



Public Works Department

To: John Szerlag, City Manager
From: Timothy Richnak, Public Works Director
Date: October 12, 2011
Re: ICMA Recommendations and Status Update

The Public Works Department continues implementation of ICMA recommendations. As we proceed with this process it will be coordinated with staff replacement and training, service and labor contracts, and the budget development and review process.

Administration

1. Restructure to include Parks and Building Operations into Department of Public Works.

The organizational inclusion of Parks and Building Operations Divisions into Department of Public Works has occurred. The physical reorganization of staff into office space has been evaluated and a request for the corresponding required capital expense has been requested.

2. Combine Streets/Drains and Parks administration and support services.

The administration of the Streets/Drains and Parks has been combined under the newly renamed position of Superintendent of Parks, Streets and Drains. The Public Works Department will provide support services as there were none available or transferred from the previous Parks and Recreation Department.

3. Review contracted maintenance specifications for service delivery monitoring (quality and customer service) with penalties for non-compliance or possible bonuses for exceptional performance.

Many contracts are multiyear and completion of this recommendation will coincide as contracts expire.

4. Develop inventory/condition formal report(s) for all assigned assets.

This is being developed through and conjunction with Engineering, Planning, and Consultants.

5. Establish a formal annual division or “business unit” operational review to evaluate current performance and plans for the following year(s).

This review will be incorporated and coincide with the annual budget process.

6. Conduct periodic “business unit” benchmarking with other similar cities and “best-in-class” private sector companies.

This process will be incorporated with the formal “business unit” review.

7. Establish a formal Public Works policies and procedures manual, in addition to administrative memos in place, especially as related to standards for maintenance operations.

The separate divisions have begun looking at its operations to collect information to achieve this goal. The full recommendation will be addressed in the second year of implementation of the ICMA recommendations once we are able to stabilize management staff who will be involved in the public information programs.

8. Evaluate the broad banding (both vertically and horizontally) of maintenance worker positions to allow increased productivity with the same or less personnel- must negotiate contracts.

We will address broad banding of maintenance positions before labor contracts expire and negotiations begin.

9. Promote and participate in external and internal customer surveys for all divisions.

We will look to incorporate this with city wide initiatives as has been performed in the past.

10. Continue to focus efforts on all energy savings and “green” efforts to decrease operational costs over the long term.

This focus will be continued in all aspects of the Public Works operations as reviews of maintenance operations are completed and projects are developed.

11. Continue utilization of City Works GIS infrastructure management system. Explore utilization of hand-held devices for field work.

The Public Works Department continues to use and expand the use of hand held devices for field work. This process is in conjunction with the IT and Purchasing Departments as technology advances and as expiring contracts are reviewed.

12. Develop a public information program (for Council, administration, citizens and employees) that outlines the benefits and impacts of all Public Works services, including efficiency metrics and standards.

This will be addressed in the second year of implementation of the ICMA recommendations once we are able to stabilize management staff who will be involved in the public information programs.

Refuse and Recycling Division

1. Continue as an outsourced service with regular cycle of review.

These services are being regularly reviewed in three different approaches. They are reviewed daily by the Refuse and Office coordinator. As members of SOCRRA and SOCRRA administering these contracts, city staff attends monthly Recycling Committee meetings with

all other SOCRRA members and SOCRRA administration. The third review process includes the City of Troy administration having a voting member on the SOCRRA board. The board also meets monthly to review and approve contracts, policies, operations and expenditures.

2. Complete the internal reorganization as planned.

The internal reorganization involved combining the Refuse and Recycling Coordinator and Office Coordinator positions into one position. This has been completed and titled as the Refuse and Office Coordinator.

Streets and Drains Division

1. Do not execute the 5 year plan, and modify Option 1 to include 5 more Equipment Operators.

City Council had taken action to reduce the Street Division field staff reductions from 10 as outlined in Option 1 to 5. The ICMA recommendation believes this will create sustainability for the division.

2. Develop enhanced coordination of efforts with the Park Maintenance Division if transferred to Public Works.

Enhanced coordination has been maximized between the Parks Division and the Streets and Drains Division by combining them under one Superintendent of Parks, Streets, and Drains.

3. Consider addition of front- or side-mounted wing plows (up to 25 percent increase in productivity) for large trucks, and other possible equipment enhancements, to increase plowing efficiency.

This equipment and recommendation currently has not been addressed because the Department of Public Works was working under the premise that it would not be involved in winter maintenance of RCOC roads which comprise the majority of potential use of this equipment. If a long term commitment to maintain RCOC roads for winter maintenance is established this recommendation will be investigated further.

4. Consider the utilization of GPS tracking units on snowplow equipment to assist in maximizing the efficiency of plow routes.

GPS tracking unit review has been done in the past. It was determined that the ongoing cost of the service was excessive. It will be reevaluated in the future.

5. Accelerate the use of florescent induction or LED light change-outs on city-owned streetlights (savings of 50 percent or more electric use per light).

With the replacement of approximately 120 street lights to LED as part of the EECDBG program we will be requesting that the energy savings be used to install additional LED replacements in future budgets to achieve long term sustainability of street lighting.

Water and Sewer Division

1. Outsource specific tasks during peak workload periods, particularly if staff numbers are frozen or reduced.

We will continue the practice to outsource specific tasks during peak workload periods as in the past and continue to increase in-sourcing during nonpeak periods.

2. Offer to provide water and sewer maintenance services to other jurisdictions as determined by a feasibility process.

We have provided these maintenance services to the Troy Community Schools in the past and will be expanding our cooperative ventures with future inter-local agreements.

3. Consider the enhanced coordination of efforts with the Park Maintenance Division if it is transferred to Public Works.

The Parks Division has been incorporated into the Public Works Department and we continue to investigate opportunities to enhance coordination between the two divisions.

4. Pursue additional coordination of efforts with the Streets and Drains Division, particularly if the Three Year Budget (Option 1) personnel reductions are implemented.

We have and will continue to pursue coordination efforts between all divisions in the Department of Public Works

Parks and Recreation

1. Conduct competitive contracting analysis to determine optimal level of in-house and outsourced service delivery.

ICMA has recommended and the city has retained two positions in the Parks Division to make it sustainable. We will continue to evaluate all services in the division and determine which are best performed in-house or outsourced.

2. Restructure with the transfer of this division to Public Works, either as a separate division or combined with the Street and Drains Division.

The restructuring transfer of the Parks Division to the Public Works Department has been completed as a separate budgeted division under the Parks, Streets, and Drains Superintendent.

3. Consider retaining at least one tree specialist to act as an in-house resource, and inspect contracted tree services.

City Council has taken action to retain two positions in the Parks Division to keep it sustainable. One of those two positions is a tree specialist and has begun administering the city's forestry contract.

4. Consider retaining one additional full-time maintenance employee to serve as a contracted maintenance inspector and customer service representative.

City Council has taken action to retain two positions in the Parks Division to keep it sustainable. One of those two positions is a full-time maintenance employee.

5. Complete park system Master Plan.

There is a completed park system Master Plan (5 year) that is current through 2012. It will be addressed at that time.

6. Develop a formal assets inventory/condition ratings report.

This is being developed through and in conjunction with Engineering Department, Planning Department, and Consultants.

7. Review contracted maintenance specifications for service delivery monitoring (quality and customer service), with penalty and bonus provisions.

Many contracts are multiyear and completion of this recommendation will coincide as contracts expire.

8. Develop formal park maintenance policies and procedures especially related to standards for maintenance operations.

This will be addressed in the second year of implementation of the ICMA recommendations once we are able to stabilize management staff who will be involved in the formalization of this document.

9. Consider energy efficiency initiatives such as fluorescent induction or LED lighting where feasible, in coordination with building operations.

The consolidation plan includes the Department of Public Works having the Building Operations Division spearhead green initiatives.

Fleet Maintenance

1. Continue to seek in-sourcing opportunities.

We are continuing this practice until saturation of work is limited by our facilities and staff availability.

2. Continue aggressive review of vehicle and equipment utilization for disposal and/or conversion to rental.

We are continuing this long standing aggressive vehicle and equipment review.

Building Operations

1. Service delivery at current levels is sustainable if Option 1 reductions are made, but concerns exist.

An evaluation of the Building Operation Department has been completed to provide staffing levels. Building Operations also has become part of the Department of Public Works and the organizational restructuring will assist in mitigating these sustainability concerns.

2. Alternative service delivery options- Conduct competitive contracting analysis to determine optimal level of in-house and outsourced service delivery.

An evaluation of the Building Operation Department has been completed delineating in-house operations with peak work contracted out.

3. Reorganizing/restructuring- Restructure and transfer this function to become a division of Public Works.

Reorganization has been completed but the physical relocation of the Building Operations Department into the Public Works building when office space becomes available.

4. Continue and potentially accelerate energy savings initiatives (LED lighting) and capital projects.

This initiative will continue and will be address during the budget process requesting the use of saving to advance LED lighting.

5. Develop formal building operations policies and procedures especially related to standards of maintenance.

This will be addressed in the second year of implementation of the ICMA recommendations once we are able to stabilize management staff who will be involved in the formalization of this document.

6. Develop a formal assets inventory/condition report

This is being developed through and conjunction with the Engineering Department, Planning Department, and Consultants.