

RESOLUTION 2012-04
Professional Development Strategy
Wednesday, August 8, 2012

WHEREAS, the Spring Lake Improvement District (hereinafter "District") was created by the Florida Legislature and codified in Chapter 1971-669, Laws of Florida, as amended by Chapter 2005-342, Laws of Florida (hereinafter "Charter"), as amended by House Bill 2012- 1495 and;

WHEREAS, House Bill 2012-1495 authorizes the Board of Supervisors, hereinafter referred to as the "Board", of the Spring Lake Improvement District, hereinafter referred to as "District", to prescribe, and establish policies and procedures for the District and;

WHEREAS, pursuant to said authority the "District" updated the comprehensive Professional Development Strategy and;

WHEREAS, the "Board" having reviewed said study and document, it is upon consideration:

RESOLVED BY THE BOARD OF SUPERVISORS OF THE SPRING LAKE IMPROVEMENT DISTRICT, HIGHLANDS COUNTY, FLORIDA TO ADOPT THE UPDATED PROFESSIONAL DEVELOPMENT STRATEGY THRU 2015.

The attached Professional Development Strategy "Exhibit A" will become effective this 8th day of August 2012.

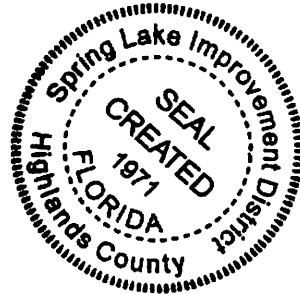
Spring Lake Improvement District

By: Bill Lawens
Bill Lawens, Chairman

Attest:

By:

Leon A. Van Jr., Secretary



The Process

Personnel Working Group

Wednesday, January 25, 2012

3:00 p.m. District Offices

Participating: Joe DeCerbo, Clay Shrum, Leon Van, Larry Miesner

AGENDA

Background:

Original 2007 implementation of Professional Development Study
2008 thru 2010 updates
Job Function implementation
2011 Study (copies distributed to working group)
 *comments
 *interpretation

Areas of Need:

Job Descriptions and Functions (have been an ongoing process)
Handbook (policies adopted by Board in July)
Salary Administration Program (needs to be updated for 2012-2015)
Succession Planning (process needs to continue)
Training and Development (in place)

AUDITORS RECOMMENDATIONS:

(see attachments)

Section 11.14.02, last sentence, Performance is the key to wage increases at the District *and the Manager approves increases based on the District salary administration program.
(This addition properly supplements Sections 11.31.01 and 11.31.02)

ADD Section 11.21.03 to read: *Deposits to Health Savings Accounts shall be made in January and July of each fiscal year.

NOTES:

**A Professional Development Strategy Process
Spring Lake Improvement District
Sebring, Florida
Conducted by Joe DeCerbo, District Manager
November-December, 2011**

INTRODUCTION

Whether you are a private or public corporation, a non-profit entity, or a unit of government, there are six stages of Organizational Development that must be continually evaluated, refined, and acted upon. These stages include: Personnel; Board; Finances; Facilities; Programs and Services; and Marketing. When organizations are staging themselves for an Organizational Development planning process, each of these areas must be worked on individually.

The ability to define, plan, develop, and maintain a skilled and competent future workforce that meets the strategic needs of your organization is one of the most urgent challenges facing organizations today; especially units of government. It is imperative to build a plan to meet future workforce needs and thereby create a deliberate alignment of human resource and business systems. This, in turn, enables more efficient and effective utilization of the existing workforce while working to increase future workforce capacity in meeting the strategic goals of the organization.

Unless an organization knows what people they have in place; their strengths and challenges; their potential for professional growth; and their willingness to participate on a Team, all the other areas of Organizational Development will be negatively affected. The first District study was conducted in 2006-07 and there have been minor updates and revisions since that time. With the incorporation of the work optimizer job-function program several years ago, and the number of newer employees, an updated study was deemed necessary.

BACKGROUND

A memo was included in the paychecks to all staff in early November outlining the process to be used for the study. Employees were given a window of dates that they could be called in for their interviews. The interviews began on November 21 and concluded on December 9. All interviews were conducted in the Managers office and lasted between 20-30 minutes each. After the interviews a conversation was held with Supervisor Leon Van, who is assisting on the Personnel Working Group, to discuss and outline a chart of work. It was agreed that the Manager would write the report and the Working Group would discuss any revisions to job descriptions; job functions; salary administration; and succession planning. An update will be presented to the Board at its February meeting.

PROCESS

The first stage of the study involved face to face, personal and confidential interviews with all full time staff. A designed questionnaire was used to determine key components that will be part of the summary report. This report references numerous comments and observations, but no names are directly credited to those statements. Additionally, the annual salary and benefits profile for each individual was reviewed and presented to each employee.

The following individuals were interviewed:

Clay Shrum
John Laiosa
Brian Patrick

Diane Angell
Travis Turner
JR Clarke

Wendi Allison
Travis Nolen

Randy Nelson
Josh Nolen

The above individuals, along with the Manager, represent **81 years of service** to SLID

0-5 years	6 individuals
6-10	1
11-15	2
16-20	1
Over 20	1

Master's Degree 1
Bachelor's Degree 1
Certified District Manager Certification 2
Class A Water License 1
Mechanic Certification 1
Water Distribution Certifications 2
Aquatic Spraying Licenses 2
Hazardous Waste Certification 3
CPR 10
Personnel Legal Compliance Certification 1
Notaries 2
Government Finance Accounting 2
SAGE Accounting 1
Staff with multiple in-service training credits 11

This data will be relevant later in this report when we discuss Human Capital Strategic Alignment for the organization that will address training, mentoring, and succession planning options for the District to consider.

The interview questions included, but were not limited to: what people liked best and least about their jobs; things they would change and never change; what were their best skills; what was needed to do a better job; where they saw themselves in three years; discussion about the SLID employee handbook; their job description; job functions; the supervision they receive; changes they would like to see in their supervision; feelings about the people they work with; and any feelings and comments they wanted to share.

The environment for the interviews was very conducive for open and honest conversation and was held without interruption. Staff was given a briefing about the interviews and was prepared for the session. All staff members willingly participated in dialogue, and were very cooperative throughout the process.

CULTURAL AND OPERATIONAL PERFORMANCE OF STAFF

Culture is defined as the personality of an organization. An organization's culture is usually reflected in how people act and react to each other and how others see them in the workplace. In government, this also extends to Board members and residents. Culture is always unique and is based on an established pattern of behaviors and practices that include: leadership and management; values; methods of communication; attitudes; employee behaviors; systems and processes; and traditions.

High performance organizations deliberately build and maintain a *winning cultural formula* based on a core foundation of 8 components called *cultural performance factors*. It is thru the initial interview process and professional development strategy that these factors are developed, refined, revised, and nurtured. All of these factors must be defined, aligned, communicated, and continuously managed with strong leadership focus and defined behaviors at all levels of the organization in order to achieve maximum sustainable performance results.

The *Cultural Performance Factors* are:

- 1) Vision, Mission, Goals, Values, and Ideology
- 2) Quality Performance Standards
- 3) Management and Leadership Style and Practices
- 4) Capacity and Process for Managing Change
- 5) Communication and Interaction Practices
- 6) Organizational Structure and Work Processes
- 7) Competency and Skill Development
- 8) Motivation and Rewards Systems

The initial interviews with staff begin the process of identifying those cultural performance factors that will form the foundation for the professional development strategy for SUD. It is imperative that the organization understands that this is an on-going process, and that many observations and recommendations in this report will take time to develop. This is not a quick fix; it is a long-term solution.

The next section of this report will summarize the interview responses by staff. Following this section there will be a number of recommendations made, some detailed, and others requiring further dialogue before a strategy can be developed.

Interview Questions:

WHAT DO YOU LIKE BEST ABOUT YOUR JOB?

Working with a good group of people was high with most everyone. Staff liked the diversity of work, the security and independence they felt, and pride in the work they do.

WHAT DO YOU LIKE LEAST ABOUT YOUR JOB?

The majority of staff could not come up with anything they really did not like, other than some mundane and tedious examples of: recording minutes; digging holes; lack of diagnostic info for mechanical problems; and a few people who felt "out of the loop." A number of staff did say that residential complaints were difficult to deal with.

WHAT IS THE ONE THING YOU WOULD LIKE TO CHANGE ABOUT YOUR JOB?

The majority of staff would not change anything; they are happy with the way things are. It was very encouraging to hear a number of people state that they wanted more responsibility and were willing to have more accountability go with those responsibilities (aquatics; purchasing; cross department work)

WHAT IS THE ONE THING YOU WOULD NEVER CHANGE ABOUT YOUR JOB?

Diversity of work activities rated very high with most people. Having specific job functions yet being able to get involved in special projects or emergency situations is important to people. The hours of work, supervision, and mechanical interests were noted by several staff.

WHAT DO YOU CONSIDER YOUR BEST SKILL?

A wide range of skills were noted by staff: construction; mechanical; mowing; running heavy equipment; working with their hands; details; trouble shooting; problem solving; handling complaints; computer and data collection. The diversity of skills matches the diversity of the people we have on staff, a large plus for the District.

WHAT DO YOU NEED HELP WITH TO DO YOUR JOB BETTER?

A common thread among all interviewed was the desire for more learning and training: CEU's; storm water certification; water distribution licenses; GED; training for personnel compliance certification; aquatic spraying certification; heavy equipment training; communication and writing; Associate Degree. There were no comments about salary or benefits.

WHERE DO YOU SEE YOURSELF IN THREE YEARS?

Every person saw themselves still working for the District, with more than half hoping for additional responsibilities. Several voiced a strong interest in moving to the water department.

WHEN WAS THE LAST TIME YOU REFERRED TO THE PERSONNEL HANDBOOK?

More than half the staff had not referred to the handbook from the time it was presented to them. Four people looked at it within the last month, and one just the previous week. Those who referred to it needed information on vacation, bereavement, insurance, and a general review. All questions were satisfactorily answered in the handbook.

HOW SATISFIED ARE YOU WITH YOUR SUPERVISION?

Satisfied 6 people O.K. 4

WHAT CHANGES IN YOUR SUPERVISION WOULD YOU LIKE TO SEE?

No one suggested a change; several wanted to be kept in the loop more. Felt they were being held accountable but did not have any input into purchasing or action plans.

WHAT EQUIPMENT CAN YOU OPERATE OR OVERSEE? (Does not include office personnel)

Almost everyone can effectively operate the mowers, motrim, back hoe, dump truck, and mosquito sprayer. Several people can do welding and construction projects, almost all have done water turn on and turn off, and several can oversee the pump station. Four to five people can effectively operate the new track hoe.

WHEN WAS THE LAST TIME YOU LOOKED AT YOUR JOB DESCRIPTION AND JOB FUNCTIONS?

Within the last month 2 During the past year 3 Not sure I have seen one 5

DESCRIBE YOUR OVERALL FEELINGS ABOUT SLID, YOUR JOB HERE, OR ANY OTHER COMMENTS AND REFLECTIONS YOU WOULD LIKE TO MAKE:

Good direction (4)

I like it here (6)

Our mechanic is exceptional but not appreciated (2)

I want to move up (2)

Wish Board and residents knew our jobs (4)

Need more responsibilities and accountability (3)

I want to help order supplies that I need for my job functions

Nobody asks my opinion on what I need for my area of responsibility

INTERVIEW SUMMARY:

The "culture" of our District is vastly improved from 3-4 years ago and has especially changed in the last 18 months. The people we have in place not only form a solid foundation for the District but are experienced and capable to assume more responsibilities and accountability; two necessary cornerstones for professional development and succession planning. They are truly working as a TEAM and understand our future personnel needs.

IDENTIFIED AREAS OF NEED

JOB DESCRIPTIONS AND JOB FUNCTIONS:

Over the last 18-24 months the job function program has greatly enhanced our ability to review and redirect functions to ensure effectiveness, efficiency, and economy. It is apparent from the interviews that we must develop a process to better review job descriptions and functions with all of our employees. While this has been a good management tool, employee Supervisors will need to bring the system closer to the line staff workers.

It is recommended that the Personnel Working Group review all job descriptions and functions.

EMPLOYEE HANDBOOK:

Having gone thru an extensive review by the Board of Supervisors in the summer of 2011 there are only a few items that need to be revised or included. The bigger issue is ensuring that staff views this as a working document and refers to it more often than has been noted in this study.

It is recommended that management establish in-service training throughout the year to review and discuss the various topics included in the handbook.

SALARY ADMINISTRATION PROGRAM:

The number of new job function positions and people has disrupted the program established on a minimal basis several years ago. To ensure the District is able to retain their current TEAM it is essential to formulate a three year salary and benefits profile.

It is recommended that the Personnel Working Group establish a SAP for 2012 thru 2015

SUCCESSION PLANNING:

Succession planning is a process for identifying and developing internal personnel with the potential to fill key or critical organizational positions. It ensures the availability of experienced and capable employees that are prepared to assume these roles as they become available. Sound succession planning accelerates the transition of qualified employees from individual contributors to managers and leaders. Succession planning:

- *Prepares current employees to undertake key roles
- *Develops talent and long term growth
- *Improves workforce capabilities and overall performance
- *Improves employee commitment and therefore retention
- *Meets the career development requirements of existing employees
- *Improves support to employees throughout their employment
- *Counters the increasing difficulty of recruiting employees externally
- *Focuses on leadership continuity and improved knowledge sharing
- *Provides more effective monitoring and tracking of employee proficiency levels and skill gaps

This study clearly indicates that the people and skills are in place for a succession plan and it is recommended the Personnel Working Group develop such a plan prior to FY '13.

PERSONNEL TRAINING AND DEVELOPMENT:

The personnel profile over the last three years indicates a job well done by management staff, and the current model should continue.

Job Descriptions

District Manager

Spring Lake Improvement District

This position is supervised and accountable to the District's Board of Supervisors. An employment agreement is attached to this description

The primary function of this position comes from State Statute (298). The Manager shall be in charge, and supervise, all works of the District and other duties as prescribed by the Board of Supervisors. The following job segments will relate to this position:

- *Administer and supervise all daily operations of the District Office**
- *Monitor and oversee District finances, grants, and outside funding**
- *Address all resident issues and requests in a timely manner**
- *Perform the necessary functions as the Public Records Custodian**
- *Assist in developing all water and maintenance department work plans**
- *Establish and oversee systems to supervise, train, and evaluate District employees**
- *Prepare and administer the District budget with the Board of Supervisors**
- *Purchase major District items with State bidding process and Board resolution**
- *Supervise and maintain District's flood control system and lot mowing program**
- *Oversee the maintenance of all District facilities, parks, and equipment**
- *Ensure proper licensing and administration of water department & personnel**
- *Ensure proper licensing and administration, Mosquito & Aquatic Weed programs**
- *Monitor and review the Professional Development Strategy on a quarterly basis**
- *Monitor and review the Policies and Procedures manual on a yearly basis**
- *Monitor and review all contracts and insurance on a yearly basis**
- *Oversee and supervise required safety meetings**
- *Coordinate and oversee the publication of a District Newsletter**
- *Maintain timely communication with Highlands County relative to District needs**
- *Communicate with the Board of Supervisors on a regular basis**
- *Maintain relationships with any and all State agencies that impact SLID**
- *Attend pertinent meetings that impact the District**
- *Prepare pertinent items for monthly Board Packets and Board meetings**
- *Attend all Board and working group meetings**
- *Regularly update Board on information secured from FASD organizations**
- *Develop, oversee, and manage the Districts long range planning process**

Requirements:

- *High School degree**
- *College Degree or Certified District Manager Certificate**
- *10 years' administrative experience within public or private institutions**
- *DEP Class C Drinking Water License preferred**
- *Microsoft Office Professional Software**

Assistant District Manager Spring Lake Improvement District

This position is supervised and accountable to the District Manager

The primary function of this position is to assist the District Manager in overseeing District operations, ensure and maintain the quality and safety of the water system throughout the District, and ensure compliance with all regulatory agencies. The following job segments will relate to this position:

Water Dept:

- *Maintain water plant in accordance with all requirements and laws.**
- *Keep water within acceptable parameters for disinfection and corrosion control.**
- *Ensure proper maintenance and operation of all pumps, motors, and switches.**
- *Oversee the installation of new water meters and the monthly reads required.**
- *Oversee all water main taps, repairs, locates, and customer complaints.**
- *Ensure all water vehicles and equipment are maintained and repaired properly.**
- *Develop specific goals and objectives for evaluation of all department personnel.**
- *Conduct safety meetings as required by insurance regulations**
- *Submit all reports to regulatory agencies in a timely manner.**
- *Prepare, implement, and manage the annual water fund line item budget.**
- *Maintain the Florida D.E.P. Class -C Drinking Water License.**
- *Enforce the District's drug and smoke free workplace policy.**
- *Attend District Board meetings and prepare written reports upon request**
- *Regularly update the Manager on pertinent items that impact the District**
- *Assume all communications and follow up in the Managers absence**

Operations:

- *Assist the Manager in overseeing all District administrative responsibilities**
- *Monitor and oversee all field and drainage personnel, facilities, and equipment**
- *Develop, manage, and evaluate budget activities**
- *Establish and oversee systems to supervise, train, and evaluate District employees**
- *Maintain job tracker program for all water, field, and drainage staff**

Requirements:

- *High School Degree**
- *Ten years experience in public water systems**
- *DEP Class C Drinking Water License**
- *Certified District Manager Certificate preferred**

District Administrator
Spring Lake Improvement District

This position is supervised and accountable to the District Manager

The primary functions of this position are to serve as District Treasurer and manage and oversee daily business and finances of the District. The following job segments will relate to this position:

- *Administer and supervise all daily financial operations of the District**
- *Supervise, train, and evaluate all Office personnel**
- *Assist the District Manager in the daily operations of the District**
- *Oversee all phases of accounting, accounts payable, and payroll**
- *Administer health and benefits program for District personnel**
- *Assist auditor and accountant with all aspects of District finances, as requested**
- *Oversee all phases of accounts receivable**
- *Assist in developing and administering the Districts annual budget**
- *Prepare all required reports and those requested by other agencies**
- *Coordinate grants and outside funding i.e. USDA**
- *Assist in preparing materials for the monthly Board packets**
- *Attend all Board meetings to record and prepare meeting minutes**
- *Coordinate timely communication with the printer for the District Newsletter**
- *Update and maintain the District Web Portal**
- *Regularly update the Manager on pertinent items that impact the District**
- *Enforce the District's drug and smoke free workplace policy**

Requirements:

- *High School Degree**
- *5 years experience in government finances**
- *Microsoft Office Professional software**
- *CUSI water billing software**
- *MIP Fund Accounting**
- *Notary License**

Drainage Superintendent Spring Lake Improvement District

This position is supervised and accountable to the Assistant District Manager.

The primary function of this position is to oversee all drainage operations and projects for the District with emphasis on the Water Control Plan, and assist with the water distribution system. The following job segments will relate to this position:

- *Supervise, oversee, and assist all Drainage Personnel with daily projects**
- *Assist with the supervision of line staff personnel when applicable**
- *Oversee and manage all Water Control Projects with the District Engineer**
- *Assist with the maintenance of the water distribution system and pump station**
- *Assist with the Districts Aquatic Weed control program**
- *Maintain all proper licenses for Aquatics, storm water, and mosquito control.**
- *Oversee and monitor mosquito spraying and personnel**
- *Oversee specific goals and objectives of projects developed by District Engineer**
- *Assist with the performance evaluation of drainage personnel**
- *Assist with annual budget preparation, implementation, and management**
- *Assist and attend safety meetings as requested.**
- *Enforce the District's drug and smoke free workplace policy.**
- *Attend District Board meetings as requested**
- *Assist the District Engineer as requested and needed**

Requirements:

- *High School Degree**
- *Aquatic Plant and Weed Control Certification**
- *Level I and II Florida Storm Water Association Certification**
- *Florida Class 3 Water Distribution Certification preferred**
- *5 years experience operating field and drainage equipment**
- *5 years experience in welding, fabrication, and mechanical**

Administrative Assistant Spring Lake Improvement District

This position is supervised and accountable to the District Administrator

The primary functions of this position are to assist with the business operations of the District and to manage the daily functions of the District office with emphasis on the water department. The following job segments will relate to this position:

- *Assist in all daily operations of the District Office**
- *Assist with all phases of accounting, accounts payable, and payroll**
- *Monitor, coordinate, and oversee all aspects of water department billing**
- *Oversee all aspects of customer service and respond in a timely manner**
- *Monitor and oversee timely collection of delinquent water accounts**
- *Manage and coordinate District Phone Tree program**
- *Update Water Department information on Web Portal in a timely manner**
- *Ensure proper procedures are followed with all water department policies**
- *Coordinate and monitor work orders and turn on/off orders with water personnel**
- *Market ACH program on a daily basis and log results for water superintendent**
- *Coordinate message on water bill, legal notices, and web site**
- *Manage and oversee water bill collections at drive thru and walk in counter**
- *Collect, manage, and deposit all water collections using approved procedures**
- *Assist in all phases of tax roll certification and budget spreadsheets**
- *Assist in preparing liens and processing release of liens**
- *Assist in preparing year-end audit files and reports**
- *Assist with grants and outside funding i.e. USDA**
- *Assist with the input and summaries of job function data**

Requirements:

- *High School Degree**
- *Microsoft Office Professional software with emphasis on excel spreadsheets**
- *Ability to use Access for export and mail merge**
- *Ability to create Power Point Presentations**
- *Ability to use CUSI Water Billing system**
- *MIP Fund Accounting basics**
- *Notary License**

Water Distribution Operator Spring Lake Improvement District

This position is supervised and accountable to the Assistant District Manager

The primary function of this position is to ensure and maintain the quality and safety of the water system within the District, and perform the following job segments:

- *Assist with the maintenance and operation of the water plant, and all water department functions and responsibilities as requested.**
- *Submit all reports in a timely manner.**
- *Interact and assist, as requested, with regulatory personnel from other agencies.**
- *Ensure proper maintenance and operation of all pumps, motors, and switches.**
- *Install new water meters and conduct the monthly reads.**
- *Assist with water main taps, repairs, locates, leaks, and customer complaints.**
- *Assist with the maintenance and upkeep of all fire hydrants within the District.**
- *Ensure all Department vehicles and equipment are maintained and repaired properly, with emphasis on assigned utility truck.**
- *Monitor and assist with after hour emergency calls.**

Requirements:

- *High School Degree**
- *Two years experience in public water systems preferred**
- *Florida Class 3 Water Distribution Certificate preferred**

District Mechanic

Spring Lake Improvement District

This position is supervised & accountable to the Assistant District Manager

The primary functions of this position are to oversee the maintenance facility and all vehicles and equipment. The following job segments will relate to this position:

- *Design, implement, and oversee preventative maintenance programs that extend the life of vehicles and equipment**
- *Procure needed supplies and equipment within approved budget**
- *Prepare a yearly fleet evaluation and submit to Assistant District Manager**
- *Develop, monitor, and oversee a weekly vehicle inspection program to ensure cleanliness and appropriate use**
- *Develop and institute weekly maintenance plans and schedules**
- *Assist in the development and control of an annual department budget**
- *Maintain records and repair logs for all District vehicles and equipment**
- *Provide assistance to personnel in diagnosing problems and making repairs**
- *Provide assistance to water, field, and drainage projects when requested**
- *Provide support to the pump station and levee control center**
- *Develop in-service training for designated personnel; record and monitor results**
- *Ensure a clean and safe environment within the maintenance building**
- *Oversee DEP disposal requirements for hazardous materials**

Requirements:

- *High School Degree**
- *5 years experience as mechanic or shop supervisor**
- *Ability to operate all District vehicles and equipment**
- *Knowledge and experience with welding and fabrication**

Aquatic and Levee Technician

Spring Lake Improvement District

This position is supervised and accountable to the Assistant District Manager.

The primary functions of this position are to maintain all District canals and water bodies to the highest level of cleanliness and effectiveness by controlling and eliminating selected aquatic weeds; and to oversee the pump station and levee maintenance program. The following job segments will relate to this position.

- *Develop spraying schedules to monitor and conduct on-going aquatic weed control**
- *Design and institute spraying programs that increase effectiveness of weed control**
- *Procure needed chemicals & supplies according to approved budget**
- *Monitor the grass carp population for optimum effectiveness**
- *Provide appropriate records, logs, and reports on canal maintenance**
- *Ensure safe handling and protection of chemicals by explicitly following product directions and using appropriate clothing and protective measures**
- *Ensure the operation and maintenance of boat and spraying equipment**
- *Oversee pump station and levee maintenance programs and maintain appropriate records, logs, and reports**
- *Inspect and maintain all control structures throughout the District canal system**
- *Provide on the job training to all personnel assigned to assist with selected projects**

Requirements:

- *High School Degree**
- *3 years experience in aquatic weed control and canal maintenance**
- *Ability to operate District Drainage and Aquatic weed control equipment**
- *Appropriate aquatic plant and weed control certification preferred**
- *Level I Florida Storm Water Association Certification**

Parks and Facilities Maintenance Spring Lake Improvement District

This position is supervised and accountable to the Assistant District Manager

The primary function of this position is to oversee the maintenance of District facilities and parks. The following job segments will relate to each of these positions:

- *Oversee all work orders submitted to the District Office on a daily basis, complete all requests in a timely manner, report progress on a weekly basis to Supervisor.**
- *Assist with the development of a needs assessment for all parks and facilities on a semi-annual basis.**
- *Conduct monthly inspections of District buildings and structures, including District signage and aesthetics, and submit in written form**
- *Conduct an on-going safety inspection of all playground equipment**
- *Properly maintain and oversee the community center, internally and externally**
- *Coordinate the daily disposal of trash from areas of responsibility, including removal of trash items from medians and right of ways**
- *Procure and inventory all custodial and cleaning supplies.**
- *Properly maintain exteriors of District office, Community Center and tennis court.**
- *Coordinate the mowing and maintenance of all District parks, as well as medians and right of ways on Spring Lake Blvd., Lakeside, and Duane Palmer Blvd.**
- *Maintain all equipment and supplies in a quality manner.**

Requirements:

- *High School Degree**
- *Ability to operate zero turn mowers, edgers, and trimmers**
- *Demonstrated handy man experience i.e. plumbing, electric, carpentry**

Drainage & Field Maintenance

Spring Lake Improvement District

This position is supervised and accountable to the District Drainage Superintendent.

The primary functions of this position are to maintain proper drainage in all areas within the District's jurisdiction and ensure adequate upkeep of vacant lots. The following job segments will relate to this position:

- *Clean all assigned waterways and other designated areas**
- *Assist with implementation of District Water Control projects**
- *Assist with pump station and levee maintenance as requested**
- *Maintain cleanliness of equipment and report any problems to the Mechanic.**
- *Assist with mosquito control and spraying of aquatic weeds as requested.**
- *Assist with District maintenance projects at parks and all other areas**
- *Mow all assigned vacant lots within District jurisdiction**
- *Edge and spray selected areas as assigned**
- *Trim trees and haul debris as assigned**

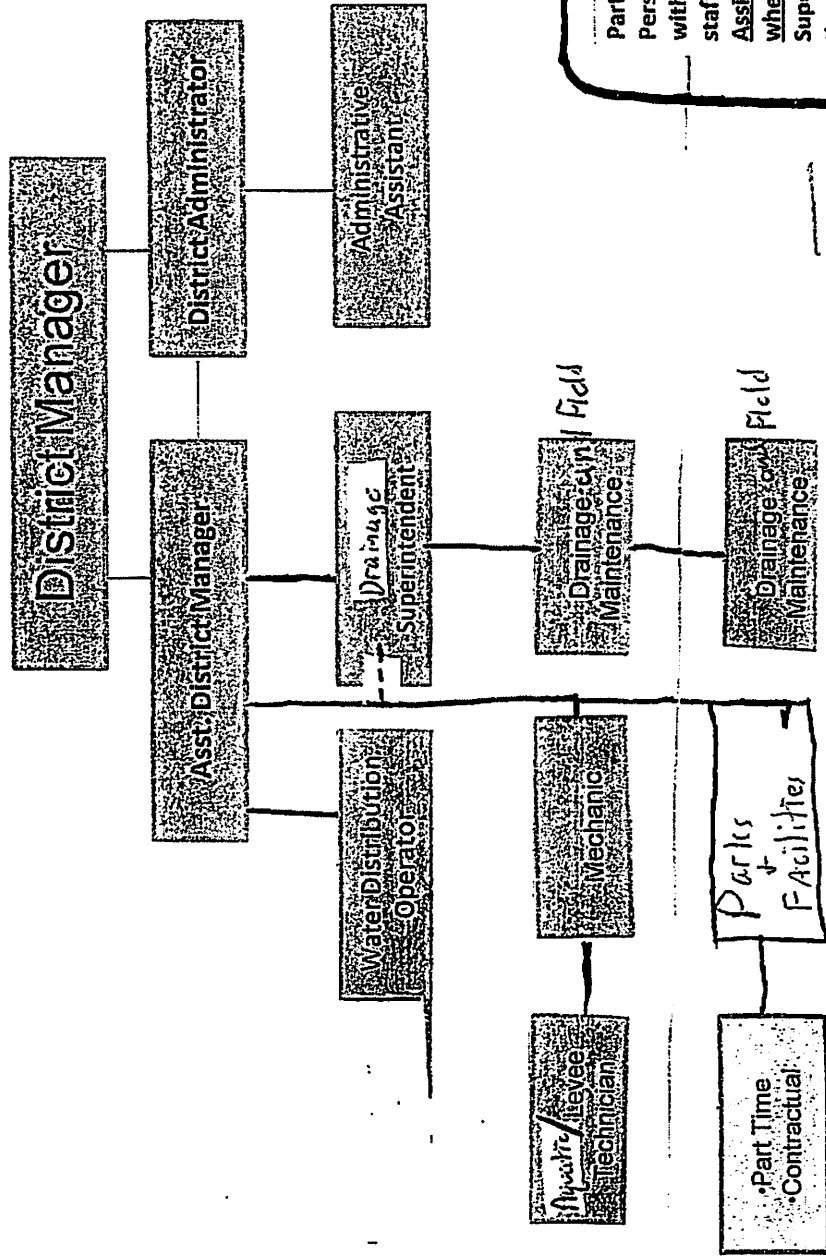
Requirements:

- *High School Degree**
- *Ability to operate all District Drainage and Field Equipment**

Personnel Chart



Spring Lake Improvement District Personnel Chart



Participated in a great Webinar that included Personnel Organizational Charts and came up with the "dotted connection" to Randy and line staff personnel. His job description now reads: Assist with the supervision of line staff personnel when applicable. While Clay will have overall Supervision responsibilities, this keeps Randy in the loop but not directly accountable. Will give him some more time to be "nurtured."

This chart will be properly centered; I wanted you to see how it would look before making changes.

9/10

)'

Salary

)'
o' **Administration**

)

)

Salary Administration Program
2012-2015

<u>POSITION</u>	<u>LOW</u>	<u>HIGH</u>
Field Maintenance	\$24,000	\$28,000
Parks and Facilities	\$24,000	\$28,000
Drainage Maintenance	\$27,000	\$32,000
Canal & Levee Technician	\$31,000	\$36,000
Administrative Assistant	\$31,000	\$40,000
Mechanic	\$32,000	\$38,000
Water Distribution Operator	\$36,000	\$42,000
Drainage Superintendent	\$50,000	\$58,000
District Administrator	\$55,000	\$62,000
Assistant District Manager	\$72,000	\$85,000
District Manager	\$90,000	\$105,000

**Salary Administration Program
2009-2012**

<u>POSITION</u>	<u>LOW</u>	<u>HIGH</u>
Field Maintenance	\$20,800	\$24,960
Parks and Facilities	\$22,800	\$26,000
Drainage Maintenance	\$24,000	\$30,200
Administrative Assistant	\$30,000	\$38,000
Mechanic	\$26,000	\$33,280
Water Distribution Operator	\$28,000	\$35,360
Drainage Superintendent	\$46,000	\$58,000
District Administrator	\$44,000	\$56,000
Assistant District Manager	\$56,000	\$68,000
District Manager	\$75,000	\$90,000