



**CITY OF WASHINGTON, ILLINOIS**  
**Committee of the Whole Agenda Communication**

**Meeting Date:** December 09, 2019

**Prepared By:** Ray Forsythe, City Administrator

**Agenda Item:** Public Works Department and City Engineer Reorganization Proposal

**Explanation: Public Works Department and City Engineer Reorganization**

The current structure of the City's Public Works Department includes City Engineer/Public Works Director and a Public Works Manager. I believe that this is an inefficient and unrealistic organizational chart for the City of Washington based on the current needs of the City. With the focus on Capital Improvements and an aggressive 20-year reconstruction plan; a pending Rt. 8/Business 24 reconstruction and other public works activities, it is in my opinion, necessary to have a stand-alone City Engineer and an Engineering Technician to focus on implementing a Capital Improvement Plan and the day-to-day operations of the Engineering Department. The City Council has taken steps to ensure a long-term funding strategy and the State of Illinois has increased the Motor Fuel Tax which is providing additional funds for the City.

In addition, I believe there is a need for a Public Works Director and a Utilities Superintendent to manage the day-to-day operations of the public works department as well as focus on the amount of work that is planned for the utilities and street divisions with the scheduled shut down of Sewer Plant 1, major construction of the Phase 2b sewer line/wet well, and the annual reconstruction projects which will be reconstructing streets, adding new sewer, water and storm sewer mains to the existing infrastructure, with the goal of rebuilding the existing utility network over 20 years. In addition, there is no succession plan in place for the Public Works Division. With several key staff retiring in the next few years, the proposed structure provides for professional development and a hierarchy for future opportunities by adding a Utilities Superintendent and a Foreman position in Distribution and Collections. Laborers will be cross trained between divisions. Management will continue to monitor the work load of staff and needed staffing levels.

Following is my proposal.

**ENGINEERING DEPARTMENT**

City Engineer (Department Director). Responsible for the overall planning, direction and operation of Engineering Department including the planning, design and construction of capital and maintenance projects associated with utilities, streets and other City facilities. Coordinates engineering related activities with other city departments and outside agencies. Supervision is exercised over a moderate staff. Work is performed with considerable independence subject to review by reports submitted and through the observation of results achieved. Work is reviewed under the general direction of the City Administrator.

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Engineering Technician (New Position). Basic functions include the performance of varied engineering assignments, such as engineering drafting, field survey work, and construction inspection. The work may include collecting survey information, construction layout, utility locations, drafting of construction plans, basic technical computations, inspection of routine construction projects, and maintenance of department records. Work is performed under the direction of the City Engineer.

GIS Coordinator (contracted) – Reports to the Planning & Development Director however, provides work product for the City Engineer and Engineering Tech as well as the Public Works and Police Departments. Provide routine GIS updates and layer maintenance consisting of adding, editing, or removing individual features from current GIS data layers; Maintenance of current ArcGIS Online web GIS applications and mobile GIS applications; Train in-house staff in using GIS applications to empower data-driven decision making; and other services reasonably requested by the City.

## **PUBLIC WORKS DEPARTMENT**

Below is a summary of the key Management and Supervisory Positions in the Public Works Department.

Public Works Director (Department Director, separate from the City Engineer position). Directs, administers, and coordinates the support operations and field operations groups of the Public Works department, in support of policies, goals, and objectives established with the City Administrator, Mayor, and City Council through overall oversight of subordinate supervisors. Provides public works expertise to the City Administrator, Mayor, City Council, and other City departments.

Utilities Superintendent (Replaces Public Works Manager). (Class B Water or Class I Wastewater Certification preferred) Under the direction of the Public Works Director, this management position directs the Utilities Divisions made up of the Distribution/Collections, Water and Wastewater Operations. Acts as the Chief Operator of the Treatment Plants; researches/recommends and oversees Public Works projects and programs that are being implemented by the different Divisions; supports the Public Works Director with policies and procedures, budgeting, staffing and management of subordinates; ensures that all EPA and IEPA Reports are submitted and the City is in compliance; and acts as the Public Works Director in the Director's absence.

Distribution/Collections Supervisor. Under Direction of the Utilities Superintendent, this Supervisory position directs and oversees the daily work of the Distribution and Collections Maintenance Division of the Public Works Department. Is responsible for Distribution and Collections programs, documentation and record keeping, and implementing City Policies and Procedures. Work includes: CMOM Program - Jetting Sewers, Camera Sewers, Sewer Repairs; Sewer Main Lining Program - Prioritize List of Lining locations; Manhole Program - Maintenance and Repair; Flushing Program - Flushing Hydrants, Replace, Repair; Water Main Program – Inventory and Documentation of Repairs; Valve Maintenance Program - Exercising and replacing valves; Service Line Program – Inventory of Service lines and Repairs; and other work as assigned by the Utilities Superintendent.

Water Plant Supervisor (Class B Certificate Required). Under Direction of the Utilities Superintendent, this Skilled Operator (Supervisory) position directs and oversees the daily operation

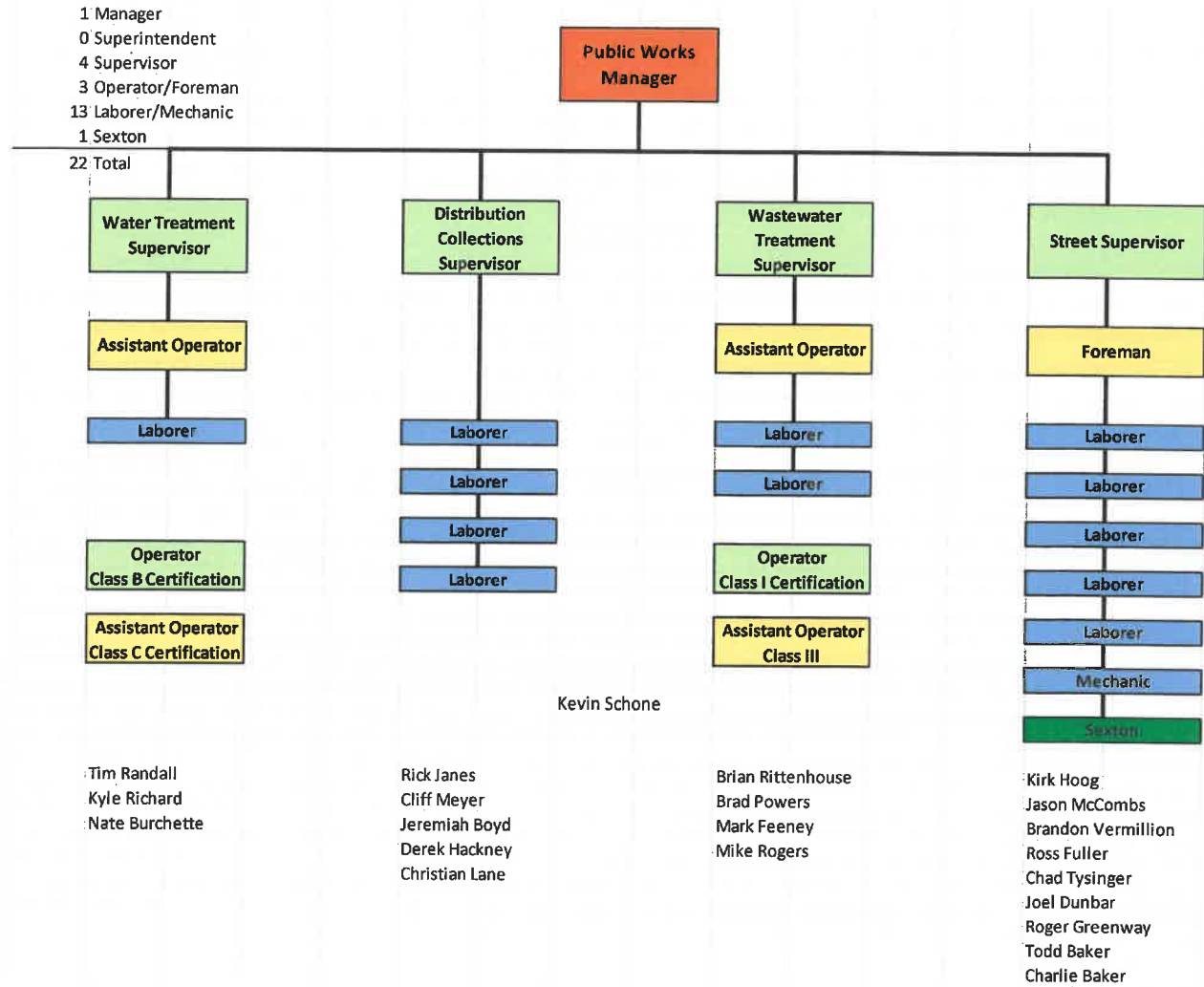
Date Prepared: 12/04/2019

of the Water Treatment Division of the Public Works Department. Is responsible for Water Treatment and the Water Treatment Facilities, IEPA Compliance, water sampling and testing, documentation and record keeping, and implementing City Policies and Procedures. Oversees and performs a variety of semi-skilled and skilled, technical and administrative work and routine and specialized maintenance work involved in the Operation, Maintenance, and Repair of the City's Water Treatment Facilities and Systems; and other work as assigned by the Utilities Superintendent.

Wastewater Plant Supervisor (Class 1 Certificate Required). Under Direction of the Utilities Superintendent, this Skilled Operator (Supervisory) position directs and oversees the daily operation of the Wastewater Treatment Division of the Public Works Department; is responsible for Wastewater Treatment Facilities; IEPA Compliance; wastewater sampling and testing, documentation and record keeping, and implementing City Policies and Procedures; oversees and performs a variety of semi-skilled and skilled, technical and administrative work and routine and specialized maintenance work involved in Operation, Maintenance, and Repair of the City's Wastewater Treatment Facilities and Systems; and other work as assigned by the Utilities Superintendent.

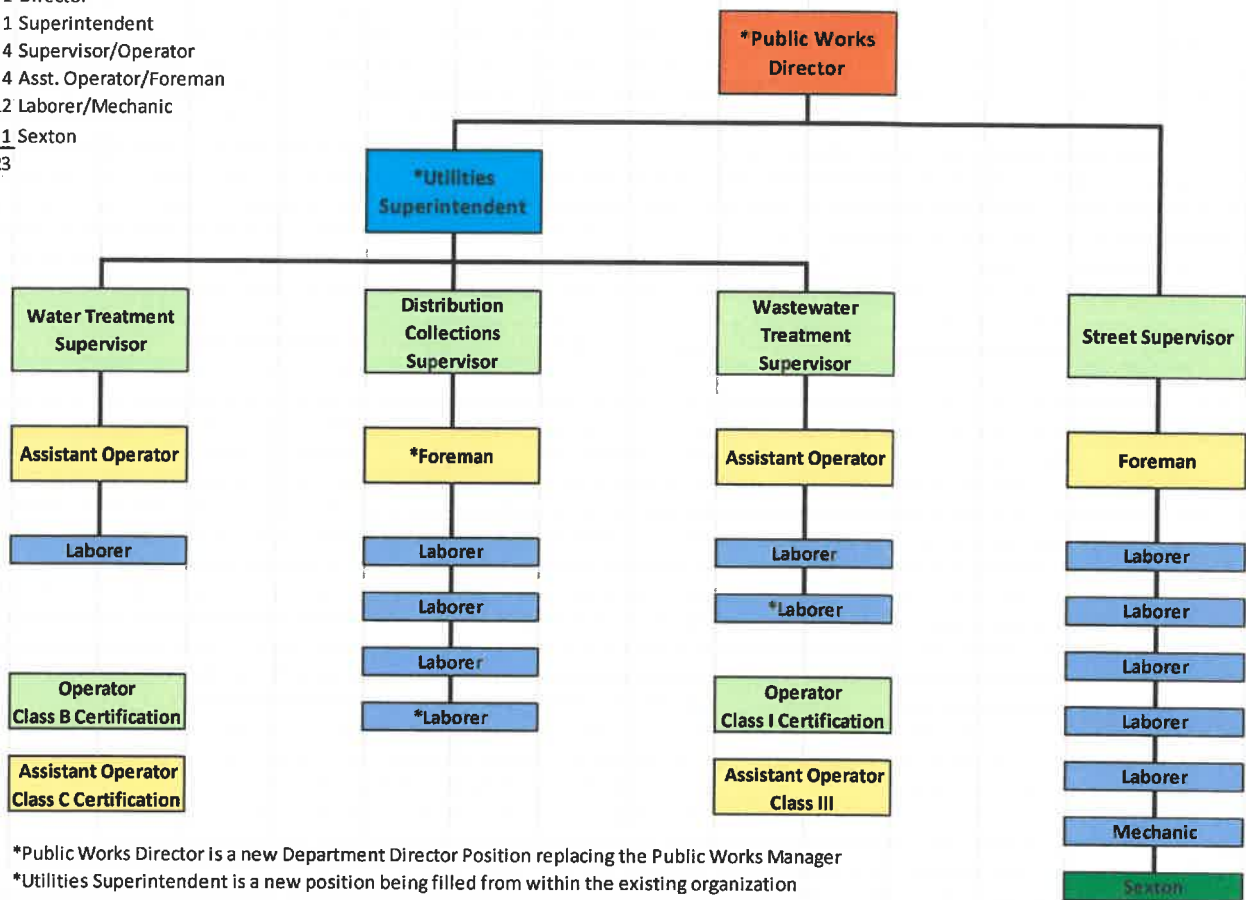
Street Supervisor. Under the direction of the Public Works Director, this supervisory position directs and supervises the daily work of the Street Division of the Public Works Department. The Supervisor is responsible for coordinating activities and ensuring completion of projects. The Supervisor must work in conjunction with the Public Works Director and City Engineer to ensure the projects are constructed properly and as intended.

## Current Public Works Organization Chart



## Proposed Public Works Organization Chart

1 Director  
 1 Superintendent  
 4 Supervisor/Operator  
 4 Asst. Operator/Foreman  
 12 Laborer/Mechanic  
 1 Sexton  
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\*Public Works Director is a new Department Director Position replacing the Public Works Manager  
 \*Utilities Superintendent is a new position being filled from within the existing organization  
 \*Distribution Collections Supervisor Foremen is a new position filled from an existing laborer  
 \*1 Laborer will be crosstrained and float between Wastewater Treatment and Distribution/Collections

**Fiscal Impact:** Addition of two new positions – Engineering Technician and Utilities Superintendent. Planned internal promotions will result in the addition of an entry level laborer along with the Engineering Technician, thus minimizing the fiscal impact. In addition, the new MFT funds can be utilized for the Engineering Technician’s salary and benefits.

### Recommendation/

**Committee Discussion Summary:** The City Administrator recommends approving the proposal. It will be presented to the Committee of the Whole on Monday, December 9, 2019.

**Action Requested:** Approval of the restructured Public Works and Engineering Departments of the City of Washington.

**Future Action Needed:** New Position Job Descriptions will be presented to the Finance and Personnel Committee and City Council for approval. Fiscal impacts will be addressed via 2019/2020 budget reallocation or amendments and the 2020/2021 budget.

**Additional Documentation:** Attachments – memo from current interim City Engineer.

# Memo



December 5, 2019

**Here are my thoughts concerning the Public Works and City Engineer reorganization:**

- Although it is typical for a City Engineer to report to Public Works Director in larger cities, I tend to agree with the strategy to separate some duties and go the direction as recommended
- I see the PW Director as more of a 'hands on' responsibility type position, much like I think is envisioned. Although an advanced degree would be desirable, I'm not sure it's necessary with proper experience.
- As the City undertakes the 20 year CIP, I greatly see the need for an Engineering Technician reporting to the City Engineer so I agree with the recommendation. I see this position handling the Motor Fuel Program and associated paperwork (resolutions, IDOT project documentation, Ph III construction inspection, and possibly even bridge inspections with proper training). I am sure the Council/ Administration is unaware of the extensive MFT reporting and documentation necessary and thus some of the problems currently ongoing. Although this position won't completely eliminate the need for consultant oversight, it should reduce the need and also augment consultant needs on various projects. As an example, the City will be spending \$20,000+ on consultant oversight this forthcoming summer that could easily be handled by this position
- Dependent on the experience level of an ET if hired, early training \$\$ may be necessary.
- In my opinion, Washington is a large enough City with substantial project investment that the City Engineer should be spending 75-80% of his/her time on Administrative duties. That's not to say the Engineer shouldn't do field work/duties but it appears that some of those duties were neglected at the expense of construction oversight and other field requirements.
- It would be desirable for the City Engineer and Technician to be the City's bridge inspection team, eliminating the need again for \$\$ to be spent on consultants. It is always is better to have two sets of eyes when completing this task. It appears this was exclusively in the past solely by the City Engineer.