



DATE: July 29, 2020

TO: Council Budget and Finance Committee

FROM: Director of Finance
Director of Public Works & Utilities

SUBJECT: Review Proposed FY 2021 Public Works & Utilities Department Organizational Changes

RECOMMENDATION

That the Council Budget and Finance Committee reviews the proposed organizational changes within the Public Works & Utilities Department to address core functions more effectively in services provided, and to provide feedback and direction on implementation of proposed staffing changes.

SUMMARY

This report includes a review and proposal of changes to the organizational structure within the Public Works & Utilities Department to address its core functions more effectively in services provided to Hayward residents and businesses. These changes were originally intended to be presented as part of the FY 2021 budget adoption but were deferred to better understand the fiscal landscape. Staff now recommends that these changes be implemented as soon as possible. The proposed organizational changes within the Public Works & Utilities Department include the addition of 6.0 FTE, and deletion of 2.5 FTE, resulting in a net increase of 3.5 FTE. The proposed changes primarily impact Enterprise Funds, with minimal impact to the General Fund.

BACKGROUND & DISCUSSION

During the FY 2021 budget process, the Public Works & Utilities Department proposed several positions changes to address its core functions more effectively in services provided to the Hayward community. These changes were originally intended to be presented as part of the FY 2021 budget adoption but were deferred to better understand the fiscal landscape. Due to the sudden onset of COVID-19, several budgetary changes were made within a constricted period of time. In an effort to balance the General Fund budget, all department requests were reviewed, and minimal department requests were included. As part of the review process, all position requests were removed, including those not impacting the General Fund.

After further Departmental review, the exclusion of the proposed organizational changes will have a significant impact on the ability to provide appropriate service levels in Public Works and Utilities. In order for the Public Works & Utilities Department to address its core functions in services provided to the City's residential and business customers, several position changes are proposed for the Committee's review and consideration. Table 1 below provides a summary of proposed position changes, and corresponding fiscal impacts:

Table 1: Summary of Proposed Position Changes

Add / Delete	FTE	Position / Job Classification	General Fund Fiscal Impact	Enterprise Funds Fiscal Impact
Add	1.0	Senior Utility Leader		\$ 171,512
Add	1.0	Utility Leader-Sewer		\$ 156,470
Add	1.0	Senior Utility Engineer		\$ 210,010
Add	1.0	Associate Civil Engineer		\$ 182,984
Add	1.0	Senior Water Resources Engineer		\$ 210,010
Add	1.0	Administrative Supervisor	\$ 118,885	\$ 39,628
Delete	-0.5	Meter Reader		\$ (99,453)
Delete	-1.0	Utility Worker-Sewer		\$ (139,083)
Delete	-1.0	Administrative Secretary	\$ (110,639)	\$ (36,880)
TOTAL	3.5		\$ 8,246	\$ 695,198

As shown in Table 1, the proposed changes in organizational structure will result in a net increase of 3.5 FTE. Details and justification of the proposed changes are as follows:

Proposed Position Adds:

1.0 FTE Senior Utility Leader in Field Services

This position is needed to effectively manage and utilize the City's new Advanced Metering Infrastructure (AMI) system and ensure that critical cross-connection control and backflow testing work is completed. The cost of the position would be partially offset by the deletion of a 0.5 FTE meter reader.

1.0 FTE Utility Leader-Sewer in Collection System Maintenance

This position is needed to maintain the sewer collection system and reduce the risk of sanitary sewer overflows. Wastewater agencies are under increasingly stringent regulatory requirements to eliminate any overflows or be subject to financial penalties. The addition of this position would provide for an additional fully staffed crew to operate the City's vacuum trucks and increase sewer line cleaning activities. The cost of this position would be partially offset by the deletion of a 1.0 FTE Utility Worker-Sewer position.

1.0 FTE Senior Utilities Engineer in the Utilities Engineering Section

The City's existing Utilities Engineering staff does not include sufficient staffing to address the City Council's priorities to improve water and sewer infrastructure. An additional Senior Utilities Engineer will help the City keep pace with Utilities infrastructure improvements and replacements, and to implement the processes needed to address increasingly stringent regulatory requirements related to wastewater discharge.

1.0 FTE Associate Civil Engineer in the Utilities Engineering Section

This proposed new position is needed to help address the City Council's priorities related to improving water and sewer infrastructure. Additional staff resources will help the City keep pace with Water Distribution System improvement and replacement projects to ensure continued reliable water deliveries to residential and business customers.

1.0 FTE Senior Water Resources Engineer

This position was approved two years ago but the City was unsuccessful in recruiting and the position was deleted last year. However, water supply reliability and diversity has become increasingly complex and technical, given the demand on the State's finite water resources. Reinstatement of this position, which would report to the Water Resources Manager, is needed to address the development of a robust water supply portfolio, including recycled water, emergency and dry year supplies, and water conservation.

1.0 FTE Administrative Supervisor

Public Works & Utilities Administration support staff consists of 2 Administrative Secretaries and 3 Senior Secretaries. The addition of this proposed position would allow for improved communication, management of workflow, and department-wide staffing coverage. The cost of position will be partially offset by the deletion of a 1.0 FTE Administrative Secretary position.

Proposed Position Deletion:

0.5 FTE Meter Reader in Field Services

With the implementation of the City's AMI system, it is no longer necessary to retain this vacant position.

1.0 FTE Utility Worker-Sewer in Collection System Maintenance This position would be replaced by a new Utility Leader-Sewer position to provide for more effective sewer line cleaning and maintenance capacity. The position is currently vacant.

1.0 FTE Administrative Secretary

This position would be replaced by an Administrative Supervisor position to provide for more effective management of communication, workflow and department-wide oversight. The position is currently vacant.

STRATEGIC ROADMAP

This agenda item supports the Strategic Priority of Improve Infrastructure. Specifically, this item relates to the implementation of the following projects:

- Project 13: Upgrade water system infrastructure
- Project 14: Update Water Pollution Control Facility Phase II Plan
- Project 15: Upgrade sewer collection system by replacing 3-4 miles of sewer lines annually
- Project 16: Implement Phase 2 of solar project and investigate interim usages of additional energy
- Project 17: Meet regulatory requirements for zero trash in stormwater by installing trash capture devices
- Project 18: Expand recycled water facilities

FISCAL IMPACTS

The proposed organizational changes will result in an increase of \$8,246 in cost to the General Fund, and an increase of \$695,198 in cost to the Enterprise Funds. The proposed increases would require an amendment to the FY 2021 Adopted Operating Budget and would be presented to the full Council for consideration and adoption in September.

NEXT STEPS

Should the Committee support and recommend the proposed organizational changes, staff will present the proposed changes to the full Council at a regularly scheduled meeting in September. At that time, staff will recommend that Council adopt a resolution to amend the FY 2021 Adopted Operating Budget and appropriate the funds in accordance with the resolution.

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Approved by:



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