

Public Works Service Levels and Staffing Study Recommendations Summary
August 2, 2019

Novak Recommendations				
Rec.	Description	Priority	Status	Projected Completion Date By Calendar Year
1	Implement an electronic work order system to streamline work planning, assignments, and performance measurement data.	High	Implemented. Email based work order system started in June 2017. Data currently being collected by Management Analyst. System and data will ultimately be part of ERP software.	Q2 2017
2	Implement a fleet and fuel management system.	Medium	Implemented. City fleet fueling operations switched over to Mack Road FPDDC facility. Staff is actively working on incorporating fleet management into the ERP system.	Q3 2018
3	Create a vehicle maintenance cost center to centrally track all vehicle maintenance expenditures.	N/A	Complete. The current practice is acceptable to the Public Works and Finance Departments. This will be re-evaluated in the future, if concerns are identified.	Q2 2018
4	Develop outcome and efficiency performance metrics for each Public Works Department Program.	Low	Implemented. Management Analyst collecting data from divisions on work tasks and associated time.	Q4 2018
5	Create maintenance work plans, schedules, and service standards to guide the process of determining resource requirements.	High	Start Q1 2019 Management Analyst collecting work order data and coordinating with ERP development. System and data will ultimately be part of ERP system.	Q4 2020
6	Utilize a work order system to track labor hours by major task.	High	Implemented. All Divisions tracking work by major task in a daily log. Work order system will eventually be part of ERP system.	Q4 2020
7	Develop a preventative maintenance contract arrangement for equipment maintenance.	High	Implemented. Staff already utilizes outside local vendors as needed, and has begun discussions with the Forest Preserve District of DuPage County (FPDDC) about preventative maintenance.	Q2 2020
8	Integrate asset map data maintained by the Public Works Department into GIS software used by the City and begin geolocating assets.	High	Start Q2 2019 Process began in 2016 with the hiring of a GIS intern and PW staff continued that work. Data collection should be complete by the end of 2019. PW staff is currently working with Consultant to convert City AutoCAD utility atlas into GIS.	Q4 2019
9	Equip front-line workers with mobile devices so they can access the work order system and mapping software in the field.	High	Complete. Utility and Street Divisions are utilizing tablets in the field.	Q2 2018
10	Merge utility location services once infrastructure has been geolocated.	Low	Complete. Currently, utility division locates sanitary sewer and water main. Street division locates storm sewer and street lighting. This will be re-evaluated in the future, if concerns are identified.	Q2 2018
11	Upgrade the VTScada system and begin using the mobile interface to monitor and control equipment from smartphones.	High	Complete. SCADA updated to cloud-hosted system in February 2017. System can now be accessed on a mobile device.	Q1 2017
12	Assign work order and asset management system development to a joint project team with operations and engineering expertise.	High	Implemented. Work orders being tracked. Asset management system not implemented. Staff is currently working with ERP team to develop new system for ERP.	Q2 2020
13	Utilize a formal pavement condition assessment and pavement management system to build annual preventative maintenance plans and resurfacing plans to prolong the useful life of pavement infrastructure.	High	Start Q4 2019 Roads are currently on a 15 year schedule for resurfacing. The schedule will be modified based on type of use (collector, commercial/industrial, residential or cul de sac) and on field conditions. Decision package in FY 2020 budget approved for testing and outside assessment, due to change in federal funding requirements.	Q2 2020
14	Use the building equipment needs identified in the CMRP to develop annual work plans and appropriately allocate funds for the projected repairs / replacements.	High	Started Q3 2019 Management Analyst and Facilities Maintenance Supervisor updating costs of all building equipment items in CMRP to current costs, determine whether any items are missing, and map out the anticipated expenditures by fiscal year.	Q4 2019
15	Increase energy efficiency by continuing the conversion of streetlights to energy-efficient light emitting diode (LED) technology.	Medium	Implemented. Replacement of lighting will occur on an as needed basis. Staff will continue to assess and pursue grant opportunities to help offset costs. Currently, staff received incentives to retrofit a significant number of streetlights to energy efficient LED fixtures.	Q1 2018
16	Conduct a facility needs assessment.	Medium	Implemented. Funding for structural shelving units is on hold. Anticipate that a facility needs assessment will be conducted in conjunction with overall City services and staffing study in FY 2020.	Q2 2020
17	Develop an inventory and assess the condition of the storm sewer system.	Medium	Implemented. Process began in Fall of 2016 by televising storm sewer the year before the road is scheduled for resurfacing. The storm sewer will be televised on the same schedule as the sanitary sewer, to proactively find and address problems.	Q3 2016
18	Evaluate shifting to a water shutoff policy based on elapsed time rather than delinquent amount.	Low	Complete. Current policy of \$135 delinquent amount is working well per Finance Director. Recommend no change now. Reevaluate in future if it becomes problematic.	Q1 2017

Rec.	Description	Priority	Status	Projected Completion Date By Calendar Year
19	Monitor system leakage and prepare to establish a large water meter testing program.	Low	Implemented. Utility Division has begun testing small meters for accuracy, and found them to be very accurate. Staff will be investigating larger meters during FY 2019.	Q4 2018
20	Develop a safety training policy that outlines required training for each position and maintain training records for each employee.	High	Implemented. Management Analyst is tracking all staff training and developed a training schedule for all department staff. Safety Training Policy drafted and currently under staff review.	Q4 2018
21	Adopt a policy requiring operators to perform and log pre- and post-trip inspections of equipment.	High	Start Q1 2019 Inspection reports currently in final review stages by staff.	Q4 2019
22	Establish, budget and fill the position of Public Works Management Analyst.	High	Complete. Management Analyst began working on Monday, June 12, 2017.	Q2 2017
23	Develop a Succession Plan for the Public Works Superintendent position.	High	Complete. Creation of DPWD position when Public Works Superintendent retired.	Q1 2017

Additional Public Works Staff Considerations / Recommendations

Rec.	Description	Priority	Status	Projected Completion Date
24	Develop a Workload Evolution Plan for the Equipment Maintenance Division.	High	Start Q4 2019 Equipment Maintenance Supervisor retired on May 31, 2019. Staff will temporarily be utilizing outside local vendors for all maintenance and repair work, and negotiating IGA with FPDDC. Once replacement employee is hired, staff will determine what work will be performed by outside vendors or FPDDC, for the long-term.	Q2 2020
25	Evaluate staffing for Street and Utility Divisions	High	Implemented. Evaluation of staffing levels and needs occur on an ongoing basis. Citywide services and staffing study will be conducted in FY 2020	Q2 2020
26	Determine the best location for the ACORN van base of operations based on Public Works and ACORN needs.	Medium	Complete. Location of ACORN Van evaluated and changed to increase building efficiency. Review will continue in the future, as needed.	Q4 2018
27	Review use of the Public Works building and yard for efficiency. Clean up and reorganize, as necessary.	High	Implemented. Some Public Works vehicles have been reassigned parking to increase efficiency and reduce risk. Other vehicles, materials and equipment are going to auction in 2018. Review will continue in the future, as needed. Citywide services and staffing study will be conducted in FY 2020.	Q2 2020
28	Revise position description contents based on the job content study and consultant input.	Medium	Implemented. Staff modified the job description of the Equipment Maintenance Supervisor to the new Fleet Management Technician, and will continue to evaluate position descriptions and responsibilities as the department continues to evolve.	Q2 2019
29	Create worker orientation checklist including job tasks and safety.	Low	Complete. Checklist approved and implemented.	Q1 2019
30	Create worker exit checklist so that keys, codes, tools and materials are addressed.	Low	Complete. Checklist approved and implemented.	Q1 2019
31	Review the gap report on building safety and implement changes	High	Implemented. Management Analyst has reviewed recommendations and has begun implementing necessary changes.	Q4 2018
32	Review callout role and backups for Facility and Equipment Division Lead Supervisors	Medium	Complete. Finalized documents complete.	Q4 2018
33	Water System Operations Review	High	Implemented. In October 2016, staff increased frequency of hydrant flushing to twice a year. Staff continues to work with a consultant to develop a more efficient / less wasteful strategy for hydrant flushing.	Q4 2016
34	Develop Inflow and Infiltration (I & I) program	High	Complete. Staff began inspecting sanitary manholes for infiltration and grouting those found deficient. Basin I, Phase I I&I Reduction Program began in FY 2019. Program will continue indefinitely.	Q3 2018

Notes:

The designation of priority does not correlate with timeframe.

Complete. - This notation and shading means item is complete.

Implemented. - This notation and shading means long-term project is underway and item has been addressed.

Acronyms:

ACA=Assistant City Administrator

ACORN = Accessible City Operated Rides Now

CMRP = Capital Maintenance and Replacement Plan

DMMC = DuPage Mayors and Managers Conference

ERP = Enterprise Resource Planning

SCADA = Supervisory Control and Data Acquisition (utility systems)