

## **SUGGESTED MOTION**

I MOVE TO APPROVE the hire offer for Gary Baugher as the Operations Manager with a starting pay of \$39.36/hr and include a \$9,000 moving allowance and 40 hours of vacation accrual.

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## MEMORANDUM

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**To:** Mayor McAdams and Assembly Members

**Through:** Jim Dinley, Municipal Administrator

**From:** Michael Harmon, Public Works Director 

**cc:** Dave Wolff, Finance Director  
Mark Danielson, HR Director

**Date:** April 21, 2010

**Subject:** Operations Manager Position

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### **Background**

As you may know, Scott Brylinsky is retiring from the Operations Manager position April 30<sup>th</sup>. In his 11-years of service, he has filled a number of roles including acting City Administrator, acting Public Works Director, and Building Official. Scott has demonstrated the advantages of having diverse management staff that can adjust to overcome temporary gaps and keep the City functioning at a high level.

The Operations Manager position was originally created by a former Public Works Director to fill the function of a previously approved Assistant Director position. Scott Brylinsky has maintained this position from its inception approximately 2.5-years ago. The structure and duties of this position has recently shifted to focus on buildings and grounds operations and related special projects. Currently this position supervises four Public Works Divisions, consisting of 14 employees including 5 temporary summer hires. The four Divisions of direct responsibility are Building Maintenance, Parks and Recreation, Special Projects, and the Building Department.

### **Analysis**

The need for this position has evolved as a result of an increased level of service demand on Public Works. This is evident when analyzing the positions workload at almost any point in time. To illustrate this point, the following examples demonstrate the positions current workload as a snap shot in time. Please keep in mind that this is a fluid position with constantly shifting duties.

1. **Commercial Passenger Excise Tax Master Plan** – Project Manager. A large multi-faceted project taking the majority of the Operations Manager's time currently.
2. **Leases** -active in developing standardized citywide leasing responsibilities and troubleshooting old lease issues related to Public Works facilities (for ex, ATT lease on the old water tower). At times this activity is time consuming and complex.
3. **Fuel bid/contract** – developed and managed by the Operation Manager, this fuel contract saves the city over \$200,000 per year in hard dollars compared to "pre-contract" fuel prices. This new contract requires continual management.

4. **Parks and Recreation** - oversight and support of this active area, both ongoing operations and projects. Currently managing the budget process and new fee structure.
5. **Building Department and Facilities Maintenance** – line oversight of these units, dealing with day-to-day management issues and related projects.
6. **Hames Center** – diagnosing and managing repair of ongoing mechanical issues. These are low profile to users, but sometimes time consuming and technically challenging. The Operation Manager is the frontline in trouble shooting problems to keep the building maintenance staff from being pulled off of other priorities.
7. **Moller lighting** – working through structural and electrical technical issues prerequisite to installing a large modern field lighting array, funded by a legislative grant. P&R Coordinator lacks technical expertise to work these issues, which would otherwise require engineering staff or consultant time
8. **Skatepark** – membrane structure. Similar to Moller field lighting, this project would otherwise take engineering or consultant time (on hold for last several weeks due to other duties)
9. **Special projects**: Totem Square, Goddard hot springs, Kimsham
10. **Budgets**: responsible for budgets for Building Dept, Facilities Maint, Airport, MSC, Recreation (including Hames), Senior Center.

This position commonly entails a workload that requires an excess of 40 hours/week. If these duties were not performed by the Operations Manager, it would require a reduction in the level of service in these functional areas including special projects.

We received 13 applications for the Operation Manager position. There were 5 candidates shortlisted for interviews. Gary Baugher was the only candidate with past experience managing similar divisions of responsibility, including staffing levels consistent with the position. Although we had some very good candidates, Mr. Baugher has risen to the top in terms of the most qualified and ready to work within the proposed salary and benefit offer. Mr. Baugher's resume is attached.

#### **Fiscal Note**

Currently the Operations Manager is funded at Grade 38, Step I, with a pay rate of \$41.31. This equates to a salary of approximately \$85,925. The proposed offer for this position is Grade 38, Step F, with a pay rate of \$38.36. This equates to a salary of approximately \$79,789 which is a reduction of approximately \$6,136.

The proposed benefit package includes a moving allowance of \$9,000 with 40 hours of accrued vacation. Both of these additional benefits are related to the relocation process.

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#### **Recommendation:**

**Motion to approve the hiring Gary Baugher as the Operations Manager with a starting pay rate of \$38.36 including a \$9,000 moving allowance and 40 hours of vacation accrual.**

# Gary E Baugher Jr.

2014 E. Chestnut  
Arkansas City, KS 67005

620-741-0343  
longhornsalepen@cox.net

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**Education**      Southwestern College, Winfield, KS – Bachelor of Science, Business Administration - 2004  
Allen County Community College, Iola, KS – Associates, Forestry - 1982  
Johnson County Community College, Overland Park, KS – Turf Mgmt hrs 1991 – 1992  
East Carolina University, Jacksonville, NC – Computer Programming hrs – 1986  
U.S. Marine Corps – GM Certified Classes – Mechanics and Electronics – 1982 - 1986

**Experience**                      **Director of Public Services/Building and Grounds**  
**City of Arkansas City, KS      2002 – 2010**

- Evaluate Public Services/Building & Grounds needs and formulate short and long range plans to meet the needs in all areas of responsibility, including streets, storm drainage, sanitation, lighting, buildings and grounds, levees and canals, and parks and cemetery.
- Plan, organize, coordinate, supervise and evaluate programs, plans, services, staff, equipment and infrastructure of all public services and building and grounds departments.
- Develop and administer approximately \$3.2 million public works budget. Prepare and document budget requests. Present proposed budget to city commission.
- Develop and administer storm water procedures to comply with NPDES standards and prepare for future maintenance and monitoring.
- Initiated and implemented GIS mapping for storm water and streets.
- Initiated the Adopt-A-Flowerbed program utilizing citizen volunteers to assist in maintaining 22 of the city's 50 plus flowerbeds interspersed throughout the city.
- Oversee development and update of the Capital Improvement Program, street utility plan, levee and canal system plan and other such plans involving the municipal infrastructure.
- Oversee specifications, bidding, competency of contractors and vendors and the selection criteria for public contracts.
- Oversee scheduling of seasonal jobs; street repair, storm water maintenance, snow removal, levee and canal maintenance, park maintenance, etc.
- Oversee maintenance and repair of city owned buildings, i.e., City Hall, Police Department, Fire Department, Northwest Community Center, Ag Building, Cherokee Strip Land Rush Museum, city shops, etc.
- Determine work procedures, prepare/review work schedules and expedite work flow. Assign duties and examine work for conformance to policies and procedures. Initiate training opportunities for staff.
- Hire, direct, motivate, evaluate and promote staff.
- Evaluate and update staff job descriptions. Implement new performance enhancement evaluations. Conduct and approve all staff evaluations, recommend all personnel actions and raises.
- Determine applicable codes, regulations and requirements of assigned projects.
- Oversee project management including: contractors, vendors, inspectors, etc., for construction of City Public Services projects. Oversee assigned projects to ensure contractor compliance with time, budget and quality parameters. Act as liaison between contractors and the city.
- Respond to public requests for service or other inquiries relative to department policies and procedures.
- Provide public presentations to the city commission and community groups and act as liaison with other public and private agencies. Communicate with media to provide adequate public notice.
- Plan, coordinate and direct staff's work assignments and training.
- Oversee safety of work operations, procedures and equipment. Establish safety standards of departments.
- Write and administer Solid Waste Remediation grant projects through Kansas Department of Health and Environment to comply with EPA and KDHE standards.
- Oversee the purchase, maintenance, repair and disposal of maintenance and construction equipment and vehicles of all types.
- Oversee Department of Transportation CDL drug & alcohol testing requirements.
- Developed brick standard for City, also adopted by local Engineering firm.

**Director of Streets City of Paola, KS 1996 - 2002**

- Supervised and organized multiple crews performing various maintenance duties and special projects in street, cemetery, park and Lake Miola departments.
- Planned, organized and supervised seasonal jobs such as street repair, snow removal, ice control, concrete work, etc.
- Coordinated with other agencies, departments and contractors to ensure proper support activities and joint projects were accomplished. Developed bid specifications.
- Performed cost analysis, time management and assess, and ordered materials necessary for special projects such as concrete projects, drainage projects, recycling roadways, brick streets, trees and turf plantings, irrigation projects and also routine maintenance.
- Performed field inspections prior to construction to ascertain working conditions, location of utilities, materials needed and related conditions.
- Supervised the painting of street markings and crosswalks, the regulations and placement of all signage and the planting and maintenance of trees and turf.
- Supervised staff with respect to accountability for performance and behavior including approval of leave to conform with personnel needs, discipline of staff, staff development function, training, completed performance evaluations, supervised drug testing and other personnel related functions. Participated in the hiring and promotional process.
- Instructed and advised staff in safe and proper work methods and practices.
- Met the general public, answered questions, received info and complaints regarding work activities and handled situations in the best interest of the city and the citizens.
- Operated all machinery and heavy equipment as needed.

**Assistant Superintendent Heritage Golf Course Olathe, KS  
Johnson County Park and Recreation District 1989 - 1996**

- Delegated assignments to golf course staff and maintained all equipment logs.
- Operated and maintained all phases of computerized Rainbird (MAXI V) irrigation system.
- Ordered and maintained parts inventory and operational supplies.
- Performed all phases of electrical and hydraulic troubleshooting.
- Operated, repaired and maintained all golf course machinery and equipment.
- Active member of the Johnson County Park and Recreation Safety Committee.
- Assisted in the grow-in phase of the golf course.

**Achievements**

APWA Kansas Chapter - Executive Board - Awards Director - 2008 - 2010  
Kansas Department of Transportation - Inspector Certification - 2002-present  
Mid-West Concrete Technology Industry - Board Certification - 1999-present  
Advanced Incident Command System Training - 2006-2007  
Public Works Project Management Bootcamp - Dallas, Texas - March 2006  
APWA Storm Water Management Workshop - Grapevine, Texas - March 2010  
APWA National Task Force Team - Middle School Curriculum - 2006/2007 - published July 2008  
Kansas Department of Corrections Non-DOC Supervisor Certification 1996-present  
Kansas Pesticide Applicator Certification (Turf/Ornamental) 1991-present  
Kansas Arborist Association - Certification/Member - 1989-present  
International Society of Arboriculture - 1998-present  
LIONS Club - Park Board - Fishing Derby Co-chair - 2004-2008  
PADI Dive Master SCUBA certification - December 2008  
PADI Rescue Diver Certification - April 2008  
Southwestern College - Dean's Honor Roll - Fall 2003, Spring 2004  
Good Neighbor Recognition Award - October 2004  
Cowley County Kansas Leadership Program - 2003  
Best of the Trails Texas Longhorn Association - President - 1994 -1997  
Kansas University Fire Service Training I Certification - June 2001  
Navy Achievement Medal - USMC 1986  
Good Conduct Medal - USMC 1985

**Additional Information Attachment –**

1. In the course of my duties as Public Services Superintendent for the City of Arkansas City, KS, I was responsible for a \$3.8 million dollar budget. When I began eight years ago, an additional \$250,000 was funded from the State of Kansas Demand Transfer fund. Approximately six years ago, the demand transfers were pulled, and, the same year, all department heads were required to reduce their budgets by 5%. As a result, I cut the budget, did not rehire a position vacated by retirement, reduced capital outlay, and streamlined commodities as well as contractual items to make up the difference. All departments were required by the City Commission to provide the same level of service with less personnel and resources.

The following year, during a presentation of goals for the coming year to the City Commission, I was commended by them on my ability to not only cut the budget as requested, but maintain a high level of service to the community, and up the percentage of work done, or "do more with less". They also stated they had heard much positive feedback from citizens regarding my departments. In my eight year tenure with the City, I kept my budget maximum usage held to 95% of 100% of the amount budgeted every year.

Last year I was again commended by the City Commission for my willingness and ability to cut costs while still maintaining quality services to the residents of the city.

2. When I arrived at the City in 2002, there were 19 developed park areas and 3 undeveloped park areas. Of the 19 developed areas, only one had a recently renovated playground and at the 18 other parks, many of the playground structures were unsafe and illegal, and several parks, one in particular, were covered with sand burrs. I conducted a survey of numerous people in the city as part of the coursework for my Bachelor's Degree. In this survey, I asked for their number of park visits of the various parks in a given time, the activities they participated in during their visits and also for suggestions that would increase their park use and experience.

I had the unsafe, illegal playground equipment removed and upon reviewing the surveys and in my own family's experience at the various parks, began planning new structures. Under the Families First initiative funding as well as monies from various non profit community groups, the unsafe and illegal structures were eventually replaced with current, colorful, ADA compliant, safe playground equipment. I also changed the procedure and chemical for spraying the sand burrs and they have been virtually eradicated. The park with the most extensive sand burr infestation has been reclaimed and the play area that reflects the city's historical and cultural heritage can now be enjoyed safely by the public.

Of the three undeveloped areas, one had a 12 acre lake with steep banks that had a concrete boat ramp as well as a small dock. The lake banks and surrounding area were covered with overgrown foliage, weeds, trees and grasses, leaving only one small end accessible to fishing from the bank. In doing some research, I found only a handful of people were using it for fishing and most of them were using john boats. Due to the under use of the area, it caused a continual problem for my departments with vandalism and for the police department and community with extensive drug traffic. I researched the possible solutions, initiated dialog with the City Manager apprising him of the issues involved, received his approval and proceeded to implement the plan.

I contacted the Kansas Department of Wildlife and Parks and had them check the lake for existing fish rates and species, habitat potential and possible stocking rates. They found a good population of bass, bluegill, and catfish and I negotiated with them to restock the lake annually with red ear, bass and channel catfish fingerlings. By utilizing a free Community Fishing Assistance Program, administered by the Kansas Department of Wildlife and Parks, I have been able to secure funding for fish food as well.

## Gary E. Baugher Jr. Resume Information

Through the Sunflower Foundation, the city secured a grant to enhance the area. I administered the grant, planned, designed and helped build an ADA compliant, paved walking trail around the entire lake. I also was able to utilize an existing catwalk from a flood structure previously used on the levee, for a walk bridge across a drainage that adds esthetics to the trail as well as assisting in proper drainage control.

By using a local Boy Scout working towards his Eagle Scout rank, I was also able to get attractive, rustic benches built and installed along the 7/8 mile long trail. Through working in conjunction with the Lions Club, of which I was a member at the time, they purchased a shelter that will soon be erected by the parking lot with electric service available.

The City Commission has renamed the area from "6<sup>th</sup> Street Pond" to "Veterans Lake" where a memorial to veterans from the city has been erected. The area has gone from a popular drug traffic, high vandalism area to a fishing and family use area that averages 20 - 40 vehicles after school, evenings and weekends, with people utilizing the walking trail, the boat ramp, and fishing from the now accessible banks. This has enhanced the park opportunities to the community by reclaiming a derelict area, given the citizens residing in the southern part of the city a safe, family friendly park area and walking trail, and eased the congestion on the original walking trail located in the northeastern part of the city.

The area is now also being used by the Recreation Center as the site for their annual fishing derby. In past years, the Recreation Commission hosted a fishing derby for area children and youth and was forced to bus the participants to the Cowley County State Lake, 20 miles from Arkansas City, as there was no safe or appropriate place to accommodate them in town. They typically averaged 15-25 participants every year and the event lasted approximately 3-4 hours.

Along with another Lions Club member, I helped organize and administer a Two Day Fishing Clinic and Derby. He and I were able to secure donations, fishing gear, food and prizes from local vendors. We found a resident who volunteered to sponsor some of the costs by dedicating the event to his son, who was an avid fisherman, who was killed in the line of duty in Iraq. We coordinated our efforts with the Recreation Center, Kansas Department of Wildlife and Parks, a professional fisherman, the Lions Club and local vendors. The Recreation Center handles all the registration and uses the \$5 per child fee to help fund the event. The Lions Club and other volunteers were there to help the kids during the derby.

The first day of the event, we conducted a fishing clinic and the second day the derby was held.

Since the inception of the two day event, there have been from 75 to 120 participants. We have had very positive feedback from the community and are also educating the citizens of tomorrow in protecting our natural resources for the future.

There are two lakes in one of the other undeveloped areas. There is a 4.5 mile hiking trail, in two sections, that winds around both lakes and along the Walnut River through the woods, but the lakes and south trail access were inaccessible by vehicle or the handicapped when I arrived in 2002. A very small parking lot was located on a hill above the area with "walk in" traffic only from that point. The only use was an occasional walker, the cross country team for a few weeks out of the year, a handful of people who would use the area to run their dogs, and a couple of fishermen. This area consists of native grasses that we control burn annually and the area is left in its natural state. The trail was mowed, where applicable, by a local resident who liked to run their dogs around one of the lakes.

This is a Corps of Engineers mitigation site that is periodically underwater, so the development potential was limited. However, in order to better utilize the lake areas, I designed and helped build a road, and parking area closer to the lakes, and had security lighting installed.

Through a grant from Kansas Department of Wildlife & Parks that I wrote, acquired and administered, I designed and built a fishing access jetty in one lake that will also eventually serve as an ADA compliant fishing access once we extend the road to the jetty area. I had the lakes stocked with red ear, bass and channel catfish fingerlings utilizing a program with Kansas

## Gary E. Baugher Jr. Resume Information

Department of Wildlife and Parks. There has been a noticeable increase in usage of the area as a result of better access and a better fish population.

3. Due to a lack of personnel and budgetary cutbacks, we were having trouble keeping up with our horticultural work. I created and implemented the Adopt-A-Flowerbed program that enrolled citizen volunteers to design, plant and maintain an assigned flower bed with recognition of their hard work on a monthly basis. The city provided the plant material, general guidance and labor as available and the citizens were able to put their gardening skills to use to benefit the entire community. This program filled the void in our lack of funds and staff and at the same time encouraged community involvement in the beautification of the city. In October of 2004, I received the Good Neighbor Recognition Award from the City of Arkansas City Beautification Committee for the success of this program.

4. During my tenure with the City of Paola, Kansas, I was responsible for the Public Works safety training in all capacities. In the fall of 2000, I received an award for cutting the City insurance by 1% through the safety program.

5. In 2006, I was one of 10 selected nationwide, for the APWA Middle School Curriculum Task Force, a nationwide task force to set up to plan, design and develop a curriculum for Middle School age students educating them on the many facets of Public Works. That curriculum was published August 2008.