed out the job analysis questionnaires and walked each employee through how to complete them, and were also informed that in-person interviews would also be conducted after the questionnaires were completed.

All employees with positions in the study were asked to complete the questionnaire. These questionnaires provided the basis for the follow-up personal interviews. Where multiple employees held the same job title, the consultants offered group interviews along with the option of requesting a one-on-one conversation. These interviews provided additional detail and insight about each job that might not be as readily obtained through a written tool.

The job analysis process (questionnaires and interviews) was used to properly classify positions (job title and job description.). In some cases it was appropriate to group a number of positions into a single job classification, such as Finance Clerk or Office Manager. Though the specific day-to-day tasks and departmental level processes will vary depending on area of assignment, the broader job responsibilities and associated positional requirements were similar within a "classification."

Working with the employee committee, the consultants synthesized the information gathered through the job analysis process, merged it with the intended realignment of functions and services, and formulated job descriptions that reflect the intended realignment included in the aforementioned goals of the reorganization. The employee committee reviewed all job descriptions, identifying a new organizational structure, in great detail at a work session. Following that meeting, the consultants also received written feedback from the employee committee and incorporated all of that information into draft job descriptions.

As a final step in this project, the job descriptions were circulated in draft form to all staff for their review and feedback. The City Manager and Department Heads held meetings with employees in each department in advance of releasing the draft job descriptions to provide context for the changes in organizational structures.

The job analysis process resulted in recommended position titles as follows:

Current Title	Suggested Title
City Manager	City Manager
Finance Director/Income Tax Administrator	Director of Finance and Administrative Services
Income Tax Auditor	Income Tax Auditor
Utility Billing/Finance Clerk	Finance and Administrative Clerk
Banking Officer	Finance and Administrative Clerk
Payroll Officer/Cash Receipting	Finance and Administrative Clerk
City Clerk	City Clerk
Deputy City Clerk	Finance and Administrative Clerk
Public Works Director	Director of Public Services
Public Works Supervisor	Public Works Supervisor
Light Equipment Operator	Light Equipment Operator
Code Enforcement Officer	Code Enforcement Officer
Director of Public Safety	Director of Public Safety
Office Manager (Public Safety)	Office Manager (Public Safety and Public Services)
Public Safety Sergeant	Public Safety Sergeant
Public Safety Officer	Public Safety Officer

In addition to the positions above, for which a complete job analysis was conducted, the consultants also provided a job description for Paid-on-call Firefighter and Planning Manager.

In the organizational restructuring, a Finance and Administrative Services Department was created to encompass all internal operations. The Public Works department was broadened into a Public Services department which encompasses Public Works, Building/Code Enforcement, Planning/Zoning, and Parks/Recreation. These streamlined departments will surely provide efficiencies, encourage cross-training, and enhance coordination both internally and with regard to customer service. The Public Safety Department remained unchanged, covering police and fire operations.

Because the current Office Manager (Public Safety) has previous experience in Building Inspection, it appears to be a natural migration to shift that position into an administrative support role for Public Services as well, which will house these operations. As a larger “super-department,” strong administrative coordination will be key to success, and this position is expected to greatly improve the administrative cooperation between the Departments of Public Safety and Public Works.

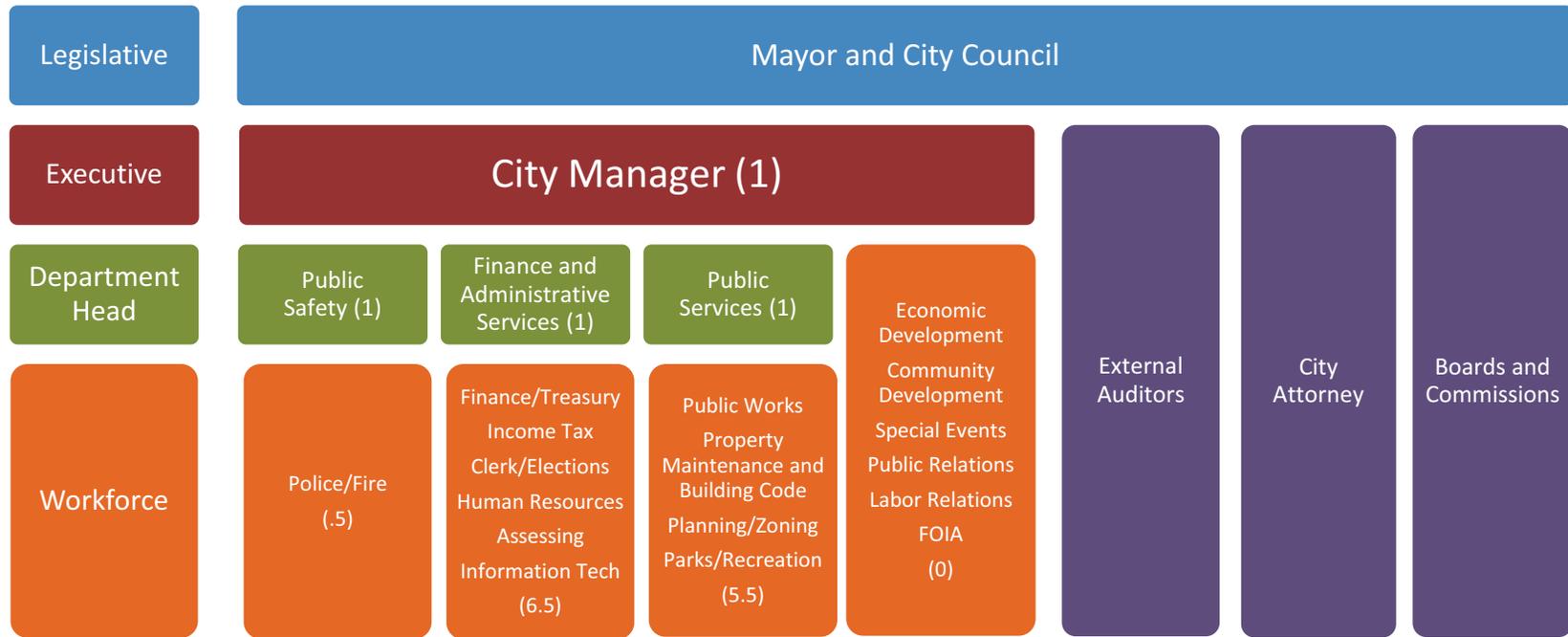
The Deputy Clerk position currently spends about 2 hours per week assisting with assessing questions in the absence of the contracted Assessor and a number of hours working with the Building Department. This basic level of assessing and building department customer service has been incorporated within the Finance and Administrative Clerk job description to assist the Office Manager (Public Safety and Public Services) in answering basic questions.

With the Farmer's Market function being eliminated, the City Clerk position will have more time to absorb the day-to-day clerk functions currently delegated to the Deputy Clerk. As well, the City Clerk position has been identified as an excellent place to centralize community communications functions, such as website, newsletters, calendars, and related informational resources. Including the City Clerk position within Administrative Services is also expected to enhance coordination of internal functions, including cemetery records and other bookkeeping activities. Lastly, with a single Finance and Administrative Services Department, the Clerk would have additional support for seasonally demanding operations like elections.

With Building/Code Enforcement moving into the Public Services Department, there is an opportunity to better address the seasonal needs and customer-driven nature of that work by having the Public Works Supervisor cross-trained to participate in and support code enforcement activities.

The job descriptions were developed to reflect this organizational restructuring and realign duties accordingly. The new organizational structure

New Organizational Structure



Expected Changes in Work Structure:

City Manager

The City Manager will continue to be active in all aspects of service provision.

Current Departments

Assessing Department

Beginning in 2007, this position was outsourced to Pennfield Township. The position once provided all assessing, planning/zoning, building code enforcement, and property maintenance enforcement services to the City of Springfield. The position has one support person dedicated to assisting the Assessor approximately 20 hours each week. As part of the initial outsourcing, all of the duties except those associated with assessing were removed from this position and assigned to other existing employees. The following changes are being implemented:

1. The outsourced Assessor will be moved to the newly-created Finance and Administrative Services Department. This will strengthen the connection between assessing and tax collection, and will accomplish the formal elimination of one department head position.
2. The current assistant will be reassigned to the newly-created Finance and Administrative Services Department, under the job title of *Finance and Administrative Clerk*.
3. Administrative services provided to assist the Assessor will be assigned by the Director of Finance and Administrative Services.

City Clerk

Over the past 10 years, the City Clerk position has grown to include more than the customary duties typically undertaken by a Clerk in a city the size of Springfield. Throughout Springfield's history, this position has been occupied by one employee (sometimes full-time and sometimes part-time). In 1999, a deputy clerk was added to assist with filing approximately 20 hours per week. In an effort to right-size this position and bring it into line with other similarly-sized communities, the following changes are being implemented:

1. We are eliminating the dedicated deputy position and assigning the workload associated with typical clerk duties back to the Clerk position. The current assistant will be reassigned to the newly-created Finance and Administrative Services Department, under the job title of *Finance and Administrative Clerk*. A new job description has been created and will be put into effect immediately.
2. We are removing all non-customary clerk duties from the Clerk's workload to allow for the current Clerk to meet the demands of the position in a normal 40 hour work week. A new jobs description has been created and will be put into effect immediately.
3. We are moving the Clerk function to the newly-created Finance and Administrative Services Department. The Clerk position will report directly to the Director of Finance and Administrative Services. There are two goals that we expect this to accomplish. First, it will allow us to flatten our hierarchy and reduce costs associated with department head

pay/benefits. Second, it will help us accomplish a position that is more in-line with Sections 5.8 (j)-(l) by moving this position into a closer relationship with City's finance staff.

4. We will make available other staff available to assist the Clerk with filing and other activities during periods of heavy workloads.

Finance Department

This department has grown to become one of the most valuable departments within the local government structure. With limited tax growth anticipated over the next 3-5 years, strong leadership is required from this department in order to keep the City's finances tracking at a level that is acceptable to the City Council and our residents. New State requirements and constantly evolving GASB standards have increased workload in this department and identified a need to increase workforce capacity. The following changes are being implemented:

1. The new title for this department will be *Finance and Administrative Services*.
2. The department will be expanded to host the current Clerk and Assessing functions, and will add two full-time employees and one contractual employee via transfer from other departments.
3. The department will continue to provide treasurer/finance duties (including property tax collection, accounts payable/receivable, cash management, investments, and budget/audit preparation), income tax administration, utility billing, human resources (including payroll, benefits management, employment verification, etc.), information technology management, and (including computers, phones, and websites), and general reception services.

Public Works Department

This department currently provides all maintenance services to the City of Springfield, including buildings, parks, cemetery, equipment, streets, and utility infrastructure. Throughout the history of Springfield, the departmental focus has been on these items. However, a natural fit for the department is the inclusion of code enforcement related to property maintenance and building codes, as well as the inclusion of general administrative services related to management of the building permit process. The following changes are being implemented

1. The new title for this department will be the *Department of Public Services*.
2. The Director will have responsibilities related to enforcement of the property maintenance and building codes.
3. The Director will have responsibilities related to management of the building permit process.
4. Currently, the City Manager is responsible for planning and zoning. However, in the event that a future Director of Public Services possesses an appropriate background in the planning and zoning fields, this responsibility will be shifted to the *Department of Public Services*.

Department of Public Safety

This department currently provides all public safety services to the City of Springfield via a combination of full-time public safety officers, paid-on-call firefighters, and administrative support personnel. As part of recent cost reduction efforts, the City will likely enter into an agreement with

an outside policing agency to provide police services. Accordingly, beginning in the 2014-15 fiscal year, the Department of Public Safety will provide public safety services via a Public Safety Director, a policing contract, a number of paid-on-call firefighters, and administrative personnel that will be shared with the *Department of Public Services*.

Likely Departmental Duties

1. City Manager
 - a. General Management
 - b. Economic Development
 - c. Community Development
 - d. Special Events
 - e. Public Relations
 - f. Labor Relations
 - g. FOIA

2. Department of Public Safety
 - a. Police (contractual)
 - b. Fire
 - c. Prosecution (contractual)

3. Finance and Administrative Services Department
 - a. Clerk Duties (records, minutes, etc.)
 - b. Treasurer/Finance Duties (property tax collection, accounts payable/receivable, cash management, investments, budget/audit preparation)
 - c. Income Tax Administration
 - d. Utility Billing
 - e. Human Resources (payroll, benefits management, employment verification, etc.)
 - f. Information Technology Management (computers, phones, website)
 - g. Property Assessing (contractual)
 - h. General Reception and Information

4. Department of Public Services
 - a. Public Works (road, park, utility, etc. maintenance)
 - b. Code Enforcement (building and property maintenance)
 - c. Planning/Zoning

New/Updated Job Descriptions

Executive:

1. City Manager (1)

Department Head

1. Public Safety Director (1)
2. Administrative Services Director (1)
3. Public Services Director (1)

Workforce

1. City Manager
 - a. Special Events Coordinator (.5 contractual)
2. Public Safety Department
 - a. Command Officer (for future use)
 - b. Patrol Officer (for future use)
 - c. Office Manager (.5)
 - d. Paid On-Call Firefighter (15-20)
3. Finance and Administrative Services Department
 - a. City Clerk (1)
 - b. Assessor (no job description at this time)
 - c. Finance and Administrative Clerk (5)
 - d. Income Tax Auditor (1)
 - e. Contractual Labor (invoicing, IT compliance)
4. Public Services Department
 - a. Field Supervisor (1)
 - b. Equipment Operator (4)
 - c. Planning Manager (1)
 - d. Trade Inspector (Contractual; no job description at this time)