



TOWN OF MINTO

DATE: July 17, 2018

REPORT TO: Mayor and Council

FROM: Bill White C.A.O. Clerk

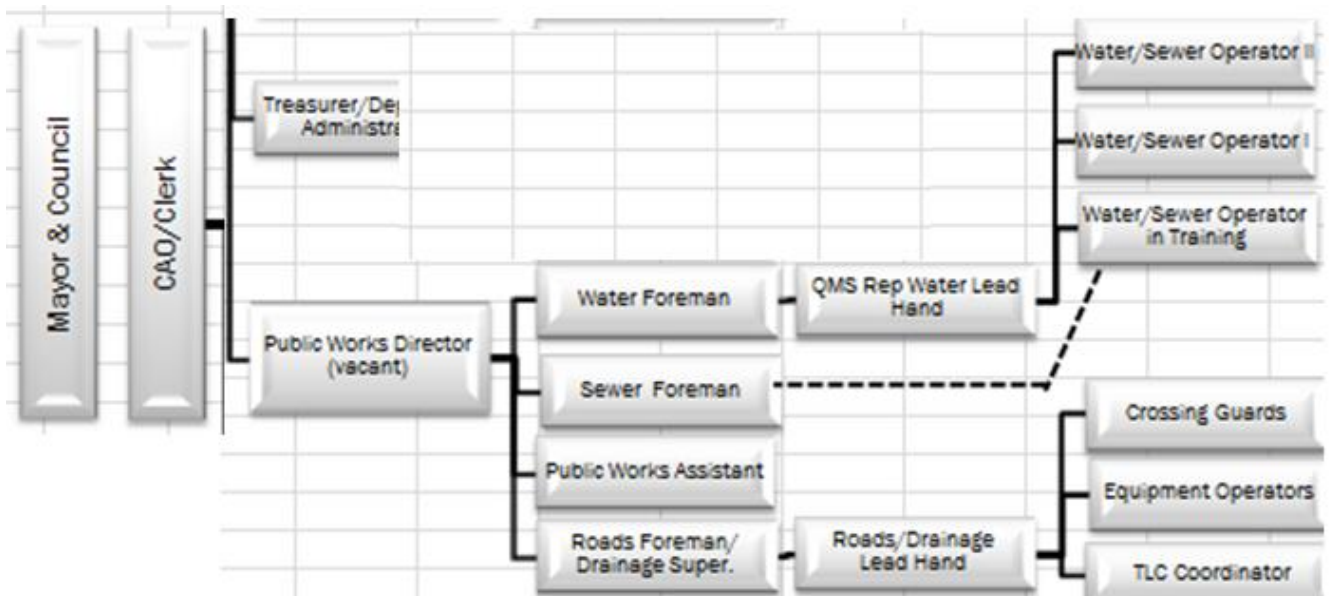
SUBJECT: Public Works Structure

STRATEGIC PLAN:

Provide cost effective and responsive local government through superior customer service, internal stability and efficiency, and promoting responsible economic growth, healthy lifestyles, and respect for the natural environment.

BACKGROUND:

The following is the current Public Works organizational structure:



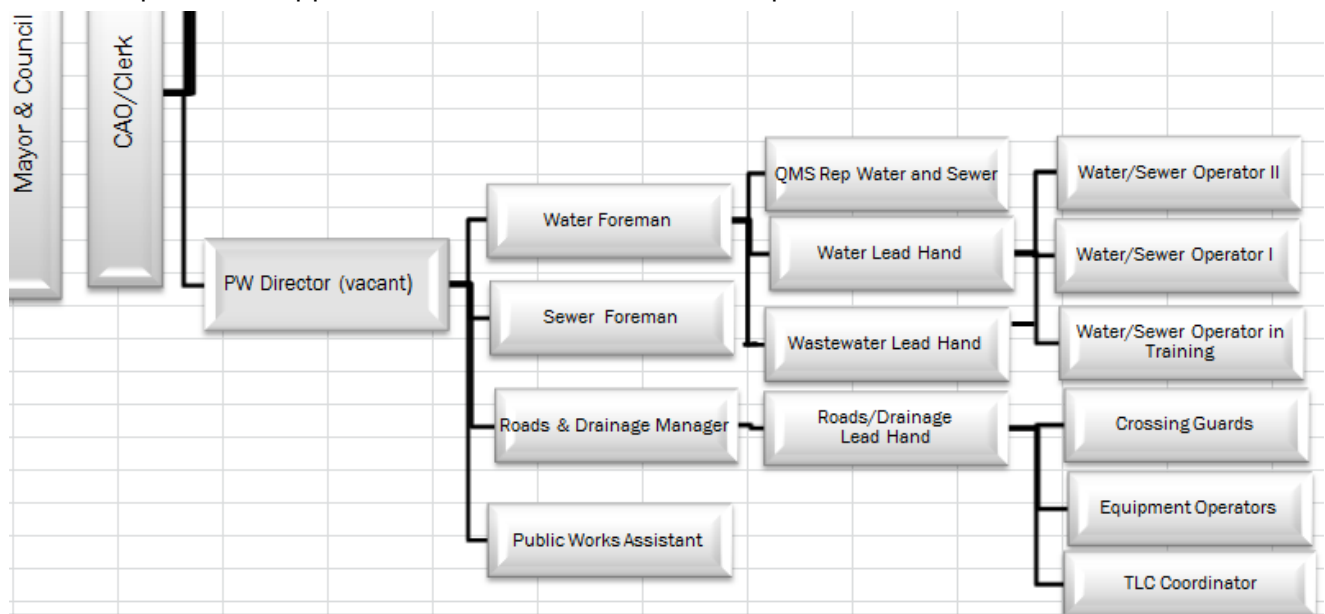
At the December meeting about the 2018 Public Works operating budget the following points were brought forward to Council:

- Reduced budget \$70,000 to recognize departure of the Public Works Director with other amounts removed from water and sewer budgets.
- Public Works will have one or two more retirements in the next three years.
- Succession Plan calls for on-going training in Public Works to prepare staff to assume more responsible positions and take on greater roles.
- Allowing time before replacing the Director provides more opportunity for training.
- A local student assumed Operator in Training for one year pending staffing decisions.
- Report in January 2018 on status of the Director position

In the January budget summary report staff supported keeping the Director position unfilled until the new Council considers the issue. The three Foreman positions have assumed increased responsibilities running the Department including attending more Council

meetings. They have discussed future structure with staff leading up to potential retirement of the C.A.O. Clerk (currently acting Public Works Director) and the Water Foreman in less than two years. The structure responds to changes in water and sewer operations that continue to emerge including shrinking DWQMS auditing timelines, new and increased testing and Quality Management System for wastewater (similar to DWQMS) possibly within the next term of Council.

Staff is suggesting the Department Structure maintain the three main sections of the Department as Water, Wastewater and Roads/Drainage as shown below. The Public Works Assistant provides support to all three sections of the Department.



This structure leaves the Director position vacant pending a decision of the next Council and proposes the following changes:

- Roads & Drainage Foreman becomes Roads and Drainage Manager for one year minimum with added duties related to Senior Management, Public Works Chair and Council.
- QMS Rep Water and Sewer position re-established reporting to the Water Foreman and the Wastewater Foreman responsible for DWQMS and developing/implementing QMS for wastewater.
- Water Lead Hand and Wastewater Lead Hand positions to help direct day to day activities in these areas, and act as alternate ORO to Foreman position.

These changes do not increase the number of staff in the Department. Council consolidated the QMS role with the Lead Hand role after a retirement two years ago. The Lead Hand positions continue to be operators but have authority to direct day to day activities in support of the Foreman. Current operators will be encouraged to work toward the QMS and Lead Hand roles.

In this structure Mike McIsaac joins the Senior Management Team as Manager of Roads & Drainage for one year adding the following work to his position:

- a) Attend Senior Management Team meetings on behalf of Public Works
- b) Work closely and communicate with the Water Foreman and Wastewater Foreman regarding issues brought forward at Senior Management meetings.
- c) Ensure the Water Foreman and Wastewater Foreman can attend and contribute to Senior Management meetings in his absence.
- d) Communicate and advise the Chair of Public Works regarding policy and other matters related to the Public Works Department in consultation with the Foreman.
- e) Work with the Water Foreman and Wastewater Foreman to provide comprehensive advice and recommendations to Committee and Council.
- f) Ensure the Water Foreman and Wastewater Foreman attends and presents reports to Council.
- g) Assumes responsibilities for DWQMS reporting if required due to retirement.

COMMENTS

Since March 2017 some new Public Works initiatives have resulted in considerable savings and service improvements including the following:

- 1. Re-directed the inflow and infiltration program in 2017 identifying new suppliers for sanitary manhole sealing (saving \$100,000)
- 2. Re-evaluated Clifford ultra-rib pipe policy by independent camera analysis allowing \$156,000 budgeted for sewer relining to new SCADA system (saving +-\$80,000)
- 3. Implemented new winter control program to increase rural service in afternoons, change downtown snow removal and more efficiently deploy existing equipment (2018 winter control within budget)
- 4. Replace single axel plow truck, double axel plow truck and dump truck to single all-purpose maintenance vehicle (saving \$500,000 future replacement costs)
- 5. Increase Department accountability through enhanced reports to Public Works/Council related to municipal drains, cemeteries, sidewalk and paving tenders, and annual review.

Under the Town's Succession Plan advanced leadership training has been completed by several staff. Others assisted with internal audit procedures as a means to increase job accountability. Overall, Public Works has functioned well without filling the Director's position. The new structure and added responsibility makes sense from a succession planning perspective as staff can take on new roles to enhance their professional growth and increase their qualifications. The next Council can make a final decision on the Public Works Department structure including adding back in the Director position.

FINANCIAL CONSIDERATIONS:

Adding senior management responsibilities to the Roads and Drainage Foreman would add a nominal cost in 2018. Internal re-assignments to the new QMS Water and Sewer position and the Wastewater Lead Hand will have limited impact on the 2018 budget. In total Public

Works promotions and re-assignments under the proposed structure may cost in the range of \$20,000 to \$24,000 in the future, but this will be offset as retirements begin.

RECOMMENDATION:

That Council receives the July 17, 2018 report from the C.A.O. Clerk entitled Public Works Restructuring, that Council appoint for one year Mike McIsaac as Acting Manager of Roads and Drainage adding responsibilities as outlined in the report, approves the Public Works structure as presented and that it be forwarded for consideration by the next Council.

Bill White
C.A.O. Clerk