

Memo



Public Works Department

City of Crest Hill

Date:	4/11/2025
Submitter:	Julius Hansen, Interim Director of Public Works
Department:	Public Works
Topic:	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 the current Interim Director of Public Works, I have been embedded in the department now for 4 months and feel I'm uniquely qualified to make a recommendation of this magnitude to improve the department. The employees are skilled, and with a few exceptions, are some of the best I have ever worked with. The challenge the city needs to overcome is providing oversight and leadership that is consistent for the department to function in a detailed oriented, cohesive manner resulting in a highly productive Public Works Department. As the Interim Director I was not hired to provide a long-term solution for the problems in the department. However, I feel obligated to leave the department much better than I found it.

List of Concerns that I have observed:

- The current organizational structure lacks the dedicated leadership in each specialized field of Public Works that is essential to accomplishing all the work required in a professional manner.
- This current structure includes a Director of Public Works, Deputy Director, (currently vacant for a long period) and 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.

- Having one employee being the “CERTIFIED OPERATOR IN RESPONSIBLE CHARGE” (COIRC) of both the Water system and two Class 1 Wastewater facilities has proven too much for one person. The current combination of having one employee as COIRC for water and wastewater is not sustainable.
- The city needs to have two different employees serving as an ROIC for Water and the other as an COIRC for Wastewater. Two people need to be in charge of these two major functions because each is highly regulated and demanding.
- When the current Wastewater COIRC leaves the city has extremely limited options to find another. Fortunately, we have found a contractor that is willing and able to assist the city.
- The cost to contract out the IEPA required oversight of an COIRC for Wastewater has been quoted at \$1500 per week. However, if this option is implemented as currently recommended a city employee will still need to supervise both wastewater plants in conjunction with contractual services of an COIRC.
- We potentially have two current employees that could fulfill the ROIC role in the future for Water and Wastewater if they both pass the exam on 4/7/25 and 4/1/25 respectively to acquire the credentials from IEPA. They cannot be the COIRC unless they pass the exam and the results are pending. If they pass the exam, then the city can determine if either one or both can be assigned the COIRC 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 the 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.

The new Organizational Structure will change the department in the following ways:

- The Superintendent level of specialized oversight would be an improvement from the more generalized ability of a Director and Deputy Director that may not have technical knowledge to oversee both Water and Wastewater problems effectively.
- The Deputy Director and the individual Wastewater and Water ROIC positions would be eliminated in exchange for three Superintendents. The Administrative Assistant position should be eliminated in exchange for an Administrative Superintendent. I estimate the cost of \$80,000 to the water fund and \$80,000 to the sewer funds with no cost to the General Fund to implement these changes. The money saved on professional services and overtime would certainly offset that cost.

- The proposed Superintendent salary range would be \$110,000 to \$135,000, the Wastewater Superintendent and the Water Superintendent salaries would be charged from the Sewer and Water fund respectively at 100%.
- The Water System and West STP are lacking the detailed technical oversight of both a Superintendent and a Crew Leader. The two additional Crew Leader positions would be promotions for existing employees so the cost would be marginal
- These Superintendents would always provide a succession plan for the Director position in the future. The Superintendents could easily provide a means of several readily available in-house candidates outside the union to replace the Director temporarily or permanently as needed.

Recommended Council Action:

Discussion only

Financial Impact:

See attached Table

Attachments:

- Cost Analysis Table
- Organizational Chart