



William Vajda <wvajda@mqctcy.org>

Re: Administration - Re-Organization Phase II

1 message

Robert Niemi <rniemi@mqctcy.org>
To: William Vajda <wvajda@mqctcy.org>

Thu, Jan 16, 2014 at 4:33 PM

Thanks Bill. Nicely done!

Bob

On Thu, Jan 16, 2014 at 3:59 PM, William Vajda <wvajda@mqctcy.org> wrote:
Colleagues,

I'm sending this note to advise I intend to move forward with Phase II re-organization of portions of City government effective February 1, 2014. The attached diagrams provide both a functional and organizational depiction of planned changes. You will note that this re-organization is primarily a consolidation of two Departments, and does not otherwise change government functions, services, or service requirements and expectations. No employees will be terminated or take a cut in pay,

By way of background, Phase I of the re-organization was undertaken in September 2010, and resulted in the consolidation of 15 Departments down to eight (8), including re-organization of the Administration, Community Services, and Community Development functions. Phase II will consolidate Public Works and Water/Wastewater functions into a single Department as depicted, with the long-term posture reducing the number of Departments to seven (7).

I'm taking this action now for the following reasons:

- Attrition and Succession planning. I believe the City enjoys excellent departmental leadership as a result of very senior and experienced personnel at the helms. As demonstrated, I will not pursue re-organization options that penalize excellent performance by firing, demotions, or pay reductions - which act equally to inhibit succession planning. I will seek to take advantage of attrition opportunities created primarily through retirements as one element facilitating opportunities for change. Equally, succession planning will allow replacement hiring beginning with lower salaries than our senior incumbents, thereby significantly reducing the City's long-term wage and benefit costs. The opportunity to act now in this regard is facilitated by Curt Goodman's announced retirement plans, as well as vacant management positions in the Water/Wastewater Department that create the potential for organizational reform.

- Continuity and Efficiency. When I first came on board in 2010, I sought advice from Department Heads regarding long-term reorganization suggestions. Both DPW Superintendent Cambensy and Superintendent Goodman recommended consolidation of DPW/Water/Wastewater to take advantage of complimentary missions and to enhance overall cooperation and synergy. During my tenure I've observed first-hand how combining the departments would provide opportunity to realize these goals - as well as providing a more robust pool of capable leaders supporting succession requirements. The planned re-organization will utilize existing resources without amending or increasing management costs of the combined organization

- Planned expansion of City capital projects. As the Commission is aware, there are several priority projects underway - including the AMI smart-meter replacement project; Joint City-BLP utility billing project; joint MCSWMA- City Transfer Station project; as well as anticipated projects to be initiated by the City, DDA, MBRA, or partners including a new Senior Center; Fire Station; Old Hospital Campus; Coastguard lighthouse transfer- (to name a few), for which there are NO dedicated project resources available - impacting not only departmental operations and leadership, but the support requirements and focus of the CMO.

To this end, Curt Goodman has graciously accepted the department head position. Reporting to Curt will be three Superintendent positions.

I've asked Superintendent Cambensy to lead what will become the City's holistic project management organization, based upon his demonstrated success and experience in managing the City's capital improvement construction program. He will retain responsibility for operations (i.e., street maintenance and reconstruction, water and wastewater infrastructure). To be clear, Superintendent Cambensy as the incumbent DPW leader, will retain his title, pay, and status within the new organization, and work with Curt to build a mature organization that will be running smoothly by the time the planned attrition moment occurs.

Eric Stemen will be promoted to the position of Superintendent, Facilities and Maintenance. In addition to his current duties for facilities, he will also be responsible for overseeing Park Cemetery, the arborist function, and motor pool.

The position of Superintendent, Water and Wastewater will remain vacant at this time. The department head will continue to oversee this area until upcoming retirements make it possible to fill the position without increasing staff size.

I'm grateful for the proactive and thoughtful support of my senior leaders, and have confidence in their abilities to succeed. The necessity of having smoothly run organizations has never been greater, in that the demands to be placed upon the City Commission and CMO are anticipated to greatly expand this year. I'm hopeful that Curt, Scott, and Eric's successful leadership will yield operation efficiency that can be directed towards other priority purposes.

The CC/CMO will be faced this year with recommendations that may lead up to starting three (3) new DDA/MBRA/MCSWMA-like interlocal organizations that will finance Marquette's share of regional development (NMZ), and local development (SmartZone), and the finance of economic development (LDFA) as mandated by the City Charter. The anticipated level of effort required to negotiate agreements, establish organizations, bylaws, and charters; recruit, appoint, and hire staff and volunteers with specialized expertise; implement; and operate new organizations could take a minimum start-up period of 18-36 months (as demonstrated by both the DDA and MBRA).

Success will require the full focus and effort of the CC/CMO - the lack of which equally ensuring the squander of once-in-a-generation opportunities before the City.

Above all else, the Administration remains focused on providing the residents with highest quality services through the most efficient and cost-effective methods possible.

Thank you for your consideration, and I will gladly provide any additional information necessary.

V/R,

Bill

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Bill Vajda
City Manager
City of Marquette
City Hall, 300 W. Baraga Ave.
Marquette, MI 49855
wvajda@mqctcy.org
906.225.8101
<http://www.mqctcy.org>

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Robert J. Niemi, Mayor
City of Marquette
906-226-6208
Rniemi@mqtcty.org

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