

May, 1995

MAINTENANCE DIVISION TRANSPORTATION REGION

ORGANIZATIONAL REVIEW

Initiative:

The Maintenance Division is creating a task force to identify alternative organizational structures for field maintenance to enhance efficiency and effectiveness.

Existing Organizational Structure:

The Transportation Center Maintenance Engineer (TCME) is a member of the team that manages the Transportation Center and is a member of the Maintenance Management Team.

The TCMEs are expected to administer numerous maintenance programs. Programs include: work programs and standards; reviewing and evaluating functional programs including snow and ice control, pavement services, roadway, shoulders and bridges and other structures; tort claims; developing long range planning strategies for the TC's roadway system; pavement marking programs; entrance permits; and fleet and equipment management. The TCMEs must also respond to concerns from the public, legislators and the media.

In addition, each TCME supervises the traffic technician, specialty crews such as paint and bridge, and three or four Resident Maintenance Engineers (RME).

Each RME manages maintenance operations in one to seven counties. In order to manage these areas, each RME is supported by a staff composed of a secretary, a maintenance operations assistant, a maintenance management assistant, a number of garage supervisors and temporary positions as needed.

Primary responsibilities of RMEs include: managing resources which involve material, equipment and personnel; overseeing the residency's annual work program and budget; evaluating compliance with standards; identifying maintenance and operations needs for a safe and efficient highway system; administering the residency permit program; and reviewing results of all bridge inspection reports to determine the course of action for repairs. RMEs also are a contact source for the public, legislators and the media.

The Garage Supervisor responsibilities include: supervising maintenance work in a specific area of the state; planning maintenance activities within budgetary limitations; inspecting highways to determine maintenance needs; scheduling sign installation and maintenance; determining the need for emergency maintenance activities; and insuring proper maintenance and operation of assigned equipment. Supervisors respond to inquiries from the public, media and law enforcement officials.

A Transportation Center Table of Organization is attached to this document.

Task Force Mission:

The task force is to identify alternative organizational structures for field maintenance to enhance efficiency and effectiveness of field maintenance operations. Advantages and disadvantages of each alternative and its impact on internal health and delivery of services will be examined.

What This Organizational Review Is:

The organizational review is an initiative to identify alternative organizational structures which will:

- * Enhance employee trust and loyalty.
- * Discourage intergroup conflict.
- * Enhance internal communication effectiveness.
- * Enhance effective leadership.
- * Encourage effective use of human resources.
- * Foster a work environment that encourages and allows employees an opportunity to develop and grow to their fullest potential.
- * Optimize operational efficiency & effectiveness.
- * Optimize existing skills, abilities, training, talents and other strengths of engineering, management and technical personnel.

- * Allow staffing flexibility to deal with specific operational concerns.
- * Expand and enhance career ladders.

What The Organizational Review Is NOT:

The organizational review is not an initiative to:

- * Reduce the number of employees.
- * Reduce or relocate garages.
- * Increase span of control or reduce levels of management.

Composition of the Committee:

Steve Smith, HMS Newton
Mark Callahan, RME Waterloo
Keith Duncan, MOA Sioux City
Jim Bane, RME Atlantic
Steve Botos, HMS Avoca
Raymond Tull, HMS Donnellson
Dave Svoboda, MOA Cedar Rapids
Doug Rick, RME Davenport

A facilitator from outside the Maintenance Division is yet to be determined.

The committee is encouraged to use Division and Department employees and supervisors as resources.

Communication Plan:

An informational meeting will be held with the Maintenance Management Team, RMEs, MOAs, and Garage Supervisors. The Maintenance Division Director will deliver the initiative. Written information will be provided to all supervisors to be delivered to remaining employees.

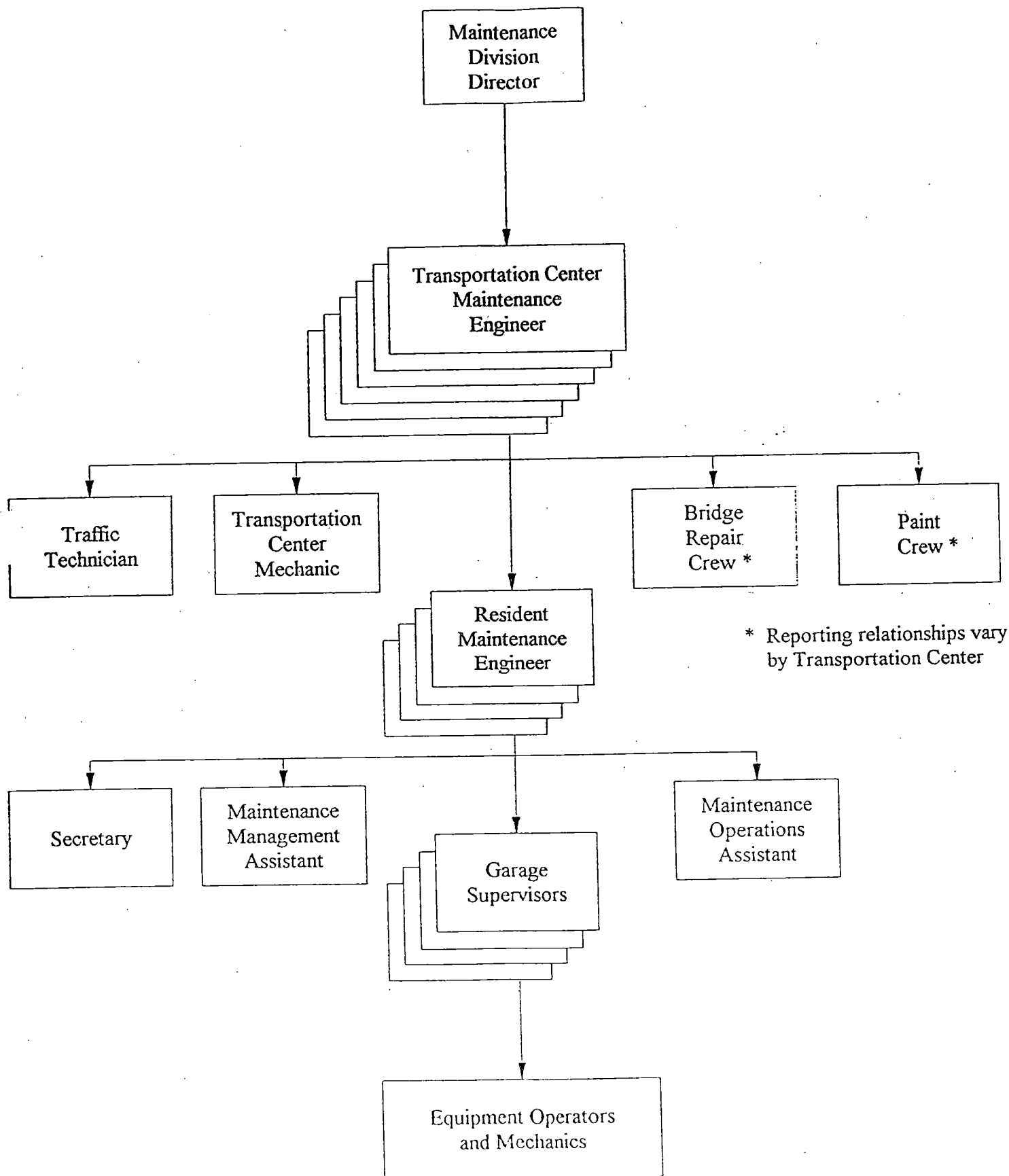
Employees that have questions about the Maintenance Division organization review can contact Myra Bennett at (515) 239-1708. Myra will pursue answers to the questions. The committee will also provide monthly written updates of its progress.

Timetable:

The committee will complete their assignment within four (4) months after their first meeting.

Decision by the Maintenance Division Director no later than two (2) months after receiving the committee's report.

Iowa Department of Transportation



DATE: October 9, 1995

TO: Maintenance Management Team

FROM: Maintenance Division Transportation Region Organizational Review Team

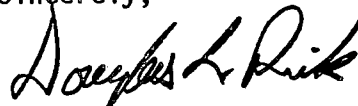
As requested by Maintenance Division Director Neil Volmer, the Maintenance Division Transportation Region Organizational Review Team respectfully submits this report to the Maintenance Management Team for its consideration. This report presents alternatives to the Maintenance Divisions's current field organizational structure. The report also discusses the likely advantages and disadvantages of each alternative.

I would like to thank each team member for his dedication to this effort. Each member dedicated one or more days a week for four months to the development of this document. Although the effort was at times trying, tedious, and challenging, it was also a very rewarding experience.

Special thanks is due the team facilitator Carol Culver for her calm yet persistent demeanor and ability to keep the team on focus. Also, special thanks is due Vicki Stamper for her hard work in documenting via weekly meeting minutes all the ideas expressed during the past four months.

Finally, a note of thanks to the staff of each team member, who assumed additional work due to the absence of the team member.

Sincerely,



Doug Rick

Maintenance Division Transportation Region
Organizational Review Team

DR:vs

Attach.

MAINTENANCE DIVISION

TRANSPORTATION REGION

ORGANIZATIONAL

REVIEW TEAM

REPORT

OCTOBER, 1995

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INTRODUCTION

In May, 1995, Iowa Department of Transportation Maintenance Division Director Neil Volmer established a team of field maintenance employees to review the existing field maintenance organizational structure. The mission of this maintenance organization review team was to identify/develop alternative organizational structures for field maintenance which would enhance the efficiency and effectiveness of field maintenance operations. Major goals of each alternative included the following:

- * Enhance employee trust and loyalty
- * Discourage intergroup conflict
- * Enhance internal communication effectiveness
- * Suggested development of effective leadership
- * Encourage effective use of human resources
- * Develop a work environment that encourages and allows employees an opportunity to develop and grow to their fullest potential
- * Maximize operational efficiency and effectiveness
- * Optimize existing skills, abilities, training, talents, and other strengths of engineering, management, and technical personnel
- * Be flexible in staffing to deal with specific operational concerns
- * Develop expanded and enhanced career ladders

The Maintenance Division Transportation Region Organizational Review Team was composed of eight people selected from positions in the midrange of the field maintenance organizational structure. The team members were:

Steve Smith, Newton HMSII
Dave Svoboda, Cedar Rapids MOA
Keith Duncan, Denison HMSIII
Jim Bane, Atlantic RME
Steve Botos, Avoca HMSII
Ray Tull, Donnellson HMSII
Doug Rick, Davenport RME
Mark Callahan, Waterloo RME

METHODOLOGY

The Maintenance Division Transportation Region Organizational Review Team met weekly from June through mid-October. The first two months were devoted to getting input and gathering information from a variety of sources. The Team met with DOT division directors, Central Maintenance office leaders, and each Transportation Center Maintenance Engineer. A sample of the questions asked the TCMEs and others is attached (See Appendix A). The team also sought input from people at all levels of field maintenance via a questionnaire (See Appendix B). This questionnaire was mailed to one sixth of the employees in each field classification. The persons selected to receive this questionnaire were drawn using a random sampling process. The questionnaire was also made available at each maintenance garage and office for anyone to complete should they desire. Finally, field maintenance employees wishing to speak directly with the Team were contacted and provided the opportunity to meet with the team.

The Team spent its third month analyzing, categorizing, and drawing ideas from the information gathered through the interview and questionnaire responses.

With this information at hand, the Team spent its fourth month developing and analyzing alternatives to our existing field maintenance organizational structure. The organizational structures of other states were also examined. In the end, the Team developed six alternatives (including the existing structure) for consideration by Maintenance Division Director Volmer and the Maintenance Management Team (MMT).

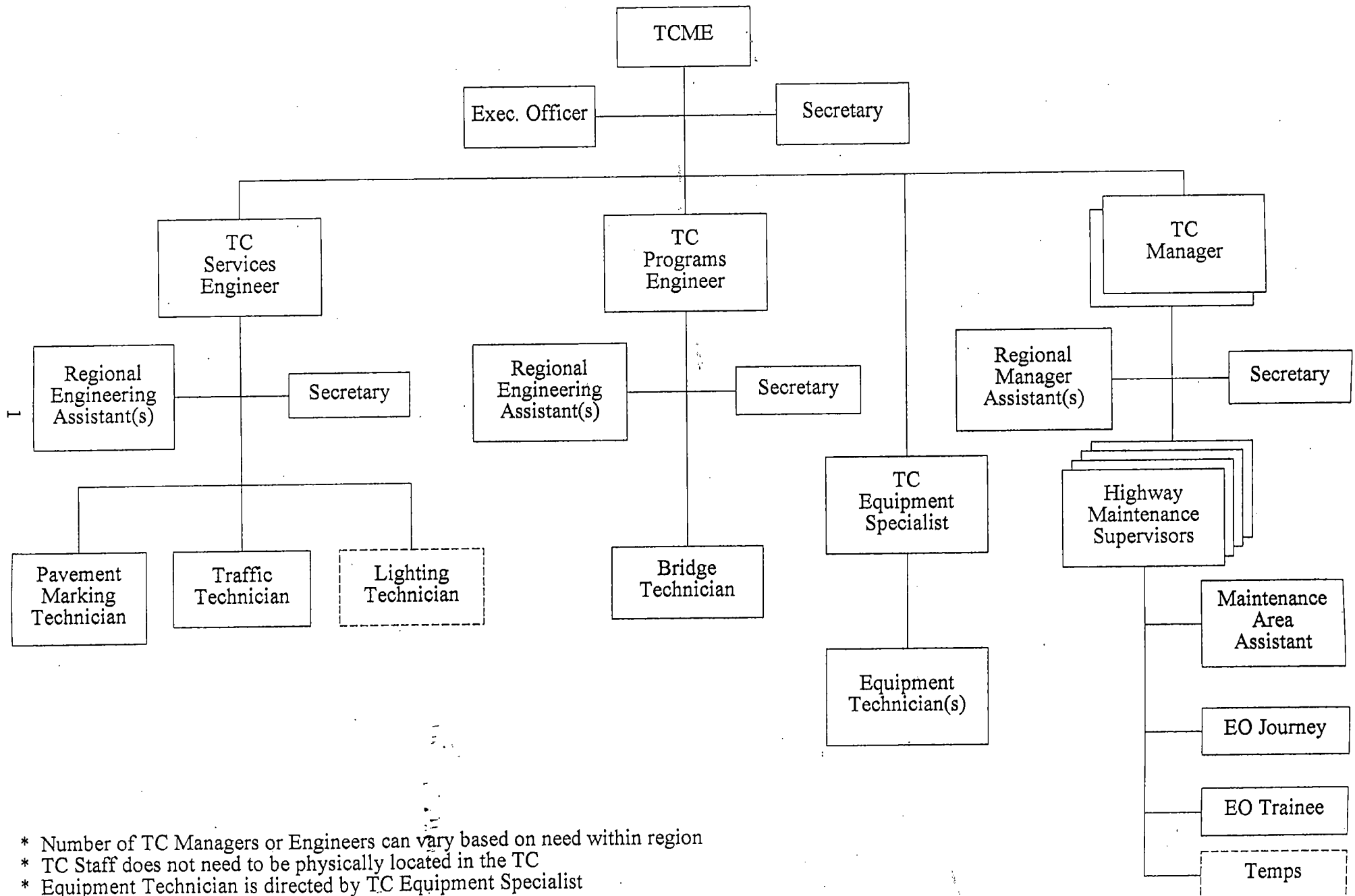
It would be helpful to realize that each alternative need not be considered in its totality. In many instances, a favorable aspect of one alternative could be added to a second alternative without disrupting the major structural changes of the second alternatives.

Also, when analyzing the alternative structures, the Team noted many common themes among them. These common themes have been listed separately.

COMMON THEMES TO ALTERNATIVES:

- * Not all Transportation Centers and Resident Maintenance offices need to be staffed equally. Staffing should be made flexible and based on workload demands. Support staff FTEs should be shifted to meet this end.
- * The discussion of the alternatives and proposed organizational charts includes some suggestions for changes to classifications such as the references to trainee/journey equipment operators. The Team notes that any changes to classifications or paygrade must be reviewed and approved by the Iowa Department of Personnel and may require approval by the American Federation of State, County, and Municipal Employees (AFSCME).
- * The Team feels that the current classification and/or paygrade assignments for Equipment Operators I, II, and III and Garage Operations Assistant does not accurately reflect the current job duties or provide for future operational needs.
- * The current practice of having a mechanic in virtually all primary county shops may not be efficient. The concept of having a roving mechanic to balance workload demands should be considered.
- * We do not believe the name "auto mechanic" properly reflects the duties of these people in the Maintenance Division. We suggest a new name be considered. We have chosen to use the name "Equipment Technician" throughout our charts.
- * Consideration should be given to redrawing shop and residency boundaries. The Management Team may want to review transportation region boundaries in the future.
- * The permit review and approval process should be reviewed to optimize efficiency and customer service.
- * There is a great need to train engineers in field maintenance prior to licensure.
- * Consideration should be given to the development of residency and/or regional traveling work crews when appropriate to improve operational efficiency.
- * Whatever organizational structure is chosen, the Team recommends that no additional levels of management be established.
- * Some organizational structures show Equipment Technicians reporting to Transportation Center. This should not be interpreted to imply that equipment technicians are precluded from plowing snow.

Altern #1
All Engineering Support & Administration at TCs
 (Residencies realigned into sub-regional boundaries)



- * Number of TC Managers or Engineers can vary based on need within region
- * TC Staff does not need to be physically located in the TC
- * Equipment Technician is directed by TC Equipment Specialist

ALTERNATIVE #1 - ALL ENGINEERING SUPPORT AND ADMINISTRATION AT TRANSPORTATION CENTERS (RESIDENCIES REALIGNED INTO SUB-REGIONAL BOUNDARIES)

SUMMARY OF ALTERNATIVE #1:

This organizational structure places more engineering and managerial support at the Transportation Center level. All engineering functions are assigned to Transportation Center engineers. Managerial duties are assigned to Transportation Center managers. Transportation Center engineers and managers cover much larger areas than do the present residencies. They specialize in their functional duties by having engineers perform engineering duties, and managers perform administrative duties. There are no major changes at the Highway Maintenance Supervisor level. Their maintenance areas would be similar to the way they are now.

MAJOR FUNCTIONAL CHANGES

TRANSPORTATION CENTER MAINTENANCE ENGINEERS:

- Some of the engineering responsibility (including permits) delegated to staff
- Supervision of Transportation Center engineering staff and managers
- Supervision of crews and traffic technician shall be delegated to staff
- Review of 3R-4R projects delegated to staff
- Detour routes and drainage districts delegated to staff
- Training needs delegated to staff
- Traffic engineering delegated to staff
- Bridge review delegated to staff

TRANSPORTATION CENTER STAFF ENGINEERS:

- Engineering duties and supervision of related crews are split between the services and programs engineers

- SERVICES ENGINEER:

permits, drainage, traffic needs, roadside, work with other agencies, incident management, excess ROW, detours, railroad crossings, emergency response, and advise HMSs.

- Supervises Transportation Center crews (pavement marking, lighting, etc.)

- PROGRAMS ENGINEER:

3R/MP/MM, pavement management, bridges, field reviews, bridge inspections, administers MP/MM/MB contracts, bridge maintenance inventory, emergency response, and advise HMSs.

- Supervises Transportation Center bridge crew

- MANAGER(s):

work program, budget, personnel, equipment, allocates resources, safety program, field supervision, public inquiries, facilities, purchase materials and supplies, training, emergency responses, and advise HMSs.

- Coordinates regional crews (roadside, surface, etc.)

Team functions would include reviewing roadways, prioritizing needs, personnel, As-builts, ROW documents, etc.

STAFFING: Staffing will be flexible based upon need.

TRANSPORTATION CENTER EQUIPMENT SPECIALIST:

Responsible for the supervision and coordination of the equipment technicians in the region.

GENERAL COMMENTS:

Maintenance Area Assistant (MAA) is a combination of the present GOA and the EOIII.

Other positions' duties will mainly remain the same.

EO Trainee would become EO Journey after a combination of years of experience, demonstrated skills, training, and testing.

NEW NAME

COMPARABLE TO:

Equipment Technician
TC Equipment Specialist
TC Services Engineer
TC Programs Engineer
TC Manager
Maintenance Area Assistant
Equipment Operator Trainee
Equipment Operator Journey
Regional Engineering Assistant
Regional Manager Assistant
Pavement Marking Technician

Mechanic
District Mechanic
New position
New position
New position
GOA / EOIII
EOI
EOII
MOA
MMA
TC Paint Crew Supervisor

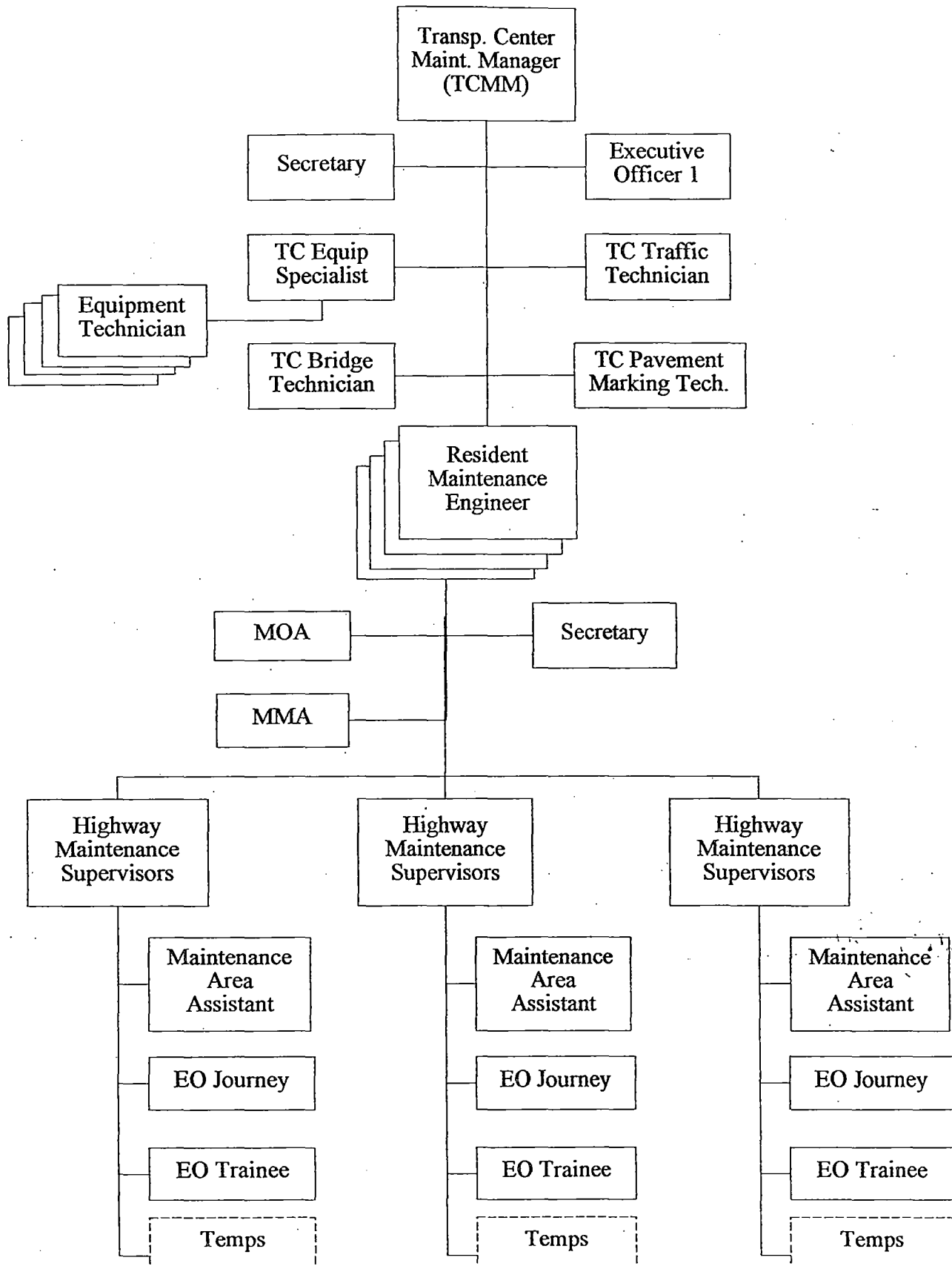
ADVANTAGES:

- All engineering support and administration at TC
- Engineering work is balanced between staff engineers
- Engineers are able to concentrate on engineering (could be specialized)
- Managers can focus on personnel issues
- Provides uniformity over maintenance practices
- Provides promotional opportunities for maintenance worker (EO Trainee to EO Journey)
- Specialized support for HMSs
- Promotes creation of area/regional crews
- Removes residency boundaries
- Better ability to respond to emergencies with concentrated resources
- TC can locate equipment technicians where they are needed
- Encourages the HMSs to look at the bigger picture and to be team oriented
- Addresses some of the GOA/EOIII position issues
- Creates a non-supervisory assistant to the supervisor
- Equipment Technician job title more accurately describes functions performed
- TC manager adds a promotional opportunity
- Adds clerical staff at the Transportation Center
- Streamlining of permit process by a reduction in levels of recommendations and approvals

DISADVANTAGES:

- Engineering services are farther removed from internal/external customer
- Managers will have a large area to cover
- Less of an engineering presence in the field
- May create or widen a rift between engineers and non-engineers
- Equipment Technician may not be as readily available for snow removal
- Short term disruption of resident engineering staff
- Implementation of EO Trainee/EO Journey classifications could cause a sizeable increase in paygrade points
- May be perceived that existing EOII and GOA positions lose status
- Does not provide training opportunity for TEAs in Maintenance

Alternative #2 Transportation Centers Administered By Manager



- * Residency staffing may vary
- * TC Staff & Resident Engineers get engineering support from the Central Office

ALTERNATIVE #2 - TRANSPORTATION CENTERS **ADMINISTERED BY MANAGER**

SUMMARY OF ALTERNATIVE #2

This organizational structure removes engineering support from the Transportation Centers. The Transportation Center would continue to provide managerial support to the residencies. The Maintenance residencies do not change much from the way they operate now except that engineering support for the RMEs would come directly from the central office. Flexibility in staffing needs of the residencies should be recognized by taking into account the workload. For example, residencies may have more or less MOAs or MMAs. Transportation Region engineering decisions will be made jointly by the RMEs acting as a team.

MAJOR FUNCTIONAL CHANGES

TRANSPORTATION CENTER MAINTENANCE MANAGER:

- TC manager does not perform engineering functions

RESIDENT MAINTENANCE ENGINEER:

- The central office provides engineering support to the residencies
- RMEs to work as a team to decide combined TC engineering decisions
- Assist local agencies with transportation matters
- RMEs as a team decide priorities for 3R, 4R, MP, MB, and other projects
- Conducts skid reviews and corrective actions
- Reviews and approves most permits
- Coordinate emergency activities with Disaster Services
- Directs emergency roadway response needs

GENERAL COMMENTS:

Maintenance Area Assistant (MAA) is a combination of the present GOA and the EOIII.

Other positions' duties will mainly remain the same.

EO Trainee would become EO Journey after a combination of years of experience, demonstrated skills, training, and testing.

NEW NAME

Equipment Technician
TC Equipment Specialist
TC Maintenance Manager
TC Pavement Marking Technician
Maintenance Area Assistant
Equipment Operator Trainee
Equipment Operator Journey

COMPARABLE TO:

Mechanic
District Mechanic
New position
TC Paint Technician
GOA / EOIII
EOI
EOII

ADVANTAGES:

- Administration of the TC will be directed by a trained or specialized manager
- Engineering remains close to the customer
- Permit process would be streamlined by allowing approval at the lowest level
- Adds a different perspective in regard to having a manager in lieu of an engineer
- Transportation Center could specialize in administrative support
- Provides promotional opportunities for maintenance worker (EO Trainee to EO Journey)
- TC can locate equipment technicians where they are needed
- Addresses some of the GOA/EOIII position issues
- Creates a non-supervisory assistant to the supervisor

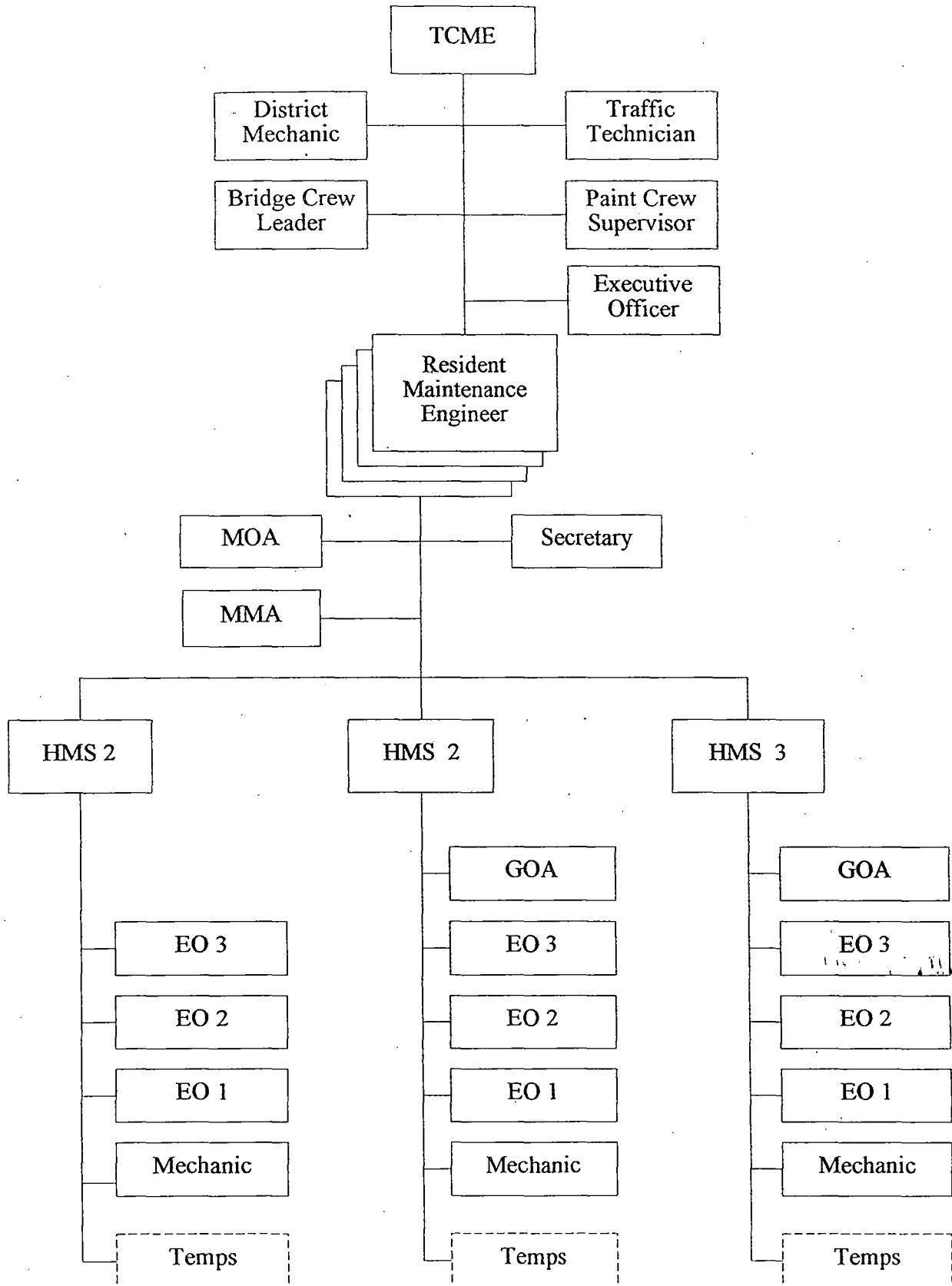
ADVANTAGES (continued):

- Equipment Technicians job title more adequately describes functions performed
- Adds clerical staff at the Transportation Center

DISADVANTAGES:

- Additional engineering responsibilities pose increased burdens to RME
- Losing engineering resource at the TC
- Adds more work to the central engineering staff
- Does not address residency and shop territorial issues (turf battles)
- Few advancement opportunities for HMSs
- Equipment Technicians may not be as readily available for snow removal
- Implementation of EO Trainee/EO Journey classifications could cause a sizeable increase in paygrade points
- Does not promote the team concept with HMSs
- Does not provide training opportunity for TEAs in Maintenance
- No training for resident engineer before placing in a RME position

Alternative #3
Current Organizational Structure



ALTERNATIVE #3 - CURRENT ORGANIZATIONAL STRUCTURE

SUMMARY OF ALTERNATIVE #3

This organizational structure reflects the way we operate now. Transportation Center Maintenance Engineers provide engineering and managerial support to the residencies. Resident Maintenance Engineers provide engineering and managerial support to the maintenance areas. For the most part, all residency and Transportation Centers have the same number of support staff.

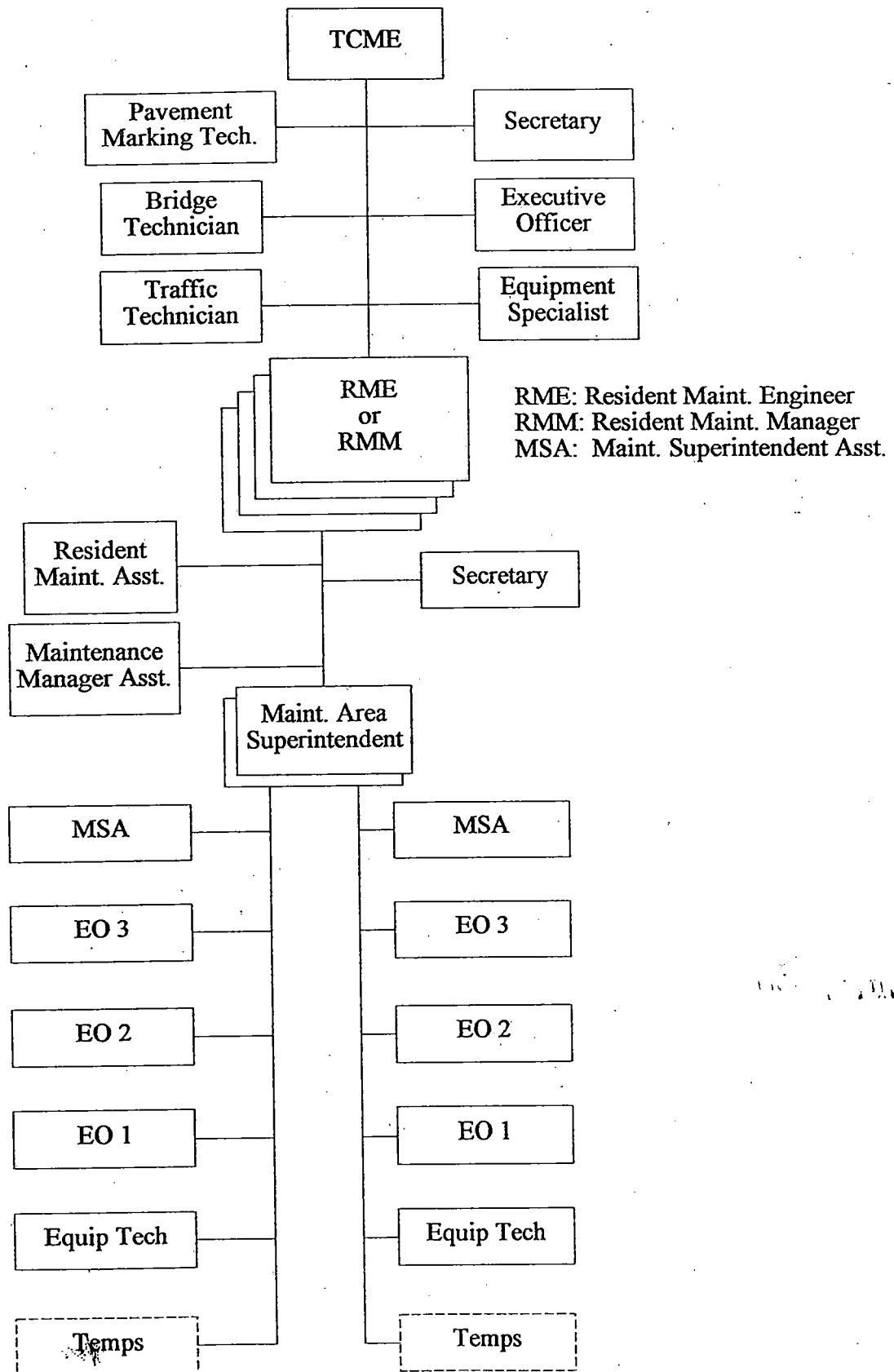
ADVANTAGES:

- No disruption
- RME has a good handle on all aspects of residency (administrative and engineering/technical)
- Provides good training opportunities for EO's to become HMSs
- Provides local engineering support to the garages
- Some engineering support at TC (provides guidance, responds in a timely manner)

DISADVANTAGES:

- No training for resident engineer before placing in a RME position
- May place licensed engineers in managerial positions without appropriate administrative training
- Does not address residency and shop territorial issues (turf battles)
- Workloads may restrict some engineers from focusing on both engineering and managerial duties
- Does not promote area/regional crews
- Mechanics are assigned to supervisors and not District Mechanic which inhibits the ability to provide roving mechanics
- No flexibility in staffing
- Not enough administrative support in transportation centers
- Promotional opportunities for HMSs are limited (EOIIs but receiving lower pay)
- Most promotional opportunities for EO's require relocating
- Very little financial incentive for an EOI to relocate for an EOII or EOIII position
- Residency staffing not flexible (staffing not based on workload)
- Traffic engineering support at the Transportation Center is limited
- Limited clerical support for Transportation Center Maint. Engr.
- Unbalanced workloads between maintenance areas, residencies, and Transportation Centers
- Does not provide training opportunity for TEAs in Maintenance
- Does not address EOI/EOII/EOIII/GOA issues

Alternative #4
Residency Staffed With Either An Engineer or Manager
And Creating Maintenance Area Superintendent In Place Of HMS



ALTERNATIVE #4 - RESIDENCY STAFFED WITH EITHER AN ENGINEER OR MANAGER AND CREATING MAINTENANCE AREA SUPERINTENDENT IN PLACE OF HMS

SUMMARY OF ALTERNATIVE #4

This organizational structure creates maintenance area superintendent positions that would oversee larger areas than do the present highway maintenance supervisors. They would typically oversee more than one county and more than one garage. Maintenance Superintendent Assistants would oversee the operation of an individual shop but would not be supervisory positions. The Transportation Centers Maintenance engineers will have the support staff to provide engineering/technical support and managerial support. If an engineer is not necessary at an individual residency a Resident Maintenance Manager would be utilized. With a resident maintenance manager, more engineering support would come from the TCME.

MAJOR FUNCTIONAL CHANGES

- Maintenance Area Superintendent will oversee more than one maintenance area
- Maintenance Area Superintendent is a field position
- Staffing of a RME or RMM is dependent on the need of an engineering presence
- MSA not necessary at every shop

NEW NAME

Equipment Specialist
Resident Maintenance Manager (RMM)
Resident Maintenance Assistant (RMA)
Maintenance Area Superintendent (MAS)
Maintenance Superintendent Assistant (MSA)

COMPARABLE TO

TC Mechanic
New position
MOA
New position
HMS / GOA

GENERAL COMMENTS:

Maintenance Area Superintendent is combination of the present GOA and the EOIII.

Other positions' duties will mainly remain the same.

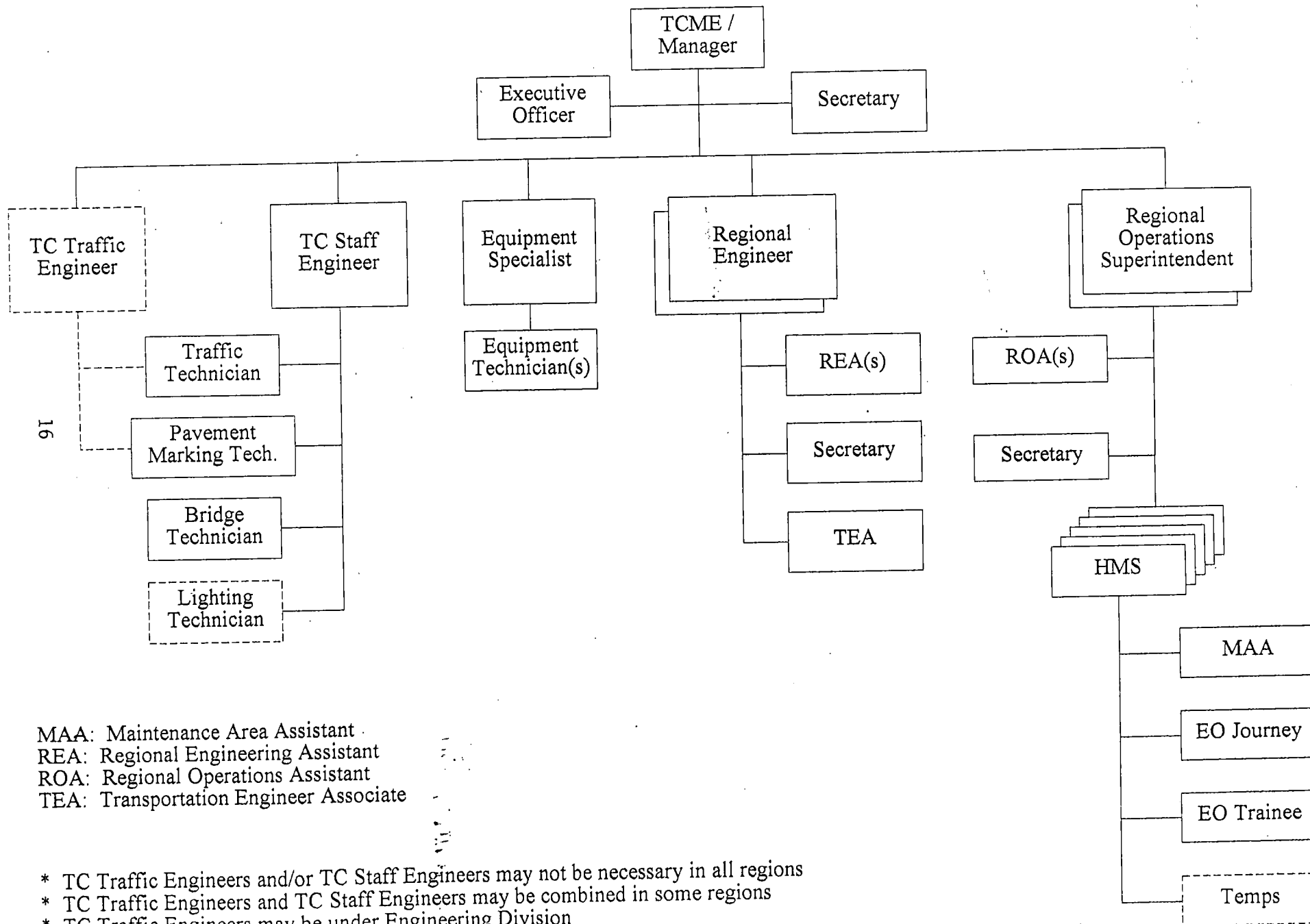
ADVANTAGES:

- Promotes creation of area/regional crews
- Add clerical staff at the Transportation Center
- Provides promotional opportunities for shop and office staff
- Engineering staffing is flexible
- Staffing of a RME or RMM is dependent on the need of an engineering presence
- Increases span of control (helps to meet Legislative mandate)
- Promotes uniformity among maintenance areas
- Addresses the EOIII/GOA issues
- Equipment Technician job title more accurately describes functions performed
- Maintenance Area Superintendent and Resident Maintenance Manager add promotional opportunities

DISADVANTAGES:

- Many people for the Maintenance Area Superintendent to supervise
- Travel time for superintendent and crews increases
- Increased overtime for traveling crews
- Does not provide training opportunity for TEAs in Maintenance
- Maintenance Superintendent Assistant positions may be perceived as a loss of status by current HMSs

Creation Of Supervisory Teams Under Regional Operations Superintendent Elimination Of Resident Maintenance Areas



ALTERNATIVE #5 - CREATION OF SUPERVISORY TEAMS UNDER REGIONAL OPERATIONS SUPERINTENDENT - ELIMINATION OF RESIDENT MAINTENANCE AREAS

SUMMARY OF ALTERNATIVE #5

This organizational structure creates supervisory teams under the Regional Operations Superintendent that oversee maintenance operations for a large area of the transportation region. Highway Maintenance Supervisors working with the Regional Superintendent would work together as a team to ensure that maintenance operations are satisfactorily addressed for their portion of the transportation region. Regional engineers handle engineering concerns for a large area. They work closely with the Regional Operations Superintendent. The Transportation Center Staff Engineers provide engineering support for Regional Engineers and Superintendent.

MAJOR FUNCTIONAL CHANGES

- Regional Engineer and Regional Operations Superintendent mutually support each other
- Engineering and operation functions have been separated
- Provides authority to place additional engineering staff at Transportation Center based on need
- Team oriented supervision within regions
- Flexibility to replace HMSs with specialized team members

REGIONAL ENGINEER:

- Reviews and approves most permits
- Coordinates work with public agencies
- Is responsible for detour settlement
- Provides technical assistance to HMSs
- Develops incident management plan
- Performs bridge and culvert inspections
- Participates in programming projects and field reviews
- Supervises office staff
- Identifies excess ROW
- Manages traffic engineering matters

REGIONAL SUPERINTENDENT:

- Allocates resources within subregion
- Supervises HMSs
- Approves purchase of materials and supplies
- Monitors safety program
- Administers annual work program
- Responds to emergency situations
- Recommends facility improvements

REGIONAL ENGINEER AND SUPERINTENDENT (SHARED):

- Participates on various committees
- Addresses public inquiries and concerns
- Regularly reviews roadways
- Responsible for prioritizing needs
- Handles evaluations, hiring, grievances, and disciplinary actions

- REGIONAL ENGINEER DUTIES:

permits, drainage, roadside, advises HMS, incident management, 3R/4R/MP/MM/MB project development and administration, pavement management, field reviews, and project performance monitoring.

- TRANSPORTATION CENTER STAFF ENGINEER DUTIES:

manages traffic, pavement marking, lighting, and bridge crews, traffic needs, detours, and RR-xing

- REGIONAL OPERATIONS SUPERINTENDENT DUTIES:

work program, budget, personnel, equipment, emergency responses, allocates resources, advises HMS, safety program, field supervision, public inquiries, facilities, purchase materials and supplies, and training.

GENERAL COMMENTS:

Maintenance Area Assistant (MAA) is a combination of the present GOA and the EOIII.

Other positions' duties will mainly remain the same.

EO Trainee would become EO Journey after a combination of years of experience, demonstrated skills, training, and testing.

The make up of the teams should be flexible.

NEW NAME

Equipment Technician
TC Equipment Specialist
TC Manager
Maintenance Area Assistant
Equipment Operator Trainee
Equipment Operator Journey
Regional Engineering Assistant
Regional Operations Assistant
Pavement Marking Technician

COMPARABLE TO:

Mechanic
District Mechanic
New position
GOA / EOIII
EOI
EOII
MOA
MMA
TC Paint Crew Supervisor

ADVANTAGES:

- Promotes team management concept
- Encourages the HMS to look at the bigger picture and to be team oriented
- Regional Engineer and Regional Operations Superintendent mutually support each other
- Engineering and operation functions are able to be specialized
- Provides authority to place additional engineering staff at Transportation Center based on need
- Engineers can focus on engineering
- More engineering support to Transportation Center
- Regional Operations Superintendent could specialize in management
- Increased promotional opportunities
- May improve engineering support to field operations
- Enhances relationship between operations and engineering
- Provides flexibility in staffing
- Better utilization of equipment technicians
- Allows for TEA training in Maintenance
- TEAs can be used in research and development
- Regional Engineer positions allows for a local engineering presence
- Allows flexibility to broaden the overall management skills of the team
- Better ability to respond to emergencies by concentrating resources

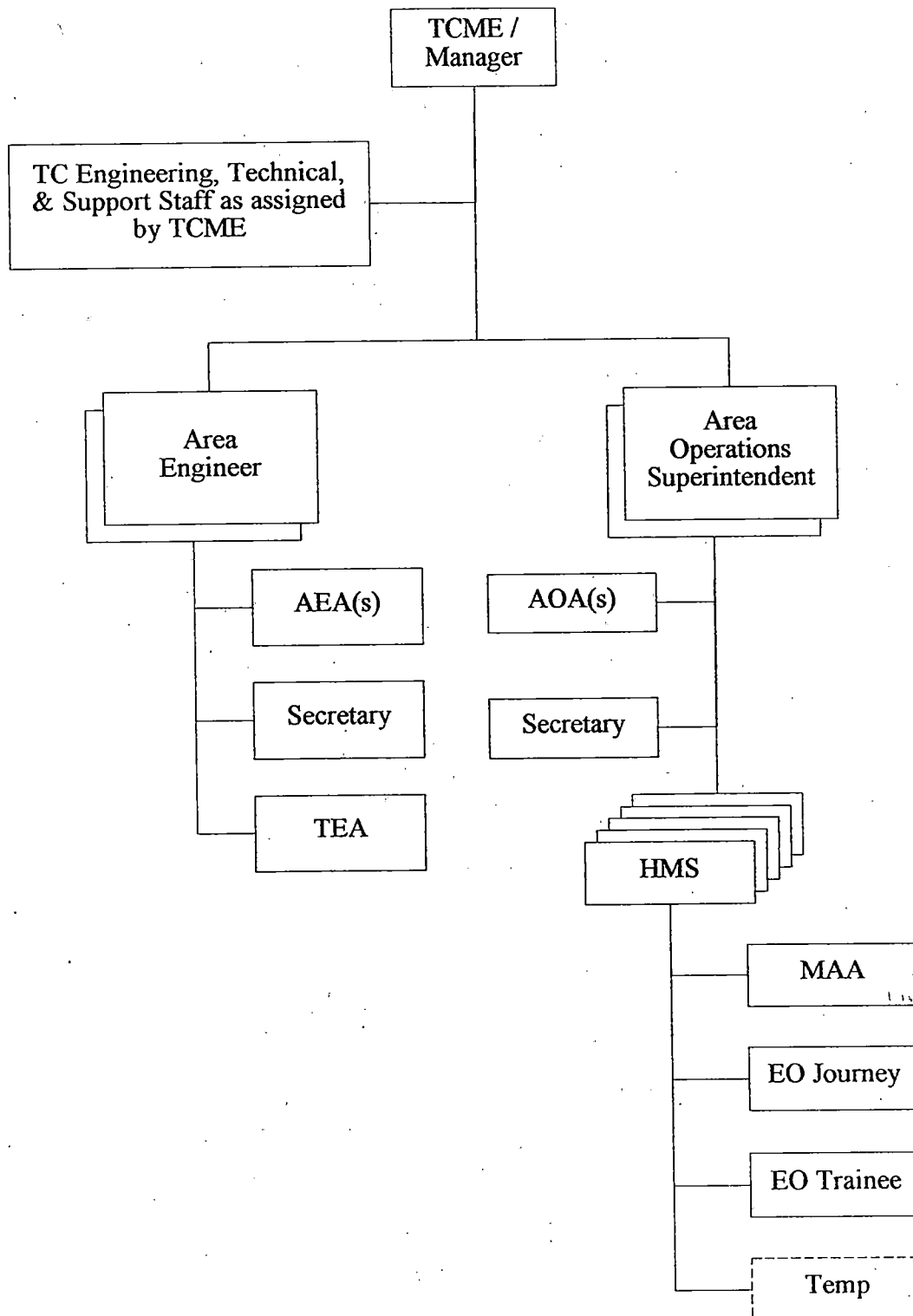
ADVANTAGES (continued):

- Flexibility on part of TCME/Manager to locate Regional Engineer to where the need exists
- Transportation Center can locate equipment technicians where they are needed

DISADVANTAGES:

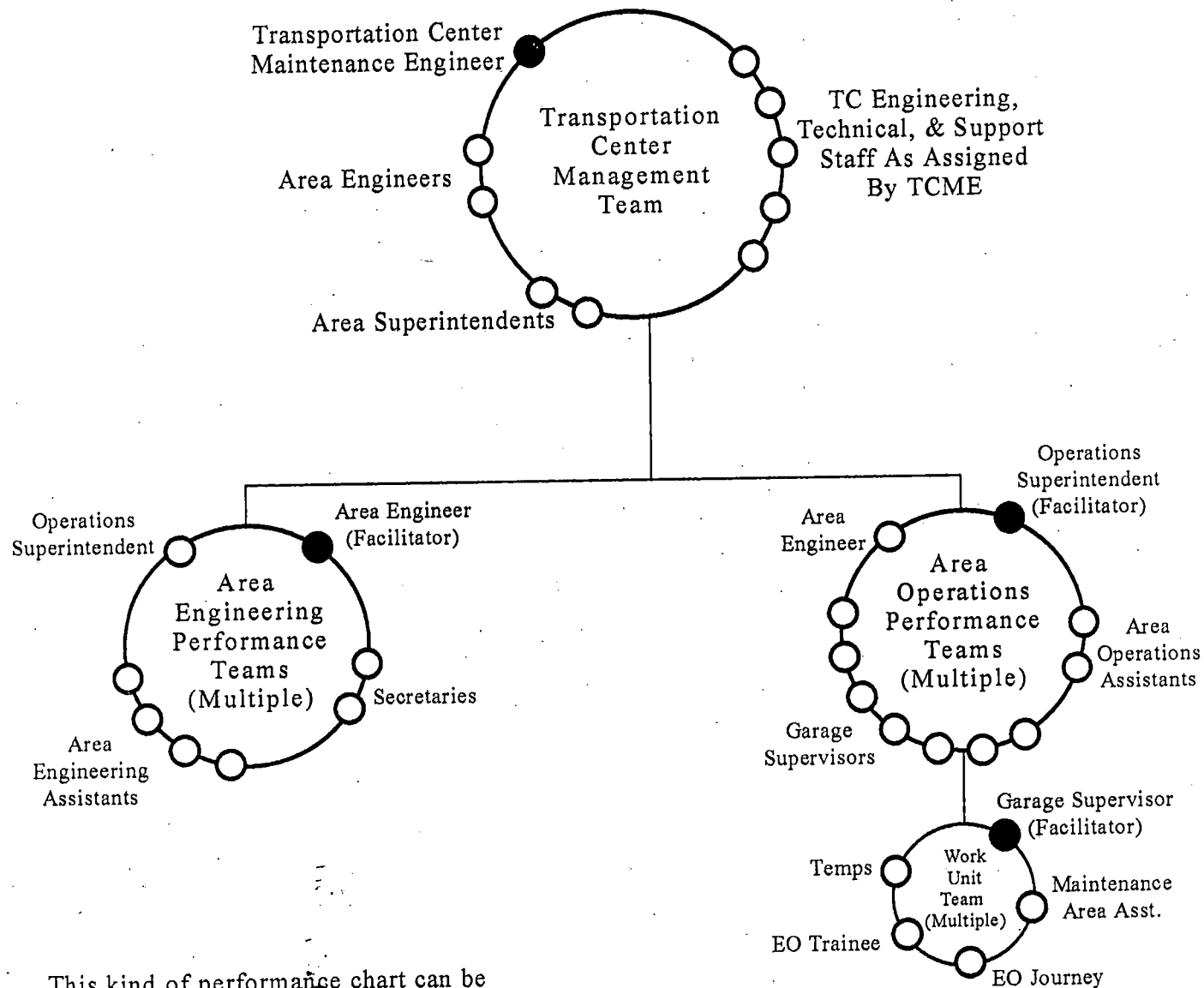
- May be hard to implement
- Big changes in responsibilities for some positions
- Lose local ownership
- Shops may lose allegiance to a local supervisor

Alternative #6
Organizational Structure Which Maximizes The Team Concept
(Personnel / Administrative Perspective)



MAA: Maintenance Area Assistant
 AEA: Area Engineering Assistant
 AOA: Area Operations Assistant
 TEA: Transportation Engineer Associate

Alternative #6
Organizational Structure Which Maximizes The Team Concept
(Performance Perspective)



This kind of performance chart can be developed for any of the alternatives.

ALTERNATIVE #6 - ORGANIZATIONAL STRUCTURE WHICH MAXIMIZES THE TEAM CONCEPT (PERFORMANCE PERSPECTIVE)

SUMMARY OF ALTERNATIVE #6

This organizational structure creates Transportation Center Maintenance Management Teams, Engineering performance teams, and Operations performance teams for areas approximately 6 to 10 counties in size and work units teams which support an entire area rather than one county.

Budget control, equipment assignment, and work priorities are identified by area teams. Area teams are responsible for coordination of work unit teams. Work unit teams support an entire area rather than one county. An area may be 6 to 10 counties. Work units teams identify how to complete the assigned responsibilities. Transportation Center Maintenance Engineers will assign staff engineers, traffic technicians, paint crews, and bridge crews as necessary to meet their needs.

MAJOR FUNCTIONAL CHANGES

- Area Engineer and Area Operations Superintendent mutually support each other
- Engineering and operation functions have been separated
- Provides authority to place additional engineering staff at Transportation Center based on need
- Team oriented supervision within regions
- Flexibility to add specialized team members

AREA ENGINEER:

- Reviews and approves most permits
- Coordinates work with public agencies
- Is responsible for detour settlement
- Provides technical assistance to HMSs
- Develops incident management plan
- Performs bridge and culvert inspections
- Participates in programming projects and field reviews
- Supervises office staff
- Identifies excess ROW
- Manages traffic engineering matters

AREA SUPERINTENDENT:

- Allocates resources within area
- Supervises HMSs
- Approves purchase of materials and supplies
- Monitors safety program
- Administers annual work program
- Responds to emergency situations
- Recommends facility improvements

AREA ENGINEER AND SUPERINTENDENT (SHARED):

- Participates on various committees
- Participates on each others teams
- Acts of facilitator in team meetings
- Addresses public inquiries and concerns
- Regularly reviews roadways
- Responsible for prioritizing needs
- Handles evaluations, hiring, grievances, and disciplinary actions

- AREA ENGINEER DUTIES:

permits, drainage, roadside, advises HMS, incident management, 3R/4R/MP/MM/MB project development and administration, pavement management, field reviews, and project performance monitoring.

- TRANSPORTATION CENTER STAFF ENGINEER DUTIES:

manages traffic, pavement marking, lighting, and bridge crews, traffic needs, detours, and RR-xing

- AREA OPERATIONS SUPERINTENDENT DUTIES:

work program, budget, personnel, equipment, emergency responses, allocates resources, advises HMS, safety program, field supervision, public inquiries, facilities, purchase materials and supplies, and training.

GENERAL COMMENTS:

Maintenance Area Assistant (MAA) is a combination of the present GOA and the EOIII.

Other positions' duties will mainly remain the same.

EO Trainee would become EO Journey after a combination of years of experience, demonstrated skills, training, and testing.

The make up of the teams should be flexible.

NEW NAME

TC Manager
Maintenance Area Assistant
Equipment Operator Trainee
Equipment Operator Journey
Area Engineering Assistant
Area Operations Assistant

COMPARABLE TO:

New position
GOA / EOIII
EOI
EOII
MOA
MMA

ADVANTAGES:

- Promotes team management concept
- Encourages the HMS to look at the bigger picture and to be team oriented
- Area Engineer and Area Operations Superintendent mutually support each other
- Engineering and operation functions are able to be specialized
- Provides authority to place additional engineering staff at Transportation Center based on need
- Engineers can focus on engineering
- Area Operations Superintendent could specialize in management
- Increased promotional opportunities
- May improve engineering support to field operations
- Enhances relationship between operations and engineering
- Provides flexibility in staffing
- Allows for TEA training in Maintenance
- Allows flexibility to broaden the overall management skills of the team
- Better ability to respond to emergencies by concentrating resources
- Flexibility on part of TCME/Manager to locate Area Engineer to where the need exists

DISADVANTAGES:

- May be hard to implement
- Major changes in responsibilities for some positions
- Shops may lose local ownership of their currently assigned area
- Shops may lose allegiance to a local supervisor

APPENDIX

APPENDIX A

IOWA DEPARTMENT OF TRANSPORTATION

TO OFFICE: Transportation Center DATE: June 26, 1995
ATTENTION: TCME
FROM: Maintenance Division Transportation
Region Organizational Review Team
SUBJECT: Questions for Your Review

The team felt you may want to review the questions that will be asked of you during your visit with them.

1. What one issue is most affecting our efficiency and effectiveness?
2. Do you feel all resident offices and TC offices should be staffed the same?
3. Do you feel there should be a minimum and maximum shop size?
4. How would you organize the shop classes to account for the following:
 - A. Differences in working conditions in heavy traffic areas?
 - B. Providing advance opportunities for people?
 - C. The skills/responsibilities needed to perform certain tasks?
5. How was our current organizational chart developed? How is it actually working? How should things work?
6. Of TCME, RME, and HMS - Can any be replaced by managers or work teams?
7. What additional support do residencies and garages need to do their jobs better?
8. Employee's are our greatest resource. How can they be better utilized?
9. How would you rate the service that we provide the public? What can be improved?
10. What functions should maintenance be doing that others are doing now, and vice/versa?

APPENDIX A

11. What functions are not being done by Residence Maintenance Engineers that they should be doing?
12. What are your ideas on the restructuring of maintenance?

IOWA DEPARTMENT OF TRANSPORTATION

TO OFFICE: All Maintenance Division Employees DATE: June 19, 1995

ATTENTION: REF. NO.: 600

FROM: Neil Volmer

OFFICE: Maintenance Division Director

SUBJECT: Maintenance Division Transportation Region
Organizational Team

The Maintenance Division has created a team to study the field maintenance organizational structure.

The team's mission is to identify alternative organizational structures for field maintenance to enhance efficiency and effectiveness. As part of their mission, the team will be looking at the advantages and disadvantages of each alternative and its impact on internal health and delivery of services.

The team's goals are to identify organizational structures which will:

1. Enhance employee trust and loyalty.
2. Discourage intergroup conflict.
3. Enhance internal communication effectiveness.
4. Enhance effective leadership.
5. Encourage effective use of human resources.
6. Foster a work environment that encourages and allows an opportunity to develop and grow to their fullest potential.
7. Optimize operational efficiency and effectiveness.
8. Optimize existing skills, abilities, training, talents, and other strengths of engineering management and technical personnel.
9. Allow staffing flexibility to deal with specific operational concerns.
10. Expand and enhance career ladders.

The Maintenance Division Transportation Region Organizational Review Team includes:

Steve Smith	HMS Newton	515-792-7783	SSMITH
Mark Callahan	RME Waterloo	319-235-9503	MCALLAH
Keith Duncan	MOA Sioux City	712-239-2113	KDUNCAN
Jim Bane	RME Atlantic	712-243-1510	JBANE
Steve Botos	HMS Avoca	712-343-2655	SBOTOS
Ray Tull	HMS Donnellson	319-835-5211	RTULL
Dave Svoboda	MOA Cedar Rapids	319-365-3558	JPHINNE
Doug Rick	RME Davenport	319-391-4643	DRICK

The team will be distributing (by random sampling) a questionnaire. All field classifications will be represented in this sampling. If you do not receive a survey and wish to provide input, a copy of the survey will be available at each work location. Supervisors are requested to give employees time to complete this questionnaire. This questionnaire needs to be returned to Vicki Stamper, Office of Maintenance Operations, by July 7, 1995.

If you wish to share information directly with the team, you may contact any of the members.

IOWA DEPARTMENT OF TRANSPORTATION

APPENDIX B

OFFICE: Maintenance Division Employees DATE: June 19, 1995
 TO: REF: 600
 FROM: Maintenance Division Transportation
 Region Organizational Review Team
 RE: Questionnaire

The Maintenance Division Transportation Region Organizational Review Team requests your participation to help us review the structure of the Maintenance Division.

We have been assigned to identify alternative organizational structures for field maintenance to enhance efficiency and effectiveness.

Our goals are to identify organizational structures which will:

1. Enhance employee trust and loyalty.
2. Discourage intergroup conflict.
3. Enhance internal communication effectiveness.
4. Enhance effective leadership.
5. Encourage effective use of human resources.
6. Foster a work environment that encourages and allows an opportunity to develop and grow to their fullest potential.
7. Optimize operational efficiency and effectiveness.
8. Optimize existing skills, abilities, training, talents, and other strengths of engineering management and technical personnel.
9. Allow staffing flexibility to deal with specific operational concerns.
10. Expand and enhance career ladders.

We want to determine what's broke, if anything, and to make things better through organizational structure if necessary.

Your response to any of the following questions or comments relative to the above will be greatly appreciated and kept in complete confidence by the committee.

The Maintenance Division Transportation Region Organizational Review Team includes:

Steve Smith	HMS Newton	515-792-7783	SSMITH
Mark Callahan	RME Waterloo	319-235-9503	MCALLAH
Keith Duncan	MOA Sioux City	712-239-2113	KDUNCAN
Jim Bane	RME Atlantic	712-243-1510	JBANE
Steve Botos	HMS Avoca	712-343-2655	SBOTOS
Ray Tull	HMS Donnellson	319-835-5211	RTULL
Dave Svoboda	MOA Cedar Rapids	319-365-3558	JPHINNE
Doug Rick	RME Davenport	319-391-4643	DRICK

vs

APPENDIX B

MAINTENANCE DIVISION TRANSPORTATION REGION
ORGANIZATIONAL REVIEW TEAM
QUESTIONNAIRE

WHAT IS YOUR CLASSIFICATION? _____

WOULD YOU CLASSIFY YOUR WORK AREA:

A. URBAN

or

B. RURAL

1. What resources and support do you need to do your job better?
2. Do you think management looks at you as a valued part of the team?
Why or why not?
3. What work gives you a sense of accomplishment and satisfaction?
4. What issue in Maintenance affects your morale the most?
5. How would you rate the service we provide the public, and what can be done to improve it?
6. Ask yourself, "Do I really want to come to work each day?"
Why or why not?

7. Do our current job descriptions and levels of classifications match our existing responsibilities? Please explain.
8. Considering our fixed resources of people and equipment, what can we do to make our operations more flexible, efficient, and effective?
9. Do you believe business, information, and responsibilities actually flow according to the organizational chart? (copy of organizational chart attached) If not, how is it flowing and how should it flow?
10. What can be done to build more trust and loyalty in the Maintenance Division?

Do you have any other information/comments, you would like the Organization Review Team to consider?

If you wish to talk directly to the team, please sign your name below and provide your work location and work telephone number.

NAME

WORK LOCATION & TELEPHONE NUMBER

RETURN TO
VICKI STAMPER, OFFICE OF MAINTENANCE OPERATIONS
BY JULY 7, 1995

TEAM NORMS

1. Each team member shall understand, respect and be sensitive to the opinions, fears and anxieties of people in all levels of field maintenance. Each member also has the responsibility to share with the team all opinions of the people he represents.
2. When discussing matters with people outside the team, terms such as "the team decided" or "we decided" shall be used, not "I thought" or "he decided."
3. We are committed to actively listen and discuss, respect, and understand the views and opinions expressed by the other team members and foster an environment of open communication.
4. We will be positive and enjoy what we do.
5. Team members shall accomplish the goals and assignments on schedule and stay focused on the work at hand.
6. Each team member will express his own opinions and support the team's decisions.
7. Remember who our customers are and understand their needs.
8. Team members will be open minded, supportive and cooperative to optimize creativity.
9. As a team, we will review our mission, evaluate progress, and bring each team member up to date weekly.

IOWA DEPARTMENT OF TRANSPORTATION

DATE: January 9, 1996
TO: All Maintenance Division Employees
FROM: Maintenance Management Team
SUBJECT: Maintenance Division's Field Reorganization

BACKGROUND:

Last May, the Maintenance Division Management Team (MMT) established a team of field maintenance employees to review the existing field maintenance organizational structure. This review team was organized to identify alternative organizational structures which would enhance the efficiency and effectiveness of field maintenance operations. They were asked to identify alternative structures which would:

- promote employee trust and loyalty;
- discourage intergroup conflict;
- improve internal communication;
- strengthen effective leadership;
- encourage effective use of human resources;
- foster a work environment that encourages and allows employees an opportunity to develop and grow to their fullest potential;
- optimize operational efficiency and effectiveness;
- optimize existing skills, abilities, training, talents and other strengths of engineering, management and technical personnel;
- allow staffing flexibility to deal with specific operational concerns; and
- expand and enhance career ladders.

The organizational review was not initiated to reduce the number of employees, reduce or relocate garages, increase span of control or reduce levels of management.

The organizational review team consisted of eight field personnel. Carol Culver, Operations and Finance Division, served as facilitator for the team. The Team members and their secretary were:

Steve Smith, Newton HMS2
Dave Svoboda, Cedar Rapids MOA
Keith Duncan, Denison HMS3
Jim Bane, Atlantic RME2

Ray Tull, Donnellson HMS2
Doug Rick, Davenport RME
Mark Callahan, Waterloo RME
Vicki Stamper, Secretary

The Maintenance Division Organizational Review Team met weekly from June through Mid-October. The team gathered input through written surveys and personal interviews with all levels of field maintenance employees as well as selected division directors. The team submitted their report to MMT on October 9, 1995 which identified six organizational structures (including the existing) for consideration. The report was mailed to all maintenance facilities and distributed to all Maintenance Division employees with an enclosed questionnaire to seek input from employees. Over 250 employees responded with written input. A day was also set aside for employees to call in with their input and concerns. Approximately 25 employees called in to express their views about the organizational alternatives.

SELECTION PROCESS

MMT began its analysis of the alternatives on October 31, 1995 by establishing a process for selecting and developing an organizational structure. MMT reviewed the vision and mission of the Department, Maintenance Division and the Team to establish criteria for analysis of the alternatives presented by the committee. MMT used the following criteria to rate and rank each alternative proposed by the Organizational Review Team.

Efficiency: Maximum results with minimum resources.

Effectiveness: Ability to use the resources to produce a desired effect.

Customer Service: Provide a work product that the customer wants, expects and needs.

Internal Health: Promote employee trust and loyalty; Discourage intergroup conflict; Improve internal communications; Strengthen leadership; Expand and enhance employee growth/career ladders; Job satisfaction.

SELECTED ORGANIZATIONAL STRUCTURE

The structure chosen by MMT for the Maintenance Division's field operations is attached as "Figure A".

The structure separates engineering responsibilities from garage management. This is being accomplished by replacing the current 23 residencies with 12 new areas. These areas will be managed by an Area Maintenance Engineer (AME) and an Area Maintenance Manager (AMM). Team management will be established to assure coordination between engineering and operations.

This structure was chosen since it most satisfied the major goals of the organizational study.

The difficulty and complexity of the Resident Maintenance Engineer's position, combined with high customer service requirements and Maintenance Division employee needs, indicated to MMT that the separation of engineering and garage management would more successfully address the vision and mission of the Division. The organizational structure chosen demonstrates a commitment by MMT with regard to engineering and garage management. It offers the most flexibility, promotes the highest degree of teamwork, focuses engineering expertise where needed, maintains a viable and productive engineering structure, and emphasizes the management of garage operations.

The Maintenance Division needs strong leaders, highly competent engineers, and effective managers to successfully meet today's challenges of maintaining and operating the state's transportation system. The separation of engineering and garage management achieved through this structure strengthens each discipline individually and through a team management structure complements each other.

OTHER ORGANIZATIONAL ISSUES

MMT examined the recommendation of the Review Team regarding the assignment of garage mechanics. Through this review and in consideration of the comments received from employees on this issue, MMT decided the mechanics should report to a garage supervisor and not the Transportation Center Mechanic. The mechanic is an integral member of a garage's operating team and to remove that team member from the structure would potentially be too disruptive. There will be instances where the sharing of a mechanic is appropriate.

The issue of whether or not the Transportation Center Maintenance Engineer's position should be filled by an engineer was also addressed by MMT. The TCME interacts regularly with engineering staff throughout the agency; thus, the lack of engineering at this level potentially places the Maintenance Division at a disadvantage when delivering timely and appropriate customer service in engineering areas. To best provide necessary leadership and decision making on both the management and technical level, the TCME position needs to maintain an engineering component.

MMT reviewed the teams recommendation regarding the status of the paint crew supervisor and determined that no change was necessary.

EMPLOYEE IMPACT

MMT strived to minimize negative impact to the staff and therefore no forced employee moves are anticipated.

Classification issues which will need to be addressed immediately include:

1. Current Resident Maintenance Engineers will be reassigned as Area Maintenance Engineers (AME) or Staff Maintenance Engineers (SME) and their classifications will remain the same as at present. The final classifications of the AME and SME will be determined as a part of an state-wide Iowa Department of Personnel (IDOP) study of all engineering classes.
2. MMT is recommending that Area Maintenance Managers (AMM) be classified as Public Service Executive (PSE) 2's. As these are new positions, no existing employees will be affected other than having promotional opportunities.
3. The combined residencies in Chariton and Denison will be separated into Maintenance and Construction components. Issues regarding staff assignments will be determined specific to needs of their respective regions.

The classifications of other field positions should not be affected by the reorganization.

PRESENTATION AND IMPLEMENTATION TIMELINES

MMT has selected the week of January 8, 1996 to present and discuss the Maintenance Division Reorganization Plan.

The target date for full implementation is April 19, 1996. The Division will work in the existing structure until then, but during that time, in a limited manner, the division will develop special assignments with supervisors working as teams. The Maintenance Division hopes to have Area Maintenance Managers hired by April 19. If not, "Acting Area Maintenance Managers" will be assigned to manage garage operations until a permanent selection is made.

A statewide transition team will be developed to address administrative concerns regarding reassignment and accountability for timesheets, equipment, purchasing, inventory, personnel communications, facilities, vouchers, etc. Proposed for this team are multiple representatives from the Operations and Finance Division, central maintenance and field maintenance. Transition teams will also be established to deal with similar issues at the regional level.

CLASSIFICATION ISSUES NOT RELATING TO ORGANIZATIONAL STRUCTURE

The Organizational Review Team, as a result of its surveys and interviews with field personnel, raised some classification issues. Even though the classification issues are not a part of the organizational structure, field personnel are concerned about them and MMT determined these concerns should not be ignored.

These issues, which will be reviewed with IDOP, are:

- 1) Trainee/Journey concept for equipment operators.
- 2) Classifications regarding:
 - a) Equipment Operator 3's
 - b) Garage Operations Assistant's
 - c) Engineering Office Assistant 1's & 2's
 - d) Automotive Mechanic's

REGIONAL MAINTENANCE STRUCTURES

Attached to this document as Figures B, C, D, E, F, G are the structures for each Transportation Center. A state map showing areas is attached as figure H.

Should you have any questions regarding this information, please feel free to contact the TCME for your region.

MMT:mb

STAFF MAINTENANCE ENGINEER

This position reports to the Area Maintenance Engineer in the Maintenance Division and is responsible for working with the Area Maintenance Engineer to provide a safe transportation system and ensuring that the public investment in the system infrastructure is protected and preserved. The Staff Maintenance Engineer may also be the Department of Transportation's initial contact with the general public, businesses, law enforcement, and other governmental agencies. The Staff Maintenance Engineer may be the coordinator, liaison, consultant, or project manager on various projects as assigned by the Area Maintenance Engineer.

The Staff Maintenance Engineer will act as the Area Maintenance Engineer in the absence of the Area Maintenance Engineer and may be assigned oversight of specialized crews.

SUMMARY OF MAJOR DUTIES

- Participates in a team management approach.
- Analyzes transportation system operations and needs using engineering principles.
- Provides engineering support in the submittal of highway and bridge project programs.
- Recommends research projects.
- Conducts engineering inspections of bridges and highway structures.
- Assists other jurisdictions on maintenance needs.
- Performs technical review of various permits.
- Performs traffic engineering activities.
- Participate in detour administration.
- Reconciles ROW encroachment issues.
- Assists in the administration of maintenance agreements.
- Provides technical advice regarding emergency operations.
- Communicates with others regarding operations and policies.
- Conducts tort claim investigations and represents the department as necessary in legal proceedings.

AREA MAINTENANCE MANAGER

The Area Maintenance Manager manages maintenance operation programs in a 6 to 10 county area and serves as the Department of Transportation's initial and primary maintenance operation contact with the general public, law enforcement, and other governmental agencies. The Area Maintenance Manager acts as a coordinator, liaison, consultant and project manager in performing various functions having a major impact on organizational objectives and programs. The Area Maintenance Manager performs a primary mission of the Department by providing a safe transportation system and ensuring that the public investment in the system infrastructure is protected and preserved.

The area consists of 75 to 135 permanent full time employees. The annual operating budget ranges from 7 to 10 million dollars, all of which are required to maintain and operate the maintenance programs for at least 2000 lane miles of primary and interstate highway. This position will be responsible for all maintenance operations in the assigned area, including urban and rural areas.

Serves as a member of the Transportation Center Maintenance Management Team, the Area Maintenance Management Team and participates in Maintenance Division Management Team meetings as assigned.

SUMMARY OF MAJOR DUTIES

Utilizes a team approach in management.

- Directly supervises Highway Maintenance Supervisors and assigned staff.
- Manages maintenance operations.
- Manages work program and budget.
- Identifies and prioritizes area needs.
- Partners with Area Maintenance Engineer in the recommendations for highway and bridge improvements.
- Works with other jurisdictions on system maintenance needs.
- Operate and maintain detours.
- Reconciles ROW encroachment issues.
- Oversees facility operations.
- Manages assigned equipment operations.
- Procures and manages materials.
- Directs emergency operations.
- Communicates with others regarding operations and policies.
- Conducts tort claim investigations and represents the department when necessary in legal proceedings.

AREA MAINTENANCE ENGINEER

The Area Maintenance Engineer is the engineer and supervisor of the area technical staff which may include: Staff Maintenance Engineer, Transportation Engineer Associate, Maintenance Operations Assistant (2), Secretary (1 or 2), Engineering Offices Assistant (1 or 2) and specialized crews. Serves as the DOT's initial and primary contact on maintenance engineering matters with the general public, businesses, law enforcement and other governmental agencies. The engineer acts as a coordinator, liaison, consultant and project manager in performing various engineering functions and has a major impact on organizational objectives and programs. The Area Maintenance Engineer performs responsibilities impacting the primary mission of the Department which is to provide a safe transportation system.

The typical Area Maintenance Engineer's staff consists of 8 to 10 employees and an annual operating budget ranging up to one million dollars. Area Maintenance Engineers are situated in rural and metropolitan areas and workload varies proportional to the number of lane miles of highway, traffic volumes, population, and commercial and industrial development. Within their area, the Area Maintenance Engineer identifies, prioritizes and recommends highway and bridge rehabilitation projects valued at 6 to 7 million dollars per area.

Serves as a member of the Transportation Center Maintenance Management Team, the Area Management Team and participates in Maintenance Division Management Team as assigned.

SUMMARY OF MAJOR DUTIES

Utilizes a team approach in management.

- Directly supervises assigned staff.
- Analyzes transportation system operations and needs using engineering principles.
- Partners with Area Maintenance Manager in the recommendations for highway and bridge improvements. Submits proposed highway project program.
- Recommends research projects.
- Provides engineering service regarding bridge inspections, repairs and maintenance.
- Works with other jurisdictions on system maintenance needs.
- Manages and approves various permits.
- Manage and analyze traffic operation matters.
- Select and negotiate detours.
- Reconcile ROW encroachment issues.
- Negotiate maintenance agreements and authorizes payment.
- Provides technical advice regarding emergency operations.
- Communicates with others regarding operations and policies.
- Conducts tort claims investigations and represents the department as necessary in legal proceedings.
- Administers contracts.

IOWA DEPARTMENT OF TRANSPORTATION

DATE: June 14, 1996

TO: Division Directors/Office Directors
Transportation Centers/Construction & Maintenance Offices

FROM: Neil Volmer
Maintenance Division

SUBJECT: Maintenance Division Reorganization

The Maintenance Division made a fairly smooth transition into its new field organizational structure on April 19, 1996. In essence, the structure separates engineering responsibilities from garage management at the former RME level by going from four residencies to two "Maintenance Areas" per Transportation Center. These areas will be managed by an Area Maintenance Manager (AMM) and Area Maintenance Engineer (AME). Staff Maintenance Engineers will provide additional engineering support in the field. No field offices or garages were closed as a result of restructuring. Since April 19, almost all Area Maintenance Managers have been hired.

The attached document contains a map of the new Maintenance Areas, a summary of major duties for the Area Maintenance Manager, Area Maintenance Engineer and Staff Maintenance Engineer, the list of AMMs, AMEs, and SMEs and their office locations. Also included is a list, by county, of garage supervisors as well as a list of the Transportation Center Maintenance Engineers. The new cost centers for area offices and garages go into effect on June 28, 1996.

Please share this document with your staff and I hope you find it helpful in your future dealings with the Maintenance Division's field offices.

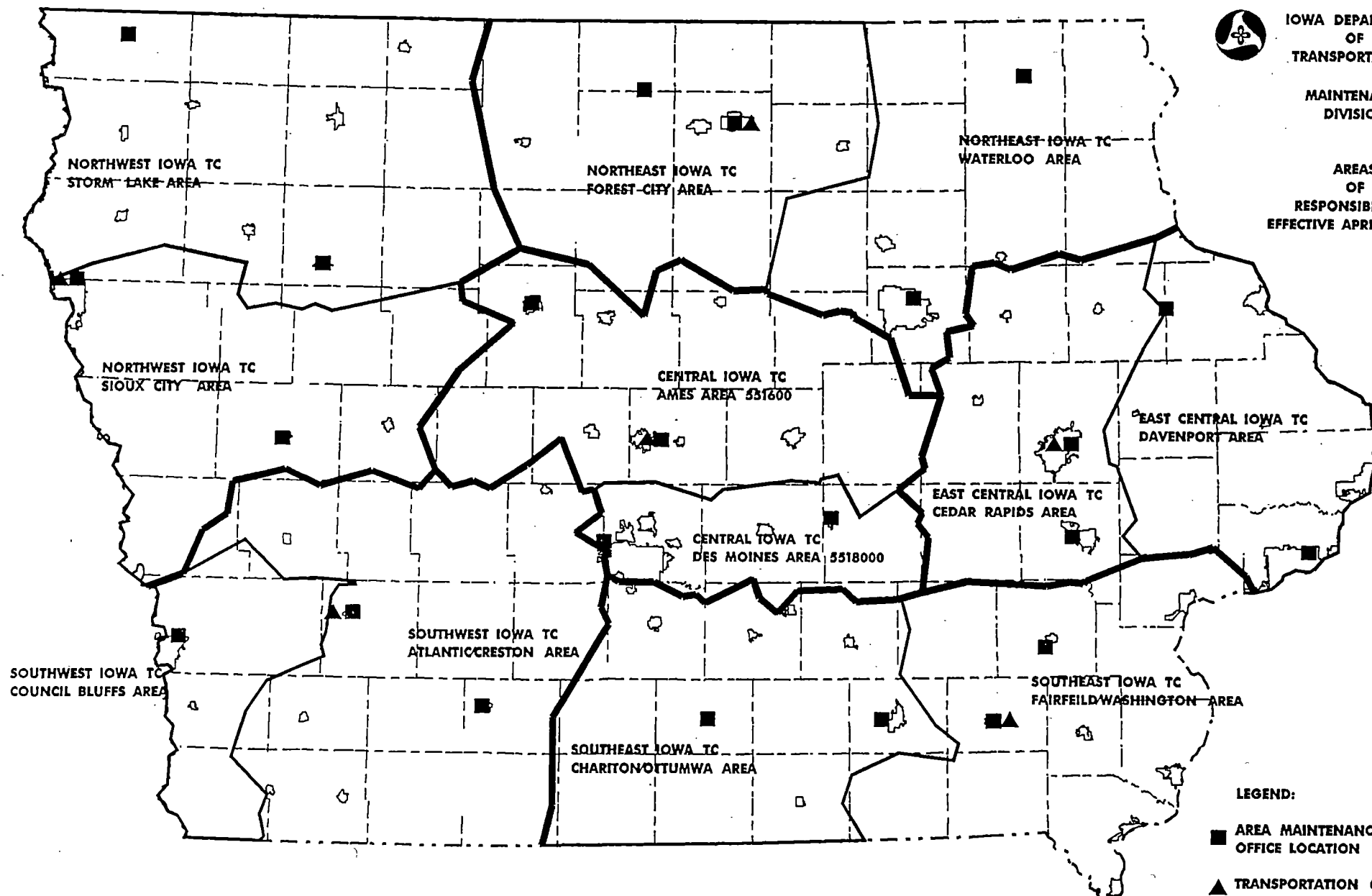
NV:mb
Attachment



IOWA DEPARTMENT
OF
TRANSPORTATION

MAINTENANCE
DIVISION

AREAS
OF
RESPONSIBILITIES
EFFECTIVE APRIL 19, 1996



LEGEND:

■ AREA MAINTENANCE
OFFICE LOCATION

▲ TRANSPORTATION CENTER
OFFICE LOCATION

TRANS. CENTER MAINT. ENGINEER LISTING

TRANSPORTATION REGION	LOCATION/ CC #	ENGINEER/ PROFS ID	OFFICE PHONE #/ SPEED DIAL	OFFICE ADDRESS
Central Iowa	Ames 519205	Rodolfo Laudencia RLAUDEN	515-239-1634	1020 S. Fourth St. Ames, IA 50010
Northeast Iowa	Mason City 519206	James Nelson JNELSON	515-423-7584 220	1420 Fourth St. SE PO Box 741 Mason City, IA 50402-0741
Northwest Iowa	Sioux City 519207	Dwight Rorholm DRORHOL	712-276-1451 230	2800 E. Gordon Drive PO Box 987 Sioux City, IA 51102-0987
Southwest Iowa	Atlantic 519208	Michael Jackson MJACKSO	712-243-3355 240	US 71 & US 6 PO Box 406 Atlantic, IA 50022
Southeast Iowa	Fairfield 519209	Fred Bartos FBARTOS	515-472-4171 250	307 W. Briggs PO Box 587 Fairfield, IA 52556-0587
East Central Iowa	Cedar Rapids 519210	Kevin Mahoney KMAHONE	319-364-0235 260	430 16th Ave. SW PO Box 3150 Cedar Rapids, IA 52406-3150

Area Maintenance Engineer

The Area Maintenance Engineer is the engineer and supervisor of the area technical staff which may include: Staff Maintenance Engineer, Transportation Engineer Associate, Maintenance Operations Assistant (2), Secretary (1 or 2), Engineer Offices Assistant (1 or 2), and specialized crews. Serves as the DOT's initial and primary contact on maintenance engineering matters with the general public, businesses, law enforcement and other governmental agencies. The engineer acts as a coordinator, liaison, consultant and project manager in performing various engineering functions and has a major impact on organizational objectives and programs.

Summary of Major Duties

- Directly supervises assigned staff.
- Analyzes transportation system operations and needs using engineering principles.
- Partners with Area Maintenance Manager in the recommendations for highway and bridge improvements. Submits proposed highway project program.
- Recommends research projects.
- Provides engineering service regarding bridge inspections, repairs and maintenance.
- Works with other jurisdictions on system maintenance needs.
- Manages and approves various permits.
- Manage and analyze traffic operation matters.
- Select and negotiate detours.
- Reconcile ROW encroachment issues.
- Negotiate maintenance agreements and authorizes payment.
- Provides technical advice regarding emergency operations.
- Communicates with others regarding operations and policies.
- Conducts tort claims investigations and represents the department as necessary in legal proceedings.
- Administers contracts.

Staff Maintenance Engineer

This position reports to the Area Maintenance Engineer in the Maintenance division and is responsible for working with the Area Maintenance Engineer to provide a safe transportation system and ensuring that the public investment in the system infrastructure is protected and preserved. The Staff Maintenance Engineer may also be the Department of Transportation's initial contact with the general public, businesses, law enforcement, and other governmental agencies. The Staff Maintenance Engineer may be the coordinator, liaison, consultant, or project manager on various projects as assigned by the Area Maintenance Engineer.

The Staff Maintenance Engineer will act as the Area Maintenance Engineer in the absence of the Area Maintenance Engineer and may be assigned oversight of specialized crews.

Summary of Major Duties

- Participates in a team management approach.
- Analyzes transportation system operations and needs using engineering principles.
- Provides engineering support in the submittal of highway and bridge project programs.
- Recommends research projects.
- Conducts engineering inspections of bridges and highway structures.
- Assists other jurisdictions on maintenance needs.
- Performs technical review of various permits.
- Participate in detour administration.
- Reconciles ROW encroachments.
- Assists in the administration of maintenance agreements.
- Provides technical advice regarding emergency operations.
- Communicates with others regarding operations and policies.
- Conducts tort claim investigations and represents the department as necessary in legal proceedings.

AREA & STAFF MAINTENANCE ENGINEER LISTING

MAINTENANCE AREA	LOCATION/ CC #	AREA ENGINEER/ PROFS ID/ STAFF ENGINEER/ PROFS ID	OFFICE PHONE #/ SPEED DIAL	OFFICE ADDRESSES	TRANSPORTATION REGION
Ames	Ames 551500	Donald Schumann DSCHUMA	515-233-3734 207	US 30 East Ames, IA 50010	Central Iowa
	Fort Dodge 551501	Mike Kennerly MKENNE	515-955-3766 208	US 169 South PO Box 954 Fort Dodge, IA 50501	
Des Moines	Des Moines 551700	Cy Quick CQUICK	515-225-2349 304	12493 University Ave. Clive, IA 50325-8667	Central Iowa
	Grinnell 551701	Vacant	515-236-6581 209	120 West St. P.O. Box 597 Grinnell, IA 50112	
Forest City	Forest City 552500	Jim Hemberger JHEMBER	515-582-4298 222	145 E K St. P.O. Box 430 Forest City, IA 50436	Northeast Iowa
	Mason City 552501	Jim Sommer JSOMME	515-423-8516 221	1420 Fourth St. SE PO Box 741 Mason City, IA 50402	
Waterloo	Waterloo 552700	Mark Callahan MCALLAH	319-235-9503 223	1901 W. Ridgeway PO Box 1888 Waterloo, IA 50704	Northeast Iowa
	Decorah 552701	Robert Davis RDAVIS	319-382-3631 224	PO Box 140 Decorah, IA 52101	
Sioux City	Sioux City 553500	Todd Huju THUJU	712-239-2113 233	4621 US 75 North PO Box 80085 Sioux City, IA 51108-0085	Northwest Iowa
	Denison 553501	Vacant	712-263-5628 458	US 30 West PO Box 70 Denison, IA 51442	
Storm Lake	Storm Lake 553700	Clyde Bartel CBARTEL	712-732-4514 235	1303 W. Milwaukee PO Box 1166 Storm Lake, IA 50588	Northwest Iowa
	Rock Rapids 553701	Mark Wright MWRIGHT	712-472-2315 236	US 75 PO Box 430 Rock Rapids, IA 51246	

AREA & STAFF MAINTENANCE ENGINEER LISTING

MAINTENANCE AREA	LOCATION/ CC #	AREA ENGINEER/ PROFS ID/ STAFF ENGINEER/ PROFS ID	OFFICE PHONE #/ SPEED DIAL	OFFICE ADDRESSES	TRANSPORTATION REGION
Atlantic/Creston	Atlantic 554500	Jim Bane JBANE	712-243-1510 249	US 71 and US 6 PO box 311 Atlantic, IA 50022	Southwest Iowa
	Creston 554501	Jon Singelstad JSINGEL	515-782-4310 248	RR 2, Box 21 Creston, IA 50801	
Council Bluffs	Council Bluffs 554700	James Whetstone JWHETST	712-323-6125 246	W. Broadway at 4th St. PO Box 7 Council Bluffs, IA 51502	Southwest Iowa
	Council 554701	Vacant	712-323-6125 246	W. Broadway at 4th St. PO Box 7 Council Bluffs, IA 51502	
Chariton/Ottumwa	Ottumwa 555500	Dave Dorsett DDORSET	515-683-3331 264	2930 N. Court St. PO Box 750 Ottumwa, IA 52501	Southeast Iowa
	Chariton 555501	NONE	515-774-2420 261	US 34 West PO Box 733 Chariton, IA 50049	
Fairfield/Washington	Washington 555700	Blinn Sourwine BSOURWI	319-653-3561 262	East 11th St. PO Box 512 Washington, IA 52353	Southeast Iowa
	Fairfield 555701	Chuck Belgrade CBELGAR	515-472-6142 259	301 W. Briggs Ave. PO Box 280 Fairfield, IA 52556-0280	
Cedar Rapids	Cedar Rapids 556500	Jim Phinney JPHINNE	319-365-3558 274	5455 Kirkwood Blvd. SW Cedar Rapids 52404	East Central Iowa
	Iowa City 556501	Newman Abuissa NABUISS	319-351-8818 277	702 S. Gilbert PO Box 427 Iowa City, IA 52244	
Davenport	Davenport 556700	Doug Rick DRICK	319-391-4643 275	Iowa 130 PO Box 2646 Davenport, IA 52809	East Central Iowa
	Dyersville 556701	Art Gourley AGOURLE	319-875-2375 276	14067 Rt. 136 PO Box 325 Dyersville, IA 52040	

Area Maintenance Manager

The Area Maintenance Manager manages maintenance operation programs in a 6 to 10 county area and serves as the Department of Transportation's initial and primary operation contact with the general public, businesses, law enforcement, and other governmental agencies. The Area maintenance Manager acts as a coordinator, liaison, consultant and project manager in performing various functions having a major impact on organizational objectives and programs.

Summary of Major Duties

- Directly Supervises Highway Maintenance Supervisors and assigned staff.
- Manages maintenance operations
- Manages work program and budget.
- Identifies, prioritizes area needs.
- Partners with Area Maintenance Engineer in the recommendations for highway and bridge improvements.
- Works with other jurisdictions on system maintenance needs.
- Operate and maintain detours.
- Reconciles ROW encroachment issues.
- Oversees facility, and equipment operations.
- Procures and manages materials.
- Directs emergency operations.
- Communicates with others regarding operations and policies.
- Conducts tort claim investigations and represents the department when necessary in legal proceedings.

AREA MAINTENANCE MANAGER LISTING

MAINTENANCE AREA	LOCATION/ CC #	AREA MANAGER/ PROFS ID	OFFICE PHONE #/ SPEED DIAL	OFFICE ADDRESS	TRANSPORTATION REGION
Ames	Ames 551600	Dan Houston DHOUSTO	515-233-9494	US 30 East Ames, IA 50010	Central Iowa
Des Moines	Des Moines 551800	Mike Krohn MKROHN	515-225-2349 304	12493 University Ave. Clive, IA 50325-8667	Central Iowa
Forest City	Forest City 552600	Mark Black MBLACK	515-582-4289 222	145 E. K St. P.O. Box 430 Forest City, IA 50436	Northeast Iowa
Waterloo	Waterloo 552800	Dave Nelson DNELSON	319-235-9503 223	1901 W. Ridgeway PO Box 1888 Waterloo, IA 50704	Northeast Iowa
Sioux City	Denison 553600	Keith Duncan KDUNCAN	712-263-3347 458	US 30 West PO Box 70 Denison, IA 51442	Northwest Iowa
Storm Lake	Storm Lake 553800	Vacant	712-472-2315 236	1303 W. Milwaukee PO Box 1166 Storm Lake, IA 50588	Northwest Iowa
Atlantic/Creston	Creston 554600	Jeff Owen JOWEN	515-782-4310 248	RR 2, Box 21 Creston, IA 50801	Southwest Iowa
Council Bluffs	Council Bluffs 554800	Jack Kline JFKLINE	712-323-6125 246	3540 S. Expressway PO Box 7 Council Bluffs, IA 51502	Southwest Iowa
Chariton/Ottumwa	Chariton 555600	Kenneth Morrow KMORROW	515-774-2420 261	US 34 West PO Box 733 Chariton, IA 50049	Southeast Iowa
Fairfield/Washington	Fairfield 555800	Dave Loving DLOVING	515-472-6142 259	301 W. Briggs Ave. PO Box 280 Fairfield, IA 52556-0280	Southeast Iowa
Cedar Rapids	Cedar Rapids 556600	Dave Svoboda DSVOBOD	319-365-3558 274	5455 Kirkwood Blvd. SW Cedar Rapids, IA 52404	East Central Iowa
Davenport	Davenport 556800	Lee Wilkinson LWILKIN	319-391-4643 275	Iowa 130 PO Box 2646 Davenport, IA 52809	East Central Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Adair 1	Adair 554602	Don Eggen DEGGEN	515-742-3216 280	300 Hillcrest, RR 2 Box 26 Adair, IA 50002	Atlantic/Creston Southwest Iowa
Adair 1	Greenfield 554609	Larry Newbury LNEWBUR	515-743-8324 335	East 92, RR 1 Box 356 Greenfield, IA 50849	Atlantic/Creston Southwest Iowa
Adams 2	Corning 554606	Jack Farver JFARVER	515-322-4335 308	RR 3 Box 19 Corning, IA 50841	Atlantic/Creston Southwest Iowa
Allamakee 3	Waukon 552803	Daryl Cooper DCOOPER	319-568-3773 407	North Allamakee Box 357 Waukon, IA 52172	Waterloo Northeast Iowa
Appanoose 4	Centerville 555604	Dave Proffitt DPROFFI	515-856-2670 298	Hwy 5 South Box 903 Centerville, IA 52544	Chariton/Ottumwa Southeast Iowa
Audubon 5	Hamlin 554611	Harold Albertsen HALBERT	712-563-2268 339	IA 44 W. R.F.D. #1 Box 8 Hamlin, IA 50117 (also Harlan, Shelby Co.)	Atlantic/Creston Southwest Iowa
Benton 6	Blairstown 556603	John M. Berry JMBERRY	319-454-6322 293	105 Iowa St. NW Blairstown, IA 52209 (Use Urbana, this Co.)	Cedar Rapids East Central Iowa
Benton 6	Urbana 556602	John M. Berry JMBERRY	319-443-2370 419	IA 150 PO Box 248 Urbana, IA 52345	Cedar Rapids East Central Iowa
Black Hawk 7	Waterloo 552807	Russell Frisch RFRISCH	319-233-3055 406	W Ridgeway & Hwy 63 Box 1888 Waterloo, IA 50704	Waterloo Northeast Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Boone 8	Boone 551614	Tim Knight TLKNIGH	515-432-5411 295	Airport Rd Box 490 Boone, IA 50036	Ames Central Iowa
Bremer 9	Waverly 552809	Vacant	319-352-1045 408	3001 E. Bremer Box 236 Waverly, IA 50677	Waterloo Northeast Iowa
Buchanan 10	Independence 556604	Vacant	319-334-2484 345	2001 - 240th St. Independence, IA 50644	Cedar Rapids East Central Iowa
Buena Vista 11	Storm Lake 553805	Lonnie Wilson LRWILSO	712-732-5670 417	1301 W. Milwaukee Box 1166 Storm Lake, IA 50588	Storm Lake Northwest Iowa
Butler 12	Allison 552812	Larry G. Schwab LSCHWAB	319-267-2550 284	812 - 9th St. Box 625 Allison, IA 50602	Waterloo Northeast Iowa
Butler 12	Parkersburg 552813	Larry G. Schwab LSCHWAB	319-346-1254	1001 Lincoln St. Parkersburg, IA 50665 (Use Allison, this Co.)	Waterloo Northeast Iowa
Calhoun 13	Rockwell City 553606	Phil Heinlen PHEINLE	712-297-8222 385	702 High St. Box 226 Rockwell City, IA 50579	Sioux City Northwest Iowa
Carroll 14	Carroll 553613	Elmer Venteicher EVENTEI	712-792-2894 296	Hwy 30 West Box 475 Carroll, IA 51401	Sioux City Northwest Iowa
Cass 15	Atlantic 554603	Mark J. Kemp MKEMP	712-243-3114 290	502 Ash Atlantic, IA 50022	Atlantic/Creston Southwest Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Cedar 16	Stanwood 556803	Ora Marlatt OMARLAT	319-945-3935	Box 324 Stanwood, IA 52337	Davenport East Central Iowa
Cedar 16	Tipton 556802	Ora Marlatt OMARLAT	319-946-2391 401	Interchange of I-80 & 38 North Box 348 Tipton, IA 52772	Davenport East Central Iowa
Cerro Gordo 17	Mason City 552617	Vacant	515-423-9441 360	680 - 6th SE Mason City, IA 50401	Forest City Northeast Iowa
Cherokee 18	Cherokee 553804	Lonnie Wilson LRWILSO	712-225-2522 301	1831 Industrial Rd. Box 945 Cherokee, IA 51012 (also Storm Lake, Buena Vista Co.)	Storm Lake Northwest Iowa
Chickasaw 19	New Hampton 552819	Randy Taylor RTAYLOR	515-394-2541 365	805 E Spring Box 85 New Hampton, IA 50659	Waterloo Northeast Iowa
Clarke 20	Osceola 555620	Lowell Reynolds LDREYNO	515-342-2711 375	So. Side U.S. #34 East of I-35 Box 144 Osceola, IA 50213	Chariton/Ottumwa Southeast Iowa
Clay 21	Spencer 553812	Charles Brown CBROWN	712-262-1645 398	1107 11th SW. Box 7012 Spencer, IA 51301	Storm Lake Northwest Iowa
Clayton 22	Elkader 552822	Roger Burns RBURNS	319-245-2724 326	IA #128 - 1 1/2 mi. E. of Jct. #13 Box 485 Elkader, IA 52043	Waterloo Northeast Iowa
Clinton 23	Clinton 556805	Ray Isom RISOM	319-243-6416 368	Hwy. 30 W Clinton, IA 52732 (Use Dewitt, this Co.)	Davenport East Central Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Clinton 23	DeWitt 556804	Ray Isom RISOM	319-659-3551 322	801 Westwood Dr. Box 97 De Witt, IA 52742	Davenport East Central Iowa
Crawford 24	Denison 553612	Curtis Schultz CSCHULT	712-263-4792 317	Airport Rd Box 70 Denison, IA 51442	Sioux City Northwest Iowa
Dallas 25	DeSoto 554608	Ray Nuzum RNUZUM	515-834-2368	Approx. 1/2 mi. N. of I-80 & US #169 Jct. at De Soto 3354 Overton Circle Adel, IA 50003	Atlantic/Creston Southwest Iowa
Dallas 25	Perry 554614	Vacant	515-676-2233 380	Approx. 1/4 mi. So. Jct. IA. #141 & US #169 Box 189 Perry, IA 50220	Atlantic/Creston Southwest Iowa
Davis 26	Bloomfield 555826	Linda Nason LNASON	515-664-2231 294	Iowa #2 West Box 13 Bloomfield, IA 52537	Fairfield/Washington Southeast Iowa
Decatur 27	Leon 555627	Dennis South DSOUTH	515-446-6214 352	US #69 South Box 209 Leon, IA 50144	Chariton/Ottumwa Southeast Iowa
Delaware 28	Manchester 556605	Kim Sheehy KSHEEHY	319-927-3979 354	1105 W. Main Box "G" Manchester, IA 52057	Cedar Rapids East Central Iowa
Des Moines 29	W Burlington 555829	Daryl Carrier DCARRIE	319-752-6065 410	Beaverdale Rd Box 236 W. Burlington, IA 52655	Fairfield/Washington Southeast Iowa
Dickinson 30	Spirit Lake 553815	DuWayne Grothaus DGROTHA	712-336-2112 399	3555 Hwy. 9 Spirit Lake, IA 51360	Storm Lake Northwest Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Dubuque 31	Dubuque 556806	Donald Phillips DPHILLI	319-582-3063 324	Hwy #151 South Box 738 Dubuque, IA 52004	Davenport East Central Iowa
Dubuque 31	Dyersville 556807	David Shanahan DSHANAH	319-875-7615 325	14067 Rte 136 N Dyersville, IA 52040	Davenport East Central Iowa
Emmet 32	Estherville 553816	DuWayne Grothaus DGROTHA	712-362-2780 328	Iowa #9 East 1903 3rd Ave. S. Estherville, IA 51334 (also Spirit Lake, Dickinson Co.)	Storm Lake Northwest Iowa
Fayette 33	Oelwein 552834	Theodore Jermeland TJERMEL	319-283-5214 372	901 - 1st Ave. NE Olewien, IA 50662 (See West Union, Fayette Co.)	Waterloo Northeast Iowa
Fayette 33	West Union 552833	Theodore Jermeland TJERMEL	319-422-3279 411	11562 210th St. Hwy. 150 South West Union, IA 52175	Waterloo Northeast Iowa
Floyd 34	Charles City 552634	Robert Clark RCLARK	515-228-4165 300	1001 - 8th Ave. Box 341 Charles City, IA 50616	Forest City Northeast Iowa
Franklin 35	Hampton 552636	Douglas Stoffer DSTOFFE	515-456-2721 340	522 5th Avenue SW Hampton, IA 50441-0236 (Use Latimer, this Co.)	Forest City Northeast Iowa
Franklin 35	Latimer 552635	Douglas Stoffer DSTOFFE	515-579-6466 416	Off Co. Rd. C-25 1773 Heather Ave. PO. Box 639 Latimer, IA 50452	Forest City Northeast Iowa
Fremont 36	Sidney 554808	Jim Randolph JRANDOL	712-374-2515 391	1305 E. Filmore Box 32 Sidney, IA 51652	Council Bluffs Southwest Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Greene 37	Jefferson 551613	Ronald A. Mahoney RMAHONE	515-386-2176 348	North Pinet PO. Box 166 Jefferson, IA 50129	Ames Central Iowa
Grundy 38	Grundy Center 551607	Gary Creery GCREERY	319-824-5259 337	1205 A Ave Grundy Center, IA 50638	Ames Central Iowa
Guthrie 39	Guthrie Center 554610	James Vanderpool JVANDER	515-747-3561 338	IA 44 W. Box 85 Guthrie Center, IA 50115	Atlantic/Creston Southwest Iowa
Hamilton 40	Webster City 551610	LeRoy Johnson LEJOHNS	515-832-4707 409	Hwy 17 South Box 287 Webster City, IA 50595	Ames Central Iowa
Hamilton 40	Williams 551609	Ralph Hardy RHARDY	515-854-2217 412	Old US #20 PO. Box 284 Williams, IA 50271	Ames Central Iowa
Hancock 41	Garner 552641	James W. Schultz JSCHULT	515-923-2305 333	Hwy 18 E Box 78 RR 1 Garner, IA 50438	Forest City Northeast Iowa
Hardin 42	Iowa Falls 551608	Roy (Bo) Sunken RSUNKEN	515-648-3135 347	1035 Industrial Park Rd. RR 1 Box 181-B Iowa Falls, IA 50126	Ames Central Iowa
Harrison 43	Missouri Valley 553614	William Botos WBOTOS	712-642-2178 361	US #30 East, RFD #3 Box 18 Missouri Valley, IA 51555	Sioux City Northwest Iowa
Henry 44	Mt. Pleasant 555844	Larry Owens LOWENS	319-385-8641 362	303 N Pine St. Box 255 Mt. Pleasant, IA 52641	Fairfield/Washington Southeast Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Howard 45	Cresco 552845	Steve Johnson SEJOHNS	319-547-2461 313	Iowa #9 East Box 256 Cresco, IA 52136	Waterloo Northeast Iowa
Humboldt 46	Humboldt 552646	Jack David JDAVID	515-332-2768 343	1311 - 8th Ave N Humboldt, IA 50548 (See Clarion, Wright Co.)	Forest City Northeast Iowa
Ida 47	Ida Grove 553608	Dixie Harrison DLHARRI	712-364-2027 344	2387 Keystone Ave Box 122 Ida Grove, IA 51445 (Also Correctionville, Woodbury Co.)	Sioux City Northwest Iowa
Iowa 48	Williamsburg 556606	Charles Garringer CGARRIN	319-668-2397 413	Co. V-77 N of I-80 Box 420 Williamsburg, IA 52361	Cedar Rapids East Central Iowa
Jackson 49	Maquoketa 556808	Edward McDermott EMCDERM	319-652-2885 356	2893 Hwy 62 Box 838 Maquoketa, IA 52060	Davenport East Central Iowa
Jackson 49	Sabula 556809	Edward McDermott EMCDERM	319-687-2708	60255 Hwy 52 Sabula, IA 52070 (See Maquoketa, this Co.)	Davenport East Central Iowa
Jasper 50	Colfax 551805	Vacant	515-674-3383 305	Corner Hastings & State St. 400 S. Hastings Ave. Colfax, IA 50054	Des Moines Central Iowa
Jasper 50	Newton 551804	Stephen Smith SSMITH	515-792-7783 366	Jct. Ia. #14 & I-80 2300 W. 19th St. So Newton, IA 50208	Des Moines Central Iowa
Jefferson 51	Fairfield 555851	Larry Owens LOWENS	515-472-5367 330	803 W. Adams Fairfield, IA 52556 (also Keosauqua, Van Buren Co.)	Fairfield/Washington Southeast Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Johnson 52	Oakdale 556607	Michael Volk MVOLK	319-626-2386 369	Hwy. 965 N. of I-80 Oakdale, IA 52319	Cedar Rapids East Central Iowa
Jones 53	Anamosa 556810	Russell Brown RJBROWN	319-462-3676 289	704 E. 1st. Anamosa, IA 52205	Davenport East Central Iowa
Jones 53	Wyoming 556811	Russell Brown RJBROWN	319-488-3496 414	Hwy. 136 E. Wyoming, IA 52362 (See Anamosa, this Co.)	Davenport East Central Iowa
Keokuk 54	Sigourney 555854	Brad Steinhart BSTEINH	515-622-3170 392	PO Box 305 Sigourney, IA 52591	Fairfield/Washington Southeast Iowa
Kossuth 55	Algona 552655	Scott Loge SLOGE	515-295-5218 283	US 169 S. 2107 - 100th Ave. Algona, IA 50511	Forest City Northeast Iowa
Kossuth 55	Swea City 552656	Scott Loge SLOGE	515-886-2493	Gerled Shop PO Box 31 Swea City, IA 50590 (see Algona, this Co.)	Forest City Northeast Iowa
Lee 56	Donnellson 555856	Raymond Tull RTULL	319-835-5211 323	900 Park St. PO Box 170 Donnellson, IA 52625	Fairfield/Washington Southeast Iowa
Linn 57	Cedar Rapids 556608	Larry Hildebrand LHILDEB	319-364-8189 297	5455 Kirkwood Blvd. SW. Box 325 Cedar Rapids, IA 52406	Cedar Rapids East Central Iowa
Linn 57	Marion 556609	Larry Carter LCARTER	319-373-1277 357	5801 Linn Aire Ave. Box 322 Marion, IA 52302	Cedar Rapids East Central Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Louisa 58	Columbus Jct. 555858	Robert Morgan RMORGAN	319-728-7521 306	Gamble St. Box 226 Columbus Jct., IA 52738 (also Washington, Washington Co.)	Fairfield/Washington Southeast Iowa
Louisa 58	Wapello 555830	Daryl Carrier DCARRIE	319-523-4991 404	Box 15 Wapello, IA 52653 (also W. Burlington, Des Moines Co.)	Fairfield/Washington Southeast Iowa
Lucas 59	Chariton 555659	Vacant	515-774-4217 299	R.R. #2 Box 733 Chariton, IA 50049	Chariton/Ottumwa Southeast Iowa
Lyon 60	Rock Rapids 553807	Kenneth Bosler KBOSLER	712-472-3719 383	410 S. Boone Box 430 Rock Rapids, IA 51246	Storm Lake Northwest Iowa
Madison 61	Winterset 554617	Larry Newbury LNEWBUR	515-462-2742	S. 1st. Box 149 Winterset, IA 50273 (also Greenfield, Adair Co.)	Atlantic/Creston Southwest Iowa
Mahaska 62	Oskaloosa 555662	Steve Vannoni SVANNON	515-673-7697 376	1970 Hwy. 92 W. Oskaloosa, IA 52577	Chariton/Ottumwa Southeast Iowa
Marion 63	Knoxville 555663	Dave Lewis DLEWIS	515-842-4714 350	300 W. Airport Industrial Park Dr. Knoxville, IA 50138	Chariton/Ottumwa Southeast Iowa
Marshall 64	Marshalltown 551604	Marvin Neuroth MNEUROT	515-753-7783 358	Hwy 30 W. 2538 240th St. Marshalltown, IA 50158	Ames Central Iowa
Mills 65	Pacific Jct. 554807	Richard Powers RPOWERS	712-622-8140 379	PO Box 99 Pacific Jct., IA 51561	Council Bluffs Southwest Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Mitchell 66	Osage 552666	Robert Clark RCLARK	515-732-3637 373	1945 Hwy 9 Osage, IA 50461-8155 (also Charles City, Floyd Co.)	Forest City Northeast Iowa
Monona 67	Mapleton 553610	Randy Jochims RJOCHIM	712-882-2821 355	515 S. Muckey Mapleton, IA 51034 (also Onawa, this Co.)	Sioux City Northwest Iowa
Monona 67	Onawa 553609	Randy Jochims RJOCHIM	712-423-2040 374	Hwy. #175 Box 54 Onawa, IA 51040	Sioux City Northwest Iowa
Monona 67	Soldier 553611	Randy Jochims RJOCHIM	712-884-2265 397	PO Box 197 Soldier, IA 51572-0197 (also Onawa, this county)	Sioux City Northwest Iowa
Monroe 68	Albia 555668	Tony Sebben TSEBBEN	515-932-7171 282	1501 S. C St. Albia, IA 52531	Chariton/Ottumwa Southeast Iowa
Montgomery 69	Red Oak 554615	Oatis Johnson OJOHNSO	712-623-2450 382	1903 Broadway Red Oak, IA 51566	Atlantic/Creston Southwest Iowa
Muscatine 70	Muscatine 555870	Larry Weikert LWEIKER	319-263-6242 363	417 Lake Park Blvd. Box 53 Muscatine, IA 52761	Fairfield/Washington Southeast Iowa
O'Brien 71	Paullina 553811	Charles Brown CBROWN	712-448-3441 378	5614 460th St. Paullina, IA 51046 (also Spencer, Clay Co.)	Storm Lake Northwest Iowa
O'Brien 71	Sheldon 553809	Donald Rust DRUST	712-324-3631 388	1214 2nd Ave. Box 301 Sheldon, IA 51201	Storm Lake Northwest Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Osceola 72	Sibley 553810	Donald Rust DRUST	712-754-3121 390	205-4th St. Box 211 Sibley, IA 51249 (Also Sheldon, O'Brien Co.)	Storm Lake Northwest Iowa
Page 73	Clarinda 554605	Lester Joe Marsden LMARSDE	712-542-3012 302	1222 E. Washington Clarinda, IA 51632 (also Shenandoah, this Co.)	Atlantic/Creston Southwest Iowa
Page 73	Shenandoah 554616	Lester Joe Marsden LMARSDE	712-246-4320 389	107 E. Nishna Rd. Shenandoah, IA 51601	Atlantic/Creston Southwest Iowa
Palo Alto 74	Emmetsburg 553814	William Klocko WKLOCKO	712-852-4886 327	1405 Adams St. Box 113 Emmetsburg, IA 50536 (also Pocahontas, Pocahontas Co.)	Storm Lake Northwest Iowa
Plymouth 75	Akron 553802	Robert Conyers RCONYER	712-568-2071 281	Box 214 Akron, IA 51001 (also LeMars, this Co.)	Storm Lake Northwest Iowa
Plymouth 75	LeMars 553803	Robert Conyers RCONYER	712-546-6401 351	5th Ave. NW Box 115 LeMars, IA 51031	Storm Lake Northwest Iowa
Pocahontas 76	Pocahontas 553813	William Klocko WKLOCKO	712-335-4590 381	405 NW 7th St. Pocahontas, IA 50574	Storm Lake Northwest Iowa
Polk 77	Altoona 551806	Jeff Jones JJONES	515-967-4246 286	405 - 1st. Ave. N. Altoona, IA 50009	Des Moines Central Iowa
Polk 77	Des Moines North 551807	Lance Starbuck LSTARBU	515-265-1614 319	1530 NE 53rd Ave. Des Moines, IA 50313	Des Moines Central Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Polk 77	Des Moines West 551808	Charles Pickett CPICKET	515-225-3322 320	12493 University Ave. Clive, IA 50325-8667	Des Moines Central Iowa
Pottawattamie 78	Avoca 554802	Vacant	712-343-2655 291	1311 Hwy. Avoca-Interstate Box 278 Avoca, IA 51521	Council Bluffs Southwest Iowa
Pottawattamie 78	Council Bluffs South 554804	Dick Mattox DMATTOX	712-366-0332 311	3540 S. Expressway Box 7 Council Bluffs, IA 51502	Council Bluffs Southwest Iowa
Pottawattamie 78	Council Bluffs North 554803	Todd Frank TFRANK	712-322-7543 312	2501 N. 25th St. Box 7 Council Bluffs, IA 51502	Council Bluffs Southwest Iowa
Pottawattamie 78	Neola 554806	Larry Calhoon LCALHOO	712-485-2591 367	Hwy #191 Box 97 Neola, IA 51559	Council Bluffs Southwest Iowa
Pottawattamie 78	Oakland 554806	Larry Rollins LROLLIN	712-482-3190 370	S. Jct. US 59 & US 6 Box 458 Oakland, IA 51560	Council Bluffs Southwest Iowa
Poweshiek 79	Grinnell 551803	Ronald Jones RJONES	515-236-3014 336	Iowa #146 PO Box 597 Grinnell, IA 50112	Des Moines Central Iowa
Poweshiek 79	Malcom 551802	William Gregory WGREGOR	515-528-3775 353	1/2 mi. S. I-80 on E. side of U.S. #63 Box 243 Malcom, IA 50157	Des Moines Central Iowa
Ringgold 80	Mt. Ayr 554613	Don Hanson DHANSON	515-464-2340 364	R.R. 2 PO. Box 185 Mt. Ayr, IA 50854 (also Bedford, Taylor Co.)	Atlantic/Creston Southwest Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Sac 81	Sac City 553605	Phil Heinlen PHEINLE	712-662-7674 387	Hwy. 20 W. Box #302 Sac City, IA 50583	Sioux City Northwest Iowa
Scott 82	Davenport 556812	David Lee DLEE	319-391-3920 315	8721 NW. Blvd. Box 2646 Davenport, IA 52809	Davenport East Central Iowa
Shelby 83	Harlan 554612	Harold Albertsen HALBERT	712-755-2558 342	1416 Industrial Pkwy Harlan, IA 51537	Atlantic/Creston Southwest Iowa
Sioux 84	Alton 553808	Douglas Kenney DKENNEY	712-756-8814 285	805-2nd Ave. Box 407 Alton, IA 51003	Storm Lake Northwest Iowa
Sioux 84	Rock Valley 553806	Kenneth Bosler KBOSLER	712-476-5553 384	1215-12th St. Rock Valley, IA 51247 (also Rock Rapids, Lyon Co.)	Storm Lake Northwest Iowa
Story 85	Ames 551602	Paul Durham PDURHAM	515-232-8226 287	U.S. #30 E. Ames, IA 50010	Ames Central Iowa
Story 85	Colo 551603	Paul Durham PDURHAM	515-377-2525 307	Colo US #30 E Ames, IA 50010 (also Ames, this Co.)	Ames Central Iowa
Tama 86	Tama 551605	Larry Anderson LANDERS	515-484-2402 400	3277 L Ave. Tama, IA 52339-9786	Ames Central Iowa
Tama 86	Traer 551606	Larry Anderson LANDERS	319-478-8120 402	921-2nd St. Box 7 Traer, IA 50675 (also Tama, this Co.)	Ames Central Iowa

MAINTENANCE HIGHWAY SUPERVISOR LISTING

COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Taylor 87	Bedford 554604	Don Hanson DHANSON	712-523-2383 292	Madison St. Box 125 Bedford, IA 50833 (See also Ringold Co.)	Atlantic/Creston Southwest Iowa
Union 88	Creston 554607	Jack Farver JFARVER	515-782-4417 314	505 S. Chestnut, R.R. 2 Box 21 Creston, IA 50801 (also Corning, Adams Co.)	Atlantic/Creston Southwest Iowa
Van Buren 89	Keosauqua 555889	Linda Nason LNASON	319-293-3363 349	Iowa #1 N., R.R. 2 Box 137 Keosauqua, IA 52565 (also Bloomfield, Davis Co.)	Fairfield/Washington Southeast Iowa
Wapello 90	Ottumwa 555690	Tony Sebben TSEBBEN	515-684-8231 377	2930 N. Court Rd. Box 750 Ottumwa, IA 52501 (also Albia, Monroe Co.)	Chariton/Ottumwa Southeast Iowa
Warren 91	Indianola 555692	Larry Pottridge LPOTTRI	515-961-3111 346	1106 E. 1st. St. Indianola, IA 50125-0299 (Send to Martensdale, this Co.)	Chariton/Ottumwa Southeast Iowa
Warren 91	Martensdale 555691	Larry Pottridge LPOTTRI	515-764-2755 359	Jct. IA #92 & IA 28 PO. Box 116 Martensdale, IA 50160	Chariton/Ottumwa Southeast Iowa
Washington 92	Washington 555892	Robert Morgan RMORGAN	319-653-3233 405	E. 11th St. & N. 12th St. Box 512 Washington, IA 52353 (also Columbus Jct., Louisa Co.)	Fairfield/Washington Southeast Iowa
Wayne 93	Corydon 555693	Vacant	515-872-2445 310	101 East English Box 29 Corydon, IA 50060 (also Chariton, Lucas Co.)	Chariton/Ottumwa Southeast Iowa
Webster 94	Fort Dodge 551611	Ed Bergeson EBERGES	515-955-8571 332	Hwy. 169 S. PO. Box 954 Fort Dodge, IA 50501	Ames Central Iowa

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COUNTY/ CO #	GARAGE LOCATION/ CC #	SUPERVISOR/ PROFS ID	GARAGE PHONE #/ SPEED DIAL	GARAGE ADDRESS	MAINTENANCE AREA/ TRANSPORTATION REGION
Webster 94	Gowrie 551612	Ed Bergeson EBERGES	515-352-3550 334	PO Box 130 Gowrie, IA 50543 (also Fort Dodge, this Co.)	Ames Central Iowa
Winnebago 95	Forest City 552695	James Schultz JSCHULT	515-582-2073 331	146 S. Central Forest City, IA 50436 (also Garner, Hancock Co.)	Forest City Northeast Iowa
Winneshiek 96	Decorah 552896	Steve Johnson SEJOHNS	319-382-4565 316	U.S. #52 S. Box 140 Decorah, IA 52101 (also Cresco, Howard Co.)	Waterloo Northeast Iowa
Woodbury 97	Correctionville 553604	Dixie Harrison DLHARRI	712-372-4762 309	4244 #20 E., R.R. 2 Box 95A Correctionville, IA 51016 (Also Cherokee, Cherokee Co.)	Sioux City Northwest Iowa
Woodbury 97	Sioux City Leeds 553603	Steve Botos SBOTOS	712-239-2113 233	4621 US 75 N. PO Box 80085 Sioux City, IA 51108-0085	Sioux City Northwest Iowa
Woodbury 97	Sioux City Hamilton 553602	Steve Botos SBOTOS	712-239-2113 233	4621 US 75 N. PO Box 80085 Sioux City, IA 51108-0085	Sioux City Northwest Iowa
Woodbury 97	Sloan 553607	Ilo Jon Allen IALLEN	712-428-3300 396	3250 Dallas Ave. Box 53 Sloan, IA 51055	Sioux City Northwest Iowa
Worth 98	Hanlontown 552698	Douglas Lickteig DLICKTE	515-896-3100 341	Box 86 Hanlontown, IA 50444	Forest City Northeast Iowa
Wright 99	Clarion 552699	Jack David JDAVID	515-532-2626 303	West Hwy. #3 HWY. 3 W. Clarion, IA 50525 (also Humbolt, Humbolt Co.)	Forest City Northeast Iowa