

## **City of DuBois**

### **Department of Public Works**

#### **Committee Members**

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#### **DEPARTMENT STRUCTURE AND JOB DESCRIPTIONS**

The Public Works Subcommittee (subcommittee) understands that one of the expected benefits of consolidation is the realization of a more efficiently run government. To that end, the subcommittee analyzed the current department structure, job classifications, overtime history, work schedules, management procedures and contracted services to determine the recommendations for what we believe to be the optimal Public Works Department structure and job descriptions.

#### **Existing Department Structure**

Both public works departments have unionized work crews managed by a non-union superintendent/director. The total union workforce consists of 36 employees, 13 from Sandy Township and 23 from the City of DuBois. These employees are responsible for the maintenance, installation, and repair all the roads, water lines, sewer lines, storm water drainage, local bridges, traffic signals, parks and all the other municipal owned facilities.

In addition to the union workforces, both municipalities also employ a non-union public works superintendent/director, an engineer and a codes/zoning officer. The primary focus of this analysis and the resulting recommendations is the union workforce.

The current Sandy Township union crew consists of 2 full-time department working-foremen, 1 full-time assistant working-foreman, 1 full-time mechanic, 9 full-time truck drivers/operators and 1 part-time seasonal employee. There are 8 different job classifications for these 14 employees. The standard work day for all employees during the summer months is 6:00 AM to 2:00 PM, Monday through Friday. A split shift is used during the winter months to allow for better snow maintenance of the roads. The first crew has working hours of 4:00 AM to 12:00 PM and the second shift works from 12:00 PM to 8:00 PM. The park is maintained seasonally by a part-time employee with no set schedule. Work required outside of the established scheduled hours is completed using an overtime wage.

The current City of DuBois union crew consists of 1 full-time licensed sewer plant foreman, 4 full-time licensed sewer plant operators, 1 full-time licensed water plant foreman, 3 full-time water plant operators, 2 full-time department working foremen 2 full-time mechanics and 10 full-time employees in the water, sewer and street departments. There are 19 different job classifications in the current DuBois union contract. The standard workday for all employees is 7:00 AM to 3:30 PM, Monday through Friday. Work required outside of the established scheduled hours is completed using an overtime wage.

Both municipalities currently subcontract to outside vendors for janitorial services and general maintenance of traffic signals, building facilities and electrical components.

### **Potential Efficiencies**

The analysis began with an evaluation of the size of the public works department and the number of facilities being maintained. It was quickly recognized that the act of consolidating the two municipalities will not reduce the work required to maintain, install, and repair all of the municipal owned facilities. As a result, the subcommittee evaluated (1) the possibility of reducing the municipality's reliance on outside vendors for contracted services and (2) creating work shifts that would reduce the amount of required overtime.

A review of the past three years shows that the combined municipalities spent over \$200,000 per year on electrical and traffic signal vendors, building maintenance and janitorial services. The staffing of an electrician and maintenance employee will greatly reduce the need to hire outside contractors for installation, operation and repair of lights, signals, buildings, parks, recreational facilities and security systems.

Additionally, the municipalities are spending more than a combined \$100,000 each year on overtime and seasonal wages for snow clearing, utility repair, treatment plant operation and park maintenance. A large portion of these overtime hours are generated over the weekends. A potential no-cost solution to reducing overtime is establishing a full-time shift that includes weekend hours. To be effective, the crew on this new scheduled shift would consist of at least one employee from each department and treatment plant. This will allow the crew to effectively respond to the majority of utility repairs, snow removal, park operation, road maintenance and treatment plant testing without the need for overtime.

### **Proposed Department Structure**

For efficiency of operation, it is recommended that the structure of the management team in the Public Works Department closely resemble the current systems in place at Sandy and DuBois. The Department leader would be the Director of Public Works. Reporting to the Director would be the Engineer, the Superintendent of Water and Sewer, and the

Superintendent of Streets and Facilities. The engineer would coordinate all the engineering projects as well as manage the codes and planning departments. The two superintendents would be responsible for their respective public works departments.

In developing the recommended structure of the public works departments, the subcommittee found that it would be beneficial to reduce the number of task-specific Job Classifications. To this end, the subcommittee is recommending that each department be staffed with multi-disciplined operators that are capable of performing in a number of different positions and departments. This will afford the superintendents and foremen the ability to complete a wide variety of projects with any given crew. This approach also makes it easier for the different departments to collaborate on projects. The subcommittee is recommending the following Public Works Department Structure:

• Water Plant	4	1 Foreman and 3 Operators
• Sewer Plant	5	1 Foreman and 4 Operators
• Water Distribution	7	1 Foreman and 6 Equipment Operators
• <u>Sewer Collection</u>	<u>6</u>	<u>1 Foremen and 5 Equipment Operators</u>
TOTAL	22	
• Street/Facilities	13	1 Foreman, Park Foreman, Park Operator, Electrician, Maintenance and 8 Equipment Operators
• <u>Mechanic</u>	<u>3</u>	<u>1 Chief Mechanic and 2 Assistant Mechanics</u>
TOTAL	16	

Employees in the Street/Facilities and Mechanics department will work on the snow plow crew. Additionally, employees in each of the Water and Sewer departments will be afforded the opportunity to volunteer for emergency plow crew service.

### **SCHEDULE**

The subcommittee is recommending that the creation of a shift containing schedule weekend hours be implemented. Additionally, the subcommittee is recommending that the new municipality adopt the winter split-shift practice currently used by Sandy Township. An example of the recommended scheduling is shown below and on the attached Department Structure exhibit.

#### January – March

Monday-Friday	Crew of 30	4:00 AM – 8:00 PM	Split Crew
Thursday-Monday	Crew of 8		

#### April – December

Monday-Friday	Crew of 30	6:00 AM – 2:00 PM
Thursday-Monday	Crew of 8	



## **JOB DESCRIPTIONS**

The recommended Job Descriptions within the Public Works Department were developed with the specific intention and goal of creating a highly trained and flexible department capable of installing, maintaining and operating the majority of the facilities throughout the new municipality, without the reliance of outside contractors and vendors. The recommended Job Classifications are listed as an attachment to this report and described in more detail in the Job Title Classifications and Descriptions exhibit.

Equipment Operator – Public Works, Water, Sewer

Parks Operator

Foreman – Water Plant, Sewer Plant, Public Works, Water, Sewer

Licensed Plant Operator – Water Plant, Sewer Plant

Electrician

Mechanic – Chief, Assistants

Maintenance

The subcommittee firmly believes that the implementation of these recommendations will improve the consolidated city's day-to-day operations as well as establishing an organizational plan to address emergency situations (summer and winter) in an efficient and effective manner.

## Attachments

- Organizational Chart
- Job Descriptions
- Consolidation Committee Involvement

March 31, 2022

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graph TD
    FinanceDirector[Finance Director] --> DPW[DPW]
    DPW --> CodesZoning[Codes & Zoning]
    DPW --> CodesPlanning[Codes & Planning]
    DPW --> IT[IT]
    DPW --> Engineer[Engineer]
    DPW --> PublicWorksStreetsParks[Public Works - Streets & Parks]
    Engineer --> Consultants[Consultants]
    PublicWorksStreetsParks --> 1622[16/22*]
    1622 --> StreetFacilities[Street/Facilities]
    1622 --> FacilitiesParksRoadsMechanics[Facilities/Parks/Roads/Mechanics]
    StreetFacilities --> StreetForeman[Street Foreman]
    StreetFacilities --> ParkForeman[Park Foreman]
    StreetFacilities --> ParkOperator[Park Operator]
    StreetFacilities --> Electrician[Electrician]
    StreetFacilities --> Maintenance[Maintenance]
    StreetFacilities --> EquipmentOperator1[Equipment Operator]
    StreetFacilities --> EquipmentOperator2[Equipment Operator]
    StreetFacilities --> EquipmentOperator3[Equipment Operator]
    StreetFacilities --> EquipmentOperator4[Equipment Operator]
    StreetFacilities --> EquipmentOperator5[Equipment Operator]
    StreetFacilities --> EquipmentOperator6[Equipment Operator]
    FacilitiesParksRoadsMechanics --> ChiefMechanic[Chief Mechanic]
    FacilitiesParksRoadsMechanics --> Mechanic[Mechanic]
    
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\* Denotes departments that will be responsible for snow plowing

Shift	Sower Plant	Water Plant	Water/Sewer**	W/S Total	*Street Crew	*Mechanics	Street total	Total Union
Mon - Fri	4	3	8	15	12	2	14	29
Weekend	1	1	2	4	4	1	5	9
Total	5	4	10	19	16	3	19	38

Sewer crew will also plow

Shift	Sewer Plant	Water Plant	Water/Sewer**	W/S Total	*Street Crew	*Mechanics	Street total	Total Union
Mon. - Fri.	4	3	8	15	12	2	14	29
Weekend	1	1	2	4	4	1	5	9
Total	5	4	10	19	16	3	19	38

## **Job Title Classifications and Descriptions**

**Equipment Operator, Public Works** – Employees with general labor skills including the safe use and operation of all types of hand tools and power tools; in addition: is a highly skilled, proficient operator of heavy equipment. Operator can also proficiently perform routine maintenance of all equipment types and maintain a CDL Class A. This position will also be responsible for plowing snow.

**Equipment Operator, Water & Sewer Department** – Employees with general labor skills including the safe use and operation of all types of hand tools and power tools; in addition: is a highly skilled, proficient operator of heavy equipment. Operator can also proficiently perform routine maintenance of all equipment types and maintain a CDL Class A. Operator is also a licensed waterworks and/or wastewater operator to state requirements, possess knowledge and skills of water distribution and/or wastewater collection.

**Parks Operator** – Possess all the skills and knowledge of an Equipment Operator, Public Works, including maintaining a CDL Class A; but in addition: Knowledgeable and skilled regarding the maintenance of City parks, playgrounds, and public buildings; knowledgeable in landscape and vegetation maintenance; knowledgeable in the safe and effective use of rodent and pigeon control measures. Must be licensed for pool operations. This position will also be responsible for plowing snow.

**Public Works Foreman** – This is a permanent position in the Public Works Department. This position is directly under the guidance of the Public Works Superintendent. Upon meeting and receiving weekly assignments from the Superintendent, the foreman will prepare the department assignments for work to be completed during that week. This is partly supervisory work directing work crews and equipment operators, in the construction, maintenance and repair of streets, parks, facilities and the like. The rest of the position is for the foreman to be working directly with the work crews. The working foreman shall make decisions necessary for each job, in the absence of the Public Works Superintendent. The foremen will have no call-out responsibilities. He shall remain on the "call-out list" as one of the crew. This position will also be responsible for plowing snow. The Foreman shall maintain a CDL Class A.

**Water/Sewer Foreman** – This is a permanent position in the Water and Sewer Department. This position is directly under the guidance of the Water and Sewer Superintendent. Foreman is also a licensed waterworks and/or wastewater operator to state requirements, possess knowledge and skills of water distribution and/or wastewater collection. Upon meeting and receiving weekly assignments from the Superintendent, the foreman will prepare the department assignments for work to be completed during that week. This is partly supervisory work directing work crews and equipment operators, in the construction, maintenance and repair the water distribution and sewer collection systems and the like. The rest of the position is for the foreman to be working directly with the work crews. The working foreman shall make decisions necessary for each job, in the absence of the Water and Sewer Superintendent. The foremen will have no call-out responsibilities. He shall remain on the "call-out list" as one of the crew. The Sewer Foreman position will also be responsible for plowing snow. Foreman shall maintain a CDL Class A.



**Water Plant Licensed Operator** – Is a licensed waterworks operator to State requirements; skilled and knowledgeable in all aspects of water plant operation and maintenance.

**Sewage Plant Licensed Operator** – Is a licensed operator to State requirements; skilled and knowledgeable in all aspects of sewage plant operation and maintenance.

**Plant Foreman** – This is a permanent position in the Water and Sewer Department. This position is directly under the guidance of the Water and Sewer Superintendent. Upon meeting and receiving weekly assignments from the Superintendent, the foreman will prepare the department assignments for work to be completed during that week. This is partly supervisory work directing work crews in the maintenance and operation of the water and sewage treatment plants, and the like. The rest of the position is for the foreman to be working directly with the work crews. The working foreman shall make decisions necessary for each job, in the absence of the Water and Sewer Superintendent. The foremen will have no call-out responsibilities. He shall remain on the “call-out list” as one of the crew.

**Electrician** – Is a highly skilled, proficient Electrician capable of maintaining single-phase and three-phase electrical systems, as well as traffic control systems. Employee should hold a certificate as an Electrician or can demonstrate equivalent knowledge and has the skills related to maintaining parking meters both manual and electronic. This position will also maintain a CDL Class A and be responsible for plowing snow.

**Chief Mechanic** – Possess all the skills and knowledge of a Mechanic but in addition is a proficient welder on various grades and thickness' of steel and aluminum. Employee must possess a state inspection license for both cars and trucks. Employee will also implement maintenance scheduling and maintain a CDL Class A. This position will also be responsible for plowing snow.

**Mechanic** – Is a skilled, proficient Mechanic of mechanical, hydraulic, and simple electrical and pneumatic equipment and systems and maintain a CDL Class A. This position will also be responsible for plowing snow. Employee must possess a state inspection license for both cars and trucks.

**Maintenance** – Employees with general labor skills including the safe use and operation of all types of hand tools; power tools such as chain saws, quickie saws, mowers, jack hammer, etc.; air compressor, pumping equipment, etc.; This position will provide the janitorial services for the City buildings and will have the skills to make general plumbing and HVAC repairs. The Maintenance Position shall maintain a CDL Class A. This position will also be responsible for plowing snow.



### Consolidation Committee Involvement

As part of the department analysis, the subcommittee solicited input from the 9-Member Consolidation Committee. The subcommittee received the following 9 comments:

1. *Having year around coverage over the weekend. These workers would take care of recreational facilities in the summertime, and be able to keep up with sidewalk clearing and alley plowing in the winter. When not needed for this they could perform regular city duties (potholes/street signs) (possible pay shift differential)* **The subcommittee pursued this recommendation and is recommending that a full-time union shift, that includes weekend coverage, is a viable option to reducing the amount of overtime and seasonal wages required for winter maintenance, utility repair and park operations.**
2. Have 1 large water/sewer department that is not broken down between departments. Normalize plant workers assisting in collection and distribution and C&D workers assisting at the plants. **The subcommittee is recommending that the superintendent of water and sewer be afforded the flexibility to manage and operate their department as efficiently as possible without being too rigid in regards to the department structure; however, the water and sewer departments should be cross-trained to the extent possible, to allow for project assistance when needed.**
3. How will work that requires a license/certification be compensated? Pool and Parking meters are examples. **In addition to the proposed job descriptions presented as an attachment to this report, job specific duties will be required for some of the Equipment Operator positions. The method of implementation of these specific job duties will be at the discretion of management and/or the Administration Committee.**
4. Concern about only 8 people on the street department. Sandy has 9.5 people now (one guy is split between water/roads). I think we should have at least 11. **The subcommittee investigated this comment and is recommending a Street/Facilities Department with 13 employees. To assist with winter maintenance needs, the subcommittee is recommending that the mechanics be included in the snow plow crew on a full-time schedule and that the water/sewer departments be allowed to opt-in to the snow plow crew.**
5. I think we could cut the number of people on sewer/water collections and conveyance (move three from water/sewer to street). Sandy is adding a radio read system to help eliminate about an hour each day on the water side. Additionally, I think our WWTP has about 9 years left and it will have to be turned into a pump station. **The subcommittee investigated this comment concurrently with Comment 4 to arrive at the recommended department sizes. It is the subcommittee's recommendation that the water and sewer crews be increased to allow for the appropriate operation and maintenance of the expansive utility facilities. The Water and Sewer Department employees will be cross-trained and available to work in the Street and Facilities Department when required.**
6. I recommend having the sewer/water collections people all under one group and foreman. Then the foreman could pull people as needed for the daily jobs. Maybe an assistant water foreman and assistant sewer foreman could help keep some expertise on the job site. **The subcommittee is recommending that the superintendent of water and sewer be afforded**

**the flexibility to manage and operate their department as efficiently as possible without being too rigid regarding the department structure; however, the water and sewer departments should be cross-trained to the extent possible, to allow for project assistance when needed**

7. Under the position descriptions, could we add sewer requirements under the water/sewer equipment operator? **As recommended, the sewer requirements were added to the water and sewer equipment operator job descriptions.**
8. Sandy foreman's currently do call outs now on a rotating basis. A manger calls the foreman and initiates a call-out. The foreman then calls the employees out. Are you sure you want them to be eliminated from this duty? **The subcommittee is recommending that the responsibility for after-hours-callouts for overtime be implemented according to the current DuBois procedures to reduce the burden on the superintendents. The proposed system would rotate the call out responsibilities weekly through the Department managers.**
9. The sewer/water crew would be available for plowing. Maybe this looks slightly different than the road crew (i.e. sewer/water guys voluntarily sign up for winter plowing) **This comment was investigated with Comment 4 as well. To assist with winter maintenance needs, the subcommittee is recommending that the mechanics be included in the snow plow crew on a full-time schedule and that the water/sewer departments be allowed to opt-in to the snow plow crew.**