



Agenda Memo

Public Works Department

City of Crest Hill

Meeting Date: 2/9/2026
Submitter: Gary Richardson
Department: Public Works
Agenda Item: Organizational Structure Change in Public Works

Summary:

Proposed Organizational Restructure of Public Works

The purpose of the recommended organizational restructuring of the Public Works Department, in very general terms, is to improve the delivery of all services to the residents of the City of Crest Hill. As Director of Public Works, I feel I am qualified to make a recommendation of this magnitude to improve the department for the future.

The employees are skilled and are a great group of people to work with. The challenge the department needs to overcome is providing oversight on all levels that is consistent for the department to function in a detailed oriented, cohesive manner resulting in a highly productive Public Works Department.

List of concerns I have observed:

- The current structure includes a Director of Public Works, Deputy Director (currently vacant for a long time) and an Administrative Assistant to lead the entire staff of Local 150 Unionized Labor.
- The span of control for these leadership positions is not adequate to provide the needed detailed technical oversight to meet all the demands of two (Class 1) Wastewater Plants, a Water System, Fleet Services, Streets, Utilities, Building and Grounds, and numerous other responsibilities.
- The current organizational structure provides four union crew leaders in the areas of Fleet, Streets, Building and Grounds, and East STP. However, the Water System and the West STP do not have a Crew Leader formally assigned in those important areas. A crew leader is a point of contact for non-union leadership to accomplish tasks with union members. Two employees from the union should be promoted to the crew leader positions.

Recommended Council Action:

Approve the Proposed Organizational Restructure of Public Works.

Attachments:

PowerPoint of the proposed organizational restructuring