



MEMO TO: Mayor Vandernail and the Board of Trustees
FROM: Ed Cannon, Town Manager
DATE: August 17, 2022
SUBJECT: Public Works Organizational Change

MATTER BEFORE BOARD:

Discussion and feedback on proposed organizational change to the Public Works department.

ATTACHMENT:

Current and proposed Organizational Chart

PROPOSED:

1. Move Wastewater Superintendent to Public Works
2. Eliminate the O&M Superintendent position
3. Move the Project Coordinator position to Administration

DETAIL:

1. Move Wastewater Superintendent to Public Works:

Fraser utilizes a functional organizational structure that groups Town operations based on their function (finance, administration, public works, etc.). A functional organizational structure consolidates specialization and improves efficiency. However, under our current organizational structure, the Wastewater Superintendent and wastewater treatment operations falls under the general supervision of the Town Manager.

Wastewater treatment is a subdivision of a Town's public utilities, just as water treatment, distribution, and collection are subdivisions of public utilities. Public utilities should fall under the general direction and supervision of a Public Works Director who is trained and experienced in utility operations. Aligning wastewater operations under Public Works is a better alignment under a functional organizational structure for the following reasons:

- Wastewater treatment operations, like all other public utility operations, require operators to attain state certifications for the Town to legally operate its utility systems. Each utility subdivision requires an Operator in Responsible Charge (ORC) who holds a current

state certificate at or above the system classification. All operators under the ORC attain advanced certifications through time on the job and passing state certification tests.

- Despite unique operational differences, utility operators across all systems have similar job descriptions and comparable salary schedules. These salary schedules and job descriptions also align with equipment operators within our Streets Division.
- Moving the wastewater treatment operations to Public Works creates a unified division of leadership and supervision under the general direction and leadership of the Public Works Director.

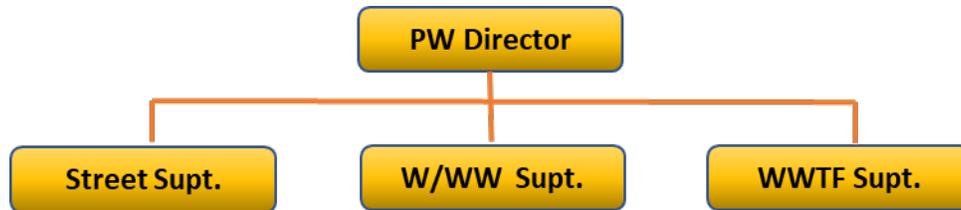
JFOC consideration: Under the Upper Fraser Valley Wastewater Treatment Agreement, the **Joint Facilities Manager** is the “*entity*” appointed by the Joint Facilities Oversight Committee (JFOC) to oversee and manage the Joint Facilities. The **Town of Fraser** is the Joint Facilities Manager, and the Town Manager serves as the Joint Facilities Manager’s *representative* to the JFOC (the Town Manager is NOT the Joint Facilities Manager). The **Operating Superintendent** is appointed by the Joint Facilities Manager, and Joe Fuqua currently serves as the Operating Superintendent and is responsible for the leadership and day-to-day management of wastewater treatment operations.

Under the new Public Works organizational structure, oversight and supervision of the Joint Facility and its staff will fall under the Public Works Director, with the Operating Superintendent still managing the day-to-day operations of the facility. The Town Manager will continue to serve as Joint Facility Manager’s representative to the JFOC.

2. Eliminate the O&M Superintendent Position

The O&M (Operations and Maintenance) Superintendent is a mid-level management position within Public Works that oversees streets, park maintenance, fleet, and gardener operations. The position was created as an enticement to recruit an experienced operator from the Town of Winter Park, but the individual hired only stayed in the position for 7 months. The position has been vacant for three years and, since we have been operating successfully without an O&M Superintendent, the position is deemed unnecessary at this time.

With the elimination of the O&M Superintendent position, we are also renaming the Streets Supervisor position as Streets Superintendent. Jeff Lunde will serve as Streets Superintendent and will serve at the same managerial level as the Wastewater Facility Superintendent (Joe Fuqua) and the Water/Wastewater Superintendent (Lucus Seffens). This creates a cohesive division of operational, managerial, and leadership responsibility under the general direction of the Public Works Director (see illustration below).



3. Move Project Manager position to Administration.

The Project Manager position was created when the previous administrative support person in Public Works began taking on more responsibilities. The position has been vacant for 2 years.

The Project Manager position requires extensive coordination and collaboration across departmental boundaries and will work with Public Works, Finance, Administration, plus third-party contract services as well as state and federal agencies. The position will be responsible for coordinating capital projects, developments, and provide grant administration. For this reason, the Project Manager will work within the Town's Administration Department and report to the Assistant Town Manager.

This organizational plan was presented to the JFOC at the August 11th JFOC meeting. A summary of their comments will be provided during the August 17 BOT meeting.